



Building capacity in communication skills and proposal competition

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A flight from Manila to Dubai in November 2016 began my 21-day assignment in Dar es Salaam, Tanzania. I arrived prepared to work with staff of the Tanzania Private Sector Foundation (TPSF) after extensive pre-assignment research, online client communications, and fall meetings with Tanzanians in Toronto to acquire an appreciation of the culture and working knowledge for purchasing goods and services while visiting. I had met staff of the TPSF online prior to arrival.

The purpose of the assignment was to contribute to building capacity in communication skills and communication strategy, project proposal writing skills, and project design skills. TPSF is an “apex association of associations” established in 1998 to advocate an enabling environment with the national government on behalf of the private sector for conducting business and attracting foreign investment. A lofty ideal, and one that drives business leaders of the TPSF and the Tanzanian government, including the President, to a high level “Council” twice annually.

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I quickly learned that the TPSF office is extremely busy; staff is fully engaged in projects, and executives are where they should be – out of the office with representatives of member associations, Tanzanian government officials, and embassy personnel. Through interviews and speaking with a VA who had worked with TPSF before me, I knew that there was no need to spend time developing marketing and branding strategy for communications. That work was completed and being implemented. What was needed was technical training and introduction of marketing tactics based on marketing principles and standards that would help implement the marketing plan and integrate the association's external and internal communications. The TPSF was not unlike any other association I have worked with worldwide on matters of organization, communications, and revenue.

But here's the deal. Revenue streams are uncertain and annual dues payments often late. This revenue-based sword of Damocles is the root cause of most of the challenges facing TPSF. Successful TPSF programs hang by a thread, year after year, totally dependant upon an uncertain revenue stream. Staff is highly trained and those in marketing and communications understand marketing principles – applying them when they can to improve communications. Software for email marketing campaigns, online meetings and webinars, and in-house graphic design is lacking

or unused. Marketing and communications staff has very high English language competency and they know that it is not language, but the TPSF technical knowledge that needs adjustment to move from an offline 20th century business to an online virtual 21st century enterprise to ensure revenue for operations and projects.

Proposals are generally well-written, but there is little comprehension about proposal competition and the tactics used to advance chances of success long before the document is submitted. The TPSF and its programs are a strong reminder that an association of any kind is sustainable only if services are valued by members, communications are integrated externally and internally, and the mandate of the association is in line with secured revenue streams primarily derived from members.

The TPSF has time to adjust its course of action and focus on member associations to achieve its mandate of representing the private sector in the halls of government, because the association is well-established and needed. From a study perspective, it represents a strong case for applying marketing communications tactics based on internationally-recognized principles and standards.

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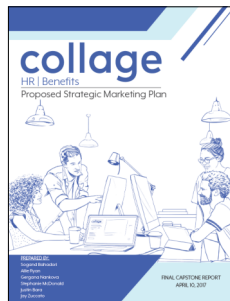
Humber's marketing students and faculty hold first Strategic Marketing Project Showcase



Humber's graduating class in the Bachelor of Commerce-Marketing program presented strategic marketing plans designed for selected Canadian companies at a judged event on April 17.

Eight groups of students were challenged to develop and design a marketing plan for eight clients, focusing on marketing, branding and communication strategies. The groups were required to present their proposals to peers and external stakeholders as part of their course requirements. These projects highlight the efforts of the program to meet market requirements for competencies and skills in marketing.

Although there was one winner, all eight strategic plans contained content of value to the companies that were subjects of the reports. The work of the students was considered so important by owners of the companies that they joined the judges in listening to the presentations and engaging in discussions of the observations by the students and judges.



The winning team prepared the marketing plan for Collage—an HR benefits company launched in January of

2016. Collage has been able to rapidly build an impressive number of clients through the distribution of their HR automation services.

