We have impeccable credentials in the field of marketing, and we've been involved in the development of some of the field’s most enduring concepts, including the ubiquitous 4Ps of marketing. We’re leading the charge in developing breakthrough ideas for the future. Our faculty are at the leading edge of their specialties, and we’re the go-to source for the latest thinking in consumer behavior, the management of technology and innovation, and global branding.

We’re also closely allied with the best of the business community. Our work has changed the way marketing is done worldwide. And, locally as well as nationally, we’re helping support the brands most revered by consumers: Best Buy, Kraft, Wells Fargo, Cisco, Target.

The confluence of resources found only here has helped make Carlson School marketing graduates some of the nation’s most sought after. We’re committed to remaining a leading innovator in the field, focused on developing rigorous and relevant perspectives that advance the field of marketing.

The numbers speak for themselves: we’re a top-ranked marketing department in one of the world’s foremost business schools. But there’s so much more than meets the eye in the marketing department at the Carlson School.
We believe that helping the public understand the role of marketing in their lives allows individuals to make better decisions and helps businesses secure their prosperity. Our faculty work to shape the public conversation about marketing by serving as expert sources for the media.

In the past year, Carlson marketing faculty have been featured in stories by some of the most well-respected media outlets—Wall Street Journal, New York Times, and Forbes, to name a few.

These appearances in the public eye not only build awareness of our faculty’s original research, they also engender informed, responsible attitudes toward the field of marketing.
Since January 2006, Carlson marketing faculty have published 25 papers in leading journals. This achievement represents a singular concentration of research excellence. It is in honor of our faculty to be recognized by their research colleagues, who evaluate the papers submitted to these peer-reviewed journals.

As the following listing of publications illustrates, our faculty are truly multidisciplinary; they’re pioneering research on a breadth of topics such as brand equity, drivers of technology innovation, metrics, channels of distribution, pricing, and cross-cultural consumer behavior. Much of the research contained in these papers was carried out in collaboration with academics at other institutions. We’re proud of the partnership of our faculty with researchers around the world and we’re equally proud to be ranked among the most influential research departments in the field of marketing.

> Research published in top journals

“Assessing the Effects of a Change Switch,”

“An Examination of Different Explanations for the More Expressive Effect,”

“Psychology of High-Tech Markets: The Competitive Advantage of the Innovator,”

“Fading Optimism in Products: Temporal Changes in Expectations about Performance,”
Ashwani Monga* and Michael J. Houston, Journal of Marketing (July 2007).

“Acquiring Value in High-Technology Markets: The Competitive Advantage of the Innovator,”

“Identification of Different Explanations for the More Expressive Effect,”

“Alliances in Innovation: Different Explanations for the More Expressive Effect,”

“Cultural Differences in Brand Extension Evaluation: The Influence of Analytic vs. Holistic Thinking,”
Deborah Reeder John, Journal of Consumer Research (March 2007).

“Favoring Resources: Self-Regulatory Resource Availability Affects Impulse Buying,”

“Why Some Acquisitions Do Better than Others: The Role of Precedent Effects,”

“Dynamic Alliance Formation in Explanations of the Future,”

“Management of the Future: CEBT Ideation and Innovation Outcomes,”

“Toward a Theory of Time Inconsistency: The Role of Fear and Future Time,”

“The Impact of Fear and Future Time on the Role of Fear and Future Time,”

“The Psychological Consequences of Money,”

“An Examination of Different Explanations for the More Expressive Effect,”

“Psychology of High-Tech Markets: The Competitive Advantage of the Innovator,”

“Fading Optimism in Products: Temporal Changes in Expectations about Performance,”
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“The Impact of Fear and Future Time on the Role of Fear and Future Time,”

“The Psychological Consequences of Money,”

“An Examination of Different Explanations for the More Expressive Effect,”
Assistant Professor Kathleen Vohs

Assistant Professor Kathleen Vohs’s research has shed new light on a ubiquitous topic: the influence of money. Setting out to learn if behavior could be affected by just the mere suggestion of money, Vohs has carried out several experiments in which subjects complete a task. One group completes the task near a monitor displaying images of money, while the other group carries out its work near a computer monitor that doesn’t hint at cash.

Vohs has shown that the group working in the presence of subtle reminders of cash is more likely to work harder and longer at its task, to work self-sufficiently, and to display goal-driven behaviors. “However,” says Vohs, “the same group is also less likely to help other people in need or be charitable.”

The results don’t appear to be linked to subjects’ backgrounds, according to Vohs. “There are no differences in how people react to images of money based on gender, ethnicity, and socioeconomic factors.”

Vohs’s results, which were published in *Science* in 2006, have generated great interest from the business community and recently helped her garner a McKnight Land-Grant Professorship from the University of Minnesota.

Professor Michael Houston

Professor Michael Houston is one of several Carlson School marketing department professors who have been exploring cross-cultural issues in marketing. Houston’s research has been at the forefront of helping marketers understand cultural differences in reactions to brand extensions.

