



the Marketing Challenge

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Chartered Institute of Marketing programs pave the way for career success



Georgian College has been selected as the sole North American provider of the renowned Chartered Institute of Marketing programs. The certificate programs for marketing professionals are offered in partnership with the Canadian Institute of Marketing (CIM) and the U.K.-based Chartered Institute of Marketing.

The programs, available through Georgian's Part-time Studies department, provide professional-level training at two levels — for those in junior marketing positions or those who aspire to a career in marketing, and for those currently managing the marketing process or who have a management role in mind. No

matter at which level, the CIM courses are recognized by employers across Canada and worldwide for their depth and integrity.

“We are delighted to have been chosen by the CIM to offer these valuable programs,” said Barbara Marshall, Dean of Business and Management Studies at Georgian College. “It is a reflection of our dedication to a high level of business education and of our willingness to continuously improve the program offerings to students of all ages and career stages in our local communities.”

Dianne Thompson, President of the Chartered Institute of Marketing, says the

CIM is “the benchmark for career progression” in the marketing field.

“For anyone serious about marketing, membership in the CIM is a prerequisite to success,” Thompson said.

Students enrolled in the Certificate in Marketing program learn about marketing fundamentals, customer communications, marketing environment and marketing in practice. They are introduced to a wide spectrum of marketing at a hands-on level and earn a professional qualification that will help them in their career progression.

Those enrolled in the Advanced Certificate in Marketing explore marketing research information, marketing planning, marketing communication and marketing management in practice.

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Ron Fletcher, F.C.Inst.M.

Ron Fletcher, 1938 to 2003

Ron Fletcher, the first official Registrar of the Canadian Institute of Marketing died peacefully with family on June 13, 2003.

Born in Newmarket Ontario on August 22 1938, Ron developed his career and life around his community and family. He attended school locally and left high school in grade 9. He got a special licence to drive a truck at age 13 to help his grandfather who was a cattle dealer. He married his wife Ruth in 1959 and has two children RJ and Ondrea, and two grandchildren Diana and Tristan.

During his career, Ron was a teller for the Imperial Bank of Canada, an auditor for the singer Sewing Machine Company, the owner operator of a White Rose service station, a police constable in Uxbridge, Woodbridge and York county, an area manager for Speedy Muffler King, the owner operator of two transmission shop franchises, a sales agent for a wholesale auto parts company, a mortgage broker and after continuing his education at Seneca College started his own marketing and consulting firm, Fletcher FCM. He took many courses in marketing, business administration, psychology, technical sales and accounting. He obtained a transmission mechanics licence, and a mortgage brokers licence. He studied throughout his working years and eventually, through distance learning programs, received his doctorate in marketing and business administration.

Ron was always interested and involved in politics, from his first speech at age 13 on the steps of the Post Office (from which he was quickly removed) to being a candidate for the National Party of Canada in 1993. He chaired the local hearing committee on social reform for the honorable Lloyd Axworthy, was a member of the Community Advisory Board (patient focus area) for York County Hospital, the marketing and promotions administrator for the "Very Useful Theatre Company" (a charitable organization), a canvasser for the Heart and Stroke Foundation, and strong supporter of Connecting Rainbows Breast Cancer Support Group—assisting them in their fund raising projects.

Ron was an active supporter and member of a number of community theatre groups, both as an actor and assisting with fundraising activities. He did character bit parts in both films

Georgian College *cont'd from page 1*

They gain the skills necessary at an operational level and understand how to write and implement effective marketing plans. The professional qualifications earned will provide wider opportunities for career progression and job satisfaction.

The courses are offered at the Barrie Campus beginning this fall. For more information contact call Linda Trott at (705) 728-1968, ext. 1754.

and TV for several years. He loved music (classical, Broadway, opera and jazz). Wherever Ron was, there were always music and books. He had an interest in photography, philosophy, psychology and the human condition. He loved life, family, home and nature—and always lived on the same property where he was born.

Ron was a humanitarian and socialist who believed in equal rights for everyone, and always stood up for what he believed. Ron found the good in everyone he met, had a great sense of humour, and made an impression on everyone who knew him.

The evolution of marketing with the advent of E-Business — impact on marketing functions and marketers

By Afzal Baccus, M.C.Inst.M.



Afzal Baccus

This three-part article seeks to address the impact of E-business on marketing both as a function and business philosophy, and its implications for marketers. Part 1 was published in Vol. 5, Iss. 3. Part 2 discussed the evolution of the market structure with the advent of E-business in Vol. 6, Iss. 1. This final article of the trilogy addresses the impact on marketing functions and marketers.

E-Business is challenging established marketing functions. Parallel to the physical functions (7 Ps), virtual ones are offered, which are supplements to the traditional tools, and not replacements. These developments represent new opportunities as well as threats to the conventional way marketing activities are conducted. However, if the virtual activities are well integrated in the strategic marketing plan, businesses can achieve the high-value expectation that their customers and other stakeholders are seeking.

Some of the marketing activities which may be done virtually are:

- a) Online advertising
- b) On-line retail
- c) On-line distribution
- d) Online payment
- e) Online market research

Database Marketing

Database marketing is changing the traditional way of marketing. It involves building and maintaining an electronic list of customers and prospects along with their addresses, phone numbers, and purchase behavior. With database marketing, companies use data collected and held in customer databases to better know their customers and thus better respond to their expectations.

Computer databases have been used in marketing information systems to store and analyze customer details since the 1980s. More recently, new storage and retrieval technologies, and the availability of large amounts of secondary electronic information have escalated its growth. It is now possible to track, store, and analyze customer data at a level and cost not possible before.

CRM (Customer Relationship Management)

Customer relationship management (CRM) represents a shift in the marketing perspective from 'making sales of products' to 'gaining and retaining clients'.

Recent studies in the area of customer acquisition and retention have concluded that the cost of obtaining a new customer is four to six times more than that of retaining an existing one. Most companies understand that retaining customers is, for the most part, mandatory.

In today's market situation, the cooperation and relationship approach,

rather than an adversarial situation, is a better foundation for marketing. Customer relationship management is emerging as a marketing phenomenon which offers a new approach to manage the market relationships that is more geared toward creating and maintaining fruitful long-term business relationships with customers and other business partners. It is a fundamental shift in the role and purpose of marketing: from manipulation of the customer to genuine customer involvement, from telling and selling to communicating and sharing knowledge.

Although relationship marketing predates E-commerce, CRM has been greatly enabled by development in information and communication technology (ICT) and E-Business. Clearly, being a customer-focus activity, it should be driven and controlled by marketers.

Branding

As more and more business is moving online, the consumer is faced with a staggering number of goods and services. More so than the consumer in the "real world" store, consumers on the Internet are drawn to products and services that they know and therefore trust. Current consumers are very hesitant to purchase goods and services online, unless they are already familiar with the company or product. Thus, nurturing and managing brand name is vital in E-Business.

Branding on the Internet should be a consistent component of an integrated marketing plan that utilizes all

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Evolution of marketing

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mediums of communication. For example, savvy marketers use television, radio and print media to grab consumers' attention and then send them to the website. Once at the website, consumers are able to interact with information best suited to their interests. Companies whose brands are market leaders should consider making their web sites sticky by providing value-added features. Web savvy consumers have come to expect this from high profile sites and will notice if such features are not present. If the total brand experience obtained at the web site is positive, the consumer will more likely purchase the goods or services and recommend the site to others.

Businesses moving online that already have well-established brands are using them to their advantage on their websites. It is not wise to restructure an already well-established brand into something "new look" for the Internet. It is common that strong brand names are used as domain names. This will strengthen the brand name and at the same time make the search easier.

Measurement & Control

New technology has brought about a revolution in the measurement of marketing activities. The key strategic measures are identified as the cost of acquisition per customer, gross margin per customer over time (lifetime value), % of customers repeat buying over time, and ultimately ROI. This precision of the measurement and control then allows tests of different resource allocation decisions.

Clearly, digital technology increases the visibility of marketing initiatives to senior managers, and that this will

force marketers to become more knowledgeable about measurement, analytics and about what to measure.

Knowledge Management (KM)

Knowledge management is defined as the process of creating, capturing, and using knowledge to enhance business performance (Bassi, 1997).

KM focuses on exploiting the knowledge of employees through tools and methods. A typical example of an IT led rational approach to KM is the use of an internal 'database of knowledge' to which employees both contribute (they may be rewarded to do so) and use. The technological enablers have groupware e.g. Lotus Notes and databases with front end software tailored towards KM.

Marketers have an important role in knowledge management through the dissemination of vital market and customer knowledge within the company. To that end, the use of knowledge database, KM software as well as web conferencing and 'online chat rooms' to restore the required proximity will be useful.

