Chapter 3

Professional Photography

Learning Objectives

After completing this chapter, you will be able to:

- Define professional photography.
- Determine the skills and career preparation needed to enter the professional photography field.
- Describe the four different forms of business organization.
- Identify several different ways of financing a new photography business.
- Explain the importance to a photographer of retaining all rights to an image.
- Compare various methods of marketing a photography business.
- Recognize social skills needed to work effectively with clients and with fellow professionals.
- Explain the importance of continuing education in the professional photography field.



How will an understanding of professional photography practices help you in your photography career?

Technical Terms

business plan
contract
corporation
e-commerce capability
entrepreneurship
intellectual property

internship invoice limited liability company (LLC) marketing mass marketing partnership photography assistant professional photography profit release sole proprietor targeted marketing



Introduction to Professional Photography

Ansel Adams is one of the most widely recognized names in photography, **Figure 3-1**. His dramatic images of scenes in the American West brought him fame as a fine-art photographer. However, for most of his career, his major source of income was professional photography. Adams sold family portraits, advertising and publicity photos for industrial and utility companies, and illustrations for books and magazine articles. See **Figure 3-2**. Although income from selling his landscape images grew steadily from the time he began selling them in the late 1920s, he depended on professional photography assignments until the 1970s.

Programs in most colleges and technical schools focus primarily on the artistic and technical aspects of photography. Their aim is to provide students with the photographic skills and abilities needed to produce good images. To be successful, however, an aspiring photographer also must develop business and social skills. This chapter is designed to help you learn about the business side of photography, including areas such as getting a job in the field, starting and operating your own photographic business, and working with clients, employees, and independent contractors.



Photo by J. Malcolm Greaney [Public domain], via Wikimedia Commons Figure 3-1. Ansel Adams shooting on location in about 1947.



National Archives and Records Administration

Figure 3-2. Adams' image *The Tetons and the Snake River* was made in 1942 as part of a commissioned project to photograph scenes in national parks for the US Department of the Interior.

What Is Professional Photography?

As noted in Chapter 1, *Our Visual World*, **professional photography** is an occupation in which photographic skills are used to create images in exchange for payment. While that definition applies to the fairly small number of photographers who make a living from selling their fine-art prints, it usually describes someone who works in the fields of portraiture, advertising/product photography, or photojournalism. The term *commercial photography* is sometimes used interchangeably with *professional photography*, but this textbook uses professional photography exclusively.

Professional photography as we know it became prevalent in the mid-1800s. Up until then, photography was seen as a luxury. The development of the first Kodak camera made photography more accessible and helped create the intersection of advertisement and photography. In 1920, roughly 15% of advertisements used photographs, and by 1930, that number increased to 80%. With every new advancement in the photography industry, it became easier and easier for people to make professional photography a full-time (or part-time) career.

About one-third of all professional photographers work in salaried positions with publications, corporations, government agencies, or studios.

The remaining two-thirds are self-employed individuals who have started independent businesses. These businesses range from specialized single-person operations, such as freelance news photography and studios doing only weddings or portraits, to companies with several employees handling assignments as varied as school pictures, event coverage, product photography, and industrial/corporate assignments, **Figure 3-3**. Professional photography has taken on a new life over the last several years as the way we market products has changed. It is easy to see old product photography and judge it as out of fashion, or even cheesy, but product photography is still prevalent. It is simply the style that has evolved.

How to Enter the Professional Photography Field

There are a number of paths to employment in professional photography. Jobs in a photographic organization typically require formal education, practical experience, or a combination of the two. While some successful photographers began their careers in entry-level jobs requiring few or no photographic skills, they are a rarity today.

The most common type of career preparation is formal education at a traditional college or university, a community college, a specialized technical school, or an online institution. College or university programs leading to a four-year degree provide



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Figure 3-3. Photography businesses can serve a wide variety of clients. This setup uses a backdrop and four softbox lights, which are flexible enough to be used in various scenarios.

a broad education that includes both training in photographic skills and classes in the humanities. Strong emphasis is placed on the artistic aspects of photography.

Community colleges and technical schools (both classroom-oriented and online) offer two-year or shorter programs, with primary emphasis devoted to learning photographic skills. Some of these programs include classes to prepare students for running a photography business. See **Figure 3-4**.

An important benefit offered by some educational programs is the opportunity to work in a photographic business as an intern. An *internship* is a position that provides a student or trainee experience in a working environment, such as a newspaper, a corporate photo department, or a portrait studio. Internships typically last a school semester or several summer months. In addition to gaining experience in a working environment, participating in an internship program provides many benefits. It can often be done for academic credit, and it may be paid (though it can also be unpaid). Furthermore, making a good impression while serving as an intern may lead to a job offer upon graduation.

Working as a Photography Assistant

For many graduates, the next step in developing a career is seeking work as a **photography assistant**, or a person who aids a photographer with a variety of tasks in the studio and on location. Depending mostly on the size of the community, an assistant may be an employee of a single studio or company, or they may be an independent contractor working



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Figure 3-4. Community colleges offer two-year programs in a variety of photographic areas.

on assignments for different photographers. In larger markets, such as New York or Los Angeles, most assistants work on a job-by-job basis. One day they may be helping on a product photo session at a studio, and the next day they might be on location for a fashion shoot with a different photographer.

Although most assistants will not be (at least initially) shooting photographs, they must have well-developed photographic skills. A thorough knowledge of lighting is important because an assistant usually sets up and adjusts lighting equipment to the photographer's specifications. An assistant may also sit in for a model while light readings and color temperature readings are made, or they may assist with lighting for the shoot, **Figure 3-5**.

An assistant is also expected to perform many duties that do not deal exclusively with the art of photography but rather the business side of photography. These might include answering the studio telephone, arranging catering for a daylong location shoot, and picking up clients at the airport. Since they will often be working closely with clients, models, and others involved in the photography process, an assistant must have good people skills.

Working as an assistant provides a great deal of practical experience in the different aspects of the professional photography business. Experience as an assistant could result in promotion to a photographer's duties with the studio, being hired as a photographer by another studio, or launching your own photography business.

Entrepreneurship

Many photographers, as well as people in other fields, have a goal of working for themselves. The process

of starting a business is called *entrepreneurship*. There are several approaches to starting your own photography business. Keep in mind that these are somewhat traditional photography businesses and do not outline the only approaches to creating a successful business.

