

JONLEE ANDREWS

Kelley School of Business
Indiana University
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EDUCATION

Ph.D. in Business Administration, University of Wisconsin – Madison, December 1992

Major: Marketing, Minor: Organizational Sociology and Anthropology

Master of Business Administration, University of Iowa, December 1982

Major: Marketing

Bachelor of Science, Iowa State University, June 1980

Major: Textiles and Clothing Merchandising

ACADEMIC POSITIONS

Kelley School of Business, Indiana University

2020 to present	Clinical Professor of Marketing Emerita
2008 to 2020, '21 to present	Clinical Professor of Marketing and Nestlé Faculty Fellow
2001 to 2008	Clinical Associate Professor of Marketing
1999 to 2001	Visiting Associate Professor of Marketing
1999 to 2020, '21-present	Founding Director, MBA Consumer Marketing Academy
2002 to present	Founding Director, Center for Brand Leadership
2012 to 2016	Chair, MBA Program
2006 to 2012	Associate Chair, MBA Program
1992 to 1998	Weatherhead School of Management, Case Western Reserve University, Cleveland, Ohio Assistant Professor of Marketing (Spring 1993 through Fall 1998) Instructor of Marketing (Fall 1992)
1987 to 1992	University of Wisconsin - Madison Teaching and Research Assistant, Marketing Department
1983 to 1987	Loras College, Dubuque, IA Assistant Professor of Marketing (1985 to 1987) Instructor of Marketing (1983 to 1985)

HONORS AND AWARDS

Teaching

Lilly Award for MBA Teaching Excellence, Kelley School of Business, 2006

MBA Teaching Excellence Award, Kelley School, 2003, '04, '05, '07, '08, '09, '10, '13, '18, '19, 20

MBA Innovative Teaching Award (for development of a unique series of courses for Brand Management students), 2003

Trustees Teaching Award, Indiana University, 2005, 2007, 2009, 2011

Rated one of Weatherhead's top teachers (4 stars), *BusinessWeek Guide to the Best Business Schools* (5th ed.), 1997, 1998

Reggie Tate Excellence in Teaching Award, University of Wisconsin-Madison, 1992

Outstanding Teacher Award, Loras College, 1987

Other

American Marketing Association Doctoral Consortium Fellow, 1990

PUBLICATIONS

Refereed Journal Articles

Rusetski, Alexander, Jonlee Andrews and Daniel C. Smith (2014), "Unjustified Prices: Environmental Drivers of Managers' Propensity to Overprice," *Journal of the Academy of Marketing Science*, 42: 452-469.

Andrews, Jonlee and Daniel C. Smith (1996), "In Search of the Marketing Imagination: Individual and Situational Factors Affecting the Creativity of Marketing Programs for Mature Products," *Journal of Marketing Research*, 33 (May) 174-187.

*Andrews, Jonlee (1996), "Creative Ideas Take Time: Business Practices That Help Product Managers Cope With Time Pressure," *Journal of Product and Brand Management*, 5 (1), 6 - 16.

*Smith, Daniel C. and Jonlee Andrews (1995), "Rethinking the Effects of Fit on Customers' Evaluations of New Industrial Products," *Journal of the Academy of Marketing Science*, 23 (Winter), 4-14.

Smith, Daniel C., Jonlee Andrews and Timothy R. Blevins (1992), "The Role of Competitive Analysis in Implementing a Market Orientation," *Journal of Services Marketing*, 6 (Winter), 23-36.

* Denotes lead article

Refereed Conference Proceedings/Presentations

Andrews, Jonlee and George S. Low (1997), "A Propositional Inventory of Factors Affecting the Proliferation of Meaningless Line Extensions," in *Enhancing Knowledge Development in Marketing*, vol. 7, William M. Pride and G. Tomas M. Hult (Eds.), Chicago: American Marketing Association.

Silverman, Steven N., Daniel C. Smith and Jonlee Andrews (1997), "Factors Affecting Resistance to Innovative Marketing Plans," in *Significant Advances in Marketing Theory and Practice*, vol. 8, Debbie Thorne LeClair and Michael Hartline (Eds.) Chicago: American Marketing Association.

