



MARKETING DEPARTMENT

VIRGINIA COMMONWEALTH UNIVERSITY

# MARKET PLACE

MKTG Department • School of Business • Virginia Commonwealth University

VOLUME 1, ISSUE 2

SPRING 2009

## Recession Era Marketing



Greetings for 2009! What do soap operas, Crest Whitestrips®, fast-food value menus, and the Apple iPod® have in common? All were launched during periods of recession, evidence that even in tough economic times, marketing activity—and marketing investment—must continue.

Here at VCU, we teach our students that marketing is more than selling and advertising. It's about providing superior value and generating satisfaction in order to develop and maintain relationships with customers. These lasting bonds provide profits that can be invested to create even greater customer value in the future.

Certainly, marketers must look for ways to be more efficient and to get more bang for the marketing buck. But across-the-board slashing of marketing expenditures rarely pays off in the long run. Smart marketers are positioning their companies to be

ready when the turnaround comes by using a surgical scalpel, not a meat cleaver, when it comes to cutting marketing expenditures.

From our curriculum changes to our programmatic focus on real world applications in the classroom, the MKTG Department strives to continually evolve and to be on the cutting edge of research, marketing strategies, and marketing education.

Dr. David J. Urban  
Department Chair

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Managing editor,  
Melanie C. Boynton

## MKTG Hosts World Renowned Author Dr. Leonard Berry

The MKTG Department was honored to host Dr. Leonard Berry on Friday, November 7th. Over forty faculty, staff, students, and corporate affiliates attended a lecture to hear Dr. Berry speak about his most recent book, *Management Lessons from the Mayo Clinic: Inside One of the World's Most Admired Service Organizations*.

Dr. Berry is a Distinguished Professor of Marketing and holds the M.B. Zale Chair in Retailing and Marketing Leadership in the Mays Business School at Texas A&M

University. He is the author of several bestsellers that deal with service quality management, and he has received the two most prestigious awards in the marketing discipline: the 2007 American Marketing Association's Irwin/McGraw-Hill Distinguished Marketing Educator Award and the 2008 Paul D. Converse Award.

Dr. Berry had his first administrative experience in academia in the VCU School of Business during the 1970s. He is a former chair and



Dr. Berry personally autographs a copy of his book for MKTG junior Harsh Srivastava.

professor of marketing. The MKTG Department was pleased to welcome him back as a distinguished guest speaker.

# Meet our adjunct faculty



## Mario L. Camardella, MBA

International Marketing Specialist at Virginia Economic Development Partnership (VEDP)

Appointed: 2008

Teaching interests: global trading, global transportation, and international marketing  
Course(s): MKTG 657 International Marketing Planning Project



## Thomas A. Myers, PhD

Adjunct Professor and Consultant

Appointed: 1977

Teaching interests: services/relationship marketing, entrepreneurship, and consumer behavior  
Course(s): MKTG 308 Introduction to Marketing, MKTG 310 Information for Marketing Decisions, MKTG 373 Buyer Behavior, and MKTG 476 Marketing Management



## R. "Wesley" Clay, MS

Field Training Manager at Banker's Life & Casualty Co.

Appointed: 2005

Teaching interests: retailing and merchandising, brand management, and product development  
Course(s): MKTG 376 Dynamics of Retail Management



## Butch M. Sarma, MBA

Senior Marketing Director at Media General Inc.

