

Rethink marketing, branding and life.

Riz (Riz Khan), thank you very much for that kind introduction and for inviting me to speak with you today. This is my first major public speech since leaving Procter & Gamble one month ago to start my own new venture.

Kuala Lumpur

I cannot imagine a more appropriate place to give this first speech than the thriving global city of Kuala Lumpur.



I'm told that this is the first time this conference, the Global Brand Forum, is being held in Malaysia.

I find this fitting for a number of reasons: First reason—this is the one-year anniversary of the celebration of Interbrand's pivotal Malaysia's Most Valuable Brands study. If you are building brands in Malaysia, I highly recommend you

read the report. Second reason—like a great brand, Malaysia has demonstrated its commercial adaptability by expanding beyond commodities like rubber and palm oil into high-tech industries like semi-conductors.



Third reason—again like a great brand, Malaysia has made its mark in distinctive design. This is best illustrated by Kuala Lumpur, and its quest to reconcile traditional design elements, with modern and even futuristic designs;



And the final reason I find Malaysia a powerful choice for this conference is that it sends an important message to the world, that the entire region is embracing its diversity to become stronger on a global level.



It is under this wonderful Malaysian backdrop that I am talking to you today about Creating Global Brands.

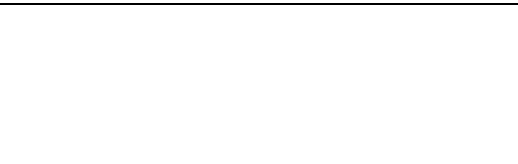


And doing so in turbulent times.  
Now when you live in this part of the world, you are used to seeing things change, quickly and often.

Most of you are accustomed to a speed of change, and a level of volatility, that the rest of the world is just learning about.

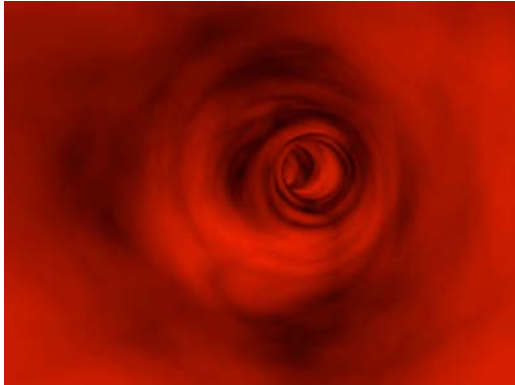


But as we begin to experience a level of “global turbulence” never seen before in our lifetime, I thought it might be good to answer the question of “how turbulent really are these times?”

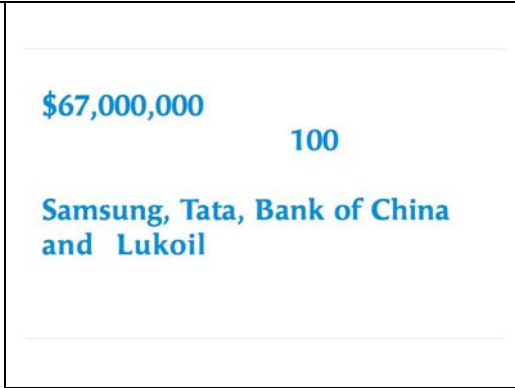


Well for most of us, it feels a little like this...

Video: Worm hole clip



Turbulent times can create a space for great opportunity.



Now let's take an insightful look at some statistics:

\$67 Billion

100

Samsung, Tata, Bank of China, and Lukoil

**\$67,000,000** in brand value of the world's top **100** brands has been wiped out. However, **Samsung, Tata, Bank of China and Lukoil** are developing world brands breaking in.

