

GEN Y
+ sustainability
MICHIGAN STATE
UNIVERSITY **+ Deloitte.**

Table of Contents + Executive Summary

1. Introduction

2. Deloitte Automotive Group Generation Y Survey (DAGGS)

A deep dive into the automotive survey from Deloitte yields interesting insights into the homogeneity of the consumers across the sample. Gen Y's lack of knowledge of the different green technologies also emerges.

3. Focus Groups & Additional Insights

After conducting focus groups and obtaining secondary data, additional consumer insights include a lack of clear knowledge on specific eco-friendly buzzwords. Specific motivations for being eco-friendly were also defined: economic, environmental and social.

4. Conjoint Survey

The Broad team conducted additional primary research to understand the relative importance of key attributes. This analysis put a dollar amount on exactly how much Gen Y values additional miles per gallon and hybrid technology.

5. Strategic Takeaways

There were four implications that emerged from the research. Gen Y becomes more homogenous as it matures, educating consumers and communicating common industry-wide sustainability standards is paramount for the new age of autos, environmental logic must have economic logic as its backbone, and using MPG as a differentiator may be more dangerous than using price as a differentiator.

6. Concluding Remarks

7. Potential Opportunities for Future Collaboration with MSU

8. Works Cited

9. Appendix

Introduction

“Going green” is a constant underlying tone for Generation Y. In the late 1970’s and 1980’s when Gen Y was being born, the environmental movement (which began in the second half of the 19th century) gained its strongest momentum with government Acts (National Environmental Policy Act, Clean Air Act, Water Pollution Control Act, etc.) and a governmental push to educate the public to understand the devastating effects of not preserving the planet and its natural resources. This environmental movement was perpetuated, during that time, by a number of contamination disasters and oil spills (WebEcoist 2009). The “green movement” continued to gain momentum through the decades and has recently, due to oil prices of over \$90 a barrel, become a mainstream mindset (WTRG Economics 2009). It should be noted however, that until recently the “green movement” has come at little or no cost to the average consumer. This low-cost environmental morality is the world in which Gen Y grew up in – from “tree huggers” to “triple bottom line” – “being green” is on everyone’s mind, especially Gen Y. This report provides an understanding of Gen Y’s “green” mindset by painting a holistic picture using Deloitte research, focus groups and a conjoint study. This paper will provide insight into the key areas outlined by the Deloitte Automotive Group: Gen Y’s current understanding of sustainable technologies, the degree to which Gen Y cares about sustainability and if they are willing to pay to embrace these ideas, and the “perceived monetary value” of these sustainable technologies. In the following sections, the data used in the research is reviewed, analyses are discussed, and the report closes with strategic recommendations based on the results.

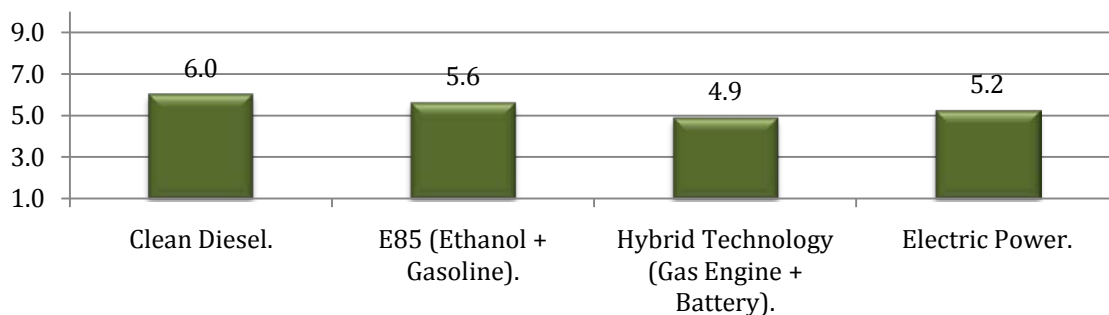
Deloitte Automotive Group Generation Y Survey

Data from the Deloitte Automotive Group Generation Y Survey (DAGGS) provided initial insight into the baseline attitudes of Gen Y and their understanding of sustainable technologies (see Appendix I for a complete review of all questions related to this topic). Also, segmentation data collected in the survey provided opportunities to probe deeper to try and discover potential group differences with respect to sustainability. In the following sections, we first document and discuss Gen Y’s general knowledge of and attitude toward sustainable technologies and then elaborate on some potential differences across consumer groups.

What Does Gen Y Know About Sustainable Technologies?

A quick review of initial questions (see Figure 1) that asked respondents their knowledge of emerging automotive technologies demonstrates that Gen Y does not feel comfortable as experts in these technologies.

Figure 1: “I Do Not Know Much About this Technology.”



The mean scores above suggest that on average, Gen Y consumers do not feel as though they are experts with respect to these technologies and the absence of confidence in understanding and using the technology may represent a significant barrier to adoption. A deeper inspection of the distribution of these scores revealed that about 40% of all the respondents felt that they did not know very much at all about the technology, which significantly narrows the field of potential consumers and places a premium on consumer education as this category emerges.

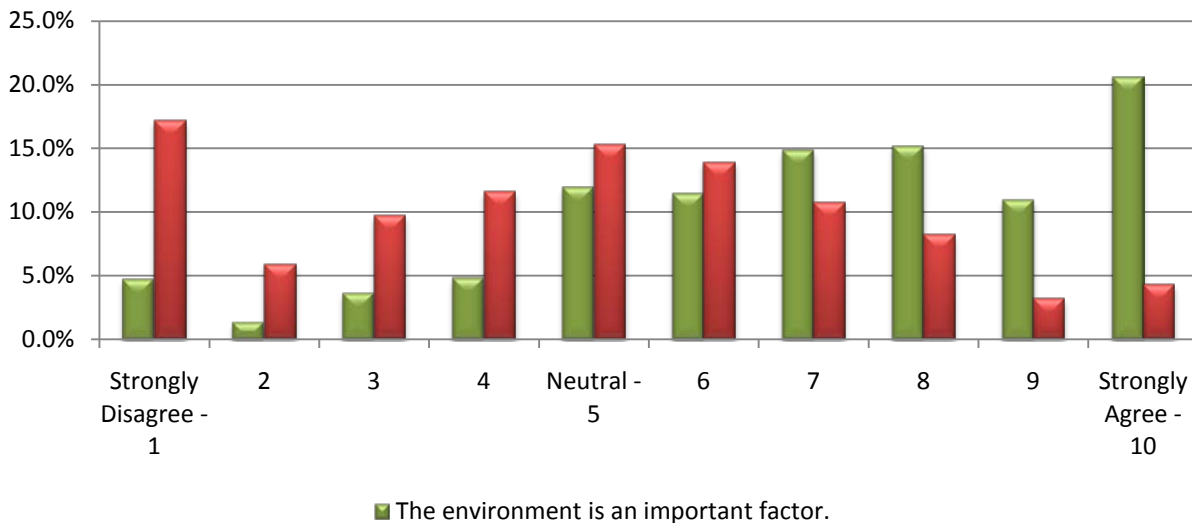
Is Gen Y Willing to Pay to Embrace Their Eco-Friendly Ideals?

The DAGGS also asked respondents to elaborate on the importance of the environment independent of economic constraints and then again if the economic gains were removed from sustainable technologies. In order to tease out these differences, a side-by-side comparison (see Figure 2) was conducted to evaluate the distributions of responses for these two questions.

Specifically, the distributions were compared for two questions:

- + The environment is an important factor in my purchase decision (Mean = 6.98)
- + I would be willing to pay more for an environmentally friendly vehicle (Mean = 5.54)

Figure 2: Comparison of Environmental Concern and Economic Reality



This comparison demonstrates that Gen Y does have concern for the environment when making purchases, but without an economic benefit in making eco-friendly choices, they would likely not make these purchases. In a follow-up study, a deeper dive into the actual monetary value that Gen Y attaches to environmentally-friendly vehicles was conducted.

These results were continually elaborated on by respondents in the DAGGS data and the quote below highlights many of the feelings of Gen Y consumers.

"I don't care [about the type of technology]. Give me good gas mileage without paying more. Figure out how to save the environment without charging me more, and I am all for it."
 – 27 yr. old female, North Carolina

The baseline analyses clearly demonstrated a few major trends:

Gen Y does consider the impact of their purchases on their environment when shopping for an automobile.