Many entrepreneurs begin doing professional photography on a part-time basis while relying on a full-time job for regular income. They typically seek assignments that can be done on evenings and weekends. Since few part-time professionals have access to studio space, they most often contract to do weddings or similar celebrations, youth team photography, and informal portraiture, often in outdoor settings, **Figure 3-6**.

Operating a part-time photography business poses less financial risk and needs a smaller amount of capital than setting up a full-time operation, but it still requires a sound business approach. For example, you must realistically identify your business costs before pricing your work. If income is not greater than expenses, your business will not survive, and you will not make any money from your venture.

Another means of becoming a business owner is to go into partnership with a photographer who has an established business. This method requires financial capital because you are buying a share of the business. It also requires strong photography skills and a good reputation. Some business owners take on a partner as a means of expanding and improving their business, and others may be looking forward to retirement and see the new partner as a potential successor.

Instead of buying a share of a business, you can purchase a going business outright (a going business is one that is financially stable enough to



Kirill Smirnov/Shutterstock.com

Figure 3-5. On a wedding shoot, a photography assistant might help the photographer with lighting.



Manuela Durson/Shutterstock.com

Figure 3-6. Many part-time professional photographers devote their weekends to shooting portraiture.

continue business for the foreseeable future). This method requires a considerable investment, but it provides you with an established customer base, a known business name, and a fully equipped business location.

Creating a new full-time business of your own is often the most expensive and riskiest approach. You will need a good credit record and enough financial capital to acquire and equip your office/studio and to cover operating expenses until you begin making a profit. You will also need to devote considerable time and money to attracting and keeping paying clients. While this path is the most difficult to follow, many choose it because it provides opportunity for considerable personal satisfaction and financial success.

Setting Up Your Business

When breaking into the photography industry, there are quite a few options. Whether you start in high school, college, or after, there are many ways to start a career in photography. One option is to form your own business. The first step you must take when setting up a business is to determine which form of organization to use. There are four basic business types: sole proprietorship, partnership, corporation, and limited liability company (LLC).

Each form of organization has its advantages and disadvantages. Your specific needs and interests will determine the type you choose. The four business types are described in the following sections. Remember that these are all options for professional photographers. If you are looking to start your own business while in high school, you will need to take different steps.

Sole Proprietorship

The federal government defines a **sole proprietor** as a person who owns an unincorporated business by themselves. The owner of a sole proprietorship typically performs all the work needed to earn the business' income and pays all the expenses of operating the business. Any profit from the business belongs to the proprietor, but if it fails to make a profit, the proprietor is responsible for the unpaid debts.

As a sole proprietor, you must play many different roles beyond creating the photographs. You are the company's bookkeeper, purchasing agent, sales/marketing/advertising person, equipment manager, and even janitor.

Many sole proprietorships begin as, and remain, one-person businesses. Owners of such businesses are content to earn a sufficient living without the extra responsibility of hiring employees. They may bring in assistants or other photographers as independent contractors for specific assignments as needed. Other sole proprietors actively pursue expansion of their business, adding employees and facilities as needed to serve their customers. Even though a business might have dozens of employees and operate in several locations, it is still a sole proprietorship if it has only a single owner.

Partnership

In a *partnership*, two or more individuals join together to operate a business. Each of the partners contributes something to the business, such as capital, property, labor, or skills. The partners share the profits or losses. This is the route often followed by newspaper photographers and other salaried workers moving into self-employment. A partnership agreement should specify what each partner will bring to the business and what share of the business each will own.

For example, in a two-person partnership, one partner might be contributing business skills and most of the operating capital needed, while the other partner has the photography skills, equipment, and a studio location, **Figure 3-7**. Depending on the relative value of their contributions, the partners might decide on equal ownership shares or different percentages, such as 60/40 or 70/30.

Sometimes, a partnership consists of a general partner and one or more silent partners. The general



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Figure 3-7. Business partners often bring different skills to the organization.

partner operates the business, while the silent partner's involvement is primarily financial. The silent partner provides all or most of the money needed to set up and operate the business and usually has the largest ownership share. Silent partners typically are not involved in the day-to-day operation of the business.

Corporation

A *corporation* is a form of business organization in which investors or shareholders purchase ownership in the form of shares of stock. There may be only a few investors, each holding a large number of the total shares, or many investors, each holding a small number of shares. The investors elect a board of directors, which in turn appoints or hires the people who operate the corporation.

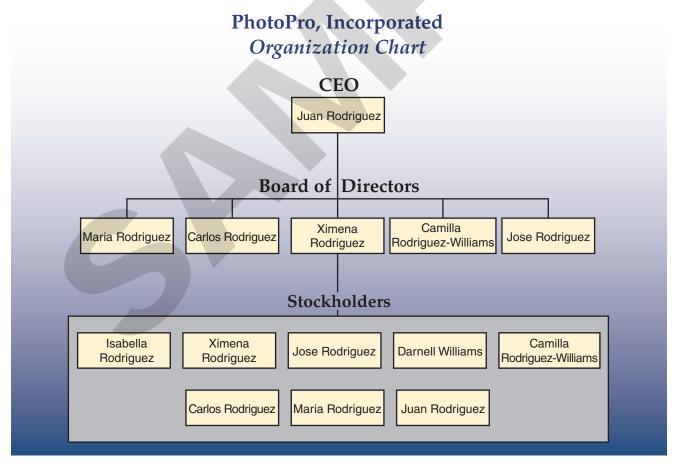
For example, imagine a photographer decides to form a corporation to operate their studio business, **Figure 3-8**. The photographer and several family members each purchase shares of stock in the new corporation. The shareholders elect a board of

directors from among themselves. The directors, in turn, appoint the photographer as the corporation's chief operating officer or president.

The major advantage of a corporation is *limited liability*. If the business fails, individual shareholders are not responsible for the debt. Only the corporation's assets can be used to pay creditors. It is worth noting that photographers forming a corporation is relatively rare.

Limited Liability Company (LLC)

A *limited liability company (LLC)* is a hybrid form of business organization that combines some of the advantages of a corporation with some of the advantages of a sole proprietorship or a partnership. An LLC may be owned by a single individual or by two or more individuals or organizations (such as corporations or other LLCs). The owners are described as "members" and share in the company's profits or losses. Like sole proprietors or partners, the members report business income and/or losses



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Figure 3-8. An example of a photography business organized as a corporation.

on their personal tax returns. However, like corporate stockholders, they are not liable for the LLC's debts if the company fails. Only company assets can be used to settle with creditors.

Limited liability and tax advantages have made the LLC form of organization a favorite for photographers and other professionals. This is one of the most common options for photographers to create their own businesses, and creating an LLC is relatively straightforward.

