IpsosStrategy3
BUILD · GROW · COMPETE

KAJIAN KES BEHAVIORAL INSIGHTS (2021):
KOPERASI DALAM KLUSTER KECIL & MIKRO DI MALAYSIA

Cadangan Teknikal untuk
Malaysia Productivity Council (MPC)

10th March 2021

BUILD · GROW · COMPETE

Proposal content

01
Latar belakang kajian & skop kerja

02
Pendekatan kajian

03
Metodologi

04
Kakitangan pasukan

05
Jadual aktiviti

06
Ipsos Strategy3

IpsosStrategy3

Latar belakang kajian & skop kerja

1

IpsosStrategy3

Later belakang kajian

① Perbadanan Produktiviti Malaysia (MPC) telah diberi mandat oleh Kerajaan untuk melaksanakan kajian Behavioural Insights (BI) di Malaysia pada tahun 2021, selari dengan aspirasi Kerajaan untuk menggunapakai kaedah BI dalam membangunkan polisi awam dan peraturan yang berkualiti dan berkesan

❷ Penggubalan dasar berunsurkan perihal tingkah laku menekankan tentang kepentingan mengkaji pelbagai pengaruh, memberi perhatian kepada faktor-faktor sosial, psikologi dan ekonomi yang mempengaruhi pemikiran dan perlakuan seseorang individu. Ianya juga menangani pelbagai maklumat termasuk birokrasi, teknologi dan penyampaian perkhidmatan yang sering diabaikan dalam penggubalan dasar tetapi akan mempengaruhi keberkesanan pembangunan program.

IpsosStrategy3

Later belakang kajian

③ Pada tahun 2021, kajian Behavioral Insights akan dilaksanakan di beberapa Kementerian, Agensi dan Pihak Berkuasa Tempatan yang terpilih dengan penglibatan bersama dari pelbagai pihak seperti syarikat perunding dan universiti tempatan bagi memenuhi permintaan dari pelbagai bidang kepakaran.

④ Selaras dengan Pelan Transformasi Koperasi (TranKOM) 2021-2025, kajian ini diangkat untuk melihat perubahan dalam gerakan koperasi di Malaysia. Kajian ini menjurus kepada penglibatan anggota-anggota koperasi dalam menjayakan Transformasi Gerakan Koperasi bagi memacu pertumbuhan koperasi. Objektif kajian adalah untuk menilai penglibatan anggota koperasi sebagai catalyst kepada pembangunan sosio-ekonomi yang seimbang, inklusif, progresif dan mampan.

IpsosStrategy3

Later belakang kajian

⑤ Kajian ini melibatkan anggota koperasi dari kluster kecil dan mikro dari seluruh negara. MEDAC mendapati penglibatan anggota-anggota koperasi ini adalah rendah, dan satu kajian yang komprehensif perlu dilaksanakan bagi menilai penglibatan serta kesedaran untuk aktif berkoperasi. Dapatan kajian ini adalah penting kepada MEDAC untuk merencana program-program pembangunan sosioekonomi kumpulan sasar ini.

❻ Pendekatan BI dilihat sesuai dalam menilai penglibatan anggota koperasi bagi menjayakan program transformasi yang dijalankan oleh MEDAC.

IpsosStrategy3

Skop kerja

Menghadiri taklimat skop kajian kes BI daripada sekretariat MPC bagi mendapatkan kefahaman yang jelas dengan perjalanan kajian kes;

Mengemukakan jadual pelaksanaan projek terperinci dalam masa 7 hari dari tarikh lantikan;

Melaksanakan kajian mengikut jadual pelaksanaan kajian termasuk mengaturkan sesi perbincangan atau mesyuarat dengan pemegang taruh yang berkaitan;

Melaporkan perkembangan status kajian setiap 2 minggu kepada MPC;

Menyediakan laporan interim dan laporan akhir kajian secara terperinci (dengan jumlah minimum 25 muka surat setiap satu kajian) meliputi konsep, rangka kerja, metodologi dan cadangan penambahbaikan untuk dibentangkan kepada pihak MPC; dan

Bertanggungjawab mengetuai pembentangan kepada Pengurusan MPC bersama pasukan kerja.

