



the Marketing Challenge

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Institute restructures at AGM

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A. Grant Lee, F.C.Inst.M.

The 2000-2001 Annual General Meeting of the Canadian Institute of Marketing proved to be a milestone in the growth of the Institute. The Board of

Directors took the decision to retain the services of a General Manager, A. Grant Lee to run the day to day operations and to reinstate several Standing Committees, chaired by members of the Board of Directors.

James Jarrett will Chair the National Executive Committee. The Education and Professional Development Committee and Finance Committee will be chaired by Ron Fletcher, and Suzen Fromstein will Chair the Communications Committee. Bruce Hoggard

was appointed Chair of both the Conferences and Seminars Committee and International Committee. James Schauer agreed to Chair the Government Relations Committee, and James Jarrett continues to chair the Professional Accreditation Board. Each of these Directors will be contacting members to help carry out the mandates of the committees.

The logo used by the Institute was challenged by the

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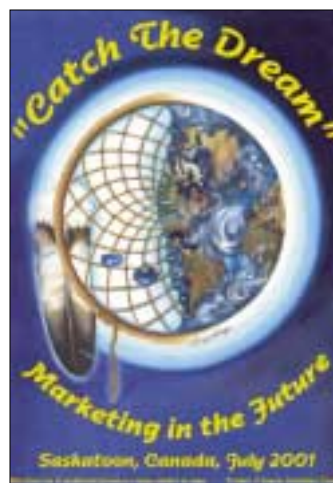
Catch The Dream—2001 Marketing In The Future www.catchthedream2001.com

Highlights

- Catch The Dream 2001
- Branding and Ethics
- 2000-2001 Program
- Relationship Marketing
- A Customer Loyalty Program
- International Report

Join us in Saskatoon, Canada July 11-13, 2001 to celebrate the future of marketing.

The Canadian Institute of Marketing and its Saskatchewan Chapter will host *Catch The Dream* a combination of the annual World Marketing Conference and the Asia Pacific Marketing Federation's (APMF) Annual Board Meeting. The APMF is made up of over 50,000 marketing professionals from 16 Asian



countries, Canada and South Africa. These two combined events are being held outside of Asia for the first time, and are in Saskatoon July 11 to 13 2001. Catch The Dream will key on five major areas of marketing: **International; Agri-food; Direct; E-Commerce; and Aboriginal.**

Within these five major areas, marketing topics will address the following concerns and industries: professional certification, tourism, e-business,

(cont'd page 2)

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Institute restructures

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Canadian Government due to its resemblance to the Canadian flag. Subsequently a new logo was developed by member Keith Warne of Warne Marketing & Communications, and James Schauer of Easton Marketing Services Ltd. The Board has approved a new logo for the Institute.

The Institute was established in 1982 to represent professional

marketers and to promote professionalism in marketing in Canada. Since then, over 500 individuals have held membership. At any one time, no more than 200 have been active by sustaining their membership. The Directors will focus this year on providing services to the membership that will sustain long term membership, and the criteria for scrutinizing applications for membership.

The Canadian Institute of Marketing is hosting the 2001 conference of the Asia Pacific

Marketing Federation and World Marketing Association. These are the two bodies that represent professional marketers world-wide. It is vital to the Canadian Institute that its membership holds the highest possible credentials for designation as a professional marketer, and that professional marketers want to be active members of the Institute.

Restructuring at this time makes sense, as the Institute has an opportunity to showcase its potential to the world.

Catch The Dream

(cont'd from page 1)

entertainment, innovation, the public/non-profit sector and many other timely issues facing marketing professionals in the future.

Each major area will run concurrently, providing the delegates with a full two and half days of approximately 12 world class speakers in their particular field of interest. The delegates will also have the option of listening to other speakers in the four other areas if they wish. This equates to over 60 speakers during the Conference. Speakers, such as the VP Marketing for 3M, have already been confirmed while others are coming from Australia, Singapore, China, Belgium, Canada, Japan, Indonesia, Thailand, United States and Switzerland, to name a few.

