



BRIEF CASES

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## Martha Rinaldi: Should She Stay or Should She Go?

The holidays were over and it was the beginning of a new year, January 2009. Martha Rinaldi had not yet made a decision about what she should do: stay in her current position at Potomac Waters; ask to be reassigned to a different brand; or, accept a standing offer at Deep Dive Pizza, where she had interned the previous summer. Things were certainly not going as she had hoped upon arriving at Potomac Waters as an assistant product manager (PM) in the Health Drinks Division. For the past four months she had been working on *Invi*, a new brand of fruit health drinks.

She gazed at the adjacent desk of her colleague, Jamie Vaughan, and wondered whether she could continue working with him and whether Natalie Follet (her manager) would be able to help her develop her marketing skills. An associate PM, Vaughan had been working at this position since February of 2008. Relations had been tense with Vaughan from the first day. He had started without formal training in marketing, as he proudly told her many times, and often voiced his resentment of “know-it-all” young MBAs. Both Vaughan and Rinaldi reported to Natalie Follet, also a company veteran and only the second female PM in the Health Drinks Division of Potomac Waters. Having worked half-time at home for six months for personal reasons, Follet communicated mainly through email. Recently, in a rare, in-person meeting, Follet criticized Rinaldi for lacking initiative. Follet would be back working full-time at the office soon. (See **Exhibit 1** for short biographies of Vaughan, Rinaldi, and Follet.)

Despite her short time at Potomac, Rinaldi had already lived through a few tense and sometimes vocal exchanges with Vaughan and Follet. Making matters worse, many of her tasks on the job had been menial (copying, fixing powerpoints, etc.). She wondered if she had a career at Potomac.

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HBS Professor prepared this case solely as a basis for class discussion and not as an endorsement, a source of primary data, or an illustration of effective or ineffective management. This case, though based on real events, is fictionalized, and any resemblance to actual persons or entities is coincidental. There are occasional references to actual companies in the narration.

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## Background

Rinaldi was the third in a family of four daughters raised in Iowa City. All the sisters liked sports. Martha enjoyed soccer in particular and excelled at the midfield position. She also liked helping her father do the bookkeeping for his hardware store and maintaining the store's web site. After high school, she completed an undergraduate degree in computer science.

A year after graduating from University of Iowa, Martha began an MBA at a top-10 business school located in a suburb of Chicago with strengths in marketing and management information systems. Although Rinaldi had intended to focus on IT, her exposure to the faculty at her MBA program inspired her to switch to marketing. After completing the first year of study at her two-year MBA program, Rinaldi landed a summer position as an assistant to the Director of Promotions at Deep Dive Pizza, a regional restaurant chain headquartered in Chicago. In the highly fragmented restaurant industry, the Deep Dive chain found some local notoriety through flashy advertising featuring new products, including the "pizza of the week" as well as other meal items that were relatively easy to mass produce, such as desserts and specialty drinks. Through combining the casual atmosphere of a full-service family dining restaurant with regular changes in menu selections that were more typical of high-end restaurants, Deep Dive became a hit. The only drawback of this strategy was that its complex execution posed a great challenge, especially as the model was introduced into neighboring regions unfamiliar with Deep Dive's approach.

Lean and mean, Deep Dive prided itself at being careful with costs so it could lavish attention on the customer. Martha's supervisor often said, "The office isn't luxurious, but it's never dull here!" Martha contributed some great ideas about educating new franchise owners about the core elements of the Deep Dive brand and was also able to build bridges with new suppliers who had to adjust to Deep Dive's frequent new-product development. Toward the end of her internship, she also applied her background in computer science in creating a persuasive presentation on the return on investment on some potential major investments in computerized information systems. These successes caught the attention of the CEO. Upon the end of her internship, Martha's boss took the unusual step of setting up a celebratory goodbye party, inviting the three members of the pricing and promotions team he managed to Deep Dive's signature restaurant in downtown Chicago. As the team dug into the enormous "Fun Sundae" ice-cream dessert, Martha's boss reminded Rinaldi of what he had said the week before: a job offer with the promotions team was waiting for her next summer.

