College of Business
Marketing Department Annual Report

September 2008 - August 2009
A Message from the Department Head

We are pleased to bring you this glimpse into the activities and accomplishments of the Department of Marketing over the past year. If you missed any of the stories about UC marketing students and faculty in the Wall Street Journal, NewsWeek, AdAge, the Cincinnati Enquirer, the Business Courier, or newspapers from the Washington Post to the Seattle Times – no worries! You can read all about the latest news in this annual report.

In this report, you will discover that marketing is by far the largest major in the College of Business. Our students and faculty have taken top awards, both within the College of Business and in national forums. Our MS-Marketing program capstone project client list is a veritable Who's Who of Cincinnati-area organizations. Our PhD program draws students from around the world. Our faculty provides thought leadership in the marketing field through cutting-edge research. Our department’s outreach extends to the business community through the annual Marketing Summit. Our strong commitment to building bridges to industry is reflected in a long list of guest speakers.

And there is more – much more – awaiting you inside this report. We invite you to take a moment to discover why the UC Marketing Department is Proudly Cincinnati!

Karen Machleit, PhD
Professor and Department Head
“The function of marketing lacks a north star,” Stengel told the crowd, as he prepared to guide it through P&G’s own mission. That north star, he said, is “purpose and ideals.”

Jim Stengel, Former Global Marketing Officer - P&G
UC Marketing Summit
2008
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Jack Cassidy, the president of Cincinnati Bell, speaks to an assembly of undergraduate students about his recent honor as *Forbes* magazine’s “Most Honest Man in Telecom.”
American Marketing Association UC Chapter Awards

The UC Chapter of the American Marketing Association was recognized at the AMA’s 2009 International Collegiate Conference, held in New Orleans. UC AMA received special recognition for its activities and events held during National Marketing Week. During this week of celebration, the UC AMA held a variety of events, including:

• Jack Cassidy, the president of Cincinnati Bell, spoke about his recent honor as Forbes magazine’s “Most Honest Man in Telecom.” Over 300 students gathered to attend this event.

• Todd Sebastian, author of Tell Your Clients Where to Go and VP at dunnhumby, shared insights and experiences related to his career and successful book. Over 100 students and local young professionals from the American Marketing Association came to hear Todd’s presentation.

• Career Conversations, featuring representatives from Enterprise Rent-a-Car, Intrinzie Marketing, Wells Fargo, Eli Lilly, and Bases

National Marketing Week is held the first week of October, and the UC AMA again celebrated during the 2009-2010 academic year with a series of events.

The UC AMA chapter has over 50 active student members. The American Marketing Association is the nation’s largest organization for professionals involved in the marketing discipline and has over 250 collegiate chapters and 75 professional chapters throughout the United States and Canada.

Ric Sweeney, member of the marketing faculty in the College of Business, was honored with the Hugh G. Wales Faculty Advisor of the Year award, presented by the National American Marketing Association’s Collegiate Chapters Council. This award was announced as part of the annual awards ceremony at the AMA International Collegiate Conference held in New Orleans and honors Hugh G. Wales, the founder of the AMA’s Collegiate Chapter program.
**College of Business Undergraduate Program**

The marketing major is the most sought-after degree in the undergraduate program at the College of Business. Each year, admissions continue to grow, as does the number of out-of-state students. From the 2007 academic year to the 2008 academic year, the number of incoming freshman who were from outside of Ohio rose 8%, and this percentage continues to climb. There has also been a steady rise in the median SAT and ACT scores, which shows that competition for admission into the College of Business is increasing as well. As the curriculum continues to evolve and remain at the forefront of educational practice, our students continue to excel in both the academic and co-op arenas.

We are proud of the 196 students who have graduated in the last year from the undergraduate program with a Bachelor of Science in Marketing degree, and we will continue to support them in their career journey.

**Graduates By the Numbers:**

- Marketing - 196
- Accounting - 114
- Finance - 113
- Operations Management - 59
- Information Systems - 32
Chelsea Kindschuh
2009 Undergraduate Student of the Year

Any student can attest that college sometimes feels like life under the big top. Kolodzik Business Scholar Chelsea Kindschuh is no different. Yet, by taking carefully calculated risks and pushing herself to go the extra mile, Chelsea is reaping benefits from thinking outside the box—or ring, as the case may be.

A marketing and finance major, Chelsea exemplifies the College of Business Kolodzik Business Scholars (KBS) program ideals of being innovative, thinking globally and working collaboratively.

She is also a Cincinnatus and University Scholar. In her junior year, she received the Carl H. Lindner Outstanding Junior Award from the College of Business.

“That was a really big deal to me,” Chelsea says. “I like to get involved in everything.”

But Chelsea has another passion besides business and books—she also plays midfield for the UC women’s soccer team. She has consistently been named a “Topcat Scholar” and is also the 2008 Student Athlete Advisory Committee President.

The combination of the classroom and the field was what attracted Chelsea to UC, with both a Big East soccer team and a business program offering faculty experts and opportunities for real-world experience.

“As soon as I stepped foot on campus I knew,” she says. With Big East athletics and hands-on opportunities with leading businesses and professors willing to accommodate a student athlete’s schedule, the choice was clear to Chelsea.

Recently she put her education to good use in landing an unusual internship with Cirque du Soleil in Las Vegas. She felt she was taking a risk to some extent with this undefined role she’d accepted.

“The position did not pay much, and it was in a city I knew nothing about,” she says with a smile. “My first day on the job, a guy stepped in my office and handed me a clown nose. He said, ‘This is for you. We do not make fun of clowns here.’”

Through her marketing and public relations internship, she learned about the relationship between creativity and productivity. She realized Cirque du Soleil thrives thanks to a deep appreciation for the arts, but also a keen business sense.

