



# **Marketing**

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# **YOU**

## **YOUR GUIDE TO A CAREER**

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# **IN MARKETING**

PART OF THE **DESIGNING YOU** SERIES



# MARKETING YOU

Your Guide to a Career in Marketing

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2017

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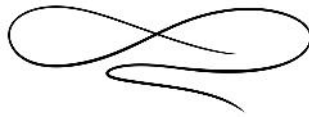
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Did you find a typo? Let us know! Please email the details to [info@DesigningYOU.org](mailto:info@DesigningYOU.org) and we'll correct it in the next edition.

*Marketing YOU* is dedicated to all of our past, present, and future students.  
Be curious and never stop designing you!



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# INTRODUCTION

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## It's about Designing YOU

**M**arketing YOU is part of the *Designing YOU* book series. *Designing YOU* isn't just a series of books, it's a process of viewing yourself and your life more strategically.

It's about exploring and being curious.

It's about designing a map for making decisions big and small—a map that helps you address the relentless questions and unsolicited advice about your future you're getting right now.

This series of books is written for a specific time in your life. You're likely attending (or maybe have graduated from) college or university. Your future is starting to actually feel like *your* future. That's exciting and scary. Even if you think you know where you want to end up, there's no Google Map that'll get you there. Life is rarely that obvious. Each one of the roads on your journey offers detours, pit stops and often a few intriguing hitchhikers.



## SO, WHO DO I WANT TO DESIGN?

**“EVEN IF YOU THINK YOU KNOW WHERE YOU WANT TO END UP, THERE’S NO GOOGLE MAP THAT’LL GET YOU THERE.”**

Now is the time to make some weighty, often intimidating, decisions for yourself. That's why building your own map right now is so critical.

Throughout the process of designing you, you'll need to be **intentionally curious**. Intentionally curious people look at the world—and their place in it—and wonder about the big picture:



- How do things work together?
- How do these pieces connect?
- How can I influence things?
- How can I improve things?

Like any new skill, intentional curiosity takes practice. As you start to get curious about things, be humble enough to recognize that you don't know it all. Humility creates a hunger that can only be fed by answers.

In *Designing YOU*, we answer some daunting questions you may be asking:

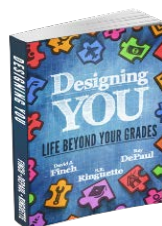
1. Why do I **like certain things** and not others?
2. How can I choose a program or courses at school that are **right for me**?
3. What questions should I ask in **interviews**?
4. Does **emotional intelligence** really matter?
5. How does my **gender impact** my life?
6. How can I find a **mentor**?
7. Am I more of an **artist or an analyzer**?
8. How can I tell **my story**?
9. How do I **prioritize and balance** all the things I want in life?
10. What should I do if **the world changes**?

Refer to the Appendix for a summary of the *Designing YOU* process.



Throughout *Marketing YOU*, you'll see a numbered puzzle piece. This icon will recommend you go to a specific step of the *Designing YOU* book or eBook for additional information.

For a limited time, go to [DesignngYOU.org](http://DesignngYOU.org) to download your complimentary eBook copy of *Designing YOU – Life Beyond Your Grades*.



# MARKETING YOU

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**M**arketing YOU is a guided tour through the world of marketing. By the end, you'll be able to confidently step in the direction of your future because you'll have a solid understanding of what you need for success in this industry now and long-term.

All aspiring marketers are faced with the same crucial questions:

- What are the **different careers** in marketing?
- What **does it take** to be a marketer?
- What's the **future of the marketing** profession and what does this mean to me?
- How have other marketers **got to where they are today**?
- And the inevitable... **how much money can I make**?

In *Marketing YOU*, we dig into answering each of these questions with intentional curiosity.

## Step 1: Explore the marketing career landscape

To make the world of marketing feel as familiar as your school, we explore:

1. What are the different **careers** in marketing?
2. What **knowledge and skills** do I need?
3. What are the **major trends** in marketing and what do they mean for my future?

## Step 2: Define your destination

Your destination is where you want to be in your career 10 years from now. We call this your 10-Year Professional Mission. Knowing your destination will help you make decisions, big and small, along the way. You'll define your destination by the end of this section, but it will evolve with you over time, too.

## Step 3: Develop your Mission Map

Like any epic journey, this one will require some serious planning. You'll need to determine the knowledge and skills required to achieve your 10-Year Professional Mission and map out a plan to achieve them. To inspire you as you plan this odyssey, we review 15 Mission Maps inspired by the career journeys of real marketers.



## Reflection and *Marketing YOU*

Living in the moment is essential to a good life—but so is personal **reflection**.<sup>1</sup> Taking thoughtful notes and noticing what works and what doesn't ensures you're always gathering new information, analyzing it and evaluating what to do next. You'll be reflecting with the goal of trying to connect it all together. To do this, you'll ask yourself questions in three basic categories: What? So What? And Now What?

### What?

1. What happened?
2. Why did it happen?
3. What did you do? What did others do?
4. What was your reaction?

### So What?

1. What were your feelings when it happened?
2. What are your feelings now? Are there any differences? Why?
3. How do you think others feel?
4. What was the impact of what you did?
5. What worked well? What didn't?
6. What did you learn? How did you learn it?

### Now What?

1. What are the implications for you and others?
2. What would you do differently next time?
3. What information do you need to move forward?
4. Why is this learning important to you?
5. What actions are you going to take?

Your best tool for reflection is a *Designing YOU* journal. Though there is no shortage of digital tools to capture thoughts and information (smartphone, vlogs, blogs, Google Drive or a combination), we find that an old-fashioned handwritten notebook is the most effective for your *Designing YOU* work.



**Going forward, when you see this symbol in the book, grab your journal and get to work.** Remember to refer back to this list of questions as you reflect.<sup>2</sup>

There are no rules for when or how to use your journal, but consider it a catch-all for the thoughts flitting through your head that you don't want to lose. There's something rewarding about filling a little book with your questions, thoughts, ideas and interests.

In *Marketing YOU*, we try to avoid marketing jargon, but sometimes we just can't help ourselves. Fire up the American Marketing Association's [marketing dictionary](#) while you read, and jot down any unfamiliar terms in your journal.

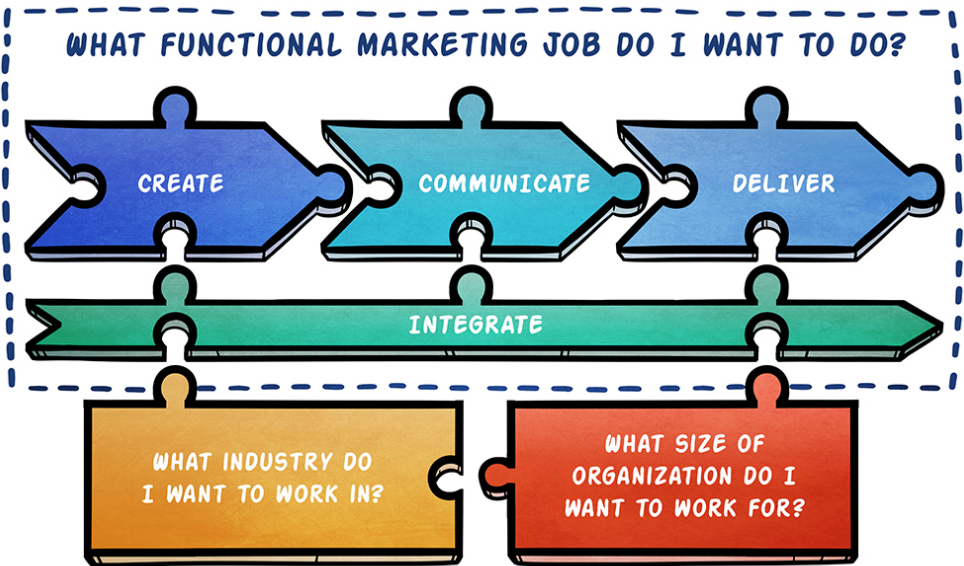
# A LIFE IN MARKETING

## WHAT ARE THE DIFFERENT CAREERS IN MARKETING?

### What is marketing?

It's helpful to think of all the jobs in marketing as existing on a spectrum. You can figure out your place on the marketing job spectrum by considering three key questions:

1. What **functional marketing job**—the actual job—do I want to do?
2. What **industry** do I want to work in?
3. What **size or type of organization** do I want to be part of?



Tackle these questions in the order that makes the most sense for you. For example, your passion may be fashion, so you'll answer the industry question first. Or you may know in your heart you're an entrepreneur and you'll love to work in (or found) a startup, so you already know what organization size you're looking for. Or you may be drawn to a career in selling, design or project management, meaning you already know what functional job you want.

## What functional marketing job do I want to do?

The functional marketing job is the actual job you want to do day in, day out. Marketing jobs fall into one of four “career clusters” based on which function of the marketing world they’re most responsible for: creation, communication, delivery and integration. Each of these career clusters is filled with roles that tackle distinct marketing questions.

### Creation Jobs



**Potential jobs**  
Product designer  
Market analyst  
Marketing manager

**Questions:**

- What do people want?
- What do people value?
- What is our target market?
- How can we design it?
- How much will they pay for it?
- Who are our competitors?
- What trends may impact our success?

### Communication Jobs



**Potential jobs**  
Brand manager  
Content curation  
Designer  
Creative director  
Community relations

**Questions:**

- How do we position this product or service to our customers?
- What communication channels should we use?
- What is our key messaging?
- How do I integrate this into a brand?

### Delivery Jobs



**Potential jobs**  
Sales manager  
Business development manager  
Channel manager  
Development officer

**Questions:**

- How can I sell our product or service?
- Who will buy it?
- Who will sell it?
- How do I incentivize people to sell it for me?

### Integration Jobs



**Potential jobs**  
General manager  
Project manager  
Consumer insights  
Consultant

**Questions:**

- How can I most effectively integrate creation, communication and delivery together to maximize value?
- What are consumers saying about our product or service?
- How can I start my own business?

Not all functional jobs are created equal—even when they have the same job title. Just think—a marketing manager in a startup may be responsible for all four clusters; whereas, in a global company they may be responsible for only one sub-question within a cluster.

Whatever cluster you find yourself drawn to, you can benefit immensely by **exploring the full marketing spectrum**. For example, if you love the creative side, also spend some time in sales or product management. These are considerations you can build into your Mission Map later.

The point of you getting a depth and breadth of experience across the spectrum is to create empathy. Any great marketing manager needs to genuinely be able to empathize with the challenges of a salesperson, and vice-versa. If you can't empathize with your colleagues, it's easy to blame others when things go off the rails, instead of finding a solution.

### What industry do I want to work in?

Industry characteristics have a **huge influence over the day-to-day job of a marketer**. For example, the job of a marketing manager for a public library may be like night and day compared to a marketing manager for a company that sells drilling equipment to mining companies. Similarly, within the same industry, there are diverse functional jobs all in marketing. Working in an external **marketing agency** for that public library is going to be a different experience compared to working within the library's internal marketing unit.



**1.5 Million**  
Canadians are employed in  
marketing related areas



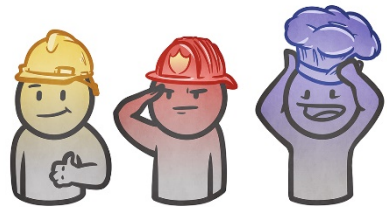
**60,000 Jobs**  
in marketing open at any one  
time in Canada

Source: Randstad Canada



In *Marketing YOU*, when it's time to narrow in on a particular industry, we recommend you go to Step 4 of *Designing YOU* and complete the exercises in the section titled, "What Do You Love to Do?" Afterward, consider whether a particular industry would fit your responses. For example, if one of your answers was "I love cars," you may want to explore automotive marketing; or maybe it was "I like doing lots of different things." In that case, explore working on the agency side.

**Most people don't know what industry they love (or hate) until they've experienced it.** If you're like most people and you're uncertain, then be sure to include opportunities in your Mission Map to get diverse industry experiences. Find those opportunities through things like internships, summer jobs, volunteer work, or by working in a marketing agency (which typically have diverse clients from a range of industries).



You may even find out that an industry you assumed was boring actually lights your fire. At the very least, you'll be able to put your assumptions to the test.

## **“MOST PEOPLE DON'T KNOW WHAT INDUSTRY THEY LOVE (OR HATE) UNTIL THEY'VE EXPERIENCED IT.”**

### **What size of organization do I want to be part of?**

Like industry context, an organization's size and scope affects the daily job of a marketer. For example, a sales manager for a small startup technology company with \$1 million in revenue is likely responsible for creation, communication and delivery. In contrast, a sales manager for a company with 50,000 employees, operating in 100 countries and generating \$3 billion in annual revenue may be responsible for selling a single product in a single region (maybe even to a single client).



It's time to grab your journal for your first reflection. Think about each of the three questions and your early impressions of how you'd answer today. Does the job, the industry or size of an organization jump out as most important to you? Why? This early reflection on “why” is important. It should start to raise questions and assumptions that you can explore with further research.

## **WHAT DOES IT TAKE TO BE A MARKETER?**

A recent study of hiring managers sought to better understand how they prioritized the things they expect marketers to know.<sup>3</sup> The results suggested knowledge and skills fall into two clusters.

The first cluster are **core transferable skills**. Whereas marketing knowledge and skills are task-specific, core transferable skills can be used in lots of contexts. For example, being organized is a critical skill regardless of whether you're an accountant, a marine biologist or a creative director.

The second cluster is **marketing knowledge and skills**. These include the knowledge and skills required for a marketing job. For example, understanding branding or design philosophy.

In the charts that follow, look at the knowledge and skills that various marketing jobs might require. Don't worry if some of the knowledge and skills are unfamiliar at this point. You can refer back to these charts later in *Marketing YOU* when you're identifying the current gaps in your knowledge and skills.

## Core Transferable Skills

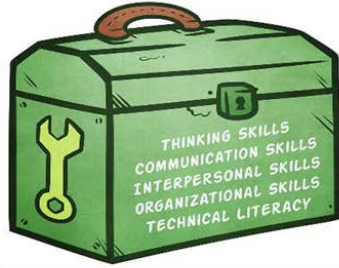
Core transferable skills are also broken into five major clusters. Each cluster includes a series of specific skills that are more (or less) important for different jobs. Refer to the glossary in the appendix for detailed definition of each skill.

### Core Thinking Skills

Demonstrates thinking skills:

- Analytic thinking
- Transdisciplinary systems thinking
- Problem solving
- Adaptive thinking
- Intentional curiosity
- Thoughtful creativity

### TRANSFERABLE SKILLS



### Core Communications Skills

- Ability to communicate effectively for different audiences using written, verbal, & non-verbal mediums
- Effective listening
- Persuasive storytelling
- Conflict resolution & negotiation

### Core Organizational Skills

Evidence of organization skills:

- Self-starter
- Time management
- Follow through
- Perseverance

### Core Interpersonal Skills

Evidence of interpersonal skills:

- Cross-contextual competency
- Effective leadership
- Self-confidence
- Work ethic
- Effective team player
- Emotional intelligence

### Confident use of Digital Technology

Technology use is integral to functioning both personally & professionally. Most career pathways require using technology to communicate, problem-solve & conduct research. Note, this is different than task-specific technical literacy.



## Marketing Knowledge & Skills

Marketing knowledge and skills are broken into six major clusters. Each cluster includes a series of specific knowledge areas and skills that are more (or less) important for different jobs. Refer to the glossary in the appendix for detailed definition of each skill.

### Strategic Marketing

Knowledge & ability to:

- Develop & execute a positioning strategy
- Develop & execute a brand strategy
- Conduct a competitive analysis
- Conduct an environmental scan
- Develop & apply a segmentation strategy

### Research & Insights

Knowledge & ability to:

- Demonstrate empathy & curiosity
- Leverage contextual knowledge
- Ability to analyze data
- Leverage research to support consumer insights
- Compelling presentation & report-writing skills
- Ability to use analytics tools

### Product Management

Knowledge & ability to:

- Measure return on investment (ROI)
- Develop & execute a product strategy
- Manage a budget
- Develop & execute a pricing strategy
- Manage projects
- Manage product life cycle

### Sales & Channel Management

Knowledge & ability to:

- Apply principles of CRM
- Manage a sales process
- Conduct sales presentations
- Develop & execute a distribution strategy
- Leverage e-commerce
- Develop & execute a merchandising strategy
- Leverage co-operative marketing

### Communications & Branding

Knowledge & ability to:

- Develop & execute a media plan
- Develop & execute a sponsorship & community investment plan
- Leverage earned media
- Leverage event & experiential marketing
- Leverage influencer marketing
- Develop & execute a promotional strategy
- Knowledge of media psychology
- Apply marketing within a CSR framework

### Content Curation & Design

Knowledge & ability to:

- Apply visual design fundamentals
- Conduct content research & curation
- Develop original content (written, visual, video, etc.)
- Apply creative production processes
- Develop & execute a content schedule & plan
- Use current digital marketing tools

As you develop your Mission Map, you'll need to prioritize the knowledge and skills that best fit your professional mission. Many of the skills a digital strategist requires, for example, are distinct from the skills needed to be a channel manager or a market researcher (though there are lots that overlap).

To prioritize what experience and education you'll need, think about knowledge and skills for each job on a **four-level rating system**. Overall, you want to focus your limited time on the areas that offer maximum return.



### Level 1: Not required

Depending on what career you're pursuing, there will be a bunch of knowledge and skill areas that you won't even require a "good at" to deliver on the vision of your Sport & Recreation YOU.

### Level 2: Good at

"Good at" reflects an ability to engage and understand a topic but not be completely fluent (let alone an expert) in. For example, as a marketing manager, you're likely not an accountant; however, you need to be sufficiently literate in finance to be able to manage your budget.

### Level 3: Great at

"Great at" reflects advanced knowledge or skill in an area. You may not be the best in your organization in this area, but you're pretty close. For example, as a sales manager, you may not be a statistician, but you may need to be fluent in using the latest customer relationship management software to focus your sales team on near-term opportunities that emerge from your data analysis.

### Level 4: Expert

You need to be an expert in this knowledge area or skill. This is a "need to know," not a "nice to know." For example, as a corporate wellness manager, you'll need to have an up-to-date mastery of the leading trends in corporate health and wellness.



At this stage, you might be asking yourself, "How can I be good at all these things?" You can't be. Start by identifying your current knowledge and skills, with evidence to back it up.<sup>4</sup>

Replicate the following table in your journal. List the skills you currently have and rate them using the four-level system above. Come up with **at least ten individual** knowledge areas or skills for marketing and for transferable skills. **The most important part of this exercise is the proof that you can do what you say you can do.** That evidence could be in the form of a certificate or associated work experience.

For example:

Cindy knows she is “great at” leadership (an interpersonal skill). Her evidence is that she was head bartender at the university pub with six staff reporting to her and experienced no staff turnover.

Marco is “great at” written communication. He has strong evidence of this since he publishes a popular blog for students at his university.

My Current Knowledge & Skills	Level Rating (1-4)	My Evidence Is...
My core transferable skills are...		
My marketing knowledge & skills are...		

Once you have completed this table, review it with family, friends and any current mentors you may have. Having a fresh set of unbiased and trusted eyes can often be an important reality check.

#### What’s a mentor?

A mentor is a trusted advisor on everything from school to jobs to volunteer opportunities and what clubs to join. This person may be a professional acquaintance or a friend. We recommend the best long-term approach is to build a team of mentors with diverse backgrounds and expertise (some professional, some personal). Dive into Step 3 of *Designing YOU* for advice on how to develop your mentor team.

## THE FUTURE OF MARKETING WHAT IT MEANS TO YOU

Marketing is one of the fastest-changing careers today. Some powerful trends—from technology to demographics—are redefining marketing careers. **Many marketing jobs from a decade ago no longer exist or have evolved beyond recognition.** Mapping your 10-Year Professional Mission is going to be a challenge—but it’s also an opportunity to rise above the herd.

It’s essential you consider the marketer of tomorrow as carefully as the marketer of today.

We won't pretend to predict how marketing careers will change over the next decade. That's not realistic. What you can do now is **go in with your eyes wide open** to the prevailing trends that'll influence marketing and reflect on how these could affect your mission. Consider the list of the following nine trends as **a starting point** for what you must always keep in mind as you define and live your 10-Year Professional Mission.

### Trend 1: Technology as an Enabler

In the past two decades, technological innovation has upended the job of a marketer. The internet, social media, mobile devices, big data analytics and artificial intelligence are only the tip of the digital iceberg. Marketing today controls the biggest piece of the technology budget in most organizations. As the **volume, velocity and variety** of data and analytics grow in influencing critical marketing decisions, expect even more reliance on technology by marketers.

