



MANAGING ACROSS ASIA

Design Brief

Business Cards - Keynote/Powerpoint & Pages/Word Templates

I required a design for business cards to contain:

Managing Across Asia logo

Gordon Perchthold

Senior Advisor

T +852 9460-0660

F +852 3015-0806

Gordon@ManagingAcross.Asia

www.ManagingAcross.Asia

- note that as the dot Asia is not yet common, you should ensure the dot is well accentuated.
- no address required.
- Also provide me a separate version with my Chinese name and title (on front or back depending on design). The characters for my name are as follows (I am waiting for a friend to send me the Chinese characters for my title: Senior Advisor).

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Electronic Templates:

Can you create a 1st page and subsequent page for a letter document in Pages (I am an Apple user) but it must be able to be exported to MS Word without loss of formatting.

Include email and web address. My business address will change in a couple months but it currently is

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Specs:

font used in logo:

Managing - TrajanPro-bold

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Color info:

light brown- #CBB477, CMYK (22,25,62,0)

dark brown - #876D2F, CMYK (41,49,96,21)

In terms of electronic templates, you can also incorporate the blue of the website (see next page). Colour code #42a9f0

Website Design is as follows - in case the background helps. First, HOME PAGE


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WELCOME TO MANAGING ACROSS ASIA

Academic research has found that Western organisations have failed to perform as well in Asia as in their home region. This finding has significant implications for an Asia return to its historical role as the primary economic engine of the world. Western organisations will be unable to maintain the growth rates they enjoyed in the era when Western markets were pre-eminent.

Our more optimistic scenario assumes that Western organisations have not applied the appropriate strategic and operational approaches in Asia precisely due to the greater economic opportunities that were available during the 20th century within their home region. But Western organisations are now making Asia a strategic priority and have the capability to build and manage highly successful operations across Asia. And Managing Across Asia is there to support them.

Managing Across Asia advises board members, CEOs, and their management teams at the corporate headquarters, Asia regional office, and local country level with:

- Enhancing corporate governance to promote greater success in Asia
- Realigning Asia regional office to cost effectively balance among local responsiveness, risk management, knowledge sharing, and regional synergy objectives
- Structuring multi-country initiatives/projects at the inception stage so that they build new capabilities while promoting a broader global mindset across Asia regional and country-level operating entities
- Developing more productive Asian-Western cross-cultural management teams at the corporate, regional, and particularly, local country level
- Conducting strategic and operational assessments of local country operations

Managing Across Asia also undertakes strategic research of markets and competitors as well as facilitating strategic management workshops and Asia regional meetings

SENIOR ADVISOR


Gordon Perchthold




Over a period of three decades, as a management consultant, Partner, and/or Managing Partner, the firms of Accenture, Deloitte Consulting, AECOM Consulting (headquartered in Japan), and The EYF Company (Hong Kong) have formed the pedigree from which Gordon Perchthold today delivers the international management consulting services for Managing Across Asia

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ARCHITECT ASIA REGIONAL OFFICE

This Fortune 200 company recognized that its Asia regional office simply emerged over the years defined by the preferences of its regional CEO or in response to critical events. Without an architecture, Asia Regional Office risked evolving into a costly bureaucracy...

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Since the mid-90s, Gordon Perchthold has personally served 40 organisations headquartered in Australia, Canada, France, Germany, Netherlands, South Africa, United Kingdom, and the United States delivering more than 150 projects involving the cultures, markets, and/or business operations in Australia, Canada, China, Japan, Korea, Hong Kong, Indonesia, India, Malaysia, Mexico, Philippines, South Africa, Taiwan, Thailand, Singapore, United States, and Vietnam. These organisations include:

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Over a period of three decades, as a management consultant, Partner, and/or Managing Partner, the firms of Accenture, Deloitte Consulting, AIG, and The RFP Company (headquartered in Japan), and The RFP Company (Hong Kong) have formed the pedigree from which Gordon Perchthold today delivers the international management consulting services for Managing Across Asia.

