

MVJ Group Inc.

Marketing's Complete Solution

**BRANDING & MARKETING
INTRODUCTION & GUIDE**

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PURPOSE OF THIS BOOKLET

When we work with smaller companies, we often run into a number of challenges. Smaller companies understand their business, but they do not necessarily understand the ‘business of their business’. And by this, we mean, the *branding* and *marketing* of their business. Here the type of business or industry does not really matter.

You can be in a profession (health care, law, accounting, architecture...); in retail (apparel, car service, hardware, bookstore, spa...); in hospitality (Bed & Breakfast, restaurant, hotel...); in service (advertising, education, publishing, graphic design, internet...); in manufacturing; to name just a few industries.

To grow the business, it is necessary for others to know it exists and to sell its products and/or services. Whether a *small* (1 person) business or a *big* (500+ person) business, the *Laws of Branding and Marketing* apply.

Big or small, the difference lies in the scale not in the method.

HOW TO USE THIS BOOKLET

Regardless of the size of the business, the industry, the sale of products and/or services or whether local or global, the principles are the same. For the *business*, we will be using the generic *ABC COMPANY* and for the *purchaser* of the products and/or services, we will use the word *customer*. Not everything will apply to every business, but the basic laws will hold true for all. Not everything happens at once. There is a logical order. While reading, put yourself as the head of *ABC COMPANY* and ask yourself how you are doing.

NEXT

To successfully communicate your brand – market your business – and do it cost effectively, hire a marketing professional. They are the experts.

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BUSINESS VISION

- Transform ABC COMPANY into a recognizable **corporate*** brand that is:
 - Unique
 - Loved by its employees
 - Relevant to its customers
 - Long-term
- Encourage customers to use only ABC COMPANY's products and/or services.
- Promote the use of all ABC COMPANY's products and/or services.
- Stimulate advocacy (word of mouth).
 - By employees
 - By customers
- Increase sales/use of all products and/or services.

* **Corporate:** when we talk about corporate, we are talking about the whole body of the business – every aspect of the business. We are not talking about 'big' corporations.



RECOGNIZABLE BRANDS



BRAND VISION

- ABC COMPANY is the authority on products and/or services.
- ABC COMPANY exemplifies expertise, attention to detail, quality, service, honesty, caring, product superiority etc.
- ABC COMPANY sets the standard for quality, customer service, customer satisfaction and value.
- Consistency of image and marketing reinforce the vision.
- Word of mouth spreads as employees and customers tell others of their satisfaction with the quality of ABC COMPANY's products and/or services, service and value.
- Customers are educated about what to look for in the best products and/or services.
- Customers use ABC COMPANY products as the barometer for all other products.



In 1980, Thomson Newspapers Ltd. acquired The Globe and Mail and on October 23, 1980, The Globe and Mail launched its first national edition, but it took sometime for the new branding vision to take hold. Today, you can't read the words 'The Globe and Mail', without them being followed by 'Canada's National Newspaper'.

The Globe and Mail is also Canada's business newspaper, sets the standard for quality, has a consistent image and much more – ask anyone.

The Globe and Mail had a brand vision and it continues to grow and evolve it.

CORPORATE BRANDING

1. BRAND
2. WHAT IS A GREAT BRAND
3. WHAT MAKES A BRAND
4. THE REAL POWER OF CORPORATE BRANDING
5. BRAND EQUITY
6. THE COMPELLING EFFECTS OF BRANDING
7. GROUP BRANDING

I. WHAT IS A BRAND?

- Any proper noun is a brand. You are a brand.
- The power of a brand lies in its ability to influence purchasing behaviour.
- A brand is a promise of benefits consistently delivered with the highest level of satisfaction versus direct and indirect competitors.
- A brand is a promise established by the manufacturer to the buyer. When fulfilled, it forms a bond between the brand and the buyer.
- Brands require a long-term commitment.
- Brands require an understanding of the customers' needs and their desire for value.
- Brands should over-deliver and consistently exceed the expectations of the customer.
- Brands should evoke powerful emotional feelings, reactions and connections.
- **A successful brand creates in the mind of the customer the perception that there is no product and/or service on the market quite like yours.**

Branding is the foundation upon which to build every experience your customer has with your company.

