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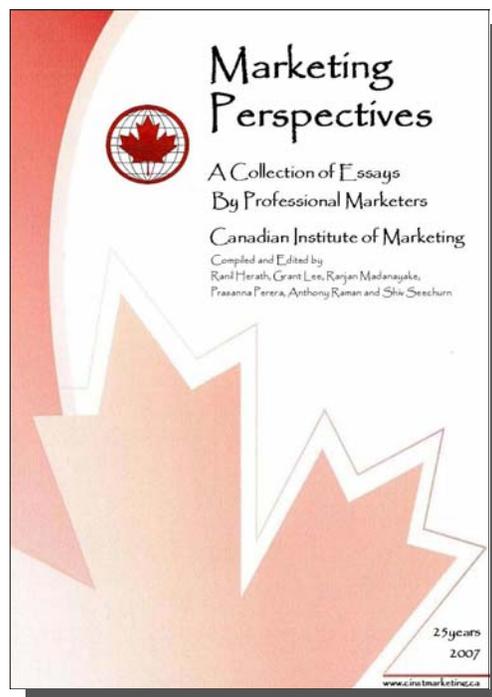
Journal of the Canadian Institute of Marketing

Le journal de l'institut canadien du marketing

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Institute publishes book to celebrate silver anniversary



A few marketers associated with Algonquin College met in Ottawa in 1982 to discuss the establishment of a marketing institute that could be modeled after the Chartered Institute of Marketing—UK. There was no comparable organization in Canada, and there was a need to establish professional standards for Canadian marketers.

The Institute was launched to promote and develop the practice of marketing in Canada by encouraging the adoption of professional standards and qualifications by practitioners and employees, and to become the recognized body for professional marketers in Canada. The by-laws of the Institute were drafted on the

model of the Chartered Institute of Marketing in the UK and the guidelines established for Canadian provincial professional bodies.

In 1984, the Institute's by-laws were approved and James Jarrett, MCInst.M., FCInst.M was confirmed as the Institute's National Chairman. The Institute had established branches in Ontario and developed a marketing program syllabus to offer courses, a mature entry protocol, and an amendment to membership levels.

Fast forward to 2007 and the Canadian Institute of Marketing has evolved into a self governing professional association representing professional marketers residing in Canada and abroad. The academic requirements for membership are delivered by numerous college and university marketing programs developed to provincial standards. In addition to basic education requirements in marketing, professional members have at least five years of experience, and many opt for practicing under a Certificate of Registration and Registered Professional Marketer designation that requires periodic renewal and mandatory continuing education.

To celebrate the institute's 25-year history and to honour its founding members, the Canadian Institute of Marketing has published a commemorative booklet. *Marketing Perspectives* is a collection of members' essays published over the past 15 years.

There are 256 pages in the booklet covering a range of topics in 31 articles written by members of the Institute.

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Marketing Canada

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Marketing Canada is published four times a year by the Canadian Institute of Marketing and distributed to members. Marketing Canada provides authoritative editorial coverage of marketing principles, standards and ethics in Canada and abroad.

Information contained in Marketing Canada has been compiled from sources believed to be correct. Marketing Canada cannot be responsible for the accuracy of the articles or other editorial material. Although the information contained in this journal is believed to be correct, no responsibility is assumed. Articles in this journal are intended to provide information rather than give legal or other professional advice. Articles being submitted for review should be emailed to info@cinstmarketing.ca

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Marketing Perspectives

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The articles were published in the Institute's newsletters and journals over the past 15 years. The articles touch on marketing principles, standards, industry issues and ethics through reportage on cases, research, opinions and "how to" articles by marketing consultants.

The contents include the following articles.

- Market-driven Leadership in a Changing World
- The marketing orientation of tomorrow - towards a community philosophy of marketing
- Strategic marketing — key to organizational success
- Changing the mindset
- Questions most frequently asked in marketing
- Enter the dragon - the awakening of the global village to China's market forces
- Distinction vs. Extinction
- Competitors are a necessary evil in marketing
- The need for motivational research in determining customer satisfaction and loyalty
- Entrepreneurial Marketing — The Entrepreneurial Marketer
- Marketing strategy vs tactics
- Ego-syntonic marketing? Marketing strategy guided by entrepreneurial skills
- Differentiation
- Marketing tactics dictate strategies
- Strategically focused design – a professional marketer's responsibility
- Understanding the meaning of branding: back to basics
- Advertising is dead
- Focus on the causes of dissatisfaction to increase customer loyalty
- How to choose and keep customers
- Understand before being understood
- Marketing public sector services
- Outsourcing – lack of effective communications and control can be of concern to marketers

- Positive organizational culture - the secret of winning organizations
- Self marketing
- The growing interest in caring for customers better — for competitive advantage and growth
- The Hanseatic League and early marketing in Europe
- The seven deadly public speaking sins and how to avoid them
- The vital importance of new product development and innovation for marketing success
- The myths of marketing
- Tinkering
- Market orientation and parsimonious scale development – tools for improving firm performance, longevity, and rejuvenation

The book is representative of the organizational structure of the Institute and the value it places on inclusion of professional marketers residing in countries outside of Canada to play key roles in the affairs of the Institute. This global focus strengthens the resources of the Institute and brings knowledge to its members about how the marketing profession is viewed globally and the principles and standards that are being applied every day in Canada and abroad.

The team leader for the book project is Dr. Ranjan Madanayake, MCIInst.M., RPM residing in Pannipitiya, Sri Lanka. Under his leadership, the book was edited, assembled, laid out and printed in Sri Lanka. Dr. Madanayake will be personally presenting a copy to Canada's High Commissioner to Sri Lanka, her Excellency Angela Bogdan.

The book will be available for purchase in August at \$15.00 each in Canada. Copies may also be purchased for shipment offshore at \$CAD 15.00/unit plus shipping. To order copies, email Grant Lee at glee@aglmarketing.com.

Ten rules for excellent customer service

By Taiwo Olubusoye Soetan BSc, PGD, MSc, ACE, AMNIM, ANIM, ACIM, MCIInst.M



Taiwo O. Soetan, MCIInst.M

“There is only one boss. The customer. And he can fire everybody in the company from the Chairman on down, simply by spending his money somewhere else” - Sam Walton, founder of Wal-Mart

Organizations that are able to offer excellent and exemplary customer service, harness data on customer behaviour and use it to increase their knowledge are winners in today’s increasingly competitive business world. Since the customer is always king in any business relationship according to Sam Walton, the founder of Wal Mart, it becomes imperative to pay utmost attention to customer service delivery.

