
Max L. Densmore
Western Michigan University
EMPLOYMENT OPPORTUNITIES FOR
MARKETING GRADUATES

A Mail Survey of the 500 Largest U. S.
Industrial Corporations As Listed In
The Fortune Directory
1962

by

Max L. Densmore

A thesis presented to the
Faculty of the School of Graduate
Studies In partial fulfillment
of the Degree
Master of Business Administration

Western Michigan University
Kalamazoo, Michigan
July, 1963
The industrial corporate community is the source of employment for many business school students upon graduation. This study is concerned with finding where one classification of business students, the marketing majors, will be fitted into the corporation ranks through the offer and acceptance of employment.

The investigator wishes to express his appreciation to the many persons who extended their assistance by providing materials and data for the completion of this study.

Dr. Robert B. Trader of the Department of Marketing deserves special mention for the invaluable help and guidance he so willingly gave.

Max L. Densmore
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>PREFACE</td>
<td></td>
<td>111</td>
</tr>
<tr>
<td>LIST OF TABLES</td>
<td></td>
<td>v1</td>
</tr>
<tr>
<td><strong>CHAPTER</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I.</td>
<td>THE PROBLEM AND ITS BACKGROUND</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>The Purpose</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Statement of the Problem</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Statement of Objectives</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Significance of the Study</td>
<td>5</td>
</tr>
<tr>
<td>II.</td>
<td>CLASSIFICATION OF EMPLOYMENT AREAS IN MARKETING</td>
<td>8</td>
</tr>
<tr>
<td>III.</td>
<td>METHODOLOGY</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>Research Design</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>Data Collection Method</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>Universe</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>Field Work</td>
<td>16</td>
</tr>
<tr>
<td></td>
<td>Tabulation</td>
<td>17</td>
</tr>
<tr>
<td></td>
<td>Limitations of the Study</td>
<td>17</td>
</tr>
<tr>
<td>IV.</td>
<td>FINDINGS AND EVALUATION</td>
<td>20</td>
</tr>
<tr>
<td>V.</td>
<td>CONCLUSIONS AND RECOMMENDATIONS</td>
<td>47</td>
</tr>
<tr>
<td>BIBLIOGRAPHY</td>
<td>56</td>
<td></td>
</tr>
<tr>
<td>-----------------------------------------------</td>
<td>----</td>
<td></td>
</tr>
<tr>
<td>APPENDICES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. COVER LETTER AND QUESTIONNAIRE</td>
<td>58</td>
<td></td>
</tr>
<tr>
<td>B. MAILING LIST</td>
<td>62</td>
<td></td>
</tr>
</tbody>
</table>
## LIST OF TABLES

<table>
<thead>
<tr>
<th>Table</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Functions Included in Marketing Operations by All Respondents</td>
<td>22</td>
</tr>
<tr>
<td>2.</td>
<td>Functions Not Listed on Questionnaire Included in Marketing Operations by Some Respondents</td>
<td>23</td>
</tr>
<tr>
<td>3.</td>
<td>Frequency Distribution of Functions Included in Marketing Operations by Companies Having a Marketing Department</td>
<td>25</td>
</tr>
<tr>
<td>4.</td>
<td>Frequency Distribution of Functions Listed by Responding Companies without a Marketing Department</td>
<td>26</td>
</tr>
<tr>
<td>5.</td>
<td>Frequency Distribution of Numbers of Jobs Classified as &quot;Marketing&quot; in Responding Companies</td>
<td>27</td>
</tr>
<tr>
<td>6.</td>
<td>Hiring Preference for New Marketing Personnel by All Responding Companies Ranked by Area of Study</td>
<td>29</td>
</tr>
<tr>
<td>7.</td>
<td>Hiring Preference for Marketing Personnel Ranked by Responding Companies Having a Marketing Department</td>
<td>31</td>
</tr>
<tr>
<td>8.</td>
<td>Hiring Preference Ranked by Responding Companies without a Marketing Department</td>
<td>32</td>
</tr>
<tr>
<td>10.</td>
<td>Where Responding Companies with Marketing Departments Would Place New Marketing Personnel</td>
<td>35</td>
</tr>
<tr>
<td>Table</td>
<td>Where Responding Companies without Marketing Departments Place New Personnel</td>
<td>Page</td>
</tr>
<tr>
<td>-------</td>
<td>---------------------------------------------------------------------------</td>
<td>------</td>
</tr>
<tr>
<td>11.</td>
<td></td>
<td>36</td>
</tr>
<tr>
<td>12.</td>
<td>Basic Starting Salary Range per Month for Marketing Graduates during 1963</td>
<td>43</td>
</tr>
<tr>
<td>13.</td>
<td>Areas of Greatest Opportunity for Marketing Graduates as Expressed by Responding Companies</td>
<td>45</td>
</tr>
</tbody>
</table>
CHAPTER I

THE PROBLEM AND ITS BACKGROUND

The Purpose

The Statistical Abstract of the United States: 1962, shows that at the beginning of 1960 a total of 11,165,000 active business enterprises existed in the United States. These were comprised of 9,142,000 sole proprietorships, 949,000 active partnerships, and 1,074,000 active corporations. The Statistical Abstract also shows a total of 66,796,000 persons employed in the civilian labor force in 1961.

American colleges and universities will graduate approximately one-half million students in 1963 at the bachelor level. Many of these students must find their way into the labor force.

Upon graduation most students are faced with the necessity of securing a job. If specialized knowledge and abilities are to be utilized, the requirements of the


2Ibid., p. 215.
sought after position should correspond generally to
skills and needs. The salable knowledge must be matched
to the needs of the employer.

Most corporate interviewers ask "What do you
want to do?" and most students don't know how to answer."3
A prerequisite to gaining employment is knowing what the
individual seeking employment wants, and then proceeding
to seek out the job. When counseling students in how to
communicate with prospective employers, James W. Souther,
Assistant Dean and Director of Placement at the Univer-
sity of Washington's School of Engineering, lists three
important points:4

(1) Identify the position you are
applying for and how you
learned of it.

(2) Indicate why you are applying
for this particular position.

(3) Describe your main qualifica-
tions.

Many students do not know what positions corre-
spond with their training and simply react to the job
offerings listed in the school's placement bulletins.5

3George N. P. Leetch, Director, University Place-
ment Service, Pennsylvania State University, College

4Ibid., p. 27.

5Vern L. Norris, Assistant Director, Placement
Center, Western Michigan University. Interview May 22,
1963.
This study is concerned with finding what job opportunities exist in industry within the field of marketing for which marketing students are best qualified. This knowledge provides the prospective student employee with some degree of confidence as to specific opportunities in various industries.

Statement of the Problem

The purpose of this study is to determine the most significant areas of employment with industrial corporations open to graduating college students having a major in marketing.

Statement of Objectives

Based upon responses from questionnaires sent to the 500 largest industrial corporations in the United States, the objectives of this study are:

(1) To determine the share of industrial corporations having a marketing department.

(2) To determine what functional areas are included in the marketing department or operation of those corporations included in the study.

(3) To determine company preference for the hiring of technical or nontechnical personnel in marketing.
(4) To determine company preference of academic majors in hiring for marketing positions.

(5) To determine how many corporations involved in the study have formal training programs for new employees.

(6) To determine what functional areas in the marketing department have the most openings for new personnel.

(7) To determine how many companies actively recruit college graduates with marketing degrees.

(8) To determine the extent to which new positions in the marketing department are filled from within the company.

(9) To assess the anticipated future need for trained marketing personnel.

(10) To determine the demand for new employees with masters' degrees in marketing.

(11) To determine the current starting salary for marketing undergraduates.

(12) To determine the relative number of openings in line and staff positions.

(13) To determine whether marketing personnel are hired for their specialty training.

(14) To determine where the greatest opportunities lie for marketing graduates.

(15) To assess the qualifications most looked for in new marketing personnel.
Significance of the Study

Literature in the field of marketing reveals a great deal of material on markets, the marketing concept, marketing research, and the functional approaches to marketing. Very little has been written in terms of the actual jobs and positions existing within the organizational structure of the firm.

This literature reveals no precise set of job descriptions or positions in marketing that apply to firms having marketing departments. What had in the past represented separate disciplines have now become sub-disciplines under a marketing operation; however, the work performed by the various groups within a business enterprise remains.6

It is hoped that through this study the gap between the classroom and industry can be narrowed for the graduating student by learning from employers more precisely what their needs are and where the marketing student can realize his greatest potential in employment.

The Occupational Outlook Handbook, published by the United States Department of Labor, Bureau of Labor Statistics, is a reference available on occupations and

---

vocations. It does not mention marketing as a field of employment. It does list marketing research which is one area within marketing. It is also significant to note that such references as the United States Bureau of Census' *Alphabetical Index of Occupations and Industries*, and the United States Employment Service's *Dictionary of Occupational Titles* do not list marketing as a field of employment.

The literature review also included correspondence with such professional associations as the American Marketing Association, American Management Association, and Sales and Marketing Executive, but produced very little that was relevant to this study.


The Upjohn Institute for Employment Research was also checked, but had nothing, and knew of nothing, in the form of research or writings on marketing employment.8

The College Placement Annual 1963, cited earlier, lists 166 companies interested in recruiting marketing personnel. There is no indication of the positions these companies wish to fill with marketing personnel. As


compared to these 166 companies seeking marketing personnel, this reference shows 785 entries for sales personnel under the headings of technical, nontechnical, and sales promotion. An even greater number seek to recruit engineering graduates.

This is not to say that marketing positions do not exist, rather, because of changing ideas and changing emphasis, no clear-cut, generally accepted definitions are recognized. Of marketing itself, authors Lazo and Corbin say: 9

The abuses of a few are often highlighted and magnified to condemn the entire field. This, coupled with an almost universal economic ignorance of the role of marketing, poses serious problems that will have to be overcome before there is general recognition of the value of marketing to the economy.

These references would seem to indicate that marketing as an occupational field is still too new to enjoy complete recognition and concise definition.

9Lazo and Corbin, op. cit., p. 420.
CHAPTER II

CLASSIFICATION OF EMPLOYMENT AREAS IN MARKETING

In this study, the phrase "significant areas of employment" as used in the statement of the problem denotes primarily the major functions involved in a marketing operation.

In a follow-up study conducted by David T. Kollat, it was found that manufacturing employed 42.5 per cent of the marketing graduates of Western Michigan University. Only 10 per cent were employed by retail institutions.

A survey conducted by Harold C. Buell among industrial manufacturing companies for the 10th Annual Conference Board of the National Industrial Conference Board, showed the functions most often included by the respondents in their marketing departments to be sales and sales management, product planning, market research, sales forecasting, marketing planning, and advertising.

---


Hector Lazo and Arnold Corbin writing in *Management in Marketing*, concede an even broader scope within the "model" marketing department. These writers separate marketing duties into two general groups -- the services functions and the operations functions.

The services functions include advertising, sales promotion, marketing research, sales forecasting, product planning, public relations, and office administration. These areas are comprised primarily of staff and staff group relationships.

The operations functions are more line in nature and include field sales, sales training, customer services, sales administration, product services, and distribution (traffic, warehousing, and inventories).

Other functions sometimes included in marketing effort by other authorities are credit control, merchandising, sales promotion, and long-range planning. The nature of the business and type of product determines the functions involved in any one company's marketing operation.

From these functional areas within a marketing department are found the specific positions that best

---

12 Lazo and Corbin, *op. cit.*, p. 117.

utilize the knowledge and abilities offered by the marketing graduate. It can be seen that the field of marketing is a composite of many contributing facets, each distinctive, but directly related to marketing.

To illustrate that it would be impractical to approach this study by using job titles or job descriptions, the area of advertising, considered a part of marketing, offers one example. The Alphabetic Index of Occupations and Industries lists 56 different jobs for advertising.¹⁴

Advertising Agent
Advertising Analyst
Advertising Clerk
Advertising Copy-writer
Advertising Counselor
Advertising Director
Advertising Man
Advertising Representative
Advertising Salesman
Advertising Solicitor
Advertising Writer
Advertising Copy Boy
Advertising Copy Cutter
Advertising Copyist
Advertising Copyman
Advertising Copy Reader - 1
Advertising Copy Reader - 2
Advertising Copyright Clerk
Advertising Copyright Expert
Advertising Copy Writer
Advertising Inserter
plus 25 differently coded salesmen

A similar situation exists in selling positions
(also considered a part of marketing). The National Sales

Executives list the following as some principle types of selling positions.  

Specialized Salesman  
Specialty Salesman  
Merchandising and Display Salesman  
Senior Salesman  
Promotional Salesman  
Sales Engineer or Technical Salesman  
Service Salesman  
Retail Salesman  
Route and Driver Salesman  
Contact Salesman  
Detail Salesman  
Wholesale Salesman  
Manufacturer's Representative  
Manufacturer's Agent  

Most of the marketing functions offer a similar number and variety of jobs. For this reason the classifications in this study are limited to the functional areas in marketing most common to the largest number of companies.

The employment areas in marketing, for purposes of this study and in light of the stated objectives are listed here:

Advertising  
Customer Service  
Distribution  
Inventories  
Marketing Research  
Office Administration  
Product Planning  
Product Service  
Public Relation  
Sales  
Sales Administration

\[^{15}\text{C. B. Buchman, } \textit{How To Get A Sales Position,} \text{ (California: Sales Managers Publishing Company, 1951), Chapter 5.}\]
Sales Forecasting
Sales Training
Traffic
Warehousing

Because other areas are sometimes included in the marketing operation of a firm, additional spaces were provided under "other" for respondents to fill in when necessary in describing their marketing departments.
CHAPTER III

METHODOLOGY

Research Design

This is a descriptive study using a statistical method design. This descriptive study attempts to determine the characteristic functional areas of employment in the marketing operation of America's largest 500 industrial corporations.

The statistical method design cannot prove cause and effect relationships but is effective in building a composite image of the sample and universe to which it is applied.

Data Collection Method

The data for this study were collected from primary sources by utilizing a mail questionnaire. Because the review of literature indicated that similar studies have not been conducted, it was necessary to collect primary data.

Data collection by direct mail provided the least expensive and most expedient method. This method also eliminated interviewer bias.
A structured, nondisguised questionnaire was used in this study. The questionnaire had multiple-choice answers, with space provided for comments by the respondent. This type questionnaire has the advantage of lessening opportunity for confusion in data collection and in the resulting analysis.

The questions used in this questionnaire were based on the objectives of the study as stated on pages 3 and 4. Construction procedures were studied before writing the questionnaire.16

A cover letter stating the purpose of the study was enclosed with each questionnaire. The cover letter also included limited instructions and an invitation to request a summary of the completed study.

The cover letter and questionnaire were multilithed on high-quality, 20-pound-bond paper. Each cover letter was individually addressed with company name, city, postal zone, and state. Each cover letter was individually signed to give the appearance of a personal letter.

