

Marketing Review

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A QUARTERLY PUBLICATION OF THE MARKETING ASSOCIATION OF PAKISTAN

VUCA MARKETING

Volatility, Uncertainty, Complexity & Ambiguity

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Letters to the Editor

Dear Editor

The last issue on Marketing Leadership was really insightful and was relevant to my Marketing and Leadership challenges. The contribution of CEO and Marketing Leaders' interview was significant. These two interviews really shared interesting trends and useful tips relevant to Pakistani market and have helped me to overcome my challenges and issues. I wish all the best to MAP team.

Jawwad Ahmed

Dear MAP Team

I was pleased to read the MAP review, which shares some valuable researches on brand management and product development. I request you to kindly continue to publish these valuable researches, it gives insights on latest trends and identification of local issues and their solutions. Good Luck!

Rashid Nasem

You can also send us your feedback at marketingreview@map.org.pk

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Marketing in a VUCA World

There is no constant situation in which your businesses work or you cannot claim that there is a certain environment in which businesses operates. The world is moving at a fast pace so does the functionality of businesses and if you do not change yourself with the new trends you are very likely to be wiped out from the market.



TALIB SYED KARIM
President
Marketing Association of Pakistan

There is a term used for this unstable and rapidly changing world known as **VUCA**, it's a military derived acronym that stands for volatility, complexity, uncertainty and ambiguity. Every business in today's world is operating in a VUCA environment for that you need to be prepared beforehand. It is also very important to know how successfully you will market your business in VUCA. In a volatile, complex, uncertain or ambiguous scenario you need to think more deeply in order to strategize your marketing function.

Companies have realized that the only way to reach the target audience in VUCA is through marketing. The more you connect or the more you interact with the consumer the more opportunities you will see to create a strategic position in the minds of your consumers.

In 2010, Unilever changed its business model to double the size of the organization in 10 years and named it Sustainable Living through a new marketing strategy called "Crafting Brands for life". Keith Weed (Chief Marketing and Communication Officer Unilever) said, "We look at the world through a lens, which we call VUCA, which stands for **Volatile, Unstable, Complex, and Ambiguous**. So you can say, **it's a very tough world**, or you can say, **it's a world that's changing fast, and we can help consumers navigate through it**. Two-and-a-half billion more people will be added to the planet between now and 2050, of which 2 billion will be added in developing countries. The digital revolution, the shift in consumer spending, all this suggests that companies have to reinvent the way they do business."

Smart companies which are operating in a VUCA world need to follow few guidelines in marketing their businesses which are;

- 1. You should know your target audience:** This is the most crucial thing to understand to grab the correct market and to design the right product for the respective audience. Sometimes senior management fails in communicating the right target audience to their subordinates. Hence, when you are not able to understand who your real target audience is you cannot satisfy their needs. You won't be able to provide them an experience, which they are looking forward. Here the CEO plays an important role in communicating what is expected out of employees to employees.
- 2. Hire the right people:** You cannot achieve marketing success if you have wrong people on board. Right people for the right target audience is an absolute essential. When you are clear on your target audience, you can hire those who behave or act in a way that can reap desirable results. There should be a very strong connection build between your employees and your consumers in order to for your business to be successful.
- 3. Customer Service and Sales as the most important marketing function:** These two departments play an important role in interacting with the target audience. In today's world businesses work on word of mouth so one bad customer service can lead to extensive damage. So you need to treat and train customer services and sales as the most
- 4. Hire a great leader:** In order to design an outstanding marketing plan you need a person who can lead you to success. Companies should hire a good marketing or communication officer who understands how are businesses build in VUCA. They should not only plan and design marketing model but also be present on the table when strategic decisions needs to be taken. Marketing has become the most integral function so the CMO also holds a very significant place amongst the senior management.
- 5. Select the right medium for communication:** Every brand requires a different set of marketing tool to reach out the target audience. So you need to identify the right medium for communication, which can help creating awareness for your business. After selecting the right medium hire the right people who are competent enough to monitor your marketing tools.

important marketing functions in order to provide amazing experience and satisfaction to the target audience.

VUCA can be tough in handling but it doesn't need to get you down if you prepare appropriately to handle it. In fact, the business world must be equipped with essential strategic skills to combat the uncertainty and ambiguity pertaining to VUCA and evolving business dynamics.

Interview of Syed Nadeem Ahmed

Chief Executive Officer

The Searle Company Limited



Breaking News:

Pakistani Stocks jumped the most in a year on the prospect of hundreds of millions of dollars being lured to the market after MSCI Inc. said it would include the nation's equities in its emerging market index.

The index provider said the MSCI Pakistan index will be reclassified from a frontier market to emerging Market, JP Morgan said in the note. Among the companies MSCI plans to move to its emerging market is on the top Searle Co. a leading pharmaceutical company.

1. Would you like to share your insights on pharmaceutical exports of Pakistan?

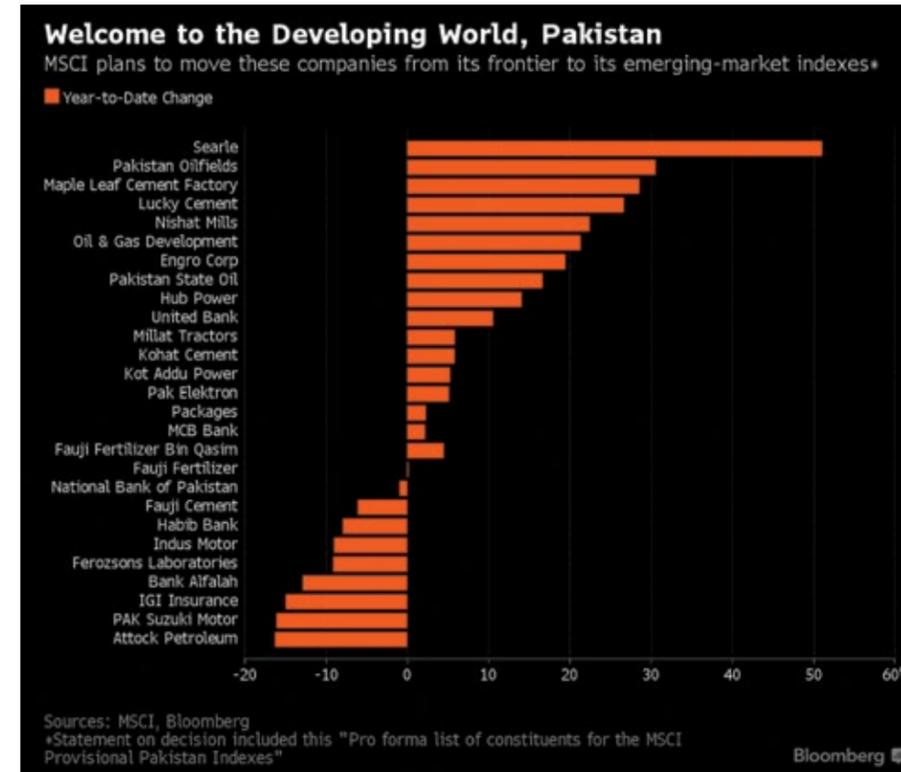
Our exports have declined in the international market from 300m US\$ to 203m US \$. We have lost big market share. If you ask me for the reasons, I would like to mention these following very important causes:

- A) DRAP- I think one of the reasons is a regulatory authority "DRAP". It has imposed slow process in registrations, Licensing, surveys, inspections and other issues. Hence, it takes a long time to get an approval for a document which can be signed in one month. The processes are too lengthy and you can find a lot of redtapism there.
- B) US-FDA Approved Plant- You will be surprised to hear that there is not a single plant in Pakistan which is approved by USFDA or the European authority. Whereas, in India you can find hundred of plants

approved by USFDA. Since, we do not have any USFDA plants, therefore it is very hard to access high price international market. Because high price international market only allows those products that are approved by these authorities. I believe, this is one of the reasons that Pakistan has a very small share in international market.

- C) Industry training- By industry training I mean the mindset of our entrepreneurs that is stopping us to capture international market. I think Pakistani entrepreneurs are in their comfort zone and are not ready for the international market.
- 2. Since you said Searle is growing by 22%, what are the reasons for growth?**

- A) Team Work – I believe it is the team work that has made us reach at this level. I have given authority to my directors and my board has allowed me to take bold decisions. This is due to tough decision making and team work that we have made Searle a US\$800m company. No.1 in Pakistan.
- B) God's blessing – I do not know how your readers will translate it, but one thing for sure we have been blessed by God and I believe without his will and support nobody can achieve such success.
- C) Thinking Out of the Box- We are pioneers in bringing some of



the new ideas and strategies in the Pharmaceutical business.

