

# Sigma

Summer 2016 MMR Newsletter  
Coca-Cola Center for Marketing Studies

## IleX 2016



MMRs at the IleX Conference

Once again, Lenny Murphy generously invited the MMR class to Atlanta June 13-15 for the 2016 Insight Innovation Exchange (IleX) Conference. With over 800 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. Alumni who were speakers included Roberto Cymrot (Coca-Cola), Randy Adis (Olson Zaltman Associates), Caroline Smiley (Delta Air Lines) and Lisa Courtade (Merck). Special thanks to Mike Courtney (MMR '86) for hosting a Monday night get-together for students and alums!



Mason

### From the Director

I have enjoyed a busy spring semester beginning with a trip to Dallas for the 2016 Professor's Institute, a program of the Marketing EDGE (which I serve on the Board of Trustees). Sponsored by Brierley+Partners, the changing face of consumer insights was a theme. This was followed by a trip to South Beach, FL for

the 2016 MRA CEO Summit where Merrill Dubrow kindly invited me to speak on "Molding the Next Generation of Researchers." And I have just returned from the 2016 AMA Advanced Research Techniques (ART) Forum where I was on the program committee. All have been opportunities to promote the MMR program which I am happy to do.

### PLACEMENT FOR THE CLASS OF 2016

The class of 2016 have all moved on to jobs. Eleven students signed on with supplier firms with graduates going to Added Value, 84.51°, Bellomy Research, Burke Inc, C3 Research, Directions Research, IPSOS (2 students), M/A/R/C Research, SKIM, and TNS. The other eight students have joined the following client firms: Altria, Eli Lilly, HanesBrands, Imerys Ceramics North America, Johnson & Johnson Vision Care, and Lowe's Home Improvement (3 students).

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# MMR Class of 2016 Corporate Projects

## HANES Brands Inc

### Hanesbrands Inc.

Team Members: *Mayuri Joshi, Sarah Needle, and Katie Sullivan*

Faculty Advisor: *Rich Gooner*

Hanesbrands has in-depth knowledge about the overall motivations and purchase process of men's underwear in-store; however, its knowledge regarding the shopping process online was not as extensive. Currently, 17% of all apparel is sold online and this percentage is predicted to grow rapidly within the next few years. Hanesbrands wants to capitalize on this trend and, in order to do so, needed to gather insights regarding the purchase drivers and processes when consumers purchase men's underwear and men's athletic clothing online. Our team conducted quantitative survey research to provide robust and specific insights about online men's underwear and athletic clothing purchase behaviors. A primary objective of the survey research was to create online shopper segments to set the stage for understanding online purchase patterns of other Hanesbrands apparel categories.



### Eli Lilly

Team Members: *Sam Baerenwald and Izzie Malota*

Faculty Advisor: *Guiyang Xiong*

The MMR Eli Lilly corporate project focused on evaluating drivers of customer preference by exploring different relationships and the impacts of customer needs, expectations, and interactions or preferences. The team began by conducting a literature review using academic journal databases regarding drivers of customer preference across different industries in addition to the pharmaceutical industry. Furthermore, the team applied multivariate analyses (e.g. structural equation modeling and factor analysis) to a large-scale survey data set provided by Eli Lilly and

interpreted the results. The team began with an existing model and was asked to improve Eli Lilly's understanding of what drives customer preference. As a result, the team uncovered some additional learning about how the quality of sales reps and products impact preference.



### The Coca Cola Company

Team Members: *Elizabeth Gettys, Ali Obradovich, and Brett Finlay*

Faculty Advisor: *Candice Hollenbeck and Julio Sevilla*

Millennials' brand adoption habits are a hot topic in business today and an important research focus for practitioners, particularly within the CPG industry. Many academic papers focus on identifying the factors that contribute to a consumer's awareness of brands and brand associations. This awareness level is commonly known as brand salience. Understanding how brands become salient among millennial consumers is an area yet to be fully explored. Both primary and secondary research were used to explore this topic in the ready-to-drink iced tea category. Academic research was utilized to identify a brand salience framework. Survey responses from millennials were then analyzed using SPSS to evaluate if particular model constructs were effective at measuring brand salience. The team produced a report deck that included key insights and recommendations specific to Coca-Cola brands within the ready-to-drink iced tea category.