#### What it Means to YOU

Being a marketer requires at least basic knowledge in the many technical aspects of marketing. Not every marketer needs to be a programmer, but you'll be required to understand the constraints and opportunities that evolving technologies create and the implications to your work. You'll also need to understand how consumers interact with each new technology and how this changes their behaviour. Being technologically complacent isn't an option.



### Trend 2: The Transformation of Trust

The expansion of technology and associated online behaviour has turned everyone into a potential source of content and influence. User-generated content—such as social media posts or online reviews—becomes increasingly valuable as trust in brands and large institutions (like government) is displaced by trust in people. This dynamic has massive implications on how people are influenced and behave.

Consumers' reliance on recommendations from trusted friends and family is growing. Can you see how that might be a challenge for big brands that can no longer buy influence with big advertising spends? It also means that smaller companies and brands can break through market noise and gain trust and visibility with customers.

#### What it Means to YOU

The implication of this trend is huge—not just for marketing, but for society. Understanding the source and influence of trust is core to any marketer's job, regardless of whether they are a product manager or a digital specialist or a designer. Trust is core to the human existence, so invest in educating yourself on the psychology and sociology of trust.

### Trend 3: The Future is Interdependent

The future we're heading for is one of growing interdependence or working together. The age of simple linear thinking is over. The future will be defined by interdependency, systems thinking and collaboration. That means diverse teams will gather to pull together diverse information for better results.

#### What it Means to YOU

Just as linear thinking isn't good enough, neither is linear education or a linear career path. You need to be able to realize the result of an action across multiple functional areas within a business—financial, technological, operational, cultural and societal—and make evidence-based decisions.

Preparing for an interdependent future requires a Mission Map that leads you through a breadth of diverse experiences and contexts. If you can see how all the dots connect, you'll become infinitely more valuable to an organization.

#### Trend 4: The Consumer as Co-Creator

The idea of crowdsourcing—getting large-scale, public input into a particular project—goes back more than a decade. Over the next decade, crowdsourced decisions and co-creation will expand dramatically with enhanced technologies and evolving consumer expectations.

Because the consumer will collaborate on the product's creation, the traditional concept of Business-to-Consumer (B2C) marketing will be significantly displaced by one-to-one (O2O) marketing over the next decade. The result will be a redefinition of marketing.

#### What it Means to YOU

The days of "build it and they will come" are over. You'll need to learn how to engage your consumer (and other people) constantly during the entire lifecycle of a product—sometimes including the consumer as a direct co-creator of products and services along with your brand. In doing so, they'll assume an increased ownership of the products they consume.

This trend is spawning an entire sector of specialist researchers who have designed ways to engage better with consumers. The result is careers in research and analytics will demand complex skills far beyond being a good number cruncher. The market researcher of the future will look more like an anthropologist than a statistician.

#### Be an opportunist

After graduating with a degree in political science, Cameron accepted a position at a marketing agency as "the assistant to the assistant of somebody who made grocery coupons." It was the first call for a job he had received after graduation. Marketing had never been on his radar, but he saw an opportunity to explore and learn something new.

Fortunately for Cameron, he was very self-aware. He knew what he was good at and what he wasn't. In his new job, Cameron soon found the big picture and critical thinking skills he developed in his political science program offered him the ability to see connections that others didn't.

Today, as a project manager running multi-million-dollar marketing campaigns, Cameron's job is to ensure all the dots connect. Rather than being a subject-matter expert, his strength is in seeing connections and asking hard questions.

**Cameron's Tip:** Know your strengths and build on them.

## **Trend 5: The Threat of Privacy**

Arguably the biggest issue facing marketers over the next decade is related to internet privacy and security. The future of marketing isn't technology, but rather our trust in technology.

Think about next-generation tech trends, like wearables, augmented reality, the internet of things, driverless cars, and so on. How many data breaches—the hack of 40 million of Target's® customer accounts; or the security failure in Jeep's® Wi-Fi system that allowed a remote takeover; or the WannaCry ransomware on Microsoft® Windows that demanded payment from affected users in return for their data—will it take before consumers start to question their trust in the technology they've become dependent on?

### **What it Means to YOU**

Data security and privacy is a massive growth sector, not just for technology companies and engineers, but also brand managers. “Brand” is simply a fancy word for trust. We love our brands because we trust them. Until we don't anymore. Great marketers today, and in the future, will recognize this threat and will need the knowledge and skills to proactively plan for it.

## **“THE FUTURE OF MARKETING ISN'T TECHNOLOGY, BUT RATHER OUR TRUST IN TECHNOLOGY.”**

## **Trend 6: Content is King**

The era of the 30-second TV commercial is over. The expansion and fragmentation of digital media channels from websites to podcasts to YouTube and Snapchat has amplified the role of content in marketing. Those who can efficiently harness content—especially user-generated content—to build brand advocates will rise to the top (refer also to Trend 2 on The Transformation of Trust).

### **What it Means to YOU**

Content comes in endless and expanding media forms. This means far more opportunities for people skilled in the production and curation of content. Jobs could include copy and script writers, bloggers, videogame designers and videographers.

## **Trend 7: The Death of *Mad Men* Agencies**

Technology, interdependence and the changing role of content will continue to redefine the agency model. The days of *Mad Men*—traditional agencies that specialized in one form of marketing promotion (e.g. advertising, public relations or digital)—are in the past. They are being replaced by agencies with expertise in storytelling and design across multiple media.

### **What it Means to YOU**

Spending part of your career (especially early on) on the agency side can be extremely valuable. Every day you may be working with clients from different industries with unique challenges. When evaluating if and how agencies may fit into your Mission Map, recognize the disruption they face and the opportunities this provides you.

## Trend 8: The Gig Economy

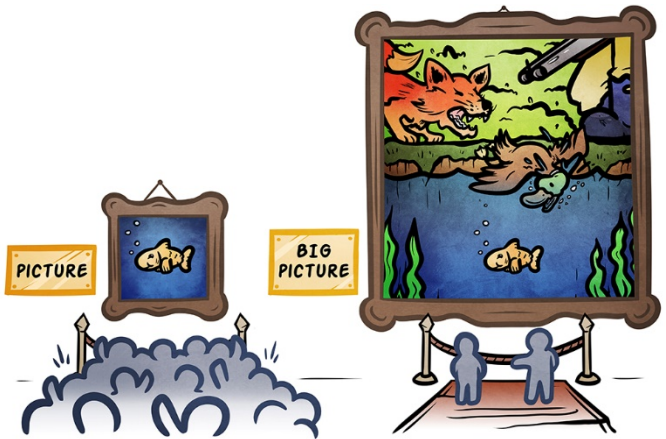
For most of the last century, having a job meant going to an office or store or facility and every two weeks getting a paycheck. This same model also existed in marketing. But today in Canada 21% of the workforce (and almost 40% in the US) are freelancers who work for themselves.<sup>5</sup> That's more than 4 million people and growing by 10% a year. In marketing, 17% of positions today are contractors or freelancers.<sup>6</sup> This gig economy is becoming mainstream as companies and talent alike recognize the benefits of employment on-demand.<sup>7</sup>

### What it Means to YOU

Your career may be less about a job and more about an endless series of “gigs,” or short- to medium-term contracts. A gig economy can be both exciting and stressful. It's exciting because you'll be working with diverse clients and you're your own boss. If you want to go to Australia for six months, no one can say no. It's stressful because you have to pay the rent (and for a flight to Australia). Your success will be dependent on having a robust network of professionals who recognize and value your expertise and talent. These are the advocates who will help sell your value and ensure you can pick and choose your gigs (and pay that rent).

## Trend 9: Demographic Realities

Millennials may get all the marketing hype, but for the first time in Canadian history seniors are a bigger cohort than children. In fact, people over the age of 100 are the fastest-growing demographic group in Canada.<sup>8</sup> Generational demographics is the simplest way to identify market segments, but don't underestimate the influence of age on values and consumption—and therefore, on the future of marketing.



### What it Means to YOU

The Baby Boom generation redefined marketing from the 1950s until today, and they continue to wield their spending power, even as they become centenarians. Being a great marketer is about empathy; deeply understanding the life, fears, wants and needs of your audience. As you create your Mission Map, consider opportunities to experience life outside your demographic comfort zone.

## Does Sex Matter?



Though it's not a "trend," an important issue to consider when it comes to your career is sex. And by sex, we really mean gender here. The basic difference between the terms "sex" and "gender" is that **sex refers to biology**, while **gender refers to cultural and social perceptions of** (and biases toward) appropriate roles for different genders. There's a load of really complex research suggesting society plays a massive role in designing you based on their view of your gender.<sup>9</sup> This research also suggests the brains of men and women are wired differently. Studies also show that we still treat men and women differently.

The guidance in *Marketing YOU* is applicable, regardless of your gender identity. As you launch your professional life, however, there are **gender realities in the workplace worth understanding** and incorporating into your thinking.

For example, research shows the value of building diverse teams; companies with gender balance on their boards and executive teams perform better than those without it.<sup>10</sup> Yet, women remain drastically underrepresented in the senior ranks in many fields and equal pay for equal work remains elusive. In fact, the U.S. Bureau of Labor Statistics reports that **a female marketing and sales manager's salary is still only 70% of what her male counterparts make.**<sup>11</sup> Similarly, many employment fields remain so-called "pink ghettos," where women are overrepresented, there's little room for advancement and pay is often poor.<sup>12</sup> **The reasons behind this difficult reality are multifaceted.** They include women's career choices, career disruptions (e.g. taking time off to raise children), stereotypes, discrimination and many other factors.<sup>13</sup> **There's no "quick fix."**

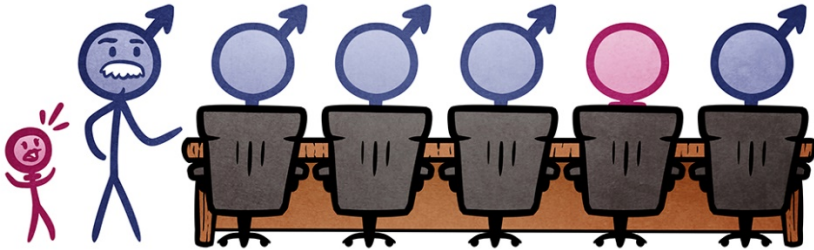
**"THE U.S. BUREAU OF LABOR STATISTICS REPORTS THAT  
A FEMALE MARKETING AND SALES MANAGER'S SALARY IS  
STILL ONLY 70% OF WHAT HER MALE COUNTERPARTS  
MAKE."**



## SEX STILL MATTERS!

**6%** OF CEOs OF LARGE CORPORATIONS IN CANADA ARE WOMEN

**20%** OF BOARD MEMBERS OF LARGE CORPORATIONS IN CANADA ARE WOMEN



**44%**

AMOUNT FEMALE UNIVERSITY GRADUATES WILL EARN LESS THAN MALES EIGHT YEARS AFTER GRADUATION



**19%**

OVERALL AMOUNT CANADIAN WOMEN EARN LESS THAN MEN IN THE SAME JOB



**66%**

OF POST-SECONDARY STUDENTS IN CANADA WILL BE WOMEN BY 2025



**75%**

OF GLOBAL UNPAID WORK IS DONE BY WOMEN

**\$12,000,000,000,000**  
PROJECTED IMPACT ON GLOBAL GDP BY 2025 IF GENDER EQUALITY IS ACHIEVED

*Infographic note: 14*

Society has not yet achieved true equality. This includes not only gender, but also areas such as sexual orientation, race, ethnicity or religious beliefs. Keep this all in mind when you're designing you.

For most of us, unconsciously or otherwise, our expectations of men and women are different. Sheryl Sandberg, the chief operating officer of Facebook, wrote a bestselling book called *Lean In*, in which she discusses how we all have **powerful unconscious biases about gender roles and gender behaviour**.<sup>15</sup> Think about it: The same behaviour that's viewed as strong, positive leadership from a man is often seen as negative and overbearing when it comes from a woman. For instance, more than 60,000 women and men were asked whether they preferred male or female managers. While slightly over half of respondents reported having no preference, the rest preferred male over female managers by a 2:1 ratio. Justifications for this preference tended to focus on negative stereotypes about female behaviour, such as women being too "emotional," "moody," "catty" or "dramatic."<sup>16</sup>

It's human nature to notice other people's biases, while being blind to our own. Regardless of your gender identity, when you find yourself judging a woman for behaving aggressively, ask yourself whether you would be as critical of a man acting the same way. Also consider how prepared you are to challenge gender bias when you observe it happening around you. **Gender bias is deeply seated, so we all need to be self-critical to weed it out.**<sup>17</sup>



We can be hampered if we think of “men’s jobs” and “women’s jobs.” In *Marketing YOU*, you’ll research potential jobs and conduct informational interviews to explore what sort of opportunities might be out there for a person of your skillset and interests. This process provides a prime opportunity to push beyond any (often unconscious) gender biases you may have about your future professional life. The great thing about conducting informational interviews is you’re exploring possibilities, which should include possible jobs that you might not consider at first because of your gender. **Don’t rule out any role simply because it seems stereotypically more suited to another gender.**

Be sure to talk with people in non-traditional gender roles. Is their field of work improving for the underrepresented gender? Or are there still deeply entrenched barriers that are difficult to overcome? As part of this process, consider your own willingness to be in the minority in your field. Does the thought of being a trailblazer appeal to you?

With some research, you should be able to determine whether the role in question is an opportunity to improve diversity and foster equal opportunities. For example, when investigating a particular industry or company, research their current leadership teams. If there is some degree of diversity, that’s a promising sign for prospective women and minority candidates. If it’s entirely white men, look into whether the organization is doing anything to encourage diversity. You may also want to check into the organization’s work/life policies. Does the organization subsidize daycare? Top up maternity/parental leave benefits? Pay for fitness club memberships? In a competitive market for talent, you want to define a mission and join an organization that recognizes people as its most important asset.



Finally, **your 10-year Professional Mission might include a consideration about starting a family.** Since the biological reality remains that females are the ones with the potential to give birth, “starting a family” means quite a different thing depending on your sex (unless you are adopting a child).

Having children is a particularly difficult thing to plan years in advance. In fact, even after a woman is pregnant, it’s impossible to predict exactly when her maternity leave will start. **The more realistic approach is to expect to update your Mission Map down the road when you are ready**

**to start a family.** Or as Sheryl Sandberg puts it, don't "lean out" of your career until you're actually pregnant. You might miss wonderful opportunities if you put too much focus on a possible future pregnancy that may or may not happen as planned.<sup>18</sup>

### **The Last Word: Never Stop Asking Questions**

Every great marketer knows research—competitive intelligence and environmental scanning—is core to identifying opportunities and threats. Consider these nine macro-level trends as a start and rigorously continue to evaluate other trends, both inside and outside of marketing.

Look at this type of market intelligence gathering as a daily task. **Follow lots of industry leaders on social media channels or blogs.** Find out what they're thinking about and the questions they're asking; remember to keep asking yourself the implications that emerging trends have on your life as a marketer.



# DEFINING YOUR PROFESSIONAL MISSION

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When you know your destination, you can use it to support your decision-making enroute. To define your professional mission, you'll consider your current and future experience, knowledge and skills, all of which create your unique value as a professional marketer.

First, make sure you've answered the questions from the start of *Marketing YOU*:

1. What **functional marketing job** do I want to do?
2. What **industry** do I want to work in?
3. What **size of organization** do I want to work for?



In your journal, consider these questions once again. Have your answers changed? Why? Why not?

## WHAT'S YOUR 10-YEAR PROFESSIONAL MISSION?



You'll need to tap into that **intentional curiosity** we talked about earlier. **Great research starts with asking great questions.** Below are some **thought-starter questions** you may want to consider as you start exploring your professional mission:

1. What are the different types of careers in marketing?
2. How is the field of marketing changing? What's driving this change?
3. What parts of marketing are growing the fastest?
4. What type of education do I need to be successful in different marketing jobs?
5. What are the most important knowledge and skills for marketing jobs in each career cluster?
6. What's the starting salary for marketing jobs?
7. Do people stay in marketing for their entire careers?
8. What are the common entry-level positions in marketing?
9. How does the locale impact careers in marketing?
10. What international opportunities may exist in marketing?

Answering these big questions can't be rushed, so go slow and expect this part to take weeks or months to complete. Don't forget that predicting the future is hard and few of us get it right, so when doing your research, use **the principle of triangulation**: If you see or hear something from three credible sources then there's a very good chance you should pay attention and add it to your Mission Map.

### Step 1: Conduct Secondary Research

Your secondary research, sources will include:

- government reports (e.g. employment studies, census data)
- annual reports of companies, periodicals (e.g. newspapers)
- other media (e.g. podcasts)
- scholarly journals
- commercial information (e.g. American Marketing Association)
- credible online publications (e.g. Scientific American, Fast Company).

This research will uncover industries, educational programs, people, books, websites, podcasts, companies and jobs in marketing you've never heard of.



**Replicate the following table in your journal and use it to track your research.** Keep notes on the sources of your information and the nuggets you find. The invaluable part about existing information is that it can trigger questions. Jot down these questions for your informational interviews later on.



As a starting point to answering these questions, we suggest you follow the detailed research process in Step 4 of *Designing YOU*. Below is a condensed version of this process. Here's a sample table to see how you can identify opportunities:

#### Find what you love

It took a couple of years for Amanda to connect her passion for understanding what makes people tick to the practical world. In her second year of university, Amanda took an introduction to marketing course as an elective. The course lit Amanda's fire by linking her interest in psychology to enabling a better understanding of consumer behaviour.

Amanda became heavily involved in campus culture. She held executive positions in clubs, studied abroad, mentored new students and completed the cooperative education program. She didn't choose her extracurriculars by accident. She was able to improve in areas where she felt she was lacking, such as network development, personal balance and work experience.

Amanda took time once a year to re-evaluate herself, where she was in her life and what she wanted for her future. By doing so, she could identify areas for both personal and professional growth, adapt accordingly, and ensure her path still aligned with her personal values. This intentionality became a vital aspect of her goal-setting process and life going forward.

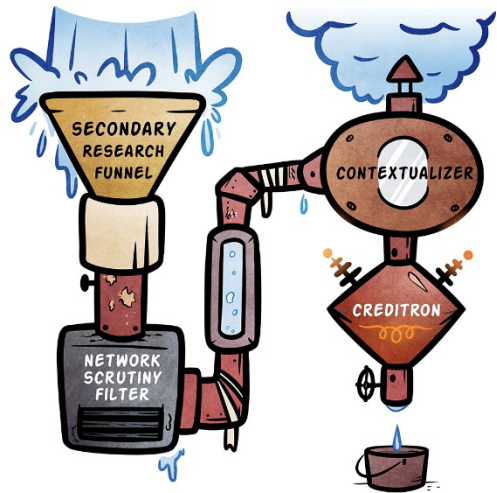
**Amanda's Tip:** Take the time to be self-aware and flexible in your goals—you'll miss opportunities if you're not maintaining an open mind.

Potential Opportunities	My Questions
Influence Marketing	<ul style="list-style-type: none"> <li>○ How much can I get paid?</li> <li>○ What type of education and experience do I need?</li> <li>○ Do I need to move?</li> </ul>
Autonomous Vehicles	<ul style="list-style-type: none"> <li>○ What type of education is required?</li> <li>○ Are there internships available?</li> <li>○ Where are these jobs?</li> </ul>

## Step 2: Analyze Marketing Job Postings

Job postings are easy to find online and are invaluable for identifying emerging opportunities and trends in the areas that you love. They can also expose you to the types of jobs that exist in your areas and companies of interests. Also:

1. It's simple to collect a large and diverse sample. Review a **minimum of 25 job postings** in a specific area you love to ensure an effective comparison.
2. Many job postings are archived and are accessible via [www.archive.org/web](http://www.archive.org/web), so you can assess trends over time.
3. The extra work you put in to summarize the job postings can help you identify trends and themes that may not be obvious to others.



When you're summarizing job postings, it's helpful to collect information on several major areas of employment that you're interested in. Use a spreadsheet program such as Microsoft Excel or Google Sheets to track the answers to the following questions:

Use a spreadsheet program such as Microsoft Excel or Google Sheets to track the answers to the following questions:

### Company Details

1. Industry
2. Size of company (e.g. number of employees)
3. Location (the location may reflect culture, language and compensation)

## Job Details

1. Title
2. Level of position (titles can be misleading)
3. Responsibilities (e.g. does it mention what they'll be doing?)

## Qualifications

1. Education (do they specify a major?)
2. Professional experience (years and type of experience)
3. Professional credentials (does it mention specific credentials are required?)
4. Industry engagement (does it mention if active involvement in a professional association is important?)
5. Personal attributes (does it mention the importance of any specific interpersonal or communication skills?)
6. Are each of the qualifications “required” or “preferred”?

