



# Marketing Matters

News & Accomplishments from DePaul Department of Marketing Students & Faculty

## Special points of interest:

- San Diego Padres and the Sports Marketing Classes Collaborate
- HBR highlights DePaul
- Bruce Newman weighs in on the 2012 Presidential Elections

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## Welcome to 2012-2013!

As we kick off the 2012-2013 academic year, we are pleased to introduce two new assistant professors.

Dr. Andrew Gallan joins us from Case Western Reserve University in Cleveland. His research interests include service design to improve the customer experience and salesforce management. Before pursuing his Ph. D. in Marketing at Arizona State, Dr. Gallan had over 15 years of industry experience, most recently at Abbott Laboratories.

Dr. Marina Girju joins us from the University of Dallas, where she recently finished her Ph. D. in Management Science. Her primary research interest is understanding and predicting consumer behavior based on data about consumption. Before pursuing her Ph.D., Dr. Girju spent several years at the research firm TNS, where she worked primarily with Frito-Lay.

Other developments in the department include the launch of a new MS in Marketing and a revised MBA curriculum. The MS in Marketing is designed for students who wish to pursue focused study in marketing, rather than the cross-disciplinary coverage provided by the MBA. The revised MBA concentrations will provide more depth in areas such

as Consumer Insights and Business Development.

Finally, we will be developing a Career Management course for undergraduates to improve their skills in such areas as professionalism and interviewing. Our Marketing Advisory Council has designated Career Readiness as its number one priority and has already provided valuable input that we will use when designing this course.

I wish you a successful 2012-2013 year!

*Sue Fogel, Ph. D., Department Chair*



Welcoming New Department Faculty:  
Dr. Andrew Gallan and Dr. Marina Girju

## Center for Sales Leadership featured in Harvard Business Review

Marketing faculty Suzanne Fogel, David Hoffmeister, Rich Rocco & Daniel P. Strunk recently published an article entitled "Teaching Sales" in the *Harvard Business Review*.

The article highlights DePaul's unique approach to teaching sales, in which the Center for Sales Leadership involves its corporate partners as subject matter experts in the classroom. Our sales program has grown from a handful of students in 2003 to one of the largest in the nation.

Citation:

Fogel, Suzanne, David Hoffmeister, Richard Rocco & Daniel P. Strunk. (2012) "Teaching Sales". *Harvard Business Review*, July/August, 94-99.

To read the article visit: <http://www.salesleadershipcenter.org>

## Key Drivers of Successful Sales Organizations

The DePaul University Center for Sales Leadership conducts a biennial survey investigating the relative effectiveness of sales organizations in a wide variety of business areas. This study focuses on key performance metrics, and attempts to relate these to specific organizational practices and operational behaviors of the sales organizations.

### Respondent and Performance Profile

At the overall company level, the results show a number of interesting facts related to performance:

- Net sales averaged \$823 Million and net profits averaged \$156 Million
- Growth was highest in professional services (15.2%) and manufacturing (14.1%)
- Firms focused on gaining new business – representing 43% of all annual sales
- Firms are now using more independent representatives to penetrate new channels
- The age of today's sales personnel will dramatically increase future talent needs

These results demonstrate strong performance in the face of economic and political headwinds which have diminished growth prospects of the U.S. economy since the economic downturn.

### Organizational Practices

At the business unit level, the results show a number of interesting facts related to performance:

- Sales force turnover is literally out of control – averaging 27.8%
- Sales force turnover is increasing - from 13.5% in 2006 and 22% in 2008
- Each individual turnover in the sales organization cost the firm an average of \$115,000
- Increased use of variable pay has increased performance, but increased turnover
- Training and coaching at the entry level and leadership level is non-existent

These results demonstrate weak performance in the areas of identifying and retaining talent, training and coaching for entry level candidates, and development programs for leadership personnel.

### Operational Behaviors

At the business unit level, the results show a number of interesting facts related to performance:

Sales process adoption by firms is increasing, but consistent usage a challenge

- Analysis and qualification is increasingly developed using new technology tools
- Pre-approach and proposal trends reflect positive, but complex buying situations
- Objections and negotiations continue to center on pricing, not differentiation
- Usage of CRM systems is growing, but consistent usage a challenge

These results demonstrate a growing use of and reliance on

selling processes and technology tools in today's sales force, but a lingering reluctance on the part of the aging sales force to adopt these new developments

### Key Business Metrics

At the business unit level, the results show a number of very suggestive relationships between talent acquisition, turnover, and performance:

- A linkage has been suggested by the results between the hiring of college graduates and sales force turnover, with organizations with a higher percentage of college graduates (over 60%) incurring much lower turnover rates (0-19%)
- A linkage has been suggested by the results between net sales increases and sales force turnover – in that business sectors with lower turnover trend toward higher net sales increases
- A linkage has been suggested by the results between net sales increases, increases from new business, quota achievement, and turnover among the respondents.

