

# Using Marketing to Find the Job You Want

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A few simple marketing concepts, well understood and well applied, can help you to differentiate yourself, find the job you want, and achieve your career and/or commercial goals. In this document, we offer you a straightforward process to help you begin the task of putting together your personal marketing plan. The process we propose to you includes the following five steps:

1. Conduct a thorough situation analysis;
2. Set your personal career goals and marketing objectives;
3. Decide on a target marketing approach;
4. Define your marketing mix: product, price, place, promotion objectives and strategies;
5. Implement your plan and monitor your progress.

Dealing with these questions may appear daunting but getting the answers to them may be easier than you think. And the results are well worth the effort. Here are some information sources and information gathering techniques that can help you in your quest for answers.

- Local, national and international government agencies
- Support organizations such as YES Montreal ([www.yesmontreal.ca](http://www.yesmontreal.ca))
- Local business associations
- Industry and professional associations
- Local and national media outlets such as newspapers, magazines and television stations
- Business and trade publications such as Fortune, Forbes, Advertising Age, Marketing Magazine and Profit, Fast Company, Business 2.0
- Telephone directories such as the Yellow Pages. A fine student previously enrolled in our online Marketing Yourself course wanted to get an estimate of the size of the market for portrait painters since she was interested in portrait painting as a career option. She did a search in the Montreal Yellow Pages for 'Portrait Painters' and telephoned all six who were listed. Based on the answers to the questions she asked them about the number of paintings they sold and the prices they charged, she concluded that the market was indeed large enough to support her entry into it. Moreover, she also got a good indication of the pricing structure in that field and who her major competitors would be.
- Formal and informal surveys with potential employers and customers
- People you know and people who know people you know. Ask friends, relatives, former employers, teachers and schoolmates for information about the industry or market that you're interested in. If these people can't provide you with answers, it's almost certain that one or more of them knows someone who can help you. Talking about your ideas, dreams and ambitions is a good way to get the word out. You'd be surprised where help might come from as a result of doing this.

The marketing planning process can be broken down into the following questions, the answers to which comprise the plan itself.

- **Where am I?** The answer is your situation analysis.
- **Where Do I Want to be?** The answers are your goals and objectives.
- **How Do I Get There?** Your answers make up your strategies, tactics and implementation.
- **Am I Getting There?** The answer to this question comes from the diagnosis that you conducted as p of your control.
- **Where Am I Now?** Now that your plan has been implemented and you've evaluated your progress, where are you now? What do you think the next question is? If you answered 'Where am I?' you're absolutely right and with that the next cycle of your planning process has begun.

## STEP 1: Conduct Your Situation Analysis

A thorough situation analysis is essential to minimize potential failure and maximize potential success of marketing planning. That's why gathering information and research about the marketing situation and then performing an analysis of this situation are the first steps in creating a marketing plan.

The fundamental reason for conducting a situation analysis is to acquire a "big picture" understanding of the marketing environment that you will be competing in. By understanding your markets and customers, you'll ultimately be able to align the elements of your marketing mix (the "four Ps") to better serve your customers and thus develop an advantage over your competitors.

A complete situation analysis typically has five parts: 1) Market and industry analysis; 2) Environmental analysis; 3) Competitive analysis; 4) Consumer analysis; and 5) SWOT analysis. Following is a brief explanation of each one.

### 1. Market and Industry Analysis

- What market and industry will you be competing in (e.g., television, film, design, animation, gaming, live theatre, family entertainment, recorded music, home decoration etc.)?
- Approximately, what have sales levels been in this industry or market for the past three years and what are they likely to be five years from now?
- What factors drive the demand and prices in that industry? In many sectors and industries, the number of employees, entrepreneurs, professionals and artists and the supply of their works far exceed demand. What is the structure of the industry in your field – many producers/few customers, many producers/many customers, few producers/many customers, few producers/few customers? Will your product be sold through intermediaries such as galleries, theatres, stores or clubs? How many of these are there? What might motivate them to distribute your product?
- Identify and briefly describe the relevant **macro-economic factors and trends** which will affect the number and types of opportunities in the career path that you have chosen. How might factors like consumer confidence, unemployment and economic uncertainty influence demand for your product and the number of competitors?
- Describe the **competitive forces** in your chosen industry: How significant is the threat of new entrants? How would you assess the power of suppliers? Of buyers? What is the threat of substitution? What relationships and rivalry exist between competitors?
- What are the particular **regions** – countries, provinces, states, cities – where the markets are strong and promising? Be as detailed and precise as possible.

