

## JoAnn Sciarrino

Knight Chair, Digital Advertising and Marketing  
School of Media and Journalism  
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### ACADEMIC EXPERIENCE

One of twenty endowed Knight Chairs on the faculty of the nation's leading universities. The mandate for this chair is to produce applied research that advances our understanding of digital advertising and marketing, develop innovative instruction and curriculum that trains tomorrow's media leaders and provide extensive outreach to the industry and profession. Areas of specialty include digital advertising, native advertising, brand attachment and marketing analytics.

7/12 – current **Knight Chair, Digital Advertising and Marketing** **Chapel Hill, NC**  
**University of Chapel Hill, NC**

### PROFESSIONAL EXPERIENCE

Experience working with more than thirty national and global brands in advertising and marketing. Work includes strategic planning, account planning and brand science, but widely known for advanced and innovative marketing evaluation and effectiveness measurement in both digital and traditional media. Professional positions range from analyst to executive vice president.

5/01 – 6/12 **BBDO** **New York, NY; Atlanta, GA**

2/09 – 6/12 **Executive Vice President, BRAND SCIENCE** **New York, NY; Atlanta, GA**  
**BBDO NORTH AMERICA**

- Profit center for insights generation, accountability and metrics for North American clients, including AT&T, Starbucks, FedEx, Global Hyatt, J&J, GE, Hormel, Arby's, REI, Georgia Pacific, TWC, ING, Bank of Central Asia, REI and GA Lottery.
- Responsibilities include: Voice of the Customer Research, MMM (ROI), SEM, CRM, Web Analytics, Social Media Measurement, Monitoring and Modeling, Advertising Claims, Positioning, Segmentation, Product Concept, Customer and Employee Satisfaction, Choice Modeling, Pricing and Retail Traffic Optimization.
- Generated an average >\$9 client returns for every \$1 invested in our fees.
- Grew continuous revenues at >28% YOY since 2008 and grew team to 35-person consultancy of statisticians, researchers and modelers.
- Led innovation of two new analytical approaches: (1) monitoring and measuring Social Media; and (2) measuring corporate social conscious advertising impact on sales.
- Adjunct Professor Bus542, Goizueta Business School, Emory University.

11/06 – 1/09 **Executive Vice President, RESEARCH AND CONSULTING**  
**BBDO ATLANTA**

- Insights generation, accountability and metrics for all agency clients, including AT&T, Hyatt, J&J, REI, ING, Capital One, Harrah's and Bayer.
- Responsibilities include: Brand Health, Advertising Claims, MROI, Copy Testing, Positioning, Segmentation, Consumer Trends, Product Concept, Customer and

Employee Satisfaction, Choice Modeling, Pricing, Ethnography and Retail Traffic Optimization.

- Created "Fewest Dropped Calls", "Fastest 3G" and "More People Choose" advertising claims which generated >\$5 Billion in incremental sales. Developed measurement for 4 winning Effies.
- Led client teams from network engineering, legal, marketing and advertising to quantify, statistically validate and legally defend AT&T's various advertising claims.
- Sold-in to clients, then recruited, trained and managed 24-person department with responsibility for insight generation, accountability and metrics for all agency clients.
- Appointed to agency 7-person, cross functional Management Operations Board, responsible for agency vision, business plan and culture.
- Developed brand planning & research training program for BBDO University to standardize advertising evaluation and effectiveness processes, tools and metrics.
- Measured and evaluated interaction effects of promotional marketing stimuli between online (clicks) and offline (bricks) for a niche retailer, driving 2x response rate.
- Selected to lead the Accountability and Metrics portion of several new business pitches, including 2 global clients and 4 North American clients, representing over \$80 Million in agency revenues.

9/04 – 11/06

**Senior Vice President, RESEARCH AND CONSULTING**  
**BBDO ATLANTA**

- Sold-in to clients, then recruited, trained and managed 12-person department with responsibility for insight generation, accountability and metrics for all agency clients.
- Responsible for positioning, concept evaluation, advertising evaluation and advertising effectiveness measurement for the "Cingular Fits You Best" campaign, which generated \$20.58 for every \$1 spent in media which solidified the Cingular brand.
- Researched and recommended optimal price of an exclusive consumer electronic (correcting an initial unsuccessful client launch) using Van Westendorf method, resulting in 118% goal attainment in 3 months.
- Innovated the application of Myers-Briggs Personality Type Indicator with classical segmentation to develop new positioning & campaign for leading non-profit organization.
- Created a complete positioning and communications strategy in 3 business days using only secondary and syndicated research for major beverage client among 'Cowboy' Enthusiasts.
- Launched line extension for leading CPG client, driving trial and repeat purchase of target consumers 170% versus BASES predicted levels.
- Assisted in several new business pitches, resulting in \$9 MM in agency revenue.