Excellent customer service delivery is the lifeblood of any business and an increasingly important factor to gain competitive advantage and customer retention. Studies have shown that it is much harder to get a new customer than to keep a new one and the customer service element is the only part of the business that differentiates an organization’s products or service offerings from another. Customers are the

reason why businesses are opened. A good marketer may sell anything to anybody at first attempt, but the style and approach of customer service delivery is what determines whether the same marketer will be able to sell the same person anything else. The primary essence of excellent customer service delivery is all about having happy customers that will pass along positive feedback about the product or service offerings they enjoy to others who will then patronise the product or service offered for themselves—and in their turn become repeat customers.

Excellent customer service delivery is provided by forming relationships, and this is formed by keeping to the secret of excellent customer service—“You will be remembered by what you do and not what you say.”

Following are ten rules for excellent customer service delivery:

- 1) Listen to your customers: There is nothing more frustrating than explaining what your needs or problems are to somebody and then discovering that the person has not been paying attention and need to have it explained again. It is imperative to allow the customer talk and demonstrate that you are listening by asking leading questions and making appropriate responses that show you are interested in helping the customer find solutions to his/her needs.
- 2) Always be Helpful: This is very important even if you have no immediate or direct gain in doing so. I remember helping out a friend with some needs and enquiries about mortgage processing and payments. Unknown to me

was that my friend was thinking of taking out a mortgage for his new apartment. He was so impressed with my thorough responses to his enquiries that he willingly decided to contact my organization when he wanted to take out the mortgage. If I had not responded (although in an informal setting) to my friend’s enquiries in a professional manner, he may not have contacted my office for his mortgage. Who knows how many of his friends and colleagues he has told about the services he enjoyed from me, and then from my office which met his needs. Always be helpful as much as you can, even if there is no immediate gain in it.

- 3) Deal with complaints appropriately and immediately: It is vital to deal with complaints not just appropriately but immediately to gain the confidence of customers in any business venture or enterprise. We all make mistakes as humans and mistakes are bound to happen in business transactions, but how such is handled is what makes the difference. That is why producers of goods give warranties on their products. Businesses that pay particular attention to complaints are always well positioned to reap the benefits of excellent customer service.
- 4) Ensure staffs are always well-informed about products/service offering: It is important to ensure that staffs are courteous, helpful, well-informed and have up-to-date knowledge about products

Ten rules

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and/or service offerings and managers lead by example. Staffs need to be regularly trained and briefed on why “the customer is king” and the gains inherent in offering excellent customer services. Every member of staff should also be empowered and well-informed to make important customer-satisfying decisions, so the staff don’t have to tell the customer “I don’t know, but so-and-so is on holidays and as a result I cannot answer you.” This kind of response may embarrass the customer, or get the customer angry.

5. Be professional in your speech: It is both imperative and important that staffs mind their speech and the use of their vocabulary because the use of negative or complex language easily creates communication barriers which could both upset and frustrate customers. It is important to pay close attention to the impact words or comments have on the customer because unprofessional words such as ordering or giving instructions to the customer, criticizing or blaming customers, not being knowledgeable enough or unwilling to assist in attending to customers’ enquiries or solving the customer’s problems only end destroying excellent customer service delivery.

6. Answer the phone promptly: It is important to avoid situations in which calls made by customers terminate without being answered, delaying customers unduly for an unusually long time on the phone without any prompt or lead, or answering the customer’s calls in a poorly-trained or unprofessional manner

to avoid getting the customer to lament over the bill he/she may have incurred in placing the call in the first instance. It is pertinent to ensure that phone calls made by customers are promptly answered, as they prefer to talk to a professional staff that will attend to them promptly and not a “fake recorded robot or voice message.”

7. Go the extra mile: If for instance a customer calls to make an enquiry about a need, it is not enough to just attend to the need alone but also important to go the extra mile by asking if there is any other thing that could be done. Whatever the extra mile may be, it is important to take it to provide excellent customer service delivery. The customer may not say it, but customers notice when an extra mile is taken and will pass on the same to other people. The key point here is going the “extra mile.”



5. Keep to promises/Agreements reached with customers: It is important to always keep promises made to customers or agreements reached with customers. Reliability and trust is an important aspect of any good relationship including the provision of excellent customer service delivery. If a customer is told that an order placed will be delivered on Monday morning, it should be delivered on Monday morning and not

in the evening, otherwise the promise should not be made. This rule also applies to client appointments, deadlines, and phone discussions with customers. It is important to keep to promises made or agreements reached with customers because customers are annoyed when promises are not kept and this could lead to avoidable legal tussles which adversely affects the credibility of a business organization and damages the provision of excellent customer service delivery.

6. Build business to customer loyalty: This involves showing empathy to the customer’s plight, and this helps in not only attracting but also retaining the customer possibly forever. It involves building a bond that goes beyond a run-of-the-mill kind of customer relationship and sends a signal to the customer that he/she is dealing with a one-stop business organization that focuses on his/her interest. Loyalty comes in when there exists a strong bond between the customer and the product/service being offered. The attachment might be physical or emotional but most of the time it is emotional.

7. Put in something special/unique: Whether it a pleasant comment, a genuine complement, additional information on a product and/or service offering or a sincere smile, customers generally love to have more than they bargained for. It is also not the size or style of gesture that matters but the message it conveys to the customer by putting in something special/unique. A paper

*Ten rules**continued from page 4*

bag to carry some journals or brochures just purchased or a simple greeting of good day how may I help you when in a phone conversation with a customer may not cost so much, but be the small thing that makes a whole lot of difference that is appreciated by the customer.

Every business organization is in business to make profit, and profits are made through customers' patronage which results from customers' needs being met and satisfaction with products/services offered. Business organizations that apply the above ten simple rules will constantly create a competitive advantage in terms of customer patronage and retention, and will become a referral or a reference point in terms of excellent customer service delivery. The simple truth about excellent customer service delivery is that more customers are attracted to an organization that practises the rules than promotions, discounts, and adverts ever did! And no matter how much is budgeted and spent on branding, adverts, promotions, publicity, and public relations, if the provision of excellent customer service delivery is missing, no business organization can really survive in today's ever-increasingly competitive and globalized world.

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Customer retention and "lock-in" strategies

By Mrs. Olumayowa Abiodun Adeyinka, MCInst.M



Olumayowa A. Adeyinka, MCInst.M

In 1982, Tom Peters and Robert Waterman released a study in which they asked the question "what makes an excellent company?" They took a study of 62 companies that by standard were successful companies and subjected each to performance criteria. Forty three companies passed the test. In the study of the successful companies and the interview of key executives, customer focus (Get close to your customer, know your customer) was one of the 8 keys to excellence that were shared by all 43 firms.

The customer had become the driving force behind all strategic business discussions. Thus, the marketing orientation in the decades since its introduction has been reformulated and repackaged under numerous names including customer orientation, marketing philosophy, customer intimacy focus, customer driven and market focused.

