THURSDAY, MAY 5

6:00 – 8:00 PM  WELCOME RECEPTION
Evans Hall, Bekenstein Atrium

FRIDAY, MAY 6

8:00 – 8:45 AM  BREAKFAST
Ellis-Lorimer Commons

8:50 – 9:00 AM  WELCOME REMARKS
Professor Ravi Dhar, Director Yale Center for Customer Insights

Session 1: Experience, Not Things

9:00 – 9:35 AM  ALISON LEWIS, JOHNSON & JOHNSON
Ambition Is a Dream with a V8 Engine

For more than 120 years, Johnson & Johnson brands have set standards through making their global ambitions a reality, from creating sterile surgery to caring for babies during bath time. Alison shares how she has tapped into this strand of J&J’s DNA to set new standards for its broad portfolio of consumer brands with a fresh approach to marketing that, at its core, includes a reinvention of the agency model. This new way of working is driving fresh ideas, attracting talent, and delivering growth while delivering deeper and more meaningful solutions and experiences for consumers.
### AGENDA

#### THURSDAY, MAY 5

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>6:00 – 8:00 PM</td>
<td>WELCOME RECEPTION</td>
<td>Evans Hall, Bekenstein Atrium</td>
</tr>
</tbody>
</table>

#### FRIDAY, MAY 6

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:00 – 8:45 AM</td>
<td>BREAKFAST</td>
<td>Ellis-Lorimer Commons</td>
</tr>
<tr>
<td>8:50 – 9:00 AM</td>
<td>WELCOME REMARKS</td>
<td>Professor Ravi Dhar, Director Yale Center for Customer Insights</td>
</tr>
<tr>
<td>9:00 – 9:35 AM</td>
<td>Session 1: Experience, Not Things</td>
<td>ALISON LEWIS, JOHNSON &amp; JOHNSON</td>
</tr>
</tbody>
</table>

### Session 1: Experience, Not Things

**Ambition Is a Dream with a V8 Engine**

For more than 120 years, Johnson & Johnson brands have set standards through making their global ambitions a reality, from creating sterile surgery to caring for babies during bath time. Alison shares how she has tapped into this strand of J&J’s DNA to set new standards for its broad portfolio of consumer brands with a fresh approach to marketing that, at its core, includes a reinvention of the agency model. This new way of working is driving fresh ideas, attracting talent, and delivering growth while delivering deeper and more meaningful solutions and experiences for consumers.
Customer Valuation Finally Comes of Age

Marketers have been throwing around terms such as CLV, LTV, and a variety of other labels for customer valuation for several decades now. But besides a few notable applications it has been mostly “cheap talk”—either an unfulfilled aspiration on the part of managers, or a “quick and dirty” analysis, lacking proper validation, that is used by a small group within the firm but fails to get traction across the organization. Fortunately, these frustrating days are ending: customer valuation is finally coming to the forefront and it is here to stay. In his talk, Pete will discuss this important trend, its implications for executives, and cover a few recent examples of companies that have used customer valuation in surprising ways and with compelling results.

Using Data to Understand and Reach Customers

As one of the world’s premier mountain resort companies, Vail Resorts touches almost every aspect of the luxury vacation experience. And with this extensive reach comes an enormous amount of customer data. In her talk, Chief Marketing Officer Kirsten Lynch will discuss the ways in which Vail Resorts uses its vast stores of data to better target its customers with high-touch, tailored messaging that cuts through the noise in a very competitive industry. She’ll also explore how Vail Resorts uses data to better understand guest behavior in order to improve their services and create an experience of a lifetime.

Session 2: Reaching Fans in a Digital World

Holding Up the Mirror: Fan-centricity in the 21st Century

Spotify is a brand that is built for fans, by fans. Everything it does as a company reflects an obsession with making fans happy, which includes everyone from world-famous and emerging artists to 75M+ users globally. As much as its product reflects this customer obsession, Spotify’s focus on fans drives its approach to marketing Spotify as well.” In his talk, Global Director of Brand Strategy Eric Solomon shares how Spotify reflects what it knows about its fans—and what it knows about their behavior—across a wide variety of marketing activity. Eric shares key principles that guide Spotify’s approach to marketing, ultimately serving as a blueprint for how it engages with its vast universe of fans.

The “Fans First” Approach to Audience Intimacy

Ross Martin will discuss new research and insights on 21st century fandom, and how Viacom’s “Fans First” approach empowers radical audience intimacy. Martin will explore how new research creates a deeper understanding of viewers’ emotional response to content, and how technology empowers marketers to reach and connect with fans more meaningfully than ever before. Martin will discuss how the company’s commitment to fans inspired the “belief system” behind its powerful operating system.
Customer Valuation Finally Comes of Age

Marketers have been throwing around terms such as CLV, LTV, and a variety of other labels for customer valuation for several decades now. But besides a few notable applications it has been mostly “cheap talk”—either an unfulfilled aspiration on the part of managers, or a “quick and dirty” analysis, lacking proper validation, that is used by a small group within the firm but fails to get traction across the organization. Fortunately, these frustrating days are ending; customer valuation is finally coming to the forefront and it is here to stay. In his talk, Pete will discuss this important trend, its implications for executives, and cover a few recent examples of companies that have used customer valuation in surprising ways and with compelling results.

Using Data to Understand and Reach Customers

As one of the world’s premier mountain resort companies, Vail Resorts touches almost every aspect of the luxury vacation experience. And with this extensive reach comes an enormous amount of customer data. In her talk, Chief Marketing Officer Kirsten Lynch will discuss the ways in which Vail Resorts uses its vast stores of data to better target its customers with high-touch, tailored messaging that cuts through the noise in a very competitive industry. She’ll also explore how Vail Resorts uses data to better understand guest behavior in order to improve their services and create an experience of a lifetime.

The “Fans First” Approach to Audience Intimacy

Ross Martin will discuss new research and insights on 21st century fandom, and how Viacom’s “Fans First” approach empowers radical audience intimacy. Martin will explore how new research creates a deeper understanding of viewers’ emotional response to content, and how technology empowers marketers to reach and connect with fans more meaningfully than ever before. Martin will discuss how the company’s commitment to fans inspired the “belief system” behind its powerful operating system.

