



the Marketing Challenge

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Understand before being understood

By Ron (Doc) Halliday, MBA, CMC, MCInst.M



Doc Halliday

When I first heard Stephen Covey utter those four simple words many years ago, it had a profound impact on both my personal and my professional lives. Because the fact was—and to some degree still is—that I am both an excellent listener and a very poor one. Unless I am focused on staying tuned in, my mind is seldom where my body is.

Having been a student of behavioral psychology for many years, I understand the power of emotional triggers. In my case, they serve to engage my imagination and send me off on the exploration of a creative idea or concept, which has

served me well in my chosen profession as a strategic marketer. But it has also allowed me to appreciate that as marketers, understanding what a customer's needs are *before* trying to influence their buying decision goes a long way towards making the sale. Because taking the time to “understand before being understood” convinces the customer that you know exactly what kind of produce or service they really need.

We are all aware that people make decisions based either upon logic or emotion. We are also aware that trying to influence a person's rational thought processes is a good deal more difficult than influencing their emotional ones. However, appealing to a potential client on an emotional level gives us a greater opportunity for creative flexibility, and hopefully, for positively influencing their rational thought patterns.

Savvy marketers know that making that all-important

emotional connection begins with understanding the customer as well as the product or service being sold. We know that making sales means helping people to understand that they are being offered a solution to their shopping frustrations, as well as a level of fulfillment in knowing they'll get the benefits they desire once they've made the decision to buy.

Emotional appeal is a powerful component of motivation and when used properly can deliver dramatic results. But having a clear understanding of how a prospective customer arrives at a buying decision is a marketing fundamental. A simplified process of a typical buying decision includes problem/need recognition, information search, evaluation of alternatives, establishing trust, making a decision to purchase, followed by a purchase, repeat purchases, and eventually, loyalty.



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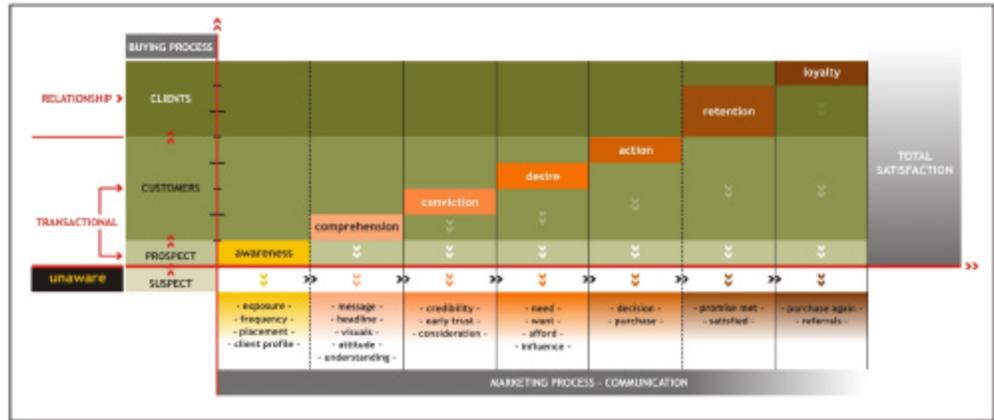
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"convert potential users of any product or service into customers"

B2B marketing is a multi-step process. It encompasses the transition from being a Suspect (the entire universe of potential buyers for your product or service) to a Prospect (Suspects who have expressed an active interest in your product or service) to a Customer (Prospects who are in negotiation with you and have made a commitment to buy) and finally to a Client (Customers who now consider you a preferred supplier and remain loyal). An emotional connection should provide the momentum necessary to take a prospective customer through all the above phases. It needs to be present in each communication vehicle and be consistent throughout the entire campaign.

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The questions "What's in it for me?" and "Why should I buy from you?" are both emotional and rational in nature. But they must be answered early in the process and keep being answered if a customer's concerns are to be allayed.

Understanding something about the person who's asking the question, along with a pre-determined knowledge of their level of interest, the language that suits them best, and their dominant personality style, is another marketing fundamental, as is having a clear understanding of where a prospective client is in the buying process. This allows the marketer to design appropriate and effective messages that respond to the Prospect's level of interest. Too much detail early on can interrupt or confuse interest in the process. Not enough information later in the process can terminate without success.

It could be said that Marketing is communicating the right thing to the right person at the right time. The resulting action or sale could happen immediately or at sometime in the future. Experts suggest that 93 % of communication is non-verbal, which means the 7% that is verbal is crucial. Media copy must come together intrinsically with graphic design and overall visual to provide one message. The emotion connection begins! The design and layout must maintain momentum and actively lead the prospective customer through the buying process.

Brand marketers understand advertising value in terms of brand affinity, recall, intent to purchase, etc.

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They tend to measure results by making a connection between these metrics and revenues. Direct marketers measure audience composition, size, and response, and final conversions. But most attempts to apply one set of metrics to other disciplines fail. Traditional advertising has never been judged by the value of the customer; it is judged by the value of the media—because the customer has

Traditional advertising has never been judged by the value of the customer; it is judged by the value of the media—because the customer has no individual value.

no individual value. They are totally exchangeable as long as the reach is the same, because from reach come sales. This is proven using branding metrics, not ROI (return on investment). Direct/database marketers tend to manage customer retention: reduction in frequency means declining customer visits.

As a marketer who's been around a while, my money is on *brand loyalty*, since I believe that frequency of use is one of the factors in establishing loyalty and referral. Frequency predicts repeat action. The average frequency of the visitors created by different campaigns can provide measurement as to which campaigns generated the best response. Loyalty generates traffic beyond direct promotional activity and is usually emotion driven.

The Internet is participatory since its potential customer is a volunteer and his or her participation is a function of this medium. Participation is the strength of an Internet brand. It is the measure of how persuasive a website's architecture is in prompting dialogue with its visitors.

Again, understanding the dynamic nature of the medium is critical for maximizing ROI. Time and money are proportionate. The website that receives the

largest percentage of a potential customer's time is the one most likely to achieve the best results. The 'average time spent on a site' should be measured relative to other sites that offer comparable products or services, since time spent on a site is the most reliable single indicator of customer interest next to actual sales. One way of achieving maximum marketing effectiveness is if brand building and persuasive direct marketing are used intrinsically. Marketing success lies in seamlessly combining the perception-shaping and relationship-oriented power of brand advertising. The persuasiveness of one-to-one direct marketing can be used in different phrases of a customer's lifecycle, since direct marketing enables the potential customer to feel that *they are in control* of the relationship. In doing so, the marketer can reinforce the brand's value proposition. In an infinite potential customer universe, non-targeted brand advertising is critical to building awareness, anchoring emotional connections, and establishing true perceptions of a brand's offering and value.