Andrews, Jonlee, Daniel C. Smith and Jon G. Udell (1995), "The Role of Marketing Strategy as a Moderator of the Effects of Market Fluctuations on the Profitability of Industrial Products," in *Marketing Theory and Applications*, vol. 6, David W. Stewart and Naufel J. Vilcassim (Eds.), Chicago: American Marketing Association.

Andrews, Jonlee and Daniel C. Smith, (1993) "Getting Beyond Me-too Marketing: Determinants of the Innovativeness of Marketing Programs for Mature Products," in *Enhancing Knowledge Development in Marketing*, vol. 3, David W. Cravens and Peter R. Dickson (Eds.), Chicago: American Marketing Association.

Andrews, Jonlee and Daniel C. Smith, (1992) "In Search of the Marketing Imagination: Factors Affecting the Creativity of Marketing Programs for Mature Products," in *Enhancing Knowledge Development in Marketing*, vol. 4, Robert P. Leone and V. Kumar (Eds.), Chicago: American Marketing Association.

Other Presentations

“Understanding the Mind of the Brand Manager,” presented at the National Association for Retail Marketing Services Conference, Tucson AZ, April 2005.

“Developing ‘Meaningful’ Product Line Extensions,” presented at the Marketing Expo Conference, Buenos Aires, Argentina, July 2000.

“Why Do Firms Launch Meaningless Line Extensions?” presented at the Marketing Science Institute conference, “Too Much or Too Little? Managing Product Assortment from Production to Point of Purchase,” Scottsdale, AZ, March 1997.

Special Sessions

“The Future of Creativity in Marketing,” Refereed Special Session presentation at the American Marketing Summer Educators’ Conference, San Francisco, August 2005

"Creating Controversy in Marketing." Created and chaired a session to present views on why there are not more controversial (or creative) ideas published in marketing, and what it takes to conceive of and publish such work. AMA Winter Educators' Conference, February 1996. Speakers included Sidney Levy (Northwestern University, John Lynch (Duke University) and J. Paul Peter (University of Wisconsin - Madison).

"The Innovation Imperative: Creating and Implementing Novel Products and Marketing Initiatives." Special Session Discussant. AMA Winter Educators' Conference, February 1996. Presenters included Abbie Griffen, Rajesh Sethi and Steven Silverman.

"Perspectives on Creativity in Marketing Theory and Practice." Created and chaired a session to define the construct of "creativity" in marketing and to discuss ways to foster creativity in business, research and teaching. Presented at the AMA Winter Educators' Conference, February 1994. Speakers included Teresa Amabile (Harvard Business School), Michael Ray (Stanford University) and Gerald Zaltman (Harvard Business School).

Other Publications

Andrews, Jonlee and George S. Low (1998), “New But Not Improved: Factors That Affect the Development of Meaningful Line Extensions,” MSI Working Paper #98-124.

Andrews, Jonlee and William H. Murphy (1990), *Manual of Tests* (to accompany Churchill, Ford and Walker, *Sales Force Management*, 3rd Edition), Homewood, IL: Irwin.

Andrews, Jonlee (1992), "Enterprise Analysis: OfficeMax," *Cleveland Enterprise*, 2 (Oct./Nov.), 27.

RESEARCH UNDER REVIEW OR REVISION

Daniel C. Smith and Jonlee Andrews, "Can Marketing Strategy Moderate the Effects of Market Downturns on Product Profitability?" (Received favorable review at the *Journal of Marketing*. Have not had a chance to revise).

Few factors have as much impact on product profitability as demand downturns in the market in which the product competes. While downturns tend to have an adverse effect on all members of a category, some firms are affected less severely than others. Despite this, little is known about why some firms are better than others at maintaining demand and/or margins under demand downturns. Using data from a survey of product managers in industrial goods firms, we examined the extent to which marketing strategy variables moderate the impact of downturns in product category demand on the profitability of brands that compete in that category. We found that a number of these variables (product and service differentiation, product value, brand strategy, relative price, relative advertising spending, market position) moderate the adverse effects of market downturns on product profitability.