*Story by Wendy Beckman*
“This project afforded me the opportunity to develop tools critical to Northlich’s differentiation. In the process, I not only added value to the organization, but also gained a wealth of applicable knowledge.”

- Miguel Sanchez, MS-Marketing Class of 2009
A World-Class Program in a World-Class Institution

The marketing industry is a fast-paced world of exciting opportunities and continued growth. To compete in this highly competitive environment, it is necessary to have the practical knowledge and well-rounded portfolio required by businesses and organizations. The Master of Science in Business Administration/Marketing (MS-Marketing) program at the University of Cincinnati College of Business provides students with the tools and real-world experience necessary to pursue a successful career in marketing.

Experienced Faculty with the Right Connections

The MS-Marketing faculty have extensive experience in both industry and academia and are among the leading scholars in the field of marketing. They leverage their expertise to offer practical, leading-edge courses designed to put students ahead of the competition. The Marketing Department and the College of Business have well-established connections with the Greater Cincinnati business community and partnerships with major marketing companies and organizations.
Since the MS-Marketing program was introduced to the College of Business in 2006, it has been creating a network of alumni that spans the globe. The program continues to attract top talent from around the world and infuses this cultural diversity into the program learning.
Competitive Scores and Rich Experiences

As the MS-Marketing program grows in popularity, the competition for entrance into the program is beginning to increase. Not only do we have students from diverse world cultures in the program, but from diverse business cultures as well. Each industry offers a unique perspective on marketing issues and uses the methods acquired in the MS program in different ways. The depth of knowledge represented in years of work experience adds to the richness of the learning within the classroom experience.

<table>
<thead>
<tr>
<th>Work Experience</th>
<th>GMAT Scores</th>
<th>GRE Scores</th>
<th>GPA</th>
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<tbody>
<tr>
<td>Range: 0 - 17 years</td>
<td>500 - 700</td>
<td>950 - 1170</td>
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<tr>
<td>Average: 2.9 years</td>
<td>Average: 584</td>
<td>Average: 1037</td>
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</tr>
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</table>

**Market Research - 3**  
**Education - 2**  
**Marketing Communications - 2**  
**Financial Services - 2**  
**Pharmaceuticals - 1**  
**Software; Manufacturing - 1**  
**Health Care - 1**  
**Real Estate - 1**
“Hill-Rom’s Capstone project provided me with a unique opportunity to interact with various disciplines and levels within the organization. The overall project experience provided me project management experience by taking a project from inception to implementation. This learning experience will directly transfer to my professional career in marketing.”

- Kushal Gohil, MS-Marketing Class of 2009
MS-Marketing Capstone Experience

The two-quarter Capstone experience is the culmination of the MS-Marketing program and takes place during the winter and spring quarters. This unique experience gives the student an opportunity to work as a consultant for local companies, devoting over 400 work hours to the project. Unlike traditional classroom learning where the problem is identified in advance and students work through the solution, the Capstone requires students to diagnose the problem situation and then solve it using their academic foundation. The Capstone projects simulate the business environment that students will face as graduates. The clients for these projects submit proposals and the students choose from the proposals based on personal and career interests.

2009 Capstone Clients

Catacoustic Consort
CIMx
Cincinnati Museum of Advertising
Cincinnati Ballet
City Ministries
Dramakinetics of Cincinnati
Emotiv Energy
Hill-Rom Inc.
Mathis Foundation for Children
Northluch

Premier Lease & Loan Services
RGI Inc.
Signage Foundation
Sun Chemical
The Court Yard
The Green Depot
UC College-Conservatory of Music
UC Office of Admissions
UC Professional Practice Division
Voice of Your Customer
Catacoustic Consort  
*Student Consultant - David Alexander Tieman*

The Catacoustic Consort Capstone was a study of the American music industry with broad applicability across many other industries. The Catacoustic Consort, a Cincinnati-based organization specializing in the performance of early music from the Renaissance and Baroque eras, presented the challenge to strengthen the long-term sustainability of the organization by increasing and broadening its local and national audience. The Capstone project involved discovering and exploring new ways for the Catacoustic Consort to reach previously untapped market segments while bolstering interest among the current audience.

CIMx  
*Student Consultant - Anshul Mangla*

CIMx is moving toward marketing a product, Interax, to mid-market aerospace and defense companies. Given that the perceived value proposition can vary by company stakeholders (manufacturing operations, corporate management and information technology), CIMx needs a clear and concise way to target messages to its clients. The project focused on how CIMx can gain a promising brand image. The consultant helped the company to develop an elevator speech, which clearly defines the company, launch a new tagline and identify website improvements to increase traffic.

Cincinnati Museum of Advertising  
*Student Consultant - Kyle Connely*

The Cincinnati Museum of Advertising is the brainchild of online marketing guru Pete Blackshaw. The museum aims to bring attention to Cincinnati as a global hub of advertising and branding. The consultant constructed a marketing plan, and volunteers formed committees in the following areas to ensure the success of the museum: fundraising, public relations, donors (including collecting content) and promotion. Advertising agencies and advertisers were encouraged to submit content to the museum.
Cincinnati Ballet  
*Student Consultant - Kurt Andrew Myers*

Cincinnati Ballet faces a challenge similar to many arts organizations—an aging patron base. Younger potential arts patrons (age 21-45) are accustomed to many entertainment opportunities and may not consider the Ballet for entertainment. To thrive and prosper, the Ballet must evaluate its current standing with younger patrons and utilize new ways to connect with this audience. Using various forms of qualitative and quantitative research, this project sought to understand the current audience attending Ballet performances and which current marketing efforts were most effective in reaching that audience. The consultant examined current entertainment choices younger patrons make, how they find out about entertainment options and current perceptions of ballet and the Cincinnati Ballet and tested potential programs to attract this audience. The final result was a strategic marketing plan.