Source: Brand Finance, London

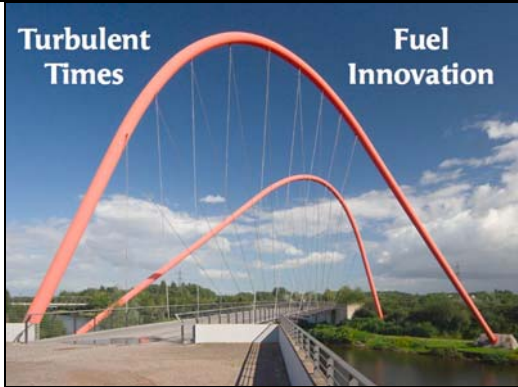
\$67,000,000 in brand value of the world's top 100 brands has been recently wiped out. However, brands like Samsung, Tata, Bank of China and Lukoil are super regional brands emerging on the world stage – replacing some of the others that

	<p>have been there for over 50 years.</p>
<p>It is estimated that the combined capital markets around the world have lost <b>51.9%</b> of their total market value. Market value that was fueled by the credit bubble that will never return.</p> <p><small>Source: Iconoculture, Dollars and Sense</small></p>	<p>Now let's look at the bigger picture:</p> <p>51.9%</p>
<p><b>It is estimated that the combined capital markets around the world have lost 51.9% of their total market value. Market value that was fueled by the credit bubble that will never return.</b></p> <p><small>Source: Iconoculture, Dollars and Sense</small></p>	<p>It is estimated that the combined capital markets around the world have lost 51.9% of their total market value. Value that was fueled by a credit bubble that will not return.</p>
<p>Consumer confidence is the lowest level in <b>40 years</b> that includes nations include: <b>Norway, India, Indonesia and Singapore.</b></p>	<p>Let's take a look at more data:</p> <p>40 years</p> <p>Norway, India, Indonesia and Singapore</p>

<p>Consumer confidence is the lowest levels in 40 years. Most optimistic nations include: Norway, India, Indonesia and Singapore.</p>	<p>Globally, consumer confidence is down to the lowest point in 40 years.</p>
<p>Consumer confidence is the lowest levels in 40 years. Most optimistic nations include: Norway, India, Indonesia and Singapore.</p>	<p>However, in that same survey, some of the most optimistic nations are here in Asia, including: Indonesia and Singapore.</p>
<p>6.3%</p> <p>2015</p> <p>120</p>	<p>Some more interesting numbers:</p> <p>6.3%</p> <p>2015</p> <p>120</p>

<p>Chinese car sales dropped <b>6.3%</b> this summer. However, China is set to be the largest car market by <b>2015</b>. Automotive makers in China participate in over <b>120</b> motor shows a year.</p>	<p>Chinese car sales dropped 6.3% this summer.</p> <p>However, China is poised to be the largest car market by 2015.</p> <p>And automakers in China are still participating in over 120 motor shows a year to introduce their products to consumers. Amazing.</p>
<p><b>92.1%, 90%, 78% and 84%</b> the percentages of Chinese, Indian, Japanese and Korean consumers who agree that it is important to create a better sense of work-life balance.</p>	<p>From Data Monitor look at these numbers:</p> <p>92%</p> <p>90%</p> <p>78%</p> <p>84%</p>
<p><b>92.1%, 90%, 78% and 84%</b> the percentages of Chinese, Indian, Japanese and Korean consumers who agree that it is important to create a better sense of work-life balance.</p>	<p>These are the percentages of Chinese, Indian, Japanese and Korean consumers who agree that it is important to create a better sense of work-life balance. Turbulence in a different way.</p>

<p>81.4%, 84.2%, 47.3%, 67.2%</p>	<p>And finally from that same study;</p> <p>81%</p> <p>84%</p> <p>47%</p> <p>67%</p>
<p>81.4%, 84.2%, 47.3%, 67.2% – percentage of Chinese, Indian, Japanese and Korean respondents that agree that there is too much choice when grocery shopping.</p>	<p>these are the percentage of Chinese, Indian, Japanese and Korean consumers that agree that there is too much choice when grocery shopping.</p> <p>So some things never change. Japan is at the very low end of this.</p> <p>It has been my experience that the Japanese consumers are never satisfied with the amount of choice and variety offered to them. To borrow and <u>adapt</u> a lyric from a Frank Sinatra song...if you can make it in Japan, you can make it anywhere!</p>



So things are turbulent, but it is important to remember that times of turbulence can fuel innovation, and there is an essential role for brands in the equation.



I believe it will be brands that lead the economic recovery.


Why? Because strong brands and good ideas are impervious to economic events.

While you may be skeptical about this, let me offer some evidence from recent history.

