

Arianna R. Uhalde

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EMPLOYMENT

USC Marshall School of Business, Marketing Department August 2017 - Present
Associate Professor of Clinical Marketing (January 2024 - Present)
Past: *Assistant Professor of Clinical Marketing* (2019 - 2023) and *Adjunct Professor of Marketing* (2017 - 2019)

USC Athletics Culture and Programming Initiatives January 2019 - Present
Director of Research and Impact (2020 - Present) and *Researcher* (2019 - 2020)

Consumer Insights and Marketing Strategy Consulting May 2017 - Present
Independent Contractor
Select Clients: Los Angeles Football Club (LAFC), The Honest Company, MORE Labs

EDUCATION

University of Southern California, Marshall School of Business, Los Angeles, CA May 2017
Ph.D. in Business Administration (Concentration: Marketing, Consumer Psychology and Behavior)

Duke University, Durham, NC May 2012
B.A. in Psychology (Graduation with Distinction); B.A. in Public Policy Studies; Certificate in Markets & Management

RESEARCH INTERESTS

- Improving individuals' health, wellbeing, and performance across contexts
- Social marketing (i.e., leveraging commercial marketing strategies to enhance individual wellbeing and societal welfare)
- Consumers' (dis)satisfaction with products, companies, and brands

RESEARCH AND REPORTS (*equal authorship)

Journal Publications and Working Papers

- Uhalde, Arianna R., Katherine M. Ross, and Benjamin J. Houlberg (2024), "Facilitating Relationship-Building Online for Positive Adolescent Development," *Journal of the Association for Consumer Research*.
- Dutton, Chaumanix*, and Arianna R. Uhalde*, "Getting Outside Your Comfort Zone with Experiential Consumption to Reap Rewards," under review at *Journal of Consumer Psychology*.
- Uhalde, Arianna R., "Innovating Business School Curriculum to Support Stakeholders' Mental Health: Insights from a Course on Marketing and Wellbeing," revising for resubmission to *Journal for Advancement of Marketing Education*.
- Uhalde, Arianna R., and Valerie S. Folkes, "Consumers' Incidental Gratitude Humanizes Service Providers and Increases Satisfaction with Service Encounters," revising for resubmission to *Journal of Service Research*.
- Reimann, Martin, Deborah J. MacInnis, Valerie S. Folkes, Arianna R. Uhalde, and Gratiana Pol (2018), "Insights into the Experience of Brand Betrayal: From What People Say and What the Brain Reveals," *Journal of the Association for Consumer Research*.
- Liu, Peggy J., James R. Bettman, Arianna R. Uhalde, and Peter A. Ubel (2015), "How Many Calories Are in My Burrito? Improving Consumers' Understanding of Calorie Range Information," *Public Health Nutrition*.

Research In Progress

- “Does Online Gaming Promote Wellbeing or Maladaptive Behavior?” with Ingrid Martin, Dave Stewart, and Marlys Mason.
 - To be presented at *Transformative Consumer Research Conference* (in Track 2, for projects in advanced stages to develop and refine manuscript). Washington D.C.: June 2025.
- “Wellbeing-Washing in Digital Marketing,” with Jane Machin.
 - To be presented at *Marketing & Public Policy Conference* (in special session on “Technology for Thriving: Harnessing Digital Tools to Improve Consumer Mental Health”). Washington D.C.: June 2025.
 - 2024 ACR-AMA Transformative Consumer Research (TCR) Research Grant, \$1878 to purchase online data.
- “Industry-Inspired, In-Class Assignments During Individual Class Sessions to Increase Student Engagement.”
 - To be presented at *Marketing Educators Association Conference* (in special session on “Hands-On Learning in Marketing Education: Tools, Techniques, and Projects”). Los Angeles, California: April 2025.
- “Data-Driven Insights for Individual and Collective Development in Sports Organizations,” with Benjamin Houltberg and Robin Scholefield.