## 2. Environmental Analysis

Identify the key factors in each of the following that will affect the performance of the industry, market or field that you plan to enter.

- *Demographic and Socio-Cultural Environments*: how is the population changing and how might these changes influence your future success? How might you use the values and beliefs currently shaping the socio-cultural environment to your advantage? How might those evolve in the near future?
- *Economic Environment*. How is the economy doing in your chosen geographical market? In difficult economic times, consumers tend to limit spending on some categories of products deemed unnecessary but yet may still be convinced to indulge. How might the economic environment influence your marketing efforts?
- *Technological Environment*. What role will technology play in your career? How might foreseeable changes in technology influence your marketing efforts?
- *Political and Legal Environments*. How might laws and political decisions (at all levels of government) influence your marketing efforts?

## 3. Competitive Analysis

- Against whom will you be competing to get jobs, commissions and sales? Competition may not only come from other people in your immediate field. Think broadly: if clients don't purchase from you, what else might they purchase? Be as complete and thorough as possible.
- Identify your direct competitors (in your immediate field) and describe them in terms of their strengths relative to yours. What are your competitors' skills, personality characteristics and network memberships? Identify and describe your competitors' product quality, pricing, promotion and distribution activities. Do the same for your indirect competitors.
- How is your product perceived by potential customers and employers relative to your competitors' products?

## 4. Customer Analysis

Describe **customer behaviour** in your market. How do your potential customers or clients or employers go about buying the type of product or service you will be selling or hiring employees for the jobs you're interested in? Note: clients here may be producers, gallery owners, theatre operators, museum curators, etc. When and where do they buy? What benefits do they seek? What is the decision-making process that your prime prospects go through when it comes to buying your product? What magazines do they read? What sources do they consult when making decisions? What factors (e.g., budgeting) influence their timing and their spending habits?

## 5. SWOT Analysis

- Which **strengths** do you possess that will make you and your work or talent attractive to potential clients in your selected market?
- Which **weaknesses** will you need to address as you move to the next step of setting your personal marketing objectives?
- What are the key **opportunities** that you should explore as they relate to the field(s) in which you would like to work?
- What **threats** do you need to be aware of and address prior to establishing your objectives?

## STEP 2: Set Your Career Goals & Marketing Objectives

Here is a user-friendly template to help you set your career goals. As you go through the goal-setting process, you may want to have your situation analysis nearby, including your SWOT analysis.

<p>My most important <b>values</b> are:          -one way to answer this question is to think about what makes you tick... when you get boiling mad or exuberantly happy, what causes that and what values lie under such behavioural demonstrations of your feelings?</p>	
<p>My most important <b>needs</b> are:          Examples: "I need to have financial security at all times." "I need to feel happy to be alive and go to work every morning." "I need to feel that my work is appreciated and valued." "I need to surround myself with trustworthy people." Independence? Security? Belonging to and working in groups?</p>	
<p><b>MY GOALS</b></p> <ol style="list-style-type: none"> <li>1. Within three years from now (or after graduating), where would you like to be in terms of your career progression? (You may want to use a five-year outlook if you believe that is warranted or useful.)</li> <li>2. Within twelve months from now (or after graduating), what type of work would you like to be doing in the area(s) that you have identified as being attractive to you?</li> <li>3. What level of income would you like or need to earn immediately upon graduation? In the twelve months after graduation? How much would you like to earn within three years? Make sure to research salaries in your field, given your level of education and experience (visit <a href="http://www.mysalary.com">http://www.mysalary.com</a>).</li> <li>4. In which countries, provinces, states or cities do you want to work? Make sure to identify the areas that are relevant to your chosen field and situation analysis.</li> <li>5. If you have any uncertainties about Questions 1 to 4, how can you clear these up? Make sure to address this question if you feel that you did not or cannot answer any of the previous four questions above.</li> </ol>	
<p><b>Ideally, my goals should be:</b></p> <p>Actionable: Can I map the steps to achieve them? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Bounded: Can I measure my progress with a clear time horizon? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Compelling: Will these goals get me charged up and out of bed in the morning? <input type="checkbox"/> Yes <input type="checkbox"/> No</p>	
<p><b>Main Barriers:</b> What might stand in the way of achieving my career goals?</p> <ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol>	
<p>MY marketing objectives will be stated in terms of</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> sales of my product (if you're producing one)</li> <li><input type="checkbox"/> securing a job in my chosen field</li> <li><input type="checkbox"/> total value or revenue generated by the sales of my product</li> <li><input type="checkbox"/> notoriety and reputation I achieve within and outside my immediate field</li> <li><input type="checkbox"/> other:</li> </ul>	
<p>Are my marketing objectives:</p> <p>Consistent with my career goal? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Consistent with my values? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Consistent with my strengths? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Realistic? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Challenging? <input type="checkbox"/> Yes <input type="checkbox"/> No</p>	<p>Important to me? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Adaptable? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Time-defined? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Measurable? <input type="checkbox"/> Yes <input type="checkbox"/> No</p>