### 84.51°

Team Members: *Allison Griffin, Jonathan Benson, and Quynh Le*

Faculty Advisors: *Rich Fox*

84.51° is a Kroger subsidiary that analyzes

Kroger shopper data. The project team was charged with investigating grocery shopping behavior among college students. The team compared customer purchase patterns between Kroger stores that serve large college student populations and comparable Kroger stores (same city) serving more typical customer bases. They identified differences in shopping behavior as well as purchases in particular product categories. The team also conducted a survey among UGA students regarding grocery store preferences, drivers of preference, and perceptions of local store options. Team members shopped at various local stores, including Kroger, for a typical basket of goods a college student might buy on a trip to the grocery store. Basket prices were compared across stores to investigate how well student price perceptions derived from the survey matched reality. Leah Root, an MMR graduate now at 84.51°, served as the corporate representative to the team and provided ongoing support and direction for the project. The team presented their findings to 84.51° using the university's video conferencing facilities.



### Newell Rubbermaid

Team Members: *Kara Fant, Elle Santley, and Nikki Stuenkel*

Faculty Advisors: *John Hulland*

The Newell Rubbermaid project focused on gaining a deeper understanding of college students' handling of their food and beverages on-the-go and their eating and drinking habits throughout a typical day. Secondary research was utilized to uncover macro and micro trends among millennials, while both qualitative and quantitative primary research was used to gather insights pertaining to the on-the-go food and beverage category. Focus groups among college students were used in the early stages of research to explore prevalent themes among the college demographic in relation to eating and drinking

on-the-go. A quantitative follow-up study was also conducted to validate and quantify these findings and themes. The team gained valuable experience in moderating focus groups, designing a questionnaire, as well as analyzing data and reporting key insights and findings.

## Walton EMC

Customer-Owned Electric Power

### Walton EMC Natural Gas

Team Members: *Andrea Stevie and Scott Schmaltz*

Faculty Advisors: *Piyush Kumar*

Walton EMC Natural Gas is a subsidiary of Walton EMC electric cooperative that markets natural gas services to customers on Georgia's Atlanta Gas Light pipelines. Walton EMC entered the natural gas market in 2002 with no customers, and was interested in exploring ways that they can retain and continue to grow their current customer base in the highly competitive market. The challenge in achieving this is that natural gas is a product that customers rarely think about, meaning it is primarily differentiated by price, leading to price wars and frequent switching between companies. The specific objectives of the study were to help Walton determine the relative impact of various factors on customer satisfaction and switching behavior, and also the level of price sensitivity in the market. To accomplish this, the team collected data from both Walton customers and competitors' customers using an online survey through the Qualtrics platform. Data collected were used to examine several aspects of the behavior of natural gas customers, including switching behaviors price sensitivity and satisfaction with companies. Media habits were also analyzed in an attempt to inform Walton of the best channels to target potential customers. In addition to top line analysis, the data were used to build regression models that help Walton understand how to effectively retain current customers and attract new customers. At the end of the project the team presented the final results to several key decision makers at Walton.



### Lowe's Home Improvement

Team Members: *Anna Heape, Carol Lee, and Farah Siam*

Faculty Advisors: *Marcus Cunha Jr.*

The Lowe's project was divided into two phases. The first phase focused on understanding how to measure programmatic (real-time automated bidding for digital ad space) advertising effectiveness, specifically with respect to brand awareness campaign objectives. The team carried out several in-depth interviews with industry

experts on programmatic advertising and suppliers of programmatic advertising, complemented with an extensive literature review. The second phase focused on analyzing characteristics of Lowe's ads to determine what resonates with the emerging customer, millennials, and multiculturalists. The team coded ads using established advertising frameworks which were then analyzed using various statistical tools to identify what characteristics appeal to the emerging customer segment. A predictive model was built classifying Lowe's ads into four key categories: better for Caucasian Millennials, better for Minority Millennials, good for both and bad for both.

## WELCOME TO THE CLASS OF 2017



The Class of 2017 at orientation



The Class of 2017 at Team Building Day

# Department and Faculty News

**Once again**, the Marketing Department has been recognized for research excellence. For the 2011-2015 time period, our faculty is tied for 32nd worldwide based on publications in the premier AMA journals – *Journal of Marketing* and *Journal of Marketing Research*. The department is tied for 45th worldwide based on publications in the four premier journals (the two AMA premier journals plus *Journal of Consumer Research* and *Marketing Science*).