Below is a sample of a summary table of job postings related to the job of a sales manager.

Professional Mission	Major Themes	So What?
<p><b>Sales Manager</b></p>	<p>75 per cent require a <b>university degree</b>.</p> <p>All jobs ask for <b>previous experience in sales</b> with the majority asking for a minimum of five years.</p> <p>50% ask for sales experience in a <b>specific industry sector</b>. Only 10% specify themes associated with organization size and scope. In this case, it was related to experience managing a global sales force.</p> <p>70% ask for experience in <b>managing</b> a sales team.</p> <p>60% ask for experience using <b>customer relationship management (CRM) software</b>.</p>	<p>I must complete my university degree, but the specific major or minor appears to be a secondary consideration.</p> <p>I need to break into sales while in school to build evidence of expertise.</p> <p>I should get diverse sales expertise in different industry contexts and target to narrow this expertise down within five years.</p> <p>I need to learn CRM! I'll look for online CRM training.</p> <p>It remains unclear how a sales manager role will evolve over the next decade.</p>

### Step 3: Networking and Talking to Real Marketers

The next step is to immerse yourself in the industry by meeting and interviewing real marketers. These people can tell you what the next ten years of marketing may look like. It's important that you do the work in Steps 1 and 2 first so that you go to your interviews armed with enough information to get a deeper level of knowledge.



In Step 4 of *Designing YOU* we walk through a detailed process on how to network, book interviews, and get the most value out of these meetings. Each interview will raise new themes or questions that you'll want to explore and test in future interviews.



**One useful approach to determine what you're trying to learn from these interviews is to notice the assumptions you're making about the field, industry or job, and then use the interviews to test these assumptions.** For example, your earlier work may have uncovered design as a possible career path. To dig deeper into design, you would list a set of assumptions and how you might validate them. For example:

My Assumption	How I Can Test This
To be a designer I need to be a great artist.	Explore what courses are required. Interview designers about the skills they use every day.
I need a degree or diploma in design or the fine arts to work as a designer.	Search past job postings to look for qualifications. Interview a broad range of designers to explore their pathway.

#### How do I book an interview?

The first rule of an informational interview is respect. **Every person you want to interview is doing you a favour.** Most of these interviews won't exceed 30 minutes, so they need to be laser-focused. Consider the following:

1. **Connect through a mutual contact.** For example, "Hamid Zakari suggested I contact you because of your expertise in..."
2. **Make it personal.** Demonstrate you know something about them through your digging. For example, "I see you also studied accounting at the University of..."
3. **Be persistent and keep asking.** As you're the lowest priority in their inbox, you'll likely have to send a couple of reminders. Be polite and persistent and if they say no, ask them for anyone else that they could suggest. This'll ensure you'll have a return on your effort.
4. **Make it easy for them.** Offer to work to their schedule and meet them at their office or anywhere they'd like to meet. This interview is for you—not them. Don't be surprised if the interview is a month or more out. Professionals are busy people.



## What should you ask?

In addition to the questions above, below are some more thought starter questions to consider asking during your interviews (there is an expanded list in the appendix of *Designing YOU*):

1. What does your current job entail? What does a typical day look like?
2. What kind of decisions or issues are you often faced with in your job?
3. What type of training or education prepared you for your current job?
4. What's the best part of your current job?
5. What's your least favourite part of your current job?
6. What courses at school best prepared you for your career in marketing?
7. If you could go back to school and start all over again, would you do anything differently?
8. Did you do a co-op or internship in college/university? Would you recommend this? Why?
9. Are there specific extracurricular activities that might help me prepare for a career in marketing?
10. What jobs and experiences have led you to your present position?
11. When you reflect on your career so far, what would you do more of? What would you do less of?
12. When you look at people who have succeeded in marketing, what characteristics do they tend to have?
13. What would you suggest is the most important thing someone entering marketing should know?
14. If you were going to do it all over, would you become a marketer again?
15. What do you wish you'd known before you became a marketer?

### Don't underestimate the power of others

In his third year of university, Alex worked on a course project where the winner was awarded an internship with a children's fashion brand—and he won it.

Alex saw the opportunity as more than just a job. In addition to his daily work, he had the chance to meet and learn from some of the most progressive minds in marketing. Although it made him nervous to do so, he asked for a one-on-one coffee with several senior managers. These simple coffees soon evolved into deep mentoring relationships.

He was struck by these successful marketers' desire to support him professionally and personally. To a person, every one of his new mentors had faced similar questions and challenges as he was facing early in their own careers.

Although he was originally uncertain of the direction he wanted to go within marketing, his mentors offered guidance into the diverse facets of the industry, and helped him determine where his professional strengths lay. They encouraged him to keep an open mind about new opportunities.

By pairing his mentor relationships with a hard work ethic, Alex was asked to return to the fashion brand upon graduation as a specialist in digital marketing.

**Alex's Tip:** Don't be shy and take that first step. Make a call. Send an email. Once you do, you'll be able to surround yourself with a team of people who care about you both personally and professionally.

## Consider this only a start

Ideally, this interview is not simply a one-off. A core objective of this process is for you to **build your professional network** and identify mentoring candidates. Following the interview, ensure you send a note thanking the interviewee for their time. Personalizing the note by identifying some key themes they highlighted shows you were paying attention and reinforces the value of the time they spent with you. In your note, ask if they'd be open to keeping in touch so you can reach out with any additional questions.

## Step 4: Defining your Professional Mission

Once you've completed your informational interviews, you should be closer to defining your professional mission. There are three stages to defining your mission:

### What's Your "What"?

For the first stages, let's go back to the original three questions we asked.

1. **What** functional marketing job do I want to do?
2. **What** industry do I want to work in?
3. **What** size of organization do I want to work for?



Your research should have inspired you to be able to **answer at least two of these three questions**. In addition, you should have a sense of priority. Replicate the table below in your journal.

Here is the challenge—you need to project yourself 10 years into the future. These aren't just questions for next week or next year... but a 10-year target.

The 10-Year "What"	Your Mission	Priority
I want to be a...		
I want to work in....		
I want to work for...		

Here's a sample.

The 10-Year "What"	Your Mission	Priority
I want to be a...	Director of Business Analytics	1
I want to work in....	Professional Sports	2
I want to work for...	An NHL Club	3

## What's Your "Why"?

The limitation with the above exercise is that it tells us what you want to be, but not **why anyone would want to hire you** compared to other candidates. Therefore, the next step requires you to articulate "why you?" compared to others. This will allow you to create your unique value proposition—in other words, what makes you the best choice for the job. Remember, you're projecting 10 years into the future here. To do this, complete the table below:

Your Professional Mission	
For...	Who's your target industry or company?
That...	What's their specific need that isn't being met?
I am...	What's your functional marketing job?
Who...	What's your specific skill or knowledge that'll satisfy their need?
Unlike...	Who are your competitors who are also trying to satisfy this need?
I...	What unique skills and experience do you have that'll differentiate you from all the other employees?

Here's a sample of how these questions might be answered.

Your Professional Mission	
For...	An NHL franchise.
That...	Needs to leverage both data and dynamic content.
I am...	A curator of innovative and targeted content.
Who...	Is both a data scientist and an artist.
Unlike...	Those who are either data analysts <i>or</i> creative specialists.
I...	Am a seasoned professional in data analytics with a degree in fine arts.

In answering these questions, consider the things you love to do and what you're good at combined with real opportunities in the marketplace for you to make a living. If all those elements are there, you've just defined your professional mission! If you have trouble

answering these questions, it probably means that you'll have to go interview more people or find some additional information. Be honest with yourself.

### What if I get stuck?

Remember, getting to the point where you can articulate your professional mission is hard but important. **Don't be in a rush to move on and don't be frustrated if you conclude you don't have any unique value yet.** At the start of this process, this is understandable.

A key goal of this process is to identify the knowledge and skills that'll make you unique and valuable in the future. The difference between the you of today and the you of tomorrow is the gap that forms the foundation to your Mission Map.

### Articulating your 10-Year Professional Mission Statement

Now, you'll condense your answers to these six questions into a concise **10-Year Professional Mission Statement. Keep it under 100 words.** Your mission statement offers a simple description of the future you. Having this mission statement allows you to check if you're spending your precious and limited resources (time and money) on a meaningful purpose.

Here's the trick to an effective mission statement: It can't be constrained by history, the status quo, your comfort zone or your current identity. Your 10-Year Professional Mission Statement is about defining your professional identity; it will be a big part of your personal identity.

At this stage, you don't have to fully understand how to achieve your mission, but you should be able to see some of the major milestones along the way. Below is an example:

*"In 10 years, I will be a director of marketing for a major fashion brand. I will be an expert in branding, market segmentation and emerging industry trends. I will be a sought-after public speaker and a mentor for emerging talent in fashion marketing."*

Defining your 10-Year Professional Mission is hard and it's a house of cards. When it all comes together it feels great, but sometimes the littlest unexpected thing (good or bad) can disrupt it all.



For this reason, we encourage you to **map out at least three** 10-Year Professional Missions based on **three distinct “what if” scenarios** using the table below. When you're considering the possibilities for your “what ifs,” be aspirational. For example, “what if” in one of your scenarios you stay in the city you grew up in, but in another scenario, you move to New York? What if in another scenario, you decided to stay agency side for the next decade? But in a third scenario, you decided to go to a large multi-national company? The system-wide implications of one “what if” may be massive or small, but through “what if” planning you can start to understand life's trade-offs. (We are only considering the professional mission “what ifs” here. In *Designing YOU* we challenge you to think about all the other potential “what ifs” that could influence your future, such as relationships.)

The goal of reflecting on these “what ifs” isn't intending to paralyze you, but to inspire you. Instead of being crushed when circumstances get in the way of achieving your chosen professional mission, you'll know that it was only one of many possible scenarios.

“What If” Scenario A: _____	“What If” Scenario B: _____	“What If” Scenario C: _____



As part of the “what if” reflection, engage your mentors for input. Refer to Step 3 of *Designing YOU* if you don’t have a mentor yet.

### Don’t Forget About Everything Else

If you’ve come this far, you have a pretty good sense of what your professional mission looks like. Maybe you aspire to be the creative director in New York at a global agency or a director of marketing at Tesla. Your professional mission should be audacious. Your ambition should highlight the gaps between the you of today and the you envisioned in your 10-Year Professional Mission.

However, there’s one problem. You’re more than just a paycheck; you have relationships and other passions that extend beyond a career. This is **everything else in our life that is important and only you know what those things are.**

Over your lifetime, you and the world around you will continuously change. This re-iteration process is common. It’s a sign of a great marketer; a marketer who doesn’t fall in love with a single idea, but rather one who is prepared to change and adapt when the evidence tells them it’s time.

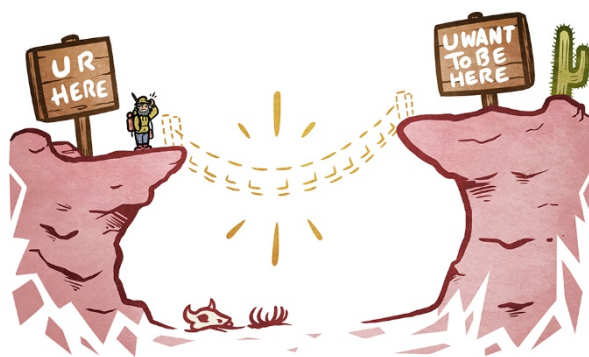


At this stage, we recommend you head to Step 5 of *Designing YOU* and test your professional mission relative to **everything else** in your life.

# GETTING FROM HERE TO THERE

Your 10-year mission is aspirational and ambitious.

It's a little scary, but it's supposed to be. The ambitiousness in your 10-year mission highlights gaps between the you of today and you in ten years. If your mission is the destination, then the gap is the journey—it is the actions required to reach your destination.



The map to get you from here to there involves a series of complex and interdependent activities. In this section, you'll build the Mission Map to get you to your 10-Year Professional Mission.

## Link Your Professional Mission to Knowledge and Skills

To create your Mission Map, you'll first need to understand the critical skills core to your 10-Year Professional Mission. Then we'll address the gap between here and there.

First, recall the four career clusters we introduced earlier: creation, communication, delivery and integration. At the highest level, any jobs that fall under a specific career cluster require **a common set of knowledge and skills**. You probably saw this trend in the research you did earlier when certain knowledge areas or skills such kept appearing over and over. This is because certain knowledge areas and skills are critical to specific career clusters. So, if you want a career in the “creation” cluster, there are minimum skills you'll need to develop. **On the next page, we break down the critical marketing knowledge and skills required by the four career clusters.**

Refer to our four-level ranking system from “not required” to “expert” and rank the knowledge and skills relevant to your 10-Year Professional Mission. By the time you're ten years into your career, you'll need to be at least “great at” (and often an “expert” in) each of these areas.





The next step in developing your Mission Map is a **professional gap analysis** so we can plot your journey. **Complete the Mission Map Table 1** below, which considers the following four questions:

1. What are the specific priority knowledge and skills (both marketing and transferable) required to achieve your 10-year mission?
2. What is your evidence these priorities are important (e.g. interviews, research)?
3. What is the required level you'll need to achieve in 10 years?
4. What is your best guess of your level today?

The third and fourth columns represent your professional gap. **There should be A LOT of gaps. Your Mission Map will allow you to close these gaps over time.**

**Mission Map Table 1 – Mission Map Gap Analysis**

Specific Priority Knowledge and Skills	Evidence this is Important	Required Level in 10-Years	My Level Today
Data analytics	7 of 10 interviews. 70% of job postings.	Expert	None

Be sure to share your results with your mentors.

### **Bridging the Gap**

For most twenty-somethings, ten years may as well be 100 years. As a result, a lot of people get frozen by the daunting task of looking ahead ten years. One of the biggest barriers to moving forward is the question:

**What is the first *real job* I should get after graduation?**

There's a problem with this question. "Real life" doesn't begin after graduation. It's happening right now.

The development of your foundational knowledge and skills is happening in the context of five professional types of **building blocks experiences**:

1. education & learning
2. employment experiences
3. volunteer experiences
4. contextual experiences
5. relationships

The knowledge and skills you defined as critical to your 10-Year Professional Mission can't all be learned by accident. Rather, they need to **be the outcome of an intentional development process**. In other words, the expertise you'll possess in ten years, whether it be leading a sales team or being a sought-after designer, won't be a fluke.

### PROFESSIONAL YOU BUILDING BLOCKS



Let's review each of these experiential building blocks. In your journal, **consider the sample questions based on the current you and the you 10 years into your career.**



*Education and learning* refers to traditional forms of education (like university or college) and other forms of lifelong learning ranging from professional development courses to awesome podcasts and books.

Questions to explore:

1. What should I major and minor in?
2. What specific courses should I take?
3. Do I need to go to graduate school?
4. What certifications will I need?
5. What podcasts should I listen to?
6. What books should I read?





*Employment experience* means every job you'll ever have—full-time and part-time alike—that contributes to your skill development (even beyond marketing). While in school, this could include

co-op terms, internships, and part-time and summer employment.

Questions to explore:

1. What type of internships or co-op positions should I take while in school?
2. What could be my first job in marketing when I graduate?
3. What are the benefits of working for a marketing agency compared to working for a company?
4. How can I get employment experience so I can become knowledgeable across all four career clusters?
5. How much time should I spend in various jobs?



*Community experience* includes all those volunteer and extracurricular activities that contribute to your knowledge and skill

development. This might include involvement in clubs, teams or community organizations.

Questions to explore:

1. How can volunteer roles support the development of my key knowledge and skills?
2. How can volunteering support my networking?
3. What types of organizations align with my values?
4. Do I want to assume a leadership position in an organization?



*Contextual experience* includes international experiences, industry experiences, organization size and scope, and travelling experiences.

### Take your opportunities for a ride

Shortly after Aislinn began her business degree at a large university, she found it wasn't the right environment for her. She dropped out after her first year and instead pursued a professional music career.

After a life where academic success had come relatively easy to her, Aislinn's music career taught her a lesson that her academic path had not: how to fail and bounce back.

In the years that followed, Aislinn worked at a few handmade cosmetics retailers and spent time travelling. Both experiences gave her the opportunity to develop and develop some life skills, which she saw as an essential step ahead of formal education.

When Aislinn returned from travelling, she continued her business degree. She settled on a small campus that would give her more personal interaction with her peers and professors. The support system and network she developed during her degree helped her to launch her first business selling natural bath products. As a business owner, she had to develop new skills and found a love for packaging, design and marketing.

Over time, Aislinn developed more confidence in her abilities as a business owner by trying new things, accepting failure and adapting to it. Several years after her first, Aislinn began her second business, a marketing agency. She says hers was a zig-zag path, but it led her where she was meant to be.

**Aislinn's Tip:** Every opportunity you get, even if it's slightly off your path, just take it.

**International experiences:** Paid or unpaid international work experience.

Questions to explore:

1. What are the benefits to doing a semester abroad?
2. How can working internationally contribute to my marketing knowledge and skills?
3. How is working internationally in marketing different than international marketing?

**Industry experiences:** Specific industry sector experiences throughout your career.

Questions to explore:

1. How could my choice of industry sector change my job as a marketer?
2. Should I work agency side, client side or both?
3. Should I get experience in both product and service marketing?
4. I'm not very technical; does this mean I'm at a disadvantage if I want to be a technology marketer?

**Organization size and scope:** The size of an organization can have a significant impact on the scope and depth of a role.

Questions to explore:

1. How does working for a startup help me?
2. What are the benefits and risks of me building an entire marketing career in a single large company?
3. Should I take a job at a large global multinational organization to meet my goal of working internationally?

**Travelling experience:** International experience and exposure to diverse cultures can contribute to your personal and professional development.

Questions to explore:

1. How can travelling internationally contribute to my knowledge and skill development?
2. If I take time out of my career to travel, am I risking being passed by people who don't?

### Your network is your big break

After graduating with a communications degree, Chad got a job in event marketing. In the position, he learned a variety of transferable soft skills, such as the ability to manage people and organize vendors.

Several years later, Chad left that position to pick up his life and move to Argentina for a year. After a year packed with adventures while teaching English, Chad decided it was time to put his communications degree to work.

Rather than sift through job boards, Chad took advantage of his personal and professional network. He posted on Facebook the kind of job he was looking for and included a list of his marketing and transferable skills. In no time, a friend from junior high school connected him with an opportunity at a local marketing agency. Six years later, Chad is the owner of his own marketing and communications firm.

**Chad's Tip:** Don't take grades too seriously, but take experience seriously.

3. Can I blend my desire to backpack around the world with a desire to work internationally in marketing?



*Relationships* captures three major categories—mentors, networking and personal relationships.

Questions to explore:

1. How can mentors help me get ahead?
2. How can my professional network contribute to knowledge and skill development?
3. My professional mission is part of my life—but it's not my whole life. How can I ensure I maintain successful and fulfilling personal relationships while still pursuing my professional mission?

### Sample Mission Maps

Before you develop your own Mission Map, we'll review 15 sample Mission Maps based **10 years into a career**. **Each map is a summary based on interviews and surveys of real people and their real experiences in marketing and in life.**

There is never just one single map to get from here to there. **Consider these sample Mission Maps more of a compass than a GPS.** They won't tell you exactly how to get from here to there, but they'll point you in the right direction, tell you where to start and offer example attractions along the route.

### It's a big world

At 17, Jacqueline signed on to a painting franchise and became so successful through her hard work and ambition that she earned enough to buy her first home before she turned 20. She enrolled as a marketing student at university after finding enjoyment in that side of her painting franchise.

Early in her studies, Jacqueline stumbled upon a job she thought she'd like and took on the position. She worked full-time during her university degree, allowing her to gain both valuable marketing and transferable skills, which helped her to earn a position with a major French cosmetics company upon graduation.

Today, while being headhunted for new positions, Jacqueline constantly hears, "You've done a lot for your age!" She credits her habit of always looking for new opportunities in life and constantly learning along the way.

Being free from a rigid plan for her future allows Jacqueline to try new things in new industries taking small risks and learning everything she can in every position, even if she doesn't see a long-term future in it. She is comfortable with the fact that not all dreams are clear from the start, but believes in following your vision day to day to bring yourself clarity.

**Jacqueline's Tip:** Review at least 50 opportunities before you make one decision. Not having a fixed plan at the beginning can help you be open-minded—it allows you to recognize and analyze all the opportunities in your life equally without having put yourself in a box.

