

DEBORAH J. MITCHELL

CURRICULUM VITAE

JUNE 2025

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SELECTED ACCOMPLISHMENTS

ACADEMIA

Highly trained and practiced in academic tradition.

Teaching and Mentoring Students:

- ◆ Appointments at leading research-based business schools including Chicago Booth, Wharton and Stanford.
- ◆ MBA teaching award winner across multiple universities (Wharton, Wisconsin, Ohio State).
- ◆ Broad experience and innovation in course design and delivery, across multiple modalities (online, blended and face-to-face; synchronous and asynchronous).
- ◆ Experienced in student recruiting, advising and support as faculty advisor (e.g., student onboarding, campus undergraduate student organizations, MBA case competitions, MBA and undergraduate career counseling).
- ◆ Supervised doctoral dissertation and served on multiple dissertation committees.
- ◆ Faculty panel and judge, annual Edward F. Hayes Advanced Research Forum (The Ohio State University).
- ◆ Faculty participant, AMA-Sheth Foundation Doctoral Consortium.

Contributions to Academic Life and the Academic Community:

- ◆ Strong, active contributor in service to department and college.
- ◆ Pro-bono, research-based strategic consulting initiatives for college and university.
- ◆ Active collaboration with the press on behalf of the college and university (media and promotion).

Academic Research and Administration:

- ◆ Scholarly publications in refereed journals including *Journal of Behavioral Decision-Making*, *Journal of Consumer Research*, *Journal of Consumer Psychology* and *Journal of Advertising*.
- ◆ Research award winner and grant recipient.
- ◆ Academic administration experience at Associate Dean and unit (Center) levels.

CONSULTING

**Active in designing and delivering successful strategic,
research-based organizational initiatives.**

- ◆ Short-term and multiyear engagements with global and US-based clients, across the nonprofit, government and for-profit sectors. Client sizes range from start-ups to Fortune 50 companies.
- ◆ Depending on client needs, the work involves strategy formulation, alignment, and/or ongoing support through strategy execution—typically as part of a major organization-wide change effort.

EDUCATION

Ph.D., Business (*Concentrations in Behavioral Science and Marketing*), University of Chicago Booth School of Business.

M.B.A. (*Concentrations in Finance and Marketing*), University of Chicago Booth School of Business.

B.S. Business Administration (*Economics*), Fisher College of Business, The Ohio State University.

PROFESSIONAL EXPERIENCE

ACADEMIC APPOINTMENTS

- ◆ Fisher College of Business, The Ohio State University.
 - ◇ Clinical Associate Professor (2012 – 2019; 2024 – present)
- ◆ Wisconsin School of Business, University of Wisconsin-Madison.
 - ◇ Associate Dean, Enterprise MBA Programs (2006 – 2009).
 - ◇ Fellow and Executive Director, Center for Brand and Product Management (2009 – 2012).
 - ◇ Senior Lecturer (2003 – 2012).
- ◆ University of Chicago Booth School of Business and Kellogg School of Management, Northwestern University.
 - ◇ Adjunct Associate Professor, Chicago Booth (term-limited appointments, 2003 – 2008).
 - ◇ Adjunct Professor, Kellogg School of Management (term-limited appointments, 2002 – 2007).
- ◆ Stanford Graduate School of Business.
 - ◇ Visiting Assistant Professor (1996 – 1997).
- ◆ Temple University.
 - ◇ Assistant Professor (1991 – 1996).
- ◆ The Wharton School, University of Pennsylvania.
 - ◇ Assistant Professor (1988 – 1991); Senior Lecturer (1991-1996).
- ◆ Johnson Graduate School of Management (Cornell).
 - ◇ Assistant Professor (1987 – 1988).

CONSULTING EXPERIENCE

- ◆ Founder and President, Cypress Consulting, Ltd., dba CypressTree Corp. (1996 – present).

EXPERT OPINION AND TESTIMONY

- ◆ Sample clients include L Brands, Ancestry and Armstrong World Industries (1994 – present).

BOARDS AND COMMISSIONS

- ◆ Lutheran Social Services / LSS Network of Hope (2020 – present).
 - ◇ Chair, Economic Engines Committee (2020 – 2024); Chair, Senior Living Committee (2024 – present).
 - ◇ Executive Committee (2020 – present).
- ◆ Founding Director, Home in Hilliard (2024 – present).
- ◆ Vice Chair, City of Hilliard Aging-in-Place Advisory Commission (2022 – present).
- ◆ Commissioner, City of Dublin Planning and Zoning Commission (2015 – 2018).
- ◆ Board member, Thoughtwell (*formerly Community Research Partners*) (2017 – 2019).
- ◆ Board member, Center for Advanced Study in Business, Inc. (2007 – 2012).
- ◆ Trustee and Board Secretary, Fourth Presbyterian Church of Chicago (2002 – 2005; 2008 – 2011).

ACCOMPLISHMENTS IN ACADEMIC TEACHING

DEGREE-BASED COURSES

◆ **MBA Core**

- ◇ Strategic Marketing Management (Stanford, Ohio State, Temple University)

◆ **Other MBA Courses**

- ◇ Go-to-Market Strategy (Chicago Booth)
- ◇ Managing Innovation: Development of New Products and Services (Wharton; Ohio State)
- ◇ Business Model Innovation (Ohio State)
- ◇ Values-Based Leadership (Wisconsin)
- ◇ Business Ethics (Wisconsin)
- ◇ Strategic Brand Management (Stanford; Ohio State)
- ◇ Business Marketing (Kellogg)
- ◇ Marketing Communications (Chicago Booth; Cornell; Wisconsin)
- ◇ Consumer Behavior (Wharton; Cornell; Ohio State; Wisconsin)
- ◇ Social Impact Marketing (Ohio State)

◆ **Executive MBA**

- ◇ Strategic Marketing Management (Ohio State)
- ◇ Values-based Leadership (Wisconsin)
- ◇ Business Marketing (Kellogg).
- ◇ Brand, Meaning & Identity (Ohio State)

◆ **Undergraduate Core**

- ◇ Strategic Marketing Management (Wharton; Ohio State – *sections including Undergraduate Honors Cohort*)

◆ **Other Undergraduate Courses**

- ◇ Capstone Project-based Consulting Course, required of all majors. (Ohio State)
- ◇ Marketing Strategy, required of all majors (Ohio State)
- ◇ Managing Innovation: Development of New Products and Services (Wharton)
- ◇ Marketing Communications (Wisconsin; Temple)
- ◇ Consumer Behavior (Wharton; Wisconsin)

◆ **Ph.D. Courses**

- ◇ Ph.D. Marketing Seminar (Temple)

TEACHING AWARDS and HONORS

- ◆ *Voted by MBA students, Fisher College of Business Working Professionals MBA Program, **Outstanding Core Teacher (2017).***
- ◆ *Voted by MBA students, University of Wisconsin-Madison School of Business, **Fulltime MBA Program Teacher of the Year (2006 and 2007).***
- ◆ *Voted by fulltime MBA students, **Wharton Excellence in Teaching Award (1991).***
- ◆ *Voted by fulltime MBA students, Final-four Finalist, **Wharton “Anvil” Award (1991).***

ACCOMPLISHMENTS IN ACADEMIC TEACHING (continued)

