



the Marketing Challenge

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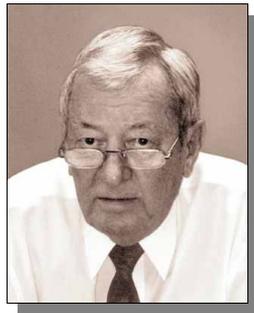
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Branding for business By Keith Warne



Keith Warne

In today's volatile markets, where ground rules are being rewritten daily, a strong corporate brand identity is the cornerstone for success.

New technologies have impacted where, and how, we do business. The Internet has transcended geography. We're in the midst of de-regulation, economic volatility, convergence and market fragmentation. We all know that in today's dynamic marketplace change is the only constant.

It's this reality that is stimulating company after company to take a fresh look as to how they are perceived in the marketplace. They ap-

preciate that re-branding is a dynamic exercise that can give new life to customer relationships.

It isn't about nice logos. Branding is the process of creating positive perceptions about a company, product or service, in the minds of target market prospects. It is much more than a logo, a tagline or a symbol.

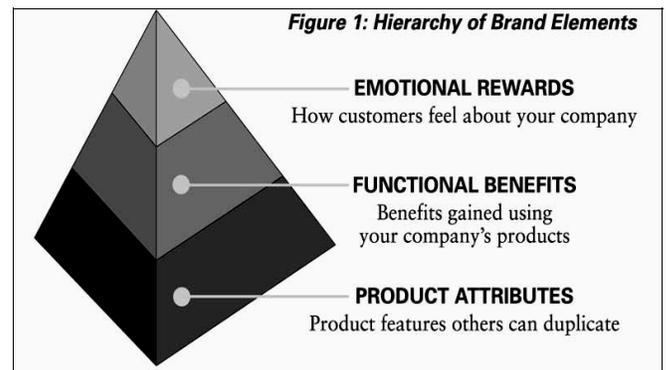
A corporate brand identity program can make a tremendous impact on bottom-line performance. It is about who you are and what you promise to your customers.

Your company's identity—your brand — is the most critical point of corporate differentiation in positioning your company in the marketplace.

Branding Benefits

A strong brand creates a clear and sustainable differentiation from competition in the minds of customers, investors and prospects. It creates feelings of security, trust and confidence - emotional rewards - that define the "character" of the brand (see Figure 1).

A strong brand character offers a basis for long-term competitive advantage that mere features and functionality cannot.



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Branding for business... (cont'd from page 1)

Features and functionality can be replicated at the product level, but differentiation on the basis of brand character tends to be more durable.

Consider the emotional rewards earned by Coca-Cola. At \$69 billion (US), Interbrand Corp. and Business Week named it the world's most valuable brand. Yet in blind taste tests little differentiates Coke from its competitors.

Once customers associate a particular concept or expectation with a company, or its product or service, brand loyalty is developed. This assures a significant amount of repeat business, as well as providing credibility to the introduction of new products and services.

The emotional response to a brand can also help override a customer's more rational concerns about price, allowing a company to charge a premium for its products.

Consider what happened at Intel. Prior to its success in establishing a brand, customers didn't care what company's microprocessor was in their computer. Now they're generally willing to pay more to have *Intel® Inside*.

The Business of Branding

The dynamics of the marketplace are changing attitudes towards companies and their products.

Rethinking a brand accurately captures what the new challenges in the marketplace represent. Even though people change slowly, the nature of business transactions is changing dramatically.

Companies need answers to how the market now perceives who they are and the benefits they promise to customers.

A corporate brand identity is such a statement of values. A statement that should be the standard for employees in all their activities, personal contacts and communications. A clear promise that everyone can understand.

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Rather than a monologue, the branding process is a dialogue and collaborative effort. It is about creating a stronger connection to your customers. Where brand performance means customer satisfaction and customer loyalty.

The process starts with your management and their image of company, products, services, position in the market, and vision of the future. This and following stages require a se-

ries of well-crafted questions to elicit frank appraisals. Group interview sessions with management have to be conducted by a knowledgeable third party to yield real value. Otherwise they are apt to be the usual "water cooler" comments.

The next step is to determine how your marketing, sales and customer support staffs perceive the company's competitive strengths, weaknesses, and opportunities. Plus how deeply they share management's perception, commitment and vision.

Expect some differences in perceptions. Also, expect that overall a clear picture will emerge. It's a healthy exercise for companies intending to go places. Getting all your people on the same page is critical to success - instead of confusion - in the marketplace.

If you sell through distributors or dealers, have your branding group check out their attitudes — how they perceive you and your products relative to competition. These people represent you. Make sure they are fully on your side. Your marketing efforts can be frittered away by distribution that doesn't represent you properly. They too have to believe.

The final questioning stage is with a cross section of customers and prospects about their perceptions of you and your products. You

Branding for business... (cont'd from page 2)

need to know how well your internal attitudes and values are understood and accepted by these ultimate decision-makers.

From these research steps you will emerge with a competitive price/value analysis of where you stand in the market; a clear idea of what immediate actions you need to take to address shortcomings; and what you have to do to gain acceptance of your future plans. You will have a bottom line evaluation of your brand's identity and positioning. In short, an *Identity Composite*.

Now you can start to put the findings into positive action. The branding side will lead to a *Brand Manifesto*. It will clearly state who you are and what you promise customers. It will be a statement of values. A corporate voice and approach for spoken, written and graphic communications. Your corporate identity rule book.

Brand Manifesto

Make certain this manifesto is presented to employee groups and that they have access to the material. And plan follow up "audits," lead by your outside branding group, to make certain that marketing, sales, customer support, and anyone else in contact with customers is continuing to present a consistent, positive image of your company.

If well-developed and executed, your corporate brand identity will be a design platform allowing for communications with different audiences and business situations within a framework that accurately reflects the brand.

B2C versus B2B

Although the branding steps are similar, there is a world of difference between consumer and business branding.

Consumer branding is basically product

branding. Often the products, and the company that makes the product, are not related in the consumer's mind.

Most people know about Kleenex and Huggies, but few relate them to Kimberly-Clark, the manufacturer. Therefore most do not have any feelings about the company.



In business-to-business marketing the company is the brand. In some cases the complexity of product and length of the buying process are factors. In others, the potential risks and dollars involved in the purchase dictates that the sponsor must be recognized as reliable and creditable. That even applies to sales of components where the safety and effectiveness of the final product depends on the performance of components.

Further, most B2B budgets do not allow for effective promotion of individual brands. Even IBM, who has spent many millions in advertising, has always put the company name first.

