



**WHARTON FUTURE OF
ADVERTISING PROGRAM
2016/17
ANNUAL STEWARDSHIP REPORT**



THE WHARTON FUTURE
of ADVERTISING PROGRAM

JERRY WIND • CATHARINE HAYS
WFOA.UPENN.EDU • @WHARTONFOA

TABLE OF CONTENTS

KNOWLEDGE GENERATION THROUGH COLLABORATION	5
KNOWLEDGE DISSEMINATION AND VISIBILITY	13
INFLUENCE AND IMPACT	16
WFOA EDUCATION	20
APPENDIX I: WFOA INNOVATION NETWORK	27
APPENDIX II: PUBLISHED ARTICLES, BLOGS, AND MEDIA MENTIONS	35
APPENDIX III: WFOA STRATEGIC COLLABORATIONS	39
APPENDIX IV: CREATING AND ACTIVATING WFOA TOUCHPOINTS	48



THIS REPORT SERVES AS BOTH AN OVERVIEW OF THE PROGRAM'S RECENT ACHIEVEMENTS, AS WELL AS A CELEBRATION OF THE INDIVIDUALS IN OUR ACADEMIC/PRACTITIONER COMMUNITY WHO HAVE MADE THIS IMPORANT KNOWLEDGE CO-CREATION AND DISSEMINATION POSSIBLE.

THE 2016-17 WFOA STEWARDSHIP REPORT HIGHLIGHTS THE PROGRAM'S COMMITMENT AND TO DRIVE AND SUPPORT DEEPER INSIGHTS, BOLDER INNOVATION AND BROADER POSITIVE IMPACT OF ADVERTISING AND MARKETING FOR BUSINESS, PEOPLE, AND SOCIETY.

FROM 2008 THROUGH 2017, THE WHARTON FUTURE OF ADVERTISING PROGRAM ACTED AS A CATALYST TO LAUNCH THE FORCES OF CHANGE AND MAKE ADVERTISING AND MARKETING MARKEDLY BETTER FOR BUSINESSES, PEOPLE, AND SOCIETY. WFOA WAS AT ITS CORE A GROWING GLOBAL NETWORK OF FORWARD-THINKING, REFLECTIVE, OPEN-MINDED, INTERDISCIPLINARY ACADEMIC AND INDUSTRY COLLABORATORS.



**BEYOND ADVERTISING AND THE ADVERTISING
2020 PROJECT** 6

2016 ANNUAL MEETING IN LONDON 8

**MARKETING MATTERS RADIO SHOW AND
PODCAST** 9

MEDIA FUTURE SUMMITS 11

2016 CANNES LIONS 12

I: KNOWLEDGE GENERATION THROUGH COLLABORATION

**PROJECTS AND INITIATIVES THAT DEEPEN AND SHARE OUR UNDERSTANDING OF THE ONGOING
CHALLENGES AND OPPORTUNITIES FACING PRACTITIONERS TODAY, AND OFFER GUIDANCE FOR THE
WAY FORWARD**

“[BEYOND ADVERTISING] IS A MUST-READ FOR ANYONE WHO WANTS TO BE EFFECTIVE IN REACHING, INFLUENCING, AND CREATING VALUE. I THINK THIS BOOK WILL BE A MILESTONE IN THE HISTORY OF MARKETING COMMUNICATION.”

DR. PHILIP KOTLER

S.C. JOHNSON & SON DISTINGUISHED PROFESSOR OF INTERNATIONAL MARKETING,
KELLOGG SCHOOL OF MANAGEMENT,
NORTHWESTERN UNIVERSITY

BEYOND ADVERTISING BOOK AND THE ADVERTISING 2020 PROJECT

Beyond Advertising: Creating Value through All Customer Touchpoints (Wiley 2016) is the culmination of WFOA's signature project, Advertising 2020. Advertising 2020 launched in 2012 to capture and address the most pressing challenges looming ahead for the global advertising industry.

The project began by identifying and inviting over 200 thought leaders, innovators, and visionaries to answer two key questions:

1. What could/should advertising look like in 2020?
2. What should we do now for that future?

We next created an interactive section on our website with 200+ 1000-word or less essays from Ad2020 participants, complete with themed playlists, quotable quotes, and filter functions for region of the world, title, and type of organization. Contributors and visitors posted comments, comparisons and feedback.

With the contributors' full, original perspectives broadly available, we then spent considerable time analyzing, distilling, and synthesizing these insights into a practicable "**Beyond Advertising Roadmap**" and "**All Touchpoint Value Creation Model**" that are now the centerpiece of the *Beyond Advertising* book. Co-authored by Catharine Hays and Jerry Wind, we also credit the Wharton Future of Advertising Innovation Network as our co-authors, who were quoted extensively throughout the book and who gave invaluable feedback and encouragement.

The idealized design approach holds the potential for revolutionizing the way marketers and the entire C-Suite envision and create interactions for the new business landscape that continues to unfold. *Beyond Advertising* challenges existing mental models with radical new approaches that reach far beyond the traditional purview of marketing. The All Touchpoint Value Creation Model provides an evergreen set of guideposts for connections with people that are better for business, better for people, and better for society. The new model advocates the coming together of creativity, analytics, design and operations to set a new bar for content and context: the **R.A.V.E.S.** standard for maximized content (Relevant, Actionable, Valuable and Value-generating, Exceptional Experience, and Shareworthy Story); and the **M.A.D.E.S.** standard for maximized context (Multisensory, Audience, Delivery Mechanism, Environment, and Synergy).

2016 ANNUAL MEETING IN LONDON

After hosting roundtables in India, Singapore, France, and China in previous years, WFOA convened its Annual Meeting abroad for the first time in 2016-17. We coordinated with the Institute for Practitioners of Advertising (IPA) to be part of their Inaugural Effectiveness Week in London, continuing WFOA's dedication to global perspectives on the future.

Over 50 of the program's European-based Global Advisory Board members and executive collaborators gathered to discuss lessons learned since the launch of Advertising 2020 as well as their main challenges, obstacles, and opportunities of the past year and those coming over the horizon.

Keynote speaker **Rory Sutherland**, Vice-Chairman of Ogilvy & Mather Group UK, set the tone by focusing on the importance of trust. He discussed "**Trust Placebos**" and the need to have "reputational skin in the game" to keep brands honest. Participants then shared five-minute perspectives on one of the five pressing and complex topics facing the industry, including:

- **Beyond the CMO: Customer-driven Business Transformation**
- **Evolving Business and Revenue Models for Agency/Advertiser/Media Relationships**
- **Lessons from Tech: AR, VR, AI, IOT, and Automation**
- **People, People, People (Audiences and Teams)**
- **New Thinking on Research, Measurement, and Effectiveness**

We are grateful to the IPA for hosting our meeting at their offices. We also extend our thanks to the Royal Academy of the Arts for culminating the day by hosting an evening reception, including a private tour of the Abstract Expressionism exhibit and a discussion with RA CEO **Charles Saumarez Smith** and Jerry Wind on lessons from artists for issues facing practitioners.

The event was made possible in part by a generous grant from Wharton Global Initiatives.

Video clips from the session can be found at: <http://bit.ly/2lkHvtV>

MARKETING MATTERS RADIO SHOW, BLOG, AND PODCAST

Our bi-monthly *Marketing Matters* SiriusXM show, broadcast on Wednesdays from 5:00 PM - 7:00 PM on Wharton Business Radio SiriusXM 111, gave listeners insights from executives at the front lines of the new advertising and marketing ecosystem. In 2016 and 2017, over 80 executives joined host Catharine Hays to discuss timely topics such as the future of multicultural marketing, bridging silos across the C-Suite, and harnessing new technologies. Forbes CMO Network editor **Jenny Rooney** joined Catharine as co-host of the monthly CMO Spotlight edition, and together they interviewed 35 CMOs in 2016 and 2017.

MISSED THE LIVE BROADCAST?

1. LISTEN TO REPLAYS ON SIRIUS XM 111 ONLINE
2. READ SHOW BLOG POSTS ON THE WHARTON BUSINESS RADIO WEBSITE HIGHLIGHTING KEY TAKEAWAYS FROM THE DISCUSSION
3. SUBSCRIBE AND LISTEN TO PODCASTS OF RECENT SHOWS ON THE WHARTON BUSINESS RADIO HIGHLIGHTS SOUNDCLOUD CHANNEL.

SELECTED RADIO SHOW HIGHLIGHTS:

CMO SPOTLIGHT: NEW TECHNOLOGY PLATFORMS (aired January 13, 2016)

“One of the most fabulous things about the world we live in right now is that it’s all basically a learning laboratory.”

- **Emily Culp**, Chief Marketing Officer at Keds

Catharine Hays and Jenny Rooney invited **Barbara Martin Coppola** (Chief Marketing Officer at Grubhub), **Ram Krishnan** (Chief Marketing Officer at Frito-Lay), **Emily Culp** (Chief Marketing Officer at Keds), and **Jeremy Wacksman** (Chief Marketing Officer at Zillow) to share their insights on emerging technology in the advertising and marketing space. Some of the main insights included:

- New technology has not only allowed marketers to experiment with new ways to reach consumers, but also has allowed smaller start up players the ability to compete with larger brands on a similar level.
- With these benefits come new challenges, including integration of the technology into existing systems and adapting products to accommodate the changing landscape.

MULTICULTURAL MARKETING (aired July 19, 2017)

“When you’re talking about doing business, you want to make sure you’re relevant, and that you’re resonating with consumers.”

- **Linda Lane Gonzalez** (Board Chair, AHAA: The Voice of Hispanic Marketing; President, Viva Partnership, Inc.)

