

Appendix B

Careers in Marketing

This course is about marketing. The primary focus is on all the business activities that bring goods and services to customers, but recall that we said marketing also applies to people, places, and ideas. Now it's time to apply those concepts and techniques to the most important business opportunity you will ever encounter—marketing yourself!

Your first full-time job after graduation should launch you on a successful career. However, that is much more likely to happen if you prepare by providing yourself with every opportunity. That means taking advantage of what you have learned in this course and applying it to your job search. To put it another way, you should plan and implement a marketing program in which the product is you and the customer is your prospective employer. To get you thinking about your post-graduation ambitions and likely upcoming job search, this appendix first discusses planning for a career, regardless of the field. Then a variety of marketing careers are described. Finally, guidelines on obtaining a post-graduation job are presented.

Choosing a Career

One of the most significant decisions you will ever make is choosing a career. This decision will influence your future happiness, self-fulfillment, and wellbeing. Yet, unfortunately, career decisions often seem to be based on insufficient information, analysis, and evaluation of alternatives. You should begin your preparation as early as possible in college. Assuming you want to begin working shortly after completing your degree, you should start planning at least 18 months before graduation and your actual job search should commence at least 9 months before you plan to go to work. Early in the career decision process everyone should spend some time in introspection. In a business this would be considered part of a situation analysis. Introspection is the process of looking into yourself and honestly assessing what you want and what you have to offer.

What Do You Want?

Perhaps a better way to ask the question is, "What's important to you in life?" To answer this broad question, you must answer several more specific ones, such as the following:

- Do you want your career to be the main event in your life? Or do you see a career only as the means of financing other activities?
- How important are money and other financial rewards?
- How important are the social surroundings, climate, and other aspects of the environment in which you live?
- Would you prefer to work for a large company or a small organization?
- Would you prefer living and working in a small town or in an urban area?
- Are you willing to relocate to another part of the country? How often would you be willing to move?
- How important is the social prestige of your career?

Another way to approach the question of what you want from a career is to identify and prioritize— in writing—your goals in life. List both your intermediate- term goals (three to five years from now) and your long-term goals (10 years or more).

Still another approach is to simply describe yourself in some detail. By writing a description of your personality, likes and dislikes, and hopes and fears, you may be able to identify various careers that would (or would not) fit your self-image. Some starter questions might include:

- Do you prefer work that is evenly paced or occasionally hectic?
- How do you deal with the pressure of deadlines?
- Do you need tangible signs of results on a job to feel fulfilled?
- Do you prefer to work alone or as part of a team?
- How do you respond to high risk/high reward opportunities?

What Can You Offer?

Next you need to identify in some detail your strong and weak points. In marketing terms these are your product features. Why would anyone want to hire you? What skills have you developed? What experience— work, education, and extracurricular activities— do you have that might be attractive to prospective employers?

An important consideration is your work experience. Employers are less concerned with where you have worked than they are with the initiative you demonstrate in finding a job and your performance on the job. To gain some exposure to what goes on in business, consider a job with a temporary help agency. Manpower Inc., for example, employs 100,000 people in the summer. Another option is a summer internship. Many students make an extra effort to find an internship in the summer before their last year of college. Increasingly, firms are using these positions as a primary source of permanent employees. Over the course of an internship, many companies give interns exposure to several functional areas and different business units with the organization.

Because the attributes sought by business aren't acquired overnight, you should start developing them early in your college program. However, keep in mind that prospective employers are much more interested in what a person accomplished in various roles than how many different titles he or she had. One tangible way to demonstrate accomplishments is to carry out a clearly defined project during an internship or other temporary job that ends with a written report. Ask your employer if you can use the report in your search for a permanent job. (It may be necessary to delete confidential information.) Take it with you to interviews and describe it to interviewers. This type of evidence of an accomplishment is very persuasive.

Information on Careers and Internships

It may be useful to learn more about the career opportunities in business and how to plan for them. Among the many resources are:

- Richard Nelson Bolles, *What Color Is Your Parachute?: A Practical Manual for Job-Hunters and Career-Changers*, Ten Speed Press, 2005. (updated annually)
- Michael Farr and Laurence Shatkin, *200 Best Jobs for College Graduates*, 3rd edition, JIST Works, Inc., 2005. (See also the www.jist.com site for other books and CDs on job search.)