IpsosStrategy3

Skop kerja

Jangkaan dapatan kajian:

- Hasil penemuan kajian akan digunakan sebagai input kepada pemegang taruh (stakeholders) dalam usaha untuk menambahbaik peraturan atau polisi sedia ada.

- Penemuan kajian awal ini dijangkakan dapat memberikan cadangan-cadangan penambahbaikan terhadap sesuatu isu yang dikaji ke arah penyediaan peraturan yang lebih cekap dan intervensi Kerajaan yang berkesan. Jangkaan dapatan kajian adalah:-

- Laporan kajian kes yang mengandungi:

  i. Analisa tingkah laku semasa (as-is behaviour)

  ii. Dapatan jurang tingkah laku (behavioural gaps)

  iii. Cadangan intervensi termasuk instrumen kajian.

Penyerahan:

- Selepas draf laporan akhir dibentangkan kepada MPC dan dimurnikan, perkara-perkara seperti berikut hendaklah dihantar selewat-lewatnya tujuh (7) hari dari tarikh pembentangan:

  i. Satu (1) naskah Laporan Akhir Projek yang lengkap dan komprehensif dalam Bahasa Inggeris atau Bahasa Malaysia seperti yang telah dipersetujui. Laporan Akhir Projek juga perlu mengandungi Abstrak dan Rumusan Eksekutif

  ii. Laporan Akhir Kajian dalam bentuk softcopy, hardcopy dan dalam bentuk MS Word

  iii. Slaid pembentangan dalam Bahasa Inggeris atau Bahasa Malaysia.

IpsosStrategy3

Pendekatan kajian

2

IpsosStrategy3

PROJECT APPROACH

CONTEXT SETTING	ENVIRONMENTAL OVERVIEW	BENCHMARKING	ENGAGEMENT WITH COOPERATIVE MEMBERS	VALUE PROPOSITION & RECOMMENDATIONS

Approach and key activities:

- Understand MPC's specific needs and key goals for this study
- Clarify on existing information / data available; and to understand preliminary hypotheses that need to be verified during the study

- Obtain appreciation of big, small and micro cooperatives in Malaysia
- Assess the involvement and awareness levels of these cooperatives
- Overview of issues and pain points faced by cooperative members
- Identify impact of Covid-19 and Malaysia's MCO restriction

- Identification of best practices and key success factors from cooperatives from other countries (with similar scale as Malaysia)

- To conduct 2 virtual focus group discussions (FGDs):
  1. Successful / Active cooperative
  2. Non-successful / Non-active cooperative
- Capture the capabilities, opportunities and motivation of these cooperatives
- Validation of internal and external factors, motivation levels, issues / resistance

- Collation and analysis of all insights gathered from previous steps
- Benchmarking and behavioral gap analysis
- Identify 'quick wins' and intervention methods for small & micro cooperatives
- Ensure alignment with TransKOM's aspirations

Methodology:

- Client consultation

- Secondary desk research
- In-depth interviews with key stakeholders

- Secondary desk research

- Virtual focus group discussions
- In-depth interviews with key stakeholders

- Ipsos analysis

Ipsos Strategy3

PROJECT APPROACH

As part of this study, Ipsos will utilize our behaviour change framework, MAPPS, to facilitate our FGDs and propose final recommendations for MPC

Ipsos has created a behaviour change system called MAPPS. There are a number of stages to **MAPPS**, but fundamentally is a model that sets out the key dimensions that are important for behaviour change:
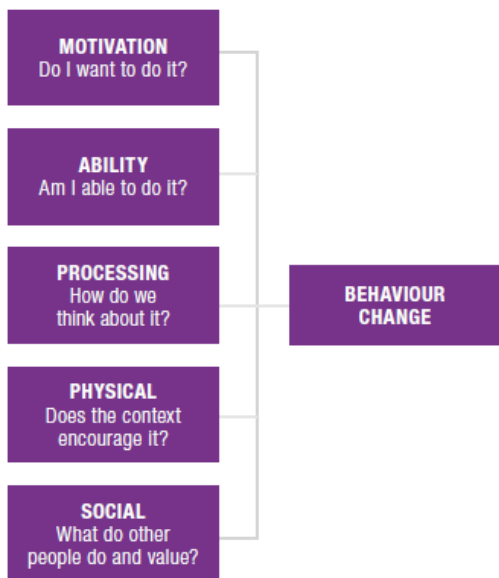
WHAT IS SAID	HOW WE EXPLAIN	WHERE THIS SITS
I don't think it will work	Outcome expectations	**M**OTIVATION
I'm not feeling like doing it	Emotion	
I don't want to do it	Internalisation	
I'm not that kind of person	Identity	
I don't feel able to do it	Self-efficacy	
I don't have the skills to do it	Capability	**A**BILITY
It's not part of what I usually do	Routines	
It is hard make choices	Decision forces	**P**ROCESSING
Things are not set up for this	Environmental factors	**P**HYSICAL
I don't think other people are doing it	Social norms	**S**OCIAL
This is not the values we live by	Cultural norms	