RESEARCH UNDER REVIEW OR REVISION, continued

Jonlee Andrews, "Curbing Meaningless Variety: Factors Affecting the Development of Meaningful Line Extensions" (Received favorable review at the *Journal of Marketing Research*. Have not had a chance to revise).

Of the nearly 20,000 new consumer products introduced annually, over 80% are line extensions. Although line extensions have potential advantages (e.g., efficient use of resources, less risk in introduction), as one consumer products executive noted, "Too often...companies add products that are nothing more than different pack sizes or flavor variations of existing products, doing little to stimulate real consumption" (*Marketing News* 1988). In other words, many line extensions and new SKUs are "meaningless," offering consumers no real benefit over existing products. This study identifies organizational factors that promote or inhibit the development of meaningless line extensions.

MAJOR RESEARCH PROJECTS IN PROGRESS

Daniel C. Smith, Jonlee Andrews and Steven N. Silverman, "Marketing Implementation: Factors Affecting the Resistance to Gaining Acceptance for Marketing Plans"

Product managers often encounter some degree of internal resistance to the marketing plans they present to management. Much work in marketing has examined the impact of "rational" planning factors (e.g., completeness, breadth of involvement) on various planning outcomes. However, physiognomic cues (e.g., age, race, body mass) may also play a role in resistance to a plan. Our findings indicate that physiognomic cues have a greater effect on resistance, and that the process used to develop a marketing plan cannot offset these effects. Data have been collected and analyzed. The manuscript is being prepared for submission to the *Journal of Marketing*.

RESEARCH FUNDING AWARDS

- Marketing Science Institute. Awarded \$5,000 to collect and analyze survey data for the study, "Why Do Firms Launch Meaningless Line Extensions," November 1996.
- Weatherhead School of Management. Awarded \$3,752 for assistance in research projects with product managers, Summer 1994.
- Weatherhead School of Management. Awarded \$7,683 for a programmer to enhance a cognitive mapping program. Summer 1993.

TEACHING

Consumer Marketing Academy Director (1999 to present): Select students to participate in an “honors-like” group pursuing careers in consumer marketing (primarily brand management). Work with corporate partners such as P&G, General Mills, Nestlé, Kraft, ConAgra, Scotts, E&J Gallo and others to design and deliver curriculum created to achieve success in consumer products marketing. Work with students to develop marketing knowledge and “soft skills” associated with success in brand management. Work with recruiters and alumni to identify students who fit well with their organization. The “CMA” is the largest and highest rated Academy in the Kelley MBA program.

MBA Courses (1992 to present)

Kelley School of Business

Electives

Kelley International Perspectives trip – Western Europe 2016

Brand Asset Management, 6 sections, 2003-2004

Consumer Channels Management, 33 sections, 2000-2019

Consumer Marketing Academy Series, 42 sections 2001-2020

Academy Week – Company tours 2004-2017

Market Based Analysis, 41 sections, 2001- 2020

Marketing Strategy, 2 sections, 2004

Advertising and Sales Promotion, 4 sections, 1999, 2013

1st Year MBA Core (required)

Marketing Management

20 sections 1999-2003

Average
Instructor Rating
(7-point scale)

Not rated

6.2 (range 5.9 to 6.6)

6.3 (range 5.9 to 6.9)

6.5 (range 6.3 to 6.9)

Not rated

6.4 (range 5.7 to 7.0)

6.2 (range 6.1 to 6.3)

6.0 (range 5.6 to 6.4)

Sungkyunkwan (SKK) Univerity – Seoul Korea

Brand Asset Management – May 2008

Not rated

School of Inspired Leadership – Gurgaon India

Brand Management – July-August 2010

4.6 (5-point scale)

Average Instructor Rating
(5-point scale)

Weatherhead School of Management

Product and Brand Management , 13 sections, 1993 – 1998

4.5 (range 3.9 to 4.8)

Sales Force Management , 6 sections, 1993 – 1998

4.5 (range 4.0 to 4.8)

Marketing Management, 7 sections, 1992 – 1996

4.4 (range 4.2 to 4.8)

