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Product life cycle and marketing tasks

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



Dr. Ranjan Madanayake, MCInst.M, RPM

In marketing, when does the product life cycle (PLC) and its total value proposition commence? Is it at the time of conceiving the idea, or at its final launch? I would argue that it is the former. The idea for a product and its total value proposition needs a lot of care and nurturing. In addition to the traditional PLC that many texts describe, I would like to present the following PLC stages:

- Conception
- Development
- Pre-launch
- Launch
- Growth
- Maturity
- Vulnerability
- Decline

Marketing tasks of organizations (pitching a value proposition) need to change, as markets, competitors and the organization itself would change through time. Like human-kind, products and services have a limited lifespan, but appropriate changes may help extend that life span. Its sales pass through numerous phases posing various challenges, opportunities and threats. Profits may rise and fall at different stages and may require different strategies and tactics at each stage.

Conception

This is the stage at which the idea is generated to develop a product or service, which is the vehicle of an organization's value proposition. The primary marketing task at this stage is to gather information and analyze the information. The planning team comprising marketing, product development, operations, logistics, human resource, IT and finance personnel, needs to work in unison in search of information and its analysis. Marketing information must address:

- External environment – information about the demographic, economic, natural, technological, political-legal and social environments.
- Operational environment – information on markets, collaborators and competitors.
- Internal environment – information on the company, its operations, and compatibility of its existing value propositions with the new concept.

After collecting market information, the company must proceed to analyze the information. Some of the techniques that can be used to analyze information may include:

- Determining industry attractiveness – rivalry among existing industries, threat from potential new entrants and substitutes, bargaining power of customers and suppliers.
- Examining the value chain – support activities, primary activities and margin.

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PLC and marketing tasks

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- Marketing SWOT – uncontrollable external influences and controllable internal factors such as the 8 elements of the marketing mix

From the analysis, the planners must determine key issues and make prudent assumptions. For example, protein malnutrition among low-income groups is often a key issue that becomes an assumption and need for protein, thereby presenting an opportunity to market high protein nutrition.

Development

Marketing tasks at the development stage would include identifying the following:

- Vision – what it could be in the long term.
- Mission – what would drive the identified vision.
- Goals – what needs to be accomplished to achieve the mission.
- Objectives – what specific, measurable, attainable, result and time oriented actions to be performed to reach the goals.

After defining the vision, mission, goal(s) and objectives, the planners should address the strategic elements of marketing that include:

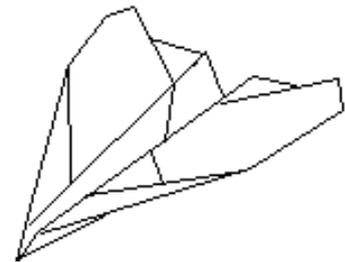
- Market segmentation and targeting – determining which market segments to target.
- Differentiation – to create superior value that target markets need and want.
- Positioning – how you want your value proposition to be perceived by your target market.

Having addressed the strategic elements the organization's planners must next focus on delivering the positioning through the tactical aspects of marketing which may include:

- Planning and developing the value proposition.
- Pricing the value proposition.

- Placing and distributing the value proposition.
- Promoting the value proposition.
- Preparing internal people to deliver the value proposition.
- Organizing the proper process to deliver the value proposition.
- Providing physical evidence of delivering the value proposition.
- Ensuring higher levels of customer care.

The total concept is now developed, and it is time to test the tangible or intangible value proposition. A consumer panel is an ideal forum to test acceptance of the planned value proposition. From the results of the consumer panel, final adjustments can be determined. The product is ready to be tested in the market.



Pre-launch

Many marketers often fail to ascertain how the value proposition would perform in the marketplace. Pre-launch is, therefore, a critical stage to avert failure. This stage would involve:

- Test marketing – instead of a national launch, the product is made available within identified segments determined through market segmentation and targeting. Once the test marketing confirms the acceptance of markets and marketing intermediaries, the company can move to the next important phase;
- Preparation of the strategic and tactical marketing plan for implementation and control. Once complete, the product is now ready for national launch.

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PLC and marketing tasks

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Launch

Subject to the outcome of the pre-launch following test marketing, a critical decision to introduce the new or improved value proposition can take place. The marketing tasks that would be associated with the launch are twofold:

- Creating awareness.
- Influencing trial.

The launch is achieved through the process of placement, distribution and integrated marketing communications using a mix of above the line and below the line tactics. Sales during launch will commence but expenses may override revenue, as volume will be low.

Growth

This stage is where sales and profits increase, market segmentation emerges and competition grows. At this stage marketing tasks will focus on:

- Supporting conviction and preference – people believing and more people buying the value proposition.

