

B

2024

Brunswick Group Singapore

Advisory firm specializing in
business critical issues

BRUNSWICK
ブランズウィック



Here with you today



Marie Tanao
Associate

Public policy and communications specialist with extensive experience in energy and environmental policy and corporate governance issues, such as environmental, social and governance (ESG) investment criteria.



Aya Samara
Account Director

Geopolitics and public affairs specialist with extensive experience working with clients across APAC and the Middle East region. Previously a Policy Analyst in the Office of His Majesty King Abdullah II of Jordan.



Gloria Hoh
Account Director

Expertise in international financial policy and public affairs. Previously a Singapore Ministry of Finance official handling relations with ASEAN and ASEAN+3 countries as well as infrastructure financing.

Solving critical issues through engagement of multiple critical stakeholders

Brunswick is an advisory firm specializing in business critical issues.

We provide strategic advice to clients on how to overcome challenges at critical moments, how to engage with key stakeholders, and support them in realization of their strategies.

Our purpose is to help our clients play their role in the world more successfully.

We help the leaders of the world's great value-creating organizations operate successfully across the increasingly complex and fast-changing arenas of finance, politics and society at large.



Our value proposition



APPROACH

Identify, engage, and drive action with key audiences



TALENT

Diverse team of experts bringing informed, experienced and ranging perspectives to client issues



SCOPE

All-encompassing strategy development

Outcomes



Our single global P&L means we can deliver quickly and seamlessly across our global network of 27 offices

Through our team of specialists, we provide global insights and 24-hour multilingual support across time zones.



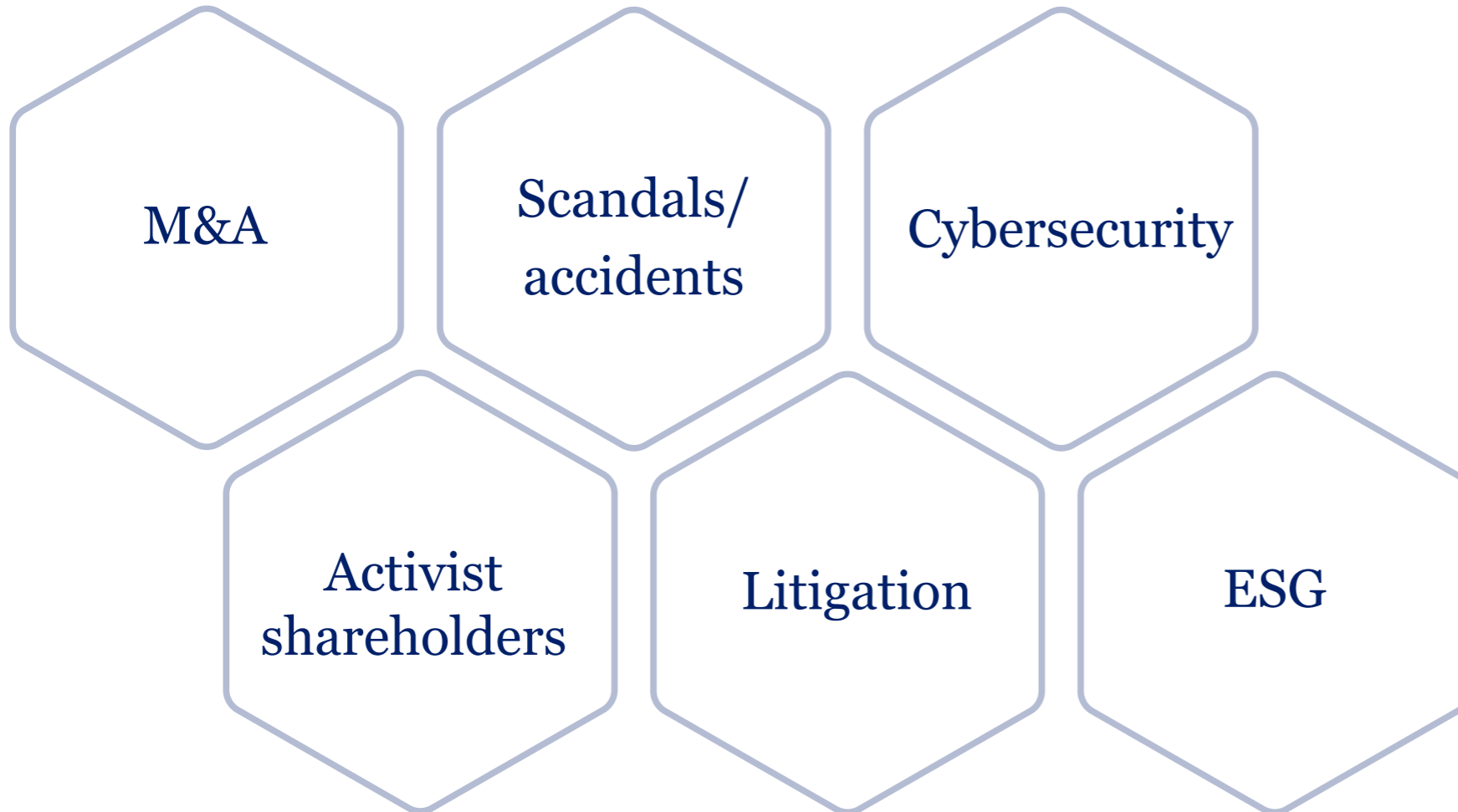
- Abu Dhabi
- Beijing
- Berlin
- Brussels
- Chicago
- Dallas
- Dubai
- Frankfurt
- Hong Kong
- Johannesburg
- Lisbon
- London
- Madrid
- Milan
- Mumbai
- Munich
- New York
- Paris
- Riyadh
- San Francisco
- Sao Paulo
- Shanghai
- Singapore
- Stockholm
- Sydney
- Tokyo
- Washington, D.C.

