

**Inside this issue:**

Effective Complaints Management	2
Build Your Future at Sprott Business School	5
Services—Marketing the Intangible	6
CIM provided judges at OCMC 2007 at Fanshawe	7
The Implementation of a Corporate Social Responsibility Plan	8
Dyson Wins OCMC Award of Excellence	9
How Advertising with the Federal Government is Different	10
Event Marketing	11
Eight Cs of Tactical Marketing	12
New Members	16
Veteran Marketers Launch Marketing Book in India	16

## FMCG Trade Marketing— Role and Relevance

By Suvojit Basu, MCInst.M.



Suvojit Basu, MCInst.M.

The name can be misleading. As opposed to what a layman might believe, 'Trade Marketing' is not a part of the company's marketing department. A decade or so ago, a 'Trade Marketing Manager' was unheard of in this part of the world. Typically, a Fast Moving Consumer Goods (FMCG) company would have a marketing department whose primary function would be to create brands and products, design strategies and work on the infamous three magical words to create and sustain star brands – segmentation, targeting and positioning (STP). Most of the marketing department's efforts were focused on ATL (Above the Line) campaigns. At the ground level, the sales department would take over. Primarily, sales managers would focus on efficient distribution of products and of course, achieving maximum sales volume profitably. So, in this quintessential model, where does trade marketing fit in?

With the passage of time, markets and the

marketing world evolved in three directions. First, markets became more proliferated with products and brands resulting in a plethora of choice for the consumer. It also resulted in increased competition on the shelf – the number of brands and stock keeping units (SKUs) increased at a much faster rate than available shelf space. Second, ATL media became more and more fragmented and increasingly expensive. The marketing manager today has a tough time reaching his/her audience effectively despite a fat purse at his/her disposal. Third, organized retailing has been on the rise. 'Modern Trade' is fast taking over the market and shoppers are more inclined to shop in supermarkets and hypermarkets than in traditional grocery stores. All of this created a need for more sophisticated sales models, better and deeper understanding of shoppers and closer partnering relationships with retailers. Today, more than anywhere else, the battle of the brands happens on the shop floor. Shopping decisions are being taken at the point of sale, in front of the shelves. So how do companies get that extra mileage on the shelves?

### Enter 'Trade Marketing'...

Trade marketing is quite like the transmission system of a car. No matter which car you drive, it essentially has an engine and runs on four wheels. The transmission system transfers the power of the engine on to the wheels. In other words, even if the engine is very good, the car's performance is determined by how effectively the transmission system is able to transfer the

*continued on page 2*

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## FMCG Trade Marketing

*continued from page 1*

power to the wheels. So is the story for Trade marketing. A good trade marketing team transfers the power of the marketing team on to the sales team – where the rubber meets the road.



### Trade Marketing's Organizational Fit

A trade marketer's role can also be compared with that of a navigator in a car rally team. The driver is undoubtedly the sales team and the trade marketer is the navigator – continuously and consistently keeping the driver on the right track.

The trade marketer in today's corporate environment plays many roles.

- He or she primarily facilitates sales and business development by designing and executing various BTL (Below the Line) campaigns and initiatives, be it a simple 'Buy 2 get 1 free' promotion or a sophisticated redemption program. In this respect, the trade marketer acts a *'Facilitator'*.
- A trade marketer is also an *'Analyst'*, continuously crunching sales and market data and trying to make sense of it all. The marketer is constantly looking for gaps in the marketplace and opportunities that can be tapped for added sales, thereby adding to bottom line profits.
- More often than not, a trade marketer also plays the role of a *'Project manager'*. He or she designs programs which are essentially 'trade' and 'sales' oriented and serves a pivotal role in managing

the project from initiation to feedback. The marketer is also responsible for planning and delivering BTL activities for marketing campaigns such as POSM (Point of Sales Material), theatrics, in-store promotions and so on.



### Project Management

Trade marketing essentially has two customers – 'Marketing' on one hand and 'Sales' on the other. One could say that a trade marketer is the meaty part of a burger with 'Marketing' on top and 'Sales' at the bottom. It's also the link in the value chain connecting marketing strategies and tactics with the sales operations on the ground.

With the evolution of modern trade and sophisticated sales and distribution models, the trade marketer's role in the business development game is only going to become more important. More clutter on the shelves, increasing rate of brand proliferation, increasing fragmentation of ATL media is only going to make the trade marketer's role more and more important and relevant in the company's business structure. The war on the shelves is only going to get bigger. After all, it's the last and final opportunity for a company to convince the shopper to choose their product over competition.

Consequently, the link between marketing and sales is going to become increasingly critical for a brand's success. And as the saying goes, a chain is only as strong as its weakest link...

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#### Editor's Note:

ATL marketing channels try to reach mass audiences with messages that reinforce brands, communicate general product information or inspire emotional response. (TV, radio and print advertising, outdoor ads and yellow pages.) BTL marketing includes targeted, direct marketing efforts that offer convenient response mechanisms and comparable ease in measurability. (database marketing, direct mail, interactive marketing, insert media and promotional

# Effective Complaints Management

## Using negative customer feedback as a strategic marketing tool

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



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

Most business managers now readily accept marketing research findings, especially when they reveal success – without even knowing the reasons for this success. Some shrewd managers also employ research to identify problems and suggest solutions. Yet very few organizations are willing to analyze the customer complaints already within their grasp. In simple terms, customer complaints are statements about their unmet expectations. These complaints don't just happen; like flying or car accidents, they grow from very small beginnings to an extreme in customer dissatisfaction.

Ironically, complaints are also one of the primary means for communicating directly with customers. As a rule, customers who take time to complain still have some confidence in the business. As Vice President Marketing for Sunflight Vacations, I learned that, once their “beef” is promptly resolved, most customers remain loyal and subsequently provide superb public relations support to their friends and relatives. Our own research also revealed that less than 10 percent of customer complaints ever reach management, and far more take their business elsewhere, sharing

the reasons for their displeasure.

### Use of complaints as a valuable information source

Without customers, businesses simply don't exist; but we also know that complaints may arise even in the best-managed business organization. To reduce this risk we must actively encourage feedback from our customers, employees and partners about their preferences and dislikes relative to their expectations.