Lux brilliantly associated itself with glamour of the film stars and claimed “Nine out of 10 film stars use Lux.” To sustain market growth an organization can introduce product improvements, new features, additional variants and sizes, enter new market segments, expand placement, shift marketing communications to preference from awareness and in some cases may lower prices for penetration at marketing intermediary level and market segment level.

Maturity

Sales growth at some point will slow and result in a state of maturity. Market segments will fragment and competition will be intensive. Maturity has three significant phases within its stage:

- Growth maturity
- Stable maturity

- Decaying maturity

The sales growth starts to decline, followed by a period of stability in the second where there is market saturation, and finally sales begin to erode leading to decaying maturity. This stage poses numerous challenges to marketers. The marketing task would concern:

- Loyalty – no matter what: I will always buy it. The positioning strategy must shift to create loyalty.

To sustain loyalty, marketers would focus on brand loyalty. Bring about strategic differentiation in support, like product modification (in quality, feature or style). The company could focus on market modification and attempt to convert non-users. “Try it for 30 days or money back guarantee.” The company may try to increase usage “A must after breakfast every day.” It may enter new market segments like “Good for Baby, Good for Mom” or lure segments from competitive brands through special promotions like, “Surrender a wrapper and get a 10% discount” or “Buy two and get one free.” Tactical aspects or marketing mix modifications such as product, price, distribution, marketing communications, etc., are invaluable tools.

Vulnerability

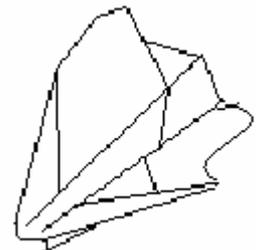
Sales decline further, market share withers and begins to affect the product's bottom line. Savvy marketers must notice the signs early. The marketing tasks to follow at this time are:

- Re-launch product or service.
- Re-position product or service.

The market positioned malted milk as a drink for a convalescent and sales were declining. The company of a malted milk product re-positioned its brand as an energy drink and this posi-

tion reversed the company's decline to a growth stage with more opportunity in a very much larger market segment. By combining features of value propositions in distinctly different categories, companies can reposition a vulnerable product for growth. We can also take away attributes consumers expect in a vulnerable product and by adding attractive new attributes, can shift a value proposition from vulnerability into the growth stage.

Southwest Airlines stripped away attributes that Airline companies usually offer like reserved seats, agents, in-flight food service, and came up with a ‘Less for much less’ value positioning. Dominos stripped itself from being a not so successful pizzeria and became a hugely successful ‘home delivery’ that promises to deliver a pizza under 30 minutes.



Decline

This is a stage where sales and profits decline, markets erode and it is time to phase out. It is best to reduce costs and harvest, rather than hold on and take further losses. Some of the strategies for declining industries identified by Kathryn Harrigan (Harrigan 1980) are:

- Increase the firm's investment (to dominate the market or strengthen its competitive position).
- Maintain the firm's investment level until the uncertainties about the industry are resolved.

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PLC and marketing tasks

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- Decrease the firm's investment level selectively by dropping unprofitable customer groups, while simultaneously strengthening the firm's investment in lucrative niches.
- Harvest (milk) the firm's investment to recover cash quickly
- Divest the business quickly by disposing of its assets, as advantageously as possible.

Marketers must anticipate product life cycle changes. By applying different marketing tasks to redirect positioning ensures success, and extends the PLC of a value proposition. Coke has been offered in the marketplace for over 100 years and it is still a global product despite stiff competition from direct and indirect competition, as well as adverse word of mouth. For comments please email ranjanm@slnet.lk.

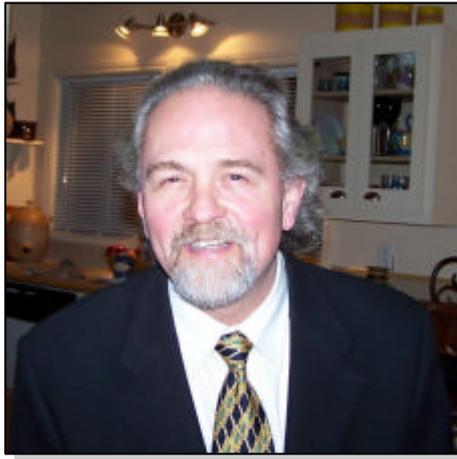
Reference:

Harrigan, Kathryn Rudie 1980. *Strategies for Declining Industries*. Article. Journal of Business Strategy. USA.

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.

Holistic recruiting – A new age For HR specialists, marketers and executives

By Michael Perras, MCInst.M., RPM.



Michael Perras, MCInst.M., RPM

Gone are the days of simply getting hired because you have the proper job qualifications and experience. The new HR specialist is looking at an holistic recruiting approach. This is important for marketers to remember when advancing their careers.