3. What strategies have helped you for bringing growth to your business?

We did some interesting things:

- A) Price- We took firm stand and fought with DRAP on pricing issues. This issue was taken to the court.
- B) Collaboration in Manufacturing – You will be surprised to hear that there are 800 manufacturing plants in Pakistan out of which top 50 plants have more than 90% market share in Pakistan and rest of the 750 plants are

fighting to grab some portion from the 10% market share it means we still have excess free production capacity. We collaborated with those plants, utilize their available capacity, and now 10-12 plants are manufacturing for us. It saved huge manufacturing cost for us and provide business to them.

4. Considering that today's world is VUCA, what are your marketing strategies for it?

I believe volatility is from the beginning and today we have made an artificial economy. We have taken certain steps:

- A) Rational in Price: Price is important, if you are unable to meet inflation and profit you cant grow.
- B) New products: We continuously work on bringing new products and we try to save our costs by producing it through other manufacturers.
- C) Brand and product acquisition: We have acquired some of the products and we have made them successful.
- D) Building Partnerships: By this I mean, we have partnered with international organizations who are manufacturing products for us and those products will be sold in France, UK, Spain, Belgium, Switzerland and other markets.
- E) Marketing Team: I always relate myself to medical reps. for me, this is my community, if you take care of a common man, and they will take care of your business. I constantly think about how I can improve their quality of life. It is not only about giving them incentives, it is also about treating them with respect. You will be surprised to hear we have a very low turnover among medical reps which is below 5%.

5. What are the skills of a great marketer?

If you ask me not to give you an practical answer, then I would mention the following:

- A) Game changer: In VUCA times, a great marketer is a person who is changing the rules of



Marketing Today: a far cry from the '80s!

Hardly anyone would disagree that marketing, like most other academic and professional disciplines, is undergoing massive change. Yet, in classrooms where the seeds of knowledge are supposedly sown, as well as on other forums such as conferences, seminars and symposia, the current discourse on the subject, is largely founded on antiquated notions that are rapidly losing relevance in the world that we live in.

Even, many of the research papers on marketing-related topics, that either land on my desk or I can lay my hands on suggest that scholars, at least in our part of the world, are still wedged in the past. Most writings focus on ideas that were considered as nuggets of wisdom in the last millennium, but are being openly questioned today. True, many of those concepts served marketing well in their heyday, but their brilliance is rapidly tarnishing under the glare of profound scrutiny that most theories are now subjected to – usually, for the right reason.

It is also true that some of the vocabulary used in marketing dialogue today includes a smattering of the “lingua contempranea”, but the overall conceptual understanding of the discipline among many scholars, teachers and practitioners still smacks of marketing thinking that was far more appropriate and relevant in the 1980s than it is today.

One of the most conspicuous examples of old school thinking in current marketing literature is a true classic,

generally known as the “Four Ps of Marketing” or the “marketing mix”. Conceived by Jerome McCarthy in 1964, the concept has been excessively propagated by no other than Phillip Kotler, the author of the most authoritative and widely read textbooks in the discipline. One cannot deny that Kotler has a unique and enviable status in the world of marketing, and has earned many laurels on that account. The Management Centre Europe for instance describes him as “the world’s foremost expert on the strategic practice of Marketing.”

I too have the utmost respect for Kotler, and like most students of marketing, I have been weaned on his books, his writings and his thinking during my scholastic years, and my professional life. I have followed his marketing thinking all the way to his new mantra – “CCDVTP” the acronym for “Create, Communicate, Deliver, The Value, To the Target Market, At a Profit.” But, where I find myself at odds with the position of the erudite scholar is on his insistence, that even though much has changed in marketing the “Four Ps of Marketing” still hold good today.

In an interview with Neelima Mahajan, Executive Editor at Cheung Kong Graduate School of Business, published in 2013, he reiterated his belief in the following words: “The Four Ps model of Marketing is still king. Some people have added other Ps) packaging, people, physical evidence, etc.).

Others have suggested using Four As (availability, affordability, acceptability, awareness) as a prelude to using the Four Ps. All of this is welcome, including the possibility of someone coming up with a radically different model for Marketing planning.”

I have no hesitation in admitting that most of the work produced by Kotler had been a beacon of knowledge during the 1980s and 1990s, and has continued to evolve in the current millennium. Most of his work has enriched the discipline beyond compare. But, I do believe that the “Four Ps model of Marketing” that he so ardently supports is clearly anachronistic. The simple explanation for that – if I may use a common phrase – is that “much has changed in the world today”. Many ideas that have been the bedrock of

the game and you can take the examples of Amazon, Smart phones and Bio Technology. They have literally changed the rules of the game.

- B) Innovator: I believe a good marketer is an innovator and by that I mean you can always discover and explore but you cannot create. Creation is mostly natural, all we do is Innovation. This person continuously works on invention and re-invention.

Let me also give you those skills that you find in the books, marketing articles and magazines:

- A) Visualization: This person has a strong ability of imagination.
B) Think ahead of the market: A great marketer is actually a future oriented person who has

the ability to look into the future and has the ability to shape it as well.

- C) Market Intelligence: The ability to have the insights of what is happening in the current market, this relates to having a good understanding of the context and the cultural dynamics.
D) Strategic thinker: By this I mean having the ability to see the big picture and having a balcony view.

6. How do see the future of Marketing in Pakistan?

Today everything is around marketing and I would say this is it. Marketing is driving the businesses and bring success to the organizations. Marketing entice people to buy the things

that they don’t even used before. I would define it with the statement: “Marketing identified and let you know what you need.”

7. What is the future of Pharmaceuticals in Pakistan?

Pakistan has got huge potential in pharmaceuticals and it is absolutely great. Today the total market size is US\$3 Billion where as our GDP is 300b US\$. That means every Pakistani are spending 1.25 US\$ per month on healthcare. Since Pakistan economy is growing, I believe if we take certain measures the market size can grow from 3b\$ to 10b\$ US dollars. You must have noticed some recent changes regarding health awareness, increasing number of doctors, better economy and increasing number of health awareness programs on media.

Marketing

knowledge no longer pass the test of time, and are best assigned to the past. So, what is wrong with the “Four Ps model of Marketing”?

A major handicap of the Four Ps framework – that for the uninitiated stands for Product, Price, Promotion and Place, and makes up a business tool called the “marketing mix” in marketing parlance – is its overly simplistic character. Why do I say that? Because, the underlying assumption of “Four Ps” of marketing is that as long as a company is able to get these four pieces of the marketing jigsaw puzzle right i.e. offer the right product, charge the right price, use the right promotional tools like advertising to attract customers, and find the right place or system of distribution that brings the goods or services within the reach of customers, the marketing person’s job is done. However, nothing can be farther from the truth today.

The concept perhaps made sense in an age when life was much simpler for marketing – remember Ralph Waldo Emerson’s “better mousetrap” notion? Until the 1980s or thereabouts, it was possible for a company to differentiate their products, and keep them distinct and differentiated from competition, given the required amount of effort and pro-active thinking. Digital technology – that I refer to as “the great equalizer” – was still in its infancy at the time, and it was possible for companies with deep pockets to live off their “unique products” developed in their laboratories for a long, long time without being challenged in the market. Patent protection provided further fortification, allowing the company exclusivity, and the opportunity to hold its own.

Even in those cushy times, however, doubts were being raised regarding the ability of the “Four Ps” framework to truly answer the needs of the marketing professional. Several experts therefore suggested adding more Ps to the list, to make the framework more robust and widely applicable. For instance a “Seven Ps” alternative was considered more appropriate for services marketing, which seemed logical too – yet, others kept on adding more Ps.

The problem is that adding more Ps into the mix is like putting more air into a leaking tyre, or in the current context something akin to “bug fixes” on a vulnerable piece of software, in an effort to make it secure. What if the tyre or the software was poorly designed and produced in the first place? Even the “ultimate guru” must have recognized the futility of hanging on the “Four Ps” framework, but one can understand that sometimes it is not easy to shed one of the key pilasters, that one’s reputation is built on.

A review of marketing literature reveals some interesting findings with regard to the evolution and utility of the “Four Ps” framework as seen by various researchers and academics. The origin of the marketing mix, for instance, has been traced to “the single P (price) of microeconomic theory” by KW Chong, in his PhD dissertation. Anthony R. Bennet of the Anglia Business School in the UK, added an element of conditionality to his support for the concept, by stating that “the Marketing mix [could] enable a supplier or provider to achieve a more detailed understanding of the buying process...” if it was used in conjunction with his concept of the “Five Vs”: value, viability, volume, variety and virtue...”

which reflect buyers’ (read consumers’) perspective as well.

A.D.Palmer, author of the book “Introduction to Marketing – Theory and Practice”, published by Oxford University Press, put the discussion on a more conciliatory mode by stating that “Marketing mix is not a scientific theory, but merely a conceptual framework that identifies the principal decision making managers make, in configuring their offerings to suit consumers’ needs. The tools can be used to develop both long-term strategies and short-term tactical programmes.”

C.L.Goi of the Curtin University of Technology refers to the “two important benefits” of the marketing mix as such: “First, it is an important tool used to enable one to see that the Marketing Manager’s job is, in a large part, a matter of trading off the benefits of one’s competitive strengths in the marketing mix against the benefits of others. The second benefit of the marketing mix is that it helps to reveal another dimension of the Marketing manager’s job.” That to me is more on an apology than an explanation.

