

FORTÉ INDUSTRY SNAPSHOT:

**YOUR BRAND** NEW  
FUTURE IN  
**MARKETING**



# MARKETING



Marketing offers exciting opportunities for women with strong teamwork, communication, and analytical skills, a desire to make an impact on customers' lives, and an aptitude for innovation and creativity. These attributes and abilities can be developed through an undergraduate or graduate business degree as well as with a liberal arts or even a psychology degree.

In a marketing role, you can work at a specific company that promotes and sells its own products or services, or at an external agency that supports the marketing efforts of a variety of companies as their clients. Both types of roles offer opportunities to influence the creation of and messaging about products and services that people and businesses use every day.

The goals of this guide are to deepen your understanding of marketing roles, share a road map for recruiting, and provide resources for further exploration.

# WHAT IS MARKETING?

It's more than just memes and emails.

The American Marketing Association defines marketing as:

“ 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. ”

Focused on boosting sales, marketers develop and implement strategies to promote a brand, product, product line, or service for a group of target customers. They also create new product ideas and assess their viability by gauging the public's interest.

Nearly every industry needs marketing – technology, financial services, retail, consumer products, media and entertainment, healthcare, manufacturing, nonprofit, and more.

Some of the larger companies who hire for internal marketing roles



## CONSUMER PRODUCTS



## RETAIL



## FINANCIAL SERVICES & FINTECH



## TECHNOLOGY



## HEALTHCARE & INSURANCE



## MEDIA & ENTERTAINMENT



## TRAVEL & HOSPITALITY



Marketing-adjacent roles include Sales, Advertising/Public Relations, and Account Management. Marketing and these cross-functional partners rely on each other to make sure the right marketing message reaches the right target audience.

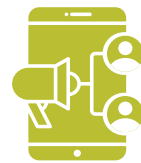
## FOR EXAMPLE



The marketing team captures insights from the market research and customer insights teams and works with outside marketing agencies to prepare messaging based on customer preferences.



The sales team uses materials from marketing in its promotional strategies.



The advertising and public relations (PR) team develops content that communicates the benefits of a product or service to potential customers.



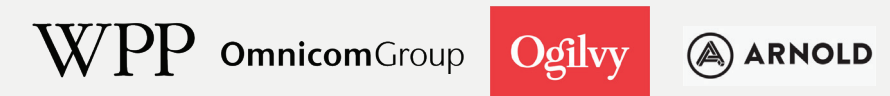
Account management works with customers to ensure satisfaction with the product or service.

External marketing roles are found at marketing agencies. In these roles, you will help new and existing companies develop and improve their marketing efforts and increase the value of their products/services. Marketing agencies fall into three main categories, although many of the large players operate in all three spheres.

## ADVERTISING AGENCIES

develop advertising plans and campaigns for clients

EXAMPLES INCLUDE:



## BRAND AGENCIES

create and manage brand strategy for clients

EXAMPLES INCLUDE:



## DIGITAL AGENCIES

use new technology and online tools, including social media, search engine optimization (SEO), online lead generation, and other digital tactics to support their clients.

EXAMPLES INCLUDE:



# COMMON MARKETING CONCEPTS

## Mac Users Beware: PCs are KEY!

Marketers spend the majority of their time thinking strategically about the following questions, commonly known as the 4 Ps and 3 Cs.



You can see examples of the 4 Ps and 3 Cs as you walk through a grocery store or shop online. For example, at a grocery store, you will find a variety of Kraft Macaroni & Cheese products, including Deluxe (a more sophisticated taste with a fancier font style), Easy Mac (focus on convenience, can be eaten out of the bowl), Cauliflower Pasta (green box offers a visual cue that it's a health-conscious choice), and Unicorn Shape (fun for kids).

**PRODUCT**

Notice the packaging (shape, color, and size).

**PLACEMENT**

Note the location of the boxes on the shelf and how much space is allotted to Kraft compared to its competitors.

**PROMOTION**

Look for available coupons in the store or in a weekly circular, and see if you can recall recent TV commercials for the product.

**CUSTOMER**

See how each product is designed to attract a slightly different customer.



