

IIMP® accredits Columbia Commonwealth University, second year, as an Accredited Educational Institution



MARKETING WORLD REVIEW

Call for Volunteers

MWR Magazine

See details inside—P8

MarketingWorldJobs.com

**ADVERTISE
MARKETING JOBS
FOR FREE**

- **SEARCH JOBS**
- **ADD YOUR RESUME**
- **REACH OVER 200 COUNTRIES**

Get Started

The International Institute of Marketing Professionals (IIMP®) grants Accredited Educational Institution to Columbia Commonwealth University for the second year. The IIMP® hereby announces that it has granted accreditation to Columbia Commonwealth University (CCWU) for the second time in a row after

carefully examining and ensuring that the University has not only kept its standards but also made substantial improvement since it first received its first accreditation in 2015. The University is currently offering post-graduate as well as undergraduate degree programs in Blantyre and Lilongwe.

Continued on page 7

CCWU enters second year of accreditation	01
Brands and consumers involved in 'doing good'—Editorial	03
Become a Certified Chartered Business Strategist	06
Branding mistakes that affect a company's image By Caroline	08
Call for papers for MarketingWorld Review Magazine	09
Implications of the Hierarchies of Marketing by Leigh Cowan	10

EDITORIAL TEAM:

Editor: Sandra Pedro
 French Editor: Maryam Eloraiby
 Author Contributor: Caroline Berryman
 Graphic Designer: Jordan Do Rego

INTERNATIONAL JOURNAL OF
MARKETING
 PRINCIPLES AND PRACTICES





- *Globally recognized marketing designation*
- *Created by marketing professional and academics from 192 countries*
- *Stay current with the changing practice of Marketing*
- *Explore your work opportunities globally*
- *Commit to your ongoing training and development in Marketing*
- *Register today for the CMMP®*

*Fall 2017/18 program registration initial deadline: **June 15, 2017***

Explore more..

Brands and consumers involved in 'doing good'

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



Many companies have embraced some sort of corporate citizenship. Corporate Social Responsibility (CSR) has evolved into a more strategic sustainability and brand purpose. However, there is a lot that still needs to be done.

It is clear that there are many businesses looking for a greater purpose that goes beyond financial goals, connecting to people's values and trying to make a difference. But consumers' expectations are also evolving. Consumers are looking for companies with socially responsible behaviour and more transparency regarding their activities and relationships with stakeholders.

[Tesla](#), [Patagonia](#), [Rothy's](#), [Moinho](#), [Phillipe by Almada](#), and many others have sustainability in their DNA. [IPSOS most recent report](#) on attitudes and behaviours of consumers and citizens shows that globally, "67% of people agree that it has become more important that brands they choose make a positive contribution to society, beyond just providing a good, service or product." The United Nations Sustainable Development Goals (SDGs) also helped to provide organizations with a new framework for 'doing good'.

68% of consumers believe that successful brands will be those that make



the most positive contribution to society

Communication tools, such as social media, amplify unethical behavior and accidents or misconduct are more easily revealed. Stories about a factory working for famous brands that exploit their employees are well known. These situations leave brands vulnerable to reputation attacks. In certain cases, brands have to activate their crisis communication actions to prevent even greater damage. The most recent case is United Airlines, after several [cases of misconduct](#) with passengers went viral around the world.

In order to have sustainable businesses, those that resist over time as

the world changes, need to have a broader vision. Sustainable development is the key, based on mobility, sustainable cities, renewable energy, food security, ecosystems protection, just to mention a few.

Innovation and the ability for implementing new business models is vital now and in future decades. Brands must make money, be responsible given return of investment to their shareholders and, simultaneously, they must do the right thing, work together with communities, consumers, civil society organizations and governments for a sustainable future.