All things considered, it is obvious that the “Four Ps model of Marketing” at its very best, is reflective of “inside-out” thinking, that was characteristic of the 1980s and 1990s marketing, but is now being widely questioned. The issue with “inside-out” thinking is that it is primarily focused on processes, systems, tools, and a company’s internal thinking or intuition. Unfortunately, customers today, widely referred to as the “smarter consumer” are unwilling to be badgered and browbeaten into accepting a product or offering that they are not convinced about. Hence, the approach

that stands a better chance of success is the “outside-in” approach that embraces the complexity of the current consumer and respects his (or her) intellectual capacity.

The “outside-in” approach to marketing is widely discussed and documented today. One particular treatise that I found very educational is an IBM study titled “Capitalizing on the smarter consumer”. Among the findings of the study the following stand true, not only for retailers (the focus of the study) but also all marketing professionals and practitioners. Here are some interesting quotes from the study describing the consumer:

– “Today’s consumers are more connected, vocal and demanding than ever.”

– “Smarter customers are departing from their demographic and socioeconomic roots. They are also using technology to commandeer the driving seat and control their shopping experiences.”

– “They are telling retailers: listen to me, know me and empower me.” So, isn’t it time to fast-forward to 2017, and put this anachronism of “Four Ps” aside?



About the Author

Ejaz Wasay is Head of Media Studies, and Sr. Fellow Marketing at the Institute of Business Management (IoBM). He started teaching as a visiting faculty in 2005, and joined IoBM as a permanent faculty in January, 2011. He has over 37 years of corporate experience, during which time he worked in Pakistan, Brazil and the Middle East, predominantly in the fields of Marketing, Corporate Communications and Advertising, with leading MNCs and local companies such as Gillette, Unilever (then Lever Brothers), Phillips, Orient-McCann and UBL.

He was Council Member of the Marketing Association of Pakistan (MAP) for over 15 years, and the lead organizer for Marcon 1999 and Marcon 2004. He was also a regular contributor to Marketing Review for many years, and has been writing for Aurora as well. He held the office of President - MAP in 2005, and has been a Jury Member for the Pakistan Advertising Society Awards since its inception.

How Digital is Perturbing Archetypical Business Models

On the 20th of September 2016, Google made an announcement: content creators in Pakistan would now be able to monetize on their songs, covers, vlogs, skits, documentaries and more on YouTube. The announcement represents one of the final keys necessary to ensure creative's continue to make good art and get paid for it.



50 years in the making. From as early as the 1970's, Pakistan's music industry behaved with monopolistic domination, with power of content development, content distribution and content monetization

the hands of the few. As instruments became more affordable and music schools gained traction across the country, the skill of music development & composition became available to the masses and more importantly, the time spent on developing the skill became

acceptable. Musicians were forced to evolve their sound, lyrics or risk obsolescence.

Most were. In the early 2000's, PepsiCo launched the country's first "Battle of the Bands",



ushering in an era of heavy metal, fusion and hark rock in the country, sparking countless offshoots and copy cats. The internet boom that soon followed provided garage bands a platform for uploading & sharing their covers and original tracks at scale, leading the rise and popularity of Jal the Band, The Call and Fuzön. Event management companies, once charging aspirational bands for the chance to open for established artists, were the first to feel the pinch. Then came the production companies that lost negotiation

power when digital proved to be a distribution ground for content and practical consumption behavior slowed for cassettes & CD's, restructuring purchase order terms for retailers.

Even from the start, musicians in Pakistan primarily relied on the popularity of their songs to win them endorsement deals with brands, so selling live concert tickets, merchandise, cassettes and CD's were never the primary focus. But when the musicians outnumbered the brands, powers

shifted once more. The market was waiting for Khalid Bajwa, a graduate from Ghulam Ishaq Khan Institute of Engineering Sciences and Technology, to fix that.

Since launching in 2015, his start-up Patari.pk is helping Gen X musicians such as Noori actually monetize on their content via digital channels. Since launching, he's taken on large record labels that felt threatened by Patari.pk's presence, beating every lobbying effort directed at his company. He's upset the

natural order of things and is not alone.

Before YouTube announced monetization, Pakistan's Tune.pk was already striking deals with content creators and production companies to host & monetize their digital content. They also deal with on the creator's behalf for any licensing deals with large companies, in effect, caring beyond the point of content acquisition.

By developing, launching and training its customers in an inbound marketing tool called C2, a Dubai-based agency removed itself from the day to day aspect of delivering performance marketing services to its clients, instead focusing its efforts and attention on big picture strategy to ensure longevity. In an industry profiting from time spent on campaign execution, Centric has removed its team from the variable daily component behind conversion based marketing. An early adopter of the platform was 800Flower, a Middle Eastern florist service selling over one thousand types of flowers online for most occasions. Switching inbound marketing to C2, Middle Eastern companies like 800Flower have taken over to control the entire marketing

funnel, injecting themselves in scenario planning usually reserved for account & media planners. For instance, they employ C2's CRM system to re-target past customers the week before their last order date or milestone, relying on event tracking and pixel analytic's to determine the intent behind the last purchase so that the stalwart Valentine's Day celebrator is reminded of the past purchase he made at the same time the previous occasion. The benefits to customer LTV & retention are self evident.

And this, was once the task of dedicated account executives or a dedicated CRO agency.

But the disruption here has more to do with efficiency and less to do with automation of once human roles. Humans, by themselves or as an organization, want to be served by companies that are steps ahead instead behind. Indeed, with collaboration platforms like Convo, professional service providers are moving towards efficiency, spending more time on the qualitative requiring attention to detail than the quantitative requiring crunching frameworks.

Business models define the economics of a business, how it creates value for customer segments and how production & fulfillment will be managed. These are just a few examples of disruptors in emerging & frontier markets, where titans are banking on the hope the companies will burn out or change direction under a golden handcuff. The question is, how much longer can you afford to wait?



About the Author

Babar Khan Javed is an advertising journalist based in Kuala Lumpur. He's a graduate of Squared, Google's digital marketing strategy program. He can be reached on babarkj@gmail.com



Behavioral Approach to Impulsive Buying

Abstract

Impulsive buying behavior has been an extensively researched phenomena since a few decades. Despite the interest of academicians and marketers earlier literature has not satisfactorily addressed the issue by incorporating theoretical, behavioral and systematic approaches to the phenomena. In view of this gap the theoretical grounding of this study is based on Behavior Perspective Model (BPM). Specifically, this study aims to understand impulsive buying from the behavioral perspective which is inclusive of physical, temporal, social and regulatory behaviors. This study found that the significant predictor to impulsive buying was temporal factor, followed by social factor. Regulatory and physical factors had non-significant effect on impulsive buying patterns.

Introduction

Impulsive buying behavior has been a highly researched phenomenon since a few decades. The advent and popularity of retail outlets world over has also contributed towards impulsive buying. Like Asian countries, the growth of hyper and supermarkets in the major cities of Pakistan had been significant. This trend has created a new class of people who do not consider shopping as a monotonous exercise but consider it as a leisure and entertainment activity which they enjoy with their families. Consequently, private consumption in these retail outlets since last five years has rapidly increased.

Since the bulk (70-80) of the retail outlets sales are unplanned and impulsive therefore the target of the retailers is to attract customers and make their stay pleasant and longer. Hence, the longer they stay the more vulnerable they will be to impulsive buying. Subsequently, impulsive purchase whether planned or otherwise is affected by product category, frequency of purchase, age and brand. Additionally, it has also been found

that supportive and friendly sales person, attractive and pleasant store display, price discount and promotion in Pakistani stores induces impulsive buying behavior. Thus, impulsiveness today is being evaluated from various perspectives.

Development of Hypothesis:

Impulsiveness

The study demonstrates impulsiveness by conceptualizing it differently. It reveals how it is highly dependent on consumer's demographics and characteristics. Impulsiveness is also associated with "consumer compulsion" which was synonymous to "lifestyle traits" including "materialism", "sensational seeking" and "variety seeking"

Physical Factors and Impulse buying

Consumers feel more comfortable in a pleasing physical environment of a retail outlet therefore they stay there for a longer period. The longer they stay there the more they are exposed to stimuli such as odor of bakery products and goods on display and hence are more vulnerable to impulsive buying. Physical

proximity (ambient) acts as a catalyst towards unplanned buying behavior. In fact, the surrounding area in a shopping setting has a positive relationship with pleasure emotion which triggers impulsive buying behavior. Additionally, product attributes and product itself positively influences impulsive buying behavior. Thus, it could be concluded that factors such as accessibility, ease of purchase, mass distribution, mass advertising, small and light packages fall in the category of physical factors and they collectively and individually effect impulsive buying behavior

H1: Physical factor positively affect impulsive buying

Social factors and impulse buying:

Social factors are those factors which could influence consumer buying behavior. Consumer's tendency to purchase increase if the retail outlet members have pleasant and cooperative attitude. Additionally, many authors support that peer presence positively influences impulsive buying while family presence in retail outlets negatively affects impulsive buying.

