



Suits and Ladders

Ten Proven Ways to Keep Your Corporate Job Safe

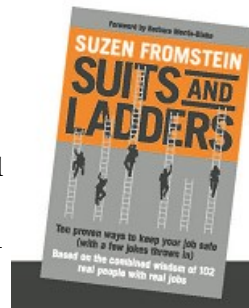
Based on the combined wisdom of 102 real people with real jobs (with a few jokes thrown in)

By Suzen Fromstein, APR, MCInst.M.



Suzen Fromstein, APR, MCInst.M.

professional outcomes and keep their corporate jobs safe.



I interviewed 102 mid-to-senior level managers, consisting of 51 men and 51 women, from a variety of industries, and from several different English-speaking countries, and then consolidated their combined wisdom into one easy-to-read and often humorous corporate survival guide.

The corporate survival strategies identified in SUITS AND LADDERS: Ten Proven Ways to Keep Your Job Safe (with a few jokes thrown in) were inspired by my failure to keep a corporate job.

Rather than blame the bad economy, bad politics, bad processes, bad bosses, bad luck, bad husbands, bad boyfriends, or the really bad takeout I had for dinner last night, I decided to research exactly what was required to keep my corporate job safe.

My research confirms that the survival strategies identified in SUITS AND LADDERS are universal and transcend national borders, industries and genders. Whether you work in Canada or France, in financial services or for a not-for-profit, there are ten things every employee can do right now to stabilize their cash flow, improve their pro-

Following the advice of the 102 real people with real jobs gives every employee a better chance at survival, or at least, gives them a fighting chance at survival.

SUITS AND LADDERS is available on Kindle (with a Print on Demand option) and can be purchased at Amazon.com.

What's the buzz?

"Suzen has tapped into what certainly qualifies as one of the most troublesome issues faced by many individuals today: hanging on to a job..." Al Emid, Radio & News Magazine Producer, Financial Journalist and Canadian Best-Selling Co-Author

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Special Interest Points

- > Members publishing books
- > Business growth
- > Sponsorships and partnerships
- > Outreach to internationally-trained marketers
- > Marketing for higher education institutions
- > Social media
- > Customer engagement
- > Marketing theory

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"Every sentence of this book offers sage suggestions for keeping your job safe and yourself protected..." Nina Spencer, International Keynote Speaker and Canadian Best-Selling Author of *Getting Passion Out of Your Profession*.

"... Suits and Ladders is a perfect handbook for all employees and an essential manual for University and College grads." Zel Spillman, A1 Career Coach.com, Executive Search, Co-op Consultant, Masters Accounting, University of Toronto, Canada.

Just Published:

- ◆ *Suits and Ladders: Ten Proven Ways to Keep Your Job Safe (with a few jokes thrown in). Based on the combined wisdom of 102 real people with real jobs. Kindle or Print on Demand <http://www.amazon.com/Suits-And-Ladders-ebook/dp/B00CULF4D0>*

Listen to a 33 minute interview with Suzen Fromstein on her experiences while interviewing 102 senior professionals at <http://newbooksinbusiness.com/2013/06/13/suzen-fromstein-suits-and-ladders-ten-proven-ways-to-keep-your-job-safe-carrick-publishing-2013/>

Books Under Development:

- ◆ *Inform, Influence And Entertain Like a Pro: The Seven Deadly Sins of Public Speaking,,And How to Avoid Them*
- ◆ *Killers, Coffins & Cadavers: A Humorous Guide to Death & Dying (co-authored novelty book on death)*

Prior to embarking upon her speaking and writing career, Suzen was the Director of Communications at The Investment Funds Institute of Canada (IFIC), the mutual fund industry's trade association and taught business presentations skills at a local community college.

Prior to that, she owned and operated The Write Connections Inc. and worked with such notable organizations as ABN Amro, Colliers International, BMW Canada, Desjardins Financial Security, and Fidelity Investments.

Suzen has been an active member of the Canadian Institute of Marketing since 1999.

Visit www.suzenfromstein.com for periodic updates on other book projects. Suzen can be reached at: suzen@writeconnections.to

Canadian Institute of Marketing 31st AGM...Notice

At this year's Annual General Meeting, we are celebrating our 31st anniversary. The Institute is focused on its future based on a general program of strategic partnerships and growing its base of professional members. The next Council will be challenged with marketing the Institute and growing a membership base of professional marketers.

Join colleagues on July 6. at the Old Mill in Toronto and meet with professional marketers who are making a strong effort to build the Institute.

The Institute's mission for the remainder of 2013 and 2014 is about growth. It has an accreditation program for forging strong relationships with Canadian colleges and universities to encourage student membership and ensure strong academic programs that deliver the academic requirements for membership.

The Institute has a structure and organization based on contemporary bylaws and a constitution to guide its actions. It has a program of continuous professional development through the Certificate of Registration and the Registered Professional Marketer designation. And, the Institute has strategic partnerships that build its credentials in industry and academia.

Now the Canadian Institute of Marketing needs to build its profile with governments. The tasks ahead are formidable. You can make a difference on July 6 by sending your proxy to participate in the business meetings, or attending, if you are visiting Toronto or residing in the Greater Toronto Area.

Registration is free for the first 15 delegates residing in Canada (determined by email time and date stamp on receipt of completed registration form). The registration fee is \$50.00 (includes lunch and refreshment break) for delegates who do not qualify for the free registration. There is no registration fee for those attending by GoToWebinar. The link to register through GotoWebinar is Space is limited.

Reserve your Webinar seat now at:

<https://www1.gotomeeting.com/register/341928993>



E-books about marketing and sales on Amazon

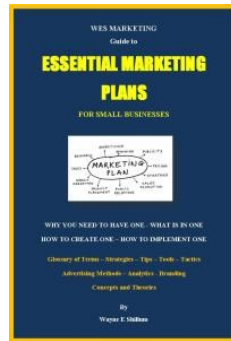
By Wayne Shillum, MCInst.M



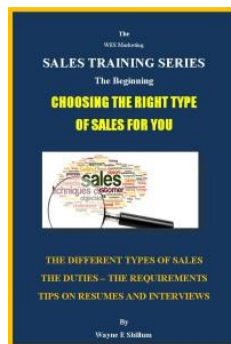
Wayne Shillum, MCInst.M.

Member Wayne Shillum, MCInst.M. has released seven ebooks for Kindle E-readers on Amazon. They can be viewed at <http://wesmarketing.com/our-ebooks/>.

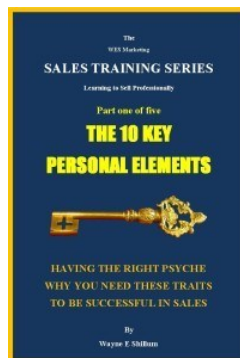
Essential Marketing Plans explains the basics of marketing and provides a glossary of terms for the person new to the world of marketing plans. It explains the different components and why they are important. A step by step process is presented for development and implementation.



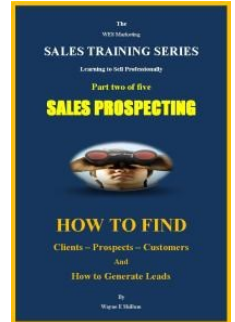
Choosing The Right Type Of Sales for You is a basic outline of outside sales and inside sales with a description of three main types of jobs you will find in each. The book provides a job description and what duties are part of each type of position.



The 10 Key Personal Elements will ultimately determine the degree of your sales success. Without them you may even be inviting your own failure.



Sales Prospecting is where you start the sales process and build a client base. Knowing where to call, who to call and when to call are important elements of prospecting. The book details over 22 ways to find clients, how to hold first meetings, and the questions to ask.



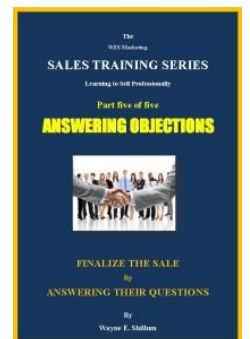
Sales Presentations describes the introductory meeting. This is where you make the first impression, show respect, begin to build trust and continue the sales process. Each time you meet with a prospect, you are making a presentation of yourself, your products, and your company. You are presenting solutions and fulfilling needs.



Closing The Sale is often viewed as applying pressure, and considered unnecessary. Many newcomers to sales believe that the customer will automatically buy, if you have made a good presentation. The customer expects you to ask for the order. Most sales occur after the fourth or fifth closing attempt. If you know only two or three closes, you will not succeed.



