

# MARKETING

ISSUE #266 OCTOBER 2020

WEEKENDER™



airasia.com

**More  
than an  
airline -  
rethink  
recover  
reignite**

KAREN CHAN  
CEO OF AIRASIA.COM

**EDITOR'S NOTE**



**My Care**  
*My comfort*

WORLD HOSPICE & PALLIATIVE CARE DAY  
10 OCTOBER 2020 / #MYCAREMYCOMFORT

## Malaysian-made symbol adopted globally

Tomorrow is World Hospice and Palliative Care Day, 10.10.2020, and we want to...

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**COVER STORY**



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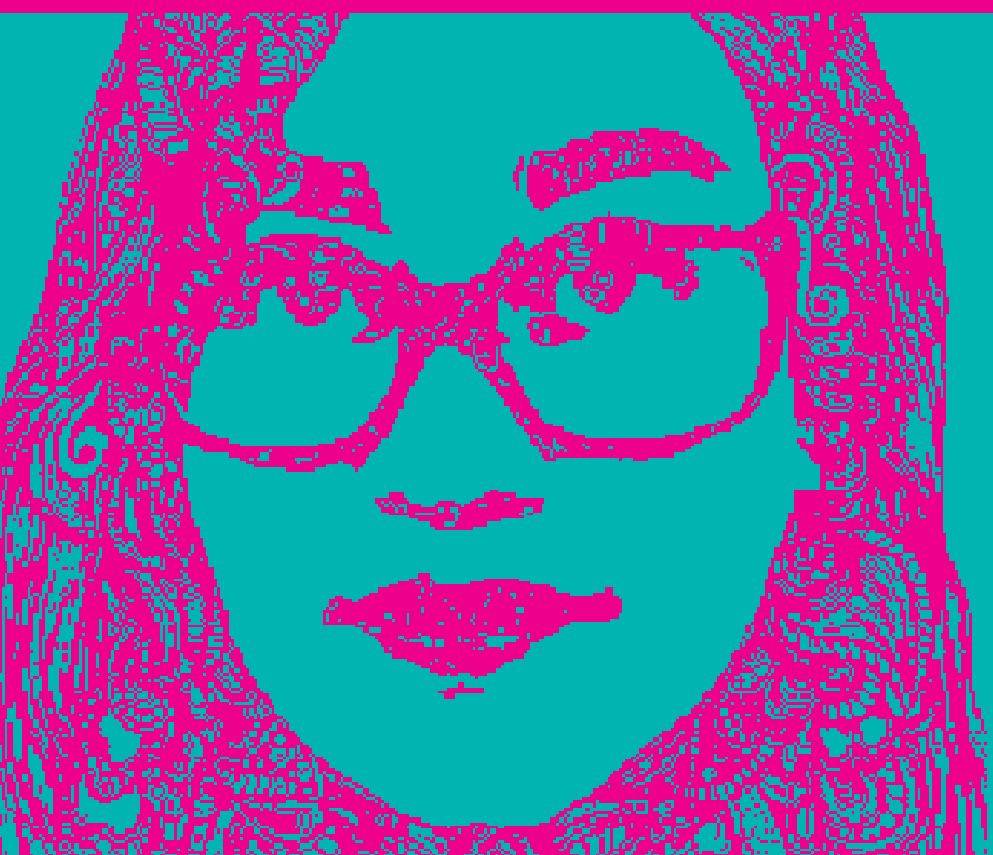
Have you ever scratched for inspiration, hit a wall, and then lost all willpower to continue?...

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“ABAHAH, ROTAN YOURSELF FIRST.”

**P Gunasegaram on** <https://www.thevibes.com>



“DON'T JUDGE ANYONE. WE ONLY KNOW WHAT WE SEE, NOT WHAT THEY GO THROUGH.”

**Sarah Salim**

“WE WANT TO BE AN AGGREGATOR OF DIGITAL CONTENT OR STREAMING SERVICES. THESE PLAYERS WILL WANT TO PARTNER WITH US FOR MALAYSIA BECAUSE DOING IT ON THEIR OWN WON'T BE SO EASY AS THERE WILL BE MORE AND MORE OTT ENTRANTS. THERE ARE ONLY A FEW PLAYERS, BUT THAT IS CHANGING.”