# WHAT'S TRENDING?

## More Influential than an Influencer

If you're an early adopter who pays close attention to what's new and what's next, tracking marketing trends may come naturally to you. To thrive in a marketing role, it's important to stay up-to-date on the latest developments in society, culture, and technology. This will help you understand your target customers' perspective and identify innovative ways to connect with them.

The world is always changing – and so are your target customers. Marketers must be ready to adapt their strategies to meet the needs of new customers who are growing in purchasing power, such as Generation Z. Going forward, these customers will dictate the development of new products and the ways marketers promote those products.

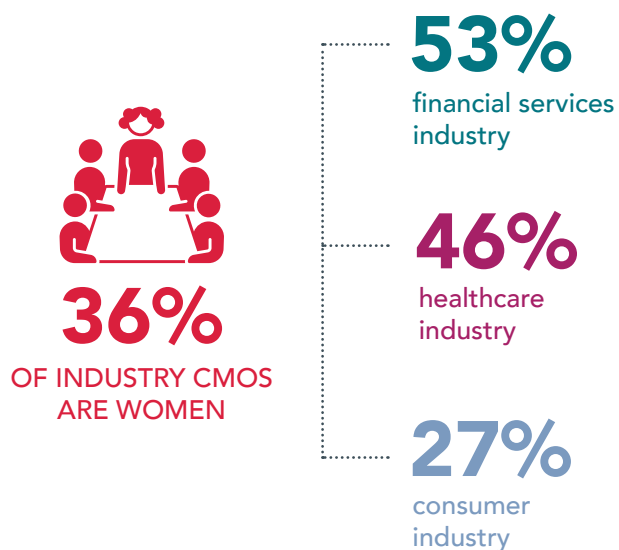
Today's customers are bombarded with information, making it difficult for marketers to gain their attention. To make an impact, marketers are experimenting with ways to increase customer engagement, including micro-influencers, AI chatbots, and content that emphasizes brand values. Other recent trends include globalizing markets, accelerating product cycles, a growing sensitivity to current events and movements (e.g. gender equity, anti-racism, diversity and inclusion), and harnessing big data and emerging technologies. Marketers who can leverage these trends will gain a substantial competitive advantage.



# WOMEN IN MARKETING

## Women Know What They Want

Recently, more women have ascended to the highest levels of marketing in the Chief Marketing Officer (CMO) or Chief Brand Officer role across a variety of industries. According to a 2019 **Korn Ferry study** of women in the C-suite, an average 36% of CMOs across a variety of industries are women – with the financial services industry reporting 53% women CMOs, the healthcare industry reporting 46% women CMOs and the consumer industry reporting 27% women CMOs.



[M]arketing leaders need to excel at many leadership capabilities that female leaders often possess. These include inspiring across organizational silos, building and engaging teams and holding them accountable, and putting the customer at the center.



– Caren Fleit  
Managing Director, Global Marketing Officers Practice, Korn Ferry



A **GMAC study** found that 22% of women MBA graduates take on marketing or sales roles (as compared to 16% of men). While more women are needed in the marketing function to create gender equity – especially at the senior levels – undergraduate and graduate women will women mentors across all levels of an organization, up to and including the CMO.

# INTERNAL MARKETING ROLES

## Getting the Inside Scoop

While the specific responsibilities of a marketing role will vary by company and industry, the rise of digital has expanded the scope of marketing responsibilities to search engine optimization (SEO), content marketing, data analytics, digital marketing, and social media marketing. Some companies have incorporated these responsibilities into their traditional marketing roles while other companies have added new roles focused on digital marketing.

Internal marketing roles typically fall into four categories: Brand management, product marketing, product management, and market research. Here's an overview of each category:



### BRAND MANAGEMENT

In a brand management role, you are responsible for the entire business (end-to-end) of a specific brand or family of brands. It is the central function of the business, the “hub of the wheel.” This is a true general management position, often described as a mini-CEO role. Brand management typically holds profit and loss (P&L) responsibility for the brand or business unit. A brand management role can be attractive for people who want the opportunity to “own” the entire life cycle of a product/brand.

Brand managers develop the marketing strategy and messaging for target customers. They manage communications with creative agencies to develop advertising, copy, and promotional events. They also analyze data to identify consumer insights and industry trends, report on product sales, assess the effectiveness of ad campaigns, and develop new product ideas.