Answering Objections is “answering your prospect’s questions.” If an “objection” is a question or reason for not buying, it may mean that the prospect does not feel comfortable with your presentation and has doubts – answering their objections allows you to satisfy these concerns and close. Answering questions removes the barriers and opens the door to the sale.



See <http://wesmarketing.com/our-ebooks/> to access the links to access the e-books by Shillum and WES Marketing. Contact Wayne Shillum at wshill.pso@gmail.com at WES Marketing (<http://wesmarketing.com/>)



Growth strategies—The Composite Model

By Dr. Ranjan Madanayake, DBA, CPM, FCMP, FSPMgt, FSBP, MCInstM, RPM, MMA, MNZIM, MIM (SL), MSLIM, FGMN



Dr. Ranjan Madanayake,
MCInst.M, RPM

Beautiful synchronized music doesn't emanate from a single instrument but a collection of them, such as wind, percussion, and strings. Business strategies are similar. Like the individual instruments when they are brought together, they become robust, create competitive advantage and help achieve business and organisational goals.

Every company would have the desire to grow, if there is an opportunity. A single business unit or few products may expose a company to greater risk of competitive pressure. Hence, growth is a desirable endeavour for business or for organisational sustenance. Different authors at different times have proposed and published growth strategies that are like parts of music or a painting. The Composite Model provides the total melody, or complete painting.

Growth Strategies Grid

Following is an illustration of the growth strategies composite model that embodies different strategies.

Intensive Growth	Innovative Growth
Integrative Growth	Diversification Growth

The Growth Strategies Grid—The Composite Model

The many references that are available, points to the above four important strategic directives in determining growth strategies for business units in large organisations, or smaller. A description of each of the four follows.

Intensive Growth for Existing Business Units

This is an ambitious strategy where the company, or its business units, determine that the way to grow is through intensive growth. The components of intensive growth are:

- ◆ Market Penetration
- ◆ Growing Current Markets
- ◆ New Market Development

Market Penetration. As asserted by Igor Ansoff (1957) a company can grow by selling more of its current products to the present markets. This means that the company must sell its present products to more people within that target market. Let us say we are selling Malt biscuits to 27% of teenagers and young adults who are our target market, the attempt must be to enhance that to 30% or 35% as appropriate.

Growing Current Markets. This means making present users buy more of the present products, which have not been purchased. The strategic business unit (SBU) that sells a refrigerator can also try to sell a TV or other white goods to that same customer, if there is a need. Similarly, the company that sells a bar of toilet soap can sell its shampoo to the same customer and achieve customer growth. By doing so we have the opportunity to grow current markets.

New Market Development. The SBU can target markets it is not currently supplying, such as a new geographical area within its national boundaries or target markets overseas. In a market extension strategy it can also target market segments or niche markets its is not supplying. A multinational corporation (MNC) that marketed a baby shampoo extended it to the dads, implying 'if it is good for baby it is good for dad as well'. This is a segment extension. Their integrated marketing communications (IMC) showed a dad and child using the same shampoo together.

Integrative Growth for Existing Business Units

Sales and profits of a business can be increased through vertical or horizontal integration (Kotler et al 2012).

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The Composite Model

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They are:

- ◆ Forward Integration
- ◆ Backward Integration
- ◆ Horizontal Integration

Forward Integration. The company can take over a function in the value chain that may be handled by marketing intermediaries, such as distributors, franchisees, wholesalers and retailers. Singer in Sri Lanka does not have any intermediaries. They have their own showrooms island-wide, and market their household and other white goods direct to their customers. This augurs well to implement and control their installment payment plans.

Backward Integration. On the contrary, a company can take over a function in the value chain that is handled by a supplier. MAS Group that produces lingerie for Victoria's Secret stopped outsourcing and produces several components required for the end product through their own subsidiaries. The money stays within the group, brings additional growth, and is an assurance that they can get these important components just in time (JIT).

Horizontal Integration. Acquisitions, mergers and strategic alliances could render growth. Singer in Sri Lanka acquired another famous company, which manufactured a popular brand of refrigerators. They have now used that competitive advantage to launch additional flanker lines through that acquisition. Many companies recently merged with others to create competitive advantage for themselves and stay ahead of the competition. Similarly, companies have negotiated strategic alliances with other companies to strengthen their competitive position.

Innovative Growth for Existing Business Units

Innovative Growth in an SBU is about how it can develop new initiatives for its cliental through its business unit.

Initiatives include:

- ◆ New Product Development and Line Extensions
- ◆ Product Improvement or Enhancements
- ◆ Re-positioning Existing Products

New Product Development and Line Extensions. Unilever who marketed Fair & Lovely fairness cream for women found an opportunity when their market insights personnel reported that husbands and brothers of the female users were dipping into their Fair & Lovely fairness cream.

They promptly launched Fair & Handsome fairness cream for men. Shampoo comes in 50ml and above in polyethylene terephthalate (PET) bottles, but Cavin Kare of India, realizing that the low income consumers would be persuaded to buy (if they could market a single use product) launched a line extension, the shampoo sachets.

Product Improvement and Enhancements. Nespray 3+, targeting children over 3 years has incorporated *Fortilearn*, a unique combination of Prebio 3, Calcium, Iron, Essential Fatty Acids and other nutrients. This improvement and enhancement meets every mother's need of a superior "growing-up" milk that will support her growing child's nutritional needs. This improvement enhanced the quality and therefore the image of the brand significantly.

Re-positioning Existing Products. This can change the destiny of a brand. In Sri Lanka Horlicks Malted Milk was positioned as a convalescent's drink as was Nestomalt, which was also a malted milk. Nestle chose to re-position Nestomalt as an energy drink, knowing well that it provides high energy and attracted a huge following of customers.

Diversification Growth by Establishing New Business Units

Diversifying from a company's existing business units to other areas is another option for growth. Diversification includes:

- ◆ Concentric Diversification
- ◆ Horizontal Diversification
- ◆ Conglomerate Diversification

Concentric Diversification. The company could establish a new business unit to produce new products that apply similar technologies and serve existing markets. A dairy farm that markets sterilized dairy milk can setup a new business unit to produce ready to drink (RTD) flavoured dairy milk. Vanilla, chocolate, strawberry and mango flavoured milk drinks are popular among the young.

Horizontal Diversification. In this option the company will setup a new business unit to produce a technically unrelated product but appeal to the current market. We can take the above example of the company that is producing sterilized dairy milk and RTD flavoured dairy milk drinks and set up a new business unit to produce

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The Composite Model

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different varieties of cheese such as cheddar, slices, and blocks, using dairy milk as its main raw material.

Conglomerate Diversification. This is an opportunity for the company to look at a business unit that uses no similar technology, product, or market, and diversify into a totally unrelated business. Taking the same example of the dairy farm, it can setup a good tourist hotel in the vast extent of green fields that cattle graze, and provide a healthy experience for visitors.

Growth is necessary for a company; therefore, growth strategies are crucial. However, the right growth strategies must be pursued where there is market growth and industry attractiveness.

References:

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Kotler, P. Keller, K. L. Koshy, A. Jha, M. (2012) *Marketing Management, A South Asian Perspective*, 13th ed. Dorling Kindersley, India

Wheelan, T. L. and Hunger, D. J. (2010) *Concepts in Strategic Management and Business Policy*, 12 ed. Dorling Kindersley, India

Dr. Madanayake is author of Strategic Marketing Plan – The 12 'P' Model, Sri Lanka; author of PCM Course Book, Sri Lanka Institute of Marketing; co-author of The Marketing Collectibles, New Zealand & Malaysia; co-author of Marketing Skills in Management, India; and co-author of Marketing Perspectives, Canadian Institute of Marketing. Comments are welcome at rpmadanayake@sltnet.lk

Student Competition Results

Vanier College BDC Case Challenge

February 8 to 10

Algonquin College was the winner of the 2013 Vanier BDC Case Challenge. Second place went to the team from St Lawrence, Kingston College. The third runner up was the team from New Brunswick Community College.

See <http://www.vaniercollege.qc.ca/business-administration/official-case-challenge/2013/results.php>



Algonquin College winners

Western Canada International

Business Competition

March 23 to 25

Seven Okanagan College School of Business students won medals at the 2013 Western Canadian International Business Competition. The students were among 11 teams from University of the Fraser Valley, Lethbridge College, College of the Rockies, Langara College and Camosun College.



Sophomore team (Jordan Innes, David Spigelman, Daniel Otto) took gold for overall team. Canadian Institute of Marketing Fellow, Ronald (Doc) Halliday, FCInst.M., RPM presented marketing awards.

