

DEBORAH J. MITCHELL

**CURRICULUM VITAE
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EDUCATION

Ph.D. (Marketing and Behavioral Science), University of Chicago Booth School of Business (1991).

M.B.A. (Marketing), University of Chicago Booth School of Business (1985).

B.S. (Business Administration), Fisher College of Business, the Ohio State University (1980).

PROFESSIONAL EXPERIENCE

ACADEMIC APPOINTMENTS

- ◆ Fisher College of Business, The Ohio State University.
 - ◇ Clinical Associate Professor, Marketing (2012 – present).
- ◆ Wisconsin School of Business, University of Wisconsin-Madison.
 - ◇ Fellow and Executive Director, Center for Brand and Product Management (2009 – 2012).
 - ◇ Associate Dean, Enterprise MBA Programs and Marketing Services (2006 - 2009).
 - ◇ Senior Lecturer, Marketing (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 of Marketing (1996 - 1997).
- ◆ Temple University.
 - ◇ Assistant Professor of Marketing (1991 - 1996).
- ◆ The Wharton School, University of Pennsylvania.
 - ◇ Senior Lecturer, Marketing (1991 - 1996).
 - ◇ Assistant Professor of Marketing (1988 - 1991).
- ◆ Johnson Graduate School of Management (Cornell).
 - ◇ Assistant Professor of Marketing (1987 - 1988).

CORPORATE (ENTREPRENEURIAL) EXPERIENCE

- ◆ Founder and President, Cypress Consulting, Ltd. and CypressTree Corp. (1997 - present).

BOARDS

- ◆ Board member, Center for Advanced Study in Business, Inc. (2007 - 2012).

ACCOMPLISHMENTS

SECTION I: ACADEMIA

Highly trained and practiced in academic tradition. Summary of key features:

- ◆ Appointments at leading business schools including Wharton, Stanford and Chicago Booth.
- ◆ Teaching award winner across multiple universities.
- ◆ Designer / instructor in MBA-level and executive programs for innovative entities such as UNext and Duke Corporate Education.
- ◆ Scholarly publications in journals including *Journal of Consumer Research*, *Journal of Consumer Psychology*, *Journal of Advertising*, and *Journal of Behavioral Decision-Making*.
- ◆ Supervised doctoral dissertation and served on dissertation committees.
- ◆ Research award winner and grant recipient.
- ◆ Ad-hoc reviewer: *Marketing Science*, *Journal of Market Research*, *Journal of Consumer Research*, *Journal of Marketing*, and *Journal of Consumer Psychology*.
- ◆ Academic administration experience at Associate Dean and unit levels.

ACCOMPLISHMENTS IN ACADEMIC TEACHING

DEGREE-BASED

◆ **Graduate-level Courses (MBA)**

- ◇ Ohio State: MBA Core Marketing Management, New Product Development, Business Model Innovation, Brand, Meaning & Identity.
- ◇ Wisconsin: Values-based Leadership, Marketing Communications, Consumer Behavior.
- ◇ Kellogg: Business Marketing.
- ◇ Chicago Booth: Marketing Channels, Marketing Communications.
- ◇ Stanford: MBA Core Marketing Management, Brand Management.
- ◇ Wharton: Consumer Behavior, New Product Development.
- ◇ Temple: MBA Core Marketing Management, Consumer Behavior.
- ◇ Cornell: MBA Consumer Behavior, Marketing Communications.

◆ **Graduate-level Courses (Executive MBA)**

- ◇ Ohio State: Marketing Management, Brand & Identity.
- ◇ Kellogg: Business Marketing.
- ◇ Wisconsin: Values-based Leadership.

◆ **Other Courses**

- ◇ Ohio State: Undergraduate Honors Cohort, Marketing; Undergraduate Core Marketing Management, required of all business majors, Capstone Project-based Consulting Course, required of all marketing majors.
- ◇ Wharton: Undergraduate Core Marketing Management, required of all business majors.
- ◇ Wharton and Wisconsin: various undergraduate-level marketing electives (e.g., New Product Development; Marketing Communications).
- ◇ Temple: Ph.D. Marketing Seminar.