Impact on the Marketer/ Practitioner.

New role & responsibilities

E-Business is slowly but surely breaking down barriers between the functional areas, and this is redefining how the internal value chain is constructed.

It is argued that the next few years will be a time of great change in firms, with increased horizontal working, rapidly evolving and dissolving strategies, and technology led paradigm shifts.

Criticism is made of marketers' tendencies to act in a parochial, silo-driven manner. They felt that marketers were not engaging as they should be with this internal revolution. This worrying situation is well documented by writers like Doyles (1995) and Piercy (1997) who cite the now infamous 'Marketing in Mid-life Crisis' document that McKinsey

authored in the early 1990s. It is widely acknowledged that technological changes are increasing the urgency for marketers to engage in these internal issues.

However, e-Business, which requires a customer-centric approach, is acting to break down internal silos. Top management are more inclined to see marketing from a company-wide perspective and accepting the fact that marketing is arguably more important than just the selling aspect of a business. There are increasing concerns that marketing should be equipped to engage totally with the internal debate of ICT integration and carry their roles as the true customer-facing discipline.

Top management are more inclined to see marketing from a company-wide perspective and accepting the fact that marketing is arguably more important than just the selling aspect of a business.

New responsibilities offered to marketers include all issues which are customer oriented. These may include the following: (CIM, Connected in Marketing, 2002).

- Taking an active parts in IT projects dealing with the customers issues– e.g. Web site management, managing customer database system.
- Managing cross-functional collaboration and information sharing.
- Managing outsourcing relationships in marketing-related fields.
- Measurement issues – new technology metrics, customer and financial metrics.
- Issues pertaining to privacy and security of customer information and data.

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The above responsibilities require that marketers need to acquire new skills above the traditional ones and to continuously update themselves on emerging customer and technological issues pertaining to their business.

New skills and competencies

Marketers are generally trained in traditional mass marketing methods, and are struggling with how to integrate new e-business and ICT-enabled marketing options into their day-to-day marketing management practices. However, marketers cannot afford to ignore the ICT in their marketing activity. Creativity is no longer the main skill requirement for a successful marketing manager (F. Leverick, 1996).

Organizations are making digital technology their new battleground. Therefore, E-Business is making it imperatives for marketers to invest in new skills. This should be regarded as an opportunity as well, to make themselves heard at board level. Increasingly marketers should develop IT/new technology skills above their traditional marketing skills. Marketers need not be expert in IT technicalities (hardware, protocol, software design, network); instead they should be skilled in its front-end applications and customer interaction, where they have all the requisites to be expert (CIM, Connected in Marketing, 2002).

Marketers, working in conjunction with their superiors in adopting a company-wide perspective, should identify competencies and skills required of them to play fully their roles. These skills may be acquired by training of staff and in some cases complemented by recruitments of personnel having hybrid skills – core marketing

ogy e.g. e-commerce, IT.

The technical skills needed include new media management, statistical skills, data analysis, database, CRM and computer skills. The traditional skills of marketing need to be supplemented by new ones for marketers to be up to the challenges brought about by e-Business.

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Your mother WAS right— Practice does make perfect!

By Suzen Fromstein, M.C.Inst.M.



Suzen Fromstein

Timing, body language and vocal variety are all required to deliver humour effectively. Some speakers don't practice at all. Others don't practice enough. No wonder their podium performances are lackluster and forgettable.

If you can't afford the consequences of performing poorly, you can't afford to skip practice. If the speech doesn't warrant your serious preparation time, don't deliver it!

Treat your audience to a banquet of sights, sounds and stories. Remember, even the most brilliant lines on the planet will not have the desired effect unless they are articulated clearly. YOU and only you, can make your words come alive!

Please also remember there are subtle differences between the written and spoken word. You can't know how something sounds if you don't say it out loud. By definition, verbal communication requires you to actually say something (not just in your head).

Get your Writing Buddy (or anybody you can take advice from without hating them, so forget your family) to critique your delivery, encourage you and give you honest feedback about your performance. Listen to their feedback.

Practice everything in front of the mirror. When you are comfortable with the script, practice your speech for delivery and emphasis.

Hopefully, you have not given audience members copies of your speech script while you are delivering it (by all means give it to them as they are leaving the room). That way the audience won't be correcting your grammar or pronunciation, jump ahead or get distracted during your speech.

Tape record and/or video tape your practices (and all live performances). Replay the recordings. What did you like? What needs to be changed? Make the changes and practice them.

I also recommended that you solicit feedback from audience members on all live performances (Your mother's feedback doesn't count).

Suzen can also be contacted at 416-699-2949, or suzen@writeconnections.to

Excellent corporations—What do they do differently?

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



Prasanna Perera

Reams of paper have been printed worldwide, encompassing literature on the topic of “How to achieve corporate excellence.”

I know there are a few basics that really matter in the final analysis. These are what I believe are needed to achieve corporate excellence.

Corporate Culture

Excellent corporations have a unique way of doing things. They have a special culture. This culture is built on innovation, creativity, teamwork and corporate values. Less is spoken about controls, policies and procedures. Rules are not required, since people in such corporations are guided by corporate values, which act as behavioural norms.

It is my belief that a sound corporate culture is a vital prerequisite for business success. Unfortunately, cultivating a positive corporate culture is no easy task and requires patience, perseverance and passion (3 Ps). Corporations who are blessed with the right culture, know its value and make every attempt to safeguard it.

Managerial Leadership

Leadership is another area where much

has been written. Among other things, it is the leadership provided that creates the right corporate culture.

Good managerial leadership requires vision and dynamism. The ability to determine the goal posts and guide people towards them constantly. Consider, for example, the leadership provided by Jack Welch in guiding the destinies of GE, Lee Iacocca and the Chrysler turnaround, Bill Gates and the Microsoft success. Take Jack Welch, Lee Iacocca and Bill Gates out of their respective corporations and the void is intense. Basically, these corporations would lose their corporate identity!

What you require for today’s corporation is consultative leadership, where the leader and followers consult each other in decision making.

In certain corporations, even participatory leadership can be practised where joint decision making is the norm. In Asia, leaders such as Akio Morita of Sony and Matsuita of Panasonic are legendary for their vision and business acumen.

Availability of Information

In today’s world, information is power. Information systems should be in line with macro environmental changes, capturing relevant data and transmitting same to required persons. Hence, we find that successful corporations have invested heavily into developing not necessarily super information systems, but effective systems in terms of their business. Furthermore, these information systems are kept under constant review, for efficiency and effectiveness.

Investing in Brand Building

Successful businesses like P & G, Unilever and Nestle know the value of nurturing and building strong brands. These corporations have invested in building strong brands to dominate markets.

The brand equity and customer loyalty have provided these corporations long-term results. Brand building should not be an optional extra to be carried out when business is running well, and shut off in times of economic downturn.

Brand building should not be an optional extra to be carried out when business is running well, and shut off in times of economic downturn.

Knowledge Management

Fostering a learning organization that believes in continuous knowledge development is essential for success.

Successful corporations encourage their people to acquire new knowledge and also to share it with others working in the organization. How many organizations require people who follow training programmes to share the knowledge they acquire with others? This simple practice fulfils two objectives; sharing of knowledge and for the nominee a reaffirmation of learning.

Another simple way of enhancing knowledge is to encourage people to question the status-quo. Why? The practice creates new ideas and new ways of doing things.

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Reviewing Corporate Strategies

Successful strategies of the past do not guarantee future success. Successful organizations are aware of this. These organizations keep their strategies under constant review and are willing to change strategies that are not delivering the desired results. Basically, they guard against a phenomenon called “strategic wear out”. A proactive corporate culture, supported by clear leadership, ensures that winning strategies are developed and implemented.

Work is Fun

In high performing organizations, work is something interesting and to be enjoyed by everyone. The fun is demonstrated by laughter, acknowledging success, and encouraging higher levels of performance. People feel that they are happy at their workplace and look forward to their working day.

Working with fun has profound effects on the inter-personal relationships. Sound interpersonal relationships based on mutual trust, respect and understanding, provides superior productivity gains. Excellent corporations have discovered this dimension and encourage people to build interpersonal relationships at work.

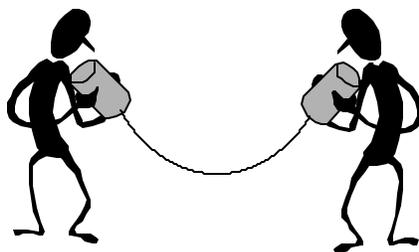
Hire the Very Best

Excellent organizations believe that they should hire only the “very best” people. These organizations have well defined recruitment guidelines to attract, and retain the best people. Not only do they hire the best, but they also provide them with world-class training and development opportunities to keep them at the cutting edge of competence.