Teams were asked to simulate a technology business, prepare a strategic plan for that business and present their results to community business leaders.

The Sophomore team (Jordan Innes, David Spigelman, Daniel Otto) took gold for overall team, while the Senior team (Courtney Campbell, Ashley Schwarz, Michael Helfrich and Ashley Maas) took silver. The Okanagan College teams were coached by Okanagan School of Business Professors Roger Wheeler and Alan Rice.

For information about the competition, see <http://wcibc-competition.com/about>

The Canadian Institute of Marketing sponsors both competitions.



Online development and implementation of the Food Service Marketing Strategies Course for the Holland Colleges Applied Degree program proves to be a challenge but a great experience.

By Patrick Campbell MCIInst.M., RPM



Patrick Campbell MCIInst.M., RPM.

After several years as a Sessional Instructor teaching the in-house Food Services Marketing Strategies course for the Applied Degree program in Culinary Operations at Holland College, the opportunity to develop and implement an online version presented itself this past spring semester 2013.

Students in this program are comprised largely of chef instructors from colleges across Canada including Fleming, Humber, SIAST and Holland College. The online course had a strong focus on discussion forums, individual exercises and a hands-on development of an individual marketing plan that focused on a foodservice interest. The opportunity for students to take their own individual business idea through the marketing plan process made the course more personalized, and gave each student the opportunity to apply course concepts to their individual or business related interests.

In developing this course, the Holland College Learning Management System Portal SAM was the backbone for the communication. The main difference in developing this course as an online instructor rather than that of teaching an in-house course, is the amount of time I spent researching, planning and develop-



ing the course exercises. The staging needed to bring the theory and the discussion together in such a way as to meet the theoretical targets, yet make it interesting enough for the students to want to learn more is the challenge I faced in the online environment.

Developing discussion forums that turn into interesting threaded online conversations and keeping them on track and interesting for all parties involved takes a lot of thinking and can mean a lot of time spent online for the instructor. Many in-class exercises that have proven to be successful in the class environment just do not evolve in the same way online. With fewer exercises online compared to the classroom and because of the time needed to explain each step in the staging process, the room to make changes on the fly are not there as in the in-class process, so planning by the instructor is critical to the success of an online course.

With the first online program completed and having favorable reviews in emails from students participating in the Food Service Marketing Strategies course, I look forward to the next opportunity to teach this online program.

The Canadian Institute of Marketing accredits the Marketing and Advertising Management two-year diploma program of Holland College. Graduates of the Marketing and Advertising Management Diploma may apply to the Canadian Institute of Marketing for Graduate, Associate, or Professional membership. The Institute's Registrar reviews the application of the candidate and grants a level of membership based on academic achievement in marketing, which may extend beyond Holland College, and length and depth of experience. An applicant who has graduated from the Marketing and Advertising Management Diploma program would be granted at least Graduate Membership.

Patrick Campbell may be contacted at:
pccampbell@upei.ca .



Retail Merchandising

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



Prasanna Perera, FCIInst.M.

The world of buying and merchandising is a fascinating component of the world of retail. Retail is the world's largest industry and provides employment to many.

What is Merchandising?

The word "merchandise" means goods bought and sold for a profit. Merchandising is the buying, presenting and selling of merchandise. This includes all related activities such as advertising, display and promotion of merchandise involving the retail customer. The American Marketing Association defines merchandising as "the planning involved in marketing the right merchandise, at the right place, at the right time, in the right quantities, at the right price.

What is Merchandise Management?

This includes analysis, planning, acquisition, handling and control of the merchandise investments of a retail operation.

Analysis: Retailers must be able to correctly identify their customers, before making buying decisions.

Planning: The merchandise that is to be sold, must be bought now

Acquisition: The merchandise needs to be procured, be it from distributors or manufacturers.

Handling: The merchandise has to reach where it is needed in proper condition to be sold.

Control: It is necessary to check the amounts spent on buying/acquiring products, in the process of merchandising.

Principles of Merchandising in Retail

Understanding the target market is very important. Therefore, products retailed in the store should be a reflection of consumer needs and wants.

Build a merchandise plan, one store at a time. Each store is different and the customers visiting each store are different. Hence, they have to be understood as separate entities.

It is important to buy what your customers want, not what you want. The buyer is the representative of the consumers, and it is necessary to remember this.

In the case of most products that are bought / consumed, the consumer is always looking for choice. A wide assortment of the right kind of goods goes a long way in building consumer loyalty.

The consumer's decision to buy a product is not always governed by price alone. Low price may not always be a factor favouring sales, and the perception of value that the product provides eventually influences the consumer's decision.

While vendors play a key role in the entire buying process, it is necessary that a buyer understands the strengths and weaknesses of each vendor, and what motivates them.

The merchandise is what draws the consumer to the retail store. If the merchandise in the store excites the customer and exceeds expectations, the customer will have reason for coming back.

Elements of Merchandise Planning

Merchandising strategy is what merchandise planning is about. The merchandising strategy, dictates the position that a particular buyer / merchandiser adopts with respect to the following criteria:

- ◆ The product to be sourced
- ◆ The terms and conditions agreed with suppliers
- ◆ The pricing strategy to be adopted
- ◆ The method of packaging and presentation to the end consumer

The process of merchandise planning entails the determination of goals to be achieved and the development of a plan to achieve the same goals.

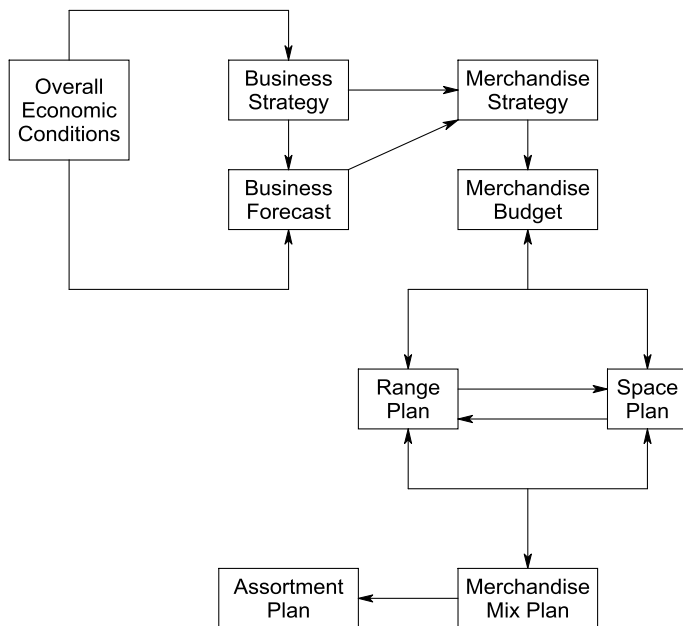
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Sponsorships

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The entire process of planning starts with the forecast. This involves determining the target sales and turnover, and the margins to be achieved. After the volume of turn over – or amount of sales that needs to be achieved is clear, the amount that is required to be invested in the merchandise is determined. What follows is the development of a detailed merchandise mix, called the assortment strategy. Merchandise assortment refers to the number of different product items that the retailer stocks within the particular product lines.

The Merchandising Planning Process



Key Concepts in Retail Merchandising

Merchandise Mix: This covers the breadth and depth of products sold by the retailer. Often it is referred to as the product assortment. Over a period, the merchandise mix may change in keeping with market conditions. For example, the merchandise mix offered during Christmas is different from the Sinhala / Tamil New Year.

Fashion Merchandise: this form of merchandise has higher demand, but for a relatively shorter period. Therefore, buying the right quantities, at the right time, is of great importance. For example, products such as jeans (boot cut, stone washed etc.) and skirts (knee length, ankle length etc.), which may be in style for a season.

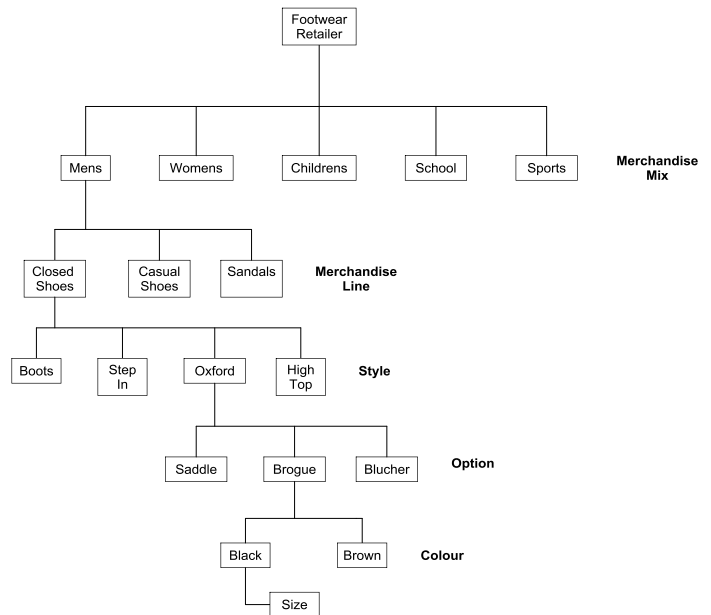
Fads: In contrast to fashion, fads enjoy popularity for a limited period and usually generate a high level of sales for a short period. The life cycle of a fad is shortest.

