



# Marketing Canada

Winter 2007  
Volume 3 Issue 1  
www.cinstmarketing.ca

Journal of the Canadian Institute of Marketing  
Le journal de l'Institut canadien du marketing

## Inside this issue:

AGM set for July 21	2
The Canadian Institute of Marketing celebrates a quarter century	3
Leonard Weeks	5
Brand management as a tool to reshape the marketing prospect: Part I	6
Why hire a marketing professional?	8
Putting your customer first	9
Lincoln Business School accredited	10
Appraising the concept of channel captainship	11
Entrepreneurs—a new generation	13
CIM Councillors to attend MARCOM 2007 in Ottawa	14
The Global Market—order or disorder?	15
Positioning triangle	16
Member News	18
Marketing communications and the invisible scribe	19
New Members	20
Registered Professional Marketers	20

## Canadian Institute of Marketing introduces Certificate of Registration

By A. Grant Lee, RPM., Executive Director



On January 1 2007, the Canadian Institute of Marketing introduced the Certificate of Registration (C of R) for professional marketers who wish to practise their profession according to the constitution and by-laws of the Canadian Institute of Marketing. The C of R is not a mandatory requirement for those who hold professional membership in

the Institute. Continuing education, however, is mandatory for any professional member who applies for and is granted a C of R. The purpose of the C of R is to provide members of the Institute a designation that informs government and industry that the holder of a C of R is a professional marketer who has very

strong academic credentials and at least five years of marketing in a senior role, and who is continuing to upgrade their knowledge of marketing principles, industry issues and ethics in marketing. Existing professional members (holders of the MCIInst.M Certificate of Membership) and applicants

*continued on page 2*

**Editor****A. Grant Lee,**B.A., M.A., MCIP., RPP., RPM.,  
FCInst.M.**Bureau of Advisors****Joshua Caplan**

MCInst.M

**James Schauer,**

FCInst.M.

**Suzen Fromstein,**

MCInst.M.

Marketing Canada is published three times a year by the Canadian Institute of Marketing and distributed to members. The views and opinions expressed herein are not necessarily those of the Canadian Institute of Marketing. Copyright is reserved. No part of this publication may be reproduced by any means without permission from the editor, telephone (905) 877-5369, or [info@cinstmarketing.ca](mailto:info@cinstmarketing.ca).

All advertising requests and copy should be sent to: Canadian Institute of Marketing, 205 Miller Drive, Halton Hills (Georgetown), Ontario, Canada, L7G 6G4. Tel: (905) 877-5369, [info@cinstmarketing.ca](mailto:info@cinstmarketing.ca)

Canadian Institute of  
Marketing  
L'Institut Canadien du  
Marketing

205 Miller Drive  
Halton Hills (Georgetown)  
Ontario, Canada L7G 6G4  
Tel: (905) 877-5369  
Fax: (905) 702-0819

[www.cinstmarketing.ca](http://www.cinstmarketing.ca)

## Certificate of Registration

*continued from page 1*

who are granted professional membership before July 21, 2007, may apply for a C of R under a grandfathering provision.

Holders of a Certificate of Registration practise as a Registered Professional Marketer (RPM) and may use the credential on business cards, letters, designs and reports. Registered Professional Marketers may purchase a personalized stamp showing their life-long membership number for sealing letters, reports and designs.



Professional members of the Institute who may be working as consultants, heads of marketing departments in government or divisions in industry, professors, and career marketers who want to be known for attaining the highest standard of marketing in Canada and subject to mandatory continuing education under the requirements of a C of R, may find the C of R and RPM designation of great value.

After July 21 2007, the date of our 2007 Annual General Meeting, professional members may apply for a Certificate of Registration (C of R) by paying an application fee and submitting a major paper to the office of the Registrar that demonstrates a sound knowledge of application of marketing principles, a knowledge of current industry issues and a solid understanding of practice within the Institute's Code of Professional Ethics. Once the C of R is obtained, holders must have their certificate validated every two years by reporting completion of a mandatory Continuing Professional Development program based on a point system covering four categories of marketing activities. Failure to complete the required program would result in an invalid Certificate of Registration and loss of the RPM designation, but not professional membership (MCInst.M).



## AGM set for July 21

The Canadian Institute of Marketing is holding its Annual General Meeting on July 21, 2007 at the Old Mill Inn and spa in Toronto, Ontario. This year is a special occasion, as the Institute is celebrating its 25th year representing professional marketers in Canada.

It is now time to grow the Institute and provide services to the membership that will strengthen recognition as the organization representing professional marketers in Canada.

The Institute has an obligation to its non-resident members located in numerous countries. Many of these members participate in raising the standards of marketing in Canada on the merit of professional marketing qualifications recognized in their own countries. In addition, many international members immigrate to Canada bringing strong credentials that have been endorsed by the Institute long before arriving. They are able to offer employers experience, skills and services recognized by the Institute. Marketing principles, standards of practice, professional ethics and experience are not divided by political boundaries.

The greatest task laying ahead is to grow its proportion of resident Canadian marketers. A closer relationship with Canadian University marketing and business schools, and community colleges is a major initiative of council. In addition, the Institute must demonstrate value to potential members who work in senior marketing positions in government and industry.

Watch for releases detailing our AGM, and plan to attend. We hope to facilitate participation of any member in the business meeting through Web/communications technology. A full one-day meeting is being planned.



# The Canadian Institute of Marketing celebrates a quarter century

In 1982, a few marketers associated with Algonquin College met in Ottawa to discuss the establishment of a marketing institute that could be modeled after the Chartered Institute of Marketing—UK. There was no comparable organization in Canada, so it seemed that there was a need to establish professional standards for Canadian marketers.

Subsequent to the meeting, the Canadian Institute of Marketing was launched with the following purposes:

1. To promote and develop the practice of marketing in Canada by encouraging the adoption of professional standards and qualifications by practitioners and employees.
2. To become the recognized body for professional marketers in Canada, and represent their interests, as other professional bodies are governed and represented by their governing bodies.

At the time the Institute was established, it was clear that provincial as well as federal charters were required to fulfill its purposes. The by-laws of the Institute were drafted on the model of the CIM UK and the guidelines established for provincial professional bodies. This was at a time when communications technology was much different than we have today, and national trade alliances and agreements that impact licensing and transportability of professional credentials were non-existent. The Institute's organizational structure had a foundation that was drafted in the same way that professional organizations were set up at the turn of the 19th century.

In 1984, the Institute's by-laws were approved and James Jarrett, MCInst.M., FCInst.M was confirmed as the Institute's National Chairman.

One of the first orders of business was the Institute's attempt to reach an agreement with the CIM UK over reciprocal membership. In other words, since the entry requirements were the same for both the CIM UK and Canadian Institute, the founders believed that members of overseas institutes (like Canada) with the same membership requirements and similar organizational structure of the CIM UK, should be able to become members of the CIM UK and visa versa. This initiative never reached a conclusion with the Chartered Institute of Marketing.

Twenty-five years ago, the success of professional bodies was predicated on the establishment and existence of branches of the organization based on regional or urban geography, essentially following the pool of potential members based on population and location/size of industry and educational institutes. In 1984, the Institute had established branches in Ottawa, Durham (Oshawa), Toronto west (Mississauga, Oakville), and Toronto East (Markham, Scarborough). In addition, the Institute had developed a marketing program syllabus to offer courses, a mature entry protocol, and an amendment to membership levels. It had grown to 37 members.

In 1984, the Institute launched its first newsletter. Simply called, "The Canadian Institute of Marketing Newslet-



ter," the publication noted that the aims of the Institute had changed somewhat to place more emphasis on education. Its two aims were:

1. To improve the practice of marketing in Canada by encouraging the adoption of provincial standards and qualifications by practitioners and employers, and by sponsoring activities related to marketing education and training.
2. To be a means by which those engaged in all aspects of marketing as a professional activity can represent their views and interests to governments and agencies, both in this country and overseas.

By 1986, additional branches had been established in Vancouver, the Prairies, Maritimes, Ottawa and Montreal, and work had commenced on preparing a private member's bill to establish the Institute as a recognized professional body in Ontario and New Brunswick. The private member's bill failed in its first attempt in Ontario, but by 1988, it had been passed and New Brunswick's passage would follow in 1992.

*continued on page 4*

## Celebrating 25 years

*continued from page 3*

At this point in the Institute's history, it was federally incorporated with Industry Canada and had legislation in two provinces recognizing the Institute as a professional body.

