



35 Years Marketing in Japan - Big Changes and No Changes Roger Brookin

Roger lamented that incredible progress in communications has reduced autonomy, constraining our the freedom to follow a strategic direction beyond the first few steps of its thousand league journey.

Stripped of the fluff, he went on to say that despite massive operating changes in the last 30 years, the fundamentals have not changed.

Key to any activity is identifying the essential structure, which tends to be timeless and apply across boundaries, and the local adaptation of that structure, which is subject to temporal, cultural and geographic change. He zappily dubbed this the **algorithm** and its **calibration**.

He contended that **Marketing** is a Philosophy ("In our Organisation, the Customer is Number One") and **Branding** is the Process ("Communicate to your Customer that you are Different from and Better Value than your Competitors").

The key to making this happen is inspired leadership driving an engaged team all of whom get the plot.

The launch of Timotei - the only shampoo to break Kao's market leadership - demonstrated the application of these principles. If the launch were repeated today there would be minimal changes in the algorithm (see yourself through the eyes of the paying customer), but big changes in calibration (generating buzz through modern digital media, exploiting diverse delivery systems, etc).

And he helps to put all this into practice - see <http://CampFire.me>