Here.
Marketing at the Carlson School
Here is where the future of marketing is being built. As home to some of the nation’s premier marketing experts and resources, the Carlson School is a leading voice in research and innovation. Our marketing program benefits from a singular confluence of resources. We bring together world-renowned faculty conducting groundbreaking research, one of the nation’s top *Fortune 500* business communities, and a rigorous curriculum emphasizing hands-on learning and international perspectives. Our students learn how to adapt to an ever-changing business world. And our graduates are the top leaders in corporate and academic marketing spheres.

At the Carlson School, we haven’t just established a tradition of marketing excellence. We’re building the future of marketing ingenuity.
There’s a reason the best companies look to the Carlson School to hire top leaders: we educate today’s most qualified marketing professionals. Our alumni are at the helm of some of the world’s leading brands. And they’ve attained those heights using the depth and breadth of knowledge found in the Carlson marketing faculty. Our students are immersed in a hands-on curriculum, which includes the Carlson School Enterprises—the nation’s largest portfolio of MBA student-run businesses. They’re confronted with diverse global-learning opportunities. And they’re taught to be engaged, career-focused leaders.

**How Carlson School marketing enhances careers**

**World-renowned faculty**
Carlson marketing faculty are world-renowned and ranked second in the nation for the influence of their work in a widely regarded University of Missouri survey. Faculty members focus on student learning and leadership development.

**Carlson School Enterprises**
Carlson students gain hands-on experiences by leading their own businesses in the Carlson School Enterprises. Marketing students provide marketing consultation to top companies in the Carlson Brand Enterprise.

**Experiential-learning curriculum**
Carlson students are immersed in curricula, clubs, and case competitions that transfer classroom theories to real-world scenarios. Our graduates are armed with the skills to lead a business their first day on the job.

**International-learning opportunities**
The Carlson School has one of the country’s most recognized study abroad programs offering sophisticated, global perspectives through programs in dozens of countries.

**Minneapolis business community**
Minneapolis is home to one of the nation’s highest concentrations of *Fortune* 500 firms and some of the world’s most-recognized brands. The Carlson School partners with these companies to maximize the student learning experience.

**Leadership Edge**
Carlson MBA students are given rigorous, effective training in eight core competencies that are the foundation for strong leadership: strategic thinking, influencing, leading, thinking globally, championing change, utilizing judgment, building relationships, and managing conflicts.

**Internship and career services**
Carlson School marketing students are guided by premier career services. The Carlson School Business Career Center builds relationships with top employers to aid students in obtaining internships and post-graduate employment.

In 2004–2005, Carlson marketing faculty had 12 papers accepted for publication in leading journals—a concentration of research excellence nearly unheard of in academia.
Mark Gaines
Mark Gaines, ’03 MBA, was a co-founder of the Carlson School Brand Enterprise—a student-staffed professional marketing consultancy serving some of the nation’s leading corporations. Gaines, who left a career in real estate development to earn his MBA, chose the Carlson School because of its business ties. “I wanted to be in a city with a strong business community, and the Carlson School has access to a lot of great companies.”

Today, Gaines is a product manager for J.M. Smucker, helping to market the company’s Hungry Jack products and other brands.

Stacey Fowler
As a student in a marketing strategy simulation at the Carlson School, Stacey Fowler, ’04 MBA, learned the principles underlying a new product launch. “I was in a competition where each team ran its own business, introducing new products to market using a computer simulation,” she recalls.

Fowler’s team won the competition, and now she applies the skills she gained at the Carlson School as the European director of innovation for the Schwan Food Company.

Mrinal Ghosh
Mrinal Ghosh, ’97 PhD, came to the Carlson School because he knew he wanted a doctorate in business-to-business marketing. Not only did his experiences here launch him into a professorship at the University of Michigan, it also was the foundation for inspiring intellectual partnerships.

“When I first decided to attend business school,” says Ghosh, “I never expected to take away the real, lifelong friendships that I acquired at the Carlson School. It was a great place for me to learn and to grow.”

Paul Wright
As a student, Paul Wright, ’95 MBA, thrived on the Carlson School’s close ties to the corporate community. “We had great debates in our classes with industry people on the pros and cons of strategy,” he recalls.

