

MARCELINO CHÁVEZ

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2110 Speedway, Stop B6700
Austin, TX 78712

EDUCATION

- PhD** Student. Marketing Department
University of Texas at Austin August 2021 – Present
McCombs School of Business
Working with Professor Leigh McAlister
- MBA** ESAN University, Lima, Peru April 1997
Thesis: “Business Plan for a Peruvian-Food Restaurant Chain”
Advisor: Professor David Ritchie
Developed a complete plan for the marketing, operations, finance,
and human resources management of the restaurant chain inspired
by a typical Peruvian dish. Thesis included implementation of a
pilot restaurant for identifying and understanding of key business
processes. Proving several hypotheses and inputs to enhance
business plan.
- BS** Pontificia Universidad Católica del Perú, Civil Engineering 1986 – Jan 1992
Graduated with Honors. Top 10% of his class

RESEARCH INTERESTS

Marketing Strategy, Firm Performance and Marketing Influence, Natural Language Processing, Machine Learning, Marketing Management, Marketing-Finance and Marketing-Sales Interfaces.

WORK IN PROGRESS

Marcelino Chavez and Leigh McAlister (2023), “Effect of the Source of Competitive Advantage on firm value. How a recession changes the effect.”

FELLOWSHIPS, HONORS AND AWARDS

- McCombs School Scholarship** Fall 2021, Fall 2022
The University of Texas at Austin
- McCombs Summer Fellowship** Summer 2023
The University of Texas at Austin

McCombs School Fellowship The University of Texas at Austin	Fall 2021
Recruitment Graduate School College Fellowship The University of Texas at Austin	Fall 2021
Innovation Award, Peruvian Construction Chamber For company Aceros Arequipa's service "Acero Dimensionado"	October 2009
Credit of Honor, ESAN University Full financing of MBA Tuition (with no interests)	1996-2000
Partial Tuition Fellowship, Pontificia Universidad Catolica del Peru Partial financing of university tuition because of excellent performance	1986-1992

RESEARCH PRESENTATIONS

"Using Natural Language Processing to Refine an Indicator of the Source of Competitive Advantage", First-Year Paper Presentation at McCombs School of Business, The University of Texas at Austin.	October 2022
"An Improved Way To Identify the Source of Competitive Advantage", 2022 ISBM PhD Camp at the University of Illinois at Chicago	August 2022
"Using Text Analysis to Refine a Method for Identifying a Firm's Source of Competitive Advantage", 2022 Marketing Strategy Consortium at Mays Business School, Texas A&M University.	June 2022

CONFERENCES AND WORKSHOPS ATTENDED

Discussant in the U of Houston Marketing Doctoral Symposium	April 2023
AMA Winter Conference, Nashville, TN	February 2023
Marketing Meets Wall Street Conference, Chicago, IL	August 2022
Theory Construction Workshop, Prof. Ajay Kohli, Chicago, IL	August 2022
AMA-Sheth Foundation Doctoral Consortium at the U of Texas at Austin	June 2022

PROFESSIONAL EXPERIENCE

Marketing and management executive experience with extensive background in business-to-consumer and business-to-business marketing. Strategic planning skills, capable of developing innovative approaches to idea development and issues resolution. Proven acumen for transforming groups into high-performing cross-functional teams. Expertise in

Marketing Research, Profit and Loss, Strategic Ventures, Portfolio Optimization, Marketing & Sales Plans, Turnaround Strategy, New Product Development, Relationship Building, Team Leadership.

Corporación Aceros Arequipa S.A., Lima, Peru

1999 – February 2019

Company dedicated to the manufacture and commercialization of steel products for the construction, mining, and industrial sectors. Peruvian market leader in all its main products: reinforced concrete steel bars (rebars) and merchant bars. Annual revenues above US\$ 1,000 million.

Construction Line Manager

- Maintained comprehensive responsibility for company's largest product line, designing and executing marketing plans designed to support 70% of annual revenue.
- Developed and administered marketing budgets, managed negotiation of key purchasing programs.
- Streamlined a multiplicity of policies and procedures within both marketing and customer service departments, analyzing existing practices and identifying areas for significant improvement.
- Provided engaging presentations to commercial clientele, offering insight into product usage; created and made presentations regarding marketing team progress for company's internal executive board.
- Oversaw design and publication of a variety of marketing materials and advertisements, employing innovative tactics such as brand positioning to increase brand visibility nationwide.
- Built and guided cross-functional team of two marketing assistants, communicating marketing strategy and ensuring appropriate execution of initiatives through careful monitoring.
- Designed and produced a variety of customer-targeted training material for company-offered product.

Oficina de Normalización Previsional (ONP), Lima, Peru

1997 - 1999

Government agency dedicated to the management of public pension funds above US\$ 2,500 Million serving more than 550,000 pensioners in Peru.

