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Institute hosts webinar on positioning

By Grant Lee, MCIP, RPP., MCIInst.M, RPM



A. Grant Lee, MCIInst.M., RPM.

The topic of Dr. Madanayake's webinar was the Positioning Triangle. He discussed three elements of positioning; corporate positioning (the business that produces value), product positioning (the vehicle that delivers value), and competitive positioning (competitors that offer alternative value).

The webinar was scheduled at a time when most members in Canada and other countries would be able to attend at a reasonable time.

The presentation opened with a remark from the executive director of the Institute, followed by a remark from Dr. Madanayake who then presented his PowerPoint presentation. Throughout the seminar, members sent questions to the organizer (Grant Lee) who repeated selected questions audibly to Dr. Madanayake at the end. Dr. Madanayake was able to respond to questions so that all attendees could hear. Some attendees asked for Dr. Madanayake's coordinates to follow up the presentation with more queries.



Dr. Ranjan Madanayake, MCIInst.M, RPM

The Canadian Institute of Marketing delivered its first webinar of 2009 on February 23 to members who registered to attend a 45 minute seminar by Dr. Ranjan Madanayake located in Pannipitiya, Sri Lanka. The webinar was set up by the Institute's executive director, Grant Lee who used the services of GoToWebinar through his company AGL Marketing Limited.

The Canadian Institute of Marketing will be making greater use of Web-based services like GoToWebinar and GoToMeeting in communicating with members. There is strong consideration to hold the 2009 annual general meeting in June or July as a webinar. The technology is most suitable for the business portion of annual general meetings. No conference is planned for 2009 due to unstable economic conditions, the great distances that members would have to travel, and the costs associated with long distance travel.

Marketing Canada

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Hospitality in Japan—a case study of the amusement industry

By Yoshihiko Okabe, B.E, M.Econ. and Anthony Raman, MCIInst.M., RPM



Yoshihiko Okabe



Anthony Raman
MCIInst.M., RPM

The collapse of what was called the “Bubble Economy” around 1992, caused the Japanese economy to go through what many economists call the “Lost Decade” - the period from the 90s to the new millennium.

During this period, the Japanese economic structure went through a change, and some industries not only had a recovery but also emerged much stronger. In this case study of the amusement industry through Tokyo Disney Resort (TDR), we explore the kind of divergence that happened in the Japanese economy.

Change of Japanese economic structure and emergence of “Theme Parks”

During the 1970s, Japan's industrial structure moved from heavy industry to information technology-based industries. Japanese products such as cars and consumer electronics occupied top position in the world market from 1980s. The Bubble Economy in Japan started in the late 80s, and ended around the beginning of the 90s. There were similar bubbles like the Tulip Bubble in Netherlands in 1637, and the

South Sea Bubble in England in 1720.

During the Lost Decade, the GDP of Japan grew by only about 1% annually. Even in such a situation, some industries grew very dramatically and one of these was the amusement industry. In general, the national characteristics of the Japanese are known as hardworking, diligence and being industrious. Before the Bubble economy, the ‘real’ living standard of Japan was not as high as the level compared with its status in the world economy (e.g. measured by living space and time for leisure.)

After the late 80s, the consumer life of Japan changed dramatically. Through the second half of the 80s, many young people resorted to entertainment spots such as discos during the weekends, and started to consume much French wines (e.g. Beaujolais Nouveau.) Just before the beginning of the Bubble economy many amusement parks were planned throughout Japan.

The situation, however, was not good for some amusement parks. From 1990 to 2003, many amusement parks closed or plans for parks were suspended. For example, HUIS TEN BOSCH Co., Ltd., theme park displaying life-size replicas of old Dutch buildings, applied under the Corporate Reorganization Law in 2003. TDR is the only winner in the Japanese Amusement industry now, and it looks like a zero sum game. In 2007, the number of guests was estimated to be about 25,420,000, and the total number of guests from 1983 to 2008 was 430 million.

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Hospitality in Japan

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“OMOTENASHI”: The ideal of Japanese hospitality

Tokyo Disneyland (TDL) opened in 1983. Initially, TDL was considered a copy of Disneyland in California. But, it is owned by Oriental Land Co with a licence from The Walt Disney Co. On September 4, 2001, Tokyo Disney Sea (TDS) opened as a companion park. They are the only Disney parks not owned by The Walt Disney Company, thus Oriental Land Co can decide its own policies, and undertake the management.



The policy of TDR is encapsulated in the abbreviation “S.C.S.E”. The first ‘S’ means Safety. If someone stays the night at Hotel Miracosta at Tokyo Disney Sea, they could see at midnight that all facilities within TDR are being cleaned with a fire pump. The Motto of TDR loosely translated into English is “Baby can crawl because there is not even one small stone”. This signifies how clean the grounds of the TDR are, and how safe it is even for a baby to crawl around without being hurt.

In TDR, employees are called the “Cast”. It means that they are required to be actors and actresses within a large show. The highest rank in the Cast is the cleaning crew called “Custodial Cast”. One reason is they are maintaining safety at all times in the park. All Custodial Cast members

are trained never to kneel down, even when they sweep the ground, as to prevent the guests from bumping into them when the guests are reading their maps while walking in the park.

In addition, the other reason is also unique. For example the Cast of each attraction is prohibited to move to other places in their own costume. But Custodial Cast can move around in all areas within the park, as they are the higher ranked cast. Generally, a cleaner worker is thought as unskilled labor, but in TDR they are not, and some Custodial Cast can speak not only English and Chinese, but also sign language.

Secondly, ‘C’ means Courtesy. All Cast must not use the common word “Irasshaimase” which means “Come here please”. This is used daily by shop clerks in Japan and guests find difficulty in responding. TDR Casts are required to say “Konichiwa” meaning “Hello” because it is easy to be given a return response by the guests. TDR believes that effective communication between Casts and guests is the essence to true hospitality. For example, drinking fountains are made in sets of two - high and low. This allows parents to drink water with their children while seeing each other.

‘S’ is for Show. The shows in TDR have an excellent reputation. Lastly, ‘E’ is Efficiency just as in the other companies. But the order of the abbreviation SCSE is a noteworthy example. In the capitalist system, the first policy of almost all companies is efficiency. But, the order of the motto in TDR is S.C.S.E; safety first and efficiency last. This tends to be contrary to the normal practice of other companies. Safety of the guests is paramount to TDR.

The background of TDR policy is based on “Omotenashi”, the ideal of Japanese hospitality. “Omotenashi” means not only hospitality but also gratuitous act. So, true Omotenashi can be said to be similar to the idea of devotion and selfless love in Christianity. TDR succeeded to integrate both Western and Asian ideas to operate an amusement park.

This integration can be said to be the secret of TDR, and why many visitors come to TDR, as the number of guests increases annually.

Emotional marketing and the change of the national character of the Japanese

In TDR, the Mickey Mouse ear hats are worn not only by children but also by adults. This represents another unique characteristic of TDR.



To most foreigners, the national character of Japan is perceived as modesty and calm like a Zen monk. But during the bubble economy, mass media attracted an emergence of “Shin-Jinrui”, meaning new human being. They have new ideas, generally like a consumer. TDL opened in 1983 and it followed the new character of the Japanese and the fashion of the day. They even don’t mind wearing the Mickey Mouse ear hats even when they are grown-ups.

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Hospitality in Japan

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There are many physical and tangible quests in TDR for guests to think and feel that they are in a dream land. For example, mirrors in the rest rooms are not available, especially in the women's. The reason is that they will realize that they are ridiculous looking with Mickey Mouse's ears when they look into mirrors. By not having mirrors, this is not possible. Lack of mirrors is common within the TDR theme park.

Conclusion- Next key industry of Japan

In October 2008, the world economy went into recession, resulting in the Japanese economy finding itself in a serious situation. The Japan Times issue of 14th December 2008, reported that Toyota Motor Corp would face an operating loss of about 100 billion Yen for the second half of the fiscal year, and that Sony Corp would cut 16,000 jobs, including 8,000 regular workers.