These same industry ties helped Wright land internships at Proctor and Gamble and General Mills. Wright’s learning experiences also helped secure his current position as an executive-level marketing leader at North American Coca Cola.
Intellect breeds innovation; visionaries teach here

Carlson marketing faculty are trustees of the future of innovation. Their knowledge is tapped by their peers and today’s leading companies, and their groundbreaking research is opening new areas of exploration in the field. Our professors shape the conversations on current issues at leading international marketing organizations and serve on the editorial boards of preeminent journals. Their work is ranked among the world’s most influential. And their portfolio of original, cutting-edge research is the foundation of their singular reputation.

Groundbreaking research

“Our marketing faculty have an unsurpassed ability for conducting groundbreaking research,” says Professor Akshay Rao, chair of the Carlson School’s marketing department. “They excel at grasping the fundamental elements of traditional marketing. But they really shine when it comes to imagining new ways of researching the field.”

Rao points to the 12 research papers that Carlson faculty had accepted in 2004-2005 in premier journals, including the *Journal of Marketing*, *Journal of Marketing Research*, *Journal of Consumer Research*, and *Marketing Science*. “Our peers with the most sterling reputations have a hard time getting just a handful of papers published each year,” says Rao. “The ability of our faculty to gain the attention of journal editors is the natural byproduct of their capacity for imaginative, cutting-edge research.”
The Carlson School is host to some of the world’s most sought-after marketing talent. Our home is in Minneapolis—which boasts one of the nation’s highest concentrations of *Fortune 500* headquarters and some of the world’s most-recognized brands. But our reach is global. Carlson marketing faculty have advised and consulted for a distinguished roster of corporations. Our students serve as key brand consultants through the Carlson School Enterprises. And we carefully arm our marketing graduates with the skills to help strengthen business their first day on the job.

**General Mills and the Carlson School**

General Mills—a consumer food products company based in Minneapolis—manufactures and markets some of the world’s best-known brands, including Betty Crocker, Cheerios, Green Giant, Häagen-Dazs, Pillsbury, Progresso, Wheaties, and Yoplait. General Mills is also one of the Carlson School’s leading corporate partners.

The decades-old partnership has been an asset to both organizations. General Mills executives speak in Carlson School classes, mentor students, and employ some of the school’s best graduates. Carlson faculty and students have provided essential marketing expertise and guidance to the company’s venerable brands.

“General Mills and the Carlson School build on each other’s excellence,” says Gayle Fuguitt, General Mills’ vice president of consumer insights. “Both are world-renowned organizations creating tremendous opportunities for each other.”

“The partnership between General Mills and the Carlson School has given us both a competitive advantage.” Gayle Fuguitt, vice president of consumer insights, General Mills—a company with a long history of partnership with the Carlson School.
### Facts and figures

#### Rankings

- Ranked 2nd in the nation for most influential in marketing research by the University of Missouri, 2003
- Carlson School faculty are ranked 7th in research productivity by *Academy of Management Journal*, 2000
- Ranked in the top 10 in the nation for percentage of full-time MBA students employed three months after graduation (91.9 percent), *U.S. News & World Report*, 2006
- The Minneapolis area ranks 5th in the nation for the percentage of population with a bachelor's degree or higher education.

#### Key appointments and editorial boards

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<th>Position</th>
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<th>Journal/Board</th>
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<tr>
<td>Associate Professor</td>
<td>Rohini Ahluwalia</td>
<td><em>Journal of Marketing</em>, editorial board</td>
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<td><em>Journal of Consumer Research</em>, editorial board</td>
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<td>Associate Professor</td>
<td>Rajesh Chandy</td>
<td><em>Journal of the Academy of Marketing Science</em>, editorial board</td>
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<td>Professor Michael Houston</td>
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<td><em>Journal of Consumer Psychology</em>, editorial board</td>
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<td>Professor Deborah Roedder John</td>
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<td><em>Handbook of Consumer Psychology</em>, editorial board</td>
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<td>Professor Joan Meyers-Levy</td>
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<td><em>Advances in Consumer Research</em>, proceedings of Association for Consumer Research 2004 conference, co-editor</td>
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<td><em>Association for Consumer Research annual conference, 2004 co-chair</em></td>
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<td><em>Journal of Personality and Social Psychology</em>, editorial board</td>
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#### Minneapolis business community