Style: This refers to an unique shape or form of any product. It may refer to specialized types of expression, such as taste in music and food, preferences in clothing and accessories.

Width of Assortment: This is the number of distinct goods and / or services categories (product mixes) a retailer carries. Width or breadth of merchandise is referred to as the number of merchandise brands, in the given line. For example, various brands of men’s shirts and trousers.

The key concepts outlined so far, can be illustrated using a diagram for a footwear retailer.

Merchandise Hierarchy for a Footwear Retailer



This article outlines, the principles and concepts, governing retail merchandising. With the growth of the retail industry globally, the concept of retail merchandising becomes imperative to understand and implement. “Give the customer what they want, when they want and where they want.” (Author)

The author is a Management and Marketing Consultant, Senior Lecturer and Certified Trainer. He holds a Masters Degree in Business Administration (MBA), is a Chartered Marketer and is a Fellow, of the Chartered Institute of Marketing (U.K), Canadian Institute of Marketing, and Sri Lanka Institute of Marketing. He can be contacted at prasannaperera1@gmail.com.



From the World Stage to the Big Smoke (and places beyond)

How two internationally-trained marketers are making a difference

By Suzen Fromstein, APR, MCInst.M.

ACCES Employment assists job seekers from diverse backgrounds, who are facing barriers to employment, to integrate into the Canadian job market



by providing employment services, linking employers to skilled people and building strong networks with community partners like The Canadian Institute of Marketing. To ensure maximum job search effectiveness, the Institute assigns a Canadian coach with similar skills and experience to each of ACCES' internationally trained sales and marketing clients. Although a specific coaching assignment is never more than six hours, advice around integrating into a specific work environment or securing employment in a particular sector is proven, practical and fruitful.

It is not unusual for the coach and the ACCES client to maintain their relationship long after the formal coaching assignment ends. This is exactly what happened when I coached Abhijeet Dongale and Marielena Lafee. Although our formal coaching relationship ended some time ago, we have continued to stay in touch. I am so proud of what they have both accomplished since we first met. Here's why.

Abhijeet Dongale secured employment as the Business Development Manager at an IT and Engineering Services company located in Mississauga that specializes in a product life cycle management software (PLN) and other technical project implementation. Prior to landing in Canada, Abhijeet was the Channel Business Development Manager with Parametric Technology Corporation where he was responsible for managing nine channel partner companies, two countries and achieving business of 1 million dollars per year.



"Product life cycle problems are the same the world over. Because I know the product inside and out, I can troubleshoot, answer technical questions and recommend appropriate solutions. I am really excited about growing my family and my career in Canada," Abhijeet Dongale says. Abhijeet and his wife Manafee Shinde, an assistant architect specializing in institutional design, immigrated to

Canada in 2011. Abhijeet has an MBA in Marketing (2007) and a Bachelor of Engineering, Mechanical (2004) from Pune University.

Marielena Lafee, together with two partners, is just about to launch Yabaphone. The new company was formed to bring cost-effective telephone services over the Internet to the Hispanic community in Canada. "I was never responsible for sales before. I am so grateful for everything ACCES taught me and will use it all when we launch Yabaphone," says Marielena Lafee.



In addition to running her own business, Marielena is also the part-time Corporate Communications Manager for the Venezuelan Canadian Organization, a non-profit organization focused on helping Venezuelans establish themselves in Canada and representing the Venezuelan community in front of the Canadian government. Her portfolio of communications responsibilities includes corporate, government and media relations, media training executives, and all social media activities.

Marielena brought over ten years of successful marketing and corporate communications experience with Fortune 500 companies like Pfizer Venezuela and Coca Cola when she immigrated to Canada with her husband Mario Hernandez (Mario works for Frito Lay) and two young sons Luis (5) and Santiago (3). She has a Master's Degree in Corporate Communications from Andres Bello Catholic University and speaks and writes in Spanish.

Abhijeet and Marielena remind me to be grateful for all that I have and for the opportunities I often take for granted as a Canadian citizen. I don't know if I would have the courage and stamina to do what it takes to prove myself all over again in a new country. It has been a privilege to see what they have accomplished so far. I can hardly wait to see what their futures hold.

Suzen Fromstein, APR, MCInst.M has been a member of The Canadian Institute of Marketing since 1999. She can be reached at www.suzenfromstein.com.



Marketing of higher education—Part II

Building a successful future for your institution

By George D.K. Mante, DipM MCIM, MCIInst M, Chartered Marketer



George Mante, MCIInst.M.

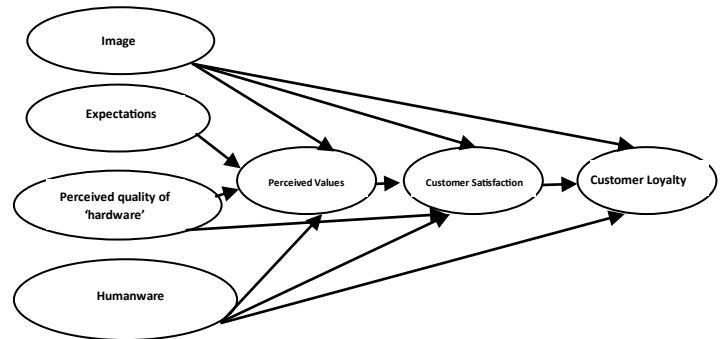
In part one of this article, published in the Fall 2012 Issue of Marketing Canada (Vol. 8, Iss. 4), I looked at higher education (HE) from the global perspective.

This edition will focus on how best to make HE institutions prepare for success. Marketing of higher education continues to play a major role in the success of proactive institutions, either domestic or foreign and the home country. Not only does it increase the institution's revenue base mostly coming from overseas students, but also the net income of the host country. So, the issues for discussion are; how HE institutions can strengthen themselves for future success with emphasis on its customer relationship management towards market satisfaction, the traditional Ps, and benefits and dangers from overseas markets as a result of competition.

Managing customer satisfaction in HE

In a profit oriented business environment, the company's value lies in the lifetime value of its customers, rather than just its brands. This reflects the importance of customers as stakeholders in an organisation. The same can be said of an HE institution seen as offering public service and not necessary to make profit although market-led.

The European customer satisfaction index (ESCI), which is a structural equation model linking customer satisfaction to its determinants and eventually to loyalty, can be used and applied on home students and their foreign counterparts.



The basic model ECSI model- Martenssen, A et al (2000)

The model indicates that key determinants of customer satisfaction are perceived image of the institution by the outside world, or how they see and feel about the institution.

Customer expectation is in relation to what they need and the driving force that motivated them to take up enrolment.

Perceived quality and value is offering the best of services than rivalry institution. The quality is further divided into two elements:

1. Hardware refers to the quality of the products that is being offered, its relevance, attractiveness and marketability of the courses on campus.
2. Humanware is associated with the customer, the relevant attributes that interact with them (students), which include lecturers, administrative and supporting staffs who are to ensure that student's access to every piece of information is met. The seven variables of the model are all linked for effectiveness in customer satisfaction whose ultimate beneficiaries are the students.