However, environmental concern is not a prominent enough concern for most consumers to pay a premium for a product just because it helps the environment

Manufacturers must show both an economic and environmental value for consumers to adopt emerging sustainable technologies

Is Gen Y a Mass “Eco” Segment?

Yes. The DAGGS data was delimited by ethnic background, geographic area and income across all the eco-questions in Appendix I. While there were some subtle differences between the varying ethnicities and geographic regions, there were no compelling sub-group differences that would recommend different marketing messages to these demographics. While the means to reach these varying demographics will vary, the marketing messages should remain constant. These results suggest that as this generation of consumers continues to mature in adulthood that their values are stabilizing and should be considered a maturing, stable, and attractive market.

Focus Groups & Additional Insights*

Two separate focus groups were conducted and through this qualitative research it emerged that Gen Y lacks a clear understanding of the different types of “clean” energy. This became evident in subtle, yet distinct differences in person’s definitions of “sustainability”, “carbon footprint”, and “green”. The focus groups also made obvious three distinct motivations for pursuing green automobiles: economical, environmental, and social; these also correspond with the three pillars of sustainability when referring to “triple bottom line”. Below are specific quotes that highlight the varying motivations.

Economic Motivations

“My interests are purely economical right now in this period of my family’s life. Fuel efficient, reliable, quality parts, cheap repair and safety features. I am not in a financial situation to be concerned with social or environmental status right now... If the cost of the car and the maintenance of the cars were more manageable that would help too. At this point in my life, I am who I am and am not concerned with what other people think about my car. Also, if the cars had some power to them and designed with some beauty it might sway me to buy an environmental friendly car.”

Social Motivations

“I want to have a car that is good for the environment, but I wouldn’t put that above everything else. I guess I’m selfish like the rest of my generation when it comes down to it; we all want good looks and functionality, then saving the earth comes next, no matter what people try to say to the contrary.”

Dual Motivations

“I am concerned more about efficiency in terms of fuel, for my own well being rather than the state of the environment. However, I guess I am a bit concerned about the environment... it did not play a factor in my

* Complete audio can be found at: www.khedaywi.com/deloitte

purchasing decision. As a younger person, my concerns with the vehicle were how it looked, how it felt when I drove it and how it performed, not whether it negatively or positively affected the environment.”

Perceived “Environmental” Motivation

“Environmental sustainability is most important to me because harming the planet that gives us the resources to produce such things as vehicles is not my style. I would have loved to have purchased a hybrid car, but I did not like any of the exterior styles. I do believe I have a flex fuel engine, though, which is almost close enough.”

Overall Trends

“The personal economic impact is the most important factor, but I wouldn’t mind paying a little more for an environmentally friendlier car as long as the cost is a small percentage of the car price and the car is convenient to drive; for example, no cars that run on used cooking oil or need to be plugged in at night.”

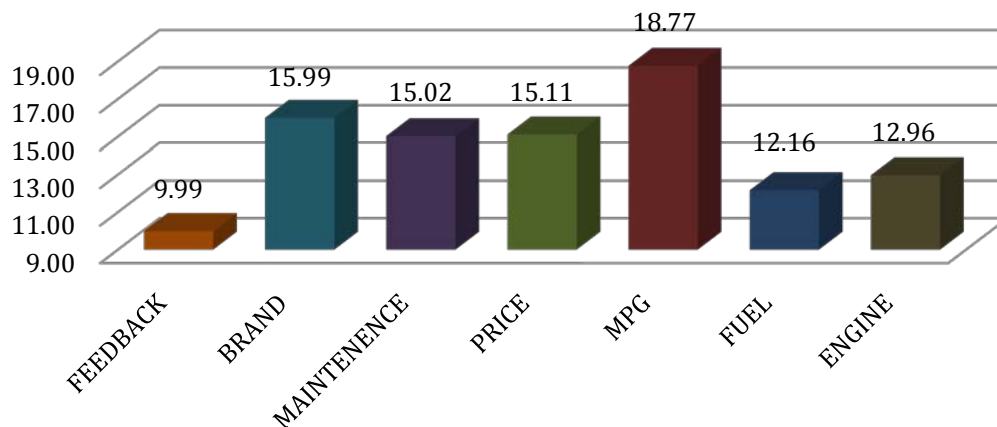
In addition to these broader trends, a few other notable findings emerged from a review of the focus groups’ transcripts:

- + Consumers perceive Japanese brands as being more sustainable than American and European brands.
- + Above all else, dollar savings is still the controlling factor for green technologies.
 - “Sustainability is a great thing, but if it doesn't save me money, I'm not paying extra for it.”

Conjoint Survey

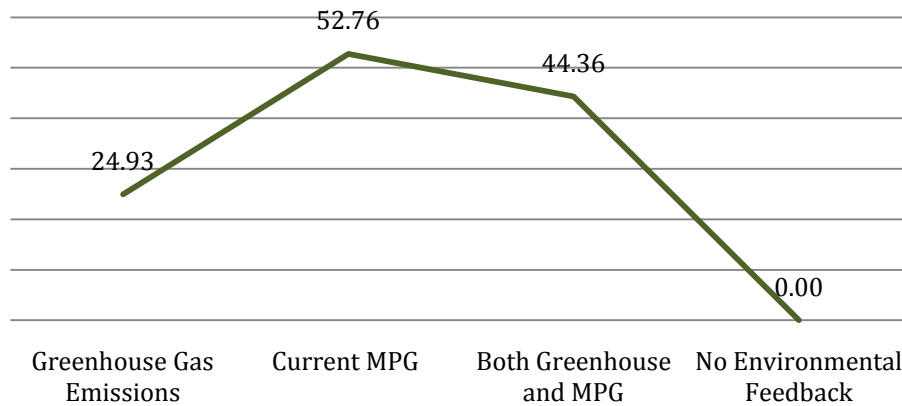
The initial analyses of the DAGGS data and the focus groups provided great insight into Gen Y’s motivation and willingness to invest in sustainable technologies. However, these two analyses showed that there remained a gap of understanding how important the various sustainable technologies were in comparison to traditional auto attributes and how much consumers were willing to pay for sustainable technology. In order to address these issues, a conjoint study was conducted with a nationally-representative sample of 200 Gen Y consumers. As evident in the table below: MPG, price and brand are the dominate attribute choices while eco-concerns still take a secondary role to these more economical motivations. It is noted that these economic motivations could be due to the current economic uncertainty. Table 1 illustrates the average importance of certain attributes.

Table 1: Average Importance of Product Attributes



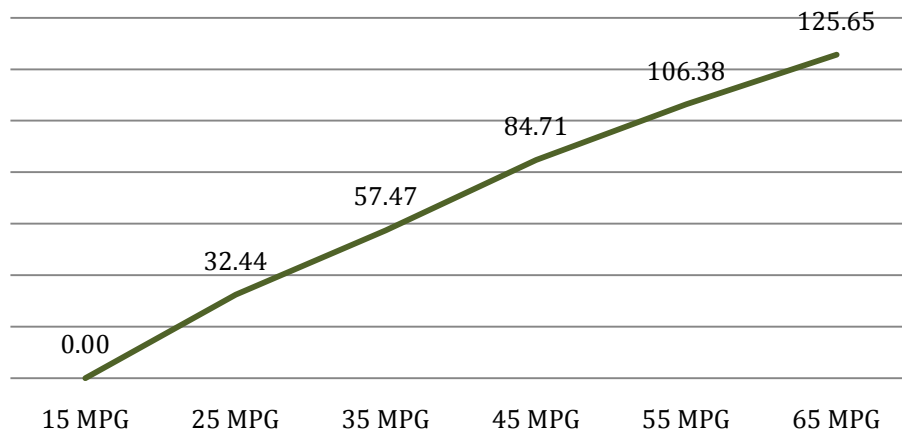
Diving deeper into the attributes, a few interesting trends emerged. First, as shown in Figure 3 (below), Gen Y consumers want simplicity in their eco-feedback as the MPG in isolation outperforms a feedback system that provides both MPG and greenhouse emissions effect. This further underscores the difficulty that consumers have in separating their eco and economical concerns in evaluating vehicles; they seem to adopt MPG as a simple heuristic that speaks to both criteria. Consumers do not want to be reminded of what they are doing to harm the environment, but rather how they are being economical and indirectly helping (fuel efficiency) the environment.

