

# MARKETEER

ISSUE 2/2011

## INSIDE

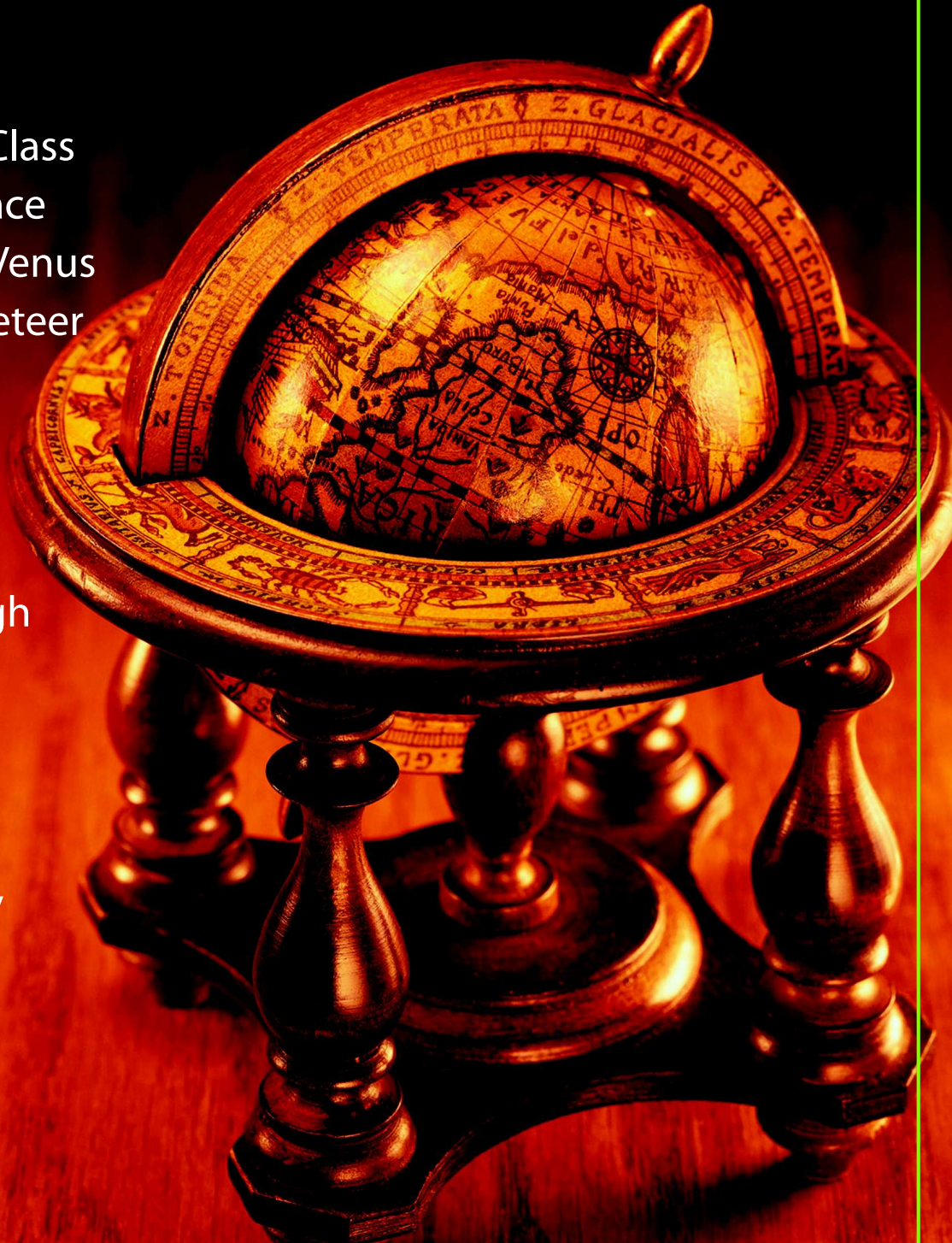
- Philip Kotler :  
Going World Class
- Great Workplace
- Marketing In Venus
- Women Marketeer  
Award

## MARKETING TOOL BOX

- Building A High  
Performance  
Sales Team

## POSITIVE TALK

- Riding Stormy  
Weather



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# MARKETEER

## contents



### COVER

Cover Design depicts a World Map. It's designed to serve as our value system and as a means to help marketers to find their direction to genuinely and effectively connect with their customers.