Employees of superior corporations help their own cause by believing that they are the best and initiate their own training and development programmes. Their motto is “we are the best in the business and we will do what matters to keep it that way”.

Open Communication (Two-Way)

The management of high performing organizations appreciate the value of good communication. Employees are always told the truth and are encouraged to question management decisions. Communication flows both ways, from top to bottom and bottom to top continuously. The bush-telegraph system (grapevine) is not required, which helps foster the right working spirit.



People are also clearly told about what is expected from them. Their performance is communicated regularly and joint initiatives are taken to improve performance where required.

Open concept office layouts are designed, as they are believed to foster open communication. All physical barriers to communication are removed.

Innovation and Entrepreneurship

“Innovate or die” is the motto that excellent companies live with. Relentless innovation to leapfrog over competition drives these corporations forward.

The Gillette Corporation believes in non-stop innovation that drives the stuffing out of competitors. These excellent companies also realize that

“new to the world” innovations are not always required but astute product modifications and renovations can be equally effective to combat competition.

To live the motto of “innovate or die,” an organizational culture that fosters creativity and “out of the box” thinking is nurtured. Entrepreneurial behaviour among employees is encouraged and rewarded.

Conclusion

I have endeavoured to share the recipes for success of high performing organizations. You would observe that these recipes are not complicated but simply mean doing certain things correctly and consistently. Most organizations are aware of success recipes but do not adopt these recipes for numerous reasons. Primarily, poor leadership and a weak corporate culture.

Organizations would do well to benchmark themselves against world class entities, so that they become committed to uplift their performance standards and work practices. There are three types of organizations:

1. Organizations that make things happen.
2. Organizations that watch things happen.
3. Organizations that wonder what happened.

“Excellence is not achieved by chance. It is through insight and perseverance, that it can be achieved”.

Prasanna Perera is a Marketing and Management Consultant, and Senior Lecturer in Marketing Management. He is a Chartered Marketer with the CIM (UK). He can be contacted at prasanna.perera@tetrapak.com.

Understanding the meaning of branding : back to basics

By Nicholas di Cuia, M.C.Inst.M., CAAP, R.G.D., MGDC



Nicholas di Cuia

In the last three years I've heard numerous definitions for what branding consists of. Evidently believed by many, it's about designing a logo, adding a colour or angle to an existing one or making a sign or label to identify a company or product — in other words extrinsic attributes. Branding has often been misunderstood and therefore used incorrectly, it has left many people dissatisfied with poor results. Branding as a term has been used so frequently, albeit inappropriately in corporate circles, that it has transcended its own meaning.

For these reasons, amongst a host of others, branding, the way you understood it and in turn your expectations of it, has not delivered. Why? Because, you were not really engaged in branding. You were engaged in the tangible or visual component of branding, or possibly a visual identity program.

Don't get me wrong, this is an important part of the branding process but it's not entirely what branding is. What's more distressing is the fact that many start the branding process somewhat in reverse order or somewhere in

the middle. Some don't even know what they're ultimately striving for, nor what their plan, goals and objectives are. This is when your chances of success are significantly discounted, if not absolutely removed.

Out of sheer dumb luck, you may get some positive dividends, but who wants to work this way? The risk is so high. But then again, if you really don't understand the process, a risk really means nothing. That said, I've outlined in the next few paragraphs, the basics of branding and some examples of good branding success stories and some that have gone awry.

Setting the record straight

Branding has been around since pre-industrial times. It has since evolved into a more comprehensive, strategic business model but the basic principles remain the same: Branding, essentially, is a customer's perception of your product or service. And dealing with perception is a delicate task.

Perception is reality; it can work *for* you (brand asset) or work *against* you (brand liability). More aptly put, branding is something that represents a meaningful connection to the customer, is culturally relevant and boasts smart creative thereby increasing the visual awareness of your brand. With these three vital components working together, you are engaged in good brand planning and as a result, you'll probably see a degree, if not a lot of improvement in your business endeavor.

A sound, well planned, focused and integrated marketing communications (IMC) plan to support your brand is germane to its success. Having said that, before you promise something about

your product or service, make sure you can bring it to bear. Also, beware of the unintended message you may be conveying in your ad messages. Many marketers make this mistake; they don't evaluate or market-test their creative before going live. However, if your message is relevant, timely and you do deliver, then you've probably found their "Sweet Spot" and customers will love you and you'll become part of their mental real estate.

This is ultimately where you want to be. Staying there is another argument altogether. Once you've captured customers' hearts and trust, you can't let them down. If you do, depending on the severity, they may not fully forgive you. You may lose some loyalty but they may or may not return. It's tough being at the bottom trying to make your way up, but it's just as tough being at the top and staying there. Routine breeds complacency; don't get caught in this web. That being said, if you want to remain number one, I say you've got to think like number two. Needless to say, you need to constantly reassess your plan to ensure you're on track with your customers' ever-changing wants and needs. Remember it's a relationship you need to create, grow and nurture.

Before embarking on a branding endeavor...

Building a brand doesn't happen overnight. You need to understand what's required in developing a brand and what's also required in maintaining such a brand.

Step back from the picture before you get so caught up and excited about your idea you can't see the forest for the trees, and ask yourself the following questions, not in any particular order:

- Why do you need to do this in the first place?

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- Why do you need to re-brand or even create a brand? Will a product do?
- Who or what are you in your customers' minds?
- Would customers perceive your product or service the way you would want them to?
- What is your market share and is there room for growth?
- Who are your competitors?
- What markets or sectors do your competitors serve, and if you were a customer, would you use them?
- Is there a long-term need for your product?
- What is the demography like for your product?
- What are your business objectives and what is ultimately, your mission?
- Where do you want to be and by when?
- What other options do you have?
- What is your budget?
- What is the critical path?
- Do you have the right leadership and culture within your organization to undertake this challenge and embrace such a change?



A clear understanding of where you want to go and what you want your position to be at the outset, is imperative. If you've properly self-assessed, and are true to yourself, then make the

informed and appropriate decision. To assist you in succeeding with this initiative, you need to create a culture from top down and back up again.

You need to set a plan that always answers back to your set of objectives.

Challenges

Internal buy-in is critical in the success of your brand. It's probably the biggest hurdle you'll encounter when engaging in a full-blown branding initiative. People do not embrace change well. Newer generations will and do embrace this concept a little more positively. It all lies in how you go about introducing such an initiative, inclusion of staff, and how you roll it out. Are staff the first to know? If you take the proper steps and stick to the plan which should allow for a degree of flexibility so you can respond to unforeseen environmental factors, communicate this to all with consistency and create internal ambassadors to maintain and grow the culture, your rate of success will be higher.

Senior management must buy into this change in totality and lead by example. The CEO's responsibility is to be the evangelist and storyteller of the brand. Senior management needs to instill this message organization-wide. Once you've accomplished that, it's easier sailing from there. You need to be a unified group behind your brand across all points of contact with your internal customer. This is where it all starts. If you don't succeed in doing this, in all likelihood, you won't succeed with your external customer.

Everyone needs to be on board and take ownership of the brand they love and show it in everything they do. Employees need to behave like owners of the company because essentially, they are! It's a cultural point I'm alluding to, here, and it's a critical one; most of these points are the critical "intangibles" of a brand. It makes it

much easier to sell a brand when you're honestly and whole-heartedly behind it.

The next step is to take it externally to your paying customers with pride and conviction. Create emissaries of your brand and educate everyone at every opportunity through your positioning and through using the **FAB** technique: The **F**eatures, **A**dvantages and **B**enefits of your product or service.

You need passion for building a brand

To use an analogy, "Every day you need to 'shoot up' your customer." You need to really get to know them. You need to create a lasting relationship with your customer. There are values in a brand that you cannot touch; such characteristics are what customers will either connect with or reject. Your customers need TLC. The fact of the matter is the only true asset we as marketers possess is that of our audiences' mind. We don't really own the brand, they do. More on this later on in my "Memorable-brands" section.

That said, you need to offer your customers something they really need; something relevant and something meaningful; something that will improve their lives. These positive and rewarding experiences you create, believe it or not, make customers happy to part with their money. It's all about them. If they like it, they'll take ownership of it. *Remember, they own the brand, not you.* This is when you know you have an emotional brand; one that differentiates itself from other products or brands, one with personality and one where customers put little or no emphasis on price due to other emotional benefits your brand offers them.

Connecting with your customers periodically to see what their needs are and where the trend is going and be

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first in line for them, is part of the game. It's a win/win! It's a partnership.

Separating yourself from the competition.

