



# the Marketing Challenge

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Journal of the Canadian Institute of Marketing  
Le Journal de l'Institut Canadien du Marketing

## Register Now for Catch The Dream 2001

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### Highlights

- Catch The Dream 2001
- Strategic Marketing
- Market Leadership
- Hospital Marketing
- Institute Web site
- Institute Report
- HKIM Education
- New Members

Catch The Dream 2001 is the premier event for The Canadian Institute of Marketing in its short 19-year history. This year is the Institute's turn to host the Asia Pacific Marketing Federation (APMF) Annual General Meeting and the 2001 World Marketing Conference, simultaneously. In addition to these two major events, The Canadian Institute of Marketing is holding its Annual General Meeting in Saskatoon.

Register now to be part of this historic milestone. World-class speakers and delegates from many countries are expected to arrive in Saskatoon over the weekend of July 7 and 8 in advance of the conference ice-breaker on the evening of July 10.

On July 11, the conference shifts into high gear with the Annual General Meeting of the APMF and registration of delegates attending the two-day world marketing conference.

Over the following two days, marketers and chief executive officers have the opportunity to listen to speakers who are experts in international marketing, agri-food marketing, aboriginal marketing, direct marketing and e-business marketing. Added to this opportunity



is the chance to meet like-minded business people looking for new markets in Canada and abroad to introduce their services and products. And what a chance it is, as the world comes to Saskatoon to

learn and do business.

The City of Saskatoon has opened its arms to welcome professional marketers from home and abroad. Register now for this world-class event.

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## Catch The Dream — 2001 Program and Registration Details



Bruce Hoggard

After two exciting years of planning for *Catch the Dream—2001*, we are on the home stretch. The infrastructure is in place for the conference and the City, First Nation officials and local businesses have jumped behind the program.

To take the conference over the top, and demonstrate home-grown Canadian technology and marketing knowledge on a high profile stage, we continue to welcome sponsors and exhibitors working in the new economy. Federal and provincial governments and their agencies are encouraged to participate.

For further information on the *Catch The Dream* Conference, visit:

[www.catchthedream2001.com](http://www.catchthedream2001.com)  
[www.cinstmarketing.ca](http://www.cinstmarketing.ca)  
or contact:

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**Monday, July 9, 2001**

Evening social: CIM Board, and Institute members, special guests (by invitation)

**Tuesday, July 10, 2001**

9:00 am - 2:00 pm:

Canadian Institute of Marketing AGM

**Wednesday, July 11, 2001**

Half day personal tours for delegates  
Wanuskewin Native Heritage Centre Willows  
Western Development Museum Boom Town  
Golfing

Golf Country Club

**Delegates and accompanying individuals must pre register as part of Registration**

09:00 - 02:00 pm:

APMF Annual Board General Directors Meeting

**Delegate registration**

01:00 - 05:00 pm: Accompanying spouse registration; Youth/child registration at the Radisson Hotel  
Board Tour  
Trade Show Setup

**Catch the Dream Official Opening****Ceremony**

05:30 - 06:30 pm:

Reception

06:30 - 08:00 pm:

Dinner Greetings from Federal, Provincial, City, First Nations

08:00 - 09:00 pm:

Keynote Guest Speaker

09:00 - 10:30 pm: Entertainment



## Catch The Dream Program

(cont'd from page 2)

### Thursday, July 12, 2001

Conference Day One - Five (5) concurrent sessions

08:30 - 09:00 am:

Welcome to delegates

Trade Show opens to delegates

09:00 -10:15 am: session 1: key note speaker in each category

10:15 - 10:45 am: coffee

10:45 - 12:00 am: session 2

12:00 - 01:30 pm: lunch

01:30 - 02:45 pm: session 3

02:45 - 03:15 pm: coffee

03:15 - 04:00 pm: session 4

04:00 - 05:00 pm: session 5 - last session for the day

Reception for CIM, APMF Boards, Sponsors and Speakers at the Diefenbaker Centre, then to: \*Shakespeare on the Saskatchewan via Canadian Navy Reserve.

\*Special priced tickets for delegates to Shakespeare on the Saskatchewan

\*Delegates and accompanying individuals must pre register as part of Registration

### Friday, July 13, 2001

Conference Day Two - Five (5) concurrent sessions

08:30 - 09:30 am: session 1

09:30 - 10:15 am: session 2

10:15 - 10:45 am: coffee

10:45 - 12:00 am: session 3

12:00 - 01:30 pm: lunch

01:30- 02:30 pm: session 4

02:30 - 03:00 pm: coffee

03:00 - 04:00 pm: session 5 - last session for the day

04:00 - 04:30 pm: Presentations by Hong Kong HKIM, Singapore MIS, and Closing Ceremony

### Saturday/Sunday, July 14/15, 2001

Within Saskatchewan

Third Annual Dragon Boat

Races

Fly- in fishing camps

Northern Wilderness trips

Add-on Trips Within Canada

Calgary

Day of golfing Banff

Vancouver

Toronto / Niagara Falls

For more information on these and other exciting trips, please contact our official Catch the Dream - 2001 travel agency at [www.sinfonia.com](http://www.sinfonia.com).



