Founded in 1999, the James M. Kilts Center for Marketing advances marketing at the University of Chicago Booth School of Business by facilitating faculty research, supporting innovations in the marketing curriculum, funding scholarships for MBA and PhD students, and creating engaging programs aimed at enhancing the careers of students and alumni.

We believe marketing is a skill set that is critical to effective business leadership in all industries—from technology to consulting, entrepreneurship to finance. Booth’s distinct educational philosophy—known as The Chicago Approach™—sets us apart from all other business schools in the world. This discipline-based, empirical, and tough-minded framework teaches our students how to evaluate and analyze any business problem in order to create an effective solution—no matter the company or industry.

Our vision is for The Chicago Approach to marketing to be widely understood, valued, and implemented so that it transforms the study and practice of marketing.

Key Facts:

- Marketing is the third most popular career choice for Booth MBAs.
- Approximately 20 percent of Booth MBAs earn a marketing concentration.
- More than 100 alumni have engaged with us this year, participating in student programming and marketing labs, and attending our inaugural Marketing Summit.
- More than 1,000 researchers from more than 125 academic institutions around the globe use marketing data provided by the Nielsen Company.
- Thirteen University of Chicago faculty and PhD students are employing the newly released TransUnion data for their research.
The James M. Kilts Center for Marketing continues to serve as the hub for Chicago Booth’s thriving marketing community. Our faculty, students, and alumni continue to lead the industry, relying on a data-driven, multidisciplinary approach.

Data-Driven Research
Through a relationship with Nielsen, the Kilts Center distributes a variety of datasets, including consumer panel, retail scanner, and its historic Ad Intel dataset, which we released last year. More than 1,000 researchers from more than 125 academic institutions around the globe are using Nielsen data through Chicago Booth for cutting-edge research in the fields of marketing, economics, public policy, and more.

Chicago Booth marketing faculty are pioneers in the application of data analysis and analytic methods. They have established a prominent position at the heart of research and practice, working recently in collaboration with companies as diverse as Walgreens, JPMorgan Chase, and Backcountry.com. This year, Robert Sanders, PhD ’18, won the prestigious Alden G. Clayton Doctoral Dissertation Proposal Competition with his dissertation proposal on “Reducing Retailer Food Waste through Revenue Management.” Read about Sanders’s research on page 13.

Marketing Leaders
This past spring, the Kilts Center hosted the inaugural Chicago Booth Marketing Summit, which brought together 40 executive-level alumni from around the country to learn about the latest topics around the digital transformation of marketing. Daniel Eckert, ’05 (XP-74), senior vice president of Walmart Services and Digital Acceleration at Walmart, served as our keynote speaker, leading an engaging discussion on blended commerce. Read about the Marketing Summit on page 11.

Thriving Community
The Kilts Center community continues to come together to exchange ideas and discourse through on-campus programs. Last fall, we welcomed Gary Briggs, former vice president and CMO of Facebook, who spoke to more than 400 students about the importance of marketing skills. Also in the Autumn Quarter, alumna Sally Grimes, ’97, group president of prepared foods at Tyson, visited campus and shared with students some of her secrets to success in the consumer-packaged-goods industry.

To give students real-world marketing experience, the Kilts Center collaborated with MillerCoors to engage students in a marketing strategy and analytics case competition. Nearly 40 students from the Full-Time MBA, Weekend MBA, and Evening MBA Programs participated, taking on the challenge of how to market a new beer brand to an audience that is trending toward wine and spirits. Teams explored new flavors, pricing, and packaging in their presentations, collaborating to investigate the challenge and propose solutions.

For students heading into the technology industry as product managers, the Kilts Center invited a seasoned product manager, Yardley Ip Pohl, ’07, chief product officer at Thrive Global, to host a one-day workshop on best practices of the role. Through a lecture, discussion, and collaborative activities, Pohl described the qualities of a successful product manager and outlined long-term career options for participants, who walked away with actionable insights for their careers.

These Kilts Center initiatives, and many others, reflect the transformative Chicago Approach to marketing and strengthen the marketing community at Booth, as you will see in the pages that follow.
“When I interned at PayPal, they threw a lot of data at me,” said Veena Bontu, ’18. “They said, ‘Go analyze this, and figure out what it’s telling us.’”