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Marketing Institute of Singapore elects new Council



The Marketing Institute of Singapore (MIS) announced that subsequent to the elections by members at its Annual General Meeting on March 25 2002, the following Council Members were duly elected or re-elected as office bearers for 2002/2004:

President: Dr. Mike Teng

1st Vice President: Mr. Loh Kwong Cheng

2nd Vice President: Mrs. Alice Tang

Hon Secretary: Dr Roger Low

Asst. Hon. Secretary: Mr Lee Tong Nge

Hon Treasurer: Assoc Prof Tan Soo JUAN

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Reported by Philip Tan, Executive Director, Marketing Institute of Singapore. For information, email lowczesoo@mis.org.sg.

Leadership in a corporate organization

By Michael Fashanu, M.C.Inst.M.



Michael Fashanu

Good leadership in any organization has become so vital that one cannot continue to pay mere lip service to the issue. There are as many definitions of leadership as there are authors on the subject, but a simple definition is: *one who leads, a person who has the ability to influence others to achieve a common purpose or goal and the character, which inspires confidence.*

Leadership is a discipline, deliberately exerting special influence or a goal of beneficial performance. It is a calling and an endowment. It requires a clear sense of duty and dedication to duty. Without dynamic leadership an organization cannot attain its desired goals and/or objectives. As a product of natural endowment and traits of personality, intellectual capability, force of will and enthusiasm, leadership is often expected to achieve good corporate governance.

One can argue that the root cause of crises in any corporate organization is lack of able and disciplined leaders with the commitment to genuine organizational policies. Good leadership is the only way that resources (people, mate-

rial, machine and money) of any corporate organization can be tapped and managed to the satisfaction of the customers, and to the welfare of the stakeholders.

Leadership Development

The natural talent is there, but effectiveness in leading waits for the development of the needed skill. Current research holds that experience on the job plays an important catalytic role unlocking leadership behaviour. There seems to be no substitute to learning through doing, making mistakes and improving with time. Kotter surveyed two hundred executives at highly successful companies and interviewed twelve individuals in-depth. He concluded that early in their careers these leaders had opportunities to lead, take risks and learn from their successes and failures.

He specifically identified the following as important developmental opportunities:

- Challenging assignments early in career
- Visible leadership role models
- Assignments that broadened knowledge and experience
- Task force assignments
- Monitoring or coaching from senior executives
- Attendance at meeting outside a persons' core responsibility
- Special development jobs
- Special projects
- Formal training programmes

Peter F. Drucker (The practice of management) opined that leadership requires aptitude – and men who are good chief engineers or general managers are rare enough even without aptitude for leadership.

Harold R. Pollard wrote, “Much earlier it was suggested that in a perfect, stable world once the organizational structure was set up with perfect foresight, the job of the management system would be finished. But these conditions do not hold. The total situation is dynamic and ever changing, no organization is ever perfect, sub-systems and individuals have their own dynamics. For these reason, say Katz and Kahn, the need for leadership arises”

Leadership development is a daily exercise. It is developed daily, not in a day. Although it is true that some people are born with greater natural gifts than others, the ability to lead is actually a collection of skills, nearly all of which can be learned and improved upon.

What a person does on a disciplined, consistent basis gets him/her ready for an outstanding leadership position.

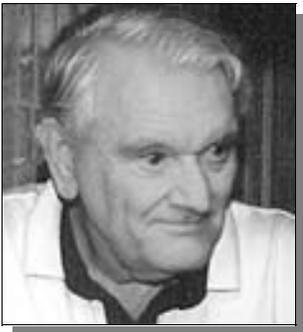


To be an effective leader one is expected to display a lifestyle of spontaneous magnetism to others, whether in circular, social, spiritual or organizational activities. Leaders tend to be somewhat brighter than their followers, somewhat more out-going and socially adept. Therefore, an effective leader must display fairness, honesty, loyalty, thoughtfulness and justice.

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You cannot “buy” your customers’ loyalty

By James A. Schauer, F.C.Inst.M.
Easton Marketing Services Ltd.



James A. Schauer

The most successful visionary businesses understand that customer loyalty is far more important to their future viability than merely counting on high satisfaction levels. Many of these enterprises have achieved this outcome by constantly paying attention to, and exceeding their customers’ preferences, to create a strong loyal following without resorting to structured third-party loyalty programs.

As a course of action undertaken to achieve desired results, “programs” can pose significant obstacles in services marketing. Among these, they risk becoming institutionalized, with insufficient flexibility to adjust quickly to customers’ changing expectations. While customer loyalty may be the desired result, its achievement is also made more complex in fast-moving dynamic market environments. As most of us like to think of it, customer loyalty usually develops at the interpersonal level of micro business relationships, like those involving travel agents, stockbrokers, insurance agents, hairdressers or garage mechanics.

During the 1980s interest in the competitive advantage of high customer satisfaction levels - and more recently in their loyalty - has grown tremendously. Yet many enterprises still spend disproportionately large amounts of their resources on attracting new cus-

tomers - far less on keeping them. While satisfaction measurement is routinely used in many companies, customer satisfaction itself is also a somewhat flawed concept. If it means performing at the level of customers’ expectations, it’s merely a recipe for mediocrity that will not ensure their loyalty. Most business organizations have yet to learn that some 70% of “satisfied customers” are not also loyal, and that ***you cannot buy your customers’ loyalty.***

Only positive relationships will lead to meaningful customer loyalty

By the early 1980s Sunflight Vacations, serving over 250,000 vacation travellers annually, drew 37 % of its business from repeat customers. These satisfied customers told their friends and relatives, which resulted in a further 9 % business from their referrals. This combined 46% share of its total business was largely due to developing positive relationships with its supporting travel agents and past customers, *especially those* who somehow did not receive the services that were expected from the suppliers of hotel and airline services.

As an industry first, the provision of a customer-sensitive complaint resolution process formed an important link in this relationship. In addition to solving customers’ problems, this service provided an in-depth understanding of customer expectations as well as their dislikes, and early indication of gaps involving different value-perceptions among customers, sales staff, travel agents, product managers and suppliers. This feedback in turn permitted the best alignment of our vacation travel services with customers’ preferences, and presenting them honestly in promotional literature.

We also learned that most travellers understand that sometimes delays are inevitable, suitcases do go astray or that hotels and airlines overbook. None of these incidents need cause serious problems, however, if the situation is resolved quickly, with understanding and genuine empathy for the affected customers. Technology is of tremendous help in resolving these problems; but technology cannot replace empathy and sincerity of human compassion, the most valuable service quality of all.

The benefits of these outcomes were many. The company was presented with the opportunity to grow without corresponding increases in advertising and promotion costs. Also, working with equally transformed hotels and airlines, it enabled us to offer higher commissions to the best travel agents and other incentives at seasonal program launches designed to strengthen the corporate market image.

Internal customer service gaps

It is impossible to satisfy unknown customer needs. Ironically, while customer satisfaction is relatively easy to achieve, developing their loyalty is much more complex. Customer loyalty is the holistic outcome of a series of interactive service elements, including healthy relationships in a positive business environment, optimum employee retention, shareholder loyalty, and the *right* customers motivated through satisfaction from past exchanges. To encourage customer (and employee) retention, management must also be willing to actively search for likely causes of dissatisfaction.