Good Ideas Are Impervious to Economic Events

1976 1983		Apple is Launched Introduces Macintosh
2001		Launches iPod & iTunes
2001 2001		Google Launches Google IPO

Apple was established in 1976 during the American recession following the energy crises; it launched the Macintosh in 1983 during the rust bowl recession; and the iPod in October 2001, following both the dot.com bust and the recession following the September 11 attacks on the U.S. Right here in

	<p>Malaysia, Tony Fernandes launched Air Asia, also in a difficult economic time.</p> <p>Google began sales of search-engine ads in 2000 as the dot.com crash began and successfully went public – 10 months later in the height of the bust.</p>
	<p>So if brands can change the world. And brands will lead the economic recovery...</p>
	<p>Where should a brand start?</p>
	<p>Let's start with what I believe a brand really is.</p> <p>I believe that a brand is the collective intent of the people behind it, manifested in the actions that the brand takes in the world.</p>

So if that is what a brand is...

What makes some brands more powerful and valuable than others?

Most Brands start from Outside - In



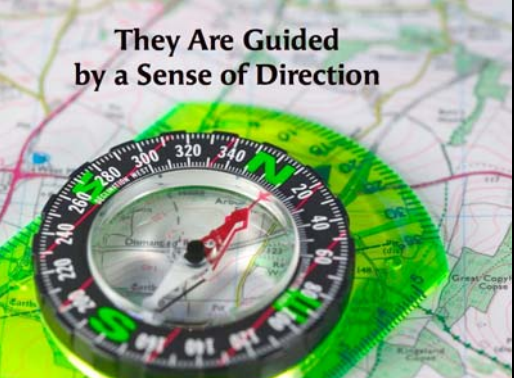





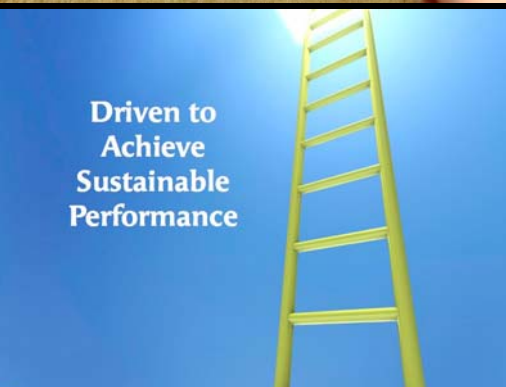
Some brands start from the outside in.

They identify an unmet need of a target group of people, they shape themselves to meet that need, in many cases – too directly and too literally.

They become too reactive to every fluctuation of the market, the influx of new competition, and on what consumers say they want.

Now being responsive to shifting markets and consumers' needs is important to being a leading brand.

 <p>Which Can be distracting</p>	<p>But if that intelligence does not go through a strategic filter, it can simply lead to a brand that doesn't seem to have a center, and a brand that is easily distracted.</p>
<p>Leading Brands are Different</p>	<p>Leading brands have a different orientation, and behave differently.</p>
<p>They understand: It's not what you buy, but what you "buy into."</p> 	<p>Leading brands understand that a brand is not what someone buys, but what someone buys into.</p>
<p>They Are Guided by a Sense of Direction</p> 	<p>They navigate the world and all its shifts, guided by a sense of direction.</p>

 <p>They Build from the Inside - Out</p>	<p>These brands are built from the <u>inside</u> out – and while they are intently focused on existing market and consumer shifts – they lead them - they don't follow.</p>
 <p>Powered By People</p>	<p>They are powered by people.</p>
 <p>Inspired by Ideals</p>	<p>They are inspired and governed by ideals.</p>
 <p>Driven to Achieve Sustainable Performance</p>	<p>They are driven to achieve sustainable performance.</p>

In the Real World



In the real world.

“Packaged Good”



I call this ideals-driven orientation for brands: The state of Packaged Good.

This is more than a clever play on words from the fast moving consumer goods category in which I spent my career...

I have come to understand that “Packaged Good” Brands:

Have an inspirational reason for being.

These brands can answer the question “Why am I here?”

These brands aspire to ideals that motivate its employees and consumers.

These brands have shared values with consumers and employees.

These brands have an agenda, a point-of-view, and a commitment to make an impact

These brands operate with integrity and authenticity, that is reflective of the brand's heritage

The world of markets has never been more ready for "Packaged Good" than it is right now.