“My former doctoral student, Sharon Ng, and I have been trying to understand whether people in different cultures process and organize brand information differently,” explains Houston. This research has revealed a strong contrast between trends in consumer perceptions of brands in Asia versus consumers in North America and Europe. Generally, the Asian consumer is more likely to think of brands in prototypical terms (Sony is a maker of TVs) while Americans and Europeans think about brands in terms of beliefs (Sony is an innovator in consumer electronics).

The fact that Asian consumers organize and categorize brand information differently than European and U.S. consumers has big implications. “This means companies will have to do a lot more work to make a convincing brand extension in Asia,” says Houston. “But it also means that, once that work is done, the extension is more durable and can include products that consumers in the West would think are outside the company’s core competencies.”
Connecting research to business
The Institute for Research in Marketing

Since our inception, the Carlson School’s Institute for Research in Marketing has built bridges between leading marketing practitioners and academic research.

Through an annual conference, an extensive web presence, and numerous meetings throughout the year, the institute provides new knowledge for marketing professionals to apply to their work. Additionally, the institute is committed to enhancing the quality of the student experience.

A select group of marketing leaders serve on the institute’s advisory board. They represent the finest marketing professionals in industry today. Their practical experience along with their companies’ interest in building the field of marketing are the foundation for their financial and intellectual contributions to the success of the institute. At the same time, the board members benefit from conversations with our faculty and with each other.

Native Minnesotan Diane Harper, vice president of customer and channel insights at Chicago-based Kraft Foods, joined the institute’s advisory board hoping to learn how the latest marketing principles could help her in her work connecting consumers to brands. After all, as a graduate of the Carlson School’s MBA program, it was only natural to look here for marketing expertise.

“Consumer-centric innovation is the key to growth in the food industry. Yet, with the ever-changing consumer and media environment it can be very challenging. Exposure to the latest research findings in consumer marketing helps me stay on the leading edge,” explains Harper.

Harper has been an integral part of the institute’s work linking theory and practice. This spring she appeared as a panel member providing insights about building business through improved relationships with customers at a conference co-hosted by the Carlson School and the Marketing Science Institute. “It’s exciting to work at the intersection of real-world experience and insightful, cutting-edge research expertise.”

Institute for Research in Marketing advisory board

Sherman L. Black
Senior Vice President and General Manager, Executive Compute
Seagate Technology

Vivian Milroy Callaway
Vice President, Center for Learning and Experimentation
General Mills

Diane Harper
Vice President, Customer and Channel Insights
Kraft Foods

James S. Henney
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Robert Ruekert
Professor, Associate Dean for Undergraduate Programs
Marketing and Logistics Management

Academic representation to the advisory board

Robert Ruark
Professor, Associate Dean for Undergraduate Programs
Marketing and Logistics Management

Dr. Jan Elsesser
Retired President and Managing Director
GfK Custom Research
Through the Institute for Research in Marketing, marketing academics and professionals meet throughout the year to exchange ideas and learn about the latest developments in the field. In March 2007, St. Paul mayor Chris Coleman and Minneapolis mayor R.T. Rybak were featured at the institute's speaker series announcing a new initiative that applies cutting-edge marketing principles to city government.

The institute hosted a conference featuring leaders in brand science in June 2007. Co-hosted with the Cambridge, Mass.-based Marketing Science Institute the conference, titled Creating and Cultivating Brand Connections, featured presentations by academics from the Carlson School, Dartmouth College, Stanford University, and the University of Southern California, as well as industry representatives from several Fortune 500 firms.

In a first-of-its-kind agreement, the Institute for Research in Marketing is partnering with Harvard Business School Publishing to develop and publish a series of cases, available for use in classrooms around the world in 2008. The project is a response to the increasing demand from students and instructors for business cases that address contemporary issues.

Our faculty's expertise and our access to a rich corporate environment made the Carlson School a natural choice for this partnership. The institute will develop cases on a host of topics reflecting faculty expertise and interest. Cases will include problems related to branding, pricing, private label, management of technology, and new product development, among others.

More information about these and future events can be found at carlson.umn.edu/marketinginstitute.
The company we keep

The marketing department at the Carlson School has a wealth of connections to the business community. Not only does our research benefit the corporate community, but our graduates are placed with global firms where they have a transformative influence on marketing practice. Even our current students are helping deliver a new set of best practices as consultants in the Carlson School Enterprises, the nation’s largest group of MBA student-driven businesses.

Jim Hield  
Cargill

“The impressive thing about the Carlson School is that there’s a lot more going on than meets the eye,” says Jim Hield, vice president of marketing services at Cargill and a member of the institute’s advisory board. “Before I joined the board, I wasn’t necessarily looking to the Carlson School for the latest marketing research. But now that I know it’s there, I’m much more likely to pay attention to what’s available.”

Hield’s group provides marketing consultancy services to Cargill’s many businesses, including research and analysis, strategy and planning, branding, and marketing communications. As a board member for the Institute for Research in Marketing, Hield has reinvigorated his own perspectives on marketing and recommended new approaches to clients.

The institute has supported connections between Cargill and the marketing community. Hield has been part of several institute-hosted events, including a forum with the mayors of Minneapolis and St. Paul to raise greater national awareness of the region and its business community and two branding symposia that brought together academic and business communities to link theory and practice and create networking opportunities.