

Marketing Review

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MARKETING FOR EMERGING ECONOMIES

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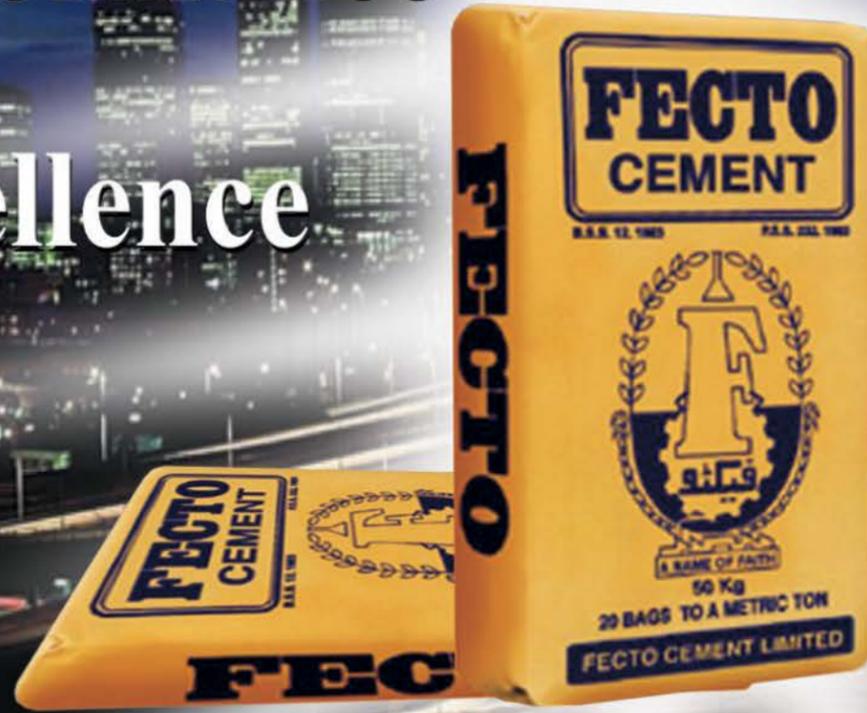
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Letters to the **Editor**

Dear Editor

Your last issue of MAP was relevant to my challenges and market certainties; I appreciate MAP team work! The research shared in last issue enabled me to look for new ways and stay ahead of competition. I believe your next issues will address the upcoming challenges of digital and emerging marketing. All the best

Aisha Ahmed

Dear MAP team

It was a pleasure to read the MAP review; the content was relevant to market realities! The inclusion of CEO's interview is a marvelous step. It does not only include relevant insights but also enable us to understand 'how Pakistani CEOs are taking their businesses globally! Please continue to publish more CEOs interviews on Emerging and Marketing strategies or leadership in the upcoming issues. I wish best of luck to MAP team for their valuable work.

Rashid Raza

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

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Marketing in Emerging **Economies**



An emerging market economy may be defined as the economy of a nation or state that is proceeding and flourishing in the direction of advancements and developments. Albeit emerging markets and economies may not be as progressive as those of developed countries but surely their economies and infrastructures are more state-of-the-art as compared to frontier market nations. Therefore, the probability of investors pursuing to invest in emerging economies is also high because of higher returns due to the rapid economic growth experienced by emerging economies; which is also depicted by their GDP. Nevertheless, there are a number of risks associated with investing in emerging economies as well, such as political instability, problems with the local infrastructure, instability of currency, and inadequate opportunities for equity; as many large companies may still be run by the state or privately. Furthermore, outside investors might not get liquid markets in the local stock exchanges as well.

The 23 countries listed under the MSCI Emerging Market Index include Brazil, Chile, China, Colombia, Czech Republic, Egypt, Greece, Hungary, India, Indonesia, Korea, Malaysia, Mexico, Morocco, Qatar, Peru, Philippines, Poland, Russia, South Africa, South Korea, Taiwan, Thailand, Turkey, and United Arab Emirates. The market capitalization of every company listed on the stock markets of these countries is followed by this index as well. As this year's MSCI index also included Pakistan, this means that we have progressed from being a Frontier market to being an Emerging market now.

According to some other references, there are eight more countries that are also considered to be an emerging market economy including Argentina, Hong Kong, Jordan, Kuwait, Saudi Arabia, Singapore, and Vietnam. Correspondingly, China and India are the chief emerging market powerhouses. Combined, the two nations are home to almost 40 percent of the entire world's labor force and population. Their mutual

economic output (\$27.8 trillion) is far larger than that of either the European Union's at \$19.18 trillion or the United States' at \$18.0 trillion. For that reason, any debate of emerging markets must always include the prevailing influence of these two super-giants, as it can be a very lucrative and great expansion to the business.

Moreover, announcing novel brands and products in the emerging economies is surely a challenging job for the business leaders/marketers. It requires for them to thoroughly study the respective markets before entering and marketing their products if they wish to be successful. Some of the challenges that might need to be addressed when seeking to market your product in an emerging economy are as follows;

- a. Their markets may not be as advanced as those of developed nations like the United States and therefore the native population may not be aware of the international products. Hence, acquainting them to the new brand or product could be challenging and would need compliance to the local culture and norms. In addition to that, there might be some infrastructure bottlenecks in existence as well.
- b. Secondly, the infrastructure might not be as developed and state-of-the-art and therefore they may encounter problems in moving the products from one location to another; which means that, the distribution networks may be severely constrained away from the urban centers. Larger geographic distances and deficiency of land transportation facilities could also prove to be a key challenge. Then the communication infrastructure in rural areas is also often poor. Lack of storage facilities, small & fragmented retail sector demands bi-weekly supply by the manufacturer which is problematic and can result in higher costs.
- c. Thirdly, their market segmentation may not be as clearly defined. Market

segmentation basically comprises of income levels, geographic location & demographics etc. Customers may have more sophisticated tastes and inclinations than what might appear on the surface and may not prefer the international products containing diverse ingredients, tastes, and looks etc. Natives who are content with their native products might not opt to buy and test the international products.

- d. Fourthly, the promotion channels in such economies are inadequate and many people aren't conscious of them. Rapid changes due to advancement of technology have made their promotional channels on par with those of the developed states. Besides, TV, Print, and Radio as a form of mass communication channels are very fruitful and can aid in marketing their products. Many a times, rural areas in these economies lack education and the residents of such areas are not up to par with what's going around them, and what is right and what is wrong for them. Consequently, educational promotion campaign is essential to educate the said rural customers. Depiction of usefulness and value therefore has a big impact on consumer behavior.
- e. Lastly, the middle class in an emerging market is not the same as the middle class in developed states like USA or Europe etc. Therefore, they cannot manage to pay for high end or luxurious products as their standard of living only centers on necessary products and services. Hence, it is crucial for the business to ensure where they are targeting and who they are targeting.

These emerging markets present great possibilities and with the accurate strategies and plans, one can be prosperous in marketing their products to them. Needless to say, being successful would also require adequate research and consideration in order to ensure having possible solutions to all the challenges that they might face.

Interview of

Shahzad Dada

CEO

Standard Chartered Bank

**What are your achievements here at Standard Chartered?**

CEO: I have only been here for approximately 2 years, this bank was already a well established bank, so I inherited something that was doing well. I believe that this bank has very strong roots it has been working from over 100 years which is longer than this country was formed and our clients are offsprings of our old generations, we've been dealing with the same families first, second and even the third generation. People come and share their stories like how their father started the relationship with us and that is our success. Performance, service, people and

controls are the basic things we focus on in our bank.

What is your mantra for success?

I wouldn't say that this is my mantra for success, I mean success is a relative term so this is not my personal mantra but I believe that this is a mantra for a bank like standard chartered today given the kind of environment. I think that's how we have taken the business in the past years. In short, we focus on these four pillars that balance our organization. The economy is changing very rapidly so who knows what we may have to include in the future.

