

# MARKETING

ISSUE #377 JUNE 2023

WEEKENDER

## NO STAGE STUNTS ON JULY 12 & 13!

ONLY MARKETING CASE STUDIES  
WILL BE ON STAGE AT THE APPIES

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**Get Dirty**



**“Politicians in the wilderness often start thinking. Perhaps they should have started before being sacked... but thinking is always good.”**

**Professor Geoffrey Williams, writing in FMT.**

**“Stay away from negative people. They have a problem for every solution”**

**Albert Einstein**

**“Your priority is to ‘sell shit, by hook or by crook’. Creativity should serve the purpose of selling.”**

**Filmmaker Spike Lee, speaking at Cannes Lions 2023**



**“I did run my internal battery empty.”**

**Michel de Rijk, S4 Capital APAC CEO, who has resigned after 5 years with MediaMonks, speaking to Campaign.**

## EDITOR'S NOTE

# Malaysia in Cannes

Malaysia's trophy tally at Cannes Lions over the years....



## 2004

4, plus Grand Prix Outdoor  
(Best in the World) by JWT KL for Channel 9

## 2005

4

## 2006

11

## 2007

12

(highest tally ever, overtaking almost all  
countries in Asia-Pacific)

## 2008

11

## 2009

7

## 2010

2

## 2011

6

## 2012

6

## 2013

3

## 2014

1

## 2015

6

## 2016

0

## 2017

0

## 2018

1

## 2019

2

## 2020

3

## 2021

0

## 2022

0

## 2023

0

## EDITOR'S NOTE

# Malaysians in Cannes (not in Malaysia)

**2006**

Kevin Lee (JWT, Shanghai)  
- 1 Bronze

**2007**

Primus Nair (Saatchi & Saatchi Singapore) - 1 Silver  
Eddie Azadi (TBWA\Tequila Singapore) - 1 Silver

**2008**

Eddie Azadi (TBWA\Tequila Singapore) - 1 Silver, 1 Bronze  
Kevin Lee (Ogilvy, Shanghai) - 1 Bronze  
Kelvin Leong (Ogilvy, Shanghai) - 1 Bronze

**2009**

Kevin Lee (Ogilvy, Shanghai) - 2 Silver, 1 Bronze  
Kelvin Leong (Ogilvy, Shanghai) - 1 Silver, 1 Bronze  
Weina Ha (Ogilvy Shanghai) - 1 Silver, 1 Bronze  
Karen Wong (PHD Hong Kong) - 1 Bronze

**2010**

Kelvin Leong (Ogilvy, Shanghai) - 2 Silver  
Kevin Lee (Ogilvy, Shanghai) - 1 Silver

**2011**

Kevin Lee (Ogilvy, Shanghai) - 1 Gold  
Kelvin Leong (Ogilvy, Shanghai) - 1 Gold  
Karen Wong (PHD Hong Kong) - 1 Silver  
Gary Lim (DDB Singapore) - 1 Bronze  
Cheong Yew Fei (Saatchi & Saatchi Shanghai) - 1 Bronze  
Woon Siew Hoh (Hakuhodo AsiaPac, Bangkok) - 1 Bronze  
Andy Soong (JWT Vietnam) - 1 Bronze

**2012**

Primus Nair (BBDO Singapore) - 1 Bronze  
Douglas Goh (BBDO Singapore) - 1 Bronze  
Kelvin Leong (BBDO Beijing) - 1 Bronze  
Woon Siew Hoh (Hakuhodo Indonesia) - 1 Bronze

**2013**

Woon Siew Hoh (Hakuhodo Indonesia) - 1 Gold, 1 Silver  
Douglas Goh (BBDO Singapore) - 3 Bronze

**2014**

Ronald Ng (BBDO Singapore) - 1 Gold, 4 Silver, 1 Bronze  
Primus Nair (BBDO Singapore) - 1 Gold, 4 Silver, 1 Bronze  
Gary Lim (BBDO Singapore) - 1 Gold, 4 Silver, 1 Bronze  
Douglas Goh (BBDO Singapore) - 1 Gold, 4 Silver  
Joshua Tay (Red Fuse Hong Kong) - 1 Gold, 2 Silver, 1 Bronze  
Kevin Lee (Leagas Delaney Shanghai) - 1 Bronze  
Ken Wong (Leagas Delaney Shanghai) - 1 Bronze  
Ong Kien Hoe (Y&R Shanghai) - 2 Silver, 1 Bronze

**2015**

Ronald Ng (Digitas LBI, New York) - 1 Grand Prix, 2 Silver, 2 Bronze  
Ong Kien Hoe (Y&R Shanghai) - 1 Gold, 1 Silver, 5 Bronze  
Tan Giap Ho (Grey Singapore) - 1 Gold, 1 Silver, 2 Bronze  
Daniel Kee (MullenLowe Singapore) - 1 Bronze  
Simon Fong (Y&R Shanghai) - 1 Bronze

**2016**

Ong Kien Hoe (Y&R Shanghai) - 1 Silver, 3 Bronze

Daniel Kee (MullenLowe Singapore) - 4 Bronze  
Ken Wong (BBH Shanghai) - 1 Bronze

**2017**

Ronald Ng (Digitas LBI, Chicago) - 1 Grand Prix, 1 Gold, 2 Bronze  
Daniel Kee (MullenLowe Singapore) - 1 Gold, 1 Bronze  
Leslie Paul (Classic Partnership Dubai) - 1 Silver, 2 Bronze  
Joshua Tay (Red Fuse Hong Kong) - 1 Silver  
Danny Low (F5, Shanghai) - 2 Silver, 1 Bronze

**2018**

Ted Lim (Dentsu Asia-Pacific, Singapore) - led Dentsu to Grand Prix  
Adlin Rosli (TBWA/MediaartsLab), Shanghai - 1 Bronze  
Kevin Lee (Droga5, New York) - 1 Bronze  
Willeon Leong (TBWA\Shanghai) - 1 Bronze  
Joshua Tay (Y&R Dubai) - 1 Bronze  
Tan Chee Keong (Amber China) - 1 Bronze  
Leslie Paul (Classic Partnership Dubai) - 1 Bronze

