

The Marketing Association of Columbia (MAC) is pleased to present its semi-annual newsletter. In this issue:

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President's Address



Michelle Kwong Rutherford '08

Dear Reader,

Welcome to another eventful year of marketing at Columbia! We are excited to send you the fall edition of our bi-annual newsletter, which will keep you up to date on what's happening at Columbia from a marketing perspective and help connect students and alumni.

On November 2, we proudly hosted our third annual marketing conference and brunch, "Getting Hooked: How Brands are Making it Personal." Michael Fanuele, Managing Director of Strategy, EURO RSCG, kicked off the day with interesting opening remarks about consumer insights. Attendees then enjoyed keynote addresses from Susan Sobott, President, OPEN from American Express, and Steve Stoute, Founder and Chief Creative Officer of Translation Consulting and Brand Imaging, who spoke about how they have successfully created emotional connections with customers. We also had two panel discussions with leading industry practitioners about how they managed their respective brands in a consumer-controlled world and about whether loyalty was the result of branding or habit. Throughout the day, we debated how to build and keep complex and emotional connections with customers.

Throughout the semester, we welcomed many top marketing executives on campus, including the former CEO of Gillette, Kraft and Nabisco, the COO of Staples, the Executive Creative Director of Comedy Central and the CMO of

Booz Allen Hamilton. Additionally, intimate lunches with the CEO of Hasbro and the Founder and Chairman of Barnes and Noble were highly successful. We also recently hosted a fireside chat with Jeri Finard '86, former CMO of Kraft Foods, for our student and alumni Industry Networking night.

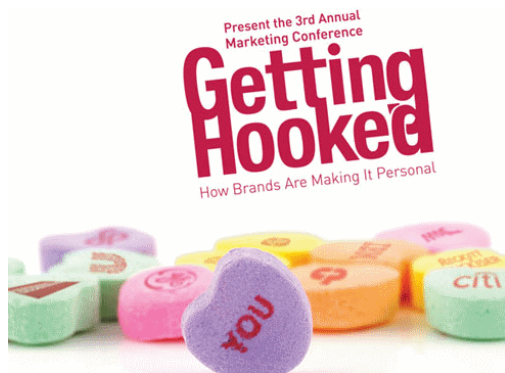
As always, we continue to bring an impressive number of marketing-related events to campus and provide valuable resources to current students interested in marketing careers. Our efforts are clearly being recognized externally - Columbia's Marketing program was recently ranked 4th best by *US News and World Report*. With the enthusiasm and dedication of our current students and the support of our alumni, it is clear to me that we are accomplishing our long-term goal of enhancing the visibility and reputation of marketing at Columbia.

Warmest regards,

Michelle Kwong Rutherford '08
President
Marketing Association of Columbia

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Third Annual Marketing Conference



By Arlyn Davich '07

The energy was palpable as nearly 250 marketers awaited the opening remarks at the 3rd Annual Marketing Conference on Friday, November 2. The event drew a diverse audience – from New York executives to a prospective student from Brazil – excited to hear a variety of perspectives on how today's brands are personalizing marketing efforts.

Opening keynote speaker Michael Fanuele, Managing Director of Strategy for Euro RSCG, started off his remarks with a warning: "There's a lot of bad advertising out there." He then spent 30 minutes providing a blueprint for creating effective and memorable campaigns.

Next, Susan Sobott, President of OPEN from American Express, used her company's recent campaigns to illustrate her key message: Behavior modification can be achieved only through emotional connection. She provided an insider's look at the launch of the Plum Card and explained how American Express builds its brand through positive customer interactions.

There was a consensus among panel members Devrin Carlson-Smith (EVP Digital Media, Honeyshed), Aliza Freud '01 (Founder and CEO, SheSpeaks Incorporated), Shane Kent (Brand Marketing Manager, Unilever) and Trudy Larson (VP of Marketing, PR and Retail Services for Joseph Abboud) that marketers must loosen the reigns on their brands in order for them to thrive in today's digital world. "You've got to let [the brand] live," they all agreed.

Later in the day, another set of panelists discussed the pros and cons of the habit/brand dichotomy. Jim Figura, VP of Consumer Research and Insights for Colgate-Palmolive, highlighted the importance that brand name plays in determining toothpaste preferences, while Susan Song '03, SVP and Director of Branding and Competitive Intelligence for CitiCards, provided an explanation for why brand is not as important in the credit card business. Lindsay Schmid '05, Senior Marketing Manager for Fresh Direct, drew up the curtain on the \$50 of free groceries promotion, and Mike McCarley, VP Strategic Marketing, Communications and Promotions for NBC Sports and Olympics, provided insights into why Monday Night Football is the least TiVo'd show on television.

Then it was onto Steve Stoute, Founder and Chief Creative Officer of Translation Consultation and Brand Imaging, who explained how brands including HP, Reebok and Chevrolet "leveraged sizzle" into multi-million-dollar growth.

