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/01: Executive Summary

Message from the Director

On behalf of The Center for Measurable Marketing, it is my pleasure to present our 2013-2016 Strategic Business Plan.

The purpose of this report is to provide a roadmap for the future advancement and growth of The Center for Measurable Marketing at NYU Stern, and its development as a leading knowledge hub in the area of marketing measurement. It will serve as a guide for the Center's pursuit of excellence in its research, programs, and in fostering relationships with its constituents.

The initial concept for the Center was formed in 2007. It has since grown into an important initiative for the NYU Stern brand through its research contributions and over 2,000 committed industry and academic contacts.

Within this Strategic Business Plan, you will read about our mission, goals, and future plans. You will also learn about the Center's achievements accomplished thus far. As a growing and evolving organization, our plan will be updated and revised annually to reflect changing directions and events.

Working with key stakeholders in the marketing community, we are embarking on exciting projects that reflect the future of marketing measurement. I am confident the Center for Measurable Marketing will be at the forefront of innovation.

I look forward to reporting on our Strategic Business Plan achievements as we move forward.

Russ Winer

Academic Director
The Center for Measurable Marketing
Chair, The Marketing Department
William Joyce Professor of Marketing

Measurable Marketing in a Social World, January 26, 2012
Mission of The Center

The Center for Measurable Marketing conducts research and provides thought leadership to promote an enhanced understanding of the value creation process and the ability to quantify marketing’s impact on business.

The Center provides a broad array of experiential programs for marketing practitioners, academics, and students to advance the development of marketing measurement, while building an organization that increases the visibility of the Marketing Department and the NYU Stern brand. The Center is dedicated to cultivating a culture that values the free exchange of ideas in Measurable Marketing and its related fields.

Vision and Objectives

To accomplish the mission articulated in this strategic plan, the Center will concentrate on achieving the following objectives over the next four years:

1. Excellence in Leadership
Providing thought leadership in the field of Measurable Marketing.

2. Excellence in Scholarly Research
Stimulating research in Measurable Marketing to become the leading knowledge hub on the subject.

3. Excellence in Learning
Supporting faculty development and curricular innovation in the area of Measurable Marketing and its application.

4. The Free Exchange of Ideas
Creating a forum for engaging business leaders, marketing professionals, scholars, and students in discourse about the intersection of research and practice in Measurable Marketing.

5. Building Value for the University Community
Attracting and sustaining top talent at the faculty and student levels.

Background

The concept behind The Center for Measurable Marketing was established by Professor Russ Winer in 2007. The Center became operational in 2011, and functions as a sub-division within the NYU Stern Marketing Department.

Its initial staff consisted of an Executive Director and a Research Director. In its most recent state, the management team includes an Academic Director, a Research Director, and an Assistant Director.

The Center was developed as a response to industry demands for new techniques to assess and measure marketing’s value and contribution to business. As business managers and marketing practitioners increasingly place their focus on goal-orientation and planning in the development and implementation of marketing strategies, there has been a simultaneous increase in the need for marketing metrics that can guide the development of strategy, and also assess its success. As such, the Center is intended to serve as a bridge between the academic and practitioner communities on knowledge regarding the incorporation of measurement methodologies into marketing processes and outcomes.

In addition to conducting research in Measurable Marketing, the Center is committed to the promotion of marketing metrics knowledge among NYU Stern students.

Constituencies

The Center for Measurable Marketing primarily operates in the marketing community, with some overlap into areas including Information, Operations, and Management Sciences.

The major constituency categories are academics, marketing practitioners, and students. Academics account for more than 54 percent of the Center’s constituency group, with marketing practitioners and...
students accounting for 17 percent and 28 percent, respectively.

Constituency by Type

- Academics: 47%
- Students: 9%
- Practitioners: 44%

Constituency by Event Attendance

- Academics: 55%
- Students: 17%
- Practitioners: 28%

Constituency by Type: Detailed Breakdown

- Academics: 47%
- Students: 17%
- Practitioners: 7%

In a survey of 26 of the Center’s initial constituency of core academics and marketing practitioners in Measurable Marketing, new communication channels, measurement of ROI/ROMI, measurement of brand equity, and the impact of marketing on the purchase funnel, were indicated as the major research areas in which constituents would like the Center to focus its activities (see chart below).