The world is a theatre and every company chooses its way to act with its customers. What's your act and how will you deliver on your promise every single time? If you don't, all you'll probably be is a temporary extra in a market hungry for success and share of wallet. You need a USP, (unique selling proposition) to help you rise above the loud noise and into customers' pockets. There's a Darwinism about this concept in that we all want to stay fit and survive. What is it that you will do differently that customers will side with you? You have to think of a product benefit you can offer them - what do they get out of it?

You're not buying Michelin tires, you're buying safety; you're not buying Disney tickets, you're buying fun for the whole family. What's *your* meaningful offer or promise? Remember, it's all about the customer.

You're not buying Michelin tires, you're buying safety; you're not buying Disney tickets, you're buying fun for the whole family. What's *your* meaningful offer or promise? Remember, it's all about the customer.

What's more, you will be one of many marketers to position your product on the market. What will make yours different? To this end, you need to get customers to plan their trip to your store or Web site because they see it as a destination, a purpose to get *your* product. Otherwise, you are just part of a cityscape of countless other stores

and products to which customers will become desensitized. Think of it this way: The Brand is the theme park and the product is the souvenir.

Brand attitude

This refers to your target audiences' evaluation of your product or service in relation to your product's perceived ability to satisfy the reason why they want your product in the first place — (the motivations behind it). I hasten to add, a customer's reason for buying a product may differ from time to time, which is why you must understand the motivations behind customers' decisions to act on buying a given product or even entering the category in the first place. Stay in touch!

In the minds of customers, you need to know where your product lies; is it low-involvement-informational (negative motivations) or low-involvement transformational (positive motivations)? An example of a low-involvement product could be, for most, toothpaste, since there's not a lot of thinking to do to buy this product because of its low risk and low-cost factors. Conversely, it can be a high-involvement informational (negative motivations) or high-involvement transformational (positive motivations) product such as an appliance or automobile where the stakes are much higher and the purchase cycle is much lower than the aforementioned low-involvement toothpaste product. Understanding this model can assist you in understanding the purchase cycles behind why people buy what they buy and the motivations behind this consumer behaviour phenomenon.

Customer insight - Learning about your customer.

One big and unfortunate problem I see marketers do all the time is they never step back to see what customers will think about their product. It's a sheer waste. We're all proud of our product inventions and excited to get them to

market, but if there's little or no need for your product, it will fail, and there's only one person to blame for that. A commitment to proper research, starting with *your* buy-in, can cure any misunderstandings about what can go wrong, or could have gone better regarding your product's launch or brand's success.

Research, be it quantitative, qualitative, or ethnographic insight into what your current and potential customers' wants and needs are, at the outset, is vital in determining what shape your plan should take and in turn, your expectations thereof. This is paramount to your marketing and advertising plan. You need to know what you want to get out of collecting such data at the outset, and develop your study or survey accordingly. And, you should never lose sight of who tomorrow's customers will be; this is imperative. Follow this carefully because you need to know the position you will hold in an ever-changing and competitive marketplace.

Research shows, albeit dependent on a number of factors, that if, for example, your mother used Tide Detergent, in all likelihood you will, too. You need to understand consumer behaviour and its dynamics. Psychography is also important in helping you to understand customers' motivations. You can't just base your decisions on demography alone; it's too incomplete and therefore misleading. Make sure that once you have this data, leverage it strategically. Know how to decipher it, make sense of the information and plan from it. Otherwise it will look like a daunting bunch of data that will collect dust, not to mention a waste of time and money. *"Know what to do with what could make you a star."*

Positioning. What position do you want to own?

Firstly, you need to establish yourself

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as having something unique to offer; a unique selling proposition. You can't and shouldn't think you could be a jack of all trades and everything to all people. Fedex's only product is to deliver packages across the world every day. That's it! And they do it well. Assess the market and from this assessment, see if there's an untapped source in terms of product positioning in your segment or category, and go for it! Select a position that no one else has taken advantage of, or build on or improve something that exists.

Choose your words carefully. Let's note one important factor when choosing words to connect with your customer: I believe a word alone actually means nothing. Words have no meaning; it's the people who use such words in context and with expressions of sorts that ultimately give meaning to them.

Choose the words in your positioning statement carefully. Your words need to resonate with people. Make sure they are emotive enough to attract the buyer's attention, pique their interest, create desire and ultimately provoke action (AIDA). Of course, your market positioning needs to be accompanied by your logo or other imagery. The positioning words and visuals have to work in unison and this marriage of pictures and type are what prospects and customers will retain. Or not!

When you've figured out why, what, whom and where you want to be, you need to understand how you're going to communicate your message. What's your claim or promise? This will lie in your positioning within the marketplace. You need to advertise and promote this through an (IMC) integrated marketing communications plan to your prospects and current users, con-

sistently. Contrary to popular belief, advertising is not the last step in the process. I hasten to add, advertising is not an end, it's a means. In fact, the brand is the end. It's axiomatic in advertising that increased exposure as well as increased impressions of your product can and does improve top-of-mind awareness. Needless to say, it's a cornerstone in developing customer preference which can increase your chances of becoming a stronger brand.

Cultural sensitivities in all your marketing efforts for you and all your reseller channels, is critical. Local customizing of your brand's marketing efforts is crucial to your brand's success. Your message needs to be meaningful to your audience.

The following are some questions to ask yourself when engaged in positioning planning:

- What is your offer?
- Who is your competition and what are they doing in the branding arena?
- If you were a customer, would you use their product?
- What will your positioning or promise be?
- How are you going to communicate your claim and promise?
- Do you know to whom the message will be targeted?
- Is there need for segmentation to better target and enhance your results?
- Can your budget sustain your marketing plan?
- Is your plan aligned with your business objectives?
- What's your rollout plan? Is it a hard or soft launch or a phased-in plan?

Before launching your ad campaign...

First and foremost, do a situational analysis and from that build your plan. You'll need to establish your strategic

media objectives as well. Look at what your current population base is and where do you want to go from there, and how you want to grow this segment. Look at your advertising's and promotion's reach and how this fits into geographic areas. Break out your costs by region and by medium and by month and season, if applicable. Also include your media and creative considerations and recommendations. Include an assessment of advertising reach vs. frequency, by medium.

Know your market city and size and take into account regional considerations in terms of how you're going to treat each different market. Always cognizant of spillover customers who travel from one CMA region or local to another as in Niagara Falls, Ontario to Buffalo, New York, for example; track this data and capitalize on it.

Consider the tools necessary in getting your message out. Unsolicited viral marketing which comes from word of mouth and email due to customer satisfaction or lack thereof has great reach capability over a short period of time, can and does spread very quickly. PR, for example, along with an IMC plan, if done strategically and properly, is an effective means of communication.

Timing is critical and you need to know what else is happening in the marketplace, what your competitors are doing and what they're launching, and plan *your* launch accordingly. But, the deliverables on your behalf as a marketer have to be positive. If it's not a good customer connection or the customers' perceptions are negative, you need to regroup, and fast.

Remember the media can work both ways as can advertising and promotion. Ensure your message is on target and that you can and will deliver on your promise every time.

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Following are a few examples about product mishaps and how PR was able to alleviate the situation or conversely, exacerbate it. The Firestone Tire, Tylenol and Exxon Valdez Oil stories, are prime examples. PR became a big part of the communications mix and it became very tricky as to how these companies managed and damage-controlled their brand. Who did the talking on behalf of the company and in turn, how their customers and non-customers alike reacted according to their actions or lack thereof, had to be managed.

Customer touch points

Using all touch points to your benefit with your customer, from the initial phone call to the final smile, is vital. By touch points I mean complete, consistent and personalized customer service.

You also need to ensure all of your suppliers are aligned internally to your brand values and that they understand what your "brand success model" is. They need to be on board with you and understand your company's culture and your commitment to your customers. Whether you're selling direct and/or from other channels, these intermediaries need to understand your brand and present it to customers the way you would. In the context of selling your product, these third parties need to act like an extension of your company and therefore, they need to conduct themselves in the same manner as you would. Yes, this is also part of the branding mix.

Internally, an understanding and appreciation of customer satisfaction and ROI is crucial. Customer Relationship Management is a very focused approach to personalizing the service you offer your valued customers. With CRM, you can get very

granular in terms of how close you want to get with your customer; you can even get it down to a one-on-one basis, if resources allow. The total buying experience including pre and post purchase, service, ease of doing business as well as accessibility both electronically via your Web site if applicable, and in person or by phone, are all part of the total brand experience. These critical points all add to overall customer satisfaction and in turn could translate into loyalty. I stress that the customer brand experience needs to be positive on all points of contact along the way - with consistency, every time! Then you have a brand that lives and grows emotionally with people. They make it part of their lives. Otherwise, it's just another product, swimming in a crowded sea with others, vying for share of wallet, and probably competing on price alone with little or no positive customer experience to leverage. I think by addressing the above points, the likelihood for success is much greater.

