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UNIVERSITY

**BPP University (United Kingdom)
enters third year of offering IIMP
Accredited Marketing Program**

MARKETING WORLD
REVIEW

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MWR Magazine**

See details inside—P9

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The BPP University (United Kingdom) enters third year of offering the IIMP accredited master in International Marketing that leads entry to the CMMP[®] program.

The MSc International Marketing programme from the BPP University was thoroughly reviewed by the academic accreditation committee of the IIMP[®], which certified as Accredited Educational Institution. Marketing Professionals that complete this programme will be empowered through CMMP[®] designation, which requires the highest level of expertise and professionalism in the marketing industry.

The IIMP[®] sets the highest level of educational programs in the marketing field through the accreditation of academic centers around the world.

Nisar Butt, President and Chief Executive Officer of IIMP[®], said: *"BPP University as academic institution as an IIMP[®] Educational Institution has outstanding academic and professional credentials to deliver high standards in marketing. Those students and professionals that complete the master in international marketing and CMMP[®] designation are highly qualified for today's business arena."* Visit: www.bpp.com

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*Summer 2017 program registration 2nd deadline: **April 15, 2017***

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Communication for Development in Corporate Social Responsibility

Editorial by Sandra Pedro, CMMP—Editor-in-Chief



CORPORATE SOCIAL RESPONSIBILITY

More and more companies all over the world have social responsibility as part of their core business. Many start-ups and multinational companies strongly believe that they are more than a profit machine and they play an important social role in society.

They both know that corporate social responsibility has an impact on their image and reputation, customer engagement, business growth and consequently, increasing competitiveness and profits.

Conscientious consumers are exerting pressure on companies to be more socially responsible in their corporate behaviors. This influence is greater when it is executed as a two-way process combining strategic communications, market

positioning and societal impact. These are actions with which everyone wins.

Communication is essential in this process and Communication for Development (C4D) can help businesses increase their societal impact. How can this be done? C4D involves understanding people, their culture, beliefs and social norms that shape their lives. It involves engaging communities and listening to people in order to identify problems, propose solutions and act upon them.

C4D is a two-way process for sharing ideas and knowledge through a range of communication strategies (behavior change, social change, so-

cial mobilization, advocacy and participation) and tactics to empower people to take actions to improve their lives.

By listening to employees, customers and other stakeholders, such as vendors, business partners, society, etc., businesses can play an increasing role as a catalyst for change. Full participation of all who are directly and indirectly related to the business can transform it into an ethical business that is a healthy, social force with sustainable resources. By listening and engaging, it is possible to better understand needs and expectations and, most importantly, find solutions for problems in a profitable way.

La Communication pour le Développement en matière de Responsabilité Sociale des Entreprises

De plus en plus d'entreprises partout dans le monde adoptent la responsabilité sociale dans le cadre de leurs activités de base. De nombreuses start-up et multinationales croient fermement qu'elles sont plus qu'une machine à profit et qu'elles jouent un rôle social important dans la société.

Les deux savent que la Responsabilité Sociale des Entreprises a un impact sur leur image et leur réputation, l'engagement des clients, la croissance des entreprises et, par conséquent, entraînant l'accroissement de la compétitivité et des profits.

Les consommateurs consciencieux exercent des pressions sur les entreprises pour être plus socialement responsables dans leurs comportements d'entreprise. Cette influence est plus grande lorsqu'elle est exécutée

comme un processus bidirectionnel combinant communications stratégiques, positionnement sur le marché et impact sociétal. Ce sont des actions avec lesquelles tout le monde gagne.

La communication est essentielle dans ce processus. La Communication pour le Développement (C4D) peut aider les entreprises à accroître leur impact sociétal. Comment peut-on y parvenir ? La C4D comprend la compréhension des gens, leur culture, les croyances et les normes sociales qui façonnent leur vie. Elle implique la mobilisation des communautés et l'écoute des gens dans le but d'identifier les problèmes, de proposer des solutions et d'agir en conséquence.

La C4D est un processus bidirectionnel pour partager les idées et les connaissances à

travers un éventail de stratégies de communication (changement de comportement, changement social, mobilisation sociale, plaidoyer et participation) et des tactiques pour habilitier les gens à prendre des mesures pour améliorer leur vie.

Avec l'écoute des employés, des clients et d'autres parties prenantes, comme les fournisseurs, les partenaires commerciaux, la société, etc., les entreprises peuvent jouer un rôle plus important en tant que catalyseur du changement. La pleine participation de tous ceux qui sont directement et indirectement liés à l'entreprise peut la transformer en une entreprise éthique qui est une force sociale saine, avec des ressources durables. En écoutant et en s'engageant, il est possible de mieux comprendre les besoins et les attentes et, surtout, de trouver des solutions aux problèmes de manière profitable.

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Get Started

Where did professional marketing go wrong & how can we fix it?

Leigh Cowan

The Marketing Profession is in Tatters!

Ask most people who tell you they work "in Marketing", for a definition of the word "Marketing", and watch them squirm in discomfort while they splutter out a verbose kick-and-dribble answer.