**2021**

Danny Low (F5, Shanghai) - 1 Bronze

**2022**

Pebble Goh (McCann New York) - 1 Gold, 1 Silver  
Ronald Ng (MRM, New York) - 1 Silver

**2023**

Ronald Ng (MRM, New York) - 1 Gold, 1 Silver  
Gary Lim (Forsman & Bodenfors Singapore) - 1 Silver, 3 Bronze

COVER STORY

Adipurush • Aiken • Allianz Malaysia • Breeze • Cadbury Bournvita • Carrie Junior • Dashing & Enchanteur Chic • Domino's • DuitNow • Dutch Lady • F&N • Gaviscon • Gleneagles Hospitals • Grab • Hennessy • Hong Leong Bank • Hot FM • IPC Shopping Centre • Kenangan Coffee • LIFEBOUY • Maxis • MR. DIY • MYDIN • Nando's • Pantai Hospitals • PediaSure • Pepsi • PETRONAS • Prudential • RHB Bank • Rize • Romano • Royal Caribbean Cruises • Serasi • Sime Darby Property • Spritzer • Strepsils • Sunquick • Takaful Malaysia • Telekom Malaysia • The Chicken Rice Shop • Time Enterprise Solutions • Viu • Watsons • Wonda • Adipurush • Aiken • Allianz Malaysia • Breeze • Cadbury Bournvita • Carrie Junior • Dashing & Enchanteur Chic • Domino's • DuitNow • Dutch Lady • F&N • Gaviscon • Gleneagles Hospitals • Grab • Hennessy • Hong Leong Bank • Hot FM • IPC Shopping Centre • Kenangan Coffee • LIFEBOUY • Maxis • MR. DIY • MYDIN • Nando's • Pantai Hospitals • PediaSure • Pepsi • PETRONAS • Prudential • RHB Bank • Rize • Romano • Royal Caribbean Cruises • Serasi • Sime Darby Property • Spritzer • Strepsils • Sunquick • Takaful Malaysia • Telekom Malaysia • The Chicken Rice Shop • Time Enterprise Solutions • Viu • Watsons • Wonda • Adipurush • Aiken • Allianz Malaysia • Breeze • Cadbury Bournvita • Carrie Junior • Dashing & Enchanteur Chic • Domino's • DuitNow • Dutch Lady • F&N • Gaviscon • Gleneagles Hospitals • Grab • Hennessy • Hong Leong Bank • Hot FM • IPC Shopping Centre • Kenangan Coffee • LIFEBOUY • Maxis • MR. DIY • MYDIN • Nando's • Pantai Hospitals • PediaSure • Pepsi • PETRONAS • Prudential • RHB Bank • Rize • Romano • Royal Caribbean Cruises • Serasi • Sime Darby Property • Spritzer • Strepsils • Sunquick • Takaful Malaysia • Telekom Malaysia • The Chicken Rice Shop • Time Enterprise Solutions • Viu • Watsons • Wonda • Adipurush • Aiken • Allianz Malaysia • Breeze • Cadbury Bournvita • Carrie Junior • Dashing & Enchanteur Chic • Domino's • DuitNow • Dutch Lady • F&N • Gaviscon • Gleneagles Hospitals • Grab • Hennessy • Hong Leong Bank • Hot FM • IPC Shopping Centre • Kenangan Coffee • LIFEBOUY • Maxis • MR. DIY • MYDIN • Nando's • Pantai Hospitals • PediaSure • Pepsi • PETRONAS • Prudential • RHB Bank • Rize • Romano • Royal Caribbean Cruises • Serasi • Sime Darby Property • Spritzer • Strepsils • Sunquick • Takaful Malaysia • Telekom Malaysia • The Chicken Rice Shop • Time Enterprise Solutions • Viu • Watsons • Wonda

# APPLIES SHOWDOWN: JULY 12 & 13

# THE BIGGEST MARKETING SHOW IS BACK!

Over 100 marketing case studies set to blaze the stage at Eastin.

All entries are in, two days of fun, excitement and learnings await you on July 12 & 13.

Almost 200 presenters will bring the APPIES Malaysia 2023 Festival to life, sharing their campaign's journey and performance.

From strategy to execution and finally results. Each session begins with a short highlights video and then presenters do their thing and sell like hell their campaigns to the judges, followed by a Question & Answer session with the judges and audience.

The APPIES is an annual event that presents a rare opportunity for creative, media, digital and marketing agencies or brands to present their best campaigns to the industry.

This is the only event where Live Presentations meets Live Judging.

Similar to TED Talks, The APPIES is the chance for great presenters with outstanding work to show it off to some of the industry's most important industry leaders.

This year's winners will receive Gold, Silver or Bronze trophies for 10 categories, and 7 special Best of Best categories (red trophies) that require no submissions!

**Date** : 12 & 13 July 2023

**Venue** : Eastin Hotel,  
Petaling Jaya

**Time** : 8.30am – 6.00pm



The event is HRD-Claimable, details with Ruby on 03-77262588. Registrations can be done online, click [here](#).

# NOT ALLOWED ON APPIES STAGE



**NO** ACROBATICS



**NO** BALLET

**NO** DANGEROUS MOVES



**NO** FLYING

**NO** KUNGFU



## COVER STORY

## APPIES LEADERS



PROFESSOR HARMANDAR SINGH  
PRESIDENT  
APPIES MALAYSIA



GOH SHU FEN  
PRESIDENT – APPIES APAC  
ADVISOR APPIES MALAYSIA  
PRINCIPAL – R3 ASIAPACIFIC



ADAM WEE ABDULLAH  
ADVISOR – APPIES MALAYSIA + ASIA PACIFIC  
STRATEGIC MARKETING CONSULTANT  
A-LOOK EYEWEAR GROUP OF COMPANIES