SAMPLE NON-DEGREE EXECUTIVE EDUCATION PROGRAMS AND SEMINARS

- ◆ Creator, Academic Director and Instructor: INNOVATE High Potential (Director-level) and INSPIRE Senior (VP- level) Leadership Development programs, Cardinal Health.
- ◆ Creator, Academic Director and Instructor: Leadership Development Programs, Nationwide Children's Hospital.
- ◆ Creator, Academic Director and Instructor: Visionary Leadership, Sherwin-Williams.
- ◆ Creator and Instructor: Creating a Market-Driven Organization, CNN/Warner
- ◆ Creator and Instructor: Product Management Leadership, TIAA-CREF.
- ◆ Creator and Instructor: Building the Brand, Focusing the Leadership Effort, Cushman & Wakefield.
- ◆ Co-Creator (with Prof. Larry Phillips, London School of Economics): Making Smart Decisions, UNext.
- ◆ Co-Creator (with Prof. Sunil Gupta, Columbia University): Managing Innovation: From Idea to Design *and* Managing Innovation: From Design to Launch, UNext.
- ◆ Instructor and Facilitator: MAP Brand Planning, Bristol Myers Squibb.
- ◆ Designer and Project Manager: Strategic Mental Models/Learning Assessment and Intervention System, General Motors -NAO.
- ◆ Creator and Instructor: Brand Management and Assessing Brand Fitness, General Motors-NAO.
- ◆ Creator, Academic Director and Instructor: Building and Leveraging Brand Equity, The Wharton School.

SAMPLE ACCOMPLISHMENTS IN ACADEMIC SERVICE

SERVICE TO DEPARTMENT AND COLLEGE

♦ **Committees and Student-Focused Service** *(Fisher College of Business, The Ohio State University)*

- ◇ Department Undergraduate Program Committee (2013-2019).
- ◇ Student Organizations: academic advisor to “Just-A-Minute” (2013-2015) as well as Campus chapter, Pi Sigma Epsilon – Gamma Nu (e.g., <https://www.pse.org/wp-content/uploads/2017/07/Jan14DottedLinesFINAL-2.pdf>, <https://www.pse.org/wp-content/uploads/2017/07/Jan162.pdf> (2013-2016).
- ◇ Faculty advisor to numerous (nine) for-credit student independent studies (2013—2018).
- ◇ Career advising (extensive coaching with individual undergraduate and MBA students regarding career paths, choice of majors, etc., 2012-2019).
- ◇ Presentations and meetings with fulltime MBA students to help them prepare for (a) career fairs, and (b) on-site job interviews with major firms (2013-2018).
- ◇ Chair, “Infrastructure, Resources and Governance Self-Study Group,” (Sub-Committee of Department Self-Study Initiative, Fall 2017-Spring 2018).
Took the lead in working with department staff and faculty to design research study (incorporating both quantitative and qualitative approaches), collect and analyze data, interpret results and write section to be included in 2018 Marketing & Logistics Department Self-Study Report.
- ◇ Faculty Advisor, Big Ten Case Competition (2019).

♦ **Fostering Connections between the College and Industry** *(Fisher College of Business ;Wisconsin School of Business)*

- ◇ In 2013 developed and initiated multi-year partnership with SafeAuto (continuing through 2018) to facilitate SafeAuto playing a key role in the undergraduate classroom (e.g., providing student consulting projects for BUSML 4204, hosting offsite learning experiences, etc.), as well as SafeAuto recruiting marketing students for internships.
- ◇ In 2014 developed and initiated multi-year partnership with Fox Sports, (continuing through 2018) whereby Fox Sports Ohio agreed to (1) serve as a client firm for student team projects and student-based consulting in BUSML 4204; (2) actively recruit and hire our students for internships and/or full-time jobs; (3) offer OSU heightened awareness and recognition as a member of Fox Sports’ consortium of university partners (other partner universities include Northwestern, Tulane, SMU and University of Michigan).
- ◇ Recruited annually, three to four for-profit (and in some cases, non-profit) industry organizations to sponsor undergraduate student consulting projects—as well as in many cases, recruit OSU students for internships (2012-2018).
- ◇ At the Wisconsin School of Business, recruited annually six for-profit industry organizations to sponsor MBA student consulting projects—as well as in many cases, recruit Wisconsin students for internships (2006-2012).
- ◇ Through targeted business development efforts, created and implemented entirely-new degree program, “Wisconsin Executive MBA – The Manager’s Program,” in conjunction with corporate sponsor Kohl’s Inc.

♦ **Fostering Connections between the Department and State of Ohio** *(Fisher College of Business)*

- ◇ In 2013, created partnership with Ohio Department of Safety and the Ohio Trauma System to support student team consulting projects for the System. These consulting projects increased public awareness and built a platform for action within the State of Ohio Legislature.
- ◇ In 2014, initiated relationship and partnership with OHHA, the leading Ohio Harness Racing Industry trade association. (This industry’s annual financial impact on the Ohio economy is more than half a billion dollars, and is a contributor to the even larger, multi-billion dollar Ohio gaming industry). Provided oversight and facilitated student-based consulting for the association to help increase revenue, jobs and overall contributions to the Ohio economy. In addition, facilitated creation of new internship program for hiring OSU students within the industry.

SERVICE TO COLLEGE (continued)

- ◆ **Service-Related Presentations, Seminars and Workshops** (*Fisher College of Business*)
 - ◇ Featured panelist, CBUS19 Retail Re-Thought Conference (2019).
 - ◇ Facilitated discussion and workshop, “Managing Your Brand in a Volatile Market,” Risk Institute (2018).
 - ◇ Presentation, “Business Implications of Research on Digital Expectations and Outcomes,” Risk Institute Conference, *Digital Disruption: Brand, Strategy and Technology* (2016).
 - ◇ Presentation at Center for Operational Excellence Global Summit (2015).
 - ◇ Keynote address, “Fisher Breakfast Leadership Roundtable” (2012).
- ◆ **Diversity, Equity and Inclusion** (*Fisher College of Business*)
 - ◇ Keynote/Plenary address and interactive workshop, annual KeyBank Leadership and Creativity Undergraduate Minority Student Symposium (2013-2017).
 - ◇ Assisted Graduate Programs Office (GPO) and Executive MBA (EMBA) in student recruiting, particularly recruiting under-represented groups (women, others) (2013-2019).
 - ◇ Member, Fisher Inclusion Champions (2024-2025).
- ◆ **Organizational Culture** (*Fisher College of Business*)
 - ◇ Chair, “External Benchmarking” Sub-group, “Fisher Climate and Culture Redesign Committee Initiative” (Fall 2017-Spring 2018).

This initiative was originally designed to assess the College’s climate and culture survey. As the Committee delved into its work, it became apparent that deeper cultural issues and root cause factors should be the focus. Ultimately, the Committee presented its findings to the Dean in Spring 2018. As chair of the External Benchmarking sub-group, designed a questionnaire for structured interviews with leaders from target external organizations to benchmark; assisted in data collection along with four other sub-group members; assisted in data analysis, interpretation of results, and creation of our section of a presentation to the Dean. At the final meeting with the Dean, presented and discussed our portion of the project.
 - ◇ Subject Matter Expert, “National Center for Mid-Market” Research Project: The Impact of Culture (2018)

As subject matter expert for this project—which involved collaboration with the Center and several of its-corporate sponsors—responsible for advising on theory, conceptual and research design, and interpreting/communicating results.

