

Managing Change for competitive advantage: using Branding, Culture & Surrogacy

Jonathan (Bilal) Wilson

Senior Lecturer & Course Leader

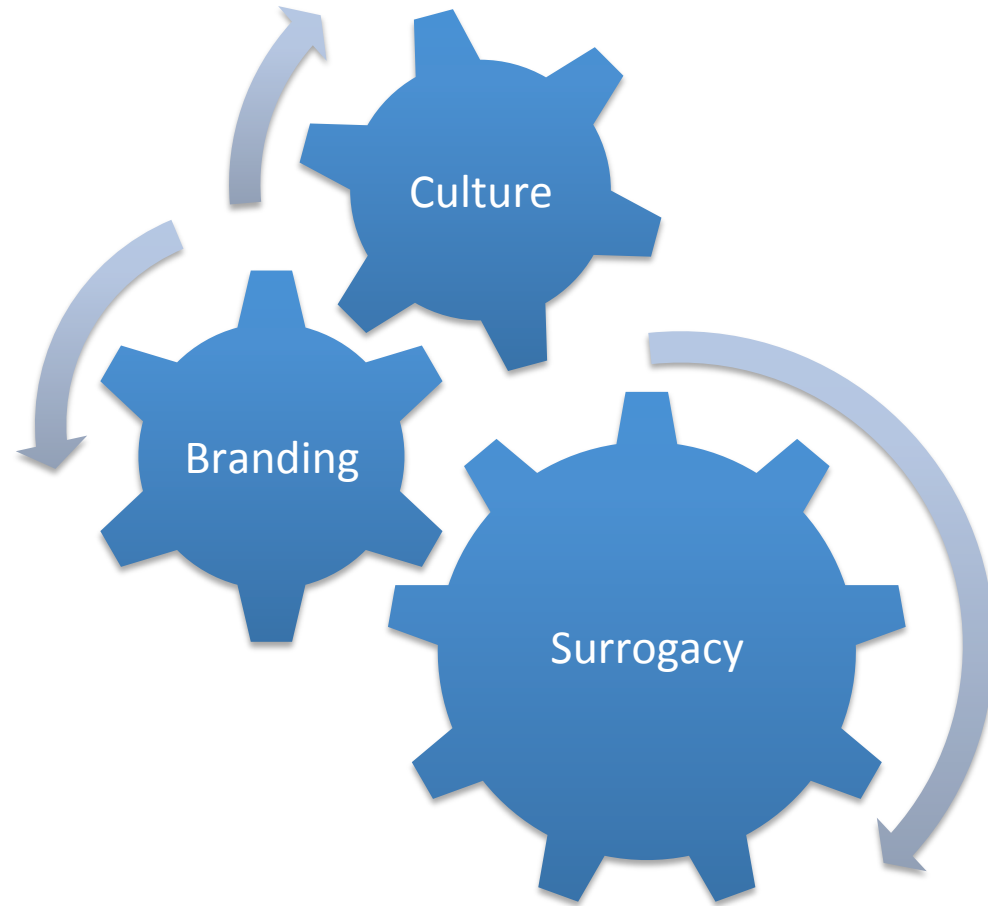
Advertising, Branding & Marketing Communications Management

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The mechanics of my approach



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

***G*Local culturalisation ?...**

Defining Culture

- **“Different countries, different customs”**

Peachy: The Man Who Would Be King

- **Herskovits (1948)** is of the view that culture

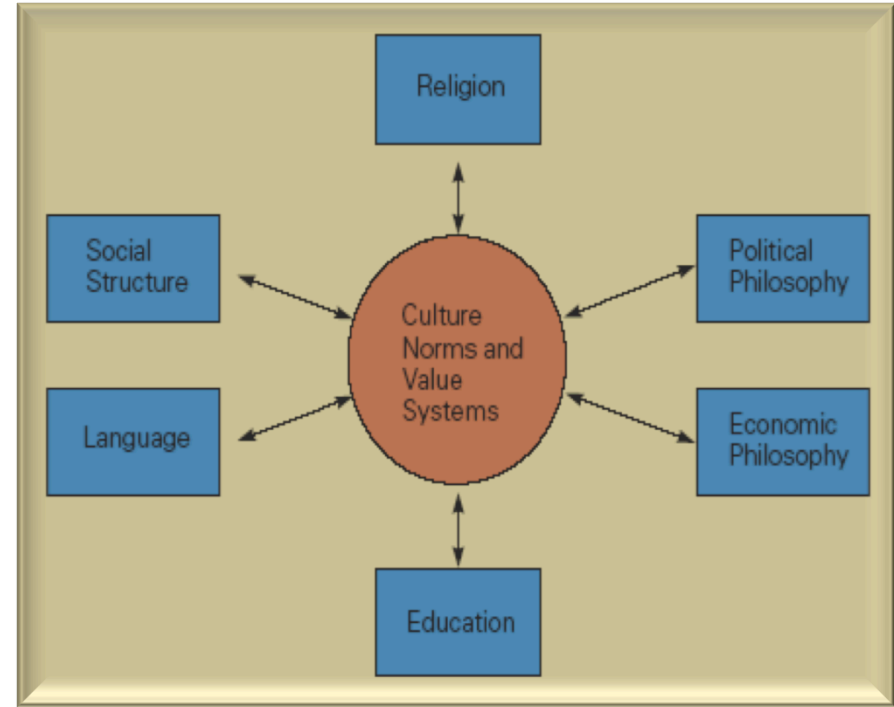
“is the man-made part of the environment”