PROJECT APPROACH

Diagnose – one of the key parameters of MAPPS – is crucial in examining and distinguishing motivation levels, challenges and resistance, especially among big, small and micro cooperatives in Malaysia

For an accurate diagnosis to take place, it is necessary to identify the role of the MAPPS dimensions in facilitating current behaviour. This stage is very common in market research projects which specify a problem and conduct research to inform understanding.

WHAT IT LOOKS LIKE	CATEGORY	MAPPS DIMENSIONS
There could delays and problems in delivery, could become expensive once normalcy resumes	OUTCOME EXPECTATIONS	MOTIVATION
I feel anxious and not in control about the what I buy, when I get it etc. It is important to support the local grocer, I feel guilty switching to online purchase	EMOTION	
I am only buying groceries online now because I cannot buy from the stores I normally buy from	INTERNALISATION	
I am a thrifty homemaker will like to look for value products, the right prices, would not like to pay extra for delivery	IDENTITY	
I don't think I am very good at looking for / browsing for snacks and other food products	SELF-EFFICACY	
I will be able to access my usual fresh outlets/vendors; and my usual brands SKUs; Handling online transactions was very complex for me , I wont be able to do this all by myself.	CAPABILITY	ABILITY
My usual practice is to buy limited fresh supplies/ for the week/few days. Paying in advance and maintaining balances etc. is not my way of paying for grocery	ROUTINES	
I have to think and work quite hard to figure out pack sizes, freshness, expiry dates.	DECISION FORCES	PROCESSING
Online will not be able to deliver fast in response to random top ups	ENVIRONMENTAL	PHYSICAL
Everyone around me has started buying from local groceries again	SOCIAL NORMS	SOCIAL
Its important to support local shopkeepers. Eating fresh is prescribed by our scriptures, stocking food for too long is not recommended.	CULTURAL VALUES	

IpsosStrategy3

PROJECT APPROACH

Next, we will design **intervention** frameworks and blueprints, using a range of additional tools such as Behavioural Audit, Behavioural Segmentation, Behavioural Sandbox and Evaluation Platform

DESIGN THE INTERVENTION

WHAT IT LOOKS LIKE	CATEGORY	INTERVENTION ADVICE
There could delays and problems in delivery, could become expensive once normalcy resumes	OUTCOME EXPECTATIONS	Clarify/mitigate risk
I feel anxious and not in control about the what I buy, when I get it etc. It is important to support the local grocer, I feel guilty switching to online purchase	EMOTION	Help to manage reaction
I am only buying groceries online now because I cannot buy from the stores I normally buy from	INTERNALISATION	Encourage ownership
I am a thrifty homemaker will like to look for value products, the right prices, would not like to pay extra for delivery	IDENTITY	Align behaviour & identity
I don't think I am very good at looking for / browsing for snacks and other food products	SELF-EFFICACY	Encourage sense of mastery
I will be able to access my usual fresh outlets/vendors; and my usual brands SKUs; Handling online transactions was very complex for me , I wont be able to do this all by myself.	CAPABILITY	Education
My usual practice is to buy limited fresh supplies/ for the week/few days. Paying in advance and maintaining balances etc. is not my way of paying for grocery	ROUTINES	Attach to other routines
I have to think and work quite hard to figure out pack sizes, freshness, expiry dates.	DECISION FORCES	Aid more fluent processing of the task
Online will not be able to deliver fast in response to random top ups	ENVIRONMENTAL	Align with environment
Everyone around me has started buying from local groceries again	SOCIAL NORMS	Clarify what others do