There is an underlying fact that has been corroborated by theorists like James Hesketh, William Davidow and Lee Berry that there is no better source of competitive advantage than

a continuous stream of delighted customers.

Customers are the reasons why organizations exist and therefore the continued existence and success of an organization is clearly dependent on how well such an organization can attract and continue to keep the customers for its products or services. The ability to attract and keep the right brand of customers in itself will be determined by the quality of services the organization can offer its customers.

It is no news to businesses that customers have become the scarcest resources of all. The growth of any organization is highly dependent on the customers it has, and can retain. The process of acquiring new customers depletes the corporate budget, stretches human capital and accrues running and overhead costs for any organization. Customers can stay loyal but it comes with a price and that price begins with ultimate satisfaction. Studies in several organizations have shown that the cost of retaining an existing customer is about 10 percent of the cost of acquiring a new one. It can only make economic sense to pay more attention to existing customers. Business customers tend to be fewer and more valuable – meaning you can't afford to lose any. The big question now is how do you keep your customers active and buying from you? How do you attain retention? How do you prevent defection and how do you perfect 'lock-in'?

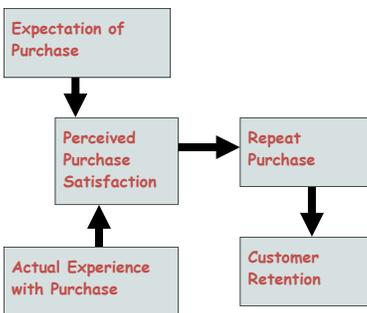
Customer retention

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Strategies

Meeting and exceeding customer expectations

Meeting customer expectation cannot be over emphasized and is simply the minimum requirement for any organization that wants to retain their customers. Customer retention evolved from the philosophy of building your business on the basis of repeat sales, past customers and word of mouth recommendations. When a customer buys a product, what is being purchased? A product or services is a bundle of tangible and intangible attributes, including packaging, colour and brand, plus the services and even the reputation of the producer and seller. People buy more than a set of physical attributes. They buy “want satisfaction” such as what the product does, its quality and the image of owning the product. Satisfaction also relates to “met expectations.”



In the illustration, perceived purchase satisfaction is the customers feeling about any difference between what is expected and actual experience with the customer in the future increases. If satisfied with repeat purchases, customer tends to continue with further purchases.

Continuous relationship marketing

Relationship marketing is based on the idea that important customers need continuous attention and follow

-up. This is a good strategy for customer retention. Customers are given privileges in the following:

- Post sale support
- Replacement parts
- Professional services

There are three general levels of relationship with customers:

1. Transaction marketing: Customers are sold goods and services and not contacted again.
2. Relationship marketing: Customers are contacted after the purchase to know if they are satisfied and have future needs.
3. Partnering: This involves striving continually to improve its customer's operation.

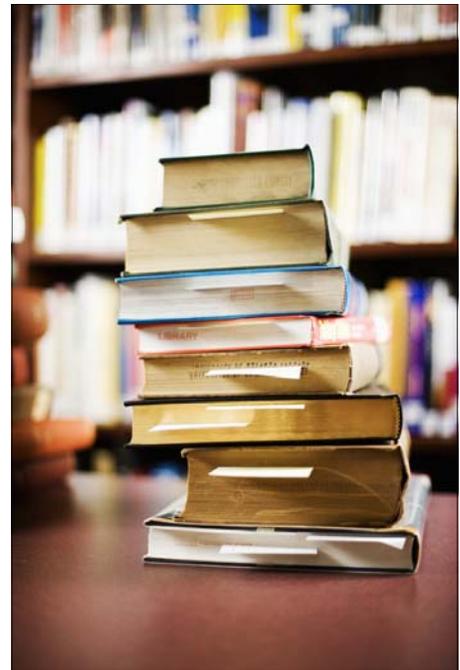
Most organization focus solely on the single transaction with each customer, but relationship marketing focuses on the transaction, as well as follow-up services after the sale and opportunity for further sales. Organizations now realize the need to identify their most important customers and designate them for their partnering programmes.

Creating a world-class strong service

The continued survival, success and retention of customers in any organization are vitally dependent on the creation of world-class strong service that delights customers. Creating this kind of service will involve taking certain steps such as creating a compelling customer service vision and having extensive information about customers. The start point in any organization that wants to provide a world-class strong service is to have a vision and make all employees buy into the vision of why outstanding customer service is strategic to the organization's present and future survival, growth, success and customer retention. They are to be guided by this vision in all decision making processes. Employees constantly

monitor how the vision is being realized in practice so as to make sure the vision is not just a mere attractive slogan.

Extensive information about customers will reveal present and changing requirements. Information and data on customers could be obtained by designing questionnaires for samples of the different customer segments of the organization. By this, customer satisfaction indices are established and improvements are made where necessary. World-class strong service organizations will always strive to attain a customer satisfaction index of 90 percent and above.



Lock-in

The lock-in concept was introduced by Michael Porter. The concept is all about retaining your customer and giving no option but to stick to your organization. The organization tries to get a number of customers in a position where they are left with practically no alternative but to buy their product and engage your services.

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Customer retention

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Lock-in strategies exploit high switching costs for the customer making them stay with the organization. Certain auxiliary products are made and at cheap prices, which are not compatible with products made by other organizations. Microsoft locks-in their customers into buying IBM products.

Conclusion

Loyalty represent the source of all profits. Instead of continually acquiring and losing customers which incurs additional expenses, the goal is to get a customer, give the customer first class treatment and keep the customer. Reichheld in his 1996 book "the loyalty effect" demonstrated that depending on the organization, a 5 percent point reduction in defection of customers can lift per customer profit by 35 to 95 percent.

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Ruth P Stevens. Strategies For Keeping Your Customer, A white paper from B2B Marketing Trends, Penton Custom Media.

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Annual General Meeting 2008 to be held at the Old Mill Inn and Spa in Toronto



The Canadian Institute of Marketing is holding its Annual General Meeting on Friday July 18, 2008 at the Old Mill Inn and Spa in Toronto, Ontario. The Institute is celebrating its 26th year representing professional marketers in Canada. Members residing in Ontario, or visiting the province at the time of the meeting are encouraged to participate in person or at least by proxy.

The meeting will focus on growth of the Institute now that it has completed its long-term restructuring and introduction of the Registered Professional Marketer designation based on a Certificate of Registration and mandatory continuing education. The Institute's success in re-accrediting many of the marketing programs of colleges and universities that were first accredited during the 1980s, and working with colleges and universities to accredit marketing programs for the first time will be celebrated and discussed to set the fundamentals for policy that will maintain these relationships. And there will be lengthy discussion about the marketing of the Institute through its Web site and latest Web-based net-

works such as U-Tube and Facebook, among others.