We learned that customers from outside our immediate market area may have very different value perceptions and expectations concerning the quality and price of services, thus posing *interesting challenges* with similar complaint causes involving different customers. Similarly, where services are delivered in foreign countries, different standards may prevail, giving rise to irritation – and complaints. Understanding the different drivers of customer satisfaction will thus provide powerful benefits from analysis including, among others:

- Recognizing ongoing changes in customers' expectations, their preferences, dislikes, including competitors' influence, regional, demographic or lifestyle differences and media activity;
- Appreciating customer values as basis for their buying decisions and their reaction to providers of outsourced services;
- Understanding customer and end-users' insights as basis for synthesis and integrated solutions, for changing product or service design, as well as advertising and promotion plans;
- Learning that complaints can provide unexpected new perspectives

to understanding our own product and services, their marketing image and appeal – from the customer's perspective.

Improving customer satisfaction and loyalty levels holistically calls for a coordinated approach based on general systems principles, covering feedback from external and internal sources, as well as systematic analysis of complaints. Ongoing feedback will identify the *extent of problems* resulting in customer dissatisfaction, while complaints provide insight into their likely *causes*, based on the most-recent experience *as perceived by customers or end-users*.

### Use of complaints for improving customer services

The absence of complaints does not mean all our customers are satisfied. Since barely one person in 25 ever files a complaint, dissatisfied customers should never be feared, but be respected as a source of valuable information for the businesses' continued well-being. Simple 'perception gaps' tend to arise when delivered goods or services fail to meet the customer or end-users' expectations.



Usually the first step in processing complaints is to determine whether the delivered service failed or the customer's perception was based on outdated experience, ambiguous promotional material or sales agents'

*continued on page 4*

## Effective Complaints Management

continued from page 3

exaggerations. All information should be carefully examined and investigated to determine the real cause of these gaps, which may arise in different delivery areas, including managerial 'blind spots' of not understanding customers' expectations, to flawed marketing communications.

In determining root causes of a complaint speed is essential since other customers may still be exposed to the same problems. Once causes have been identified, immediate action is required to prevent problems from similarly affecting other present and future customers. Most of the time prompt attention to complaints will cost very little; but neglect and keeping customers in the dark can quickly escalate related costs to thousands of dollars. And yet, vacation travel and insurance claims are mostly due to simple misunderstandings which could easily have been prevented through honesty in promotional literature and sales training. Ideally, to pre-empt later complaints, promotional material produced in large volumes should always be tested for customer reaction before going to print.

The adverse impact on a suppliers' corporate image following media reports about customer complaints involving vacation travel, children or senior citizens, occasionally also result in some improvement of these services. However, since overbooking, flight delays, loss of luggage may at times be unavoidable, effective communications management can contain or prevent negative media involvement during the initial stages of complaint analysis.

### Use of complaints to increase customer loyalty

For a variety of valid reasons, it is accepted that 70 percent of satisfied customers are not also loyal. To improve this situation, we can learn a lot from

the most successful of small and medium-sized enterprises, especially the quality-driven German Mittelstand companies. With a narrow focus, family-owned through several generations and well established for over a century, these companies rely on smaller numbers of customers who would find it difficult to replace the unique products or services they require. With average global market shares above 75 percent, many of these businesses also reduce the competitive risk by manufacturing their own specialized machinery (averaging 10 percent of budgets).

**Mittelstand** normally means a German [Austrian/Swiss] small and medium-sized enterprise (SME). Economic and business historians have, to an increasing degree, been giving mittelstand companies more and more the credit for Germany's economic growth in the beginning of the 20th century.

Exactly defining mittelstand companies is difficult, because the word (directly translated) refers to "middle class". Generally speaking, though, mittelstand refers to Small and Medium Enterprises. They are typically owned and managed by a family. In 2003, German mittelstand companies employed 70.2 percent of all employees in private business.  
Source: Wikipedia

The resulting interdependence forms the basis for long-term close relationships based on mutual respect and trust. This commitment minimizes their risk of dissatisfaction from any one of five possible service gaps, involving *understanding, value perceptions, quality design, delivery and communications*. Innovation is optimized, while waste and inefficiencies are kept to bare minimums.

Experience indicates that speedy resolution of complaints may be inexpensive; but allowing them to develop can become extremely costly. Yet, eliminating complaint causes also requires a holistic approach to using customer feedback, measurement and thorough analysis. While conventional research is usually undertaken for improving cus-

tomers' satisfaction, a different approach is required for developing feedback for improving loyalty levels. It is here worth noting that even a (utopian) 100 percent satisfaction level merely represents a mid-point on the path towards optimized customer loyalty levels.

### Analyze complaints to resolve marketing problems

Experience has also taught us that major travel markets like Toronto, Montreal, New York or Chicago all have their individual personalities concerning customer expectations and dislikes. These differences can have a profound impact on customer value perceptions, their expectations and ultimately on the severity of their complaints about inadequate service delivery. As a result, success in one market offers few guarantees for similar results in another of similar size and demographic composition.

Therefore the need to understand each new market in depth also becomes self-evident. Customer complaints usually may offer the first hint that marketing strategies and tactics are not sound enough in critical areas, calling for urgent adjustment action to be taken. Yet, dedicated marketing professionals will find that these challenges in serving their customers can also become extremely gratifying, without equal elsewhere.

### Conclusion

Using customer complaints as a strategic marketing tool presents your business with sound opportunities for re-aligning your priorities beyond merely satisfying them, but have more return as loyal customers. The benefits of this strategy include among others, the enhanced ability to:

- Understand your customers' changing satisfaction and service expectations;

continued on page 5

## Effective Complaints Management

continued from page 4

- Understand their quality and value perceptions, critical for raising your share of loyal support;
- Focus on improving quality design of goods and services to meet customers' growing needs;
- Identify best practices for more effective delivery services to meet customers' expectations;
- Develop more cost-effective communications with present and potential new customers;
- Strengthen your organization's future viability by focusing on customer relationships, to become more effective in an environment of advancing technology and competitive improvements, where the total markets are also shrinking.

The above strategy must be supported by tactics to support the efficient resolution of complaints, and derive optimum benefits from *all* negative customer feedback. In turn, these tactics must aim to strengthen the relationship with customers for mutual benefits. As a first step it's essential to determine the desired direction and focus since, according to a German proverb: "what's the use running fast – if you're not on the right road?"

