

# RACHEL ROYAL

## Curriculum Vitae

### Contact Information

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### Areas of Specialization

Marketing and Market Research  
Product Management and Product Marketing  
Statistics and Business Analytics  
Quantitative Methods and Survey Methods  
Sociology, Race & Ethnicity, Social Problems

### Education

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- Ph.D. Sociology, March 2016, Michigan State University, East Lansing, MI. Dissertation: "Structural Determinants of Biracial Identification," 4.0/4.0
- M.A. Sociology, May 2008, University of Oklahoma, Norman, OK. Thesis: "Guess Who's Coming to Dinner: Structural Determinants of Black-White Biracial Identification in the 2000 Census," 4.0/4.0
- B.S. Marketing, May 2001, Indiana University: Kelley School of Business, Bloomington, IN. Graduation with distinguished honors, Cumulative 3.70/4.0
- A.S. Marketing, May 1999, Washtenaw Community College, Ann Arbor, MI. Graduation with high honors, 3.9/4.0
- A.S. Business Management, May 1999, Washtenaw Community College, Ann Arbor, MI. Graduation with high honors, 3.9/4.0
- A.S. General Studies, August 1998, Washtenaw Community College, Ann Arbor, MI. Graduation with high honors, 3.9/4.0
- Certificate of Sales, December 1998, Washtenaw Community College, Ann Arbor, MI. Graduation with high honors, 3.9/4.0

### Teaching Experience

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*Instructor*, Michigan State University, East Lansing, Michigan.

- 2011 Summer. Sociology 215, Race & Ethnicity;
- 2010 Summer. Sociology 215, Race & Ethnicity;
- 2009 Summer. Sociology 131, Social Problems.

*Graduate Teaching Assistant*, Michigan State University, East Lansing, Michigan.

- 2012, Fall. Sociology 488, Sociological Theory. Class of 60 for Dr. Ralph Pyle;
- 2009, Fall. Sociology 215, Race & Ethnicity. Class of 150 for Dr. Clifford Broman;
- 2009, Spring. Integrative Studies in Social Science 310, People & Environment. Assisted class of 120 in critically thinking about multi-disciplinary sustainability issues for Dr. Geoffrey Habron;
- 2008, Fall. Sociology 131, Social Problems. Independently facilitated discussions for class of 50, developed grading scales, and created project assignments for Dr. Clifford Broman.

*Substitute Teacher*, Milan Area Public Schools, Milan, Michigan. 1998-1999 School Year. Grade: 2<sup>nd</sup>.

*Global Director of People Analytics: Product Management & Product Marketing*, Ford Motor Company, Dearborn, MI. April 2022 to May 2024. Developed a discipline that informs strategy, impacts business outcomes, and delivers excellence from team of 10. Experience includes standing up an HR Digital Product Management capability, complete with Product Marketing function to 'go-to-market', manage change, train, and optimize product usage & engagement.

Designed and institutionalized new analytics training program, a series of 9 one-hour courses to build HR Business Partner analytic mindset & toolset skills. Within 9 months of the program launch, 92% of 340 global HRBPs completed the program – establishing a new data/insights competency within this important function.

– Industries Served: Automotive

– Customer Types: Employees

*Vice President of Product Strategy & Market Intelligence*, Rocket Companies, Detroit, MI. July 2020 to Oct 2021. Designed, launched, and nurtured world-class market intelligence capability to accelerate organic and inorganic growth using information about markets, customers, and competitors. Led centralized team of 23 employees to deliver synergies across all Rocket companies by credibly furnishing strategic insights at the speed in which decisions are being made.

Selected to lead the development and execution of Rocket's first portfolio-wide business strategy. Partnered with other senior leaders across all Rocket companies to articulate winning aspiration and make data-backed choices on which markets to enter and how. Supported business unit leaders in cascading corporate strategy and translating it into business-specific strategic plans outlining the capabilities, tools, and innovation necessary to efficiently and synergistically achieve the strategy at the top, complete with management systems and KPIs to make it happen.

Translated Rocket business strategy into brand strategy, product strategy, investment strategy, and talent strategy leading to digital transformation. Impact of the project included roadmap for digital transformation and the \$1.3B acquisition of Truebill to pull strategy through to execution.