<b>PHILIP KOTLER : GOING WORLD CLASS</b>	<b>4</b>
Word of Mouth (WOM) Can Break You or Build You	
<b>GREAT WORK PLACE</b>	<b>8</b>
Guru Burchell at Sepang Goldcoast	
<b>MARKETING IN VENUS</b>	<b>10</b>
Reach Out With your Heart	
<b>MARKETING TOOL BOX</b>	<b>13</b>
Building A high Performance Sales Team	
<b>WOMEN MARKETEER AWARD</b>	<b>14</b>
1st Malaysian Women Marketeer Award	
<b>HEARTIEST CONGRATULATIONS</b>	<b>15</b>
Dato' Rozalila Abdul Rahman IMM Council Member	
<b>24th ANNUAL GENERAL MEETING (AGM)</b>	<b>16</b>
<b>MEMBERSHIP UPDATE</b>	<b>18</b>
Corporate/Individual/Student & Life Members	
<b>MAJLIS MESRA HARI RAYA/ BOWLING TOURNAMENT</b>	<b>23</b>
Hari Raya Gathering 1432H/2011 Bowling Tournament 2011	
<b>SIGNING CEREMONY BETWEEN OUM &amp; IMM</b>	<b>24</b>
Collaboration in Training & Education	
<b>POSITIVE TALK</b>	<b>25</b>
Riding Stormy Weather	

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**Laris Worldwide (M) Sdn. Bhd.**

### CORPORATE BRIEF

The Institute of Marketing Malaysia (IMM) is the only registered Institute in the country organised for the purpose of serving the marketing fraternity in Malaysia. Formed under the Society's Act 1979, the Institute has assisted and will continue to assist, train and bring together marketers from various business and industries with one common goal that is to improve the marketing skills of all its members.

We therefore welcome everyone with a passion in marketing to join the Institute to support, promote and enhance professionalism in marketing.