The Canadian Institute of Marketing has increased its activity working with other non profit organizations by providing marketing assistance, attending selected exhibits and conferences, and participating in the Ontario Colleges' marketing competition while fielding members to serve on advisory boards for marketing programs of certain colleges in Ontario.

The afternoon program will commence at 12:00 and adjourn around 4:30. The agenda will begin with several issues-related and policy related discussions and move into the business meeting of the AGM around 3:00 following a break. Depending upon the interest of members in attending the meeting, there may be a dinner reception at the Old Mill for members and their spouses, around 8:00.

June and July are peak summer vacation months. This year, the Institute is holding its meeting on a Friday afternoon instead of the Saturday afternoon, since many members may be on shortened work weeks that are common for many businesses from June to September, and may have a chance to attend without interfering with weekend plans.

You can make a difference on July 18 by participating in the meeting through a proxy vote or attending, if you are visiting Toronto or residing in the Greater Toronto Area.

Working with advertising agencies

By Lemali Pathirana, MCIInst.M.



Lemali Pathirana, MCIInst.M.

“Clients are from Mars, Agencies are from Venus,” a nice short statement by Andy Allen to say it all about most agency client relationships. For many marketers, one of the most daunting tasks in their career would be to deal with the advertising agency. Why has this become a sour business? The answer lies within us.

Most people think it is traditional to have a conflict-riddled relationship with the ad agency. As one creative put it, “Clients believe that ad agencies are their slaves and are expected to do miracles without any mistakes.” In most organisations, culture nurtures such negative perceptions by teaching and encouraging the next generation to treat the ad agency in the same old manner.

Wouldn't it be nice for organisations to have a very close, smooth relationship with their advertising agency? It costs a lot of money and time to change advertising agencies. Nevertheless, most organisations are rarely satisfied with any agency they work with. It is very important for

organisations to build a good relationship with its ad agency, as with any other supply chain partner, since it can bring about a very valuable competitive advantage.

How to do this? First and foremost, organisations need to understand the nature of the advertising industry. Clients should have an idea of the culture of an agency, how the advertising process works and their challenges. It's the duty of the top management to promote a “Love the ad agency” culture to sustain the momentum.

Organisations must select an ad agency which suits their business objectives and strategies. The agency does not have to be of a world-class stature, but can be a small home-grown agency able to carry out the work and achieve positive results, if their competencies match the client's business needs.

A legal agreement should be signed between the parties. Clients need to do extensive homework to decide what should be included in an agreement to avoid future disagreements and to reap hidden benefits from the affiliation.



It is very important NOT to keep the ad agency in the dark. Most organisations tend to not share any business information with the agency for irra-

tional reasons. This actually hinders the ability to effectively communicate with the end consumer. It will cost time, money and ad agency morale in the process. It is the duty of the advertiser to share their business objectives and detailed marketing plans, along with the available budget for marketing activities. If an agency can be involved in the planning process, it would be better. The agency would become closer and sensitive to the client's business. In turn the advertising work would be closer to customer's heart.

It costs time and money for the agency to develop art work (just like it costs money for companies to make widgets). As we are all aware, most of the work done by agencies does not see the light of the day. And agencies don't get paid for work which ends up in the graveyard. It is important for the client to do their home work thoroughly and produce a comprehensive briefing document. After the briefing meeting clients should not wash their hands of the project. They need to have ongoing communications with the account handlers to ensure assistance and understanding rather than waiting to turn down much laboured creative work.

Sometimes, clients get over excited about marketing projects and in turn excite the agency to produce work. However, some of these projects have very long time spans. Some get abandoned and some are just experiments! No client ever thinks about the resources wasted for the advertising work, as it is on the agency's account. Agencies do not work just for

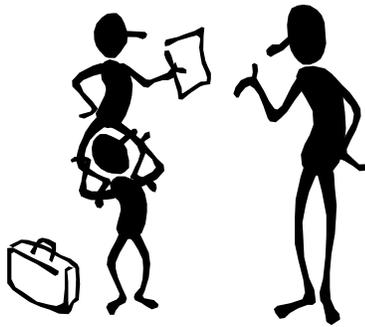
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Advertising agencies

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one client, and these type of experiments with the ad agency will lead the ad agency to distrust the client. Therefore, organisations must carefully evaluate their situation and actual needs before commissioning any work to an agency.

Agencies usually have a dedicated account handler for each of their clients. However, some advertisers tend to have many people talking to the agency. It is important to have one key person co-ordinating with the agency to avoid confusion, costly mistakes and time delays.



The next frustrating thing for agencies is that advertisers try to alter artwork by trying to do creative work themselves. This is like insulting the chef by trying to enhance the flavour of the soup at a fine restaurant. Isn't it bad manners! Criticize in a constructive manner. Do not always try to go on about how bad the agency is. They will tolerate it for the sake of the business but it will lead to a deteriorating relationship. Ultimately, when the client decides to break-up, blaming the agency for the circumstances, all the expertise of the old agency gathered through the years goes with the failed relationship.

Creative people in advertising agencies are a different breed of professionals. Clients need to understand their dif-

ferences and appreciate them for their effort. They are a critical component of the development of a brand. It takes time and effort to develop quality creative work. Do not expect the ad agency to produce miracles. Do not set unrealistic deadlines which will burn out the agency personnel. As long as there is a positive relationship with the agency, they will help clients in emergencies—but never take them for granted.

Do not work with many agencies at the same time. This will hamper the brand image, as different agencies have different approaches and standards. Even if there are unavoidable circumstances of having alternative agencies, do not compare or discuss each as it will damage relationships.

After all, who doesn't have mistakes, and who wouldn't like praise. Be empathetic and nothing is impossible, if you have the positive mindset and good relationships. Treat the advertising agency as part of your own marketing team, and remember they have the power to bring in a competitive advantage for you.

Reference: Allen, A., (2008) "How to get more from agencies", *The Marketer*, (April) p32-36

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careerbuilder® CANADA

One of the top 30 trafficked websites in the world, CareerBuilder.com has turned its focus to international markets in recent years. With offices in the U.S., Canada, UK, Sweden and more, CareerBuilder continues to expand around the world, and has unlimited professional opportunities to offer global-minded individuals.

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Employers: More than 300,000 employers post more than 1.5 million jobs on CareerBuilder.com.

In the Beginning: CareerBuilder.com was founded in 1995

Number of Employees: More than 2,000

Partners: CareerBuilder.com powers the online career centers of more than 1,400 partners, including 150 newspapers and leading portals such as America Online and MSN.

