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For service marketing success: Base your strategy on *workable* tactics

By James A. Schauer, MCIInst.M., RPM, FCInst.M.



James A. Schauer
MCIInst.M., RPM, FCInst.M.

Over the years, billions of dollars have been wasted on marketing programs that couldn't possibly work, no matter how brilliant their strategies or how large the budgets. Many people think that marketing is a battle of products, where the best product always wins. But this is an illusion: outside the customers' value perceptions there are no "best" products. Most successes in services marketing invariably come from being aligned with some fundamental marketplace force. More than elsewhere, in a fast changing environment successful tactics invariably determine the outcome for desired marketing strategies. Contrary to popular wisdom, sound tactics should therefore always

be developed *before* strategy can be decided. The ultimate goal of marketing strategy then is the optimum achievement of tactical results.

Tactics and strategy

A tactic is a single idea or angle that focuses on being unique or different, to distinguish your services from the competitors'. In practice, a strategy has many elements, each of which is focused on a tactic. The objective of a strategy is then to make the operation work on a tactical level. It has no other purpose. For instance, when asked about his winning strategy, golfing champion Tiger Woods simply responds with "to kick butts", i.e. to win. When Roger Bannister in 1953 became the first man to run a mile in under 4 minutes, he similarly responded "to be the fastest." Neither one revealed his tactics for achieving their winning strategy; but we know now that they were complex.

An effective tactic represents a competitive idea or skill, an advantage, while strategy should be designed

to maintain the cumulative advantage in a competitive market environment. As tactics are customer communications-oriented, strategies are product, service, or delivery-focused. As a strategic baseline, understanding customer expectations and one's own strengths and weaknesses at the tactical level are increasingly accepted as essential for exploiting given opportunities and neutralizing any threats presented from competitors (using SWOT analysis).

Strategy is about leadership

For most leaders, the top-down development of strategic plans seems a logical activity. Yet only executives with an intimate knowledge of their "moments of truth" front-line interaction with customers are equipped to develop effective strategies. Derived from age-old military practice, strategic plans focus on "long-range policy, leading to

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Marketing Canada is published four times a year by the Canadian Institute of Marketing and distributed to members. Marketing Canada provides authoritative editorial coverage of marketing principles, standards and ethics in Canada and abroad.

Information contained in Marketing Canada has been compiled from sources believed to be correct. Marketing Canada cannot be responsible for the accuracy of the articles or other editorial material. Although the information contained in this journal is believed to be correct, no responsibility is assumed. Articles in this journal are intended to provide information rather than give legal or other professional advice. Articles being submitted for review should be emailed to info@cinstmarketing.ca

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desired visionary outcomes." For marketing of services, tactics also have to be flexible and allow for "short-range actions to be fully responsive in supporting the strategy in competitive markets." Since ultimately every business is a service business, marketing strategy should be based on tactics that will ensure that any strategy is also attainable.

Most text books equate marketing to warfare, with the meaning of strategy derived from military practice. Surprisingly few also mention the use of tactics as basis for strategic planning, implying that strategy comes first, or requires no specification for achieving desired outcomes. Such a piecemeal approach to marketing planning may work for tangible products; but to fully benefit from marketing of customer-perceived services quality, it is essential that marketing plans are constructed to use all tactical experience and skills from past advertising and promotion, sales, call centre ops and public relations - including complaints handling. As process follows function, so strategy should follow tactics.

Usually the process of strategic planning is undertaken by senior executives or management teams acting on their behalf. The result then reflects a top-down strategy or "ivory tower" perspective - with little, if any, understanding or current experience with frontline service delivery or the application of resources, e.g. communications, staff training, public relations, etc. This approach differs from military practice, where junior officers spend several years learning their craft and applied tactics in the field before qualifying as strategic planners, to build their experience into strategies that actually work with given resources and training. Like a gun without ammunition, a strategy without tactics is flawed and also likely to fail.

Tactics, the foundation of competitive strategies

Tactics can often be effectively employed for ensuring success of *unworkable* strategies. For instance, for my first assignment

as VP Marketing serving the US Midwest travel market to London, I was provided with two DC-10 wide-body aircraft for weekly Detroit departures on Fridays and Tuesdays. With little initial knowledge of the Detroit market, I was advised to employ the same "infallible" strategy that had been successful for Toronto and its population with strong British ties. Advertising and promotional material had already been prepared for me by our internal advertising department.

While spending my first week studying the Detroit market, I discovered a very different demographic composition and media preferences from those of Toronto. A major population share consisted of residents with strong Polish, Ukrainian and Czech connections, and a much smaller British-ethnic segment - with few friends and relatives in the UK - in fourth place. Also, I would be competing head-on with British Airways flying to London via Washington and PanAm flying via Boston.

After discarding the original promotional material for a "non-stop service to London," we built a new strategy based on the following major tactics: We now emphasized this service as "to Warsaw, Kiev and Prague *via London*," with onward service provided by other carriers at reduced tariff. To neutralize the impact of our powerful brand-name competitors, our service continued to be highlighted as "non-stop to London" with superior free in-flight services, arriving up to four hours earlier, with better connections for onward travel. The Friday flights resulted in an unprecedented sell-out, but the Tuesday flights initially did not. After I was able to have these flights routed via Prestwick/Scotland, we could promote this service to large golfing groups aiming to play on Scottish courses, and attract many passengers bound for Northern England, thereby saving them the connection from London. These tactics turned this "loser" also into a resounding success, contrary to industry experience with generally less popular Tuesday flights.

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Tactics for optimizing resources

Advancing technology has in recent years led to the successful introduction of many new competitive services. At the same time, this development increased their complexity and a need for more costly resources to close the expected growing competitive gaps. On occasion new services were successfully introduced, which also raised the risk of declining sales following the introduction of similar, seemingly unrelated or lower priced services from new market entrants. Several established agencies were unaware of this development – until too late, when its declining customer support became clearly evident.

A focus on monitoring direct or indirect competition will present tactical opportunities, not only for halting a growing adverse impact, but also for effectively differentiating affected services from those offered by competitors. In turn, the resulting tactic also provides a basis for updating training programs to ensure continuously well trained, skilled and empathetic front-line employees; (i.e., the true “learning organization”).

In organizations involving the hospitality, travel, financial or government services, where core customer service and service quality are critical functions, this tactic will also help to improve their levels of customer satisfaction, confidence and loyalty – with fewer resources and less cost. Owing to the high volume of calls, monitoring of reservation/call center operations can yield tremendous cost savings by reducing the average length of calls by as little as half a minute.

Unexpected learning opportunities arise at conferences and seminars through speakers from unrelated businesses detailing solutions to their problems, which can be “stripped down to basic principles” and reconstructed to meet one’s own needs.

Tactics for communications

Marketing strategy relies on effective communications with existing and new customers, as well as understanding their needs and expectations from research. This feedback must also focus on preferred methods and timing for receiving information which can then be narrowed to find the tactic(s) that best support the desired strategy. This process is critical for optimising the marketing impact and returns from valuable resources by avoiding the use of wrong media bad timing or sending meaningless messages.