Marketers must fully comprehend the Prospect's point of view, and intentionally choose *powerful copy* that is energized and concise in order to deliberately prompt the need for more information. They must seek out the

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Prospect's objections in such a way that their response naturally leads the Prospect to the next step in the buying process. Objections (other than affordability) must be seen as nothing

more than unanswered questions. *It's not what we say that is critical. It is what the potential customer hears and understands.*

Persuasive tactics guide people through the Suspect, Prospect, and Buyer phases where they need incentive to choose you over your competitors.

Current Internet technology provides marketers with information that allows them to determine the effectiveness of the message being delivered to visitors. This is called data mining. If the right objectives are defined, marketers can measure just about everything a prospect perceives when interacting through this medium. Successful ROI marketing is a matter of identifying the necessary information within the data to test and tweak messages for optimal performance. The more marketers know about their target audience, the more effective their messages will be.

Building top-of-mind awareness with a potential customer, or establishing an *emotional connection* with them *before* the need for their product arises, is another sure-fire formula for success. The challenge is to be the brand the consumer thinks of first, and to keep him thinking that way when the need arises for that product in the future.

Smart advertisers make no attempt to predict the moment of a customer's need. They ensure there is enough repetition (or search phrases) to ensure they will immediately spring to mind whenever that need arises. Marketers can also determine and affect how people find a brand online. They 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.

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Thirty three percent of users believe that top ranking in search results indicates the best brand. When a Suspect locates your website by using a keyword or key phrase, and your page is relevant, they'll continue browsing. If not, you'll lose them. Marketers control whether the Suspect finds relevance in what is offered. After exploring the website, the Suspect decides 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 website's persuasive architecture.

Some traditional marketers are reluctant to adopt the power of the Internet, but remember that regardless of your particular marketing focused expertise, or of the communication medium or combination you choose to employ, without achieving an *emotional connection* with the prospective customer, the potential for results will always be minimized.

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Consultative selling at work

By Olivier Bianchi, MBA, MCIInst.M

People have misconceptions about sales people, what they do, how they behave and what they look like. This stereotype is formed because we have all encountered loud, pushy and hyperactive sales people. They usually ignore our questions and swamp us with information about the product. It is all about features. Benefits to the client are not explained and often ignored. In extreme cases once the purchase order is signed we are ignored and then forgotten.

To please clients, and therefore have a higher chance of both acquiring their business and retaining it, you must ensure that they feel their needs are being met. Consultative selling achieves this. Being a "consultative salesperson" means that you must help your client solve his or her problems by uncovering the client's needs and having the client adopt your solutions. From the very first contact to the close you must advance the sales process by setting the stage for further business discussion. You must demonstrate empathy for the customer without losing focus of your sales objective. You must understand if, and how you can help. A clear understanding of your product's features and benefits is vital. So is the way both should be combined in powerful feature-benefit statements made to the client. You must align your customer's objectives with your solutions. Building rapport by demonstrating credibility and knowledge is important.

Selling, like many other business skills, is a discipline that needs to be learned and practiced. However, selling skills are never taught in any business school. They represent at best, a paragraph in a sales management chapter of a marketing management

book. It is all about the right training taught to the right people with the right skills to sell the right product to the right client. Sales training is an investment in time that not all firms want to make. More bad than good can be done your company's reputation by an inexperienced salesperson. Coaching and monitoring salespeople's activities is an ongoing task necessary to maintain high sales standards and quality service.

More bad than good can be done your company's reputation by an inexperienced salesperson. Coaching and monitoring salespeople's activities is an ongoing task necessary to maintain high sales standards and quality service.

Consultative selling fits some people better than others. The salesperson's personality is important. The buyer's personality is important. Selling style is a factor that often gets overlooked by firms looking to hire new sales people. However, standard questionnaires filled out when applying to a sales position in a firm are what they are — just questionnaires. Questions are often leading and the answers can be guessed. The questions asked are there to highlight the right personality traits of the applicant for the advertised sales position. Identical questionnaires are answered for industries with different needs! Human resources personnel who have never met clients and sold anything are asked to screen applicants. Companies are reassured because processes are in place but is it the solution?

People, products and services come in all shapes, forms and colours with different levels of sophistication. Not all products are equal so why should selling styles be equal? Looking for a specific standard

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sales profile, a one-size-fits-all, is inappropriate. On the other hand, looking for a profile type to sell a specific product in a specific industry is not. An aircraft does not get sold the way a vacuum cleaner does; a web-based solution is not sold the way a moped is; and, a software game is not sold the way a bed is.

Robert Blake and Jane Mouton identify five types of selling styles along two dimensions: the salesperson's concern for the sale and his/her concern for the client.

In consultative selling, concerns for the client and the sale are high. This style, very common in business-to-business sales when sales are not purely based on price and the product or service, is rather technical or requires after-sale follow-up. The salesperson knows that without a thorough understanding of the client's needs and wants he or she will not get the buyer's commitment, and without it there will be no closing.

The goal of consultative selling is to arrive at a win-win situation for both parties. Consultative selling is "problem solving" selling. None of the parties should feel that the other has gained something over the other. Consultative selling generally suits industries that have longer-term horizons and higher switch costs. Consultative selling is not appropriate when the terms of the sales are solely based on price. It is when other factors such as quality, delivery time, switch cost, services etc. are significant that consultative selling is important.

Consultative selling is often confused with relationship selling. Relationship selling is a myth. You may develop great relationships with prospective clients but you may never ever sell

Relationship selling is a myth. You may develop great relationships with prospective clients but you may never ever sell him/her anything.

him/her anything. Your prospects do not need a friend, they need help. However, in any consultative sales process the ability to build rapport and influence is vital. Influencing is a slow process because it is aimed at changing behaviours, attitudes and habits. As a result, sales cycles (from first contact to close) become longer. Any undue pressure on the potential client or prospect will shut you right out of the process. An efficient sales person is one who recognises that the sales process should be tailored to the client and to the products or services sold. As the provider of services or products, you must be perceived by your potential client as someone who understands the issues and as someone who has potential valuable solutions to offer.



Influencing starts with small gestures. You must be able to give something up that is of interest to the client (could be time, insight into his industry, advice etc.) to get something back. It must be done without expecting anything back in return. The client will know implicitly that he owes you something. Influencing targets not only the economic buyer of the firm but all people who are involved in the decision making process. Remember that the person who signs at the bottom of the order sheet may not be the one who ran the feasibility study nor the one who will give the go ahead to release the funds.

People will do business with you because of your ability to convince them

that you are the best provider of what they are looking for. Your ability to probe and ask open-ended questions is your only way to really understand how you may be able to help your client. You should always rephrase and repeat clients' requests back to them to ensure that you correctly interpret what the client told you. Objections can be clarified by asking and probing more deeply.