Global Presence: CareerBuilder.co.uk and its subsidiaries operate in the U.S., Europe, Canada and Asia.

The Canadian Institute of Marketing is a partner of CareerBuilder.com, thereby providing a service to assist members in developing or advancing their careers in marketing. Visit www.cinstmarketing.ca for a link.

Green marketing—(environmental marketing)

By Prasanna Perera, F.C.I.M. (UK), MCIInst.M., FCIInst.M., M.S.L.I.M.,
 Marketing and Management Consultant,
 Chartered Marketer—CIM (UK)



Prasanna Perera, MCIInst.M.,
 FCIInst.M.

What is green marketing

Green marketing is where marketing activities are carried out in an environmentally friendly and responsible manner. The word “green” evokes a different range of meaning. For some, it means products that do not harm the environment and for others it could be products that are manufactured without harming the environment. Whatever the interpretation, environmentally responsible marketing is here to stay.

Why green marketing?

As the world’s population grows and over 90 million individuals are added to the planet each year, many marketers realize that they need to be responsible and ethical in their activities.

Many consumers are concerned about the products they purchase and certain brands are preferred due to the environmentally sound practices followed. In Germany 88 percent of consumers are ready to switch brands to greener products, while in Italy and Spain the numbers

are 84 percent and 82 percent respectively. Enough proof, to determine that green marketing should be an integral part of any brand building activity.

Components of green marketing

There are several components of green marketing, which is a blend of social and ecological concerns.

Political aspects are a major component, since environmental concerns are high on the political agenda of all countries. Manufacturers of brands that are eco-friendly, receive political support and patronage.

Sustainability is also a major component, since green marketing should be viewed as a long term activity. Sustainability is about understanding the interactions of various stakeholders and achieving a balance between short term profits and long term shareholder value. We should not forget that planet earth is a major stakeholder of any organization.



The growth in the number of eco-conscious consumers, is a positive factor towards the development of green marketing. Today’s consumer is concerned about the environment and prefers natural products over artificial products. Marketers would do well to

utilize green marketing as a competitive tool.

A key component of green marketing is conservation of planet Earth. This relates to marketers recognizing that they need to give-back to planet Earth, what planet Earth has given to them! What steps can marketers take towards planet conservation?

1. Energy conservation in all supply chain activities. Using non-fossil fuels, wherever practically possible.
2. Distribution efficiency by minimizing trips made by delivery vehicles. Alternatively, using larger vehicles which emanate lower levels of pollutants.
3. Eco-friendly packaging which can be reused and/or recycled into a base raw material.
4. e-marketing, so that consumers are encouraged to purchase online as opposed to off-line. This will reduce retail store traffic, thereby reducing environmental pollution.

Total Quality Environment Management (TQEM)

TQEM is all about environmentally friendly marketing and total quality management (which also focuses on the customer perspective of quality).

TQEM starts off by identifying customers in a broader context, including all societal elements. Thereafter, a commitment to continuous improvement of all processes, including marketing is made. The importance of “getting it right the first time” is a feature of green marketing and TQEM.

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Green marketing

continued from page 10

For example, the manufacture and marketing of a defective product, is very definitely detrimental to the environment and does not provide any value to the consumer. Through the TQEM approach, green marketing is considered as a system, which includes people, equipment and processes. Basically, a holistic approach is adopted.

What are the implication for organizations that do not adopt green marketing?

Green marketing should not be carried out at a “surface” level with advertising and public relations rhetoric to back up. Any green marketing activity needs to be “in-built” into the organizational process and a systems approach is required. With increasing pressures from “green activists”, the need to protect the organization and brands becomes paramount. Therefore, a proactive approach to green marketing should be made, irrespective of external pressures.



We should not forget the tremendous flow of information, at unprecedented levels, through satellite TV and the Internet. This flow of information increases the global visibility of any enterprise. The growing “green consciousness,” social, and environmental criteria are taken into

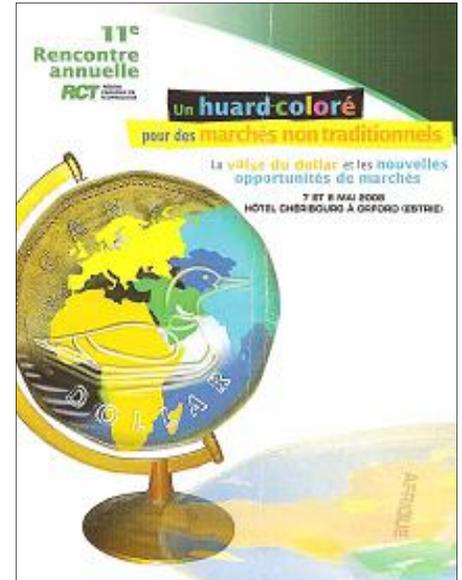
account by consumers when purchasing goods and services.

Green consumer behaviour

Across the globe, environmental awareness and concern is growing, with consumers, understanding that the environment of planet Earth is being gradually rendered inhospitable for humankind. Consumers vary in their degree of environmental consciousness. According to a respected worldwide study carried out a few years back, 11 percent of global consumers could be considered as hardcore environmentalists, who go out of their way to buy organic foods, recycled paper products etc. Another 33 percent of consumers do care about the environment, but will spend only slightly more for environmentally sensitive products. Overall, 67 percent of worldwide consumers care about the environment in some degree.

It can be said that consumption patterns and consumer actions are going to change in the twenty-first century. Marketing has a key role to play in the greening of organizations and in developing consumer tastes that benefit the planet.

Prasanna is a Senior Lecturer in Marketing at the Sri Lanka Institute of Marketing and is on the visiting faculty of several universities and professional institutes for post-graduate and undergraduate degree programmes. In addition, he is a marketing consultant for several organizations. He can be contacted at prasannaperera@mail.ewisl.net.



Institute Members attend Canadian Technology Network Conference

Réal Chabot, MCIInst.M., RPM (Councilor) and Grant Lee, MCIInst.M., RPM (Executive Director) represented the Canadian Institute of Marketing at a conference of the Canadian Technology Network in Magog, Quebec on May 7 and 8. The conference focused on international marketing strategies and tactics with accounts from federal and provincial government agencies and business people working on projects in African countries.

On May 8, Chabot and Lee facilitated round table sessions to speak about marketing in Canada and various aspects about the Canadian Institute of Marketing. Much of the conference was conducted in French, since the Canadian Technology Network remains very active in the province of Québec.

The conference was held at the beautiful conference facilities of Hôtel Chéribourg À Orford (Estrée).

