



the Marketing Challenge

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Why do some new services or products fail?

By Olivier Bianchi, MBA, MCInst.M



Olivier Bianchi, MCInst.M

The introduction of a new product or service, although predictable, remains stressful for anyone involved in the process. Everything needs to be well orchestrated and coordinated. From conception to roll out, product development is a major and costly process in which manufacturing and marketing skills and competencies are tested.

Research has found that there were 31,875 products introduced in 2002 representing a cumulative investment of \$233 billion. Just over half of these products failed before they were two years old¹. All other things being equal, this implies over \$100 billion per year spent

on new products that fail.

Products that achieve both commercial and economic success are rare. The development of new products is labour intensive and is a highly studied and complex activity in the corporate world. Launching a new product means coordinating research and development, marketing, sales, manufacturing, organizational design, consumer research and human resources, among other functions. It is also preparing for the worst (contingency planning) in case something goes wrong (product recall, production interruption, product transportation and delivery failures etc.) The ability to target the right customers the right way is a challenge and the complex nature of the process is one of the reasons why so many companies lose touch with the reality of what consumers want and mispend huge sums of money on products that fail.

Economically, two necessary conditions must be met for a new product to suc-

ceed. The first is that the product must deliver a better value-to-price ratio to targeted consumers than the competition. This can be achieved either by providing more benefits for a given price than the competition or by providing the same benefits as the competition at a lower price. The second condition requires that the company deliver the product at a cost that will provide a positive return on the capital invested. To achieve this, cost advantages must be achieved in one or several areas of the business such as manufacturing, marketing or sales.

Despite the large number of talented and qualified scientists, engineers, marketers that most organizations employ, many of the products being designed and introduced do not have the value or are not perceived by customers the way the company had anticipated they would be. They therefore fall short of delivering the anticipated profits. So why, with all of this effort and

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know-how do so many new products fail? Could it be because companies tend to overestimate their commercial success (sales and market share) and underestimate the underlying economic cost (will the product actually earn any profit above the cost of capital?). In most cases product failures happen because of one or more of the following reasons:

1. Unprofitable Segments – There are four main characteristics which a segment needs to have to be a business opportunity: It must be identifiable, demand-related, attainable (effective distribution) and of an adequate size.² As a matter of fact, studies have shown that the segment size, or lack of it, is the most common reason for new product failure. Erroneous sales forecasts affect cash flow estimates and projected profitability. The estimated sales potential must therefore be accurate to make the company generate enough economic return (return in excess of cost of capital). Even if a product or service is well designed and meets the needs of its target customers, if the segment itself is too small and does not have enough customers, failure is around the corner.

2. Poor Identification of Needs and Weak Product Positioning – New products can also fail simply because companies misunderstand or ignore customer needs, attitudes and behaviours. Some might argue that the products were right and that the target market was wrong or improperly identified: misconception or misunderstanding of customer needs, attitudes or behaviours is fairly common and leads to weak product and service positioning. The reasons? Organizations are sometimes reluctant to take the necessary steps, to find out what their customers need and behaviours are (it is after all money spent up-front). They place insufficient emphasis on understanding customer demographics, psychographics and their implications. In other words companies have insufficient

knowledge of who their potential clients are, what makes them what they are, what their customers think and how they behave. What is not invested upfront could come back and cost valuable dollars later.

3. Competing Value-to-Price Ratio – A common mistake (besides failing to communicate with customers through advertising, PR, promotion, etc.), occurs when companies introduce a new product that does not offer a better value-to-price ratio compared to the competition. Consumers are usually guided by the notion that what they are acquiring or paying for is worth something and have attached a subjective value-to-price ratio to it. Both the perceived value and the benefits are compared to similar items available on the market. At that point products/services are ranked in the consumers mind in order of preference. Extreme ratios are eliminated (high price-low perceived value ratios) and a pool of most favoured items gets selected and analyzed. Later, a final purchase decision is made. Companies need to be very aware of this phenomenon because too often consumer attitude is confused with consumer behaviour. Consumer attitude towards a product is essentially driven by its features whereas consumer purchase behaviour is driven by value-to-price ratio or “what do I get for my money”. A consumer’s positive attitude towards a product or service may result in positive word of mouth but not necessarily in sales. A poorly crafted pricing strategy can in turn deliver disappointing results.

4. Economic Cost – The last reason new products fail is that companies underestimate the new product development and launching costs involved. A successful new product must deliver a better value-to-price ratio to the customer and must do so profitably. Value-based pricing must be introduced and managed because the value that

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is created dictates consumer prices. In the early 1990's General Motors introduced the Saturn car line and ignored this principle. It is a classic example of a company that delivered value for its consumers but not for its shareholders.

Companies underestimate the new product development and launching costs involved

The Saturn car line has ranked high in customer satisfaction surveys (J.D. Power & Associates) and, during its first few years of production, was so popular that the company could not keep up with demand. GM invested roughly \$6 billion to develop and manufacture the Saturn and then priced the cars low to be attractive to young, import car buyers (Toyota Corolla or Honda Civic buyers were the main targets). The result was a line of cars that gained market share and provided superior value to its buyers but remained unprofitable. Saturn fail to turn its "star" into a "cash cow"³ and fell short in producing the cash flow that GM needed and could have used for new product development. This situation led to a loss of strategic focus, a tightening of financial controls, worker discontent and slow product line renewal and expansion. To this day, Saturn has not been able to recoup its huge development costs.

Over the long run, a firm's ability to add value to both their customers and their shareholders by understanding what customers want, need and how they behave impacts directly the firm's bottom line. The ability to serve (or not serve) its customers is reflected directly in the company's share prices. GM's and Toyota's (number one and two respectively in the world) stock prices over the past ten years have behaved differently:

While Toyota's stock price almost doubled over the past ten years GM's stock price increased only by 13%.

By the way how many GM products failed during this period?

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1. Harris Interactive/Schneider: Most Memorable New Product Launch Study, 2002.
2. Strategic Planning, Alex Scott PhD, Pearson, 2002.
3. Boston Consulting Group's Growth Share Matrix.

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the Ministry of Health and Long Term Care. One of those locations was a building on 211 Lakeshore Road East in Mississauga, Ontario and it consists of 5 two-bedroom apartments, 2 studio apartments and 2 commercial sites on the ground floor.

One of these commercial sites has been designated to become a small specialty coffee cafe. The space is roughly 500 sq. ft. and is divided between a ground floor space and a lower level.

For many, SHIP has become an important stepping-stone where, in a community setting, clients can obtain the skills and confidence needed for everyday living. This cafe will serve to expand that stepping stone. The cafe will be entirely staffed by SHIP clients and will be open to the public. By moving out into the community SHIP can accomplish a number of things.

- Help clients with mental health illness develop important job skills, which they would not be given a chance to develop elsewhere.
- Help clients acquire work experience needed to find full or part time employment elsewhere in the community.
- Provide a work environment sensitive to the issues people with mental illness face.
- Help to dispel the myths and negative images the public has around mental illness.
- Provide a safe place for clients to gather & meet friends.

The cafe will be self-sustaining. Any revenues earned will be returned back into the business or applied towards similar future initiatives.

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Team of Institute members assist Supportive Housing In Peel (SHIP)

Supportive Housing In Peel (SHIP) is a mental health agency providing safe, affordable housing for people with mental illness in Peel and Etobicoke/York. The overall goal of the program is to enable clients to live interdependently in the community in an atmosphere of support, cooperation, understanding and affordability. SHIP currently operates two group homes and provides apartments and shared accommodation throughout the region.

"Cafe 211"

SHIP recently purchased 3 properties in the Peel Region, with funding from

Institute members assist SHIPcont'd from page 3

The enterprise currently offers free coffee and refreshments as well as an opportunity to socialize, play cards, games and listen to music in a safe and comfortable place. The intent is to create this same welcoming community environment for all community members and to sell coffee, tea, juices, home baked sweets and possibly ice cream in the summer. The idea is to offer a small variety of high quality home brewed coffee and baked products. This take out or eat in service would focus on the small town feel with a coffee 'bartender', a cozy eatery, musical variety, possible internet access for a fee and perhaps gaming (i.e. chess). Hosting small group meetings where the café charges a refreshment fee is also being considered by SHIP.

The Canadian Institute of Marketing was approached in July to provide voluntary assistance in developing a marketing plan to launch a specialty imported coffee café, and related services. Members Shiv Seechurn MCInst.M., Dr. Ranjan Madanayake MCInst.M., Marcel Pitino MCInst.M., and Charles Adegboyega, ACInst.M. volunteered to research the market and draft a plan for SHIP.

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The Nuts, Bolts and Screws of Marketing!

By Mike Saubert, MCInst.M



Michael Saubert, MCInst.M

All of us, at one time or the other, have struggled to assemble some type of "assembly required" item, such as a free-standing Barbie Doll[®] cosmetic makeup console (for your little princess); a boys 26-inch 10-speed bicycle (with more warning instructions than a nuclear reactor); or a 8-foot x 10-foot (or 2.4-meter x 3.0-meter) all-weather metal shed for outdoor storage. The majority of these items come with complete assembly instructions, a bag of hardware and list of "tools required." The really smart manufacturers include something else – marketing savvy!

But first of all, I've got to make sure you understand the term "baker's dozen." Enlightened one, bear with me. Others: work with me, please! In times when bakery shops were the norm (rather than supermarket shelves), the yeast-meisters packaged customer orders from behind a display case – not unlike what you might still encounter at a donut shop. If you ordered a "dozen" of the same variety, the baker (or clerk) would likely pack an extra item, or 13, to make it a "baker's

dozen." What a delight it was to find the extra jelly-filled Long John in your box when you got home, or chocolate covered glazed donuts with multicolored sprinkles, or whatever gastro intestinal carbohydrate rich immediate guilt-trip item you ordered. You felt you got "more than you paid for." You had a good feeling, right?

Now, what is this transition from a "baker's dozen" to nuts, bolts and screws? The marketing savvy manufacturer will give you more nuts, bolts or screws than are required for proper assembly of the item. If the Barbie Doll[®] console requires 220 #8 Phillip-head screws, the package will contain 250. Same way with the bicycle. If it requires 4 wheel nuts, you're likely to find 5 in the hardware package.

