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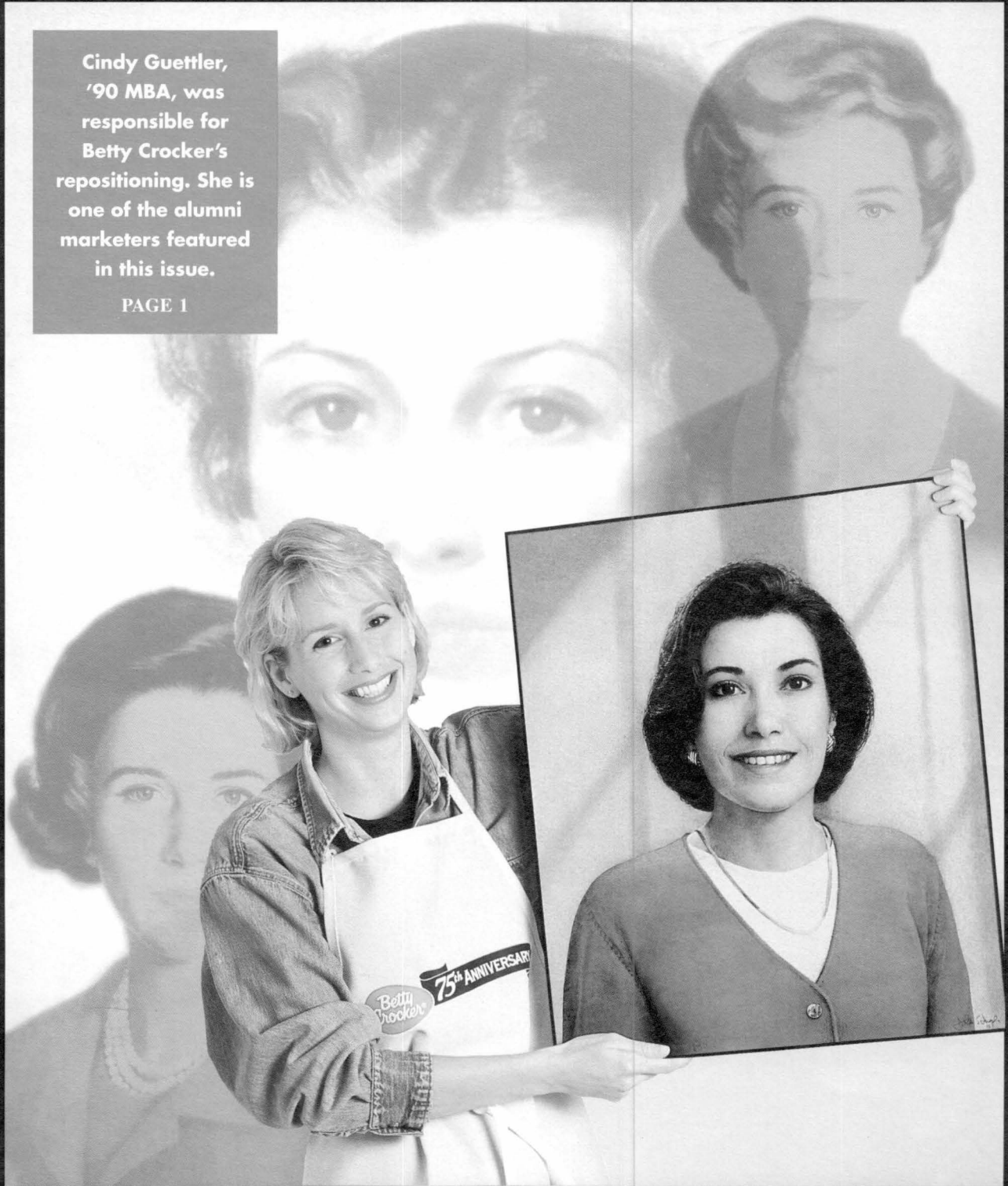
MMR

Minnesota Management Review

Summer 1996

Cindy Guettler, '90 MBA, was responsible for Betty Crocker's repositioning. She is one of the alumni marketers featured in this issue.

PAGE 1



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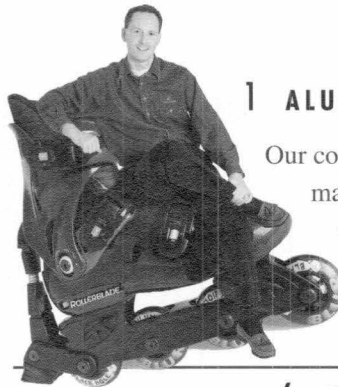
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Our cover story profiles several of the successful
marketers behind common products who are
Carlson School alumni.

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upcoming events.

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ALUMNI

BEHIND THE PRODUCTS

AT SMALL COMPANIES

As marketers, these alumni are on the pulse of their organizations, helping to design and implement strategies that can mean success or failure for their product lines.

AND LARGE, IN THE

BETTY AND ME

TWIN CITIES AND

Cindy Guettler, '90 MBA, has found a friend at General Mills, and her name is Betty. As 75th anniversary manager for the Betty Crocker brand, Guettler oversees the repositioning of the Betty Crocker brand and the celebration of her 75th anniversary.

AROUND THE WORLD,

The Betty Crocker brand is the 16th strongest brand in the country and includes desserts, main meals, side dishes, snacks, appliances, and the best-selling cookbook in history. Guettler explains that the brand is so strong today in part because, in years past, women listened to Betty's radio show, wrote and phoned her for advice and trusted her. In more recent years, however, women weren't imprinted on Betty in their formative years, as were their mothers and grandmothers. "We knew we had a strong brand, but we were doing little to support it beyond the individual products. No one was leveraging Betty Crocker equity," says Guettler.

MANY OF THE

SUCCESSFUL

For Betty's anniversary, Guettler turned to computer technology to give Betty a face that would represent modern American womanhood and breathe life back into the brand. After reviewing Betty's history, Guettler and her

MARKETERS BEHIND

COMMON PRODUCTS

ARE CARLSON

SCHOOL ALUMNI.

BY KARA KORSGAARD ROSE

PHOTOS BY STEVEN WILLIS

Cover images courtesy of General Mills, Inc.



**CINDY GUETTLER, MARKETING
MANAGER, GENERAL MILLS**

ADVICE FOR SUCCESSFUL MARKETING

Catherine Hapka, '76 BSB, is executive vice president of Markets for U S WEST, Inc., which provides telecommunications services to 25 million customers in 14 states. Hapka leads all of U S



WEST's retail units and is accountable for \$7.5 billion in revenue and 15,000 employees.

We asked Hapka to tap into her twenty years of marketing and management experience to give us insight into successful marketing. Here is her advice for marketers.

- Surround yourself with world-class people who have a passion for providing their customers with the "best deal."
- Use speed as a competitive weapon. The pace of change is growing exponentially. We need to get information and respond quickly.
- Balance research data with intuition. You have to put a spin on the research data, and that spin comes from experience.
- Adopt a general manager's perspective. Promoting the "best deal" at a profit requires a total business strategy: one that incorporates manufacturing, sales and customer service, as well as other business functions.

colleagues identified four themes that have defined Betty for 75 years: She enjoys cooking and baking, is committed to friends and family, is resourceful and creative in handling everyday tasks and is involved in the community. Guettler explains that Betty has been female for 75 years and will remain so. "A lot of men get a crush on Betty," says Guettler. "In the past, she has even received marriage offers."

Sending out only one press release that eventually reached 150 million people. General Mills announced a "Spirit of Betty Crocker" contest and invited consumers to submit essays about themselves or a woman they know who embodies "Betty-ness." Guettler and six judges chose 75 winners from thousands of entries. Photos of the women were assembled into one computer composite, which a U of M-Morris professor used to paint her portrait. The new Betty was unveiled at a national press conference in New York on March 19. Final media coverage was 350 million impressions, including coverage on "Good Morning America," "CBS Evening News," "CBS Up to the Minute," C-Span, CNN and CNBC.

In conjunction with Betty's anniversary, General Mills launched an advertising campaign focused on what Betty Crocker can do for the consumer. And Betty's going cyber, too. She has her own e-mail address and Web site with recipes and nutrition information. "If you don't know what to make for dinner, you can turn to our brand for ideas," says Guettler.