Finding Your Business Niche

What kind of photography will your business offer? What market segment (niche) will you serve? Some photographers specialize in a single area, such as portrait work, fashion, or entertainment. Others restrict their work to several related areas, such as school and team photography or product photography for clients in a particular industrial category. Still others develop a mix of clients in different areas, such as weddings, portraits, and institutional.

Deciding on your business niche is a process that combines your personal interests and skills with information gathered through market research. That research is a key element of the business plan you will develop before seeking funding to start your business. Researching your market will take into account several factors, including the following:

- Size of your community or trade area
- Your area's economic and population characteristics
- The number and sizes of established professional photography businesses
- The types of photography done by businesses in your area
- Purchasing patterns (for example, do people typically buy from local businesses, or do they tend to go to a nearby large city to make purchases?)

As part of your research, look for unserved or underserved areas of the market. For example, you may find that while local youth baseball and softball leagues all have contracted with photographers, no one is doing group and individual portraits for dance studios, gymnastics schools, or competitive swimming programs, **Figure 3-9**. You might also find a number of small businesses in your area are in need of someone to take promotional photos for social media or their business website. If you determine that they would be interested in photography services, you have identified an area with potential clients.



Α

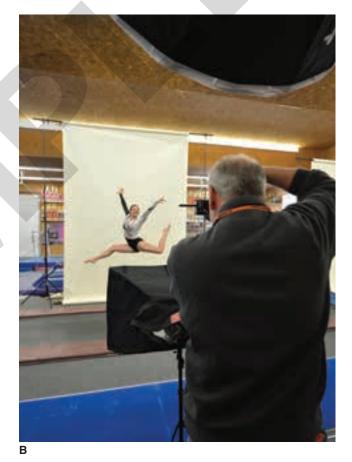


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Figure 3-9. Photographing gymnastics school students. A—Posed portrait. B—Action portrait.

The size and location of the community where you open your business may be a limiting factor in the type of photography you plan to do. In a smallto medium-size community located far from a major city, it could be difficult to succeed in a business specializing in high fashion or food photography. Being in or near cities like New York, Chicago, Los Angeles, Atlanta, Miami, or Dallas would provide many more opportunities in such fields.

While many photography businesses successfully pursue a specialty, others find a mix of photography types and clients helps them to stay in business and prosper. For instance, at one successful studio in a medium-size Midwestern city, 30% of the work is in weddings and portraits, another 30% is school photography (elementary through college), and the remaining 40% is a mix of industrial, advertising, event, and institutional assignments. The variety of photography work is a great advantage because it helps the studio survive fluctuations in the economy.

Operating Your Business

To start a business, you have to spend money. To stay in business, you must spend money as well, but you also have to bring in more money than you spend. The amount of money left after paying all the expenses for a business is known as **profit**, Figure 3-10. A major part of operating a business is dealing with finances, so one of the first steps is understanding how to finance your business.

Financing the Business

As mentioned, starting and operating a business takes money. How much money is required depends on several factors:



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Figure 3-10. To make a profit, your business must have more income than expenses.

- Will the business be operated from your home, or will office/studio space have to be purchased or rented?
- Will you need to replace, upgrade, or add to your current photographic equipment?
- How much money must be available to pay for business licenses and fees, insurance, taxes, and other business expenses?
- Will you have an income source to pay living expenses (rent, utilities, car payment, etc.) until the business starts generating cash flow?

Answering these questions will help you determine how much money you need to make to run your business successfully. This will then help you determine whether a part-time or full-time business is right for you.

Starting a Part-Time Business

If you begin your photography business on a part-time basis, you will most likely not need to rent or buy studio space because most work will be done on location. While you may already have the basic equipment, you will probably have to upgrade to better-quality lenses or add tools such as a portable lighting kit. If you plan to rent photo equipment for specific needs, you must be sure to include that in your expenses. A realistic calculation of what you will need to meet business expenses is critical. To pay your living expenses during the start-up period of your business, you need an income source. A paycheck from other employment, savings or investments, a loan from a financial institution, or support from a parent or guardian, a partner, or other individual would be required.

Starting a Full-Time Business

Starting a full-time business from scratch multiplies your financial needs. Acquiring, preparing, and equipping a studio/office location is a major expense, especially if you will be providing a complete range of services (shooting, postproduction, and printing). See **Figure 3-11**. Compared to a part-time investment, a larger and more sophisticated array of equipment will be needed. Insurance and other business costs will also increase. A more extensive, and thus expensive, marketing effort will be necessary to bring in enough business to pay the increased costs. An employee, possibly part-time, may have to be hired to staff the business while you are busy shooting.



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Figure 3-11. Postproduction services are an important part of a commercial photography business.

Seeking Funding

Where will you find the money needed to become a partner in an existing photography business or to start your own? Before you look for financing, you must determine how much money you will need.

The US Small Business Administration recommends that you carefully estimate the costs of doing business for the first months of operation. These include *one-time costs* (such as a sign in front of the building) and *ongoing costs*, or *operating costs*.

Ongoing costs fall into two categories: *fixed expenses* and *variable expenses*. Fixed expenses include insurance, utilities, and services with a monthly fee. Variable expenses include business supplies, equipment purchase or rental, services of independent contractors (such as assistants or makeup artists), and shipping costs. Your estimates should include only costs essential to starting the business, such as a professional-level camera system. Optional items, like a high-end music system for your office, should not be part of your estimate.

Once you know how much you will need, you can begin to seek financing. If you are self-funding the start-up from your savings or investments, or you are being financed by family members or close friends, your cost estimate could be all you need. You could also apply for a loan from a financial institution or government program with a business plan. A **business plan** is a document that describes a proposed business in detail and lays out a roadmap for its growth over a period of up to five years. The plan typically includes sections describing the company and the products/services it will offer, an analysis of the market it will serve, sales strategies and marketing plans, detailed information on your estimated costs, and a financial projection of income and

expenses for two to five years. Each institution or program has different requirements for what must be included in a business plan, so be sure to check their individual websites to confirm what they need before submitting your plan.

Generating Income

Business income is generated by the sale of services and products. As a professional photographer, you follow a different business model from companies that manufacture and sell many copies of an identical product. Your product (a photograph) is a one-of-a-kind item. Like the works produced by authors, composers, painters, and other artists, your photographs are considered intellectual property. *Intellectual property* is a one-of-a-kind work, such as an artistic or musical work, that is protected by law.