## REGISTRATION

Registration forms are available from the Canadian Institute of Marketing Web site, or by calling 905-877-5369.

Forms are also available through Sinfonia Travel at:

Catch The Dream

402 21st Street East

Saskatoon, Saskatchewan

S7K 03C

T: 306.652.1272

F: 306.652.0990

[www.sinfonia.com](http://www.sinfonia.com)

### Conference Fees:

CN\$ 600 for Delegates

CN\$ 400 for Students

### Cancellations:

#### Before April 30:

Full refund of Registration Fee less 10% for bank charges.

#### May 1-May 31:

50% refund of Registration Fee

#### After June 1:

No refund of Registration Fee

### Registration Fees Include:

- ▶ Welcome Reception and Opening Ceremony
- ▶ Conference Documents and Tourism Information Package
- ▶ Attendance at Conference
- ▶ *Canadian Night* Banquet

### Accommodations:

The Radisson Hotel and Sheraton Cavalier Hotel have been reserved for the conference. Special room rates of CN\$ 109 only apply for reservations through Sinfonia travel prior to June 1.

### Additional Costs:

*The Registration Forms provide additional information about local attractions and events that Delegates and their partners may wish to see. The costs outlined above are for the basic conference program.*

# Strategic Marketing — Key to Organizational Success

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

## Introduction

*Strategic marketing planning differs from operational marketing planning.*

In strategic marketing planning, the emphasis is on the longer term, while in operational marketing planning the emphasis is on the fiscal year. In both types of planning, however, the starting point is the same — the external marketing environment, often referred to as the macro environment.

## What is Strategic Marketing Planning?

In a strategic context, marketing aims to transform corporate objectives and strategy into a competitive market position. Strategic Marketing planning can be characterized by:

- (a) Analyzing the external environment and identifying/defining specific consumer needs.
- (b) Developing marketing mix programmes to specific customer segments.
- (c) Implementing marketing mix programmes to achieve a competitive advantage over competitors.

Customer needs have to be identified and defined accurately. This is an important step. Secondly, market segments must be identified, and detailed marketing programmes should be developed to satisfy the needs of the market segments. Finally, all marketing programmes developed must be implemented to achieve results and establish a strong competitive position.

As a process, strategic marketing has three distinct phases:

- (a) *Strategic Analysis* – This entails a detailed analysis of the business environment, customers and an internal re-

view of the business itself. It is also important to obtain views relating to future industry trends.

- (b) *Strategy Formulation* – Having analyzed the current business situation, a strategy has to be developed to move ahead. Strategy formulation involves defining strategic intent (i.e. what are the future goals and objectives?). The strategy formulated must be capable of achieving the set goals and objectives.
- (c) *Strategy Implementation* - This phase is as important as the strategy itself! To implement strategy requires resources, structures and above all action plans. These action plans are referred to as marketing mix plans/programmes.

## Approaches to Strategic Marketing planning

The development of a marketing plan, be it a long term strategic plan or a short term operational plan, is a time-consuming exercise. It is generally expected that all planning activities are objective-driven. The standard approaches to marketing planning are either top down or bottom up.

In the *Top-Down* approach, top management develops objectives and strategies. Operational level staff are thereafter, required to implement these strategies. This approach is suitable for organizations that are centralized in decision making and authority.

In contrast to the top-down approach, the bottom-up approach is far more participative. The authority and responsibility for strategy formulation and implementation are devolved to operating units. Top management finally approves and monitors performance. This approach encourages ownership and commitment, towards the plans developed, by operational level employees.

## Structure of a Strategic Marketing Plan

What does a strategic marketing plan look like? The answer to this question will vary from organization to organization. However, these are certain common elements. These are:

- Executive Summary
- Corporate Strategy
- External and Internal Analysis
- Market Segmentation, Targeting and Positioning
- Marketing Objectives
- Marketing Strategy (Formulation)
- Marketing Strategy (Implementation)
- Marketing Controls

Executive Summary – This covers the current situation of the organization from an overall perspective. In addition, key strategic issues that need to be addressed by the plan are also highlighted. The executive summary improves communication and coordination among staff involved in the marketing planning process.

Corporate Strategy – This provides the organization's overall strategy and examines the contribution made by marketing toward attainment of corporate objectives.

