

3SEMINAR IN MARKETING STRATEGY

Marketing 591
Summer 2015
Tuesdays, 1:00-4:00PM (see schedule)
Fuqua, Seminar Room TBA

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Objective

The purpose of this seminar is to give you an overview of behavioral foundations of marketing strategy research and to expose you to new methods used in marketing strategy research. My goal is that you will finish the course with a deep understanding of the literature as well as how you might contribute to it. I believe your most important skill as a scholar is the ability to create new ideas. We will focus on developing this skill throughout the term.

Pedagogical Approach

One commonly held assumption I hope to disprove is that marketing strategy is not theoretical. You will find that marketing strategy is inherently interdisciplinary and so we will examine theories emanating from economics, sociology, psychology, strategy, and organizational sciences, as well as marketing.

There are many interesting levels of analysis in marketing strategy research, including individual, dyadic, group, firm, interorganizational, and industry level. You will likely find yourself gravitating to a level you prefer throughout the course, but I hope you will remain open to numerous levels of analysis and how each might influence your thinking. More importantly, I hope you will consider how your work might span multiple levels of analysis, for example, how firm capabilities affect interorganizational alliance formation or performance.

I will introduce you to a variety of research designs and techniques for doing marketing strategy research. I am fairly agnostic regarding method and we will examine research involving experiments, quasi-experiments, surveys, qualitative data, and secondary data.

Each week we will cover literature on a specific topic. I will provide a number of articles for each topic. I will also be available for consultation on any course-related topic and can provide related articles on any topic for which you would like additional information

We will meet for three hours once a week. We will take a 20 minute break half way through the three hour period. Feel free to bring food and snacks to class.

Seminar Preparation

As with all seminars, your responsibility is to come to class prepared to discuss each assigned article in depth and to present ideas about the contributions, limitations, and extensions of each paper. Extensions can include straight-line extensions of the work or more innovative linkages with others papers or literatures. I caution you against three tendencies.

- First, I caution against an overly negative approach to dealing with other scholars' research. In my experience, it is easier to criticize others than to actually do good research. It is important and worthwhile to try to understand what the research is trying to accomplish and whether it is interesting and important as opposed to whether it is perfect in every regard. No research is.
- Second, I caution you against only extending others' points made in class and not initiating your own ideas. The former is a safe strategy, but it is not particularly interesting in the long-run. Take a risk—put your ideas out there.
- Third, make sure you *read* and *think*. Reading is the easy part—it takes time, but it is not very hard. Thinking is the critical part of the quest you are on. Think hard about the validity of the ideas and results as well how you could improve the paper. Finally, think about what a paper might mean for your current research.

I will typically assign approximately 60-70 pages of reading each week. This level of reading will give you the breadth of exposure important to a survey course. I will also sometimes provide background readings if I think some of you need to get up to speed on a topic. You can always ask me for additional readings on any topic. I am enclosing only the first two weeks of readings on the syllabus. I will complete this as we go and as I sense your needs and your interests.

Research Ideas

I hope you will leave this course with several ideas you can explore in your own research. To that end, you should read as if on a scouting expedition. Pay attention to what you find interesting. Notice when you experience a sense of disbelief or a sense that something is missing. Jot down alternative explanations for what the research suggests is happening. Map out the researcher's view of the world and question it. Establish what the underlying assumptions are in the research and question them.

Use these activities for your research idea assignments. For these assignments, you will be responsible for writing up a 1-2 page note (double spaced) focusing on one research idea that emanates from the week's readings. These assignments are required to encourage you to think generatively while reading. You should always be on the look out for great ideas as they occur within and across readings. This write-up will be due at the beginning of each class.

While in class, you will get a chance to share your idea. Hence, you should come prepared to share a five minute version of your idea. In these few minutes, describe the problem in the literature or in practice (or both) and the key points of your idea and how it contributes to solving these problem(s). You should feel free to draw your idea on the board if you like.

You will not write a research paper for this class given it is a breadth class for most of you. As such, these weekly idea papers are an important component of the class assignment.

Participation

Participation in a seminar is an important opportunity to practice the skill of describing, challenging, and extending the literature. I expect you do this throughout the seminar and hope that you will take initiative to share on papers across the weeks. You should be able to summarize and critique all of the articles we read each week.

Course Grading

50% quality of your participation

50% quality of your weekly one page idea papers

Session Structure

Each session is outlined in the remaining pages of the syllabus. For each session, I will list the “primary readings” which you are responsible for reading and thinking about before class.

Occasionally I will offer “background readings” for those of you that are new to an area or “method readings” if I think you might need more information. Neither of these is required for the course but recommended if you want to learn more about a technique. I will typically have five or so concepts and/or theory points that I will want to make at some point in the class. Sometimes I will do this at the beginning of class and other times sporadically as we cover topics in which the concepts fit.

I reserve the right to change topics and readings at will during the semester. This is usually not necessary but I would like to have the option if I find a better paper during the term. I have linked all of the papers to the syllabus at the start of the class. If I change any topics or papers, I will email the syllabus to you again with new links.