In simple terms "Emphasizing the importance of the whole person, and the interdependence of its parts", as defined in the dictionary. Meaning simply, recruiters are looking at the complete you, and not just the standard qualifications and experience you bring to the table.

Through holistic recruiting, the HR specialist now looks at the complete you. And it's your emotional intelligence that defines the best part of the holistic approach to hiring. Your core values as a person drive your emotional quotient (EQ) or emotional intelligence. As such, the better you score at the EQ level, the better equipped you are for fast track hiring and thus, pro-

motion. If you already communicate well, and understand all that's involved in being an active listener, then your EQ is already on solid ground.

Example: In the past, we've all seen employees promoted well beyond their capabilities. Yes, they were very good at their job, and as such worthy of being promoted to supervisor level. Their EQ, or emotional intelligence, was never a factor, and thus we have all kinds of great workers promoted into positions they are totally unable to manage.

Having the skill to do a certain job does not equate to supervisor material, and there is plenty of proof of that fact. What we are only now learning is that holistic hiring, or career promotion, can best determine whether that hiring or promotion will in fact be successful.

With all the downsizing of late, there has been a huge emphasis on the so-called team player. If there was a working team of 12, and now the head count of that team is only 6, and the work load is the same or likely even greater, that team had better really get along and work well together. As importantly, their supervisor better have the proper tools to manage that smaller team, or the work never gets done, done badly, or worse. Resulting stress often produces a great degree of sick time. Negative stress has become the leading cause of employee sick time. That stress is much less

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Holistic recruiting

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attributable to the work itself, but more to the personality conflicts and internal political strife that result from bad team management. By its very design, the initial holistic recruitment approach would never let that happen.

The holistic approach I have mentioned is very new and very few HR specialists are well versed on the subject. As a professional marketer, you can make a huge difference in your career and to your company, if you fast track a complete understanding of this approach. This understanding works at every level of the company, and the sooner most employees are exposed to it, the sooner stress is removed and more productivity will result.

Holistic recruiting includes volunteer experience

Regardless of what exactly constitutes our individual volunteer work, it adds a great value in many ways. It is almost a kind of personal soul food. It does wonders to one's spirit just knowing we are helping a cause. Secondly, there is no question as to where we'd be as a nation without the selfless giving of the volunteer. Our volunteer commitment as a collective is absolutely staggering!

The dollar value of volunteer time for 2006 is estimated at \$18.77 per hour. Further, 44 percent of adults in the United States volunteer, translated 83.9 million American adults volunteer, representing the equivalent of over 9 million full-time employees at a value of \$239 billion. A breath taking sense of commitment indeed!

Granted, we don't volunteer to be recognized, but should the work, the effort, be properly recognized? We

know that today, many employers are taking a more holistic approach to recruiting, and marketers can bring much more to the job when volunteer work is recognized as an asset by an employer. Employers are looking at the complete potential employee when hiring. Beyond your core competencies, education and experience, what are your richest character qualities, that can be quickly evaluated by a potential employer. Volunteering is without a doubt, the single most important personality qualifier that employers pay instant attention to.

Larger companies like Cisco, Microsoft and GE all have in-house programs to assist the employee who has a strong involvement as a volunteer in the not-for-profit sector. These companies know the intrinsic value of having a positively charged staff. In the big picture, it means less employee sick time, less people leaving the company and all the costs. Like universities that enhance their faculty by supporting them while they get another degree, large companies are helping to grow their strongest employees and doing so because they know their sense of commitment is the exact quality they want in their staff.

Employers are giving resumes a great deal more weight when they see a tenured volunteer commitment. It speaks directly to the character of the individual. The new Human Resources recruitment model does include the holistic approach. Marketers should emphasize the volunteer work in which they are committed to strengthen the academic marketing knowledge and field experience they have.

Mike Perras is a former broadcaster, freelance journalist and college teacher. He lectures, consults and mentors privately. Mike can be reached at mikeperras@hotmail.com.



CInst.M. launches book project

The Canadian Institute of Marketing has launched its first project involving an international team of members. Led by Dr. Ranjan Madanayake, MCInst.M., RPM. (Sri Lanka), the team is reviewing its journals over the past 10 years and selected earlier newsletters to publish a collection of articles considered to be relevant to professional marketers of this decade. One thousand copies of an A5 (148 mm x 210 mm)-sized book will be designed and printed outside of Canada and then sold through the Institute to provide funding for member services. It will be dedicated to our founding members, and those who have passed.

The content of the book will focus on the following areas of interest:

- Marketing and the Marketing Process.
- Investigative Marketing.
- Analytical Marketing.
- Strategic Marketing.
- Tactical Marketing.
- Administrative Marketing, and,
- Marketing Education.