There are also websites dedicated to career development and job search. For example:

- **Careers in Business** (www.careers-in-business.com) Here you will find a wealth of resources including career descriptions, recommended books, and other sites on introspection and career evaluation.
- **Vault** (www.vault.com) This is a very comprehensive site. It provides information on industries, jobs, companies, and salaries. It features employers currently hiring as well as postings of internships. It also has chat boards with opinions about employers from current and former employees.
- **Job Hunters Bible** (www.jobhuntersbible.com) This is a supplement to Richard Bolles' *What Color Is Your Parachute?* It is a comprehensive resource with tips on topics such as career tests, researching companies, identifying contacts, preparing resumes, and job interviewing.
- **WetFeet** (WetFeet.com) provides information about careers and internships (InternshipPrograms.com). It offers profiles of careers, industries, companies, and

cities, and career advice articles that can assist students as they investigate various alternatives.

Don't overlook the resources regarding internships. The place to begin is your campus career center. Many schools participate in an online database called the Internship Exchange that provides up-to-date information on internships around the country as well as information about various companies and organizations that provide internships. Other sources include:

- National Internships (www.internships.com) Here you will find a comprehensive guide as well as 9 regionally focused directories that describe positions in the for-profit and not-for-profit sectors. It includes information on the organization, position descriptions, contact information. There is a fee for the directories.
- Princeton Review (www.princetonreview.com) At this site a book by Mark Oldman and Samer Hamadeh, *The Internship Bible*, 10th edition, 2005, is described. The book, which is updated annually, provides extensive information about internships in all fields of business. Information about it can be found by clicking on "Business Schools" and then "internships."
- Professional Associations (www.careerkey.com) There are thousands of professional associations representing most of the industries in the U.S. Many business and not-for-profit organizations publicize their internships through trade and professional associations. A publication that describes over 7,600 professional organizations, *National Trade and Professional Associations of the United States*, is probably available in your school's library or career services office. A similar publication, published by a different organization, is called the *Associations Yellow Book*. It provides profiles of over 2,000 firms, government groups, and not-for-profit operations. Career Key lists professional associations by industry as well as job openings nationwide.

What Are the Marketing Jobs?

In Chapter 1 we noted that about one-quarter to one-third of all civilian jobs are in the broadly defined field of marketing. These jobs cover a wide variety of activities and a great range of qualifications and aptitudes. For instance, jobs in personal selling call for a set of qualifications that are different from those in marketing research. A person who is likely to be successful in advertising may not be a good prospect in physical distribution. Consequently, the aptitudes and skills of different individuals make them candidates for different types of marketing jobs.

In this section we briefly describe the major jobs in marketing, grouping them by title or activity. The initial positions that are most often available to recent graduates are summarized in Table B.1.

Personal Selling

Sales jobs are by far the most numerous of all the jobs in marketing. Personal selling spans a broad array of activities, organizations, and titles. Consider the following people: a driver-sales person for Coca-Cola, a sales clerk in a department store, a sales engineer providing technical assistance in sales of hydraulic valves, an IBM representative coordinating the sales effort to provide information management for a household appliance manufacturer, and a pharmaceutical representative visiting physicians and pharmacists to introduce new drugs. All these people are engaged in personal selling, but each sales job is different from the others.

Sales jobs of one sort or another are available in virtually every locality. This means that you can pretty well pick the area where you would like to live and still get involved in personal selling.

TABLE
B.1

Eight Entry-Level Marketing Jobs for College Graduates

Job Title	Comments
Sales representative	Responsible for selling the organization's goods or services to customers. Customers may be ultimate consumers or other organizations.
Sales (or marketing) support person	Assists sales manager and staff in implementing programs, such as trade shows and dealer or sales-force incentive programs. Marketing support position involves broader responsibility, including assisting in product development and distribution.
Customer service representative	Assists customers after the sale, often by handling complaints and requests for information or service. Common in the business goods sector, and growing in importance in e-commerce.
Retail management executive trainee	Position is common in department store chains. After training, usually moves through rotating assignment in buying and management of selling department. Ultimately, person focuses on either buying or store management.
Assistant store manager	Position is common in chains that have small specialty stores in shopping centers. Assists in overseeing day-to-day activities of the store, especially staffing and display. In effect, is a trainee position.
Assistant media buyer	Common starting position in an advertising agency. Assists buyer in purchasing advertising space and time for firms that are the agency's clients. Another entry-level position, working for either an agency or an advertiser, is junior copywriter.
Research trainee	Found in various large organizations and in marketing research firms. After or during training, assists with one or more phases of the research process, such as data collection, data analysis, database management, or report preparation.
Assistant product manager	Assists in planning and, especially, implementing marketing program for a specific brand or product line. Most commonly found in large companies that sell consumer goods or services.

There are opportunities to earn a very high income in personal selling. This is especially true when the compensation plan is straight commission, or is a combination of salary plus a significant incentive element.

A sales job is a widely used stepping-stone to a management position. There is no better way to learn about a company's products or its customers! Many companies recruit people for sales jobs with the intention of promoting some of these people into management positions. Personal selling and sales management jobs are also a good route to the top in a firm because it is relatively easy to measure a person's performance and productivity in selling.