Why should this be considered marketing savvy when the cynic in us might think, "heck, they don't want to be bothered with customer service calls about too few nuts or screws?" The cynic might also think that these hardware packages are probably packed by challenge youngsters who are not quite accurate on their numbers, or bad calibration on their screw-packaging machine. The enlightened among us, however, will think what a great way to bolster my self esteem and cater to my abilities to assemble this item by making sure I have everything I need (plus some). The manufacturer doesn't want you to make a last-minute trip to the hardware store. It wants Santa Claus to arrive on time, with a fully-assembled toy. The manufacturer wants me to look like a hero in my son, daughter, or wife's eyes. It gives you a warm and fuzzy feeling about the product and manufacturer

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nuts bolts and screws

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of the product – they care about me. Now, that's marketing savvy!

Little Items Can Be Big Deals

Big deal, you say? Just some extra nuts, bolts and screws. Probably cost them an extra nickel for the items, and certainly not much for packaging, and shipping. But the little extras make a big deal to me – no late-night (Christmas eve?) run to the hardware store, not having to account for every dropped or misplaced screw, and even the ability to put in an extra screw or two which are not needed, but makes you feel good in providing extra security for your kids, grandkids or the throws of Mother Nature.

In other words, the enlightened manufacturer went above-and-beyond the call of duty by providing a little extra. Was it worth it? Don't know. But in these competitive times, you can't overlook any detail. Providing that something extra might be the difference between winning or losing a customer or contract. It can also help cement strong relationships and move your status from vendor to marketing partner.

For example, if your client needs 4 copies of the report, give 5 with a note "I'm sure you'll want a copy for your files." If asked for three creative concepts, give 4 – "I was so excited about the project, I couldn't overlook this idea." Or call 10 customers, instead of 8, to collect your marketing data – "I really learned a lot from the last 2 I talked to." You get the picture. Just add some extra nuts, bolts and screws to your marketing deliverables to become more marketing savvy!

What About the Garden Shed?

Okay – I forgot to mention the all-weather outdoor garden shed. It was short by about 100 pan-head screws and I ended up going to the hardware store for more screws and nylon washers to complete the shed. But I still learned a valuable marketing lesson from the assembly.

My wife and I decided we needed an outdoor sheet to relieve the garage of the grandkids bicycles, lawnmower, golf clubs, garden tools, and various sundry items that tend to gather (and self propagate) in garages. We visited our local home improvement center and found an 8-foot x 10-foot shed that would fit our needs. To my embarrassment my wife asked the sales associate if I would be able to assemble it. And if so, how long would it take? After a quick glance at my keyboard delicate fingers, the clerks said he thought I could manage it, and it would take about 4 hours. My wife was sold. We purchased that shed (which remarkably fit into a 60-inch x 24-inch x 8-inch box that weighed about the same as Uranus' 3rd moon.) Loaded in the back of the sport utility vehicle, off we went to "Assembly Land" in our backyard.

It was only after I got home and unpacked the shed, removing the assembly instructions and tool list. You don't make assumptions with the panels as they are packaged and identified for prompt and easy removal. I did not realize that there were 1,200 screws and nylon washers for the shed. Now, if you take the associate's word for it that it would only take 4 hours to assemble, that means I would have to install 300 crews per hour, or 5 screws per minute, or a screw every 20 seconds. Given no time to read the directions, locate the cordless drill, reinsert the drill bit that keeps falling out, or even find out where the screw

is supposed to go! Now that's some pretty fast assembly, if you ask me!

It was then that I realized that I had experienced another aspect of marketing savvy. I now refer to it as the "Four-Hour Assembly Time" paradigm. Anything and everything that the home center sells (that requires assembly) can be done in 4 hours. That is the market-researched, time-tested, consumer-approved period that most consumers can allocate for an assembly project. Doesn't matter if it's an outdoor metal shed, vinyl gutters for the Notre Dame Cathedral, or patching a driveway the size of Runway 35L at Lester B. Pearson International Airport in Toronto. All that it takes is 4 hours for these "home improvement" projects. Anymore time than that, the consumer is apt to say. "no thank you, I'll hire someone to do it."

So there you have it: two more marketing maximums that can be added to your marketing ammunition stores and used when needed. Simply stated:

- 1). Provide more than expected (baker's dozen) and,
- 2). Don't make the project so complicated as to scare off your client. Regardless of the complexity of the assignment, assure your client it can be done in 4 hours. Yeah right!

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The vital importance of new product development and innovation for marketing success

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



Prasanna Perera, MCInst.M

Innovation is a term which has been highly abused and misused in the corporate world. The word innovation means different things to different people. The reality is that innovation is a broader activity, relating to changing established products, processes and practises. Innovation also requires blending, clear thinking, creativity and the ability to get things done in one process.

New Product Development (NPD) is a process through which organizations, identify, evaluate and introduce, products, to satisfy the needs of its chosen market segments. New products are not necessarily, new-to-the world. The meaning can also include new product lines, additions to existing product lines, modifications, and improvements to existing products.

Innovation and NPD are activities, which are closely linked, since innovation creates the environment for successful product development. Both NPD and innovation related activities, should be conducted with the marketplace in mind, since judgement on innovation is passed by the marketplace!

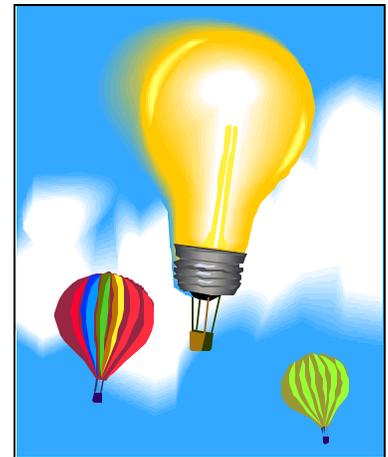
How to nurture and develop an organizational culture, to drive innovation.

The culture of an organization must foster and enhance the “innovative spirit”. Innovation will prevail only in organizations which will have a suitable culture.

To develop an innovatory culture, the following aspects are important.

- a) Senior management should be fully committed towards new product development. It should be considered as a strategic activity and given due attention.
- b) NPD is a specialized activity. Everybody and anybody cannot be expected to be conversant in NPD activities. The necessary expertise must be acquired, if not available.
- c) NPD activities should not be carried out in a half-hearted manner. As such, the required funding must be provided.
- d) Successes in NPD activities must be applauded and recognized. This will provide the necessary impetus and motivate employees. Above all, an organization must learn from its successes.
- e) It must be recognized that all new ideas will not succeed. Failure must be accepted, as part of NPD and innovation related activities.
- f) Teamwork is an essential ingredient. This must be encouraged and rewarded.
- g) Product and new product champions, should be recognized and rewarded. They should be motivated to reach greater height and thereby fulfil organizational and their personal objectives.

- h) NPD and innovation activities prosper in organizations that have the right structures. Above all organizational structures must be flexible and practical.
- i) As in all other activities, clear targets and performance measure-



ments should be established for NPD activities. This will result in greater objectivity of NPD activities.

There are many lessons, we can learn from the Sony Corp of Japan, which is undoubtedly a leading innovator in the world. The Sony Corp proudly announced that “Dreaming is the most important work at Sony”. Sony innovations bear testimony to this vision. The Walkman, Discman, Handy cam, Video walkman and many more. Innovation is used by Sony to leapfrog over competition. In fact, it is not simple innovation but relentless innovation which penetrates to the very core of the Sony Corp.

How to ensure innovation success

By identifying the factors which inhibit innovation, organizations can

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new product development

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take steps to overcome them. Basically, don't rush to advertise breakthroughs. Timing is vital, or your competitors can outsmart you by clever duplication. In many organizations, the innovative spirit is killed by the phrase "not invented here". This must be overcome and challenged. Work hard to develop the positive theme "invented here". Development of open lines of communication, sharing ideas, and team working are important ingredients of fostering innovation in organizations.

Rules and procedures in organizations, often act as impediments to innovation. Be bold enough to break established rules and procedures, if they are obstacles to the innovation process. Many breakthrough ideas are not accepted initially. But in due course, when revised with new eyes, acceptance is often achieved. Therefore, look internally for sources of new ideas prior to external reviews.

Product and new product champions, can emerge from anywhere in an organization. The best way to provide ownership for new ideas is to appoint "Product Champions". Product champions will be expected to harness the ideas and convert them to commercial reality.

Central thinking and direction are often impediments to innovation. To obtain the real benefits of an innovative culture, empowerment of staff is vital.

The 147 / 805 Rule of innovation

You often hear the expression, "We have tried that several times and it doesn't work here". But next time you step into an aircraft remember that the

Wright brothers tried 805 times before they achieved sustained flight.

Thomas Alva Edison, for his part, failed 147 times before he hit upon the solution to the electronic light bulb.

What separates an idea from success is often – perseverance. For innovation success, do not be disheartened by failure. The name of the game is "perseverance".

Top management commitment to positive innovation

Genuine leaders, such as Abraham Lincoln, are not only instruments of change, they are catalysts for change. Lincoln effected the change needed by being extraordinarily decisive, and by creating an atmosphere of entrepreneurship that fostered innovative techniques.

Overall, Lincoln's philosophy and handling of the most up-to-date technology of the time was brilliant. He realized that as an executive leader, it was his responsibility to create the climate of risk-free entrepreneurship necessary to foster effective innovation.

The former Chairman and Chief Executive of 3M, Lewis W. Lehr, explains how that remarkably innovative company is structured for growth. "With about forty product divisions, various projects and departments, and about fifty overseas companies, 3M has close to one hundred major profit centres. Yet each one must feel much like a free standing business. As teams within a division develop successful new products and businesses, division management is responsible for spinning them off into self-sustaining enterprises. We give people an opportunity to identify with new business. And we find, without exception, that

the new unit begins to grow at a faster rate."

Innovation in "ACTION"

One of the largest manufacturing concerns in the world, Boeing has a corporate tradition of betting the company on breakthrough aviation products every couple of decades. In the 1950s Boeing gambled to build the first all-jet commercial passenger plane in the U.S. — the 707, and in 1968 Boeing built the first jumbo jet, the 747, without enough customer orders to guarantee it could break even. If any of these projects had failed, Boeing probably would have gone out of business.

General Motors launched the Saturn Corporation back in 1985 to create not only a brand new car from scratch but a brand new way of building cars and empowering workers. The goal was a company in which management and workers would pull together to reach common goals. Saturn employees are called team members. Everyone in the workforce of 8,500 people belongs to a team and wears a name badge that identifies the team.

"You either move with speed or die. It's the converse of "speed kills".

