

SIGMA

SUMMER 2017 MMR NEWSLETTER
COCA-COLA CENTER FOR MARKETING STUDIES



From the Outgoing Director

Since joining UGA in 2008, I have been busy with two roles: Department Head and Director, MMR Program. Prior to my arrival, these two roles were filled by two individuals – and, while I have enjoyed both roles, I am pleased to announce that Professor Marcus Cunha will assume the role of MMR Program Director. I will continue to be involved, but Marcus is the right person to lead the program, and the program deserves more attention than I can provide in my dual-role situation.

Since joining UGA in 2011, Marcus has played an increasingly large role in the program. In addition to teaching the fall course in Advertising and Promotion Management, Marcus has been an MMR project faculty advisor each year and has picked up responsibility for the Altria Executive Seminar Series. He initiated the survey salary of recent grads that has yielded valuable data now reported at Board Meetings. It is through his efforts that the program now has a prominent social media presence on Facebook,

LinkedIn and Twitter. He is a resource and coach for students navigating the interview process and has made valuable contacts with potential hiring firms. I know that he already has a list of new initiatives, so stay tuned for updates and news!

FROM THE INCOMING DIRECTOR



Since joining UGA in 2011, I have been increasingly more involved with the MMR program as Professor Charlotte Mason described. It has been a delight to interact with the students, employers, alumni, faculty, and board members. I inherited a well-oiled machine from Dr. Mason, and I intend to devote a good amount of time to figure out how we can make such an outstanding program even better. I

am reaching out to several constituencies in order to gather information about potential areas where we can leverage our strengths. A few of these initiatives are:

1 – Increase the number and diversity of students applying and enrolling into the program: To that end, we will be presenting the program to career advisers from multiple colleges early this fall at UGA and potentially to advisers in other universities. We will also hold an informational session for prospective students who will be able to attend either in-person or online. The goal is to reach a national target audience of outstanding students by leveraging contacts we have in and connections our alumni network may have with other universities.

2 – Increase the number of potential employers: As we succeed in achieving goal #1, we will need a larger network of employers to sustain the growth on the supply side. The MMR brand equity is outstanding and generates great word-of-mouth as evidenced by the fact that every year we are contacted by companies about which we knew nothing or very little. One of our goals is to more

systematically reach out to companies that are unaware of our program and the outstanding quality of our students. I have recently met with the staff of UGA's Development and Alumni Relations office to discuss these goals, and they were able to connect me with potential new employers almost immediately.

3 – Increase the number and the diversity of companies on the board, and leverage the role of the board in supporting the program's decision making: This is tied to goal #2, and the aim is to add companies that already have a strong relationship with the program as well as companies with weaker ties or those that do not currently employ MMRs. We believe this initiative will significantly increase the value of board membership for current and future members. We will also put effort into understanding what creates value for board members and deliver on that dimension.

4 – Communication and positioning: It is our goal to more proactively communicate the many benefits of the MMR program by developing collaterals, presentation decks, and videos, while strengthening our social media presence. It has also become increasingly relevant, given the current competitive landscape, that we clearly position the role of a marketing research or consumer insights professional. The lines between marketing research and business analytics are becoming progressively blurred, and we believe we need to clearly define and position the product we have to offer.

I am looking forward to working with the incredible MMR network, and please feel free to contact me with any input you may have to contribute the great upward trajectory of the UGA MMR program.

STUDENT NEWS



THE CLASS OF 2018 AT CORRELL HALL

CLASS OF 2018

The class of 2018 is well into the summer curriculum. The incoming class of '17 boasts strong academic credentials with an average undergraduate GPA of 3.7, average GMAT of 630, and average GRE of 308. Eight earned undergraduate degrees from Georgia schools, with others coming from South Carolina, Virginia, Wisconsin, Pennsylvania, Alabama and Germany.

PLACEMENT FOR THE CLASS OF 2017

The class of 2017 has moved on to jobs, with the majority opting for the supplier side with the following firms: Aimpoint (2 students), 84.51°, Bellomy Research (2 students), Lieberman Research, dunnhumbyUSA, InSites Consulting (2 students), M/A/R/C Research, SKIM (3 students), and Radius Global (2 students). Four students have joined the following client firms: Altria, Arby's, Eli Lilly, and Johnson & Johnson Vision Care. One student will begin the doctoral program at the University of Minnesota. Geographically, three are staying in Georgia, four are headed to NY, three to Ohio, two to North Carolina, and one each to Florida, Virginia, Texas, Illinois, Indiana, California, Minnesota and Costa Rica!