The reason for this opposite effect is that peers and friends encourage and support impulsive buying whereas family members tends to discourage the same. Consumers thus are involved in impulsive buying mainly because of praise and encouragement of others, gain self-identity or due to interpersonal influence.

H2: Social factor positively affects impulsive buying

Temporal factors and impulse buying

Temporal factors is inclusive of short term promotions, store opening time and consumer's time availability. Temporal motive like impulsive buying is also referred as consumer's immediate reaction to buying when exposed to stimuli. While supporting the effect of temporal on impulsive buying, many scholars have developed models in which they have included "time and money availability" as an antecedent to impulsive buying. Overall, temporal factors such as occasions like charismas, sales, free gifts, vacations, and travelling individually affects impulsive buying behavior.

H3: Temporal factor positively affects impulsive buying

Regulatory factors and impulse buying

According to Chen, rules and regulations of retail outlets which consumers have to follow comes in the category of regulatory factors. Retail policy in the context of timing has an effect on impulsive buying so if more time is available to consumer they would be more vulnerable to impulsive and unplanned purchases. Another important regulatory factor is friendly return policy which induces impulsive buying as consumer's risk element is reduced. Regulatory factors such as joining the queues discourage impulsive buying. Therefore, self-service counters in which consumers could quickly complete their transaction have been found to be more attractive to impulsive buyer. Moreover, in order to facilitate these consumers, retailers have new marketing channels including "online shopping", "24 hour super mart" and promoting friendly refund policies.

H4: Regulatory factor positively affects impulsive buying

Conceptual Framework

Methodology

For this research, a questionnaire was

administered to the respondents in the leading shopping marts of Karachi during weekdays and weekends. Prior to actual collection of data, the questionnaire was pretested to 15 respondents to confirm the wording and flow of the questions. All items of the questionnaire were arranged on a 5 point scale which were taken from previous studies.

Population and Sample

The valid sample size for the study is 425 with a response rate of 92%. This sample is appropriate if analyses are based on Structural Educational Modeling (SEM). Of the total respondents, males were 255(60%) and females were 170 (40%). Ages of the respondents were as low as 19 and as high as 58 years.

DISCUSSION AND CONCLUSION

This emerged and empirically tested study will help in understanding attitude and behavior towards impulsive buying which has become a problematic issue world over. Impulsive if not addressed at early stage may lead to compulsive behavior which is a form of an addiction.

Pleasant physical proximately directly affect impulsive buying and also triggers

pleasure emotions which results in impulsive buying. Additionally, over stimulation of physical environment affects impulsive buying by arousing consumers pleasure levels. Thus the atmosphere in a retail outlet not only induces positive emotions but also triggers impulsive behavior. More importantly, physical factors such as products and point of sales advertisements also influence impulsiveness.

While supporting the effect of temporal on impulsive buying academicians have developed a model in which they have included "time and money availability" as an antecedent to impulsive buying. Similarly, the effects of temporal factors on impulsive buying studies suggested that temporal factors such as occasions like charismas, sales and free gifts, vacations, and travelling individually affects impulsive buying behavior.

Several studies found that social factors including retail outlet staff's friendliness, perceived crowding affects impulsive buying behavior. While supporting that peers presence positively influence impulsive buying studies explained this happens mainly due to the relationship of impulsiveness and self-construal behavior. A behavior

in which consumers link themselves with other people. Contrarily, while validating the effect of social factor on impulsive buying also observed that family presence in retail outlet negatively affects impulsive buying but peer presence positively affects impulsive buying behavior.

Moreover, regulatory factor, individually and in combination with temporal factor also affects impulsive buying behavior. Since availability of time impacts impulsive buying, online shopping trends are gaining popularity. Lastly, another important regulatory factor friendly return policy also induce impulsive buying behavior since this policy reduces consumer's risk element.

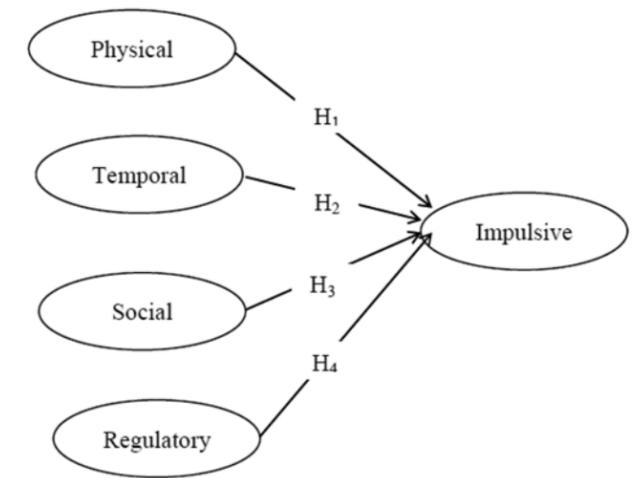
RESULTS

Overall, the study was designed to check the behavioral approach to impulsive buying. Four hypotheses were developed and tested simultaneously. This study found that the

significant predictor to impulsive buying was temporal factor, followed by social factor. However, regulatory and physical factors had non-significant effect on impulsive buying.

Authors:

1. Dr. Tariq Jalees – Senior Faculty and PhD Supervisor at IoBM
2. Amber Raza – Research fellow in Marketing at IoBM

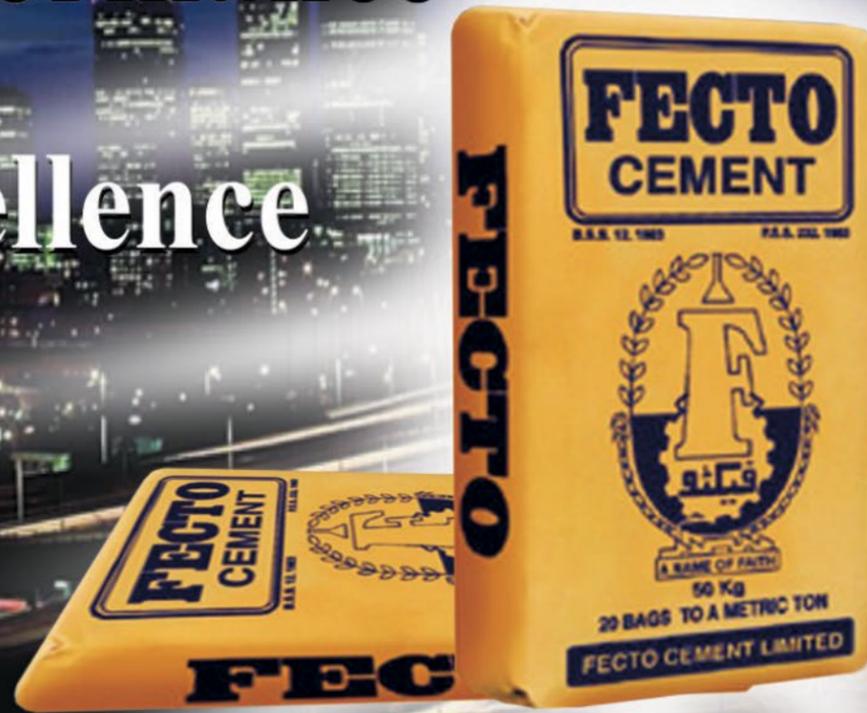


About the Author

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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Promoting restaurants with **TripAdvisor**

I was never prepared for a career in marketing. After completing my masters, with specialisation in electronic media, I always thought I would become a film-maker! However it wasn't long after graduating that I started looking for alternatives. After working for a trade association as research and publication in-charge, I jumped to a public relations agency where I was given the opportunity to lead the publication of Marketing Review.

And this was my first school of marketing. Yes everything I learned about marketing from basics like 4 Ps to news trends like SEO; I learned it all while working for this magazine. And I can say with confidence this self-education didn't go to waste. A few years later and after changing a few more jobs, I moved to the United Kingdom. My first employment here was within the food industry. I was given the opportunity to work as assistant marketing manager for a small group of restaurants. At that point in time, the only thing that I knew about the food industry was food itself.

Confused, clueless and slightly overwhelmed – I started marketing for the business as a customer and not a marketer. I think my lack of experience and training as a 'professional marketer' helped me to see things from a different perspective. I didn't have tunnel vision and was almost always able to imagine how the customers might perceive things.

I did include traditional marketing in the strategy like ATL (radio, newspaper, newsletter) BTL advertising (sampling

in areas with good footfall, handing out discount vouchers and leaflets) and leveraging international commemorative days and weeks (BBQ week, burger week etc). But our safest bet, which was also very affordable financially, was digital marketing.

Since the website was set-up before I joined the team, I focused my attention on other aspects of digital marketing. We started with TripAdvisor – the online Bible for hotels, restaurants and attractions aficionados. Although known for its user-generated content (often negative), TripAdvisor gives a unique opportunity to business owners to share their side of the story.