**THERE IS NEVER JUST ONE SINGLE MAP TO GET FROM HERE TO THERE. CONSIDER THESE SAMPLE MISSION MAPS MORE OF A COMPASS THAN A GPS.**

Below are the 15 Mission Maps included in *Marketing YOU*.

Creation Jobs	Communication Jobs
Marketing Manager Director of Consumer Insights Director of Content Curation	Manager of Community Relations Brand Manager Transmedia Designer Creative Director
Delivery Jobs	Integration Jobs
Director of Sales Director of Global Business Development Channel Manager Development Officer	Product Marketing Manager Entrepreneur Project Manager Principal, Marketing Consultancy

The “10 years into a career” bit is important because **the real people behind these Mission Maps all started in a place like you.** It was their diverse experiences that made them what they became.

The 15 Mission Maps are composed of the following sections:

**Job Title & Sector:** Pay attention to the sector or industry.

**Job Description:** What this hypothetical person does in their role.

**Salary Range:** What this position earns in Canada in 2017 dollars.

**Priority Knowledge and Skills:** The knowledge and skills required to be an “expert at,” “great at,” and “good” at in year 10 in this position.

**The Tip:** Something so important about this person’s role they had to tell you about it.

**Building Block Experiences:** This section is broken down by the five professional building blocks and examines how each contributed to this professional’s knowledge and skill development.



Regardless of your 10-Year Professional Mission, **read and reflect on all the samples below** and take lots of notes. You may not be interested in being a creative director, but you may find it interesting how a person may have started in the non-profit sector; you may not aspire to be a director of sales, but you may find it valuable how someone used extracurricular experiences to develop their networking skills.



# Marketing Manager – National Accounting Firm

**SALARY RANGE (2017):** \$100,200–\$127,500

I don't market tangible goods; I market expert services. To do this well, I need to know the fundamentals of our business—accounting—and translate this into value for a very select group of decision-makers in our clients' big companies. I also need to understand the competitive landscape and invest in opportunities to build our firm's reputation as a capable and trusted thought leader. In a regulated professional services industry like accounting, understanding and respecting all professional rules and sales guidelines is essential.

**The Tip:** Context is everything in marketing. I recommend you start your career at a marketing agency working with diverse clients. This is a fast-track to discovering what you love and hate.

## PRIORITY KNOWLEDGE AND SKILLS:

<p><b>Strategic Marketing</b></p> <ul style="list-style-type: none"> <li>• Develop &amp; execute a positioning strategy</li> <li>• Develop &amp; execute a brand strategy</li> <li>• Conduct a competitive analysis</li> <li>• Conduct an environmental scan</li> <li>• Develop &amp; apply a segmentation strategy</li> </ul> <p><b>Research &amp; Insight</b></p> <ul style="list-style-type: none"> <li>• Demonstrate empathy &amp; curiosity</li> <li>• Leverage contextual knowledge of accounting industry</li> <li>• Ability to analyze data</li> <li>• Leverage research to support insights</li> <li>• Presentation &amp; report-writing skills</li> <li>• Use analytics tools</li> </ul>	<p><b>Product management</b></p> <ul style="list-style-type: none"> <li>• Measure return on investment (ROI)</li> <li>• Manage a budget</li> </ul> <p><b>Communications &amp; Branding</b></p> <ul style="list-style-type: none"> <li>• Develop &amp; execute a media plan</li> <li>• Sponsorship &amp; community investment</li> <li>• Leverage earned media</li> <li>• Apply marketing within a CSR framework</li> </ul> <p><b>Content Curation &amp; Design</b></p> <ul style="list-style-type: none"> <li>• Conduct content research &amp; curation</li> <li>• Develop original content</li> <li>• Use design tools</li> </ul>
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## BUILDING BLOCK EXPERIENCES:

<p><b>Education &amp; Learning:</b></p> <ul style="list-style-type: none"> <li>• Business degree. Major in marketing and a minor in public relations.</li> <li>• Diploma in finance from local college</li> <li>• Certificates in web and social media analytics</li> <li>• <i>Freakonomics</i> by Steven Levitt and Stephen Dubner.</li> <li>• Industry publications</li> </ul>	<p>My formal education in public relations provided a depth of product, pricing, and promotional expertise. This, combined with training in finance and digital media, gave me the foundation to work in an increasingly convergent marketing communications world. I need to learn something new every day.</p>
<p><b>Employment Experiences:</b></p> <ul style="list-style-type: none"> <li>• Retail sales experience while in school</li> <li>• Account coordinator at a marketing agency for a summer. Was offered a full-time position at graduation.</li> </ul>	<p>Working at an agency allowed me to better manage third parties. Having junior roles (including retail sales) early on gave me the ability to understand the full marketing cycle. My project management experience allowed me to appreciate</p>

<ul style="list-style-type: none"> <li>Marketing project manager at a regional company (with exposure to B2B and B2C)</li> </ul>	how it all worked together.
<b>Community Experiences:</b> <ul style="list-style-type: none"> <li>An executive at a school club</li> <li>Participated in charitable organizations including the Food Bank</li> </ul>	This allowed me to gain exposure to a variety of perspectives and learn from others about what motivates people. It also improved my work ethic and I learned how to enjoy intrinsic motivators.
<b>Contextual Experiences:</b> <ul style="list-style-type: none"> <li>Attended marketing conferences to be exposed to how brands are solving problems</li> </ul>	It's important for me to be well-rounded because this role is more generalist than specialist, plus I need to be able to influence others.
<b>Relationships:</b> <ul style="list-style-type: none"> <li>Learned how to “play nice in the sandbox” with managers from other disciplines</li> <li>Developed effective working relationships with executives</li> <li>Sought out an internal champion within the organization who could support my initiatives via back channels</li> </ul>	I found that earning the respect of peers who may not always value the marketing discipline was a core skill. I needed to learn how to speak their language and translate my activities into things they appreciate.



## Director of Consumer Insights – Marketing Agency

**SALARY RANGE (2017):** \$108,000–\$137,000

My job is about transforming customer data and information into a competitive advantage for our clients. In the Google age, information is a commodity; everyone has it but very few know how to use it to drive their growth. My team's work helps our clients to make better business decisions based on valid evidence, not only isolated anecdotes. Our expert analytics and findings create insight into the future. I'm part statistician, part anthropologist and all storyteller. My ability to blend the worlds of numbers and emotion is my currency.

**The Tip:** Your school major will not differentiate you academically, but your minor can. Pick your minors with a clear intention of signaling interest and expertise.

### PRIORITY KNOWLEDGE AND SKILLS:

<b>Strategic Marketing</b> <ul style="list-style-type: none"> <li>Develop &amp; execute a positioning strategy</li> <li>Develop &amp; execute a brand strategy</li> <li>Conduct a competitive analysis</li> <li>Conduct an environmental scan</li> <li>Develop &amp; apply a segmentation strategy</li> </ul>	<b>Product management</b> <ul style="list-style-type: none"> <li>Measure return on investment (ROI)</li> <li>Manage a budget</li> <li>Manage projects</li> </ul>
<b>Research &amp; Insight</b> <ul style="list-style-type: none"> <li>Demonstrate empathy &amp; curiosity</li> <li>Leverage contextual knowledge</li> <li>Ability to analyze data</li> <li>Leverage research to support consumer</li> </ul>	<b>Sales &amp; Channel Management</b> <ul style="list-style-type: none"> <li>Conduct sales presentations</li> </ul>
	<b>Communications &amp; Branding</b> <ul style="list-style-type: none"> <li>Develop &amp; execute a media plan</li> <li>Sponsorship &amp; community investment</li> <li>Leverage earned media</li> </ul>

<ul style="list-style-type: none"> <li>insights</li> <li>• Presentation &amp; report-writing skills</li> <li>• Use analytics tools</li> </ul>	<ul style="list-style-type: none"> <li>• Leverage event &amp; experiential marketing</li> <li>• Leverage influencer marketing</li> <li>• Develop a promotional strategy</li> <li>• Knowledge of media psychology</li> <li>• Apply marketing within a CSR framework</li> </ul>
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**BUILDING BLOCK EXPERIENCES:**

<p><b>Education &amp; Learning:</b></p> <ul style="list-style-type: none"> <li>• Bachelor of Arts (psychology) with minors in statistics and business</li> <li>• Master of Science (marketing)</li> <li>• Completed AMA Digital Marketing eLearning Certificate Module</li> <li>• VP of local chapter of Toastmasters</li> <li>• Became <a href="#">TED Fellow</a></li> </ul>	<p>When it comes to numbers and data analytics, people trust credentials. This required me to spend more time in a classroom. But once I had the credentials, plus deep experience, I became both unique and valuable. I'm part analytics guru, part anthropologist, part salesperson. To be great, I need to persuade senior people to take action on my recommendations because if they don't, I'm just another data nerd.</p>
<p><b>Employment Experiences:</b></p> <ul style="list-style-type: none"> <li>• Worked as a bartender during university</li> <li>• Experiential marketing experience from summer jobs</li> <li>• Pursued sales position out of university to understand role of data and metrics</li> <li>• Transitioned to a corporate marketing analytics position five years into career</li> <li>• Transitioned to agency in year 10 to apply both marketing and analytical skills in advising clients</li> </ul>	<p>Front-line experience interacting with real customers (e.g. hospitality, promotions) early in my career offered a lens into consumer psychology. I love analytics and evidence, which led me into data-driven decision-making roles. This gave me expertise in using data to persuade and influence decisions. After a decade on the corporate side, I had the skills and legitimacy to move agency side to advise diverse clients on the role of evidence-based decision-making.</p>
<p><b>Community Experiences:</b></p> <ul style="list-style-type: none"> <li>• President of analytics club in university</li> <li>• Alumni mentor following graduation</li> <li>• Involved in local TEDx for nine years, including two years as board chair</li> </ul>	<p>Real-world experience opened me up to people, stakeholders, responsibilities, and industries. I got out early and often and met different people with different perspectives. I found that making a difference in my community made a giant difference to my career trajectory.</p>
<p><b>Contextual Experiences:</b></p> <ul style="list-style-type: none"> <li>• President of the debate club in university</li> </ul>	<p>My debate experience developed the core skill of how to structure a persuasive, evidence-based argument. This experience, combined with my love for analytics, was foundational to my career.</p>
<p><b>Relationships:</b></p> <ul style="list-style-type: none"> <li>• Inquisitive personality contributed to proactive networking and pursuing diverse career mentors (at all levels)</li> </ul>	<p>I built relationships with senior stakeholders early on. I found people naturally like to share their knowledge and impact others, so I made sure they knew the difference they made to me.</p>



## Director of Content Curation – Arts Foundation

**SALARY RANGE (2017):** \$89,000–\$113,700

My job is to ignite passion for the arts! I work with extraordinary artists across a broad range of mediums – from print to paint to photography and sculpture. I focus on getting the artists and their creations out into our community to make meaningful connections. My team spends their time developing rich interactive content profiling the artists and arts organizations we support. We create communications strategies that place this content in digital and print channels. If we do it well, the passion turns into action and new audiences become arts buyers and supporters.

**The Tip:** All marketers are storytellers. But storytelling is a skill you need to learn and practice. Take courses and find opportunities to practice your storytelling.

### PRIORITY KNOWLEDGE AND SKILLS:

#### Strategic Marketing

- Develop & execute a positioning strategy
- Develop & execute a brand strategy
- Conduct a competitive analysis
- Conduct an environmental scan
- Develop & apply a segmentation strategy

#### Research & Insight

- Demonstrate empathy & curiosity
- Leverage contextual knowledge
- Ability to analyze data
- Leverage research to support consumer insights
- Presentation & report-writing skills
- Use analytics tools

#### Product management

- Measure return on investment (ROI)
- Manage a budget

#### Communications & Branding

- Develop & execute a media plan
- Leverage earned media
- Leverage influencer marketing
- Develop a promotional strategy
- Knowledge of media psychology
- Apply marketing within a CSR framework

#### Content Curation & Design

- Apply visual design fundamentals
- Conduct content research & curation
- Develop original content
- Apply creative production processes
- Develop content schedule & plan
- Use design tools

### BUILDING BLOCK EXPERIENCES:

#### Education & Learning:

- Bachelor of Fine Arts (photography) and minor in journalism
- Diploma in marketing from local college
- Voracious consumer of psychology resources including the [Hidden Brain](#) podcast

Content is king and will only become more important. My education in the fine arts, combined with business training and advanced software skills gives me a valuable combination of art and science acumen. When I thought about my education “mix,” I focused on making it my unique asset.

#### Employment Experiences:

- Summer job with tourism bureau while in university

I needed to understand how stories are sourced and told, so I leveraged university to learn how to curate content to drive engagement. I then sought



<ul style="list-style-type: none"> <li>• Managed student union website at school</li> <li>• Started career as the marketing coordinator for a non-profit foundation</li> <li>• Recruited to lead all content curation at large arts foundation</li> <li>• Currently averaging \$900 per month in online stock photography revenue</li> </ul>	<p>jobs in organizations to allow me to apply my skills in journalism, photography, videography and copywriting. What I do every day is the intersection of what I'm good at, what I love to do and making a living. My test for any job is simple—would I do what I do every day for free?</p>
<p><b>Community Experiences:</b></p> <ul style="list-style-type: none"> <li>• Teach a pro bono course to non-profit organizations so they can leverage real-time content to drive engagement</li> <li>• On the executive of local photography club</li> <li>• Lead content curation for a local marketing association's digital channels</li> </ul>	<p>I learned a lot by doing. I gained proficiency with the tools and channels I need for my job, but also learned what resonates with different audiences. I realized early on my passion for creating and finding content is significant and can make an impact on the things that are important to me.</p>
<p><b>Contextual Experiences:</b></p> <ul style="list-style-type: none"> <li>• Active blogger and personal storyteller</li> <li>• Voracious consumer of popular culture and the factors that drive trends</li> </ul>	<p>It sounds silly, but I focused on becoming famous in my organization for being the person who knows what's going on with everyone. This is part of my unique value proposition.</p>
<p><b>Relationships:</b></p> <ul style="list-style-type: none"> <li>• Seeks mentors who are opinion leaders with diverse experiences</li> </ul>	<p>I need to be social and easy to get along with because if I am, people will let me into their world and allow me to document their stories, and trust I will act in their best interest.</p>



## Manager of Community Relations – Resource Sector

**SALARY RANGE (2017):** \$100,200–\$127,000

The energy company I work for employs thousands of people across many geographic regions. To succeed, we need the goodwill and support of the communities we work in. Our communities' landowners, First Nations, small businesses, and other interest groups must trust us. If they do, and we reliably deliver on this trust, we'll succeed. If we lose their trust, our business cannot thrive. My job is to engage these communities, be a great listener and build real trust.

**The Tip:** In a world of hype for big data and analytics, people forget marketing is about real people. Get out from behind your screen and talk to someone different every day.

### PRIORITY KNOWLEDGE AND SKILLS:

<p><b>Strategic Marketing</b></p> <ul style="list-style-type: none"> <li>• Develop &amp; execute a positioning strategy</li> <li>• Develop &amp; execute a brand strategy</li> <li>• Conduct a competitive analysis</li> <li>• Conduct an environmental scan</li> <li>• Develop &amp; apply a segmentation strategy</li> </ul>	<p><b>Sales &amp; Channel Management</b></p> <ul style="list-style-type: none"> <li>• Conduct sales presentations</li> </ul> <p><b>Communications &amp; Branding</b></p> <ul style="list-style-type: none"> <li>• Develop &amp; execute a media plan</li> <li>• Sponsorship &amp; community investment</li> <li>• Leverage earned media</li> <li>• Leverage event &amp; experiential marketing</li> </ul>
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<p><b>Research &amp; Insight</b></p> <ul style="list-style-type: none"> <li>• Demonstrate empathy &amp; curiosity</li> <li>• Leverage contextual knowledge</li> <li>• Ability to analyze data</li> <li>• Leverage research to support consumer insights</li> <li>• Presentation &amp; report-writing skills</li> <li>• Use analytics tools</li> </ul> <p><b>Product management</b></p> <ul style="list-style-type: none"> <li>• Measure return on investment (ROI)</li> <li>• Manage a budget</li> <li>• Manage projects</li> </ul>	<ul style="list-style-type: none"> <li>• Leverage influencer marketing</li> <li>• Develop a promotional strategy</li> <li>• Knowledge of media psychology</li> <li>• Apply marketing within a CSR framework</li> </ul> <p><b>Content Curation &amp; Design</b></p> <ul style="list-style-type: none"> <li>• Apply visual design fundamentals</li> <li>• Conduct content research &amp; curation</li> <li>• Develop original content</li> <li>• Apply creative production processes</li> <li>• Develop content schedule &amp; plan</li> <li>• Use design tools</li> </ul>
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**BUILDING BLOCK EXPERIENCES:**

<p><b>Education &amp; Learning:</b></p> <ul style="list-style-type: none"> <li>• Bachelor of Arts (psychology) with a minor in political science</li> <li>• Diploma in environmental science from a local college</li> <li>• I read everything I can find on corporate social responsibility from across the political spectrum</li> </ul>	<p>It didn't take long for me to realize, when it comes to strategy, stakeholders can be an asset (through advocacy) or a liability (through active resistance). Multiply this exponentially in the resource sector. So I invested my education in understanding and empathizing with stakeholder types to enable me to make better decisions.</p>
<p><b>Employment Experiences:</b></p> <ul style="list-style-type: none"> <li>• Student ambassador in university and led high school student tours</li> <li>• Upon graduation, started as a communications coordinator for my current employer</li> <li>• Transferred to a non-communications field office role for three years, learning the core business</li> <li>• Transferred back into media relations role as a spokesperson</li> </ul>	<p>Community relations is a senior role that requires years of industry experience. To build to this role, I needed to spend time learning the core businesses of both communications and the resource industry. My experience taught me how to leverage diverse old and new media tools and the technical dimension of the industry. This enabled me to become an effective company representative and storyteller.</p>
<p><b>Community Experiences:</b></p> <ul style="list-style-type: none"> <li>• Volunteer for a local environmental organization, managing fundraising events</li> </ul>	<p>I coordinate events for local non-profits, allowing the refinement of my event management skills from promotion to execution.</p>
<p><b>Contextual Experiences:</b></p> <ul style="list-style-type: none"> <li>• Passionate traveler. My personal goal is 30 by 30. Thirty countries by age 30.</li> <li>• Did a three-month international posting in Dubai</li> </ul>	<p>Travel taught me the reality that "context matters." I've learned humility by recognizing how much I don't know. For me, this recognition has triggered an intrinsic and authentic curiosity in people.</p>
<p><b>Relationships:</b></p> <ul style="list-style-type: none"> <li>• Built a diverse mentor team of engineers, accountants and communicators over the years</li> </ul>	<p>My mentors coached me to avoid specializing too early and to get out of the cubicle and into the field. I owe them a lot for pushing me.</p>



## Brand Manager – Consumer Packaged Goods

**SALARY RANGE (2017):** \$97,400–\$121,900

Look at the packages on the shelves of any grocery store or drugstore—that’s just part of the evidence of my job. Sometimes my work helps customers imagine a new lifestyle, or the brand design signals social status, or the customer wants to perceive good value from the packaging. I don’t develop what’s inside the box or can, but I am responsible for the feeling you get when you see the brand on a shelf; it must stand out from the competition. I communicate these benefits on everything from package designs to Instagram feeds to TV campaigns to community events. I’m a brand manager.

