

Paul Palmer, Jr. II.

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SUMMARY: Proven marketer, innovator and thought leader with a track record of developing, nurturing and growing businesses and human capital, regardless of industry, environments or resources.

EDUCATION: **Master of Business Administration in Marketing/ International Business**, May 1996
Indiana University, Bloomington, Indiana

Bachelor of Science in Mechanical Engineering, May 1989
Rose-Hulman Institute of Technology, Terre Haute, Indiana

EXPERIENCE

Rose-Hulman Institute of Technology Terre Haute, IN.
8/20 – present *Member, Board of Trustees*
A member of the governing body of the college. I assist in the strategic planning and oversight of the school and its president.

Founded in 1874, Rose-Hulman Institute of Technology is dedicated to preparing its students with the world's best undergraduate science, engineering and mathematics education in an environment infused with innovation, intellectual rigor and individualized attention. For the 23rd consecutive year, Rose-Hulman has been ranked by its peers as best among U.S. engineering colleges that are focused on bachelors and masters level education, in the U.S. News & World Report's 2021 Best Colleges Guide.

Kaleidoscope Marketing Solutions Bay Village, OH
8/10 – present *President & Principal Partner*
Kaleidoscope Marketing Solutions is a Target Marketing consultancy that listens to each unique consumer segment and gives those consumers a distinct voice. Our clients retain us to help them break through the internal and external clutter to really see their consumer through their own unique consumer lens. Through our engagement, our clients better understand what consumers need and want in their products, goods and service, as well as how to effectively communicate, market and advertise to each unique consumer segment. We uncover how our clients will be able to meet consumers' needs with their products, goods and services. In short, we give your consumer a voice, and allow our clients to see these consumers in the correct lens. We strategically outline the "how, when and where," we communicate to the consumer and inform them of how we can and will make their lives better.

Keynote Speaker: MasterBrand Cabinets, 2018 National Sales Meeting (Feb, 2018)
Keynote Presenter: Marathon Petroleum Company, 2017 Midwest Regional Sales Meeting (August, 2017)

Indiana University, Kelley School of Business Bloomington, IN
8/10 – present *Senior Lecturer, Department of Marketing*
I am a top-rated and distinguished faculty member, who teaches a variety of marketing courses to both undergraduates and MBAs, including;
M311: Integrated Marketing Communications & Advertising,
M405: Consumer Behavior,
M255: Marketing in the World Today,
X574: Advertising & Promotions Management
M544: Advertising & Promotions Management

- **Teaching Awards:** IU Kelley School of Business Panschar Undergraduate Teaching Award Non Tenure Track Finalist (2020), Indiana University (IU) Trustees Teaching Award Winner 2012 and Finalist 2011, 2013 and 2016; Student Choice Award 2012, IU Athletics Teaching Recognition 2012, 2017, 2019, Neal-Marshall Teaching Award Finalist 2012, IU Access the World through Education Award Winner 2011 (All Campuses).

- **Additional Activities:** IU Athletics Faculty Sponsor (Football, 2018, 2019), IU Athletics Recruiting (Football, 2016, 2017, 2018 and 2019), IU Kelley School of Business MBA Policy Committee (2010-2017), IU Kelley School of Business Trustees Teaching Excellence Committee (2017-2020).

8/10 – 5/17

Diversity Coach, MBA Program Office

Involved in all aspects of our diversity efforts; including diversity recruiting, coaching and counseling of our diversity students, as well as working on new business/new student opportunities.

- On the recruiting side, I have help been involved in many aspects of recruiting the future diversity students in the MBA program, serving as a principle component in our fall '10 Minority Recruitment Weekend (called "In Focus"). I also served as the keynote speaker at the final closing dinner.
- I served as the principal contact for the Consortium (URM/diversity) students. I developed a calendar of events for the school year to help the students build a sense of community within themselves, as well as feel a connection to IU. I continuously organized and mediated successful meetings with Program staff/leadership and our minority students to counter any sense in that community that the program did not value them or diversity. I counseled a number of minority students who encountered academic and personal issues, and established a number of resources (i.e. study sessions and tutors to enhance, etc...) to enhance their probability for academic success. I was able to drive significant improvements in the academic minority student academic performance improve by nearly 70% points (with the number of minority students on probation decreasing by nearly 70%).

