

Advertising, Marketing, Promotions, Public Relations, and Sales Managers

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Significant Points

- Keen competition for jobs is expected.
- College graduates with related experience, a high level of creativity, and strong communication skills should have the best job opportunities.
- High earnings, substantial travel, and long hours, including evenings and weekends, are common.

Nature of the Work

The objective of any firm is to market and sell its products or services profitably. In small firms, the owner or chief executive officer might assume all advertising, promotions, marketing, sales, and public relations responsibilities. In large firms, which may offer numerous products and services nationally or even worldwide, an executive vice president directs overall advertising, promotions, marketing, sales, and public relations policies. (Executive vice presidents are included in the *Handbook* statement on top executives.) Advertising, marketing, promotions, public relations, and sales managers coordinate the market research, marketing strategy, sales, advertising, promotion, pricing, product development, and public relations activities.

Managers oversee advertising and promotion staffs, which usually are small, except in the largest firms. In a small firm, managers may serve as a liaison between the firm and the advertising or promotion agency to which many advertising or promotional functions are contracted out. In larger firms, advertising managers oversee in-house account, creative, and media services departments. The *account executive* manages the account services department, assesses the need for advertising, and, in advertising agencies, maintains the accounts of clients. The creative services department develops the subject matter and presentation of advertising. The *creative director* oversees the copy chief, art director, and associated staff. The *media director* oversees planning groups that select the communication media—for example, radio, television, newspapers, magazines, Internet, or outdoor signs—to disseminate the advertising.

Promotions managers supervise staffs of promotion specialists. They direct promotion programs that combine advertising with purchase incentives to increase sales. In an effort to establish closer contact with purchasers—dealers, distributors, or consumers—promotion programs may involve direct mail, telemarketing, television or radio advertising, catalogs, exhibits, inserts in newspapers, Internet advertisements or Web sites, instore displays or product endorsements, and special events. Purchase incentives may include discounts, samples, gifts, rebates, coupons, sweepstakes, and contests.

Marketing managers develop the firm's detailed marketing strategy. With the help of subordinates, including *product development managers* and *market research managers*, they determine the demand for products and services offered by the firm and its competitors. In addition, they identify potential markets—for example, business firms, wholesalers, retailers, government, or the general public. Marketing managers develop pricing strategy with an eye towards maximizing the firm's share of the market and its profits while ensuring that the firm's customers are satisfied. In collaboration with sales, product development, and other managers, they monitor trends that indicate the need for new products and services

and oversee product development. Marketing managers work with advertising and promotion managers to promote the firm's products and services and to attract potential users.

Public relations managers supervise public relations specialists. (See the *Handbook* statement on public relations specialists.) These managers direct publicity programs to a targeted public. They often specialize in a specific area, such as crisis management—or in a specific industry, such as healthcare. They use every available communication medium in their effort to maintain the support of the specific group upon whom their organization's success depends, such as consumers, stockholders, or the general public. For example, public relations managers may clarify or justify the firm's point of view on health or environmental issues to community or special interest groups.

Public relations managers also evaluate advertising and promotion programs for compatibility with public relations efforts and serve as the eyes and ears of top management. They observe social, economic, and political trends that might ultimately affect the firm and make recommendations to enhance the firm's image based on those trends.

Public relations managers may confer with labor relations managers to produce internal company communications—such as newsletters about employee-management relations—and with financial managers to produce company reports. They assist company executives in drafting speeches, arranging interviews, and maintaining other forms of public contact; oversee company archives; and respond to information requests. In addition, some handle special events such as sponsorship of races, parties introducing new products, or other activities the firm supports in order to gain public attention through the press without advertising directly.

Sales managers direct the firm's sales program. They assign sales territories, set goals, and establish training programs for the sales representatives. (See the *Handbook* statement on sales representatives, wholesale and manufacturing.) Managers advise the sales representatives on ways to improve their sales performance. In large, multiproduct firms, they oversee regional and local sales managers and their staffs. Sales managers maintain contact with dealers and distributors. They analyze sales statistics gathered by their staffs to determine sales potential and inventory requirements and monitor the preferences of customers. Such information is vital to develop products and maximize profits.