Ideally, you should have checked all of the Yes boxes.

## STEP 3: Develop Your Personal Target Marketing Approach

Successful companies and individuals typically expand their customer bases to include new customers and make choices that steer them towards success involving their products, promotions, prices, places or some combination of these. Target marketing is nothing more than selecting segment(s) of customers that you will decide to target and developing a marketing mix (a combination of product, price, promotion and place) that will satisfy the needs of your chosen target segments. A target market segment consists of a set of buyers who share common needs or characteristics that the company or individual decides to serve. Let's break this down in manageable steps.

### I. Market Segmentation

Attempt to divide the market based on one or a combination of the variables in the table below. List up to four possible segments and attempt to describe them thoroughly. (If you feel it's necessary, you can investigate more than four segments). Give each segment an evocative nickname that captures, in your mind, its key characteristics. What patterns can you see?

	<b>Segment 1</b>	<b>Segment 2</b>	<b>Segment 3</b>	<b>Segment 4</b>
Nickname:				
<b>Geo-Demographics</b> (e.g., age, income, marital status, family composition, type of residence, location of residence, etc.)				
<b>Psychographics</b> (What is each segment's lifestyle? Hobbies? Favourite sports? What do they do on weekends? etc.)				
<b>Media Preferences</b> (Where does each segment get its news, entertainment?)				
<b>Purchase Behavior</b> (e.g., frequency of purchase, amount typically spent on similar products, timing of purchase, etc., hiring practices)				
<b>Benefits Sought</b> (what is the desired consequence of buying/owning your product or hiring you for each segment? <i>Why</i> are they buying?)				
<b>Decision process</b> (where is the customer or employer in the decision process? Who (e.g., husband v wife) plays what role in the decision process?)				

## **II. Selecting Market Segments to Serve**

Now, evaluate each segment you described in the preceding table. After evaluating how meaningful, measurable and marketable each segment might be, attempt to evaluate its overall desirability and from that identify which one(s) appear preferable for you to target. Here you need to be opportunistic and objective, leave feelings aside and attempt to focus on the opportunity that each segment offers you to achieve your career goals.

	<b>Segment 1</b>	<b>Segment 2</b>	<b>Segment 3</b>	<b>Segment 4</b>
Nickname:				
Meaningful: can the segment generate interesting sales?	Short term? Long term?	Short term? Long term?	Short term? Long term?	Short term? Long term?
Measurable: can you readily obtain more data on this segment if needed?	<input type="checkbox"/> Yes <input type="checkbox"/> No			
Marketable: can you reach this segment? Give some thoughts as to how.	<input type="checkbox"/> Yes <input type="checkbox"/> No			
How desirable: will this segment allow me to reach my goals?	0 = not at all 10 = extremely good opportunity for me	0 = not at all 10 = extremely good opportunity for me	0 = not at all 10 = extremely good opportunity for me	0 = not at all 10 = extremely good opportunity for me

Based on your analysis so far, identify the segments that provide you with the best opportunity to reach your marketing objectives.