In the late '80s and early '90s while the world fell into a global recession, the Institute entered into a stormy time as it worked hard to build its network of branches, maintain a faltering membership growth, fund its programs and manage its relationship with the Chartered Institute of Marketing Management of Ontario (CIMMO) and the New Brunswick Institute.

In 1992, the Institute changed its focus on educational standards and decided to accredit educational institutions whose programs matched the Institute's education requirements for membership, instead of providing a syllabus.

By the end of 1993 relations with CIMMO had become strained, and the Institute concentrated on building its network of branches and promoting one identity for the Institute instead of national and provincial entities. James Jarrett, National Chairman since inception, stepped down at the 1993 AGM as John Harte was elected National Chairman. Jarrett continued on the Board of Directors.

It was during this period that the Institute began operating with an annual deficit which hampered the Institute's ability to market itself with traditional tools. Government funding sources were sought with little success. Communications became identified as a major problem that could be quickly repaired with more frequent communications and publications. Remember, however, that this was a time that was verging on the threshold of what many

say is one of mankind's greatest developments—communications via the Internet and quantum leaps in telecommunications and image transmission.

The early '90s and end of the recession heralded the realities of a global village marketplace and the Institute rushed headlong into building international relationships and building an identity, especially in Asia, as the voice of professional marketers in Canada. It realized that its strength domestically would be enhanced significantly by encouraging membership for non-residents who could meet the Institute's admission standards which were well founded on the CIM UK requirements. The CIM UK had been developing and implementing international standards for membership for decades. With the international focus, however, came greater operating costs and the institute's debt became a managed deficit. Education programs were accredited at Algonquin College, Atkinson at York University, the British Columbia Institute of Technology, Concordia, Kingston College in Vancouver, Mount Alison, University of Ottawa, Ryerson, St. Lawrence College, York University, and courses at the University of Toronto.

James Harte, MCInst.M., FCInst.M made a tremendous foray into improving communications with a seasonal newsletter called "Communicate" edited and produced by Louise Marin, MCInst.M and a monthly newsletter to keep members informed about events in the branches and activities of the Institute. With this renewed vigor, the membership numbers began to grow and prominent members were attracted to serve on the Board. Marketers Harte, Walsh, Jarrett, Schauer, Phippen, Weeks, Zarry, Dyson, Fox, Marin, Salkow became leaders of the time.

The Institute's Head of Education,

Dwight Dyson reported in December 1994 that in addition to the 17 universities and community colleges whose marketing programs had already been approved by the Institute, it had requests from 12 other learning institutions to be accredited. Georgian College began its long-time relationship with the Institute and Harte was invited to McGill to address marketing faculty on "The Future of Marketing." Former Secretary Treasurer and Registrar, Ron Fletcher, MCInst.M., FCInst.M established a community economic development committee in Newmarket, Ontario and hosted a trade show and promote the Institute.

The Institute grew its relationship with several learning institutes through the mid nineties and developed its communications with a small Web presence on the government's Strategis Web site. Communications technology was changing rapidly and afforded the Institute grand opportunity to reduce its publications production costs, mail costs and to raise its profile more efficiently. The Institute was morphing once again, growing with the times and coming of age as a professional body that had experienced severe organizational and structural growth pains. This was a time when the network of branches began to collapse as the need for them became questionable in light of changing communications technology and local activities for marketers provided by industry and other like-minded associations.

In 1996, Roger Walsh, MCInst.M was elected National Chairman, followed in 1997 by James Jarrett to lead the Institute through an era where once again it was struggling to position itself with government and industry as the body of professional marketers in Canada. The torch was about to be handed to a new wave of members,

*continued on page 5*

## Celebrating 25 years

*continued from page 4*

eager to continue the evolution of the Institute, built on a strong foundation of by-laws and need, that had carried it through its first two decades.

The 2001-2002 Annual General Meeting was a milestone in the growth of the Institute, since its Directors retained the services of a General Manager (Grant Lee) to run the day to day operations of the Institute and activate committees chaired by members of the Board of Directors. James Jarrett remained National Chair, as well as Chair of the National Executive Committee. The Institute adopted a new logo designed by Keith Warne, MCInst.M., FCInst.M. and James Schauer, MCInst.M., FCInst.M. This was the first step in a multi-year exercise to reposition and re-brand the Institute while its organizational structure and marketing strategy were being reviewed and re-written for approval by the membership. At the same time, steps were taken to gain control of the Institute's financial situation to remove its crippling debt and annual deficit.

In 2001, the Institute attempted to capitalize on its investment in developing an international presence through the late 1990s by hosting the Asia Pacific Marketing Federation AGM and 2001 World Marketing Conference simultaneously in Saskatoon, Saskatchewan. While members worked hard to attract corporate sponsorship, it could not demonstrate value to the federal government and the handful of private sector sponsors could not be expected to meet the financial obligations of the event. It was subsequently cancelled to the great disappointment to the Institute and its few sponsors. The failure did however demonstrate clearly that the

Institute had a lot of work to do before it could successfully host such an event with full support of the private and public sector. There was no shame in the failure, only optimism that the Board had taken the right decision to restructure to make the Institute relevant in a changing marketplace.

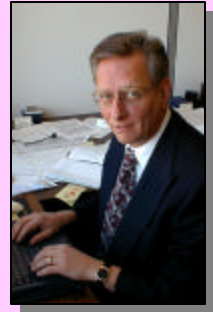
In 2001, Bruce Hoggard, MCInst.M. was elected National Chair until 2004 when he was succeeded by our current Chair, Joshua Caplan, MCInst.M. Bruce advanced the Institute's stature on the international scene as it had never been before. Through his global activities, the Institute witnessed a swelling of its ranks of international members residing in Sri Lanka, Hong Kong and African countries such as Nigeria. The Institute became well known to many Asian marketing institutes as well as the Asian Pacific Marketing Federation and World Marketing Association.

During Caplan's term, the Institute clarified its international interests and capabilities while writing the Institute's first constitution and revising its organizational structure to function in a global marketplace with twenty-first century technology and administration. Communications have become the cornerstone of the Institute's recent successes. Marketing Canada, the Institute's journal, shares the spotlight with the Institute's Web site as the major forces that attract people seeking careers as a professional marketer to explore the institute's values and offerings. It is clearly evident by recent interests of members in the affairs of the Institute that it is on track to becoming a true self-governed professional body driven by the wisdom of its members. It is a Canadian professional association firmly aligned with professional marketers across the nation and abroad.



## Leonard Weeks, MCInst.M A life Lived

Leonard Weeks, MCInst.M., a manager with Business New Brunswick responsible for the development of the knowledge industry in New Brunswick died suddenly at his home on November 22, 2006. He was 58.



Before he died, Len was working with Business New Brunswick Minister, Greg Byrne, to get up to speed on the latest developments and trends in the Information and Communications Technology (ICT) sector. Weeks played a pivotal role in building the ICT sector in New Brunswick. In 2002, he accepted the "2002 Workforce Optimus Award for Innovation." See [The Marketing Challenge](#), Vol 5, Iss. 2 for details.

In 1993, Weeks joined the Information Highway Secretariat in the Economic and Tourism Department responsible for developing the advanced training technology and multimedia sector in New Brunswick. During the McKenna era, he played a key role in establishing the call centre industry. Weeks was relentless when it came to economic development and technology.

Len joined the Institute in 1985 and was elected to the Board of Directors in 1986 where he served many terms until his passing. Leonard was a major force behind the private member's bill in New Brunswick, and any events that involved the Institute in that province. His presence is missed.

# Brand management as a tool to attract the market prospect: Part I

By Abiola Kazeem Ajibola, MNIMN, MCInst.M

For many until now, branding was an abstract concept difficult to comprehend. The central concern of brand shift in the last decade, was just another step in the whole marketing selling process.

A brand can build models because it serves to identify and to distinguish a product or services from its competitors. Brand management and valuation are not simply focused on brand managers.

Professionals who need to know about branding include:

- People who manage internal resource allocation.
- People who manage transactions.
- People who derive value creation.
- People who manage a brand (marketers)

Based on this need, Kohl and Thakor (1997, pg. 208) see a brand as the most powerful and sustainable wealth creator in the world and certainly provides a strong economic foundation for companies and indeed nations.

## The Definition

Brand has being defined in many ways as the means to differentiate a name, sign, or symbol used to identify items or services of a provider from competitors.