DESIGN: BLUEPRINTS

CATEGORY	INTERVENTION ADVICE	
OUTCOME EXPECTATIONS	Clarify/mitigate risk	*Guaranteed Fast delivery, Lowest Prices,*
EMOTION	Help to manage reaction	*E-tailer to project how they are supporting & protecting local businesses, farms.*
INTERNALISATION	Encourage ownership	*Endorse the tech -smart/ digital mindset; being a part of the early adopter group*
IDENTITY	Align behaviour & identity	*ADVERTISING: Communicate the savings per bill. Loyalty schemes.*
SELF-EFFICACY	Encourage sense of mastery	*App assistance features like saving grocery list, reminders, suggestions, chatbots*
CAPABILITY	Education	*DIGITAL: Offer online support services*
ROUTINES	Attach to other routines	*Offer credit and restore CoD*
DECISION FORCES	Aid more fluent processing of the task	*DIGITAL: Size indicators, Date of expiry to be featured prominently-*
ENVIRONMENTAL	Align with environment	*PRODUCT: Restore fast delivery, Delivery for specific time slots*
SOCIAL NORMS	Clarify what others do	*DIGITAL: Customer endorsement and show number of local customers for categories. " 20,000 people in your city bought this "*
CULTURAL VALUES	Align with cultural norms	*IN-STORE: Call out local produce, ' Local ' 'SuperFresh'*

IpsosStrategy3

PROJECT APPROACH

EXAMPLES OF OUR TOOLS FOR BEHAVIOURAL CHANGE

BEYOND WORKSHOPS :

There is a range of additional tools that we offer – currently on an ad-hoc basis but in development for rolling-out on a more standardised basis:

- **Behavioural audit**: Measurement of key behavioural dimensions in operation (with drivers analysis) – used as input to the workshop & post-intervention evaluation

- **Behavioural segmentation:** Developing typologies in order to size and target the activation of interventions

- **Behavioural sandbox:** Online community to observe behaviour (and response) of target segment consumers who have been asked to undertake the outcome activity

- **Evaluation platform:** Platform for lab and in-field measurement of intervention performance powered by data, neuro and behavioural science

© 2020 Ipsos

APPLICATIONS

The research protocols set out in this paper can be applied to a number of situations and behaviour change challenges, but the main ones tend to be:

- Addressing a problematic behaviour (e.g. failing to recycle)
- Tackling something that is not being done enough (e.g. infrequent purchasing of cleaning materials)
- Establishing new required behaviour (e.g. using concentrates in fabric care)
- Seeking to maintain a new behaviour (e.g. maintaining fitness activity in lockdown)

Ipsos uses MAPPS for a wide range of public and commercial sector activities, including financial wellbeing, vaccination behaviour, cyber-security, recycling, public transport and cosmetics.

IpsosStrategy3
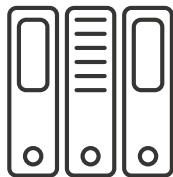
Metodologi

3

IpsosStrategy3

OUR METHODOLOGY

The study will draw on a range of analytical tools to deliver a comprehensive assessment for development of recommendations for this study

CLIENT CONSULTATION

SECONDARY DESK RESEARCH

IN-DEPTH INTERVIEWS

VIRTUAL FOCUS GROUP DISCUSSIONS

IpsosStrategy3

Consultation with MPC

- Consultation and information gathering with MPC is an important part of this project, especially at the commencement period to further understand the specific needs & issues, data availability and clarify on existing information.

- The consultation will also ensure that primary & secondary research will be conducted in a more targeted and effective manner, and will be consistently aligned to the overall objectives.

- Besides that, this information-sharing session would be able to facilitate a better understanding of the industry and enable Ipsos to focus on the key areas rather than 'reinventing the wheel'.

- There will be regular progress updates and discussions with our client throughout the duration of the project to ensure all issues are resolved promptly and preliminary findings can be shared with the client on a timely manner.