Undergraduate Courses Taught

University of Wisconsin - Madison

Retail Management

Sales Management

Marketing Management

Marketing Environment

Loras College

Principles of Marketing

Advanced Marketing Management

Sales Management

Marketing Research

Dissertation Committees

1994 to 1995

Debi Mishra

Marketing, CWRU

1992 to 1996

Judy Weisinger

Human Resources, CWRU

1994 to 1996

Steven Silverman

Marketing, U. Pittsburgh

1995 to 1997

Mincheol Shin

Marketing, CWRU

2001 to 2002

Angela Chang

Marketing, Indiana University

2004 to 2007

Alex Rusetski

Marketing (Co-Chair), Indiana University

2004 to 2006

Saurabh Mishra

Marketing, Indiana University

PROFESSIONAL ACTIVITIES

Memberships

- American Marketing Association

Journal Reviewing

- *Marketing Letters*, Ad hoc reviewer, 2010, 2014
- *Journal of Marketing*, Ad hoc reviewer, 1998 to 2010.
- *Journal of Marketing Research*, Ad hoc reviewer 1996 to 2007.
- *Journal of the Academy of Marketing Science*, Member, Editorial Review Board 2000 to 2006. Ad hoc reviewer 1995 to 1999, 2009-present.
- *Journal of Product Innovation Management*, Ad hoc reviewer, 2005 to present.
- *Industrial Marketing Management*, Ad hoc reviewer, 2007.

Conference Track Chair

- Marketing Strategy Track Co-Chair, AMA Winter Educators' Conference, February 2001
- Marketing Strategy Track Co-Chair, AMA International Marketing Conference (Buenos Aires, Argentina), July 2000

Conference Reviewer, Discussant, Session Chair

- Reviewer, AMA Marketing and Public Policy Conference 2021
- Reviewer, AMA Summer Educators' Conference, February 1993-1995, '97, '98, 2001, '03-'05.
- Reviewer, AMA Winter Educators' Conference, Sept. 1993, 1995-1997, '99, 2002-11, 2013.
- Reviewer, AMS Conference, November 1995, 1997.
- Discussant, AMA Summer Educators' Conference, August 1993, 1997, 2001, 2005
- Discussant, AMA Winter Educators' Conference, February 1994, 1997, 1999, 2004.
- Session Chair, AMA Winter Educators' Conference, February 1998, 2000, 2007.
- Discussant (2014) and Attendee (2013), GMAT Leadership Conference

Grant Reviewer

- External Reviewer, Social Sciences and Humanities Research Council of Canada, 2010.

SERVICE

University Service – Indiana University

- Student recruiting consultant to the Dean and faculty of the new Architecture program in the School of Art, Architecture and Design. 2018-2020.
- Student recruiting consultant to the Master's program chair of the Luddy School. 2019-2020.
- Member, FLAME University Board of Studies for the School of Communications MBA in Communications Management program. FLAME University partnership with Indiana University. 2018 to present.
- Winter College Presenter: "Did Advertising Make Me Buy That," February 2016
- Mini University Presenter: "Did Advertising Make Me Buy That," June 2015
- India development trip – met with FLAME University (Pune) to explore collaboration, Dec. 2016

School Service: Kelley School of Business

- Member, Faculty Review Committee, Fall 2018, 2019.
- Member, Senior Lecturer Review Committee, Spring 2019, 2020.
- Member, Search Committee for Executive Director of Marketing, Fall 2019.
- Chair, MBA Program, 2012 to 2016.
 - Introduced the Leadership Academy and the Entrepreneurial Innovation Academies.
 - Revised the Core calendar to improve student performance – probation dropped by 80%.
 - Instituted a formal academic advising program for all students.
 - Expanded the GLOBASE offerings by two - to Vietnam and to Native America.
 - Maintained first or second place in student satisfaction in the BusinessWeek survey.
 - Chair, MBA Policy Committee.
- Associate Chair - MBA Program, 2006 to 2012. Worked with the admissions team to increase the quality of our domestic applicants and matriculants.
 - Analyzed and monitored the effectiveness of marketing spending, making recommendations on which tools are most effective at various points in the applicant decision process.
 - Ensured that all efforts were tailored to the needs and interests of each prospective student.

