

# Marketing Review

Q3-2016

A QUARTERLY PUBLICATION OF THE MARKETING ASSOCIATION OF PAKISTAN

## Marketing Leadership

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# Letters to the Editor

Dear MAP team

I was delighted to read the MAP review; the content was insightful and I find it relevant to my job and interest. The articles related to seasonal marketing was informative and it gives new ideas to look in to new directions. Please also write something on Marketing strategies or leadership in the upcoming issues. I wish best of luck to MAP team for their valuable work.

Khalid Raza

Dear Editor

Your last issue of MAP was pertinent to market realities; I appreciate the work done by MAP team! The ideas discussed in Niche Marketing enable me to look for new ways and stay ahead of competition. I believe your next issues will address the upcoming challenges of digital marketing. All the best

Nimra Mansoor

You can also send us your feedback at [marketingreview@map.org.pk](mailto:marketingreview@map.org.pk)

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# Marketing Leadership

What does it mean to be a marketing leader in today's chaotic era? Nowadays, what a marketer wants is not just a chair at the table, but to be able to lead the whole meeting. However, no matter how proficient the marketing team is, it is just one chapter in the entire book that runs the company.

Therefore, for the success of a company, exceptional leadership is an essential pillar. In other words, for a CMO to be efficacious, he must primarily be a business leader, and then a top marketer. Comprehending the market value of leadership can have a momentous effect on several organization processes such as leadership development and risk management. Your success as a leader hinges on your ability to connect with the employees, involve them, pull them in the same direction and have an unquenchable desire to excel and do better. On the other hand, your success as a marketer pivots on your capacity to produce experiences that absorb the customers and deliver their anticipated wants. Hence, both of these must be aligned for a company to prosper.

According to Gerardo A Dada, the four most important traits that successful marketing leaders should possess include:

1. Revenue ownership and accountability to illustrate how marketing directly affects the company
2. Smart adaptability to revolutionize marketing according to the shifting trends to confront the challenging

3. Customer centricity to place customers at the core and provide a positive customer experience
4. Team builders build a highly competent team of specialists

Today's marketing is progressing towards a more strategic role. As customers perpetuate to become more empowered by the digital technology advancements, market leaders must be quick to identify opportunities in creating value for the empowered customers and cultivate skills and strategies to lead more effectively, thus yielding a competitive advantage.

Moreover, conforming to a study by Forbes Insights, "Mastering Revenue Lifecycle Management: Customer Engagement Leads to Competitive Advantage," a direct correlation exists between both market leadership and revenue growth of B2B companies and holistic investment in Revenue Lifecycle Management, i.e. companies which

comprehensively invest in RLM tend to be the market leaders in productivity, revenue and retaining customers. Furthermore, mature market leaders emphasize on enhancing customer value and loyalty, and equally apportioning investments into technology, analytics and processes.

To sum up, Marketing Leadership is nothing but leadership that helps a company survive the test of time, continually developing marketing tactics and having a higher purpose in mind, together with leaders.



# Interview with Mr. Ali Habib, Head of Corporate Affairs & Marketing United Bank Ltd (UBL)



## About yourself

- Born in Karachi
- Schooling from Aitchison College, Lahore
- MBA from IBA Karachi, 1989
- 26 years of working experience
- Spent half of the career in banking industry and the other half working for Fortune 500 FMCGs, both in Pakistan and overseas

## About UBL

- United Bank Ltd. (UBL) leads the banking and financial services sector of Pakistan
- UBL has been declared Pakistan's Best Bank 2016 at the first Pakistan Banking Awards held in Karachi. This award recognizes a bank that has demonstrated the most

significant contribution to national development and the most effective management of its resources including its employees, clients, franchise, community and financials. The Awards were held under the auspices of the Institute of Bankers Pakistan (IBP), DAWN and A.F. Ferguson and Co.

- Moreover, in 2016, JCR-VIS Credit Rating Company Limited (JCR-VIS) has upgraded the entity ratings of United Bank Limited (UBL) to 'AAA/A-1+' (Triple A/A-One Plus).
- UBL is one of the largest banks in the private sector with over 40,000 customer touch points, its presence in four continents and a workforce of 13,000 employees.
- UBL was formed in 1959, making it one of the oldest large corporate entities of Pakistan.
- 2016 also witnessed the UBL Facebook page reaching one million likes, making it the only Pakistani bank to cross a million fans on Facebook. The achievement reinforces its reputation as a progressive and innovative bank.
- UBL has a strong history of promoting sports, especially cricket. Six Pakistan cricket team captains have played for the UBL Cricket Team while 37 UBL Cricket players have played for Pakistan Cricket team.

## What is success to you?

To me, success is doing something revolutionary (as opposed to evolutionary) within my circle of influence; something which no one has done before. It is that sense of accomplishment that I need to achieve with my work. I keep asking myself at the end of each day what have I done different?

## What is the key to your success?

I like to bring energy to what I do and that I am emotionally and mentally tough. That helps me not to get tired easily. I like to think that I bounce back

from disappointments easily. Pressure and stress are something that I accept as natural in today's world so I do not try to run away from them, but work with them. I delegate, but don't abdicate, and never forget that the stops at me.

## What is leadership to you?

To me, leadership is another name for ownership. And when you own something, you give it your all, through all. Leadership is about creating a vision i.e. a clear picture where you want to be; it is the ability to inspire others with and for that vision. A leader should know how to work with a team. People confuse leadership with a hierarchical position which is not truly so. A leader is in the trenches with his/her team. Leadership is execution of ideas and not just talking about ideas. Leadership in modern era requires admitting that one requires constant up-gradation of one's skills so that one is in a position to either run with the team or give them direction when they require it. I am as demanding of my team as I am demanding of myself...and I am very demanding of myself. What is the fun in mediocrity?

## What makes you a leader?

Position and designation never makes a leader, it is your ability to make a difference. Leadership involves the following two things:

- 1) Focus on execution of ideas; most people in leadership position put more focus on ideas and not as much focus on execution. I like to think that the desire to achieve excellence in execution of ideas makes me a leader.
- 2) Focus on communication; I sell my ideas well. I create a story around what I want to do. People can visualize what I want to achieve as an individual or as a team. I dramatize for my team where we are heading and what we want to achieve.

## How do you learn to lead?

Leadership is an acquired trait. Charisma is one thing but a leader also needs to support that charisma with

skill. Too often we talk of charismatic leaders but ignore the skills those charismatic leaders possess. Charisma alone is not sufficient; it always needs the support of skills. However, in my humble opinion, skill alone (+ communication skills) can be sufficient. I think this might reflect my biasness as I consider myself neither natural at leadership nor possess that inherent charisma that certain leaders are said to possess. One is seldom born as a leader but one can learn how to become one. To me it is an iterative process; I learned leadership by observing my own leaders acutely. My most demanding bosses taught me leadership the most. In fact they were my best coaches and mentors; they stretched and pushed me to bring out the best in me or polish what was latent in me.

## Who inspires you as a leader? Why

I need to work with people to be inspired by them; historical or distant figures, though reverential, are not important to me in molding my personal leadership style. Someone who inspired me most was one of my school teachers; this gentleman was also the Housemaster of my Boarding School. He had the ability to inspire young boys when they are most rebellious, delusional and self-assured of their abilities. He communicated with us very well, first coming down to our level and then raising us to his.

## You have a long career of more than 26 years, how do you see marketing function these days?

Marketing today is very different from two decades ago; 20 years ago marketing platforms were predictable and audience more captive. There were no multiple TV channels or digital and social media marketing. There was one TV channel and you knew where you could find your customers. You just used that channel and got your message across. But today, it is very complex. Technology has changed the marketing function. In fact, technology



has disrupted the entire world and the field of marketing is most affected by it. Consumers are aware and have their say on social media; you can't make false claims now for the reputation of your product or organization is at stake. Today a good marketer needs to focus on some pressing questions to which there are no easy answers; What medium do I use to reach my consumers? How do I retain their attention for the fleeting moment they pay attention to what I say? How do I interact with them as opposed to talk to them one-way? How do I constantly keep my product/organization interesting to my customers before something else comes along that disrupts their loyalty to my product/organization. Marketing is today about constantly reinventing one's product to stay relevant.

## What issues and challenges did you face?

Banks are well known as institutions; speaking in Marketing language, their brand awareness is high. The issue comes about how relatable they are to their customers. Banks today are not as differentiated as other brands. I think most marketing heads struggle

for creating a distinct brand identity and image in consumers' mind, consistently and supporting and reinforce brand identity with their product which in the case of Banks is primarily their service. I constantly ask myself "What comes to my consumers' minds when they hear UBL?"

## What are the skills of a great marketer?

For me, a great marketer must possess four crucial skills listed as follows:

- 1) Willingness to accept and initiate 'Out of the box thinking'; the marketer's approach should be on 'Yes...and' and not 'No...because'; having an approach of 'IS KO DOOSRI TARAH KAR KEY DEKHTAY HAIN'
- 2) Good communication
- 3) Constant learning approach
- 4) Persistence - don't get disappointed by disappointments for there is a lot of trial and error out there that must be confronted.

**UBL has been declared as 'Best Bank of 2016'. What Marketing/Creative Communication strategies has UBL applied to communicate?**

# Interview with Mr. Irfan Siddiqui, Chief Executive Officer Meezan Bank Ltd



## We did four things:

1) Consistent and creative message as people had come to expect a certain type of formulaic advertisements from a Bank. Our UBL Current 'Mukammal' account ad has been declared as the best financial advertisement of 2015.

2) Leverage our association with Pakistan cricket - UBL sponsors bi-lateral tournaments of Pakistan cricket team. We have a strong legacy of our association with cricket. Six Pakistani cricket team captains including Younus Khan have played for UBL. 37 UBL players have played for Pakistan cricket team.

3) Leverage the platform of literature where we initiated and awarded 'UBL Literary Excellence Awards'. We have done so for the last five years. This year we gave it an additional boost by making it part of the Karachi Literature Festival.

4) Reaching out through social media. UBL is the first Pakistani bank which has one million Facebook fans. We use social media to get our message across to, and to talk to, our customers.

## What is the brand essence of UBL?

UBL was formed in 1959, making it one of the oldest large corporate entities of Pakistan. During this period, the Bank has come to be acknowledged as a progressive and innovative bank. These two identities of the Bank have seen it contribute greatly towards financial inclusion and economic development of Pakistan. UBL's primary pursuit is to provide superior financial products and services to our valued customers; this stems from our corporate belief 'Where You Come First'.

## How do you see future of Marketing and banking in Pakistan?

I will answer this question in two parts. 1) Regarding future marketing - I see a lot of scope here. We lack strong local brands that could then be transformed to regional or even global brands.

There are few instances of strong local brands but they are few; we need more. Social media has revolutionized marketing in Pakistan. We have a lot of communication channels which makes it easy, as well as difficult, to reach our customers. Audience attention spans are shorter and our message needs

to be crisper to retain attention in the media clutter that exists now.

2) Regarding future banking - Fintech or Financial Technology is the future. It is when banks use technology to make financial services more accessible, across multiple platforms, over a 24 hour cycle. Technology and banking are natural partners and I see greater convergence of the two in the very near future. The transformation has already begun and UBL is at its forefront in Pakistan. UBL is particularly proud of its pioneering initiative of financial inclusion in Pakistan, a country of 200 million people. This has been achieved through our branchless banking service called Omni, which won the Global Mobile Award (GSMA). Physical branches will remain important but the functions they perform will evolve. Fintech will encourage banks, especially one as large and diversified as UBL, to adopt a segmented approach to reach out to their customers, which include everyone across the spectrum from the tech savvy consumers residing mostly in urban areas to the non-banking population residing mostly in rural areas.