What are the key's to success in your opinion at SCB?

I've a very different view which I follow. It is a HABIT strategy, where;

H is for hard work, I think anything anybody does no matter what it is, there is no compromise for hard work it is something for which there are no shortcuts in life.

A is for attitude, you should possess the right attitude so that people can build trust. You should look at the positives of the situation and rather than panicking in a problem find ways to get out of it.

B is for giving back to the society, we as individuals have been very blessed and it is important to give back in all shapes and forms giving back financially, giving back expertise, doing things for the less privileged

people, it's giving your time, it's coaching the staff, it's training them, it's sharing your experience, it's giving your time and love to the family and loved ones.

I is for Integrity, I think you have integrity or you don't have it. The best test in my opinion for checking your integrity is when nobody is around and you do the right thing. Integrity is all about being fair. You can't have integrity at home and not have at work. You are best boss but you are a lousy father lousy mother or lousy husband this is not integrity. We should have a very clear view on integrity and I think we should not compromise on it. I take that very seriously.

T is for the teamwork. I don't think anyone can actually be successful without a proper team. Where ever I am today is because I have been blessed with the right team. Here at standard Chartered I have been working with the best team.

What are your challenges at SCB?

When you are running a bank which has huge operations all over Pakistan you've to face a lot of challenges, you've to play a vital role and have to be very careful with your decisions. We're the sixth largest bank of Pakistan in terms of profitability, so we need to ensure that all the aspects of our bank are running smoothly. Banking is all about managing people and developing trust in them, we have to manage and make sure our



clients are receiving the services promised. Employee satisfaction is also a very important factor, we've to make sure our Employees are happy and are well taken care of because at the end of the day they're responsible for the direct interaction with our customers. Lastly but most importantly we should make sure that the bank is earning good profit along with providing its customers all the services.

What are your future challenges?

Our bank is constantly developing and growing since the past years, though this constant innovation and technology might upset our tables anytime soon. The thing that worries me is that banks like us who do not embrace technology instantly will be at a loss. We have a big tangible digitization agenda right now. The good old days of branch manager will all soon become passive. I think technology is going to disturb us the same way it has disturbed the aviation and many more huge

industries. Banking is going through the same techno innovation where mobile banking, branchless banking all of these things have now changed their shape. At the same time we have to be careful about cyber crime and financial crime.

What is the future of banking in Pakistan?

Pakistan has a very bright and promising future in Banking and it is evolving very fast. I think that technology is playing a major role in these rapid changes, the days of having the branches at every corner would become obsolete very soon. Internet banking is increasing rapidly and we fortunately have the largest internet banking services today in Pakistan with approximately 100,000 users. Internet banking along with mobile banking has made lives of people pretty much easier and hence most of the people are adopting this, you can pay bills, transfer money and do so much money while sitting at your home. This implementation of

technological advances would not only rank the banks high but also reduce the costs.

As a CEO, have you ever failed?

Failure is inevitable, sometimes we are not able to meet our objectives according to our expectations and that in accordance to me that is a minor failure, if you talk in a broader sense I am very blessed I don't think I have ever failed on a huge scale. My minor failures however have helped me and I have learned a lot from it. According to me failure is just a way to learn new things and we are constantly doing that.

What is your leadership style?

I am more interested in how rather than what. I believe if you are at the right path whatever the outcome is, you should be satisfied. If you follow the right process, follow the right approach you have given your hundred percent, and you'll be successful. This is the way I lead my organization, I am a strong believer

5 Technological Changes to Capitalize By 2020

CTO's across the agency landscape has postulated that machine learning will have an invisible impact on transactions which will be felt across industries and geographies. Today I posit that there are five technological changes that expedite the path to entrepreneurship.

Lowered Barriers to Entry

In 90's, it had a minimum cost of about US\$ 5 million to launch a product and reach 30 million users. Building anything remotely close to Careem in the 90's meant having to buy and manage your own servers, having a need of an entire floor of scientists to write your own machine learning libraries (using A/B testing which library is the right for you), and churning out the code for flat HTML pages. You would then hire a DBA (database administrator), paying ten times more for a slice of Oracle's database and learned how it was configured.

Today you can launch a product and potentially reach 1 billion users in under US\$ 1 million. Instead of buying and managing your own servers, you can use Amazon Web Services, instead of hiring scientists for machine learning libraries; you can use the Google Prediction API. (A/B testing would be handled by Optimization). DBA's can be replaced by Amazon RDS. What took decades in the past can now be accomplished in months. Soon it will take weeks. For proof reading at the list of products being launched daily on Product Hunt, we have launched Tagxit, a machine learning camera app, in just a few months.

This technological change is the foundation of the remaining four factors, given below, because time is money and speed to market is a critical factor for dominating customer mind share earlier. The aggregate value of building industry specific software for a range of vertical eclipses is like anything

that Careem may support. In a world where execution trumps ideas, maturing of the shelf infrastructure will open doors for idea implementation. Software development for problem solving is a barrier to entry today but it will not be in the near future and also it will open doors for entrepreneurship more than imagination.

Digital Integration

As a result of the entrepreneurship, the escalation of B2B vendors has been unprecedented for verticals and functions. The latter has ranged across marketing, sales, engineering, finance, recruitment and operations. The abundance and choice for buyers have resulted in data silos and confusion. The technological change represents an opportunity for middle market companies like CX Cloud that act as a translator or a matchmaker of sorts because software's are made with varying languages. Middle market companies can help to tie vendors together for streamlined integrations and reporting. I expect to see not less than a dozen billion dollar middle market companies by 2020.

Internet for All

A year after founding Google X, Project Loon was formed. Companies that depend on internet users are going out of their way to be providers of internet, democratizing the access for all while commercializing it. Do you remember Facebook's attempt with Internet.org - backfiring due to its limitations? By the year 2019, a company called OneWeb aims to launch a more than 600 tiny satellites designed to beam high-speed



and trust in the Almighty's decision. I make sure and also motivate my employees to give their hundred percent and have a positive attitude throughout.

What message do you like to give to the youngsters (future bankers)?

My message to all the youngsters would be that there are huge opportunities in this country, you just need to believe and explore yourself. Don't necessarily run on the first flight you get stay in your own country and make it a better place for yourself

and for the society there is a lot to learn and a lot to give back. Another thing that I would like to convey is that don't be afraid of failures, it will help you learn and build a better version of you. Work hard and work with full focus and dedication and within no time you will be able to achieve everything, success will follow you. Maintain your reputation, always do the right thing and be true to your country and values.





Internet down to Earth. Elon Musk's Space X put 4,000 small, low-cost, disposable satellites into orbit last year. Consequently billions of people suddenly gain access to the internet for the first time.

Machine/Artificial Intelligence

As more software startups go to market faster than before and integrations occur, people will rely on machine learning to take out manual tasks from everyday life. Open sources frameworks and algorithms will offer startups the ability to syntactically analyze, filter and generate data without assistance from humans, use of Google Voice for

dictation into text and vice versa and conversation bots to assist people with frequently asked questions. Aipoly uses AI to give the blind sight with photo and video recognition.

Biotech

When Amazon created Amazon Web Services, it was to turn a cost center into an enormous revenue stream. I expect to see the rise of labs as a service, allowing the renting of idle equipment during downtime during projects. Leave the bench work to the robots and let the humans design the experiments. Startups like Farm Logs are helping farmers run profitable farms and adding a data-

driven process into agriculture. The technological changes listed above will continue to mature until the year 2020, and will offer humans the leverage required to inherit feedback loops.

