

# ***Establishing a Reputation as an Intern***

## **The Situation**

---

Tia just accepted a marketing internship at the Prestigio Hotel and Resort. Kip Yamada, a marketing associate at the Prestigio, was the contact person for the internship. Hiring an intern for the summer was originally his idea, and he oversaw each stage of the hiring process. He received more than 50 résumés for the internship position. He narrowed these down to five applicants to conduct phone interviews. Next, he narrowed this group to two finalists for the position for onsite interviews. Tia came out as the clear choice in Kip's mind.

During the phone and onsite interviews, Kip was impressed with Tia's responses to several questions. On the phone interview, Kip asked her, "Why do you want to work in a hotel?" Tia responded, "Well, I don't want to work at any hotel. I want to work at a hotel that holds great meetings and conventions. I developed a sense of community pretty early in my life, and I want to be part of bringing together communities of professionals. From what I've learned, the Prestigio is a leader at doing this." She elaborated about her knowledge of the Prestigio and showed a good understanding of marketing for meetings.

Later, in the onsite interview, Kip delved deeper into Tia's desire to market meetings, "Tia, what kind of experience do you have marketing and running meetings for professionals?" Tia responded, "I don't have a lot of firsthand experience with organizing large meetings, but I've been volunteering at our local Chamber of Commerce events for the past two years. Usually, I have minor roles like being a greeter or receptionist. But, I've seen how they run events with 100 to 200 businesspeople. I've talked to a lot of the participants and have some understanding about what they are hoping to get out of the events. As far as me organizing events, I've done a lot with school clubs and summer camp events. Even though these events are all for small groups, I think I've learned a lot about how to organize and schedule activities that appeal to people." Tia spent ten minutes talking about her many experiences organizing smaller events and showed an apparent level of sophistication about events that was rare for university students. Kip was generally strongly impressed with Tia's excellent interpersonal skills and ambition.

While Kip was confident that Tia would perform well as an intern, he did have a few minor concerns, which were sparked by comments during the interviews. Kip asked her how she dealt with difficult people, and she responded simply, "I've never had a hard time working with anyone. I really believe that if you're committed to learning and sharing with others, you won't have any big problems." Kip perceived this comment as somewhat simplistic and naïve. When he asked her about how well she met deadlines, she said she "usually met deadlines" but was "open to extending deadlines when other priorities come up." She explained her philosophy that people need to "be flexible and focus on the big picture." Kip was somewhat perplexed by these comments but recognized that she had a fairly solid record of achievements.

Next week, Tia will begin her internship. She will work with five members of Prestigio's marketing team. With the exception of Kip, each of these professionals will be meeting her for the first time. They each have access to Tia's résumé (shown below) and were briefed by Kip about her performance in the interviews.