**The Tip:** Do co-op work experience. Period. This forces you to get out of a classroom and apply yourself.

### PRIORITY KNOWLEDGE AND SKILLS:

#### Strategic Marketing

- Develop & execute a positioning strategy
- Develop & execute a brand strategy
- Conduct a competitive analysis
- Conduct an environmental scan
- Develop & apply a segmentation strategy

#### Research & Insight

- Demonstrate empathy & curiosity
- Leverage contextual knowledge
- Ability to analyze data
- Leverage research to support consumer insights
- Presentation & report-writing skills
- Use analytics tools

#### Product management

- Measure return on investment (ROI)
- Develop & execute a product strategy
- Manage a budget
- Develop & execute a pricing strategy
- Manage projects
- Manage product life cycle

#### Sales & Channel Management

- Apply principles of CRM
- Manage a sales process
- Conduct sales presentations
- Develop & execute a distribution strategy
- Leverage e-commerce
- Develop merchandising strategy
- Leverage co-operative marketing

#### Communications & Branding

- Develop & execute a media plan
- Sponsorship & community investment
- Leverage earned media
- Leverage event & experiential marketing
- Leverage influencer marketing
- Develop a promotional strategy
- Knowledge of media psychology
- Apply marketing within a CSR framework

### BUILDING BLOCK EXPERIENCES:

#### Education & Learning:

- Bachelor of Commerce (marketing) with a minor in art history
- Diploma in finance from local college

Brand management in packaged goods is what I aspired to. The challenge is, it’s what many marketers aspire to. This role is at the forefront of change in marketing, so to compete I need to be current. Leveraging education and learning is

<ul style="list-style-type: none"> <li>• Certificate in digital marketing from <a href="#">Coursera</a></li> <li>• Listen weekly to <a href="#">Under the Influence Podcast</a></li> <li>• <a href="#">Brand Leadership by David. A. Aaker</a></li> </ul>	critical to be one step ahead of my competition.
<p><b>Employment Experiences:</b></p> <ul style="list-style-type: none"> <li>• Did a co-op work term at a large packaged goods company. This company offered me a position upon graduation.</li> <li>• Was on a structured development plan with my company and in five years worked in creative, sales, market research, finance and manufacturing</li> <li>• Following the development plan, was promoted to assistant brand manager and then brand manager</li> </ul>	My big break happened by deciding to do a co-op. This single decision defined my career. It showed me what I love to do and what I am good at. It also allowed me to demonstrate this to others. I didn't always love the jobs I was assigned to do, but I realized that to become a brand manager, I was accountable to the whole business from a product's design to distribution. Finally, my commitment to the organization built my personal brand equity—I have an excellent professional reputation.
<p><b>Community Experiences:</b></p> <ul style="list-style-type: none"> <li>• Board of my local marketing association</li> <li>• Chaired fundraising committee of my child's pre-school</li> </ul>	Volunteering not only allows me to contribute my skills to my community, it broadens my network and relationships. The diversity of these relationships forces me out of my comfort zone.
<p><b>Contextual Experiences:</b></p> <ul style="list-style-type: none"> <li>• Becoming a parent</li> </ul>	Balance requires discipline and perspective. I've become a better manager because I've internalized the principle of "don't sweat the small stuff."
<p><b>Relationships:</b></p> <ul style="list-style-type: none"> <li>• Cold-called a brand manager in my first year of university. This cold call led to my internship and 13 years later this brand manager is both a mentor and a friend.</li> </ul>	All relationships require risk taking. The biggest challenge was that first phone call I made. I realized that if I didn't make the call, someone else would. I took a leap and never regretted it.



## Transmedia Designer – Marketing Agency

**SALARY RANGE (2017):** \$77,000–\$98,750

I've heard about the old days when some designers could specialize in one medium, like print or TV. Today, we need to be able to tell multi-faceted client stories that invoke emotion across many media from digital to print to entertainment to TV to outdoor to experiential events and beyond. That's transmedia. I need the ability to craft rich, interconnected brand storylines and the design skills to deliver on this creative vision across many layers of a customer journey. Creative storytelling combined with technical skill is my unique value proposition.

**The Tip:** Join a club that is outside of your comfort zone. There is magic in being different.

**PRIORITY KNOWLEDGE AND SKILLS:**

<p><b>Strategic Marketing</b></p> <ul style="list-style-type: none"> <li>• Develop &amp; execute a positioning strategy</li> <li>• Develop &amp; execute a brand strategy</li> <li>• Conduct a competitive analysis</li> <li>• Conduct an environmental scan</li> <li>• Develop &amp; apply a segmentation strategy</li> </ul> <p><b>Research &amp; Insight</b></p> <ul style="list-style-type: none"> <li>• Demonstrate empathy &amp; curiosity</li> <li>• Leverage contextual knowledge</li> <li>• Ability to analyze data</li> <li>• Leverage research to support consumer insights</li> <li>• Presentation &amp; report-writing skills</li> <li>• Use analytics tools</li> </ul> <p><b>Product management</b></p> <ul style="list-style-type: none"> <li>• Measure return on investment (ROI)</li> <li>• Manage a budget</li> <li>• Manage projects</li> </ul>	<p><b>Communications &amp; Branding</b></p> <ul style="list-style-type: none"> <li>• Develop &amp; execute a media plan</li> <li>• Sponsorship &amp; community investment</li> <li>• Leverage earned media</li> <li>• Leverage event &amp; experiential marketing</li> <li>• Leverage influencer marketing</li> <li>• Develop a promotional strategy</li> <li>• Knowledge of media psychology</li> <li>• Apply marketing within a CSR framework</li> </ul> <p><b>Content Curation &amp; Design</b></p> <ul style="list-style-type: none"> <li>• Apply visual design fundamentals</li> <li>• Conduct content research &amp; curation</li> <li>• Develop original content</li> <li>• Apply creative production processes</li> <li>• Develop content schedule &amp; plan</li> <li>• Use design tools</li> </ul>
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**BUILDING BLOCK EXPERIENCES:**

<p><b>Education &amp; Learning:</b></p> <ul style="list-style-type: none"> <li>• Diplomas in both graphic design and creative technologies for marketing</li> <li>• Transmedia Aesthetics and Technology Summer program at New York University</li> <li>• Online screenwriting course from <a href="#">Masterclass</a></li> <li>• Continued professional development courses to maintain familiarity in design software</li> </ul>	<p>The medium still is the message. I love that marketing mediums are constantly changing. When I learned about transmedia marketing, a professor helped me craft a learning path that included training in the arts, mastering of storytelling forms, and building marketing technology credentials.</p>
<p><b>Employment Experiences:</b></p> <ul style="list-style-type: none"> <li>• Website designer and content creator for local retailer with community engagement</li> <li>• Co-op work term at digital agency as a project coordinator</li> <li>• Co-op work term as editorial design assistant at magazine</li> <li>• Digital design lead in a boutique agency</li> <li>• Data storytelling designer for a research firm</li> <li>• Transmedia designer at global children’s toy and entertainment company</li> </ul>	<p>I watched <i>Mad Men</i> on TV and realized how different a marketing agency is today. New technology has radically changed how marketing campaigns are designed. To gain the experience I needed to lead the creation of immersive brand storytelling and multi-channel marketing promotion and entertainment, I sought out a range of jobs that helped me explore the intersection of digital media with principles of marketing, consumer psychology, design, data and creative production.</p>

<b>Community Experiences:</b> <ul style="list-style-type: none"> <li>• Volunteer on communications committees for comic book convention, literary conference and film festival</li> <li>• Literacy tutor for new immigrants</li> </ul>	I volunteer with people and organizations that understand the power of storytelling (through images, words and music) to change people’s lives and galvanize community action.
<b>Contextual Experiences:</b> <ul style="list-style-type: none"> <li>• Created a transmedia-style portfolio which included video, graphic design, a comic strip, a podcast-style interview, a short story, a print ad, a colouring book &amp; a personal brand book</li> </ul>	My friends and I are always mashing up old and new media in our creative projects. Although I’m not a big gamer, I like to keep up to date on gaming’s influence on entertainment and culture.
<b>Relationships:</b> <ul style="list-style-type: none"> <li>• Belong to a creative group of friends interested in film, music, writing, design and art.</li> </ul>	My friends, colleagues and neighbours are endless sources of inspiration, knowledge, stories and creative exploration.



## Creative Director – Marketing Agency

**SALARY RANGE (2017):** \$ 105,500–\$230,000<sup>19</sup>

My job is to drive results for our clients through persuasive creativity. Our agency clients often come to us with a tangible business goal, for example: “We’re launching a new product and we need to sell 1 million units within 10 months.” Then it becomes my job to build a vision for bringing this product to market in the most creative, distinct and effective way possible. To bring my vision to life in a marketing program, I draw upon the talents of designers, copywriters, art directors, videographers, content producers, and so forth. You’ll see my work everywhere: digital ads, TV, Instagram campaigns, packaging, media festivals, etc.

**The Tip:** Find your professional community and engage in it actively while in school. Every professional has been where you are and wants to help. Book a coffee with one person a week and ask them this single question: “What is the one thing you’d tell your 18-year-old self?”

### PRIORITY KNOWLEDGE AND SKILLS:

<b>Strategic Marketing</b> <ul style="list-style-type: none"> <li>• Develop &amp; execute a positioning strategy</li> <li>• Develop &amp; execute a brand strategy</li> <li>• Conduct a competitive analysis</li> <li>• Conduct an environmental scan</li> <li>• Develop &amp; apply a segmentation strategy</li> </ul>	<b>Sales &amp; Channel Management</b> <ul style="list-style-type: none"> <li>• Conduct sales presentations</li> <li>• Develop merchandising strategy</li> </ul>
<b>Research &amp; Insight</b> <ul style="list-style-type: none"> <li>• Demonstrate empathy &amp; curiosity</li> <li>• Leverage contextual knowledge</li> <li>• Ability to analyze data</li> <li>• Leverage research to support consumer insights</li> <li>• Presentation &amp; report-writing skills</li> </ul>	<b>Communications &amp; Branding</b> <ul style="list-style-type: none"> <li>• Develop &amp; execute a media plan</li> <li>• Sponsorship &amp; community investment</li> <li>• Leverage earned media</li> <li>• Leverage event &amp; experiential marketing</li> <li>• Leverage influencer marketing</li> <li>• Develop a promotional strategy</li> <li>• Knowledge of media psychology</li> <li>• Apply marketing within a CSR framework</li> </ul>

<ul style="list-style-type: none"> <li>• Use analytics tools</li> </ul> <p><b>Product management</b></p> <ul style="list-style-type: none"> <li>• Measure return on investment (ROI)</li> <li>• Manage a budget</li> <li>• Manage projects</li> </ul>	<p><b>Content Curation &amp; Design</b></p> <ul style="list-style-type: none"> <li>• Apply visual design fundamentals</li> <li>• Conduct content research &amp; curation</li> <li>• Develop original content</li> <li>• Apply creative production processes</li> <li>• Develop content schedule &amp; plan</li> <li>• Use design tools</li> </ul>
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**BUILDING BLOCK EXPERIENCES:**

<p><b>Education &amp; Learning:</b></p> <ul style="list-style-type: none"> <li>• Bachelor of Fine Arts (design)</li> <li>• MBA/MFA – York University program</li> <li>• Design/digital media technical certificate</li> <li>• Complete Lynda.com courses via <a href="#">LinkedIn</a></li> <li>• Continuing education at college of art and design, and private design and art courses</li> </ul>	<p>I found great creative directors are great strategists. Great strategists know that design is a means to an end, not an end by itself. My education straddles both design and strategy. I won a Cannes Lion award and a Retail Industry of Canada award for the fastest-growing retailer campaign.</p>
<p><b>Employment Experiences:</b></p> <ul style="list-style-type: none"> <li>• Freelance designer while in school</li> <li>• Co-op term at agency as production intern</li> <li>• Co-op term at agency as junior graphic designer</li> <li>• Content marketing coordinator with a large corporation</li> <li>• Creative strategist with a small agency, account manager on small client</li> <li>• Creative director in a small agency</li> <li>• Creative director for boutique digital agency</li> <li>• Boutique firm was acquired by a multi-national agency and role is now co-creative director</li> </ul>	<p>To be a creative director is about understanding the business of design. For me, this includes working across different media and in different agency contexts. I soon realized that the goal of great design is not just beautiful design—it’s making a difference. This difference requires influencing attitudes and changing the behaviour of others. I keep myself and my staff laser-focused on this fact because great design and great business are mutually reinforcing.</p>
<p><b>Community Experiences:</b></p> <ul style="list-style-type: none"> <li>• On student marketing club executive in school</li> <li>• Do pro bono design for non-profit groups</li> <li>• Mentor students at local design school</li> </ul>	<p>I am highly engaged in the design community and this has led to being a sought-after mentor for emerging designers, including teaching design and copywriting courses at the local design school.</p>
<p><b>Contextual Experiences:</b></p> <ul style="list-style-type: none"> <li>• Semester abroad at <a href="#">MONA</a> in Tasmania</li> <li>• Passionate about all things art. Seeks this same passion when recruiting staff.</li> </ul>	<p>I always push creative boundaries to be exposed to emerging art and media. My semester at the Museum of Old and New Art (MONA) reframed my definition of what’s possible.</p>
<p><b>Relationships:</b></p> <ul style="list-style-type: none"> <li>• My network is diverse—art directors, designers, copywriters, project managers</li> </ul>	<p>I seek people who push boundaries in their field. I view the status quo as a creativity killer and need to be inspired by others.</p>



# Director of Sales – Professional Sports

**SALARY RANGE (2017):** \$130,400 - \$165,800

Some of my friends tell me that I have the best job in the world because I get to sell what I love: the best sport in the world. I'm living the dream, but it's long hours and hard work. For every "yes," I'll get 50 prospects saying "no." But it's the single "yes" that gets me up every day. I'm a manager, a motivator and a mentor to my sales team. My clients are my partners; results data is always top of mind, and my reputation for delivering on what I promise is my life blood.

**The Tip:** If the most interesting thing about you is something you read in a textbook, you're probably not a very interesting (or unique) person. Go live life and have stories to tell.

### PRIORITY KNOWLEDGE AND SKILLS:

<p><b>Strategic Marketing</b></p> <ul style="list-style-type: none"> <li>• Develop &amp; execute a positioning strategy</li> <li>• Conduct a competitive analysis</li> <li>• Conduct an environmental scan</li> <li>• Develop &amp; apply a segmentation strategy</li> </ul> <p><b>Research &amp; Insight</b></p> <ul style="list-style-type: none"> <li>• Demonstrate empathy &amp; curiosity</li> <li>• Leverage contextual knowledge of sports</li> <li>• Ability to analyze data</li> <li>• Leverage research to support consumer insights</li> <li>• Presentation &amp; report-writing skills</li> </ul> <p><b>Product management</b></p> <ul style="list-style-type: none"> <li>• Measure return on investment (ROI)</li> <li>• Manage a budget</li> <li>• Develop &amp; execute a pricing strategy</li> <li>• Manage projects</li> </ul>	<p><b>Sales &amp; Channel Management</b></p> <ul style="list-style-type: none"> <li>• Apply principles of CRM</li> <li>• Manage a sales process</li> <li>• Conduct sales presentations</li> <li>• Develop &amp; execute a distribution strategy</li> <li>• Leverage e-commerce</li> <li>• Develop merchandising strategy</li> <li>• Leverage co-operative marketing</li> </ul> <p><b>Communications &amp; Branding</b></p> <ul style="list-style-type: none"> <li>• Sponsorship &amp; community investment</li> <li>• Leverage event &amp; experiential marketing</li> <li>• Develop a promotional strategy</li> </ul> <p><b>Content Curation &amp; Design</b></p> <ul style="list-style-type: none"> <li>• Apply visual design fundamentals</li> <li>• Conduct content research &amp; curation</li> <li>• Develop original content</li> <li>• Apply creative production processes</li> <li>• Develop content schedule &amp; plan</li> <li>• Use design tools</li> </ul>
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### BUILDING BLOCK EXPERIENCES:

<p><b>Education &amp; Learning:</b></p> <ul style="list-style-type: none"> <li>• Bachelor of Arts (sociology) with a minor in business</li> <li>• Diploma in finance via Coursera</li> <li>• Sales training from <a href="#">Mike Weinberg's Sales Simplified</a> course</li> <li>• <a href="#">Dale Carnegie</a> relationship selling course</li> </ul>	<p>I knew a university degree was integral to break into the business. Doing a minor in business helped me to understand some key financial principles that led me to a diploma in finance. In sales, I find I need to always push myself and my staff to learn something every day.</p>
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<p><b>Employment Experiences:</b></p> <ul style="list-style-type: none"> <li>• Two sales internships for minor league teams</li> <li>• Customer service representative for a major league team</li> <li>• Account manager for a major league team</li> <li>• Director of sales &amp; marketing for a minor league team</li> <li>• Director of sales for a major league team</li> </ul>	<p>I found performance creates opportunities. The early stages were super hard work and I needed to persevere through rejection. I found most people didn't have this driven resiliency, and because I did, I built a network and a reputation that have become my greatest assets.</p>
<p><b>Community Experiences:</b></p> <ul style="list-style-type: none"> <li>• Was in membership role for student club</li> <li>• Fundraising lead for local chapter of KidSport</li> <li>• Coach youth sports</li> </ul>	<p>Volunteer activities introduced me to people outside of my industry and network. This created the ability to develop and expand my skills, and give me proof I have them. My volunteer work has been an important foundation for building a sense of humility.</p>
<p><b>Contextual Experiences:</b></p> <ul style="list-style-type: none"> <li>• Have travelled to 18 countries</li> </ul>	<p>Exposure to diverse cultures reinforced my humility because it showed me the world is big and what I actually know is so small.</p>
<p><b>Relationships:</b></p> <ul style="list-style-type: none"> <li>• Had a professional mentor in first job out of university</li> <li>• Play pickup hockey with people in my industry</li> <li>• Client networks and personal relationships</li> </ul>	<p>Success in sales is about building strong relationships and networks. I recognize all relationships must be win-win. Sales can involve long hours (early mornings and late nights), so I need to have strong personal relationships who value this part of me.</p>



## Director of Business Development – Technology

**SALARY RANGE (2017):** \$120,900–\$156,900

My job is to help my company grow by generating new sales leads and product opportunities. I bridge engineering, product management and sales as these functions can often fall into the trap of operating in isolation. I need to be out with our sales team, meeting with customers and prospects all the time to build relationships and uncover emerging needs. I bring market intelligence back from the field to guide product management and engineering as part of a longer-term strategy to grow our business. I'm always on top of industry trends and new players.

**The Tip:** Go travel internationally. Go do a semester abroad. Go volunteer overseas. You'll realize it's a *really* big world. Once you realize this first hand, complacency is not an option.

### PRIORITY KNOWLEDGE AND SKILLS:

<p><b>Strategic Marketing</b></p> <ul style="list-style-type: none"> <li>• Develop &amp; execute a positioning strategy</li> <li>• Conduct a competitive analysis</li> <li>• Conduct an environmental scan</li> <li>• Develop &amp; apply a segmentation strategy</li> </ul>	<p><b>Sales &amp; Channel Management</b></p> <ul style="list-style-type: none"> <li>• Apply principles of CRM</li> <li>• Manage a sales process</li> <li>• Conduct sales presentations</li> <li>• Develop &amp; execute a distribution strategy</li> </ul>
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<p><b>Research &amp; Insight</b></p> <ul style="list-style-type: none"> <li>• Demonstrate empathy &amp; curiosity</li> <li>• Leverage contextual knowledge of technology</li> <li>• Ability to analyze data</li> <li>• Leverage research to support consumer insights</li> <li>• Presentation &amp; report-writing skills</li> </ul> <p><b>Product management</b></p> <ul style="list-style-type: none"> <li>• Measure return on investment (ROI)</li> <li>• Manage a budget</li> <li>• Develop &amp; execute a pricing strategy</li> <li>• Manage projects</li> </ul>	<ul style="list-style-type: none"> <li>• Leverage e-commerce</li> <li>• Develop merchandising strategy</li> <li>• Leverage co-operative marketing</li> </ul> <p><b>Communications &amp; Branding</b></p> <ul style="list-style-type: none"> <li>• Sponsorship &amp; community investment</li> <li>• Leverage event &amp; experiential marketing</li> <li>• Develop a promotional strategy</li> </ul> <p><b>Content Curation &amp; Design</b></p> <ul style="list-style-type: none"> <li>• Apply visual design fundamentals</li> <li>• Conduct content research &amp; curation</li> <li>• Develop original content</li> <li>• Apply creative production processes</li> <li>• Develop content schedule &amp; plan</li> <li>• Use design tools</li> </ul>
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**BUILDING BLOCK EXPERIENCES:**

<p><b>Education &amp; Learning:</b></p> <ul style="list-style-type: none"> <li>• Bachelor of Arts (sociology). Did one semester abroad.</li> <li>• MBA, University of Cape Town (South Africa)</li> <li>• Avid listener of tech and sales podcasts. <a href="#">The Sales Evangelist</a> is a current favourite.</li> </ul>	<p>Sales is fast and changing; stagnation is a career killer. My goal was to break into international sales, which led me to pursuing an MBA in South Africa. The classroom learning combined with the cultural context of this experience created my unique value proposition. Few days go by when I don't have a reason to refer back to my time in South Africa.</p>
<p><b>Employment Experiences:</b></p> <ul style="list-style-type: none"> <li>• Retail telecommunications sales during university</li> <li>• Took a variety of increasingly senior technology sales position</li> <li>• Following the MBA, moved into a senior business development job at a small technology start-up</li> <li>• My product line was acquired by a larger systems integrator and my position was relocated to London</li> </ul>	<p>My employment pathway was intentional. I built my technology sales credentials early at home, but with a vision of working in a global technology company. My international MBA (combined with my sales experience) was my differentiator.</p>
<p><b>Community Experiences:</b></p> <ul style="list-style-type: none"> <li>• International travel and assignments makes active engagement in my community difficult</li> </ul>	<p>This is a part of me I had to sacrifice, but with my recent three-year appointment in the UK, I want to become engaged in the community.</p>
<p><b>Contextual Experiences:</b></p> <ul style="list-style-type: none"> <li>• Doing an international exchange program in high school sowed the seed for building an international career</li> </ul>	<p>It sounds like a cliché, but the exchange program I did in high school was life-changing. After this, the question wasn't "if," it was "how" I'll build a global life.</p>
<p><b>Relationships:</b></p> <ul style="list-style-type: none"> <li>• Focused on building international networks</li> </ul>	<p>I have a genuine passion for other people's stories. This interest is reciprocated. I consider my international relationships a constant opportunity to learn from others.</p>



# Channel Manager – Global Pharmaceutical Company

**SALARY RANGE (2017):** \$106,700–\$136,900

My job is developing a strategy to nurture and grow a single channel (in my case, physicians) to effectively promote the benefits of our drugs and meet our sales objectives. I work for a global pharmaceuticals company with over 100,000 employees. I have a team of regional sales representatives who meet with doctors every day and my job is to manage, educate, support and drive their results. This requires constant education and an ability to interact with specialists, from the researchers developing the medications to the doctors prescribing them.