In many larger organizations gaps in understanding customer preferences

(cont’d on page 6)

customers' loyalty.....cont'd from page 5)

between front-line employees, their managers, administrators and suppliers pose major hurdles to optimizing customer loyalty. Since improvement in customer retention cannot be achieved with loyalty-card incentives, the capacity of discount-based programs to deliver long-term loyalty is also questionable. Customer satisfaction and loyalty may be myths – if we want them that way; but it is also possible to change this situation. The development of customer loyalty can only come about from a healthy ongoing relationship with customers and understanding their changing preferences at all levels within the organization.

Some companies boast 80% loyalty or better from their customers, without knowing what this really means. Often customer preferences or lack of options are mistaken for loyalty. For instance, where only one food store or bank branch exists in a community, high customer support is more likely due to localized convenience rather than to loyalty. Such loyalty may quickly erode once competitors enter the scene. Even with satisfaction levels as high as 95%, a 70% defection rate can quickly reduce customer retention to less than 30%.

Even with satisfaction levels as high as 95%, a 70% defection rate can quickly reduce customer retention to less than 30%.

Customer defection may also be due to uncontrollable factors such as their relocation, alternative options in nearby towns, employee attitudes, product or servicing problems.

Managing relationships with customers, employees, suppliers and investors organization-wide is critical for holistic outcomes. Yet increasingly busi-

nesses resort to using outside suppliers for their loyalty programs. In services marketing this can lead to serious gaps in understanding what is important to customers, from what attracted them to the business, why they buy, to where and why they defect.

Loyalty Programs: Strategic Vision limited by Tactics

After outsourcing their customer relations services to distant call centres, a growing number of companies are now forfeiting important opportunities for increasing loyalty among their customers with so-called “loyalty programs.” It is a sad state when business organizations don’t know how to develop loyalty among their customers or, worse still, they don’t seem to care.



American Airlines introduced the first frequent flyer rewards as a tactic to recover lost customers following the grounding of their DC-10 fleet in 1980/81. Theirs was a resounding success, soon followed by United. The AA plan was later adopted by other organizations, including oil companies, department stores, pharmacies, and loyalty program operators. However, the growing number of third-party loyalty programs offering rewards unrelated to the goods or service purchased raises the inevitable questions: “Loyalty to whom?” and “who is the real beneficiary, the vendor of goods and services

or the loyalty card promoter?”

Research findings released by Customer Service Management at the end of 1999 add weight to the growing evidence that their ultimate effect on customer loyalty is minimal. Seventy percent of consumers do not see a clear benefit in being loyal, despite the wide range of loyalty reward programs currently being offered. The Harte-Hanks study appears to confirm that consumers collect loyalty cards, often from competing outlets such as supermarket chains or oil companies, virtually as coupons in card form. In other words, they exploit the price discounts, but do not exhibit loyal behaviour to the principal vendor engaged in their sales transactions.

Ultimately customer loyalty is the outcome of honest and trusting relationships. Recent research revealed, however, that few Canadians realize that the fundamental purpose of loyalty programs is to collect, use and disclose personal information about their buying habits, and target them later with “marketing” (meaning advertising and promotion). In the short term these practices benefit the program operator more than its supporting vendors, which is counter-productive to true customer loyalty in the long term. Since many consumers subscribe to several programs of competing suppliers, support of many suppliers also equates to loyalty to none.

Relationship with customers must extend beyond the moment of truth at the time of purchase, regardless whether this involves a new car, a vacation at destinations abroad, an insurance policy or even government services that encourage voluntary compliance with a law. While in commercial transactions the desired outcome is an optimum retention of valuable customers, for government services “getting it right the first time” is equally important to prevent delays and costly rework.

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customers' loyalty.....cont'd from page 6)

In the highly competitive air travel industry it was found that excessive discounting actually encourages disloyalty. Consumer loyalty card programs provided as a passive service by outsiders are thus really misnamed. Their reliance on price discounting as a mechanism defines such cards as sales promotion tools. Within the marketing mix, sales promotion has traditionally been used as a short-term tactic to deliver a temporary sales life, rather than a marketing strategy aimed at long-term outcomes. The capacity of discount-based programs to deliver long-term loyalty is thus questionable when technology is used as a substitute for the human relationships.



You cannot buy customers' loyalty; there simply is no substitute for good service relationships. The positive power of healthy customer relationships has been clearly demonstrated by small and medium-size enterprises, which are usually closest to their customers. However, in most organizations a culture change is required as a first step, to understand that customer loyalty means **“sales are never final – customer service is never ending.”**

James A. Schauer is president of Easton Marketing Services Ltd., providing project management, marketing plans, performance analysis and service quality improvement services. He also is a fellow and director of the Canadian Institute of Marketing. He can be reached at easton@eagle.ca.

Segmentation of consumer markets and effective marketing for competitive advantage and growth

By Prasanna Perera, M.C.I.M. (UK), M.C.Inst.M., M.S.L.I.M.,
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Senior Marketing Practitioner, Senior Lecturer in Marketing Management



Prasanna Perera

“Segmentation” defined

Business organizations are finding it increasingly difficult to practice mass marketing. This is due to the “demassification” or fragmentation of markets into hundreds of micromarkets, characterized by different groups of consumers, pursuing different products and thereby attempting to satisfy needs.

Market segmentation is the act of dividing a market into distinct groups of buyers, who might require separate products and/or marketing programmes. The first step is to identify different methods to segment the market and secondly, to develop profiles of the segments identified.

Another definition of market segmentation is that it is the process of dividing a varied and differing group of buyers or potential buyers into smaller groups, within which broadly similar patterns of buyers need exist. As such, buyer needs within segments are homogeneous. The rationale for segmenting markets is straight forward and can be expressed most readily in

terms of the fact that rarely does a single product, or marketing approach, appeal to the needs and wants of all buyers. The potential benefits of a well-developed segmentation strategy can therefore be considerable, since an organization should be able to establish and strengthen its position in the market and in this way operate more effectively. This also leads to a greater degree of market sector knowledge and customer loyalty.

Why segment markets?

It is important to understand the reasons, why organization undertake segmentation.

They do it to meet consumer needs more precisely. An organization can offer customers better solutions for their needs, by developing a distinct marketing mix for each segment.

They do it to increase profits. Different consumer segments react in contrasting ways to prices. As such, through effective segmentation, the best price can be obtained, thereby raising the average price and increasing profits.

They do it to carry out focused marketing communications. Through segmentation it is possible to identify the media channels that can reach the target groups. This results in more effective communications and greater cost effectiveness.

They do it to retain customers by providing products and services that meet

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their needs on a continuous basis. As consumers move through life, their needs change, and only by meeting these needs, can customers be retained. Segmentation is a strategic activity, that makes it happen.