In the common top-down development of marketing plans, external communications are too often “cast in stone,” allowed to run without evaluating their effectiveness in supporting the strategy. One such blunder was “discovered” after advertising in one city’s evening paper for several months when the vast majority of residents only read its morning paper. One tactic focused on weekly sales, to ensure that flexible advertising was most effective from both the customer, as well as corporate perspective, resulting in superior competitive aircraft payloads.

During the development of brochure material and newspaper advertising, the customer perspective was always considered from ongoing analysis of their most recent experience, their dislikes and preferred services, including

media habits. Internally, advertising effectiveness was assessed during weekly meetings to evaluate sales against contracted-for land and air-line services to optimize incomes from inventory. This provided opportunities for de-emphasizing advertising (and use released funds to promote under-selling programs), or increase available air and hotel capacity. The tactic ensured the ultimate strategic success of the vast majority of programs – with exceptionally high average payloads of well over 90 percent.

Tactics for superior service quality

The importance of service quality has in recent years become well recognized as an important tactic. Sadly this focus is often overlooked in practice when frontline staff is not properly equipped for servicing customers. Conversely, where changing customer preferences and value perceptions are routinely monitored, resulting tactics provide a basis for continuously updating the quality of service delivery. This also enables communications specialists to fine-tune subsequent marketing literature and advertising to allow for customers’ understanding in both language and graphics.

Negative feedback and complaints provide an invaluable source for customers’ dislikes and value expectations. Investigation of the causes of dissatisfaction will reveal weaknesses or flaws in product, services or communications that can be promptly corrected in subsequent marketing and communications plans. Ironically, most of these improvement opportunities are lost or diminished when customer contact is outsourced to external call centers. In my experience this tactic accounted for 30% of our yearly business coming from repeat customers and another 9% from referrals by previously satisfied travellers.

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An additional benefit was the ability to maintain communications at a constant level, in spite of yearly rising costs.

Tactics for organizational learning

Thanks to technology the delivery of goods and services is constantly challenged by innovative improvements of services, as well as their delivery. These changes impact directly on customers' increased choices, their value perceptions, expectations, purchase habits and ultimately their loyalty. As a tactic in response to this development, it is essential to be constantly aware of competitive changes and provide the resources for ensuring that employees remain adequately skilled and capable for responding with superior services. Ideally, employees should be self-motivated to continue learning and want to upgrade their skills, to stay ahead, rather than wait for formal training programs, i.e. the ultimate "learning organization."



Tactics as the base for holistic strategies

While not comprehensive, the preceding examples of frontline tactics

provide a firm basis for workable services marketing strategies. While each tactic presents a competitive advantage, the strategy must be designed to maintain those competitive advantages holistically. Thus tactics dictate strategies that cannot be separated from tactics. A firm understanding of tactics is necessary for developing a strategy, which in turn makes a certain course of action for ultimate success possible for any organization. It's akin to the individual players in an orchestra performing as a whole - under the leadership of its conductor.

Focusing on strategy in isolation from tactics or failing to consider tactical experience as basis for workable strategies are both wrong. This approach leads to incomplete or piecemeal, *apparently* successful strategies - more likely to be exploited by competitors with stronger tactical resources. At my own presentations, I never cease to be amazed at the astonished looks from senior executives and managers after I pose the simple question: "How *real* is your success?"

Despite the foregoing tactical benefits "many assume that half efforts can be effective," wrote the leading Prussian strategist Carl von Clausewitz over 150 years ago, "a small jump is easier than a large one, but no one wishing to cross a wide river would cross half of it first." In our experience, a recipe for death-wish marketing.

Jim Schauer draws on his vast experience as VP Marketing and general manager with a major tour operator, in the financial services sector, and as marketing services consultant to several Ministries in the Ontario Government.

Mr. Schauer is a Councillor with the Canadian Institute of Marketing, a member of the Marketing Committee, a registered Professional Marketer and Fellow of the Institute.

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Registered Professional Marketer designation has strong message

The trade-mark RPM was first used in business on February 17, 2007 when several members of the Canadian Institute of Marketing were issued a Certificate of Registration and granted the title Registered Professional Marketer.

The use of RPM by the Canadian Institute of Marketing and its professional members informs the public, governments and industry that the holder of such designation is considered by the Canadian Institute of Marketing to be a Registered Professional Marketer (RPM). A Registered Professional Marketer practises marketing under the provisions of a Certificate of Registration that is renewable every two years. The trademark RPM informs the public, governments and industry that the holder practises and understands the application of globally-recognized marketing principles, standards and ethics, taught in Canadian University and College marketing programs, as well as selected foreign learning organizations specializing in marketing programs. The designation also informs the public and industry that the holder has at least 5 years of marketing experience with progressively higher levels of responsibility.

To find out how to become a Registered Professional Marketer, contact Grant Lee, MCInst.M., RPM, Executive Director of the Canadian Institute of Marketing at info@cinstmarketing.ca.

Essentials of branding

By Dr. Ranjan Madanayake, DBA, CPM, FSPMgt., FSBP, MCInst.M., RPM., MMA, MNZIM, MIM (SL), MSLIM



Dr. Ranjan Madanayake, MCInst.M, RPM

No two human beings are the same; their DNA will testify to that. However, they may be similar in many ways. Country of birth, ethnic identity, gender, complexion, stature are some aspects where humans can be similar. When a child is born, the parents search for a name. Some look for uncommon names while some may be content using a name associated with a renowned personality or a pleasant-sounding name may be used by another. In South Asia, choosing a name is often astrologically driven, depending mostly on the date and time of birth.

Modern marketing affirms that business organisations produce products or services, but markets value propositions. Value propositions are what markets buy, depending on their own perceptions. **Marketers create value propositions and markets position them.** Value propositions marketed by a business organisation are its offspring. Like humankind, they need to have a name, and the purpose of the value proposition is to differentiate a product or service from that of another's. The intellectual property office of any country protects a name used by one marketer from that of another. Similar names are not permitted to be used by two in the same product class. That is the

DNA of a name used for a value proposition. The name of a value proposition is its brand, a proper noun.

From the foregoing we could appreciate that the primary purpose of a brand is to differentiate it from another manufacturer in the same class. No two manufacturers' biscuits will be permitted the same brand. The brand is legibly declared on the pack often accompanied by a logo. Brands in the same class cannot be copied or even made to look similar to pass-off as another and therefore brands have legal protection, if appropriately registered. In the marketing perspective it goes beyond this. It is not just a name on the pack with all the protection, but it must make inroads to the mind of the market segment to which it is targeted. That is the essence of branding, getting into the mind and staying steadfast there. The longer it stays, the longer the brand will bring revenue and profit.

Delivering positioning

The most important priority in branding is delivering the identity and positioning of the value proposition. If a business decides to position a product as a vegetable protein, the branding must take into consideration that specific identity and positioning. Hence, the names to pick must be concerned with 'vegetable' and 'protein'. The obvious choice for an organisation that was launching a new vegetable protein was VEGEPRO. If positioning, which is the essence of strategic marketing is not considered, the impact of the value proposition will be reduced.