IIEX 2017

Once again, Lenny Murphy generously invited the MMR class to Atlanta from June 12-14 for the 2017 Innovation Exchange (IIEX) Conference. With over 900 attending, it was a great opportunity for the students to hear from leading industry speakers, browse the exhibitors, and meet with many in the industry – including MMR alums. Special thanks to Mike Courtney (MMR '86) for hosting a Sunday night dinner for students as well as alumni.



MMRS WORKING AT IIEX



STUDENTS AND ALUMNI ENJOY A DINNER HOSTED BY MIKE COURTNEY ('96)



GRADUATION

The class of 2017, family, and faculty enjoyed a graduation dinner at the Athens Country Club where Cassidy Hoffman received the Student of the Year Award, and Professor John Wurst received the MMR Teacher of the Year Award. Cassidy has joined 84.51° in Cincinnati, and John is already back in the classroom with the Class of 2018. Congratulations to both of you – very well deserved!

Another highlight was the presentation of the MMR Class Gift. With 90% participation by the graduating class, the 2017 Class Gift totals \$19,000, which will help fund student assistantships, software, and expenses for students to attend the IIEX conference in June. Thanks to all of the class for this generous class gift.

TEACHER OF THE YEAR JOHN WURST WITH STUDENT OF THE YEAR CASSIDY HOFFMAN

DEPARTMENT AND FACULTY NEWS

Once again, the Marketing Department has been recognized for research excellence. Coca-Cola Company Chair of Marketing Sundar Bharadwaj is tied for 24th, and Associate Professor Son Lam is tied for 29th in the world based on publications in the premier AMA journals (Journal of Marketing (JM) and Journal of Marketing Research (JMR)) from 2007–2016. The marketing department overall is tied for 23rd (up from 32nd) worldwide based on publications in the premier AMA journals in the same 10-year span. Finally, the marketing department is tied for 45th worldwide based on publications in the top four journals (JM, JMR, Journal of Consumer Research (JCR) and Marketing Science) for the 2007–2016 time period.

A 2007 article published in Journal of Marketing by Sundar Bharadwaj and colleagues Kapil R. Tuli and Ajay K. Kohli, “Rethinking Customer Solutions: From Product Bundles to Relational Processes,” has been selected as the winner of the prestigious 2017 JM Sheth Foundation Long Term Impact Award.

Effective August 2017, Marcus Cunha is promoted to Full Professor and Ani Chakravarty is promoted to Associate Professor with tenure. Congratulations to Marcus and Ani!

Assistant Professor Hua Chen was selected for the prestigious 2017 Marketing Science Institute’s Young Scholars Program.

On the teaching front, John Hulland won the 2016 Terry College Teaching Award, and Charlotte Mason received the 2017 Hugh O. Nourse Outstanding MBA Teacher Award for MBA elective courses.

Charlotte Mason received the 2016 Terry Outstanding Faculty Service Award.

SELECTED RECENT AND FORTHCOMING PUBLICATIONS INCLUDE:

Sundar G. Bharadwaj and Debanjan Mitra (2016), “Satisfaction (Mis)pricing Revisited: Real? Really Big?,” Journal of Marketing.

Alok Saboo, Amllesh Sharma, **Anindita Chakravarty** and V. Kumar (forthcoming), “Influencing Acquisition Performance in High Technology Industries: Role of Innovation and Relational Overlap,” Journal of Marketing Research

Kamer Toker-Yildiz, Minakshi Trivedi, Jeonghyi Choi, and **Sue Chang** (2016), “Social Interactions and Monetary Incentives in Driving Consumer Repeat Behavior,” Journal of Marketing Research.

Hua Chen and Noah Lim (2017), “How Does Team Composition Affect Effort in Contests? A Theoretical and Experimental Analysis,” Journal of Marketing Research.

Candice Hollenbeck and Vanessa M. Patrick (forthcoming), “Alleviating survivor loneliness: The value expressive gift systems in peer-to-peer online patient survivor networks,” Review of Marketing Research.

Candice Hollenbeck and Vanessa M. Patrick (2016), “Mastering survivorship: How brands facilitate the transformation to heroic survivor,” Journal of Business Research.