In this installment of *Marketing Matters*, Catharine was joined by guests Linda Lane Gonzalez (Board Chair, AHAA: The Voice of Hispanic Marketing; President, Viva Partnership, Inc.) and David Wellisch (Co-Founder and CEO, Collage Group), who discussed nuances of the Hispanic market, as well as Flint McGlaughlin (CEO and Managing Director, MECLABS Institute), and Daniel Burstein (Senior Director and Editorial Content for MarketingSherpa, MECLABS Institute) to discuss how MECLABS thinks about diverse audiences. Insights included:

- Rather than divide target audiences among ethnic lines, marketers should understand the nuances in cultural openness within groups and target accordingly.
- “Customer-first marketing” is about matching long-term personal consumer goals alongside short-term company goals, whereas “customer-centric marketing” focuses on how can a company can target and get the most out of a customer.

MEDIA FUTURE SUMMITS

<http://www.mediafuturesummit.com/>

The Media Future Summit, co-hosted by WFOA and MediaPost, was launched in 2015 to gather top executives tapped from throughout the media ecosystem to seek lasting business solutions amid digital-age reordering of the media economy. MFS laureates depart with up-to-the-minute news from the monetization front lines. Most importantly, they collaborate to identify and cultivate sustainable solutions to chart the future of the industry.

2017

In the third annual Media Future Summit co-hosted by WFOA and MediaPost, Jerry Wind and **Bob Garfield** (Columnist for MediaPost and Co-Host for WNYC's On the Media) presented opening remarks to kick off discussions on the current state of the industry, including anti-media rhetoric in politics and the rise of podcast content. The event sparked dialogue around new platforms for sustainable media and suggestions of new business models. Keynote speakers include **Ken Auletta**, (Author, The New Yorker Annals of Communications) who discussed the disruption of media, and **Preet Bharara**, (Distinguished Scholar in Residence, NYU School of Law) who dove into the effect of politics on today's media landscape.

2016

In collaboration with MediaPost, WFOA hosted its second annual Media Future Summit in 2016, a gathering of top executives and thought leaders in the world of media. Moderated by Jerry Wind, **Steven Smith** (Editorial Director, Events at MediaPost) and **Bob Garfield** (Columnist for MediaPost and Co-Host for WNYC's On the Media), conversations focused on how to create sustainable journalism and disruptions in traditional media. Demonstrating WFOA's commitment to fostering more ethical and vibrant media in society, discussions revolved around whether new forms of media and distribution have the ability to survive in an environment of constant evolution.



2016 CANNES LIONS

Jerry Wind and Catharine Hays along with **Andrew Essex** (CEO of Tribeca Enterprises) brought ***Beyond Advertising*** to Cannes in their “New Creativity Standards for the Future” presentation, challenging entrenched thinking by sharing the ***Beyond Advertising*** roadmap and model with an audience of key advertising and marketing executives, influencers, and practitioners. The presentation concluded with encouraging the audience to consider what they’re doing differently and to share their key learnings from these innovations and experiments.

Marketing Matters aired a special broadcast featuring Cannes jurists and winners **Winston Binch**, Chief Digital Officer of Deutsch North America; **Frederic Bonn**, Chief Creative Officer of Mirum Agency North America; and **Marco Vega**, co-founder at We Believers, who shared with listeners the experiences and insights they took away from the Cannes Lions Festival on *Marketing Matters*.

Additional information about the experience may be found at:
<http://wfoa.wharton.upenn.edu/cannes-lions-2016>





BLOG POSTS	14
SOCIAL MEDIA	14
EVENTS//WORKSHOPS//INDUSTRY	15
CONFERENCES//	

II: KNOWLEDGE DISSEMINATION AND VISIBILITY

**WFOA SOUGHT TO SHARE FINDINGS, ENGAGE A GLOBAL AUDIENCE, AND OFFER THE LATEST INSIGHTS
AND TRENDS ACROSS THE INDUSTRY**

BLOG POSTS

WFOA.WHARTON.UPENN.EDU/BLOG

The WFOA blog features timely content in the form of 28 posts published in 2016 and 2017, covering topics ranging from *Marketing Matters* radio show highlights to WFOA sponsored events like the Super Bowl Tweet Meet, the 2016 Wharton Undergraduate Marketing Conference, and **Barry Wacksman's** (EVP, Global Chief Strategy Officer at R/GA) presentation on the evolution of marketing at Wharton.

SOCIAL MEDIA

TWITTER: @WHARTONFOA

WFOA hosted the sixth and seventh annual Super Bowl Tweet Meets in 2016 and 2017 where a loyal group of Tweet Meet alums from the advertising industry and academia were joined by new commentators to evaluate ads in real time. All were encouraged to tweet #WhartonFoA to add thoughts, insights and reactions to our live Twitter feed. In a 2016 nod to our book's themes, favorite ads were tagged #BeyondAdvertisingYES, while those that fumbled were tagged #BeyondAdvertisingNO.

WFOA ON FACEBOOK AND LINKEDIN

Students helped us launch our Facebook group and page to share WFOA's mission and research, and to enable networking among Wharton and Penn alumni. We also invited WFOA community members and collaborators to join our LinkedIn group.

TWEET HIGHLIGHTS FROM OUR AD2020 NETWORK

"And in conclusion: Advertising is about people. If we can start there, the rest will follow #whartonfoa"

Morten Gad, Creative Director & Partner at GORM Agency. @mortengad

"Social data helps predict what people will do. But if you have their past behavior then social doesn't add any value #whartonfoa"

Gian Fulgoni, Co-Founder and Chairman Emeritus at comScore, Inc. @gfulgoni

"Effectiveness and creativity are one and the same. #Whartonfoa"

Jenny Rooney, Forbes CMO Network editor. @jenny_rooney

EVENTS//WORKSHOPS//INDUSTRY CONFERENCES//

We sought to bring the concepts and conversations of *Beyond Advertising* to key audiences. We participated in 38 events worldwide, 19 in 2016 and 19 in 2017. In 2016, we hosted and co-hosted five events, and presented or gave the keynote at 17 events. In 2017, we hosted and co-hosted three events, and presented or gave the keynote at 10 events.

We estimate that we were able to bring the concepts of the WFOA community to over 200,000 industry leaders and participants. Our efforts generated widespread publicity for Wharton, *Beyond Advertising*, and the Program. Through the years, we strove to challenge bolder innovation and inspire deeper insights within the industry through our engagements.

SELECTED PRESENTATIONS AND KEYNOTES

2017 Ad:Tech

The End of Advertising: A Conversation with Andrew Essex, Former CEO of Tribeca Enterprises and Author, "The End of Advertising" in conversation with Catharine Hays

2017 4As Createtech

A.I. & A Creative Renaissance: An Open Conversation about Robots by Catharine Hays with Winston Binch, Chief Digital Officer at Deutsch North America

2016 Cannes Lions Festival of Creativity

New Creativity Standards for the Future presented by Jerry Wind and Catharine Hays with Andrew Essex, then CEO of Tribeca Enterprises

2016 Advertising Week

Beyond Advertising and the CMO: The Roadmap to Changing Mindset in a Post-Interruption World

Don't Call it a Phone: Marketers' New Mobile Perspectives "Beyond Advertising," Jerry Wind with Adam Shlachter, President of VM1; Jeffrey Rossi, Global Director of Business Marketing at Spotify; Michael Donnelly, SVP, Group Head Global Digital Marketing at Mastercard; and Mitchell Reichgut, CEO of Jun Group

Taking the Long View: The Future of B2B Advertising, Jerry Wind with Alison Engel, VP, Global Marketing, LinkedIn

ANA Masters of Marketing: "Marketing Matters" CMO Spotlight, with Eric Reynolds, CMO of Clorox; Jim Speros, EVP Corporate Communications at Fidelity Investments, WFOA Global Advisory Board member; Joan Khoury, CMO of Oppenheimer & Co. Inc.; and Dan Briscoe, VP of Marketing at HCSS

SELECTED WEBINARS AND PODCASTS

Marketing Science Institute Webinar - May 18, 2016

Pfizer Global Marketing Team Webinar - Sept 13, 2016

Integrated Marketing Virtual Webinar - Sept 20, 2016

Six Pixels of Separation: The Mirum Podcast - February 10, 2017

MarketingSherpa Webinar - May 1, 2017



ASSOCIATION PARTNERSHIPS	18
CORPORATE PARTNERSHIPS	19

III: PARTNERSHIPS FOR BROADER, INFLUENTIAL IMPACT

WFOA PARTNERED WITH AND LEVERAGED THE REACH OF RESPECTED AND INFLUENTIAL ASSOCIATIONS AND ORGANIZATIONS WHICH REPRESENT KEY CONSTITUENTS OF CHANGE

ASSOCIATION PARTNERSHIPS

WFoA works closely with industry associations and research organizations on future-oriented initiatives and participates in their key conferences. We shared a number of reciprocal board members.

We highly value our ongoing partnerships with the following associations:

- 4A's
- Advertising Research Foundation
- ANA
- Effies Worldwide
- IAB
- Institute of Practitioners in Advertising
- Marketing Science Institute
- Mobile Marketing Association



LONDON EFFECTIVENESS WEEK COLLABORATION

Effectiveness Week is a collaborative project established in 2016 by IPA's Effectiveness Leadership Group to promote a culture of marketing effectiveness in the industry. WFoA was one of the four founding academic partners in this initiative to bring together industry thought leaders in the first week of November 2016 (including our only other US participant, MIT). WFoA kicked off the week with a presentation at the opening two-day "Effectiveness Genesis Conference" at BAFTA. Our presentation explored how "effectiveness" could and should be defined more broadly to include not just brand results, but positive impact on society and culture for outcomes beneficial to all. Our 2016 Annual Meeting was held in London as one of several Effectiveness Week events across the city.



SELECTED CORPORATE COLLABORATIONS

FACEBOOK PERSONALIZATION@SCALE



Our collaboration with the Facebook Marketing Science team was designed to drive the conversation surrounding personalized marketing across platforms and audiences. Together, we researched the effectiveness of highly targeted personalized marketing based on data science and algorithms.

GLASSVIEW

WFoA joined forces with social video platform GlassView for a research project that contributes to the discussion around the future of digital video. Guided by the All Touchpoint Value Creation Model outlined in *Beyond Advertising*, we explored the Internet of Things as a platform for marketers and targeted content providers, and in the hopes of informing our audience of the findings.