City Ministries  
*Student Consultant - Melanie Cannon*

In 2001, City Ministries formed through the merger of City Gospel Mission and CityCURE. However, each organization still used independent logos, and the name “City Ministries” was primarily used internally. This situation resulted in confusion of the overall identity and a lack of branding architecture. The Capstone research determined if the organization should operate under a single or dual umbrella brand and how each would impact the structure of the organization’s multiple programs. An external brand awareness survey, phone interviews, focus groups and an internal cultural audit were conducted. Current names and new names for the organization were tested to determine their strengths. Following primary research, a branding manual was developed that contained a new logo, branding architecture, a subsystem for programs and examples of how the architecture could be applied to both web and print. An internal and external communication plan was also developed, along with a feedback mechanism.
Dramakinetics of Cincinnati  
 **Student Consultant - Kristin Schaub**

Dramakinetics of Cincinnati is a nonprofit organization seeking to purposefully include those with and without disabilities in a meaningful way. By offering performing arts classes throughout the Greater Cincinnati area, Dramakinetics provides those with special and typical needs a creative outlet to improve their developmental skills. Dramakinetics aspires to become a leading national organization. To do so, they came to UC seeking new ways to connect, cultivate and convert new sources of funding.

**Emotiv Energy  
 Student Consultant - Sean Grace**

A Cincinnati-based consulting firm, EmotivEnergy focuses on energy audits for residential and commercial properties with the purpose of increasing energy efficiency. While currently functioning as an independent third-party consultant, the owner wished to expand to a supplier role to offer differentiation in this increasingly competitive market. One product the company wanted to market was a solar window system that acts as an extension of existing windows in a home or business. The purpose of the Capstone was to determine the best go-to-market strategy for this product, with a focus on preserving the integrity of the consultancy and building a memorable brand in the eyes of consumers.

**Hill-Rom Inc.  
 Student Consultant - Kushal Gohil**

Hill-Rom Inc. is a hospital equipment manufacturer based in Batesville, Indiana. With a renewed focus on new business development, they are faced with monitoring the success of each product launch. The Capstone objective was to develop a systemic approach for monitoring the success of each product, measuring the performance in the marketplace against the original business case and clearly communicating the progress back to the organization at all levels (project team, middle management and senior management). As a final task, the student consultant designed a Marketing Product Launch Metric Dashboard.
The Mathis Foundation **Student Consultant - David Hess**

The Mathis Foundation for Children is a Cincinnati-based nonprofit agency that assists children in crisis — those that have been abused or neglected and have been placed in a foster or adoptive care setting. Stability is seen as a key factor for assisting children in substitute care. The foundation holds special events to raise money for sponsored children and their education. Sherrie Mathis and Mike Mathis, a former NBA official, established the foundation in 1996 because of their family’s commitment to serving this group of children. The Mathis Foundation for Children Capstone project involved brand development, marketing communications planning and strategies to improve fundraising.

Northlich **Student Consultant - Miguel Sanchez**

The media landscape is rapidly changing in response to today’s informed consumer. Marketers are seeking new and cost-efficient approaches to effectively reach and engage their target consumer. The aim of this project was to develop a proprietary media research lab that mines category, brand and consumer insights and ultimately guides Northlich’s media and messaging approaches. An aim of this tool was for it to become an integration resource and model applied across the communication disciplines within Northlich, where employees can observe how consumers use, interact and engage with media, test media hypotheses and garner real-time feedback from consumers.

Premier Lease & Loan **Student Consultant - Binita Pradhan**

Premier Lease & Loan Services is the leading provider of commercial insurance for equipment leases and finance companies. Premier intends to develop a focused “purpose-driven brand” to differentiate itself in the market and to give stronger reasons for customers to be associated with it. The goal of this Capstone project was to define and build an appropriate framework to build Premier as a purpose-driven brand. The consultant defined the purpose of Premier and provided an implementation plan to ingrain it within Premier’s culture and promote Premier as a purpose-driven brand to its customers and prospects.
RGI Inc.  

**Student Consultant - Margarita Nemesh**

RGI Inc. is a Cincinnati-based integrated marketing and branding agency committed to being an expert in marketing strategy. One of the expressions of this commitment was the Capstone project, involving the development of comprehensive research to generate knowledge and inspire strategic thinking. With “prepared food in the grocery store” as the topic to be researched, the consultant conducted secondary research followed by extensive primary research. In the exploratory qualitative phase, shop-alongs and in-depth interviews uncovered consumer insights that later were quantified through a web-based survey. All the learning gathered was consolidated and synthesized to be applied to a project with RGI’s clients.

The Green Depot  

**Student Consultant - Mike Sanders**

For 25+ years, Brian Garry has practiced green building through Green City EcoStruction, the only green building company in the Midwest listed in the National Green Pages. In 2008, Brian invested in a Gateway Quarter storefront (Over the Rhine) and plans to use the space to open the Green Depot, a retail outlet for state-of-the-art green technologies and energy products. As the property is being renovated, Brian enlisted the help of the MS-Marketing Program to increase his understanding of Cincinnati contractors, architects and nonprofit organization needs in green energy and building material products.

Sun Chemical  

**Student Consultant - Lauren Mariano**

Sun Chemical, a member of the DIC group, is the world’s largest producer of printing inks and pigments. Sun Chemical Performance Pigments, headquartered in Cincinnati, asked the consultant to examine coloration in the construction segment. The work included market research, distribution channel assessment and other related business analyses. The goal of the analysis was a deep and rich understanding of all aspects of the market, segments and competitors, yielding a marketing plan for Sun Pigments covering how to enter this market.
The Court Yard Sportsplex  
*Student Consultant - Cameron Ferguson*

The Court Yard Sportsplex is a racquet club and fitness center located in West Chester, Ohio. Though the club is hustling and bustling most of the time, management was looking to increase membership and satisfaction levels. The Capstone project determined the critical factors necessary to raise awareness among prospective members, increase membership and increase satisfaction of current members.