Contents of a marketing plan

By Dr. Ranjan Madanayake, DBA, CPM, FSPMgt, FSBP, MCInstM, RPM, MMA, MNZIM, MIM (SL), MSLIM



Dr. Ranjan Madanayake,
MCInst.M, RPM

What should a marketing plan contain? A dilemma indeed, as many authors and practitioners approach this in several different ways. To create any plan, one needs to have a purpose, information, direction, objectives, strategy, tactics, estimate of results and expenditure, implementation and controls. Without these elements there cannot be an effective plan.

The next aspect is “on what should a marketing plan focus?” Here, there is much confusion due to many different interpretations. A marketing plan should focus on specific aspects:

- Marketing plan for a new product or improved product Mc Rice
- Marketing plan for a brand such as McDonald’s
- Marketing plan for a category such as burgers
- Marketing plan for a product such as vegetable burgers
- Marketing plan for a segment such as kids who love burgers
- Marketing plan for customers who want home delivery
- Marketing plan for geographical areas such as a city

Marketing Plans can also be developed for corporate awareness and image building such as awareness and image of your company, persons such as a politician, your chairman, or even yourself whom we refer to as self marketing.

The next question one may ask is the difference of a strategic marketing plan and a tactical marketing plan? In marketing when we say strategic it means long term and when we say tactical, it refers to short term. Now you may wonder how long is long-term and how short is short-term? Long-term is usually for a period of around three years anything beyond that is not recommended due to the rapid changes in the environment. A marketing plan might be outdated during its sixth month, should there be a strong environmental influence such as fiscal policy, technology, buying behaviour, and new competition. A short-term is usually one year. Therefore a marketing plan is made up of strategic and tactical plans.

This brings us to a further question; what does a strategic marketing plan and a tactical marketing plan address?

The strategic marketing plan addresses:

1. Segmenting markets
2. Targeting market segment(s) to serve
3. Differentiating the value proposition
4. Positioning the value proposition

The tactical marketing plan addresses:

1. The development of the tactical plan using the elements of the marketing mix known as the 7 Ps.

Planning process

When creating a marketing plan, the first step would be to gather information and conduct a business analysis through various tools. This will provide us direction to decide which way we must set our objectives. Once we set our objectives we need a strategy to achieve those objectives. Once the strategy is determined we need tactics to deliver the strategy for which we use the marketing mix or the 7 Ps. All of these will cost the company money, as well as bring in revenue. Hence, we need to project revenue and expenditure by preparing a financial statement. Lastly we need to implement and control the implementation of the plan. The preparation of a marketing plan is within the purview of the person entrusted to handle the value proposition and can be a brand manager, category manager, product manager or market segment manager.

Contents

A marketing plan, unlike a business plan, is an internal and very confidential document that is meant for a selective audience of top management. It is a document that contains a plan setting out what it is and how to implement, hence it must be very pragmatic and easily understood by those for whom it is intended. Ideally, a marketing plan must have the following information:

- Executive summary
- Business analysis
- Key issues and assumptions
- Sales objectives
- Target market
- Marketing objectives
- Differentiating and positioning
- Communication goals
- Marketing tactics
- Marketing calendar, budget and financials
- Implementation and controls
- Appendices

Marketing plan

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The individual marketing plan must be a bound document with pages numbered. Spiral binding with clear film on top and hardcover at the bottom is ideal. The inside cover should state for example: Marketing Plan for Vegetable Burgers in the centre and the presenter's name and designation below. The next page should be titled the Contents page that would carry the sub-titles and page with accurate page numbers. The page immediately thereafter must be the Executive Summary of the plan. Rest of the contents of the plan must flow thereafter.

Executive Summary

The Executive Summary would start with an introduction to the plan and carry a synopsis to provide the reader a quick insight of the entire plan, hence it must indicate briefly in very few lines the gist of all of the above planning elements. It is best if limited to one page. The Executive Summary should be the first page of the plan following Contents.

Business Analysis

The plan must begin with highlights of the following:

1. Situation Analysis – A study of the external, operational and internal environments, which will provide a study of the current status.
2. Industry Analysis – To ascertain the viability of the industry through its current players, possibility of new entrants or substitutes, suppliers and customers.
3. Gap Analysis – In the case of existing value propositions analyse the gap between the desired and the forecast sales and profits.
4. PLC – Study the status of the product life cycle so that appro-

priate strategies can be implemented.

5. Value Chain – Analysis of the value chain to ascertain shortcomings or opportunities.
6. Portfolio Analysis – This helps us to grade our products and services and study their performance.
7. PIMS – Ascertain the profit impact of marketing strategies to take corrective action accordingly.
8. Marketing SWOT – We can then carry out a marketing strengths, weaknesses, opportunities and threats analysis that will give us the right insight.

Some or all of the above tools may be used in determining the next stage.

Key Issues and Assumptions

The second stage addresses the key issues ascertained through the information and analysis process and enables the planner to make pragmatic and logical assumptions. A company CEO who read a report of a WHO survey that gave statistics of protein under nutrition enabled them to make the assumption that there was a need for low cost protein nutrition and built a market leader.

Sales Objectives

From key issues and assumptions the next step is to set the sales objectives and develop a pragmatic and achievable sales plan.

Target Market

Segment the market and select market segments that can be served to delight its customers and also do so profitably. Unprofitable market segments must not be targeted, if they do not have any potential even later to be profitable.

Marketing Objectives

Marketing objectives can be long-term and short-term. Typical long-term objectives are developing new value propositions or improving the existing value propositions, developing new markets for existing value propositions such as new regions or country and divesting and diversifying into other areas of business. Short-term objective would be market penetration for the existing value proposition such as a 20 percent increase. Increase of market share by 5 percent is another.

Differentiating and Positioning

Finding ways to provide sustainable differentiation for the value proposition from its competitive brands or products is important. Next is identifying unique value that can delight target customers so that they will perceive the brand or product to be the most suitable for them. BMW is the ultimate driving machine.

Communication Goals

The most important communication goal is to deliver positioning to generate favourable target market behaviour. All tactical elements must then be used to achieve the set goals.

Marketing Tactics

The next step is using the 4 / 7 Ps in support of achieving positioning and communications goals.

1. Product
2. Price
3. Place
4. Promote
5. People
6. Process
7. Physical Evidence

Marketing Calendar, Budget and Financials

Preparing a marketing calendar with a marketing budget is an important

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Marketing plan

continued from page 13

aspect of the plan that must be presented together with a contribution statement to give an idea of the expected bottom line.

Implementation and Controls

Implementing a marketing plan is equally important as preparing one, and must consider the following elements:

1. Leadership
2. Internal Marketing
3. Project Management
4. Managing Change

Control ensures proper implementation of a plan and following are some tools:

1. Financial Scorecard
2. Marketing Scorecard
3. Stakeholder Scorecard
4. Marketing Audit

Appendices

Supporting documents must be attached so that the reader, in the event, more clarification is required, can access them.