Members of Dr. Madanayake's team include Grant Lee (Coordinator/Council Liaison, Canada), Prasanna Perera (Councilor, Sri Lanka), Anthony Raman (New Zealand), Shiv Seechurn (Registrar, Canada), Ranil Herath (Vice Chair 2007-2008, Canada). Other members of the Institute will be called upon to assist and will be recognized in the Editorial Notes of the publication.

The book marks the 25th anniversary of the Canadian Institute of Marketing (1982-2007).

Trends in retailing

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.

Overview of Retailing

With total sales of USD 6.6 trillion, retailing is the world's largest private industry, ahead of finance (USD 5.1 trillion) and engineering (USD 3.2 trillion). Some of the world's largest companies are in this sector – over 50 Fortune 500 companies and around 25 of the Asian Top 200 firms are retailers. Wal-Mart, the world's largest retailer, has a turnover of USD 260 billion. As many as 10% of the world's billionaires are retailers.

Top 10 Retailers Worldwide

Rank Retailer Home Country

<u>Rank</u>	<u>Retailer</u>	<u>Home Country</u>
1	Wal-Mart	USA
2	Carrefour	France
3	Home Depot	USA
4	Kroger	USA
5	Royal Ahold	Netherlands
6	Metro AG	Germany
7	Target	USA
8	Albertson's	USA
9	Sears, Roebuck	USA
10	K' Mart	USA

Retail Formats

Over the past few decades, retail formats have changed radically worldwide. The basic department stores and cooperatives have given way to new retail formats. The following are examples.

Mass Merchandisers	(Wal-Mart)
Hypermarkets	(Carrefour)
Warehouse Clubs	(Sam's Club)
Category Killers	(Toys "R" Us)
Discounters	(Aldi)
Convenience Stores	(7-Eleven)

Organized retail formats worldwide have evolved in three phases :

1. Retailers decide on the category and quality of products and services differentiating them from other retailers.
2. During the second phase, retailers carve a niche for themselves based on a product category and price. Competition intensifies because the products and services on offer become virtually standardized and price becomes the main selling point. This phase normally gives way to discount stores.
3. The third phase arrives when competition peaks. This is when hypermarkets begin to evolve. Hypermarkets usually compete on price and a wider product range, but they normally lack product depth and service.

Key Drivers of Retailing

Globally, three factors influence how consumers shop and will be shopping in the near future. They are;

- a. Cross Border Movement – Retailers expand their businesses outside of their traditional home markets,

leading to the emergence of truly global leaders.

- b. Consolidation – another trend that is visible in the rapid pace of mergers and acquisitions. Wal-Mart's acquisition of ASDA in the UK, and the merger of Carrefour and Promodes in France are prime examples.
- c. Migration of Formats – A large number of retailers are gradually adopting the classical formats of department stores, supermarkets, and hypermarkets, as they customize their offerings to different consumer segments. Britain's TESCO operates supermarkets, hypermarkets, neighbourhood stores, convenience stores, mail order, department stores and like most others recently - e-stores.

Factors Effecting Retailing (Globally)

- a. Rising incomes among middle and high-income populations.
- b. Explosion of media, which has resulted in consumers being exposed to global lifestyles and the resultant raised aspirations and expectations.
- c. Changes in consumer behaviour – The urban woman today is literate and in many cases, employed. There is greater work pressure and increased commuting time. Hence, consumers are looking for convenience. That is, they want everything under one roof and a bigger choice of products. Also driving the retail industry is impulse buying spurred on by higher brand awareness.
- d. The awakening of the Rural Market – The rural market is beginning to emerge as an important consumption area, accounting for over one third of the demand for most products and services.

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Trends in retailing

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- e. Establishment of the supply chain – Over the past few years, sophisticated supply chains have been developed. This has enabled chain retailers to enjoy better range, depth, and sourcing options, as well as improved average margins.
- f. Technology – is probably the most dynamic change agent in the retailing industry. The computerization of the various operations in a retail store including inventory management, billing and payments, as well as database (customer) management. Apart from providing the retailers with better and timely information about their operations, the technology also performs such tasks as preventing theft, promoting the store's goods and creating a better shopping atmosphere.



Retailing and the Marketing Mix

Retailing forms an integral part of the marketing mix and includes elements like product, place, price, people and promotion. Place relates to the distribution and availability of products in various locations.

Retail stores serve as communication hubs for customers. Commonly known as the Point of Sale (POS) or the Point of Purchase (POP), retail stores transmit information to the customers through advertisements and displays. Hence, the role of retailing in the marketing mix is very significant.



In conclusion, retailing is an essential industry, globally. The industry has all the ingredients to continue growing in years ahead. Customer power is the number one influencer of the industry, and retailers have changed the customer from a consumer, to a shopper.

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.