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Jim Schauer draws on his vast experience as VP Marketing and general manager with a major tour operator, in the financial services sector and as marketing services consultant to several Ministries in the Ontario Government. As president of Easton Marketing Services Ltd., based in Brighton, Ontario, he can be reached at james.schauer@sympatico.ca.



## Build Your Future

### Institute represented by Fellow at Sprott's Management Certificate Program information session



Dennis A. Carisse  
FCInst.M .RPM .MBA

Represented by Dennis Carisse, Fellow and Registered Professional Marketer with the Canadian Institute of Marketing, the Canadian Institute of Marketing participated in the Sprott School of Business information session on February 23.

The information session was held to promote the school's Management Certificate Program in HR, Marketing and General Management to 40 to 50 students.

Dennis presented general information about the Institute and in particular described the benefits of the Registered Professional Marketer designation and the requirements for acquiring the designation along with the responsibilities once obtained.

Dennis has over 30 years of experience both domestically and internationally in the public and private sectors. His international *hands-on* experience includes Japan, Hong Kong / China, Singapore, Egypt, and the Nordic countries. His domestic *hands on* experience includes Canada and the USA

from coast to coast.

He has worked at the executive / director levels in multinational corporations such as Unilever, Multifoods, Diageo/Guinness, CP, and was one of the first 3 hires to work from and act of parliament Bill C149 to setup Canagrex, a Federal Crown Corporation (responsible for all Canadian agricultural exports worldwide).

Mr. Carisse's studies have been tabled in the House of Commons. He has been on Senate committee hearings for the *Fishing Industry* having prepared the ministerial briefings, and recommendations. He has represented Canada in Egypt, Japan, Hong Kong and Singapore. Mr. Carisse co-authored a book after his extensive research on how the Canadian pork producers industry could enter the Singapore market.

He has taught marketing at the college level. The Board of Governors at Algonquin College appointed him for two terms for their Marketing Council.

### Dennis Carisse is one of the original founding members of the Canadian Institute of Marketing

On October 22, 2007, the Canadian Institute of Marketing accredited Sprott's Management Certificate Program in Marketing.

The Sprott School of Business was awarded full faculty status in 2006. Together with the \$10 million endowment it received in 2001 from its distinguished alumnus Eric Sprott (BCom / 65), Sprott's enhanced stature within Carleton University has allowed the school to grow. The Canadian Institute of Marketing is a strong supporter of that growth.



# Services—Marketing the Intangible

By Anthony Raman, MCInst.M., RPM



Anthony Raman, MCInst.M., RPM

Toward the end of January this year, I had the opportunity to attend a one day seminar delivered by none other than Professor Christopher Lovelock, the world renowned services marketing guru. It was held in Kuala Lumpur, Malaysia and organised by the Institute of Marketing Malaysia (IMM) and its partners.

Having been a member of the Institute of Marketing Malaysia for some years now, I made sure that I contacted them to get a seat in the seminar. It was only by chance that that I had known about the seminar, and that I was in Malaysia during the time.

The seminar was titled 'Competing through Service' and certainly provided the inspiration and guidance to the participants in terms of the development of service strategies and culture to increase the competitiveness and profit of a company.

Professor Lovelock is no stranger to me and to anyone with an exposure to services marketing as a subject. I used his textbook when I first started lecturing in Services Marketing on a university degree programme toward the end of the 1990s. Services marketing as a subject was relatively new to most. Prior to this, it was just part of the product chapter within mar-

keting textbooks before evolving as a chapter in such textbooks. Now, it is not only an important subject matter, but there are also qualifications in this area right up to postgraduate levels. The subject has evolved to become sophisticated and developing as a well entrenched specialist discipline. This is evident, as when comparing the textbooks of Professor Lovelock over the years, as an example.

As the service economy grows in this global era that is referred to as the 'flattening of the world', services marketing are growing in terms of its use as a tool in overcoming and outperforming competition with a difference. Services are being used to augment the physical product offering in delivering value to the marketplace and together with service quality with excellence, providing the total value package. As Clark & Rajaratnam (1999) predicted the 21<sup>st</sup> Century will increasingly be the century of international services.



Due to its intangibility, it can be said that services has more room for creativity in terms of its characteristics. At the same time, this intangibility can provide a great level of challenge in marketing terms. Failure to appreciate the intricacies of services marketing will only lead to competitive difficulties.

Service organisations such as banks and airline companies realise that a price war alone, will lead to casualties to all parties in the marketing battlefield. The use of service can avoid this or reduce the casualties.

Are all marketers really taking into account the increasing sophistication of services marketing or most are just dealing with it with a high degree of generic marketing? It will be interesting to reflect upon this question.

Lovelock & Wirtz (2007) use the metaphor of a racing 'eight,' a lightweight boat or 'a shell' powered by eight rowers to represent what they describe as the strategic levers of services marketing – the 8 Ps. According to them the '8Ps of services marketing' as represented by each rower in the metaphor, are Product Elements, Place and Time, Price and Other User Outlays, Promotion and Education, Processes, Physical Environment, People and Productivity & Quality.



They further stress that just like the rowers who need to work in harmony and cohesion as a team, the 8Ps must display similar synergy and integration amongst themselves to succeed in any competitive service business. Imagine when each rower go their own directions? It will prove catastrophic, I am certain especially, when they are rowing against the currents of competition and what more in a 'competitive tsunami?' The services marketer needs to ensure that his/her

## Marketing the Intangible

*continued from page 6*

company strives to make their 8Ps work in a cohesive and harmonious manner to obtain the synergy enabling them to have the competitive edge.

Getting to know customers to provide the meaningful value proposition service package, and managing the interaction of customers with a company implementing profitable service strategies, represents a framework for developing effective service marketing strategies.

“The old adage, People are your most important asset, is wrong. The right people are your most important asset.”  
*Jim Collins.*



A very important element of the services mix is people that provide the personification of the service to the marketplace by the company. People are the most important asset of a service provider and play an integral part in areas such as service delivery and service quality. Due to this, Human Resources Management (HRM) becomes very important to a service organisation to ensure that the right types of people are employed, and this human capital is developed further. Retaining the right people is a challenge that HRM within an organisation would need to achieve. As people leave, they take a wealth of experience with them, along with their personal relationships in the marketplace. Many a times, I have heard those in service organisation, lamenting to me about not having enough people and the right type of people. These days, the

growing problem that they tell me is that they lost the right type of good people. Increasing mobility of human capital makes managing this problem a great challenge.