As the creator of a work of art, the law grants you a copyright for a term of your lifetime plus 70 years. You can sell the photograph outright or license many different rights for a fee. For example, reproduction rights for use in a book or magazine might be licensed for a single edition or for a term of years. The license might be only for publication in the United States, in a specified group of countries, or worldwide.

Professional photographers typically retain all rights to their photographs, licensing certain uses to the client. For instance, a manufacturer contracts with a photographer to shoot various people producing products in its factory. The purpose of the project is to create a cover illustration for the company's annual report to shareholders. Following the shoot, the photographer provides low-resolution images electronically for the client to review. Once the desired image is chosen, a high-resolution file suitable for reproduction is sent to the client, along with an invoice.

The invoice includes the photographer's professional service fee for creating the image, expenses such as travel and rental of special equipment, and the licensing fee for reproduction rights. In this example, the licensing fee would allow the client to use the image once on the cover of the annual report. Additional uses of that image, such as a magazine ad or brochure, would be licensed separately with appropriate fees.

The image could be licensed for the exclusive use of the manufacturer, usually for a specific period of time, such as one year. If the license is not exclusive, the photographer can offer the image in other markets, such as stock photography or illustration in a textbook. By retaining all rights to the images they create, a photographer can generate a continuing income from each assignment. Wedding and portrait photographers typically charge a professional fee that includes shooting and postproduction work, **Figure 3-12**. Most of their income in these areas, however, comes from the sale of packages or individual prints to the client and the client's family and friends.

Some beginning photographers try to generate business by shooting a wedding for a single flat fee that includes a flash drive or online gallery with all the original images, allowing the newlyweds to have their own prints made. By doing so, they are settling for a relatively small one-time payment instead of generating the continuing income needed to establish a successful business.

Photographers with institutional clients, like hospitals or universities, often work on a retainer basis. Under this business arrangement, the institution pays a flat monthly or annual fee to have the photographer's services whenever needed, **Figure 3-13**. Those services might include doing portraits of administrators or faculty members, creating images for promotional materials, or covering a variety of events. Retainers help to provide a steady income for the business.



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Figure 3-12. An invoice for product photography.





Image Group Photography, LLC

Figure 3-13. Institutional client services.

A—Documenting a student social event for a university. B—Providing coverage at an open house for a hospital's new facility.

Another source of regular income is contracting with schools or organizations, such as youth sports programs. Typically, a school would contract with the photographer to produce individual student portraits and group photos each year, **Figure 3-14**. Unlike a retainer, this arrangement does not include a payment by the school. The photographer's income is from the sale of portrait packages to students' families.

Staffing Your Business

Many self-employed photographers operate one-person businesses and have no employees. Certain tasks are contracted to firms or individuals who provide services such as legal work, bookkeeping, and office/studio cleaning. Photography assistants are hired as independent contractors for specific assignments, and postproduction work also may be



George Rudy/Shutterstock.com

Figure 3-14. Photographers are often contracted to shoot graduation photos.

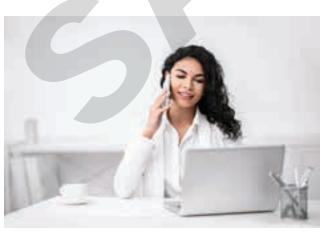
done by an independent contractor. However, some photographers who are self-employed often take care of these responsibilities themselves.

Growth of the business and demands on the photographer's time are often the major factors in deciding to hire one or more employees. By adding people to handle various business tasks, the photographer is free to perform the primary work of creating images for clients, **Figure 3-15**.

However, that freedom comes at a price in the form of added paperwork and expense. Once a company has at least one employee, it must meet government regulations for matters such as wages and hours of work, working conditions, and safety on the job.

Doing the Paperwork

You may prefer to spend all your time making images, but as a business owner, you must take care of business. That means dealing with many kinds of



Prostock-studio/Shutterstock.com

Figure 3-15. As a business grows, employees are hired to handle various responsibilities.

paperwork—contracts, releases, reports, tax forms, and invoices, to name a few.

Even if your business is only part-time, you should set up a separate bank account for it. Using that account for all business-related deposits and payments helps you keep personal and business finances separate.

Every photographic project, whether a simple studio portrait or a weeklong multiple-location advertising shoot, requires a written contract. A *contract* is a legal document that specifies the responsibilities of both the photographer and the client and spells out every detail of the arrangement.

Sample contracts are available from various sources, but you should work with an attorney who has experience with intellectual property law. The attorney will prepare contracts and other documents that protect your interests and can advise you in matters such as licensing rights.

Another legal document that is often needed is a release. A *release* is a legal document granting permission to include people, places, and objects in a photograph. There are various types of releases, such as model releases, materials releases, and location releases. For your protection, you should have a signed model release for any person who appears in a photograph that might possibly be used in advertising or similar applications, **Figure 3-16**. Releases



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Figure 3-16. A signed model release allows you to use the person's photograph in various ways. The "consideration" mentioned could be a print of the photograph or a small monetary sum.

should be signed before your shoot begins. The release gives you the right to use your photograph of that person. If you do not get the proper releases from your subjects, you could be opening yourself up for a lawsuit down the line. The only use that does not require a model release is editorial publication, such as newspapers.

To be paid for your work, you must present an invoice to the client. An *invoice* is a detailed list of the fees for your services and any expenses or other charges, **Figure 3-17**. The invoice should also specify when payment is due (usually 30 days) and may offer a small discount for early payment. A penalty for late payment may also be shown. Invoicing should be done as soon as possible after work is completed so you can be paid promptly.

Money will also flow in the other direction—you have to pay the invoices presented by your suppliers and contractors, bills from utilities and various taxing agencies, and wages for any employees. Some photographers handle all payments themselves, while others employ a bookkeeper or use an outside accounting firm. Almost all photography businesses use an accountant to handle taxes.

REAL-WORLD PHOTOGRAPHY

Subject Choice

It is incredibly important to be aware of the ethics related to social and legal issues in subject choice (including image appropriateness and cultural sensitivity). As a photographer, it is your duty to ensure all subjects are portrayed in a fair light and any racial or social stereotyping is not reinforced. While there are no laws regulating these principles, photographers have an ethical responsibility to appropriately represent and respect the world around them.

	INVOICE
Invoice #	16-00146
Date	March 23, 2022
Terms	2% 10/Net 30 Over 30, add 10% penalty
Name of person	

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Figure 3-17. Typical payment terms on an invoice show a 2% discount for payment in 10 days, or payment in full (net) in 30 days. If payment is not made in 30 days, a 10% penalty is added.