A sales job is different from other jobs in several significant ways that are discussed in Chapter 18. Sales people represent their company to customers and to the public in general. The public ordinarily does not judge a firm by its factory or office personnel. Also, outside sales people (those who go to the customers) operate with little or no direct personal supervision. To succeed, they must have considerable creativity, persistence, and self-motivation. Furthermore, sales jobs often involve traveling and some require considerable time away from home and family.

Corporate websites often contain information and insights about sales jobs. For example, at its site (www.johnsoncontrols.com) Johnson Controls, a diversified company with annual sales over \$18 billion, describes available sales positions. All in all, selling is hard work, but the potential rewards are immense. Certainly no other job contributes as much to the success of an organization. Remember—nothing happens until somebody sells something!

Retail Management

Retailing is second only to personal selling in terms of number of job opportunities for new college graduates. The two primary areas of opportunity in mass merchandiser, department

store, specialty, and discount chains are in merchandising or buying (described in the section on buying and purchasing) and store management. Store managers have a great deal of responsibility and authority.

A store manager's authority related to acquiring merchandise (the buying function) varies greatly from one firm to the next. However, once the merchandise arrives in the store, the manager has the responsibility and authority for displaying, selling, and controlling the inventory. Store managers in most companies, either directly or indirectly through department heads, oversee personal selling, promotion, credit, personnel management, and store security.

The entry-level position for store management is typically assistant department manager, department manager, or assistant store manager, depending on the size of the store. The performance of a store or department manager is directly measurable in terms of sales or profits. Therefore, speed of advancement into higher positions is determined primarily by the quality and quantity of results produced by the manager.

For examples of the positions available in a retail organization see Target Corporation's website (www.target.com) and click on careers.

Electronic Commerce

Consisting of both B2B organizations and "e-tailing," electronic commerce could well be one of the primary growth areas in marketing. Priceline.com (introducing Chapter 12) and Amazon (introducing Chapter 12) are good examples of the developments that are occurring. Managers in electronic commerce have many of the same challenges as conventional marketers. For example, they have to select the correct merchandise and price it appropriately. However, they also have some unique challenges such as developing attractive websites, filling orders taken electronically, and ensuring that customers who they may never actually see are satisfied.

Figure B.1
Typical Career Path Starting in Personal Selling



Appendix B: Careers in Marketing

Buying and Purchasing

Most medium-sized and larger organizations employ people who specialize in buying, as opposed to selling, goods and services. In one type of position, people select and acquire merchandise for resale. In another type of position, people purchase goods and services not for resale but for use in a manufacturing process or in operating an organization.

Every retail organization needs people to buy merchandise for resale. Frequently the route to the top in retailing is through the buying (also called merchandising) division of the business. Large retailers have many positions for buyers and assistant buyers. Each merchandise department normally has a buyer. Consequently, you often have a chance to work with particular products that interest you.

A purchasing agent is the business market counterpart of the retail store buyer. Virtually all firms in the business market have purchasing departments. People in these departments buy raw materials and supplies for the production, office, and sales departments in their firms. Many firms are taking all or a substantial portion of their purchasing online. That has created an entire new breed of brokers that provide the technical skills that bring electronic buyers and sellers together. In addition, they must be able to persuasively market these new methods of making transactions to buyers and sellers.

Retail buyers and purchasing agents need many of the same skills. They must be able to analyze markets, determine merchandise needs, and negotiate with sellers. It is also necessary to have some knowledge of credit, finance, and physical distribution. To get a sense of what may be involved in retail buying and business purchasing, see Trader Joe's (Chapter 1), Zara (Chapter 21) and W.W. Grainger (Chapter 16).

Advertising

Opportunities in advertising can be found in many different jobs in various organizations. The three primary areas of opportunity are:

- Advertisers, including manufacturers, retailers, and service firms. Many of these organizations prepare and place their own ads. In some of these firms the advertising department is a large one.
- Various media (including newspapers, radio and TV stations, magazines, and the Internet) that carry ads.
- Advertising agencies that specialize in creating and producing individual ads and entire promotion campaigns.

Jobs in advertising encompass a number of aptitudes and interests—artistic, creative, managerial, research, and sales. The advertising field holds real opportunity for the artistic or creative person. Agencies and advertising departments need copywriters, artists, photographers, layout designers, printing experts, and others to create and produce ads.

Account executive is a key position in advertising agencies. People in this position are the liaisons between the agency and its clients (the advertisers). Account executives coordinate the agency's efforts with the clients' marketing programs.