Holding Up the Mirror: Fan-centricity in the 21st Century

Spotify is a brand that is built for fans, by fans. Everything it does as a company reflects an obsession with making fans happy, which includes everyone from world-famous and emerging artists to 75M+ users globally. As much as its product reflects this customer obsession, Spotify’s focus on fans drives its approach to marketing Spotify as well. In his talk, Global Director of Brand Strategy Eric Solomon shares how Spotify reflects what it knows about its fans—and what it knows about their behavior—across a wide variety of marketing activity. Eric shares key principles that guide Spotify’s approach to marketing, ultimately serving as a blueprint for how it engages with its vast universe of fans.
Session 3: Harnessing the Power of Story
1:50 – 2:25 PM  SIMON LOWDEN, PEPSICO
Digital Storytelling in a Digital World
In today’s digital world, consumers ultimately want to be entertained. They constantly demand new content and ways to get involved with their favorite brands, but also are more willing to forgive marketers for attempts that don’t quite land. Simon Lowden, PepsiCo’s Global Snacks President, will talk about how his company has seized on the opportunity to create innovative experiences and tell new and interesting stories in the digital space. He’ll talk about PepsiCo’s attitude toward innovation in digital storytelling, and the importance of trying fast, failing fast, and trying again.

2:30 – 2:55 PM  BEN STEELE, REI
The Power of #OptOutside
Retail sales on Black Friday, one of the busiest shopping days of the year, can often make or break a retailer’s holiday shopping season. But in 2015, as the sales started seeping further and further into Thanksgiving Day, REI changed course. The co-op closed all of its 144 stores and paid its 12,000 employees to spend Black Friday outside. REI’s marketing leader and Chief Creative Officer Ben Steele will discuss how the #OptOutside campaign is core to what REI stands for as a brand, and how doing what’s best for members and employees enhances the brand’s messaging and connection with consumers.

3:00 – 3:25 PM  ROB SCHWARTZ, TBWA\CHIAT\DAY NY
The Seven Basic Stories in Marketing
There are only seven different basic stories in existence. No matter how innovative a marketing campaign may seem, no matter how new or different its premise appears, Rob Schwartz contends that it can be reduced to one of seven basic archetypal themes: overcoming the monster, rebirth, quest, journey and return, rags to riches, tragedy, or comedy. Based on Christopher Booker’s book The Seven Basic Plots, Rob will explore how the seven stories can guide a firm in discovering what story its brand should tell.

3:30 – 3:50 PM  BREAK

Session 4: Insights on Insights
3:50 – 4:15 PM  CHRISTINE BARTON, BOSTON CONSULTING GROUP
The Inverted Corporation
Christine will explore some of the highlights from a recent Consumer Insights benchmarking study conducted by The Boston Consulting Group, Cambiar Research, and Yale’s Center for Customer Insights. This wide-ranging study collected and analyzed data from 90+ companies, 600 respondents, and 45 CEOs, Presidents, and COOs, and provided much-needed insight into senior executives’ needs from Consumer Insights and fear for and frustration with the function. Christine will discuss the vision and blueprint for functional sophistication evolution, and the resulting impact.

Session 5: Social Media and the Millennial Playbook
4:20 – 4:45 PM  DAN GOLDSTEIN, MICROSOFT RESEARCH
Prediction and Diffusion with Social Networks
Thanks to social networks like Facebook and Twitter, marketers finally have access to valuable data that have never before existed. These data tell us who knows who and in addition what each individual does. It would seem that these data hold great promise for marketing.
**Session 3: Harnessing the Power of Story**

**1:50 – 2:25 PM**  
**SIMON LOWDEN, PEPSICO**

**Digital Storytelling in a Digital World**

In today’s digital world, consumers ultimately want to be entertained. They constantly demand new content and ways to get involved with their favorite brands, but also are more willing to forgive marketers for attempts that don’t quite land. Simon Lowden, PepsiCo’s Global Snacks President, will talk about how his company has seized on the opportunity to create innovative experiences and tell new and interesting stories in the digital space. He’ll talk about PepsiCo’s attitude toward innovation in digital storytelling, and the importance of trying fast, failing fast, and trying again.

**2:30 – 2:55 PM**  
**BEN STEELE, REI**

**The Power of #OptOutside**

Retail sales on Black Friday, one of the busiest shopping days of the year, can often make or break a retailer’s holiday shopping season. But in 2015, as the sales started seeping further and further into Thanksgiving Day, REI changed course. The co-op closed all of its 144 stores and paid its 12,000 employees to spend Black Friday outside. REI’s marketing leader and Chief Creative Officer Ben Steele will discuss how the #OptOutside campaign is core to what REI stands for as a brand, and how doing what’s best for members and employees enhances the brand’s messaging and connection with consumers.

**3:00 – 3:25 PM**  
**ROB SCHWARTZ, TBWA\CHIAT\DAY NY**

**The Seven Basic Stories in Marketing**

There are only seven different basic stories in existence. No matter how innovative a marketing campaign may seem, no matter how new or different its premise appears, Rob Schwartz contends that it can be reduced to one of seven basic archetypal themes: overcoming the monster, rebirth, quest, journey and return, rags to riches, tragedy, or comedy. Based on Christopher Booker’s book *The Seven Basic Plots*, Rob will explore how the seven stories can guide a firm in discovering what story its brand should tell.

**3:30 – 3:50 PM**  
**BREAK**

**Session 4: Insights on Insights**

**3:50 – 4:15 PM**  
**CHRISTINE BARTON, BOSTON CONSULTING GROUP**

**The Inverted Corporation**

Christine will explore some of the highlights from a recent Consumer Insights benchmarking study conducted by The Boston Consulting Group, Cambiar Research, and Yale’s Center for Customer Insights. This wide-ranging study collected and analyzed data from 90+ companies, 600 respondents, and 45 CEOs, Presidents, and COOs, and provided much-needed insight into senior executives’ needs from Consumer Insights and fear for and frustration with the function. Christine will discuss the vision and blueprint for functional sophistication evolution, and the resulting impact.

**Session 5: Social Media and the Millennial Playbook**

**4:20 – 4:45 PM**  
**DAN GOLDSTEIN, MICROSOFT RESEARCH**

**Prediction and Diffusion with Social Networks**

Thanks to social networks like Facebook and Twitter, marketers finally have access to valuable data that have never before existed. These data tell us who knows who and in addition what each individual does. It would seem that these data hold great promise for marketing.
For example, companies may wish to use social network data to decide who deserves valuable promotions (targeting) or to encourage the spread of a product or idea through a population (diffusion). Dan will present two studies, each spanning multiple domains and millions of individuals. The first provides an answer about whether social network improve targeting. The second provides an answer about how often social media content “goes viral” online.