SERVICE TO UNIVERSITY

- ◆ **Strategy, Identity and Meaning Expertise** (*The Ohio State University and University of Wisconsin-Madison*)
 - ◇ Presentation, “Creating Your Strategy, Building Your Brand,” The Ohio State University College of Pharmacy, Clifton J. Latiolais Alumni Leadership Symposium (2016).
 - ◇ Provided professional advice and support to University of Wisconsin-Madison Office of Strategic Communications regarding clarifying and communicating university identity (2008). (*See, e.g., <http://www.walsaa.org/wp-content/themes/Chameleon/images/pdf/walsaa-newsletter-2008-06.pdf>, page six.*)
 - ◇ Provided professional advice and support to the UW-Madison College of Veterinary Medicine (2011).
 - ◇ Provided professional advice and support to UW-Hospitals (2012).
 - ◇ Provided professional advice and support to dean in creating new strategy, identity development and fundraising as part of obtaining transformative \$85 million Naming Gift (UW-Madison School of Business (2007-2008).
- ◆ **Media and Promotion** (*The Ohio State University and University of Wisconsin-Madison; see next page*)

SERVICE TO UNIVERSITY, COLLEGE and DEPARTMENT (continued):

Media and Promotion *(Sample Media Interviews and Appearances through 2019)*

Calendar Year 2019

June 14, 2019 (Appearance on WCMH-NBC4)

“Wrongful death lawsuits, Legionnaires’ outbreak damage Mount Carmel brand, experts say.”

<https://www.nbc4i.com/news/local-news/wrongful-death-lawsuits-legionnaires-outbreak-damage-mount-carmel-brand-experts-say/>

May 1, 2019 (Columbus Jewish News)

“Excitement, economic impact of Blue Jackets playoff run adds to city’s vibrancy.”

https://www.columbusjewishnews.com/news/local_news/excitement-economic-impact-of-blue-jackets-playoff-run-adds-to/article_ea4354f0-6b86-11e9-b1c6-4707d7fe3470.html

February 2, 2019 (Columbus Dispatch)

“Central Ohio Companies Sit Out Super Bowl Ads This Year.”

<https://www.dispatch.com/news/20190202/central-ohio-companies-sit-out-super-bowl-ads-this-year>

January 11, 2019 (Columbus Dispatch)

“High Bank Distillery Posts Billboard Pitch to Blue Jacket Artemi Panarin.”

<https://www.dispatch.com/business/20190110/high-bank-distillery-posts-billboard-pitch-to-blue-jacket-artemi-panarin>

Calendar Year 2018

November 23, 2018 (WOSU radio)

“Black Friday in Ohio This Year: What to Expect.”

<http://radio.wosu.org/post/black-friday-ohio-what-expect-year#stream/0>

October 6, 2018 (Columbus Dispatch)

“Disruptor Looks at Low-Cost Prescription Eyewear.”

<https://www.dispatch.com/news/20181006/disrupter-looks-at-low-cost-prescription-eyewear>

August 20, 2018 (Columbus Business First)

“Scooter Charging: Lime ‘Juicing’ and Bird ‘Hunting’ Picking Up Speed in Columbus.”

<https://www.bizjournals.com/columbus/news/2018/08/20/scooter-charging-lime-juicing-and-bird-hunting.html>

August 3, 2018 (Akron Beacon Journal)

“Urban Meyer Ordeal Tests College Football’s Most Valuable Brand.”

<https://www.beaconjournal.com/akron/business/bob-evans-restaurants-suspends-breakfast-coach-urban-meyer>

August 2, 2018 (Columbus Dispatch)

“Bob Evans Restaurants Suspends Breakfast Coach Urban Meyer.”

<http://www.dispatch.com/business/20180802/bob-evans-restaurants-suspends-breakfast-coach-urban-meyer>

July 31, 2018 (Columbus Dispatch)

“Ohio State Coach Urban Meyer to Star in Bob Evans Restaurants Ad Campaign.”

<http://www.dispatch.com/business/20180731/ohio-state-coach-urban-meyer-to-star-in-bob-evans-restaurants-ad-campaign>

June 25, 2018 (Forbes)

“Goodbye to the Buy Button?”

<https://www.forbes.com/sites/paultalbot/2018/06/25/goodbye-to-the-buy-button/#1f5643f962bc>

May 17, 2018 (Columbus Business First)

“Keeping the Customer Happy. Right now (as in, right now!).”

<https://www.bizjournals.com/columbus/news/2018/05/17/cover-storykeeping-the-customer-happy-right-now-as.html>

SERVICE TO UNIVERSITY, COLLEGE and DEPARTMENT (continued)

April 10, 2018 (Columbus Dispatch)

“JFK’s Chinos Inspire Apparel Line at Abercrombie & Fitch.”

<http://www.dispatch.com/business/20180410/jfks-chinos-inspire-new-apparel-line-at-bercrombie-amp-fitch>

March 20, 2018 (Appearance on WCMH-NBC4)

“Extended Warranty Woes.”

<https://www.youtube.com/watch?v=nQsTNvcoRBQ&feature=youtu.be&a>

March 12, 2018 (Appearance on WCMH-NBC4)

“Third Party Shopping Causes Confusion for Customers.”

<http://nbc4i.com/2018/03/12/third-party-shopping-causes-confusion-for-customers/>

Calendar Year 2017

February 27, 2018 (Appearance on WBNS-10TV)

“Jeni’s Splendid Ice Creams Owner Threatens to Cut Ties with FedEx over NRA Partnership.”

<https://www.10tv.com/article/jenis-splendid-ice-creams-owner-threatens-cut-ties-fedex-over-nra-partnership>

January 26, 2018 (Columbus Dispatch)

“US Olympic Curling Team to Wear Apparel from Columbus Retailer.”

<http://www.dispatch.com/news/20180126/us-olympic-curling-team-to-wear-apparel-from-columbus-retailer>

December 21, 2017 (Interview with public radio station WCPN, Cleveland affiliate for NPR)

“Fifth Third Bank’s \$1000 Bonuses are a Shrewd Business Move, Experts Say.”

<https://www.ideastream.org/news/fifth-third-banks-1000-bonuses-are-a-shrewd-business-move-experts-say>

(Heard on multiple radio stations; appeared on multiple websites)

December 18, 2017 (Automotive News). Contributed to two stories:

“Gift of Service.”

<http://www.autonews.com/section/toc01&date=20171218>

“Extended contract sales now can mean future shop profits.”

<http://www.autonews.com/article/20171218/RETAIL05/171219990/extended-contract-sales-now-can-mean-future-shop-profits>

December 17, 2017 (Sandusky Register)

“Sandusky Mall Hanging In There.”

<http://srweb.libercus.net/Business/2017/12/17/Sears-and-Macys-are-gone-but-Sandusky-Mall-isn-t-going-away-experts-say.html>

Fall 2017 (Fox Sports blog)

“Marketing students in the Fisher College of Business...”

<https://foxsportsuniversity.com/school/osu/Fall-2017>

September 8, 2017 (Columbus Dispatch)

“David Schottenstein Teams Up with Celebrities on Sunglasses Venture.”