Continued on page 5

MarketingWorldJobs.com

ADVERTISE MARKETING JOBS FOR FREE

- **SEARCH MARKETING JOBS**
- **ADD YOUR RESUME**
- **REACH OVER 200 COUNTRIES**



Get Started

Marques et consommateurs engagés à « faire le bien »

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

Beaucoup d'entreprises ont adopté une certaine forme de citoyenneté d'entreprise. La responsabilité sociale des entreprises (RSE) s'est transformée en un objectif plus stratégique de durabilité et de marque. Cependant, il reste encore beaucoup à faire.

Il est clair qu'il existe de nombreuses entreprises à la recherche d'un but plus important qui va au-delà des objectifs financiers, se connectant aux valeurs des gens et essayant de faire la différence. Mais les attentes des consommateurs évoluent également. Les consommateurs recherchent des entreprises ayant un comportement socialement responsable et plus de transparence quant à leurs activités et leurs relations avec les parties prenantes.

[Tesla](#), [Patagonia](#), [Rothy's](#), [Moinho](#), [Phillipe by Almada](#), and many others have sustainability in their DNA. [IPSO's most recent report](#) on attitudes and behaviours of consumers and citizens shows that globally, "67% of people agree that it has become more important that brands they choose make a positive contribution to society, beyond just providing a good, service or product." The United Nations Sustainable Development Goals (SDGs) also helped to provide organizations with a new framework for 'doing good'.

[Tesla](#), [Patagonia](#), [Rothy's](#), [Moinho](#), [Phillipe by Almada](#), et beaucoup d'autres ont la durabilité dans leur

ADN. Le rapport le plus récent de l'IP-SOS sur les attitudes et les comportements des consommateurs et des citoyens montre que globalement, "67% des personnes conviennent qu'il est devenu plus important que les marques qu'ils choisissent apportent une contribution positive à la société, au-delà de la simple fourniture d'un bien, d'un service ou d'un produit". Les objectifs de développement durable des Nations Unies (SDG) ont également contribué à fournir aux organisations un nouveau cadre pour « faire le bien ».

68% des consommateurs croient que les marques prospères seront celles qui font la contribution la plus positive à la société

Les outils de communication, tels que les médias sociaux, amplifient les comportements contraires à l'éthique. Les accidents et les inconduites sont révélés plus facilement. Des histoires de marques célèbres qui exploitent leurs employés sont bien connues. Ces situations laissent les marques vulnérables aux attaques de réputation. Dans certains cas, les marques doivent activer leurs actions de communication de crise afin d'éviter des dégâts encore plus importants. Le cas le plus récent est celui des United Airlines, où plusieurs cas d'inconduite avec des passagers se sont propagés comme un virus dans le monde entier.

Afin d'avoir des entreprises durables, qui résistent au fil du temps au fur et à

mesure que le monde change, elles doivent avoir une vision plus large. Le développement durable est un élément clé, fondé sur la mobilité, les villes durables, les énergies renouvelables, la sécurité alimentaire, la protection des écosystèmes, pour n'en citer que quelques-uns.

L'innovation et la capacité de mettre en œuvre de nouveaux modèles d'entreprise sont aussi vitales aujourd'hui que dans les décennies à venir. Les marques doivent générer des profits, être responsables compte tenu du retour sur l'investissement à leurs actionnaires et, simultanément, doivent faire le bon choix, collaborer avec les communautés, les consommateurs, les organisations de la société civile et les gouvernements pour un avenir durable.

Les relations communautaires et les affaires publiques jouent un rôle essentiel dans ce scénario, qui devrait être intégré dans une stratégie de RSE. La communication est l'outil permettant d'engager et de relier toutes les organisations pour le plaidoyer ou la mobilisation sociale. D'ailleurs, les stratégies de communication doivent être intégrées aux problèmes sociaux, économiques et environnementaux.

C'est un sujet qui nécessite un article entier. Pour le moment, je laisse ces pensées à votre réflexion. N'hésitez pas à laisser vos commentaires.

Brands and consumers involved in 'doing good'

Continues from page 3

Community relations and public affairs have an essential role in this scenario, which should be integrated into a CSR strategy. Com-

munication is the tool for engaging and connecting all organizations for advocacy or social mobilization and communication strategies must be integrated into social, economic and environmental is-

sues.

