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Canadian Institute of Marketing successfully registers RPM™ trade-mark



The Canadian Institute of Marketing was successful in registering the trade-mark **RPM**—the post nominal that identifies a **Registered Professional Marketer**. In accordance with the provisions of the Trade-marks Act, this trade-mark is subject to renewal every 15

years from the registration date. The trade-mark was registered on May 4, 2009.

On January 1 2007, the Canadian Institute of Marketing introduced the Certificate of Registration (C of R) for professional marketers who wish to practise their profession according to the constitution and by-laws of the Canadian Institute of Marketing. The C of R is not a mandatory requirement for those who hold professional membership in the Institute. Continuing education, however, is mandatory for any professional member who applies for and is granted a C of R. The purpose of the C of R is to provide members

of the Institute a designation that informs government and industry that the holder of a C of R is a professional marketer who has very strong academic credentials and at least five years of marketing in a senior role, and who is continuing to upgrade their knowledge of marketing principles, industry issues and ethics in marketing.

Holders of a Certificate of Registration practise as a Registered Professional Marketer (RPM) and may use the credential on business cards, letters, designs and reports.

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Remembering James H. Jarrett, MCIInst.M., FCIInst.M., Founder of the Canadian Institute of Marketing

James Jarrett, Founder of the Canadian Institute of Marketing passed on April 17, 2009 in Ottawa.

Born in 1925 in Jinja, Uganda, Jim immigrated to Canada in 1943 with his family and graduated from McGill University with a B.A. in 1947. He worked as a marketing consultant in Montreal for companies including Cad-

burys, Lake of the Woods Milling, CIL and Courtaulds.

After marrying Eleanor Lindsay, they moved to Calgary in 1962 where he continued work as a marketing consultant. He returned to Ontario in 1968 to teach marketing at Algonquin College from 1968 until he retired.

Jim was a member of the

Institutes of Marketing in Britain and Australia, and marketing institutes of other countries. In 1982 he was instrumental in establishing the Canadian Institute of Marketing to ensure that there would be professional standards for Canadian Marketers comparable to those elsewhere.

Jim will be missed.



Special Interests Points

- > 2009 AGM by Webinar
- > Training provider to use Marketing Canada
- > 2009 OCMC
- > Palmer Webinar
- > About Us
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Professional members of the Institute who may be working as consultants, heads of marketing departments in government or divisions in industry, professors, and career marketers who want to be known for attaining the highest standard of marketing in Canada and subject to mandatory continuing education under the requirements of a C of R, may find the C of R and RPM designation of great value.

Once the C of R is obtained, holders must have their certificate validated every two years by reporting completion of a mandatory Continuing Professional Development program based on a point system covering four categories of marketing activities. Failure to complete the required program would result in an invalid Certificate of Registration and loss of the RPM designation, but not professional membership (MCInst.M).

Award of the RPM designation is taken very seriously by the Institute as it is the only designation in Canada that attempts to describe the professional qualifications and capabilities of a practising marketer in the absence of licensing for those who practise marketing.

Attempts by the Institute to license marketers in every province failed to gain traction in the 90s. In a new economy and century, an alternative to recognizing professional marketers and holding them to a level of responsibility to their employers and the public has to be established. The RPM designation trade-marked by the Institute is a solution to this age-old problem that has demonstrated some success in other ethic-based professions. The whole issue of licensing marketing in Canada is especially complicated in the absence of a Marketing Act that would regulate the practise of marketing—a common practice of all successful businesses.



How to reward and retain the best Keeping employees loyal in a challenging economic climate

By Cindy Houghton, HIA, MCInst.M., RHU., GBA



Cindy Houghton, MCInst.M

You've worked hard and built a successful professional practice. You've done everything right. You have also taken great time and care to train and mentor one or two "key" employees. Unfortunately, your "key" employee (asset) has just tendered his or her resignation. Worse still, it is to go to work for a competitor. Why, you ask? Well, your competitor offers both a Group Benefits and a Group Savings program, and your (soon-to-be former) "key" employee has recently learned that there will soon be a new "addition" to their family. It was a matter of changing needs and economics. And now, you are left to interview and hire a new (and hopefully potential future) "key" employee.

Before you begin the recruitment process, you might want to consider the following in formulating your new "total" compensation package:

How to pick a Benefits Plan

Attracting and retaining top-notch employees is a challenge, and employee benefits are an attractive part of any compensation scheme. Providing them shows that your organization cares about its employees; conversely, not providing them can say a lot about the philosophy and working environment of your firm. You may be apprehensive about the cost, or unsure of where to start, but selecting a benefits

plan need not be a daunting task.

Hire an expert

Companies should hire a Broker or a Consultant who specializes in Group Benefit programs for companies of your size. To find the right person for the job, seek referrals from other business leaders. Or, seek referrals with your industry's association. When choosing an Employee Benefits professional, the individual should be Level II Life Licensed, and hold one (or more) of the following designations or memberships:

Certified Employee Benefits Specialist: CEBS

Group Benefits Associate: GBA

Retirement Plan Associate: RPA

Health Insurance Associate: HIA

Registered Health Underwriter: RHU

Membership in Advocis

Membership in Independent Financial Brokers

Membership in the Society of Consulting Actuaries (either Associate or Fellowship)

Membership in the International Foundation of Employee Benefits Plans

Involve your employees

Because employee retention is the biggest benefit of offering group coverage, ask your employees what they want. For example, ask your staff to provide you with a list of the three to five benefits it most desires. Also, ask about innovative "Voluntary" benefits such as Pet Plan Insurance, Group Legal Services or (if your company size permits), on-site daycare.

Start small

Talk to your Benefits professional about starting with a basic plan — perhaps life insurance, long-term disability and accidental death and

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How to reward

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dismemberment. As the years progress, you can easily add vision, dental, employee assistance programs, short term disability and more, because you revisit your plan with every yearly renewal.

Obviously, you don't want to pay for benefits that are beyond your budget or perceived by staff to be of low value. But the real challenge comes when you try to strip down an existing plan. Take a benefit away — no matter your justification — and you risk ranking employees.

Consider tax-saving strategies

When choosing your plan, consider offering several tiers of coverage that employees can work up to. As well, sharing the cost of coverage in the right places could save you and your employees money. For example, if an employee pays 100% of his/her long-term disability premium (thereby reducing your costs), that benefit becomes tax-free to them if it is ever used. You will also want to ask your adviser about integrating your plan with existing government programs. For example, consider forgoing short-term disability at the start, because employment insurance disbursements may be sufficient.

Remember the extras

There are other things to consider besides the actual plan, such as the carrier's reputation, the ease of administration, and whether employees can make claims online. What is most important, don't feel pressured to get it right the first time. You'll have the chance over the years to build a competitive group plan that your employees will love.

With a dependable professional to guide you through this process, you can arrive at a valuable compensation solution to help you retain your

practice's most valuable asset — its employees!

Sources Referenced:

http://www.canadianbusiness.com/entrepreneur/how_to/article.jsp?content=20040414_125736_5596&page=1
Cindy Houghton is a Level II Life Li-

censed Benefits and Marketing professional (and sometime freelance writer) who resides in London, Ontario. She is a Employee Benefits Specialist with BOND Financial House, London, Ontario. She can be reached at cough-ton@bondfinancial.on.ca or 5196712448@txt.bell.ca.



Well-planned, designed and executed surveys are worth every penny

By Kevin Palmer MCIInst.M., RPM



Kevin Palmer (right), MCIInst.M., RPM

In the fall of 2007, and throughout the 2008 travel season, a series of rigorous surveys were undertaken of some of the best clients of the Manitoba Lodges and Spectacular Outposts as a first step in developing key strategic tactics in a Provincial Marketing Campaign for Travel Manitoba. These "best clients" were some of the wealthiest people in the USA and Canada, consisting of doctors, lawyers, stock exchange directors and other people with high incomes and a passion for fishing and hunting. The research provided the media habits of these extremely diversified groups.

Surveys initially asked the telephone respondent typical questions such as areas of interest, purchasing habits, media watched / read / listened to; magazine subscriptions and more. However, what happened was unexpected.