They do it to gain leadership in the segments to be serviced. Brands that have dominant shares in any particular market will be highly profitable based on the economies of scale that can be obtained. Smaller and less dominant brands can strive to achieve a dominant share of a particular market segment.

Smaller and less dominant brands can strive to achieve a dominant share of a particular market segment.

These are some of the key reasons why markets should be segmented by organizations.

Criteria for Effective Segmentation

The following conditions typically need to be satisfied.

Measurability – The segments should be measurable; and in many consumer markets, this is a relatively straight forward exercise.

Substantial – A segmentation exercise must be cost effective to be justifiable. Therefore, the segment(s) have to be large enough to provide the necessary return on investment.

Accessible – Although it is possible to identify a sizeable and profitable segment, its potential may be difficult to exploit due to organizational constraints such as finance.

Unique – The consumers within the segment have to react in a clearly different way from other groups of consumers so that they are distinguishable.

Stable – The market segments identified should be stable so that its behaviour can be predicted with an adequate degree of confidence. Stability is also required for long-term customer satisfaction and loyalty.

Variables for segmentation – Consumer markets

The variables for segmentation can be divided into three main categories; profile variables, behavioral variables and psychographic.

Segmentation is a creative process and can be conducted using a combination of these variables. In certain circumstances, it may be appropriate to use a single variable to segment a market, but more often than not, they will be used in combination.

Profile variables

These are used to characterize the consumer in terms of demographic, socio-economic, and geographic factors.

Key demographic variables consist of age, gender and family life cycle. Purchasing decisions of consumers will change with age, gender and family life cycle. Purchasing decisions of consumers will change with age. However, age by itself may not be adequate to segment markets. Consider two 30-year-old males. One is married and has children. The other is single. Their needs are going to be different, although they are both 30 years old. Sex, as a variable has similar limitations to age. Clearly, there are differences between consumer groups based on gender. For example, younger women may have different needs from older women. One way of overcoming the limitations of age and gender is to examine consumer life cycles. Every individual has a life cycle, spanning an average of 70 years. During this period, the individual goes through different phases starting from single status, to newly married, to married with children. At each of these phases, a consumer's needs and disposable income will change.

Moving on to socio-economic variables,

factors such as occupation, educational background, place of residence, and income are used to classify individuals into larger 'social class' groupings. However, there are several problems with socio-economic approaches to segmentation. For example, an individual whatever their social class, who is interested in sport, is more likely to buy products in the sporting area than an individual in the same social class who is not interested in sport. Therefore, it may be important to identify consumers with common interest (e.g. sport, music, arts) rather than identify social class groupings.

Geographic variables are probably the oldest and most extensively used factors. However, it has been found that geographic variables can be useful if only they are used in conjunction with other factors. This is referred to as geodemographic segmentation which combines information on household location with certain demographic and socio-economic data.

Behavioral variables

Rather than personal attributes, identifying consumer behavior can be a more effective way of developing market segments. Benefits sought by the consumer reflect the underlying reasons why an individual purchases a particular product or service. This is a market-oriented approach to segmentation, which by seeking to identify consumer needs allows organizations to set about satisfying them.

Use is another aspect considered as a behavioral variable of segmentation. In terms of use, consumers will generally fall into categories of heavy users, medium users, occasional users and non-users of a particular product or service. For example, airlines use frequent flyer programmes to retain

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segmentation.....cont'd from page 8)

the heavy user of their services. Many supermarkets have frequent shopper programmes to once again retain the consumers who patronize on the regular basis.

Consumers can be identified on the basis of the *type of occasion* for which they buy a particular product or service. Certain products are bought as gifts for weddings, anniversaries, birthdays etc. The gift shop or gift boutique concept, is based on occasions of purchase. Marketers of greeting cards segment their customers based on specific occasions such as birthdays religious festivals, and weddings.



Psychographic variables

Psychographics is a more modern approach that attempts to segment markets based on lifestyle characteristics, personality and attitudes. Identifying the lifestyle of potential consumer segments allows the marketer to develop sophisticated marketing programmes that correspond with a particular lifestyle group. The lifestyle profile may highlight the type of retail outlets the consumer patronizes and the media habits of consumers.

The strategic nature of making target segment choices

Segmentation is a strategic process where qualitative and creative judgments have to be taken. Opportunities have to be evaluated on their strategic fit against somewhat subjective criteria that include the following.

Ability to create a sustainable market posi-

tion. This refers to current organizational structure and its ability to service the identified target markets.

Consistency with the organization's values and culture. New segments may challenge the current power structure within the organization and established organizational values.

Compatibility with current internal information flows and reporting lines. Difficulties arise when new segments do not sit easily with the current data collection or distribution systems.

Ability to facilitate an innovative approach to market entry. The success in serving a market segment depends on how the segment is approached and serviced.

Compatibility with the corporate mission of the organization. Any identified and selected market segments should facili-

Decisions about the markets to be serviced are a critical step in marketing strategy development.

tate the organization achieving its mission or purpose in business.

The segmentation process is a crucial aspect of strategic marketing. An organization's marketing objectives revolve around which products or services are to be offered to which markets. Decisions about the markets to be serviced are a critical step in marketing strategy development. Successful segmentation depends upon a profound understanding of the market. A segmentation exercise should never be carried out without a comprehensive market study. Consumer behaviour is a vital element that underpins a successful market understanding exercise.

"No product or service, can be everything to everybody".

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More judgment than luck

By Mike Johnston, M.C.I.M.
 International Chairman, Chartered Institute of Marketing, UK



Mike Johnston

Nothing is as central to marketing as branding, nothing requires more judgment than luck than brand management. All of us, no doubt, recognise that a brand is a valuable asset. Although brands are starting to come onto the agendas of boards, and there are moves in some organisations to bring marketing into the heart of the business, there is still a long way to go. Where boards are starting to recognise the value of brands, it is making investment in brands easier. But the key is to know what are the key things to invest in to gain an increase in equity. Like the lottery there are winners and losers. Some brands are relevant and others old-fashioned. Some very old brands that have been around for years seem more up-to-date than more recent brands that are perceived as dated.

The issue or paradox lies in the balance between brand identity and change. How is it possible to build a brand in an environment that rapidly changes, where attitudes of competitors, suppliers, distributors and customers flux and change?

And here is the crux of the matter. The key determinant of success is the way

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*More judgment**cont'd from page 9*

companies think about their customers, not necessarily the name of a brand. At the end of the day, the name is only the identifier. It is a way of communicating with customers. Consignia, the formerly new name for the Post Office, is a name with no substance that failed to involve customers, the organisation and other key stakeholders. Whether a brand is in your face like Coca-Cola, or an inner component like Procter and Gamble that sits behind many famous household brands, whether it is manifested by colour, shape, smell, image or sound, it should be instantly recognisable to the target audience. Essentially, however, the brand *itself* is going to be the most effective way of increasing profitability through its relationship with the customers who part with money. Repositioning a brand may be an essential way of maximising this relationship.