IpsosStrategy3

Secondary desk research

- Ipsos has a **Knowledge Centre (KC)** unit that manages and updates our in-house databases of information gathered from secondary sources. Our team of secondary research experts will be tasked with sourcing for the relevant published data.

- Ipsos will use desk research to establish the initial base of knowledge and insights on all aspects of each country's profile, as well as to supplement / validate findings from in-depth interviews (e.g. sales estimate, market share etc.).

- A variety of secondary research sources will be exhausted, such as:

- National reports on policies / programs / strategies related to industry

- Relevant country and industry publications / trade reports (e.g. EIU, World Bank, United Nations etc.)

- Published information from industry experts (e.g. web sites, university reports, publications, press releases, strategy roadmap), etc.

IpsosStrategy3

About Ipsos Knowledge Centre

- Strategy3's Knowledge Centre has been providing our global consulting teams with customised research tailored to the requirements of clients since 2001. They conduct extensive desk research of our own proprietary archives and a diverse range of specialist databases and search engines to provide consultants with the most accurate and timely information and published data available.

- Through the Knowledge Centre's extensive subscriptions to online databases and other research resources, they garner access to thousands of publishers and publications, statistical information, macro-economic and demographic data and forecasts, market research reports, magazines, newspapers, newswires, academic journals, company listings, company profiles and financial reports.

IpsosStrategy3

In-depth interviews

- We will focus on gathering primary and secondary data to ensure that we holistically understand the environmental overview of cooperatives in Malaysia.

- One of the primary data gathering methods will be in-depth interviews with key stakeholders (i.e. MEDAC, KPDNHEP) to obtain qualitative insights and a thorough understanding of the current situation (e.g. issues, motivation levels, KPIs, etc.)

- The interview sessions will also allow us to verify some of the secondary information collected to ensure validity of the information

- Most importantly, these insights will further strengthen the deliverables to the client

- All in-depth interviews (IDIs) will be conducted by our team of business analysts who are experienced in gathering sensitive information and deriving insights from their conversations with senior management / decision makers / opinion leaders

IpsosStrategy3

Virtual focus group discussions

- Ipsos will be conducting virtual 2 FGDs with:

  - **1 successful / active cooperative**

  - **1 non-successful / non-active cooperative**

- Our virtual FGDs aim to capture the internal and external factors of members across successful and non-successful cooperatives in Malaysia. It will also serve as a platform to validate our desk research findings, as well as benchmarking and interview insights.

- Besides that, our facilitators will adopt the MAPPS framework to capture meaningful insights revolving around internal and external factors, motivation levels, issues / resistance and identify gaps / differences between big and small & micro cooperatives in Malaysia.

- In the event MPC wishes to conduct the FGDs physically, all costs associated by the physical FGD will be fully borne by MPC.

IpsosStrategy3

Virtual focus group discussions (FGDs)

Due to the current situation (i.e. requirement of social distancing), Ipsos will conduct FGDs virtually. Virtual engagements involve a significant challenge around creating a smoothly running experience, but a number of tools used together offer promising options to make it work:
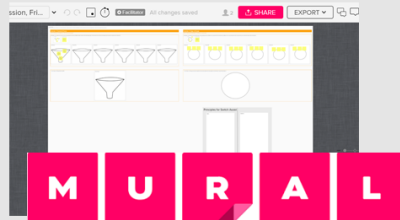
Ipsos Virtual Workshops

**1) Conferencing software with the ability to run sub-groups**

Use to run calls, where you can move participants into sub groups for exercises. Example platforms include Adobe Connect.

2) Shared whiteboarding software

Run exercises in shared whiteboarding software, which a representative from each group can edit.

3) Use familiar tools such as email, PPT, and file hosting to share materials
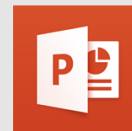
Use tools to share material with participants which they may need to read for exercises. Leveraging systems they are already using can help get past the inevitable IT challenges that may otherwise exist.

