Agenda

Thursday, May 3\textsuperscript{rd}, 2012

Reception

6:00 to 8:00 PM

The Study at Yale – Penthouse
1157 Chapel Street New Haven, CT 06511

Friday, May 4\textsuperscript{th}, 2012

GM Room, Horchow House – 55 Hillhouse Avenue, New Haven

Registration and Breakfast

7:45 to 8:15 AM

Welcome and Overview

8:15 to 8:30 AM

\textbf{Dean Ted Snyder}, William S Beinecke Professor of Economics & Management, Yale School of Management

\textbf{Professor Ravi Dhar}, George Rogers Clark Professor of Management and Marketing & Director of the Yale Center for Customer Insights
Session One: Maximizing Brand Performance

Chair – Shane Frederick, Associate Professor of Marketing, Yale School of Management

Presentations

8:30 to 8:50 - Jeff Cha, Global Brand Director, Advanced Concepts, Nike

Insights on the Offense: A Point-of-View On How Insights Can Help Maximize Brand Performance

At Nike there is a set of "maxims" that serve as timeless guiding principles that define the core values of the company. One of them states: "We are on the offense, always." It's about operating with a certain kind of mindset – always looking to create the future, to push the boundaries of what's possible, ultimately to take our consumers to new and better places. It's a mindset that drives the pursuit of everything from product innovation to brand marketing to retail experiences. And as a result, it turns out that understanding this internal cultural ethos, is actually quite essential to maximizing the role and impact consumer insights can ultimately have on brand performance. Drawing from specific experiences and observations, this presentation will share a practitioner's point-of-view of how understanding the cultural context within which insights are applied is sometimes equally as important, if not more so, than the intrinsic quality or truth of the insights themselves.

8:55 to 9:15 - Martin Reimann, University of Southern California, Department of Psychology / Brain & Creativity Institute

How We Relate to Brands: Psychological and Neuropysiological Insights into Consumer-Brand Relationships

Co-authors:
-Raquel Castaño, Tecnológico de Monterrey, EGADE Business School
-Judith Zaichkowsky, Copenhagen Business School, Marketing Department
-Antoine Bechara, University of Southern California, Department of Psychology / Brain & Creativity Institute

In three experiments, this research provides new insights into branding by studying the psychological and neuropysiological mechanisms of how consumers relate to their beloved brands. The authors propose that emotional arousal decreases over the brand relationship span, while inclusion of the brand into the self increases over time.
Session One: Maximizing Brand Performance (continued)

9:20 to 9:40 - **Rick Wise**, CEO, Lippincott

**Building Tomorrow’s Best Brands: The New Rules**

Tumultuous shifts in media and consumer behavior have upended the classic marketing funnel and rewritten the rules for brand-building success. Today’s breakthrough brands wield powerful, emotional stories and inspiring experiences to engage customers and energize employees. And these brands stay on top by balancing the new and the true: generating excitement through freshness and novelty while staying true to their authentic brand story. We’ll share recent research from the field and best practices from client casework for evolving today’s brands for tomorrow’s customers.

9:45 to 10:05 - **Timothy de Waal Malefyt**, Ph.D., Visiting Associate Professor at the Center for Positive Marketing, Fordham Graduate School of Business and Consultant, BBDO

**Consumer Rituals, Sensory Experience and Brand Performance**

Consumer brand rituals are important for marketers to discover and embellish. For consumers, rituals expand the experience they have with a brand, where emotions are heightened, the senses engaged and often special language created that is shared with other enthusiasts. This paper discusses how marketers can identify and tap into rituals to strengthen their brands.