Or worse, see charlatans dodge the question completely, as they arrogantly profess their command of the discipline.

The Marketing Profession is in real trouble! Too few senior executives understand what we do, fewer understand how we do it.

Of course, we are to blame. To start with, we ignore when someone says "Marketing" INSTEAD of "Marketing Communications". We let it slip when someone says "Marketing" INSTEAD of "Promotion". We don't bother to correct those that say "Marketing" INSTEAD of "Marketing Budget or Marketing Spend".

So now, generations too late, those who DO possess a true understanding of "Marketing", are left out of the race for Marketing leadership roles, by politicians, snake-oil salesmen, bottom kissers, advertising folk or anyone else with a good line of chat or personality; or even good looks!

Non-marketers don't get it. They think Marketing is "smoke & mirrors" or fluff, or simply waffle and BS. At best, they think "Marketing" falls somewhere between "getting people to buy stuff" to "the art of ripping off".

Marketing Academia Makes Matters Worse! Globally, universities continue to lower stan-

dards for graduate degrees. The traditional American master's degree has been dramatically watered down. In Australia, Universities "buy" overseas students with lower and mission and pass standards.

In the 70's, academics were real-world practitioners, practising commercially relevant and applicable marketing methods... nowadays too many academics are theorists who rarely possess true marketing management experience and possess PhD in abstract and niche disciplines.

Where is the Knowledge?

In MOST disciplines the body of knowledge and the most up-to-date findings are held in academic repositories. In Marketing, a hand full of wiser, cunning corporations protect and hide true marketing advances as valued intellectual property because this represents their sustainable competitive advantage.

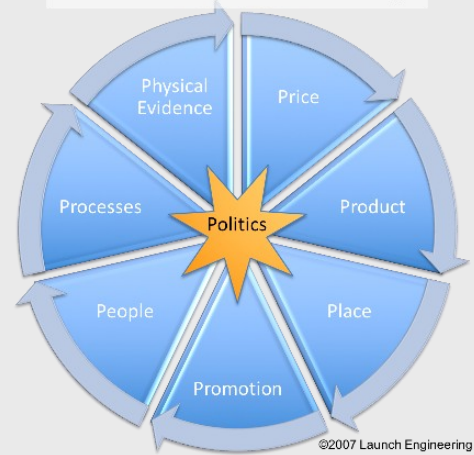
The PIMS database (Profit Impact of Marketing Strategies) is all but forgotten and the potent know-how within possessed by a few old folk (like me) and simply unknown to the younger generations making profound and costly marketing decisions in their absence.

Where is the Power?

As Professional Marketers, we recognise "Marketing" requires working within controllable and uncontrollable variables of the 8P's (Product, Promotion, Place, Price, People, Processes, Positioning, Politics) and PESTLEED (Political, Economic, Socio/Cultural, Technological, Legal/Compliance, Environmental, Ecological, Demographic).

For shareholders of companies, imperfect infor-

The 8 "P's" of Marketing



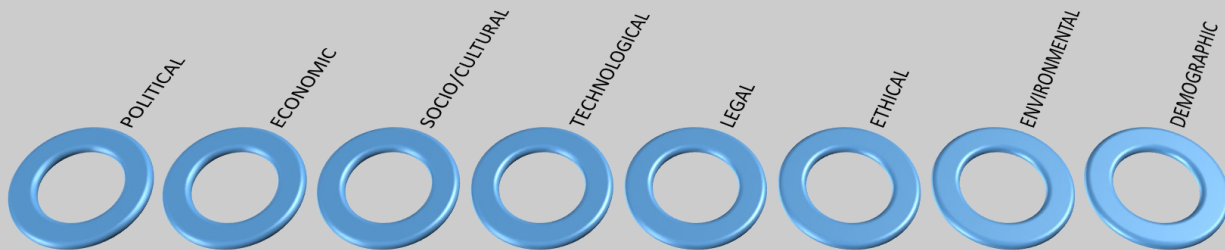
mation creates imperfect decisions. They vote in members to Boards of Directors for the wrong reasons: Politics, favours, image, credentials, personality, salesmanship, perception.

Consequently, charismatic, well-connected, handsome, eloquent or lucky executives rule while focussed, dedicated, passionate, competent, better executives can be left behind: Business suffer, or worse!

Disastrous Outcomes

Companies don't fail! Business don't fail. Brands don't fail! Products don't fail! It is management that fails: Executives failing to make the right decisions! Rarely is it deliberate. It can be due to arrogance, complacency, but generally ignorance of advanced marketing science can be found somewhere in the decision-making process.

Continued on page 7



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- Coach and mentor members to deliver on their Strategy profession



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Long live couponing!

Caroline Berryman, CMMP



A post card arrived in my mailbox last week for a new chocolate store that I was watching under construction, intrigued by the name and the offering on the front signage, 'Delicious soft-served ice cream dipped into real chocolate and Artisan Chocolates.' I immediately noticed the buy one get one free offer and decided, even on a cold winter's afternoon, to make the trek to the

store and redeem this coupon. I couldn't tell you the last time that I actually redeemed a coupon but something enticed me this time.

