



**EIJS Academy Seminar**

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

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## 【Business Stars in ASIA】

1980's

Japan

1990's

Gradually, China

2000's

China & India

2010's

plus ASEAN?



**【From MARKETERS' eyes】**

**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, 2<sup>nd</sup> largest in the world
- 2. Mass media highly developed**
- 3. (implicitly) Consumer sophistication immature yet**



## Truths for Japan in 1987

- 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¥MACforEIJIS.ppt](#)



## 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.
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## 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

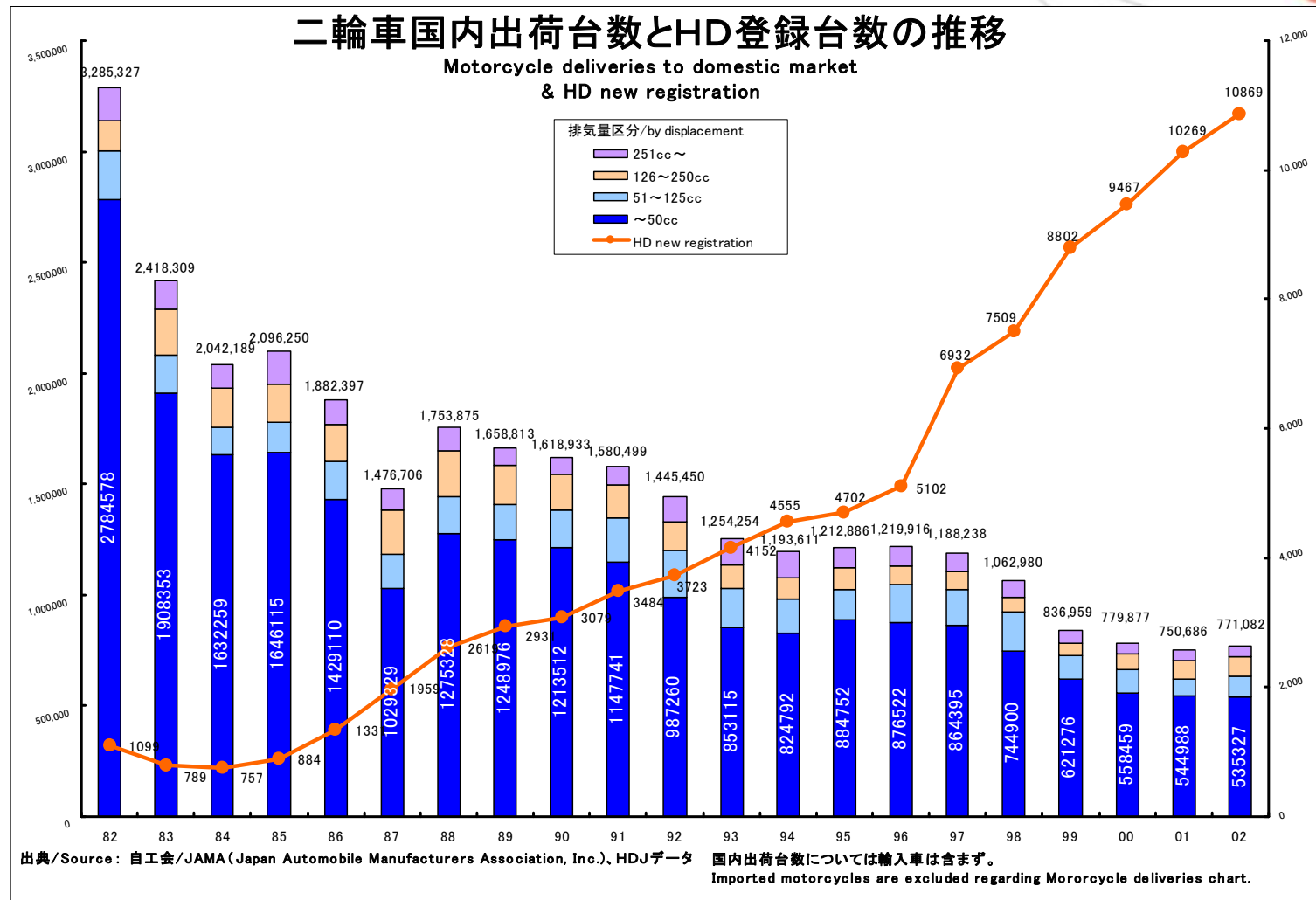
- **Harley-Davidson**      **Mr. Okui**
- **Starbucks**            **Mr. Tsunoda**
- **BMW**                    **Mr. Hamawaki**
  
- **Mercedes Benz**        **Mr. Jahn**
- **AUDI**                    **Mr. De Nisschen**
- **AFLAC**                 **Mr. Lake**