<http://www.dispatch.com/news/20170908/david-schottenstein-teams-up-with-celebrities-on-sunglasses-venture>

June 22, 2017 (Advertising Specialty Institute)

“Ohio State Slaps T-Shirt Maker with Trademark Lawsuit.”

<https://www.asicentral.com/news/newsletters/promogram/june-2017/ohio-state-slaps-t-shirt-maker-with-trademark-lawsuit/>

May 18, 2017 (Columbus Dispatch)

“Rhino Salon Aims to Draw Millennials to Haircuts.”

www.dispatch.com/news/20170518/rhino-salon-aims-to-draw-millennials-to-haircuts

SERVICE TO UNIVERSITY, COLLEGE and DEPARTMENT (continued)

March 16, 2017 (Columbus Dispatch)

“Dog Lovers’ Spending Ignites Hiring at Bark & Co.’s Columbus “Pawfice.”

<http://www.dispatch.com/news/20170316/dog-lovers-spending-ignites-hiring-at-bark-amp-cos-columbus-pawffice>

Spring 2017 (Fox Sports – blog)

“Students in the Fisher College of Business at Ohio State were challenged by FOX Sports Ohio...”

<http://foxsportsuniversity.com/school/osu/Spring-2017>

January 1, 2017 (Columbus Dispatch)

“EF Hutton Relunched as Springfield-based Low-Cost Startup Brokerage: Will People Listen?”

<http://www.dispatch.com/content/stories/business/2017/01/01/ef-hutton-brand-relaunched-as-low-cost-startup-brokerage-will-people-listen.html>

Calendar Year 2016

November 16, 2016 (Cleveland Plain Dealer)

“New Trump Hotel Faces Challenges Beyond its Gilded Interior.”

http://www.cleveland.com/travel/index.ssf/2016/11/new_trump_hotel_in_washington.html

November 4, 2016 (Columbus Dispatch)

“Ohio State Accuses CafePress of Trademark Infringement.”

<http://www.dispatch.com/content/stories/business/2016/11/04/osu-accuses-cafepress-of-trademark-infringement.html>

October 27, 2016 (Interview with WOSU Public; appeared in two other outlets)

“Can Tasty Made Help Chipotle Freshen Its Image?”

<http://radio.wosu.org/post/can-tasty-made-help-chipotle-freshen-its-image#stream/0>

October 19, 2016 (Columbus Dispatch)

“Advertising Production Firm TheLab Finds Work, Success in Columbus.”

<http://www.dispatch.com/content/stories/business/2016/10/20/1-new-york-based-production-firm-thelab-finds-work-success-in-columbus.html>

August 17, 2016 (Columbus Dispatch)

”Too Busy to Make it to Gym? GYMGUIZ Brings Fitness Center to You.”

<http://www.dispatch.com/content/stories/business/2016/08/17/1-busy-folks-can-have-gymguyz-bring-fitness-center-to-them.html>

August 5, 2016 (InsuranceBusiness)

“Nationwide Launches New Ad Campaign to Coincide with Rio Olympics.”

<https://www.insurancebusinessmag.com/us/news/breaking-news/nationwide-launches-new-ad-campaign-to-coincide-with-the-rio-olympics-35822.aspx>

July 12, 2016 (Columbus Dispatch)

“TourismOhio Uses Virtual-Reality Video to Attract Visitors.”

<http://www.dispatch.com/content/stories/business/2016/07/12/tourismohio-uses-virtual-reality-video-to-interest-visitors.html>

June 20, 2016 (Columbus Dispatch)

“Cavs Win Sparks Run on Championship Merchandise.”

<http://www.dispatch.com/content/stories/business/2016/06/20/cavs-win-sparks-run-on-championship-merchandise.html>

Spring 2016 (Fox Sports blog)

“Students Develop a 360-Degree Campaign to Increase Awareness of MLB on Fox Sports Go.”

<http://foxsportsuniversity.com/school/osu/Spring-2016>

SERVICE TO UNIVERSITY, COLLEGE and DEPARTMENT (continued)

February 9, 2016 (PR Daily)

“Three Real-Time Lessons from Super Bowl 50.”

https://www.prdaily.com/Main/Articles/3_realtime_marketing_lessons_from_Super_Bowl_50_20130.aspx

February 3, 2016 (article in the Columbus Dispatch, picked up by Sports Business Daily and others)

“Manning Has Nationwide Ready for Big Super Bowl Despite Not Advertising In Game.”

<https://www.sportsbusinessdaily.com/Daily/Issues/2016/02/03/Marketing-and-Sponsorship.aspx>

Calendar Year 2015

November 15, 2015 (article in The Columbus Dispatch, picked by Canton Rep, IndeOnline and others)

“Ohio Hopes New Slogan Lures Tourists to ‘Find It Here’.”

<http://www.dispatch.com/content/stories/business/2015/11/17/1117-ohio-slogan.html>

<http://www.indeonline.com/article/20151117/NEWS/311179970>

October 17, 2015 (The Columbus Dispatch)

“Mindstream Interactive Adapts in Fast-Changing Digital Market.”

<http://www.dispatch.com/content/stories/business/2015/10/17/early-adapters.html>

August 18, 2015 (article in Columbus Dispatch; picked up by PH Creative / posthouse.tv and others)

“Blue Jackets to Launch New Ad Campaign, ‘March with Us’.”

<http://www.posthouse.tv/blog/2015/8/18/blue-jackets-to-launch-new-ad-campaign-march-with-us>

July 14, 2015 (Columbus Dispatch)

“Celebrate Local Store Plans Second Location.”

<http://www.dispatch.com/article/20150714/NEWS/307149781>

July 9, 2015 (Columbus Dispatch)

“Dublin Job-Match Service to Merge with Texas Company.”

<https://www.dispatch.com/article/20150709/NEWS/307099732>

Spring 2015 (Fox Sports blog)

“Spring 2015 Winners: Team Jake and Ladies”

<https://foxsportsuniversity.com/school/osu/Spring-2015>

February 2, 2015 (Columbus Dispatch)

“‘Dead Kid’ Super Bowl Ad Puts Heat on Nationwide.”

<https://www.dispatch.com/content/stories/business/2015/02/02/nationwide-defends-controversial-super-bowl-ad.html>

January 16, 2015 (The Toledo Blade)

“Art Van: Purchase Price Melts with Significant Snowfall.”

<http://www.toledoblade.com/Retail/2015/01/16/Art-Van-Purchase-price-melts-with-significant-snowfall.html>

January 9, 2015 (Columbus Dispatch)

“Over 500 Rooting on Ohio State for Free Furniture.”

<http://www.dispatch.com/article/20150109/news/301099819>

Calendar Year 2014

Spring 2014 (Fox Sports blog)

“Spring 2014 Winners: Blu Block Group.”

<https://foxsportsuniversity.com/school/osu/Spring-2014>

SERVICE TO UNIVERSITY, COLLEGE and DEPARTMENT (continued)

April 17, 2014 (harnessracing.com)

“OSU Students Pitch Harness Marketing Ideas.”

<https://www.harnessracing.com/news/main/osustudentspitchharnessmarketingideas>

April 16, 2014 (United States Trotting Association National Website)

“Ohio State business students pitch their plans to market harness racing.”

<http://xwebapp.ustrotting.com/absolutenm/templates/article.aspx?articleid=58508>

April 9, 2014 (Columbus CEO/Columbus Dispatch)

“Nonprofit Group Global Gallery is Growing as Fair Trade Gathers Steam.”