At the end of the day, satisfaction of customers will be determined by the service quality which is the perception by the marketplace (customers' perceptions). Eriksson et al (1999) state that service quality is defined as conformance to requirements between buyers and sellers. This is the conformance that marketers should strive for to achieve competitive advantage.

Know your customers' perceptions and their expectations first. As argued by Bebko (2000), “The service provider must determine the level of quality expectations which consumers have for their service industry – and attempt to meet them!”

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## Canadian Institute of Marketing provided judges at OCMC 2007 at Fanshawe

St. Lawrence College regained first place at the 2007 Ontario Colleges' Marketing Competition held in London on November 15 and 16, 2007. Niagara College finished second tied with Sheridan. Conestoga College extended their streak to 11 consecutive top three finishes, but this is the ninth time St. Lawrence has won, since 1988. Niagara finished second in 2004, and the 2007 win provided a timely boost, as the college prepares to host the 2008 competition. Sheridan repeated last year's second-place performance for their fifth top three finish since 2000. Humber brought out a full contingent and took home a gold medal for their efforts.



Councilor Shiv Seechurn, RPM applauds winners

Canadian Institute of Marketing members Grant Lee, MCIInst.M., RPM (Executive Director) and Shiv Seechurn, MCIInst.M., RPM (Registrar) served as judges. Seechurn sat on the panel for International Marketing and Lee judged Entrepreneurship cases. The Institute sponsored the event at the “partner” level. The Institute is sponsoring the 2008 OCMC in Niagara Falls.

# The Implementation of a Corporate Social Responsibility Plan

By Vikash Agarwal, ACInst.M.



Vikash Agarwal, ACInst.M.

Corporate Social Responsibility (CSR) has become a viable marketing strategy for many organizations. It can be an effective means of branding a product, by showing a company's commitment to societal issues.

Consumers have become more knowledgeable as to the impacts organizations can have on humanity, and demand that organizations embrace these values. With such consumer needs in mind, it is also important for an organization to understand their organizational needs. Creating a synergy between organizational needs and consumer needs is very important in creating an effective CSR strategy.

## What is Corporate Social Responsibility?

There is no universal definition to Corporate Social Responsibility. However, according to Industry Canada, "CSR is understood to be the way firms integrate social, environmental and economic concerns into their values, culture, decision making, strategy and operations in a transparent and accountable manner". On a humanistic level, it seems to be intuitive that corporations should do their part in helping humanity. However, what isn't intuitive that implementing an effective CSR strategy can not only

increase revenues within an organization, but increase employee retention as well - a problem faced by many organizations.

## Corporate Social Responsibility Facts

- According to a 2003 Environics poll conducted for Environment Canada, 9 out of 10 Canadian shareholders wanted fund managers to take environmental and social performance into account when valuing companies.
- In a 2004 GlobeScan survey, 71 percent noted their belief that consumers can make a difference in how responsibly a company behaves.
- The 2001 Best Citizen companies, rated by Business Ethics Magazine, had higher sales growth and profit than the rest of the companies in the S&P 500 Index.
- 86 percent of consumers say they would switch from one brand to another of the same price and quality, if they were committed to a cause.

## Three Pillars of CSR

There should be three goals to an effective CSR Strategy:

1. An increase in a company's revenue.
2. An increase in employee engagement/loyalty.
3. An increase in positive societal impact

With these three goals satisfied, an organization can take care of its internal and external needs. These three goals should always be addressed when a company pursues a CSR strategy.

## Implementation of a CSR Strategy

What's the proper methodology to derive a CSR strategy? This differs from organization to organization and depends on many different factors: a company's values, the strength of their budget and how willing are they to embrace Corporate Social Responsibility. However, the main goals of a proper corporate social responsibility strategy should always be maintained: employee involvement, an increase in revenue and a positive social impact.

## Methodology

1. Analyse a company's policies  
 This may seem like an intuitive practice, but its important to identify an organization's stakeholders, as well as the important aspects of its corporate culture. It is obvious that an investment firm will have different stakeholders compared to a toy company, and therefore, it's important to fully understand the needs of these individuals. Also, an organization's corporate culture, and what societal aspects are important to the company, should be clearly identified. For example, some companies value environmental practices, and thus may give small incentives to their employees if they carpool to work. It is important to understand the core values of your organization before embarking on an effective corporate social responsibility strategy.

2. Organize the workforce  
 Once it's clear what direction an organization wants to go, it is important to involve its workforce in the decision making process of its CSR strategy, so it can create a sense of togetherness within the organization. The best way to organize a workforce is to start with

## Social Responsibility Plan

*continued from page 8*

naming a CSR committee. This can start with members of an organization who are very passionate about certain issues. This could be simply a case of getting everyone who is interested in animal rights to support a local animal shelter, but it can be much bigger than that. Depending on how large the initiative, a proper business plan should be made detailing the CSR initiative, and why it would make smart business sense. On the surface, this may look like a callous way of looking at community support, but its important to understand the potential revenue benefits a CSR strategy can have on a company from the start. A company is utilising important resources to get the strategy together, and its stakeholders deserve a return on investment from a financial level.

3. Mobilize external shareholders  
 The internal part of a CSR strategy is now complete. Most of the employees are fired up and excited about the new initiative. However, how is the excitement about a new idea spread among external stakeholders? Of the two steps so far, this is the most important when it comes to marketing the organization. This is because it is this step which could lead to a competitive advantage over competitors, as long as the messaging is perceived as effective by the company's stakeholders. It is important to highlight the core competencies for the initiative. For example, if the company is a toy company, giving toys to needy children would probably be a worthy idea to mobilize stakeholders. This might seem like an intuitive idea, but many companies get carried away in other issues, which has nothing to do with the company, or its branding. By no means may one cause be better than another, but its important to recall one of the pillars of a good CSR strategy: improving the bottom line of the company.

4. Have a proper reporting structure in place  
 Once employees and stakeholders are on board, and there is sufficient excitement in the initiative, it is easy to forget to look ahead. Although the implementation of an initiative is exciting and very important, the future of the project is just as important. Nothing can look worse to employees and stakeholders alike than if project is undertaken and the results can't be measured or viewed. Than, all parties involved have negative feelings not only towards the initiative, but to the organization as a whole. Make sure that tangible results can be measured, as well as viewed, whatever the cause!