The final step in the overall consultative selling process is the negotiation of the items discussed. The main difference between consultative selling and negotiation is that when you start negotiating the seller and the buyer have come to the implicit or explicit understanding that an exchange of some sort will take place. The negotiation process may be short or long and the help of professional negotiators may be required. At this point negotiation means that the sale has been agreed on principle but that the final details need to be worked out. However, unrealistic demands from the buyer or any unwillingness from the vendor to accept reasonable adaptations of the product or service may result in the collapse of the talks. Remember that no commissions will be paid out to the sales person until the sale has been billed to the client.

In the sales process, bargaining positions of the buyers and sellers will evolve and become stronger or weaker as agendas become clearer to both parties. Weaknesses should be exploited with subtlety. Power should be used in small doses to direct behaviours (influence). Large doses of power could be perceived as coercion and unwillingness to compromise. The focal point would then be moved from the product to the salesperson. Although behaviour should never influence the outcome of a sale, we all know that it does.

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There are some general rules that a consultative salesperson should strictly abide by when negotiating the final stage of the sale:

1. Do not irritate your client by stating that your offer is fair, reasonable or generous. He/she may not think so!
2. Do not make assumptions about his/her position or motivation to purchase.
3. Do not block - someone blocked does not express himself/herself and may not reveal what you need to learn. Listen instead.
4. Do not try to score cheap points at the clients expense by making inappropriate remarks.
5. Do not attack or blame the client on anything he/she says. Attacks lead to defensive positions and counter-attacks.
6. Do not threaten - this usually leads to deadlocks and destructive situations.
7. Do not raise your own objections! That may sound strange but in the euphoria of closing a deal sales people may bring up an issue that was not previously discussed.
8. Be constructive by showing that you are willing to compromise (how much of a compromise is up to you).
9. Make neutral statements where you inform your client of your views, opinions and approach without any accusative tone and aggressive manners.
10. Be reassuring by simply saying positive things about the relationship between you and your client.
11. Ask open-ended questions and then listen.
12. To avoid any misunderstanding, rephrase and summarize the main discussion points.

A consultative salesperson does not play games. He/she respects people, under-

stands what his/her client wants and identifies what is needed. Remember that the further away you move from consultative and cooperative behaviours in the sales process the further away you position yourself and your client away from the optimum outcome that would be the most beneficial to both parties.

Jerry Vass in his book, "Soft Selling in a Hard World" summarized consultative selling this way:
 "Do not talk – "Listen"
 "Do not tell – Ask"
 "Do not sell – Solve"
 "Do not pitch – Probe"
 "Do not leave – Close"

As it takes two to tango, it takes two to develop long-term durable relationships. The fact is that we are more likely to do business with people we trust. A successful consultative salesperson must nurture and earn that trust by being a no-frills straight shooter who values and cares about his or her client's business. Ultimately the client's business is yours. It is up to you to use your talent and skills to lay the right foundations to get the most out of it.

Sources: The Grid for Sales Excellence: Benchmark for effective salesmanship McGraw-Hill 1972.
 Negotiation, G.Kennedy PhD, Edinburgh Business School, FT Management, 1998.
 Soft Selling in a Hard World, J.Vass, Running Press, 1993.

*Olivier Bianchi is the principal of **marketinglogistics**, a consulting firm that advises small and medium sized firms on sales strategy implementation by focussing on sales process improvements through the alignment and allocation of the firm's resources with its objectives. Contact Olivier at 416.815.1694 or osmbianchi@yahoo.com*

Registrar presents at Georgian

Registrar Shiv Seechurn attended an information session this fall at Georgian College in Barrie Ontario to introduce the CIM (UK) certificate and diploma programs to prospective students. Using PowerPoint, Mr. Seechurn explained the course outlines, examination process, fees and obligations of student who enroll in the program.



Accompanying Mr. Seechurn was the Institute's General Manager, Grant Lee who was on hand to answer questions about the Canadian Institute of Marketing. The Institute debuted its new display that is exhibited at presentations and special occasions.



The challenges to contemporary management

By Prasanna Perera, F.C.I.M. (UK), M.C.Inst.M., M.S.L.I.M.,
Chartered Marketer (CIM-UK)



Prasanna Perera

Management as a discipline has evolved through the years—from Fredrick Taylor to Henry Fayol and to the contemporaries such as Peter Drucker, Tom Peters, Michael Hammer. This article addresses the challenges faced by modern management, specially in a very uncertain and complex global environment.

Challenge No. 1 – Customers

In the last 30 years the customer has been addressed more than any other aspect of management. Management rightly located the “heart” of the customer at the “heart” of the business universe. Being customer focused in the right markets and with the right delivery system, leads to a circle that was hard to crack.

Many businesses face the dilemma of whether to serve customers or investors. Naturally, investors are interested in short-term financial returns, while customers are interested in businesses that can create and recreate value on a continuous basis. The pressure for investment performance should not take away the focus of serving customers, but should rather be considered as a complimentary force moving toward customer satisfaction.

The question to be asked is whether

the activities of the large corporations add value to customers. If they are not, the consequences can be dangerous in the medium to long-term. Privatisation is a step taken to reduce non-customer value creating activities by jettisoning large amounts of excess overhead and management to the eventual benefit of customers.

The need to be customer focused is understood by many corporations, but the practised reality leaves much to be desired. This comes from not defining the business, not identifying the right customers and the delivery mechanisms. Further burdens of traditional controls such as accounting and rigid hierarchies, coupled with vested management interest, have added to the problem.

Make no mistake about it, the customer revolution is with us and here to stay. The trends are clear, as are the ultimate consequences.

Challenge No. 2 – Information

Many of us are familiar with the slogan “Information is power— Information is wealth”. This is indeed true given the information revolution and allied developments in the power of technology.

Initially IT added to corporate costs because management used it to replicate the bureaucracy! However management realized that well distributed information technology is capable of doing a major portion of what managers performed and also could perform it much more speedily and effectively. The re-engineering gurus namely, Hammer and Champy, provided numerous examples of the effective use of IT for superior business performance. In many instances IT has chal-

lenged the need for middle management by providing accurate information from operational levels. The need for the traditional management hierarchy can suddenly be destroyed by the enormous power of IT.

The need for the traditional management hierarchy can suddenly be destroyed by the enormous power of IT.

Modern day technology has resulted in physical decentralization of business and even entire industries. The symbol of organisational power such as corporate headquarters, large board rooms, state-of-the-art reception areas has been weakened. With advanced technology none of these are required in the same measures as in the past. Technology has also enabled us to create linkages between organizations. The best example would be outsourcing, where other organizations are used to perform certain functions, which were previously performed in-house. This outstanding trend has resulted in major cost efficiencies, specially in management resources.

It is important to note that IT should be applied in a creative manner. Many large organizations have become more agile and smarter, due to IT related initiatives. Furthermore, these organizations have realised that the need for large numbers of managers to exercise control is not required, since IT provides real-time control ability. The bottom line is that organizations can rid themselves of excessive fat and thus become leaner, agile and effective. (Especially in delighting customers and retaining them).