<https://www.columbusceo.com/article/20140409/NEWS/304099603>

Calendar Year 2013

October 12, 2013 (Columbus Dispatch)

“Wexner’s Secret: Fear Failure but Forge Ahead.”

<https://www.dispatch.com/article/20131012/NEWS/310129683>

August 16, 2013 (Columbus Dispatch)

“Ad Giant Publicis Buys Columbus’ Engauge Marketing.”

<https://www.dispatch.com/article/20130816/NEWS/308169605>

August 15, 2013 (Sportsnet, “Hockey Hearsay”)

“Blue Jackets Switch to Relationship Marketing.”

<https://www.sportsnet.ca/hockey/nhl/hearsay-cowen-senators-talking-contract/>

August 15, 2013 (Columbus CEO/Columbus Dispatch)

“Blue Jackets Exec Shoots, Scores as Team Pitchman.”

<https://www.columbusceo.com/article/20130815/NEWS/308159354>

August 7, 2013 (Columbus CEO/Columbus Dispatch)

“Young Marketing Firm Uses Viral, Eco-Friendly Methods.”

<https://www.columbusceo.com/article/20130807/NEWS/308079212>

July 18, 2013 (Columbus CEO/Columbus Dispatch)

“Westerville Marketing Firm Employs Style, Humor to Get Results for Clients.”

<https://www.columbusceo.com/article/20130718/NEWS/307189413>

Calendar Year 2012

November 26, 2012 (Redbook Magazine)

“Your Guide to Holiday (Under) Spending.”

<https://www.redbookmag.com/life/money-career/advice/a14535/holiday-spending/>

March 19, 2012 (Woman’s Day)

“10 Sneaky Ways Websites Get You To Spend More.”

<https://www.womansday.com/life/work-money/tips/a6436/online-shopping-tips/>

February 10, 2012 (Associated Press)

“Environmentalists Say “No Fracking Way.”

<https://dailyreporter.com/2012/02/10/energy-industry-says-no-fracking-way/>

SERVICE TO UNIVERSITY, COLLEGE and DEPARTMENT (continued)

January 26, 2012 (Associated Press)

“Fracking: Made-up Word Not Cracking Up the Natural Gas Industry.”

<https://www.seattletimes.com/nation-world/fracking-made-up-word-not-cracking-up-the-natural-gas-industry/>

January 14, 2012 (Wisconsin State Journal)

“Tech and Biotech: Siri, the Party Game.”

https://madison.com/wsj/business/technology/biotech/tech-and-biotech-siri-the-party-game/article_2d453920-3e7c-11e1-9693-0019bb2963f4.html

January 6, 2012 (Appearance on PBS Wisconsin, Weekly TV Newsmagazine “Here and Now”)

“Professor Mitchell Forecasts 2012 in State Economics.”

<https://www.pbs.org/video/here-and-now-professor-mitchell-forecasts-2012-in-state-economics/>

Samples from Calendar Year 2011

December 27, 2011 (Appearance on Wisconsin CBS affiliate, WISC-TV)

“Retailers Make Post-Christmas Push to Lure Shoppers.”

<https://www.channel3000.com/retailers-make-post-christmas-push-to-lure-shoppers/>

November 15, 2011 (Wisconsin State Journal)

“After a Quarter Century, American Girl Dolls Still Wildly Popular.”

https://madison.com/wsj/business/after-a-quarter-century-american-girl-dolls-are-still-wildly/article_ce828b29-d91f-5e1b-be4c-a81b07602549.html

November 13, 2011 (Wall Street Journal)

“Money-Saving Strategies for Holiday Shopping.”

<https://www.wsj.com/articles/SB10001424052970204224604577030081351743366>

October 28, 2011 (Appearance on PBS Wisconsin, Weekly TV Newsmagazine “Here and Now”)

“Professor Mitchell on Consumer Spending.”

<https://www.pbs.org/video/here-and-now-professor-mitchell-on-consumer-spending/>

October 27, 2011 (Associated Press)

“Marlboro Man Meets Moisturizer.”

<https://www.deseret.com/2011/10/27/20226228/marlboro-man-meets-moisturizer#this-screen-shot-provided-by-weight-watchers-online-shows-a-recent-advertisement-for-men-everyone-wants-flawless-skin-flat-abs-and-a-fab-rear-but-men-dont-always-admit-it>

October 10, 2011 (Associated Press)

“Doctor Pepper Ten Says: ‘No Women Allowed.’”

<https://www.rrstar.com/article/20111010/NEWS/310109904>

September 15, 2011 (Associated Press)

“The Vagina’s Growing Public Profile.”

<https://www.eastbaytimes.com/2011/09/15/the-vaginas-growing-public-profile/>

August 22, 2011 (Associated Press)

“U.S. Lawsuit Could Delay Pictorial Warnings.”

<https://tobaccolabels.ca/category/news/page/12/>

July 27, 2011 (Knowledge@Wharton)

“Retail Visionary: Warby Parker’s Online Eyeglass Strategy Focuses on the Consumer.”

<https://kwhs.wharton.upenn.edu/2011/07/retail-visionary-warby-parker%E2%80%99s-online-eyeglass-strategy-focuses-on-the-consumer/>

SERVICE TO UNIVERSITY, COLLEGE and DEPARTMENT (continued)

July 10, 2011 (Associated Press)

“Grisly Labels Not So Scary?”

<https://www.theitem.com/stories/grisly-labels-not-so-scary.55875>

May 6, 2011 (Appearance on PBS Wisconsin, Weekly TV Newsmagazine “Here and Now”)

“Influence of Rising Gas Prices in Wisconsin.”

<https://pbswisconsin.org/watch/here-and-now/here-and-now-influence-of-rising-gas-prices-in-wisconsin/>

March 30, 2011 (Milwaukee Journal-Sentinel)

“Manpower Gets a New Name.”

<http://archive.jsonline.com/business/118884594.html/>

Samples from Calendar Year 2010

Fall 2010/Winter 2011 (Wisconsin Alumni Magazine, “Update”)

“Crisis Management: Would You Be Ready?”

<https://issuu.com/wisconsin-school-of-business/docs/2010-update-fall>

December 7, 2010 (Milwaukee Journal-Sentinel)

“Christmas Tree Delivery Services Find Growth in Wisconsin.”

<http://archive.jsonline.com/business/111425264.html>

October 27, 2010 (Associated Press)

“TV Commercials Shrink to Match Attention Spans.”

<https://www.startribune.com/tv-ads-keep-on-shrinking/105921598/>

July 23, 2010 (Appearance on PBS Wisconsin, Weekly TV Newsmagazine “Here and Now”)

“Cash for Clunkers, One Year Later.”

<https://www.pbs.org/video/here-and-now-cash-for-clunkers-one-year-later/>

July 13, 2010 (Associated Press)

“Apple Silent After Consumer Reports Critique.”

https://www.theoaklandpress.com/news/apple-silent-after-consumer-reports-critique/article_13cd10a1-0cd4-59a1-8eab-de9dea5e1ea9.html

May 13, 2010 (Wisconsin State Journal)

“Willy St. Co-op Members Raise \$1 Million for ‘Willy West’ Project.”

https://madison.com/wsj/business/willy-st-co-op-members-raise-1-million-for-willy-west-project/article_efce8f4a-5ed7-11df-a73e-001cc4c002e0.html

March 10, 2010 (Associated Press)

“Toyota to Push Sales.”

https://www.timesargus.com/news/toyota-to-push-sales/article_5b19c29a-be93-5b8b-9bf9-81c53ffd6103.html

February 26, 2010 (Appearance on PBS Wisconsin, Weekly TV Newsmagazine “Here and Now”)

“Mitchell Examines Toyota Recall.”