During her summer stint as mid-market marketing intern at PayPal, Bontu dove fearlessly into her data-driven responsibilities. She pored over huge PayPal datasets, unearthed telling trends, and developed recommendations for her supervisors. At each step, Bontu relied on the Data-Driven Marketing course that she took her first year at Booth with Günter J. Hitsch. “It made me understand the data at a deeper level,” Bontu said.

Bontu’s summer internship at PayPal generated another key insight for the finance and economics major from New York University. “Before working for such a big company, I thought products were made using past designs,” she said. “But within the tech or consumer products industry, creating products is very much about consumer needs first.”

Before she came to Booth, Bontu worked as an investment-banking analyst for New York–based Greenhill & Co. She moved to Ralph Lauren, where she managed strategy for Latin American business opportunities. With the foundational marketing skills she developed at Booth, Bontu envisions a future role as a business unit leader at a large company, further leveraging her background in finance and strategy.

In her first year at Booth, Bontu received scholarship assistance and access to a personal mentor through the selective Kilts Marketing Fellowship program. She also gained a crucial, in-depth understanding of new product development practices in the school’s Lab in Developing New Products and Services, an experiential-learning course supported by the Kilts Center.

“We did lots of interviews and focus groups with customers and then iterated on product designs,” said Bontu, who took the course as a student and later served as a teaching assistant for the course. “Then we would go back to the customer and ask, ‘Does this product fill the need you are looking for?’ I used the skill sets from that class constantly at PayPal.”
STORYTELLING AND STRATEGY

There’s a story behind the wine and liquor bottles Annie Gorman, ’18, and her fiancé have stocked in their home bar. “Friends and family bring us bottles as gifts or souvenirs,” she said. “I love that we have stories that go with each bottle.”

That passion for storytelling drives Gorman’s blossoming marketing career in consumer packaged goods. A self-proclaimed numbers person who majored in finance at Tulane University, Gorman got an eye-opening insight in her marketing strategy courses at Booth: humans don’t always act as the numbers predict. “You have to make sure that you’re filling consumers’ needs—and not just looking at what you think they need,” said Gorman. In the New Products Lab working with MillerCoors, she and fellow students built a plan based on the numbers, only to discover through focus group interviews that their consumers had totally different needs. Booth taught Gorman to approach marketing issues from multiple angles—data, strategy, and management—to get to the most nuanced solution. “Booth gave me a 360-degree view of what the marketing world is,” said Gorman.

As a Kilts Marketing Fellow, Gorman has received invaluable mentorship from Michael Osanloo, CEO of P.F. Chang’s China Bistro. “Kilts is great not only at educating, but also at opening doors through connections with alumni or other partners,” Gorman said. “Michael used his connections to get me meetings that were a huge help in my career.” Thanks to additional connections Gorman made through the broader Booth alumni network, she landed an internship with Pepsi’s Tropicana team, during which she leveraged IRI reports to build a proposal for converting consumers to Tropicana.

After graduation, Gorman joined the brand management team of Beam Suntory, one of the world’s leading spirits companies. She’ll get to shape the stories around bottles that end up in homes around the world. “To meet consumer needs, it’s a lot about the story,” she said. “You can really relate to a consumer that way. I feel passionate about bringing those stories to life.”

Visit us online to see how the Kilts Center supports marketing students at Booth, helping to prepare them for successful careers in a variety of industries: ChicagoBooth.edu/kilts2018.
KILTS FELLOWS

Awarded to select Full-Time MBA students, Kilts Center marketing fellowships provide each student a two-year scholarship as well as an executive mentor in the marketing field who provides invaluable professional insight and guidance.

Class of 2019 Marketing Fellows (left to right): Monisha Shivakumar, Shota Ido, Benjamin Drew Ziomek, Lindie Wang, Anne Delmar, and Patrick Yates

KILTS SCHOLARS

Since 2001, Kilts scholarships have supported outstanding second-year Full-Time MBA students from a wide variety of backgrounds who demonstrate exceptional academic standing and a commitment to pursue careers in marketing.

Class of 2018 Kilts Scholars (left to right): Talita Lacerda, Christine Bonini, Matthew Kessler, and Megan Shea

The Kilts Center helps to build bridges between students and the marketing community at Booth through mentorship, marketing labs, and more, so that they can grow and succeed: ChicagoBooth.edu/kilts2018.
Chicago Booth provides a rigorous curriculum to prepare students for careers in marketing, general management, technology, consulting, entrepreneurship, and more.