# Philip Kotler : GOING WORLD CLASS

## WOM: Can break you or build you

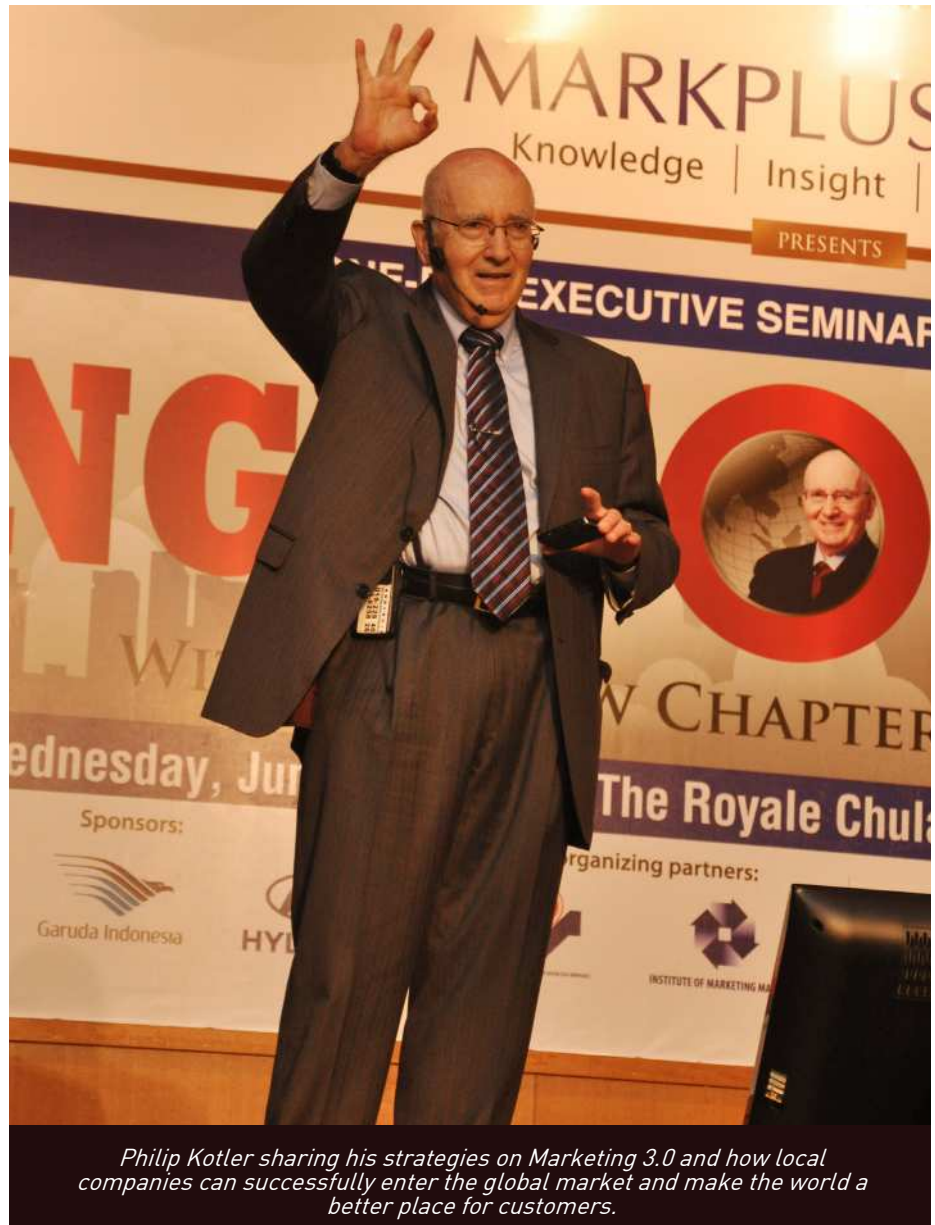
By M.KRISHNAMOORTHY

Father of Modern Marketing, Dr Philip Kotler said: "Word of Mouth (WOM) will either make you or break you". For instance if a product is really good and then customers will talk positively about it. This in turn will translate into higher sales and more profitability.

On June 1, 2011, he reiterated WOM and its importance at a one day seminar in Kuala Lumpur, attended by CEOs, GMs and marketing executives, organized by the Institute of Marketing Malaysia and its partners.

Speaking on the "Future of Marketing: Going World Class" Kotler added that if the feedback is negative on any product or service, then the sales will dip, in spite of whatever great branding or advertising done. Kotler's Marketing 3.0 also goes beyond "messaging" customer to encompass how a company defines and embodies its values for a variety of stakeholders.

He discussed how brands have an impact on issues such as poverty, socio-cultural, change and environmental sustainability. "Values driven marketing affects employees, channel partners and shareholders. When talking about the development of any country such as Malaysia," he reiterated on the importance of three categories, which are youth, women and medicine.



*Philip Kotler sharing his strategies on Marketing 3.0 and how local companies can successfully enter the global market and make the world a better place for customers.*

**“Youth is important because of their potential and skills that they can attain. Women are an incredible asset, which is underutilized in the developing countries and medicine because of the ability of the developing country to make cheap and good medicine.”**

Few people have made as profound an impact on business and marketing as Kotler made this visible to all the participants. He is a Distinguished Professor of International Marketing at the Kellogg Graduate School of Management. He's also the author of more than twenty books, including the classic, *Marketing Management* (now in its eleventh edition) and *Marketing Professional Services*.

Kotler also stated that the main objective of Marketing 3.0 is to make the world a better place through production and design of more "nature friendly products".