Project Manager

- Directed cross-functional teams during implementation of information technology (IT) and operational projects, overseeing all phases from planning and organization to execution.
- Maintained high levels of operability during project completion, minimizing disruption through careful analysis of forecasted project impact; ensured project adherence to budget strictures.
- Liaised with external vendors to establish relationships and secure project outsourcing.
- Designed key communications project enabling ONP dissemination of information to other government institutions by effectively and securely leveraging internet-based applications.

Graña y Montero Consulting Engineers, Lima, Peru 1994 - 1996
Company of the Peruvian holding Graña y Montero dedicated to the development, supervision, and management of engineering projects with annual sales over US\$ 5 million.

Project Manager Assistant

- Supported operations of various structural design projects, offering input regarding project planning as well as overseeing coordination of multidisciplinary teams to facilitate timely project completion.
- Ensured high levels of customer satisfaction by interfacing with clients regarding project updates.
- Managed individual project budgets, maintaining adherence through monitoring of purchasing, labor, and external vendor costs.

Fondo Nacional de Compensación y Desarrollo Social (FONCODES).

Lima, Peru 1992 - 1994
Government agency dedicated to the evaluation, financing, and supervision of infrastructure projects for the improvement of living conditions in the poorest populations of Peru.

Project Evaluation Head (City of Chiclayo's office). 1993 - 1994

- Supervision of the personnel in charge of the evaluation of projects from the Lambayeque, Cajamarca, and Amazonas departments.
- Implementation of the new evaluation system according to standards of the Inter-American Development Bank. The system improved the evaluation process effectiveness allowing a better resource allocation.
- Recruitment and training of the system implementation team.

Project Evaluation Engineer (Lima's office). 1992 - 1993

- Technical and socioeconomic evaluation of civil infrastructure projects.
- Member of a team that worked under supervision of the Inter-American Development Bank for the design of a new system of project evaluation. This work allowed Foncodes to obtain a loan for more than US\$ 100 million in 1992.

RESEARCH EXPERIENCE

Corporación Aceros Arequipa S.A., Lima, Peru 1999 to 2019

Projects executed as Construction Line Manager

- Continuous B2B research for improving service called Acero Dimensionado (cut and bent steel for concrete reinforcement). This included customer visits, field observations, ethnography, interviewing of engineers, technical workers, and executives. Activities supported brand leadership for twenty years and allowed new product development (e.g.: just-in-time delivery with crane trucks, special product packaging and labelling, and on-site warehousing).
- Design and implementation of customer survey for measuring quality of services (longitudinal study). Measuring pricing, product quality, sales services, delivery, claims.

- Longitudinal study (tracking) for evaluation of Aceros Arequipa’s brand performance. Design and execution of a longitudinal study for measuring key indicators of brand performance (preference, top of mind, product attributes, brand associations, etc.) Survey consisted of personal interviews with all segments of consumers and for the main products of the company. More than 800 interviews executed per year.
- Three research projects for developing the training program “Construye Seguro” (Building Safe Houses): (a) research for determining the best design of the training handbooks of the program (graphic design and content language most suitable for the target), (b) research for designing the architecture of eight house models for fulfilling the personal preferences and needs of the target, (c) research for measuring the impact of the training program on brand equity. In all cases: formulation of the project objectives, selection of the methodologies (including focus groups, ethnography, and personal interviews), and discussion of results for implementation.

Dissertation: Business Plan for a Peruvian-Food Restaurant Chain, ESAN University, Lima, Peru. April 1997

Advisor: Professor David Ritchie

- Developed a complete plan for the marketing, operations, finance, and human resources management of the restaurant chain inspired by a typical Peruvian dish.
- Included implementation of a pilot restaurant for identifying and understanding of key business processes. Proving of several hypotheses and inputs to enhance business plan.

TEACHING EXPERIENCE

Teaching Assistant, The University of Texas at Austin 2021 - Present

- Principles of Marketing (Honors) with Prof. Leigh McAlister, Fall 2023, Spring 2023, Fall 2021.
- Marketing Policies with Prof. Raji Srinivasan, Spring 2022.
- Principles of Marketing with Prof. Alain Lemaire, Fall 2022

Teaching Assistant, Pontificia Universidad Católica del Peru 1991 – 1992

- Basic Mathematics 2, undergraduate course averaging 120 students per semester, covering the following topics: trigonometric, geometry. Grading and development of quizzes.

PROFESSIONAL CERTIFICATION AND TRAINING

Licensed Professional Civil Engineer

Pontificia Universidad Católica del Peru. January 2020

Online Teaching: Presence and Engagement

Association to Advance Collegiate Schools of Business (AACSB). July 2020

Online Teaching: Getting Started

Association to Advance Collegiate Schools of Business (AACSB). July 2020

Classroom Management and Communication

Pontificia Universidad Católica del Peru, Lima, Peru. April-July 2020

Course of the Master of University Teaching

Kellogg on Branding: Creating, Building and Rejuvenating Your Brand

Kellogg School of Management, Evanston, IL. 2019

Strategic Data-Driven Marketing

Kellogg School of Management, Evanston, IL. 2012

Consumer Insight Tools

Kellogg School of Management, Evanston, IL. 2012

Commercial Management Program

University of Piura, Lima, Peru. 2007

Executive Certificate for marketing and sales professionals.