David Aaker in his book, *Building Strong Brand*, sees it as a set of assets or liabilities linked to a product's name and symbol that adds to (or subtracts from) the value provided by the com-

modity. This definition could be significant either way, since brands are not necessarily positive.

In my own broader perspective, a brand is to be visualized as a collection of perceptions in the mind of the consumer. That's the way a product or service provider wants the customer to see products.

A brand is different from a product or services because:

- A brand is intangible and exists in the mind of consumer.
- It is necessary to understand the idea of loyalty and the loyal ladder.
- It is necessary to understand that brand is built through the total experience it offers.

A brand, therefore, could be seen as every customer's interaction with your company that creates an impression. It should also make you stand out in the crowd, show your reason for being there, make you unique, and reinforce your message.

## Why do we brand?

The unique attribute that makes up your brand, when executed consistently and correctly, leads to brand loyalty. When customers become loyal to your brand, price becomes less relevant. When advertising reflects your brand's personality consistently, you pull more return on investment (ROI) on the bottom line now and in the future. Brands are the most stable corporate asset.

Karen Post describes the essence of brand as the mental imprint we plant

on the minds of our markets. A well developed executed brand creates customer loyalty, blocks competitors, allows for greater profit margins and instills confidence in stakeholders. For years Multi Nationals like Guinness, Unilever, P&G, NB, and Cadbury have devoted tremendous resources to the branding process that creates a feeling, emotion and affinity to an organization's products and services.

In a society of many choices, many products, services, logos, corporate names, and brochures look similar as they compete for survival with the same focus on features. Yet many wonder why their brand is so weak?

## How does a company's product or services stand out?

The real meaning of *distinctive* and *unique* is very important. In most cases, services and products alone are not strong points for differentiation in a brand, and even if they were, buyers may not buy into the proposition. Brand positioning with the lowest price is a dangerous avenue to take. Today's buyer hears low price claims too often, and are very skeptical. But lowest price could be used as a entry strategy for new product.

Successful branding sometimes takes a radical shift in thinking by management. Branding may be considered by many as the heart and soul of management, therefore, a brand should be authentic and unique to its holder. It should be woven into every important decision, and resonate in the company's marketplace. Having strong points of difference in a brand category is an advantage in establishing a successful brand. For example, all Japanese cars, (especially Toyota), are known for low fuel consumption and Volvo is equated with safety.

*continued on page 7*

## Brand management

*continued from page 6*

### Brand management

This is the application of marketing tactics to a specific product or brand, or directing and organizing the brand of a company.

Most companies operate effectively when the mission, objective, and performance are clearly appreciated by their target audience. Good brand management should be regarded as communicating the benefit and value a business services or product to a customer. It entails the total participation of everyone in an organization to have a complete understanding and ability to express the brand position and attributes.

### Brand valuation

A brand is considered one of the most important asset a firm owns, so it is prudent for management to have a clear idea of the brand's financial worth.

If an organization plans to buy a brand, the knowledge of the brand's value is vitally important.

The seller of a brand must quantify the business value of the brand before negotiations begin.

Knowing the financial value of the brand allows management to compare it against other tangible and intangible assets, to know how best they can apply finite resource to create additional value.

If the brand has a definable value, then investment and returns can be measured against each other. This help to know weather investments being made in the brand are yielding a reasonable return to the firm.

In mergers and acquisitions, many successful companies used brand valuation as an ongoing business performance

indicator; to help ensure that brand strength is reflected in share value.

In many cases brand often enter into various types of licensing arrangements, co-branding agreement, and joint promotional programmes. Knowing the value of the brand provide an important negotiating tool when working with other companies in developing the terms of such arrangements.

If the value of a brand is increasing, the shares of shareholders are likely to increase.

The asset of brands has been recognized even in the conservative world of banking to secure loans comparable to the worth of the brand.

Across large organizations, there may be many affiliates or divisions that make use of any particular brand. As the profit potential of brands becomes more understood, companies may charge royalties across their business operations for the use the brand. For example, if an affiliate or subsidiary of McDonald's increases sales because of the relationship to McDonald's eatery standards, a royalty may be taken if an agreement dictates such.

### How are brands valued?

Brands can be valued primarily using three approaches. The approaches have distinct goals and management information objectives and are the challenges of the circumstances that determine the one to use.

#### 1) Incremental sales:

This approach is focused on identifying the short-term incremental financial value, generally increased sales volume, premium pricing and other outcomes that can be attributed to brand activities. The measurable impacts are to know how those activities

influence the brand's demand. The approach is heavily focused on economic and financial aspects of brand management and measurement, as opposed to attitudinal orientation of the customer-based approach. This approach has two basic systems:

(a) Marketing mix modeling used to determine historical brand return on investment (ROI). The measure helps a firm to know the extent to which different activities (advertising, promotion, special events) have on sales volume, revenue, and profit overtime. It's the aggregate value of these factors (marketing activities) that are relevant.

(b) Predictive modeling forecasts potential returns on future branding activities (return-on-consumer-investment—ROCI) These tools project the likely effect that branding activities may have in the future, usually the current fiscal year. It is concerned more about which customers are the most valuable or the most likely to respond, which can be used to forecast future returns.

#### 2) Branded business value:

This approach measures the financial value of the firm over the longer term to understand the economic worth of the brand to its owner, regarding the brand as a separable organizational asset. The calculation is based on combining hard financial data, market research, industry benchmarks, and generally accepted accounting principles at an estimated valuation for a brand under a given set of assumptions.

3) Customer-based brand metrics: This method consists of quantitative and qualitative measurement approaches to understanding the

*continued on page 8*

## Brand management

*continued from page 7*

consumer's awareness and relationship with the brand. The most common approach is to measure current brand perception, knowledge and understanding of the brand, then comparing it with the past. The changes or differences are related to the marketing communication programs organized on behalf of the brand.

The marketing philosophy to this approach is that attitudes, opinions and beliefs drive consumer brand behavior. If the consumer or prospect has the right perception about the brand, it is good, but if not, they might decide to use a competitive brand.

The greatest challenge is whether or not the marketers have successfully created, reinforced, or changed the attitude, opinions and belief of consumers toward a brand.

**Continued in Volume 3 Issue 2 of Marketing Canada.**

### References

Philip Kotler—Marketing Management 11th edition.

David Aaker—his book title, Building Strong Brand.

Kunle Durodola—his lecture paper on Branding, (National Institute of Marketing Nigeria—Chartered, Training, 2005)

Ajibola Kazeem Abiola, M.NIMN., MCInst.M. Mr. Abiola is presently a MSc. Student at the University of Wales under the Greenwich School of Management in London, England. He can be reached at [ab\\_bola1967@yahoo.com](mailto:ab_bola1967@yahoo.com)

# Why hire a marketing professional?

By Ron (Doc) Halliday, MBA, M.CInst.M., FCInst.M., CMC



Doc Halliday, MCInst.M., FCInst.M

Trial and error fragmented attempts to improve business performance are sure ways to guarantee mediocre results at best, and eat into bottom-line profits. Yet most business owners continually make one-off media and promotional decisions on the fly. All too familiar is the "special offer of the week" from space sellers and printers.

Newspapers, print publications, Web site vendors, radio and television stations are single media operations. Their focus is not in creating a sustainable competitive advantage for your business. Their motivation may be honourable, but their objective is to sell their single communication vehicle.

The challenge for every business owner is to wade through vendor noise and decide where to spend marketing dollars. These considerations should not be based on short-term thinking. Most business owners' days are full "doing business." They don't take the time to create and live within an annual advertising plan. What seems to have worked in the past, what the competition is

doing, or "let's give it a try," greatly influence their decision making.

Many business owners consider the services of a marketing professional too expensive and/or unaffordable.

Business owners need to ask themselves if their advertising decisions have been financially sound, or if they've spent money wastefully with ineffective design and over-exposure in one media, while neglecting others. Another consideration is the non-income generating time spent with single media representatives throughout the year.

Professionally accredited marketers understand what motivates purchase decisions, customer loyalty, effective branding and media innovation, as well as media performance measurement. Most importantly, their motivation is to achieve your business objectives, not to receive commissions from media placement.



The decision to hire a marketing professional deserves your consideration. Sustaining a profitable future may well depend on it.

Doc Halliday is the Strategic Imagineer with Marketing Dynamics. Contact Doc at [doc@marketingdynamics.ca](mailto:doc@marketingdynamics.ca).