## 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 ⇒ [..¥オーディオ事例.pdf](#)



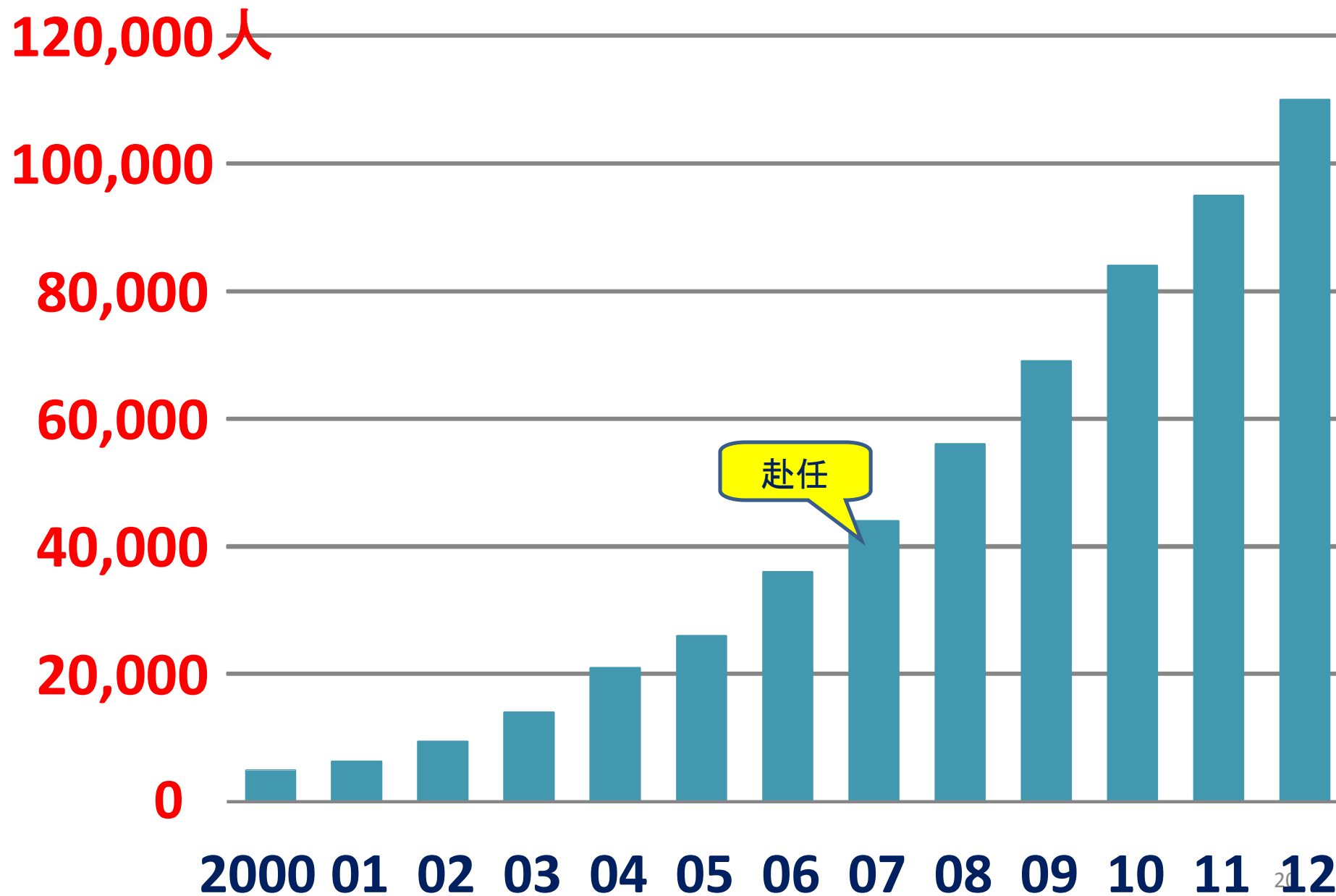
## Japanese Winners in ASEAN

- **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)







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 Product Development



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- **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**



# Kao Product Development



- 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



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**【Directly and randomly feel the reality】**

✦ **Seemingly irrelevant inputs**

↓      **《brainstorming》**

✦ **A relevant surprise**



## The “ZEAMI” tradition

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### 【Mr. ZEAMI】

The guru of the “Noh” play in the 14<sup>th</sup> C

花伝書 a book of “flower”

- flower = surprise on the stage = happiness of the audience
- full of marketing ideas



## The “ZEAMI” tradition

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### 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

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## 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**

- **1 3 0 0 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

[シンガポール¥How PG Tripled Its Innovation Success Rate.pdf](#)



## 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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