– Industries Served: Fin Tech, Financial Services, Futures, Real Estate, Insurance, and Automotive

– Customer Types: B2B, B2C, B2B2C

*Marketing Advisor on the Board of Directors, Virginia Abrasives, Oct 2021-Jan 2024.*

Strategic advisor accelerating profitable growth, capability development, and total company performance through data-driven marketing strategy and B2B digital engagement.

– Industries Served: Abrasives, Industrial Flooring, Home Improvement & Renovation

– Customer Types: B2B, B2B2C

*Strategic Marketing Director, Product Research & Marketing Engagement*, Owens Corning, Toledo, Ohio.

January 2016 to June 2020. Designed, built, and led new capability for the organization consisting of market and customer research, analytics, and strategy to generate insights and earn market share. Then innovated on the enterprise-wide organizational design by introducing a personalized, targeted marketing capability to the company and embedding it right into the team tasked with generating insights about markets, customers, and competitors. Together, insights, analytics, strategy, and targeted marketing were able to get the right product message to the right customer at the right time through the right communication channel -- and far exceed aggressive market share growth targets.

Selected for exclusive, year-long executive development program focused on growth leadership. Assisted with development of corporate-level strategy, complete with business unit strategic plan cascade in partnership with senior business unit leaders.

Selected to lead national recruiting strategy & execution for leadership development program aimed at filling the senior leadership succession pipeline with MBAs from top business schools.

- Industries Served: Roofing, Home Improvement & Renovation
- Customer Types: B2B, B2B2C

*Marketing Customer Analytics Leader & Loyalty Program Founder, Domino's Pizza, Ann Arbor, Michigan.* October 2012 to December 2015. Led the development of all new targeted marketing capability for the organization. Initiative began by reorienting enterprise data infrastructure from transaction-based records to customer-based records. Then transformed raw data into strategic information by developing customer metrics and standardizing customer-centric insights to unlock line-of-sight into consumer behavior at scale for the first time.

Selected to build business case and lead all R&D for successful launch of 'Piece of the Pie' loyalty program in order to collect even richer insights and profitably incentivize changes in consumer behavior. Program yielded +14% step-change in company bottom line the first year in market and has continued to sustain profitable company growth to present day.

- Industries Served: QSR, Retail, Franchise
- Customer Types: B2C

*Research Assistant, Michigan State University, East Lansing, Michigan.*

March 2009 to May 2010. In conjunction with United States Geological Survey (USGS), partnered with Dr. Stephen Gasteyer to complete project: "Community Capacity & Use of Groundwater Information: Social Networks, Coalitions, Abilities, and Stratification in Use of the Water Withdrawal Assessment Tool".

September 2008 to February 2009. In conjunction with the National Institute of Health, partnered with Dr. Clifford Broman to write and submit two grant applications requesting funding supporting research project: "Risk Factors for Psychopathology using Existing Data Sets".

*Market Research Firm Founder, Big Buck Research & Analytics, LLC, Milan, Michigan.* January 2008 to present. Combined market research with customer analytics to help clients identify, gauge, and respond to drivers underpinning long-term profitability. Began by clarifying business problem (e.g., declining sales, inefficient marketing, poor brand reputation, etc.) before proceeding with customized mix of research & analytic methods to inform business leaders accountable for high-risk business decisions.

- Industries Served: Cable/Telecom, Municipalities, Banking, Non-Profits, and Hospital Systems
- Customer Types: B2C

*Marketing Science Director, Cox Communications, Atlanta, Georgia.* January 2006 to January 2008. Accountable for building new data-driven marketing capability for the organization nationally. Drove organic growth in declining industry by leveraging primary & secondary customer research, consumer behavior analytics, and segmentation to develop tactical plans for the commercial teams activating on these insights.

Increased customer conversion through analytic-driven targeted marketing. Increased revenue per customer from analytically-derived cross-sell recommendations (long before Amazon was doing it!). Increased customer loyalty through product bundling. Improved company profitability from analytically-triggered upsell campaigns. Significantly reduced customer churn by developing analytic-driven, early-warning system.