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Challenge No. 3 – Simplicity

“Keep it simple” is a slogan that many large conglomerates would do well to remember and practise. Many organizations add to their own misery, by unnecessarily complicating everything.

Simplicity results in a more focused business. Consider, for example, Walt Disney. Disney’s philosophy was based on an undivided focus of making people happy through the magic world of Disneyland. Michael Dell’s focus was on providing superior value to customers by pioneering “Dell Direct”.

Rationalization of products, markets, and businesses, usually leads to higher profits through lower overheads. To rationalize, simplicity is important. “The more the merrier” should be substituted with “The more simple the better” in all aspects of management.

The greatest benefit of simplicity is the development of a homogeneous and powerful organization culture. However, for simplicity to prevail, a corporate mindset supporting the same is required. Management must encourage simplicity across the breadth and width of the organization.

The greatest benefit of simplicity is the development of a homogeneous and powerful organization culture. However, for simplicity to prevail, a corporate mindset supporting the same is required. Management must encourage simplicity across the breadth and width of the organization.

Challenge number 4 – Leadership

Leaders of modern organizations are required to run their organization without the excess baggage enjoyed by

their predecessors—basically, minimum management infrastructure.

The new generation of corporate chiefs appreciate that bureaucratic practises are really a hindrance to their performance. Persons like Jack Welch of GE, Bill Gates of Microsoft, Richard Branson of Virgin, and Michael Dell exert pressure on the destinies of their charges, without appearing to do so. These new corporate chiefs utilize leadership techniques optimally without using the hierarchy in the traditional way. Most of them have charisma, industry, and market knowledge—and a firm belief in their personal abilities.



The present crop of leaders are more than willing to challenge traditional management theories and practises. In most instances they are natural troublemakers and ruthless profit seekers. They exploit their position as the leader boss to wake up and shake up their organizations.

The four challenges just reviewed would potentially reinforce each other. If they are understood and faced, major competitive advantages can be achieved. Corporate success belongs to organizations that practice innovative management coupled with a clear strategic focus and dynamic leadership. The models for creating the organizations of the future are still being developed. Hopefully these models will free organizations from management excesses and typical bureaucracy.

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31st World Marketing in New Delhi

The Institute of Marketing & Management (India) is hosting the World Marketing Congress, February 15 to 18, 2004 in New Delhi. The Canadian Institute of Marketing recognizes the importance and value of such international meetings and applauds the Institute of Marketing & Management on taking the initiative. As an active member of the Asia Pacific Marketing Federation and supporter of the World Marketing Association we have demonstrated our strong support for international cooperation in advancing professionalism among marketers worldwide.



The Congress has been endorsed by the Ministry of External Affairs, India-CIS Chamber of Commerce & Industries, Indian Merchants’ Chamber & PHD Chamber of Commerce and Industry. Mr. J.N. Dixit, former Foreign Secretary of India is the Chairman and Mr. Dalip Mehta, former Ambassador is the Co-Chairman of the Congress.

A large number of delegates are expected at the Congress from East Europe, CIS, Canada and some Developing Countries.

For information about the congress, contact Prof. Jagjit Singh, Ph.D.(USA), Executive President & Congress Convener, immnd@nda.vsnl.net.

Advertising is dead...

By Dr. Ranjan Madanayake DBA, FInst. SMM, MCMI, MCInst.M, MIM (SL), MSLIM



Ranjan Madanayake

An anonymous poem (Dan S. Kennedy, *The Ultimate Marketing Plan*, Adams Media Corporation, 2000):

*A Lion met a Tiger
As they drank beside a pool
Said the Tiger, "Tell me why
You're roaring like a fool"*

*"That's not foolish," said the Lion
With a twinkle in his eyes
"They call me king of all the beasts
Because I advertise!"*

*A Rabbit heard them talking
And ran home like a streak
He thought he'd try the Lion's plan
But his roar was just a squeak*

*A Fox came to investigate
Had luncheon in the woods
Moral: when you advertise, my friends
Be sure you've got the goods.*

"When I write an advertisement, I don't want you to tell me that it's creative, I want you to find it so interesting that you buy the product" – **David Ogilvy**.

As the doyen of advertising puts it, the purpose of advertising is to sell a utility, a product or service. The theory also propounds that products or services are designed to deliver benefits to the consumer or user, and to satisfy their needs. Needless to say, that if products or services do not match perceived needs or wants of the consumer, they will not be bought, however much they are advertised. If the infant cereal the mother (customer) buys is rejected by the infant, the consumer/mother (customer) will not buy it again.

We see much advertising around us urging people to buy—promising that what they offer is the best (or better than) other options available in the market. Is the purpose of advertising really to sell?

I see marketing today as a management process to identify, create, sustain and grow customers by providing superior value at profitable prices. In my opinion, the world revolves around opposition, anger by love, hatred by kindness and cold by warmth. Contradiction of anything is the fundamental cause of its existence. In the consumption world we call them options or competition. Alternatives to pure water for thirst are carbonated drinks, fruit juices, ice cream, tea, and coffee. In reality these products oppose each other. They war with each other. For what reason? To win over those who are thirsty. As long as there is thirst they will continue, and they will multiply into various different forms known as categories, products and names which we call brands. In effect, the art of winning continued consumption is the essence of marketing.



Purpose of marketing

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

What this means is winning markets by identifying opportunities and fulfilling them competitively and profitably. An example would be the story of Marie biscuits. Two companies in the Marie biscuits category were battling out for market share for their brands which were generically similar. Both used tactical marketing, or the marketing-mix to enhance market share and in the process both were losing money. A lot of money was spent on vari-

ous types of promotions, such as media advertising, merchandising, and trade promotions including free issues. The battle continued until such time as a new marketing manager, that one of the companies recruited, came up with an idea of giving "more biscuits in hundred grams". Using a discarded cutter to make a smaller Marie biscuit, he found an opportunity to create a sub-category within the Marie biscuits category. Smaller Marie had 22 biscuits compared to 17 of the larger in 100g. Today none of them make large Marie. That category is dead. That's effective marketing – the manager's rationale was that customers wanted more biscuits in 100g and they did. Dominos Pizza created "home delivery under 30 minutes". Today, it's one of the largest chains in the world which was originally started by Tom Monaghan and his brother to see them through their education. This demonstrates to us that marketing is concerned with profitable sales volume.

Marketing Process

A very simple and practical way to define the marketing process would be as follows:

Collection of Marketing Information & Analysis – information and analysis of markets, competition and elements of the marketing-mix (7 Ps).

Determining Marketing Priorities – determining key issues, assumptions, mission, goals and objectives.

Developing Marketing Strategy – segmenting markets, targeting market segments and positioning products or services.

Formulating Marketing Tactics – using the marketing-mix to achieve marketing strategy.