## 1. Tell us something about yourself and your organization, please:

I am the founding President and Chief Executive Officer of Meezan Bank. My educational background includes a Foundation Course in Accountancy from Sunderland, U.K. and I am a Fellow Chartered Accountant from Institute of Chartered Accountants England and Wales. I have served at number of senior management positions including Chief Executive Officer at Al-Meezan Investment Bank Limited, as a General Manager at Pakistan Kuwait Investment Company, Manager Finance and Operations at Abu Dhabi Investment Company and Senior Business Analyst at Exxon Chemical (Pakistan) Ltd. In 2002, Al-Meezan Investment Bank stepped into the domain of Islamic commercial banking through the acquisition of Pakistan operations of Societe Generale and was issued first Islamic commercial banking license. Al-Meezan was thus renamed as Meezan Bank.

Meezan Bank was born as Pakistan's first Islamic bank offering products and services in line with the principle of Shariah. As we developed over the years, we brought new and innovative Riba-free products and solutions in an industry that was solely based on interest. Meezan Bank, however, took up the challenge and through our determination, perseverance and team of well-rounded members, managed to emerge as Pakistan's premier and largest Islamic bank offering Islamic banking products that are at par with conventional offerings in the country.

With over 550 branches in more than 140 cities across Pakistan, Meezan Bank is one of the leading banks in Pakistan. This milestone illustrates the success story of Meezan Bank while also highlighting how Islamic banking is successfully attracting more customers and gaining larger market shares and revenues in the intensely competitive environment of Pakistan's banking sector. All branches of Meezan Bank offer a comprehensive and broad range of Islamic financial products as well as real-time online banking facilities to customers.

## 2. Is there any personal or professional achievement that you consider momentous in your life so far?

My greatest achievement has been to set up Meezan Bank and see it grow to this level of success. This has of course been possible due to my team's unrelenting drive to excel. Despite the many challenges we have faced, we are hopeful of the opportunities and the positive impact of the realm of Islamic finance. Alhamdulillah, over the past 14 years, we have grown immensely and have helped a very large number of corporates and individuals in switching from

conventional banking to Riba-free modes of financing. Our Shariah compliance focus has been one of our greatest accomplishments.

## 3. What is the key to your success and career?

Our strict adherence to Shariah compliance and focus on customer service are our strongest assets. We remained focused from the very beginning on ensuring Shariah compliance and quality customer service. Our brand personality is modest and humility is in the core of our team. Besides, our customers supported us in the development of Shariah-compliant solutions to a very diverse range of business needs and we are grateful to them for their support. In addition, having the first mover advantage was also a contributing factor.

## 4. What's your say on leadership and what is your preferred leadership style?

A successful leader is one that is capable of reinventing himself in order to stay relevant. For me, a good leadership style is simply a narration of one's purpose that serves as a motivator. Leadership style is strongly linked to establishing a responsible culture in the organization. Meezan Bank, in its fourteenth year of operations still follows the journey that leads towards visualizing its Vision. We have the right strategy and Alhamdulillah have been able to build the right culture for an Islamic bank. To ensure our success, we adhere to the principles of Shariah, continuously strive to adopt international best practices and stay customer-focused.

## 5. What are the essential and must skills for every leader?

Determination to forge ahead, industry foresight, strategic experiences and a sense of reality



are some of the most important traits that make a successful leader.

**6. Do you have a winning team?**

No one person can achieve any results alone without the will of Allah (SWT) and the support of their team members. Alhamdulillah, we have one of the best teams operating in any bank who have committed themselves to the cause of Islamic banking.

**7. How do you keep your top management engaged?**

At Meezan Bank, one of the most important expectations from our Top Management is a deep commitment to the performance of the Bank which is clearly reflected in the engagement level of each of our employee. We use a proactive approach in resolution of important issues for the performance of the Bank and last but not the least – we ensure effortless transparent communications that enable us to make timely and effective strategic decisions. We strive to maintain the

right attitude on success and use a hands-on approach in challenging times.

**8. How do you perceive the Islamic banking brand and what is it that your bank is trying that makes it more attractive from your competitors?**

Meezan Bank has always focused on the power of its Shariah compliance. We have a distinct corporate identity as the first Islamic Bank of Pakistan. For us, competition lies in creating value that is superior to other Islamic as well as conventional banks. At the heart of our strategy lie the customers and how we can help meet their financial needs through Shariah-compliant modes in a market that is primarily dominated by conventional banking. As we grow now, we will establish a strategy that will focus on the growing areas of Islamic banking from corporate to investment and branchless banking. In addition, we are focusing heavily on the

consumer segment by providing our customers with financing solutions for their personal financing needs. If you look at our numbers in 2015, you will see that we have optimized our balance sheet and will Insha'Allah continue to gain a larger market share in the country, particularly through penetration in the unbanked sector.

We are really excited about this because despite having started in Pakistan where the Islamic finance industry is still growing, we see a lot of opportunities to learn and establish and then from here we will see where else we can go to further transform our vision into reality.

**9. What issues and challenges keep you awake at night? What do you think hampers your success the most?**

Islamic Banking in Pakistan is a relatively new concept. The Bank was envisaged and established without first developing a financial feasibility, since the purpose behind



the establishment of Meezan Bank was to establish and promote Islamic Banking in Pakistan; however, Alhamdulillah, ever since our inception, the Bank has been profitable since the very first month of its operations.

As with any new industry, especially one that is as unique and based on religious principles, there are a number of challenges that need to be overcome. Islamic banking in Pakistan faces the challenge of creating last mile connectivity of translating Government's support for Islamic finance into reality. It is worth mentioning here that while the Government of Pakistan has shown keen interest in the development of Islamic banking in this region through its strategic 5-year plan. However, there is still a dearth of Islamic capital market instruments and this needs greater Government support. For Islamic Banks, there is a critical need for the provision of adequate liquidity tools, an area where the government can play a major role by offering Islamic Banks with instruments to place the excess liquidity of the entire Islamic finance sector at the same rate which is being offered to conventional banks. There still exists an asset/ liability gap management problem for this industry given the dearth of these instruments; and this challenge does not merely pertain to

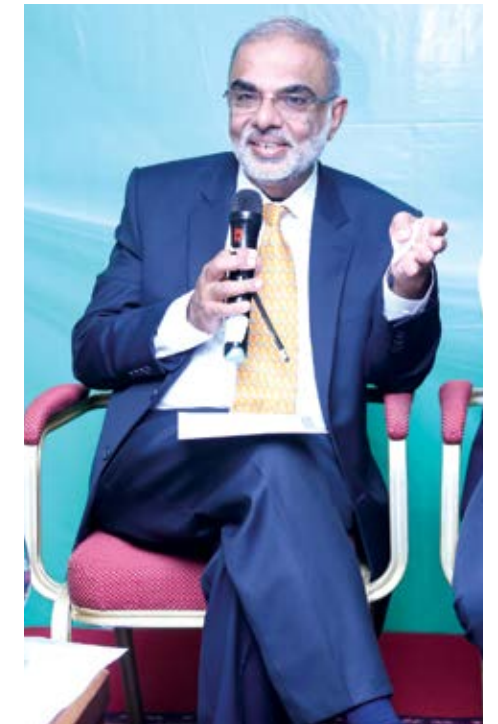
Islamic banks but to Islamic mutual funds, Islamic Takaful as well as to Islamic investors. In Pakistan, the government and regulators have taken great strides for the expansion of Islamic finance in the region, but much work still needs to be done.

**10. Who inspires you as a leader and why?**

My greatest source of inspiration is the life of the Prophet Muhammad who through his superior personality and noble actions was able to provide the believers and non-believers alike, with an environment that prevented them from getting entangled in a web of sin. Being an Islamic bank, we have strived to inculcate practices that are consistent to our faith in Islam and Shariah and as per the instructions highlighted by the Prophet Muhammad.

**11. What is the future of Islamic Banking in Pakistan?**

Currently, the Islamic Banking industry is growing at approximately 1.1%\* per annum which might increase to 2-2.5% as the other smaller Islamic banks start growing. At present, Islamic Banking assets and deposits form approximately 11.2% and 13.1% respectively of the total banking industry in Pakistan and keeping in view the number of Islamic banks and their growth, this could grow to 15%



over the next few years. The overall banking industry is growing at a rate of 7% while the financing portfolio of Meezan Bank grew by 18.4% in the year 2015. Other than Meezan Bank, there are now 22 other Islamic banking institutions in the country and it is healthy for the economy to have such an expansion in this industry.

Meezan Bank holds around 60% share of the dedicated Islamic Banking industry in Pakistan. One of the advantages we had was that we were the first Islamic Bank in the country. Our heavy focus on developing our Shariah-expertise, expanding our product menu to cater to the diverse banking needs of our customers and our focus on providing quality service has enabled us to maintain our leadership position in the industry, grow rapidly and give a decent return to both our depositors and our shareholders. As, with the passage of time, other Islamic banks are growing, this is introducing healthy competition in the industry and is making Islamic Banking available to an even larger section of the country's population. We see this as a positive trend and wish success to all Islamic banks since they are all playing their role and hopefully will flourish and give a boost to the economy.

# Innovating an Archetype Brand

By perception, all traditional things are deemed as old fashioned and all innovations are assumed as contemporary. Archetype brands, which celebrate the way we live, are therefore mostly positioned as traditional.

By perception, all traditional things are deemed as old fashioned and all innovations are assumed as contemporary. Archetype brands, which celebrate the way we live, are therefore mostly positioned as traditional. According to Carol Pearson, PhD, “archetypes” provide the deep structure for human motivation and meaning. When we encounter them in art, literature, sacred texts, advertising — or in individuals or groups — they evoke deep feelings within us. In 1919, Swiss psychologist Carl S. Jung used the word “archetype” to refer to the recurring patterns found in universal stories, identifying the themes, symbols and imagery as part of the human psyche. In 2001, Mark and Pearson wrote the book “The Hero and the Outlaw” and presented a strong case of how successful brands like Marlboro and Nike effectively correspond to fundamental patterns in the unconscious mind known as “archetypes”. They presented 12 archetypes namely Innocent, Explorer, Sage, Hero, Outlaw, Magician, Everyman, Lover, Jester, Caregiver, Creator and Ruler and how each addresses an underlying universal human need.

The challenge with archetype brands such as Lego, Campbell’s, Old Spice, Kodak, British Airways, Cadbury, Pakola, Kala Kola, etc. is to try and make them appealing and contemporary in the wake of changing times. In such cases, innovation can play an integral part in rejuvenating these brands. The challenge however, and this is where most archetype brands lose their way, is to innovate whilst keeping the essence of the brand the same. There are countless examples internationally and locally of archetype

brands losing connection with their core users in trying to appeal to a younger audience or simply in an effort to appear contemporary.

On the other perceived end, innovation is either part of the core positioning and ethos of certain brands such as Philips with its tagline “Innovation and you” or mandatory to the growth of an organization such as 3M. In fact, in 3M’s case, innovation is so institutionalized that it sets itself the target of generating 25% of its revenue from products developed in the past five years! In both cases, differentiation which is meaningful and relevant is the key to sustainable profitable growth.

Innovation is crucial to the continuing success of any organization and has been synonymous with the words change, alteration, revolution, upheaval, transformation, etc. Jean-Marie Dru, Chairman of TBWA/Worldwide encouraged the advertising industry to embrace innovation with his book *Disruption*, published in 1996. It was introduced as a methodology for creating room for growing brands and described as entering new categories, creating new business models and most importantly thinking differently.

This disruptive thinking when institutionalized can lead to exceptional results. Apple created a new breed of music ecosystem and resigned CDs to history. Founded in 2011, Dollar Shave Club took 6% volume share of US cartridge shaving proposition. Its CEO Michael Dublin defines disruption in business as “an idea or business model that produces a significant and widespread change in an established way of doing things”. With rapid technological change, connected

consumers and growth of e-commerce and digital distribution, how can archetype brands stay relevant and grow?