## Looking Over Two Offers

After earning an MBA in May 2008, Rinaldi looked over the two job offers she received in July. The first was a somewhat surprising offer from Deep Dive. The CEO had taken a personal interest in Rinaldi and proposed that she lead a new "Special Projects" team in the marketing department where she would report directly to the vice president of marketing. Rinaldi would be asked to lead teams with members from across Deep Dive's business units to take advantage of opportunities for growth. The second offer was from Potomac Waters as an assistant PM in their Health Drinks Division.

The two offers had very distinct pluses and minuses. While Deep Dive was a fun place to work, it had only one female manager (VP of Sales). The salary at Deep Dive was more attractive than the one offered at Potomac (a \$15,000 difference), but Deep Dive was still an entrepreneurial firm and its future seemed very much dependent on successful rapid expansion. Although Martha liked the idea of taking on this responsibility, she wondered if she would get better training in marketing from a bigger company with a better reputation. She also did not know Deep Dive's VP of marketing and

was unsure of what their relationship would be. And with the recent economic crisis, Martha learned that consumers would probably cut back on eating out, opting instead for the cheaper and potentially healthier option of eating at home while saving on money that would be spent on gas and transportation. Potomac Waters was a much larger and better established firm with a national presence and headquartered in a warmer city—Washington, D.C. (Potomac’s market share in its product categories on the East and West Coasts had grown an average of 2% annually in the previous three years. It was also expanding to the Midwest, where Martha had noticed Potomac entering into the Chicago market.)

Marketing was important in the restaurant industry, but it was central to success in the beverage industry. It was especially important now at Potomac, which was making a push for national brand recognition during a time of international economic crisis. Luckily for Potomac, the \$40 billion U.S. beverage industry, like most consumer staples, had not done as badly as many other sectors of the economy in the “Great Recession” and was expected to rebound to its normally modest, but reliable, rates of growth. As Martha learned while researching her job offers, Potomac was a privately held company whose owners believed there was an opportunity to take a significant market share away from traditional beverage companies because of growing consumer interest in non-carbonated and private-label beverages. From its recent entrances in new markets, it seemed that Potomac was cherry-picking the regions of high-growth in the U.S. beverage market. Two of their three divisions, Health Drinks and Sports Drinks—were expected to spearhead that growth (maintained by the consumers’ steady interest in trends centering on healthy living). Revenues from the third and oldest division—Carbonated Soft Drinks—were expected to remain steady. Although hopes were high for the company, the hard economic times for the country (with many experienced marketers from other industries looking for work) combined with the endemic competitiveness in the beverage industry meant that a marketing job at Potomac would always be fast-paced and demanding.

Martha heard from a company recruiter visiting her school that Potomac had a proven record of marketing excellence—a company that could give her thorough training in all aspects of marketing, thus preparing her better to excel in a position like the one at Deep Dive. Although she would not know her exact assignment and whom she would report to until her starting date, Potomac’s location in a stronger industry than Deep Dive’s and its superior marketing department made the beverage company more attractive to her.

When she visited Potomac in June of 2008, many of the reasons why she had become interested in the company were confirmed through her interactions with its employees who seemed happy to spend part of their work day sharing information and getting to know her. At a lunch with some of the assistant PMs, she received more good feedback. A PM from Sports Drinks said that Rinaldi’s drive, energy, and enthusiasm were valued qualities at Potomac. She also spoke briefly with Doug Berman, the Group Product Manager for Health Drinks who came by unexpectedly to give an update on some internal performance benchmarks they had recently begun to use (see **Exhibit 2** for an organization chart). She was impressed with his down-to-earth manner, his intelligence, and the encouraging news: productivity was up at Health Drinks, thanks to some good team efforts.

