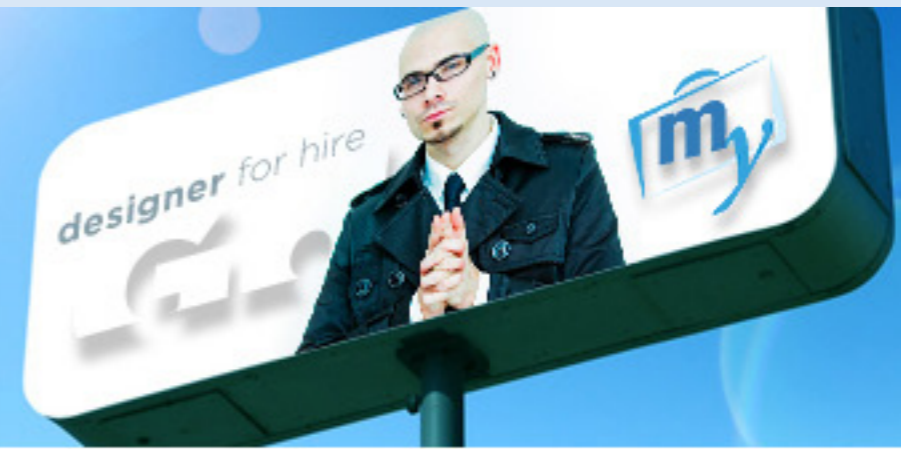


# marketing *Yourself*

Dr. Jordan LeBel & Harold Simpkins



## Module 1

### Marketing In Today's Fast Paced Environment

By the end of this module, you will...

- Possess a working definition of marketing
- Appreciate the key factors influencing marketing today
- Appreciate the key challenges facing today's marketers
- Begin to understand how marketing can apply to you and your career



SPOTLIGHT:  
SACHIN BHOLA



YOU AS AN  
ENTREPRENEUR



YOU AS A  
PROFESSIONAL



YOU AS AN  
ARTIST



YOU AS A  
JOB SEEKER



NOW  
WHAT?



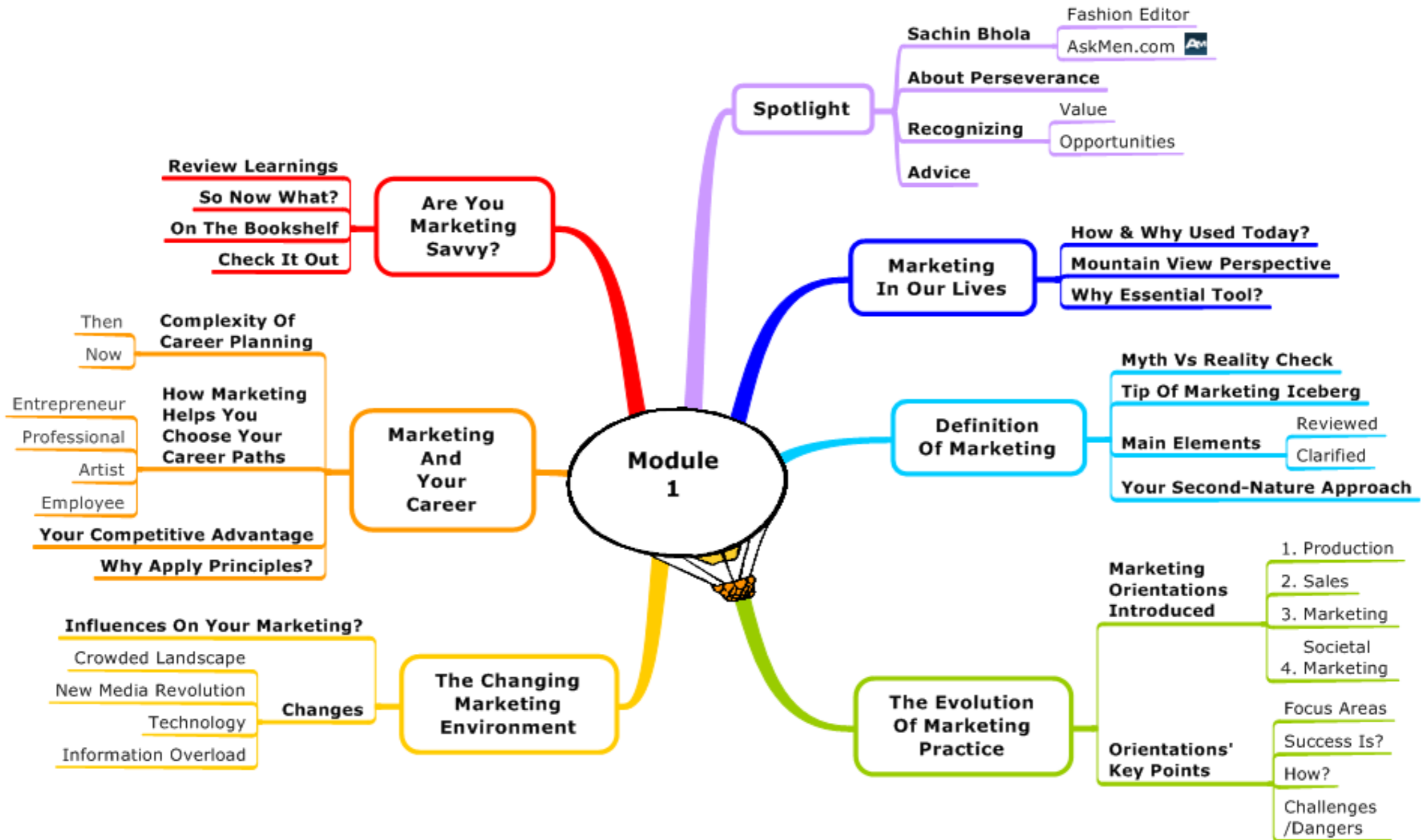
ON THE  
BOOKSHELF



CHECK IT OUT



MIND MAP



Mind Map by Britta Heintzen



**Sachin Bhola**  
Fashion Editor,  
AskMen.com

What do you do when your chosen field seems impossible to get into? You persevere and stay true to your own high standards and your belief in your self-worth—just as Sachin Bhola did.

At first, Sachin's undergraduate degree didn't seem to get him any closer to his dream job in the fashion business. Sachin had seized every opportunity available to him during his time at school, and had consistently been a top student. As a result, after graduating he was mildly shocked when his many applications for positions in the fashion and beauty industries didn't lead to any fast track job offers. But passion, perseverance and some smart moves paid off.

Sachin quickly realized that in the then-challenging economic market, one mustn't put all one's eggs in the proverbial basket. Friends of his who had done so had ended up unemployed—some for quite a long time. And so he explored various opportunities, even doing an unpaid internship, which seemed like a step backward at the time, but which ended up paying off handsomely—in non-cash dividends! That unpaid internship provided invaluable and normally hard-to-acquire hands-on experience, as well as a chance to learn about journalism. Next, to keep himself busy and in the loop, Sachin applied for work as a freelance writer with the

popular website [www.AskMen.com](http://www.AskMen.com), and was quickly signed on.