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The traditional Ps in HE sector

Some HE institutions effectively broaden the use of the marketing mix to gain markets across various countries. The UK, US, Canada and recently some Asia institutions are in the forefront. The localised institutions are also not left out in this drive as competition among players for the same market is on increase. There is therefore the need to work and build on the HE 'mix'. Some issues which need to be improved continuously include:

- ◆ **Product:** This refers to the courses being offered which must be more human and business centred with attractive packages. In developing economies, students are giving the opportunity to learn a new language most often different from the one that will be taught. This is to improve their understanding of the international environment. Examples include the Chinese, French, and English languages.
- ◆ **Price:** This is the tuition fees. Due to the high cost of tuition, there is the need to offer more scholarships, discounts on fees, and rebates. More is required than the handful of scholarships which fall below the 1000s that apply. UK, US, Canada, and Asian institutions are good examples.
- ◆ **Promotion-** This is communicating, differentiating and selling through branding, updating information and usability of websites, self-selling facilities on campus, staff, local and international magazines, and journals to attract students.
- ◆ **Place or Distribution:** With the advancement in technology and globalisation, place in the mix has found itself to be a key variable in the recruitment drive for students. Apart from having students on main campuses, more sister campuses can be established in selected countries to reduce student cost and also bring them closer home. Some institutions in UK, USA, Canada, and China are in the lead in this direction and making online learning a way to get an HE degree or award. But, this notwithstanding, in some developing countries both public and private institutions do not accept online studies leading to acquisition of certificate or a place for employment in their organisation.
- ◆ **People:** The orientation of teaching and nonteaching staff must constantly be on making current and potential students feel at home, through periodic training, seminars, ideas generation from round table discussions for a consensus building.
- ◆ **Process:** The need to speed up enrolment is process, as

in addition to non-delay in releasing a certificate on completion, responding to enquiries, feedback systems, accessibility of lecture notes and research information for students who are unable to attend lectures through the inter or intranet, and video conferences. All these are ways of improving the success of both domestic and foreign HE institutions



Benefits of HE marketing

Some key benefits for HE institutions that prepare for present and future success are:

There is vast amount of revenue generation to expand infrastructure amenities and staff welfare.

Influx and subsequently the enrolment of new intellectual and cultural capital that is willing to make a change on campus.

It becomes the avenue for fostering of greater research and collaboration for all parties and stakeholders involved.

A base for modernising and building strong postgraduate programs to attract more home and overseas students.

The Dangers:

It can serve as a channel where sponsored terrorists get enrolled and eventually carry out an action, if proper background checks are not completed. Examples are the 9/11 attack on US and the arrest of a Nigeria aboard a Delta airline plane from Accra who happened to be student in a US institution.

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Marketing of higher education continued from page 12

The credit crunch, economic recession across the EU zone, the rising unemployment rate had all caused a reduction in HE revenue and scholarships for students.

There is the possibility of lower standards as a result of some institutions interested in the amount of revenue to be generated than the quality of material taught in courses through programs.

Conclusion

HE institutions must ensure that there are effective systems in place to build a long-term relationship with students (after completion) through bringing them back for new or refresher courses to extend their lifetime value. Kotler's notion was turning them from clients to supporter then advocate and ultimately a partner.

As the market for HE is now being affected by changes in the global market, with reference to political, economic, social, technological, environmental and legal (PESTEL) factors. These call for a unique selling proposition to be defined by players within the industry. To build success by HE institutions, there is a need to focus effectively on marketing and relevant skills, which are and will be vital for survival within HE market in the near term.

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Mr Mante is a lecturer in marketing with the Koforidua Polytechnic in Ghana-West Africa. He can be contacted at gmante12@gmail.com

Welcome Shalin Shah, MCInst.M

This is a profile of Shalin Shah who recently joined the Canadian Institute of Marketing as a professional marketer. He has more than four years of progressive managerial experience across sales and marketing functions with Marico, one of the top 3 fastest growing India-based multinational consumer packaged goods (CPG) organisations.



His educational background is a Business Management degree from Indian Institute of Management, a top ranked league of business schools in Asia. He is seeking a position in a consumer goods/services companies in the Greater Toronto Area.

As a marketer, he led some of the largest personal care brands in the country and worked with global agency partners like Nielsen, Millward Brown and McCann. He led cross-functional teams with minimal supervision and strategically used insight to build brands for the long-term. Being a self starter and quick learner helps him adapt to new situations and environments with ease.

Awards and Certificates

- Best Digital Marketing Award 2011-12
- Digital Innovation Award 2011-12
- Consumer Centricity Value Award 2011-12
- Hair Oils Award 2010-11

Speciality Areas

- Brand Performance Review
- Data Analytics : Workstation and Homescan
- Marketing Campaign and Promotions Management
- Managing Brand Financials: Budgetary Control
- Media Planning
- Writing Effective Creative Briefs
- Consumer Insighting
- Merchandising and Retail Trade Business Management

Shalin is available at 647-832-1523 and shalin007@gmail.com. Visit his blog shalinshah23.wordpress.com, where he opines on some of the latest happenings in marketing and advertising.



Market or perish...marketing orientation in higher education

By Anthony Raman, MCIInst.M., RPM



Anthony Raman, MCIInst.M.

Marketing Orientation

Marketing orientation in higher education is vital, given the current environment of this industry where competition seems to be the order of the day. However, this can be easier said than done, especially when the changes taking place in the environment that higher education institutions operate within are growing at a faster rate than the response rate by the institutions. This is especially so in terms of competitive factors. The gap between these rates need to be aligned and managed well to ensure that institutions can still remain competitive.

According to Maringe (2005), the key drivers of higher education marketization across the world is the expansion, increasing variety of institutions, growing heterogeneity of Higher Education products and increasing competition in this growing industry. A typical student or working adult interested to pursue a higher education programme will be faced with a myriad of choices in terms of institutions, programmes, fees, quality, country of origin, recognition levels among many other factors.

They further stressed that students are increasingly faced with broader choices and institutions are left to compete with one another to wrestle business from rival providers in an environment where higher education is expanding globally and new institutions are created to meet this growing demand and where the diversity of university programmes and products are increasingly becoming heterogeneous. Broader choices put the students in a stronger position with what has moved to a buyer's market in terms of the global higher education environment. With the consumers now being more of the millennials (generation Y), higher education institutions need to realise that their consumers are no longer the same.

Hampton et al (2009) lamented that service institutions such as universities typically have not implemented the marketing concept despite that the benefits of a market orientation are widely recognized.

Marketing higher education faces several challenges and according to Hawkins & Frohoff (2010), there are the following:

- ◆ Assumption that students and their parents are not customers,
- ◆ Marketing is viewed as compromising academic freedom by many academics and university personnel,
- ◆ Services are marketed as products by universities attempting to market their services.

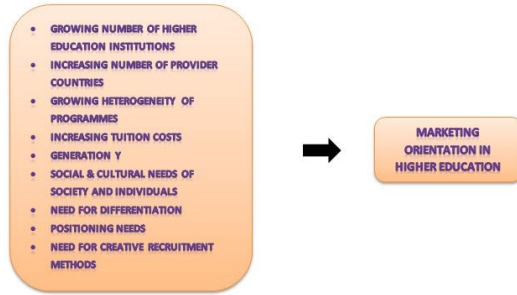
Gordan, Apostu & Pop (2012) quoted (Judson et. al., 2007) to state that it has been made necessary for higher education institutions to start paying attention to retaining customers and also to nurture all the relationships with their publics due to the increase in competition, together with the challenges and changes that they must face in their surrounding environment. They further quoted Kotler & Fox (1995) and stressed that universities are having a great deal of pressure placed on them to embrace a market oriented strategy, to differentiate themselves and their offering from the competition due to the increasing competition in the educational environment, increase in tuition fees and the rapid development of higher education institutions.

Marketing orientation provides the opportunity for higher education institutions to respond to the fluid nature of the environment and relate to the needs and wants of their customers or consumers who are the students and their parents. This is all the more crucial when dealing with the global higher education market and the push of various countries to increase their international student numbers. With growing focus on transnational education (TNE), marketing orientation is required to ensure that an institution could benefit from the growth in transnational education and if not, at least ensure that they don't lose out in terms of competition.

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Factors contributing to Marketing Orientation in Higher Education

Relationship Marketing

Relationship Marketing is a new paradigm facing marketing according to Ravald & Gronross (1996) quoting Gronross (1994) and they further said that relations, a maintenance of relations between company and the actors in its microenvironment (i.e. suppliers, market intermediaries, the public and customers) as the most important actor – is the core of relationship marketing. The existence of a relationship between two parties creates additional value for the customer and also the supplier or service provider, on top of the value of the products or services exchanged stressed Gronross (2004) is the notion of the relationship marketing perspective.

Higher education institutions need to be familiar with the social and cultural needs of both individuals and society, and with the specific needs of other organizations - to function effectively within the marketplace according to Gordan, Apostu & Pop (2012).

It is important for higher education institutions to ensure that their relationships with their stakeholders and especially their students and their families as customers. It is relationship that helps provide the high level of connectivity between an institution and its students, their families and their alumni.

Strategic Positioning

With growing competition, higher education institutions need to ensure that they occupy a distinct position in the market, and seen as such by their customers especially when it comes to the international arena. Furthermore, how they are perceived in comparison with the wide choice of institutions available for a student.