HEARTS & SCIENCE



In collaboration with, and made possible by, marketing and media agency Hearts & Science, we brought the practical implications of the Five Forces of Change to life. In the first installment published in the form of an e-book, Hearts & Science and WFoA seek to understand the “Unreachables” audience--a growing number of Millennials and Gen Xers who aren’t tracked, targeted or measured by traditional advertising tools. Our findings discuss the implications of this group for conventional media planning strategies and how companies can address this challenge.

JUN GROUP

In 2016, WFoA and the Jun Group co-hosted the Future Vision Breakfast Series in New York, Chicago, and LA. These workshops were led by Dr. Jerry Wind as an interactive presentation/discussion of the findings from WFoA’s Advertising 2020 Project.

PFIZER

WFoA collaborated with Pfizer on a webinar series for their Global Marketing team, featuring *Beyond Advertising* concepts and informative case studies. Our efforts focused on enhancing Pfizer Marketing Capabilities: Customer/Patient Centricity, Branding, Data Analysis, Creative Execution. Catharine Hays also shared these concepts in a keynote at the 2016 Pfizer Innovative Health Marketing Summit.

TURNER AD LAB

WFoA’s founding directors were members of the Turner AdLab Advisory Board, whose mission is to research and amplify less disruptive advertising experiences for consumers by creating and testing new advertising models and capabilities that maintain or increase the effectiveness of advertising.

WE ARE GRATEFUL FOR THOSE WHO COMMITTED FINANCIAL RESOURCES TO FUND OUR STAFF AND STUDENTS

The SEI Center for Advanced Studies in Management

Sanjay Govil has been one of the most consistent and generous supporters of the program, primarily in support of the legacy of Professor Jerry Wind.

WFOA RESEARCH COLLABORATORS





ACADEMIC CONTRIBUTIONS	22
STUDENT RESEARCH AND ADMINISTRATIVE ASSISTANTS	23
SUPPORT FOR STUDENT MARKETING ORGANIZATIONS	23
LOOKING AHEAD AND <i>BEYOND</i> “ADVERTISING”	24

IV: WFOA EDUCATION INITIATIVES AND SUPPORT

WFOA WAS PROUD TO HAVE FOSTERED INNOVATION IN THE CLASSROOM AND INSPIRED A NEW GENERATION OF STUDENTS TO REDEFINE MARKETING

ACADEMIC CONTRIBUTIONS

Several university course syllabi have featured *Beyond Advertising*:

THE WHARTON SCHOOL

Marketing Strategy, Wharton Fellows Program and **Wharton Executive Education** courses all feature WFOA content and concepts. Instructor: **Professor Jerry Wind**, The Lauder Professor Emeritus of Marketing at The Wharton School, Academic Director of The Wharton Fellows Program, Director of the SEI Center for Advanced Studies in Management.

Advertising Management course. Instructor: **Ludovica Cesareo**, Post-Doctoral Research Fellow in Marketing at The Wharton School.

Introduction to Marketing final lecture featured WFOA Global Advisory Board member Barry Wacksman, Global Chief Strategy Officer at R/GA. Instructor: **Keith Niedermeier**, Director of the Undergraduate Marketing Program and Adjunct Professor of Marketing at the Wharton School.

NORTHWESTERN

Integrated Marketing Communications Program course. Instructor: **Jim Lecinski**, Vice President, US Sales & Service at Google, WFOA Global Advisory Board member, Adjunct lecturer at Northwestern University and University of Notre Dame.

NOTRE DAME

Executive MBA Marketing course. Instructor: **Jim Lecinski**, Vice President, US Sales & Service at Google, WFOA Global Advisory Board member, Adjunct Lecturer at Northwestern University and University of Notre Dame.

COLUMBIA UNIVERSITY

The Industry Insider course. Instructor: **Dr. Matthew Sawyer**, Managing Partner at Rocket Development, Adjunct Professor at Columbia University and Parsons School of Design.

RUTGERS BUSINESS SCHOOL

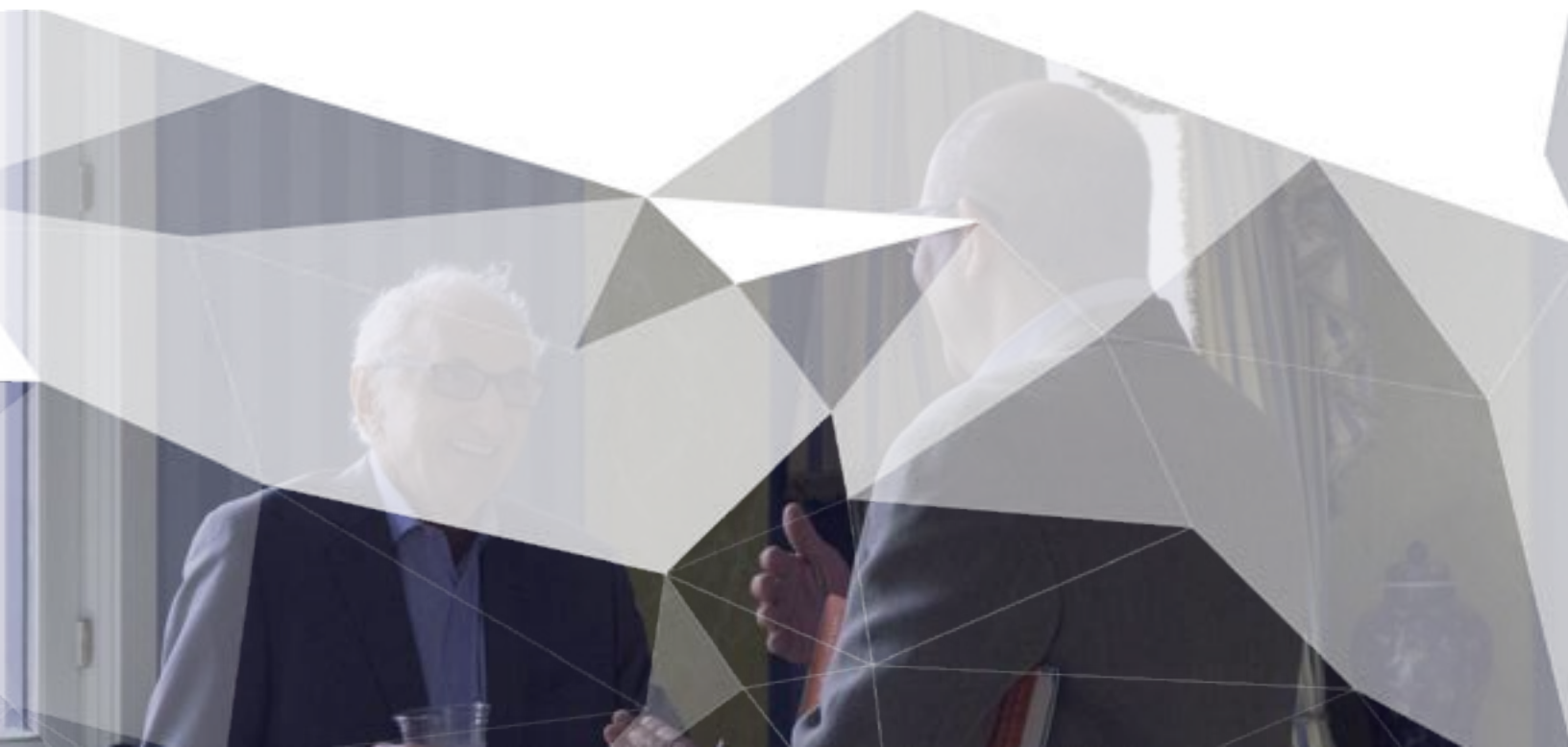
MBA program **Marketing Strategy** course. Instructor: **Mark Burgess**, Founder & President of Blue Focus Marketing, Adjunct Professor of Marketing at Fairleigh Dickinson University and Rutgers University.

STUDENT RESEARCH AND ADMINISTRATIVE ASSISTANTS

Wharton and Penn student research and administrative assistants were vital to our efforts and our energy. Undergraduates and graduates from all disciplines contributed in numerous ways, including primary and secondary research, analysis, administrative and event planning assistance, and input into priority research topics. Students gained valuable experience as integral members of the Program. In 2016, we employed 12 Student Research Assistants, including one PhD. In 2017, we had 11 Student Research Assistants.

SUPPORT FOR STUDENT MARKETING ORGANIZATIONS

In our effort to deepen engagement with the undergraduate community and foster interest in marketing for a new generation, we continued our sponsorship and collaboration with the Marketing Undergraduate Students Establishment (MUSE) for two key events featuring WFOA Community members as panelists and presenters: MEME week (MUSE E-Marketing and Engagement) and the Wharton Undergraduate Marketing Conference (WUMC). From 2017 until closing, we supported of the annual MBA Wharton Marketing Club Conference.



LOOKING AHEAD AND *BEYOND*

“ADVERTISING”

As of February, 2018, with the closing of its parent entity, the SEI Center for Advanced Studies in Management, The Wharton Future of Advertising Program (WFOA) will be closing, too. Research projects will transition to Jerry Wind, Lauder Professor Emeritus of Marketing. These are some of the key questions that Professor Emeritus Jerry Wind hopes to continue to explore in future collaborations.

- 1** How could/should we rethink the scope of outcomes for advertising and marketing and the broader measurements to account for impact, including the bottom line...as well as on people and society?
- 2** How could/should experimental platforms bring ongoing rigor to understanding what is working, what is not working, and why? How can these platforms not be made obsolete by the unknowns of the foreseeable future?
- 3** Are real time personalized experiences and offerings the holy grail for transforming companies/organizations and if so, what is the role of marketing to bridge the necessary silos and ensure financial viability?
- 4** Do customer-driven and employee-driven approaches for business transformation present the most viable, long term sustainability of business and people and society?