This movement, or better yet a billion movements, is about to explode and change a lot of what we do in the building and marketing of brands around the world

And it is why I am devoting my next chapter in my professional career to this.

Now just to be clear:

I am not talking about Cause Marketing – which is a programmatic expression of a brand’s commitment to a cause or issue.


I am not talking about Corporate Social Responsibility – which is a role a brand plays in the fabric of society.

- -

I want to make sure that I am really clear here;

“Packaged Good” is to marketing what the phrase “Solid State” was to electronics.

It describes an established and recognized platform, or foundation for the building and management of

	<p>brands and the marketing discipline itself.</p>
	<p>(PAUSE)</p>
	<p>Now let's think about this "Packaged Good" platform as we confront the challenges of today. And when I say challenges, these are the symptoms of brands that have failed, and are not limited to conditions during a recession. I consider these Universal observations that when corrected can fundamentally change the future success of a brand or company:</p>
<div data-bbox="240 1180 748 1562"><p>Challenge #1</p><p>Business has become a short game</p></div>	<p>First challenge--Business has become a short game – with CEOs managing performance models that reflect the past three months, versus building long-term strategic advantage that forms the basis for its marketing.</p>

### Challenge #2



▶ Marketing as a discipline has fragmented with increasing complexity

Second challenge--The marketing discipline has fragmented with increasing internal complexity – as the external world of marketing has become more complex. We have many separate functions and expertise areas operating in silos rather than together. David Aaker, the famous professor out of the University of California, Berkeley, has just written an entire book on this phenomenon.

### Challenge #3

▶ Most CMOs focus on just one of the four “P”s - Promotion



Third challenge--A lot of CMOs focus on just one of the four “P”s – Promotion. CMOs of old used to focus on all four Ps of marketing: product, placement, price and promotion. Today, promotion itself has become so much more, that many CMOs focus their time and attention on managing resources and investment against this “P.”

#### Challenge #4



▶ Too many activities, too many priorities



Fourth challenge--Too many activities, too many priorities – we have become a world that “bakes performance” into everything we make and do – from our employee contracts to our orange juice. Too often, this performance is viewed in isolation instead of against an overall, or collective position to which the brand or company aspires. Most companies would be well advised to do less, but to do it better.


#### Challenge #5

▶ Marketing priorities aren't always aligned with Business priorities



Fifth challenge--I find many company's marketing priorities don't match with Business priorities. While this may sound surprising, for many brands and companies, the marketing priorities are developed in isolation from the core business strategies. Aligning the marketing mission with the business vision – indeed driving the business vision-- is the surest way to capture the true power of what marketing can do for

	any organization.
	The good news is that even with these challenges, and no matter where your brand is starting from, the path to Packaged Good is achievable. And <u>will</u> result in far stronger brands.
	In other words, you can get there from here.
<p style="text-align: center;">The Path to "Packaged Good"</p> <ul style="list-style-type: none"> <li>▶ Make "Brand Ideals" Your Foundation</li> <li>▶ Master Inclusive Marketing</li> <li>▶ Manage People Not Objectives</li> <li>▶ Mission Drives Margin</li> <li>▶ Measure What Matters</li> </ul> 	<p>The Path requires the adoption of five fundamental principles.</p> <p>Make "brand ideals" your foundation</p> <p>Master the power of Inclusive Marketing</p> <p>Manage people not objectives</p>

	<p>Mission drives margin</p> <p>Measure what matters</p> <p>The 5 Ms replace the 4 Ps— You heard it here first!</p>
 <p><b>Make Brand Ideals the Foundation</b></p>	<p>Make “brand ideals” your foundation:</p> <p>“Brand China” had it’s coming out party at the 2008 Olympics in Beijing. It was clear from their opening ceremonies that while China could have used the latest technology to power the Olympics, China chose to demonstrate instead the enormous talent, passion, industriousness, capacity, commitment and sheer will of the Chinese people to make things happen.</p> <p>From the daily training for Beijing cab drivers, to factory closings to improve air quality, to consistent restaurant menus - it was clear that</p>