- Businesses based in the Minneapolis area include:
  - 3M
  - Best Buy
  - Cargill
  - Carlson Companies
  - Ecolab
  - Geek Squad
  - General Mills
  - GfK Custom Research
  - Land O'Lakes
  - Northwest Airlines
  - Medtronic
  - SuperValu
  - Target Corporation
  - UnitedHealth Group
  - U.S. Bancorp
  - Xcel Energy

#### Faculty consulting

- Selected consulting engagements by Carlson marketing faculty include:
  - 3M
  - Abbott Laboratories
  - Ambrosetti (Italy)
  - American Express
  - Bayer
  - Cargill
  - Carlson Companies
  - Disney
  - GE Capital
  - General Mills
  - Mayo Clinic
  - Motorola
  - NutraSweet
  - Prophet Brand Consulting
  - Wells Fargo
Carlson marketing faculty

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<tr>
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Associate Professor Robini Ahluwalia
PhD, The Ohio State University
> Persuasion
> Negative information effects in the marketplace
> Branding and advertising

Professor Mark Bergen
PhD, University of Minnesota
Carolyn I. Anderson Professorship in Business Education Excellence
> Channels of distribution
> Pricing
> Marketing strategy

Associate Professor Rajesh Chandy
PhD, University of Southern California
Carlson School Professor of Marketing
> Radical innovation
> Technology management
> Advertising strategy

Assistant Professor Tony Cui
PhD, University of Pennsylvania
> Competitive strategy
> Pricing
> Trade promotions
> Distribution channels
> Behavioral economics

Assistant Professor Yan Dong
PhD, University of Maryland
> Supply chain management and optimization
> Logistics and transportation
> E-business and technology
> Marketing channels

Assistant Professor Jane Ebert
PhD, Harvard University
> Decision-making
> Inter-temporal choice and temporal discounting

Associate Professor Robert Hansen
PhD, University of Wisconsin
> Developing marketing strategies for public sector services
> Measuring user satisfaction with transportation service

Professor Michael Houston
PhD, University of Illinois
Ecolab-Pierson M. Grieve Chair in International Marketing
Interim dean
Associate dean of international programs
> Cross-cultural issues
> Branding issues
> Consumer behavior
> International marketing

Professor Deborah Roedder John
PhD, Northwestern University
Curtis L. Carlson Chair in Marketing
> Children’s consumer behavior
> Consumer information processing
> Brand equity and brand extensions

Professor George John
PhD, Northwestern University
Pillsbury Co./Paul S. Gerot Chair in Marketing
> Marketing channels
> Industrial marketing
> High-technology markets

Professor Barbara Loken
PhD, University of Illinois
> Consumer behavior

Professor Joan Meyers-Levy
PhD, Northwestern University
> Marketing communications and persuasion
> Consumer information processing and psychology
> Gender differences in information processing

Assistant Professor Prokriti Mukherji
PhD, University of Southern California
> Pharmaceutical industry
> Innovation

Assistant Professor Om Narasimhan
PhD, University of Southern California
> Inter-organizational arrangements
> Competitive advantage

Professor Akshay Rao
PhD, Virginia Tech
General Mills Professor of Marketing
Marketing department chair
> Pricing
> Brand alliances
> Cross-cultural issues
> Judgment and decision-making

Professor Kenneth Roering
PhD, University of Iowa
> Market-driven new product development and commercialization
> Marketing strategy and planning
> Customer-inspired new product development
> Interpersonal and interorganizational relations
> Marketing strategy and priorities

Professor Robert Ruekert
PhD, University of Wisconsin
Associate dean of undergraduate programs
> Marketing strategy
> Marketing organization and implementation
> New product development processes
> Brand management

Assistant Professor Kathleen Vohs
PhD, Dartmouth College
> Self-regulation
> Impulsive spending
> Heterosexual sexual relations as predicted by economic principles
> Self-processes