



Brand Equity Building Triangle

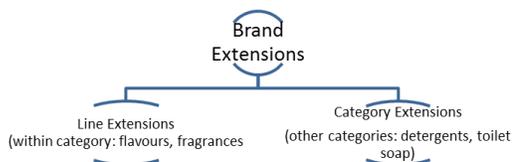
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Companies become successful by achieving desired market share and profitability through marketing one or more of their brands to target markets. P & G and Unilever have a range of global brands achieving success in different international markets. On the other hand, Singapore Airlines is a successful corporate brand in South East Asia, while Airasia is similar but a budget airline.

Although companies like P & G and Unilever, favour a multi brand strategy, others use a strategy of extending their brands as illustrated below:



There are advantages and disadvantages in brand extensions, notwithstanding, building great brands is a company's greatest challenge and ultimately its greatest asset.

Branding is about endowing products and services with the power of brand equity. Brand equity came up in the '80s. On the good side, brand equity has elevated the importance of the brand in marketing strategy. On the bad side, brand equity has been defined in a number ways and for different purposes, without a common viewpoint.

Brand Equity

Brand equity is the added value endowed on products and services. It may be reflected in the way consumers think, feel, and act with respect to the brand, as well as in the prices, market share, and profitability the brand commands for the firm (Kotler et al, 2012).

A brand that commands great brand equity, besides gaining, retaining and growing market share will have equally great brand value. Some of the brand values are greater than the GDP of several countries. This demonstrates the importance of brands, and brand equity to companies that market successful brands. The chart on page 2, lists the most valuable global brands of 2012.



continued on page 2

Special Interest Points

- > Awards
- > Market Research
- > Opinion Editorials
- > Books Published and Reviewed
- > Marketing strategy and Tactics
- > Advertising
- > Education Marketing
- > Marketing Theory

Inside this issue:

OCMC 2012	4
Key Performance Indicators	5
Developing a SMART CRM	7
Can a consultant transition into employment?	9
Belonging to A Superseed (new book by member)	11
Small business can leverage marketing	11
Creating a disruptive innovation—ChotuKool	12
Clarity in marketing and selling	14
Member receives Q.E. II Diamond Jubilee Medal	15
Advertising strategy for effectiveness	16
New Registered Professional Marketer	17
Marketing of higher Education (HE)	18
Humane in marketing	20
Members making a difference	21
Social media marketing	23

Building brand equity

...continued from page 1

The Most Valuable Global Brands of 2012

(BrandZ, 22nd May 2012)

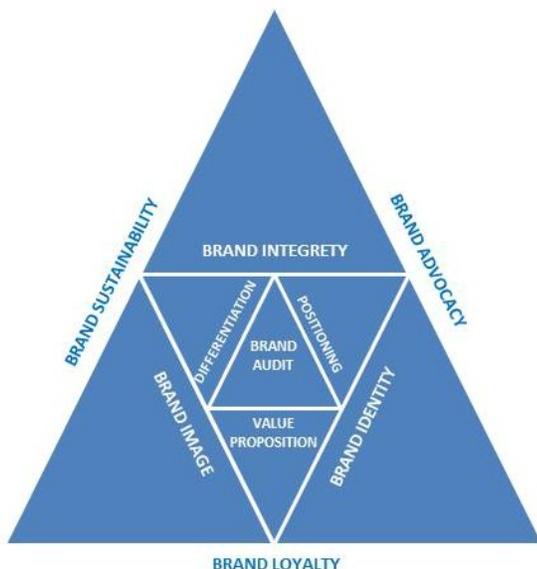
Rank 2012	Category	Brand	Brand Value 2012 (\$M)
1	Tech	Apple	182,951
2	Tech	IBM	155,985
3	Tech	Google	107,857
4	Fast Food	McDonald's	95,188
5	Tech	Microsoft	76,651
6	Soft drinks	Coca-Cola	74,286
7	Tobacco	Marlboro	73,612
8	Communication Provider	AT&T	68,870
9	Communication Provider	Verizon	49,151
10	Communication Provider	China Mobile	47,041

To create sustainable brand equity and high brand value, we need strategic direction to achieve the three most important components for a brand:

- ◆ **Brand Loyalty:** Continuous purchase of the brand by its target market
- ◆ **Brand Advocacy:** Recommending to others, goodness and use of the brand
- ◆ **Brand Sustainability:** Continue to sustain market share amidst competition

To achieve the above I propose the 'brand equity building triangle'.

Brand Equity Building Triangle



Brand equity building triangle comprises of the following:

Brand Audit

The starting point of the brand equity building process is a brand audit. Its purpose is to assess the financial health of the brand, discover its sources of equity, and suggest ways to improve and leverage that equity. It includes brand vision, mission, promise, values, position, personality, and performance.

Brand Audit Steps:

- ◆ Brand inventory (Firm Perspective)
- ◆ Brand exploratory (Market Perspective)

Brand Inventory addresses the following:

- ◆ A current comprehensive profile of how all the products and services sold by the company are branded and marketed: Brand elements, Supporting marketing programs, Profile of competitive brands, POPs (points of parity) and PODs (points of difference) and the most important - Brand mantra
- ◆ Determining bases for positioning the brand
- ◆ Developing insights to manage brand equity best
- ◆ Assessing consistency in message among activities, brand extensions and sub-brands to avoid overlaps, redundancies and consumer confusion

The brand exploratory addresses the following:

- ◆ Provides detailed information as to how consumers perceive the brand such as, brand awareness, favorability and uniqueness of associations
- ◆ Helps identify sources of customer-based brand equity
- ◆ Uncovers knowledge structures for the core brand as well as its competitors

Once armed with the brand audit the marketing planners will have enough marketing and market insight to analyze the situation and determine key issues, then make intelligent assumptions. By these initiatives they can then determine target markets so that they can differentiate and position an appropriate value proposition.

Differentiation

Porter (1985) asserts that a company's strategy is robust when it has strong points of difference from their competitors. Two important components need to be addressed when searching for a sustainable differentiation.

continued on page 3

Building brand equity

...continued from page 2

Points-of-parity associations (POPs):

They are attributes of the brand that are shared with other brands.

Points-of-difference (PODs):

They are attributes or benefits that consumers strongly associate with a brand, positively evaluate, and believe that they could not find them in competitive brands.

But differentiation doesn't mean that we should do so for the sake of differentiation. It must be done only if the target market desires, lest it would be in the predicament that Coke experienced many years ago with "The New Coke".

The elements of a value proposition that can be differentiated are:

- ◆ Product: Form, Features, Performance, Conformance, Durability, Style, Design
- ◆ Services: Ordering ease, Installation, Customer training, Maintenance and Repair
- ◆ Personnel: Competence, Courtesy, Credibility, Reliability, Responsiveness
- ◆ Channel: Coverage, Expertise, Performance
- ◆ Image: Symbols, Media, Atmosphere, Events

A well differentiated value proposition will provide a strong competitive advantage for a brand.

Positioning

Positioning is believed to be at the heart of marketing strategy, without which a brand will not survive. Positioning is the act of designing the company's offer and image so that it occupies a distinct and valued place in the target customer's minds" (Kotler et al 2012).

Some years ago Nestle in Sri Lanka ascertained that their competitive brand Horlicks malted milk was positioned as a convalescents' drink while Nestomalt (a brand of theirs and also a malted milk) suffered the same fate. Realizing this, Nestle decided to re-position the brand as they realized that malted milk was an energy drink rather than convalescents'. The strategy worked and they built a fortune.

Types of positioning:

Corporate Positioning: Positioning the company favourably in the minds of target market to gain recognition, image and respect

Product Positioning: Positioning the product or service so that it will portray its unique attributes and benefits to the target market

Competitive positioning: Positioning the value proposition in a manner it will project its unique and distinct value over and above its competitors

All of the above when carried out effectively will then influence the most important outcome: Market Positioning or how the target market positions the value proposition.

Value Proposition

In planning the value proposition, one important aspect must be addressed as an imperative. The planning team must ensure differentiation and positioning is retained in all its initiatives. If not, it will be just like one without a back bone. The vehicle that carries the value proposition is the product, service or idea. The tactical components of the marketing process or the elements of the marketing mix will ensure the delivery of superior value. They are:

Product, Price, Place, Promote, People, Process and Physical Evidence - *the 7 Ps*



continued on page 4

Building brand equity

...continued from page 3

The Next Level

Once the strategic level of differentiating and positioning is achieved we must then move to a more tactical phase to drive:

- ◆ Brand Image
- ◆ Brand Identity
- ◆ Brand Integrity

This is where we need to use our differentiation of the value proposition to drive Brand Image, just like Fonterra Brands claim that Anchor brand full cream milk powder has Pedia Pro in it. We can thereafter use its positioning of the value proposition to create Brand Image unique to it, just like what Anchor did with Pedia Pro stating that it helps mental development. We must use our differentiation and positioning to drive Brand Integrity, as a socially responsible, genuine and credible brand. With such initiatives we will achieve the desired outcome of gaining:

- ◆ Brand Loyalty
- ◆ Brand Advocacy
- ◆ Brand Sustainability

Once the above is achieved the brand will gain brand equity and consequently significant brand value.

