

# Lorange

A thick red horizontal bar spans the width of the slide, positioned below the word 'Lorange'.A graphic element consisting of seven horizontal blue lines of varying lengths, stacked vertically on the right side of the slide.

Institute of Business Zurich

Turbulent Times

Leadership Challenges

A.C. NIELSEN CONFERENCE  
RADISSON BLUE SCANDINAVIA  
WEDNESDAY, 14 APRIL 2010

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Lorange Institute of Business Zurich

## Turbulent Times

- Global turbulence is here
- Above all, we need to be competitive!
  - Vis-a-vis Asia - and China - in particular!
- What seems key now?

## Here are four New Critical Challenges for Management!

1. To take immediate steps to be competitive vis-a-vis China!  
(Without moving there!)
2. To create a simpler organisation, less bureaucracy, speed!
3. To develop an effective “meeting plan”!
4. To instil more understanding of the business cycles - and take advantage of them

## The Asia Challenge

- Cultural competence re.
  - China
  - India
  - S.E. Asia
- Strategic alliance capabilities
- How to make one's firm local?
  - ex. Hindustan Lever
  - ex. Seaspam
- Ability to attract the strongest locals.

## Rapid, tangible product innovations - to enhance growth

- Understand the customer - re. The appreciation of new features
  - always develop models
  - rapid, typically small new offerings
  - packaging
- Not R&D with distant Pay-off.
- Ability to involve the customers in design
  - ex. Fiat
- Ability to do inexpensive R&D
  - ex. Porsche

## The Links to H.R. are clear!

- It is all about attracting, and keeping, the relevant brains!
- H.R. is co-responsible for the growth strategy:
  - Asia competences
  - the international consumer competences
  - customer - focused innovation competences.
- H.R. must work on a particular organizational climate, to help attract/keep the key „brains“!
  - less bureaucracy, less titles, less silos
  - speed!
  - „we-we-we“, not „me-me-me“

## To Have an Effective "Meeting Place"

- New thoughts - propositions - often radical!

AND

- Best-of-practice - prescriptions - what seems to work!
  - The two must "meet"
  - Dialogue and debate - but with closure
  - The leadership decides in the end

## What is Effective Cycle Management?

- Avoid over-optimism, "forever"!
- Avoid over-pessimism, "forever"!
- Think, and act, countercyclical
- Key decisions:
  - in/out
  - long/short
  - Turning-points

Note: cycle management is often lonely - top down!

# Four Key Leadership Tests for Turbulent Times - and Leadership Dilemmas

1. High Integrity and Trust
2. Simple Strategies. Speed is key!
3. All key stakeholders matter, not only the financial/owners
4. Optimism

## Integrity and Trust

- The leader must stand behind his/her deals
- Open, participative style, but with clear top-down inputs
- Trustworthiness within own organisation
- The leader must "earn the right" to be a leader!

## Simplicity and Speed

- Focus on "key customers"
- Focus on "Low-hanging fruits"
- Speed is key! Focus!
- Understand the relevant underlying critical success factors
- Avoid analysis to paralysis

## All Stakeholders are Key

- Key customers
- Not only the financial stakeholders
- Not only the owners
- External stakeholder are more key than ever
- Build strong business relationships, avoid "milking"
- Much time and energy on the business, to generate revenue

**Dilemma: How to focus on key (external) stakeholders and maintain credibility with owners and investors (internal)**

## Guarded Optimism

- Build on own strengths!
- Understand critical factors underlying the specific business cycles - realism
- Avoid simple cost-cutting
- Loneliness of the leader

**Dilemma. How to be optimistic and realistic!**

## Conclusions

- Competition from outside - China - can be a “wake-up call”!
- Turbulence can be good for doing successful business
- But it implies a clear, determined approach to management
- Many leaders, many companies need help with this
  - a great opportunity for Norwegian Leaders!

# Brand Stewardship

Is Your Brand Only Going Half The Distance?



## Why Attend

"I'd rather own a brand than a factory." With this statement the late Peter Drucker anticipated more than 20 years ago the challenges and opportunities for brand management in our times.

In a global competitive environment, where speed has replaced stability and the economic base has shifted from the sphere of rationality to the realm of desire, professional brand stewardship can make the difference between success and failure.

## Take Home Value

- o Update your knowledge on brand management with the newest methods and findings from research and practice.
- o Comprehensive understanding of a brand as "a personality", its life cycle, sensitivities and strengths.
- o Tools, methods and best practice in brand stewardship.
- o A global view on challenges in brand management and exchange with experts and peers on options.

## Who Should Attend

Middle and upper managers who contribute to formulating and implementing corporate strategy in their companies, department or units and for senior managers who lead brand strategy and take responsibility in brand management.

If you're looking for a strategic, yet hands-on brand management workshop that will up-date and enhance your knowledge and skills and let you exchange experience in brand stewardship with faculty and peers.

## What you can learn

1. How brands are built, what are the essentials for a successful brand.
2. How customers perceive brands. How to use the methods and metrics for brand value and brand equity.
3. How to make a name a power brand in differentiation, relevance and vitality.

4. How to build brand loyalty on each level and every touch point.
5. How to develop and implement brand manners throughout the corporation and with all the constituencies.
6. How to bring a brand to life and live the brand.
7. How manage global brand stewardship through all the life cycles.

## Main Topics

- o A good name is better than riches - what makes a power brand.
- o Key pillars for a successful brand.
- o Brand value, brand equity and brand power - methods and metrics.
- o Managing brand touch points establishing brand manners.
- o Successful global brand stewardship.

## Teaching Methods

Brand Stewardship is not just a two day module at the Lorange Institute of Business Zurich. It is rooted in your professional activities. More than a collection of methods and tools, this highly interactive, hands-on program gives you a new perspective and update on newest findings and best practices in brand management.

- o Before the program you complete readings and prepare a view point on challenges and strategic options in brand stewardship.
- o During the program you gain insights, learn new or updated methods, exchange experiences and best practice in developing, building and managing brands.
- o Finally, you will develop an individual concept for your own situation and plan your brand stewardship program.

## Faculty

This Brand Stewardship workshop brings together top-class faculty, guest speakers and a carefully selected group of participants. The faculty aims to make the program an experience that will broaden your knowledge and enhance your skills in managing brands to the benefit of your company.

### Jimmi Rembiszewski

*Mr. Rembiszewski was Marketing Director and Member of the Board within British American Tobacco. He held other positions within Jacobs Suchard, Procter & Gamble, where he started his career in 1976. During his career he was responsible for many major consumer brands.*

## When and Where

For dates and time please visit our website [www.lorange.org](http://www.lorange.org) or call +41 (0)44 728 99 44.

On the shores of the Lake of Zurich, in Horgen, Switzerland, 45 minutes by road or rail from downtown Zurich and the Zurich Airport.

## Fee

EUR 3'000, CHF 4'500

## Application

For information or your application please contact:

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