



EDC@ASME  
EnterpriseOne

Enterprise Development Centre @  
Association of Small and Medium Enterprises  
167 Jalan Bukit Merah Tower 4 #03-13 Singapore 150167  
T: 65 6513 0388 • F: 65 6513 0399 • www.edc-asme.sg

EnterpriseOne is managed by SPRING Singapore  
enterpriseone.gov.sg



NANYANG  
TECHNOLOGICAL  
UNIVERSITY

Nanyang Technopreneurship Center

## ASME EDC Conference

# “Go, Grow, Globalise – Building Capabilities”

## *Growth Strategies of Competitive SMEs*



*Holistic; Optimistic, Outstanding; Integrity*

Hooi Den Huan Phd  
Director  
Nanyang Technopreneurship Center  
Nanyang Technological University



Nanyang Technopreneurship Center

***Achieving Success  
is good business sense;***

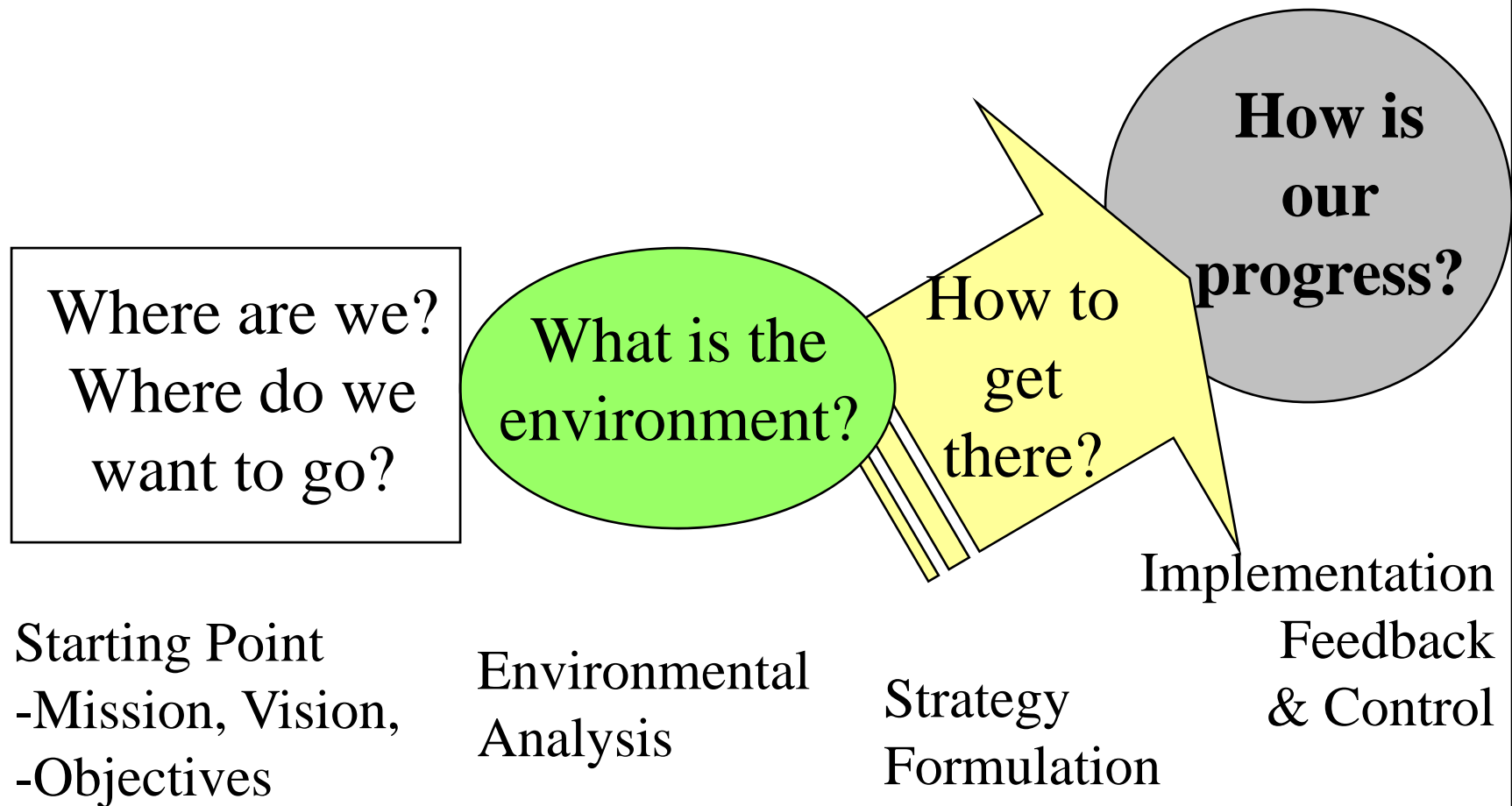
***Accomplishing Sustainable Success  
is true entrepreneurship***