Jenny Van Doorn, Martin Mende, Stephanie M. Noble, **John Hulland**, Amy L. Ostrom, Dhruv Grewal, and J. Andrew Petersen, (2017), “Domo Arigato Mr. Roboto: How Technology-Infusions Could Change the Service Customer Experience of the Future – A Research Vision and Agenda,” Journal of Services Research.

Efua Obeng, Ryan Luchs, Jeff Inman, and **John Hulland** (2016), “Survival of the Fittest: How Competitive Service Overlap and Retail Format Impact Incumbents’ Vulnerability to New Entrants,” Journal of Retailing.

Kyung-Ah Byun, Mayukh Dass, and **Piyush Kumar** (2016), “An Examination of Innovative Consumers’ Playfulness on Their Pre-ordering Behavior,” Journal of Consumer Marketing.

Son K. Lam, Stefan Sleep, Thorsten Hennig-Thurau, Shrihari Sridhar, and Alok Saboo (2017), “Leveraging Frontline Employees’ Small Data and Firm-Level Big Data in Frontline Management: An Absorptive Capacity Perspective,” Journal of Service Research.

Erin Gillespie, Stephanie M. Noble, **Son K. Lam** (2016), “Intrinsic and Extrinsic Drivers of Salesperson Brand-Specific Effort: When and How They Work?” Journal of the Academy of Marketing Science.

Jenna Drenten and **Kristy McManus** (2016), “Religion-Related Research in the Journal of Macromarketing, 1981-2014,” Journal of Macromarketing.

Julio Sevilla and Claudia Townsend (2016), “The Space-to-Product Ratio Effect: How Interstitial Space Influences Aesthetic Appeal, Store Perceptions and Preferences,” Journal of Marketing Research.

CORPORATE SPONSORED PROJECTS

ELI LILLY

Faculty Advisor: John Hulland

Student Team: Trey Niblett, Erika Quinn

The 2016–2017 MMR corporate project, sponsored by Eli Lilly, was focused primarily on analyzing proprietary data collected by the company. Lilly has a corporate objective to create positive customer experiences by: (1) deepening understanding of customer needs, (2) providing brand and channel diagnostics that connect tactics to customer loyalty, and (3) improving the reliability and consistency of metrics. The MMR student team investigated and provided answers to three research questions arising from this broad focus. First, are there segments of customers that are more loyal to a company brand than others? Second, how similar or different from other competitors is Lilly with regard to the interdependencies between customers as it relates to choice and preference? Finally, do individual firms in the competitive field have different drivers of loyalty versus the market in aggregate?

MERCK 1

Faculty Advisor: Son Lam

Student Team: Alyssa Gerstenecker, Jonathan Mustri, Rachael Spilka

The project consisted of three steps. First, the team conducted a literature review to better understand the specific disease of interest and its socio-psychological implications. Second, the team conducted empirical analyses of primary multinational data from physicians, patients, and caregivers who were involved in dealing with the disease. The empirical results were then integrated into existing decision-making and treatment-related models, revealing actionable insights into not only the competitive landscape, but also how these constituents cope with the disease and acquire support. Finally, the team developed a market research plan to probe into undefined markets, stigma-overcoming ideas, and treatment-seeking motivations for a product line related to the disease.

RACETRAC

Faculty Advisor: Rich Gooner

Student Team: Paige Petry, Linh Nguyen, Raman Saini

The RaceTrac market research team sought assistance verifying an initial segmentation and determining the segments' drivers as a starting point for points-of-difference and reasons-to-believe for more targeted communications. Recruitment, screening and depth interviews with 15–20 representatives from the primary three segments, using a team-generated-and-client-validated interview protocol, confirmed the segments and revealed consistent drivers and segment members' ways of discussing them. Presentation to the entire market research team was followed by a second presentation to the client's marketing and operations-group internal customers. The project was declared a success, and the results turned over to the client's external marketing communications vendor for next steps.

VISTAKON

Faculty Advisor: Candice Hollenbeck

Student Team: Elizabeth Kadrach, Rachael Spilka

The Vistakon project explored the path to purchase of contact lenses among college students. Two groups of participants were recruited for the study: considerers and new wearers. The study involved two phases. During the first phase, considerers participated in an online focus group. During the second phase, new wearers participated in in-depth interviews. Creative projective techniques were used in both phases to dig beneath the surface to explore underlying motivations and influences. In the end, a path to purchase model was proposed. Insights from both groups of participants contributed to our overall understanding of the decision processes, the major influencers and barriers to purchase, and important considerations related to wearing or transitioning to contact lenses.