**TEACHING ADVANCED SKILLS**

Curricular Innovation

**A CURRICULUM THAT TRANSFORMS**

Chicago Booth provides a rigorous curriculum to prepare students for careers in marketing, general management, technology, consulting, entrepreneurship, and more.

**TOOLS/KNOWLEDGE ELECTIVES**
- Advanced Quantitative Marketing
- Consumer Behavior
- Data-Driven Marketing
- Data Science for Marketing
- Decision Making
- Digital and Algorithmic Marketing
- Experimental Marketing
- Marketing Research*

**MARKETING STRATEGY (CORE)**

**MARKETING DECISIONS ELECTIVES**
- Developing New Products and Services*
- Digital Marketing
- Going to Market: Managing Channel Strategy
- Pricing Strategies

**IMPLEMENTATION ELECTIVES**
- Lab in Developing New Products and Services*

*Experiential lab courses
THE NEW FRONTIER OF RESEARCH

Why do people pay different prices for the same product? That’s what new Booth faculty member Sarah Moshary wants to know. Assistant professor Moshary joined Booth in July and will be teaching Pricing Strategies. Moshary has dedicated much of her research to understanding price dispersion, investigating everything from the effect of state control on liquor prices and product offerings to the driving force behind higher pricing for US products such as textbooks.

While pursuing her PhD in economics at the Massachusetts Institute of Technology, Moshary found inspiration in the landmark 2010 Supreme Court case Citizens United v. Federal Election Commission, which loosened contribution limits on political action committees. Moshary’s dissertation focused on the cost of political advertising. “We should care about the price anyone pays for political speech,” she said. “People are paying very different prices to reach the electorate. What guides that political speech and what determines it are important, and TV advertising prices are just one ingredient—an important one.”

Coming to Booth from the University of Pennsylvania, where she was assistant professor of economics, Moshary looks forward to expanding her research with the Nielsen Ad Intel Dataset, a wealth of advertising information available through the Kilts Center. “I’m excited to see what we can learn from that kind of granularity,” she said. “For instance, I can look at what happens during an election season, revisiting some of the questions from my dissertation work, but with better data, so I can make fewer assumptions.”

Booth’s data-oriented approach also attracted Moshary to join the faculty. “The students are very quantitative and excited about how to leverage big data to tackle the problems that they’ll be facing as they go out into the world,” she said. As the available data grow, the frontier of research extends as well, both in economics and in marketing. “It expands the types of questions you can answer using quantitative methods,” Moshary said, “which just wasn’t possible 20 years ago.”
When Airbnb wanted insights into consumer needs around home sharing, Alex Ward, ’08, knew where to go for the answers. As a Booth student, Ward had gained invaluable hands-on experience in lab courses such as Building the New Venture. Now global lead of special projects on Airbnb’s host team, Ward saw a perfect opportunity to pay forward his experiential-learning growth by bringing a project to Booth’s Lab in Developing New Products and Services. In return, his company would benefit from the brainpower of thorough, curious, and analytical Booth students.

“At Airbnb, we’re building so much so quickly,” Ward said. “It was really valuable for us to work with this team of creative, bright students.”

Ward and Airbnb asked the Booth marketing lab students to envision a tool kit to help developers, landlords, and other real estate professionals to position home sharing as a valuable building amenity for current residents and potential renters. “There is such a mobile workforce globally, and renters are traveling all the time. This is a way to help anyone afford to pay rent if they’re going to be out of town on vacation or on a business trip,” Ward said. “We want to help developers creatively think about this brand-new world of home sharing, specifically for renters that they’re trying to attract or retain.”

The students delved into primary research to understand the renter mindset, developed a perspective on key features to attract renters, and presented recommendations that Airbnb plans to roll out in the tool kit. They were able to think in innovative ways to frame the problem, gather data, and interpret the results to come up with fresh ideas. “The students worked with us to think creatively about how we could build a research and survey structure to uncover really valuable data for our operators, and to develop new solutions,” Ward said.

Given the fast pace of change and company growth, especially in the technology sector, Ward sees the marketing lab as a win-win for students and companies. “The students get real-world exposure, and the companies get to work with the smart, scrappy, entrepreneurial students that Booth provides.”
RECRUITING PARTNERSHIPS WITH SHARED VALUES

In 2017, Booth partnered with more than 488 companies as they looked to fill roles in industries such as consumer packaged goods, technology, pharmaceuticals, and consumer services. Marketing was the third most popular career choice for Full-Time MBA Program graduates. Some of the diverse companies that recruit Booth talent include:
When multinational computer company Adobe Systems Incorporated seeks out MBA candidates to help the company grow in the digital marketing space, it looks to Booth. “Booth has always been a school where we have seen a really strong ROI,” said Brianna Kirkpatrick, lead, university talent acquisition, at Adobe. “They have given Adobe new ways to think about projects and about our business.”