Appointed: 2007

Teaching interests: marketing management, digital media marketing, and branding  
Course(s): MKTG 671 Marketing Management

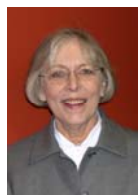


## Dennis Elwell, BSBA

National Director, Sales and Marketing at Verizon Communications

Appointed: 1996

Teaching interests: web marketing and sales strategies, target marketing tactics, and next-generation business services  
Course(s): MKTG 474 Personal Selling and Sales Management



## Patricia L. Thompson, MBA

Owner, Marketing Services

Appointed: 2000

Teaching interests: marketing principles, marketing communications, buyer behavior, persuasive writing, and business communications  
Course(s): MKTG 371 Integrated Marketing Communications and MKTG 491 Nonprofit Marketing—Service Learning



## George L. Hiller, JD

Director of International Programs at SW Virginia Higher Education Center

Appointed: 2002

Teaching Interests: international trade, globalization, and international commercial law  
Course(s): MKTG 697 International Business Certificate



## Wayne M. Slough, PhD

Managing Director of Development at St. Bridget Parish

Appointed: 2008

Teaching interests: personal selling and sales management  
Course(s): MKTG 474 Personal Selling and Sales Management

## Dr. Urban Consulted by National Media about Circuit City

Dr. David J. Urban, chair and professor in the MKTG Department in the VCU School of Business, was consulted by several local and national media outlets regarding the recent developments with locally owned Circuit City. Dr. Urban's commentary was featured in the *New York Times*, *The Washington Post*, *Richmond Times Dispatch*, and

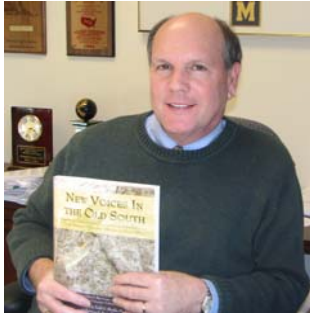
on WWBT Channel 12, WTVR Channel 6, and WRIC Channel 8.

Circuit City had filed for Chapter 11 bankruptcy, closed 155 of its US stores representing \$1.4 billion in annual sales, and laid off 17 percent of its workforce. The Richmond-based retailer took these actions with the hope that the cutting of costs, coupled with revenue from

holiday sales, would improve the company's financial situation.

"This is clearly a company that is trying to pull out all the stops in an effort to survive," Dr. Urban stated in *The Washington Post* on November 4, 2008. "They're doing what they can to liquidate as much inventory as they can."

## Dr. David J. Urban Featured in *New Voices in the Old South*



Dr. Urban represents Virginia and VCU as part of the “New South Consortium”

Dr. Urban’s research was recently highlighted in the new book, *New Voices in the Old South: How Women & Minorities Influence Southern Politics*. As the former director of the VCU Survey Research Lab, he and Farrah Graham co-authored a publication which presented results from a Commonwealth Education Poll conducted between 2001-2005. This report analyzed

the impact of gender and race on opinions regarding K-12 educational issues in the state of Virginia. His book chapter, entitled “Women and Minorities in Virginia: Attitudes Toward Public Education,” was one of ten that provided political and economic leaders with analysis about certain policy areas as well as information about regional differences across the south.

## Dr. Jodie Ferguson and Family Welcome a Baby Boy

Dr. Jodie Ferguson, assistant professor in the MKTG Department, and her family recently welcomed a baby boy. Bruce Charles Ferguson was born on the evening of October 15th, weighed 8 lbs, and was 21 inches long. Dr. Ferguson, and her husband Andrew Ferguson, now have two children, George, age 3, and Bruce.

Dr. Ferguson joined the MKTG Department this year and is currently teaching MKTG 308, Introduction to Marketing. She will continue to teach in the spring 2009 semester as an instructor of MKTG 308, Introduction to Marketing and MKTG 310, Information for Marketing Decisions.

Dr. Jodie Ferguson with her new baby boy, Bruce.