Administrative Marketing – developing the strategic marketing plan and action plans, implementation and control.

The marketing process helps to develop the total value proposition and assure profitable sales volume.

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The Total Value Proposition

Customers buy perceived value, not simply products or even benefits from products. When a person wants to clean his/her teeth he/she may decide on toothpaste instead of mouth wash or even tooth powder – the product. The person then decides on the type of toothpaste, whether a type to freshen breath, or to whiten teeth, or to prevent gum decay – the benefit. Having decided on one of them this person will then, depending on the perceived value, choose the brand – which gives the ultimate **value** or deliver the total value proposition. All this happens very rapidly and is influenced by the information stored in the sub-conscious mind.

Value perceptions are formed around brands. As much as a cluster of benefits, a single attribute, like “more biscuits in 100g” or “home delivery under thirty minutes” can influence the value perception for a brand. Unlike times past, today the quality of two products is similar and is usually not inferior to the other. This is largely due to the availability of technology. Therefore, developing the value proposition supersedes products and benefits, yielding brands to win and sustain consumption based on value the customers perceive. Customers ultimately buy value. Value is a perception and may differ from one to another. Yet it is what marketers can influence and stabilise.

To illustrate this consider Southern Airways, an Airline with no agents, no food served, no hostesses; but some customers value this service much more than the other airlines that provide everything that they don't.

Developing the total value proposition is achieved through positioning and focus. Creating the appropriate positioning for a brand is the genius of the marketer; it is the strategic direction to drive markets to one's brand. Though this may sound very complicated and philosophical, they are always simple aspects that address a customer's need and can provide a consumer's delight. The techniques of positioning a brand within its category and

among its competitors is as follows (Professor Kotler, Kotler on Marketing, Simon Schuster, 2001):

- Broad positioning
- Specific positioning
- Value positioning

Broad Positioning

Professor Michael Porter's generic strategies model offers three options – **cost leadership**: produce at the lowest cost and sell at the lowest price or **differentiation**: incorporate an additional value and gain a competitive advantage (home delivery under 30 minutes) or **focus**: concentrate on a smaller segment or niche and deliver superior value.

Michael Treacy and Fred Wiersema also offered three options – **product leadership**: be the leader in improving and innovating products—**operational excellence**: achieve excellence in operations, like McDonald's or—**customer intimate**: develop very close relationships with customers. They believe that a brand must be the best in one of the above and keep improving to be indestructible by competitors, and simultaneously achieve a reasonable performance level in the other two areas.

Specific positioning

This can be achieved by providing a specific aspect that will be perceived as a value, like 'more biscuits in 100g'. They are:

- Benefit positioning – best performance, BMW
- Attribute positioning – tallest hotel in the world, Raffles
- Use & application positioning – fair and smooth skin, Fair & Lovely
- User positioning – best for designers, like Apple Computers
- Competitor positioning – better than the best known, Avis
- Category positioning – leader in scouring powder, Vim
- Quality & price positioning – great quality high price, Mercedes

Value positioning

Financial value for a brand is important. No one would buy a Volkswagen at the high price of a Mercedes. And for generations, Mercedes has been at the top end.

- More for more – high quality at a

higher price than others

- More for same – high quality at a similar price as others
- More for less – high quality at a lower price than others
- Same for less – same quality at a lower price than others
- Less for much less – lower quality and a much lower price than others

A combination of the above positioning will provide the long-term strategic direction for the brand. The purpose of positioning is to create and establish the brand in the mind of the customer based on the above criteria so that each and every time the need occurs the brand will come to mind and dominate the mind. For instance, talk of chicken – recalls KFC, being thirsty recalls Coke, toilet soap equates to Lux, and so on.



Positioning is the heart of a product or service.

Tactical Marketing

The use of tactical marketing is to deliver the brand's strategic positioning. This is achieved through the marketing-mix or the 7 Ps. Product, Price, Place, Promote, People, Physical evidence and Process. The brand must be developed, priced, distributed and promoted to deliver the decided positioning and therefore must at all time focus on its positioning. The other three Ps are there to support.

To site an example, there would be no purpose of positioning Tikiri Marie as a brand with 'more biscuits in 100g' if it really does not do so. Hence it must have significantly more biscuits, as it did with the move from 17 to 22. Another aspect is Branding. The most common mistake we make here is Brand Extension. If a brand is successful in one category; companies extend it to all new categories they develop or acquire. Marketing is also about winning mind share of the customer and positioning must give a clear message and not confuse the customer with brand extensions.

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advertising is dead...

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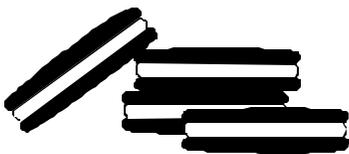
Products of different categories must be branded separately and focused on developing their own personalities, characters and an inimitable total value proposition – providing superior value, over and above their competitors.

Promote

The tactical element for my hypothesis is Promote, which marketers today refer to as Marketing Communications. The purpose of marketing communications is to deliver the chosen positioning in the long-term and not simply to make sales in the short-term.

Profitable sales volume is the role of marketing.

To illustrate this consider a biscuit manufacturer who repositioned its Lemon Puff category (as evident from their TV commercial) as the one with more cream when in actual fact the re-launch of their brand was an improved or a “better biscuit” using superior dough mix. This fact would have been the brand’s specific positioning and the strongest element in delivering superior value, but was never addressed in their communications. Instead the lesser and very easy to imitate element, “more cream” was given priority.



The essence of this is that they simply advertised a benefit of the product rather than using marketing communications to deliver positioning that it was in effect a “better biscuit”. It would have been a more difficult proposition for the competitor to emulate, as it would mean that they themselves would have had to go through a lot of processes to get there by which time the law of leadership would have taken over rigidly. In the alternative they could have gone for a multiple benefit positioning and claimed “better biscuit and more cream”.

Delivering the brand’s positioning is the purpose of marketing communications. It is long-term and destined to build a strong personality and character for the brand. The other elements of the marketing mix are also important to support the delivery of the brand’s positioning. Complan is positioned as a beverage for growth. Their marketing communications highlight this by showing a little boy who outgrows his pants and even gets into his father’s shirt, why? Because he is a Complan boy.

Much of the advertising today is only concerned with selling products or services and really not assisting in the delivery of a product’s positioning. Another good example of clever positioning and using marketing communications to deliver that positioning is Nestomalt. It was repositioned as an energy drink with an undifferentiated marketing approach. Nestomalt used a wide cross section of people from different socio-income groups and ages to communicate the message that they all needed energy — Nestomalt energy.

The old Advertising Agencies should even consider renaming themselves as Marketing Communications Agencies and being strategic in approach where they should necessarily focus on delivering positioning than attempting to sell. Selling or making profitable sales volume must be left for marketing. Advertising alone cannot sell. It requires the right marketing strategy (segmenting, targeting & positioning) and persuasive marketing tactics — or the marketing-mix (7 Ps).