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ARCHITECT ASIA REGIONAL OFFICE

This Fortune 100 company recognised that its Asia regional office simply emerged over the years defined by the preferences of its regional CEO or in response to critical events. Without an architecture, Asia Regional Office risked evolving into a costly bureaucracy that added more cost than value to the organisation. The new Regional CEO wished to apply a more logical and structured approach that considered what should be the role of Asia Regional Office via its country operations that would allow its local operations to continue to be responsive to the local market, facilitate knowledge transfer across the different operations in Asia, allow the synergies of being a multinational to be realised in selected areas while maintaining protecting the corporation with the appropriate infrastructure for monitoring and managing risks at the country and regional level.

STRUCTURE PAN-ASIA INITIATIVE

The regional COO and CFO of this Fortune 100 company recognised that its different Asian operating entities were not effectively managing the collections, disbursements, and short-term investments of the cash it was generating. We assisted the client by defining and structuring a multi-country project comprised of representatives from each participating country. We took this client project team and trained them on cross-cultural differences and teaming, structured problem solving, process mapping, interviewing and data collection, as well as cash management and treasury practices. We provided a detailed project plan and data capture templates and participated with the team with the analysis of the first country operation (training by doing) and then coached them as they completed the analysis of the client's other country operations. Concurrently, we developed a Request for Proposal based on a 'to be' cash management model we facilitated with the team, that was then issued to the global banks for regional cash management services. This implementation was made significantly easier (accelerating benefit realisation) as personnel from each of the country entities had participated in the process, not only contributing effort but also becoming aware of the similarities and differences in business practices across the region.

FACILITATE REGIONAL STRATEGY DIALOGUE, DEVELOPMENT AND WORKSHOP

This Fortune 100 company has multi-domestic operating entities located across five countries in Asia. There was no regional strategy nor operating model in place, so each country's financial results rose and fell with the tenure and strategic approach of its country CEOs - which changed every time the CEO changed. We assisted the Asia Regional CEO through individual interviews with each of the country CEOs and members of the regional management team. Combined with concurrent competitive and operational analysis we facilitated a three day management office and over the following two months, developed a regional business strategy and operating model. Subsequently, we facilitated a three day team building and strategy workshop for the 60 top managers in the Asia region to help bring the organisation into alignment.

FACILITATE ALIGNMENT ACROSS CROSS-CULTURAL MANAGEMENT TEAM

The China operating entity of this Fortune 100 company had a very culturally diverse management team who individually built functional silos. The China CEO requested us to enhance the teaming dynamics supporting a common strategic direction. Our approach was to facilitate the development of more productive behaviors while furthering strategic business objectives of the company. Over the ensuing months, a series of management off-site strategic workshops were undertaken addressing the topic areas of business strategy, marketing and sales, operations and technology, and human resources while embedding a range of techniques, including a leadership styles assessment, to enhance common understanding of the different functional and cultural tendencies across the team and enhance management team cohesion.

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Accenture contributed technical and project management discipline, Deloitte honed general management and people skills, Albeam enhanced multi-cultural capabilities, while The RFP Company, not being tied to country-level P&L targets that encumber the foregoing firms, permitted the development of expertise to architect large-scale multi-country pan-Asian initiatives for multinationals. The RFP Company also allowed Gordon the opportunity to reassess the value that the management consulting industry actually provides to its clients culminating in the published book for users of consultants entitled *Extract Value From Consultants: How to Hire, Use, and Fire Them!*

From an scholastic perspective, Gordon was unique in 1984 (when punch cards were still prevalent) in being the only student to graduate from the University of Toronto with joint specialist degrees in both Commerce and Computer Sciences. After six years project managing the delivery of technology solutions on behalf of Unisys and NCR to retail banks in Canada and Australia (contributing to the establishment of Australia's EFTPOS network), Gordon focused on business strategy and international business while obtaining an MBA from Canada's elite case study business school, Ivey.

Today, his PhD research through the University of Sydney on How Corporate Boards of Western Multinationals Can Build and Manage Successful Operations Across Asia is not only a relevant topic for multinationals pursuing business throughout Asia but the association also enhances the rigor of the research methods applied for his clients.

A Canadian and Australian, Gordon has served over 40 multinationals headquartered in Australia, Canada, France, Germany, Netherlands, South Africa, United Kingdom, and the United States. Client management teams advised and their cross-cultural employees worked with have been located at corporate office, Asia regional office, and extensively within local country operations. Local country assignments have spanned Australia, Canada, Mexico, South Africa, United States and since 1997, the 12 largest countries (by GDP) in Asia, both as a region and as individual countries. Since the late 1990's, Gordon has lived in Korea, Japan, Thailand and now Hong Kong where he assists multinationals with Managing Across Asia.

