

CARLSON *BRAND ENTERPRISE*

A Newsletter of the Carlson School Enterprise

CARLSON
SCHOOL OF MANAGEMENT
UNIVERSITY OF MINNESOTA

Maximizing motorcycle marketing effectiveness

Determining an appropriate advertising budget, let alone distributing it effectively through a growing number of ad vehicles at a marketer's disposal, is a significant challenge in many organizations. Often these decisions are made by tweaking the previous year's purchases in a manner that could be described as more of an art than a science. Victory Motorcycles of Polaris Industries in Medina, MN, sought to gain a competitive advantage in the touring cruiser category of American-made bikes by establishing efficient media spend levels for the 2009 budget based on data-backed hypotheses. To this end, Victory partnered with the Carlson Brand Enterprise (CBE) to create a sophisticated statistical model of the company's recent media purchases.

CBE team members Laura Philippsen and Tom Racciatti, in collaboration with Carlson Consulting Enterprise (CCE) members Valdrin Lluka, Elizabeth Neils, and Habib Sahar, identified Carlson marketing professor Joe Redden PhD as a valuable resource for this project based on his prior work and research involving statistical analyses of satiation, product variety, and Internet advertising.



(LEFT TO RIGHT)
Laura Philippsen (CBE), Elizabeth Neils (CCE), Valdrin Lluka (CCE), Tom Racciatti (CBE), Mark Blackwell (Victory), Phil Miller (CCE Director), Josh Kurcinka (Victory), David Hopkins (CBE Director), Habib Sahar (CCE).

Together with Victory and their Denver-based ad company, The Integer Group, this team began with simple regression techniques to identify apparent correlations between monthly media purchases and unit sales.

After discovering valuable insights into the effectiveness of each of Victory's past media purchases, the goal rapidly moved to determining the future points of optimal monthly spend in each of Victory's primary media categories. Fundamental to the analysis were considerations of the simultaneous effects of multiple media outlets and the shape of the advertising wearout curves.

Employing the valuable experience of Dr. Redden, the Brand Enterprise team members delivered specific monthly dollar amounts by vehicle that were then applied to Victory's 2009 media budget decisions.

The project proved successful for the client and CBE team alike. As Philippsen said in summary, "The project was a great learning experience. Working with Joe taught us how complex statistical methods can be applied to support the marketing theories we have learned in the MBA program."

—Tom Racciatti

We thank our clients



About the Carlson Brand Enterprise

The Carlson Brand Enterprise is a unique marketing and brand consultancy that unites top MBA candidates with marketing faculty, professionals, and industry-defining brand research. The Brand Enterprise objectively assists companies with strategic and analytical components of marketing and brand challenges.

Our philosophy is simple. We see that powerful brands influence customer preference, strengthen the bottom line, and boost market valuation. We pride ourselves on project management, efficiency, and effectiveness. The consultants design an integrated and aligned strategy supported by innovative marketing tactics. Our methods and tools deliver high value and measurable return on investment for our clients. Brand Enterprise clients receive:

- 4-6 consultants dedicated to a 14-week project
- Cutting edge research and intellectual capital
- Recruiter access to top talent
- Support from researchers and experts on the Carlson School faculty
- Partnerships with complementary resources and services available at the university
- Professional advisors with a wealth of experience in multiple industries

We invite you to experience this unique access to the newest ideas, theories, and practices in marketing strategy and brand management. To find out how the Brand Enterprise can assist your organization, contact David Hopkins at dhopkins@umn.edu or 612-626-0630.

Alumni Spotlight

CBE alum builds Cargill's masterbrand in Western Europe

Cargill, the Wayzata, MN based international provider of food, agriculture and risk management services prides itself on supporting many of the brands consumers know and love with high quality ingredients and innovative product solutions.