**Astro Group CEO Henry Tan when speaking to Nikkei Asia on the launch of Astro's own streaming (OTT) service which is independent of the Astro brand.**



# Malaysian-made symbol adopted globally



**My Care**  
*My comfort*

WORLD HOSPICE & PALLIATIVE CARE DAY  
10 OCTOBER 2020 / #MYCAREMYCOMFORT

Tomorrow is World Hospice and Palliative Care Day, 10.10.2020, and we want to recognise Malaysia's creative role in this meaningful day.

Led by the Worldwide Hospice Palliative Care Alliance, with member organizations in over 100 countries, the event carries the theme **#MyCareMyComfort** along with a made-in-Malaysia symbol which has been adopted globally.

## EDITOR'S NOTE

**“Many people don’t want to talk about end-of-life care until it happens. But we need to start the conversations, to break down barriers and misconceptions and all kinds of prejudices. I think it’s great a Malaysian-made symbol is recognised and adopted globally...”**

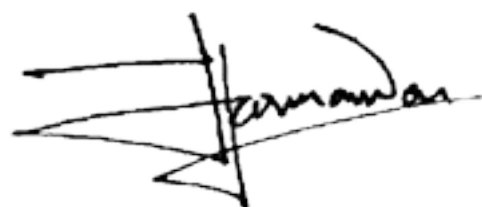
**Edward Ong**

Hospice care, better known as palliative care, is a medical approach that seeks to improve the quality of life for people and their families living with a life-threatening disease. With the Covid-19 pandemic and Malaysia in RMC0 mode, the need for palliative care has never been more urgent.

The symbol was put together by a design team led by Creative Director **Edward Ong**, “Many people don’t want to talk about end-of-life care until it happens. But we need to start the conversations, to break down barriers and misconceptions and all kinds of prejudices. I think it’s great a Malaysian-made symbol is recognised and adopted globally. Hospis Malaysia played a major role in bringing this to the world stage.”

In 2019, Malaysia launched its first National Palliative Care Policy and Strategic Plan (2019-2030) and the symbol played a part in bringing stakeholders together to understand the importance of the national plan in strengthening palliative care within our healthcare system.

*Agency: RAPP Malaysia, ECD: Edward Ong, Art: Jeff Ooi, Walter Teoh, Lena Lim.*



## WEBINAR

# We went from think small to **THINK BIG!**

**NAMMA SME SERIES**  
DISCUSSION IN TAMIL

**FREE LIVE WEBINAR SESSION**

**POWER UP!**  
STRATEGISING YOUR BUSINESS FOR POST-PANDEMIC SUCCESS

**Datuk Dr. A. T. Kumararajah**  
Secretary General of Malaysian Associated Indian Chambers of Commerce and Industry (MAICCI)

**Ganesh Gunaratnam**  
Director and Working Capital Management Leader at PwC Malaysia

**Professor Dr. Kader Ibrahim**  
Motivational Speaker

**Moderator Uthaya**  
RAAGA Announcer

**WEDNESDAY | 30 SEPTEMBER 2020 | 2:00 PM**  
**REGISTER NOW** [linc.astroawani.com](http://linc.astroawani.com)

BRUGHT TO YOU BY **astro ulagam** **raaga** **LINC** Terms and conditions apply

## *How brands can win Indian SMEs on 4th Nov*

Kumararajah, Secretary General of the Malaysian Associated Indian Chambers of Commerce and Industry, who shared how SMEs can sustain during these difficult times.

This was followed by cash conservation and management tips by Ganesh Gunaratnam, Deals Director, Working Capital Management of PwC Malaysia.

Finally, renowned motivational speaker Professor Kader Ibrahim talked about keeping a positive mindset and staying relevant and thrive in a COVID-19 world.

Astro also ran a contest to win a 1-hour interview slot on RAAGA, and 5 lucky winners were selected at the end of the webinar. For readers who missed the event, you can watch [here](#).