The year 2008 was the 25th Anniversary of the opening of Tokyo Disneyland, and TDR held large scale anniversary events. The number of guests that were expected was the largest since 1983, even in a global recession. Twenty-six million people attended the events.

Prime Minister Taro Aso, well known as a cartoon enthusiast among Japanese, indirectly supports TDR because Mr. Aso feels that Japanese cartoon culture will become one of the next key Japanese industries. Even though, the Disney characters originated in America, it must not be forgotten the hospitality of TDR is based on the Japanese idea of "Omotenashi". TDR exploited the unique way of hospitality in Japan using Japanese ideals mixed with

western-origin amusement parks. This is just the thing that can be promoted to other counties as the next main product of Japan.

By combining the integration of Western and Asian ideas with the policy of S.C.S.E amidst the background of Omotenashi, TDR had managed to survive, and this may be the key to its survival in the present global financial situation.

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Mohawk College hosting OCMC 2009



Every year in November, Ontario's top college marketing students get together to see who can do the best in a set of events designed to test students on the practical, under-the-gun skills that faculty strive to inspire in them. The 2009 competition will be hosted by Mohawk College in Hamilton. The Canadian Institute of Marketing is a sponsor of the annual competition.

The event was initiated in 1980 among 6 colleges. In 1986, the event was hosted by Mohawk College in Hamilton which reached beyond the original six, inviting every college to participate.



OCMC 2009 will take place November 19 and 20.

The first day will be at Mohawk College and the second at the Sheraton Hamilton.

What is branding? Choosing brand and things to consider when building a winning brand

By Oluwabamidele Daniel Adeyemi
B.Sc, MBA, MMIS, AMAMI CPM, MCIInst.M, AMSIM, AMIM, AIMM



Oluwabamidele Daniel Adeyemi, MCIInst.M

Almost every business has a trading name, from the smallest market trader to the largest multi-national corporation. Only a minority of those businesses, however, have what could be classed as a 'brand' or a 'brand name'.

A brand is more than just a logo or a name. It is a complex and dynamic set of consumer beliefs entrenched in consumers' hearts and minds. Building a strong brand requires understanding of consumer needs and developing a point of difference that is meaningful and sustainable in generating customer loyalty.

Branding is a word commonly referred to by advertisers and marketing people, but what does it actually mean, how can you get it, and most importantly; how will it benefit your business?

Anyone launching a product or service, whether on-line or off-line, will put a lot of thought into what to offer and how to go about offering it. In particular, most businesses invest a lot of time and money in creating a brand which will appeal to consumers and

set its products or services apart from competitors. For this reason, a business will not want anyone else pretending to be associated with it and piggy-backing on its reputation.

The brand of a business is an example of intellectual property, and can be one of the most valuable assets of the business. It is important to a business to secure the rights in its brand.

What is branding?

There are many different definitions of a brand. The most effective description however, is that a brand is a name or symbol that is commonly known to identify a company or its products, and separate them from the competition.

The American Marketing Association (AMA) defines a brand as a "name, term, sign, symbol or design, or a combination of them intended to identify the goods and services of one seller or group of sellers, and to differentiate them from those of other sellers. Therefore it makes sense to understand that branding is not about getting your target market to choose you over the competition, but it is about getting your prospects to see you as the only one that provides a solution to their problem.

Choosing a brand

Before settling on a brand, you should carry out some research to ensure that no one else is already using the proposed brand. Searching through an internet search engine and on the Companies House Web site will be a good starting point to determine whether another business is trading

under the name or using the brand. Protecting your own rights is important, but it is equally important to ensure that you do not infringe the rights of other people. You should therefore check that someone has not already registered your chosen brand name as a trade mark. A basic search can be carried out on the Patent Office web site, or Trade Mark Agents can carry out a more detailed trade mark clearance search for you.

A combination of the above searches will be the most useful approach: the trade mark clearance search will identify whether the same or a similar brand has already been registered, while the Internet searches may identify unregistered trade marks which are being used by other companies.



Things to consider when building a winning brand

1. Brands are personifications of organizations, products, services and experiences

In this way, they are the primary sources of relationships with customers, promises to customers, and customer loyalty.

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What is branding?

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2. Top management support is crucial

Of the toughest obstacles that brand champions have encountered in creating brand building organizations, three of the top nine involve the lack of top management support.

3. Profound customer knowledge is essential

The first step in crafting a brand's promise is defining the target customer. Without a profound understanding of the target customer, a business will never thrive and may not even survive.

4. The brand and its products and services must exceed customer expectations.

No amount of customer communication and relationship building can compensate for inferior or even parity products and services.

5. Awareness

Customers first must be aware that there are different brands in the product categories in which your brand operates. Next, they must be aware of your brand. Ideally, your brand should be the first one that comes to their mind.

6. Relevant differentiation.

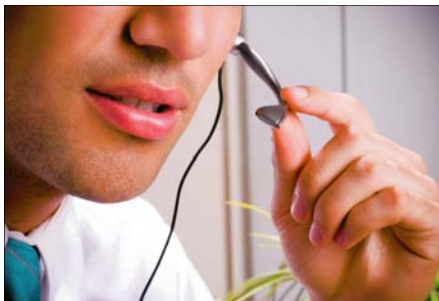
It is the most important thing a brand can deliver. Numerous studies have shown that relevant differentiation today is a leading-edge indicator of profitability and market share tomorrow.

7: Evoke emotions and create sensory experiences

Emotional connection is what every brand should ultimately strive for. If your brand can achieve emotional connection, it can gain customer loyalty.

8: Exhibit admirable human qualities

Exhibiting admirable human qualities is especially important for brands during crises. Companies that respond quickly and honestly, companies that accept responsibility, companies that show concern for those affected, companies that keep those affected informed about what is going on, can recover from and even become stronger from a crisis.



9: Constant product and service innovation

While brands are not products or services and products or services are not brands, a strong brand requires strong brand management and constant product and service innovation.

10: Create a sense of community

Communities create emotional connection and loyalty. They also facilitate add-on sales.

11: The corporate culture must reinforce the brand positioning

Hiring employees whose personalities and values match those intended of the brand will ensure that the brand experience is consistently delivered as intended.

12: Internal brand building

One of the most difficult tasks in brand management is transforming the organization from one that does not understand the scope or importance of brand management to one that embraces and actively builds the brand as a critically important source of sustainable competitive advantage.

13: Front line employees are key to a brand's success

Does the person answering your calls know what the brand stands for? How about the Customer Care person? The copywriter for your brand catalog? The person developing a brand promotion? The people who design the brand's products?

14: Consider co-creating your brand with customers

This competitive strategy recognizes the value of viewing the marketplace not as a "zero sum game" in which your gain is always someone else's loss but rather as a place in which value can be created by discovering mutually beneficial relationships with other organizations that would traditionally have been considered competitors.

15: Stand for something

Your brand must be known with something. It must stand out among other brands.



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Event Marketing

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

Marketers use events to effectively market their products, services or even organizations. Events are characterized by the following :

- Careful planning;
- Generally expensive to stage;
- A high level of risk is carried (Once in a lifetime experience in some cases), and
- Require the participation and support of everyone.

Types of events

There are many types of events that can be marketed, such as musicals, cultural, and sporting, as well as meetings, exhibitions, festivals and product launches. Examples of sporting events would be the Olympic Games, Cricket World Cup, and Football World Cup. Entertainment events would be concerts, musicals and theatre. Product launches would be a good example for commercial marketing events. The meetings and conventions industry is highly competitive and can attract thousands of people, as well as a handful of high-

profile participants. Festivals such as food, wine and jazz are very popular. There is a wide repertoire of events that can be marketed.

Managing and event

Normally an event management team is constituted, headed by an Event Manager. The event management team has to work with stakeholders such as entertainers, catering organizations, advertising and PR agencies, printers, lighting, audio and video companies. For some events the Event Manager is required to liaise with government officials, security agencies, environmental lobby groups and even traffic and local councils.