However, when one thinks of global powerhouse brands, the name Cargill doesn't exactly come to mind. For business to business ingredient and animal nutrition buyers,

the importance of the many brands within the Cargill brand portfolio is an entirely different story. And, Senior Brand Manager and 2004 Carlson Brand Enterprise (CBE) Alum Matthew Jacobs understands the importance of promoting both Cargill and the individual brands housed within the company.

Jacobs is currently based in Belgium supporting Cargill's business units in Western Europe as strategies are set for both new and existing businesses. Jacobs sees his role as helping business translate intense customer-driven focus into brand identity. This effort resonates with business consumers and makes Cargill the top-of-mind choice for solutions when difficult product ingredient challenges arise.

Jacobs manages the challenges of not only growing Cargill's brand recognition with customers, but also growing the importance of brand within the company. In order to align brand architecture and customer experience across business units, Jacobs must convince other leaders the value of a unified strategy. "The interest and support within Cargill has grown a tremendous amount since I've joined....Cargill is not a traditional marketing company, but there is a lot of good intent within the organization."

Lessons learned in the CBE still resonate and provide value in his current role. Jacobs' second CBE project was to develop a repositioning strategy for the Ordway Theater in St. Paul. He says, "In class you learn the principles, and the theory is sound. But applying theory to the theater, for example, can be somewhat messy. A straightforward problem and solution was not a luxury we had with the Ordway project or now have at Cargill. The CBE taught me the valuable skill of being flexible."

Setting the right brand and product strategy at a 4 billion dollar enterprise requires both research and instinct to see the bigger picture. "One thing I still draw from is that in the classroom you are dealing with bits and pieces of the business, but the CBE makes you think about dealing with a broader strategy."

—Meredith C. Wank

Alumni Updates

NAME	Daniel Marple	Doug Daniels
CBE CLASS	2004	2004
EMPLOYER	ConAgra Foods/Senior Marketing Manager (leading Shopper Marketing for SUPERVALU & West Central Accounts)	Kimberly-Clark/Brand Manager-SCOTT Brand (Strategy & Innovation)
LOCATION	Edina, MN	Neenah, WI
RECENT ACCOMPLISHMENT	I've been fortunate to experience diversified roles since leaving the CBE—including Marketing Manager of Orville Redenbacher's, ACT II and Slim Jim before my current rotation in Shopper Marketing.	Assumed brand leadership in crafting and implementing the long-term vision, strategy and innovation for a \$1+ billion business
NOTES	My wife and I are blessed to be having twins (a boy and a girl) in May!	Raising two happy and healthy children (although my wife deserves the most credit here!)

CBE accesses world-class faculty resources

The Carlson Brand Enterprise does more than introduce top, marketing MBA candidates to real business challenges. The CBE also utilizes a variety of world-class faculty who advise the student teams on their approach, communication and recommendation formulation. Faculty members like Associate Dean and Professor Michael Houston, Professor Mark Bergen PhD, and Professor Joe Redden PhD provide a range of expert-level industry knowledge and cutting-edge research. With the help of such faculty, CBE student consultants go beyond what is learned in the classroom and elevate the level of strategic recommendations offered to business clients.

Professor Houston has offered guidance to CBE teams for several years. Last spring, Houston advocated a CBE team's creative approach to primary research collection. The team was collecting end-user perceptions of a product's performance. Given Houston's extensive background in buyer behavior and his current leadership role with the American Marketing Association's Knowledge Coalition, his support enhanced the acceptance of the plan with the client. According to Megan Dunbar, Carlson MBA class of 2009 and CBE student, "With Professor Houston's involvement, we captured more meaning-

ful primary data which directly escalated the efficacy of our final recommendation to the client."

Professor Bergen's passion and research involving value-based pricing is well-known throughout academia, corporate America and the media. In fact, he is sought by CBE teams, Fortune 500 Corporations and Time magazine alike. Recently, a CBE team reached out to Bergen for guidance on frameworks associated with analyzing the effects of price on a highly competitive and complex distribution channel. "Professor Bergen helped us break down the roles of the channel partners into a relevant framework for our client's situation," commented CBE student Kurt Bogaard.