Responsible for all MBA recruiting for Adobe, Kirkpatrick seeks promising students who embody Adobe’s four core values: genuine, exceptional, innovative, and involved. Throughout Adobe’s unique interview process—the two-day MBA Forum—candidates meet each hiring team in mini-interviews. “We have a very selective list of the schools that we recruit from,” said Kirkpatrick. “Booth is on the top of that list.” Both the team and students rank their top picks, and candidates meet the next day wherever there was a match.

According to Kirkpatrick, Booth students demonstrate polished communication skills and thrive in Adobe’s highly collaborative culture, and they stand out with their data-driven approach to marketing. “Booth candidates prove themselves to be analytical problem solvers who are comfortable with data,” said Kirkpatrick.

At the end of each summer, the company holds an MBA Showcase attended by the executive staff. Each student presents learnings and recommendations related to their projects or to Adobe’s broader business. “Some of the best presentations have come from Booth students,” said Kirkpatrick. Booth candidates are worth the investment. “You can tell that they’ve made a great impact just within 12 weeks of being at Adobe.”

Visit us to see how the Kilts Center serves as an invaluable nexus that brings together faculty, alumni pathbreakers, corporate partners, and students: ChicagoBooth.edu/kilts2018.
The Pursuit of Happiness

Do what you love. That’s the advice Kilts Steering Committee member Ted Wright, ’00, shares with every Booth marketing student he mentors. If you’re not pursuing your passion at work, he said, “it’s hard to get up every day at 5:30 and take the train in.”

Wright loves word-of-mouth marketing. As founder and CEO of global word-of-mouth marketing agency Fizz, based in Atlanta, Wright has been at the forefront of this influencer-driven, peer-to-peer approach to brand building ever since reigniting the Pabst Blue Ribbon brand in 2000. Today, his firm boasts an impressive roster of clients that includes JetBlue, AT&T, Tommy John, and Allstate as well as hot startups such as Burrow Sofas.

“My goal in life has always been to be happy,” he said. A line from his company’s website helps explain how this mantra helps Fizz find success: “Having a killer team, living on the cutting edge, being rebellious, being right—these are things that bring me joy.”

The Kilts Center for Marketing also brings him joy, with its mission to shape strategy, grow a business, and transform the theory and practice of marketing. “The work coming out of Booth’s faculty is world-class amazing, full stop,” he said.

Wright leverages his connection to Booth and the Kilts Center to remain current on Booth’s marketing research, looking for insights to help transform business for his clients. “Booth’s marketing research is a great thought starter for me,” Wright said. “In order to be useful, creativity has to be anchored in a truth. Booth marketing is great at finding these truths.”

“Marketing without data is art, but data without a soul is just noise.”

Ted Wright, ’00
Founder and CEO, Fizz

CELEBRATING ALUMNI
KILTS STEERING COMMITTEE MEMBER
This inaugural event brought together more than 40 of Chicago Booth’s elite alumni executives with roles or interests in marketing, innovation, digital, and general management. The Summit offered alumni the opportunity to network and to hear insights from faculty and industry experts on topics related to this year’s theme: the digital transformation of marketing.

**Keynote:**

Daniel Eckert, ’05 (XP-74), senior vice president of Walmart Services and Digital Acceleration at Walmart, served as the keynote speaker, leading an engaging discussion on blended commerce.

Luigi Zingales, Robert C. McCormack Distinguished Service Professor of Entrepreneurship and Finance; Charles M. Harper Faculty Fellow; and faculty director, Stigler Center at Chicago Booth, led a talk on the blockchain revolution in finance.

Other topics covered included:

**“Challenges and Opportunities in Digital Targeted Marketing”**

**Moderator:** Sanjog Misra, Charles H. Kellstadt Professor of Marketing and Neubauer Family Faculty Fellow, Chicago Booth

- Mir Amir, ’97, CEO, Quotient Technology Inc.
- Steve Chaouki, ’98, Executive Vice President, Financial Services, TransUnion
- Dennis Self, ’99, President and General Manager, Marketing Services, Acxiom Corporation
- Lisa Walker, ’96, Managing Director, Chase Card Services, JPMorgan Chase & Co.