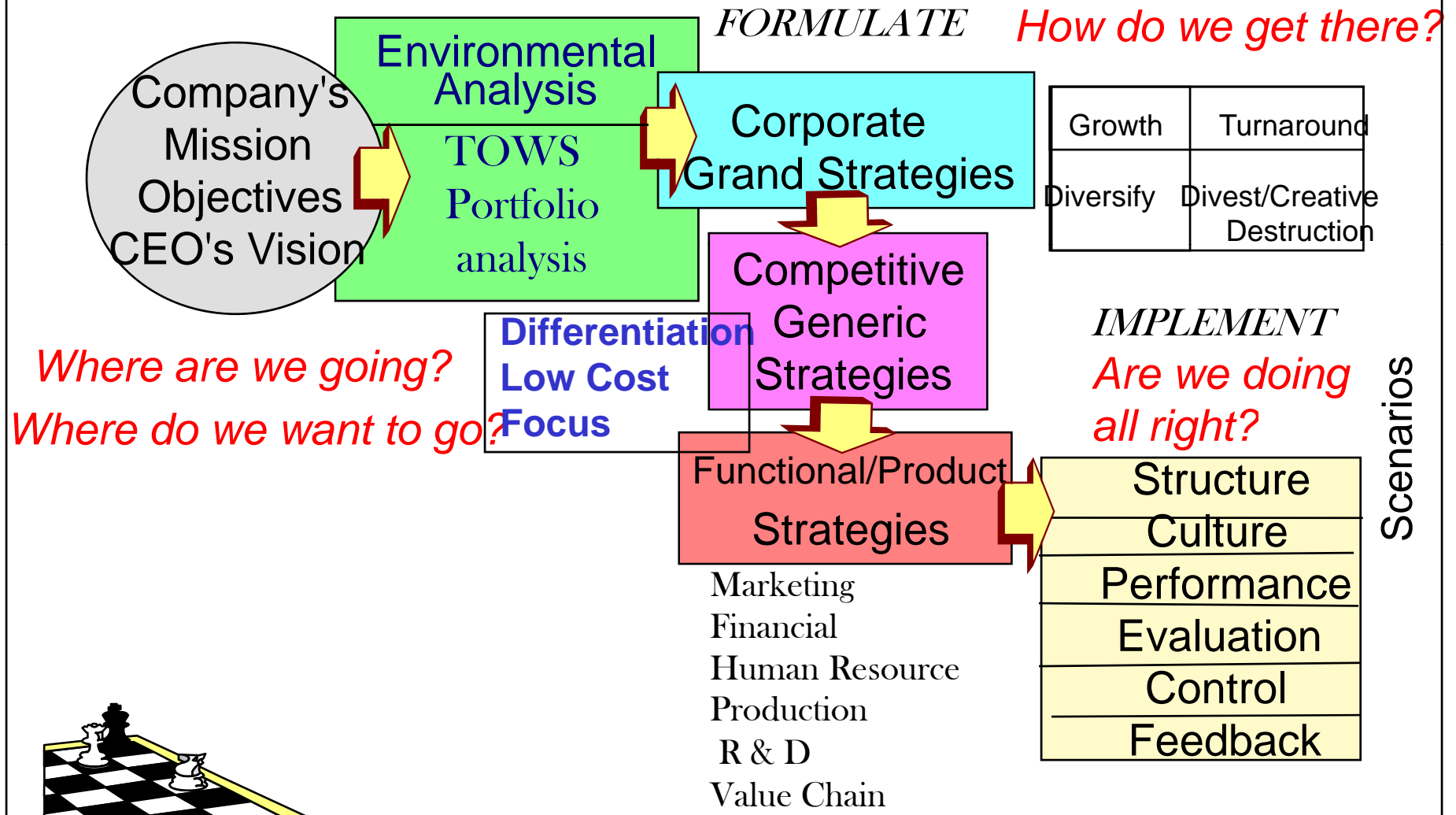
*Holistic; Optimistic, Outstanding; Integrity*

*Hooi Den Huan  
Director  
Nanyang Technopreneurship Center  
February 2011*

# The 4 Phases of Growth Strategies



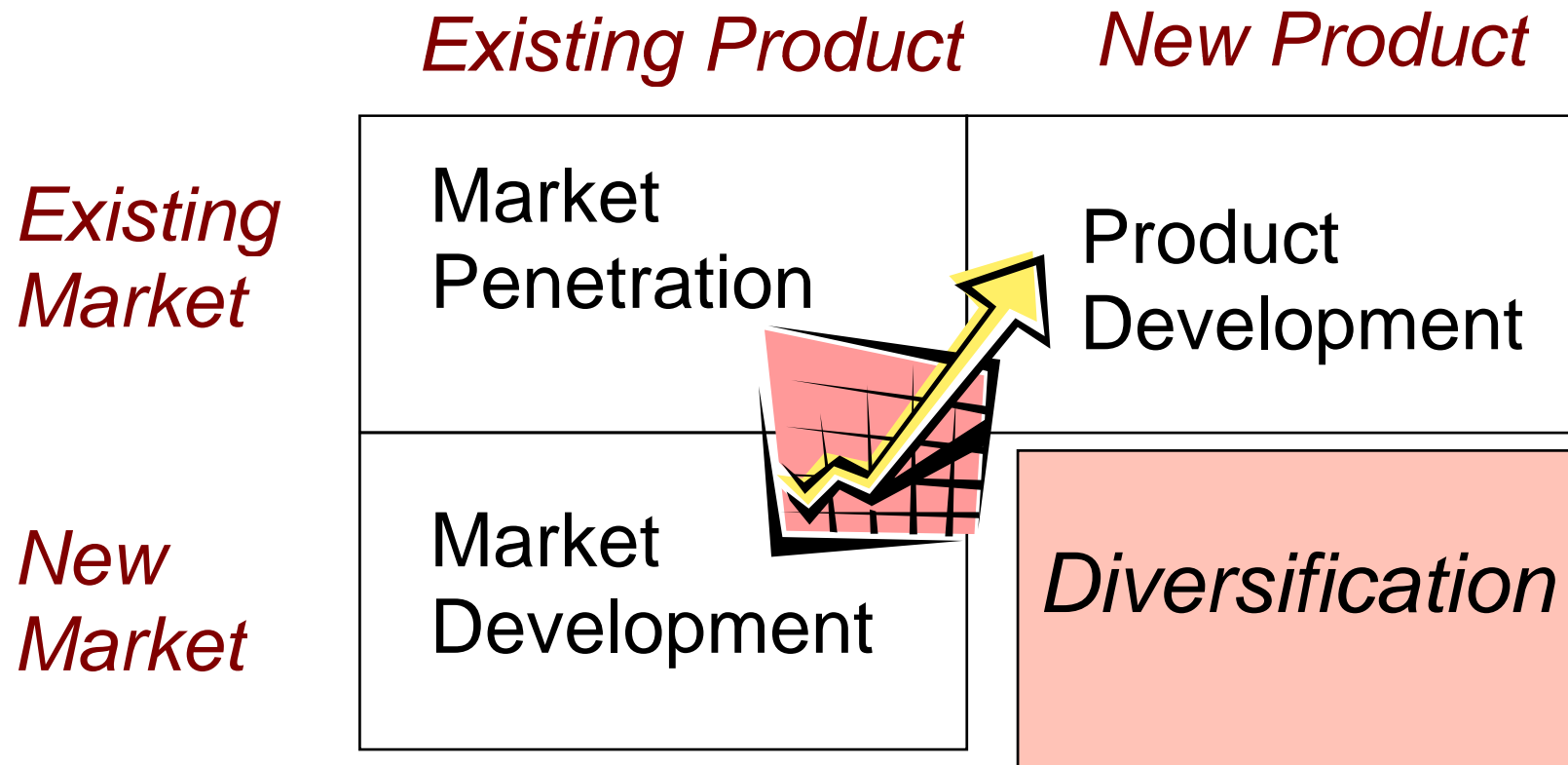
# Strategic Planning - Basic Framework for Analysis