Marketing plans collectively are most invaluable to drive success of a company's value propositions. Preparing, presenting and implementing them are very important aspects in the whole planning process. Any comments please email ranjanm@sltnet.lk.

Dr. Ranjan Madanayake is Author **Strategic Marketing Plan – The 12 'P' Model**, Sri Lanka . Author **PCM Study Text**, Sri Lanka Institute of Marketing. Co-author **The Marketing Collectibles**, New Zealand & Malaysia. Co-author **Marketing Skills in Management**, India. Co-author & co-editor **Marketing Perspectives**, Canadian Institute of Marketing. Honorary member of the International Academic Board, **Phoenix International University**.

What's in it for you? Growing and learning together

By Ron (Doc) Halliday, MBA, M.CInst.M., FCInst.M., CMC



Ron "Doc" Halliday, MCIInst.M., FCInst.M

Members of the Canadian Institute of Marketing:

The purpose of my article is to ask for your feedback to my request for consideration by our Institute to take on the challenge of providing more of its focus on Internet marketing subject matter, on our Web site and in our newsletter.

'O for the good old days', before the advent of the Internet, when successfully marketing a product or service, while creatively challenging, seemed to be more simple and straight forward. Although the statistical measurement of traditional media was somewhat subjective, we were able to sustain the knowledge and expertise necessary to provide strategic marketing communications solutions to our clients that would stand for a reasonable period.

Our responsibility hasn't changed; we still must deliver the right message to the right audience through the right media with measurable results to an individual or group. We need to reach human beings, who will be receptive to a compelling story that addresses root motivational behaviour, clearly presents desired benefits or solutions,

builds recall through repetition, and is always differentiated. We understand that decision making remains pre-empted by emotional appeal, usually before intelligence, regardless of the communications media or point in time.

Today's media choices, both old and new, at least that produce results, have several things in common.

They're straight forward. They appeal to a broad range of people. They are easy to use and fulfill common desires. They're simple. In short, they follow some of the most basic patterns that have worked since the dawn of marketing. And what works has nothing to do with technology but with ease of use, content, and an appeal to basic human emotions. What's always worked still works. Technology changes quickly, but people change slowly.



What's my point? I believe that we as professional marketers we have the responsibility of being 'competent' in our knowledge and use of the new arsenal of media options at our disposal.

What's in it for you?
continued from page 14

Our role remains that of, providing strategic marketing solutions that assist our Clients reach their customers within an integrated and balanced communications strategy. But the game has changed. The Internet, with its real time performance measurement ability, has raised the bar for all other media measurement to benchmark against. Our client's expect more marketer accountability for producing measurable results from their return on marketing investment (ROMI).

I for one, have learned and have grown from the content of our newsletters. I ask that our Institute explore how it can assist me learn and grow more about Internet marketing from our members and the marketing community at large. Examples for consideration are: Having the existing marketing rich site summary (RSS) resources posted on our Web site, or having our own RSS written by members, as a means to promote the Institute. Increase the Internet marketing content in our newsletter, possibly a separate section. These are only two examples to consider.

How can OUR Institute assist each other in continuing to grow and learn? I am asking you to send your thoughts and ideas along to Grant Lee at info@cinstmarketing.ca, and let's begin a new journey!

Doc Halliday is the Strategic Imagineer with Marketing Dynamics. Contact Doc at dochalliday@shaw.ca.

Align Marketing Strategy with Buying Process to Create Sales

By Ron (Doc) Halliday, MBA, M.CInst.M., FCIInst.M., CMC

The majority of the companies that approach me for strategic marketing advice don't have their marketing and sales organizations well-aligned. They are not truly 'customer centric'. Changing their paradigm is usually my first challenge.

It has been my experience to employ the wisdom of Stephen Covey, 'understand before being understood'. So my first task is to listen and review the existing marketing and sales processes in place, before asking to learn about their 'new business development and customer retention processes.' While marketing and sales must be aligned around prospective customers' needs, wants and purchasing processes, it is always easier to approach the subject, once I know what they are, or are not, considered important. This strategic approach has been proven over and over again.

Most of you are familiar with the 'sales funnel' model which many clients sales forces use to understand the sales flow of business opportunities. But the very word sales, means that the 'sales funnel' is owned by sales and has nothing to do with the organization as a whole. Rubbish! Sales, is a function of the marketing process and everyone in the organisation is intrinsic to the marketing of any company.

Suspects in 'Potential Clients Funnel' times the average deal size times the win rate

Sales cycle time

Marketing identifies, finds, and provides support to sales to secure profitable customers. Marketing provides

segmentation, customer targeting, positioning, product offers and messaging to differentiate the company, and sales transitions prospects into becoming customers. Both are integral to the achievement of the business objectives, with the involvement of everyone else, doing something right that serves a customer or someone that does.

One of the elements in an overall new business strategy is the investment in an automation tool or Client Relations Management (CRM) system, to map the ideal customer's buying process. It is possible to create more than one process, as different segments may buy differently and different products/services may have different purchasing processes.



Understanding customer decision making and buying processes is paramount to the development of the right marketing strategies for managing each stage of the new customer attainment process.

In simple terms, potential customers follow a logical step-by-step process that is normally incremental.

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Align marketing strategy

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Marketing, sales, and all who may touch the prospective customer during this process, must know what those steps will be for the majority of their potential prospects. However, it is worth noting that human beings are not all wired the same way. Some prospects will jump from the first step to the last step immediately. Make this as easy as possible to do!



Marketing is responsible for creating the tools appropriate for each stage that facilitates engaging the prospective customers.

Strategic marketing is about managing every aspect of finding new customers. And that should be the same for everyone in the company.

Doc Halliday is the Strategic Imagineer with Marketing Dynamics. Contact Doc at doc@marketingdynamics.ca (www.marketingdynamics.ca).

Member News

Jason Paul Rasevych, ACInst.M

Jason Paul Rasevych is a Resource Development and Marketing Specialist for the Alzheimer Society in Thunder Bay, Ontario. In addition he is a marketing consultant for several organizations.



In his current role with the Society he is responsible for the planning, design, implementation and evaluation of projects for public awareness, communication, gifting and marketing campaigns that include fund development opportunities. Critical responsibilities include volunteer recruitment and training, board development and strategic planning, and the development of two interlocking and co-dependent campaigns.

Mr. Rasevych is presently executing a regional early warning signs awareness campaign in the Thunder Bay District. In 2007 he conducted marketing research that provided the Society with supporting data to guide and justify the decision making for the campaign. 'Lack of the early warning signs of Alzheimer's disease' was the number one reason for delay in obtaining a diagnosis. The campaign that Rasevych developed will use various media to promote Alzheimer's disease, the Society and 3 of the 10 early warning signs of the Alzheimer's.