A corporate mission has to be developed. This addresses the basic question "what business are we in?" A mission statement should incorporate details about customers and their needs, the industry domain, and competitive advantages that require to be nurtured and developed. The corporate mission statement should be followed by corporate objectives. Corporate objectives are the goals that the entire business will pursue. A combination of financial and non-financial aspects are included in the corporate objectives.

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It is important that objectives developed are specific, measurable, aspirational, realistic and time scaled. (SMART).

### External and Internal Analysis

This is a very important step in the development of a Strategic Marketing Plan. By conducting a comprehensive external and internal analysis, the current situation of an organization can be well assessed. This is referred to as a "situational analysis."

The SWOT technique is used to assess internal factors (strengths and weaknesses) and also external factors (opportunities and threats). In addition to the SWOT, the following analysis is also carried out.

*Competitor analysis* – Who are we competing against? What are their objectives? What are their strengths and weaknesses?

*Customer analysis* – Who are our customers? What are their needs? What benefits do they seek?

*Environmental analysis* – What is the macro environment like? What are the positive and negative trends?

*Industry analysis* – This should be carried out, using a framework such as, Porter's 5 force theory of industry competitiveness.

*Marketing audit* -- An audit of marketing objectives, marketing strategies and marketing systems.

*Internal analysis* – Covering assets, organizational capabilities and competencies.

An important aspect to note is that through an external analysis, the future trends of an industry can be identified.

### Market Segmentation, Targeting and Positioning

The segmentation process is a crucial aspect of strategic marketing. Successful segmentation relies on a clear understanding of the market. Knowledge

of consumer buying behaviour is the crucial foundation on which market understanding is built. Segmentation requires market segments to be developed and profiled. *Within* market segments, needs must be homogeneous and *between* segments, needs must be heterogeneous.

Once the segments to be targeted are identified, an organization has to decide on what basis it will compete in the chosen segment or segments. This has to be carried out in such a way that consumers can allocate a specific position to the company's product or service within the market relative to other products. Customers will position a product in their mind, in relation to other products on the market, based on their perception of the key attributes a product contains (i.e. Volvo (safety), BMW (performance), Toyota (quality)).

Customers will position a product in their mind, in relation to other products on the market, based on their perception of the key attributes a product contains.

### Marketing Objectives

Based on the corporate objectives, functional objectives (e.g. marketing) should be developed. As in the case of corporate objectives, marketing objectives, too, should meet SMART criteria. Marketing objectives are expressed in terms of sales revenue, sales volume, market share, and customer retention.

### Marketing Strategy (Formulation)

Having identified and specified objectives, these objectives need to be achieved. This requires strategies or courses of action. Marketing strategy

tends to embrace all elements of the marketing mix or significant components of the mix (e.g. Pricing strategy, Distribution strategy).

Certain models and frameworks could be used to generate marketing strategies.

*Ansoff matrix* – Addresses product/market specifics in terms of penetration, product and market development.

*Portfolio models* – BCG matrix, and GE matrix.

*Marketing warfare* – Leader, challenger, follower strategies.

*Mckinsey's 7S framework* – Structure, and systems.

*Porter's 3 generics* – To determine competitive position in terms of cost leadership and/or differentiation.

### **Implementation of Marketing Strategy**

To achieve marketing objectives, the selected marketing strategies, should be "effectively implemented". There are many barriers to the effective implementation of market strategies. They are organizational culture, organizational structure, orientation of the business, availability of resources, the skill and experience level of people. These barriers should be identified and steps taken to overcome them effectively. For example, if a business has a non-marketing orientation, internal marketing could be utilized as a technique to improve the marketing orientation.

### **Marketing Controls**

The basis of control is the ability to measure. In essence it compares what should happen, with what actually happened, or is likely to happen. The essence of control, is the ability to measure and take action.

In contrast to more mechanical systems, marketing activities are inherently more unpredictable, and volatile.

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Philip Kotler identifies four main areas associated with the control of marketing activities. Firstly, annual controls, in terms of sales performance, market share, marketing expenses, and customer perceptions. Secondly, profitability controls such as ROCE, ROS, OCT and other important financial ratios. Thirdly, efficiency controls, concerned with gaining optimum value from the marketing assets. Value for money should be obtained from all marketing activities. Finally strategic controls are required to ensure that marketing activities are being directed towards strategic goals, and that marketing is an integral part of the overall process of delivering value to the customer.

### Conclusion

Many organizations are reluctant to develop strategic marketing plans, primarily because of the uncertainty involved with the long term time horizon. Instead they develop operational marketing plans, which are relevant for the fiscal year in question. The risk of not thinking and planning strategically, however, is that future trends are not addressed and can have drastic consequences on organizations. To plan strategically also requires a different "mind set, (the ability to see the big picture) and not be overwhelmed by minor aspects.