5/02 – 12/03

**Vice President, RESEARCH AND CONSULTING**  
**BBDO ATLANTA**

- Sold-in to clients, then recruited, trained and managed 7-person department with responsibility for insight generation, accountability and metrics for all agency clients.
- Developed a 2-tiered online marketing strategy and communications plan for a financial services client which increased qualified leads and decreased cost per acquisition by 31%. Statistically established the linkages between engagement and message recall for a CPG client that cleared the way for a new campaign that drove 22% lift in copy test performance and exceeded competitive norms by 8 percentage points.
- Re-positioned and created targeted messaging strategy for a CPG company, resulting in an incremental, 16% lift in unit sales versus plan.
- Assisted in 3 new business pitches, resulting in \$5 MM in agency revenue.

5/01 – 5/02

**Director, RESEARCH AND CONSULTING**  
**BBDO ATLANTA**

- Sold-in to clients, then recruited, trained and managed 4-person department with responsibility for insight generation, accountability and metrics for all agency clients.
- Established the "BBDO Communications Research Continuum" which established standard planning & research methods, processes, tools & metrics for all agency clients.

- Conceived, wrote and led Brand Health and Copy Testing RFPS (including sample plan, recruiting specifications, performance standards, etc.) and supplier selection for various clients, including tele-communication, hotelier and financial service clients.
- Developed a churn tracing model for major utility client that identified churn predictors, which subsequently was used for a targeted marketing campaign which decreased first year churn by 4 basis points, which drove a \$17 MM increase in first quarter net income.

1994-2001      **BURKE, INC**      **Atlanta, GA**

1999 – 2001      **Group Practice Leader, BURKE STRATEGIC CONSULTING GROUP**

- Group leader responsible for marketing expansion consultancy that delivered classical marketing consulting engagements paired with research, including brand and product positioning, product concept testing, buyer behavior, segmentation, marketing opportunity, message development, customer relationship management and competitive war gaming.
- Recruited and led consulting team comprised of junior and senior consultants to work on selected engagements.
- In first 18 months, created \$3.8 Million in new group revenue. Selected clients included Home Depot, Kraft Foods, GTE, BellSouth and American Express.

1994-1999      **Account Executive, BURKE MARKETING RESEARCH**

- Custom research and marketing consulting in all marketing areas, including positioning research, customer segmentation, tracking, communications evaluation and new product testing.
- Selected clients include Blockbuster Entertainment, GTE, BellSouth, Home Depot, Motorola, CNL, Fortis, Hartford and American Express.

1992-1994      **FORTIS, INC**      **New York, NY**

**Director, Strategic Planning and Research**

- Directed all product research, customer segmentation, customer retention, forecasting and planning for whole life subsidiaries of Fortis, Inc. Repositioned the brand and co-led successful national launch.
- Project Leader for a \$2 million client server, windows based client information system, supported by over 100 data tables for 400+ users, on time & under budget.
- Developed the first production forecasting Time Series Analysis model using exponential smoothing methods, which resulted in determining integrated forecasts by product, by region, by month, with  $r(2)=96.3\%$  (MAPE +/- 2.6%).

1989-1992      **HILLENBRAND INDUSTRIES**  
**Senior Manager, Strategic Planning and Research**

1986-1989      **EASTMAN KODAK COMPANY**  
**Research Analyst & Sales Representative**

1985-1986      **PEPSICO**  
**Trade Research Analyst**

## **EDUCATION**

1999      **MBA, Goizueta Business School, Emory University**      **Atlanta, GA**  
Marketing and Decision Science, Beta Gamma Sigma Honors  
AMA Co-Author Conference Presentation: "*The Contingent Impact of Relational Value Disciplines on Firm Performance*" (Dr. Reshma Shah and JoAnn Sciarrino)

1986      **BA, Michigan State University**      **East Lansing, MI**  
Marketing and Statistics