SANTHARUBAN T. SUNDARAM  
CHIEF EXECUTIVE OFFICER  
ETIKA HOLDINGS  
MALAYSIA

APPIES JUDGES  
- MALAYSIA

DATUK LAI SHU WEI  
CHIEF MARKETING & SALES  
OFFICER  
SIME DARBY PROPERTY  
MALAYSIA



NOREEN SABRINA  
GROUP HEAD, CORPORATE  
COMMUNICATIONS AND  
BRANDING  
EDOTCO



ABDUL SANI ABDUL MURAD  
GROUP CHIEF MARKETING  
OFFICER  
RHB BANK BERHAD

## COVER STORY



ANDREW YEOH  
HEAD OF MARKETING  
TIME DOTCOM



LOW NGAI YUEN  
CHIEF MERCHANDISE &  
MARKETING OFFICER  
AEON CO (M) BHD



FIONA LIAO  
GROUP CHIEF MARKETING &  
COMMUNICATIONS OFFICER  
POS MALAYSIA



OLIVER KAU  
MARKETING MANAGER  
ETIKA HOLDINGS  
MALAYSIA



FAISAL KHALIL  
HEAD OF BRAND & MARKETING  
MALAYSIA DIGITAL ECONOMY  
CORPORATION



ANGELINE TUNG TZE LING  
HEAD OF BRAND &  
COMMUNICATIONS  
PRUDENTIAL ASSURANCE  
MALAYSIA BERHAD



ANDREW PINTO  
HEAD OF BRAND AND  
MARKETING  
TELEKOM MALAYSIA



DANNY HOH  
GENERAL MANAGER, MARKETING  
& CONSUMER GROWTH AND  
SUSTAINABILITY CHAMPION  
WATSONS MALAYSIA



LINDA HASSAN  
GROUP CMO (MALAYSIA,  
SINGAPORE & CAMBODIA)  
DOMINO'S PIZZA



LAU YIN MAY  
GROUP CHIEF MARKETING &  
CUSTOMER EXPERIENCE OFFICER  
MALAYSIA AIRLINES



SAKI GOH  
SENIOR GENERAL MANAGER  
MARKETING  
WIPRO UNZA



ZALMAN ZAINAL  
CHIEF MARKETING OFFICER  
HONG LEONG BANK BERHAD



PAMELA CHIA  
MARKETING HEAD  
GRAB MALAYSIA



RAGUNATH 'PAK JOE' MURTHY  
CHIEF DISTRIBUTION AND  
MARKETING OFFICER  
MCIS LIFE



CLAUDIAN NAVIN STANISLAUS  
GROUP STRATEGIC DIRECTOR,  
11TREES  
PRESIDENT, MALAYSIAN  
ADVERTISERS ASSOCIATION



EDDY DORAIRAJAH  
VICE PRESIDENT, CONSUMER  
MARKETING  
CIMB BANK BERHAD

## COVER STORY

# APPIES JUDGES - ASIA PACIFIC



**NORISA SAIFUDDIN**  
HEAD OF MARKETING  
COMMUNICATION  
PT BANK CENTRAL ASIA TBK  
INDONESIA



**ANIMESH BHARTIYA**  
GLOBAL DIRECTOR, BRAND &  
MARKETING  
XARE  
INDIA



**GUNJAN KHETAN**  
CMO INDIA  
PERFETTI VAN MELLE  
INDIA



**KAZHIDE HARADA**  
VP OF INTERNATIONAL BUSINESS  
DEVELOPMENT  
ENITO GROUP  
JAPAN



**RUEBEN ANTHONY**  
HEAD OF EXPERIENCE  
PLATFORMS  
NCS PTE LTD (SINGTEL)  
SINGAPORE



**JIM GUZMAN**  
DIRECTOR  
DMC  
PHILIPPINES



**SULIN LAU**  
REGIONAL HEAD OF  
MARKETING & BRAND  
GRAB  
SINGAPORE



**MARCUS MA**  
HEAD OF COMMUNICATIONS AND  
MEDIA CORPORATE MARKETING  
- ZONE GREATER CHINA  
NESTLÉ (CHINA) LIMITED  
CHINA



**STEPHEN MOLLOY**  
SENIOR PRODUCT DESIGNER  
ASX  
AUSTRALIA



**SUNIL SETHI**  
EXECUTIVE CHAIRMAN  
MODENIK LIFESTYLE PVT LTD  
INDIA



**SHIYAN JAYAWEERA**  
AVP - HEAD OF MARKETING  
NDB BANK PLC  
SRI LANKA



**TIFFANY TANG**  
MARKETING DIRECTOR  
HEALTH & HYGIENE - MY, SG, VN  
RECKITT (HEALTH)  
MALAYSIA



**DATUK LAI SHU WEI**  
CHIEF MARKETING & SALES  
OFFICER  
SIME DARBY PROPERTY  
MALAYSIA



**SANTHARUBAN T. SUNDARAM**  
CHIEF EXECUTIVE OFFICER  
ETIKA HOLDINGS  
MALAYSIA

COVER STORY

# HOW IT ALL BEGAN IN YEAR #1



# Our Rainmaker in Cannes!



*MARKETING's COO Vishnu Devarajan on the frontlines of the world's largest advertising show last week in Nice, France.*

# NO RAIN IN CANNES MALAYSIA RETURNS EMPTY



So, let's talk about something else – the Cannes Lions experience.

In its 70<sup>th</sup> year, the Cannes Lions International Festival of Creativity is clearly the most prestigious advertising festival and largest gathering of the creative marketing community in the world. Almost 27,000 entries were received from all over the globe.

Mingling with over 9,000 delegates were advertising stars

like Lee Clow and David Droga, and icons like filmmaker Spike Lee, Kevin Hart, will.i.am, Halle Berry, DJ D-Nice, Cesc Fàbregas, Darryl “DMC” McDaniels, sprinter Michael Johnson, DJ FLO, and more....

Amidst hot weather cooled by a constant sea breeze, Cannes Lions is a delight for any visitor.

The action centres at the Palais des Festivals along Boulevard de la Croisette in the French Riviera city of Cannes, Côte d'Azur.



Since our resident Rainmaker was at Cannes this year, here's a first-person account of his experience.....

After a long flight, I finally found myself at Nice Côte d'Azur International Airport. It was a bright and sunny afternoon. After clearing immigration, I took a 2-minute walk to the St Augustine station and waited for the train to Cannes.