Brooke Bond Supreme is an example of an archetype brand which I was fortunate to manage during the early 2000s till mid 2000. It was assumed that the brand’s bar on innovation was low since I resisted global pressure on changing the core positioning of the brand. Its tagline “Yehi to hai woh Apnapan” was considered passive and the brand was losing share and volumes prior to my taking over the brand. The brand started growing profitably and beyond expectations from 2001 till 2004 whilst retaining the core essence and positioning. In fact, it became the largest tea brand of Pakistan and accounted for almost one third of Unilever Pakistan’s revenue and profits during this period. How did this happen to an archetype brand? Was there no innovation done during this time and if so, what type of innovation?

The answer is that a number of firsts were done on the brand during this time but all of them reinforced the core positioning and in fact strengthened the connection amongst consumers like never before. For starters, the core of “Apnapan” was the central theme through the line. From new theme advertisements to sponsoring “Family Front” – a sitcom that featured a family through comic slice of life situations, from on-ground activation that was done in over 200 towns to making it central to all the consumer promotions such as “Gumshuda Chabi Ki Talash” and “Lakhon Main Aik”.

New groundbreaking facets of Apnapan were explored when the brand teamed up with maestro Shoaib Mansoor and

“Supreme Ishq” was created. These songs were based on the principle that Ishq was a higher form of Apnapan. In Shoaib’s lyrics they went like “Ishq, Mohabbat, Apnapan”. The first song was based on Ishq-e-Haqiqi with Baba Bulley Shah’s famous kafi of “Tere Ishq Nachaya Kar Thayya Thayya” and the second song featured Ishq-e-Majazi with the story of Anarkali told in Shoaib Mansoor’s inimitable style. Such was the innovative nature of these songs that the brand’s urban top of mind went up three times during its airing. It made the brand contemporary whilst retaining its essence and positioning and more importantly, not losing connect with its core rural franchise.

Another musical effort was signing up the versatile Jawad Ahmed as the brand ambassador. Jawad sang the tagline “Yehi to hai woh Apnapan” exploring its family roots especially the relationship of a father and daughter against the backdrop of her getting married. Jawad was also used extensively on-ground with free concerts, trade, distributor and consumer home visits all designed to bring the Apnapan of the brand alive like it had never been done before. The magic of Apnapan touched all and sundry. Celebrations honouring the hard work of salespeople, distributors and trade were done in the Top 20 towns, a first for any brand in the history of the company.

Post my departure from the brand in 2005, a lot of changes were made. The brand was re-launched and the first thing sacrificed was its core positioning. The brand was repositioned as “Healthy” and Apnapan advertisements gave way to executions featuring Akshay Kumar and Sonakshi Sinha. Fashion shows were sponsored in urban cities of Pakistan and the rural programs and activations were less prominent. Packaging was changed in line with regional expectations and the master brand Brooke Bond assumed the driver role for the brand.

In the decade post my departure from the brand, the brand has reportedly lost nearly half of its volumes and is no longer the leading tea brand of Pakistan. Only recently has the positioning of “Apnapan” been resurrected in an effort to arrest its decline. It remains to be seen if this archetype brand can reclaim its lost glory – all in the name

of mis-directed innovation. It proves that innovation at the expense of tradition can have fatal consequences if not done properly.

Another archetype brand that I handled in the late 90s was Dalda Cooking Oil (DCO). These were the days when Dalda was still part of Unilever Pakistan. As a master brand, Dalda had immense equity. During my initial days at Unilever, I was ecstatic when I enquired from consumers during home visits as to which cooking oil they used and most said Dalda. It is only when I asked to see the pack that reality hit home. All cooking oils were referred to as Dalda – irrespective of the brand being used! For me the double whammy came during a focus group session amongst cooking oil users. The moderator asked why the consumers used DCO. The answer was it was Dalda. When asked what they understood by Dalda, they mostly said that it is Banaspati. DCO had no differentiator that set it apart from Dalda Banaspati. The same advertising communication was being used for the brand for over a decade “Wah Re Kebab Teri Kismet”.

The innovation on this brand came in the form of its packaging. In order to make the brand more accessible to the masses who couldn’t afford its 2.5 and 5.0 litre tins, an innovative packaging of “Pouch in Box” was introduced for the first time in edible oils. Five one litre plastic pouches were put in a card board box outer thereby saving on the cost of tins. Such was the success of this format that almost all manufacturers adopted the same. It revived the brand and coupled with new thematic communication, revival of the hit show “Dalda Ka Dastarkhawan” and activation on ground, the brand started growing. Later on, Unilever divested from the edible oils business in Pakistan and Dalda was bought out by some of its employees. The one thing that has stayed with the brand is its core positioning of “Jahan Mamta, Wahan Dalda” with creative executions keeping the message contemporary in the wake of changing times.

Innovations around an archetype brand can be manifold. Rejuvenating traditional positioning as Cadbury did with “Kuch Meetha Hojayay” is one



approach. Innovating on the ease of use of the brand is another source as with Dalda’s Pouch in Box. The advent of LUP’s (Lower Unit Price Pack’s) namely sachets helped Lifebouy soap extend successfully into shampoos. Innovating on the multiple uses of the brand is yet another source as demonstrated by Arm & Hammer baking soda. Innovating on the communication channels the brand uses to connect with its current and potential consumers is a great source as with the Old Spice digital campaign “The man your man could smell like”.

It is important for archetype brands to change with times. Rather than change the essence or core positioning (unless it is not working at all), it is advisable to innovate in the way these are presented to the consumers. Integrated marketing communication around the core central theme should look for innovative ways to bring it alive and hence keep the brand contemporary, energetic and relevant with changing times.



#### About the Author

Qashif has worked for companies like Caltex, Philips, Unilever, Tetley, Abraaj and Abu Dhabi National Industrial Projects Co. in a career spanning over 19 years. He contributes regularly to marketing journals, conducts branding and marketing workshops and is a regular speaker at international marketing conferences.



Marketing Association of Pakistan held its Annual General Meeting at Karachi Marriott Hotel.



# Karachi Council for the year 2016



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Rector & Executive Director  
Institute of Business Management



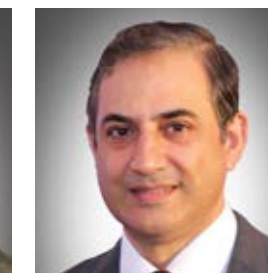
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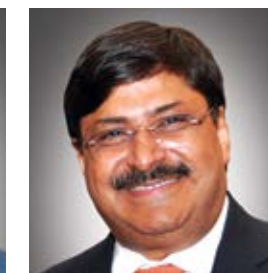
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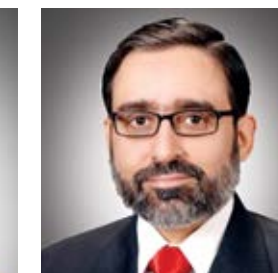
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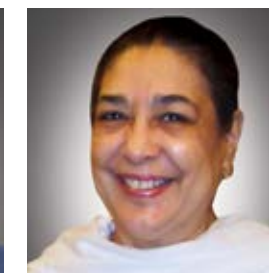
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Centre

# Social Media is the Reality

**“The year 2014 started off with a total of 11.6 million active Facebook users and added one million Pakistanis in January 2014 alone. By the end of 2014, Pakistan reached about 17 million Facebook users, with more than 50% users in the 18-34 age brackets, and with the majority of the remaining below 18 years. This is a giant opportunity for brands to reach out and build enduring relationships while converting fans to customers.”—Pakistan Advertiser’s Society.**

**A** report published at Bloomberg suggests that, “Market for social media management tools will grow over 100% to \$970 million in 2016, from \$389 million in 2014.”

The trend for marketing is changing throughout the globe. There are studies that show that fewer people are reading newspaper advertisements or billboards. According to Mashable “more people get their news from the Internet than from newspapers — and more advertisements dollars went to online outlets than to newspapers, too.”

Pakistani companies also need to understand that the market potential and customer behavior is changing rapidly in the country. People are now ordering food on EatOye and Foodpanda. They are buying stuff online from Daraz.pk, Kaymu and several other such online markets. Easypaisa and other similar payment gateways are facilitating these customers to make payments with convenience. Pakistan with 31 million internet users and 10.3 million 3G users market potential using social media and online marketing is phenomenal!

A survey conducted by the Pew Project for Excellence in Journalism says, “34% of respondents said they read news online within the past 24 hours (as opposed to 31% who favored newspapers); and a full 41% said they get most of their news online, 10% more than those who said they got most of their news from a newspaper.” – this proves that newspapers are getting lesser attention every day, so

are advertisements published in print medium. Also look at your behavior while watching TV, as soon as you switch the channel an advertisement appears. In simple words, people are becoming more attentive and responsive to social media as compared to any other medium of advertisement.

Most social media users are from age group 18-to-29, and that is the market today and in the future!

Shift in the trends is evident and marketers need to understand this to remain in the market! In my view when advertisers in their newspaper promotions and billboards are mentioning links to their Facebook pages, that are more accessible at any given time during 24 hours, gradually more and more potential customers will start focusing on social media platforms to set their purchasing priorities.

This is astonishing to learn how corporate sector is increasing its investments in marketing via social media networking sites. According to Awareness, a company that provides social media software to world’s top brands, 70% of businesses plan to improve their social media marketing, while 50% social media managers will focus on improving social media policies to improve their social media management practices and tools. Seth Godin who is one of the most creative marketers in the modern times believes that building communities on alternate media or what he describes as Tribes is the most effective form of creating movements (to change behaviors, including buying decisions)

. Seth believes that this is as simple as building a tribe of 10 or 100 who will bring 1000 or 50,000 to start a movement.

In his interview with Wired.Com Seth Godin described the new marketing phenomenon:

“Big world-changing ideas have had three cycles. The first cycle was that you could change the world by building a factory the way Henry Ford did. If you could put productive people to work and make money producing something that made change, people like Henry Ford and Andy Grove could cause world-changing things to occur.

The second cycle had to do with advertising and TV and media and promotion. The idea is that if you talked about an idea enough and pushed it on people enough, it could change the world.

The third idea, the one that I think is really available to a large number of people now without a lot of resources, is the idea of finding and connecting like-minded people and leading them to a place they want to go. You can use Barack Obama as an example, but you can also use Blake Mycoskie of Tom’s Shoes. The internet means geography isn’t so important, so if you can find the 1,000 or 5,000 or 50,000 people out there who want to make a certain kind of change and can connect them and show them a path, they want to follow you. And you can use that tribe, that group of people, to make a change that matters.”

“Broadcast, cable, newspapers, and other media certainly play a role in influencing shoppers seeking consumer electronics, but the diversity of media it takes to truly reach buyers is eye-opening. A close look at the findings reveals that digital is a key part of the ad buy puzzle when it comes to selling electronics. Most consumers who are in the market for HDTVs, home audio set-ups and the like are clearly a tech savvy group, and that fact needs to be kept top-of-mind when trying to reach them as they consider their next major purchase.”

Social media has changed the way marketing was done. Electronics, FMCG companies are also experimenting with social media, for instance PepsiCo Inc. recently created a Facebook page “Dew Labs” as a private community of Mountain Dew lovers and asked its 6,533 fans to upload pictures and video clips of themselves while enjoying Mountain Dew and also share comments on new flavors. Social media company Wildfire Interactive Inc that is working on this campaign received US\$ 35,000 for managing the page for one year!

Simple ways to promote a brand is to engage customers and make them spread love for your brand. This will reduce dependence on expensive TV commercials and improve brand locality. So after the emergence of social media if the world is changing so rapidly why the companies are so reluctant in implementing social media strategies and engaging their employees in social media training programs? Perhaps, they are still shy in appreciating the reality!

In US, the largest market for advertisements, the shift is coming fast and companies are focusing more on social media for marketing and branding. Recently BIA/Kelsey, an adviser in social media space said “Social media advertising revenues will grow from \$3.8 billion in 2011 to \$9.8 billion in 2016, representing a compound annual growth rate of 21 percent”. The company forecasts that the local segment of U.S. social media advertising revenues to grow from \$840 million in 2011 to \$3.1 billion in 2016 (CAGR: 29.8 percent).