PUBLICATIONS

Handbooks

“Construye Seguro, Manuel para Propietarios” (Building Safe Houses, Owner’s Handbook). Corporación Aceros Arequipa S.A, 2010

https://www.acerosarequipa.com/download/file/MANUAL_PROPIETARIOS.pdf/manuales/archivos/2020-03

Writer and editor. Developed working for Aceros Arequipa. Objective was to serve as the content of the training program “Building Safe Houses”. Prepared for training families in needed of building their own houses. Doing a research, we determined the best graphic design and the type of language to improve target’s comprehension.

“Construye Seguro, Manual del Maestro Constructor (Building Safe Houses, Construction Worker’s Handbook).” Corporación Aceros Arequipa S.A. 2010,

https://www.acerosarequipa.com/download/file/MANUAL_PROPIETARIOS.pdf/manuales/archivos/2020-03

Writer and editor. Developed working for Aceros Arequipa. Objective was to serve as the content of the training program “Building Safe Houses” and was prepared for training construction workers. Doing a research, we determined the best graphic design and the type of language to improve target’s comprehension.

“Manual de Construcción para Maestros de Obra (Construction Worker’s Handbook).” Corporación Aceros Arequipa S.A. 2010,

https://www.acerosarequipa.com/download/file/VF_AA-AUTOCONSTRUCCION-Manual%20de%20Construccion%20para%20Maestros%20de%20Obra_completo.pdf/manuales/archivos/2020-06

Writer and editor. Developed working for Aceros Arequipa. Objective was to instruct construction workers in common procedures for building masonry houses.

Technical Bulletins

Construyendo con Juan Seguro (Building with Safety John) 2007-2019

Periodical developed working for Aceros Arequipa. Published three to four times per year. For training Peruvian construction workers in the process for building masonry house. Explain construction process involved, safety procedures and technical standards. Great success in target segment. One sample of this periodical can be found on <https://www.acerosarequipa.com/download/file/BOLETIN-CONSTRUYENDO-9.pdf/boletines/archivos/2020-03>

Construcción Integral (Integral Construction). 2008-2016

This is a periodical publication with the goal of publishing original civil engineering articles written by specialists in four areas: construction quality, productivity, safety, and sustainability. One sample of this periodical can be found on <https://acerosarequipa.com/pe/es/download/file/Boletin-Construccion-Integral-19.pdf/boletines/archivos/2020-02>

PROFESSIONAL PRESENTATIONS AND INVITED LECTURES

Multiple Lectures, “Acero Dimensionado” Aceros Arequipa’s Conference, 2005-2017. Responsible for organizing the conference, developing of presentations, and lecturing.

Multiple Lectures, “Use of Reinforcing Steel Bars” Aceros Arequipa’s Conference, 2003-2017. Responsible for organizing the conference, developing of presentations, and lecturing.

Multiple Lectures, “Use of Steel in Construction”, “Acero Dimensionado”, “Productivity in Construction” Colegio de Ingenieros del Peru (College of Engineers of Peru), 2003-2019.

PROFESSIONAL AFFILIATIONS

American Marketing Association, 2020-Present

LANGUAGES

Spanish, English and Portuguese.

COMPUTER SKILLS

Applications: Stata, SPSS, Stata, Microsoft Office, SAP ERP, Business Object.

Programming languages: Python.

RELEVANT COURSEWORK

Marketing Strategy and Management Seminar. Prof. Leigh McAlister. Spring 2023

Longitudinal Analysis. Prof. Andrew Henderson. Fall 2022

Marketing Models II. Prof. Jason Duan. Spring 2023

Marketing Models I. Prof. Raghunath Rao. Fall 2022.

Marketing Research Methods. Prof. Rex Du. Spring 2022

Machine Learning Toolbox for Text Analysis. Prof. Jessy Li. Spring 2022.

Econometrics I and II. Profs. Stephen Donald and Brendan Kline. Fall and Spring 2023

Application Programming with Python. Prof. Mitchell Pryor. Spring 2022

Consumer Decision Making. Prof. Raj Raghunathan. Fall 2021

Introduction to Research. ESAN University. 2020

Academic Writing. ESAN University. 2020.

Statistics for Research. ESAN University. 2020.

Microeconomics and Macroeconomics. ESAN University. 1996.

Advanced Mathematical Analysis. Pontificia Universidad Católica del Peru. 1986-1988.

OTHER

Running Coach. Coach certified by the Road Runners Club of America (RRCA). 2020

Amateur runner. Marathoner in New York (2015), Berlin (2016), Chicago (2017) and Lima (2018). Multiple 10 Kilometers and half marathon races finished.

Photographer enthusiast. Interest in local festivities and landscape photography.

Music enthusiast. Especially fond of opera, classical and rock music.

Plastics and Wood Worker. Worked with my father's plastic and wood workshop (1978 – 1989).

Nationality: Peruvian