1,450 people
240 partners
35 years
27 offices
We are a
one-firm firm

Note: The offices marked in yellow indicate the presence of a resident Team Japan member.

Critical, cross-border issues

Areas and examples of how we support clients



Other areas/examples



Critical situation scenarios that companies can face



Cross-border M&A

Company X wants to acquire a foreign competitor to maintain its market share in a competitive market, but the deal is complicated. The government and regulatory authorities of the competitor's country oppose the acquisition due to concerns about technology leakage and antitrust issues. Company X must explain the acquisition's purpose, bid appropriateness, and timeline, while also preparing to communicate with employees and manage post-merger integration.

Brunswick would work with Company X to develop a holistic engagement strategy that will convince all stakeholders and ensure the acquisition's success.



Responding to a cyber-attack

After a brief power outage at Company X's plant, hackers claim responsibility and demand ransom for stolen confidential information. Government authorities, customers, employees, and investors flood with inquiries, and cooperation with the police is required. The company's social media channels are highly active.

Brunswick would work with Company X respond and recover to the incident with a robust and coordinated communications strategy.

Where we support our clients with their most critical issues

Example: Cybersecurity



Prepare

See beyond the status quo and prepare for potential issues with a range of tools tailored to your specific requirements.

- ✓ Risk analysis
- ✓ Playbook development and alignment
- ✓ Crisis simulations and training
- ✓ Education and culture change
- ✓ Data mapping and narrative



Respond & Recover

Get head of the story to move beyond the incident with a robust and coordinated communications strategy.

- ✓ C-suite and board advice
- ✓ Stakeholder mapping and assessment
- ✓ Incident response strategy and scenario planning
- ✓ Rapid-response campaign generation
- ✓ On-the-ground support
- ✓ Real-time monitoring and analysis



Lead

Think beyond cybersecurity standards and compliance to drive a leadership position and differentiated point of view.

- ✓ Narrative building and platform development
- ✓ Leadership positioning
- ✓ Public affairs advocacy
- ✓ Employee awareness and engagement
- ✓ Board and senior management presentations