These incredibly wealthy people had such a passion for their sport, that they stayed on the phone for extended periods, chatting about things they'd like to see different, things they loved about the Manitoba Lodge product, areas where improvement may occur and more. The survey generated incredible visual clues from these clients, as they detailed what they visualized to enable them to spend the required amount of money in visiting a Manitoba Premium Lodge.

The people interviewed were ambassadors to the industry in their groups - and many supplied opinions on the messaging creative, supplying valuable insight into where, when and how to place media in the marketplace. Many became unofficial members of an "advisory" committee made up of some of the wealthiest American and Canadian lodge clients. Highly opinionated advice was received from some of the top business people in the world!

By conducting the surveys in a specialized manner, data were collected that otherwise would have been impossible to obtain.

Kevin Palmer, MCIInst.M., RPM, CTB (hons, Arizona), Member EDCO, President of Superior Image and Project Management (www.superiorimagecom.com), is Lead Consultant, Product and Market Development for Travel Manitoba Outdoors. He can be reached at kpalmer@tbaytel.net, or 1-807-986-3545, or 1-807-767-9517



Essential marketing tools for the modern marketer—an opinion

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



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

Marketers need to be fully engaged in continuing education to be able to lead clients and employers into new ways of marketing goods and services.

Marketing principles and standards provide the foundations of sound professional opinions for all marketers. Without a working knowledge of principles and standards, marketers providing professional opinions would be wavering on the edge of unethical conduct.

Principles and standards alone, however, don't always get the job done. Marketers need tools, as well as knowledge and experience.

For many professional marketers, the mobile office is a reality, and work gets done just about anywhere at any time.

There are certain inventions that complement the skills of the modern marketer. Harnessing electricity can be argued to be the greatest invention of humankind. Combined with high speed access to the Internet and the mobility of a laptop loaded with business and basic graphic software, the professional marketer is fully loaded and primed for action. The ability to research ideas and concepts and to dialogue with marketers world-wide working in similar markets, but applying principles and standards in innovative ways, create marketers with great intellectual assets that can be sold.

Astute marketers know that by managing communications in daily business, work can be completed efficiently and profitably.

We are in a time of wondrous change as humankind works its way through another shift in global geopolitics and macroeconomics. In this shift, however, the need for the human touch or interaction between one human and another for satisfaction of needs and wants is being questioned. The incredible leap in access to personal computers and the amazing software developed to entertain, record and manipulate data and transact business by word, graphics and sound, while incorporating the need for social interaction is creating a new work environment.

Marketers are positioned to benefit significantly from interactive communications tools that are affordable, and moving swiftly to significantly reduce the need for face meetings. The debate will continue over the actual need for face meetings, as communications tools move swiftly to the virtual total experience.

Simple cell phones that talk and text are extremely useful. The laptop or notebook with sound card with webcam interface can easily accommodate real time meeting software for exchanging files and working on shared files simultaneously by several people located in all corners of the planet.

Meetings can be held in the comfort of a domicile without spending long hours or days of expensive, stressful travel for most meetings that are short with questionable value. Available time is on the mind of all people, and marketers have the tools to collapse the time needed for presentations and meetings with almost anyone, anywhere.

There are two tools, however, that the marketer must have in his or her kit, and they are the basic graphite pencil and a notepad. When the plug is pulled and the battery runs out of juice, the marketer still has marketing principles, standards, and experience to help someone market a product or service and the means to archive ideas.

The fundamentals of marketing have not changed since the times of the medieval Chinese, Indian, and Arab merchants, and the Hanseatic League in Europe. What has changed are standards and the tools of the trade.

Grant Lee is a registered professional marketer offering a full range of marketing services through his company AGL Marketing Limited (www.aglmarketing.com). He can be reached at glee@aglmarketing.com.



Stay Home and Attend the 2009 AGM by Webinar

The 2009 Annual General Meeting of the Canadian Institute of Marketing will take place Saturday, July 11 2009 by GoToWebinar meeting service from 10:00 A.M. to 12:00 P.M. EST (Toronto Ontario Canada Time Zone) for the purpose of:

- Reports of the Chair, Treasurer, Registrar and Executive Director
- Nomination Committee Report
- Election of the 2009-2010 Council
- Standing and Non Standing Committee Reports
- Institute Projects and Issues
- 2009 - 2010 Budget

Grant Lee, MCIInst.M., RPM
Executive Director
June 7, 2009

Consumer research – payment cards today

By Vishal Shah, MSc. (Management), MCIInst.M.



Vishal Shah, MCIInst.M.

The way in which consumers in Europe, Asia Pacific and the USA make payments differs between countries, but one important trend has been observed in each region. General – purpose payment cards have grown in importance. As a result, card issuers have been successful in capturing a slice of the lucrative consumer payments market.

How to sell more cards into mature and near saturated markets?

This can be done by converting cash and cheque payments into revenue generating card transactions by offering the innovative types of products that consumer's desire.

But the question is how to sell more cards and diversified payment option into mature and near saturated markets, and where it fit into the consumer payments market in Europe, Asia Pacific & Americas? Also, what can issuers do to grow their share of consumer payments?

Diversified payment option -- The contactless mobile payments market

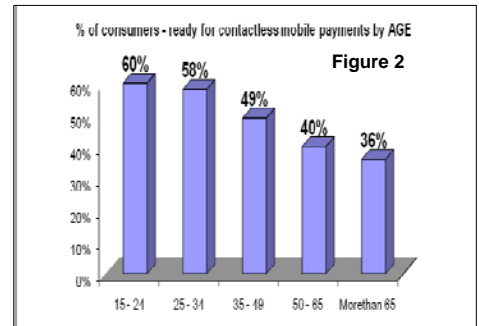
The question arises, *Would you be interested in contactless payments through your mobile phone?*

There is a way to pay -mobile contactless payments embedded with a chip that uses the latest cryptography, secu-

rity and smart card technologies, making it highly secure. And, you can pay for your purchases with even greater ease.

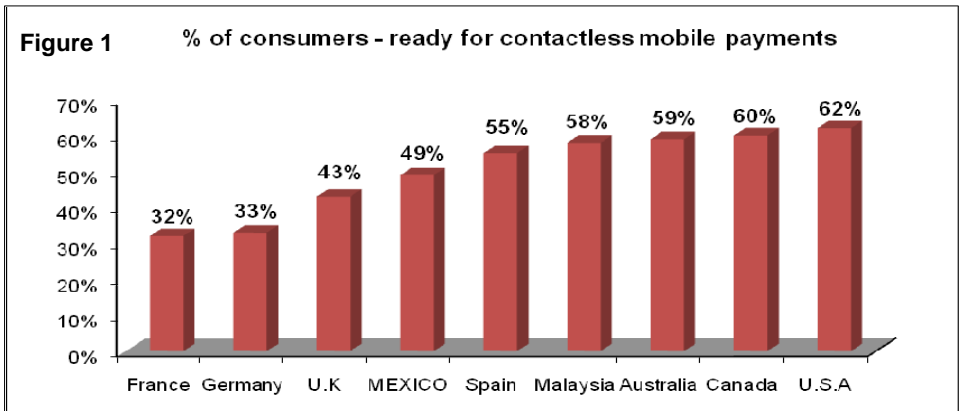
The transaction only works when the mobile phone with contactless chip embedded (based on Radio Frequency) is in close contact with a terminal based on NFC Technology (Near Field Communications).

This shows Innovative use of the latest technologies to increase convenience, speed of transaction and provides secure transactions for cardholders on the move.