<table>
<thead>
<tr>
<th>Time</th>
<th>Session 6: Frontiers of Consumer Research</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:00 – 8:45 AM</td>
<td>BREAK</td>
</tr>
<tr>
<td></td>
<td>Classroom 2400</td>
</tr>
<tr>
<td>8:45 – 9:10 AM</td>
<td>EVA ASCARZA, COLUMBIA BUSINESS SCHOOL</td>
</tr>
<tr>
<td></td>
<td>Beyond the Target Customer: Social Effects of CRM Campaigns</td>
</tr>
<tr>
<td></td>
<td>Technological advances have changed the way customers behave, connect, and interact with one another. Consequently, marketing campaigns that are targeted to specific customers may also indirectly affect the behavior of other, non-targeted, connected customers. We investigate this issue in the context of wireless telecommunications. We run a field experiment involving target customers and their social connections and demonstrate that a CRM campaign that was aimed at changing the behavior of some customers propagates through the social network, thereby also affecting the behavior of non-targeted customers that are connected to them. We find a social multiplier of 1.28 for the CRM campaign. That is, the effect of campaign on customers who were not targeted but are connected to targeted customers is 28% of the effect of the campaign on targeted customers.</td>
</tr>
<tr>
<td>9:15 – 9:40 AM</td>
<td>KELLY GOLDSMITH, KELLOGG SCHOOL OF MANAGEMENT</td>
</tr>
<tr>
<td></td>
<td>The Psychology of Scarcity</td>
</tr>
</tbody>
</table>
|              | Many consumers face chronic resource shortages, and even those who live in relative abundance often find that certain resources are insufficient to meet their needs. Independent of these more personal resource
For example, companies may wish to use social network data to decide who deserves valuable promotions (targeting) or to encourage the spread of a product or idea through a population (diffusion). Dan will present two studies, each spanning multiple domains and millions of individuals. The first provides an answer about whether social network improve targeting. The second provides an answer about how often social media content “goes viral” online.

**4:50 – 5:15 PM**

ZOE CHANCE, YALE SCHOOL OF MANAGEMENT

**Hacking Self-Control: A Page from the Millennial Playbook**

Millennials are stereotyped as being lazy people with a short-attention span, who question authority and hate being told what to do. Rather than being lazy per se, millennials value efficiency and shortcuts—work smarter, not harder. They have the interest in and ability to create “life hacks” to match their behavior to their intentions. Because they multitask more than previous generations, they are frequently distracted and don’t have the bandwidth for resisting temptation. So the benefit of hacking self-control is especially great for them. And since they resist being told what to do, direct persuasion is more aversive for them than others. In sum, millennials are the perfect candidates for self-improvement through behavioral economics, or environmental hacks, and we can all learn some tips from their playbook.

**5:15 – 5:30 PM**

BREAK

**5:30 – 6:30 PM**

RECEPTION + A CAPPELLA PERFORMANCE

Evans Hall, Ligon-Lamsam Commons

**6:30 – 8:30 PM**

DINNER

Evans Hall, Second Floor Concourse

**SATURDAY, MAY 7**

**Session 6: Frontiers of Consumer Research**

**8:00 – 8:45 AM**

BREAKFAST

Classroom 2400

**8:45 – 9:10 AM**

EVA ASCARZA, COLUMBIA BUSINESS SCHOOL

**Beyond the Target Customer: Social Effects of CRM Campaigns**

Technological advances have changed the way customers behave, connect, and interact with one another. Consequently, marketing campaigns that are targeted to specific customers may also indirectly affect the behavior of other, non-targeted, connected customers. We investigate this issue in the context of wireless telecommunications. We run a field experiment involving target customers and their social connections and demonstrate that a CRM campaign that was aimed at changing the behavior of some customers propagates through the social network, thereby also affecting the behavior of non-targeted customers that are connected to them. We find a social multiplier of 1.28 for the CRM campaign. That is, the effect of campaign on customers who were not targeted but are connected to targeted customers is 28% of the effect of the campaign on targeted customers.

**9:15 – 9:40 AM**

KELL Y GOLDSMITH, KELLOGG SCHOOL OF MANAGEMENT

**The Psychology of Scarcity**

Many consumers face chronic resource shortages, and even those who live in relative abundance often find that certain resources are insufficient to meet their needs. Independent of these more personal resource...
considerations, marketers routinely engender a sense of scarcity among consumers through the use promotional tactics designed to emphasize the limited nature of products and/or promotions. Therefore, consumers regularly contend with reminders of resource scarcity in their personal lives and in the marketplace. In the current research, we examine the implications of scarcity for consumer decision making and find when consumers consider “not having enough,” they are more likely to take actions that advance their own welfare, which has a variety of consequences for their decision strategies, their choice behavior, and their willingness to pay for common consumer goods.

9:45 – 10:10 AM
RON SHACHAR, ARISON SCHOOL OF BUSINESS
The Effect of Links and Excerpts on Internet News Consumption

Does an Internet news site that excerpts and links to its competition steal their traffic? Or does excerpting increase the linked sites’ audience? Concern about excerpting’s potentially negative effects on news producers has led to legislation in Germany and Spain requiring news aggregators to pay royalties to the sites they excerpt. The outcome of these efforts, however, suggests the opposite—that excerpting may have a positive effect on the linked site. We develop a model that captures the forces and dynamics behind audience’s choices of sites. Using browsing data to weigh these forces we find that links are beneficial to both the linking and linked sites when the linked sites are not too large.

10:15 – 10:40 AM
MICHEL TUAN PHAM, COLUMBIA BUSINESS SCHOOL
The Pleasure of Liking (and Disliking)

Why are consumers so eager to evaluate things (e.g., products, movies, posts, YouTube videos), even when no decision is stake? Our research shows that it is because there is an inherent pleasure in assessing and expressing one’s likes and dislikes. In fact, consumers even derive pleasure from evaluating things that they don’t like. The inherent pleasure of evaluating things arises because assessing one’s likes and dislikes allows people to express who they are; it also allows them to better understand who they are. Our findings suggest new ways of creating psychological value in the marketplace.

10:40 – 11:00 AM
BREAK

Session 7: Online Consumer Behavior

11:00 – 11:25 AM
NANCY PUCCINELLI, SAID BUSINESS SCHOOL OXFORD
Which Side Is Right? Enhancing Customer Experience through Visual Price Dominance

This research demonstrates that the location of a price shapes price perception. Study 1 demonstrates in a field setting that consumers purchase more of a product when the price is not dominant. Studies 2-3 show mechanism via response latency and neuroimaging. Study 4 shows location impacts value.
considerations, marketers routinely engender a sense of scarcity among consumers through the use promotional tactics designed to emphasize the limited nature of products and/or promotions. Therefore, consumers regularly contend with reminders of resource scarcity in their personal lives and in the marketplace. In the current research, we examine the implications of scarcity for consumer decision making and find when consumers consider “not having enough,” they are more likely to take actions that advance their own welfare, which has a variety of consequences for their decision strategies, their choice behavior, and their willingness to pay for common consumer goods.