With increasing competition and the need for application of the marketing concept in higher education, one application that needs to be managed well is positioning. According to Harrison-Walker (2009) who quoted Kotler (2000), the act of designing an organisation's offering and image to occupy a distinctive place in the target market's mind is positioning. He further stressed and quoting Lowry & Owens (2001) that:

- a. A university is able to convey prospective students what it is and what it stands for by having a distinct position,
- b. A university can maintain a coherence and unity in its activities and establish a specific image by directing all of its marketing towards a desired position, and,
- c. Effective positioning focuses in what the target market perceives is important and not necessarily what university administrators believe is significant.

Distinct positioning will enable an institution to focus their marketing activities and even academic activities toward supporting the distinct positioning, thus ensuring that the institution competes in a focused manner. Positioning an institution in a firm place within the minds of those in their marketplace is vital for their competitive activities.

Branding

Universities are focusing on branding issues in a major way due to the increasing competitiveness of the global market according to Tas & Ergin (2012) and due to the following reasons:

- ◆ Increasing competitiveness globally,
- ◆ High appreciation toward the need to differentiate.
- ◆ More innovative and effective marketing techniques required to attract and recruit international students.

Horrigan (2007) stressed that universities and colleges need to create a strong emotional bond in their markets to be perceived as a relevant choice in their target markets' minds. A university can differentiate itself in an already crowded and competitive marketplace for students, donors or public support by branding itself in accordance with its cultural values and norms, Blanton (2007).

Universities are no longer just competing within the field of academia but also in the world outside their institutions

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Market or perish

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with various intervening variables that influences and impacts upon their very future. The 'pulse' of the marketplace has a direct bearing on the activities and continuing survival of a higher education institution. In the past, students had to get to know their institutions while now, the reverse is the order of the day.

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Social media is NOT for everyone

By Jo Charnock ACIM, MCInstM



Jo Charnock, ACIM, MCInstM,

In the mid 90s Customer Relationship Management was touted as a cutting edge process that promised to improve sales performance by providing insights into customer behaviour and uncovering buying patterns hidden in customer databases. Companies around the globe eagerly jumped on the CRM band-wagon, spending tens of thousands of dollars on overly complex systems and waited for their sales figures to sky rocket. Unfortunately, many did not fully understand the capabilities of these systems, the time and personnel required to operate them or how long it would take to see some actual return on investment. It is therefore not surprising that some estimates have put CRM failure rates as high as 75%.

If not careful, some businesses are likely to be swept up in the latest marketing craze that promises to deliver these same customer insights and increased sales – If you haven't guessed, I'm talking about Social Media. Surely it is wrong as a marketing professional to portray social media in a negative light, particularly when many will insist it is now a critical element of any company's marketing plan. However, my years of experience, particularly in the business to business sector have taught me that social media is NOT for everyone.

While, I agree that platforms like Facebook, Twitter and Pinterest can be a great way to reach wider audiences, gather customer feedback and generate interest in existing and new products, I would argue, that for some businesses, spending hours posting blogs, sending tweets and updating Facebook just for the sake of being on the social media scene is nothing more than a waste of resources and can ultimately have a negative effect.

Social media

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Jeff Wilson of Sensei Marketing wrote an interesting blog entitled, *Social media is creating bad customers*.

The article talks about how Social Media provides the average person with 4 factors empowering bad behavior. Jeff goes on to note that his first two questions to companies that ask him about social media are:

- ◆ What are the risks?
- ◆ What is the compelling reason for you to use social media? (And please don't say because my competitors are...)

Kipp Bodnar offers some further insights in his blog *Seven reasons social media is bad for marketing*. Click on the links in the references to view the articles.

What my experience has taught me is that the problem is not really social media, much the same as the problem was not CRM. The problem is that some businesses rush headlong into the fray without even considering what I refer to as the 3 Rs.

Some businesses rush headlong into the fray without considering the 3 Rs

Risks: When promoting themselves on any social platform companies must be prepared to deal with negative as well as positive interaction.

Rewards: Companies need to decide what they want to get out of social media and what they are willing to invest – including time, which also has financial implications.

Relevance: Does social media fit with the company's overall marketing plan and brand messaging?

Once these 3 Rs have been carefully considered, it is imperative to put together a plan of action. Alarming, a survey by Cisco Systems Inc. in 2010 found that only 1 in 7 companies has a formal process in place for the use of social networking and only 1 in 5 has established a policy about social media. With no clear strategy, social media is a pointless exercise and the return on investment will be minimal.

Finally, companies need to understand how to effectively exploit social media and take care not fall into some poor practices that the inexperienced often employ. Below is an outline of some of the bad habits that I have come across and how to avoid them.

Direct selling: Social media is not just another sales channel. Your advocates deserve more than that. Instead ask their opinions about your products and services and use this information to improve.

Boring: If you have nothing interesting to say don't say anything. Always put yourself in the shoes of your followers. Your kids, your favourite sports team and your pet Chihuahua may be the centre of your universe, but that doesn't necessarily make interesting reading for others. Any content on your social media sites needs to be engaging and relevant to your subscribers.

Not taking the time to respond: If an existing or potential customer contacts you via social media you must provide them with the some level of courtesy. You don't necessarily have to respond to every single post, just remain aware of pertinent comments and react accordingly.

Having a public battle: Be prepared that sometimes unhappy customers may post negative comments on your social media site and be careful not to get drawn into a public debate. Instead, contact the customer directly and ask how you can resolve the situation.

Death by Twitter: For most businesses, a post or tweet once or twice a day is more than sufficient, and only if you have something relevant to say. Don't forget that some users have Facebook and Twitter connected to their mobile device and endless messaging just becomes annoying and makes them tune out.

Some users of social media have Facebook and Twitter connected to their mobile device and endless messaging just becomes annoying and makes them tune out!

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Social media

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Thinking it's free: Although you don't pay to sign up to most social media sites, they do take time and resources to manage and maintain. Make sure to account for this in your marketing plan and create a formal schedule for your social media activities.

Not relevant to the business: There is a world of difference between a local cupcake shop and an investment bank. Go back to the basics and assess if social media is a must have element of your marketing plan.

When it comes to social media, companies need to appreciate that it is not a "wonder cure" for all of their marketing issues. If you don't have a firm strategy and the resources to support it, my advice is to steer clear. Just because your competitors are tweeting and blogging, does not mean that you have to.



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<http://blog.hubspot.com/blog/tabid/6307/bid/6244/7-Reasons-Social-Media-Is-Bad-for-Marketing.aspx>

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Join the Canadian Institute of Marketing's social media sites.

The Canadian Institute of Marketing has three social media sites; LinkedIn, facebook, and Agoravox on LinkedIn. When you visit the LinkedIn sites, don't forget to check out the promotions.

The Institute's LinkedIn site has 597 members as of June 10. Twenty-eight percent are involved in marketing and 48% employed in the marketing and advertising industry. Thirty-nine percent of the members are located in the Toronto area. Senior members comprise 27%, followed by entry level members (19%), managers (16%), directors (10%), owners (7%) and CXOs (5%). The site is administered by Past Chair, Ranil Herath, MCInst.M., RPM.

Executive director, Grant Lee, FCInst.M, RPM administers the Institute's facebook and AgoraVox (LinkedIn Group) sites.

AgoraVox was established for internationally trained marketers who have immigrated to Canada to seek employment in marketing and/or sales and take up permanent residency. Some members of this group have benefitted from the Sales and Marketing Connections program of ACCES employment. The Canadian Institute of Marketing has a registry of members who hold credentials and experience in a wide variety of marketing and sales sectors. Coaches provide one-to-one advisory services for proposal writing; sales or marketing presentations; contract preparation; and/or, report writing., in addition to one-to-one business communications and workplace coaching. Membership in this site has grown to 50 people on June 10, with 60% located in the Toronto area. Twenty-six percent are senior followed by 22% entry level and managers, then CXOs (6%). The site continues to grow.

The Institute's facebook site has 52 members. The site has active members who post discussions on a variety of marketing related events in their careers and announcements.

These sites are excellent for setting up connections with like-minded career-oriented marketers in Canada and abroad. Take the plunge and join the sites. Enter into debate and discussion and express your opinions. These are ideal locations to share knowledge and network with professional marketers.