**The Tip:** Learning does not end with a diploma. Listen to a podcast or read a book every week.

## PRIORITY KNOWLEDGE AND SKILLS:

### Strategic Marketing

- Develop & execute a positioning strategy
- Conduct a competitive analysis
- Conduct an environmental scan (with deep insight of political and regulatory dynamics)
- Develop & apply a segmentation strategy

### Research & Insight

- Demonstrate empathy & curiosity
- Leverage contextual knowledge of pharmaceutical industry
- Ability to analyze data
- Leverage research to support consumer insights
- Presentation & report-writing skills

### Product management

- Measure return on investment (ROI)
- Manage a budget
- Develop & execute a pricing strategy
- Manage projects

### Sales & Channel Management

- Apply principles of CRM
- Manage a sales process
- Conduct sales presentations
- Develop & execute a distribution strategy
- Leverage e-commerce
- Develop merchandising strategy
- Leverage co-operative marketing

### Communications & Branding

- Sponsorship & community investment
- Leverage event & experiential marketing
- Develop a promotional strategy

### Content Curation & Design

- Apply visual design fundamentals
- Conduct content research & curation
- Develop original content
- Apply creative production processes
- Develop content schedule & plan
- Use design tools

## BUILDING BLOCK EXPERIENCES:

### Education & Learning:

- Bachelor of Science (biology) with a minor in policy studies
- Master of Business Administration (health care)

Health care is a unique context. To maintain a competitive advantage, I needed training that spans marketing, policy and science. I completed my MBA with a specialization in health care (funded by my employer) and always make time for advanced training on emerging pharmaceutical

<ul style="list-style-type: none"> <li>Committed to three professional development courses annually in pharmaceuticals</li> </ul>	trends. Learning is core to my job every day.
<p><b>Employment Experiences:</b></p> <ul style="list-style-type: none"> <li>Co-op internship in pharmaceuticals</li> <li>Hired as sales representative out of university</li> <li>Regional sales manager</li> <li>Director of national sales</li> </ul>	In sales, performance creates opportunities. Out of university, I was a high-performing sales representative and was recognized with high potential. My company paid for me to complete my MBA part-time and at the same time I was promoted to regional sales manager.
<p><b>Community Experiences:</b></p> <ul style="list-style-type: none"> <li>Been an active volunteer in local health organizations since age 16</li> <li>Belong to <a href="#">CAPDM</a> and attend their annual conference</li> <li>Chaired the capital campaign for a community health foundation</li> </ul>	I am passionate about health care and I am an exceptional salesperson. I leveraged these two assets to lead a capital fundraising campaign for a community health foundation. I made a difference and I learned so much. This made me a better professional.
<p><b>Contextual Experiences:</b></p> <ul style="list-style-type: none"> <li>Lost a family member at a young age to a curable illness</li> </ul>	My loss led me to become passionately engaged in community health issues. I turned this passion into a career and my life's mission.
<p><b>Relationships:</b></p> <ul style="list-style-type: none"> <li>Had professional mentor in first job out of university</li> <li>Client networks</li> <li>Personal relationships</li> </ul>	I know success in sales is about building strong relationships and networks. This is done by recognizing all relationships must be win-win. Sales can involve long hours (early mornings and late nights), so I need to have strong personal relationships.



## Development Officer – Non-Profit Sector

**SALARY RANGE (2017):** \$47,187–\$72,232<sup>20</sup>

My organization makes a measurable difference in our community, but making this impact costs real money. That's where I come in. Whether it's raising money to construct a new building or getting funding to develop a new arts program, my job is to connect donors to things they really care about. It's hard work; you need to be patient and focus on building long-term relationships. But the satisfaction of finding and connecting enthusiastic funders with worthy community programs is priceless.

**The Tip:** Refine your skills through volunteering in your community. This is an accessible way to build evidence that you can actually do what you say you can do. Once you prove it, someone will hire you to do it.

**PRIORITY KNOWLEDGE AND SKILLS:**

<p><b>Strategic Marketing</b></p> <ul style="list-style-type: none"> <li>• Develop &amp; execute a positioning strategy</li> <li>• Develop &amp; execute a brand strategy</li> <li>• Conduct a competitive analysis</li> <li>• Conduct an environmental scan</li> <li>• Develop &amp; apply a segmentation strategy</li> </ul> <p><b>Research &amp; Insight</b></p> <ul style="list-style-type: none"> <li>• Demonstrate empathy &amp; curiosity</li> <li>• Leverage contextual knowledge</li> <li>• Ability to analyze data</li> <li>• Leverage research to support consumer insights</li> <li>• Presentation &amp; report-writing skills</li> </ul>	<p><b>Product management</b></p> <ul style="list-style-type: none"> <li>• Measure return on investment (ROI)</li> <li>• Manage a budget</li> <li>• Manage projects</li> </ul> <p><b>Sales &amp; Channel Management</b></p> <ul style="list-style-type: none"> <li>• Apply principles of CRM</li> <li>• Manage a sales process</li> <li>• Conduct sales presentations</li> </ul> <p><b>Communications &amp; Branding</b></p> <ul style="list-style-type: none"> <li>• Sponsorship &amp; community investment</li> <li>• Leverage earned media</li> <li>• Leverage event &amp; experiential marketing</li> <li>• Apply marketing within a CSR framework</li> </ul>
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**BUILDING BLOCK EXPERIENCES:**

<p><b>Education &amp; Learning:</b></p> <ul style="list-style-type: none"> <li>• Bachelor of Business Administration (marketing)</li> <li>• Completed co-op program</li> <li>• Became a <a href="#">certified fundraising executive</a></li> <li>• Completed multiple courses on persuasive selling from local college</li> <li>• Read and listen to all things fundraising</li> </ul>	<p>My first co-op placement was as a marketing coordinator in my university’s foundation. This experience energized me. It showed me that selling for a good cause didn’t feel like selling at all. It inspired me to build a career in fundraising and community building.</p>
<p><b>Employment Experiences:</b></p> <ul style="list-style-type: none"> <li>• Coordinator for a university foundation</li> <li>• Sales representative in the auto industry</li> <li>• Marketing coordinator in the auto industry</li> <li>• Fundraising manager for a non-profit</li> <li>• Development officer for a non-profit</li> <li>• Campaign officer for a non-profit</li> <li>• Community outreach</li> </ul>	<p>I focused on positions to give me experience in building targeted skills and assets. From this I became a great presenter and I learned perseverance. These experiences taught me how to become a great listener and storyteller. My job is to become passionate about other people’s stories and to connect stories together. I recently secured a \$10-million family trust donation to a hospital. The family’s story is now an important part of the hospital’s story.</p>
<p><b>Community Experiences:</b></p> <ul style="list-style-type: none"> <li>• Was a passionate and effective fundraiser for student causes in university</li> <li>• Board member of local chapter of the Association of Fundraising Professionals</li> </ul>	<p>Engaging in these activities was intentional. They offered an opportunity to develop skills and build a network while giving back to my different communities. Pursuing volunteer activities that offer a win-win isn’t only in the interest of me, but also my business partner. They seek volunteers who’ll make a commitment.</p>

<b>Contextual Experiences:</b> <ul style="list-style-type: none"> <li>• Mission-focused travel</li> </ul>	I don't go on holidays. I go to make a difference. Every trip I take must have a mission.
<b>Relationships:</b> <ul style="list-style-type: none"> <li>• Actively network with influential community leaders—in both the private and public sectors</li> </ul>	For me to succeed in this job, I needed to passionately build and cultivate networks. I am strategic, intentional and patient. I recognized I needed to invest in relationships for the long haul and focus on reciprocal benefits.



## Product Marketing Manager – Technology

**SALARY RANGE (2017):** \$97,400–\$121, 900<sup>21</sup>

I love my job because I get to work with almost everyone who has a role in bringing cool new products to market. For example, the product designers ask me for insight on what features our product should have; the manufacturing people need guidance on the cost limitations to build our product; and the salespeople need support in translating the features into benefit statements they can sell to our clients. Positioning our products in the marketplace and crafting messages that drive demand are some of my favourite parts of this role that's both technical and creative.

**The Tip:** Be different and do one thing every year that causes people to ask, “So, why did you do that?”

### PRIORITY KNOWLEDGE AND SKILLS:

<b>Strategic Marketing</b> <ul style="list-style-type: none"> <li>• Develop &amp; execute a positioning strategy</li> <li>• Develop &amp; execute a brand strategy</li> <li>• Conduct a competitive analysis</li> <li>• Conduct an environmental scan</li> <li>• Develop &amp; apply a segmentation strategy</li> </ul>	<b>Sales &amp; Channel Management</b> <ul style="list-style-type: none"> <li>• Conduct sales presentations</li> <li>• Develop &amp; execute a distribution strategy</li> <li>• Leverage e-commerce</li> <li>• Develop merchandising strategy</li> <li>• Leverage co-operative marketing</li> </ul>
<b>Research &amp; Insight</b> <ul style="list-style-type: none"> <li>• Demonstrate empathy &amp; curiosity</li> <li>• Leverage contextual knowledge</li> <li>• Ability to analyze data</li> <li>• Leverage research to support consumer insights</li> <li>• Presentation &amp; report-writing skills</li> <li>• Use analytics tools</li> </ul>	<b>Communications &amp; Branding</b> <ul style="list-style-type: none"> <li>• Develop &amp; execute a media plan</li> <li>• Sponsorship &amp; community investment</li> <li>• Leverage earned media</li> <li>• Leverage event &amp; experiential marketing</li> <li>• Leverage influencer marketing</li> <li>• Develop a promotional strategy</li> <li>• Knowledge of media psychology</li> <li>• Apply marketing within a CSR framework</li> </ul>
<b>Product management</b> <ul style="list-style-type: none"> <li>• Measure return on investment (ROI)</li> <li>• Develop &amp; execute a product strategy</li> <li>• Manage a budget</li> <li>• Develop &amp; execute a pricing strategy</li> <li>• Manage projects</li> <li>• Manage product life cycle</li> </ul>	<b>Content Curation &amp; Design</b> <ul style="list-style-type: none"> <li>• Apply visual design fundamentals</li> <li>• Conduct content research &amp; curation</li> <li>• Develop original content</li> <li>• Apply creative production processes</li> <li>• Develop content schedule &amp; plan</li> </ul>

## BUILDING BLOCK EXPERIENCES:

<p><b>Education &amp; Learning:</b></p> <ul style="list-style-type: none"> <li>• Bachelor of Anything (e.g. psychology, marketing, engineering)</li> <li>• Applied marketing programs</li> <li>• Master of Business Administration (marketing)</li> <li>• Professional Project Management (PMP) certification via the <a href="#">Project Management Institute</a></li> <li>• Regularly listen to a range of product marketing and product management podcasts</li> </ul>	<p>I find that the blend of technical and business education offers me an enormous advantage because I straddle engineering and marketing. I think great product marketing managers need to know how to ask the hard questions—whether it be to the engineering team or sales team.</p>
<p><b>Employment Experiences:</b></p> <ul style="list-style-type: none"> <li>• Retail sales specialist</li> <li>• Sales coordinator for enterprise software</li> <li>• Enterprise support specialist for an enterprise software company</li> <li>• Business development manager for a small startup</li> <li>• Marketing manager in a start-up</li> <li>• Product marketing manager in a start-up</li> <li>• Product marketing manager (following the acquisition by a global company).</li> </ul>	<p>This pathway provided me a background in selling and customer experiences essential to understanding a product’s marketing needs. To succeed in this job, I needed diverse experiences in sales, marketing and technology. It was key that I was proactive in mapping out the knowledge and skills I would need, and how to go out and get them.</p>
<p><b>Community Experiences:</b></p> <ul style="list-style-type: none"> <li>• Organize events for a technology association</li> <li>• Mentor junior staff</li> </ul>	<p>Volunteering creates great opportunities for me to build relationships and diversify my contextual experiences.</p>
<p><b>Contextual Experiences:</b></p> <ul style="list-style-type: none"> <li>• Travel whenever I can</li> <li>• Attended a technology camp in California</li> <li>• Attended a start-up weekend in Waterloo</li> </ul>	<p>I was intentional in trying to identify unique contextual experiences that expanded my knowledge and skills.</p>
<p><b>Relationships:</b></p> <ul style="list-style-type: none"> <li>• Had both marketing and technical mentors to guide development</li> </ul>	<p>My mentors were critical to keeping focused and on-track. Diversity is important.</p>



## Entrepreneur – Social Innovation Start-up

**SALARY RANGE (2017):** \$40,560–\$122,005<sup>22</sup>

I started my own business to focus on solving core social challenges through innovation. As an entrepreneur, I’m part financier, part product manager, part human resources manager, part market researcher, and I’m always selling my vision. In this job, I need to have confidence in my vision, the ingenuity to deliver it within limited means, and the enthusiasm to effectively tell the story and move others to action. I also need enough humility to adapt my solutions to changing market conditions and feedback.

**The Tip:** Don't get a mentor. Get *mentors*. No single person has all the answers. I find the real learning isn't in what they agree on, it's what they disagree on. This is where you can really start to ask hard questions.

**PRIORITY KNOWLEDGE AND SKILLS:**

<p><b>Strategic Marketing</b></p> <ul style="list-style-type: none"> <li>• Develop &amp; execute a positioning strategy</li> <li>• Develop &amp; execute a brand strategy</li> <li>• Conduct a competitive analysis</li> <li>• Conduct an environmental scan</li> <li>• Develop &amp; apply a segmentation strategy</li> </ul> <p><b>Research &amp; Insight</b></p> <ul style="list-style-type: none"> <li>• Demonstrate empathy &amp; curiosity</li> <li>• Leverage contextual knowledge</li> <li>• Ability to analyze data</li> <li>• Leverage research to support consumer insights</li> <li>• Presentation &amp; report-writing skills</li> <li>• Use analytics tools</li> </ul> <p><b>Product management</b></p> <ul style="list-style-type: none"> <li>• Measure return on investment (ROI)</li> <li>• Develop &amp; execute a product strategy</li> <li>• Manage a budget</li> <li>• Develop &amp; execute a pricing strategy</li> <li>• Manage projects</li> <li>• Manage product life cycle</li> </ul>	<p><b>Sales &amp; Channel Management</b></p> <ul style="list-style-type: none"> <li>• Apply principles of CRM</li> <li>• Manage a sales process</li> <li>• Conduct sales presentations</li> <li>• Develop &amp; execute a distribution strategy</li> <li>• Leverage e-commerce</li> <li>• Develop merchandising strategy</li> </ul> <p>Leverage co-operative marketing</p> <p><b>Communications &amp; Branding</b></p> <ul style="list-style-type: none"> <li>• Develop &amp; execute a media plan</li> <li>• Sponsorship &amp; community investment</li> <li>• Leverage earned media</li> <li>• Leverage event &amp; experiential marketing</li> <li>• Leverage influencer marketing</li> <li>• Develop a promotional strategy</li> <li>• Knowledge of media psychology</li> <li>• Apply marketing within a CSR framework</li> </ul> <p><b>Content Curation &amp; Design</b></p> <ul style="list-style-type: none"> <li>• Apply visual design fundamentals</li> <li>• Conduct content research &amp; curation</li> <li>• Develop original content</li> <li>• Apply creative production processes</li> <li>• Develop content schedule &amp; plan</li> <li>• Use design tools</li> </ul>
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**BUILDING BLOCK EXPERIENCES:**

<p><b>Education &amp; Learning:</b></p> <ul style="list-style-type: none"> <li>• Bachelor of Social Work with a minor in social innovation. Became a registered social worker via the Alberta College of Social Workers.</li> <li>• Master of Business Administration (entrepreneurship)</li> <li>• A commitment to being a lifelong learner. I read one book a month.</li> <li>• Listen to the Stanford Social Innovation Review <a href="#">SSIR podcasts</a></li> </ul>	<p>I followed my passion into a degree in social work. What gets me up in the morning is making a difference in my community. As a practitioner, I identified opportunities to enhance program delivery through process innovation. This led me to complete my MBA in entrepreneurship and my pursue mission to change the world through social innovation.</p>
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<p><b>Employment Experiences:</b></p> <ul style="list-style-type: none"> <li>• Social worker for six years</li> <li>• Manager of a non-profit agency</li> <li>• Founder of a social innovation start-up</li> </ul>	<p>Experience in social work set the stage for my career change. The change wouldn't have been possible without my background in social work. This was less about a plan and more about learning about myself.</p>
<p><b>Community Experiences:</b></p> <ul style="list-style-type: none"> <li>• Since my second year of university, I spend one week a year volunteering overseas. For the past four years, I've coordinated the trip.</li> </ul>	<p>A passionate professor in university introduced me to this field school program where I still spend one week a year abroad on project work. These experiences allowed me to realize I was born to be an entrepreneur.</p>
<p><b>Contextual Experiences:</b></p> <ul style="list-style-type: none"> <li>• Worked in both big and small organizations</li> <li>• I am a passionate believer in Margaret Mead's principle that "...a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has."</li> </ul>	<p>I discovered I loved being a social worker, but the system and structure limited my impact. My contextual experience offered me an ability to reflect on how to maximize my impact.</p>
<p><b>Relationships:</b></p> <ul style="list-style-type: none"> <li>• Developed a diverse team of mentors inside and outside of social work. This includes senior people in social work to entrepreneurs to professors.</li> </ul>	<p>The diversity of my mentors often creates internal conflict and challenges. This is a good thing. I think building a uniform mentor team of people "just like me" may be comforting, but I found it to be a poor strategy. I now use mentors to challenge what I think I know.</p>



## Project Manager – Marketing Agency

**SALARY RANGE (2017):** \$84,500–\$102,600

My job is to manage client projects end to end. Our clients are big and so is the risk. Some days this may be managing the development of a \$100,000 website or coordinating the launch of a \$10-million international digital campaign. My job is about being super-organized and ensuring all the people and moving project parts are connected and working together. If I do it well, our client is happy and we are profitable. If I do it poorly, our client is unhappy, we all lose money... and our agency may lose the account.

**The Tip:** Pick external certifications that align with your mission and build a plan to achieve these one by one. They not only signal expertise, they signal intentionality and focus.