The nature of event marketing

Event Marketing generally involves a combination of goods and services, thereby providing a challenge to the marketer. Take for example a conference which has both tangible (goods) and intangible (service) components. The tangible would be the venue, room set-up, food and catering, audio-visual systems and the audience. Intangible would be conference planning, information dissemination and planning support services.

An event marketer would do well to remember that an event, whether it is a one-time or an annual event, is highly perishable. For example, the unsold tickets for a specific cricket match cannot be sold at a reduced price, for another match!

The event marketing process

The purpose of the event marketing process is to ensure that the event is carried out in terms of the needs of the event audience, and to enhance the stature of the event. For example, a sports event would start by establishing the features of the product (event) and by clearly identifying the event audience. Thereafter, an event plan should be drafted to meet the

event audience needs, followed by a promotional strategy and a firm marketing program.

The event marketing “mix”

For any type of event, an effective marketing mix should be developed. Basically, the event needs to be positioned, priced, promoted and distributed effectively.

Pricing an event is not easy, since there are several variables involved, such as the size of the potential audience, selected venue and the type of event. Promotional activities need to be chosen carefully and a good balance between above-the-line and below-the-line needs to be maintained. The power of PR in terms of promoting the event cost effectively and adding credibility, should not be forgotten.

Distribution involves several aspects such as the venue, accessibility, transport, available locations of tickets, and location of information offices. In many cases, the event product is produced, distributed and consumed at the venue. At a sports event, the event product would be the venue, quality of food/beverage, quality of entertainment, and safety of the venue, among others.



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“Positioning” an event

Event marketers should clearly differentiate a given event, from other competitive events. In other words, the consumer needs to be given a rationale, as to why the event is special. The starting point in positioning an event, is to select the right event itself! Thereafter, a distinct place for the event should be attained in the target audiences mind. For example the Olympic Games is positioned as “the greatest event” not merely as the greatest sporting event. The Olympics is a mega-global event that comprises a multitude of attractions. (Sports, Atmosphere, thrills, experiences, fine cuisine, music etc.)



Sponsorship

Sponsorship is one of the most common forms of funding an event. For an event to attract sponsors, it needs to be marketed. Essentially, the sponsor identifies with the event, mainly through the use of name and logo and expects a return on the investment. Selecting the right sponsor becomes critical to the success of the event. For example, a tobacco company will not be suit-

able for an event that attracts children.

A further decision facing an event marketer is whether to have a sole sponsor (exclusive) or several sponsors. Unfortunately, there are no easy answers to these questions.

Events marketers and sponsors need also to guard against “ambush marketing”. First and foremost, the event must not be superseded by any sponsor. Thereafter, the sponsors rights needs to be fulfilled and attempts made by competitors (of the sponsors) to ambush the event should be safeguarded.

Conclusion

In this brief article, I have attempted to provide some insights into event marketing. Marketing of events are growing in popularity, as potential sponsors seek to associate themselves with the events and promote their organizations, products, brands and services. Further, brand marketers are actively seeking events at which their brands can be experienced by their customers. (Experiential Marketing).

Prasanna Perera is a Senior Marketing Consultant for several organizations and a much sought after Marketing and Sales Trainer. He won the “Marketer of the Year” Award in 2001. Contact Prasanna at prasannaperera@mail.ewisl.net.

Institute Web site undergoing an overhaul

[Www.cinstmarketing.ca](http://www.cinstmarketing.ca) has not had an overhaul for several years. Although sections of the site have been kept current, some sections have become redundant and will be removed from the site. Update will occur in two phases.

Phase I will organize the content and add a blog. The menu will be updated using new software. Tracking will be added to measure performance. The section called Marketers Seeking Employment will be removed. The CareerBuilder Canada section will be enhanced so the pages can be easily located. A blog will be introduced and content from Marketing Canada will be added to the blog for easy searching. News and events will be moved to the home page and kept current. In the Education Section, links to the marketing programs of accredited schools will be added to add value to the relationship with the colleges and universities. The Career Development Organizations will be removed. As site map will be added that shows archived and new content. Google search may be added. Phase 2 will add Flash and additional custom updates.

In its current state, the Web site has been instrumental in attracting new members to the Institute. Site upgrades have taken a back seat to other projects needed to build the credibility of the Institute. It is now time for the site to have its long-awaited overhaul.

The overhaul is being funded by revenue generated by **CareerBuilder Canada**. **Warne** (www.warne.com) is providing technical services.

Innovative Marketing: Are you really getting and staying ahead?

By James A. Schauer, MCIInst.M., RPM, FCInst.M.



James A. Schauer
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In practice, there are still many organizations committed to service quality improvement, without a minimum of listening to - and even less hearing - the voice of their customers. It looks good to be seen and listening to customers, but then returning to business the following day as if nothing has changed. But the competitive business, political and economic environments are in a constant state of flux, affecting citizens - as customers, end users or taxpayers - whose needs, expectations and perceptions of value and quality are also changing.

The most innovative solutions are not always found within our own organization. We should therefore not only hear our own customers, agents and suppliers; but also look outside, at conference presentations and publications, for different perspectives. We can study competitors and other unrelated businesses, reduce their solution to basic principles and then reconfigure them before applying them to our business innovatively with surprising results.

Performance measures using customer or end user-derived feedback present the business with its satisfaction levels and perceptions of value and usefulness of services already provided. But it also presents an even greater opportunity for modifying and aligning these services processes, to introduce new methods for delivering existing services, or adding new elements consistent with constantly changing real needs, value and usefulness to customers and end users of these services.

An organization-wide ability to generate new ideas for providing value to customers, and innovation - the capacity to develop and market these ideas - are major elements of a business organization's intellectual assets. Ironically, many businesses have allowed creativity and innovation to become casualties of a rigid bureaucratic structure, thus diminishing the opportunities for performance measurement employed as basis for stimulating creativity and innovation as an integral part of service quality improvement.

Suggested creativity and innovations - whether coming from employees, customers or end users - applied in the change process can add value, which in turn can be easily evaluated as one of several quality measures. At the operational levels, feedback from employees and customers can be aggregated to form a single measure for that key results area.

Performance indicators may thus include the "number of new ideas" suggested (as input measures), the "number selected" for further study (outputs), the "number or percentages implemented" (efficiency), their spec-

ific cost benefits (cost/effectiveness), ultimately the customers or employees' perception of "improved quality, value or usefulness," (service quality) and their satisfaction levels (effectiveness/outcomes).

The resulting aggregate of overall performance may be limited due weak links in this chain. Conversely, effective measures will provide the basis for identifying targets for improvement and raise the total impact of services contributing to corporate performance. This wisdom may not be new. Yet effective customer service quality improvements - as all other marketing activities - allow no room for half-hearted or fragmented solutions.



The risk of 'not knowing'

Figure 1 that follows illustrates how the results from performance measurements that are limited to traditional internal accounting practices can only meet the needs of planning, screening and control. At best, this outcome is a superficial approach to satisfying the basic needs for customer services, until competitive market pressures demand a corporate commitment to

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including diagnostic measures essential for innovative service quality improvement.

Figure 1

		Level of Service Quality Maturity			
		Plan	Do	Check	Act
Often missing Measurements	Diagnostic Measures	Customer Surveys Employee Surveys	Process Assessment	Supplier Assessment	All types of Measurement
	Planning [Senior Managers]		Tactical Results: Internal, existing data	Strategic Targets: External, new data	Paradigm Shift: New business, new customers
	Screening [Middle Managers]			Functional Targets: internal data	Quality Function Deployment (QFD) Benchmarking
Traditional Measurements	Control [Frontline Workers]				Process Capability Targets for key products, services and processes

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with progressively changing real needs. It also ensures that unimportant service elements are not improved just because data is handy, or the process appears to be convenient, while service elements of critical importance to customer satisfaction are ignored.

Embarking on any service quality improvement project also raises customer expectations.

With the best intention to perform well in satisfying customer needs, managers will invariably deliver services at higher levels to play 'it' safe, without involving customers to assess what is really required to begin with. Incomplete solutions invariably result in 'hidden' waste even after massive downsizing, where initial service quality 'improvements' later had to be re-done and completed.