Members encouraged to attend the 2007 AGM 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. The Institute is celebrating its 25th year representing professional marketers in Canada. Members residing in Ontario, or visiting the province at the time of the meeting are encouraged to participate in person or at least by proxy.

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

The greatest task laying ahead is to grow the Institute's 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.

The afternoon program includes discussions on Accredited Colleges/Institutions, the Website upgrade, *Marketing Canada*, Membership Growth, Member Services, Registered Professional Marketer Testing, RPM Trade Mark, CEUs for RPMs, Ontario Colleges Marketing Competition, CIM Promotion, MARCOM 2008, Private Members Bill for Legislation, Strategic Partnerships, and the Marketing Book project.

Canadian Institute of Marketing judging at OCMC 2007 hosted by Fanshawe College



Ontario's top college marketing students get together annually at the Ontario Colleges' Marketing Competition to see who can do the best in a set of events designed to test students on the practical, under-the-gun marketing skills. This is a prestigious event where graduate level marketing students from across the province compete in a variety of case study presentations. In total, the competition will draw over 400 students, faculty and judges.

This year's event takes place at the Hilton Hotel in London on November 15 and 16. It is hosted by Fanshawe College. Judges for the competition will sit on panels for each of the following case events; Integrated Marketing Communications, Marketing, Marketing Research, International Marketing, Entrepreneurship, Direct Marketing, The Job Interview, Sales Management, The Sales Presentation, and Retailing.

Judging on November 16 begins at 8:00 am and will wrap-up by 5:30 pm. Awards presentation follow a banquet which begins at 6:30 pm.

Canadian Institute of Marketing members Grant Lee, MCInst.M., RPM

(Executive Director) and Shiv Seechurn, MCInst.M., RPM (Registrar) will be serving as judges. Seechurn will sit on the panel for International Marketing and Lee will judge Entrepreneurship cases.

The Institute is also a sponsor of the event at the "partner" level. In return for its cash contribution, the Institute receives the following exposure:

- Acknowledgement in the Event Guide (distributed to 400 faculty, judges and students),
- Recognition on the official OCMC website, and
- Acknowledgement in Fanshawe College's Donor Database.

The Institute also has the opportunity to provide promotional products (pens, pads of paper, etc.) for the conference bags and/or promotional flyers and material.

The Canadian Institute of Marketing has participated in OCMC at the event held at Georgian College in 2004 and Seneca in 2005. Both competitions fielded bright minds that completely impressed the judges, making scoring a formidable task. Students are well prepared for the competition. It is obvious that the marketing programs of Ontario colleges balance theory, principles and standards with the experience of marketing practitioners employed in industry and government. The OCMC is a must-attend event for employers looking for Canada's future marketing leaders.

Student thanks Institute for attending branding course by Federated Press

Dear Grant,

I would like to thank you and everyone at the Canadian Institute of Marketing for giving me the opportunity to attend the Power of Branding Conference in December 2006. Attending the Conference allowed me to link the theories that I have learned from my marketing courses taken at Trent University and relate them to real life business cases. I was so impressed with the number of presenters and the level of knowledge and experience each had. The conference gave me insight as to what I can expect when working as a brand or marketing manager.

Again, I would like to thank you and everyone at the Canadian Institute of Marketing for giving me the wonderful opportunity to attend the Power of Branding Conference. It was a great experience that I will never forget.

Sincerely,
Ryan Bullock

New search engine marketing course at Fanshawe College

"If you build it, they will come" does not apply to e-business. **Seventy percent of all online transactions originate from a search query**, so being found on the internet should be a top priority in any e-commerce strategy. In the US alone, **6.4 billion search engine inquiries** are executed each month. Any business whose target market is likely to search should be visible on the search engine results page (SERP) whether they are selling online or not.

Search engine marketing (SEM) is an effective way of being found and it's how Google makes its billions. In fact, Google reported revenue of \$7.14 billion in 2006. Ninety-seven percent of their revenue is generated through selling advertising.

SEM involves selecting and organizing relevant keywords, crafting pay per click advertising copy, designing effective landing web pages, creating and monitoring a bidding structure that maximizes ad exposure within a given budget, monitoring performance against a variety of metrics, and adjusting copy, websites, and bids accordingly. SEM is one of the most cost effective ways to advertise today. It's measurable, accountable and highly targeted. SEM strategies attract high-quality traffic and provide the biggest bang for your advertising dollar.

More organizations today are redistributing marketing dollars to include search engine advertising. In North America, search engine marketing expenditures reached \$9.45 billion in



2006 and are predicted to grow to \$18 billion by 2011.

In 2006, the BAM program at Fanshawe College launched one of the first courses of its kind in Search Engine Marketing. Supported by Google, students created a SEM strategy for their client and ran it live on the Google search and content networks using their advertising credit.