Guettler feels very fortunate to have been involved in Betty's makeover. For her, it goes beyond a business responsibility; it's anthropological and sociological. "It's as if

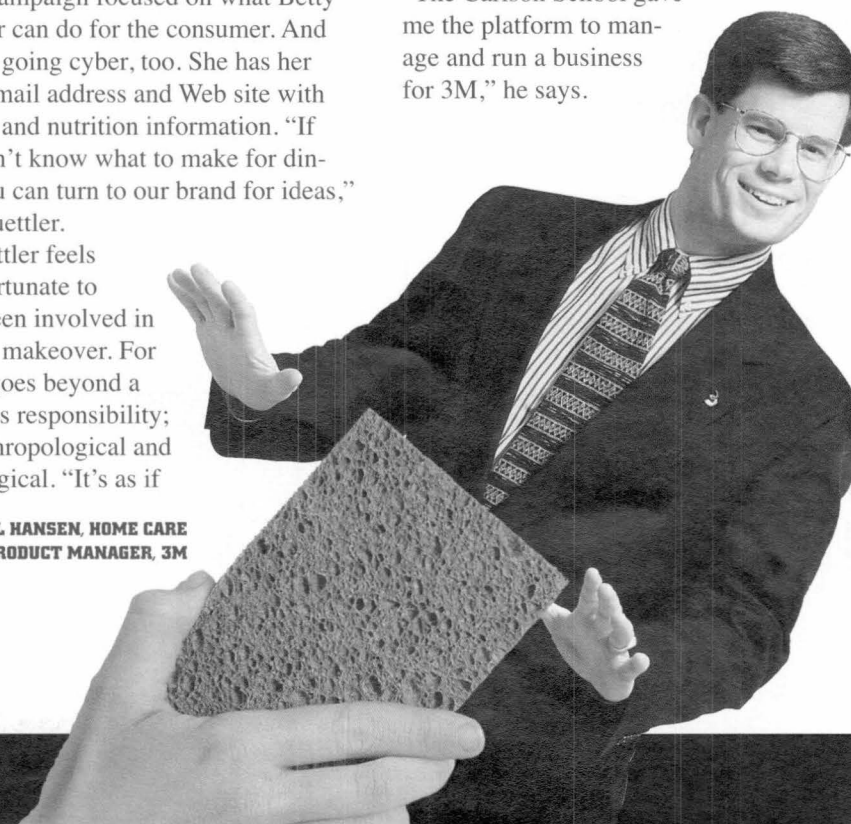
we're holding up a mirror to American women," she says. "I've never been concerned that people won't like the new Betty, because she's based on real women." Guettler expects that it will be about five years before she'll be able to look at the portrait of an average woman and not think about Betty. "I even dream about Betty," she laughs.

SPONGING UP THE COMPETITION

If Betty Crocker isn't a real person, does she have to clean up after herself when she cooks? If she does, she might very well choose one of the products that 3M's Home Care product manager, Paul Hansen, '89 MBA, promotes. He's sponging up the competition with one of 3M's most recently improved product lines, O-Cel-O StayFresh Sponges and Scrub Sponges. The O-Cel-O line is one of many 3M consumer products that Hansen oversees, including Scotch-Brite cleaning products and Scotchgard brand protectors.

After several years as a technical salesperson for Hormel, Hansen joined 3M in 1989 as a Carlson School MBA intern. He quickly moved up the ranks. "The Carlson School gave me the platform to manage and run a business for 3M," he says.

PAUL HANSEN, HOME CARE
PRODUCT MANAGER, 3M



"One of the delightful things about working for a company like 3M is that you have products and technologies that are unique," says Hansen. "It's a little different than at other companies, where the differentiation comes only from marketing and positioning. 3M is committed to allowing people to be creative." 3M researchers spend 15 percent of their time working on projects of their own choosing.

"There's also a terrific sense of teamwork and cross-pollination between functional areas." At 3M's consumer focus groups, for example, manufacturing and lab technicians join marketers to hear consumer expectations first hand. Such was the case in the early 1990s, when focus groups revealed that consumers wanted an alternative to smelly, germ-filled sponges in their homes. In response, 3M researchers perfected a new anti-microbial agent that prevents odor-causing germs and dangerous bacteria such as *E.-coli* and *Salmonella* from growing in sponges. 3M planned to apply the new agent to the O-Cel-O line, which it had recently acquired.

Hansen and his colleagues knew they had a good product and decided to take a risk. To ensure that they were the first ones to market, they applied the anti-microbial agent to the entire O-Cel-O line without in-market testing. "We took a substantial calculated risk by putting it in 100 percent of the sponge line," says Hansen. "If the product had failed, or had consumers been unwilling to pay the premium, we would have taken a substantial product line in which we had invested a significant amount of money and driven it out of business."

Fortunately, the risk paid off. Since 1994, O-Cel-O's market share has grown from 26 percent to over 50 percent. Hansen is excited about the potential to use this new technology in 3M products around the world. "No matter where you are," he says, "you have to cook and clean up after yourself."



JAN BECKER

BLANKETING THE MARKET

Like Hansen, Jan Becker, '88 MBA, vice president of Marketing for Eden Prairie-based Augustine Medical, Inc., uses her company's technological advances to give her team a marketing advantage. Augustine is a maker of temperature-management products for surgical patients. The majority of the product line takes the shape of disposable blankets and compatible equipment that cool or warm patients to the optimal body temperature for surgical procedures. "The idea of altering temperature to change patient outcomes is really exciting," says Becker. "In the future, we'll be able to use temperature in place of many expensive pharmaceuticals."

Many of Becker's marketing challenges stem from ongoing and dramatic shifts in the health care industry, which means that she markets to group purchasing organizations, managed care organizations and third-party payers, rather than clinicians alone. "It used to be fairly simple features and benefits-type marketing," she explains. "Now you have to show that you are providing better patient outcomes that result in cost-effectiveness. The average cost of a wound infection in the U.S. is \$14,000. If you eliminate that risk by warming the patient, it's an important cost savings that amounts to an average of \$450 per patient."

Staying ahead of the needs of their customers is another challenge facing everyone in the medical device industry.

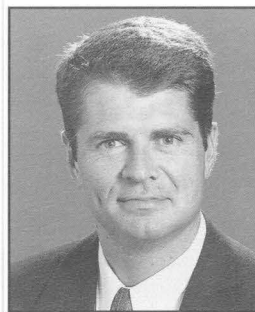
Becker keeps abreast of changes by reading journals, attending seminars and spending time in the operating room. "Most clinicians are willing teachers," she says.

"We always try to think three-to-five years out," says Becker. Augustine directly competes with five or six other companies, though Augustine was the first to hit the marketplace. Becker believes they remain the market leader for two reasons: "First, we have superior products, and, second, we invest heavily in clinical research, which shows that Augustine's products improve patient outcomes."

With net sales of \$27 million, Augustine is still a relatively small company. "With the size of the company, an individual can really see his or her impact on its success," she says. "When I come to work I know I can make a difference."

MEET MARK WORKMAN

In late 1997, Turner Pictures will release "The Jetsons," a live-action movie based on the space-age television cartoon. But by the time movie-



MARK WORKMAN

goers around the world are reintroduced to the Jetson Family, Mark Workman, '83, '88 CEMBA, will have worked for



more than two years on marketing strategies surrounding the film.

Workman began his career in sales, but quickly realized marketing was the surest way to have a strong impact on an organization. He was especially attracted to the rapidly growing field of entertainment marketing. "In the entertainment world, the total marketing expenditures have grown as large as the total production costs, and success is traced to how closely the marketer tailors the message to what the film producer wants," says Workman. After studying at the Carlson School, Workman went to the Walt Disney Company, where he eventually became vice president of Marketing for Walt Disney and Buena Vista Television. During his eight years with Disney, Workman executed consumer marketing campaigns for animated characters and films such as "The Little Mermaid," "Pretty Woman," "Beauty and the Beast," "Honey I Shrank the Kids" and "Aladdin"; and television programs, including "Home Improvement," "Ellen," and "Regis and Kathy Lee."

Workman moved to Atlanta-based Turner Home Entertainment (T.H.E.) in Fall 1995. As vice president of Integrated Marketing, Workman is responsible for synchronizing all of T.H.E.'s marketing efforts with those of Turner Pictures to create and implement unified worldwide marketing campaigns. That means helping fill theaters around the world; coordinating home video releases, licensing, and merchandising; and marketing every ancillary attached to a film. The global reach of Workman's responsibilities keeps him on a 250,000-mile-a-year travel pace. "We try to produce products with global appeal but market them with local sensitivities."

