Between one-fourth and one-third of the civilian workforce in the United States is employed in marketing-related jobs. Although the field offers a multitude of diverse career opportunities, the number of positions in each area varies. For instance, millions of workers are employed in many facets of sales, but relatively few people work in public relations and marketing research.

Many nonbusiness organizations now recognize that they perform marketing activities. For this reason, the number of marketing positions in government agencies, hospitals, charitable and religious groups, educational institutions, and similar organizations is increasing. Today’s nonprofit organizations are competitive and better managed, with job growth rates often matching those of private-sector firms.

Some workers outplaced from large corporations are choosing an entrepreneurial path, creating still more new opportunities for first-time job seekers. Even some individuals with secure managerial positions are leaving corporations and heading to smaller companies, toward greater responsibility and autonomy. The traditional career path used to be graduation from college, then a job with a large corporation, and a climb up the ladder to management. This pattern has changed, however. Today, people are more likely to experience a career path of rewarding sideways moves in several organizations rather than sequential steps up a corporate ladder in just one company.

CAREER TRANSITIONS

The Career Transitions section of your CourseMate site (located at www.cengagebrain.com) provides you with career planning tools and real-time data that will help you gain insight into your options and opportunities in your chosen field. This site contains five areas that you can explore:

- **Career Interest Assessment:** Career Transitions features a quick career interest assessment based on whether you would enjoy various work activities. It’s a fun way to identify where your career interests lie and to find potential careers that fit your interests.

- **Job and Internship Searching:** Career Transitions features one of the most comprehensive job searches, gathering job postings from across the major job boards and the hidden job market. You can also search specifically for internships, entry-level positions, and even temp jobs.

- **Career Exploration:** Career Transitions lets you browse through the U.S. Department of Education’s 16 Career Clusters to find pathways and careers that are growing and in demand. Its 1,100 career profiles feature essential information on careers, including video overviews and opportunities to find related jobs and education.

- **Interview Simulation:** Career Transitions features an interactive approach to practice interviewing. You will learn proven strategies for succeeding in interview situations and get the chance to utilize them.

- **Résumés and Cover Letters:** Career Transitions features a guided, step-by-step approach to putting together effective résumés and cover letters. Videos, how-tos, and examples give you targeted advice and material to utilize.
To discover your interests, explore career possibilities, begin preparing your résumé, plan for a job interview, or look for specific jobs in your area, click on the Career Transitions link on the CourseMate site (www.cengagebrain.com) to get started.

CAREER CHOICES ARE MAJOR LIFE CHOICES

Many people think career planning begins with an up-to-date résumé and a job interview. In reality, it begins long before you prepare your résumé. It starts with you and what you want to become. In some ways, you have been preparing for a career ever since you started school. Everything you have experienced during your lifetime you can use as a resource to help you define your career goals. You will likely spend more time at work than at any other single place during your lifetime, so it makes sense to spend that time doing something you enjoy. Unfortunately, some people just work at a job because they need money to survive. Other people choose a career because of their interests and talents or a commitment to a particular profession. Whether you are looking for a job or a career, you should examine your priorities.

Personal Factors Influencing Career Choices

Before choosing a career, you need to consider what motivates you and what skills you can offer an employer. The following questions may help you define what you consider important in life:

1. **What types of activities do you enjoy?** Although most people know what they enjoy in a general way, a number of interest inventories exist. By helping you determine specific interests and activities, these inventories can help you land a job that will lead to a satisfying career. In some cases, it may be sufficient just to list the activities you enjoy, along with those you dislike. Watch for patterns that may influence your career choices.

2. **What do you do best?** All jobs and all careers require employees to be able to “do something.” It is extremely important to assess what you do best. Be honest with yourself about your ability to succeed in a specific job. It may help to make a list of your strongest job-related skills. Also, try looking at your skills from an employer’s perspective: what can you do that an employer would be willing to pay for?

3. **What kind of education will you need?** The amount of education you need is determined by the type of career you choose. In some careers, it is impossible to get an entry-level position without at least a college degree. Other careers may also require technical or hands-on skills. Generally, additional education increases your potential earning power.

4. **Where do you want to live?** Initially, some college graduates will want to move to a different part of the country before entering the job market, whereas others may prefer to reside close to home, friends, and relatives. In reality, successful job applicants must be willing to go where the jobs are. The location of an entry-level job may be influenced by the type of marketing career selected. For example, some of the largest advertising agencies are in New York, Chicago, and Los Angeles. Likewise, large marketing research organizations are based in metropolitan areas. On the other hand, sales positions and retail management jobs are available in medium-size as well as large cities.

JOB SEARCH ACTIVITIES

When people begin to search for a job, they often go online first or turn to the classified ads in their local newspaper. Those ads are an important source of information about jobs in a particular area, but they are only one source. Many other sources can lead to employment and a satisfying career. Because there is a wealth of information about career planning, you should be selective in both the type and the amount of information you use to guide your job search.
The Internet is a fundamental tool for job hunting today. Almost every major company and most small firms have a website on which they post job openings and accept applications, provide useful information about the company and hiring process, and list contact information of relevant people in the company. In addition, there are many useful third-party sites. There are many websites that publish lists of job openings and descriptions from many different companies and industries, giving job seekers an opportunity to read about a variety of positions and even apply directly for jobs that interest them. Other sites allow users to post reviews about companies they have worked for and read reviews about potential employers. As you start your job search, you may find the following websites helpful:

CareerBuilder.com: www.careerbuilder.com
This site is one of the largest on the Internet, with more than one million job listings. The site allows a job seeker to find jobs, post résumés, get advice and career resources, and obtain information on career fairs.