Often solution create new problems where managers are trained to think deductively, i.e. they're good at defining problems, then seek and evaluate different solutions to it. However, involving customers in systematic feedback demands *inductive* thinking, where apparent solutions inevitably point to 'hidden' related problems that management did not even know existed.

We are here using the same concept of PDCA, Shewhart and W.E Deming's well known 'Plan-Do-Check-Act', to shift the emphasis from traditional statistical controls to 'understanding and checking' the needs, expectations and value perceptions of customers and end users.

'Planning' for service quality improvements will be ineffective when the vital role of customer-derived feedback is missing, while 'doing' supported only by internal data will merely lead to veneer-like improvement of service problems that often really didn't exist to begin with.

Only through hearing and responding to customer or end user-derived diagnostic feedback can we open the door to service quality improvement that is both, efficient and effective. This opening allows existing services' design and delivery to be fine-tuned and harmonized or re-aligned

For example, our customer research for a major call centre revealed the futility of stressing responses to incoming phone calls in less than 3 seconds, where most callers were willing to wait much longer without adverse impact on client satisfaction – if the situation was handled properly. At the same time much more important service features like consistently providing "desired information in plain language in a positively assuring setting," suffered from significant performance 'gaps.'

There is now sufficient evidence even from the original proponents of reengineering to suggest that, by failing to appreciate the human dimension among external and internal customers or end users, the risk of disappointment from improvement or restructuring initiatives can be remarkably high, often in excess of 60%. From a marketing perspective, this result is not surprising for several reasons:

Benchmarking: Can we do better? Once an organization has successfully embarked on a dedicated path of service quality improvement intended to 'do better with less,' for some the inevitable question will arise "are we there yet?" For others it will be "are we still on the right path" or "can we do even better?" The answers to these questions can be found in benchmarking.

Benchmarking is the systematic comparison of performance elements against those of other organizations, usually with the aim of mutual improvement. It is the practice of improving an organization's processes and/or services to reflect the most significant advancements made by others, often in different industries or activities. In addition to a systematic

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approach, comparison might include performance measures, standards and targets with those of similar organizations globally, to answer questions like:

“Is our improvement process good enough in all areas, compared to other organizations engaged in the same or similar activities in either the private or public sector?”

“How can we benefit from an exchange and development of ideas or experiences of other organizations engaged in the same or similar activities, even though they may operate in other industries in either the private or public sector?”

“What can we do to improve our performance to improve our competitive market position – efficiently and effectively?”

“Should we even continue in this line of services?”

Contrary to popular belief, benchmarking involves a partnership approach of mutual benefit – it is not a panacea for copy-cat solutions or a license for stealing others' intellectual property. The subjects that can thus be benchmarked include tactics, strategies, operations, processes and procedures.

Benchmarking can involve partners, performance within the organization, externally within the same industry, nationally, best-in-class or world-class. In all these applications, benchmarking provides a point of relative reference for making measurements, to serve as a standard for performance management.

Original best-in-class or best practices are often attractive solutions to specific problems. By adopting these solutions without careful analysis and understanding of the original problems, strategies and tactics leading to those solutions, and without fully understanding one's own problems can pose a serious risk of falling for the ‘best-in-class fallacy.’ On the other hand, it's the commitment to improvement outcomes that really matters and how you satisfy your customers, not what you call them.

Conclusions

Innovation simply implies a new way of doing things or changing existing practices. Measuring innovation is determining the degree of change, an important, yet relatively simple concept. Creativity, on the other hand, is defined in terms of imagination and inventiveness. An innovative creative solution may never have been seen before. When innovation is applied to services marketing, the resulting changes may be simple; yet simple solutions presented in new ways can be surprisingly creative.

Benchmarking is a means to this end, a catalyst to facilitate learning in a business world where learning to learn can have a definite advantage over one's competitors. Although most business organizations profess to encourage innovation and creativity, the terms used are often so broad that they have little real value.

The old wisdom – “if it isn't broke, don't fix it” – is sadly out of date since it can lead to bureaucratic tendencies and stifle both, innovation and creativity. Simply doing more of what worked well in the 1980s, the restructuring, de-layering and mechanical top-down measures will be too incremental in today's changing, competitive marketplace. Also, they will be too slow.

The new wisdom – “if it isn't perfect, improve it!” – considers the world from a different perspective. The emphasis has changed from merely satisfying customers efficiently, to delivering service quality that is also more effective in meeting the expectations and value perceptions of customers.

Future marketing winners will be those who learn how to derive the optimum benefits from progressive innovative solutions. In turn this will encourage a culture allowing them to move faster, communicate more clearly and involve everyone in a focused effort to serve their ever more demanding customers.

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Jim Schauer again draws on his vast experience as VP Marketing and general manager for a major international tour operator, in the financial services sector, manager of major survey/mapping projects and as marketing services consultant to several Ministries in the Ontario Government. He is president of Easton Marketing Services Ltd., based in Brighton, Ontario. He can be reached at james.schauer@sympatico.ca.

Organization structure change—prerequisite to sustainable customer service

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



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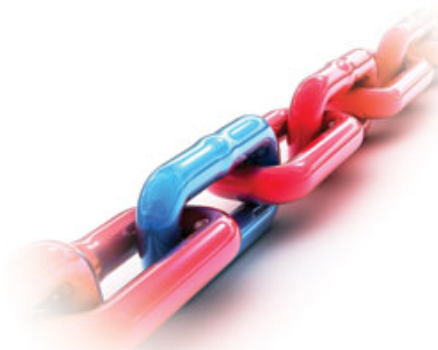
Customer Service is recognized as a business fundamental and to some it's a competitive advantage. While much is written about this subject, organizations that have sustained a high level of customer service recognize that it begins and grows within a customer focused culture, supported by an operating structure that clearly defines who the customer is, both for every employee and for the organization itself. The cliché, 'what goes around comes around', can best describe the consequence of an organization's collective conduct. Sometimes the result of daily activities can create negative customer perceptions.

Going Beyond Rhetoric

Encouraging customer service excellence via customer feedback systems, incentives, pep rallies and speeches, will provide some benefit. If the organization has not established the culture and structure to support these activities, however, the effects are usually short term.

To achieve sustainable customer service, business leaders must look at their organizational structure and

how customer service is defined and delivered. Each job description needs to include the specific customer(s) each employee serves, either internally, externally, or both, and clearly detail the expected deliverables: who, what, when and how. This approach improves the organization's customer service by incorporating individual accountability. Finance, administration and other teams must see their role as integral and not supportive or secondary. Equally important is the process of re-defining each job function as previously suggested, providing the opportunity for everyone throughout the organization to understand how each function is linked to delivering customer service and is a spring board to beginning the process of overall workflow process improvement.



Customer service is an essential ingredient to creating a customer value proposition. With a properly designed operating structure, organizations can pro-actively build an attitude towards customers that goes beyond the rhetoric of stating that our customers are our greatest asset. Customer service delivery has now been quantified and qualified within the functional job activities for every position. Value is created by individuals and teams who

care and give attention to all the little things in a never ending process of collective improvement. By adopting the this approach provides employees with a measurable framework to work within.

Customer service plays a significant role in achieving organizational success as human beings are not motivated by logic and reason but rather by sentiment. The single biggest motivator in buying is not facts or data, its emotional response.

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Institute member's article to be re-published

An article published in the Fall 2008 issue of *Marketing Canada* by member Oluwabamidele Daniel Adeyemi, MCIInst.M., will be republished in the April 2009 issue of *The Singapore Marketer*, publication of the Marketing Institute of Singapore.

Mr. Adeyemi's article, Generating sales leads, offers an understanding of what a sales lead is, and the process for generating leads. Articles from *Marketing Canada* are widely read by marketers in many countries.

Mr Adeyemi is the Sales and Marketing Director with Tabura Global Energy, Lagos, Nigeria responsible for business development and marketing strategies. He can be reached at dele.adeyemi@yahoo.com.