**“ADVERTISING IN
2020 WILL NOT BE
‘BUY ME’ IT WILL BE
‘JOIN ME.’”**

KEVIN ALLEN

CEO & FOUNDER, RE:KAP LD



I. WFOA INNOVATION NETWORK	27
GLOBAL ADVISORY BOARD	27
2017 UPENN RESEARCH ASSISTANTS	33
2016 UPENN RESEARCH ASSISTANTS	33
2016 GOVIL FELLOWSHIP SUMMER RESEARCH ASSISTANTS	34
II. PUBLISHED ARTICLES, BLOGS, AND MEDIA MENTIONS	35
BOOKS	35
2016 PUBLISHED ARTICLES	35
BLOG POSTS	35
MEDIA MENTIONS	37
III. WFOA STRATEGIC COLLABORATIONS: EVENTS AND PARTICIPANTS	39
2016 ANNUAL MEETING IN LONDON PARTICIPANTS	39
2016 MEDIA FUTURE SUMMIT DELEGATES	41
2017 MEDIA FUTURE SUMMIT DELEGATES	44
IV. CREATING AND ACTIVATING WFOA TOUCHPOINTS	48
WFOA ON <i>MARKETING MATTERS</i> 2016	48
WFOA ON <i>MARKETING MATTERS</i> 2017	51
2016 WFOA SPEAKING ENGAGEMENTS	55
2017 WFOA SPEAKING ENGAGEMENTS	57

APPENDICES

In 2016, we welcomed two new Global Advisory Board members, totaling 95 members:

- J. Brooks, Founder and CEO at GlassView
- Sabine Gilliam, Vice President, Rare Disease Country Lead, Japan at Pfizer

In 2017, we welcomed four new Global Advisory Board members, bringing the total to 99 members:

- Winston Binch, Chief Digital Officer, Deutsch North America
- Scott Hagedorn, Founder and CEO, Hearts & Science
- Greg Stuart, CEO, Mobile Marketing Association
- Barry Wacksman, EVP, Global Strategy Officer, R/GA

WFOA GLOBAL ADVISORY BOARD

NAME	TITLE	ORGANIZATION
Doug Alexander	President	Actua Corporation
Ryan Anderson	VP of Marketing	A+E Networks
Bob Arnold	Digital Media & Strategy Lead, North America	Google
Dave Balter	CEO	Mylestoned, Inc.
Paul Bascobert	President of Local	XO Group Inc.
Jeff Bell	CEO; Board Member; Chairman of the Board of Advisors	LegalShield Official; NCT Ventures; DOMedia
Celia Berk	Chief Employee Experience Officer; Group Talent Partner	J. Walter Thompson Worldwide
Saul Berman	VP & Global Chief Strategist	IBM Global Services
Winston Binch	Chief Digital Officer	Deutsch North America
Les Binet	Head of Effectiveness; Founder	Adam & Eve DDB; DDB Matrix
J. Brooks	Founder and CEO	GlassView
Thomas Burkhardt	SVP Global Brands, Marketing & Design	Marchon Eyewear

WFOA GLOBAL ADVISORY BOARD

NAME	TITLE	ORGANIZATION
Alex Butler	Managing Director	The EarthWorks
Lou Capozzi	President; Adjunct Professor	PRSA Foundation; NYU & Baruch College
Yubo Chen	Professor & Assistant Dean on Faculty Recruitment; Deputy Chair of Marketing Dept.	School of Economics and Management, Tsinghua University
Kirk Cheyfitz	Co-Founder	Story Worldwide
Howard Courtemanche	President of Healthcare	Y&R
Lou Capozzi	President; Adjunct Professor	PRSA Foundation; NYU & Baruch College
Yubo Chen	Professor & Assistant Dean on Faculty Recruitment; Deputy Chair of Marketing Dept.	School of Economics and Management, Tsinghua University
Kirk Cheyfitz	Co-Founder	Story Worldwide
Howard Courtemanche	President of Healthcare	Y&R
Phil Cowdell	North American CEO; President of NA Platform Services	MediaCom North America; GroupM
Roel de-Vries	Corporate Vice President; Global Head of Marketing, Communications and Brand Strategy	Connect the Dots
Mike Donahue	Founder	Heineken
Tomas Emmers	Global Head of CMI	Nissan Motor Company
Andrew Essex	Advisor/Former CEO	Tribeca Enterprises
Mike Follett	Managing Director	Lumen Research
Matt Freeman	Managing Director	Bain Capital
Robert Friedman	CEO	
Gayle Fuguitt	Chief of Customer Insight and Innovation	Foursquare
Gian Fulgoni	CEO, Co-Founder	comScore, Inc.
Bob Garfield	Host	NPR's On the Media

NAME	TITLE	ORGANIZATION
Georgia Garinois-Melenikiotou	EVP Corporate Marketing	The Estée Lauder Companies
Vaasu Gavarasana	Head of Digital, Asia	IAG
Sabine Gilliam	Vice President, Rare Disease Country Lead-Japan	Pfizer
Matthew Godfrey	Asia President	Young & Rubicam Asia
Mark Goldstein	Co-Founder; Managing Partner; Executive Chairman; Chairman	Bad Ass Advisors; Advisors.fund; HireAthena; Camio
Scott Goodson	CEO & Founder; Author	Strawberry Frog; Uprising
Sanjay Govil	Chairman	Infinite Computer Solutions
Gillian Graham	Former CEO	Institute of Communication Agencies
Richard Guest	President, North America	Tribal Worldwide
Scott Hagedorn	Founder and CEO	Hearts & Science
Alan Hallberg	CMO	BAE Systems Applied Intelligence
Tim Hanlon	Founder & CEO	Vertere Group
Janet Hull	Director of Marketing Strategy	Institute of Practitioners in Advertising
Karl Isaac	VP, Global Brand	eBay
Paran Johar	CEO & Founder; Global CEO	Modern Marketing Summit; ad:tech, iMedia, MMS
George John	Operating Partner	Khosla Ventures
Max Kalehoff	CMO	SocialCode
Madhukar Kamath	Group CEO & Managing Director	DDB Mudra Group
Michael Kassan	Chairman and CEO	Media Link LLC
Ed Keller	CEO	Engagement Labs; The Keller Fay Group

WFOA GLOBAL ADVISORY BOARD

NAME	TITLE	ORGANIZATION
Courtney Kelso	SVP, Global Strategy, Brand, and Field Enablement, Global Commercial Payments	American Express
Stephen Kim	Vice President, Global Accounts	AOL
Karsten Koed	CEO	NEW&
Meredith Kopit Levien	EVP and Chief Revenue Officer	The New York Times
Akihiko Kubo	Japan Representative Director; Managing Director North Asia for Consumer, Retail and Life Sciences Sectors	Williams Lea Tag
Laurent Larginat	Director, Mars Marketing Lab	Mars Inc.
Alessandra Lariu	Co-Founder	SheSays
Denise Larson	Founder, President/CEO	ThinkingRight, LLC
William Lauder	Executive Chairman	The Estée Lauder Companies
Jim Lecinski	Vice President, Customer Solutions for the Americas	Google
James Lee	Managing Partner	Lee & Partners Denmark
Sebastien Lion	Global Petcare Consumer & Marketing Insight Director	Mars Inc.
Wonya Lucas	President & CEO; Member of Board of Directors	Public Broadcasting Atlanta; NPR
Chris Lyons	President/CRO Marketing Group	NAPCO Media
Rob Malcolm	Executive in Residence, Center for Consumer Insight & Marketing Strategy	McCombs School of Business

NAME	TITLE	ORGANIZATION
Mark Morris	International Partner; Trustee	The FiftySeven; The Bogliasco Foundation
Tom Morton	SVP, US Strategy	R/GA
Graham Mudd	Director, Monetization Product Marketing	Facebook
Alan Murray	Partner/Founder	Coriolis Ventures [Media6degrees] / Neuehouse
Miles Nadal	Founder, Chairman & CEO	Peerage Capital Group
Wes Nichols	Co-Founder; Board Partner	MarketShare Partners; Upfront Ventures
Martin Nitsche	Managing Partner; President	Solveta GmbH; German Direct Marketing Association (DDV e. V.)
Rob Norman	Chief Digital Officer Global; Non-Executive Director	GroupM; BBC Global News Limited
Kelly O'Keefe	Professor & Head of Creative Brand Management	VCU Brandcenter
Jim Oliver	VP Member and Business Intelligence	Sam's Club
Joe Plummer	Adjunct Professor of Marketing; President	Columbia Business School; Sunstar Americas Foundation
Chuck Porter	Partner/Chairman; Chief Strategist	Crispin Porter + Bogusky; MDC Partners
Penry Price	VP Marketing Solutions	LinkedIn
Babs Rangaiah	Executive Partner, Global Marketing iX	IBM
Mitchell Reichgut	CEO	Jun Group
Gary Reisman	CEO and Co-Founder	Leap Media Investments
Randall Rothenberg	President & CEO	IAB
Mark Samuels	CMO and EVP	SEI
Alejandro Segura	EVP (Retired)	euro RSCG vale

WFOA GLOBAL ADVISORY BOARD

NAME	TITLE	ORGANIZATION
Byron Sharp	Professor Marketing Science; Director	University of South Australia; Ehrenberg-Bass Institute
Baba Shetty	CEO	Invisible Science
Andres Siefken	EVP Marketing and Communications, North America	Mastercard
Clive Sirkin	Chief Growth Officer	Kellogg
Jim Speros	CEO	Marketing Strategy and Creative Consulting
Daniel Stein	Founder & CEO	EVB, Inc.
Mark Stewart	EVP Chief Strategy Officer	Townsquare Media LLC
Greg Stuart	Chief Executive Officer	Mobile Marketing Association
Raymond Tao	Senior VP of Global Marketing Partnerships	NBA
Rishad Tobaccowala	Strategy and Growth Officer, Member of Directoire+	Publicis Groupe
Uli Veigel	Founder	Uli Veigel Brand Consultancy
Barry Wacksman	EVP, Global Chief Strategy Officer	R/GA
Jack Wakshlag	Chairperson, US Advisory Board	Ehrenberg-Bass Institute
Tristan Walker	Founder & CEO	Walker & Company Brands
Tara Walpert Levy	VP of Agency and Media Solutions	Google
Kevin Werbach	Associate Professor	The Wharton School
John Winsor	Founder/CEO; Co-Founder	Speakeasy Guild; Victors & Spoils
Shelley Zalis	Chairwoman; CEO/Founder	TFQ Ventures; The Girls' Lounge