Several faculty were honored with appointments to journal editorial boards. Son Lam and Charlotte Mason have joined the *Journal of Marketing's* editorial review board. Marcus Cunha was appointed to the *Journal of Business Research* board.

On the teaching front, Marcus Cunha received the Hugh O. Nourse Outstanding MBA Teacher Award for MBA elective courses. The graduating Executive MBA Class of 2016 voted Rich Gooner their choice for Outstanding Professor.

*Selected Recent and Forthcoming Publications include:*

- Fabio Caldieraro, Kao Ling-Jing and **Marcus Cunha Jr** (2015), “Harmful Upward Line Extensions: Can the Launch of Premium Products Result in Competitive Disadvantages?” *Journal of Marketing*.
- Casey Newmeyer, Vanitha Swaminathan, and **John Hulland** (2016), “When Brands Change Hands: Factors Influencing Value Creation Following Brand Acquisition Announcements,” *Journal of Marketing Theory & Practice*.
- Ginger Killian and **John Hulland** (2016), “Marketing Promotions in Social Network Games: Making Them Work,” *Journal of Digital and Social Media Marketing*.
- Efu Obeng, John E. Prescott, **John Hulland**, Robert Gilbert and James Maxham III (2015), “Retail Capability Systems,” *AMS Review*.
- **Julio Sevilla**, Jiao Zhang and Barbara E. Kahn (forthcoming), “Anticipation of Future Variety Reduces Satiation from Current Experiences,” *Journal of Marketing Research*.
- **Sundar Bharadwaj** (2015), “Developing new marketing strategy theory: addressing the limitations of a singular focus on firm financial performance.” *Academy of Marketing Science Review*.
- Omar Rodriguez Vila, **Sundar Bharadwaj**, and S. Cem Bahadir (2015), “Exploration-and Exploitation-Oriented Marketing Strategies and Sales Growth in Emerging Markets.” *Customer Needs and Solutions*.
- Rajdeep Grewal, Gary L. Lilien, **Sundar Bharadwaj**, Pranav Jindal, Ujwal Kayande, Robert F. Lusch, Murali Mantrala et al. (2015) “Business-to-Business Buying: Challenges and Opportunities.” *Customer Needs and Solutions*.
- **Anindita Chakravarty** and Rajdeep Grewal (forthcoming), “Analyst Earning Forecasts and Advertising and R&D Budgets: Role of Agency Theoretic Monitoring and Bonding Costs,” *Journal of Marketing Research*.

- Alok Saboo, **Anindita Chakravarty** and Rajdeep Grewal (forthcoming), “Organizational Debut on the Public Stage: Marketing Myopia and Initial Public Offering,” *Marketing Science*.
- **Piyush Kumar**, Mayukh Dass, and Shivina Kumar (2015), “From Competitive Advantage to Nodal Advantage: Ecosystem Structure and the New Five Forces that Affect Prosperity,” *Business Horizons*.
- **Candice Hollenbeck** and Vanessa Patrick (2016), “Mastering Survivorship: How Brands Facilitate the Transformation to Heroic Survivor,” *Journal of Business Research*.

## New Faculty



**Hua Chen** received his PhD in Marketing from the Bauer College of Business, University of Houston and joins UGA from his position as Assistant Professor of Marketing at the College of Business Administration, University of Mississippi. His research employs behavioral economics and experimental economics to examine questions facing marketing and sales managers.

Currently, his research focuses on how to design optimal incentives for salespeople, including sales contests and tournaments, commissions, and group incentives. Most of his papers combine analytical modeling and experimental testing to investigate research questions. His research work has appeared in the *Journal of Marketing Research and Management Science*. Hua is a big fan of soccer and college football. He also enjoys playing soccer and practicing Karate with his son, swimming with his daughter, and competing with them (losing most of the time though) on video games.



