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Winning in The New World: Journey from Europe to Asia

Thinkers50

25 September 2019

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**“A journey of a thousand miles begins with a
single step”**

Old Asian Proverb

6 catalysts influenced my global journey

From Europe to Asia

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H A S S E L B L A D



DDB^o



McKinsey
& Company



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1978: New Asian paradigm unleashed

Deng Xiaoping visited Lee Kuan Yew in Singapore

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1. Asia will be the future global leader. It will take time as also Asian countries have challenges

- Expanding younger population
- Rising middle-class: 66% of global in 2030
- Urbanization will drive growth
- Rise of Asian multinationals
- Strong and disruptive innovation
- Increased self-confidence
- China will have influential/ assertive role
- Asia will continue to outperform the rest of the world towards 2050

Rise of Asian multinationals

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Global leaders

- Led by The American Dream
- Innovation & first-mover advantage
- Dominant global tech platforms



Emerging Asian challengers

- Gaining brand equity/ acceptance
- Rapidly global expansion
- Very innovative & disruptive in brand DNA



Innovation in Asia at scale

JD.com

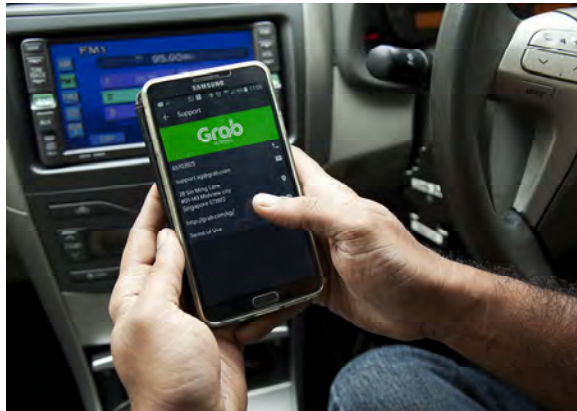
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Innovation in Asia at scale

Grab and Go-Jek

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2. Asia will become a trendsetter

- Trends will continue to emerge from Asia
- Asia will build more global iconic brands
- Export of “The Asian Identity” and “The Way of Life”

Hallyu: The Korean Wave

The rise of Korea's billion USD cultural economy & pop culture

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Differentiate and dare to be aspirational

From core Korean roots to global consumer appeal

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3. The power and influence of family-owned companies

- Majority of powerful Asian companies are family-owned
- Strong entrepreneurial drive
- Next generation are emerging
- Family companies account for 70% of the global GDP
- 60% of global employment
- A force for good: Philanthropy and social impact

”By 2025, family-owned businesses may account for as much as 40% of the world’s large enterprises, from a low of roughly 15% in 2010.”

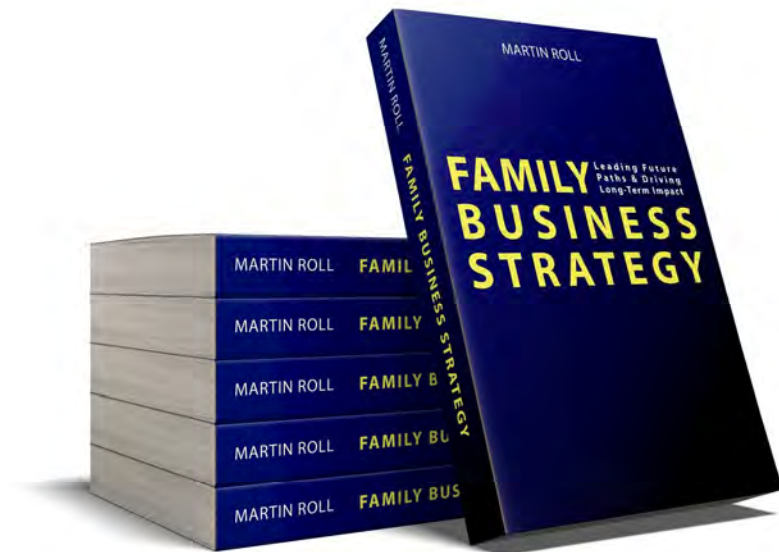
McKinsey & Company

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**”Wealth shall not pass three generations:
The first generation build wealth, the second
manages it, and the third generation destroys it.”**