Rinaldi learned that she would be evaluated annually using very specific performance objectives (starting with an early performance review within the first three months) and that it was corporate policy to encourage promotions from within the organization. She also learned that all product managers changed assignments every 12 to 24 months to get experience about all the stages of the product life cycle. That policy kept things interesting, but it could also get in the way of developing close working relationships.

A few days after she informed Deep Dive that she would be taking another position, she received a call from her old boss. He wished her well on her career but expressed real disappointment about her choice. “On top of your good ideas, the CEO and I thought you fit well with the group here. We think you’re making a mistake and we hope you’ll think of us in the future.”

Rinaldi felt that she had made the right decision because she had researched Potomac Waters thoroughly. It had the stability and national stature she wanted as well as a solid reputation for grooming and training its new hires.

Rinaldi had been recruited by the Health Drinks Division of Potomac Waters. Potomac had succeeded in entering into different niches in the non-alcoholic beverage market with unique branding and flavors. For instance, Sports Drinks featured some flavors that were traditionally associated with soft drinks, like traditional colas. But all Potomac drink divisions featured cutting-edge packaging design that shared similar visual traits and felt good in consumers’ hands.

Preceding her interviews, Rinaldi had talked to assistant PMs from the other divisions. One had informed her that the Health Drinks Division was headed by a young executive (Doug Berman) who seemed open to ideas and had assembled a creative staff. Another gave her a different take: while Health Drinks was strong, the marketers there were a bit discontented because promotions in their department had slowed down. But, in general, Potomac usually promoted its assistant product managers to product managers in two or three years—faster than the industry average of three to four years.

## Welcome to the Fishbowl

Following a half day of orientation by Human Resources (HR) on September 1, 2008, Martha was taken to the third floor of the seven-story office building located in the pleasant D.C. suburb of Arlington, Virginia. Rinaldi was struck by how quiet the office was. At the same time, she could see everybody in their smallish cubicle-offices with two to four people grouped per cubicle. The cubicles were normal except that they employed glass partitions. At the wall opposite the elevator entrance to the floor was Rinaldi’s new office, affectionately called “the fishbowl” because it was the first thing people noticed when they arrived.

After HR escorted her to her desk, she met Jamie Vaughan, an associate PM. He would be seated next to her and would be working with her, sharing one end of a large U-shaped desk that faced the wall. HR had informed Rinaldi that Vaughan was in his mid-30s and had moved from operations to marketing in June of 2006. He started work on the new brand of fruit health drinks, *Invi*, since the launch of its first product—“Blue Sky”—a banana-blueberry drink in February of 2008. (Follet was assigned as PM to *Invi* at the same time.) “Hi,” he said quickly. “Weren’t you starting tomorrow? Well, welcome. We’ll get a chance to talk later after I finish something.” Facing a bare desk and a computer, Rinaldi decided to check her email where she found a message from her boss, Natalie Follet, whose office was located upstairs on the fourth floor: “HR informed me of your arrival,” Follet wrote. “I thought you were going to be with HR for most of the day. I don’t have anything for you to do right now, but you can look over our marketing collateral and some recent market surveys. Talk to Jamie after you’re done. We’ll meet tomorrow at 9:30.” As Rinaldi left the office, she recognized Doug Berman, the Group PM she had been so impressed with during her interviews. Slowing down to greet him, Martha was disappointed as he rushed passed her to the stairs without a word.

The next morning, Follet informed Rinaldi that she was “a little unprepared” for Rinaldi’s arrival and that she should continue to get to know the brand in preparation for a major market survey that

would start in two or three weeks. Follet was busy but would be available for questions. In the meantime, she told Rinaldi to learn as much as possible from Vaughan but she should remember that she was reporting only to Follet. Follet ended the meeting with this comment: “You’re from the famous Generation Y – good with technology, but rumored to be impatient and demanding sometimes, which you don’t seem to be. . . . I’m still working from home 50% of the time for the near future, so you’ll have to be good at taking instruction from me remotely. So you’ll have to be ready to do anything and to do it pretty fast. Jamie can help you of course, but I’m the last word on important decisions. He’s pretty busy anyway.” Rinaldi responded that she was a good team player, doing everything from packing boxes to planning strategy at Deep Dive. “And I’ve always been a quick study.” Before Follet could reply, she turned her attention to an incoming phone call.