"Going World Class" is a forum with vision of creating better world through marketing. It is a unique venture with some of the world's most influential marketers, academia, corporate leaders

and development experts to find solutions to some of the biggest challenges in the world.

Asia is on the rise, Kotler remarked. "But one challenge remains: how can Asian local companies ride the wave and conquer the global market?" He argued that to reach world-class stature, marketers have to leapfrog and utilize the latest tools in the new interconnected world.

He calls this the new chapter of marketing. In the longer run, another set of future marketing tools is currently being developed. Accompanied by one of his most productive co-authors, Indonesian Hermawan Kartajaya, Philip Kotler opened the eyes of the participants on how marketers can compete in the global market. "Asia is now a promising market. Not only the population size, but the countries

in Asia have abundant natural resources. Even when countries of Europe and the United States were undergoing an economic crisis two years ago, China, India, Malaysia and Indonesia continued to grow."

**"For Asian firms it is no longer enough to be champion in their own country. The company must be able to compete with multinational companies and also outside its territory as it expands. It is not easy, but there are ways and tools that can be used to achieve these goals."**



*Hermawan Kartajaya – One of the 50 Gurus shaping the future of marketing sharing his thoughts with participants.*

**Marketeer**

Kotler shared his strategies for how local companies successfully enter the global market. According to him to win the competition in global markets marketers must jump and use marketing tools that are engaging new world. This is what he described as the new chapter of marketing.

On competition, he said: “Watch the fact that companies don’t compete anymore. Companies form networks of suppliers and distributors, partners, and it’s the network that competes against other networks. On this, Kotler cited Nike which is into outsourcing. Nike surprisingly is not a shoe manufacturer and this of course shocks people because we all have pairs of Nike shoes, but the manufacturing is done under contract with other people in the Far East. Nike’s core competence is not manufacturing, it is two things, it is designing

shoes and marketing shoes, and so the question always arises, what should you outsource?” “And this was a question posed to me by a company recently and I analyzed the company and I suggested that they outsource everything, and they said what do you mean, and I said well, you’re not good at anything!

Because the theory of outsourcing is always let someone else do something for you which they can do better, and cheaper and if they can do it better and cheaper why should you be doing it. I said there’s only one hope you have, and that is if you are going to be good at managing outsources. So if you’re good at doing that, you can be saved. By the way, if you do it well you can be making an infinite rate of return,” Kotler added.

Consultants must do a better job of documenting their work time in the

most efficient manner. I know of a law firm that is willing to propose the cost of the work in advance and if they are off the mark, they will absorb the difference. Clients want to know what the cost is likely to be. Kotler is the marketing expert who wrote the textbook Marketing Management, which is used by anyone in the world who is studying Marketing.

Wall Street Journal referred to him as one of the most influential business thinkers. On his 80th birthday in Kuala Lumpur, the marketing guru advised Malaysian companies to acknowledge the trend changes in consumer behavior and perception. “Within five years if you continue to run the business the way you do now, then you will go out of business.

If the companies keep on running on the old and traditional values and don’t acknowledge the trend



*Seminar participants during a “Q & A Session”.*

changes in consumer behaviour, perception and change then they will have sustainability issues,” he said. Kotler emphasized on the field of cybernetics, which means continuous feedback of consumers and other stakeholders. He said on the need for implementation of more powerful than other traditional tools such as advertisement.

**“The opinions of the stakeholders play a key role in the profitably, sustainability and return ability of the company.”**

In his discourse Dr. Kotler says, that customers have realized that their purchasing power has a global impact and they are acting accordingly and talking to each other about the choices they make. Marketing 3.0 explains how one can engage this conversation, position brand as a positive force in the world and collaborate successfully with customer-advocates.



*Recipients of the “Malaysia Service To Care Award 2011”*



**M. KRISHNAMOORTHY**

After being an experienced full time journalist for the past 25 years, he is currently freelancing as a coordinator/fixer for CNN, BBC, German, Australian TV networks, TIME magazine and newspapers in Malaysia.