Another group of advertising jobs involves the placement of ads. On the advertisers' side, this entails allocating the advertising budget by planning an advertising schedule and selecting the media. On the media side, every TV and radio network and station, all newspapers and magazines, websites, and every other advertising outlet employ sales people. Advertisers and agencies also often need people who can conduct buyer-behavior studies and other marketing research.

A firm that has made excellent use of advertising is Nike, Inc. You can read about its track record at the beginning of Chapter 19.

Sales Promotion

The main function of sales promotion is to tie together the activities in personal selling and advertising. Effective sales promotion requires imagination and creativity, coupled with a sound foundation in marketing fundamentals. Sales promotion can be directed to business customers, called trade promotion, or to consumers.

One aspect of sales promotion is the design and creation of retailers' in-store displays and window displays. Another aspect deals with trade shows and other company exhibits. Sales promotion activities also include the development and management of premium giveaways, contests, product sampling, and other types of promotion.

Marketing Research

Marketing research jobs cover a broad range of activities that are outlined in Chapter 7. People are hired for marketing research jobs by manufacturers, retailers, services marketers, government agencies, and other organizations. There are also a large number of specialized marketing research companies. Generally, however, there are fewer jobs in marketing research than in personal selling or in retailing. Marketing researchers are problem solvers. They collect and analyze masses of information. Thus they need an aptitude for precise, analytical work. Some quantitative skills are needed, particularly an understanding of statistics. In progressive firms, marketing researchers also work with marketers to define problems and interpret research results, so an understanding of marketing is important.

Product/Brand Management

In Chapter 8 we discuss briefly the position of product manager in connection with the organizational structure for new-product planning and development. Product managers (sometimes called brand managers) are responsible for planning and directing the entire marketing program for a given product or group of products.

Early on, product managers make decisions about packaging, labeling, and other aspects of the product itself. Product managers are also responsible for the marketing research necessary to identify the market. They plan advertising, personal selling, and sales promotional programs for their products. Product managers are concerned with pricing, physical distribution, and legal issues of the product.

In some respects, being a product manager is like running your own business. Product managers must have good analytical skills to keep abreast of what competitors are doing and what is happening in the market. They also need to be tactful and persuasive to gain the cooperation of functional areas such as manufacturing and sales.

Physical Distribution

Many jobs exist in the field of physical distribution, and the prospects are even brighter as we look ahead to Internet-based businesses outsourcing more activities. More and more firms are expected to adopt the systems approach in physical distribution (described in Chapter 16) to control the huge expenses involved in materials movement and warehousing.

Manufacturers, retailers, and all other goods-handling firms have jobs that involve two stages of physical distribution. First the product must be moved to the firm for processing or resale. Then the finished products must be distributed to the markets. These physical distribution tasks involve jobs in transportation management, warehousing, and inventory control. In addition, many transportation carriers and warehousing firms also provide a variety of jobs that may interest you.

Public Relations

The public relations department is a valuable connection between an organization and its various publics. The department must deal with, or go through, the news media to reach these publics. Public relations people must be especially good in communications. In fact, these people often have college degrees in communications or journalism, rather than in marketing.

In essence, the job of public relations is to project the desired company image. More specifically, public relations people are responsible for telling the public about the company—its products, community activities, social programs, environmental improvement activities,

labor policies, and views regarding controversial issues. Public relations specialists are particularly important—and very visible—when a company responds to adverse publicity. Such publicity may come from a governmental investigation such as the antitrust case involving Microsoft, or a charge of unethical or inappropriate practices, as when Nike responded to charges of selling athletic shoes made in unhealthy factories. Whether disseminating favorable publicity or responding to adverse publicity, the company's position must be stated in a clear, understandable, and—above all—believable fashion.

Consumer Affairs and Protection

The broad area of consumer affairs and protection encompasses several activities that provide job and career opportunities. Many of these jobs are an outgrowth of the consumer movement. Today's companies commonly have a consumer affairs department to handle consumer complaints. Several federal and state agencies keep watch on business firms and provide information and assistance to consumers. For example, the introduction to Chapter 7 describes how the U.S. Department of Agriculture uses marketing to educate consumers about healthy eating. And the Federal Trade Commission (FTC) frequently seeks inputs from marketing experts in its efforts to protect consumers. Grocery product manufacturers and gas and electric companies regularly hire college graduates to aid consumers in understanding and properly using their products. Government and private product-testing agencies hire people to test products for safety, durability, and other features.