Any questions regarding the survey can be directed to David C. Hoffmeister or Dr. Richard A. Rocco in the marketing department. The full survey results and accompanying PowerPoint presentation can be found at [www.salesleadershipcenter.com](http://www.salesleadershipcenter.com).



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## Marketing in the 2012 Presidential Election: Professor Bruce Newman



Professor Bruce Newman, political marketing expert, weighs in on the 2012 Presidential Election

With the choice of Congressman Paul Ryan as Mitt Romney's Vice-Presidential running mate, the United States finds itself in the midst of one of the most important Presidential Elections in decades. The two political parties represent dramatically different ideological views of the world, giving voters a very clear choice of the direction they would like to see the country move in the future. If the election were as simple as two different presidential candidates, presenting each of their respective parties' views of the world to the voters, the election would proceed as it has since the first U.S. Presidential Election held on February 4, 1789. However, much has changed over the past 223 years.

a "broken economy." What will determine the victor, and who will it be? Will it be the candidate who has the most money to spend? Will it be the candidate who has the best "image?" Or will it be the candidate who has the best policies as judged by the citizens? The answer probably lies in the age-old use of debates to allow the American people to judge who has the character, intellect, and judgment when tested under fire to determine who will best lead the country over the next four years. Yes, there will be negative advertising, smear campaigns, ideologically different campaign platforms, and hundreds of millions of dollars spent on this campaign to manufacture images of each of the respective candidates and their political party. But in the end, it will be determined, in my humble opinion, on the basis of the performance of the two presidential candidates during their debates. In light of this analysis, let me put on my forecasters hat, and predict that it will go to President Barack Obama, who I believe will defeat Governor Mitt Romney in a very close race.



### The Role of Market Research on the Political Party System

Technology has introduced politicians and voters to new information outlets and methods to communicate with each other (from the Mass Media to Social Media). The political system in the United States was originally set up to give candidates the opportunity to let voters know who they are and what they stand for during the course of a campaign. However, an interesting twist has taken place in politics today. Through the use of scientific polling, candidates now use marketing research to do just the opposite: To find out who the voters are and what they want the candidates to stand for. This has moved the political process in the United States from a "party-oriented" system to a "marketing-oriented" system, where the modern tools of marketing (including market segmentation, positioning, micro-targeting, mass media advertising, and social networks) are now used to influence public opinion and manufacture images of politicians and their political parties. The challenge to President Barack Obama and Governor Mitt Romney will be to raise hundreds of millions of dollars to drive the marketing campaign, simultaneously as the political campaign moves through the stages of the presidential election cycle that has been in place for over 200 years. The winner of the 2012 race will be the candidate who can most effectively utilize all of the financial and marketing resources necessary to shape voters' attitudes and behavior. Whether or not this process will produce the best possible leader is a question of great concern as the American people find themselves in the midst of a global economic crisis that has led the economy into a recession, possibly a depression if the wrong leader, with the wrong policies leads the country at this critical juncture.

### Why Debates Still Matter

President Obama will be judged on the basis of his leadership over the past 4 years, and Governor Romney will be judged on the basis of his promises to fix

### More on the Author:

Professor Newman is a political marketing expert who has been interviewed and quoted in important media outlets such as Forbes.com, New York Times, Fox News. Most recently, he was honored with the **Wicklander Fellowship in Business Ethics** with the proposal entitled *"The Mass Marketing of Politicians in the 2012 U.S. Presidential Campaign: Some Ethical Considerations."*

As the 2012-2013 fellow, Dr. Newman will carry out a research study to document the use of lies, exaggerated claims, and false impressions (the 3 categories of deceptive practices as defined by the Federal Trade Commission) by all of the candidates who will have run in the 2012 U.S. Presidential Election. Whereas this issue has been addressed by the mass media, it has not been documented by scholars in the field of political marketing. A content analysis will be carried out on all forms of media used by candidates during the presidential campaign, and will then be analyzed to determine the extent and nature of the deception. Dr. Newman will present his findings during the spring quarter at the annual Wicklander lecture.