This massive growth will shift advertisements from traditional media, which is TV, Radio and print to Facebook, Blogs, Instagram, Pinterest

and Google+ etc. This massive growth will be driven by creativity and innovation by social media companies that are now providing better tools, richer and softer formats and easy to embed facilities for videos, music and pictures, tools that are more engaging. Soon, companies large or small will not be in a position to avoid using social media. It is the reality they will need to embrace.

The fact of the matter is that social media platforms are now smart enough to cater for the needs of local businesses. They know that the ever increasing social media communities are mostly localized. These local communities need local content and will respond to local advertisements and promotions and social media companies have now started offering better focused opportunities to brands and local businesses.

All above now calls for action by local companies to do at least five things:

1. Engage top management in creating awareness about the importance of social media
2. Get marketing and branding chaps to shift their focus from traditional media to social media
3. Develop at least an entry level social media strategy
4. Identify a sizable group of employees and training them in using social media effectively
5. Create social media channels

The best way to start is by engaging a social media expert who could facilitate meeting and discussion. There is no escape; social media is the reality which has changed the dynamics of the way businesses engaged their customers!

If we talk about the job opportunities, until couple of years ago a job in social media sphere was not considered a career. However, with rapid developments in this field, Social Media is now providing excellent opportunities for young people in many ways. If you are interested in developing your career in social media marketing, you need to read a lot, practically experiment a lot and project your profile as someone who is capable of undertaking responsibilities as a Social Media Marketing professional.

Undoubtedly, Social media is currently one of the fastest growing industries in



the world. No brand can think of marketing without using social media. Not only that, it is providing platform for social causes such as fundraising and increasing access to information to masses.

However, as a social media professional lecturer of Social Media Marketing at a BS Media Sciences class, I realized that more emphasis is required while developing a practical course outline on Social Media Marketing. Social media has revolutionized marketing concepts, now it is just a matter of time and we all will join one or another movement to become part of a tribe or will create our own tribe – it will be soon – with Social media becoming the focal point for marketing professionals, old Marketing books and theories will be obsolete soon!



**About the Author**  
Hammad Siddiqui is a passionate blogger, trainer and social media strategist. Recently he has authored a book on Career Development titled “Bootstrapping Your Career”. He also volunteers his time helping youngsters on career development issues.

The Marketing Association of Pakistan organized a tea as part of the ongoing "Islands of Excellence" speaker series with MR. MICHAEL FOLEY, Chief Executive Officer – Telenor Pakistan to talk about "Corporate Framework for Sustainability". The event was held at Pearl Continental Hotel and attended by industry leaders.



The Marketing Association of Pakistan was proud to host HIS EXCELLENCY MR. SYED HASAN JAVED, Ambassador of Pakistan in Federal Republic of Germany at Marriott Hotel in Karachi for a talk on "Changing Times – Re-Projecting Pakistan's Story". The event was organized under the umbrella of MAP's ongoing "Pakistan - Islands of Excellence" series.



As part of its ongoing “Pakistan - Islands of Excellence” speaker series, the Marketing Association of Pakistan invited MR. BILAL JAFFERY, Executive Chairman - Digital Transformation & Experience Standards Association, Canada to address a seminar on “Building the Digital Future”. The seminar and accompanying tea was held at Karachi Marriott and attended by industry leaders and others.

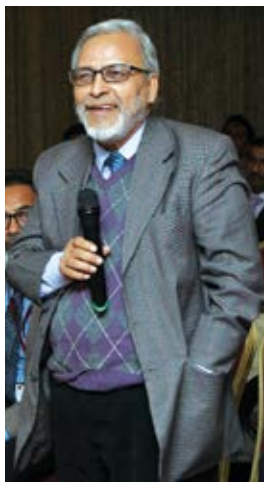


As part of its ongoing “Pakistan - Islands of Excellence” speaker series, the Marketing Association of Pakistan invited MR. NIAZ MALIK Deputy Chief Executive Officer - ZONG Pakistan to address a seminar on “Zong-The Success Story | 4G-The New Paradigm Shift for the Marketers”. The seminar and accompanying tea was held at Karachi Marriott and attended by industry leaders and others.





The Marketing Association of Pakistan was proud to host His Excellency PROF. DR. ATTA-UR-RAHMAN, Former Federal Minister for Science & Tech & Founding Chairman, HEC at Marriott Hotel in Karachi for a talk on “Innovation in Socio-Economic Development”. The event was organized under the umbrella of MAP’s ongoing “Pakistan - Islands of Excellence” series.



The Marketing Association of Pakistan hosted MR. SYED VEQAR-UL-ISLAM, Director & Chief Executive Officer, Jaffer Business Systems & MR. ZEESHAN QURESHI, Chief Executive Officer - Haier Mobile for a talk on “MEDIA - The impact of Digital”. The event, held at Karachi Marriott Hotel was organized as part of MAP’s ongoing “Pakistan - Islands of Excellence” series and attended by industry leaders and professionals.

The Marketing Association of Pakistan organized a panel discussion as part of its "Pakistan - Islands of Excellence" series. The panel on Marketing Dialogue on "DISRUPTION" featured MR. ZIAD BASHIR, CEO – Gul Ahmed Textile & Founder – IDEAS, MR. HUMAYUN BASHIR, Country General Manager Pakistan & Afghanistan – IBM, MS. SADAF ABID, Social Entrepreneur in-Residence – INSEAD & Founder – CIRCLE, MR. IRFAN SIDDIQUI, President & CEO – Meezan Bank Limited, MR. BASHIR SHAIKH, Co-Founder & President – Inov8 Limited, MR. AHMED BILAL MASUD, Deputy CEO – Huawei Technologies Pakistan & MR. FURQAN QURESHI – Marketing Consultant held at Karachi Marriott Hotel, the event was attended by a cross-section of leaders and young professionals in the marketing industry.





## BS SOCIAL ENTREPRENEURSHIP AND SOCIAL LEADERSHIP

FOUR-YEAR PROGRAM

BS Social Entrepreneurship and Social Leadership program inspires and equips graduates to demonstrate leadership through creation of sustainable social advocacy enterprises focused on solving real life problems. This is an innovative and fully experiential learning program focusing on PBL; Project Based Learning and Problem Based Learning. It provides an inter-disciplinary understanding of real life problems from humanities and liberal arts perspectives, and additionally enables students to envision and create enterprise solutions through managerial and leadership skills imparted in the program. The projects involve field work to explore real life social enterprises advocating solutions in areas such as education, health, violence, poverty, women empowerment, environment and “glocalization”. These projects integrate course work of leadership and enterprise management studies with perspectives from several inter-linked subject areas such as philosophy, psychology, history, sociology, economy, power, culture, religion, ethics, arts, literature and aesthetics. This integration enables students to design sustainable solutions to local challenges that reflect their internal desires to benefit themselves and the community and that can give them confidence to take on the global challenges.

It requires completion of 144 credit hours of course work in a total of 8 semesters or 4 years. Student’s graduation with CGPA of 2.5 automatically qualifies for MBA program offered by CBM. Students must complete an internship and comprehensive exam as part of their degree requirements.



For admission and more details:

# How Big Data Inspires Contextually Relevant Creative Thinking



For as long as they have existed, companies have had data about their key stakeholders, and more recently, we have been applying technology to analytically solve problems for as long as we’ve had computers. So what’s new and what’s different here? So the first question is, “How much data are we talking about?” and why is there a preface big. In 1979, Dr. Jack E. Shemer and Dr. Philip M. Neches formed Teradata, a name that represents the idea of unimaginably large amounts of data and the resulting value proposition is “this is what we are going to help our customers optimize on”.

In 2008, WIRED magazine published an article titled “The Petabyte Age: Because More Isn’t Just More — More Is Different” and so you begin to see that 28 years later, the prefix creep moves on and “terra” won’t work anymore in the new normal with all this data being collected. Four years later, WIRED came out with another article on “The Exabyte Revolution” and the prefix’s are marching up — this one didn’t work for 28 years or 4 years or even one year — it worked for about 6 months because Cisco recently came out with a report on

“The Zettabyte Era—Trends and Analysis” and it is not even the scary part. There is only one more prefix in existence that can describe the next phase in big data and it is called the Yottabyte, indicating a value of 10008. Wall Street Journal recently interviewed Andrew McAfee, principal research scientist for the Center for Digital Business at MIT’s Sloan School of Management on this problem wherein the term “Hellabyte” was unveiled as the potential successor for the Yottabyte, if and when it comes to that.

This goes to show the increasing cascade and raw amount of digital data being generated, it is coming at us more quickly, from all directions and it has got forms we are not used to. As a marketer, I’m used to seeing my data:

- in numeric and text form,
- organized in rows and columns,
- spreadsheets and databases

and we got comfortable working with that. Now we’re getting data from the social web — pictures, status updates, hash-tags, videos and search terms. Because of GPS sensors, accelerometer, compasses and this array of sensing devices, our smart phones are giving off an exhaust trail of data. This really is a brave new world in the digital information realm. About 4,000 photos are uploaded to Facebook every second, with a quarter trillion to date. Google processes well over a billion searches a day. To find a way to profitably mine even half those searches and what the implications of the trends are — informational or transnational then business can gain insights and an advantage. Just some facts from less than 10 years ago:

- Facebook had not yet been

founded

- Google was five years old
- Twitter was a gleam in someone’s eye
- The iPhone was four years away

It’s really unreasonable to expect that companies around the world are on top of this phenomenon. By looking at problems with fresh eyes and utilizing the sources of new data that are relevant towards an industry, whether from a demand or supply perspective, accurate predictions can be made based on stakeholder intent and for operational streamlining.

In the real estate market, the crystal ball on how housing prices would and will fluctuate has the highest demand among brokers. The status quo means of attaining insights on housing prices is to approach the National Association of Realtor’s and subscribe to their forecasts on housing prices changes, which are developed by looking at economic indicators such as interest rates, GDP, demographic shifts which creates a statistical model that spits out forecasts area by area around the country. MIT’s Lynn Wu and Erik Brynjolfsson took the big data approach and sifted through Google’s search results within a specific territory and found links between searches that suggest buying curiosity “house prices in Detroit” and the shift towards call to action (i.e. the searcher has finally decided) searches such as “schools in X area of Detroit” and built correlations between reasons for interest generation and means of closing the transaction. The result: the prediction model is 23.6% more accurate than the status quo.

According to this paper, employee theft and fraud accounts for up to \$200 billion a year across the economy. As enterprises grow and

become more geographically spread out, it becomes really hard to stay on top of everything going on – especially in a fairly inexpensive table service restaurant that run on razor thin profit margins with an immense load of data based of triggering any action and in house transaction. The other fact about these businesses is that employee dishonesty is on the rise and can be really devious about making sure that money that should go to the business finds its way into their pockets instead. NCR had the idea of doing pattern matching on this ocean of data coming in and flag suspicious behavior which would alert managers. The study looks at the before and after of the implementation of the technology in 400 locations and found the following benefits:

- drop in observed theft by USD 25 per week per location
- weekly revenue increased on average by USD 3,000 per month
- tip % significantly went up

So what happened? Employees felt the strain of big brother, curtailed their theft practices, focused more on up-selling & customer service and gained more take home tip income.

One of the things that we've seen is that old dogs can learn new tricks, the internal tech and analytic teams can re-skill themselves to thrive in the new era of creating data scientists – able to work with big data sets and programs while having training in AI & machine learning including being able to talk to peers in management teams. Universities like KITE have recently launched the Center for



Data Sciences to consult on big data and train the industry. With the introduction of MOOC's from MIT, getting teams to upscale their minds on the latest technologies and methodologies in this era of adaptive learning has become more fluid.