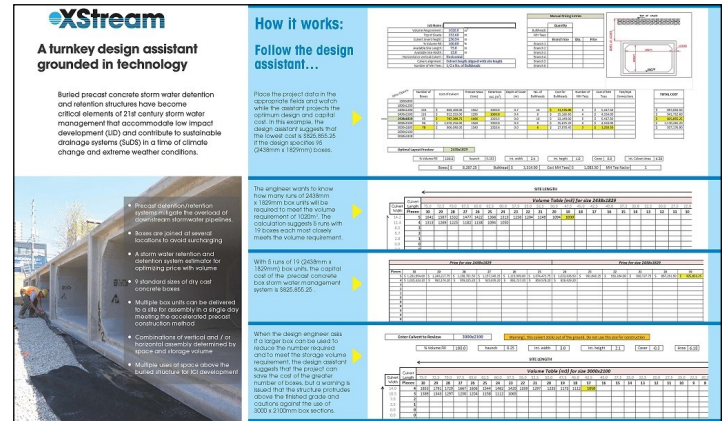
Grant Lee, Executive Director of the Canadian Institute of Marketing participated on the panel of judges.

The event was facilitated by Canadian Institute of Marketing member, Youssef A. Youssef, Ph.D., MSc., B.Eng., MCIInst.M., Program Coordinator, Bachelor of Commerce-Marketing, The Business School, Humber Institute of Technology & Advanced Learning. The Bachelor of Commerce-Marketing program is accredited by the Canadian Institute of Marketing.

CIM-Accredited Marketing Programs



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Remember when having website URLs in publications was novel, although it was almost impossible to go to the site unless in front of a clunky monitor connected to a tow-

An educational brochure designed to assist designers of storm water detention structures in a storm-water management system incorporated video archived on cloud servers behind QR codes to enhance the sale of the structure's components. To present only a written narrative of the methodology, only to calculate the number of individual products and configuration to construct the structure, would be challenging to visualize and duplicate the calculations.

Blending communications technology makes sense to engage audiences in an exciting way to capture the interests of Boomer, Gen X, and Millennial audiences. Marketers need to challenge themselves to be more effective in a modern world.

Collège Édouard-Montpetit wins Gold at the 2017 Vanier College BDC Case Challenge



After a two-day competition, Collège Édouard-Montpetit won the Gold Award at the 2017 Vanier College BDC Case Challenge February 11-12.

Congratulations to Olivier Beaudry, Christine Gariépy, Jessy Ouellette-Hulmann and their coaches Pascale Deschênes and Louis Bahouth for their very strong performance. This marks the first time Collège Édouard-Montpetit wins the top award.

Six teams made it to the Sunday finals where they analyzed a new marketing case and presented a second time. These were: Collège Édouard-Montpetit who won the Gold Award, Okanagan College that won Silver, and George Brown College that took Bronze. The other three finalists were Cégep André-Laurendeau, Nova Scotia Community College and Sheridan College.

The 12 teams who took top honours in Round One on Saturday and who won the 2017 Scotia-Bank Awards are: Cégep André-Laurendeau, Cégep régional de Lanaudière à Joliette, Collège Édouard-Montpetit, Dawson College, Fanshawe College, George Brown College, Mohawk College, Nova Scotia Community College, Okanagan College, Red River College and Sheridan College. Congratulations to all the winners and participants.

“For BDC, the Case Challenge is a chance to plug into a new generation of Canadian business pioneers. Participants are the leaders of tomorrow and their hard work and innovative spirit are essential to the development of Canada,” says Michel Bergeron, Senior Vice President, Marketing and Public Affairs, BDC.

“This year’s Case Challenge was the biggest ever with 34 teams,” says principal organizer, David Moscovitz, Coordinator of the Vanier Business Administration Program. “In this year of celebrating Montreal’s 375 anniversary, it’s great to encourage growth and development in students through this competition and to welcome several new participating colleges, many of whom travel a great distance to get here.”

Business Development of Canada is the principal sponsor of the Case Challenge.

Shiv Seechurn, MCInst.M., Canadian Institute of Marketing Registrar was a judge for the competition. He noted that the Challenge was a great success and very well organized. He saw an improvement in the planning and organizing of the competition with 35 colleges from across Canada.



“Vanier BDC Case Challenge is an opportunity to network with marketing faculties of the participating colleges,” says Seechurn. He recommended to Council that the Institute continue to sponsor the event.

Winds of change for membership categories

Council of the Canadian Institute of Marketing has taken the decision to review the Institute's categories of membership with the aim of clarification and modernization.

Membership categories were originally adopted from those of the CIM (UK) and later modified by By-law revisions and most recently by the Canada Not-for-profit Corporations Act (NFP Act) (CRA).