The essence of branding bonds customers and the business through the core promise, key brand values, and brand essence. When repositioning a brand, a fine balance needs to be struck between maintaining the core of the brand that engenders trust while adapting tangible items like branded products and services to meet the changing needs of customers. The core promise of a brand needs to be constant. Someone who buys Coca-Cola does so because it is a fantastically refreshing drink. The core reason someone might participate in a lottery might be the excitement of a possible win. However, successful brands need to do more to maintain relevance than stand for trust and reliability in a changing environment. Often the mark of a successful brand is how it is managed to maintain and broaden relevance over time. Coca-Cola's packaging and design leaves an important impression of the brand, which has evolved over the years to maintain the contemporary spirit of the brand, taking drinkers with it. The well-loved UK brand, Persil, moved from a

'60s position of cleaning whiter than white to a caring brand that understands relations we have within the family, striking a deeper relationship with customers that enables it to move into new areas including washing up liquid and domestic cleaning services.

Today, the choice facing customers is enormous. Now, more than ever, people want to be sure they are making the right choices. Brands make life simpler. They bond customers to businesses and make choices easier. They symbolise the trust between customer and an organisation. They deliver on their promises. We are no longer talking about passive consumers but active choosers who are partners in the relationship with brands.

Those brands that go the extra mile, and which adapt and respond to the changing needs of their customers, will be winners. A brand that fails to adapt its offering will quickly become obsolete. Survival means change. And if a well-established brand can inject surprise and excitement, then it renews itself.

Those brands that go the extra mile, and which adapt and respond to the changing needs of their customers, will be winners. A brand that fails to adapt its offering will quickly become obsolete. Survival means change. And if a well-established brand can inject surprise and excitement, then it renews itself.

Triggers that lead to repositioning of brands can include competition and increased consumer choice, new product developments, declining sales and social or cultural change. Change is of course not new but nowadays it is faster. Social change is largely invisible but people are aware of it. Change is being delivered electronically.

The futura.com study in the UK has revealed that customers see life today as more time-pressured, less trusting and less predictable than in the past.

Yet they do feel they can trust long-established brands. This has significant implications for future relationship building with customers and brings us again to the paradox of repositioning brands without changing the core feature of the brand that engenders trust.

Anticipating change and proactive repositioning is the ideal. Most brands react too late, that is, only when a detailed analysis of data reveals that not enough new customers are being recruited, or that customer numbers are declining.

One of the greatest challenges facing brands is how do they attract new customers while retaining the loyalty of existing customers, especially if we recognise the principle that market penetration and customer loyalty are correlated? The key is to win the heart of new and potential customers while engaging existing customers. Again, we come back to the same basic point: customers or choosers – whatever you wish to call your customers are the key to a successful business. To succeed you need to know what makes them tick, involve them, stay close to them. No business is too big to recognise the customer is the pivotal figure. One crucial starting point for repositioning can be a major customer survey.

In any brand positioning, the marketer needs to work as a facilitator bringing together key internal cross functional teams and external stakeholders. Market research plays an important role. In many companies market research is seen as worthy but dull and backroom. Market researchers who focus on the day-to-day tactics would benefit from taking a step back and concentrating on the bigger picture, on the process and purpose of the research. Not only does market research ensure that companies truly understand the needs and attitudes of customers and provides an understanding of the full situation of a

(cont'd on page 11)

More judgment cont'd from page 10

business, its position in the market place upon which changes to strategy and brand positioning can be identified. Market research can also actively engage internal and external customers in a dialogue about what the brand can become. Market research can achieve a thorough and connected picture of what the brand can do, how customers react now, and whether they are prepared to come on the journey to reposition the brand from one state to another. Repositioning a brand is significant and can take time, involving more than one encounter between customers and the brand to shift attitude. The key question market researchers can explore is whether customers are prepared to take the journey.

Over the life of a brand, declining sales bring with them a need for repositioning. In such instances it is usual for businesses to preserve core values, and there is a danger that measures eventually adopted are uninspiring. The need for radical new thinking would instead inject fertile and creative thinking into the repositioning.

The challenge today is to understand that repositioning a brand becomes outmoded when you simply move and refocus the spotlight. What we are really talking about today is reinventing brands by challenging what a brand stands for to achieve sustainability and long term return on investment. Reinventing the brand actively involves customers. You cannot just reposition a brand and hope your customers will lap it up! The approach needs to be one of active involvement. At the end of the day, your customers are the choosers.

Mike Johnston can be contacted at the Chartered Institute of Marketing, www.cim.co.uk.



The Chartered
Institute of Marketing

Leonard Weeks Accepts 2002 Workforce Optimus Award for Innovation



Len Weeks

The province of New Brunswick, Canada is home to about 756,000 people. It is about the size of the state of Virginia, and most of our population resides in rural communities. The largest city is 100,000 people. Bordering the state of Maine, its largest industries are forestry, fishing and power generation.

In the early nineties New Brunswick faced the prospect of staggering unemployment and little prospects for the future with automation reducing the employment in our traditional industries. Our young people were moving out of the province, many to the land of opportunity, California.

We did have two unique features: We had more education and training facilities per capita than anywhere in the country and our digital fiber optic telecommunications infrastructure was second to none in the world. You could get a digital line in your hunting camp.

The challenge was to figure out how to capitalize on these two strengths.

We visited California with a delegation of 18 change agents from New Brunswick made up of senior business, government and academic officials to study the opportunity New Media presented to build an economy around our two strengths. We found that San Francisco was home to the New Media publishing industry; Los Angeles was home to the New Media film and video industry and New York was home to the New Media advertising industry. No jurisdiction we could find

was focused on the use of New Media for Education and Training.

We concluded that New Brunswick should focus on New Media for online education and training. By doing so, we would be able to access the knowledge we needed to compete, provide the productivity tools for our traditional industries, and if we were lucky, develop a new sector in our economy.

Simultaneous to this work, our Advanced Education and Training Department conducted a study to determine if there were New Brunswick employers who would employ persons with New Media skills and concluded that *not one employer wanted these skills*.

A Landmark decision was taken—invest in New Media Technologies with a focus on education and training to prepare the human resources, and the economic opportunities would follow.

A second critical decision was made to place the budgets for New Media investments in the economic department not the human resources development department.

Several strategic investments followed: A TeleEducation network spanning the province was constructed, all the schools were computerized and brought online, and computer literacy became a requirement to graduate from high school. The Centre for Learning Technologies was constructed offering a suite of two-year courses in online instructional design, courseware authoring, knowledge engineering, game technology, virtual reality, distributed learning and animation.

(cont'd on page 11)

Optimus Award *cont'd from page 11*

The Digital Communications Technology training centre was added as well as the first degrees in multimedia and e-commerce in Canada. A community access network (234 sites) was constructed that brought the New Media technologies as close as the local coffee shop. A work-ready workforce fund was established to ensure the private sector trainers were able to deliver state-of-the-art New Media technology training. And finally, a content development fund was established to seed development of online courseware.