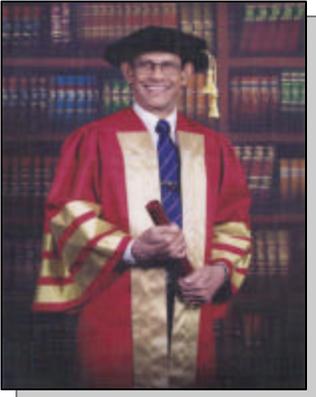
Conclusion

Successful marketing depends on the ability to develop new products and services that are able to meet the varying and changing needs of customers. As such, new product development and innovation are activities which are strategic in nature, and are essential for the success of businesses.

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Self marketing

By Dr. Ranjan Madanayake,
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Ranjan Madanayake, MCInst.M

We all know that if we fail to market our products or services they will not survive in the market place. Is this phenomenon only for products and services? What about us? Don't we need to market ourselves? This is not an effort to commercialise the human kind but an analysis to identify whether the core principals of marketing can be used to gain a competitive advantage for ourselves. Don't we all want to do better than others? If the answer is no, such a person is in the threshold of becoming an Arahath (achiever of Nirvana in Buddhism). If it is yes then we need to create for us a competitive advantage.

The Purpose of Marketing

The purpose of marketing is to identify, create and sustain competitive advantage and drive a business to sell more goods, services or ideas to target markets at profitable prices. (Ranjan Madanayake, Strategic Marketing Plan – The 12 'P' Model, Sarvodaya Vishva Lekha, Sri Lanka 2002)

Creating competitive advantage means creating superior value over and above the other options available in the mar-

ket place. This then brings us to identify the definition of marketing, which is:

Marketing is a management process to identify, create, sustain and grow customers by providing superior value at a profit. (Raman, Madanayake & Raghunath, Marketing Collectibles, Baron Press, New Zealand, 2003)

How do we provide superior value? The answer is by developing the **total value proposition**. Why? Because people buy value and not products or even benefits. People don't buy the product toothpaste they buy a brand of toothpaste. People don't buy the benefit of fresh breath of any toothpaste, they buy the benefit of fresh breath of a brand of toothpaste. The brand that a person selects is the one that has the most favourable value perception, and that is created by the product's total value proposition. An innovative airline doesn't serve food or drinks or even have reserved seats, but attracts thousands of passengers. It is not just the fact that it doesn't offer those benefits but the total package like convenience, speed etc., contributes to create its total value proposition.

Destiny

A senior colleague of mine in my country of Sri Lanka related a fine story of many decades in the past of a landed proprietor who questioned his son about his education. He had asked his son what he was going to study, and was told that he intended to be a doctor to which he replied – "what is the dress you will wear when you become a doctor?" The son had replied that he would wear a shirt and tie and often wear a long white coat. The father said that he wasn't satisfied with that job. The bewildered son asked why? The father said "you must do a job where you will have to wear a black coat". That was the end of the child's dream of becoming a doctor. However after the death of the father a few years later he pursued his

original dream and reached the destiny of being one of the most capable and knowledgeable members of the medical profession. Everybody has a dream, as a child, as an adult, and as a middle aged person, but these dreams change with the passage of time and circumstances. Had the father lived, the destiny of the good doctor would have been different.

Shakespeare said that some are born great, some achieve greatness, and some have greatness thrust upon them. We, in Sri Lanka, can name three Presidents who fit into this model. Presidents JR, Premadasa and DB respectively. President Premadasa achieved greatness from nothing. It was not only his vision and focus that made him achieve great heights, but either unknowingly or knowingly, he used the core principals of marketing and the marketing process to get to that level. Following is an examination of whether or not we can use the core principals of marketing and the marketing process to make a better person with the right competitive advantage.

Core principles of marketing

The philosophy of marketing states that "customer want-satisfaction" is the social and economic justification of a company's existence. A company must then:

- Plan – conceptualise, develop and produce want-satisfying products and or services
- Price – determine the right price by ascertaining costs and what the market is prepared to pay
- Distribute – make them available at the right place, at the right time and in the right quantities for customers to buy
- Communicate – create awareness and demand amongst the target market

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self marketing

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These are the four building blocks of marketing.

The marketing process

Following are the elements of the marketing process:

- Marketing information and analysis
- Marketing priorities
- Strategic Marketing
- Tactical Marketing
- Administrative Marketing

The question is, can we can adopt the marketing process to become a successful person?

Marketing information and analysis

The first thing the aspirant must have is sufficient information of the various professions and jobs available. What training is required for each of them, the time frame required, and the ability to acquire them.

Just like in marketing a product or service, the aspirant or its parents can do a *situation analysis* starting with an environmental scan. Determine the *demographic trends* such as how crowded each profession is and availability of jobs, *economic trends* such as benefits of each profession, *life style trends* such as image of different professions and jobs, *technological trends* to ascertain modernity or obsolescence of different professions, *political and regulatory trends* ascertain impact of political influence and regulations.

The next thing that has to be done is a *task environment analysis*. The aspirant can do a *customer analysis* or users analysis of professionals such as finance, legal, medical, HR, media, marketing, entertainment etc. This will give an idea as to which profession is worth the effort. A *collaborator analysis* can be done to find out who will provide such

training. There is no purpose of targeting a profession which is beyond one's means, or not readily available. *Competitive analysis* follows where a study can be made with regard to the competitiveness of each profession.

In marketing, a company analysis is done where product sales, market shares, pricing, profitability and costs are scrutinised. Similarly, the aspirant can look inward at himself or herself and identify likes and dislikes, preferences, adaptability, capabilities etc.

The aspirant can then move on to identify *prospects*. Like doing an *industry analysis* an evaluation of each profession can be made. A SWOT will tell a lot about the aspirant's strengths, weaknesses, opportunities and threats.

Marketing priorities

From the above information, a set of key issues can be made and the aspirant can go on to make some assumptions such as a short list of professions and jobs, training levels etc. Once this is done the aspirant will attempt to develop a *vision* for himself or herself such as being a company director or CEO and move on to determine a *mission*, which would be about being a fully trained professional. *Goals* and *objectives* can then be determined to set a date to accomplish qualifications and training, and obtaining professional memberships.

Strategic marketing

Marketing strategy is about:

- Segmenting Markets
- Targeting segments
- Positioning Products

The aspirant can now take the short list and start *segmenting* such as finance, marketing, HR, operations, IT, sales, logistics etc. Thereafter, *targeting* can be done based on the various inputs ob-

tained earlier. For this hypothesis we can consider marketing as the targeted profession through which, over a period, the aspirant wishes to be a company director or CEO. The next is *positioning*. How does the aspirant position himself/herself. The positioning strategy is to be a fully qualified and well-accomplished marketing and multi-skilled professional. That's how the aspirant wishes to be seen by his/her market or potential employers.

Tactical marketing

Marketing tactics are as follows:

- Product
- Price
- Place
- Promote

The above list, known as the 4 'P's, are tactical elements that will help create and deliver the chosen value proposition.

Product—the first challenge is to become a professional marketer. Let's assume that the aspirant is at ordinary levels and now he or she can plan and focus on achieving a marketing qualification. He/she could start on a professional course soon after his/her Ordinary Levels (Ols) without having to waste time doing Advanced Levels (Als), thus he/she would save two years and enable him/her to achieve his/her qualification faster. What many parents do is needlessly pressure their children to do Als. Now this in marketing is product development to create the total value proposition. Packaging and branding are essential elements. This is precisely what the aspirant must do develop his/her own total value proposition.

Once he/she completes his/her first stage he/she can get into employment as a Management Trainee in marketing.

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This will give her/him hands-on experience and exposure in the real life situation. On completion of his/her professional qualifications he/she must then go on to become a professional marketer and continue to do a MBA. He/she has achieved experience and qualifications at a relatively young age. One can complete Ols by the age of 16 years and at 18 he/she can start work and complete his/her professional studies by 20 (or less) and MBA by age 22, or less. Thus he/she might be a well-qualified and well-accomplished marketing professional. Naturally, in his chosen field he/she should do well. Great? No! Why not? His/her objective was to be at board level or CEO some day.



That being the case he/she must focus on having multiple skills. Today there are diploma and postgraduate level courses in many fields and he/she could choose:

- Finance
- Logistics
- IT
- HR etc.

Thus he/she will be multi skilled. One must not forget the most important

thing of self-development, which is continuing professional development. Participation in seminars and workshops are very useful. Constant reading keeps a person well informed. What about a Doctorate? If this is possible, it is a milestone to reach. I would say go for it.

Price — all this must have cost and it would be time to get it back. So, negotiating the right breaks with the right package is important. Sticking to one company all your life is the wisdom of the fool. Each, and every industry provides you a new experience and provides new knowledge. A “rolling stone gathers no moss” (anonymous) but it does get polished in the process. I prefer ‘polish’ than ‘moss’. Don’t forget a top professional today costs money, and entrepreneurs know very well that if you pay peanuts you can only get monkeys.

Distribute — he/she must then obtain memberships of professional institutes, and interact with the membership and become accepted by being pleasant and amicable. Memberships in social clubs and charities are also good as they give the opportunity of getting to know people, many of whom are commercially important people. You must be fit and ready for that long journey up the corporate ladder to look for opportunities, either finding new jobs or starting your own venture.

Promote — doing all this is not enough. You need to communicate about yourself. A good route would be to contribute to various publications and journals, if there is talent. A little self promotion is also advisable without annoying the audience and it must be done pleasantly. Get your peers to talk about you, referrals.

Administrative marketing

Marketing administration is about:

- Developing the strategic marketing plan
- Implementation and control

The aspirant must have a strategic marketing plan for his/her life—perhaps taking five years at a time and always better if it is written down (one or two A4 sheets are good enough). Last but not least, implementation and control is very important. A plan that is not executed effectively is not worth the paper it is printed on.

Conclusion

I am sure you will agree that a person who has done all this probably by now in the late twenties (advantages of starting and focussing on a profession when young) is well positioned to achieve the ultimate objective of getting to the board level or being a CEO in either his/her, or some other company.



If you don't agree with my hypothesis please email ranjanm@sltnet.lk and keep it very confidential, but if you do agree please go ahead and tell the whole world. I too need some self-marketing!