Monster Board: www.monster.com
Monster.com is one of the largest recruiting sites globally, with job listings in about 55 countries. The site offers job listings and links to related sites, such as company home pages and sites with information about job fairs.

TheLadders.com: www.theladders.com
Typically posting fewer jobs than its competition, this recruiting site differentiates itself by appealing to career-driven professionals, posting jobs with salaries from $40,000 to $250,000 or more. Although a subscription is required to enjoy the full benefits, some basic searches are allowed free of charge.

Federal jobs: http://usajobs.gov
If you are interested in working for a government agency, this site lists positions all across the country. You can limit your search to specific states or do a general cross-country search for job openings.

Other Web addresses for job seekers include:
www.careers-in-marketing.com
www.marketingjobs.com
www.starthere.com/jobs
www.careermag.com
www.salary.com

In addition to the library and the Internet, the following sources can be of great help when trying to find the “perfect job”:

1. Campus career centers. Colleges and universities have placement offices staffed by trained personnel specialists. In most cases, these offices serve as clearinghouses for career information. The staff may also be able to guide you in creating a résumé and preparing for a job interview.

2. Professional sources and networks. A network is a group of people—friends, relatives, and professionals—who are in a position to exchange information, including information about job openings. According to many job applicants, networking is one of the best sources of career information and job leads. Start with as many people as you can think of to establish your network (the Internet can be very useful in this regard). Contact these people and ask specific questions about job opportunities they are aware of. Also, ask each individual to introduce or refer you to someone else who may be able to help you in your job search.

3. Private employment agencies. Private employment agencies charge a fee for helping people find jobs. Typical fees can be as high as 15 to 20 percent of an employee’s first-year salary. The fee may be paid by the employer or the employee. Like campus placement offices, private employment agencies provide career counseling, help create résumés, and provide preparation for job interviews. Before you use a private employment agency, be
sure you understand the terms of any contract or agreement you sign. Above all, make sure you know who is responsible for paying the agency’s fee.

4. **State employment agencies.** The local office of your state employment agency is a valuable source of information about job openings in your immediate area. Some job applicants are reluctant to use state agencies, because most jobs available through them are for semiskilled or unskilled workers. From a practical standpoint, though, it can’t hurt to consult state employment agencies. They will have information about some professional and managerial positions available in your area, and you will not be charged a fee if you obtain a job through one of these agencies.

Many graduates want a job immediately and are discouraged at the thought that an occupational search can take months. But people seeking entry-level jobs should expect their job search to take considerable time. Of course, the state of the economy and whether employers generally are hiring can shorten or extend a job search.

During a job search, you should use the same work habits that effective employees use on the job. Resist the temptation to “take the day off” from job hunting. Instead, make a master list of the activities you want to accomplish each day. If necessary, force yourself to make contacts, do job research, or schedule interviews that might lead to job opportunities. In fact, many job applicants look at the job hunt as their actual job and “work” full-time at it until they find the job they want. Above all, realize that an occupational search requires patience and perseverance. According to many successful applicants, perseverance may be the job hunter’s most valuable trait.

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**PLANNING AND PREPARATION**

The key to landing the job you want is planning and preparation—and planning begins with goals. In particular, it is important to determine your personal goals, decide on the role your career will play in reaching those goals, and then develop your career goals. Once you know where you are going, you can devise a feasible plan for getting there.

The time to begin planning is as early as possible. You must, of course, satisfy the educational requirements for the occupational area you desire. Early planning will give you the opportunity to do so. However, some of the people who will compete with you for the better jobs will also be fully prepared. Can you do more? Company recruiters say the following factors give job candidates a definite advantage.

- **Work experience.** You can get valuable work experience in cooperative work/school programs, during summer vacations, or in part-time jobs during the school year. Experience in your chosen occupational area carries the most weight, but even unrelated work experience is useful.
- **The ability to communicate well.** Verbal and written communication skills are increasingly important in all aspects of business. Yours will be tested in your letters to recruiters, in your résumé, and in interviews. You will use these same communication skills throughout your career.
- **Clear and realistic job and career goals.** Recruiters feel most comfortable with candidates who know where they are headed and why they are applying for a specific job.

Again, starting early will allow you to establish well-defined goals, sharpen your communication skills (through elective courses, if necessary), and obtain solid work experience.

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**THE RÉSUMÉ**

An effective résumé is one of the keys to being considered for a good job. Because your résumé states your qualifications, experiences, education, and career goals, a potential employer can use it to assess your compatibility with the job requirements. The résumé should be accurate and current.
LORRAINE MILLER  
2212 WEST WILLOW  
PHOENIX, AZ 12345  
(416) 862-9169

EDUCATION: BBA Arizona State University, 2012, Marketing, GPA = 3.4 on a 4.0 scale throughout college.