Marketing Myopia

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



Dr. Ranjan Madanayake,
MCIInst.M, RPM

We learn from the success of others that are often documented as case studies and in other forms in academia, as well as professional literature. The failures aren't given that much exposure, but in failures are the real world lessons that can teach us to avoid such situations in our professional pursuits.

Continuing improvement

Lux toilet soap has been serving a large Sri Lankan market segment of those seeking glamorous beauty soap. It has been here for many decades. This product regularly goes through product improvements that usually come with a price increase as well. The former, as long as its stocks last, would sell alongside the improved product due to the price differential. Marketing intermediaries and consumers are used to this phenomenon as it has been going on for years. It is now common practice. Consumers see this as an improvement that would provide them greater value.

Over the years, Lux has built a substantial and envious brand equity over other brands.

Although the product changes, the use of the brand ambassadors has not. There were always the glamorous film stars of its country of domicile. While Sri Lankan film stars are used for what is made in Sri Lanka, Indian film stars are used for what is made there. The products are harmonized in terms of their attributes, aesthetics and SKUs (a code that identifies a specific product) with minor variations only to satisfy bureaucratic requirements such as labeling requirements. The PLC (product life cycle) of Lux can be estimated to be in the early maturity stage hence a potent cash cow. It has survived perhaps all the five competitive forces of competition, intensity, alternatives, substitutes, bargaining power of suppliers and customers.

Change

Competing relentlessly in the beauty soap sub-category of the toilet soap category was Rani Sandalwood soap which has for itself a loyal niche of those who are attracted to the unique fragrance of Sandalwood. Nearly two decades ago when Rani was to celebrate its 50th birthday, it was forced into extensive change. A very senior marketer, who retired from Unilever, took up appointment heading marketing at Swadeshi Industrial Works Limited, an indigenous company manufacturing and marketing Rani Sandalwood soap among other FMCGs (fast moving consumer goods). He was of the view that Rani could seduce Lux consumers and achieve consumer migration, if it was made to emulate Lux in many possible ways. That was the reason for change.

Following were the changes:

- The tablet of soap was oval in shape and was wrapped in a tissue

which gave it some personality, but the tissue was discontinued;

- The carton was vertical and it was changed to be horizontal;
- The graphics contained the photograph of a beauty queen wearing the crown. The beauty queen was removed and a face depicting a sophisticated girl without a crown was used;
- The colour of the pack was orange but was changed and instead a wood effect was given to the pack;
- Apart from all this the heart of the product, the perfume, was changed and replaced using a perfume with a sophisticated note;
- It was re-launched as New Rani with a new integrated marketing communications program; and
- It retained its famous tag line 'Rani the soap of beauty queens. The queen of beauty soaps'. Perhaps because it stood the test of time and survived.

Objective

The objective was to achieve greater market share by effecting brand shift from Lux and attracting new users. Although they expected very good sales following the re-launch, to their surprise, they saw in the months that followed that there was a substantial decline of sales and were continuing to drop, followed by trade resistance to stock. The marketer responsible left the company and I took up the challenge and joined the company to head the marketing division. It was 'paradise lost' and my task was 'paradise regain'. The general sales manager of the company, who had advised against a drastic change, being a pragmatic field man, briefed me in greater detail and we both undertook to investigate at length. We interviewed marketing intermediaries

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such as our stockists, semi-wholesalers and retailers in different parts of the country, as well as consumers using Rani and other brands of soap.

Research Findings

Rani users were found to be very loyal. Those who used Rani found New Rani wasn't their favourite brand they were used to. It was alienated. Non users targeted saw New Rani being no different to Rani. This was because all were very familiar with the brand. The final analysis was that existing users and new users targeted did not buy New Rani. The name Rani was associated with Sandalwood Soap. Another important finding was that within the beauty soap sub-category Sandalwood soap was another sub-category; the passage of time has helped establish this sub-category.



Recommendations

We recommended that we restore the lost features and attributes and bring back the brand in its original state with the newest beauty queen at that time and a new TV commercial. This was executed well.

Post re-launch Results

Within a few months, we were able to return to where we were, and our sales were improving.

Lessons learned

One may wonder why, when Lux brings about changes it even enhances sales, while it was the converse in the case of Rani.

- The first lesson we learned was that small improvements are seen as value additions while extensive improvements are seen as drastic change. People do not like change if change isn't necessary.
- The second lesson we learned was; do not change if change isn't what your customers want.
- The third was what is good for Peter may not be for Paul. Always carry out market testing before making any marketing decisions. We need to know what Peter and Paul needs.
- The fourth was never go for a national launch without adequate test marketing in a representative but small area.
- Fifth was; be driven by market perceptions and not personal perceptions.
- Last, you cannot do in a car what you can in a van.

Alternative strategy

What could have been the course of action? The following seem pragmatic:

- In summary, the primary objective of the company was to rob market share from Lux. If that was so, then we need to emulate Lux with all its POP or points of parity and find a new POP or point of difference customers desire.
- Rani cannot emulate Lux, as it has a strong POD and is a different and substantial sub-category.
- New Rani was seen as a new product by existing users and as an extension by potential new users. That is why present users rejected it and didn't attract Lux users as intended. The ideal would have been to have developed a different brand of soap. For example: Mist, in the beauty soap

sub-category complying with all POP of Lux but with unique POD of sandalwood fragrance, can be used for strategic positioning and sustainable differentiation. However, it must be subject to market testing as well as test marketing before a national launch.

In conclusion it must be stressed that marketers must be driven by market perceptions and not their personal perceptions. The latter is marketing myopia unlimited.



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Product branding and marketing strategies

By Emmanuel U. Obinna, B.Sc., ACInst.M



Emmanuel U. Obinna, ACInst.M

A product is anything of value that can be offered to a market to satisfy a want or a need. Product that can be marketed includes: physical goods, services, experience, events, persons, places, properties, organization, ideas and information.

Product is one of the most important elements of marketing mix, whether traditional or enhanced. The traditional marketing mix elements are product itself, price, place and promotion, while that of enhanced includes product, price, place, promotion, personnel, processes and physical evidence, all these elements are common with service marketing.

Product must be a thing of value in use. Without product, there is no market because it is the existence of product to sell that brings about a market. Therefore, product is very crucial to the entire concept of marketing, be it tangible {goods} or intangible {services}.

Tangible goods are goods that can be seen and touched while intangible goods {services} cannot be seen or touched. Tangible goods can be stored for further use while intangible cannot as they are perishable.

The quantities and qualities of tangible goods can be easily ascertained, whereas those of intangible goods cannot be easily ascertained. Tangible goods can be sold far away from the point of production, but intangible goods cannot be effectively separated from the provider. Tangible goods can be standardized but intangible cannot be easily standardized because it is not possible to produce exactly the same standard of service at different periods.

More goods and services can be called products because the objective of consuming a tangible product is to enjoy the services derivable from the consumption. For example, the purpose of purchasing a mobile phone is to enjoy the services it provides or status provided by the mobile phone. When one purchase a car the purpose is to enjoy the services of mobility or status provided by the car. It is not uncommon to hear people talk about goods and services. Yet the marketing strategies applied in marketing them are different. This is because while tangible goods can make do with the traditional components of marketing mix {product, place, price and promotion} that of services requires three additional components which are processes, personnel and physical evidence or facilities which is of the enhanced marketing mix components.

Types of goods \ products

Goods are of various classes and types including industrial goods, consumer goods, durable goods and non durable goods. Consumer goods are those goods that are directly consumed by the consumers. Industrial goods are that are purchase for use in further production e.g. raw materials, tools and spare parts and capital goods

(plant, machinery and other equipment).

Durable goods are goods that the benefit cannot be consumed in one use such as television, radio set, mobile phone, computer system, and car. Non durable goods are goods that are perishable in nature, which are consumed at once or little use (soft drinks, soaps, perfume, body cream, snacks)

It is very important to note that the nature of a product will determine the marketing strategy to adopt.