## HONORS, AWARDS AND GRANTS

### Academic Awards and Grants

- 2016            **Tanner Award for Excellence in Undergraduate Teaching**  
One of five university-wide recipients out of more than five hundred nominees for UNC's most prestigious undergraduate teaching award. Recipients must be nominated by current and former students. Final selection in the fall semester is made by a committee of past Tanner recipients, appointed by the UNC Provost.
- 2015            **Knight Foundation and UNC: Innovation and Sustainability of Local News Grant**  
\$4 million grant awarded to understand, investigate and identify business models for local news organizations struggling to adapt in the digital age. Designated recipient of \$1.2 million, shared with Knight Chair of Journalism and Digital Media Economics, Penny Muse Abernathy.
- 2014            **AT&T Inc., Digital Innovation Grant**  
\$50,000 grant awarded to explore, understand and measure the degree to which brand attachment may impact digital interactions, especially those for owned and earned branded media.

### Professional Awards and Grants

- 2009            **Baton, Barton, Durstine and Osborn (BBDO) Performance Medal**  
Awarded BBDO's most prestigious award for employee recognition of individual contribution, attitude and performance.
- 2008            **BBDO Employee Wall of Fame**  
Awarded to BBDO's "wall of fame" for developing, and legally defending, "Fastest 3G" superlative advertising claim for AT&T (Cingular Wireless).
- 2005            **BBDO Employee Wall of Fame**  
Awarded to BBDO's "wall of fame" for developing, and legally defending, "Fewest Dropped Calls" superlative advertising claim for AT&T (Cingular Wireless).
- 2002            **BBDO Employee Wall of Fame**  
Awarded to BBDO's "wall of fame" for developing a churn tracing model that identified vulnerable customers before churning, resulting in an estimated \$51 million in retained net revenue for client.

## PUBLICATIONS (PEER REVIEWED) AND BOOKS

### Published Articles

"She's just not into you: The mediating impact of brand attachment on digital interactions." *Journal of Digital and Social Media Marketing*, Volume 4, Number 2, Summer 2016, pp. 157-169(13).

"Leveraging the virtuous circle of brand and the extended [digital] self," *Journal of Marketing Theory and Practice*, Volume 22, Issue 2, 2014, pp. 147-148.

### Accepted Articles

"Using the Elaboration Likelihood Model to evaluate the persuasive impact of native advertising," *Journal of Digital and Social Media Marketing*.

## Books

Penny Muse Abernathy and JoAnn Sciarrino, *Digital Media Entrepreneurship* (working title.) Under contract with Wiley Blackwell. Publication date, 2017. This book is an accessible textbook intended for both professional and academic audiences and is based on extensive research of new media models.

*Advertising as the Art of Storytelling*, sidebar feature in "Saving Community Journalism: The Path to Profitability," Abernathy, Penelope Muse, UNC Press, 2014, pp. 167-168.

## **SPEAKING ENGAGEMENTS**

### Invited (Formal) Speaking Engagements

"How to Tie and Trace Owned Media (Branded Content Marketing) to Revenue and Profitability." Association of National Advertisers, Naples, FL

"How to Tie and Trace Owned Media (Branded Content Marketing) to Revenue and Profitability." Content Marketing World, Cleveland, OH

"She's Just Not That into You: The Mediating Impact of Brand Attachment on Digital Interactions." Digital Innovation Summit, New York, NY

"The Virtuous Circle of Advertising and Brand Attachment on Firm Financial Performance." University of Kentucky (Irwin Warren Lecture), Lexington, KY

NBC Universal Global Marketing Summit: "She's Just Not That into You: The Mediating Impact of Brand Attachment on Digital Interactions." Orlando, FL

Advertising Research Foundation: "The Virtuous Circle of Advertising and Brand Attachment on Firm Financial Performance." New York, NY

"She's Just Not That into You: The Mediating Impact of Brand Attachment on Digital Interactions." TBWA Worldwide, New York, NY

"She's Just Not That into You: The Mediating Impact of Brand Attachment on Digital Interactions." Mediacom, New York, NY

"She's Just Not That into You: The Mediating Impact of Brand Attachment on Digital Interactions." BBDO Worldwide, New York, NY

"She's Just Not That into You: The Mediating Impact of Brand Attachment on Digital Interactions." Young & Rubicam, New York, NY