If the company chose Omega instead of Vegepro, it would not get the desired impact. Omega is more associated with watches. But some brands like Charlie, a perfume for women, did

very well despite having a direct link with women's perfume. Research, however, showed that Charlie was a man's name and women are attracted to men. Sri Lankan Airlines, Singapore Air Lines, and British Airways deliver product identity. Kellogg's Shakthi in Sri Lanka has done very well, since the word Shakthi connotes strength in most languages and strength is what we need from the product.

Create sub-categories

Consider a packet of biscuits. It manifests that it is a biscuit. Biscuit is the product category. Somewhere in the face of the pack it will state what it is, for example – Marie. That denotes the sub-category. One manufacturer who wanted to differentiate their Marie from that of the others introduced a smaller Marie having more biscuits for a 100g and created a new sub-category. Appropriately branded, it became the first in that sub-category. We know by time-tested evidence that the first in a sub-category gets to the mind first. The first in a sub-category if marketed correctly will always be the leader in that sub-category.

Alternatively, if this company chose to market a similar product as that of its competitor, it would be a 'me too'. The question then is, how successful would it be to attract already satisfied customers? In this ferociously competitive environment 'me too' is not the road to success. The strategy of segmenting the market as those who prefer more biscuits in 100g drove the company to influence its positioning as; 'Smaller Marie has more biscuits in 100g'. The brand under reference was the first in that sub-category and today leads by furlongs. Also, no one else makes the original now – the larger Marie.

If you want to create a successful brand, do not opt for a 'me too' route but become the first in a new sub-category and soon with effective

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strategic and tactical marketing become the leader. However, one must remember that the new sub-category they are aiming at is substantial, or that there will be significant migration from present categories to it. That is the wisdom of a clever marketer committed to the core principles of marketing.

Avoid brand extensions

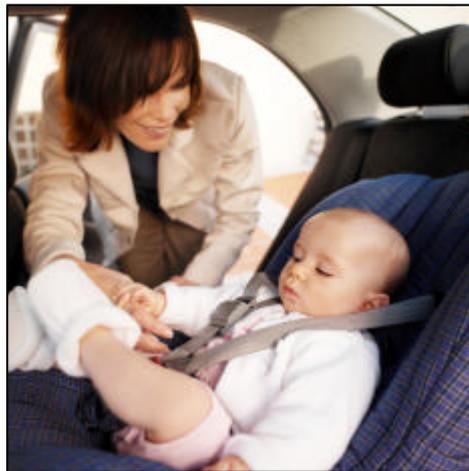
Synergy is good, but not good when it comes to branding. The worst thing for branding is $1 + 1 =$ Synergy. In Sri Lanka, for decades the brand Maliban was the leader in biscuits. It was the biscuits specialist. It had a strong challenger the brand Munchee. The owners of Maliban expanded their product portfolio through a new SBU to full cream milk powder and did the obvious thing, all for the sake of synergy. They slapped the brand name Maliban on it. There is only one Don Bradman and one Muttiah Muralidaran. They lost their reputation as the 'specialist' for biscuits, as well as the crown they wore for so long as the king of biscuits.

People respect specialists; you don't visit a general physician for a cardiac problem. Why then, would you ask that some widely extended brands exist with reasonable bottom lines? They do because they have weak competition with equally extended brands. In the foregoing example, Munchee continued their biscuit focus and when they expanded into chocolate they didn't do the obvious of slapping the brand Munchee on chocolates, but used Ritzbury instead. They did so not because they were 'marketing' savvy, but because the Munchee logo didn't permit them. In the logo below the Munchee name there was the word biscuits, hence the logo read as Munchee

biscuits. Naturally, this precluded them from using it for chocolate. Thank circumstances for that!

Retain focus

Japanese auto manufacturers saw wisdom in focus when they used it in branding. From their usually vastly extended brands, Toyota used Lexus for its luxury car and so did Honda when they launched Acura. They narrowed their focus for their luxury cars purely because Toyota and Honda are not brands associated with luxury in the minds of their target markets. When expanding to other categories, one must not lose focus on the category and choose a new brand instead of extending an existing brand even though it is very successful in the market in another category.



In this respect the best example is Volvo, whose cars are built like tanks with a strong safety focus and positioned as the safest cars to drive. Positioning is what markets do to value propositions. What happens when they expand to sports cars? Safest sports cars? We all know sports cars aren't safe. Consequently Volvo would lose its position as the specialist for safe cars, which they have built over the years. Marlborough cigarettes are projected with strong flavour and a lot of macho. What happens when they introduce Menthol? They would lose its position as the specialist for strong flavour.

Chocolate Marie is a sub-category branded Sunway, hence Sunway becomes the specialist in the Chocolate Marie sub-category. What would happen if the company decides to launch another sub-category an Energy Marie and extend the same brand Sunway? It would lose the specialist focus of being a Chocolate Marie. Therefore it is better to differentiate and use another brand to market Energy Marie, so that brand will be the specialist in that sub-category. One can expand into sub-categories, but must at all times maintain its focus, lest it will simply wither away from the minds of the target market.

Own an attribute

When marketing people think externally, as they always should, they will realise that the most important factor in the total marketing process is the human element. It is not extraterrestrials who buy goods and services; human beings purchase them. They are the customers. Present and potential customers form markets. Markets are driven by their own personal perceptions, but marketers can influence them. To do so, they need to get into their minds. This is best done by owning an attribute. In the automobile market Volvo owns the safety attribute. Benz owns the prestige attribute.

The success of any brand will be determined by the attribute it owns in the mind of the market. Rani Sandalwood soap owns the Sandalwood attribute, the same company makes the brand Khomba soap and they own the Margosa (Kohomba in vernacular) attribute. Oil from the Sandalwood tree and leaves of the Margosa tree is known to be preventive and curative for skin disease. However, the irony is that neither brand used any ingredient from the respective trees at the time I was the marketing manager over one and a half decades ago. This demonstrates the power of owning an attribute.

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Flaunt credentials

Turkey brand in Sri Lanka is the market leader in cooking oils. This is the best and the strongest positioning a brand can own. Hence, the company very rightly states in all their marketing communications that Turkey brand cooking oil is the 'No 1 in Sri Lanka'. Similarly, Munchee is the new 'King' in the biscuits category and they too flaunt this fact through marketing communications both at above and below the line. The target markets of these two brands must know that they are the leaders as that is a tremendous positioning to have. Likewise, any favourable credential the brand owns must be made known to target markets. They will help to enhance brand image and improve personal perceptions of the target market.



Turkey brand cooking oil is the 'No 1 in Sri Lanka'. Similarly, Munchee is the new 'King' in the biscuits category and they too flaunt this fact through marketing communications.