◆ **Teaching Awards and Honors**

- ◇ University of Wisconsin-Madison School of Business, Fulltime MBA Program Teacher of the Year (2006 and 2007).
- ◇ Wharton Excellence in Teaching Award (1991).
- ◇ Final-four finalist, the Wharton “Anvil” Award (1991).

NON-DEGREE EXECUTIVE EDUCATION COHORT-BASED PROGRAMS AND SEMINARS (SAMPLE ENGAGEMENTS)

- ◆ 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: Product Management Leadership, TIAA-CREF.
- ◆ Creator and Instructor: Building the Brand, Focusing the Leadership Effort, Cushman & Wakefield.
- ◆ Creator and Instructor: Creating a Market-Driven Organization, CNN/Time Warner.
- ◆ 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: Mental Models/Learning Assessment and Intervention System, General Motors - NAO.
- ◆ Creator and Instructor: Brand Management and Assessing Brand Fitness, General Motors-NAO.
- ◆ Creator and Instructor: Branding for Competitive Advantage, Frost & Sullivan, Inc. (UK).
- ◆ Creator, Academic Director and Instructor: Building and Leveraging Brand Equity, The Wharton School.

ACCOMPLISHMENTS IN ACADEMIC RESEARCH

RESEARCH INTERESTS

- ◆ Leadership development and the creation of meaning.
- ◆ The representation of leaders' mental models in memory, and the impact of mental models on behaviors.
- ◆ Also trained and published in the use of imagery and nonverbal processes in decision-making.

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. Sujan (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 work has been cited at least 203 times. There is some degree of undercounting due to International Thomson and 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:

- ◆ "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) FELLOW AND EXECUTIVE DIRECTOR, CENTER FOR BRAND AND PRODUCT MANAGEMENT (2009 – 2012)

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 included teaching and leading 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 focused on branding from the School's Marketing Department; and responsibility over an annual budget of approximately \$1.4 million.

(2) ASSOCIATE DEAN, ENTERPRISE MBA PROGRAMS (2006-2009)

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.
- ◆ Created new degree offering within the Enterprise platform, "Wisconsin Executive MBA – The Manager's Program" (2008). This offering provides unique benefits for the School, individual program participants and for the corporate partner. Business development efforts yielded the opportunity to launch the first instance of The Manager's Program as a new customized offering in conjunction with corporate sponsor Kohl's Inc..
- ◆ 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.

(3) MARKETING THE WISCONSIN SCHOOL OF BUSINESS (2007-2008)

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; (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.

- ◆ 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 Slingsers").
- ◆ 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™

Led 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 (from March 2007 through May 2008).

- ◆ 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 May 9, 2008 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

SECTION II: INDUSTRY

(AS FOUNDER AND PRESIDENT, CYPRESS CONSULTING, LTD. / CYPRESSTREE CORP.)



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).

CYPRESSTREE: 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. CypressTree today is staffed by employees as well as experts in strategy, research, communications, training and related areas on a project-needed basis. We work selectively with a handful of global and US-based clients.

Our slogan, "Connecting the Mind and the Heart of the Enterprise," reflects our promise: we will help you successfully connect knowledge and leadership, vision and commitment, strategy formulation and execution—both outside and inside your organization.