Sachin also recognized the value of specializing in a niche market, especially in a highly competitive field such as fashion. As he explains, "To say, 'I want to work in fashion' is simply meaningless and too broad. Employers look at you and think, 'You and thousands of others, so why should I hire you?' So I chose to focus on menswear, because it's easier for me to make a name for myself in a smaller market." Today, Sachin tailors both the content and promotions of [www.AskMen.com](http://www.AskMen.com)'s fashion section. His responsibilities also afford him the chance to work on other sections of the website, and thus expand his knowledge of both journalism and the industry.

Becoming a recognized authority does not happen overnight, to be sure. However, specializing in a smaller market makes it easier to explore opportunities to develop and assert one's expertise, regardless of the size of the audience. Sachin used to coordinate the college fashion shows for his fellow students, and now every year he travels to New York for Fashion Week with privileged access to all the top events. As Sachin's experience illustrates, it doesn't matter how big or small your scope—or your audience—is. But it is critical that people start associating

your name with your chosen field, topic, or issue. To further solidify his reputation and make a name for himself, Sachin considered what was unique to him. For example, his name rhymes with 'fashion'. Sachin turned what might have been a meaningless fact to the casual observer into an opportunity: he now signs a weekly branded column titled *Sachin on Fashion* on [www.AskMen.com](http://www.AskMen.com).

**We asked Sachin what advice he'd like to share with readers of M.Y. 2.0. Here are his answers:**

- 1. Get ready:** Learn more about both yourself and your chosen field, and then write a solid cover letter and a compelling résumé, print out business cards, set up a website, start a blog, get on LinkedIn, etc. This way, you'll be ready when opportunity knocks.
- 2. Get out and meet people.** Make connections and nurture them. Don't just exchange business cards; follow up with the people you meet.
- 3. Take advantage of opportunities.** Internships, part-time work, volunteering, etc. Even if you're still in school (which should be your priority), you can gain valuable experience from an entry-level position that could lead to something else more interesting or more lucrative upon graduation.

### MARKETING IN OUR LIVES

Advertising is ubiquitous. And consequently, it is difficult to imagine a domain or an industry unaffected by marketing. We've gotten accustomed to ads everywhere from bus stops to bathroom stalls. Not to mention telemarketers interrupting our dinner times, sponsored, branded events with company logos, printed or electronic flyers in our real or virtual mailboxes, and literally countless other forms of marketing communication.

Yet for all the pervasiveness and omnipresence of marketing in our lives, it is easy to overlook the fact that it is now being used with increasing sophistication in many domains not previously known for their marketing savvy. For instance, in politics, U.S. President Barack Obama is widely credited for having reached younger voters with creative use of social media platforms and new marketing approaches during his presidential campaign. Non-governmental organizations (NGOs) such as the Bill and Melinda Gates Foundation, the Clinton Global Initiative, or the Montréal-based Chagnon Foundation are actively using marketing techniques long associated with large profit-driven companies to communicate their corporate ideals and push their

agendas forward. Entire countries or regions, such as Ireland and Nova Scotia to name just two, have deployed clever marketing campaigns to entice travelers to visit and spend their leisure travel dollars there. Or consider the efforts of various non-profit organizations or causes: some try to get Canadians to eat healthier ([www.5to10aday.com](http://www.5to10aday.com)) or to stop smoking ([www.lung.ca](http://www.lung.ca)), while others protect consumers ([www.ConsumerReports.org](http://www.ConsumerReports.org)) or advance public policy ([www.cspinet.org](http://www.cspinet.org)). Every organization with a goal or an agenda—and that is pretty much all of them—is creatively using some form or other of marketing. The revolution in social networks and marketing—if there can be said to be one—is that individuals are learning the usefulness of applying time-tested marketing concepts to both market themselves and to achieve their career goals.

Marketing is now a great deal more than just a cost of doing business. It is an essential key to success. Why? Because in many industries and sectors of activity, there is a surplus of alternatives through which consumers can fulfill their needs.

To make the point, imagine yourself living three thousand years ago.

All the things you now take for granted—electricity, television, computers, your cell phone, grocery stores, movie theatres, cars and airplanes—don't exist, because they haven't been invented yet. You live in an isolated community, called Mountain View, comprised of a few hundred people, and where the houses are made of rocks and tree branches. The shelters provide adequate protection, except in

severe cold and wet weather. Your clothes are made from the hides of animals that you have captured. Just like your fellow citizens, you spend most of your time hunting, gathering, and cooking food. A good day is when you have had enough to eat; a bad day is when you go to bed hungry or sick. There are more bad days than good

ones, as there usually isn't enough food to go around. If you think that this is an unrealistic scenario, reflect for a moment that it is sadly a current reality for many people around the world today.

Then after one bad day too many, you decide to leave Mountain View. After two weeks of walking, you arrive at a community called Mountain Sights, seemingly the same size as your hometown, but there the houses are made of logs

## Why should I give you the tools and the training?

cut so that they fit almost perfectly together. Outside each house are stacks of neatly cut firewood and huge clay pots filled with more corn, beans, and onions than you've ever seen. In pens behind the houses are the biggest, healthiest-looking cattle and chickens you've ever laid eyes on. There are verdant fields with neatly planted rows of crops sprouting. In the centre of Mountain Sights is an area about the size of ten houses, and it's buzzing with trading activity. Not only are the citizens of Mountain Sights exchanging animals and crops with each other, there are people from other communities here. They're trading just about anything in exchange for what the citizens of Mountain Sights have to offer.

The key difference between these two communities is striking, and it strikes you immediately: Mountain Sights and its residents produce more than they can consume. In stark contrast to Mountain View's bare subsistence economy, Mountain Sights enjoys almost luxurious surpluses, and its citizens can trade these for goods that they need and want, but don't produce. When there are no surpluses, there is no need for marketing. Surpluses make marketing necessary. As you try to understand the origins of the abundance in Mountain Sights, you notice that its inhabitants are using tools like a hoe, plough,



### Myth

Marketing is basically advertising and selling.



### Reality Check

Marketing is all about satisfying stakeholders' needs through a mix of product, place, price, and promotion.

shovel, saw, and axe which you don't have in Mountain View. You're almost floored when you realize that work that used to take days without these tools now takes mere hours with them. Your mind races as you think about how much better off your community could be if they had these tools. So, you ask one of the farmers, Max, to give you a set and to show you how to use them. Laughing, Max asks, "Why should I give you the tools and the training? What's in it for me?" Since you have no money, you reply, "I'm smart, strong, and hardworking. If you give me the tools and show me how to use them, I'll work in your fields planting, weeding, and harvesting. I'll feed your animals and clean their pens. I'll milk your cows twice each day. I'll chop firewood and stack it for you. And I'll do all of this for 30 days." "Make it 45 days and you've got a deal," he counters. "Done," you exclaim. And voilà: you've just engaged in your first-ever act of self-marketing. Moreover, you've also realized that in a world of surpluses, marketing becomes an essential tool to differentiate yourself and achieve your objectives.

