



MARKETING  
INSTITUTE OF  
SINGAPORE

MARKETING

# Challenger Brands: Competing Against the Leader

## Why You Should Attend This Course:

Let's be honest: everyone wants to be number one, but we are mostly number... "something along the ranking"? That's pretty frustrating, unless you are willing to accept that.

For all those who are not happy to be number 2 (or number 22), this is a kick-starting course on how to play David and challenge your category Goliath, so you can become the leader.

## Learning Outcome:

This course looks to embed a deep understanding of what challenger brands are, how you can learn from them and the tools required to make that transformation come to life.

You will learn how to successfully challenge your category leader (like Apple has in Music or Mobile Telephony). For those who are number one, this course teaches you how to stay ahead and keep the attitude of David, even if you are the industry Goliath (like Nike does, for example).

This two-day course has been developed together with a UK consultancy called Eat Big Fish, who specialises in Challenger brands, from their 10 year study of Challengers. From this course you will take away the fundamental tools to dramatically shift your brand into the next level of growth.

## Course Outline:

### Understanding Challengers

- Who are they?
- What drives them?
- Why are they different?
- How can you learn from them?

### Attitude and Preparation

- Your starting point: Intelligent Naivety
- Clarity on the Challenge

### Challenger Strategy

- Creating your rock: Lighthouse Identity
- Standing out: Tough Leadership
- Gaining visibility: Symbols of Re-evaluation

### Challenger Behaviour

- Being honest: Sacrifice
- Being single-minded: Overcommitment

### Sustaining Challenger Momentum

- Being ideas centred, not consumer led

## Trainer's Profile:

**Mário Braz de Matos** is a seasoned Marketer in FMCG with Unilever and durable goods with Nokia, who has recently transitioned into consultancy and entrepreneurship. He has extensive experience in Brand Management, Brand Activation and Brand Development. As part of his local and European roles he was responsible for multiple innovation projects, brand identity exercises, strategic brand repositionings including extensive graphical and structural design work, across a number of different brands (Blue Brand, Rama, Flora, Calvé, Hellmann's, Knorr, etc) which led to multiple success stories including turning around declining brands and achieving category leadership.

His experience across both Innovation Centers and local companies, developed markets (like UK or Germany) and developing markets (like Nigeria or Pakistan), small countries (Portugal) and large countries (Brazil) provide him with a unique breadth of marketing experience across multiple product categories.

Speaking five languages and now living in his 10<sup>th</sup> country (Singapore), his international exposure and regional work across Europe, Middle East, Africa and Latin America provide for a very strong understanding of the challenges of the marketing function and the uniqueness of consumers across landscapes, as well as their deep commonalities. Having worked extensively in regional roles, he also understands better than many, the intricate difficulties in managing multi-country matrix organisations.

He remains involved in FMCG through his Consultancy and is developing an entrepreneurial project in the US.

Date:

6-7 Feb 2012

16-17 Apr 2012

Course Fees:

**S\$780.00**

MIS MEMBER:  
20% OFF

For Course Enquiries

Web:

[www.mis.org.sg/seminars](http://www.mis.org.sg/seminars)

Email:

[seminars@mis.org.sg](mailto:seminars@mis.org.sg)

Tel:

6327 7586 / 583/ 582

Fax:

6327 9741

51 Anson Road #03-53  
Anson Centre (S)079904

# REGISTRATION FORM



## EXECUTIVE DEVELOPMENT PROGRAMMES

Register online at [www.mis.org.sg/seminars](http://www.mis.org.sg/seminars) or fax form to 6327 9741

Register for 3 or more participants and enjoy 5% discount!

### Challenger Brands: Competing Against the Leader

6–7 Feb 2012

16–17 Apr 2012

(9.00am to 5.00pm)

S\$780 (subject to 7% GST)

Includes lunch & refreshments

Participant(s) Name	Designation	E-mail	Contact No.
1)			
2)			
3)			
Company:			
<input type="checkbox"/> Member (MIS Membership No):		<input type="checkbox"/> Non-Member	
Billing Address:			
Contact Person:		Designation:	
Tel:		E-mail:	
How did you know about this course? (You may tick more than one)		<input type="checkbox"/> e-Newsletter (pls specify sender): _____ <input type="checkbox"/> Print ad (pls specify publication): _____ <input type="checkbox"/> Received brochure through direct mail <input type="checkbox"/> Received brochure at event (pls specify): _____ <input type="checkbox"/> Search engines (pls specify): _____ <input type="checkbox"/> MIS website <input type="checkbox"/> i-Marketer portal <input type="checkbox"/> Word-of-Mouth/Recommendation (pls specify): _____ <input type="checkbox"/> Others (pls specify): _____	

### Administrative Details

#### Registration

##### Register Online @ [www.mis.org.sg/seminars](http://www.mis.org.sg/seminars)

The fastest and most effective way to register for our courses is via our online registration form.

##### Register via Email or Fax

A place will be reserved for you upon receipt of your registration. Registrations should be sent at least two weeks before course commencement. A confirmation email will be sent to you two weeks before the course.

#### Payment

Payments are to be made in Singapore Dollars (SGD) and subjected to prevailing GST. Please make your payment either by cheque or GIRO upon receiving our invoice. All cheques should be crossed and made payable to "Marketing Institute of Singapore" with the invoice no. indicated on the back of the cheque. Any bank charges incurred as a result of bank/telegraphic transfers will have to be borne by the company. Fees are inclusive of course materials, certificate of participation, lunch & tea breaks.

#### MIS Member Discount

Corporate and Individual Members of MIS are entitled to 20% discount on all Executive Development Programmes. For membership enquiries, email: [membership@mis.org.sg](mailto:membership@mis.org.sg).

#### Group Discount

Companies are entitled to 5% discount for sending 3 or more participants to the same course on the same date.

#### Course Venue

All courses will be held at the Marketing Institute of Singapore, 51 Anson Road #03-53 Anson Centre Singapore 079904 unless otherwise stated.

#### Withdrawals / No-Show

For any withdrawals or cancellation, participants will be subjected to the following charges:

Notice Period	Withdrawal / Cancellation Charge
More than 14 days	No charge
Less than 14 days	25% of course fee
Less than 3 working days or No-Show	100% of course fee

Replacements from the same company are allowed.

#### Cancellation

Marketing Institute of Singapore reserves the right to change or cancel the course due to unforeseen circumstances.

#### Customised In-House Training

Courses can be custom-designed to suit your department/organisation's unique training requirements. Please contact us for enquiries. Email: [seminars@mis.org.sg](mailto:seminars@mis.org.sg) or call 6327 7586 / 583 / 582.

**FOR COURSE ENQUIRIES**

Email: [seminars@mis.org.sg](mailto:seminars@mis.org.sg)  
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