<https://pbswisconsin.org/watch/here-and-now/here-and-now-mitchell-examines-toyota-recall/>

Samples from Calendar Year 2009

December 24, 2009 (LifeHacker.com)

“Learn Online Retail Psychology to Avoid Them.”

<https://lifelifehacker.com/learn-online-retail-psychology-tricks-to-avoid-them-5433439>

SERVICE TO UNIVERSITY, COLLEGE and DEPARTMENT (continued)

December 22, 2009 (New York Times)

“How Online Retailers Read Your Mind.”

<https://gadgetwise.blogs.nytimes.com/2009/12/22/how-online-retailers-read-your-mind/>

November 30, 2009 (Interview on National Public Radio / Morning Edition)

“Cyber Monday: Shoppers Encouraged to Log On.”

<https://www.npr.org/templates/story/story.php?storyId=120940950>

September 4, 2009 (The Badger Herald)

“CNN, Students Talk Health Care Reform.”

<https://badgerherald.com/news/2009/09/04/cnn-students-talk-he/>

August 19, 2009 (Interview on National Public Radio / Morning Edition)

“Free for All? Profits Can Be Elusive Online.”

<https://www.npr.org/2009/08/19/111996127/free-for-all-profits-can-be-elusive-online>

June 7, 2009 (Associated Press)

“GM Takes Reinvention Message to Public.”

<https://www.spokesman.com/stories/2009/jun/07/gm-takes-reinvention-message-to-public/>

June 3, 2009 (Associated Press)

“Meltdown 101: How to Market Cars Amid Bankruptcy.”

<https://www.sgvtribune.com/2009/06/03/meltdown-101-how-to-market-cars-amid-bankruptcy/>

May 1, 2009 (MediaPost)

“Anatomy of the Consumer: Scent.”

<https://www.mediapost.com/publications/article/104256/anatomy-of-the-consumer-scent.html>

April 24, 2009 (Associated Press)

“GM Shutdown Will Have Major Ripple Effect.”

https://www.richmond.com/business/gm-shutdown-will-have-major-ripple-effect/article_cc18e38c-d8f1-5c2f-89fe-9c5f654617d4.html

March 16, 2009 (Advertising Age)

“Loud TV Ads? Not if One Politician Has Her Way.”

<https://adage.com/article/news/loud-tv-ads-politician/135244>

January 31, 2009 (Associated Press; Fox News)

“When You Watch These Ads, the Ads Check You Out.”

<https://www.foxnews.com/wires/2009Jan31/0,4670,TECNosyAds,00.html>

Samples from Calendar Years 2008, 2007 and 2006

October 2, 2008 (CNN Money)

“Running a Business After the Leader Dies.”

https://money.cnn.com/2008/09/11/smallbusiness/filling_big_shoes.fsb/index.htm

August 18, 2007 (The Capitol Times)

“Lapping Up Luxury.” (page 1, continuing on page 3)

<https://www.newspapers.com/image/522415850/>

September 2, 2006 (USA Today)

“Just Browsing at the Mall? That’s What You Think.”

<http://the.honoluluadvertiser.com/article/2006/Sep/02/bz/FP609220320.html>

“How Retailers Lure You to Shop and Buy.” <http://retailreview.blogspot.com/2006/09/>

ACCOMPLISHMENTS IN ACADEMIC RESEARCH

RESEARCH INTERESTS

- ◆ Employee alignment and engagement, in the contexts of strategy formulation and execution.
- ◆ Leadership development and the creation of meaning.
- ◆ The representation of leaders' mental models in memory, and the impact of mental models on strategic alignment.

CURRENT WORKING PAPERS AND RESEARCH IN PROGRESS

- ◆ “Prospective Hindsight: Back to the Future” (book manuscript in development for publication).
- ◆ “Making ODM, and Ohio, Better: a Multi-Year Organizational Change Effort.” Large multi-year field study, being prepared for publication, demonstrating significant empirical changes among employees across the organization after intervention, on each of the following dimensions: (a) employee strategic competencies, (b) employee alignment with new corporate strategy, (c) employee engagement, and (d) employee mental models.
- ◆ “Meaning and Value in Higher Education” (working paper).

REFEREED PUBLICATIONS

- ◆ Hunt, James M., Kernan, Jerome B., and Deborah J. Mitchell (1996), “Materialism as Social Cognition: People, Possessions, and Perception,” Journal of Consumer Psychology, 5 (1), 65-83.
- ◆ Mitchell, Deborah J., Kahn, Barbara E., and Susan C. Knasko (1995), “There's Something in the Air: Effects of Congruent and Incongruent Ambient Odor on Consumer Decision-Making,” Journal of Consumer Research, 22 (2), 229-238.
- ◆ Mitchell, Deborah J. and Sankar Sen (1995), “Reference Effects in Dynamic Marketing Mix Environments: Insights from Decision-Making Research,” in F. Kardes and M. Suhan (eds.), Advances in Consumer Research, 22, 62.
- ◆ Boulding, W., Moore, M., Staelin, R., Corfman, K., Dickson, P., Fitzsimons, G., Gupta, S., Lehmann, D., Mitchell, D., Urbany, J. and B. Weitz (1994), “Understanding Managers’ Strategic Decision-Making Process,” Marketing Letters, 5 (4), 413-426.
- ◆ Oliver, Richard, Robertson, Thomas, and Deborah J. Mitchell (1994), “Imaging/ Analyzing in Responses to Innovative Stimuli,” Journal of Advertising, 22 (4), 35-49.
- ◆ Mitchell, Deborah J. (1994), “For the Smell of it All: Functions and Effects of Olfaction in Consumer Behavior,” in C. Allen and D. Roedder-John (eds.), Advances in Consumer Research, 21, 330.
- ◆ Mitchell, Deborah J. (1993), “Temporal Dimensions of Decision-Making: How Long, and When, to Decide,” in L. McCallister and M. Rothschild (eds.), Advances in Consumer Research, 20, 374.
- ◆ Hunt, James M., Kernan, Jerome B., and Deborah J. Mitchell (1992), “Materialism as Social Cognition: Some Initial Thoughts and Corollary Evidence,” in Meaning, Measure, and Morality of Materialism (Floyd Rudmin and Marsha Richins, eds.). The Association for Consumer Research: Provo.
- ◆ Mitchell, Deborah J., Russo, J. Edward, and Nancy Pennington (1989), “Back to the Future: the Role of Temporal Perspective in the Explanation of Events,” Journal of Behavioral Decision Making, 2, 25-38.

ACADEMIC RESEARCH IMPACT

- ◆ The above-listed published work has been cited at least **1371** times, including 343 times since 2019. (H-index = 6.) There is some degree of undercounting due to Google Scholar’s inconsistencies on various editions/published proceedings, etc.