Imagine the “Amazing Race” mirroring campaigns that banks can launch with the transaction history of their customers. Is transaction history not simply, purchasing preference? Imagine being able to send push notifications to your banking customers when they are nearing an outlet where they dined and swiped their cards last week. Imagine the contextual relevance of the message and the offer. Imagine being a bank, playing a proactive role in generating leads for its customers. Isn't this, shattering the box, the very definition of creativity?

Rocket Internet is the largest and fastest growing e-commerce focused venture builder. Sure they are replicators and aren't at the top of my mind when “creativity” in dreaming up business models comes up. But when their sites are hosted on shared servers and coordinate back-ends systems that track purchase behavior and customer pixels, that's where the magic happens. Should you purchase clothing for toddlers on Daraz.pk, your unique IP and tracking pixel may prompt ads for a baby car seat from Carmudi.pk or a family pack of baby food from Kaymu. Where is this

contextual relevance in the offline experience, aside from those in one to one mom & pop stores?

Nalla Karunanithy is currently working as a Chief Product Officer at Carmudi and known as the design mastermind of many successful tech ventures across continents under the umbrella of Rocket Internet, the world's biggest technology incubator.

Highly driven by his spirit of entrepreneurship and passion for cars, Nalla is currently revolutionizing the way people buy and sell cars in emerging markets by rolling out a highly innovative solution that will combat the problem of slow internet connection that users face while browsing for cars online. In addition, Nalla has managed to bring the car listing/selling process down to less than 2 minutes. Big data and localization strategy is the path to custom fitting solutions to all markets and its caring.

Big data allows Nalla to understand customer's problems, often without even direct feedback from the customers themselves. Because in the real world, customers are focused when they purchase so putting them in focus groups is redundant as a gauge for insights. For Nalla, big data lets them understand the customers better than they do themselves. It allows them to analyze the problems, causes and requirements.

Big data also allows the team at Carmudi to understand that car dealers from Nigeria to Indonesia were all facing the same problem of slow and tedious process of listing a car for sale online. Within days it allowed Carmudi to pinpoint the problem they were facing. Using enormous data gathered globally over the year through their own database and other sources, they are now in the process of building GCD (Global Car Database), a system which will allow users to list their car in fraction of what it is now by pre-selecting attributes of cars.

The implement of adequate technologies and analytical methods is imperative in the internet age. These are significant driving forces for success in a very competitive environment. The customer's expectation of personalization, in the form of individually tailored products and services, is also growing continuously and needs to be addressed accordingly. Customers nowadays expect to be treated individually based on their previous behavior or even how they have come to your firm's website. Marketing to customers using strategies that are based on evidence rather than guesswork give us a significant advantage over competition.

For Philipp Petrescu, the MD at Lendico, big data strategy is essential to ultimately treat customers with individualized services. Smart algorithms, numerous data sets and an extensive tracking system help to draw conclusions about preferences and build a foundation needed for data-driven business strategies. The process includes analyzing collective customer information and drawing linkages and conclusions to accurately predict future customer transactions and behavior. For example, existing information and newly acquired data can be combined and analyzed using correlations to develop lucrative new products and specialized offers to customers' needs.

The supply of available customer information and the portion of it that is digital is growing steadily. This proves advantageous for web-based

firms Lendico that can access and analyze this data more easily, which in turn makes business activities more efficient. One reason is that defining and specifying target groups becomes even more comprehensive and accurate. Once they have segmented a customer base, they can target each group using individualized services.

This includes implementing predictive behavioral targeting and optimization tactics to address the thousands of combinations of customer behaviors and transactions. Successful segmenting through big data methods can also enable their marketers to predict and determine what marketing channel proves most lucrative based on customer segmentation.

Depending how extensively and long firms track their customers' behavior and transactions, the volume of crucial data can grow exponentially. Some digital FinTech firms today know more about their customers' needs and wants than banks will ever learn. The fact that traditional banks are still dramatically lagging behind the modern use of big data capabilities is another advantage that FinTech's like Lendico have over banks. Financial services can be directly tailored to customers and hand over the ability to create offers, promotions, calls to action and individualized prices that meet each customer's unique profile.

Managers in this era need to start looking at their areas of ignorance and where the blind spots lie. The art of asking a good question is a really subtle art and that's truly why it hasn't been automated because the ability to be confused is still a very human skill. Managers need to stop thinking like accountants and more like geeks and



think of new ways to combine what they are actually good at versus what the data are actually good at the next brave frontier.

This is exactly why, when approach with an open mind and long term strategy, big data will forge the path for contextually relevant creative thinking.

Babar Khan Javed is the chief digital officer at Wah! Brands LLC , a freelance business journalist and a ghostwriter for C-suite executives. He can be reached on Babarkj@Gmail.com for consultation, teaching and speaking requests.



#### About the Author

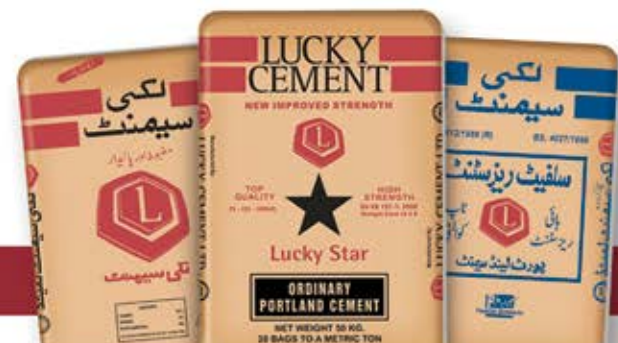
Babar Khan is currently editor at Trango.co, a brand professional for a leading high and fashion apparel brand and a former management consultant with expertise in strategic OD, digital marketing and project management. He can be reached at hello@trango.co or babarkj@gmail.com





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## AWARDS OF EXCELLENCE

The Awards of Excellence for 2015 were given in MARCON which was held on April 26 & 27, 2016 to the following candidates:

### Lifetime Achievement Award

1. Hussain Dawood, Chairman – Dawood Hercules & Engro Corporation

### Special Recognition Award for Outstanding contribution in MAP & MARCON

1. Syed Masood Hashmi, CEO – Orientm-McCann

### Award of Excellence

1. Muhammad Ali Tabba, Chief Executive – Lucky Cements Limited
2. Zeshan H. Qureshi, CEO – Haier Mobile



# MARCON-2016 – The International Flagship Marketing Conference

## on the Topic of **Marketing Traditions & Innovations**

**M**arketing Association of Pakistan hosted MARCON-2016 - 6th International Marketing Conference in Karachi on April 26 & 27, 2016 at Marriott Hotel. Leading marketers from around the globe attended the event and shared their innovative ideas with the participants. The conference covered crucial topics such as neuro-marketing, big data, synergies between sales and marketing departments, and branded content in the new age.

Talib S Karim, President, Marketing Association of Pakistan stated in his welcome address that MARCON is the largest gathering of marketers in Pakistan and gives an opportunity to every individual who aspires to bring innovation and best practices to the sector. He said that MARCON-2016 is an event which not only promotes the growth of a cadre of professional marketing managers in Pakistan and encourages a scientific approach towards marketing, but it also endorses the study of all branches of knowledge relevant to the profession of marketing. He said that strong voices from India, Malaysia and Australia were present at the event. He also thanked all prestigious sponsors of MARCON-2016, the detail are given below.

Shan Foods Ltd participated as the Founding Sponsor. JS Bank and ZONG Pakistan were the Gold Sponsors. Oracle, Advertize Networks, K-Electric, Dalda, Meezan Bank, Meezan Investments, Premier Insurance & Fatima Fertilizers were the Silver Sponsors. NAFA, EFU General Insurance & Dalda (Cup Shup) were the Tea Sponsors. Akira was the supporting Partner. Jang Group was Media Partner. Institute of Business Management

was Knowledge Partner. Echo Digital Marketing was Digital Partner of the conference. National and International Speakers participated at MARCON-2016 including:

- Marvi Memon, Minister of State
- Javed Jabbar, Writer, Film maker, Policy Analyst, Former Federal Minister
- Bruno Olierhoek, Managing Director & CEO – Nestle
- Santosh Desai, Managing Director & CEO – Future Brands
- Kaushik Roy, President Brand Strategy & Marketing Communication – Reliance Industries Ltd
- M.A. Mannan, President & CEO, TCS Holdings
- Masood Hashmi, CEO – Orientm-McCann
- Asim Raza, Film, Commercial & Music Video Director
- Kabir Khan, Acclaimed Bollywood Director – Maker of Bajrangi Bhaijan
- Anthony Cross, Principal Sales Consultant – Oracle Marketing Cloud
- Veqar-ul-Islam, CEO & Director – Jaffer Business Systems
- Maheen Rahman, CEO – Alfalah GHP Investment Management
- Niaz A. Malik, Deputy CEO – ZONG Pakistan
- Sarmad A. Ali, Managing Director – Jang Group
- Badar Khushnood, Country Representative, Twitter
- Jehan Ara, President – PASHA
- Kimihide Ando, CEO – Mitsubishi Pakistan
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- Aasim Siddiqui, Group Managing Director – Marine Group of Companies

- Muhammad Asif Arif, CEO – Premier Insurance Ltd
- Ian Majewski, CEO – Orientedge UM
- Bharat Avalani, Member Executive Council, Asian Federation of Advertising Associations
- Irfan Wahab Khan, Deputy CEO & Chief Marketing Officer – Telenor Pakistan
- Sirajuddin Aziz, President & CEO Habib Metropolitan Bank
- Humayun Bashir, Country Manager Pakistan & Afghanistan IBM
- Amer Pasha, Senior Director, Central Europe Middle East Africa – VISA
- Saad Amanullah Khan, Chairman – South East Asia Leadership Academy
- Aamir Ibrahim, Deputy CEO & Chief Commercial Officer – Mobilink Pakistan
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# Gaps In Marketing Competencies *Between Employers' Requirements and Graduates' Marketing Skills*

## Abstract

This study was conducted in pursuance of improving standards of marketing curricula at masters' level of business education. The aim of the study was to highlight the gaps in marketing competencies that exist between employers' requirements and graduates' marketing skills.

The existing literature was surveyed to identify the required knowledge, skills and abilities (KSA) in the field of marketing, as desired by employers, from fresh marketing graduates. A survey was conducted in two parts: competency survey one was designed to identify the importance of different competencies required in marketing jobs and competency survey two was to make out the level of those competencies present in fresh graduates. A comparison was made between the results of two cohorts and it was found that gaps existed in required and actual level of few marketing competencies like 'design and implement marketing plan', 'conduct market research' and 'forecasting and budgeting'. Other weak areas were interpersonal skills 'networking' and 'negotiation/persuasion of fresh graduates. Also, in personal attributes 'willingness to learn', 'able to work independently' and 'ability to deal with pressures' needed improvement.

## Introduction

There are approximately 60 universities and institutes that are providing business education in the country (HEC list). One of the success factors of a business institute is the consistent high demand of its graduates as mentioned by Salami

(2007) in his report "The Challenge of Establishing World Class Universities". He states that one factor which differentiates high ranking universities from ordinary ones is that they produce well qualified graduates who are in high demand. Therefore in order to be the one of the best business schools, an institute has to maintain high standards in education by upholding future oriented approach and prepare MBA graduates for dynamic business world.

In order to help the graduates make a smooth transition from students to employees, business schools today are offering number of courses. All these courses are offered to impart students the relevant subject knowledge and prepare them for the workplace by developing generic and specific competencies that educators believe will be useful to employers (Rainsbury et al, 2002). Marketing is at the forefront of all businesses. Obviously, organizations prefer to employ people who are proficient in marketing skills, like description, analysis and synthesis, presentation, reasoning, teamwork and communication skills (Ellington, 2005). It is, therefore, the job of the business institutes to inculcate these skills in their MBAs to make them valuable for companies. It is in this regard that institutions are rigorously trying to identify gaps between what their academics provide and the required sets of knowledge and education in real practice.