Brand managers often work in teams and lead cross-functional groups that include people from finance, market research, research & development, and manufacturing.

While brand management jobs are most common in consumer products companies, there are opportunities to work in this role across many companies, such as: General Mills, Procter & Gamble, Clorox, Colgate-Palmolive, Unilever, Johnson & Johnson, Electronic Arts, Coca-Cola, E. & J. Gallo, Eli Lilly, Gap Inc., Genentech, and NBCUniversal.

#### SAMPLE RESPONSIBILITIES

- Develop comprehensive marketing and consumer engagement strategies to reach specific consumer groups
- Present senior management with recommendations for product architecture and communication plans

- Collaborate with operations to identify factory cost-cutting options
- Partner with product development team to review prototypes for new products, develop a testing plan, benchmark quality, and assess margin implications
- Conduct statistical analysis of industry trends
- Develop financial forecasts with the finance department
- Develop five-year marketing plan for relaunching a proprietary brand

#### SAMPLE JOB TITLES

Marketing Analyst (*typically post-undergrad*)  
Assistant Brand Manager (*typically post-undergrad*)  
Associate Brand Manager (*typically post-MBA*)  
*Brand Managers are sometimes called Business Managers or Category Managers.*

### PRODUCT MARKETING

Product marketing focuses on bringing a product to market and getting it to customers. Effective product marketers are customer-centric; they understand how to best position a product and its features to reach the target customers.

In a product marketing role, you will identify positioning and write messaging to communicate the value proposition of products that were created and defined by the product management team. Sitting at the intersection of product strategy, sales, customer success, and marketing, product marketing requires a holistic perspective.

Product marketing roles exist across industries,



including many opportunities in the technology sector. For example, the following companies hire for product marketers: Google, Ticketmaster, Salesforce, Adobe, TikTok, Uber, eBay, and Facebook.

#### SAMPLE RESPONSIBILITIES

- Build go-to-market (GTM) strategy and launch plan that outlines how a product should be promoted
- Write positioning and messaging that attracts potential customers
- Analyze user social media posts to develop an understanding of the market
- Create data-driven strategy for continued success, including rebranding and repositioning
- Create and deliver sales team trainings and presentations
- Design and execute the online marketing campaign for a product
- Develop customer segmentation based on user data; build customer personas to provide structure and insight for the company

#### SAMPLE JOB TITLES

Marketing Coordinator *(typically post-undergrad)*

Marketing Analyst *(typically post-undergrad)*

Assistant Product Marketing Manager *(typically post-undergrad)*

Product Marketing Manager *(typically post-MBA)*

*Product Marketers are also sometimes called Marketing Managers or Growth Marketing Managers.*

## PRODUCT MANAGEMENT

Product managers are, not surprisingly, product focused, typically establishing the strategy and vision for their company's product. They oversee the evolution of a product from market research and conception to product development, product planning and road maps, through product launch and post-launch.

In order to do this, they listen closely to the market and their customers. They create products that directly address user needs while adhering to the company's brand. They work closely with managers from other departments, including development, design, engineering, finance, marketing, advertising, and sales, to ensure that everyone understands and follows the product road map.

Product management roles are most common at technology companies but also exist in other industries. Hirers for product management roles include: Microsoft, Amazon, Zillow, Visa, LinkedIn, and Electronic Arts.

#### SAMPLE RESPONSIBILITIES

- Collaborate with engineers, user research, user design, and go-to-market business teams (business development, solutions architect, privacy, legal, and information security) to create product specifications
- Lead cross-functional teams of 10-20 engineers, designers, and marketers to launch new products
- Develop product road map and prioritize features to drive sales
- Design feature to enable channel partners to sell subscription-based licensing programs
- Identify user needs through customer surveys, data analysis, A/B testing, and other research

- Coordinate minimum viable product (MVP) integration with new products

#### SAMPLE JOB TITLES

Associate Product Manager *(typically post-undergrad)*

Product Manager *(typically post-MBA)*

*Product Managers are also sometimes called Product Operations Manager, Offering Manager, or Program Manager.*

## MARKET RESEARCH

Market researchers focus on understanding customers' needs, their purchasing habits, and their view of themselves. They are experts at collecting and analyzing data, and use both quantitative (e.g., survey data, field trials) and qualitative (e.g., focus groups, interviews, in-home observation appointments called ethnographies) information to uncover key insights and forecast future needs.