Do not sub-brand

A brand provides the value proposition that markets want and buy. Therefore the particular brand will have its own personality and character that buyers associate it with. Holiday

Inn in its attempt to enter the up-market segment branded its new facility Holiday Inn Crowne Plaza. But research showed that the target market segment saw Holiday Inn Crowne Plaza as being too expensive for a Holiday Inn. They associated the new entity with that of the less expensive Holiday Inn. Hence the sub-branding didn't work for the new product. Sub-branding can dilute the core brand and its values perceived by the target market. Resultantly, the sub-brand itself suffers in such line extensions. Line extensions are best handled with different but appropriate brands so that the brand will eventually build its own personality and character depending on its total value proposition.

Be simple

Brands must be very simple to read such as Xerox, Rolex and Avis. This aspect enables them to get into the minds of the target market quickly, rather than those that are complicated. Their logotypes must be not too decorative or too colourful to avoid confusion. Research points to the fact that rectangular shapes have fared better than other fancy shapes. The objective is to get into the mind fast. The fastest way to achieve that objective is to be simple and less flamboyant.

Be consistent

Brands are not built overnight. They take time. Considerable time. But a brand that maintains consistency in the long term becomes more successful than the ones that keep changing ever so often. A good example is BMW. For many years, it maintained itself to be the 'ultimate driving machine.' If you were marketing a brand of soap as a moisturising soap, it would be wise to retain that positioning through its PLC. What usually happens is that research and development will come out with a new benefit. For example, with the addition of vitamins, the soap becomes a "vitamin enriched" moisturising soap. Does the market see this as a plus? Consumers would likely shift to another brand of

moisturising soap, if there were a good one. The company, instead of adding the new benefit to the existing product, has a golden opportunity to develop a new brand as 'Vitamin enriched moisturising soap' thus creating a new sub-category and driving the moisturising soap through the new attribute – vitamin enriched.



These are only a few aspects that are essential in managing a brand, but there are many more that should be researched. The book **'The 22 Immutable Laws of Branding'** by Al Ries and Laura Ries (2003), covers most and I sincerely believe that it is a 'must read' if you are passionate about brand building. Brand building is not like advertising a car, land, or house sale. Brand building is also not a thing to be attempted in the short term; it is a long term and arduous task. Do not undertake a marketing programme today and expect results tomorrow. It takes a while for the mind of consumers to respond.

Reference

Ries, Al and Laura (2003). *The 22 Immutable Laws of Branding*, pb ed. Profile Books Ltd., London.

Dr. Ranjan Madanayake is Author of [Strategic Marketing Plan – The 12 'P' Model](#), Sri Lanka, Co-author of [The Marketing Collectibles](#), New Zealand & Malaysia, Honorary member of the International Academic Board, Phoenix International University, and Director of Marketing, Sumathi Global Consolidated (Private) Limited.

Canadian Institute of Marketing holds annual general meeting in Toronto

At this year's Annual General Meeting, we celebrated the Institute's 25th year focused on a program of strategic partnerships and growing a base of professional members. Our Council is equipped with a contemporary organizational structure and the prized Registered Professional Marketer designation for professional members. Their leadership and endeavors will take us through the next 12 months and build a foundation for attracting Canadian marketers into the Institute. The annual meeting was held on July 21 at the Old Mill Inn and Spa near the Old Mill subway station in Toronto.

The Canadian Institute of Marketing has an accreditation program for forging strong relationships with the business and marketing faculty of Canadian colleges and universities to encourage student membership and ensure strong academic programs that deliver the academic requirements for membership.

The first order of business was to elect the 2007/2008 Council. Following are the Institute's officers and councilors.

Executive

Tareq Ali, St. Lawrence
 Chair Cement

Ranil Herath CDI College of
 Vice Chair Business
 Technology &
 Healthcare

Oswald Emmanuel Trillium Health
 Treasurer Care

Shiv Seechurn Canada Customs
 Registrar and Revenue
 Agency



Past Chair, Joshua Caplan, MCInst.M., RPM (right) congratulates Tareq Ali, MCInst.M., RPM, as the Institute's 2007/2008 elected Chair.

Joshua Caplan Array Systems
 Past Chair Computing Inc.

Council
 Tareq Ali St Lawrence Cement
 Joshua Caplan Array Systems
 Computing Inc.
 Réal Chabot TransBio Tech
 Oswald Trillium Health Care
 Emmanuel
 Suzen The Write
 Fromstein Connections
 Ron Halliday Marketing Dynamics
 Jamal Hashmi Toronto
 Ranil Herath CDI College of
 Business Technology
 & Healthcare

Susan Hughes The Brick
 Prasanna Perera Tetrapak
 James Schauer Easton Marketing
 Services Ltd.
 Shiv Seechurn Canada Customs and
 Revenue Agency

membership in the Institute and remarked that he has seen many changes, but that the current direction of the Institute and growth in professional membership is good. With the constitution and new by-laws, the Institute has a good footing to achieve its vision. He noted that Tareq Ali is a dedicated leader. He noted that the Institute's Council is comprised of people with a passion for marketing and the change he has seen under their direction has been good. Each year has witnessed positive, uplifting progress. He extended his congratulations to Tareq.

Grant Lee, Executive Director, reported on the highlights of fiscal 2007.

- Update of website content with Warne Marketing and Communications.

In his outgoing speech, Past Chair Joshua Caplan reflected on his lengthy

2007 AGM *continued from page 8*

- Daily response to email inquiries about membership, education, marketing information and other queries.
- Minutes of 2006 AGM and distribute.
- Participation on Marketing Advisory Board at Georgian College and George Brown College.
- Set up revenue source with CareerBuilder Canada.
- Creation of Certificate of Registration and prepare RPM certificates for professional members.
- Design professional stamp and order for holders of C of R.
- Judging participation in Ontario Colleges' Marketing competition and sponsorship.
- Meetings with Members/Directors in Ottawa and Toronto.
- Monthly meetings with Treasurer/Registrar on CIM business.
- Edit, publish and distribute 3 issues of Marketing Canada.
- CIM represented at career fairs.
- CIM exhibit and member staffing at the Marketing Symposium in Ottawa (MARCOM).
- Prepare for the 2007 AGM at the Old Mill in Toronto.
- Attend meeting and prepare documentation for meeting with Schulich School of Business for accreditation.
- Prepare materials for and attend meeting with federal minister for Private Members Bill.
- File annual registration with Industry Canada.
- Negotiate accreditation MOU with Lincoln Business School in Singapore.
- Terminate accreditation of Kingston College in Vancouver.
- Accreditation of Confederation College in Thunder Bay.
- Continuous review of member-

ship roster to clarify status of membership.

- Member survey by marketing students of George Brown College.

More colleges and education provider organizations are approaching the Institute for accreditation. In 2007, we accredited or re-accredited Confederation College, Algonquin College, Masters Certificate in Marketing Communications and Certificate in Sales Management of the Schulich Executive Education Centre, and Lincoln Business School in Singapore.

The Institute will be looking for memorandums of understanding with selected colleges and universities for teachers/professors and students to be members of the Institute and for Institute members to be invited lecturers. At least one professor should be a member of the Institute in every school accredited.

