

McMaster University CCE enters 4th year of offering IIMP Recognized Marketing Programs



MARKETING WORLD REVIEW

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The International Institute of Marketing Professionals (IIMP[®]) has been reviewing marketing programs from McMaster University CCE and recognizing the Centre for Continuing Education as certified institution for the fourth year.

The IIMP[®] team has reviewed the digital marketing certificate and marketing diploma programs and continues to endorse the McMaster

University Centre for Continuing Education (CCE), in Hamilton, Ontario, Canada, as IIMP[®] Recognized Educational Institution (REI).

McMaster University is endorsed with this certification for the fourth year. The alumni program joined last year after careful analysis of the academic requirements of the business and marketing courses to enter the Certified Marketing Management Professional (CMMP[®]) program.

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Consumer loyalty: something from the past

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



Trust is a business asset declining globally. The [2017 Edelman Trust Barometer](#) reveals that trust is in crisis around the world. There is a broad belief that the system has failed. The global economic crisis, cases of corruption, social, economic and environmental pressures are affecting consumer behaviours and a brand's loyalty into a new era.

Consumers have more choices than ever before and more access to information that influences their purchasing decisions. However, the time is limited for an educated decision. Adding to all these, consumers are bombarded with advertising online and offline on a daily basis so it is hard to grab their attention.

Marketing needs to reinvent itself if brands want to get out of this noise. Brands need to step out and work in a more integrated business model with a purpose that puts people first.

Brands for belief-driven consumers

The 2017 Edelman Earned Brand study found that consumers are buying based on beliefs. Fifty-seven percent of people buy based on a brand's position on a social or political issue. Sixty-five percent of belief-driven consumers will not buy a

brand when it stays silent on an issue they feel it has an obligation to address. Adding to this, 30 percent of worldwide consumers confessed making belief-driven purchasing decisions more than they did three years ago.

Brands need to face this widespread trend. Indifference is not the answer. Brands need to be active, have a voice on issues that matter to their consumers. They need to have a purpose and advocate for it.

By doing so, brands will benefit from these consumers, who are deeply connected to their favourite brands, stay loyal to, advocate and defend a brand.

Fifty-one percent will be loyal buyers and buy more often, while 48 percent will advocate for the brand and criticize their competitors for a brand that stands out regarding an issue that matters to them. Sixty-seven percent will buy for the first

time based on a brand's position on a controversial issue.

Transparency, ethics and sustainability are crucial assets for any brand NOW and in the future. More than ever, brands need to have an active voice regarding issues such as climate change, food security, fair employment, innovation, and also education, health, environmental protection, mobility and many more issues related to Sustainable Development.

Ethical business with a real purpose and active in promoting sustainable development in effective ways will survive over time. Consumers will no longer stand by those companies that try to market something that is not real. If that happens, consumers will boycott brands which will ultimately damage a company's reputation.

Let's have a purpose, connect and do something for the Common Good, as citizens and businesses.

What is social marketing?

Caroline Berryman, CMMP



Social marketing helps to develop and integrate marketing concepts with other approaches to influence behaviors that benefit individuals and communities for the greater social good. Examples of this type of marketing are most common in public health where many social marketing campaigns include a specific behavior change component.

The "social" in social marketing is not related to its use of social media. It refers to the main objective of social marketing which is to achieve "social good" and hopefully affect social change. This is in contrast to retail marketing where the objective is to increase the financial bottom line.

Social marketing is used primarily by nonprofit organizations, charity foundations and government agencies. It's also utilized by emergency services, such as police and fire departments.

Nonprofit organizations and charity foundations employ social marketing to raise awareness, promote various causes to engage the public. Social marketing provides a way to inform and engage people that charitable organizations would not otherwise be able to reach through



more traditional marketing channels. This strategy also helps charitable campaigns spread faster and reach a wider global market.

For large organizations, social marketing is often an effective way to encourage interest, participation, and donations for charitable foundations they support. One example is the Nike Foundation, which is working to help developing countries through a campaign called The Girl Effect—using thought-provoking commercials that tell a story through text and music to gain Facebook fans and raise awareness for this cause.