Chinese proverb

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Getting strategy right is key to sustain longevity and impact for family firms across generations

**The question is no longer how quickly Asia
will rise. It is how Asia will lead...**

5 key learnings

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5 key learnings

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1

Create shared board view of brand and impact of purpose

2

Monitor/ learn from Asian best-in-class companies and institutions

3

Strategy: Be lean and resilient

4

Innovate, be agile and adapt fast

5

Strong culture provides excellent delivery focus

”Fully engaged customers deliver 23% premium over the average customer in terms of share of wallet, profitability, revenue and relationship growth”

Harvard Business Review

The role of heritage and authenticity

Jim Thompson: Built on strong myth with a modern twist

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JIM THOMPSON

Arrogance and complacency are the most disruptive enemies of strong, iconic Western companies and brands....

Rethinking the crucial role of strategy

Unbiased, relevant customer insights must be elevated to board level

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Defined entire new consumer tech categories and drives the market



Service excellence and first mover in technology as core drivers of impact



Redefined fast fashion and delivers faster, better and broader than anyone



Rediscovered the core and innovated based on deep consumer insights



1990s: Failed to innovate, reinvigorate the brand and capture consumer spirits



Failed to capture the smart phone technology despite the market lead



Failed to leap-frog in technology even though evolution appeared slowly



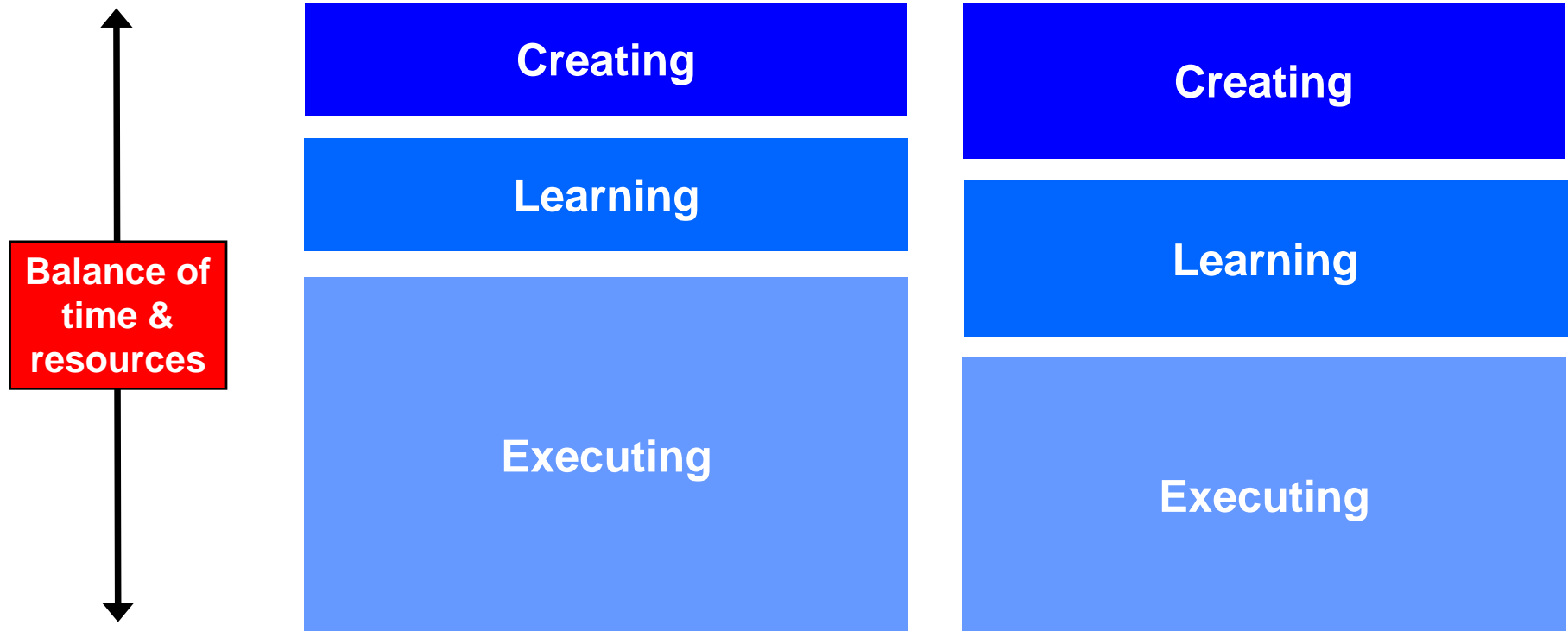
1990s: Complacency and bureaucracy blocked for disruption at the core