Today the province graduates over 2500 annually with the skills necessary to work in the New Media economy.

To ensure job opportunities for the graduates, the province partnered with industry leaders from around the world and supported its entrepreneurs in the establishment of new business ventures.

The new economy now employs over 20,000 people and is growing at a compound annual growth rate of 30%.

The province has moved from an exporter of human resources to a net importer of human resources. The new economy sector has surpassed many of the traditional sectors in revenue and employment.

Many of the tools and technologies we used to train New Brunswickers have been converted to online offerings and are sold around the world such as Visual.net, JAVA, Director, XML. New Brunswick, Computer Generated Solutions and IBM recently announced the establishment of the Virtual IBM WebSphere Innovation centre, a state-of-the-art education and knowledge portal designed to provide IBM customers and business partners with remote, online technical training for IBM's WebSphere e-business plat-

form.

New Brunswick is one of the largest private label builders of online courseware in North America. (Skillsoft) It is the home to Smart Forces world operation center. Online courseware products and services originating in New Brunswick are used by over 100,000 companies in almost every country of the world, and over 1,000,000 students have taken online courses from New Brunswick. That's more than our population. We are home to Canada's first private sector online university offering a Masters Degree in Information Technologies Management. The k-12 school system offers 17 online courses in such areas as Information and Communication Technology and Spanish and we have just launched a Virtual Online Community College.

The same attributes that allowed for the development of online learning have permeated all aspects of New Brunswick life.

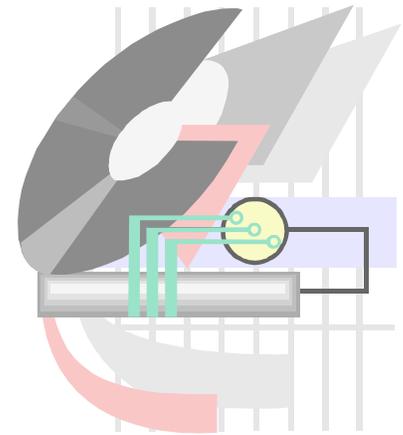
In August of this year, the Gartner Group stated that "Under any metric we choose, Service New Brunswick (our online government service delivery system) is successful. It has saved money, increased services and raised satisfaction. Governments looking for cost savings as a justification for e-government should adopt a similar model."

North America's fourth largest computer consulting company, has just established its world "g-Commerce Lab" in New Brunswick. Besides education and training we now have 127 government services online spanning from Personal Property Registration to Tele-Care.

To ensure that we move all of New Brunswick to an online knowledge-based society Premier Lord, announced eNB.ca an integrated strategy to take full advantage of today's digital world.

This new eNB.ca strategy focuses on four key building blocks e-Learning, e-Business, e-Government, and e-Infrastructure. By this fall broadband will be in all the schools and available to 70% of all the homes and businesses. Given the success of the last generation of human resources development it is hard to tell the impact this next round of human resources development will have on the economy of New Brunswick.

We have come a long way in New Brunswick. We are still supporting our traditional workforce, but technology has transformed our daily lives and the way we educate and train our workforce.



The lesson learned is that "if you want to get on board the New Media economy, an analysis of where you have been tells you little about where you need to go. You must undertake a trend analysis, focus on your strengths, prepare your human resources in advance, make a 100 percent commitment and take your best shot. That is the key to success if you are to meet the human resources demands of the 21st century new economy."

Leonard Weeks, M.C.Inst.M. is Manager, Knowledge Industry Development Business New Brunswick. He serves the Canadian Institute of Marketing as a Director, and can be contacted at len.weeks@gnb.ca

Annual Meeting of APMF held in Singapore

The Asia Pacific Marketing Federation (APMF) held its annual meeting in Singapore on April 12. The new president is Sherman Lam on behalf of HKIM.

At the meeting, Marguerite Mannall-Fretwell/Hoggard, M.C.Inst.M. was honoured for her contributions to the APMF movement. Her work was officially acknowledged and noted. On the way back to Canada from the APMF AGM held in Chiang Mai, Thailand in July 2001 Marguerite passed away, an unfortunate victim of the DVT (Deep Vein Thrombosis) syndrome.

At a meeting between APMF representatives and the ASEAN Secretary-General, H.E. Rodolfo Severino, APMF proposed to assist the newer ASEAN members, like Cambodia and Laos, in marketing, as well as the marketing of ASEAN itself.

The Secretary-General welcomed the idea. A coordinating committee has to be formed to liaise with ASEAN. Mr. JJ Roces proposed that IMA, represented by Mr. Hermawan Kartajaya, head this coordinating committee. Mr. Bruce Hoggard seconded.

As there were no objections or other proposals, the AGM approved the appointment of Mr. Hermawan Kartajaya to be the coordinating officer for ASEAN.

The first activity proposed is an APMF Conference (with focus on ASEAN), to be held in Indonesia in October 2002. ASEAN's endorsement will be sought for this conference.

The Presidency of World Marketing Association has moved to APMF for the Year 2002. Mr. Hermawan Kartajaya represents APMF as the WMA President

Prof. Jagjit Singh, representing IMM (India), wrote a note to MAT on 30th March 2002, stating that::

1. IMM would like to see an exchange of marketing professionals, to enable better understanding of marketing practices operating in each other's country, assess marketing potential and work out possible collaboration/cooperation between marketing professionals.
2. IMM would like to start offering CPM to its members
3. IMM is organizing its 30th World Marketing Congress in New Delhi in January 2003, and would like to seek APMF's endorsement.

A delegation from IMM (India) would also be visiting Thailand in June 2002. The meeting welcomed IMM's initiatives, and gave its blessings for its Congress.

Under other business, Bruce Hoggard, F.C.Inst.M., Chair of the Canadian Institute of Marketing) requested the Board to consider upgrading the Canadian Institute of Marketing to a full member status. A task force consisting of Mr. JJ. Roces and Mr. Danai was formed to look into this request, as constitutional amendments might be necessary.



Sheridan College students form company to help Improve the Institute's IT system

The Canadian Institute of Marketing has joined forces with students of Sheridan College (Oakville Campus) to improve the Institute's method of keeping track of membership information through its Web site. Deirdre Ashworth, Stefan Magdziak and Jason Beal formed a company called Can-Solve Solutions for the exercise and completed the first phase of the work which was a report to the CIM. In September when classes resume, the students will work with the Institute to implement their solution.

After analysis of the Institute's current situation, they recommended a member portal to cinstmarketing.ca which will allow CIM members to update their personal information on a web-based form that will be accessible through the Internet 24/7. Members can update information at any time convenient to them, and will be able to see the information as the Institute sees it. Inaccuracies can then be corrected.