Beyond customer relations—“Customer engagement”

By Nimal Wirasekara, Chartered Marketer MSLIM, MCIM, FASMI (Aus), HMIMM (SA)



Nimal Wirasekara

GUEST SPOT

Several years ago, few General Managers outside of the tech industry had heard the term “social media.” As social networking services such as Facebook and Twitter broke loose on the mainstream business scene, the majority of companies stood on the sidelines trying to make sense of it all.

Despite the proliferation of corporate Facebook pages and Twitter accounts during the last couple of years, most businesses still effectively remain on the sidelines. The gap between the early adopters and those waiting to take the plunge has actually widened. While the average billion-dollar company spends \$750,000 a year on social media, according to Bain & Company analysis, some early adopters such as Dell, Wal-Mart, Starbucks, JetBlue and American Express invest significantly more. In some instances, the investment is tens of millions of dollars. Who is right—the early adopters or the companies still waiting it out?

As part of a broader customer engagement strategy, social media can be an effective and cost-efficient marketing, sales, service, insight and retention tool. Our recent survey of more than 3,000 consumers helped to identify what makes social media effective. We found that customers who engage with companies over social media spend 20% to 40% more money with those companies than other customers. They also demonstrate a deeper emotional commitment to the companies, granting them an average 33 points higher Net Promoter® score (NPS®), a common measure of customer loyalty (see below, “NPS 101”).

Social web media usage has risen dramatically during the past several years shifting the fundamental way businesses engage with their customers.

Few companies are now using social media technologies to build and maintain a continuous and meaningful relationship that involve regular online interactions through social web media.

Companies engaging with their customers through social media have more loyal customers. According to Social Media Customer Survey January 2011, Customers in the US who engage with a brand using social media report spending 20% to 30% on that brand.

How can one use this experience to enhance their marketing activities? You must first re-strategize your concept of “Customer Service”. This will no longer be a part of your business model but a part of a larger customer engagement strategy. That's because responsibilities that traditionally fell to the marketing and product teams now fall into the realm of customer service. Now your profitability is linked directly on your ability to deliver excellent service while you are meaningfully engaging customers. To build loyal relationships that extend and last, you need to understand the foundation of the new definition of customer engagement and put them into action.

Customer engagement goes beyond Social Media and covers a full spectrum of experiences

Customer engagement is not a series of one-off experiences anymore—it's an ongoing dialogue. Companies need to be good listeners and that requires a new set of skills. It means listening to customers who are already having conversations about brands—yours and others—in traditional online channels as well as over the social Web. So jump into those conversations in a genuine and human way. Foster trust and form relationships through open, honest interactions over time—interactions that create positive experiences and outcomes for your customers. Positive outcomes include answering questions, solving problems, hearing ideas and supporting them (when possible), and also amplifying praise.

Another aspect of this spectrum is the relationships that your customers form with each other. The peer-to-peer relationships are core to the social Web. Because of course, your customers won't just be interacting with you, they'll

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Customer Engagement

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talk among themselves, sharing their perspectives across Twitter, Facebook, LinkedIn, and even YouTube. Your job isn't just to sell your product, it's also to facilitate an active, passionate online community around your product.

Customer engagement needs to be results-driven

Although communication with your customers is an ongoing dialogue, you need not be chatting just for the sake of it. When you engage your customers, have a goal in mind, whether it's improving your product or nurturing loyalty and increasing sales. While traditionally the product team manages product and marketing is responsible for increasing brand awareness and driving sales, the lines are blurred now. Nurturing an ongoing and genuine relationship with your customers will naturally make a major impact in both these arenas.



Naturally, how you engage with your customers impacts how customers view your brand. 70% of Americans are willing to spend an average of 13% more with companies who they feel provide above-par customer service (Wendy Lea is the CEO of Get Satisfaction). That means that all your customer engagement efforts should lead clearly in the direction of resolution. Know what the outcome should be, and provide your customers with clear tools that make it easy and efficient for them to get what they need.

Company-customer interaction happens anytime, anywhere

In the past, company-customer interaction happened in siloed, closed-off settings. Customers had to make a phone call or write an email. But now, we're living in an "always-on" world ruled by the mobile experience. In 2011, customers were using mobile apps 10 times a day and a growing number of customers have used an app to buy a product. But here's the big news: an astounding 78% used

mobile apps for customer service purposes. In other words, if you're not engaging your customers on-the-go—in the context of their daily lives—you're essentially neglecting them, or are at least missing an opportunity to nurture the relationship through an open, honest interaction. You want to be able to interact with your customers in the context of their daily lives. Not only are you able to provide them with better, more immediate service, but you also gain loyalty and stay in the forefront of their minds. When the time comes to make a purchase, they'll choose the product they've come to trust through a series of positive experiences.

Customer engagement is mutually beneficial

The new customer engagement strategy should feel less like a marketing and sales campaign, contest, or tool, and more like a well-developed friendship founded on the basis of interdependent needs and mutual respect. The feedback you get from your customers isn't just important for you, it's important for them, as well. If you can listen to what your customers are saying and improve the product and their experience, everybody wins. You get more loyal customers; they get what they really need and want. The relationship you build is a two-way street. On one hand, your customers feel heard, and they can see the ways they're actually contributing to your company. At the same time, you get free feedback, and have the opportunity to improve your business, thereby by attracting more customers.

Customer engagement is truly customer-driven

Remember the days when cold-calling was part of your marketing strategy? Now, imagine the opposite of a cold call, because that's how customer engagement works today. Your customers decide if and when to communicate. Your job is simply to give them the tools that make the interaction and communication easy and natural. Not only should these tools be easily accessible and highly visible, but they should also offer options for different types of conversation. Do they have a question? Do they want to post a rave review? Are they experiencing a technical difficulty? Present your customers with an intuitive tool for communicating with you, and let them initiate. When you put control in their hands, you're more likely to be able to meet their needs, but you also win their trust, and ultimately, you build the loyal customer base you need to grow and succeed.

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Customer Engagement

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Social media and customers

Social media can create value at each step along the way to:

- ◆ Generate awareness at a fraction of the cost of traditional advertising media and enable hyper-targeted marketing,
- ◆ Prompt trials with daily and increasingly real-time, location-based promotions,
- ◆ Improve the product or user experience by embedding social capability; examples are social gaming, social television and social shopping,
- ◆ Wow customers with real-time service response, recovery and technical support, with greater efficiency than traditional channels,
- ◆ Capture torrents of consumer insights, and facilitate consumer-led innovation,
- ◆ Build community and affinity through engagement, earning greater loyalty, spending and referrals

Consider Dell and its broad use of social media. Dell's current social media efforts grew out of the company's customer-centric and direct selling model, founder Michael Dell's foresight of the power of online social engagement, and some infamous prodding on technology blogs.

Brought to life as a way to respond to customer service issues, Dell's social media efforts expanded in multiple directions, helping the company increase revenues and retain loyal customers. To boost sales, the company's Dell Outlet site offers flash promotions through Twitter. The computer maker uses feedback generated on social media to improve its products and customer service: Direct2Dell facilitates active dialogue between customers and company leaders, while its IdeaStorm.com enables crowd-sourced ideas and gives customers the opportunity to collaborate and prioritize product and service improvements. Finally, the company relies on social media to activate promoters and acquire new customers: @Dell interacts with potential customers—and also facilitates promoter interaction with potential customers. End-to-end, social media is a key tool in Dell's customer engagement strategy.

Using Net Promoter Score (NPS) to Measure the Effect of Customer Engagement

One effective way to measure the effect of a customer engagement programme using social media is with the use of a Net Promoter system.

To start out, one should measure a Net Promoter Score by asking customers the question: "How likely would you be to recommend (this company or product) to a friend or colleague?" Respondents who give marks of nine or ten are promoters, the company's most devoted customers. Those scoring their experience seven or eight are passives, and those scoring it from zero to six are detractors. NPS is the percentage of promoters minus the percentage of detractors.

After ranking customers, companies create a closed-loop system to learn why customers are promoters, passives or detractors, and to deliver the feedback directly to employees who can act on that feedback. When appropriate, they follow up directly with customers.

Companies make it a priority to increase the number of their promoters and shrink the number of their detractors, discovering and investing behind the actions that improve the company's NPS in ways that are financially sound and that will result in profitable, sustainable, organic growth.

An Example on Customer Engagement through Social Media

Several years ago a campaign was carried out by a well known multi national company to promote its perfume. Customers who bought the product were given certain instructions to follow using the web. Then they were provided with a password and a real life game was created and the customers who had this password could take part in this exclusive activity. Those who participated took the very seriously. If a similar exercise is to be carried out now, the results would be extremely positive looking at the penetration of Internet in the market.