RESEARCH GRANTS

- ◆ Award for meritorious proposal/honorable mention in the Marketing Science Institute competition *"Seeing Differently: Improving the Ability of Organizations to Anticipate and Respond to the Constantly Changing Needs of Customers and Markets,"* sponsored by The Planning Forum, 1993.
- ◆ Grant-in-Aid for Research, Temple University. Title of proposal: "Person-Prototypes, Self-Concept, and Consumer Decision-Making: A Social Cognition Approach," 1993.
- ◆ Specialty Retailing Forum, The Wharton School. Title of proposal: "The Effect of Mental Simulation on Information Search," 1989.

PRESENTATIONS

Presentations at Faculty Colloquia:

- ◆ Marketing Department Colloquia Series, The Ohio State University, August 2011.
- ◆ Marketing Department Colloquia Series, Wisconsin School of Business, October 2009.
- ◆ Marketing Department Colloquia Series, Stanford Graduate School of Business, February 1996.
- ◆ Marketing Department Colloquia Series, Temple University, February 1993.
- ◆ Marketing Department Colloquia Series, Temple University, December 1991.
- ◆ Marketing Department Colloquia Series, The Wharton School, October 1990.
- ◆ Marketing Seminar, Pennsylvania State University, March 1990.
- ◆ Decision Sciences Workshop, The Wharton School, November 1989.
- ◆ Marketing Department Workshop Series, Cornell University, April 1988.

Academic Conference Presentations:

- ◆ Decision Sciences Workshop, The Wharton School, November 1989.
- ◆ "It's All in the Eye of the Beholder: Point-of-View and Related Factors Affecting the Use of Base Rates as Reference Points," *Association for Consumer Research*, Boston, October 1994.
- ◆ "Point-of-View and Related Factors Affecting the Use of Base Rates: Converging Process Evidence," *Association for Consumer Research*, Boston, October 1994.
- ◆ "Assessing Managerial Learning: Methods for Looking into the Black Box," *Winter Marketing Educators' Conference*, St. Petersburg, Florida, February 1994.
- ◆ "Introspection and Decision-Making: It's Not How Much, but What Kind of Thinking that Matters," *Society for Judgment and Decision-Making*, Washington, D.C., November 1993.
- ◆ "How Managers View Their Markets: False Consensus and Overconfidence in Marketing Managers' Predictions of Consumer Behavior," *Association for Consumer Research*, Nashville, October 1993.
- ◆ "There's Something in the Air: Effects of Ambient Odor on Consumer Decision-Making," *Association for Consumer Research*, Nashville, October 1993.
- ◆ "Managerial Knowledge, Mental Models, and Decision-Making: the Role of Perspective," *Duke Invitational Symposium on Choice Modeling and Behavior*, Durham, North Carolina, May 1993.
- ◆ "Ignorance, Knowledge, Wisdom, and Questioning in the Development of Decision Makers' Theories of Consumer Behavior" (invited discussant), *Understanding Competitive Decision-Making*, Charleston, S.C. May 1993.
- ◆ "Introspection and Consumer Decision-Making: It's Not How Much, but What Kind of Thinking that Matters," *Association for Consumer Research*, Vancouver, October 1992.
- ◆ "Self-Reflection and Mental Simulation: Content, Process, and Outcome Effects on Consumer Choice," *Marketing Science*, London, July 1992.
- ◆ "Product Trial in the Mind: Uses and Effects of Imagery in Consumer Decision-Making," *Society for Judgment and Decision-Making*, San Francisco, November 1991.
- ◆ "Self-Reflection and Mental Simulation: Content, Process, and Outcome Effects on Choice," *SPUDM-13*, Fribourg, Switzerland, August 1991.
- ◆ "Product Trial in the Mind," *Behavioral Decision Research in Management*, Philadelphia, June 1990.
- ◆ "Imaging/Analyzing in Responses to Innovative Stimuli," *Association for Consumer Research*, New Orleans, October 1989.

ACCOMPLISHMENTS IN ACADEMIC ADMINISTRATION

(1) ASSOCIATE DEAN, ENTERPRISE MBA PROGRAMS

Managed and provided academic leadership to largest professional degree program unit in the School. Responsible for \$8 million annual budget. Provided executive oversight to staff of eight employees. Contracted, provided feedback to and collaborated with over 35 faculty members from across the School as well as outside practitioners and instructors.

- ◆ Created new organizational structure dedicated to working professionals (2006). Aligned Evening MBA and Executive MBA programs under one new umbrella brand —“Enterprise”— with one management team. This yielded efficiencies in oversight and operations, as well as provided a platform for superior quality and future growth. An additional benefit was a stronger sense of community among students enrolled in each program.
- ◆ Acted as catalyst for powerful growth in existing degree programs (e.g., number of enrolled students across the Evening and Executive MBA programs grew almost 30% in first year alone). Increases in enrollment were obtained while maintaining key quality measures (e.g., average GMAT, average years’ work experience, student satisfaction, etc.). Combined *incremental* increase in topline revenue across growth initiatives since 2006: approx. \$1.5 mil/year.
- ◆ Created and implemented entirely-new degree offering within the Enterprise platform, “Wisconsin Executive MBA – The Manager’s Program.” Through targeted business development efforts, launched the first instance of The Manager’s Program as a new customized offering in conjunction with corporate sponsor Kohl’s Inc. This offering provided unique benefits for the School, individual program participants and for the corporate partner, creating a platform for expansion and future growth.

(2) EXECUTIVE DIRECTOR, CENTER FOR BRAND AND PRODUCT MANAGEMENT

Provided executive leadership within academic unit focused exclusively on brand and product management as a discipline. As a premier source for human capital and knowledge tied to this discipline, the Center is involved in (1) the development of high-potential MBA students seeking careers along brand and product management paths, (2) the creation and offering of non-degree, brand-related courses and events for industry professionals, and (3) the creation of new knowledge related to branding, through innovative academic research.

Scope of student-facing duties ranged from recruiting approximately 25 top-tier leading candidates per year, including a substantial number of women and under-represented minorities; teaching and coaching individual students; and providing leadership to approximately 50 MBA students enrolled in the program as well as over 120 alumni who had graduated from the program to date. Administration included managing a staff of 4 employees; working with the Center’s senior executive advisory board made up of over 18 industry leaders; interfacing with active research faculty from the School’s Marketing Department; and responsibility over an annual budget of approximately \$1.4 million.

(3) STRATEGIC REPOSITIONING: THE WISCONSIN SCHOOL OF BUSINESS

Assumed responsibility for strategic marketing and branding for the School (May 2007). Provided oversight and leadership to six staff members as well as expertise in working with the Dean, faculty, staff and the greater School-wide community. Launched three major, ongoing initiatives: (1) reframe the marketing function within the School; (2) clarify and articulate the brand strategy for external and internal audiences; (3) develop School-wide marketing expertise.

- ◆ Reorganization, renaming, and branding of unit. (Changed name from “Office of Marketing and Communications” to “Marketing Services.” Instituted new tagline for unit, “Creating brand-driven solutions”).
- ◆ Creation of unit web site (www.bus.wisc.edu/marketingservices).
- ◆ School-wide open house to introduce unit’s new identity and approach (August 2007).
- ◆ Extensive research and work on School’s visual language, including use of non-verbal techniques (e.g., collages, visual associative tasks, etc.).
- ◆ New visual language applied to key “tentpole” print pieces as well as home page of website, to communicate the School’s brand strategy as well as increase consistency in look and feel.