POSITION DESIRED: Product manager with an international firm providing future career development at the executive level

QUALIFICATIONS:
• Prior work experience in the marketing field
• Knowledge of advertising sales, management, marketing research, packaging, pricing, distribution, and warehousing
• Experienced in writing professional documents
• Proficient in Microsoft Office software and database applications
• Possesses excellent communication skills
• Able to multi-task and delegate tasks well

EXPERIENCES:
• Assistant Editor of college paper
• Treasurer of the American Marketing Association (student chapter)
• Internship with 3-Cs Advertising, Berkeley, CA
• Student Assistantship with Dr. Steve Green, Professor of Marketing, Arizona State University
• Solo cross-Canada canoe trek, summer 2005

WORK RECORD:
2011–Present Blythe and Co. Inc.  
—Assistant or Advertising Account Executive
2009–2010 Student Assistant for Dr. Steve Green  
—Research Assistant
2008–2009 The Men  
—Retail sales and customer relations
2006–2008 Farmer  
—Helped operate relative’s blueberry farm in Michigan for three summers

In preparing a résumé, it helps to think of it as an advertisement. Envision yourself as a product and the potential employers as your customer. To interest the customer in buying the product—hiring you—your résumé must communicate information about your qualities and indicate how you can satisfy the customer’s needs—that is, how you can help the company achieve its objectives. The information in the résumé should persuade the organization to take a closer look at you by calling you in for an interview.

To be effective, the résumé should be targeted at a specific position, as Figure C.1 shows. This document is only one example of an acceptable résumé. The job target section is specific and leads directly to the applicant’s qualifications for the job. The qualifications section details capabilities—what the applicant can do—and also shows that the applicant has an...
understanding of the job’s requirements. Skills and strengths that relate to the specific job should be emphasized. The achievement section (“Experiences” in Figure C.1) indicates success at accomplishing tasks or goals on the job and at school. The work experience section in Figure C.1 includes an unusual listing, which might pique the interviewer’s interest: “helped operate relative’s blueberry farm in Michigan for three summers.” It tends to inspire rather than satisfy curiosity, thus inviting further inquiry.

Another type of résumé is the chronological résumé, which lists work experience and educational history in order by date. This type of résumé is useful for those just entering the job market, because it helps highlight education and work experience.

Common suggestions for improving résumés include deleting useless or outdated information, enhancing organization, using professional printing and typing, listing duties (not accomplishments), maintaining grammatical perfection, and avoiding an overly elaborate or fancy format. Keep in mind that the person who will look at your résumé may have to sift through hundreds of résumés in the course of the day in addition to handling other duties. Consequently, it is important to keep your résumé short (one page is best, never more than two), concise, and neat. Moreover, you want your résumé to be distinctive so it will stand out from all the others.

In addition to having the proper format and content, a résumé should be easy to read. It is best to use only one or two kinds of type and plain, white paper. When sending a résumé to a large company, several copies may be made and distributed. Textured, gray, or colored paper may make a good impression on the first person who sees the résumé, but it will not reproduce well for the others, who will see only a poor copy. You should also proofread your résumé with care. Typos and misspellings will grab attention—the wrong kind.

Along with the résumé itself, always submit a cover letter. In the letter, you can include somewhat more information than in your résumé and convey a message that expresses your interest and enthusiasm about the organization and the job.

The Job Interview

In essence, your résumé and cover letter are an introduction. The deciding factor in the hiring process is the interview (or several interviews) with representatives of the firm. It is through the interview that the firm gets to know you and your qualifications. At the same time, the interview gives you a chance to learn about the firm.

Here again, preparation is the key to success. Research the firm before your first interview. Learn all you can about its products, its subsidiaries, the markets in which it operates, its history, the locations of its facilities, and so on. If possible, obtain and read the firm’s most recent annual report. Be prepared to ask questions about the firm and the opportunities it offers. Interviewers welcome such questions. They expect you to be interested enough to spend some time thinking about your potential relationship with their organization.

Also, prepare to respond to questions the interviewer may ask. Table C.1 lists typical interview questions that job applicants often find difficult to answer. But don’t expect interviewers to stick to the list given in the table or to the items appearing in your résumé. They will be interested in anything that helps them decide what kind of person and worker you are.
Make sure you are on time for your interview and are dressed and groomed in a businesslike manner. Interviewers take note of punctuality and appearance just as they do other personal qualities. Bring a copy of your résumé, even if you already sent one to the firm. You may also want to bring a copy of your course transcript and letters of recommendation. If you plan to furnish interviewers with the names and addresses of references rather than with letters of recommendation, make sure you have your references’ permission to do so.

Consider the interview itself as a two-way conversation rather than a question-and-answer session. Volunteer any information that is relevant to the interviewer’s questions. If an important point is skipped in the discussion, don’t hesitate to bring it up. Be yourself, but emphasize your strengths. Good eye contact and posture are also important; they should come naturally if you take an active part in the interview. At the conclusion of the interview, thank the recruiter for taking the time to see you.

In most cases, the first interview is used to screen applicants, that is, choose those who are best qualified. These applicants are then given a second interview and perhaps a third, usually with one or more department heads. If the job requires relocation to a different area, applicants may be invited there for these later interviews.