Figure 3: Part-worth utilities of eco-feedback to driver



The conjoint study brought to life the reality of the primary attribute Gen Y cares about, MPG. This deep dive demonstrates that MPG maintains a very linear demand function (Figure 4). This trend mirrors the elasticity associated with the selling price of the vehicle, further underscoring the economic connection that MPG has in consumers' minds.

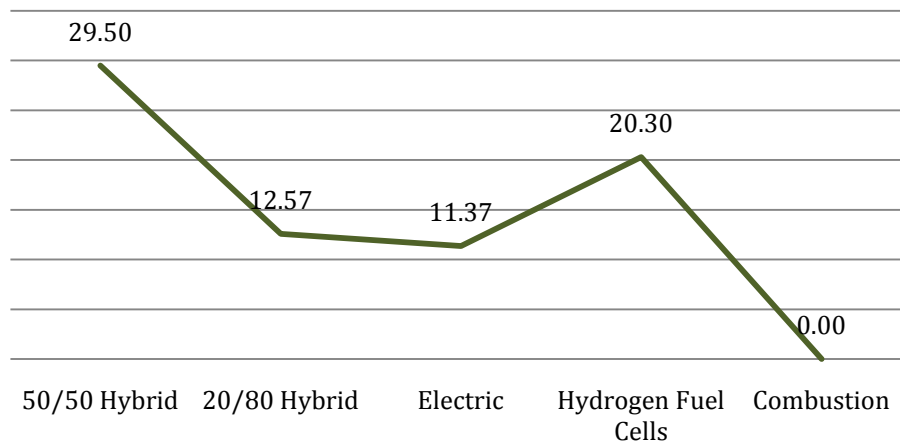
Figure 4: Part-worth utility of more miles per gallon



To better understand how Gen Y thinks about different technologies, the part-worth utility was broken down into five different engine types: 50/50 hybrid, 20/80 hybrid (20% electric), electric, hydrogen fuel cells and traditional combustion engine (as a baseline). Figure 5 illustrates a general preference for eco-friendly technologies, but these differences are not as dramatic as the swings in the MPG assessment. The results show a comfort with hybrid technologies and some

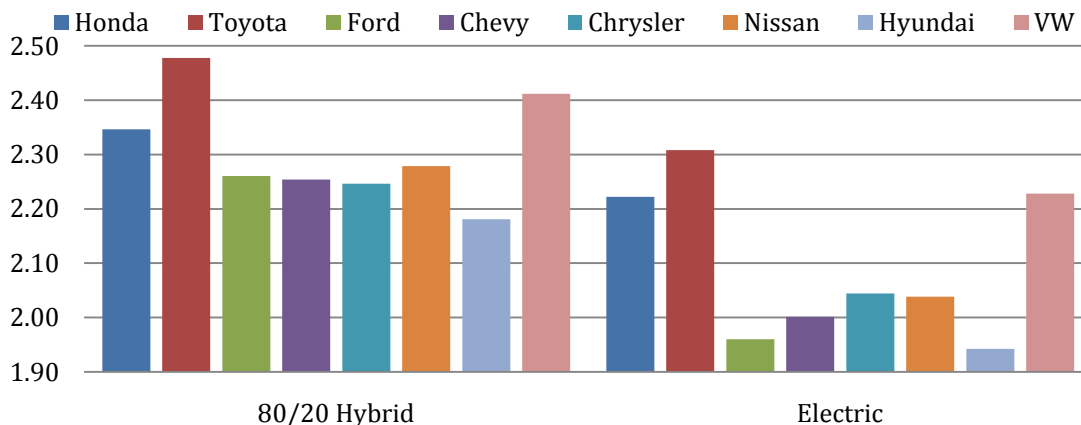
potential for hydrogen to be readily favorable in the marketplace. Consumers are familiar with the hybrid technology and can reasonably assess the differences in the two choices presented. However, it was projected that Electric and Hydrogen Fuel Cells would score relatively equal. This was not the case, as Hydrogen Fuel Cells scored significantly higher. There are three possibilities of this occurrence: Consumers have a lack of confidence in the range of an Electric Vehicle (EV), the actual words “Fuel Cells” artificially inflate the consumer’s confidence in that technology because of familiarity with fuel, but given recent research and publishing on hydrogen – the actual inter-workings are unknown to consumers and it just appears on the surface as a better technology (Siemens 2009). Conversely, it could be argued that fuel cells have had more years of media coverage (since the mid-1990s) and have always been promoted as ultra clean, with only H₂O emissions.

Figure 5: Part-worth utility of different engine technologies



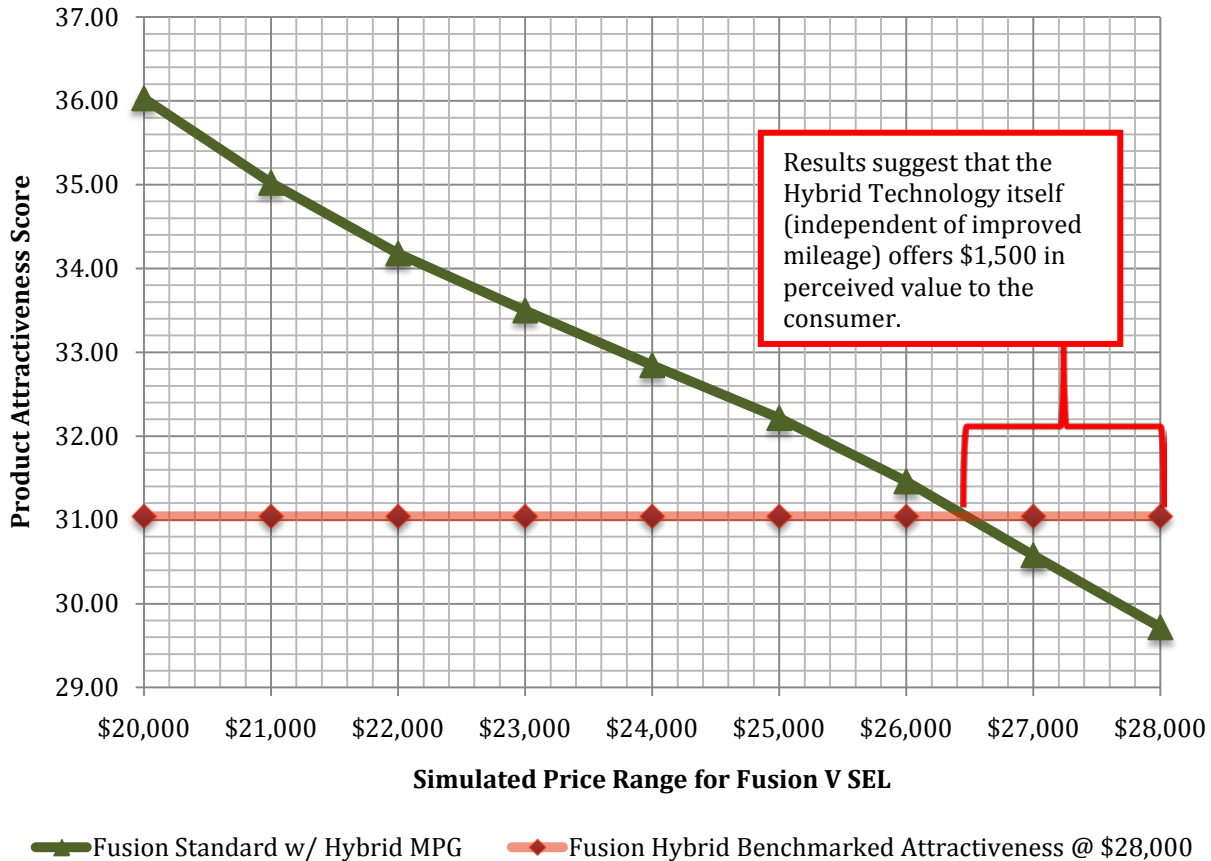
How engine technology played into Gen Y’s psyche and perception of the technology within the context of the brand was also brought to light. Table 2 further illustrates this insight: All else being equal, Gen Y trusts foreign automobile companies, as a whole, to develop new technology more than domestic automobile companies. The DAGG, focus groups and conjoint analysis support this and the Japanese automakers in particular, have earned the trust and confidence of Gen Y and hold a position of strength moving into the new age of auto.

