

FULL RESUME, PUBLICATIONS, AND ACADEMIC CREDENTIALS

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Education

Post-Doctoral Research Fellow	1987 - 1988	Harvard Business School
Doctor of Philosophy	1981 - 1985	University of Kansas Business Administration Specialization: Marketing and Quantitative Methods
Master of Science	1980 - 1981	University of Kansas Marketing Research
Vordiplom	1979 - 1980	University of Frankfurt Economics
Diplom Betriebswirt	1976 - 1979	University of Applied Sciences Giessen-Friedberg Business Administration and Computer Science

Doctoral Dissertation

"Lp-Norm Estimation in Discriminant Analysis."
Chairs: John L. Lastovicka and Kenneth O. Cogger

Academic Experience

- 2004 - 2015 Visiting Adjunct Professor of Business Administration
Department of Marketing, Instituto Estudios Superios de la Empresa
(IESE), Barcelona
- 1994 - 1998 Rust Visiting Professor of Business Administration
Colgate Darden Graduate School of Business Administration
University of Virginia, Charlottesville
- 1989 - 1994 Associate Professor of Marketing
Department of Marketing, Instituto Estudios Superios de la Empresa
(IESE), Barcelona
- 1985 - 1987 Assistant Professor of Marketing
Department of Marketing, University of Houston, Houston
- 1982 - 1984 Adjunct Professor of Management
Institute of Safety and Systems Management, University of Southern
California, Los Angeles
- 1981 - 1985 Graduate Instructor in Marketing
School of Business and School of Journalism, University of Kansas,
Lawrence

Work Experience

- 2003 Co-Founder and Managing Director, E-Edge Company, Management
Development and Executive Education, New York and London
- 1999 Founder and Chief Executive Officer, Vivaldi Partners, New York,
London, Munich, Hamburg, Zurich.
- 1998 - 1999 Chairman, Prophet Brand Strategy, New York and San Francisco.
- 1995 - 1998 Aaker-Joachimsthaler & Partners (AJ&P), Charlottesville and Berkeley.
AJ&P was acquired by Prophet Brand Strategy in January of 1999.
- 1990 - 1994 Alza Limited - Strategic Marketing and Research Consultancy,
Barcelona.

Professional Memberships

American Marketing Association (AMA)

Publications

Brand Strategy, Digital, Innovation and Marketing

Interactions are the source of value in platform business, **LinkedIn Pulse**, August 3, 2020

Should you become a platform?, **LinkedIn Pulse**, July 18, 2020

The Brand Purpose Crisis, **LinkedIn Pulse**, June 28, 2020

How to Create Gravitational Pull Part I, **LinkedIn Pulse**, June 18, 2020

How to Design a Platform Business?, **LinkedIn Pulse**, June 16, 2020

What is Platform Thinking?, **LinkedIn Pulse**, June 9, 2020

How to Recognize an Interaction Field Company, **LinkedIn Pulse**, June 6, 2020

How to Build Strong Brands in a Platform World?, **LinkedIn Pulse**, May 31, 2020

We All Live in an Interaction Field, **LinkedIn Pulse**, May 23, 2020

Shared Value not Shareholder Value – Platforms and Digital Ecosystems need to grow up, **LinkedIn Pulse**, May 15, 2020

Can traditional companies become platform business?, **LinkedIn Pulse**, July 14, 2020

Construccion De Marca: De Los Mad Men A Los Math Men, **Marketers by AdLatina**, March 2019

Think Tank: Looking Back at 2018's Brand Winners and Losers, **WWD**, January 2019

Brand Architecture: New Solutions to Old Problems, **AdMap**, October 2018

It's a Brand-New World When It Comes to Building Brands, **AdWeek**, October 2018

Think Tank: Lessons Learned From Nike's Colin Kaepernick Campaign, **WWD**, September 2018

Think Tank: Ratcheting Up Platform Businesses With 'Superconsumers', **WWD**, August 2018

Hidden in Plain Sight: How to Create Your Company's Next Big Growth Strategy: 10 Years Later, in: *Marketing Wisdom*, Kartikeya Kompella (ed.) Springer Verlag, 2018.

How to Fix MoviePass, **Harvard Business Review**, May 2018 (with Eddie Yoon)

How to Become a Platform Business, **ISBM Research Newsletter**, November 2017, 5 – 6.