At the 2016 annual meeting, the categories were discussed and motions passed.

Motion by J. Jackson, Second by J. Manalis; To review membership categories with the aim of arriving at a reduced number of membership categories...carried

Motion by J. Jackson, Second by M. Aderemi; To proceed with amendment of the By-laws to convert the MCInst.M designation to RPM (Registered Professional Marketer) and grandfather holders of the MCInst.M designation to RPM...carried

Motion by J. Jackson, Second by J. Manalis; To establish the Certificate of Registration as the means to acquire the RPM designation and review methods to acquire the RPM designation...carried

The Institute is proceeding to amend its By-laws to accommodate the motions and present the B-laws for approval at the 2017 AGM. Members holding the MCInst.M designation will be offered the opportunity to be grandfathered to the RPM designation.

The value of membership

After 28 years of continuous membership and involvement in the Canadian Institute of Marketing, I am qualified more than most to comment on the value of membership. The value is clear, and there is one reason only that you can take to the bank.

It is the credential of the professional marketer. The designations that I hold, MCInst.M., FCInst.M., and RPM declare that the knowledge that I hold in marketing is validated by an organization that awards credentials on the basis of ethics and peer-reviewed education and experience. I can defend my work and business acumen when challenged by citing the membership requirements and code of conduct. They are mine to hold and defend until the day I forfeit my membership.

Marketers need to market themselves to be successful. Members of the Canadian Institute of Marketing have the advantage of a certificate of membership and a pin to differentiate their personal brand from others who may have marketing roles. Some hold the Certificate of Registration that allows the use of RPM—Registered Professional Marketer. To help build the credibility of the Institute and your credentials, sign your documents and reports with your post nominal and don't hesitate to call yourself a professional marketer.

Networking opportunities in the Institute mean little and I would expect that for most members, that is a fact. My business network and sources of contemporary knowledge in marketing strategy, tactics and technology is far more valuable than my network of CIM colleagues—as dear to me as they are.

The Institute gives me a voice through its social media and publications. These help me proclaim my knowledge and experience. But nothing is more valuable than my credentials.



Code of Conduct

The Canadian Institute of Marketing is dedicated to promoting and maintaining high standards of professional skill, ability and integrity among people engaged in marketing products and services. Its Code of Professional Conduct establishes the ethical principles and standards of professional conduct and has been designed to:

- ◆ Ensure professional accountability and quality of service
- ◆ Protect members of the public
- ◆ Promote the marketing profession, and
- ◆ Foster a spirit of solidarity and cooperation among members

1.1 Professional Conduct

Members shall have due regard for and comply with, all the relevant laws of the country in which they are operating. At all times, members shall conduct themselves in a professional and ethical manner. Members shall not knowingly take any action that is detrimental to the Institute, its members and/or the profession. A member shall notify the Registrar of any situation the member believes may be detrimental to the Institute and its members.

1.2 Quality Members shall practice the highest standards of honesty, accuracy, integrity and truth and shall not knowingly disseminate false or misleading information.

1.3 Use of Professional Designation

No member shall hold himself / herself as a Registered Professional Marketer (RPM) unless he or she has been duly accredited by the Institute. This includes using the RPM Professional designation on correspondence and/or in any advertising or marketing.

1.4 Spokesperson

Unless specifically authorized to act as an “official spokesperson,” no member shall make public statements or comments that may be interpreted as representing the Institute or its views.

1.5 Lifelong Learning

Members shall follow a program of continuing education and shall maintain a level of proficiency that shall meet the needs of the public.

1.6 Conflict of Interest

Members shall ensure that there is full disclosure to clients in every circumstance where their personal interests constitute a real or perceived conflict of interest.

1.7 Protection of the Public

Members shall conduct all of their professional and private affairs in a way that maintains public trust and confidence in the marketing profession.

1.8 Promoting the Profession

Through their actions and quality of professional services members shall promote a positive image of the marketing profession in Canada.

1.9 Non-Discrimination

Members shall not discriminate in the services they provide on the basis of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, religion, sex, sexual orientation, age, marital status, family status or disability as described in the Canadian Charter of Rights and Freedoms.

1.10 Advertising

Members shall only promote and seek business in a professional and ethical manner. Members shall act with integrity in advertising their services and qualifications. To this

end, members shall not make extravagant claims or inaccurate statements regarding their competence, education, experience or accreditation. Members shall not guarantee specific results beyond their capacity to achieve.