ARBY'S

Faculty Advisor: Rich Fox

Student Team: Alyssa Cox, Samuel Park, Kristine Ward

The objectives of the Arby's project were to investigate the appeal of Arby's across female age groups, and to develop and test some ideas for enhancing that appeal. Phase I of the project involved qualitative and quantitative research. In-depth interviews exploring fast food attitudes, behaviors and preferences were conducted among females in each of 3 age groups. Also, a survey was conducted among UGA students addressing these same issues. The findings from Phase I were used to design an online survey, Phase 2 of the project, which was conducted among large representative samples of the 3 female age groups. This study addressed awareness, consideration, and visitation of fast food restaurants, as well as reasons for not considering specific chains. The student team worked closely with Arby's researchers to develop and program (Qualtrics) the questionnaire. The team then analyzed the results, and developed and presented their findings to the Arby's research team.

LOWE'S

Faculty Advisor: Marcus Cunha

Student Team: Elizabeth Pitts, Drew Hanson, Caroline Dumas

Lowe's corporation challenged the MMR students to understand what defines space personalization for college students and recent grads. The main goal was to understand how to include Lowe's in the consideration set of Millennials, especially those prone to DIY projects. Students conducted in-depth interviews and identified several recurring themes within the target demographic. They then developed a survey to investigate these themes, opinion influencers, as well as to understand differences in terms of consumers' need for uniqueness. They also identified the main retailers whom the target demographic included in their consideration set when it came to space personalization. Using a large national sample, the team

2016-2017

successfully identified six target markets and developed a model that allows Lowe's to predict segment membership and likelihood of choosing Lowe's over competing retailers.

MERCK 2

Faculty Advisor: Julio Sevilla

Student Team: Pia Lawrence and Carley Somers

The project objective was to improve the company's understanding of how key market segments view several Merck products, as well as to recommend initiatives and develop materials to improve a specific target product's performance. Insights were first extracted through analysis of existing firm data. Based on these findings, the team collected data from a broad sample, as well as from a segment of particular interest, with the objective of understanding how the target product could be better marketed to these groups. Furthermore, advertising materials were developed and tested to confirm that the recommendations, based on the acquired insights, indeed led to increased preference for the target product. Through this experience, the team was able to demonstrate its ability to help solve real-life market research problems. The team benefited greatly from the opportunity to learn "hands on" the various steps involved in conducting a market research project from start to finish.

COCA-COLA

Faculty Advisor: Anindita Chakravarty

Student Team: Rachel Threatt, Erin Toliver, Cassidy Hoffman

Self-Serve machines are becoming increasingly popular among soft drink beverage consumers. Given the sheer number and variety of beverage options that a consumer might select at any time, research is needed to understand consumer intentions to use self-serve machines as well as the most effective range of available options. The team designed a research method to best understand the optimal configuration of beverage categories, novelty offerings and flavors that might increase consumer usage of the client's self-serve machines. The first stage of the project was qualitative in nature and involved observing and intercepting consumers for brief interviews at multiple locations. The qualitative research yielded insights that were used to design the survey for the second stage of the research. A Qualtrics survey, followed by a rigorous TURF analysis, provided specific recommendations about product options that the client should place in its self-serve machines to increase machine usage.

NEW FACULTY



Rosanna Smith holds a PhD in Marketing from the Yale School of Management. Before pursuing her PhD, Rosanna received her undergraduate degree in Studio Art from Yale University. She will be joining the Terry College as an Assistant Professor of Marketing in August 2017.

She is broadly interested in the psychological processes behind how consumers construct value. Specifically, her research focuses on understanding why and how consumers value the authenticity of both companies and products. Drawing from her prior experience in the art studio, she has found that perceptions of authenticity in the consumer domain often mirror the same principles found in the domain of art. Her other line of research focuses on how visual design principles influence consumer choice. Her work has been published in both top marketing and psychology journals.

Rosanna is an avid Ultimate Frisbee player and is very excited to join the Athens Ultimate scene. She loves listening to podcasts (especially Call Your Girlfriend and the Culture Gabfest), playing charades, and rewatching the Gilmore Girls.

WE WANT TO HEAR FROM YOU!

