

## Shiseido Accelerates Its Marketing Reform

**Having established an in-house marketing academy to develop world-class marketers, Shiseido will also introduce a brand manager system in October**

Shiseido is implementing measures to transform itself into a “global marketing company” that focuses on marketing as a top management priority.

To this end, Shiseido has established the Marketing Academy (headed by President Masahiko Uotani) to develop world-class marketers. The opening session of the Academy was held on Wednesday, August 27.

Further, in order to maximize its brand value, Shiseido will introduce a brand manager system from October for integrated brand management including product development, marketing, sales and P/L management.

### 1. Marketing Academy

The Marketing Academy will provide three courses in total, two (ADVANCED and BASIC Courses) for personnel engaged in marketing and the remaining one (ONE Marketing Session) for those engaged in sales, beauty consultation, technology and staff services, who are expected through the Session to develop and adopt a marketing viewpoint to guide their respective activities.

The ADVANCED and BASIC Courses will be launched this December, targeting a total of about 400 employees engaged in marketing for the domestic and overseas businesses at the head office. The target participants of these courses will gradually be expanded to include employees of subsidiaries and those working outside Japan, specifically in China, Asia, the Americas and Europe.

#### Outline of the Marketing Academy

Course	Participants	Program Contents	Grouping and Duration
ADVANCED Course	A total of about 100 marketing managers and those in equivalent positions	<ul style="list-style-type: none"> <li>• Global-standard marketing</li> <li>• Building imagination from the viewpoint of customer insight</li> <li>• Making strategic proposals based on return on investment (ROI)</li> <li>• Making effective presentations</li> </ul>	<ul style="list-style-type: none"> <li>• Participants will be divided into 5 groups of about 20 people.</li> <li>• Each group will complete a program lasting about 9 days.</li> </ul>

BASIC Course	About 60 employees engaged in marketing (About 60 participants will take part in the first round, with second and subsequent rounds also being held.)	<ul style="list-style-type: none"> <li>• Basic marketing knowledge</li> <li>• Logical thinking</li> <li>• Problem-solving skills</li> <li>• Making and adapting proposals</li> <li>• Presentation skills</li> </ul>	<ul style="list-style-type: none"> <li>• Participants will be divided into 2 groups of about 30 people.</li> <li>• Each group will complete a program lasting about 8 days.</li> </ul>
ONE Marketing Session	All employees	<ul style="list-style-type: none"> <li>• Participants will learn how to adopt a marketing viewpoint in their respective capacities.</li> </ul>	<ul style="list-style-type: none"> <li>• Held as necessary at each site</li> </ul>

#### Mission of the Marketing Academy

The Marketing Academy will develop outstanding marketers who can work effectively in any country or region throughout the world. By enhancing the capacity of individual employees, it will promote the growth of the entire company.

The Academy regards the following five items as basic skills needed by “marketers who can compete and win on a global scale” and will work to develop human resources who can manage brands in line with global standards.

- (1) IMAGINATION: Ability to hit upon ideas based on customer insight
- (2) STRATEGIC: Ability to formulate strategies from a global viewpoint
- (3) PRESENTATION: Ability to communicate brand value
- (4) EXECUTION: Ability to communicate effectively with a global audience
- (5) ACCOUNTING: Accounting management ability as a brand owner

In recruiting new graduates for the next fiscal year, Shiseido will increase the number of new hires for marketing roles. These new recruits will study at the Academy to acquire the skills needed to become industry-ready marketers.

#### 2. Brand manager system

Brand managers formulate marketing strategies and action plans for their brands and play the role of a “brand owner” who is responsible for sales and profit.

They are responsible for improving brand equity and brand innovation and foster brand development on a medium- to long-term basis.

In October, Shiseido will assign brand managers to the Domestic Cosmetics Business

Division for consistent value creation, thereby increasing its branding and marketing capabilities.

Through these measures and the recruitment of experienced marketers from outside the company, Shiseido will accelerate its transformation into a “global marketing company” whose employees communicate with each other through “marketing as a common language.”