# Increase market volume

 *More usage*  *New users*  *New uses*

## Ansoff's Product/Market Expansion Grid



# Major Decisions in International Marketing

Looking at the global marketing environment

Deciding whether to go international

Deciding which markets to enter

Deciding how to enter the market

Deciding on the global marketing programme

Deciding on the global marketing organization

## Some Reasons for globalisation



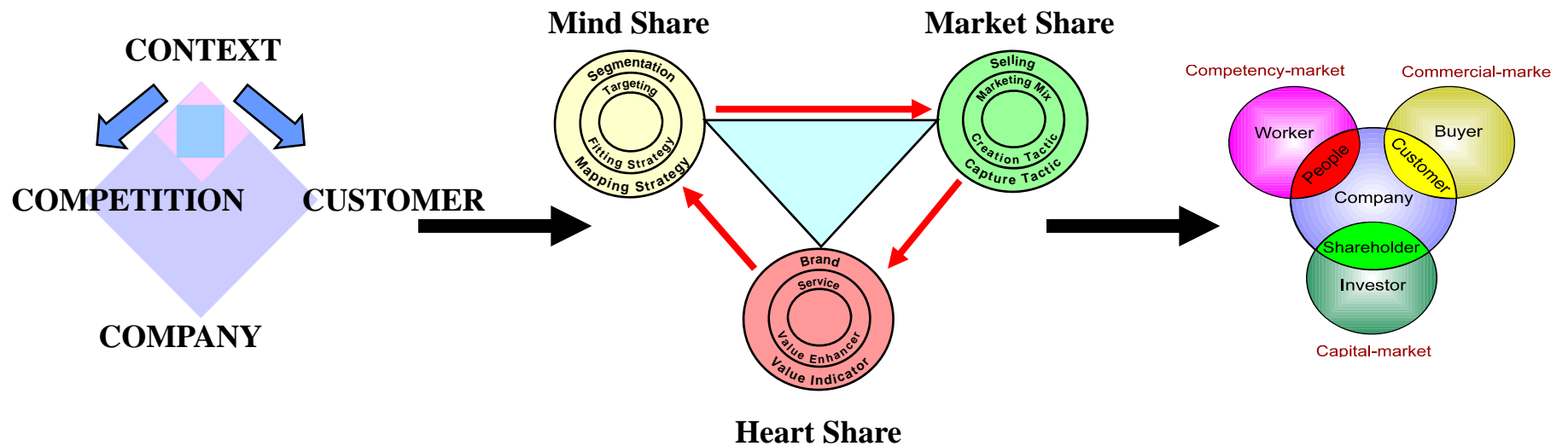
- Domestic market is not big enough
- Reduce dependency on any one market
- Too strong competition at home (market maturity)
- Market opportunities in Foreign markets
- Tapping on resources overseas
- Cost reduction.
- Brand Building