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OCMC 2012 an exciting event for students and the Institute

Sheridan College Faculty of Business students took the top place Gold Award for the first place overall finish in the Ontario Colleges Marketing Competition 2012. They finished in first place in The Quiz



Photo: Briefly Speaking—Sheridan school of Business Newsletter <http://brieflyspeakingbiz.com/2012/11/17>

Bowl, Entrepreneurship, and International Marketing and second place in the Job Interview, third place in Sales Presentation and Direct Marketing, a fourth place in Marketing Research and Integrated Marketing Communications, and a fifth place in The Marketing Case Study.

St. Lawrence College, Kingston campus, finished second overall.

This year's OCMC, hosted by Centennial College saw 13 Ontario colleges sponsor their top business students. The Canadian Institute of Marketing fielded 4 judges and a display was staffed by the Institute's Registrar, Shiv Seechurn. Judges included Faythe Pal, Chantal Dugdale (both former OCMC competitors), Tareq Ali, and Eric Doubt.

The 2013 OCMC is being hosted by St. Clair College. The Canadian Institute of Marketing will once again be a sponsor and participate any way it can.

For over 30 years, the Ontario Colleges' Marketing Competition has been a showcase for the top marketing students in the province. Each year hundreds of Ontario's brightest marketing students and college faculty test their business know-how in a competition that bestows prestigious awards for teamwork and strategic thinking.



Key Performance Indicators (KPIs) - How to enhance a company's bottom line

By Emmanuel Martel, MCIInst.M., RPM



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The purpose of this article is to outline what KPIs are and to demonstrate, using the example of a business website, how to develop and use them to enhance a company's bottom line.

What are KPIs?

"KPIs are quantifiable measures that help decision makers define and measure progress toward organizational goals"¹. Often the term metrics is used to refer to KPIs. There is a difference. Several metrics may be available to measure progress towards a particular business goal. However, the process of developing KPIs involves sorting through various metrics and selecting the ones that are critical to monitor; the critical ones are called KPIs.

KPIs in perspective

The use of KPIs is rooted in a "business performance management" philosophy whereby the mission, vision, strategic goals, operational goals, and processes of a business are set out along with indicators to measure progress. A number of driving forces have led to this particular philosophy, namely, a desire for profit maximization (as opposed to just profit), globalization and ensuing heightened competition, increase in consumer buying power, and recessionary pressures. These driving forces, among others, have led to more emphasis on the "bottom line". From a marketing perspective, these forces have led to changes in marketing orientation towards the marketplace, for example, moving from a sales orientation to a customer relationship orientation.

How to choose the right KPIs

This is no shortage of metrics that can be used to measure progress towards business goals.² Often, more accountability is demanded in a company, but the challenge is to choose which metrics are critical. To choose the right KPIs, it is critical to have a good understanding of the strategic

aspects of a company. Specifically, this means that a company is clear on its mission, vision, and strategic goals. Every activity in a company needs to be related to these strategic aspects. KPIs can be developed in 4 steps.

Step 1: Identify and clarify the goal(s) of your website. It is not unusual for managers (even digital marketing managers) to be unclear about the goals of their website.³ It is easy to state that a website exists to make money. This statement can start the clarification process but, on its own, it is not sufficient.

Building on this statement, you can ask several questions to clarify and define what "making money" actually means. How would you know if your website is making money? Is your website seen as a business channel that contributes to your company's strategic business goals? If it is, then it is important to determine how important the web effort is compared to other business channels (e.g. direct marketing, retail operations). Specifically, to what degree is the web effort expected to contribute to your company's bottom line? Using a business website as an example, you could state your main website goal as follows:

"The purpose of our website is to contribute to 30% of our company's total profit for 2012"

Typically, a website has more than one goal, for example, revenue, customer support (e.g. FAQs), awareness, education, etc. These various goals need to be rank-ordered. This is done so that the metrics chosen for each one of the website goals are given their proper importance in the monitoring process. For example, if generating revenue is the most important goal of a business website, then, out of several metrics, maybe 3 KPIs are selected for that goal. For a secondary goal (e.g. education), maybe only 1 KPI is selected.

Step 2: Select the factors (drivers) that influence the goal(s) of your website.

One question to ask is: What would help your business website grow in revenue? Once you have identified the

continued on page 6

KPIs

...continued from page 4

drivers, rank-order them in terms of importance. For example, drivers for the Revenue goal of your website could be (not an exhaustive list):

(1) Large group of visitors to the website, and (2) Large active group of buyers

Step 3: Determine how to measure each one of these drivers. In Step 2, the 2nd driver is "Large active group of buyers". Using this as an example, how would you know that you have a large active group of buyers? One way to determine this is by using a questioning process in a scenario. For example, if someone were to tell you that they have a large active group of buyers, in your mind, you would likely ask these questions: How many do they have? How often do they buy? How much do they buy? How long do they keep buying? These questions would help you identify measures of success (metrics).

For the 2nd driver above, for example, you assume (and know!) that if you increase the average order amount, this will further the main goal of your website. You could identify these measures of success (metrics):

(1) Average order amount; (2) Repeat order rate; (3) Conversion rate (# of orders / # of visits); (4) Check-out conversion rate (# of people who start check-out / # of orders); 5) Sales per visit (Sales / # of visits).

Step 4: Select your KPIs

For the 2nd driver above, there can be many metrics to measure success. So, which ones do you choose? Two questions are useful to ask: (1) So what? For example, if you notice that the repeat order rate is declining over time, it tells you that your customers are becoming less active in their buying. So, this has a direct impact on the 2nd driver above. Is this an actionable metric? For example, knowing that the repeat order rate has been declining would lead you to take action. Applying these questions to your business website example, you could select these metrics as your KPIs:

(1) Average order amount; (2) Repeat order rate; (3) Conversion rate

These two questions help separate the "nice to know" metrics from the critical ones. The critical metrics are your KPIs. They are the ones to track consistently because they have a direct impact on your website goal(s). The primary website goal has a direct impact on your company's strategic goal (e.g. Profit for 2012). By using these



two questions to rank-order metrics, one does not end up with a shopping list of metrics that tends to get longer over time as new metrics are "discovered". As such, not all metrics "graduate" to the KPI level.

What about "Check-out conversion rate" and "Sales per visit"? Why are they not KPIs? If the "Conversion rate" (KPI) drops, you want to identify the causes of the decline. For example, is it because fewer people complete the check-out process? If so, it would lead you to investigate further to determine why, e.g. is it because (1) they find the newly revised check-out process too long? (2) too complicated? or (3) they stop to do comparison shopping and end up going to a competitor because of a lower price? From this, you can see that "Check-out conversion rate" is actually a diagnostic metric; it helps in the investigation process. It has an impact on the "Conversion rate" (KPI).

In conclusion, KPIs are developed to measure progress towards a company's strategic goals. Many metrics can be used to monitor progress but not all of them are critical, i.e. KPIs. A 4-step process allows one to develop KPIs that live up to their purpose. The monitoring of KPIs helps keep a business website on track in its contribution to a company's strategic goals. Although the 4-step process described above is applied to a business website, it is equally applicable to any type of business.

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Developing a SMART CRM for your business

By Ahmed Adeyemi Akande, ACInst M.



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S Specific
M Measurable
A Actionable
R Realistic
T Time Specific
C Customer SRM
R Relationship
M Management

A specific marketing ideal or concept should be measurable to provoke action that is realistic and time specific. Customer Relationship Management (CRM) is an important development of the marketing orientation (MO) era. Marketing orientation is the idea, notion, thought, and conception that drives our marketing objectives. Customers' needs have to be identified and defined accurately. A clear customer definition is necessary, since departments and organizations are serving others. In every industry, the most successful companies are those for whom the customer is king or queen, and customer satisfaction is the driving force of all their activities. All customer satisfaction comes from people dealing with other people. The fundamental truth of this statement is that the emphasis of a company will always treat the customers the way the management treats the employees.

This is why business leaders must focus more on their employees and the culture in which they live in relation to both the internal and external customer.

Business leaders must increase the time spend on coaching and developing their staff. It is only when a company is fully engaged and motivated in improving things while delivering world class customer service, will they achieve their CRM objectives.

Customer service is only one part of the total picture leading to a healthy customer relationship. Customers' perception in the form of perceived value and perceived quality is one out of several steps in the information process. To be able to relate customer satisfaction and loyalty, it is essential to understand customer needs. We need to know them to win them. The customer usually knows what is in his or her best interest. The customer decision is always rational, from the customer's point of view. Successful businesses have already learned that what doesn't get measure can not be improved. Many companies now use a satisfaction survey to learn how happy their customer are with their product or service.