	<p>the Chinese people were in this thing together.</p> <p>And you could say that after watching the Opening Ceremonies one would no longer think of things as being “Made in China” but rather “Made by China,” a proud, capable, innovative China.</p> <p>Mission accomplished.</p>
<p>What Are Your Brand Ideals?</p> <ul style="list-style-type: none"><li>▶ Are you not just the best, but the only one to do what you do?</li><li>▶ What would the world miss if your brand disappeared?</li><li>▶ What ideals unite everyone that works for your brand?</li></ul>	<p>What are Your Brand Ideals?</p> <p>Are you not just the best, but rather the only one to do what you do?</p> <p>What would the world miss if your brand disappeared?</p> <p>What ideals unite everyone that works for your brand?</p>

### What is Your Purpose?

- ▶ If your company were wiped out, what would drive your employees and your customers to rebuild it?
- ▶ How do you make people's lives better?

If your company were wiped out, what would drive your people and your customers to rebuild it?

How do you make people's lives better?

These are the questions that you must be able to answer in order to reveal your ideals, your reason for being.

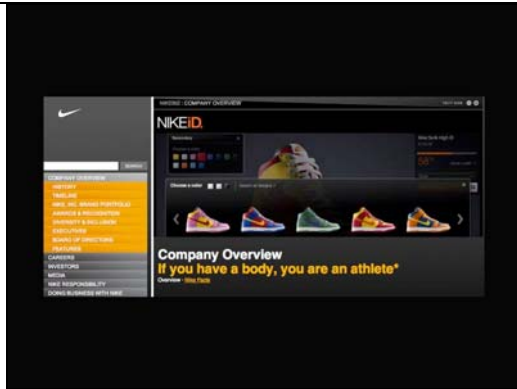


Google and Nike. I have worked with both of these companies, and I have personally experienced how they live their ideals.

If you "google" the Google Company, the first page that appears has an opening sentence that says: Google's mission "is to organize the world's information and make it universally accessible and useful." The power of this is in its simplicity, and in its understanding of the people that Google serves. And if you ask these fundamental

questions about Google, you will find that it is easy to answer these questions and that is why Google has a high market share. Google is the best at what they do. The world would miss them if they were gone. Everyone who works there is united by this mission, and they certainly make people's lives better. In organizing the world's information, Google has made it possible for people in a variety of fields to innovate and make the world better.

When I became global marketing officer for Procter & Gamble 7 ½ years ago, one of the first companies I reached out to, to benchmark, was Nike. I met with Trevor Edwards, head of global marketing for Nike, and I asked if we could learn from them. I even visited Nike and shot a video of how they did business to share with P&G marketers around the world.



Nike's ideals have led them to their leadership position in athletics around the world for over two decades. If you go to [nikebus.com](http://nikebus.com), the first line you read, highlighted in color is: "If you have a body, you are an athlete." This is a direct quote from one of their co-founders, Bill Bowerman. Nike also stands very well to the test of the questions I asked a few moments ago. If you visit Nike, you understand what unites everyone who works there. They have made lives better by lifting people's spirits and helping them do more than they thought they could accomplish in athletics and indeed in life. I firmly believe that women's sports would not have the prominence it has globally without the leadership of Nike.

## Master Inclusive Marketing




## Master the Power of Inclusive Marketing

We all recognize the marketing masters when we see them. But do we really understand what makes them so masterful?

Marketing Masters understand that the power of marketing is inclusive and cumulative -- the result of not one or two big things, but hundreds of small decisions in a brand's definition, substance, delivery and behavior.

This inclusion mindset most importantly begins with the workforce that brings this brand to market, and with the customers that buy and live with these brands. Marketing masters include their employees and customers in defining and bringing to life their brand's ideals.