**“Real-Time, Large-Scale Experimentation in the Digital Environment”**

**Moderator:** Jean-Pierre Dubé, Sigmund E. Edelstone Professor of Marketing, Chicago Booth; Director, Kilts Center for Marketing

- Günter J. Hitsch, Professor of Marketing, Chicago Booth
- Sanjog Misra, Charles H. Kellstadt Professor of Marketing and Neubauer Family Faculty Fellow, Chicago Booth
- Oleg Urminsky, Professor of Marketing and Beatrice Foods Co. Faculty Scholar, Chicago Booth

**“The Future of Omni-Channel Customer Experiences”**

**Moderator:** Oleg Urminsky, Professor of Marketing and Beatrice Foods Co. Faculty Scholar, Chicago Booth

- Carla Dunham, AM ’98, MBA ’03, Vice President, Brand Marketing, Equinox Fitness
- Sergei Kuharsky, ’88, Executive Vice President, Franchise and Digital Enterprises, BBC Studios Americas
- Praveen Sharma, ’03, Vice President, Digital Products and Enterprise Analytics, United Airlines, Inc.
- Vijay Talwar, ’99, President, Digital, Footlocker, Inc.

The Kilts Center empowers and engages Booth alumni who are working on the cutting edge of marketing. Visit us online to see how: ChicagoBooth.edu/kilts2018.
MAKING PROGRESS AND IMPACT

For Pradeep Chintagunta, the purpose of his research goes beyond publishing a paper—he wants his insights to yield impact on the real-world problems facing society.

Now in his third decade at Booth, the Joseph T. and Bernice S. Lewis Distinguished Service Professor of Marketing is currently focused on gathering research and data to create a scalable and sustainable way to support small businesses in Uganda with business coaching. He’s also in the midst of examining how incentives could improve outcomes in the health-care space in India. “What I do in Africa and India doesn’t fit into the traditional marketing subject area,” he said.

The resources of the Kilts Center allow researchers such as Chintagunta to work outside of the box. The extensive datasets that the Kilts Center provides to faculty and students broaden the possibilities of research. One of Chintagunta’s PhD students, for example, is tracking households over the course of 10 to 12 years to understand how their purchasing behavior might be changing over time.

Chintagunta makes a point of teaching across all the academic programs at Booth. “Over time, you think that you know most of the kinds of questions that people might ask, but the students always surprise you,” he said. He learns from the different perspectives his students bring to the classroom, and pushes his students in return to take advantage of the intellectual community at Booth. He emphasizes that there is “always more progress to be made.” Chintagunta learns a lot by coming to school every day and working with his fellow faculty, engaging with the research being done at Booth.

Chintagunta teaches marketing strategy by establishing a framework, using cases and simulations, and then providing data-driven tools for his students to create quantitative solutions. His goal for students mirrors his personal objectives—to transform what they learned in the classroom into real-world impact. “My hope is that when people graduate from Booth,” he said, “they are well trained in the art, science, and craft of marketing.”

See how the Kilts Center supports faculty and PhD students in generating insights that are transforming marketing practice and marketing science: ChicagoBooth.edu/kilts2018.

PRADEEP CHINTAGUNTA
JOSEPH T. AND BERNICE S.
LEWIS DISTINGUISHED SERVICE
PROFESSOR OF MARKETING
When **Robert Sanders** talks about food waste, he lights up with excitement. Perhaps no one is more surprised by that than Sanders himself.

He came to Booth with a passion for health economics, not perishable grocery products. Jean-Pierre Dubé, Sigmund E. Edelstone Professor of Marketing and director of the Kilts Center, made Sanders an offer he couldn’t refuse: a chance to “get his hands dirty,” as he says, with a tremendous amount of grocery retailer data.

He delved into the Nielsen data for insights into improving grocery store profitability for Booth alumnus Robert Mariano, ’87, founder of Mariano’s Fresh Market and former CEO of Roundy’s. Fascinated by the amount of food waste produced by unsold perishables such as produce, Sanders saw a golden opportunity to improve profits and reduce waste through dynamic pricing.

“A single, static price for perishables doesn’t reflect time-varying costs of selling those items,” Sanders said. “It’s not entirely clear why grocery stores in America aren’t doing dynamic pricing more, nor is it clear what the effects on waste would be if they did. So this project asked, ‘What happens if you switch from a static price to a dynamic price? What happens to the amount of waste?’”