Customers need to be offered something they really need, something relevant, and something meaningful that will improve their life. Those positive and rewarding experiences that are created by products or services, encourage customers to spend. If they like it, they take ownership, creating a lasting relationship. Connecting with customers periodically to determine their needs and the direction of trends are required first for Customer Relationship Management (CRM).

Choosing the right tools or media to deliver your strategy is required. Whether a fast moving consumer goods (FMCG) organization, small making consumer durables (SMCD), business to business products (B2B), or business to customer (B2C) products, words alone means little. It is the people who use such words in context and with expression that ultimately give meaning to them. Choose the words in your positioning statement carefully and repeat them to ensure it sounds effective. Words need to resonate with people. When a company figures out why, what, who and where it wants to be, it needs to understand how it is going to communicate its message.

All points with the customer must be positive - from a phone call to the end transaction. Personalize customer service whatever the point of contact is. We strive to encourage people to make decisions based upon logic or emotion. Trying to influence a person's rational thought process is different than influencing their emotions. Emotional appeal is a powerful component of motivation, and when used properly, can deliver dramatic results. CRM is

continued on page 8

SMART CRM

continued from page 7

a very focused approach to personalizing the services you offer your customers. You can get every close to your customer.

The total buying experience is a function of this medium. It includes pre and post purchase, overall service, and ease of doing business (accessibility via a corporate website or email, in person, or by phone). Considering the Internet, its potential customer is a volunteer, and his or her participation is a function of this medium.

It is the measure of how persuasive website architecture is in prompting dialogue with its visitors. When a "suspect" locates a website by using keyword or key phrase, and your word is relevant, they'll continue browsing. After exploring the website, the suspect may decide whether they are interested in what is offered. If they continue, your suspect is now a prospect, and turning prospects into customers depends on the websites' persuasive architecture.

It could be said that marketing is communicating the right thing to the right person at the right time. Resulting actions or sales could happen immediately, or later. Experts suggest that 93% of communication is non-verbal which means the 7% that is verbal is crucial. Media copy must come together intricately with graphic design and overall visual to provide one message, and the emotive connection begins! The design and layout must maintain momentum and actively lead the prospective customer through the buying process. Internet technology provider marketers, with information that allows them to determine the effectiveness of the message delivered to visitors, can identify which search engines will find a website and which keywords or key phrases to use in the search engines. They know what kind of description persuades prospects to click through.

However, increasing customer retention is the foundation for profitability and sustainability. A five percent increase in customer retention could change the profitability of a business by at least 30% percent. The customer is more concerned with the content of contact. The method/value of contact is the key for CRM to be fully effective. It must be personal, customer oriented and customer centered. A CRM Program built around an interactive data base is essential to providing sales personnel with quick access to develop customer relationships.

Peak customer relationship management

Reliable marketing data and ongoing customer feedback is required to provide the basis for identifying customers continuously changing expectations, value perceptions and preferences. In turn, their needs and wants will be provided from competitive benchmarking, and measurement of customer satisfaction levels. Marketing research is considered to be a critical tool for the marketing manager.

A typically dissatisfied customer will tell 8 – 10 people about their problem. It costs six times more to attract a new customer than it does to keep an old one. Eighty percent of successful new product and service ideas come from customers. Good customer service revolves around respect for his or her time and intelligence.

When a customer is lost it is important to know the reasons. This will help to avoid certain mistakes, so that existing customers do not get affected. However, customer relationships should never be taken for granted. Competitors are always making attempts to secure your customers. Build into a customer loyalty program a special promotion and preferential treatment. Caring for a customer is nothing new.

Business leaders of the future are those whose strategy is based upon delivering superior customer service. At all points of contact, superior customer service is required which leads to strong CRM. It must also be remembered that customers' demands, interests, needs or wants have escalated significantly. Competition within and across market sectors has grown rapidly, and technology will be the key to reducing costs of superior service. But technology will not be a substitute for people. To customers, our most important ability is reliability, as every customer wants to be special. It is now our duty to make them feel special.

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Can a consultant successfully transition into employment?

By Suzen Fromstein, APR, MCInst.M



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In challenging economic times or because of changes in personal circumstances, an increasing number of consultants want to become employees. However, the strategies and characteristics that helped you survive as a consultant are not necessarily the same as those required by an employee.

I decided to talk to one hundred mid-to-senior managers from different industries and find out what they did to survive and thrive in the corporate jungle. At the time of publishing this article, I was close to 85% through my research. Ten of the 85 people I have interviewed so far were consultants before they became employees.

Overview of research

Without exception, the consultants-turned-employees confirmed there is a big difference between the two roles. As a consultant, you are a lone wolf and an outsider. As an employee, you are part of the pack and as such, part of the family. Behaviours that are appreciated when you are outside (and for which you may have been hired) are not acceptable once you join the pack. If you are unwilling or unable to adapt, you will not survive.

As a consultant, when the project is complete, there is no requirement to work with a difficult client again. You can simply walk away. However, as a member of the corporate pack, you may be required to work with an incompetent, rude or egotistical individual on a daily basis. If you need the job, walking away is not an option.

More than hard technical skills are required to hold onto your job. You must also develop a plethora of soft skills, including patience, communication, presentation, sales, rapport building, networking and (authentic) empathy skills to survive and thrive.

For example, the ten consultants-turned-employees believe that it should not be obvious that you like working with someone or you don't - *everyone* (including you) is an acquired taste. More importantly, to fit in with the pack you have to respect the position *even if you don't respect the person in it*. This can be especially challenging for transitioning consultants, especially when you can do your superior's job in your sleep.

Three Success Strategies

The consultants-turned-employees consistently identified three main success strategies:

Strategy 1: Develop your hard and soft skills.

You may be hired for your hard skills such as your technical expertise or because you are subject matter expert. Your success as an employee however, depends on your soft skills. Soft skills most consultants already have include:

- ◆ Loving change and adapting to numerous, even hourly, changes in direction.
- ◆ Leaving your ego and your expectations at home. Not taking negative feedback personally.
- ◆ Asking numerous open-ended questions to find out what's really happening and probing for the hidden agenda.
- ◆ Adhering to schedules and budgets and renegotiating unrealistic deadlines.
- ◆ Being prepared to say no if you are asked to do something illegal or unethical.
- ◆ Having excellent writing, presentation, negotiation and sales skills.



continued on page 10

Transition

continued from page 9

However, many consultants find the following list of soft skills more challenging:

- ◆ Playing nicely with others, especially with a boss you don't respect.
- ◆ Making decisions too quickly. Corporate decision-making moves much slower and involves consensus building.
- ◆ Taking risks – but not at anyone else's expense. As a consultant you only had to think about your own actions. As a member of the pack you have to consider how your actions impact others.
- ◆ Interfering with the ball when it's not your play. You have to subvert your natural inclination to do everything.
- ◆ Avoiding the temptation to work 7 days a week, 52 weeks a year.
- ◆ Saying "I'm sorry" - out loud, not in your head or an email.
- ◆ Articulating your value – don't wait for someone else to notice your contribution.
- ◆ Being passionate – it helps you get thru the BS!
- ◆ Having patience. Organizations change so quickly that if you lay low and bide your time, the jerk will eventually move on.

Strategy 2: Adopt a flexible work schedule and compensation model

Be open to alternative compensation models. For example, be willing to work on contract – the ten consultants-turned-employees I interviewed all started out this way. Perhaps the graveyard shift offers the work/life balance you crave. Or maybe your future employer will allow you to hold onto some of your existing clients. If so, you can probably live with a lower base salary.

Strategy 3: Manage up, down and sideways

Rather than having one strong relationship with the client representative, as an employee, you have to manage relationships at different levels of the organization. It goes without saying that you have to keep your boss informed. However, relationships with your colleagues and more junior staff can be just as important. For example, one of the people I interviewed said that they talked to the corporate librarian if they wanted to find out what was really happening on a certain project as well as the clerk on the 3rd floor, because he controlled the vacation schedule.

In Conclusion

If you aren't put off by any of the foregoing, maybe you have what it takes to fit in with the rest of the pack. The good news is that consultants interested in transitioning into full-time employment have the hard skills and many of the soft skills needed to succeed. Remember to stress both in your job interviews - this will separate you from the other 250 qualified consultants also vying for the same position.

When you have landed your new position, look around for opportunities to stand out. My research suggests organizations are always looking for people who are willing to lead a new project or a new initiative where the outcome is unknown. Most career employees are not willing to venture away from the security of their existing mandate or to take on the unknown. For example, one of the people I interviewed ended up heading a division in Bulgaria because he was the only employee willing to take on the initial six-month contract.