The Center’s Main Research Areas

- New Communication Channels
- ROMI/ROI
- Brand Equity
- Purchase

Of those constituents, academics and industry professionals are most active in the Center’s events, accounting for 44 percent and 47 percent of conference attendees, respectively.
/02: Overview of The Center

Accomplishments

The Center for Measurable Marketing has already accomplished significant milestones:

• The Center has held **three conferences** (Measurable Marketing in a Digital World, Measurable Marketing in a Social World, and Measurable Marketing in the Path-to-Purchase), bringing together nearly 200 industry leaders and academics in Marketing at each event.

• The Center has **published research** focused mainly on social media’s impact on retail growth (see appendix 2 for a list of publications).

• The Center staff is **currently involved in a number of research projects**, including neuromarketing project with The Advertising Research Fund (ARF), the development of a global academic community with the International Conference on Online Media Measurement, and potential projects with KAYAK, Shoparoo, and YouGov.

• The Center **developed two new courses**, graduate-level Marketing Metrics & Strategic Decisions, offered in Spring 2012, and Data Driven Decision Making, offered in Fall 2011 at the undergraduate and graduate-levels.

• The Center is **hosting events for the Stern community**, including a joint-webinar series with Wiley, teaching modules for MBA students, and seminars for faculty and Ph.D.’s with measurement companies like Nielsen.

• The Center currently has **three Measurable Marketing Center Fellows**, Daniel Goldstein (Microsoft), Hikaru Yamamoto (Seikei University), and A. Dawn Lesh (NYU Stern) who are jointly working on research with the Center. Prashant Baliga (IIM Bangalore) will also be joining the Center as an **Assistant Research Scientist** in Fall 2013.

Competitive Edge

The Center for Measurable Marketing’s placement within NYU Stern School of Business affords it the strategic position to lead the advancement of research and knowledge dissemination in marketing measurement.

Continued dedication to leadership and learning as articulated in the Center’s vision is central to its competitive advantage. The Center focuses on conducting timely research and providing valuable learning opportunities to its constituents, driving its day-to-day operations.

Its unique positioning stems from:

• **Collaborative partnerships** achievable through the Center’s location in New York City, a marketing epicenter, including a network of over 200 academics and industry leaders.

• **Research objectives defined by marketing academics and practitioners** (garnered through a survey of 26 individuals), and continued relevance in research as objectives are continually updated to reflect the latest issues in Measurable Marketing.

• **Courses designed with pedagogical techniques** specific to teaching skills in Measurable Marketing.

• **A large portfolio of activities** operated on an annual basis, with representation from top industry and academic leaders, achievable through leveraging the power of the NYU Stern brand.

• Its advantage as one of the **few business school centers focusing specifically on data issues** and what practitioners and academics should be measuring.
Strategic Priorities

The Center’s strategic priorities flow from its vision and objectives: Excellence in Leadership, Excellence in Scholarly Research, Excellence in Learning, The Free Exchange of Ideas, and Building Value for the University Community.

The Center for Measurable Marketing fulfills three major overlapping functions: Research & Relationships, Events, and Education. The strategic business plan is intended to leverage its accomplishments achieved thus far, and invest in these three functions. Specifically:

1. Research & Relationships
   - Create a Research Program
   - Develop a Working Paper Series
   - Compile a Database Collection
   - Build Industry Partnerships
   - Recruit Measurable Marketing Center Fellows
   - Develop a Practitioner Insights Newsletter

2. Events
   - Hold Annual Conferences
   - Develop a Speaker Series for Academics & Ph.D.s
   - Host Workshops

3. Education
   - Develop & Improve Marketing Coursework
   - Run Lunch & Learns for Students
   - Award Scholarships
   - Increase Visibility among Student Groups

The proposed strategies represent investments that will grow the Center for Measurable Marketing and position it as a leading knowledge hub in Measurable Marketing, benefiting the University and its constituents.

Overview of The Center for Measurable Marketing Functions
1. Research & Relationships
Staff members at The Center for Measurable Marketing are actively engaged in a number of research projects, some of which are conducted in collaboration with industry leaders.

Over the past several months, research output among the Center staff has increased significantly. This increase in output is expected to continue as the Center further develops its focus and network of collaborators, and attracts new talent.