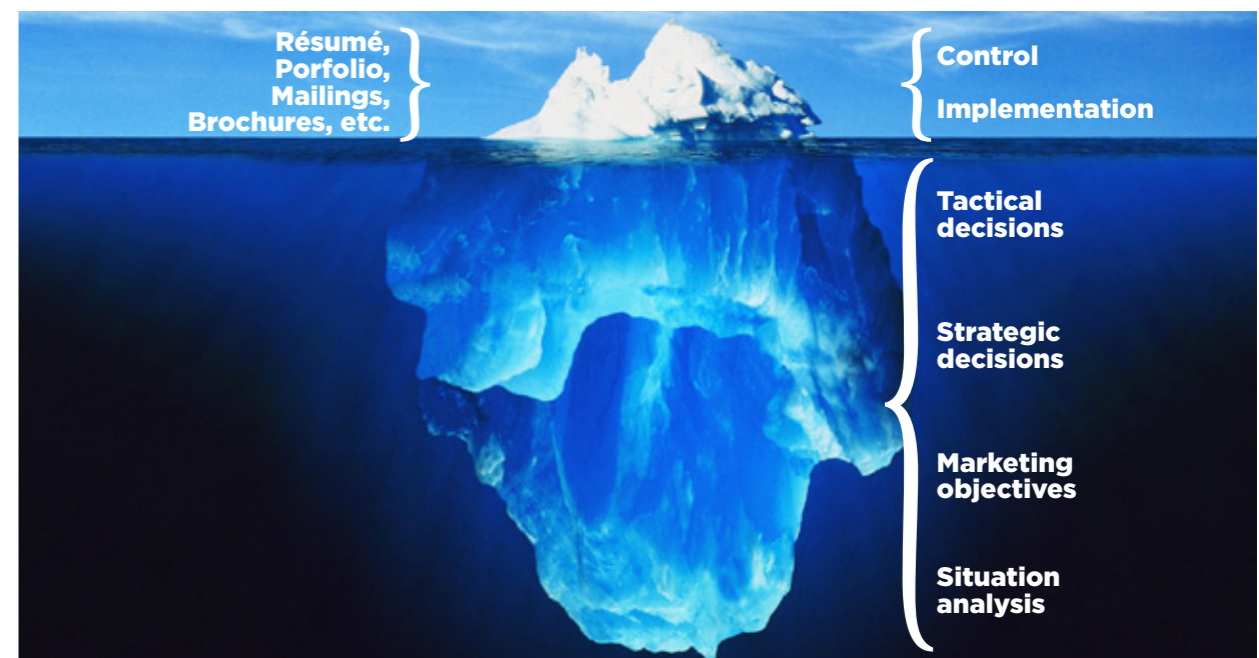
Now let's see if we can come up with a more complete and accurate working definition of marketing. Then we'll examine why and how it can (and even must!) be applied to you and your career.

### DEFINITION OF MARKETING

Many people, by virtue of the fact that they are themselves consumers and exposed to marketing, often believe they know what marketing is all about—until they are asked to define it, that is. Too often, as the popular myth above suggests, marketing is simply equated with advertising and selling. There's a good reason for that: advertising and selling are amongst the most visible and popular forms of communication used by marketers. To be sure, advertising and selling are important tools, but they're only the tip of the marketing iceberg. By the time an ad airs on television, it is the by-product of writing rooms and

focus groups and ad agencies—all processes that unfold long before the ad ever reaches the airwaves.

These steps are illustrated below the tip of the iceberg in Exhibit 1-1. To transpose this to your career, advertisements and other visible forms of marketing communications would be the equivalent of sending out your résumé, showing a portfolio of your creative works, mailing out brochures, etc. As we'll see shortly, marketing, even when applied to your personal reality, actually entails a systematic process that must precede the implementation phase. So let's examine, besides advertising and selling, what marketing is all about.



**Exhibit 1.1** Marketing and The Tip of the Iceberg

In 2008, the American Marketing Association released an updated definition of marketing<sup>1</sup>. This new definition reads:

“Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.”

### Let's review and clarify the main elements of that definition:

- **Marketing is the activity, set of institutions, and processes...:** in other words, marketing is not merely a department within a company. Nor is it a one shot-deal; something you start, finish and then move on. It's an ongoing activity. It can be carried out by many institutions, performed in house by internal marketing departments for profit or non-profit organization, or by external consultants such as advertising agencies. These institutions also include regulatory agencies that shape and dictate appropriate marketing conduct, including government regulators and professional associations.
- **...for creating, communicating, delivering, and exchanging:** every form of marketing involves an exchange. Marketing is thus concerned with all the steps and

decisions involved in producing successful exchanges. Let's examine your earlier exchange with Max from Mountain Sights. Although no money changed hands, there was still an exchange: you exchanged your labour for Max's goods (his tools) and service (the training).

- **...offerings:** these offerings may consist of goods, services, experiences, and even ideas. Even individuals may constitute an offering.
- **...that have value:** for marketing to occur, both parties must see value in the exchange. The performance of the offerings exchanged must meet both buyers' expectations. Marketers must therefore understand what, exactly, creates value in the eyes of their intended customers. In our earlier example, Max expected you to take good care of his crops and animals. You expected that his tools and training would improve the productivity of your community. For a successful exchange to occur, both parties must also derive some satisfaction: if each of you meets or exceeds these expectations, the end result is that both of you are satisfied. In a world of surpluses, allowing unsatisfactory exchanges to take place (although perhaps temporarily lucrative for one party) is usually an untenable long-term strategy: as word gets around, the dissatisfied party can move to

another alternative, or worse, spread bad word-of-mouth.

- **...for customers, clients, partners, and society at large:** this implies a stakeholder perspective, meaning, who in particular has a vested interest in any given marketing's outcome? Today, successful marketers are not merely concerned with their immediate customers. They adopt a broader perspective, one that factors in the needs and expectations of individuals and organizations that have a stake in their success. To illustrate, think for a moment about who has a stake in your success. Your clients or employer do, for sure. But your parents will want to see you do well too. As will your school, so you can become an ambassador or good representative for them. Government and society has a stake in your future success, so that you can become a productive (and tax-paying!) member of society. The same goes for companies and organizations: they meet and reconcile the needs (that are sometimes conflicting) of many stakeholders.

Now that's the official, textbook definition. Let's bring some street-savvy to it. If you speak to successful marketers long enough, you're likely to find out that for them, beyond the textbook definition, marketing is like a second-nature

philosophy, or a way of looking at the world. In a practical way, marketing invites you to look for win-win opportunities to create successful exchanges that others wouldn't see, or might not think of exploring further. Good marketers proactively seek new ways to satisfy their stakeholders; they don't merely wait for opportunity's proverbial knock. Marketers look at situations or problems and ask “what could be improved?” or “how can I turn this into an opportunity?”