The Conference logo is a North American Indian dream catcher, from the original colour pencil drawing designed specifically for the Conference, by Gary Natomagan, an emerging aboriginal artist from Saskatoon. The dream catcher symbolizes the capturing of the good marketing ideas that mar-

keting people create while letting the bad ideas drop through the holes of the web. This concept, of retaining the best and working towards the fulfilment of dreams, holds a bright future for the profession

The dream catcher symbolizes the capturing of the good marketing ideas that marketing people create while letting the bad ideas drop through the holes of the web.

of marketing. The Conference Hotel is the Radisson, which will host all of the major events, provide an on-site office and support area, trade show, business centre, and hospitality rooms.

Hoggard International the leading sponsor and coordinator, (Global sponsor category), is proud to be involved with this prestigious international event. It was the staff and senior people of Hoggard International who developed the thirty-minute visual presenta-

tion for Bangkok and delivered it to over 700 people as part of the closing ceremonies and the official launch of Canada's hosting of the 2001 event.

Countries are only allowed to bid on odd years — the even years represent the change over of the Asia Pacific Marketing Federation President. The Conference is held in the incoming President's country. Singapore will host for 2002, and will make a presentation in Saskatoon inviting the world to attend. Saskatoon will also be the first location to host the Asia Pacific Marketing Federation's Foundation, the charitable and non-profit arm of the Federation.

The conference will attract delegates from around the world. The main participants will be marketing professionals; the balance will be CEOs and General Managers from large corporations and from small to medium sized enterprises. Past participants include Mr. Stan Shih, Chairman and CEO of the ACER Group of Companies, Yoshiharu Fukuhara, Chairman of Shiseido Cosmetics and Graham Lute, Nestle Group of Companies, Switzerland.

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Catch The Dream

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Based on previous ones in Sri Lanka, Indonesia, Thailand and Japan, Catch The Dream Conference is expected to draw between 500 and 1,000 people. Delegates are expected to travel from Canada (50%), Asia (15%), USA (15%) Europe(15%) and Africa/Latin America (5%). There will be something of interest at this conference for anyone who has an involvement in marketing, no matter how large or small the role.

Bruce Hoggard, the CEO and President of Hoggard International sits on the Asia Pacific Marketing Federation's Board of Directors, as the Director responsible for International Trade Development and Promotion. He is also the Vice Chairman for the Canadian Institute of Marketing and the Conference Chairman. It was through his efforts, persistence and the respect held for him, that Canada was awarded this wonderful opportunity and honour.

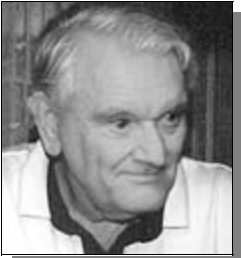
For further information on the *Catch The Dream* Conference, visit:
www.hoggardinternational.com,
www.cinstmarketing.ca, or contact:

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Branding and Ethics: How 'marketing' is failing its customers

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



James A. Schauer, F.C.Inst.M.

Marketing is ripe for a revolution because its failure is so apparent. Everybody – stockholders, directors, CEOs, customers, the government – is angry because marketing, which should be driving business, doesn't work," write advertising gurus Kelvin Clancy and Robert Shulman. Yet, from its earliest beginnings marketing has always been in a state of transformation to satisfy changing customer expectations and benefit from advances in technology. As such, there is little fundamentally wrong with marketing.

First and foremost, marketing concepts begin with understanding people, their needs, expectations and perception of value, far more than advertising or sales. As professionals we appreciate the whole system of co-ordinated activities as *"the process responsible for identifying, anticipating and satisfying customer requirements profitably."* From the early days of trading or marketing in the Middle Ages and more recently, since the UK Chartered Institute of Marketing was formed in 1911, **the principles of this**

definition have stood the test of time.

There is, however, a growing gap between basic marketing concepts and the practical realities of the marketplace, beginning with a lack of understanding of who their customers are, their expectations and how to make them loyal. Although we have in recent years seen the growing shift from emphasis on low price - often at the expense of built-in obsolescence or poor quality - to a holistic need for exceeding customer perceptions of value for money, quality and customer service expectations, **these challenges are also not new to marketing.**

Businesses are courting disaster when they highlight product or service *features*, while customers are more interested in *benefits*, or when unrealistic promises lead to price-slashing without first understanding customers' value perception or expectations.

Being merely customer-*focused* is now giving way to 'helping customers solve their problems' and 'satisfying or exceeding their expectations'. Most successful businesses have learned the benefits from becoming customer-*centred*, and through close relationships with customers and have them return as valued loyal customers. These outcomes require marketers to

fully understand their customers' expectations, buying behaviour and motivations as the basis for developing true loyalty, rather than being content with satisfaction levels or sales performance.