While multilithing was more expensive than other types of reproduction, it was felt the personal appearance would increase the number of questionnaires returned. Appendix A contains copies of the cover letter and questionnaire used in this study.

This study was based on a universe comprised of the 500 largest United States industrial corporations, as listed in *The Fortune Directory*, 1962. *The Fortune Directory* is published each year by *Fortune* magazine.\(^{17}\)

*The Fortune Directory* ranks the largest 500 United States industrial corporations in descending order by sales dollar volume, and also shows data on assets, net profits, and number of employees. These data are current through 1961 in the August 1962 issue.

This group of corporations was selected because it represents a large source of employment for students graduating with a degree in marketing. Total employment for these 500 corporations in 1961 was 9,266,928.\(^{18}\) The *Statistical Abstract of the United States: 1962*, shows employment for all manufacturing companies in 1961 to be 16,268,000.\(^{19}\)

The entire universe of 500 corporations was included in this study. Consequently, no sampling procedure was necessary.

\(^{17}\) *Fortune* is a business magazine published monthly by *Time*, Inc., 540 North Michigan Avenue, Chicago 11, Ill.


\(^{19}\) *Statistical Abstract of the United States*, op. cit., p. 219.
The current mailing addresses of these companies was obtained from Poor's Register of Corporations, Directors, and Executives.\textsuperscript{20} The mailing list used in this study is included as Appendix B.

Field Work

The envelope addressed to each corporation contained the cover letter, questionnaire, and a stamped, addressed return envelope. The corporation's name and address was typewritten on each outgoing envelope. All return envelopes were addressed using the Elliott process of reproduction to give the appearance of being individually typewritten.

This procedure was followed to provide the greatest convenience for the respondent and to maintain the personal character of the study material. It was felt this procedure would enhance the percentage of responses.

The questionnaires were mailed on June 3, 1963. Thirty days were allowed for respondents to complete and return the questionnaires with July 2, 1963, as the cutoff date.

Tabulation

After editing and coding the returned questionnaires, the information was key punched on IBM punch cards. The punch cards were then machine tabulated to compile the results of the study.

One question was not adaptable to electronic data processing compilation—the open-end question last in the questionnaire.

Limitations of the Study

Personal bias of the person who completed the questionnaire possibly affected his response to the questions. This may have been influenced by the type or form of the questionnaire. This variable would be most difficult to measure.

For example, not all companies had a marketing department. Some respondents answered "no" to the first question which asked whether the firm had a marketing department and terminated the questionnaire. Others answered "no" and completed the rest of the questionnaire as though they had answered "yes." Some respondents did not answer all of the questions.
In seeking information for this study, assurance was given that company names would not be used. In accordance with that pledge only aggregate findings were recorded and no respondents have been mentioned.

The last question asked was open-end and requested the respondent's opinion. While open-end questions are difficult to classify, it was felt that the respondents should be given an opportunity to answer without the bias of multiple-choice foils.

Since the entire study was oriented toward marketing, generalizations should not be made to other fields. However, generalizations can be made from the responses by these employers for marketing students with a reliability factor of a plus or minus 10 per cent. Based on Tables For Statisticians\textsuperscript{21} by Arkin and Colton, a universe of 500 requires a random sample of 83, or 16.7 per cent. Data gathered represented 39.3 per cent (196 of 499) of the study's universe.

While the questionnaire was addressed to the attention of the vice president-marketing, few returned questionnaires were signed by this officer. As the questionnaires were completed and returned in the name of the corporation, it was presumed that corporate policy

was reflected. All responses were considered equally valid. This assumption was also made because there was apparently no way to prove or disprove validity.

During 1962, 7 companies listed in the Fortune Directory were either merged or acquired by other companies listed in the Directory. These consolidations could have affected response to the questionnaire.22

Lear of Grand Rapids, Michigan, was merged into Siegler of Los Angeles becoming Lear Siegler, Inc.23

As reflected in the 1963 Poor's Register of Corporations, Directors, and Executives, Lear lost its identity. For this reason the mailing list was reduced by one.

When the questionnaires were printed, two errors were made. In the question dealing with filling new marketing positions with existing employees, the word "re-train" was misspelled. Further, no response was provided for this portion of the question. As a result of these errors, no attempt was made to tabulate the question.

It was recognized that universal agreement does not exist as to the meaning of the word marketing. Because students are being graduated with degrees in marketing, it would be useful to know what these students will be confronted with upon seeking employment.

23 Ibid., p. 16.
CHAPTER IV

FINDINGS AND EVALUATION

Findings

These findings are based on 196 responses to the questionnaire sent to 499 corporations which were received prior to the cutoff date. These represent a 39.3 per cent return. Of the 196 responses received, 21 were letters and information other than questionnaires. Consequently, the majority of the findings are based on 175 questionnaires that were returned.

Of the companies answering the questionnaire, 73.9 per cent (138) had a marketing department. Thirty-four companies, or 19.4 per cent, did not have a marketing department. Three respondents, or 1.7 per cent, did not indicate whether or not they had a marketing department.

If respondents indicated they had no marketing department, they were asked to give the title of the person or department who was responsible for marketing activities. Of the 34 answering "no," it was found that the sales division and/or the vice president-sales was
responsible in 21 of the 34 companies. In 3 of the remaining 13 companies, division managers were charged with marketing responsibilities.

Each of the following was mentioned once as being responsible for company marketing activities: company president, executive marketing committee, director of planning and engineering, director of advertising, marketing research staff, and vice president-industrial and public relations.

To determine where students might reasonably expect to find job opportunities, respondents were asked to indicate the functions included in their marketing operations. A total of 38 different functions were listed by the 170 companies answering this question. No single function was common to all respondents. The complete frequency distribution of these marketing functions are shown in Tables 1 and 2. Table 1 shows the response pattern of all respondents to the functions listed on the questionnaire. Table 2 shows the functions included by some companies which were not listed on the questionnaire.

Table 1 shows that marketing research was included by 155 or 88.6 per cent of the responding companies. It also shows marketing research to be the most common marketing function.
### Table 1

<table>
<thead>
<tr>
<th>Function</th>
<th>Frequency</th>
<th>Per Cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing research</td>
<td>155</td>
<td>88.6</td>
</tr>
<tr>
<td>Advertising</td>
<td>149</td>
<td>85.1</td>
</tr>
<tr>
<td>Sales forecasting</td>
<td>146</td>
<td>83.4</td>
</tr>
<tr>
<td>Sales</td>
<td>124</td>
<td>70.9</td>
</tr>
<tr>
<td>Sales administration</td>
<td>124</td>
<td>70.9</td>
</tr>
<tr>
<td>Sales training</td>
<td>120</td>
<td>68.6</td>
</tr>
<tr>
<td>Product planning</td>
<td>110</td>
<td>62.9</td>
</tr>
<tr>
<td>Customer service</td>
<td>108</td>
<td>61.7</td>
</tr>
<tr>
<td>Distribution</td>
<td>92</td>
<td>52.6</td>
</tr>
<tr>
<td>Product service</td>
<td>85</td>
<td>48.6</td>
</tr>
<tr>
<td>Inventories</td>
<td>56</td>
<td>32.0</td>
</tr>
<tr>
<td>Warehousing</td>
<td>51</td>
<td>29.1</td>
</tr>
<tr>
<td>Office administration</td>
<td>50</td>
<td>28.6</td>
</tr>
<tr>
<td>Public relations</td>
<td>48</td>
<td>27.4</td>
</tr>
<tr>
<td>Traffic</td>
<td>29</td>
<td>16.6</td>
</tr>
</tbody>
</table>

*Based on 175 responding companies*

Advertising was the second most frequently listed function. It was indicated by 149 or 85.1 per cent of the companies.

The third most-mentioned marketing function was sales forecasting. This was included in the marketing operation by 146, or 83.6 per cent, of the companies.

Sales was fourth in rank of marketing functions, being listed by 124 or 70.9 per cent of the companies. Sales training was followed by sales with 120 responses or 68.6 per cent.
<table>
<thead>
<tr>
<th>Function</th>
<th>Frequency*</th>
<th>Per Cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting</td>
<td>1.1</td>
<td>.57</td>
</tr>
<tr>
<td>Acquisitions, mergers, and disinvestments</td>
<td>1.1</td>
<td>.57</td>
</tr>
<tr>
<td>Application engineering</td>
<td>1.1</td>
<td>.57</td>
</tr>
<tr>
<td>Claims</td>
<td>1.1</td>
<td>.57</td>
</tr>
<tr>
<td>Contract administration</td>
<td>1.1</td>
<td>.57</td>
</tr>
<tr>
<td>Credit and collection</td>
<td>1.7</td>
<td>.57</td>
</tr>
<tr>
<td>Design</td>
<td>1.1</td>
<td>.57</td>
</tr>
<tr>
<td>Establish branch sales and service offices</td>
<td>1.1</td>
<td>.57</td>
</tr>
<tr>
<td>Factory product scheduling</td>
<td>1.1</td>
<td>.57</td>
</tr>
<tr>
<td>Group presentations</td>
<td>1.1</td>
<td>.57</td>
</tr>
<tr>
<td>Long-range planning</td>
<td>1.1</td>
<td>.57</td>
</tr>
<tr>
<td>Market analyst</td>
<td>1.1</td>
<td>.57</td>
</tr>
<tr>
<td>Market development</td>
<td>1.1</td>
<td>.57</td>
</tr>
<tr>
<td>Market and sales analysis</td>
<td>1.1</td>
<td>.57</td>
</tr>
<tr>
<td>Marketing planning</td>
<td>1.1</td>
<td>.57</td>
</tr>
<tr>
<td>Pricing</td>
<td>1.1</td>
<td>.57</td>
</tr>
<tr>
<td>Product information</td>
<td>1.1</td>
<td>.57</td>
</tr>
<tr>
<td>Product management</td>
<td>1.1</td>
<td>.57</td>
</tr>
<tr>
<td>Professional services</td>
<td>1.1</td>
<td>.57</td>
</tr>
<tr>
<td>Real estate</td>
<td>1.1</td>
<td>.57</td>
</tr>
<tr>
<td>Sales organisation studies</td>
<td>1.1</td>
<td>.57</td>
</tr>
<tr>
<td>Sales promotion</td>
<td>1.1</td>
<td>.57</td>
</tr>
<tr>
<td>Technical Service</td>
<td>1.1</td>
<td>.57</td>
</tr>
<tr>
<td>Trade relations</td>
<td>1.1</td>
<td>.57</td>
</tr>
</tbody>
</table>

*Based on 175 responding companies

Product planning was listed by 110, or 62.9 per cent, of the companies returning questionnaires. Customer service was next with 108 responses or 61.7 per cent. Distribution was listed by 92, or 52.6 per cent, of the responding companies.
The first 8 marketing functions listed were common to at least half of all companies responding to the questionnaire.

Product services was shown as a separate marketing function by 85 companies or 48.6 per cent. Inventories as a functional marketing area was listed by 56, or 32.0 per cent, of the companies. Warehousing and office administration followed with 51, or 29.1 per cent, and 50, or 28.6 per cent, of the respondents respectively.

Public relations was considered a part of marketing operations by 48, or 27.4 per cent, of the companies.

The first 11 functions listed were common to at least 28 per cent of all the companies answering the questionnaire.

Traffic was included under marketing by 29, or 16.6 per cent, of the companies.

These 12 functions represented 97.6 per cent, or 1,314, of the total of 1,344 responses to this question. Table 2 shows 24 other areas included in the marketing operation of some companies. These do not appear important in terms of major marketing functions, as 3, or 1.7 per cent, of all responses was the maximum for any one of these areas.

Table 3 shows the frequency distribution of the marketing functions indicated by the 138 companies having marketing departments.
### TABLE 3

**FREQUENCY DISTRIBUTION OF FUNCTIONS INCLUDED IN MARKETING OPERATIONS BY COMPANIES HAVING A MARKETING DEPARTMENT**

<table>
<thead>
<tr>
<th>Function</th>
<th>Frequency</th>
<th>Per Cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing research</td>
<td>130</td>
<td>92.2</td>
</tr>
<tr>
<td>Advertising</td>
<td>124</td>
<td>89.9</td>
</tr>
<tr>
<td>Sales forecasting</td>
<td>121</td>
<td>87.7</td>
</tr>
<tr>
<td>Sales</td>
<td>103</td>
<td>74.6</td>
</tr>
<tr>
<td>Sales administration</td>
<td>103</td>
<td>74.6</td>
</tr>
<tr>
<td>Sales training</td>
<td>102</td>
<td>73.9</td>
</tr>
<tr>
<td>Product planning</td>
<td>95</td>
<td>68.8</td>
</tr>
<tr>
<td>Customer service</td>
<td>88</td>
<td>63.8</td>
</tr>
<tr>
<td>Distribution</td>
<td>78</td>
<td>49.2</td>
</tr>
<tr>
<td>Product service</td>
<td>71</td>
<td>51.4</td>
</tr>
<tr>
<td>Inventories</td>
<td>48</td>
<td>34.8</td>
</tr>
<tr>
<td>Warehousing</td>
<td>44</td>
<td>31.9</td>
</tr>
<tr>
<td>Office administration</td>
<td>43</td>
<td>31.2</td>
</tr>
<tr>
<td>Public relations</td>
<td>40</td>
<td>29.0</td>
</tr>
<tr>
<td>Traffic</td>
<td>28</td>
<td>20.3</td>
</tr>
</tbody>
</table>

*Based on 138 responding companies*

Tables 3 and 4 show, by percentages, that more functional areas are integrated into an inter-related operation in companies having a marketing department than those that do not have marketing departments. A definite relationship exists among functions included in the marketing operations and hiring preference. This is most noticeable among companies having marketing departments and those that do not.

Table 4 on page 26 lists the functional areas included in the marketing activities of the 37 companies that did not have marketing departments.
TABLE 4
FREQUENCY DISTRIBUTION OF FUNCTIONS LISTED BY RESPONDING COMPANIES WITHOUT A MARKETING DEPARTMENT

<table>
<thead>
<tr>
<th>Function</th>
<th>Frequency</th>
<th>Per Cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising</td>
<td>25</td>
<td>67.6</td>
</tr>
<tr>
<td>Marketing research</td>
<td>25</td>
<td>67.6</td>
</tr>
<tr>
<td>Sales forecasting</td>
<td>25</td>
<td>67.6</td>
</tr>
<tr>
<td>Sales</td>
<td>21</td>
<td>56.8</td>
</tr>
<tr>
<td>Sales administration</td>
<td>21</td>
<td>56.8</td>
</tr>
<tr>
<td>Customer service</td>
<td>19</td>
<td>51.4</td>
</tr>
<tr>
<td>Sales training</td>
<td>17</td>
<td>45.9</td>
</tr>
<tr>
<td>Distribution</td>
<td>15</td>
<td>40.5</td>
</tr>
<tr>
<td>Product planning</td>
<td>15</td>
<td>40.5</td>
</tr>
<tr>
<td>Product service</td>
<td>15</td>
<td>40.5</td>
</tr>
<tr>
<td>Public relations</td>
<td>13</td>
<td>35.1</td>
</tr>
<tr>
<td>Inventories</td>
<td>8</td>
<td>21.6</td>
</tr>
<tr>
<td>Office administration</td>
<td>7</td>
<td>18.9</td>
</tr>
<tr>
<td>Warehousing</td>
<td>5</td>
<td>13.5</td>
</tr>
<tr>
<td>Traffic</td>
<td>3</td>
<td>8.1</td>
</tr>
</tbody>
</table>

*Based on 37 responding companies

Of the 126 companies which answered the question requesting the number of jobs classified as "marketing" in each firm, it was found that the mean number of such jobs per responding company was 726. A total of 93,159 jobs were classified as marketing by the 126 companies.

