



## Principal-in-Charge of Marketing

This individual is a firm owner or member of the highest level of firm management.

### Responsibilities:

- In larger firms, is largely responsible for policy making, management overview, and monitoring marketing program progress
- Delegate day-to-day responsibility for marketing program and activities to lower levels of management
- Work with peers to establish firm's long-term business goals and dovetail marketing plan to achieve goals
- Has absolute authority on marketing issues within framework of normal operations
- Has a major influence on key decisions affecting the firm
- Plan, organize, and direct activities of subordinate managers
- Evaluate results of marketing operation, including performance of peers in marketing functions
- Work with other members of ownership/management group to achieve firmwide goals
- Recommend adjustments to "non-marketing" operations to ensure optimum responsiveness to business/marketing plan goals
- Is the creative force behind the firm's strategic plan
- Set marketing policy and influence other firm policies
- Is a key representative of the firm to clients and the community
- In smaller firms, may participate in hands-on marketing activities
- Is capable of closing deals
- Is a credit to the firm in presentations and overall client relations
- Is actively involved in high-profile positions in professional and community organizations
- Participate in relevant professional development annually and is a member of professional and civic organizations, including SMPS

### Skill Set:

- Highly knowledgeable in general business operations, marketing, management; if the person holds a technical degree, is also proficient in technical practice
- Thorough understanding of A/E/C industry terminology and procedures
- Professional demeanor that enables the person to interact with the highest levels both inside and outside the firm
- Excellent leadership/managerial and mentoring/teaching skills
- Good organizational skills
- Persistent
- Follow through in a consistent manner

### Education/Certification Requirements:

- Master's degree and 15+ years of experience recommended
- CPSM certification required
- Recommended: Participation in the SMPS University Leadership Advancement Program

Career Path Options: Chief Executive Officer, Chief Operating Officer