



Prudential
Seizing
the
Opportunity

Our Brand : A Key Competitive Advantage

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What is a brand?



Mercedes-Benz

HSBC 



Sum of all

- Impressions
- Experience
- Feelings



NOKIA
CONNECTING PEOPLE



one has for a company / product

IBM



NESCAFÉ

Coca-Cola



Brand important, especially in Asia

- **“Intangible” products**
- **Difficult to understand**
- **Significant financial commitment**
- **Often long term**

- **Distributed through intermediaries**
- **Less “bricks and mortar” presence**
- **Deeply personal : Emotional connection critical**
- **Category not as developed as Europe / United States**



Top 3 most important corporate attributes

- **Trustworthy company**
- **Financially strong**
- **Understands and cares about its customers**



Our approach to building the brand in Asia



A strategy focused on our key brand differentiators



Prudence



**UK heritage
and
credentials**

**Understanding
target customers'
needs**



Prudence icon : A human face that sets us apart



Prudence gives our brand a human face

Prudence : Visual link for all our operations



■ Insurance
■ Funds

*CHINA: 3 life operations: Beijing, Guangzhou, Suzhou



Prudence : Prominence across Asia

Korea



Hong Kong



Philippines



Indonesia



Taiwan



Japan



India



Vietnam



China



Malaysia



Singapore





A brand that truly listens : On-going 'dialogue' with target customers to understand their needs



Since 1994, continuous consumer research totals :

- Over 180 projects*
- Over 53,000 people
- Across 12 markets

* Focus groups, face-to-face interviews and telephone surveys

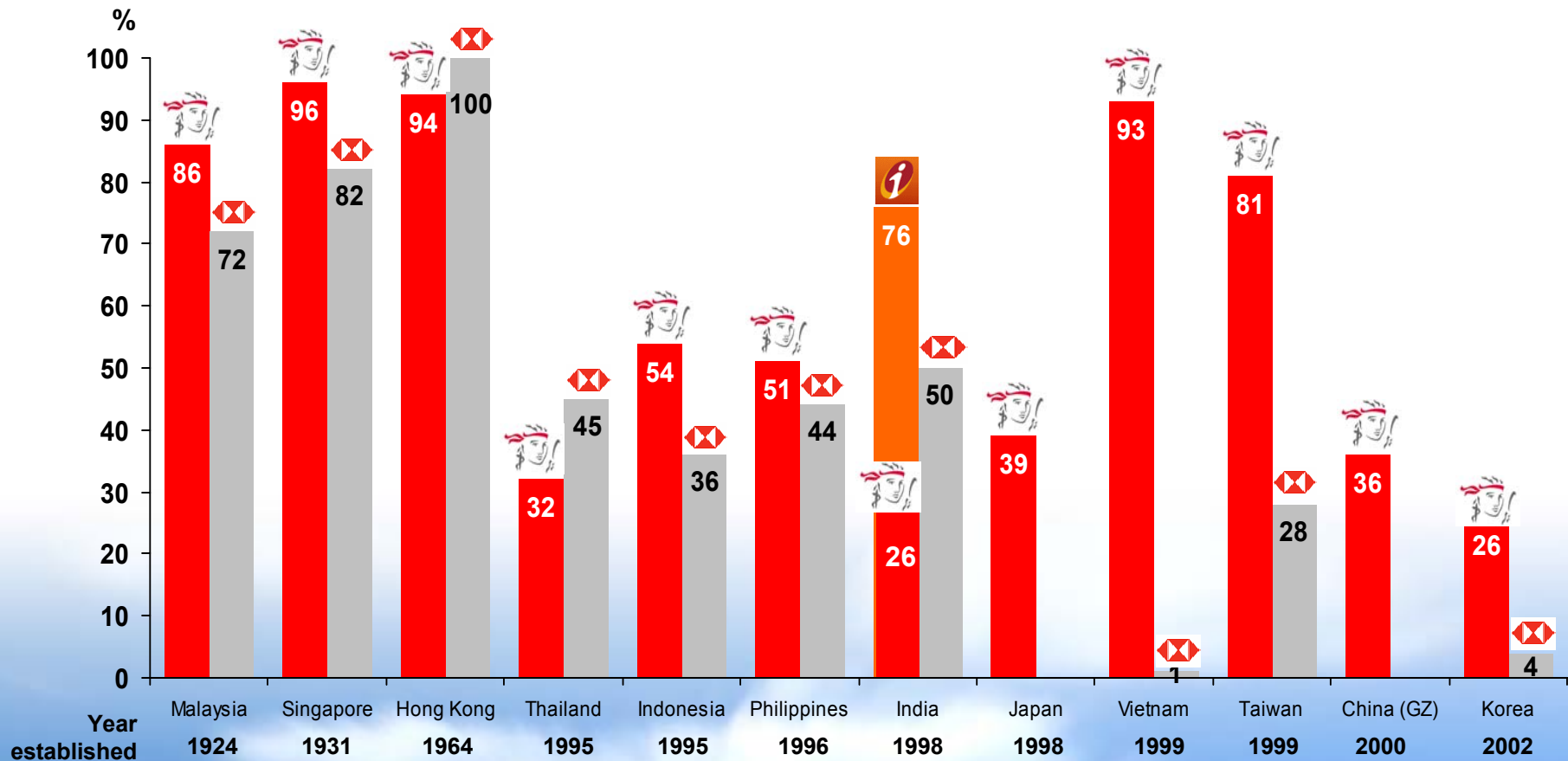


Our brand achievements in Asia



Brand leadership : Impressive icon awareness

Prudence enjoys impressive awareness that often surpasses local competitors and other foreign players, including the well-promoted HSBC icon.
(Awareness is slightly lower in India due to no Prudential-only initiatives because of joint venture)