*Dr. Ranjan Madanayake is author of Strategic Marketing Plan – The 12 'P' Model, Sri Lanka and Co-author of The Marketing Collectibles, New Zealand & Malaysia. He is a member of the International Academic Board, **Phoenix International University**, Managing Director, **Phoenix Business School**, Sri Lanka, and Marketing & Management Consultant, for **East West Marketing (Pvt) Ltd.**, Sri Lanka.*

Changing the mindset

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



Doc Halliday, MCInst.M

All of us are involved one way or the other in a major shift to an entirely new global economy. As individuals we may jeopardise our future if we don't invest our energy in embracing the opportunities brought about by change. Accepting personal responsibility for our future will be challenging because playing by the new rules and letting go of old assumptions and opinions isn't easy to do for most of us.

You are probably feeling as I do, that everything around us seems to be constantly in rapid transition. Maintaining a competitive advantage requires organizations to be nimble and flexible to best react to outside influences. Dynamic realignment of strategies is happening more frequently, for some, on a daily basis. The organizations that will prosper in this environment are learning how to be strategic and reactive at the same time. They have moved through the processes of restructuring, outsourcing, downsizing, subcontracting, and forming alliances. All in an effort to deliver added value to those they serve while reducing cost and increasing productivity.

New organizational cultures that live within perpetual motion must be light on their feet and learn to welcome change. Employees who 'buy in' will be viewed as on board and part of the new world, and those that don't, regardless of their good intentions, will be branded as psychologically unplugged.

The new order will expect a lot more for less from everyone because of competitive pressures. Customer expectations in quality and service response are escalating as competitors scramble, for improving competitive advantages through value added and improved communications with their customers. Some see CRM technology as being a leg up in the race for the customer's *emotional* loyalty. Wrong.

Career success will be won by those who are personally committed and accelerating at the same pace as their organizations. We will have to deal with the feeling of uncertainty in our roles because of shifting priorities, dynamic reporting relationships and the need to be flexible, all of which will make a clearly defined job description almost impossible. The gurus suggest that we must take on the responsibility of defining our own role in the organization to a much larger extent than ever before. It means figuring out what the top priorities of your organization are, taking initiative and focusing your efforts towards achieving personal success within the overall corporate strategies. Some would suggest that the tactic of winging it and adopting the belief that it is easier to ask forgiveness than permission may be the way to go. Face it, organizations have become flatter with fewer levels of management. They have reshaped themselves and are striving to become more entrepreneurial.

Decision making is being driven further down the organization. Decentralised business units, or teams, who are closer

to the customer, who can work faster in solving problems and implementing solutions are replacing top down accountability models that didn't have the authority to make things happen. Today, the notion of being employed by an organization but thinking as if you were self employed has been referred to as being entrepreneurial by several authors, and is considered a healthy and sought after attitude.

Lifelong learning and specialized knowledge are essential regardless of the industry or position. At the same time when investing in education, it is important that you develop skills that are transferable or portable. The longevity of your current employment and the ability to market yourself will be greatly enhanced by your constant involvement in education. Another thought worth your consideration is how you contribute in a measurable way to achieving results within the organization. While it is popular for teams to share for and share in achievement, it is also important for individuals to be viewed as contributing more than they cost.

Becoming your own score keeper can keep you focused and build your own self esteem while contributing to a team at the same time. In the corporate culture that is emerging, employees will be looking at the task of constantly improving how work is done, learning new things, and working at a variety of responsibilities. All of it will be changing daily. It can be an exciting time or a frustrating time. *It will be a matter of mindset.*

A clear customer definition is necessary since every team, department, and organization should have the purpose of serving someone else. Some would say that their *only true purpose is customer satisfaction.*

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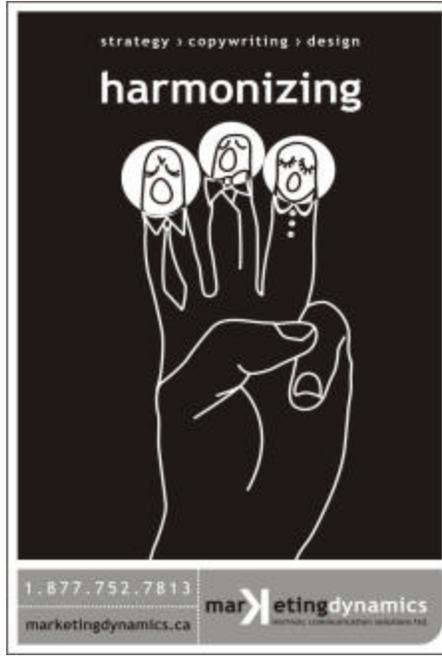
'What goes around comes around.' The fundamental truth of this statement often gets lost in the press of business and the stress of our personal lives. We cannot lose our service and customer focus, *but business leaders must focus more on their employees and the culture that they live in.*

We lose sight of the fact that our job is to serve the customer, or to serve someone else, who does. Support teams and human resources, finance, and operation departments sometimes resent their perceived secondary roles. The point is not that others in the organization are any better than the support teams, but that others in the organization are their customers. The support team or department's job is to serve other employees, by which they serve the customer who buys your products and services. Identifying, legitimizing, and resolving this dilemma is a key component of mission development. This is why consulting with other key stakeholders (including your internal and external customers) is so important.

The point of my article is this. 'Only when the employees of a company are fully engaged and self motivated in improving things and at the same time perceiving that their role is as important in delivering world-class customer service, will any company achieve their CRM objectives.

Most of the culture barriers that impede employees from investing their potential and taking initiative comes from the absence of role model conduct of its management. Business leaders, while awakening slowly, must find the way to reverse the percentage of hours they spend on administration, meetings, and desk management with the small percentage they spend in coaching, developing, and tapping into the minds of their employees. It's a matter of mindset.

Doc Halliday is the Strategic Imagineer with Marketing Dynamics. Contact Doc at doc@marketingdynamics.ca.



Toronto Chapter of Bruce Trail Association getting boost from Institute members

Through its members, the Toronto Chapter of the Bruce Trail Association is getting some marketing help to grow their membership. Student member, Stefanie Schram and Director Charles Adegboyega, ACInst.M. are assisting Alex Brown, P.Eng., of the Toronto Chapter executive to map out a plan that is implementable. The Institute team is hoping to have a plan ready for discussion in October 2004

and a completed product by year-end.

The plan for the Toronto Chapter would be couched within a plan prepared for the entire Association in 2002 by Cornerstone Marketing. The team will develop a marketing plan and series of action items intended to assist the Chapter grow its long-term membership base and change its demographics to a more balanced profile of age groups.

The work of our team will be covered in an upcoming issue of The Marketing Challenge.

Institute continues to raise its profile at Georgian College

Georgian College in Barrie, Ontario is a major partner of the Canadian Institute of Marketing in developing post graduate programs in marketing. To date, Georgian is the only college in North America offering the Chartered Institute of Marketing professional certificates and diploma programs. Although the program is slow to attract a number of students to enable the program to launch, interest continues.

The Institute is very supportive of the marketing programs at Georgian College and continues to work with Georgian officials to promote the program. On October 28, the Institute will be exhibiting at the Career Fair being held at Georgian College, encouraging people interested in marketing to enhance their education with a marketing diploma.

Marketing implications from characteristics of management education and critical success factors

By Anthony Raman, M.C.Inst.M.



Anthony Raman, MCIInst.M

The importance of services within most economies grew during the Second World War and the level of interest in services as a distinct field of study increased as mentioned by Berry and Parasuraman (1993) and cited by Mazzarol and Soutar (1999).

According to Mazzarol (1999), additional problems are created when institutions attempt to recruit offshore due to the special characteristics of education. He further mentioned that to achieve success in international markets, they need to undertake activities that will attract prospective students internationally.

Education services can be described as the following using Lovelock's (1983) framework as done by Mazzarol (1998).

They can be described as having the following characteristics :

Education service is an act that is directed to people's minds and primarily "people based" rather than equipment based and involves intangible actions.

Education involves a lengthy and formal relationship with the client and continuous delivery of service. Students have a membership relationship with the service provider.

Education services can be customized to a variable extent. However quality can be affected by such variability in service delivery.

Demand is subjected to narrow fluctuations over time but supply can be difficult to be managed with limitations on staff availability and course places.

It has moved from a tradition where students come to institutions to complete their courses to offshore teaching programmes and distance education with modern technologies in the field of international education.

Mazzarol and Soutar (1999) cited the works of Thomas (1978), Shostack (1977), Lovelock (1983), Nicholls (1987), Soutar and Mazzarol (1995) and Hamer (1993) in this description of education services.

Furthermore, Mazzarol and Soutar cited Ziethmal et al (1985) when mentioning that education has four primary service characteristics of intangibility, inseparability, heterogeneity and perishability.

They argued that such dimensions are present in the following manner :

Intangibility is major feature that distinguishes education and as such difficult to define.

Students' participation in their own learning is a critical success factor in education to the inseparability aspects.

Quality management is vital due to quality control problems posed by heterogeneity of education.

Education cannot be placed into inventory due to perishability even though modern technology like web-based materials may reduce perishability.

Mazzarol and Soutar cited the works of Shuell and Lee (1976), Berry (1980), Booms and Bitner (1981), Baldwin (1991), Marceau (1993), Harman (1994), Lindsay (1994), Edmond (1995) and Sasser (1996).

We can come to some conclusions with regards to the description and characteristics of management education and their marketing implications.

Management education can be described as being highly intangible and people based thus requiring the providers to work towards increasing tangibility through the use of branding, printed resources, Web sites, physical structures despite the age of the internet, and most of all—quality facilitators who will personify the management education provider within the classrooms and in the market place.

Management education providers need to focus on building client loyalty and enhanced client services through customer relationship, strong alumni network, promotional activities, and

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services such as e-learning and help desk. In fact, such loyalty can reward the provider in terms of recommendations of potential students and the ability of using the testimonials of their alumni members in promotional activities. Recommendations and favourable word of mouth advertising certainly helps in reducing perceived risks in the minds of prospective students.

Where possible, such providers should try to customize management education to the degree possible and providing personalized services to their customers. It is common to find MBA students requesting specific modules that they wish to study, and want to have a range of modules for their selection. Those studying management education especially at the higher levels desire personal touches to their delivery and want to be treated as an individual in a two way relationship rather than as a registration number in a one way relationship.

They will need to manage the supply factor by ensuring that they have enough staff resources and other related resources and the right level of class capacity. Matching them both might not always be easy. Obviously, many try to have the maximum class capacity and fulfill them with a limited or set level of resources.