Branding and strategy

Branding is the name, term, design, sign, symbol of combination of all these intended to give identity to the goods and services that are being offered to the market, and to differentiate them from that of other competitors.

Branding is the art and corner stone of marketing because it gives a product a form of identity that makes it to be easily identified among other products. It is a complex symbol and conveys up to six levels of meaning such as product attributes, meaning, values derived from the use of the product, culture (in terms of country origin), personality and final user identity. In this case, some products are produced for a particular set of consumers such as adults only, for men only, for women only, for children only, and so on.

Branding is such a strong force that hardly anything goes unbranded. The importance of branding in the field of marketing cannot be over emphasized,

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this is because is very useful to companies (producers of goods and services), middle men and final consumers.

Branding makes it easier for the middle men to process orders and track down problems. It also makes it easier for consumers to make choices of purchase and promotes the producer's goods and services.

It gives producers brand name, trademark and legal protection. It helps the producer in advertising its product features and, to the consumer, it creates awareness and brand loyalty.

Branding helps in creating marketing segmentation which gives way to variety of goods and services and its various uses.

A strong brand helps to build a good corporate image and makes it easier to introduce new product brands and gain acceptance by distributors and consumers. It brings about identity, that is to say it can make a product easily distinguished from other similar products or substitutes.

Branding poses a lot of strategic challenges to the marketer and to management. These challenges are *the brand name decision* whether or not they are manufacturers or service companies. They must choose a brand name for their product for strategies and availability.

Individual names

When the company gives its product a name, the major advantage is that the company does not tie its reputation to the product. If the product fails in the market, it may not affect the company's image or name.

Blanket family names

Here, the advantage of using a blanket family name is that it is less expensive because there is no need for name research or heavy advertising expenditures to create brand name recognition. If a manufacturer's or service provider's name is good, the product will likely sell.

Separate family name for all products

This is applicable where a company produces different product or service packages. The company should provide different family names for different quality lines within the same product class.

Corporate name combined with individual product names

Here, the company name legitimizes and the individual name individualizes the new product.



Once a company has chosen a brand name, there are some qualities that the brand name should possess:

- The brand name should be distinctive from other brand names and substitutes.
- The brand name should suggest something about the product, its benefit, and service category.
- The brand name should not be a name that will have a poor meaning in other countries and languages.

The task marketing managers or brand managers face in brand building is the tools to use in attracting attention to stimulate demand for their products. The nature of the product will determine the kind of tools to use in promoting. Tools include the following:

Public relations and press release

These are aimed at giving the product a good public image and reputation to the company. Media include newspapers, magazines, bulletins, handbills, and posters.

Sponsorship

Brands are usually promoted in sponsored events like talent hunts, marathon races, and dance competitions.

Factory visits

Companies can invite schools for excursions and can promote their brands through trade shows, event marketing (exhibiting their product brands where an event is going on), and visiting camps.

Building public facilities

These include building parks, road maintenance, and providing pipe borne water for communities.

Societal marketing, mobile marketing, sales promotion

Making use of personalities to promote a brand name.

Branding strategies

Another task in branding is the brand strategy decision. Branding strategies differ as the motive behind the purchase of the product differs. It could be functional branding, image branding or experimental branding.

Functional branding

This is to satisfy functional needs such as washing of cloths (detergent and soaps, shaving (after shave lotions),

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pain relief tablets or ointments, to quench thirst (soft drinks) Functional brands satisfy the customer the most if they are seen as providing superior performance.

Image branding

This arises with products or services that are difficult to differentiate or to assess quality or convey a statement about the user. The strategy to adopt is to create distinctive design, associating the product with celebrities, thereby creating a powerful advertising image. Image brands rely heavily on “advertising creativity” and “high advertising expenditures”.

Experimental branding

This goes beyond acquiring the product. The consumer encounters people and places associated with these brands in bars, restaurants, zoos, fast food outlets, and amusement parks. Over time, the brand can further suit consumer needs.

Companies can introduce line extensions (existing brand name extended to new size or flavors in an existing product category (i.e. Panadol and Panadol Extra). Brand extension is a brand name being extended to new product category. Multi branding is a new brand name introduced in the same product category. New brand is a new brand name for a new product category. Co branding is a combination of two or more well known brand names.

Brand asset management

This is the act or process of building good brand image by various tools of communication. A prospective consumer comes to know about a new brand through communication like meeting with the company’s person-

nel, Internet presence and telephone conversation. Management must make communications positive to help build the brands image because negative communications will spoil the brand’s image. Companies should work hard on their brand perception by balancing their communication expenditure through various communication media, such as advertising, sales promotion, trade fair exhibition, direct marketing, event marketing, consumer promotion and internal employee communication.

For good product image, management should train their employees on good customer relation. Companies should train employees to hold a product in high esteem, to instill the product in the mind of consumers.

Companies should also train and encourage distributors and dealers to serve their customers well.

Brand management should not be left in the hands of brand managers alone. The entire organization and its distributors and dealers should be involved. Brand management involves teamwork.



Brand auditing and repositioning

It is necessary for a company to periodically audit its brand’s strength and weaknesses in the marketplace. The company will occasionally discover

that it may have to reposition the brand because the dynamic nature of the market due to changing customer preference and new competitors.

Kevin Keller constructed 10 characteristics of a strong brand.

1. A good brand excels at delivering the benefit that the consumer truly desires.
2. A good brand must stay relevant, or change as consumers’ tastes changes, and meet market trends and conditions.
3. The pricing strategy of the brand must be based on consumers’ perception of value. The price, cost and quality must meet or exceed consumers’ expectation.
4. The brand must be properly positioned in the market to enable the company to evaluate how customers view it in terms of ability to meet needs.
5. The brand must be consistent. The marketing program must be consistent with consumers’ desire to not send conflicting message to consumers.
6. The brand portfolio and hierarchy must make sense. It must be well understood.
7. The brand equity must be properly built. The meaning of the brand must be consistently represented.
8. The brand manager must conduct research on what the consumer expects of a particular brand, and make it fulfill consumer needs.
9. The brand must be supported by proper research and development.
10. The company must devise means of maintaining brand equity, and monitoring it properly.

Packaging and Labeling

This is another important element in a product branding strategy. It helps to promote the product in the

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market place. A well packaged and labeled product brings about high demand in the market, especially when the product meets consumer expectation. It also gives the producer a good public image.

Packaging can be defined as all activities of designing and producing a container for a product. In the aspect of a service providing company, it has to do with the processes involved in delivering services.

The container of a product includes up to three levels of materials;



primary level (bottle containing perfume), **secondary level** (cardboard containing bottle of perfume) **skipping package** (containing six or one dozen of the pack of perfume). Packaging creates convenience and promotional value for the product. Various factors have contributed to the growing use of packaging as a marketing tool. Factors include:

Self service: The package must perform the sales task, such as attracting attention, describing the product features, creating consumer confidence and making a favorable overall impression.

Consumer affluence: Here, the consumers are willing to pay a little more for the convenience, appearance, dependability and prestige of better packaging.

Company and brand image: Packaging contributes to instant recognition of the company or brand.

Innovation opportunity: Innovation packaging can deliver a large benefit to producers and consumers. It will make consumers appreciate the product more, and this will lead to increase in demand and sales to the producer. Innovation involves creating exclusive designs and the introduction of new product benefits to the consumer.

In packaging a product, several decisions have to be made. The first thing is to establish a packaging concept which will involve size, shape, materials, color, text and brand mark. The total packaging concept must be harmonized with decisions on pricing, advertising, distribution and other marketing elements.

Before a product is placed in the market it must be labeled. Label is a simple tag attached to the product or an elaborate graphic design that is part of the package. The function of labeling is to give the product identity, to enable the product to be graded, to describe the product, and finally to promote the product through attractive graphics.

In conclusion, it is essential for companies to manage their product offering to the market effectively to connect with consumers demands in a dynamic and competitive society. Companies should know what the consumer demands are and work out ways to suite their needs. This will improve market share for producers irrespective of the nature of the product as being tangible or intangible.

