

Curriculum Vitae

Greg Metz Thomas
Director of Research, Emory Marketing Institute
Goizueta Business School, Emory University

Work

1300 Clifton Road, Suite 328
Atlanta, GA 30322
Tel: +1.404.727-4613
gmthoma@emory.edu
Web: EmoryMI.com

Home

6624 Mimosa Circle
Tucker, GA 30329
Tel: +1.404.790.2942
Greg@brandeverything.com
Web: Brandeverything.com

Summary

Innovation focused marketing researcher holding 18 years of business experience across numerous industries with emphasis in innovation markets. Doctoral studies at Hanken University (Finland) on brand trust and the impact of cause marketing as viewed through the lens of positioning and strategic alignment. Holds an MBA in Marketing from a top-tier graduate school. Strengths include lucid marketing strategy, brilliant creative marketing, & solid operational marketing. Exceptional analytical skills, and excellent leadership ability. He holds an integrative cross-functional perspective with experience in both finance and marketing.

Education

Doctoral Studies, Hanken University, Helsinki, Finland, including studies at Emory University, Institute for the Study of Business Markets (ISBM), and European Institute for the Advanced Study of Management. Dissertation defense is scheduled for Sept 2009.

MBA (Master of Business Administration), Marketing, University of Texas at Austin, 1999
A top-tier ranked business school.

Bachelor of Science, Politics, University of California at Santa Cruz, 1989
UCSC is ranked 1st in the Nation among public universities in the Social Sciences in the quality of research productivity according to Graham and Diamond.

Core Proficiencies

Marketing Insight

- Industry & Macro Trends
- Market Share Analysis
- Brand Audits
- Competitive Assessment
- Customer Insights

Marketing Operations

- Marketing Strategy
- Marketing Plans
- Marketing Metrics
- Brand Health

Product Management

- Brand Management
- Positioning
- Pricing Strategy
- Customer Co-Development
- Market, Concept and Usability Testing
- Product Launch

Creative Marketing

- Value Propositions
- Advertising & Salesware
- Logos, Identity, Packaging
- Technical Writing
- Digital Media Production (Web, CD, Video)

Academic Experience

2004-Current **Director of Research, Emory Marketing Institute**

Emory University, Goizueta Business School

Managed all aspects of the institute including research, administration, programs and operations. Developed research projects with Coca Cola, Kimberly Clark, Electronic Arts, DMA, Equifax, IBM, HP, John Deere, CMO Council, ISBM, MSI, Russell Reynolds, Harris Interactive, IRI, Euromonitor, IPSOS, Onninen, Kone, Suunto, Itella, amongst others. Managed research development with scholars from Harvard, Univ Mich,

UCLA, ESADE, Duke, Tuck, and more around the globe. Managed, directed, and participated in over 50 research projects covering all facets of brand management.

Professional Experience

- 2002-2004 **Managing Director, Brandeverything**
Management consultancy focused on marketing operations and business strategy. Projects encompass business planning, branding strategy, interactive marketing, customer satisfaction, innovation management, and supply chain management. Client firms' are in various industries including software, investment banking, building supplies, education, hotel, airline, consumer product, retail, and mass transit industries.
- 2000-2002 **Marketing Manager, Avaya Inc. (Lucent Technologies prior to spin-off)**, Milpitas
Avaya is a Fortune 500 firm and supplies the communication systems market.
Marketing Manager for Avaya's software applications group.
- Product Management:* Managed focus groups for branding, value proposition, concept testing, and prototype evaluation with buyers and channel partners. Utilized market research to coalesce insights into a product vision. Designed research for discovering answers to multiple issues in emerging market.
- Customer Loyalty Management:* Lead the customer base analysis and created detailed analysis plan. Identified revenue generating opportunities. Managed the customer data development program. Identified the strengths and weaknesses of the customer base in relation to the firm's strategy. Linked to key business initiatives and market segmentation.
- Customer Based Innovation:* Directed the *Concept Value-Engineering (CVE)* creation encompassing multiple methods including customer scenarios, inference stage, participant methods, contextual inquiry, ethnographic research, and quantitative validation.
- Market Segmentation and Opportunity Identification:* Crystallized the market segmentation that provides the core foundation for the businesses. Provided the logic for modeling the domestic and international opportunities.
- Market Opportunity Assessments and Competitive Analysis:* Identified key business landscape issues and the state of the environment. Synthesized large quantities of information into cogent and insightful interpretations.
- Marketing Communications:* Significantly impacted revenue through comprehensive planning for new product launch. Product won **best of show** for CT Expo 2000. Led cross-functional project teams (marketing, product management, research and development, finance, legal, market research, advertising, web tech, etc.) Created credible value propositions for the buying center and end users. Built awareness and drove demand through positioning and marketing programs (via print, advertising, video, CD, and web media.)
- 1999-2000 **Marketing Consultant, Brandeverything, Austin, San Francisco**
Jump Point Communications: Developed an approach to segment, target, position, and reach consumers in the market. Utilized conjoint analysis, discriminant, and cluster analysis techniques.
FOX Television: Developed market segmentation research covering media consumption, spending power, and demographic data.
Dr. Tom H. Davenport, Management Theorist: Managed design of marketing presence on the web.
Strategy Factory: Business plan consulting. Led to first round financing of \$700k, with follow on commitment.
Pentagram: Web marketing for client DAGC.
- 1998 **Marketing Consultant, Computer Sciences Corporation (CSC), Austin**
CSC is a Fortune 500 firm focused in consulting services
Marketing consultant for CSC's Financial Services Group, a business unit with \$1.7 billion in revenues. Reported to the Vice President of Marketing and managed multiple projects involving:
- *Marketing Communications:* Improved marketing communications processes.
 - *eMarketing:* Developed marketing aspects of web presence project (www.csc.com).
 - *Marketing Management:* Guided market segmentation effort.
 - *Customer Relationship Management:* Directed efforts regarding CRM program.
 - *Marketing Information Systems:* Drove initiative to integrate disparate marketing information systems.
- 1995-1996 **Analyst, Dakin Securities, San Francisco**
1994-1995 **Analyst, Glaser Capital, San Francisco**
Investment banks specializing in the high technology sector.