*Find out how your brand can take part in the next webinar on 4th November by contacting **Ms. Kavini** who heads the Indian business.*

Astro Ulagam, RAAGA and Astro Awani LINC held a webinar last week for Indian SMEs as part of their NAMMA Webinar Series and the results surprised everyone...

350 small business owners registered, 133% more than the industry benchmark.

Engagement rate hit 72% (average 65%), plus 250 lines of chats and Q&A overload.

Moderated by RAAGA announcer Uthaya, the webinar led with Datuk Dr A.T.

A woman with dark hair, wearing a light blue sleeveless top and a black skirt, is sitting on a white stool. She is smiling and looking towards the camera. Behind her is a large, illuminated red sign that reads 'airasia.com'. The background is a plain, light-colored wall. The floor is a light grey concrete.

airasia.com

# WHY WASTE A CRISIS?

BY VASUKI RAO

As Malaysian roads became eerily empty after March 18, a less noticeable emptiness happened in the skies. The potent combination of a global pandemic and international

## COVER STORY

travel ban had a **staggering impact** on the **multi-billion dollar** airline industry.

In Malaysia, the sight of hundreds of grounded planes parked wingtip to wingtip on airport runways and in storage facilities was sorely indicative of an industry fighting to survive an unprecedented crisis.

But to quote Sir Winston Churchill, never let a good crisis go to waste. The word 'good' might be misplaced here but the sentiment remains. AirAsia embodied this sentiment as it accelerated the evolution of its website, **airasia.com** by pivoting its purpose from a flight booking centered service, into an all-in-one travel and lifestyle resource.

So what exactly does the lady in red have in the works as it remains more grounded than ever in its 19 years of business? To find

**... never let a good crisis go to waste. The word 'good' might be misplaced here but the sentiment remains. AirAsia embodied this sentiment as it accelerated the evolution...**

out myself, I went to airasia.com's HQ in KL Sentral to ask 5 burning questions we've all been curious about. Below is my rapid fire interview with CEO of airasia.com, Karen Chan herself.

**I know you're busier than busy so let me get right into it. I'd like to start by addressing the word that has some tech critics rolling their eyes -**

**...Every winner starts as a beginner, and the trajectory is no different now with airasia.com with our ambition in becoming the ASEAN super-app...**

*super app.* The term has been taking off since it was used to describe WeChat in 2015. These tech critics claim the phenomenon of companies wanting to turn their main app into a super-app is a byword for 'unfocused'. Does airasia.com have any concerns of being regarded as a brand that is unfocused on what it truly offers?

Hello Vasuki! You know, when we started an airline in ASEAN 19 years ago, we had sceptics asking if we had what it took to survive in a highly competitive, full-

service dominated industry and I daresay we did more than survive!

Every winner starts as a beginner, and the trajectory is no different now with airasia.com with our ambition in becoming the ASEAN super-app. The airasia.com super app is a natural evolution of our success as a digital-first airline and embodies that same level of creative discipline in its development.

Our focus for the super app is clear - airasia.com connects the people of ASEAN to travel and lifestyle experiences.

**So what kind of unique resources does airasia.com have with this one-stop-platform, that other SEA super-app competitors don't have?**

We always say, and I truly believe this - our three biggest assets are our brand, our data and our people.



*The senior management team behind airasia.com*

*Top from L to R: Vincent Gooi, Sumit Ramchandani, Yizhen Fung, Teh Mun Hui, Ravi Shankar, Sharina Ng, Chua Sook Mun, Rose Lam, Pablo Sanz Salcedo Seated from L to R: Phoy Yong Hao, Rajiv Kumar, Rudy Khaw, Mohamad Hafidz, Karen Chan, Peggy Yeoh, Ikhlas Kamarudin, Amanda Woo*

Our founder Tony always reminds us that airasia.com is a start-up within a 19 year old company (laughs).

Our data is our life-blood and our right to win. Over the past 19 years, we have amassed a 75 million user database on airasia.com, with data lineage compiled from at least 10 data points for each consumer profile. We have one of the most

efficient costs of customer acquisition as close to 80% of our online traffic is organic. Our data allows us to better predict the customer lifetime value and personalise our marketing efforts for each individual user, and increase take up rate through targeted cross-sell and upsell.