We are a consulting firm that believes 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 leadership development. 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:

- ◆ Strategic Consulting
 - ◇ *Strategy Mapping and Balanced Scorecard*
 - ◇ *Organizational Identity and Employee Engagement*
- ◆ Tactical Toolbox
 - ◇ *Strategic Guideposts: Strategy Maps, Strategic Plans, Marketing Audits, Marketing Plans*
 - ◇ *Organizational Identity Assessment and Valuation*
 - ◇ *Employee Engagement Assessment and Tracking*
 - ◇ *Value-based Sales Tools*
 - ◇ *Research Design and Analysis*
- ◆ Leadership Development and Training
 - ◇ *Live-delivery and Distance Learning Programs and Seminars*
 - ◇ *Learning Assessment Tools*
- ◆ Partial List of Clients:



SAMPLE CYPRESS ENGAGEMENTS: SUPPORTING A MAJOR CHANGE EFFORT

- ◆ **Example #1.** A global Fortune 50 manufacturing firm, historically product-driven, committed to a dramatic shift in corporate culture and processes—to become customer-focused and market-driven. As a strategic partner for the initial phases of this Brandwoven™ program, Cypress Consulting provided strategic direction and support in defining the firm’s new value proposition and brand strategy. Additionally, Cypress utilized proprietary research tools to assess managers’ culture views, as well as to identify knowledge gaps. This data then became the input for design of corporate change and internal marketing efforts, created for constituencies ranging from senior management to retailers and suppliers.
- ◆ **Example #2.** 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, Brandwoven™ organization. Cypress 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, Cypress utilized proprietary research tools to assess managers’ cultural views, knowledge gaps, and design organizational change initiatives.

SAMPLE CYPRESS ENGAGEMENT: REINVENTING A FRANCHISE

- ◆ A famous household name in the consumer products sector had fallen on hard times. Cypress assisted the team with relaunching this business, with a goal of not only reversing the brand’s decline but achieving healthy, sustainable, long-term growth. After a successful relaunch, the business was sold for a healthy premium to a large global pharmaceuticals firm.

SAMPLE CYPRESS ENGAGEMENT: INTEGRATING TWO CULTURES, WHILE BRIDGING FROM THE PAST TO THE FUTURE

- ◆ A global media organization enjoyed great success with its destination website and accompanying digital initiatives. Internally, however, a battle raged. Different divisions and senior executives needed to come together to address key questions such as: How should resources be allocated across the core television business and the emerging New Economy initiatives? More fundamentally, how does one create a strategic vision that can leverage the strengths of the past while creating new sources of competitive advantage in a rapidly changing environment? Cypress provided a forum and tools for bringing the “right” decision-makers to the table, as well as the catalyst for integrating two differing cultures into one functional organization.

SAMPLE CYPRESS ENGAGEMENT: VALUING BRANDS, WITHIN A PORTFOLIO AND ACROSS SEGMENTS

- ◆ A major manufacturer faced an important decision: should some brands within its portfolio be dropped? Which remaining brands should receive a greater share of the firm’s marketing resources? Cypress developed tools to aid in addressing these decisions, allowing the firm to see not only which were the strongest brands “in-house,” but also how strong each brand was relative to its marketplace competitors.

SAMPLE CYPRESS ENGAGEMENT: COMPETITIVE RESPONSE

- ◆ A marketplace entrant whose product possessed superior technology suddenly threatened the market share leader, beloved by millions of shoppers. This new competitor was lobbing nasty attacks at the leader, and had the money and resources to win any protracted advertising battle for the hearts and minds of consumers. Cypress helped the brand under attack formulate a successful response to this “category killer,” which enabled the brand to remain on top while preserving its brand equity.

SAMPLE CYPRESS ENGAGEMENT: CRISIS MANAGEMENT

- ◆ An automaker faced with a sudden perceived rollover problem on its SUV model recruited Cypress to develop a response that would minimize any damage to the brand. After implementing the response, tracking data showed that the brand’s image suffered *no* long-lasting ill effects, while brand awareness actually increased—on balance, a real win for the brand.

SAMPLE CYPRESS ENGAGEMENT: BRIDGING THE GAP BETWEEN SALES AND MARKETING

- ◆ A large professional services firm suffered the classic problem often seen in more traditional, product-focused firms: animosity and dysfunctional relations between the sales organization and the teams charged with marketing the firm. Cypress utilized tools and processes for facilitating a new organizational design and process initiative, resulting in dramatic increases in efficiency as well as more effective relationships with prospects and customers.