The Power of Social Currency, **AdWeek**, November 2017

“Die Brücke zwischen CMO und CIO – Rollenverteilung und Zusammenarbeit in Zeiten des digitalen Wandels,” August 2015 (co-written with Roland Bernhard, Christian Wank, Marian Sander)

“The Always-On Consumer Report,” February 2014 (co-written with Dr. Markus Zinnbauer, Agathe Blanchon-Ehram, and Tobias Honer)

Driving New Growth Through Big Data, **Harvard Business Review**, September 2013

Is Your Company Listening To Social-Media Chatter For All The Wrong Reasons? **Forbes**, August 2013

“Social Currency in the B2B World: Building Strong Brands,” April 2013, as covered in *Adweek*, April 2013, "Brands Make Strides in Social Media Still Lag Their Consumer Cousins, Though”

"Social Currency Impact Study 2013: What it takes to create lasting impact" as covered in *Forbes* March 2013 in the article "Subway, Google and Target are top brands for Social Currency", by Kurt Badenhausen, among others

Building a Better Business: Using Social Currency to Grow in Today’s Hyper-Connected World, **MWorld**, Winter 2012-2013

Why Social Currency becomes a Key Driver of a Firm’s Brand Equity – Insights from the Automotive Industry, **Long Range Planning** (co-written with Lara Lobschat, Markus A. Zinnbauer, Florian Pallas), December 2012

What’s the Right Entry Point for Emerging Markets? **Harvard Business Review** insert, April 2012

DemandFirst: Wie man erfolgreich für Kunden innoviert, **Innovations-Forum: Magazin für Ideenfindung und Produktentwicklung** (co-written with Kristina Stroedter and Markus Zinnbauer), February 2012

How Brands can set the Lead in Digital Information Overflow, **Werben & Verkaufen Digital**, 2011

Decoding Demand Opportunities, **Business Strategy Review**, 2010

Von Kommunikation zu Konversation, **Virale Kommunikation**, 2009

Was bleibt nach 20 Jahren Markendifferenzierung?, **Absatzwirtschaft**, 2009

Innovationsfähigkeit Schweizer Unternehmen, **Marketing**, 2008

What's Your Company's Growth Playbook?, **American Management Association**, 2008

Room to Grow, **Marketing Management**, 2007

Making the Most of Customers, **strategy+business magazine**, 2007

Profitable Growth Through Easy Answers, **Absatzwirtschaft**, 2006

Power Brands der nächsten Generation, **Absatzwirtschaft Sonderheft**, 2005

Profitabel wachsen mit einfachen Antworten, **Absatzwirtschaft Sonderheft**, 2005

Der Zweck heiligt die Mittel, **Absatzwirtschaft**, 2004.

Ist das Markenarchitektur-Konzept noch zeitgemäß?, **Absatzwirtschaft Online**, 2004.

Muessen die Marken in Zukunft ihre Herkunft verleugnen?, **Absatzwirtschaft**, 2003.

Mitarbeiter: Die vergessene Zielgruppe fuer Markenerfolge, **Absatzwirtschaft**, 2002.

Je kleiner desto besser, **Absatzwirtschaft**, 2002.

Getting the Most Out of Your Branding Effort, **Markenartikel**, 2002.

Aufbau von Marken im Zeitalter der Post-Massenmedien, **Moderne Markenführung**, 2001, 3. Auflage, Franz-Rudolf Esch (Eds), Gabler Verlag, Wiesbaden, with David Aaker.

Top Marken Strategien: Markenwert schaffen und absichern, **Absatzwirtschaft**, 2000.

The Branding Relationship Spectrum: The Key to the Brand Architecture Challenge, **California Management Review**, 2000, with David A. Aaker.

Brand Leadership, **Brandweek**, 2000, with David A. Aaker.

Brand Leadership, **The Free Press**, New York, 2000, with David A. Aaker. Translated in German, Spanish, Italian, Finnish, Japanese, Korean, and Portugese.

The Lure of Global Branding, **Harvard Business Review**, 1999, with David A. Aaker.

Building Brands without Mass Media Advertising: Lessons from Europe, **Harvard Business Review**, 1997, with David A. Aaker.

IMOS: An International Market opportunity Screening System, **Journal of International Marketing**, 1994, with Antonie Stam and V. Kumar.

After the Wall: Marketing Guidelines for Eastern Europe, **Sloan Management Review**, 1991, with John A. Quelch; reprinted in: Después del Muro: Pautas de Comercialización para Europa del Este, **Alta Dirección**, 1992 and European Marketing: Readings and Cases, Chris Halliburton and Reinhard Hünerberg, Addison-Wesley, 1993.