Social marketing campaigns use multiple media channels to reach and saturate a target audience to influence behavioral change. A social marketing campaign may use social media tools in combination with other tactics such as traditional media (billboards, radio, TV, etc.), events, and promotional materials, to reach a target audience to try to

affect the desired behavioral change.

In addition to the traditional 4 P's of marketing, sometimes there is a fifth "P" and that is policy. Policy encompasses the laws and regulations that can influence the desired behavior, such as requiring sidewalks to make communities more walkable or prohibiting smoking in public spaces. We also see this with drunk driving laws and most recently the adoption of Bill 31 in Canada which prohibits texting while driving.

Social marketing can help provide insights into your target audience and through the right strategy and creative implementation, social marketing can result in community behavioral changes which can also increase a company's reputation in the marketplace.

MARKETINGWORLD

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

By: Leigh Cowan

Hierarchies of Marketing Considerations for Aspiring Business Executives

Four out of five businesses ultimately fail. If entrepreneurs, aspiring business executives, and business development professionals adopt the delineation of talent and skills presented in the Hierarchies of Marketing model, it is likely that the failure rate of business will diminish. The economic and social benefits will be rewarding, and the life opportunities and directions for aspiring business executives will be far improved.

While 'a little knowledge is a dangerous thing', there are few intuitive business executives who wouldn't benefit from studying a strategic marketing text as most cover similar strategic marketing concepts.

Few strategic marketing concepts can bear 'stand-alone' scrutiny as universal solutions to specific commercial problems, because most require context based in other relevant strategic models and tools. Regardless, a business executive who has a basic understanding of strategic approaches is better placed to participate in, debate and discriminate over the worthiness of advice based on these models.

Recruitment – An example of the Misunderstanding of 'Marketing' Syndrome

The Recruitment Industry is a big problem and a difficult one to cure.

Recruiters are, frequently, carnal in their hunger for profit. Like real estate agents, they need to turnover properties fast, keeping client-employers happy and finding employees that meet those clients' briefs.

All too often, a recruiter prefers to do what is asked of them, rather than consult to, train or educate that client.



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

"Give the customer what they want", "don't rock the boat", "the customer is always right!" a policies that permit misunderstanding of marketing roles to propagate.

Here is a typical 'confusion' - a recruitment firm advertisement for a client role.

Example of the confusion demonstrated by recruiter and employer alike...

Marketing and Communications Manager - Up to \$120k+ Diverse role with scope to develop Professional, results driven team Competitive salary on offer for the right person A highly successful Healthcare organisation located in the Western Suburbs requires the expertise of a creative, strategic and articulate Marketing and Communications Manager to take ownership of a key role within the business.

Reporting into the Director and working within a results driven team, your position will have a focus on the following duties; advertise for stakeholders in professional journals, produce newsletters, manage promotions for office openings, coordinate direct mail campaigns to the existing database across three states, promote the offices through various marketing and communication methods, recruit prominent speakers for events, work on the website development as a marketing tool, create events to promote the business, develop and market healthy packages, ensure visibility of

EB in local community/charities, enter relevant business awards, coordinate articles in relevant magazines/brochures, define marketing and business strategies and any other duties as needed.

To be considered for this exciting opportunity you must have proven experience within a similar Marketing and Communications Management role, preferably with exposure to managing centres, demonstrate highly effective interpersonal skills, be familiar with press/radio and sponsorship and display strong skills in graphic design/desktop publishing and advertising. You will also be very creative with visual presentation skills and business planning experience. A Bachelor in Marketing is also essential and qualifications in Graphic Design would be an advantage.

This is a ludicrous brief:

1. The recruiter, IF they know the difference, hasn't counselled their client.
2. Their client can't possibly know anything about marketing to write such a broad brief.
3. Graphic artists don't get trained in marketing - it isn't their field.
4. Marketing Graduates don't get trained in graphic arts... it isn't their field.

Implications of the Hierarchies of Marketing

The skills, expertise, interests and profiles of one professional are contrary to the other.