Businesses are courting disaster, however, when they highlight product or service *features*, while customers are more interested in *benefits*, or when unrealistic promises lead to price-slashing without first understanding customers' value perception or expectations. And yet, many struggles to survive in an ever faster changing environment still rely on outdated practices or fragmented solutions.

One of the areas affected by this environmental change is 'branding'. Branding is the use in advertising of a name, term, symbol, design, or any combination of these, to identify a product or service in the minds of customers – supporting the concept of *positioning*. Contrary to current beliefs held in North America, **branding was originally used as a sign of quality and to control production levels.**

As such, branding was already used in Europe's "first common market" by powerful traders who had formed the Hanseatic League for the protection of trade and profits in the early 13th century. Casual trading then gave way to regular trading, which in turn led to a specialist merchant – or marketing - class. The league lasted nearly 400 years, until it was eclipsed by the Dutch and transatlantic trade became more lucrative.

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Branding and Ethics

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During this early period craft and merchant guilds were formed to control the quality and quantity of production. Each producer had to mark or 'brand' (from the Old Norse "brandr," meaning "to burn") their goods, so that output could be reduced when necessary. This also meant that poor quality - which might reflect adversely on other guild members and discourage future trade - could be easily traced to an offending producer.

Penalties for infringements were severe: Offending bakers in some locations would be placed in metal cages for a public dunking in a lake or river. To prevent further humiliation, the "baker's dozen" then emerged.



Since the product source could easily be traced, early brands and trademarks provided buyers with protection in most fields. To this day, many European products like glassware, porcelain, cloth, silverware, jewelry and clocks, continue to carry brand labels as a mark of quality.

While branding was originally linked to tangible goods, its more recent application to services poses some unique challenges which make customer- or user-derived feedback essential for trouble-free marketing outcomes. Also, as super markets introduced no-name, unbranded commodities in the 1970s to meet the perceived need for lower price, some business magazines heralded the end of branding. Meanwhile consumers had changed their buying criteria from low

price to values that now also include quality and customer service as non-price attributes. This shift led to a growing number of in-store brands from "President's Choice," "Our Compliments" and others, thus strengthening, rather than diminishing, traditional branding practices.

This trend does not affect the fact that the branding of some commodities, such as agricultural produce, oil, gasoline, electricity is meaningless in practice. As marketing organisations, most major oil companies 'own' few oil fields and access to resources is often shared. With tied distribution, different brands of gasoline rarely compete head-on. Thus far, little attempt has been made to build superior consumer benefits into their products.

Today, brands are used predominantly for advertising products and services, rather than to define their quality or restrict their flow. Cynics may even be forgiven for believing that "the more a product is advertised, the less quality there is." This shift to a public relations image or 'personality' of a product aims to create in the minds of consumers an awareness about a product based on its name, where advertising contributes to reinforcing that image.

The development of brand recognition has been extremely successful for companies with exceptionally strong consumer orientations, like Coca Cola, Disney, IBM, McDonald's, Kodak, Mercedes-Benz, Nestle and others. Conversely, there are many more powerful organisations whose brand images have little impact on user choices, e.g., banks, convenience stores or oil companies, where 'convenient access' is more important to most customers.

Ironically, even powerful brands are not immune from competitive risk when marketplace realities are ignored. Increased versatility of a standard product can erode the advantages of a premium brand.

For instance, IBM - the leader in main-frame computers - was outsmarted when Apple introduced personal computers as a viable desktop alternative. After IBM responded with its advanced technology PCs, its competitors launched "IBM-compatible" clones at 60% lower prices. Customers admitted that IBM was better; but not 60 percent better - and began buy-

ing clones. The same happened again to Mercedes-Benz and BMW in the early 1990s, when they were confronted with cheaper Japanese luxury cars like Lexus and Infinity.

With regard to ethics, it is no secret that business managers look at the world differently from persons in other activity groups. But they don't always realise just how differently they view the ethics of common marketing practices. Research has shown that, what may seem to be perfectly normal actions to company executives may be viewed as highly unethical practices by customers, thus eroding the business as a brand image. The growing number of companies employing ethics specialists seem to support the notion that this gap is also growing.

Ethics issues often surface when sound marketing principles are ignored or volume-driven sales receive higher priority.