"Our biggest challenge is to make sure that going to the movies is a joy and delight," he continues. "When you go to the movies, the popcorn and the theater are always the same. The only thing that really changes is what's up on the screen." And does he ever watch movies just for fun? "Yes, and I'm the biggest fan of all types of movies," Workman explains. "If the movie doesn't work, I try to appreciate some of the director's nuances or filming styles. When it works, I'm as goo-goo over it as anyone else."

KEEPING BUSINESS IN LINE

Like Turner Home Entertainment, Rollerblade, Inc.'s business is all about fun. "This is really an energetic industry, and the company has a very youthful orientation," says Kevin Hogan, '82 MBA, Rollerblade's senior director of Product Marketing.

Hogan's career in marketing has taken some sharp turns: from Jostens and Pillsbury to Minnetonka-based

Rollerblade, Inc., maker of in-line skates. In his current position, Hogan and his 11-person group are responsible for all segments of Rollerblade's performance skates, high-end skates over \$200 retail; in-line hockey skates with strong abrasion that are able to make quick turns; Blade Runner brand, a lower priced option for entry-level skaters; and the after market, which provides replacement parts such as wheels and bearings. Together, these four areas comprise approximately 50 percent of the company's revenues. The fifth area of business, recreational skates, is the largest area of the business and caters to occasional skaters who enjoy the sport purely for the fun.

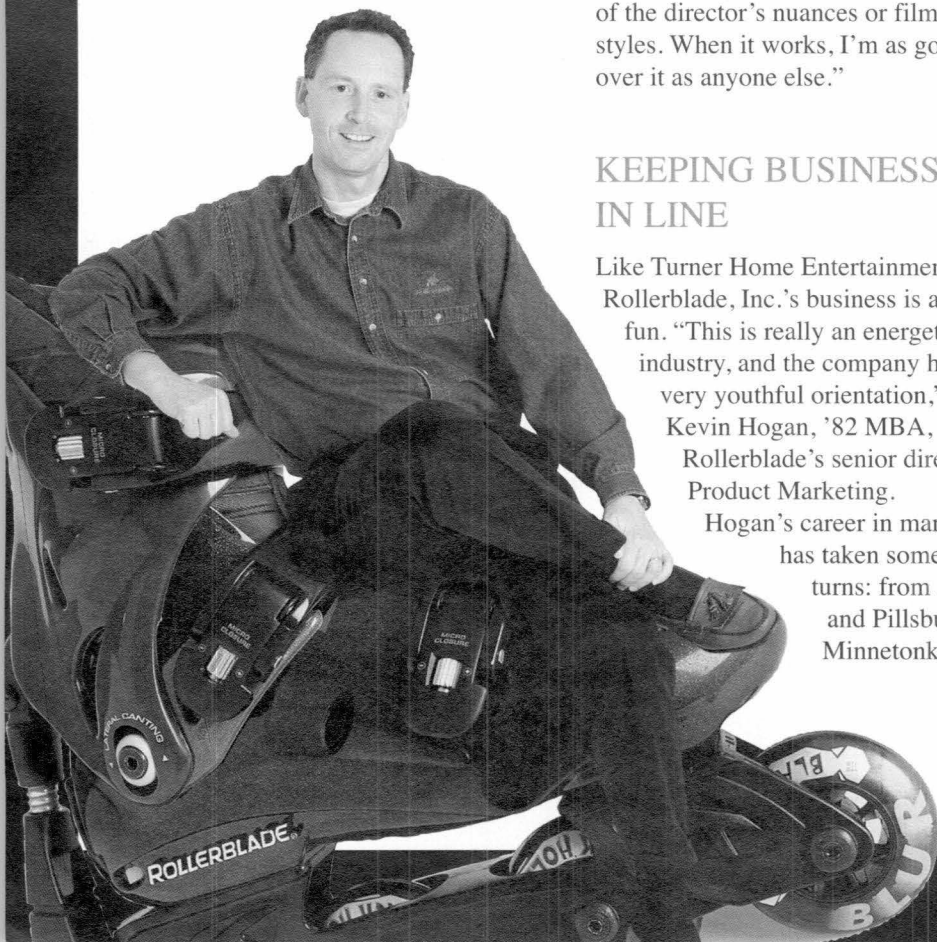
Hogan and his colleagues rely heavily on segmentation studies, many other forms of research and evidence from the marketplace via sales representatives to determine how well their marketing strategies are working. "We use any information we can get our hands on to understand where our consumer's heads are." One of the key measures of Rollerblade's success and room for growth is household penetration. When Hogan joined Rollerblade three years ago, it was four percent. It's now grown to 18 percent. The products are benchmarked against other sporting goods, such as golf clubs or tennis rackets, which typically penetrate about 25 percent of households.

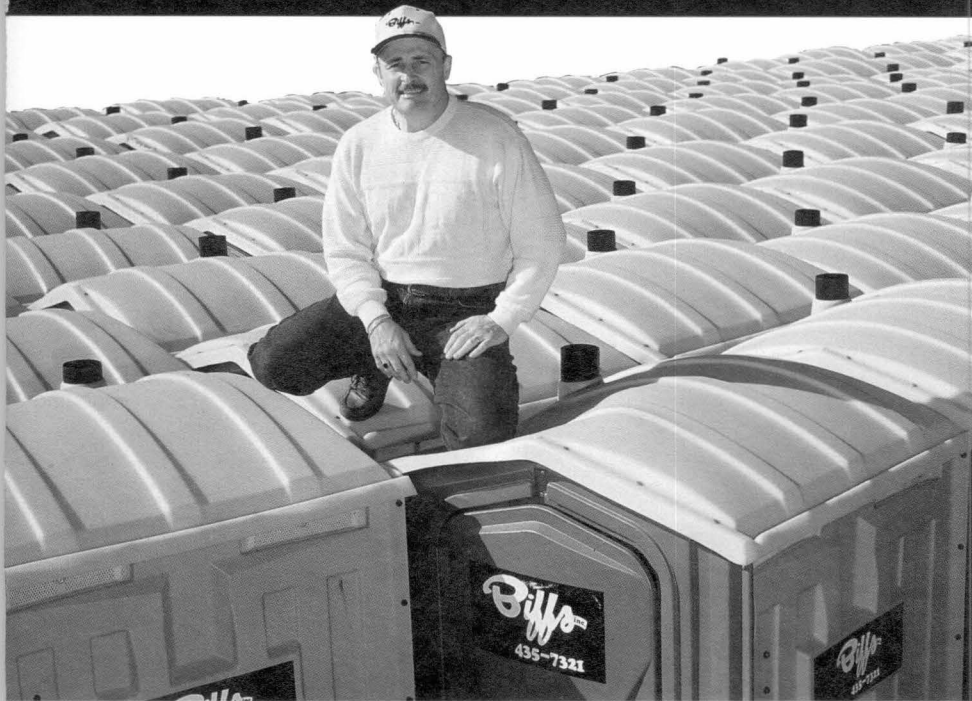
With all segments to oversee and other responsibilities, Hogan gets a good workout. "Capturing the growth over the past three years has been challenging," he explains. "There is more opportunity than ever because of the segmentation going on in in-line skating."

FLUSHING OUT A GOOD DEAL

As owner and president of Biffs Inc., Mike Pauling, '72 BSB, has grown a thriving business by providing clean, safe, portable rest rooms that are right

**KEVIN HOGAN, SENIOR DIRECTOR OF PRODUCT
MARKETING, ROLLERBLADE, INC.**





MIKE PAULING, OWNER AND PRESIDENT, BIFFS INC.

where his customers need them, even if they're skating around a Twin Cities park. "Our biggest challenge is to increase the level of service and improve market share," explains Pauling, for whom effective marketing has been a key element of his success. "The personal service has to be perfect."

After five years with a construction company, Pauling's career took a significant turn when a recruiter approached him about going to work for Satellite Industries, one of the largest portable rest room manufacturers in the world. "I really thought it was in the aeronautics industry," he remembers. After ten years with Satellite, Pauling eventually purchased Biffs, then a small, greater-Minnesota company.