Other Career Areas

In this short appendix it is not possible to list all the careers that stem from marketing. We have, however, covered the major areas. You may get additional career ideas from the sources listed below:

- Networking in the Public Interest (www.accessjobs.org) Through its service called ACCESS, Networking in the Public Interest provides a means to find opportunities in the not-for-profit sector.
- Careers in Marketing (www.careers-in-marketing.com) This website includes information on jobs in various areas of marketing including retailing, advertising, product management, and marketing research. There is also a list of recommended reading, and links to additional websites that focus on careers in marketing.
- Marketing Jobs (www.marketingjobs.com) Here you will find job openings in inside sales, technical sales, Internet sales, product-line management, and technical support. The site also includes other resources for finding a job in marketing including professional associations and periodicals that publicize job openings.
- Best Jobs USA (www.bestjobsusa.com) This website includes job listings by type (marketing/advertising, for example) and geographic location. It includes a career guide section to help individuals make good career matches. Assistance with résumé preparation is also available.

Where Are the Marketing Jobs?

In this section we briefly describe the types of companies and other organizations that provide jobs in marketing. This section also includes comments on jobs in international marketing and a comparison of job opportunities in large versus small organizations.

Types of Organizations

Literally millions of organizations provide jobs and career opportunities in marketing. The organizations can be grouped into the following categories.

Manufacturing

Most manufacturing firms provide career opportunities in all the activities discussed in the previous section. In their promotional mix, some manufacturers stress personal selling, whereas others rely more on advertising. Even small manufacturing companies offer job opportunities in most of the categories we have mentioned.

Everyone has heard of IBM, Ford Motor Co., and Nabisco. However, because most manufacturers make products that are used by other businesses, their names are not familiar to the general public. Unfortunately, many college graduates overlook some of these potentially excellent employers just because they don't recognize their corporate names.

Retailing

Retailing firms provide more marketing jobs by far than does any other organizational category, but most of these jobs are not intended for college graduates. Careers in retailing are not well understood by college students, who may equate retailing with clerking in a department store or filling shelves in a supermarket. Students often perceive that retail pay is low and that retail work-hours include a lot of evenings and weekends.

Actually a career in retailing offers many attractive features for college graduates. There are opportunities for very rapid advancement for those who display real ability. Performance results, such as sales and profits, are quickly and highly visible. If you can produce, management will generally note this fact in a hurry.

Although the starting pay in many (but not all) stores is lower than in manufacturing, the compensation in higher-level retailing jobs typically is excellent. There are good retailing jobs in virtually every geographic area. Also, large retailers (such as the department store chains that make up the Federated Department Stores, Inc. and Wal-Mart) generally have excellent management-training programs for newly hired college graduates. The websites of almost all retailers describe career opportunities. See, for example www.federated-fds.com and www.walmart.com.

Perhaps the main attractions in retailing are less tangible. Retailing can be an exciting field. You are constantly involved with people—customers, suppliers, and other workers. And there are challenges in merchandise buying, especially finding out what will sell well—what customers really want.

It is easier to start a career in retailing than in many other fields. In large stores there are jobs involving personnel management, accounting controls, and store operations (receiving, credit, and customer service departments). However, the lifeblood of retailing is the buying and selling of merchandise or services. Thus the more numerous and better-paying positions are in merchandising and store management. A typical career path is presented in Figure B.2. Note that after several years of experience in both areas, a retail manager often decides to concentrate on merchandising or store management.

Wholesaling

Career opportunities in wholesaling generally are less well understood and appreciated than those in retailing or manufacturing. Wholesaling firms typically do not recruit on college campuses, and they generally have a low profile among students.

Yet opportunities are there. Wholesalers of consumer products and industrial distributors provide many jobs in buying, personal selling, marketing research, and physical distribution. Manufacturers' agents, brokers, and the other agent middlemen discussed in Chapter 16 also offer jobs and careers. Consider the success of W. W. Grainger, the case that begins Chapter 16, to see how this function is being transformed. Wholesaling middlemen are increasing in numbers and in sales volume, and their future is promising.

Figure B.2

Typical Career Path in a Department Store Chain



FIGURE B.2

Services Marketing

The broad array of service industries discussed in Chapter 11 provides a bonanza of job and career opportunities in marketing. Many of these fields are expected to experience rapid growth. The travel, hospitality, education, finance, entertainment, health care, communications, and professional services fields are prime examples. Recognizing the importance of marketing, most of these industries and the organizations within them employ marketing-related personnel. Many of these firms really are retailers of services. Consider, for example, ZipCar, the case that introduces Chapter 11. Another example in the same industry, is Enterprise Rent-a-Car (www.erc.com). At the website you will find descriptions of the firm's internship program and its management training entry-level opportunities. Also keep in mind that marketing via the Internet will certainly continue to grow. Consider Amazon.com, Priceline.com, and FreeMarkets.com, all described in cases in the text, but representing just the tip of the iceberg of business-to-business and business-to-consumer Internet companies that have many marketing jobs.