## Recent Faculty Publications

- Adkins, Natalie, **Jae, Haeran**, & DelVecchio, Devon (2009), Marketplace Vulnerability of Limited English Proficient Consumers: Opportunities to Increase Knowledge in Macromarketing. *Journal of Macromarketing*. (forthcoming).
- Wood, Van R., Franzak, Frank**, & Pitta, Dennis (2008), “Global Partnerships for SMEs: A Conceptual Framework,” *International Journal of Business Innovation and Research*, (forthcoming).
- Ferguson, Jodie L.**, Dadzie, Kofi Q., & Johnston, Wesley J. (2008), Country-of-Origin Effects in Service Evaluation in Emerging Markets: Some Insights from Five West African Countries, *Journal of Business and Industrial Marketing*, (forthcoming).
- Franzak, Frank, Wood, Van R.**, Arechavala, Ricardo, & Pitta, Dennis A. (2009), Commercializing the Emerging Technologies of Joint Public-Private SMEs in Latin America: The Expanded Role of the University, *Proceedings, Third International Conference on Strategic Management in Latin America*, Sao Paulo, Brazil, January, (forthcoming).
- Jae, Haeran** & Cowling, John F. (2008), The Use of Bar Code Technology in Grading to Improve Student Anonymity and Reduce Identity-Based Bias, *Marketing Education Review*, 18 (1), 65-70.
- Wood, Van R.**, Pitta, Dennis A., & **Franzak, Frank** (2009), Global Umbrella Brands: Understanding Brand America and Its Competitors, *Journal of Global Business Development* (forthcoming).
- Wood, Van R.**, Pitta, Dennis A., & **Franzak, Frank** (2009), Successful Marketing by Multinational Firms to the Bottom of the Pyramid: Connection Share of Heart, Global Umbrella Brands, and Responsible Marketing, *Journal of Consumer Marketing* (forthcoming).
- Wood, Van R.** & Pitts, Michael (2008), Globalization’s Influence on the Advanced Business Education in the Islamic-Arabic Region: Developing a Joint MBA Business Degree in Egypt, *IIE Networker* (Institute of International Education – Bi-annual Journal for International Education Professions), New York, (forthcoming).
- Wijnholds, Heiko** & **Little, Michael W.** (2007), Online Gambling: Murky Legal Status and Vulnerable Socio-Economic Environment Pose Public Policy Challenges, *Journal of Internet Commerce*, Volume 6, Number 1 pp. 119-138.

## Student Updates

"I was impressed with how the students were able to...formulate business concepts that were usable for the Richmond area."

-Tom Evans,  
President of  
Southwood  
Builders, Inc.

### MKTG Students Research Viability of 'Project Walk' Facility in Richmond

During the fall 2008 semester, five undergraduate student teams from MKTG 475, Services Marketing, tackled a project on behalf of a local businessman, Frank T. "Tom" Evans, President of Southwood Builders, Inc. who is the president of one of four businesses that comprise The Evans Companies, based in Ashland, Virginia. Mr. Evans challenged students to "determine the viability of locating within the next two years and operating successfully a licensed and certified Project Walk facility in the Greater Richmond Metropolitan area."

Project Walk is a nonprofit organization ([www.projectwalk.org](http://www.projectwalk.org)) located in the San Diego, California, area whose mission is to improve the quality of life for people with spinal cord injury "through intense exercise-based recovery programs, education, support, and encouragement." Tom's son Ken, along with Ken's wife, Page, now live in California, where Ken has been a Project Walk client for nearly two years.

After Ken sustained a spinal cord injury more than six years ago, the Evans family sought out the innovative non-profit whose goal, according to Tom, is "different than almost all other rehab facilities for people with spinal cord injury." Project Walk is unique in its approach to spinal cord injury; it is based on the so-called "Dardzinski Method," which aims ultimately to teach people the skills necessary to walk again.

Students in the Services Marketing course developed unique service concepts and marketing plans to support their "version" of a prospective Richmond-area rehab facility. The concepts presented by the MKTG students included "Will to Walk," "Chariots of Fire," "One Step at a Time," "Mission 2 Walk," and "One Step Closer." Students presented their recommendations to Mr. Evans during the final class session on December 5.

About the students' ideas, Mr. Evans noted, "I was impressed with how the students were able to grasp the differences in care for spinal cord injury and for being able to formulate business concepts that were usable for the Richmond area."