- Industries Served: Telecom (Cable, Internet, and Phone)
- Customer Types: B2C, some B2B

*Market Research Director of Operations, Wilson Research Strategies, Washington D.C.* March 2005 to January 2006. Started as Senior Market Research Analyst before being promoted to Director after

3 months. Managed all quantitative and qualitative primary research operations for corporate clients. Led a team of 12 to focus on consumer behavior research in a way that has a direct impact on revenue.

- Industries Served: Telecom, Utilities, Municipalities, Universities
- Customer Types: B2C

*Market Analyst, Consumer Products & Product Marketing*, Information Resources Inc. (IRI), Chicago/New York City/Norwalk/Cincinnati. July 2001 to May 2003. Graduated from syndicated data insights bootcamp at headquarters in Chicago, Illinois before being selected for onsite assignment at Fortune 10's Philip Morris USA (now Altria) in New York, New York, with an office in Norwalk, Connecticut. Analytically identified anomalies in the data as leading indicators of store-level issues for senior executives.

Transferred to regional hub in Cincinnati to support P&G insights team. Selected for assignment at Eagle Brand Family Foods to advise senior team on growth strategy by leveraging data from campaign performance and competitive trends in the sweetened condensed milk category.

- Industries Served: CPG
- Customer Types: B2C

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## Statistical Competence

### *Tools:*

SPSS

### *Methods:*

Hierarchical Linear Models (HLM); Binary Logistic Regression; Survival Analysis / Event History Analysis; Cluster Analysis; Factor Analysis; Principal Components Analysis (PCA).

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## Publications

Butts, Rachel. 2021. *Structural Influence on Biracial Identification*. Lexington Books, New York.

Butts, Rachel. 2016. "Structural Determinants of Biracial Identification." Dissertation, Michigan State University.

Butts, Rachel and Stephen Gasteyer. 2011. "More Cost per Drop: Water Rates, Structural Inequality, and Race in the United States – the Case of Michigan." *Environmental Practice* 13(4).

Butts, Rachel. 2009. "Book Review: *The Jevons Paradox and the Myth of Resource Efficiency Improvements*, by John M. Polimeni, Kozo Mayumi, Mario Giampietro, and Blake Alcott." *Human Ecology Review* 16(2): 224-225.

Butts, Rachel. 2008. "Guess Who's Coming to Dinner: Structural Determinants of Black-White Biracial Identification in the 2000 Census." Master's Thesis, University of Oklahoma.

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## Working Papers

Butts, Rachel and Clifford Broman. "The Effect of Interviewer Race on Reporting the Racial Composition of Social Networks."

Miller, Claude, Shr-Jie Liu, and Rachel Butts. "Psychological Reactance and Sexual Risk Behavior: The Costs and Benefits of Prohibitive vs. Fatalistic Persuasive Messages."

- Butts, Rachel. "Anatomy of a Dying City: Urban Food Accessibility in Detroit, Michigan."
- Butts, Rachel. "Left Out to Dry: Environmental Justice & Water Rights."
- Butts, Rachel. "The Effect of Child Welfare Intervention on the Relationship between Child Abuse Victimization and Adult Mental Illness."
- Butts, Rachel. "Motel Patel: A Critical Approach to a Paradoxical Social Network of Transnational Migration & U.S. Entrepreneurialism."