7/07 – 8/10

The American Greetings Company

Cleveland, OH

Director, Ethnic Marketing and Diversity Initiative Lead

Lead a key corporate initiative to drive multicultural and diversity initiatives, reporting directly to the SVP, Sales and Marketing.

- Full responsibility (and P/L accountability) for all business development strategies and programs to build market share with ethnic/multicultural consumers across all major AG business segments, including everyday and seasonal cards.
- Developed business plans and strategies to continue the growth in our core ethnic and African-American businesses, including securing/negotiating new partnerships (Muhammad Ali), which delivered \$ sales growth of +25% vs. PY
- Developed and implementing diversity strategies that support AG's overall business strategy. Working with internal-functional partners (and external partners and suppliers) to integrate diversity into all business practices and processes, including establishing goals, objectives and metrics related to recruitment and retention.
- Grew diversity hires by +25% to date (+50% at the key manager level), delivered diverse slates for 80%+ of open positions (vs. 30% PY), and increased diversity retention by 75% vs. PY.
- Leading our community outreach program, partnering with local businesses, media outlets and non-profit organizations to drive awareness of AG's diversity commitment and extend corporate resources into the NE Ohio minority communities.
- Developed all aspects our corporate college recruiting and college internship programs for 2008 and 2009, including on site interviewing, program contents, recruiting materials/collaterals and selection/evaluation criteria.

7/05 – 7/07

Director, Alternative Greeting Cards

Full P&L responsibility for \$300MM+ in revenues and marketing budget of \$30MM+. Responsible for all aspects of high-level business strategies, branding, consumer research/segmentation and product development. Achieved business goals/growth each fiscal yr. Portfolio included Funny, Trend, Religious, Hispanic, Jewish and African-American businesses.

- Managed a team of 15 direct reports, including 5 Product Managers and 10 administrators/analysts.
- Developed business and targeted consumer plan that grew our core ethnic and African-American businesses by 15%, including spearheading all facets of licensing partnership with Ebony Magazine, serving as key business, PR and media lead. Enhanced plan by securing/negotiating strategic partnerships with the Rev. T.D. Jakes and Jennifer Lewis-Hall.
- Led a key corporate initiative that delivered Music/Entertainment and Innovation to our product lines for fall 2007 and beyond in 50% of normal lead time. Estimated incremental revenue of \$10MM for the fiscal.
- Led a key corporate initiative to grow AGs total Humor/Funny business across all BUs ~ \$250MM+ in annual sales. Built cross-functional project/action team, outlined business objectives, developed

business/work plan, consumer research plan and gained management alignment to all. The key deliverable was a new product development guide and framework, an ownable, innovative/break-through approach to creating product that resonates with consumers.

- Led strategic expansion of in-bound licensing supporting core Humor business, partnering with TV/Entertainment properties (e.g. Ellen DeGeneres, South Park and Family Guy). Set strategic vision and outlined business needs, while also identifying properties and brands to target for partnerships. Plans drove sales gains +30% vs. YA.
- Made recommendation to executive team, and secured alignment, to spin off Humor as a separate business unit to maximize focus and resources. Move positions AG to take a leadership position in the category.
- **Grand Winner of the 2007 Chairman's Awards for Innovation**
- **Finalist for 2 2007 Chairman's Awards for Innovation, and nominated for a total of 4 2007 Chairman's Awards**

The Hasbro Toy Company

Pawtucket, RI

7/03 – 6/05

Director (New Channels Group – Warehouse Clubs, Dollar Stores and Specialty Retailers)

Developed the strategies and action plans to grow Hasbro sales in emerging retail channels across all business units.

Led a key corporate initiative to sell products outside of traditional retail outlets. Charged with profit/loss responsibility.