Customer brand experience needs to be positive on all points of contact along the way - with consistency, every time! Then you have a brand that lives and grows emotionally with people.

Brand management and maintenance.

Controlling and managing brand consistency is an enterprise problem. Mechanisms need to be in place to ensure adherence and consistency of your brand across all customer touch points, be it print, Web or broadcast. A style-guide or set of corporate and brand standards for reference by internal and external parties can be, and is, very helpful in ensuring brand consistency. If resources allow, a brand warden/officer or marketing person to advise

and assist in the proper use of your brand's logo and its various applications would be beneficial to your brand's visual component. But remember, all employees especially frontline people representing your brand, need to have an infectious enthusiasm and a sheer passion for their company; this is where you can gain or lose brand equity.

A brand needs constant pampering. You need to create something that people recognize, connect with and are willing to make it their own. The above-mentioned checkpoints need to be part of the process. *"Branding should be looked at as an opportunity rather than a restriction."* Consistency is key!

Memorable brands

Memorable brands don't fade away because they're wanted; they're unique; they're emotional. There are a number of memorable brands that have captured customers' hearts and part of it lies in keeping your brand promise and how you use emotional positioning as a strategy. For example, Michelin and Volvo connote safety and they position themselves as such. Think about this one for a moment. In terms of tires, apart from the fact that Michelin has a 19.6% market share on the world tire market, any tire company could have claimed or positioned themselves as "Because so much is riding on your tires," (Canadian campaign) but Michelin thought of it first and ran with it. And, they deliver on their promise.

In terms of brand equity and brand attitude, Michelin has arrived at a point where their customers feel a sense of safety and quality when they are driving on Michelins. It's this top-of-mind association that breeds a brand's success. Your brand needs to be unique to reduce and protect you from your competition. As well, you

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need to play up your USP in your communications plan as much as possible. Cause marketing is one of myriad ways many companies today use to emotionally connect with their audience, and Michelin does this, too!

Disney, another well-known brand is positioned as great entertainment for the whole family. From theme parks, restaurants and hotels, to interactive games, entertainment, retail outlets, parties and icons, and the list goes on. Disney has a plethora of options for any type of person or family to enjoy, and they deliver!

A repeat customer, needless to say, is what business is all about. Disney wants all of its customers to leave as happy as they arrived. We all know how frustrating it can be not easily being able to locate your car after a full day of fun in the sun, to the point where it can dampen your day's experience. Well, worry not! Disney wants to ensure that your memorable stay at their theme parks, remain just that. They realized that their patrons being unable to locate their cars was a mounting issue so they set out to efficiently and effectively solve this problem.

Disney created a system of chronology that works by one's arrival time which determines what lot you park your car. So, if you're lost in what is a massive parking lot, simply call for help from the very many conspicuously-attired Disney staff, tell them when you arrived at the park, and you'll be at your car in no time. Seriously! Disney understands that the total customer brand experience needs to be positive at every stage of the way. Wow! Now that's listening to customers and immediately addressing their changing needs.



Other successful brands like Nike, Starbucks, Coca-Cola and Harley Davidson harvest the benefits of customer satisfaction. Their customers have become brand loyalists because their needs have been met in different ways, for different reasons, at different times, consistently. There is an emotional connection between these successful brands and their customers.

For some brands, the connection is so strong they proudly create a cult or club to symbolize unity and loyalty as in Harley Davidson. The Harley Davidson buyer is typically over fifty, wealthy and treats buying such an expensive bike as recreational, and not for transportation. The Harley has become an international icon, a symbol of free-spiritedness and sheer passion for the open road.

Coca-Cola, similarly, has a deep connection with its customers. But just look at what happened when Coke tried tampering with a so-called "New Coke." It was an overnight flop. Coke executives failed to see the emotional connection their drinkers had with what had become *their* \$70 billion brand. It was reverted back virtually overnight. It was an unfortunate and bad or hasty decision. Coke execs had learned a costly but good lesson: insight before action. Understand what drives or motivates your customers.

Fedex is another brand with a place on everyone's tongue. When you need an overnight delivery, the first name that comes to mind of many is Fedex. The

world's largest air express company has a place on everyone's mind. According to my research, in the early 70s when Fedex wasn't in the top position, it extensively reviewed its name Federal Express. Research later showed it was perceived as bureaucratic and slow (remember, perception is reality). In some Latin American countries it conjured up negative images of politics and the Federals, and in other parts of the world people had difficulty pronouncing Federal Express. Hence the name Fedex. Short, simple, snappy and easy to read *and* pronounce. Fedex listened to their international customers' feedback, and as a result, addressing this problem became a priority. Fedex now better connects with whom it originally didn't and has grown even stronger.

There are many international air express courier companies but Fedex has the greatest share of mind. Top-of-mind awareness is the customer's mental real estate that marketers try to connect with or get into in a positive and lasting way.

Starbucks is another huge global success. They have created an ambience and style that has infused new style into this age-old beverage and all of a sudden making it the hip drink for many an age.



Retail design and packaging, along with knowledgeable, upbeat, warm people-oriented staff, make for an overall pleasant experience. Oh, and you can sit in comfy chairs and read the paper or even do your homework.

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Remember the days when we weren't allowed to do this? Same thing is happening with these large format bookstores; they want you to stay in-store for as long as possible. What a great place to chill and relax. What a concept! What's more, they have a grand selection of pastries, dozens of varieties of coffee, teas and syrups, and the list goes on.

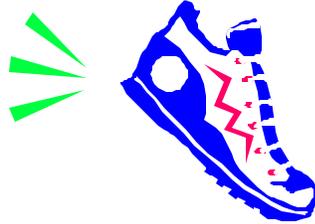
How did Starbucks get to where they are today? Starbucks found out how serious the Italians are about their espresso break, so in 1983 they went to Milan to observe this national custom. They quickly realized the importance to Italians of not only having a coffee but how this place became a meeting spot. It was, essentially, after home and work, another place for them to meet and greet, so they sprung up all over the country and became imbedded in the Italian culture. Today, Starbucks can say the same thing!

Ethnographic research: Watching people on their turf doing their thing with whatever product evidently goes a long way in terms of consumer insight. When compared to other traditional forms of research, it can be relatively inexpensive, too.

Nike, another successful brand, doesn't have to gloat about its product but rather what their product does for their customer and how it makes them feel. This is how they position themselves in their advertising. There are intrinsic or intangible values that translate into benefits for certain products and as a result, these products often become emotional and powerful brands.

However, some products become so ubiquitous, it actually may backfire. An example would be having every age group including seniors wearing Nike shoes. Think about how this

would make the tween and teen generations feel. They don't want to be seen wearing the same thing their grandparents are wearing - it's just the way they think. As a result, the customers may drop using the Nike shoe brand.



Apple Computer with its Macintosh brand has revolutionized the way computers look in every sense. Aesthetically, they've sort of done to their computers what Swatch did to their watches. Who said a computer had to be beige. By the way, have you ever seen a computer prop on a television show that wasn't an Apple? The Apple icon is widely recognized. In what's been a rather flat market for the past four or so years for PCs in general, Apple has retained and grown their market share and at the same time, have exponentially increased awareness of their brand to a much wider audience during the same period. Over time, Apple will probably further induce market shift as a result of its continued uniqueness and paradigm-shifting innovation.

BMW has created a brand experience and promise to be reckoned with. And they deliver! What is BMW's positioning? "The Ultimate Driving Experience," and for many a believer. It's also associated with being or feeling younger and successful. This is a great example of an emotional connection with your customer. What your product makes your customer feel like is vital. Again, it's about your customer and you need to align yourself with their wants and needs on an ongoing basis.

Then there are the struggling brands.

Levi's, a blessed generic brand, failed to see the changing trends with the baby boomer population that had an immense effect on the economy like no other cohort to date. Their failure to stay current and meaningful has led them to where they are today - not in an enviable position. As the boomers aged and settled down, their need for multiple pairs of jeans was no more. It's tragic knowing you have a generic brand; a word that people associate with when talking about jeans in general; like Kleenex, Thermos, and Xerox. That's a huge head start in terms of building brand equity and share of mind, and Levi's just didn't continue to exploit it over time across new generations.

Cadillac, a status symbol esteemed all over the world, a brand connoting class, high value, success and style, is still struggling to make a comeback. Cadillac lost its position for who they were, got complacent and before they knew it, brands like BMW, Lexus and others, made inroads and stole market share in this upscale auto segment. It's never been the same for Cadillac since, and it's costing them dearly in trying to make a comeback.