## Sports Management Summer Program with San Diego Sports Consulting Project



**Professor Andy Clark shares how five DePaul students spent two weeks with the San Diego Padres developing ticket sales marketing programs.**

### Spring Training

This past June, five DePaul students spent two weeks working with the San Diego Padres on a unique sports consulting project alongside sports management students from Ohio University and the University of Iowa. The goal of the course was to give the students real world consulting experience in professional team sports sales and marketing.

Students spent a week in the classroom preparing for their trip, which included presentations on sports sales strategy from Dr. Rich Rocco and Scarborough Research from Scarborough's Mike McAllister.

*"DePaul, Iowa, and Ohio students each brought their own experiences and things they had learned to the table and the blending of these ideas was something special. Not only was this my best experience during my undergraduate career, the chance to work for a Major League Baseball team for two weeks and interacting with front office personnel is something most people only dream about and I was able to live it." – Mike Kluczny, COM '13*

### Opening Day

Arriving on Sunday, the 26 students moved into their dorm rooms at the University of San Diego, and were welcomed with a reception barbecue by Ohio University's Packy Moran and Iowa's Dan Matheson.

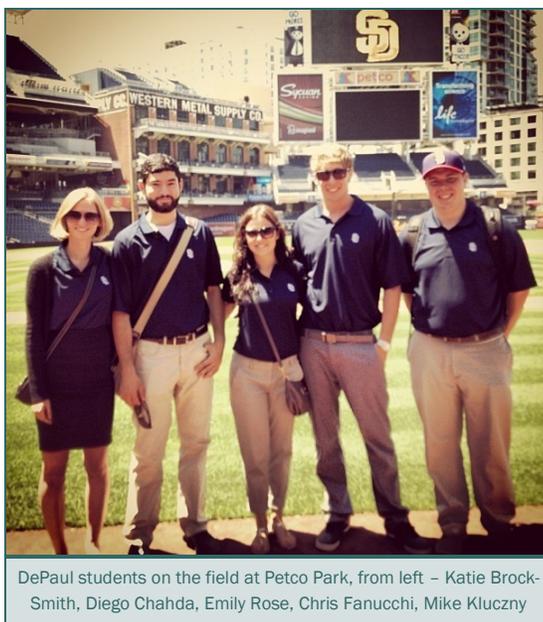
Getting to work right away on Monday, the students met with USD Associate Athletic Director for Marketing, Steve Becvar. Steve talked with the group about their marketing and ticket sales program, in addition to giving them a tour of the Toreros athletic facilities. Right away, they were given a 24 hour challenge to develop proposals designed to increase student attendance at a men's basketball game with a \$2,000 budget. DePaul students Emily Rose and Chris Fanucchi were on the winning team whose program was titled "Beach 2 Ballin".

*"This experience was so unique in nature that it was incomparable to anything I have done or could have prepared to do. The challenges were difficult; the attitude was competitive yet friendly, and the motivation was great. I called my reflection paper 'Four Years in Two Weeks' because I*

*believe this experience has given me more in two weeks than my four years of college education". – Chris Fanucchi, COM '13*

### The Regular Season

Starting on the main project, students met over several days with Padres Vice President of Marketing, Jarrod Dillon and other senior staff members from the Padres marketing department. They reviewed the Padres marketing efforts and detailed the challenges the organization faces in the area of single-game ticket sales.



DePaul students on the field at Petco Park, from left – Katie Brock-Smith, Diego Chahda, Emily Rose, Chris Fanucchi, Mike Kluczny

Once they were broken into teams, they received a challenge from Jarrod to increase single-game ticket sales and the frequency with which consumers purchase single-game tickets. As part of their preparation, the students attended three Padres games and got a behind the scenes tour of Petco Park. During two of the games, students conducted extensive fan surveys prepared by the Padres. They also utilized Scarborough Market Research to learn about the San Diego market.

Throughout the two weeks, students also worked closely with Ohio University graduate students refining their presentations, got a presentation from the President of the National Sports Forum and attended a networking dinner with sports marketers in the San Diego area.