- Developed the product mix and marketing strategies that grew sales in warehouse clubs, dollar stores and specialty retailers by 150% over three years (+\$60MM).
- Lead multi-functional team of marketers, designers and engineers through fast-paced development process of toys including strategy, initial concepting, design, packaging and production. Also responsible for communication of all strategies and product development plans to Hasbro Far East, as well as outlining required vendor resources.
- Developed and delivered warehouse club plan that grew sales by 120% from 2004 to 2006 (+35MM); included exclusive products, as well as targeted marketing and promotional programs.
- Managed key external relationships; including Lucasfilm, Walt Disney Parks & Resorts, NBA and MLB.

2/02 – 6/03

Sr. Brand Manager (Star Wars Toy Lines)

Pawtucket, RI

Managed the brand for E2 movie release, with \$200MM in revenues, \$20+ MM in profit, marketing budget of \$10+ MM. Led many aspects of business; including managing key licensor relationships and communication (Lucasfilm and Walt Disney World), key retail presentations, business planning and tracking. Key accomplishments:

- Developed the Marketing Plan and Retail Programs for “2002 Toy of the Year”, the Interactive R2D2. Plan delivered \$8MM+ in sales, and received recognition from numerous publications and Toy Experts. Program included pre-sell program, highly interactive web-site and streaming video featured on Wal*Mart.com and TRU.com (Amazon.com).
- Developed and executed the 2002 Hasbro Convention Program, including all aspects of the development of 10,000 sf booth at collector and fan targeted conventions (attended by 130k), on-site consumer programs and events (e.g. created the highly successful SW Giant Blister card – featured on CNN, USA Today and numerous media outlets).
- Delivered strong TV advertising supporting key items in line (e.g. basic figures, lightsabers, etc...) that generated incremental sales lift of 15-20% per week when on air, though out the Summer and Fall 2002.
- Developed promotions and sweepstakes, partnering with strategic partners Lucasfilm and Walt Disney World (via Star Wars Weekends at Disney), that delivered 150K new registered members to CRM database.

4/99 – 1/02

Brand Manager (Star Wars Toy Lines)

Cincinnati, OH and Pawtucket, RI

Managed the brand for E1 movie release, with \$400 MM in revenues, \$40+ MM in profit, marketing budget in excess of \$32MM. Developed marketing/promotional plan for 2000 and 2001, key non-movie years. Key accomplishments:

- Led many aspects of business management; including weekly licensor communication, key retail presentations, and business tracking. Gained management alignment to key business and communication strategies and deployed plans.
- Delivered incremental \$2.2MM to Star Wars franchise in 1999 by developing and implementing action plan that corrected product mix issues at retail.

- Delivered 200M+ new members to our Kids' Club, (incremental \$2MM in sales), by developing and executing the 1999 SW 'Jedi Wish' Marketing Campaign, included strong TV copy, plus promotional and merchandising events.
- Developed and implemented the 2000 and 2001 SW 'Grass Roots' Marketing Campaign, including a presence at key collector and fan-targeted conventions, various print editorials, and fan focused PR and web-based programs.

8/98 – 3/99

Associate *Marketing Manager (Girls Toys)*

Cincinnati, OH

Managed Girls Toy Lines, with \$60MM+ in total revenues, profit of \$200k (first profit in 7 years) and a \$5+ MM marketing budget. Led the business review and developed marketing/promotional plan for 2000. Key accomplishments:

- Made business profitable for the 1st time in 7 years, by tightly managing media and overall brand budgets, recommending the re-allocation of spending to maximize brand media/ communication objectives.
- Re-allocated media and promotional \$'s My Little Pony and Titanic brands to maximize overall brand profitability.
- Minimized inventory risk by identifying product mix issues, and outlined alternative ways to best meet retail demand.