He has worked full time as a journalist with The Star for 15 yaers and New Straits Times for 11 years. THE YOU IN JOURNALISM is his fourth book, currently used as a journalism text book for first year university students by lecturers in local universities and colleges. The other books are EXPORTERS’ DIRECTORY/ 1978 and two books related to tourism: 90 REASONS TO VISIT MALAYSIA 1990 and SHOPPING GUIDE.

# GREAT Workplace guru Burchell at SEPANG GOLDCOAST

By M.Krishnamoorthy

For two decades, the Great Place to Work Institute in the US has been developing the annual ranking of the best companies to work for in the US and in 39 countries around the world. In the US, the ranking is published by FORTUNE and is best known as the FORTUNE 100 Best Companies to work for.

In 2010, the list included among its finalists: SAS, Google, REI, Scripps Health, Hoar Construction, DreamWorks Animation, Zappos.com, Salesforce.com, Cisco, Marriott International, American Express, Mayo Clinic and Microsoft.

About 100 Malaysian CEOs and senior executives were fortunate in July this year when the Institute



of Marketing Malaysia and Sepang Goldcoast management organized a two-day workshop by the institute's senior consultant and author of The Great Workplace Michael Burchell.

The book reveals what separates the great from the good companies to work for. And, briefly it's the leader's ability to create Trust, Pride and Camaraderie in their companies. At Sepang Goldcoast

resort, opened a year ago, as Malaysia's iconic tourism product to the world, its CEO Yanki Regan said as part of its anniversary celebration for its clients and patron, Dr Burchell was invited to share his thoughts on his book- The Great Workplace.

At the opening of the workshop Regan added: "We hope you will gain a lot during the two days about the essential elements and the best practices in making our organisation a great workplace. It's not what you do; it's how you do it.

"Trust, pride, credibility, camaraderie and respect for our employees is transforming Sepang Goldcoast as a great place to work. A great place to work fosters employee trust in their leaders, pride in what they do, and enjoyment in the people they work with." A great place to work answers the fundamental question: "What is the business value of creating a great workplace?"



*To be a leader in a great workplace, you need to not only execute your role but also instill certain beliefs in people as you are doing it says Michael Burchell (right).*



*A slice of paradise. Villa stretches along the pristine borders of the magnificent Straits of Malacca, providing stunning views.*

"Similarly, Sepang Goldcoast, Regan added wants to create the resort as a great place to work for its more than 500 employees. "If you are a leader, you must communicate, make decisions, and interact with people, just as leaders in all companies do. You may carry out your job description very well. But to be a leader in a great workplace, you need to not only execute your role but also instill certain beliefs in people as you are doing it."

The goldcoast is not only a great workplace for those living in and around Sepang, but is also a haven of peace, and is perfect for eco adventure, non-motorised water sports, and family-friendly fun for tourists. It's a great place to relax and unwind. The villas were built with minimum impact to the environment and touted

to be the first eco-friendly sea-hotel in the world, Golden Palm Tree resort is located in Malacca Straits which was once a famous trading route. The award winning sea villas offer luxurious, spacious accommodation that feature a fusion of tradition and modernity in its interior designs. Burchell said, the touches on: "What is the business value of creating a great workplace?"

It brings the definition of a Great Place to Work alive with anecdotes, best practices, and quotes from employees working at the best workplaces in the US. Companies featured in the book include: General Mills, Google, Gore, Microsoft, PricewaterhouseCoopers, SAS, Scripps Health, Wegman's and S.C. Johnson. "As organizations grapple with the complexity and challenges of leveraging

human capital in today's hyper-competitive work world-and as the Institute increases its presence across the world.

**"The book is a "must read" source for understanding the essential ingredients in and trends of great places to work," Burchell told the participants. The book helps in understanding the essential ingredients of A Great Place To Work.**

It examines the business case for developing A Great Place To Work and how one can learn the best practices for the best companies to work for. It also emphasizes on the role that Trust plays in being A Great Place To Work and identifies opportunities for change in your organization.