- **“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, Namemwirth and Weber

Aspects of Culture

- Social Structure
- Economic Philosophy
- Political Philosophy
- **Religion**
- Language
- Education



Cultural Norms & Values

- **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

Western Management	Eastern Management
Egalitarian command, segmented concern	Free-form command, roles loosely defined, holistic concern
Professional managers, position related to function	Social leaders often with high sounding titles for low ranking jobs
Specialized career path - possibly with rapid evaluation and promotion, individually oriented	Non-specialized career paths, slow evaluation, regimented promotion, socially oriented
Decentralization of power	Centralization of power
Direct approach	Indirect approach
Systematic analysis, standardization, classification, conceptualization, precision	Ambiguity, reaction, adaptation
Long-term set planning	Often lack of formal set planning, high flexibility in adjustment
Explicit control mechanisms	Implicit control mechanisms
Organizations and systems adapt for change	Leaders/managers adapt to change
<i>Adapted from: Haghirian, P.: Management in Japan – The kaisha in the 21st Century, Keio University, Japan, 2007</i>	

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?

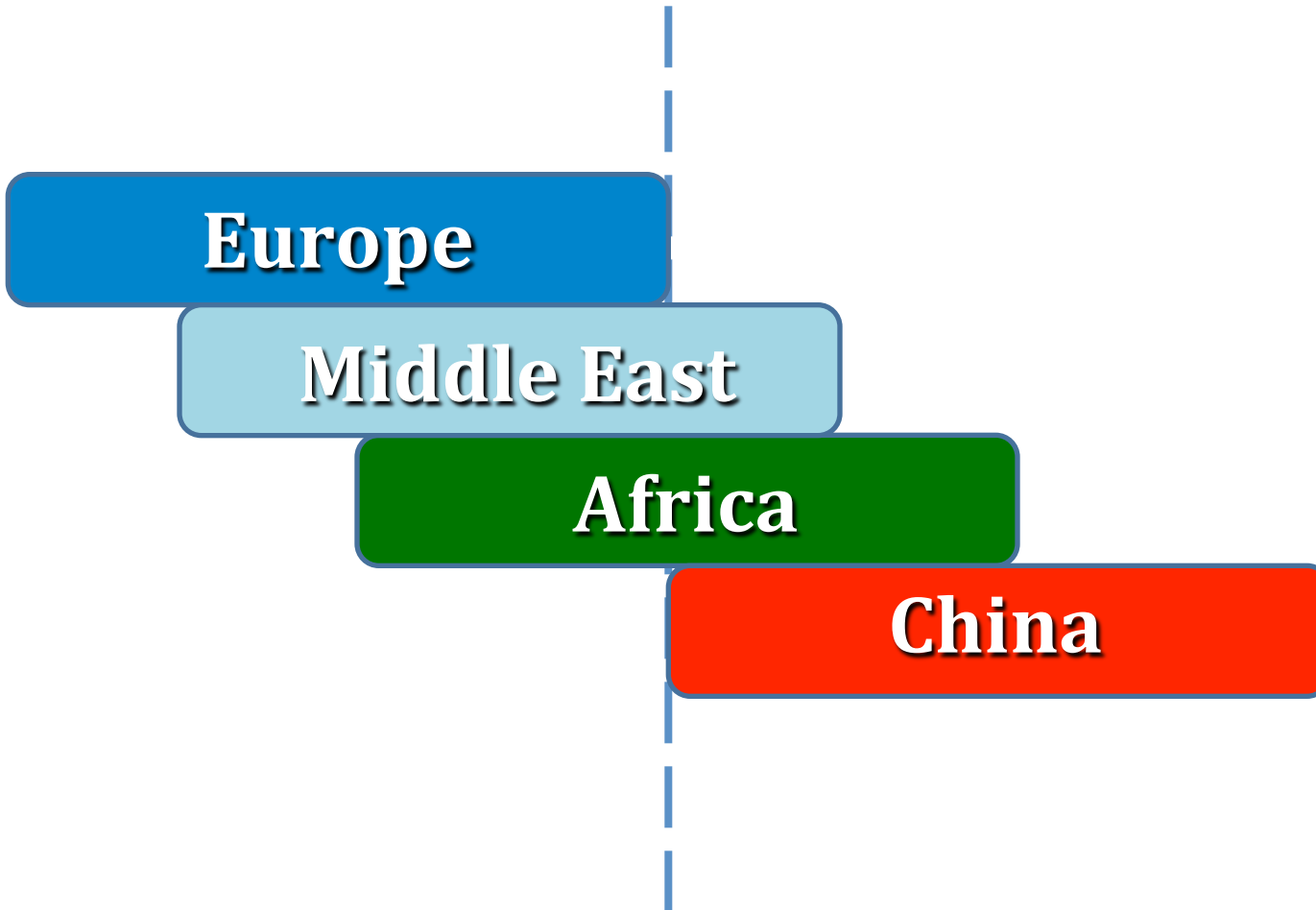
Hofstede's Dimensions

- **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)