This is a subject that justifies an entire article. For now, I leave these thoughts for your reflection. Feel free to leave your comments.

CCWU enter second year as an Accredited Educational Institution

Continues from page 1

This accreditation is granted to CCWU after our group of highly qualified educators carefully reviewed the curriculum, list of text books used as well as the qualification of its outstanding lecturers. Just as we did in 2015, We had a series of interviews with Professor Tesfaye Ketsela, President of CCWU, who shared with us several improvements the CCWU has been making in the past couple of years.

The International Institute of Marketing Professionals (IIMP®) would also like to remind all stakeholders that that CCWU is the first institution in Africa accredited by IIMP® to offer Master of Business Administration (MBA) and Ph.D. as well as the BBA programs in Business Management degree programs in various areas of concentrations. The top students will be granted IIMP® scholarships

to enter the CMMP® program.

IIMP® designation holders at these levels gain a competitive edge in the marketing industry by achieving a high level of competence that can be demonstrated on a professional level. CMMP® designations will provide marketing executives with the specialized knowledge, confidence and credibility needed to get ahead and take charge of their marketing-oriented careers.

Statement from Professor Tesfaye Ketsela, President of CCWU, said: "It is a great pleasure to be granted full IIMP accreditation again. CEO Nisar Butt and I have been in regular contact since we first applied and granted IIMP accreditation back in 2015 and have been working together to ensure collaborative efforts on our parts."

Mr. Nisar Butt, President and Chief Executive Officer of IIMP®, said: "We

are very pleased to award full accreditation to Columbia Commonwealth University again after ensuring that CCWU has continued and actually improved the delivery of its undergraduate and post graduate programs."

About Columbia Commonwealth University: Columbia Commonwealth University (CCWU) was founded in Malawi in 2002 to offer distance as well as in-class education programs at the Bachelor's, Master's and Doctoral Degree levels in Administration and Management, . The University has received recognition from various institutions, such as the International Professional Mangers Association (IPMKA), the Chartered Institute of Administration and Management (CIAM) Consultant, Ghana, and the Association of Business Executives (ABE), UK. Website: <http://www.ccwum.org>

Prepare for takeoff™



STRATEGY
Research
Diagnostics
Coaching/Training



BRANDING
Brand Voice
Visual Identity
Brand Experience



MARKETING
SEO / SEM
Web / Social
Analytics



RESULTS
Growth
Market Share
ROI

The journey is as important as the destination. Our fresh Travel and Tourism perspectives build business and captivate customers. Industry expertise, research and innovation create strategies that achieve measurable results—your direct route to success. www.radonicrodgers.com Toll Free: 1-800-585-3029

radonicrodgersstrategy+
Travel & Tourism Marketing



Built by Strategists for “Business Strategists”
Chartered Business Strategist

If you have:

- a) an academic credential with at least three courses related to the areas of strategic management, planning or implementation, strategic policy, international or global business management and;
- b) professional experience involving planning, coordinating, analyzing information, facilitating or collaboration in organizational strategic decision making process.

You may qualify to receive one of the following accredited business strategy professional designations:

- CBS - Chartered Business Strategist
- ECBS - Executive Chartered Business Strategist
- CBSF - Chartered Business Strategy Facilitator
- CBSE - Chartered Business Strategy Educator

About CBSA:

Canadian Business Strategy Association (CBSA) is an independent not-for-profit leading professional accreditation body which is dedicated to uniting business strategists under a unified community, in order to facilitate the advancement of the business strategy profession.

The CBSA elevates and advances the business strategy profession by:

- Delivering a definitive body of knowledge for general and industry specific applications.
- Accrediting members who demonstrate world-class performance excellence in strategy delivery
- Coach and mentor members to deliver on their Strategy profession



Phone: 647-799-0088

Website: www.theCBSA.org

Branding mistakes that affect a company's image

Caroline Berryman, CMMP



In order to build a strong brand it has to be consistent. Presenting a consistent identity to your audience builds trust and it helps to build a recognizable image for your company. A company that presents itself inconsistently ends up appearing unprofessional, disjointed and even untrustworthy.