# Putting your customer first

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.

Obsession with the customer is the single most vital factor in business success. The main priority in any business must be to win and keep the customer. Failure to do so, simply means no profits, no growth, no jobs no business! Success will come in a competitive business world by recognizing that the customer is the biggest asset in a business. Therefore, you must be your customer's best choice. Anything else will not suffice.

Everyone in an organization has customers. If you do not have external customers, you will have many internal customers. It is crucial that internal customers are given good service, to ensure that they give excellent service to external customers.

## Defining your "Moment of Truth"

Good service is giving people a little more than they expect. Excellent service is enjoying giving people a little more than they expect.

Jan Cavazon the former CEO of SAS says that a moment of truth averages between 15 to 30 seconds. Yet each of

these moments contains the potential for the customer to experience feelings ranging from magical to nightmarish. The phrase "Moment of Truth" comes from the world of bullfighting. It is that moment towards the end of the fight, when the matador and the bull face each other eye to eye. Each of them has an instant to make a decision, and the outcome of the event is determined at that moment. Its use in a service context establishes just how crucial is every point of contact with the customer.

How you measure up at these moments will determine whether a customer becomes your customer, or remains your customer while bringing new customers to you by spreading the good news. Any customer's experience of any business will be decided by what is referred to as the 4 Ps. These are not the same as the 4 Ps in the Marketing Mix. The customer's impression will be shaped by :

1. People Skills
2. Product
3. Presentation
4. Processes

To achieve success through service, you need to manage the "customer's experience" of your business. This is achieved by ensuring that all of your staffs or representatives have excellent people skills. You are selling or offering superb products; your presentations of the product or service and its surroundings are impressive; and, the processes which delivers or supports the product or service are customer centred.

## Internal customer service for external customer service excellence

Inviting staff to be preoccupied with giving the customer a positive experience carries a risk. What is good for the customer is also good for the staff. Staff who do not receive good attention themselves are likely to be somewhat cynical about having to offer it to others. Organizations should examine whether there is recognition that the quality of service that reaches the external customer begins with the quality of service that people and functions inside the company give each other.

In any business, every job is a service job. There may be staff who say that since they never meet a customer, they do not have a service job. "I am only an accountant...I am only a secretary." Such statements fail to recognize the essential elements in the service network. If the accountants stopped work for a week and nobody was paid, then watch morale and service fall away.

Everybody in a business needs to recognize who their customer is. Most people's customers will be internal, but their needs and expectations are as relevant as those of external customers. It is vitally important that everybody in the organization understands the "Service Network" inside the organization and their part in it. Everybody has a customer and everybody is a customer. There must be as much readiness to offer quality and service to "customers" inside the organization, as there is to external customers. Training and more training, is one of the best ways for an organization to give good service to its staff. The following slogan aptly summarises the perspective of internal customer service:

***"Take care of your staff and they will take care of the customers!"***

*continued on page 10*

## Customer first *continued from page 10*

### Stay close to your customer

Peters and Waterman in their seminal book "In Search of Excellence", demonstrated that one of the major factors distinguishing the successful from the less successful companies was that of staying close to the customer. This means that within the organization, managers should stay close to their "customers" (staff) by walking about, talking to people and not solely sitting behind their desks and presiding at meetings. Similarly, staff will then be more motivated to stay close to their external customers. How do you stay close to your customer? The following techniques could be learned.

#### **a) Dialogue with your customer**

In 1980 when Sir John Egan took over as Chairman of Jaguar, he discovered that the company was losing a substantial amount of money. He decided that the future was very dependant on the US market. He then hired a US market research company to carry out telephone conversations with several hundred customers each month. Some interviews were taped and passed on to the staff for their information. Service managers were sent to talk to their customers to see if their complaints had been addressed. The result was that by 1986, Jaguar sales in the USA had risen from 3,000 a year in 1980 to 25,000!

#### **b) Senior managers spending time in the frontline**

At Avis, all managers, including the managing director, spend one week a year on the reception desks and washing the cars. This enables them to stay close to staff, as well as customers.

#### **c) Keeping your customers periodically informed**

Customers are delighted to receive

individual attention, especially on new products and services.

#### **d) Newsletters and magazines**

British Airways uses newsletters and magazines to stay in touch with their customers. Although the communication is largely one way, customers like to receive regular communication.

#### **e) Create a partnership with your customer**

Customer visits are vital, not only to sell, but to obtain feedback. Not only sales staff but support staff too should be encouraged to visit customers. In addition to visits, written and telephone communication can be undertaken. Maintaining customer records in a database will provide invaluable information for relationship building and maintenance.

#### **f) Educate your customers**

With many product lines, technology is so advanced that a major issue for business, is to educate its customers to be able to get the full value from a product, and not destroy it in the process. For example, when customers are purchasing frozen foods, educate them on how to select, based on ingredients.

#### Conclusion

In this article, I have re-emphasized the importance of keeping the organizational focus on the "customer". Although this is nothing new, it is amazing how so many organizations ignore their customers.

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](mailto:prasannaperera@mail.ewisl.net).



## Canadian Institute of Marketing accredits Diploma and Higher Diploma in Marketing Management at Lincoln Business School, Singapore

On February 20 2007, after an extensive review of curricula and delivery process, two marketing programs at the Lincoln Business School in Singapore were accredited by the Canadian Institute of marketing for a 3 year period.

The Institute and Lincoln agreed to a Memorandum of Understanding that sets out several conditions including the use of the Institute's logo and name. The school must not use any trademarks, logos, or brand messages of the Institute without prior written approval from the executive director of the Institute acting on behalf of the Institute's Council. All form of promotional materials using trademarks, logos, messages and statements with reference to the Canadian Institute of Marketing must be forwarded to the Institute for approval and for record purposes. We look forward to a long and successful relationship with Lincoln. See [www.lbs.edu.sg](http://www.lbs.edu.sg).

# Appraising the concept of channel captainship

By Michael Olasoji Olaoye, MBA., MNIM, MCInst.M., MMII, MNIM



Michael Olasoji Olaoye, MCInst.M

The concept of distribution channel is not limited to the distribution of physical goods. Producers of services and ideas also face the problems of making their output available to a targeted population or segment.

Services and idea producers can develop “educational distribution systems and health delivery systems.” To do this, they must identify agents and locations for reaching a widely spread population.

Distribution channels are used in “Person” Marketing. Professional comedians reach audiences through special events; night clubs, radio, movies, carnivals and theaters.

Politicians explore cost-effective channels like mass media and rallies for distributing their ideas to the electorate.

## Channel captains

Channel captains are the dominant members of a particular channel. They lead based on their position, power, and control relationship with other members of the channel. The channel captain is not always a manufacturer. Some channels do not have a captain

in the sense that each company proceeds on its own.

## Channel leadership, power, and control

As channel members jockey for power control and leadership roles within the system, conflict often results.

**Channel power** may be defined as a company’s ability to achieve its goal in a state of conflict or potential conflict.

**Control** occurs when one organization intentionally affects the behaviour of another.

**Leadership** is the exercise of authority and power to achieve control.

Power tends to be limited in scope while issues tends to be specific. A manufacturer has control over new product designs and extent of the product line. The wholesaler may possess power and control over the retailer, and the retailer may possess power and control over retail prices, inventory levels and quality of after sales services of the manufacturer’s product.

Power is rarely complete unless it is a captain or corporate channel system. In most channel systems there exists a high degree of mutual dependence among members. Even the most powerful manufacturers depend on dealers to sell their product.

Power may also depend upon perception. For example, a retailer may not recognize the power of a large, well known manufacturer. A wholesaler may ignore a product’s policies, suggestions and directions.

This may lead to serious conflict

which may result in termination of the dealership. Power can be categorized into the following:

- a. Reward
- b. Coercion
- c. Legitimate Power
- d. Referent Power or Expert Power.

**In any channel system, there is always a high degree of mutual dependence among the channel members, but if any channel member treats another unfairly, then conflict often results.**

## Channel conflict

Channel conflict often arises within the system as each members strives to maximize its self interest. In any channel system, there is always a high degree of mutual dependence among the channel members, but if any channel member treats another unfairly, then conflict often results. For example, in almost every industry, there are attempts to exercise power, control and “want” to play a leadership role. This may be a conflict of interest between firms at the same level of the channel (e.g among wholesale—often called horizontal channel conflict), or between different levels of the same channel such wholesalers and retailer (vertical channel conflict).