Break

10:05 to 10:30
Session Two: Innovations

Chair – Subrata Sen, Joseph F. Cullinan 3rd Professor of Organization, Management and Marketing, Yale School of Management

Presentations

10:30 to 10:50 - Laura Kornish, Associate Professor of Marketing, Leeds School of Business, University of Colorado at Boulder

The Importance of the Raw Idea in Innovation

Co-author: Karl T. Ulrich, The Wharton School, University of Pennsylvania

*Does having a good idea matter for a successful innovation? Or, is there truth in the conventional wisdom that “the idea doesn’t matter” because “execution is everything”? This study uses data from an online retailer of household products to analyze whether higher quality ideas resulted in better market outcomes, finding that the raw idea does matter. The talk will report on which measure of idea quality was the most useful in prediction.*

10:55 to 11:15 - Ely Dahan, UCLA Medical School

Market-based Market Simulators: Informing Marketing & Operations for NPD by Exploiting Crowdsourcing and Revealed Preference

*Marketing seeks to develop new products that appeal to target markets and sell well at competitive prices, while Operations wants new products that can be manufactured in level quantities, efficiently and profitably at competitive costs. Both functions seek to reduce risk and uncertainty through improved information. This research developed and tested a new method of individual, internet-based adaptive choice-based conjoint analysis for vehicles to help customers understand themselves and to make recommendations.*

11:20 to 11:40 – Amy Alberts, Senior Design Research Lead, Windows Phone Development, Microsoft

Windows Phone Metro & the Art of War

*Redesigning a product is war. Internal and external forces collide to place crushing pressure on the design process. To develop a strategy that could win, we were guided by 2000 year old advice from Sun Tzu: “Strategy without tactics is the slowest route to victory”. Design Research arrived on the field armed with weapons made of data, shields constructed from user insights, and stomachs of steel. This is a story from the frontlines of an epic battle waged in the war for people’s hearts and hands.*

11:45 to 12:05 - Rajesh Chandy, Professor of Marketing at London Business School

Innovation and the Corner Suite

*This research shows how the backgrounds, mindsets, and actions of CEOs have potentially long-lasting effects on innovation in companies.*
Lunch
12:05 to 1:30

Session Three: Marketplace Impact

Chair – Joan Lewis, Global Consumer & Market Knowledge Officer, Procter & Gamble

1:30 to 3:00

Our Biggest Insights Challenges; We Need to Connect with Consumers, and Traditional Research Doesn’t Do It

Consumer survey expertise, respondent panels, sample composition, regression models, single variable testing, and qualitative research have served the businesses of the last 40 years. But, business is entering a new phase of challenges and opportunities, with demographic, economic, and technological shifts of unprecedented proportions. Growth comes to the fastest, most agile businesses, who are best at managing risk, not the businesses with the most robust samples and methods. How are we moving fast to meet these new challenges?

Comments from participants, followed by moderated Q&A and discussion opportunity

Lisa Welch, Vice President Consumer Strategy & Insights, Activision

Tracy Hampton, Head of Global Insights Research & Analytics, Visa, Inc.

Phillip Chambers, Senior Vice President Global Insights, PepsiCo

Break
3:00 to 3:15
Session Four – Social Media

Chair – Dina Mayzlin, Associate Professor of Marketing, Yale School of Management

Presentations

3:15 to 3:35 - Britta Schell, Director of Digital Strategic Insights, MTV

Millenials, Decoded

Everyone knows that one of the defining characteristics of the Millennial generation is their relationship with technology, and in particular to social media. Using innovative methods, the study “Millenials, Decoded” delves into a much deeper understanding of the new modes of thought, feeling and generational behavior in this novel "third space" that exists somewhere at the ever-melting intersection of their real and digital lives.

3:40 to 4:00 - Claire I. Tsai, Rotman School of Management, University of Toronto

The Facebook Effect: Are Judgments Influenced by the Knowledge That Others Are Also Evaluating?

Co-authors: Min Zhao and Dilip Soman, Rotman School of Management, University of Toronto

How would the mere knowledge that peers in a respondent’s virtual group are evaluating the same judgment target alter the respondent’s evaluations? This research shows that the knowledge of virtual others dampens evaluations in various domains, from predictions about stock prices to evaluations about art work.
Session Four – Social Media (continued)

4:05 to 4:25 - Daniel G. Goldstein, Yahoo Research (NYC) & London Business School

**Predictive Customer Insights: Forecasting Individual-Level Behavior from Social Networks**

The core marketing activity of targeting requires effectively predicting consumer responses to marketing actions. Data on social ties from online platforms are now widely available, making it possible to see whether these new data improve targeting. This talk presents a series of tests over millions of individuals and provides guidelines for practitioners.