*"Participating in the San Diego Consulting Project opened doors to my future that I didn't even know existed. My biggest fear going into the project was that I did not have enough experience with Sports Business. Player statistics, ticket sales, and ballpark layouts were all foreign to me. I gained confidence once I realized that increasing single game ticket sales for a pro sports team is very similar to increasing brand loyalty – the Padres were the brand and the single ticket buyers were the target segment." – Emily Rose, COM '14*

### The Pennant Race

Working day and night for three days, each of the teams presented their ideas on single-game ticket sales to Jarrod Dillon and Padres Manager of Marketing Services Harrison Boyd on the USD campus on Thursday afternoon.

In business attire, each team had ten minutes to present their plan. Among the presentations were Food Truck Street Fair, "Date Night at the Diamond", "Quinceanera at the Park", a mobile messaging promotional program, and a travel and tourism partnership with Southwest Airlines, the students did an excellent job preparing substantial recommendations which were all lauded by the Padres. Commenting that many of the presentations were far better than the sponsor and vendor presentations they see on a daily basis, Jarrod and Harrison asked challenging questions and gave each group detailed feedback and critiques on their plans.

*My most meaningful experience was when my group's main idea became unusable. With our whole plan ruined the day before the final presentation, we sat down as a group, pushed aside our disappointment and began working on a new idea. From this, I learned that not everything is going to go as planned and you need to be quick on your feet in order to persevere. If we were not able to adapt to a changing situation, there is no way that our group would have been one of the finalists. I hope DePaul continues to a part of this project because it was truly an unforgettable experience."*

– Katie Brocksmith, COM '13

### The World Series

From the seven plans, one winning team and two additional ideas with potential were selected to present to a larger group of Padres executives the next morning at Petco Park. All 26 students then got together and worked into the night to combine and edit ideas and tactical elements from all the plans into one cohesive final program.



Packy Moran/Ohio U, Jarrod Dillon Padres VP of Marketing, Andy Clark, Dan Matheson/Iowa outside of Petco Park

The final presentation team consisted of seven students, including DePaul students Diego Chahda, Katie Brocksmith and Mike Kluczny. The Padres Director of Brand Development, Nicole Smith commented on how thorough and integrated the ideas were. Jarrod added that it was very impressive that all the ideas from different presentations from the previous afternoon had been seamlessly combined into one cohesive plan.

*"The San Diego Consulting Project was the best trip I have ever been on in my entire life. It was truly a remarkable experience and I came away from this experience with cherished friendships and insights in the business practices that occur in the everyday methods of a major league sports organization...this trip reaffirmed my love for the sports industry and the passion I have for excelling in it."* – Diego Chahda, COM '12

### "Wait till next year" – My Perspective

The Ohio University Center for Sports Administration program is one of the oldest and most well respected sports programs in the country. Several years ago, their executive director, Jim Kahler was asked to

develop a summer study abroad program. He wanted to do something that would have a direct impact on the students' real world understanding of the business of sports. Instead of going overseas, he worked out an agreement with the San Diego Padres for students to work through the consultative process and develop detailed actionable plans that would translate into marketable skills and experiences.

I was only able to be in San Diego for the last three days of the program. As I sat in a USD dorm lounge reviewing each group as they went through a final rehearsal for their presentations, I had to remind myself that this was a class project and not a professional presentation they were preparing for. That is how serious every student took this project...the pressure, tiredness and anxiety in each student's face was palpable. They each wanted to win, even though there was no tangible reward for winning. What drove them was not wanting to let their teammates down.

I believe each student learned a lot about themselves in this program. They gained confidence in their talents and strengths, and learned to work together under pressure. The schematic plans and presentations they developed, complete with detailed research, budgets and rationales, were outstanding. I told the students they should be proud to present these plans to potential employers as an example of what they are capable of. The lessons learned and contacts made from this program will certainly help them prepare for a career in sports management,

but it will also translate into any area of business they might pursue.

All five of our DePaul students stood out both as people and as students. They were leaders on their teams, they worked well with others and the work they produced and how they handled themselves throughout the two weeks was a credit to each of them and to DePaul. I could not have been prouder.

### More on the Author:

Andy Clark (KGSB '87) is an adjunct instructor in both the Management and Marketing departments teaching Sports Management and Sports Sponsorship Marketing. Andy is also an Executive Vice President with Scoutware, LLC. and he has held leadership positions with Cramer-Krasselt, Edelman Worldwide and the DePaul Athletic Department.