Dynamic pricing’s impact reaches far beyond sales bumps. As Sanders explains, reducing food waste helps the environment.

“When organic matter decays in landfills, the greenhouse gas emissions are methane,” he says. “That’s about 30 times more potent than carbon dioxide in terms of climate change.”

Sanders turned his research into a dissertation that won the prestigious 2017 Alden G. Clayton Doctoral Dissertation Proposal Competition, sponsored by the Marketing Science Institute. His work impressed the University of California San Diego—one of the top-ranked research universities in the nation—which hired Sanders to join the marketing faculty after graduation. He plans to continue researching solutions to food waste at UC San Diego. “They take that economic approach to quantitative marketing,” he says. “I’ll fit in well there.”
Chicago Booth is a pioneer in applying data-driven analyses to marketing. As far back as the 1960s and ’70s, Booth faculty were evaluating consumer data from newspapers and retail data from stores to gain insights into optimal product marketing. Today, marketing faculty members are not only producing pathbreaking research, but they are also having tremendous impact in the business world, advising leading companies in the technology, CPG, media, retail, and health-care industries. Faculty continue to produce groundbreaking research. Here is some of their recent work:

**Daniel Bartels**  
Associate Professor of Marketing  


**Pradeep K. Chintagunta**  
Joseph T. and Bernice S. Lewis Distinguished Service Professor of Marketing  


**Sanjay K. Dhar**  
James H. Lorie Professor of Marketing  


**Berkeley J. Dietvorst**  
Assistant Professor of Marketing  

**Jean-Pierre Dubé**  
Sigmund E. Edelstone Professor of Marketing; Director, Kilts Center for Marketing  

SUPPORTING THOUGHT LEADERSHIP

FACULTY PUBLICATIONS

Ayelet Fishbach
Jeffrey Breakenridge Keller Professor of Behavioral Science and Marketing


Günter J. Hitsch
Professor of Marketing


Christopher K. Hsee
Theodore O. Yntema Professor of Behavioral Science and Marketing


Bradley Shapiro
Assistant Professor of Marketing and Beatrice Foods Co. Faculty Scholar


Abigal Sussman
Associate Professor of Marketing and Beatrice Foods Co. Faculty Scholar


Oleg Urminsky
Professor of Marketing and Beatrice Foods Co. Faculty Scholar

**TransUnion**
The Kilts Center recently signed an agreement with TransUnion to receive an anonymized, longitudinal sample of consumer credit data to support a wide range of academic research at the University of Chicago. This relationship enables the study of consumer credit behavior across multiple business cycles and geographic regions in the United States, and makes it possible to address important topics (such as credit behavior before, during, and after the Great Recession). Currently, 13 researchers from the University of Chicago are conducting projects using TransUnion data.

Helping make this collaboration possible is Kilts Center Steering Committee member **Bobby Mehta, ’81**, director and former president and CEO of TransUnion.

**Nielsen**
The Nielsen Datasets at the Kilts Center for Marketing is a relationship between the University of Chicago Booth School of Business and the Nielsen Company that makes comprehensive marketing datasets available to academic researchers around the world. The initiative aims to extend knowledge, support innovation, and enhance the practice of marketing. Currently, the Kilts Center offers subscriptions for consumer panel, retail scanner, and advertising data.

To date, more than 1,000 researchers from more than 125 academic institutions worldwide utilize Nielsen data from the Kilts Center across a wide range of different disciplines, including marketing, economics, public policy, finance, health and nutrition, and operations. Chicago Booth MBA students have the opportunity to gain experience with and learn about Nielsen marketing data through elective courses like Pricing Strategies and Data-Driven Marketing.

**Consumer Panel Data**
The Consumer Panel Data include longitudinal data beginning in 2004 with annual updates. These data track a panel of 40,000–60,000 US households and their purchases of fast-moving consumer goods from a wide range of retail outlets across all US markets.

**Retail Scanner Data**
Retail Scanner Data consist of weekly pricing, volume, and store environment information generated by point-of-sale systems from more than 90 participating retail chains across all US markets. Data begin in 2006 and include annual updates.

**Ad Intel Data**
Ad Intel Data include ad occurrences across a broad range of media types including TV, print, internet, radio, outdoor, and cinema across all US markets. Data begin in 2010 and include annual updates.

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