2. WHAT IS A GREAT BRAND?

- A great brand is in it for the long haul.
- A great brand knows itself.
- A great brand taps into emotions.
- A great brand inspires.
- A great brand has design consistency.
- A great brand is relevant.
 - It meets people's needs and desires.
 - It performs the way people want it to.
- A great brand **differentiates** itself.
- A great brand is a story that is never completely told.
 - It is always evolving.
- A great brand invents and reinvents an entire category.
- A great brand has familiarity.
- A great brand is highly regarded.



Future Shop was a great brand in Canada. Best Buy was a great brand in the USA. Best Buy came into Canada and bought Future Shop. Rather than convert Canada's great brand, it kept it and built Best Buy stores near Future Shop stores. Both did better. Each brand had its own identity and was marketed to its target market. They increased share in both target markets.

Your local ABC COMPANY must differentiate itself and stand out in its category, even if it is next door to the competition.

3. WHAT MAKES A BRAND?

- Name
- Company
- Logo/symbol
- Physical space/design
- Product (design + performance)
- Employees
- Service
- Guarantee
- Distributor reputation/display
- Price
- PR/Publicity
- Consumer promotion
- Advertising media and message
- Direct marketing
- Perceived users
- Current word of mouth
- Historical associations
- Competitor's historical/current activity.

(Source: Dr. Alan C. Middleton, Executive Director, Schulich Executive Education Centre, Assistant Professor of Marketing)

4. THE REAL POWER OF CORPORATE BRANDING

- It builds and strengthens the relationship between the company and the customer.
- It is transferable from one product and/or service to another.
- It is transferable from one brand group to another.
- It is transferable to new products and/or services.
- It is transferable to new brand groups.



P&G

Proctor and Gamble has one of the strongest brands in the world. When it buys or creates a new brand group, whether it is a hair products group, cosmetics group, laundry and cleaning group, baby product group, or adds a new product to an existing group, consumers feel safe, confident and trusting because of the power of the P&G brand.

A long history of P&G's guarantees of product excellence, have left the consumer with an expectation that new products or group of products will continue the same standards. And to preserve the brand, P&G works very hard to maintain its high standards.

Your neighbourhood ABC COMPANY can instill the same trust.

5. BRAND EQUITY

This is an important intangible asset that is a blend/combination of the consumer opinions and actions in:

- Loyalty (attitude and behaviour)
- Perceived quality and leadership
- Positive associations and level of relevant differentiation
- Awareness/Salience (prominence, conspicuousness)
- Market share and quality of share
- Consumer share and lifetime customer value

(Source: Dr. Alan C. Middleton, Executive Director, Schulich Executive Education Centre, Assistant Professor of Marketing)