4:30 to 4:50 - Deb Roy, CEO and Founder, Bluefin Labs

**Social TV**

In the United States today, over 25 million people are talking publicly about what they watch on TV via Twitter and Facebook. And this audience habit is growing fast. From the consumer perspective, TV has organically become an interactive medium. From a business perspective, the sudden presence of an at-scale realtime audience feedback loop creates massive new opportunities and challenges for content producers and marketers. Based on work from Bluefin Labs, a social TV analytics company, this talk will highlight some ideas and trends in this emerging space.

Transportation to Union League Café (1032 Chapel Street, New Haven) – 5:15 to 6:00 PM

Drinks – 6:00 to 7:00 PM

Dinner – 7:00 to 10:00 PM

Keynote address preceding main course: Joan Lewis, Global Consumer & Market Knowledge Officer, Procter & Gamble
Saturday, May 5th

GM Room, Horchow House – 55 Hillhouse Avenue, New Haven

Breakfast - 8:00 to 8:30 AM

Session Five: Competitive Marketing Strategies

Chair – Jiwoong Shin, Associate Professor of Marketing, Yale School of Management

Presentations

8:30 to 8:50 - Utpal Dholakia, Rice University

Enhancing the effectiveness of daily deal promotions: Lessons from small- and medium-sized businesses

*Drawing upon survey and interview data from over 900 small- and medium-sized business operators spanning a three-year period, the key lessons that businesses have learnt from running daily deal promotions are described. Both firm-specific (size, age, industry, and standing) and offer-specific (face value, discount depth, product type, and duration) factors that make daily deal promotions successful are considered."

8:55 to 9:15 - Nanda Kumar, Associate Professor of Marketing, School of Management, University of Texas at Dallas

Price-Matching Guarantee with Endogenous Consumer Search

Co-authors:
- Juncai Jiang, Doctoral student Naveen Jindal School of Management, University of Texas at Dallas
- Brian T. Ratchford, Charles and Nancy Davidson Distinguished Professor of Marketing, Naveen Jindal School of Management, University of Texas at Dallas

*In this study we examine whether and under what market conditions offering Price Matching Guarantees may be optimal for retailers. Our study explicitly incorporates post-purchase consumer search and demonstrates that if consumer search (both pre- and post-purchase) is not explicitly modeled, the profitability of offering price matching guarantees will be over-estimated. Consequently, our model predictions can be qualitatively quite different relative to a model that does not endogenize consumers’ search decisions. In addition, our study also speaks to the long standing debate in the literature on whether price matching guarantees are anti or pro-competitive.*
Session Five: Competitive Marketing Strategies (continued)

9:20 to 9:40 - Jacqueelyn Thomas, Associate Professor, Cox School of Business, Southern Methodist University


Co-author: Peggy H. Tseng, Assistant Professor of Marketing, Alfred Lerner College of Business & Economics, University of Delaware

Search engines are increasingly becoming an important mode of marketing communications and a critical order source for firm transactions. This change in how consumers interface with marketing communications presents a dramatic deviation in marketing approaches for traditional direct marketers whose primary marketing communication has been a catalog. This research explores the relative effectiveness of three order sources (i.e., catalogs, paid search advertising, and organic search listings) on consumer purchases and product return behavior and compares how first time and repeat buyers react differently to these order sources.

9:45 to 10:05 - Elie Ofek, T.J. Dermot Dunphy Professor of Business Administration, Harvard Business School

Not all customers are created equal: where do the most active customers originate and how can firms keep them engaged?