Malaysia:	PDI104, IDV26, MAS50, UAI36, LTON/a?
China:	PDI80, IDV20, MAS66, UAI40, LTO118
India:	PDI77, IDV48, MAS56, UAI40, LTO61
Indonesia:	PDI78, IDV14, MAS46, UAI48, LTON/a
Japan:	PDI54, IDV46, MAS95, UAI92, LTO80
Germany:	PDI35, IDV67, MAS66, UAI65, LTO31
UK:	PDI35, IDV89, MAS66, UAI35, LTO25
USA:	PDI40, IDV91, MAS62, UAI46, LTO29
UAE:	PDI90, IDV25, MAS50, UAI80, LTON/a
Iran:	PDI58, IDV41, MAS43, UAI59, LTON/a

Market Driven

Group Driven



Individualism

Collectivism

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

وَالْعَصْرِ (١) إِنَّ الْإِنْسَانَ لَفِي خُسْرٍ (٢)

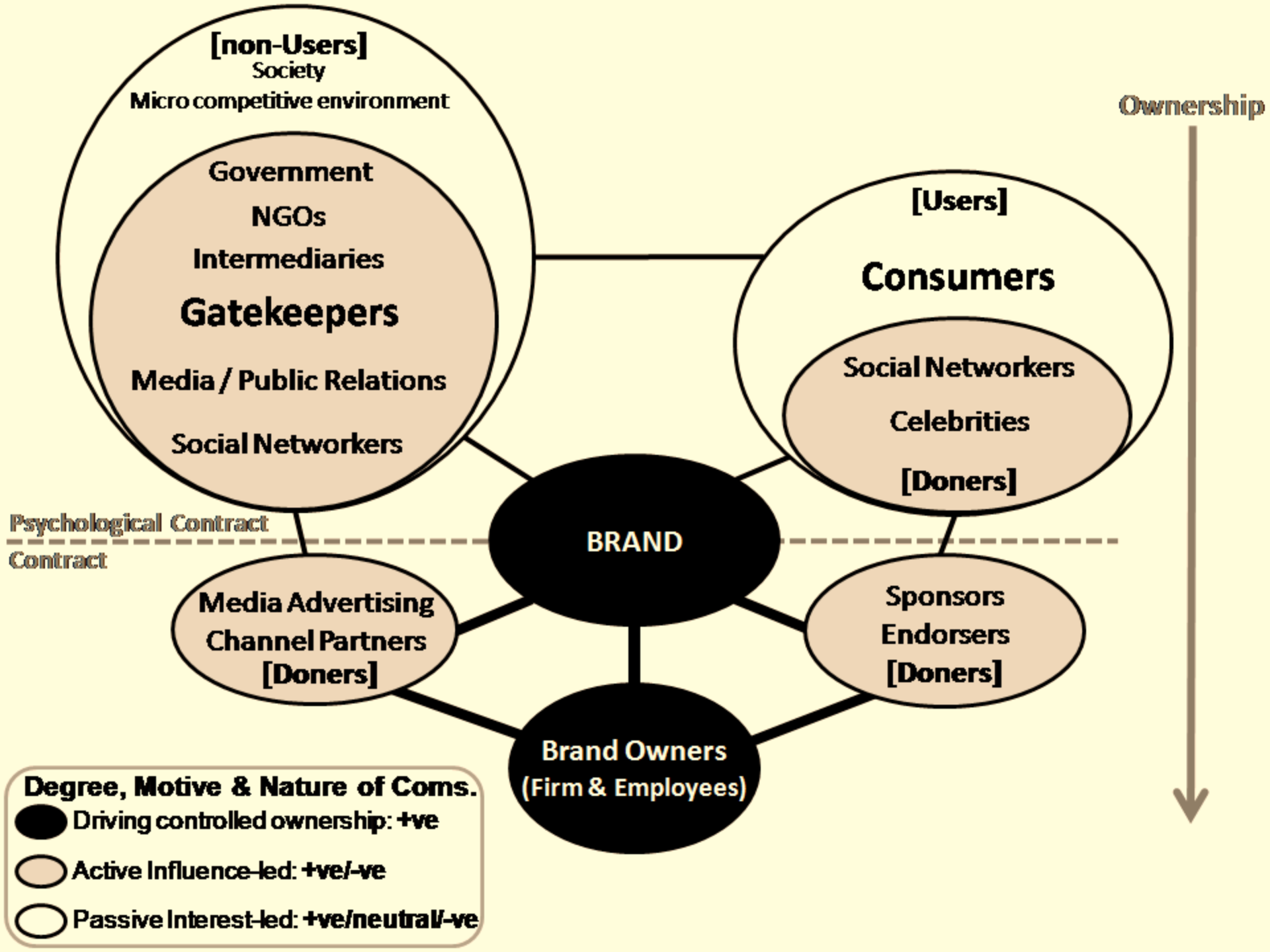
إِلَّا الَّذِينَ ءَامَنُوا وَعَمِلُوا الصَّالِحَاتِ