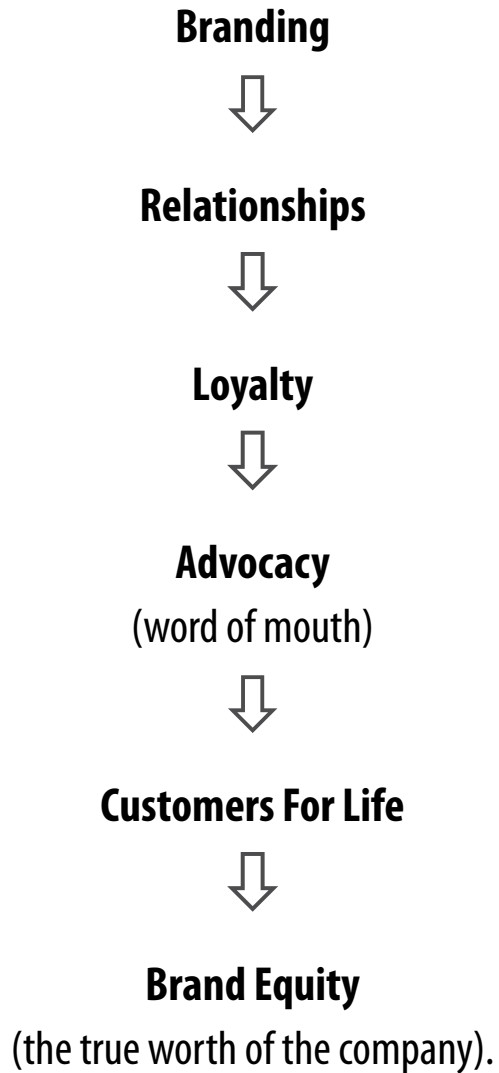


i'm lovin' it™

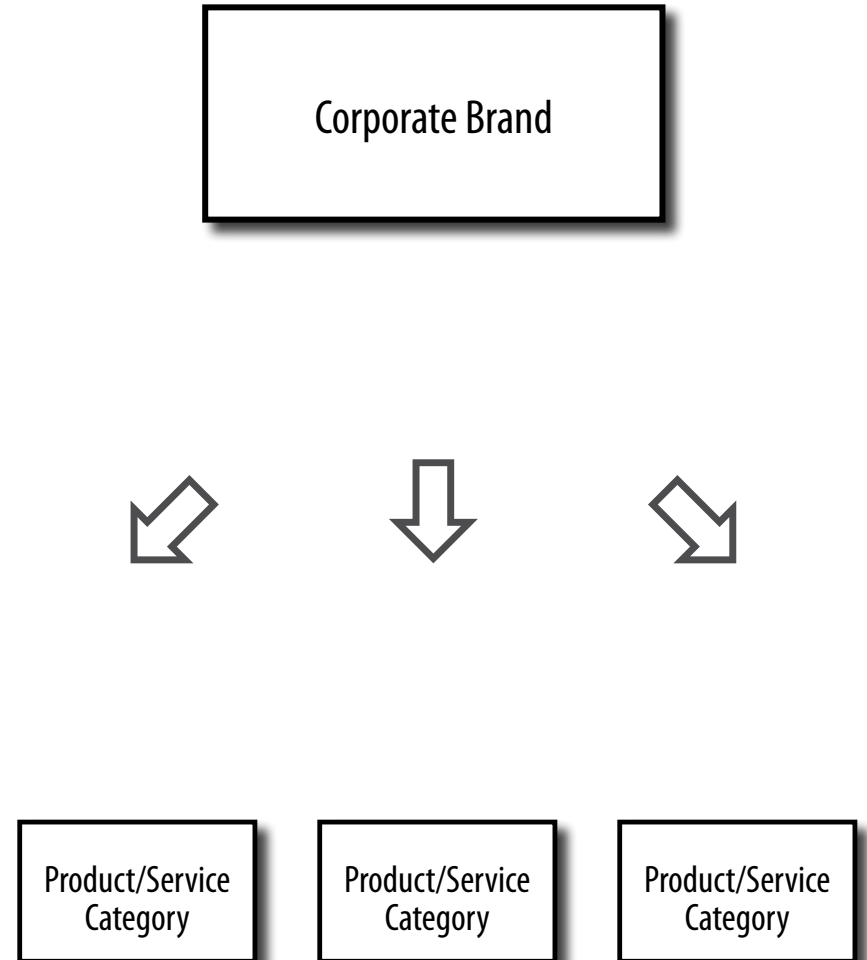
A McDonalds' customer knows exactly what to expect from McDonalds and they have a awareness all over the world. They expect the same quality of food and service regardless of the neighbourhood, city, province or country. The consumer will tell you that when it comes to fast food **expectations**, McDonalds is number one.

Your neighbourhood ABC COMPANY can exhibit the same 'top of mind'.

6. THE COMPELLING EFFECTS OF BRANDING



7. GROUP BRANDING



E.g. "If all the physical assets of Coca Cola were obliterated tomorrow, it would represent less than 10% of the Coke Brand equity."

BRAND ESSENCE

1. BRAND VISION
2. BRAND PERSONALITY
3. CHARACTER
4. RELATIONSHIPS
5. IMAGE
6. BRAND POSITION

I. BRAND VISION

ABC COMPANY = Quality = Satisfied Need = Trust

- Customers are educated about what makes a quality product and/or service.
- Customers measure other products against ABC COMPANY's products and/or services.
- Customers trust ABC COMPANY to provide affordable quality products and/or services for them.



When you need to stop into a convenience store and you have a choice between two unknown stores and one has the Mac's logo on the store, chances are you'll choose Mac's. Why? Because you know exactly what to expect.

Your local ABC COMPANY can also attract new customers by its clean, branded outside appearance, especially when the experience continues on the inside, whether a convenience store or a dentist's office.