Cadillac has entered the niche-driven SUV market with their upscale, very expensive Escalade and time will tell if they succeed here and what impact this could have on reviving their non-utility products. From my research, GM sees Cadillac as more of a division than a car. Interesting! Maybe this is what is adding to or exacerbating their current problem? They should dwell on Cadillac being a brand more than the division. What's more, in terms of price Cadillac is in the same

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range as many other upscale cars, and this has forced customers to turn toward other foreign-made brands because they feel it's a better deal.

Due to Cadillac's inaction to stay current, it has become stigmatized as a car for an older generation. Perception is reality. The large economy-changing baby-boomer segment, especially in North America but more specifically in Canada, where the boom was biggest, want to live young so they went where Cadillac didn't. You need to stay abreast of new trends and changing customer needs to have a chance at staying in the game.

Summary

I believe there are three integral parts to Branding:

1. Brand consistency
2. Speed to market, and
3. Efficiency.

You need to get your brand out to market as soon as possible. Did you know that 90% of the time it takes to produce marketing material ready for the market lies within the approval process? The other 10% of the time, you're waiting around. Do the math and see the excessive waste of valuable time. To use an analogy, "It's like having one day left to live and you're going into a three hour budget meeting." Where's the logic? Time is critical.

If you're going into business, launching a new product, or trying to improve or reposition an existing one, you need to be proactive in planning your course, thereby reducing or eliminating what I call the "hit and miss" factor with your customer. In so doing, you will be more accurate and focused in targeting the right audience in an efficient manner, giving you a head start over the competition.

What's more, it will provide you with greater dividends and better ROI. Being reactive at the back end is a position you don't want to be in because it's too risky and chances are, you'll spend more money than you planned to. With every redemption attempt, you'll lose more than just the equity you may have built up until then. Remember your goal is: **"Create customers and know how to keep them."** Now *that* is a loaded statement!

Nicholas di Cuia is principal and consulting Creative Director with Ferrand Communications Inc.

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Galapagos Islands welcomes Cypher International

There is only one area in the universe that is truly unique in that it is the only sanctuary on this planet to rare animals, plants, aquatic life and natural exotic infrastructure that exist nowhere else. This pure and beautiful region that preserves the fragile existence of singular species which mankind has benchmarked for survival is the Galapagos Islands.

In Quito, Ecuador on March 19, 2003, Norm Burns, F.C.Inst.M. President of Cypher International Ltd. and the official Emmissary of the Galapagos Islands, Giovanni Rosania Larrea marked the first ever verification of Cypher as the official supplier of environmental enhancement technologies for the Galapagos Islands.

The presentation and acceptance marks a very significant historical benchmark that is now officially documented forever in the record books.

New Member Profiles

Susan Hughes, A.C.Inst.M

I am the Marketing Manager of the Palace Casino located in West Edmonton Mall, Edmonton Alberta. I am also a new Associate Member of the Canadian Institute of Marketing.

I have been in this field for fifteen years and find Marketing to be a constant learning experience.

Entertainment, retail, hospitality, media and gaming are some of the more interesting aspects of my resume. I have been fortunate to have the opportunity of transferring my skills to each of these very diverse areas. This allows for a well-rounded and creative approach to my current position – Casino Marketing.

I am excited about being a member of the CIM and welcome the chance to meet people in my field that can offer their expertise and professional feedback.

I extend the invitation to any of you reading this to contact me, introduce yourself, and help me to develop successful working relationships with marketing professionals from across the globe.

I can be reached at shughes@palacecasino.com

Ryan West, BBA, G.C. Inst. M.

Born and raised in Vancouver, British Columbia, Ryan pursued his studies at Simon Fraser University, where he received his Bachelor of Business Administration Degree, specializing in Marketing. He is currently completing his CSC accreditation from the Canadian Securities Institute.

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He also has over six years experience in marketing and promotion in the entertainment industry with his own production company, Living Precision Entertainment. He has worked with such clients as Universal Music Canada, and BMG Music Canada.

Ryan works for Envision Financial, one of the top 50 companies to work for in Canada. He works in the Employee Development department, which is internationally recognized for its Corporate University. Ryan's areas of interest are in strategic planning, quality, project management, marketing, and product development, where he can best apply his skills and knowledge.

Ryan is always looking to make new contacts with other professionals and can be reached at rwest@envisionfinancial.ca or info@livingprecision.com

CIM (UK) Special Offer

The Chartered Institute of Marketing is offering — at a reduced rate to CIM (Canada) members— subscription to CIM's magazine Marketing Business which currently has a circulation of about 45,000, and is known as the leading monthly marketing title in the UK. By reading Marketing Business, marketers in the UK and abroad benefit from emerging ideas in the world of marketing and practical marketing take-outs.

The offer is set at the UK rate of £59 inclusive of postage and packing. To apply, readers should email: subscriptions@communicationsteam.com.

Focus or Die

By Ranjan Madanayake, MCMI, M.C.Inst.M., MIM (SL), MSLIM
Author of Strategic Marketing Plan – the 12 'P' Model.



Ranjan Madanayake

Two good friends who schooled together after their Advanced Level decided to take up employment and abandon further studies. One joined as a Sales Representative and the other a Tea Taster - Executive. The Sales Representative worked hard and at the same time he started marketing studies whilst his friend spent his time and money at the clubs with his new friends and never bothered about doing any professional development.

The sales representative completed his studies and passed his professional examinations in marketing and was made a brand executive and later a brand manager. The friend remained a tea taster. He then shifted fields to become a stores manager, whilst his friend became a marketing manager, and still studying he soon completed his MBA. In the meanwhile the friend changed his job and became a transport manager. The marketing manager then got a new appointment as a CEO, a major career advancement and ironically in the same company where his friend was the transport manager.

The moral of this story is that the sales representative had focus and the tea taster didn't. The sales representative stuck to his chosen field supported with continuing professional development whilst the other jumped from one profession to another. He learned

nothing and made nothing. One can be a carpenter, a plumber or a mason, but if they stick to their profession, specialise, pursue continuous training and be focused they will become experts and reach the pinnacle of their careers. The gist of the story is that those who focus win and those who don't, fail.

This same philosophy applies to business organizations. Those business organisations who focus succeed, and those who don't, fail. There are many organisations like the tea taster who jump from one product portfolio to another and never specialize or focus and ultimately end up in a morass without success. The biggest mistake is brand extension and it is worthwhile examining this in greater detail.

Brand extension

Marketing is all about identifying, creating and sustaining competitive advantage by positioning superior value profitably. The vehicle that does this is an organization's brands. An organization's target customers buy its brands that promise or provide them superior value. Value is what customers ultimately buy, not products or even benefits. It is the total value proposition of a brand that drives customers to purchase that brand – they buy the value in brands that they perceive as best suited for them. Marketing is therefore a mind game, it is about values in products that gets embedded in the minds of potential customers.

To illustrate this, look at a typical buying process. When a person feels thirsty, what comes to mind is the choice of the category. It can be tea, coffee, carbonated drink, ready to

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drink fruit juice, or even water.

Depending on various circumstances such as the occasion, time, climate, or external influence, a decision on the category will be made first. On a very warm morning a person is likely to decide on a cooled carbonated drink. Then the person will move-on to the next stage of deciding which brand to consume. The decision of the brand will depend on the value that comes to his mind at that moment and which will also depend on several circumstances. Previous experience of satisfaction will be a primary consideration. Convincing marketing communications of a brand of product can be another. All this happens so rapidly. But ultimately, the choice depends on how strongly the brand is positioned in the mind of the customer.

To appreciate what I am going to propose, the above must be accepted, that brands are positioned in the minds of target customers, as the rest of what is presented revolves around strategic positioning of brands to drive markets to consumption.

Consider two examples. A manufacturer of biscuits decided to expand its product portfolio and went into a product generally alien to its present business of being a manufacturer of biscuits of which they are very good at. They enjoyed a very strong brand built over a long period. The new product category was milk powder. In this market if someone did an industry analysis or analysed the five competitive forces, they would find it to be a very competitive industry. The next thing they did was obvious. They used the strong brand used for their biscuits for their new product – synergy?.

From the stand point of what was said earlier this is a brand extension. The

question is, is this going to work? As of now, from market studies, it is nothing more than an 'I also ran' situation. If one does a portfolio analysis, the chances of it being a 'cash cow' doesn't seem to happen in the near future. They would be lucky if it is a 'star'. The reason is that people or its target market will perceive the brand as a quality biscuit and never to be a quality milk powder. Then how are they going to achieve their positioning strategy? How can you position one product having the same brand of a totally different product. This in marketing theory is referred to as doubtful positioning – claiming values that customers may not believe to be possible.



Another example is a company which is known to most urban markets as a chain of super markets. They recently bought Unilever's Walls ice cream facility which was a 'question mark' utilising more cash than they could generate. They then did the same old thing – brand extension. They used the super market's brand name in place of Walls ice Cream. The urban folk they target cannot perceive the brand as an ice cream but only as a super market. How does the consumer position such a brand – confusion positioning?