## Paper Presentations

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- NCA "Psychological Reactance and Sex Education: Prohibitive vs. Fatalistic Appeals" (with Shr-Jie Liu and Claude Miller). Presented in the Communication and Social Cognition Division at the Annual Meeting of the National Communication Association, Orlando, November 2012.
- ASA "More Cost per Drop: Water Rates, Structural Inequality, and Race in the United States – the Case of Michigan" (with Stephen Gasteyer). Presented in the Environmental Inequality and Stratification Division of the Environment & Technology Section at the annual meeting of the American Sociological Association, Las Vegas, August 2011.
- ASA "The Effect of Interviewer Race on Reporting the Racial Composition of Social Networks" (with Cliff Broman). Presented in the Quantitative Methods Session at the annual meeting of the American Sociological Association, Atlanta, August 2010.
- SSSP "The Effect of Child Welfare Intervention on the Relationship between Child Abuse Victimization and Adult Mental Illness." Presented in the Health, Mental Health, and Crime Section at the annual meeting of the Society for the Study of Social Problems, Atlanta, August 2010.
- BSA "Anatomy of a Dying City: Urban Food Accessibility in Detroit, Michigan." Presented at the Food Study Group Conference on Food, Society, and Public Health of the British Sociological Association, British Library, London, July 2010.
- ISA "Motel Patel: A Critical Approach to a Paradoxical Social Network of Transnational Migration & U.S. Entrepreneurialism." Presented at the University of Surrey CRONEM (Center for Research on Nationalism, Ethnicity, and Multiculturalism) multi-disciplinary conference on Living Together: Civic, Political and Cultural Engagement among Migrants, Minorities and National Populations in England June 29-30, 2010.
- COGS "The Effect of Interviewer Race on Reporting the Racial Composition of Social Networks". Presented at the Michigan State University Council of Graduate Students (COGS) Annual Graduate Academic Conference (GAC) Student Paper Contest, East Lansing, March 2010.
- ASA "Left Out to Dry: Environmental Justice & Water Rights." Presented in the Contentious Politics of Food and Water Division of the Environment & Technology Section at the annual meeting of the American Sociological Association, San Francisco, August 2009.
- PAA "Guess Who's Coming to Dinner: Structural Determinants of Black-White Biracial Identification in the 2000 Census." Presented in the Structural Influences on Race/Ethnic Identification Division at the annual meeting of the Population Association of America, Detroit, May 2009.
- NCA "Psychological Reactance and Sexual Risk Behavior: The Costs and Benefits of Prohibitive vs. Fatalistic Persuasive Messages" (with Claude Miller, Shr-Jie Liu, and Elizabeth A. Craig). Presented in the Communication and Social Cognition Division at the Annual Convention of the National Communication Association, San Diego, November 2008.

## Manuscript Reviews

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*Critical Public Health*, ISSN: 1469-3682 (electronic), 0958-1596 (paper). Routledge.

*Public Opinion Quarterly*, ISSN: 1537-5331 (electronic), 0033-362X (paper). Oxford University Press.

## Grants

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2009 “Race, Ethnicity, and Mental Health Services Use.” Grant application prepared for the “Risk Factors for Psychopathology using Existing Data Sets” opportunity of the National Institute of Health. East Lansing, MI. Proposal prepared for PI: Dr. Clifford Broman.

## Recent Professional Associations

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Advisory Board Member, Master of Science in Marketing Research (MSMR) Program, Michigan State University, 2021 – Present.

Board Member, i4cp People Analytics Board, Seattle, WA. 2022 – 2023.

Advisory Board Member, Brand Leadership Advisory Board, Indiana University Kelley School of Business MBA Program, Bloomington, IN. 2018 – 2019.

Population Association of America (PAA), 2007 – 2016.

American Sociological Association (ASA), 2008 - 2016.

Society for the Study of Social Problems (SSSP), 2009 - 2016.

Demography Interest Group Committee, Dept. of Sociology, Michigan State University, 2008 - 2016.

Methods Subject Matter Committee, Dept. of Sociology, Michigan State University, 2008.

Teaching Assistant Workshop Coordinator, Dept. of Sociology, Michigan State University, 2009.

Undergraduate Sociology Association, Dept. of Sociology, Michigan State University, 2009.

## Community Involvement

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Board Member, Aid in Milan, Milan, MI. 2024 – Present.

Troop Leader, Girl Scouts Heart of Michigan Troop 40548, Milan, MI. 2024 – Present.

Endowment Founder, Michael Tittiger Sustainability & Conservation Scholarship, Milan, MI. 2013-Present.

President of the Board, Community Foundation, Milan, MI. 2010 – 2021.

Board Member, Community Foundation, Monroe, MI. 2014 – 2021.

Board Member and Marketing Advisor, United Way Women’s Initiative, Toledo, OH. 2018 – Present.

Digital Strategy Advisory Committee, United Way, Toledo, OH. 2018 – Present.

## References

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Available upon request.