**Pengyuan Wang** received her PhD in Statistics from the University of Pennsylvania's Wharton School, and her Bachelor's Degree from the University of Science and Technology of China. Prior to joining UGA, she worked as a research scientist at Yahoo Labs for advertising science and practice. Pengyuan's recent research focuses on causality measurement of digital marketing campaigns, synthetic impact among marketing channels, and purchase funnel across devices; usually in the context of big data, leveraging statistics and machine learning techniques. Following this research stream, her current projects remain in the digital marketing arena and the related methodologies. She has published papers in top marketing journals as well as computer science/data mining conference proceedings. Pengyuan enjoys science fiction (The Three-Body Problem is the current favorite) and detective fiction (Agatha Christie is the favorite). She loves music and is currently learning piano. She also enjoys some not-so-old animations (Cowboy Bebop is always classic).

# 84.51° UNIVERSITY DAY

On August 3, 2016, 84.51° sponsored “University Day” at their new facility in Cincinnati, Ohio. The wholly owned subsidiary of Kroger will be very active in recruiting new employees, both at the undergraduate and graduate level, in the coming year. 84.51° invited representatives from “partner” universities to the event, which was attended by about 40 faculty members from various partner schools. Several academic disciplines were represented including computer science, informatics, statistics, and marketing. Marcus Cunha and Rich Fox represented UGA’s Terry College of Business. During the day, 84.51° representatives described the company business structure, culture, and vision. They described in detail the various positions and corresponding skill sets for which they will be recruiting. Marcus and Rich found the sessions informative and useful, and very much enjoyed the opportunity to visit with MMR alumni now working at 84.51°.



Briana Stapleton, Leah Root, Lifei Xu, Rich Fox and Marcus Cunha



Marcus Cunha, Rich Fox, Leah Root, and Barbara Connors



Rich Fox, Allison Griffin and Marcus Cunha

## FROM THE DIRECTOR

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### CLASS OF 2017

The class of 2017 is well into the summer curriculum. The incoming class of 23 boasts strong academic credentials with an average undergraduate GPA of 3.7, average GMAT of 646 and average GRE of 310. Eleven earned undergraduate degrees from Georgia schools, with others coming from South Carolina, Florida, California, Illinois, Texas, Indiana, Illinois, and Kentucky. We also welcome two international students – one from India and one originally from Vietnam (but now a Georgian).

### GRADUATION

The class of 2016, family and faculty enjoyed a graduation dinner at the Athens Country Club where Sam Baerenwald received the

Student of the Year Award and Professor John Wurst received the MMR Teacher of the Year Award. Sam has joined IPSOS Healthcare in Chicago, and John is already back in the classroom with the Class of 2017. Congratulations to both of you - very well deserved!

Another highlight was the presentation of the MMR Class Gift - totaling \$16,000 which will help fund student assistantships, software, expenses for students to attend IieX and other program events. Thanks to all of the class - and especially Ali Obradovich and Nikki Stuenkel who were the co-captains for this very generous class gift.

# 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 The Consumer Unconsciousness (Lowe's Home Improvement), Segmentation: Building Rich Profiles and Targeting the Right Audience (Qualtrics), and Generational Theory and Inter-generational Dynamics (Ypulse). If you are interested in participating in the Seminar Series or would like to recommend someone, please contact Marcus Cunha (cunhamv@uga.edu).