El Valor del País de Origin (The Value of Country of Origin Information), **Actualidad de Economía**, 1991.

Methodology

New Answers for Old Questions: Conjoint Analysis Takes the Guess Work out of Marketing Decisions, **Dirección Farmaceutica**, 1994, with Paul Green.

Mathematical Programming Procedures for the Classification Problem in Discriminant Analysis: A Review, **Multivariate Behavioral Research**, 1990, with Antonie Stam.

A Robust Mixed-Integer Approach to Establish Classification Rules for the Discriminant Problem, **European Journal of operational Research**, 1989, with Antonie Stam.

Solving the Classification Problem in Discriminant Analysis Via Linear and Nonlinear Programming Methods, **Decision Sciences**, 1989, with Antonie Stam.

Four Approaches to the Classification Problem in Discriminant Analysis, **Decision Sciences**, 1988, with Antonie Stam.

4MODE1 AND 4MODE2: Fortran IV Programs for the Four-Mode Components Analysis Problem, **Journal of Marketing Research**, (Computer Abstracts), 1985, with John Lastovicka.

RELCON: A Program for the Estimation of Internal Consistency of Composites with Congeneric Measurement Properties, **Journal of Marketing Research**, (Computer Abstracts), 1985, with Lane Curtis.

Technology, Strategy and Industrial Marketing Buying/Selling

Decision Support System Implementation: A Meta Analysis, **Management Information Systems (MIS) Quarterly**, 1992, with Maryam Alavi.

Sales Resource Allocation with Multiple Conflicting Objectives: An Interactive Decision Support Aid, **Decision Sciences**, 1991, with Antonie Stam and Lorraine Gardiner.

Order (Market) Selection Given Multiple Conflicting Objectives and Goals: An Interactive Marketing-Manufacturing Decision Model, **Decision Sciences**, 1989, with Antonie Stam and Lorraine Gardiner.

Influence of Formalization on the Organizational Commitment and Work Alienation of

Salespeople and Industrial Buyers, **Journal of Marketing Research**, 1988, with Ronald Michaels, William Cron, and Alan Dubinsky.

Multicriteria Issues in Marketing: A Sales Resource Allocation Example and Potential Areas of Future Research, **Lecture Notes in Economics and Mathematical Systems Series**, 1988, Springer Verlag, with Lorraine Gardiner and Antonie Stam.

Individual Difference Factors in the Satisfaction and Usage of a Marketing Decision Support System, **Journal of Marketing Research**, 1987, with George Zinkhan and Thomas C. Kinnear.

Role Stress Among Industrial Buyers: An Integrative Model with Implications for Marketing, **Journal of Marketing**, 1987, with Ronald E. Michaels and Ralph L. Day.

Methodology and Consumer Behavior

Measurement Validity of VALS and a Custom Lifestyle Typology with Multiplicative Factoring of Multimethod- Multitrait Matrices, **Journal of Marketing Research**, 1990, with John Lastovicka and John P. Murry.

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Books & Book Chapters

The Interaction Field: The Revolutionary New Way to Create Shared Value for Businesses, Customers and Society, Hachette Book Group, forthcoming book 2020

Hidden in Plain Sight: How to Create your Company's Next Big Growth Strategy: 10 Years Later Chapter: Marketing Wisdom, Kartikeya Kompella (ed.) Springer Verlag, 2018

Social Currency: How to build strong brands and businesses in the digitally-connected world, in Ralf T. Kreutzer and Karl-Heinz Land, *Digital Darwinism: Der stille Angriff auf Ihr Geschaefstmodell und Ihre Marke*, 2. Edition, 2016 and 2013.

Marketing Effectiveness and the New World of Brand Building (2018 forthcoming); Anchoring Customer Experience in the Social Experience (2017); Designing a Marketing Organization for the Digital Age (2015); Micro-Moments and the Shopper Journey (2015); and What is the right entry point for emerging markets: Targeting customers at the bottom or the middle of the pyramid (2012), White paper series by Harvard Business School, Boston.

Brand Leadership: The Next Level of the Brand Revolution, Simon & Schuster, April 2009

Hidden in Plain Sight: How to find and execute your company's next big growth strategy, Harvard Business School Press, 2007.

“*Strategie und Architektur fuer Markenportfolios*” in *Handbuch Markenführung*, Band 2, 2004, Manfred Bruhn, Gabler Verlag, Wiesbaden, with Markus Pfeiffer.