Source : Prudential Corporation Asia Tracking Research conducted across Asia in 2002-2003



Recognised as one of most trusted brands in Asia



- **Prudential's ranking :**
 - Top 15% of all major global brands
 - 2nd among life insurers

Source : 8,000 interviews in 8 countries: (China, Hong Kong, Taiwan, Philippines, Thailand, Malaysia Singapore and Indonesia)
“Brand that you trust the most / has best reputation”



The different ways we leverage our brand



Enhances leadership image

- Help attract customers, employees, distributors and partners
- Increase target prospects' receptivity to solicitation
- Reaffirm customers' choice of Prudential

Supports specific business initiatives

- Launch new operations
- Launch new products
- Help gain new distribution

Drives synergies and reaps cost benefits



Some examples



Malaysia
Leveraging a significant milestone

China
A template for launching new operations



**Facilitate sharing across borders
to reap cost benefits**





Sharing across borders



“You’ve seen the face, now you know what’s behind it”

Voice-over languages

- Cantonese
- Mandarin
- Bahasa
- Thai
- Vietnamese
- English

Used in 7 markets



Sharing across borders

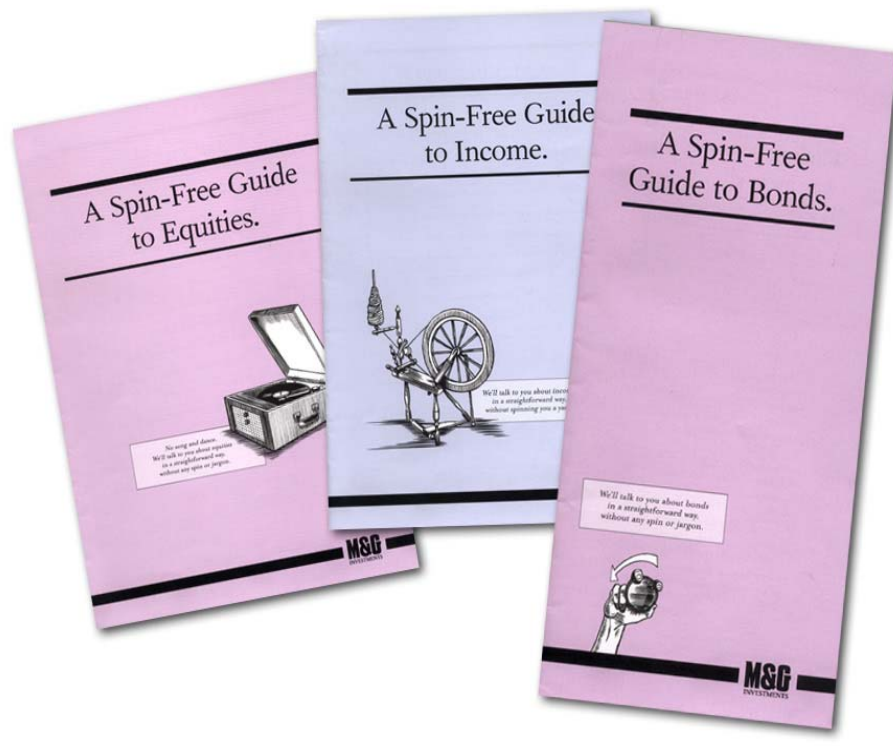


2002 U-Link TVC for Taiwan
in Mandarin



2004 PRUlink TVC for Indonesia
in Bahasa

Sharing within the Group



- **“Spin-free” guides from M&G will be adapted for use by Prudential Unit Trusts in Malaysia**
- **Will also translate into Chinese for Taiwan’s use**



Where is the money?

Some examples





Leveraging synergies that drive a lower cost brand building model

Total ad spend

- **About £13 million per year [2002-2004] in 12 countries**
- **Modest in spite of rapid expansion**
- **Less than most of the key competitors***
 - AIA £272 million (with Japan), £20 million (without Japan)
 - AXA £ 18 million
 - ING £ 7 million (mainly in 4 countries**)
 - HSBC £ 33 million

“2 Giants” TVC

- **£110,000 to produce once**
- **Used for 3 launches so far in China**
- **Cost per launch at end of 10 operations : £11,000**

Prudence face TVC

- **£65,000 to produce once**
- **Usage in 7 countries**
- **Cost per country : £9,300**

* Source : Mindshare

** Korea, Taiwan, Hong Kong, Malaysia



Summary

- **Brand very important, especially for our industry and in Asia**
- **Prudential : Well-recognised and trusted brand in Asia**
- **A strong brand strategy built on consumer insights and key differentiators from competitors**
- **This competitive advantage is extended consistently into every new market / venture**
- **Leverage regional synergies to drive a lower cost brand building model without sacrificing local appeal and relevance**

Our brand strength : A valuable asset and a hard-to-duplicate competitive advantage