Table 5 on page 27 shows that the range in numbers of marketing jobs was from 1 to 15,000. There does not appear to be complete agreement on the definition of marketing because some companies included their entire sales force, and others excluded sales. This is important as the inclusion or exclusion of such a large group would
tend to skew the number of positions that might be defined as open to marketing graduates. Some companies had a "one man" marketing department headed by a company executive. Others included all administrative personnel as "marketing."

TABLE 5

FREQUENCY DISTRIBUTION OF NUMBERS OF JOBS
CLASSIFIED AS "MARKETING" IN RESPONDING COMPANIES

<table>
<thead>
<tr>
<th>Number of Jobs Per Company</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-10</td>
<td>31</td>
</tr>
<tr>
<td>11-20</td>
<td>12</td>
</tr>
<tr>
<td>21-40</td>
<td>9</td>
</tr>
<tr>
<td>41-60</td>
<td>9</td>
</tr>
<tr>
<td>51-80</td>
<td>1</td>
</tr>
<tr>
<td>81-100</td>
<td>6</td>
</tr>
<tr>
<td>101-200</td>
<td>8</td>
</tr>
<tr>
<td>201-300</td>
<td>10</td>
</tr>
<tr>
<td>301-400</td>
<td>7</td>
</tr>
<tr>
<td>401-500</td>
<td>4</td>
</tr>
<tr>
<td>501-600</td>
<td>3</td>
</tr>
<tr>
<td>601-700</td>
<td>3</td>
</tr>
<tr>
<td>701-800</td>
<td>1</td>
</tr>
<tr>
<td>801-900</td>
<td>1</td>
</tr>
<tr>
<td>901-1,000</td>
<td>2</td>
</tr>
<tr>
<td>1,001-2,000</td>
<td>7</td>
</tr>
<tr>
<td>2,001-3,000</td>
<td>4</td>
</tr>
<tr>
<td>3,001-4,000</td>
<td>2</td>
</tr>
<tr>
<td>4,001-5,000</td>
<td>2</td>
</tr>
<tr>
<td>5,001-6,000</td>
<td>1</td>
</tr>
<tr>
<td>6,001-7,000</td>
<td>0</td>
</tr>
<tr>
<td>7,001-8,000</td>
<td>1</td>
</tr>
<tr>
<td>8,001-9,000</td>
<td>0</td>
</tr>
<tr>
<td>9,001-10,000</td>
<td>0</td>
</tr>
<tr>
<td>10,001-12,000</td>
<td>1</td>
</tr>
<tr>
<td>12,001-15,000</td>
<td>1</td>
</tr>
</tbody>
</table>

(*Based on 146 responding companies)

One half of the responding companies (68) listing marketing positions had 100 or less such jobs. Nearly
half (31) of these companies had 10 marketing jobs or less. Twenty-nine companies had marketing jobs ranging in numbers from 101 to 500. Ten companies had from 501 to 1,000 marketing jobs.

Nineteen responding companies numbered their marketing jobs from 1,001 to 15,000. These companies accounted for most of the positions classified as "marketing." Fifteen companies had from 1,001 to 5,000 marketing jobs, 2 were between 5,001 and 10,000, and 2 more had between 10,001 and 15,000.

Companies receiving the questionnaire were asked to indicate their preference among academic fields of study for new personnel in staffing their marketing departments. It was recognized that many fields of study can lead to positions in marketing and several of the common areas of study were listed as multiple-choice foils. The frequency distribution of responses to academic study areas for new marketing personnel is given in Table 6.

It was found that 68.6 per cent or 120 of the companies answering the questionnaire indicated marketing majors as the kind of student their companies sought most. Because of the nature of the questionnaire, marketing may have been viewed in a more favorable light, but there was no way to measure any possible biases in favor of marketing.
TABLE 6
HIRING PREFERENCE FOR NEW MARKETING PERSONNEL
BY ALL RESPONDING COMPANIES RANKED
BY AREA OF STUDY

<table>
<thead>
<tr>
<th>Study Area</th>
<th>Rank</th>
<th>Frequency</th>
<th>Per Cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing</td>
<td>1</td>
<td>120</td>
<td>68.6</td>
</tr>
<tr>
<td>Business (general)</td>
<td>2</td>
<td>106</td>
<td>60.6</td>
</tr>
<tr>
<td>Sales</td>
<td>3</td>
<td>90</td>
<td>51.4</td>
</tr>
<tr>
<td>Market research</td>
<td>4</td>
<td>76</td>
<td>43.4</td>
</tr>
<tr>
<td>Liberal Arts</td>
<td>5</td>
<td>68</td>
<td>33.9</td>
</tr>
<tr>
<td>Engineering</td>
<td>6</td>
<td>66</td>
<td>37.7</td>
</tr>
<tr>
<td>Management</td>
<td>7</td>
<td>54</td>
<td>30.9</td>
</tr>
<tr>
<td>Advertising</td>
<td>8</td>
<td>43</td>
<td>24.6</td>
</tr>
<tr>
<td>Accounting</td>
<td>9</td>
<td>32</td>
<td>18.3</td>
</tr>
<tr>
<td>Chemistry</td>
<td>10</td>
<td>20</td>
<td>11.4</td>
</tr>
<tr>
<td>Distribution</td>
<td>11</td>
<td>18</td>
<td>10.3</td>
</tr>
<tr>
<td>Finance</td>
<td>12</td>
<td>17</td>
<td>9.7</td>
</tr>
<tr>
<td>Others</td>
<td>13</td>
<td>6</td>
<td>3.4</td>
</tr>
</tbody>
</table>

*Based on 175 responding companies

General business degrees was the second most demanded for marketing positions as shown by 60.6 per cent or 106 companies. Sales and salesmanship was ranked third among study areas by 90 companies or 51.4 per cent of the respondents.

These appear to be the most prominent areas for companies to seek marketing employees when recruiting because over 50 per cent of the respondents listed these three as main areas of interest.
Marketing research was ranked next by 43.4 per cent of the respondents or 76 companies. Liberal Arts majors were sought by 38.9 per cent or 68 of the total 175 responding companies.

Engineers were considered desirable candidates for marketing positions by 66 companies or 37.7 per cent. Management students followed with 30.9 per cent or 54. Advertising students were next with 24.6 per cent or 43. Accounting majors were sought for marketing by 32 companies or 18.3 per cent.

Chemists were considered for marketing positions by 20 respondents, or 11.4 per cent. Distribution and finance students were considered by 18 or 10.3 per cent and 17 or 9.7 per cent of the respondents respectively.

Only 6 other fields were noted by the 175 respondents under "other" on the returned questionnaires. As was generally true for all respondents, these tended to reflect specialized needs and/or the company's products. A food products company was interested in agricultural business majors, agricultural economists, and general agriculture students. A drug company's main interest in marketing personnel was for pharmacists. One company wanted technically oriented journalism majors.

Academic training and knowledge were not the sole determinants in hiring personnel for marketing. Many added comments similar to the words of one respondent
who stated, "We are more concerned with the capacity of the man than his background, provided his interest, of course, is in the broad marketing area." Many expressed a desire for technically trained people with a graduate degree in business.

Table 7 shows the hiring preference of companies with marketing departments. The ranked order of study areas is nearly the same as for all responding companies. The noticeable difference is in a stronger preference for marketing, general business, and sales students as shown by percentages.

<table>
<thead>
<tr>
<th>Study Area</th>
<th>Rank</th>
<th>Frequency*</th>
<th>Per Cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing</td>
<td>1</td>
<td>100</td>
<td>72.5</td>
</tr>
<tr>
<td>Business (general)</td>
<td>2</td>
<td>87</td>
<td>63.0</td>
</tr>
<tr>
<td>Sales</td>
<td>3</td>
<td>74</td>
<td>53.6</td>
</tr>
<tr>
<td>Marketing research</td>
<td>4</td>
<td>63</td>
<td>45.7</td>
</tr>
<tr>
<td>Engineering</td>
<td>5</td>
<td>54</td>
<td>39.1</td>
</tr>
<tr>
<td>Liberal Arts</td>
<td>6</td>
<td>54</td>
<td>39.1</td>
</tr>
<tr>
<td>Management</td>
<td>7</td>
<td>45</td>
<td>34.8</td>
</tr>
<tr>
<td>Advertising</td>
<td>8</td>
<td>36</td>
<td>26.1</td>
</tr>
<tr>
<td>Accounting</td>
<td>9</td>
<td>19</td>
<td>13.8</td>
</tr>
<tr>
<td>Chemistry</td>
<td>10</td>
<td>19</td>
<td>13.8</td>
</tr>
<tr>
<td>Distribution</td>
<td>11</td>
<td>13</td>
<td>10.9</td>
</tr>
<tr>
<td>Finance</td>
<td>12</td>
<td>13</td>
<td>9.4</td>
</tr>
</tbody>
</table>

*Based on 138 responding companies
Table 8 ranks the hiring preference by study area of responding companies without marketing departments. A comparison of Table 7 and Table 8 indicates a difference in emphasis of the fields of study for marketing activities. In the companies without marketing departments, advertising was listed most often by 25 respondents or 67.6 per cent.

Table 7 shows that marketing students were ranked first by 72.5 per cent while Table 8 ranks marketing students third with 48.6 per cent of the companies without marketing departments.

**Table 8**

**HIRING PREFERENCE RANKED BY RESPONDING COMPANIES WITHOUT A MARKETING DEPARTMENT**

<table>
<thead>
<tr>
<th>Study Area</th>
<th>Rank</th>
<th>Frequency*</th>
<th>Per Cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising</td>
<td>1</td>
<td>25</td>
<td>67.6</td>
</tr>
<tr>
<td>Business (general)</td>
<td>2</td>
<td>18</td>
<td>48.6</td>
</tr>
<tr>
<td>Marketing</td>
<td>3</td>
<td>18</td>
<td>48.6</td>
</tr>
<tr>
<td>Sales</td>
<td>4</td>
<td>15</td>
<td>40.5</td>
</tr>
<tr>
<td>Engineering</td>
<td>5</td>
<td>12</td>
<td>32.4</td>
</tr>
<tr>
<td>Liberal Arts</td>
<td>6</td>
<td>12</td>
<td>32.4</td>
</tr>
<tr>
<td>Marketing research</td>
<td>7</td>
<td>12</td>
<td>32.4</td>
</tr>
<tr>
<td>Management</td>
<td>8</td>
<td>6</td>
<td>16.2</td>
</tr>
<tr>
<td>Accounting</td>
<td>9</td>
<td>4</td>
<td>10.8</td>
</tr>
<tr>
<td>Finance</td>
<td>10</td>
<td>4</td>
<td>10.8</td>
</tr>
<tr>
<td>Distribution</td>
<td>11</td>
<td>3</td>
<td>8.1</td>
</tr>
<tr>
<td>Chemistry</td>
<td>12</td>
<td>1</td>
<td>2.7</td>
</tr>
</tbody>
</table>

*Based on 37 responding companies without marketing departments.

Chemistry, distribution, finance, and accounting students were not highly sought for marketing positions by either group of responding companies.
Table 9 shows the placement frequency distribution for all responding companies in utilizing new marketing personnel by functional area.

**Table 9**

WHERE RESPONDING COMPANIES WOULD UTILIZE NEW PERSONNEL IN THEIR MARKETING OPERATIONS

<table>
<thead>
<tr>
<th>Functional Area</th>
<th>Rank</th>
<th>Frequency*</th>
<th>Per Cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Field sales</td>
<td>1</td>
<td>157</td>
<td>89.7</td>
</tr>
<tr>
<td>Marketing research</td>
<td>2</td>
<td>61</td>
<td>46.3</td>
</tr>
<tr>
<td>Inside sales</td>
<td>3</td>
<td>61</td>
<td>34.9</td>
</tr>
<tr>
<td>Marketing management</td>
<td>4</td>
<td>56</td>
<td>32.0</td>
</tr>
<tr>
<td>Market analyst</td>
<td>5</td>
<td>52</td>
<td>29.7</td>
</tr>
<tr>
<td>Advertising</td>
<td>6</td>
<td>51</td>
<td>29.1</td>
</tr>
<tr>
<td>Sales management</td>
<td>7</td>
<td>46</td>
<td>26.3</td>
</tr>
<tr>
<td>Product planning</td>
<td>8</td>
<td>44</td>
<td>25.1</td>
</tr>
<tr>
<td>Customer service</td>
<td>9</td>
<td>41</td>
<td>23.4</td>
</tr>
<tr>
<td>Product service</td>
<td>10</td>
<td>30</td>
<td>17.1</td>
</tr>
<tr>
<td>Distribution</td>
<td>11</td>
<td>27</td>
<td>15.4</td>
</tr>
<tr>
<td>Inventory control</td>
<td>12</td>
<td>11</td>
<td>6.3</td>
</tr>
<tr>
<td>Traffic</td>
<td>13</td>
<td>11</td>
<td>6.3</td>
</tr>
<tr>
<td>Public relations</td>
<td>14</td>
<td>9</td>
<td>5.1</td>
</tr>
</tbody>
</table>

*Based on 175 responding companies

One of the most significant questions asked the respondents in this study was where they would place marketing graduates if hired. Of the 175 companies who answered the question, 157, or 89.7 per cent, indicated field sales as the first functional area of placement. This is nearly twice the next ranked area of marketing research. This was listed second by 81 companies, or 46.3 per cent.
Inside sales was ranked third in placement areas by 61 respondents, or 34.9 per cent. Marketing management followed with 56 responses, or 32.0 per cent. The job of market analyst was next with 52 companies, or 29.7 per cent. New marketing personnel would be placed in advertising by 51, or 29.1 per cent, of the responding companies. The area of sales management was indicated by 46 companies, or 26.3 per cent. Product planning was the choice of 44 companies, or 25.1 per cent.

Some of the first 8 functional areas were listed by at least three fourths of the responding companies and seems to constitute the largest number of functional areas for marketing graduates.