Fall 2012

## Brag Sheet: A list of the great things our students, faculty and staff have been up to!

### Scholarships awarded by the Department of Marketing and the Kellstadt Marketing Center

More than 20 marketing students were awarded scholarships totaling more than \$35,000. The awards were based on academic performance and financial need. Recipients included both undergraduate and graduate students. Congratulations to all of the winners!

### IME Honors Students Complete Graduation with Top Driehaus Awards

IME Honors students swept the student awards at this year's Graduation! Three students of the 2012 graduating class were distinguished with these honors:

**Kara Anton** was awarded the Anthony C Petto Award for Academic Excellence  
**John DeOrion** received The Dean's Outstanding Senior Award for all-around excellence, and finally,  
**Kimberly ReMine** was selected as the student speaker at commencement.

Congratulations to these three, as well as the entire class of 2012!

### Two Marketing Students win 2012 CIMA Scholarship!

Congratulations to Ryan Zieman (MKT '12) and Anusha Ramachandran (KGSB '12) on being awarded the 2012 Chicago Interactive Marketing Association Scholarship. We are so proud that two DePaul students could stand out in the field of Interactive Marketing. Thank you to CIMA for giving these students an opportunity to shine! (visit: <http://chicagoima.org>)

### New Course: "Sustainable Marketing" with Marketing Professor, Nina Diamond

Next fall, Dr. Nina Diamond will teach a "core" course in the new MS in Sustainable Management program. The new course will be entitled Sustainable Marketing, and will address the role of marketing in helping to create a global culture of sustainability. The MS in Sustainable Management is offered either as a concentration in the MBA degree program, or as a Masters of Science. You can find out more about the program at the Kellstadt Graduate School of Business website, or use the QR code.



### Kellstadt Marketing Center Distinguished Professional Educator Awards

The Kellstadt Marketing Center is pleased to announce the 2012 recipients of the Distinguished Professional Educator Award for excellence in teaching professional students in the KMC programs. The winners were Chris Kanellakes (Paid Search, Practical Internet Marketing Certificate Programs) and Robert Galka (Customer Relationship Management Certificate Program). They were honored at the KMC Faculty Appreciation Luncheon on June 15, 2012 at Brazzaz Brazilian Steakhouse. The Kellstadt Marketing Center offers about twenty professional certificate programs in marketing and communications. Congratulations to this year's recipients!

For more information on the Kellstadt Marketing Center, visit <http://cpe.depaul.edu/mkt>

## Selected Faculty Research

### Roger Baran

-Baran, R.J. 2012 "Social Networking and Customer Marketing in China" in C. Perryer & D. Plowman (eds) *Business Development in Asia*, Juniper Press, Asia, Broadway WA.

Baran, R.J & Galka, Robert (2012) *CRM: The Foundation of 21st Century Marketing Strategy*, Routledge.

"The Impact on Multicultural Awareness and Its Sustainability After an International Learning Experience: What are the Long Term Benefits for Business Students?" presented at Learning Conference 2012 at the Institute of Education, University of London, August 14-16.

### Nina Diamond

"Discordant Retail Brand Ideology in the House of Barbie" will be published in a special issue of Qualitative Marketing Research on Asian markets in January 2013. The paper is co-authored with Mary Ann McGrath and John F. Sherry.

### Sue Fogel, Dave Hoffmeister, Rich Rocco & Dan Strunk

"Teaching Sales," *Harvard Business Review*, 90, 94-99.

### Steve Kelly

Vanheems, Regine, Kelly, J. Steven and Stevenson, Kathleen, "Multichannel Retailing: How a company's website modifies the role of the in-store salesperson" presented at the International Marketing Trends Conference, Venice, Italy, January 21, 2012.

Vanheems, Regine, Kelly, J. Steven and Stevenson, Kathleen, "Website Modifications of the Multichannel Retail In-Store Process," presented at the 19th International Conference on Recent Advances in Retailing and Services Science, part of the European Institute of Retailing and Services Studies, Vienna, Austria, July 10, 2012.

2012 Direct Marketing Association Conference– Organized CADMEF Case Writer's Competition and Workshop to be held October 13, 2012.

### Al Muniz

Albert M. Muñoz, Jr., Toby Norris and Gary Alan Fine, "Marketing Artistic Careers: Pablo Picasso as Brand Manager," *European Journal of Marketing*, 2012, forthcoming.