In conclusion, doing a good job is not good enough to keep it. To survive, you have to be prepared to refine any problem area soft skills, be flexible around compensation and be willing to develop relationships in all levels of the organization.

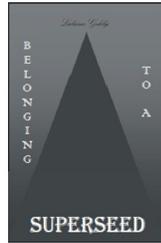
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Lubaina Galely, having lived in several countries and travelled extensively throughout the globe since the age of three, fulfills her childhood dream of becoming an author.

This is attained after a string of awards and qualifications from around the world. The mystique of Earth can make one ponder deeply on the true origin of things around us. With a penchant for exploring and viewing varied perspectives and angles, this mystery science-fiction book was inspired through the concept of freeing one's mind to appreciate and understand far beyond the known and expected.

'Belonging To A SuperSeed' is the first book in a series of fiction and non-fiction books planned. The story revolves around Tara, who was born and bred in the lap of luxury. Selecting a suitable life partner and career pathing that would eventually lead to taking over the reins of the businesses would be the biggest and most difficult decisions in her life – that's what she thought! Little did she know that with her earth-shattering loss, life would turn into a roller coaster unimaginable even in her wildest dreams. Thoughts of her personal life turning into a mess begin to pale with the comparison of not even knowing who she really is. "This is the stuff of sci-fi movies!" inevitably crossing her mind more than once.

I look forward to hearing your thoughts on my book.

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Marketing article by Grant Lee published in the Bottom Line

An article written by Grant Lee, FCInst.M, RPM was published in the September Issue of The Bottom Line, a publication that is an independent and specialized business periodical that keeps accredited professional accountants, financial managers, and consultants abreast of news, trends, and technology within the industry.

He has been a contributor to the annual Issue with a Focus page on "Marketing" for the past three years.

The Bottom Line was established in 1985 as the only fully independent publication serving the memberships of all three major governing bodies for the accounting profession.

Download a copy from www.professionalmarketer.ca, or contact grant Lee at glee@aglmarketing.com.

12 The Bottom Line Mid-September 2012

FOCUS

MARKETING

Small business can leverage marketing

By GRANT LEE
Small service businesses, which characterize many Canadian accounting firms, are staffed by less than 40 people. Observations suggest that small accounting firms with fewer than 10 staff are conservative. With sales exceeding \$1 million, the question arises — how much should a small service business allocate to marketing professional services? For any business, bills must be paid and payroll met before any other considerations. For a small business generating \$1 million to \$2 million in sales annually, a marketing program is more of a luxury and second thought than an obligation. And it is usually carried out by one or two of the principals.

As a general rule, small to mid-sized enterprises (SMEs) allocate around one to five per cent of their projected annual sales to marketing. The five per cent number (widely proclaimed in academia and industry) is very general, and can vary significantly depending upon a myriad of internal and external factors of a business. Small business marketing directly to consumers are likely to pay at least five per cent and perhaps much more to persuade consumers, who are not loyal to the company and focused on cost only, to buy their product or service. Businesses marketing to other businesses may spend much less than the five per cent because the marketplace may be mature and populated with clients who not only want, but need the product or service.

In general, the smaller the business is sales, the greater is the cost of marketing as a percentage of sales. And for some small businesses in a very competitive market sector, the cost of retaining existing customers may be much higher than the cost of generating new sales. Fixing a percentage of sales to a marketing program for small businesses is extremely difficult, but a place to start is per cent of annual sales.

Once a budget is established, due to the conservative nature of belonging to allocated proportions of the budget to make decisions to implement a marketing plan and generate sales.

Consider the small business generating \$2 million in sales. If the company were able to improve five per cent of its revenue, it would have \$100,000 to implement a marketing plan. But even if they had such an amount for marketing purposes, it may not be spent where it could be most effective without a plan for implementation. It is more likely that a

small accounting firm with less than 10 staff would not have anything near \$100,000 for marketing.

The reality is, when bills are paid, payroll met, taxes paid and revenues set aside for profit, very little cash is left to allocate to marketing and sales. If a small business of less than 10 people were able to undertake a marketing exercise, and if it had a budget of \$25,000, that would be a significant amount of money to generate new sales. This works out to be less than two per cent of annual sales in comparison of an established piece within the context of historical expense data and anticipated sales.

For small businesses, the budget allocated to marketing does not include the payroll cost for time spent by staff involved in marketing and sales activities.

This very general expert catches sponsorship of community events or teams, printing brochures, advertising, networking events, and trade shows. Starting with a number like \$25,000 or \$50,000 and then allocating proportions to tactics of a plan would give the principals of a small business the framework for implementing and measuring the effect of a marketing program.

Having a budget allocated to a marketing plan to implement tactics designed to generate sales

For small businesses, the budget allocated to marketing does not include the payroll cost for time spent by staff involved in marketing and sales activities.

Grant Lee, Canadian Institute of Marketing

would make the expenditure of any limited budget far more effective and a solid investment. The budget of a marketing plan would detail the "advertising, promotion and marketing" line item. That's when a small business can actually estimate the costs of the tactics of a marketing program as a percentage of the marketing plan budget, and then assess return on investment of the tactics.

Defining return on investment becomes even more complicated. Is it lead? Conversion leads to sales? Number of requests for proposal received? It can be very challenging to define the measure of success of the marketing programs.

To maximize the return on small businesses for marketing, some businesses leverage their marketing budget with the marketing plans and activities of industry and professional associations, and with general marketing toll-free tolls.

This is why it is very difficult to set general rules for percentages of sales for marketing budgets. If a company is launching a new product, and the

sales in the first phase are expected to be low or none, then by definition, there is no budget for marketing. Then what? Some companies can have a large impact on larger market with a very tight budget by doing content work with suppliers, associations, and sometimes directly competitors. Both agree at trade shows, seminars and in person, in person and via their website and social media sites and webinars are able to have a presence at the show while supporting the association to which it belongs.

Successful small businesses will also use limited resources for direct e-mail campaigns using software such as Constant Contact, public relations activities using well-written news releases and appearances on local cable television using methods of customer experience relationship to keep the 20 per cent of consumers who generate 80 per cent of sales, writing and publishing editorials with useful and relevant content, volunteering for speaking engagements, ensuring that all content and social media sites and webinars are up to date, information, and knowledge, hosting seminars, and making sure that their website are optimized and interactive.

Small businesses should have a marketing plan and budget that is based on a business plan. Any business should have a way of tracking the costs of the marketing effort and measuring the plan and budget against performance. Sales generated by existing customers must also be included in the performance measurement. Not only does the marketing plan and budget account for new sales, but elements of the marketing plan contribute to the retention of, and sales to, existing clients.

For new small businesses, a repeat business with existing clients that keeps them operational is the client base for the company grow. It is important to have a clear picture of the marketing plan and budget, or the sales? Number of requests for proposal received? It can be very challenging to define the measure of success of the marketing programs.

This is why it is very difficult to set general rules for percentages of sales for marketing budgets. If a company is launching a new product, and the

Lee

Page 11

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ChotuKool – Indian Godrej is creating a disruptive innovation - a low-cost refrigerator for the BOP market

By Svend Hollensen, Associate Professor, University of Southern Denmark, and Anthony Raman, MCIInst.M., RPM



Anthony Raman, MCIInst.M.



Svend Hollensen.

Introduction

Prahalad (2004) emphasized the important business opportunities at the lower end of the market (BOP = Bottom of Pyramid) with such countries as China, India, and Brazil. Prahalad showed that the number of people with purchasing parity power of USD 1,500 (or less) per year has reached 4 billion. To capture this BOP market, companies need another approach than when selling in developed countries. Prahalad argued that the existing approach of modifying existing products from developed to less developed countries is likely to fail (top-down approach), while developing products and services targeted at the BOP market is desirable (bottom-up approach). When the product development (PD) for BOP customers is defined as developing a new-to-the-world product through the bottom-up approach, then the PD is in the process of making a new market disruption.

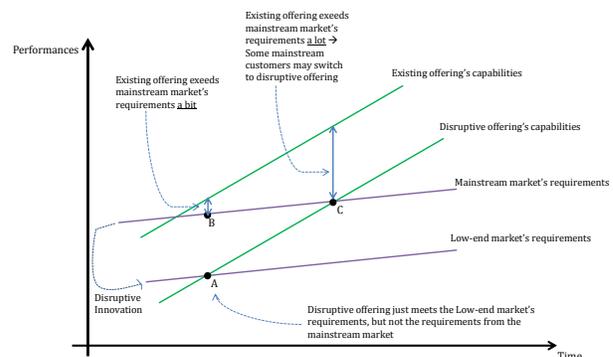
Christensen and Raynor (2003) referred to new market disruption, when a firm disrupts the competitive environment by offering an innovative, simple-to-use product to potential customers at prices so affordable that a large part of the BOP market begins to buy and use the product. The challenging task is to set a price point to attract a pool of customers large enough to guarantee profits in spite of the low price.