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MAP TALK

Marketing Association of Pakistan (MAP) had an exclusive talk with Mr. Badar Khushnood, an IT expert and Co-founder & Partner of Bramerz on the topic of Digital Marketing & E-commerce Opportunities for Retail Businesses in Pakistan, here in a local hotel. A select audience, present there, showed keen interest in the up-to-date information and related updates, provided by the learned entrepreneur. The programme formally began after the recitation of verses from Holy Qur'an with the opening remarks by Talib Syed Karim, President- MAP, followed by the address by the Guest Speaker, Mr. Badar Khushnood.

Bramerz is one of the fast growing digital service providing companies with well over 100 clients, including Line, British American Tobacco, Google, Nestle, Line, McDonald's, MCB, PTCL etc. The conglomerate was founded by 3 amateurs in 2005, registered in 2006, thus marking 2016 as the year of their decade's completion. Now, they are one of the market-leaders with 110 employees, with the official claim to be the best in creating powerful footprint online for the brands they

work for. Bramerz calls itself 'a full blown Digital Workshop'. They are an award-winning full service Digital Agency.

With specialty in B2B (business-to-business or e-biz) and B2C [Business-to-consumer], Badar Khushnood is an established expert of online strategy development, internet & email brand management, while working extensively in multi-cultural, multi-stake-holder and public-private-donor partnership business models.

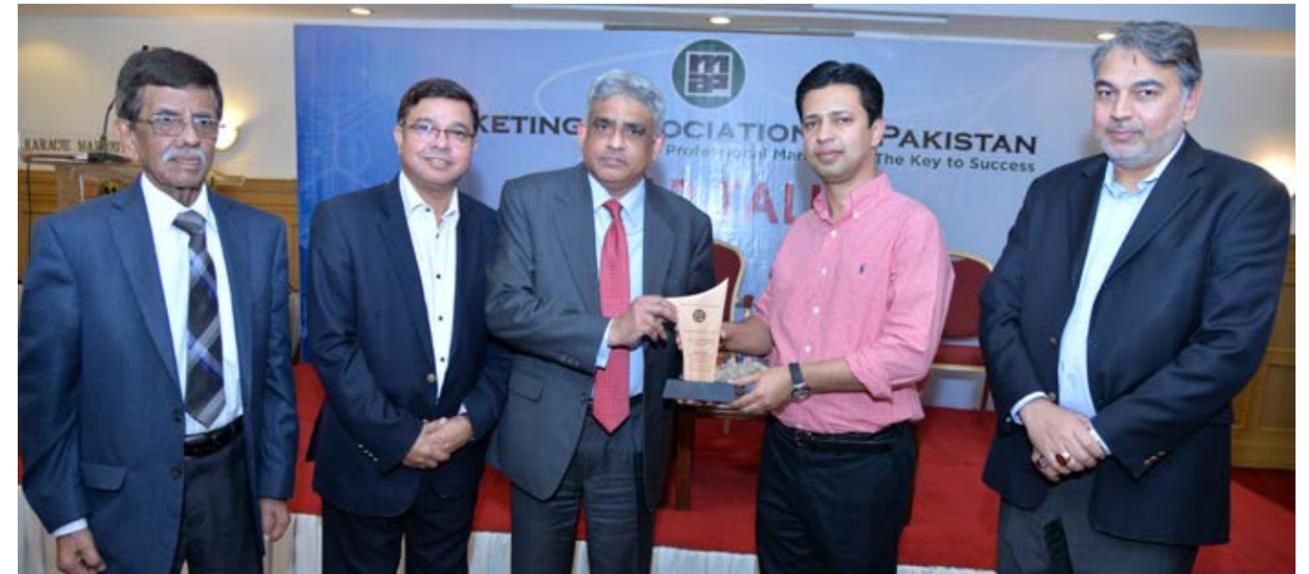
Badar Khushnood informed the audience that the current volume of E-commerce business in the country was around \$300 million, which might not be officially verified from the Government of Pakistan, as there was no such data available with the concerned authorities. Further, some 2000 online stores are functional in Pakistan which may be termed as a fair if not good figure.

On a lighter note, in the beginning of his talk, he asked the participants what if someone sends a malicious text message

to someone's cell phone. This was related to the Cyber-crime law, promulgated by the Government of Pakistan. Surprisingly, he, himself, was the only one among many to come up with the right answer: Police would arrest the message giving person, instantly and would throw him in the lock-up, labeling him with the non-bail able criminal charge. Any enquiry may be made into the case, later for properly registering the lawsuit.

To the utter surprise of a layman, that law has not yet been witnessed enforce strongly in any such cases in the recent past. That is to say in terms of banking: One is the rule, while other is the practice. What Mr. Khushnood really meant to make the people realize was the significance of understanding and abiding by the Pakistani laws governing the E-commerce business. In the end, Mr. Ali Hassan, Honorary Secretary of MAP offered gratitude to the Guest Speakers and the attending marketing professionals for making it a successful event. Hi-Tea was served to the guests.





Ethics in Advertising: Exploring the Telecommunication

Industry's Employment of Ethics in Advertisements

Mohammad Ekhlaque Ahmed & Maryam Mateen Khan

Introduction:

Advertising is one of the key components of the marketing mix of an organization and largely trusted to be the most important factor in establishing the brand as well as the corporate image of the company. Both these factors, as believed generally, increase the sales and profit of a brand. Advertising is considered important not only for building market share for a new brand but also is a kind of 'maintenance cost' for the upkeep of market share of established brands (Dhalla, 1978).

Ethics in marketing and advertising has always been a subject most talked about not just by researchers but also the people at large. It has been observed that in the last decade companies have increased their advertising investments to attract consumers but the question remains that whether those advertisements are up to the ethical standards set by advertising and marketing associations or not. In the research, we have tried to review the literature extensively in order to understand the grounds for what the standards are for ethical marketing and advertising, and also to see whether the set criteria is being considered by the Telecommunication industry of Pakistan. For this research, we have taken advertisements of Ufone, Telenor, Warid and Zong for quantitative analysis purpose of the set criteria.

The debate about ethical advertising has been an old one, researchers have done a lot of work on it based on the extensive literature survey. However few researchers have done quantitatively on this aspect especially in the case of Pakistan's telecommunication industry. This research aims at exploring the ethical aspects set by the 4A's (American Association of Advertising Agencies) and PEMRA (Pakistani Electronic Media Regulatory Authority) along with what the consumers think

about the advertisements used by the telecommunication industry for the promotion of their products and services. Advertising Spend and Frequency have been added in the investigation as new components of an ethical dilemma.

This research besides other ethical aspects (false claims/exaggeration, offensive content, false/misleading price claims, nonreal opinions) of advertising focuses on 'cost' aspects and examines for empirical evidence in the Telecommunication industry in Pakistan. We believe that organizations must consult consumers to vet the legitimacy of the cost being incurred and ensure if this is not without negative impact on their brand and corporate image. This paper on this apparent gap in research will show a new path to practitioner and academician to optimize their strategies on ethical marketing and advertising. And can also add a new dimension of 'advertising ethics' in the regulatory clauses of relevant Associations not only in Pakistan but also on international levels.

Problem Statement

The debate about ethical advertising has been an old one, researchers have done a lot of work on it based on an extensive literature survey. However few researchers have done quantitatively on this aspect

Results and Findings:

H1: Consumers do not find telecommunication ads frequency too much	Rejected
H2: Consumers do not find telecommunication ads spending too much	Rejected
H3: Consumers do not think targeting the youth is unethical	Rejected
H4: Consumers do not find telecommunication industry Ads contain exaggeration	Fail to Rejected
H5: Consumers do not find telecommunication industry false/price claims misleading	Rejected
H6: Consumers do not find telecommunication industry Ad content offensive	Rejected
H7: Consumers do not see the opinions show in telecommunication industry Ads as not real opinions	Rejected

especially in the case of Pakistan's telecommunication industry. This research aims at exploring the ethical aspects set by the 4A's (American Association of Advertising Agencies) and PEMRA (Pakistani Electronic Media Regulatory Authority) along with what the consumers think about the advertisements used by the telecommunication industry for the promotion of their products and services. Advertising Spend and Frequency have been added in the investigation as new components of an ethical dilemma. Consumers have been confronted on these critical aspects where gaps in research have been observed based on our literature review.

