EIJS Academy Seminar

Asian “Myth” understanding:
Is ASEAN 2012 like Japan 1987?

Hotaka Katahira
Marunouchi Asia Consortium, MBF
<table>
<thead>
<tr>
<th>Decade</th>
<th>Region</th>
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</thead>
<tbody>
<tr>
<td>1980’s</td>
<td>Japan</td>
</tr>
<tr>
<td>1990’s</td>
<td>Gradually, China</td>
</tr>
<tr>
<td>2000’s</td>
<td>China &amp; India</td>
</tr>
<tr>
<td>2010’s</td>
<td>plus ASEAN?</td>
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ASEAN 2012
is very much like

JAPAN 1987
(A quarter of a century ago)
ASEAN might be too broad.

For tonight,

ASEAN = Indonesia

It could be Vietnam, Malaysia, • • •
BOTH ARE

1. “Growing”
2. “Star” in the world’s business press
3. Culturally complex
“Myth” for Indonesia

1. Economically attractive
   • Population
   • Rise of the middle class
   • GDP per capita > $3,000

2. SNS widely used

3. (implicitly) Consumer sophistication
   immature yet
“Myth” for Japan in 1987

1. Economically attractive
   - Population
   - Rise of the middle class
   - GDP, 2nd largest in the world

2. Mass media highly developed

3. (implicitly) Consumer sophistication immature yet
1. Economically attractive
   ⇒ YES, but
2. Mass media highly developed
   ⇒ YES, but
3. (implicitly) Consumer sophistication immature yet
   ⇒ NO!
WHO Won in Japan in late 80’s

【winners】
• Brand “as a good person”
• A committed leader
• Local partners as credible friends
• “Into the users”

Body job w/ passion

【losers】
• Brand as a good product
• Smart expats w/MBA
• No or poor local partners
• Data at the desk

Head job w/ logic
Is this also the case with Indonesia today?
Truths for Indonesia today

1. Economically attractive
   ⇒ YES, but

2. SNS widely used
   ⇒ YES, but

3. (implicitly) Consumer sophistication immature yet
   ⇒ NO!

MACjune6-10¥MACforEIJS.ppt

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3 Keys for a Success

1. Be nice and loved “as a person”.
2. Build a tie with good local partners and employees.
3. Be empathic for locally relevant innovations.
1. Be nice and loved “as a person”. 
2. Build a tie with good local partners and employees. 
3. Be empathic for locally relevant innovations.
A Leader Matters

One good leader suffices.

• Committed to the local; could quarrel with the HQ for the benefit of the locals
• Loved and respected by the employees
• Language helps but is not everything.
• Proactive and empathic
Great leaders in Japan

- Harley-Davidson  Mr. Okui
- Starbucks        Mr. Tsunoda
- BMW              Mr. Hamawaki
- Mercedes Benz    Mr. Jahn
- AUDI             Mr. De Nisschen
- AFLAC            Mr. Lake
HDJ

- Strong leadership of Mr. Okui
- We are a Family; HDHQ, HDJ, Dealers, Users
- HD brand as a human network
- No “segmentation”, No “positioning”, No “CRM”
- “Into the dealers” “Into the users”
The Japanese auto market ⇒ .¥アウディ事例.pdf

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The Japanese auto market ⇒ .¥アウディ事例.pdf

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Japanese Winners in ASEAN

- Mandom  Mr. Momota
- Pokka   Mr. Hirata
- Uni-charm Mr. Yamashita
- Kumon   Mr. Katsumata
Mandom on the shelf
KUMON in INDONESIA 生徒数推移（1月末）

2000年1月〜2012年12月

生徒数推移

赴任
1. Be nice and loved “as a person”.

2. Build a tie with good local partners and employees.

3. Be empathic for locally relevant innovations.
1. Be nice and loved “as a person”.
2. Build a tie with good local partners and employees.
3. Be empathic for locally relevant innovations.
Kao people traditionally don’t believe in the data per se from the surveys.

A team of R&D, Marketing and Consumer relations professionals altogether regularly visiting homes of the private users

Having a close look into their kitchens, bathrooms and powder rooms

Brainstorm what they saw at the homes back at their office
Staff A: “Toothpaste tubes were placed vertically!”
Staff B: “People complain about squeezing out the content at the end”

↓

Staff C: “Give a tube a headstand!”
Kao Product Development

【Directly and randomly feel the reality 】

acularly irrelevant inputs

↓ 《brainstorming》

A relevant surprise
The “ZEAMI” tradition

【Mr. ZEAMI】
The guru of the “Noh” play in the 14th C

花伝書 a book of “flower”
flower = surprise on the stage =
happiness of the audience
full of marketing ideas
The “ZEAMI” tradition

有主風 WU-SU-FU

“Emulating the heart of the person you play”

Implanting the hearts of your customers into yours
The “ZEAMI” tradition

離見 RI-KEN

“Emulating the eyes of the audience”
Viewing your offerings from your customers’ eyes
P&G’s CMK activities
Already at full throttle in Asia

- 1300 Professionals in over 50 countries
- In touch with over 5 M consumers in over 100 countries a year
- Over 20,000 projects a year
5W1H Sheet on Consumer Insights

- Where: an Indian rural village
- When: October, 2010
- Who: Proctor & Gamble
- For whom: young men in the village
- What: razor blade; Gillett Guard
- How: double-edged to single; cheaper price
- Why: scarcity of water supply; long beard
- Results: volume share 14% in 5 month of launch
- Tags: new product; personal care;
- Inquiry: Mr. (Ms.) · · · ·
P & G Gillette Guard
Two Key Persons

1. Mr. Lafley
   - Former CEO
   - Former president of P&G far-east

2. Mr. McDonald
   - CEO
   - Former president of P&G far-east
LESSONS Learned

Don’t misled by “the myths”. Keep in mind the three keywords below.

1. Brand as a person
2. Good local partners
3. Empathy
Are they still relevant?

1. ASEAN (or Indonesia) 2012, not Japan 1987
2. Greater diversity?
3. Impact of SNS and Internet

⇒ Oppositions? Changes? Additions?
3 KEY WORDS again

1. Brand as a person

2. Partnership

3. Empathy
Thank you.

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