This study has been conducted to highlight and rank various marketing skills, interpersonal skills and personal

traits which early marketing practitioners feel important and the presence of those skills in fresh graduates.

## Research Objective

The aim of the research is to identify which competencies perceived to be important by executives, who have spent 3-4 years in marketing jobs and matching them with perceptions of fresh graduates about presence of those competencies in them.

The outcome of this proposed research from MBAs of last four years covered several aspects.

- A) To identify important competencies in the field of marketing to function effectively, as perceived by recent MBAs.
- B) To point out those gaps where marketing students lack practical knowledge.
- C) To identify perceptions of students toward the marketing courses that is most helpful in their jobs. (Least helpful could be extracted).

## Literature Review

Marketing is a challenging and dynamic field. To be effective in this field, marketers need competencies that are not only technical, i.e., marketing related but they also fall into areas of hard as well as soft skills. Marketing Education is responsible to instill the marketing competencies that culminate into desirable performance. Ideally marketing graduates should satisfy the demand of the employers by meeting the job requirements (Dolnicar.S and D. Stern, 2003). Relationship-driven model by Hilton T.etal (2008) of marketing

education recommends that three parties, marketing faculty, marketing students and marketing practitioners must take part in curriculum development of marketing studies. The outcome of such work integrated program is to satisfy the demand of the employers by identifying the competencies that are believed to be needed by employers and then inculcating them in marketing students.

Well's (nil) concluded that many entry level graduates were engaged in operational and tactical roles such as promotions and channel management. It was less likely to get the chance to be involved in strategic marketing decisions. Therefore, most of marketing curriculum that pertains to marketing education cannot be put into practice soon after graduation. Marketing experience was desired by most of the employers and

appeared to be an influential factor on hiring decision. This substantiates the compulsory internship in business education.

Table 1 shows the list of competency that has been extracted from Literature survey

Table 1 - Competencies of Marketing Graduates

Author of the Research	Methodology	Competencies						
		1	2	3	4	5	6	7
Yen Petal (2009)	Survey	Ability to adapt to new technologies.	Ability to work in team	Communicate effectively.	Work independently.	Demonstrate ethical practices.	Problem solving	Willingness to learn
Dolnicar.S (2003)	Survey	Communication skills	A hard working attitude	Time Management	Willingness to learn continuously,	Capable of teamwork	Problem solving	Customer Focus
Hodges.D and Burchell.N (2003)	Survey of employers	Ability & willingness to learn	Energy & passion	Teamwork & cooperation	Interpersonal communication	Customer service orientation	Order, quality and accuracy	Flexibility and problem solving
Daniel (2010)	Survey of faculty and graduates of	Flexibility	Customer service	Teamwork and cooperation	Self control,	Concern for order	Organizational commitment	
McClyment (2005)	Survey	Analyee data understand statistics	Conduct situation analysis	Ability to implement a marketing plan	Determine strategies for targeting/ positioning	Prepare a marketing plan	Design Research Methodology	Do promotion and events mgt
Berry.Ketal (2004)	Comparison of different majors in business	Understanding competitive environment	Communication skills	Work Ethics	Teamwork	Interpersonal skills	Understanding business environment	Problem solving
Rainabury.E eta (2001)	Survey of employers	Work planning:	Team-working:	Communications:	Problem solving and decision making	Leadership, entrepreneurialiam and negotiation	Research Database and apreadsheet; data analysis	creativity

Finally all competencies mentioned were merged and categorized into Marketing Skills, Communication/Interpersonal Skills and Personal attributes in Table 3.

**Research Methodology**

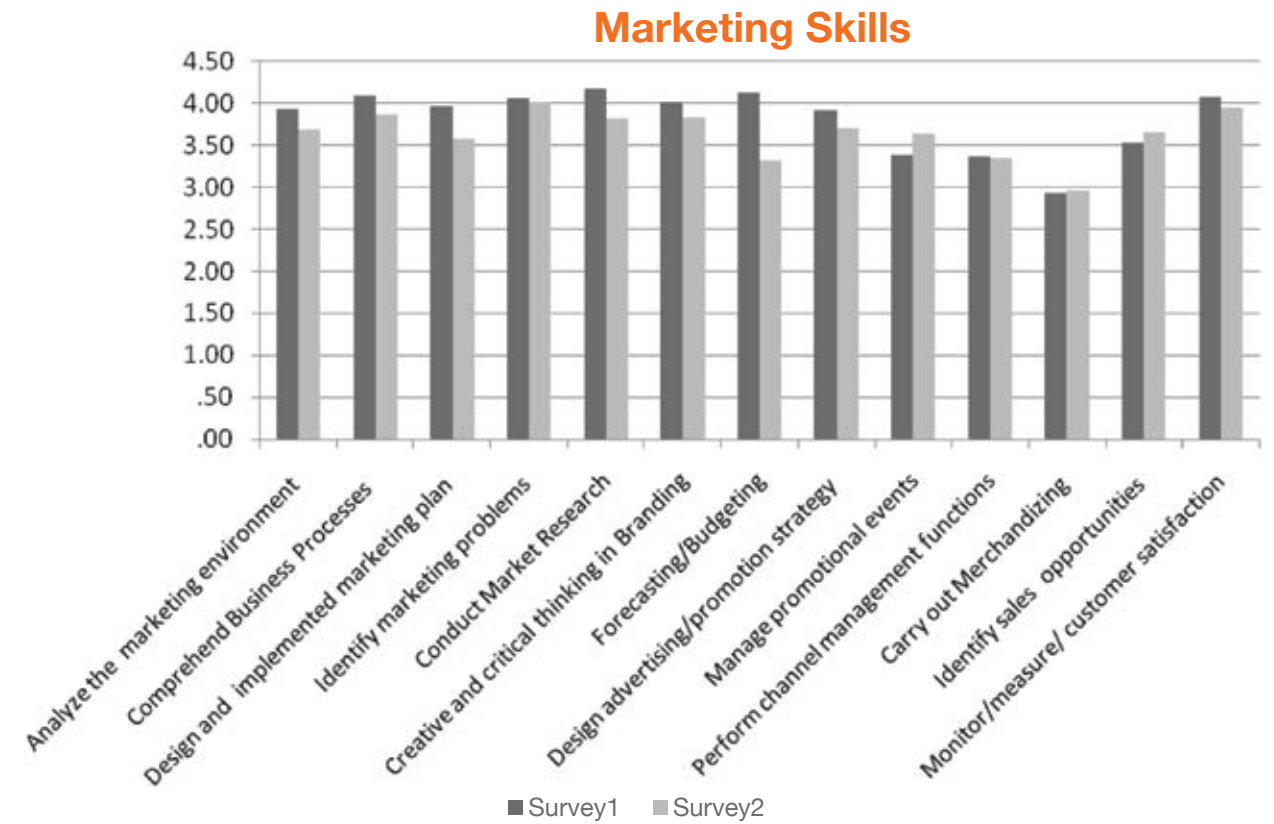
The population for this cross sectional study was marketing graduates of last four years of the three Business Institutes of Karachi. Business Schools selected were Institute of Business Management

(IBA), College of Business Management (CBM) and Shaheed Zulfiqar Ali Bhutto Institute of Technology (SZABIST). The sample for this study was 137 marketing graduates of last four years and employed in national or multinational companies. Primary data is collected through the questionnaire on the website "kwiksurveys.com" containing close ended questions.

**Analysis of Data**

A sample of 137 graduates participated in the survey. Out of these, 57 were executives and formed the sample of competency survey 1 and 80 were fresh graduates formed the sample of competency survey 2.

Figure 1- Comparison between desired and actual level of marketing skills



In Figure 1 it can be seen that 11 out of 13 marketing skills have been identified, the mean value of marketing skills of Survey 2 was less than Survey 1. This implies that faculty of marketing may need to concentrate on bringing in additional resources from the "real-world" to energize their teaching.

Figure 2 - Comparison between Desired and Actual Level of Communication/Interpersonal Skills