It was a smooth and quick 30-minute ride and I got to see some scenic buildings along the way.

Getting out of the SNCF Terminal at Cannes, it was a short walk to the Badge



collection centre located just off the Gare Maritime.

It was quite crowded, and everyone seemed to be in a hurry. Security was tight and you had to be screened before you enter the Palais des Festivals et des Congrès.

## CANNESLIONS2023



As I was staying some distance away from the city centre, I first decided to get all available information like bus schedules, etc. Luckily, the terminus was just down the road and I managed to secure a 1-week bus pass for €15.

Then it was time to have a drink and take in the scene. By this time, I had been awake for almost 20 hours so two drinks were all it took to make *blur*. Grabbing the nearest taxi, I ended up at the Goélia Mandelieu Riviera Resort.

## CANNESLIONS2023



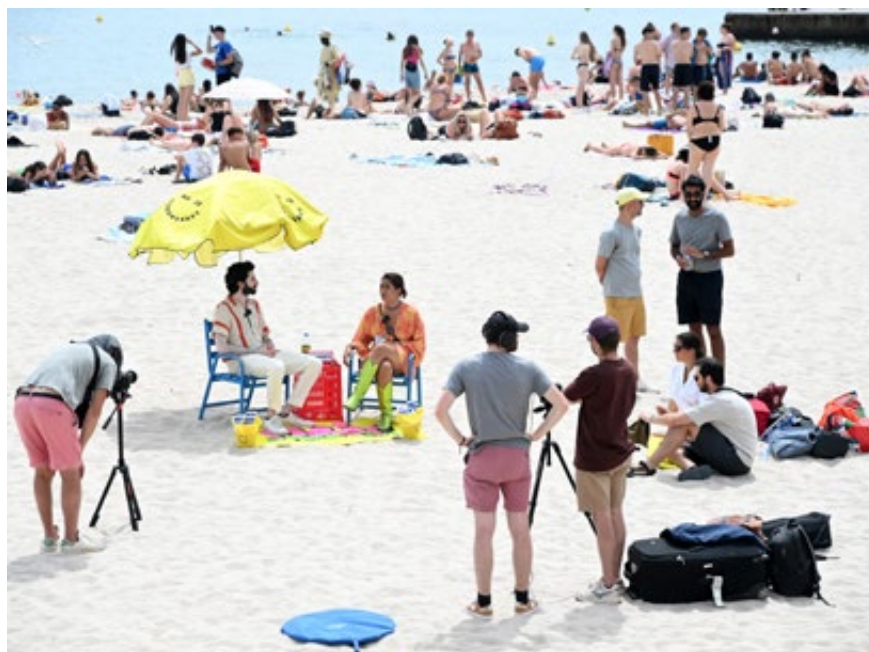
The next morning, I woke up super early; it's a 6-hour time difference.

I had a quick bite and then headed off to the bus stop. Being too tired the day before, I misunderstood the instructions. The stop was 3km away from my hotel!

Being a nice and windy day, I decided to walk. It's pleasant and you get to see the beautiful coastline of the French Riviera.

I finally reached the bus stop and realized I had just missed the bus by a few minutes. The next bus would be around in an hour. Luckily there was small beach café and I sat myself down and enjoyed a nice cold Orangina.

The bus to Cannes takes about 20 minutes. After a few stops, you start to notice that



many passengers were wearing a Cannes Lions badge. Remaining with this group, we walked from the SNCF to the Palais.

After a thorough security check, I was in - what an amazing feeling.

There were just so many sessions going on and I could not decide which to attend. I spent an hour or so just walking the entire stretch of the beach and checking all the cabanas along the way.

## CANNESLIONS2023



After some aimless walking I found a nice quaint café and parked myself there. Rosé was about €4.50 per glass so I had quite a few. Obviously, the next day onwards I realized the full bottle was only €28, so I got smart.

Feeling a little hungry I walked by many restaurants, but they were all packed. My options were then some food trucks or McD. I did not travel 10,000 KM to have something I can get just across the office in TTDI.





Being a “Hamlet”, I decided to get a Ham sandwich and a bottle of Coke. Decent portion for €8.

By then it was getting too hot, so I decided to go back to the Palais and check out stuff that was happening there. There were quite a few good presentations going on and having a Rep badge gave me full access to everything.

By around 5pm, you can notice people are rushing around. Apparently, all deciding which parties to attend. I decided to *kaypoh* and followed the most happening crowd. Apparently, all the fun was going down at the Spotify event on C-Beach.

Definitely a lot of fun, some cool DJs, good music and lots of booze and bubbly.

The sun sets late, and it only gets dark around 9:30pm. So I completely forgot the bus ends around 10pm, and I was not in the mood to walk 3km again.

So, I decided took a taxi.

I was warned by Ham that they are all “mafias” and charge exorbitant rates, but I guess the authorities here clamped down and they now have metered fixed rates. Still cost over RM100 to get back though.

Repeating the same thing again the next morning, was back at Cannes.

I was invited to lunch by the Epica Awards team so headed directly to their booth along the beach. Some amazing AI Jury tech was being touted (read more



at [Marketing Magazine](#)). I had the chance to meet some awesome people and the first thing they all said to me was “Where’s Ham?”.