Sources said that MasterCard Canada, in partnership with Citi Cards Canada and Bell Mobility, has completed the first near-field communications (NFC) trial of Mobile PayPass in Canada

This was the first trial in Canada to use Bell Mobility's wireless network allowing trial participants to make purchases using their mobile device at Master-



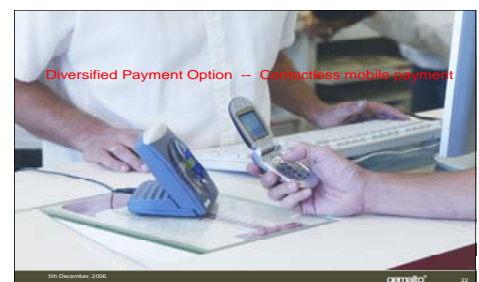
Canadians and American have a passion for technology compared to European and Asia Pacific nations (Figure 1)

European Consumers

The European market is a single market – even with a single currency in most of the nations-of millions of people who have homogeneous wants. From a marketing perspective, there are pan-European market segments that are reachable, viable, and different. Each segment has common needs.

However research found that Euro teens are wearing U.S. fashions, eating at U.S. fast-food restaurants, listening to U.S. music, and are concerned about what their peers think .There is growing purchasing power of teens in Europe but **“the Euro teens group is not homogeneous”**.

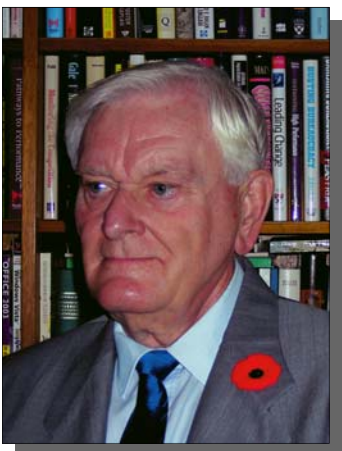
Card Paypass acceptance locations across Canada. The four-month closed trial was a major step towards bringing mobile payments to Canadian mobile phone users.



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The application of performance measurement for improving customer service quality

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



James A. Schauer,
MCInst.M., RPM, FCInst.M.

For marketing of tangible goods it has always been relatively easy to 'see' and account for successful outcomes. When customers had a need and saw the product that met their expectations at the right price, they would buy. The relationship between goods manufactured and sold could be counted, including production costs, efficiency and financial outcomes, whether the business produced houses, cars, clothing, food or paperclips.

Conversely, the path towards meeting corporate vision and strategic goals that involve satisfying customer expectations in an environment affected by political, economic and competitive forces which - driven by technology - is constantly changing. These interactive relationships call for continuous improvements in organizational performance that is particularly challenging for marketing of core services, where determining customers' expectations and value perceptions is more difficult than for tangible goods. **Unfortunately there are no quick fix solutions.**

It may here be tempting to consider

solutions that have worked well for meeting these challenges in the past. However, employing inadequate, outdated market research or the solutions of others without also understanding their problems, as well as ones' own, is fraught with considerable risk for any business intent on improving the quality of its services where:

1. The distinction between core services and their delivery is not as clear as for tangible goods;
2. Customer or end users' satisfaction with delivered services is governed by *their* perception of value, quality and usefulness - *relative to their* expectations;
3. Traditional market research was focused largely on customer expectations and satisfaction, without paying as much attention to their perception of service value and usefulness;
4. Monitoring the delivery of services during transactions, at the 'moment of truth', can be intrusive with negative implications and often misleading;
5. Feedback from frontline service providers is likely to be emotionally biased and therefore not always reliable.

How do you apply well established accounting methods for evaluating customer service quality? You don't. It is impossible to satisfy customers if nothing is known about their expectations. In today's fast changing competitive marketing environment, lack of this understanding would not only make it impossible to get ahead; in the longer term it can even threaten the business' very existence. To prevent this outcome, **the answer lies with continuous measurement of service quality performance.**

Performance measurement is more than 'counting'

Performance measurement is used primarily to stimulate improvement, nothing more or less. While internal accounting methods have always been used for determining the efficiency in marketing of tangible goods, they are inadequate for evaluating human behaviour associated with delivering intangible services, i.e. effectiveness from the customers' perspective.

Performance measurement is used to ensure that services are routinely fine tuned to meet customer or end users' changing expectations from the outset. This requires a thorough understanding of their changing perception of service quality and usefulness, so that services can be modified to ensure its continuously acceptable delivery.

With the prevailing growing shift towards customer-centered marketing, even the best services can become obsolete when, due to a competitor's superior alternatives, customers' *changing* perception of service quality is neglected. Any approach to diagnostic measurement must therefore include human behaviour as the vital feedback required for restructuring and improving the design and continued successful delivery of competitive service quality.

The value meaning systems affecting customers' behaviour, their perception of service quality and satisfaction levels relative to their expectations are now regarded as critical factors in the successful outcome and improvement of service delivery. Driven by technology and competitive forces, customers or end users are constantly influenced by a changing market environment. Without understanding these factors the business is virtually left to operate in the dark, akin to 'an aeroplane flying in clouds

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Performance measurement......continued from page 6

without the benefit of navigation instruments for detecting the embedded invisible storms ahead.’

The power of performance measurement

Forward-looking organizations usually institute measurement systems to stimulate performance improvement, such as “understanding customer expectations” or “doing better with less.” What’s measured is based on customer needs and their perception of the value and quality of services, filtered through a meaningful strategic plan that reflects mission, shared vision, targets, capabilities and constraints.

In practice, performance measurement is not a form of counting. It is the vital link between customer-sensitive strategic plans and ongoing service quality improvement. Ineffective customer service solutions invariably result from a mutually exclusive use of seemingly opposing or alternative activities, sometimes described as the tyranny of the word “or”.

While traditional business practices may be inadequate for measuring human behaviour in service quality transactions, it is not desirable to replace, but augment them with performance measurement as outlined below. Rather, like the ancient Chinese Yin/Yang holism or dualistic philosophy, successful outcomes to service quality improvement require both, counting and measurement methods in a balanced application for optimum effect.

My own experience in services marketing involving international hotels and airline operations, insurance, communications and government services has clearly shown that there is virtually

nothing that cannot be measured, either directly or via surrogate measures. The following basic issues should be considered:

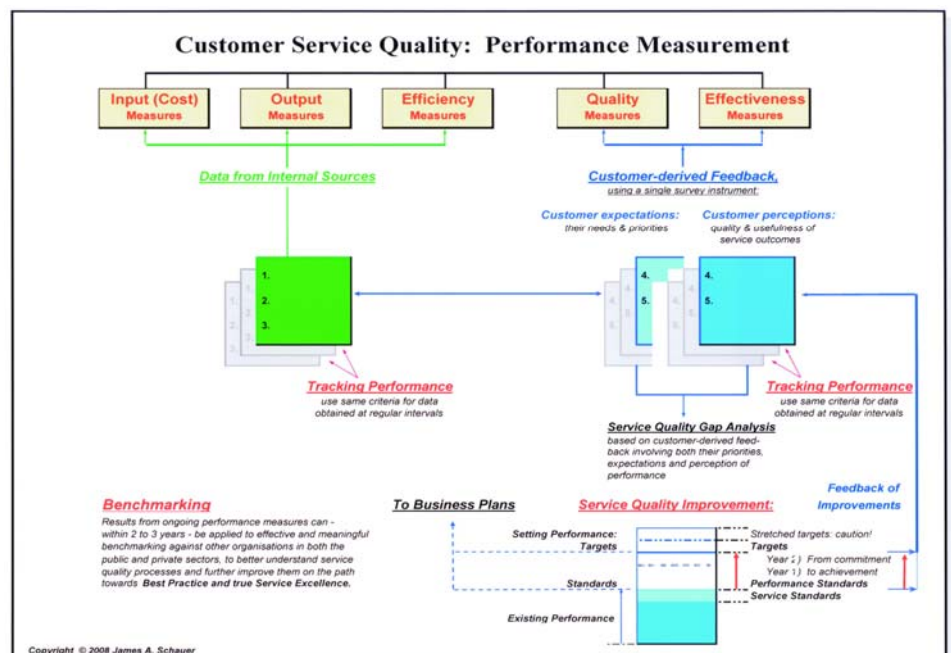
- Measurement does not have to become a large-scale bureaucracy, nor involve lots of external consultants; but don’t build a cathedral if all that’s needed is a chapel;
- Keep it simple. Most performance measurement can be accomplished with a manageable number of five to six measures, within a maximum of six to eight groups;
- What is done with the measures is as important as what the measures are;
- Constant attention must be paid to metric consistency;
- Customer expectations should be clearly reflected in the organization’s strategic plans;

There is more to business than mere pursuit of a positive bottom line, although commitment to continuous improvement implicitly supports a need for meaningful accountability.