For instance, wide-bodied aircraft like the DC-10 or the Boeing 747 used by major airlines convey an assurance of space and comfort. Yet this image, earlier promoted as "travel in wide-body jumbo comfort" generated considerable dissatisfaction among charter flight passengers when they found that space between seats was reduced, in order to carry more passengers at less cost, a practice that was neither good marketing nor ethical.

Many travel agents also liked to promote their services as "free," at no cost to their clients; yet airlines, hotels and tour operators pay commissions which are included in their selling price. As airlines increased their share of ticket sales direct to the public without counselling this did not necessarily result in lower fares. Travelers, however, viewed this practice as unfair and highly unethical.

Customers are often confused when manufacturers' and distributors' brands conflict with one another, or when marketing methods give way to offensive selling. Much brand-name sports clothing, footwear, stereo equipment, computer software and books are now mostly sold rather than marketed. Feedback is confined to input from sales reps, professionals or the media, but hardly

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Branding and Ethics

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involves feedback from customers. Without meaningful end user-derived feedback holistic marketing outcomes are impossible.

Often this oversight results in deeply discounted warehouse sales at season's end. In practice, customers end up paying a far greater share in so-called marketing costs, instead of receiving a product that truly represents the best value.

Parents often express concern about excessive advertising of high profile product names directed at teenagers, to create artificial 'me-too-needs' and increase sales. Their concerns also involve - but are not confined to - sports clothing, footwear, cosmetics and video tapes. Some businesses now virtually *brand their customers* - drawing on their inexperience in judging

value benefits and a desire for peer recognition to motivate sales that are not required or at much higher prices than necessary. For example, recent studies revealed a 26 % saving for a wide range of generic drugstore products, compared to prices for virtually identical brand-name products.

The dynamics of our changing business environment require a more flexible approach from marketing - without sacrificing ethical behaviour. To this end, marketing needs to concern itself more than ever with customers' changing expectations and *lead rather than be managed*. In an increasingly crowded marketplace, the winners will always find ways to create lasting value in their customers' minds. The best examples for positive ethical outcomes can be found among the hidden champions - the world's best unknown companies (Simon 1996). Marketing may have its weaknesses; but

problems arise when programs lack effective leadership, when customers' changing value perceptions and expectations are ignored or not understood. The traditional role of branding has been to build trust and customer confidence in the marketing process.

Branding by itself is not marketing, nor can it resolve marketing problems; ultimately it may even compound these problems. For branding then to support marketing outcomes holistically, we must first understand the need for integrated marketing. In spite of this need, "*many (still) assume that half efforts can be effective. A small jump is easier than a large one; but no one wishing to cross a wide ditch would cross half of it first.*" (Carl von Clausewitz).

James A. Schauer is president of Easton Marketing Services Ltd., providing project management, marketing plans, performance analysis and service quality improvement services, email easton@eagle.ca.

2000-2001 Program

The Institute will produce three digital issues of The Marketing Challenge each year for the next two years. Then, members will be asked to evaluate the Institute's journal and consider four publications annually. The size of the Institute and availability of volunteer members to assist with production of the newsletter and secure ads, determines the frequency of publication. The Marketing Challenge is considered one of two principal vehicles for communicating with members and non members involved in marketing.

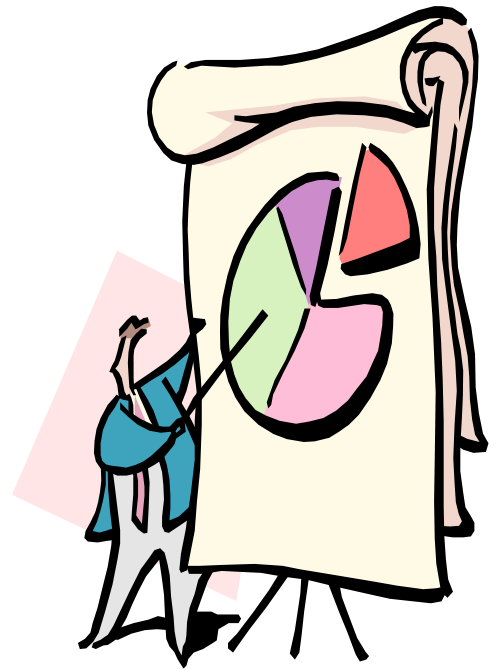
The Institute's Web site is the companion communication vehicle to The Marketing Challenge. The distribution of the Institute's journal becomes global as soon as each issue is posted on the site. Since the Web site is central to the Institute for communicating with members and non members alike, and attracting interest from potential members, there will be a concerted effort to build programs around the Web site. These will include bureaus for networking and employment, and information exchanges. The site will be used

for channeling continuing education opportunities to members and keeping them informed of marketing seminars and programs in universities and colleges across Canada. Watch for continuous improvement to the Institute's site at www.cinstmarketing.ca.