- Implemented marketing efforts – attended MBA fairs, receptions, dinners and other events.
- Results: Number of domestic students in Fall 2007 was up nearly 15% over YOY while the market for domestic MBAs was flat. The number of domestic applications increased by 24% in 2007-08, and over 30% for 2008-09. In 2009-10 our domestic applications declined less than the market.
- Member, Core Curriculum Revision Committee.
 - Played a significant role in the design and implementation plan for the new MBA Core Curriculum, 1999-2000.
 - Revised the Core calendar/session flow for the 2001-02 academic year, 2001.
- Member, Teaching Excellence committee, Fall 2000 to 2003.
 - Chair, All-University Awards Subcommittee, 2002-03.
- Member of the MBA Policy Committee, 2002 to 2012. Chair 2012 to 2016.
- Member of the Evening MBA Policy Committee, Fall 2006 to 2011.
- Member, MBA “Culture Development” Committee, 2003.
- Served on MBA Core committee to review academic dishonesty, 2001, 2003.
- Participate in many MBA student events (e.g., GWIB Auction, Faculty Jeopardy, International Food Fair, Gala, Roundtables), 1999-present.
- Led sessions describing the MBA program or the Consumer Marketing Academy during 1st year Orientation, August 2001 to present.
- Member, KSOB MBA student performance review committee, Summer 2000, Fall 2006.
- Faculty Team Leader, MBA Core, Fall 2000, 2001 and Spring 2000, 2001.
- Judged recruiter case competitions, February 1998, January 1999, October and November 2000.
- Attended Procter & Gamble’s “Professor Camp,” Summer 2002, 2004. Attended similar events for SC Johnson, Philip Morris and Target, summers 2005 to present.

Department Service: Kelley School of Business

- Director, Consumer Marketing Academy, 1999-present.
 - Redesigned the Academy program to focus on brand management.
 - Developed a consumer channels management course for brand managers.
 - Doubled student membership.
 - Regularly meet with recruiters (e.g., P&G, General Mills, Kimberly Clark, Colgate, Kraft, ConAgra, Kellogg, Nestle, Toyota, GM) to generate interest in the Academy program and its students.
- Founding Director, Center for Brand Leadership 2002 to present.
 - Wrote a proposal to potential business partners to fund a Center that would develop programs and relationships that benefit students, recruiting firms and the marketing department.
 - Secured over \$550,000 in funding since inception.
 - Inaugurated the Brand Leadership Conference showcasing prominent Kelley alumni, Dec. 2006.
- Member of the department’s faculty hiring committee, 2001 and 2019.
- Represent the Marketing Department at the MBA Major/Minor Fair, September 1999 to present.
- Member of the MBA teaching committee, 2001 to 2006.
- Faculty advisor, Kelley MBA Marketing Club, 2004 to present.

School Service: Weatherhead School of Management

- Personnel Policies Subcommittee of the Appointments Committee, Junior Faculty Representative (Convened to operationalize the new tenure and promotion system.) 1996-97.
- MBA Core Curriculum Committee, 1993 to 1996.
- Designed questionnaire and collected data for a survey of alumni, 1996.
- Designed instrument, collected and analyzed data for student satisfaction survey, 1995.
- Represented Marketing on the committee to design a Models of Management course for the new MSMIS degree, Summer 1995,
- Consulted with the MBA Admissions Office on developing programs to improve conversion rates within the admissions process, Spring 1995.
- Represented Marketing at the Minority Student Recruiting Dinner, 1995 - 1998.
- Represented Marketing at the Dean’s Luncheon for promising applicants, 1994 - 1997.
- Moderated a panel of marketing practitioners for MBA Career Day, October 1993, 1997.
- Member, Student Grievance Committee, 1993.
- Graduation Marshall, 1993, 1995, 1997

Department Service: Weatherhead School of Management

- Presentation at Weatherhead brown-bag research seminar, “Curbing Meaningless Variety: Factors That Affect the Development of Meaningful Line Extensions,” January 1998.
- Coordinated departmental hiring effort (AMA interviews and campus visits), 1994, 1997
- Faculty representative for marketing field trips, 1993 to 1997
- Presentation at brown-bag research seminar, “Can Marketing Strategy Moderate the Effects of Market Downturns on Product Profitability?” April 1996
- Developed the course outline for the department’s Ph.D. seminar in behavioral science, 1994
- Department chair selection committee, 1994
- Presentation at brown-bag research seminar, “Factors Affecting the Creativity of Marketing Programs for Mature Products,” Spring 1994
- Coordinated faculty recruiting visits, 1992
- Faculty advisor, American Marketing Association (Loras College), 1984 to 1987