## **III. Targeting strategy**

Which approach will you use to reach the segments you've identified as more desirable?

- Undifferentiated marketing: the same offer for all chosen segments
- Differentiated marketing: a different offer for each segment
- Concentrated marketing: focus on a narrow sub-market (e.g., cleaning services for large corporate offices)
- Individualized Marketing: offers tailored to individual customers

## **IV. Positioning**

Drawing upon your situation analysis (particularly your competitive analysis and SWOT analysis), you should define how you want each segment to think about your product or yourself. What mindspace do you want to occupy in the heads of your target customers or employers? Here is a list of possible bases on which to position yourself. Keep in mind that they are not mutually exclusive.

- Attributes: focusing your clients' attention on the features of your product and how it's made.
- Benefits: emphasize the functional consequences of the product and/or the positive feelings it procures.
- Price: as L'Oreal hair product claims: *I'Oreal might cost a little more but I'm worth it?*
- Quality: teaching your clients what quality is and how to recognize it in your product.
- User: associate your product with a specific client-type (e.g., teenagers; corporate clients, etc.)
- Usage or application: when do you want your clients to buy or use your product? For instance, as gifts, as a break from routine, as a means to express their individuality.
- Competitor: position yourself and your product against your direct or immediate competitor. The competitor may not be in the same industry or field.

## STEP 4: Define your marketing mix

Now comes perhaps the trickiest part of all: to spell out objectives, strategies and specific tactics for each element of your marketing mix. In the marketing arena, the *marketing mix* is a key concept and it includes the four areas that fall under a marketer's control, namely product, price, promotion and place. It is also known as the Four Ps. Strategy refers to how individuals or organizations plan to achieve their marketing objectives; tactics are the concrete and precise actions you will take to carry out these strategies. The difference and relationship between strategy and tactics is well conveyed in this insightful quote by Sun Tzu, the 6<sup>th</sup> century author of *The Art of War*:

*“Strategy without tactics is the slowest route to victory.  
Tactics without strategy is the noise before defeat.”*

Here are some questions to guide you when **setting your marketing mix objectives.**

<b>Product</b>	<b>Price</b>	<b>Place</b>	<b>Promotion</b>
<ul style="list-style-type: none"> <li>• What is your basic product? What are you selling?</li> <li>• What is your augmented product? What can you add to your core product to differentiate yourself and your ?</li> <li>• What key quality dimensions will my customers use to evaluate my product?</li> <li>• What do I want my product to be known and remembered as?</li> <li>• What skills and talents will I need to attain my marketing objectives?</li> </ul>	<ul style="list-style-type: none"> <li>• How much you would like to be earning within the next year? within the next three to five years?</li> </ul>	<ul style="list-style-type: none"> <li>• Where, geographically speaking, would you like to work upon graduation? in the next three to five years?</li> <li>• In what type of environment (e.g., organizational culture) would you like to be?</li> <li>• How will your place strategy contribute to or enhance other elements of your marketing mix?</li> <li>• What will be your distribution objectives? To be widely available? Available through a few select boutiques or points of sales? Through internet?</li> </ul>	<p>Typical objectives include creating:</p> <ul style="list-style-type: none"> <li>• Awareness: make potential clients aware of your existence.</li> <li>• Knowledge: teach potential clients something about your and/or how it's made.</li> <li>• liking and preference: create a desire for your , make potential clients prefer it over alternatives.</li> <li>• Trial: allow potential clients to sample or try your .</li> <li>• Purchase: get your potential clients to actually purchase your .</li> <li>• Loyalty: get your clients to spread positive word of mouth about your , recommend you to friends, return and buy more from you.</li> </ul>

Here are some questions to guide you when **setting your marketing mix strategies.**