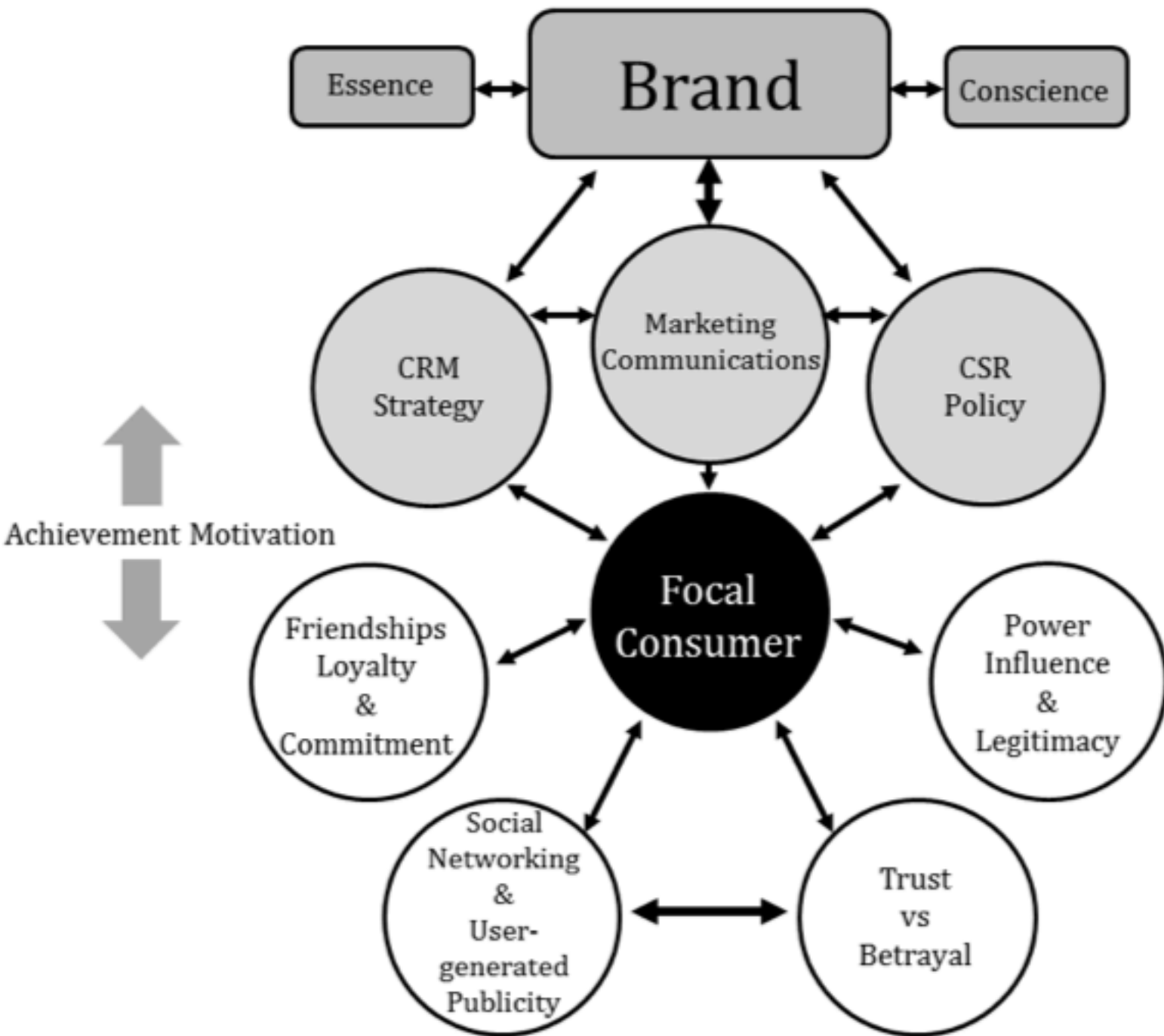
وَتَوَاصَوْا بِالْحَقِّ وَتَوَاصَوْا بِالصَّبْرِ (٣)

- 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 ?