The Disruptive innovation concept

Disruptive innovation is thus considered appropriate for firms to serve the BOP market. By applying a disruptive innovation into BOP markets, the poor people can benefit from the new technology, and the firms can get a huge market with potential to disrupt the whole industry.

A disruptive innovation is a technology whose performance does not currently meet the requirements of the mainstream (developed) market (point B in the diagram below). However, it does meet the requirements of a lower-end market (point A), with customers that have lower performance requirements and are more sensitive to price. Often, this lower-end market did not exist previously, and was created by the advent of the disruptive technology.

Figure 1. The principle of Disruptive Innovations



Source: Based on Christensen (1997)

As time progresses, the performance requirements of both the mainstream and the lower-end markets grow, as we see on the diagram. However, and this is key, the performance of the existing offering and of the disruptive offering grow more quickly. At some point (point C in the diagram), the disruptive innovation's performance meets the performance requirements of the existing market. This existing offering still has better performance, but it now offers more than what the mainstream market needs. At this point, mainstream customers begin to move, in large numbers, to the disruptive innovation, which meets their needs at a cheaper price.

Companies following Disruptive Innovation in their initial stages have the following characteristics - lower gross margins, smaller target markets, and simpler products and services that may not appear as attractive as existing

continued on page 13

ChotuKool

continued from page 12

solutions when compared against traditional performance metrics.

Disruptive innovation in work – the ChotuKool case

Currently, in urban India, about 48% of all households have refrigerators. On the other hand, in rural India, only 8% of households have refrigerators. Several factors are responsible for the low uptake of conventional refrigerators in rural India, such as the low purchasing power of households and the absence of regular power supply. However, these factors have also created the opportunity for a disruptive innovation in the area of refrigeration in India.



Godrej (one of the largest manufacturers of Home Appliances in India, headquartered in Mumbai) decided to address this concern by developing an innovative product for the customers at the bottom of the pyramid (BOP).

The R&D team at Godrej began work on the “ChotuKool” (this translates into a ‘small cooler’) in 2007. The team adopted a different approach for developing the product. For a better understanding of consumer needs, the Godrej team decided to involve the villagers in determining the key features of the new product, instead of using a market research agency. The prototype went through multiple iterations based on the feedback received from rural women.

In 2009 the outcome of the R&D process was a highly portable refrigerator plastic cube, enclosing just about 40 liters of volume and colored in shades that range from a quiet blue-grey to a striking candy-red. It opens on top to conserve cold air. The unconventional opening ensures cold air settles down in the cabinet to minimize heat loss and

power consumption. A power socket sits embedded in the lid, next to two axial fans that dispel heat. When it is empty, it weighs 7kg. When it’s plugged in, it can cool its contents to 20 degrees below the ambient temperature. The ChotuKool does not attempt to be an icebox; it aspires only to be a serviceable domestic refrigerator. Instead of traditional compressors, ChotuKool is based on a thermoelectric chip that maintains a cool temperature on a 12-volt DC current or an external battery.

Priced at about \$65, less than half of an entry level refrigerator, Chotukool creates a new product category, with a targeted value proposition that serves the BOP segment of customers.

Godrej plans to involve village girls in selling the products on a commission of USD 3 per product sold. This plan will help to reduce distribution and marketing costs by 40%. This community initiative will help drive the cause of inclusive growth.

In 2012 Godrej plans to sell 100,000 ChotuKools, mainly on the Indian market. Godrej is also looking for foreign market opportunities.

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www.godrej.com

www.chotukool.in

The mini-case will be featured in the 6th edition of Svend Hollesen: *Global Marketing* (Pearson), published in July 2013.

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Clarity in marketing and selling

By Wayne Shillum, ACInst.M



Wayne Shillum, ACInst.M

If *clarity* is so important in marketing and selling, why is there such a lack of it in many advertising campaigns, quotations, email, and web-sites? Lack of clarity has always been a tool for the scammers, cheaters and the hit-and-run artists in the business world. I have observed plenty of these situations with people who flourished in the supply of products and services for the industrial manufacturing sector, where the offerings did not perform as promised—and sometimes did not work at all.

One ridiculous example comes to mind when I was re-visiting a former potential customer who had bought from someone else at almost 75% of my price. The \$85,000 savings should have been a red flag in itself but the purchaser felt I was the scammer. The equipment was not performing as promised or required, and after some testing we discovered that it did not meet most of the required regulatory codes.

The unfortunate purchaser had the written government approvals that had been provided by the equipment supplier “supposedly issued” by the regulatory government body. It was posted on the wall next to the equipment. The title on it was spelled **“Sertificat of Complience”**

I often quoted the phrase: *“The excitement of a low price is long outlived by the sting of a product that does not perform as promised or required”*.

In business today, it seems the controls are in place and monitored in most of the traditional media such as newspapers, Radio and TV. For example, how long would a billboard ad or any other ad displayed in a similar public forum be allowed to last if it was misleading or untrue?

In advertising areas difficult to monitor, such as individual typed quotations, email and web-sites what is the answer? Terms and conditions are often misleading and descriptions of the offering are often vague – yet the immoral marketer/seller still thrives with little or no recourse available for the victim.

There is not much sense in closing the barn door after the horse is out running in the field, and often the perpetrators of these actions have disappeared or are out of business. Many times they are already starting up under another name.

When an insane product-selling-price “on line,” at the door, or on the phone is re-stated as available for only \$19.97 or \$1.00; if purchased NOW— pay attention to the fine print. The \$1.00 often becomes the down payment with the rest to be billed at a later date to the unsuspecting customer, especially if they have your credit card number.

Try and get your money back when the head office of the company is half way around the world or the cooling-off period is over. When someone places a ridiculous value on information and then gives 97% off, what is the offering really worth in the first place? This is often called “The set up” for the up sell or the con.



The phrase up sell is when you purchase something of value where you have given it careful consideration and decided the offering is worth the price they are asking. You are happy with your completed purchase and then the up selling process begins. These people are really good at what they do.

When it is all over many people have spent thousands of dollars more - and for what? Fortunately, I have not become a victim yet – but it has been close on several occasions.

continued on page 15

Clarity

...continued from page 14

Perhaps it is the years of marketing and sales training that causes that little voice to speak out.

When someone writes a 350 page information book, it might sell for \$65.00 at Chapters in a hard cover, leather bound and tooled, illustrated and in colour. As an ebook, it might sell for \$35.00 at the same book store. How does the same advice become worth \$5,000, \$10,000 and much more when sold on the Internet in ebook and MP3 formats—as a course to make millions?

When people promote something as FREE but you need to purchase something else to get the free stuff; is it really FREE? Often the true cost is camouflaged by the forest of description and hype. How can one say it is free if there is a cost between you and the free offering?

Is this all not just false advertising? Has it come to trickery to succeed? In the late 60s we had Pyramid sales, and it was eventually closed down. But, not before many people lost thousands of dollars to discover an empty promise at the end.

I am angered to see these conditions still occurring after fighting them for over 35 years of the professional marketing and selling of my own products and services. My goal was to always provide clarity, quality and performance at fair value. I feel there should be more of what is called transparency in marketing and selling and stricter regulations against those who use such unfair tactics.

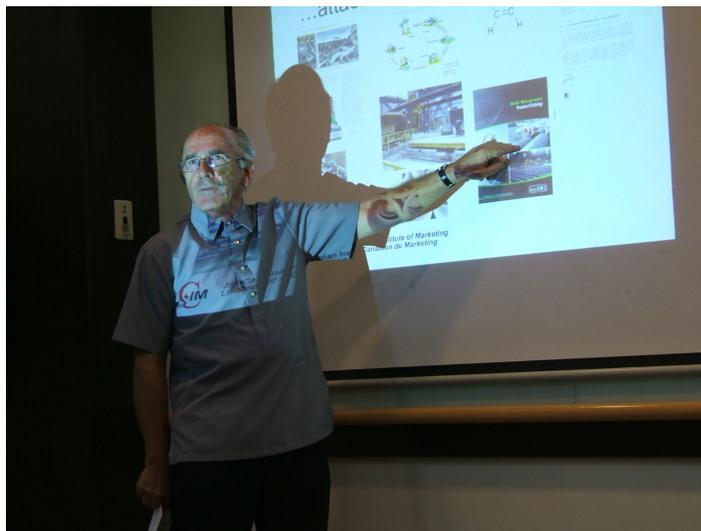
As marketers how can we improve these conditions? We have a voice! Are we using it to better our industry? How can we help correct this situation that is so often biased against those who provide fair prices, excellent service, quality, and fulfill the customer's needs and expectations—doing it all with a full dependable warranty.

“Caveat Emptor”?