After building the business for several years, Pauling faced an exciting challenge in the early 1990s. In 1990, BFI and Waste Management Inc., both leaders in the portable rest room industry, moved into the Twin Cities market. Pauling found himself and his company squeezed in the middle of a price war. "I had to make a decision," he explains, "either get out or get in, in a bigger way." He chose the latter, and in 1990

acquired the assets of the Minnesota division of Waste Management, increasing the number of Biffs portable units from 800 to 2,000. In 1993, Biffs acquired BFI's Minnesota and Wisconsin assets, bringing the total number of units to 5,000. "That growth had been part of the plan, but it was a wild-eyed plan," explains Pauling. "It was luck, timing, skill, willingness to take a risk and good people that made it work."

Today Biffs focuses its marketing in four areas: construction, recreation (including contracts with city and county park and recreation departments and professional teams), commercial (any business that isn't construction or recreation), and special events. Special events range from the Renaissance Festival and the State Fair to weddings, for which facilities with such luxuries as radios and air conditioning are available. Expanding amenities such as these are another way that Pauling keeps ahead of the competition. "The customer is the focus of everything we do," he says. "We never forget when we were a small company." ■

BEHIND THE PRODUCTS

In July 1995, an average of 1,581 rolls of toilet paper were used in Biffs portable rest rooms per day, according to **Mike Pauling, '72 BSB**, owner and president of Biffs, Inc.



Susanna Hui, '90 BSB, a financial analyst with General Mills' Yoplait-

Colombo division (*pictured*), was one of 75 women whose facial features were used to create the new Betty Crocker. "A lot of people think she has my smile," says Hui. **Cindy Guetler, '91 MBA**, spearheaded the makeover.

Nearly 1,000 Carlson School alumni, including **Paul Hansen, '89 MBA**, manager for Home Care Products, are employed by 3M. Hansen began work at 3M as an MBA intern.

In 1987, **Laurel Wichman, '88 MBA**, worked with MBA field project partners **Ann Christiansen, '87 MBA**, and **Joanne Pertz, '87 MBA**, to name the Bair Hugger, Augustine Medical's lead product, which keeps post-surgery patients warm. Augustine Medical's **Jan Becker, '88 MBA**, vice president of Marketing, recently hired Wichman as a product manager.



Students On Cutting Edge of New Product Creation

Building on its reputation for having one of the nation's most innovative MBA programs that involves its students in the business community, the Carlson School has launched a unique course jointly with the U's Institute of Technology in which MBA and engineering students develop and market cutting-edge products for sponsoring companies.

The New Product Design and Development course, more substantive than any other similar program in the nation, is a nine-month, graduate-level course that provides a rigorous introduction to product and business development through an intensive, experiential process of developing a new product. This is the second year the course has been offered.

The class consists of 30 students, 15 business and 15 engineering, and five faculty, three from the Carlson School (marketing, operations and entrepreneurial studies) and two from IT (mechanical and electrical engineering),

with teams consisting of six to ten students. Faculty act as coaches for each team. There are also coaches from within the sponsoring companies who provide guidance on business creation, market research, product design, and by helping the students set achievable goals and time schedules. The sponsors maintain close contact with the student teams, including weekly conference calls and monthly design reviews.

"The course was ideal for me," said Mary Zettel, MBA '96. "This is exactly what I'm going to be doing when I graduate." Zettel has just begun a new position as marketing associate with 3M's Specialty Chemical Division working with engineers on new products.

"This is real life," said Jim Ohneck, general manager of Micro Medical Devices, Inc., a Cleveland-based bioengineering company that worked with a student team for two years in a row to complete the design of a new micro surgical product. According to Ohneck, the students are gaining the experience product and engineering managers urgently need. "This class will put them a cut above their peers."

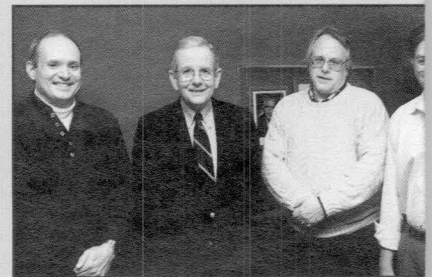
This year the cross-functional teams developed products for four companies. In addition to the project for Micro Medical Devices, teams developed a system of precision clutches and brakes for Horton, Inc., an interactive multimedia instructional system for Richard D. Irwin Publishing, and a new product in a new market for Reell Precision Manufacturing. Many of

these products are so new, the teams must sign confidentiality agreements to prevent information being leaked to the competition.

The New Product Design and Development class was created and run by the Carlson Center for Entrepreneurial Studies, a resource for business students and the Twin Cities community for starting and growing businesses by leveraging multiple units of the University. For more information, call the Center for Entrepreneurial Studies at (612) 624-5524.

As part of the New Product Design and Development course, MBA and engineering students are developing real products that are so new, some of them cannot yet be shown publicly. Shown here is a team preparing for a presentation on a top-secret product for Micro Medical Devices. They are MBA students Robert Van Nostrand and Mary Zettel, and Institute of Technology students James Holroyd, Dave Jeffrey, David Wolfman and Alex Bonne.

JIM BARBOUR



Bob Jaedicke Visits

On his way across the country for a board meeting, Robert Jaedicke, '57 Ph.D.-Accounting, stopped in Minneapolis to visit the Carlson School and meet with some of his former professors and colleagues. Jaedicke, who is professor emeritus of accounting and retired dean at Stanford's Graduate School of Business, also attended a reception with accounting faculty and students. He is shown here (second from left) with Accounting Professors Ed Joyce, John Dickhaut and Chandra Kanodia.

What's New?

Many exciting changes at the Carlson School have put the school on the forefront nationally for innovative programming, research and partnerships with the business community.

In the classroom . . .

■ The undergraduate program, ranked 16th best nationally, has been revised to feature freshman admission, in-depth majors, and career-oriented courses and extracurricular activities.

■ Students in the undergraduate accounting program take part in innovative classroom initiatives such as active buying and selling of securities in a computerized international market, and the development of a homework newsgroup on the Internet.

■ The day MBA program continues to be recognized for its innovative course structure and interaction with the business community. It was ranked 4th best "Techno MBA" by *Computerworld*, 1995. An initiative to further enhance the quality of teaching and the overall learning experience was launched this year.

■ The revised "customized" evening MBA program is ranked 9th best in the country by *U.S. News & World Report*.

■ The Industrial Relations program is consistently ranked one of the top two programs nationally.

In Career Services . . .

■ Average salaries of new MBA grads took their biggest jump in 1995-96, to \$51,100.

■ Video interviewing technology and on-line career information services are now available to students, thanks to a gift from American Express Financial Advisors.

In the departments . . .

■ Carlson School faculty in the area of operations were ranked 4th nationally for research productivity and quality by the *Journal of Operations Management*.

■ The MIS area is consistently ranked among the top three programs nationally, and the *MIS Quarterly*, published by the Carlson School's MIS Research Center, was ranked highest in perceived quality by other academics.

■ Three marketing faculty members were identified as "top researchers in the field of marketing" in a study on research productivity, and the marketing faculty placed in the top four percent.

■ The Carlson School leads the U.S. in Quality-related research and in NSF-funded research projects on Quality management.

In business community partnerships . . .

■ The 44-member Board of Overseers, comprised of CEOs and other senior executives from the nation's top corporations, is considered one of the most powerful boards in Minnesota.

■ More than 200 local executives and alumni mentor undergraduate and MBA students, on a one-to-one basis or in pairs.

■ Every month, more than 20 professionals speak in Carlson School classes, helping students connect



NANCY JOHNSON

theory and practice. This includes six CEOs a year who take part in the "Top Management Perspectives" course for second-year MBAs to help them understand the complexities of management.

■ A new Industry Ph.D. Fellowship Program has been launched, in which selected Ph.D.-Business Administration students conduct research on-site at collaborating companies.

Around the world . . .

■ The first class of students graduated this spring from the Western-style MBA program at the Warsaw School of Economics, established with the Carlson School's help.

■ An international business course has been developed for graduate and undergraduate students that focuses on business development in Central and Eastern Europe, and includes a two-week seminar in Vienna, in cooperation with the Vienna School of Economics and Business Administration.



Intellectual Property Pitfalls

Companies attempting to buy or sell intellectual property on the market should be aware of a number of potential pitfalls, according to Marketing Professor George John and colleagues, who have been attempting to clarify two major issues in this area. One is understanding why restrictions are put on some intellectual property and not others, and the other is the difficulty a company faces in making a decision about purchasing an unfamiliar product.