2. BRAND PERSONALITY

- Sincerity
 - Employees are proud of their company and its products and/or services
 - Promotional material and advertisements exude sincerity and honesty.
 - Customers receive solutions for their needs.
 - Customers receive quality products and/or services that exceed their expectations.
 - Customers receive care and education.
 - Customers receive product and/or service guarantees and total customer service.
 - Customers give testimonials.
- Excitement
 - Can't wait to use the products and/or services.
- Competence
 - Very reliable products and/or services.
 - Intelligent way of manufacturing and servicing.
 - Very low return or complaint rate.
- Sophistication
 - Products and/or services are state-of-the art.
- Toughness
 - Products and/or services are durable and long lasting.

3. CHARACTER OF THE PRODUCTS AND/OR SERVICES

- The quality and ease of use.
- Caring, honest, helpful, educating.
- Product and/or service superiority.
- Product and/or service guarantees.
- Helpful website
- Helpful: hotline (1-800 number).



Yahoo may not be the number one search engine, but it does have its niche and you know what to expect and where it is superior.

Your local ABC COMPANY may not be the number one, but by differentiating itself and being superior in its own way, it too can stand out and be top of mind.

4. RELATIONSHIPS

ABC COMPANY = Quality = Satisfied Need = Trust

- ABC COMPANY can be trusted to provide:
 - Quality products and/or services
 - Quality of production
 - Affordable products and/or services
 - Dependable products and/or services
 - New products and/or services
 - Newest advancements
 - Quality customer service
 - Education
 - Assistance when needed.
- Customers trust ABC COMPANY to provide a wide range of quality products and/or services.
- ABC COMPANY is the provider of piece of mind.



TORONTO STAR

The Toronto Star is the biggest and some would argue, the best “*local*” newspaper in the Canada and it works very hard at maintaining its high standards. You know exactly what to expect. Contrary to what some think, it does not compete with The Globe and Mail. Each has its own target market, but both customers expect the highest quality.

Your ABC COMPANY, no matter how great, cannot be everything to everybody, but it can be the best quality for its target market – its customer.

5. IMAGE

- **Clean** image
 - Visually clean products and/or services.
 - Simple, clean packaging and surroundings.
 - Spotless production and storage.
- **Caring** image
 - An attention to detail.
 - Quality service with satisfaction guaranteed.
 - Affordable.
- **Consistent** image
 - Standardized, easily recognizable “look”.
 - One logo design.
 - Consistent throughout:
 - Letterhead, envelopes, business cards, invoices, labels, etc.
 - Sales material: brochures, pamphlets, catalogues
 - Advertising: print ads, TV, radio, internet, trade shows, Website
 - Event marketing, charity functions, public relations.



aeroplan

Aeroplan has a clean image, a caring image and a consistent image and wants to make your dreams come true.

Your ABC COMPANY can do the same thing, whether relaxing your muscles with a massage, straighten your teeth, providing your prom dress...

6. BRAND POSITION

- Brand position must be:
 - Unique
 - Quality and simplicity of design.
 - Affordable.
 - Credible
 - State-of-the-art production.
 - Caring image employees and customers can relate to.
 - Relevant to customers' needs
 - Trusted solution for their customers' needs.
- Brand position must differentiate itself from the competition
 - Design and performance
 - Advertising media and message
 - Advocacy
 - Associations
- Corporate Branding
 - Primary Target
 - Secondary Target
 - Benefits
 - Product and/or Service Support
 - Reputation
 - Tag Line



The CN Tower is unique, credible and a 'must' to visit by tourists and locals.

Your ABC COMPANY can also be a 'must' destination.

MARKETING STRATEGY

1. COMMUNICATING YOUR BRAND
2. FUNDING STRATEGIES
3. HOW TO COMMUNICATE THE BRAND
4. PLAN

I. COMMUNICATING YOUR BRAND

Marketing is every little thing you do.

- Consistency in marketing is paramount.
 - Need for consistency of **image**.
 - Letterhead, envelopes, business cards, invoices, labels, etc.
 - Packaging: instructions, labels, boxes, bags
 - Sales material: brochures, pamphlets, catalogues
 - Advertising material: print ads, TV, radio, internet, trade shows, Website
 - Event marketing, charity functions, public relations
 - Need for consistency of **messaging**
 - Quality products.
 - Quality service with satisfaction guaranteed.
 - State-of-the-art production.
 - Need for consistency of **attitude**
 - Understanding customers' needs and expectations.
 - Caring, helpful, problem solving, educating.
- Consistency makes new product and product group introduction very easy.
- Includes the office/store/plant appearance and the dress of all employees

2. FUNDING STRATEGIES

*The cost of all marketing efforts is an investment,
NOT an expense.*

- A balance between short-term and long-term spending must be achieved.
- The sales and marketing budget must be adjusted to percentage of sales.
- Spending and planning must be consistent and focussed.
- Product and/or service brand's point of difference must be created.
- Maintaining and striving for the highest reputation
 - 5% change in corporate reputation = 3% change in market value

(Source: Srivastava et al., Corporate Reputation Review (1997) and Black et al., CRR 2000)



Don't waste your investment.