The Institute is being rebuilt to be a virtual association of professional marketers linked by Internet technology. Its location is wherever there is a PC to connect with fellow professional marketers. As such, the Institute will become member-driven, and less of a body trying to convince qualified marketers to join its ranks. To do this, new and long-time members will be encouraged to participate in activities leading up to the *Catch The Dream* conference in Saskatoon next year. These will include participation on standing committees of the Institute and task groups to be set up to achieve short term goals and objectives.

The Institute has a business and marketing plan that will be updated with input from the members. The General Manager will prepare documents and surveys to generate member input to the direction of the Institute and delivery of services.

Marketing standards and marketing pro-



gram recognition in colleges and universities is on the agenda this year. Chartered status will address the need for continuing education, and work has already commenced with re-establishing dialogue with educational institutes in Canada and in other countries.

This year is a year of change for the Institute. Plan to participate by contacting the Institute, or one of the Directors.

Relationship Marketing—the technique for customer retention

By Prasanna Perera, M.C.I.M., (U.K.), M.C.Inst.M., M.S.L.I.M., Chartered Marketer – CIM (U.K.)
 Resident Manager
 Tetra Pak

It has long been recognized that gaining new customers, particularly in mature markets, is a costly exercise. Therefore, it is logical that every effort be made to retain the existing customer base. As we approach the next millennium, it is predicted that a new customer will emerge, and that this customer will not be too concerned about brand or supplier loyalty. This background illustrates the vital role that relationship marketing will play into the next millennium.

What is relationship marketing?

It is a process of strengthening relationships with the customer, from transaction, to sustain a continually improving value-creating exchange process. This requires businesses to move away from the traditional idea that marketing and selling is concerned with transactions, to being concerned with the management of long(er) term relationships. This is illustrated in the chart.

The lessons to be learned from Japanese Companies about Relationship Marketing

They will accept losses in the short term, to gain a dominant market share and lasting profitability in the longer term. Many examples confirm this fact. The Japanese automobile industry and the success achieved in the U.S. and European markets are prime examples.

Once a Japanese company wins a customer, it works hard to build the relationship.

For example, once a Toyota customer, always a Toyota customer. This requires the professional management of the relationship with the customer.

They build long term partnerships with their suppliers in the interest of the customers, rather than the cheapest price of the day approach, widely adopted with suppliers. Supplier relationships are built on a true partner approach, which fosters mutual trust and respect. (Your success is ours, our success is yours).

Transaction VS Relationship Marketing

TRANSACTION MARKETING	RELATIONSHIP MARKETING
Focus on single sales	Focus on customer retention and building customers loyalty
An emphasis upon product features	Emphasis upon product benefits that are meaningful to the customer
Short time scales	Long time scales recognizing that short term costs may be higher, but so will long term profits.
Little emphasis on customer retention	Emphasis upon higher levels of service that are possibly tailored to the individual customer
Limited customer commitment	High customer commitment
Moderate customer contact	High customer contact with each contact being used to gain information and build the relationship
Quality is essentially the concern of production and no one else	Quality is the concern of all, and it is the failure to recognize this that creates minor mistakes that lead to major problems

Adapted from Christopher, Payne and Ballantyne (1994) "Relationship Marketing"

How to introduce a relationship marketing programme in an organization

1. Identify your key customers.
2. Study the needs and/or expectations of both parties (company and customer).
3. What is required for the organization to work as closely as possible with the customer (identity).
4. Build the relationship marketing process as an integral part of an organization's marketing strategy.
5. Build the relationship with the identified customers by first focusing on small winning solutions.
6. Recognize that different types of customers have different expectations. This must be reflected in the relationship building process.

To successfully introduce and sustain a relationship marketing programme, an organization must have a different outlook towards its customers and reflect same in the marketing strategies formulated and implemented.