The offer was time sensitive, only valid for last Saturday and Sunday. I headed there around 3 p.m. to find the store packed with what seemed like everyone in my community! This new store had done something right; they had lots of staff on the floor ready to serve customers, their Easter chocolates were attractively displayed as soon as I opened the door and the layout of the store was simple. I thought I was there to get a complimentary ice cream cone, but they had me at the door with the initial impression and I was so easily distracted by all the Easter chocolates.

This store was really trying hard to not only reward new customers, but entice them to make additional purchases at the same time. In this digital era, with so many marketing strategies available, they opted for a good old



fashion coupon to attract new customers and it worked. Like sampling, coupons remove some of the barriers to first-time trial, making it easier for people to try before they buy (at full price). Getting people in the door for the initial offer was leading to add-on sales for items that weren't discounted, and that is why this coupon offer was an effective way to build business. I will definitely be back.

Where did professional marketing go wrong & how can we fix it?

Leigh Cowan

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How Can We Fix It?

Professional Marketers must stand up and be counted. Professional Marketers must pursue the impossible task of learning everything there is to know about marketing. Professional Marketers must recognise "only a fool knows everything:" and humbly acknowledge their limitations. Professional Marketers must tear down the con-men, the un-educated, the charlatans, the false prophets, the ignorant... by sharing what we know, volunteering understanding but most importantly, by insisting that the word "Marketing" is used correctly.

If we, as a profession, can expound the definition of Marketing, we will save the profession and improve our careers, and the lives of those that Marketing affects.

For more on the definition of Marketing, see <http://bit.ly/MktgDef>



Leigh Cowan Bio

Leigh studied Marketing for 13 years in the School of Marketing at Sydney's UNSW, while simultaneously becoming a recognised FMCG marketing achiever, helping corporations like Mars, Unilever, Carnation, Nestle, Colgate & P&G.

Breaking belief of complacent executives, not

only has he created quantum shifts in sales growth, brand building and profit achievement in FMCG, but also transport, government, big pharma, banking, agriculture and dental categories.

He excelled in the UK, coming first in his London University class, in his post-graduate diploma in Strategic Planning, while breaking market share growth records in pet food there and in Europe.

Leigh has written marketing plans for the likes of 3M, CSR, Sara Lee, AGL and others. He lectured in Sydney's UTS Graduate School of Business between 2002 and 2009, with some students professing they learnt more in his lectures on Marketing Planning & Strategy than the rest of their MBA combined.

Leigh now delivers C-level corporate training & mentorship and keynotes in Marketing and Corporate governance, while still providing consulting to medium and larger sized companies in Australia & South East Asia.

MARKETING WORLD

REVIEW

Call for Papers for MWR Magazine

The International Institute of Marketing Professionals (IIMP) publishes the quarterly magazine “MarketingWorld Review” to advance marketing professionals’ knowledge of worldwide industry changes, to provide practical solutions of their problems, and to keep them informed about the current informational and technological tools available to achieve marketing efficiency and effectiveness. Marketing professionals find relevant and timely content in every issue to maximize strategic and tactical business performance.

The Editor-in-Chief of MarketingWorld Review invites practitioners, consultants, and academics to submit pieces worthy of contribution to the theory and practice of marketing for next issue.

The latest technological developments such as social media, online communities, or social networks have all transformed markets and marketing. In this new era, which demands changing classical practices, customers and companies are both empowered with many capabilities such as easy access to information or ability of multi-way communication. Within this broader networked customer-company relationships, customers are actively engaging with the companies in every aspect and have an influence on marketing decisions at an increased level. However, both scholars and practitioners also address potential risks and challenges that companies face associated with this new era of connected marketing.

The next issue of the MarketingWorld Review will focus on the latest thinking, principles, and best practices on the field of marketing, that reflects the challenges and opportunities in a digitally-empowered and connected world. We welcome submissions which may be case studies, market analyses, interviews, and research papers employing a range of theoretical and methodological approaches and which provide future research directions and in-depth strategic marketing implications for today's marketers.

All topics reflecting the latest thought in marketing are welcomed. The deadline for initial **submission for next issue is April 15, 2017**. The review process will feature a maximum of two rounds and final decisions will be made before April 30, 2017. Authors are referred to the MarketingWorld Review Author Guidelines in the preparation of their manuscripts at <http://www.theiimp.org/magazine/> or at <http://www.theiimp.org/PDF/MWR-GUIDELINES.pdf>. Submissions are to be made to magazine@theiimp.org.

Dr. Asli Kuscu
Editor-in-Chief
MarketingWorld Review

MARKETING WORLD

REVIEW

Volunteers Needed for Editorial/Support Team

The IIMP team seeks volunteers to enhance our editorial and support team (see following list of roles) to publish a quarterly periodical named "MarketingWorld Review Magazine". The publication will be distributed to marketing practitioners all around the world in 192 countries.

Section editors for Market analysis, General Articles, Reviewers, Contributing writers, Graphic designer and Salespersons (sales incentive will be provided).

If you interested in contributing , please write to: hr@theiimp.org

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