# Marketing IN VENUS

## Reach OUT WITH YOUR Heart

By M.KRISHNAMOORTHY

### Do you have a passion for marketing?

Marketing in Venus is all about working from within oneself with intuition and passion.

Yes. It is about going deep down inside you working from your heart with the emotional attachment to market a product or service.

The importance of passion in marketing for products and services is how you relate to the customer. We believe that using the 4Ps alone is not sufficient to be successful in what we want to do on this Earth that has become Venus. The authors of Marketing in Venus, Hermawan Kartajaya and Professor Dr Samsinar Md Sidin conducted a one day seminar in Kuala Lumpur to a packed audience of about 200 participants. They comprised of CEOs, CMOs, sales and marketing executives and it was held at the Royale Chulan Hotel on Wednesday, November 23.

The marketing experts who have authored several books on marketing in Indonesia emphasised on the point that people are emotional, and "we have to look at what the customers' want, and get deep into their hearts, digging

their ultimate latent motivation of their intents. Only in doing those things can we actually make the customers really happy, satisfied and consequently loyal to our products and services."

The speakers were fully charged with emotions, not the typical lecture because they spoke from their hearts trying to reach out to everyone in the hall. They highlighted how emotional marketing can reach out and touch the hearts of consumers. Previous approaches in business models, strategies and tactics which were once sure solutions have become obsolete.

### PASSION FOR MARKETING

**"Perspectives from the Heart are comprehensive, and the perspective that we took had several twists which we both believe in. They all came from the heart; the passion, emotions, and involvement."**

Hermawan further analyzed consumers' overt behaviour, as he looked at how to win their hearts! On the subject understanding the emotional impact of Information Technology, Hermawan said people

were still using this advanced technology more for their roles as human-beings not economic animals. "Information technology enables people to communicate more as human beings by carrying more emotional messages. Therefore, earth is becoming Venus-the planet of women-not Mars -the planet of men."

Basically women are more interactive compared to men. With this interactive technology, men can do more interactions through SMS, e-group and chatting.

Therefore, WO-MEN could be interpreted as the real women or Woman-Oriented men! So using your heart, he said:

**"Learn how to touch your customer's heart and make them as passionate about your brand and products as you are."**

Customers, he said were always looking for value through more functional and emotional benefit. Brands always sells the "feel good benefit" of their products in order to boost its product's value. To explain the point he questioned. "Do people buy BMW for the technology or prestige?"

## INTUITION

In the information-flooded world, he said that intuition and gut feeling will matter. His advice was:

**“You must utilize your “reservoir of wisdom” and sharpen your intuition. To succeed in Venus you must go beyond the limits of data and information, and continually leverage your intuition.”**

The speakers illustrated what IT icon Steve Jobs had to say about passion by drawing reference to his famous speech. Quoting Jobs in their presentation they highlighted what Jobs stood for:

**“Your time is limited, so don’t waste it living someone else’s life. Don’t be trapped by dogma - which is living with the results of other people’s thinking. Don’t let the noise of others’ opinions drown out your own inner voice. Create the courage to follow your heart and intuition. They somehow already know what you truly want to become. Everything else is secondary.”**



*Seminar speakers and author of the book Marketing In Venus: Hermawan Kartajaya and Prof. Dr. Samsinar Md Sidin.*

## INSIGHTFUL

Be insightful, and obtuse was another principle they stressed.

**“Emotional needs cannot be directly measured by a quantitative and direct research. It can only be explored and predicted through a customer. Insight based survey. Quantitative research is about what has happened to your customers. Customer insight, however, is about what will happen to them.”**

Hermawan indicated that surveys don’t really expose the truth.

**“If you ask women what they want in a magazine, they will say beauty tips, fashion tips, health tips, career tips and astrology. But they will never say they want advice for their intimate relations. However, why is it that most women magazines have sex advice columns which they profile in the front page?”**

In addition to being proactive, it was stressed that success in Venus depends on how your brand builds its own charisma. Build an aura surrounding your brand and this is key in getting your brand recognised.