Consistency starts with coordinating your visual assets across every platform such as your website, social media accounts, ads and print materials. To align your visual identity in an efficient, reproducible way, you need a brand style guide which includes your company's preferred fonts, colors, imagery, logos and other visual assets. A complete style guide goes beyond design assets. It also includes a set of standards for your brand's values, voice and communications. Having a style guide in place is a good way to ensure you are presenting a consistent, cohesive message in all the places your brand appears.

Being aware of the latest branding and design trends is a great way to ensure you are

presenting your company in a fresh, contemporary way. Your brand will likely need to be updated over time so that it doesn't look dated. As a general rule, use design trends as a source of inspiration, but don't rely on them too heavily when planning your next big redesign.

If you're considering a brand redesign, don't move too far away from what made your brand successful and distinct in the first place. You want your audience to recognize your redesign. Big changes can alienate even loyal fans of your brand.

PepsiCo often redesigns its iconic Pepsi logo and reportedly spent \$1 million on a version that failed when tested with audiences who did not see the 'smile' that was supposed to be reflected in their re-designed logo. PepsiCo also tried to update the packaging on its Tropicana brand to make it simple and down to earth. It moved away from its signature 'orange with straw' image which made it difficult for customers to recognize the brand on the store shelf.

Similarly, in 2010, Gap replaced their classic square logo with a very different design. The re-design was intended to transition the brand's image from classic to modern. Customers did not like the new logo and used social media to let Gap know how they felt. Less than one week after the new logo was announced, Gap decided to go back to their original blue box logo.

When it comes to branding, more is not more. Use your company name and logo selectively and sparingly, especially when it comes to branded products, sponsorships



and events. When you attach your brand name to something, it should reflect your brand's values and voice.

When creating your brand message, make sure you take into consideration how it might be perceived around the world. Even if you're not currently operating internationally, it's critical to know if you've inadvertently created an offensive brand message. PepsiCo launched in China with a word-for-word translation of their American slogan: Pepsi brings you back to life. Unfortunately for PepsiCo, the direct translation of their slogan turned out to mean, "Pepsi brings your ancestors back from the grave." There is no "one-size-fits-all" approach to global branding. Something that works well in one place might be disastrous for your brand in another place.

To position your brand in a way that distinguishes you clearly from your competitors, you can't rely on the same words that everyone else is using. Find one thing that makes you truly unique, and run with it and when it comes to writing good brand copy, focus on the benefits and not the features.

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

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 June 15, 2017**. The review process will feature a maximum of two rounds and final decisions will be made before June 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 Kuscü
Editor-in-Chief
MarketingWorld Review

Implications of the Hierarchies of Marketing for Investment, Recruitment & Organisational Management (Part 1 of 4)

By: Leigh Cowan

The Hierarchies of Marketing is a perspective developed to help organisations to better model, manage and control activities all aspects of it activities.

Hierarchies of Marketing to Improve Marketing Productivity & Accountability

Organisations not willing to embrace the Four Faces of Marketing, better have deep pockets.

Organisational governance and corporate planning must cement itself in leadership that embraces strategic marketing. Strategic marketing and planning creates opportunity from blue ocean strategies, to devastatingly awesome red ocean ones. Stra-

APPLE – The World's Most Highly Valued Brand

Steve Jobs hated "Marketing" – he, like so many others didn't realise the true definition of the word... "Marketing" was a dirty word at Apple, because they only understood the Wikipedia definition.