Co-authors:
- Clarence Lee, Doctoral Candidate, Harvard Business School
- Thomas Steenburgh, Associate Professor of Business Administration, Harvard Business School

This research studies how firms can acquire and develop an active customer base, finding that the method of customer acquisition impacts customers’ use of the service over time. This work calls for a deeper understanding of the mechanisms that drive usage behavior, and exploring the possibility of segmenting customers depending on how they were acquired.

10:10 to 10:30 - Jean-Pierre Dube, Chicago Booth and NBER

Do Pharmacists Buy Bayer? Sophisticated Shoppers and the Brand Premium

Co-authors:
- Bart Bronnenberg, CentER and Tilburg
- Matthew Gentzkow, Chicago Booth and NBER
- Jesse Shapiro, Chicago Booth and NBER

Many economists have hypothesized that the brand price premium in physically homogeneous product categories such as aspirin or bleach results from consumer misinformation. This research tests the effect of consumer sophistication, proxied by education and occupational specialty, on the propensity to purchase generic headache remedies.

Break

10:30 to 11:00 AM
Session Six: Understanding Customer Choice

Chair – Nathan Novemsky, Professor of Marketing, Yale School of Management

Presentations

11:00 to 11:20 - Danit Ein-Gar, Tel Aviv University

From Blemishing to Blossoming: The Positive Effect of Negative Information

Co-authors:
-Baba Shiv, Stanford University
-Zakary Tormala, Stanford University

*How does a small dose of negative information influence the positive impression one has begun to form about a product? Intuition and past research generally suggests that it should undermine the favorable impression one had begun to form. In contrast to this notion, this work proposes that weak negative information can sometimes bolster, or intensify, initial favorable impressions as long as it follows strong positive information.*

11:25 to 11:45 - Michel Pham, Kravis Professor of Marketing Columbia University

Relaxation Increases Monetary Valuations

Co-authors:
-Iris W. Hung, Assistant Professor of Marketing in the NUS Business School at National University of Singapore
-Gerald J. Gorn, Wang Seng Liang Professor of Business and Marketing Area, Chair Professor at the School of Business, Faculty of Business and Economics, University of Hong Kong

*Of all the consumer experiences that marketers try to create, states of relaxation are among the most common. Results from six experimental studies suggest that relaxation has two distinct effects on consumers that are potentially beneficial to marketers. First, states of relaxation are inherently pleasant, which is already well known. Second, states of relaxation increases the monetary value that consumers attach to a wide variety of products—an effect that had not been previously recognized.*
Session Six: Understanding Customer Choice (continued)

11:50 to 12:10 – Luc Wathieu, Associate Professor Georgetown University, McDonough School of Business

Putting Customer Back Into Customization: A Pricing Intervention

Co-author: Marco Bertini, London Business School

Customization is often received with surprisingly lukewarm enthusiasm. This paper shows through a series of experiments that announcing a starting price (the price associated with the base level offering) has a spectacular effect on the evaluation of customized products. This work proposes that the presence of a starting price stimulates social comparison and brings consumers to a state of greater appreciation of personalized features.

12:15 to 12:35 - Yanliu Huang, Assistant Professor of Marketing LeBow College of Business, Drexel University

Capturing the "First Moment of Truth": Understanding Point-of-Purchase Drivers of Unplanned Consideration and Purchase Using Video Tracking

Co-authors:
-Sam K. Hui, Assistant Professor of Marketing, Stern School of Business, New York University
-J. Jeffrey Inman, Albert Wesley Frey Professor of Marketing and Associate Dean of Research and Faculty, Katz Graduate School of Management, University of Pittsburgh
-Jacob A. Suher, Doctoral student in Marketing, University of Texas, Austin

This research attempts to understand in-store drivers of unplanned spending by studying point-of-purchase behavior. Shoppers were outfitted with video tracking devices to record their field of vision and their location while they were in the store. This novel dataset allows us to identify each incidence of unplanned consideration and purchase, and link them to trip-level and point-of-purchase-level factors, resulting in a few new empirical insights. Implications of these findings for research and shopper marketing are discussed.

Lunch and Closing Remarks, Ravi Dhar

12:35 PM