The Signage Foundation  
*Student Consultant - Salonee Khanna*

The Signage Foundation (SFI) is a nonprofit, non-partisan organization dedicated to fulfilling the educational, research and philanthropic purposes of on-premise signage. SFI, in collaboration with UC’s CoB and DAAP, is organizing the 2009 National Signage Research and Education Conference (NSREC) in October, to be held in Cincinnati, Ohio, the first in a series of many initiatives to bring together sign makers, businesses, end users, the public and local governing bodies. The focus of the project was two-fold — first, develop an overall communications strategy for SFI to target identified constituencies and donor groups; second, develop the marketing plan and design of marketing collateral for the conference. The collateral included handouts for the conference, a prototype for future conferences, targeted marketing communication initiatives, design for the SFI Corporate Booth and layout for the SFI and NSREC websites.

University of Cincinnati CCM  
*Student Consultant - Diana Coffey*

The University of Cincinnati College-Conservatory of Music (CCM), the largest single source of performing arts events in Ohio, is looking toward a future re-envisioning of its brand. In order to begin this pursuit, it is imperative that the current CCM audience is thoroughly understood. CCM needed a comprehensive research study, since no recent data collection or analysis had been performed among its current audience. With a better understanding of its audience, CCM hopes to better target its unique segments and build overall loyalty to the CCM brand.
University of Cincinnati Admissions Office  
**Student Consultant - Laura Deller**

Now that the University of Cincinnati is competing in the Big East for athletics, UC is ready to compete outside of the tri-state region for student applications. To do so, the UC Office of Admissions needed market research and marketing strategies to increase out-of-state enrollment of first-year students. The purpose of this marketing initiative was to provide insight into why current out-of-state students have chosen the University of Cincinnati, recommend marketing strategies to attract more out-of-state first-year students and target new geo-demographic areas for future marketing efforts.

University of Cincinnati Professional Practice  
**Student Consultant - Stephanni Cohen**

UC Professional Practice Division and Cooperative Education (co-op) Program (UCPP) is designed to provide qualified students the most comprehensive professional preparation available. Today, the program is at a pivotal point. As the world navigates a challenging economy, the Professional Practice Division had too many students and not enough positions to fill. The business issues were strategic marketing development within challenging economic times and positioning the co-op program with long-term employers. The Capstone consultant focused on the following challenges: (1) identifying with whom to communicate; (2) determining how to communicate; and (3) building ongoing relationships.

Voice of Your Customer  
**Student Consultant - Ankita Sahni**

Located in Walnut Hills, Voice of Your Customer was founded as a secret-shopping company by Crystal L. Kendrick. The firm grew from $3,000 revenues in 2006 to over $400,000 in 2007 when it expanded to a full-service marketing consulting firm. Surpassing local, regional and national averages in leading economic indicators for emerging firms, this marketing consulting firm proposed a Capstone project which focused on: (1) providing initial brand image assessment to serve as the foundation for formulating desired brand position; (2) applying Search Engine Optimization for website content development; and (3) recommending a long-term strategy to track and increase the effectiveness of the firm’s professional/social networking websites.
Some students do much more than just attend class—they become actively involved with their colleges and challenge themselves both inside and outside the classroom. Stephanni Cohen is one such student.

After earning her Bachelor of Science in graphic design from the University of Cincinnati in 1994, Stephanni began her career in the corporate world. Although satisfied with her chosen path, Stephanni realized she could add more value to her employer, and her career, if she pursued a graduate degree. In 2007, with a full-time job, husband and two young children, she started the MS-Marketing program while juggling the many other areas of her life.

Once back in school, Stephanni pushed herself to be an excellent student by becoming active on campus and applying her classroom knowledge to real-life projects through competitions and Capstone projects. The first, and one of the most time-consuming projects she tackled, was participating in the “Do It Now—Donate Life Ohio” campaign. From September 2007 through June 2008, Stephanni and a team of fellow MS-Marketing and MBA students tackled a comprehensive campaign to promote organ donation in Ohio. The team’s efforts paid off when they were awarded “Best Overall Tactical Plan” by the Do It Now Leadership Team.

In addition to the “Do It Now—Donate Life Ohio” campaign, Stephanni also worked with the UC Division of Professional Practice for her Capstone during winter and spring of 2009. Her collaboration with the division resulted in practical and valuable suggestions on how to attract and retain sustainable business partners to the university during a shaky economy.

With her combination of graphic design and marketing degrees, Stephanni sees a world of opportunity opening up.

“I am proud of my dual-track experience in marketing and design,” Stephanni says. “It has enabled me to develop creative solutions to organizational challenges, deliver insights and improve marketing strategy and growth for various organizations.” Although finished with the program, Stephanni has left a lasting impression on the UC College of Business and Marketing Department—her achievements stand as a testament to future part-time students that you can do it all.
"The PhD program at UC helped me develop my own unique style of research methods and gave me the opportunity to work with an exceptionally qualified and energetic faculty group. The faculty group works with the student research interests, gently shaping the progress with nudging suggestions. I think this is a great way to build self-confidence in a budding researcher (me!) to pursue independent research."

Vijaykumar “PK” Krishnan Palghat
PhD Program Graduate 2009
Students seeking a doctorate in marketing from the University of Cincinnati follow a rigorous program of full-time study devoted to advanced courses in subject matter, research methods and the philosophy of science. Students spend a minimum of four years addressing unanswered questions in consumer behavior, product development, relationship marketing and other areas of strategic and social importance. This work is underpinned by advanced classes in foundational subjects, such as psychology, sociology, anthropology and neuroscience. Courses that engage unusual cross-disciplinary development, such as music theory, computer science, economics and engineering, may also be pursued. Students also perfect their understanding of important methodological techniques, including probability theory, statistical reasoning, experimental design and regression analysis, as well as specialized methods in leading edge areas of marketing modeling, such as discrete-choice analysis and structural equation modeling.

