The mechanics of my approach

Global (one size fits all), or Local (bespoke)?

GLocal-culturalisation ?...
Defining Culture

• “Different countries, different customs”
  Peachy: The Man Who Would Be King

• Herskovits (1948) is of the view that culture
  “is the man-made part of the environment”

• “A system of values and norms that are shared
  among a group of people and that when taken
  together constitute a design for living”
  By: Hofstede, Namenwirth and Weber
Aspects of Culture

- Social Structure
- Economic Philosophy
- Political Philosophy
- Religion
- Language
- Education
• **Values:** abstract ideas/assumptions about what a group believes to be good, right, and desirable.

• **Norms:** social rules and guidelines that prescribe appropriate behavior in particular situations.
## Western versus Eastern Management

<table>
<thead>
<tr>
<th>Western Management</th>
<th>Eastern Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Egalitarian command, segmented concern</td>
<td>Free-form command, roles loosely defined, holistic concern</td>
</tr>
<tr>
<td>Professional managers, position related to function</td>
<td>Social leaders often with high sounding titles for low ranking jobs</td>
</tr>
<tr>
<td>Specialized career path - possibly with rapid evaluation and promotion, individually oriented</td>
<td>Non-specialized career paths, slow evaluation, regimented promotion, socially oriented</td>
</tr>
<tr>
<td>Decentralization of power</td>
<td>Centralization of power</td>
</tr>
<tr>
<td>Direct approach</td>
<td>Indirect approach</td>
</tr>
<tr>
<td>Systematic analysis, standardization, classification, conceptualization, precision</td>
<td>Ambiguity, reaction, adaptation</td>
</tr>
<tr>
<td>Long-term set planning</td>
<td>Often lack of formal set planning, high flexibility in adjustment</td>
</tr>
<tr>
<td>Explicit control mechanisms</td>
<td>Implicit control mechanisms</td>
</tr>
</tbody>
</table>

**Organizations and systems adapt for change**

*Adapted from: Haghirian, P.: Management in Japan – The kaisha in the 21st Century, Keio University, Japan, 2007*
So how can you define Malay culture?

**Person to Person**
- Staff to Customer
- Manager to Staff
- Department to Department
- Company to Company
- Industry to Industry

**Nation to Nation**

So how can sell Malay culture to others?
### Hofstede’s Dimensions

- **Power distance index (PDI):** Distribution of power and the people’s position towards authorities
- **Individualism-index (IDD):** Degree, to which individuals in a country wish to be free from dependencies to other persons and the authorities
- **Masculinity index (MAS):** Achievement and success over caring for others and quality of life
- **Uncertainty avoidance index (UAI):** How do individuals feel threatened by uncommon or insecure situations and what do they do then
- **Long term orientation (LTO):** Time-orientation of a society (planning)

<table>
<thead>
<tr>
<th>Country</th>
<th>PDI</th>
<th>IDV</th>
<th>MAS</th>
<th>UAI</th>
<th>LTO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Malaysia</td>
<td>104</td>
<td>26</td>
<td>50</td>
<td>36</td>
<td>n/a</td>
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<tr>
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<td>80</td>
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<td>66</td>
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<tr>
<td>Indonesia</td>
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<td>14</td>
<td>46</td>
<td>48</td>
<td>n/a</td>
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<tr>
<td>Japan</td>
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<td>n/a</td>
</tr>
<tr>
<td>Iran</td>
<td>58</td>
<td>41</td>
<td>43</td>
<td>59</td>
<td>n/a</td>
</tr>
</tbody>
</table>
What is a Brand?

• The American Marketing Association (1960) defines a brand as: “A name, term, sign, symbol, or design, to identify the goods or services of one seller and to differentiate them from those of competitors.”

• Brand Channel (2009) defines brands as “a mixture of elements, symbolised in a trademark, which, if managed properly, creates value and influence.”

• Professor Abraham Koshy (2010) talks of a brand being: (1) the child of an organization’s leadership (2) a promise given to consumers (3) an ‘affordable luxury’ (4) offering ‘mass prestige’.
And so...

- Every day business and work changes - every day!
- Not just business issue, Also a philosophical issue
- Buddhism talks about it all the time
  
  The only thing which stays the same is change

- ...but Islam talks about it more

- Therefore we need to think about time and what is connected to time, in a dynamic way
So... Moving Forward

• We need to consider:

(1) **People** – who/what/how/why they: Think-Feel-Do
(2) **Usage/nonUsage**
(3) **Communication**
(4) **Stake/Shareholders** - according to:
   bargaining power/interest/impact.
What is Surrogacy?

Literally:

*It is the adoption process where a mother and/or father takes ownership and responsibility of a child – like their own blood*

*Or the grafting of two plants together*

So what I am saying today is with Culture, **we should either adopt, or allow ourselves to be adopted** – and use branding to achieve this
Dynamic decision-making tree for brand surrogacy

Adoption of Surrogate Brand

Mediation & Filtration process

Conflict of interest?

Participation of team

Micro

Nationality
- Parents’ Nationality

Ethnicity
- Religion
- Cultural Heritage

Mezzo

Sporting Excellence

Style

Substance

Nation
- Team
- Key players
- Sponsors
- Kit merchandiser

Macro

Place of residence
- Place of viewing

Experiences & Exposure
- Acquired culture
- Socialisation

Shared Language
- Shared perceived physical & cultural traits

Perceived cultural attractiveness, warmth & inclusion

Player affiliations
- (Past & Present)

Media/Pundit opinions
Toolkits for managing Culture and Change
Truly, Allah(swt) will not change the condition of a people until they change what is in themselves.

Qur’an 13:11
Figure Transition curve indicating the reaction of staff through time

Source: BIM
Lewin's freeze phases

- In the early 20th century, psychologist Kurt Lewin identified three stages of change:
  - Un-Freeze
  - Transition
  - Re-Freeze
The C.H.A.N.G.E.S. model
Wilson, J.A.J. (2010)
Halal decision-making by consumers

Muslim Consumer Cultural Lens

High Risk

Do-Think-Feel

Rational

Belief

Contextual Evidence

Cognitive

Affective

Textual Evidence

moulding/fusion: At-Talaazum

Conative Cue

Think-Feel-Do

Feel-Think-Do

Emotional

Haram

Do-Feel-Think

Low Risk

Halal Paradigm
The Future

• What for **Career Prospects** and **Working Skills**?

• Should we still think in a **East** and **West** way?