- Spending your investment on **generic** marketing efforts is promoting everyone in your category.
- Your brand should differentiate itself from others in your category. Your marketing material should be about you. It should be **custom**.
- Think about that flyer. If you removed your name, could it promote anyone in your category?
- Why would you use a **generic** template? **Are you telling your customer that you are generic?**

3. HOW TO COMMUNICATE THE BRAND

- Mass
 - Brand message
 - Words tell, visuals sell.
- Direct
 - One-to-one
 - Know your target audience to know where and how to communicate to them.
 - Two-way
 - Customer feedback through Website, e-mail, research, cards.
 - Dialogue
 - Surveys/questionnaires.
 - Customer-oriented and interactive Website.
 - E-mail.
 - 1-800#
 - Consistency
 - Tailored to target audience trade publications.

4. PLAN

- Make decisions to do whatever is necessary to become a Great Brand.
 - Defining the “Brand Essence” accurately, will ensure the correct messaging
 - Brand Vision
 - Brand Personality
 - Character
 - Relationship
 - Image
 - Brand Position
- Start implementation: internal and customer awareness of ABC COMPANY’s corporate brand.
 - Logo design
 - Corporate stationery systems
 - Business cards, letterhead, envelopes
 - Invoices, order forms, notepads, labels, etc.
 - Packaging: labels, boxes, bags...
 - Sales Materials
 - Brochures, pamphlets, catalogues, point of purchase
 - Advertising Materials
 - print ads, TV, radio, internet, trade show booth, Website, social media.
 - Advertising Campaign: examine the possibilities
 - Magazines, Newspapers, TV, Radio, Internet, Social Media
 - Database marketing
 - PR, charity, event marketing
 - Direct Marketing
 - Conferences: trade shows, exhibits.
- Create an **annual Marketing Plan** that keeps ABC COMPANY in front of its customers. They need to see you with **regular frequency** to remember that you exist. An annual plan will also ensure you get the best advertising rates, possible co-op dollars and other cost-effective benefits.

4. PLAN *cont'd*

- Order and deadlines for new or re-branding efforts
 - Logo design, corporate stationery systems and package design should be completed before advertising starts.
 - Database continuously updated.
 - Advertising elements and your '*custom*' templates created.
 - Recommend a multi-media – magazine, newspaper, TV, Radio, Internet – advertising campaign.
 - Website to reflect corporate identity.
 - Brochures and other sales material designed.
 - Trade show booth designed.

IMPLEMENTING MARKETING STRATEGY

- I. CORPORATE IDENTITY DESIGN
 - I. LOGO DESIGN
 - II. CORPORATE STATIONERY SYSTEMS DESIGN
 - III. PACKAGE DESIGN
2. SALES MATERIAL DESIGN
3. ADVERTISING MATERIAL DESIGN
4. ADVERTISING CAMPAIGN
 - I. MEDIA – PRINT, TV, RADIO, INTERNET, SOCIAL MEDIA
 - II. DATABASE MARKETING
 - III. PR, CHARITY, EVENT MARKETING
 - IV. TRINKETS & TRASH
 - V. CONFERENCES: TRADE SHOWS, EXHIBITS

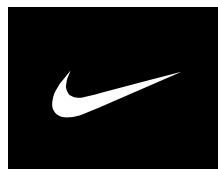
I. CORPORATE IDENTITY DESIGN

I. LOGO DESIGN

- Decisions made on:
 - Colour(s)
 - Use of visual and initials
 - Tag line
- Logo should be
 - A clear, well-defined message of uniqueness and individuality.
 - Reflective of the company's image, e.g. clean and sleek.
 - Timely and timeless.
 - Versatile, legible and familiar.
 - Flexible and convertible to black & white.
 - Easy to reproduce on paper, plastic, fabrics, metals, on the Internet, etc.