Basically what all that means is, as an app, airasia.

**COVER STORY**

com is built upon our strongest vertical, which is travel.

Our product extensions are complementary to our core identity on air mobility, be it hotels or airport transfers or activities.

For example, our e-commerce vertical leverages upon our extensive ASEAN cross-border cargo network and last-mile fulfilment capabilities.

**I must say, those are some impressive numbers to be jealous of. But what do you foresee as some of the challenges stacked against airasia.com to become the leading super-app in SEA?**

Our challenge is not ours alone but for the larger travel industry - *when* international travel will recover and *how* governments can synchronise and standardize travel SOPs and health check requirements

**...Our challenge is not ours alone but for the larger travel industry - *when* international travel will recover and *how* governments can synchronise...**

for travellers.

In this new normal, airasia.com advocates collaboration instead of competition so that the travel industry has a better chance of survival.

Our partnership with Trip.com Group, for example, connects ASEAN countries with the largest outbound population - China - by inventory sharing on both platforms so that customers have access to more value and more choice.

**Collaboration, not competition - I like that. What was the immediate**

## COVER STORY

**business strategy implemented when the government announced the nationwide lockdown in March?**

In times of crisis, any leader must lead with decisiveness, clarity and empathy. We personally undertook two immediate decisions.

First was to accelerate our digital expansion because with our planes grounded, our duty-free portal was also impacted. So we immediately pivoted the product portfolio from travel retail-focused SKUs like skincare and cosmetics to COVID essentials such as dry grocery, fresh produce and health protection essentials.

One month into the lockdown, AirAsia Shop also launched an #SOS Save Our Shop campaign which launched home delivery at zero sign-up costs for local SMEs. In just 4 months, we had over 2,000 merchants

onboarded onto **AirAsia Shop!**

The second was cost containment. This was essential for survival but we made sure that we did the right things right. Impacted staff were repurposed for our e-commerce businesses and reskilled to equip them with digital skill sets. We also facilitated external placements with resume-training and job search support.

**Going off of that, I find it very fascinating and inspiring that employees were repurposed rather than let go. Can you tell us more about how airasia.com repurposed its resources during the Movement Control Order (MCO)?**

Sure! So with people confined to their homes during the MCO, e-commerce boomed and the strain on supply chains intensified. While we

## COVER STORY

were unable to transport passengers, we shifted our planes to cargo flights to address current needs. One of our proudest moments during the crisis was how the worst of times brought out the best in our Allstars\*.

Furloughed pilots and cabin crew decided to join us in our pivot and volunteered to deliver parcels for Teleport and to help grow our B2B farming business, **OURFARM**.

Others took advantage of the **RedBeat Academy's** digital courses to reskill themselves for roles in the digital economy.

**Okay Karen, last one and for our readers sake I can't let you go without asking this: Currently, in Malaysia, when it comes to mobile apps, Grab holds the lion share in terms of average number of visits per day. Where is airasia.com concentrating its efforts in order to attract potential**

**customers to make the switch and stick with it?**

Haha, of course! Well, Grab started as a ride-hailing app anchoring in ground mobility and now expanding to last mile delivery of food, grocery, parcels.

Airasia.com is anchored in air mobility now expanding into complementary travel-related and lifestyle products.

Our average basket size is 5 to 6 times higher than ride-hailing, so our focus is on driving frequency of use beyond flights.

With a 75 million strong customer database, we focus on converting existing customers to buy more than flights to hotels, activities and trial our home delivery of duty-free, food and fresh produce.

*\*According to Karen, Air Asia refers to all its employees as Allstars, as "they are the real rock stars!"*

# Here's how agencies are working these days

Everybody is asking us how our industry is adjusting to the new normal: are people at work, full time, remote, virtual, business as usual? Here's what they told us...



## **Sivanathan K, Group CEO of Trapper Media Group....**

We follow a strict SOP and ask our employees to also instill this in their homes. We did a survey amongst ourselves and found 95% of employees managed a safe working environment at home and thus

we asked they do the same in the office. Currently, we are in rotational format with one off day for employees to manage their family requirements plus strict SOP within the office. We realised most are happy to be in the office, discussing face to face and brainstorming with each other.

