

# MPRA

Munich Personal RePEc Archive

## Marketing Inspired Branding

Goslar, Alex

Goslar Co., Ltd.

15 January 2016

Online at <https://mpra.ub.uni-muenchen.de/84153/>  
MPRA Paper No. 84153, posted 30 Jan 2018 04:55 UTC

## Marketing Inspired Branding

The short version: Brand positioning that has been inspired by a relevant and differentiating marketing insight.

This indicates that some product and service research preceded the initiative and that some validation has taken place prior to the brand's introduction.

### **Ensuring growth potential in a volatile economic climate.**

A relevant and differentiating proposition is a well-grounded strategy that ensures continuous business growth.

CEOS and entrepreneurs know this and yet relevant and differentiating propositions are often taking the backstage. Similar offers drag companies to the level of price comparison. And dangerous position to be in because a price-cutting brand can always undermine a position in the market. This is not the place for a marketing inspired brand.

The goal of entrepreneurs should be to achieve commercial preference based on perceivable product difference.

For instance: Instead of aiming at fulfill a generic need in the marketplace, Investing in a customer-oriented groundwork that identifies actual needs.

CEOS and entrepreneurs that got the firsthand explanation as to how Marketing Inspired branding works, admitted they never heard such an approach before.

It has shown time and again that when Branding follows a validated marketing insight it's the best way to inspire business.

Best regards,  
Alex

Alex Goslar  
Goslar Co.,Ltd Bangkok  
Tel: +66 2333 6142-3  
Handy: +66 8182 61560  
SKYPE Alexgoslar9449  
Fax: +66 2328 0036  
e-mail: alex@goslar.co.th  
Website: [www.goslar.co.th](http://www.goslar.co.th)

# Marketing Inspired Branding

## Conglomerates

Business must evolve in order to survive.

The question is how, when and what kind of changes are needed to countercyclical predicaments. It appears than now more than ever corporation are utilizing venture capitalization to address much-needed growth.

But in most cases the decision to take over a company is based on a few leads from spreadsheets. It is impossible for a takeover company to know the entire sub context that shaped the company they are about to acquire. From the original idea of the founder, across many subsequent management changes and other key contributing factors. Quite often an acquisition that was meant to add strength to the corporation became its Achilles heel. In addition to the lack of fundamental background about a company destined to be purchased, there is undisclosed agenda from board members and upper management of the purchasing company, that blurs the view to the corporation's future.

Conflicting interests towards a common goal.

At first sight the common goal seems obvious. Making more profit. However since almost every large purchase is based on a loan, none of the decision makers are prepared to be personally responsible for the underlying risks. Very few conglomerates are self-sustaining. Most of them rely on government's backing.

### **Case in point Toshiba:**

Japan's Nikkei index closed lower, with shares in Toshiba sinking nearly 10% as the firm predicted record losses.

Toshiba was founded in 1939 through a merger of Shibaura Seisakusho , Shibaura Engineering Works and Tokyo Denki, Tokyo Electric.

Mergers and acquisitions were practically written in the birth certificate of Toshiba.

Considering the corporation's portfolio of products and services it is difficult to see how the corporate promise to customers; "a leader in innovation" can be sustained across the diverse portfolio.

From: Electronics, Semiconductors, Computer hardware, Home appliances, Medical equipment, Electrical equipment, Elevators and escalators, Office equipment, Lighting, all the way to IT services and Logistics. In retrospect the corporate mission looked more like: "There is a need in the market so let's provide products at competitive prices".

What is the difference between Mitsubishi Electric which was founded 69 years earlier, than Toshiba? All we know is what has transpired over the years.

## Marketing Inspired Branding

Mitsubishi was originally founded as a shipping company. As the corporation expanded and diversified, the primary business was in automation and energy.

The Mitsubishi conglomerate isn't governed by a parent company. Instead, each of the Mitsubishi companies owns shares of the others within the conglomerate. The group operates under the direction of the three most important companies: the Mitsubishi Bank, the Mitsubishi Corporation, and Mitsubishi Heavy Industries. Senior managers of these three companies act as "co-chairman" of the conglomerate. Corporate policies are made by the top executives of 25 of the Mitsubishi companies.