The main research areas of interest include Branding (Internet Branding, POS Branding, New Approach to Brand Equity, Branding of Entertainment Sports), Marketing Effectiveness (Definitions of Marketing Measures such as ROI or ROMI, Marketing Mix Effectiveness Models, Effectiveness in Direct Marketing, Channel Convergence, The Design and Testing of Interactive Marketing Decisions, Interaction Between On-line and In-store), New Media (Branded Entertainment, Consumer Created Content, Social Media, Shopper Marketing, Mobile, DVRs), Online Pricing and Auctions, and the Value of Customer Relationships and the Value of the Repaired Relationship on Branding (E-commerce and E-mail Marketing, The Strategic Use of Information Technology as a Corporate Asset).

Create a Research Program
The Center seeks to create a research program to develop, evaluate and analyze measures of marketing effectiveness, and to understand the underlying psychological processes for how and when consumers react to actions taken by marketers. Center staff and scholars from a broad range of disciplines will explore issues in Measurable Marketing. The Center will also pair companies and academics together to address research issues that have both academic and practitioner relevance. Special attention will be given to partnership opportunities that may result in research toward curriculum innovation.

Develop a Working Paper Series
The Center will develop a working paper series published through the Social Science Research Network (SSRN). Those wishing to develop papers in Measurable Marketing will receive mini-grants from the Center for their research endeavors. The Center will also produce research that will be included in this series.

Compile a Database Collection
The Center will compile and maintain databases to stimulate research in Measurable Marketing. These databases will be available to corporate partners, and will be accessible through a secured login on the Center’s website.

Build Industry Partnerships
Building and strengthening relationships with industry leaders will be essential to achieving growth, as these alliances will widen the appeal of the Center and will ensure it remains relevant to its community. Corporate partnerships will also provide funding to support the Center’s endeavors. The Center will develop an in-kind gift structure for a corporate-funded partnership, including free attendance to conferences, guest speaker opportunities, co-branded presentations at conferences, and access to research databases.

Recruit Measurable Marketing Center Fellows
Engaging and collaborating with academics will play a pivotal role in the Center’s development, as research will be jointly conducted to promote innovation in Measurable Marketing. Leading scholars with expertise in marketing metrics and related fields will be invited to the Center each year, and will partake in Center activities. The Academic Director, with the concurrence of the Research Director, will establish criteria for naming Measurable Marketing Center Fellows. Center Fellows may perform such functions as participating in joint-research projects, providing consultation services to the Center, and mentoring.
Develop a Practitioner Insights Newsletter
The Center will focus on meaningful engagement with marketing practitioners through an e-newsletter. Through this electronic communication, industry leaders will be informed of new insights and key ideas in marketing measurement.

2. Events
The Center for Measurable Marketing will continue to deliver and grow its events program, helping faculty, students, and practitioners to learn about the latest in Measurable Marketing, while attracting new interest from practitioners and academics previously unaffiliated with the Center.

The Center’s events will focus on new directions in the marketing industry, and particularly those related to measurement. These events will be run directly by the Center, and in partnership with third-parties to deliver content most pertinent to the Center’s mission and the interests of its publics.

The events program is critical to the Center’s success in terms of revenue, knowledge sharing and learning, as well as profile building.

Hold Annual Conferences
Annually occurring conferences are the largest events run by The Center for Measurable Marketing. Each conference builds upon the success of prior conferences, attracting new speakers and widening appeal to potential attendees. These special-topic events provide forums for marketing experts, researchers, industry leaders, and students to learn about the latest developments in the field and to disseminate research findings. The Center’s conferences feature workshops, networking receptions, and talks by industry and academic leaders in Marketing.

Develop a Speaker Series for Academics & Ph.D.s
To promote the dissemination of research in Measurable Marketing, the Center will develop an annual speaker series for academics and Ph.D. students. The speaker series will generally be associated with a specific theme and will run for a number of weeks, culminating in a special-topic conference.

Host Workshops
The Center will create and present workshops in Measurable Marketing to equip industry practitioners with updated measurement techniques, and to open discussion in the marketing community discussion of timely issues (i.e. social media measurement).

3. Education
The Center for Measurable Marketing will realize its goal of educating undergraduate and graduate-level students through curriculum innovation, and various other means supporting student involvement in marketing metrics. Significant emphasis will be placed on enhancing course quality, development, and delivery.

Develop & Improve Marketing Coursework
In response to demonstrated need from students, course development will focus on educating and training students to become skilled marketing practitioners or academics. Current Marketing course offerings will be reviewed and enhanced to include the latest content in Measurable Marketing. New course topics may include Expanded Media Mix Planning and Models, Interactive Marketing Concepts and Practices, Sales and Marketing for the 21st Century, Multi-Channel Marketing, and others.