His previous experience conducting research and analysis, project management and community development for the not-for-profit sector dates to his position of Communication Officer and Manager of Finance for his First Nation of Ginoogaming located 300 Kilometers Northeast of Thunder Bay. By designing marketing material in-house, Rasevych was able to

maximize limited budgets and develop new resources for project success.

Jason graduated from the Business – Marketing program at Confederation College in Thunder Bay after studying Economics at Durham College in Oshawa, Ontario. His invaluable experiences in his lifetime that he says helped professionally develop his marketing craft includes a mentorship program with Denis Cordick, V.P., Marketing of AMJ Campbell Van Lines and Henri Panday, President & CEO of ICICI Bank Canada. Jason Rasevych can be contacted at: jrasevych@hotmail.com.

Samantha (Sam) Manujith

Sam Manujith is the national Account manager for Houston's Farm in Australia. Houston's Farm is a privately owned company in southern Tasmania, where five farms grow a range of baby lettuce and herbs for Coles & Woolworths. Houston's Farm is the sole suppliers of the baby leaf category for Coles. Baby Leaf is the premium part of the category. The leaves are cut at the coolest part of the day and quickly chilled and then triple washed and dried in then packed ready for market. Sam can be contacted at: smanujith@houstonsfarm.com.au

*This space could have been
your announcement!
Plan for the next issue...*

*New Members and Membership Upgrades** (to June 2008)

| | | | |
|----------------------|---------|--------------------------|-----------------|
| Fellow* | No. 89 | Dwight Dyson | Thornbury, ON |
| Professional Member* | No. 764 | Taiwo Olubusoye Soetan | Glasgow, UK |
| Professional Member | No. 814 | John A. Jackson | Mississauga, ON |
| Professional Member | No. 815 | Christopher A. Akingbade | Toronto, ON |
| Professional Member | No. 817 | Oyebola B. Akande | Abuja, Nigeria |
| Professional Member | No. 818 | John P. Nadeau | North Bay, ON |
| Professional Member | No. 819 | Pritesh Vashi | Mississauga, ON |
| Professional Member | No. 821 | Chantal Dugdale | Barrie, ON |
| Associate Member | No. 816 | Ahmed Akande | Bariga, Nigeria |
| Associate Member | No. 820 | Jason P. Rasevych | Thunder Bay, ON |

Canadian Institute of Marketing judging at OCMC 2008 hosted by Niagara College

Ontario's top college marketing students get together annually at the Ontario Colleges' Marketing Competition to see who can do the best in a set of events designed to test students on the practical, under-the-gun marketing skills. This is a prestigious event where graduate level marketing students from across the province compete in a variety of case study presentations.

This year's event takes place November 13 and 14 in Niagara Falls, hosted by Niagara College. Judges for the competition will sit on panels for each of the following case events; Integrated Marketing Communications, Marketing, Marketing Research, International Marketing, Entrepreneurship, Direct Marketing, The Job Interview, Sales Management, The Sales Presentation, and Retailing. Canadian Institute of Marketing members will be serving as judges.

The Institute is also a sponsor of the event. In return for its cash contribution, the Institute receives the following exposure:

- Acknowledgement in the Event Guide,
- Recognition on the official OCMC website, and
- Acknowledgement in Niagara College's Donor Database.

The Institute also has the opportunity to provide promotional products (pens, pads of paper, etc..) for the conference bags and/or promotional flyers and material.

The Canadian Institute of Marketing has participated in OCMC at the event held at Georgian College in 2004, Seneca in 2005, and Fanshawe in 2007. Students are well prepared for the competition. It is obvious that the marketing programs of Ontario colleges balance theory, principles and standards with the experience of marketing practitioners employed in industry and government. The OCMC is a must-attend event for employers looking for Canada's future marketing leaders.

In 2007, the Canadian Institute of Marketing's Fellow, Dwight Dyson, won the very Award of Excellence that he created in 2003 as a marketing teacher with Centennial College. Dwight created the award to recognize the previously unheralded efforts of the sponsors, colleges and faculty involved in the Ontario Colleges' Marketing Competition. Dwight retired from Centennial College in 2007.



Registrar and Councilor Shiv Seechurn, MCInst.M., RPM applauds 2007 winners

Membership Requirements

Professional Member (MCInst.M):

- A) Has held an acceptable marketing position for 5 years, the last 2 at senior management.
- B) Holds a recognized qualification in any of the following, or mature entry instead.
- A diploma of an Institute of Marketing;
 - BA, MA, or Doctorate degree with marketing specialization;
 - Diploma or University Post-graduate Diploma in Management Studies, or Business Administration with marketing specialization;
 - Other educational or professional qualification of equivalent or higher standard with marketing input – approved by the Canadian Institute of Marketing or one of its affiliated marketing institutes.

Registered Professional Marketer (RPM)

A candidate must meet the following requirements:

- A) Be a Professional Member (MCInst.M)
- B) Acceptance by Registrar of written case study demonstrating competence in marketing and ethics.

Associate Member (ACInst.M):

A candidate must meet the following requirements:

- A) Has held an approved marketing position for 3 years, the last in marketing management at a lower level than for full membership.
- B) With one of the following academic qualifications:
- A Certificate of an Institute of marketing or, subject to its marketing component being approved by the CInst.M., a BA or MA in a business-related subject;
 - Diploma or University Post graduate Diploma in business Administration or in Management Studies;
 - Other educational or professional qualifications of equivalent or higher standard approved by CInst.M.

Graduate Member (GCInst.M):

A candidate must meet the following requirements:

- A) Have successfully completed an approved Marketing Certificate or Diploma programme from a recognized learning institution, or possess a business-related Bachelor degree.
- B) Be elected by the Institute.

Student Member:

A candidate must meet the following requirements:

- A) Be registered in a Marketing Certificate or Diploma programme;
- B) Be registered in the final year of a degree programme with Marketing specialization. The Marketing component must be approved by, and the learning institution accredited with, the CInst.M.

Fellow (FCInst.M):

- Ten years of membership in good standing (exception rule in place)
- Vote of College of Fellows, Past Presidents and Board based on nomination and application and review.
- Based on leadership, knowledge, experience and sustained membership.

Affiliate (Corporate) Member

Organizations that wish to be affiliated with the CInst.M. This category of membership does not carry the right to vote at Canadian Institute of Marketing meetings, or designate a professional designation.

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The professional marketer 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 Council for any conduct which (in the opinion of Council) is in breach of the Code and Council may take disciplinary action against any member found to be in breach thereof.

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See www.careerbuilder.ca and www.cinstmarketing.ca for information.

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