Other Business

Areas Besides the general types of organizations just described, more specialized business firms hire college graduates for marketing-related positions. Entry-level opportunities can be found with communications media (such as TV stations and cable companies), advertising agencies, franchise systems, participation and spectator sports organizations, public utilities, and transportation firms (such as truck lines).

Not-for-Profit Organizations

As described in Chapter 11, not-for-profit organizations are realizing that marketing is a key to their success. Consequently, it is likely that jobs and careers in many not-for-profit organizations will open up in large numbers. Consider the wide variety of such organizations—hospitals, museums, educational institutions, religious organizations, foundations, charities, and political parties, among others. Given this diversity, you can expect to find a wide range of marketing-related positions in not-for-profit organizations.

Government

Countless federal and state government organizations hire people for marketing positions. Here we include the major cabinet departments— agriculture, commerce, defense, human

services, and their many divisions. Consider, for example, the marketing undertaken by the U.S. Census Bureau. Not only must the public be motivated to provided the data, but the tabulated results must be marketed to businesses in the U.S. and abroad. We also include all the regulatory agencies. Government organizations employ people in purchasing, marketing research, public relations, physical distribution, consumer affairs and protection, and even advertising and sales promotion.

International Careers

Students who like to travel and experience different cultures may want to work at least part of the time in foreign countries. They may be interested in careers in international marketing, and they may even major in international business in college. Typically, however, companies do not hire college graduates and immediately assign them to jobs in international marketing. People are normally hired for entry-level positions in the domestic divisions of a company's operations. Then, after some years of experience with the firm, an employee may have an opportunity to move into the firm's international divisions. If you have international aspirations, begin looking for companies that have or are developing international markets. You would also be wise to study a second language and take advantage of opportunities to learn about other cultures.

Large versus Small Companies

Should you go to work for a large company or a small firm? Or should you go into business for yourself upon graduation? For over a decade now, more and more students have been saying that they want to work for a small company. They think that there is more freedom of action, more rapid advancement, and fewer constraints on their lifestyles in smaller firms.

Perhaps so. And certainly no one should discourage you from a career in small business. But we typically recommend to students (who ask for advice) that they start their careers in a big company. Then, after a few years, they can move into a smaller firm. There are three reasons for this recommendation:

- A large firm is more likely to have a good training program in your chosen field of activity. Many students have little or no practical marketing experience. The fine training programs provided by numerous large manufacturers, retailers, and major services marketers can be critical in launching a career.
- You can learn something about how a big company operates. After all, when you go into a smaller firm, large companies will be your competitors. So the more you know about them, the better able you will be to compete with them.
- After working for a while for a big company, you may change your mind and decide to stay with the larger firm after all. On the other hand, let's say that you want to go to a small company after you have worked a few years at a big firm. At that point it will be relatively easy to move from a large company to a smaller one. If you start in a small firm, however, and later want to move into big business, it is not so easy to move.

We have discussed various career fields and types of organizations that hire people in these fields. Now let's take a brief look at how you should go about getting a job with one of these organizations.

How Do You Search for a Job?

The fundamentals involved in developing and managing a marketing program are the focus of this book. As we pointed out in Chapter 1, regardless of whether the product being marketed is a good, service, idea, person, or place they are applicable. So let's see how these fundamentals can be applied to a program designed to market you.

We shall discuss a marketing approach that you can use to get a job and to start a career. Although we are focusing on a marketing career, this same approach can be used in seeking jobs and careers in any field.

Identify and Analyze the Market

The first step in building a marketing program is to **identify and analyze the market**. In this case the market consists of prospective employers. Right now you probably don't know exactly who comprises that target market. So you must research several possible markets and then eventually narrow down your choice. In effect, we are talking about "choosing a career." Much of what we discussed in the first section of this appendix is applicable here, as are the listed reference sources.

You should initially get as much information as you can regarding various career opportunities in marketing. For information sources you might start with one or two professors whom you know reasonably well. Then turn to the career services office in your school, or wherever post-graduation jobs are listed. Many companies prepare recruiting brochures for students that describe the company and explain its career opportunities.

For many, the Internet has become the primary source of career information. However, don't overlook newspapers and business journals. The *Wall Street Journal* and the business sections of large-city newspapers can be useful. Periodicals such as *Business Week*, *Marketing News*, *Advertising Age*, and trade publications in many individual industries are helpful. You should exchange information with other students who are also in the job market. Use course assignments such as term projects and papers to investigate various industries and firms.

In summary, learn all you can about a broad cross section of firms and industries. Then, from this information search, **segment the market and target** one or two industries and a few companies that are your leading choices. You will now be ready to develop the **marketing mix** that will be effective in marketing yourself to your target markets.