The Procter and Gamble Company

Cincinnati, OH

8/96 – 8/98

Assistant Brand Manager (Puffs Facial Tissues)

Assisted in the management of a brand with over \$350+ MM in revenues and a marketing budget of \$55+ MM. Brand team delivered record profit of \$45 MM in 1997/98 (+10% vs. PY). Key accomplishments:

- Delivered incremental \$5.0 MM to Puffs franchise in 1996/97 by identifying distribution outages in our Super Premium segment and developing action plan to address.
- Delivered 30% volume growth in Club and Mass channels (\$2.0 MM in incremental profit) in 1998/99 by developing the New Puffs Variety Care bundled pack.
- Led the Marketing Conceptual Initiative by developing and implementing new marketing driven and consumer based opportunities, which resulted in 4 top tertile scoring concepts (including the 2nd highest scoring Puffs concept ever) with estimated volume growth of 5% for the brand in 1998/99 (\$1.5 MM in incremental profit).
- Delivered an incremental 20% volume (\$500,000 in incremental profit) in 1997/98 by expanding the Puffs Back-to-School program, developing strong TV copy to drive awareness and purchase.
- Developed business building Radio advertising, which delivered Above Normal Recall scores (via Radio Recall). Gained management alignment to copy strategy and deployed copy nationally.

The Procter and Gamble Company

Cincinnati, OH

5/95 – 8/95

Brand Management Summer Intern (Puffs Facial Tissues)

- Conducted strategic analysis of category and developed action plan to drive volume and profit growth.
- Conducted benchmarking study of package aesthetics and recommended action plan to introduce new graphics.
- Identified key sampling opportunities and executed ski venue sampling program to drive consumer trial.

Firestone Industrial Products Company

Carmel, IN

4/94 – 8/94

Product Engineer (Development)

Designed new airsprings/suspension products and conducted physical tests to ensure optimal product performance. Led process team to redesign equipment and processes for production of airsprings, improving through-put by 8%.

6/92 – 3/94

Sales Engineer (Distributor Sales)

Provided engineering and technical support for the Sales department, with annual sales of \$200MM. Supported key national accounts, and developed products to meet performance needs, resulting in an incremental \$10MM in business.

Vitro Corporation

Bloomington, IN

8/91 – 6/92

QA/Mechanical Engineer (Field Engineering Support)

Led the technical analysis and support for the AN/SQQ-89 Onboard Training Simulator; established a working baseline for the system and conducted in-depth technical review and cost analysis, resulting in an \$8.8MM savings to the U.S. Navy.

** Recipient of Vitro R.A.V.E. (Recognition Award for Vitro Employees)*

6/89 – 7/91

Mechanical Engineer (Naval Weapons Applications)

Provided engineering and technical support for the \$2BB AEGIS - electronic warfare systems/microwave tube components project, including designing computer shock simulations, as well as shock and vibration test fixtures.

HONORS:

Grand Winner of the American Greetings 2007 Chairman's Awards for Innovation, Arthritis

Foundation of SW Ohio Board of Trustees – 2000 to 2004; Arthritis Foundation of SW Ohio Special Events Volunteer of the Year – 1999; Fellowship - Consortium for Graduate Study in Management – 1994, Indianapolis Ambassadors, Ambassador of the Month – October 1992.

ACTIVITIES:

Westlake (OH) City Schools District Safety Committee (2014-present), USA Lacrosse certified youth lacrosse coach (2014-present), Certified and trained Boy Scouts of America (BSA) Adult Leader (2009-present), Member of the Host Organizing Committee for the 2011 NCAA Basketball Women's Final Four (Marketing and Promotions subcommittee), Member of the 2010-2013 Organizing Committee for the Big 10 Conference Men's & Women's Basketball Committee (Marketing and Promotions subcommittee), Indiana University Kelley School of Business Alumni Board of Directors, Clark-Atlanta University MBA Program Advisory Board, Arthritis Foundation, Leukemia Society Team-in-Training participant, United Way volunteer, National Black MBA Association, National Society of Black Engineers, National and Regional Judge for SIFE (Students in Free Enterprise).

REFERENCES:

Available upon request.