Since 2015 Toshiba is mired in an accounting scandal that has brought this conglomerate to its knees. In September 2015, Toshiba sales fell to their lowest point in two and a half years.

The firm said in a statement that its net losses for the quarterly period were 12.3 billion yen.

" Profits had been inflated by \$1.2 billion over seven years" a clear indication of deception on part of upper management. Subsequently eight senior officials resigned, including the two previous CEOs. There was the second reshuffle of the index, which picks companies with the best operating income, return on equity and market value.

The Toshiba case is indicative of what conglomerates around the globe should be wary of. More mature conglomerates in the USA and Europe are often shedding "none core businesses" in order to make their corporations leaner and agiler in times of rapid changes.

In future the lifespan of conglomerates may be much shorter than that of corporations that grew in the 20th century. Even in China where the post-industrial era has just begun,

the socio-economic liberalization is moving at a tremendous pace creating structural changes that affect conglomerates.

So what can we learn from the fate of such huge and influential conglomerates as Toshiba?

There is a reciprocal dynamic between a leadership's commitments that provide reassurance

of sustainable growth and the massive purchasing support that conglomerates rely on to thrive. It is a delicate balance of trust that the conglomerates need to nurture.

## Marketing Inspired Branding

On a more practical plane, adding relevant values to products and services will always be the most sailable passage to success. Adding relevant value is at the heart of every business. Whether it's a conglomerate or a startup entrepreneurship.

Your thoughts are much appreciated.

---

### **Strategic Human Resource Management.**

---

**Abstract:** Human resources are the most valuable assets we have. However, we tend to miss out on valuing these assets because of misdirected priorities.

Cultivating a thriving Public Administration Service is possible in each and every African country as long as the respective Government is committed to making the necessary changes. The return on investing in upgraded services has been recognized by the 100 best corporations as reported by CSR Rep Trak 100. (Global CSR Reputation by reputation institute).

There is no fundamental difference in institutionalizing a formidable Public Administration Service between African countries or any other country for that matter. What is needed is a fundamental change in value perception and correlating perceivable accreditation. In this segment of the discourse, the emphasis will be on "cultivating a service mindedness culture." I shall elaborate on how these virtues should be promoted in order to achieve perceivable results. This two half day sessions will be administered in a power point words and illustration presentation. The second session takes place the following day with practical excesses stressing the virtues and rewards gained from providing public service.

This debate will also examine the hindrance when too much emphasis is placed on the administrative part and not enough on the services part. Service demands extraordinary personal engagement and commitment on the part of the individuals who perform public administration services. And this is where the change in value perception is needed.

#### Expectations from International support:

It is in the self-interest of global players to be part of the African economic emergence. And whenever the governance situation is improving, the initiative will come from abroad.

International support and collaboration follow recognition of stability and perceivable gradual growth. A recognition of improved Public Administration Services is one important aspect for foreign investors. Encouraging examples from Rwanda and Ethiopia are indicative but may not apply to other nations.

#### Methodology and key issues for Public Administration Services.

**Camaraderie** is the way Public Service administrators feel about their work. it's about the way they feel about they about the people they spend time with.

**Equity** is the way they're perceived progression while pursuing their tasks.

**Achievement** is the way they summarize their accomplishments.

**Corporate culture** refers to the shared beliefs and behaviors instituted by the authorities and the conviction of management to promote extraordinary contributions to the cause of Public Services.

## Marketing Inspired Branding

**Introducing:** Lean Kaizen in HR at a time of fast-changing values, when walking the Gemba needs to be steeper.

For the past 10 years I have worked as a practitioner in various African countries. In Zambia I have conducted a workshop for the ZSPA (Zambian Society for Public Administration.)

During the latest cameo tutorial programs at the Academy of Aviation in Addis Ababa Jan-March 2017, I introduced the idea of collaborative innovation as part of the Camaraderie concept, which contributes to the reciprocal good feeling about the job. It is, in essence, the meaning of Kaizen. While gathering data is an important starter, the analysis and subsequent applications are crucial in HR training.

One noteworthy observation is that despite a surge in global communication, achieving a better common understanding is still a subject worth pursuing.