After the interviewing process is complete, applicants are told when to expect a hiring decision.

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**Table C.1 Interview Questions Job Applicants Often Find Difficult to Answer**

<table>
<thead>
<tr>
<th>Question</th>
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<tbody>
<tr>
<td>1. Tell me about yourself.</td>
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<tr>
<td>2. What do you know about our organization?</td>
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<tr>
<td>3. What can you do for us? Why should we hire you?</td>
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<tr>
<td>4. What qualifications do you have that make you feel you will be successful in your field?</td>
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<tr>
<td>5. What have you learned from the jobs you’ve held?</td>
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<tr>
<td>6. What are your special skills, and where did you acquire them?</td>
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<tr>
<td>7. Have you had any special accomplishments in your lifetime that you are particularly proud of?</td>
</tr>
<tr>
<td>8. Why did you leave your most recent job?</td>
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<tr>
<td>9. How do you spend your spare time? What are your hobbies?</td>
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<tr>
<td>10. What are your strengths and weaknesses?</td>
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<tr>
<td>11. Discuss five major accomplishments.</td>
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<tr>
<td>12. What kind of boss would you like? Why?</td>
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<tr>
<td>13. If you could spend a day with someone you’ve known or know of, who would it be?</td>
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<tr>
<td>14. What personality characteristics seem to rub you the wrong way?</td>
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<tr>
<td>15. How do you show your anger? What types of things make you angry?</td>
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<tr>
<td>16. With what type of person do you spend the majority of your time?</td>
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</tbody>
</table>

After the Interview

Attention to common courtesy is important as a follow-up to your interview. You should send a brief note of thanks to the interviewer and give it as much care as you did your résumé and cover letter. A short, typewritten letter is preferred to a handwritten note or card, or an e-mail. Avoid not only typos, but also overconfident statements like “I look forward to helping you make Universal Industries successful over the next decade.” Even in the thank-you letter, it is important to show team spirit and professionalism, as well as to convey proper enthusiasm. Everything you say and do reflects on you as a candidate.

After the Hire

Clearly, performing well in a job has always been a crucial factor in keeping a position. In a tight economy and job market, however, a person’s attitude, as well as his or her performance, counts greatly. People in their first jobs can commit costly political blunders by being insensitive to their environments. Politics in the business world include how you react to your boss, how you react to your coworkers, and your general demeanor. Here are a few rules to live by.

1. Don’t bypass your boss. One major blunder an employee can make is to go over the boss’s head to resolve a problem. This is especially hazardous in a bureaucratic organization. You should become aware of the generally accepted chain of command and, when problems occur, follow that protocol, beginning with your immediate superior. No boss likes to look incompetent, and making him or her appear so is sure to hamper or even crush your budding career. However, there may be exceptions to this rule in emergency situations. It is wise to discuss with your supervisor what to do in an emergency, before an emergency occurs.

2. Don’t criticize your boss. Adhering to the old adage “praise in public and criticize in private” will keep you out of the line of retaliatory fire. A more sensible and productive alternative is to present the critical commentary to your boss in a diplomatic way during a private session.

3. Don’t show disloyalty. If dissatisfied with the position, a new employee may start a fresh job search, within or outside the organization. However, it is not advisable to begin a publicized search within the company for another position unless you have held your current job for some time. Careful attention to the political climate in the organization should help you determine how soon to start a new job campaign and how public to make it. In any case, it is not a good idea to publicize that you are looking outside the company for a new position.

4. Don’t be a naysayer. Employees are expected to become part of the organizational team and to work together with others. Behaviors to avoid, especially if you are a new employee, include being critical of others; refusing to support others’ projects; always playing devil’s advocate; refusing to help others when a crisis occurs; and complaining all the time, even about such matters as the poor quality of the food in the cafeteria, the crowded parking lot, or the temperature in the office.

5. Learn to correct mistakes appropriately. No one likes to admit to having made a mistake, but one of the most important political skills you can acquire is minimizing the impact of a blunder. It is usually advantageous to correct the damage as soon as possible to avoid further problems. Some suggestions: be the first to break the bad news to your boss, avoid being defensive, stay poised and don’t panic, and have solutions ready for fixing the blunder.

TYPES OF MARKETING CAREERS

In considering marketing as a career, the first step is to evaluate broad categories of career opportunities in the areas of marketing research, sales, industrial buying, public relations, distribution management, product management, advertising, retail management, and direct marketing. Keep in mind that the categories described here are not all-inclusive and that each encompasses hundreds of marketing jobs.
E-Marketing and Customer Relationship Management

Today, only about 7 percent of all retail sales are conducted on the Internet. Currently, approximately one-half of all businesses order online. One characteristic of firms engaged in e-marketing is a renewed focus on relationship marketing by building customer loyalty and retaining customers—in other words, on customer relationship management (CRM). This focus on CRM is possible because of e-marketers’ ability to target individual customers. This effort is enhanced over time as the customer invests more time and effort in “teaching” the firms what he or she wants.