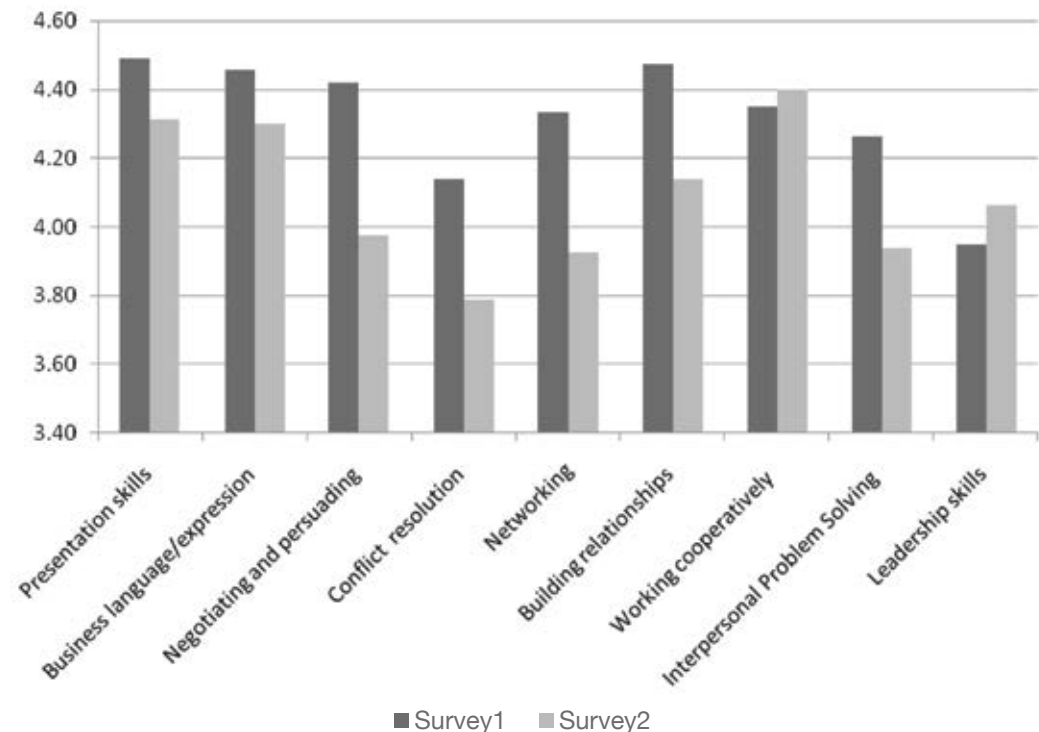


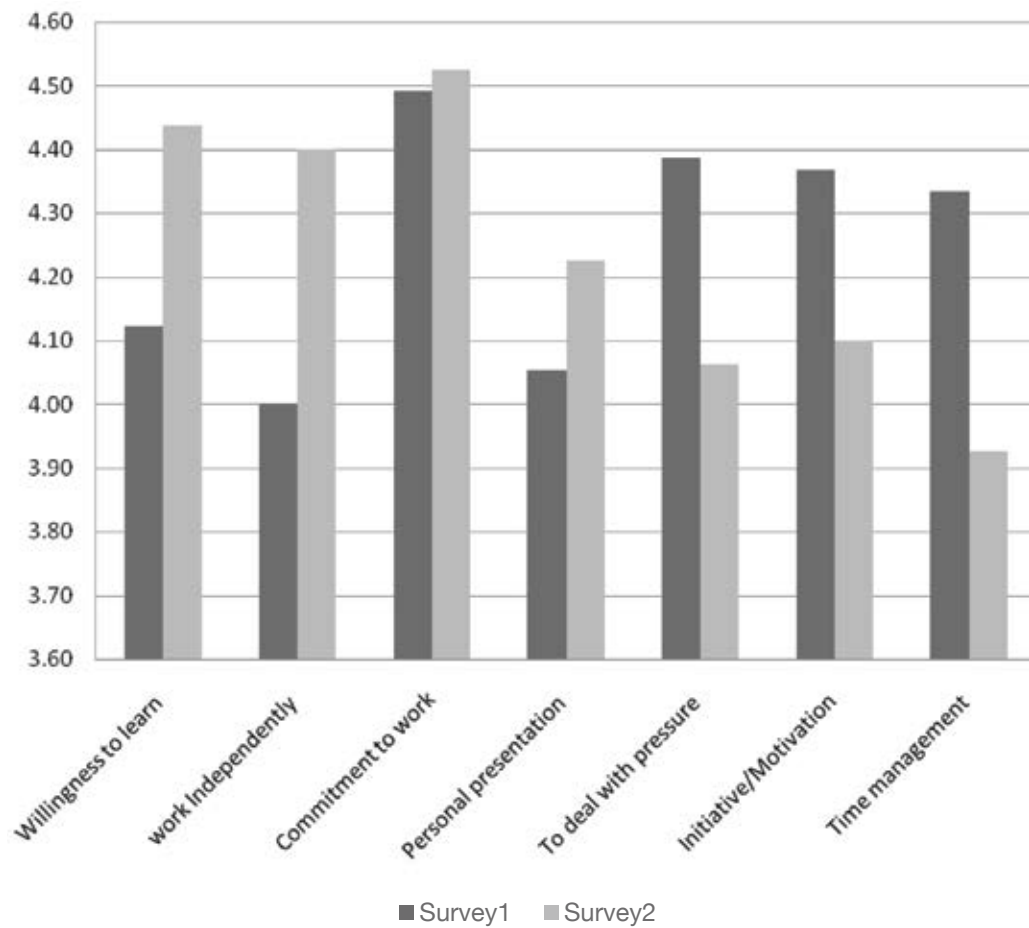
Figure 2 shows the comparison of desired and actual level of Communication/Interpersonal Skills. It shows that 'presentation skills', 'building relations with customers' and 'business language and expression' topped the list of all listed competencies under the construct of interpersonal/communication skills.

This finding is in line with much of the previous research focusing on generic skills of entry-level positions which suggested that as a novice in the marketing field graduates were placed mostly in support roles, they were required to develop workplace knowledge and learn internal communication methods (Walker.I, 2009) Therefore, in order to cope with their job roles there is a clear need to develop broad skills and characteristics. Some specific qualities like leadership were

not very much desirable at the entry stage (ibid). Moreover, experience with leadership comes after being worked under the leadership of others. Lack of experience seems to show up the most when someone is put in charge of managing and leading others. Therefore, MBAs need to have real experience with good results in management either before or after getting their master's degree.

An interesting observation can be made that in two competencies, i.e. 'Leadership skills' and 'working cooperatively', the level of skills fresh graduates perceive to have is more than the importance given to these interpersonal skills. Here the assumption can be drawn that fresh graduates being over ambitious rate themselves higher than what actually their capabilities are. Confidence is good, but not when it overshadows the inability (Slater.J 1995).

Figure 3 - Comparison between Desired and Actual Level of Personal Attributes



In figure 3 the attributes 'ability to deal with pressure', 'initiative/motivation' and 'time management' need to be inculcated through university education. In two traits 'willingness to learn' and 'commitment to work' fresh graduates rated themselves quite high. The reason can be cited in the words of Slater (1995) "This is more of an issue with people who have had very little real work experience". Although MBA programs offer good content, simply being exposed to a lot of great ideas doesn't say much about the ability to implement those ideas in real life.

Figure 4 - Ranking of Workplace Competencies

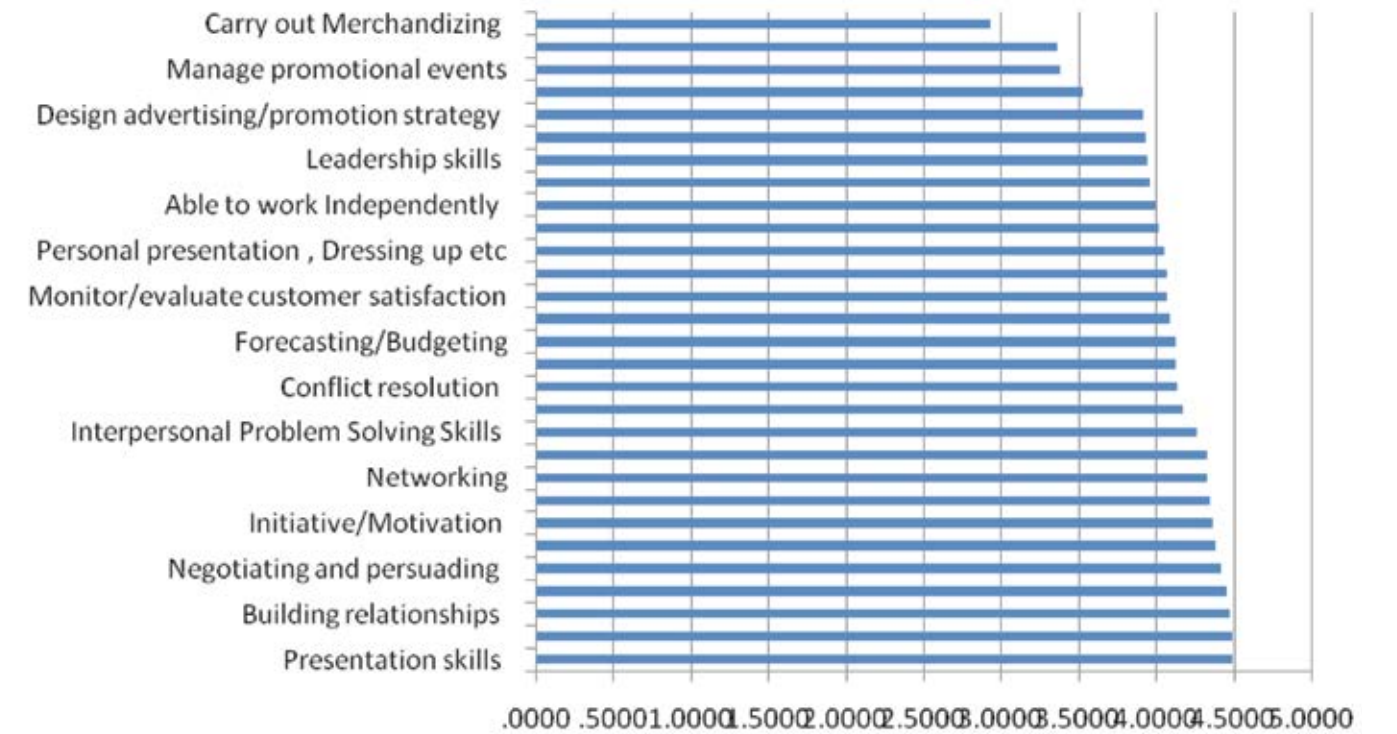
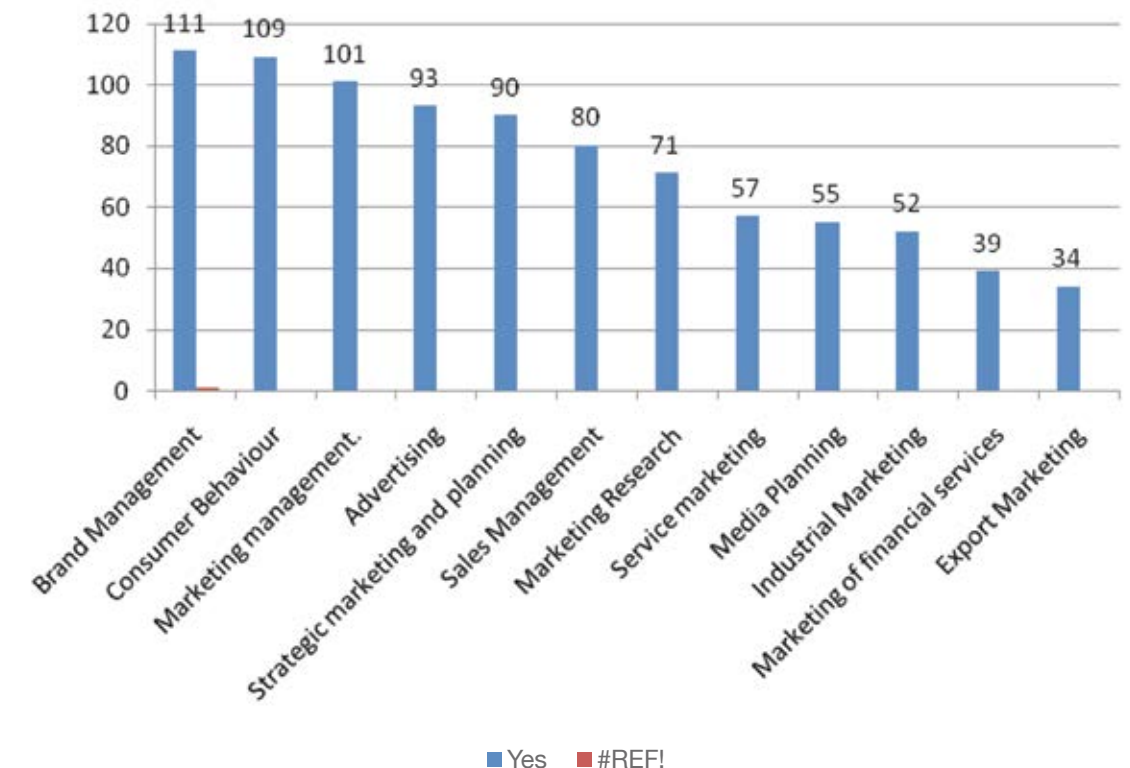


Figure 4 represents the mean importance of all the competencies under three constructs. It can be seen that soft skills or non-technical skills are ahead of hard skills or technical (marketing) skills. Much of the literature emphasizes the critical importance of developing marketers who are all-rounders (Heffernan.Tetal, 2010, Welman, nil).

Figure 5 -Graduates' Perception towards Practical Importance of Marketing Courses



To address the last objective of the research that was to identify all those marketing courses that were helpful to the graduates while performing their jobs. The methodology used to evaluate the marketing courses is simply dichotomous question of 'yes' or 'no' according to the experience whether the listed marketing courses were helpful or not. Figure 5 shows the frequencies of "yes" meaning the knowledge gained from the course was applicable in professional life of graduates.

### Conclusions

The motivation to undertake this research was to identify and better understand the perceptions of marketing graduates about Knowledge, Skills and Abilities that are essential to obtain and progress in marketing positions. Once these competencies are identified, business schools could design their curricula to inculcate these competencies in their MBAs. This study found out that both technical (marketing) skills as well as non-technical skills are important for fresh graduates to enter their marketing profession. According to the sample the three most required competencies were


presentation skills, building relationships and negotiation/persuasion skills; all of them fall in non-technical. But this does not undermine the importance of marketing related skills as they are essential to provide a holistic approach in professional outlook. Fresh graduates need to display more communication/interpersonal skills to perform in a support job role. The study findings are positive about majority of marketing courses taught in most of the business schools, i.e., they are relevant to marketing jobs

References Available on Request




### About the Author

Kausar Saeed is serving as a faculty member at the Institute of Business Management. She is an experienced academic, trainer, researcher and consultant in the field marketing and management. Kausar has a diversified experience of corporate, academic, entrepreneurial and developmental sector. She has participated in number of local and international research conferences. Her research papers were also published in national and international Journals. Area of her research is marketing.







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The MAP Annual Dinner and Awards of Excellence ceremony was held in Karachi. DR. MIFTAH ISMAIL, Chairman - Board of Investment & Sui Southern Gas Company Limited was the Chief Guest of the event. The following winners of the Awards of Excellence were honored:

- Mr. Farukh Mazhar, Managing Director - SGS Pakistan (Pvt) Ltd
- Mr. Nasir Javaid Chowdhry, Managing Director - Medipak Limited
- Ms. Sultana Siddiqui, President - Hum TV Network
- Mr. Zeeshan Pervaiz Akhter, Chief Executive Officer - Q-Mobile

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# Impact of Brand Communication and Uniqueness on Brand Equity and Brand Attitude

## Abstract:

This study was designed to check the impact of selected variables (i.e. social media marketing activities, perceived sales promotion intensity and uniqueness) on brand equity. Subsequently the effect of brand equity on brand attitude was also measured. In this study, four hypotheses were developed and tested. Results showed that impact of all independent variables on dependent variables were statistically significant.