With inclusive behavior, the power of the brand grows, gaining clarity

	<p>and velocity – even as market conditions change and shift, and as new competitors emerge.</p>
<p><b>How Inclusive is Your Marketing?</b></p> <ul style="list-style-type: none"> <li>▶ How can marketing align the internal organization behind the brand ideals?</li> <li>▶ How will your ideals enable broader and deeper customer intimacy?</li> <li>▶ How will you use your brand ideals as a filter for the other four “Ps?”</li> <li>▶ How will you amplify your ideals through your behavior – inside and out?</li> </ul>	<p>How inclusive is your Marketing?</p> <p>How can marketing align the internal organization behind the brand ideals?</p> <p>How will your ideals enable broader and deeper customer intimacy?</p> <p>How will you use your brand ideals as a filter for the four “Ps”?</p> <p>How will you amplify your ideals through your behavior – inside and out?</p>
	<p>The story I would like to tell here is about Samsung. Samsung really brings their ideals to life within marketing and indeed within their entire company. They amplify their ideals through their inclusive behavior.</p> <p>This begins with their vice chairman</p>

and CEO, Yoon-Woo Lee. In a recent note that he wrote to the marketers within Samsung, he talked about a new marketing framework they had developed to weave the consumer's point of view into everything they do. Samsung aspires to be the world's leader in consumer electronics. But they know marketing needs to bring this to life internally before they can have an impact externally.

Samsung brilliantly leverages training to align their marketing organization around their purpose, and to ensure that all employees within marketing and outside marketing are unified behind their single brand ideal. Samsung—a highly successful inclusive marketing company.



## Manage People Not Objectives

This is an easy principle to agree to and a difficult principle to execute. The truth is that many of us have learned to manage by objective – which for knowledge workers, was a much more enlightened way of managing than by tasks. But in a networked knowledge economy the power of your brand lies in the hearts and the heads of the people who create it, promote it, and consume it.

### Do People Get My Personal Attention?

- ▶ “People” includes your partners, employees and your customers
- ▶ Are you choosing your people carefully enough?
- ▶ Do you have clear expectations of what their role is in the brand ecosystem?
- ▶ Are you communicating with your people constantly?

If you were to ask yourself this question at the end of each day, how would you answer it:

### Do People Get My Personal Attention?

People includes your partners, employees, and customers.

	<p>Are you choosing your people carefully enough? Do you have clear expectations of what their role is in the brand ecosystem?</p> <p>Do you communicate with your people constantly?</p>
<p><b>Do People Get My Personal Attention?</b></p> <ul style="list-style-type: none"><li>▶ Are you allocating enough time to engaging, listening and responding to each population?</li><li>▶ Are you investing in these people regularly?</li><li>▶ Are you increasing their value individually?</li><li>▶ Are you nurturing their ownership of the brand collectively?</li><li>▶ Do you spend more time building relationships than checking tasks off the list?</li></ul>	<p>Are you allocating enough time to engage, listen and respond to each of these populations?</p> <p>Are you investing in these people regularly?</p> <p>Are you increasing their value individually, and to the brand collectively?</p> <p>Do you spend more time on people, building relationships and less time checking off on tasks on your “to do” lists?</p> <p>This is perhaps the most powerful point I will share with you today.</p>



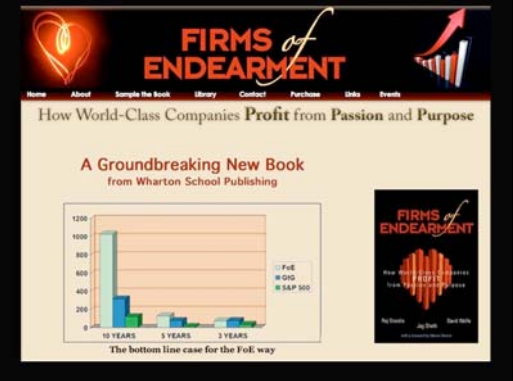
About six weeks ago, in one of my final speeches as a Procter & Gamble leader, I spoke at a major industry conference about the five lessons I have learned in marketing, in branding, and in life. And the first lesson I shared was that we must put people at the center of all we do. Because every brand is only as good as the collective intent of the people behind it. In this meeting, I shared a story about meeting Terry Leahy, the CEO of Tesco. I asked him what P&G could learn from Tesco. He gave me a very simple and profound answer. He said, "Treat your people the way you would want your customers treated." I've never forgotten that, and it's a lesson all of us need to re-learn over and over again.



I got a lot of credit when I worked for Procter & Gamble for being the first major advertiser to take a cohort of people to the Cannes International Advertising Festival. People were surprised when P&G first went to the festival in 2003, and Procter & Gamble has been going every year since. And while there were many reasons for P&G to go to the festival, the most important one was to develop talent. P&G's people got better because of the festival and because of what they learned there. And, therefore, P&G marketing and P&G brands got stronger.