The global rebalance and shift of impact

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Getting better

Getting different



”To succeed in the global bazaar requires a global mindset”.

Narayana Murthy

Infosys founder and mentor

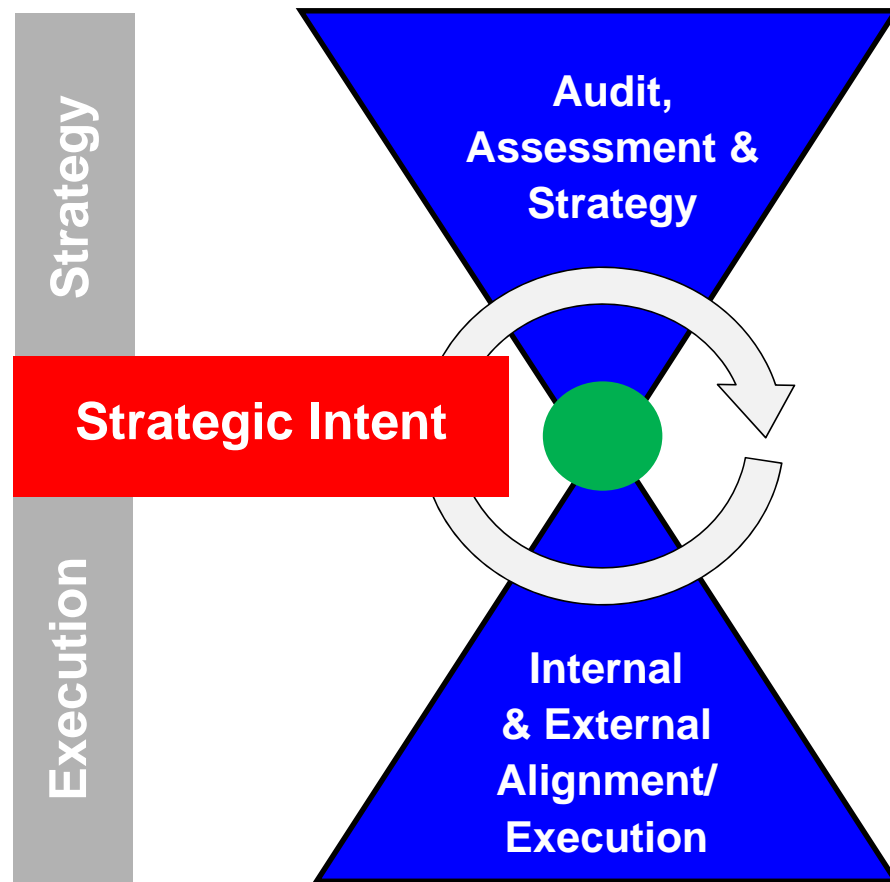
**”Directors should spend a greater share of their
time shaping an agenda for the future”**

Building a forward-looking board”

McKinsey & Company

The strategy process

Define a distinct, strong and differentiated strategic intent



Strategic thrusts

- What business are we in? Why?
- Who are our customers? What do they want?
- What will we give them?
- What do we tell them?
- How will we service them?
- How will we make money?



Role of leadership

- Balance past, present & future
- Balance Art & Science
- Balance internal & external focus
- Balance people, time & resources
- Balance governance, risks & rewards

Welspun Group

Home textiles solutions based on strong community foundation



 **WELSPUN GROUP**
LEADING TOMORROW TOGETHER

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”Culture eats strategy for breakfast....”.