Companies create E-clubs and chat rooms to get interested people to join. They provide them with skills knowledge required for these activities and recommend the company's brands (not necessarily). The outcome is a set of loyal customers.

Making a Business Case for Social Media and Customer Engagement

Many companies struggle to calculate a return on investment in customer engagement through social media. And without confidence in clear returns, they have difficulty securing the funds needed to scale their efforts. Companies that most successfully make the business case for social media use a two-pronged approach.

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Customer Engagement

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First, they set clear business objectives for Customer Engagement through Social Media at each step across the customer corridor. They run small, contained pilots, carefully tracking returns to demonstrate whether further investment is warranted. For example, if the objective is to generate leads, the same metrics and measures used to assess the effectiveness of other marketing vehicles can be deployed to gauge the success of a social media pilot campaign. If the objective is to boost customer service, the effectiveness can be measured by service resolutions, relative cost and productivity, call avoidance and the ratios of detractors converted to promoters.

Second, companies further build the case by considering the broader value of social media. They articulate the value of engaging their customers where they are increasingly spending time and consider the real business value that authentic engagement can create. Again, customers who engage with companies over social media are more loyal and they spend 20% to 40% more with those companies than other customers do. Social media platforms are becoming increasingly important for companies to engage with, delight and retain their best customers. Customer engagement and social media are still in their infancy. Be the first to adopt the infant and grow with it to a successful future.

No machine can replace a human., but humans use machines to do their work.

Nimal Wirasekara is a Chartered Marketer, and Marketing and Management Specialist. He is the former Executive Director of the Sri Lanka Institute of Marketing, President of the Rotary Club of Colombo Millennium City, Vice President, Family Planning Association of Sri Lanka, Council Member of International Chamber of Commerce and Centre Member of the Organization of Professional Associations. He can be reached at nimalwirasekara@gmail.com.



Members making a difference

James A. Schauer, FCInst.M., RPM (#33)

For the past few months James experienced significant computer (as well as personal health) problems, leaving him wondering about his membership in the Institute. This spring, he passed his 81st birthday.

Since his original contribution to the February 1959 issue of the (then) Canadian Institute of Marketing newsletter, he observed that the contribution from present members have increased both in volume and quality. James has been able to deliver some 75 papers for publication by academic institutions in Canada and abroad, as well as over a dozen major presentations and workshops for the "Institute for International Research" based in New York. As a follow-up to some earlier very popular papers he wrote on "Marketing Leadership at a time of Change" published in Canada, South Africa and India. He is preparing to take this topic one step further with a new paper, focusing internally on "Leadership is not a management job but, a state of mind". He plans to take an excerpt from this work and publish it in Marketing Canada.

It is good to see a senior member, no matter what age, supporting the Institute and professional marketers with a keen mind and decades of experience in Canada and abroad.

Ranil Herath, MCIInst.M., RPM

Ranil has accepted an exciting new challenge and opportunity to work for DeVry Inc. (the parent organization of DeVry University) leading a new division. The division is being set up to develop global markets for all the institutions in the U.S. and Caribbean (including Ross University of Medicine, Chamberlain College of Nursing, DeVry University, and Keller Graduate School of Management etc.).

This division will develop business, market, recruit and also develop relationships with universities internationally. Ranil's position is based out of DeVry's home office in Downers Grove, which is a western suburb of Chicago. He will move to the U.S. this summer. He expects to be in Calgary until August. Professional Marketer Herath will be travelling internationally with a focus on Asia quite extensively for this role.



Marketing and emotional intelligence (Ei)

By Ahmed Adeyemi Akande, MCIInst M.



Ahmed Akande, MCIInst.M

Marketing takes place in a competitive environment. Understanding customers' changing expectations and value perceptions must reflect in everyday activities. There is only one purpose of marketing – to identify, create and sustain competitive advantages and drive a business to sell more goods, services or ideas to target markets at profitable prices. For profitability, there is need for an organization to always pique the interest of its customers, emotionally.

Emotional intelligence is not new in marketing but how to invariably achieve customers' emotional button has being one of the major challenges for an organization.

Organization and the three marketing psychological forces, or variables

The three marketing psychological forces or variables are organizational culture, customer's expectation, and product environment (eP). Marketing psychological forces is a function of emotional intelligence Ei. If organizational culture is greater than customers expectation, $pf = eP + Ei$.

Where change in $pf =$ change in Ei, when it is a randomly low perception, then customer's expectation is $Ei = 1/\sum pfv - eP$

Where $\sum pfv$ is the summation of marketing variables.

Marketing 4Ps and organizational culture - An hypothetical case

The 4Ps was expanded to 7ps, 11ps and so on in an endless list of Ps.

The traditional 4Ps is a hypothetical case that Jack faced. Jack, from his child hood had a dream of making a name for himself .He graduated with flying colors earning his MBA.

He got his dream job as Brand Manager. In his task as brand manager, he was given the responsibility of launching a new product. Everyone was so sure he would deliver the very best result, because he was known for academic excellence. His challenge was to apply the 4Ps; product, price, place, and promotion. The product had a good price, and product proximity was great. But he failed to market a successful product.

After much effort to trace his mistake, he realize that the 4Ps cannot work without people (culture) - the major P that he had failed to master. What people do and how they do it helps define culture. Organizational culture controls all other Ps. It's proportionate to product life cycle. Intelligence system (organizational culture) in the heart of a manager brings extraordinary results.

Organizational Culture- a dynamic variable

Between business plans and reality lie years of habits, procedures, politics and customs. People and organizations are creatures of habit; it's much more difficult to changing habits compared to changing organizational culture. To change an organization, you need to change its culture.

Customer expectation (internal and external)

Hygienic –generic factors – 1
Expected product/service – $1+2X$
Augmented element – $1+X2$

Where is X?

Fredrick Herzberg is the psychologist and pioneer of motivation. He developed the concept of hygiene factors versus motivational factors. He discovered that there are many things that management did to improve morale (emotion) or increase production. A clean working environment, comfortable furniture with adequate coffee and lunch, financial compensation, health, vacation pay, bonuses and salary increases. All these could affect motivation and increase productivity temporarily.

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Marketing and emotional intelligence

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People would go back to the same level as before as a need satisfied is no longer a motivation. He called these Hygienic factors. The motivating factors of these are all psychological and emotional things like challenging work or responsibility, positive interactions with peers and superiors, training and development to prepare people for better challenging tasks, and having variety of assignments.

The three basic customer expectations on product or service

The generic product or service: is the first part of the product offering from the customers' perspective. If you are selling telecommunication systems, the generic product includes all of the internal component and wiring for the buyer to make a call. The second element is the expected product or service. Customers expect that one will be punctual for appointments, presentable in appearance and that the product will be delivered in proper packaging and by a polite person. The third part of the product is the augmented element. These are things that you and your organization do for customers that go beyond expectations. Quality is not a reason for buying anything. It is only one of several factors that go into the buying decision. What are the generic services that customers seek and what is the factor of your product?

The starting point is to create a positive psychological environment and think of the emotions you want to leave behind?

Product environment (eP)

The packaging of the environment, product, service and public relations lead to what I call Alabama Principles which say, "embrace the true nature of your organizational emotion with advertisements which might say - use a mug or cup for coffee and don't use a plastic cup - the taste will slip using plastic. Another emotive advert is, you can't criticize an ink system if saving cost and better quality is your concern. Cost and quality are standard!

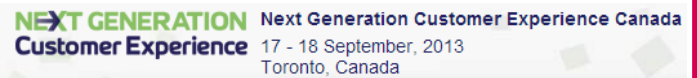
Ahmed Adeyami Akande (MCInst.M) is a Marketing Manager/General Manager with Inksystem Nig (www.inksystem.com.ng). Contact Ahmed at (ahmedakande@yahoo.com)



The Canadian Institute of Marketing is a sponsor of the 2nd Annual Customer Experience Summit being held on Tuesday June 18 and Wednesday June 19, 2013 in Vancouver. The summit is being presented by The Strategy Institute at the Rosewood Hotel Georgia.

The Summit West is a one-of-a-kind event held, bringing together customer experience executives and directors from multiple industries and departments across North America to share strategies on delivering a superior experience. This summit provides an exceptional learning opportunity for customer experience executives to build knowledge, enhance decision-making and refine their business judgment. In an exclusive setting, senior executives connect with their peers in a rare opportunity to exchange ideas, best practices and insights.

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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 Postgraduate 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 or examination demonstrating competence in marketing knowledge of industry issues 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;

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Membership Requirements

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- 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.

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