From the beginning I knew that as a consumer I was more likely to go to a restaurant which responded to complaints, accepted where wrong and apologised when necessary as compared to one which had a non-existent presence online. I knew that average consumers don't dine-in at Michelin Star restaurants every day; they listen to other foodies on Trip Advisor. So instead of ignoring negative reviews, it was important to respond where possible.

Thankfully we didn't receive a huge number of complaints, on average it was no more than 1 out of 50 customers. But that one customer giving us 1 or 2 stars on TripAdvisor meant our overall rating would drop significantly. This was mainly because satisfied customers rarely go online to give good feedback. They might post pictures of scrumptious food on their social media profiles but generally they wouldn't be bothered to login to Trip Advisor and write a review. Some do but most don't.

So here are a few things we did to ensure that we received some good feedback along with those negative reviews online.

- We asked for reviews:** We often undermine talking to others but trust me if you are gentle in your approach and if you do it without being annoying; most people will listen to what you have to say. So every time a customer was leaving the restaurant, in addition to the feedback cards, a team member would go and ask them if they were happy with the food and service they received. If the answer was yes, the team member tactfully requested

the customer to leave a review online. During the conversation the staff member also named different channels like Facebook, TripAdvisor and Google maps.

2. We responded to the negative reviews: Instead of getting irked about the criticism, we took these as opportunities to show the world how good we were at customer service. We apologised if we made a mistake and even when we didn't. Where customers were factually incorrect, we tried to communicate that in a calm and non-confrontational way. Sometimes we offered them discount vouchers and requested for another chance. Most people were happy to receive discounts and they

came back to the restaurant and left without any more complaints.

3. We responded to positive reviews too: We didn't want our customers to think that nagging works on us, so apart from the negative reviewers – people who posted positive feedback were also offered discount vouchers. This way it neither seemed like a reward for compliments nor a bribe to stop criticism. We also graciously thanked people who had good things to say about us.

4. We fought our case: Let's face it, sometimes you will have a customer who would present facts in a twisted manner and wouldn't even back down when challenged. As scary as

TripAdvisor or any other reviewing websites might seem, there are sensible people behind them who are running the show. I remember a case where a customer complained about something which we didn't even have on our menu. It only took exchange of a few emails to have that review deleted from our profile page.

5. We connected: We added Trip Advisor widget to all of our businesses' social media accounts and websites. This not only meant that customers visiting our websites or profiles could see the ratings and read the reviews, it also encouraged them to rate us across multichannels.

6. We bragged: We displayed every badge or certificate we received from TripAdvisor. From being the top 10 in the town to certificate of excellence – we allowed TripAdvisor to do the marketing for us.

7. We shared: We ensured that our businesses' profiles were complete on Trip Advisor (and other social media channels). We incorporated enticing photographs, we posted about festive/ limited menus (who wouldn't want to try helter skelter chips and carousel burger during May Fair?), we shared pictures of happy staff and satisfied customers, we promoted discounts and food challenges on these profiles – to sum it we shared and shared.

It has been more than a year that I stopped working for the business (still a marketer and communications professional though) and I am sure Trip Advisor must have added more functions and options to their website. I am also confident that TripAdvisor is just one of the several travel and reviews

website that people follow religiously. It is for marketers like us to benefit from established channels like TripAdvisor for promoting their products or services. The basic versions cost virtually nothing but if you have the money to go for premium listings then you can definitely achieve more.

Here are some amazing facts about Trip Advisor to conclude this article. Trip Advisor includes 385 million reviews and opinions from travellers around the world. 6.6 million businesses and properties in 135,000 destinations, including:

1 million+ hotels, B&Bs, and speciality lodging
815,000 vacation rental listings
4.1 million restaurants
690,000 attractions and experiences
More than 70 million candid traveller photos.

More than 255 new contributions are posted every minute. Fascinating, isn't it?!



About the Author

Dureen is a marketing and communications professional from Pakistan. She has worked for radio, television, a PR agency, trade association and the corporate sector in Pakistan. She is based in the United Kingdom now, where she is pursuing her career and has gained more experience by working for a local government, restaurant group and public healthcare sector.

Measuring the effect of Product Placement Strategy on Attitudinal Aspects

Abstract

Advertisements due to cluttering have become less effective, which has made the marketers pay attention to product placement strategy. In view of its significance the purpose of this study is to measure the effect of product placement on brand recall, purchase intention, and brand loyalty. The valid sample size for the study is 300 collected through Mall intercept method. A typical multiple step procedure was adopted for this study including CFA for all the constructs and over all model through SEM. The model successfully explained consumer attitude towards product placement strategy. All the four hypotheses failed to be rejected, which were consistent to earlier literature. Product placement has the strongest effect on brand loyalty, followed by purchase intention, and brand recall.

Introduction

The effectiveness of advertisements in traditional media has decreased significantly mainly due to cluttering of advertisements. TV viewers these days have hundreds of TV channels which they keep switching during the commercial break. Consequently, advertisement industry had been searching for other mediums that could improve the advertisement's effectiveness. In view of declining efficiency of traditional media, product placement has become an important marketing tool world-over.

The term brand placement and product placement are used interchangeable. If

a brand is incorporated in a placement strategy, it is known as a brand placement, in case a product is used in a placement strategy it is considered as a product strategy.

Development Of Hypothesis

Product Placement
Product placement refers to assimilation of commercial content such as brand name, product, package, trademark into non-commercial medium like TV, movies, video games for commercial purposes. Thus in the product placement strategy, viewers are exposed to brands and products while watching movies, televisions or other content vehicles in a natural

setting (being consumed or used) without making viewers obvious to it. Consequently, viewers associate the quality of the products or brands with the characters in the media.

Relationship between Product Placement Brand Recall

Researchers and marketers have realized that product promoted through product placement strategy have a higher level of recognition and recall. While exploring the relationship of brand placement and brand recall, studies found that even after the lapse of days, a bulk (38%) of subjects were able to recall the brands placed in the feature film. Brand recalls is also dependent

on the placement of a brand in a film. A highly visible brand prominently placed on the action screen improves brand recall significantly. While validating the effect of brand placement on brand recall, studies also found that a consumer's recall without additional prompting or cues falls in the category of spontaneous recall, which has a lasting effect. The study also found that in case a brand name is mentioned by the actor or shown with him will significantly increase the retention of the brand for a longer period. Additionally, consumer's brand recall also varies with audio and/or visual effects.

H1: Product placement positively affects brand recall.

Brand Placement and Intentions to Buy

Studies have found that product placement is an effective tool for enhancing brand awareness which ultimately leads towards increase in purchase intentions / sales. A successful and widely quoted example of product placement is the threefold increase in the sales of Ray-Ban sunglasses right after the release of the movie "Risky Business" in which viewers saw Tom Cruise wearing Ray Ban sunglasses. Similarly, BMW was convinced that product placement positively affects the purchase intention and actual purchased behavior, therefore they successfully promoted their new brand Z3 through a film Golden Eye.

In view of the positive effect of product placement on purchase intention, marketers are now using this tool for promoting their products/brands. Additionally, since product placement also creates positive response towards the brands therefore more often

than not it will also influence their purchase intention.

H2: Product placement positively affects purchase intention.

Relationship between Brand Placement and Loyalty

Brand placement plays a significant role in changing consumer's attitude and forming brand loyalty towards a brand or product. While exploring the effect of product placement on brand loyalty it was found that using celebrity in product placement strategy also helps in building brand loyalty. Thus, when consumers watch celebrity using or consuming a brand they perceive that it is also a first choice brand of the celebrity.

H3: Product placement positively affects brand loyalty

Conceptual Framework Methodology

For this research, all the questions were based on seven point Likert Scale, seven being very high agreement and one being very high disagreement. The conceptual framework developed and discussed in earlier section one exogenous model which is product placement and three endogenous models which are brand recall, brand loyalty, and purchase intention. A questionnaire for the survey was self-administered.

Population and Sample

Three hundred and thirty respondents of all groups were approached and 300 responded on voluntary basis. The response rate was 90%. In terms of gender 180(60%) were male and 120(40%) were female and their age ranged from 19 to 60 years.

Limitation and Future Research

This study was limited to higher income group of Karachi. Future studies could be on all Pakistan basis or cross culture basis. Individual's behavior varies from one media to other, which could be incorporated for future research. The effect of product placement on purchase intention was measured without considering congruent and non-congruent placement.

These aspects could also be incorporated in future research. It was a generalized study, individuals opinion may vary from one product category to other product category. Future studies could compare the effects of high and low involvement product separately.

Discussion And Conclusion

The study aims to analyze the impact of media strategy and its effect on brand recall, purchase intention and brand loyalty. All the three hypotheses failed to be rejected.

The effect of product placement on brand recall failed to be rejected. Researchers and marketers have realized that product promoted through product placement strategy have a higher level of recognition and recall.