STRATEGIC REPOSITIONING: THE WISCONSIN SCHOOL OF *BUSINESS* (continued)

- ◆ Delivery of key brand identity elements, created in-house by Marketing Services, tied to new name for School (new logo, new tagline, new style guidelines). New copy and guidelines across key platforms to reflect School's new brand strategy (value proposition and brand personality).
- ◆ Expanded staff and presence in art and art direction, furthering delivery & acceptance School-wide of the new visual language for the brand.
- ◆ Incorporation and systematic use of creative briefs in design & working with internal clients.
- ◆ Involvement with University-wide marketing efforts, sharing of best practices with other colleges and units.
- ◆ Expanded staff and presence in web design as well as programming.
- ◆ Creation of "Web Camp" to further integrate efforts of IT and Marketing Services.
- ◆ Creation of working tactical groups to educate and promote "best practices" across the School (e.g., "Web Slingers").
- ◆ Increased strategic PR and social media presence.
- ◆ Common brand strategy for Wisconsin MBA, with all Centers and areas of specialization coordinating with the strategy.
- ◆ School-wide brand strategy and framework for cultural impact (Project Brandwoven™).

(4) SCHOOL-WIDE CHANGE INITIATIVE: PROJECT BRANDWOVEN™

Designed and led year-long organizational change initiative, "Project Brandwoven™," to clarify organizational culture, core values, core purpose, value proposition, brand personality and creative strategy for the Wisconsin School of Business.

- ◆ Organized and led series of internal boundary-spanning seminars that engaged nearly 100 faculty and staff from throughout the School ("Brand Camp," "Brand 2.0" and "Brand 3.0"), representing all constituencies and program units (undergraduate, fulltime MBA, Enterprise MBA programs for working professionals, Ph.D., research, Executive Education and Alumni Relations).
- ◆ This effort led to an organic, School-wide movement among School staff and faculty to coach and live core values more purposefully, align as a community with those values, and increase the effectiveness of both internal and external, values-based communications. Units created action plans and in many cases made substantial changes to their operations and communication strategies.
- ◆ An important step in the ongoing process was the Project Brandwoven™ Celebration. This School-wide competition was designed to encourage learning, innovation and sharing of best practices among all the units and members of the School's community.

ACCOMPLISHMENTS IN RESEARCH-BASED STRATEGIC CONSULTING

BUSINESS DEVELOPMENT AND RECOGNITION

- ◆ Left Stanford Graduate School of Business to launch new consulting company in 1997. Acquired three major Fortune 500 clients within 14 months. Hired, managed staff of nine employees. Invited to join Women's Presidents Organization (WPO), open only to owners of firms with a minimum \$2mil/year revenues (or \$1mil/year if a service-based organization).

BUSINESS OVERVIEW (FROM PROMOTIONAL MATERIALS)

Dr. Deborah Mitchell founded Cypress Consulting (later renamed CypressTree Corp.) in 1996, in response to client demand for services and partnership requiring an exclusive focus. Today CypressTree works selectively with a handful of global and US-based clients, across the non-profit, government and for-profit sectors—and is staffed on a project basis by experts in strategy, research, communications, training and related areas.

We are an organization development firm that believes strategy formulation, execution and leadership development must include successful implementation of business initiatives. To that end, two key hallmarks of our work are:

- ◆ *We leverage the value in the latest and best that academia has to offer—while making it work in our clients' real-world settings. No "pie-in-the-sky" here—we translate and operationalize to make sure that ideas, tools and frameworks are actually used (even after the engagement is over and we leave)!*
- ◆ *We offer services as well as tactical tools, to help with change management and adoption as part of strategic change. Whether it's via additional training, or periodic check-ins, or other kinds of scaffolding—we make sure that an engagement has 'legs' going forward, and across the rest of the firm.*

CypressTree service and product offerings include:

- ◆ Strategic Consulting: Strategy Formulation, Alignment and Execution
 - ◇ Strategy Mapping and Balanced Scorecard
 - ◇ Organizational Identity
 - ◇ Employee Alignment and Engagement
 - ◇ Strategy Cascades
- ◆ Tactical Toolbox
 - ◇ Strategic Guideposts (Strategy Maps, Strategic Plans, Marketing Audits, Marketing Plans)
 - ◇ Organizational Identity (Assessment, Tracking and Valuation)
 - ◇ Employee Alignment and Engagement (Assessment and Tracking)
 - ◇ Research Design and Analysis
- ◆ Leadership Development
 - ◇ Live-delivery and Blended Professional Development Experiences
 - ◇ Professional Development Assessment Tools

Partial List of Clients:



SAMPLE CONSULTING ENGAGEMENTS



◆ “How to Avoid Being the Next Lurid FAIL Caused by Disruption”

An industry-leading technology-based content firm faced coming disruption, including dramatic, rapid shifts in both consumer preferences and emerging platforms for content delivery. The firm partnered with us to create a completely new business model and strategy for their operation, while maintaining the essence and DNA of their company culture. My team and I helped senior leaders with strategy formulation as well as acquisition of new tools to support the strategy. In addition, we utilized proprietary research tools to assess employees’ cultural views, engagement and strategic understanding.

◆ “From Inside-Out to Outside-In”

A global automotive manufacturing firm located in Detroit, historically product-driven, committed to a dramatic shift in corporate strategy, culture and processes. As a strategic partner for the initial phases of this shift, my team and I provided strategic direction and support in defining the firm’s new strategy. Additionally, we utilized proprietary research tools to assess managers’ alignment and cultural views, as well as to identify knowledge gaps. These data then became the input for design of corporate change as well as internal alignment and engagement efforts, created for constituencies ranging from senior management to retailers and suppliers.

◆ “Strategy Drives a New Approach to Reinventing Medicaid”

In a similar vein, a large state government agency — serving nearly 3 million residents and operating at a budget of more than \$21 billion — committed to a dramatic, strategic shift in organizational culture and processes, to become “a best-in-class insurance company with a moral compass.” This was one element of a massive, state-wide health care reform initiative. As a strategic partner in this initiative, my team and I provided support in strategy formulation and execution, including ongoing assessments of evolving organizational culture and leadership competencies. We also designed and implemented interventions to support agency-wide employee alignment, leadership development and employee adoption of new processes.

◆ “We Bought This Stuff...Now What?”

A global agribusiness conglomerate — after a dramatic series of mergers and acquisitions — sought strategic assistance in (a) creating a business strategy, as well as (b) merging disparate corporate cultures and strategies into one integrated organization. My team and I helped senior management define the firm’s market strategy as well as created organizational buy-in throughout various levels of the organization and its sales force. In addition, we utilized proprietary research tools to assess managers’ cultural views, knowledge gaps, and to design additional organizational change initiatives.

◆ “Igniting the Economic Engines of a Mission-Driven Organization”

A top-5 nonprofit—in the largest and fastest growing city within the state—found that growth does not necessarily mean increased dollars for mission-based activities. My team and I worked closely with senior leaders and the Board to support the formulation of a new strategy that would free up potential unencumbered revenue-generating opportunities within the nonprofit’s portfolio of services. In addition, we worked closely with VPs, directors, and other leaders to ensure ongoing alignment with this new strategy as well as the organization’s overall mission during execution.