Table 2: Gains in Product Attractiveness for hybrid and electric technology



The tables and figures above have demonstrated an obvious preference for hybrid technology above all other engine types. To gain further insight into how Gen Y values this greener technology independent of personal gain, the consumers' perceived value of hybrid technology independent of the mileage gains (essentially how many dollars Gen Y is willing to pay for a hybrid if it has the same gas mileage as a standard combustion engine) was calculated. This was done by benchmarking the "product attractiveness score" for the Ford Fusion Hybrid (attractiveness = 31.04) at its MSRP (about \$28,000). That score was plotted against a series of attractiveness scores for an identical Ford model with a combustion engine that achieved the same mileage as the Hybrid rather than the 80/20 hybrid. At the point where these two attractiveness scores intersect, by calculating backwards from the \$28,000 initial price point, the added value of the hybrid technology can be deconstructed. Figure 6 shows this resulted in a perceived value of the hybrid (independent of the mileage) of about \$1,500, which coincides with qualitative feedback from the focus group and shows evidence of some mild eco-motivation for consumers.

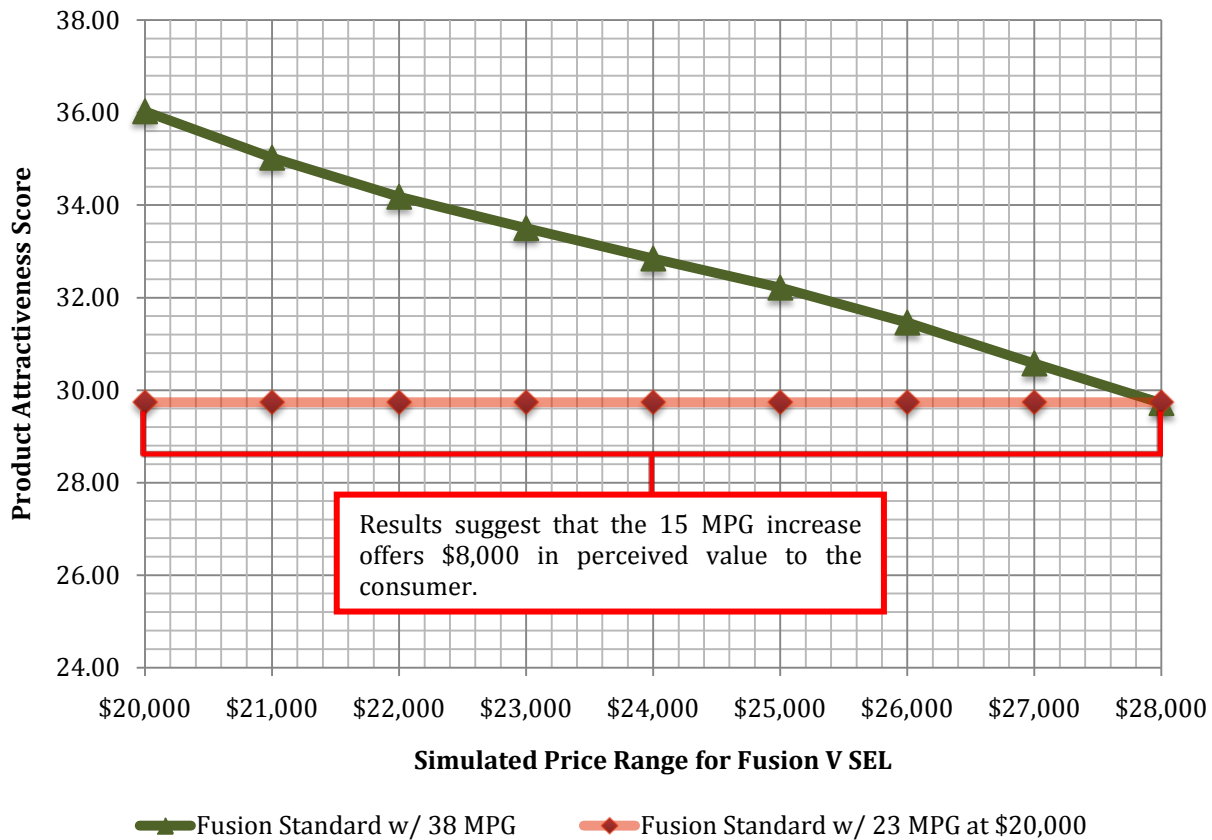
Figure 6: Perceived Value of Hybrid Technology



The next task to understanding the Gen Y consumer, now that the hybrid technology has a dollar value assigned to it, was to understand how the Gen Y consumer values an increase in miles per gallon independent of technology. Again, using Ford Fusion and Ford Fusion Hybrid as the models of comparison, this time calculating how many dollars consumers are willing to pay for the extra 15 MPG difference if they both had combustion engines. This was done by

benchmarking the “product attractiveness score” for the Ford Fusion standard model (attractiveness = 29.74) at \$20,000 and then plotting a series of attractiveness scores for an identical Ford model that received 38 rather than 23 MPG. When these two attractiveness scores intersected, the scores were calculated up from the \$20,000 initial price point to deconstruct the added value of the additional MPG. Because the type of engine and all other attributes are remaining constant in these two conditions it allows the added value of the MPG independent of the other attributes to be isolated. Figure 7 shows the results of perceived value of the extra 15 MPG (a gain of about \$8,000), which suggests that the economic motivation still has greater importance than the eco-concern.

Figure 7: Perceived Value of an Additional 15 MPG



By combining the environmental and economic motivation for a model that simulated the Fusion Hybrid versus the Fusion V SEL, a simple “attractiveness score” was calculated. The average added value of the hybrid model with all its benefits (including MPG) in comparison to a standard Fusion can be demonstrated. In this case, it results in about \$9,000 in value add, which validates the earlier numbers and suggests a slight diminishing return when combining the MPG and hybrid (since the sum if simply adding the two is \$9,500).

By deconstructing the conjoint research, Gen Y’s technological preference (hybrid) and economical motivations become apparent. The next section will begin to define the strategic implications of the data summarized in this report.

Strategic Takeaways

A review of the data from the 2009 DAGGS as well as the subsequent collections revealed four focal areas of strategic importance: (1) market segmentation, (2) consumer education, (3) value equation, and (4) communication.

Market Segmentation

Gen Y was once thought of as autonomous and highly individualistic generation as they were coming of age. There were also considered the most fragmented generation in US history. However, this description no longer seems to fit. As they mature, Gen Y is becoming more stable and homogeneous. This homogeneity and lack of significant individual and group differences no longer justify a high marketing spend on different Gen Y sub-groups. While there should be different communications and methods to reach Gen Y, the marketing message should remain consistent.

Consumer Education

Consumer education is paramount in the new age of auto. Throughout the DAGGS, focus groups and conjoint study the lack of consistent knowledge of the different technologies was overly apparent. While some companies, like Ford, have attempted to simply explain and demonstrate the benefits of hybrid technology additional education is needed for these technologies to be widely adopted. One potential solution lies in the development of industry wide standards. These standards could include a vehicle technology definition, such as classifications of how electric a hybrid is (50/50 vs. 80/20) and promoting EPA emission scores in addition to typical discussions of MPG. Using the Chevy Volt as an example, the EPA is going to claim the car gets 48 miles per gallon, but the lack of emissions and the economical value for consumers with short commutes are the true sources of value for this vehicle.

Consumers' Value Equation

The Auto Industry needs to understand Gen Y's value of sustainability and green technologies. Sustainability must be tied to an individual's economics. To do this, there should be two lines of communication: one at the mass level and one at the sales level. The eco-friendly ("help save the world message") is good for the mass level and should be promoted; this is the social aspect of an individually being green. But once a consumer is at the point of sale, the individual should understand that being eco-friendly is also saving him or her money. Being able to have the consumer understand how the money at the purchase of the vehicle will be recouped throughout the lifetime of the vehicle is a necessary distinction that needs to be made. The results from each, independent data collection demonstrated the need for a vehicle to offer both environmental and economical advantage to maximize perceptions of value.