USC Athletics Culture and Wellbeing Initiatives – Surveys and Reports

- Student-Athlete Experience Surveys (for Teams) - ongoing
- Culture Surveys (for Teams, Department) - ongoing
- Programming Surveys (for Department) - ongoing
- Summer Personal Development Institute Assessment (with faculty partners) - Summer 2021, 2022, 2023, 2024
- COVID-19 Needs Assessment Survey, Social Justice Programming Survey - Fall 2020

CONFERENCE PRESENTATIONS (*coauthor presenter)

- “Does Online Gaming Promote Well-Being or Maladaptive Behavior?” with Ingrid Martin, Dave Stewart, and Marlys Mason. Paper presented at *American Marketing Association Winter Academic Conference* (in special session on Maladaptive Consumer Behavior, Well-being, and Policy). Phoenix, Arizona: February 2025.
- “It May Be Risky, But There’s a Reward: The Transformative Benefit of Disrupting Your Comfort Zone,” with Chaumanix Dutton* and Joseph R. Priester. Paper presented at *Society of Consumer Psychology Conference*. San Juan, Puerto Rico: March 2023.
- “Creating Content to Catalyze Conversations: Promoting Men’s Mental Health in Sport-Centered Organizations,” with Julie Rousseau, Rich Rodriguez, Jennah Motani, and Frank E. Martin II. Paper presented at *American Marketing Association Summer Academic Conference* (in special session on Marketing’s Role in Driving Positive Change in Sport & Sponsorship-Linked Marketing). Chicago, Illinois: August 2022.
- “Innovating Business School Curriculum for Money and Mental Health: A Class on Marketing, Individual Wellbeing, and Social Welfare.” Paper presented at *Marketing Educators’ Association Conference*. Seattle, Washington: April 2022.
- “Knowledge Forum on Mental Health and Marketing.” Panelist (discussing *MKT 404: Happiness & Wellbeing in the Marketplace*) at *Association for Consumer Research North America Conference*. Online: October 2021.
- “Strengthening Corporate Partnerships with Big Data and Fan Feedback: A Case Study of Los Angeles Football Club (LAFC),” with Ryan Bishara*, Jaime Kelm, Mike Manella, and Max Warwick. Paper presented at *American Marketing Association Summer Academic Conference* (in special session on Sport and Sponsorship-Linked Marketing in the Age of Disruption). Online: August 2020.

Conference Presentations (Cont.)

- “Responding to Increasing Distress Among College Students: A New Course on Marketing, Consumer Happiness and Wellbeing, and Societal Welfare.” Paper accepted for presentation at *Marketing Educators’ Association Conference*. Seattle, Washington: April 2020. (Conference cancelled due to pandemic, abstract published in conference proceedings.)
- “Achievement Goals, Perfectionism, and Stress Appraisals Among Elite Athletes,” with Haley Barrows*, Benjamin J. Houlberg, and Glenn Fox. Paper presented at *Association of Applied Sport Psychology Regional Conference*. Long Beach, CA: April 2019.
- “Why Firms Should Be Thankful for Thankful Customers: Incidental Gratitude Enhances Satisfaction with Consumption Experiences,” with Valerie S. Folkes. Paper presented at *Association for Consumer Research North America Conference*. San Diego, CA: October 2017.
- “Eliciting Consumers’ Gratitude Mitigates Their Negative Reactions to Product Failure,” with Valerie S. Folkes. Paper presented at *University of Houston Doctoral Symposium*. Houston, TX: April 2016.
- “Ambivalent Anticipation and Consumption Enjoyment,” with Joseph R. Priester. Paper presented at *Social Influence and Attitudes Conference*. Catalina Island, CA: July 2014.
- “How Many Calories Are in My Burrito? Improving Consumers’ Understanding of Calorie Range Information,” with Peggy J. Liu*, James R. Bettman, and Peter A. Ubel. Paper presented at the *Annual Meeting of the American Public Health Association*. Boston, MA: November 2013.
- “How Could you Do this to me?: Brand Betrayal and Its Consumer Behavior Implications,” with Deborah J. MacInnis. Paper presented at *Association for Consumer Research North America Conference*. Chicago, IL: October 2013.

TEACHING

***Marshall Award for Teaching Excellence 2024 (awarded to standout faculty for innovative and impactful teaching)**

Undergraduate Elective Courses

- MKT 404: Happiness and Wellbeing in the Marketplace (developed, introduced course in 2019)
Examining happiness and wellbeing of consumers, integrating insights from various fields (e.g., psychology, sociology, public policy) into discussions about business, individual wellbeing, and societal welfare
- MKT 405: Marketing Communication & Promotion Strategy
Developing skills for effective marketing communication and promotion (e.g., advertising, influencer marketing), and understanding key components of a marketing communication plan (analysis, creative strategy, and media)
- MKT 450: Consumer Behavior and Marketing
Examining the psychological, social, and cultural factors that influence diverse consumers’ attitudes and behaviors, including their acquisition, usage, and disposition of products and services
- MKT 479: Sports Marketing (developed, introduced course in 2022)
Examining the marketing mix (i.e., product, price, place, and promotion) across the global sports industry, with discussions of various leagues, teams, athletes, events, and companies focused on athletic apparel and equipment

Undergraduate Core Course

- BUAD 307: Marketing Fundamentals
Developing a managerial perspective for planning, executing, and evaluating marketing decisions of a firm, including decisions related to products, pricing, placement (distribution channels), and promotion

Teaching (Cont.)