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“Building Brands Without Mass Media” in *Harvard Business Review on Brand Management*, Harvard Business School Press, 1999.

“Branding Challenges For Transitional Economy Firms in Local Markets,” in *Marketing Issues in Transitional Economies*, 1999, Rajeev Batra, Kluwer Academic Publishers, Norwell, Massachusetts, with Jordi Garolera and Dana Pillsbury.

“Nestle Buitoni: The House that Mamma Built,” in *Relationship Marketing: Strategy and Implementation*, 1999, Helen Peck, Adrian Payne, Martin Christopher, and Moira Clark, Butterworth-Heinemann, Oxford, with Edward Hickman.

Working Papers & Teaching Notes, etc.

Business Transformation Through Greater Customer Centricity: The Power of Social Currency, August 2016

“The Always-On Consumer,” February 2014

“Brands & Social Networks: New findings on how consumers connect with brands,” February 2013

“Social Currency 2012: How brands and businesses can prosper in a digitally connected world,” September 2012

“Social Currency: Why brands need to build and nurture Social Currency,” May 2010, as covered in *Fast Company*, “Five Steps for Consumer Brands to Earn Social Currency,” May 2010, and “How to Measure Brand Value: Likes, Followers, Influencers, Views? No, Social Currency”, July 2010

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Energia General (Eg3): Retail Service Stations in Argentina, Darden Educational Material, 1996.

Nike Europe, IESE Case Publication No. M-968, 1995.

Renault SA, IESE Case Publication No. M-966, 1995.

Hugo Boss AG, IESE Case Publication No. M-965, 1995.

IBM Ambra, IESE Case Publication No. M-963, 1995.

ABB: Electrical Motors, Case Study, 1995.

CCNR-Coca-Cola Nestlé Refreshments, Case Study, 1995.

Corporate Brands, IESE Working Paper.

The Andrex Case Story, IESE Case Publication No. M-952, 1994.

The Nestlé Buitoni Case Story: The House that Mamma Built, IESE Case Publication No. M-953, with Edward Hickman, 1994.

Marketing Metamorphosis: From Products to Brands to Consumers, IESE Working Paper No. MN-282, 1994.

Building Global Brand-Consumer Relationships, IESE Working Paper No. MN-294, 1994.

Maintaining Global Brand-Consumer Relationships, IESE Working Paper No. M-293, 1994.

Conjoint Analysis Takes the Guess Work Out of Pharmaceutical Marketing Decisions, IESE Publication No.: MN-284, with Paul Green, 1994.

The Häagen-Dazs Story, IESE Case Publication No. M-940, with Peter Taugbol, 1994.

The Swatch Story, IESE Case Publication No. M-930, 1993.

Anfi del Mar, S.A., IESE Case Publication No. M-888, with Madhur Mehta 1993; Teaching Note No.: MT-8, and Supplementary Material No.: M-924.

RCI: Service Quality and Its Measurement, IESE Case Publication No. M-905 with Brian Hare, 1993; Teaching Note for RCI M-10.

Media Interviews

How Sweden's Oatly Came to Dominate the Oak Drink Market, **Business Insider**, August 2019

Nike's Fix For Boosting Sales At Home – Women, **CNBC**, April 2019

From Shinola to West Elm, Retailers Find Hotels Make Great Stores, **Travel Weekly**, January 2019

Which Streaming Platform Will Emerge as Netflix's Biggest Threat in 2019?, **Observer**, January 2019

Farfetch Acquires Stadium Goods for \$250M, **Retail Dive**, December 2018

How Food and Beverage Companies Score Celebrity Investments, **Deep Dive**, November 2018

Bugatti: The Rebirth of the World's Fastest, Most Beautiful Cars, **CNN Business**, October 2018

Ihop, Or If You Prefer, Ihob, Bets Big On Name-Change Burger Stunt, **USA Today**, June 2018

Millennials Continue To Be In Vanguard Of Industry Trends, **Beverage Industry Magazine**, May 2018

68 Experts Share The Top 3 Things an Entrepreneur Needs To Know About Branding, **Thrive Global**, March 2018

Alfa Romeo Giulia Leads Sputtering Revival Plan And Its Impossible Targets, **Forbes**, March 2018

Interview with Erich Joachimsthaler, Founder and CEO at Vivaldi, **USA Weekly**, February 2018

Nordstrom Family Reportedly Near Take-Private Offer, **Retail Dive**, February 2018

Gap CEO's Exit Raises Questions On Future Of The Struggling, Iconic Brand, **Forbes**, February 2018