Consumer Communication

Currently, MPG is being used as a point of differentiation in the marketplace. Using an attribute like fuel economy as a point of differentiation is like using price to differentiate a product, but potentially more dangerous. If automobiles compete on MPG, what happens when MPG can no longer act as a differentiator? There are wide fluctuations on MPG from model to model and year to year. Differentiating vehicles on the basis of MPG is not a sustainable differentiator. For example, if auto company A advertised its entire line as getting the best MPG versus auto company B (and this difference was only by 1 or 2 MPGs) and next year when the auto company

B makes up that 1 or 2 MPG, what is auto company A's value proposition? Because auto company A used MPG as its value proposition the first year, it now has lost its value proposition similar to if it was the price leader and then the following year it was not – this breaks the company's brand promise. In this age of information consumption and skepticism, breaking a brand promise now could be almost impossible to recover from.

Moreover, a closer examination of the results of the conjoint study reveal the MPG and price offer similar demand curves, as a result incremental differences in MPG and price will only have limited impact on consumption, so if MPG is going to be leverage in communication efforts, the differences must be significant. Our research suggests that a 1 – 2 MPG difference provides little real value to consumers and may not be a differentiator that impacts decision making in a high-involvement category.

Concluding Remarks

For auto companies to move forward strategically and effectively market to Gen Y, manufacturers needed to continue to make advances in technology, but consumer education may be even more pressing. Specifically, the one consistent theme that emerged through all of this research was the simple fact that Gen Y consumers were interested and aware of various sustainable technologies, but very few of these consumers felt knowledgeable enough to really understand their benefits and to make comparisons across brands and types of technology. In order to overcome this gap, manufacturers must focus on education consumers in three areas. First, Gen Y does care about the environment, so manufacturers must clearly articulate the environmental benefits of their new vehicles. From a social point of view, Gen Y takes into account how others perceive them; thus, leveraging the social benefits of “going green” should be place at a premium when developing marketing communications. Finally, the major driving force behind Gen Y's auto purchase decisions is economic benefits, so in addition to “saving the world,” consumers must feel as though they are receiving a true economic value with their purchase.

In closing, we leave you with the following quote from the DAGGS data that demonstrates the challenge an opportunity of marketing new vehicles to Gen Y.

“I’ve always thought about getting a car that would be important for the environment, but my budget isn’t enough to buy a car of that sort. If I had the money and better choices, I would definitely and absolutely get a car that benefits the environment and me... Many people I know are very against pollution and global warming and all types of problems with our environment, but they all agree that having a car that supports the well-being of the environment is a hard thing to commit to when our finances are holding us back. I believe if these types of cars were a little less in price, a lot more people would buy them, and it would benefit not only the buyer and the sellers, but also the environment we live in...”

Potential Opportunities for Collaboration with MSU

The preceding discussion only scratches the surface of the potential analyses that can be conducted to better understand how Gen Y's perceptions of sustainability affect their purchase behavior. As a result, the MSU team would be happy to address individual questions and inquiries following the presentation weekend and could provide customized reports for organizations. In the following sections, we briefly outline the collaboration opportunities.

Benefits of Collaboration

By collaborating with students and faculty at Michigan State University, we can provide support to your ongoing marketing efforts, conduct additional marketing research, and re-analyze your existing data to assist in marketing decision making. All of these services can help improve decision-making at your organization and by leveraging faculty resources and student teams, much of this work can be performed at no or very low cost. As part of the partnership, MSU is able to extend its outreach initiatives, improve training and exposure for our students, and advance faculty research.

Types of Collaboration

We can collaborate in a number of ways:

- ◆ Follow-up collaboration with the 2010 Deloitte Automotive Student Team
- ◆ Student projects with the Marketing MBA Program
- ◆ Faculty-Directed research projects

Potential Questions of Interest

- ◆ How do customer segments perceive your organization's sustainability efforts?
- ◆ What impact does a new, sustainable product introduction have on your brands?
- ◆ What market share can your organization expect with a new, sustainable product launch?
- ◆ How can you best communicate your sustainable product benefits to your customer base?
- ◆ How can you better educate your target consumers?
- ◆ How can the industry advance a new standard of comparison for sustainability and energy efficiency that moves beyond simplistic assessments of MPG?

"Case Study"

Based on preliminary feedback from executives in the automotive industry, the MSU team dove deeper on the issue of consumer education and sought to answer the final question introduced above. Specifically, can we develop a better "MPG equivalent" metric that better accounts for the energy usage of emerging technologies such as electric vehicles. By matching the CO2 emissions of their energy source to the current MPG standard, the MSU team has developed an index that allows for a level comparison across all vehicle types that may be useful as the industry strives to better educate consumers. For example, based on preliminary estimates, a Pure Electric Vehicle (PEV) that requires 3MWh per year for driving 12,000 miles would have an MPG Equivalent of 36.9 MPG.

Next Steps

If you are interested in talking in more detail about you and your organization could work with MSU in addressing your marketing challenges, please contact Prof. Clay Voorhees at voorhees@bus.msu.edu or 517-648-7001.

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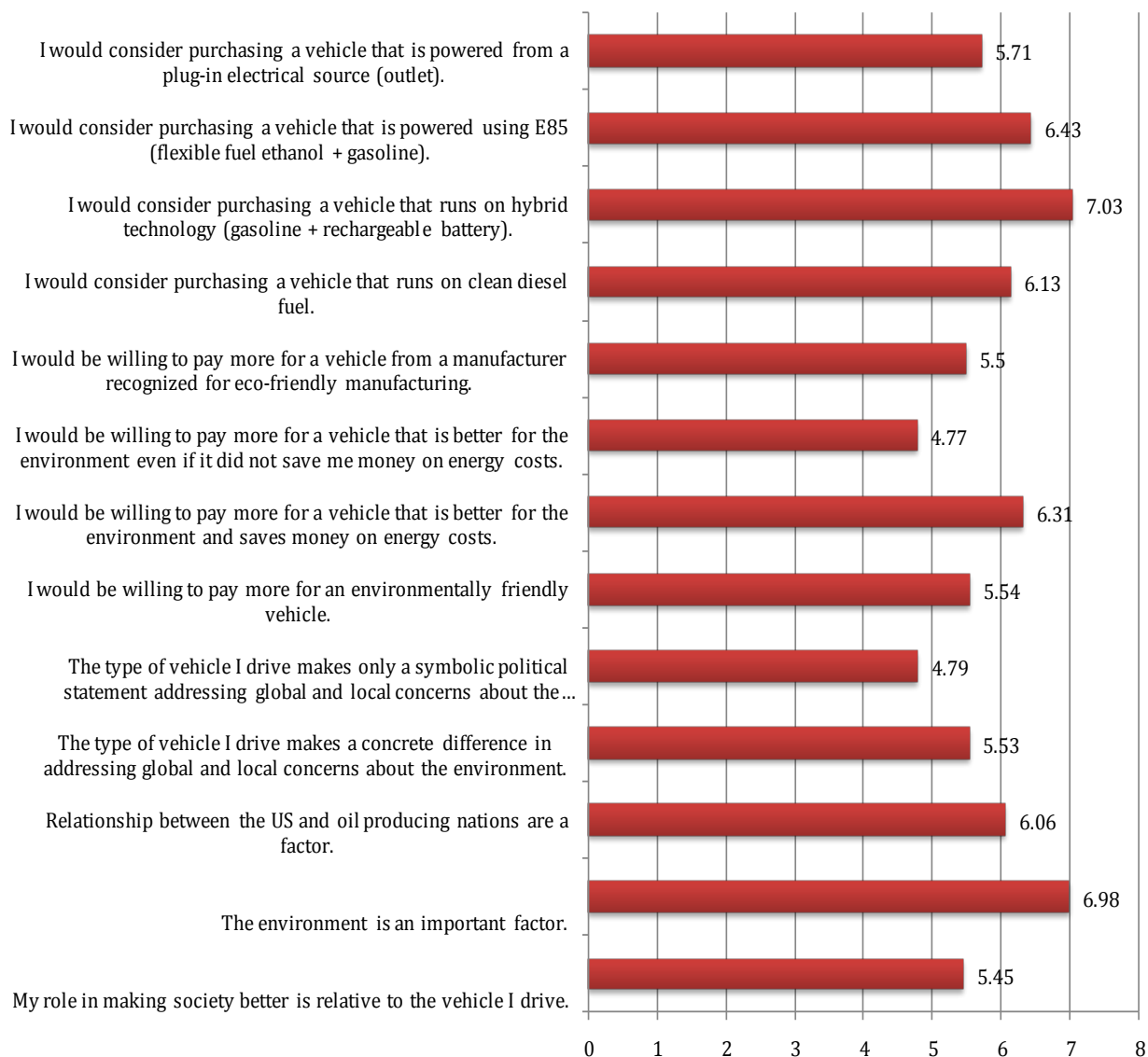
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Appendix