9:45 – 10:10 AM  
RON SHACHAR, ARISON SCHOOL OF BUSINESS  
The Effect of Links and Excerpts on Internet News Consumption  
Does an Internet news site that excerpts and links to its competition steal their traffic? Or does excerpting increase the linked sites’ audience? Concern about excerpting’s potentially negative effects on news producers has led to legislation in Germany and Spain requiring news aggregators to pay royalties to the sites they excerpt. The outcome of these efforts, however, suggests the opposite—that excerpting may have a positive effect on the linked site. We develop a model that captures the forces and dynamics behind audience’s choices of sites. Using browsing data to weigh these forces we find that links are beneficial to both the linking and linked sites when the linked sites are not too large.

10:15 – 10:40 AM  
MICHEL TUAN PHAM, COLUMBIA BUSINESS SCHOOL  
The Pleasure of Liking (and Disliking)  
Why are consumers so eager to evaluate things (e.g., products, movies, posts, YouTube videos), even when no decision is stake? Our research shows that it is because there is an inherent pleasure in assessing and expressing one’s likes and dislikes. In fact, consumers even derive pleasure from evaluating things that they don’t like. The inherent pleasure of evaluating things arises because assessing one’s likes and dislikes allows people to express who they are; it also allows them to better understand who they are. Our findings suggest new ways of creating psychological value in the marketplace.

10:40 – 11:00 AM  
BREAK

Session 7: Online Consumer Behavior

11:00 – 11:25 AM  
NANCY PUCCINELLI, SAID BUSINESS SCHOOL OXFORD  
Which Side Is Right? Enhancing Customer Experience through Visual Price Dominance  
This research demonstrates that the location of a price shapes price perception. Study 1 demonstrates in a field setting that consumers purchase more of a product when the price is not dominant. Studies 2-3 show mechanism via response latency and neuroimaging. Study 4 shows location impacts value.
11:30 – 11:55 AM
DONALD NGWE, HARVARD BUSINESS SCHOOL
Improving e-Commerce Margins by Adding Search Frictions
Many online retailers offer deep discounts in order to quickly acquire new customers. Most strive to provide customers ease of search across their entire product assortment. In combination these objectives result in low, often negative margins. We show that by making it harder to find deeply discounted items, an online retailer can segment consumers into those who are willing to pay with cash, and those who are willing to pay with effort.

12:00 – 12:25 PM
KOSUKE UETAKE, YALE SCHOOL OF MANAGEMENT
Signaling in Online Credit Markets
In his talk, Kosuke Uetake explores how signaling can facilitate the functioning of a market with classical adverse selection problems. Using data from Prosper.com, an online peer-to-peer credit market where loans are funded through auctions, he examines how reserve interest rate that borrowers post can signal the borrowers’ unobserved quality to lenders, and then considers how the markets can suffer from adverse selection problems if there is no signaling device.

12:30 – 1:30 PM
BOXED LUNCH & CONFERENCE ADJOURNS
11:30 – 11:55 AM  DONALD NGWE, HARVARD BUSINESS SCHOOL
Improving e-Commerce Margins by Adding Search Frictions
Many online retailers offer deep discounts in order to quickly acquire new customers. Most strive to provide customers ease of search across their entire product assortment. In combination these objectives result in low, often negative margins. We show that by making it harder to find deeply discounted items, an online retailer can segment consumers into those who are willing to pay with cash, and those who are willing to pay with effort.

12:00 – 12:25 PM  KOSUKE UETAKE, YALE SCHOOL OF MANAGEMENT
Signaling in Online Credit Markets
In his talk, Kosuke Uetake explores how signaling can facilitate the functioning of a market with classical adverse selection problems. Using data from Prosper.com, an online peer-to-peer credit market where loans are funded through auctions, he examines how reserve interest rate that borrowers post can signal the borrowers’ unobserved quality to lenders, and then considers how the markets can suffer from adverse selection problems if there is no signaling device.

12:30 – 1:30 PM  BOXED LUNCH & CONFERENCE ADJOURNS
Alison Lewis is Johnson & Johnson Consumer Companies’ first ever Chief Marketing Officer, leading marketing efforts for some of the world’s most iconic brands, including JOHNSON’S®, NEUTROGENA®, LISTERINE®, TYLENOL®, and CLEAN & CLEAR®, among many others. In addition to driving the global marketing strategies for the Johnson & Johnson consumer brands, Alison also oversees global capability building in professional marketing, digital and strategic consumer insights for the organization plus leads the innovation pipeline development, working closely with the Chief Technology Officer. Alison joined Johnson & Johnson from The Coca-Cola Company, where she was responsible for making Coca-Cola’s 127-year-old brand relevant to consumers in a connected, multicultural world. She held a variety of executive positions in both the U.S. and Canada, and most recently was Senior Vice President -Marketing, North America. Before joining The Coca-Cola Company, Alison spent six years in brand management roles at Kraft Foods in Canada. Alison earned her Bachelor of Commerce Degree from Queens University, Kingston, Ontario. She also has served as the Board Chair of the National 4-H Council.

Simon Lowden has built a global reputation for leading transformative brands and innovation, fostering best-in-class marketing capabilities and shepherding collaborative functional teams, culled from more than two decades of experience across multiple businesses and roles in multinational companies such as PepsiCo and Unilever. Now, as President, PepsiCo Global Snacks Group and Global Insights, Lowden is applying his vision and talent to drive growth across the global snacks category which includes three of PepsiCo’s billion dollar brands – Lay’s, Doritos and Cheetos - as well leading global insights as it transforms PepsiCo’s enterprise global marketing and commercial strategies using demand-driven foresights and predictive analytics to inform the company’s approach. Before joining the Global Snacks Group, Lowden was Senior Vice President and Chief Marketing Officer, PepsiCo North America Beverages, where he oversaw the transformation of PepsiCo’s North American beverage portfolio through a renewed consumer marketing effort and a step change in product innovation. Prior to this role, Lowden had been Chief Marketing Officer of Pepsi International for five years, where he was responsible for the development of PepsiCo’s Food and Beverage portfolio across more than 100 developing and developed markets around the world. Lowden holds a BSC in Geography and Geomorphology from Kings College, London. A huge sports enthusiast, Lowden was an avid rugby player and now spends his time competing in triathlons, including the internationally renowned Ironman. Lowden is a board member of both the Pepsi Lipton Partnership and North American Coffee Partnership joint ventures with Unilever and Starbucks respectively. Lowden and his wife Rebecca live in Darien, Connecticut with their two children, Ben and Caitlin.