Back at the fishbowl, Vaughan asked Rinaldi about her MBA training and then informed her that he had grown up in Chicago. “So you worked at Deep Dive last year?” he volunteered. “That place is all marketing, isn’t it? It’s got a great reputation but very little substance when you bite into the product. Lots of young people at the corporate level, I heard. Why didn’t you stay at Deep Dive? Wouldn’t you have fit right in?” Martha responded: “I thought I would learn more about marketing, here.” Vaughan continued. “Well, with launching *Invi*, there won’t be a lot of time for us older hands to show you the ropes; you’ll have to prove yourself from day one. While there’s ‘no such thing as a dumb question,’ Natalie and I prefer answers. I’m just calling it like I see it. Good luck.”

Reading over the product literature for *Invi* in the afternoon, Rinaldi thought it was good to be part of a new brand that would get a lot of attention in the company. And the branding was well done, which was proof of some smart marketers around the office. Vaughan interrupted her thoughts: “You said you’d be happy to help in any way you can. Can you copy these?” It was 4:00 p.m. when he handed her a very large stack of papers. It was 7:00 p.m. when she finished.

## The Next 60 Days

After a second day as uninspiring as the first, Rinaldi was looking forward to lunch after being invited by an assistant PM from the Carbonated Soft Drinks Division. Informally, he informed her, people involved with product management from all over the company would meet for lunch on Wednesdays. She learned from another assistant PM that Rinaldi was part of a “new wave of MBAs being recruited to Potomac. Just six months ago, the Vice President of Marketing [Julius Bautista—at 33, he was a young superstar at the company] made it a formal policy to focus on hiring MBAs and other young high potentials for entry-level positions.” Young people were an important customer segment for beverages—it made sense that the company would want young employees, Rinaldi thought to herself.

Feeling more energized, Rinaldi went to Follet’s office to ask if there was something she could help with. Before she reached the door of the office, Rinaldi noticed Vaughan seated on the desk facing Follet. Vaughan seemed unusually close to his boss. Instead of interrupting this unusually intimate scene, Rinaldi chose to return to her desk. Turning on her computer, she found an email from Follet that had been sent during lunchtime: “Jamie tells me that you’ve been restless. Come see me at 3:00. Read some more product literature in the meantime.” Although her 3:00 p.m. meeting with Follet turned out to be a straightforward resume of *Invi*’s short but complex history, the abrupt tone of the email had made Rinaldi extremely nervous.

In her second week Rinaldi began her formal introduction to Potomac Waters. For the next five weeks she had meetings with department heads from research and development, finance, market research, legal, and manufacturing, and all of those leaders seemed to welcome her input. But Rinaldi

returned to many of these same department heads, not for additional idea-sharing but acting as a courier for Vaughan while gathering signatures of approval for some billboard advertising plans.

Trying to shake things up a bit, Rinaldi decided one morning to begin the day by visiting Follet's office to ask a question. Surprised by Rinaldi's entrance, Follet barely glanced away from her computer screen and told Rinaldi to "Ask Jamie, please," impatiently. "Isn't there still a lot more for you to read and familiarize yourself with anyway?" Going back to the fishbowl after this disappointment, Rinaldi wondered if she had played "the impatient young employee" role in Follet's eyes. She couldn't help but feel the contrast between her boss's lack of interest in her and the lively conversations she had with other managers. "Why can't Follet see my potential?" she thought to herself. "I can't get more than five minutes in her office and all I really get from her is short emails."

Rinaldi's first interesting assignment came in late October 2008 when Vaughan and Follet asked her to review and expand some "return on investment" (ROI) projections for marketing activities planned for *Invi* in the next six months. Bautista had made a big push for applying analytics to Potomac's marketing, which already enjoyed a reputation for creative brilliance. Rinaldi felt she was good at both aspects of marketing and saw how Vaughan's number crunching complemented Follet's more intuitive talents of finding ways to connect with the consumer.