*"Think and act strategically, at all times"*

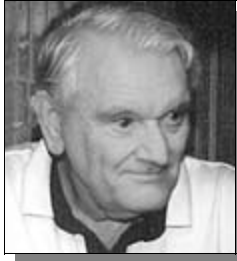
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## Marketing and Service Quality Leadership in a Changing World

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



James A. Schauer

Over the years, billions of dollars have been wasted on marketing programs that couldn't possibly work, no matter how excellent. Much of this waste comes from convincing the public that you have a better product or service. Sometimes market leadership comes from being first in the marketplace, to serve a unique category of prospective customers.<sup>1</sup> But more important, research also shows that *successful* programs are almost always in tune with fundamental forces in the marketplace. Most often the source of these forces is the customer, living in an environment of constant change, with shifting needs, preferences and expectations.

Good business needs balanced solutions. In a static environment it would be relatively easy to develop good relationships with customers, based on satisfying their wants and expectations, culminating in profitable customer loyalty. Beginning from a basic need to make a profit, success in a static setting is usually assured when we can determine the right balance between (1) internal needs, and (2) the external needs and expectations of our customers, as reflected in (3) our business' vision, mission, goals, targets and strategies. *But the marketplace is not static.* So what do you do when this 'perfect' solution based on knowing our customers' needs is affected by a shifting environment?

Only a whole-organization approach using general management systems, can equip a business to become efficient, effective and fully viable, while meeting

customer expectations under virtually all conditions. While change in market environment produces a constantly evolving landscape, transitional leadership requires good maps based on feedback to overcome managerial 'blind spots.' Ironically many organizations, even those with unparalleled track records of success, seem to be unable to escape their past—because they're blinded by their past successes, whether real or not. Most often, this occurs when leadership discounts the important human dimension affected by change, involving external and internal customers, as well as employees and suppliers.

The general systems model represents a whole-organization basis for leadership and management to thrive in volatile, changing markets. That relationship is primarily focused on change, as this affects the business, the model *begins here with a corporate vision* as the desired future state. It then works backward from this vision, to required (1) *outputs* and *outcomes*, the latter measured relative to customers' expectations through (2) *a feedback loop* involving customers or end user-derived feedback. The *process input* (3) is governed by desired output results, in terms of productivity, efficiency and quality, while the *core processes' throughput* (4) ensures 'added value.'

The inner parts of this model are consistent with the static business model at the outset, where internal needs are also measured in terms of (1) output, including efficiency (which is of little interest to customers), and (2) process or service quality and external customer needs determined

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from satisfaction levels—relative to *their* expectations and value perceptions of the core services and their delivery. The model differs from the static business model by allowing for the impact of a changing business *environment* (5) on customers' priorities, expectations and value perceptions, as determined from customer or end user-derived feedback, as the basis for measuring progress and service quality improvements.

Leadership and management are not the same. Managers usually do what they've always been good at. Concerned with the business' mission, they attempt to change their organizations or structures, by introducing rules aimed at changing the culture, rather than leading them through the change process. Intent on 'being in charge,' they are reluctant to consult or involve their customers in these processes. The leaders' role is quite different though. Leaders are navigators in new territories: they plot the course that will take their organization towards shared visionary goals, allowing for environmental, political or technical changes along the way.<sup>2</sup>

Management's *tactical skills* have traditionally evolved from an exercise of power by 'managing people,' which gave way to 'managing processes,' and more recently 'improving service quality' — until they discover that none of these approaches work 75% of the time. A wise manager then is one who learns that real success can only come from *working with people*, and 'managing relationships' in support of corporate visions, goals and strategies. Tactical skills thus result from progressive, cumulative experience and know-how, rather than the illusion of knowledge and managerial or hierarchical power alone. Like a good wine, tactical skills are not acquired overnight, but take time to mature. *Strategic planning* on the other hand, requires strategic

thinking, which really means "understanding tactics and people." Successful top-down strategies invariably rely heavily on bottom-up tactical skills, just as leadership cannot possibly succeed without first understanding the operational use of tactics.

Since leadership is a responsible activity and not a hierarchical position that merely imposes authority, leaders can be found anywhere throughout an organization; not just at the top. Unlike the predominantly *technical skills* of the managers, leadership can be defined as the *art of mobilizing others to want to struggle* for shared visions and aspirations aimed at a future state.<sup>3,4</sup>

Without good measurements, it is impossible to adapt to a changing market environment. The wisdom inherent in good leadership also needs to be based on reliable *data*.

While almost any business these days acquires enormous amounts of data, as raw statistics this data is usually inadequate, unless it is processed to be-



come 'information.' The resulting information, however, only becomes meaningful when its implications are known and fully understood, so that it can be applied wisely. As such, the meaning of front-line data derived from customers and users of your product or services is interpreted progressively and shared throughout the organization, to become increasingly more valuable in making strategic decisions.