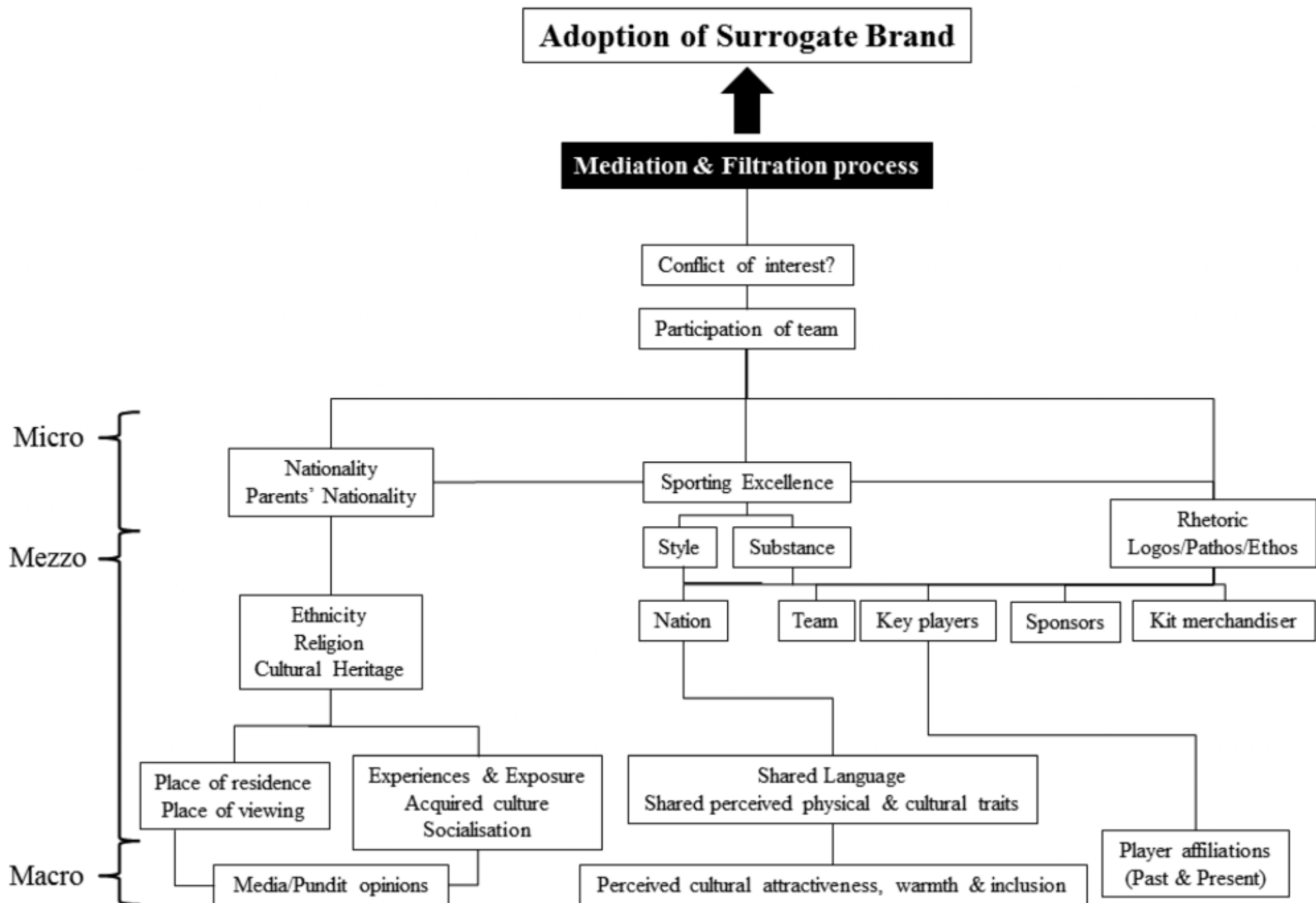
Literally:

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



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

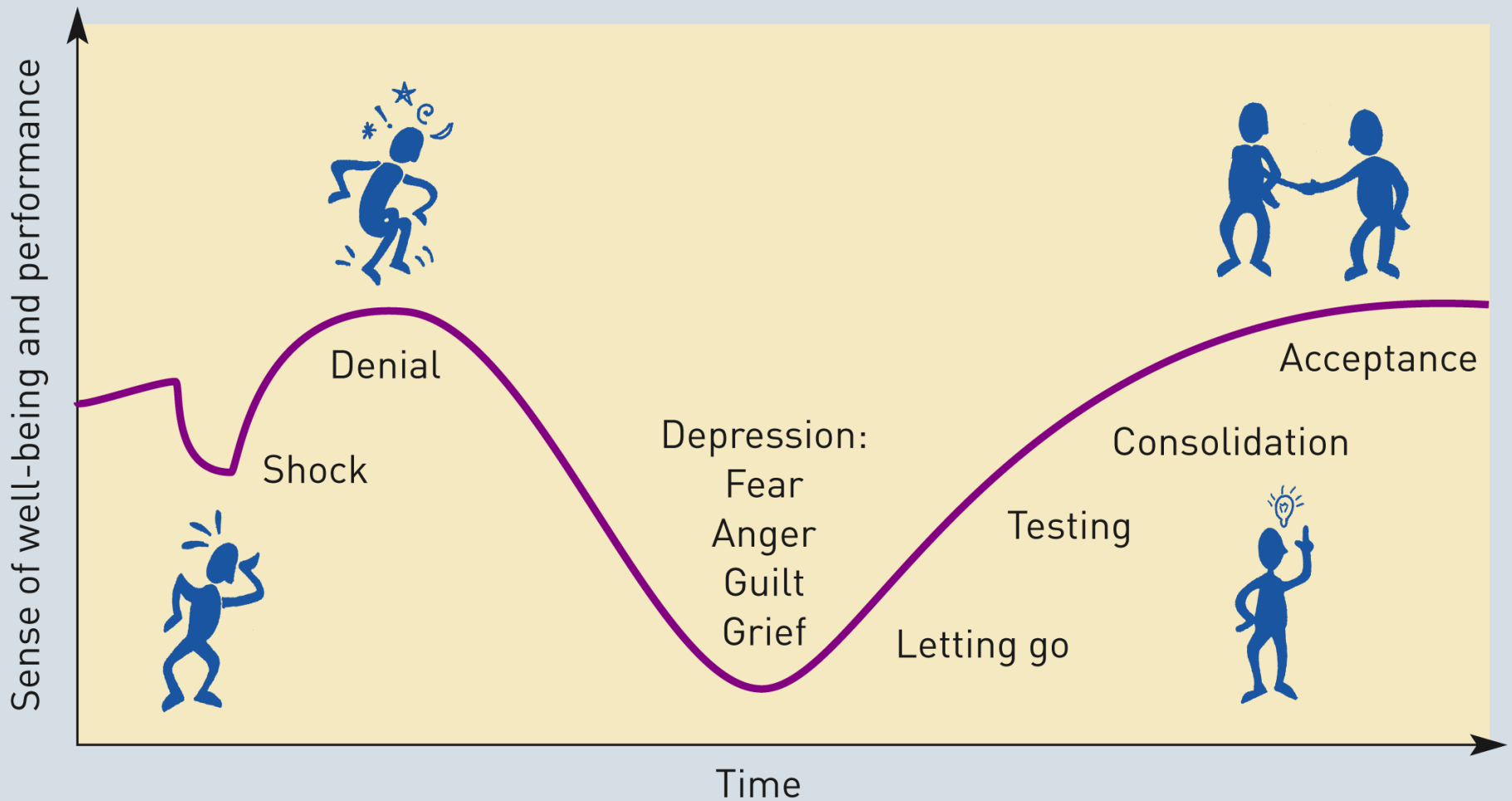
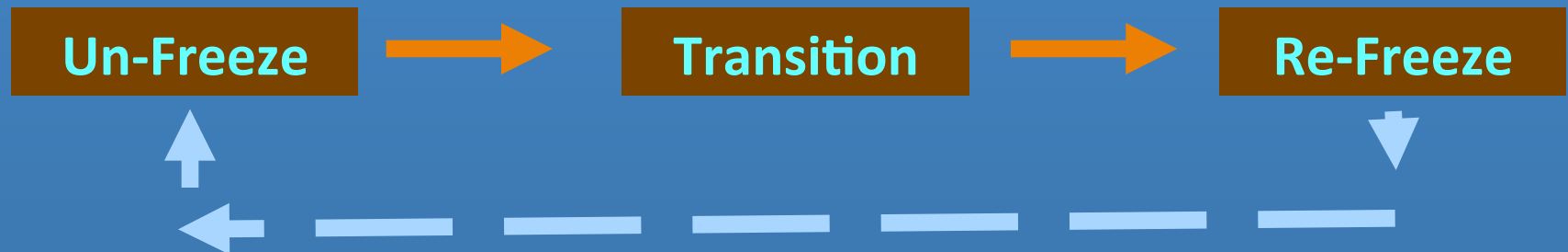