Run Lunch & Learns for Students
A comprehensive lunch and Ph.D.s learn seminar program will be developed for students at the undergraduate and graduate-levels. Each semester, industry leaders in marketing metrics throughout the New York City area will be invited to share experiences, marketing strategies and best practices.
Award Scholarships
The Center will work with NYU Stern to establish a set of scholarships for students pursuing careers in marketing, with a specific emphasis on students interested in measurement. Awards may be used by the student to cover tuition, fees, living expenses, or to support research. Scholarships will initially be available to Doctoral students and will eventually and ideally be available to students at the undergraduate and MBA-levels.

Increase Visibility among Student Groups
The Center will actively work with students in marketing-related groups to deliver events in Measurable Marketing-related areas to their members. This may include event sponsorship, securing speakers, or hosting a reception for the event.

Key Measures
The Center for Measurable Marketing will establish and utilize the following key measures in pursuing its strategic priorities:

<table>
<thead>
<tr>
<th>Objective 1: Research &amp; Relationships</th>
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<tbody>
<tr>
<td>Strategic Objective</td>
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| Create a Research Program | • Increased research productivity and reputation  
• Increased number of high-impact publications and invited presentations  
• Increased external recognition through prizes and awards  
• Positive peer assessments  
• Satisfied constituency  
• Increased number of corporate partnerships developed |

| Develop a Working Paper Series | • Increased research activity  
• High number of publications submitted and grants distributed  
• Increased research links with other academic institutions |

| Compile a Database Collection | • Increased number of Stern-housed databases  
• High number of reports available  
• Increased number of users, and frequency of access  
• User satisfaction is positive |

| Build Industry Partnerships | • Increased number of corporate links established  
• Increased revenue from research activity  
• Corporate sponsors are satisfied with research produced  
• Publications and invited talks derived from partnerships |

| Recruit Measurable Marketing Center Fellows | • Increased research productivity  
• Increased research links with other academic institutions |

| Develop a Practitioner Insights Newsletter | • Increased engagement with practitioner community  
• Increased awareness of Center and its activities  
• Metrics models are transferred to workplace |
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<th>Objective 2: Events</th>
<th>Objective 3: Education</th>
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<tbody>
<tr>
<td><strong>Strategic Objective</strong></td>
<td><strong>Expected Results</strong></td>
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</table>
| Hold Annual Conferences | • Awareness of event developed via print and electronic communications  
| | • Increased media coverage for NYU Stern brand and Center  
| | • Peer assessment and self-assessment surveys show high quality of event(s)  
| | • Positive contribution to Center’s reputation  
| | • Positive net returns on investment in partnerships developed, insights derived  
| | • Increased revenue from registration |
| Develop a Speaker Series for Academics & Ph.D.s | • Increased awareness among NYU Stern community of Center’s activities  
| | • Increased research opportunities for Ph.D. students  
| | • Increased research links among NYU Stern faculty  
| | • Increased networking among NYU Stern academic community |
| Host Workshops | • Increased revenue from registration  
| | • Metrics models derived from Center research is shared with practitioner community and applied in workplace  
| | • Awareness of event developed via print and electronic communication |
| **Strategic Objective** | **Expected Results** |
| Develop & Improve Marketing Coursework | • Number of courses increased  
| | • Metrics models are consistent with advancements in Measurable Marketing as reflected in industry  
| | • High student satisfaction ratings of courses  
| | • Increased student registration in marketing science-related courses  
| | • Improvements in student success in internships and in the workforce |
| Run Lunch & Learns for Students | • Increased awareness among NYU Stern students of Marketing as a career  
| | • Increased student registration in marketing courses  
| | • Joint-research projects developed between students and faculty as a result of networking |
| Award Scholarships | • Enhanced opportunities for marketing students  
| | • Improved completion-in-marketing specialization rates |
| Increase Visibility Among Student Groups | • Growth in student events as a result of co-sponsorship of student-run events |
Fostering Relations with Stakeholders

To realize the Center’s vision of becoming the leading knowledge hub in Measurable Marketing, it is key that it identifies and communicates with all stakeholders who may be interested in or may influence the Center’s activities and plans for the future.