After a simple meal and lots of wine, I walked back towards the Terrace at the Palais. I then heard my name being called and turned around to see Prashant Kumar. He was heading towards the yachts. After some small talk, we planned to catch up later at the Accenture Song yacht for drinks. The good thing about Cannes is that there’s so much going on but the bad thing is you have so little time. Before I knew it, 5 days flew by and I found myself completely tanned, super fit from all the walking and dreading the long flight back home. But hey I was missing my *Roti Kosong Banjir*

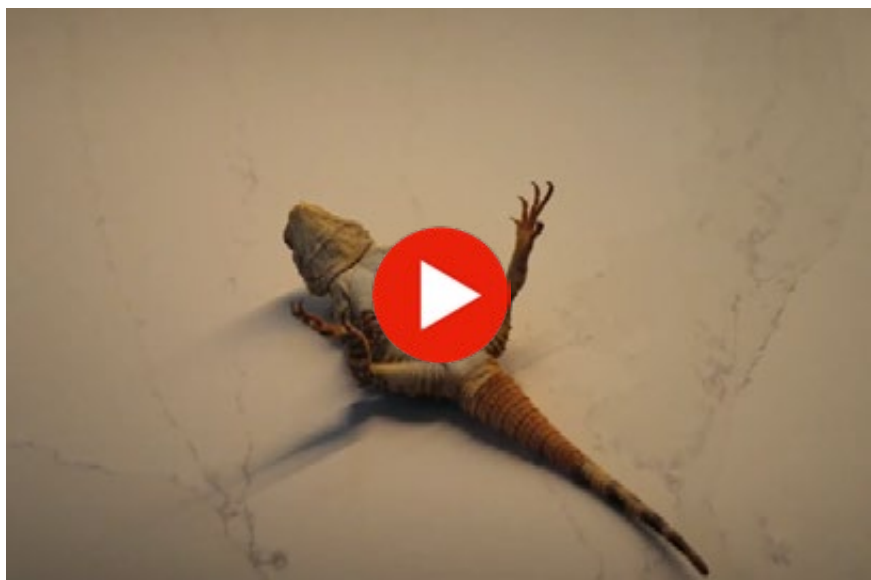
and the Mrs. and kids, so back to Nice and then onwards home via Doha.

I think we all should make it a point to experience Cannes Lions once in our lives.

*Some history: Inspired by the Cannes Film Festival, staged in Cannes since the late 1940s, a group of cinema screen advertising contractors belonging to the Screen Advertising World Association (Sawa) felt the makers of advertising films should be similarly recognised.*

*They established the International Advertising Film Festival, the first of which took place in Venice, Italy, in September 1954, with 187 film entries from 14 countries. The lion of the Piazza San Marco in Venice was the inspiration for the Lion trophy.*

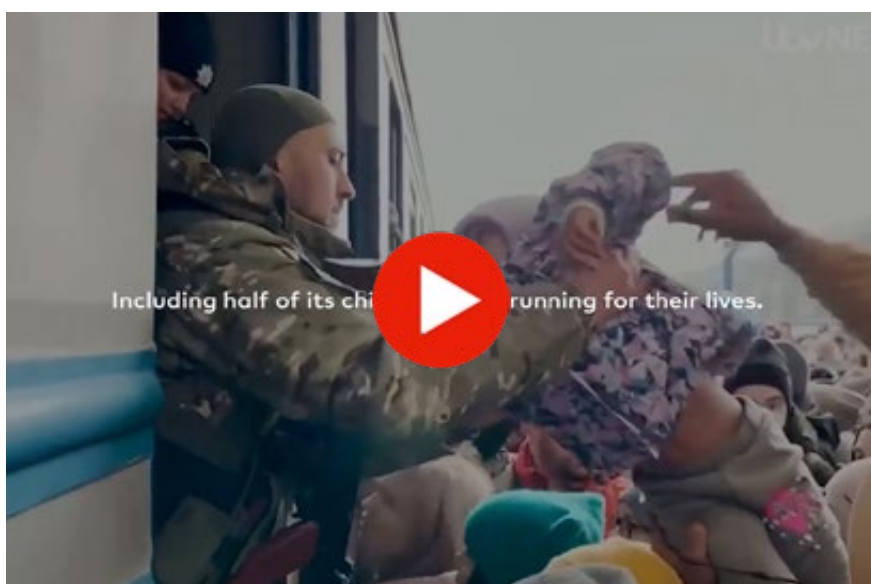
## CANNES LIONS 2023 GRAND PRIX WINNERS



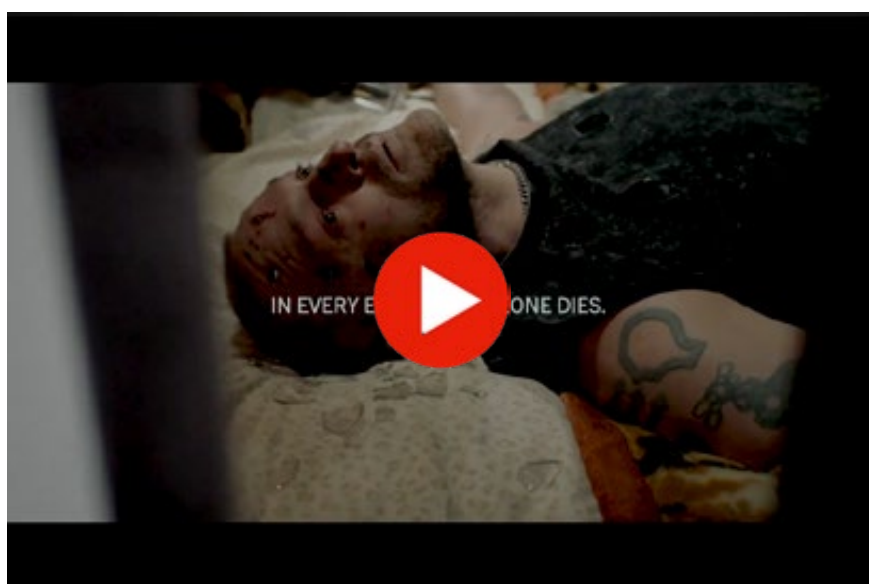
Prize: Grand Prix, Film  
 Title: RELAX, IT'S IPHONE – R.I.P. LEON  
 Brand: APPLE  
 Product: IPHONE 14  
 Entrant/Idea Creation: APPLE, Cupertino  
 Location: USA



Prize: Grand Prix, Entertainment Lions for Music  
 Title: BEAUTIFUL LIFE  
 Brand: MICHAEL KIWANUKA  
 Entrant/Idea Creation: SMUGGLER, London/ MICHAEL KIWANUKA, L.A.  
 Location: UK/USA



Prize: Grand Prix, Sustainable Development Goals  
 Title: WHERE TO SETTLE  
 Brand: MASTERCARD  
 Product: WEBSITE  
 Entrant/Idea Creation: McCANN POLAND, Warsaw