Performance measurement is thus a powerful, progressive force which aligns business plans with its customers’ expectations, with timely improvement action initiated by empowered employees. As such, it is worth remembering that ***any ongoing service function can be measured.***

Attributes of good measurement

Good performance measures share a number of common attributes: They must be relational, linked to strategic goals, needs, priorities, and be customer-centred as distinct from customer-focused. As well, they converge on indicators that provide value to customers or end users in service quality and related characteristics such as reliability, responsiveness, assurance, empathy and tangible factors. As illustrated in the chart below, these measures are usually linked to internal performance that addresses cost or cycle time reduction, co-ordination, innovation and – most important of all, aim at optimum cost effectiveness in the design and delivery of core business services.



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Performance

measurement...continued from page 7

To these ends, good performance metrics.

- Do not exist in isolation: they are linked with the organization's vision of a future state, with mission, goals, strategies and actions. Their value, while not intrinsic, contributes to organizational direction and control;
- Measure performance across time, showing measured trends based on regular, frequent feedback, rather than snapshot "surveys";
- Provide direct information at the organizational level at which they are applied. No further processing or analysis is required to determine meaning, which is where traditional accounting measures often fall short. Conventional "hard" measures often serve well as warning signals for performance problems; but they do not communicate the reasons for these problems from the customers' perspective and are therefore not as useful for decision makers;
- Are developed collaboratively by teams of people who collect and process customer feedback - and apply the resulting information. This cross-functional participation not only ensures better metrics, it also promotes their acceptance and reduces the traditional fear and distaste among staff who believe they are the subject of performance metrics, when the focus must be on the *processes* supporting program delivery;

- Must be well co-ordinated and cost-effective to ensure that benefits always outweigh the cost of data collection and analysis. Most managers are untrained in measurement involving methods and techniques that can overwhelm, even bewilder them. Dedication to improvement is more important, since measurement itself does not change service quality or its effectiveness. Yet a highly technical approach is not required or even appropriate.

As a practical approach to balanced performance measurement for addressing both tactical and strategic needs, the above diagram also shows how customer-derived feedback is integrated with data from internal sources. This solution provides a solid basis for identifying any efficiency and effectiveness gaps on the path towards desired holistic business outcomes; yet, more important, it also offers the tools for competitive improvements in a changing marketplace.

Experience has shown that, rather than merely relying on the 'nuts and bolts' of metrics, it's the *whole organization's commitment to continuous improvement that ultimately drives desired service improvement outcomes.*

Experience has shown that, rather than merely relying on the 'nuts and bolts' of metrics, it's the *whole organization's commitment* to continuous improvement that ultimately drives desired service improvement outcomes. Where customer service quality fails, this is often more due to managers not having a clear idea of *why* and *what* they are measuring in the first place.

Conclusion

The continuous improvement of service quality presents management with unfamiliar challenges for determining customers' expectations and value perceptions. Like navigators relying on their charts, visionary managers also require reliable indicators of performance for determining progress in all areas towards their strategic goals. The answer rests with a holistic approach to measurement, involving internal measures as well as external customer-derived feedback concerning their expectations, value perceptions and satisfaction levels.

Traditional measures of business performance are inadequate for evaluating services delivery in today's changing, competitive marketing environment. Managers frequently fail to derive the full benefit from their change initiatives due to not understanding that marketing is all about people and managing relationships with customers. Introduction of wrong measures can lead to resistance among frontline service providers who often tend to link this with employee controls.

Like the ancient Chinese Yin/Yang dualistic philosophy, true performance measurement must involve all employees, partners, as well as customers or end users. This process will become less threatening when it's presented and accepted as the vanguard of a purposeful, balanced strategic improvement initiative, for the benefit of the entire organization, its employees, partners and customers. After all, this balance is vital. **"what's the use of running fast – if you're not on the right road?"**



...continued on page 9

Performance measurement...continued from page 8

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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.



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

(Second part of a paper published in the Winter 2009 Issue of Marketing Canada)

Developing your brand strategy

By Oluwabamidele Daniel Adeyemi

B.Sc, MBA, MMIS, AMAMI CPM, MCIInst.M, AMSIM, AMIM, AIMM



Oluwabamidele Daniel Adeyemi, MCIInst.M

Developing a brand strategy can be one of the most difficult steps in the marketing plan process. It's often the element that causes most businesses the biggest challenge, but it's a vital step in creating the company identity.

Your brand identity will be repeatedly communicated, in multiple ways with frequency and consistency throughout the life of your business.

To begin the development of your brands strategy you must have an understanding of these four marketing components:

- Primary Target Customer and/or Client.
- Competition.
- Product and Service Mix.
- Unique Selling Proposition.

By identifying these components of your marketing plan you have created the basis for crafting your brand strategy. An effective branding process will create a unique identity that differentiates you from the competition. That is why it's often deemed as the heart of a competitive strategy.

Determining Your Brand's Objectives

Your brand should be comprised of the company personality, image, core competencies and characteristics. The impressions that you make as well as the words people will use to describe your company to others, are the basic framework of your brand.

With a strong brand you build credibility, have more influence on your market, and motivate customers and clients to purchase from you. If done correctly your company will be looked at as a leader not a follower.

Some of the questions to ask yourself when determining your brand objectives are:

- What do you want others to know and say about your products or services?
- What is it that you want your brand to do for your company?

Your objectives may include the following:

- Being recognized by receiving a specific award.
- Picking up a certain number of choice project.
- Gaining a specific number of new clients in the next year.
- Positioning your company as an industry leader in the next couple of months.

By defining your objectives you are able to draw up a plan on how to achieve these objectives. For instance your objective is to position your

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Brand strategy...continued from page 9

company as the best in the industry. In doing these, here are some of the things you could do:

- Have members of your team speak at Trade Shows.
- Write and publish articles magazines, newspapers, and others.
- Schedule lectures at professional gatherings within the industry.

Once you've determined your objectives, the next stage is to build and develop your brand strategy by listing how, when and what you are going to do to accomplish and meet these brand objectives.

Use the questions above to determine your brand objectives. List each objective and map out how you plan to accomplish and succeed in meeting those objectives. Don't stop there! Once you've finished, take the time to list what you can do at every point in time to meet that objective. Be specific and schedule those action items in your business agenda.

The objectives that a good brand will achieve include:

- Delivers the message clearly.
- Confirms your credibility.
- Connects your target prospects emotionally.
- Motivates the buyer.
- Concretizes User Loyalty.

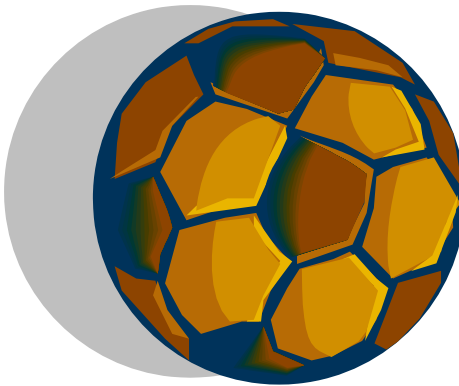
Important of Branding to Marketing Strategies

To succeed in branding, you must understand that needs and wants of your customers and prospects. You do this by integrating your brand strategies through your company at every point of public contact. Your brand resides within the hearts and minds of customers, clients and prospects. It is the sum total of their experiences and perceptions, some of which you can influence and some that you cannot.

A strong brand is invaluable as the battle for customers intensifies day by day. It's important to spend time investing in researching, defining and building your brand. After your entire brand is the source of a promise to your consumer. It's a foundational piece in your marketing communication and one you do not want to be without.

The Elements of your Brand

Branding your business is very much like a game. There are important elements of your brand that translate into the world of competition.



