The Customer-Focused Organization
October 26 – November 6, 2020

Info Session
September 17, 2020
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Northwestern | Kellogg
EXECUTIVE EDUCATION
Your Kellogg Team

Gretchen Baker
Associate Director of Advising

Carolyn McHugh
Program Manager
Chat Prompt

What industry are you in?
Program Overview

Professor Gregory Carpenter
Gregory Carpenter is the James Farley/Booz Allen Hamilton Professor of Marketing Strategy, Director of the Center for Market Leadership and Faculty Director, Kellogg Markets and Customers Initiative (KMCI) at Kellogg School of Management.

Professor Carpenter focuses on understanding how firms succeed with consumers. Based on award-winning research, his recent book, Resurgence: The Four Stages of Market-Focused Reinvention (Palgrave Macmillan, 2014), examines how firms that face serious challenges create a more customer-focused culture and renewed success.

His teaching includes an MBA class on Consumers, Culture & Leadership, and he is the academic director of two Kellogg Executive Education programs: the Chief Marketing Officer Program, which helps prepare executives for the challenging role of CMO, and The Customer-Focused Organization. He also co-chairs the Marketing Leadership Summit, bringing thought leaders together each fall to explore the future of marketing.

He often speaks and advises firms such as Bacardi, Carnival Corporation, Coca-Cola, Cunard Lines, Diageo, Dow Chemical, Federal Reserve Bank, Government of Mexico, General Electric, Harley-Davidson, Health Management Academy, Novartis, PepsiCo, Pfizer, SC Johnson, Target, Unilever, and Visa. As a former Academic Trustee of the Marketing Science Institute, he served as a member of the board of advisors of Hamilton Consultants, and a member of the advisory board of Terlato Wine Group. He was named a Chevalier in the Ordre des Coteaux de Champagne for his contribution to champagne.

Previously on the faculty of the UCLA, Columbia University, and the Yale School of Management, he received his B.A. from Ohio Wesleyan University, and M.B.A., M.Phil. and Ph.D. degrees from Columbia University.
Question

- What is the most significant obstacle slowing your organization’s journey to being more customer focused?
  - Cultural resistance to change
  - Gaining a deeper understanding of customers
  - Creating powerful brands and fostering loyalty
  - Managing and leading in an eco-system
  - Using data and analytics more effectively
  - Leading organizational change and fostering innovation
Culture and Customer Focus

- What is a market-focused organizational culture and how does an organization move more towards one?
Customers, Brands, and Loyalty

Eric Leininger

Tom O’Toole

Julie Hennessy
Ecosystems, Data and Analytics

Eric Anderson

Joel Shapiro
Organizational Change & Innovation

Ed Zajac
Jim Stengel
Sanjay Khosla
Mohan Sawhney
<table>
<thead>
<tr>
<th>TIME (US CENTRAL)</th>
<th>MONDAY October 26</th>
<th>Wednesday October 28</th>
<th>Friday October 30</th>
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<tr>
<td>8:15-8:30</td>
<td>Welcome</td>
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<tr>
<td>8:30-10:00</td>
<td>The Customer-Focused Organization</td>
<td>The Customer Journey</td>
<td>Customer Loyalty</td>
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<tr>
<td></td>
<td>Greg Carpenter</td>
<td>Eric Leiningen</td>
<td>Tom O’Toole</td>
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<td>10:00-10:15</td>
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<td>10:15-11:45</td>
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<td>Ecosystems</td>
<td>Branding</td>
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<td>Greg Carpenter</td>
<td>Eric Anderson</td>
<td>Julie Hennessy</td>
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<tr>
<td>11:45-1:00</td>
<td>Break</td>
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<tr>
<td>OFFICE HRS</td>
<td>1:15 to 2:15 p.m. Team Office Hours</td>
<td>1:15 p.m. Optional Virtual Lunch</td>
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<tr>
<td>NETWORKING</td>
<td>5:00 p.m. Optional Virtual Happy Hour</td>
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# THE CUSTOMER-FOCUSED ORGANIZATION

**Academic Director:** Greg Carpenter

**Program Manager:** Carolyn McHugh  
Carolyn.mchugh@kellogg.northwestern.edu

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<tr>
<td><strong>8:30-10:00</strong></td>
<td>Data Analytics for Customer Centricity</td>
<td>Leading Organizational Change</td>
<td>Fewer Bigger Bolder</td>
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<td>Joel Shapiro</td>
<td>Ed Zajac</td>
<td>Sanjay Khosla</td>
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<td>Got Courage</td>
<td>Transforming Marketing</td>
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Learning Experience
Resources & Opportunities to Connect

Network with your peers during small group lunches and events

Dig deeper during faculty office hours

Explore resources on a robust course site
Q & A
For more information:

• Go to kell.gg/kxfocus

• Contact your program Advisor – Gretchen Baker
  – gretchen-baker@kellogg.northwestern.edu
THANK YOU