Some of our work in Singapore

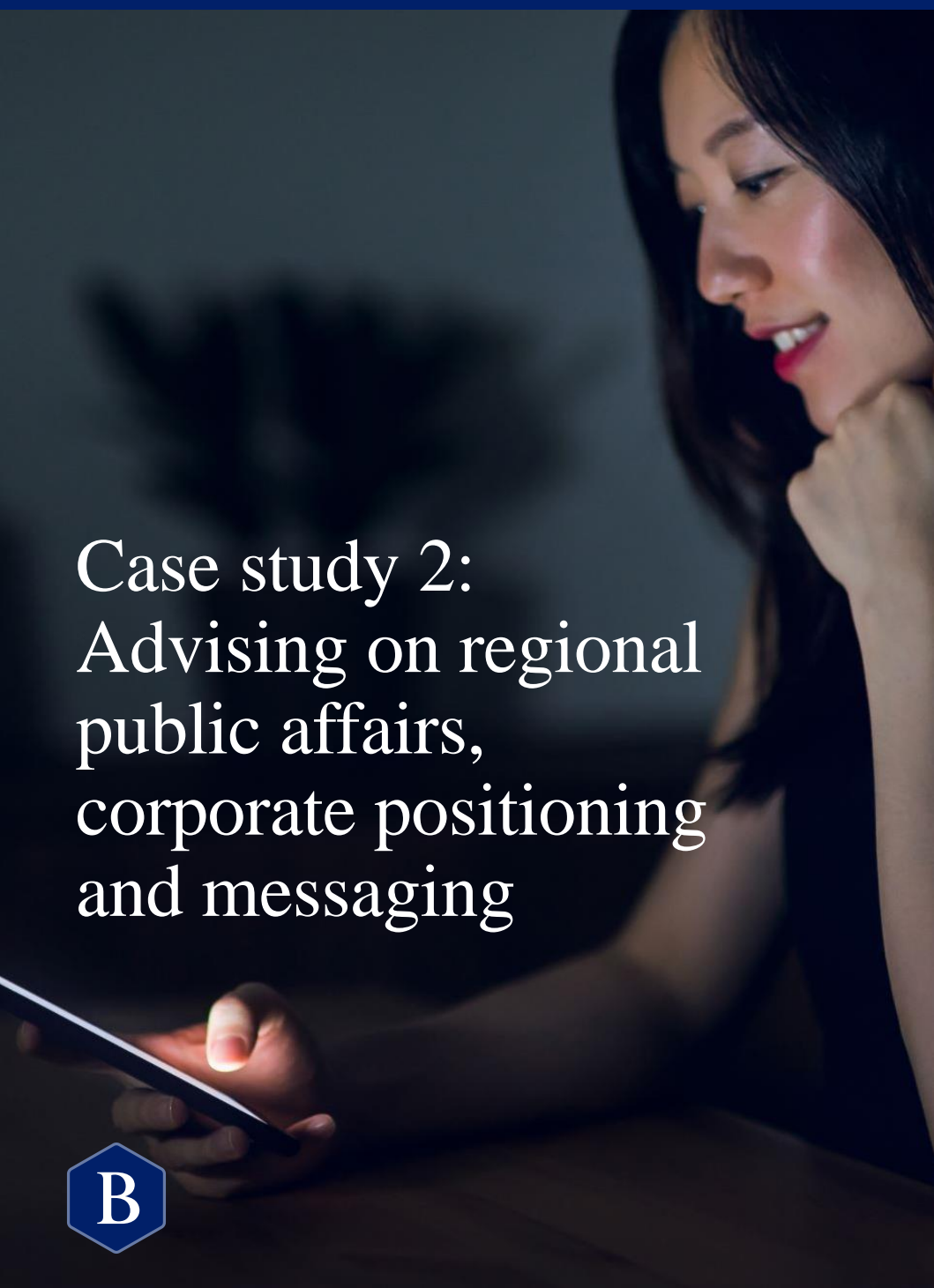
Case study 1: Navigating a multi-market data breach

Supported a prominent Asian hospitality group on a multi-market data breach by developing the overall disclosure strategy, messaging, and communications rollout plan, in close consultation with the Group's leadership, legal counsel and forensic advisers.

A prominent Asian hospitality group was the target of a sophisticated cyber-attack involving the databases of a number of properties across multiple markets in Asia. This was a complex operating environment spanning multiple regulatory jurisdictions, with limited visibility on the extent of the attack and its impact on the properties and data affected. Brunswick developed the overarching communications strategy and all supporting materials for a multi-stakeholder audience that included local regulators, customers, employees and property owners.

Brunswick convened a global team led by cyber experts and supported by digital specialists. In addition to the overall announcement strategy, messaging and communications rollout plan, the team prepared customer notifications, media statements, call centre scripts and Q&As, and employee notifications. A dark site was developed to direct affected parties seeking information about the incident, while a mitigation strategy ensured we were putting customer safety above all concerns. The documents were translated into Chinese, Thai and Japanese to cater to stakeholders across the multiple affected markets.

The communications materials were developed with three key objectives in mind: demonstrating transparency, maintaining license to operate with Data Privacy Commissions and customers in mind, and rebuilding broader stakeholder confidence. Coverage of the incident was factual and largely aligned with the customer notification and information on the dark site, with a short news cycle lasting three days.




Case study 2:
Advising on regional
public affairs,
corporate positioning
and messaging



Lazada is an international e-commerce company and one of the largest e-commerce operators in Southeast Asia. Brunswick monitored and provided public affairs strategic advice to Lazada on policy and regulatory developments as well as emerging issues and risks across Southeast Asia.

Brunswick also worked to raise Lazada's corporate profile with media and key stakeholders by developing a robust corporate narrative and curated a thought leadership programme, including speaking opportunities at major regional platforms.



Case study 3:
Building license-to-
operate for the
world's largest
copper and gold
mine



Freeport-McMoRan, a US-based mining company with significant operations in Papua, Indonesia, had long been embroiled in a dispute with the Indonesian government over the future of their operations in the country. The company was in negotiations with the state over the ownership of Grasberg, the largest gold and second largest copper mine in the world for five years.