PLEASE SEND YOUR NEWS VIA EMAIL TO:
CUNHAMV@UGA.EDU OR CMASON@UGA.EDU

 facebook.com/TerryMMR/
terry.uga.edu/mmr

ALTRIA EXECUTIVE SEMINAR SERIES

The seminar series is a key component of the MMR curriculum which brings industry leaders to the UGA campus to share their insights and experiences with MMR students. The series is a valuable supplement to the traditional coursework and provides a medium for introducing MMR students to the latest industry trends and practices.

The seminar series is constantly evolving. New seminars and speakers in the past year include Market Research for Large Resort Developments (Mohegan Sun), Millennial Research & International Research (Delta Airlines), Moving from Insights to Action (Johnson & Johnson Vistakon) and Observations from a Career in Marketing Research (AstraZeneca). If you are interested in participating in the Seminar Series or would like to recommend someone, please contact Marcus Cunha (cunhamv@uga.edu).

SPEAKER(S)	COMPANY	TOPIC
Remy Denton & Mike Kessler	SKIM & The Coca-Cola Company	Client vs. Supplier Side
Niels Schillewaert & Julian Ramsey	InSites Consulting	Immersion Day: Brand Communities
Amanda McCabe, Anna Harvan & Lyle Medlen	Eli Lilly	A Case Study in Pharmaceutical Market Research
Caroline Smiley & Rana El Nahas	Delta Airlines	Millennial Research & International Research
Tim Norvel	Elon University	Interviewing and Careers in Marketing Research
Lindsay Zaltman	Olson Zaltman Associates	Tapping into the Consumer Unconscious
Barbara Connors & Katie Mendrala	84.51°	Using Data to Personalize the Customer Experience
Bobby Soper & Adam Whitehurst	Mohegan Sun	Market Research for Large Resort Developments: A case study for the programming and development of a large scale entertainment resort in Asia
Jeff Miller	Burke, Inc.	Advances in Marketing Research Data Collection
Rob Arnett	M/A/R/C Research	Pricing Research
Kristen Downs	MMR Research	Immersion Day: PowerPoint & Data Visualization
Carol Haney Right Audience	Qualtrics	Segmentation: Building Rich Profiles and Targeting the
Tom Morder & Charlie Farr	Chick-fil-A	Chick-fil-A Voice of Customer - Insights in Action
Laura Dahlgren, Brent Taylor Brandis Banks, and Rich Farrell	Altria	Consumer & Marketplace Insights to Support New Product Development
Thomas Walker	The Coca-Cola Company	Immersion Day: "Don't Forget the Soft Skills" (Influence, Emotional IQ, and the artistic side of Coke's craft)
Sam Baerenwald & Dorothy Prickett	Ipsos	Global Research from the Supplier Perspective
Adrian Bing-Zaremba	AstraZeneca	Practical Observations from a Career in Marketing Research
Pavi Gupta	Johnson & Johnson Vistakon	Moving from Insights to Action
Bruce Olson	MMR Research	Immersion Day: Consulting in Research
Dan Coates	Ypulse	Generational Theory and Inter-generational Dynamics
Roberto Cymrot	The Coca-Cola Company	A Journey in Copy Testing
Mike Courtney & Andrew Konya	Aperio Insights & Remesh	Real World Client Assessment
Brittany Beisner & Sarah Catlett	Kantar Futures	The Marketplace Monitor

ALUMNI CORNER

2015

Charlie Farr has transitioned from the Voice of Customer team to the Strategy & Analytics team at Chick-fil-A as a Customer Intelligence Consultant-consulting with staff and operators with insights that drive growth. In his personal life, he got engaged to Katie Slusher last winter and reports that his dog is sleeping 20 hours a day!

2014



CHRIS VAUGHAN AND NATALIA DOLBNEVA

Chris Vaughan writes that he and Natalia Dolbneva, who he met while in the program while she was also attending UGA, were just married

_____this past April and “It’s not an overstatement to say that the MMR program had a big part in bringing the two of us together!”

In professional news, Chris just finished Eli Lilly’s global oncology strategic planning process, which had him sitting down with members of the executive committee and implementing the efforts of their marketing research teams to influence everything from strategic investment decisions, manufacturing planning, to organization structuring. This came after a promotion last year where Chris is now responsible for the oncology forecasting processes on Lilly’s global marketing research team. He also now acts as a program coordinator for their marketing researcher Onboarding program (titled “Fast Start”) alongside many MMRs (Lyle Medlen, Emily Schwartz, Josh Darling and others), which is meant to be a mentor-based development program for all new marketing research hires to go through in their first two months on the job.