"She's Just Not That into You: The Mediating Impact of Brand Attachment on Digital Interactions." Canadian Marketing Association, Toronto, Canada

"She's Just Not That into You: The Mediating Impact of Brand Attachment on Digital Interactions." Goizueta Business School, Atlanta, GA

"The Virtuous Circle of Advertising and Brand Attachment on Firm Financial Performance." Content Marketing World, Cleveland, OH

"The Virtuous Circle of Advertising and Brand Attachment on Firm Financial Performance." Goizueta Business School, Atlanta, GA

"The Virtuous Circle of Advertising and Brand Attachment on Firm Financial Performance." Nationwide Insurance Marketing Team, Columbus, OH

"The Virtuous Circle of Advertising and Brand Attachment on Firm Financial Performance." Travelocity

Marketing Team, Dallas, TX

"The Virtuous Circle of Advertising and Brand Attachment on Firm Financial Performance." McKinney, Durham, NC

"She's Just Not That into You: The Mediating Impact of Brand Attachment on Digital Interactions." SapientNitro, Atlanta, GA

"The Virtuous Circle of Advertising and Brand Attachment on Firm Financial Performance." Content + Conference, Greensboro, NC

"Data Science Storytelling for Marketers." Content + Conference, Greensboro, NC

"She's Just Not That into You: The Mediating Impact of Brand Attachment on Digital Interactions." AT&T Global Brand and Advertising Team, Atlanta, GA

"Can Branded Storytelling Be Measured?" Content Marketing World, Cleveland, OH

"She's Just Not That into You: The Mediating Impact of Brand Attachment on Digital Interactions." Wunderman, New York, NY

#### Informal Speaking Engagements

"The Virtuous Circle of Advertising and Brand Attachment on Firm Financial Performance." News & Observer Management Team, Raleigh, NC

"Data Science Storytelling." SAS Strategic Planning and Education Division, Cary, NC

"Digital Marketing Secret Sauce: Customer Journey Mapping." Johnson & Johnson, Camden, NJ

"The Virtuous Circle of Advertising and Brand Attachment on Firm Financial Performance." US Bancorp, San Francisco, CA

"She's Just Not That into You: The Mediating Impact of Brand Attachment on Digital Interactions." The Home Depot, Atlanta, GA

"She's Just Not That into You: The Mediating Impact of Brand Attachment on Digital Interactions." MediaLink, New York, NY

"The Virtuous Circle of Advertising and Brand Attachment on Firm Financial Performance." Scripps Media, New York, NY

"The Virtuous Circle of Advertising and Brand Attachment on Firm Financial Performance." Nielsen Digital, New York, NY

"The Virtuous Circle of Advertising and Brand Attachment on Firm Financial Performance." MSW Research, Port Washington, NY

"The Virtuous Circle of Advertising and Brand Attachment on Firm Financial Performance." Visa Inc., Foster City, CA

"Data Science Storytelling." Omnicom, New York, NY

"The Virtuous Circle of Advertising and Brand Attachment on Firm Financial Performance." Cotton, Inc, Cary, NC

"The Virtuous Circle of Advertising and Brand Attachment on Firm Financial Performance." Hyatt Hotels Inc., Chicago, IL

"She's Just Not That into You: The Mediating Impact of Brand Attachment on Digital Interactions." Three Ships Media, Raleigh, NC

"She's Just Not That into You: The Mediating Impact of Brand Attachment on Digital Interactions." Capstrat LLC, Cary, NC

"She's Just Not That into You: The Mediating Impact of Brand Attachment on Digital Interactions." KFBS Executive Education: Chapel Hill, NC

"Nervertising: The Science Behind the World's Most Effective Advertising Campaigns," UNC Ad Club, Chapel Hill, NC

"Nervertising: The Science Behind the World's Most Effective Advertising Campaigns," Goizueta Marketing Strategy Competition Participants, Atlanta, GA

## **INDUSTRY WORKSHOPS**

Knight News Challenge Winners Workshop. More than 80 Knight News Challenge winners, Knight staff and a team of advisers meet to help winners advance in their projects. Knight Foundation, August 25, 2014, Kansas City, MO:

- "Business Models and Scaling to Revenue."