Leveraging public affairs, crisis and commodity sector expertise, Brunswick has supported Freeport to resolve the dispute through strategic engagement with key stakeholders, including the Indonesian government, as well as targeted digital campaigns to local audiences that highlight the company's environmental sustainability and social contribution efforts. The digital campaigns were viewed more than 750,000 times by target audiences in Jakarta and Papua.

Public sentiment around these and other key issues, including PT Freeport Indonesia (PTFI)'s operational and investment stability, significantly improved with growing awareness that over 99% of PTFI's employees are Indonesian, and of the benefits that PTFI has delivered to the local infrastructure and economy. We also saw a far higher rate of balanced media coverage, as measured by Brunswick's proprietary sentiment tracking analysis developed for this project.

Our Advisors

APAC Advisor Network



Ken Shibusawa
Senior Advisor
Tokyo

Ken is recognized as Japan's leading voice on ESG and stakeholder capitalism, in part due to his work in expressing the management philosophy of his ancestor Eiichi Shibusawa, the industrialist known as "the father of Japanese capitalism," for the modern era. Ken is Chief Executive Officer of Shibusawa and Company, Inc., a strategic advisory firm where he manages human resource development. He founded Commons Asset Management and serves as Chairman. Ken is also a member of Prime Minister Kishida's special committee, the "New Capitalism" panel.



Yoichiro Sato
Senior Consultant
Tokyo

As a founding member of the firm's presence in Tokyo, Yoichiro provides strategic counsel at the highest levels of the private sector with his extensive experience in strategic communications, public affairs and multi-stakeholder engagement. Yoichiro has supported Mitsubishi UFJ Trust and Banking, Kirin Holdings, Nikkei Inc., Ares Management and the Bill & Melinda Gates Foundation. He started his career at the Ministry of Foreign Affairs of Japan, where he served former Prime Minister Shinzo Abe as a special assistant on foreign affairs. Yoichiro also worked in the office of government affairs at Goldman Sachs.



Edward Lee
Senior Advisor
Singapore

Edward brings extensive experience of Indonesia and Southeast Asia following a distinguished career in the Foreign Service Branch of the Singapore Administrative Service. In his 36 years of service, Edward held a number of senior roles including as High Commissioner to Brunei Darussalam, Ambassador to the Philippines, and Ambassador to Indonesia. Earlier in his tenure, he was posted to Indonesia as First Secretary and then as Counsellor. Since his retirement, Edward has been on the board of a number of listed and non-listed companies in Singapore including Keppel Land, Indofood Agri Resources (where he is Chairman), QAF, and MS First Capital Insurance.



George Yeo
Senior Advisor
Singapore

George served 23 years in the Singapore Government, as Minister for Information and the Arts, Health, Trade & Industry, and Foreign Affairs. He is also the Senior Adviser to both Kuok Group and Kerry Logistics Network, and a member of the Board of Trustees of Berggruen Institute on Governance, International Advisory Panel of Peking University, International Advisory Board of IESE Business School, International Advisory Council of China's Eco Forum Global Guiyang, International Advisory Board of Japan's National Graduate School for International Policy Studies (GRIPS), International Advisory Committee of Mitsubishi Corporation and the MUFG Global Advisory Board.

Japan and Singapore Team

Japan



Daisuke Tsuchiya
Partner
(Head of Japan)
London



David Ashton
Partner
(Head of Tokyo)
Tokyo



Akiko
Karaki
Partner
Tokyo

Singapore



Sunitha
Chalam
Partner
(Head of
Singapore)
Singapore



Ben Fry
Partner
Singapore



Praveen
Randhawa
Partner
Singapore



Ayesha Khan
Partner
Singapore

OUR CLIENTS

We provide our services to leading companies in various fields



OUR CLIENTS

We assist Japanese companies and companies in Southeast Asia in addressing domestic and international issues

Japan



Southeast Asia



Contacting Brunswick Group

For enquiries regarding our services in Singapore, please contact us via email, phone, or appointment. We look forward to hearing from you.

singaporeoffice@brunswickgroup.com

+65 6426 8188

One Raffles Place, #14-61 Tower 2, Singapore 048616

B

One firm.
Globally.

BRUNSWICK
ブルンズウィック

Abu Dhabi
Beijing
Berlin
Brussels
Chicago
Dallas
Dubai
Frankfurt
Hong Kong
Johannesburg
Lisbon
London
Madrid
Milan
Mumbai
Munich
New York
Paris
Riyadh
San Francisco
Sao Paulo
Shanghai
Singapore
Stockholm
Sydney
Tokyo
Washington, D.C.



www.brunswickgroup.com



Brunswick Group



Brunswick Group



@brunswickgroupllp



@BrunswickGroup

BRUNSWICK
ブルンズウィック