### PRIORITY KNOWLEDGE AND SKILLS:

<p><b>Research &amp; Insight</b></p> <ul style="list-style-type: none"> <li>• Demonstrate empathy &amp; curiosity</li> <li>• Leverage contextual knowledge</li> <li>• Presentation &amp; report-writing skills</li> <li>• Use analytics tools</li> </ul>	<p><b>Communications &amp; Branding</b></p> <ul style="list-style-type: none"> <li>• Develop &amp; execute a media plan</li> <li>• Sponsorship &amp; community investment</li> <li>• Leverage earned media</li> <li>• Leverage event &amp; experiential marketing</li> <li>• Leverage influencer marketing</li> <li>• Develop a promotional strategy</li> </ul>
<p><b>Product management</b></p> <ul style="list-style-type: none"> <li>• Measure return on investment (ROI)</li> </ul>	

<ul style="list-style-type: none"> <li>• Manage a budget</li> <li>• Manage projects</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of media psychology</li> <li>• Apply marketing within a CSR framework</li> </ul>
<b>Sales &amp; Channel Management</b> <ul style="list-style-type: none"> <li>• Manage a sales process</li> <li>• Conduct sales presentations</li> </ul>	<b>Content Curation &amp; Design</b> <ul style="list-style-type: none"> <li>• Conduct content research &amp; curation</li> <li>• Develop content schedule &amp; plan</li> </ul>

**BUILDING BLOCK EXPERIENCES:**

<b>Education &amp; Learning:</b> <ul style="list-style-type: none"> <li>• Bachelor of Arts (political science) with a minor in operations management</li> <li>• Professional Project Management (PMP) certification via the <a href="#">Project Management Institute</a></li> <li>• Follow the Project Management topic and articles in the <a href="#">Harvard Business Review</a></li> <li>• Understand the science of human decision making and motivation by reading books like Kahneman’s “<a href="#">Thinking Fast and Slow</a>” and Ariely’s “<a href="#">Predictably Irrational</a>”</li> </ul>	<p>My major in political science introduced me to the importance of policy and process. I took an elective in project management that soon became a minor in operations management. At graduation, I committed to completing my PMP certification in five years.</p>
<b>Employment Experiences:</b> <ul style="list-style-type: none"> <li>• Server in university</li> <li>• Residence leader in university</li> <li>• Marketing coordinator for a marketing agency</li> <li>• Event coordinator for a retailer</li> <li>• Product manager in telecommunications</li> <li>• Project manager in a marketing agency</li> </ul>	<p>I learned how to be flexible and thrive within ambiguity. I learned how to rely on others, and to be relied upon. I got comfortable in a fast-paced environment with high potential for the unexpected. My experience allows me to control my emotions, so stressful situation don’t escalate. I always practice the best ways to check in with people and how to defuse tension.</p>
<b>Community Experiences:</b> <ul style="list-style-type: none"> <li>• Local charity event coordinator</li> </ul>	<p>I manage a team of volunteers. From this, I learned how to get tasks done with disparate individuals who aren’t acting under traditional rewards or penalties.</p>
<b>Contextual Experiences:</b> <ul style="list-style-type: none"> <li>• Was a varsity athlete in university in a team sport and was voted captain in my final year</li> </ul>	<p>I developed a strong work ethic and a reputation for getting things done no matter what. The discipline required in a high-performance team sport taught me the importance of coordination and leadership.</p>
<b>Relationships:</b> <ul style="list-style-type: none"> <li>• Sought to foster good working relationships with all the people I became dependent upon for deliverables. They need to know me well enough to understand my intentions.</li> </ul>	<p>I understand motivation and how or why people do what they do. I need to know how to read people and know who’s having a bad day and how to deal with that so I always get the best out of them.</p>



## Principal – Marketing Consultancy <sup>23</sup>

**SALARY RANGE (2017):** \$70,000–\$82,414<sup>24</sup>

Running my own marketing consultancy has always been my dream. I like the variety and the independence it provides. I care deeply about my work, choosing clients who share my values and solving problems that challenge me. But being “choosy” about clients and projects means that I’m in 24/7 business development mode; if I’m not bringing in new business, no one is. This is both exciting and sometimes scary. My goal is to grow the business revenue to the point that I can hire a small team of collaborators. I’m the owner of a marketing consultancy.

**The Tip:** Aspire to start your own company someday; but spend your first ten years working for other people who’ll teach you how to do this well.

### PRIORITY KNOWLEDGE AND SKILLS:

#### Strategic Marketing

- Develop & execute a positioning strategy
- Develop & execute a brand strategy
- Conduct a competitive analysis
- Conduct an environmental scan
- Develop & apply a segmentation strategy

#### Research & Insight

- Demonstrate empathy & curiosity
- Leverage contextual knowledge
- Ability to analyze data
- Leverage research to support consumer insights
- Presentation & report-writing skills
- Use analytics tools

#### Product management

- Measure return on investment (ROI)
- Develop & execute a product strategy
- Manage a budget
- Develop & execute a pricing strategy
- Manage projects
- Manage product life cycle

#### Sales & Channel Management

- Apply principles of CRM
- Manage a sales process
- Conduct sales presentations
- Develop & execute a distribution strategy
- Leverage e-commerce
- Develop merchandising strategy
- Leverage co-operative marketing

#### Communications & Branding

- Develop & execute a media plan
- Sponsorship & community investment
- Leverage earned media
- Leverage event & experiential marketing
- Leverage influencer marketing
- Develop a promotional strategy
- Knowledge of media psychology
- Apply marketing within a CSR framework

#### Content Curation & Design

- Apply visual design fundamentals
- Conduct content research & curation
- Develop original content
- Apply creative production processes
- Develop content schedule & plan
- Use design tools

**BUILDING BLOCK EXPERIENCES:**

<p><b>Education &amp; Learning:</b></p> <ul style="list-style-type: none"> <li>• Bachelor of Business Administration – Co-op (marketing) with a minor in accounting.</li> <li>• Master of Business Administration (finance)</li> <li>• Completed multiple courses in finance at local college</li> <li>• Certificate in digital design</li> </ul>	<p>I am committed to lifelong learning. During my co-op program in university, I was exposed to the pace and diversity of agency life. I need to remain active in becoming technically literate in emerging digital technology and design. I took a single finance course and this led to the completion of my part-time MBA (paid for by my employer). I try to find a balance between creativity and analytics.</p>
<p><b>Employment Experiences:</b></p> <ul style="list-style-type: none"> <li>• Retail sales during high school and university</li> <li>• Marketing coordinator for an advertising agency</li> <li>• Account manager for an advertising agency</li> <li>• Account director for an advertising agency, London office</li> <li>• VP, marketing in technology</li> <li>• Principal of my own marketing consultancy</li> </ul>	<p>After spending eight years advancing through a large global agency, I was recruited by a technology client to become VP of Marketing. After six years as VP, I founded a boutique marketing consultancy. In three years, the firm now has eleven employees. I have the luxury of only working with people and clients I am passionate about.</p>
<p><b>Community Experiences:</b></p> <ul style="list-style-type: none"> <li>• Board, national marketing association</li> <li>• Campaign chair, university capital campaign</li> <li>• Active as mentor in alumni association</li> <li>• President, marketing club during BBA</li> </ul>	<p>Being in a leadership position in a university club taught me key networking skills. This led to me securing a co-op agency role. I was intentionally active in the industry association and my university’s capital campaign with a goal of meeting new young talent.</p>
<p><b>Contextual Experiences:</b></p> <ul style="list-style-type: none"> <li>• Took a six-month sabbatical and travelled through Africa and Australia</li> </ul>	<p>By starting my own agency, I can manage my own schedule and time. This creates opportunities for more freedom and “me” time.</p>
<p><b>Relationships:</b></p> <ul style="list-style-type: none"> <li>• Had a senior mentor at an agency early in career</li> <li>• My spouse has taken time out from their career while our children are in preschool</li> </ul>	<p>My career map isn’t for everyone because it can create personal and professional stress. Balance is difficult, but my spouse and mentor are my rocks. They push me back on course when I lose balance and perspective.</p>

# CONSOLIDATING YOUR MISSION MAP

This is it. Now that you’ve been inspired by the sample Mission Maps, it’s time for you to connect the dots and put it all together in a concise and actionable plan. To develop your Mission Map, refer to the knowledge and skill gaps you identified in Mission Map Table 1 (p. 32) and link these to professional building blocks. In the sample below, data analytics was identified as a gap. **To close this gap, we identified four possible building block activities.** Executing these activities is your Mission Map.

You might find it useful to create a checklist based on the activities you’ve identified as key to your mission. See the appendix for a Mission Map checklist designed to be accomplished during a four-year university program.

**Mission Map Table 2 – Linking to Professional Building Blocks**

Knowledge or Skill Gap	Professional Building Block Activities Required
Data analytics	Education: Do my minor in statistics. Employment: Internship or summer job at sport marketing agency. Community: Join analytics club at school. Relationship: Secure a mentor who is immersed in analytics.

## Mission Map Finale

You’ve put in the work and now it’s time to write down your Mission Map in your journal. Follow the template below. This information includes the concise 10-year mission statement from earlier and the professional building block activities from Table 2 above.

**What is your final 10-year mission statement?**

**What are the priority knowledge and skills you’ll need to achieve your mission?**

Expert	Great at	Good at

### What are the building block experiences you'll need to achieve your mission?

Now map out priority building block experiences you'll need to achieve your mission. In the near-term (years 1-3) these should be more refined. For example, these may include specific courses or volunteer opportunities you'd like to pursue. In the longer-term (years 7-10) your building blocks will be more aspirational.

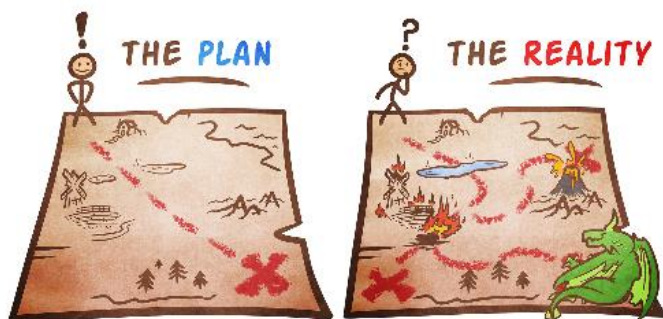
Experiences	Years 1-3	Years 4-6	Years 4-6
Education & Learning Experiences			
Employment Experiences			
Community Experiences			
Contextual Experiences			
Relationships & Mentors			

# ADAPT AND CHANGE

“THE MEASURE OF INTELLIGENCE IS THE ABILITY TO CHANGE.”

—Albert Einstein

During our interviews with working professionals for this series, we’d ask a common question: “What advice would you give your 18-year-old self?” The most common answers were to be proactive and develop a plan, **but embrace opportunities** when they come. In other words, planning to be a VP of marketing in ten years is important, but always **be prepared to adapt and change** as you grow and learn.



This principle of evolution is essential. Your 10-Year Professional Mission in your 30s will look very different from the 10-Year Professional Mission in your 20s. Regardless of where you are on your 10-year Mission Map, don’t sit back. Life inevitably will throw you a curveball. You’ll find new skills, new interests, opportunities and relationships. But that’s why this process is so important and fun.



Adapting, learning and growing are your only options. At certain times in your life, your professional mission may be most important, and at other times it may be your relationships, your health & wellness or your spirituality. How and where they each fit in depends on how you define success at any moment in time. Stepping back and

## Focus on the next step

When Kyle graduated from his marketing program the one thing he and most of his peers asked was: “What is the one thing I need to do?” This idea of *one* thing is important. Kyle found focusing on the next one thing removed the fear of getting something wrong.

Someone said to Kyle: “Go get experience in an agency setting. No if ands or buts.” So he did. This was a super clear goal. With all the uncertainty that surrounds life after graduation, look at that logical single step. It is stressful. This is where your mentor can be a critical resource. Today, Kyle is at a global agency mentoring a group of 11 interns. His challenge to them is to focus on the next step.

**Kyle’s Tip:** Define your mission, but then focus on one small step at a time.

reflecting on everything else important in your life gives you a solid foundation to make those big (and small) decisions in life.

Recall, you considered several “what if” scenarios before arriving at your 10-Year Professional Mission. That same exercise is really practical throughout your life. When you’re faced with a change in life, use it as a reason to wonder “what if?” and revisit your 10-Year Professional Mission. If you have a job opportunity on the other side of the world, consider what your 10-Year Professional Mission might be if you went for it. If you lose your job in a recession, consider “what if” scenarios around going back to school, or starting your own business, or taking time off with the kids. “What if?” is your best tool against sticking to a path simply because you’re already on it.





## AT A GLANCE

1. *Marketing YOU* is based on three steps: (1) Explore; (2) Define your professional mission; (3) Designing your Mission Map.
2. To design you, you need to be intentionally curious.
3. Start a journal so you can reflect every day on the process of designing your life in marketing.
4. A career in marketing is influenced by three big questions:
  - What functional marketing job do I want to do?
  - What industry do I want to work in?
  - What size of organization do I want to work for?
5. It is critical for you to get a team of professional mentors.
6. When plotting your 10-Year Professional Mission, you must focus on the development of marketing knowledge and transferable skills.
7. Marketing is influenced by prevailing trends—from technology to demographics—that are redefining that it means to be a marketer. Reflect on how these trends may influence your mission and the knowledge and skills that'll be valued in the future.
8. Commit to doing rigorous research when defining your 10-Year Professional Mission. Be patient and remember to triangulate your research from credible sources.
9. When you think you've defined your 10-Year Professional Mission, reflect on everything else in life and how you define success. Don't be afraid to stop and change if your professional mission doesn't align with all these other important factors in your life.
10. Designing your Mission Map is based on connecting three questions:
  - What's your 10-Year Professional Mission?
  - What skills are critical to your 10-Year Professional Mission?
  - What professional choices and experiences (building blocks) create the critical knowledge & skills demanded by your professional mission?
11. Once you've answered these questions, build a map to deliver on your professional mission:
  - Evaluate your 10-Year Professional Mission scenarios and be ready to change directions if the evidence tells you it's time.
  - Borrow from the sample Mission Maps included in *Marketing YOU*.
  - Engage your mentor(s) for feedback. They are the experts.

# APPENDIX

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## KNOWLEDGE AND SKILLS GLOSSARY

### Core Transferable Skills

#### Core Thinking Skills

**Analytical thinking:** The ability to deconstruct issues (and data) into smaller, more manageable pieces, use evidence and reasoning to identify unique relationships and weigh the costs and benefits of the alternative actions discovered.<sup>1</sup>

**Transdisciplinary systems thinking:** In the future, it won't be good enough to be an expert in just one specific area. The ability to understand and apply knowledge from across disciplines and can think like the experts in those disciplines will be essential. Transdisciplinary systems thinking is highly dependent on being intentionally curious beyond one's natural area of expertise.

**Problem solving:** Problem solving often leverages analytical thinking. Effective problem solving is made up of four inter-related skills:

- The ability to identify vital questions and problems and communicate them clearly.
- The ability to gather and evaluate relevant information.
- The ability to think open-mindedly, recognizing and assessing assumptions, implications and practical consequences.
- The ability to come to well-reasoned conclusions and solutions, testing them against relevant criteria and standards.

**Adaptive thinking:** The ability to successfully adjust to changes in circumstance or environment. Adaptability includes learning and growing from experience.

**Intentional curiosity:** The ability to be curious with a purpose and identify and explore a deeper meaning than what is being overtly expressed. Intentionally curious people look at the world (and their place in it), see big questions, are humble enough to acknowledge they don't know it all and seek to understand the unknowns.

**Thoughtful creativity:** Bringing a fresh voice or approach that helps projects stand out in a noisy marketing environment, yet in a way that is appropriate for the corporate culture of an organization, client and brand.

#### Core Communications Skills

**Written communication:** The ability to share information and explanations with a target audience in writing in a persuasive, engaging and influential way. This includes grammar, tone, vocabulary and style.

**Verbal communication:** The ability to share information and explanations with a target audience by speaking in a persuasive and influential way. This includes vocabulary, tone, pace, volume and articulation.

**Non-verbal communication:** The ability to indirectly imply meaning through non-verbal cues that subtly influence a target audience. This includes body language, such as gestures, expressions, stance, eye contact, proximity and appearance.

**Effective listening:** The ability to commit full attention to what other people are saying, taking the time to understand points being made and ask questions when appropriate, without interrupting at improper times.

**Persuasive storytelling:** The ability to leverage a story, supported by evidence and delivered with conviction, to influence the attitudes or behaviour of a specific audience. The persuasiveness of a story may be influenced by the mediums used to tell it (speech, video, visual, text). For example, an accountant may be influenced by a logical argument supported by statistics; whereas a graphic designer may be influenced by a story that possesses depth and emotional appeal.

**Conflict resolution and negotiation:** The ability to resolve conflict or create common ground and reach an agreement to settle a topic that creates friction between individuals.

## Core Interpersonal Skills

**Cross-contextual competency:** The ability to work well no matter the context. The contextual setting can include the culture, socio-economic conditions, organization size, industry type and team composition in which one is working. Having cross-contextual competency requires adaptive thinking and communication skills to operate effectively across contexts and with diverse people.

**Effective leadership:** The ability to guide others to complete a task through charisma, rank, intellect, will or experience. A leader's influence may be formal (e.g. a boss) or informal (e.g. social influence). Effective leadership includes three elements: the ability to establish a clear goal; the ability to communicate this goal to others; and the ability to balance the interests of others to engage them to deliver on this goal.

**Self-confidence:** To trust in oneself and in one's skills, abilities and knowledge.

**Work ethic:** To find value in a job well done and understand the importance of doing high-quality work with the discipline and determination to complete any assigned task.

**Effective team player:** The ability to cooperate with others to work towards a common goal.

**Emotional intelligence:** The ability to identify, assess and influence one's own feelings and the feelings of others. Emotional intelligence requires a mix of self-awareness and empathy towards others. There are six recognized dimensions to emotional intelligence: emotional management, self-awareness, optimism, motivation, empathy and social skills.<sup>2</sup>

## Core Organizational Skills

**Self-starter:** The discipline and ambition to start a task, regardless of difficulty, with limited guidance from others and be self-reliant under pressure.

**Time management:** Efficiently and effectively managing one's own time, the time of others and deliverables for projects. Time management also includes the ability to manage and filter vast levels of information to make timely decisions.

**Follow-through:** The discipline to stay effective and committed to complete a task or project.

**Perseverance:** The ability to remain persistent in overcoming all obstacles to achieve a goal. Obstacles are broad and may include previous failure, criticism, physical pain or injury. Perseverance is not, however, blindly sticking to a goal when all credible evidence says it is unachievable.

## Core Technical Literacy

**Confident use of digital technology:** The ability to effectively use digital technology to access, manage, integrate, evaluate, create and communicate information. Most career pathways require using technology to communicate, collaborate, solve problems and conduct research, so understanding how to navigate an increasingly automated world is vital. Note that this broad technical literacy is different from task-specific technical literacy.

# Job-Specific Knowledge & Skills

## Strategic Marketing

**Develop and execute a positioning strategy:** The ability to define a plan for a product, service or brand to occupy a unique competitive position, as perceived by the customer. Companies apply this by emphasizing the unique features and benefits of their product/service or by defining a unique brand image relative to their competitors. For example, when comparing Tesla and Cadillac, two distinct company images likely come to mind. This is the result of positioning strategy.

**Develop and execute a brand strategy:** The ability to create a professional visual and verbal system that effectively and consistently communicates a brand's competitive position and promise to stakeholders. This includes developing detailed guides and tools to support a consistent brand execution in different communication formats ranging from text, video and imagery.<sup>3</sup>

**Conduct competitive analysis:** The ability to evaluate the different marketing strategies behind a company's performance and that of its competitors, identifying the specific factors that cause the difference.

**Conduct environmental scan:** The ability to monitor a company's internal environment (e.g. inside a company) and external environments (e.g. market conditions) to identify opportunities and threats that may influence strategy. Incorporates contextual factors such as industry context, organizational structure and culture.

**Develop and apply segmentation:** The ability to subdivide a large market into identifiable groups having similar needs, wants, or demand characteristics. The goal is to design products and services that appeal to the unique needs of each segment. The four major

factors used to segment markets include: behavioural trends (e.g. past purchases and current needs), demographic characteristics (e.g. age or income), psychographic characteristics (e.g. values and beliefs) and geography (e.g. address or climate).

## Research & Insights

***Demonstrate empathy and curiosity:*** Keen interest in learning and ethically communicating how diverse people think and feel about themselves and the world around them.

***Leverage contextual knowledge:*** Keeping current on a wide range of local and global trends including shifts in business, industry, society, marketing, technology, environment, entertainment, design, politics, culture, etc. to help place any marketing data and findings in a meaningful context.

***Ability to analyze data:*** The ability to evaluate data using analytical and logical reasoning to support decision-making. This includes understanding the math behind the numbers generated through research and marketing activities. It also includes formulating the right questions, manipulating data, comparing results and ensuring the validity of findings.

***Leverage research to support consumer insights:*** Possess a foundational knowledge of the sciences behind human persuasion. Incorporates the ability to use different research methods, including secondary, qualitative and quantitative research, to identify trends in behaviours to increase the appeal of a product or service for a specific consumer.

***Compelling presentation & report-writing skills:*** The ability to bring marketing data to life through in-person presentations and digital reports, to bring about a shared understanding and compelling reasons to change behaviour. Data alone doesn't change minds; an emotional hook and narrative are also required. Infographic creation and interpretation can also help bring meaning to information.

***Ability to use analytics tools:*** Bring appropriate familiarity to marketing research and analytics software. For example: a general understanding in statistical software tools such as SPSS, R, Tableau or SAS may be enough to collaborate with data analysts on research design and interpretation. A deeper fluency and confidence with survey tools such as SurveyMonkey, Google Surveys or Qualtrics will also be essential. Understanding different quantitative and qualitative data collection methods including social media scraping, questionnaires, mobile surveys, interviews, e-commerce trends and platform-use analytics will be required.