## **Quah Seng Chit, Managing Director of Spin Communications**

We are fortunate to have sufficient space for all to return to work and to be seated within social distancing guidelines. SOPs strictly adhered to and we also provide lunch daily to all staff. Nespresso coffee available too, so no need to go out unnecessarily.

## SOP

**Kristian Lee, CEO of Naga DDB Tribal...**

The situation requires that we be fluid in the way we manage our human resources and time. Currently, we encourage WFH (Work From Home), as we recognize the need to be vigilant, with the threat of the pandemic prevalent.

The past few years has seen us structure our business units into individual hubs comprising suits, planners and creatives, led by senior personnel. These hubs come into the office once a week, on different days. For access to key decision makers within the agency, we have 7 senior management individuals working in the office daily.

**Chanchal Chakrabarty, CEO of GroupM Malaysia...**

Since August we moved to team A/B rotation with agency/division head discretion for any specific talents who have issues like caregiving for infants or aged.

For those using public transport, non-peak hours were recommended hence the flexibility of hours: 8-11am & 4-7pm. However with the recent spike in cases we're now on

voluntary basis and observing how the situation evolves.

When in Team A/B, they are pre-nominated by their Business Unit leads and registered with the Admin. They are responsible for accountability of their teams. We strongly believe our talents are responsible and accountable towards what they're assigned to deliver.

**Mazuin Zin, MD of Edelman Malaysia....**

We've been practicing team rotations since July and flexible work arrangements:

- Working hours to avoid peak traveling time for those using public transportation
- WFH for those with aging parents and small kids
- WFH for staff under certain medications and are vulnerable to Covid

**SOP**

- Swab tests for staff feeling ill/had been in places with pronounced Covid 19 cases
- 14 days self quarantine if in contact with Patient Under Investigation (PUI)
- One meter distance office seating with recommended safety protocols.
- Hand sanitizers and masks provided to staff

### **Bala Pomaleh, CEO of Mediabrands Malaysia....**

Mediabrands has been very flexible and supportive of our staff during this pandemic. Initially Mediabrands allowed only 10% of people to be in office. We have now increased this to 30%. What is key is to ensure we meet our client obligations be it by WFH or WFO (Work from Office). Two thirds of our people prefer to come to office at least twice a week.

### **Tan Kien Eng, CEO of Publicis Groupe & Leo Burnett Group Malaysia**

With *MARCEL*, our global A.I network, our people, systems, and processes have been ready for such situations, with the pandemic and lockdown we put *MARCEL* to full action

**...We have now increased this to 30%. What is key is to ensure we meet our client obligations be it by WFH or WFO (Work from Office). Two thirds of our people prefer to come to office at least twice a week...**

### **Bala Pomaleh**

globally. For the first time, 100% of our staff worked remotely. With *MARCEL* it enhanced our connectivity, protecting jobs, sharing briefs, sharing experience, working cross-borders virtually, and with thousands of training modules for those keen on life long learning.

Post-MCO, each team was split into two groups, letting them to work from office once in two weeks. In the last few months, we have seen 30-40% of staff choosing to WFO. With the recent spike in daily cases, we are encouraging our people to WFH.

**...There are multiple virtual groups set up and daily check-ins and check-outs are done by the respective working team to keep things efficient and productive...**

**Ramakrishnan CN**

**Ramakrishnan CN, Entropia Partner and head of Entropia XR**

We have divided the company into multiple teams and each team comes to the office twice a week and the rest of the days is WFH. This is aligned with the Govt's SOPs and social distancing requirements with strict implementation of the internal WFH and WFO policies. There are multiple virtual groups set up and daily check-ins and check-outs are done by the respective working team to keep things efficient and productive.

**Shaun Tay, Co-Owner & CEO of FCB Group Malaysia**

We've been working on a hybrid working arrangement. Our leadership and creative teams are in the office full-time with business and operational teams rotating on a weekly basis. Vid discussions/presentations are still very much in with our clients and minimizes travel and exposure risk. We're also minimizing time in the office by encouraging teams to leave for home once their work is done.