During the first two years of the program, students work with faculty mentors on research. This experience leads to two additional years during which a student completes his or her original doctoral dissertation research. UC Marketing PhD students frequently present their work at national and regional conferences, and in notable cases, publish findings in one of the field’s leading scholarly journals. In the latter stages of the program, students also gain valuable classroom teaching experience.

The Department of Marketing is proud to have placed its PhD students at leading universities in the United States and abroad. UC PhDs are now faculty members at Penn State University, University of Alabama, Arizona State University, University of Louisville, Washington State University, Rutgers University, San Francisco State University, San Jose State University, University of Montana, University of New Hampshire, McGill University and the Australian Graduate School of Management, among others.
Vijaykumar “PK” Krishnan Palghat

PK is a 2009 graduate from the PhD program at the University of Cincinnati and has accepted a position as assistant professor of marketing at Northern Illinois University. Entering into the PhD program in the fall of 2005, PK brought a wealth of experience to the University of Cincinnati. His professional background includes the following:

- Business Head, *Times of India*, India 2003-2005
- Vice President and Marketing Head (planetworkz) NIIT Ltd., India 2000-2003
- General Manager Marketing, Usha Martin Telekom Ltd., India 1998-2000
- Account Director, J. Walter Thompson, India 1996-1998
- Deputy General Manager Marketing, Shaw Wallace, India, 1993-1996
- Deputy Manager, Tata Steel, India 1990-1993
- Assistant Engineer, NIDC Ltd., India 1984-1988

PK’s teaching interests include brand/product management, marketing strategy and consumer behavior. While at UC, he taught Marketing Metrics and Retail Decision Making.

During the program, PK developed and honed his research abilities through a number of research projects, presentations and publications. He received the “Best Overall Conference Paper Award” in 2007 at the Summer American Marketing Association Educator’s Conference. A fitting tribute to his research excellence is PK’s selection as the College of Business Graduate Student Research Award winner.

PK’s published research includes the following:

- “Thin Slice Judgment and Relationship Marketing: An Anchoring and Updating Perspective,” *Enhancing Knowledge Development in Marketing, AMA Summer Educators Conference, 2008*
Along with his rich professional experience, PK also brought with him talent and knowledge in professional music. PK is a professional-level violinist and enjoys playing Indian classical Carnatic music. He was the recipient of the Klyengar best violinist award from the Madras Music Academy in 1979 and has been a graded Artist on All India Radio and National Television. Building on his experiences as both a marketer and as a musician, PK chose a dissertation topic that integrated both of his interests.

Dissertation Abstract:

“Hearing, Remembering, and Branding: Guidelines for Creating Sonic Logos”

Sound, in its many forms, plays a central role in branding. Yet, despite its pervasive use in practice, sonic branding has not been studied to the extent that visual branding has. This dissertation examines the influence of design characteristics of sonic logos (“sogos” – the auditory analog of visual logos) on recognition, affect and familiarity judgments. It also investigates the hypothesized mediating role of processing fluency in linking responses to design characteristics. This work is expected to contribute to branding theory and practice, including the development of guidelines for the creation or selection of sogos.

The Chair of PK’s dissertation committee was Dr. James Kellaris, who has also conducted extensive research in the field of music and marketing.

Dr. Kellaris comments on PK’s dissertation:

This research work represents the current state-of-the-art in the emerging field of sonic branding — the strategic use of sound to create an authentic auditory identity for a brand. Sound plays an important role in creating brands. It can identify a brand, distinguish it from competing brands, support a brand image and convey brand attributes non-verbally. In contrast to conventional, tactical applications of sound in branding, sonic branding leans on processing fluency theory to leverage sound as information in and of itself. Often such auditory information is nonverbal and nonlinguistic. Dr. Palghat’s research explored the systematic influence of three design characteristics of sogos — number of tones, contour and “chunkability” on responses such as recall and liking. Findings from this dissertation can be applied to the creation of better branding through sound.
Mihai Niculescu

Mihai is a 2009 graduate from the University of Cincinnati PhD program and is off to further his academic career at New Mexico State University as an assistant professor of marketing. Entering into the UC PhD program in the fall of 2005, Mihai came with a previous PhD degree from his home country of Romania. His educational and professional background includes the following:

**Education:**
- PhD in Marketing, Al. I. Cuza University, Iasi, Romania 1999 – 2004
- In-depth studies in ‘Marketing Planning and Strategy’, Al. I. Cuza University, Iasi, Romania 1998 – 1999
- Al. I. Cuza University, Iasi, Romania 1994 – 1998

**Professional:**
- Marketing Consultant, IMSAT S.A. Bucharest, Romania 2005
- Market Researcher, GFK Romania, Market Research Institute, Bucharest 2004-2005

Mihai’s research interests include human information processing and decision making under risky, incomplete and missing information conditions, decision biases and patterns of irrational consumer behavior, business-to-business marketing and discrete choice modeling.

Mihai is a co-author of a textbook entitled *Marketing Management in Purchasing* (2003). He had a wide array of publications, nine in total, in various journals while in the PhD program in Romania. At UC Mihai continued to be a contributing author and published the following:

- “Framing and Omission Neglect,” *Journal of Applied Social Psychology*
- “One-to-One vs. One-to-Many Relationship Marketing,” *Summer AMA Conference (August), Washington D.C.*
The focus of Mihai’s dissertation was loss aversion and how consumers make purchasing decisions when non-monetary factors are considered. His research is closely related to the study of Behavioral Economics and Game Theory.