IpsosStrategy3

Kakitangan pasukan

4

Kiranjit Singh

Head of Consulting,
ASEAN

PROJECT TEAM

Industry Experience
26 years

Consulting specialties:
- Strategic planning,
- Market entry strategy,
- Competitive intelligence,
- Business Transformation

Sector specialties:
- Manufacturing
- Services
- Human capital

Kiran has extensive experience in working with public sector agencies, trade association, chambers of commerce and multinationals. He has advised multinationals, SMEs, state and government agencies as well as GLCs in making strategic decisions and planning. His expertise lies in the industrial, engineering, technology and human capital sectors. He has advised multinationals, SMEs, state and government agencies as well as Government Linked Corporations (GLCs) in making strategic decisions and planning.

Since joining Ipsos, Kiran has led a wide range of projects, with a strong focus on the manpower sector. These include the development of various sectoral blueprints, roadmaps and special economic zones for the Malaysian government.

With over 20 years of experience in managing and developing a range of manufacturing and service sector businesses in the Europe, US and Asia, he is well versed in the complexities of business operations in various regions. Kiran has an MBA from California State University, Fullerton and a Bachelor of Engineering from University of Technology, Malaysia.

IpsosStrategy3

Loo Liang Yi

Senior Consultant, Malaysia

CONSULTING EXPERIENCE: 8 Years

CONSULTING SPECIALTIES: Public Sector Strategy, Business Planning, Market Entry Strategy, Market Forecasting, Financial Modelling

SECTOR SPECIALTIES: Government, e-Commerce, Banking & Financial Services

Liang has 6 years of experience in consulting, project management and research across both public sector and private sector clients, specializing in strategy consulting and market strategy.

At Ipsos, Liang has worked with a number of government ministries and agencies to deliver a diverse range of projects, covering blueprint development, macroeconomic modelling and national-level index studies. He has also worked with private sector clients on branding and product positioning.

Prior to joining Ipsos, Liang has managed merchandising and marketing operations at an e-Commerce firm, and also had consulting engagements with clients in the financial services sector focusing on risk management, core banking systems and corporate transformation. Liang also has experience in fundraising and developing financial models for M&A transactions.

Liang graduated with Masters in Physics from the University of Oxford.

IpsosStrategy3

Arvind Das Rajaindran

Consultant, Malaysia

PROJECT TEAM

Industry Experience 6 years

Consulting specialties:
- Market sizing, segmentation & assessment
- Benchmarking
- Competitive intelligence

Sector specialties:
- Accounting & finance
- Construction
- ICT
- F&B (Halal & Non Halal Industry)

Arvind has over 5 years of consulting experience in various sectors including automotive, food manufacturing, finance and banking, construction and consumer goods. He has also extensive experience in IPO based projects having successfully helped several companies get listed in the Hong Kong Stock Exchange.

He has worked on projects in the public and the private sector to provide strategic advisory through market analysis, market sizing and segmentation, industry benchmarking exercises, regulatory research and market sizing, among others for both the public and private sector. Most recently he worked with an executive education provider on a market entry strategy study for Malaysia and an agriculture and food manufacturer on a market assessment study for the oil and fats industry in the Asian region. During this period, he was tasked with leading the primary research design which was the key component of the methodology that was used to execute both projects.

Arvind obtained his Bachelor of Accounting and Finance from the Singapore Institute of Management.

IpsosStrategy3

Tang Wai Mun

Associate Consultant, Malaysia

PROJECT TEAM

**Industry Experience
2 years**

Consulting specialties:
- Market analysis
- Market sizing, segmentation & assessment
- Benchmarking
- Competitive intelligence

Sector specialties:
- Government
- Legal
- International Trade
- Industrial
- Construction

Since joining Ipsos, Ian was involved with studies across different industries such as manufacturing and international trade. Having previously worked as a lawyer, he gained experience in data privacy, corporate mergers and acquisition and banking litigation. He has worked with clients in areas such as competitive analysis, trend analysis, benchmarking and business growth strategy.

Ian holds a Bachelor of Laws (LL.B.) from University of London. He has obtained his Certificate in Legal Practice from the Legal Profession Qualifying Board of Malaysia, and is a member of the Malaysian Bar.