The Center for Measurable Marketing’s emphasis on bridging the gap between the academic and industry worlds seeks representation from faculty, marketing practitioners, and students who benefit from the research and learning articulated in the Center’s vision. These stakeholders will be engaged as partners in the Center’s strategic planning, as their support is necessary for growth and will be strongest when participating in the development of future plans and objectives. Maintaining and strengthening these relationships is critical to the Center’s success.

The research developed and disseminated by the Center will reach academics with an interest in marketing measurement in a broad range of disciplines, and industry leaders seeking use of new measurement tools—it is of utmost importance that stakeholders are involved in driving the Center’s strategic objectives to ensure research remains relevant and usable.

While it is certain that the Center will face challenges, considering the current rapid growth pace of marketing measurement (for example with the advent of emergent media and big data, and the coinciding growth of the marketing community), the potential for growth opportunities is larger. The Center has thus far received strong support through attendance at conferences from academic marketing science communities, and current and potential corporate sponsors (see Appendix 1A and 1B for a full list). Given these relationships and others that are expected to develop, the Center will become a leading research hub in Measurable Marketing (focusing on Branding, Marketing Effectiveness, New Media, Online Pricing and Auctions, and the Value of Customer Relationships and the Value of the Repaired Relationship on Branding) through the publication of articles, technical reports, educational videos, and educational materials for academics and practitioners, and by creating relevant and timely courses in marketing metrics for students. Undergraduate and graduate students will also be specifically engaged through special events, as they may join the marketing practitioner or academic community upon graduation, ultimately becoming a driving force in the Center’s constituency.

Strategic Alliances

Outreach to the marketing business community has allowed the Center to forge mutually beneficial relationships with various organizations. The Center seeks to work with industry leaders that demonstrate a commitment to the Center’s core values. The Center’s current relationships include:

- **The Advertising Research Foundation (ARF)**
  The Center will work on the ARF’s Neuro 2.0 Project to combine neurological responses to ads and traditional marketing mix modeling, to see which neuro approach best explains ad performance in terms of ROI.

- **Wiley**
  The Center will host a joint-seminar series with NYU Stern faculty and Wiley authors to discuss marketing measurement.

- **International Conference on Online Media Measurement (I-COM)**
  The Center will work with I-COM in creating a global academic community to reach other scholars and practitioners interested in marketing measurement.

- **KAYAK, Shoparoo, & YouGov**
  Marketing faculty will engage in potential research opportunities with Kayak to learn how consumers interact with TV ads versus online video; Shoparoo to survey consumers post-purchase; and YouGov to analyze brand tracking metrics.
Outreach

To grow the Center's position as the leading knowledge hub in marketing measurement and to attract the best talent to the organization, it will need to effectively articulate messaging to the marketing community that is consistent with its objectives and values.

The Center intends to bring awareness to its mission through a variety of outreach methods, while bridging the academic and practitioner communities together to share and exchange information.

1. Information and Communication Outreach
The Center will actively gather information and communication with current and potential constituents through a database to ensure the maximum level of engagement while building loyalty. Meeting this goal will require a methodical approach to track all Center contacts and target outreach. The Center will take into consideration communication preferences including delivery type and messaging content to ensure personalized outreach.

2. Web and Email Presence
To increase awareness of operations and events, the Center will need to leverage use of its website as a knowledge and networking tool by advertising upcoming events, and providing access to learning materials associated with all events. Events will also be communicated via email to the Center's constituency based on a platform of opt-in marketing. Measurable analytics will also be created to track usage.

3. Social Media Presence
The Center will maximize opportunities afforded by social media sites including LinkedIn and Twitter to convey messaging about the Center’s focus, services, and influence in Measurable Marketing. Content creation and management will be scheduled through a planned social media campaign strategy.

4. Engage Students
It is essential that the Center connects with students in Marketing, as they will become the core of the Center’s constituency once they reach positions of influence in the workforce.

Students will be engaged through social media and the Center’s web and email presence. They will also be engaged directly at Stern through signage and other on-campus touch-points.

Event Coverage on the Center’s Website

The Center’s Twitter Feed
/04: Management and Resource Summary

Staff and Affiliated Faculty

Currently, The Center for Measurable Marketing's management team consists of one full-time Academic Director, one part-time Research Director, and one full-time Assistant Director.