The Nike logo is recognized by everyone and the tag line *"just do it"* rolls off your lips.



McDonalds' golden arches are iconic and its tag line *"i'm lovin' it"* is short and brilliant.

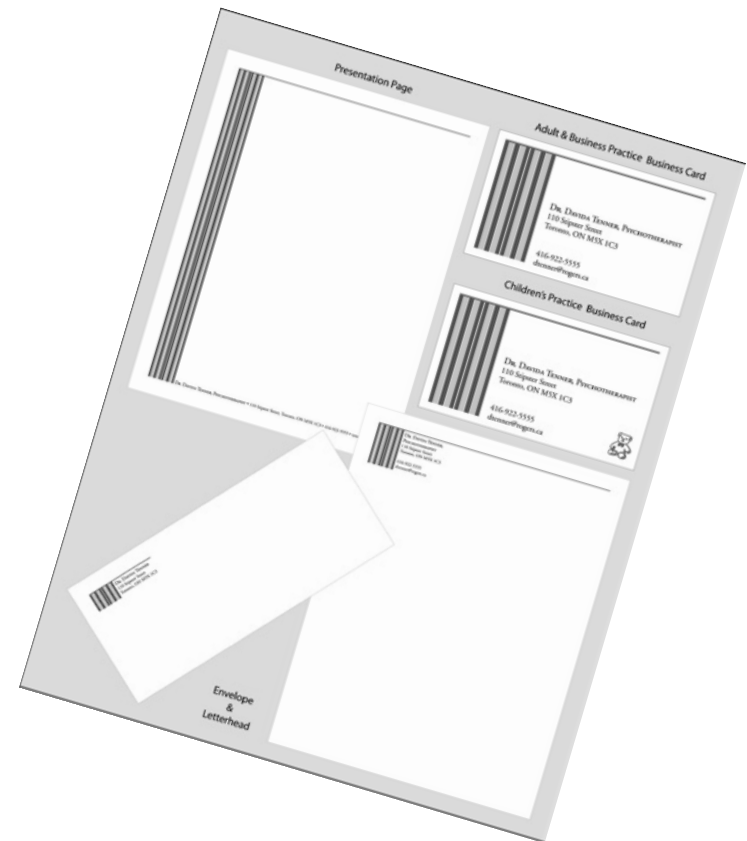


Don't rush to create a logo and tag line for your ABC COMPANY. Look at the simplicity of Nike's and McDonalds'. Better to have none, than a bad one.

I. CORPORATE IDENTITY DESIGN

II. CORPORATE STATIONERY SYSTEMS DESIGN

- Standardized colour and black & white logos.
- Letterhead, envelopes, business cards designed to have colour logo.
- Invoices, order forms, labels, etc. to have simplified black & white logo.
- Designs and graphics to be downloaded onto computer network as templates so everyone can print out the same, consistent appearance.



Your ABC COMPANY looks professional when its corporate stationery system is clean and consistent. It can say a lot about your brand.

I. CORPORATE IDENTITY DESIGN

III. PACKAGE DESIGN

- Package design refers to your business as well as what goes out of your business. Your business uniform (suit, business casual, smock, overalls, lab coats...), your office/store/plant is the package design that your customers see first and should be consistent with your image and branding.
- Remember that *marketing is every little thing that you do*, so your outward appearance – personal or bricks and mortar business – is a big part of the customer’s perception about ABC COMPANY.
- Packaging, such as labels, boxes, shopping bags, should also be consistent with branding and should include a minimum of:
 - Logo: colour or black & white.
 - Tag line
 - Contact information
 - address
 - phone number
 - Hotline “1-800” number
 - e-mail address
 - Web address
 - Additional pertinent information:
 - Ingredients
 - Instructions
 - Warnings
 - Bilingual version.

2. SALES MATERIAL DESIGN

- All brochures, pamphlets, catalogues, point of purchase to have a consistent design.
- Use of as much existing copy and photos as possible to maintain consistency and reduce costs.
- Background of each piece to be the same.
- Internet –consistent appearance, same background
- Trade Show Booth
 - Same consistent look.
 - Tag line and ABC COMPANY logo to be prominent.