The students will use a software package to build the member portal. The advantages are the short time required to develop sites with the package, and the code that is generated has been tested and is bug free.

Once the member portal has been implemented (by December), the Institute will benefit by having a more accurate and up-to-date listing of their members and contact information. Time will be saved, allowing the Institute to focus on other tasks.

Highlights of the 20th Annual General Meeting of the Canadian Institute of Marketing

Toronto's historic Old Mill Inn was the venue of the Institute's 2002 Annual General Meeting. For the first time in many years, the Institute has a full Board of Directors. Many are taking an active role in advancing the vision and initiatives of the CIM, by leading standing committees and managing new projects.

The meeting was opened with a heartfelt greeting from Chair Bruce Hoggard. In his address to the membership, he extended his deepest gratitude and thanks to each of the members of the Board of Directors and to Grant Lee, who have all contributed to the growing success of the Institute.



Bruce Hoggard

He wrote, "As we move forward I welcome the new Board members and to all our members, I challenge you to contribute your thoughts and opinions about the Institute so we will have a professional organization we can continue to be proud of."

Bruce noted that the refreshed interest in the Institute is being driven by our collective need and desire to approach marketing as a respectful and recognized profession. The Institute is moving toward becoming the recognized governing body of professional

marketers in Canada. The Institute provides the guidance and governance to ensure that people who retain CIM-certified marketers are working with professionals who adhere to a code of ethics and standards.

He said that outside of Canada, thanks to the Institutes' involvement during the last five years with the APMF, the Institute is internationally recognized as the governing body of professional marketers in Canada.

Chair Hoggard commented on the importance of the Marketing Challenge in profiling the Institute and attracting new members, and the progress in life-long learning by teaming up with the chartered Institute of Marketing (UK).

This fiscal year was the first where the restructuring and reorganizing took effect. Over the past 20 years, the Institute has issued 649 certificates of membership. Archives suggest that on average it has held 200 members annually in good standing. With Web-based communications taking effect, as well as new billing procedures and dues, the Institute now has 109 members in good standing. In fiscal year June 1 2001 to May 31 2002, the Institute showed a net income of 12,662.14. Approximately 72% of our membership is based in Canada.

Ms Humeira Mathew has been appointed Chair of Conferences and Seminars, and Mr. Saman Kohomange Chair of Membership Services. Both members are asking other members to join them and volunteer for committee work.

The General Manager reported much

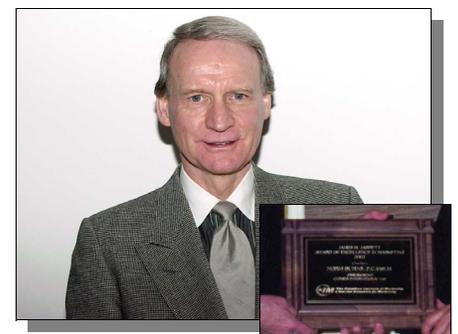
accomplishment since the last meeting, from drafting two Issues of the Marketing Challenge, upgrades to the web site, improved relationship with Canadian colleges and universities including the CIM (UK) to representing the Institute at conferences and career fairs drafting management plans for the Institute and working with student groups coordinating projects.

The membership voted to support a new initiative involving the creation of a Canadian College of Marketing (CCM) in cooperation with the Chartered Institute of Marketing in the UK to introduce its diploma program and other education programs in Canada.

A draft long-term strategic plan was introduced that will lead to a marketing plan for the Institute.

A budget was set for fiscal year 2002-2003 that includes a significant increase in membership, a 2003 annual meeting in conjunction with a marketing conference in Ottawa or Toronto and continued support of international efforts, especially those with the APMF.

To mark the end of the Institute's 20th annual meeting, a new award was introduced. The James H. Jarrett Award of Marketing Excellence was presented to Norm Burns of Cypher International Ltd. for his international marketing plan and environmentally safe products. The award has been established in perpetuity in honour of our founder, James Jarrett.



Norm Burns and James H. Jarrett Award

CIM sponsors Total Public Sector Marketing Symposium in Ottawa

Grant Lee, General Manager of the Canadian Institute of Marketing represented the Institute and its members at the Total Public Sector Marketing Symposium held at the Ottawa Congress Centre on June 5-6. The Institute was one of three major sponsors of the symposium and trade show that attracts marketing and communication directors, managers, information officers and other personnel. The delegates are representatives of federal, provincial and municipal government departments, crown corporations, industry associations, foreign representatives, non-government organizations and educational institutions.

Lee introduced speaker, George Torok, co-author of the national bestseller "Secrets of Power Marketing." Torok is host of the weekly radio show Business in Motion. Following 20 years in corporate management, including 9 in the Ontario government, he launched his own business helping organizations grow their business through effective and creative marketing.

Torok spoke on how to market well and with little resources. He covered nurturing relationships with clients, prospects and key influencers, how to benefit from media exposure, and how to build credibility and enhance total value.

Lee spoke briefly about the CIM and explained how people could learn more by accessing our Web site. The Institute was introduced on the first day as a major sponsor by the show organizers.

CIM reaching out to colleges and universities

The Institute is actively participating in student career fairs and business orientation programs. The Institute's general manager represented the Institute at a small fair at the University of Guelph in late winter, and is scheduled to attend events at Brock University in St. Catharines and Georgian College in Barrie. The Brock "Professional Associations

Fair is set for October 2, and the student orientation at Georgian is scheduled for two days between August 26 and 30.

The Institute's Education and Professional Development Committee is actively contacting all learning institutions in Canada to assemble a current file of marketing programs and their course content. Directors Dave Fernando and Ron Fletcher are involved in the project. With this list we will be able to approach certain schools to offer accreditation of their programs.



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First James H. Jarrett Award of Excellence in Marketing goes to Norm Burns, President of Cypher International Ltd.

In honour of our founder, James H. Jarrett, F.C.Inst.M., and members who excel in marketing, the Institute has inaugurated the James H. Jarrett Award of Excellence by presenting it to Norm Burns, F.C.Inst.M. of Cypher International. Cypher is a corporate group dedicated to the development of global environmental solutions.

Burns and Cypher have taken the meaning of infrastructure renewal and long-term cash assets to new levels of awareness and hope for many countries. Several environmentally sensitive technologies developed by Cypher are now at work in agriculture, highways and roads, and low cost building structures, among others. The marketing plan developed by Burns, and quality of the technology has worked together to enable Cypher to penetrate global markets on a broad scale. His promotion of Earth-zyme (a product able to digest organic compounds as well as increase molecular attraction between inorganic compounds in the soil) offers an alternative to cement in many applications. His acclaimed Web site at www.cypherltd.com is a must see.