Follet and Vaughan asked Rinaldi for three major revisions before emailing the ROI results, as requested, to Bautista. A couple of days later, Bautista emailed Rinaldi (cc'd to Follet and Vaughan): "Great job—a good contribution." Despite this praise, Vaughan and Follet said little about it and did not follow up soon with any similar assignments. And although Follet presented the same data to the entire Health Drinks Division two weeks later, she had not asked Rinaldi for any additional help and did not acknowledge Rinaldi nor otherwise involve her during the presentation. During the "question and answer" period following the presentation, Rinaldi only volunteered a few supporting comments to Follet's analysis.

After the presentation, Rinaldi went for a spontaneous early dinner with Anna Deutch, an associate PM in Health Drinks who had graduated from Rinaldi's MBA program two years before. "That presentation by Follet was effective," Deutch commented. "That's the way to make an impression with management. Those ROI numbers were a good addition." Rinaldi volunteered that she had done most of the work with those numbers. "I stayed in the office until 8 two nights in a row with Vaughan and Follet to get those done—and barely a thank you for it." Deutch warned her not to make late hours a habit: "People think you don't know what you're doing if you work too late on assignments." Then, Deutch congratulated her for not losing her cool: "Well, that's too bad that your work did not get airplay. But Bautista saw it, like you said. In the long term, it's much more important that you don't do too much obvious self-promotion. The focus here is on the work getting done."

## The Coffee Clash

On December 1, 2008, Rinaldi headed out of the D.C. Metro towards her office with little interesting on the horizon. She was nervous because she needed to make a good impression in the first year, at least in her division, if she wanted to go anywhere in the company.

As Rinaldi entered the fourth floor, she noticed an unusual amount of activity humming around Deutch's desk, located next to the elevator on the third floor. Deutch looked anxious. "We are so stretched," Deutch said. "Half the office is out with a vendor and Doug [Berman] has this four-hour meeting with the vice president of marketing and sales with half their staffs coming over. Our two

admins are stuck on a disabled commuter train. Can you help?" Rinaldi agreed to lend a hand. Just as Rinaldi was finishing with distributing some new trade pamphlets in the conference room, Bautista walked in and acknowledged her with a friendly nod.

At the end of the afternoon, however, Rinaldi received an email from Bautista that was cc'd to Follet. "I'd like to compliment your intentions in helping out Anna this morning; however, I think your time is better spent on something more valuable. The ROI report I saw from you a few weeks ago was good and I'd like you to concentrate on those kinds of efforts." Rinaldi was a bit puzzled. Should she have said no to a colleague who asked for help? Or was Bautista giving her advice about how best to succeed at Potomac?

The next day, Follet asked Rinaldi to her office. "It's ok that you were helping out Deutch in a pinch. I like her. I don't know why Bautista just didn't email me directly. I talked to him and everything is fine. Anyway, sometimes we just have to help out around here, no matter what the situation." Rinaldi wondered just whose directive she should follow. At this point, she'd just follow the advice of the higher-ranking executive.

## To PowerPoint or Not to PowerPoint?

December 3 turned out to be busy. While Rinaldi was working on a short deadline to review storyboards for *Invi* commercials, she received an email marked urgent from Vaughan, who was working remotely. "Can you get these PowerPoint slides into better shape for presentation I have to do tomorrow? I'm too busy to deal with this." Rinaldi banged out a response on her keyboard: "You just gave me this storyboard assignment yesterday and said it was very important. This is getting confusing!" Less than a minute later, Vaughan responded: "You new hires can't pitch in on the less glamorous stuff we all have to do? It's nothing out of the ordinary. And you don't know enough to help with the other things I'm doing." Fuming, Rinaldi riposted: "I'll do it, ok? But it's hard to do slides and the storyboard at the same time."