# MARKET-ing

OUTLOOK

ARCHITECTURE

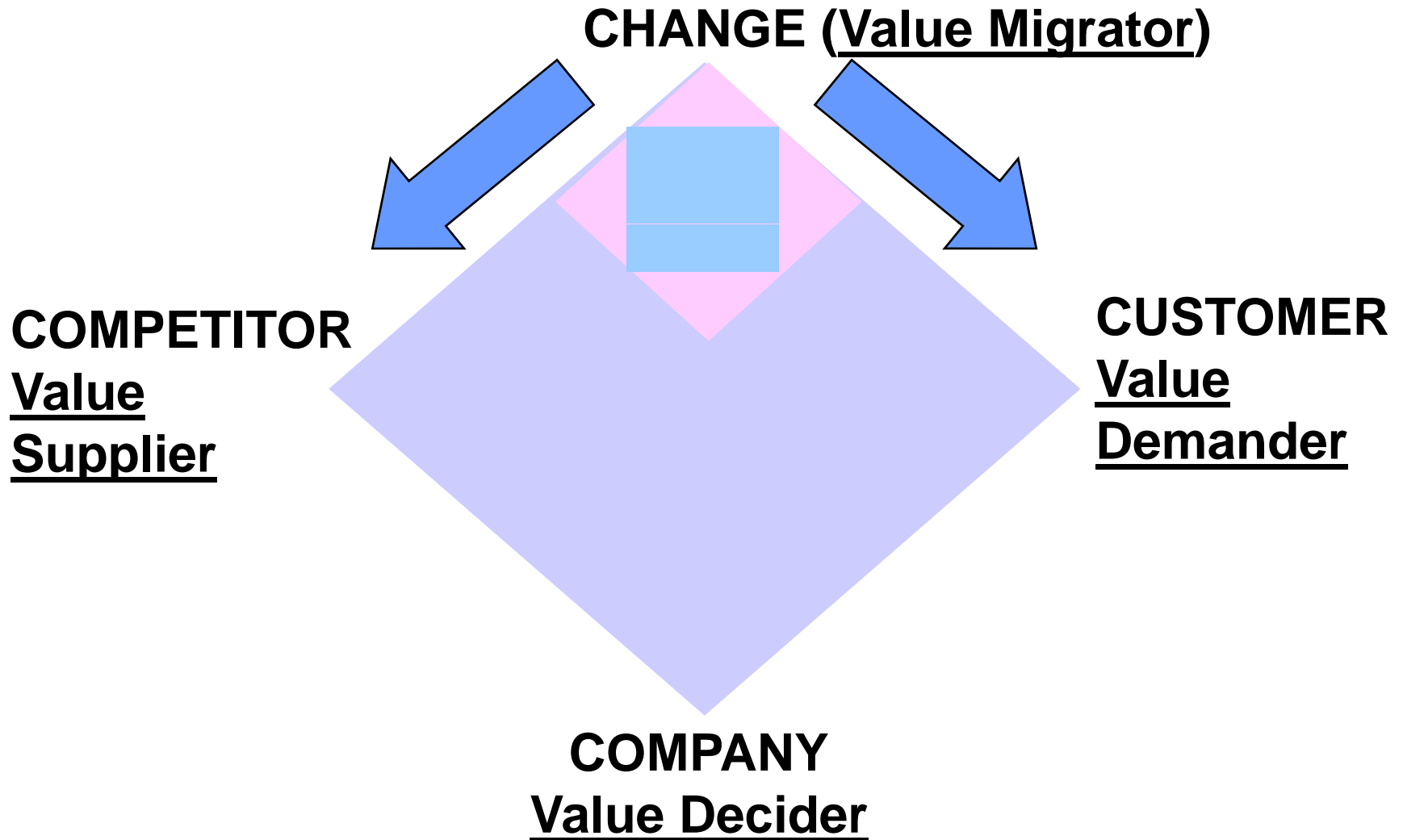
SCORECARD



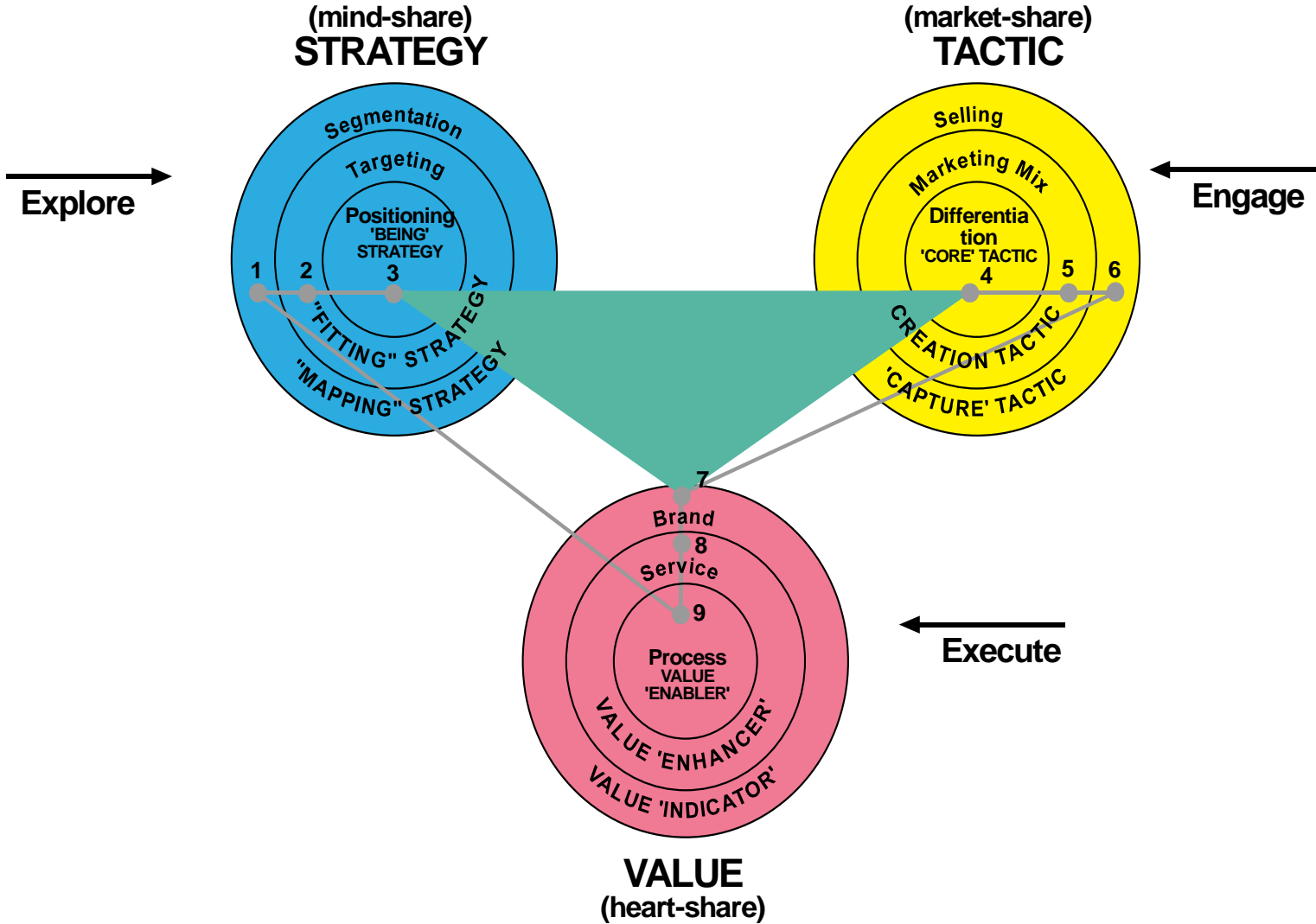
Source: Philip Kotler, Hermawan Kartajaya, Hooi Den Huan and Sandra Liu, Rethinking Marketing, Prentice Hall, 2007