3. ADVERTISING MATERIAL DESIGN

- Print Advertisements
 - Same consistent look.
 - To include tag line and ABC COMPANY logo.
 - To include “1-800” number and e-mail address.
 - Content and creative directed to present and prospective customers.
 - Simple and clean design.
- Other media – TV, Radio, Internet, Social Media
 - Same consistent messaging
 - Story telling – testimonials
- Website
 - Consistent background to be applied to all web pages (the visual makes it easier for identification).
 - To include tag line and ABC COMPANY logo.
 - Customer-oriented and interactive pages.
 - Frequently asked questions.
 - New product announcements.
 - Customer suggestions for new products.
 - Ordering online.
 - Customer expression of concerns, problems or questions.
- Trade Shows
 - Design booth.

4. ADVERTISING CAMPAIGN

I. MEDIA – MAGAZINES, NEWSPAPERS, TV, RADIO, INTERNET

TRADE/BUSINESS/CONSUMER MAGAZINES, NEWSPAPER, INTERNET

- Introduce products and/or services
- Discuss innovations
- Tell stories
- Ad design should be different from the typical look-alike ads
 - Stress ABC COMPANY's growth
 - Benefits
 - Advancements
 - Differences
 - Testimonials
- Product and/or service line expansions
- Provide consistent advertising material for promoting products and services befitting the editorial content
- Provide incentive for customers while promoting products and/or services

TV AND RADIO

- Ensure the target audience and shows are appropriate
- Media are excellent for story telling and testimonials in the form of stories

Consistency of design and frequency of messaging, keep you in your customer's mind.

4. ADVERTISING CAMPAIGN *cont'd*

II. DATABASE MARKETING

- **Customer Relationship Management:** Database must be kept up-to-date and should include:
 - Contact names, addresses, phone numbers etc.
 - All appointments, meetings, history... recorded
 - All purchases: types and numbers.
 - Corporate and personal information.
 - Tracking of all mailings.
 - Mailing lists for prospective clients.
- Letters, newsletters, notes, post cards to be sent out to appropriate targets in order to:
 - Introduce new products and/or services.
 - Announce new advancements.
 - Thank customers. Wish them a happy birthday.
 - Announce any events e.g. charitable runs.
 - Invite customers to an open house.
 - Communicate anything of interest.

4. ADVERTISING CAMPAIGN *cont'd*

III. PR, CHARITY, EVENT MARKETING

- Public Relations
 - This is far easier to achieve when you have a corporate brand, as these brands have credibility.
 - Writers like to announce business success stories like "Big business approach brought small business into the big leagues".
 - It is easier to have media attend special marketing events when you have a big business image and can back it up.
 - Media (radio, TV, newspaper...) – be the expert they call upon
- Charity Affiliations
 - Adds to the image, credibility and trust when a company is associated with a particular charity.
 - Must be an appropriate charity
- Event Marketing
 - Gives your target group a chance to see you in a more human light while you support their cause. Examples: a charity sports run, a charity golf tournament, an "Open House" to show off your new workplace.
 - Builds image and create greater loyalty from your customers.

4. ADVERTISING CAMPAIGN *cont'd*

IV. TRINKETS & TRASH

- A number of giveaway items should be decided upon to remind customers and prospective customers of ABC COMPANY.
 - For example:
 - Pens with logos, phone number and tag line.
 - Cube notepads.
 - Calendars.
 - Golf balls (if participating in a charity golf tournament).
 - Items could reflect status of customers.
 - Items could reflect an event.
 - Items should be quality items to reflect ABC COMPANY and its quality customers.

4. ADVERTISING CAMPAIGN *cont'd*

V. CONFERENCES: TRADE SHOWS, EXHIBITS

- Conferences with trade shows
 - Choose the right speakers to learn from.
 - Consider being a speaker. It will look good on your personal history and add to your expertise in the eyes of your customers.
- If you are re-branding, stay away from exhibiting until the transformation has been completed or go as “the same old, same old”. Exhibiting in mid-transformation leaves the outsider with the perception that you don’t know what you are doing.
- If applicable, participation at trade shows highly recommended because:
 - Highlights your growth and change.
 - Provides the opportunity to see what else is new in your industry.
 - Provides the opportunity to check out your competition.
 - Provides the opportunity to see what the ‘big guys’ are doing and to see what you can adapt for ABC COMPANY.