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Welcome and Introduction


Lead Conference Moderation

Gordon Perchthold


Senior Advisor, The RFP

The experiences of Managing Across Asia span across a broad range of markets and management practices that have accumulated over many projects, research studies, clients, countries and years. Documenting and communicating perspectives not only helps to structure and refine one's thoughts, but also feeds back learnings and experiences back to the client base and broader business community. Accordingly, over the years there have been regular contributors to various publications and conferences which you are welcome to review.


Select Category




Academic




Strategy



Operations



People




Project Management

Extract from Recent Contribution

Research undertaken during September 2012, using the 2012 Forbes Global 2000 Leading Companies sample frame, determined that of the 668 corporate directors of the largest 54 Anglo-Saxon financial services MNEs who are pursuing revenue generating activities in Asia, only 4.2 percent, within 24 MNEs, are of Asian nationality. Interestingly 70 percent have been appointed since the financial crisis precipitated in Western countries in 2007, perhaps a clue that Western MNEs recognise there is a role for Asian directors as the region becomes more strategic. So, if there are few to no Asians on the corporate board, how do corporate boards of Western MNEs deliberate and make the context-relevant decisions to provide direction and oversight of their operations in Asia? This question does not insinuate that Asians on the corporate board would improve performance of Western MNEs in Asia as much depends on the relevance of the expertise and the impact of boardroom dynamics. Nor does it suggest that corporate boards of Western MNEs must emulate governance approaches of Asian companies, particularly as these Western MNEs must continue to adhere to corporate governance regulations of the domicile they are headquartered within. The research question seeks to determine how Western corporate boards can adapt to address Asia within the stipulated constraints of their home domiciled institutional frameworks.

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Design 44: KNOWLEDGE CAPITAL STRATEGY
secondary page (graphic symbols mean: wisdom, knowledge, peace)



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2009 - Opening Remarks to CEOs, 9th CEO Insurance Summit in Asia, Hong Kong

2008 - Evolving the Asia Regional Operating Model, 8th Asian CEO Insurance Summit, Jakarta

2008 - CEO Panel on Regional Strategies for Domestic Insurers Comments on Threats & Options, 8th Asian CEO Insurance Summit, Jakarta

2007 - 13rd PIC Newsletter: The Terrible Triens in Life

2007 - Benefit Realisation: The Future is Now!

2007 - Lies, Damn Lies, and Total Premiums

2007 - Realising Project Objectives One Step at a Time

2007 - Securing the Business Results of Tomorrow: Managing the Risks to Project Success, 7th Asia Insurance CEO Summit, Singapore

2006 - Life Markets & Multinationals No Longer Unconquered, 6th Asia Insurance CEO Summit, Bangkok

2006 - Selecting Consultants That Make A Difference

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2004 - Chairman Perspectives Beating the Negative Spread, Pan-Asia Conference on Beating the Negative Spread, Taipei

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2004 - Getting Value from Money from Project Investments, 4th Asia Insurance CEO Summit, Seoul

2004 - Wealth Management in Asia A Perspective on Demographics-Income Needs for Retail Financial Services, 1st Asia Pensions Conference, Singapore

2004 - Wealth Management in Asia Japan Case Study, 1st Asia Pensions Conference, Singapore

2003 - Achieving Alignment

2003 - Achieving Alignment, LOMA/LIMRA Strategic Issues Conference, Bangkok

2003 - Muddling Through: A Strategy in Japanese Life Insurance Industry

2003 - What Happened to the 21st Century Insurance Company


2003 - The Dawn of a New Insurance Model, LOMA/LIMRA Strategic Issues Conference, Bali

2000 - The Disintermediation of Customer Service, LOMA/LIMRA Strategic Issues Conference, Manila

1999 - Operationalising Strategy, Insurance Accounting Systems Association, San Diego

1999 - The 21st Century Arrivals The 21st Century Insurance Company, 15th Pacific Insurance Conference, Singapore

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During 2010, Gordon Perchthold co-authored *Extract Value from Consultants* to help organizations make appropriate choices about the consultants they hire, and to manage them more effectively over the course of the project. Packed with firsthand observations, case studies, and valuable templates, the book details a step-by-step approach for companies to successfully select and manage consultants, particularly in Asia where consulting capability, even among the globally branded firms, is still highly variable.