2017 UPENN STUDENT RESEARCH ASSISTANTS

NAME	SCHOOL AND YEAR
Colleen Brace	Nursing '17
Leonard Eisen	College of Arts and Sciences '18
Elizabeth Feindt-Scott	College of Arts and Sciences '19
Courtney Gu	Wharton '18
Hyungtae Kim	College of Arts and Sciences '20
Emma Lu	College of Arts and Sciences '21
Helena von Nagy	College of Arts and Sciences '18
Julia Peng	College of Arts and Sciences '18, Wharton '17
Teresa Xu	College of Arts and Sciences '18
Esther Yoon	College of Arts and Sciences '17
Gloria Yuen	College of Arts and Sciences '18

2016 UPENN STUDENT RESEARCH ASSISTANTS

NAME	SCHOOL AND YEAR
Yolanda (Pui) Chen	College of Arts and Sciences '16
Courtney Gu	Wharton '18
Aria Kovalovich	College of Arts and Sciences '18
Rachel Li	College of Arts and Sciences '16
Willey Lin	School of Engineering and Applied Science '18
Keunyoung Ma	College of Arts and Sciences '18
Alexis Ridera	Ph.D. Candidate, College of Arts and Sciences '19
Raheem Veal	College of Arts and Sciences '17
Teresa Xu	College of Arts and Sciences '18
Katherine Yeagley	College of Arts and Sciences '17
Esther Yoon	College of Arts and Sciences '17
Gloria Yuen	College of Arts and Sciences '18

WFOA 2016 GOVIL FELLOWSHIP SUMMER RESEARCH ASSISTANTS

NAME	SCHOOL AND YEAR
Eshan Tewari	Montgomery Blair High School '17
Kavita Dhallan	University of Michigan, Ann Arbor '18
Neil Samtani	Elon University '19
Priyanka Narula	Syracuse University '19
Sonam Mehndiratta	University of Texas, Austin '19
Surya Goswami	London School of Economics '18
Uday Misra	University of Maryland '18

BOOKS

Jerry Wind & Catharine Findiesen Hays. *Beyond Advertising: Creating Value Through All Customer Touchpoints*. Hoboken, NJ: Wiley, 2016.

2016 PUBLISHED ARTICLES

Jerry Wind & Catharine Hays. "A New Model for the Future of Customer Relationships." *European Business Review*. Alexa de los Reyes (Ed.). November 4, 2016.

Jerry Wind and Catharine Hays. "Create Touchpoint Value in Financial Service." *Admap*. Alexa de los Reyes (Ed.). November 2016. http://zenithinfodrive.com/wp-content/uploads/2016/11/Marketing_financial_services_Create_touchpoint_value_in_financial_services.pdf

Jerry Wind & Catharine Hays. "Native Advertising Predictions 2017: Publishers and brands will set a high bar for native advertising." *Native Advertising Institute*. Alexa de los Reyes (Ed.). December 20, 2016. https://nativeadvertisinginstitute.com/wp-content/uploads/2016/12/NAI_Predictions2017.pdf

Jerry Wind & Catharine Hays. "The All Touchpoint Value Creation Model." *Marketing Horizon (Japan)*. Alexa de los Reyes (Ed.). March 31, 2016.

Jerry Wind & Catharine Hays. "Research Implications of the *Beyond Advertising Paradigm*." *Journal of Advertising Research*. Alexa de los Reyes (Ed.). June 2016. <http://www.journalofadvertisingresearch.com/content/56/2/142>

Jerry Wind & Catharine Hays. "Meeting the Challenge of Personalization at Scale." *Admap*. Alexa de los Reyes (Ed.). June 16, 2016. <https://www.warc.com/SubscriberContent/fdf57661-4ecb-453e-bc80-e05aa29b0959>

Jerry Wind & Catharine Hays. "What's Trending: The Future of Retail Beyond Advertising." *JGA Retail Focus*. Alexa de los Reyes (Ed.). August 2016.

BLOG POSTS

2016 WFOA BLOG POSTS

Click Here: How Advertisers Can Beat Ad Blockers (January 8)

The Future of Marketing: M.A.D.E.S and R.A.V.E.S. (January 25)

New Year's Resolutions For The Cannes Lions (January 25)

WFOA Super Bowl Tweet Meet 2016 (February 2)

Super Bowl Tweet Meet 2016 Post-Game Report (February 18)

PUBLISHED ARTICLES, BLOGS, AND MEDIA MENTIONS

George John – The Future of Big Data & AI in Advertising (February 22)
The IRTS Foundation Summer Fellowship Program (February 25)
“Marketing Matters” CMO Spotlight: The Role of Brand in a Digitally Connected World (March 2)
Chief Content Officer Magazine: The Audience Takes Charge & Book Review by Kirk Cheyfitz (April 14)
WFoA Shortlisted for Warc’s Admap Prize 2016 (April 14)
Beyond Advertising on CMO.com (April 18)
Turner’s Chief Research Officer cites *Beyond Advertising* in AdWeek article (April 27)
Knowledge@Wharton features WFoA’s *Beyond Advertising* (April 29)
“Marketing Matters” CMO Spotlight: New Technology Platforms (May 6)
“Marketing Matters” CMO Spotlight: The Digital Experience (May 6)
Beyond Advertising at Marketing Science Institute Webinar (May 9)
Gearing up for Cannes Lions 2016 (June 14)
Getting Creative with Content (July 12)
CMO Spotlight on “*Beyond Advertising*” (July 12)
Cannes Lions 2016 (August 1)
Wharton FoA 2016 Summer Newsletter and Announcements (August 11)
Journal of Advertising Research and JGA Retail Focus feature *Beyond Advertising* excerpts and commentary (August 17)
WUMC: Diverse Professionals in Marketing (October 30)
“Marketing Matters” CMO Spotlight: ANA Masters of Marketing (December 5)

2017 WFOA BLOG POSTS

“Marketing Matters”: Replay of Super Bowl LI (April 18)
“Marketing Matters”: 4As CreateTech and Lessons from the Election (February 10)
Catharine Hays Interview on Six Pixels of Separation Podcast with Host, Mitch Joel (Mirum) (February 2)
Barry Wacksman of R/GA Presents to Wharton’s Marketing 101 Students (July 13)
Dr. Jerry Wind Inducted into the New York Chapter of the American Marketing Association’s Marketing Hall of Fame (July 13)
Effie Worldwide Names New Board of Directors in Advance of 50th Anniversary (July 13)

Beyond Advertising to Be Featured in Columbia University Strategic Communications Course (July 13)

“Marketing Matters”: Neuromarketing (August 31)

The Future of Advertising: Personal and Contextual on All Touchpoints – IBM thinkLeaders Interview (September 19)

“Marketing Matters”: AI and Creativity (September 20)

“Marketing Matters”: Multicultural Marketing and MECLABS (September 27)

“Marketing Matters:” The Lighter Side of the Dark Side (October 17)

“Marketing Matters” CMO Spotlight: Live from AdWeek, Part 1 (October 20)

“Marketing Matters” CMO Spotlight: Live from AdWeek Part 2 (October 31)

MEDIA MENTIONS

2016 MEDIA MENTIONS

- Jerry Wind interview discussing *Beyond Advertising* in “The Future of Marketing: M.A.D.E.S and R.A.V.E.S,” Target Marketing, January 2016
- *Beyond Advertising* featured in the blog post “Catch a glimpse of the future of #advertising – Read Wharton’s *Beyond Advertising*,” Blue Focus Marketing, March 2016
- Jerry Wind and Catharine Hays discuss *Beyond Advertising* in “‘Beyond Advertising’: How Companies Can Build Better Customer Relationships,” Knowledge@Wharton podcast, April 2016
- Jerry Wind, Catharine Hays and *Beyond Advertising* featured in discussion about Knowledge@Wharton’s podcast “‘Beyond advertising’: How companies can build better customer relationships,” Retailwire, May 2016
- Jerry Wind and *Beyond Advertising* mentioned in “Turner’s New Ad Lab Advisory Board Tasked With Plotting the Future of TV Advertising,” Adweek, April 2016
- WFoA and *Beyond Advertising* highlighted in Cheryl Burgess’ “Advertising In 2020—And Beyond,” CMO.com, April 2016
- Jerry Wind and a review of *Beyond Advertising* featured in “Tricks and Subterfuge” issue of Chief Content Officer Magazine, April 2016
- *Beyond Advertising* featured in “Why the Future of Retail Needs to Move Beyond Advertising,” JGA Retail Focus, August 2016
- Catharine Hays and *Beyond Advertising* featured in “4A’s CreateTech 2016 Thursday Conference Newsletter,” 4A’s, November 2016
- Catharine Hays Discusses Creative Trends for 2017 in “5 Transformative Creative Trends,” AdAge, December 2016