Moreover, the effect of product placement on purchase intention failed to be rejected as well. Brand placement specially in movies create implicit memory in consumer's mind as a consequence the like hood of purchase intention increases significantly. In view of the positive effect of product placement on purchase intention, marketers are now using this tool for promoting their products/brands.

Lastly, the effect of product placement on purchase brand loyalty also failed to be rejected. Brand placement plays a significant role in changing consumer's attitude and forming brand loyalty towards a brand or product. While exploring the effect of product placement on brand loyalty it was found that using celebrity in product placement strategy also helps in building brand loyalty. Others while validating the effect of product placement on brand loyalty also found that when consumers watch celebrity using or consuming a brand they perceive that it is also a first choice brand of the celebrity.

Results:

This study was designed to check the impact of selected variables (i.e. brand recall, purchase intention and brand loyalty) on product placement. In this study three hypotheses were developed and tested. Results showed that impact of all independent variables on dependent variables were statistically significant. All the four hypotheses failed to be rejected, which were consistent to

earlier literature. Product placement has the strongest effect on brand loyalty, followed by purchase intention, and brand recall.

Note: This paper was presented at the 5th ICoBM and a modified version is being published in the October 2016 edition of PBR (IoBM).



About the Author

Amber Raza holds an MPhil and MBA (IoBM) and is part of IoBM's PhD programme (Business Management). She has 11 years' experience of teaching at the University level; supporting, 100 plus, students in their research projects which were based on diverse topics with focus on Marketing and Management. She has presented research papers at International (Turkey, Malaysia, India & Australia) and at National Conferences. Since then Amber Raza has contributed a number of research papers in the field of Marketing and Management.

Performance Appraisal's Characteristics and the Influence on Sales Force Satisfaction in Karachi's Pharmaceutical Industry

Abstract:

The study examines the significance of the performance appraisal (PA) characteristics on the salespersons satisfaction level. The structured performance appraisal process based on appraises' participation, clear criteria, perceived fairness, an exercise to improve salespersons performance, and resulting in disbursement of appropriate rewards enhances the salespersons job satisfaction. The current study compares the critical determinants of an effective appraisal system which is mainly based on factors influenced by the manager in pharmaceutical industry. A performance appraisal previewed as helpful in influencing performance, fair and conducted in cordial manner increases job satisfaction of a salesperson.

Introduction

The selling function is an integral part of an organization essential since it is the only department with revenue generation capability. The revenue generation can be maximized with effective management of the sales function. The sales manager must identify behaviours and activities that foster high performance, and then provide leadership and guidance to reinforce productive behaviour.

One might think that the sales job is simple and uncomplicated i.e. to make a sales call on customers and the outcome per sales can be measured easily. Making a sales call has several components e.g., enthusiasm of salesperson, training, product knowledge, market knowledge, customer knowledge, selling skills, experience and the salesperson's attitude.

Despite its complexity, a properly conducted performance appraisal

system containing constructive suggestions for employee improvement can lead to increased motivation and performance, increased clarity in job requirements, duties, and clear recommendations for career growth. Therefore, it goes without saying that an effective performance appraisal system can lead an organization to take strides towards success and growth.

Development of Hypothesis

Null H-1: Planned performance appraisal will not result in increased level of salesperson's job satisfaction.

H-1: Planned performance appraisal will result in enhanced levels of salesperson's job satisfaction.

In most organizations performance appraisal is conducted once a year therefore, the process is perceived to be linked with reward and compensation. Another reason for this belief is that if the PA is used to determine variance in performance level of the employee, than

the result should have impact on the compensation. A performance- based pay plan is essential to the firm as employees expect rewards to be tied to the evaluation process. When rewards are not part of the process, the process itself may be treated as a bureaucratic routine.

Null H-2: Performance appraisals that are linked to compensation / reward do not results in superior level of sales force's satisfaction.

H-2: Performance appraisal that is linked to compensation / reward results in superior level of sales force's satisfaction

The next hypothesis is exploratory in nature and based on perceptions. An effective performance appraisal process allows the appraise to discuss his / her evaluation and seek clarification. Appraisal satisfaction is positively influenced when the individuals being evaluated have an opportunity to



discuss the results of the process with their appraiser. Moreover, when the appraised individuals have input into the process, there is a perception of increased fairness and accuracy .

Null H-3: If the evaluation is perceived as being open to discussion, salespersons job satisfaction will not increase.

H-3: If the evaluation is perceived as being more open to discussion, salesperson job satisfaction will be increased.

The bases of the appraisal criteria and the administration of the Performance Appraisal (PA) should be viewed as fair. A well conceived PA results in higher levels of motivation and efficiency. Perceived fairness of the evaluation process by the sales force will result

in increased satisfaction and higher commitment to the organizational objectives than those which feel that evaluation is unfair.

Null H-4: When the evaluation is perceived as being progressively fair , salesperson job satisfaction will not increase.

H-4: When the evaluation is perceived as being progressively fair, salesperson job satisfaction will be increased.

Sales managers use PA as a routine activity but fail to recognize PA value as motivational and coaching tool. Organizations create an environment in which performance information is viewed as a resource that managers can use to develop subordinates. Null H-5: When the evaluation is perceived as having a valuable impact

on performance, salespersons job satisfaction will not increase. H-5: When the evaluation is perceived as having a valuable impact on performance, salesperson job satisfaction will be increased

Output criteria and input criteria to measure job performance of the salespersons suggests that identifying and specifying these criteria is critical to success in the process. However, input criteria is generally given greater preference. Output criteria include sales volume, number of customers, profit, and orders booked. Input criteria consist of variables like sales call, number of required reports submitted, and training / meetings conducted. Overall, the use of input criteria is appreciated more by salespeople and has greater predictive and explanatory value than output criteria.

Null H-6: Performance appraisal based on input (behavioural criteria) will not result in higher levels of sales force job satisfaction

H-6: Performance appraisals based on input (behavioural) criteria will result in higher levels of sales force job satisfaction

Methodology:

This research seeks to evaluate how sales persons perceive the performance appraisal process. Pharmaceutical sales persons were selected as the population of interest. Salespeople working for pharmaceutical firms located at Karachi, Pakistan were targeted. The top ten leading pharmaceutical companies of Pakistan were invited which included equal numbers of multinational (MNCs) and national companies (NCs). Six companies initially agreed to participate. However one firm withdrew. The five companies employed a total of 497 salespersons. For this study a sample size (n) 99 respondents was selected using random sampling technique. The management of the participating organization provided lists of their field staff. From the list 20% of the salespersons of the total sample frame were randomly selected, who were given the questionnaire. All 99 respondents filled and returned the completed questionnaire with an effective response rate of 100%.

Results:

The five companies which agreed to participate included four MNCs and one local company. These companies are ranked amongst the top ten companies of Pakistan pharmaceutical Industry having market share of almost 23.33% of Rs. 139.33 billion Pakistan pharmaceutical market in 2010. Respondents were predominantly male (99.99%). The period of employment in pharmaceutical firms varied with 28.3% employed for less than 2 years, 31.3% between 2 to 4 years, 20.2% had work experience of 5 to 8 years, 8.1% had work experience of 9-12 years, and 12.1% had over 12 years of experience.

The first hypothesis suggests that the planned Performance Appraisal (PA) translated in term of written and oral evaluation will induce higher

level of job satisfaction. The result failed to support the hypothesis. The second hypothesis states that the degree of job satisfaction is related to the improvement of salesperson's compensation / reward through appraisal process. The hypothesis is not supported as the measure of formality is insignificant in the model Hence the hypothesis is rejected based on the research result. The third hypothesis postulates that when the evaluation is cordial and open to discussion it increases the job satisfaction. The notion is consistent at significant. The fourth hypothesis assumes that when performance appraisal is perceived as being fair it increases the job satisfaction and the findings endorsed the hypothesis at significance. The fifth hypothesis states that when evaluation is perceived as having a valuable impact on performance, salesperson's job satisfaction increases. The results show that the findings are consistent with the hypothesis. Lastly, the sixth hypothesis stated that performance appraisals based on input (behavioral) criteria will result in higher levels of sales force job satisfaction. The result supports that the input criteria significantly influences salesperson's job satisfaction. PA based on Output is also significant.

Constraints and Future Research:

This study provides some understanding of the impact of performance appraisal in pharmaceutical industry of Pakistan. However the limitation is that the study was directed to small number of major companies, who agreed to cooperate. These companies have high growth rate which translates into higher earnings through incentives which can be as high as 50% to 70% of their base salary. But the current study found that the relationship between job satisfaction and compensation is weak. This aspects need to be reviewed in relation to participation in objective setting, territory potential, and sharing of reward in team setting. Secondly, the conclusion of this research may be limited by the questionnaire used for the data collection. It was felt that the questionnaire in English language was difficult for the salespersons to understand. The output criteria were somewhat complex for the participants. This requires a detailed study of the output criteria used in pharmaceutical

industry in the country. Thirdly, to arrive at comprehensive picture of the industry future research must consider inclusion of more of local outfits and larger sample of sales persons.

