Marketing knowledge at the Carlson School is not only plentiful, it’s practical. Corporations and policy makers look to our faculty for their opinions and advice on marketing issues including:

**Innovation.** Professor Rajesh K. Chandy has shared his research expertise with policy makers as a member of a US Department of Commerce committee on innovation, and Assistant Professor Om Narasimhan and Professor George John have published paradigm-shifting work on the topic.

**Globalization.** Associate Professor Rohini Ahluwalia is examining the influence of bilingual advertising on consumers, while Professor Michael Houston explores cultural biases in consumers’ brand relationships.

**Branding.** Professors Deborah Roedder John and Barbara Loken developed Brand Concept Maps here, while Assistant Professor Carlos Torelli is developing the Brand Iconicity Scale, a novel metric in this area.
Carlson School marketing faculty members are go-to experts for the latest research in marketing and insightful comments on pressing consumer issues. In the past year, our faculty have been featured in dozens of respected media outlets including The New York Times, Atlantic Monthly, the Wall Street Journal, Business Week, AdAge, Fortune, Forbes, the Financial Times, Newsweek, Time, and USA Today providing context on their latest original research as well as commentary on breaking headlines. Leading the charge in developing breakthrough ideas for the future, Carlson faculty are working on a wide range of topics including innovation, sustainability, globalization, branding, aging, obesity, materialism, pricing, political persuasion, cognitive neuroscience, and supply chains. And their research has international impact; this list shows countries where media pieces featuring Carlson marketing faculty and their research have appeared in the last year alone.
Marketing Faculty

Associate Professor **Rohini Ahluwalia**
PhD, The Ohio State University

Professor **Mark E. Bergen**
PhD, University of Minnesota
*Carolyn I. Anderson Professorship in Business Education Excellence*

Professor **Rajesh K. Chandy**
PhD, University of Southern California
*James D. Watkins Chair in Marketing*

Assistant Professor **Tony Haltao Cui**
PhD, University of Pennsylvania

Assistant Professor **Jane E. J. Ebert**
PhD, Harvard University

Assistant Professor **Vladas Griskevicius**
PhD, Arizona State University

Associate Professor **Robert Hansen**
PhD, University of Wisconsin

Professor **Michael J. Houston**
PhD, University of Illinois
*Ecolab-Pierson M. Grieve Chair in International Marketing*
*Associate Dean of International Programs*

Professor **Deborah Roedder John**
PhD, Northwestern University
*Curtis L. Carlson Chair in Marketing*

Professor **George John**
PhD, Northwestern University
*General Mills/Paul S. Gerot Chair in Marketing*
*Marketing Department Chair*

Professor **Barbara Loken**
PhD, University of Illinois

Professor **Joan Meyers-Levy**
PhD, Northwestern University
*Holden-Werlich School-Wide Professor of Marketing*

Assistant Professor **Prokriti Mukherji**
PhD, University of Southern California

Associate Professor **Om Narasimhan**
PhD, University of Southern California

Professor **Akshay R. Rao**
PhD, Virginia Tech
*General Mills Chair in Marketing*
*Director of the Institute for Research in Marketing*

Assistant Professor **Joseph P. Redden**
PhD, University of Pennsylvania

Professor **Kenneth Roering**
PhD, University of Iowa

Professor **Robert Ruekert**
PhD, University of Wisconsin
*Associate Dean of Undergraduate Programs*

Assistant Professor **Carlos Torelli**
PhD, University of Illinois

Associate Professor **Kathleen D. Voha**
PhD, Dartmouth College
*Mcknight Land-Grant Professor*

Institute Staff

**Rebecca D. Monro, MBA**
Associate Director

**Letta Wren Christianson**
Program Coordinator
Matthew Jacobs ’04 MBA

As a senior brand manager for Cargill’s new corporate brand management group in Belgium, Matthew Jacobs is charged with enhancing the company’s European profile. Fortunately, paving the way is a role in which he feels comfortable. Jacobs was a member of the first MBA class to participate in the Carlson Brand Enterprise, and he credits that experience with his ability to handle a leadership role. “I’m often faced with the challenge of convincing others of the value and business impact of pursuing a masterbrand strategy. Being able to make a well-supported argument in the form of a classic case wins people over and forces me to think through the range of implications before arriving at a recommendation.”

Jacobs explains, “The important difference at Carlson was the emphasis on applying judgment, knowing what’s needed and when it’s needed and how to communicate that effectively. Judgment brings theoretical knowledge to a practical level that gets things done.” The Carlson School’s rigorous, hands-on education has led Cargill to recruit from both the Carlson Brand Enterprise and the school as a whole. “Access to content-rich programs like the Institute for Research in Marketing,” Jacobs says, “becomes another way that Cargill can stay ahead of the curve with marketing.”