Attendees left armed with new perspectives on marketing and a bag full of new products to sample, courtesy of American Express, Church & Dwight, Citi, Kraft, Reckitt Benckiser and Unilever.

"From the feedback we have gotten – from participants, attendees and sponsors – it is clear that all parties were thrilled with the value they received from the event," said Hillary Posternak, Conference VP. "It has been so rewarding to be a part of the MAC Conference growth. I look forward to returning next year for the 4th annual."

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Career Night Highlights



By Howard Blumstein '08 & Arlyn Davich '09

On the evening of October 30th, Columbia Business School held the first of several events that make up the Industry Networking Series. The Marketing installment featured a "fireside chat" with Jeri Finard '86, former Chief Marketing Officer of Kraft Foods Inc., and Professor Eric Johnson.

In front of a crowd of 60 students and alumni, Professor Johnson and Ms. Finard discussed her outstanding career, from her time at CBS to her recent decision to leave Kraft after 20 years. During her time at Kraft, Ms. Finard had the opportunity to work for a wide range of products. She spoke about revitalizing the Jell-O brand, which had been stagnant for years due to growing competition in the desserts category, by creating brand extensions that were 'ready-made' and that appealed to new age segments. She was careful to point out that brand extensions aren't always the answer, though. She provided a cautionary tale, from her time on the Oreo brand, when a line of white cookies with chocolate frosting made its way onto store shelves but didn't resonate with consumers.

When asked what skills allowed her to rise to the top marketing post at Kraft, Finard hypothesized that it was her self-starter qualities that were the most influential in her career trajectory. "Even when you're unsure what you're supposed to do, doing something is always better than doing nothing."

She also emphasized the value of being placed on Altoids which, at the time she was on it, was a very small brand by Kraft standards. The growth she was able to elicit on a brand that no one expected such major growth from gave her instant credibility and visibility early in her career.

After Professor Johnson's interview, the audience asked Ms. Finard a variety of questions. A common theme that emerged was Ms. Finard's emphasis on work-life balance. Ms. Finard described her career at Kraft and the challenges she faced as a CMO living in New York while the remainder of the top executives were based in Chicago. Ms. Finard stressed the importance of her family and the resulting decision to leave her position as CMO. When contemplating her next steps, Ms. Finard seemed to be open to a variety of options, provided they represent a challenge and an opportunity to remain close to her family and children.

The event was clearly a tremendous success, as evidenced by the lines of students that waited long after the event's completion to hear Ms. Finard recount more tales from her impressive career.

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Student Spotlight



By Kaibin Hu '09

With a background in media and a desire to switch into a marketing function, second year Jocelyn Lee was a perfect fit for the Yahoo! summer internship in Product Marketing. Utilizing her extensive media experience, Jocelyn worked on the Yahoo! Lifestyles properties and created a new social network strategy and its subsequent marketing plan.

Social networking has boomed within the past several years with the popularity of such websites as MySpace, Facebook and LinkedIn. This past summer, Jocelyn helped to shape a new social network strategy for Yahoo! in a specific niche market. Jocelyn researched the market and analyzed the target users' online behaviors and pain points. She used both primary and secondary research methods, utilizing focus groups as well as research tools such as Jupiter, ComScore and E-Marketer. Based on her market gap analysis, Jocelyn recommended product features that would address the target group's needs.

Jocelyn really enjoyed her experience at Yahoo! because she played a key role in developing the Yahoo! user experience. She learned from collaborating with company-wide product and marketing managers who had tremendous experience driving Yahoo!'s product strategy to success. Her experience was also very entrepreneurial, and she was able to mold her time at Yahoo! to fit her goals with the support and resources she needed to be successful.

Jocelyn presented her product strategy and marketing campaign to the CMO at the end of her summer and credits her success at Yahoo! to the analytical and leadership skills she developed at Columbia.

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Alumna Spotlight



By Michelle Tolkin '09

Charlotte Bashforth was a member of Columbia's 2000 MBA class. While working in finance at Saks Fifth Ave on its initial and secondary share offerings, Charlotte realized she wanted to become an investment banker. Attending Columbia Business School and having exposure to different aspects of business enabled Charlotte to prepare for the next phase of her career.

Why did you want to come to Columbia Business School?

"I wanted to become an investment banker and looked for a business school that was strong in finance and would help me transition from a background in fashion to I-banking. Columbia, with its fantastic reputation and location in New York City was the best place for me to achieve those goals."

Did CBS meet your expectations or exceed them in any way?

"Absolutely!" Charlotte says CBS exceeded her expectations. "You look for a business school based on what you think you can get out of it, but you don't understand what you are truly going to get out of it until you've left." Charlotte says she wouldn't be where she is now if it weren't for CBS. "Not only is Columbia a respected institution with an incredible reputation, but the relationships you make are amazing – I wouldn't be in the job I am today without them."

What did you do post B-School?