What both companies urgently need to do is re-launch the products with a different brand name and build its own image and character. The principle is not to live on the glory of other's achievements – they wont last.

Structuring the organization

A company can be in different types of businesses such as FMCG, logistics, trading and even industrial goods, but they must be separately run as separate companies and managed by different CEOs and their teams. If there are several companies, it is best to have a holding company and others as its subsidiaries. This also makes them compete with each other to perform better as each CEO knows that results of each subsidiary are compared with one another. Reward schemes for high performing subsidiaries will propel them forward to perform better.

Structuring the product portfolio

Structuring products in organisations is important even though they may be FMCG it is best to have a separate strategic business unit for each major category or a separate category for complimentary products. Different brands of washing soaps can be in one SBU whilst different brands of toilet soaps in another. The criteria must also consider size and in this particular case if they can be merged, a single SBU to handle soaps would suffice, but personally I wouldn't, as it would mean a saving but lack **focus**. The category manager handling washing soap will be focussed on washing soap whilst the other is focussed on toilet soaps. STP (segmenting, targeting & positioning) and MM (marketing mix) will vary.

Category managers can also have brand managers depending on its need, but if each brand has its own brand manager that brand is going to be a 'cash cow' soon, simply because of the focus given by the company.

Focus in anything is a prime mover to achieve excellence and achieving excellence is a significant goal for most companies. If you focus you will win and if you don't you will die, sooner than others.

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The Marketing Audit

By Keith Warne, M.C.Inst.M.



Keith Warne

With most companies trying to achieve more with less, it's critical to identify which marketing initiatives are working well and which are not.

Downsizing is the order of the day. For marketing departments this means fewer people and less time to plan, measure results or fine tune marketing initiatives.

Plus, new technologies are impacting how we do business. The Internet has transcended geography. Deregulation, economic volatility, convergence, trade restrictions and market fragmentation are increasing challenges.

If ever you needed a thorough examination and evaluation of your marketing strategies, activities and results, that time is now.

Do more with less

With a marketing audit, you'll gain a baseline for performance measurement and a framework for business planning. It will show you how to most effectively increase corporate awareness and acceptance, plus increase the demand for your company's products and services at favourable prices. In short, it will show you how to do more with less in the way of marketing expenditures.

While an accounting audit reviews and verifies a cross section of revenues and expenditures, a marketing audit measures the return on investment from marketing expenditure - in essence the value of those expenditures in reaching corporate goals.

A marketing audit will identify factors of strategic importance in marketing, communications and sales. The results or findings can become the blueprint for strategic decisions, and for marketing and sales planning. By relating expenditures for marketing to direct sales, increased market preference or the potential value of leads generated, you'll be able to clearly identify the ROI of your marketing programs and more effectively prioritize them.

Even when sales cycles are six months or more, the ROI from your marketing programs can be measured through the audit.

First Budget Cut

"When a company cuts marketing spending, it cuts the one function whose sole purpose is to increase sales." ⁽¹⁾ It's vital, therefore, to distinguish between those activities that have produced a good return on investment from those that have underperformed, and to make adjustments accordingly.



As no company operates in a vacuum, it's also important to review compara-

tive competitive activity and marketplace positioning.

An audit is most critical for companies where the impact of marketing programs has been poorly evaluated. Without clear results measurements it is virtually impossible to distinguish between the effective and not so effective marketing activities. In such cases marketing expenditures will always be viewed as an expense and not as an investment.

When business is in one of its recurring negative cycles, marketing expenditures will be among the first to get cut. And rarely will there be an evaluation of how much has been lost or for how long. Nor the cost of recapturing share and volume.

A Proactive Process

A marketing audit is a comprehensive process that can be adapted to the specific needs of your company. When conducted by marketing people from outside your organization it provides an unbiased viewpoint, while involving your own people in the process and future planning.

Many organizations require a market audit on a reactive basis to address a specific issue or problem. However, when conducted on a routine basis, like an accounting audit, the market audit becomes proactive.

A comprehensive marketing audit will provide:

- Identification of key initiatives to improve marketing and sales performance, increase customer retention and maximize revenues.
- Identification of short and long term sales opportunities based upon a review of available prospect and customer information.
- An assessment of the competitive marketing environment.

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The marketing audit

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- A clear understanding of how you're perceived in the marketplace.
- An assessment of current marketing, communications and sales activities for customer development and relationship marketing.
- A review of your marketing organization, systems, functions, productivity and strategies

The end result is that the audit will highlight where you are doing well, where changes are needed, and how to improve your market ROI.

Competitive Efficiencies

The marketing audit process can provide your organization with significant advantages over competitive firms that don't conduct an audit. You can achieve cost efficiencies by identifying what works and what doesn't. The audit process will uncover new ideas and approaches to maximize the effective use of your finite resources. Plus, marketing activities will become more aligned with corporate goals.

Competitive Advantage

The marketing audit can provide your firm with a number of other tangible benefits. Through the process of eliminating unproductive activities you will be able to lower your base marketing costs. By directing your marketing efforts at those activities that generate the greatest ROI you will increase your revenues. And by clearly identifying your position in the market and undertaking programs to enhance your unique characteristics you will create a more viable and sustainable competitive advantage for the long run.

Activity by Activity

The Warne Marketing Audit is a priority-based, phase by phase program. Our audits can cover your total marketing activities or any specific activity

from advertising to direct mail, trade shows, inquiry management and sales channel management.

At each stage we find that reviews with company managers generate new concepts and new enthusiasm for marketing activities.

Getting Started

It is a lot simpler than you think. The first step is a meeting to secure agreement on budget, objectives, data sources, scope, report format, time periods and who is to be interviewed inside and outside the company.

Source (1) BLITZMAG article by George Schlidge, President, Matrix Marketing Group, Colorado.



AUDIT CHECKLIST QUESTIONS:

The marketing audit will answer the following questions about your firm.

- Are proposals, or client inquiries handled expeditiously?
- Does your marketing department seek feedback from clients after project completion?
- Is your marketing department equipped to develop or act on new service initiatives or ideas?
- Does your marketing department routinely gather information on competitive activities?
- Does your firm have a Strategic Marketing Plan? Is it evaluated on an on-going basis?

- Does your company have centralized marketing resources under one authority?
- Does your marketing manager have authority to implement changes in delivery procedures?
- Is your marketing department structured in an effective manner relative to the company?
- Is your marketing function of sufficient size and experience in relation to the company?
- Is there adequate interaction between H.O. marketing, divisions and branch offices?
- Is there an appropriate "mix" of marketing vehicles, i.e. advertising, networking, trade shows?

For further information e-mail: keith@warne.com. Keith Warne is CEO of Warne Marketing & Communications located in Toronto, Ontario (www.warne.com). Warne operates in Canada and the USA and is a world-wide partner with the INBA International Marketing Alliance.

Notice

The Canadian Institute of Marketing will be changing its postal address this November from its current address in Holland Landing to a new address in Georgetown Ontario.

The New address of the Institute beginning November 1, 2003 is:

Canadian Institute of Marketing
138 Mill Street,
Georgetown, Ontario
Canada L7G 2C1

Fall co-op work program at Georgian College

Georgian College is now accepting postings for the fall co-op work term. (September through to the end of December 2003).

Third year Business Marketing, Accounting, and General students are ready to fill in for special projects, maternity/parental leaves and other short term staffing needs.

They are enthusiastic, open minded and full of the latest knowledge in their field. They do, however, need something very important from you! They need a chance to gain further hands on, related work experience prior to graduation.

If you have not hired a co-op student from Georgian before, give Georgian a call and they will be happy to answer questions.

Georgian will be posting co-op positions for the fall work term until the end of August. The sooner they receive your requirements, the better your selection of candidates.

Georgian College is always looking for new co-op employers. If you have any referrals, people you know who might also want to take part in its co-op program, please let them know.

Contact Sue Cahoon, Co-op Consultant, Business Marketing & Accounting Programs scahoon@georgianc.on.ca or Lee Wilford-Allan, Co-op Consultant, Business General/HR Programs lwilford@georgianc.on.ca

Annual General Meeting charts future initiatives

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

The Annual General Meeting of the Canadian Institute of Marketing was held July 19 at the Old Inn in Toronto, Ontario. The meeting resulted in a full Board of Directors for the third year in a row and for the first time in many years, a Vice Chair. Members present took a bold step and passed a motion to set the Institute on a course to licensing of professional marketers in Canada through a federal act. This has been the dream of many members for several years. The Institute now has a Board and management with the will to take on the challenge.