Product

In this case the "product" you are planning and developing is yourself and your services. You want to make yourself as attractive as possible to your market— that is, prospective employers.

Start your product planning by listing in some detail your strong and weak points. These will lead to another list—your qualifications and achievements. This introspection is something we discussed in the first section of this appendix in connection with choosing a career.

When you are considering your qualifications, it may help to group them into broad categories such as these:

- Education—schools attended, degree earned, grade-point average, major, favorite subjects.
- Work experience—part-time and full-time responsibilities.
- Honors and awards.
- Technical skills—computer programming, software proficiency, foreign languages.
- Extracurricular activities and accomplishments— offices, memberships, committees, volunteer activities.
- Hobbies.

Later we will discuss the presentation of your qualifications in a personal data sheet. An important aspect of product planning is identifying and developing a **differential advantage**. How can you differentiate yourself from all the other college grads in a way that will be viewed as desirable by a prospective employer? What have you done that is different, unusual, or exceptional? This doesn't have to be earthshaking—just something that shows a trait such as initiative, imagination, or perseverance.

Another part of product planning is packaging. When you go for an interview, be sure that the external package looks attractive. People do judge you by your appearance, just as you judge

products by the way they look. This means paying attention to what you wear and how you are groomed. A good impression starts with prospective employers' first meetings with you.

Price

"What salary do you expect?" "How much do you think we should pay you?" These are two of the questions a prospective employer might ask in a job interview. If you have not done some research and thinking in advance regarding the price you believe your services are worth, these questions may throw you.

As part of your marketing program, find out what the market price is for people entering your field. Talk with career services officers, career counselors, professors, and other students who are in the job market. From these sources you should get a pretty good idea of starting salaries in entry-level positions. Use this information to decide before the interview on a range of salaries for yourself. Remember that income can be stated in several different ways. For example, there may be a base salary, the possibility of a bonus, and fringe benefits such as the use of a company-supplied car. Also keep in mind the costs involved. Living outside Boston (or any other major metro area) and commuting to work is more expensive than living in most smaller Midwestern towns.

Distribution Channel

There are only a few major channels you are likely to use in marketing yourself to prospective employers. The most accessible channel is your career services office, assuming that there is one on your campus. Most colleges, through their career services, host and assist companies that send job recruiters to do on-campus interviewing.

Another channel is help-wanted ads in business journals, trade journals, and newspapers. Perhaps the most difficult, but often the most rewarding, channel is going directly to firms in which you are especially interested—knock on doors or write letters seeking a job interview. Many employers look favorably on people who display this kind of initiative in their job search.

Networking is one of the most overlooked ways to find a job. Parents and relatives know lots of people, many of whom are likely to be aware of jobs suitable for college graduates. Your friends and their parents know people, too. Use your network to spread the word that you are in the market.

Another avenue to a first job is through a temporary employment agency that specializes in your field of interest, for example nursing, accounting, or biology (for information see www.temp247.netfirms.com). Companies use these temporary agencies to fill short-term needs, and these assignments can often turn into full-time jobs.

National and local employment agencies are another possibility. These agencies have direct contact with employers in most major cities. Though this may be a resource best utilized by a candidate with some previous work experience, even the neophyte job seeker can gain some insights from their websites.

www.kforce.com

www.tmpworldwide.com

Promotion

Other than planning and developing an excellent product, the most important ingredient in your marketing mix is a good promotion (or communications) program. Your promotion will consist primarily of written communications (a form of advertising) and interviewing (a form of personal selling).

To stand out from the crowd and be noticed, job applicants have tried everything from singing telegrams to skywriting. One enterprising student rented the sides of an 18-wheeler. Soon

after his name, phone number, and plea for a job began cruising the nation's highways, he received dozens of calls.

Most applicants use more conventional approaches. Frequently your first contact with a prospective employer is a cover letter in which you state briefly why you are writing to that company and what you have to offer. You enclose a personal résumé, and you request an appointment for an interview.

Cover Letter

In the opening paragraph of your cover letter, you should indicate why you want to work for the firm. Mention a couple of key points regarding the firm—points you learned from your research. In the second paragraph, you can present a few highlights of your own experience or personality that make you an attractive prospect. In the third paragraph, state that you are enclosing your résumé, and request an appointment for an interview, even suggest some dates and a time when you will telephone to arrange the meeting.

Résumé

A résumé (also called a curriculum vitae or personal data sheet) is really a brief history of yourself. Personal computers and word processing packages make it possible to design a distinctive and very professional-looking résumé. Start with biographical information such as your name, address, and phone number. Then divide your résumé into sections, including education, work experience, and activities that were described in the product section.