Branding your business is very much like a game. There are important elements of your brand that translate into the world of competition.

You have an **objective** — *to make sales*; a **playing field**—*your marketplace*; **opponents** —*competitors in your market*; **strategies** —*your marketing approach*; **specific plays**—*your marketing tactics*; and a **winner**—*the company that makes the most sales*.

This game is constantly being played at every market for every product or service. Just think of the titanic battles you see everyday --- Coke vs. Pepsi, Microsoft vs. Apple, or Google vs. Yahoo.

Each of these companies is competing with variety of strategies and tactics in hopes of defeating their rivals and dominates the market. They battle each other using offensive and defensive

plays in hopes gaining the best position in the mind of the prospects. They aggressively execute their brand marketing plans and seek to advance their influence on the market until they score by reaching the coveted sale.

Scoring a sale is the ultimate objective in the branding game. As a small business this must be the focus of all of your branding efforts. You cannot afford the time and money that is required to do the glamorous, image advertising like buying the naming rights for a stadium or airing a thirty second Super Bowl ad. Your branding must achieve results and sales are the only desirable outcome.

The brand game consists of several necessary key elements that define the character of your brand. It's important to use these elements in combination to appeal to your target market.

1. **Pricing** — this represents value; a higher price may imply higher quality, and lower prices may suggest decreased value.
2. **Distribution** — how available your offering is; limited distribution of a product or service may imply exclusivity and consumers may be willing to pay more.
3. **Quality** — this influences satisfaction; higher quality translates into more satisfied customers who return again to purchase your offerings.
4. **Presence** — how prominent you are in the marketplace; a high-profile market presence will lead to brand awareness and opportunities to sell.
5. **Reputation** — the market's opinion of your brand character; this is built over time and difficult to alter once established.

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Brand strategy

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6. **Image** – the perceptions of your brand by buyers; this is closely related to your quality and reputation in the marketplace. Like reputation, image is difficult to change once established.

7. **Benefits** – the affect your product or service has on the consumer; positive benefits are crucial to the product offering and to brand image and reputation.

8. **Positioning** – your differentiation from the competition, this is established by the sum total of all of your branding strategy.

9. **Preference** – the consumers predisposition to buy your product or service; this is the foundation for building customer loyalty.

10. **Customer commitment** – the ultimate result of your branding strategy; loyalty is built through relationships and close consumer contact.

In conclusion, these elements are attitudes and approaches that convey who you are. Yet, unlike image advertising, they are substantial, solid core values you must project in everything that you do.

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

Australian Registered Training Provider to use Institute's Journal as Resources

By Anthony Raman, MCIInst.M., RPM., Chartered Marketer



Anthony Raman, MCIInst.M., RPM.,

An Australian registered training provider will be using articles from the Institute's journals as part of its resources for their marketing related programs i.e. Diploma in Marketing and Advanced Diploma in Marketing. The programs are available via blended delivery and through work based seminars.

The articles will make a welcome addition to their existing resources and enables their students and participants to have an insight into marketing from around the world. Some selected articles may be used as part of their course activities and assessments. The various articles bring forth marketing experiences and latest developments in marketing practice to the knowledge of the students and participants on DLA's programs. Distance Learning Australia (DLA) which also trades as the Australian Qualifications Training Systems (AQTS) is a Registered Training Organization (RTO) based in Canberra, Australia specializing in e-learning and blended delivery since 2000.

They offer their clients a range of programs that lead to qualifications issued by them that are nationally recognized by the Department of Employment, Education and Workplace Relations in Australia, by employers, industry bodies and other RTOs. As a Registered Training Organization, they are bound to strict quality control guidelines and audit to ensure your qualification meets the standards of training and

assessment expected by the Australian Government and Industry bodies.

DLA offers qualifications from Certificate II to Diploma in Business Services, Training and Assessment and Community Services. They can travel to anywhere in the world to provide workplace seminars.

This initiative came about through the work done being done by our member based in New Zealand, Anthony Raman with DLA and their head, Christine Jarrett in relationship their marketing related programs and other collaborative activities. DLA is working towards expanding its activities further in the Asia and Pacific region.

There could be possible situation in the near future whereby DLA will work towards the accreditation of the Canadian Institute of Marketing for its marketing related programs and modules together with a membership pathway for the benefit of their students from both Australia and other countries around the world. These initiatives by DLA are part of their international activities.

Anthony Raman is based in New Zealand and involved in education, training and consultancy. He is the consultant for S.E. Asia projects with the International Centre of Waikato Institute of Technology (WINTEC) in New Zealand. He is responsible for the South East Asian market portfolio of WINTEC. Contact Anthony at anthonyraman@gmail.com

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.

Career Success

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



Emmanuel Obinna, ACInst.M.

A foolish man cannot do anything profitable. He is an idler waiting to eat from the industry of others. Like the sluggard, he will not plow by reason of cold or bad weather. He will rather beg than put his fingers to work.

Discover yourself today and reap the fruit of your own labor. Appreciate the fact that it is only during unfavorable circumstances that you can discover your best potential and have your mettle successfully tested. Success is a child of adversity and it is from the boiling pot of problems that power is cooked.

Work tends to get harder in middle age, so there is need for you to do the best you can to achieve or realize success in your career.

Things to do

- Learn what you have to learn before the middle age over takes you.
- Develop your own style, don't copy others, rather have your own style.
- Put your emotional life in order as soon as possible; it is a great help towards career success and a happy life.
- Know your strength and weakness and do all you can to make adjustments.
- Have a good saving for you future either by savings or investing.

- Establish a network of people who rely on you and which you can rely on, because success does not come only through hard work but by being enlightened and this does not come through reading only. It can also come through interactions and relationships.
- Learn to delegate some responsibilities.
- Learn when to be silent.
- Be loyal, honest and hardworking.
- Always keep a sense of humor.

Wealth Building

Wealth is not income, is what you accumulate and not what you spend. Wealth comes through hard work, perseverance, honesty, planning, and self discipline.

Those who build wealth live way below there means, they allocate their time and money efficiently in ways conducive in building wealth.

- They believe that high financial independence is more important than display of high social status.
- They choose the right occupation mostly where they have their own natural talent.
- They have confidence in their own ability.

Managerial Effectiveness in Business

The purpose of managing well is to make a profit. This means everybody must do his or her work and that means you must pursue profit not just turn over.

Increasing profit can occur in many ways.

- Increasing income from present customers.
- Winning new customers.
- Avoiding duplication functions such as two people doing a job which one can do.

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Career success

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- Increasing productivity.
- Reducing bureaucracy.
- Putting idle capital to work.

Discontinue obsolete services and product without hesitation. To keep your ship moving through the water at maximum efficiency keep scraping the barnacles of the bottom. These are redundant attachments whose value cannot be ascertained.

To have an edge over your competitors, you must consider these seven objectives.

- To serve your customers more effectively than any other company.
- To earn an increase in profit every year.
- To maintain high ethical standards.
- To run business with a sense of competitive urgency.
- To keep your products and services up to date.
- To make your company the most exiting to work in.
- To earn respect of the community in which your business operates.

Workplace moral

Avoid politics in your place of work, because some businesses have been ruined by politics within an organization. Here are some ways to minimize office politics.

- Always be fair and honest in your dealings.
- Be careful about hiring relatives or friends in your workplace.
- Dismiss incurable politicians in the organization.
- Speak against paper warfare; encourage people to air their disagreement face-to-face.
- Discourage sycophancy.
- Guarantee your employees that they are working in the best place; a sense of pride works

wonders.

- The way to motivate staff is to give responsibility.
- Salaries must be reviewed at regular intervals. The most effective way to use money is to recognize outstanding performance.
- Superior product services and profit depends on making the most of the staff, give it challenging opportunities and recognition for achievements.
- Encourage innovation because change is a certainty.

Physical appearance

The physical appearance of your office or organization is important because it says so much about you. They must not be decorated in bad taste, or appear old fashioned. Offices must be tidy.