Five minutes later, Follet made a rare personal visit to the fishbowl. "Jamie needs some help. Since when was making slides so difficult?" Follet asked. Raising her voice, Rinaldi replied: "I'm working on that right now. But when I got his message, I was working on something else he gave me that was also 'important.' I know he's been here longer, but he can't be so arbitrary, especially when I am busy too. I'm happy to help, so long as I feel that Jamie is respecting my workload, too!"

Cutting her off with a gesture that also signaled that their exchange might be noticed, Follet whispered: "Sometimes we have too much to do and we just do it anyway. If Jamie asks you to do something, assume it's for a good reason. Please finish the slides." Rinaldi later confronted Vaughan about forwarding the email to their boss and implying that she was too proud to help with small tasks. Although Rinaldi was grateful that Vaughan made a gracious apology, this incident remained disturbing for her.

A few days later, Rinaldi and five other recent hires, all MBAs, met with Julius Bautista. Living up to his reputation as a "hands-on" manager, Bautista was taking a personal interest in following how they were doing as a way to gauge his initiative to increase the presence of employees with formal business education.

At the end of the hour-long meeting, Bautista took Rinaldi aside. "I remember during your orientation week you were volunteering all sorts of ideas. But you were pretty quiet today." Rinaldi said she was just not feeling well that day. Bautista pressed her: "Is everything going ok with Jamie

and Natalie?" She was surprised to hear his interest, but careful not to seem bitter: "Jamie is not the best communicator, but I'm working on that. And Natalie has been very fair with me." Bautista seemed satisfied adding with a smile, "When you figure out communicating with Jamie, send me a note." Rinaldi was glad not to have revealed any problems with her manager. That would be impolitic. Rinaldi believed that loyalty was an important quality for an employee.

## Performance Evaluation

One rainy evening in early December 2008, Rinaldi was joined on the Metro by Doug Berman's assistant who paid close attention to office politics. "You know that Jamie and Natalie are rumored to be having an affair?" she blurted out. Shocked by her frankness, Rinaldi was not too surprised by the news itself: the two seemed unusually in sync. The assistant also asked if Rinaldi had received her three-month evaluation yet.

Rinaldi was upset that she had not heard anything about a performance review from Follet; it seemed that she remained a low priority on Follet's agenda. Her suspicions were confirmed after she asked Follet for a review. "OK. If you want one we can do one," Follet sighed. Looking stressed going over her calendar, Follet scheduled a meeting for the next week.

The review was done over lunch at a local pub on December 12. On the plus side, Follet complimented Rinaldi for her ability to work with people around the office and her verbal and analytical skills. On the minus side, Follet criticized her lack of initiative and assertiveness, adding that Rinaldi was usually quiet at meetings. Rinaldi calmly replied that she did not want to come across as a "know-it-all" MBA and was still learning. She said little negative about Vaughan except that his tendency to assign basic tasks to her discouraged her from taking the initiative about higher-value projects. Follet thought Rinaldi should not find it hard to get along with Jamie, but that perhaps relations might improve with some more clearly delineated responsibilities. For her part, Rinaldi had to admit that she had been quiet at meetings and promised to respond to Follet's suggestions.

## Leadup to a Decision Point

On Friday, December 19, Rinaldi was relieved to go out for drinks with two colleagues—both assistant PMs from Carbonated Soft Drinks. The weekend was coming up and Rinaldi was grateful.

She told her colleagues that the preceding week had been incredible: she and Vaughan had gotten into a shouting match after he grilled her about some calculations she had made. Rinaldi explained: "After I said, 'Well, you're hard to please,' he protested, saying, 'you arrogant MBAs are all alike.' He was so loud everybody in the office dropped what they were doing to stare at us. I ended it by walking out on him to make some copies." Taking a deep breath, Rinaldi continued: "That guy is something. I don't know what his problem is."