1.11 Confidentiality

Members shall respect the personal and confidential relationships that may arise in business or professional activities as defined by privacy legislation, company policy and/or professional practice. Members shall not disclose or use any confidential information concerning the affairs of any client, former client, employer, former employer, employee, former employee, or subcontractor or former subcontractor.

1.12 Professional Relationships

Members shall: Deal fairly with past or present employers/clients, other marketers and members of other professions; Treat colleagues with respect, courtesy, fairness and good faith and will not intentionally damage another member's practice or professional reputation; Foster the development of the marketing profession by sharing their knowledge and experience with students and beginners.

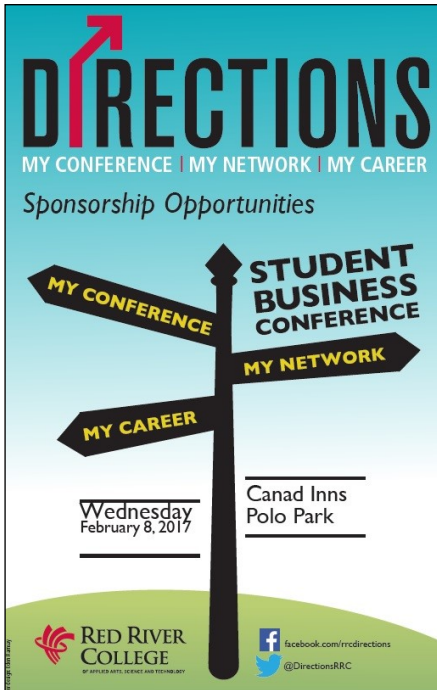
1.13 Payment of Dues

Members shall pay dues within the time specified or establish a payment schedule with the Executive Director or will forfeit the rights and privileges associated with membership.

1.14 Enforcement

A member shall be subject to disciplinary action for any breaches of this Code of Professional Conduct. A member who has been found guilty of any criminal offence or unprofessional offence (e.g. fraud, theft, forgery or income tax evasion) will promptly notify the Registrar.

DIRECTIONS Student Business Conference sponsored by the Canadian Institute of Marketing



Taiwo (Tai) Soetan, MCInst.M., Vice Chair of the Canadian Institute of Marketing, represented the Institute at the annual Directions Student Business Conference held at Red River College. Mr. Soetan is a professor at the college with some 52 students in his class that specialize in marketing. He staffed a display at the conference and introduced the Institute to many students, faculty, and representatives of businesses that have an interest in the College's programs.

Tai encourages his students to join the Institute and submit papers to Marketing Canada to raise their profiles and strengthen their resumes before graduation and advancing their careers in business and marketing. He was encouraged by the presence of many people (especially students) who visited our exhibit and the positive impression that they took with them. He opened discussion with many students about how they could engage the Institute through its Bureau Page on "professionalmarketer.org."

Tai is a relentless supporter of the Institute beginning well over 10 years ago when he joined while residing in Nigeria. He maintained his membership as he furthered his marketing career at a university in the UK, and during his immigration to Canada. Upon arrival, he used his membership to help gain employment in academia and is now residing in Winnipeg while pursuing a PH.D.



The Directions Conference connects RRC students in Business and Applied Arts with industry professionals in many areas of business.

Tai Soetan, MCInst.M nominated for membership in the Honor Society



Taiwo (Tai) Soetan is a faculty member at the School of Business and Applied Arts at Red River College, Winnipeg, Manitoba Canada. He is a Professional Member (MCInstM) of the Canadian Institute of Marketing. He was recently nominated for membership in the U.S.-based Honors Society as a Graduate Student. He is pursuing a PhD degree at the College of Education and Human Development at the University of North Dakota. Student membership in the Honors Society is open to those who show good moral character and have the drive to excel. Membership not only signifies academic excellence but also provides members with a great resource for the future.

"Honors Society is an American based nationally-recognized organization that honors excellence among college and high school students. Student members come from diverse backgrounds, but share a drive to succeed. Honors Society works to foster academic excellence and is comprised of students and educators that have come together to uphold academic excellence and civic virtue. Students have been admitted into the Honors Society because they have demonstrated their drive, focus and integrity. Many past student members of the Honors Society have gone on to become business and community leaders and the Honors Society likes to think of itself as a barometer of future success." www.honorsociety.org

Problems in your marketing department aren't just about lack of sales – they will reveal themselves in a number of other ways...