"From Disruption to Transformation: New Strategies for Prosperity in a Digital Age." Moderator and presenter at a three-day strategy workshop for 50 CEOs, publishers, editors and owners of community news organizations/papers, co-sponsored with the Southern Newspaper Association. UNC School of Media and Journalism, May 18-20, 2015, Chapel Hill, NC:

- "How much is each reader worth? A simple way to calculate the lifetime value of your audience."
- "Totally rethinking the advertising sales effort: Is an in-house digital agency feasible for your organization?"

## **INDUSTRY CONSULTING CLIENTS**

BBDO Worldwide  
AT&T Inc.  
Starbucks Corporation  
Hyatt Hotels Corporation  
FedEx Corporation  
PepsiCo Inc.  
Recreational Equipment Inc.  
Goya Foods International  
The Gillette Company  
Johnson & Johnson  
Visa Inc.  
Cotton Inc.  
Pace Communications  
McKinney (Cheil Worldwide)  
Nugget Inc.  
Carolina Tiger Rescue  
The Looma Project  
The News Reporter

## **PUBLIC SERVICE**

### Industry Service

- 2015-2016     **Journal of Branded Content Marketing**  
Founding member, advisor and content contributor for new journal (and association) to research, understand and promote the burgeoning new field of branded content marketing among both academics and practitioners.
- 2014-2016     **Content Marketing World**  
Recurring judge for Content Marketing Awards (three years judging entries: 2014, 2015, 2016). The Content Marketing Awards are presented and owned by the Content Marketing Institute to recognize and award the best content marketing projects, agencies and marketers in the industry each year. The Content Marketing Awards is the largest international content marketing awards program. Categories I have judged: Retail, Financial Services, Travel & Tourism and Technology.

### University and School Service

#### ***Workshops, Symposiums and Programs***

- 2012-2016     **Resume and Career Workshops**  
Created, led and recruited high profile advertising executives to deliver the popular resume and career workshop "Hired: Creating a Kick-@\$\$ Resume for a Killer Advertising and Marketing Job"
- Fall, 2016 (1)  
Spring, 2016 (2)  
Fall, 2015 (1)  
Spring, 2015 (2)  
Fall, 2014 (1)  
Spring, 2014 (2)  
Fall, 2013 (1)  
Spring, 2013 (1)  
Fall, 2012 (1)
- 2013-2016     **Next World Media Symposiums**  
Co-Director, convener and moderator for Next World Media Symposium, an annual ½ day event for students, faculty and alumni interested in media to learn from highly curated, practicing industry luminaries in a "Ted-Talk" presentation format. Past symposium areas of focus:
- Fall 2013: "Everything Old is New Again"  
Fall 2014: "Small is Brilliant"  
Fall 2015: "All the Mad Men are Dead"  
Fall 2016: "V is for Video"
- 2014-2016     **Value Proposition Design for Media Start-Ups**  
Created and led student media entrepreneurship workshops at UNC Venture 1789 incubator, a joint initiative supported by Kenan-Flagler Business School and Innovate Carolina:
- Spring 2014  
Spring 2015  
Spring 2016



- 2013-2016     **BBDO/UNC Summer Internship Program**  
Co-Director, curator and organizer to facilitate selection of between five and six of our top advertising students annually for paid internships with BBDO in Account Management, Account Planning or Creative.
- 2014-2015     **Facts Versus Insights Workshops**  
Created and led workshop to teach undergraduate and graduate students the difference between facts versus insights in marketing research:  
  
Spring 2015  
Spring 2014
- 2012-2016     **Career Coaching, Mentorship and Placement Program**  
Facilitated the placement of more than fifty students at leading advertising, public relations, consumer packaged goods, technology and digital firms via either extensive networking or one-on-one coaching through the interview process.
- 2015           **PWC Case Competition (KFBS)**  
Selected and served as judge for the highly competitive Price Waterhouse Coopers KFBS Case Competition, hosted by Fuqua School of Business.