It is important to recognize what results an organization is looking for, to plan for the same initiative again, or if another CSR strategy may be more beneficial.

Depending on the organization, this guide to CSR initiative implementation might differ, but the three major results of a good CSR initiative should never be forgotten:

- An increase in profits,
- An increase in employee engagement/loyalty,
- A positive societal impact.

These three factors should never be considered mutually exclusive from one another, and should always be considered together when planning an effective CSR strategy.

Vikash Agarwal, B. Comm., M.Sc., ACInst.M., is the Senior Associate Manager of Corporate Marketing for the Heart and Stroke Foundation, responsible for marketing research and tactics for engaging corporate partners.

## Dyson wins OCMC Award of Excellence



Dwight Dyson, MCInst.M., and long-time member (#89) of the Canadian Institute of Marketing won the very Award of Excellence that he created in 2003 as a marketing teacher with Centennial College—at the 2007 OCMC competition in London. He created the award to recognize the previously unheralded efforts of the sponsors, colleges and faculty involved in the Ontario Colleges' Marketing competition. The award is presented annually to a deserving person, college or sponsor who has demonstrated commitment and outstanding care for the OCMC event. The winner shows an enthusiastic regard for the student's needs and success. The winner needs to demonstrate professionalism through a positive attitude and interpersonal relations throughout the OCMC community and finally the recipient would have demonstrated a commitment to the long-term success of the event.



Dwight retired from Centennial College in 2007.

# How Advertising with the Federal Government is Different

By Al Albania

*Guest Spot*



Al Albania  
Acart Communications

I confess — I probably love golf even more than the advertising industry. And after 40 years of swinging away at it, I've refined an approach that guarantees success every time — which is why I went pro. In the advertising business, that is.

People unfamiliar with golf may think that getting a hole-in-one is the ultimate goal. But a seasoned golfer will tell you that a handful of birdies, an eagle or the perfect chip out of the sand on the 18<sup>th</sup> hole to hit three under par, is a far more satisfying experience. A student of the game appreciates the craftsmanship and discipline required to play the whole course again and again, adapting to changing conditions. Social issues marketing is very much the same. I'm not looking for a single moment to define my career — I want to actually change the way my company plays the marketing game.

Acart Communications Inc. has always been a social issues marketing company at heart. Recently, we decided to move

away almost entirely from promoting products to focus on our core interest as an organization — social responsibility. This comes with a more ambitious goal to continuously find communications strategies that change attitudes, provoke action and improve lives. Our approach is simple — we understand the lay of the land we live in, and never lose sight of that flag at the top of the Hill.

Ottawa, our home and esteemed capital, is not traditionally a city that rewards gambling. Advertising on the other hand, is often most appreciated when it defies the odds and captures people's imaginations in an unexpected way. Doing something surprising, however, usually requires taking risks. So how can an advertising and communications agency thrive in a city that tries to remove the chance factor from everything? First, you must learn the course inside and out.

Government advertising is a skill that requires a heightened sensitivity to our country's diverse population. The government is also the biggest fish in the pond when it comes to communications spending in Canada. The complications are therefore profuse, but there is one constant that makes any political windstorm manageable — give Canadians what they want. Get the right kind of attention to raise awareness, and not the kind of attention that is a reaction to offensive, alienating or exclusionary messages. In other words, stay out of the rough.

Phase 1 of our social marketing model to change behaviour aims at targeting key influencers with a fact-based approach that will complement a rational argument on any given subject. Phase 2 employs emotional messages for the

general public, such as testimonials, to evidence how the transformation has improved peoples' lives. Phase 3 targets hard-to-reach populations and supports positive behaviour. Each time we tee-up a new campaign, we focus on the big drive and then polish our approach with a new club (or message) that suits both the distance we've already covered and the one we wish to achieve. There will always be sand traps, water holes, and patches of trees that seem to come out of nowhere, which is why we allow our experience and skill to guide us to the end. You don't play the game with a handicap by being lucky.

Ultimately our effectiveness as a social marketing company is measured in much the same way as government departments themselves — by public perception number and program uptake, and not dollar values. We must create messages that are decided more by consensus than executive decisions. We also understand the pressures that exist on our clients' side, following evolving policies and priorities, who themselves must often answer to someone higher in the chain of command. And through all these obstacles, we also know the satisfaction of coming out the other side with a campaign that genuinely makes a difference. But when you've made that your goal as an organization, those results are just par for the course.

The perfect breeze and a timely slice will make a great story if all it takes is one stroke to sink your shot. But good luck including that into your game plan. Believe me, I've tried — which is why I keep golf my hobby and advertising my passion, my career and my life.

Mr. Albania can be reached at *Acart Communications*, located at 171 Nepean Street, Ottawa, Ontario. For more information, contact 613-230-7944.



# Event Marketing

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.

Marketers use events to effectively market their product, services or even organizations. Events are characterized by the following :

- Require careful planning,
- Generally expensive to stage,
- A high level of risk is carried “Once in a lifetime” experience in some cases,
- Requires the participation and support of everyone.

## Types of events

There are many types of events that can be marketed, such as musicals, cultural, sporting, as well as meetings, exhibitions, festivals and product launches. Examples of sporting events would be the Olympic Games, Cricket World Cup, and Football World Cup. Entertainment events would include concerts, musicals and theatre. Product launches would be a good example for commercial marketing events. The meetings and conventions industry is highly competitive and can attract thousands of people, as well as a handful of high-profile participants. Festivals such as food, wine and jazz are very popular events. Hence, there is a wide repertoire of

events that can be marketed.

## Managing an event

Normally, an event management team is constituted, headed by an Event Manager. The event management team has to work with a number of stakeholders such as entertainers, catering organizations, advertising and PR agencies, printers, lighting, audio and video companies. For some events the event manager is required to liaise with government officials, security agencies, environmental lobby groups and even traffic and local councils.

## The nature of event marketing

Event Marketing generally involves a combination of goods and services, and hence provides a challenge to the marketer. For example, consider a conference which has both tangible (goods) and intangible (service) components. The tangible would be the venue, room set-up, food and catering, audio-visual systems and the audience. Intangible would be conference planning, information dissemination and planning support services.

An event marketer would do well to remember that an event, whether it is a one-time or an annual event, is highly perishable. For example, the unsold tickets for a specific cricket match cannot be sold at a reduced price, for another match!