Kirsten Lynch was appointed Executive Vice President and Chief Marketing Officer of Vail Resorts in July, 2011. Prior to joining Vail Resorts, Kirsten was with PepsiCo, where she was Chief Marketing Officer of the Quaker Foods and Snack Division 2009-2011. Prior to PepsiCo, Kirsten worked for Kraft Foods for 12 years. She began her career in Marketing with Ford Motor Company in Detroit. As CMO of Vail Resorts, Kirsten leads Marketing, Sales, and Public Relations. Additionally the Vail Resorts Retail Division (formerly known as SSV) reports to Kirsten. Kirsten and her family live in Boulder, Colorado. In her free time she is an avid skier and enjoys the mountains.
Alison Lewis is Johnson & Johnson Consumer Companies’ first ever Chief Marketing Officer, leading marketing efforts for some of the world’s most iconic brands, including JOHNSON’S®, NEUTROGENA®, LISTERINE®, TYLENOL®, and CLEAN & CLEAR®, among many others. In addition to driving the global marketing strategies for the Johnson & Johnson consumer brands, Alison also oversees global capability building in professional marketing, digital and strategic consumer insights for the organization plus leads the innovation pipeline development, working closely with the Chief Technology Officer. Alison joined Johnson & Johnson from The Coca-Cola Company, where she was responsible for making Coca-Cola’s 127-year-old brand relevant to consumers in a connected, multicultural world. She held a variety of executive positions in both the U.S. and Canada, and most recently was Senior Vice President - Marketing, North America. Before joining The Coca-Cola Company, Alison spent six years in brand management roles at Kraft Foods in Canada. Alison earned her Bachelor of Commerce Degree from Queens University, Kingston, Ontario. She also has served as the Board Chair of the National 4-H Council.

Simon Lowden has built a global reputation for leading transformative brands and innovation, fostering best-in-class marketing capabilities and shepherding collaborative functional teams, culled from more than two decades of experience across multiple businesses and roles in multinational companies such as PepsiCo and Unilever. Now, as President, PepsiCo Global Snacks Group and Global Insights, Lowden is applying his vision and talent to drive growth across the global snacks category which includes three of PepsiCo’s billion dollar brands – Lay’s, Doritos and Cheetos - as well leading global insights as it transforms PepsiCo’s enterprise global marketing and commercial strategies using demand-driven foresights and predictive analytics to inform the company’s approach. Before joining the Global Snacks Group, Lowden was Senior Vice President and Chief Marketing Officer, PepsiCo North America Beverages, where he oversaw the transformation of PepsiCo’s North American beverage portfolio through a renewed consumer marketing effort and a step change in product innovation. Prior to this role, Lowden had been Chief Marketing Officer of Pepsi International for five years, where he was responsible for the development of PepsiCo’s Food and Beverage portfolio across more than 100 developing and developed markets around the world. Lowden holds a BSC in Geography and Geomorphology from Kings College, London. A huge sports enthusiast, Lowden was an avid rugby player and now spends his time competing in triathlons, including the internationally renowned Ironman. Lowden is a board member of both the Pepsi Lipton Partnership and North American Coffee Partnership joint ventures with Unilever and Starbucks respectively. Lowden and his wife Rebecca live in Darien, Connecticut with their two children, Ben and Caitlin.

Kirsten Lynch was appointed Executive Vice President and Chief Marketing Officer of Vail Resorts in July, 2011. Prior to joining Vail Resorts, Kirsten was with PepsiCo, where she was Chief Marketing Officer of the Quaker Foods and Snack Division 2009-2011. Prior to PepsiCo, Kirsten worked for Kraft Foods for 12 years. She began her career in Marketing with Ford Motor Company in Detroit. As CMO of Vail Resorts, Kirsten leads Marketing, Sales, and Public Relations. Additionally the Vail Resorts Retail Division (formerly known as SSV) reports to Kirsten. Kirsten and her family live in Boulder, Colorado. In her free time she is an avid skier and enjoys the mountains.
Ross Martin is Executive Vice President, Marketing Strategy and Engagement for Viacom Media Networks. He oversees the company’s corporate research, data, and creative strategy teams. Previously, Martin founded and ran Scratch, a division of Viacom that drives innovation by channeling the power of networks such as MTV, VH1, Comedy Central, and Nickelodeon in new ways, including consumer insights, product development, design, branding and original content development, production and distribution in all media. Martin joined Viacom in 2004 as the first Head of Programming for MTV’s Emmy and Peabody Award winning college network, mtvU. In this role, he oversaw the development, production and programming of original series, branded entertainment, music, events, and user-generated content for on-air, online, and mobile. He later served as Senior Vice President of MTV 360 Production and Development, working across MTV, MTV2, and mtvU.

Rob Schwartz is the CEO of TBWA’s flagship New York office, assuming the role in January 2015. Prior to this role, Rob served as Global Creative President, where he was instrumental in overseeing the creative direction and leadership of some of TBWA’s largest global accounts, including Nissan, McDonald’s and GSK. Rob has also served as Chief Creative Officer of the Los Angeles office of TBWA\Chiat\Day. During his tenure, the office experienced unprecedented growth to both its creative reputation and bottom line. As the head of TBWA’s LA office, Rob influenced every brand from Nissan to Gatorade, Pepsi, Visa and more. Rob has also become an influential voice in the advertising industry. He is a frequent contributor to Forbes, and Adweek named him one of the “Top 25 Advertising

Eric Solomon is the Global Director of Brand Strategy for Spotify. Prior to his work with Spotify, he was the Head of Strategy & Insights for Google. Eric entered the world of branding through the door of academia, earning his Ph.D. in psychology prior to working at creative ad agencies in San Francisco. He has spent the last decade plus studying the intersection between motivation, persuasion, brands, and human behavior. Somewhere in between he wrote record and restaurant reviews for a small newspaper in Boston.

Ben Steele serves on REI’s leadership team as Chief Creative Officer, leading the co-op’s marketing efforts, brand strategy and creative expression with a team that influences physical and digital assets, customer and member engagement, private brand product development, product assortment and REI’s employment brand. Before joining REI in 2014, Ben served as executive creative director at Hornall Anderson in Seattle, a globally recognized brand experience design agency with offices London and New York. Throughout his career he has led celebrated storytelling, marketing and design efforts for brands such as Starbucks, Microsoft, Major League Baseball, PepsiCo, the NBA, and Lexus. He studied at the University of Puget Sound and taught at the Seattle School of Visual Concepts. He is a runner, cyclist and avid enthusiast of a life outdoors.
Ross Martin is Executive Vice President, Marketing Strategy and Engagement for Viacom Media Networks. He oversees the company’s corporate research, data, and creative strategy teams. Previously, Martin founded and ran Scratch, a division of Viacom that drives innovation by channeling the power of networks such as MTV, VH1, Comedy Central, and Nickelodeon in new ways, including consumer insights, product development, design, branding and original content development, production and distribution in all media. Martin joined Viacom in 2004 as the first Head of Programming for MTV’s Emmy and Peabody Award winning college network, mtvU. In this role, he oversaw the development, production and programming of original series, branded entertainment, music, events, and user-generated content for on-air, online, and mobile. He later served as Senior Vice President of MTV 360 Production and Development, working across MTV, MTV2, and mtvU.