You will need some references—people who know you well and can speak to your personal attributes or professional capabilities. Family friends, former employers or supervisors, and college instructors are typically used. To save space, one approach is simply to state at the end of the résumé, "References furnished upon request." An alternative is to list your references by name (along with their titles, addresses, and phone numbers) at the bottom of your résumé or on a separate sheet. The thinking behind this approach is that you should make it as easy as possible for a prospective employer to check your references. Of course, you should obtain permission before you use a person as a reference.

It is difficult to overstate the value of a persuasive cover letter and a distinctive résumé. They are critically important elements in your job search. They certainly are two of the most important ads you will ever write. Useful advice on preparing résumés can be found in the books cited earlier, and at most of the recommended websites.

Interview

Rarely is anyone hired without one or more interviews. In some cases, as when recruiters visit your campus, the interview is your initial contact with the firm. In other situations the interviews come as a result of your letter of introduction and résumé. The interview is an exercise in personal selling—in this case, you are selling yourself. People are often uncomfortable and uptight in interviews, especially their first few, so don't be surprised or disappointed if you are. One way to reduce your anxiety and increase the likelihood of impressing the interviewer is to prepare yourself to answer tough questions that may be asked:

- Why should we hire you?
- What are your distinctive strengths?
- Do you have any weaknesses and how do you plan to overcome them?
- What challenges have you successfully overcome?
- What kind of job do you expect to have in five years?

Your performance in an interview often determines whether or not you get the job. So be on your toes—be honest in your answers, and try to look more relaxed and confident than you may feel!

After interviews with a company have been completed, it is worthwhile to write a letter to each of the interviewers. Thank them for the opportunity to learn about their company and, if appropriate, restate your interest in the job.

Evaluating Job Offers

You are likely to receive multiple job offers *if*:

- The economy is fairly healthy.
- You have at least an acceptable academic record.
- You conduct an aggressive job search.
- You develop a persuasive cover letter and professional résumé.
- You perform well in job interviews.

You should evaluate the suitability of a single job offer or compare multiple job offers against a set of criteria that are important to you. The criteria you select and the importance you place on them require some careful thought. Below are examples of criteria you might consider.

- *Will you be happy in your work?* It is no accident that we frequently hear about “Blue Monday” (the weekend of freedom is finished and I have to go back to work) and “TGIF” (Thank God It’s Friday). Many people in society are not happy with their jobs. Normally, half or more of your waking hours will be spent at work, commuting to and from work, or doing job-related work at home. So you should look for a job and career that you will enjoy.
- *Does the career fit your self-image?* Are the job and career in line with your goals, dreams, and aspirations? Will they satisfy you? Will you be proud to tell people about your job? Will your spouse (and someday your teenage children) be proud of you in that career?
- *What demands or pressures are associated with the career?* Some people thrive on pressure. They constantly seek new challenges in their work. Other people look for a more tranquil work experience. They do not want a job with constant demands and deadlines to meet.
- *Do the financial factors meet your needs?* How does the starting salary compare with those of other jobs? Consider what the job is likely to pay after you have been there three to five years. Some engineering jobs, for example, have high starting salaries, but soon hit a salary ceiling. In contrast, some marketing jobs have lower starting salaries but no upper limits.
- *Are there opportunities for promotion?* You should evaluate the promotion patterns in a job or in a firm. Try to find out how long it normally takes to reach a given executive level. Study the backgrounds of presidents of a number of large companies in the industry. Did they come up through engineering, the legal department, sales or marketing, accounting, or some other area?
- *Are the travel considerations suitable?* Some jobs involve a considerable amount of travel whether you are an entry-level worker or an executive. Other jobs are strictly in-house, with no travel at all.
- *Is there job or career “transportability”?* Are there similar jobs in many other geographic areas? If both you and your spouse are career-oriented, what will happen to you if your spouse is transferred to another city? One nice thing about careers such as teaching, retailing, nursing, and personal selling is that generally these jobs exist in considerable numbers in many different locations.
- *What is the supply-and-demand situation in this field?* Determine generally how many job openings currently exist in a given field, as compared with the supply of qualified applicants. At the same time, study the future prospects regarding this supply-and-demand condition. Determine whether a present shortage or overcrowding of workers in a field is a temporary situation or is likely to exist for several years.

What Next?

We encourage you to keep in mind the questions and guidelines presented in this appendix as you take this course and progress through your academic program. If you have already undertaken a career or job search that was less than satisfactory, conduct an evaluation of your marketing effort. The concept of a marketing audit (Chapter 21) is appropriate. After carefully assessing your past efforts, consider how you can better utilize the marketing concepts described here. We are confident that a well-planned and implemented marketing program is the surest way to a fulfilling post-graduation career.