Customer services and product services were mentioned by 44, or 23.4 per cent, and 30, or 17.1 per cent, of the companies respectively. Distribution was next with 27 companies, or 15.4 per cent. Placement in inventory control positions and traffic each followed with 11, or 6.3 per cent. Public relations was mentioned by only 9 companies of the total 175. This was 5.1 per cent of all respondents.

Table 10 shows where responding companies with marketing departments would place new marketing personnel. Here, too, most companies indicate field sales as
the first-ranked functional area with 73.2 per cent or 101 of the 138 respondents. Marketing research and inside sales are second and third choices.

**TABLE 10**

<table>
<thead>
<tr>
<th>Functional Area</th>
<th>Rank</th>
<th>Frequency*</th>
<th>Per Cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Field sales</td>
<td>1</td>
<td>101</td>
<td>73.2</td>
</tr>
<tr>
<td>Marketing research</td>
<td>2</td>
<td>67</td>
<td>48.6</td>
</tr>
<tr>
<td>Inside sales</td>
<td>3</td>
<td>47</td>
<td>34.1</td>
</tr>
<tr>
<td>Market analyst</td>
<td>4</td>
<td>45</td>
<td>32.6</td>
</tr>
<tr>
<td>Marketing management</td>
<td>5</td>
<td>44</td>
<td>31.9</td>
</tr>
<tr>
<td>Advertising</td>
<td>6</td>
<td>41</td>
<td>29.7</td>
</tr>
<tr>
<td>Sales management</td>
<td>7</td>
<td>38</td>
<td>27.5</td>
</tr>
<tr>
<td>Product planning</td>
<td>8</td>
<td>37</td>
<td>26.8</td>
</tr>
<tr>
<td>Customer service</td>
<td>9</td>
<td>33</td>
<td>23.9</td>
</tr>
<tr>
<td>Product service</td>
<td>10</td>
<td>25</td>
<td>18.1</td>
</tr>
<tr>
<td>Distribution</td>
<td>11</td>
<td>23</td>
<td>16.7</td>
</tr>
<tr>
<td>Traffic</td>
<td>12</td>
<td>9</td>
<td>6.5</td>
</tr>
<tr>
<td>Inventory control</td>
<td>13</td>
<td>7</td>
<td>5.1</td>
</tr>
<tr>
<td>Public relations</td>
<td>14</td>
<td>5</td>
<td>3.6</td>
</tr>
</tbody>
</table>

*Based on 138 responding companies

Table 11 on page 96 shows that field sales was also the first area for placement of marketing graduates for companies without marketing departments with 72.9 per cent or 23 of 37 companies. Sales emphasis was even strong because inside sales was the second highest ranked function.

To further illustrate that main emphasis is on straight selling, the companies without a marketing
operation rated sales management a far less likely area for the placement of new personnel.

TABLE 11
WHERE RESPONDING COMPANIES WITHOUT MARKETING DEPARTMENTS PLACE NEW PERSONNEL

<table>
<thead>
<tr>
<th>Functional Area</th>
<th>Frequency</th>
<th>Per Cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Field sales</td>
<td>23</td>
<td>72.9</td>
</tr>
<tr>
<td>Inside sales</td>
<td>14</td>
<td>37.8</td>
</tr>
<tr>
<td>Marketing research</td>
<td>14</td>
<td>37.8</td>
</tr>
<tr>
<td>Product planning</td>
<td>14</td>
<td>37.8</td>
</tr>
<tr>
<td>Marketing management</td>
<td>12</td>
<td>32.4</td>
</tr>
<tr>
<td>Advertising</td>
<td>10</td>
<td>29.4</td>
</tr>
<tr>
<td>Customer service</td>
<td>8</td>
<td>21.6</td>
</tr>
<tr>
<td>Traffic</td>
<td>8</td>
<td>21.6</td>
</tr>
<tr>
<td>Market analyst</td>
<td>7</td>
<td>18.9</td>
</tr>
<tr>
<td>Product service</td>
<td>7</td>
<td>18.9</td>
</tr>
<tr>
<td>Distribution</td>
<td>4</td>
<td>10.8</td>
</tr>
<tr>
<td>Inventory control</td>
<td>4</td>
<td>10.8</td>
</tr>
<tr>
<td>Public relations</td>
<td>4</td>
<td>10.8</td>
</tr>
<tr>
<td>Sales management</td>
<td>3</td>
<td>8.1</td>
</tr>
</tbody>
</table>

*Based on 37 responding companies

Respondents were then asked whether they preferred technical or nontechnical people for marketing. Eighty, or 45.7 per cent, of the respondents indicated they want technically trained personnel. Contrasted to this figure, 77, or 44.4 per cent, of all companies answering this question wanted nontechnically oriented people. Eighteen, or 10.3 per cent, of the respondents did not indicate which they preferred.
For respondents with marketing departments, preference was evenly split with 46.4 per cent or 64 technically oriented and 64 nontechnically oriented. Among this group 10, or 7.2 per cent, did not answer the question.

For respondents without marketing departments, the comparative demand was greater for technically trained personnel. Sixteen, or 43.2 per cent, preferred technical persons for marketing duties. Thirteen, or 35.1 per cent, wanted nontechnical personnel. No response accounted for 8, or 21.6 per cent, of the answers to the question for this group.

Respondents were then asked if their firms recruit college graduates with marketing degrees for the functional marketing areas discussed. Of the total 175 returned questionnaires, 93 companies, or 53.9 per cent, indicated they did recruit college graduates with marketing degrees. Sixty-nine, or 39.4 per cent, of all responses indicated they did not hire marketing graduates for these positions.

As was mentioned earlier in the findings, an implied endorsement of marketing as a business philosophy by the firms having a marketing department seems to influence hiring practices for new marketing personnel. When findings to this question were analyzed on the basis of companies with marketing departments and those without
marketing departments, recruiting practices appeared to be reversed for these two groups.

For companies with marketing departments, 82, or 59.4 per cent, stated they did recruit graduates with marketing degrees as new marketing personnel. Forty-eight, or 34.8 per cent, said they did not. Eight, or 5.8 per cent, of the respondents did not answer the question.

This contrasted sharply with the implied policies of companies without marketing departments, where 11 of the 37 respondents, or 29.7 per cent, stated marketing degrees were hired. Twenty-one, or 56.8 per cent, stated they did not hire marketing degrees. Five, or 13.5 per cent, of this group did not answer the question.

Because 78.9 per cent of the companies returning questionnaires did have marketing departments, it would seem that hiring practices favor the consideration of students graduating with a degree in marketing.

Formal training programs are often considered important in making the transition from student status to that of a valuable, contributing employee. Training programs also convey company policy and operational procedures to maintain a consistent, harmonious organization. Respondents were asked whether their firms had a formal training program for all new personnel and if it included personnel for marketing positions.

Of all companies answering the questionnaire, 73, or 41.7 per cent, indicated they did have a formal
training program for all new personnel. Ninety-two, or 52.6 per cent, of the respondents did not have formal training programs for all new personnel. Ten, or 5.7 per cent, of the respondents did not answer the question.

It is possible that the statement of the question to include all new personnel prejudiced responses. One company answering this question commented that no company expects to put all new employees through a training program.

When asked if the formal training program also included personnel for marketing, 73, or 41.7 per cent, indicated "yes." Twelve of the respondents, or 5.1 per cent, did not include personnel for marketing. Ninety respondents, or 51.4 per cent, did not answer this portion of the question making it difficult to validly generalize the respondents' collective practices.

Several companies indicated they had sales training programs which were completely separate from their formal training programs for new personnel elsewhere in the company. Some had training programs tailored only to specific functional areas within the company other than sales.

When comparisons were made between companies having marketing departments and those without, it was found that 44.9 per cent or 62 of the 138 companies
having marketing departments also had formal training programs for all new personnel. Seventy-one, or 51.1 per cent, indicated they did not have formal training programs. Five companies, or 3.6 per cent, did not answer this question.

For responding companies without marketing departments, only 27 per cent or 10 of the 37 responses had formal training programs for all new personnel. It was also found that 56.8 per cent or 21 companies in this group did not have formal training programs. Six companies, or 16.2 per cent, did not indicate whether or not they had formal training programs.

Of the companies with marketing departments having formal training programs, 45.6 per cent or 63 companies included new personnel for marketing in these formal training programs. Nine, or 6.5 per cent, of these companies indicated they did not include marketing personnel.

Formal training programs, for those companies having them, ranged in length from one to one hundred four weeks. The mean length of formal programs for the 77 companies giving such data was forty weeks. For companies with more than one type of formal training program, the length of some programs varied from one week to as long as three years.

When responding companies hired marketing graduates, most placed the new employees in a training program.
This was the response of 87, or 49.8 per cent, of the 175 companies returning questionnaires. Sixty-six, or 37.7 per cent, stated that new employees were started in positions immediately. Twenty-two, or 12.6 per cent, did not indicate disposition.

Of the companies with marketing departments, 50.7 per cent started new employees in formal training programs as compared to 45.9 per cent for companies without marketing departments.

When questioned about the qualifications looked for in new marketing personnel, 75.4 per cent or 132 indicated initiative as the most important. Capacity to learn was the next quality looked for by two thirds of the respondents. The third most important quality sought was managerial potential.

In descending order, other qualifications were indicated as follows: personality, ability to establish rapport, adaptability, technical skills, and specific training.

Earlier in the findings it was pointed out that 45.7 per cent of the responding companies indicated a preference for technically oriented personnel for marketing. However, technical skills and specific training were significantly subordinate to drive and social qualities as personal qualifications for marketing employees.
When asked where more positions are available for new employees with a marketing background, 120, or 76.9 per cent of the respondents answering the question indicated that most openings were in line relationships. This compared to only 23.1 per cent or 36 responses favoring staff positions.

Respondents were asked if they filled new positions in marketing areas with existing employees. Of 163 responses, 97.5 per cent or 159 of the companies said they did. Only 4 respondents did not. However, additional comments by many respondents qualified this strong stand for promotion from within. An often repeated comment referring to in-company transfers to marketing was "... only when qualified people are available." An appliance manufacturer stated, "We do promote from within, but only for morale's sake. We don't want to inbreed our marketing and management personnel." Several spoke of bringing in "new blood" from outside the company for newly created marketing positions.

The companies sent questionnaires were asked to indicate the basic salary range per month that they considered appropriate for marketing graduates during 1963. The majority showed starting salaries within the range of $501 to $550. Of the 146 companies answering this question, 75, or 51.4 per cent, felt this to be a competitive wage. The next largest response indicated that 41
companies, or 28.8 per cent, offered marketing graduates less than $500 per month to start.

Relatively few companies in the study were willing to go over $550 per month for new marketing employees. In the $551 to $600 range 13, or 13.0 per cent, of the respondents thought this starting salary to be appropriate. Only 6 companies or 4.1 per cent of the respondents thought marketing graduates should start at $601 to $650 per month. Five companies, or 3.4 per cent, indicated the range of $651 to $700 as appropriate for starting salaries. Table 12 shows the response pattern for all responding companies in the study.

TABLE 12

<table>
<thead>
<tr>
<th>Basic Starting Salary Range per Month for Marketing Graduates During 1963</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary Range</td>
</tr>
<tr>
<td>Under $500</td>
</tr>
<tr>
<td>$501 - $550</td>
</tr>
<tr>
<td>$551 - $600</td>
</tr>
<tr>
<td>$601 - $650</td>
</tr>
<tr>
<td>$651 - $700</td>
</tr>
<tr>
<td>Over $700</td>
</tr>
<tr>
<td>No response</td>
</tr>
</tbody>
</table>

*Percentages based on 146 responses to this question

Salary figures do not include fringe benefits, expenses, or sales commissions. Some companies stated
that their response indicated only initial starting salaries and that incremental raises and sales commissions rapidly put new employees over the basic salary.

When asked if they hired as many master's degrees in business as they could, the vast majority indicated that they did not. Only 36, or 23.9 per cent, of the 157 answering this question said yes. One hundred twenty-one respondents, or 77.1 per cent, said no. Many respondents stated that their company hired as many as they needed, but not as many as they could. A few felt the MBA "... is not worth the extra money."

When questioned about the future need for college graduates with marketing backgrounds, 118 of 156, or 75.6 per cent, felt there would be a continuing demand. The remaining 38 respondents, or 24.4 per cent, did not anticipate a strong need for marketing graduates in the future.

The final question in the questionnaire was open-end and asked respondents for their opinions on where the greatest opportunities lie for students graduating with a degree in marketing. Table 13 lists the areas mentioned by respondents where, in their opinions, the most significant areas are for marketing graduates. The number of responses for each area is also shown.
### TABLE 13

**AREAS OF GREATEST OPPORTUNITY FOR MARKETING GRADUATES AS EXPRESSED BY RESPONDING COMPANIES**

<table>
<thead>
<tr>
<th>Area</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>96</td>
</tr>
<tr>
<td>Marketing research</td>
<td>19</td>
</tr>
<tr>
<td>Consumer products field</td>
<td>13</td>
</tr>
<tr>
<td>Sales management</td>
<td>10</td>
</tr>
<tr>
<td>Advertising</td>
<td>8</td>
</tr>
<tr>
<td>Distribution</td>
<td>3</td>
</tr>
<tr>
<td>Market development</td>
<td>3</td>
</tr>
<tr>
<td>Sales promotion</td>
<td>3</td>
</tr>
<tr>
<td>Consultants</td>
<td>2</td>
</tr>
<tr>
<td>General management</td>
<td>2</td>
</tr>
<tr>
<td>Graduate school</td>
<td>2</td>
</tr>
<tr>
<td>Program development</td>
<td>2</td>
</tr>
<tr>
<td>Business analysis</td>
<td>1</td>
</tr>
<tr>
<td>Finance</td>
<td>1</td>
</tr>
<tr>
<td>International distribution</td>
<td>1</td>
</tr>
<tr>
<td>Merchandising</td>
<td>1</td>
</tr>
<tr>
<td>Product planning</td>
<td>1</td>
</tr>
<tr>
<td>Sales distribution management</td>
<td>1</td>
</tr>
<tr>
<td>Staff marketing positions</td>
<td>1</td>
</tr>
<tr>
<td>Teaching</td>
<td>1</td>
</tr>
<tr>
<td>Wholesale management</td>
<td>1</td>
</tr>
</tbody>
</table>

Sales was mentioned by 96 of the 149 respondents who expressed an opinion as to where the marketing graduate's greatest opportunities are in the field of marketing. This was more than five times as great as any other area. Marketing research as listed by 19 respondents was the second area offering marketing graduates employment opportunities.