Cargill, a large, private, business-to-business company, has only recently begun to promote their brand in Europe, and so Jacobs is in a pioneering position. “I’m responsible for articulating Cargill’s brand promise to our European customers. That requires many of the project management and leadership qualities that were nurtured while working on teams at Carlson,” he says.
Stacy Rider  ’96 BS, ’04 MBA

Having earned her undergraduate degree at the Carlson School, Stacy Rider was already a successful small business owner when she returned for an MBA. “As an alum, I knew that a Carlson MBA would serve me well, giving me the tools and framework to formulate and execute marketing strategy. My education helped expand my perspective beyond my experience and natural abilities to include a full complement of world-class marketing and strategy skills.”

Hands-on experience in the classroom and strong ties to the business community were hallmarks of Rider’s education. “What I loved about graduate school at Carlson was that we would read about something, but then we actually did it. The insights gained through our classes and case studies give me a frame of reference from which to identify and address challenges I see unfolding in my own organization.” Now, as the senior segment marketing manager at G&K Services, Inc., a North American market leader in branded identity apparel and facility services, Rider is once again coming back to Carlson.

“Carlson has a great relationship with the business community. I’m excited to bring market research projects from G&K back to the school to see what insights students can collect. To me, it’s a win/win—students gain real-world marketing experience, and corporations gain valuable information from the stellar work and unique perspectives Carlson students provide.” Thanks to Ventures Plus, the school entrepreneurship organization Rider co-founded to provide networking opportunities for students and alumni, and outreach efforts like the Institute’s CEO Forum, Rider’s ties to her classmates and business peers remain strong. “Carlson graduates use our experience and abilities to help each other, wherever life takes us.”
About the Institute for Research in Marketing and our Advisory Board

The Institute for Research in Marketing fosters innovative, rigorous research that improves the science and practice of marketing. Institute-affiliated faculty are at the leading edge of their specialties, a prolific group of research-active marketing experts whose work, when combined with the expertise of our advisory board of top business leaders, generates new insights about companies, consumers, and communities. Through outreach initiatives such as our annual conference, our speaker series including this year’s CEO Forum on Innovation: Drivers and Impediments, and academic-practitioner research partnerships, the Institute provides both a venue and support for dialogue among marketing scholars, industry experts, policy-makers, and students.

The Institute’s advisory board represents many of the firms and brands most respected by industry peers and consumers. With their knowledge of best practices and their ability to anticipate the most cutting-edge questions facing marketers today, this illustrious committee helps determine the most pressing marketing research topics and guide the insightful research underway here at the Carlson School. As the Institute evolves, our board has come to represent an array of industries and services, and we welcome fresh partnerships with top-level corporations and thought-leaders.

Advisory Board

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Vice President, Global Marketing and Communications Ecolab
Patricia Hughes  GfK Custom Research North America

Patricia Hughes is managing director, GfK Consumer, for GfK Custom Research North America, one of the founding member companies of the Institute for Research in Marketing’s advisory board. A University of Minnesota alum, Hughes is a research professional with decades of experience and practical wisdom to bring to the table.

In her key position at GfK, Hughes is responsible for sector strategy and the development of client partnerships with the firm’s consumer packaged goods, retail, restaurant, and travel and leisure clients. For her, the active research culture and “fruitful and relevant” outreach programs at the Carlson School are helpful as GfK negotiates the dual challenges of economic uncertainty and differentiation in a global marketplace. “GfK has to stay ahead of the curve when it comes to helping clients understand how we’re unique in terms of the insights, consulting, research techniques, and global resources we provide,” Hughes explains. “We’re always interested, then, in the school’s research on clear, applicable business topics like retail channel information, new product innovation, pricing, and customer segmentation.”

“Carlson school faculty bring such energy to their areas of expertise and are really receptive to feedback from the business community. Working with them makes me proud to be a board member for the Institute,” says Hughes.
In July 2008, the Institute for Research in Marketing was honored to host the U.S. Secretary of Commerce, Carlos Gutierrez, who, along with the Carlson School's Rajesh Chandy, James D. Watkins Chair in Marketing, moderated a Forum on Innovation: Drivers and Impediments. The expert panel featured 3M's George Buckley, Medtronic's Bill Hawkins, and the Carlson Companies’ Marilyn Carlson Nelson. An audience of over 300 academics and practitioners listened to and engaged with the panel in a wide-ranging discussion on the role of corporations and government in fostering innovation. This exciting event built on the recent recommendations of the Secretary's Measuring Innovation in the 21st Century Economic Advisory Committee, on which Chandy and Buckley served.

Chandy, an internationally recognized expert on innovation whose research and publications have received numerous awards and whose work on innovation has been called “an unorthodox and bracing set of management principles” by Fortune magazine, described the panel's broad appeal. “Innovation,” he observed,” is a topic of intense interest to all of us—consumers, managers, and policy makers.” Gutierrez agreed, saying that “the U.S. economy is known for its innovation and ideas. Our challenge is maintaining and measuring this competitive edge.”