Figure Transition curve indicating the reaction of staff through time

Source: BIM

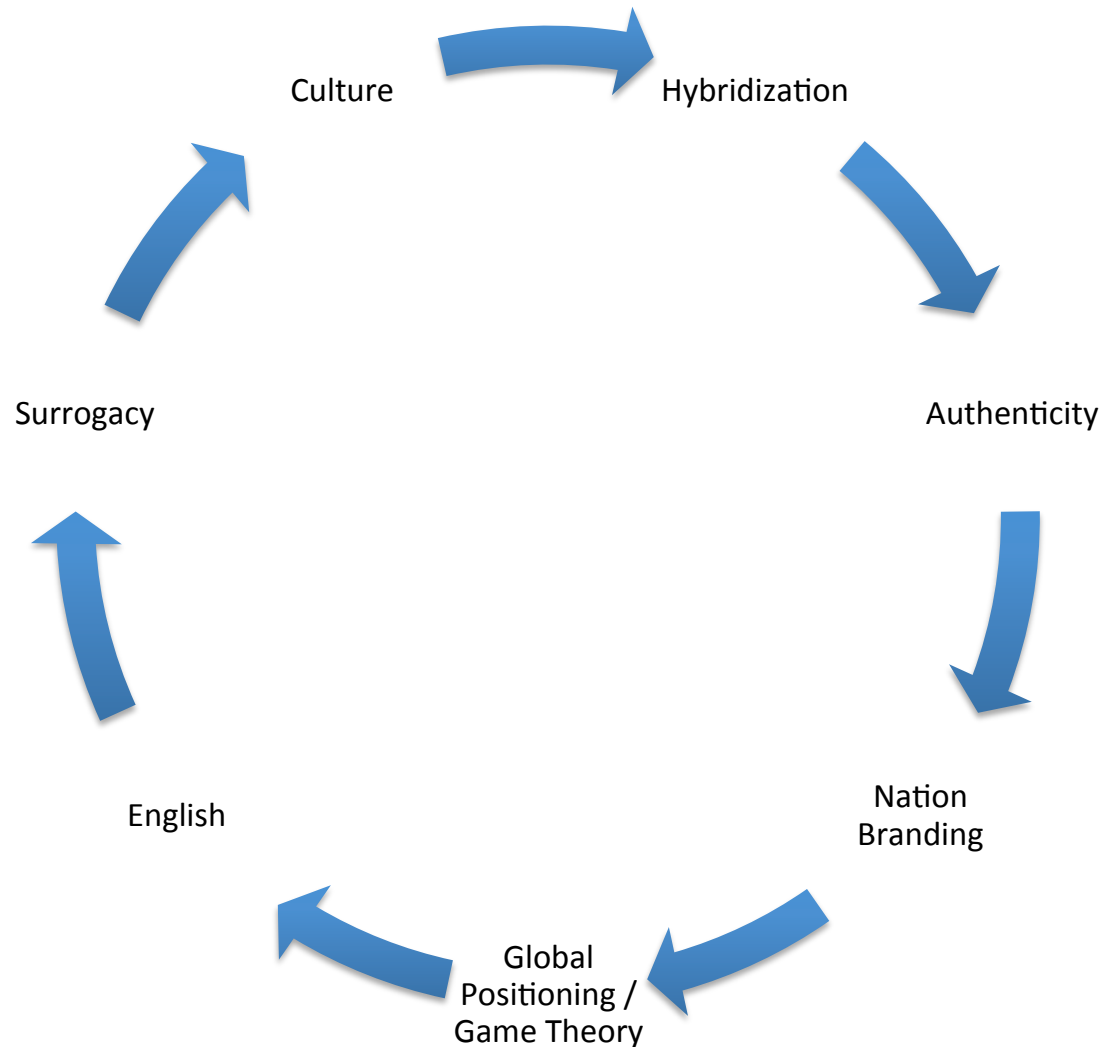
Lewin's freeze phases

- In the early 20th century, psychologist Kurt Lewin identified three stages of change



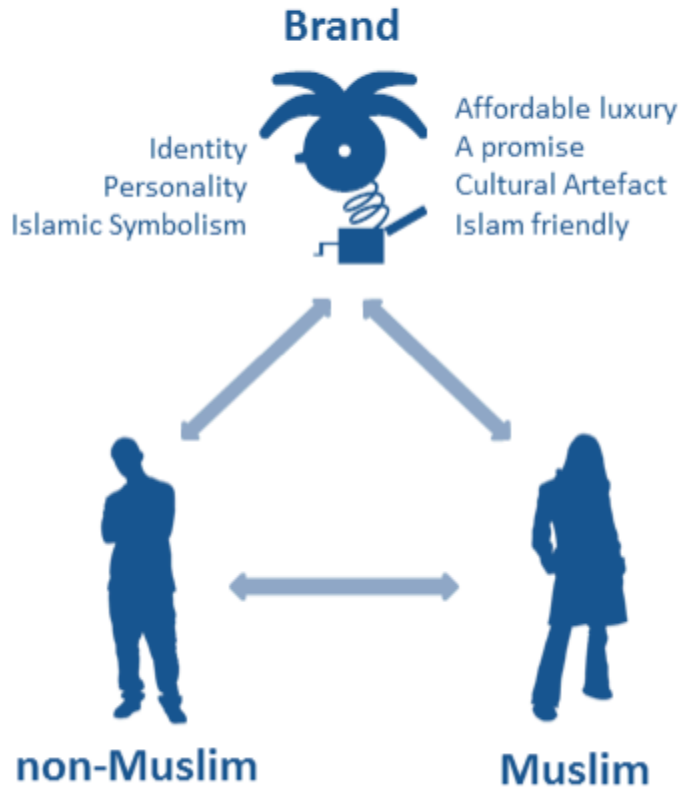
The C.H.A.N.G.E.S. model

Wilson, J.A.J. (2010)