Opportunities abound to combine information technology expertise with marketing knowledge. By providing an integrated communication system of websites, fax, telephone, and personal contacts, marketers can personalize customer relationships. Careers exist for individuals who can integrate the Internet as a touch point with customers as part of effective customer relationship management. Many Internet-only companies (“dot-coms”) failed because they focused too heavily on brand awareness and did not understand the importance of an integrated marketing strategy.

The use of laptops, cellular phones, e-mail, voice mail, and other devices is necessary to maintain customer relationships and allow purchases on the Internet. A variety of jobs exist for marketers who have integrated technology into their work and job skills. Job titles include e-marketing manager, customer relationship manager, and e-services manager, as well as jobs in dot-coms.

Salaries in this rapidly growing area depend on technical expertise and experience. For example, a customer service manager receives a salary in the $32,000 to $74,000 range. Database administrators earn salaries of approximately $40,000 to $98,000. With five years of experience in e-marketing, individuals responsible for online product offerings can earn from $50,000 to $85,000.

Social Media Manager

As social media develops and becomes a more popular marketing tool for organizations, the need for this career field has grown. Businesses of every size are turning to social media as a new way to connect with customers in order to promote their products and receive direct customer insight and feedback. Social media, when used correctly, allows an organization to better understand its customers’ needs and the changing trends in the market. Thus, companies can use social media platforms for marketing research, promotions, and customer relationship management. Social media involves several platforms, including networking sites like Facebook and Twitter, company blogs, video sites like YouTube, podcast services, and other such websites.

A social media manager’s job is to help a business utilize social media effectively by managing the company’s social media networking and marketing. Job duties can include helping an organization create a social media plan from scratch, helping a company better understand the features and advantages of various social media platforms, creating a schedule or strategy for company posts, making a company’s existing social media strategy more effective and efficient, training marketers or other managers to utilize social media outlets, responding to customers, and/or actively managing a company’s use of social media. Social media managers can work for an advertising agency, assisting multiple clients at a time, or they can be hired by an organization’s marketing department directly.

Most social media managers have a college degree in a business field or computer science. Important qualities in a social media manager are strong analytical, planning, forecasting, research, communication, and writing skills. The abilities to multitask well and make quick decisions are also key to success. Prior experience in advertising, public relations, and online marketing are essential. It is also helpful to be proficient with social listening tools, such as TweetDeck and Google Alerts.

Employment opportunities in social media management are expected to increase rapidly as more companies utilize social media as a marketing tool. Social media managers earn an average of $29,000 to $69,000. Social media directors earn about $30,000 to $101,000.
Marketing Research

Clearly, marketing research and information systems are vital aspects of marketing decision making. Marketing researchers survey customers to determine their habits, preferences, and aspirations. The information about buyers and environmental forces that research and information systems provide improves a marketer’s ability to understand the dynamics of the marketplace and therefore make effective decisions.

Marketing research firms are usually employed by a client organization, such as a provider of goods or services, a nonbusiness organization, a research consulting firm, or an advertising agency. The activities performed include concept testing, product testing, package testing, advertising testing, test market research, and new-product research.

Marketing researchers gather and analyze data relating to specific problems. A researcher may be involved in one or several stages of research depending on the size of the project, the organization of the research unit, and the researcher’s experience. Marketing research trainees in large organizations usually perform a considerable amount of clerical work, such as compiling secondary data from the firm’s accounting and sales records and from periodicals, government publications, syndicated data services, the Internet, and unpublished sources. A junior analyst may edit and code questionnaires or tabulate survey results. Trainees may also participate in gathering primary data through mail and telephone surveys, personal interviews, and observation. As a marketing researcher gains experience, he or she may become involved in defining problems and developing research questions; designing research procedures; and analyzing, interpreting, and reporting findings. Exceptional personnel may assume responsibility for entire research projects.

Although most employers consider a bachelor’s degree sufficient qualification for a marketing research trainee, many specialized positions require a graduate degree in business administration, statistics, or other related fields. Today, trainees are more likely to have a marketing or statistics degree than a liberal arts degree. Courses in statistics, information technology, psychology, sociology, communications, economics, and technical writing are valuable preparation for a career in marketing research.

The Bureau of Labor Statistics indicates that marketing research provides abundant employment opportunities, especially for applicants with graduate training in marketing research, statistics, economics, and the social sciences. Generally, the value of information gathered by marketing information and research systems rises as competition increases, thus expanding opportunities for prospective marketing research personnel.

The major career paths in marketing research are with independent marketing research agencies/data suppliers and marketing research departments in advertising agencies and other businesses. In a company in which marketing research plays a key role, the researcher is often a member of the marketing strategy team. Surveying or interviewing customers is the heart of the marketing research firm’s activities. A statistician selects the sample to be surveyed, analysts design the questionnaire and synthesize the gathered data into a final report, data processors tabulate the data, and the research director controls and coordinates all these activities so each project is completed to the client’s satisfaction.

Salaries in marketing research depend on the type, size, and location of the firm, as well as the nature of the position. Overall, salaries of marketing researchers have increased slightly during the last few years. However, the specific position within the marketing research field determines the degree of fluctuation. Generally, starting salaries are somewhat higher and promotions somewhat slower than in other occupations requiring similar training. The typical salary for a market analyst is $44,000 to $70,000; a marketing research director can earn $95,000 to $300,000.