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Members meet in Manila from Across the Globe

Anthony Raman, MCInst.M., RPM and the Canadian Institute of Marketing's executive director, Grant Lee, MCInst.M., RPM met in January at the Best Western on Makati Avenue in Manila, Philippines. Mr. Raman was attending business meetings in Malaysia and the Philippines while Lee was visiting family.

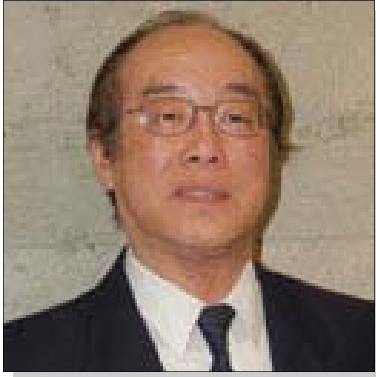


The meeting enabled discussions of the Institute's accreditation of a new marketing program to be introduced through an existing university in Malaysia. There will be Executive Diplomas in Marketing Practice, International Marketing and International Business Management. It will be a program for working adults leading to university qualifications and a vocational qualification from Australia, and a validated professional credential by the Canadian Institute of Marketing.

Each year, the executive director locates his mobile office to various locations in the Philippines December through February. He takes the time to study marketing technology and to meet with entrepreneurs and government officials on a range of interests. Opinions and observations have been published in past issues of Marketing Canada.

Business process re-engineering—A new shift in the management paradigm

By Dr. James Y.W. Tong, Ph.D., D.B.A., CGA., MCIInst.M.



Dr. James Tong, MCIInst.M

Introduction

If senior management is determined to make a concerted effort to launch a corporate-wide efficiency drive, Business Process Re-engineering (BPR) is perhaps the best way to ensure maximum productivity. But how does BPR differ from traditional management skills and strategies?

BPR is described as “the means to radically improve performance and create sustainable advantage by challenging and re-designing business processes using operational, technical and business knowledge and skills”.

BPR requires re-thinking and radically re-designing business processes so that dramatic improvements in critical areas of performance measurement such as cost, quality, service and time, can be achieved. Re-engineering requires a fundamental shift in paradigm for most organizations and individuals.

Process Improvement and BPR

Companies in the past merely made improvement to existing processes, but now BPR requires all the existing processes to be re-examined critically.

Table 1 highlights some of the key differences between process improvement and BPR :

Table 1

<i>Process Improvement</i>	<i>Business Process Re-engineering</i>
<ul style="list-style-type: none"> Assumes existing process is necessary and seeks to “improve”. 	<ul style="list-style-type: none"> Questions the necessity of the process and seeks to understand its relationship to the end product or service.
<ul style="list-style-type: none"> Usually takes place within departments or sections. 	<ul style="list-style-type: none"> Examines cross-functional processes.
<ul style="list-style-type: none"> Seeks incremental improvement 	<ul style="list-style-type: none"> Seeks radical changes.
<ul style="list-style-type: none"> “Customer” needs are rarely questioned. 	<ul style="list-style-type: none"> Driven by customer needs.
<ul style="list-style-type: none"> Seeks better ways to compete. 	<ul style="list-style-type: none"> Seeks new ways of delivering products or services.
<ul style="list-style-type: none"> Technology is used to automate existing processes. 	<ul style="list-style-type: none"> Technology is used to transform processes.
<ul style="list-style-type: none"> Assumes less risk because the impact is usually narrowly (and easily) defined. 	<ul style="list-style-type: none"> Assumes greater risk because impact is broadly defined and more difficult to anticipate.
<ul style="list-style-type: none"> Limited emphasis on “change management”. 	<ul style="list-style-type: none"> Heavy focus on “change management”.
<ul style="list-style-type: none"> Can be implemented by more junior staff. 	<ul style="list-style-type: none"> Requires the total commitment of all the staff and the strong backing of top management.

tivities; and

- common, cross-functional processes to be identified and rationalized.

Benefits of BPR Application

Successful application of BPR techniques can enable :

- a reduction in the duplication of work within or between departments and sections;
- the removal of “bottlenecks”;
- the adoption of “just-in-time” management to reduce cycle time;
- the reduction of non value-added activities (unnecessary reports, reviews and approvals);
- the automation of value and (necessary) non value-added ac-

Stages of BPR Process

The BPR process typically involves the following stages :

1. Setting process objectives and identifying benchmarks and performance standards which can be used to evaluate existing and new processes.
2. Formulating a process map (flow diagram) of the existing process – the “as is” map.

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3. Critically analyzing the “as is” map in light of objectives, benchmarks and performance standards with particular reference to the identification of “bottlenecks” and the duplication of work.
4. Formulating a process map capable of achieving the required objectives, benchmarks and performance measures – the “to be” map.
5. The preparation of a process manual which documents stages one to four and provides and account of the enhanced performance achieved by the “to be” process.

Conclusion

Experience has shown that BPR techniques can best be applied in a “group context” where the free flow of ideas is encouraged. It is important to ensure that the relevant staff of other departments or sections within the organization are consulted at all stages especially when BPR processes have to be closely examined and these processes involve cross-functional cooperation and collaboration.

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What does green really mean?

The Competition Bureau, in collaboration with the Canadian Standards Association (CSA) released guidelines that provide businesses with the tools to ensure that green marketing is not misleading, while providing consumers with greater assurance about the accuracy of environmental claims.

Environmental Claims: A Guide for Industry and Advertisers is a 72-page document that addresses commonly used green claims and provides examples of best practices on how such claims can be used by businesses to comply with the false or misleading provisions of the laws enforced by the Competition Bureau. Among other practices, the guide states that:

- The use of vague claims implying general environmental improvement are insufficient and should be avoided;
- Environmental claims should be clear, specific, accurate and not misleading; and
- Environmental claims should be verified and substantiated, prior to being made.

Although the Guide is not law, following the best practices outlined will help businesses to avoid making misleading claims that contravene the laws enforced by the Bureau. The Guide will be used by the Bureau to assess environmental advertising that raise concerns under its legislative mandate. For information, visit www.csa.ca.

Source: Perspectives; Winter 2009, Volume 14, Number 1, Canadian Standards Association.



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New global markets for products of Canadian environmental firm

By Norm Burns, MCInst.M., FCInst.M



Cypher International, an environmental products company owned by member Norm Burns, MCInst.M continues to expand into global markets. One of his latest successes is application of Cypher's UltraZyme for landfills, leachate ponds, sewage lagoons, grease traps, sanitation cleanup, and waste cells. The product has been professionally tested by the top environmental test laboratory in Malaysia. Cypher's UltraZyme was analysed and tested against competitive products from around the world with outstanding results in every area.

Cypher Malaysia consented to requests to conduct tests on contaminated sites, specifically by the developer of Taman Sri Manja in Malaysia where hazardous contamination and foul odour was a continuous problem that they had been treating with other biological cleanup products that are commonly used worldwide.

UltraZyme was specified to be used to treat these ongoing problems to test the effectiveness in solving these unmanageable conditions and Cypher knows full well that the marketing principle of certified proving of a product is by far the most effective way to penetrate the massive growing

demand that exists for a high demand product such as UltraZyme. Prior to using UltraZyme on the ponds, the H₂S readings were 10 ppm (parts per million) to 20 ppm. After using UltraZyme to treat the ponds the readings were immediately reduced to below 10 ppm and now they are normally only 5 ppm or lower with naturally acceptable odour levels.

It is to be noted that all laboratories used by Cypher Malaysia are accredited by the American Public Health Association, and this credibility in marketing has paved the way for further successes in the massive and rapidly expanding environmental market.

This same marketing strategy has, and will continue to be used by Cypher throughout the world. Cypher Environmental Ltd. employs synergistic marketing strategies such as this with total confidence on all Cypher environmental technologies that it produces.

Norm Burns can be contacted at aquarian@mts.net. See www.cypherenvironmental.com and www.cypherltd.com.