This year's Ontario College's Marketing Competition is at Fanshawe College in London. G. Lee and S. Seechurn are judges and the Institute has made a financial contribution to be a sponsor of the event. This is the largest marketing competition among the 16 colleges with marketing programs in Ontario. The Institute has fielded judges since 2004. The event is November 16.

Chair Tareq Ali will be exploring strategic partnerships for Council to consider in 2008. These include relationships with the CMA and AMA and Progress Career Planning Institute in Ontario.

Scott Warne and Warne Marketing & Communications has assumed responsibility for the upgrade and improvement of the website on behalf of the Institute.

The Institute will work with the colleges and university schools that it has accredited to offer courses that qualify for CEUs for RPMs to meet the requirements for renewal of their Certificate of Registration.

Courses to provide continuing education for members will be outsourced to accredited colleges and universities. The available courses and schools offering them will be posted on the Institute's website.

A team of members led by Dr. Ranjan Madanayake (Sri Lanka) is preparing a book of past articles published in Marketing Canada and its predecessors, the Marketing Challenge and Institute newsletters. The project is well underway and will be presented to council in draft form for approval of the funding required to print and distribute the book. There are funds for its production in the 2007-2008 budget. The target market for the book will be the Canadian marketplace with limited copies distributed in other countries where members are located. If the book is popular, there would be reprints.

Dr. Subash Chawla (a pre-eminent businessman and marketer in Sri Lanka and Fellow with the CIM UK), was voted by Council to be added to the roster of 4 existing Honourary Members of the Institute.

It was noted and cautioned that Council should take such applications very seriously and look more to offering such memberships to pre-eminent Canadian marketers, businesspersons and public leaders.

The 2008 AGM will be held at the call of the Chair in June or July 2008 at the Old Mill in Toronto from 11:00 p.m. until 4:00 p.m. The Institute's conferences and seminars committee will prepare a social program or conference to coincide with the 2008 annual meeting. Any member wishing to assist in planning for the 2008 AGM program is invited to contact Grant Lee at glee@aglmarketing.com.

The growing interest in caring for customers Better— for competitive advantage and growth

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



Prasanna Perera, MCInst.M., FCInst.M.

There is growing interest shown by all categories of businesses, in terms of customer care and management of customer relationships. This is due to growing competition and the resultant choices that customers are exposed to. In this context, it makes business sense to care for your customers with the aim of building loyalty and retaining them.

Why is customer care important?

The following customer service facts, speak for themselves.

A typically dissatisfied customer, will tell 8-10 people about their problem.

It costs six times more, to attract a new customer, than it does to keep an old one.

80% of successful new product and service ideas come from customers.

If you resolve a complaint on the spot, 95% of complaining customers will continue to do business with you again.

Firms selling services depend on existing customers for 85% - 95% of

their business.

The following statement made by Sir Colin Marshall of British Airways, sums up the importance of customer care effectively. "The simple principle is that the company exists to serve its customers, long into the future. Business leaders that act on this, and persuade all their people to believe in it, can transform ordinary companies into world beaters."

Methods to be better at customer service

Good customer service revolves around respect for the customer, their time and intelligence. Customers hate uncertainty. They also hate waiting, but can manage if they are provided with an honest answer.

The following steps will help in providing a better service to customers.

- Don't keep your business closed when you should be open. The important thing in business is to be open! We now see in Sri Lanka, supermarkets operating extended hours and even retailers and restaurants.
- Answer the telephone speedily, preferable within 3 rings. Never keep a customer on hold, listening to your selection of music, when the customer simply wants your speedy attention.
- Knowledge of your product and service is important. Be knowledgeable about what you talk about. It is better to be honest and truthful and avoid unnecessary jargon.
- Never run out of stock because this is unacceptable in this day and age of electronic commerce.
- Do not over charge the customer

for a few mundane extras. It is better to include all costs chargeable in your quotation, rather than frequent additions that irritate customers.

- Delivery of product and service on time is important. Once a commitment is given to the customer this should be fulfilled, unless in very exceptional circumstances.
- When making refunds, it is important to be decisive and fast. By unnecessary delays, the opportunity of maintaining customer good will through the refund will be lost.
- Make it easy for customers to make payments. After all, the customer is willing to pay you and you should not make it a painful experience.
- It is better to under promise and over deliver rather than the other way around. In this manner, you will not lose the respect and regard of the customer.

How to cultivate and manage a customer relationship

Customer relationships occur at the point of contact. This is also the start of a relationship process. The following methods will help organisations improve customer relationships.

- Begin by listening to the customer. There is nothing more irritating to the customer than a manufacturer unwilling to listen. By listening carefully, you indicate to the customer your seriousness and commitment towards what is expressed.
- Be genuinely helpful to customers, when help is short.

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It may even be better to volunteer and help. For best results, provide

- the customer with assistance promptly.
- Make it easy for customers to complain, because this is valuable feedback which can be used to build relationships.
- It is important to respond to customer complaints promptly. A customer making a complaint, expects a response. The worst thing to do is to ignore complaints.
- Organisations will do well to encourage customer loyalty and good will. It is only loyal customers that will provide you consistent returns. There are many methods of building customer loyalty, such as loyalty programmes, special promotion and preferential treatment.
- Customers want to be cared for. Treat all customers well and make them feel special.
- Being nice to a customer is not enough. Niceness is a process. Customers want results, so don't assume niceness is enough.
- When a customer is lost, it is important to take the time and effort to find out the reasons. This will help you to avoid certain mistakes, so that your existing customers do not get effected.

A strong a customer relationship should never be taken for granted. Your competitors are always making attempts to secure your customers. Once a relationship had been built, work hard to retain it.

Customer care in practice

Nordstrom is considered to be America's No.1 customer service company. Nordstrom is successful because of the following principles:

- It empowers its employees with the freedom to make decisions, and is willing to live with those decisions.
- Nordstrom expects, encourages, preaches and demands individual initiative and ideas from its front-line people.
- Motivated employees perform "heroics" – acts of outstanding customer service, which are part of the Nordstrom mystique.
- Nordstrom's best salesperson will do virtually everything possible to ensure that a shopper leaves the store a satisfied customer.
- Because Nordstrom pushes decision – making responsibilities down to the sales floor, shopping with a Nordstrom salesperson is like working with the owner of a small business.
- Salespeople must have a complete understanding of the product and its selling points.
- "The customer is always right" is not a cliché at Nordstrom.
- The underlying Nordstrom culture and philosophy is not difficult to pass on to the next generation because its simple: "Give great customer service."
- Keeping current good workers with the company is just as important as attracting new ones.
- If you treat customers like royalty and let them know that you will take care of them, they usually come back to you.
- "Trust" is the coin of the realm. Sales people earn the confidence of customers by being well versed in the merchandise they sell. They aren't just selling merchandise, they are also selling service.

The stated principles are not magical. They border on common logic and simple application of business processes.

Another example comes from the market place performance unit in British Airways. When Sir Colin Marshall became chief executive of BA, he realised

that it was vitally important to see things from the customer's perspective. He created a "Marketplace Performance Unit" that has the job of measuring and benchmarking operating performance. The unit's job is to find out what the customers really want, rather than what the management thinks they want. A good example of this comes at check-in time. The management view had always been that what concerned passengers most was the time it took to get to the front of the queue. However, when the Market Place Performance Unit asked passengers, they found that they were far more concerned with the length of the queues and the rate at which they moved.