On another note, a friend of Chris’s younger brother’s, Tyler Krug, will be in the MMR Class of 2018.

2013

Win Blair married Ann Hughston Davis on September 24, 2016 in Montgomery, AL. They are living in Atlanta.

Dorothy Prickett started a new position with Blue Cross & Blue Shield Association this spring where she has joined the Strategy & Analytics team as a Consultant supporting brand management and ad hoc research initiatives. She and her wife, Meredith, relocated to Chicago for the new role.

1988



ERIKA QUINN (MMR '17) AND COLLIER SCOTT (MMR '18)

Wendy Price reports that she has been a mentor for the MMR program for 11 consecutive years. This year she mentored Erika Quinn (MMR '17) and also mentored Collier Scott through the AMA-DC chapter’s mentoring program (future MMR '18). Attached is a photo that they shared with Wendy of their meeting in Athens.

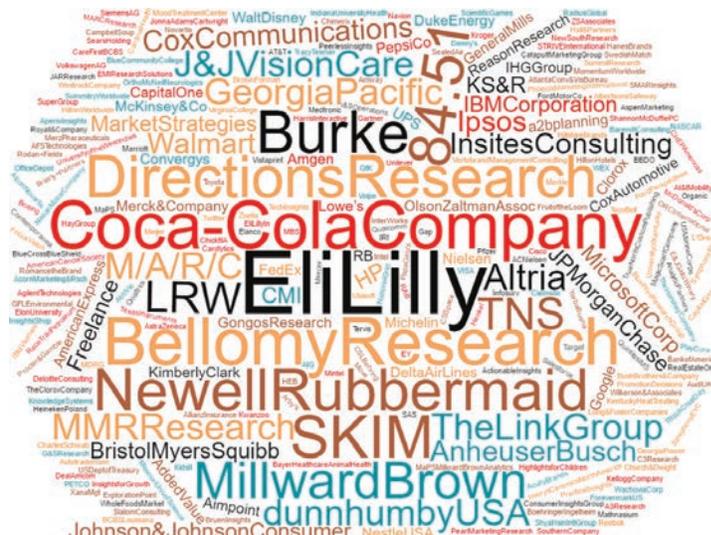
WHERE ARE UGA MMRS NOW?

By searching LinkedIn, we are able to locate over 80% of the 640 MMR alumni. The largest employers on the client side are The Coca-Cola Company, Eli Lilly, and Newell Rubbermaid with nine or more alums followed by Altria, Cox Communications, Georgia Pacific, IBM, and Johnson & Johnson. On the supplier side, 84.51°, Bellomy Research, Burke, Directions Research, Lieberman Research Worldwide, M/A/R/C, MMR Research and Millward Brown all have seven or more MMR alums.

ADVISORY BOARD

The Advisory Board is comprised of recognized leaders in marketing research from a broad cross-section of client and supplier firms. Board members provide strategic and curriculum guidance to the program, share their experiences including new methodologies and practices via the Altria Executive Seminar Series, and provide placement opportunities for students.

- Altria
- Arby's
- AstraZeneca
- BBDO
- Burke, Inc.
- CASRO
- Consumer Insights
- Directions Research, Inc.
- Eli Lilly and Company
- Greenbook
- InSites Consulting
- Johnson & Johnson Vistakon
- JPMorgan Chase
- Kimberly-Clark
- Lowe's Home Improvement
- Lynx Research Consulting
- M/A/R/C
- Merck & Co., Inc.
- Millward Brown Inc.
- MMR Research Associates, Inc.
- SKIM
- The Coca-Cola Company
- True North Companies



ADVISORY BOARD STEERING COMMITTEE

- Board Chair** – Rob Arnett
 - Past Chair** – Jeff Miller
 - Co-Chairs of Corporate Outreach Committee**
– Niels Schillewaert and Betsy Sutherland
 - Co-Chairs of Student Skills Committee**
– David Sackin and Leslie Schall
 - Chair of Alumni Engagement Committee**
– Mike Courtney
 - Marketing Department Head** – Charlotte Mason
 - MMR Director** – Marcus Cunha
 - MMR Students of the Year (ex officio)**
– Sam Baerenwald (MMR '16)
– Cassidy Hoffman (MMR '17)
- Terry College of Business Master of Marketing Research**
- Benjamin C. Ayers**, dean
Charlotte Mason, department head
Marcus Cunha, Jr., director, MMR
- The University of Georgia**
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