

# Lean Growth Quarterly

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The Quarterly Newsletter of Asia Now



## What Clients Say

### Executive Training – Assuring Effective Execution

“The training has given us confidence in being able to plan ... what is required to achieve results.”

**Senior Marketing Manager, Asia, Fortune 10 FMCG Company**

“We hired Asia Now on a strong recommendation. We have been impressed with their delivery capabilities – quick, effective and to scope. They have helped us a lot.”  
**Asia Head of Sales, Fortune 20 FMCG Company**

### Working Capital Reduction

“A very clear report with minimal intrusion into our daily work...we gained quantifiable results within three months.”

**CEO, Leading Specialty Chemicals Company**

### Sales Productivity and Growth

“By showing us how sales time was used, Asia Now really helped us get started on changing our sales culture...we now have 16 quarters of growth...”

**CFO, Award-winning Listed High-tech Company**

## 2009 – Meeting the Change Challenge in Asia

**S**enior executives report much top-down pressure to innovate, cut costs and improve productivity. But 70% of change programs in Asia fail to deliver the promised results - so successfully executing improvements may well be a bigger challenge than identifying them!

We examined the causes of failure and developed tools to assure project success. Encouraged by clients, we then fine-tuned our approach for companies of every size, to help them:

- ❖ Agree change priorities, resolve conflicts, achieve consensus
- ❖ Learn new tools & techniques to assure effective planning & execution
- ❖ Use one-to-one coaching to ensure that tools are used effectively.

Our objective is to provide you with the tools and support you need to get top-quartile project outcomes every time, from everyone.

The Asia head of a Fortune 10 company recently said “If you do any training in 2009 do this, it will transform your team’s ability to execute regional programs!”

Simon Littlewood  
President  
The Lean Growth Group  
<simonl@asia-now.com>



## Asia Now’s Approach to Effective Execution



•Understand the business plans and change initiatives of each executive.

•Identify skills gaps and agree specific training objectives.

•Ensure mission-critical initiatives are identified and prioritized.

•Conduct 2 day formal change management training, in a group setting.

•Provide a set of follow-up objectives and activities, aligned to each executive’s individual change program.

•Provide selective review and coaching for each executive’s plans.

•Support and enable set-up of key program management infrastructure.

•Conduct 1-day formal review — in a group setting — of change management plans and progress to date.

•Share learnings and build confidence and skills.

# Shanghai's Lina Kong talks about Managing Sales Change in PRC

Recent data from the Economist confirms that leading companies in China are growing revenue at the expense of profit by going after the wrong kind of sale. If the US slows, pressure to find growth in PRC may increase — and unless something changes margins may erode further.

Much of the problem lies in sales behavior, and the need for focus on value rather than volume. We help clients understand how sales time is used in terms of customers and products and identify ways to grow available sales time and spend it in the right way.

Changing sales behavior is tough and many companies struggle to overcome change resistance: our approach includes tools to help understand and mitigate change resistance, and drive buy-in and support across the organization in a culturally appropriate way.

**The first step is to understand how supportive staff are and how ready to change, as well as their major concerns. We do this in a non-threatening way and based on what we learn, acknowledge and**

**address their concerns.**

**This encourages direct participation and honest dialogue, and allows points of resistance to be identified and mitigated. Overcoming resistance requires mentoring and communication, and the active engagement of all levels of management.**

**“We estimate that in China our approach to change management — a key part of effective execution — increases success probability from 30% to 70%: clients seem to agree!”**



## CFO Rising Southeast Asia Conference

The topic at the CFO Rising Southeast Asia conference in Singapore in Nov was “how do you drive productivity improvements in Asia?”

Simon Littlewood, President of Asia Now, said that productivity should be viewed not merely as a dollar challenge — “how can we reduce transaction costs” — but as a people challenge.

“Asia is expected to deliver much of the world’s growth so a key productivity challenge is getting the best sales performance. Focus less on output (i.e. how many \$ per salesman) than on input, such as how much time do our salesmen spend selling and how effectively do they use it?”

Because if you increase the effective use of sales time then growth will follow, and if sales effectiveness grows faster than your competitors you will acquire market share *whatever the external market conditions*.

But theory is fine: what about execution? Delegates reported high rates of program failure and remarked on the fact that applying a top-down approach to change — like in Europe or the US — led to resistance and frustration.

**Mr. Littlewood emphasized that applying the right approach could significantly increase program success rates:** “We emphasize a disciplined approach to planning and implementation based on dialogue and buy-in, and the use of planning tools which assure consensus, help transparency and communicate clear execution priorities.”



**Mr. Littlewood, speaking in Singapore: “We emphasize a disciplined approach to planning and implementation based on dialogue and buy-in.”**

## In the Media



BBC World

## About Asia Now

Asia Now is a leading authority on overcoming the challenges of driving growth in Asia, and in 2008 our leadership made more than 100 media appearances. Asia Now works across Asia to help leading companies:

- Understand markets and customers and plan growth
- Assure effective execution of growth programs through executive training and coaching
- Improve sales productivity through better planning and execution
- Reduce the working capital tied up in receivables and inventories.

Visit our website:

[www.asia-now.com](http://www.asia-now.com),

Email us at:

[<cfosolutions@asia-now.com>](mailto:cfosolutions@asia-now.com)

Or call us at: +65 6322 8557