Led in projects involving:

- *Marketing Offerings Assessment*: Appraisal of product portfolio and product lifecycles.
- *Marketing Analysis*: Evaluated marketing programs (product, price, place and position).
- *Marketing Strategy*: Evaluated marketing, business, and corporate strategies.
- *Opportunity Identification*: Assessment of market size, growth, and attractiveness.
- *Business Landscape Analysis*: Analyzed competitor's capabilities and industry structure.
- *Technology Assessment*: Identification of technology trends and key secular issues.

1990-1994 **Marketing Manager, Synchronotech**, Los Angeles & San Francisco

A leading high tech firm in the compact components market

Identified market opportunities, targeted attractive segments, and positioned value added offerings. Developed marketing programs, and developed direct response promotion activities.

- *Creative Marketing*: Developed advertising, marketing collateral, direct marketing, and online marketing programs.
- *Brand Marketing*: Initiated branded private label products.
- *Marketing Management*: Managed the 4 Ps (product, price, place, and position decisions.)

Designed and implemented programs to build customer base through awareness creation and inducement of trial offers. Led marketing program focused on generating profitable revenue. Penetrated current markets and expanded into new markets, both domestic and international.

Research Grants

2007 Leveraging Technological Innovations via Branding in Global Markets, Tekes/Finland (450,000 Euros; With Kristi Lindberg, Hanken School, Finland)

Refereed Publications

- 2008 *"Build Your Marketing Capabilities First," Marketing Management*, (September) (with Naveen Donthu, Rajendra K. Srivastava, Naras Eechambadi).
- 2007 *"Developing Brands and Emerging Markets: An Empirical Application," Journal of Place Branding and Public Diplomacy (2007) Vol 3, Issue 1, p86-99 (with Philip Zerrillo)*
- 2007 *"Suite Talk," Marketing Management*, (Nov/Dec) Vol 15, Issue 6, p48-54 (with Jeff Parkhurst) AIN: 23008987
- 2005 *"Web-Based Customer Acquisition for High Ticket Purchases," Journal of Website Promotion* (April) Vol 1, Issue 1.
- 2004 *"Buzz Marketing: Building the Buzz in the Hive Mind," Journal of Consumer Behavior*, (Sept), Vol 4, Issue 1, p64-72

Research and Publications

- 2008 *"The Marketing Innovators: Tapping University Knowledge, Part I," AMA Marketing Research News*. (March)
- 2008 *"The Marketing Innovators: Tapping University Knowledge, Part II," AMA Marketing Research News* (July).
- 2008 *"Brands, Innovation, and Globalization" Tekes Whitepaper*
- 2008 *"Marketing is Dead, Long Live Marketing," ViewPoints Emory Marketing Institute* (with Christian Grönroos).
- 2008 *"Brand Hijack: When Unintended Segments Desire Your Brand," Superbrands Nigeria* (republished)