New members and membership upgrades (to June 2002)*

Full Member	No. 633	Dharshana Saman Kohomange	Toronto, ON
Full Member	No. 634	Réal Chabot	Charny, QC
Full Member	No. 635	Elly R. Twineyo	Ottawa, ON
Full Member	No. 637	Eslam G. Darwish	Egypt
Full Member	No. 638	Hector Rubi	Toronto, ON
Full Member	No. 639	Tossnarain Shiv Seechurn	Toronto, ON
Full Member	No. 646	Krishnapillai Kanesh	Sri Lanka
Full Member	No. 647	Ilsie Berlanga-Hartmann	Toronto, ON
Associate Member	No. 632	Catherine Passafiume	Stouffville, ON
Associate Member	No. 636	Anand Wayne Naraine	Toronto, ON
Graduate Member	No. 640	Shiho Amano	Vancouver, BC
Graduate Member	No. 641	Kohei Onishi	Vancouver, BC
Graduate Member	No. 642	Hung Jui Lai	Burnaby, BC
Graduate Member	No. 643	Tung Che Thomas Wu	Burnaby, BC
Graduate Member	No. 644	John Kai-Chak Watt	Vancouver, BC
Graduate Member	No. 645	Vincent Lee	Richmond, BC

Canadian Institute of Marketing Directors & Officers

Bruce Hoggard	Chair	Hoggard International
Ron Fletcher	Vice-Chair	FCM Consulting & Marketing
Brent Armstrong	Secretary/Treasurer	NEBS Business Products Limited
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Leonard Weeks		Manager, Knowledge Industry Development, Business New Brunswick

Ad Specifications

The Marketing Challenge

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Advertising Reservation Deadline

Vol. V, Issue 3 October, 25, 2002
 Vol. VI, Issue 1 January 20, 2003
 Vol. VI, Issue 2 April 21, 2003

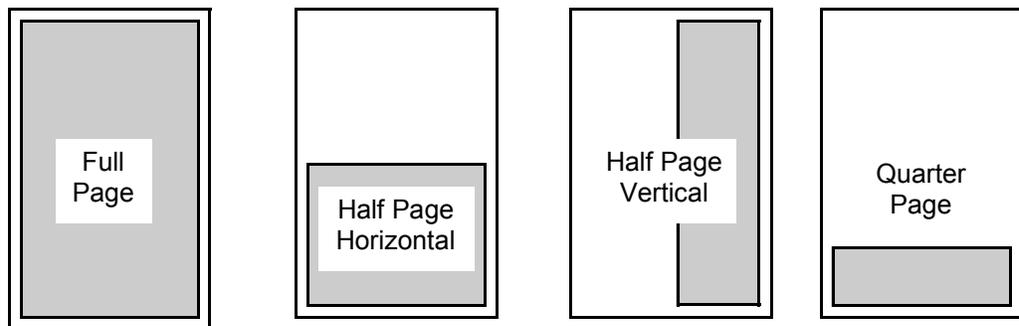
Advertising Artwork Deadline

Vol. V, Issue 3 November 8, 2002
 Vol. VI, Issue 1 February 7, 2003
 Vol. VI, Issue 2 May 5, 2003

Sizes and Rates

The following rates per insertion are for one ad only, placed at the discretion of the publisher. See below for prices and sizes. Taxes are extra.

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Full Page	450	400	1/4 Page Horizontal	125	100
1/2 Page Horizontal	225	200	Logo Placement	N/A	50



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All advertising space cancellations must be received in writing a minimum of 14 working days prior to the closing date of the issue involved.

Mechanical Specifications

Ads must be supplied as colour prints or digital files in **TIFF/JPEG format with 100 dpi**

Member/Directory Listing

The Canadian Institute is asking for the support of its members through sponsorship of *The Marketing Challenge*. Sponsors will be listed in three issues. There are three categories: Marketing Consultants, Public Sector Marketers, and Corporate Marketers. Member sponsorships would be used to defray the cost of producing a limited quantity of *The Marketing Challenge* for distribution by mail and handouts at exhibits and conferences.

Listing—\$200

Listing and Web site Link — \$300

Logo placement with listing at no cost if provided in digital format. A \$20 fee would be levied for scanning logo.



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To improve Canada's professional marketers' skills to the highest international standards by providing training, opportunities and services to business enterprises, government, learning institutions, students and members of the Institute

The Chair's Message

It is with renewed enthusiasm and a sense of reinvigorate purpose that the Institute approaches the 2002 AGM. This is being lead by a great ground swell of support, spreading out across the country, and even more so the world, as people take a new and rejuvenated interest in the Institute.

This refreshed interest, bringing with it new and exciting ideas and direction, is being driven by our collective need and desire to approach marketing as a respected and recognized profession. The Institute is putting structure in place to become the recognized governing body of professional marketers in Canada. The Institute would provide guidance and governance to ensure that people who retain the services of CIM-certified marketers are working with professionals who adhere to a code of ethics and standards.

Outside of Canada, thanks to the Institute's involvement during the last five years with the APMF, the Institute is now recognized as the governing body of professional marketers in Canada. This recognition has been reinforced by the Institute's raised profile with the World Marketing Association, the European Marketing Confederation and the Marketing Institute of South Africa. Members from these countries see Canada functioning within the APMF. The other and more important indicator of the Institute's role and perception internationally, and in Canada, is that our ranks of international members continue to grow as people see value in becoming a member.

As with all organizations, however, we have much to do. Defining our role among other marketing and management organizations in Canada continues to be an on-going proc-

Code of Ethics

The professional marketing person has responsibilities to their employer, to customers — both ultimate and intermediate — to their colleagues and to the public.

The Institute requires its members, as a condition of membership, to recognize these responsibilities in the conduct of their business, and to adhere to the Code of Ethics. All members shall be answerable to the National Council of the Institute for any conduct which in the opinion of the Council is in breach of this Code and the

Council may take disciplinary action against any member found to be in breach thereof.

ess. The institute has been under-going a restructuring during the past two years and we are finally beginning to see benefits of this action. Membership is increasing, the electronic newsletter is being distributed and read extensively, and we have a strategic plan for review and implementation as well as a marketing plan. All very positive outcomes of the Institute's Board and its General Manager's patience and systematic approach.

The idea of life-long learning received a major push this year when the Institute allied itself with the Chartered Institute of Marketing in the U. K. which has developed an extensive education process. As we move forward, this program will be tailored for the Canadian market and other alliances and working relationships will be developed with many of Canada's fine Universities.

I am pleased to report that our Institute, even with its challenges, is headed in the right direction. We do not lag to far behind many other similar organizations and given our constraints which include the country's size, our dispersed population and membership base, and low visibility, we are continuing to create a professional organization our members can take pride in.

In closing, I extend my deepest gratitude and thanks to each of the members of the Board of Directors and to our Manager. You have all contributed to the growing success that the Institute is enjoying. I welcome the new Board members and to all our members I challenge you to contribute your thoughts and opinions about the Institute so we will have a professional organization we can continue to be proud of.

Bruce A. Hoggard, F.C.Inst.M
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