Appendix I: Listing of Sustainability-Related Questions from the 2009 DAGGS

Questions were ranked on a scale of 1 (strongly disagree) to 10 (strongly agree)



Appendix II: Conjoint Design – Attributes and Levels

Attribute I: Feedback								
No Feedback Provided		Feedback on the Current Miles Per Gallon		Feedback on the Current Greenhouse Emissions		Both MPG and Emissions Feedback		
Attribute II: Brand								
Honda	Toyota	Ford	Chevrolet	Chrysler	Nissan	Hyundai	VW	Tesla
Attribute III: Annual Maintenance Costs								
\$100	\$250	\$500	\$1,000	\$1,500	\$2,000			
Attribute IV: Price								
\$13,500	\$17,500	\$21,500	\$25,500	\$29,500	\$33,500			
Attribute V: Miles Per Gallon								
15 MPG	25 MPG	35 MPG	45 MPG	55 MPG	65 MPG			
Attribute VI: Type of Fuel								
Gasoline	E85	Clean Diesel	BioDiesel	Natural Gas	Propane	Hydrogen		
Attribute VII: Type of Engine								
50/50 Hybrid	20/80 Hybrid	Electric	Hydrogen Fuel Cells	Combustion				

Appendix III: Team Roster and Information

The 2010 MSU student team was comprised of 5 student members and was advised by two faculty members at Michigan State University.

◆ **Faculty Advisors**

- Clay Voorhees – Assistant Professor of Marketing
- Chris Grindem – Senior Lecturer & Executive Director of Marketing

◆ **Student Team**

- Anthony Khedawyi – Project Lead and Presentation Team
- Jeremy Vanisacker – Presentation Team
- Carlos Beltran
- Roger Kempa
- Aditya Rajpal

On the following pages, bios and resumes for each team member who completed this project are included.

Clay M. Voorhees

• Department of Marketing • Eli Broad College of Business •
• Michigan State University •

East Lansing, MI, 48824 • Phone: (517) 432-6469 • Email: voorhees@bus.msu.edu

EDUCATION

Florida State University, Tallahassee, FL
Ph.D. Business Administration (Marketing), 2006

Dissertation Title: A Customer Equity-Based Segmentation of Service Consumers: An Application of Multicriterion Clusterwise Regression for Joint Segmentation Settings

Ithaca College, Ithaca, NY
B.S. Business Administration and Marketing, 2001

RESEARCH

My research focuses on improving customer experience management based on novel, consumer insight. Within this broad positioning, the majority of my work is centered on explaining and managing the dynamics of social exchange and social influence (attitude change and behavior change). Specific topics include assessing the service climate, attitude and loyalty toward service firms, service failure and recovery, and social influence in exchange networks. In addition to this primary stream, I also work on projects focused on brand and portfolio management strategies and the assessment of research methods in marketing.

Throughout all of my research projects, the most rewarding efforts have resulted in partnerships with companies where we collaborate to develop solutions to current managerial problems through shared access to retrospective data and the design of custom research solutions.

PUBLICATIONS

My research has been published in the Journal of the Academy of Marketing Science, Journal of Service Research, Strategic Management Journal, and Journal of Services Marketing.

AWARDS AND HONORS

- 2008: Outstanding MBA Professor as voted on by full time MBA students (Chosen among all Faculty Teaching Electives and Second-Year Courses in the Full Time MBA program)
- 2008: Faculty Fellow - AMA SERVSIg's Services Marketing Doctoral Consortium
- 2006: Florida State University's College of Business Outstanding Doctoral Student Teaching Award
- 2005: Liam Glynn Scholarship for the Most Promising Young Scholar in Services, awarded by AMA's SERVSIg
- 2005: Fellow, AMA Sheth Doctoral Consortium, University of Connecticut, Storrs, CT

PROFESSIONAL EXPERIENCE

I have consulted in a variety of areas including the development and testing of Internet Marketing and Social Media campaigns, assessment of cannibalization risks associated with product line extensions, pricing of new products, new product sales forecasting, customer experience management, loyalty program design and optimization, and customer satisfaction and loyalty tracking.

Chris Grindem

• Eli Broad College of Business • Michigan State University •

Chris Grindem is currently the Executive Director of Marketing for the Eli Broad College of Business and a Senior Lecturer with the Eli Broad Graduate School of Management at Michigan State University. Chris came home to his alma mater (BA, Marketing '74; MBA, Marketing, '75) almost three years ago.

As the college's first-ever marketing director, he's led the development of an innovative research plan to authentically position for The Broad School. Chris then drove the implementation of a best practices-based IMC plan, including new URLs, websites, SEO, SEM and behaviorally-targeted online advertising. Through the creation of a new marketing information management system, The Broad School is now maximizing its investments in engaging prospects, students, alumni and recruiters.

He also has the distinct pleasure of teaching strategic branding, IMC and leading the Marketing Speakers Series for Broad's Full-Time MBA program.

Chris has more than 30 years of experience, with companies including Leo Burnett, Doner, J Walter Thompson and The Goodyear Tire & Rubber Company. Chris was also a co-founder of a marketing measurement firm, the Optimization Group. He has worked in 40 different industries, including consumer packaged goods, consumer services, consumer durables, consumer technology and retail.

Chris has authored eight articles in marketing, advertising and retail publications and spoken at more than 20 industry conferences and universities throughout North America and Europe.

EDUCATION

The Eli Broad Graduate School of Management, MBA, Marketing
Michigan State University, East Lansing, Michigan

May 2010

- **Whirlpool Project:** Worked on product from research to prototype to marketing strategy. Resulted in viable appliance with potential to reach market in 24 months
- **Broad Net Impact – President** - Create and manage programs to promote environmental and social *sustainability*.
- **Marketing Assistant – Michigan State University** – Assist in marketing teaching materials.

Bachelor of Business Administration, Marketing

May 2007

Siena Heights University, Adrian, Michigan

Honors: *Cum Laude, Business Student of the Year, Sigma Beta Delta International Business Honor Society*

PROFESSIONAL EXPERIENCE

MARKETING INTERN

Jan. 2009 – Aug. 2009

Lansing Economic Area Partnership (Leap, Inc.) – *Overarching Economic Development for Mid-Michigan*

Started out as brand consultant; one of eight that was brought on full time to manage 1/3 of the organization.

- Created marketing and branding strategies for Leap and program for business retention, including: market analyses, brand equity, Marcom strategies, design language, and metrics analysis. Projected to improve brand awareness from 5% to 50% in region.
- Managed 43+ individuals (from economic developers to CEOs) with different objectives; created buy-in and cohesiveness.
- Managed and developed services for New Enterprises (entrepreneurs, international company relocations, business attraction, etc.) and Business Retention (existing businesses in the region). Increased clients by 20% in 3 months.
- Worked with government officials from Director of IT for State of Michigan to Mayor of Lansing on business development.
- Took initiative and implemented + managed client relationship and project management systems. Developed processes and best practices for both systems for use inside and outside organization.

DELOITTE AUTOMOTIVE GROUP

1 of only 4 schools in the US to be invited to research and present to auto industry execs at N. American Intl Auto Show.

Marketing Project Leader

Sep. 2009 – Present

- Working on auto industry project to produce *sustainability*-marketing recommendations to reach Gen Y.
- Manage and coordinate team of 4; conduct primary and secondary research and conjoint analysis based on *green* attributes.

Market Research Assistant

Sep. 2008 – Dec. 2008

- Worked on auto industry project to produce marketing strategies to reach Gen Y over the next five years.
- Coordinated and facilitated project's primary research team of 4; conducted and diagnosed surveys, interviews and focus groups.
- Results featured in over 35 media publications, including: The New York Times, Forbes.com, USA Today, and ABCNews.com.