In fact, Steve Jobs was strategic marketing to his core... he clearly saw the resources available, he declared a mission and shared his vision and pursued them with conviction and passion. He knew what consumers really wanted, even when they didn't understand it themselves, and he led a market-oriented, strategically empowered business: Becoming the world's most valued brand was just inevitable.

tegitic marketing is the path to fast growth, handsome returns, lower marketing costs, high brand loyalty,

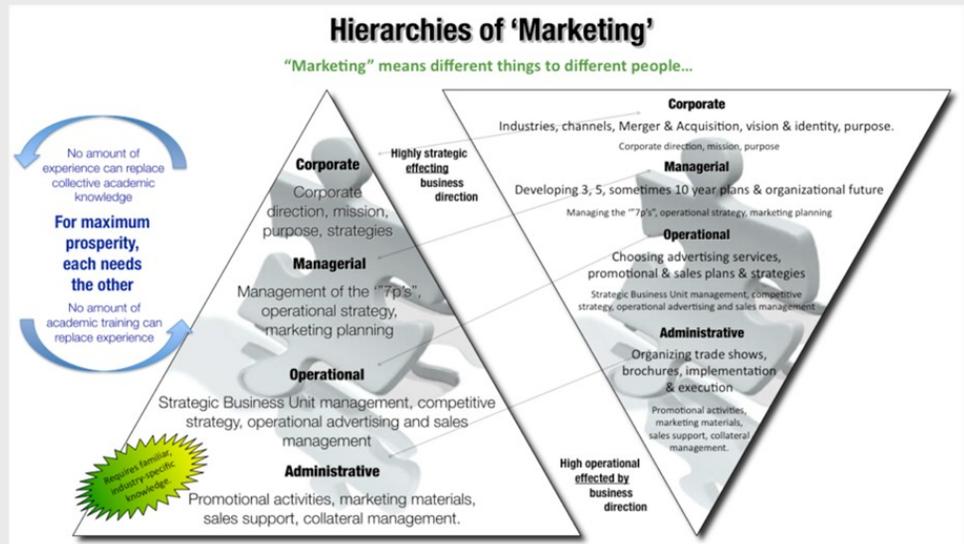


Diagram: The Hierarchies of Marketing model depicts the heterogeneous roles that need to be addressed under the umbrella of 'marketing'.

permeating all the way through the organisation from higher staff morale to better return on shareholders' funds.

Hierarchies of Marketing Considerations for M&A (Merger & Acquisition), Investors and Venture Capitalists

Thinking of investing \$500,000, \$5M, more? Look hard at management skills. If they have operational strengths, that's great. Network? Excellent? Experience galore? Wonderful! Be warned... Alone, it is not enough!

Analysis of IPO businesses listed between 2004 and 2006, based on specific marketing qualifications of Board of Directors, showed those without specific marketing qualifications on the Board were six times more likely to have a share price lower than issue. In contrast, those with high level Marketing qualified executives almost always demonstrated consistent profitability and growing return on equity.

Hierarchies of Marketing Considerations for Shareholders

Are your shares a safe investment or a risky one? Time to replace the Board or support them? Ask the right questions at AGMs. Sleep well at night.

When YOUR money is in the hands of another decision maker, and when you pay someone a significant income to make sure they manage your investment optimally, where that executive sits of the Hierarchies of Marketing can mean the right or wrong share portfolio decisions. Organisations empowered by the Hierarchy of Marketing have transparently appropriate executives... those that do not have old school ties, horse racing acquaintances, retired politicians or little rich boys, sitting at the front table at your AGM.

Nothing is more important than your gut feeling, but understanding the qualities of Hierarchies of Marketing gives you an extra dimension with which you can identify the right from the wrong set of Board Members to manage your future.

To be continued in the next issue..



Achieve your MSc

International Marketing

and study in London

- At BPP University, we think, act and teach in a way that is innovative, knowledgeable and professionally focused Educating
- Learn how strategic knowledge and digital insight can help you achieve commercial global success
- Our MSc in International Marketing is accredited by IIMP and you will gain a CMI Level 7 award upon successful completion



📞 +44 (0)3300 379 941

✉ internationaladmissions@bpp.com

🌐 bppuniversity.ac.uk/mscinternationalmarketing