Examples of relationship marketing programmes

- Airlines frequent flyer schemes through which passengers build up entitlements for upgrades, preferential rates and services, etc.
- Loyalty Cards offered by supermarkets and departmental stores to reward customer commitment and loyalty.
- Corporate Credit Cards offered by car rental companies and international chains of hotels.

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Seven Steps to Implementing a Customer Loyalty Program

By Pauline Patenaude, MBA, CMC, M.C.Inst.M.
Marketing Directions Ltd

Have you noticed that lately your wallet is bulging with loyalty cards from all of your favorite retailers? Your drycleaner, grocery store, coffee shop, video store, have all determined that loyal customers equal increased profits, and have designed programs to get you to come back for the free loyalty goods reward. Why are so many credit cards attached to loyalty programs such as Air Miles, Canadian Plus points, dividend programs? In the first year, a credit card provider is losing money on a customer. By the fifth year, the profit is \$100, but by the tenth year, the average profit represents \$300.

One of the first entrants into this field, the Air Miles Program is still one of my favorites. I just returned from a three-day package at an ocean side resort spa using my air miles for business.

So how does one implement a customer loyalty program in your own organization? Following is a brief description of a seven-



step process.

Top Management Commitment

The first step is to obtain top management commitment, as it is essential with any new initiative.

Internal Data Collection

The second step is to collect data that exists internally, such as sales from repeat customers, profitability from these sales, referrals from satisfied customers, and percentage of repeat customers.

The National Grocers Association reports that supermarkets with loyalty/frequent shopper programs receive 72 percent of their sales dollars through these programs. The average loyalty program member visits the store twice a week, whereas nonmembers visit only once a week. The average transaction for a member is \$50, whereas a nonmember is \$46. What type of customer would you prefer to have?

External Benchmarking

The third step is to collect data from the best-in-class companies who have superior customer loyalty and high profitability against which you want to benchmark yourself. Examples of these companies include Federal Express, which has 97% of its customers as repeat customers.

Data Collection

You want to integrate the voice of the customer into your Loyalty Program. This can be done by designing a customer satisfaction questionnaire that is administered quarterly to your customer base.

You could also conduct some qualitative research such as a focus group to deter-

mine what would make your customers loyal to your organization.

Finding new ways to generate customer complaints, such as having suggestion boxes and phoning customers at random, are also progressive ways to find out what you need to do to enhance your customers' experiences.

Data Analysis and Interpretation

The fifth step is to analyze the data you have collected via questionnaires, or other methods, and determine the metrics for satisfaction and loyalty in your business. If you currently only have 50% of your customers as repeat customers, do you want to increase this number to 60% in the first year?

Determine the lifetime value of a customer. In a dry cleaning business, the average transaction is only \$20, but the lifetime value of a repeat customer over 10 years is \$10,000 (very significant!)

Designing your Program

Design loyalty enhancers for your business. Will this be a reward for frequent shopping? Develop employee retention strategies. Happy employees equate to happy customers in any business.

Commitment to Continuous Improvement

Once you have designed a program, keep working it. Continue to get feedback from your customers, and your employees, as to what it will take to get your customers to return, and to refer your business to other potential customers.

Following a process to increase your customer loyalty will help enhance your chances of success.

Pauline Patenaude is President of Marketing Directions Ltd., a consulting company specializing in marketing research, strategic planning, new product development and customer satisfaction/loyalty. Marketing Directions offers a two-day seminar entitled "Building and Measuring Customer Loyalty". Pauline can be reached at pauline.patenaude@attcanada.net.

International Report

By Bruce Hoggard, F.C.Inst.M.
Hoggard International



Bruce Hoggard, F.C.Inst.M.

Bruce Hoggard, was joined on his last two trips to attend APMF Board meetings, in Bangkok and later in Singapore, by Hoggard International's Executive Vice President and the Catch The Dream-2001 Conference Vice-Chairperson, Marguerite Mannall-Fretwell.

At the meetings in Bangkok, the APMF hosted the World Marketing Conference and in Singapore, the Marketing Institute of Singapore held its Annual National Conference and Marketing Award night. At both Conference functions, Bruce and Marguerite made their 30 minute multi-media presentation promoting the Catch The Dream-2001 World Marketing Conference to the over 1100 delegates.