Remy Denton & Alisa Hamilton, <i>CMI</i>	Understanding & Uncovering Habits
Barbara O'Connell & Rachel Travis <i>Millward Brown</i>	Neuroscience Techniques
Hannah Thompson & Erik Stephansson, <i>Kids II</i>	Marketing Research in the Product Development Lifecycle
Tim Norvell, <i>Elon University</i>	Interviewing and Careers in Marketing Research
Ben Gilgoff, <i>Merck</i>	Marketing Research and Television Advertising in Pharmaceutical Marketing
Niels Schillewaert, <i>InSites Consulting</i>	Immersion Day: Consumer Consulting Boards
Chris Elsbury, <i>Lieberman Research Worldwide</i>	Emerging Technologies
Barbara Connors & Leah Root, <i>84.51°</i>	Using Purchase Data to Make Business Decisions
Rob Arnett, <i>M/A/R/C Research</i>	Pricing Research
Lindsay Zaltman, <i>Olson Zaltman Associates</i>	Tapping into the Consumer Unconscious
Laura Dahlgren, Brent Taylor, Brandis Banks, and Rich Farrell, <i>Altria</i>	Consumer & Marketplace Insights to Support New Product Development
John Whitaker, Tanya Franklin & Tim Foster <i>Lowe's Home Improvement</i>	The Consumer Unconsciousness
Tom Morder & Charlie Farr, <i>Chick-fil-A</i>	Chick-fil-A Voice of Customer - Insights in Action
Kristen Downs, <i>MMR Research</i>	Immersion Day: PowerPoint & Data Visualization
Carol Haney, <i>Qualtrics</i>	Segmentation: Building Rich Profiles and Targeting the Right Audience
Dan Coates, <i>Ypulse</i>	Generational Theory and Inter-generational Dynamics
Bruce Olson, <i>MMR Research</i>	Immersion Day: Report Writing Workshop
Cerita Bethea, <i>Kimberly-Clark</i>	The Less We Think, The More We Know
Roberto Cymrot, <i>The Coca-Cola Company</i>	A Journey in Copy Testing
Jill Eberle & Chris Miller, <i>Lynx Research Consulting</i>	Implicit Measurement: Blending Tools from Behavioral Sciences & Marketing Research
Mike Courtney & Scott Bennett, <i>Aperio Insights</i>	Real World Client Assessment

# Snapshots from the Class of 2016



1. MMRs at the Terry Graduation Convocation
2. Student of the Year Sam Baerenwald with Teacher of the Year John Wurst
3. Marcus Cunha, John Wurst and Ali Obradovich at the Graduation Dinner
4. The Class of 2016 Graduation Dinner
5. Friends and Family join the Class of 2016 for a Graduation Dinner at the Athens Country Club

## 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 curricular 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
- Bellomy Research
- Burke, Inc.
- CASRO
- Consumer Insights
- Directions Research, Inc.
- Eli Lilly and Company
- InSites Consulting
- Johnson & Johnson Vision Care
- JPMorgan Chase
- Kimberly-Clark
- Lowe's Home Improvement
- Lynx Research Consulting
- M/A/R/C
- Merck & Co., Inc.
- Millward Brown
- MMR Research Associates, Inc.
- The Coca-Cola Company
- True North Companies

## ADVISORY BOARD STEERING COMMITTEE

**Board Chair:** Rob Arnett

**Past Chair:** Jeff Miller

**Chair-elect:** pending

**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

**MMR Director:** Charlotte Mason

**MMR Graduate Coordinator:**

Marcus Cunha Jr.

**MMR Students of the Year (ex officio):**

– Cori Deutsch (MMR '15)

– Sam Baerenwald (MMR '16)

## Alumni Corner

### 2012

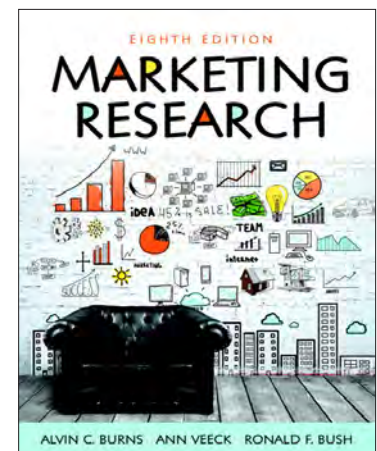
**Anna Bryant** will be getting married to her fiancé, Landon Wray on Oct 8th of this year.

### 2011

**Jori Simmons** celebrated her 5 year work anniversary and was promoted to Senior Market Research Analyst at Amway in June 2016. She was certified in 2015 by LUMA Institute to teach Human-Centered Design to Amway employees. On the personal front, she and boyfriend Kevin, celebrated their three year anniversary in their home, along with their shiloh shepherd dog, Odin, in Grand Rapids, MI.

### 1986

Western Michigan University professor and MMR alum **Ann Veeck** has joined Burns and Bush as a co-author on the eighth edition of their popular Marketing Research textbook. Chapter 2 on The Marketing Research Industry leads off with a profile of the UGA MMR program – thank you Ann!



## Terry College of Business Master of Marketing Research

**Benjamin C. Ayers**, Dean

**Charlotte Mason**, Director, MMR

**Marcus Cunha, Jr.**, Graduate Coordinator, MMR

**James Meyer**, Program Coordinator, MMR

**The University of Georgia**

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**The University of Georgia**