Hypothesis:

Advertisements frequency: The consumers found that the frequency of telecommunication advertisements shown was too much. The consumers felt bombarded by the frequent telecommunication advertisements. Furthermore, consumers felt that it was unnecessary to show the same advertisements continuously as they become redundant and lose impact due to frequent continuous exposure (Fu et al., 2011).

Spending on advertisements: Consumers felt that the spending done by the telecommunication

industry is too much, 80% of the respondents saw the amount of spending done by the telecommunication industry as a waste and unethical. On the other hand, it is observed that the firms see large spendings on advertisements as a symbol of increased brand image and quality (Moorthy & Zhao, 2000).

Targeting the youth in unethical: 74% of the consumers saw targeting of youth in the advertisements as an unethical practice. According to the standards set by 4 A's (American Association of Advertising Agencies) and PEMRA (Pakistan Electronic Media Regulatory Authority), selling to minors/youth in advertisements is seen as unethical and such advertisements are required to be removed from the air if they intend to influence the young consumers.

Advertisements contain exaggeration: 88.5% consumers were of the opinion that advertisements should not use exaggerations to mislead the consumers. The advertisers most often in exaggeration forget the line between a lie and over emphasis on the features of a product or a service. Exaggeration is seen as a bluff to motivate the consumers to spend money on the respective product/service shown in the advertisement, which most of the time they don't

even need (Singh, 1998). Toynbee (1961) was of the opinion that this practice is deceptive and leads to misallocation of economic resources. He further stated that now people spend considerable amount of their time, ability, energy and resources on influencing the population at large to spend their most time doing head labor to earn enough money to keep on purchasing material goods that they would never have thought of wanting or buying if they were left on their own in the market.

Price claims false/misleading: Consumers felt that many of the price claims of telecommunication advertisements are a mere exaggeration and misleading. Such acts are considered unethical as per Islamic principles. It is stated that such misleading claims fall under the criteria of bluff and bluffing is a form of lying done who confuse or cheat a person. Al-Bukhari (1.32) states bluffing is a form of lie and it is a sign of a hypocrite.

Advertisements content offensive: Recently it has been observed that the advertisements mostly show the intermingling of opposite genders with exaggerating gestures. On many occasions, women are shown in advertisements where the product or service has nothing to do with women. Women are also shown in an objectifying way in

many advertisements. Using women to exploit emotions or to deceive others through emotional simulation is discouraged and disliked in Islam. Al-Olayan & Karande (2000) in their study highlighted that showing other parts except face, hands, and feet is not allowed in Islam. Chachula, Kucharski, Lubaś, Malachowska, & Martinovski (2009) further elaborated on this point and said that showing of any part except the mentioned ones comes under sexual stimulant and hence their public presentation is deemed inappropriate.

Advertisements as nonreal opinions:

Consumers also felt that the exaggeration, misleading price claims, and testimonial shown in the advertisements are a means of creating nonreal opinions. The testimonial of people shown in advertisements are paid opinions and cannot be taken as real. This too is a form of bluff and is perceived as an unethical practice by the consumers.

Methodology

The data was collected from two hundred consumers residing in various areas of Karachi using a closed ended questionnaire. The questionnaire contained images of advertisements used by the telecommunication industry to promote their products and services and questions were asked them whether the consumers took those advertisements as ethical or unethical. Sample selection was done through convenience sampling

for collecting the data from the consumers. Reliability of the scale is checked through Cronbach Alpha and regression analysis is done to find out the relationship and effect of offensive content, exaggeration used in the advertisements, frequency of ads shown, targeting the youth and misleading price claims on consumer's perception on unethical advertisements.

Limitations

There are many other social, cultural and religious factors that are linked to ethical and nonethical advertising, however, in this research study, we have not been able to cater all of those factors. The literature review does not include all the Quranic verses and Hadith linked with ethical marketing and advertising. The research has highlighted only selected set criteria by the 4 A's (American Association of Advertising Agencies) and PEMRA (Pakistan Electronic Media Regulatory Authority). Other standards need to be studied in the future. The study has been done only in Karachi, Pakistan and may be expanded to cover other major cities and diversified consumer base.

Conclusion

This research paper highlights factors that the advertisers and marketing managers should keep in mind while designing their promotional and advertising campaigns keeping in view the consumer's approval of desirable and acceptable standards and parameters. This leads to the

realization of self-regulated ethical boundaries for the organizations to get consumer acceptance. In order to avoid the pitfalls of marketing myopia one best approach is to consult consumer and research their mindset. This research also provides an idea to consult consumer on the legitimacy of advertising spend which in the case of several industries and products would constitute major marketing cost. The increasing advertising spend in view of competitive benchmark could become a zero sum game and also not without hurting the consumer cause and social well being by asking for unjustified resource diversion.

Advertisers most often ignore the set standards by the respective sensor bodies like PEMRA (Pakistan Electronic Media Regulatory Authority) and 4 A's (American Association of Advertising Agencies) while making advertisements and fall in the trap of defying the set standards. It was also concluded that the consumers at large find the telecommunication Ads having an exaggeration of features and services and consider the frequency of Ads with the amount of spending done on them to be unnecessary and wasteful. A very high advertising spend with increasing focus on exaggeration can be added to the ethical standards, self-regulated by the companies (as customer annoyance can lead to negative impact on market share and profits).



Mohammad Ekhlaque Ahmed



Maryam Mateen Khan

Interview of Mr. Moin Malik

CEO Agility

What are your achievements at Agility?

- We started with around 25 employees, and today we are reaching 2500.
- From having PKR 50 million turnover to PKR 9 billion turnover
- Getting big customer onboard such as Unilever, P & G, Nestle, Service Shoes, Engro, Telecom giants, Shan Foods, National Foods and many more

What is the key to your success?

The grooming, empowerment and freedom that was provided to me in the start of my career. Besides that I was just fortunate enough to get growth with the growth of the organization. At the time when I joined TCS, the courier service was a new thing in the market, it was a new opportunity. People, at that time, were still going after postal services; hence courier services were a new thing to them. Apart from opportunity, the employees at TCS were much empowered; company provided them with the freedom to grow within. I think TCS should be given credit for grooming its employees and enabling them to take calculated risk in their operations. I mean, you cannot even imagine the extent to which TCS had given empowerment to its employees. Similarly, when I started my own work, the element of grooming and empowerment again come into the picture. I mean, the opportunity in the market was still there, however there is this one credit that I would like to take or can be given to me and that is there were several multinational operating within Pakistan in 1996; there was a Swiss company, an American company by the name of Expeditors and DHL global. Although DHL has a very strong brand because of their courier service, and is even number one globally. However, they are nowhere near us in Pakistan.

What makes you a leader?

Always aim high, develop and groom yourself, focus on end results, and contribute to the society. Again we go back to the target and results. When you achieve your set targets and results, people start to respect you. People say that Moin was right. And I do agree that at times you need to take a number of risks to achieve an outcome. For instance, when ENGRO launched its OMORE ice-cream, they approached us. Asad

Umar and his team had finalized the plan and they were looking at different models of supply chains to know how to handle it. They were also comparing what kind of model they would need and what kind of model Walls is using to sell their ice cream.