Even with its own unique set of tools and models (some of which we'll cover in the next few modules), marketing is a field that likes to borrow from other disciplines and domains for inspiration. Marketers like to draw ideas and creativity to develop solutions or answers to problems from various sources; they are constantly on the look-out for ideas and innovative solutions. Such ideas may come to you by looking at how other professionals approach similar situations, or through travels that expose you to different ways of doing things, reading articles and literature outside of your immediate sphere of expertise, etc. Ultimately, that is what we would like you to develop through this book and the online course: a second nature ability to look for, even to create, opportunities to market yourself and to develop win-win exchanges with your stakeholders.

1. <http://www.marketingpower.com/AboutAMA/Documents/American%20Marketing%20Association%20Releases%20New%20Definition%20for%20Marketing.pdf>

How do marketers do all this? Typically with a blend of what is known as the Four Ps of marketing: product, place, price and promotion. These four Ps represent the decisions over which marketers have some amount of control. We'll detail each of these four Ps in subsequent modules. By now, as you can gather from our discussion of marketing so far, the early myth equating marketing with advertising and selling is simply incomplete, as marketing entails much more than those two forms of communication.

### THE EVOLUTION OF MARKETING PRACTICE

The evolution of marketing practice over time reveals four different orientations or approaches that correspond loosely to four time periods, as depicted in Figure 1.2 below. Looking at these various orientations is insightful, because they may also be thought of as approaches to marketing that may well be present in one form or another in various industries even today. As you begin to study your

industry or field of choice, you may want to identify which marketing orientation prevails there, and what challenges and opportunities this creates for you. Now let's review each phase in the evolution of marketing.

#### PRODUCTION ORIENTATION

Production orientation began to come into its own during the middle of the 1800s, and already even by the 1930s it had started to fade, even though some companies and individuals still practice it today. As the name implies, the focus of the production orientation is on the product itself, on what an organization can produce and control. Under a production orientation, organizations focus on improving production and distribution efficiency and simultaneously improve their products. The basic assumption of the production orientation is that consumers will favour products that are easily available and affordable. There are conditions under which a production orientation can lead to high levels of sales and profits.

For instance, faster more affordable technology or new and cheaper raw materials can facilitate continuous product improvements, and thus support the effectiveness of a production orientation. Likewise, products that have little or no competition, or when demand outstrips the capacity to fulfill it, are conditions that usually favour a production orientation. Examples include highly specialized professionals such as neurosurgeons and financial analysts, Ferrari automobiles, and gasoline producers.

As profitable as a production orientation can be, companies that adhere too strictly to it and for too long can become inward-looking and be blindsided both by competitors' offensives and changing consumer preferences. In the early 1900s, for example, Ford pioneered the assembly line and standardized its products to keep production costs and selling prices low. As Henry Ford once famously said, "You can buy a Ford in any colour as long as it's black."

While Ford established itself as the number-one car manufacturer in the world, it eventually lost the top spot to GM which offered cars in a range of colours and styles. Although GM's costs were higher, consumers were willing to pay more to get the car they truly wanted. Or consider the passenger railroad industry. Overlooking the rising threat posed by the nascent airline industry, as well as the development of highways and the increase in car travel, the passenger railroad industry spent more money on making its products better. In the end, most passenger railroad companies ended up spending themselves into bankruptcy as travellers abandoned the railroads for airlines and cars in ever-increasing numbers. On an individual level, think of the career-ending tailspins that plague many stars who fail to adapt or change their styles. Consider the case of Norma Desmond, a late 1920s silent film actress. Rather than adapt to the reality of talking movies, she convinced herself that her fans would never want to be distracted from her alluring looks by having to



Figure 1.2 The Four Marketing Orientations Over Time

listen to her voice. Her once brilliant career and its sad end are chronicled in the 1950s movie *Sunset Boulevard*, starring Gloria Swanson.

### SALES ORIENTATION

By the 1930s, production capacity was higher than ever, and many companies were facing increasing competition. The problem now was how to beat the competition and get more customers to buy one's products. So companies began to adopt the sales orientation, and invested heavily in advertising, sales promotion, and personal selling. This orientation led to the development of many well-known sales techniques. Elmer Wheeler, for example, authored *Tested Sentences That Sell* in 1939, and founded the Testing Institute in New York where he developed selling techniques for large companies.

Some of Wheeler's famous sales pitches include:

- **Don't sell the steak, sell the sizzle:** Sell the emotional value of the product, not just the product itself. For example, to sell the sizzle of vacuum cleaners, Wheeler pointed out how they lead to fewer backaches, faster cleaning, and more available leisure time. As Wheeler pointed out "one emotional urge replaces one hundred hard facts."

- **Don't write—telegraph:** Use fast

moving words; don't be fancy or technical. Wheeler argued that the first 10 words you say are more important than the next 1,000 ones, and, more importantly, are the ones that stick with customers, so make them impactful and do it quickly, otherwise consumers tend to lose interest.

- **Say it with flowers:** What you do while speaking to customers (your actions) is as important as what you say.

The underlying assumption of the sales orientation is that consumers will not buy a firm's products unless it undertakes a large-scale sales and promotion effort. Under a sales orientation, firms seek to

find the customers that would be most likely to buy their product. Firms attempt to sell what they make rather than making what they can sell. A sales orientation is typically used for products that consumers are not actively seeking out. Examples include insurance, funeral prearrangement services, encyclopedias, and magazine subscriptions.

While a sales orientation can be effective in "moving the merchandise," over-reliance on this orientation can expose organizations to high risks. It focuses on short-term sales transactions and not on long-term, profitable customer relationships. It assumes that customers who have been pushed

into the decision to buy a product will like it, or that if they don't like it, their disappointment will be temporary and they'll buy it again in the future. These are dangerous assumptions as research shows that dissatisfied customers will not buy again and that, on average, they will tell ten others about their bad experiences.

### MARKETING ORIENTATION

What is known as the marketing orientation began to take shape in the 1940s and gained wide acceptance by the 1960s. Its focus is on customer needs and not on selling existing products. A marketing orientation requires an outside-in versus an inside-out perspective: you start from the outside with customers' needs, wants, and desires and work backward to align the organization's functions and resources (the inside) to meet those needs better than the competitors can or do. One of the major challenges inherent in a marketing orientation is to identify those customer needs worth meeting. Although sophisticated marketing research and forecasting techniques have been developed to try to predict what customers truly want, these are far from being perfectly accurate. As evidence of this, consider the fact that the vast majority of new products fail. Uncovering unmet or poorly met needs requires a good sense





of observation, and the ability to transform these observations into what is called market intelligence. Under a marketing orientation, all organizational functions and departments must focus on delivering satisfaction to one or more specific customer needs.

To get a better idea of the power that a marketing orientation can unleash, let's take a look at a few examples. Before the 1950s, toothpaste manufacturers relied on frequent television advertising to steal each other's sales and market share. They all promised fresher breath and whiter teeth. Based on marketing research conducted with parents of young children, Procter & Gamble decided to focus on cavity prevention, and developed toothpaste with cavity-preventing stannous fluoride.