Dissertation Abstract:

“Towards a Unified Treatment of Risk and Uncertainty in Choice Research”

My dissertation investigates substantive questions developed from Kahneman and Tversky’s behavioral choice theory. The theory is tested in a marketing context using modern hierarchical Bayesian methods. Behavioral choice theory reveals systematic departures from rational behavior when consumers face choices described incompletely or using probabilistic rather than deterministic properties. Previous research relies nearly exclusively on monetary options, which are intrinsically unidimensional and exhibit monotone utility. These special properties are likely to influence the frequency of preference reversals and other so-called non-rational behaviors in human decision-making. My research focuses on non-monetary options and tests for effects on judgment and choice from both within-and between-dimensional risk.

The Chair of Mihai’s dissertation committee was Dr. David Curry, an expert in the field of behavioral choice theory. Dr. Curry notes:

Dr. Niculescu’s work reveals insights in two areas called omission neglect and loss aversion. The choice of a financial option is a vivid example where these ideas may play a role. Managers select information to publicize about the product and, as importantly, information to omit. Consumers choose to attend or not attend to the potential array of information available. Furthermore, some product attributes are inherently uncertain; e.g., the interest to be paid on a variable rate home mortgage. Dr. Niculescu’s research sheds light on how a consumer folds such information into a decision. Results from carefully designed experiments run counter (in some cases) to established axioms of consumer behavior and for that reason are of deep interest to multiple constituencies, including management, consumer protection groups and others, such as medical researchers trying to understand how individuals make important choices among health-care treatment options.
2008-2009 PhD Students (cont’d)

The PhD program usually has a total of six to eight students at different points within the program. They come from varied backgrounds with a broad array of expertise and rich experiences.

**Doug Ewing**

Prior to joining the PhD program, Doug Ewing was corporate and foundation relations coordinator for the OhioHealth Foundation in Columbus, Ohio. There he served as primary grant writer for philanthropic grants and managed the grants stewardship program. He entered the PhD program in 2006. His research interests have evolved to include the role of “authenticity” in consumer behavior, the symbolic implications of brands for self-concept and evaluative conditioning. Doug is in the midst of his dissertation, examining how social identity influences a consumer’s relationship with a brand and the importance placed on brands in different contexts.

**Hélène Deval**

Hélène Deval is a Ph.D. candidate in marketing. In 2006 she received an MBA from the University of Cincinnati and, concurrently, a Master’s degree in management from l’Ecole Supérieure de Commerce de Toulouse (France). Hélène’s primary interests are in consumer psychology and judgment. Her research focuses on how consumers process information to make inferences and form attitudes about consumer products and services. In June, Hélène was UC’s representative to the American Marketing Association’s annual Doctoral Consortium, which recognizes top PhD candidates from the U.S. and abroad. In July, Hélène was awarded an honorable mention for the 2009 Society for Consumer Psychology Dissertation Proposal Competition for her work on the role of accessibility experiences in attitude formation. Currently, Hélène is studying the role of temporal construal on sensitivity to missing information, the role of confusion in resistance to persuasion and how implicit theories influence attitude polarization.
Before joining the PhD program in marketing, Scott received a BS in marketing from Boston College and gained five plus years of work experience with Forrester Research and The Gillette Company (P&G) conducting market research on social computing, web 2.0 and interactive marketing. Scott’s current research interests are in consumer behavior with a focus on online advertising, persuasion, and communications. Scott is currently secretary of the Graduate Student Business Association (GSBA) and is developing research on online source credibility and the persuasion of consumer-generated media.

Prior to joining the PhD program, Xiaoqi worked for IBM-China as an executive assistant responsible for coordinating local and global communications. She also worked as a strategic marketing planner for China’s Groupe Seb, a French manufacturer of small appliances. Xiaoqi joined the PhD program after receiving her Master of Arts Degree in communication from Marquette University in Milwaukee. Her primary focus in the PhD program is consumer behavior with a special interest in studying consumer judgment in contexts in which only limited information is available. Xiaoqi has finished her coursework and will take her comprehensive exams this fall.

Xiaoning (Grace) Guo is a second-year doctoral student. Grace is from the city of Shenyang, in the Liaoning region of China. Her research interests include omission neglect (how consumers evaluate products and services when critical information is missing), services marketing and word-of-mouth. Just prior to joining the PhD program, Grace received her Master’s Degree in marketing from Lingnan University in Hong Kong. This past summer, Grace was honored at the INFORMS Marketing Science Conference at the University of Michigan as the winner of the Best Paper Award for her Master’s thesis originally presented at the International Conference on e-Business (2009) in Milan, Italy.
A faculty actively involved in research means that students are exposed to cutting-edge knowledge. Research-active faculty create the knowledge that eventually makes its way into the textbooks. As a result, UC students benefit from exposure to leading-edge thinking long before students at non-research colleges/universities are exposed to the same concepts.
Thought Leadership through Cutting-Edge Research

What makes the UC Department of Marketing in the College of Business distinct? One distinction is, of course, the cutting-edge research and thought leadership that is conducted by renowned faculty. Consistently in the top 25 marketing departments in terms of publications per faculty member, UC Marketing Department faculty lead their colleagues in innovative thinking and problem-solving that informs all that we know about marketing and its influence on the marketplace. As scholars at the pinnacle of their peer group, UC faculty engage students in every facet of the discipline while advancing their business acumen through progressive scholarship and examination of real issues facing marketing professionals in today’s marketplace.