## The event marketing process

The purpose of the event marketing process is to ensure that the event is carried out in terms of the needs of the event audience and to enhance the stature of the event. For a sports event, the process would start by establishing the features of the product (event) and by clearly identifying the event audience. Thereafter, an event plan should be drawn to meet the event audience needs, followed by a promotional strategy and a firm marketing program.

## The event marketing “mix”

For any type of event, an effective marketing mix should be developed. Basically, the event needs to be positioned, priced, promoted and distributed effectively.

Pricing an event is not easy, since there are several variables involved such as the size of the potential audience, selected venue and the type of event. Promotional activities need to be chosen carefully and a good balance between above-the-line and below-the-line needs to be maintained. The power of PR in terms of promoting the event, cost effectively and adding credibility, should not be forgotten.

Distribution involves several aspects such as the venue, accessibility, transport, available locations of tickets, and location of information offices. In many cases, the event product is produced, distributed and consumed at the venue. At a sports or musical event, the event product would be the venue, quality of food/beverage, quality of entertainment, and safety of the venue, among others.

## “Positioning” an event

Event marketers should clearly differentiate a given event from other competitive events. In other words, the consumer needs to be given a rationale, as to why the event is special. The starting point in positioning an event, is to select the right event itself! Thereafter, a distinct place for the event should be attained in the target audience’s mind. For example, the Olympic Games is positioned as “the greatest event” not merely the greatest sporting event. The Olympics is a mega-global event that comprises a multitude of attractions (sports, atmosphere, thrills, experiences, fine cuisine, music.)

## Event Marketing

*continued from page 11*

### Sponsorship

Sponsorship is one of the most common forms of funding an event. For an event to attract sponsors, it needs to be marketed. Essentially, the sponsor identifies with the event through the use of name and logo and expects a return on the investment. Selecting the right sponsor becomes critical to the success of the event. A tobacco company will not be suitable for an event that attracts children. A further decision facing an event marketer is whether to have a sole sponsor (exclusive) or several sponsors. Unfortunately, there are no easy answers to these questions.

Events Marketers and sponsors need to guard against "ambush marketing". First and foremost, the event must not be dwarfed by any sponsor. The sponsor's rights needs to be fulfilled and attempts made by competitors (of the sponsors) to ambush the event should be safeguarded.

### Conclusion

Marketing of events are growing in popularity, as potential sponsors seek to associate themselves with the events and promote their organizations, products, brands and services. Further, brand marketers are actively seeking events at which their brands can be experienced by 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).

# Eight Cs of Tactical Marketing

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



Dr. Ranjan Madanayake,  
 MCInst.M, RPM

The significance of effective marketing practice in a business organisation is not only invaluable but mandatory, due to the extremely competitive environment in which businesses operate today. The purpose of marketing has changed. In 2002, I penned the purpose marketing as, "to identify, create and sustain competitive advantage and drive a business to sell more goods, services or ideas to target markets at profitable prices" (Madanayake 2002).

The marketing definition must focus on the new business environment, and change appropriately. Today, "Marketing is a management process to identify, create, sustain and grow profitable markets by providing superior value propositions" (Madanayake 2006). To provide superior value propositions and grow profitable markets a business organisation must focus on the total marketing process. The elements of the process include:

- Investigative marketing,
- Directional marketing,
- Strategic marketing,
- Tactical marketing, and,
- Administrative marketing.

Investigative marketing provides information and analysis whereas directional marketing helps determine key

issues, makes assumptions, determines vision, develops mission, and sets goals and objectives. Strategic marketing is about segmenting markets, targeting market segments to serve, differentiating and positioning superior value propositions that are most suitable to be marketed. Thereafter it needs the tactical elements of the marketing process to drive the creation and delivery of those superior value propositions to identified target market segments. Lastly, administrative marketing ensures implementation and control of the marketing plan.

Businesses need to be market centric, market focussed and above all market driven. Business organisations need profitable markets to thrive. Present and potential customers constitute markets. Market for Pepsi Cola is created not by the Pepsi Cola Company but by the customers who consume the Pepsi Cola branded drinks. Naturally, tactical marketing must be customer oriented, customer driven and initiated from a customer's perspective, hence the 8 Cs of marketing:

1. **Choice** and not Product
2. **Comparability** and not Price
3. **Contact** and not Place
4. **Connectivity** and not Promote
5. **Competence** and not People
6. **Capability** and not Process
7. **Comfort** and not Physical Evidence
8. **Concern** and not Customer Care

A more holistic, customer oriented and market centric set of tactics emerges with the above concept. Unlike its predecessor which was more product oriented and emanating from a product perspective.

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## Eight Cs

*continued from page 12*

This new approach can deliver better results, as the thinking is customer focussed.

### 1. Choice

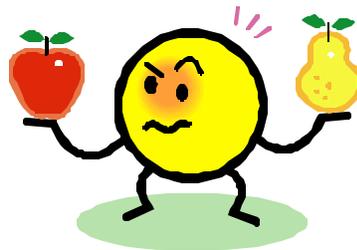
Businesses produce goods and services, the former tangible and the latter intangible. Markets consume them or use them, but what ultimately evolves from consumption or use is not just the goodness of the contents or benefits of the products or services, but a form of experiential and perceived value. Value is the measure of the worth of a product or service in the mind of the target market. Products and services are the vehicles that deliver value.

But the fundamental task of developing the product or service to deliver value must lie outside the product or service itself and should be driven by the choice of the market. Choice is determined from the understanding of what value markets need and want. Favourable perception will lead to trial in the case of new products or services and repeat consumption or use in the case of existing products or services.

For example, a person who feels thirsty *needs* a drink. The person who needs a drink depending on the environmental conditions will *want* a particular type of drink and if it is a balmy afternoon would prefer a chilled carbonated drink. But there are several brands of carbonated drinks to choose, such as Pepsi, Coke, Mirinda, Fanta, 7 UP, and Sprite. Hence, choice becomes an important element of the marketing mix. The challenge for marketers is to identify and exploit that choice.

Therefore, the development of the product or service, its packaging, pack sizes, pack design, and its branding must be determined by the dictates of choice of the target markets rather than the merits of products or services,

or even personal perceptions of management or other connected influencers. The same contents will be wanted in different sizes. Marketers, therefore, have a starter pack, small, medium, large, economy and family size in many FMCGs, such as toothpaste and toilet soap. If choice isn't fulfilled, markets will drift to other options that will provide them. Choice, therefore, is the fuel of the vehicle that delivers value to markets.