The basic sources of conflict within a channel can be as follows:

**Goal incompatibility:** The goal of a retailer, for instance, may be to carry many lines of a moving product such as detergent to boost the sale, while the manufacturer of a particular detergent would want a retailer to store her product alone.

*continued on page 12*

## Channel captainship

*continued from page 11*

**Role incongruence:** Every member of a channel system has particular role to play. Where these roles are not moving in the same direction to achieve the same goal, the result is conflict. For instance, a manufacturer plays the role of price setter. If any middlemen changes this set price and other terms of sales, it may result in conflict.

**Communication Breakdown:** If a decision made at any level of the channel is not adequately communicated, it may lead to conflict. A manufacturer who introduces new promotional activities without properly briefing the other channel members may give room for conflict.

**Differences in Ideology:** The manufacturer may believe in "Push" strategy in promoting his product while a retailer may strongly believe in "Pull" promotional strategy. Push entails physical distribution of goods and services while Pull connotes the use of advertising on all available media vehicles.

**Different Perception of Reality:** The manufacturer may perceive a 10 percent margin adequate enough for wholesale to cover the cost of transportation, storing and leave profit while the wholesaler may feel this margin as being too low.

**Level of Interdependence:** The greater the interdependence between channel members, the greater the rate of conflict.

### Resolution of channel conflict

Conflict resolution usually takes one of the following forms:

**Problem Solving:** Mutual goals are assumed, or a member recognized a common super goal and finds solutions which satisfy shared objectives and interests.

**Persuasion:** A channel captain may coerce a dissident member to fall in line.

**Bargaining:** Using compromise to reach new agreements. Compromise may be in the form of mediation or arbitration.

**Politics:** Conflict may be reduced when channel members meet often as a coalition, advisory council, forum and through exchange of personnel.

### Channel competition

Another aspect of channel relations is normal competition between firms and system trying to serve the same market target.



Horizontal competition occurs between competitors at the same channel level seeking sales in the same market.

Channel system competition is competition between different whole channel systems serving as a given market. A channel of distribution is more than a series of institutions linked by economic agreement and ties.

Social relationship plays an important part in developing cohesiveness among channel members. The basic social dimensions of channel are channel members' roles, channel cooperation, conflict, power and competition. An understanding of how these concepts affect channel intermediaries will provide a better appreciation of the channel system.

### Conclusion

In every organization that uses the channel of distribution of middlemen, the question arises how to minimize conflict among the channel members or intermediaries? The channel captain must be a very influential person or firm among the other members and may have the ability to exert influence for others to follow. There must be a significant difference between his or her own power and others.

Michael Olasoji Oloaye, is a marketing graduate of the Polytechnic, Ibadan and an MBA (Marketing) degree holder from the Federal University of Technology, Akure Nigeria.

He currently works with Total Premier Services Nig. Ltd, an oil and gas company servicing company with its head office in Houston, Texas. As the Business Development Manager, he oversees the company's business expansion through sales of drilling tubulars and line pipes to the oil majors within and outside of the Nigerian marketplace. Michael can be reached at [sojlaoye@yahoo.com](mailto:sojlaoye@yahoo.com).

# Entrepreneurs—a new generation

By Bill Preston, CSP, RPM



Bill Preston, RPM

When we reflect on our marketing books from college and university days of the 70s and 80s, the concept of a product lifecycle and market maturity was referenced in terms of 5, 10, 15 and 20 years. In today's world of enterprise, hyper innovation and the rate of change that surrounds our businesses is unlike anything we have experienced in history, according to Jim Carroll, futurist for top Fortune 500 companies.

## Industry challenges

As an example, Carroll refers to one of the hottest consumer technology products in the market today, the iPod Mini, launched with great success that 18 months later was replaced by an even hotter iPod Nano.

Other examples of hyper innovation and rapid change that are causing billion dollar industry shifts include:

\*Internet-based long distance calling replacing standard land line phone calling.

\*Digital cameras are now taking an estimated 80 billion pictures a year and people are sharing them online.

\*Cell phones have become complete multi-media communication tools.

\*Some estimates suggest that medical knowledge is doubling every eight years.

\*Manufacturing methodologies are being shifted to offshore manufacturers.

## Labour challenges

Beyond hyper innovation and rapid change, another major challenge facing today's entrepreneurs is skilled labour shortages:

\*Deloitte Research states, "in 2008 a wealth of skills and experience will begin to disappear from the job market as the first baby boomers turn 62, the average retirement age in large, developed countries. Ten years later Canada will face a workforce shortage of one million people."

\*CFIB Canadian Federation of Independent Business reports 3.2 percent of all positions available in SME businesses in 2005 went unfilled for at least 4 months, as a result of inability to find skilled labour.

\*Staffing solutions giant Manpower Inc. revealed that 66 percent of Canadian employers are struggling to fill positions due to a lack of skilled workers.

Increased immigration and raising the mandatory retirement age, may help stem worst-case scenarios. But clearly, in an employees market, entrepreneurs will have to do more to fight for their drop of the labour pool, according to Alan Britnell of Canadian Business Magazine.

## Other challenges

A recent Australian Government study says 65 percent of the children in pre-school today will work in jobs and careers that have yet to be defined.

According to John Challenger, new jobs being created by changing demographics include Hospitalists, Diversity Managers, Offshore Outsourcing Coordinators, Corporate Historians, Retirement Consultants and a new breed of Automotive Repair Technicians.

Jim Carroll also says the next generation will be far more entrepreneurial, because they already think self-employment is more secure than a corporate job. "They have seen their mothers and fathers downsized or right-sized and understandably want no part of it."

Leger Marketing in a report from June 2005 states that "Entrepreneurship is the leading choice (43 percent) for Ontarians, as a rewarding career path. Starting a company, or being self-employed beats the options such as working in several companies (23 percent), or for public service (14 percent), or for one large firm (16 percent).

## Challenges Create Opportunities

This rapidly changing, highly competitive, over-communicated, global market with all of its challenges facing business owners, entrepreneurs, franchisees and marketers, creates new and exciting opportunities. Business coaching experts, business owners and marketers must look beyond the standard business plan and yesteryears product cycles, to develop strategies that distinctly separate them from their competitors. We need to advance our knowledge and offerings in areas that include: business development tools; employee incentive programs, E-learning programs, and training.

*continued on page 14*

## A new generation

continued from page 13

### The Most Powerful Winning Strategy

The most powerful winning strategy in business is to create a competitive “**Barrier To Entry**” that makes it difficult for competitors to compete with us. There are many channels that can help provide a barrier to entry including:

**Patents**—sole ownership to a system, process or product

**Trade secrets**—formulas, recipes, ingredients, content

**Product differentiation**—makes, models, options, styles, colours, fabrics

**Product specialization**—brand selection, exclusivity, private label

**Customer segmentation**—age, ethnicity, occupation, income, social behaviour

**Attribute ownership**—owning a name like Volvo owns safety

**New technology**—Faster, safer, improved, more options

Once we have defined a winning strategy or distinct competitive advantage, we will create benefits for business owners that include:

- Increased sales
- Improved profits
- Enhanced market position
- Avoidance of price wars
- Recruitment and retaining employees
- Attracting lenders and investors

Not only are we going to see a significant increase in the number of entrepreneurs, I believe we are beginning to witness a new generation of entrepreneurs, who like many elite athletes, need to dig deeper within themselves to work harder at developing their skills. They will hire the right people who will strengthen their team and are

not afraid to outsource expert help to increase their knowledge. They look beyond standard business plans to make an impact and create a distinct position in the market to ensure their success in this ever changing and challenging world of business.

Bill Preston is a highly-regarded marketing strategist and true entrepreneur. He has pioneered several successful start ups including two residential telecom divisions and an award winning staffing solutions business. Bill provides coaching services to a diverse group of industries including: franchising; retail, telecom, foodservice and professional services, working with clients to increase sales, improve profitability and enhance their market positions by specializing in the development and implementation of distinct marketing strategies.

Bill's “Competitive Advantage Guide” has been endorsed by world renowned marketing strategists and best selling authors, Al Ries and Jack Trout whose books include: Positioning; The 22 Immutable Laws of Marketing, Differentiate or Die and others. In addition, Bill has developed and facilitated business strategy workshops for such groups as the Canadian Institute of Marketing and the Canadian Franchise Association.