P&G secured an endorsement from the American and Canadian Dental Associations and introduced its new toothpaste with advertisements featuring the simple promise: "Crest fights cavities." The result? Crest became the number-one toothpaste brand almost overnight. Another example of a marketing orientation is the *Cirque du Soleil*, founded in 1984 by Guy Laliberté. The Cirque achieved unprecedented success within an industry that had been in steep decline for decades, and it did so by moving away from

traditional circus acts using wild animals and slapstick clown comedy. More importantly, using a marketing orientation, the Cirque understood that in addition to the fun and thrills of the circus, customers wanted the intellectual sophistication and richness of the theatre at the same time. By offering both, Cirque du Soleil has brought new life into an old and tired industry.

On an individual level, consider the success of television chat show hostesses Ellen DeGeneres and Oprah Winfrey. Talk show hosts must be excellent interviewers and entertainers and must appeal to large audiences, because the greater the number of viewers, the more the stations and networks can charge for advertising. So why do DeGeneres and Winfrey appeal to more viewers than others? Because both tap into and satisfy their audiences' needs better than others have. DeGeneres satisfies her viewers' need for quirky fun and escape from their routine with a considerable Twitter following, and Winfrey satisfies her viewers' need

**Through micro-credit, small loans are extended to the poor in order to spur entrepreneurship.**

for understanding and compassion. Both support causes that their viewers identify with, and share personal stories through which their audiences can find inspiration or comfort.

### **SOCIETAL MARKETING ORIENTATION**

This orientation began to develop in the 1960s, when environmental watchdogs and social activists sounded an alarm bell, and gained wider acceptance in the early 1990s when concern for the environment and social responsibility rose among consumers and marketers alike.

The by-product of this was the societal marketing orientation (also sometimes called social marketing), which takes the marketing orientation one step further by including the idea that satisfying customers' needs should be done in ways that maintain, and improve whenever possible, the well-being of society and the environment. The underlying idea is that corporate (and individual) profits and society's well-being do not have to be mutually exclusive. This may seem trivial at first, but it is a powerful

idea that shook to its very core the traditional corporate and economic ethos.

Prior to the societal marketing orientation, the prevailing attitude in business and economic circles was best exemplified by the work of Milton Friedman (1912-2006), an American economist and the 1976 winner of the Nobel Prize in Economics, who famously argued that business' only responsibility is to increase its profits, plain and simple. In other words, business is in the business of business, protecting its interest, maximizing its profits. Period. But with the societal marketing orientation came the realization that profit maximization cannot be pursued indefinitely, as the imbalances it creates between the haves and have nots of the world threatens the very livelihood of business. Businesses and individuals started to realize that society and the environment were both important stakeholders that could no longer either be ignored or taken for granted.

The societal marketing orientation is not so much a flat-out rejection of capitalism, but an invitation to revisit some of its key tenets and to try to make it work for everyone, not just a few lucky countries with abundant resources. This perspective has led to the development of many profound

changes in business practice. For instance, Dr. Muhammad Yunus, founder of the Grameen Bank and recipient of the 2006 Nobel Peace Prize, developed the concept of micro-credit, notably in Bangladesh. Through micro-credit, small loans are extended to the poor in order to spur entrepreneurship. Dr. Yunus' goal is to eradicate poverty globally through what he calls "social entrepreneurship". A surprising ally in these efforts has been Bill Gates, whose own Bill and Melinda Gates Foundation has been instrumental in developing the notion of what Gates himself calls "creative capitalism", an attempt to use market forces to bring about positive change for the betterment of society. Gates' own foundation, for example, donated \$100 million to improve agricultural practices in Africa and thus reduce hunger and poverty. In recent years, best-selling authors such as C. K. Prahalad (*The Fortune at the Bottom of the Pyramid*) and Harvard's Rosabeth Moss Kanter's (*SuperCorp: How Vanguard Companies Create Innovation, Profits, Growth and Social Good*) have examined how such creative capitalism and a societal marketing orientation can lead to both fundamental and profoundly beneficial changes for society. Some of these books are listed at the end of this module, should you wish to add them to your reading list.

Adopting a societal marketing orientation has led many organizations to develop what is called a Corporate Social Responsibility (or CSR) program. These programs can take many forms, but are essentially an effort by companies to improve their stewardship of the environment and contribute to society's well-being. Critics argue that these programs are merely a cosmetic veneer to win public sympathy, and there are at times solid bases for this criticism. Indeed, a societal marketing orientation cannot be entered into blindly or half-heartedly. Greenwashing refers to the use of societal marketing as a quick-fix way to create momentary goodwill among customers without making any real commitments to truly benefit the environment and/or society. It is usually a short-lived strategy that often results in negative publicity. After all, although consumers may forgive an honest mistake (especially if the organization is quick and genuine in addressing the error), they are usually quick to realize when an organization is trying to pull the wool over their eyes with crass or deceptive practices. When organizations adopt a societal marketing orientation they must ensure that all decisions and actions, no matter how difficult or costly to implement, support their stated societal orientation and goals.

The challenge this orientation represents for marketers is to find the appropriate balance between satisfying short-term customer wants and needs (and short-term profits) with the long-term welfare of society as a whole. But this is not an impossible challenge to meet as the following examples illustrate. Ben & Jerry's Ice Cream, for instance, is a societal marketing pioneer, using environmentally and people-friendly ingredients and methods, and redistributing a portion of the company's profits into various charities and community projects. In the beauty product industry, Aveda is another pioneer that made it a matter of company pride to be environmentally sound by having eco-responsible ingredients and packaging, and by investing in renewable energy sources. Method and Québec-based Attitude are two companies that manufacture eco-friendly household cleaning products, and have won many awards for their efforts. On an individual level, think, for instance, of the persistent work of U2's lead singer Bono, who led the way with the RED Campaign, which has generated over \$100 million dollars to fight AIDS, tuberculosis and malaria. Another example is *Cirque du Soleil* founder's Guy Laliberté's One Drop Foundation, which aims to provide safe drinking water with special projects for devastated areas like Haiti.



*Exhibit 1.3* summarises the key points we've just made about each of the four marketing orientations.

	<b>Production</b> →	<b>Sales</b> →	<b>Marketing</b> →	<b>Societal</b>
	<b><i>Sell what you can produce</i></b>	<b><i>Become better at selling</i></b>	<b><i>Understand customers' needs and desires and produce what will sell</i></b>	<b><i>Consider the impact on society</i></b>
<b>Focus</b>	Production and distribution efficiencies	Persuading customers to buy products	Understanding and satisfying customer needs, wants and desires	Society's long-term well-being
<b>Success is...</b>	Selling what you can produce, growing demand and profits through production distribution efficiencies	Constantly increasing sales	Producing what consumers want, need and desire. Developing relationships with customers	Matching organizational and individual goals with those of society; accepting higher short-term costs in return for long-term profit
<b>How?</b>	Limit product choice; improve quality and add features	Advertise, promote, and sell to move the merchandise	Create satisfied and loyal customers. Communicate your product's strengths, nurture relationships with customers	Create win-win situations between the organization and society
<b>Challenges / Dangers</b>	Sustaining this approach amid growing competitive and technological developments; becoming complacent and being blind to changing environment	Short-term focus on sales can make the organization vulnerable to competition and changes in the marketplace; customers may come to resent being sold to	Staying ahead of customers' changing needs; uncovering unarticulated or hidden needs and motivations before your competitors do; meeting needs with the appropriate products	Avoiding knee-jerk reaction of abandoning this approach when results are slow to come; convincing customers that higher prices are worth it to them

### THE CHANGING MARKETING ENVIRONMENT

Most industries or fields have undergone significant changes recently that directly impact how marketing is being conducted. Although generalizations across industries or domains are difficult to make, some points require further examination as they will inevitably, either directly or indirectly, influence how you market yourself, your services, or your product (if you're an entrepreneur), regardless of the industry or domain you choose to work in.