The consumer products field was ranked third with 13 responses. Sales management, closely allied with sales, was mentioned 10 times as being an area of
opportunity for marketing graduates. Eight respondents listed advertising as offering employment to students graduating with marketing degrees. None of the other 17 areas listed in Table 13 was mentioned by more than three respondents.
CHAPTER V

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Based on the findings in this study it was concluded that 78.9 per cent of the companies have marketing departments. This is significant because marketing graduates are sought more often by companies with marketing departments than by those not having marketing departments.

Marketing research was the most common function included in the marketing departments of the companies studied as it was listed by 88.6 per cent of the respondents. Advertising was included by approximately 85.1 per cent, sales forecasting by 83.4 per cent, sales by 70.9 per cent, sales administration by 70.9 per cent, sales training by 68.6 per cent, product planning by 62.9 per cent, customer service by 61.7 per cent, and distribution by 52.6 per cent.

Other functions listed by less than half of the companies, but more than one quarter, were product service by 48.6 per cent, inventory control by 32.0 per cent, warehousing by 29.1 per cent, office administration by 28.6 per cent, and public relations by 27.4 per cent.
Traffic was included among marketing functions by 16.6 per cent of the companies.

The number of functional areas found in most organized marketing departments will probably not increase appreciably. However, the number of companies having marketing departments and the inclusion of the major functional areas in them should increase in the future.

Approximately 45.7 per cent of all companies studied preferred technically oriented personnel for their marketing departments. Approximately 44.4 per cent wanted nontechnical people for marketing positions.

Among companies having marketing departments approximately 46.4 per cent preferred technical personnel, and approximately 46.4 per cent wanted nontechnical marketing personnel.

For companies not having marketing departments approximately 43.2 per cent preferred to hire technically inclined personnel, and 35.1 per cent wanted nontechnical personnel.

At present, the demand for new marketing personnel is about evenly divided between technical and nontechnical orientation. The trend, however, appears to be toward a greater demand for technical people in marketing. Substantial numbers of employers are also seeking new personnel with technical undergraduate
degrees and graduate degrees in business. The demand for this combination will probably increase in the future.

When recruiting college graduates as new employees for marketing positions, more companies wanted marketing majors than any other field of study. Marketing was the choice of approximately 68.6 per cent of the companies in this study. General business majors followed with 60.6 per cent, sales with 51.4 per cent, marketing research with 43.4 per cent, liberal arts with 38.9 per cent, engineering with 37.7 per cent, management with 30.9 per cent, advertising with 24.6 per cent, accounting with 18.3 per cent, chemistry with 11.4 per cent, distribution students with 10.3 per cent, and finance with 9.7 per cent.

According to the findings of this study, the companies contributing data indicated a definite relationship between the numbers of companies employing the marketing business philosophy and the demand for college graduates with degrees in marketing. As this philosophy of doing business gains wider acceptance, a corresponding increase in demand for marketing graduates should occur.

It was found that 41.7 per cent of the companies studied have formal training programs for new employees. New marketing employees were included in formal training programs by the same percentage of companies.
Sales training dominated the formal training programs and was usually distinct from orientation programs and training for other functional areas. Because sales represents the revenue producing section of most companies, formal training programs should continue to be an important indoctrination method in incorporating new marketing employees into the organization.

Openings for new marketing employees occur in field sales more than in any other functional area in marketing. Approximately 89.7 per cent placed new marketing personnel in field sales. Marketing research was second with 46.3 per cent. Inside sales followed with 34.9 per cent, marketing management with 32.0 per cent, market analyst with 29.7 per cent, advertising with 29.1 per cent, sales management with 26.3 per cent, product planning with 25.1 per cent, customer service with 23.4 per cent, product service with 17.1 per cent, distribution with 15.4 per cent, inventory control with 6.3 per cent, traffic with 6.3 per cent, and public relations with 5.1 per cent.

Nearly twice as many companies indicated openings in field sales for marketing employees as in any other function in marketing. Marketing students anticipating a career in marketing should consider actual selling experience as the first stepping stone to marketing management. When higher positions are filled, many of the
promotions come from the sales ranks. This is one reason for the greater number of openings in sales. It is also an informal, on-the-job, training program preparing employees for promotion to better positions in the organization.

Approximately 58.9 per cent of the companies recruit college graduates with marketing degrees for positions in marketing departments. Analysis showed that 59.4 per cent of the companies with marketing departments recruited marketing degrees while only 29.7 per cent of the companies without marketing departments hired marketing graduates.

When new positions are created in the marketing operation, approximately 97.5 per cent of the companies transfer or promote from within the company to fill the new jobs; with the reservation that qualified employees are available.

The majority of companies studied anticipate a continuing need for personnel with marketing backgrounds. Approximately 75.6 per cent felt that a significant demand in the future would exist for college graduates with marketing knowledge. Recruiting efforts directed toward marketing graduates should increase in the future.

While demand for marketing graduates is significant at the undergraduate level, demand is more limited
for master's degrees. Only 23.9 per cent of the companies hire as many master's degrees as possible. Other companies not included in this figure hire some MBAs, but only a few each year.

The modal salary range for companies hiring marketing graduates during 1963 was found to be $501 to $550 per month. In this study 51.4 per cent of the companies considered this range appropriate as a starting basic salary for marketing employees just graduating from college. Of the total, 23.8 per cent offered to hire marketing graduates at salaries under $500 per month.

The study's findings show that 76.9 per cent of the companies feel that more line positions are open to marketing graduates than are staff jobs.

Approximately 56.0 per cent of all the companies hire new employees for their specialty training. Among companies with marketing departments the ratio was highest with 60.1 per cent. The percentage was lowest among companies not having marketing departments with 40.5 per cent. Marketing employees, as others, are hired for their specialty training.

When given the occasion to state where the greatest opportunities lie for college students graduating with degrees in marketing, in their opinions,
respondents listed sales by a five to one margin. Over
64 per cent felt marketing graduates could make the
fastest start in the area of sales.

Marketing research was second, being mentioned
by 12.6 per cent, and the consumer products field was
the third most frequently listed area of opportunity by
9.3 per cent.

When recruiting college graduates, the major
field of study is the starting point in considering the
candidate's qualifications. Employers feel that initi-
ative, drive and a willingness to work hard are prime
requisites in hiring new employees. Capacity to learn
and management potential were also cited as important
qualities. These qualities are not necessarily by-prod-
ucts of any curriculum.

The field of marketing includes several functional
areas. The new employee starts working in one of these
areas. He may move vertically or horizontally within a
single function, or he may move from one position to
another in different functional areas. His position is
in the marketing department, but his job is in one of
the areas such as sales, marketing research, or distri-
bution analysis. Marketing positions per se do not
occur until the middle and upper management levels have
been reached.
Recommendations

Because marketing graduates were rated highest among fields of study by companies recruiting marketing personnel, it must be concluded that their value is recognized.

The recommendations made in this section are predicated on the writer's interpretation of data gathered and the consequent findings of this study.

This study has found that students graduating with degrees in marketing will find their greatest opportunities in sales work. One of the student's strongest assets therefore should be the ability to communicate accurately and intelligently, both orally and in writing. More emphasis should be placed on effective communication throughout the business curriculum, rather than only in limited classes such as business speaking and salesmanship.

Students should be made aware as early as possible what employment will be open to them and how best to prepare for their choice. It was pointed out that employees are hired for the knowledge and abilities they possess--plus the capacity to use it. Students should specialize in one of the functional areas within marketing.
Opportunities should be provided for students to gain as much actual business experience as possible to relate to classroom subject matter to make it more meaningful. Communications between business students and businessmen should be greatly improved.

Subject matter should be taught from a practical application point of view which can be utilized by the new employee, as well as from the top-management view.

Because the findings in this study cannot be considered irrefutable, further research should be done to form a relative basis for accurate generalizations. It would be valuable to know the degree to which the findings of this study apply to smaller industrial firms and nonindustrial firms where marketing students may also find employment opportunities.

One particular area that would bear further investigation is the relationship of employer attitudes and hiring practices with reference to graduate degrees.

Professional know-how is usually the employee's most salable commodity, and it behooves him to enhance its value as much as possible. In his book, Social Foundations of Human Behavior, Dr. Earl H. Bell vividly illustrates this point by showing that more than 80 per cent of all working Americans earn a living as employees who do not own land, tools, or businesses.
BIBLIOGRAPHY

Books


Public Documents


Report


Unpublished Material


Interviews


______. Personal interview with Vern L. Norris, Assistant Director, Placement Center, Western University, Kalamazoo, Michigan. May 22, 1963.


Other Sources

APPENDIX A

COVER LETTER AND QUESTIONNAIRE

Copies of the cover letter and questionnaire used in this study are included on pages 59-61 of this appendix.
June 3, 1963
Kalamazoo, Michigan

Hamermill Paper Co.
Erie 6, Pa.

Attention: Vice President, Marketing

Dear Sir:

As a graduate student in the School of Business Administration at Western Michigan University, I am conducting a survey among the 500 largest industrial corporations (as listed in the 1962 Fortune Directory) to find out what positions are open to college students graduating with a degree in marketing. Employment of these students is dependent upon their ability to fulfill some specific capacity within the organization.

It is felt that this study will contribute significantly toward the further development of students better able to perform to high standards by preparing for specific positions within the framework of marketing. We hope to be in the best position to do this by having industry tell us what you need and the kind of personnel you want.

To provide accurate information for this study, would you complete the enclosed questionnaire and return it at your earliest possible convenience? Any additional comments you can offer beyond the questions asked would be very helpful. Names will not be revealed, but are necessary to validate the mailing list and for classification by industries.

If you would like a summary of the completed study, please indicate this at the bottom of the questionnaire. Let me say thank you in advance for your cooperation in making this study more meaningful and complete.

Very truly yours,

Max L. Densmore

MLD:1f
Encl: 2
### Marketing Employment Study for Marketing Students

Western Michigan University
School of Business

---

Company

---

Does your firm have a marketing department? Yes ___  No ___

If no, who is responsible for marketing activities? (Please give title)

---

What functional areas are included in your marketing operation?

<table>
<thead>
<tr>
<th>Advertising</th>
<th>Office Administration</th>
<th>Sales Administration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer service</td>
<td>Product planning</td>
<td>Sales forecasting</td>
</tr>
<tr>
<td>Distribution</td>
<td>Product service</td>
<td>Sales training</td>
</tr>
<tr>
<td>Inventories</td>
<td>Public relations</td>
<td>Traffic</td>
</tr>
<tr>
<td>Marketing Research</td>
<td>Sales</td>
<td>Warehousing</td>
</tr>
<tr>
<td>Others</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

Approximately how many positions are classified as "marketing" in your firm? ___

Comments

---

When recruiting and hiring personnel for your marketing department, what kind of student does your company seek most? (Please indicate numerically in descending order of preference.)

<table>
<thead>
<tr>
<th>Accounting</th>
<th>Chemists</th>
<th>Finance</th>
<th>Market Research</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising</td>
<td>Distribution</td>
<td>Liberal Arts</td>
<td>Marketing</td>
</tr>
<tr>
<td>Business (Gen)</td>
<td>Engineers</td>
<td>Management</td>
<td>Sales</td>
</tr>
<tr>
<td>Others</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Comments

---

Where is your firm's main interest in new personnel for the marketing department? (Please indicate in descending numerical order starting with the area having the most frequent openings.)

<table>
<thead>
<tr>
<th>Advertising</th>
<th>Inventory control</th>
<th>Product service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer service</td>
<td>Market analyst</td>
<td>Public relations</td>
</tr>
<tr>
<td>Distribution</td>
<td>Marketing management</td>
<td>Sales management</td>
</tr>
<tr>
<td>Field sales</td>
<td>Marketing research</td>
<td>Traffic</td>
</tr>
<tr>
<td>Inside sales</td>
<td>Product planning</td>
<td></td>
</tr>
<tr>
<td>Others</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Comments

---

Generally speaking, does your firm prefer technical ___ or non-technical ___ people for your marketing department?

---

Are new employees hired for their specialties generally, i.e., advertising majors for the advertising department, marketing research majors for the marketing research department, engineers for engineering sales, etc.? Yes ___ No ___

---

Does your firm recruit college graduates with marketing degrees for these positions? Yes ___ No ___

---
Does your firm have a formal training program for all new personnel? ___ Yes ___ No ___ Does this include personnel for marketing? ___ Yes ___ No ___

How long is your formal training program? ______

If your firm hired a marketing graduate, would he generally be started in a position immediately? ___ Yes ___ No ___, or placed in a training program? ___

Comments ________________________________

What qualifications do you look for most in new personnel for the marketing department?

<table>
<thead>
<tr>
<th>Ability to establish rapport</th>
<th>Managerial potential</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adaptability</td>
<td>Personality</td>
</tr>
<tr>
<td>Capacity to learn</td>
<td>Specific training</td>
</tr>
<tr>
<td>Initiative</td>
<td>Technical skills</td>
</tr>
<tr>
<td>Others</td>
<td></td>
</tr>
</tbody>
</table>

Where are more positions available for new employees with a marketing background, in line, ___ or staff ___ relationships? ________________________________

As new positions open up in marketing areas, do you try to fill these from within the company? ___ Yes ___ No ___ If necessary, do you retain personnel to do this? ___

Comments ________________________________

Would you indicate the basic salary range per month your firm would consider appropriate for a marketing graduate this year?

<table>
<thead>
<tr>
<th>Under $500</th>
<th>601 - 650</th>
</tr>
</thead>
<tbody>
<tr>
<td>501 - 550</td>
<td>651 - 700</td>
</tr>
<tr>
<td>551 - 600</td>
<td>Over 700</td>
</tr>
</tbody>
</table>

Does your firm try to hire as many masters degrees in business as possible? ___ Yes ___ No ___

Comments ________________________________

Do you anticipate a strong need for college graduates with a marketing background in the future? ___ Yes ___ No ___

Where do you feel the greatest opportunities lay for students graduating with a degree in marketing? ________________________________

Signed ________________________________

Title ________________________________

Please check if you would like a summary of the study results. ___
APPENDIX B

MAILING LIST

This appendix contains the names and addresses of all industrial corporations listed in the 1962 Fortune Directory. The addresses were taken from the 1963 edition of Poor's Register of Corporations, Directors, and Executives.

ACF Industries Inc.
750 Third Avenue
New York 17, New York

Allegheny Ludlum Steel Corp.
Henry W. Oliver Building
Pittsburgh 22, Penn.

Abbott Laboratories
14th St., Sheridan Road
North Chicago, Illinois

Allied Chemical Corp.
61 Broadway
New York 6, New York

Acme Steel Co.
135th & Perry Ave.
Chicago 27, Illinois

Allied Mills Inc.
110 N. Wacker Drive
Chicago 6, Illinois

Addressograph-Multigraph Corp.
1200 Babbitt Road
Cleveland 17, Ohio

Allis-Chalmers Mfg. Co.
1126 S. 70th Street
Milwaukee 1, Wisconsin

Admiral Corp.
3800 Cortland Street
Chicago 47, Illinois

Aluminum Company of Amer.
1501 Alcoa Building
Pittsburgh 19, Penn.