Bill Preston is President of OneReason Strategies, is a Registered Professional Marketer (RPM) with the Canadian Institute of Marketing and a Certified Sales Professional (CSP) with the Canadian Professional Sales Association. Bill can be reached by visiting his website at [www.onereason.biz](http://www.onereason.biz) or by emailing to [info@onereason.biz](mailto:info@onereason.biz).

# CIM Councillors to attend MARCOM 2007 in Ottawa

MARCOM 2007 is being held June 6 and 7 at the Hampton Inn Ottawa and Conference Centre.

This two-day conference and trade show addresses today's top issues and trends in public sector and non-profit marketing from service delivery strategies and marketing performance measurement techniques to exemplary social marketing campaigns and methodologies for effective partnerships.

The 2007 theme is inspired by the brilliance of Leonardo da Vinci, the archetypal Renaissance Man, a genius, artist and scientist, whose model will be adopted over two days at MARCOM *Exploring the Art and Science of Marketing*. Delegates will better understand the necessity of a whole-brain approach in marketing, combining the logic and discipline of research and evaluation with the creativity of strategy and messaging. Leonardo, so far ahead of his time, stands as inspiration for remaining curious, testing knowledge, learning from mistakes and balancing logic and imagination toward marketing excellence.

The Canadian Institute of marketing is a sponsor of the conference and will field at least two of its councillors at the event to staff its booth and participate in round tables. The Institute will be launching its Certificate of Registration and RPM designation at the show.

# The global market— order or disorder?

by Anthony Raman, MCInst.M



Anthony Raman, MCInst.M

When dwelling on the topic of globalisation in their best selling books, Thomas Friedman states that 'The World is Flat' and Kenichi Ohmae writes of 'The Next Global Stage'. Their words reflect the thoughts of others and we have to wonder where the world market is heading.

Markets are volatile amidst shifting influences. Despite technological advances, marketers now face challenges that are no longer easy to predict. China is the world's factory; India its back office. Japan is staging resurgence while Russia flexes its 'muscles' in world circles. Amidst this, South East Asia is staking its claim as the next economic grouping to influence global markets, similar in nature to the European Union.

To further add to the pot, we have Gulf nations flexing their financial muscles with increasing focus in Asia Pacific markets while scouring the globe for investment opportunities. At the same time, China is leading the way on the African continent in terms of foreign investment and aid, in exchange for a strong foothold in the African market and subsequent access to its vast natural resources.

The rigorous activities of China, Japan and other Asian countries are defiantly sculpting this into the "Asian Century" but what will we see next year, or even in the next 20-30 years? All of these Asian nations are stating the desire to work together but what will be the outcome if and when they finally do? Will it in fact be a reality?

We have growing global Asian companies taking on world markets using all the capabilities they have built up or acquired. It will be interesting to see how Americans and Europeans respond to this changing scenario, as they compete for what were once their undisputed dominant positions.

Perhaps we should spare a thought for consumers. Will they be inundated with numerous choices, with access to more than they can possibly need? Will they be bedazzled and bewildered by vast variety or will they retain some measure of sanity and be satisfied within reason?

Increasing geopolitical tensions can occur due to the crossover of companies and countries into the traditional realms of other countries with the desire to increase their foothold in the marketplace.

Past dominance of American and European consumers is slowly but surely being eroded and even replaced by those consumers from China, Russia and the Middle East together with Asian consumers. Products now focus on the needs of these consumers who increasingly wield greater influence.

Changing ownership of companies worldwide, as in the case of greater

numbers ending up directly or indirectly in the hands of Asian and Middle Eastern owners, shift the commercial balance of power. The current world market scenario provides some certainties while at the same time raising more questions marketers need to take into account when making medium or long term plans.

The impact of environmentalism, peace and security need to be taken into account more. Growing attention is focusing on the disparity between countries that benefit from globalisation and those that don't, or that are left out of the equation on the sidelines.

Marketers need to be constantly keeping a finger on the 'pulse of the market' and remain 'fluid' with their response in the marketplace. Being static or slow in their responses can only prove to be disastrous. Those rushing into the global market without realising its far reaching implications can be badly burned by the underlying market factors or subject to the 'boom and bust' market situation.

The marketer, even the consumer, is no longer left to his or her own devices in the realm of their own national market. Nowadays, they are subject to the highly fluid global market with its intervening variables reaching into the very domain of their own office or home. Both marketer and consumer experience increasing 'virtual mobility' through the Internet platform.

The world has not only flattened, shrunk and entered a new global stage, it has also invaded our homes. Each one of us can no longer claim national insulation. We are no longer just citizens of our own countries but must accept global citizenship. So, the question that begs asking, where do we go from here?

# Positioning Triangle

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



Dr. Ranjan Madanayake, MCInst.M

“John seems to come from a good respectable family. He is an accomplished lad with a MBA and specialised in Marketing. He also has considerable experience and shows a lot of responsibility and commitment than others. He is an ideal choice for the opening” is a statement you may hear of a candidate by a member of a panel of interviewers. But let’s consider what may have really been said.

- First – where he comes from? The background.
- Second – accomplishments. The values he can offer.
- Third – his ability over others. The competitive advantage.
- Finally, the panellist thinks he is the best choice. In marketing parlance the panellist has positioned John as a person with good family background, well accomplished and the most suitable of all the other candidates.

In the above example we see three important elements: the background, the offering, and the competition.

Lux is a product from Unilever, lathers very well and has good fragrances. With all the film stars it uses for its marketing communications, it is certainly more glamorous than others. This is a typical statement I received from Lux users when I worked for a competitive brand carrying out a qualitative research project.

In the above, too, we see similar elements but with a different nomenclature:

- The corporate element – Unilever
- The product element – Lux
- The competitive element – Other brands in the market.

The market has positioned Lux as a product from Unilever with good quality and more glamorous than others.

## Market buying behaviour

Markets, either organisational or individual, buy value in products, services or ideas. When buying such value propositions, three important constituents play an integral part in the decision making process.

- The corporate element
- The product element
- The competitive element

“From whom, what quality and is it better than others?” are the questions that markets ask of the brands before they acquire them. Ultimately the purchase decision is driven by market positioning and how well that positioning is delivered through the tactical components of the marketing process, namely the elements of the marketing mix.

## Positioning Triangle

When positioning a value proposition,

one needs to be very concerned about the foregoing elements which can be known as the positioning triangle:

### **Product Positioning** **Corporate Positioning** **Competitive Positioning**

The above are what companies or organisations must drive, and if correctly executed will result in *market positioning* where the market will position the value proposition, as desired by the company. In the final analysis what matters is the market positioning: from **a reliable company, good quality, better than others** and hence the choice. Mercedes is positioned as being ‘most prestigious.’ Mercedes owns the ‘most prestigious’ position. Similarly, it can be argued that Volvo owns the ‘safest’ position and also ‘durable’ position.

## Corporate positioning

In reality, a business would incorporate the company first and then develop and produce offerings. But what is first communicated is always the offering and not the company. At this stage it may appear as placing the cart before the horse situation. Often than not you would go with the offering to the market first, and upon its success build the corporate image.

This is myopic. Corporate positioning should be approached through the public relations route in the case of newly incorporated organizations. Press conferences, press releases, and participation in community development projects can provide the initial awareness and favourable image. Thereafter when value propositions are developed, the corporate positioning programme must be initiated as matter of importance. Often, corporate positioning is relegated to a secondary role.

*continued on page 17*



## Positioning triangle

*continued from page 16*

For corporate positioning, two approaches can be considered published in Porter's Generic Strategies (1980) and Treacy & Wiersma's Value Disciplines (1996).

The three generic strategies that Porter has proposed are:

- Cost leadership – Produce at the lowest cost and sell at the lowest price.
- Differentiation – Provide superior value than others in the market.
- Focus – Target a narrow market segment to serve.

Treacy & Wiersma's *Value Disciplines* is quite different.

- Operational Excellence – Be excellent in operational management.
- Product Leadership – Be a technology driver who is always ahead.
- Customer Intimacy – Mass customisation through customerization.

Treacy & Wiersma add that one has to excel in one discipline and be reasonably good in the other two. McDonald's is focused on children, and it also has achieved operational excellence. Sony has achieved product leadership by being an innovator, while Burger King is known for customer intimacy providing their spread the way customers want. Paracetol is a cost leader whose price is the lowest in the market and Dominos is a differentiator handling home delivery in the pizza category.