#### • **Crowded Landscape**

Staring at all the brands of toothpaste at your local drugstore, have you ever noticed just how much choice there is in most product categories? Or think of all the entertainment alternatives you now have to fill your leisure time; it's a crowded market out there. In most domains, there is an ever expanding array of alternatives through which consumers can fulfill their needs. The same goes for employers trying to recruit talented employees. Learning how to market yourself in such a context is critical if you wish to stand out.

#### • **New Media Revolution**

Less than five years ago, few marketers were using Facebook and YouTube, and fewer still had

heard of Twitter. Today, employers, head hunters and recruiters, as well as Human Resources professionals use LinkedIn to find promising and established talents. Applications like Foursquare provide marketers with opportunities to target promotional offers to individual potential customers based on their location. These media are being used with growing frequency to launch new products, create buzz, deal with crises, etc. As much as we are growing accustomed to, and perhaps even taking these new media for granted, they amount to nothing less than a tectonic revolution of a gigantic proportion: they are dramatically changing how marketing is being carried out, and the speed at which it must adapt. As a result, marketers are pretty much learning from trial and error as they begin to embrace these new media.

**Decision makers, whether in business or any other domain, rarely have perfect information**

In a significant way, new social media has been a great equalizer of opportunities when it comes to marketing oneself, providing individuals of all ages, colours, and nationalities—and regardless of gender—with the means to broadcast (and narrowcast!) their opinions and talents to reach potential clients and employers. Verizon Wireless' commercial titled *Prejudice* which is part of its new campaign titled "Rule the Air" makes that point eloquently.

#### • **Technology**

In the computer world, what is known as Moore's law describes the evolution of computing technology (hardware) over time. The law was first described by Intel founder Gordon Moore, and while it has been reformulated over time, it originally held that the number of transistors that could be fitted on an integrated circuit could be doubled every two years. Trend forecasters and futurists have extended this law (which, by the way, has turned out to be prescient), and it is now commonly held that information technology doubles in capacity every two years at the same price point. Roughly speaking, this means that in two years you'll be able to purchase a laptop twice as fast (and as powerful as the one you just purchased last week) for about the same price. What will be the consequences of all this powerful technology?

Hard to tell. But one thing is for sure: technology is fundamentally changing how work is performed and, some would argue, the very nature of human relationships in the process. Think for example about new information gateways, such as Google, and the immense repository of information it places at your fingertips. Or think about how texting and chatting has changed our lives. Lest we take it for granted, all this technology is also altering how marketing is carried out and will continue to do so for years to come. Our point? As the old saying goes, "the only constant is change", and you need to keep your eye on the ball, or rather on technology—and how it will change your chosen field, and how you market yourself within it.

#### • **Information Overload**

We now live in a society where information—and often what erroneously passes for information—travels at breakneck speed and is available in massive quantities. As a result, pretty much all of us, including your stakeholders, are overloaded with information, and not just useful and relevant information. The consequences of this, for the purposes of marketing yourself, are twofold. First, this puts the burden on you to sift through mountains of information to find the material pertinent to your situation. At times, and perhaps you've already faced this



### Myth

Successful entrepreneurs are born risk-takers and they're driven by the quest for money.



### Reality Check

Successful entrepreneurs are neither high- nor low-risk takers, but they do like challenges if they believe the odds are in their favour. They prefer situations in which they can influence the outcome through savvy marketing.

situation, you may be faced with simply too much information, and, as a result, experienced difficulty making a decision. Otherwise, there may be a time when the precise information you're looking for simply isn't available or reliable. This is now par for the course. Decision makers, whether in business or any other domain, rarely have perfect information, and must make choices and decisions based on the information, imperfect as it may be, that they possess. A second consequence of the information clutter we now live in is the growing difficulty in reaching stakeholders who, like you, are just as bombarded with information (or requests for information), and may thus have a short attention span and appear unreachable. This puts a further burden on you to develop creative ways to reach your stakeholders.

### MARKETING AND YOUR CAREER

Whether your goal is to become an employee, an entrepreneur, a professional, or an artist, applying some of the key marketing concepts we'll cover in the next modules, along with a marketing or societal marketing orientation, will help you reach your objective faster than if you adopted a production or sales orientation—or no orientation at all. Better still, if you're not sure of your career goal or haven't yet made a

career choice, taking a marketing approach can help you decide on what it is that you would like to do. Let's explore some reasons why this is the case.

### CAREER PLANNING IS BECOMING MORE COMPLEX

Looking back a generation or two, career planning was much simpler than it is today. Ask your grandparents, for instance, how they came upon their chosen careers and you're likely to find out that it was more

opportunistic than carefully planned or calculated. More often than not, opportunity presented itself to go into the family business, enter a trade, or join a company. Decisions were often motivated by the need to start or support one's family and better one's conditions, as compared to the previous generation. Now fast-forward to today. The number of changes that have occurred is staggering. Moreover, the accelerating speed at which they're taking place is even more so.

THEN	NOW
There were fewer career options.	Most people will have multiple careers, and sometimes very different types of careers at that. Some will even engage in more than one career simultaneously.
Most people entered one career and stayed with it, often for their entire working lives.	The number of career options and possible specializations are growing exponentially. The process of choice has become overwhelming for many people.
The nature of work was relatively stable, and changes in how work were done evolved at a gradual pace, enabling workers to keep up with the tempo of change.	Technology is continuously and dramatically changing the nature of work and how it is done. With blinding speed, it's creating new markets and jobs while eliminating others almost overnight.
Competition for jobs and customers came from local sources.	Competition for jobs and customers is coming from anywhere in the world.
Finding jobs and customers was simpler, because the number of tools available to do so was relatively few. For the most part, only advertising, resumes, and cover letters were employed.	The arsenal of tools now available to find both jobs and customers is exploding. That toolbox now includes email, the Internet, sales promotion, formal and informal networking, public relations, personal selling, buzz marketing, and sampling.

In this dynamic and rapidly evolving environment, a product or sales orientation with its built-in limitations and blinders can restrict your view of the opportunities open to you and how you might take advantage of them. By contrast, a marketing orientation can open your mind to the full range of possibilities, and it can guide you in how to evaluate and take advantage of them.