In the first area of research, John and Chae Un Lim, '91 Ph.D., now at Kookmin Univ. in Korea, explored the common idea that bigger companies dictate what restrictions will be placed on an intellectual product. They found, however, that the restrictions are related to the difficulty in controlling the use of the product, rather than being based on the company's whims. John gives the example of a company attempting to license a process, compared with a material product. "A process is much more difficult to license because it is harder to control the interpretation of that process," he explains. "The truth is that companies place restrictions on a product to the extent of protecting individual property rights."

The second area that John and Paul Bottum, '92 Ph.D., now at Spine Tech Inc., have looked at is the difficulty of buying an unfamiliar intellectual product. Their research shows that the difficulty lies in determining the full extent of the product's capabilities and limitations. John suggests that companies carefully consider how an intellectual product on the market can supplement internal resources. "The danger for companies is that if they rely too much on buying such products as a substitute for

making or customizing their own, they may erode their own internal structures. You need a make-plus-buy, not a make-versus-buy mentality."

Brand Alliances and Quality

Why do brands form alliances with other brands? Is this strategy always appropriate, or are there times when a brand alliance is more appropriate? Associate Professor of Marketing Akshay Rao has focused much of his current research on this question, and has discovered that in most cases, the brand alliances are an important means of communicating with customers.

Rao, along with Associate Professor Bob Ruckert and Ph.D. Candidate Lu Qu, have found in their research that when the quality of a product offered by a firm is not easy to assess simply by looking at it, consumers are often justifiably skeptical about the company's claims of high quality.

Consequently, consumers will prefer a brand whose quality is known to be good. This presents a problem for a new brand whose quality is unknown.

NutraSweet faced this problem several years ago, and Mail Boxes Etc. faces it today. To solve this problem, the unknown brand can form an alliance with a well-known brand. Rao found

that when a reputable company such as Sony endorses a less well-known company's product, people tended to believe the claim of high quality because they assumed that the larger, more reputable company would not endorse a product that may have a chance to fail.

"In forming an alliance with another brand," says Rao, "you need a partner that is credible. One way that a partner can communicate credibility is to make itself vulnerable to punishment if the

claim of high quality turns out to not be true. In the joint advertising featuring Oscar Meyer and Mail Boxes Etc., Oscar Meyer tells consumers they can stop buying Oscar Meyer products if Mail Boxes Etc. has poor quality. So, even though a photocopying and packaging store has little in common with a food producer, Oscar Meyer makes a good ally for Mail Boxes Etc. because the older company is 'vulnerable' to punishment."

Brand Name Dilution

Can you dilute your brand name by using it on a brand extension that is inconsistent with your image? Will this dilution be accompanied by dilution of the flagship product that anchors the brand?

Answers to these questions can be found in a stream of research being conducted by Marketing Professors Deborah

Roedder John and Barbara Loken, and Ph.D. Candidate Christopher Joiner. According to their results, inconsistent brand extensions can dilute or diminish consumers' feelings and beliefs about the brand name. But, interestingly enough, flagship products that anchor consumer perceptions of the brand name are unaffected.

In three recent studies, the researchers found that the flagship product was not diluted in spite of the fact that beliefs about the brand name and other individual products were diluted. These findings held across different types of brand extensions, with extensions more or less related to the flagship product, and with attribute beliefs that were more or less associated with the flagship product.

"The bottom line," says Roedder John, "is that flagship products are less vulnerable to dilution."



George John



Akshay Rao



Deborah Roedder John



C L A S S N O T E S

'30s

Donald Gates, '39 BSB, retired as division vp from B.F. Goodrich in 1975. He recently wrote, "I am an avid gardener, spend three months in Florida every winter (Marco Island) fishing and beach walking, and have traveled extensively."

'40s

Robert Roesler, '40 BSB, '41 MBA, retired as business manager for the Bemidji Medical Clinic, Bemidji, Minn.

Anne (Woskoff) Schindler, '40 BBA, is Prof. Emeritus at Phoenix College, and volunteers as a charter board member of the Hillel Advisory Council at Arizona State Univ., and as a board member of Bethel Congregation Sisterhood and United Synagogue Youth. She lives in Phoenix.

Donald Sundt, '41 BSB, has joined the Piper Jaffray Minneapolis office as an investment executive.

Charles Wright, '43 BSB, is a partner at Ernst & Young, Minneapolis.

Gail (Johnson) Fiske, '47 BBA, is a grandmother of five in La Mesa, Calif.

'50s

William Sheffield, '50 BSB, is a manager at Andersen Consulting, Mpls.

Harvey Palmer, '52 BSB, is assistant director at Georgia State Univ., Atlanta.

Monet Wong, '53 MBA, is a project director at Rockwood Research.

Leonard Murray, '54 BSB, has joined Tobin Real Estate Co., Minneapolis, as associate real estate consultant.

James Hansberger, '57 BSB, is president and CEO of RAM.GOLF in Melrose Park, Ill.

'60s

James Rice, '61 BSB, is district manager at American Express Financial Advisors in Campbell, Calif.

Kenneth Weill, '62 BSB, is with Chemonics International, Washington, D.C.

Warren White, '64 BSB, has been named CFO, Minntech Corp., Plymouth.

Fred Behrens, '66 BSB, is CEO of Amcor Capital Corp., Coachella, Calif.

Lawrence Viehl, '66 BSB, '70 MBA, is vp of Columbia Management Co., Portland, Ore.

Thomas Lanin, '67 BSB, is president and CEO, Bowmar Instrument Corp., Phoenix, Ariz.

Curtis Tollefsrud, '67 BSB, is vp of Sales and Marketing for Alcon Building Products, Troy, Ohio.

Rolland Glessing, '68 BSB, is vp of Firststar Bank, Minneapolis.

Harold Goldfine, '68 BSB, is owner of Alliance Steel Service in Mpls.

Frederick Gravelle, '68 BSB, is first vp, Trust and Investment Management Division, First Chicago NBD, Chicago.

Troy Reber, '68 BSB, is financial manager, Specialty Chemicals Division, 3M, St. Paul.

Karen Struve, '68 BSB, president and CEO of Walker Methodist, Minneapolis, received January's American Express Financial Advisors Woman of Distinction Award.

Bruce Klein, '69 MBA, is senior vp, Finance and CFO, LifeRate Systems.

Stuart Utgaard, '69 MAIR, president of Enterprise Investments, Inc., was the January First Tuesday Luncheon speaker, where he presented "Corporate Growth through Mergers and Acquisitions."

'70s

Thomas Brokl, '70 BSB, is president at Washington Mint LLC.

Russell Heise, '70 BSB, '76 MBA, is senior vp at Dain Bosworth, Mpls.

Dale Riley, '71 BSB, is president and COO at Byerly's.

David Shabaz, '71 MBA, is District Five Director of the Minnesota Association of Public Accountants.

Daryl Bergmann, '72 BSB, is president at Professional Travel Centers.

Warren Witt, '72 BSB, is account manager for Bachman Information Systems, Minneapolis.

Kenneth Garelick, '73 BSB, was named to the board of directors of the National Marine Manufacturers Association and elected chairman of the affiliated National Association of Marine Products and Services. He lives in St. Paul.

Daniel Hagen, '73 BSB, is vp, Finance and Information Services, Minnegasco, Minneapolis.

David Rudd, '73 MBA, completed a Ph.D. in marketing and public administration at George Washington Univ., and now teaches at Michigan Technological Univ., Houghton, Mich. His son Michael is a photojournalist for a Washington D.C. television station, and his daughter Kris is with Andersen Consulting in San Francisco.

Jim Treleven, '73 MBA, is vp, Marketing and Advanced Technology at UARCO in Barrington, Ill.

Donald Weber, '73 BSB, is vp, Sales and Marketing, First Priority Communications.

Mark Williams, '73 BSB, is director of Internal Audit for Port of New Orleans, La. He is also part owner of a company that provides sweepstakes services.

Wendell Eriksson, '74 BSB, is a Family Financial Advisor in Minneapolis. He is also a member of the Institute of Certified Financial Planners, the Minn. Society of the Institute of Certified Financial Planners, the Twin Cities Society of Security Analysts, and the Assoc. for Investment Management and Research. He and his wife, Linda, have two children.