# *The Business landscape (Marketing environment)*

---

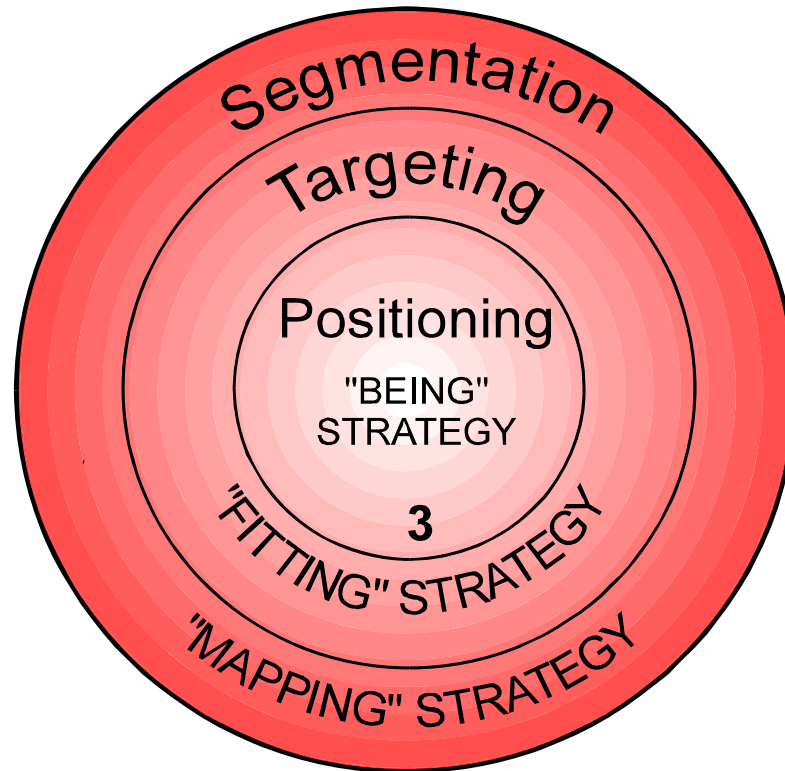


# The STV-Triangle: Nine Core Elements of Marketing



# The STV-Triangle: Strategy

(mind-share)  
**STRATEGY**



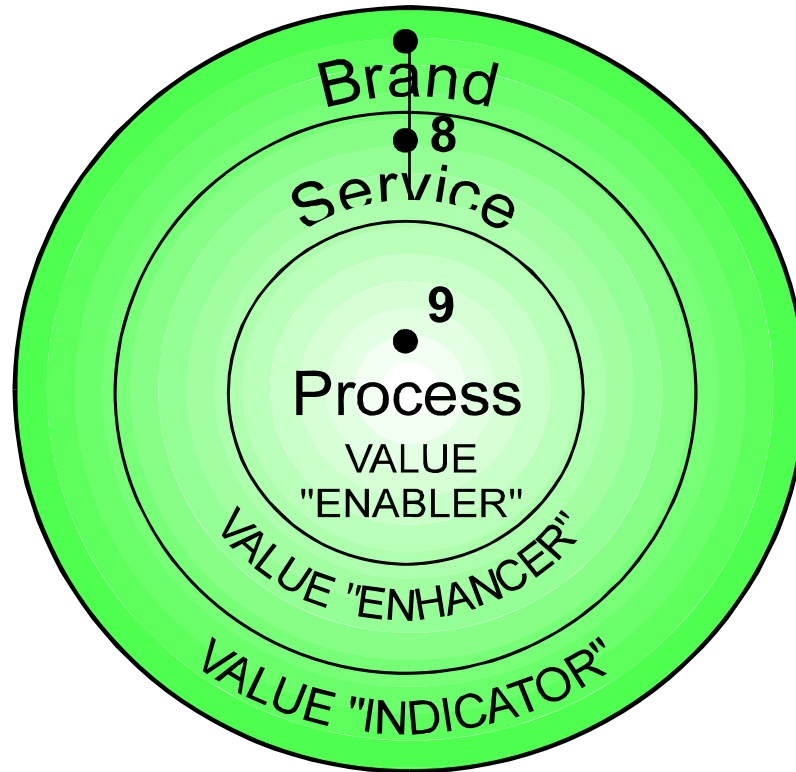
# The STV-Triangle: Tactic

(market-share)

## TACTIC



## The STV-Triangle: Value

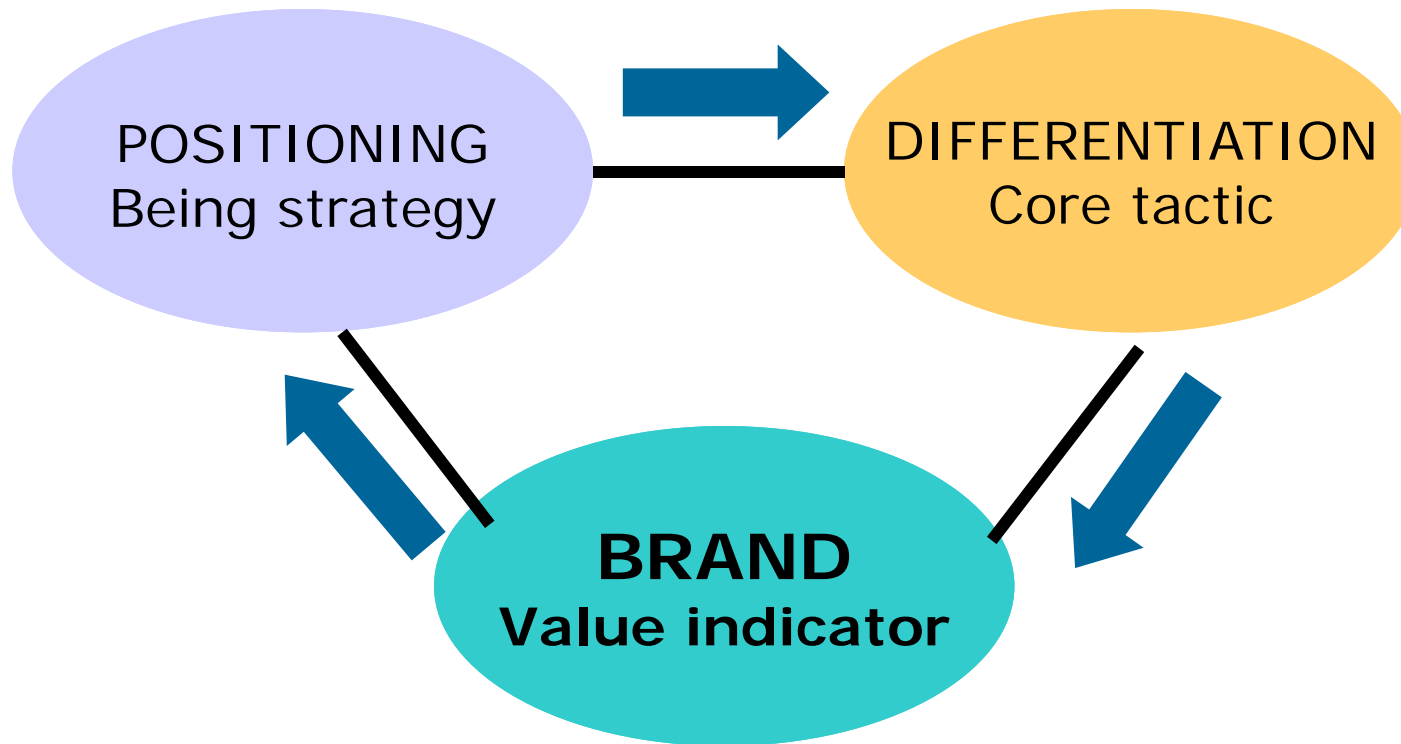


VALUE  
(heart share)