Product and brand marketers rely heavily on information from market research to make informed data-driven decisions about product launches, feature modifications, and marketing campaigns.

Market research can be done in-house across many different industries or at an external market research firm such as Kantar, Gartner, or Nielsen.

#### SAMPLE RESPONSIBILITIES

- Devise and evaluate methods, such as surveys, questionnaires, and opinion polls, for collecting data on consumers, competitors, and market conditions
- Monitor and forecast marketing and sales trends

- Measure the effectiveness of marketing programs and strategies
- Translate complex data and findings into understandable tables, graphs, and written reports for cross-functional teams and senior executives

#### SAMPLE JOB TITLES

Market Analyst *(typically post-undergrad)*

Market Research Manager *(typically post-MBA)*

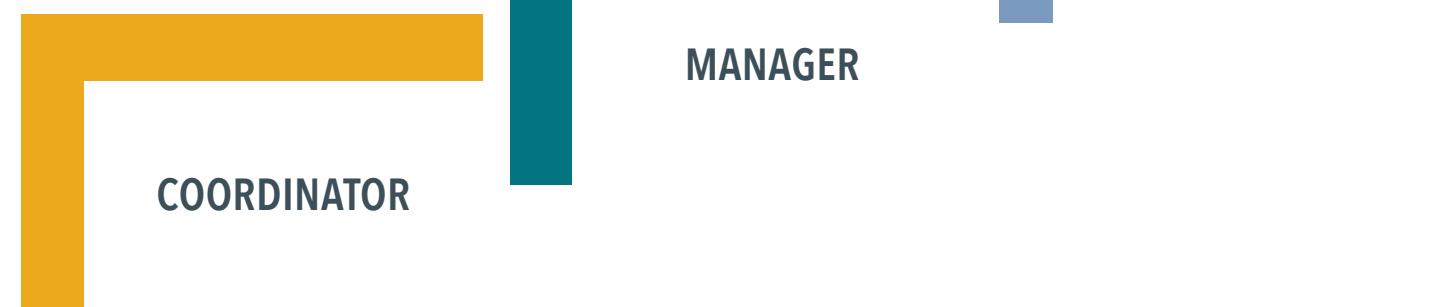


# CAREER PATH FOR MARKETERS WITHIN A COMPANY

## Climbing the Corporate Ladder (and selling it, too!)

Job titles and levels vary depending on the company, its industry, and its size. Typically, at the coordinator through manager levels, you will spend the majority of your time developing and using your technical skills (establishing and executing strategies based on data analysis). At the director level or higher, you will focus on using your leadership skills (setting strategic vision for a large portfolio of products, and owning revenue generation for those products).

*One common marketing career progression might look like this:*



Depending on your career goals, areas of interest, and expertise, you could move up within any of the verticals (brand management, product marketing, product management or market research), while working on a variety of products/brands and overseeing a multitude of products/brands.

Alternatively, you could shift to a different role within marketing (market research, customer insights, digital marketing or a new yet-to-be defined role), gaining a broader understanding of the marketing function, or you could switch to a different industry and focus on a new set of products and customers.

To get to the highest level in your marketing career, it is important to select employers and roles that will nurture your goals and broaden your skillset.

### LOOK FOR EMPLOYERS WHERE YOU CAN:

- Be passionate about their products/brands**
- See long-term viability for the company** (strong brands, investment in innovation)
- Make an impact**
- Develop as a leader** (through formal and informal training, or dedication of resources or mentorship)