### Product positioning

Value proposition is the total value package promised by the company. The product is a vital element and the vehicle that delivers the value proposition. The product embodies a service, an idea or offering that delivers value. In

positioning a product, companies need to go beyond a broad positioning, as done in the case of corporate positioning. Kotler (2001) offers the following alternatives:

- Attribute positioning – Claim an attribute such as the oldest hotel.
- Benefit positioning – Claim a single major benefit or multiple benefits.
- Use and application positioning – Claim it is best for a use, such as walking.
- User positioning – Claim being best for users like graphic designers.
- Competitor positioning – Claim superiority over competition.
- Category positioning – Claim leadership of a category.
- Quality and price positioning – Claim a quality to price relationship.

All of the above methods help us choose a suitable positioning for a product. But when doing so, one must not overlook differentiation, as it is a priority to survive in today's fiercely competitive environment. A biscuit was differentiated as one smaller than the others in the category – Marie, and the advantage of being smaller was the aspect used to positioning that brand as having more biscuits in 100g – a benefit positioning. Quality and price will address options such as more for more, more for same or more value for same price as competition, more for less, same for less and less for much less.

### Competitive positioning

Many marketers neglect competition when it comes to positioning. But it is most essential that the competition not be overlooked because of the threat of losing market share and revenue to a direct or an indirect competitor. Coke would lose to Pepsi, to fruit juice, or even to water. Hence, one must focus on competition. The following options

adopted from the book *Marketing Warfare*, authored by Al Ries and Jack Trout (2003) are proposed:

- Defensive Positioning
- Offensive Positioning
- Flanking Positioning
- Guerrilla Positioning

Defensive positioning is summarized as:

- Being the market leader – Position as No. 1 or a super brand.
- Ability to attack one's self – Position as a continuous improver.
- Preparedness to block strong competitive moves – Quick response.

Offensive positioning is appropriate for a number two operation, or a challenger:

- Focus on the leader's positioning – Emulate the leaders positioning.
- Find a weakness in the leader's strength – Position on weakness.
- Launch the positioning on a narrow front as possible – Not head on

Flanking positioning is ideal for new entrants or for those value propositions that had failed:

- Focus on an uncontested area – Try to create a new sub-category.
- Element of surprise – Choose a positioning that is unexpected.
- Relentless pursuit – Continuity and commitment to win must be there.

Guerrilla positioning has three principals:

- Serve a niche – Do not disturb the leaders.
- Remain focussed – Stay in that category or segment.
- Be flexible – Be ready to change.

*continued on page 18*

## Positioning Triangle

*continued from page 17*

Positioning is the ultimate strategic element of the marketing process. The positioning process must relentlessly focus on the positioning triangle – corporate positioning, product positioning and competitive positioning as they form the fabric of market positioning. Market positioning is not done by the business. It is done by the minds of the target market it serves. Market positioning will initiate, influence and drive market demand for a company's value propositions or even impact negatively to reduce demand. What happened to New Coke was the latter, where the majority of the market for Coke rejected the 'new' product.

### References:

Porter, Michael E. 1980. *Competitive Strategy: Techniques for Analysing Industries and Competitors*, The Free Press. New York.

Treacy, Michael and Wiersema, Fred. 1996. *The Discipline of Market Leaders*, 2<sup>nd</sup> Edition. HarperCollins Publishers. UK.

Kotler, Philip. 2001. *Kotler on Marketing*. Simon & Schuster UK Ltd. UK.

Ries, Al and Trout, Jack. 2003. *Marketing Warfare*. Reprint. Tata McGraw-Hill Publishing Company Limited. India.

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. Comments please.  
ranjanm@slt.net.lk

## Member News

### Anthony M. Raman, MCInst.M

Mr. Anthony M. Raman Naikan became the first individual in the Asia Pacific region to be admitted into the Academia De Genealogia, Nobleza Y Armas Alfonso XII that is based in Madrid, Kingdom of Spain.

The Alfonso XIII Academy of Genealogy, Nobility and Heraldry established in 1992 and comprises of historians, genealogists and researchers of repute. It conducts research in related areas and undertakes numerous historical publications.

The membership Diploma of Corresponding Academician was presented personally to Anthony Raman by Count Ulisses Rolim from Portugal, on behalf of the Academy in a simple presentation ceremony in Hamilton, New Zealand. The diploma was personally signed by the president of the Academy - Don Juan Manuel Mitjans y Domecq, The Duke of Santona of the Kingdom of Spain.

Presentation of the Diploma was held on the 1<sup>st</sup> of December at the Glenview International Hotel and Conference Centre and witnessed by family and invited guests.

Membership of the Academy also confers the right of using the insignia of the Academy.

### Abiola Kazeem Ajibola, MCInst.M

Mr. Ajibola completed two programs with the National Institute of Marketing of Nigeria through 2005 and 2006 to update his knowledge of marketing techniques. He was accepted at the Greenwich School of Marketing Management in London England in February 2007 to continue his studies in

the Master of Science Marketing program.

### Dave Smith, FCInst.M., RPM

Mr. Smith is Senior Vice-President with Concentra Financial in Saskatoon, Saskatchewan.

Two years ago he joined the executive team of Concentra Financial and moved to Saskatoon. He is part of the executive team that launched Concentra's exciting new cooperatively



owned B2B partnership that serves 90 percent of Canada's credit unions. In early 2007, Concentra was in Toronto for the event announcing Concentra as one of the 50 Best Managed Companies in Canada. Concentra is very excited to be receiving this for the 4<sup>th</sup> consecutive year. David's functional roles are in marketing, sales and service, strategic intelligence and branding. David is a Fellow of the Canadian Institute of Marketing and Registered Professional Marketer.

### Howard Pearl, MCInst.M

Rhino Outdoor International announced March 16 that Howard Pearl, MCInst.M has been appointed CEO and President. The appointment follows the resignation of Jeff Criswell as President of ROI effective March 16, 2007. Walt Tatum, who has held the position of CEO, will continue to serve as Chairman of the Board for ROI.

"We are very pleased to have Howard as CEO and President of this company and take the lead in new business initiatives, strategy development and operations," stated Tatum. "He has built Rhino Off-Road Industries from the ground

*continued on page 19*

## Member News

continued from page 18

up and has proven his ability to incubate a new product concept into a viable production enterprise. I have every confidence in Howard's skills to successfully manage the exciting market launch of the Rhino RTV® and lead ROI as we acquire and develop other outdoor oriented businesses."

Mr. Pearl has over 25 years of business leadership with both public and private companies. Over the span of his experience Howard has led startup operations like Tribco Communications Group to \$6 million in sales in less than three years. On a larger scale, as CEO of publicly traded Microform, he raised \$75 million in the capital market and grew the company from \$10 million in sales to annual revenues tracking at over \$85 million. He has been involved in the marketing and positioning of products for numerous companies amongst them; Ford Motor Company, Lincoln Mercury, Converse, and Johnson & Johnson.

"This is a very exciting time to be in the outdoor recreation industry both in the US and abroad," stated Mr. Pearl. "Baby-boomers, and their children, are embracing the extensive outdoor venues available to them around the world. ROI, and the Rhino RTV, are providing them with an unmatched way to get there. The business opportunity before us is as vast as the great outdoors and the many affluent markets that hunger for safe, outdoor adventure." For a detailed biography on Howard Pearl, visit [www.rhinobrands.com](http://www.rhinobrands.com).

# Marketing communications and the invisible scribe

By Grant Lee, MCIP, RPP, MCInst.M., RPM

*You can hear my voice, but you don't recognize it. You can see my words, but they belong to another. I exist, yet I don't. Who am I?*

One of the cornerstones of marketing and the success of marketing plans is the ability to communicate



effectively, and professional marketers know that there are many ways to do that. Messages are delivered by sound, sight, touch, taste, smell and even the sixth sense—ESP (extra-sensory perception, or hunches). Basic human senses are influenced to stir cognitive receptors in target audiences to a calculated conclusion. The conclusion may be a purchase or action based on an emotive trigger such as a compelling graphical message.

Ghostwriters describe a genre of scribblers whose skills when possessed by a professional marketer, add a powerful tool to the array of talent and experience sought out by employers and the clients of marketing consultants.

The written word remains as powerful now as it did in the time of ancient civilizations when words and symbols expressing language and ideas toppled nations and condemned great minds to an early demise. Some may argue that generations born into the digital world of video and symbols for communicating are losing the need for the written word. Paraphrasing the popular North American cartoon figure, Homer Simp-

son, "Why do you need to read when you have a television?"