2017 MEDIA MENTIONS

- Catharine Hays is quoted and *Beyond Advertising* featured in “The future of advertising: Personal and contextual on all touchpoints,” IBM, September 2017
- Discussion featuring Catharine Hays in podcast “The Next Wave: Using AI to Build Better Marketing Campaigns,” Knowledge@Wharton, August 2017
- Catharine Hays and *Beyond Advertising* are referenced by a Marketing Matters recap blog post “Customer-First Marketing: A conversation with Wharton, MarketingSherpa, and MECLABS Institute,” MarketingSherpa, August 2017
- Catharine Hays is quoted in “What Insights Lie at the Intersection of Neuroscience and Marketing?” Knowledge@Wharton, June 2017
- Catharine Hays is announced as part of the incoming Effie Worldwide Board of Directors in “Effie Worldwide Relaunches Board of Directors,” Effie Worldwide, May 2017
- Jerry Wind is highlighted as a Marketing Hall of Fame inductee in “Marketing Hall of Fame Announces 2017 Inductees,” AdAge, March 2017
- Catharine Hays discusses *Beyond Advertising* in the podcast “Beyond Advertising With Catharine Hays,” The Mirum Podcast, January 2017
- Catharine Hays quoted in “CMOs Share Their Approach In A ‘Post-Advertising Era,’” AListDaily, November 2017
- Jerry Wind mentioned as part of the Advertising Transparency & Trust Forum in “Ad Hoc ‘Trust’ Group Wants To Be Neutral Ground, Will Use UN As Its Venue,” MediaPost, February 2017
- Jerry Wind highlighted as an inductee in “AMA NY Selects Marketing Hall of Fame Inductees,” MediaPost, March 2017
- Catharine Hays featured as a new board member in “Effie Worldwide CEO Neal Davies Is Departing,” MediaPost, March 2017
- WFOA mentioned in “National CineMedia (NCM) Expands Focus on Digital,” Business Wire, April 2017
- Catharine Hays quoted in “Toasting the Ad Industry and a Book Predicting Its Doom,” New York Times, June 2017
- *Beyond Advertising* highlighted in “The Time for a New Video Ad Model is Now,” Adage.com, September 2017
- Catharine Hays featured in “Catharine Hays: Advertising’s Virtuous Circle, Turner AdLab Video Series,” Turner Ignite Facebook Page, July 2017
- Catharine Hays quoted in “Digital Transformation 2017: Disrupting ‘Business as Usual,’” emarketer, May 11, 2017.
- Catharine Hays and Jerry Wind featured in “A Road Map for Navigating Disruption,” The Wall Street Journal, February 2, 2017.

2016 ANNUAL MEETING IN LONDON PARTICIPANTS

1. **Frederik Andersen**, CEO of VICE Scandinavia, VICE Media
2. **Chris Arnold**, Creative Director & Co-Founder, Creative Orchestra
3. **Paul Arnold**, Planning Partner, Creative Orchestra
4. **Kamini Banga**, Founder Director, Dimensions Consultancy
5. **Lauren Bigland**, Head of Marketing, LoopMe
6. **Les Binet**, Head of Effectiveness, Adam & Eve DDB
7. **Simona Bizzozero**, Head of PR, QS Quacquarelli Symonds
8. **Fiona Blades**, Chief Executive, MESH The Experience Agency
9. **Karen Boswell**, Interactive Lead, Adam & Eve DDB
10. **J. (James) Brooks**, Founder & CEO, Glassview
11. **Victoria Brooks**, Director of Strategic Partnerships, The Comms Lab
12. **Kate Bruges**, Co-Director of Talent, JWT London
13. **Dan Burdett**, Head of eBayLabs EMEA, eBay
14. **Kirk Cheyfitz**, Co-CEO & Chief Storyteller, Story Worldwide
15. **Sarah Cunliffe**, Research Manager, SKIM
16. **Sally Dickerson**, Managing Director; Founder & CEO, Benchmarking, Omnicom Media Group; BrandScience
17. **Catherine (Gardner) Driscoll**, Content Development Manager, WARC
18. **Sasha Dzhuras-Dotta**, Global Marketing Communications Lead, Male Grooming, Philips
19. **Kathy Dykeman**, Monetization Analytics, Facebook
20. **Gayle Fuguitt**, CEO & President, Advertising Research Foundation (ARF)
21. **Sabine Gilliam**, VP of Rare Disease Country Lead, Japan, Pfizer
22. **Dominic Good**, Global Sales Director, Financial Times
23. **Niav Grant**, The Inside Partnership
24. **Alan Hallberg**, CMO, BAE Systems Applied Intelligence
25. **Bo Hellberg**, Executive Creative Director, Edelman
26. **Mark Holden**, WW Strategy & Planning Director, PHD Media
27. **Mihkel Jaatma**, CEO, Realeyes
28. **Stephen Kim**, VP of Global Accounts, AOL
29. **Patrick Kirby**, VP of Accounts & Sales, Glassview
30. **Karsten Koed**, CEO & Partner, GORM GROUP
31. **Christian Kugel**, VP of Consumer Analytics & Research, AOL

32. Sebastien Lion, Global Petcare Consumer & Marketing Insight Director, Mars Inc.

33. Ambarish Mitra, CEO/Founder, Blippar

34. Amy Perez, Marketing Director EMEA, BAE Systems Applied Intelligence

35. Nunzio Quacquarelli, Owner, QS Quacquarelli Symonds

36. Isabelle Quevilly, Strategy Director, R/GA

37. Manfredi Ricca, Chief Strategy Officer, EMEA & LatAm, Interbrand

38. Jens Christian Ringdal, CEO & Partner in New Sales, GORM GROUP*

39. Richard Robinson, Managing Partner, Oystercatchers

40. Seun Shobande, Account Director, McGarry Bowen

41. Mirela Sula, Founder/Editor in-Chief, Global Woman Magazine

42. Rory Sutherland, Vice-Chairman, Ogilvy & Mather Group UK

43. Amelia Torode, Chief Strategy Officer, TBWA London

44. Stephen Upstone, CEO/Founder, LoopMe

45. Stephanie Walton, Senior Connections Planner, R/GA

46. Debbie Weinstein, Marketing Director, Brand Sales & Product Strategy/Operations, EMEA, Google

47. Richard Wise, Brand Anthropologist, Geometry Global

48. Stephen Woodford, CEO, Advertising Association

WHARTON FUTURE OF ADVERTISING PROGRAM TEAM

49. Catharine Hays, Executive Director, Wharton Future of Advertising Program

50. Olivia Hays, Student; Intern, Elon University; Global Woman Magazine

51. Kelly Rhodes, Program Manager, Wharton Future of Advertising Program

52. Jerry Wind, Lauder Professor & Professor of Marketing; Academic Director, The Wharton School; Wharton Future of Advertising Program

2016 MEDIA FUTURE SUMMIT DELEGATES

NAME	POSITION	ORGANIZATION
Mark Addison	Minister of Special Affairs	AdblockPlus
Jim Anderson	CEO	SocialFlow
Abby Auerbach	EVP, CCO	TV Bureau of Advertising
Rob Barnett	Founder/Content Partner	Rob Barnett Media
Susan Bidel	Senior Analyst	Forrester Research
David Boardman	Dean, School of Media & Communication	Temple University
Carroll Bogert	President	The Marshall Project
Regina Buckley	SVP of Digital Business Development	Time Inc.
Beth Buehler	EVP, COO, Digital	Rodale, Inc.
David Chavern	President & CEO	News Media Alliance
Terry Egger	Publisher	Philadelphia Media Network
Kenneth Fadner	Publisher	MediaPost
Mike Federle	President & COO	Forbes Media LLC
Jennifer Ferro	President	KCRW
Catharine Findiesen Hays	Executive Director	Wharton Future of Advertising Program
Stephanie Fossan	VP, Strategy	SocialFlow
James Friedlich	Executive Director	The Institute for Journalism in New Media
Bob Garfield	Founding Director	Media Future Summit
David Haas	Vice Chair	Wyncote Foundation
Tony Haile	Founding CEO and Advisor	Chartbeat
Linda Holliday	Founder & CEO	Citia
Feather O. Houstoun	Senior Advisor	Wyncote Foundation

2016 MEDIA FUTURE SUMMIT DELEGATES CONT.

NAME	POSITION	ORGANIZATION
Trevor Kaufman	CEO	Piano
Jason Kint	CEO	DCN
Peter Koechley	Founder	Upworthy
Ignacio Linares	CEO	Paytime
Vicki Lins	President & CEO	CTAM
Bob Liodice	President & CEO	Association of National Advertisers
Nathan Lipson	Founder	Perpetix
Joe Mandese	Editor in Chief	MediaPost
Ted Mann	CEO	Slyce
Maia McCann	Editor in Chief	LittleThings
Ryan McConville	President	Kargo
Nicco Mele	Director	Shorenstein Center, Harvard's John F. Kennedy School of Government
Allison Mezzafonte	Senior Vice President of U.S. Operations	Bauer Xcel Media
Jeremy Mims	Founder	OwnLocal
Brendan Monaghan	CEO	Panoply Media
Michael Morisy	Founder	MuckRock
Craig Newmark	Founder	Craigslist, CraigConnects
Ashish Patel	Publisher	NowThisNews
Aron Pilhofer	James B. Steele Chair in Journalism Innovation	Temple University
Job Plas	Senior Director of Global Partnerships	Eyeo
Jennifer Preston	VP/Journalism	Knight Foundation

NAME	POSITION	ORGANIZATION
Nicholas Primola	SVP, Head of Industry Leadership and CMO Initiatives	ANA
Bertrand Quesada	CEO	Teads
Phil Redo	General Manager	WGBH, Boston
Maria Rodale	CEO & Chairman	Rodale Inc.
Steve Rosenbaum	CEO	Waywire
Tom Rosenstiel	Executive Director	American Press Institute
David Rubin	SVP, Head of Brand	The New York Times
Vivian Schiller	Media Consultant	Media Consultant
Harry Shearer		Actor, Author
Carrie Sheffield	Founder	Bold
Michael Silberman	General Manager, Digital Media	New York Media
Brandon Silverman	Co-Founder & CEO	CrowdTangle
Amy Jo Smith	President	The Digital Entertainment Group
Daniel Spinosa	GM Manager Movies, PPV and Commerce	Comcast Interactive Media
Eamonn Store	CEO, North America	Guardian News & Media
Linda Thomas Brooks	President & CEO	MPA - The Association of Magazine Media
Bill Tucker	EVP, Media Relations	4A's
Siva Vaidhyathan	Robertson Professor of Media Studies and Director of the Center for Media and Citizenship	University of Virginia
Jerry Wind	Lauder Professor and Professor of Marketing	The Wharton School