- Graphic artists are imaginative, divergent thinkers. Marketing executives have many characteristics peculiar to convergent thinkers.
- Marketing graduates study probability analysis, statistical analysis, Freud, Yung, Maslow, monopolistic competition, vs Oligopolies, conjoint analysis, vs market share index, distribution modelling vs, media profiling.
- Graphic artists learn the skills colour selection, web design, topography, photography, studio development,
- Marketing graduates learn brand development, product life cycle, and gap analysis.
- Graphic artists use Adobe Creative Suite, Logo Design software, fonts & illustrations libraries.
- Marketing graduates move into, Excel, SPSS, database management, email and CRM (Customer Relationship Management) or ERP (enterprise resource Planning) software.
- Yes, both use MS Office, so do dentists, plumbers, fitness instructors and marine biologists!

If any one, (graphic artist who decided they wanted to go into marketing, or a marketer who decided they wanted to be a graphic artist) who DID fit the brief, actually applied for the job, it the time spent as a truly dedicated profession in one discipline, means opportunity lost in the opposing discipline: You cannot simultaneously excel in both.

The level of experience called for almost dismisses any chance of a true match. The recruiter has not counselled the client well... but few recruiters do... preferring to give their customers what they want rather than offering revisory consultation that might upset, or disinterest the client.

In asking for such diverse talents, the client demonstrates unlikely skills to properly mentor the applicant; so successful applicants will only be those of questionable or doubtful skills, undermining the potential of two more suitably equipped professionals.

Should the successful applicant be adept and politics, it is likely they will survive, even prosper in the role. With time abating promotion or advancement, ultimately migrating to other roles in more senior capacities, and the flow on effect continuing, unabated.

Summarily the issue lies in the fact that a Position Description that calls for Jack of All Trades, is at the same time, deterring applications from Masters of ones that really count.

Fear of the Unknown Can Nurture Bad Habits

Old habits Die Hard.

If your team is short on industry experience, your need to hire it. BUT, if your team has ample industry experience, why buy duplication?

A Marketing Manager from outside the industry, particularly from a sophisticated one, can bring new blood, new ideas, and new ways of thinking. They can bring new understanding, question bad habits, challenge beliefs.

Yes, 'freshmen' need industry knowledge. That's what the team is for. 'Freshmen' will make naive comments, impractical suggestions and unworkable ideas, BUT they will also deliver great questions, and earthmoving thought, and an approach that could slingshot sales into un-thought of growth, and record breaking profits.

Impatience, arrogance, ignorance creates an irresistible pressure to include a call, in an ad for a marketing manager, for years of experience within the industry... the operational skills (already existent in the management and/or marketing team) become a selection criteria that is a distraction from the strategic ones that will really make a difference.

A strategic approach can propel a business to higher performance than it ever imagined. Freshly born strategic innovation puts a skyrocket under businesses, creating thinking, generating not thought of ideas that build bridges, and innovations that can conquer new frontiers.

KEY POINT: To constrain the team with rational, but shackled, thinking processes undermines the potential and opportunity that strategic people are specifically designed to overcome.

A Royal Flush always beats four of a kind.

Why do companies allow likes to employ likes? A Marketing Director without a Marketing Degree employs someone just like her, when she should employ someone with a totally different set of skills.

How often do you see a winning soccer team field 11 goalkeepers? When a netball coach chooses a team, does she recruit five wing attacks? When a basketball coach puts a team on the court, is it made up of five guards? A Rugby Union team is rarely played with 8 lock forwards and 7 wingers.

A winning team is rarely comprised of players with the same skills... the coach knows he needs specialist skills. So it is in management.

The Rugby Union Analogy

An Operational Marketer should be like the Rugby "Prop" while the Strategic Marketer is the "Hooker": With the help of half the team, called forwards, and a half back that feeds the ball in a scrum, the hooker gets the ball and feeds it down the team through to the back line that scores the tries. The Rugby Prop supports and protects the Hooker, helps the team defend against the competition and works hard throughout the game to win possession of the 'ball'.

If companies recruited management teams like coaches recruit football teams...



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