- ◆ You could have higher than normal turnover – as poor marketing would make sales effectiveness difficult, and those trying to do well may get frustrated and leave.
- ◆ Client churn is evidence of poor marketing – clients need to be queried, surveyed, supported, questioned about future altered services to be supplied. They need to be visited and need to have affirmation that their choice of your firm is the right one.
- ◆ Declining sales is another sign that marketing might not be very good.
- ◆ Employee morale issues would rise when marketing fails.
- ◆ If marketing fails, then sales would drop – and this would cause an uneven balance in your sales vs costs; you'd therefore have to lay off highly qualified and valuable employees to keep business afloat.
- ◆ If your marketing fails, your competition could stroll into your clients' offices and sell them on a potentially inferior product or service. Since you are not present in their world, this too would harm the business.
- ◆ If your sales fall, you'd need more financing from the bank or an overdraft – both of which cost you money. Marketing is an investment that makes you money, is proactive and, although it takes time, is a sure-bet that promises and delivers a return on investment.
- ◆ If your marketing isn't working, you'll get inventory levels that are far too high, with carrying costs that go right along with it – throwing your margins out of whack.
- ◆ If your marketing isn't working, you'll have lower top of mind awareness – meaning, you won't get calls to quote on jobs that you'd normally win.
- ◆ If your marketing is not effective, you'll overlook using technological advances in your business, since someone wouldn't find you on line, or at key industry shows. You need to be "out there" with prospects.
- ◆ When marketing is not effective, it introduces underutilization of resources, manpower and equipment.

Kevin Palmer, RPM, CEO - Palmer Creative Group, Past Chair (Canadian Institute of Marketing, Marketing Contractor
807 473 3648, kpalmers@tbaytel.net, kevinpalmerphotography.com

Upcoming Events



**MARRIOTT
EATON CENTRE**

Toronto, ON

Wednesday Apr 26th
& Thursday Apr 27th, 2017

**SAVE 20%
USE VIP CODE:
CIM20**

The Canadian Institute of Marketing is proud to be involved with the **6th Annual Customer Experience Strategies Summit (April 26-27, Toronto)**, Canada's largest customer experience summit. With 20+ award-winning speakers, this interac-

tive forum is designed for CX executives looking to create transformational experiences that increase profitability across the entire customer journey.

[Click to register](#) and network with these thought leaders at the conference with an exclusive discount by using **VIP Code: CIM20**. For more information please visit: <https://goo.gl/AgLaTu>



Created by retailers, for retailers. eTail is the one-stop shop for ecommerce and multi channel executives; an event where you will learn, get inspired, find solutions for your business and build lasting relationships. Our topics and content span from: online marketing, digital engagement, customer acquisition and retention strategies, analytics, mobile, and more. Expand your community through fun and interactive networking with every part of the industry. From Sears to Wal-Mart, or Toys R Us to TIMEX ... this is where the entire retail community comes to connect. [Learn more here.](#)



**7th Annual
Digital
Marketing for
Financial
Services Summit**

The Canadian Institute of Marketing supports the 7th Annual Digital Marketing for Financial Services Summit (June 21-22, 2017 in Toronto at the Westin Harbour Castle). The Digital Marketing for Financial Services Summit is the largest gathering of finan-

cial digital marketers in Canada. This exclusive marketing conference is the only event designed specifically to give Financial Institutions the tools to elevate their digital strategy and build business. [Click here to register](#)

Council Meetings

Mon. MAY 15, 2017 8:00 pm EDT

ALL Council Meetings begin at 8:00 online via GoToMeeting

AGM 2017—August 28 at Humber Lakeshore Campus



The Canadian Institute of Marketing is a network of career oriented professional marketers in Canada and abroad. The Institute was launched in 1982 to promote and develop the practice of marketing in Canada by encouraging the adoption of professional Standards and qualifications by people pursuing marketing careers, and to become the recognized body for professional marketers in Canada. Membership is for individuals who have studied marketing and have many years of experience. Applications for membership are peer reviewed.

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