This information meant a different approach was needed than had been adopted. Listening to the customer always helps!

How to improve business processes to provide excellent customer service

Business processes adopted can have a positive or negative impact on the levels of customer service provided. The following list provides some insights on how business processes can be improved.

- Innovate all business processes to keep up with the times. This can be done by creating a more innovative culture, using experiments and initiatives to unleash and exploit the organisations ideas.
- Monitor your competition, in terms of their business processes.
- Don't assume, because its on the computer, it must be right. Computers seldom err. Remember garbage in garbage out! It may be a computer error to you, but it's often lost business.
- Be part of the solution, not the problem.

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This is an important element of business process. When you are part of the solution, people want to talk to you. When you are part of the problem, they want you to go away.

- Concentrate on the big picture, and worry about details. Obtaining customer feedback is important through focus groups and customer satisfaction measurement.
- Study and learn from best practice, to benchmark effectively.
- Empower staff to take decisions that have an impact on customer satisfaction. There are many operational decisions to be made at the point of customer contact.

This short article has aimed to highlight the salient aspects of customer care. Caring for customers is nothing new. It has been the bedrock of business success for generations. There are many new perspectives, however, to be considered in managing and caring for customers.

The market leaders of the future, will be those whose strategy is based on delivering superior customer service. Customer demands have escalated significantly, competition within and across market sectors have grown rapidly, and technology will be the key to reducing costs of superior service. But, technology will not be a substitute for people.

"To customers, your most important ability is reliability"

Prasanna is a Senior Lecturer in Marketing at the Sri Lanka Institute of Marketing and is on the visiting faculty of several universities and professional institutes for postgraduate and undergraduate degree programmes. In addition, he is a marketing consultant for several organizations. He can be contacted at prasannaperera@mail.ewisl.net.

For the firm's sake, partners live your brand!

By Daryll Cahill and Louise Robinson (Associate Member of the Australian Marketing Institute)



Guest Spot

The importance of branding to position a professional services firm cannot be underestimated. Branding is much more than visual identity; it reflects the values of the firm and the way of approaching service delivery. To effectively leverage from the brand and its values, professional services marketers need to link these to the firm's market profile, educate their partners about the power of harnessing the brand, and provide living examples to their people.

Professional services firms provide solutions to clients; services are delivered by people. It is through their contact with a firm's people that a client will personalize their experience with the firm and think of a particular fee earner. It is essential that fee earners understand the critical role they play as the public face of the firm. Partners need to lead by example in their dealings with clients and their teams.

Brand is an important differentiator when firms vie for increasingly savvy purchasers and decision makers in competitive markets. For instance, take the case of the Big 4 accounting firms. Purchasers can name each member of the Big 4 (E&Y, KPMG, PwC and Deloitte) and understand what the brands represent: global coverage, range of technical services, size and perceptions of price. As a result, the Big 4 strive to ensure global consistency from the tangible to the intangible, such as having their people share tools and approaches to deliver work and use of global brand-

ing standards for collateral and internet channels. Although the Big 4 have a shared market presence that might be top of mind to clients, it is the brand, as marketed first hand through partners, that provides a point of difference. Therefore, these members have a commitment to the common values of their individual brand, which forms the basis for gaining the trust of a client.

For marketers, there is a key challenge to instil the meaning of the brand into the firm's people. For many fee earners, busy delivering work to clients, there is a misconception that a brand relates to tangibles such as logos, and use of letterhead—and the brand is owned by the marketing department. A framework in which the brand and its values are communicated through service delivery needs to be instigated for the entire firm. Fee earners must understand that the firm's values are reflected in the brand and that everyone is responsible for maintaining the brand. These brand values need to be identified and articulated to the firm and carefully nurtured so that people understand how their actions fit. Everyone must understand that in their daily interactions with clients, targets, friends or family, they are actually tangible evidence of living the brand.

To ensure consistency of the messages, the framework needs to be simple and focus on the practicalities that will help people to live the brand. The simpler the better — consistent visual identity, simplicity and consistency of language, particularly given that clients experience different individuals from the same

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Live your brand

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firm and have reason to expect consistency. Although professional services firms rely on their intellectual capital and technical expertise, simple communications have greater resonance in demystifying the solutions and identifying the problems.

The first step is to market the brand internally, before going external. This will assist to ensure consistency of communications and to reinforce the values. People exposed to internal messages will repeat these messages externally, so it is important that these match the external statements. It is too confusing to have one set of values promoted internally via 'unbranded' means and then be expected to accurately reinforce another set externally when they are dealing with clients. This is not to say, rigid conformity among people in all situations is the right approach. The framework is a guide for individuals.

Partners need to spend time 'living' the brand and reinforce values through ongoing communications to the firm

Although it is tempting to reduce spending on internal promotion or take short cuts, partners need to spend time 'living' the brand and reinforce values through ongoing communications to the firm. Although busy with client work, their support of the brand is crucial for uptake by their teams. Consider using the example of multi-location delivery of services to clients. There is great potential for mixed messages to dilute the impact of external promotions, if internal awareness is low. For partners, who already understand the need for consistency of service delivery and the resulting benefits, the same logic can be applied to messages about brand and values.

The framework needs to drill down to relating the brand on an individual basis. People must understand the brand and be able to relate to the values on a personal level, and not cynically regard the brand as a tool used only by leaders or the marketing department in pitching for work. An example may be that the firm presents to the external market as a leading employer and supportive of its people, yet internally does not have an alignment with best practices principles nor seek to recognise, develop or reward the staff. The impact is that the firm's people will not relate this brand value to clients or possibly criticise the firm to others. The result, a diminished brand in the market which in competitive terms, will effectively reduce the firm's ability to win and retain clients and talented people.

Partners can live the brand as part of their marketing or sales focus. Through their interactions with clients, they can demonstrate to their teams how they relate the firm's values as a means to engage clients and targets. Brands create a powerful marketing tool. To successfully market the brand, it is essential for both internal and external awareness of the values of the brand to occur.

About the authors

Louise Robinson is a national director of business development and marketing with over 10 years of professional services experience in large Australian legal and global accounting firms.

Daryll Cahill is senior lecturer in the School of Accounting and Law, RMIT University, Melbourne, Australia, with research interest in measuring intangible assets and intellectual capital.



Prepaid card

By Pernel Fisher BAS (Marketing),
GCInst.M

In a society such as ours, where shopping or transacting business is done with a credit card or bank card, it is no surprise that credit card companies would think of strategies to reach teens who are yet to establish a good credit rating.

Many teens are yet to have a good credit rating, and a prepaid card is a great way to teach them financial responsibility and to get them to make budgeting a main stay of their financial planning. A prepaid card can be used in the normal manner as a regular credit card at stores, gas stations, restaurants, theaters, in the mall and online. It can also be used to get cash from ATMs. The card is great for everyday purchases, special occasions, and emergency back up. As a pre-paid card, it has its own built-in spending limit. Since a prepaid card is not a credit card, it is a safe way to keep teens' spending in control since they can only spend up to the dollar value on the card.