**Thesis Committees:**

Rand, Kate. *Tribes, Millennials and Apparel*. The University of North Carolina at Chapel Hill. Honors Thesis/Project [in process], expected completion 2017. **Chair.**

Victor, Alexia. *Understanding Consumer Perceptions of BarkBox: A Digital Advertising and Marketing Campaign*. The University of North Carolina at Chapel Hill. Master's Thesis/Project, 2016. **Chair.**

Grady, Lauren. *Adding a New Dimension to Advertising: The Effects of Branded Augmented Reality on Brand Attachment and Purchase Intent*. The University of North Carolina at Chapel Hill. Honors Thesis/Project, 2016. **Chair.**

Noor, Sophia. *Motivate Me: A Market Positioning Analysis*. The University of North Carolina at Chapel Hill. Master's Thesis/Project, 2016. **Chair.**

Kipphut, Darlene. *Engaging Progressive Voices: Lilian's List Communication and Branding*. The University of North Carolina at Chapel Hill. Master's Thesis/Project, 2016. **Committee Member.**

Frevert, Tanner. *Exploring the Changes of Perception Associated with Native Advertising and Online Sponsored Content*. The University of North Carolina at Chapel Hill. Master's Thesis/Project, 2015. **Chair.**

Fosdal, Victoria. *The Walking Classroom: Pathway for Success*. The University of North Carolina at Chapel Hill. Master's Thesis/Project, 2015. **Committee Member.**

Joyner, Andrew. *Exploring the Viability of an Online Sports and Entertainment Research and Insights Digital Storefront*. The University of North Carolina at Chapel Hill. Master's Thesis/Project, 2015. **Chair.**

Passingham, Daniel. *Understanding Bobble's Primary Target Audience: Consumer Beliefs and Behaviors in the Filtration and Reusable Water Bottle Market*. The University of North Carolina at Chapel Hill. Master's Thesis/Project, 2015. **Committee Member.**

DeFranza, David. *Thoughtful, Involved and Engaged: Using the Elaboration Likelihood Model to Evaluate Native Advertising*. The University of North Carolina at Chapel Hill. Master's Thesis/Project, 2015. **Chair.**

Rogers, Emery. *Keeping A Breast: A Qualitative Study of Motivations for Selecting, Downloading and Using a Breast Cancer Self-Exam Mobile App*. The University of North Carolina at Chapel Hill. Master's Thesis/Project, 2014. **Committee Member**.

Graban, Emily. *Mobile advertising sucks, but doesn't have to – will branded content save the day?* The University of North Carolina at Chapel Hill. Master's Thesis/Project, 2014. **Chair**.

Seidler, Kelsey. *Job Seeker Perceptions in Online Recruitment*. The University of North Carolina at Chapel Hill. Master's Thesis/Project, 2014. **Committee Member**.

Alexander, Lex. *Effect of a Redesigned Website on Web Traffic at Greensboro College*. The University of North Carolina at Chapel Hill. Master's Thesis/Project, 2013. **Chair**.

### **Other Committees and Service**

- 2014-current **Faculty Mentor**  
Faculty teaching mentor to Assistant Professor and to a Professor of the Practice.
- 2014-2015 **School Name Change Committee, Co-Chair**  
Researched and assisted John Sweeney in a broad exploration and initiative to change the name of our School. Research included six key segments: undergraduate students, graduate students, faculty, alumni and donors. Successful name change to "School of Media and Journalism" in 2015.
- 2013-2014 **School of Media and Journalism Brand Architecture Project, Chair**  
The School of Media and Journalism Brand Architecture Project is to create a contemporary brand architecture to identify and delineate the School central value, spirit of the brand, domains of brand distinction and the values of our graduates.
- 2013-2016 **Promotion & Tenure Committee, Member**
- 2014-2016 **Master's Program Committee, Member**
- 2013-2015 **Scholarship Committee, Member**
- 2013-2015 **Curriculum Committee, Member**
- 2016 **CISLM Program Director Search, Committee Member**
- 2015 **CISLM Research Associate Search, Committee Member**
- 2014 **Assistant Advertising Professor Search, Chair**
- 2012-current **Guest Lecturer in the School of Media and Journalism**  
Guest lectures to undergraduate and graduate students in the School of Media and Journalism, including: Introduction to Media, PR Campaigns, Intro to Advertising and Public Relations Research, Research Methods, Concepts of Marketing and Account Planning.