**Datin Kala Sethu, Founder & MD of Compass Insights**

We are 100% in the office. The client service/research team is very much scaled down during MCO. Fieldwork & Data processing is outsourced. We work with clients and vendors abroad and locally.

**Adrian S'ng, CEO at MullenLowe S'ng & Partners Malaysia**

For MullenLowe, we went back to the office a month after the lockdown was lifted. We wanted the dust to settle a little and to make sure the safety of our staff was paramount. Right

**...It was very much business-as-usual for GO during the MCO, with all colleagues working diligently from home. We returned physically to the office in late May, following a strategic wave system which was in effect for one month. In June, all GO colleagues returned to work full time.**

**Peter De Kretser**

now, 100% of the staff work in the office but we have strict SOP measures in place. However, what MCO has taught us is, we are completely capable of working from home should the need arise again...

**Peter De Kretser, CEO of GO Communications**

There's a sense of irony at GO that it didn't take long for our innovative, newly introduced four and a half-day workweek to catch on with the rest of the country, with the start of the MCO. In February, GO implemented a permanent 9am - 1pm workday every Friday,

to further practice work/life balance and workplace efficacy long before the MCO was announced.

It was very much business-as-usual for GO during the MCO, with all colleagues working diligently from home. We returned physically to the office in late May, following a strategic wave system which was in effect for one month. In June, all GO colleagues returned to work full time. Our recently expanded office has enabled us to make the transition a smooth one, with austere social distancing and precautionary measures put in place to keep everyone safe.

The illustration features a kraken with two main tentacles, one yellow and one pink, both with smaller, matching-colored tentacles branching off. The kraken is positioned on the right side of the page, with its tentacles reaching towards the left. The background is a solid blue color.

# Unleashing Your Creative Kraken

by Szu H. Lee

Have you ever scratched for inspiration, hit a wall, and then lost all willpower to continue? You're not the only one.

Mental fogginess and apathy are plaguing creatives in all lines of work, but these counter-productive mental states – of heightened anxiety and uncertainty – don't have to be institutionalised into our routine. Our clients demand agility. They

want us to build more brand equity with less. They want more innovation to stand out against the clutter. The pressure is on; challenge accepted. I am of the firm belief that by applying lessons from interdisciplinary artists to the world of marketing, we can proactively take control of our mental superpowers and deliberately enjoy creative flow states.

**CREATIVE WAVE****Think of Van Gogh's Learning System**

One of the first things I learned managing a diverse team is that everyone may experience the same anxiety, but each has a unique learning system that snaps him/her out of it.

The trick is to remember that Van Gogh saw natural turbulence in stars where no one else did.

My job as Creative Officer isn't to prescribe some vision of *valhalla* that I want, but to draw out the superpowers of my creative team. I'd recognise those superpowers and give them all the space in the world to breathe. And then look for and nurture secondary 'superpowers' that they didn't even know they possessed.

**Form Creative Habits Like Twyla Tharp**

The hardest thing to manage in this industry is the *assault on the senses*. Multiple digital devices going off. Ad hoc problems. Organisational emails. Social media alerts. Add to that a barrage of Covid-19 news.

Amidst that noise, we need to be level-headed perfectionists at our craft, from concept development to mood-boarding

**...My job as Creative Officer isn't to prescribe some vision of *valhalla* that I want, but to draw out the superpowers of my creative team...**

to execution of the final deliverables.

Twyla Tharp, award winning choreographer, would underscore the importance of forming creative habits. She's 78 years old and still working!

I've learned to set hard boundaries and to protect time to be with my muse every day. Extending this to my team: scheduling brainstorm sessions, sound boarding ideas at the same time every day, makes our whole bodies more efficient at it.

**Pay Attention like Michelangelo**

During the lockdown, everyone was so busy taking snapshots of Zoom meetings and posting TikTok dance videos.

...We're living in an age of fragmented attention, and I always remind my colleagues to pay attention. It's important to know what audiences are thinking...

To me, if you're busy *getting* attention, then you're not *paying* attention. Michelangelo would never have seen a statue inside every block of stone – never carved David – if he had been posting selfies on Instagram.