# HOW TO GET HIRED IN MARKETING

## Selling Your Own Brand

THE QUALITIES YOU'LL NEED TO SUCCEED

### PASSION

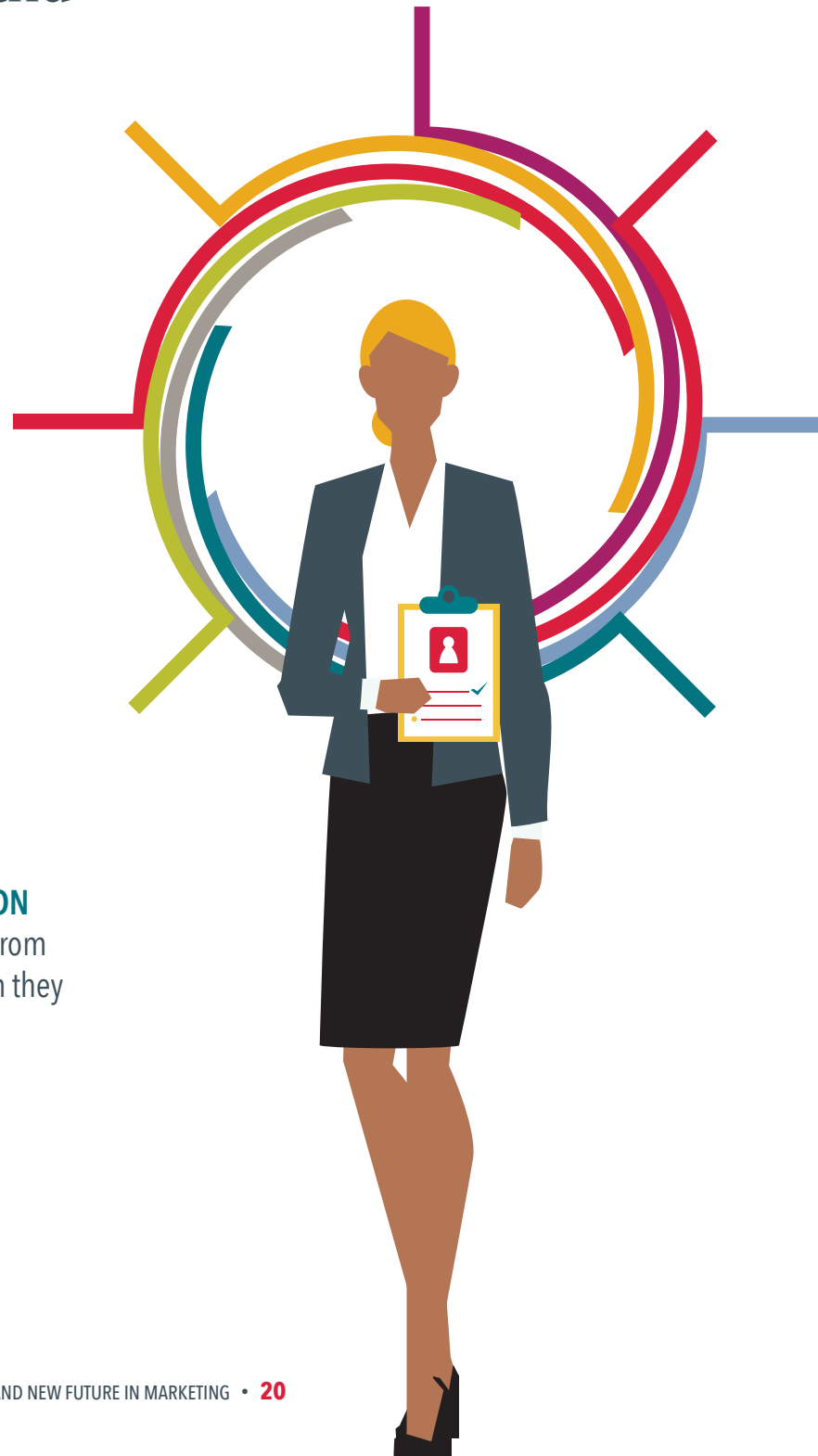
Demonstrate to hiring managers a genuine passion and enthusiasm for their company, its products and services

### LEADERSHIP

Establish a vision, secure resources, motivate a team, manage interpersonal conflicts, meet deadlines, and influence others without direct authority

### TEAMWORK / COLLABORATION

Work well with diverse teams from across departments even when they have competing priorities



### ANALYTICS

Identify, synthesize, and use relevant data to draw sound conclusions

### STRATEGIC DECISION-MAKING

Be able to read a situation, anticipate issues, weigh alternatives, assess implications, and make a decision to achieve desired outcomes

### COMMUNICATION

Create clear, compelling stories around themes and customer needs, understand complex technical issues, and share customer feedback with the tech team

### CREATIVITY & INNOVATION

Take calculated risks, develop new approaches and ideas, and persuade others to believe in those ideas

IN ADDITION, HIRING MANAGERS MAY ALSO LOOK FOR:

**Familiarity** with the company and industry, including key players and the competitive landscape.

**Technical skills.** Market research roles may require proficiency with data analysis tools. Product managers may need to know programming languages. Brand managers should be familiar with social media platforms.