Conclusion:

The objective of this study was to find out the impact of selected exogenous factors and role in enhancing the effectiveness of the performance appraisal process. The results shows that the job satisfaction is strongly related to its being perceived by the sales person as fair, when it helps improve performance, and is held in cordial way and allows discussion. In the light of the information, gathered during discussion with the HR directors and marketing personnel, that the salespersons turnover rate is as high as 15% - 20%. The results of this study confirm that to enhance job satisfaction managers will have to shoulder more responsibilities to reflect fairness in performance appraisal. The performance appraisal exercise should be conducted more frequently as this reduces surprises.



About the Author

Abdul Qadir Molvi
Head: Department of Management/HR, Institute of Business Management. He is pursuing career in academics since 2000 onwards; after having a stint of outstanding profession with leading pharmaceutical companies for over 35 years. His research interest is focused on Performance Management, Sales Management, and Entrepreneurship. Besides M.B.A. and Diploma in Int'l Trade and Commerce (UC Berkeley) he also holds M.Phil in Management. He was the Council Member & Vice President, MAP from 1996-98

MAP TALK

“The Marketing Association of Pakistan started Tea Meeting Series with new title named “MAP Talk” and invited Mr. Shamsuddin A. Shaikh, CEO, Engro Powergen & Sindh Engro Coal Mining Company to address a seminar on “Making Thar Happen For Pakistan And Tharis”. The seminar and accompanying tea was held at Karachi Marriott and attended by industry leaders and others”



MAP TALK

Marketing Association of Pakistan organized a dialogue on the topic, “Financial Services Marketing Trends”, as a part of their ongoing series of dialogue with the theme, ‘MAP TALK’. This program was held at a local hotel on January 12th, 2017.

Kamran Nasir, Chief Executive Officer, JS Global Capital Ltd, Ali Habib, Head of Corporate Affairs & Marketing, United Bank Ltd, Cyrus Ali Shah Bukhari, Head, Brand & Client Marketing Services – Standard Chartered Bank Limited and Mohammad Raza, SEVP & Group Head Customer Support - Meezan Bank Limited were among the panel.



Mr. Ali Habib said we are living in VUCA environment (Volatile, Uncertain, Complexity and Ambiguity), due to technological advancement at a very rapid pace in recent times. He gave the example of NOKIA & Blackberry, which were the leading mobile brand a few years ago, are almost vanished from the market, now. Google is experimenting to launch a whole computerized car; for which you don't need a driving license to drive.

Elaborating on the technological advancement, he questioned as to who could think about UBER car service five years back. In future, in the time of digital marketing, the relevance of brand will be very important, as the customer span of attention towards any brand

will be very limited. Customers will be very well informed. There will be need of reinvention of brands on a consistent basis in order to survive in the market, he added.

Mr. Mohammad Raza stressed on the data analysis in the process of marketing and social media which could assist in performing this task.

Mr. Kamran Nasir informed that in Pakistan only 2.5 lakh people have invested in stock market, in comparison to Bangladesh, which has more than 40 lakh investors. We need to educate our people to increase the number of investors. We could target our youth, using SmartApps and digital medium to attract towards stock market.

Mr. Cyrus Ali Shah Bukhari said the social media has changed the customer perspective. On social media, DATA is available in different shapes like POPUP on websites, Instagram, Snapchat etc. said Bukhari.

In the discussion, it was said that due to digitalization, the number of bank branches will reduce as the customer will occasionally visit the branch and avail bank service through its digital gadgets. Still, in Pakistan, people prefer to come in bank branches for big financial transactions.

The event was attended by a large number of marketing professionals from different organizations.







Marketing Association of Pakistan (MAP) Lahore Chapter organized a special seminar on “I Play it Simple! Do You?” by Head of Marketing & Sales, Fauji Foods Limited, Mr. Aamir Khawas, which was attended by a large number of Members and different leading Advertising and Marketing Groups. During the Special Presentation, the Guest Speaker Mr. Aamir Khawas emphasized upon the different aspects of marketing strategies for retaining the customers. He said that we should keep our Marketing strategies simple because complicated tools may cause to lose the customers.

He further said that relationship between the customer and the marketers should be as strong as it needed and it would be possible with the simple and short communication. Mr. Aamir Khawas said that media campaign should be to the point because customer preferred the simple and understandable way. He also pointed out the different hurdles, related to the effective communication, which marketing industry is facing. The participants of the Seminar appreciated the creative and intriguing presentation of Mr. Aamir Khawas. At the end of the presentation a Question/ Answer Session was conducted where by the Guest Speaker replied to

various interesting queries of the MAP Members. Earlier, the Vice President of MAP, Malik Amer Salam briefed about the Marcon and gave the history of Marcon on PowerPoint Presentation. He also introduced the Guest Speaker and welcomed Mr. Aamir Khawas at MAP forum. He also appreciated Mr. Aamir Khawas’s special interest for delivering an exclusive presentation to the MAP Members. Vice President, Malik Amer Salam presented the Memento to the Guest Speaker along with Joint Secretary Mr. Ahmed Shoaib Khan and the Joint Treasurer Mr. Ather Javed.



Marketing Association of Pakistan (MAP) Lahore Chapter organized a special seminar on “The Role of Emotional Intelligence in Contemporary Marketing” by Advisor to Kohinoor Maple Leaf Group, Mr. Arif Ijaz, which was attended by a large number of Members and different leading Advertising and Marketing Groups. During the Special Presentation, the Guest Speaker Mr. Arif Ijaz emphasized the Role of Emotional Intelligence in Contemporary Marketing, which is about touching the deep structure of human consciousness, creativity and feeling. He said that attitude shows our performance, which is based on our

skills and the knowledge. He further emphasized that self-awareness is in fact the beginning of all wisdom. He said that seven habits, which includes Be Proactive, Begin with the End in Mind, Put First things First, Think Win-Win, Seek first to understand then to be understood, Synergize, Sharpen the Saw are vital for success. He further elaborated the different aspects of the Emotional Intelligence by providing different examples from Islam and the teachings and thoughts of the renowned Philosophers. He also pointed out the different hurdles that are damaging the Contemporary Marketing due to lack of Emotional Intelligence. The participants of the Seminar appreciated the creative and intriguing presentation of Mr. Arif

Ijaz. At the end of the presentation a Question/Answer Session was conducted whereby the Guest Speaker replied to various interesting queries of the MAP Members. Earlier, the Vice President of MAP, Malik Amer Salam briefed about the upcoming MARCON 2003, on PowerPoint Presentation. He also introduced the Guest Speaker and welcomed Mr. Arif Ijaz to the MAP forum. He also appreciated Mr. Arif Ijaz’s special interest for delivering an exclusive presentation to the MAP Members. Vice President, Malik Amer Salam presented the Memento to the Guest Speaker along with Joint Secretary Mr. Ahmed Shoaib Khan.





Marketing Association of Pakistan (MAP) Lahore Chapter organized a special seminar on “The Lost Common Man” by CEO, J. Walter Thompson Pakistan, Mr. Imran Afzal, which was attended by a large number of Members and different leading groups of Advertising and Marketing fields. During the Special Presentation, the Guest Speaker, Mr. Imran Afzal emphasized upon the different aspects of advertising that go beyond the real life of common man throughout the world. He said that “the euphoric world that we create in our advertising is too far from the lives of people we are trying to connect”. He further said “brands have spent a fortune whilst blowing their own

trumpet and usually end up creating a world which is unrealistic and not relatable to the average person”. Mr. Imran Afzal said that there is a very old saying “no one buys a quarter inch drill, what they buy is a quarter inch hole”. He said “Don’t over sell something they don’t care about, get down to their level and sell them what matters to them”. He also pointed out the different hurdles, which a common man is facing in this modern era and unable to choose the right direction. The Guest Speaker also described the various challenges for attracting the common man and suggested various tools for the real advertising to avoid the lost common man. The participants of the Seminar appreciated the creative and intriguing presentation of Mr. Imran

Afzal. At the end of the presentation a Question/Answer Session was conducted whereby the Guest Speaker replied to various interesting queries of the MAP Members. Earlier, the Vice President of MAP, Malik Amer Salam briefed about the Marcon and gave the history of Marcon 2006 on PowerPoint Presentation. He also introduced the Guest Speaker and welcomed Mr. Imran Afzal at MAP forum. He also appreciated Mr. Imran Afzal special interest for delivering an exclusive presentation to the MAP Members. Vice President, Malik Amer Salam presented the Memento to the Guest Speaker along with Joint Secretary Mr. Ahmed Shoab Khan and the Joint Treasurer Mr. Ather Javed.



Management Association of Pakistan hold its 18th MAP Convention on Dancing with Disruption – Re-Inventing the Modern Organization, held at Karachi.



Kate Sweetman and Shane Cragun (Co-authors of the book REINVENTION) interacting with the audience.