Members listen closely to presentation on newly accredited professional marketing program at Georgian College

Oswald Emmanuel, M.C.Inst.M. presented a preliminary financial statement. A complete statement will be completed as soon as possible. The Institute's debt has been reduced to around \$5,200.00 and new accounting programs are being set up to guarantee a cash flow to fuel the Institute's programs and financial obligations.

Members approved the appointment of various colleagues to chair standing committees and task forces for the coming year. These committees include:

National Executive Committee
(open)
Education and Professional Development Committee
Shiv Seechurn
Membership Services Committee
(open)
Communications Committee
Suzen Fromstein
Conferences and Seminars Committee
(open)
Finance Committee
Oswald Emmanuel
Committee on Corporate Funding
(open)
International (non standing)
Bruce Hoggard
Government Relations (non standing)
James Schauer
Advisory Board
(open)
Professional Accreditation Board-
Shiv Seechurn (Registrar)
Web site Development Committee (non standing)
Keith Warne

Members voted in favour to establish a new committee called the Marketing Committee that would develop and implement an annual marketing plan. It is a standing committee, requiring an amendment to the By-laws. The new committee will incorporate some existing standing and non standing committees.

Members raised the issue of many marketers from other countries applying for membership in the Institute and the need for the Institute to promote its credentials to assist members

AGM charts initiatives

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new to Canada in acquiring professional marketing positions. Subsequently, the Institute's International Committee will be contacting all Canadian embassies to inform them about the existence and benefits of membership in the Canadian Institute of Marketing.

The Institute plans to upgrade its Web site in 2004 and add new features like a members only section and re-institute the ability to transmit remittances online.

To assist the general manager and directors at trade shows and conferences, the Institute will immediately purchase a small exhibit system complete with graphics.

Membership in the Institute grew by 42% in fiscal 2002-2003. These new members were inducted into the Institute by a vote of the membership.



Shiv Seechurn and Bruce Hoggard present Ralib Fakim, A.C.Inst.M. with membership certificate.

The Institute has received requests from applicants to be received as Fellow members of the Institute. As a result, the Institute is setting requirements for members to be elevated to the level of Fellow. This issue will be

addressed by the Board during the year and the By-laws revised.

Because of the many changes taking place within the Institute and the business environment within which it operates, it is necessary to update the By-laws which were last reviewed and updated in 1997. This task will be taken on by the general manager and the Board during 2004 for a presentation and acceptance at the 2004 AGM.

A 2003-2004 operating and programing budget of \$24,700 was approved by the membership. Members will be asked to update their record with the Institute when invoices for membership are issued in December 2003 for calendar year 2004.



Canadian Institute of Marketing members Shiv Seechurn (Vice Chair/Registrar), Grant Lee, (General Manager), and Bruce Hoggard (Chair)

The annual meeting of the Institute will be held at the Old Mill in Toronto in June or July 2004. To complement the meeting and to attract more participation by members, a full day conference with seminars and events is being planned.

Members interested in assisting with the planning of the AGM should contact Grant Lee at 905-702-4547, or send an email to his business at glee@aglmarketing.com.

What we accomplished in fiscal 2002-2003

Without the benefit of significant financial resources and staff, but with the enduring support of members who believe in the Institute and volunteer their own time and resources, the Canadian Institute of Marketing continues to evolve into a credible association representing professional marketers.

In fiscal 2002—2003, it claimed success in the following activities and initiatives.

- Periodic upgrades and updates of its Web site.
- Daily responses to email inquiries about membership, education, marketing information and other queries (about 1500 to 2000/ annum).
- Conclusion of negotiations for a partnership with CIM UK and Georgian College to introduce CIM UK diploma program through Georgian College in Barrie Ontario.
- Separation of the offices of Treasurer and Registrar to improve efficiencies.
- Meetings with members/directors and prospective members in Ottawa and Toronto.
- Publication and distribution of three issues of The Marketing Challenge.
- Completion of an ongoing Marketing Plan for presentation at each AGM.
- Representation of CIM at career fairs at Georgian College and Brock University.

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fiscal 2002-2003 accomplishments

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- Representation of CIM at Registration Day at Georgian College.
- Facilitation of a GTA members "Marketing After 5" meeting at Old Mill on February 13, 2003.
- Coordination of completion of project by Sheridan College students to study and improve Institute's IT system.
- CIM presentations and exhibit at the MARCOM Symposium in Ottawa, June 4, 5.
- 2003 AGM at the Old Mill in Toronto.
- Full membership in the Asia Pacific Marketing Federation.

International Report

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



Bruce Hoggard

With the outbreak of SARS in the region, the Asia Pacific Marketing Federation's (APMF) Annual General Meeting (AGM) was postponed until July 26 and moved from Hong Kong to Jakarta, Indonesia. Once again the Indonesian Marketing Association was a wonderful host and did an excellent job. On a side note, we were fortunate the delegates had all returned home

prior to the car bomb that rocked the Westin Hotel in Jakarta. This is another reminder how the world has, and continues to change and become a more dangerous place.

The Board meeting was chaired by Sherman Lam (Hong Kong) whose term is coming to an end in early 2004. The new President will be Mr. J.J. Roces (Philippines), who will formally assume the Presidency during the celebration in Manila in July 2004. This also means a new Second Vice-President will be elected at this time and Canada is considering standing for the position.

On the educational front, the Certified Marketing Professional (CPM) designation, offered by the APMF has gone through several revisions. The exam will now be a three-hour multiple-choice paper covering Market Research, Marketing Communication and Marketing Strategy. Meanwhile the Asia-Pacific Business papers will see a more Global focus in Section 1, an emphasis on China in Section 2 and a more prominent role of India in Section 3. The final change to the programme is the two short cases will now replace the long case previously given to the candidates.

The APMF Foundation continues to develop and it was unanimously agreed that Mr Jose Concepcion of the Philippines and the Chairman of RFM Corporation be the first Chairman of the Foundation while Hermawan Kartajaya, the current President of the World Marketing Association would be the Deputy Chair. The Foundation's first meeting will be held in Manila, Philippines in July of 2004 as part of the Philippine Marketing Association's 50th anniversary and the World Marketing Association meetings. CIM is still reviewing its list of candidates, as it must name its Foundation Governor by the end of 2003.

Sri Lanka Institute of Marketing (SLIM), a member country, will be inviting international companies to compete in its

SLIM Marketing Awards for 2003. This Award's program will be held in conjunction with the APMF meetings in December and the convocation of the newest graduates from the Certified Professional Marketer (CPM).

The Philippine Marketing Association is also busy planning its 50th anniversary celebration having been established in 1954. The festivities will occur between July 8 and 12, 2004 in Manila and be comprised of the World Marketing Association meeting, the World Marketing Conference, the APMF AGM (where the Philippines becomes the APMF president), the APMF Foundation's inaugural meeting and the CPM Global Conference.



Work continues to tie more closely together the ASEAN Secretariat and the APMF, with the APMF being recognised as the marketing arm of the Secretariat. This development would provide both organizations with valuable synergies and a common marketing support and review approach to the region. Also the APMF is best qualified and positioned to fulfill its regional role given its strong ASEAN membership and involvement as well as the support and activity of its other members.

As the APMF representative I will be attending the next meetings: Board of Management in Kuala Lumpur in October, Directors meeting in Sri Lanka in December, the Management meeting in Japan in March and the AGM to be held in Manila in July.

If you have any comments or questions you can contact me directly at bruce@hoggardinternational.com.

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

Full Member	No. 681	Adesina Babatunde	Nigeria
Full Member	No. 686	Nalaka Wijayawardana	Toronto, ON
Full Member	No. 687	Riyaz Rauf	Saudi Arabia
Full Member	No. 691	Robert Hinson	Ghana
Full Member	No. 692	Gregory Gilpin	Markham, ON
Associate Member	No. 683	Andrew Okwedadi	Nigeria
Associate Member	No. 684	Fasoro Gbenga	Belgium
Associate Member	No. 685	David Odufowokan	Houston, TX
Associate Member	No. 690	Paul Jatau	Nigeria
Graduate Member*	No. 593	Scott G. Price	Walkerton, ON
Graduate Member	No. 682	Ryan West	Delta, B.C.
Student Member	No. 688	Yvette Brettell	Georgetown, ON
Student Member	No. 689	Kristy Andrew	Minesing, ON

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

Bruce Hoggard	Chair	Hoggard International
Tossnarain (Shiv) Seechurn	Vice Chair/Registrar	Canada Customs and Revenue Agency
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
Ron Halliday		Impact Visual Communications
George Jacob		Kingston College
Prasanna Perera		Tetra Pak Asian Emerging Markets
James Schauer		Easton Marketing Services Ltd.
Leonard Weeks		Manager, Knowledge Industry Development, Business New Brunswick



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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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