Your office must look efficient contemporary cheerful and functional. Your company becomes more stimulating, comfortable, successful and profitable when staffs are motivated with challenging tasks. Staff must be encouraged to arrive and resume duties on time. The telephone must be answered promptly and politely, filing must be kept up-to-date, and due dates must be met. Security must be in place, and indiscriminate use of office materials, machines and rumors can do serious damage to you and even lose your business.

If you manage well, it will also be your duty to sustain unremitting pressure on the professional standards of your staff. You must not tolerate below standard services or mediocre work. It is poor business to settle for second rate performance of key staffs.

Training should not be confined to trainees; it should be a continuous process and should include the entire staff of the company. The more your employees learn, the more knowledgeable they can be to customers.

Workplace dignity and respect

If you are to succeed in business you must have the respect of your clients and the business community. Following are some pointers.

- Your department and business unit must be headed by those who command respect.
- Always be honest with your customers.
- If you serve your customers well, the news will spread bringing respect.
- If you treat your employees well, they will tell their friends who may be customers and prospective customers.
- In meeting with customers, remember that customers need you as much as you need them.
- When it is comes to recruiting, you must employ those who are capable of doing what customers require from you. You must recruit those who are more knowledgeable than you.

Considerations for staff promotions

- The candidate shows ambition to achieve.
- He/she work harder than peers and enjoys the work.
- The candidate has a brilliant mind and is innovative.
- The candidate has an engaging personality.
- He or she demonstrate respect for new ideas.

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Take Time to Communicate Effectively

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



Ron "Doc" Halliday
MCInst.M., RPM., FCInst.M

It is prudent to trim individuals who are not productive or contribute to the bottom line. At the same time, leaders must take time to acknowledge and appreciate those who to solve complex business issues, generate growth and deliver outstanding service. It's a time for leaders to acknowledge talented individuals, as well as build and strengthen relationships.

The number one challenge facing businesses today is the pressure to cut costs and the need to address rapid market decline issues. The reality is that talent management is as important to corporate success during bad times as it is in good times. Talented and productive people remain a business's most significant competitive advantage. A prerequisite to developing a strong management team is devoting time to those who help to achieve results and improve processes with a focus on the bottom line. This investment of time will ensure greater performance and profitability, and will retain the talent that produces both in any business or organization.

Recent studies indicate that only fifty percent of the people interviewed felt that their companies cared about their wellbeing. The percentage is higher among those whose leaders communicate effectively with them as individuals. Successful business leaders accept that they must immerse themselves in a study of their own communication

patterns to understand their own communication style; is it nuanced or, specific or general, deductive or poignant, humorous or stern?

Leaders often communicate in the moment, whether by e-mail, video conference, or during a meeting. It has been suggested that communication can be segmented into three categories: factual, emotional and symbolic. Facts pertain to data, direct observations and literal interpretations of things and events; emotions relate to stirring the range of sentiments people feel; and symbols refer to metaphors, analogies and other representative illustrations.

Both symbolic and emotional considerations are not given the pre-thought they deserve, as leaders of most businesses-for-profit companies focus on delivering factual information. Our society places value on assertiveness and self expression through speech. Talking continues to be viewed as the primary means to build status and control. This has resulted in a preference to talk rather than listen. Our upbringing also contributes to limited development of listening skills, especially during our early years when listening is a form of compliance.



The bottom line—Leaders need to assess how much quality time they spend with those they lead, and how frequently they ask employees for opinions about the business, their work, as well as the processes and culture of the organization. Leaders need to improve awareness of their communication skills, of which listening is the most important. **Stay tuned**

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P.U.: Phrasal Unpleasantness

Here are several troublesome terms and phrases too frequently used in contemporary writing, to the detriment of the nerves of many people who listen to language and consider its effects.

In todays society: This phrase has now emerged as the most overused cliché for attempting to sound grandiose and as the most common joke among English teachers when they commiserate over their scotch. Note the absence of the apostrophe; and no, using *in society today* instead is no real solution. *Not* using this phrase will automatically give your essay a certain subliminal originality!

due to the fact that: Too wordy. Instead of "He died due to the fact that he was shot in the head three times," why not "He died due to having been shot in the head three times," or "He died because he was shot in the head three times," or "Shot thrice, he died from the head wounds"?

out there: "There are alot of people out there in todays society who are dealing with major things everyday." The phrase *out there* bespeaks a brand of wannabe elitism: it sounds chummy and informal while still establishing an in-group (*in here*) vs. a silly majority of the cosmos (*out there*) we can shake our superior heads at.

in the process of: "I am in the process of realizing how many poor writing habits grate on me." The phrase is almost always redundant and can simply be deleted here.

at that point in time: The phrase is redundant: "at that point I heard several gunshots," or "at that time I heard several gunshots," or better, "then I heard several gunshots" would serve sufficiently. Check for other redundant wordings—like *in order to...*

Importance of continuing visibility

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



Dr. Ranjan Madanayake,
MCInst.M, RPM

Wherever we practice marketing, whatever value proposition we market, the most visible brand or value proposition has top of mind recall than those which are less visible. Therefore should visibility be a key element of marketing tactics? Or should it be an important aspect in integrated marketing communications? Following is the outcome of a research study made about a year ago in Sri Lanka to ascertain the above.

We asked people to name five most visible brands or those that they always see in the Sri Lankan market place and media. 96% named the following five brands.

1. Munchee – biscuits
2. Dialog – mobile telecommunication service provider
3. Anchor – dairy milk products
4. Lux – toilet soap
5. Nestomalt – malted milk

Munchee: We visited many cities and towns in Sri Lanka and found Munchee Dealer Boards in many of the outlets of the wholesale and retail network. The products are also merchandised well; meaning well displayed packs and supported by lots of point of purchase material like Posters, Shelf Strips, and Danglers. The Press and Broadcast media always

carry different products / variants of the Munchee brand. Sponsorships and Corporate social responsibility is visible with several projects undertaken by them.

Now, who is the market leader of the Biscuit category? Munchee.

Dialog: Gantries, Hoardings, Franchises, are all over Sri Lanka. TV, Radio, Press and other print media carries the brand Dialog. Well-appointed outlets provide customer care in selected areas. If you are moving around in Sri Lanka you cannot escape noticing the brand Dialog.

Now, who is the market leader of the Mobile Phone category? Dialog.

Anchor: Almost every retailer's shop doors are decorated with Anchor Posters. From time to time one would find different types of Point of purchase material in the wholesale retail chain. Many Dealer Boards around Sri Lanka were very conspicuous. TV and Radio spots advertise the brand regularly. The brand was extremely visible in Sri Lanka.

Now, who is the market leader of the Full Cream Milk Powder category? Anchor.

Lux: Displays and Point of Purchase material were in place in the wholesale retail chain. Consumer promotions giving out valuable gifts were advertised often in the media. TV and Radio spots are almost continuously visible.

Now, who is the market leader of the Beauty Soap category? Lux.

Nestomalt: Attractive Hoardings in many locations are available. Consumer promotions are advertised with great frequency. Displays and Point of

purchase material are in place in the wholesale retail network. Dealer boards are also available in selected outlets.

Now, who is the market leader of the Malted Milk category? Nestomalt.

Market Leadership

Any marketer would want that enviable position of market leadership for their brand. Getting there is very difficult. One needs to have the appropriate strategic elements such as the right vision, the appropriate mission to drive that vision, segmenting, targeting, differentiating and positioning. Thereafter they should have the tactical elements to deliver the chosen positioning.

Developing the product where quality is a fundamental requirement, determining and setting the right price, placing the product at convenient locations the target market can access and communicating the positioning of the product through identified touch points by the use of integrated marketing communications are basic elements of tactical marketing.

Value Proposition

The strategic elements and tactical elements combine to create the value proposition that target markets ultimately desire and exchange or buy. Post purchase reassurance of perceived and experiential value initiates repeat purchase and establishes the value proposition towards stability and drive towards market leadership. However, market leadership is not the end of the marketing process. Reassuring sustenance and growing target markets to enhanced consumption by relentless pursuit in providing superior value must follow to retain competitive advantage.