The UC marketing students of today are the business world’s thought leaders of tomorrow. With progressive research topics and examination of the varied components that comprise the constantly evolving field of marketing, we are creating knowledge that business can use. Our students enter the professional field with state-of-the-art knowledge, making them some of the most desirable candidates for positions with companies who share the College of Business’ appreciation of trail-blazing thought. As the partnership between business and education continues to grow, UC’s Marketing Department is positioned to create the knowledge that will strengthen and support this bond over time.
Ethics in Business

James J. Kellaris, PhD, focuses his research on the ethical principles guiding the actions of decision-makers navigating their way through the moral hazards of professional life. His research explores ethics, decision-making and how they are impacted by situations and the many variables that make each situation distinct. Though business ethics is fairly common amongst college course offerings, Kellaris aims to understand the factors leading good people to do bad things. This is knowledge he sees as absolutely essential to wide-eyed graduates entering into a business world full of ethical hazards, many of which have potentially disastrous consequences. Kellaris’ research gives students a leg up in avoiding unintentional bad decisions perceived as moral low-ground in professional settings. By identifying sources of judgmental bias, our region’s future business leaders are imparted the tools to navigate and avoid ethical infractions that otherwise tarnish reputations, undermine client trust, damage relationships with colleagues and ruin careers before they have a chance to flourish.

Building Brands through Implicit Endorsement

Many ad campaigns feature celebrity spokespersons that help build brands through expertise, trustworthiness or attractiveness. Explicit endorsement, however, is risky business. A scandal that rocks a celeb’s reputation can also tarnish a brand’s image (for example, Michael Phelps and Kellogg’s cereal). Research conducted by Dr. Chris Allen at the University of Cincinnati shows that brands can benefit from more implicit forms of endorsements, which transfer meaning from celebrity to product without the baggage of explicit endorsement. Evidence from a study conducted at UC shows how beliefs about a brand become aligned with existing beliefs about celebrities through mere association. “Co-present endorsements” — when a celebrity appears with a product — can transfer desired meanings without the hazards of explicit endorsements.
Consumer Choice

In addition to choices guiding their own professional decision-making, graduates come to understand the nuances of consumer choice, upon which marketing strategies are often built. David Curry, PhD, examines how choice influences an individual’s decision to buy one product over another, as well as non-product choices in areas such as public policy. Through a technique called agent-based modeling, Curry forecasts market demand for products with different characteristics. The resulting collection of models is a virtual representation of a given market and can be used to answer questions important to business executives and public policy makers.

Cultural Impact

Business prospers where culture flourishes. Cincinnati is a great place to do business in part because of the arts organizations that provide the enrichment that helps attract and retain a strong, diverse talent base. PhD student Hélène Deval’s research is aimed at cultivating the next generation of arts patrons and prospective donors. In a series of experiments, she promoted a hypothetical “arts sampler” package using varied appeals representing common influence tactics such as limited availability and popularity with others. Characteristics of participants such as prior involvement with the arts and personality traits were measured. The results show that influence strategies can increase college students’ willingness to explore the arts. As this stream of research develops, it is hoped that findings can eventually be applied to advantage by arts organizations seeking to expand their patron base to include younger demographics.
Keeping Shoppers Happy

Store atmosphere is important in attracting and keeping shoppers, especially during the crowded holiday shopping season. Crowding typically has a negative effect on shoppers, but, according to research by Karen Machleit, PhD, this depends on a number of factors. Perceptions of crowding are individually based and vary from person to person. If a shopper has a specific item she or he is looking for, the store will seem more crowded than for a shopper who is just browsing. If the purchase is an expensive one, the store will feel more crowded than if it is an inexpensive purchase. Music also plays a role in shopper’s perceptions. Slower music in a crowded store and faster music in a less crowded store has positive effects on shopper satisfaction. In addition, loud music can increase feelings of being crowded. Obviously, a crowded store is attractive to retailers. The good news is that shoppers instinctively know what kind of crowding can be controlled by the store and what cannot, and there are simple ways that the retailer can minimize the negative effects of crowding on shopping satisfaction. The research shows that careful management of space and atmosphere can keep shoppers happy and coming back.

Spreading Innovation

Dr. Inigo Arroniz’s work has expanded the traditional boundaries of how innovation is defined and hence where it can take place within an organization. He has created a framework that makes any aspect of the business system a potential place for innovation to occur. The framework enables managers to view innovation as a system-wide phenomenon and opens new strategic and tactical possibilities for companies that use it. Several Fortune 500 companies have not only used the framework for strategic analysis and benchmarking, but have developed new business using the framework as a model to systematically analyze each new opportunity. Arroniz also has found that companies that focus on a few innovation areas do better for a given level of effort (people and dollars invested) and that exploring areas that are not heavily invested in by competitors usually yields the best results.
A Leader in the Field

In his years of studying advertising, consumer behavior and market research, Frank R. Kardes, Donald E. Weston Professor of Business in the Department of Marketing, has been the recipient of many awards and honors. His research focuses on consumer judgment and inference processes, persuasion and advertising and consumer and managerial decision-making. He is a recipient of the Distinguished Scientific Achievement Award of the Society for Consumer Psychology and is a fellow of several professional societies.

Now Kardes can add one more feather to his cap: he has been named to the “Honor Roll of Consumer Researchers” by Blackwell, Miniard and Engel in the tenth edition of Consumer Behavior.

The authors asked themselves which consumer researchers had been “the most active in generating knowledge about consumer behavior in recent times.” To answer this question, they chose to focus on the two leading journals devoted to consumer research: the Journal of Consumer Psychology and the Journal of Consumer Research. They then counted the number of articles authored or coauthored by an individual in the 20 years from 1985 to 2004. Frank Kardes stood alone at the top of the list with 16 publications in these two journals.
One of the best ways to beat perspiration is with aspiration.