My question to every professional marketer and sales person who reads my career observation... *“What are you doing to improve this blight in our Industry?”*

Check out my work at <http://wesmarketing.com>.

ED Grant Lee addresses students at the University of the Philippines



Executive Director, Grant Lee presented a marketing case to many students of Economics, Public Administration and Governance, and Mass Communication on November 29 at the University of the Philippines, Diliman. The topic was the media's role in policy-making and economic development.

UP Diliman is the flagship university of the UP System. It is the administrative seat of the system as well as an autonomous university in its own right. UP Diliman is not only the home of diverse colleges, offering 94 graduate and undergraduate courses, it also runs several centers of research, many of which have been declared by the Commission on Higher Education as National Centers of Excellence.

The University of the Philippines was established in 1908 with three initial colleges, the College of Fine Arts, the College of Liberal Arts and the College of Medicine and Surgery occupying buildings distributed along Padre Faura and R. Hidalgo in Manila as well as a School of Agriculture in Los Banos, Laguna. The succeeding years saw the establishment of additional colleges: the College of Law and the College of Engineering in Manila, as well as units in Los Baños for the College of Agriculture and Forestry



Designing the advertising strategy for effectiveness

By Babatunde Akinsanya, MBA, ACA, MNIM, FCE, FCMA, FCEA, FNIMN, MCIInst.M.



Babatunde Akinsanya,
MCIInst.M

An advertiser does not just air or print any advertisement that catches its fancy at any time. For effectiveness, the advertising strategy must be well designed.

Advertising is part of the marketing communication process. Its correct consummation and implementation is essential for the success of the entire marketing process. Its objectives are many and varied. These objectives go a long way in determining the type of advertising strategy a company should adopt. Essentially, there are two schools of thought as relates to how advertising should be structured in terms of its strategy.

The first school of thought is action-oriented that believes that advertising should be strategized in such a way that it will increase sales. Proponents of this school will necessarily use those strategies that will lead to instantaneous boost in sales.

On the other hand the second school of thought prefers an advertising strategy that will have longer lasting effects on market performance. This is referred to as the DAGMAR school of thought. DAGMAR means Defining Advertising Goals-Measuring Advertising Results. DAGMAR embodies the utilization of extensive advertising, and is normally used by multi product companies intent on creating effective and longer lasting demand for its products.

The best advertising strategy must be one that is easily conceivable, understandable, and measurable. It must be adapted to the prevailing market peculiarities being faced by the company. Lavidge and Steiner (1961) developed a model framework for advertising, which many still regard as effective till today. They believe that the effect of advertising on the consumer follows certain behavioural stages, which include: Awareness—Knowledge—Liking—Preference—Conviction—Purchase. This must, however, be juxtaposed with the stage of the product being adver-

tised in its product life cycle.

At the introduction stage, the product will still be new to the market and known only to the few. This is the stage where awareness of the product will be low. The advertising strategy here must be geared towards awareness creation. Strategies include the use of classified advertisement, fliers and handbills. This will move the consumer from the awareness stage to the knowledge stage.

With the consumers reaching the knowledge stage, the product would have become acceptable to the innovators and early adopters who react on a very fast basis to new product information. Thus, the product will gradually be inching its way towards the Growth stage.

At the growth stage the advertisement strategy must be modified from the challenges at the introductory stage. At this stage the objective is to increase sale at an increased price. Hence, the use of glamour adverts, catch models and argumentative copy becomes a strategic essentiality. This is because those consumers that are yet to patronize the product would have reached the Liking stage of the Advert Model and hence must be encouraged to associate themselves with the product.

By the time this strategy is used the early majority as well as substantial part of the late majority would have been patronizing the product. However, due to increase sales a lot of competitors would have been entering the market hence forcing the company to face squeezed margins. To make matters worse, the innovators and the early adaptors would have been shifting to new products. Sales are likely to stagnate as the rest of the late majority and the laggards replace the retreating innovators and the early adaptors.

At this point the strategy will be to either use recycle strategy, take off strategy or stretch and harvest strategy of managing the mature product. The advert strategies that can be used in this regard include point of sale advertising among other advertising stimulants.

A good advertisement strategy must effectively complement other components of the promotion mix.

continued on page 17

Advertising strategy

...continued from page 16

Stages involved in designing such an effective strategy are:

- ◆ Setting the advertisement objectives.
- ◆ Determining the budget of (i.e. amount to be spent on the advertisement).
- ◆ Determining the nature of the content of the advertisement, i.e. the message of the advertisement.
- ◆ Choosing the media to be used for the advertisement.
- ◆ Evaluating the effectiveness of the advertisement, i.e. whether its objectives are achieved.
- ◆ Using the result of the evaluation as feedback for refining the advertisement strategy.



Advertising is a communication tool, which the seller uses to woo the buyers and maintain their loyalty to its product (s). The advertiser should understand the impersonal nature of advertisement (as opposed to personal selling), and therefore the need for repetitive running of an informative tool and hence must ensure that adverts to be fielded are educative to buyers about the qualities of the product, as well as how to use the product.

Contact: Babatunde Akinsanya, Bsc, MBA, MCIInst.M at grammeassoci-ate@yahoo.com

Jason Rasevych earns Certificate of Registration



On November 24, Jason Rasevych, MCIInst.M., RPM earned his Certificate of Registration to practice marketing as a Registered Professional Marketer (RPM) after passing a written and oral exam administered by the Canadian Institute of Marketing.

Jason Paul Rasevych, the philanthropist /First Nations activist/media expert/ professional marketer has had a history of success as the leading mind behind dozens of special projects for several organizations in Northern Ontario. His entrepreneurial mindset, keen understanding of business and relentless spirit has provided him with opportunities to work as a problem solving consultant, and most recently led to his promotion as one of the youngest managers for Matawa First Nations Management. Jason oversees Matawa's Economic Development department and provides advisory services to a group of nine First Nations, most known for being directly impacted by the Ring of Fire mining phenomenon in Northwestern Ontario.

Jason was born in the Greater Toronto Area and has lived in Montreal and Greenstone before moving to Thunder Bay in 2004 to complete his bachelor's degree in Business Administration and Advanced Ontario College diploma in Marketing. However it was his relocation to the town of Longlac in the early 90s where he obtained a remarkable cultural education, soaking up the traditional teachings of elders in his community of Ginoogaming First Nation. He also experienced first-hand the hardships youth face growing up with many socio-economic issues including poverty and racism. This has provided impetus for him to pursue finding a pathway to prosperity for First Nations people ensuring they share in the same opportunities for employment, income, wealth creation and well-being as other Canadians. Jason is a strong believer in giving back and has volunteered and donated to several charities and causes. In September 2012 he ran in the Thunder Bay Marathon, raising money for the Gathering of Rivers for Community Care. With community support the charity provides education for socially disadvantaged First Nations youth and families.

Contact Jason at jrasevych@matawa.on.ca



Marketing of higher education—a global perspective- Part I

By George D.K. Mante, DipM MCIM, MCInst M, Chartered Marketer



George Mante,
MCInst.M.

In recent times, I have been watching with keen interest the eagerness of higher education institutions to attract prospective students to their campuses for further studies from Ghana and other emerging markets. The most interesting aspect is the influx of international institutions mainly from UK, USA and lately the Far East, and local institutions all competing on the same market for students. All these institutions are promising programmes tailored for the job market, offering scholarships and attractive fees packaged for prospects.

The major question that I asked is why the rush by higher education institutions to search for talent across the globe and on local markets? This call for strategic positioning in the global context for these institutions and thus marketing efforts play the critical role here.

What is Higher Education (HE) Marketing?

HE is the use of marketing principles to make the products, services or offerings of educational institutions known to its target markets for it to be their preferred choice for any further studies. These institutions include universities, polytechnics, research centres and other schools offering higher learning programs, including private and public. Using the traditional mixes to deliver customer value through branding is the key to setting one institution of HE apart from other competitors, and having it as a preferred alumina.

The Current situation of Higher Education Environment

Traditionally, local and other foreign students will prefer United Kingdom and USA as a choice other than any other country, if the means are there. The global and local Higher Education environment has seen and continues to see a lot of changes, challenges and opportunities for success. Maringe and Foskett, 2010 stated, this is characterised by the following which also apply to the local institutions:

- ◆ Intensified competition for global talent and an increasingly hierarchical/tiered system with a core of highly successful, semi core of successful and a periphery of less successful struggling institutions.
- ◆ Increasing influence of international law and collaboration with international organisations and institutions.
- ◆ Increasing pressures to reduce spending on HE by the central government and demand for HE to meet the requirements for a knowledge-based information driven global economy
- ◆ Increased pressure towards training for global labour markets and mobility of talent, especially from periphery to the core.
- ◆ Increasing pressure on academics to undertake research which can be turned into money, and tendency towards a divided HE sector of well funded research driven institutions and less well funded teaching led universities.
- ◆ Increased tendency to shift from a liberal HE towards a commoditised HE to meet students expectation and needs.