### **SOME OF THE KEY POINTS IN DELIVERING SERVICES ARE:**

- In Venus, reliability is only the basic, empathy is the real core element of customer service
- Without empathy you will not be able to
- Really understand your customers, in and out
- The essence of empathy is sensing and
- Respond to their unspoken concerns and feelings.

The speakers also drove home the point of involving their customers in the business process. To lock your customers' loyalty you should make your brand and product theirs at the very beginning of its birth. The more you involve them in any business processes, the more sense of ownership they will have. Let them in, and you will win.

### **LEARNING POINTS ON STAYING IN TOUCH WITH CUSTOMERS**

- Information technology is creating a more emotional world
- To really understand customers' needs, you must use your intuition and be proactive in probing customer insight
- To create customer value, your brand must be charismatic, empathetic, and inviting
- Your marketing strategy should be dynamic, touchy, and trustworthy
- Your marketing tactic should be more contextual, experiential and perpetual



*Learn how to touch your customer's heart and make them as passionate about your brand and products as you are.*

# Building A HIGH PERFORMANCE SALES TEAM

By **TOM ABBOTT**

A great salesperson does not equal a great sales manager. It seems natural for the best performing salespeople to become promoted to positions of sales managers. However, many sales managers struggle in that role because they lack the knowledge, skills, and/or abilities to fully support their sales teams as they should. What makes a sales manager the most effective is knowing how to COACH sales professionals, focusing less on sales techniques and more on accountability, goal-setting, and time-management techniques. In my work with Directors and sales managers within SMEs and MNCs, we focus on the following step-by-step process for building a high performance sales team:

## BECOMING A SALES COACH

Share your vision with your sales team and encourage them to contribute so they can take ownership of the organizational vision. As a great sales manager you focus on the “what” (vision and objectives) and leave the “how” (tactics and implementation) to your sales team. Great sales managers are great team supporters providing their teams with the resources necessary to realize the vision. Coaching your sales team also includes rewarding them for achieving the objectives and helping them come up with solutions to their challenges. Your sales team performance should always be measured against clearly defined (and clearly understood) objectives.

## IMPROVING COMPENSATION PLANS

Sometimes it helps to differentiate between existing accounts and new accounts. It's important to compare the value of each sale dollar produced from existing accounts to new accounts. You could also look at the effort needed to maintain existing customers versus acquiring new customers. Do your existing accounts essentially take care of themselves or are they high maintenance? If your sales team must continue expending effort in order to maintain accounts, their compensation must be commensurate with their effort.

## RECRUITING AND RETAINING THE BEST TALENT

Great sales managers must also become great human resources managers in order to recruit and retain the best talent. In recruitment, it's important to create a list of the knowledge, skills and abilities (KSAs), candidates must possess, as well as those which are desirable. Something else to keep in mind when recruiting the best talent is the difference between aptitude and attitude. Aptitude refers to components

of competency, that while essential, can be increased through proper orientation and training. Attitude on the other hand, refers to a person's beliefs, values, and work ethic, which are unlikely to change. When in doubt, hire attitude and train aptitude.

## ASSESSING PRODUCTIVITY AND PROFITABILITY

Your sales team must be assessed according to clearly defined (and clearly understood) objectives. As a great sales manager it is your responsibility to communicate your objectives as far as sales volume, sales revenue, profitability, return-on-investment, market penetration, and market share. Be specific. Set deadlines. Coach your sales team by rewarding them for achieving the objectives and helping them come up with solutions to improve the results from their activities.

## TOM ABBOTT



Tom Abbott is the Founder of the Singapore-based consultancy, Soho Sales Coaching and for more than ten years, he has been working with organisations worldwide to help them increase sales. In addition to training, coaching and delivering keynotes, Tom is the author of the newly released book 'The SOHO Solution: 21 Selling Strategies For Growing Your Small Business'.