Air Reduction Co., Inc.
150 E. 42nd Street
New York 17, New York

Amerada Petroleum Corp.
120 Broadway
New York 5, New York

Alco Products Inc.
530 Fifth Avenue
New York 36, New York

American Agricultural Chemical Company
100 Church Street
New York 7, New York

62
American Bakeries Co.  
919 N. Michigan Ave.  
Chicago 11, Illinois

American Biltrite Rubber Co.  
22 Willow Street  
Chelsea 50, Mass.

American Bosch Arma Corp.  
Old Country Road  
Roosevelt Field  
Garden City, New York

American Brake Shoe Co.  
530 Fifth Avenue  
New York 36, New York

American Can Co.  
100 Park Avenue  
New York 17, New York

American Chain & Cable Co.  
929 Connecticut Avenue  
Bridgeport 2, Conn.

American Enka Corp.  
Enka, North Carolina

American Hardware Corp.  
102 Washington St.  
New Britain, Conn.

American Home Products Corp.  
22 E. 40th St.  
New York 16, New York

American Machine & Foundry Co.  
261 Madison Avenue  
New York 16, New York

American Metal Climax Inc.  
1270 Ave. of the Americas  
New York 20, New York

American Motors Corp.  
14250 Plymouth Rd.  
Detroit 32, Michigan

American Optical Co.  
14 Mechanic St.  
Southbridge, Mass.

American Petrofina Inc.  
50 Rockefeller Plaza  
New York 20, New York

American Radiator & Std.  
Sanitary Corp.  
40 W. 40th St.  
New York 16, New York

American Smelting & Refining  
120 Broadway  
New York 5, New York

American Steel Foundries  
Prudential Plaza  
Chicago 1, Illinois

American Sugar Refining Co.  
120 Wall Street  
New York 5, New York

American Tobacco Co.  
150 E. 42nd Street  
New York 17, New York

American Viscose Corp.  
1617 Pennsylvania Blvd.  
Philadelphia 3, Pa.

Anaconda Company  
25 Broadway  
New York 4, New York

Anaconda Wire & Cable Co.  
25 Broadway  
New York 4, New York

Anchor Hocking Glass Corp.  
109 N. Broad St.  
Lancaster, Ohio

Anheuser-Busch Inc.  
721 Festaloszi St.  
St. Louis 18, Mo.
Archer-Daniels-Midland Co.
Investors Bldg.
Minneapolis 2, Minn.

Armco Steel Corp.
703 Curtis Street
Middletown, Ohio

Armour & Company
401 N. Wabash Ave.
Chicago 90, Illinois

Armstrong Cork Co.
Liberty & Charlotte Sts.
Lancaster, Penn.

Armstrong Rubber
West Haven, Conn.

Ashland Oil & Refining Co.
1409 Winchester Avenue
Ashland, Ky.

Atlantic Refining Co.
260 S. Broad St.
Philadelphia 2, Penn.

Atlas Chemical Industries Inc.
Concord Pike & New Murphy Rd.
Wilmington 99, Delaware

Avco Corporation
750 Third Avenue
New York 17, New York

Avon Products Inc.
30 Rockefeller Plaza
New York 20, New York

Babcock & Wilcox Co.
161 E. 42nd St.
New York 17, New York

Baldwin-Lima-Hamilton Corp.
Philadelphia Nat'l. Bank Bldg.
Philadelphia 7, Penn.

Beatrice Foods Co.
120 S. LaSalle St.
Chicago 3, Illinois

Beaunit Mills Inc.
261 Fifth Avenue
New York 16, New York

Beech-Nut Life Savers Inc.
Canojoharie, New York

Bell & Howell Company
7100 McCormick Rd.
Chicago 45, Illinois

Bemis Bro. Bag Co.
408 Pine Street
St. Louis 2, Mo.

Bendix Corporation
Fisher Building
Detroit 2, Michigan

Bethlehem Steel Co.
701 E. 3rd Street
Bethlehem, Penn.

Bigelow-Sanford Inc.
140 Madison Avenue
New York 16, New York

Blaw-Knox Company
300 Sixth Avenue
Pittsburgh 22, Penn.

E. W. Bliss Company
1375 Raff Road, S.W.
Canton, Ohio

Boeing Company
P. O. Box 3707
Seattle 24, Washington

Boise Cascade Corp.
114 S. 10th Street
Boise, Idaho

Borden Company
350 Madison Avenue
New York 17, New York

Borg-Warner Corp.
200 S. Michigan Ave.
Chicago 4, Illinois
<table>
<thead>
<tr>
<th>Company Name</th>
<th>Address Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Botany Industries Inc.</td>
<td>84 Dayton Avenue, Passaic, N. J.</td>
</tr>
<tr>
<td>Briggs &amp; Stratton Corp.</td>
<td>2711 W. 13th St., Milwaukee 1, Wisconsin</td>
</tr>
<tr>
<td>Bristol-Myers Company</td>
<td>630 Fifth Avenue, New York 20, New York</td>
</tr>
<tr>
<td>Brown Shoe Company Inc.</td>
<td>6300 Maryland Avenue, St. Louis 25, Mo.</td>
</tr>
<tr>
<td>Brunswick Corporation</td>
<td>623 S. Wabash Avenue, Chicago 5, Illinois</td>
</tr>
<tr>
<td>Budd Company</td>
<td>2450 Hunting Park Ave., Philadelphia 22, Penn.</td>
</tr>
<tr>
<td>Burlington Industries Inc.</td>
<td>301 N. Eugene Street, Greensboro, N. C.</td>
</tr>
<tr>
<td>Burroughs Corporation</td>
<td>6071 Second Avenue, Detroit 32, Michigan</td>
</tr>
<tr>
<td>California Packing Corp.</td>
<td>215 Fremont Street, San Francisco 19, Cal.</td>
</tr>
<tr>
<td>Calumet &amp; Heola Inc.</td>
<td>122 S. Michigan Avenue, Chicago 3, Illinois</td>
</tr>
<tr>
<td>Campbell Soup Company</td>
<td>375 Memorial Avenue, Camden 1, N. J.</td>
</tr>
<tr>
<td>Campbell Taggart Ass. Bakeries</td>
<td>6211 Leon Avenue, Dallas 1, Texas</td>
</tr>
<tr>
<td>Canada Dry Corporation</td>
<td>100 Park Avenue, New York 17, New York</td>
</tr>
<tr>
<td>Cannon Mills Company</td>
<td>P. O. Box 7, Kannapolis, N. C.</td>
</tr>
<tr>
<td>Carborundum Company</td>
<td>Niagara Falls, New York</td>
</tr>
<tr>
<td>Carnation Company</td>
<td>5045 Wilshire Blvd., Los Angeles, Cal.</td>
</tr>
<tr>
<td>Carrier Corporation</td>
<td>Carrier Parkway, Syracuse 1, New York</td>
</tr>
<tr>
<td>J. I. Case Company</td>
<td>700 State Street, Racine, Wisconsin</td>
</tr>
<tr>
<td>Castle &amp; Cooke Inc.</td>
<td>130 Merchant Street, Honolulu 2, Hawaii</td>
</tr>
<tr>
<td>Caterpillar Tractor Co.</td>
<td>Peoria, Illinois</td>
</tr>
<tr>
<td>Cenco Steel Products Corp.</td>
<td>5601 W. 26th Street, Chicago 50, Illinois</td>
</tr>
<tr>
<td>Celanese Corp. of America</td>
<td>522 Fifth Avenue, New York, New York</td>
</tr>
<tr>
<td>Central Soya Company Inc.</td>
<td>Ft. Wayne Bank Bldg., Ft. Wayne 2, Indiana</td>
</tr>
<tr>
<td>Cerro Corporation</td>
<td>300 Park Avenue, New York 22, New York</td>
</tr>
<tr>
<td>Certain-teed Products Corp.</td>
<td>120 E. Lancaster Avenue, Ardmore, Penn.</td>
</tr>
<tr>
<td>Cessna Aircraft Company</td>
<td>15800 Paseo Road, Wichita 15, Kansas</td>
</tr>
<tr>
<td>Company</td>
<td>Address</td>
</tr>
<tr>
<td>---------------------------------------------</td>
<td>---------------------------------------------------</td>
</tr>
<tr>
<td>Champion Papers Inc.</td>
<td>Hamilton, Ohio</td>
</tr>
<tr>
<td>Champion Spark Plug Co.</td>
<td>Toledo, Ohio</td>
</tr>
<tr>
<td>Chemetron Corporation</td>
<td>Chicago, Illinois</td>
</tr>
<tr>
<td>Chesebrough-Ponds Inc.</td>
<td>New York, New York</td>
</tr>
<tr>
<td>Chicago Pneumatic Tool Co.</td>
<td>New York, New York</td>
</tr>
<tr>
<td>Chrysler Corporation</td>
<td>Detroit, Michigan</td>
</tr>
<tr>
<td>Cincinnati Milling Machine Co.</td>
<td>Cincinnati, Ohio</td>
</tr>
<tr>
<td>Cities Service Company</td>
<td>New York, New York</td>
</tr>
<tr>
<td>Clark Equipment Company</td>
<td>Buchanan, Michigan</td>
</tr>
<tr>
<td>Clark Oil &amp; Refining Corp.</td>
<td>Milwaukee, Wisconsin</td>
</tr>
<tr>
<td>Clavite Corporation</td>
<td>Cleveland, Ohio</td>
</tr>
<tr>
<td>Cluett, Peabody &amp; Co. Inc.</td>
<td>New York, New York</td>
</tr>
<tr>
<td>The Coca-Cola Company</td>
<td>New York, New York</td>
</tr>
<tr>
<td>Colgate-Palmolive Company</td>
<td>New York, New York</td>
</tr>
<tr>
<td>Collins Radio Company</td>
<td>Cedar Rapids, Iowa</td>
</tr>
<tr>
<td>Colorado Fuel &amp; Iron Corp.</td>
<td>New York, New York</td>
</tr>
<tr>
<td>Colorado Milling &amp; Elevator Co.</td>
<td>Denver, Colorado</td>
</tr>
<tr>
<td>Columbian Carbon Company</td>
<td>New York, New York</td>
</tr>
<tr>
<td>Combustion Engineering Inc.</td>
<td>New York, New York</td>
</tr>
<tr>
<td>Commonwealth Oil Refining Co.</td>
<td>San Juan, Puerto Rico</td>
</tr>
<tr>
<td>Cone Mills Corporation</td>
<td>Greensboro, N. C.</td>
</tr>
<tr>
<td>Consolidated Cigar Corp.</td>
<td>New York, New York</td>
</tr>
<tr>
<td>Consolidated Electronics Industries Corp.</td>
<td>New York, New York</td>
</tr>
<tr>
<td>Consolidated Water Power &amp; Paper Co.</td>
<td>Wisconsin Rapids, Wisconsin</td>
</tr>
<tr>
<td>Consolidation Coal Company</td>
<td>Pittsburgh, Penn.</td>
</tr>
<tr>
<td>Company Name</td>
<td>Address</td>
</tr>
<tr>
<td>------------------------------------------</td>
<td>----------------------------------------------</td>
</tr>
<tr>
<td>Consumers Cooperative Assn.</td>
<td>P. O. Box 7305, Kansas City, Mo.</td>
</tr>
<tr>
<td>Container Corp. of America</td>
<td>38 S. Dearborn Street, Chicago, IL</td>
</tr>
<tr>
<td>Continental Baking Co.</td>
<td>P. O. Box 731, Rye, NY</td>
</tr>
<tr>
<td>Continental Can Co. Inc.</td>
<td>633 Third Avenue, New York, NY</td>
</tr>
<tr>
<td>Continental Motors Corp.</td>
<td>205 Market Street, Muskegon, MI</td>
</tr>
<tr>
<td>Continental Oil</td>
<td>Houston, TX</td>
</tr>
<tr>
<td>Coop. Orange League Federation Exchange Inc.</td>
<td>Terrace Hill, Ithaca, NY</td>
</tr>
<tr>
<td>Cooperweld Steel Co.</td>
<td>Frick Bldg., Pittsburgh, PA</td>
</tr>
<tr>
<td>Corn Products Co.</td>
<td>717 Fifth Avenue, New York, NY</td>
</tr>
<tr>
<td>Corning Glass Works</td>
<td>Corning, NY</td>
</tr>
<tr>
<td>Crane Company</td>
<td>300 Park Avenue, New York, NY</td>
</tr>
<tr>
<td>Crown Cork &amp; Seal Co. Inc.</td>
<td>9300 Ashton Road, Philadelphia, PA</td>
</tr>
<tr>
<td>Crown Zellerbach Corp.</td>
<td>One Bush Street, San Francisco, CA</td>
</tr>
<tr>
<td>Crucible Steel Co. of Amer.</td>
<td>Four Gateway Center, Pittsburgh, PA</td>
</tr>
<tr>
<td>Cutahy Packing Company</td>
<td>Union Stock Yards, OMA, NE</td>
</tr>
<tr>
<td>Cummins Engine Co. Inc.</td>
<td>1000 Fifth Street, Columbus, IN</td>
</tr>
<tr>
<td>Curtis Publishing Co.</td>
<td>Independence Square, Philadelphia, PA</td>
</tr>
<tr>
<td>Curtis-Wright Corp.</td>
<td>304 Valley Blvd, Wood Ridge, NJ</td>
</tr>
<tr>
<td>Cutler-Hammer Inc.</td>
<td>315 N. 12th Street, Milwaukee, WI</td>
</tr>
<tr>
<td>Dan River Mills Inc.</td>
<td>Danville, VA</td>
</tr>
<tr>
<td>Dana Corporation</td>
<td>4100 Bennett Road, Toledo, OH</td>
</tr>
<tr>
<td>Daystrom Inc.</td>
<td>430 Mountain Ave, Murray Hill, J. J.</td>
</tr>
<tr>
<td>Deere &amp; Company</td>
<td>1925 Third Avenue, Moline, IL</td>
</tr>
<tr>
<td>Delhi-Taylor Oil Corp.</td>
<td>1507 Pacific Avenue, Dallas, TX</td>
</tr>
<tr>
<td>Detroit Steel Corp.</td>
<td>1025 S. Oakwood Ave, Detroit, MI</td>
</tr>
<tr>
<td>DiGiorgio Fruit Corp.</td>
<td>350 Sansome Street, San Francisco, CA</td>
</tr>
<tr>
<td>Company Name</td>
<td>Address</td>
</tr>
<tr>
<td>--------------</td>
<td>---------</td>
</tr>
<tr>
<td>Federal-Mogul-Bower Bearings</td>
<td>11031 Shoemaker Avenue</td>
</tr>
<tr>
<td>Federal Pacific Electric Co.</td>
<td>50 Paris Street</td>
</tr>
<tr>
<td>Federal Paper Board</td>
<td>Bogota, N. J.</td>
</tr>
<tr>
<td>Fibreboard Paper Products</td>
<td>475 Brannan Street</td>
</tr>
<tr>
<td>Firestone Tire &amp; Rubber Co.</td>
<td>1200 Firestone Parkway</td>
</tr>
<tr>
<td>Flintkote Company</td>
<td>30 Rockefeller Plaza</td>
</tr>
<tr>
<td>Ford Motor Company</td>
<td>The American Road</td>
</tr>
<tr>
<td>Foremost Dairies Inc.</td>
<td>425 Battery Street</td>
</tr>
<tr>
<td>Foster Wheeler Corp.</td>
<td>110 S. Orange Avenue</td>
</tr>
<tr>
<td>Fridge Incorporated</td>
<td>2350 Washington Avenue</td>
</tr>
<tr>
<td>Pinto-Lay Inc.</td>
<td>Exchange Bank Bldg.</td>
</tr>
<tr>
<td>Pruchauf Portable Co.</td>
<td>10940 Harper Avenue</td>
</tr>
<tr>
<td>F. W. Fuller</td>
<td></td>
</tr>
<tr>
<td>Gardner-Denver Co.</td>
<td>S. Front St.</td>
</tr>
<tr>
<td>General Amer. Transportation</td>
<td>135 S. LaSalle St.</td>
</tr>
<tr>
<td>General Aniline &amp; Film Corp.</td>
<td>111 W. 50th Street</td>
</tr>
<tr>
<td>General Baking Company</td>
<td>122 E. 42nd Street</td>
</tr>
<tr>
<td>General Cable Corp.</td>
<td>730 Third Avenue</td>
</tr>
<tr>
<td>General Dynamics Corp.</td>
<td>One Rockefeller Plaza</td>
</tr>
<tr>
<td>General Electric Co.</td>
<td>1 River Road</td>
</tr>
<tr>
<td>General Foods Corp.</td>
<td>250 North Street</td>
</tr>
<tr>
<td>General Mills Inc.</td>
<td>9200 Wayzata Blvd.</td>
</tr>
<tr>
<td>General Motors Corp.</td>
<td></td>
</tr>
</tbody>
</table>
General Precision Equipment
50 Prospect Avenue
Tarrytown, New York