How Amazon's Healthcare Plans Could Impact Retail, **Retail Dive**, February 2018

Mobile, Marketing, & Technology Podcast From Venturebeat, **VB Engage**, November 2017

The SMCP guide for building a modern affordable luxury brand, **Glossy**, October 2017

Dove's 'Racist' Ad Might Have Cost The Brand An Advantage It Spent 13 Years Building, **Business Insider**, October 2017

Walmart Buys Delivery Company Parcel In Next Round Of Delivery Wars, **USA Today**, October 2017

Automakers Plan Electric Car Blitz as Tesla Burns Billions, **Bloomberg**, October 2017

Ikea Buys Odd-Job Service Taskrabbit, **Retail Dive**, September 2017

Google and Walmart Partner With Eye on Amazon, **New York Times**, August 2017

Update 3-Nordstrom Family Explores Taking Retailer Private, **CNBC**, June 2017

Nordstrom Family Explores Taking Retailer Private, Shares Surge, **Reuters**, June 2017

What Drove Mickey Drexler Out? Retail Experts Weigh In, **Retail Touch Point**, June 2017

Nordstrom to Explore Going Private, Shares Soar 20%, **Retail Dive**, June 2017

This is How Long It Could Take for United to Recover From Its PR Disaster, **MarketWatch**, April 2017

The United Airlines boycott is not backing down — here's how it could affect sales, **Business Insider**, April 2017

Mall Retailers are Competing on Speed to Stay Relevant, **Glossy**, March 2017

Zauberkraefte fuer Jedermann, **Lead**, February 2017

Why TV Still Makes Sense for E-commerce Brands, **Ad Age**, February 2017

What Leading Brand Thinkers Really Think, **Branding Magazine**, Chuck Kent, November 2016

The Impact of Social Currency on Branding with Erich Joachimsthaler, **On Brand Podcast**, November 2016

Tesla Beats Wall Street Expectations, But Consumer Plagued by Car's Unreliability, **NBC News**, October 2016

More Trouble for Tesla: Consumer Report Trashes Reliability, **The Detroit Bureau**, October 2016

Samsung's Challenge: Rebuilding Its Brand In Apple's Shadow, **CNBC Online** and **Yahoo Finance**, October 2016

It's Official: Samsung Permanently Halts Production of Note 7, **Silicion Angle**, October 2016

Samsung (SSNLF) Brand Will Have to Work to Win Back 'Fickle' Consumers, **The Street**, October 2016

Rebuilding Samsung's Brand, **CBS Power Lunch**, **MSN TV** and **AOL Huffington Post**, October 2016

A Veggie Burger That 'Bleeds' Might Convince Some Carnivores to Eat Green, **The Moderate Voice**, September 2016

Will Anyone Want To Stay In A West Elm Hotel, **Bloomberg**, September 2016

Dos Equis Brews Intrigues In New 'Most Interesting Man', **USA Today**, September 2016

Tequila Sunrise: Insider Patron's Renaissance,' **Digiday**, September 2016

10 Retailers Make More Money Than Amazon, **USA Today**, August 2016

Report: 24% of Digital Ad Budgets Go to Social Media, **Marketing Dive**, August 2016

How Ford's Marketing The Fusion With Fashion Partnerships, **Digiday**, July 2016

Can Cadillac Be Cool Again?, **Quartz**, June 2016

Volkswagen Pushes for Redemption With Electric Cars, Robo-Taxis, **Bloomberg**, June 2016

Lattes, Art and Fashion: Cadillac House isn't the car lot you're used to, **Digiday**, June 2016

VW Doubles Provisions for Cheating Scandal to \$18.2 Billion, **Bloomberg**, April 2016

Volkswagen Doubles Dieselgate War Chest to \$18.2 Billion, **BrandChennel**, April 2016

Volkswagen agrees to repurchase "diesel-gate" cars in U.S., **CBS News**, April 2016

The Sports Car Is in Serious Trouble, **Bloomberg**, April 2016

Tesla is in danger of becoming the new Saturn, **Business Insider**, April 2016

Target revamps Cartwheel app to include third-party coupons, **Retail Dive**, April 2016

Moment of truth arrives for Tesla, Elon Musk, **MarketWatch**, March 2016

The Abercrombie & Fitch you know is gone, **Business Insider**, March 2016

Does Emotion Sell?, **CMO.com**, March 2016

Fiat Looks to SUV to Lift Maserati Sales, **Wall Street Journal**, February 2016

Consumers view influencer content almost 7 times longer than display ads, **Retail Dive**, February 2016