- 2006 “Driving Firm Performance with Market Based Assets” (October), **Marketing Magnified**, CMO Council (with Rajendra K. Srivastava)
- 2006 “M&A and the Valuation Impact of Brands Essence,” **Branding Insights** (June)
- 2006 “Internal Branding: Stimulate to Emulate”, **Branding Insights** (May)
- 2006 “Art and Branding: A Collision in the Desert,” **Branding Insights** (April)
- 2006 “Process Makes Perfect: A is for Apple, B is for Beatles, M is for Marriott,” **Branding Insights** (April)
- 2006 “Assessing the Best in Viral Marketing,” **Branding Insights** (April)
- 2006 “Living the Brand,” **Branding Insights** (March)
- 2006 “Brand Incongruity: The Movies, The Stars, and The Bucks”, **Branding Insights** (March)
- 2006 “Floats like a Butterfly, Stings like a Jollibee”, **Branding Insights** (March)
- 2006 “The Power of Retail Branded Experiences,” **ViewPoints** (April) (with Lluís Martínez-Ribes)
- 2005 “Brand Hijack: When Unintended Segments Desire Your Brand,” **MarketingProfs Premium Content** (January)
- 2006 “Experience Effects on Brand Choice,” **Viewpoints** (April) (with Doug Bowman)
- 2005 “Lessons from Proctor & Gamble’s Value Pricing Strategy: Market Response to Major Policy Changes” **ViewPoints** (March) (with Scott Neslin)
- 2005 “The Secret to Superior Persistence in Brand Performance” **ViewPoints** (with Sundar Bharadwaj)
- 2005 “The Executive’s Guide to Branding? The Risk and Return Effect of Branding,” **White Paper** (with Raj Srivastava)
- 2005 “Building a Brand Taxonomy,” **ViewPoints** (January)
- 2004 “Developing Brand Hierarchy Trees,” **Brand Elements**
- 2004 “Laddering Methodology,” **Brand Elements**
- 2004 “Utilizing the Brand Awareness-Attitude Grid,” **Brand Elements**
- 2004 “Influencing Choice Models in Consumer Behavior,” **Brand Elements**
- 2004 “Brand Switching Matrices,” **Brand Elements**
- 2004 “Creating a Brand Portfolio Snapshot,” **Brand Elements**
- 2004 “Creating a Brand Portfolio Snapshot,” **Brand Elements**
- 2004 “Measuring Your Brand Competency Quotient,” **Brand Elements**
- 2004 “Brand Development Indices,” **Brand Elements**
- 2004 “Brand Slogan Developer,” **Brand Elements**
- 2004 “Overview on Advertising Elasticity,” **Brand Elements**
- 2004 “Brand Awareness Metrics,” **Brand Elements**

- 2004 "Customer Lifetime Value," **Brand Elements**
- 2004 "Name Evaluator Scorecard," **Brand Elements**
- 2004 "Advertising Awards Promote Marketing Debacles: The Case of the Milk Mustache Campaign" **Brand Elements**
- 2004 "The Power of Product Positioning: The Case of Logitech Mice" **Brand Elements**
- 2004 "The Impact of Technology on Social Structure," **Brand Elements**
- 2004 "A Case for Branding: Morton Salt," **Brand Elements**

Work-in-Progress - Papers

1. "Navigating SWOT Analysis in Strategic Management: Is it Time for Redemption or Termination?" (with Mark Riker)
2. "The Power of Brand Positioning and Strategic Alignment" (with Jagdish Sheth)
3. "Brand Trust: A Conceptual Overview"
4. "An Evolutionary Perspective of the Computing Business: History's Ubiquitous Lessons for Management"

As Quoted

- 2008 "Customer connect: Using security as a market differentiator" **SC Magazine**, Jan 1, 2008 (by Dan Kaplan)
- 2007 "Turning security costs into business advantages," **Council on Competitiveness** (November)
- 2007 "End of Paying for Information on the Net?" **Knowledge@Emory** (October)
- 2007 "Why IT Security Can Instill Confidence in a Company," **Knowledge@Emory** (September)
- 2007 "In Retail Space, Is Market Position the Key to Retailer Gold?," **Knowledge@Emory** (June)
- 2007 "Navigating the Potential Risks and Rewards of Celebrity Endorsements," **Knowledge@Emory** (June)
- 2007 "Where's the Real Brand Knowledge?," by Don Schultz, **Marketing Management**
- 2006 "When Consumers Take Control Do Brands Profit?," by Randel Frost, **BrandChannel**
- 2005 "Atlanta to start image campaign" Leon Stafford, Atlanta Journal Constitution (October 15)
- 2005 [Blog! How the Web's New Mavericks Are Changing Our World](#), David Kline, CDS Books (June)

Presentations

- 2007 "Brand Trust: Building, Maintaining, and Revitalizing Trust," Hanken University
- 2007 "Brand India: Company Action Items" Brand India Conference, University of Connecticut
- 2007 "Secure the Trust of the Brand" webcast, CMO Council, New York City
- 2006 "Data Envelopment Analysis of DMA Award Winners", DMA Conference, San Francisco

- 2006 *"Schumpeterian Innovation,"* a presentation on competing through managing innovation.
- 2004 *"State of the Economy,"* Webcast
- 2003 *"Building an Effective Business Plan"* a presentation on how to launch a new venture.

Books & Reports

- 2007 **The Future of Retail Branding**, Emory Marketing Institute
- 2007 **Secure the Trust of Your Brand**, Emory Marketing Institute
- 2006 **Improving the PR Process**, Computer Sciences Corporation
- 1995 **The Ultimate Computer Buyers Guide**, ISBN 1-55622-446-X, 325 pp., 1995, Wordware Publishing.

Work-in-Progress - Books

- 2009 **Masters of Marketing on Branding**, Co-Editor and Contributor, with Rajendra K. Srivastava
- 2009 **Emory Marketing Institute on Branding**, Co-Editor & Contributor
- 2009 **The Definitive Glossary of Brand Terms**