These situations call for responding to four critical questions regarding the niche that the organisation or HE institution seeks to occupy on the market:

1. Who are we going to serve and why?
2. What will be our reputation in this market (in what way are we going to be distinctive) from competitors
3. How are we going to manage that reputation?
4. What value are we going to bring to the market?

Making Higher Education Attractive

Higher Education needs strong brands in this competitive environment; and these are changing-brands, thus what you stand for, and most universities and polytechnics do not have. The following questions need to be asked by HE providers, who must assume the student role by asking: Why should I apply to you? Why should I join you? Why should I partner with you? Why should I give in to you? In attracting the best of candidates, emphasises must be placed on:

continued on page 19

HE marketing

...continued from page 18

Being different—be known for **specialisms**, and emphasis on creativity or practicality to convey the relationships, even when the pressure is to be the same.

Make it easier—think of the customer journey; it’s an expensive purchase, so make it easy to say yes when faced with huge numbers of students.

Make it harder by pushing standards up. This is challenging when there is pressure to build revenue.

This calls for a strong sense of rebranding programmes to suit the needs of international partners and students.

Branding in Higher Education

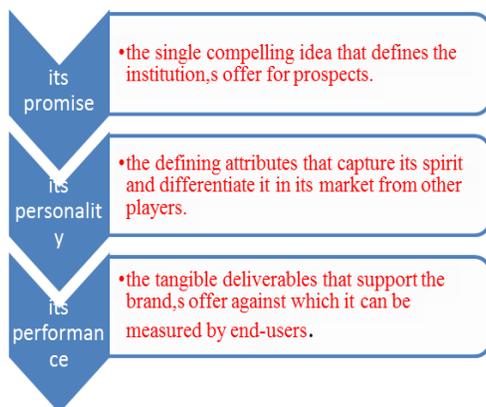
Branding in HE has a history of being associated with countries, such as the USA, but as of 2004, it was a relatively new concept in the UK. There is strong evidence to suggest that the sector is embracing the concept. HE offers services, experiences and value to customers. The branding effort in this sector has to concentrate in these areas, if it is to be successful. A good brand needs to speak to internal audiences such as faculties, staff and students by instilling pride in the institution. This image needs to be resonating with external audience, leaving a deep imprint in their minds, thus enhancing the institution’s image.



Higher education’s need a brand that will appeal & leave an imprint in a student mind

The Components of Branding in HE

In HE, the brand needs to be closely linked to the mission statement of the institution’s and the principal components are:



The Global Higher Education Strategies

There are many strategies used by a relatively small number of universities and other HE institutions who identified themselves as global institutions. A large proportion also sees themselves as international universities. There seemed to be three different types of international universities:

1. Those that emphasised internationalisation at home (focusing on internationalising the curriculum).
2. Those that prioritised the creation of overseas campuses as the key internationalisation strategy (creating a new HE colonialism). This is happening with some UK and Canadian institutions establishing sister campuses and exchange programmes with diverse schools, who share the same vision with them.
3. Those that placed a premium on increasing their market share in international students’ recruitment and a relatively small number saw themselves as “Glocal” universities, concerned largely with playing their role within their local/regional environments but being acutely aware of the global trends and influences.

Strategy used in the International and Local Higher Education Environment

Activities are based within international offices, largely focusing on recruitment of students of diverse cultural background with a key focus on development of an international educational experience which is achieved primarily by increasing the numbers of international students and staff. This also involves making entry requirements more flexible to encourage potential students. A key focus is mainly on making the curriculum an international experience; research and education partnerships are a key strategy.

Curriculum tends to be utilitarian, influenced mainly by the requirements of the local and global labour market Curriculum internationalisation seems to be strongest in these universities of higher learning.

Evaluation of Thought

A new age for the Higher Education sector and a new age of brand and branding for these institutions in the coming years and future, this competitive environment is going to provide many opportunities and also major threats to institutions in both the international, global and local HE business (**Glocal**).

continued on page 20

HE marketing

...continued from page 19



The rest of the 21st century may be an era for HE. It is likely that many institutions that fail to respond positively to the challenges and do not have a clear focus, will face declining student numbers, when high fees for instance begin to have an effect on student applications (as is being seen recently). These notwithstanding, the changes will create opportunities for new and existing niche players in the market for either public or profit-oriented HE providers.

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Marketing 3.0 and Humane in Marketing

By Nalin Abeysekera, BSc. Mkt., MBA, MCIM, MCIInst.M, MSLIM, MAAT, Dip in CMA



Nalin Abeysekera
MCIInst.M

The new version of Marketing 3.0 discusses new dimension in marketing. Instead of treating people simply as consumers, marketers must approach them as whole human beings with minds, hearts and spirit. In his new version, Philip Kotler (with Hermawan Kartajaya and Iwan Setiawan), discuss the "human" aspect of marketing. Here is the description of Marketing 3.0 in Kotler's own words.

"My colleagues and I believe that Marketing 1.0 represented an effort to establish the superior performance of a product ("Tide cleans better," "Volvo is safety,"). In Marketing 2.0, marketing added an emotional dimension to strengthen its appeal to prospective customers. We are entering Marketing 3.0 where marketers are adding a human spirit dimension. Marketing 1.0 and 2.0 is how a product or offering will serve you. Marketing 3.0 is how a product and its company are sensitive to social and economic issues that are a concern to everyone."

According to Marketing 3.0, instead of treating people as consumers, marketers must approach them as whole human beings with minds, hearts and spirit. This argument will go in line with Buddhist philosophy, as well. Dr. Mikio Matsuoka, Researcher, Institute of Oriental Philosophy discusses it in one article, "The Buddhist concept of a Human Being" (published in The Journal of Oriental Studies, 2005). It explains how Shakyamuni Buddha's religious movement attempted to realize a moralistic revolution of society by reforming the hearts and minds of the individuals in that society. Buddhism offers methods to clarify our mind, open our heart, and face the realities of human life.

Even if you visit the history of countries, their civilizations, as well as business, you can witness the same "humane" approach in relationships.

continued on page 21



Marketing 3.0

...continued from page 20

More importantly, recently I read the success story of Maliban Biscuit led by Angulugaha Gamage Hinniappuhamy, from Akmeemana, in the Galle District, Sri Lanka. Once Hinniappuhamy arrived in Colombo (from more than 125 kilometers from rural, 50 years back), he was given a sound advice by his mother. That was, "Son you may leave the village and go to Colombo, but remember that whatever you do, it must be in accordance with the teachings of the Buddha and has the blessings of the gods". Having taken this advice to heart, Angulugaha Gamage Hinniappuhamy and his brothers started their business in biscuits.

The sons also treasured the advice to give consumers only products that could be safely given to their own family and children. They tasted the biscuits first before giving it to the customers. It is through applying the teachings of the Buddha that they understand the heart, the values and the mind of the customers.

Once we refer the new edition of Marketing 3.0 it can be argued that it took forty-plus years for this, and passed 3 versions to arrive at this argument in Marketing 3.0. But once visited the real ideology, then we can understand that it has practice and it is practicing under different backgrounds in many countries over the years. But again for the development of the subject, you need to have the latest versions with improvements. Accordingly, it can be questioned that whether the domain of marketing did isolate "humane" with "customers" in last 50 years. In that context, Marketing 3.0 brings the history and civilization back to the context of the management discipline.

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Members making a difference



Tokko Omolara

I am TOKKO, Omolara Olubukola.

38 years of age (July 23rd, 1974), I was born of Nigerian Parents and grew up in a middle class family in Ipaja province of Lagos State, Nigeria.

I attended Mosan Grammar School in Lagos for my secondary school education. I later went to attend The Polytechnic, Ibadan in Nigeria where I obtained both Ordinary National Diploma (OND) in marketing with upper credit and Higher National Diploma (HND) in marketing also with upper credit.

I have since had several years of great work experience in the banking industry. I practice Marketing according to my area of study and specialization in customer service. Most of all, a desire to promote relationship management while bringing joy to consumers and shareholders is what I love to do. The diversified experience and adventure Marketing offers in the way it enriches understanding of other subject areas and people behavioral patterns have always been a great interest. However, this does not mean I do not welcome challenge in other areas of professional discipline. I am driven by a will to achieve.

Through about ten years of marketing practice, I have risen through the ranks to become The Head, Customer Service of one of the branches of the leading financial service institution in Nigeria.

I am an Associate Member of The Chartered Institute of Marketing, UK and also an Associate Member of The Canadian Institute of Marketing.

I have great interest in singing, dancing, reading novels and meeting people. I appreciate honesty and humility as personal attributes; my turn offs are: dishonesty and laziness.