## Product Management

***Measure return on investment (ROI):*** The ability to calculate the financial benefit of a product or service for either the customer purchasing it or the company offering it for sale. For example, "with a \$50,000 annual investment in X, you will save \$90,000 a year in labour costs."

***Develop a competitive product strategy:*** The ability to evaluate the potential for success of an idea for a product or service and develop a plan to deliver on this opportunity. Requires knowledge associated with all elements of strategic marketing.

**Manage a budget:** The ability to develop and stick to a comprehensive forecast of costs and income for a project or department.

**Develop pricing strategy:** The ability to identify the best price for a product or service by factoring in a variety of aspects that influence the market, including overall marketing objectives, consumer demand, product features, competitors' pricing and trends in the market and economy. A full product cost analysis may also be required.

**Manage projects:** The ability to apply knowledge, skills, tools and techniques to deliver on a project's goals within defined resources and scope. Influencing others to meet deadlines and goals is essential.

**Manage product lifecycle:** The ability to manage the development, marketing and sales of a product, a service or a combination of products and services over their forecasted life. Requires a deep understanding of customer needs, product feature priorities, product roadmap milestones and what the competition is doing.

## Sales & Channel Management

**Apply principles of customer relationship management (CRM):** The ability to use computer systems to identify, target, acquire and retain customers, and sell the most relevant products or services to them. Leading CRM systems include Microsoft Dynamics and Salesforce.

**Manage the sales process:** The ability to rigorously manage sales teams or channels and the sales process itself to achieve a defined objective. Sales management includes planning, execution and post-sales support. Requires an in-depth understanding of consumer psychology, organizational power structures and decision-making processes.

**Conduct sales presentations:** The ability to use evidence-based storytelling to present product or service information in a way that focuses on the benefit the product or service provides for the targeted customer. Sales presentations are a sub-component of a multi-stage sales process that starts at prospecting and ends with post-sales follow-up.

**Develop a distribution strategy:** The ability to create and execute a plan to get a company's product or service to its customers. Distribution may be direct (e.g. company-owned stores) or may be via third-party retailers or distributors.

**Leverage e-commerce:** The ability to plan and execute sales online. Understand the strengths, weaknesses and capabilities of various e-commerce platforms and internal finance software tools.

**Develop and execute a merchandising plan:** The ability to plan and execute promotional activity at the point of sale (in-store and online). Merchandising may include: display techniques, free samples, product demonstration, pricing, special offers, e-commerce catalogs and galleries and other point-of-sale methods.

**Leverage co-operative marketing:** The ability to develop and execute a strategy to combine marketing strategies with another organization, including complementary companies or competitors, for mutual benefit. For example, beer companies may collaborate to promote responsible drinking or to co-operatively promote their local craft beers at a regional or national level.



## Marketing Communications & Branding

***Develop and execute a media plan:*** The ability to identify the best combination of different communication channels to achieve the objective of a marketing campaign. Advertising channels may include digital, broadcast, out-of-home (e.g. billboards), print or direct.

***Develop and execute a sponsorship and community investment plan:*** The ability to design, negotiate and leverage sponsorship or community investment partnerships. A deep understanding of a community's ecosystem (including its influencers, culture and history) will create an opportunity for sustained collaboration.

***Leverage earned media:*** The ability to secure publicity through promotional efforts other than paid advertising, such as special events (e.g. opening a new store), media events (e.g. press conferences) or promotional stunts.

***Leverage event and experiential marketing:*** The ability to plan and execute a tangible activity (such as trade show, customer event or sponsored concert) for promoting a product, service or brand.

***Leverage influence marketing:*** The ability to develop and execute a marketing campaign based on identifying and engaging influential individuals, such as celebrity bloggers, YouTube or social media personalities and celebrities, so that they promote a product, service or brand. Ensuring a win-win outcome will develop a long-term relationship and marketing asset.

***Develop and execute promotional strategy:*** The ability to create and execute a campaign to influence the attitude and behaviour of current or potential customers. Promotions may use techniques such as discounting, bundling or contests to sway customer behaviour.

***Knowledge of media psychology:*** Understanding a branch of psychology that focuses on the relationships between different forms of media and human behaviour and how to manipulate those relationships to form an advantage. Professionals in this field study how people interact with media and each other due to the media's influence.

***Apply marketing within a corporate social responsibility (CSR) framework:*** CSR is the knowledge of a company's responsibility towards the community and people in which it works. Genuine CSR is not a marketing strategy, rather it is a conscience for corporations, and is usually framed as delivering economic, social and environmental benefits to communities. Corporations commit to CSR through mechanisms such as community investment, community employment, environmental sustainability, and workplace health and safety.

## Content Curation & Design

***Apply visual design fundamentals:*** Knowledge of visual design fundamentals including (a) design elements: colour, line, shape, texture, space and form; and (b) design principles: unity, balance, hierarchy, scale, dominance and similarity/contrast.<sup>4</sup> Also includes balancing aesthetics with the need to achieve marketing communications goals.

***Conduct content research and curation:*** The ability to find and understand information on a specific topic. Digital content curation normally incorporates a range of media



including text, video and audio. Content curation excludes the creation of original content, rather it encompasses gathering and disseminating existing content.

***Develop original content:*** Virtually every marketing role will require the skill to produce original content across a wide range of media, from text to visual to video to audio.

***Apply creative production processes:*** The ability to manage the creation, execution and distribution of marketing materials. This includes the creative and design processes (e.g. deciding what to create), the production process (e.g. printing, programming, filming, recording) and the distribution of the marketing materials (e.g. print materials shipping to retail, direct mail distribution, video/audio for broadcast or digital distribution).

***Develop and execute a content schedule & plan:*** The ability to manage the distribution of content (original or curated) across diverse media channels based on a defined marketing objective.

***Use marketing software tools:*** The ability to use current marketing software relevant to a role. Examples for design software currently include: Adobe Photoshop, Illustrator, InDesign and Sketch. Examples of web development tools include Adobe Animate CC and HTML 5. Website platforms include: Squarespace, WordPress, Wix and Weebly. GarageBand can be used for video and audio editing, including podcasts. MailChimp and Constant Contact are email management tools for distribution and newsletter lists. Be fluent with all major social media marketing platform tools, and be able to use Google AdWords and/or Facebook Advertising processes and technology in marketing programs and campaigns.

# MARKETING CAREER RESOURCES

## Sample Marketing Jobs in Canada

The Government of Canada tracks careers and emerging skill needs in extensive detail. This is a powerful source to start to better understand different roles in marketing:

Government of Canada Job Bank: <https://www.jobbank.gc.ca/home-eng.do>

Randstad Hottest Sales & Marketing Jobs of 2017: <https://www.randstad.ca/hot-jobs/sales-marketing-jobs-in-demand/>

## Salary Resources

There are lots of groups that examine salary trends in different industries. These are good places to start exploring question about money.

Randstad Salary Guide: <https://www.randstad.ca/salary-guides/>

Creative Group Salary Guide: <https://www.roberthalf.ca/en/creativegroup/salary-centre>

CMA PayScale: <http://www.payscale.com/mypayscale.aspx>

## Potential Places to Start your Career

Top 100 Agencies in Canada: <https://www.poweredbysearch.com/blog/canadas-top-100-marketing-agencies-and-their-social-media-profiles/>

Many organizations offer comprehensive internal training programs for skill development. Below is just a sample of these programs:

Enterprise Rent-a-Car: <https://go.enterpriseholdings.com/opportunities/management-training-program/>

Accenture: <https://www.accenture.com/ca-en/careers/students-graduates>

TJX's Merchandising Training Program: <http://www.tjx.com/careers/students-and-graduates/merchandising-development-program.html>

Electronic Arts (EA): <http://careers.ea.com/ca/students>

## Other Resources

Canadian Marketing Association Home: <http://www.the-cma.org/>

CMA Client Job Descriptions: <https://www.the-cma.org/job-bank/career/client-job-descriptions>

CMA Agency Job Descriptions: <https://www.the-cma.org/job-bank/career/agency-job-descriptions>

American Marketing Association: <https://www.ama.org/Pages/default.aspx>

Marketing Dictionary: [www.ama.org/resources/Pages/Dictionary.aspx](http://www.ama.org/resources/Pages/Dictionary.aspx)

The Future of Marketing (Economist): <https://www.marketo.com/articles/the-future-of-marketing-six-visionaries-speak/>

## — THE DESIGNING YOU PROCESS —

The *Marketing YOU* is just one piece of the puzzle. Great products don't happen by accident. Products have a map, and more importantly, they have a champion: the product manager. The product manager is the captain of the ship without whom your product faces the risk of failure due to being poorly designed, costing too much, being late, being too much like something else in the market or just not being perceived as valuable.

There can only be one product manager in your case—only you can create your plan, be nimble enough to change it, launch it and tell the world your story.

**“Great products don't happen by accident. Products have a map, and more importantly, they have a champion: the product manager.”**

*Designing YOU* follows an eight-step process. This process isn't new or revolutionary. In fact, almost every product manager follows a similar map to develop the products you use every day. We've just adapted it to design you.



**Step 1 — Becoming your product manager** walks you through the seven key attributes of a product manager and why you must adopt these to become the champion of your life. A great product manager:

1. Is intentionally curious.
2. Thinks about the whole.
3. Is empathetic.
4. Gets feedback early and often.
5. Relies on evidence, not simply intuition.
6. Is resilient.
7. Is accountable.



**Step 2 — Exploring the Current YOU** is about reflecting on the you that you are today. It involves exploring your current personality, knowledge and skills. We all live our lives in the bubble that's our home community, family and friends, so a big part of this step is getting out of that comfort zone and being inspired by the world and the people around you. This inspiration is your launching pad for the Whole YOU.



**Step 3 — Building your mentor team** focuses on the team effort required to design you. We explore the value of your relationships and from this you'll

form your **mentor team** of experts who will support and guide you through the *Designing YOU* process.



**Step 4 — Defining the future Professional YOU** explores career options. First, you'll evaluate what you love to do and what you're good at, then you'll explore how to leverage it to make a living. By the end of Step 4, you'll start to have a vision of the future Professional YOU. **This is the point where *Marketing YOU* goes deep into designing your professional mission in the fast-paced world of marketing.**



**Step 5 — Defining the Whole YOU** is when you'll discover how your professional mission fits into your Whole YOU. The Whole YOU is about how you define success. You'll think about where you want to live, the people you want to be around, the importance of your bank account and other factors important to you. The alignment of all these factors is the Whole YOU.



**Step 6 — Defining your roadmap** is possible after you've identified your definition of success in Step 5. The map allows you to implement the Whole YOU. Every decision you make in pursuit of your destination now has a purpose. There are many paths to this destination, some direct, others slower and scenic. We encourage you to take some of the scenic drives and explore. In fact, taking a side route may change your destination and guide you toward a different Whole YOU. This is the value of exploring, adapting and changing.



**Step 7 — Telling your story** recognizes that having the best product that no one has ever heard of or cares about is called “going out of business.” Your story is how you'll connect to the audience you care about and how you'll make them care about you. You'll figure out what you can offer the world and develop a strategy to communicate it. Your story must be so compelling that they can't wait to be part of what happens next.



**Step 8 — The Whole YOU 2.0 and beyond** is about the ever-evolving you. The book *Designing YOU* and the tools you learn within it aren't only useful in your current stage of life. To be always relevant you must constantly update yourself and adjust to new realities. As your mission changes and you decide to try new things and develop new skills, the guidance contained in *Designing YOU* can be there for you.

# ABOUT THE AUTHOR



Before becoming a university professor **David J. Finch** spent almost two decades in product management and marketing roles primarily in the technology sector. After working away in cubicles and on airplanes for some giant companies like Bell Canada and Rogers Communications, David followed his own dream and co-founded a sports marketing agency.

Starting his own marketing agency taught him the importance and limitations of having a plan. Big companies, he realized, like having a plan, but big companies are terrible at actually following them because they're so big. Small companies aren't great at making plans, but they're agile and adaptable.

After twenty years in these different roles asking questions, David decided it was time to find some answers, so he pursued his PhD in management and became a university professor. It turns out being a university professor is less about finding answers and more about asking better questions. As he started asking those better questions, it struck him that education and product management have a lot in common. Each year, universities and colleges churn out really expensive products called students; some of these products find an audience, but many don't. This led to the question, "What if students started to manage their lives as if they were product managers?" This was the inspiration for the *Designing YOU* series and *Marketing YOU* career guide.

## About the Marketing YOU Team

Throughout both *Designing YOU* and *Marketing YOU*, we preach the importance of your mentors when designing the whole product that's you. The right mentor is the difference between a product that flops and one that delivers results. While *Marketing YOU* may appear to simply be the product of a single author and an illustrator, there was a whole team at work behind the scenes.

The team responsible for *Marketing YOU* includes our collaborators Ray DePaul and Sharon McIntyre who offered focused input and guidance. It includes 25 industry partners who volunteer their time and energy to sit on *Mount Royal University's Marketing Partnership Council*. Their diverse expertise and counsel offered us a glimpse into the challenges and opportunities our industry and the future professional mission will face. And of course, our student reviewers from the *Mount Royal University Marketing Society* were essential to ensuring *Marketing YOU* was focused and impactful on our core audience.

Lastly, the team also includes Mount Royal University's Career Services who generously supported this initiative.

# NOTES

(In case you want to dig deeper!)

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- <sup>1</sup> For a fascinating TED Talk on the power of being open and empathetic, see Ash Beckham: *We're all hiding something. Let's find the courage to open up.*  
[https://www.ted.com/talks/ash\\_beacham\\_we\\_re\\_all\\_hiding\\_something\\_let\\_s\\_find\\_the\\_courage\\_to\\_open\\_up](https://www.ted.com/talks/ash_beacham_we_re_all_hiding_something_let_s_find_the_courage_to_open_up)
- <sup>2</sup> For further information on the benefits of journaling, see: Slatcher, R. B., & Pennebaker, J. W. (2006). How do I love thee? Let me count the words: the social effects of expressive writing. *Psychological Science*, 17(8), 660-664.
- <sup>3</sup> Finch, D., Nadeau, J., & O'Reilly, N. (2013). The future of marketing education: A practitioner's perspective. *Journal of Marketing Education*, 35(1), 54-67.
- <sup>4</sup> In Step 2 of Designing YOU, we go deep into exploring your personality, emotional intelligence and inventory of your knowledge and skills. If you haven't explored these areas yet, now is a good opportunity to give you a sense of where you stand
- <sup>5</sup> Refer to: <https://www.theglobeandmail.com/report-on-business/careers/career-advice/life-at-work/freelance-work-expanding-to-more-sectors-report-finds/article31519391/>
- <sup>6</sup> Refer to: <https://www.theglobeandmail.com/report-on-business/industry-news/marketing/specialized-freelancers-shaking-up-the-traditional-advertising-business-model/article31777643/>
- <sup>7</sup> Refer to: <https://www.fastcompany.com/3066905/how-the-gig-economy-will-change-in-2017>
- <sup>8</sup> Refer to: <https://www.theglobeandmail.com/opinion/the-hordes-of-centenarians-are-coming-with-adventure-vigour-and-ambition/article35066988/>
- <sup>9</sup> For additional information on how men and women's brains are wired differently, see: <https://www.theguardian.com/science/2013/dec/02/men-women-brains-wired-differently>

For additional resources on gender related issues in the workplace, please see the following:

[OECD Report on Closing the Gender Gap in Canada.](#)

[Viser Gender Equity Report.](#)

A bestselling book by Sheryl Sandberg: <http://leanin.org/>

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An excellent podcast on gender issues is:

<http://www.stuffmomnevertoldyou.com/podcasts/>

In addition, it is important to note that issues related to transgender inequality are emerging in the workplace. For additional information, see:

<https://othersociologist.com/2014/12/01/transgender-women-inequality-work/>

<sup>10</sup> For more information, see Noland, M., & Moran, T. (2016, February). Study: Firms with more women in the c-suite are more profitable. *Harvard Business Review*.

<https://hbr.org/2016/02/study-firms-with-more-women-in-the-c-suite-are-more-profitable>

<sup>11</sup> Refer to data on gender wage gap from the US Bureau of Statistics at:

<https://www.bls.gov/opub/ted/2017/womens-median-earnings-82-percent-of-mens-in-2016.htm>

<sup>12</sup> For more information, see: Berinato, S. (2010, April). Is a woman's MBA worth less?

*Harvard Business Review*. <https://hbr.org/2010/04/the-pay-gap-and-delusions-of-p>

<sup>13</sup> For additional reading see:

Eagly, A.H., & Carli, L. L. (2007). *Through the Labyrinth: the Truth About How Women Become Leaders*. Boston, MA: Harvard Business School Press

[http://www.salon.com/2016/04/13/its\\_not\\_choices\\_its\\_pure\\_sexism\\_women\\_get\\_paid\\_less\\_for\\_one\\_reason\\_theyre\\_discriminated\\_against/](http://www.salon.com/2016/04/13/its_not_choices_its_pure_sexism_women_get_paid_less_for_one_reason_theyre_discriminated_against/)

<sup>14</sup> Infographic: Yes Sex Matters! Please see: the Organisation for Economic Co-operation and Development (OECD) study on Closing the Gender Gap available at:

<https://www.oecd.org/canada/Closing%20The%20Gender%20Gap%20-%20Canada%20FINAL.pdf> Also, please see the *Visier Insights* Gender equity report:

<https://www.visier.com/lp/visier-insights-gender-equity-report/>

Please see, *McKinsey Global Institute* (2015) report - the power of parity:

<http://www.mckinsey.com/global-themes/employment-and-growth/How-advancing-womens-equality-can-add-12-trillion-to-global-growth>

Finnie, Ross (2015). *Barista or Better? New Evidence on the Earnings of Post-Secondary Education Graduate*. A summary of this study is available at:

<https://www.thestar.com/news/canada/2016/07/26/higher-education-does-lead-to-higher-incomes-university-of-ottawa-study.html>

<sup>15</sup> For more information and resources associated with *Lean In*, refer to <https://leanin.org/>

<sup>16</sup> For more information, see: Elsesser, K. M., & Lever, J. (2011). Does gender bias against female leaders persist? Quantitative and qualitative data from a large-scale survey. *Human Relations*, 64(12), 1555-1578.

<http://hum.sagepub.com/content/64/12/1555.full.pdf+html>

<sup>17</sup> McKinsey & Company has an online psychological test you can take to measure whether you have an unconscious gender bias: <https://esurveydesigns.com/wix/p46257077.aspx>

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- <sup>18</sup> This section on gender is borrowed from the gender impact of designing you by Leah Hamilton and Laurie Stretch. For more detailed reading on this topic please head to *Designing YOU*. At the end of each step, Laurie and Leah provide their insights into the gender issues and how to factor them into your thinking during this step.
- <sup>19</sup> This is a range for a Creative Director (8+ years) Toronto, Ontario, Canada as per the *2017 Creative Group. Salary Guide*. <https://www.roberthalf.com/creativegroup/salary-center-for-creative-and-marketing-professionals/>
- <sup>20</sup> This is the national range for Canada. Refer to <http://www.payscale.com/>
- <sup>21</sup> Unless otherwise noted, the salary ranges are adapted from the *Randstad 2017 Canadian Salary Guide*. Exact salary ranges are based on 2017 dollars for the senior-level position in Calgary, Alberta, Canada. For further information refer to: <https://www.randstad.ca/salary-guides/salary-guide-professionals/>
- <sup>22</sup> This is the national range for Canada. Refer to <http://www.payscale.com/>
- <sup>23</sup> Note: this Mission Map assumes they founded their consultancy after 15 or so years in practice. This reflects the importance of time in developing the diverse skills and knowledge and professional network essential for this role.
- <sup>24</sup> This is the national range for Canada. Refer to <http://www.payscale.com/>
- <sup>1</sup> For additional information on evidence-based management, see: <https://www.cebma.org/>
- <sup>2</sup> Step 2 of Designing YOU goes deeper into EI, including an assessment. For further information, see: Goleman, D. (2004). What makes a leader? *Harvard Business Review*, 82(1), 82-91.
- <sup>3</sup> This may include creating a brand archetype, a brand values map, a corporate identity kit including logo and typography, an expanded brand ID system, and so forth, which work well in various communication media
- <sup>4</sup> For further information, refer to: Lidwell, W., Holden, K., & Butler, J. (2010). *Universal principles of design, revised and updated: 125 ways to enhance usability, influence perception, increase appeal, make better design decisions, and teach through design*. *Rockport Pub.*