General Steel Industries Inc.
1417 State Street
Granite City, Illinois

General Telephone & Electronics
730 Third Avenue
New York 17, New York

General Tire & Rubber Co.
1708 Englewood Avenue
Los Angeles 64, Cal.

Genesco Incorporated
2233 Federal Avenue
Los Angeles 64, Cal.

Georgia-Pacific Corp.
Equitable Bldg.
Portland, Oregon

Gerber Products Co.
State Street
Fremont, Michigan

The Gillette Company
Gillette Park
Boston 6, Mass.

Glen Alden Corp.
1740 Broadway
New York 19, New York

Glidden Company
Union Commerce Bldg.
Cleveland 14, Ohio

The B. F. Goodrich Co.
500 S. Main St.
Akron 18, Ohio

Goodyear Tire & Rubber Co.
1144 E. Market St.
Akron 16, Ohio

Gould-National Batteries
First Nat'l. Bank Bldg.
St. Paul 1, Minn.

W. R. Grace & Co.
7 Hanover Square
New York 5, New York

Granite City Steel Co.
20th & States Sta.
Granite City, Illinois

The Great Western Sugar Co.
1530 16th St.
Denver 17, Colorado

Grinnell Corporation
260 W. Exchange St.
Providence 1, R. I.

Grolier Incorporated
575 Lexington Ave.
New York 22, New York

Gruuman Aircraft Engineering
South Oyster Bay Road
Bethpage, New York

Gulf Oil Corporation
Gulf Building
Pittsburgh 30, Penn.

Hamermill Paper Co.
1453 East Lake Road
Erie 6, Penn.

Handy & Harman
850 Third Ave.
New York 22, New York

Hanna Mining Corp.
Cleveland, Ohio

Harbison-Walker Refractories
Farmers Bank Bldg.
Pittsburgh 22, Penn.
Harnischfeger Corp.
4400 W. National Ave.
Milwaukee 46, Wisconsin

Harris-Intertype Corp.
55 Public Square
Cleveland 13, Ohio

Hart Schaffner & Marx
36 S. Franklin St.
Chicago 6, Illinois

Harvey Aluminum Inc.
19200 S. Western Ave.
Torrance, Cal.

Hearst Consolidated Publications
959 8th Avenue
New York 19, New York

H. J. Heinz Co.
1062 Progress St.
Pittsburgh 12, Penn.

Hercules Powder Co.
910 Market St.
Wilmington 99, Delaware

Hershey Chocolate Corp.
19 E. Chocolate Avenue
Hershey, Penn.

Hewlett-Packard Co.
1501 Page Mill Road
Palo Alto, Cal.

Hobart Mfg. Co.
Pennsylvania Ave.
Troy, Ohio

Hooker Chemical Corp.
666 Fifth Avenue
New York 19, New York

George A. Hormel & Co.
Austin, Minn.

Houdaille Industries Inc.
1230 Main St.
Buffalo 9, New York

Howe Sound Company
500 Fifth Avenue
New York 36, New York

Hunt Foods & Industries
1645 W. Valencia Dr.
Fullerton, Cal.

Rupp Corporation
1135 Ivanhoe Road
Cleveland 10, Ohio

Hygrade Food Products
2611 Michigan Ave.
Detroit 16, Michigan

I-T-E Circuit Breaker Co.
1900 Hamilton St.
Philadelphia 30, Penn.

Ideal Cement Company
Denver Nat’l. Bldg.
Denver 2, Colorado

Indian Head Mills Inc.
111 W. 40th St.
New York 18, New York

Ingersoll-Rand Company
11 Broadway
New York 4, New York

Inland Container Corp.
120 E. Market St.
Indianapolis 4, Indiana

Inland Steel Company
30 W. Monroe Street
Chicago 3, Illinois

Interchemical Corp.
67 W. 44th St.
New York 36, New York

Interlake Iron Corp.
Union Commerce Bldg.
Cleveland 14, Ohio
<table>
<thead>
<tr>
<th>Company Name</th>
<th>Address 1</th>
<th>Address 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internat'l. Business Machines</td>
<td>590 Madison Avenue</td>
<td>New York 22, New York</td>
</tr>
<tr>
<td>International Harvester Co.</td>
<td>180 N. Michigan Ave.</td>
<td>Chicago 1, Illinois</td>
</tr>
<tr>
<td>Internat'l. Minerals &amp; Chemicals</td>
<td>Old Orchard Road</td>
<td>Skokie, Illinois</td>
</tr>
<tr>
<td>International Packers, Ltd.</td>
<td>135 S. LaSalle St.</td>
<td>Chicago 3, Illinois</td>
</tr>
<tr>
<td>International Paper Co.</td>
<td>220 E. 42nd Street</td>
<td>New York 17, New York</td>
</tr>
<tr>
<td>International Shoe Co.</td>
<td>1509 Washington Ave.</td>
<td>St. Louis 66, Mo.</td>
</tr>
<tr>
<td>Internat'l. Telephone &amp; Telegraph</td>
<td>320 Park Avenue</td>
<td>New York 22, New York</td>
</tr>
<tr>
<td>Interstate Bakeries Corp.</td>
<td>Armour Blvd. &amp; Main St.</td>
<td>Kansas City, Mo.</td>
</tr>
<tr>
<td>Island Creek Coal Co.</td>
<td>Chafin Bldg.</td>
<td>Huntington 1, W. Virginia</td>
</tr>
<tr>
<td>Johns-Manville Corp.</td>
<td>22 E. 40th Street</td>
<td>New York 16, New York</td>
</tr>
<tr>
<td>Johnson &amp; Johnson</td>
<td>501 George Street</td>
<td>New Brunswick, N. J.</td>
</tr>
<tr>
<td>Jones &amp; Laughlin Steel Corp.</td>
<td>3 Gateway Center</td>
<td>Pittsburgh 30, Penn.</td>
</tr>
<tr>
<td>Joalyn Mfg. &amp; Supply Co.</td>
<td>155 N. Wacker Dr.</td>
<td>Chicago 6, Illinois</td>
</tr>
<tr>
<td>KVP Sutherland Paper Co.</td>
<td>243 E. Patterson St.</td>
<td>Kalamazoo, Michigan</td>
</tr>
<tr>
<td>Kaiser Aluminum &amp; Chemical</td>
<td>300 Lakeside Drive</td>
<td>Oakland 12, Cal.</td>
</tr>
<tr>
<td>Kaiser Industries Corp.</td>
<td>300 Lakeside Drive</td>
<td>Oakland 12, Cal.</td>
</tr>
<tr>
<td>Kaiser Steel Corp.</td>
<td>300 Lakeside Drive</td>
<td>Oakland 12, Cal.</td>
</tr>
<tr>
<td>Kayser-Roth Corp.</td>
<td>425 5th Avenue</td>
<td>New York 16, New York</td>
</tr>
<tr>
<td>Kellogg Company</td>
<td>235 Porter Street</td>
<td>Battle Creek, Michigan</td>
</tr>
<tr>
<td>Kellwood Company</td>
<td>35 E. Wacker Drive</td>
<td>Chicago 1, Illinois</td>
</tr>
<tr>
<td>Kelsey-Hayes Company</td>
<td>38481 Huron River Dr.</td>
<td>Romulus, Michigan</td>
</tr>
<tr>
<td>Kendall Corporation</td>
<td>2357 N. 29th St.</td>
<td>Milwaukee 10, Wisconsin</td>
</tr>
<tr>
<td>Kennecott Copper Corp.</td>
<td>161 E. 42nd Street</td>
<td>New York 17, New York</td>
</tr>
</tbody>
</table>
Ke'ffi
Kerr County Land Company
600 California St.
San Francisco 8, Cal.

Kerr-McGee Oil Industries Inc.
Kerr-McGee Bldg.
Oklahoma City 2, Oklahoma

Keystone Steel & Wire Co.
7000 S. Adams St.
Peoria 7, Illinois

Kimberly-Clark Corp.
N. Lake Street
Menasha, Wisconsin

Koppers Co., Inc.
Koppers Bldg.
Pittsburgh 19, Penn.

Lear Siegler Inc.
610 S. Harvard Blvd.
Los Angeles 5, Cal.

Lever Brothers Co.
390 Park Ave.
New York 22, New York

Libby-Owens-Ford Glass Co.
811 Madison Avenue
Toledo 1, Ohio

Libby, McNeill & Libby
200 S. Michigan Ave.
Chicago 4, Illinois

Liggett & Myers Tobacco Co.
630 Fifth Avenue
New York 20, New York

Eli Lilly & Co.
740 S. Alabama St.
Indianapolis 6, Indiana

Lilly-Tulip Cup Corp.
122 E. 42nd Street
New York 17, New York

Link-Belt Company
Prudential Building
Chicago 1, Illinois

Thomas J. Lipton Inc.
1500 Hudson Street
Weehawken, N. J.

Litton Industries Inc.
336 N. Foothill Road
Beverly Hills, Cal.

Lockheed Aircraft Corp.
2555 Hollywood Way
Burbank, Cal.

Lone Star Cement Corp.
100 Park Avenue
New York 17, New York

P. Lorillard Co.
200 E. 42nd Street
New York 17, New York

M. Lowenstein & Sons
1430 Broadway
New York 18, New York

Lukens Steel Company
Coatesville, Penn.

Mack Trucks Inc.
1000 S. 2nd St.
Plainfield, N. J.

Magnavox Company
2131 Butler Road
Fort Wayne 4, Indiana

P. R. Mallory & Co.
3029 E. Washington St.
Indianapolis 6, Indiana

Marquette Cement Mfg. Co.
20 N. Wacker Drive
Chicago 6, Illinois

Martin Marietta Corp.
350 Park Avenue
New York 22, New York
Oscar Mayer & Co.
1241 Sedgwick St.
Chicago 10, Illinois

Maytag Company
403 W. 4th Street, N.
Newton, Iowa

McCall Corporation
230 Park Avenue
New York 17, New York

McDonnell Aircraft Corp.
Box 516
St. Louis 66, Mo.

McGraw-Edison Co.
1200 St. Charles Rd.
Elgin, Illinois

330 W. 42nd Street
New York 36, New York

McLeath Steel Corporation
300 S. Livernois
Detroit 17, Michigan

Mead Corporation
118 W. First St.
Dayton 2, Ohio

Mead Johnson & Co.
2404 W. Pennsylvania St.
Evansville 21, Indiana

Merk & Co. Inc.
126 E. Lincoln Avenue
Rahway, N. J.

Merritt-Chapman & Scott Corp.
260 Madison Avenue
New York 16, New York

Midland-Ross Corp.
55 Public Square
Cleveland 13, Ohio

Mihle-Goss-Dexter Inc.
3100 S. Central Avenue
Chicago 50, Illinois

Miles Laboratories Inc.
1127 Myrtle Street
Elkhart, Indiana

Minneapolis-Honeywell Reg.
2747 4th Avenue, S.
Minneapolis 8, Minn.

Minnesota Mining & Mfg.
900 Bush Avenue
St. Paul 6, Minn.

Minnesota & Ontario Paper Co.
Investors Bldg.
Minneapolis 2, Minn.

Mohasco Industries, Inc.
57 Lyon Street
Amsterdam, New York

Monsanto Chemical Co.
800 N. Lindbergh Blvd.
St. Louis 66, Mo.

John Morrell & Co.
208 S. LaSalle St.
Chicago, Illinois

Motorola Inc.
9401 W. Grand Avenue
Franklin Park, Illinois

Murphy Corporation
Murphy Building
El Dorado, Arkansas

National Biscuit Co.
425 Park Avenue
New York 22, New York

National Can Corp.
3217 W. 47th Place
Chicago, Illinois

National Cash Register
Main & K Streets
Dayton 9, Ohio

National Dairy Products
260 Madison Avenue
New York 16, New York
National Distillers & Chemical
National Distillers Bldg.
New York, New York

National Gypsum Company
325 Delaware Avenue
Buffalo 2, New York

National Homes Corp.
Karl & Wallace
Lafayette, Indiana

National Lead Company
111 Broadway
New York 6, New York

National Steel Corp.
2600 Grant Bldg.
Pittsburgh 19, Penn.

National Sugar Refining Co.
100 Wall Street
New York, New York

Needham Packing Co.
Sioux City Stockyards
Sioux City, Iowa

229 W. 43rd St.
New York 36, New York

Newport News Shipbuilding & Dry
Dock Company
4101 Washington Avenue
Newport News, Virginia

North American Aviation Inc.
International Airport
Los Angeles 45, Cal.

Northrop Corp.
9744 Wilshire Blvd.
Beverly Hills, Cal.