"After graduation, I was an Investment Banker at Bear Sterns for about three years. Having no banking experience, the Columbia Business School brand was really what got me in the door. When I decided to leave banking to spend more time with my family, I wanted to find a long-term relationship with a single company that was aligned with what I liked to do - eat well, drink well and shop well. I had addressed the "shop well" by working at Saks Fifth Ave and the companies in the "eat well" weren't especially attractive as they were mostly run by ex-bankers. So I called a friend from my cluster at CBS, who worked at a joint venture between Moet Hennessy and Diageo, and asked if they were hiring." Although they did not have a full-time position available at the time, Charlotte was hired as a consultant for six months before she joined full-time as the Director of Business Development (Mergers and Acquisitions) for North America. She now lives in Miami and works in the Global Strategy Group leading M&A across Latin America.

What are your day-to-day responsibilities?

"I seek out acquisition opportunities and look to build relationships and partnerships for Diageo. Day-to-day involves much of the executional aspects of analyzing/completing a deal including diligence, structuring and contract negotiations."

What have been some of the highlights of your post-CBS career?

Charlotte points to her ability to manage relationships and leveraging those relationships to do deals as one of her key highlights since b-school. In fact, she was able to influence senior management to engage in a deal with Stirrings, (not typically within its strategy). But, she says, "my greatest accomplishment is my one-and-a-half-year-old daughter, Lucy."

What do you like most about Diageo?

"The people, the brand and the passion." Charlotte likes the fact that she has the autonomy to make the most of her job.

Describe marketing at Diageo and how you interact with the marketing capability

"Diageo is a \$60B brand owning and marketing company. We consider marketing and brand building one of our core strengths and, as such, the Brand teams are crucial to making any business development decision - if they don't see an attractive and growing consumer occasion that supports the venture, we don't do the deal. Once the deals are complete, I work with the marketing teams to help build the new brand(s) using Diageo's proprietary brand planning tools."

What advice do you have for current CBS students?

"Explore different options. There are ways to do what you want to...seek out what you want to do and go for it! When you're doing something you love to do in a company you love, you enjoy going to work everyday."

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Academic Year 2007-2008 Events

By Darlene Litam '08

The mission of the Marketing Association of Columbia is to provide students with resources to pursue a career in marketing. To achieve its mission, MAC

organizes events that provide learning and networking opportunities to marketing students. Throughout the year, MAC members attend career discussion panels, guest lectures, workshops, brown bag lunches with faculty and industry professionals, student-alumni dinners and many other exciting events. In the Fall of 2007, MAC calendar was highlighted by:

- Third Annual Marketing Conference, "Getting Hooked: How Brands are Making it Personal" – Susan Sobott, President and General Manager of OPEN from American Express, Steve Stoute, Chairman and Chief Creative Officer for Translation Consultation + Brand Imaging, and Michael Fanuele, Managing Director of Strategy, Euro RSCG, delivered the keynote speeches.
- American Express Lunch & Learn – Luke Gebb, VP of Network Marketing for American Express discussed marketing efforts for "My Wishlist"
- Marketing Networking Night – Professor Eric Johnson led a fireside chat with Jeri Finard '86, former Chief Marketing Officer, Kraft Foods Inc., who shared her experiences during her 20+ year career in Marketing at Kraft Foods
- James Kilts, former CEO of Gillette and Nabisco, spoke about his experiences leading those companies and discussed his new book, *Doing What Matters : The Revolutionary Old-School Approach to Business Success and Why It Works*
- Healthcare Career Supercharger – Co-sponsored with Healthcare Industry Association, panelists from the pharmaceutical and biotech industry discussed trends and career opportunities in Marketing
- Mike Miles, President and COO of Staples, shared his experience leading the company and as the former COO of Pizza Hut for Yum! Brands
- Peter Risafi, SVP Brand Marketing and Executive Creative Director of Comedy Central, talked about his career at the popular cable network
- Halloween Happy Hour Sponsored by MAC – Once again, an extremely popular CBS event
- Colgate-Palmolive Company Visit – Colgate hosted a group of first-year MAC members at its corporate headquarters in Manhattan
- The Rise of Search Engine Marketing – Professor Jeremy Kagan led an interactive session with executives from Yahoo!, Incognito Digital, Global Strategies (Ogilvy) and Reprise Media (IPG)
- Media @ the Digital Frontier – Co-sponsored with the Media Management Association and Management Consulting Association, the panel was moderated by Booz Allen Hamilton principal Matt Egol '98, and featured executives from MTV Networks, NBC Universal/iVillage, A&E Television Networks and IAC

Some of the events planned for the Spring of 2008 include:

- Superbowl Ad Critique
- Interview Preparation with Second Years
- Alumni Dinners
- MAC Open House Cocktails

➤ Marketing Electives Panel with Faculty

For a comprehensive list of MAC events, please visit our website:
<http://www0.gsb.columbia.edu/students/organizations/mac/>

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