### • **References:**

During the initial presentation, there will be excerpts from Ron Kaufman the author of "Up your service." Ron is also the consultant of a service program that contributed to the exceptional results at the Changi airport in Singapore. Separately some insights and quotes regarding public administration from Barry Schwartz, the author of "The Paradox of Choice" and "Practical Wisdom" will be sighted to help understand certain crucial points.

Additional subject that will be debates:

- What can we learn from the rise of China?
- The vastly different perception of ROI between the Chinese Government and any African government.
- How to incorporate respectively augment existing social structures.
- The urgent need for education and the post-graduation prospects of economic social progression.
- The need for governance to conceptualize the socio economic development beyond tomorrow.
- The need to establish the concept of a nation between African communities that are clustered in enclaves.
- Leadership needs to pursue a discernible ideological position that people can recognize and aspire to.
- Recognizing the need for mentorship at a particular time under particular circumstances.
- Recovery of lost reputation in a time of growing skepticism.

**Finally:** How to initialize a continuing, manageable service minded program. A good Public administration is like playing Jazz. There should be enough guiding notes and also plenty of opportunity for individual interpretations. Because without empowerment good people will not have the motivation to provide the services required by the public.

## Marketing Inspired Branding

### **Money matters a lot to us, but we don't matter to it a bit.**

The first workshop “Money matters” was introduced in July 2012.

As a side issue I remarked that in contrast to most currencies, the Euro is faceless. There are no images of personalities on this denomination. Even though each member country has a rich history with countless personalities in all walks of life, the EU decided to print and publish faceless paper notes.

To my mind, the image of a revered personality enhances the value perception of a denomination. My suggestion at the time was that each of the member countries would nominate a personality to appear on the European currency that is, of course, circulating throughout the union.

The EU commissioner's response to my remarks was comprehensive and polite. There was no need to pursue this issue any further.

Instead, I devoted my attention to other matters concerning money.

We all have a relationship to money but the relationship isn't reciprocal.

I could state in good conscious that I made a genuine effort to understand money emotionally but to no avail.

Have you ever been in love with someone who didn't love you back?

And no matter how intense your courtship, there was no reciprocal affection? In a fleeting moment of negligence, the money I have held close to my chest was gone.

So where does money live? It turned out that it lives with the administration. The treasury department under the administration of the Government is where money lives and where it receives its value.

From there it makes its way to the banks and financial institutions who in effect become the custodians of the money.

A couple of months ago the subject “Money matters” was raised again by a bank that would like to conduct this workshop for ten of its executives. Right away I picked up where I left in order to get a better understanding of the relationship between people and money.

It turns out that bankers have ways of stimulating the reproductive organs of money. It is an asexual process more like binary fission, whereby the parent denomination literally divides itself into two seemingly equal parts.

Fascinated by this discovery I came across some startling practices that I was not aware of before like for example the **Libor Rate** (We only hear about it when something goes wrong) The Libor is the average interest rate that leading banks in London charge when lending to other banks.

It is an acronym for London Interbank Offered Rate. **LIBOR Banks** borrow money for one day, one month, two months, six months, one year and they pay interest to their lenders based on certain rates.

The Libor figure is an average of these rates. Many financial institutions, mortgage lenders and credit card agencies track the rate, which is produced daily at 11 a.m. to fix their own interest rates which are typically higher than the Libor rate. Libor is a benchmark, along with the **Euribor** for finance all around the world. Naturally, there are a number of undeclared interest rate swaps between banks and financial institutions.

## Marketing Inspired Branding

An interest rate swap is an arrangement between two financial institutes that agree to exchange interest rate cash flows, based on a specified amount from a fixed rate to a floating rate, or from one floating rate to another. If I understood it correctly Interest rate swaps are speculation as well as the basis for fund hedging.

In an interest rate swap, each counterparty agrees to pay either a fixed or floating rate denominated in a particular currency to the other counterparty. The fixed or floating rate is multiplied by a notional principal amount. The notional principal amount can be considered a theoretical rate because usually, it does not change hands in the transaction. It is used only for calculating the size of cash flows to be exchanged.

Then there is the Inter rate Euro Bank offer the **EURIBOR**.