Sales

Millions of people earn a living through personal selling. Personal selling is described as paid personal communication that attempts to inform customers and persuade them to purchase products in an exchange situation. Although this definition describes the general nature of
sales positions, individual selling jobs vary enormously with respect to the types of businesses and products involved, the educational background and skills required, and the specific activities sales personnel perform. Because the work is so varied, it offers numerous career opportunities for people with a wide range of qualifications, interests, and goals. The two types of career opportunities we discuss relate to business-to-business sales.

Sales Positions in Wholesaling

Wholesalers buy products intended for resale, for use in making other products, and for general business operations, and sell them directly to business markets. Wholesalers thus provide services to both retailers and producers. They can help match producers’ products to retailers’ needs and provide services that save producers time, money, and resources. Some activities a sales representative for a wholesaling firm is likely to perform include planning and negotiating transactions; assisting customers with sales, advertising, sales promotion, and publicity; facilitating transportation and storage; providing customers with inventory control and data processing assistance; establishing prices; and giving customers technical, managerial, and merchandising assistance.

The background needed by wholesale personnel depends on the nature of the product handled. A sales representative for a drug wholesaler, for example, needs extensive technical training and product knowledge, and may have a degree in chemistry, biology, or pharmacology. A wholesaler of standard office supplies, on the other hand, may find it more important that its sales staff be familiar with various brands, suppliers, and prices than have technical knowledge about the products. A person just entering the wholesaling field may begin as a sales trainee or hold a nonselling job that provides experience with inventory, prices, discounts, and the firm’s customers. A college graduate usually enters a wholesaler’s sales force directly. Competent salespeople also transfer from manufacturer and retail sales positions.

The number of sales positions in wholesaling is expected to grow about as rapidly as the average for all occupations. Earnings for wholesale personnel vary widely because commissions often make up a large proportion of their incomes.

Sales Positions in Manufacturing

A manufacturer’s sales personnel sell the firm’s products to wholesalers, retailers, and industrial buyers; thus, they perform many of the same activities as a wholesaler’s representatives. As in wholesaling, educational requirements for a sales position depend largely on the type and complexity of the products and markets. Manufacturers of nontechnical products usually hire college graduates who have a liberal arts or business degree and train them so they become knowledgeable about the firm’s products, prices, and customers. Manufacturers of highly technical products generally prefer applicants who have degrees in fields associated with the particular industry and market.

Sales positions in manufacturing are expected to increase at an average rate. Manufacturers’ sales personnel are well compensated and earn above-average salaries; most are paid a combination of salary and commission. Commissions vary according to the salesperson’s efforts, abilities, and sales territory, as well as the type of products sold. Annual salary and/or commission for sales positions range from about $31,000 to $118,000 for a general sales manager and about $21,000 to $78,000 for a field salesperson.11

Industrial Buying

Industrial buyers, or purchasing agents, are responsible for maintaining an adequate supply of the goods and services an organization requires for its operations. In general, industrial buyers purchase all items needed for direct use in producing other products and for use in day-to-day operations. Industrial buyers in large firms often specialize in purchasing a single, specific class of products—for example, all petroleum-based lubricants. In smaller organizations,
buyers may be responsible for many different categories of purchases, including raw materials, component parts, office supplies, and operating services.

An industrial buyer’s main job is to select suppliers that offer the best quality, service, and price. When the products to be purchased are standardized, buyers may base their purchasing decisions on suppliers’ descriptions of their offerings online and in catalogs and trade journals. Buyers who purchase highly homogeneous products often meet with salespeople to examine samples and observe demonstrations. Sometimes buyers must inspect the actual product before purchasing it; in other cases, they invite suppliers to bid on large orders. Buyers who purchase equipment made to specifications often deal directly with manufacturers. After choosing a supplier and placing an order, an industrial buyer usually must trace the shipment to ensure on-time delivery. Sometimes the buyer is also responsible for receiving and inspecting an order and authorizing payment to the shipper.

Training requirements for a career in industrial buying relate to the needs of the firm and the types of products purchased. A manufacturer of heavy machinery may prefer an applicant who has a background in engineering. A service company, on the other hand, may recruit liberal arts majors. Although not generally required, a college degree is becoming increasingly important for industrial buyers who wish to advance to management positions.

Employment prospects for industrial buyers are expected to increase faster than average. Opportunities will be excellent for individuals with master’s degrees in business administration or bachelor’s degrees in engineering, science, or business administration. Companies that manufacture heavy equipment, computer equipment, and communications equipment will need buyers with technical backgrounds.

### Public Relations

Public relations encompasses a broad set of communication activities designed to create and maintain favorable relationships between an organization and its stakeholders—customers, employees, stockholders, government officials, and society in general. Public relations specialists help clients create the image, issue, or message they wish to present and communicate it to the appropriate audience. According to the Public Relations Society of America, about 120,000 people work in public relations in the United States. Half the billings of the nation’s 4,000 public relations agencies and firms come from Chicago and New York. The highest starting salaries are also found there. Communication is basic to all public relations programs. To communicate effectively, public relations practitioners must first gather data about the firm’s stakeholders to assess their needs, identify problems, formulate recommendations, implement new plans, and evaluate current activities.