**Understanding of technical concepts.** In a product management role, you may have to discuss complex technical topics with engineers, which is why hiring managers often prefer candidates with undergraduate degrees in engineering or computer science.

**A growth mindset.** Marketing roles – and the tools used to be successful in them – change constantly, so hiring managers look for candidates who are curious and driven to continue learning.



For more details, head to LinkedIn. Research the profiles of people who hold your target roles, and see how they describe their current responsibilities. Look at their backgrounds and skill sets, and trace their career paths to see the steps they took along the way.

# FINDING MARKETING OPPORTUNITIES

## Getting the leads for the job you want

Many Fortune 500 companies recruit for marketing roles directly from undergraduate and graduate institutions. Smaller companies typically fill roles through job postings on LinkedIn, Indeed.com, or their company website, as well as through referrals and networking.

Before you apply, learn as much as you can about the organization, its products/services, and its marketing campaigns. You can start with a Google search, but it may also be helpful to

have conversations with people who work at your target company or have worked in similar roles.

As you explore marketing opportunities, pay attention to the marketing you encounter on a daily basis, including on TV, billboards, social media, podcasts, and in the grocery store. This will help you to develop a perspective on the industry and familiarize yourself with current trends, campaigns, new product innovations, and the customer experience.



### PREPARING FOR THE INTERVIEW

After you submit your resume and cover letter, you may progress to the interview phase. The number of interviews will vary depending on the company, its size, and its culture. Expect to meet with a member of the human resources team as well as the hiring manager and the hiring manager's boss. You may also interview with a peer or people from other departments who work closely with marketing.

INTERVIEW QUESTIONS FOR A MARKETING ROLE WILL USUALLY FALL INTO THESE CATEGORIES:



It is becoming more common for the interview process to include a homework assignment with a presentation, especially in the final round of more senior level/post-MBA roles. In this situation, the company will give you some basic information and ask you to take 1 to 3 days to review it and come up with specific recommendations. The

assignment could include developing messaging that is consistent with a product's brand, identifying potential new markets for a product, or creating a plan for the company to acquire new customers. This task is designed to assess your analytical abilities and presentation skills, as well as your level of commitment to the role.

## Is Marketing the Right Career Path for You?

### A/B TEST A CAREER IN MARKETING

Are you fascinated by customer behavior?

Curious what makes customers loyal to certain brands?

Intrigued by how data can be used to help companies reach the right customers?

When you look at magazine or social media ads, do you wonder why the company made certain choices?

Do you think about who the company wants to buy their product?

Do you often have ideas about how certain products could be improved?

When you see a TV commercial for a prescription medication, do you think about how the company is presenting it to potential customers?



If you answer “Yes!” to some of those questions, you may find a marketing career appealing. People working in marketing roles enjoy the following aspects of their jobs:

#### SKILL DEVELOPMENT

Each project presents new challenges, which helps people in marketing roles grow their strategic thinking and project management skills. Marketers regularly use quantitative data analysis skills along with creative thinking skills like storytelling.

#### VISIBILITY

Marketers collaborate with internal and external teams, so a marketing role can help you build your network and make your mark in the industry. People in marketing roles often present to senior leaders of the organization, so marketing can help you position yourself for general management and/or senior-level roles within a company.

#### TANGIBLE RESULTS

It’s exciting to see the final product – the outcome of your work – on the shelf of a grocery store, in a TV ad, on the company’s website, or in the hands of customers.

#### MEASURABLE IMPACT

In a marketing role, you can use a profit and loss statement (P&L) to quantify your success. The P&L shows you the big picture and helps you understand how to run a business.

#### CUSTOMER RELATIONSHIPS

People in marketing roles interact with customers to learn about what motivates them and find ways that products and services can make their lives easier.