In Bangkok, the Canadian Institute of Marketing was received a certificate recognizing the Institute's outstanding contributions to the APMF for the period of 1998 - 2000. During the same presentations, Bruce Hoggard was presented with a certificate for his outstanding personal contribution and support to the APMF for the period 1998-2000.

The Marketing Association of Thailand did a great job in the planning and delivering of the 2000 World Marketing Conference at the end of June. The Conference was officially opened by H.R.H. Princess Maha Chakri Sirindhorn of Thailand, the Honorary Chairperson of the World Marketing Conference in 2000.

Many of the key speakers from Fortune 500 companies, constantly referred to "dreams, dreaming, and using your imagi-

nation" as being keys to success during their presentations. What an endorsement for Canada's Conference and the Catch The Dream concept and focus!

The theme of the Marketing Conference in Singapore, held October 5 and 6, was "New Marketing Paradigm in the Knowledge Economy". There are unprecedented opportunities and challenges being created by the access to the new digital media, nevertheless, the key task of marketers is still to create differentiation in the value proposition of brands, products and services for customer bonding and sustainable competitive advantage. Some of the major ideas to emerge from this conference included:

Consumers, retailers and manufacturers will interact with three major forces to create shape, and enjoy the personality of brands as we know them today. These forces include the continued growth of the digital economy, the information rich consumer, and networked communities. (Mr. Howard Abe, Manager, A T Kearney)

The world is moving toward DIVERGENCE. Its not about just reaching customers and stakeholders through the wired web anymore; it's about extending your reach by harnessing the power of multiple simultaneous channels — "M-Commerce". (Mr. Varun Arora, Senior Director, Edge-Matrix Pte Ltd.)

Global aging will become "the transcendent political and economic issue of the 21st Century." More than two thirds of all the human beings who have ever reached the age of 66 are alive today, and the fastest growing segment of the world population is over 85. Between now and 2050, the number of people aged 65 to 84 will increase three-fold, the number over 85 will increase six fold and the number over 100 will increase sixteen-fold. Demographers call this trend "the aging of the aged" and its effects are expected to be profound. (Mr. Urban C. Lehner, Publisher and Executive Editor, The Asian Wall Street Journal)

The era of supply side marketing is over, and consumerism is being firmly redefined by the demand side. We don't have to trust what a manufacturer says anymore, we can easily tap into the experiences of consumers, and get the truth. (Mr. Brian Harrison, Managing Director, Dentsu Young and

Rubicam, Singapore)

Probably the most important fundamental of marketing was brought home by the final speaker of the day, Professor Wee Chow Hou, Department of Business Policy, National University of Singapore, "No matter what technology you embrace to market your product, first and foremost you must have a good product to market."

In late October, Bruce Hoggard attended the World Marketing Association's Board meeting in Chicago. During these meetings, Bruce made a presentation and brought the various regional marketing bodies up-to-date on the plans and progress for the 2001 World Marketing Conference.

The WMA meetings resulted in a survey to senior marketing people throughout the world. It will be used to determine where the members see the WMA heading, and the role it should play with the World Trade Organization, and other trade and commerce related organizations.

The next stop for the travelling road show is Moscow. Bruce and Marguerite will be giving the 30-minute Catch The Dream multi-media presentation at the Russian Marketing Federation's National Conference, November 13-15.

The CIM is grateful to the following Corporate Partners who are sponsoring the Catch The Dream:

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*New Members and Membership Upgrades**

Full Member	No. 180	Ifrat Masood	Vancouver
Full Member*	No. 196	Gerald Fauteux	Montreal
Full Member	No. 578	Jose Jesus Roces	Manila, PI
Full Member	No. 581	Nancy Liu Dong Nu	China
Full Member	No. 579	Teodora Marasigan	Manila, PI
Full Member	No. 582	Wang Hua	China
Full Member	No. 583	Stacey Leah Weatherby	Toronto
Full Member	No. 584	Zhang Xiao Yan	China
Full Member	No. 585	Stephane Vanbilsen	Toronto
Full Member	No. 586	David Gregory Ross	Vancouver
Full Member	No. 588	Archana K. Zarbi	Toronto
Full Member	No. 590	Clare Hutchinson	St. John
Full Member	No. 594	Kathryn Tung	Burnaby
Associate Member*	No. 485	Menoka Fuard	Toronto
Associate Member	No. 516	Lisa de Roos	Toronto
Associate Member	No. 576	Nancy da Roca	Toronto
Associate Member*	No. 589	Michelle Bish	Toronto
Associate Member	No. 592	Brent M. Armstrong	Midland
Graduate Member	No. 577	Allison Odoguchi	Winnipeg
Graduate Member	No. 580	Ann Chan	London, ON
Graduate Member	No. 587	Nirmala Audho	Oakville
Graduate Member	No. 593	Scott George Price	Walkerton
Student Member	No. 830	Chad Albert Wilhelm	Saskatoon
Student Member	No. 831	Hon Lun Lau	Saskatoon
Student Member	No. 832	Alice M. Wuttunee	Saskatoon