The Euro Interbank Offered Rate (Euribor) is a daily reference rate based on the averaged interest rates at which Eurozone banks offer to lend unsecured funds to other banks in the euro wholesale money market (or interbank market). A representative panel of banks provides daily quotes of the rate, rounded to three decimal places, that each panel bank believes one prime bank is quoting to another prime bank for interbank term deposits within the Euro zone, for maturity ranging from one week to one year. Every Panel Bank is required to directly input its data no later than 10:45 a.m. (CET) on each day that the Trans-European Automated Real-Time Gross-Settlement Express Transfer system (TARGET) is open. At 11:00 a.m. (CET), Reuters will process the Euribor calculation and instantaneously publish the reference rate which will be made available to all its subscribers and to other data vendors.

But the introduction to the reproductive practices between banks and money would not be complete without mentioning EONIA

**Eonia** (Euro Overnight Index Average) is an effective overnight interest rate computed as a weighted average of all overnight unsecured lending transactions in the interbank market. It has been initiated within the euro area by the contributing panel banks. It is one of the two benchmarks for the money and capital markets in the euro zone (the other one being Euribor). The banks contributing to Eonia are the same as the Panel Banks quoting for Euribor.

Eonia reference rates are calculated by the European Central Bank, based on all overnight interbank assets created before the close of RTGS systems at 6 pm CET, and published through Thomson Reuters every day before 7 pm CET.

Now you can see how a voyeur like me gets excited when realizing what reproductive techniques are being practiced on money deposited in banks, behind closed doors at night when people are asleep. The next morning upsy-daisy, newly earned money appears in the bank.

The money is kept on a leash by its custodians while the next morning deposit and lending rates are being published. So far, so good.



## Marketing Inspired Branding

Accepting the fact that money doesn't have an emotional attachment to it we still need to chase it. Whether we are borrowing or lending we have to go to the money custodians for the release of money. The fact that a bank was interested in exploring ways to distinguish itself beyond the administrative regulation is a positive sign. It shows that while the affection for money may be one sided some financial institutes are acutely aware of the fact that in effect all transactions are between people. This includes all the values that people share and adheres to and that is where a bank can make a difference.

Information about the banking industry gained from various Wikipedia publications.

### **The decisive success factor of an offer.**

When asking an audience to accept your proposition, you can be sure that their expectations are higher than your estimate.

It is possible to coerce participants to attend a Fundraising event. But the expectations from participants are likely to be drastically different from those of the hosting organization.

Abstract:

Expecting something in return is natural. Corresponding to these expectations with a relevant and attractive offer is a worthy challenge. It is the subsequent counteroffer that would be a decisive factor in getting a counterpart's agreement. In order to predict the outcome of such a conference a thorough understanding of the invitee's agenda and intentions is needed. In order to be better informed some companies engaged in covert investigations prior to the event.

Entering a dialogue with reasoning.

### **Be heard, listen contemplate all the options before concluding.**

Nonbiased. This workshop provides a forum moderated by a senior and experienced person who is not directly affected by the outcome.

Participants who have a keen interest in finding a solution will have ample opportunity to voice their concerns, by taking on the role of the opposition and arguing for points they usually oppose.

The dossier, or conclusion at the end of the session will include various outcomes with explanations how each would potentially affect the issue at hand.

To get practical ideas about how to fare well in negotiating an offer several proactive strategic options should be made. Flexibility would eventually be the determining factor.

An initial questionnaire will be available to participants before the session. These will be added as discussion points.

G&A's main objective is to add perceived value to products and services. Values that persuade customers while maintaining a code of professional ethics. Because we believe that sustainability can only be achieved with mutual trust.

## Marketing Inspired Branding

An amicable dialogue with opposing points of view is key to making positive changes. In a constructive discourse, listening is far more beneficial than talking.

This workshop is asking attendees to leave their commercial interests at the reception and resist the temptation to use this forum to promote or advance their own agenda.

After a short introduction of the issue at hand, the delegates will be invited to the challenging dialogue.

Not everyone will agree with some of the conclusions. But everyone will have the opportunity to continue the dialogue with a person they met in this workshop.

Make it relevant.

Make it real.

Make it irresistible.

Alexander A. Goslar

Digitally signed by  
Alexander A. Goslar  
DN: cn=Alexander A.  
Goslar, o=Goslar Co.,Ltd,  
ou=MD,  
email=alex@goslar.co.th,  
c=TH  
Date: 2008.08.18 10:10:10  
+08'00'