Feedback must also be continuous and comprehensive. This is usually obtained through a marketing research process, where a variety of methods are available for obtaining both quantitative and qualitative feedback. The growing popular trend to rely entirely on qualitative information from focus groups should be avoided, however. When used as the only source of information, due to process limitations, the results can be extremely misleading, while the process is also not as cost-effective as it appears to be. Quantified feedback and performance measures can be particularly useful when they also include the perceptions of managers and employees, in addition to those of customers and end users. The resulting information helps to effectively identify managerial blind spots and understanding gaps, that could lead to employee discomfort and stress. If left unattended, these gaps will severely limit the opportunity for achieving optimum levels of loyalty or retention of customers, even though they may appear to be totally satisfied with the services as provided.

The most effective traditional leadership for dealing with changing markets requires whole-organizational commitment and alignment of all resources. '*Transformational*' leadership thus focuses on results, i.e. 'what it takes to effectively change an organization,' as distinct from the more popular 'charismatic leadership,' with its emphasis on style or personality. Just like an orchestra performing a symphony, the transformational leader will ensure that all committed resources are also orchestrated, and aligned to produce its desired visionary results. Conversely, research has repeatedly shown that fragmented or non-aligned solutions can result in up to 40% in wasted resources. In some well-structured large organizations, even the best departmental solutions can result in counter-productive corporate

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outcomes, where wasted efforts averaging around 20% are not uncommon, to effectively reduce their competitive profit potential.

Small can indeed be beautiful and beneficial. Owing to the greater closeness to their respective markets and closer links with their customers, the well-run smaller businesses often have a distinct competitive advantage over the larger and more bureaucratic organizations. While larger organizations have more ready access to funding, the smaller business is usually closer to its customers. In practice, this presents them with the opportunity to become more flexible, responsive and more innovative in dealing with the changing market environment than their larger, less responsive competitors. Yet again, while the effort required may still be significant in both cases, the outcomes will be relatively far more rewarding for the smaller business operation.

#### References

<sup>1</sup> Ries, Al and Jack Trout. 1993. *"The 22 Immutable Laws of Marketing: Violate Them at Your Own Risk."* Harper-Collins Business Press. New York, NY.

<sup>2</sup> Hanks, Kurt. 1994. *"The change navigator: Preparing a New Kind of Leader for an Uncharted Tomorrow."* Crisp Publications. Menlo Park, CA.

<sup>3</sup> Crosby, Philip. 1996. *"The Absolutes of Leadership."* Pfeiffer & Co. San Diego, CA.

<sup>4</sup> Kouzes, James M. and Barry Z. Posner. 1995. *"The Leadership Challenge: How to Keep Getting Extraordinary Things Done in Organizations."* Jossey-Bass Publishers. San Francisco, CA.

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

## Hospital Marketing and Image Building for Survival

By Dharshana Fernando, M.C.Inst.M., Dip. M (UK), M.S.L.I.M.



Dharshana Fernando

The idea behind this proposition is that hospitals, too, are exposed to risk. In some countries, their revenues are uncertain because patients can obtain hospital services wherever they find better quality, and competitive prices. With the advancement of innovative technology that made medical equipment at affordable costs, many General Practitioners increased the number of facilities and services they offer. Services made available through their clinics include minor operations, medical laboratories, physiotherapy and more.

Some geographical areas within a country have specific risks. Hospital marketers have to ensure that the patients of the area will be attracted to their hospital, as chances for them to obtain treatment elsewhere is higher. Competing hospitals in the area also depend on this factor. However, as the cost of providing services increases, even those with a relatively secure catchment area have to extend their boundaries, so no hospital is safe from competition.

Hospitals have to break-even financially and achieve a return on capital. Services are charged to customers/patients. In setting charges, price must equal benefits in all the different specializations the hospital offers. The cost of increasing specialization means hospitals have to rethink the range of services they provide. The other factors being the financial resources, trained manpower, and medical

expertise. This requires a strategic approach. Customer satisfaction involves image building and marketing.

When all the hospitals are offering the same services for similar costs, marketers should think how to position the hospital and develop a corporate image that is second to none.

Positioning involves promotion of an image for the hospital services so that patients can clearly understand what the hospital provides, relative to its competitors. A critical dimension of positioning is the gaining of an understanding of the needs and wants of the patients. But positioning is what you offer, not what you do to your services. Positioning is what you do to the mind set of the prospect. You position the hospital in the mind of the people who use hospital services. If you don't use the positioning strategy and its principles, your competitors undoubtedly will. The basic approach of positioning is not to create something new and different, but to manipulate what's already there in the mind of the patient.