### THE PRINCIPLES OF MARKETING CAN HELP YOU CHOOSE A FULFILLING CAREER PATH AND SUCCEED IN IT

There are four broad career paths open to you: you can choose to become an **employee**, an **entrepreneur**, a **professional**, an **artist**, or some **combination** of any of these. Let's examine how the principles of marketing can help you identify opportunities within each of these alternative routes and how adopting a marketing orientation can contribute to your success.



### YOU AS AN ENTREPRENEUR

Choosing to become an entrepreneur means that you will be working for yourself and will be producing goods and/or services that you will sell to individuals or organizations. The rewards can be enormous; the risks can be even more so. Because you're so close to your product, it's easy to

fall into the production or sales orientation trap and to lose sight of the threats and opportunities around you. For example, while you may think the product you've come up with is the next big thing—the new iPod, even—there may not be enough potential customers to make producing and selling it profitable. It is equally possible that because of your proximity to the product, you may be blinded to the fact that there are large markets for it that you had never even considered.

There's a common belief that entrepreneurs are simply born that way, with an innate risk-taking tendency and a desire for mere financial gain. In fact, successful entrepreneurs tend to be driven by the quest for responsibility, achievement and the ideal of building a legacy (rather than by money for its own sake). They are also competitive and motivated by a desire to out-perform the competition. Rather than being predisposed to take uncalculated risks, successful entrepreneurs tend to seek situations where the odds of success are in their favour.

As an entrepreneur, you can create favourable odds for yourself by adopting a marketing orientation, and thus:

- Identify, qualify, and quantify the number of potential customers for

your product or service.

- Determine your customers' needs and how your product can satisfy these needs better than the alternatives currently on the market. Make any required product changes based on this determination. Set revenue and profit goals, and formulate a pricing strategy to achieve these goals.
- Make sure your product or services are available when and where your potential customers want them.
- Use the appropriate promotion tools to make your potential customers aware of your product, and persuade them to buy your product with convincing arguments.



### YOU AS A PROFESSIONAL

If you choose to become a professional, you will be offering services that require highly developed skills and/or expert knowledge. Most successful professionals also need to stay on top of trends and developments within their fields. Some operate on their own, or in a group of other professionals. Professional careers include medicine, accounting, law, architecture, design, counselling, consulting, physiotherapy, etc. As a professional, you are very much the product. That is, as a professional, your personality and even identity becomes intimately linked with your services. When clients retain the services of a lawyer, they are not just buying legal counsel; they are

also buying trust, confidence, and someone who will listen and help. Therefore, as a professional, your personality, your presentation, your manners, etc. are all part of you as a product, as much as your skills and abilities are. The allure of high income and prestige are usually also important drivers of the choice to become a professional.

And as a professional, keeping your eyes open and staying current are both required skills. It's deceptively easy to fall into the product orientation trap, and to look at the world from the inside out (i.e., subjectively, uniquely from your perspective) instead of from an outside-in (objective) perspective. As the saying goes, "It's hard to see the forest from the trees", especially when you're deep in the forest! This could potentially blind you to life-changing threats and opportunities in your environment.

But by adopting a marketing orientation, you could, for example:

- Estimate the demand for professionals in your field for the next 10 to 15 years. Predict which demographic(s) will be among the most likely potential clients for your professional service(s), and project how many of these people there will be.
- Determine the nature and extent of the academic work and training you will be required to complete to



### Myth

For artists, marketing their art is like “selling out” to the pressures of capitalism and big business.



### Reality Check

As soon as you make the decision to make your art available to others, you've started to practice marketing. Exposure and success: is this selling out?

enter and compete effectively in that profession, including periodic training upgrades.

- Assess whether the professional field you have chosen suits your personality, aptitudes, basic skills, needs, wants, and more intangible goals, such as, it is your “passion”? If not, identify if and how you need to change things, or if you should indeed continue to look at other options.
- Determine how you will satisfy your potential clients better than your competitors do, repeatedly and in a sustained manner.
- Establish your income objectives and formulate a fee strategy that matches, or progresses toward, them.
- Create a dynamic self-promotion strategy to inform potential clients that you are available to fulfill their needs and to remedy their problems. Monitor what works and what doesn't, and change it accordingly every now and then.



### YOU AS AN ARTIST

Being an artist is very much like being an entrepreneur. Your offerings are your paintings, sculptures, singing or musical talents, your theatrical or dance performances, your installation art, your writing skills, or the output of your work in whichever medium you've chosen to apply your passion and skills. And much like an entrepreneur, you need to sell your product. Being an artist is

also similar to being a professional because, for the most part, you—your personality and identity—are very much an integral part of the product, and of what makes it unique and eventually valuable. Your offering wouldn't exist without you. A career in the arts gives you the opportunity to express your creativity and, in the process, to benefit financially. However, as those of you who are artists know only too well, the field is extremely competitive, and making a living as an artist is extremely challenging and requires flexibility.

Some artists have a negative perception of marketing, and hesitate to use it to promote and sell their art. But as we have discussed previously, the art world, as with all other domains, is getting mightily crowded. Potential clients have many opportunities and alternatives on which to spend their limited “art dollar”.

Adopting a marketing orientation and applying basic marketing concepts can help you make your career as an artist fulfilling and rewarding, by helping you to:

- Estimate the demand for the art that you produce, and assess whether there is sufficient demand to sustain you as a full-time artist.
- Identify the prospects (including investors, impresarios, and agents) for your product, and

determine their motivation and intent to buy it.

- Determine how your product will satisfy customer needs, and identify any product changes that could improve the level of satisfaction that it provides.
- Create a budget for yourself, and use this as the basis for setting the prices that you will charge.
- Use the appropriate marketing communication tools to encourage potential customers to take an interest in your art and, ultimately, to purchase it and recommend it to others.



### YOU AS A JOB SEEKER

Deciding to become an employee means you are choosing to work for a business or not-for-profit organization. Most people who select this career path think in terms of “finding a job”. Typically, jobhunters prepare resumes, write cover letters, reply to Employees Wanted ads in newspapers or online, and go to interviews. This is the classic case of a sales orientation, or trying to “move the merchandise,” which, in this case, is you.

However, if you were to adopt a marketing orientation, you would:

- Identify the career option or options that interest you most, and assess the opportunities for you in these areas.
- Determine the number of potential

employers and their industry (and individual) characteristics, needs, and the problems that you could theoretically solve for them, if you were to be among the new hires.

- As you are the product once again in this case, evaluate how you can satisfy these needs, solve their problems, and identify any requirements for continual improvements to your product.
- Set your compensation goals, including salary and benefits.
- Customize how you will promote, or pitch, yourself to potential employers based on their anticipated and actual needs. Choose and use the promotion tools with the most potential to help you secure interviews and, once hired, to promote yourself within the organization.