# Positioning-Differentiation-Brand Triangle

How our target market perceives us

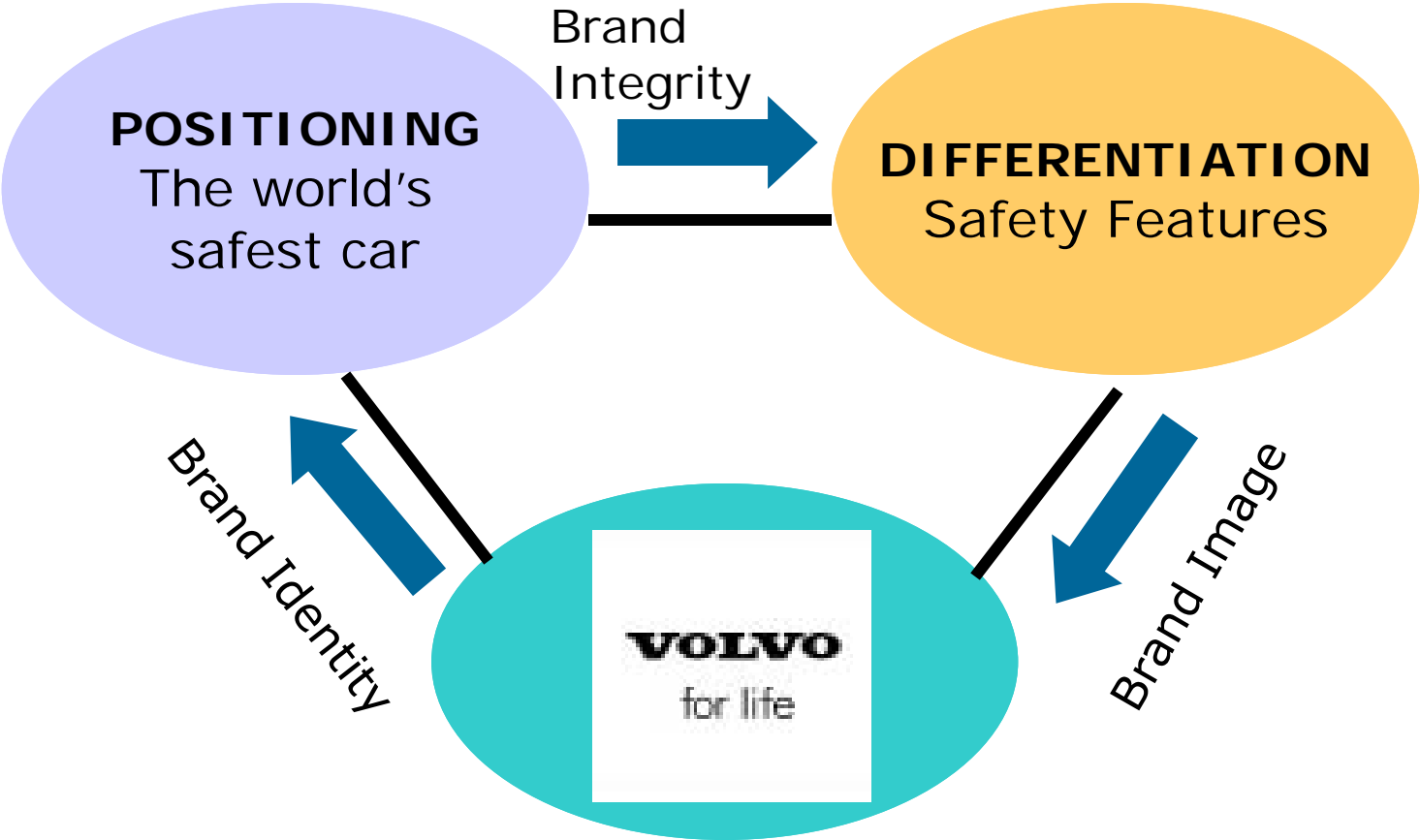
Distinctive bundle of benefits that yield competitive advantage