Happily married to Olufemi, an Advertising Practitioner. We are blessed with three lovely children; Tobi, Tomi and Toni

ACCES Employment Coaches

Since the strategic partnership between the Institute and ACCES began in 2011, Canadian Institute of Marketing coaches have worked with approximately 70 internationally trained marketing and sales professionals to assist them in entering the workforce as marketers and sales professionals.

Coaches provide one-to-one sector-specific document editing specific to proposal writing; sales or marketing presentations; contract preparation; and/or, report writing; one-to-one business communications and workplace coaching specific to occupational terminology; conducting effective negotiations; prospecting and building relationships; developing and maintaining a sales funnel; networking; conflict resolution; preparing and delivering effective presentations or proposals (for interview and/or on-the-job. Well done coaches...



Institute's Registrar a judge at the Vanier BDC Case Challenge 2013

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Registrar Shiv Seechurn, MCInst.M., RPM will be representing the Canadian Institute of Marketing and serving as a judge at the 2013 Vanier college BDC Case Challenge.

The festivities begin on Friday night with a meet and greet dinner. On Saturday morning, 30 colleges from across Canada will be presenting their cases to panels of judges. On Saturday evening at the dinner gala, the top 6 teams will be announced. These top 6 go on to compete on Sunday with a new case before a new judges panel.

The Vanier College Business Administration Department has been hosting and organizing the annual Vanier College Case Challenge, an inter-collegial marketing case competition involving colleges from across the country since 2006. See <http://www.vaniercollege.qc.ca/business-administration/official-case-challenge/>

Join the Canadian Institute of Marketing's social media sites.

The Canadian Institute of Marketing has three social media sites; LinkedIn, facebook, and Agoravox on LinkedIn. When you visit the LinkedIn sites, don't forget to check out the promotions.

The Institute's LinkedIn site has 538 members as of December 1. Twenty-nine percent are involved in marketing and 51% employed in the marketing and advertising industry. Thirty-nine percent of the members are located in the Toronto area. Senior members comprise 25%, followed by entry level members (19%), managers (18%), directors (10%), owners (7%) and CXOs (5%). The site is administered by Past Chair, Ranil Herath, MCInst.M., RPM.

Executive director, Grant Lee, FCInst.M, RPM administers the Institute's facebook and AgoraVox (LinkedIn Group) sites.

AgoraVox was established for internationally trained marketers who have immigrated to Canada to seek employment in marketing and/or sales and take up permanent residency. Some members of this group have benefitted from the Sales and Marketing Connections program of ACCES employment. The Canadian Institute of Marketing has a registry of members who hold credentials and experience in a wide variety of marketing and sales sectors. Coaches provide one-to-one advisory services for proposal writing; sales or marketing presentations; contract preparation; and/or, report writing., in addition to one-to-one business communications and workplace coaching. Membership in this site has grown to 46 people on December 1, with 67% located in the Toronto area. Twenty-eight percent are senior followed by 20% managers and entry level at 20%, then, CXOs (7%), and directors(4%). The site continues to grow.

The Institute's facebook site has 49 members. The site has active members who post discussions on a variety of marketing related events in their careers and announcements.

These sites are excellent for setting up connections with like-minded career-oriented marketers in Canada and abroad. Take the plunge and join the sites. Enter into debate and discussion and express your opinions. These are ideal locations to share knowledge and network with professional marketers.

Social Media Marketing

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



Prasanna Perera, FCInst.M.

Many are talking about social media. Organizations of all shapes and sizes are getting involved. Individuals are embracing it. What really is social media? It enables you to socialize through the Internet; the Internet is the “medium” through which this socializing is accomplished. Social media is an interactive form of communications

The Facts (Facebook)

- ◆ The average user on Facebook has 130 friends.
- ◆ There are more than 55 million status updates each day.
- ◆ More than 10 million users become fans of pages each day.
- ◆ The average user spends 55 minutes on line.

Social Networking

In the 1800s, networking was by word of mouth. After all, the phone wasn't invented until the 1870s. In the late 1980s AOL created chat rooms with member communities and profiles.

Many of us are getting too much e-mail that follows us on our texting devices. People are asking us to join their Facebook Fan page or follow them on Twitter.

Social networking is nothing new. People have been networking for. The only difference is the devices and methodology.

The Big Seven

Facebook is considered the 3rd largest country in the world in terms of population, after China and India. Presently

Facebook boasts of over 900 million users. The average age of the Facebook user is 39 and rising. The average income of a Facebook user is \$89,000. (This clearly shows that older persons are on Facebook). Facebook has become the place to engage in business networking for ages 30 to 60.

Twitter is often called the “online cocktail party.” All types of organizations, entrepreneurs and independent professionals are using Twitter to promote their businesses. It is widely believed that Twitter users are in the 33 to 50 age group, with females slightly outnumbering males.

LinkedIn is called “the cable channel of social media.” LinkedIn has a white collar audience. The average age is 49 and there are approximately 53 million users.

MySpace is a popular site for the younger audience and for entrepreneurs targeting ages 14 to 26. MySpace has millions of users and is one of the most popular platforms for music and video collaboration.

YouTube and Online Video: Video marketing is going to become a must-have element in your marketing strategy, during the next few years. With over 1 billion views per day on YouTube, video is extremely popular and here to stay.

Blogs are a great way to continue to build a following, share your expertise and get better at communicating with your readers and followers. Presently, new blogs are incorporating other components of social media marketing such as Twitter, Facebook and Video.

Ning enables users to create their own social network. Ning has more than 1.8 million social networks and more than 39 million registered members. The site's popularity is expanding rapidly, with more than 4,000 new Ning networks created each day. Members are from all walks of life.

The Social Media Marketing Strategy

In developing a Social Media Marketing strategy, you need to first develop some clear objectives / goals. A common objective is to drive traffic to the website, so that special discounts offered can be maximized. Another objective may be to build relationships with current and new customers.

continued on page 24

Social media marketing ...continued from page 23

Whatever the objectives may be, a good starting point is to ask the following questions.

- ◆ What is the profile of the ideal customer?
- ◆ What is the purpose of engaging in social media?
- ◆ What messages need to be sent to customers and prospects?
- ◆ What social media platforms will be utilized?

Successful social media marketing requires a clear understanding of the target audience. What are their demographics in terms of age, income, occupation and gender? Where do they live? Where are they when they go online (home, office or both)? By knowing the target audience clearly, both valuable time and money is saved.

Social media strategy should also address gaining new customers. Of course, the exercise takes time, and patience is required.

Using social media marketing to communicate with existing customers is a great business strategy. Businesses can share positive experiences with customers online and vice versa. There are many ways to engage existing customers, such as polling them electronically or surveying them online using various social media platforms. Customers can be sent a video message, photographs can be posted and customers can be interviewed on a podcast or on Internet radio. Customers could also be featured on the company's Facebook page or newsletter. Once customers purchase products, they could be sent a message on Twitter and asked how they like the products. After obtaining their reviews, these can be posted as written testimonials or after seeking permission, a video testimonial can be produced and published on the company's social media sites. The power of social media comes from customers hearing from other customers, about their experiences with organizations, brands and products / services.

Going Viral or Viral Marketing can be practiced through social media. Messages spread like wildfire, both positive and negative about organizations, products and experiences. Therefore organizations must be ready for the results, both positive and negative.

Negatives of Social Media Marketing

Social media is an ideal platform to carry out "Digital Assassinations." The reputation of an organization, brand or product can be destroyed in a few seconds. Hence, when

engaging in social media marketing, this risk will always be present. There is no escape and a contingency plan needs to be prepared. Cyberspace must be monitored by organizations on a daily basis and necessary engagements carried out accordingly.

Mastering the Four Pillars of Social Media Marketing

Any successful social media marketing strategy needs to be supported by four pillars. They are, communication, collaboration, education and entertainment.

Communication

- ◆ What are you really communicating.
- ◆ How is your communication perceived by your audience?
- ◆ How do you measure the effectiveness of your communication strategy?

Collaboration

- ◆ Is it possible, or even advisable to get your customers and prospective customers to engage in some form of collaboration, that will benefit your company?

Education

- ◆ How often are you required to educate your internal or external audience?
- ◆ As an organization, do you look for opportunities to educate your audiences?

Entertainment

- ◆ Do you realize the opportunity to entertain your company's audiences, through interesting attributes or your product or service?

The writer is a Management and Marketing Consultant, Senior Lecturer and Certified Trainer. He holds a Masters Degree in Business Administration (MBA), is a Chartered Marketer and is a Fellow, of the Chartered Institute of Marketing (U.K), Canadian Institute of Marketing, and Sri Lanka Institute of Marketing. He can be contacted at prasannaperera1@gmail.com.

New Members and Membership Upgrades* (to December 2012)

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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;

...continued on page 26

Membership Requirements

continued from page 25

- Diploma or University Post graduate Diploma in business Administration or in Management Studies;
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