The associate PM explained that Vaughan had a reputation for being difficult; she added that two or three colleagues on the same floor had complained to Follet about Vaughan's rough treatment of Rinaldi. "Follet tried to tell me that Jamie is a good person who's misunderstood." Although Follet suggested she might try to smooth things between Rinaldi and Vaughan, Rinaldi knew that wouldn't happen soon enough: her future with the brand depended on working well with Vaughan now. "So, last week, Jamie accepted my invitation to try to talk things out," Rinaldi added. "He actually apologized for getting so angry and added that he was feeling really frustrated about being overlooked for a promotion."



After this yelling incident, many of the staff rallied to support Rinaldi, at least emotionally. She learned that Follet had a reputation of being a star performer who had not successfully made the transition to becoming a manager. One PM who had worked under Follet complained that his training under her had been second-rate. Although this testimony reassured Rinaldi that these tensions with Vaughan and Follet weren't all her fault, they made the future seem all the more murky and alarming.

It was clear that Follet was not going to make Rinaldi's training a priority. Maybe Rinaldi could ask Bautista if she could be moved to work for another brand? But that would be an extraordinary and highly visible move. Might she herself be branded as a difficult employee if she made that request? And there was always the standing offer from Deep Dive to come back to a better-paying job with more responsibility. Although the CEO was very disappointed that she had turned down his first offer, a friend at Deep Dive said that Rinaldi still had a good reputation there.

**Exhibit 1** Short Biographies of Rinaldi, Vaughan, and Follet

Martha Rinaldi, Assistant Product Manager, age 27

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**Home Town:** Iowa City, Iowa

**High School:** Iowa City High School, 2001

**College:** University of Iowa. Degree in Computer Science, 2006

**Graduate School Degree:** MBA, 2008.

**Job History:** After graduating with good grades from high school, Martha Rinaldi took a year before college to earn money for her degree. She was the first in her family to attend college. She lived at home, working part-time in her family's hardware store and working another part-time job in the admissions office of the University of Iowa. She also used her computer skills to update and make changes occasionally to the office's web site. Her other significant work experience was gained at Deep Dive Pizza during her summer internship while pursuing her MBA studies.

Jamie Vaughan, Associate Product Manager, age 35

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**Home Town:** Chicago, Illinois

**High School:** Lincoln Park High School, 1992

**College:** Loyola University, Chicago. Degree in Mathematics, 1996.

**Job History:** Statistician, Maryland Department of Transportation (1996-2003). Statistician, Quality Control, Manufacturing, Potomac Waters (2003-2006). Associate Product Manager, Potomac Waters (2006-2009).

Always adept at numbers and analysis, Jamie Vaughan graduated among the top of his class in high school and college. His interest in moving away from his home town to explore another metropolitan area motivated him to look for work in the area of Washington, D.C., where he became a statistician at the Maryland Department of Transportation. Impatient with relatively low salary increases in his government job, Vaughan found a position at Potomac Waters' Manufacturing Division. He then transferred to the Health Drinks Division as an Associate Product Manager, skipping the stage of "Assistant Product Manager" because of his familiarity with the company and his skills with statistics.

Natalie Follet, Product Manager, age 34

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**Home Town:** New York City, New York

**High School:** Trinity School, New York City, 1994

**College:** New York University, New York. Degrees in Art History and Fine Arts, 1998

**Job History:** Design Associate (2000-2002) and then Special Assistant to the Creative Director (2002-2003) in an advertising firm in New York. Assistant Product Manager (2003-2006), then Associate Product Manager (2006-2008), then Product Manager (2009) at Potomac Waters.

When she was younger, Follet left NYU hoping to start a career as an artist, but found little monetary success. At the age of 26, Natalie took an entry level job as a "design associate" at an advertising agency in New York. Her artistic talent was noticed and she eventually became a Special Assistant to the Creative Director. Natalie Follet moved from New York to the D.C. area to accompany her husband, who obtained a job as a lobbyist for the pharmaceutical industry in 2003. Because Washington, D.C., did not have advertising firms as well-established as those in New York, Follet was relieved to find a job as an Associate Product Manager at a respected company like Potomac Waters.

Exhibit 2 Potomac Waters Organization Chart for Martha Rinaldi