In terms of delivery, they need to be innovative and explore methods beyond offshore teaching programmes and distance education or employ a hybrid form of delivery method. Good examples can be institutions such as Phoenix University of the USA and the various European management schools that are offering on line delivery, on line personal develop-

ment, and short courses such as IN-SEAD and IMD.

The marketing implications mean that providers need to focus on people issues as part of services marketing, focus on relationship marketing, venture into mass customization where possible. Doing so, they can cater to more market segments and explore multiple market entry methods while focusing on the use of technology.

Managing the various aspects of management education well can contribute to the competitive advantage of the providers.

Critical Success Factors

Mazzarol (1998) argued that there are 17 critical success factors for educational institutions that operate in international markets.

Based on these, I believe in the following for management education providers, and their competitive advantage can be built through them:

Focusing on building name recognition with a high profile to ensure brand recognition. They can work towards having the brand associate with particular characteristics, like Harvard and Cambridge. Providers having such brand recognition find it a competitive tool, enabling some form of brand extension within the education and training market. In fact, some have even moved into high quality stationery and accessories.

Establishing, building, and maintaining international strategic alliances with partners within the target markets. Such alliances would be a competitive advantage, result-

ing in easier market entry, enabling the ability to use the alliance partners' local market strengths while enjoying costs savings in market penetration.

Running offshore/franchised programmes and the establishment of a network of recruitment offices in offshore locations. This will enable management education providers to be a physical presence a market itself and be able to feel the 'pulse' of the market and provide personalized services to potential students. Offshore/franchised programmes will enable the providers to reach a wider potential market and actually complement to on-campus activities. They allow the providers to compete in various geographical locations with the support of local partners. The connectivity with the marketplace and students can be greatly increased.

Ensure that quality staff possessing the right level of expertise are employed in the delivery of the programmes, ensuring that quality delivery can be achieved. Furthermore, they will increase the level of customer relationship with the students and level of satisfaction. It must be remembered that they are the personification of the institution itself to the marketplace.

The providers should have a *customer oriented service culture* as mentioned by Gronross (1990). It is important for management education providers to realize this to provide customer satisfaction. After all, education is part of services marketing.

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Be innovative in terms of programmes and delivery (i.e. multi-modal delivery, multiple teaching locations). Innovation can be a competitive advantage that allows providers to have the flexibility to remain fluid with the changes in the environment.

Using information technology and technical superiority effectively such as on-line learning and Web sites. They contribute to multi modal delivery, allow cost savings and increase the capability to serve wider geographic markets.



Access to readily available and high level resources. Enables the provider to exploit the marketing opportunities that might otherwise be foregone due to lack of finances. Providers need to focus on this where possible.

Offering a broad range of management programmes and courses. This can extend to modules and subject variety. Enables customization to be undertaken and provides access to various market segments while spreading risks.

Strive to achieve strength of alumni and market share. A strong alumni provides a great tangible feature for a management education provider while being a powerful promotional tool.

Undertake advertising that is informative and educational and use testimonials extensively, such as using testimonials of alumni. Such activities enable some form of differentiation to take place while assisting in reducing perceived risks.

Establishment and use of quality recruitment agents. They ensure that they have someone 'on the ground' and enable the provider to have a market presence.

It is obvious that having all the critical success factors might not be possible, but striving for them is certainly worthwhile bearing in mind the characteristics of management education and their marketing implications.

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Member Mentions

Keith Warne, FCInst.M



Keith Warne, FCInst.M

Long time member, Keith K. Warne, member #52 became the first member of the Institute to be elected to the newly created College of Fellows. Keith is the only Canadian to have received the G.D.

Crain Jr. Award for outstanding contributions to the advancement of marketing and communications in North America. He was also recognized for his term as President of the US-based Business Marketing Association, his role in staging the first International Business Marketing Conference, and his extensive activities in lecturing on marketing to universities and colleges. His nomination was supported by letters of recommendation from clients and colleagues.

Anthony Raman, MCIInst.M.



Anthony Raman, MCIInst.M

Recently this summer, Anthony qualified for chartered marketer status in the chartered Institute of Marketing (UK).

Anthony is a regular contributor to The Marketing Challenge.

Mr. Raman is the International Liaison Director (Asia Pacific) Te Wananga O Aotearoa (TWOA) — The University of New Zealand and lectures in marketing.

The importance of service quality in Ghana's banking sector

By Robert Hinson, MCInst.M, MCIM



Robert Hinson, MCInst.M

Prior to 1983, the formal banking system in Ghana was dominated by state owned banks that had a monopoly in terms of their spread and operations. With the exception of two banks—Barclays and Standard Chartered, there were no foreign banks in the Ghanaian banking system. Today, the banking system comprises a central Bank, ten commercial banks; five merchant banks and one hundred and thirty two rural banks. HFC Bank is a recent addition to the list of commercial banks; and there is an imminent arrival of a new commercial bank from a sister west African country.

Before the passage of the Universal Banking Law, banking was categorized into commercial, developmental or merchant banking. With the passage of the Universal Banking Law however, all types of banking can be conducted under a single corporate banking entity. This greatly reorganizes the competitive scopes of several banking products in Ghana. The years of reform and deregulation have brought the banking sector firmly into the competitive arena in terms of customers and products. Banks have seen

unprecedented upheaval. A mutual fund product from a Non-Bank Financial Institution now competes with a mutual fund product from a traditional bank. A traditional brokerage firm would have to compete for Initial Public Offering (IPO) business with the several subsidiaries that exist under traditional banking umbrella brands.

In the light of all these interesting developments in Ghana's banking industry, it becomes necessary to ask what role quality service plays within this new banking paradigm. Banks throughout the country are constantly seeking unique ways of differentiating their service offering. The willingness and ability of bank managers to respond to changes in the service economy will determine whether their own organizations survive and prosper. With so many changes occurring on the Ghanaian banking scene, including an expansion and intensification of competition and increasing customer sensitivity, the issue of service quality has gained considerable currency

What is Service?

In simple terms, a service is an activity or series of activities of more or less intangible nature that normally, take place in interactions between the customer and the service employee or systems of the service provider, which are provided as solutions to customer needs or problems. There are four basic characteristics/challenges that distinguish services from goods: intangibility, inseparability, variability and perishability.

1 Intangibility. means that "services do not take the form of physical goods

and are thus hard to visualize". This would usually lead to problems in promoting the services. Kotler (one of the world's leading marketing gurus) suggests: "tangibilize the intangible" by providing evidence of service quality. Powers (another marketing guru) echoed Kotler's view that visible indicators could be used to convey the desired image during the service delivery.

An interpretation of Powers' view might be that firstly, Ghanaian banks need to develop strong visual symbols for the service firm. The multinational banks seem to have mastered this art because a majority of them have rigorous brand management programs which help to foster a strong visual identity. Secondly, banks also need to advertise a caring company that creates successful results; and thirdly, to stress personal selling and post-purchase follow-up programs. Personal Selling is a type of marketing communications that facilitates a healthy personal contact with clients. In employing that communication mode, bankers have the ability to create customer intimacy and become uniquely positioned to address customer service issues both in the purchase and post-purchase phase of the service interaction.

2 Inseparability. Inseparability refers to services being produced and consumed at the same time. This would pose quality control problems as services cannot be provided in advance and checked before delivery. The ways of dealing with this service challenge for banks include continual employee training on service quality, bank policies, systems and procedures. Banks should also have multiple locations, utilize web pages, and engage in email correspondence with their clients to enhance customer convenience.

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Further, they need to train frontline service operators (tellers, front desk executives, salespeople, security personnel especially those from third party vendors) incessantly because they serve as the boundary spanners in most banks. Boundary Spanners are the service operators who operate on the circumference of the service circle and constitute the first point of call for all external parties interfacing with that service circle. They provide a link between the external customer and the environment and the internal operations of the organization. They therefore serve a critical function in understanding, filtering and interpreting information and resources to and from the organization and its external constituencies. The Boundary spanners, through their interaction with customers, largely determine the level of service quality delivered. In many cases they are the service - there is nothing else. Of course banks also have the option of hiring employees who understand marketing.

3 *Variability.*

Variability means that services delivered are heterogeneous. Services are normally more variable than physical products because they depend on who provides the services, and when and where they are provided. In most cases, service providers or customers will be involved in the service production and delivery process. Variability or heterogeneity may also offer opportunity to the service providers to differentiate their services based on the needs of customers. Marketing methods for dealing with this service challenge include Standardization with automation of routine services to ensure quality; spontaneity and flexibility are also important.

4 *Perishability:* Services in general are produced at the time of consumption and cannot be stored as physical goods. Service firms therefore would have problems in meeting the fluctuating demands of customers. Service marketing methods for dealing these challenges for banks include increase personal selling for new clients during slow times, increase selling new services to existing clients during slow times and cross-train personnel for surges in demand.

Service Quality Issues

In today's banking competitive environment the pursuit of service quality is considered an essential strategy. Banks in the new economy compete on a much broader platform, and as such offering a superior product is no longer sufficient. A world-class product is no longer the ticket to market dominance, but simply the admission price to compete. We are witnessing traditional business models being turned upside down, as companies and their customers connect in new and radically different ways.

Parasuraman et al. (1985) identified ten determinants of service quality namely

1. Accessibility,
2. Reliability,
3. Responsiveness,
4. Competence,
5. Courtesy,
6. Communication,
7. Credibility,
8. Security,
9. Understanding/knowing the customer,
10. Tangibles.

Service quality for Ghanaian banks can therefore be scored on these broad parameters. If you are a bank you need to pause and examine whether you score highly on each of these critical variables. If you do not,

then you should be moving rapidly to the end of this article where I have proffered tips on how to improve service quality in your organization. Service quality with its effect on word of mouth communications can also help promote or denigrate a bank. It is interesting to note that six times more people would hear of a poor service encounter than of a good one. Whilst negative word of mouth can have disastrous effects on customer acquisition and retention strategies, as well as the corporate image of a firm, positive word of mouth can be the most effective but cheapest means of communications for a Bank's services and image.