Don't Bother To Advertise In Super Bowl 51, **Forbes**, February 2016

Toyota's Super Bowl Hail Mary Is a Sporty Prius, **Bloomberg**, February 2016

Why Uber's major rebrand appears to have backfired, **Marketing Dive**, February 2016

Why influencer marketing has a metrics problem — and how we can solve it, **Marketing Dive**, February 2016

Volkswagen Given Deadline to Come Clean by No. 2 Shareholder, **Bloomberg**, January 2016

What Branding Experts Think About Coca-Cola's New Product-Centric Campaign 'Taste the Feeling' replaces 'Open Happiness,' **Adweek**, January 2016

Lululemon hires former Target digital exec, **Retail Dive**, January 2016

11 predictions for the future of retail in 2016, **Retail Dive**, January 2016

How Target's bet on digital helped in its turnaround, **Digiday**, January 2016

CVS Health and Target Merger is a Win-Win Deal, **Bidness ETC**, December 2015

How marketers are tapping into the 'emotional pull' of the holiday season, **Retail Dive**, December 2015

L'hospitalité au cœur des discussions au HX : The Hotel Experience, **HRI**, November 2015

PlayStation gets dinged by false rumors after the Paris terror attacks, **Digiday**, November 2015

Branding Experts on Guest Reactions to Marriott-Starwood Acquisition, **Skift**, November 2015

Urban Outfitters Bought A Pizza Company... And Reported Q3 Results: Here Are How Experts Reacted, **Benzinga**, November 2015

How To Catch A Bumblebee: Marketing In The Age Of Micro-Moments (Byline), **CMO**, November 2015

Shares of Weight Watchers Jump as Oprah Winfrey Takes a Stake, **The New York Times**, October 2015

Here's what Kit & Ace will have to do to replicate Lululemon's success, **Business Insider**, October 2015

The Under Armour guide to building an underdog brand that beats Adidas, **Digiday**, October 2015

Designing a Marketing Organization for the Digital Age, **A Harvard Business Review Analytic Service Report**, October 2015

Micro-Moments and The Shopper Journey, **A Harvard Business Review Analytic Service Report**, October 2015

American Apparel made one mistake that led to its downfall, **Yahoo! Finance Germany**,

October 2015

Maximum Shopping Happiness in the Halo, **Advertising Week**, September 2015

VW brand under repair, **Boston Herald**, September 2015

“Why an Airbnb app is coming to Apple TV, **Digiday**, September 2015

From Subway's Jared to Bill Cosby: How Do You Make Hiring a Spokesperson Worth the Risk?, **Entrepreneur**, August 2015

Weekly Tech Highlights: The Power Of Tesla's Powerwall And Google Sings The ABCs, **Yahoo! Finance**, August 2015

Interview with Erich Joachimsthaler, Founder & CEO of Vivaldi, **The Branding Journal**, August 2015

The Pros And Cons Of Google's Alphabet Holding Company, **Yahoo! Finance**, August 2015

The Ronda Rousey guide to building a brand, **Digiday**, August 2015

Luxury Branding Roundtable, **The Branding Magazine**, August 2015

Abercrombie Has Stopped Offending Its Most Important Customers, **Business Insider**, August 2015

Lululemon's Secrets For Beating All The Competition, **Business Insider**, July 2015

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When Will Mobile Marketing Break Out, **1to1 Media**, June 2015

As the McDonald's vs. Taco Bell Breakfast War Rages On, More Brands Join the Fight, **AdWeek**, May 2015

Marketing Chiefs Need To Embrace Technology, **Forbes**, April 2015

Hats Off To Angela Ahrendts, **Fortune**, April 2015

Pepsi's NBA Partnership Makes It The Beverage King Of Sports, **Forbes**, April 2015

Only 1 In 20 Americans Wanted To Buy Apple Watch: Is It Big Or Small For Apple?, **InsiderMonkey**, April 2015

Seriously, Who's Buying The Apple Watch?, **NBC News**, April 2015

Apple Watch And The Strategy Of Exclusivity, **The Epoch Times**, April 2015

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How The Role Of The Cmo Is Changing (But Not The Way You Think), **The Business Journals**, March 2015

9 Brands Running Super Bowl Ads For The First Time, **Digiday**, January 2015

Target Canada: A Lesson In Brand Marketing?, **Digiday**, January 2015

4 Lessons For All Retailers In Target's Failure In Canada, **The Business Journals**, January 2015