Rob Schwartz is the CEO of TBWA’s flagship New York office, assuming the role in January 2015. Prior to this role, Rob served as Global Creative President, where he was instrumental in overseeing the creative direction and leadership of some of TBWA’s largest global accounts, including Nissan, McDonald’s and GSK. Rob has also served as Chief Creative Officer of the Los Angeles office of TBWA\Chiat\Day. During his tenure, the office experienced unprecedented growth to both its creative reputation and bottom line. As the head of TBWA’s LA office, Rob influenced every brand from Nissan to Gatorade, Pepsi, Visa and more. Rob has also become an influential voice in the advertising industry. He is a frequent contributor to Forbes, and Adweek named him one of the “Top 25 Advertising

 Voices to Follow on Twitter.” Beginning his advertising career as a writer, Rob has earned nearly every major advertising award, including an Emmy nomination and Adweek’s “Best of the Decade.” Rob was also named “Leader of The Year” by the Los Angeles Advertising Agencies Association (now known as thinkLA).

Eric Solomon is the Global Director of Brand Strategy for Spotify. Prior to his work with Spotify, he was the Head of Strategy & Insights for Google. Eric entered the world of branding through the door of academia, earning his Ph.D. in psychology prior to working at creative ad agencies in San Francisco. He has spent the last decade plus studying the intersection between motivation, persuasion, brands, and human behavior. Somewhere in between he wrote record and restaurant reviews for a small newspaper in Boston.

Ben serves on REI’s leadership team as Chief Creative Officer, leading the co-op’s marketing efforts, brand strategy and creative expression with a team that influences physical and digital assets, customer and member engagement, private brand product development, product assortment and REI’s employment brand. Before joining REI in 2014, Ben served as executive creative director at Hornall Anderson in Seattle, a globally recognized brand experience design agency with offices London and New York. Throughout his career he has led celebrated storytelling, marketing and design efforts for brands such as Starbucks, Microsoft, Major League Baseball, PepsiCo, the NBA, and Lexus. He studied at the University of Puget Sound and taught at the Seattle School of Visual Concepts. He is a runner, cyclist and avid enthusiast of a life outdoors.
Christine Barton is the Boston Consulting Group Fellow focused on the Future of Consumer Knowledge and Insight. She is a core member of the Marketing, Sales & Pricing and Consumer practices, as well as a member of the Corporate Development practice. She is also the North American advisor for BCG’s Center for Customer Insight and has served as the global leader for the firm's Consumer Sentiment Survey and Millennial research. Since joining BCG in 1999, Christine's client work has focused in the apparel, specialty retail, and private equity sectors. An expert in consumer insight, market research, and Millennials she brings deep knowledge and experience to help clients achieve their growth, brand, and customer goals. Christine joined BCG directly from Yale Law School.

Zoë Chance is an Assistant Professor of Marketing at the Yale School of Management, and a Faculty Fellow of the Yale Center for Customer Insights. Professor Chance studies persuasion and decision making, working passionately to understand how people can lead happier, healthier, more fulfilling lives. At Yale, Zoë teaches Mastering Influence and Persuasion, advises Center for Customer Insights consulting and research teams, and collaborates with Google and Optum Health. Prior to her engagement at Yale, she marketed a $200 million segment of the Barbie brand at Mattel, developed an executive education leadership program at Harvard, acted on stage and film, and failed as an entrepreneur. She received her doctorate from Harvard, MBA from the University of Southern California, and bachelor's degree from Haverford College. Her research has been covered in the New York Times, the Wall Street Journal, the Economist, Scientific American, Psychology Today, Financial Times, and Discover.

Peter S. Fader is the Frances and Pei-Yuan Chia Professor of Marketing at the Wharton School of the University of Pennsylvania. His expertise centers on the analysis of behavioral data to understand and forecast customer shopping/purchasing activities. He works with firms from a wide range of industries, such as consumer packaged goods, interactive media, financial services, retailing, and pharmaceuticals. Managerial applications focus on topics such as customer relationship management, lifetime value of the customer, and sales forecasting for new products. Much of his research highlights the consistent (but often surprising) behavioral patterns that exist across these industries and other seemingly different domains. These insights are reflected in his recent book, Customer Centricity: Focus on the Right Customers for Strategic Advantage.

Daniel Goldstein is a Principal Researcher at Microsoft Research. His areas of expertise and research are internet marketing, consumer behavior, and behavioral economics. He received his Ph.D. at The University of Chicago and has taught and researched at London Business School, Yahoo Research, Columbia University, Harvard University, Stanford University, and Germany’s Max Planck Institute, where he was awarded the Otto Hahn Medal in 1997. Dr. Goldstein is president of the Society for Judgment and Decision Making, the leading academic organization for behavioral economics researchers. Dr. Goldstein’s work has been featured by The Wall Street Journal, The Financial Times, The New York Times, ESPN, Time and The Washington Post, as well as in books such as Richard Thaler and Cass Sunstein’s Nudge, Dan Ariely’s Predictably Irrational, Malcolm Gladwell's Blink, and Nassim Taleb’s The Black Swan and Antifragile.
Christine Barton is the Boston Consulting Group Fellow focused on the Future of Consumer Knowledge and Insight. She is a core member of the Marketing, Sales & Pricing and Consumer practices, as well as a member of the Corporate Development practice. She is also the North American advisor for BCG’s Center for Customer Insight and has served as the global leader for the firm’s Consumer Sentiment Survey and Millennial research. Since joining BCG in 1999, Christine’s client work has focused in the apparel, specialty retail, and private equity sectors. An expert in consumer insight, market research, and Millennials she brings deep knowledge and experience to help clients achieve their growth, brand, and customer goals. Christine joined BCG directly from Yale Law School.