The course begins again in September 2007 and Fanshawe is looking for organizations who would be interested in participating. As a client, you would receive the following:

- **Development of keyword list.**
- **Competitive organic and paid ranking analysis.**
- **Establishment of Google account.**
- **Creation of one Google Ad Words campaign including 5-10 ad groups with 3 rotat ing ads per ad group.**
- **Students run your campaign using \$100 in Google credit (complimentary for the client).**
- **Concept design of Google campaign landing page.**
- **Recommendations for improving conversions.**
- **Run Google reports and analyze performance (clickthrough rate only – conversions will not be tracked).**

To be eligible to participate, your firm must have an operational website. Fanshawe's goal is to drive traffic to that site. To benefit from SEM, you do not need to be selling something online.

Your objective might be to increase brand awareness, increase product information downloads, increase telephone inquiries, increase sign-ups, etc.

There is no fee to participate and clients do not need to devote much time to the project. Clients must fill in a two-page creative brief by mid August and approve the list of keywords and ad copy in mid October.

Please contact Liz Gray at egray@fanshawec.ca for more information or to sign-up.

On November 15, 2005, the Canadian Institute of Marketing accredited Fanshawe's *Business – Marketing* and *Business Administration – Marketing* programs.

Graduates of the two year *Business – Marketing* program may be required to submit a theoretical marketing plan to our Registrar to demonstrate a solid understanding of marketing principles. We recognize that people in this program may come from industry and may have several years of experience and this would be taken into consideration when applying for membership.

Graduates of the *Business Administration – Marketing* program would be automatically granted Graduate Membership upon application and submission of the required documentation and fees.

Each application for membership is reviewed on its own merits, as candidates for membership would have different education and employment experience that may merit Associate or Professional Membership in the Institute.

'CHINDIA' – The roar of the tiger and breath of the dragon

By Anthony Raman, MCIInst.M., RPM



Anthony Raman, MCIInst.M

During my schooling, those of mixed parentage of both Chinese and Indian origins were known as 'Chindians'. This term was coined by school children and the general public alike in later years to refer to those who have Chinese and Indian parents.

This memory comes to light once again, when I find the term 'Chindia' being advocated. Will it be one of the many terms that will become part of a trend, or continue to remain in the purview of business or academia?

I purchased a copy of the book by Pete Engardio on Chindia during one of my recent travels. The airport bookshop had displayed the copies of this book, prominently.

It was interesting when my memory was jolted by a similar term taking on a greater proportion by referring to two giant economies.

Without doubt, I see the rise of a 'Chindian Market' that will evolve to be a mega market with its own intricacies.

According to Wikipedia:- '*Chindia is a portmanteau neologism that refers to China*

and India together in general, and their economies in particular. The credit of coining the now popular term goes to leading Indian economist and politician Jairam Ramesh.'

Are both these countries complimentary to each other or rivals? Either way, they might lead the whole of Asia into what many are calling the Asian Century.

There is nothing new with the 'Chindia effect', as history tells us that trade between both China and India took place to a great extent in the past. They can now, however, impact not only Asia but the entire planet.

Chindia combines the workshop of the world with its back office together, as the might of manufacturing meets the might of innovation and technology.

As any consumer realises, the "Made in China" tag is everywhere, and behind most products are the technology and services of India - especially in the field of information technology.

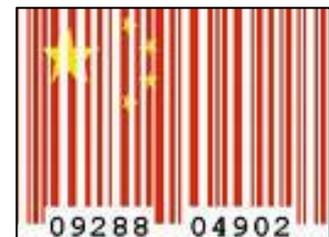
With the prediction by many analysts, that half of the world's economy will be made up by 'Chindia', if the current trend continues, there is the possibility of a mega domestic market through the combination of the Chinese and Indian markets.

Where does this leave the rest of Asia and even the world? What will be the implications to international marketers seeking entry into Chindia, and what impact will it have on regional and global competition? Any business person or even the person on the street should not be ignorant of the Chindian

effect. How would it shape the aspects of supply and demand of goods and services?

Both China and India will tie the fortunes of most countries to their economies, and their movements will determine the pulse of the marketplace.

It will be easy to find products of Chindian origin in the near future that use the manufacturing and technological capabilities of both China and India.



Despite these predictions, it is said that both China and India will need to continue their high economic growth to reach anticipated economic levels, and also to ensure the needs of their domestic markets.

As Pete Engardio mentions in this book, both of them will need to face up and overcome challenges in terms

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Chindia

continued from page 10

of the environment, political backlash, financial crisis, health and the threat of war. Both China and India will need to manage environmental pollution and manage their huge populations.

There are also future predictions of China surpassing India in terms of innovation and technology, and India surpassing China in economic terms.