The marketing departments of many hospitals have to regularly contact their clients to inform them of new facilities the hospital has to offer, and to remind clients of the existing services. Liaising, maintaining and cultivating close business relations with medical professionals, corporate clients, other hospitals and the general public will definitely generate enhanced revenue for the hospital. Organizing seminars, informative lectures, publicity programs and public relation campaigns are also vital methods for hospital marketing.

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There are tremendous opportunities for professional marketers in the hospital trade. They must take the initiative to explore all opportunities by identifying the requirements of the patients. It is also very important to focus on the external and internal customers (employees and the stake holders).

The entire organization must be marketing oriented to provide value added customer satisfaction. Especially, the front line staff which has to be properly trained in handling patients' requirements. Unlike visiting a recreation hotel for enjoyment, the attitude of a person entering the hospital is quite different. These have to be understood by the employees to build a positive image of the hospital.

It is vital to understand the market and to get close to the customers, and this contributes to a positive bottom line.

In Sri Lanka, hospitals have served traditional areas. Catchment areas can change as transport links alter. We have to be in a position to influence those links. In addition, we have to look beyond the local catchment area to target potential clients. Therefore the catchment areas have to be redefined.

Patients are likely to go to a consultant for treatment on the strength of their hospital GP's recommendation. This may be influenced by the track record of the hospital, ease of transport, parking availability, personal knowledge of the consultant, and the waiting time to see the consultant. The GP's and the consultants are influenced by the patient's opinion. For example an unpleasant patient experience will affect future referrals. The internal customers have to be reminded that their remuneration is paid by the patients, and they must satisfy the patient's requirements.

A hospital needs a mechanism to get

close to the entire target market to find out views and opinions, and to identify their concerns.

So get close to your customers. This suggests research projects and surveys on customer needs, and customer satisfaction measurement. This will also include looking after your existing customers while prospecting for new ones.

**Dharshana Fernando** is Group Marketing Manager with Asiri Hospitals Ltd., in Sri Lanka. His email address is [dharsha@eureka.lk](mailto:dharsha@eureka.lk)



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Email: [bruce@hoggardinternational.com](mailto:bruce@hoggardinternational.com)  
[www.hoggardinternational.com](http://www.hoggardinternational.com)



1300 Yonge Street, suite 502  
Toronto, Ontario M4T 1X3  
Tel: 416-927-0881  
Fax: 416-927-1676  
[www.warne.com](http://www.warne.com)

This space could be yours for as little as \$220 for three issues. Rent the space and link to the Institute's web site for \$300.



**AGL Marketing Limited**  
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Email: [lee@aztec-net.com](mailto:lee@aztec-net.com)



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Email: [fletcher@fletcherfcm.com](mailto:fletcher@fletcherfcm.com)  
[www.fletcherfcm.com](http://www.fletcherfcm.com)

## *Refreshed Web site for the Institute, courtesy of Warne and Lighthouse*

**T**ake a look at our refreshed Web site! Members are beginning to take ownership of The Canadian Institute of Marketing, making it the home for professional marketers in Canada. We have many kilometers to go before marketing in Canada is recognized as a profession, as it is in Europe and Asia. Every contribution by members to move us further along the road will be publicly recognized by the Institute.

For the past four years, the Institute has strived to restructure and reorganize to provide members with an interactive Web-based organization. Warne Marketing and Communications saw a need to refresh and constantly update the Institute's Web site, established about five years ago, and took on this responsibility. They worked with Lighthouse Associates Inc. to build a much better site that has ease of navigation, better content and clarity of information. The Institute is now receiving fewer requests for clarification and more inquiries about membership, learning opportunities and marketing inquiries.

Lighthouse is a Canadian business specializing in internet design, E-Commerce solutions, network support, and profile and contacts.

Mel Matthews President and C.F.O of Lighthouse has over twenty years of experience in project management and media production. All Lighthouse projects, budgets and timelines are coordinated under his guidance. He has an extensive background in concept, creation and direction of live and televised performances for clients including Lotario, the Olympic Arts Festival and the National Capital Commission. Previously, Mel worked in the corporate broadcast field as production manager,

producer and director.

Stefan J. Kanitz, CNA, MCP is Director of Operations. With over 10 years of computer, LAN and WAN technical support experience, Stefan manages all of the technical aspects our day-to-day operations.

With a formal education in television and computer graphics production, he has spent many years honing his talents in graphic design, radio, television and computer facilities. On any given day you can find Stefan doing anything from upgrading a server, to writing HTML, to consulting on design concepts in a sales meeting!

In addition to his Lighthouse responsibilities, Stefan is a full-time faculty



member at Seneca College of Applied Arts and Technology. He teaches the Business Computer Systems, Internet and Electronic Commerce Programs, and coordinates the operation of a 400+ workstation business lab facility. Lighthouse principals can be contacted at [info@lightserver.com](mailto:info@lightserver.com)

Keith Warne is President of Warne Marketing and Communications. He is a very active Toronto area member of the Institute, volunteering his time and office facilities for Institute activities.