This, in a way, was the message delivered by Jim Stengel, the global marketing officer of Procter & Gamble Co., to a crowd of hundreds of people at the University of Cincinnati’s inaugural marketing summit. In a one-hour presentation that highlighted the on-the-ground efforts by P&G, Stengel highlighted its global efforts to prevent disease, lighten the load for poor mothers and, in the case of perspiration, help boys become men.

“The function of marketing lacks a north star,” Stengel told the crowd as he prepared to guide it through P&G’s own mission. That north star, he said, is purpose and ideals.

But it’s not so simple as pledging to go green in the office or supplying vaccinations to children in third-world countries. Such goals have to be part of the moral fabric of a company. Every mission has to be backed up with action. It must first be geared toward helping others and in turn elevate the brand. Only then is the effort authentic and therefore worthwhile.

To accomplish this, a company has to line up a few other stars. The leader must be explicit about the purpose, and it has to resonate with workers; it must energize them. If the company’s own people aren’t passionate about the program, why would consumers be?
2008 UC Marketing Summit

Stengel illustrated how P&G accomplishes its purpose through several of its global programs, each initiated by the teams that oversee the brand involved. Safeguard, for instance, launched a program in Pakistan to educate families about hygiene, a program that eliminated illness while growing brand awareness. Pampers teamed with UNICEF in a global program wherein one tetanus vaccination is donated with every package of Pampers sold. So far, 40 million vaccinations have been funded as a result.

Stengel closed by encouraging the students and marketers in the crowd to become a part of the movement.

“We can be much, much better than we are today.”

Stengel’s presentation was followed by a discussion panel including Jim Sluzewski, Vice President of Communications for Macy’s Inc; Kathy Selker, CEO of Northlich; Walter Solomon, Chief Growth Officer of Ashland Inc; and Chris Allen, the Arthur Beerman Professor of Marketing at UC.

2009 UC Marketing Summit

We are looking forward to the 2009 UC Marketing Summit event featuring keynote speaker Ken Lowe, CEO of Scripps Networks.

The 2009 MS-Marketing Capstone projects will also be on display showcasing the talent in the MS-Marketing program.
Guest Speakers to the COB Marketing Department 2008 - 2009

The Cincinnati region has a wealth of cutting-edge companies in a wide array of industries from consulting practices to large multinational corporations. The College of Business maintains close ties with the business community in Cincinnati and frequently invites guest lecturers into the classroom to talk about current issues. Below is a list of guests who visited marketing courses over the 2008-2009 academic year.

Jack Cassidy, President of Cincinnati Bell  
Matt Carcieri, Associate Director, Marketing Knowledge & Innovation, Procter & Gamble  
Geoff Covert, President, Cincinnati Division, Kroger  
Kim Harris and Erika Jones, dunnhumby  
Jim Sluzewski, Senior VP, Corporate Communications & External Affairs, Macy’s  
Dave Knox, Brand Manager - Digital Business Strategy, P&G  
Chris Cushman, Management Supervisor, Northlich  
Kathy Rose, President, Rose Research for Results  
Foster Winter, Managing Director, Sigma Research Management Group  
Margaret Swallow, Cincinnati Consulting Consortium  
Chris Grabarkiewicz, Senior Manager, Consumer Insights, Luxottica Retail  
Steve Ross, Global Account Director, P&G, TNS Custom Research  
Meredith Raffel, Executive Director, Mason Area Arts Council  
Mark Dornoff, Senior Account Manager, GE Energy, ESP-North America  
Dan Cathy, President and COO of Chick-fil-A  
Todd Sebastian, VP at dunnhumby USA  
Stephen Drees, Allegiant Group  
Brandan Jenkins, Copywriter, Northlich  
Doug Spak, Media Director, Northlich  
Patty Bloomfield, Northlich  
Drew Boyd, Ethicon Endo-Surgery  
Nate Carney, Bridge Worldwide  
Tobin Gardner, Centric Consulting  
Sachie Handa, Ipsos  
Gautam Seth, The Nielsen Co.

(Continued on next page)
Guest Speakers to the COB Marketing Department 2008 - 2009

(Continued)

Michael Valentine, President, Valentine Research, Inc.
Jim Stengel, The Jim Stengel Co., LLC
Dave Worden, dunnhumby
Anne Gray, Rumpke Recycling
Scott Aaron, Luxottica Retail
Alex Tosolini, P&G
Joe Nichols, Senior Asst. Brand Manager, P&G Beauty & Grooming
Michel Lannelongue, New Product Development, Folgers
Christopher Dwyer, Owner, Emotiv Energy
Michael Smith, Brand Manager, Licensed Products for Jarden Leisure & Entertainment Group
John J. Hauer Jr., Maverick Solutions Group, LLC
Paul Bernish, Chief Marketing (Communications) Officer, Freedom Center
Jamie Brandt, Communications Assistant, Freedom Center
Patty Klingbiel, President, Connell & Associates
Mark Fallon, Partner, Jeffrey Anderson & Assoc, Real Estate Developer
Mike Heaton, CEO/Owner, Enterprise Vending
David Hammerstrom, Director of Business Development, Lifetime Financial Growth, LLC
Louis Strike, Former President, Hess & Eisenhardt
Karen Forgus, VP-Marketing, Cincinnati Reds
Charley Frank, Executive Director, Cincinnati Reds Community Fund
Vince Cicero, Director of Corporate Sales and Marketing, Cincinnati Bengals
Iris Simpson-Bush, Executive Director, Flying Pig Marathon
Rodger Roeser, President, Eisen Management Group
Mary Stagaman, Vice President, Gov’t Relations & University Communication, University of Cincinnati
Susan Maggard, Director, PurpleTrout
Cindy Tripp, Marketing Director, Global Design, Procter & Gamble
Renee Hytry, Group VP - Design & Innovation, Formica Corporation

If you are interested in becoming a guest speaker, please contact:

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