We're living in an age of fragmented attention, and I always remind my colleagues to pay attention. It's important to know what audiences are thinking. To put yourself in their shoes. To really listen to how branded messages land along the consumer's journey.

If consumers take the time to post reviews online, we, as creatives who put content out there, must pay attention to what they say.

## Learn to keep learning, like Terry Pratchett

Even if we weren't in an economic recession, we would still need to teach ourselves new things. We should all be autodidacts like Terry Pratchett, who's a genius.

The *kaizen* spirit of constant learning is something my colleague Hwa Huang and I have always believed in and practiced.

My team and I find repeatedly that learning new skills in one area ups our game in other areas.

Someone who took improv theatre became spectacular at taking ideas and repurposing them into new campaign concepts. Beyond investing in our passions, learning harnesses the curiosity that drives us.

*Szu is Co-Founder and Chief Creative Officer of Merdeka LHS and Dentsu LHS at Dentsu Aegis Network, the first global marketing services group built for the digital economy. Szu has worked with clients across Malaysia, acting as strategic brand consultant providing creative communications solutions.*

SHOWCASE



Client: SpeedHandy  
Agency: ADSOUL, Portugal



# EDDIE TONG

(23.1.1938 - 3.10.2020)

Last Friday marked the passing of a friend who touched the lives of many in our industry through the 80s, 90s and perhaps the early 2000s. Eddie Tong was the man who sat on top of the hill in Angkasapuri (RTM) as Head of the Commercial Division approving all the television commercials that saw the light of day.

While it was a high-office role and he adhered to an official Advertising Code, it was no secret the political climate of the day made his life a colourful one.

That was why Eddie, a happy and outgoing man, did more than just oversee script approvals. He was part of the advertising and media scene and a leading socialite in industry circles.

Eddie was a walking encyclopaedia.

He had everyone's contact numbers and many of us leaned on him to stay connected. But we had to endure an abrupt style of his: he'd always put the phone down on you before you could end the conversation, perhaps his time management brushed off pointless small talk.

A devout Buddhist, Eddie was one of the few friends I could wish Happy Wesak Day. My plan to meditate together with him, after my Vipassana retreat never materialised. We will miss him, as eager Eddie always looked forward with a gleam in his eye to catching up even during his later years.

Eddie, we wish you peace, love and thank you for the happiness you brought into our lives.

*Tribute by Harmandar Singh aka Ham*

**OPEN FOR  
NOMINATIONS**

# **CMO AWARDS 2020**

**CLOSING DATE:  
20 OCTOBER, 2020**



## **CATEGORIES**

**BEST MARKETER IN  
B2B MARKETING**

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**BEST MARKETER IN  
SME MARKETING**

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**BEST MARKETER IN  
OMNI-CHANNEL MARKETING**

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**BEST MARKETER IN  
MILLENNIAL MARKETING**

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**BEST MARKETER IN  
E-COMMERCE MARKETING**

---

**BEST MARKETER IN  
TRAVEL & HOSPITALITY MARKETING**

---

**BEST MARKETER IN  
SUSTAINABLE BRAND MARKETING**

---

**BEST MARKETER IN  
EDUCATION & TRAINING MARKETING**

---

**BEST MARKETER IN  
MEDIA & CONTENT PARTNERSHIP  
MARKETING**

---

**BEST MARKETER IN  
CUSTOMER EXPERIENCE MARKETING**

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**BEST MARKETER IN  
EVENT & EXPERIENTIAL MARKETING**

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**BEST MARKETER IN  
RETAIL & PROMOTIONS MARKETING**

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**BEST MARKETER IN  
FESTIVE COMMUNICATIONS  
MARKETING**

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**BEST MARKETER IN  
DATA & TECHNOLOGY MARKETING**

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**BEST MARKETER IN  
LOYALTY & ENGAGEMENT MARKETING**

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**BEST MARKETER IN  
INFLUENCER MARKETING**

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**BEST MARKETER IN  
SOCIAL MEDIA MARKETING**

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**BEST MARKETER IN  
MOBILE MARKETING**

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**CMO OF THE YEAR 2020**

**[MARKETINGMAGAZINE.COM.MY/CMO2020](https://www.marketingmagazine.com.my/cmo2020)**