So 4 months earlier, CEO ENGRO approached me and said that he's looking for supply chain solution in the market. He further explained the problem that that within 4 months they need a supply chain partner who will be able to collect their ice cream from SAHIWal plant and distribute it to every shop in Pakistan. I had one cold store in Karachi and needed another in Lahore and Islamabad, and vehicles for this purpose. However, we were not into temperature controlled vehicles. We required vehicles and cold stores having -30 degree temperature, but I did not have any, except for in Karachi. So I started looking for cold stores and while searching I met a man in Lahore who owned one



such store. I asked him, how come if you come as my partner, I will be managing the contract and all other things, but cold store you do it. However, that cold store was not in a proper condition as that man used to store potatoes over there. So what we did is that we renovated that whole cold store and used to pick ice creams from production plant and bring it to the cold store. Also, we did not have vehicle at that time so we requested the man to get vehicles and cold store in return of guaranteed revenue and business from our side. Thus, within four months we came up with supply chain solution for Engro.

Today we are the biggest distributor of Engro in Karachi, Sindh. In fact we are covering areas from Islamabad to Gilgit and many more. Initially there were 6 distributors of Engro, then it was reduced to 3 and now, we have taken over their sales distribution.

What's your say on Leadership?

I'll like to mention that leadership is all about motivation and developing a team. The first thing you should be doing is developing a team and then you make them understand and clarify the objectives of your organization. If you do so, and then you can achieve any target. So it is all about developing and motivating a team. Motivate them, charge them, and coordinate their efforts for a common objective.

Jim Collins says that you don't need any charisma; I can say that I don't have a charisma, or personality. I'm from a modest background. I have been competing with people who have graduated from LUMS and IBA, even at DHL or TCS I was competing with them. It was not that Khalid Aman like me, it was only because of my contribution of productivity and results that I was eligible to contribute. I was groomed with the company because people over there used to come from different backgrounds. So it is that you need to develop and build yourself up, besides this there are some attributes and qualities that are given to you by Allah (SWT), but, again, you have to develop and groom yourself.

How do you learn to lead?

Taking calculated risks to grab opportunities in the market and

creating business out of it. Although I would say I was fortunate that I started my initial career in such an environment where I was given complete freedom. See, today, in some products we are competing against TCS, but still I would like to give credit to TCS for the empowerment that they had provided there. I mean you work for different types of companies, where you work for them, taking risks and sometimes you face losses, but in that environment you don't find any place for grooming. It is basically that you have to take initiative, calculated risk and by doing calculations, you have to see whether you can take the risk or not?

What is the purpose of your life and Leadership?

The basic purpose of my life is to contribute something to the society and the biggest contribution is if you are providing employment. In our case, we are providing value addition services and customized innovative solutions to all the industries from FMCGs, telecom, pharmaceutical to agriculture. It is something which is quite close to my heart

What are you passionate about and how do you discover it?

I have this passion to do something new in life; bring innovation. I saw businesses expanding, but very few supply chain handling agencies existing in the market. Also, logistics and supply chain fascinated me from the start. For e.g. When we were doing this agricultural project so we said that these local companies should be looked into, then we discovered whether they are in need of supply chain management or not. Recently, we boarded Khaadi. Their growth rate is so high that they need supply chain and same is the case with JJ and so are others challenged by supply chain complexity. Passion is about new things, something that has not been done by others before. Operations such as these are not easy to satisfy anyone. But I think team does it. You develop a team and they do all the work, yes but it is important that we tell them beforehand what is to be achieved.

When you hire a person what is that special thing that you look into them for?

Spark – the urge and energy to do something.

What is your strength as a leader?

Combinations of Operations Management, BPR and Strategic Expansion in the region. I always focus on what aspect how and in what area I can expand. I mean the strategic part. See one is the transactional part that you have to do continuously and BPR is not a onetime activity. It is a continuous process. Yesterday my HR manager was sitting with me; I said one guy has left. Did you take his exit interview? She said as per policy on exit interview it is the responsibility of that person to give an exit interview. We have made that policy but it needs continuous improvement. It should not be the owners of the employee but owners of HR that they conduct an exit interview from him and see what the issues were. So it is a continuous activity that requires you to improve every time and do process reengineering. But on the strategic part you have to spare yourself and see what are those opportunities in the market that you need to grab and how to achieve that growth.

What are you known for in Agility?

I'm humble. I know my basics and what I am. I mean I'll never forget my background.

As a leader what is your role?

I am coordinating with everyone and setting directions. See every person has their own responsibilities. I do not have any specific responsibilities as a CEO. I will tell you that a CEO is basically a catalyst, a coordinator who has to coordinate for different functions for achievement of their common objectives. I have a Head of Finance; he has to run the finance. I have a Head of Commercials, he has to tell him in what area, what will be the direction.

What's your message for youngsters?

MM: I tell them that you don't have to work for salaries, but you have to raise your level and skill set through hard work and extra effort and by doing so everything will come to you automatically.

Marketing Association of Pakistan



31st AWARDS
of Excellence



&
ANNUAL DINNER



The MAP Annual Dinner & Awards of Excellence Ceremony was held in Karachi. Mr. Muhammad Zubair – Honorable Governor Sindh was the Chief Guest of the event. The following winners of the Awards of Excellence were honored:

1. Mr. Irfan Mustafa - KFC
2. Mr. Atif Bajwa, President & CEO – Bank Alfalah Limited

Life Time Achievement Award

1. Mr. Bashir Jan Muhammad, Chairman – Westbury Group of Companies







Interview of Mr. Amir Iqbal

CEO
Bayer Pakistan

1. Please share your achievements after you have joined the Bayer.

We've been able to grow higher in the market and have gained the market share in Agriculture, pesticides and the seeds category in the farming business. Along with that, the company's profitability has also increased during the past few years. The company has grown faster than the market and that is our KPI. Locally the company stands at number 3 in the Agrochemical segment and in Pharmaceutical; the company is standing in the top list internationally.

2. How has the marketing function evolved over the last 20 years?

Marketing has changed completely over the last 20 years, however the fundamental remains the same, what one needs to do is to develop the understanding of consumer value proposition and exceed the expectations of customers. The marketing tools and the 'how' part is changing, along with fast changing consumer behavior and preferences. The marketing in response to this will have to speed up in order to meet these preferences with time and need to stay competitive in the market. There is a wide variety of data available in the market; the marketer needs to understand and dig out the important data that is needed and sensitize it to come up with an offering which is superior to that of the competitors in the market.

Understand the correct need of the data as not everything is useful. A marketer needs to dig out the data which will be helpful for the company. Twenty years back, there was very limited data available. Now that interactions and digital social media has evolved, everyone has easy access to huge amounts of data, but as a marketer one needs to understand and dig out the right data which will be useful for making the right decision.

3. How do you see the future of marketing?

a. Impact especially on environment - The factors that build brand credibility is the environmental impact of the brand: CSR- In a nut shell it's what the brand is doing for the citizens, what global initiatives is the brand taking and how the brand is benefiting the nation to sustain in the market, so the key word here is the sustainability. It's about asking; how can we be socially accepted? How can we become a socially responsible company? MILKPAK- states how the production of milkpak is benefiting and providing value to the farmers ARIEL- Donates Rs. 10 to Edhi- Hence, an added preference for the brand

b. Transparency - The Company should be very transparent in the approach so the key stakeholders have



confidence in the company. How complaint is the company's practice? It's important to establish dialogue and communicate with the stockholders. All these factors need to be understood from the future marketer perspective.

c. Digitization - The news of today spreads at a faster rate as compared to that of a last few years. It's all happening on the social media. This can be related to the case of Samsung Note 7. So nowadays brand credibility is always at stake. Twenty years back, there was very limited data available. Now that interactions and digital social media has evolved, everyone has easy access to huge amounts of data, but as a marketer one needs to understand and dig out the right data which will be useful for making the right decision.