Recent Articles and Media Citations

Bennett, Tara, “How Hasbro Bet Big on The Phantom Menace and Almost Lost.” IGN September 30th, 2021. Article found at <https://www.ign.com/videos/how-hasbro-bet-big-on-the-phantom-menace-and-almost-lost>

Hauser, C. & Kuzydym, S., “Political campaigns are targeting your data without permission.” WKRC Friday, February 14th 2020. Article found at <https://local12.com/news/investigates/political-campaigns-are-targeting-your-data-without-permission-christian-hauser-cincinnati-ohio-kentucky-indiana>

Hauser, C. & Kuzydym, S., “Trail of Data: How companies can learn almost everything about you.” WKRC Tuesday, February 11th 2020. Article found at <https://local12.com/news/investigates/trail-of-data-how-companies-can-learn-almost-everything-about-you-hauser-cincinnati?fbclid=IwAR3g-c5pGkJZAKTZ3a-715TmFOwJcHI0mo-6yW82SZ6L52OTgnfGNPJwu4>

Jagannathan, Meera, “Robert Mueller fans aren’t ready to throw out their Mueller-themed prayer candles, mugs and jewelry yet.” MarketWatch. March 27, 2019. Article found at <https://www.marketwatch.com/story/what-people-are-doing-with-their-robert-mueller-prayer-candles-mugs-and-jewelry-now-2019-03-27>

Toto, Christian, “Power of the Force: ‘Star Wars’ merchandisers hit hyperdrive with ‘Last Jedi’ in sight.” The Washington Times. December 13, 2017. Article found at <https://www.washingtontimes.com/news/2017/dec/13/star-wars-merchandise-marketing-full-force/>

Carlton, Kat, “The Force remains strong with Star Wars franchise.” Bloomington Herald-Times. December 17, 2015. Article found at http://www.heraldtimesonline.com/news/local/the-force-remains-strong-with-star-wars-franchise/article_bebadb18-cf21-5c8e-ac33-83772e13a732.html or <http://news.indiana.edu/releases/iub/iu-in-the-news/dnb-12-18-2015.shtml>

Lee, Thomas, “Will new ‘Star Wars’ movie stink? For sales, it doesn’t matter.” The San Francisco Chronicle. December 11, 2015. Article found at <http://www.sfchronicle.com/business/article/Will-new-Star-Wars-movie-stink-For-sales-6692438.php>

Vlahakis, George, “New Star Wars movie awakens marketing memories for IU Kelley School faculty member.” Inside IU, as well as the IU Kelley School of Business website and blog December 9, 2015. Article found at <http://viewpoints.iu.edu/iu-inc/2015/12/09/new-star-wars-movie-awakens-marketing-memories-for-iu-kelley-school-faculty-member/>

Krewen, Nick, “Drake, Jay Z And Kiss Are In The Game: Artists Are Assisting Athletes and Helping Sports Franchises Build Their Brands and Succeed Beyond the Scoreboard.” Grammy.com. March 6, 2014. Article found at <http://www.grammy.com/news/drake-jay-z-and-kiss-are-in-the-game>

Key Diversity Data and Results

Diversity Coach, IU Kelley School of Business MBA Program Office

- Involved in all aspects of our diversity efforts; including diversity recruiting, coaching and counseling of our diversity students, as well as working on new business/new student opportunities.
- I was able to drive significant improvements in the academic minority student academic performance improve by nearly 70% points (with the number of minority students on probation decreasing by nearly 70%).

	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016
Total # of Minority MBA students	22	22	22	23	21	15	17
# of Minority MBA students on Academic Probation	17	15	14	7	5	1	2
% of Minority MBA students on Academic Probation	77%	68%	64%	30%	24%	7%	12%

Director, Ethnic Marketing and Diversity Initiative Lead at American Greetings

Lead a key corporate initiative to drive multicultural and diversity initiatives, reporting directly to the SVP, Sales and Marketing.