Colleen Quinn Porter, '74 BSB, '83 MBA, is a financial account manager for Cargill, Wayzata, Minn.

Jacquelyn DeGuise, '75 BSB, '93 MBA, is CEO of TestDrive Corp., Indiana, Penn.

Kay Barber, '76 MBA, is vp of Finance, Merrill Corp., St. Paul.

Lincoln Duncanson, '76 BSB, is National Sales Manager for Northwire, Inc., a manufacturer of electronic control cables and power cordage in Osceola, Wis. Lincoln and his wife Ellen have four children and live in Dresser, Wis.

Charles Green, '76 MBA, is vp of MIS at SERVISTAR Corp. in Pennsylvania.

Daniel Thompson, '76 BSB, is vp of Direct Reinsurance at ReliaStar Financial, Minneapolis.

Anwar Bhimani, '77 BSB, is CFO at Legal Research Center.

Patrick Byrne, '77 BSB, '81 MBA, is vp of Pricing and Cost Management for HealthRx in Bloomington, Minn.

Darell Charboneau, '77 BSB, is CFO at Faribault Foods, Mpls.

James Erickson, '77 MBA, is senior vp, Technology and Operations, at GCC Networks, Mpls.

To have your news included in the next MMR, use the enclosed form and fax it to (612) 624-6374, or use the envelope provided.

You may also contact Alumni Relations Director Edith Hersey by e-mail at ehersey@csom.umn.edu, or external_affairs@csom.umn.edu.



CLASS NOTES

Robert Graff, '77 BSB, is director of Computer Assurance Services, Coopers & Lybrand, in Seoul, South Korea.

Albin Kline, '77 BSB, is president of the Appraisal Group, Mpls.

Douglas Livdahl, '77 BSB, is vp of Finance for Powerforce, a division of Actmedia, Chicago.

Daniel Rivkin, '77 BSB, '80 MAIR, is a registered representative with CIGNA Financial Advisors Insurance and Investments, Minnetonka, Minn.

Roger Schaeffer, '77 MBA, is a vp at CTC Illinois Trust Co., Chicago.

Paul Lyon, '78 BSB, has been named to the board for the American Society for Training and Development, Southern Minn.

Terry Paulus, '78 BSB, is a consultant at Watson Wyatt Worldwide.

Richard Penn, '78 BSB, '79 MBA, is vp, Sales and Marketing, at Hutchinson Technology, Hutchinson, Minn.

Steven Yerkes, '79 BSB, is CFO and COO, Professional Travel Centers.

'80s

Paul Pearson, '80 BSB, is vp of Piper Capital Management, Mpls.

K.C. Sukumar, '80 MBA, is president of TAJ Technologies, Inc., in Minneapolis.

Jay Carstenbrock, '81 MBA, is division manager with BP America, Charlotte, N. Carolina.

Jaff Mattson, '81 BSB, is vp and General Manager of Norstan Financial Services, Maple Grove, Minn.

Patrick McGowan, '81 MBT, received the 1996 Business Excellence in Teaching-Full-Time Faculty Award from the Univ. of St. Thomas, St. Paul.

John Sweeney, '81 MBA, is controller for American Express Securities Services, a unit of American Express Financial Advisors. He

recently wrote, "I enjoy reading the MMR. Your group does a good job keeping the alumni informed."

Sandra Turner, '81 BSB, was named to the Board of Goodwill Industries, Lauderdale, Minn.

Joon Shin, '81 MBA, '83 Ph.D., is a professor of business at Korea Univ., in Seoul, South Korea.

Timothy Hasset, '82 MBA, has formed the Hartman & Hasset law firm, Plymouth, Minn.

Peter Sussman, '82 BSB, is vp at Johnson Grossfield Promotional Marketing.

Colleen Kennealy, '83 MBA, is assistant vp of Underwriting at Physicians Mutual Insurance in Omaha, Neb.

Linda Weyenberg Koblick, '83 BSB, was elected representative for Ward 3 on the Minnetonka City Council. She continues to serve as a judicial appointee to the Minnetonka Charter Commission.

Michael Solender, '83 MAIR, has relocated to Richmond, Va., from Los Angeles and is Human Resources Manager for Caremark Prescription Services Division.

Gene Tremaine, '83 BSB, is national sales manager at LMC International.

Jef Flammer, '84 BSB, '95 MBT, is a senior tax manager with McGladry & Pullen, Minneapolis.

Paul Gam, '84 BSB, '94 MBA, has been appointed by Minnesota Governor Arne Carlson to the Employer Advisory Council to examine the gap between demand for an educated workforce and the projected failure rate of Minnesota's students.

Jean Garrick, '84 CEMBA, is assistant vp of the Federal Reserve Bank of Minneapolis.

Deborah Hall, '84 MBA, is vp and Relationship Manager at First Bank System, Minneapolis.

Mark Patzloff, '84 MBA, is a senior planner International for United Airlines in Chicago.

Randall Paulson, '84 BSB, is associate director at Bear Stearns & Co., New York.

John Bergstrom, '85 MBA, started his own firm, Riverpoint Investments, which will provide portfolio management, business consulting and other investment services.

Miles Davenport, '85 CEMBA, is COO of US WEST International in London, England.

Janet Dukerich, '85 Ph.D., is a professor at the University of Texas, Austin.

Harriet Meetz, '85 CEMBA, has relocated to Richmond, Va., from Los Angeles and is vp of Operations for MetraHealth, a United Health Care company.

Greg Prokott, '85 BSB, is an investor representative with IAI Mutual Funds, Minneapolis.

Robert Tunheim, '85 MBA, is a partner in the law firm Lindquist & Vennum, P.L.L.P., Minneapolis.

Earl Benning, '86 BSB, is senior manager at Wipfli Ullrich Bertelson in Eau Claire, Wis.

Carol Fredrickson, '86 BSB, has been named the first female president of Minneapolis Rotary in its 86-year history. After a 28-year career with Northwestern Bell, Carol founded Phase II Unlimited. She also serves on the Methodist Hospital Foundation Board of Directors.

Maitri Goonewardena, '86 BSB, is a Sloan Fellow at Stanford Univ. Graduate School of Business, Calif.

Kip Lindberg, '86 BSB, is a Field Systems Engineer at Information Handling Services, Minneapolis.

Daniel Gilbert, '87 Ph.D., is an associate professor at Bucknell Univ., Lewisburg, Penn.

Charles Jensen, '87 BSB, is managing director, Investments at Piper Jaffray, Minneapolis.

Mary Katynski-Johnson, '87 CEMBA, is program manager for Seagate Technology, Bloomington, Minn.

Dieter Nevels, '87 MBA, is Financial Planning Manager for Everest Healthcare Services, Oak Park, Ill.

Dave Nuernberg, '87 BSB, '92 MBA, is a consultant with Andersen Consulting, Minneapolis.

Todd Peterson, '87 BSB, is general accountant for Tampa General Healthcare, in Tampa, Fla. Todd also attends the Univ. of South Florida's College of Public Health pursuing an MHA degree. Todd has one daughter, born in 1988.

Joy Solomon, '87 MBA, is CEO and executive vp at IVI Publishing, Minneapolis.

Connie Wells, '87 Ph.D., teaches information systems at Nicholls State Univ., Thibodaux, La.

Bill Blanding, '88 BSB, is owner of a small steel fabricating business and is president of Jetson, Inc., Ham Lake, Minn.

Ming-Chang (Mike) Cheng, '88 MBA, is an associate professor in Managerial Economics and Finance at the National Chung Cheng Univ., Chiayi, Taiwan.

Essam Elsafy, '88 BSB, is integrated account manager with Xerox Corp., Milwaukee, Wis.

Francesco Favazza, '88 MBA, is vp and senior consultant at Lacey Group.

Martin Grafe, '88 MBA, is associate director for Operations at Concordia Language Villages of Concordia College, Moorhead. Prior to this, he was manufacturing manager for the Automotive Division of illbruck, inc., a German manufacturing company in Minneapolis and Howell, Mich. He now resides in Moorhead, Minn., with his wife Lisa and their two children, Christian and Carl.

Juliet Grottoden, '88 BSB, is a manager in the Business Assurance Practice at Coopers & Lybrand, Minneapolis.

Paul Leland, '88 BSB, is controller at Health Risk Management, Edina, Minn.