I also promoted a special recognition program when I was at Procter & Gamble, and it was reserved for only the finest marketers. They earned a lifetime distinction. It celebrated their mastery, their expertise, and their impact on brands and people. People trump tasks; manage

	<p>people, not objectives. I can't reinforce this strongly enough.</p>
<div data-bbox="240 359 748 737" data-label="Image"> <p>The diagram features a red target with three concentric rings. In the center is a yellow cube labeled 'Profit'. On the innermost ring is a blue cube labeled 'Income'. On the outermost ring are four cubes: a purple cube labeled 'Technology', a green cube labeled 'Finance', a blue cube labeled 'Product', and a blue cube labeled 'Income'. The title 'Mission Drives Margin' is written in blue text above the target.</p> </div>	<p><b>Mission Drives Margin</b></p> <p>Ideals driven brands focus energy on achieving their purpose, and believe that margin will follow. This does not mean that they are fiscally irresponsible or that they do not pay attention to managing costs and expenses. It just means that they do not attempt to think about margin outside of its appropriate context.</p>
<div data-bbox="240 1226 748 1604" data-label="List-Group"> <p><b>Do You Manage Mission or Margin?</b></p> <ul style="list-style-type: none"> <li>▶ Good margins are the result of a healthy business - margins can't be managed</li> <li>▶ Don't try to squeeze or cut your way to profit?</li> <li>▶ Are you having ideals drive your framework?</li> <li>▶ Are you focussing all activity on delivering the brand ideals?</li> </ul> </div>	<p><b>Do you manage mission or margin?</b></p> <p>Good margins are the result of a healthy business - margins can't be managed without an aspirational differentiated direction for a brand.</p> <p>Do you try to squeeze or cut your way to profit?</p> <p>Are you having ideals drive your framework?</p>

	<p>Are you focusing all activity on delivering the brand ideals?</p>
<p><b>Do You Manage Mission or Margin?</b></p> <p>► Are you managing:</p> <ul style="list-style-type: none"> <li>- Attention, focus and vocabulary;</li> <li>- Impact, investment and activation;</li> <li>- Relationships</li> <li>- in other words – total behavior – in word and deed toward this brand ideal?</li> </ul>	<p>Are you managing attention, focus, vocabulary, impact, activation and relationships - in other words, total behavior in word and deed toward this brand ideal?</p>
	<p>A few weeks ago I had the pleasure of meeting Rajendra Sisodia, who is professor of marketing at Bentley University, in the United States, and formerly served as founding director of The Center for Marketing Technology. Raj co-authored a book in 2007, called <i>Firms of Endearment</i>. He wrote this with Jag Sheth, and David Wolfe. I ordered dozens of these copies during my time at Procter &amp; Gamble and distributed to my colleagues. Their book makes the case that</p>


capitalism is fundamentally transforming. And keep in mind, they wrote this book before the financial crisis. They make the case that the companies that are out performing their competitors are bringing love, joy, authenticity, empathy and soulfulness into their business. And by doing that, they deliver superior financial return.



**Measure what Matters**

Too many brands and companies measure what they can, or measure what they have been measuring in the past. We all love the look of a long-term trend line moving in the right direction. But today, many of the metrics are no longer as relevant as they once were, and our challenge now is to measure what matters, and to do it in real time, in a way that will help us make decisions on a daily basis.

	<p>And when it comes to ROI, we have spent, in my opinion, too much time trying to find instruments of prediction rather than indicators of success or performance.</p>
<p style="text-align: center;">Are You Using the New R.O.I.?</p> <hr/> <p>▶ Return on Investment is:</p> <ul style="list-style-type: none"> <li>- Transactional correlation</li> <li>- It is based on history - not the future</li> <li>- Rarely predictive nor accurate in real-time</li> </ul>	<p>Are you using the new ROI?</p> <p>The old R.O.I. stood for Return on Investment.</p> <p>Most of the time it is based on history - not the future.</p> <p>Traditional R.O.I. calculations alone are rarely predictive nor accurate in real-time.</p>
<p style="text-align: center;">The New R.O.I.</p> <hr/> <p>▶ Return on Ideals is collective &amp; cumulative</p> <ul style="list-style-type: none"> <li>- It is inclusive of all activities not just those that are bought and paid for</li> <li>- It is future forward, the object is to serve an authentic need</li> <li>- It is both strategically sound for business and more compelling to humans</li> </ul> <p>▶ Which metric are you looking for?</p>	<p>However, if we adjust our definition to Return on <u>Ideals</u>, we see a different mindset emerge.</p> <p>Return on Ideals is inclusive of all activities not just those that are bought and paid for. It includes all levels of behavior of the brand and its stakeholders inside the organization and outside.</p>