Prize: Grand Prix, Health & Wellness  
 Title: THE LAST PERFORMANCE  
 Brand: PARTNERS INSURANCE  
 Entrant/Idea Creation: Entertainment SPECIAL, Auckland  
 Location: NEW ZEALAND

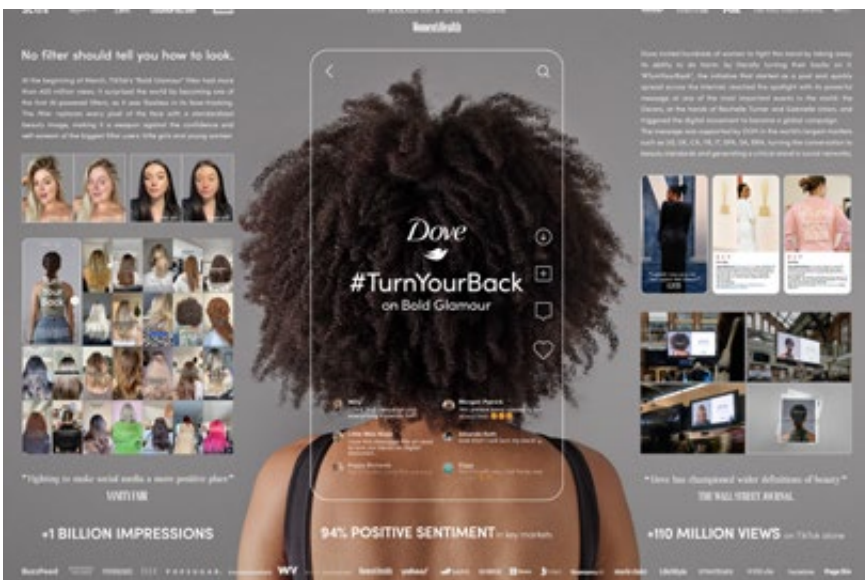
## CANNES LIONS 2023 GRAND PRIX WINNERS



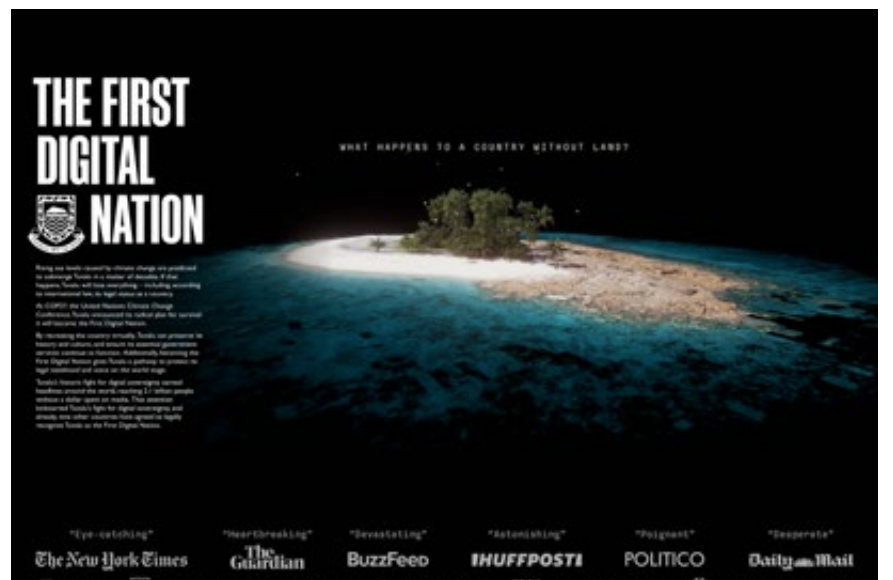
Prize: Grand Prix, Film Craft  
 Title: WE CRY TOGETHER - A SHORT FILM  
 Entrant/Idea Creation: PGLANG, Los Angeles  
 Location: USA



Prize: Grand Prix, Creative Strategy  
 Title: RENAULT PLUG-INN  
 Brand: RENAULT  
 Entrant/Idea Creation: PUBLICIS CONSEIL, Paris



Prize: Grand Prix, Media  
 Title: #TURNYOURBACK  
 Brand: DOVE  
 Entrant/Idea Creation: OGILVY, London/DAVID, Madrid  
 Location: UNITED KINGDOM/ SPAIN  
 Media: MINDSHARE London



Prize: The Dan Wieden Titanium Grand Prix  
 Title: THE FIRST DIGITAL NATION  
 Brand: THE GOVERNMENT OF TUVALU GOVERNMENT  
 Entrant/Idea Creation: THE MONKEYS, PART OF ACCENTURE SONG, Sydney  
 Location: AUSTRALIA



# Get Dirty.

By *Chris Jaques*, CEO of Transformation:  
The Growth Business @ [www.YourTransformers.com](http://www.YourTransformers.com)

Have you ever heard of a guy called Sydney Yoshida?

I thought not. No-one has.

But a while ago, he discovered something remarkable.

Yoshida-san was commissioned to improve the performance of a large Japanese automotive firm, across its operations in Asia and America.