Peter Drucker

Professor of Management

Leveraging brands as strategic assets

The Singapore Girl has delivered consistent, long-term impact

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A customer-centric Asia

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“I have reformulated the traditional idea of the long-term with the idea of ‘we can be impatient for a very long time’...”

*Johan H. Andresen, Owner and Chairman
(5th generation)*

Ferd (Norway)

A reflection on successful companies

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Fast

Slow



Tencent 腾讯



Ā M Λ N

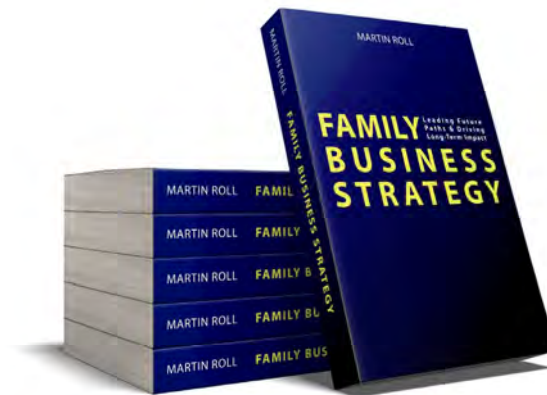
**”Without action, the world would still be an
idea...”**

Georges Doriot

Founder, INSEAD Business School

Insights

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Insights

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Next Generation Leadership: How To Enhance Performance

Chief Strategy Officer – Evolution of A New Corporate Role

GROWTH

Branding By The Numbers – Measuring Brand Value, Equity And Marketing Activity

Who Should Innovate?

Strong Brands Are Business Drivers

STRATEGY

Kering – Evolution of a Global Luxury Brand Company

Ralph Lauren – A Brand Capturing The American Spirit

ASIA

Shang Xia – Chinese Luxury Fashion Brand With A French Soul

Unleashing The Asian Brand

BRANDING

TWG Tea – The Asian Brand That Made Tea Drinking A Luxury

The TWG Tea brand strategy is built on the promise of providing a high-quality tea experience and education for the discerning global tea consumer.

8:00 PM 2/1/2018

Martin Roll

Business & Brand Strategist

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- Martin Roll delivers the combined value of an experienced global business strategist, senior advisor and facilitator to Fortune 500 companies, Asian firms and family-owned businesses on how to build and manage strong, global brands as well as leadership of high-performing, marketing-oriented businesses
- Martin Roll is very experienced in engaging and advising clients at all management levels from business owners and C-suite leaders to functional staff across multiple industries and cultures.
- Martin Roll has been a Senior Advisor to McKinsey & Company
- Martin Roll is a keynote speaker at global conferences, an experienced conference moderator and executive workshop facilitator
- He teaches MBA, EMBA and Executive Education programs at Nanyang Business School (Singapore), and is a frequent guest lecturer at INSEAD, ESSEC and other leading global business schools
- He is a Distinguished Fellow and an Entrepreneur in Residence at INSEAD

Martin Roll

Business & Brand Strategist

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- Martin Roll is a member of the global Advisory Council of Welspun Group (Mumbai), a Senior Advisor to Cocoon Capital (Singapore) and a Senior Advisor to Superson (Finland)
- Martin Roll is the author of global bestseller “Asian Brand Strategy” (Updated edition 2015) and co-author of “The Future of Branding” (2016)
- New books in pipeline: Family Businesses Strategy (2020) and How Successful Leaders Raise the Bar (2021)
- He is a business columnist with INSEAD Knowledge, a prolific management writer, and a regular commentator in global media
- Martin Roll has lived in Asia for two decades and serve clients on all continents
- MBA from INSEAD
- **Specialties:** Branding, Marketing, Strategy, Leadership, Digital Transformation, Change & Transformation, Family Business, C-suite Mentoring, Turnarounds, Business Coaching, Asia & Emerging Markets, China, India, Business Models, Retail, Luxury, Private Equity, Innovation & Start-Ups

Contact details

Engage Martin Roll to drive impact

MartinRoll

Martin Roll Company

Mobile: +65 91 26 35 04

Mobile: +45 20 72 18 15

roll@martinroll.com

www.martinroll.com