MANAGEMENT CONSULTANT

April 2008 – July 2008

Centre Café (Restaurant), *Lenawee Christian Ministries*

Brought on to start restaurant from ground up, of which is still going strong today.

- Developed marketing strategies and collateral to reach target markets, including the 18-25, 25+ and retiree segments.
- Guided Centre Café management and operations for opening; established management procedures and employee training programs, coordinated Café test runs, and met startup deadlines. First year estimated sales of \$400,000.

OWNER, ENTREPRENEUR

Sep. 2003 – Sep. 2007

Khedaywi, Inc. - Designer and manufacturer of backpacks for the outdoor/action sports industries

Created company from ground up; designed, marketed, and manufactured packs for consumer and military.

- Formulated branding strategies, including design collateral and brand messaging. Launched products that resulted in innovative brand image with outdoor/action sports retailers and headlines in industry magazines/publications.
- Conducted market research to determine competitor landscape, industry trends and positioning strategies.
- Produced comprehensive sales strategies that resulted in retailers signing on to distribute Khedaywi products once produced.
- Developed all products from research to prototype to product launch within 5 months.
- Established professional kayaking team; utilized athletes to assist with consumer marketing.
- Successfully worked with US DoD on Navy SEALs project; worked with Commanding Officers to design products to their needs.
- Coordinated and directed trade show at Outdoor Retailer 2005, with attendance of 6,000+ retail and military buyers and media.

SKILLS & ACTIVITIES

- Adobe (Illustrator, Photoshop, InDesign, Fireworks), Microsoft Project, Basecamp, SPSS, Quark XPress, HTML, CSS, Django, Wordpress, MySQL, PHP, Python, Google SketchUp (CAD), Sawtooth (Conjoint Analysis)
- **Net Impact - Vail Resorts Case Competition 2009**- finalist; one of 20 out of 100 teams that competed in Boulder, CO
- **PublicDrum.org** – Aug. 2009-Present – Working with online, open-source nonprofit to develop strategies to increase adoption.

JEREMY PAUL VANISACKER

(269) 370-3858 | 4060 Springer Way, East Lansing, MI 48823 | Vanisacker@bus.msu.edu

EDUCATION

Michigan State University, The Eli Broad Graduate School of Management, East Lansing, MI **5/2010**
Master of Business Administration, Marketing, GPA 3.48/4.0

- Global Marketplace study abroad in Beijing, Shanghai, Hong Kong
- Deloitte & North American International Auto Show “Gen-Y” Strategic Marketing Initiative

Saginaw Valley State University, University Center, MI **8/2007**
Master of Education Leadership, GPA 3.97/4.0

Kalamazoo College, Kalamazoo, MI **6/2005**
Bachelor of Arts in History

- Michigan Provisional Secondary Certification in History and Social Studies
- Senior Leadership Award / Who’s Who in American Colleges and Universities
- MIAA League MVP / d3football.com All-American / Kalamazoo College and Aztec Bowl captain

WORK EXPERIENCE

TECHSMITH, Okemos, MI
Globally distributed and nationally recognized software company that develops screencasting tools for Microsoft Windows and Mac OS X.
Product Management, Camtasia:Mac **10/2009 – present**

- Collaborating with marketing and product manager to recommend launch strategies and product improvement initiatives
- Assisting in understanding customers’ motivations and recommending implementation strategies for upcoming product launches
- Analyzing market and customer data, developing market research techniques, conducting surveys and depth interviews

EPRIZE, Pleasant Ridge, MI
The worldwide leader of interactive promotions, promotional campaigns create one-to-one relationships between advertisers and customers.
Research Assistant to CEO, Intern **6/2009 – 8/2009**

- Developed and explored potential for new creative venture to diversify company portfolio
- Categorized and summarized information relevancy to validate situation for strategic opportunities

MICHIGAN INITIATIVE in INNOVATION and ENTREPRENEURSHIP, University of Michigan grant
Strategy Consultant: Quality Dairy, Sparrow Pharmacy Plus, Peckham, Michigan Surgical Center **5/2009 – 10/2009**

- Developed a comprehensive business management framework to translate business units’ strategy into concise objectives
- Collaborated with business partners to set coherent and transparent performance metrics in order to track progress of strategic objectives, developed cross impact analysis, and facilitated initiative to fully realize branding strategies

SPARTAN CONSULTING, INC, East Lansing, MI
Vice President of Marketing and Project Manager **2/2009 – 10/2009**

- Led a research team to fulfill different user needs of a new CRM system by developing surveys, conducting interviews and developing value proposition to effectively reach customers
- Creating more positive brand awareness through marketing collateral and development of strategic marketing plan
- Provided clients with strategies to develop brand promise to monetize target market

SAGINAW VALLEY STATE UNIVERSITY, University Center, MI
Coordinator and Assistant Coach, Football Program **7/2007 – 4/2008**

- Assisted in day-to-day operations and created weekly strategic plans for successful implementation
- Analyzed statistical data from weekly competitors to forecast competitive responses and developed strategic plan against competition resulting in an improved 7 win and 3 loss season
- Advanced value proposition and managed marketing and recruitment of over 100 schools in Southwest Michigan and Ohio region that contributed in signing of over 50 players in two years
- Maximized improvement processes for 12 athletes which resulted in producing a 1st Team All-Conference Player
- Restructured weekly scouting report timing for better strategic insight than in 2006
- Implemented continued improvement processes that led to higher productivity that helped win one game more than in 2006

Graduate Assistant Coach, Football Program **3/2006 – 6/2007**

- Created innovative solutions to improve recruiting process on a zero budget allotment that allowed new market entrance
- Improved productivity of 10 players and produced a two-time conference player of the week
- Managed athletic center operations during large public events resulting in high customer satisfaction

DEPAUW UNIVERSITY, Greencastle, IN
Assistant Coach, Football Program **8/2005 – 2/2006**

- Produced weekly strategic game plans by forecasting and analyzing opponent tendencies to win conference championship

COMMUNITY INVOLVEMENT

- Prison Entrepreneur Program Advisor, 2009
- Youth Football Camp Coach, 2005 - 2007
- Reading Tutor and Youth Speaker, 2007 – 2008
- Illustrated children’s book, *My Mud Puddle Ran Away*, 1998

CARLOS BELTRÁN

Mobile: (517) 993 7696 e-mail: beltranrojero@bus.msu.edu

EDUCATION

Michigan State University

The Eli Broad Graduate School of Management, East Lansing, MI

Master of Business Administration, Marketing and Supply Chain

May, 2010

Honors: *Fulbright Scholar, Broad Scholar*

Activities: Gen Y-Deloitte Automotive, Big 10 MBA Case Competition, Whirlpool BrandNEW!, Hybrid/Electric Battery Industry Research

Tecnologico de Monterrey (ITESM)

Campus Ciudad de Mexico, Mexico City, Mexico

B.S. in Mechanical with minor in Electrical Engineering

December, 2003

PROFESSIONAL EXPERIENCE

Sears Holdings Corporation

Market Intelligence MBA intern

May – July 2009

- Managed a Competitive Benchmark project; used Space Allocation, In-Store Experience data and Merchandise Assortments to draw deep dive insights and provide strategic recommendations to Buyers and merchant team Vice President.
- Developed a model to identify the total business margin impact of Space Allocation across product lines.
- Established a framework to create product line pricing strategies based on consumer data and sensitivity to promotions.
- Created a strategy to reposition the recruitment Facebook page, including relevant metrics and step-by-step action plan to become the most useful HR Social Media site for the company.

General Motors Mexico

District Manager – CSI Improvement Team

June 2007 – July 2008

- Improved Customer Satisfaction Index (CSI) in Chevrolet Dealerships with poorest ratings by 50%, using Six Sigma methodology in retail sales environment. Managed assessment of customer needs, improvement of processes/operations and reduction of lead times that improved customer experience.
- Developed a sales forecasting model for new car sales that provided an immediate inventory for 80% of monthly demand at Dealerships. Reductions went from 55% to 26% in obsolete inventory, from 9% to 3.6% annual financial cost, whereas inventory rotation increased from 90 to 50 days.