Derived from decades of experience in consulting practices and work in locations around the globe—including projects to evaluate consulting firms like Accenture, Bain, Deloitte, IBM, and Indoty; and consulting to many leading companies including AFLAC, AMP, BP, Daimler, Deutsche Bank, Prudential, Samsung, and Telesat Canada – the authors reveal the inside secrets of the consulting trade. In clear and commonsense language, they demystify the increasingly complex world of global consulting, and explain how to maximize benefits while reducing consulting expenditure.

The consulting industry has evolved from a profession where work was undertaken on the basis of trust and a handshake to a massive, revenue-driven industry, with sophisticated sales, contracting and client management processes. Yet many of the organizations that hire consultants have failed to recognize these changes and the need to adapt their approaches accordingly. Too often organizations let consultants dictate where, when, and how they will deliver value. In today's economic environment, it's time for executives and managers to turn the tables and take back control—from the consultant's initial sales call to the end of their engagement. *Find the e-book or physical book on Amazon.com*

Buy the book Now

"Extract Value From Consultants helps executives ensure that consultants deliver on their promised value."
BARRY SPONE, CEO, PRUDENTIAL-ASIA

"Perchthold and Sutton spill the beans on how to extract the maximum return from employing consultants."
CHARTERED MANAGEMENT INSTITUTE (UK)

"By applying the broad suggestions in the book, a consulting project will have a better chance for the best outcome at a just cost."
AMERICAN BANKERS' ASSOCIATION BANKING JOURNAL (US)

"Perchthold and Sutton offer a range of templates and evaluative tools, and they keep their advice frank and straight-forward."
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MULTINATIONAL GOVERNANCE IN ASIA – LET THE JOURNEY BEGIN!

Back to school at 50? Over the past three decades I have had the good fortune of acquiring a depth of practical international business experiences from serving over 50 multinational management teams at the global, regional, and country levels undertaking business strategy, operating model, and cross-cultural leadership initiatives and projects within 20 countries – predominantly across Asia. The subject of multinational management has been a consistent career interest – whether it is the dynamics/influence of corporate home office; the role and structure of regional office; the positive/negative influences of expatriates; the cultural interactions among Australian, European, and North American multinational executives with the executives and employees of their respective country operations across Asia; approaches to configuring internal and external resources for multi-country initiatives; or understanding the motivations/perceptions/expectations of local employees of the Western multinationals they work for.

Over this 30 year period, Western perceptions of Asia have evolved. Asia is no longer perceived to be a homogeneous, tertiary market encumbered with rudimentary business practices. Instead, for most organisations, Asia is now the world's most strategic collection of markets whose production capabilities threaten to undermine Western home markets.

As a management consultant in strategy and operations, I have always supplemented experiences and intuition that are the stock in... [→ Read More](#)

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THE MISSING INGREDIENT FOR A MULTINATIONAL'S SUSTAINED SUCCESS IN ASIA

L-R: Ulrich Kunz (U Vision), Peter Smyth (MetLife), Ka-man Wong (Sun Life), Filip Covenans (Agas), Andreas Wilhelm (Allianz), Gordon Perchthold (The RFP Company)

I had the privilege to be the lead moderator of the recent InsuranceCon Conference in Hong Kong – an invitation only seminar for insurance CxOs. A most fascinating session addressed from the perspectives of strategy (Peter Smyth, EVP & Managing Director, MetLife Asia Pacific), operations (Dr. Andreas Wilhelm, COO, Allianz SE Insurance Management Asia Pacific), and risk management (Filip Covenans, Regional CRD and CFO, Agas Asia and Ka-man Wong, CEO, Sun Life Hong Kong Ltd.) covered the theme of optimising the multinational operating model across global – regional – local dimensions. According to the presentations, a range of multinational operating models exist in Asia spanning holding company, strategic guidance, strategic control, and integrated operating company. Western multinationals potentially have numerous advantages relative to their Asian domestic... [→ Read More](#)

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