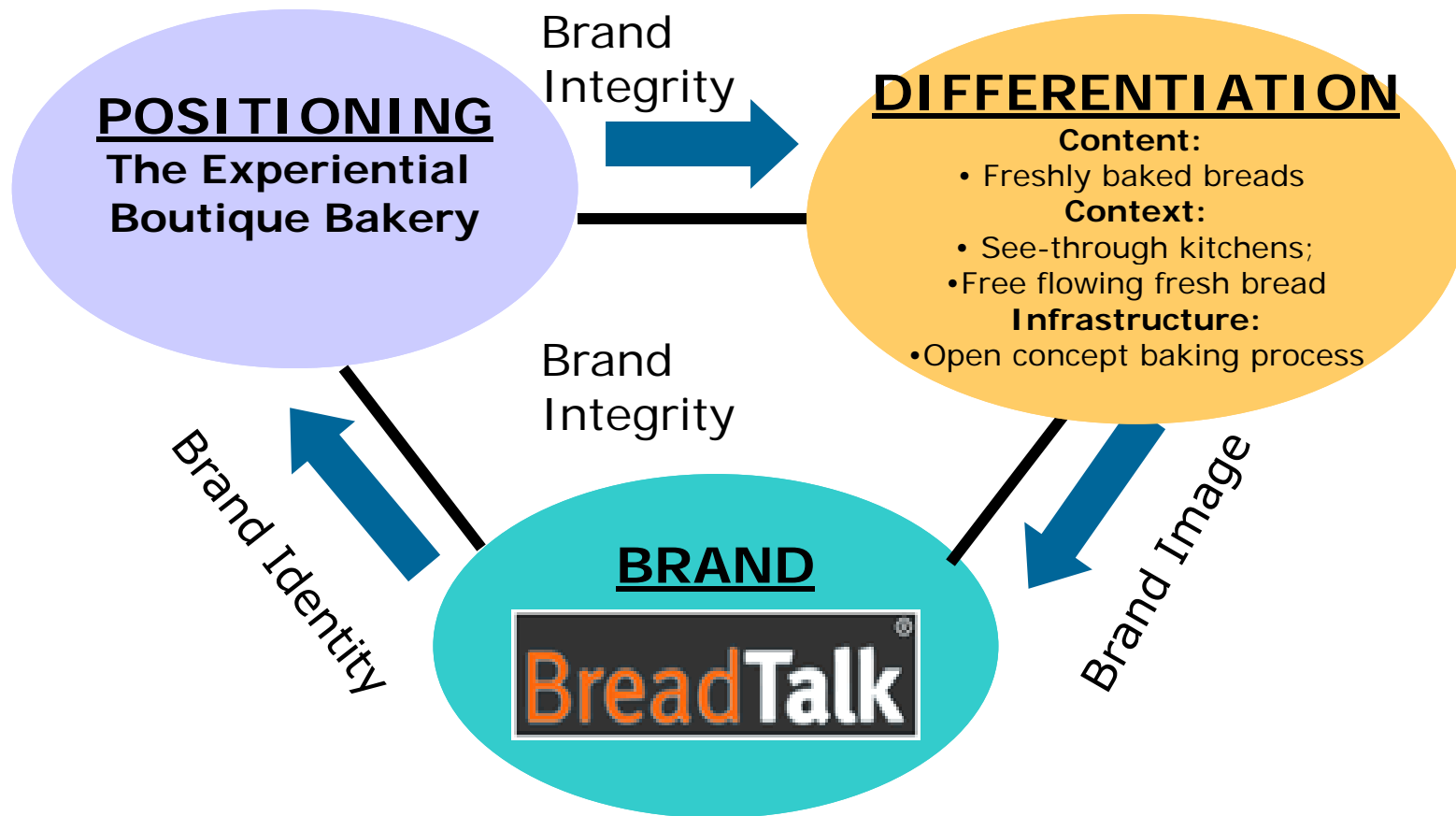
Value indicator

Source: Philip Kotler, Hermawan Kartajaya, Hooi Den Huan and Sandra Liu, *Rethinking Marketing*, Prentice Hall

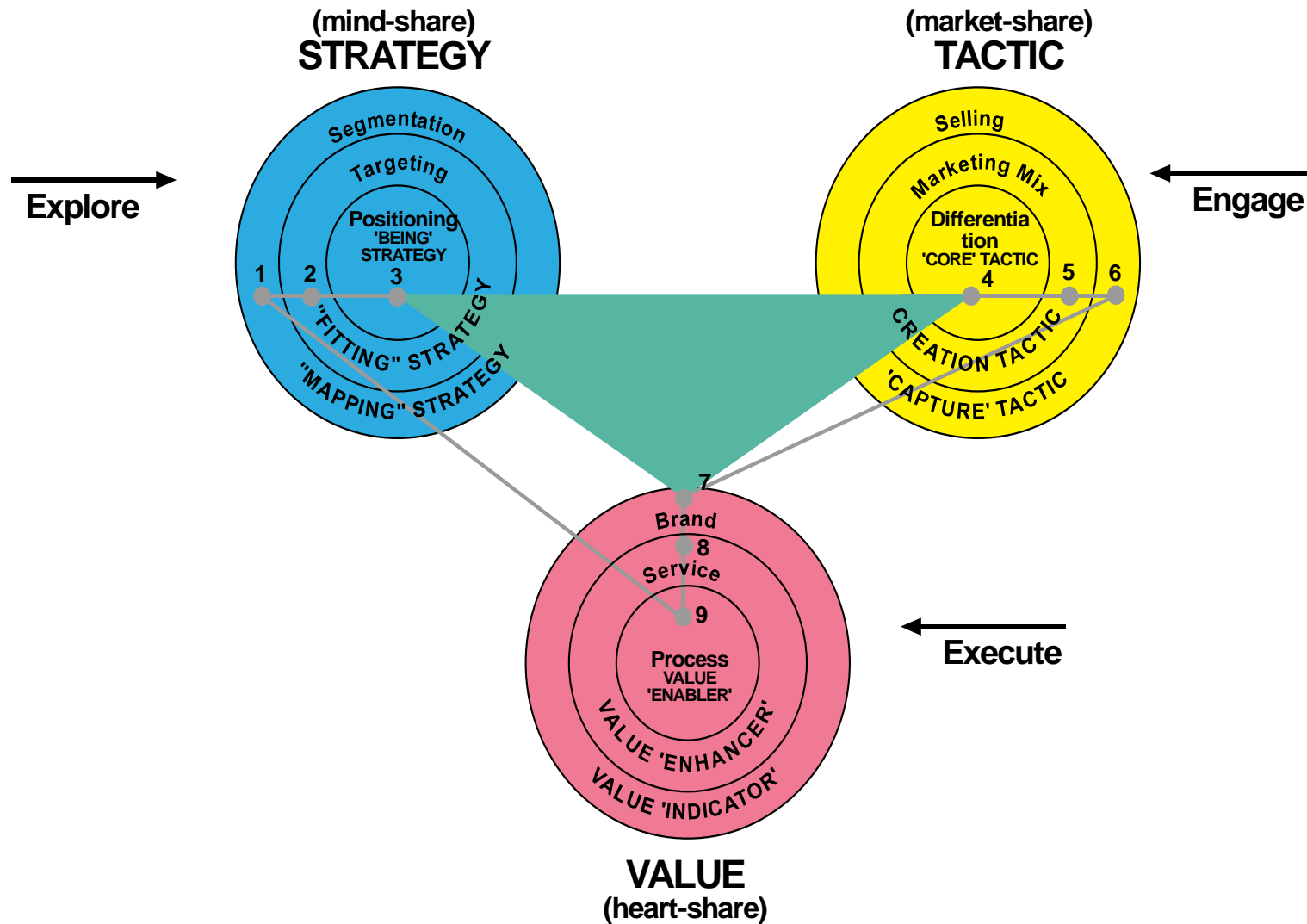
# Positioning-Differentiation-Brand Triangle