Tracy Rolf, '88 BSB, is a manager at Andersen Consulting, Mpls.

Arthur Green, '89 MBA, is a manager with US WEST, Mpls.

Doug Hagge, '89 MBA, is director of Group Research at Carmichael Lynch Spong, Minneapolis.

Paul Lincoln, '89 BSB, is accounting manager at John G. Kinnard & Co., Minneapolis.

Andrew Montgomery, '89 MBA, is executive vp at Clockwork Advertising, Atlanta, Ga.

John Ogorek, '89 BSB, is a manager at Lurie Besikof Lapidus.

Brent Siegel, '89 MBA, has joined Federated Services in Minneapolis.

Jim Westerman, '89 MBA, is senior account executive at SAP America, Minneapolis.

'90s

Steven Bednar, '90 BSB, is senior vp at Olympic Financial, Bloomington, Minn.

Kean Chan, '90 BSB, is marketing manager at the Belfour Co., N. Attleboro, Mass.

Craig Eckberg, '90 MBA, is a technical consultant at Analysts International Corp., Minneapolis.

James Honsvall, '90 MBT, has established James M. Honsvall Ltd., Certified Public Accountants.

Ryoichi Ishii, '90 MBA, is assistant general manager, Corporate Finance Group, Investment Banking, at Sakura Securities, Tokyo.

Nels Johnson, '90 MBA, is executive vp at Horton Industries.

Sarah Koenig, '90 MBA, is an account supervisor at Carmichael Lynch Spong, Minneapolis.

Pam Malone, '90 MBA, is an account supervisor at Martin/Williams Advertising, Mpls.

Sangkju Rho, '90 MBA, '95 Ph.D., is a business professor at Seoul National Univ. Sangkju received the best paper runner-up award at the International Conference on Informations Systems.

Shaista Tajamal, '90 MBA, is a vp at Piper Capital Management, Mpls.

Vildan (Aksoz) Teske, '90 BSB, is an attorney with Crowder & Bedor in St. Paul, specializing in complex commercial litigation. She and her husband Brian were expecting twins in April.

Doug Blesener, '91 MBA, is assistant controller at Grandma's, Duluth, Minn.

Kathleen Dion, '91 CEMBA, is senior vp of Griffin Merrimac,

Inc., a management consulting firm specializing in pricing research and strategy, Minneapolis.

Paul Richards, '91 MBA, is manager of client services at Johnson Grossfield Promotional Marketing.

Patrick Schmidt, '91 MBA, is a manager, Management Advisory Services Group, at Larson Allen Weishair & Co., Minneapolis.

Gregory Swenson, '91 CEMBA, is employed by Pepsi Cola in Youngstown, Ohio, as Territory Development Manager. He is also on the Board of Advanced Container Management Systems, and was accepted into the International Who's Who of Professionals.

John Witham, '91 BSB, is executive vp at Olympic Financial, Edina, Minn.

BachThuy Vo, '91 BSB, is a senior financial analyst for the Waldorf Corp., St. Paul.

Chris Campbell, '92 BSB, is an account representative at Tunheim Santrizos.

Michele Karas, '92 BSB, is an accountant with Elite Introductions, Edina, Minn.

John Kratz, '92 MBA, is a national account manager for Gage In-Store Marketing.

Akira Nakamura, '92 MBA, is manager, Fixed Income Sales and Trading, Bond Trading, at Mitsui Trust Securities, Tokyo.

Sue Pierre, '92 BSB, is a project manager for American Express Financial Advisors, Minneapolis.

Ronald Smith, '92 CEMBA, is director of Business Development for Allina Health System, Mpls.

Alan Stricker, '92 MBA, is an investment executive at Piper Jaffray, Minneapolis.

Jay Demma, '93 BSB, is a research assistant at Maxfield Research Group.

Michele Grovekar, '93 Ph.D., is assistant professor of Management at Penn State Univ., University Park, Pa.

Kevin Harris, '93 MBA, has been recognized in Ebony Magazine as one of 50 Leaders of Tomorrow. He

is director of Business Development for American Express Financial Advisors.

Hirofumi (John) Hayama, '93 MBA, is assistant manager, Strategy, and Marketing Import Section for ZEN-NOH Fertilizer and Agricultural Chemicals, Tokyo.

Rebecca Lakeman, '93 MBA, is an associate consultant with CSC Consultants, Minneapolis.

Michael Prisby, '93 MBA, is a consultant with Ernst & Young, Cleveland, Ohio. He writes "HealthCare consulting has kept me busy since graduation. I'd enjoy seeing my classmates if you are in the Cleveland area."

Tony Abena, '94 CEMBA, is director of Strategic Relationships at J3 Learning, Minneapolis.

Katherine Hotchkiss, '94 CEMBA, is the Asia sales manager for Tennant Co., Minneapolis.

Scott Larson, '94 BSB, is a financial consultant at Merrill Lynch, Minneapolis.

Christine Nelson, '94 BSB, is personnel manager, Sam's Club Distribution Center, Bloomington, Minn.

Durai Appadurai, '95 MBA, is director of Marketing at Galilec Multimedia Technologies in Mass.

John Baker, '95 MAIR, is a compensation analyst at General Medical Corp., Richmond, Va.

Laura Duffy, '95 MBA, is a marketing manager with Gemplus Card Services Corp., Minneapolis.

Warren Eck, '95 MBA, is vp and part owner of Harkraft, Inc., Mpls.

Shannon Hyrkas, '95 BSB, is a marketing assistant for Automotive Avenues, Lakewood, Colo.

Thomas Kraabel, '95 MAIR, is a Human Resource Specialist at AlliedSignal Polymers, Hopewell, Va.

R. Dean Nelson, '95 MBA, has been elected to the Board at Sparta Foods, St. Paul.

Mark Osborn, '95 MBA, is marketing director with Hughes Image Systems, Minneapolis.

Jennifer Rogich, '95 MAIR, is a management associate at Citibank, Long Island, NY.

Randy Schwan, '95 MBA, is director of Marketing and Community Relations for Trinity Medical Center in Minot, ND.

Sandra Slaughter, '95 Ph.D., assistant professor at Carnegie Mellon, presented "Software Development Practices and Software Reliability" at a workshop on information systems at the London Business School.

Charles Sterling, '95 MBA, is an associate with Coopers & Lybrand, Omaha, Neb.

Scott Stillman, '95 BSB, is account coordinator at Carmichael Lynch Spong, Minneapolis.

Curt Strait, '95 MBA, is with Syntex Service Corp., Minneapolis.

Kenneth VanRoekel, '95 BSB, is director of Sales and Marketing for The Panda Project in San Jose, Calif.

Todd Wartehow, '95 BSB, is an associate auditor at the Carlson Cos., Minnetonka.

Deceased

Bernice Ledue, '26 BSB, passed away on November 25, 1995. She is survived by two children. Bernice was born in the Twin Cities, and later was a resident of Fergus Falls for many years.

James Hogg, '35 BSB, passed away on April 25, 1995.

Marcus Miller Jr., '37 BSB, passed away on January 11, 1996. He was born in Minneapolis, but lived most of his life in Ohio, where he was an executive for General Electric for 39 years before his retirement in 1975. He is survived by two daughters and a son. Memorials were made to the Miller Family Fund.

Marvin Gisvold, '41 BSB, passed away on December 14, 1995.

Andrew Darling passed away on December 12, 1995, his 86th birthday.

John Cardarelle, '48 BSB, passed away on April 9, 1995.

Robert Ungerman, '66 BSB, passed away.

Ann Barber Dunlap, '87 BSB, '88 MBA, passed away.



▲ Florida Alumni Reception

Alumni in the Sarasota, Florida area attended a reception in March hosted by Don Moberg, '46 BSB, at the Tournament Players Club. They included (*top photo*) Elizabeth and Roger, '43 BSB, Holden; Ardys and Bill, '47 BSB, O'Shaughnessy; Don Moberg; Dean David Kidwell (*sitting*); Mary and Lowell Nelson, '43 BSB; Jim Haire, '42 BSB; and Bob Raugland, '46. Shown in the bottom photo are Ellis and Pris DuPuy, who have endowed a fellowship in memory of their son, Ph.D. student Richard Ellis DuPuy, Jr.; Willard, '38 BSB, and Doris Greenleaf; Dean David Kidwell; Carol Bedenbaugh; and Glen, '41 BSB, and Dorothy Galles.