Building Your Business

Across the entire lifespan of your business, a vital activity is the finding, acquiring, and keeping of clients. This activity, called *marketing*, can be defined as everything you do to acquire clients and establish an ongoing relationship with them.

As noted earlier in this chapter, an important first step is marketing research to determine what business niche your company will serve. In other words, you must identify your potential clients. The next step is to develop a plan to attract those clients to your business. For some businesses, like a fast-food restaurant chain, almost every human being is a potential client. For others, such as a studio specializing in pet portraits, there is a much smaller and more specific group of potential clients.

The first type of business uses a mass marketing strategy, while the second uses a targeted marketing strategy, Figure 3-18. Mass marketing is aimed at a wide range of people. It involves large-scale advertising efforts—heavy use of national television spots and extensive advertising in newspapers and magazines. **Targeted marketing** is much more selective, as it is aimed at a specific group of people. This approach uses local media (radio, television, and print), advertising in local publications, and the advertising feature on social media. Targeted marketing seems to be more beneficial for photographers since it allows them to select the area in which their ads appear, as well as the demographic of the people they are targeting. This allows photographers to reach people who are looking for their services and will hopefully yield more results.

Marketing Methods

Many different methods can be used to attract clients to your business. Traditional media advertising includes print advertising in newspapers and magazines and broadcast commercials on radio and television. While advertising on television and radio can be effective when carefully used, it involves considerable expense. A good solution is using social media to market your business. There are expenses when advertising on social media, but it is not nearly as expensive as a traditional radio or television commercial.

Another traditional method of reaching potential clients is direct mail, in which printed materials are tailored to and delivered to selected people,



Fast-food restaurant: Sorbis/Shutterstock.com
Dog and cat: Chendongshan/Shutterstock.com

Figure 3-18. Mass marketing is aimed at a broad audience, while targeted marketing is directed to a specific group.

Figure 3-19. Lists of names and addresses of people in particular categories—for example, high school seniors or antique car club members—are rented or purchased for targeted mailings. Even though this method may seem a bit antiquated, it is still effective. However, you should use this method with caution. On occasion, direct mail can come across as junk mail and be tossed in the trash. You do not want to waste your resources, so if you use direct mail, make sure you include links to your social media portfolio or your website for people to see examples of your work.

Participating in events designed to attract certain groups, such as a wedding expo at your local convention center, lets you interact with exactly the people you want to reach. Newspapers and local magazines often produce special editions or sections devoted to a particular topic. An advertisement in one of these targeted publications usually will be more effective than advertising in the regular editions.

Internet and Social Media

The internet and the growth of social media platforms, such as Facebook, LinkedIn, Twitter, Instagram, and TikTok, have opened a whole new set of opportunities for business marketing. Almost every business markets itself online in some way, so it is important that you also utilize these tools to promote your business.

A vital internet tool for a business today is a well-designed, easy-to-navigate website. The website serves as a showcase for your photographic ability and creativity and provides potential clients with needed information about your business. The site's design should make it easy for people to contact you, either by completing a form, sending an email, or calling your telephone number.

Ideally, your website should have *e-commerce capability*, which is a feature that allows clients to view images and order prints or other products. Many portrait and wedding photographers use this system, eliminating the need for printed proofs.



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Person on left: Singulyarra/Shutterstock.com
Person in middle: Darren Baker/Shutterstock.com
Person on right: StevenK/Shutterstock.com
Photography company logo: Razvan lonut Dragomirescu/Shutterstock.com

Figure 3-19. Targeted marketing direct mail piece. A—Front of card. B—Back of card.

After the wedding or portrait session, the images are processed, and the client makes selections. See **Figure 3-20**. The selected images are then posted in a gallery on the studio's website. The client is provided with a password to access the gallery so family and friends can view images, order the desired prints, and pay online, **Figure 3-21**.

Social networking and photo sharing sites provide greater exposure of your work and are a mechanism to draw people to your website through links in your postings. On sites such as Facebook, Flickr, and Instagram, you can build a regular following for your work. Some sites accept paid advertising, and some permit purchase of posted images.

Email can also be used as a marketing tool, especially in developing additional business through your existing client base. Periodic emails can be sent to your client list to advertise special promotions or events, while an electronic newsletter can help you develop good customer relations.



REAL-WORLD PHOTOGRAPHY

Boosting Your Photography Business Online

A helpful tool for any photographer is using social media to reach out to new potential customers. Since most people have some form of social media, it is a great way to reach a wider audience.

Both Instagram and Facebook allow you to boost posts, or spend money to expand a post's reach, which can potentially increase engagement. The further your post reaches, the greater the number of people who have the opportunity to see your business and become your customers. You even have the ability to monitor how effective your ad is.

Boosting a post is fairly similar across social media platforms. When boosting a post, simply create a post, identify your audience and who you want your post to reach, set your budget, and then select "Boost." Every day your post is up, you can review engagement and make changes to your budget or your range if you so choose. This flexibility makes this form of advertising a good option for many photographers.

Personal Contact

Promoting your business through personal contact is important. Especially when seeking assignments from companies, institutions, and publications, face-to-face meetings are necessary,



RossHelen/Shutterstock.com

Figure 3-20. Instead of printed proofs, most clients make their photo selections online.



Christy Clark

Figure 3-21. A gallery on a photographer's website allows clients to order and pay for prints.

whether they are done in person or virtually. When you are first in business, many of these meetings will be made on speculation. You hope the investment of your time and effort will result in a promise to consider your services for the next appropriate assignment. Later, you can expect to schedule more meetings on a referral basis, such as when a satisfied client passes on your name as a reliable and creative photography services provider.

Whenever you meet with a potential client, come to the table prepared. Research the company or organization so you can confidently discuss how you would photograph its products or services. If possible, tailor your portfolio to include examples of work in fields like that of the potential client, but avoid images made for their direct competitor.

A good way to become known in the community and develop contacts is to join and be actively involved in organizations like civic clubs, service organizations, and chamber of commerce or similar business-oriented groups. Networking with fellow

organization members can provide useful leads for business development. If a local high school offers a photography class, you could make an appearance as a guest speaker to discuss career options. Another form of involvement would be to serve as a mentor for a student interested in becoming a professional photographer.