Unique selling points

1. Safe – unauthorized transactions are not permitted.
2. Effective – the risk of bad credit is removed.
3. Convenient – the prepaid cards are accepted anywhere credit cards logos are displayed.

The latest such marketing strategy to hit the Canadian market place is the Much Music Prepaid Card. It allows teens financial freedom and offers parents a helping hand in instilling sound financial habits in their children. Rarely do you see parents and marketers in harmony but I think this marketing strategy has achieved that.

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Institute's Howard Pearl advancing off road technology in Nevada

An article on the Rhino Off-Road RTV was published in the August 2007 issue of Car and Driver Magazine, the worlds largest automotive magazine reaching over 10 million readers each month.

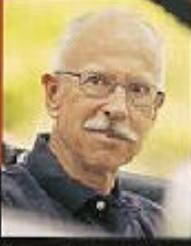
The article was written by editor-at-large Patrick Bedard, a self-confessed off-road enthusiast. He recounts his first-hand experience with the innovative, off-road vehicle and CEO & President, Howard Pearl near the company R&D facility in Henderson, Nevada. Writing of the vehicle, he states "forget the loading ramps. The RTV just drives off the trailer back end and when the fun is over, it climbs back on". He continues regarding Mr. Pearl, "He's a marketing man and he sells crazy wheels to the boys across the land, that makes him the first mover into this irresistible new category."

"The Rhino Off-Road RTV to appear on the hallowed pages of Car and Driver is a great testament to the vehicle and confirmation of the hard work and design efforts of our team here at Rhino Off-Road," stated Howard Pearl. "We've really worked hard to build something that appealed not only to the off-road enthusiast for its function but all outdoor enthusiasts for its ease of operation - it's rewarding to achieve recognition in the leading automotive publication."

PATRICK BEDARD

A LUNAR ROVER FOR PLANET EARTH

ROCK AND ROAR: WHAT TO DRIVE WHEN THE PAVEMENT ENDS AND THE WUSSIES TURN BACK.



Howard Pearl is a 50-something Energizer Bunny of a guy with a track record in marketing. He's a marketer? He's a marketer? He's a marketing man. And he sells crazy wheels. To the boys across the land. Marketing is the art of selling you what you don't know you wanted. You could count on the stars of Old Glory the number of guys across the land who have an itch in the form of a Rough Terrain Vehicle. Perfect. Pearl figures. That makes him the first mover into the irresistible new category. So he's a marketing man, and he starts spinning.

For the record, Pearl is president of Rhino Off-Road Industries, and an RTV, for those of you who don't realize you want one yet, looks rather like a modular truck with no clothes on (www.rhino-off-road.com). It has just the bare essentials: a cage of steel tubing packing a 2.0-liter Honda off-gasoline buried 90 degrees and mounted amidst six four-horse-hpving 12 solid-state on belt case. You get a seat, or two, or four, depending on which model you choose. And of course, metho rubber off around. What more do you need?

This is one of those small-wheeled things, because the yearning thin group of guys looking for an RTV includes your ordinary columnist, a father-sony, suspension engineer with a registered hot passion for what it's "What if I wanted to drive from here to Tacoma on the crew files? The imagined my own machine for that. My Terra Rover has short overhangs and serious body clearance and, critically important, a resilient suspension with travel enough to let the vehicle follow outrageous terrain. What I was imagining turns out to be Pearl's RTV.

The reaction from the group of Rhino Off-Road is immediate. Nevada. There's no dead air around a marketing man. Pearl is always on a blue-eyed avigalot for his concept, pitching his numbers, linking your reaction, and volleying it back. Roughly 2500-3000 RTVs are sold per year, at prices up to 10 to 15 to 20 large. Surely a small percent of that buying group is eager to move up. The RTV is a big idea. If this is a big idea, if this is a big idea, you can take the kids and not climb them into parking lots. How can anyone say no?

His introduction, Jim Skinner, Saskatchewan in baggy shorts, a cut-level California race-car fabricator who has to have been a pilot. It is the cockpit of the Corvette he mothered over. Skinner is the make-it-work man. They tell me the story of "tradtzella," a small-plate letters atop the front axle wheel that is a pernickulous attach Pearl likes dirt and rovers rocks, big ones. Show him a dirt, and he'll be at it, missing the machine up it. He kept attaching some points in rediment and by string the axle bracket. Skinner repeatedly made it stronger, and Pearl just as repeatedly destroyed it.

Until tradtzele, the understated champion.

The RTV is, at heart, a rock crawler, a four-wheeler to skinny up that impossible 4x4 terrain. So he's doing one a spool for sport out west, Pearl says, there's already a spool for the RTV. He shows me the factory competition machine, a veteran of some 600 hours, an 85-inch wheelbase single-trailer, a spiky-bomb full back. The paint always matches. The frame, bashed everywhere, lucky to have survived an accident on over 10000 the lower links looking the front axle are bent in gentle arcs, the result of hard landings on parts other than the wheels. "When they get bad enough," he says, "we turn them over and let the rocks pound 'em the other way."

The marketing man says this between stowing glasses at his BlackBerry, a machine that is just long enough to poke a few tiny keys. The weather is dry. We were planning to tow out 30 miles to some porous rocks but settle instead for local ones through the quick-etch. Just reveal an. Forget the loading ramps. The RTV just drives off the trailer (and, when the fun is over, climbs back on).

We have no rocks, but we have a marketing man with a pearl to make. He improvises a rock. He drives the front wheel of one machine upright against a firm wheel of the other, hold the back while he squeezes on the power—the Honda gives a noisy snort through its USA Federal Service-approved spark arrester—and the RTV crawls right up to the summit of his 3-foot rubber boulder substitute. The other three wheels stay on the ground.

ROCK ON
 A suspension with major moves: No boulder is safe, so the rock-crawler RTV crawls up the closest substitute it can find, leaving its other wheels firmly planted.



The sky is spinning (it is) as the monkey-bar climb up and in through the "windshield." Blank cloth covers the buckets, "suspension seats," Pearl says. All RTVs get Honda four-speed auto matic. The driver is a 2006 of late-life and finger-actuating levers, something borrowed from the dogster cat of Honda, and we work forward. The ground is steep, with a hole in a situation a spot after the Honda (I'd drive, then speeded up some by the huge tree).

Steering effort is low, and only a little numb. The suspension is wonderfully set; we pillow over deep ruts that would bring up any SUV. Yes, that's my imaginary Terra Rover, a stancer over the bumps and jumps, gentle as a mother's lap on the driver. Long travel is a suspension guy's dream job. The axles have 14 inches of up-and-down on "oil" springs, long nitrogen-filled cylinder at each wheel.

It's looking that a chee again, down where last night the signs.