# Example: BreadTalk's PDB Triangle



# The STV-Triangle: Nine Core Elements of Marketing



**SEGMENTATION**  
Based on customer behavior

**TARGETING**  
Modern bakery consumer

**POSITIONING**  
Experiential Boutique Bakery

Brand Integrity

**MARKETING MIX**  
Product: Innovative Bakery  
Price: Value-for-money  
Promotion: "Bread Showroom"  
Place: Retail Outlets

**SELLING**  
Transactional Selling

**DIFFERENTIATION**  
• Freshly baked bread  
• See-through kitchens

Brand Identity

**BRAND**  
**BreadTalk**

Brand Image

**SERVICE**  
Excellent Service

**PROCESS**  
"Open" bakery-making process

Source:

Philip Kotler, Hermawan Kartajaya and Hooi Den Huan, Think ASEAN!, McGraw Hill



**Philip Kotler**  
 S.C. Johnson & Son  
 Distinguished Professor  
 Kellogg School of Management,  
 Northwestern University  
 Tri-Founder,  
 Philip Kotler Center  
 for ASEAN Marketing



**Hermawan Kartajaya**  
 President,  
 World Marketing Association  
 President,  
 MarkPlus, Inc  
 Tri-Founder,  
 Philip Kotler Center  
 for ASEAN Marketing

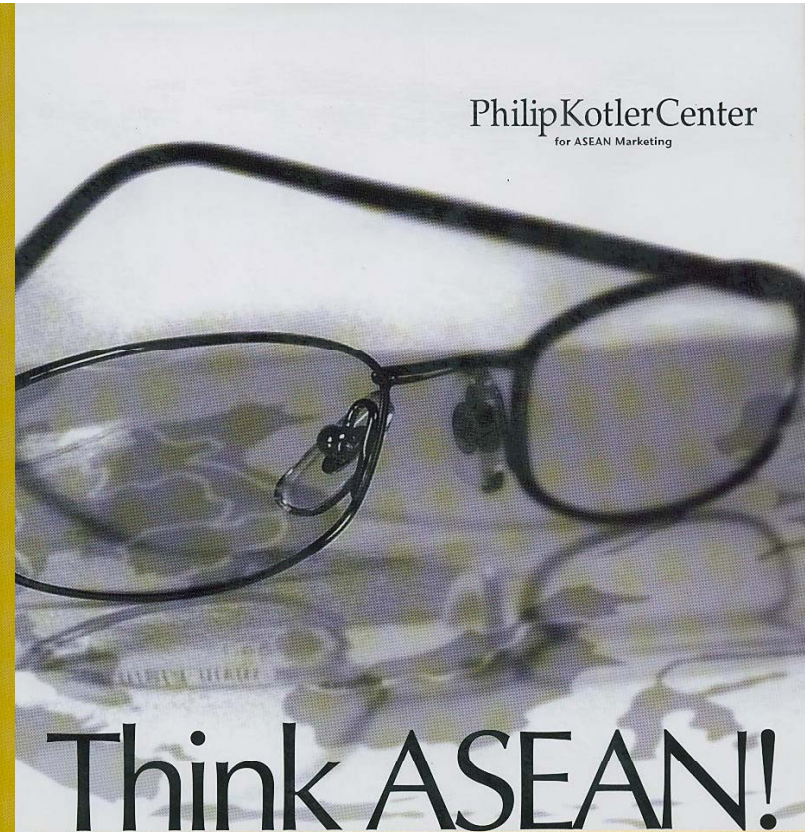


**Hooi Den Huan**  
 Associate Dean  
 Nanyang Business School,  
 Nanyang Technological  
 University  
 Tri-Founder,  
 Philip Kotler Center  
 for ASEAN Marketing

Philip Kotler Center  
 for ASEAN Marketing



The McGraw-Hill Companies  
 Visit McGraw-Hill Education (Asia) at  
[www.mcgraw-hill.com.sg](http://www.mcgraw-hill.com.sg)



Philip Kotler Center  
 for ASEAN Marketing

# Think ASEAN!

Rethinking Marketing  
 toward ASEAN Community 2015

Special foreword by Ong Keng Yong, Secretary-General of ASEAN

**Philip Kotler**  
**Hermawan Kartajaya Hooi Den Huan**

Released in early Jan 2007. A Bestseller in Kinokuniya Singapore and ranked Top 10 in Times bookstore in Changi Airport. Available in all major bookstores and Amazon.com. Currently available in English, Japanese, Korean and Mandarin



PHILIP KOTLER

S.C. Johnson & Son  
Distinguished Professor  
Kellogg School of  
Management,  
Northwestern University  
Tri-Founder, Philip Kotler  
Center for ASEAN  
Marketing



HERMAWAN KARTAJAYA

President, World Marketing  
Association  
President, MarkPlus, Inc  
Tri-Founder, Philip Kotler  
Center for ASEAN  
Marketing



HOOI DEN HUAN

Associate Dean, Nanyang  
Business School, Nanyang  
Technological University  
Tri-Founder, Philip Kotler  
Center for ASEAN  
Marketing



SANDRA LIU

Associate Professor  
Department of Consumer  
Sciences and Retailing,  
Purdue University  
Fellow, Hong Kong  
Institute of Marketing



This book offers a fresh perspective on understanding how successful business strategies are crafted. It provides insights into the challenges and opportunities present in changing Asian business environment. Concepts are presented through models and frameworks. These are illustrated by case studies of a broad spectrum of Asian businesses, ranging from manufacturing to logistics planning to retailing and services. Readers will be better able to understand the problems encountered by Asian companies, and to apply useful conceptual tools to formulate effective strategies in solving them.

 **Rethinking Marketing**  
Sustainable Marketing Enterprise in Asia

**Kotler - Kartajaya**  
**Hooi - Liu**

# Rethinking Marketing

Sustainable Marketing Enterprise in Asia

Philip **Kotler**  
Hermawan **Kartajaya**  
**Hooi** Den Huan  
Sandra **Liu**

Bestseller in Thailand, Singapore, Indonesia