Yun Mi Antorini, Albert M. Muñoz, Jr., and Tormod Askildsen, "Collaborating with User Innovation Communities: Lessons from the LEGO Group," *MIT Sloan Management Review*, 2012, Volume 53 (Spring).

### Bruce Newman

"The Role of Political Marketing: Ten Years Later," *Journal of Political Marketing*, Vol.11 (1-2), pages 1-3, Bruce I. Newman

Political Marketing in Retrospective and Prospective , United Kingdom: Taylor & Francis Publishing Co. (2013). Christine Williams and Bruce I. Newman, Eds.

Media Appearances– Dr. Newman was quoted in [Politico.com](http://Politico.com), a New York Times article by Thomas Friedman and a Fox News article.

### Tim Smith

Tim J Smith, "Grow Your Pricing Power", GROW: 2012 International BMA Conference, 31 May 2012.

Tim J Smith, "The Story of Pricing: A Baker's Dozen of Case Studies in Pricing Decisions and Outcomes", Pricing, The Art the Science: Professional Pricing Society 23rd Annual Spring Pricing Workshops, 8 May 2012.

### Joel Whalen

Award- 2012 Kellstadt Graduate School of Business Gus Economos Teaching Award

Whalen, D. Joel, et. al. 2012. My Favorite Assignment: Selections from the ABC 2011 Annual Convention, Montreal, CA." *Business Communication Quarterly*. Vol. 75. No. 3. September 2012. In press.

Whalen, D. Joel. 2012. "Your choice: Multitask or Be the Ball." *Proceedings of Society for Marketing Advances*. Orlando.

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## Other Faculty Accomplishments

### Roger Baran

Visiting professor in the MBA program at the Kazakhstan Institute of Management, Economics and Strategic Research, the leading University in Central Asia, in Almaty, Kazakhstan. Course title: "Social Networking: Opportunities for Customer Relationship Management" July 16-August 4, 2012.

### Bruce Newman

Visiting Scholar at Meiji University, July 19-August 1-Dr. Newman was a Visiting Scholar at Meiji University this past summer, when he delivered a formal public lecture to faculty and students on the topic of: The Impact of Political Marketing on Voter Apathy. He also participated in an "invitation only" seminar on the Role of Political Marketing in the U.S. and Japan at Meiji University attended by other scholars in the field of political marketing in Japan; journalists; politicians; and consultants.

Keynote Address at the Fisher Forum at the University of Illinois-Champaign/Urbana, June 14-15.-Dr. Newman gave the Keynote Address at the Fisher Forum, sponsored by the Russian, East European & Eurasian Center, University of Illinois at Urbana-Champaign. His Keynote Address was entitled: "A Paradigm Shift in Global Politics: The Role of Political Marketing"

### Joel Whalen

Whalen, D. Joel. 2012. "Your choice: Multitask or Be the Ball." Leading the Way...Yesterday, Today and Tomorrow. Society for Marketing Advances. Orlando. November 1.

Whalen, D. Joel and Zemira Jones. 2012. "Disconnect: Do You Have the Right People in Your Inner Circle." Executive Leadership Track: Leadership & Innovation in a Changing World. Chicago: Diversity MBA. September 21.

Conference Session Special Track Chair- Teaching Moments Leading the Way...Yesterday, Today and Tomorrow .Society for Marketing Advances. Orlando. November 1.

My Favorite Assignment.- ABC 77th Annual International Convention. Association for Business Communication, Honolulu, HI. October 26.

Invited Lecture- Northeastern University Graduate School of Business Administration, Boston MA, October 10, 2012.

## Apply Now for Spring Break 2013 International Business Seminars

### Germany Business Seminar

APPLICATIONS DUE 10/15 Travel: 03/21/2013–03/31/2013  
Professor Steve Koernig

Visit beautiful Munich & Hamburg, while learning from companies such as BMW, Ayinger (a German brewery), Airbus, and more!

Click the QR code or visit [studyabroad.depaul.edu](http://studyabroad.depaul.edu) for more info!



### Japan Business Seminar

APPLICATIONS DUE 10/15 Travel: Spring Break 2013  
Professor(s) Luis Larrea & Zafar Iqbal

Students will examine Japan's changing macro and micro environments in Tokyo, Nara, Kyoto & Osaka!

Click the QR code or visit [studyabroad.depaul.edu](http://studyabroad.depaul.edu) for more info!