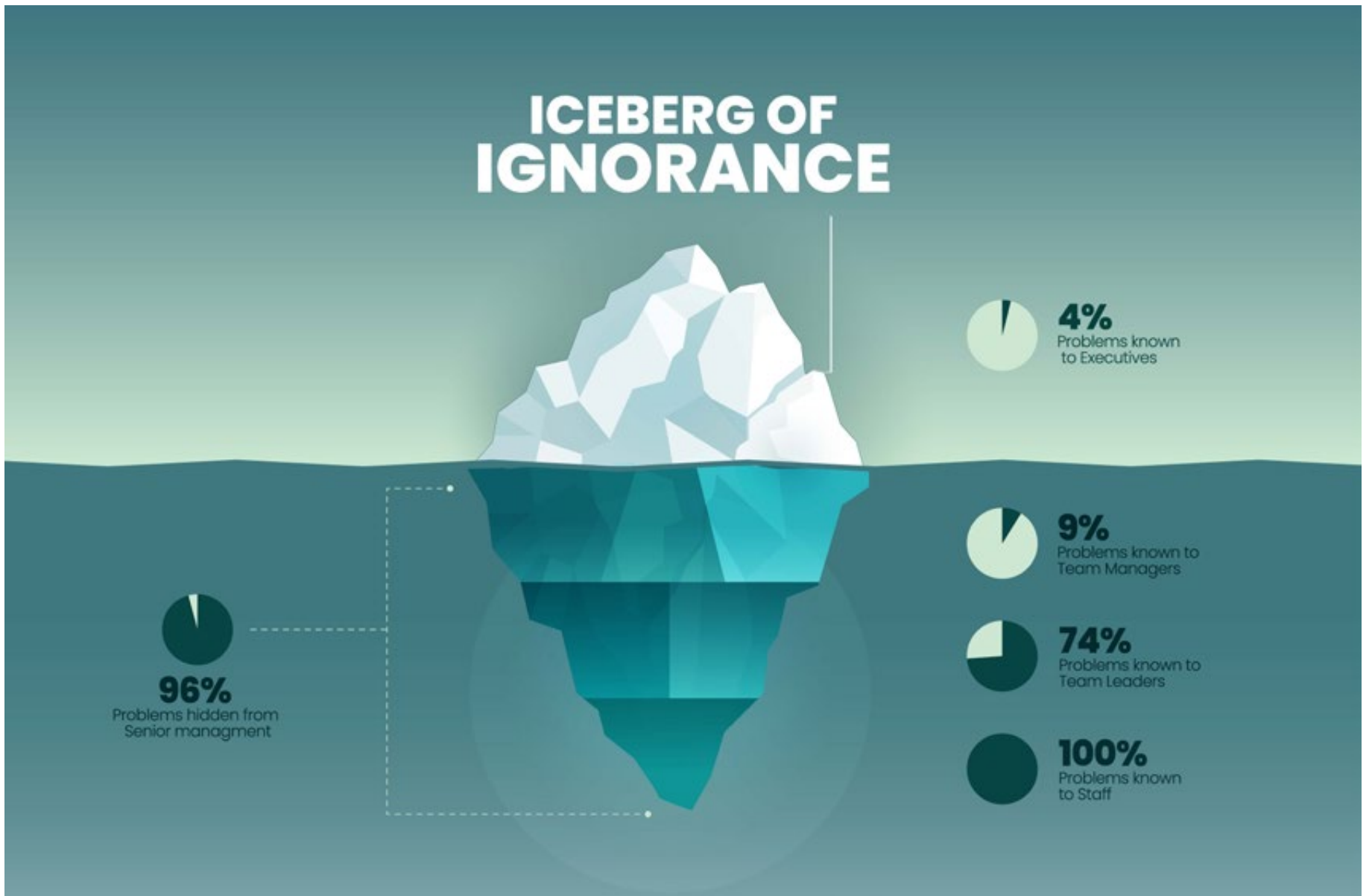
As a part of the assignment,

he analysed the challenges for performance-improvement – and how these challenges could be overcome

And what he discovered was extraordinary:

**Senior Management Knows Nothing.**

Yoshida-san found that the most senior people in the



company knew the least about the company's real issues.

Why?

Because senior management spend all their days in meetings – discussing strategies, plans, research, data and budgets.

But they have no clue what's actually happening on the front-line – the real service and sales issues, the customer frustrations, wants and needs.

### Middle-Management Are Clueless.

A company's middle-managers may be closer to the

front-line – but they're equally clueless about what happens there.

While they may know all the data, they have no idea about the details: what really matters to customers and the teams that serve them.

### 'The Iceberg of Ignorance'.

What Yoshida-san found was stark:

- 4% of a company's real issues are known to senior management
- 9% are known to middle management

Whereas:

## CHRIS JAQUES SPEAKING AT APPIES 2023



- 74% of a company's issues are known to the supervisors of front-line staff
  - A full 100% are known by front-line staff themselves
- Yoshida called this pattern 'The Iceberg of Ignorance' – and its conclusion is clear:
- If you don't keep close to the front-line, you don't know what you're doing.

**Marketers Live In Ivory Towers.**

Marketers are the worst. They spend almost all their time in offices, meeting rooms or Zoom – agonising over research, data, strategy, powerpoint, media, creative and content. But they rarely 'get dirty'. They don't spend days interviewing customers, customer service teams, sales people or operations staff.

**CHRIS JAQUES SPEAKING AT APPIES 2023****... The problem lay in their customer journey. Their customers were simply moving in the wrong directions, to the wrong places at the wrong times...**

They don't take time to work on the front-line or study the daily reality of the customer journey.

As a result, they seldom know how and why purchases really take place – or don't.

**Dirt Is The New Gold.**

Let me share an example.

One company asked us to reverse a decline in market share.

They'd done loads of research, increased their marketing budget, launched big promotions and a new campaign – yet market share was declining.

So here's what we did:

We interviewed their front-line people.

We worked in sales and customer-service. We interviewed customers.

We conducted 'mystery shopping'.

We tracked their CX, online and offline.

And then we told them to cancel all their advertising and save the money. Because the problem was nothing to do with Brand, Promotions or Awareness. (It seldom is).

The problem lay in their customer journey.

Their customers were simply moving in the wrong directions, to the wrong places at the wrong times.

So we redesigned the customer journey, improved customer experience – and transformed their business.

In the next quarter, revenues grew by +105% and profit by +340%.

Dirt became gold.

If you'd like to know how – just get in touch: [connect@YourTransformers.com](mailto:connect@YourTransformers.com)





# The curious case of Mrs Elizabeth Billington

*by Indhran Indhraseghar*

Born in 1765, in London's Soho district, Mrs Elizabeth Billington wasn't particularly good looking or academically astute. But she did have two things going for her.

- A great voice
- An entrepreneurial mindset

Mrs Billington is widely acknowledged as the greatest English Soprano who ever lived. It is said that whenever she opened her mouth to sing, the angels would gather around to listen.