"Projects like these are invaluable since they not only underscore the School of Business' focus on integrating classroom instruction with the 'real world,' but they also provide students with a service learning experience which is a priority for the university as a whole." noted the instructor, Dr. Deborah Cowles of the MKTG Department.



A Project Walk client works to gain mobility

### MKTG Offers New Course in Nonprofit Marketing

The MKTG Department will be offering a new course in the spring 2009 semester. MKTG 491, Non-profit Marketing--Service Learning, will be a three credit course open to business students interested in learning about the unique aspects of marketing in the nonprofit sector.

Professor Patricia Thompson will be the lead instructor for this course. Through real world applications, students will learn to utilize marketing strategies and tactics in the non-profit sector. Students will also have

the opportunity to work directly with a non-profit organization, where they will be able to combine civic engagement, community services, and corporate social responsibility.

This course is the first marketing course officially designated as a "Service Learning" course by the VCU Division of Community Engagement. This collaborative teaching and learning strategy typically requires a minimum of 15 hours of service with selected

non-profit and community-based organizations or schools.

Through service learning courses, VCU students are able to make a difference in the community while meeting their academic objectives. Participating faculty are also able to enhance their courses by extending the classroom experience to the real world. The MKTG Department is very pleased to add this course as part of the permanent undergraduate curriculum.



Dr. Shannon Mitchell and Dean Sesnowitz speak with faculty from the School of Engineering.

The VCU School of Business, in partnership with the School of Engineering and the School of Arts, was pleased to host VCU faculty and representatives from the Collegiate School at a reception on November 7th. Dean Jamison of the School

## Schools of Business, Engineering, and Arts Host Reception for da Vinci Center

of Engineering discussed the goals of the da Vinci Center along with the vision associated with its development. “This is about excellence in the small,” stated Dean Jamison. “We envision this center as being a unique opportunity for students from the Schools of Business, Engineering, and Arts to work on ‘real world’ projects brought to the da Vinci Center by its corporate affiliates.”

Dean Sesnowitz of the School of Business, along with faculty members interested in the center from all three schools, joined Dean Jamison and the Collegiate School representatives in a reception to discuss

the future of the center. The attendees learned about the center’s mission and future development and recruitment plans.



Director of the Business & Engineering Career Center Mike Eisenman and Dr. Van Wood of MKTG socialize at the da Vinci reception



Josée Covington, member of the VCU School of Business Foundation Board

As we reach the close of the holiday season, it seems particularly appropriate to reflect upon the contributions of our corporate partners to the VCU School of Business and the MKTG Department. These partners provide valuable expertise from the private sector, are engaged in leadership activities in the school, and provide generous support in the form of time and financial contributions.

## Corporate Partner Spotlight Recognizes...

### Josée Covington

We are pleased to recognize and thank Josée Covington, CEO of Covington International Travel, for her generosity to the School of Business Campaign from 1999 to 2007, including the support behind the establishment of the MKTG office suite. She also deserves recognition for her role as a member of the VCU School of Business Foundation Board. Josée has been a valuable asset for the past 14 years in the MGMT 491 Career Development Seminar, a course where students have the unique opportunity to hear directly from CEOs of local companies.

Josée’s connection to VCU began with her husband’s decision to complete his doctoral degree in the VCU School of Dentistry. She herself, she says smiling, earned a “PHT” during that time, bestowed upon her by her husband, Bill Covington, and the School of Dentistry for “Putting Hubby Through” his degree program.

Shortly after that, in 1967, she founded Covington International Travel as a way to unite her love of travel with her business savvy. Within

five years, the business was on its way to success and grew from one branch and 15 employees to four branches in Virginia and 90 employees.

Her spirit of giving extends beyond the VCU School of Business to include support for the VCU School of Arts, the Richmond Symphony, the Virginia Opera, Theatre IV/Barksdale Theatre, the Science Museum of Virginia, the World Affairs Council, the Richmond Forum, and the High Speed Rail Committee. Her passion for the arts and education is not only supported by her advisory role to those organizations, but Covington International Travel often organizes fundraisers that benefit some of her favorite non-profit organizations.