You can also share your knowledge with others. Teaching a photography class or conducting an educational seminar will not only build recognition for your business, but help you develop relationships that could later lead to paying work. For example, you might join with a local travel agency to offer their customers a free one-hour class on how to take better travel pictures, **Figure 3-22**. Creating a good impression on the attendees would lay the groundwork for future portrait or wedding commissions. Another option is creating a social media account that focuses on providing photography tips. This could create an opportunity for you to showcase your talent while also helping other people.

Photographers are often asked to donate their services, usually to a nonprofit organization, with the

FREE CLASS

How to TRAFE

Presented by:
F-Stop Studio and Miller Travel Agency

April 23, 7 p.m.-8 p.m.

First National Bank Community Roce
178 East Jefferson Parkway

Goodheart-Willcox Publisher
Background image: MaxZh/Shutterstock.com

Figure 3-22. Partnering with another local business can develop leads for future photo bookings.

idea that it could later lead to paying assignments. While it is usually not a good practice to give away your work, making carefully chosen donations is a form of community involvement. For example, you may choose to support a charitable organization by producing photographs that will further its work. An example might be doing portraits of pets being offered for adoption by your local animal shelter.

You might also donate services that demonstrate your abilities to a potential client group. Golf outings sponsored by charitable organizations typically attract local business and industry leaders as participants. Your donation to the charity could take the form of a commemorative photo of each group made before it tees off. While the group is on the course, the image is processed and placed in a designed template displaying their names, the event title and date, and (of course) your company logo, **Figure 3-23**. As the golfers come off the course, each member receives a copy. Many of these images are likely to be framed and displayed on office walls, where they will serve as a reminder when the person needs photography services.

Working with Clients, Employees, and Independent Contractors

Operating a photography business requires far more than the ability to produce excellent images. You need an understanding of good business practices and the ability to put them to use. You need to efficiently manage time—your own, your



Image Group Photography, LLC

Figure 3-23. Donating your services to a charity event, such as a golf tournament, can attract new clients to your business.

employees', and your clients'. Above all, you need the ability to work effectively with your clients and with employees and the independent contractors who supply needed services.

Successful salespeople work hard at getting their customers to like them. Studies have shown that people are much more likely to make a purchase from someone they find friendly and likeable than from someone to whom they do not relate well. The benefits of being likeable carry over into areas other than sales. For example, likeability is a benefit when developing and leading a project team or working with various agencies and contractors to organize a complex location shoot.

Meeting with Clients

Meetings with clients may be as simple as sitting down with a couple to discuss their wedding plans or as complex as making a formal, detailed audiovisual presentation to advertising agency executives considering you for product photography assignments, **Figure 3-24**. In any meeting with potential clients, you should project confidence and capability, but you also must be open to their ideas or desires.

Your role as a salesperson is not just to talk, but to listen. For instance, the prospective celebrants might indicate that they really like the wedding package that you have presented but seem hesitant to make a decision. While their reluctance might be due to price, it might well be something else. You would have to ask questions and listen carefully to their answers to uncover the true cause of their uneasiness. Once you have identified the problem, you can suggest alternatives that should result in a solution and a signed contract.



fizkes/Shutterstock.com

Figure 3-24. At the initial meeting with a prospective couple, a wedding photographer describes their services.

Portrait photography has special challenges, since most people are self-conscious and tend to be nervous about "looking good." There may be other negative factors at play—your business-executive client is squeezing the portrait session into a crammed schedule, or the child you are to photograph has a hovering, fussy parent. To create a client-pleasing portrait, you must be able to keep your subjects relaxed and comfortable in front of the camera.

Your approach to keeping your clients comfortable will change based on who you are photographing. For example, you would not handle a prospective wedding couple the same way you would handle parents with an upset newborn or a business executive. Your interpersonal skills will come into play when you are working with a wide range of people, but remember that you should keep it professional regardless of the situation.

Leading a Team

In many photographic situations, you will find yourself working with additional people. Photographing a high school senior in an outdoor setting is often done with the help of a single assistant, but a shoot involving several models or products, either in-studio or on location, may involve a team of assistants. See **Figure 3-25**. Whether simple or complex, these situations call for good use of your social, supervisory, and leadership skills.

Your leadership and team-building skills will be tested when conflicts arise between team members. Resolving such conflicts involves listening carefully to what each person has to say and working to achieve a solution that is fair and acceptable to all parties.



Rawpixel.com/Shutterstock.com

Figure 3-25. More complex shoots require multiple assistants to help with various tasks.

Planning and direction are vital. Whether your team consists of 2 people or 20 people, it is essential to provide members clear communication of what is expected and how each person fits into the plan before conducting a shoot. A preshoot meeting with everyone involved, whether employees or independent contractors, helps ensure that everyone is on the same page. Encourage team members to ask questions and make suggestions where appropriate. A similar meeting when the shoot is completed can provide information useful for future projects.

As you work with various independent contractors, evaluate their skills and personalities to determine which of them you would engage for future assignments. At the same time, of course, they will be evaluating you to decide if they wish to be on your team for future projects.

During the shoot, show respect for members of the team as fellow professionals. Instead of barking orders, make a request, and say "thank you" where appropriate. If someone makes a mistake, correct it and move on. Save any criticism or discussion with the person making the mistake for a later private meeting.

Using such a positive approach will build team morale and help to ensure a successful shoot. At the end of a lengthy or complex shoot, it is a good idea to host a party for everyone involved. A group photo of team members, talent, and client representatives can be made and distributed as a memento.

Growing Professionally

For a professional person, continuing education is a fact of life. It is important to stay up-to-date with new techniques, as well as further develop and refine existing skills. As a professional photographer and a businessperson, you must continue to seek education in a number of areas. Many trade schools and colleges will allow you to enroll in certificate programs to stay up-to-date with the newest trends and processes. You can also attend freestanding seminars, go to seminars at conventions, or participate in workshops. If you attend any of these, it is imperative that you participate by asking questions to help further your knowledge. If you already have a lot of experience, you can volunteer to help at these conferences or even offer to lead a session or seminar yourself. YouTube is also a great place to research new techniques. There are millions of videos online that can help you not only stay current but try new things.

Honing your research skills will also help you grow professionally. Depending on the career path you want to take, you will have to follow certain steps, and those steps can vary depending on your timeline and your end goal. As students, and even as working professionals, it is not expected that you know everything. Being able to determine what actions to take next will help position you in the field better and gain access to opportunities to hone your skills and expand your knowledge. For example, if you are interested in becoming a fashion photographer, it is a good idea to search for a few open positions at fashion houses or fashion magazines. Researching the qualifications you need will help you determine what you still need to acquire before being considered for the position, as well as figure out how you can gain those qualifications.