We can wait and see the situation unfold, while we learn to deal with the both economies, but the Chindian effect is here to stay.

It will be interesting to observe the results that will be brought about by the interaction of China and India with both the European Union and Asian countries. The reaction of countries such as the United States and Japan to the Chindian effect will have an impact on world trade.

Regardless, both the roar of the tiger and the breath of the dragon will be heard and felt by all citizens of the world.

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Anthony Raman is actively involved in international education and training through various organizations in the UK, New Zealand and Malaysia. Currently, he is based in New Zealand. He can be contacted at: anthonyraman@gmail.com.



Institute's Registrar presents at MARCOM 2007



Shiv Seechurn, MCInst.M., RPM

The Canadian Institute of Marketing had a noticeable presence at MARCOM 2007 in Ottawa, June 6 and 7. This two-day conference and trade show addressed 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 Institute's Registrar, Shiv Seechurn, MCInst.M., RPM facilitated round table discussions while its incoming Chair, Tareq Ali, MCInst.M., RPM was present to assist with staffing the Institute's exhibit. The Canadian Institute was a sponsor of the event.

Seechurn posed the following questions to attendees of his sessions to spark debate: What will make your marketing plan effective in delivering your prod-

uct and service to your target market? Do you know who your clients are and what, how and when they want what you have to offer? He opined that quality information is a critical success factor to match product and



service to a defined client base. He emphasized that it is vital to a marketing program to get the right information to fulfill needs and achieve objectives for a positive impact. His presentation was modeled around effective market research. People attending his round table sessions learned about improving marketing results by:



- **Matching your offer** with the current and future needs of clients

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MARCOM *continued from page 11*

- How **differentiation** leads to opportunities
- What **price** tag will achieve your objectives
- Selecting the **right communication** channels to reach your clients.



The Institute's exhibit focused on the introduction of the Certificate of Registration for professional members to practise as a Registered Professional Marketer.

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.

Also present at MARCOM was member Mike Datson, MCInst.M., RPM who lives in the Ottawa area. The Institute will participate in MARCOM in 2008.



Member News

Norm Smith, MCInst.M

Mr. Norm Smith, Professor, Degree Studies, University Partnership Centre, Georgian College, Barrie has been approved to teach marketing in the new Laurentian University Bachelor of Business Administration Program on the Barrie campus. He is also working on recommending and likely teaching additional marketing courses for the program as it unfolds.

Gary Boydell, MCInst.M., RPM

Mr. Gary Boydell has taken a leave of absence from Georgian College, Barrie, to undertake a new opportunity. He is joining the administration team at Honolulu Community College as the Dean for the Communication and Services Division. He will be responsible for approximately ten different programs, close to 1,900 students, and a faculty/staff contingent of 77 people. He began his new position in Honolulu on July 2.

Anthony Raman, MCInst.M., RPM

Anthony Raman MCInstM, RPM, our member in New Zealand, recently managed a high profile project for the Waikato Institute of Technology - WINTEC(A Crown Status Tertiary Institution) in Hamilton, New Zealand.

The project was a two-week training program in 'Curriculum Development Strategies' for a group of 12 delegates from the Department of Polytechnic and Community Colleges, and Ministry of Higher Education, Malaysia. The program and delegates received significant coverage in the regional newspaper. Delegates are involved in the development of new programs for eventual delivery at the polytechnics in Malaysia.

The project is seen as a breakthrough and stepping stone into the Malaysian and South East Asian market by WINTEC.

Jocelyn Visco, MCInst.M., RPM

Ms Jocelyn Visco, a professional marketer and electronics and communications engineer (registered in the USA and Canada) has returned to Toronto after completing an assignment for Motorola Inc. in Philadelphia, Pennsylvania. Visco was contracted to prepared the program schedule and recommended action plan that delivered on-time the pilot network of WIFI Philadelphia Municipal Network. She turned around a delayed revenue-generating project for Verizon Video Network Program. In addition, she prepared a Training Plan for Verizon's technical team for Go-Live operations readiness and managed internal cross-function teams that mapped out the plan for Network Level O & M documentation.

Reginald Gordon Sheppard, MCInst.M., RPM

Professor Reg Sheppard (University of New Brunswick) recently returned from a fact finding trip to Ukraine. He visited Kiev and noted that the country is very much in transition as it tries to become a member of the EU. He may publish some observations in an upcoming issue of Marketing Canada.

Miguel Angel Fernandez, MCInst.M

Miguel A. Fernandez, MCInst.M of Havana City, Cuba has had his membership category in the Canadian Institute of Marketing elevated to Professional Member. His upgrade was official on June 13, 2007. Miguel became an Associate Member in 2005.