Canadian Institute of Marketing Board of Directors and Officers

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Len Weeks		Economic Development Culture & Tourism, (Gov. of New Brunswick)
Peter Zarry		York University

Ad Specifications

The Marketing Challenge

Your ads reach only professional marketers and the businesses in which they work

Advertising Reservation Deadline

Vol. IV, Issue 1 January 23, 2001
 Vol. IV, Issue 2 April 23, 2001
 Vol. IV, Issue 3 October 26, 2001

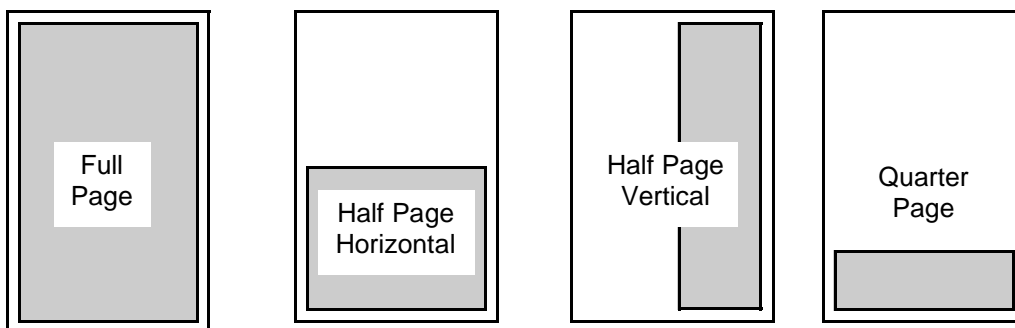
Advertising Artwork Deadline

Vol. IV, Issue 1 February 7, 2001
 Vol. IV, Issue 2 May 7, 2001
 Vol. IV, Issue 3 November 9, 2001

Sizes and Rates

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

	1 time	3 times		1 time	3 times
Back Cover	\$650	\$600	1/2 Page Vertical	\$225	\$200
Full Page	450	400	1/4 Page Horizontal	125	100
1/2 Page Horizontal	225	200	Logo Placement	N/A	50



Cancellations

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

Mechanical Specifications

Ads must be supplied as either
 Black and White Prints
 or

Digital Files

TIFF/JPEG format only with minimum 200 dpi

Member/Directory Listing

The Canadian Institute is asking for the support of its members through sponsorship of *The Marketing Challenge*. Sponsors will be listed in the three 2001 issues. There are three categories: Marketing Consultants, Public Sector Marketers, and Corporate Marketers. Member sponsorships would be used to defray the cost of producing a limited quantity of *The Marketing Challenge* for distribution by mail and handouts at exhibits and conferences.

Listing—\$200

Listing and Web site Link — \$300

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



41 Capital Drive, Nepean,
Ontario, Canada K2G 0E7
Phone: (613) 727-0954
Fax: (613) 228-8398
Email: cim@igs.net

WE'RE ON THE WEB
WWW.CINSTMARKETING.CA

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

Code of Ethics

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

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

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



Schulich
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CAREER-LONG

Marketing Education With A Difference...

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50+ Business Subjects to Choose From Such AS:

- ▶ *Strategic Management*
- ▶ *Marketing Management*
- ▶ *Key Account Management*
- ▶ *Customer Satisfaction Measurement*
- ▶ *Database Marketing*
- ▶ *Negotiating For Success*
- ▶ *Advertising & Promotional Planning*
- ▶ *Take Charge of Your Dealers & Distributors*
- ▶ *Export & International Trade*
- ▶ *Improving Presentation Effectiveness*
- ▶ *Business-To-Business Marketing Communications*
- ▶ *New Product Development*

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