By “setting the stage for healthy corporate innovation by considering key factors such as taxes, regulations, energy, trade, immigration, and trust,” Gutierrez told the distinguished audience, innovation will continue to transform and bolster the American economy on a world stage.
Carlson on Metrics, the Institute’s third annual conference, brought together practitioners and academics in May 2008 to discuss the latest thinking on marketing metrics. As marketing budgets tighten internationally, Carlson School faculty and their research colleagues around the world have been at the forefront of the creation of innovative marketing metrics such as the Brand Iconicity Scale and Brand Concept Maps.

Sharing their new approaches to measuring marketing actions, along with the practical experiences of thought leaders from illustrious firms including Wells Fargo, General Mills, 3M, and CVS Caremark, faculty from the Carlson School, Harvard Business School, UCLA, and the University of California-Davis came together for a valuable exchange of ideas. Over two days of insightful sessions, this group tackled a wide range of issues surrounding marketing metrics—including brand health, short- and long-term impacts of marketing spending, and the management and application of customer data—in five broad, thematic areas. Called by one attendee “a balanced mix of perspectives” and “the right content at the right time,” Carlson on Metrics proved a productive confluence of research and practice.
Joseph P. Redden  Assistant Professor

One of the department’s newest additions, Assistant Professor Joseph P. Redden is already making waves with his insightful research on consumer behavior and satiation. Stuck on a “hedonic treadmill,” people hoping for happiness seem to become harder and harder to please, unable to stick to diets, or obsessed with the latest gadgets. Redden sought a solution.

Redden’s dissertation, written at the Wharton School, led to an award-winning article titled “Reducing Satiation: The Role of Categorization Level,” published in the Journal of Consumer Research in February 2008. In a series of studies, Redden demonstrated that one key to reducing satiation was to create a series of treadmills, breaking down experiences using subcategories.

Redden found that when consumers notice differences among choices, they don’t get satiated as easily. “In one of the experiments, eating from a bowl labeled ‘jellybeans’ quickly bored my subjects, but eating ‘cherry’, ‘lime’, and ‘orange’ labeled jellybeans kept them happily munching away, even though they ate exactly the same jellybeans,” Redden says. “Pointing out specific—yet obvious—aspects of products prevented satiation.” With his novel studies, he showed that simply paying attention to differences makes sensory activities like snacking and cognitive ones like studying seem less repetitive and more enjoyable.

Redden’s work has many practical applications for marketers and consumers and has received considerable coverage in the media from outlets such as WebMD, Psychology Today, and CBS News.
Assistant Professor Tony Haitao Cui knows that playing fair is best for business—he’s done the research. In a paper recently published in Management Science, Cui examined the relationships between manufacturers and retailers to see how fairness may affect channel coordination and, ultimately, profits.

“What we found,” Cui reports, “is that, contrary to conventional wisdom, when channel partners are fair-minded, the resulting constant wholesale prices could coordinate a channel. A linear pricing contract is easier to implement than non-linear, elaborate pricing contracts, and can still maximize channel profits.” The authors’ findings were surprising, Cui said. “This research explains many business practices we see every day.” The researchers advise firms to look past short term gains for their own company to ultimately maximize profits for both the manufacturer and the retailer.

Cui’s latest work, forthcoming in Marketing Science, focuses on another aspect of channel management: price discrimination through trade promotions. While the invoice cost of a manufacturer’s products may be the same for all retailers, Cui’s team demonstrates that, because the costs of storing product vary across retailers of different sizes, providing trade promotions allows different sized retailers—big, dominant firms versus small independents—to pay different effective prices for the same product.
Carlson school faculty members author groundbreaking research that reflects and influences the evolving science of marketing. Their knowledge is tapped by their peers and today's leading companies, and their work is opening new areas of exploration in the field. Our professors shape the conversations on current affairs by leading international marketing organizations and serving on the boards of today's leading journals.

Featured in top tier, peer-reviewed journals, our faculty members' innovative work is vetted, published, and cited by their most respected colleagues in the field and often includes collaboration with current PhD students and Carlson alumni. These prolific thought leaders have seen 27 of their articles accepted or published in preeminent marketing, psychology, and economics journals in 2008 alone—a concentration of research excellence with few parallels in academia. This portfolio of original, cutting-edge research is the foundation of the Carlson School's singular reputation for excellence in marketing.


“Field Dependency and Brand Cognitive Structure,” Michael J. Houston and Sharon Ng*, Journal of Marketing Research (forthcoming).


More information on the latest research from the Carlson School’s marketing faculty can be found at carlsonschool.umn.edu/marketinginstitute/recentresearch