Public relations personnel disseminate large amounts of information to the organization’s stakeholders. Written communication is the most versatile tool of public relations; thus, good writing skills are essential. Public relations practitioners must be adept at writing for a variety of media and audiences. It is not unusual for a person in public relations to prepare reports, news releases, speeches, broadcast scripts, technical manuals, employee publications, shareholder reports, and other communications aimed at both organizational personnel and external groups. In addition, a public relations practitioner needs a thorough knowledge of the production techniques used in preparing various communications. Public relations personnel also establish distribution channels for the organization’s publicity. They must have a thorough understanding of the various media, their areas of specialization, the characteristics of their target audiences, and their policies regarding publicity. Anyone who hopes to succeed in public relations must develop close working relationships with numerous media personnel to enlist their interest in disseminating clients’ communications.

A college education combined with writing or media-related experience is the best preparation for a career in public relations. Most beginners have a college degree in journalism, communications, or public relations, but some employers prefer a business background. Courses in journalism, business administration, marketing, creative writing, psychology, sociology, political science, economics, advertising, English, and public speaking are recommended. Some employers ask applicants to present a portfolio of published articles, scripts written...
for television or radio programs, slide presentations, and other work samples. Other agencies require written tests that include such tasks as writing sample press releases. Manufacturing firms, public utilities, transportation and insurance companies, and trade and professional associations are the largest employers of public relations personnel. In addition, sizable numbers of public relations personnel work for health-related organizations, government agencies, educational institutions, museums, and religious and service groups.

Although some larger companies provide extensive formal training for new personnel, most new public relations employees learn on the job. Beginners usually perform routine tasks like maintaining files about company activities and searching secondary data sources for information to be used in publicity materials. More experienced employees write press releases, speeches, and articles, and help plan public relations campaigns.

Employment opportunities in public relations are expected to increase faster than the average for all occupations. One caveat is in order, however: competition for beginning jobs is keen. The prospects are best for applicants who have solid academic preparation and some media experience. Abilities that differentiate candidates, such as an understanding of information technology, are becoming increasingly important. Public relations account executives earn about $30,000 to $53,000. Public relations agency managers earn about $35,000 to $91,000. 

Distribution Management

A distribution manager arranges for transportation of goods within firms and through marketing channels. Transportation is an essential distribution activity that permits a firm to create time and place utility for its products. It is the distribution manager’s job to analyze various transportation modes and select the combination that minimizes cost and transit time while providing acceptable levels of reliability, capability, accessibility, and security.

To accomplish this task, a distribution manager performs many activities. First, the individual must choose one, or a combination of more than one, from the five major modes of transportation available: railroads, trucks, waterways, airways, and pipelines. The distribution manager must then select the specific routes the goods will travel and the particular carriers to be used, weighing such factors as freight classifications and regulations, freight charges, time schedules, shipment sizes, and loss and damage ratios. In addition, this person may be responsible for preparing shipping documents, tracing shipments, handling loss and damage claims, keeping records of freight rates, and monitoring changes in government regulations and transportation technology.

Distribution management employs relatively few people and is expected to grow about as fast as the average for all occupations in the near future. Manufacturing firms are the largest employers of distribution managers, although some distribution managers work for wholesalers, retail stores, and consulting firms. Salaries of experienced distribution managers vary but generally are much higher than the average for all nonsupervisory personnel. Entry-level positions are diverse, ranging from inventory control and traffic scheduling to operations or distribution management. Inventory management is an area of great opportunity because of increasing global competition. While salaries in the distribution field vary depending on the position and information technology skill requirements, entry salaries start at about $46,000.

Most employers of distribution managers prefer to hire graduates of technical programs or people who have completed courses in transportation, logistics, distribution management, economics, statistics, computer science, management, marketing, and commercial law. A successful distribution manager is adept at handling technical data and is able to interpret and communicate highly technical information.

Product Management

The product manager occupies a staff position and is responsible for the success or failure of a product line. Product managers coordinate most of the activities required to market a product. However, because they hold a staff position, they have relatively little actual authority over marketing personnel. Nevertheless, they take on a large amount of responsibility and typically
are paid quite well relative to other marketing employees. Being a product manager can be rewarding both financially and psychologically, but it can also be frustrating because of the disparity between responsibility and authority.

A product manager should have a general knowledge of advertising, transportation modes, inventory control, selling and sales management, sales promotion, marketing research, packaging, pricing, and warehousing. The individual must be knowledgeable enough to communicate effectively with personnel in these functional areas and help assess alternatives when major decisions are being made.

Product managers usually need college training in an area of business administration. A master’s degree is helpful, although a person usually does not become a product manager directly out of school. Frequently, several years of selling and sales management experience are prerequisites for a product management position, which is often a major step in the career path of top-level marketing executives. Product managers can earn $60,000 to $120,000, while an assistant product manager starts at about $40,000.

Advertising

Advertising pervades our daily lives. Business and nonbusiness organizations use advertising in many ways and for many reasons. Advertising clearly needs individuals with diverse skills to fill a variety of jobs. Creativity, imagination, artistic talent, and expertise in expression and persuasion are important for copywriters, artists, and account executives. Sales and managerial abilities are vital to the success of advertising managers, media buyers, and production managers. Research directors must have a solid understanding of research techniques and human behavior. A related occupation is an advertising salesperson, who sells newspaper, television, radio, or magazine advertising to advertisers.