- Developed business plans and strategies to continue the growth in our core ethnic and African-American businesses, including securing/negotiating new partnerships (Muhammad Ali), which delivered \$ sales growth of +25% vs. PY
- Grew diversity hires by +25% (+50% at the key manager level), delivered diverse slates for 80%+ of open positions (vs. 30% PY), and increased diversity retention by 75% vs. PY.

Teaching Evaluations and Ratings

I am a highly rated instructor, who has won a number of teaching awards and accolades. I created innovative content to drive student and organizational learning across multiple audiences, platforms and areas of marketing and business leadership.

I developed the M544 Advertising and Branding Management winter immersion course that provides students with a variety of in-person course experiences to enrich their understanding of business. This experiential learning course focuses on providing clients with consulting services or exploring a business through a specific set of frameworks and lenses.

To experience our initial advertising and branding project with Starwood Hotels in New York, click on the attached link.
<https://vimeo.com/177116853>

For client and student feedback on our most recent project with Motif Foodworks, Inc in Boston, click on the attached links.
https://www.linkedin.com/posts/michelefite_plantbased-indianauniversity-activity-6631308785438781440-BGGA
<https://www.linkedin.com/feed/update/urn:li:activity:6633074078599172096/>
<https://www.linkedin.com/feed/update/urn:li:activity:6633766335845326848/>

I have also completed projects with various clients, including, Whirlpool KitchenAid, SmartGurlz and Lou Malnati's, Chicago.

Course Title	Course Evaluation
	Instructor Rated as "Outstanding"
<i>M311: Advertising & Promotions Management (undergraduate)</i>	
---Fall 2010	6.55, 6.94
---Spring 2011	6.68, 6.76, 6.82
---Fall 2011	6.56, 6.85
---Spring 2012	6.85
---Fall 2012	6.78, 6.72
---Spring 2013	6.67, 6.88
---Fall 2013	6.95, 6.73
---Spring 2014	6.87
---Fall 2014	6.78, 6.73
---Spring 2015	6.81
---Fall 2015	6.91
---Fall 2016	6.74, 6.80
---Spring 2017	6.73, 6.81
---Fall 2017	6.54, 6.70
---Spring 2018	6.59, 6.80
---Fall 2018	6.93, 6.65
---Spring 2019	6.64, 6.84
---Fall 2019	6.70, 6.80
***On a 7-point scale (1-strongly disagree, 7-strongly agree)	

Course Title	Course Evaluation
	Instructor Rated as "Outstanding"
<i>M405: Consumer Behavior (undergraduate)</i>	
---Fall 2012	6.62
---Fall 2015	6.71
---Spring 2016	6.65
---Fall 2017	6.54
---Fall 2018	6.34
---Fall 2019	6.70
***On a 7-point scale (1-strongly disagree, 7-strongly agree)	

Course Title	Course Evaluation
	Instructor Rated as "Outstanding"
M255: Marketing in the World Today (undergraduate)	
---Fall 2011	6.42
---Spring 2015	6.37
---Spring 2016	6.60
---Spring 2018	6.65
---Spring 2019	6.60
***On a 7-point scale (1-strongly disagree, 7-strongly agree)	

Course Title	Course Evaluation
	Instructor Rated as "Outstanding"
M544/X574: Advertising & Promotions Management (MBAs)	
---Summer 2012	6.27
---Summer 2013	6.46
---Summer 2014	6.00
---Summer 2015	5.44***
---Summer 2016	5.40***
---Summer 2017	6.21
---Summer 2018	6.70
---Summer 2019	5.20***
***Note: less than 40% of class completed survey	
***On a 7-point scale (1-strongly disagree, 7-strongly agree)	

Course Title	Course Evaluation
	Instructor Rated "Outstanding"
MK555: Consumer Behavior (MBA)	
---Fall 2009	4.36
MB 591: Corporate Social Responsibility (MBA)	
---Summer 2010	4.75
MN 591: Ethics and Business Environmental Issues (MBA)	
---Summer 2010	4.75

On 5-point scale (1=strongly disagree, 5=strongly agree)