Community Service

- Guest on Business Radio Cleveland. Topic: Creativity in Business, Dec. 1994
- Kelley Commentary, Indiana Public Television, Topic: Meaningful Line Extensions, May 1999.
- Kelley School of Business and Weatherhead School of Management: Regularly interviewed on marketing issues by newspapers (e.g., the *Cleveland Plain Dealer*, the *Wall Street Journal*) and public radio stations (e.g., WCPN, Cleveland public radio; WFIU).
- Interviewed by *Philadelphia Inquirer*, *Louisville Courier-Journal*, *Wall Street Journal*, *WFIU Radio*. Topic: Super Bowl Advertising, January 2003.
- Guest on WCCO Sports Talk Show. Topic: Super Bowl advertising, January 2003.
- Interviewed by *Indianapolis Star*. Topic: the Roslyn Brand, Summer 2005
- Alpha Phi House Corporation Board. Member and officer 2003 to 2015.
- Presentation to Sunshine Rotary Club. Topic: Did Advertising Make Me Buy That, September 2015.

INDUSTRY/OTHER EXPERIENCE

Consulting Projects and Business Experience

2005	Brand Consulting	CTB (Chore-Time/Brock Equipment)
1999-2001	Business Plan Reviewing	IBM
1997–1998	Retail Marketing Consultant	Cole National Corp.
1996	Product Management Audit	Wellman/Friction Products
1995	Retailer/Consumer Market Research	Mid America Tag and Label
1985-1987	Retail Market Research Associate	Center for Bus. & Social Research, Loras College
1983	Area Sales Representative	Pitney Bowes, Cedar Rapids, IA

Executive Education Programs

<i>Date</i>	<i>Program Sponsor</i>	<i>Topic</i>	<i>Rating</i>
July 2017	FLAME-MBA, Pune India	Case training for faculty	Not rated
July 2011	IIM-Lucknow	Mktg. Performance Analysis	Not rated
June 2006 and 2007	Indiana University	Marketing for Administrators	Not rated
May, October 2002 and January 2003	3M	New Product Selection & Distribution Channels	
Summer 2000	Indiana Executive Partnership	Brand Strategy	3.9/5
Summer 1999 & 2000	IBM	Marketing Planning	not rated
Summer & Fall 1999	Whirlpool	Brand Strategy	4.4/5
January 1999	Ashland Chemical	Market Segmentation	3.9/5
June 1998	Girl Scouts USA, Executive Directors	Marketing for Non-profit Organizations	not rated
Nov. 1997	Young Audiences Executive Directors	Customer Satisfaction	not rated
Mar. 1997	National City Corp. through WSOM Corporate University	Product Management	10.4/12*

Dec. 1996	National City Corp. through WSOM Corporate University	Marketing Planning	10.8/12*
Nov. 1996	Polyhi-Solidur Engineered Plastics Division (Fort Wayne)	Becoming a Customer-Focused Organization	not rated
Oct. 1996	Executive Management of Technology Program (WSOM)	Creativity	4.2/5
Sept. 1996	McGean-Rohco Chemicals	Value-Added Sales Mgmt.	not rated
Summer 1995	FFR (distributor of retail display fixtures)	Product Management and Marketing Planning	not rated
March 1995	Associates Program, Dively Center (WSOM)	Identifying and Capitalizing on Market Opportunities	10/12*
April 1994	Blue Coral, Inc. through WSOM Corporate University	Value Added Sales and Marketing Management	not rated
Feb. 1994	Associates Program, Dively Center (WSOM)	Identifying and Capitalizing on Market Opportunities	9/12*
July/Sept. 1993	M. A. Hanna/Cadillac Plastics WSOM Corporate University	Value-Added Sales and Marketing Management	not rated

* 10 to 12 on this scale is labeled "excellent."

August 2021