In the preceding examples, we've purposely used the marketing orientation to illustrate how it may guide you, whatever your chosen career path ends up being. Now, whether your career path leads you toward becoming an employee, an entrepreneur, a professional, or an artist, you can also adopt the principles and practices of a societal marketing orientation to create win-win situations for yourself, your clients, and society as a whole. We will cover some ways you might choose to apply a societal marketing orientation later in Module 14, on "Career Boosters".

### YOUR COMPETITORS WILL ALMOST CERTAINLY BE TAKING ADVANTAGE OF THE POWER OF MARKETING. SO WHY WOULD YOU DEPRIVE YOURSELF OF SUCH A CLEAR, USEFUL ADVANTAGE?

Whether it's for jobs or clients, there will be plenty of other people and companies competing against you on your career path(s). And implicit in the marketing concept (and in the marketing orientation) is that in order to ensure success, the satisfaction provided by companies and individuals must surpass that which is offered by the competition. Companies and individuals who practice marketing will be focusing on customer needs, and on satisfying them better than their competitors, and will have significant advantages over those who don't.

More and more, job seekers are becoming acutely aware that finding a position in the field that attracts them involves a lot more than simply sending out cover letters and resumes. Likewise, entrepreneurs, professionals, and artists are increasingly discovering that finding customers and clients requires more than just producing a great product and simply "getting it out there". These people are your competitors. Shouldn't you prepare yourself to compete with them on equal or better footing—at the very least, and from the start?

### APPLYING THE PRINCIPLES OF MARKETING WILL KEEP YOU AWARE, INFORMED, FLEXIBLE, AND OPEN TO NEW OPPORTUNITIES

When it comes to career-planning, it's very easy to focus almost exclusively on yourself. As we now know by now, doing so can ultimately lead to falling into the old product or sales orientation trap. The accompanying short-sightedness and inside-out (subjective) perspective will more than likely put you on the road toward missed opportunities.

Conversely, the marketing concept puts the customer—not you at the front and centre. Once you adopt this perspective for your career plan, you'll see things in a whole new way. When you understand that customers will only hire you, or buy your products, if you satisfy their needs better than your competitors, you'll become more aware and interested in their needs, and how those needs may change over time. You'll be vigilant and doing research and "on", motivated to remain informed about your competitors, and how you can stay a step ahead of them. You'll appreciate the need to be both open and flexible, so that you can effectively respond to changes in your customers' needs and to the behaviour of your competitors. And because of this, you'll identify and create more opportunities for yourself by far than you would have if you'd focused exclusively on yourself.

### HOW MARKETING-SAVVY HAVE YOU BECOME?

1. Identify two examples (of either organizations or individuals) that you believe are adhering to these marketing orientations today.

#### Production

1. \_\_\_\_\_
2. \_\_\_\_\_

#### Sales

1. \_\_\_\_\_
2. \_\_\_\_\_

#### Marketing

1. \_\_\_\_\_
2. \_\_\_\_\_

#### Societal marketing

1. \_\_\_\_\_
2. \_\_\_\_\_

2. How might each of these marketing orientations apply to you and your career? What major risks and challenges does each orientation represent, when applied to your career?
3. Now that you've read this module, do you believe that marketing can play an important role in your



career? If so, why? If not, why not? What do you feel are the viable alternatives to applying the principles of marketing to your career?

4. Without referring to the mind map at the beginning of this module, try to draw your own mind map to represent what you have learned in this module. This map should illustrate how you think about the material we've covered so far, and the connections you've made so far. If you haven't yet done so, read Appendix 1 to learn about the basics of mind mapping and its benefits. After you've completed your own mind map, attempt to identify the questions you may still have, or the concepts or connections that may be unclear to you still at this point. The chances are that these questions will be answered in the next few modules.



### NOW WHAT?

As you embark on the journey of marketing yourself, pay closer attention to the effects of marketing around you. Try to identify and understand the various attempts by businesses, individuals, and other organizations to market to you, or to persuade you to believe in a certain cause, or to behave in a certain way. What are they doing well, or that appeals to you? What are they not doing so well, or that irritates you? What impresses you? What irks you? As you progress through the next modules of this book, you'll be

challenged to plan your personal marketing efforts. Your day-to-day observations about marketing, and the insights that follow from what you observe, will be of tremendous value as you prepare your own marketing plan.



### ON THE BOOKSHELF

These books are suggested for your reading pleasure and to complement your learning experience.

**Building Social Business: The New Kind Of Capitalism That Serves Humanity's Most Pressing Needs,** by Mohammed Yunus, 2010, Public Affairs.

*In this book, Yunus further details his vision of the future of capitalism and the bases of social entrepreneurship or "social business" whereby a firm's resources and profits are reinvested into society or earmarked to address specific societal problems and issues.*

**The Fortune at the Bottom of the Pyramid: Eradicating Poverty Through Profits,**

by C.K. Prahalad, 2006, Wharton School Publishing.

*In this book, one of the world's foremost strategic thinkers describes how companies can create health and wealth by addressing the needs of the poorer and most economically-challenged societies by co-creating, with its citizens, value and solutions to their most pressing needs.*

**SuperCorp: How Vanguard Companies Create Innovation, Profits, Growth and Social Good,**

by Rosabeth Moss Kanter, 2009, Crown Business Publishing.

*In this book, Harvard Business professor Rosabeth Moss Kanter (also named one of the 50 most influential women in the world) describes how companies can create*

*opportunities to do well (making money) and do good (by creating social good).*

**Hot, Flat and Crowded,**

by Thomas Friedman, 2008, FSG Adult. *In this book, Friedman looks at the global environmental crisis and what he calls America's loss of focus after 9/11.*



### CHECK IT OUT

These websites and online resources are intended to complement your learning experience and to address specific topics and concepts covered in this module.

<a href="http://www.social-marketing.com">www.social-marketing.com</a>	Learn more about societal marketing
<a href="http://www.ashoka.org">www.ashoka.org</a>	Learn more about social entrepreneurship and the work of the Ashoka Foundation
<a href="http://www.greenmarketing.com">www.greenmarketing.com</a>	For example of strategies and tools used by leading sustainable brands.
<a href="http://www.aspeninstitute.org">www.aspeninstitute.org</a>	Thought leaders and change agents dedicated to the advocacy of enlightened leadership and leveraging the power of business to effect positive change.
<a href="http://www.iisd.org">www.iisd.org</a>	The International Institute for Sustainable Development website. Its mission is to champion innovation and thus enable societies to live sustainably.
<a href="http://www.caseplace.org">www.caseplace.org</a>	is a database of corporate social responsibility case studies and resources that help empower, educate, and substantiate the work of change agents.
<a href="http://www.sustainer.org">www.sustainer.org</a>	The Sustainability Institute, housed on a communal, sustainable farm in New Hampshire, was founded in honor of Donella Meadows, a renowned "systems thinker." Meadow's work (with J. Forester et. al.) in Limits to Growth was especially popular in Europe.
<a href="http://www.ethicalmarketplace.com">www.ethicalmarketplace.com</a>	is a television business news magazine, with programs on various aspects of socially responsible business. It was created by Hazel Henderson, author of Paradigms in Progress and Beyond Globalization, among others.