It is sad to say that in my opinion, people are losing their ability to communicate with the written word. In business, it is self evident that while successful entrepreneurs and public personalities may have a talent or skill that has skyrocketed them to fame and fortune, they cannot communicate by the written word.

Ghostwriters, those unseen and shadowy scribes, have contributed significantly to building the legacy of great women and men, governments and corporations. They have a talent and disposition for clarity of thought that can be transferred to print and used in many ways such as autobiographies, speeches, technical stories, and strategies. It may be argued that these unknowns have contributed greatly to portraying history, as it is commonly known. Some say that more than 50 percent of published articles, books and essays are the products of ghostwriters working closely with the authors in a business relationship.

Is ghostwriting ethical? In most fields, I think so. The subject is still the vision or product of the owner. The ghostwriter merely takes the assignment to develop and present the vision for pay and anonymity. Ghostwriting for speeches, books, reporting on technical achievements, press releases, surveys, strategies is certainly commonplace.

Should ghostwriters write articles for academia or health care? I don't know, but in some instances, original thought must be written by its source and the source identified for all to know.

Ghostwriting is a lucrative business, that requires skill, and comfort with anonymity.

## *New Members and Membership Upgrades\* (to March 2007)*

Professional Member	No. 786	Chaminda D. Ediriwickrama	Sri Lanka
Professional Member	No. 787	Lina Bian	Hamilton, ON
Professional Member	No. 788	Kyle West	Lethbridge, AB
Professional Member	No. 789	Jim Fraser	Vancouver, B.C.
Professional Member	No. 790	Allan Pavaday	South Africa
Professional Member	No. 791	Suvojit Basu	Saudi Arabia
Professional Member	No. 795	Simon Crowther	Port Moody, B.C.
Associate Member	No. 792	Oladele K. Luro	Nigeria
Associate Member	No. 793	Olawole T. Luro	Nigeria
Associate Member	No. 794	Ayodeji O. Olabiyi	Nigeria

## *Registered Professional Marketers (to March 2007)*

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

Dennis A. Carisse	No. 17	Renewal 28/02/09	Ottawa, ON
Terry M. Johnson	No. 54	Renewal 31/01/09	Toronto, ON
A. Grant Lee	No. 168	Renewal 31/01/09	Georgetown, ON
David W. Smith	No. 256	Renewal 28/02/09	Saskatoon, SK
Gary McQuaig	No. 273	Renewal 31/03/09	Richmond Hill, ON
C. Patrick Campbell	No. 342	Renewal 31/03/09	Grand Tracadie, PEI
Marcel Pitino	No. 434	Renewal 28/02/09	West Hill, ON
Gary W. Boydell	No. 514	Renewal 31/01/09	Orillia, ON
Nicholas di Cuia	No. 537	Renewal 31/01/09	Toronto, ON
Suzen Fromstein	No. 542	Renewal 31/01/09	Toronto, ON
Norm Smith	No. 623	Renewal 31/03/09	Barrie, ON
Mithra Weerasinghe	No. 627	Renewal 28/02/09	Brampton, ON
Réal Chabot	No. 634	Renewal 31/01/09	Charny, QC
Shiv Seechurn	No. 639	Renewal 28/02/09	Mississauga, ON
Oswald Emmanuel	No. 667	Renewal 28/02/09	Mississauga, ON
Lubaina Galely	No. 674	Renewal 28/02/09	Mississauga, ON
Gregory Gilpin	No. 692	Renewal 31/01/09	Toronto, ON
Miguel Angus	No. 725	Renewal 31/01/09	Toronto, ON
Reginald Sheppard	No. 735	Renewal 31/01/09	Upper Kingsclear, NB
Gert J. De Beer	No. 744	Renewal 31/01/09	Toronto, ON
S. Tareq Ali	No. 756	Renewal 31/01/09	Maple, ON
Ravi Wijenathan	No. 760	Renewal 28/02/09	Sri Lanka
Farhan Aftab	No. 782	Renewal 28/02/09	Pakistan
Sanjay Chaudhary	No. 785	Renewal 31/03/09	Toronto, ON
Lina Bian	No. 787	Renewal 31/01/09	Hamilton, ON

### **Notice:**

The Canadian Institute of Marketing has withdrawn its accreditation of the marketing program at Kingston College in Vancouver, B.C. The program has undergone changes to its faculty and no longer has the support of the Institute as of March 10, 2007. The College may apply for re-accreditation of its marketing program at any time and be subject to a comprehensive review of content and qualifications of its teachers.

## 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

Joshua Caplan  
Shiv Seechurn  
Oswald Emmanuel  
Tareq Ali  
Réal Chabot  
Suzen Fromstein  
Ron Halliday  
Susan Hughes  
Prasanna Perera  
Ranil Herath  
James Schauer

Chair  
Vice Chair/Registrar  
Secretary/Treasurer

Array Systems Computing Inc.  
Canada Customs and Revenue Agency  
Trillium Health Care  
St. Lawrence Cement  
TransBio Tech  
The Write Connections Inc.  
Marketing Dynamics  
The Brick  
Tetra Pak Asian Emerging Markets  
CDI College of Business Technology & Healthcare  
Easton Marketing Services Ltd.



205 Miller Drive  
Halton Hills (Georgetown)  
Ontario Canada L7G 6G4

T: 905.877.5369  
F: 905.702.0819  
info@cinstmarketing.ca

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

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

## Code of Ethics

The professional marketer has responsibilities to their employer, to customers – both ultimate and intermediate – to their colleagues and to the public. The Institute requires its members, as a condition of membership, to recognize these responsibilities in the conduct of their business, and to adhere to the Code of Ethics. All members shall be answerable to Council for any conduct which (in the opinion of Council) is in breach of the Code and Council may take disciplinary action against any member found to be in breach thereof.

**THE WRITE CONNECTIONS INC.**  
COMMUNICATION INNOVATIONS

Suzen Fromstein, President

Advertising Marketing Graphic Design  
Media Relations  
Humour (Relatively Speaking Division)

416.699.2949  
Persuade Motivate & Make Things Happen

www.writeconnections.to

**Bruce Hoggard, CMC, MBA, MMIS/OS, F.C.I.NST.M.**  
CEO / President

435 Mckercher Drive  
Saskatoon, Saskatchewan  
Canada S7H 4G3

Tel: 306-374-6747  
Fax: 306-653-7252

Email: bruce@hoggardinternational.com  
www.hoggardinternational.com

**WARNE** Marketing & Communications

65 Overlea Boulevard, Suite 112  
Toronto M4H 1P1  
Tel: 416-927-0881  
Fax: 416-927-1676  
www.warne.com

**AGL marketing ltd.**

205 Miller Drive  
Halton Hills (Georgetown) ON L7G 6G4  
T: 905.877.5369 F: 905.702.0819  
glee@aglmarketing.com  
www.aglmarketing.com

**MARKETING ADVANTAGE INTERNATIONAL**

Marketing Advantage International develops products and markets for the food and beverage industry. MAI can develop branded and private label products to fit the needs of targeted markets.

11 Sherk Crescent, Ottawa, ON K2K 2L4  
Canada  
T: 613.592.0375 F: 613.592.0375  
marketadv@rogers.com  
http://marketingadv.com

**careerbuilder CANADA**

The Canadian Institute of Marketing and Careerbuilder Canada have entered into an agreement to help people develop careers in marketing.

See www.careerbuilder.ca and www.cinstmarketing.ca for information.

**GEORGIAN**  
YOUR COLLEGE · YOUR FUTURE

Business Administration—Marketing Diploma

Two-Year Business—Marketing Co-op Diploma

www.georgianc.on.ca  
705-728-1968

**MISM Group (Canada) Inc.**  
Education and Learning for Growth

**The Professional Certificate  
Professional Diploma  
Professional Post Graduate Diploma**

MISM Group (Canada) Inc.  
Suite 500, 120 Eglinton Avenue East, ON M4P 1E2  
Tel: 416-561-2579

www.mismgroup.com or  
mism@rogers.com

**Higher Diploma in Marketing Management  
Diploma in Marketing Management**

Canadian Institute of Marketing Accredited

420 North Bridge Road, #02-20  
North Bridge Centre, Singapore 188727  
T: +65 6820-2038 F: +65 6725-8153

www.lbs.edu.sg info@lbs.edu.sg