IpsosStrategy3

Jadual aktiviti

5

IpsosStrategy3

Proposed Project Timeline

This study will take approximately ~12 weeks to complete

Key Tasks	Month 1				Month 2				Month 3			
	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12
Kick-off meeting & consultation with MPC	■											
Secondary desk research	■	■	■	■	■	■	■	■	■	■		
Primary research: In –depth interviews			■	■	■	■	■	■				
Data compilation, verification & in-depth analysis				■	■	■	■	■	■	■	■	
2 virtual focus group discussions							■					
Interim report submission				■								
Final report submission												■

IpsosStrategy3

Ipsos Strategy3

6

IpsosStrategy3

Strategy3 is Ipsos' business and growth advisory firm

We believe that in order for any business strategy, marketing plan, brand positioning, or new innovation to be successful, it must do **three** things: be rooted in the organization's strategy, be informed and inspired by customer research, and it must drive through to actual in-market activation. While there are many firms that advise on growth, very few deliver on all **three**: traditional management consultancies rarely delve deep enough into the world of the customer; creative firms don't truly leverage the power of data; research agencies can sometimes lose the big picture in the midst of analysis. That's why we are Strategy**3**.

We approach every challenge through **three** lenses

1
Strategy-Led

2
Research-Driven

3
Activation-Focused

IpsosStrategy3

What We Do

Drawing from our global network of consultants across four practice areas, we work with clients to

Build • Grow • Compete

Corporate/Business Strategy

Determining the right markets in which to play, and how to win

Market Sizing • Go-to-Market Strategy • Distribution/Channel Strategy • Competitive Benchmarking • Due Diligence

Brand Strategy

Developing strategies to help your brand and products stand out

Brand Stretch • Brand Architecture/Portfolio Optimization • Brand Positioning • Brand Purpose • Brand Valuation and Investment ROI

Customer/Consumer Strategy

Understanding and reaching the right customers

Strategic Segmentation • Customer Prioritization • Consumer Journey • Omnichannel Strategy • Value Proposition Development

Innovation Strategy

Planning for and conceptualizing new products and offers

Trends/Futures Scenario Development • Early Stage Innovation Development • Innovation Scouting • Innovation Strategy and Process Development

IpsosStrategy3

Build. Grow. Compete

Simply put, "**Build • Grow • Compete**" is our proposition at Ipsos Strategy3. These three simple words clearly define and articulate what we do. They are directly derived from our purpose, or reason for being.

Build   Establish firm foundations for new lines of business that match client resources to the strongest
opportunity within their chosen market.

Grow   Improve top-line growth for developed and emerging markets.

Compete   Devise winning business models that will outperform the competition.

IpsosStrategy3

Answering the Top 3 Questions asked by Business Leaders

Furthermore, we know our purpose and reason for being directly addresses the top three questions asked by business leaders, namely:

1. How should I build my business in a given market?

2. Who are my competitors and how should I best compete with them?

3. What are the growth opportunities for our business within the market and what value proposition can generate the best growth for us there?

IpsosStrategy3

Our propriety solutions

Ipsos Strategy3 provides the full-spectrum of business solutions for clients. Whether you're looking to launch a product in an existing market or need to evaluate opportunities in a new territory, our team of experts will work with you every step of the way to strengthen your decision-making processes.

We specialise in the following areas:

- Business Unit Strategy
- Competitive Insights
- Go-to-Market
- Innovation Scouting
- Partner Evaluation
- Sales & Marketing

As the only dedicated business consultancy attached to a global market research agency, we have developed unsurpassed expertise in emerging and developed markets through more than 5,000 consulting engagements conducted since 1994

IpsosStrategy3

Our extensive experience

Experience in a wide range of product fields

Agribusiness

Consumer Goods

Healthcare

Real Estate & Retail

Automotive

Corporate Services

Industrial

Transport & Logistics

Banking, Finance & Insurance

Energy

Information & Technology

Education

Construction

Government & Non-profit

Media & Entertainment

IpsosStrategy3

Get In Touch!

A company is an association or collection of individuals,

whether natural persons, legal persons, or a mixture of both.

Company members share a common purpose.

23rd Floor, Centrepoint North
Mid Valley City, Lingkaran Syed Putra,
59200 Kuala Lumpur
Wilayah Persekutuan

STRATEGY3.COM

Kiranjit SINGH
Ipsos Strategy3, Malaysia and the Philippines
Kiranjit.singh@ipsos.com
+603 2289 3149
+6012 494 0135

IpsosStrategy3