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Working Conditions

Advertising, marketing, promotions, public relations, and sales managers work in offices close to those of top managers. Long hours, including evenings and weekends are common. About 44 percent of advertising, marketing, and public relations managers worked more than 40 hours a week in 2002. Working under pressure is unavoidable when schedules change and problems arise, but deadlines and goals must still be met.

Substantial travel may be involved. For example, attendance at meetings sponsored by associations or industries often is mandatory. Sales managers travel to national, regional, and local offices and to various dealers and distributors. Advertising and promotions managers may travel to meet with clients or representatives of communications media. At times, public relations managers travel to meet with special interest groups or government officials. Job transfers between headquarters and regional offices are common, particularly among sales managers.

Employment

Advertising, marketing, promotions, public relations, and sales managers held about 700,000 jobs in 2002. The following tabulation shows the distribution of jobs by occupational specialty:

Sales managers	343,000
Marketing managers	203,000
Advertising and promotions managers	85,000
Public relations managers	69,000

These managers were found in virtually every industry. Sales managers held almost half of the jobs; most were employed in manufacturing, wholesale and retail trade, and finance and insurance industries. Marketing managers held more one-fourth of the jobs; manufacturing, and professional, scientific, and technical services industries employed more than one-third of marketing managers. More than one-third of advertising and promotions managers worked in professional, scientific, and technical services, and information industries, including advertising and related services, and publishing industries. Most public relations managers were employed in services industries, such as other services (except government), professional, scientific, and technical services, finance and insurance, health care and social assistance services, and educational services.

Training, Advancement, and Other Qualifications

A wide range of educational backgrounds is suitable for entry into advertising, marketing, promotions, public relations, and sales managerial jobs, but many employers prefer those with experience in related occupations plus a broad liberal arts background. A bachelor's degree in sociology, psychology, literature, journalism, or philosophy, among other subjects, is acceptable. However, requirements vary, depending upon the particular job.

For marketing, sales, and promotions management positions, some employers prefer a bachelor's or master's degree in business administration with an emphasis on marketing. Courses in business law, economics, accounting, finance, mathematics, and statistics are advantageous. In highly technical industries, such as computer and electronics manufacturing, a bachelor's degree in engineering or science, combined with a master's degree in business administration, is preferred.

For advertising management positions, some employers prefer a bachelor's degree in advertising or journalism. A course of study should include marketing, consumer behavior, market research, sales, communication methods and technology, and visual arts—for example, art history and photography.

For public relations management positions, some employers prefer a bachelor's or master's degree in public relations or journalism. The applicant's curriculum should include courses in advertising, business administration, public affairs, public speaking, political science, and creative and technical writing.

For all these specialties, courses in management and completion of an internship while in school are highly recommended. Familiarity with word processing and database applications also is important for many positions. Computer skills are vital because marketing, product promotion, and advertising on the Internet are increasingly common. The ability to communicate in a foreign language may open up employment opportunities in many rapidly growing areas around the country, especially in cities with large Spanish-speaking populations.

Most advertising, marketing, promotions, public relations, and sales management positions are filled by promoting experienced staff or related professional personnel. For example, many managers are former sales representatives, purchasing agents, buyers, or product, advertising, promotions, or public relations specialists. In small firms, where the number of positions is limited, advancement to a management position usually comes slowly. In large firms, promotion may occur more quickly.

Although experience, ability, and leadership are emphasized for promotion, advancement can be accelerated by participation in management training programs conducted by many large firms. Many firms also provide their employees with continuing education opportunities, either in-house or at local colleges and universities, and encourage employee participation in seminars and conferences, often provided by professional societies. In collaboration with colleges and universities, numerous marketing and related associations sponsor national or local management training programs. Course subjects include brand and product management, international marketing, sales management evaluation, telemarketing and direct sales, interactive marketing, promotion, marketing communication, market research, organizational communication, and data processing systems procedures and management. Many firms pay all or part of the cost for those who successfully complete courses.