Being able to join together what you love with what you do is essential for success—something that Josée is glad she has been able to do. “Know your business, know yourself, and know what you love,” she advised. “If you can bring those three things together, you will be successful in whatever career you pursue.”

## Faculty Profile

“As a result of seeing that turmoil, I felt I had a calling to get into education. I thought I could do something to help individuals, giving them a chance to become more productive and happy.”

-Dr. Michael Little

A veteran of higher education with 25+ years of service at VCU and one of the key founders of the Fast Track Executive MBA.

# Dr. Michael Little

Will now take your questions...

**What attracted you to academics and becoming a professor?** To make lots of money! [Laughs] Actually teachers in high school and college motivated me. I was especially inspired by Sister George, my 11th grade history teacher. I enjoy teaching and doing research; I wanted to strike a balance with those two things. It's been enjoyable, and I have enjoyed being with my colleagues. I consider us a family.

**What is the most rewarding thing about being here for 25 years?** Interacting with my colleagues and the students. Seeing the students succeed and progress in their careers—that has been wonderful.

**What political or world event most shaped your life and experience?** Growing up in the 60's, I saw the riots in Detroit and throughout the country. As a result of seeing that turmoil, I felt I had a calling to get into education. I thought I could do something to help individuals, giving them a

chance to become more productive and happy. By doing that, I became a better person, because I learned a great deal as well.

**What interested you in your field of study?**

Retailing was always a part of what I did. I worked in retailing, clothing, and department stores. I enjoyed sales and marketing; I wanted to be a part of putting that part of business into action.

**What has been your favorite thing about living in Virginia?**

Oh, the weather. I love the mild weather here, compared to the Midwest. It has been so enjoyable to me and my family to have access to the ocean and the mountains.

**What is your favorite thing about being involved with the Fast Track Executive MBA program?**

Going on international trips. [Laughs] I really enjoy meeting young, dynamic, rising executives who are our students. I also like interacting with our faculty.

**What got you involved with the Fast Track Executive MBA program?**

Well, I used to be the associate dean for graduate studies. The program was brand new at that time, and we needed a full time administrator. I thought it would be an excellent opportunity, so I became the faculty member



that helped to implement the program. I thought it would be an excellent opportunity to mix with managers and rising executives.

**What issue is particularly important to you?** I belong to the Rotary Club of Richmond. The goal of Rotary is to give back to the community. I'm involved in activities that support my neighborhood; I think that's important to do when one becomes stable in a career. Given the selfishness exhibited in today's economic situation, there is even more of a need for this kind of spirit.

**Did you expect to be here for 25 years?** No! [Laughs] Up until then [moving to Richmond], I had moved every five years. Then I got married, had a family, and became more anchored. I thought this was a good place to work, a good place to live.

Interview conducted Oct 21, 2008

*Dr. Michael Little is an associate professor with the MKTG Department and faculty advisor for Fast Track Executive MBA and the 'traditional' MBA at the VCU School of Business.*



Dr. Little speaks with two Fast Track MBA students, David Voisin of DuPont (center) and David Hurst of Honeywell (right)

## Alumni Update and MKTG News

# Meet the Alumnus...John Martin

John Martin,  
Author and  
President &  
CEO of the  
Southeastern  
Institute of  
Research



John Martin ('84) is no stranger to an economic recession. An alumnus of the VCU School of Business MBA program and co-author of *Boomer Consumer: Ten New Rules for Marketing to America's Largest, Wealthiest and Most Influential Group*, John made his decision to return to academia in pursuit of an MBA at VCU after graduating with a bachelor's degree in economics in 1982—a period of economic hard times.

"After graduating from my undergraduate program, I travelled the country, trying to figure out what I should do next," John reflected. "Everyone said that now was the time to go to graduate school; so that's what I did."