Marketing communications should be aimed at delivering the positioning of a brand, to ensure its recall and consumption, or use over and over again and every time the need occurs, and thus create demand.

Advertising which is focused on sales of what is advertised is now dead, giving way to marketing communications or integrated marketing communications that is aimed at delivering positioning.

Ranjan Madanayake is author of Strategic Marketing Plan – The 12 ‘P’ Model, Sri Lanka and Co-author of The Marketing Articles, New Zealand. He can be reached at ranjan@sltnet.lk.

Web site slated for renewal

The Web site of the Canadian Institute of Marketing is one of the Institute’s principal marketing tools. The existing site has served us well for almost 6 years. When it was developed, it was a time when many businesses and associations were learning on the job about the power of the ‘net and what Web sites could do and not do. The first site was prepared by a student at the University of Toronto and later revised by one of our members, Keith Warne, MCInst.M. Keith kindly committed his staff and resources into creating relevant features on the site and getting rid of those that were not being used.

It is time to take another step forward and rebuild the site according to what we have learned about Web sites and features we know would be used by members and visitors alike.

The General Manager of the Institute will be working closely with Keith in the new year to develop our new site. Some of the features we propose to upgrade and introduce are: a new Members Only section, a Member Business Services Directory, an Education Programs site, and an Employment Exchange site. Within the members only site, you would find a place to update your own files, e-commerce for remitting funds to the Institute, a discussion forum and seminar room, reports, correspondence and minutes/information for annual meetings.

If you have thoughts on what would build useful and accessible site, let me know. We are a Web-based Institute and want to be identified that way along with our professional marketers credentials. Sent thoughts to: info@cinstmarketing.ca

The Millennium International Marketer

By Anthony Raman, MCInst.M., MCIM (UK), MSc. (Mktg) UK



Anthony Raman

The millennium has clung to globalisation as a golden word with many large and small businesses that conduct business across national boundaries. And, there are thousands of multinational corporations conducting business world-wide.

The United Nations agencies refer to such corporations as “Transnational Corporations” (TNC) while other experts prefer to call them “Multinational Corporations” (MNC), “Multinational Enterprises” (MNE) or Global Corporations.

Marketing in another nation is more than moving across geographical boundaries, and is certainly an adventure into a different socio-cultural, political and economical realm.

Marketers need to develop a sophisticated global concept of corporate responsibilities due to the challenges presented by diverse cultural values and the differing ways in which intervening environmental systems treat marketing activities.

Furthermore, the socio-cultural difference among nations present another challenge, not only for the business but also for the marketer and his family. Choosing the right person for overseas assignments is a vital decision.

What makes a good international marketer for the millennium? There may be no best set of criteria for this.

Changing environmental factors place new demands on companies to provide and deliver goods and services more competitively for a global market. Undertaking marketing internationally involves different ground rules where local cultural factors dominate.

Against this scenario, an international marketer must be competent in terms of IT with global orientation, sociable and contribute value to the organization. The international marketer not only needs to be trained to perform but also educated to have an understanding of the working knowledge of the historical, cultural and language background of the host country.

Remember that being a successful international marketer in this millennium is not about bringing a laptop along and checking your e-mails overseas while having a great big adventure at the same time! It also does not mean travelling by business class and having your client meet you at the airport and enjoying good hospitality all of the time.



I remember that a cousin had to travel in a four wheel drive with a shotgun with him while on a project in one part of Indo China years ago! No laptop can keep you safe or prepared for eventualities in such circumstances.

Being an international marketer is about bringing your home culture to

the host country, and to adapt to the customs of your host country while applying one’s home culture moderately— bearing in mind the need to share best practices.

The international marketer needs to have an open mind, a sense sharing, being respectful of other peoples’ lifestyle, and working harmoniously with others to attain their corporate goals in a foreign country or region. An overseas assignment needs to be taken with an open heart.

Some key qualities needed of an international marketer are:

Adaptability to cultural changes

Every marketer must be sensitive to the cultural aspects of the host country, while at the same time integrating with different people and organizations.

In Muslim countries, drinking of alcohol is not permissible due to religious aspects and food needs to conform to Muslim practice (Halal). As such, dining and any meeting place must not violate Islam, the host nationals’ religious faith.

In countries such as the United Kingdom, Germany and New Zealand, time is a crucial factor in marketing. Meeting clients on time is important, while being just before time is the norm.

Any later is interpreted as being disrespectful, complacent and not keen in their business. On the other hand in some Asian and South America countries time takes an elastic form! Never fight their culture, as success rates tend to be relatively low!

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International marketer

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Negotiation skills

When different cultures are involved, tact and diplomacy are needed as misunderstanding could easily happen giving rise to tension, thereby causing the whole negotiation process to breakdown.

For example, Americans and Europeans believe in being factual and objective, while the Asians seek to build a long-term relationship first, with some of them depending on collective decision making.

In Asia, price negotiations are an integral part of such dealings, but remember, don't be cornered into giving a price too low!

Technological knowledge

This is certainly vital to enable the manager to stay in contact. The manager may use email, gather information by browsing the Internet and undertaking information processing and decision making using IT knowledge.

This can even refer to the ability of using the various mobile gadgets that are increasing in the marketplace. Nothing is worse than having them—and not being able to use them on an overseas marketing trip!



Local contacts (connections)

This is indispensable, but at the same time needs to be cultivated. Nothing is better than having people on the

ground who can connect you to the pulse of the market more quickly than any market research done on your own.

Furthermore, it enables the marketer to gain entry into the social and business circles far more easily than a total stranger. References from locals within a marketplace contribute to lowering perceived risks towards a foreigner.

Languages Skills

This does not mean that the international marketer needs to be a 'Tower of Babel' knowing many languages! What helps is being able to learn some key words and phrases in the languages of their foreign markets.



It is important in meeting people for the first time to establish a common ground, and what does this more than showing them that you do appreciate their language and as such, have taken the trouble to learn to speak and understand some key phrases.

I remember meeting some Spaniards who were flabbergasted when I used some Spanish phrases and sentences. This certainly helped in the communication process, and even made me their friend more quickly than any other way could have.

Obviously, language will also help you to understand your foreign customers.

Appreciation for foreign food

Often we find marketers lamenting about the food they encounter in overseas marketing trips, and how they

long to be back home for something edible!

Remember the world is different in many ways and food is one of them. You can't expect to have MacDonalds or KFC as a common denominator everywhere you go.

It is important to be prepared with an appreciation of the type of food available in a country, and what the expectations are there with regards to food.

The worst mistake a marketer can make is to be seen as insulting to your host or foreign customer by not enjoying their food, or even worst, lamenting about your dislike in a manner noticeable to them.