Professor Russ Winer
Academic Director
Russ Winer is the William Joyce Professor and Chair of the Department of Marketing at the Stern School of Business, New York University. He oversees the overall management and direction of The Center for Measurable Marketing. He received a B.A. in Economics from Union College and an M.S. and Ph.D. in Industrial Administration from Carnegie Mellon University. He has been on the faculties of Columbia and Vanderbilt universities and the University of California at Berkeley. Professor Winer has been a visiting faculty member at M.I.T., Stanford University, Cranfield School of Management (U.K.), the Helsinki School of Economics, the University of Tokyo, École Nationale des Ponts et Chausées, and Henley Management College (U.K.).

He has written three books, Marketing Management, Analysis for Marketing Planning and Product Management, and a research monograph, Pricing. He has authored over 60 papers in marketing on a variety of topics including consumer choice, marketing research methodology, marketing planning, advertising, and pricing. Professor Winer has served two terms as the editor of the Journal of Marketing Research, he is the past co-editor of Journal of Interactive Marketing, he is an Associate Editor of the International Journal of Research in Marketing, he is the co-editor of the Review of Marketing Science, and he is on the editorial boards of the Journal of Marketing, the Journal of Marketing Research, and Marketing Science. He is the most recent past Executive Director of the Marketing Science Institute in Cambridge, Massachusetts. He has participated in executive education programs around the world and is currently an advisor to a number of start-up companies and non-profit institutions. Professor Winer is a founding Fellow of the INFORMS Society for Marketing Science.

E. Craig Stacey, Ph.D.
Research Director
E. Craig Stacey, Ph.D., is a recognized expert in the area of marketing productivity analysis with a special emphasis on marketing mix modeling and online versus offline marketing resource allocation. He guides The Center’s research direction, and identifies potential research projects. He is a founding partner of The Analytic Consulting Group and previously served as Analytics Director for MarketShare Partners. Prior to joining MSP, he was Managing Partner at ACG Solutions and Industry Liaison for Emory University’s Zyman Institute of Brand Science. He was previously employed as Director of Marketing Science for The Coca-Cola Company and as Vice President of Marketing Science at DemandTec. He has also served as Senior Vice President, Analytic Product Management and Development, at Information Resources, Inc.

Craig received his Ph.D. in Marketing and Statistics from the University of Alabama, where he specialized in econometric applications of marketplace data. Craig has consulted on projects for many industries, including consumer products, entertainment, financial services, quick-service restaurants, telecommunications, and transportation. He has served as a faculty member at leading business schools, teaching marketing productivity analysis, pricing strategy and tactics, and marketing management. He has been a regular speaker at events sponsored by the Advertising Research Foundation, American Marketing Association, the Institute for Operations Research and the Management Sciences, and the Institute for International Research. Craig has served as a Trustee of the Marketing Science Institute and as a member of the Advisory Board for The University of Georgia’s Master of Marketing Research program.
Anya Takos
Assistant Director
Anya Takos joined The Center for Measurable Marketing in January 2012. She has been with NYU Stern since 2007, having held positions in The Marketing Department and The Undergraduate Dean’s Office. In her role as Assistant Director, Anya works with Russ Winer and E. Craig Stacey in developing and implementing the Center’s priorities. Anya is engaged in the development of a number of initiatives, including conferences, practitioner workshops, and student forums. She also directs the Center’s communications and web initiatives, and manages the Center’s online presence in consultation with Orlando Camargo, Senior Advisor to the Center. She holds a B.A. from The Pennsylvania State University, and is currently pursuing graduate studies at NYU.

In addition to the staff, The Center for Measurable Marketing collaborates with the following non-compensated affiliates:

Prashant Baliga
Assistant Research Scientist
Prashant Baliga will join the Center in Fall 2013. Prashant obtained his Ph.D. at the Indian Institute of Management Bangalore. He will be working directly with the Center’s Academic Director, Russ Winer, to conduct original research in the area of marketing measurement.

His doctoral dissertation investigated selective attention and choice difficulty using response time models of choice.

Prashant’s research interests include decision making, sequential sampling models, conjoint analysis, Bayesian estimation, choice deferral, consideration, optimal promotions, and social media analysis.

In addition to his role at the Center, Prashant is Head of Statistical Services for Analytics Quotient PVT LTD. In this role, he leads projects in retail analytics, social media analytics, and projects for the beverages industry, food service industry, and gaming technology industry.

Daniel Goldstein
Measurable Marketing Center Fellow
Dan Goldstein is Principal Research Scientist at Yahoo Research and Honorary Research Fellow at London Business School. 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 Columbia University, Harvard University, Stanford University and Germany’s Max Planck Institute, where he was awarded the Otto Hahn Medal in 1997. His academic writings have appeared in journals from Science to Psychological Review, and his publications for practitioners include four articles in Harvard Business Review.