SUMMARY

- The laws of Branding and Marketing apply to all businesses, whether big or small. The difference lies in the scale **not** the method.
- ABC COMPANY can become a recognizable corporate brand that is unique, relevant to its customers and long-term.
- ABC COMPANY = Quality = Satisfied Need = Trust
- A successful brand creates in the mind of the customer the perception that there is no product and/or services on the market quite like yours.
- Branding is the foundation upon which to build every experience your customer has with your company.
- A great brand knows itself; taps into emotions; inspires; has design consistency; is relevant; has an ongoing story and invents and reinvents entire categories.
- A great brand differentiates itself.
- The real power of corporate branding is its ability to build relationships as well as its transferability.
- The compelling effects of branding ultimately lead to brand equity (the true worth of the company).
- Brand essence is made up of brand vision, personality, character, relationships, image and position.
- Marketing is every little thing that you do when communicating your brand.
- Marketing consistency of image, messaging and attitude is paramount.
- Consistency makes the introduction of a new product and/or service, or a new product and/or service group very easy.

SUMMARY *cont'd*

- Your brand message or tag line is believed by your customer.
- The cost of all marketing efforts is an investment, NOT an expense.
- Don't waste your marketing investment. Why would you use a **generic** template? Are you telling your customer that you are generic?
- Words tell, visuals sell!
- Consistency of design and frequency of messaging, keep you in your customer's mind.
- Marketing strategy includes logo and tag line, corporate stationery systems design, package design, sales and advertising material design, website design and an advertising campaign that all has the same "look".
- Charities and event marketing are superb ways to promote the company in a heartfelt way. They can also lead to excellent public relations opportunities.
- ABC COMPANY can be the "Great Brand" in its products and/or services.
- ABC COMPANY has the expertise and the ability.
- ABC COMPANY is on the brink of becoming a big business or big business like. To enter the "big business" community, ABC COMPANY must first adapt a "big business" approach – an approach that recognizes the vital importance of branding and marketing.

HERE'S WHAT OTHERS HAVE TO SAY ABOUT *MVJ Group!*

"Margaret Torrance of MVJ Group is one of the most insightful, knowledgeable, players in the Market. She is both genuine and genuinely hard working. When she takes on a task, she is relentless at finding the right solution. I have had the good fortune of working with many players in the field and I don't believe there is anybody better at coming up with strategic, cost effective solutions for Corporations and Media who are trying to sell their products and services."

Rick A. Chad, President, Chad Management Group

"Margaret is a seasoned marketer that has a wide range of advertising, marketing and branding experience. Once she takes charge of a project she manages every aspect to ensure timely, competent development right through to final execution and post launch auditing. I worked with Margaret on the RAC Board of Directors for many years and Margaret managed numerous advertising projects, speaker recruiting / preparation assignments and research engagements. She was a tireless worker, passionately committed and she consistently met, and more often exceeded, expectations. She provides a 1-stop service and knows how to manage every step of the process from start to finish to ensure proper and timely delivery – she gets results."

Brian Miles, Vice-President, Strategy & Business Development, Commport Communications International, inc

"Over the past few years I have been fortunate to work with Margaret Torrance and she has to be one of the most dedicated, driven people I have met. She is totally committed to any project she takes on and is a true professional leader. After viewing her website I have learnt more about Margaret and her passion for the industry and her clients. She certainly has a wealth of knowledge and the success of her clients is paramount. Margaret is an inspiration to us all and also a very dear friend."

Sue Borthwick, Vice President Black Press

"Margaret is one of the very best copywriters I have ever known and after working in the advertising department of the Toronto Star for over 41 years, I have met the best. ... Personally, I'm in awe of her. No wonder she is so successful in anything she decides to do. Let me just add, perhaps the rarest plus, she is a nice person."

Wallace Legge, Honourary Vice-Chair, RAC Canada

"Wow...you are good...I want to attend this luncheon and meet this guy :-)... " (Ted's response to the advertising copy written to promote his RAC luncheon speaker event.)

Ted Starkman, President, The Shopping Channel

"We want to take this opportunity to thank you for your generosity in helping ShakespeareWorks in this our first year. Your beautiful work on the website has been a tremendous gift and lent an air of class and distinction to a new born theatre."

Pauline Couture, Chair of the Board, ShakespeareWorks



Margaret Torrance has almost 30 years experience helping businesses succeed – from the very small to Canada's largest corporations. Her *MVJ Group* provides efficient and innovative business communications solutions.