	<p>Return on Ideals is future forward, because built into its very objective is a mission to serve an authentic need.</p> <p>I would posit that Return on Ideals is both strategically sound for business and more compelling to humans and what they value.</p> <p>So which metric are your looking for? Return on Investment or Return on Ideals?</p>
	<p>I had the good fortune over 25 years at Procter &amp; Gamble working with so many brands across so many countries. And what I found is that great brands deliver on return on ideals. I found that the brands with highest levels of emotional equity with their consumers had far greater market shares than their competition. Brands that are able to generate commitment and devotion from their consumers, to</p>

	<p>show their consumers that they care about their ideals, tend to lead a category and have market shares multiples higher than their next strongest competitor. And this is big reason why Procter &amp; Gamble has so many leadership brands across so many countries. They understand that great brands have high ideals.</p>
	<p>So to summarize, the path to “Packaged Good” is</p> <ul style="list-style-type: none"><li>Make Brand Ideals your foundation</li><li>Master Inclusive Marketing</li><li>Manage people not objectives</li><li>Mission drives margin</li><li>Measure what matters</li></ul> <p>The 5 Ms</p>



Does this all still sound too idealistic?



Well it might, so I'll share with you research conducted by one of the world's greatest research firms. They found Brands who operate in this context outperform category averages by as much as 60%, and can command three times the market share of their closest competitor.

These are the kind of numbers that most C-Suite executives would be happy to call their own.

## Pampers



So now that we have covered the principles with a few examples, let me wrap this up with one personal story. It is about P&G's largest brand, Pampers.

I worked on this brand for several years.

I was part of a team that reframed Pampers' brand ideal from being a diaper brand, to becoming a brand that aspires to help mothers everywhere with their baby's development.

It seemed crazy to a lot of people in the beginning. But now it's just how Pampers does business.

Everything changed: how they think about product design, communications, packaging, relationships, and alliances.

Here is a film about one of those alliances that came from their brand ideal.

Pampers UNICEF



Rethink marketing, branding and life.

video: Pampers Unicef

And this brings me to my final point.

Despite the turbulent times, there has never been a better time than now to build leading brands in Asia.



29%

\$162

2nd

\$74.4 Billion

Why do I believe this? Let's do the math

29%

\$162 Billion

2<sup>nd</sup> Largest

\$74.4 Billion

<p>29% of the world's advertising expenditure of \$162 Billion comes from Asia Pacific. China is the 2nd largest advertising market in the world at \$74.4 Billion.</p>	<p>29% of the world's advertising expenditure of \$162 Billion comes from Asia Pacific. China is the 2nd largest advertising market in the world at \$74 Billion.</p>
<p>43% 2011</p>	<p>And these statistics from Jupiter Research:  43%  2011</p>
<p>43% of the world's internet users are from Asia Pacific. By 2011 China will lead the world in Internet users surpassing the US with India coming in a close third place.</p>	<p>43% of the world's Internet users are from Asia Pacific. By 2011 China will lead the world in Internet users surpassing the US with India coming in a close third place.</p>



Multi-national brands are looking to you and your region for growth, from new audiences and fresh ideas that will renew their brand ideals.

And consumers in other regions are looking for new brands from Asia to present real alternatives and choices to meet their needs and wants. To offer brands with ideals inspired by the diversity and humanity within Asia. Let us lift marketing to a much higher level.

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*J*  
JIM STENGEL

Rethink marketing, branding and life.

Thank you. It has been my great honor to address this terrific audience in this terrific city, in these turbulent times.