## Introduction:

Building strong brands is among the top management priorities. Bulks of brands are available in the market. Therefore, its has become difficult for the marketers to create brand differentiation and offer value proposition. Additionally, consumers, due to the availability of numerous brands, have difficulty in making the purchase decision. Thus, creating and maintaining brand equity has become a problematic issue for marketers. Organizations have set brand equity as top priority and focus on attention and utilization of maximum resources in order to develop the marketing strategies to gain sales growth, brand equity and competitive advantages. Through strong brands organizations in the market place can get a unique identity. Brands can be made strong through providing and placing the right knowledge structure in the mind of actual or potential customers', so the customers will act in response positively to marketing activities and programs by the firms. So, to shape the knowledge in the consumer's mind the role of marketing knowledge is crucial.

Concept of brand equity defines strategic marketing. Assessing brand equity is essential for planning marketing strategies because brand

equity provides basis to monitor brand extendibility. The marketing researchers and practitioners are putting their utmost efforts to examine and understand the concept of brand equity to measure the overall brand value. Organizations today have set the brand equity as a top priority.

## Development of Hypothesis: Brand Equity

We define brand equity as: "a set of brand assets and liabilities linked to a brand, its name and symbol that add to or subtract from the value provided by a product or service to a firm and/ or to that firm's customers." A new brand makes it place in the market with a new name, logo or symbol and a new product is launched. Assessing brand equity is essential for planning marketing strategies because brand equity provides basis to monitor brand extendibility.

## Social Media Marketing Activities and Brand Equity

Social media marketing (SMM) is a two-way communication looking for understanding with young users, and even introducing the recognizable emotion related with accessible comfort brands to a higher age group. It includes strategies used by many of the smart and modern business managers to get in touch with people online all the time (Williams, 2009). Firms are using social media as a channel for their marketing activities to manage the relationship with their customers, a tool for sales promotion, brand related activities, customer service and buyer research. Schivinski and Dabrowski state that companies should not use social media as a substitute for traditional marketing; rather it should be seen as a part of the company's marketing communication strategy. However, Bruhn et al. explain that companies should carefully make

a clear strategy for their engagement in social media in order to increase consumer-based brand equity.

H1: Perceived social media marketing activities have positive effect on brand equity.

## Sales Promotion Intensity and Brand Equity

Sales promotions usually influence brand equity positively as it promote brand awareness and knowledge not only for promoted brand but for the entire product category. The negative effect of promotions on brand equity has also been witnessed by several authors, as through repeated promotions consumer may judge the product of lesser quality or warning that to give good reason for consumer consideration and loyalty the brand needs promotions. Brand equity is improved through consumer promotions, particularly for segments of market that have definite loyal consumers domination. It is uncertain that what is the individual contribution of sales promotion and advertisement on brand equity and scholars have pointed the need to evaluate the effect of these variables.

H2: Consumer promotion intensity positively affects brand equity.

## Uniqueness and Brand Equity

Uniqueness means that a brand offers something more relative to a concurrent brands and ultimately consumer expectations and sensitivity to other characteristics reduce, which may lead a brand to cost reduction. Technology has made the imitation of innovating brand quick so the advantage of differentiation to innovating brands is just for a shorter period of time. On the other hand, most of the brands present in the same way as the other products present in market and they avoid

deviating. Uniqueness represents how a brand can stand out relative to others along with some more features.

H3: Uniqueness has positive impact on brand equity

## Brand Equity and Brand Attitude

According to Keller, brand attitude towards a brand is based on brand association, however; Holiday established the association between brand image, brand attitude and brand preference. Image of a brand has an influence on attitude formation for a brand. According to Kwun and Oh, perceived quality, brand awareness and brand image have positive impact on attitude of corporate image.

H4: Brand equity has a positive impact on brand attitude.

## Methodology

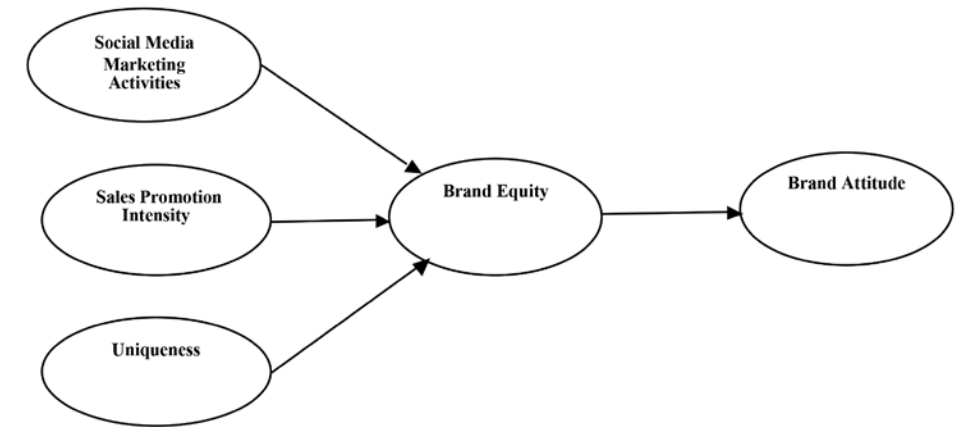
For this research, primary data was used to get more specific and relevant information. A questionnaire was designed. All items were arranged on 5 point Likert scale. All the items of the questionnaire were taken from previous studies.

## Population and Sample

For this study the targeted population was the consumers (adults, 18 or above) of Karachi. As per the data, targeted population for this study was about 60% residents of Karachi who are above 15 years of age. A representative sample of the population is used instead to get inference regarding population. Mall intercept method was used for collecting the data, which is a kind of convenience sampling. The questionnaire was distributed among the consumers at two shopping malls. At different hours and days of the week researcher visited these malls for survey of data. For small SEM model suggested a minimum of two hundred respondents, so the valid sample of 385 people were selected.

## Limitations, Implications and Future Research Directions

Data was collected through convenient sampling process from Karachi; therefore, the generalizability of the finding is limited. Most of the respondents were under the age of 20-29. High ranked journals' articles which



are publishing the branding concepts Pakistani context are missing. Due to time constraints, we used only survey questionnaire method to collect the data. This study was an effort to further strengthen the concept of brand equity. Future research with these variables can be designed for specific product category, or culture/sub-culture to measure the brand equity.

## Conclusion

Brand equity is crucial for all categories of brands. The research was carried out with five variables, including social media marketing activities, perceived sales promotion intensity, uniqueness, brand equity and brand attitude. Sales promotion intensity influenced positively on brand equity. Consumers used social media platform for information search and sharing. Social media marketing activities by firms through different social media sites were perceived important by consumers and impactful on the brand equity. Brand equity also has a positive influence on consumer attitudes' towards the brand.

## Results:

This study was designed to check the impact of selected variables (i.e. social media marketing activities, perceived sales promotion intensity and uniqueness) on brand equity. Subsequently, the effect of brand equity on brand attitude was also measured. In this study, four hypotheses were developed and tested. Results showed that impact of all independent variables on dependent variables was statistically significant.

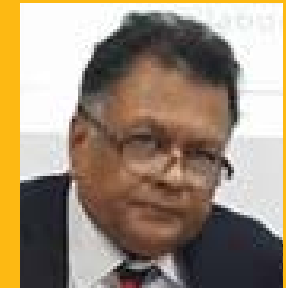
## Authors:

1. Dr. Tariq Jalees – Senior Faculty and PhD Supervisor at IoBM

2. Muhammad Adnan Bashir – Research fellow in Marketing at IoBM

## Note:

This paper was presented at International Conference of Innovation and Emerging Trends in Business Management (ICIEBM-2016), Iqra University, Karachi.



## About the Author

Professor Dr. Tariq Jalees, PhD-Marketing is a HEC approved supervisor, He has supervised several MS thesis, and is supervising a few PhD theses. Dr. Jalees has 20 years of corporate experience at senior level and 15 years of teaching experience in the leading business institutes of Karachi. Presently he is associated with Karachi Institute of Economics and Technology as HOD Research and HOD Marketing. Dr. Jalees has special interest in research. Dr. Jalees has more than 50 publications including a book. His papers have been published in the leading journals/read in international conferences. Dr. Jalees have received best paper award on several occasions. He has also chaired concurrent sessions in international conferences.

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Council Member



The Marketing Association of Pakistan, Lahore Chapter organized a seminar with Mr. Tahir Azam, Managing Director of Hi-Tech Lubricants Limited to talk about "ZIC - The Success Story". The event was attended by industry leaders.



The Marketing Association of Pakistan, Lahore Chapter was proud to host Mr. Mudassar Aqil, CEO, FINCA Microfinance Bank Ltd for a talk on "Marketing Value Proposition for the 80 Million Base of the Pyramid Consumers in Pakistan".



As part of its ongoing series, the Marketing Association of Pakistan, Lahore Chapter invited Mr. Hamid Raza, Chairman, Pakistan Pharmaceutical Manufacturers Association to address a seminar on "Pakistan Pharmaceutical Industry - Growth, Challenges & Opportunities". The seminar was attended by industry leaders and others.



The Marketing Association of Pakistan, Lahore Chapter organized a seminar with Mr. Fuad Saqib Ghazanfar, Head of the Food Category in Nestle Pakistan to talk about "Marketing Relevance of Social Media in Pakistan". The event was attended by industry leaders.





As part of its ongoing series, the Marketing Association of Pakistan, Lahore Chapter invited Mr. Malik Faisal Qayyum, Director Customer Value Management & Analytics, Telenor Pakistan to address a seminar on "Driving Customer Centricity through Contextual Marketing". The seminar was attended by industry leaders and others.

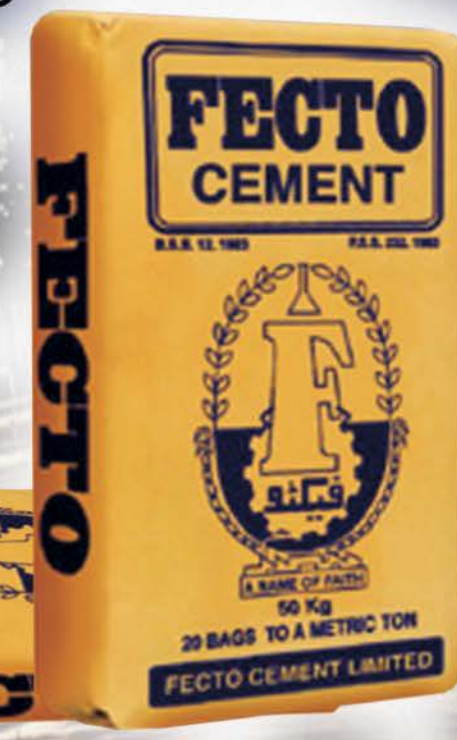


The Marketing Association of Pakistan, Lahore Chapter organized a seminar with Mr. Mr. Khayyam Rajpoot, CEO - Fauji Fresh 'n Freeze to talk about "Marketing of Fresh and Frozen Fruits of Pakistan". The event was attended by industry leaders.



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The brand you can be confident of,  
a wide range you can count on . . .

The DOLLAR Stationery, created more than sixty years ago, has attained the status of a heritage brand and has become a household name in Pakistan. Having earned, at home, an enviable brand loyalty among all walks of life and in all age groups, DOLLAR has since gone global. Exported worldwide, in five continents of the world, DOLLAR products are now sold in more than 50 countries.

- |                       |                   |
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