Product or service is only the vehicle that delivers value.

### 2. Comparability

In a world of competitive offerings with various options of choice, markets will not overlook competition. Markets will compare available offerings and choose those that provide the best value for them. Value positioning becomes an important criterion where marketers will have the option of five key alternatives as asserted by Kotler (2001):

- More for more
- More for the same
- The same for less
- Less for much less
- More for less

Thirty- days trial, money back guarantees, quantity discounts, buy-one-get-one-free offers, convenient payment terms such as credit cards, buy now pay later programs, interest free instalment plans, and trade in schemes are some of the tactics marketers will offer to create competitive advantage. Thus, comparability is not only the determination of cost or price but also the total process of value positioning and delivering value

in a manner that target markets will see superior value in their's than in others when compared.

### 3. Contact

Once the marketer gets the choice and comparability right, the marketer must then focus on contact. The vehicle that delivers value which is the product or service and the target market to whom it is intended must establish contact, if an exchange or purchase is to be made. Contact must be initiated to facilitate exchange. None of the inputs (so far made) is of any use if contact is not established. Establishing contact goes beyond placement or getting width and depth of distribution, they are fundamental; but to establish contact marketers must know the supply chain of target markets not simply market logistics. Most marketers focus on market logistics and relegate the supply chain of the target market.

Supply chain is a vital element to a business marketing FMCG and other household goods purchased by a homemaker. Do they shop in the Internet? Or at the grocer down the street, or supermarket? In Sri Lanka, there are several different types of available options for marketers, the village fair, house to house, and vendors. These are the contact points of the homemaker that marketers must ensure to be in, lest all the effort of the other tactical inputs will be an opportunity lost. Marketers must ensure contact between the markets they are targeting and the products and services they are offering.

### 4. Connectivity

A person who wants to communicate with another living elsewhere must first establish a connection. One cannot communicate without establishing connectivity. Therefore, connectivity must precede communication, and hence it is important to get our marketing connectivity right. If we do it right, then funds misplaced on marketing communications can be saved.

*continued on page 14*

## Eight Cs

*continued from page 13*

The problem today is that hundreds of messages drift in different media without touching the target markets.

How would a brewery launch a new brand of beer in a market where any type of marketing communication is prohibited by law? Connectivity is the route. To illustrate, people go to the wine store to purchase their beer. Similarly, they go to pubs and clubs to drink their beer. Therefore, these are the points of contact. A place of contact is an important point to establish connectivity with the target market. The law doesn't preclude a person from buying beer for another in a pub or the wine storeowner giving a free pint for every one who buys a beer.

Connectivity must drive communication and the purpose of marketing communication must be to deliver positioning. Positioning must create awareness and trial in the case of new products and demand in the case of on-going products. Creativity is often misconstrued as the way and the attention getter of advertising, or marketing communications. Creativity often ends up entertaining the target audience and forgetting the value proposition. Many are instances where entertainment in the commercial is recalled but not its star the value proposition.

What use is such type of advertising or marketing communications? Positioning is the ultimate weapon to overcome competition, and it is by communicating the positioning of the value proposition that a marketer must create awareness and trial or demand. Hence connectivity must drive positioning to the target market because that is the reason why the target market will want to buy. People buy Nestomalt because they perceive that it gives energy when you need it and those who want energy are likely to buy it, because the market positioned Nestomalt as an energy drink and peo-

ple need energy.

A few decades ago, people who went to see convalescing patients took a bottle of Horlicks, simply because it was positioned as a convalescent's drink. A new player entered the market and the communications claimed it to be a Power drink but it is no more in the market. People didn't want power as much as they wanted energy.



### 5. Competence

Ultimately, the internal stakeholders of a company create value. Products and services are the vehicles that deliver value. Competence of the internal stakeholders and the processes they adopt and use to create value are the capabilities of a marketing oriented business organisation. But these capabilities must be market oriented and market focussed unlike the warm perfumed hand towel given mechanically on a flight or in a restaurant. A parking attendant in a car park must assist the drivers to park by giving them the right directions. If not, it is likely that an accident will occur. It must also be done with enthusiasm and passion, so that the driver feels very welcome and cared for. A free windshield wipe is a good thing to delight customers.

The factory worker in the assembly line or production line must do his or her part right lest the final product that comes out of that labour will be defective or incomplete. A customer may not want to return to that business again, if a steward in an airline or restaurant is indifferent. The number

of customers who have been 'put off' by similar telephone operators and receptionists, as well as security staff is likely to be significant. Therefore, the priority for any business in its tactical marketing is competence of its internal stakeholders to deliver value to target markets. Continuous Professional Development and internal marketing are the tools to achieve competence.

### 6. Capability

In an environment where there are several options to choose, markets will ascertain the product or service that is most capable of providing value. That which is most capable of delivering value will be perceived as being superior to another that is less capable. The execution of the order of a drive in service should be capable of handing the order by the time the vehicle reaches the delivery counter. Delays will lead to congestion and disappointment. Therefore, the business must ensure that it's capable of delivering perceived value.

A 24-hour laundry service must have the laundry ready on time and that promise of delivery must not be a gimmick to attract customers, otherwise, the customer will never return. This goes for all home and office deliveries that promise delivery within a stipulated time. Therefore, businesses must be mindful that they must honour the promise they have made. The most ridiculous example is of restaurants that promise food on the table in 20 minutes and end up taking over half an hour. Hence, capability is an important element to deliver value. We are in an era of over promising and over-delivering and certainly not under-promising and over-delivering as in the past.

### 7. Comfort

Nobody wants discomfort. The approach to a hotel must have a proper road to drive in comfort, not a bumpy

*continued on page 15*

## Eight Cs

continued from page 14

drive with potholes and endless speed breakers. Similarly, a well-designated car park with parking attendants assisting customers makes them comfortable. The keystone to delight, satisfaction or dissatisfaction is comfort. Making target markets comfortable with the choice they have made is paramount. Comfort beyond expectation derives delight. A product or service, such as a FMCG, restaurant, TV station, or educational institution that provides comfort is not restricting itself to physical aspects, and will deliver superior value compared to competitors. The service that offers comfort will be perceived as such.