Continuing Visibility

Visibility is a key driver to retain top of mind recall and deliver continued superior value, while retaining

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competitive advantage and not let target markets drift to value propositions offered by competition. The problem for Munchee, Dialog, Anchor, Lux or Nestomalt is not their target markets but their competition. It is competition that takes away their target markets and leaves them lesser market share. This can lead to a perilous bottom line.

“The purpose of marketing is to identify, create and sustain competitive advantage and drive a business to sell more goods, services or ideas to target markets at profitable prices” (Madanayake 2002)

The purpose of marketing is to identify, create and sustain competitive advantage and drive a business to sell more goods, services or ideas to target markets at profitable prices

Munchee ousted Maliban who was seen as the formidable leader of the Biscuit category; Dialog took leadership from Celltel, Anchor and Lux survived its leadership despite numerous competitive onslaughts, Nestomalt repositioned itself as an energy drink and created a new sub category and became an impervious brand in that category. But the irony is no matter how good their strategic content have been, visibility has prevailed; and that can be attributed to one of the significant reasons observed in the research to drive them and retain them in market leadership.

The old saying “Out of sight out of mind” is indeed true in real life as well. Those who are in constant touch are remembered first, rather than those who are not. Hence visibility is an important aspect of tactical marketing. Many marketers, due to budgetary constraints, tend to go for high frequency short bursts, which one can see as the

best way to oblivion. Just as much as continuing professional development is important to professionals to retain and enhance knowledge, continuing visibility is important for value propositions to sustain markets and stay locked in the mind.

Visibility need not come only from marketing communications but importantly from aspects such as corporate social responsibility (CSR). Media likes to report on good deeds done by corporations as much as they would like the bad. Publicity is a vibrant tool to achieving visibility. Media always want to report something new and innovative. A new product launch, if properly planned, is an item of news for media. Changes from the norm for better productivity, additions and new ways of doing things are all news worthy and help value propositions remain in the minds of the target market.

Scholarships to students, poverty alleviation programs in association with charitable organisations, get into broadcast and print media. These programs need not cost the ‘earth’ to implement but provide good publicity, gain respect and image from the society. A company that would want to get into marketing an inexpensive nutrition supplement can conduct an awareness program by sampling and giving donations of the product to the target market in association with a charitable organisation that has representation throughout the country. Each program can be made newsworthy not because of the company but the strength of the charitable organisation.

An optician can donate an amount of free eyeglasses to the poor in association with a charitable organisation every month and ensure visibility via media monthly. With such programs, other integrated marketing communications must continue. In a lighter vein, is a story of a marketing manager who set out to put up hoardings for his product - the vehicle that delivers value. He

picked the sites on the road his managing director usually travelled. The story goes on to state that he soon became the blue-eyed boy of the managing director, but not his target market.



When using integrated marketing communications, the target audience must necessarily be the target market. If our target market were seniors our audience must be also be seniors. Then we need to ascertain how and where to find such an audience of seniors. What media they use? What programs they view? They become very significant questions to ascertain touch points. A value proposition that has no target market will have no target audience. Hence, it is imperative that we identify both. On the contrary, a company may say all citizens over 18 years are our market. This is very appropriate for a politician. To the politician, everyone who has the right to vote is the target market and target audience. But all those over 18 years will have diverse needs and wants.

When the segments are many and needs diverse, targeting becomes very challenging. In such cases the marketer must use “selective specialisation” as asserted by Kotler (2003). Selective specialisation is about having different value propositions for different segments. In the case under reference, the goal is winning votes. To win votes we have to offer a value proposition. But the same value proposition may not appeal to all. Hence we need to have different value propositions for different segments and different messages to

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different audiences. If older people want healthcare improved it must be a priority. If school children want computer literacy, that must be addressed. If lactating mothers want nutrition supplements, that needs to be looked at. If not they will vote for the opposition.

The problem with most politicians is that they are visible during elections and invisible thereafter. Continuing visibility is a tactical tool to retain voter confidence. Similarly, continuing visibility will benefit value propositions marketed by entrepreneurs. Continuing visibility ensures connectivity. Therefore, marketers must consider continuing visibility via IMC, CSR or publicity to remain top of the mind brands. Any comments welcome on rpmadanayake@sltnet.lk

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Dr. Ranjan Madanayake is Author Strategic Marketing Plan – The 12 ‘P’ Model, Sri Lanka. Author PCM Study Text, Sri Lanka Institute of Marketing. Co-author The Marketing Collectibles, New Zealand & Malaysia. Co-author Marketing Skills in Management, India. Co-author & co-editor Marketing Perspectives, Canadian Institute of Marketing, Canada. Honorary member of the International Academic Board, Phoenix International University. Country Director, Sri Lanka and Member of Advisory Council Global Marketing Network, UK.

Webinar hosted by CInst.M and presented by Kevin Palmer well received



Kevin Palmer, MCIInst.M., RPM., presented information on improving results and lowering marketing costs through total marketing systems was heard by 23 people on May 25. Most remained online for the entire 72-minute presentation. Twenty-eight registered from four countries.

The webinar summarized:

- Survey Technologies
- Utilizing the Best Customers
- Creating an Image Bank
- Plugging in Partners
- Sweeping Changes
- Managing Processes
- Creating Effective Media
- Measuring Results

Registered Professional Marketers who attended the seminar can use the seminar for their Certificate of Registration renewal by recording attendance.

All members who attended had the opportunity to meet a colleague and share in his expertise in generating data, information and knowledge to market client products and services.

Kevin Palmer can be reached at kpalmer@tbaytel.net, 1-807-986-3545, or 1-807-767-9517

Web site Update

Phase I of the update of the Institute's Web site (www.cinctmarketing.ca) has been completed. Content has been reorganized and updated, along with the tabs, and tracking has been added to measure performance.

The section called Marketers Seeking Employment was removed because of little use and challenges with keeping it current.

The CareerBuilder Canada section was enhanced and the pages can be easily located.

Phase 2 will add Flash and additional custom updates.

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. The site update was long overdue, and continues as funds are made available for the update

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



The skills required to be an outstanding marketer— the challenges to maintain the dynamism of marketing as a discipline

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



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

The present global and local environment is really challenging, due to the following reasons:

- Globalisation and its disconnects.
- Rapidly changing consumer needs and wants.
- Fragmentation of markets and mediums.
- The recessionary economic conditions prevailing across the globe.
- Competitive forces, specially in the form of “strategic alliances.”
- Technological changes in the form of new technologies, mobile communication and the Internet.

Amidst these challenges, the skills of the marketer needs to change or else the relevancy of marketing “as the primary business discipline” will be open to question. To quote Prof. Michael J Baker ; “The enigma of marketing is that it is one of man’s oldest activities and yet it is regarded as the most recent of the business disciplines.” The ability of marketing to retain its character depends to a very great extent on the individuals who make this discipline happen.

“Characteristics” required of a modern marketer

Creativity and innovativeness, especially the ability to challenge conventional methods of thinking and doing. Innovation is widely acclaimed to be the single most important factor for corporate excellence. Marketers would do well to harness creative skills, by always challenging the “status-quo.” For example, there are several innovative methods of distributing products and services and even marketing them.

Endurance is critical for the modern marketer, as markets today are characterised by phenomenal and perpetual change. In present challenging times, the sheer grit and conviction becomes paramount. Marketers should remember the age old cliché; *when the going gets tough, the tough marketers get going.*

Absolute dedication and focus on customers at all times, striving to build relationships, by going that extra mile for the customer. Customers are not contented with marketers who merely satisfy their needs. They require modern marketers who will aspire to delight them.

Excellent interpersonal skills and the ability to get along and get the best out of people. Marketing is after all, a team game, and to play on the team, marketers must be team players.

Many well qualified marketers fail to produce results, as their leadership and team management skills are poor. It is worthwhile to restate that marketing is a practical discipline that requires execution skills. It is people (team) that make it happen!

Strategic Thinking is a must for the modern day marketer, contrary to the short thinking that is prevalent today. The modern marketer needs to be a visionary, with abilities to chart the future of products and brands.