► Ecolab/Grieve Chair Celebration

Ecolab Inc. and Pierson M. "Sandy" Grieve were honored at a celebration at Eastcliff in May, in recognition of the Ecolab-Pierson M. Grieve Chair in International Marketing that was endowed late last year on the occasion of Grieve's retirement as chairman and former CEO of Ecolab. Sandy Grieve is a long-standing friend of the University of Minnesota and the Carlson School. He has served on the school's Board of Overseers since 1983 and has been its chair since 1993. He is currently chairman of the Metropolitan Airports Commission, State of Minnesota. He is shown here (*left photo*) with his wife, Florence, and University of Minnesota President Nils Hasselmo; and (*right photo*) receiving a plaque created for the occasion from Carlson School Dean David Kidwell.



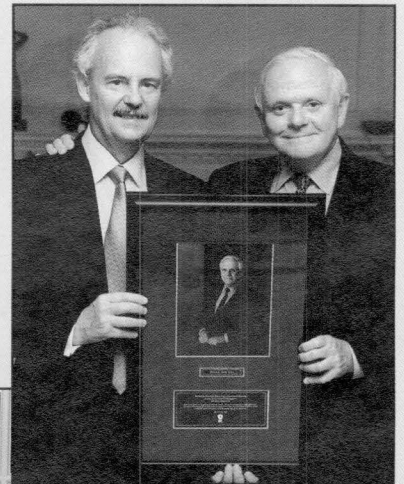
◀ First Bank Chair Dedication

Lawrence Benveniste, the First Bank System Professor in Financial Markets and Institutions, was introduced at a First Bank System alumni reception, where a commemorative chair in recognition of First Bank's gift to endow the position was presented to First Bank officials. Shown here are Finance Department Chair and Professor Timothy Nantell, Professor Benveniste, Dean David Kidwell, First Bank System Chairman, President and CEO Jack Grundhofer, and Andrew Cecere, MBA '91, Senior Vice President.



▲ First Tuesdays

The First Tuesday Luncheon series always attracts top speakers and an illustrious audience. Shown above are Burt Cohen, president, MSP Communications, and Carlson School Associate Dean of External Affairs Randi Yoder talking to April's speaker, Richard Schulze, founder, chairman and CEO of Best Buy Co., Inc. For information about upcoming speakers, call 626-9634.





C A L E N D A R

S E P T E M B E R

- 3** **First Tuesday Luncheon**, for alumni and friends. 11:30 a.m. - 1:00 p.m. \$18 (includes parking). Radisson Hotel Metrodome. (626-9634)
- 20-21** **Reunions**. 5th-year and 10th-year reunions for day MBA alumni are being planned. Watch for more information. (625-1556)
- Minnesota Executive Program (MEP)** begins this month. Sponsored by the Executive Development Center, the MEP is designed for senior executives with strategic responsibilities. This four-week program is scheduled over four months. (624-2545)
- Advanced Project Management**, sponsored by the Executive Development Center, is designed for executives, managers and professionals who are operating in contemporary project-driven organizations. September 30 - October 2. (624-2545)

O C T O B E R

- 1** **First Tuesday Luncheon**, for alumni and friends. 11:30 a.m. - 1:00 p.m. \$18 (includes parking). Radisson Hotel Metrodome. (626-9634)
- 4** **MBA Field Consulting Project proposal deadline**. Proposals for projects for winter quarter 1997 will be accepted beginning August 1996 through October 4. (624-0006 or email vemonson@csom.umn.edu)
- 8-10** **Presentations: Coaching for Executives**, sponsored by the Executive Development Center, is designed to explore the key communication challenges faced by executives. (624-2545)
- 20-25** **Minnesota Management Academy**, sponsored by the Executive Development Center, is designed for front-line managers. This one-week residential program focuses on management principles and their applications. Offered fall and spring. (624-2545)
- Advantage Program**, sponsored by the Executive Development Center, is designed to renew the business education of executives with an MBA. This six-day program, scheduled in two modules, focuses on critical executive topics that have emerged in areas such as globalization, strategy and leadership. October 17-19 and November 14-16. (624-2545)

O N G O I N G

- Environmental Management Excellence Program**, presented by the Strategic Environmental Management Program, in partnership with the Carlson School and the Minnesota Environmental Initiative. Monthly programs address a range of topics. (334-3388)
- The Employer Education Service** of the Industrial Relations Center offers courses and in-house programs on management, supervision, HR management, labor/employer relations, finance, communications and other topics. Call for a catalog. (624-5525)
- Information and Advising Sessions** for prospective freshmen interested in the Undergraduate Program are held most Mondays and Fridays, 12:15-1:00 p.m., in 240 Williamson Hall on the east bank campus. (624-3313 or 625-0000)
- Information Sessions** for Carlson MBA Programs (full-time day and part-time evening programs) are held Thursdays, 4:00 p.m. Call for room location and to reserve a seat. (625-5555 or 800-926-9431)
- Carlson Executive MBA (CEMBA) Information Sessions** are held every month from 5:30-6:30 p.m. in Room 205 of the Humphrey Center. Upcoming sessions are July 25, Sept. 26, Oct. 31 and Nov. 21. This is a weekend program designed for experienced professionals. Friday class visits are also available. (624-1385 or 800-922-3622)
- Application deadlines for the day and evening **Master of Arts in Industrial Relations and Ph.D. in Industrial Relations** programs are July 15 for fall quarter entry and Dec. 15 for spring quarter entry and for financial aid. (624-5810 or efrench@csom.umn.edu.)

(The area code for all numbers listed above is 612.)

The Guide to Carlson School Services

This publication is your guide to:

- Alumni activities
- Noncredit courses
- Specialized continuing education opportunities
- Degree programs
- Consulting services
- Recruiting and career services

To request a copy:

Call the publications request line at (612) 626-9633, or call the Carlson School Dean's Office at (612) 625-0027, or send a request by email: external_affairs@csom.umn.edu.

General Carlson School information is also available on the World Wide Web: <http://www.csom.umn.edu>

This Week Available On-Line

The best way to stay up-to-date with all the news, events and continuing education offerings at the Carlson School is to read *This Week*, a weekly newsletter that is available through the Carlson School World Wide Web. The path to follow is: <http://www.csom.umn.edu/calendar.html>

Three Alumni Receive Outstanding Achievement Awards



James Campbell



Gerald Mitchell



Curtis Sampson

Three Carlson School alumni, who are among the region's most distinguished business leaders, received University of Minnesota Outstanding Achievement Awards at a ceremony in February. This award is one of the highest honors that the university bestows on its alumni.

James Campbell, '64 BSB, is chairman of Norwest Bank Minnesota, N.A., and executive vice president of Commercial Banking Services and Specialized Lending of Norwest Corporation. Under his tenure as president, Campbell made Norwest Bank Minnesota one of the first large banks in the nation to establish a high level of community reinvestment with an "outstanding" CRA rating. Campbell is also currently chair of the University of Minnesota Foundation Board of Trustees, a member of the Carlson School Board of Overseers, and a director of the Courage Center.

Gerald Mitchell, '52 BSB, is retired vice chairman of Cargill, Inc., one of the world's largest private companies. Prior to joining the board in 1984, Mitchell was group vice president of Cargill's Milling Group, and led the company's rapid expansion of its

corn wet milling and flour business worldwide for two decades. He was also supervisor of the company's steel, salt, fertilizer, fruit juice, malt, poultry processing and red meat businesses, and he supervised its Southeast Asian operations. He is a member of the University's Intercollegiate Athletics Advisory Board, is an emeritus member of the Carlson School Board of Overseers, and served on the school's building campaign steering committee.

Curtis Sampson, '55 BSB, is founder, president, CEO and chair of Communications Systems, Inc. of Hector, Minnesota. Sampson pioneered bringing cable television to rural communities while improving their telephone service. Communications Systems, Inc., founded in 1970, now has revenues in excess of \$61 million and 1,400 employees worldwide. Sampson is also founder and chair of Hector Communications, which today owns and operates 27 cable TV systems, five independent telephone companies and cellular telephone concerns. Sampson is also chair of Canterbury Park Holding Corporation. He is a regent of Augsburg College, and a member of the University of Minnesota Foundation Board of Trustees and of the Carlson School Board of Overseers.

PHOTOS BY JIM BARBOUR

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