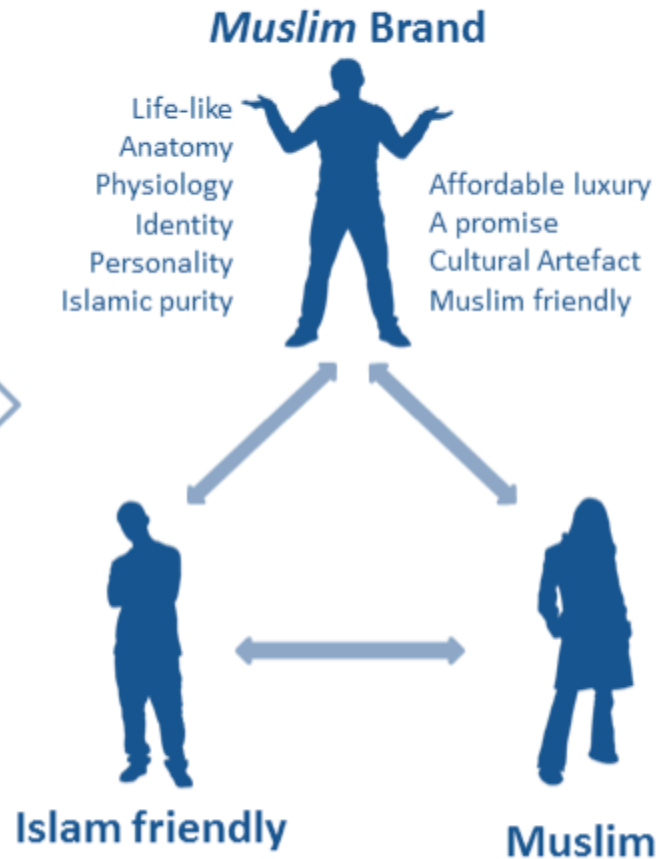


Islamic Branding

Islam Branded Community



Islamic Brand Community



Paradigm Shift

A large, hollow, double-headed arrow pointing left and right, indicating a transition or shift between the two models.

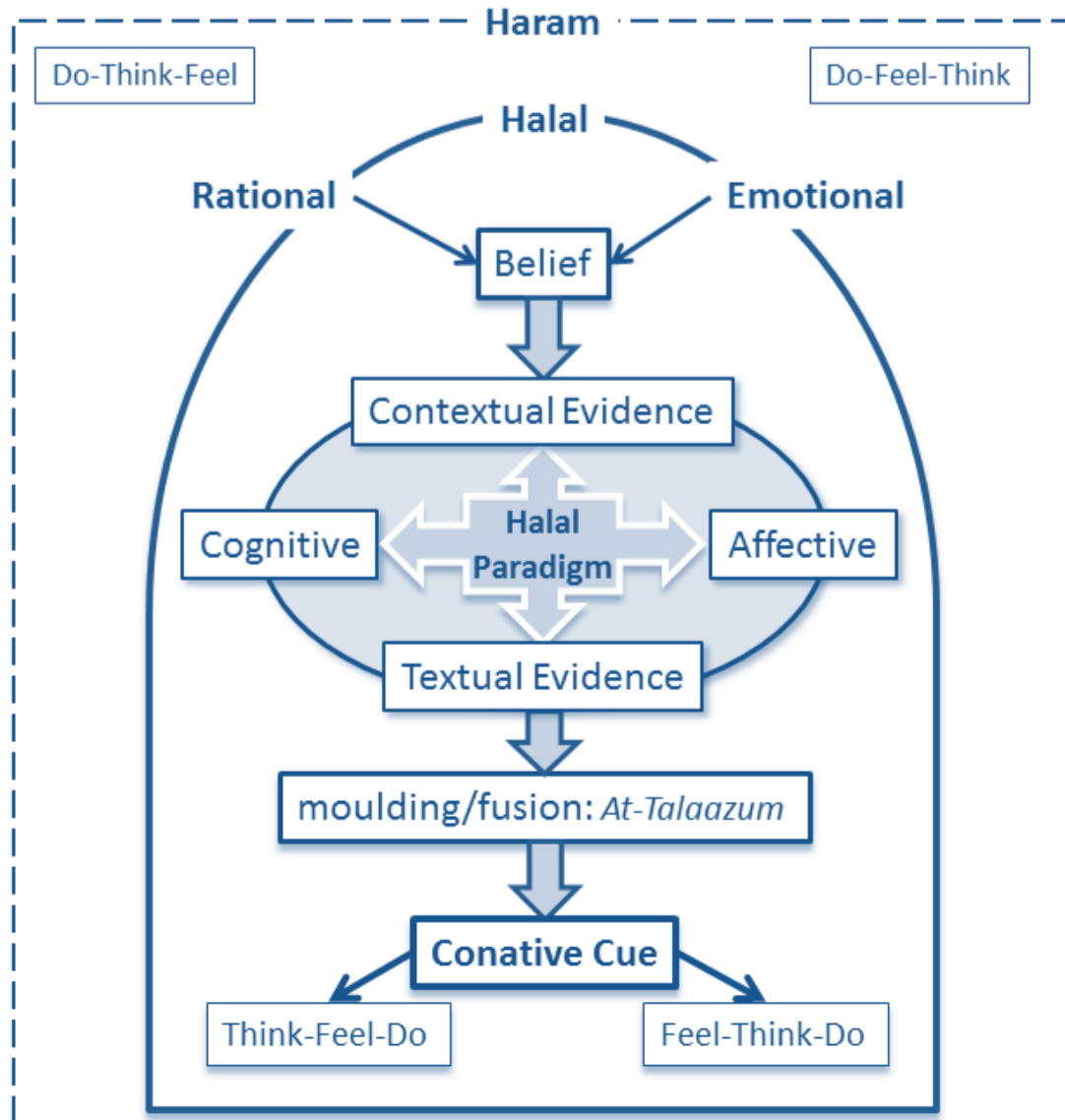
Halal decision-making by consumers

Muslim Consumer
Cultural Lens



High Risk

Low Risk



The Future

- What for **Career Prospects** and **Working Skills**?
- Should we still think in a **East** and **West** way?