Other Courses and Programs

- GSBA 508: Foundations of Business Success (MBA Career Week, Sports & Entertainment Track), Instructor - Fall 2024
- USC/Fanatics Career Transition Program for Professional Athletes, Instructor - Fall 2023
- USC Summer Programs for High School Students, Guest Lecturer - Summer 2020, Summer 2021, Summer 2022
- USC's Master's in Applied Psychology Program, Guest Lecturer - Fall 2018
- Marshall's Master's in Social Entrepreneurship Program, Research Methods Advisor - Spring 2016

MEDIA COVERAGE AND PRESS ARTICLES

- "L.A. Coliseum Brings USC Classroom Concepts to Life" (November 29, 2023), *USC News*.
- "The Business of Wellbeing: A New Marshall Undergraduate Marketing Course Explores Personal and Professional Wellness Strategies" (July 7, 2020), *Marshall News*.
- "How Putting Purpose Into Your New Year's Resolutions Can Bring Meaning and Results" (December 27, 2019), with Benjamin Houlberg. *The Conversation*.

UNIVERSITY SERVICE CONTRIBUTIONS

USC Marshall School of Business Marketing Department

- Undergraduate Curriculum Committee Lead August 2021 - December 2024
 - Leading Marketing Department efforts to update undergraduate curriculum
- Assistant Department Chair January 2023 - July 2024
 - Managed and supported teaching and curriculum development efforts of all full-time and part-time faculty
 - Collaborated with Department Chair on initiatives to enhance the culture and performance of the department
- RTPC Faculty Hiring Committee Fall 2021 - Spring 2022
- University Committee of Academic Review (UCAR), Sub-Committee on Undergraduate Curriculum January 2022
- Presentation on online teaching strategies for Fall 2020 (to support faculty teaching online for first time) May 2020

USC Marshall School of Business

- Undergraduate Curriculum Committee (UCC), Marketing Department Representative November 2020 - Present
- Task Force for Online Teaching Proposals, UCC Representative May 2021 - August 2021
- Presentation on online teaching strategies during Marshall's "Flipping the Classroom" workshop June 2020

University of Southern California

- USC Athletics Research Initiatives (currently serve as the Director of Research and Impact) January 2019 - Present
- USC Athletics DEI Advisory Committee September 2021 - September 2022
- Research Support for USC's Student-Athlete Experience Task Force August 2021 - September 2022
 - Interdisciplinary team secured grant to: 1) examine the relationships and resources impacting student-athletes, 2) identify new processes, programs, and/or policies to support student-athletes, and 3) improve the experiences of student-athletes and individuals who interact with them consistently (e.g., staff of USC Athletics, faculty)

Student Organization Advising

- Kappa Alpha Theta (undergraduate organization), Marketing & External Affairs Advisor August 2012 - December 2024
- Performance Science Club (undergraduate organization), Advisor May 2018 - May 2020

Graduate Student Advising

- Haley Barrows (student in Penn's Master of Applied Positive Psychology program) August 2019 - May 2020

RECENT PROGRAMS & TRAININGS FOR PROFESSIONAL DEVELOPMENT

- AMA Junior Scholars Workshop (associated with 2024 Marketing & Public Policy Conference). June 2024.
- Marshall Fellows and Aspiring Leaders Program (1 of 9 Faculty Fellows selected for program). 2023 - 2024.
- Advertising Education Foundation (AEF) Visiting Professor Program. Online: June 2023.
- Advertising Education Foundation (AEF) Visiting Professor Program. New York City: June 2022.

PROFESSIONAL AFFILIATIONS

- American Marketing Association (AMA), Sports Marketing Special Interest Group (SIG)
- Association for Consumer Research (ACR)
- Society of Consumer Psychology (SCP)
- Marketing Educators' Association (MEA)
- Association of National Advertisers (ANA) and Advertising Education Foundation (AEF)