Meaningless words and phrases used by marketers

In order to (To) improve written communications, professional marketers can take the lead in ridding copy of words and phrases that have lost their meaning, or simply become overused.

Smart marketers never want a level playing field. Anyone who has played on a well designed football pitch would know that the field rises slightly along the length to provide drainage to the side. This slight rise in elevation running the length of the field can provide an advantage. As marketers, we are applying marketing principles to introduce products and services into the marketplace for consumption by loyal customers. We are always looking for an advantage. The last thing we want is a level playing field! When a level playing field is called for, what we are really saying is that we want fair and equitable play. Instead of calling for a level playing field, call for fairness and equity so people know what you mean and the rules are clear.

Does anyone really know what a challenge is anymore? According to politically correct elected representatives and bureaucrats, Canadians have become a challenged lot! We used to have *problems*, and sometimes we found ourselves in *difficult* situations. Nowadays, we have only challenges. Problems can be solved and difficult situations overcome. Challenges seem to go on forever.

Someday we may even get away from *thinking out of boxes* and *brainstorming* (must really hurt the organ), and use our mind for enlightenment and purpose. It is time to carefully consider our messages...AGL (editor).



UltraZyme Dosing Point



Successful results

About Us

Ranil Herath, MCInst.M., RPM

DeVry Institute of Technology announced March 3 the appointment of Ranil Herath as president of the bachelor's degree-granting institution's Calgary campus. Herath previously held the position of president at Everest College in both Kitchener and Hamilton, and was a director for the Canadian Business College in Toronto, Mississauga and Scarborough.

"It is a very exciting time for DeVry Calgary," explains Herath. "With our strong foundation in technology education, our expanding bachelor's degree programs in business and our flexible on-site and online delivery options, we offer a high-quality education for Calgarians and Albertans." As Calgary's economy changes, Herath sees DeVry as a natural fit for students looking to expand or upgrade their knowledge and skills. "Alberta's economy has been so good for so long, people put their educational goals aside and just got jobs," says Herath. "The reality going forward is that Albertans will need to achieve a higher level of education and acquire the hard and soft skill sets required for career success. DeVry Calgary is uniquely positioned to provide our students with the necessary career-oriented education sought by local employers."

Born and raised in Kandy, Sri Lanka, Herath earned an MBA from the University of Colombo in Sri Lanka and has completed the MBA Essentials for Managers through the University of Toronto. Herath also earned an undergraduate degree from Delhi University in India and graduated from the prestigious Trinity College in Sri Lanka.

"We are very fortunate to have some- one with such a successful track re-

cord in market-funded education join DeVry Calgary," says David J. Pauldine, president of DeVry University, which owns DeVry Calgary. "Ranil brings the perfect blend of experience and passion to the job." Herath has earned Chartered Manager (F.CIM) designation from the Canadian Institute of Management. He is a Professional Member of the Canadian Institute of Marketing (MCInst.M) with RPM (Registered Professional Marketer) designation and currently serves as Vice Chair on its board of directors.

"Ranil Herath is an inspiring leader and an enthusiastic member of any team," says Grant Lee, executive director of the Canadian Institute of Marketing. "His experience and his youthful innovation combine to make him an asset to DeVry Calgary." DeVry Calgary is well known for its technology expertise, but the institution has grown in recent years to offer bachelor's degrees in both business and technology, inclusive of liberal arts courses in communications, humanities, and social sciences.

Suzen Fromstein, MCInst.M., RPM

Suzen Fromstein, APR, MCInst.M., RPM recently accepted a position as the Director of Communications at The Investment Funds Institute of Canada, the voice of Canada's mutual fund industry. The Institute wanted a candidate that combined communications, marketing and public relations skills. Her membership in the Canadian Public Relations Society and the Canadian Institute of Marketing helped establish her credibility with her future employer. She also gave out copies of her published article in the 25th anniversary book of essays, *Marketing Perspectives*, by professional marketers in the interview. She believes

that her membership in the Canadian Institute of Marketing and *Marketing Perspectives* helped her secure the position.

Oluwabamidele Daniel Adeyemi, ACInst.M

"Dele" Adeyemi been elected as member (MCIM) of the Chartered Institute of Marketing UK on February 10, 2009. Congratulations Mr. Adeyemi.

Grant Lee, MCInst.M., RPM

CESO (Canadian Executive Service Organization) has granted an overseas assignment to Grant Lee. He will be travelling to Yerevan, Armenia on March 28 to assist an association of small businesses to become more effective in government relations. The work will involve introduction to public awareness/marketing programs and tools used to educate elected representatives in several issues plaguing small to medium sized entrepreneurs. Lee has 14 days to work on the assignment before returning to Canada on April 12.



New Members and Membership Upgrades (to March 2009)*

Professional Member	No. 840	William Alexander Basztyk	Toronto, ON
Professional Member	No. 841	Venkatesh Muddebihal	Mississauga, ON
Associate Member	No. 842	Chiemezie Christian Owuamanam	Lagos, Nigeria
Associate Member	No. 843	Adeyemi Adebisi Bello	Lagos, Nigeria
Associate Member	No. 844	Adewunmi Adebisi Bello	Lagos, Nigeria

Meeting with the institute of Marketing Malaysia

By Anthony Raman, MCInst.M., RPM

In February 2009, Anthony Raman a member of the Canadian Institute of Marketing's Education & Professional Development Committee and International Committee met the Institute of Marketing Malaysia (IMM). He had the opportunity to meet the President of the IMM, the Honorable Dato' Sharifah Mohd Ismail and their Vice President, The Honorable Datuk Marimuthu Nadason.



Dato' Sharifah on the right of Anthony Raman and with Datuk Marimuthu on his left.

The lunch meeting provided Mr. Raman the opportunity to promote the Institute and its overall activities to the IMM. Discussions with Dato' Sharifah involved exploring possible areas of cooperation between the Canadian institute of Marketing and the Institute of Marketing Malaysia

covering membership activities, training programs, seminars and conferences. She expressed great interest in the Registered Professional Marketer scheme of the Institute and was provided some details on it by Mr. Anthony Raman. Datuk Marimuthu suggested the possibility of the Institute and IMM collaborating on some training programs and seminars with joint endorsements.

Dato' Sharifah presented the latest journal of the IMM to Anthony Raman together with information on their various activities. The IMM had experienced increased growth under the dynamic leadership of Dato Sharifah and this is reflected in the various figures presented in their annual report.

Annual General Meeting—2009

There are many economists that are predicting that Canada's economy will be strengthening through this summer and into the fall, and will be recording a recovery in early 2010.

Annual meetings of organizations, especially associations, tend to be bur-

ied in the events of an annual congress or conference. Even small regional associations find it very difficult to build a major event around an annual meeting. Because of the great distances between Canadian cities where most members of the Canadian Institute of Marketing reside and the cost of modern travel in Canada, the Institute is seriously considering holding the 2009 AGM by webinar so that attendance is accessible to all members, especially those who may be affected by the recession.

The Institute's executive director has experience running an annual meeting by webinar. The event can be fully recorded onscreen and by audio for archiving. It is easy to monitor attendees and to vote on motions and debate. Today's technology can be used to involve more people in annual meetings than ever before.

The Institute's first webinar of 2009 held in February paved the way for setting up international webinars considering time zones, technology and participation. We learned much about what can be easily accomplished by hosting a webinar.

The Institute's Board of Directors will be meeting by GoToMeeting service in April to discuss the AGM and to consider the webinar format. Members will be informed about any decisions by email.

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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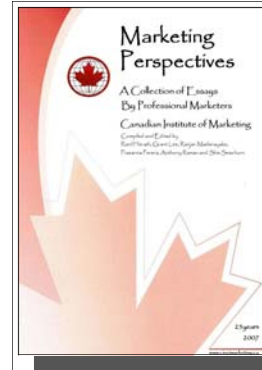
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The professional marketer has responsibilities to their employer, to customers – both ultimate and intermediate – to their colleagues and to the public. The Institute requires its members, as a condition of membership, to recognize these responsibilities 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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