I remember very well, when a friend from overseas thought that everyone in a South Indian Restaurant was playing with their food and had bad table manners by eating with their fingers! Be adventurous.

There was another person who kept taking his fill of the plate of every course during a Chinese dinner and leaving them aside in front of him. This did raise all eyebrows at the table halfway through the 10 course Chinese dinner! I had to take him somewhere after the dinner for his steak!



Mr. Raman is the International Liaison Director (Asia Pacific) Te Wānanga o Aotearoa (TWOA) — The University of New Zealand and lectures in marketing. He can be contacted at anthony.raman@twoa.ac.nz.

New Member Profiles

Anthony M. Raman Naikan, MCInst.M

Anthony Raman has been involved in representation of overseas manufacturers, educational institutions, freight forwarding and trading of premium gift products.

He has extensive experience and involvement in marketing education within professional and academic programmes, especially in the Chartered Institute of Marketing (CIM UK) programmes in Malaysia prior to his current appointment.

Anthony has hands-on exposure in the development, delivery and marketing of management programmes, and is also involved in the running of several international management development programmes and seminars for executives and senior managers from China, Malaysia and Taiwan in various locations.

At present, his involvement is focused on international education and training relating to professional bodies and educational institutions in the United Kingdom, Malaysia and New Zealand.

His current position with Te Wānanga o Aotearoa (TWOA — The University of New Zealand) is as their International Liaison Director (Asia Pacific) and in an secondary role undertakes lecturing in marketing and other related academic work at the institution which is a Crown Status Tertiary Education Institution and is the largest tertiary institution in New Zealand.

He believes that combining both academic and practical aspects is important in management and marketing education, thus enabling him to bring the students into the real business world and vice versa. Thus his inter-

est in the promotion of professional qualifications in management related areas.

Anthony has completed the Associate-ship of the Chartered Institute of Arbitrators (UK), and undertakes extensive continuing professional development activities. He can be reached at anthony.raman@twoa.ac.nz.

Robert Ebo Hinson, MCInst.M., MCIM.

Robert Hinson is a teacher at the School of Administration, University of Ghana, Legon. He is also a marketing communications consultant and trainer in customer care, service delivery, marketing research and product development, and corporate social responsibility.

Robert holds a BSc. Admin (Marketing), an MBA (Marketing), and Post Grad Diploma (CIM UK). In addition, he holds professional memberships in the Chartered Institute of Marketing (UK), the Chartered Institute of Marketing (Ghana), the Canadian Institute of Marketing, American Marketing Association, and Hong Kong Institute of Marketing.

Contact Mr. Hinson at robert.hinson@origin8ghana.com

Ms Tricia Gopaulsingh, MCInst.M.

Born in Toronto Ontario Canada, Ms Gopaulsingh, who holds a Masters in Business Administration from the Schulich School of Business at York University, has recently become a member of the Institute.

While at York, she was a Management Tutorial Assistant for the undergraduate Bachelor of Business Administration programme and also had the opportunity to offer tutorial support to

the Schulich MBA first year students for the 'Management Skills' course. She currently resides in Trinidad & Tobago in the West Indies and works in the Financial Sector, being one of the youngest Managers to hold the portfolio of Marketing Manager, Personal & Commercial Lendings at Republic Bank Ltd. (previously Barclays from the U.K.). Prior to obtaining her MBA, she worked in the Consumer Products Export Division at Johnson & Johnson (Trinidad) Ltd.

In addition to her official business responsibilities, Tricia is also a Team Champion, conducting training sessions for employees on topics like "The Elements of Brand Management" and "The Art of Delivering Effective Presentations".

Commenting on the subtle challenges that professional women face she says that, "Having encountered many obstacles over the years, I have discovered that fears and insecurities arise only when I abandon the wisdom that I have been granted...so staying focused on what is important - like the essential elements of life - will help to maintain a healthy balance and allow you to conquer and ultimately to succeed".

Outside of the office, Tricia is one of the leaders of a small Church Steel Pan Orchestra, who just successfully completed the second Compact Disc recording of their Pan music.

Tricia is currently attending a mini course on "Business Spanish" and continues to seek ongoing professional growth and self-developmental experiences. Tricia can be reached at tgopaulsingh@republictt.com.

Fasoro Adesanmi Gbenga, ACInst.M

Fasoro Adesanmi Gbenga is currently enrolled in the Masters program in Business Information Management

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member profiles

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and Masters in Human Ecology at Vrije Universiteit Brussels. He holds a PGD in Human Ecology from Vrije Universiteit Brussels, which he received in 2002. In 1995, he received his HND in Marketing at The Federal Polytechnic, Ado Ekiti, Nigeria. He is an associate member of Canadian Institute of marketing (CInst.M) and Advertising Practitioner Council of Nigeria (APCON). In addition, he is a member of the Nigeria Institute of Marketing (NIMARK—now The National Institute of Marketing of Nigeria).

Mr. Fasoro works as the Marketing Manager of Fash Mos Nigeria Limited. He joined the organization as a management trainee (Sales & Marketing) in 1995. As a result of his achievement during the training, he was elevated to the position of an Assistant Manager, Sales & Marketing from 1997 to 1999. He belongs to the Junior Chamber International (Jaycees). He held the position of the General Secretary of the Nigerian Association of Marketing Students (NAMS) and the President of Aramoko-Ekiti Student Association, Federal Polytechnic Ado Ekiti in 1995.

Fasoro is the first born in a family of six. Born on October 26th, 1971 to Mr. Sunday Moses Fasoro and Mrs. Dupe Esther Fasoro nee Ogunfowora. He is married to Noela Salehe Gamuya.

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Dr Austin O. Ejaife, MCIInst.M

Born 40 years ago, he had his early education at Baptist Primary School, Anglican Grammar School and higher educations in University of Lagos, Cornerstone University and St Clements University.

A highly skilled, computer proficient

marketing expert with a wealth of diversified experience in public and private sectors (including oil & gas) audit and accounts, systems design, financial management and administration, business and leadership, policy and strategy.

He holds a PhD in Business Administration and a Doctorate of Management degree specialising in financial management, an MBA in financial management and a PGD in management.

He is a member of over twenty international professional bodies and poses the following professional designations (among others): FCCA, FCIM, FSM, FCM, FDTMS, CPA, DIPFM, ACMA, MNIM, PrFinM, FIMC, CMA, MInstD, FDM, MCIInstM, AICA, FIInstSMM, FHNR, FSSM and the DTMSI Representative/Chief Liaison Officer for Nigeria

He is an academic and professional resource person for numerous institutions and professional associations both in Nigeria and overseas.

He is presently the GM/COO of Hydril's Africa operations and the Chairman of A&A Group International

He had undergone various seminars, workshops, financial controls and management including Info-Tech and numerous in-house courses in Houston and LA (USA) as well as Aberdeen and London (UK) among others.