Zoe Chance is an Assistant Professor of Marketing at the Yale School of Management, and a Faculty Fellow of the Yale Center for Customer Insights. Professor Chance studies persuasion and decision making, working passionately to understand how people can lead happier, healthier, more fulfilling lives. At Yale, Zoe teaches Mastering Influence and Persuasion, advises Center for Customer Insights consulting and research teams, and collaborates with Google and Optum Health. Prior to her engagement at Yale, she marketed a $200 million segment of the Barbie brand at Mattel, developed an executive education leadership program at Harvard, acted on stage and film, and failed as an entrepreneur. She received her doctorate from Harvard, MBA from the University of Southern California, and bachelor’s degree from Haverford College. Her research has been covered in the New York Times, the Wall Street Journal, the Economist, Scientific American, Psychology Today, Financial Times, and Discover.

Peter S. Fader is the Frances and Pei-Yuan Chia Professor of Marketing at the Wharton School of the University of Pennsylvania. His expertise centers on the analysis of behavioral data to understand and forecast customer shopping/purchasing activities. He works with firms from a wide range of industries, such as consumer packaged goods, interactive media, financial services, retailing, and pharmaceuticals. Managerial applications focus on topics such as customer relationship management, lifetime value of the customer, and sales forecasting for new products. Much of his research highlights the consistent (but often surprising) behavioral patterns that exist across these industries and other seemingly different domains. These insights are reflected in his recent book, Customer Centricity: Focus on the Right Customers for Strategic Advantage.

Daniel Goldstein is a Principal Researcher at Microsoft Research. His areas of expertise and research are internet marketing, consumer behavior, and behavioral economics. He received his Ph.D. at The University of Chicago and has taught and researched at London Business School, Yahoo Research, Columbia University, Harvard University, Stanford University, and Germany’s Max Planck Institute, where he was awarded the Otto Hahn Medal in 1997. Dr. Goldstein is president of the Society for Judgment and Decision Making, the leading academic organization for behavioral economics researchers. Dr. Goldstein’s work has been featured by The Wall Street Journal, The Financial Times, The New York Times, ESPN, Time and The Washington Post, as well as in books such as Richard Thaler and Cass Sunstein’s Nudge, Dan Ariely’s Predictably Irrational, Malcolm Gladwell’s Blink, and Nassim Taleb’s The Black Swan and Antifragile.
Eva Ascarza is an Assistant Professor of Marketing at Columbia Business School. She is a marketing modeler who uses tools from statistics and economics to answer relevant marketing questions. Her main research areas are customer analytics and customer retention in the context of subscription businesses. She specializes in understanding and predicting changes in customer behavior, such as customer retention, usage, and e-mail engagement. She uses field experimentation (i.e., A/B testing) as well as econometric modeling to understand patterns of behavior. Another stream of her research focuses on developing statistical methodologies to be used by marketing practitioners.

Professor Goldsmith joined the marketing faculty at the Kellogg School of Management in 2009. Her research focuses on consumer decision-making, specifically examining how consumers’ active goals and mindsets affect their choices. Her research has been published in top marketing journals such as the Journal of Consumer Research and the Journal of Marketing Research. In addition, she has received numerous awards for her research and teaching, recently having been named a Marketing Science Institute Young Scholar (2015), and appointed to the Editorial Review Boards of both the Journal of Consumer Research and the Journal of Marketing Research. Prior to joining Kellogg, she obtained her Ph.D., M.Phil., and M.A. from Yale University.

Michel Tuan Pham is the Kravis Professor of Business in Marketing at Columbia University’s Graduate School of Business, where he teaches in the MBA, EMBA, Ph.D., and Executive Education programs. He is also the Faculty Director of Columbia’s flagship Strategic Marketing Management program for business executives. He has a License in Applied Economics from the Catholic University of Mons, Belgium, and M.A. and Ph.D. degrees in Business-Administration/Marketing from the University of Florida, Gainesville. He also held visiting professorships at various international institutions such as the University of Chicago, where he was Ford Foundation Visiting Professor of Marketing, the Catholic University of Leuven in Belgium, the China Europe International Business School in Shanghai, the Hong Kong University of Science and Technology, Singapore Management University, and the Institut d'Administration des Entreprises (IAE) of the University of Paris I - Sorbonne.

Donald Ngwe is an assistant professor in the Marketing Unit at Harvard Business School. He teaches the Marketing course in the MBA required curriculum. Professor Ngwe directs his research at measuring consumer responses to online and offline retailing strategies and predicting the performance of pricing schemes and product assortment decisions, particularly in the fashion and apparel industries. His current work concerns market segmentation through outlet stores, the effectiveness of discount price labeling, and online price discrimination. Professor Ngwe earned his PhD in economics at Columbia University, together with an M.Phil. and M.A., also in economics. He holds a bachelor’s degree in economics from the University of the Philippines.
Eva Ascarza is an Assistant Professor of Marketing at Columbia Business School. She is a marketing modeler who uses tools from statistics and economics to answer relevant marketing questions. Her main research areas are customer analytics and customer retention in the context of subscription businesses. She specializes in understanding and predicting changes in customer behavior, such as customer retention, usage, and e-mail engagement. She uses field experimentation (i.e., A/B testing) as well as econometric modeling to understand patterns of behavior. Another stream of her research focuses on developing statistical methodologies to be used by marketing practitioners.

Kelly Goldsmith joined the marketing faculty at the Kellogg School of Management in 2009. Her research focuses on consumer decision-making, specifically examining how consumers' active goals and mindsets affect their choices. Her research has been published in top marketing journals such as the Journal of Consumer Research and the Journal of Marketing Research. In addition, she has received numerous awards for her research and teaching, recently having been named a Marketing Science Institute Young Scholar (2015), and appointed to the Editorial Review Boards of both the Journal of Consumer Research and the Journal of Marketing Research. Prior to joining Kellogg, she obtained her Ph.D., M.Phil., and M.A. from Yale University.

Michel Tuan Pham is the Kravis Professor of Business in Marketing at Columbia University’s Graduate School of Business, where he teaches in the MBA, EMBA, Ph.D., and Executive Education programs. He is also the Faculty Director of Columbia’s flagship Strategic Marketing Management program for business executives. He has a License in Applied Economics from the Catholic University of Mons, Belgium, and M.A. and Ph.D. degrees in Business-Administration/Marketing from the University of Florida, Gainesville. He also held visiting professorships at various international institutions such as the University of Chicago, where he was Ford Foundation Visiting Professor of Marketing, the Catholic University of Leuven in Belgium, the China Europe International Business School in Shanghai, the Hong Kong University of Science and Technology, Singapore Management University, and the Institut d'Administration des Entreprises (IAE) of the University of Paris I - Sorbonne.
Nancy Puccinelli
Associate Professor of Marketing
Saïd Business School

Nancy Puccinelli is an Associate Professor of Marketing at Oxford University’s Saïd Business School. Trained at Harvard, she has consulted some of the world’s largest organizations including Coca-Cola, Proctor & Gamble, CVS, Four Seasons Hotels, and Spencers, a leading Indian retailer. Nancy’s research has been published in journals such as the Journal of Marketing, Journal of Consumer Psychology, and Journal of Retailing. She has been featured on national media in the US and UK such as the CBS Early Show and BBC TV.