Staying aware of current practices will help keep you competitive and innovative. Photography is a rapidly growing field, and almost every photographer has a different approach to how they handle photography. Trying new techniques can also help you develop your own personal style, which will help you stand out among other photographers.

Photography Organizations

A broad range of educational programs to improve both business and technical skills are offered to members of professional photography organizations. These organizations also provide members with services such as insurance, event calendars, advocacy on legal issues involving photographers' rights, and searchable databases usable by agencies and companies seeking photographers. Becoming a member of a professional photographic organization will also help you achieve professional growth. Becoming a member can help you build your professional network. You can also take classes offered through the organization to further your skills, **Figure 3-26**.

The American Society of Media Photographers (ASMP) is devoted primarily to the needs of professionals whose photographs are used in magazines and other publications. The organization has developed standardized forms, such as model releases. Continuing business education for members, including live and recorded webinars, is also provided.

American Photographic Artists (APA) was formerly known as Advertising Photographers of America. This organization offers members educational articles on its website, a downloadable



Bignai/Shutterstock.com

Figure 3-26. Professional photographic organizations provide many services for their members, such as classes.

business manual, seminars and workshops, and photo competitions.

With more than 30,000 members, Professional Photographers of America (PPA) is the largest non-profit photography organization. It was created by and for professional photographers and is devoted primarily to providing protection, education, and resources for wedding, portrait, and studio photographers. PPA has an extensive educational program lineup ranging from workshops and seminars held at various locations around the country to a catalog of more than 1,100 online courses. The organization offers its members an opportunity to become a Certified Professional Photographer. Certification involves passing a detailed written exam and submitting images for review.

Imaging USA, PPA's annual conference and trade show, is one of the largest annual photography conventions and expos in the United States. It offers numerous workshops, classes, and programs

presented over a three-day period. Subjects range from business strategies to a variety of photography techniques. The trade show showcases vendors of photographic equipment and accessories, computer hardware and software, and many photo-related services. Imaging USA also features many opportunities for networking and a large photo exhibit showcasing the works of many of PPA's International Photographic Competition participants.

Professional Photography Workshops

In addition to workshops and seminars sponsored by professional organizations, many educational programs are available to photographers. An internet search for "professional photography workshops" results in thousands of listings. Some of these are sponsored by camera manufacturers or equipment sales organizations, but the majority are from individuals or companies that make a business of presenting educational programs. Many of these are one- or two-day workshops held in hotel meeting rooms in various cities, while others are weeklong courses at resorts or other sites that include residence accommodations. Many online programs and courses are also available.

Continuing education should be considered one of the keys to success for a professional photographer. Some companies may also require you to participate in these seminars or workshops as a condition of your employment. Many industries, including photography, make continuing education part of your contract so you can continue to grow and offer new and better services to your clients. John Harrington, author of *Best Business Practices for Photographers*, notes, "All photographers should look to have a plan to regularly learn and grow from the knowledge bases of others."

Chapter 3 Review

Summary

- While it is important to have the photographic skills and abilities to produce good images, an aspiring photographer must also develop good business and social skills.
- Professional photography is an occupation in which photographic skills are used to create images in exchange for payment. About onethird of all professional photographers work in salaried positions with organizations, and the other two-thirds are self-employed and started independent businesses.
- There are a number of paths to employment in professional photography. The most common is formal education at a traditional college, technical school, or online institution.
- For many graduates, the next step in developing a career is seeking work as a photography assistant. Depending mostly on the size of the community, an assistant may be an employee of a single studio or company, or they may be an independent contractor working on assignments for different photographers.
- There are several approaches to starting your own photography business. Some of the more traditional approaches include operating a parttime photography business, going into partnership with a photographer who has an established business, or creating a new full-time business.
- The first step you must take when setting up a business is to determine which form of organization to use. The four basic business types are sole proprietorship, partnership, corporation, and limited liability company (LLC). Each has its advantages and disadvantages.
- Deciding on your business niche is a process that combines your personal interests and skills with information gathered through market research. That research is a key element of the business plan you will develop before seeking funding to start your business.

- To start a business, you have to spend money. To stay in business, you must spend money as well, but you also have to bring in more money than you spend. How much money you need to spend depends on a variety of factors.
- Starting a full-time business from scratch is much more expensive than starting a part-time business.
- Before you look for financing, you must determine how much money you will need. It is recommended to estimate your one-time costs and ongoing costs of doing business for the first months of operation.
- Once you know how much you will need, you can begin to seek financing. If you need to apply for a loan from a financial institution, you will need to develop a business plan.
- Professional photographers typically retain all rights to their photographs, licensing certain uses to the client. By retaining all rights to the images they create, a photographer can generate a continuing income from each assignment.
- As a business owner, you deal with many kinds of paperwork, including contracts, releases, reports, tax forms, and invoices.
- Many self-employed photographers operate one-person businesses and have no employees, while others hire people to handle various business tasks.
- Marketing is an important part of building a business. Two major types of marketing include mass marketing and targeted marketing.
- Many different marketing methods can be used to attract clients to your business, such as advertising on television, radio, a website, or a social media platform.
- Promoting your business through personal contact is important. Whenever you meet with a potential client, come to the table prepared.
- You must be able to work effectively with clients, employees, and independent contractors when operating a photography business.

• It is important to stay up-to-date with new techniques, as well as further develop and refine existing skills. As a professional photographer and a businessperson, you must continue to seek education in a number of areas. There are many trade schools, colleges, photography organizations, and videos to help you stay current.

Review Questions

Answer the following questions using the information provided in this chapter.