The restaurant that promises fine dining must engage the constant presence of a steward to ensure the comfort of the diners. The hotel that offers valet parking must have adequate staff to deliver that service and make the customer comfortable. The ambience, the décor, the seating and other physical facilities of a business must ensure comfort to its customers. Any business place that entertains customers must be spotlessly clean, must have the right comfortable temperature. Comfort is a strong differentiating factor. A business that offers a much more comfortable environment will be perceived as being more customer friendly and a place one would enjoy going.

### 8. Concern

In a crowded industry with many 'me too' value propositions, a most formidable differentiator to win markets is the concern to serve the customer. Concern leads to care and care to customer care that has three stages: pre-sale, during sale and post sale. Pre-sale customer care begins when the target market is about to come into contact. During sale, customer care is the stage at which the sale is being made. Post sale customer care is the stage after the sale is made. Often many organisations

end up in a no-care stage as well. Concern drives care to be emotional, passionate and never mechanical. The warmth in which customer care is extended touches the inner most fibres of those served and ensures their return. A quotation (internet) from a great, if not the greatest son of India the Mahatma Gandhi goes like this, "The customer is the most valuable visitor to our organisation, he is not dependent on us. We are dependent on him. The customer is not a hindrance to us, he is the purpose of it. He is not an outsider. He is a stakeholder. Serving him is not a favour to him. Giving us the opportunity to serve him is a favour to us".

How many businesses that deal in consumer durables call customers after a purchase is made and inquire how it is performing? The assurance given by such a call is invaluable. A customer who experiences such care not only would want to return to such a business organisation but will always try to get other products from them as well. This is the key to growing customers, not only creating and sustaining customers. Additionally 'word of mouth' takes place where such customers will speak favourably of their satisfied value propositions to others who network with them. All of us humans value caring. The best way to manifest caring is by having natural concern or cultivating genuine concern.

In a business, concern must not stop at customers or markets; concern must extend to other stakeholders as well. Additionally, a business most importantly, must be concerned about the environment. Very soon pressure will be for markets to purchase their needs from environmentally friendly businesses, and when this happens, environmentally unfriendly businesses will be history. Governments and other authorities will also exert pressure for environmental concern.

### Conclusion

In conclusion, it must be stressed that the marketing we practised in times of lesser competition is now history. Today, competition is in abundance - even in the developing economies. The problem to sell more of a brand of cold relief is not itself, or its target market but its competition. Hence, identifying, creating, and sustaining competitive advantage will drive the producer to sell more cold relief than its competition. To do so we need to be marketing oriented and use the marketing process. The 8 Cs of the Tactical Marketing process, or the New Marketing Mix will contribute in no small measure to the delivery of the total value proposition.

Comments are welcome at [ranjanm@slt.net.lk](mailto:ranjanm@slt.net.lk).

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- 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.

## New Members and Membership Upgrades\* (to April 2008)

Professional Member	No. 806	Nalin Seneviratne	Toronto, ON
Professional Member	No. 807	Nishan C. Perera	Vancouver, BC
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Professional Member	No. 811	Trevor Shaw	Hamilton
Professional Member	No. 812	Lemali Pathirana	UAE
Associate Member	No. 805	Vikash K. Agarwal	Brampton, ON
Associate Member	No. 809	Akintomiwa E. Akinmodiro	Nigeria
Graduate Member	No. 813	Christopher Salvatore	Niagara Falls

## Member News

### Ranil Herath, MCInst.M., RPM

Ranil was the Director at the Everest College (formerly known as CDI College) Hamilton City Centre campus, since March 2006. Under Ranil's leadership the campus delivered operational excellence and turn around results with improvements in all metrics. In recognition of these results, Ranil was promoted in January 2008 to the position of President of the Everest College - Kitchener campus.

Everest College - Kitchener Campus is one of the 110 campuses operated by Corinthian Colleges Inc., one of the largest for profit post secondary institutions in North America.

### Anthony Raman, MCInst.M

After a two-year process, Anthony has been awarded the Pingat Khidmat Cemerlang (PKC) -in English - Distinguished Service Medal by HRH The Sultan of Pahang in Malaysia. It is a gazetted state award. Anthony is truly honoured to be in HRH's 77th Birthday Honours List.

### Tareq Ali, MCInst.M., RPM

Tareq has joined St. Michael's Hospital in Toronto, Ontario as Manager, Marketing & External Communications with the hospital's Public Relations Department.

Tareq is Chair of the Canadian Institute of Marketing.

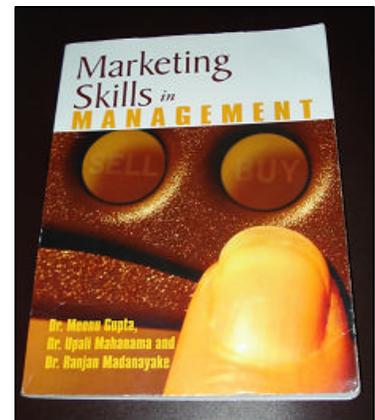
## Veteran marketers launch marketing book in India

Veteran Marketer Dr. Ranjan Madanayake, a Senior Member and General Manager Education and Marketing of the Sri Lanka Institute of Marketing together with co-authors Dr. Upali Mahanama, a Founder Member of the Sri Lanka Institute of Marketing and International Trainer and Marketing Consultant, and Dr. Meenu Gupta, Director, Rajiv Academy of Technology and Management - RATM, Mathura, India launched their book on Marketing titled **Marketing Skills in Management** published by a leading international publisher Excel Books, Delhi. It was launched on the 14<sup>th</sup> of February at an International Conference conducted by RATM, Mathura, India a leading institution in Uttar Pradesh affiliated to Dr. B. R. Ambedkar University of Agra and UP University of Lucknow.



It is a breezy book that covers the aspects of delivering value. The book

provides the practitioner and the student an in depth insight into marketing skills necessary to create superior value and competitive advantage. This is the first time that Sri Lankans have launched a marketing book in India.



Dr. Madanayake is also the author of Strategic Marketing Plan, The 12 P Model published by Sarvodaya Vishva Lekha, PCM Study Text, SLIM, co-author Marketing Collectibles, Baron Press, New Zealand. Dr. Madanayake is a Registered Professional Marketer with the Canadian Institute of Marketing and a regular contributor to *Marketing Canada*.

## 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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## 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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