Warne has produced a great deal of hard-hitting, inquiry-generating, and award-winning advertising, but fully realizes that advertising isn't the only answer.

Warne's strength is in analyzing a company's selling situation, and then recommending the best answer, or combination of answers, that will most effectively help achieve goals.

The firm develops integrated marketing programs to increase the productivity of sales representatives, while lowering cost of sales. Knowing that it is the content of the contact that is most important, not the type of contact, Warne leverages the high cost of personal sales contact with lower cost direct mail, telemarketing, fax and e-mail.

Warne also builds contact databases including the estimated lifetime sales value of each customer and prospect. Its goal is to develop a community of customers for each client - those individuals who represent the best sales potential over their lifetime as a customer. Through an integrated value-based contact program the company works to increase customer retention, the very foundation of a company's profitability. Warne realizes that even a five percent increase in customer retention will change the profitability of a business by 25 percent. See more about Warne Communications at [www.warne.com](http://www.warne.com).

There is much to do to make our Institute great, and to show Canadian businesses and governments, and international marketing organizations that we mean business. Our Web site is a fine example of members working together, with limited resources and time available for volunteering, to improve communications and service delivery.

*Thank you, Warne and Lighthouse.*

## *Institute Matters*

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

Six months have passed since I was hired as the Canadian Institute of Marketing's first G.M. Although the challenges faced by the Institute are great, the opportunities are greater.

Our Board of Directors is comprised of learned and experienced professionals from every region of the country (except the far north). When asked for direction, responses have been immediate. Some issues are difficult to deal with and progress is slow, despite the will to make things happen.



One opportunity that we are working on is that of accrediting e-learning programs. We have received more than one offer over the past three years to accredit programs, and Directors have cautioned against reacting too quickly, yet support this approach to learning. This activity has triggered the need for the Institute to review its long-established program of accrediting marketing programs, and assessing applications for membership.

The Institute's administration and bookkeeping is now formalized through James Jarrett and Ron Fletcher.

We have commenced re-staffing standing committees, starting with Education and Professional Development. Membership Services is receiving much attention from the General Manager, and the use of e-mail

as a communications tool has improved relationships between the Institute and its members significantly. Other committees that have been partially staffed are communications and corporate funding.

We need immediate membership support for the world marketing conference we are hosting in Saskatoon this July. Interested members should contact Director and Vice Chair, Bruce Hoggard, now. Bruce has taken on the project, but membership support is light, considering the geography of Canada and our Institute's size. Bruce can explain where your help is needed.

The Institute is also sponsoring a speaker at this year's Total Public Sector Marketing conference by International Training & Management Company, May 23-24, 2001 in Ottawa. Our Ottawa members will be helping raise the Institute's profile in Ottawa at the conference.

This edition of the Marketing Challenge is the second edition of our electronic newsletter for members, since September of 2000. Response from the membership has been most supportive of this format.

And, please check our refreshed Web site at [www.cinstmarketing.ca](http://www.cinstmarketing.ca).

We are pulling together as Argonauts on the fair ship CIM. Keep up the good work. Thanks to members who care, we are getting things done.

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## *New Education Programme for Hong Kong Marketers*

The Hong Kong Institute of Marketing (HKIM) is an independent professional body specialising in promoting the practice, and provision of training and

education in marketing. HKIM is also dedicated to the provision of continuous professional education as part of the quality services to its members. The Institute has reciprocal recognition of the credentials of its members with the Canadian Institute of Marketing.

The HKIM mission; to promote highest possible standards in marketing to increase the reputation and status of marketing, and to promote quality in marketing to achieve international standards, is supported by a successful education programme.

The HKIM has developed a new education programme, with existing and new partners, after a review of our existing syllabus and understanding of its members' training needs.

The new programme was designed to replace the current programmes being offered, which are based on CIM (UK) requirements. It has a three-tier, 18-module structure giving maximum entry paths to students holding different qualifications at different levels: Certificate level for mature students, Diploma level for post-secondary or tertiary qualifications and the Graduate Diploma for holders of degree in business other than marketing or non-business degrees

- Level 1 Certificate in Marketing
  - Fundamentals of Marketing
  - Economics
  - Business Law
  - Quantitative Analysis of Marketing
  - Information Technology in Marketing
  - Accounting and Finance
- Level 2 Diploma in Marketing
  - Marketing Management: Planning and Control
  - Consumer Behaviour
  - Services Marketing
  - Selling & Sales Management

*(cont'd on page 12)*

*(cont'd from page 11)*

Level 3 Graduate Diploma in Marketing  
(Stream 1)

Strategic Marketing  
Marketing Communications  
Global Marketing  
Marketing Research

Level 3 Graduate Diploma in Professional marketing & e-Business

(Stream 2)

Strategic Marketing in China  
Current Issues in e-Commerce & On-line Marketing  
Marketing

Relationship Marketing  
Marketing and Information  
Management

At the Graduate Diploma Level (third level), optional streams are available in Marketing and Professional Marketing & e-Business; each with a choice of four modules. This revised structure offers opportunities for more flexible study methods, and students may use self-learning and sit for public examinations for modules of the Graduate Diploma Level.