As he contemplated how to pursue his graduate education, he set his sights on VCU—the university that he felt was the best place to get an MBA where the union between real world business practices and cutting edge academic research had been perfected. "VCU was the best, and continues to be, place to experience an education that provides students with real world case studies, exposure to diversity, and knowledge of progressive research."

After completing his MBA in 1984, John was connected to an internship at Siddall, a well-established advertising agency, through one of his business professors. Fifteen years later, he became the president of Siddall. "Through the internship that I gained through VCU, I followed my path to becoming president of the agency. After that, I moved onto PBM products where I had the opportunity to dream up products and sell them to retailers. At VCU, I had learned how the 'science' behind business decisions shapes every aspect of the process and is the basis for sound decision making in product design and any aspect of business. I was able to use that knowledge time and time

again in the business decision making process."

Five years ago, John was approached by the founders of the Southeastern Institute of Research (SIR) and was presented with the opportunity to become president and CEO. He felt his education at VCU, coupled with his professional experience, had prepared him to lead research studies that explored the relationships between concepts and actions by consumers—research that SIR continues to conduct.

His advice to students during economic hard times? "Don't waste your summers. Research shows that students who are hired from an internship experience start off at higher salaries and positions." He took advantage of that advice at the beginning of his career and that choice ultimately launched him to the top of his company.

"VCU [is the]...place to experience...real world case studies, diversity, and knowledge of progressive research."  
-John Martin, ('84)

## Where we stand...a departmental update

The MKTG faculty recently voted to make changes to the curriculum for the Bachelor of Science in Marketing. Course numbers for most of the MKTG courses will change along with the core required classes and the elective options.

Summary of the key changes:

- \* MKTG 315 Buyer Behavior is now a required course.
- \* Students must take 9-15 credits of 300 & 400 MKTG courses.
- \* Students have the option to take 6 credits of the required electives in marketing-related courses taught by other departments including ac-

counting, economics, finance, insurance & real estate, information systems, management, and fashion merchandising.

As part of these changes, the MKTG department will also be adding several new courses to the curriculum:

- \* MKTG 445 Non-profit Marketing
- \* MKTG 455 Product Innovation—da Vinci Project
- \* MKTG 470 Field Project in Marketing
- \* MKTG 475 Honors Seminar in Marketing

Under the new curriculum, students will also have the option of pursuing 'tracks' within the major including:

- \* Marketing Communications
- \* Retailing
- \* Distribution
- \* International
- \* Marketing Technology

"This is the most significant re-engineering of the marketing curriculum that has been done in over 20 years," noted Dr. Urban. "It places our program in the mainstream among our peer institutions while capitalizing on VCU's unique strengths."

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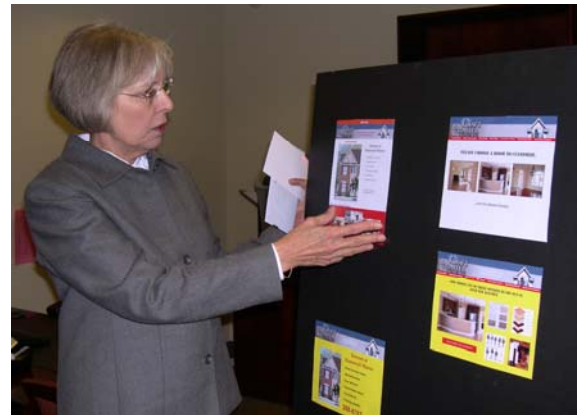
Are you ready?

## Want to make a difference by teaching?

Do you have extensive experience in the field of marketing and possess a bachelor's degree?

Do you have significant practical experience in marketing, desire to share your experiences with eager students, and want to be able to say that you taught at a major university?

Do you think that you might be interested in teaching a class or know someone who might be a good candidate?



Then contact us at  
[mktgdept@vcu.edu](mailto:mktgdept@vcu.edu)  
to learn more about  
teaching opportunities!