Supreme self confidence and a positive attitude are vital characteristics that are required. This only comes with a superb knowledge of your products/brands, organization, markets and job. Technical knowledge, if technical products are marketed, is a must. This is an area where marketers have been found wanting.

Contrary to present-day thinking, I believe that modern marketers need to have an inquiring mind, supported by the willingness to analyse. Maybe the detective skills of a Sherlock Holmes and the analytical skills of a master strategist such as Ketan J Patel.

Dynamism and willingness to take the initiative are two other vital characteristics. Basically, this is the ability to make things happen, to act faster and smarter. Present day marketers should be able to think and act on their feet. Changing markets require swift decisions, to capitalize on evolving market opportunities.

This list is by no means exhaustive. However, they are probably the most important. Some of these characteristics have to be developed consciously and to do so, skill development and oriented training should be undertaken, both on-the-job and off the job.

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Skills

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Critical areas of “skill development” for modern marketers



Computer literacy to capitalize on the vast potential of e-marketing and e-commerce. In addition, mobile marketing skills and applications are important.

Taxation and legal aspects relevant to marketing. Laws relating to patents, trade marks, copyrights, media and marketing communications are important to understand and apply.

Financial literacy and understanding of financial implications of marketing decisions. In general, marketers are not finance savvy and make recommendations without regard for financial consequences. Marketers need to appreciate the concept of shareholder value.

Excellent presentation and communication skills, are integral areas for a successful marketing career. Marketers are called upon to make presentations to diverse audiences and stakeholders. Further, marketers are also required to conduct media briefings.

Marketing research and application techniques. Modern day marketers are required to be proficient in research methods and techniques. The ability

to commission research studies, evaluate research proposals and interpret research findings are vital requirements.

Project Management Skills and application of concepts/theories in managing marketing projects. Many marketing activities are indeed both major and minor projects. For example, the launch of a new product is a major project, while the development of a TV commercial is a minor project.

Marketers need to be proficient in **human resources management** and development. Marketing is all about satisfying internal and external customers. Hence, the ability to manage people and get the best from the team are essential. Certain specific HR skills such as developing job descriptions, person specifications, conducting interviews, and conducting performance evaluations are vital.

Marketing today is applied across a spectrum of different industries; from consumer/product to service - non profit and industrial. Hence, marketers need to be capable of applying **marketing theory** across these **different industries**.

There are **contemporary marketing theories** that marketers must be well versed. For example, Social Marketing, Permission Marketing, e-Marketing, Mobile Marketing, and Hospitality Marketing.

The best way to keep abreast of contemporary knowledge requirements, is to commit yourself to Continuous Professional Development (CPD). This can be achieved through several avenues such as participation in workshops, seminars, discussion forums, networking with fellow professionals – just to name a few.

Commitment to continuous professional development

If you look back at marketing 15 to 20 years ago, you will recognize that the discipline has changed character over-time. Many new theories, concepts, models and buzz words have evolved. As a Marketer, you simply do not have the luxury to be complacent and run the risk of being termed “obsolete.” Read around areas interconnected to marketing, share ideas and thoughts with fellow professionals and professionals in other disciplines. Strive to acquire and practice multi disciplinary skills. (To practise marketing, a marketing license only will not suffice!)

As a Marketer, you simply do not have the luxury to be complacent and run the risk of being termed “obsolete.”

Continuous professional development, offers you the advantage of taking charge of your future and making it happen. It is a proactive measure. It also provides you the reassurance that you are “up-to-date” with the latest developments in the profession. This in turn, enhances your professional recognition and status.

“Commit yourself to a life of Self-Improvement”
(Anonymous)

“A business organization has only two functions – Marketing and Innovation”
(Peter Drucker)

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.

About Us

Geerish Bucktowonsing, MCInst.M.



Geerish has been elected at the last MACOSS (Mauritius Council of Social Services) national elections, regrouping all NGOs of Mauritius. He is chairing two national committees, including the Youth & Sustainable Development Committee.

Geerish is a professional social marketer and manager with over 20 years of experience since his college days.

Lemali Pathirana, MCInst.M



Lemali received her MBA from the University of Wales on the first of May 2009 in Cardiff (UK).

Ranil Herath, MCInst.M., RPM



Rail Herath is the youngest president in the DeVry organization that boasts 92 campuses in the United States and the lone Canadian campus in Calgary.

But he already has plenty of experience in heading up schools, and his family has generations of history as educators.

Born in Sri Lanka, Herath was schooled for a time in England while his father was studying at the University of East Anglia in Norwich. The family returned to Sri Lanka as his

father's career advanced to president of a university and to the post as Additional Secretary at the National Ministry of Education. His mother was deputy principal at a large high school in Colombo.

Herath graduated in business at the university in Delhi and then earned a post-grad degree in sales and marketing followed by an MBA back in Colombo.

Dr. Reginald Sheppard, MCInst.M., RPM



Reginald Sheppard successfully defended his doctorate this past Feb 10 in Bath, UK. He is graduating on June

30 in Bath, England. His doctorate is in marketing and economic development, specializing in market orientation profiling of industries, particularly those that are seasonally based, and primary sector.

A. Grant Lee MCInst.M., RPM., FCInst.M



Grant Lee completed an assignment for CESO International Services (Canadian Executive Services Organization) in Armenia during the first

two weeks of April. He was there to assist the SME Development Centre (an association of small to medium sized businesses) - of which about 70 percent of them are owned and operated by women entrepreneurs - in raising their profile with local and national government offices to overcome business related challenges. He created the framework for a long-term public awareness or government relations program and consulted with several owners of member firms on marketing-related issues.

From deep inside the vault...

An article published in the newsletter of the Canadian Institute of Marketing in 1984, two years after it was established, still holds some resonance for 21st century marketers. Sad to say, this is a case of how slow things change.

Written by the National Vice-Chairman (the organizational structure of the Institute was quite different then), R.M. Cuthbert, MCInst.M., P.Eng., the article lamented on a topic that is still an issue—*Why so many people confuse marketing with selling.*

The second paragraph of his article continues to set the context for his proposition. He says, “Just as the technologies in their specialties have advanced, so has marketing. More and more highly trained practitioners are at work in the highly competitive international markets, and these practitioners, by their decisions and activities, are causing changes both directly and indirectly in the environment of Canadian producers of services and products. It was fashionable for several years for firms to proclaim their recognition of the importance of marketing by introducing into job titles the word ‘marketing’. The necessary adjustment in understanding of the art and science of marketing, and in executive commitment, often did not follow. In the interests of accuracy, many firms which have been in business in the relatively protected Canadian environment, sheltered from the fierce impact of foreign marketing endeavours, could well replace their marketing titles with ‘selling’ or ‘sales’ titles.

Two paragraphs later, after describing how superficial titles can be, he gets to the point. He continues by saying, “The viewpoint of the seller is that what is manufactured can be sold. The viewpoint of the marketer is that what

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New Members and Membership Upgrades* (to June 2009)

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From the vault

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should be manufactured is what can be sold to those who have a need for it. Selling is but one aspect of the promotional task of marketing managers. It is a task which follows after most other marketing tasks have been effectively completed. Selling may be difficult if the marketing process has not been well done, but it will not be impossible. It is said that selling can sell a product or service which a customer

really needs and for which there is no viable alternative, but that good marketing is necessary for a repeat offer to be sold to the same customer.”

Cuthbert laments with a rhetorical question that is just as relevant today as it was well over 20 years ago. “In Canada, many individuals can rightfully claim to be fully aware of the enormity of the marketing role, yet how many advertisements do we observe in which a job vacancy is described in terms which clearly relate to selling

duties or clerical sales activities, but which is advertised as ‘Marketing Opening.’

The more things change, the more they stay the same...You would think by now that with truly professional marketers on the job and marketing graduates entering industry, that most businesses and governments would get it right by understanding the difference between marketing and sales. Cuthbert seems to have penned a discussion with no end in sight.

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 Postgraduate 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 or examination demonstrating competence in

marketing knowledge of industry issues 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 (GCIInst.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 carry a professional designation.

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