Upon completion of the 14 modules of

any of the two streams under the new programme, students would be awarded the title of Certified Professional Marketer (HK).

At the time of this report, courses on the new programme were offered by the Hong Kong Polytechnic University and the Hong Kong Productivity Council. It is also being considered by the Chinese University of Hong Kong and the Hong Kong University for their new terms.

## *New Members and Membership Upgrades\**

Full Member*	No. 518	Cindy Houghton	London
Full Member	No. 595	Sivasamy Sivaneswaran	Toronto
Full Member	No. 596	Brian Matthew Kerr	Ottawa
Full Member	No. 597	Felicito O. Guba	Philippines
Full Member	No. 598	Dharshana Fernando	Sri Lanka
Full Member	No. 599	Michael O. Onabote	UK
Full Member	No. 600	Marguerite Mannall-Fretwell	Saskatoon

## *Canadian Institute of Marketing Board of Directors and Officers*

James Jarrett	Chair	Jarrett ESP Services Ltd.
Bruce Hoggard	Vice-Chair	Hoggard International
Ron Fletcher	Secretary/Treasurer	FCM Consulting & Marketing
Suzen Fromstein		The Write Connections Inc.
James Schauer		Easton Marketing Services Ltd.
Robert Chaffers		Public Sector Marketing Community Secretariat (Gov. of Canada)
Olivier Bianchi		Fidelity Investments
Scott Follows		Acadia University
George Jacob		BCIT
Howard Salkow		Sedgwick Partners Co. Ltd.
Len Weeks		Economic Development Culture & Tourism, (Gov. of New Brunswick)
Peter Zarry		York University

# Ad Specifications

## The Marketing Challenge

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

### Advertising Reservation Deadline

Vol. V, Issue 1     January 21, 2002  
 Vol. IV, Issue 2     April 23, 2001  
 Vol. IV, Issue 3     October 26, 2001

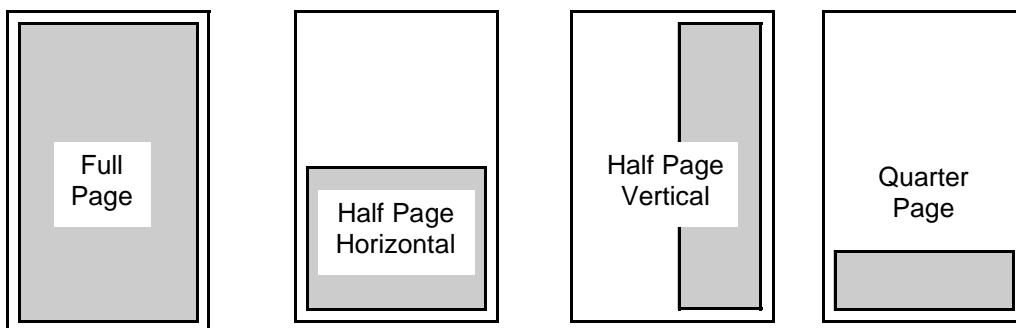
### Advertising Artwork Deadline

Vol. V, Issue 1     February 6, 2002  
 Vol. IV, Issue 2     May 7, 2001  
 Vol. IV, Issue 3     November 9, 2001

### Sizes and Rates

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

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



### Cancellations

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

### Mechanical Specifications

Ads must be supplied as either  
 Black and White Prints  
 or

#### Digital Files

**TIFF/JPEG format only with minimum 200 dpi**

### Member/Directory Listing

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

#### Listing—\$200

Listing and Web site Link — \$300

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



41 Capital Drive, Nepean,  
Ontario, Canada K2G 0E7

Phone: (613) 727-0954

Fax: (613) 228-8398

Email: [cim@igs.net](mailto:cim@igs.net)

**WE'RE ON THE WEB**  
**WWW.CINSTMARKETING.CA**

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

### Code of Ethics

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

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

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



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- ▶ *Database Marketing*
- ▶ *Negotiating For Success*
- ▶ *Advertising & Promotional Planning*
- ▶ *Take Charge of Your Dealers & Distributors*
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- ▶ *Improving Presentation Effectiveness*
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