Ron Shachar
Professor
Arison School of Business at IDC

Ron Shachar, former Dean of the Arison School of Business at IDC Israel, is now a professor at this school. His research deals with major advertising and branding issues and also explores strategic and marketing related aspects in the entertainment and media industries (e.g. TV, movies and blogs) and in political campaigns. His work has been published in leading journals in various fields (marketing, economics, psychology and political science) and some of them have received attention from the popular news media including the Wall Street Journal. Professor Shachar serves as an associate editor in two leading journals and on the editorial board of other leading journals.

Kosuke Uetake
Assistant Professor of Marketing
Yale School of Management

Kosuke Uetake is an Assistant Professor of Marketing at the Yale School of Management and Faculty Fellow of the Yale Center for Customer Insights. His research interests include empirical industrial organization, quantitative marketing, social and economic networks, and financial markets. Professor Uetake earned a Ph.D. in Economics from Northwestern University in 2013, and also earned Bachelors and Masters Degrees in Economics from the University of Tokyo. He has also served as the Associate Editor of the Japanese Economic Review since 2015.
Nancy Puccinelli
Associate Professor of Marketing
Saïd Business School

Nancy Puccinelli is an Associate Professor of Marketing at Oxford University’s Saïd Business School. Trained at Harvard, she has consulted some of the world’s largest organizations including Coca-Cola, Proctor & Gamble, CVS, Four Seasons Hotels, and Spencers, a leading Indian retailer. Nancy’s research has been published in journals such as the Journal of Marketing, Journal of Consumer Psychology, and Journal of Retailing. She has been featured on national media in the US and UK such as the CBS Early Show and BBC TV.

Ron Shachar
Professor
Arison School of Business at IDC

Ron Shachar, former Dean of the Arison School of Business at IDC Israel, is now a professor at this school. His research deals with major advertising and branding issues and also explores strategic and marketing related aspects in the entertainment and media industries (e.g. TV, movies and blogs) and in political campaigns. His work has been published in leading journals in various fields (marketing, economics, psychology and political science) and some of them have received attention from the popular news media including the Wall Street Journal. Professor Shachar serves as an associate editor in two leading journals and on the editorial board of other leading journals.

Kosuke Uetake
Assistant Professor of Marketing
Yale School of Management

Kosuke Uetake is an Assistant Professor of Marketing at the Yale School of Management and Faculty Fellow of the Yale Center for Customer Insights. His research interests include empirical industrial organization, quantitative marketing, social and economic networks, and financial markets. Professor Uetake earned a Ph.D. in Economics from Northwestern University in 2013, and also earned Bachelors and Masters Degrees in Economics from the University of Tokyo. He has also served as the Associate Editor of the Japanese Economic Review since 2015.
OUR MISSION

We partner with global thought leaders to develop and test new theories that advance the frontiers of evolving customer behavior.

We forge close partnerships between Yale and leading practitioners who share a passion for generating consumer insights by bringing the latest academic theories and rigor into the marketplace and the latest marketplace thinking into academic knowledge-building.

165 Whitney Avenue, New Haven, CT 06511
T 203-432-6069 | som.yale.edu/cci | @YaleCCI
OUR MISSION

We partner with global thought leaders to develop and test new theories that advance the frontiers of evolving customer behavior.

We forge close partnerships between Yale and leading practitioners who share a passion for generating consumer insights by bringing the latest academic theories and rigor into the marketplace and the latest marketplace thinking into academic knowledge-building.

165 Whitney Avenue, New Haven, CT 06511
T 203-432-6069 | som.yale.edu/cci | @YaleCCI
Your partner in growth

Your Strategic Marketing and Insights Agency
- Explore new growth horizons
- Sharpen positioning & communications
- Develop courageous innovation
- Enhance go-to-market & sell more

Integrate the science and art of marketing for better outcomes. We’re an inspirational company that leads with original qualitative & behavioral quantitative research. Let us help you achieve ambitious and transformational goals.

Editorial sponsor for the 2016 Yale Customer Insights conference. Looking forward to connecting with you. Contact: Mark Demuro, demuro@horizongroupna.com

Horizon Group North America, Inc.
3530 Post Road, Suite 206 • Southport, CT 06890 • 203-254-1800

www.HorizonGroupNA.com

chadwick martin bailey
Data-driven market strategy solutions
The best of market research, advanced analytics, and business strategy consulting to help you adapt, innovate, and grow.

Horizon Group North America, Inc.
3530 Post Road, Suite 206 • Southport, CT 06890 • 203-254-1800

www.HorizonGroupNA.com

Consumer & market insights redefined by big data:
Actionable insights and analytics to fuel your product development, launch and growth

- Business-ready, personalized consumer & market insights derived from big data
- See critical developments as they happen through live monitoring of rapidly developing global markets and innovations
- Fastest, premium consumer insights on the market
- Transforms small signals from disparate data sources into meaningful analyses

Hi Kate, welcome to your dashboard.
The first business-ready analytics platform for executive decision makers

faster time to consumer & market insights compared to manual alternatives

www.signalsgroup.com  |  info@signalsgroup.com
Consumer & market insights redefined by big data:
Actionable insights and analytics to fuel your product development, launch and growth

- Business-ready, personalized consumer & market insights derived from big data
- See critical developments as they happen through live monitoring of rapidly developing global markets and innovations
- Fastest, premium consumer insights on the market
- Transforms small signals from disparate data sources into meaningful analyses

Horizon Group North America, Inc.
3530 Post Road, Suite 206 • Southport, CT 06890 • 203-254-1800

Hi Kate, welcome to your dashboard.
The first business-ready analytics platform for executive decision makers

faster time to consumer & market insights compared to manual alternatives

www.signalsgroup.com | info@signalsgroup.com
Have a penchant for doodling, clicking a ballpoint, or bending paperclips? There’s good reason for it.

Research shows that being distracted actually helps spark fresh ideas. It’s called **Embodied Cognition***:

**Physical Movement + Environment → Shapes The Way You Think**

At Ideas To Go, we leverage this concept with unique toys that ignite creative thinking. Just like the Tangle Toy you’ll find in your conference bag.

So as you enjoy this year’s conference, take time to play a little—who knows what great idea you might think of next.

*www.ideastogo.com/creative-play-library