Howard Pearl, MCInst.M., RPM is being recognized by U.S. media and the auto/sports industries for his entrepreneurship and marketing acumen. Pearl is President of Rhino Off-Road Industries, the manufacturer of the innovative Rhino Off-Road Rough Terrain Vehicle (RTV). The RTV was designed for active, outdoor oriented families and individuals wanting to experience off-road adventure in vir-

tually any off-road terrain. The Rhino RTV has added a new dimension to wilderness adventure tours and created a new category in the growing off-road rental industry. Rhino Off-Road Industries continues to produce vehicles at the company's R&D and assembly factory in Henderson, Nevada to meet global demands for the US made product.

Howard holds member number 278 with the Canadian Institute of Marketing. He is a professional marketer and was one of the first to apply for and receive a Certificate of Registration to practise as a Registered Professional Marketer. He can be reached at howard.pearl@gmail.com.

Winning the game for getting noticed online

By Scott Warne, MCInst.M., RPM



Scott Warne, MCInst.M., RPM.

It pays to be found. Showing up when people search the web is crucial to developing new sales leads and customers. People use search engines to find companies and services. Search engine results translate into leads.

Understanding search engines is the first step

Search engines are used to find web sites, PDF files, images and video. They use an ever-changing set of criteria to determine the results they show when people search.

Search engines send out "spiders", which are programs that go out to the Internet to find and index websites. The engines then take these results and combine them with other factors such as link popularity, relevancy of keywords, content on your site and the number of web pages to determine where to rank the results.

Spiders find and index websites

Many websites will show up in search engines without any effort. But that doesn't translate into customers. Potential customers may be looking for a company like yours, but they don't know your name or product line and are searching terms that aren't linking to your site.

Search Results

Search results can be in the millions and the engine chooses in what order to display those results. Studies have shown that people usually look no further than the first 30 matches, or the first three pages of search results. The target of any search engine optimization campaign is to get your site to show up in the first 30 matches for your optimum keywords – and the closer to number one, the better.

Each business is different. You need a unique plan for finding keywords that fits your business.

Through research and analysis, many keywords can be determined – the process is ongoing. Potential customers are using terms that you may not expect. Terms they find logical, are often not the terms that your company uses to describe products and services. These are the terms you need to continually find, since they equal results.

Targeting Keywords

Research and refine keywords to ensure they are being searched, using various tools, search results and plain old common sense.

Optimize your web site, reviewing your web site copy, product categories, competitors' websites, site linking and multiple search engines.

Optimization is an ongoing effort – results need to be fine-tuned and updated regularly. If you were doing print advertising, you wouldn't place one ad, and then forget about it. The same is true for your search engine campaign. A little maintenance goes a long way.

Finding a partner

It pays to work with a company that has experience in search engines and marketing. This is an ongoing effort, and one that is easily executed by a company that understands this process.

Be wary of companies that promise you number one rankings in search engines. Ask them if the "number one" keywords are really relevant to your business? Are they actively searched? Will they bring in the leads you are looking for? Are their methods legitimate, or will they get your listing removed from search engines for unfair practices? A "number one ranking" approach alone doesn't take into account the bigger picture – how will you reach potential customers.

A link to your web site from a search engine can be your first impression to potential customers. Make it count.



Search engine results get you leads, and this fits into an overall Internet marketing effort which can include promotions, email communications, customer acquisition and managing existing customers.

To learn more about getting noticed online and how to develop an Internet marketing plan, contact Scott Warne at Warne Marketing & Communications at scott@warne.com, or 416-927-0881 x209.

Warne Marketing and Communications is the webmaster for www.cinstmarketing.ca, the Institute's website.

New Members and Membership Upgrades (to October 2007)*

Professional Member	No. 801	John Kevin Palmer	Thunder Bay, ON
Professional Member	No. 802	Mohammed Chishty	UAE
Professional Member	No. 803	Gregory F. Bryant	Winnipeg, MB
Graduate Member	No. 804	Jenelle E. Ambrose	Toronto, ON

Registered Professional Marketers (to October 2007)

The following Professional Marketers have been granted a Certificate of Registration to practise as a Registered Professional Marketer.

Martha Cheney	No. 396	Renewal 31/07/09	Calgary, ON
Daniya Hashmi	No. 761	Renewal 31/07/09	Mississauga, ON
Scott Warne	No. 778	Renewal 31/07/09	Toronto, ON
Robert Steele	No. 798	Renewal 31/07/09	North Bay, ON
Kevin Palmer	No. 801	Renewal 31/08/09	Thunder Bay, ON
Laxman Kaluarachchi	No. 650	Renewal 30/09/09	Brampton, ON

Marketing plans cause entrepreneurs to think about their business

By A. Grant Lee, MCIInst.M., RPM.



A. Grant Lee, MCIInst.M., RPM.

Private businesses and professional and industry associations pay me to assist them develop long term marketing strategies and short-term tactics to improve their competitiveness, or move their organization toward meeting a vision. I work in a world of small to medium-sized service/manufacturing businesses where marketing budgets are small or non-existent in the beginning. Associations that I work with are faced with daunting challenges that threaten their long-term viability. Applying marketing principles and global standards are the only way to show the way to the owners or di-

rectors to a future that holds some level of promise.

My learned colleagues in the Canadian Institute of Marketing study principles and tactics in detail, examining them from many angles. They advance new propositions and challenge commonplace or widely accepted notions. I am a student of these professional marketers and apply the knowledge exuded by their words.

When it comes to small privately-owned businesses, I find that they are tactically driven, as there is little time to first implement long term strategies through well-considered tactics. In these businesses, strategies follow tactical successes. The clock is ticking and the outlook for cash flow and new clients is often uncertain. Some have no loyal anchor clients for repeat business. They compete for every project, often on the basis of low bid or lowest capital cost ethos. There is no time for postulating. As a team, my client and I have to hit the ground running with no room for uncertainty or moving in

the wrong direction. Messaging and communications become a primary tactic. As in any military operation, communications has to be controlled early in the action. Taking ownership of the messaging in the industry says loud and clear, "Hey, look at me- I'm the one with whom you should be doing business!" The use of electronic newsletters, websites, proper corporate imaging on the most simple tools like business cards and stationery are fundamental initiatives followed by direct action targeting the weakest competitors.

Drafting a marketing plan that embodies strategy, tactics and budgets must follow initial actions as quickly as possible, while the effects of the tactics take hold in the marketplace. It is this exercise that truly causes the entrepreneur to think about their business and what they are really offering customers. New services and product applications are revealed and market niches appear that were never before considered. Sometimes the niches are poorly served and opportunities are clear. During the strategic planning process, clients tend to embrace the principles and standards of professional marketing and move on to grow their businesses.

Membership Requirements

Professional Member (MCInst.M):

- 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.

Registered Professional Marketer (RPM)

A candidate must meet the following requirements:

- A) Be a Professional Member (MCInst.M)
- B) Acceptance by Registrar of written case study demonstrating competence in marketing and ethics.

Associate Member (ACInst.M):

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 (GCInst.M):

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 (FCInst.M):

- 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.

Canadian Institute of Marketing Council

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