A. Dawn Lesh
Measurable Marketing Center Fellow
Dawn Lesh is a marketing executive with over 20 years of executive global management experience in a variety of industries including financial services, telecommunications and packaged goods. Throughout her career, she has led the development and execution of major initiatives in marketing which have included: strategy development and implementation, product and service development and deployment, service quality and assessment and redesign and business competitor analysis. Dawn is founder of A. Dawn Lesh International, a management consulting practice providing deep expertise and broad executional capabilities and strategic marketing, business
/04: Management and Resource Summary

planning/implementation and market research. She previously held roles as Managing Director at JP Morgan responsible for identifying and analyzing markets for products and services worldwide, and was also a Vice President with the New York Stock Exchange, serving as the head of Strategic Planning and Marketing Research.

Dawn holds a B.A. in Rhetoric from the University of California at Davis, and an M.A. in Communications Research from The California State University, Sacramento.

Hikaru Yamamoto

Measurable Marketing Center Fellow
Hikaru Yamamoto is an Associate Professor of the Faculty of Economics, Seikei University. Prior to this, she was a Research Associate at the Faculty of Economics, The University of Tokyo. She received her Ph.D. and M.A. degrees in Economics from The University of Tokyo and a B.A. in Politics from Keio University. Her research specifically examines internet marketing, especially personal influence and word-of-mouth. She has been active in international conferences in the field of marketing and information technology, and has received awards from Japan Institute of Marketing Science and Japan Association of Consumer Studies. She has work experience as an Assistant Account Executive at Leo Burnett-Kyodo and she currently serves as marketing and business strategy consultant for various firms including a major advertising agency, a mobile service provider, an internet service provider, a theme park, and a fast food chain.

Organizational Structure

The current organizational structure of The Center for Measurable Marketing is presented in the following chart.
The full actualization of the Center’s mission and objectives can only be achieved through staff expansion. Assuming the Center receives adequate funding for staff and operations, the expanded Center will include one to two Research Scientists who will support the Research Director’s project efforts, and stimulate development of research proposals.

The proposed organizational structure of The Center for Measurable Marketing is presented in the following chart.

Resource Summary

The Center for Measurable Marketing is currently housed in the Marketing Department at NYU Stern School of Business.

The current space allocation in Tisch 915, previously granted to the Center, is appropriate for its current and proposed organizational structure.
# Appendix 1A: List of Participating Companies

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<th>(m)Phasize LLC</th>
<th>Groupon</th>
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<td>A. Jaffe</td>
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<td>New York Daily News</td>
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<td>GLO Science</td>
<td>NFL</td>
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Path to Purchase Institute
PepsiCo
Pfizer
PNC
Procter & Gamble
Promotion Marketing Association
Quidsi
Rubinson Partners
Security Parx
Simon and Schuster Digital
Starcom MediaVest Group
The Advertising Research Fund
The ARF
The Hershey Company
The New York Times
The Nielsen Company
The Sankei Shimbun
The Sun Products Corp.
ThinkVine
Time Warner Cable
TNS
Tribal DDB
Twitter
U.S. Fund for UNICEF
UCLA
Unilever
Universal McCann
USAA
Vivaldi Partners
Weber Shandwick
Xaxis
Yahoo!
YMCA Retirement Fund
YouGov/Polimetrix
Wiley
/Appendix 1B: List of Participating Schools

Babson College
Baruch College
Boston University
Brandeis University
Carnegie Mellon University
Columbia University
Cornell University
CUNY Baruch
Dartmouth College
DePaul University
Duke University
Emory University
European School of Management and Technology
ESE Business School
Fairleigh Dickinson University
Florida State University
Fordham University
Georgia Institute of Technology
Ghent University
Goshen College
Institut-Telecom
McGill University
Michigan State University
Northeastern University
Northwestern University
Özyeğin University
Pace University
Seikei University
Southern Methodist University
The Pennsylvania State University
The University of Pennsylvania
University of Cologne
University of Maryland
University of Missouri
University of New South Wales
University of Pittsburgh
University of Tennessee
University of Toronto
University of Washington
Yale University
William Paterson University
/Appendix 2: Recent Publications & Research

**Center Research**


**Related Faculty Research**


**Digital Conversations**