Northwestern Steel & Wire Co.
Avenue B & Wallace St.
Sterling, Illinois

Norton Company
1 New Bond Street
Worcester 6, Mass.

Ohio Oil
Findlay, Ohio

Olin Mathieson Chemical Corp.
460 Park Avenue
New York 22, New York

Otis Elevator Co.
260 Eleventh Avenue
New York 1, New York

Outboard Marine Corp.
100 Pershing Road
Waukegan, Illinois

Owens-Corning Fiberglass Corp.
P. O. Box 901
Toledo 1, Ohio

Owens-Illinois Glass Co.
Owens-Illinois Bldg.
Toledo 1, Ohio

Pabst Brewing Company
917 W. Juneau
Milwaukee, Wisconsin

Pacific Car & Foundry Co.
1400 Fourth Avenue, N.
Renton, Washington

Packaging Corp. Of America
1632 Chicago Avenue
Evanston, Illinois

Parke, Davis & Co.
P. O. Box 118
Detroit 32, Michigan

Peabody Coal Company
301 Olive Street
St. Louis 2, Mo.
<table>
<thead>
<tr>
<th>Company</th>
<th>Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Penmsalt Chemicals Corp.</td>
<td>3 Penn Center, Philadelphia 2, Penn.</td>
</tr>
<tr>
<td>Pepsi-Cola Company</td>
<td>500 Park Avenue, New York 22, New York</td>
</tr>
<tr>
<td>Pet Milk Company</td>
<td>1401 Arcade Bldg., St. Louis 1, Mo.</td>
</tr>
<tr>
<td>Charles Pfizer &amp; Co. Inc.</td>
<td>235 E. 42nd Street, New York 17, New York</td>
</tr>
<tr>
<td>Phelps Dodge Corporation</td>
<td>300 Park Avenue, New York 22, New York</td>
</tr>
<tr>
<td>Philco Corporation</td>
<td>210 E. 42nd Street, New York 17, New York</td>
</tr>
<tr>
<td>Philadelphia &amp; Reading Corp.</td>
<td>400 Park Avenue, New York 22, New York</td>
</tr>
<tr>
<td>Philip Morris Inc.</td>
<td>100 Park Avenue, New York 17, New York</td>
</tr>
<tr>
<td>Phillips Petroleum Co.</td>
<td>Phillips Bldg., Bartlesville, Oklahoma</td>
</tr>
<tr>
<td>Pillsbury Company</td>
<td>Pillsbury Building, Minneapolis 3, Minn.</td>
</tr>
<tr>
<td>Pitney-Bowes Inc.</td>
<td>Walnut &amp; Pacific Sts., Stanford, Conn.</td>
</tr>
<tr>
<td>Pittsburgh Plate Glass Co.</td>
<td>1 Gateway Center, Pittsburgh 22, Penn.</td>
</tr>
<tr>
<td>Pittsburgh Steel Co.</td>
<td>Grant Building, Pittsburgh 19, Penn.</td>
</tr>
<tr>
<td>Plymouth Oil</td>
<td>Pittsburgh, Penn.</td>
</tr>
<tr>
<td>Potlatch Forests Inc.</td>
<td>P. O. Box 600, Lewiston, Idaho</td>
</tr>
<tr>
<td>Procter &amp; Gamble Co.</td>
<td>301 E. Sixth Street, Cincinnati 1, Ohio</td>
</tr>
<tr>
<td>The Pullman Company</td>
<td>165 North Canal St., Chicago 6, Illinois</td>
</tr>
<tr>
<td>Pure Oil Company</td>
<td>200 E. Golf Road, Palatine, Illinois</td>
</tr>
<tr>
<td>Purex Corporation Ltd.</td>
<td>5101 Clark Avenue, Lakewood, Cal.</td>
</tr>
<tr>
<td>Quaker Oats Company</td>
<td>Merchandise Mart Plaza, Chicago 54, Illinois</td>
</tr>
<tr>
<td>Radio Corp. of America</td>
<td>30 Rockefeller Plaza, New York 20, New York</td>
</tr>
</tbody>
</table>
Ralston Purina Company
835 S. Eighth Street
St. Louis 2, Mo.

Raybestos-Manhattan Inc.
61 Willet St.
Passaic, N. J.

Rayonier Inc.
161 E. 42nd Street
New York 17, New York

Raytheon Company
Lexington 73, Mass.

Reichhold Chemicals Inc.
525 No. Broadway
White Plains, New York

Roth Packing Company
Elm & Sycamore
Waterloo, Iowa

Republic Aviation Corp.
Conklin Street
Huntingdale
Long Island, New York

Republic Steel Corp.
Republic Building
Cleveland 1, Ohio

Revere Copper & Brass Inc.
230 Park Avenue
New York 17, New York

Revlon Incorporated
666 Fifth Avenue
New York 19, New York

Rexall Drug & Chemical Co.
8480 Beverly Blvd.
Los Angeles 54, Cal.

Reynolds Metal Co.
6601 Broad St.
Richmond, Virginia

R. J. Reynolds Tobacco Co.
Winston-Salem, N. C.

Rheem Manufacturing Co.
400 Park Avenue
New York 22, New York

Richardson-Merrell Inc.
122 E. 42nd Street
New York 17, New York

Richfield Oil Corp.
555 So. Flower Street
Los Angeles 17, Cal.

Riegel Paper Corp.
260 Madison Avenue
New York 17, New York

Riegel Textile Corp.
260 Madison Avenue
New York 16, New York

Robertshaw-Fulton Controls
1701 Byrd Avenue
Richmond 26, Virginia

Rockwell Manufacturing
Rockwell Building
Pittsburgh 8, Penn.

Rockwell-Standard Corp.
843 Fourth Avenue
Corapopolis, Penn.

Rohm & Haas Company
222 W. Washington Square
Philadelphia 5, Penn.

Rohr Corporation
Foot of "H" Street
Chula Vista, Cal.

Royal McBee Corp.
850 Third Avenue
New York 22, New York

Rubberoid Company
733 Third Avenue
New York 17, New York

Ryan Aeronautical Co.
2701 Harbor Drive
San Diego 12, Cal.
St. Regis Paper Company  
150 E. 42nd Street  
New York 17, New York

Schenley Industries Inc.  
350 Fifth Avenue  
New York 1, New York

Schering Corporation  
60 Orange Street  
Bloomfield, N. J.

Jos. Schlitz Brewing Co.  
235 W. Galena Street  
Milwaukee 1, Wisconsin

Scott Paper Company  
International Airport  
Philadelphia 1, Penn.

Scovill Mfg. Co.  
99 Mill Street  
Waterbury 20, Conn.

Seaboard Allied Milling Corp.  
200 Boylston St.  
Newton, Mass.

Joseph E. Seagram & Sons  
375 Park Avenue  
New York 22, New York

Sharon Steel Corporation  
S. Irvine Avenue  
Sharon, Penn.

Shell Oil Company  
50 W. 50th Street  
New York 20, New York

Sherwin-Williams Co.  
101 Prospect Avenue, N. W.  
Cleveland 1, Ohio

Signal Oil & Gas Co.  
1010 Wilshire Blvd.  
Los Angeles, Cal.

Simmons Co.  
300 Park Avenue  
New York 22, New York

Sinclair Oil Corp.  
600 Fifth Avenue  
New York 20, New York

The Singer Mfg. Co.  
30 Rockefeller Plaza  
New York 20, New York

Skelly Oil Company  
Skelly Building  
Tulsa 2, Oklahoma

A. O. Smith Corporation  
3533 N. 27th Street  
Milwaukee 1, Wisconsin

Smith-Corona Marchant  
New York, New York

Smith Kline & French Laboratories  
1500 Spring Garden St.  
Philadelphia 1, Penn.

Socony Mobil Oil Co.  
150 E. 42nd Street  
New York 17, New York

Southern States Cooperative  
Southern States Building  
Richmond 13, Virginia

Spencer Chemical Company  
Dwight Building  
Kansas City 5, Mo.

Sperry Rand Corporation  
30 Rockefeller Plaza  
New York 20, New York

Sprague Electric Co.  
87 Marshall Street  

Springs Cotton Mills  
Lancaster, S. C.

Square D Company  
Northwest Highway  
Park Ridge, Illinois
A. E. Staley Manufacturing
Decatur, Illinois

Standard Brands Inc.
625 Madison Avenue
New York 22, New York

Standard Kollman Industries
2085 N. Hawthorne Avenue
Melrose Park, Illinois

Standard Oil of California
225 Bush St.
San Francisco 20, Cal.

Standard Oil Co. (Indiana)
910 S. Michigan Avenue
Chicago 80, Illinois

Standard Oil Co. (New Jersey)
30 Rockefeller Plaza
New York 20, New York

Standard Oil Co. (Ohio)
Midland Building
Cleveland 15, Ohio

Standard Packaging Corp.
200 E. 42nd St.
New York 17, New York

Standard Pressed Steel Co.
Jenkintown, Penn.

Stanley Warner Corporation
1585 Broadway
New York 36, New York

The Stanley Works
195 Lake Street
New Britain, Conn.

Stauffer Chemical Company
380 Madison Avenue
New York 17, New York

Sterling Drug Inc.
1450 Broadway
New York 18, New York

J. P. Stevens & Co.
1460 Broadway
New York 36, New York

Stewart-Warner Corp.
1826 Diversey Parkway
Chicago 14, Illinois

Stokely-Van Camp Inc.
941 N. Meridian St.
Indianapolis 7, Indiana

Studebaker Corporation
635 S. Main Street
South Bend 27, Indiana

Sun Oil Company
1608 Walnut Street
Philadelphia 3, Penn.

Sunbeam Corporation
5400 W. Roosevelt Rd.
Chicago 50, Illinois

Sundstrand Corporation
2531 11th Street
Rockford, Illinois

Sunray Mid-Continental Oil
Pulsa, Oklahoma

Sunshine Biscuits Inc.
1-9-10 Thomson Avenue
Long Island City 1, New York

The Superior Oil Company
550 S. Flower Street
Los Angeles 17, Cal.

Swift & Company
Union Stockyards
Chicago 9, Illinois

Tecumseh Products Co.
Tecumseh, Michigan

Tennessee Corporation
61 Broadway
New York 6, New York
Texaco Incorporated
135 E. 42nd Street
New York 17, New York

Texas Instruments Inc.
13500 N. Central Expressway
Dallas 22, Texas

Textron Incorporated
10 Dorrance St.
Providence 3, R. I.

Thiokol Chemical Corporation
Bristol, Penn.

Thompson Ramo Woolridge Inc.
2355 Euclid Avenue
Cleveland 17, Ohio

Tidewater Oil Company
4201 Wilshire Blvd.
Los Angeles 5, Cal.

Time Incorporated
Time & Life Building
New York 20, New York

Times-Mirror Company
Times-Mirror Square
Los Angeles 53, Cal.

Timken Roller Bearing Co.
1835 Dueber Ave. S. W.
Canton 6, Ohio

Tobin Packing Co. Inc.
900 Maple Street
Rochester 2, New York

Todd Shipyards Corp.
1 Broadway
New York 4, New York

Trane Company
2nd & Cameron Avenue
LaCrosse, Wisconsin

Underwood Corporation
1 Park Avenue
New York 16, New York

Union Bag-Camp Paper Corp.
233 Broadway
New York 7, New York

Union Carbide Corporation
270 Park Avenue
New York 17, New York

Union Oil of California
Union Oil Center
Los Angeles 54, Cal.

Union Tank Car Company
111 W. Jackson Blvd.
Chicago 4, Illinois

Union Texas Natural Gas
Houston, Texas

United Aircraft Corp.
400 Main Street
East Hartford 8, Conn.

United Biscuit Co. of Amer.
2407 W. North Avenue
Melrose Park, Illinois

United Engineering and
Foundry Company
948 Fort Duquesne Bldg.
Pittsburgh 22, Penn.

United Merchants & Mfrs.
1407 Broadway
New York 18, New York

United Shoe Machinery Corp.
140 Federal Street
Boston 7, Mass.

U. S. Gypsum Company
300 W. Adams Street
Chicago 6, Illinois

U. S. Industries Inc.
250 Park Avenue
New York 17, New York

U. S. Pipe & Foundry Co.
3300 First Avenue N.
Birmingham, Alabama
U. S. Plywood Corporation  
55 W. 44th Street  
New York 36, New York

U. S. Rubber Company  
1230 Avenue of the Americas  
New York 20, New York

United States Steel Corp.  
71 Broadway  
New York 6, New York

Universal Cyclops Steel Corp.  
Station Street  
Bridgeville, Penn.

Universal Match Corporation  
400 Paul Avenue  
St. Louis 35, Mo.

Upjohn Company  
Kalamazoo, Michigan

Virginia-Carolina Chemical Corp.  
401 E. Main Street  
Richmond 8, Virginia

Vulcan Materials Company  
1 Office Park  
Mt. Brook  
Birmingham 13, Alabama

Wagner Electric Corporation  
6400 Plymouth Avenue  
St. Louis 14, Mo.

Ward Baking Company  
475 5th Avenue  
New York 17, New York

Warner-Lambert Pharmaceutical  
201 Tabor Road  
Morris Plains, N. J.

West Point Manufacturing  
West Point, Georgia

West Virginia Pulp & Paper Co.  
230 Park Avenue  
New York 17, New York

Western Electric Co. Inc.  
195 Broadway  
New York 7, New York

Western Publishing Co.  
1220 Mound Avenue  
Racine, Wisconsin

Westinghouse Air Brake  
3 Gateway Center  
Pittsburgh 22, Penn.

Westinghouse Electric  
3 Gateway Center  
Pittsburgh 22, Penn.

Weyerhaeuser Company  
Tacoma 1, Washington

Wheeling Steel Corp.  
Wheeling Steel Corp. Bldg.  
Wheeling, West Virginia

Whirlpool Corporation  
Benton Harbor, Michigan

White Motor Company  
842 E. 79th Street  
Cleveland 1, Ohio

Wilson & Co. Inc.  
Prudential Plaza  
Chicago 1, Illinois

Witco Chemical Company  
122 E. 42nd Street  
New York 17, New York

Woodward Iron Company  
Woodward, Alabama

Worthington Corporation  
Harrison, N. J.

Wm. Wrigley Jr. Co.  
410 N. Michigan Ave.  
Chicago 11, Illinois
Wyandotte Chemical Corporation
1609 Biddle Avenue
Wyandotte, Michigan

Yale & Towne Manufacturing Co.
405 Lexington Avenue
New York 17, New York

Youngstown Sheet & Tube Company
7655 Market Street
Youngstown 12, Ohio

Yuba Consolidated Industries, Inc.
4300 E. Shore Highway
Emeryville 8, Cal.

Zenith Radio Corporation
6001 Dickens Avenue
Chicago 39, Illinois