Product	Price	Place	Promotion
<ul style="list-style-type: none"> <li>• How will I acquire those skills and talents?</li> <li>• What will be MY brand identity? What will my brand stand for?</li> <li>• What role will I reserve in my product strategy to routinely improve it and to managing relationships with my customers, before, during and after the sale?</li> </ul>	<ul style="list-style-type: none"> <li>• How should you price your product now to give you the best chance to reach your objectives?               <ul style="list-style-type: none"> <li>○ Above market?</li> <li>○ At market?</li> <li>○ Below market?</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Would studying or working abroad, for example, help you attain your place objectives?</li> <li>• How many outlets or places will carry your product? Where will they be located? How will you select them?</li> <li>• What intermediaries will you use, if any? Will you sell directly to interested clients or go through other channels?</li> </ul>	<ul style="list-style-type: none"> <li>• What are your specific, quantified goals for each promotion tool?</li> <li>• Which promotion tools—public relations, direct marketing, advertising, personal selling, sales promotion, word-of-mouth, and the Internet—will you employ?</li> <li>• What role will networking play in your strategy?</li> </ul>

Here are some questions to guide you when **setting your marketing mix tactics.**

Product	Price	Place	Promotion
<ul style="list-style-type: none"> <li>• What specific activities will enable me to put my strategy into action?</li> <li>• When will I perform those activities?</li> </ul>	<ul style="list-style-type: none"> <li>• How will you convince your target market that you are worth the price or salary that you're asking?</li> <li>• How, specifically, will you communicate your price to customers?</li> </ul>	<ul style="list-style-type: none"> <li>• If studying abroad to improve your product or yourself is p of your strategy, what will you do to make sure this happens? When will you do it?</li> <li>• If your strategy calls for having your product shown in specific galleries, how will you go about doing this?</li> <li>• If your strategy calls for getting distribution through a number of retailers, how will you get them to carry and display your product?</li> </ul>	<ul style="list-style-type: none"> <li>• What specific promotion activities will you use, when, and at what cost?</li> <li>• E.g.: mail out 3000 flyers using Canada Post's AdMail Advisor and Direct Mail services.</li> </ul>

## **STEP 5: Implement your plan and monitor your progress.**

Implementation consists of precisely mapping out how you'll be putting your tactics into action, when you'll be doing this and then, to paraphrase that famous Nike slogan, 'just doing it'.

Then, and this is often a step whose importance is too often undervalued, you need to control or monitor your progress. If life were perfect, the implementation of the tactics that you identified in your marketing plan would result in the attainment of all of the goals and objectives that you had established. But life is far from perfect and it's more than likely that your plan will need to be adapted to the ever-changing and unexpected realities that you'll encounter as time goes on. This is where control comes in. At the control stage, you ask and answer the following questions:

- Am I on track to achieve what I set out to achieve?
- If I get off track, what went wrong?
- Why did it go wrong?
- What do I have to do to get back on track?

Monitoring your progress will most likely lead you to revisit each section of your marketing plan and ask yourself the following questions:

- Are my analyses still valid? If they're not, you should revise them.
- Have there been any changes in my personal situation or in my chosen field that need to be addressed? If so, determine if these will require modifications to your analyses and make any necessary changes.
- Do I still agree with the conclusions that I came to and documented as a result of my analyses? If not, change them.
- Are the goals and objectives that I have set still the ones that I want and need to achieve? If not, modify them.
- Have I identified one or more target markets whose needs I can satisfy with the resources I currently possess or will possess when I put my marketing plan into action? If not, you need to do this.
- Will my marketing mix give me the best shot at attaining my goals and objectives? Review the product, price, place and promotion strategies and tactics that you've developed and make any adjustments that you believe are necessary.

The frequency with which you revise or redo your marketing plan depends on your plan's performance as well as changes in your circumstances and yourself. And since change will be a major force in shaping your future and how you respond to it, we recommend that you review your plan no less than every ninety days. (The first Mondays of January, April, July and October are easy-to-remember times for you regular review.) Update your plan as often as you judge necessary. Some plans may continue to be appropriate and effective for years; others for months. When you've finished reading this book and completed all of the recommended planning steps, you'll have created a comprehensive marketing plan which should act as a guide for the short and medium terms and a foundation to build on for the long term. You'll have invested your precious time, energy, intelligence and emotion in preparing your personal marketing plan. Make this investment work for you for the rest of your life.