2017 MEDIA FUTURE SUMMIT DELEGATES

NAME	POSITION	ORGANIZATION
Mark Addison	Minister of Special Affairs	AdblockPlus
Jaffer Ali	CEO	PulseTV
Jim Anderson	CEO	Social Flow
Ken Auletta	Author	
Bew Barokas	CEO	Sourcepoint
Paul Bascobert	President	XO Group Inc.
Tim Baxter	President & CEO	Samsung Electronics America
Preet Bharara	Distinguished Scholar in Residence	NYU School of Law
Vinit Bharara	Founder & CEO	Some Spider Studios
David Boardman	Dean, School of Media & Communication	Temple University
Tom Boland	VP, Social Strategy and Solutions	Turner Launchpad
Chris Boyce	Co-Owner & Principal	Pacific Content
Christian Brink	Founder	Audm
Alan Cannistraro	Founder, CEO	Rheo
Jonathan Carson	President	Mic
Sofia Chang	EVP	Worldwide Digital Distribution and Home Entertainment, HBO
Amiya Chopra	Director	Punjab Kesari Group
Aroosh Chopra	Director	Punjab Kesari Group
Erik Diehn	CEO	Midroll Media/Earwolf/Stitcher

NAME	POSITION	ORGANIZATION
Natali Dobbs	US Technology, Media and Telecom Marketing Director	PwC
Andrea Downing	Co-President	PBS Distribution
Kenneth Fadner	Publisher	MediaPost
Jennifer Ferro	President	KCRW
Jason Flom	Founder	Lava Records
Catharine Findiesen Hays	Executive Director	Wharton Future of Advertising Program
Bob Garfield	Founding Director	Media Future Summit
Gina Garrubbo	President & CEO	National Public Media
Marcela Gaviria	Producer/Director	RAINmedia for PBS FRONTLINE
Chris Guenther	SVP, Global Head of Programmatic	NewsCorp
Bettina Hein	Founder, CEO	Pixability
Lauren Hendricks	VP, Publisher Partnerships	Kargo
Michael Henry	SVP Sales	SocialFlow
Renaë Hermen	VP, Media	Periscope
Jason Hirschhorn	CO & Chief Curator	REDEF
Trevor Kaufman	CEO	Piano
Jason Kint	CEO	DCN
Michael Klingensmith	Publisher & CEO	Star Tribune
Charles Kravetz	General Manager	WBUR
Dan Lagani	CRO & President	Diply
Danielle Lee	Global Vice President, Partner Solutions	Spotify

2017 MEDIA FUTURE SUMMIT DELEGATES CONT.

NAME	POSITION	ORGANIZATION
Corey Lewis	Station Manager	WBUR
Bob Liodice	President & CEO	Association of National Advertisers
Dan Lohman	Co-Founder	Invisibly
Michael MaLoon	VP of Innovation	News Media Alliance
Joe Mandese	Editor in Chief	MediaPost
Sam Matheny	SVP, Chief Technology Officer	NAB
Mark McCrery	CEO	Podtrac/Authentic
Erin O'Mara	President	The Nation
Shelly Palmer	CEO	The Palmer Group
Susan Panico	SVP, Strategic Solutions	Pandora
Victor Pickard	Associate Professor	University of Pennsylvania
Brian Robinson	Director, Media Partnerships	Facebook
Adam Rockmore	SVP, Head of Marketing & Communications	Fandango
Seth Rogin	President & CEO	Nucleus
Steve Rosenbaum	Senior Advisor	Oaklins DeSilva+Phillips
Liz Ross	President & CEO	Periscope
Steve Rubel	Chief Content Strategist	Edelman
Jim Rutenberg	Media Columnist	The New York Times
Blake Sabatinelli	General Manager	Newsy
Ava Seave	Principal; Adjunct Associate Professor	Quantum Media; Columbia Business School
Joanna Seddon	President, Global Brand Consulting	OgilvyRED

NAME	POSITION	ORGANIZATION
Brandon Silverman	Co-Founder & CEO	CrowdTangle
Amy Jo Smith	President	The Digital Entertainment Group
Steve Smith,	Editorial Director, Events	MediaPost
Jonathan Taplin	Author, Director Emeritus	USC Annenberg Innovation Lab
Robin Tarufelli	Director, Strategic Relationships, Media and Entertainment	Deloitte
Jeremy Teres	Senior Director, Business Development	PBS
Linda Thomas Brooks	President & CEO	The Association of Magazine Media
Richard Tofel	President	ProPublica
Jerry Wind	The Lauder Professor Emeritus, Professor of Marketing	The Wharton School
Kathy Zhang	Associate Director, Operations & Special Projects	The Tow Center for Digital Journalism, Columbia Journalism School

WFOA ON “MARKETING MATTERS” 2016

DATE	TOPIC	HOST	GUESTS	COMPANY	TITLE
1/6/16	<u>The Year Ahead and Content Marketing</u>	Catharine Hays	<u>Chris Yeh</u>	PBworks	VP Marketing
			<u>Thorin McGee</u>	NAPCO Media	Editor-in-Chief/ Content Director, Target Marketing
			<u>Omar Akhtar</u>	Altimeter Group	Managing Editor
			<u>Brian Wong</u>	Kiip	CEO
1/13/16	<u>CMO Spotlight: New Technology Platforms</u>	Catharine Hays and Jenny Rooney	<u>Jeremy Wacksman</u>	Zillow	CMO
			<u>Emily Culp</u>	Keds	CMO
			<u>Barbara Martin Coppola</u>	GrubHub	CMO
			<u>Ram Krishnan</u>	Frito-Lay	CMO
2/17/16	<u>CMO Spotlight: The Digital Experience</u>	Catharine Hays and Jenny Rooney	<u>Julia Fitzgerald</u>	CPG International	CMO
			<u>Krista Gibson</u>	Chili's	CMO/SVP
			<u>Evan Jones</u>	Fender	CMO
3/2/16	Special NYC Edition	Catharine Hays	<u>Sean Mahoney</u>	sparks & honey	VP, Editorial Director
			<u>Matt Mildenhall</u>	Omnicom (BBDO)	Lead for Visa
			<u>Nathan Lindberg</u>	Twitch	Director of eSports Sales
			<u>Bahiyah Yasmeen Robinson</u>		Serial
			<u>Morgen Peck</u>	Atlantic, Scientific American	Writer

MARKETING MATTERS

DATE	TOPIC	HOST	GUESTS	COMPANY	TITLE
3/9/16	<u>CMO Spotlight: Brand Platform Shifts</u>	Catharine Hays and Jenny Rooney	<u>Connie Weaver</u>	TIAA	Executive VP & CMO
			<u>Don Branch</u>	3M	VP & CMO
			<u>Beth Brady</u>	Principal Financial Group	CMO
5/18/16	<u>CMO Spotlight: Beyond Advertising</u>	Catharine Hays and Jenny Rooney	<u>Anne-Marie Kline</u>	Living Proof	VP Global Marketing
			<u>John Boris</u>	Shutterfly	CMO
			<u>Phil Bienert</u>	GoDaddy	CMO
			<u>Geraldine Calpin</u>	Hilton	CMO
5/25/16	<u>Getting Creative with Content</u>	Catharine Hays	<u>Omar Akhtar</u>	Altimeter Group	Managing Editor
			<u>Rusty Shelton</u>	Advantage Media Group	President
			<u>Rick Ducey</u>	BIA/Kelsey	Managing Director
			<u>Gareth Kay</u>	Chapter	CEO/Co-Founder
6/29/16	<u>Cannes Lions 2016</u>	Catharine Hays and Jerry Wind	<u>Marco Vega</u>	We Believers	Co-Founder
			<u>Winston Binch</u>	Deutsch North America	Chief Digital Officer
			<u>Frederic Bonn</u>	North America at Mirum Agency	Chief Creative Officer
7/27/16	<u>CMO Spotlight</u>	Catharine Hays and Jenny Rooney	<u>Terrance Williams</u>	Nationwide	CMO
			<u>John Kennedy</u>	Xerox	CMO
			<u>Andrew Strickman</u>	Realtor.com	CMO

APPENDIX IV CREATING AND ACTIVATING WFOA TOUCHPOINTS

DATE	TOPIC	HOST	GUESTS	COMPANY	TITLE
8/24/16	<u>Brand Alignment and Partnerships</u>	Catharine Hays and Jenny Rooney	<u>Moody Glasgow</u>	Glassdoor	CMO
			<u>Rich Kylberg</u>	Arrow Electronics	CMO
			<u>Mike Carney</u>	24-Hour Fitness	VP Marketing
9/7/16	<u>The Social Employee</u>	Catharine Hays	<u>Mark & Cheryl Burgess</u>	Blue Focus Marketing	CEO, President
			<u>David Edelman</u>	Global co-Leader	McKinsey Digital
			<u>Kevin Randall</u>		Brand Strategist
			<u>Tom Peters</u>	Tom Peters Company	Chairman & Co-Founder
10/19/16	<u>CMO Spotlight: The Talent Imperative and Solutions</u>	Catharine Hays and Jenny Rooney	<u>Eric Reynolds</u>	Clorox	CMO
			<u>Jim Speros</u>	Fidelity Investments	EVP of Corporate Communications
			<u>Joan Khoury</u>	Oppenheimer & Co. Inc	CMO
			<u>Dan Briscoe</u>	HCSS	VP of Marketing
11/16/16	<u>4As CreateTech and Lessons from the Election</u>	Catharine Hays and Jerry Wind	<u>Marian Salzman</u>	Global Collective, Havas Worldwide	Chairman, CEO of Havas PR North America
			<u>Katie Swindler</u>	FCB Chicago	User Experience Director
			<u>J. Brooks</u>	Glassview	Founder & CEO
			<u>Jonathan Rosen</u>	PRN LLC	SVP of Content Strategy & Creative Services