Mr. Rajkumar – CEO IUSI consulting group, sharing his expertise with the audience.



Delegation Participated

Afaa / Digi Asia at Taipei (Taiwan)

A delegation from PAA has participated “the most insightful digital marketing event” the Digi Asia 2016 in Taiwan.

Digi Asia was a digital marketing Congress organized by AFAA. Taipei Association of Advertising Agencies (TAAA) hosted for this outstanding event which takes place in Taiwan every two years (every even year) starting 2014.



Mr. Sarmad Ali, Chairman, & Mr. Sohail Kisat, Vice Chairman, Organizing Committee, Adasia 2019 with Chairman AFFA, Mr. Raymond So and Vice Chairman AFFA, Mr. Swamiji, at Lunch hosted by Jang Media Group, on 29-11-2016 at Taipei (Taiwan)

Customer Experience Summit 2016

Colloquium Global recently organized Pakistan's 1st Customer Experience Summit, in partnership with Pak Suzuki, Marketing Association of Pakistan, The Express Tribune and Institute of Business Management.

The summit represented around 15 speakers and welcomed over 150 attendees. It encompassed a high-powered panel discussion with selected Customer Service heads. In short it was a cutting-edge hub bringing together customer experience professionals from different industries.

also reward employees for their service delivery.

During the event, customerservice was defined as an act of taking care of the customer's need by providing and delivering professional, helpful, high quality assistance before, during and after the required services or demand.

He said that some customers will be irritable and full of questions. Meanwhile, others will just be chatty. You must know how to handle all of them and provide the same level of service, he added.

"Customers always appreciate honesty and your efforts to find the right answer," said Jaffer Business System CEO Veqarul Islam. Those companies or outlets that seek feedback from consumers always progress. He then referred to the example of a restaurant at Sea View, which has started practice of self- accountability and asks customers to write down their complaints regarding their food.

The representatives of Telenor, TPS, Aga Khan Foundation, Pakistan Telecommunication Company Limited (PTCL), WS and QuicknEasy attended the interactive event, which aimed to highlight in-depth knowledge about consumer service. Leading thinkers and industry experts shared their experiences during the event.

SohailZindani, the founder and CEO of The Sohail Zindani Company, focused on four things he considered important for consumer service. "Express passion to serve; employees come first; build a smart system and empower employees."

Earlier, Colloquium Global CEO Mansoor Soomro briefed the audience about the objectives of the summit. He said that the organizations and business that deliver superior customer services are thriving and the summit was meant to attract knowledge contribution from leading thinkers.

Promptness, politeness and professionalism are importance characteristics of excellent customer service, said HartmutNoack, the Regional General Manager of Marriott Hotel in his keynote presentation.

"Customer satisfaction is the best indicator of how likely a customer will make a purchase in the future," he remarked in his presentation. The companies or corporate sector can only progress because of their customer-friendly environment, he further added.

The representatives of various private companies came up with the suggestion to not only appease the customers but



Digi Asia aims at creating the biggest digital innovation platform in the world, serving as a forum in connecting talents around the world.

The congress encourages digital professionals to learn, share, and experience under the common goal of creating a better future.

This year the Digi Asia was held from 27th – 30th November 2016.

Syed Masood Hashmi Chairman, Pakistan Advertising Association & Chairman, Ad Asia 2019 has led the delegation. He also attended the Annual General Body meeting of Asian Federation of Advertising Association, (AFAA) at Taipei (Taiwan).

PAA hosted the Ad Asia in Lahore in 1989 with the theme "TOGETHER TOWARDS TOMORROW." The organizing Committee under the leadership of Mr. Javed Jabbar and Mr. S. H. Hashmi (Late) delivered one of the most iconic advertising congresses, an Ad Asia that is still talked about. Ad Asia 89 Pakistan was visualized to be the largest ever international conference held in the history of Pakistan with an estimated attendance

of about 350 overseas delegates from over 25 countries of Asia, North America and Europe and 400 delegates from Pakistan.

Pakistan have won the bid to host Ad Asia 2019 in Pakistan, (Lahore) after 14 years, in the year 2005 Pakistan had won the bid to host Ad Asia in Pakistan, Lahore but due to law and order situation in Pakistan it was postponed.

The delegation has represented the country not only to this event but also represented in all events. PAA is also committed to organize Ad Asia 2019 once again in Pakistan.

Syed Masood Hashmi along with Mr.Sarmad Ali, Chairman Organizing Committee Ad Asia 2019 have made presentation of Ad Asia 2019 in the AFAA meeting.

The members of the delegation were:-

Syed Masood Hashmi
Chairman
Orient Communications (Pvt) Ltd.

Mr. Jawad Humayun
Group Chairman
Channel 7 Communications (Pvt) Ltd.

Mr. Sohail Kijat
Group Chairman
M. Communications (Pvt) Ltd.

Ms. Fatima Kijat
Managing Partner,
M. Communications (Pvt) Ltd.

Mr. Alamdar Kijat
Management Trainee
M. Communications (Pvt) Ltd.

Mr. Tabish Waqar
Group Chief Operating Officer
Oktopus Media Group

Mr. Gorar Raza Ali
Managing Director
String Media (Oktopus Media Group)

Mr. Javed Qadeer Khan
Chief Executive Officer
Marksman Advertising

Ms. Anum Sehar
Head of Digital Content Team
Marksman Advertising

Where as **Mr. Sarmad Ali**, has attended Digi Asia 2016 Congress in Taipei with his team members.

Map Lahore Announces Marcon 2017

The flagship event of the Marketing Association of Pakistan has come to the beautiful city of Lahore once again. This time it will be held in the best time of the year, i.e. March, 2017, when the city is blossoming with the colorful vibrancy of the spring season.



The unveiling ceremony of the MARCON 2017 logo was held recently where the Chief Guest was Honorable Sardar Ayaz Sadiq, the Speaker of the Pakistan National Assembly. (See Pics) The theme of the event 'BREAKING BARRIERS' reflects the mood and aspirations of the country to become a key player in the world scene by taking gigantic steps towards economic development and prosperity.

Keeping up with the tradition, MARCON 2017 will provide a unique opportunity to interact with the top marketing professionals from Pakistan as well as from overseas.

The two day event will offer an exciting platform for watching the stimulating presentations by the marketing professionals and interact face to face with the renowned marketing gurus.

The gala dinner and the musical evening after the first day of the event promises a leisurely unwinding and networking opportunity.

So don't miss out and mark the dates 'March 13th and 14th' on your calendars.



International Conference on Experiential Learning 2017 Liberating Education through Creativity and Innovation

April 8-9, 2017



Call for Papers

The 21st century is making many of the conventional classroom-based educational methodologies ineffective at all levels. There is a widespread interest in the adoption of experiential learning in professional disciplines such as education, engineering, business and media in universities as well as in schools. Experiential learning is learning by doing and includes Project-based learning, Problem-based learning (PBL) and activity-based learning. It is often referred to learning through action, experience, discovery and exploration.

Who Should Participate?

Industry Professionals, Experiential Learning Experts, Academicians, Policy Makers, Research Institutions, Research Scholars, School & College Principals, Students and NGOs.

IoBM invites you to participate through research papers, poster presentations and case studies that demonstrate a clear conceptual framework of translating theory into practice through experiential learning. There are three conference tracks:

- (i) Research Papers
- (ii) Posters Presentations
- (iii) Case Studies

The three tracks represent action, experience and exploration which are the core features of Experiential Learning. Send your abstract (300 words) and posters (3x5 feet) on a relevant theme via email, latest by February 21, 2017 to: icel2017@iobm.edu.pk, for queries: director-icel2017@iobm.edu.pk

What is and what is NOT experiential learning

Theories and variant interpretations of experiential learning
 Practical framework for academia, industry and policy makers
 Impact of technology, online modes on theory & practice
 Transformational nature of experiential learning
 Experiential learning projects & field works
 Methodologies and frameworks
 Ensuring academic rigor
 Collaboration with industry and community
 Challenges of industry-driven real-life projects

Experiential Learning Adopters: Case Studies

Best Practices: IT, Engineering, Medicine, Business, Education
 Challenges/change management at schools and universities
 Challenges/benefits in entrepreneurship, self-employment
 Faculty mentoring and change resistance
 Experiential Learning: Theories/realities
 Student development & learning Impact
 Assessment of learning: Authentic, formative, etc.
 Experiential Learning Projects in schools vs universities
 Curriculum and lesson planning

Dates to remember

Abstract Submission Deadline: February 21, 2017
Acceptance of Abstract: February 27, 2017
Full Paper Submission Deadline: March 15, 2017

Registration Fee	National	International
Participants	PKR 3000	USD 100
Students	PKR 2000	USD 50

*Conference fee includes material, refreshments/meals & certificates

Nawaz Ahmad, Dr. Ayesha Shoukat or Dr. M. Abid Ali (Ph. 021-111-002-004 Ext. 411, 322, 510)

Email: conferences@iobm.edu.pk

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