Michael Perras MCInst.M., RPM

Michael Perras has taken on a one year contract with Nipissing University in North Bay as their Capital Campaign Manager.

Marketing sustainable development—what are we trying to do? a marketer's opinion...

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



A. Grant Lee, MCInst.M., RPM

The term *sustainable development* has been emerging over the past three decades through a multitude of interests who wrestled with its meaning and how such a concept could be accepted by governments and industry, while being able to be implemented economically.

The concept was first the domain of scientists, educators, and organizations concerned with globalization and the conflict between runaway population growth, socio-economic problems and food production in "developing" countries. Over the past two decades the concept has moved into the boardrooms of corporate Canada while our governments work to develop policy and programs to deal with issues spun off from the notion of sustainable development.

Sustainable development has been defined as ***development that meets the needs of the present without compromising the ability of future generations to meet their own needs.*** It calls for improving the quality of life for all the world's people

without increasing the use of natural resources beyond the Earth's carrying capacity. Efforts to build a truly sustainable way of life require the integration of action in three key areas: economic growth and equity; conserving natural resources and the environment; and social development. (World Summit on Sustainable Development, Johannesburg, South Africa 26 August-4 September 2002)



How can we take such a noble and worthy concept to make our planet a better place for humanity and twist its intent into the pretzels devised by marketers to deliver self-serving messages from the boardroom, offices of politicians, and the rants of entertainers? We have come to the point where the word sustainable is often used interchangeably in association with things green. Green is good; and if your product or service is anything but sustainable, you are almost certain to be doomed to mediocrity, social scorn and failure in the marketplace. What a magnificent job marketers and communicators have done in a such a tiny moment in the sands of time to march such a vast majority of consumers of products, services and ideas to a beat that has such uncertainty. For every ad or editorial,

radio and television message and website that touts a green or sustainable message, think about the ramifications within the context of the meaning of sustainable development adopted in Johannesburg.

It can be strongly argued that the sudden impact of things green and sustainable have shaped public opinion and actions from industry and governments that are good for our country, as well as others that do not have the riches, advantages and opportunities that we have. We are working toward the intent of sustainable development. It takes time. There is no shortage, however, of companies promoting their products and services as sustainable and green that have little basis in science or demonstrate any knowledge of the context of sustainable development in their promotional messaging.

It is time to stop and think about what clients and employers are trying to do with their messaging and market mix to develop strategies and tactics to win market share. It must be done with integrity and honesty. Painting anything green can quickly turn to black if mixed with all basic colours. Promotional messages are often laughable! Our planet has a lot of blue and tan as seen from orbit. It is unfortunate that only green has been associated with environmental issues and many of the aspects of sustainable development. As marketers, we have to fall back on our principles, ethics and standards to provide the best service we can for the general public and our employers.

New Members and Membership Upgrades (to July 2007)*

Professional Member*	No. 765	Miguel Angel Fernandez	Cuba
Professional Member	No. 796	Jamal Hashmi	Toronto, ON
Professional Member	No. 798	Robert Steele	North Bay, ON
Professional Member	No. 799	Michael Perras	North Bay, ON
Professional Member	No. 800	Kwong Sum Ip	Richmond, B.C.
Associate Member	No. 797	Adekunle Victor Fagbade	Nigeria

Registered Professional Marketers (to July 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
James Schauer	No. 33	Renewal 30/06/09	Brighton, 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
Howard Pearl	No. 278	Renewal 30/04/09	Henderson, NV
Joshua Caplan	No. 323	Renewal 30/06/09	Toronto, 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	Honolulu, HI
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
Anthony Raman	No. 699	Renewal 30/06/09	New Zealand
Sekayi J. Pswarayi	No. 721	Renewal 30/06/09	Barrie, ON
Miguel Angus	No. 725	Renewal 31/01/09	Toronto, ON
Jocelyn Visco	No. 729	Renewal 30/04/09	Toronto, ON
Reginald Sheppard	No. 735	Renewal 31/01/09	Upper Kingsclear, NB
Geerish Bucktowonsing	No. 737	Renewal 30/04/09	Mauritius
Gert J. De Beer	No. 744	Renewal 31/01/09	Toronto, ON
Sin Ho Chiu	No. 755	Renewal 30/04/09	Vancouver, BC
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
C. Ediriwickrama	No. 786	Renewal 31/05/09	Sri Lanka
Lina Bian	No. 787	Renewal 31/01/09	Hamilton, ON
Simon Crowther	No. 795	Renewal 30/04/09	Port Moody, BC
Jamal Hashmi	No. 796	Renewal 31/05/09	Toronto, ON
Michael Perras	No. 799	Renewal 30/06/09	North Bay
Kwong Sum Ip	No. 800	Renewal 30/06/09	Hong Kong

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.

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

Code of Ethics

The professional 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.

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