Advertising professionals disagree on the most beneficial educational background for a career in advertising. Most employers prefer college graduates. Some employers seek individuals with degrees in advertising, journalism, or business; others prefer graduates with broad liberal arts backgrounds. Still other employers rank relevant work experience above educational background.

“Advertisers look for generalists,” says a staff executive of the American Association of Advertising Agencies. “Thus, there are just as many economics or general liberal arts majors as MBAs.” Common entry-level positions in an advertising agency are found in the traffic department, account service (account coordinator), or the media department (media assistant). Starting salaries in these positions are often quite low, but to gain experience in the advertising industry, employees must work their way up in the system. Assistant account executives start at $35,000, while a typical account executive earns $40,000 to $75,000. Copywriters earn $40,000 to $60,000 a year.

A variety of organizations employ advertising personnel. Although advertising agencies are perhaps the most visible and glamorous employers, many manufacturing firms, retail stores, banks, utility companies, and professional and trade associations maintain advertising departments. Advertising jobs are also available with television and radio stations, newspapers, and magazines. Other businesses that employ advertising personnel include printers, art studios, letter shops, and package design firms. Specific advertising jobs include advertising manager, account executive, research director, copywriter, media specialist, and production manager. In general, advertising employees tend to be younger than the average worker in the United States.

Retail Management

Although a career in retailing may begin in sales, there is more to retailing than simply selling. Many retail personnel occupy management positions. Besides managing the sales force, they focus on selecting and ordering merchandise, promotional activities, inventory control, customer credit operations, accounting, personnel, and store security.
Organization of retail stores varies. In many large department stores, retail management personnel rarely engage in actual selling to customers; these duties are performed by retail salespeople. Other types of retail organizations may require management personnel to perform selling activities from time to time.

Large retail stores offer a variety of management positions, including assistant buyers, buyers, department managers, section managers, store managers, division managers, regional managers, and vice president of merchandising. The following list describes the general duties of four of these positions; the precise nature of their duties may vary from one retail organization to another.

A section manager coordinates inventory and promotions and interacts with buyers, salespeople, and ultimate consumers. The manager performs merchandising, labor relations, and managerial activities, and usually works more than a 40-hour workweek.

The buyer’s task is more focused. This fast-paced occupation involves much travel and pressure, and the need to be open-minded with respect to new, potentially successful items.

The regional manager coordinates the activities of several stores within a given area, usually monitoring and supporting sales, promotions, and general procedures.

The vice president of merchandising has a broad scope of managerial responsibility and reports to the organization’s president.

Most retail organizations hire college graduates, put them through management training programs, and then place them directly in management positions. They frequently hire candidates with backgrounds in liberal arts or business administration. Sales positions and retail management positions offer the greatest employment opportunities for marketing students.

Retail management positions can be exciting and challenging. Competent, ambitious individuals often assume a great deal of responsibility very quickly and advance rapidly. However, a retail manager’s job is physically demanding and sometimes entails long working hours. In addition, managers employed by large chain stores may be required to move frequently during their early years with the company. Nonetheless, positions in retail management often offer the chance to excel and gain promotion. Growth in retailing, which is expected to accompany the growth in population, is likely to create substantial opportunities during the next 10 years. While a trainee may start in the $26,000 to $54,000 range, a store manager can earn from $27,000 to $65,000 depending on the size of the store.¹⁶

**Direct Marketing**

One of the more dynamic areas in marketing is direct marketing, in which the seller uses one or more direct media (telephone, online, mail, print, or television) to solicit a response. The telephone is a major vehicle for selling many consumer products. Telemarketing is direct selling to customers using a variety of technological improvements in telecommunications. Direct-mail catalogs appeal to such market segments as working women and people who find going to retail stores difficult or inconvenient. Newspapers and magazines offer great opportunity, particularly in special market segments. *Golf Digest*, for instance, is obviously a good medium for selling golfing equipment. Cable television provides many opportunities for selling directly to consumers. Home shopping channels, for instance, have been very successful. The Internet offers numerous direct marketing opportunities.

The most important asset in direct marketing is experience. Employers often look to other industries to locate experienced professionals. This preference means that if you can get an entry-level position in direct marketing, you will have an advantage in developing a career.

Jobs in direct marketing include buyers, such as department store buyers, who select goods for catalog, telephone, or direct-mail sales. Catalog managers develop marketing strategies for each new catalog that goes into the mail. Research/mail list management involves developing lists of products that will sell in direct marketing and lists of names of consumers who are likely to respond to a direct-mail effort. Order fulfillment managers direct the shipment of products once they are sold. The effectiveness of direct marketing is enhanced by periodic
analysis of advertising and communications at all phases of contact with the consumer. Direct marketing involves all aspects of marketing decision making. Most positions in direct marketing involve planning and market analysis. Some direct marketing jobs involve the use of databases that include customer information, sales history, and other tracking data. A database manager might receive a salary of $33,000 to $101,000. A telemarketing director in business-to-business sales could receive a salary of about $35,000.

NOTES


4Ibid.


15Ibid.