WFOA ON “MARKETING MATTERS” 2017

DATE	TOPIC	HOST	GUESTS	COMPANY	TITLE
2/8/17	<u>Super Bowl Advertising</u>	Catharine Hays and Jenny Rooney	Amory Wooden	SquareSpace	Director of Brand Marketing
			Michael Sprague	Kia Motors America	COO, EVP
			Jennifer Saenz	Frito-Lay	CMO
			Steve Fund	Intel	CMO
3/8/17	<u>The Quest for Relevance</u>	Catharine Hays and Jenny Rooney	Sean Blankenship	Coldwell	CMO
			Lynn Godfrey	Girl Scouts	Chief Marketing and Communications Officer
			Michael Collins	CFA Institute	CMO
4/26/17	<u>GenHERation Tour and Developing Female Executives</u>	Catharine Hays and Jenny Rooney	Katlyn Grasso	GenHERation	Founder and CEO
			Helen Limpitlaw	Southwest Airlines	Director, Brand Communications
			Ally Massimi	College Student	GenHERation Participant
			Laura Haskin	High School Student	GenHERation Participant
5/17/17	<u>Spring Cleaning</u>	Catharine Hays and Jenny Rooney	Alexandria Cogdill	Graduate School of Biomedical Sciences at the University of Texas MD Anderson Cancer Center	Doctoral Student; Technology Consultant to GenHERation
			Lauren Flaherty	CA Technologies	CMO

APPENDIX IV CREATING AND ACTIVATING WFOA TOUCHPOINTS

DATE	TOPIC	HOST	GUESTS	COMPANY	TITLE
5/17/17	<u>Spring Cleaning (cont.)</u>		Nick Ragone	Ascension	CMO
			Lisa Marchese	The Venetian and The Palazzo	CMO
			Lauren Snyder	Atlantis	CMO
5/31/17	<u>Neuroscience in Marketing</u>	Catharine Hays	Carl Marci	Nielsen	Chief Neuroscientist, Consumer Neuroscience Division
			Kyle Nel	Lowe's	Vice President of Disruptive Innovation
			Dr. Michael Platt	Wharton School of Business	Director, Wharton Neuroscience Initiative/ James S. Riepe University Professor of Marketing, Neuroscience and Psychology
			Dr. Elizabeth (Zab) Johnson	Wharton School of Business	Executive Director and Senior Fellow, Wharton Neuroscience Initiative
			Kevin Randall		Brand Strategy Consultant and Writer
7/19/17	<u>Emerging Trends in Multicultural Marketing: MECLABS</u>	Catharine Hays	Linda Lane Gonzalez	AHAA: The Voice of Hispanic Marketing; Viva Partnership	Board Chair; President

MARKETING MATTERS

DATE	TOPIC	HOST	GUESTS	COMPANY	TITLE
7/19/17	<u>Emerging Trends in Multicultural Marketing; MECLABS (cont.)</u>		David Wellisch	Collage Group	Co-Founder and CEO
			Flint McGlaughlin	MECLABS Institute	CEO and Managing Director
			Daniel Burstein	Marketing-Sherpa at MECLABS Institute	Senior Director of Editorial Content
8/2/17	<u>AI and Creativity</u>	Catharine Hays	Or Shani	Adgorithms	CEO and Founder
			<u>Winston Binch</u>	Deutsch	Chief Digital Officer North America
			Jordan Bitterman	IBM Watson Content and IoT Platform	CMO
			Aaron Dauphinee	Rubikloud	Head of Marketing/CMO
9/13/17	<u>Current Events</u>	Catharine Hays	Andrew Malcolm	Evernote	CMO
			Oren Etzioni	Allen Institute for Artificial Intelligence	CEO
			Dan Briscoe	HCSS	CMO
			Benjamin Spiegel	MMI Agency	CEO
9/27/17	<u>CMO Spotlight at Advertising Week (Part 1 & Part 2)</u>	Catharine Hays and Jenny Rooney	Mari Kim Novak	President, Advertising Week	President
			Esther Martin Garcia	Heineken USA	VP Tecate
			Nigel Morris	Dentsu Aegis Network	Chief Strategy and Innovation Officer

APPENDIX IV CREATING AND ACTIVATING WFOA TOUCHPOINTS

DATE	TOPIC	HOST	GUESTS	COMPANY	TITLE
9/27/17	CMO Spotlight at Advertising Week (Part 1 & Part 2) (cont.)		<u>Andrew Essex</u>	Tribeca Enterprises	CEO
			Diego Antista	Google	US Multicultural Agency Head
			<u>Brian Wong</u>	Kiip	Co-founder, CEO
11/8/17	CMO Spotlight	Catharine Hays and Jenny Rooney			
12/6/17	Your New Best Friend in the C-Suite: CMOs Bridging Silos and Forging Partnerships	Catharine Hays and Jenny Rooney	Toni Clayton-Hine	Xerox Corporation	SVP and CMO
			Adam Holyk	Walgreens	SVP and CMO
			Carla Hassan	Toys "R" Us	EVP and Global CMO

2016 WFOA SPEAKING ENGAGEMENTS

DATE	EVENT NAME	LOCATION	HOST/CO-HOST/ COLLABORATORS
Jan 25-29	FFWD: Advertising & Marketing Week	Toronto, Canada	The Institute of Communication Agencies (ICA)
Feb 7	6th Annual Super Bowl Tweet Meet	Virtual	WFOA
Mar 13 -16	ARF Re:Think 2016 Future Vision: What Marketers Want and Need to Know Now	New York, NY	ARF
Mar 21-24	4A's Transformation	Miami, FL	4A's
Apr 28	Turner AdLab Advisory Board Meeting Advertising in 2020 – Industry Recommendations: Beyond Advertising Presentation	New York, NY	Turner AdLab
May 18	MSI Webinar Beyond Advertising	Virtual	Marketing Science Institute
May 26	ICA Canada Beyond Advertising	Toronto, Canada	The Institute of Communication Agencies (ICA)
June 19-25	Cannes Lions New Creativity Standards for the Future	Cannes, France	Cannes Lions
Sept 13	Pfizer Webinar	Virtual	Pfizer, WFOA
Sept 16	Brand Manage Camp Beyond Advertising	Las Vegas, NV	ManageCamp Inc.

APPENDIX IV CREATING AND ACTIVATING WFOA TOUCHPOINTS

DATE	EVENT NAME	LOCATION	HOST/CO-HOST/ COLLABORATORS
Sept 19	ESOMAR Congress	New Orleans, LA	European Society for Opinion and Market Research (ESOMAR)
Sept 20	Integrated Marketing Virtual (IMV) The Future of Advertising	Virtual	Target Marketing
Sept 26-30	Pfizer Marketing Presentation & Discussion Beyond Advertising		Pfizer, WFOA
Sept 26-Oct 3	Advertising Week Don't Call it a Phone: Marketers' New Mobile Perspectives "Beyond Advertising"; Beyond Advertising and the CMO: The Roadmap to Changing Mindset in a Post-Interruption World	New York, NY	Advertising Week
Oct 19-21	ANA Masters of Marketing The Role of the CMO in All Touchpoint Value Creation	Miami, FL	ANA
Oct 27	2nd Annual Media Future Summit Beyond Advertising	Philadelphia, PA	MediaPost, WFOA
Nov 2	<u>IPA Effectiveness Week: Beyond Advertising: Creating Value Through All Customer Touchpoints</u>	London, England	IPA
Nov 2	IPA Effectiveness Week Beyond Advertising: Creating Value Through All Customer Touchpoints	London, England	IPA

EVENTS AND SPEAKING ENGAGEMENTS

DATE	EVENT NAME	LOCATION	HOST/CO-HOST/ COLLABORATORS
Nov 3	2016 WFOA Annual Meeting	London, England	WFOA, IPA
Dec 5-7	BIA/Kelsey NEXT: The Future of Digital Advertising Beyond Advertising: All Touch Point Orchestration	Boston, MA	BIA/Kelsey

2017 WFOA EVENTS AND SPEAKING ENGAGEMENTS

DATE	EVENT NAME	LOCATION	HOST/CO-HOST/ COLLABORATORS
Jan 18	Mobile FirstLook	New York, NY	Mobile Marketer
Jan 22-25	Deloitte Next Generation CMO Academy Movement Marketing Incubator; Beyond Advertising	Dallas, TX	Deloitte
Feb 5	7th Annual Super Bowl Tweet Meet	Virtual	WFOA
Mar 20	Amazon Global Marketing Team	Seattle, WA	Amazon
Mar 30	Advertising Transparency & Trust Forum	New York, NY	

APPENDIX IV CREATING AND ACTIVATING WFOA TOUCHPOINTS

DATE	EVENT NAME	LOCATION	HOST/CO-HOST/ COLLABORATORS
May 1	MarketingSherpa Webinar	Virtual	MarketingSherpa
May 9-10	MMA Mobile Marketing Leadership Forum Conference	New York, NY	Mobile Marketing Association (MMA)
May 11	ANA Marketing Hall of Fame	New York, NY	ANA
May 24	Knowledge@Wharton	Philadelphia, PA	Knowledge @Wharton
June 1	2017 North American Effie Awards Gala	New York, NY	Effie Worldwide
June 12	AHAA Annual Conference	Chicago, IL	AHAA
June 28-29	TV of Tomorrow Conference The Future of Video Advertising panel	San Francisco, CA	[itvt]
Sept 19-20	The Thriving Marketing Virtual Big Talk	Virtual	The Institute for the Study of Business Markets
Sept 25-29	Advertising Week	New York, NY	Advertising Week Live Radio Show
Nov 1-2	Ad:Tech	New York, NY	The COMEXPOSIUM Group
Nov 9	4A's Createtech	Los Angeles, CA	4A's
Nov 16	3rd Annual Media Future Summit	New York, NY	MediaPost, WFOA
Dec 4-5	Reimagine Education Conference	Philadelphia, PA	QS Quacquarelli Symonds, SEI Center



**CATHARINE HAYS
YORAM (JERRY) WIND
SHANNON CANTRELL**

RESEARCH ASSISTANTS:

COURTNEY GU
HYUNGTAE KIM
EMMA LU
HELENA VON NAGY
GLORIA YUEN

**WFOA IS PART OF THE SEI
CENTER FOR ADVANCED
STUDIES IN MANAGEMENT**