Before joining Hydril in 1993, he worked as General Manager (Finance & Admin) at Royal Trust Bank. He is a first class Chief in Nigeria, holding the exclusive title of "Ugo of Agbon Kingdom". He is married to Chief Mrs Angela Ejaife with children.

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Nigerian Institutes amalgamate



Canadian Institute of Marketing member, Segun Osisanya, MCIInst.M., is Registrar and Chief Executive Officer of the newly established "The National Institute of Marketing of Nigeria (NIMN)."

The NIMN recently announced the change in names of *The Certified Institute of Nigeria*, also known as *The Chartered Institute of Marketing of Nigeria (CIMN)* and *Nigerian Marketing Association* also known as *Nigerian Institute of Marketing (NIMARK)* to **The National Institute of Marketing of Nigeria.**

This change is in view of the signing into law, the Act establishing The National Institute of Marketing of Nigeria, by the President and Commander-in-Chief of the Armed forces of the Federal Republic of Nigeria, His Excellency Chief Olusegun Obasanjo GCFR, on July 22, 2003 and the subsequent inauguration of the Council of the new Institute on Friday September 19, 2003.



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amalgamation

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The National Institute of Marketing of Nigeria Act, 2003 was the outcome of the harmonized bill that amalgamated The chartered Institute of Marketing of Nigeria (CIMN) and The Nigeria Institute of Marketing (NIMARK) into one marketing professional body for Nigeria. Consequently, both CIMN and NIMARK ceased to exist as separate institutions with the formal inauguration of the new Council. All former documents bearing former names remain valid. The new Council is headed by Mr. Daniel O. Ayozie, a prolific marketing professional and practitioner.

On October 1 2003, The National Institute of Marketing Nigeria extended an invitation to the Canadian Institute of Marketing to attend its 2003 annual marketing conference and inauguration of The African Marketing Confederation. The theme of the Conference is **"Marketing as a Vital Tool for Economic Development and Stability."**



NIMN realized the urgent need to ensure that African marketing professionals fit into the global advancement of the profession and also provide a forum for African marketers to contribute meaningfully to global progress.

The President and Commander-in-Chief of the Armed forces of the Federal Republic of Nigeria, Chief Olusegun Obasanjo GCFR has accepted to declare the conference open and inaugurate the African Marketing Confederation.

Contact Segun Osisanya for information at segun63@hotmail.com.

CInst.M has drafted its privacy policy for implementation Jan. 1

VIP NEWS

On January 1, 2004, we are ready to produce a privacy policy drafted for the Canadian Institute of Marketing. Under Canadian federal law, all organizations, governments and businesses operating in Canada must have in place a "Privacy Policy" that complies with the requirements of The Personal Information Protection & Electronic Documents Act (PIPEDA). The legislation was set in place to protect the privacy and confidentiality of personal information.

Canada is not alone in the implementation of such legislation. The USA is also working on a similar timeline and so are many other Western nations. Privacy policies must be in place to be able to conduct business with the member countries of the European Union.

Beginning in the new year, the Canadian Institute of Marketing will provide specific notice before collecting any personal information (details that can identify you as an individual such as your name or address). We will explain what information is being collected and how it will be used. Members have the right to decline to have this information collected or transferred for marketing purposes. We collect no personal information about you unless you choose to provide that information to us. We do not use techniques that collect personal information about you without your knowledge. Any personally identifiable data about our customers or web site

visitors will be stored securely.

The Canadian Institute of Marketing is committed to respecting the personal data you supply to us. The information we collect will be relevant to the purposes for which they are to be used, and we do our utmost to ensure that such data will be accurate, complete and kept up to date. Whenever personal data is obtained from you, you will have access to information as to how that data will be used. The types of personal information collected are:

- Name
- Address
- Email address
- Phone Numbers
- Fax Numbers
- Educational credentials
- Professional credentials
- Employment history
- Reference letters

You can correct factual errors in your personally identifiable information by sending us a request that credibly shows error or by accessing your files through the members only section of our Web site to be developed in the spring. To protect your privacy and security, we will also take reasonable steps to verify your identity before granting access or making corrections. Your personal data will enable the CInst.M to keep you updated with relevant information which forms part of your package of membership benefits. Our communications with you may be via post, telephone or email, and may originate from CInst.M officers or staff. Visitors to the CInst.M Web site may receive communications via pages on the site.

Grant Lee, *FCInst.M*, info@cinstmarketing.ca

New members and membership upgrades (to November, 2003)*

Full Member	No. 695	Lillian Tepera	Innisfil ON
Full Member	No. 696	Rasika D. Wickramatunga	Sri Lanka
Full Member	No. 697	Tricia Gopaulsingh	West Indies
Full Member	No. 698	Dr. August Ejaife	Nigeria
Full Member	No. 699	Anthony Raman	New Zealand
Full Member	No. 700	Christopher O. Anjorin	Nigeria
Associate Member	No. 694	Nadeem Jiwani	Toronto, ON
Associate Member	No. 701	Salim A. Jessa	Tanzania

Membership Requirements

Full Member:

- A) Has held an acceptable marketing position for 5 years, the last 2 at senior management.
- B) Hold a recognized qualification in any of the following, or mature entry instead.
- A diploma of an Institute of Marketing;
 - BA, MA or doctorate degree with marketing specialization;
 - Diploma or university Post-graduate Diploma in Management Studies or Business Administration with marketing specialization;
 - Other educational or professional qualification of equivalent or higher standard with marketing input – approved by the Canadian Institute of Marketing or one of its affiliated marketing institutes.

Associate Member:

- A candidate must meet the following requirements:
- A) Has held an approved marketing position for 3 years, the last in marketing management at a lower level than for full membership.
- B) With one of the following academic qualifications:
- A Certificate of an Institute of marketing or, subject to its marketing component being approved by the C.Inst.M., a BA or MA in a business-related subject;
 - Diploma or University Post graduate Diploma in business Administration or in Management Studies;
 - Other educational or professional qualifications of equivalent or higher standard approved by C.Inst.M.

Graduate Member:

- A candidate must meet the following requirements:
- A) Have successfully completed an approved Marketing Certificate or Diploma programme from a recognized learning institution, or possess a business-related Bachelor degree.
- B) Be elected by the Institute.

Student Member:

- A candidate must meet the following requirements:
- A) Be registered in a Marketing Certificate or Diploma programme;
- B) Be registered in the final year of a degree programme with Marketing specialization. The Marketing component must be approved by, and the learning institution accredited with, the C.Inst.M.

Canadian Institute of Marketing Directors & Officers

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Oswald Emmanuel	Treasurer	Trillium Health Care
Susan Hughes		The Palace Casino
Ralib Fakim		Grade Expectations Learning Centres,
Suzen Fromstein		The Write Connections Inc.
Caroline Grimont		Paradata
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Leonard Weeks		Manager, Knowledge Industry Development, Business New Brunswick



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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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