Quality of services is also an important issue to all bankers since it is a primary means of competitive differentiation. Bankers have little to offer if their service is poor. Quality of service has been known to impact on customer satisfaction and retention. There is no doubt the quality of service has a bearing on as to whether a customer is to be retained or otherwise. The quality of the offering is the first factor that the customer considers in making repurchase decisions which in turn has effect on customer loyalty and retention. Service quality, until recently was not the concern of most Banks mainly due to the fact that customers did not have alternatives. With today's competitive environment companies are now paying more attention to quality in service delivery processes because

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service quality is considered as a critical determinant of competitiveness. Today's customer is becoming more sophisticated with higher expectations and almost a zero tolerance for poor service. Companies, which offer services perceived by customer as higher in quality tend to have bigger market share in their industry. Superior service quality leads to customer satisfaction, which leads to service loyalty, positive word of mouth and the ultimate, higher profit.

Tips for Achieving Service Quality

- **Develop a solid Strategic Marketing Plan.**
- **Hire a marketing consultant to draw a Service Blueprint for you.**
- **Focus on the Services marketing mix.** The mix constituents are namely the products of the bank, the price at which these products are sold, the aesthetic quality of where the products are delivered, the distribution network that carries the products, the quality of bank staff, and the internal processes that facilitate the delivery of the product to the Bank's end user. The processes should be greatly facilitated by technology.
- **Ensure a client-oriented culture.**
- **Reward employees for outstanding service quality.**
- **Practice internal marketing to improve job satisfaction.** Internal marketing is the key to any kind of successful external marketing. There is increasing pressure on marketing departments all over the world to deliver on increasingly ambitious targets. The service sector is particular

challenged in this regard because services' marketing poses special problems for marketing people.

- **Develop and maintain reputation for quality, speed, and sensitivity.**
- **Improve service continuously.**
- **Concentrate on the areas most important to customer retention.**
- **Use customer satisfaction to expand revenues.**
- **Ensure service improvement efforts are financially accountable.**
- **Delight – don't just satisfy – the customer**

Robert Hinson holds a bachelors, post graduate Diploma and an MBA in marketing. He is a Chartered Marketer and a lecturer in the Marketing Department at the University of Ghana Business School. He is a marketing consultant, is published, and presented conference papers on a wide range of topics including Service Marketing, Marketing Communications, Behaviour Change Communications, Technology and Banking, and, The Internet and Exporting. He can be reached at rhinson@ug.edu.gh

CIM enables employers to benchmark marketing skills with new professional marketing standards

To allow employers to benchmark the skills of their marketing teams, The Chartered Institute of Marketing (CIM) is launching a set of Professional Marketing Standards.

The standards have been developed after significant research involving employers, academics, tutors and students.

The research enabled a framework to be developed outlining the capabilities and activities that employers should expect their marketers to carry out in their professional role including research, strategy, implementation, measuring effectiveness and managing people. The framework sets a standard for each level of a marketing career.

In line with the changing requirements of employers seeking professional marketers, CIM has revised the syllabi of their qualifications and will unveil new developments for September 2004. The new qualifications link in with the recently developed Professional Marketing Standards.

Paul Gostick, CIM's International Chairman, explains: "The new qualifications are based on CIM's Professional Marketing Standards, so students can be assured that the course they follow will equip them for their next move in their marketing career. The syllabi are based on current marketing practice, as well as including theoretical models, which gives employers reassurance that not only do CIM qualified marketers have a sound theoretical grounding in marketing techniques, but they know how to apply them in practice to deliver value and bottom line results."

CIM's Professional Marketing Standards are available on their website at www.cim.co.uk/standards, enabling employers to benchmark their marketers to see if they have the required professional skills and knowledge for their roles. Those employers wishing to find out more about qualifying members of their marketing team should contact qualifications@cim.co.uk

Distinction Vs. Extinction

By Bill Preston, CPBP, CSP, MCInst.M.



Bill Preston, MCInst.M

There are approximately 2,025,000 businesses in Canada.

- 1,587,000 business have 0 – 4 employees 78.4%.
- 383,000 businesses have 5 – 49 employees 18.9%.
- 31,000 businesses have 50 – 99 employees 1.5%.
- 24,000 businesses have 100 plus employees 1.2%.

Every business has two common need elements:

1. The need for a strategic business plan.
2. The need for a distinct competitive advantage.

Based on the statistics above, it is probably safe to say that nearly 75% of businesses will not have a professional business planner on staff. So, who is writing their business plan? Who is developing their marketing strategy? Who is developing their sales plan or advertising plan? Probably the owner or manager who may have limited experience in the planning area.

It has been stated that 85 % of all new

businesses will fail within the first couple of years. There are many reasons for this exorbitant number of failures including:

- Lack of financing.
- Lack of management experience.
- Lack of strategic planning.

In this article I will address the 'lack of strategic planning' as the reason for failures. Whether you are launching a new product, repositioning an existing product or business, or starting a new business, it is imperative that you find a competitive point of distinction or competitive advantage before you launch.

Often times the first questions a prospect will ask are:

- What makes you so different from the competition?
- Why should I buy this product or service from you?
- Why should I invest in your company or idea?
- Why would I come to work for your company?

A good strategy and distinct competitive advantage would answer these questions and help build your business.

A distinct competitive advantage would also:

- Help Generate New Sales.
- Separate Us From the Competition.
- Improve Profitability.
- Avoid Price Wars.
- Attract New Customers.
- Retain Existing Customers.
- Attract & Retain Employees.
- Attract & Retain Investors.

According to Al Ries and Jack Trout, renowned authors of the best seller

“The 22 Immutable Laws of Marketing”, The Law of Focus states;
“The most powerful concept in marketing is owning a word in the prospects mind”

We can all relate to the following successful strategies:

- Safety...Volvo
- Cavities...Crest
- Youth...Pepsi
- Driving...BMW

This concept applies to large and small businesses. It is just a matter of finding the word or attribute that is right for us that will allow us to focus on that characteristic or benefit, so that it becomes the primary reason for buying our product or service.

Finding our word or attribute!

First we must find value for our customers. Value is defined as, “the non-price attributes that surround the sale or use of a product or service.”

Attributes are defined as “characteristic qualities, features or elements.”

Attributes can be found in all areas within our business, including:

- Heritage
- People
- Products
- Packaging
- Programs
- Policies
- Systems, and
- Payment Plans

There are virtually hundreds of attributes that have proven there worth over time including:

- The First
- Award Winning
- The Best

distinction Vs. extinction

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- Long Lasting
 - The Only
 - Fast Acting
 - New/New & Improved
 - Best Ingredients
 - The Next Generation
 - Best Tasting
 - The Hottest
 - Most Respected
- and so on...

Finding our own word or attribute can only be accomplished by comparing our strengths and weaknesses against the strengths and weaknesses of our major competitors. Once we have identified our major competitors strengths and weaknesses we must remember to:

Avoid Their Strength and Attack Their Weakness

Important Note: Any attribute we select must be validated, if we are to ensure the trust and respect of the consumer.

Bill has recently developed and soon to be published "Attribute Power" A Competitive Advantage Guide designed to help businesses, small or large find their competitive advantage, by providing over 200 non-price attributes to compare against their major competitors. The guide will be available in both CD and book formats. "Attribute Power" A Competitive Advantage Guide retails for \$19.95 + appropriate taxes.

Bill Preston, is a Certified Professional Business Planner, Certified Sales Professional and Full Member of Canadian Institute of Marketing. Bill is a strategic planning coach & consultant based out of Burlington, Ontario. Bill can be reached at: 905-330-8885 or wpreston1@cogeco.ca

Member Profiles

Ranil Herath BA, PGDSM, MBA, MCInst.M, F.CIM joins the Canadian Institute of Marketing with over 11 years experience as a marketing professional. Ranil has a BA, a Post Graduate Diploma in Sales and Marketing Management and an MBA to his credit. He is also a Full Member of the Canadian Institute of Management and a member of the Toronto Board of Trade. He also happens to be an active Rotarian with the Rotary Club of Toronto serving on a number of committees.

Ranil is the Director of International Business Development at the Canadian Business College, Toronto. His present role involves marketing the College internationally to recruit students and expanding the operation and program offerings to other countries. He is also working on building new business models for growth of the organization overseas. Prior to his present role, Ranil was the Director – Marketing & Business Development of Confluence International, an Education Consulting company, which marketed Canadian Post Secondary Education internationally, representing a number of Canadian Universities and Colleges.

A successful national advertising and marketing campaign to launch the British Higher National Diploma in Sri Lanka was one of Ranil's many projects during the time he served as the Head of Sales & Marketing for the education arm of John Keells Holdings, the largest conglomerate in Sri Lanka. Ranil also has experience in Marketing Telecommunications (as Corporate Account Manager – Lanka Bell) and Pharmaceuticals - promoting the Smithkline Beecham (now GSK) and Wyeth Ayerst products.

William (Bill) Preston, CPBP, CSP, MCInst.M.

Bill is a Certified Professional Business Planner (CPBP) with the International Association of Professional Business Planners, a Certified Sales Professional (CSP) with the Canadian Professional Sales Association, is a full member of the Cana-

dian Institute of Marketing, has a diploma in Adult Education from St. Francis Xavier University, and is a Certified Coach with the National Coaching Certification Program. Bill is the author of Chameleon, The Colour of Success, a comprehensive business planning course approved by the Ministry of Training, Colleges and Universities. In addition, Bill has also developed a CD entitled "Attribute Power" a competitive advantage guide designed to help marketers and business owners identify their own competitive advantage through a comparison of over 200 non-price attributes. A devoted marketing professional, Bill has pioneered several new start-ups, including an award winning franchise and has a track record of success in business development, franchising, coaching, training and speaking.

As President of Power Planning Strategies, a Canadian based consulting firm, Bill also facilitates workshops based on "Chameleon, The Colour of Success" which maintains a focus on the continuity of planning and developing a distinct competitive advantage. Bill's sense of humor and passion for sales, marketing and training comes through when he presents ideas and excerpts, on such topics as: **Distinction vs. Extinction**, Define Your Competitive Advantage, 200 Non-Price Attributes, Competitive Analysis, Positioning, Attract Investors; **Diversify Your Revenue**, Increase Sales by Increasing Sales Channels, Partnerships, Direct Sales, Agent Sales, Franchising, Internet, Catalogues, Contra, etc; **"Planning" to Succeed; Importance & Impact of a Strategic Business Plan**, Attract and retain shareholders, lenders, employees, customers & suppliers; **Growing Beyond the B.S. (Brand & System)**; and, **Sales Success Strategies for Franchisees**, Networking, Partnerships, Community Events, Social Activities, Chambers, etc.