In 1801, at the height of her

**AI WORKSHOP**

career, she used her negotiation skills to pit the managers of the two largest opera houses against each other into a bidding frenzy. The prize? Her exclusive appearance for the season. In the end she accepted both offers!

Mrs Billington earned the fantastic sum of £10,000 that year (equivalent to USD 1 Million today). She had a net worth of £65,000 (equivalent to USD 6.5 million today). Clearly a success by any measure.

**Fast forward to 2023.**

Rihanna, the richest female musician alive today, earns USD 70 million any given year with net worth of USD 1.7 Billion

Why the 70X difference in earnings and 260x difference in net worth in just 200 years?

Something happened in 1877.

Before 1877, people only had three options if they wanted to listen to music:

- Pay a lot money to listen great music
- Listen to someone half good.
- Learn how to sing and entertain themselves

Most people chose Option 2. This meant the music and dance

halls across the country were filled with plenty of average musical talent.



Everything changed in 1877 when Thomas Edison invented the phonograph.

Edison excitedly announced that his new invention would soon sit inside every home and the phonograph went on to make its mark on the world. An idea whose time had come.

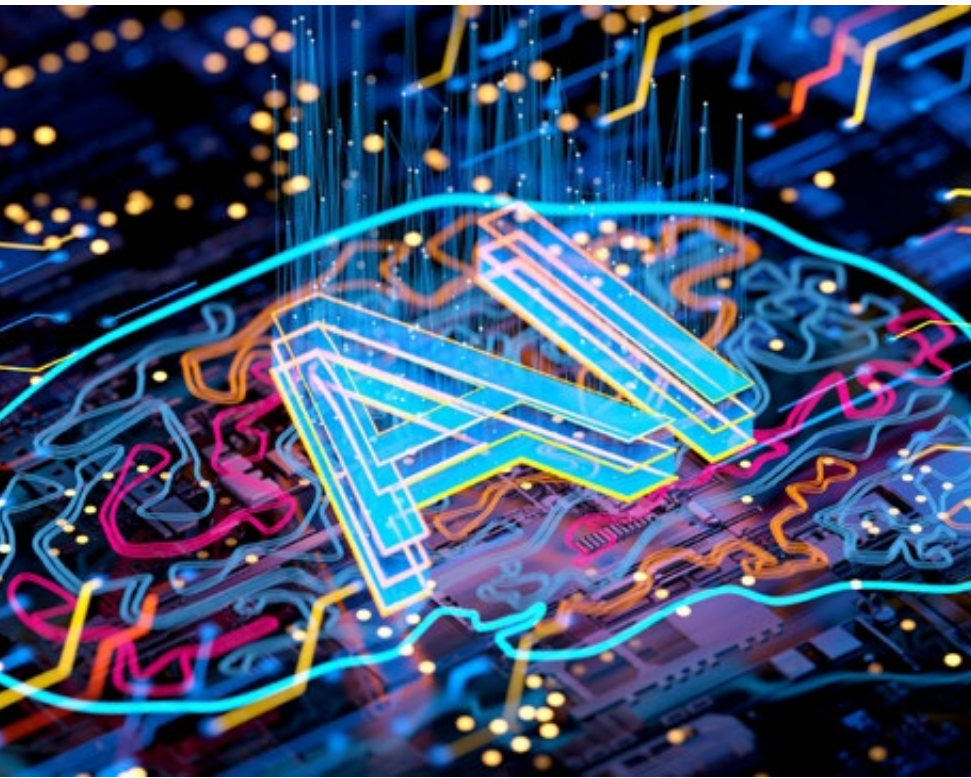
But there was a side effect. Many average musicians lost their jobs.



Why should people have to put up with a half-good performance when they have a chance to enjoy the best?

Today, the market for music is bigger than ever before, but because music has been

## AI WORKSHOP



democratized, the superstars end up getting most of it.

From the printing press to the personal computer, the phonograph was just one of many disruptive game changers throughout history.

We are witnessing another gamechanger in the form of ChatGPT. Its ability to write text, compose music, and create digital art has made global headlines.

No technology has ever reached 100 million users faster than ChatGPT, which crossed that threshold in just two months, far more quickly than Instagram, which needed two and a half years

AI is quickly redefining the baselines for speed, efficiency, and quality in a wide range of marketing tasks.

**Question: Will AI take my job?**

**Answer:** AI will not take your job. Someone using AI will.

If you're already using ChatGPT at work, good for you.

Here is the thing.

Any AI output based on average inputs are worthless. Your competitors can present those exact same "insights" to your customers.

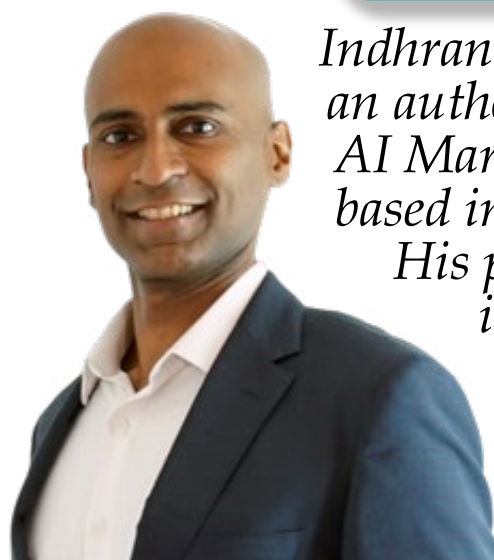
How to win?

Start with better thinking.

### AI for Marketing, Media & Advertising Workshop

Join Indhran as he explores AI's transformative power to enhance productivity, launch new products, implement new business models and create a competitive advantage.

[Sign up now.](#)



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*His private client list includes billion-dollar brands such as P&G, Citibank, DHL, Shell, and Tata.*

**Marketers think I am from advertising.**

**Agencies think I am from the industry associations.**

**Advertisers think I am their best friend.**

**Digital thinks I am a Trojan beyond repair.**

**Facebook thinks I am a tax collector.**

**Creatives think I love them (they are right).**

**Media people think I need help.**

**My mother thinks the world of me,  
and so do I (of her).**

**Who am I?**

**Paul J Loosley explains....**