Some associations offer certification programs for these managers. Certification—a sign of competence and achievement in this field—is particularly important in a competitive job market. While relatively few advertising, marketing, promotions, public relations, and sales managers currently are certified, the number of managers who seek certification is expected to grow. For example, Sales and Marketing Executives International offers a management certification program based on education and job performance. The Public Relations Society of America offers a certification program for public relations practitioners based on years of experience and performance on an examination.

Persons interested in becoming advertising, marketing, promotions, public relations, and sales managers should be mature, creative, highly motivated, resistant to stress, flexible, and decisive. The ability to communicate persuasively, both orally and in writing, with other managers, staff, and the public is vital. These managers also need tact, good judgment, and exceptional ability to establish and maintain effective personal relationships with supervisory and professional staff members and client firms.

Because of the importance and high visibility of their jobs, advertising, marketing, promotions, public relations, and sales managers often are prime candidates for advancement to the highest ranks. Well-trained, experienced, successful managers may be promoted to higher positions in their own, or other, firms. Some become top executives. Managers with extensive experience and sufficient capital may open their own businesses.

Job Outlook

Advertising, marketing, promotions, public relations, and sales manager jobs are highly coveted and will be sought by other managers or highly experienced professionals, resulting in keen competition. College graduates with related experience, a high level of creativity, and strong communication skills should have the best job opportunities. Employers will particularly seek those who have the computer skills to conduct advertising, marketing, promotions, public relations, and sales activities on the Internet.

Employment of advertising, marketing, promotions, public relations, and sales managers is expected to increase faster than the average for all occupations through 2012, spurred by intense domestic and global competition in products and services offered to consumers. However, projected employment growth varies by industry. For example, employment is projected to grow much faster than average in scientific, professional, and related services such as computer systems design and related services and advertising and related services, as businesses increasingly hire contractors for these services instead of additional full-time staff. On the other hand, little or no change in employment is expected in many manufacturing industries.

Earnings

Median annual earnings in 2002 were \$57,130 for advertising and promotions managers, \$78,250 for marketing managers, \$75,040 for sales managers, and \$60,640 for public relations managers. Earnings ranged from less than \$30,310 for the lowest 10 percent of advertising and promotions managers, to more than \$145,600 for the highest 10 percent of marketing and sales managers.

Median annual earnings advertising and promotions managers in 2002 in the advertising and related services industry were \$72,630.

Median annual earnings in the industries employing the largest numbers of marketing managers in 2002 were as follows:

Computer systems design and related services	\$96,440
Management of companies and enterprises	90,750
Depository credit intermediation	65,960

Median annual earnings in the industries employing the largest numbers of sales managers in 2002 were as follows:

Computer systems design and related services	\$102,520
Automobile dealers	91,350
Management of companies and enterprises	87,800
Insurance carriers	80,540
Traveler accommodation	44,560

Median annual earnings of public relations managers in 2002 in colleges, universities, and professional schools were \$55,510.

According to a National Association of Colleges and Employers survey, starting salaries for marketing majors graduating in 2003 averaged \$34,038; starting salaries for advertising majors averaged \$29,495.

Salary levels vary substantially, depending upon the level of managerial responsibility, length of service, education, firm size, location, and industry. For example, manufacturing firms usually pay these managers higher salaries than do nonmanufacturing firms. For sales managers, the size of their sales territory is another important determinant of salary. Many managers earn bonuses equal to 10 percent or more of their salaries.

Related Occupations

Advertising, marketing, promotions, public relations, and sales managers direct the sale of products and services offered by their

firms and the communication of information about their firms' activities. Other workers involved with advertising, marketing, promotions, public relations, and sales include actors, producers, and directors; artists and related workers; demonstrators, product promoters, and models; market and survey researchers; public relations specialists; sales representatives, wholesale and manufacturing; and writers and editors.

Sources of Additional Information

For information about careers in advertising management, contact:
► American Association of Advertising Agencies, 405 Lexington Ave., New York, NY 10174-1801. Internet: <http://www.aaaa.org>

Information about careers and professional certification in public relations management is available from:

► Public Relations Society of America, 33 Irving Place, New York, NY 10003-2376. Internet: <http://www.prsa.org>