We need to understand how we can integrate Digital Marketing and Conventional Marketing. It is beyond the facebook page. Digital marketing is critical with penetration of cell phone and internet, and especially the youth. Digital Marketing will play a special role in building a brand. For e.g. Digital Farming at Bayer- Understanding how the farmers are doing their farming and how can we support them through different apps to improve the agricultural practices. At the time of sowing; what is the pest pressure of the particular area or the weather. This is already happening in the US and we are planning to implement it here in Pakistan in the future. In Pakistan, there exists a SMS marketing feature with farmers

d. Social Acceptance/ Sustainability – society accepts the brand/company as a corporate citizen. If the compliance and CSR are practiced in a correct manner,

it can become a competitive advantage for the company

4. What Challenges and issues do you see in Today's Marketing?

- a) **Speed of change** has accelerated how you keep your brand relevancy with the core values of the brand.
- b) **Innovation** is becoming critical, not only product innovation but the way you improvise the processes of reaching your customers. It's important to retain and strengthen your core values of the brand.
- c) **Understanding the touch points of the consumers,** social media and outdoor. Wherever you connect or transfer the branding of your product to the customer, it affects the consumer behavior. The timings of advertisement matter. Advertising in newspapers like Jung and Dawn is not enough today. One needs to be innovative to break out the platter and impact the

consumer behavior. Marketing function is to influence the consumer's behavior.

d) Consumer Awareness

In a growing middle class, the consumer is not only price conscious but also quality conscious. The consumer is looking beyond just price; they are willing to pay for the right product. The product has widened its horizon and now the consumer looks at the brand beyond price. The offering has to offer more than just a competitive price. The new consumer is more aware of these things and their aspirations have also increased. However, in Pakistan, the marketing practices are still old. Digital market is much beyond a Facebook page.

e) Brand Credibility:

The biggest challenge for the marketer will be to build a credible corporate brand in the market. Consumer loyalty will be difficult to retain because there are many

credible brand in market which are competing with one another. Today the news spreads at a faster rate as compared to that of a last few years. It's all happening on the social media. This can be related to the case of Samsung Note 7. So nowadays brand credibility is always at stake. As a manager, one needs to always work for managing the credibility of his brand.

One bad news can destroy your brand in snap. If you do things right, you can build brand credibility. As touch points have increased, there is a lot of information available. This makes the consumer more aware, so today it is a bit difficult to build customer trust and brand credibility.

f) Compliance/Product Claims- (Labeling Guidelines)

labeling requirements will increase over time (For e.g. contains higher level of sugar, not suitable for children etc.) International brand of chocolate was forced to reduce the size of the chocolate due to increased obesity in the US. Be aware of these changes and make your products accordingly. An example is the issue of Careem and Uber. All this can give you a competitive advantage.

g) Digital Marketing: the biggest challenge is to take Digital Marketing beyond Facebook. We need to understand how we can integrate Digital Marketing and Conventional Marketing.

There is a learning curve for everything, but the speed at which Digital Marketing is evolving the learning curve is slow here in Pakistan whereas the world is learning at a faster speed; raising the

need to be Agile. By the time you reach to a certain level, the other company moves faster, hence there is high competition, and the game has changed. Everything is moving fast. The way the consumers are buying the product from E-Platforms like Amazon and Alibaba is also changing.

In agrochemical, this will take some time. Marketer will have to understand this will impact the product.

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

We did some new things:

- a) **Research and Farmer Connect:** At Bayer-communicating with farmers and understanding farming insights. Identifying the key impactors and behavior when the farmer is making a choice. The biggest impacts are:
 - I. advice from his peer farmer,
 - II. connecting to progressive farmers and
 - III. Making them ambassadors, in farmer meetings, they are used as endorsers.
- b) **Introducing shop branding for dealers:** Bayer has invested a lot in shop branding for dealers, they have also have influence on the farmer, on the product, and brand choice.
- c) **Choosing the right Channel/ Market** for the targeted audience.
- d) **Great Team Work** – I believe it is the team work that has made us reach 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 Bayer a strong company in Pakistan.

e) God's blessing – I do not know how your readers will translate it, but one thing is for sure, we have been blessed by God and I believe without His will and support nobody can achieve such success.

f) **Thinking Out of the Box-** We are pioneers in bringing some of the new ideas and strategies in the agriculture and pesticides business.

6. What are the skills of a Great Marketer?

- a) Ability to listen to the consumer and be open it is necessary to understand consumer needs.
- b) Marketing is not about making great Ads; it's about creating value amongst all the stakeholders which means, creating superior value offering for consumers at the same time that value has to be shared for the shareholders.
- c) **Passion to innovate-** goes beyond product innovation. It's about asking 'how can I serve my customers better than my competitors?' – understand current and future needs and respond proactively.
- d) **Openness and attitude** towards learning- Catering the untapped market, bringing out something that stand out among other brands in the industry.

Closing

Marketing is not just related to one specific marketing department but the whole company. It is about how the company does business in an integrated manner. Companies with successful brands are most profitable. Marketing is not just advertising and communication; rather it is a system as a whole.



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MAP TALK

The Marketing Association of Pakistan was proud to host Mr. Kimihide Ando, Chief Executive Officer - Mitsubishi Corporation Limited - Pakistan at Marriott Hotel in Karachi for a talk on “Pakistan, How is it viewed by a Japanese”. The event was organized under the umbrella of MAP’s ongoing “MAP Talk” series attended by industry leaders and others.





Exploring the Relationship Between Brand Experience and Brand Equity

Farheen Razzak

Introduction

The explosion of new products has led to the development of brands as an essential differentiation strategy that creates a long-term sustainable competitive advantage. Branding creates an identity and associations for the product, suggesting that brands offer more than functional value. Brand identity is defined as a set of unique association that a brand strategist aspires to create or maintain (Aaker, 2009, 2012; Aaker & Biel, 2013). Brands also offer a value proposition which has an emotional and self-expressive dimension in addition to functional dimensions (Aaker, 2009). More over strong brands have a distinct personality and relationship dimension and can even develop iconic cultural statuses such as Apple, Starbucks and Harley Davidson (Aaker, 2012; Chernatony, 1999; Fournier, 1998).

Although branding has been explored and explicated in detail in the literature, theoretical underpinnings of the branding construct continue to grow and evolve (Holt, 2002). Ratneshwar & Mick (2005) in their book have compared the functional and rational information processing model to an experiential perspective of brand utilization, allowing for a more complete way of understanding brand consumer relationships. Brands have experiential meaning is also illustrated in Shembri (2009) research which explored the experiential meaning of Harley Davidson using ethnographic methods. The findings revealed that marketers and managers can benefit from understanding co-construction of brand experience which is embedded in the collective social act of Harley Owners group as a symbol of freedom and rebelliousness. Atwal & Williams (2009) also highlight that luxury brand meaning can be enhanced and success can be achieved through emotional connections with luxury consumers through brand related experience.

The aim of the paper is to develop an

understanding of the Brand Experience construct in a Pakistani context. Firstly, it seeks to understand the operational meaning of Brand Experience from the point of view of a Pakistani consumer; how consumers describe Brand Experience and what vocabulary do they use to highlight peaks in experience. Secondly, the research aims to investigate the linkage and relationship between Brand Experience and Customer Based Brand Equity. The study proposes that Brand Experience, due to its critical influence on Brand Loyalty, may have a relationship with Brand Equity. Thirdly, the study also explores the isolated relationship of the four dimensions of Brand Experience with Brand Equity. The four dimensions are Sensory, Affective, Behavioral and Intellectual. Do all dimensions for brand experience have relationships with brand equity and do they have an equal impact?

Problem statement

Studies that investigate the relationship between brand experience and brand equity are limited, both in terms of actual quantity of research and range of research. Customer value and experiences have been neglected in terms of understanding of improvement of brand image. (Payne, Storbacka, Frow, & Knox, 2009) Yet customer and brand experience are crucial for not just service brands but also product brands and branding logic is evolving towards a more service dominant and customer dominant approach where all products are essentially considered services through the experiences provided by them (Merz, He, & Vargo, 2009). This brand experience is a productive area for further inquiry and essential for the development of the brand management domain. Although brand experience has been differentiated from other brand constructs, (Schmitt 2009, Brakus 2011) the relationships between these constructs have yet not been fully explored. A question that has been raised by Schmitt, (2009), an authority on brand experience is

that whether the brand experience is an epiphenomena—a temporary fun occurrence for consumers which only have short term impact on loyalty or does it have long term relationship with other brand constructs such as brand equity.