Bill has performed speaking engagements, sales training and facilitated business strategies workshops for such groups as:

- Canadian Franchise Association
- Mississauga Board of Trade
- Halton-Peel Enterprise Centre
- Several Franchise Conferences

The Marketing Audit

By James N. Beatty
George Brown College,
St. James Campus Toronto

From time to time, companies need to undertake a critical review of overall goals and effectiveness. Each company should periodically reassess its strategic approach to the marketplace.

The "Marketing Audit" is a comprehensive, independent and periodic examination of a company's marketing environment, objectives, strategies and activities with a view to determining problem areas and opportunities, and a plan of action to improve the company's marketing performance.

The audit has four basic characteristics.

Comprehensive: The M.A. covers all the basic activities of the business, not just a few trouble spots. It would be called a functional audit if it covered only the sales force, pricing, or some other marketing activity. But sometimes functional audits can be misleading. For example, a high degree of sales force turnover could, instead of being a result of poor sales force training and compensation, actually be due to weak company products and promotion. A marketing audit is often more effective in determining the real source of marketing problems.

Systematic: The M.A. is an orderly examination of the organization's macro - and micro marketing environment, marketing objectives and strategies, marketing systems and specific activities. The audit will show the most needed improvement and result in a corrective action plan directed

towards improving overall marketing effectiveness.

Independent: Often the best audits come from outside consultants who have the necessary objectivity, broad experience in a number of industries, have some familiarity with the industry being audited and the time and attention to devote to the audit. (While you lack the "broad experience", qualification, you do meet the other three criteria.)

Periodic: Often, marketing audits are initiated after sales have started to decline, sales force morale has fallen, and other problems have occurred. Prob-

FOUR CHARACTERISTICS OF THE MARKETING AUDIT

Comprehensive
Systematic
Independent
Periodic

lems crop up in part because companies failed to review their marketing operations during the good times.

Components of a Marketing Audit Part I. Marketing Environment Audit Macro environment

Demographic What major demographic developments and trends pose opportunities or threats? What actions has the company taken in response?

Economic What major developments in income, prices, savings and credit will affect the company? What actions has the company been taking in response?

Technological What are the major changes in product and process technology? What is the company's position in these technologies?

Political What changes in laws and regulations might affect marketing strategy and tactics? What is happening in these areas that affects marketing

strategy?

Cultural What is the public's attitude towards business and towards the company's products? What changes in consumer lifestyles and values might affect the company?

Task Environment

Markets What is happening to market size, growth, geographical distribution and profits? What are the major market segments?

Customers What are customers' needs and buying processes? How do customers and prospects rate the company and its competitors on reputation, product quality, service, sales force and price? How do different customer segments make their buying decisions?

Competitors Who are the major competitors? What are their objectives, strategies, strengths, weaknesses, sizes and market shares? What trends will affect competition and substitutes for the company's products?

Distributors/Dealers What are the main trade channels for bringing products to customers? What is the efficiency level and growth potential of the different channels?

Suppliers What is the outlook for the availability of key resources? What are trends among suppliers?

Facilitators and marketing firms

What is the outlook for transportation services, warehousing facilities and financial resources?

How effective are the company's advertising agencies and marketing research firms?

Publics Which publics represent particular opportunities or problems? What steps has the company taken to deal effectively with each public?

Part II. Marketing Strategy Audit

Business Mission Is the business mission clearly stated in market-orientated terms? Is it feasible?

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marketing audit

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Marketing Objectives & Goals

Do the company and marketing objectives appear to be stated clearly?

Strategy Has the company developed an effective positioning and marketing mix for each target segment? Do Marketing resources appear to be allocated optimally to the major elements of the marketing mix?

Part III. Marketing Organization Audit

Formal Structure Does the marketing vice president have adequate authority and responsibility for company activities that affect customer satisfaction? Are the marketing activities optimally structured along functional, segment, end-user, and geographical lines?

Functional Efficiency

Are there good communication and working relations between marketing and sales? Is the product management system working effectively? Are product managers able to plan profits or only sales volume? Are there any groups in marketing that need more training, motivation, supervision or evaluation?

Interface Efficiency

Are there any problems between marketing and manufacturing, R&D, purchasing, finance, accounting or legal that need attention?

Part IV. Marketing Systems Audit

Marketing Information System

Is the marketing intelligence system producing accurate, sufficient and timely information? Are company decision makers asking for enough marketing research, and are they using the results? Is the company employing the best methods for market measurement and sales forecasting?

Marketing Planning Systems

Is the marketing planning system well conceived and effectively used? Do marketers have decision support systems available? Does the planning system result in acceptable sales targets and quotas?

Marketing Control System

Are the control procedures adequate to ensure that the annual plan objectives are being achieved? Does management periodically analyze the profitability of products, markets, territories, and channels of distribution? Are marketing costs and productivity periodically examined?

New-Product Development System

Is the company well organized to gather, generate, and screen new product ideas? Does the company do adequate research and analysis before investing in new ideas? Does the company carry out adequate product and market testing?

Part V. Marketing Productivity Audit

Profitability Analysis

What is the profitability of the company's different products, markets, territories and channels of distribution? Should the company enter, expand, contract or withdraw from any business segments?

Cost-Effectiveness Analysis

Do any marketing activities seem to have excessive costs? Can cost-reducing steps be taken?

Part VI. Marketing Function Audit

Products Does the current product line appear to be consistent with the company objectives? Should the product line be expanded or contracted? Which products should be phased out? Added? What areas of product and brand strategy appear to need improvement?

Price Describe what you think are the company's pricing objectives. To what extent are prices set on cost, demand and competitive criteria? Do the

customers see the company's prices as being in line with the value of its offer? Does management appear to be sensitive to the price elasticity of demand?

Distribution Describe the company's distribution objectives and strategies. Does there appear to be adequate market coverage? Should the company consider changing its distribution channels?

Advertising, Sales Promotion, Publicity and Direct Marketing

What are the company's advertising objectives? What do customers and the public think about the advertising? Are the media well chosen? Does the sales promotion budget appear to be adequate? Is there effective use of sales promotion tools such as samples, coupons, displays and sales contests? Is the company using any direct, on-line and/or database marketing?

Sales Force What is the quality like? Does the training and product knowledge seem adequate? How does the company sales force compare to competitors' sales forces?

George Brown Marketing Students Looking for Opportunities to Conduct Audits

Students majoring in marketing at George Brown are seeking partner organizations in which to audit marketing programs.

The students wish to help broaden the connection between George Brown and industry through marketing audits. Experience is gained by students, and organizations may have an opportunity not considered or readily available. Such a connection could be a win-win situation.

Interested parties can reach James Beatty at 416-415-5000 Ext 3024 or at jbeatty@gbrownc.on.ca

Establishing an individual legal services plan for the law firm marketplace

By Catherine Tsatoumas

B.A.A. Marketing (HEC Montréal), ACInst.M., Adm. A., L.L.L./L.L.B. (Ottawa), (LL.M), (M.A.)



Catherine Tsatoumas, ACInst.M

ABSTRACT: *Un plan d'affaires est l'outil par excellence de parcourir le chemin menant vers le succès des activités professionnelles. Sa composition est indispensable en vue de lever les capitaux nécessaires à la création d'une nouvelle entreprise ou segment de pratique. La planification des affaires, dans le domaine des services juridiques, est un processus continu, et non pas un événement unique. Elle implique une étude sérieuse d'analyse, soit un examen de l'état courant des affaires et de la base clientèle et concurrentielle du marché des services juridiques. Aussi, elle sous-tend le développement d'un processus de planification qui parte du plan original pour aller au budget établi – au lieu de laisser le budget dicter le plan. L'analyse qui suit aidera les avocat(e)s à créer un plan d'affaires individuel. Au cours de chaque étape prévu, des choses ignorées lors de son élaboration, seront découvertes. Un plan d'affaires pour des services juridiques n'est pas magique! Il requiert une remise en cause des objectifs d'affaires par rapport aux résultats obtenus. Enfin, le plan fonctionne à la façon d'un modèle qui guidera les affaires de l'avocat(e) à travers les étapes conduisant aux finalités pré-établies*

Introduction

Failure to prepare is preparation for failure. Service firms specialized in the practice of law carry out business transactions according to their pre-meditated survival strategies. Forecasting the scheme of upcoming professional activities is a strategic stance towards increasing the chances of success. Business plans do not confer, in any way, a guarantee for success. Their preparation has no set scientific procedure, but paves the way towards reaching professional goals. Creating an individual marketing legal services plan increases the law firm's chances to finding the most appropriate course of action during professional transactions.

In the following presentation, the plan is three-fold. On a first level, the significance of the framework for a marketing legal services plan will be introduced. This will be followed by the scanning of the chief merits of individual legal services marketing plans. And, last of all, the seven-step process of establishing the marketing plan for individual legal services will offer an array of tools and suggestions towards the successful implementation of a preliminary version.

1. Setting the framework for a marketing legal services plan

The marketing legal services plan enables lawyers to tailor their business development efforts to their interests, strengths, practices, and contracts. With a marketing plan, decisions regarding allocating marketing resources are made on the basis of supply and demand. Consequently, investments and activities undertaken by lawyers

who are effective marketers will produce results. The implementation of an efficient system for rendering decisions on marketing strategies and resources will minimise costs, increase levels of efficiency, and maximise productivity.

Organizing a business plan in the legal services market first requires determining the current stance 'of the new idea to be sold' in the profession. Once this first step has been taken, only then can future goal plans be projected accurately. Along the path of the marketing spectrum created, links are to be set out. Each of these links corresponds to decisions that will be taken in the actualization of the marketing plan. By adding one link to another in a 'domino-like' cycle, a connection will be made. And this connection made will be none other than the framework of the individual legal marketing plan. Establishing the original draft of such a plan is only a beginning. Assured success relies on periodic performance assessments following its initial implementation. Thus, any requisite adjustments will be brought on periodically to prevent short term failures which may lead astray from the mission statement on a long-term basis.

2. Chief merits of individual legal services marketing plans

- Parallels between personal professional goals and those of the firm.
- Easiness in committing to a course of action.
- Easiness in reviewing goals regularly.

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- Is current action assuring a full course of future legal business?
- Personal and firm focus of time and resources on opportunities that offer the greatest chances of success.
- Personal constitution requiring a careful analysis prior to changing course.
- Measure and recognize results on long-term scale.