## **TEACHING RECORD**

### Courses Developed and Taught

**School of Media and Journalism** (Teaching awards listed under the Honors, Grants and Awards section above.)

- 2012-current **Market Intelligence, MEJO 479 (3 credit hours)**  
 This course teaches undergraduate and graduate students how to use data to make advertising and marketing decisions. It is aimed at the advertising or marketing executive who is the ultimate user of the data and who is responsible for determining the scope and direction of research conducted to solve a marketing problem. It is valuable for students planning careers in account planning, account management, marketing communications and brand management for both profit and not-for-profit firms. The course teaches the difference between facts and insights, whilst also providing advanced data analysis skills honed through real-world cases and data-sets, such as: univariate and bivariate data analysis, factor analysis, key driver analysis, ordinary least squares regression, correspondence analysis, cluster analysis, multiple discriminant analysis, social media measurement and attribution modeling.
- 2013-current **Digital Advertising and Marketing, MEJO 470 (3 credit hours)**  
 This course examines how digital tools, such as search (SEO and SEM), mobile, video, web and social media are revolutionizing the world of marketing by shifting the balance of power from firms to consumers. Contemporary Digital Advertising comprises paid, earned and owned media, with the growth in earned media representing the most significant change in consumer media behavior in history. These seismic shifts have created new opportunities for marketers to communicate with and engage consumers. This course provides practical frameworks and case to effectively create digital advertising and marketing strategies and plans, properly select the earned and paid media platforms, and monitor and measure the results of those efforts.
- 2012-current **Intro to Advertising and Public Relations Research, MEJO 279 (3 credit hours)**  
 This course teaches how to understand, evaluate and conduct communication research. It provides students with a fundamental understanding of the relationship between problem identification and research methods. The course primarily focuses on qualitative research methods, which can aid in the exploration, assessment and evaluation of advertising and public relations campaigns.

***Kenan-Flagler Business School***

- 2016-current **Digital Marketing, MBA 755, MBA@UNC (2 credit hours)**  
 This course examines how digital tools, such as search (SEO and SEM), mobile, video, web, social media and attribution modeling are revolutionizing the world of marketing by shifting the balance of power from firms to consumers. Contemporary Digital Advertising comprises paid, earned and owned media, with the growth in earned media representing the most significant change in consumer media behavior in history. These seismic shifts have created new opportunities for marketers to communicate with and engage consumers. This course provides practical frameworks and case to effectively create digital advertising and marketing strategies and plans, properly select the earned and paid media platforms, and monitor and measure the results of those efforts.
- 2015 **Digital Marketing, MBA 755, Residential MBAs (2 credit hours)**  
 This course examines how digital tools, such as search (SEO and SEM), mobile, video, web, social media and attribution modeling are revolutionizing the world of marketing by shifting the balance of power from firms to consumers. Contemporary Digital Advertising comprises paid, earned and owned media, with the growth in earned media representing the most significant change in consumer media behavior in history. These seismic shifts have created new opportunities for marketers to communicate with and engage consumers. This course provides practical frameworks and case to effectively create digital advertising and marketing strategies and plans, properly select the earned and paid media platforms, and monitor and measure the results of those efforts.

## Independent Studies

### **School of Media and Journalism**

Victor, Alexia. The Mediating Impact of Brand Attachment on Digital Interactions. The University of North Carolina at Chapel Hill. Independent Study Fall 2015.

Greer, Sara. The Mediating Impact of Brand Attachment on Digital Interactions. The University of North Carolina at Chapel Hill. Independent Study Fall 2015.

Walker, Edgar. *Exploring the relationship between collegiate division one basketball and brand attachment*. The University of North Carolina at Chapel Hill. Independent Study Spring 2015.

Gerepka, Ali. *Measuring Digital Responses to Implicit and Explicit Brand Stimuli*. The University of North Carolina at Chapel Hill. Independent Study Spring 2015.

Ruffin, Kristin. *Branded content marketing to Millennials*. The University of North Carolina at Chapel Hill. Independent Study Spring 2015.

Robinette, Taylor. Measuring the number of APP downloads from Branded Content on Atmosphere versus Display Advertising on Facebook. The University of North Carolina at Chapel Hill. Independent Study Fall 2015.

Doyle, Kathleen. Exploring the Feasibility of an In-house Digital Marketing Agency for Local Media Organizations. The University of North Carolina at Chapel Hill. Independent Study Fall 2014.

McNulty, Katie. Exploring the Feasibility of an In-house Digital Marketing Agency for Local Media Organizations. The University of North Carolina at Chapel Hill. Independent Study Fall 2014.

Meyers, Rebekah. *Location-based Mobile Marketing and Small Business*. The University of North Carolina at Chapel Hill. Independent Study Spring 2014.

Murphy, Ian. *Discovering the new golden age of television*. The University of North Carolina at Chapel Hill. Independent Study Fall 2012.