Hypothesis

In order to determine if consumer conceptions of brand experience are similar to those identified by Brakus et al (2011) in Pakistani cultural context, a brief qualitative analysis was conducted. The sample size was 10 and the participants were asked to describe their experience of a brand of their choice on a piece of paper in an open ended free association exercise. This helped uncover the vocabulary used to define the experience and assess if consumers in Pakistan assign sensory, affective, intellectual and behavioral dimensions to brand experience.

The participants identified several experiential brands from different industries such as Dunkin Donuts, RoohAfza, Magnum, Cornetto, Liberty Books, PlayStation, and Emirates Airlines. The table highlights the vocabulary used to describe the brand experience. As per the table below most of the participants identified sensory, behavioral and emotional dimensions of brand experience. Only one person highlighted a negative aspect of the experience.

Dunkin Donuts

Smell of coffee and donuts (Sensory)

Sharing with friends. Sense of belonging (Behavioral)

Fun times at office and breaks from stress (Behavioral)

Colorful. Cheerful. I can spot it at a distance. (Affective)

Quick and fast

Reminds me of celebrations and treats (Emotional)

Rooh Afza

Sparkling red color soothes me. (Emotional and Sensory)

The taste is very refreshing after a day of stress. The first sip of RoohAfza in Ramzan feels like 'heaven' and the soul of Afza and essence of pure fruit and refreshment has entered me. (Sensory)

Since childhood, it has been there for me. (Emotional)

I like to try it on different desserts. My brother likes Nutella. I am a RoohAfza person and I prefer RoohAfza on everything. (Behavioral)

Liberty Books

Very exciting. I feel a sense of anticipation as soon as I spot a store (Emotion)

It feels comfy and cozy. (Sensory)

They let me take my time as I browse around. I always end up buying but I like to take my time. I enjoy my time to search for the book as much as I love reading it. (Behavioral)

I can't stop myself from entering a store if I see one. There are this scent and aura around Liberty Books. I love it. (Sensory)

Magnum

Love the soft packaging and opening it is like unwrapping a gift. (Emotional, Sensory)

Sexy chocolate look and feel (Sensory)

Craving (Emotional)

Lost in the taste for chocolate and crave for more after I have finished my Magnum (Sensory)
I feel cared for, special and pampered. (Emotional)

Lifts my mood at different times. I especially like it on the weekend because it makes me feel luxurious and exciting. (Sensory, Emotional)

I did not enjoy the Magnum store and the mixing of flavors much. It was a disappointment. (Only Negative)

Emirates Airlines

Surrounded in luxury. (Sensory)

I feel valued. (Affective)

The five-star treatment from air hostess, the immediate response, quick service

makes me feel special. (Emotional)

The ambiance is full of relaxing colors and music. I like the color scheme. (Sensory)

Play Station

It never gets old. (Affective)

Brings back childhood memories. (Affective, Nostalgia)

I now take out time for it specifically and invest loads of energy into it. (Behavioral) I get involved in it and forget my surroundings. (Behavioral)

Reminds me of my brothers and school friends and carefree school days. (Affective, Nostalgia)

I feel young and care free. (Affective)

I grew up with it. (Affective)

Methodology

Measures

Brand Experience Scale: The 12 items brand experience scale by Brakus et al (2009), developed through Six Studies employing Structural Equation Modeling and Confirmatory Factor Analysis, was used. The scale was chosen for several reasons. Firstly, Brakus et al (2009) have established reliability and validity through rigorous tests. Secondly, the scale demonstrated discriminant validity from other extensively used measures and scales, such as brand involvement, brand personality, and customer delight. Thirdly, the study employed six different studies to prove that it is psychometrically consistent, internally as well as across samples and studies. The Cronbach Alpha for the scale is 70% in the current study indicating that it was reliable. Elimination of any items did not improve reliability scores. Customer Based Brand Equity Scale: The study uses the 4 item Overall Brand Equity (OBE) scale developed by Yoo and Donthu (2001), which is an aggregate and summation of the four dimensions (brand loyalty, brand association, brand awareness and perceived quality) 12 item multi dimension scale (MBE). The multi dimension scale is based on Aaker (1991) and Keller's (1993) conceptualizations of brand equity. However, the Yoo and Donthu 4 item scale was selected since it is short and simple to administer. Secondly, unlike other emic scales which are first developed in one culture and later validated by others, both the MBE and OBE used an etic approach in which multiple cultures are employed simultaneously while developing the

scale. Data were collected in South Korea and USA which demonstrated a range of cultural variations. Finally, analysis of results in the current study indicated a Cronbach Alpha of 88 % on the questionnaire data indicating good reliability and internal consistency.

Data Analysis Technique: SPSS 17.0 was employed to analyze the data. The data ways tested for normality and reliability. Correlation and regression analysis were used to study the relationship between the four dimensions of Brand Experience and Brand Equity. In regression analyses, brand equity was the dependent variable and sensory, affective, behavior and intellectual dimension of brand experience were the four independent variables.

Limitation and Future Direction

The research has a few limitations. Firstly, the sample size was small and confined to an age group of 18 to 35. Other age groups may demonstrate significantly different results. Secondly, the study was conducted on a coffee brand, Dunkin Donuts. The results might be different for different Brands in different product categories. Thirdly, the construct of experience was measured retrospectively and not dynamically or longitudinally. Additional research can focus on finding out differences between these two types of experience. The relationships between the variables could be understood better by using other research techniques such as Structural Equation Modeling and Confirmatory Factor Analysis. Relationships between brand experience and other branding constructs such as brand attachment, consumer delight and consumer life time value can also be explored.

Conclusion

The research can have a significant impact in helping manager's design the brand experience in the café category. The results indicate that sensory and affective dimensions of brand experience have a relationship with brand equity. They are a relatively more important part of the overall brand experience as compared to other dimensions. They have a long-term relationship with customer based brand equity. However, further research needs to be done to establish brand experience as an antecedent of brand equity. The behavioral and intellectual dimension also need to be further researched in order to confirm their role as an essential part of the brand experience, and as antecedents of brand equity.

MARCON

BREAKING BARRIERS

Marketing Association of Pakistan, Lahore, organized the Sixth Marketing Congress (MARCON 2017) on March 13 & 14, 2017 at Pearl Continental Hotel, Lahore. Seven working committees was the part of the MARCON 2017, headed by the Chairman Mr. Nasir J. Chowdhry, while Malik Amer Salam was secretary General. The prime objective was explore to see the prospects at this two days conference with the theme of "Breaking Barriers".

The Chief Guest of the MARCON inaugural session was Governor Punjab Malik Muhammad Rafique Rajwana stressed and focused to remove the physical and psychological barriers positively for its institution and people.

Concluding session chaired by eminent celebrity renowned media personality and social worker Ms. Reham Khan, while Mr. Abdul Razzak Dawood Chairman Descon and Mr. Ahsan Iqbal Federal Minister of Planning & Development were the Key note Speakers. At this defining moment of Pakistan the distinguished guests overwhelmingly appreciated for organizing purpose built two days MARCON 2017 Marketing Congress based on six session as under.

- Digital/Export Marketing
- CPEC A Game Changer Initiative
- Building and transforming brands

Moreover, at the concluding session the distinguished guest speakers paid compliments and admired the MARCON 2017 organizers that through this valued initiative they have been able to create a conducive interactive dialogue among all major Stake Holders, Marketing Players, Planners, Thinkers and Brand Strategists. The successful conference brought a hopeful future towards prosper Pakistan.