3. Some *musts* to consider in the individual legal services marketing plan process

The strategic marketing plan will enable the lawyer to appraise the results of his/her professional efforts. The process to be incurred ought to favour the following phases:

Phase 1—Inventory of the actual business situation

- Determine strengths and weaknesses.
- Practice areas and professional activities of interest.
- Status of network and reputation.
- Comparison with external factors such as the firm's goals and objectives.
- Are professional goals in line with the objectives of your firm?
- Internal and External status of competition.
- Is potential success geared towards leading field of law with similar goals?
- Study of trends in geographic region, practice area, and client industry.

This phase firstly involves the surveying of all, or a representative number of lawyers through personal interviews, questionnaires, or a combination of

both to alter their perceptions about internal and external trends that are directly bearing their effects on the firm.

During such a self-assessment, the type of issues that may be raised are as follows. Firstly, setting out the philosophy and culture of the firm³. Then the form and effectiveness of the firm's governance, organization, and administration. How has the firm's growth merged? The firm's economics in terms of partner satisfaction with gross revenue and net profit are indicators to a satisfactory response. The various areas of practice management in terms of delivering legal services in a quality, timely, and profitable manner are primordial. Further, an assessment of the legal market environment since it influences client perception. And finally, a forecast of the political, social, and economic forces of change that can affect both the law firm and its clients.⁴

Phase 2—Inventory of current and prospective firm clients

- Past performance and future opportunities in legal area.⁵
- Force of actual client relationship and level of urgency for overcoming challenges and goals.
- Build in rewards and accountability.
- External political, regulatory or economic developments.
- Internal political, economic or re-organisation activities that will impact client purchasing policies, or external relationships.
- State of competition and study of strengths in relation to key challenges and objectives.

The above essential considerations ought to determine whether the objectives capitalize on the trends set. Following such an analysis, the potential threats that ought to be avoided will

be determined and should be evaluated. Also, throughout this analysis, the ongoing concern of new opportunities ought to be capitalized on.

Some firms, and even lawyers, have retained consultants to assist in the strategic planning process⁶. Experienced law office consultants can expedite the strategic planning process. By being familiar with lawyer dynamics and the economics of law firms, law office consultants can analyze and interpret financial and management information and partner's responses. They can recommend alternative approaches to achieving firm objectives. Further, partners are willing to discuss their perceptions about the firm and respond to the consultant's questions more readily than to similar questions asked by other partners.

Phase 3—Setting the new legal services direction

- Type of partnership: new business or develop existing practice area?
- Associations with interested players only⁷.
- Set intermediate steps through new partnership objectives.
- Referral network in practice area by a leadership role in association.
- Grow with people in firm's marketing department.
- Use clients to pursue future business relationships.
- Communicate positive results to firm participants.
- Educate the lawyers.
- Decentralize marketing activities and strategy.
- Seek management support.
- Study client perception and reaction.

Building the set road map requires that each planned activity has a clear objective and is measurable⁸. Avoid an overwhelming plan.

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services plan.....continued from page 24

Instead, keep it simple and take action since any plan is better than no plan at all.

In principle, a lawyer is well versed in legal analysis. This is a resource that, in every instance, facilitates the accomplishment of the desired service objective. A similar application of approaches to the personal legal marketing plan will lead the lawyer to the new area of practice.

Phase 4—Mission

- Create a mission statement with intended direction of lawyer's practice.
- Plan for getting to mission by long-term and intermediate steps.

The long-term goals are the steps taken towards achieving the mission within a year's time. Some key considerations would include the improvement of productivity, the development of a new practice area and new clients, and becoming an acknowledged expert in an area.

Phase 5—Objectives

The objectives need to be set in the year following so as to prepare for the long-term goals. They are short-term, quantifiable, and measurable. They should also be realistically attainable. As they need to be quantified, such objectives may include⁹ :

- Increased revenues in an area of legal practice.
- New clients/number of matters obtained in one area of legal practice.
- Number of communications with clients.
- Number of articles written.
- Number of presentations made.

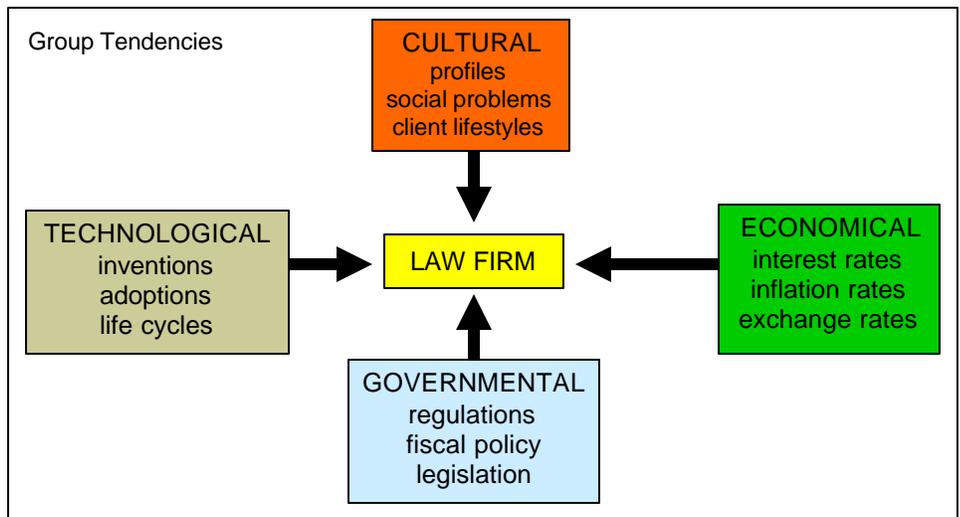
Hours worked or spent on activity.

Phase 6—Strategies

The development of strategies sets the link between objectives and the detailed action plan¹⁰. Strategies constitute the methods of achieving the objectives. What needs to be specified are the fundamental strategies related to the core business services, the market, and the competition in light of the current financial situation. A description of how this strategy can increase future investment will also be determined. Finally, the lawyer will specify exactly how the law firm will implement the successful strategy in light of the influence that the following four group tendencies bear on its environment¹¹.

should identify the following key factors¹²:

- One activity for each substantial expertise (example: article written in a leading area, speech, brochure dealing with the legal issue, number of similar cases)
- An organization in which to become visible or a leader (example: community, charitable, bar, trade, or industry)
- A method of expertise development, sub-strategy, or marketing-related activity (example: continuing legal education, a book, a seminar, etc.)
- A list of contacts with whom to network or from whom to develop business (including existing clients,



Phase 7—Individual Marketing Action Plan

This phase in the development of the strategy translates the lawyer's research and ideas into detailed, written action plans. It groups priorities which capitalize strengths, build on weakness, and cultivate contents. It should identify very specific activities to be undertaken for its implementation. Each business activity follows the trend already set out in the preliminary version. During this phase, at a glance, each lawyer

potential clients, and referral sources).

Conclusion

In general, strategic planning is an ongoing, dynamic process to be favoured in any service business. When it is adequately conceived and implemented, this strategic planning process will provide the information required for setting immediate and longer-term goals and objectives. Further to such planning comes the payoff which is the implementation of the actual plan itself.

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*New members and membership upgrades** (to November, 2004)

Full Member	No. 718	Arindam (Andy) De	Irving, TX
Full Member	No. 721	Sekayi J. Pswarayi	Iqaluit, NU
Full Member	No. 722	Jereld L. Pratt	Kitscoty, AB
Full Member	No. 723	Joanne S. Atkins	Lively, ON
Full Member	No. 725	Miguel D. Angus	Toronto, ON
Full Member	No. 726	Dr. Chawla Subash	Sri Lanka
Full Member	No. 729	Jocelyn Visco	Toronto, ON
Associate Member	No. 715	Anthony O. Koleoso	Toronto, ON
Associate Member	No. 716	B Osei Bosompem	Yeadon, PA
Associate Member	No. 720	Ofomegbe Andrew Eshieshi	Nigeria
Associate Member	No. 724	Abolaji A. Anifowose	Nigeria
Associate Member	No. 727	Nadia Biran	Toronto, ON
Associate Member	No. 728	Roubina A. Cassim	Saskatoon, SK
Associate Member	No. 730	Kuppuswamy Sethupathy	Sultanate of Oman
Associate Member	No. 732	Jennifer Woods	Toronto, ON
Associate Member	No. 734	Afzal Motiwala	Zimbabwe
Graduate Member	No. 731	Brianne B. Arnott	Pickering, ON
Graduate Member	No. 733	Mark Shaddick	South Esk, NB
Student	No. 717	Ryan M. Wagner	Edmonton, AB
Student	No. 719	Jason Weening	Barrie, ON

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The most successful plan is one which is implemented through the firm's existing organizational structure. All partners responsible for the implementation phase ought to report to the directors of the planning process. Any problematic issues should be thereafter reviewed and assessments made to determine the most appropriate strategies to be followed.

More specifically, each lawyer's marketing plan will contribute towards the goals of the firm's department or practice area. At the same time, someone in the firm must take responsibility for overseeing and coordinating the lawyer's efforts to ensure that professional activities do not overlap or conflict. The individual marketing plan remains the best tool for informing lawyers that there is even a place for marketing in

law, yet there are many roles to play. Such roles enable the legal organization of lawyers' personal efforts to progress towards greater success.

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Catherine Tsatoumas is a legal post-graduate professional, a chartered marketer and management consultant. She also serves as chief director to STÉFÂN Consulting and is a frequent lecturer in law, marketing and management.

Membership Requirements

Full Member:

- A) Has held an acceptable marketing position for 5 years, the last 2 at senior management.
- B) Holds a recognized qualification in any of the following, or mature entry instead.
 - A diploma of an Institute of Marketing;
 - BA, MA, or Doctorate degree with marketing specialization;
 - Diploma or University 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 CInst.M., a BA or MA in a business-related subject;
- Diploma or University Post graduate Diploma in business Administration or in Management Studies;
- Other educational or professional qualifications of equivalent or higher standard approved by CInst.M.

Graduate Member:

A candidate must meet the following requirements:

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



Student Member:

A candidate must meet the following requirements:

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

Fellow:

- Ten years of membership in good standing (exception rule in place)
- Vote of College of Fellows, Past Presidents and Board based on nomination and application and review.
- Based on leadership, knowledge, experience and sustained membership.

Affiliate (Corporate) Member

Organizations that wish to be affiliated with the CInst.M. This category of membership does not carry the right to vote at Canadian Institute of Marketing meetings, or designate a professional designation.

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