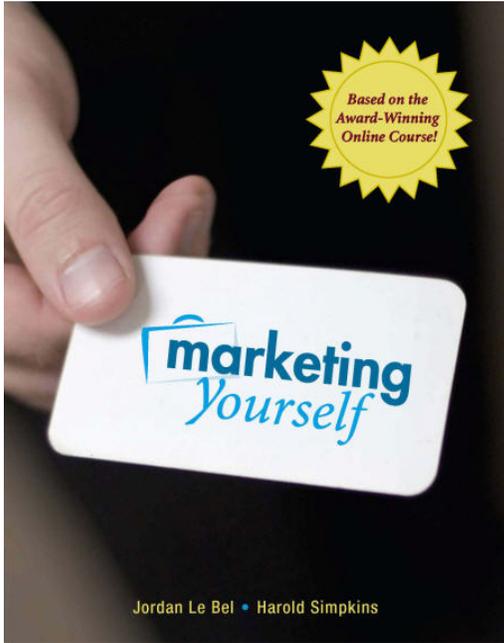
To put this in concrete terms, here is an example of a possible promotion objective, followed through to the control phase for an artist.

<b>MY goal</b>	To have a career as a solo alternative music guitarist and singer.
<b>MY Promotion Objective</b>	To expand the audience for my music by securing performance dates in clubs and by making it available in recorded form.
<b>MY Promotion Strategy</b>	Use public relations to create a buzz in the media and among alternative music opinion leaders. Employ the Internet to facilitate sampling of my work. Communicate to club owners that I can help increase their customer counts and revenues
<b>MY Promotion Tactics</b>	Secure interviews with local weekly entertainment newspapers as well as with college papers. Play at low or no cost at selected university events. Design an attractive, easy-to-navigate website from which a limited selection of my works can be downloaded. Use direct marketing and personal selling to get club dates.
<b>MY Implementation Steps</b>	Prepare individualized press releases for each newspaper. Contact university event organizers and choose which ones to offer my services. Hire a design student to create my website and get my tech-savvy younger brother to do the programming for it. Write and design a mailer to be sent to clubs. Prepare a contact list of club managers and telephone or visit them after the mailer has been sent out.
<b>MY Timing</b>	Finalize press releases one week before contacting newspapers. Contact organizers by March 1. Finalize website by February 15. Send out mailers by April 30. Visit or call managers by May 30.
<b>My Control Measures</b>	Finished newspaper press releases. Event organizer contact list finalized and calls made. Website design and programming completed. Mailers sent and club managers contacted.

## Sample Objectives, Strategies and Tactics

To get you thinking about your product strategy, here are some examples of strategy statements along with the objectives that lead to them and the tactics that will be employed to execute them. These examples are for illustrative purposes and are based on the perspective of an aspiring artist.

	Product	Price	Place	Promotion
<b>MY Objectives</b>	By graduation, to complete a collection of works that will appeal to the needs and tastes of my target market.	Within one year of graduation, earn at least \$15,000 from the sales of my works.	Expose 30,000 potential customers to my photographs	Expand the audience for my music by securing performance dates in clubs and by making it available in recorded form.
<b>MY Strategy</b>	Create 15 new works of different sizes and themes.	Practice psychological pricing. Establish a base price of 500\$ and sell no piece for less than that.	Place my photographs in selected upscale, locations to appeal to the type of clientele most likely to be	Use public relations to create a buzz in the media and among alternative music opinion leaders. Employ the Internet to facilitate sampling of my work. Communicate to club owners that I can help increase their customer counts and revenues
<b>MY Tactics</b>	1) Identify three themes that I am comfortable painting and that will likely resonate with my target market. 2) produce the works.	1) Augment the core product by packaging each work so as to give a perception of higher value. Use wrapping and packaging creatively to create a "wow" first impression that supports a higher price 2) Begin closing each sale with a suggested retail price with built-in room for negotiation.	1) Lend or rent my photographs to upscale bars and clubs 2) Place them in lobbies of mid-size companies with reputation for innovation 3) Showcase my work on the Internet and offer it for sale via a professionally designed website.	Prepare individualized press releases for each newspaper. Contact university event organizers and choose which ones to offer my services. Hire a design student to create my website and get my tech-savvy younger brother to do the programming for it. Write and design a mailer to be sent to clubs. Prepare a contact list of club managers and telephone or visit them after the mailer has been sent out.



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