Know and Understand

- 1. *True or False?* In 1920, roughly 80% of advertisements used photographs.
- 2. *True or False?* About one-third of all professional photographers are self-employed individuals who have started independent businesses.
- 3. A(n) _____ is a position that provides a student or trainee experience in a working environment, such as a newspaper, a corporate photo department, or a portrait studio.
 - A. photography assistant
 - B. internship
 - C. partnership
 - D. sole proprietorship
- 4. A(n) _____ is a person who aids a photographer with a variety of tasks in the studio and on location.
 - A. entrepreneur
 - B. sole proprietor
 - C. photography assistant
 - D. intern
- 5. *True or False?* The process of starting a business is called entrepreneurship.
- 6. A(n) _____ is a person who owns an unincorporated business by themselves.
 - A. intern
 - B. partner
 - C. entrepreneur
 - D. sole proprietor
- 7. Which of the following forms of business organization involves two or more individuals joining together to operate a business?
 - A. Partnership
 - B. Corporation
 - C. Sole proprietorship
 - D. Limited liability company (LLC)

- 8. Which of the following forms of business organization is a hybrid of two other forms?
 - A. Sole proprietorship
 - B. Limited liability company (LLC)
 - C. Corporation
 - D. Partnership
- 9. Which of the following is *not* one of the typical factors you must consider when deciding on a business niche?
 - A. Size of your community or trade area
 - B. The number and sizes of established professional photography businesses
 - C. The photographic equipment you currently own
 - D. Purchasing patterns
- 10. *True or False?* The amount of money left after paying all the expenses for a business is known as profit.
- 11. Which of the following is an example of a fixed expense?
 - A. Shipping costs
 - B. Insurance
 - C. Equipment purchase or rental
 - D. Business supplies
- 12. A(n) _____ is a document that describes a proposed business in detail and lays out a roadmap for its growth over a period of up to five years.
 - A. business plan
 - B. contract
 - C. model release
 - D. invoice
- 13. As the creator of a work of art, the law grants you a copyright for a term of your lifetime plus _____years.
 - A. 50
 - B. 60
 - C. 70
 - D. 80
- 14. *True or False?* Professional photographers typically retain all rights to their photographs, licensing certain uses to the client.
- 15. A(n) ______ is a legal document specifying the responsibilities of both the photographer and the client and spells out every detail of the arrangement.
 - A. model release
 - B. invoice
 - C. business plan
 - D. contract

- 16. *True or False?* Targeted marketing involves large-scale advertising efforts, such as heavy use of national television spots and extensive advertising in newspapers and magazines.
- 17. A vital internet tool for a business today is a well-designed, easy-to-navigate _____.
 - A. magazine advertisement
 - B. website
 - C. email
 - D. direct mail
- 18. Which of the following is a form of community involvement that would best help a student interested in becoming a professional photographer?
 - A. Join a civic club
 - B. Donate your services to charity
 - C. Serve as a mentor
 - D. Conduct an educational seminar
- 19. Making a(n) _____, detailed audiovisual presentation to advertising agency executives considering you for product photography assignments is an example of a complex meeting with clients.
 - A. formal
 - B. informal
 - C. mass marketing
 - D. targeted marketing
- 20. *True or False?* Your approach to keeping your clients comfortable will change based on who you are photographing.
- 21. Conducting and participating in a(n) _____ meeting with everyone involved, whether employees or independent contractors, helps ensure that everyone is on the same page.
 - A. postshoot
 - B. formal
 - C. preshoot
 - D. informal
- 22. Which of the following professional organizations offers its members an opportunity to become a Certified Professional Photographer?
 - A. American Photographic Artists (APA)
 - B. Professional Photographers of America (PPA)
 - C. American Society of Media Photographers (ASMP)
 - D. Imaging USA

Apply and Analyze

- 1. What are four potential benefits of taking part in a photography internship program?
- 2. Why is it an advantage for a studio owner to develop a mix of clients from different areas such as portraits, weddings, product photography, event coverage, and institutional work?
- 3. Why is retaining all rights to their work important for a professional photographer?
- 4. Why is it essential to communicate with team members clearly before conducting a photo shoot?
- 5. How can becoming a member of a professional photographic organization help you achieve professional growth?

Critical Thinking

- Working in the photography field requires good language skills, including the ability to communicate orally with individuals or groups.
 Teaching a photography class is one example.
 What are three other examples?
- 2. On a location shoot, two of your team members disagree on which one of them should perform a particular task. How would you resolve the problem?
- 3. Explain what is meant by the statement "Your role as a salesperson is not just to talk, but to listen."

Suggested Activities

- 1. Browse some online career sites, such as Indeed or LinkedIn. What employment ads do you find for careers discussed in this chapter? Choose three careers and identify the requirements listed in the ads for them.
- 2. Investigate the requirements for opening a small photography business in your area. What licenses would you need? How much financial capital would you need to invest to get the business off the ground? Share your answers with the class.
- 3. To gain firsthand knowledge of the day-today activities of a professional photographer, arrange to job shadow or assist a photographer on an assignment. Give an oral presentation to the class about your experience.

4. Identify a charity or other organization in your community that you might wish to support.

Describe three ways in which you could contribute your photographic skills to help the organization.

Communicating about Photography

- 1. **Speaking and Listening.** Interview a studio photographer or photojournalist. Ask the person to describe a typical day at work. Here are some questions you might ask:
 - What is the work environment like?
 - What are the job duties?
 - What types of people do you work with?
 - What types of equipment do you use?

Report your findings to the class, giving reasons why you would or would not want to pursue a career similar to that of the person you interviewed.

- 2. **Writing and Listening.** Working in small groups, compile a list of local nonprofit or charitable organizations. Report to the other students in your group, detailing how a photographer could donate services to the organization you chose and how the donated services would demonstrate photographic abilities to a potential client group.
- 3. **Speaking and Listening.** Research time-management skills. Then, in small groups, discuss the time-management challenges that could occur in a photography business. One person should create a list of time-management skills needed to complete tasks in a photography business.

Section 1 Project

Exploring Photography

his project will help you become more familiar with photography in general. Part 1 focuses on photography jobs available in your area. The goal is to help you understand the real-world requirements of photographers. Part 2 focuses on examining the works of famous photographers, which is intended to help you develop your photographic "eye."

Part 1

Using an online career site, research different careers available in the photography industry. Search for available careers in your area in the following fields:

- Product photography
- Portrait photography
- News/documentation photography
- Entertainment photography
- Scientific and technical photography

For each field, write down the name of the company, the job title, the requirements listed for each job, the starting salary (if applicable), and any other relevant information. Once you have completed this task for each field, answer the following questions:

- 1. What job interests you the most? Why?
- 2. What steps would you need to take in order to be hired for that job? Are there any requirements on the job listing that you do not have? How can you obtain those requirements?

Part 2

Find five examples of professional photography that speak to you. You can start by looking up famous photographers, such as Ansel Adams and Annie Leibovitz, and browse their body of work. This search could also lead to related images by other photographers. When you have five photos that catch your eye, answer the following questions for each:

- 1. How is the photo composed?
- 2. What colors are the most prominent in the photo?
- 3. What techniques does the photographer use to capture the subject?

 After answering the questions identify any overlapping trends. Once

After answering the questions, identify any overlapping trends. Once you have examined the trends in the photos, take five photos of your own and try to replicate these techniques. Add the photos you take to your portfolio.