Professor Joe Redden, a recent PhD from the Wharton School at the University of Pennsylvania and 2007 recipient of the American Marketing Association's Doctoral Dissertation Award, has worked with multiple CBE teams to incorporate valuable models and metrics for client projects. For example, Professor Redden's experience researching consumer satiation



(LEFT TO RIGHT) Associate Dean and Professor Michael Houston, Professor Mark Bergen PhD, and Professor Joe Redden PhD

helped one CBE team interpret millions of consumer-based metrics gained from an intricate market basket analysis. "Professor Redden helped us understand the multiple meanings behind our results by providing examples from his own research," recalled CBE student Dorothy Cravens. "Because the project was so specialized, our team was able to jump up the learning curve much faster with his help."

Celebrated faculty such as Houston, Bergen and Redden are not only valuable to the Carlson School of Management and broader academic community. Their knowledge, research and passion are reflected in the interaction with the CBE student teams. Ultimately, these individuals help continue the CBE's legacy of excellence.

—Dorothy Cravens

Reed launches career at J&J through internship

Last summer marked the beginning of a new brand management career for 2009 Carlson MBA candidate and 2008 J&J Consumer Companies summer intern John M. Reed. Inspired by his interest in the Spanish language, Reed attended the Fall 2007 National Society of Hispanic MBAs conference in Atlanta, Georgia, where he made his original contact with J&J recruiters. He was later invited to travel to the offices of J&J Consumer Companies in Skillman, New Jersey where he successfully navigated a competitive interview process. Ultimately landing an offer, Reed moved to Hoboken, New Jersey for the summer to join the impressive Johnson's Baby team.



J&J is a powerhouse of world-class consumer brands such as Neutrogena®, Aveeno®, Purell®, BAND-AID®, REACH®, and VISINE®. Reed's main internship focus was to create the 2009 digital campaign for the Johnson's Baby brand Desitin®.

Desitin®, at the time of acquisition by J&J from Pfizer Consumer Health Care in 2006, had been the market leading

diaper rash cream. Having been set to harvest mode by Pfizer, J&J decided to revive and reevaluate the Desitin® brand. Thus, recognition of deep consumer insights and brand value were sought via extensive J&J's research.

Reed's project experience in the Carlson Brand Enterprise (CBE) directly impacted his approach to his internship objectives. His first seven-week CBE project helped him refine his marketing and project management skills, and through cross-functional collaboration, both in and outside of J&J, Reed created the '09 Desitin digital campaign. Based on the consumer insights gathered, Reed leveraged messaging that resonated with the ever-important mom-focused target market. Then, marketing communications were developed and integrated into web content targeting new mothers and medical diagnosis sites such as WebMD.

The internship was a success, and the Desitin® brand now holds 34% of the market. The benefits of Reed's internship experience are currently enabling him to add maximum value to his 2009 CBE projects. In turn, Reed looks forward to continuing his career at J&J as an Associate Product Director.

—Anessa Musa

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leading marketing and branding solutions

The Carlson Brand Enterprise: a unique brand and marketing consultancy integrating the brightest MBA minds with the University of Minnesota's top marketing faculty and professionals and industry-defining research.

leading minds...

With backgrounds across multiple industries and specific functional expertise, our MBA student consultants bring a knowledgeable and objective perspective to every client engagement.

leading ideas...

Supported by many of the country's most respected academic researchers, we leverage the newest and strongest brand management and marketing strategy ideas, theories, and practices.

leading teams...

Teams comprised of students, professionals, and faculty give clients access to expertise, insights, knowledge transfer, learning, and innovative solutions.

leading solutions...

Our consultants translate innovation and experience, the latest branding and marketing research, and strategic partnerships and alliances into high value objective solutions for your organization.