Prime Action Consulting

Marketing Consultant

May 2005 – June 2007

- Led market positioning strategy and competition research to launch six new cars for Toyota Motor Sales
- Managed the competitive product positioning of Corolla for Toyota Motor Sales, increasing market share by double in 2006. Designed an incentive planning program to promote the vehicle knowledge and launched a national contest among the sales force.
- Field consultant for Chevrolet and Volvo Bus, analyzed and implemented BSC, standardized processes for sales and service at dealerships in Mexico.

Nissan Mexicana

Technical Trainer

Apr. 2004 – Apr. 2005

- Designed a sales training program reinforcing Nissan's small SUVs, medium and large vehicles. The program trained 800 salesmen all over Mexico in 24 days.

COURSES

- Six Sigma training, U. of Michigan / GM
- Negotiation: strategy and tactics, GM
- Global Manufacturing System, GM
- Customer focused strategy, IESE
- Toyota philosophy, Toyota Motor Sales
- Electric Vehicle Design, SAE

LEADERSHIP, AWARDS AND SKILLS

- *President*, Broad MBA Association **2009-2010**
- *bRoad Warrior* (award that recognizes the top 5% of first-year MBA students) **2009**
- *Unity Award* (award voted by the MBA students) **2009**
- *Big 10 MBA Case Competition Team Member* **2009**
- *Champion*, Broad vs Broad (Michigan State's Internal Case Competition, 20 teams) **2009**
- *Team Lead*, Data Analysis for Deloitte Automotive Gen Y Research – Broad MBA team **2008**
- *Electric Vehicle Workshop Faculty Advisor*, Tecnologico de Monterrey **2007 – 2008**
- *Editor's Advisor Council*, Reforma Newspaper, Automotive Section **2004**
- *Captain*: Electrathon team (Electric Racing Vehicles Competition) **2001-2003**
- *President*, Society of Automotive Engineers (SAE) Students Chapter **2000-2001**
- Languages: Spanish (first), English (fluent)

Roger Kempa

Cell Phone: (248) 767-6422

Email 1: Roger.Kempa@gmail.com

Email 2: Kempa@bus.msu.edu

Education:

Michigan State University, Eli Broad Graduate School of Business, East Lansing, MI

Master of Business Administration, Finance

May 2010 (Expected)

Honors: Awarded accounting department graduate assistance-ship & two year full tuition waiver + living allowance

GMAT: 680

Case Competition: • 1st Place Eli Broad MBA orientation week case competition
• 3rd place in Carnegie Mellon International Operations Case Competition
• Selected by professors and peers for and participated in Big Ten Case Competition

Activities: • MBA Finance Association President • MBA Student Council Representative
• MBA Association Treasurer • MBA Marketing Association Member
• China Study Abroad Program (Beijing, Shanghai, Hong Kong)
• Worked with Deloitte Consulting to produce marketing strategies to reach Gen Y consumers; facilitated primary research / performed data analysis / recommendations featured in over 35 media publications

University of Michigan, Dearborn, MI

December 2004

Master of Science in Accountancy **GPA: 3.5 (Overall) 3.65 (Major)**

Activities: Beta Alpha Psi

University of Michigan, Dearborn, MI

August 2003

Bachelor of Business Administration, Financial Accounting and Reporting, **Overall GPA: 3.4 (Graduation with Distinction)**

Work Experience:

Ford Motor Company, MBA Intern

June 2009 - August 2009

- Created a new model for overhauling companywide risk assessment driving allocation of risk mitigation resources (500+ "entities", \$100 billion+ in revenue and \$200+ billion in assets)
 - Incorporated new types of risk and ways of viewing the interaction between types of risk
 - Developed new ways of fostering cross functional and cross departmental understandings of risk
 - Developed methodology to compare resulting risk levels to levels management finds appropriate
 - Developed a plan to implement globally by 2010 (4 month time line)
- Developed macros automating approximately 120 hours of annual work, reducing total user input time to < 1 hour
- Provided assurance of the appropriateness of accounting for \$1 billion in warranties

Baker Tilly (formerly Virchow Krause & Co.), Senior Associate

July 2007 - June 2008

- Supervised financial statement audits, M&A due diligence (financial modeling and other assurance procedures), consulting engagements and financial statement preparation for private financial service, manufacturing and software companies with up to \$250 million in revenue
- Supervised public asset backed security assurance work under USAP & Reg AB (securitized values > \$8 billion)
- Managed client relationships, mentored and trained staff, created and managed engagement budgets
- Office lead for utilization of data analysis software and collaboration firm wide on best practices
- Member of VK Charity Committee

Grant Thornton, Assurance Associate II

January 05- June 07

- Public and private company audit supervision experience for financial service, software/IT, retail and industrial service companies with up to \$200 million in revenues and market capitalizations in excess of \$1 billion
- Performed control testing under Sarbanes-Oxley Act section 404
- Performed auditing procedures (& trained staff) on share based payments under both FAS 123 and FAS 123(r)
- Participated in SEC mandated restatement of four years of financial information (including 10-K's and 10-Q's) for SEC filing public client, resulting in \$450 million of returned share holder value.
 - Worked with client and national standards partners to develop and supervise implementation of an audit methodology for a newly created client model used to value \$650 million in non standard auto loans
- Prepared quarterly analyst reports for "Big 3" auto manufacturer summarizing and evaluating performance of suppliers for the purpose of evaluating potential operational disruptions
- Highest rated (5 out of 5) in peer group as of July 31, 2006 fiscal year end
- Founding member of GT CARES charity committee
- Developed process for scheduling staff resources in a manner conducive to fostering professional growth

Virchow Krause, Tax Intern / Tax Accountant

January 2004 – December 2004

Technological Competencies: Extensive knowledge of Microsoft Excel (VBA Macros) and other MS Office applications

EDUCATION

The Eli Broad Graduate School of Management,
Michigan State University, East Lansing, Michigan

May 2010

Master of Business Administration, Marketing

Marketing Brand Rounds Team; analyzed Lansing economic development program and presented solutions increase local brand recognition and improve perceived value

Deloitte Gen-Y Competition; part of a winning MBA team that conducted research to present strategic recommendations to the US auto industry

University of Michigan, Ann Arbor, Michigan,
Bachelor of Arts, Economics

April 2005

EXPERIENCE

Sears Holdings Corporation, Hoffman Estates, Illinois
Lead Marketing Intern

June 2009-August 2009

- Led a team of MBA students in a 10-week research project to develop recommendations to SHC partnering with bloggers and other social media channels
- Directed primary research on blogger activity for 20 SHC product categories including content relevance, comment/posting/backlink statistics, contact data, and credibility
- Gathered and analyzed web statistics from established third party sources such as Google, Alexa, and Compete on retail segment blogs
- Presented findings and strategic recommendations to SHC for each product category as well as overall strategies for Sears and Kmart

JPMorgan Chase Bank, Troy, Michigan
Personal Banker

June 2006-August 2008

- Established relationships with personal and business clients for managing their ongoing financial needs while providing them with long-term lending and investment solutions
- Trained clients in utilizing full capabilities of online banking, including managing payroll and synchronizing accounts with personal and business accounting software
- Managed more than 100 client relations for an economically and culturally diverse client base with relationships as large as 5 million dollars
- Educated clients on financial markets and helped guide their investment strategies
- Recognized as a “Top Rookie Banker” for strong ‘out of the gate’ performance the first six months
- Awarded a letter of commendation for leading the Midwest region in mortgage referrals for 2007

Elev8d LLC, Royal Oak, Michigan

January 2007-August 2008

Owner and manager of an event planning and media marketing company

- Acquired new clientele by developing marketing strategies based on competitive analyses of the Southeastern Michigan market
- Hosted events for business networking and fundraising organizations to boost awareness and increase market penetration for these organizations
- Designed website and marketing materials to create an innovative brand image

Ameriprise Financial, Troy, Michigan

January 2006-June 2006

- Responsible for creating sales presentations for client’s financial plans
- Developed financial plans using asset allocation strategies and knowledge of domestic and international financial markets

LEADERSHIP & SKILLS

China Study Abroad, Beijing, Hong Kong, and Shanghai

2009

MBA Association & MBA Marketing Association

2008-2010

U of M, LS&A Student Government Associate Representative

2001-2004

Boy Scouts of America, Eagle Scout Rank

1990-2001