#### LIFESTYLE

Marketing roles typically involve a more predictable schedule than consulting or banking.

#### CAREER DEVELOPMENT

These roles keep your long-term career options open, because they require a wide range of leadership and critical thinking skills.

That said, marketing roles are not right for everybody. Frustrations with careers in marketing may include the following:

- Lack of ultimate decision-making power; it still lies with senior management versus with the product manager or brand manager
- Focus on optimization of brand’s financial position, often at the expense of creativity
- Lack of control because of the matrixed, cross-functional nature of the role
- Primary focus, at lower levels of seniority, on implementation versus strategy
- Slow speed of change and innovation within some organizations
- Inconsistent levels of focus on professional development (Consumer products companies tend to offer more formal and structured training opportunities than other companies)

Finally, company culture and the prominence of marketing within it can also have a huge impact on satisfaction within a specific role; this can vary based on company leadership, business dynamics, and business performance. When evaluating a company’s culture, consider how prominent marketing is within the organization. Have senior leaders in the company risen from the marketing ranks? Which senior leaders have a seat at the executive table and are driving strategic decisions within the organization?

Historically, brand management marketing at consumer products companies has been a talent pool for senior leadership ranks and has driven the success of those organizations. In tech companies, decision-making is often driven by the product management or engineering teams.

### A/B Testing

Method used to test two versions of a product or service to determine which one customers prefer.

### Brand Identity

The visuals associated with a particular brand, such as its name, logo, and color palette.

### Brand Image

How customers perceive a brand, including their experiences with the brand's products or services.

### Competitive Intelligence

A process of gathering and analyzing information on competitors, customers, and other market factors; this information is used to create a competitive advantage.

### Content Marketing

Efforts to build a target audience, establish authority, and drive sales by informing the consumer vs. selling to them. This occurs primarily through website content and blogs, but can include other content like email or videos.

### Customer Journey

The full experience a customer has with a product or service.

### Customer Personas

A fictional character designed to represent a segment of the target

audience; personas provides insight into the thought processes of prospective customers.

### Digital Marketing

Use of organic and paid methods and platforms – including social media, search engine optimization, copywriting, analytics, creative design, email marketing, website content, blogging, and apps – to engage customers.

### Distribution Channel

The method by which the product or service is sold to the customer. There are two types of channels: direct (purchased directly from the company) and indirect (purchased from a wholesaler or retailer).

### Experiential Marketing

(also called engagement marketing) Enables customers to immerse themselves in the brand and develop an emotional bond with the company.

### Go-to-Market

A strategy for introducing a product to the target audience.

### Market Segmentation

The process of dividing customers into groups based on common needs, demographics, response to a particular marketing campaign, or other categories; this enables marketers to target each group more effectively.

### Market Share

The percentage of a market controlled by a particular company or product. People in marketing roles focus on increasing this metric by strengthening customer loyalty or innovating on existing products.

### Marketing Mix

The main four elements (4 Ps – product, price, place, and promotion) marketers use to promote a product or service and influence customers' decision to purchase.

### Marketing Plan

A document that outlines a company's strategies for reaching its target audience; the plan may include market research, tailored messages, and metrics to measure marketing efforts.



### Marketing Strategy

A company's plan for increasing awareness and sales of their product or service.

### Minimum Viable Product (MVP)

A basic version of a product for early customers to use; marketers can incorporate customer feedback as they continue to develop the product.

### Omni-Channel Marketing

Use multiple marketing channels to create a seamless shopping experience for customers; they should be able to jump from one channel to another without issue.

### Positioning Statement

A brief description of how a brand, product, or service fulfills customer needs.

### Product Lifecycle

The four stages a product goes through during its time in the market: introduction, growth, maturity, and decline. These stages inform marketing objectives and tactics.

### Search Engine Optimization (SEO)

The process of improving a company's ranking in search results on Google, Bing, and other search engines.

### Target Audience

The people you want to reach with your marketing efforts – customers who are interested in and likely to purchase your product or service.



# #MoreWomenLeading

Forté's community of motivated and inspiring women—100,000 and counting—is changing the balance of power in the workplace. Our powerful alliance of talented women, influential companies, leading undergraduate and MBA schools, and pioneering donors is working together to advance women in business.



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