- Marketing Communication
- Marketing Strategy
- Breaking Barriers



Governor Punjab Muhammad Rafique Rajwana with Chairman Mr. Nasir J. Chowdhry and Malik Amer Salam



Governor Punjab Muhammad Rafique Rajwana, Chairman Mr. Nasir J. Chowdhry and Mr. Abdul Razaq Dawood during National Anthem at MARCON 2017



Governor Punjab Muhammad Rafique Rajwana, at MARCON 2017



Chairman MARCON 2017 Mr. Nasir J. Chowdhry



Malik Amer Salam Secretary General MARCON



Governor Punjab Muhammad Rafique Rajwana, Presenting Memento to Ms. Naureen Khalid at MARCON 2017



Ms. Reham Khan at concluding ceremony of MARCON 2017



Chairman MARCON 2017 Mr. Nasir J. Chowdhry, Presenting Memento to Ms. Reham Khan at MARCON 2017

Business

Leaders Conference

Institute of Business Management (IoBM) hold its first business leaders conference at Movenpick Karachi. The theme of the conference was “shaping future of Businesses in Pakistan” in which eminent business leaders of Pakistan addressed to the participants of the conference on the various topics pertaining to the theme of the conference.

Speakers and panelist of the conference includes:

1. Mr Talib S Karim – President Iobm
2. Mr. Sirajuddin Aziz – CEO HMB
3. Mr. Syed Nadeem Ahmed - CEO Searle
4. Mr. Shazad G. Dada – CEO SCB
5. Mr. Amir Iqbal – CEO Bayer Pakistan
6. Mr. Jaseem Ahmed - Associate professor Middlesex University London
7. Mr. Sikander Sultan – Chairman Shanfoods
8. Mr. Humayun Jamshed – MD Islamic banking
9. Mr Kashif Khan – Cofounder Abwab Capital Dubai
10. Mr. Shahid Nadeem – MD Nexus Construction
11. Mr. Asif Peer – CEO Systems Ltd
12. Mr. Ahsan Mehanti – CEO Arif Habib Commodities
13. Mr. Moin Malik – CEO Agility
14. Mr Javed Alam – MD BAKRI Energy
15. Dr. Syed Irfan Hyder – Dean CBM
16. Mr Shiraz Ahmed – BLC Founder | Leadership Faculty - CBM

The conference was split into four major Themes which includes:

1. Future of business
2. Leaders’ challenges
3. People challenge
4. Business Challenges

Mr. Talib S Karim while addressing the participants of the conference said that leaders are not born but made, he continued it is just the start of emerging business. Youngsters are now inclined towards this sector and that’s where they learn leadership traits.

Mr. Shiraz Ahmed, stated the purpose of this conference, i.e. To anticipate the future of businesses in Pakistan and to enhance the business activities in a manner which benefits the society.

Mr. Sirajuddin Aziz (Key note speaker) emphasize on Better Business – Better Pakistan. He said that, the role of the leader is to make life better. The element of leadership is to sacrifice, it is only man & women in history who have learned the level of sacrifice & the best example is Quaid-E-Azam, the epitome of sacrifice. He ended with a note that, lets open our minds & unleash our potentials.

Mr. Nadeem Ahmed, while speaking about game changing leadership started the conference introducing his company & continued with the topic. He said that until & unless you don’t feel the ownership you won’t be able to be successful. He ended with a note that Success can only be achieved with passion & ownership.

Mr. Shazad G. Dada, spoke on Future of Business & leadership, he said that there is no shortcut. Nothing is going to happen overnight it takes time, courage & hard work. One’s focus should be on customer service. He ended with a note that don’t take shortcuts, please be decent because this is the world of opportunities & future leaders. Thus, “join hands even with your competitor.”

Mr. Jaseem Ahmed, while speaking on the topic why business leaders make poor decisions said that “One should be mentally prepare for what is coming in your way.” Questioning what is your business model he suggested that one need to be engaged with employees, customers & suppliers. Ending the note with how to measure & research things that are easy all we need is to think about these.

Mr. Sikander Sultan, while speaking on the topic Taking brands globally said that we are very much convinced to make quality products. We are diligent to serve best market product, we worked very hard to build this knowledge. Lastly said, that I and my team are not after business it is a buy product we believe to prosper in society we are living in.

Mr. Amir Iqbal, addressed on the topic creating a new work Ethic. He said that from his experiences especially failure he learned everything. Objective of doing the business is very simple it is that one create sustainable value. As a leader the role is to focus HOW, emphasis on journey & the destination is on your footsteps. He ended the note with the message that Trust, Respect & transparency is very important to make the right decisions with courage at the right time.

Mr. Kashif Khan, addressed on the topic ‘developing entrepreneurial Mindset’. He said that leadership is to transform vision & change. The basic aspects of being an entrepreneur one has to have unity, discipline & faith. Aggressive networking& utilizing it is very important. He concluded with a note that just don’t give up in life.

Mr. Humayun Jamshed, addressed on topic balancing results & relationships. Based on his experience he conveyed that the leader should have technical expertise & networking with people. Try to reach people & know them with effort & than start talking about targets.

After these insightful sessions, the conference proceeded with the

Panel Discussion. The topic for this discussion was ‘How Leaders Build High Trust Teams’. The session was moderated by Mr. Shahid Nadeem. The panelists were Mr. Asif Peer, Mr. Ahsan Mehanti, Mr. Moin Malik and Mr Javed Alam. Questions were taken from participants on the team building and Trust issues. In the last,

Dr. Irfan Hyder, addressed on the

topic of ‘Leadership Identity through Personal Brand’. He emphasized on the idea of ‘Be seen, Be Read and Be Heard’. The whole ideas was to ‘Live a life with value proposition’.

The Conference was concluded with a consensus of business leaders and participants to hold these conference regularly in order to understand the future and business opportunities in Pakistan!



Management Association of Pakistan (MAP) in its Executive Committee meeting, held on May 4, 2017, elected Mr. Asif Ikram as the President of the Association for the year 2017-18.

Mr. Amir Jamil Abbasi was elected as the Vice President, Mr. Sarmad Ali as the Honorary Secretary and Mr. Talib S. Karim as the Honorary Treasurer.

The Executive Committee praised the contribution made by Syed Masood Hashmi as the President in steering MAP forward. Syed Masood Hashmi would continue to serve on the Executive Committee of the Association.



MAP's New Office Bearers with the Executive Committee



President Management Association of Pakistan, Mr. Asif Ikram with President AAMO and his team



MAP's 2-Day Workshop on Becoming a Result Oriented Leader by Mr. Salah Uddin



AdAsia Bali Road Show in Karachi & Lahore

An Indonesian delegation comprising Maya Watono, Head of International Affairs Advertising Agencies Association of Indonesia and Bharat Avalani Chief Knowledge Officer, Asian Federation of Advertising Association (AFAA) visited Pakistan for a road show on 27th July at Karachi and on 29th July at Lahore. Masood Hashmi, Chairman – Pakistan Advertising Association & Chairman AdAsia 2019 and other Office Bearers and Council Members of PAA are also seen.



AGM

Annual General Meeting

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



Karachi Council for the year 2017



TALIB SYED KARIM
President
Rector & Executive Director
Institute of Business
Management



SYED IMRAN AHMAD
Vice President
Director
PACE (Private) Limited



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Honorary Secretary
General Manager Marketing
The Dawn Media Group



ALI HABIB
Honorary Treasurer
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ASLAM ALLAWALA
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JAFFER HASANALI DOSSA
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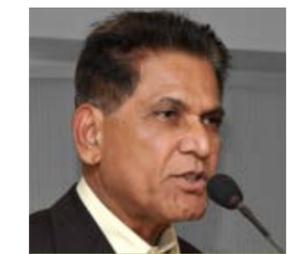
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SYED MASOOD HASHMI
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Lahore Council for the year 2017



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