Course Calendar and Topics

Class	Date	Time	Topic/Requirements
Class 1	April 29	1-4	The Nature of Marketing and Marketing Resources
Class 2	May 5	1-4	Market Orientation
Class 3	May 12	1-4	Marketing Brands
Class 4	May 19	1-4	Marketing Innovation
Class 5	May 26	1-4	Market Entry
Class 6	June 2	1-4	Knowledge and Learning in Marketing
Class 7	June 9	1-4	Marketing Leadership
Class 8	June 16	1-4	Channel Relationships
Class 9	June 23	1-4	Marketing Alliances
Class 10	June 30	1-4	Networks in Marketing
Class 11	July 2	1-4	Online Marketing
Class 12	July 7	1-4	Salesforce Management

Session Topics and Readings

Required readings for each week are listed followed by background or supplementary readings on each course topic.

Class 1: April 29

Topic: The Nature of Marketing and Marketing Resources

Readings:

- Srivastava, Rajendra K., Tasadduq A. Shervani, and Liam Fahey (1998), “[Market-Based Assets and Shareholder Value: A Framework for Analysis](#),” *Journal of Marketing*, 62 (January), 2-18.
- Fang, Eric, Robert Palmatier, and Rajdeep Grewal (2011), “[Effects of Customer and Innovation Asset Configuration Strategies on Firm Performance](#),” *Journal of Marketing Research*, 48 (June), 587-602.
- Slotegraaf, Rebecca J., Christine Moorman, and J. Jeffrey Inman (2003), “[The Role of Firm Resources in Returns to Market Deployment](#),” *Journal of Marketing Research*, 40 (3), 295-309.
- Rust, Roland T., Christine Moorman, and Peter R. Dickson (2002), “[Return on Quality: Revenue Expansion, Cost Reduction, or Both?](#)” *Journal of Marketing*, 66 (October), 7-24.

Background (not required but many of you might find this useful to review):

- Morgan, Neil (2012), “[Marketing and Business Performance](#),” *Journal of the Academy of Marketing Science*, 40 (1), 102-119.

Class 2: May 5

Topic: Market Orientation

Readings:

- Kohli, Ajay K. and Bernard J. Jaworski (1990), “[Market Orientation: The Construct, Research Propositions, and Managerial Implications](#),” *Journal of Marketing*, 54 (April), 1-18.
- Lam, Son K., Florian Kraus, and Michael Ahearne (2010), “[The Diffusion of Market Orientation Throughout the Organization: A Social Learning Theory Perspective](#),” *Journal of Marketing*, 74 (September), 61-79.
- Gebhardt, Gary F., Greg S. Carpenter, and John F. Sherry Jr. (2006), “[Creating a Market Orientation: A Longitudinal, Multifirm, Grounded Analysis of Cultural Transformation](#),” *Journal of Marketing*, 70 (October), 37-55.
- Krica, Ahmet H., Satish Jayachandran, and William O. Bearden (2005), “[Market Orientation: A Meta-Analytic Review and Assessment of Its Antecedents and Impact on Performance](#),” *Journal of Marketing*, 69 (April), 24-41.

Background (not required):

- Day, George S. (1994), “[The Capabilities of Market-Driven Organizations](#),” *Journal of Marketing*, 58 (October), 37-52.

Class 3: May 12

Topic: Marketing Brands

Readings:

- Keller, Kevin Lane (1993), "[Conceptualizing, Measuring, and Managing Customer-Based Brand Equity](#)," *Journal of Marketing*, 57 (January), 1-22.
- Tavassoli, Nader, Alina Sorescu, and Rajesh Chandy (2014), "[Employee-based Brand Equity: Why Firms with Strong Brands Pay Their Executives Less](#)," *Journal of Marketing Research*, 51 (December), 676-690.
- Morgan, Neil A. and Lopo L. Rego (2009), "[Brand Portfolio Strategy and Firm Performance](#)," *Journal of Marketing*, 73 (January), 59-74.
- Cao, Zixia and Alina Sorescu, "[Wedded Bliss or Tainted Bliss: Stock Market Reactions to the Introduction of Cobranded Products](#)," *Marketing Science*, 32 (November-December), 939-959.

Class 4: May 19

Topic: Marketing Innovation

Readings:

- Hauser, John Gerard Tellis, and Abbie Griffin (2005), "[Research on Innovation: A Review and Agenda for Marketing Science](#)," *Marketing Science*, 25 (November-December), 687-717.
- Chandy, Rajesh, Brigitte Hopstaken, Om Narasimhan, and Jaideep Prabhu (2006), "[From Invention to Innovation: Conversion Ability in Product Development](#)," *Journal of Marketing Research*, 43 (August), 494-508
- Goldenberg, Jacob, David Mazursky, and Sorin Solomon (1999), "[Toward Identifying the Inventive Templates of New Products: A Channeled Ideation Approach](#)," *Journal of Marketing Research*, 36 (May), 200-210.
- Simone Wies and Christine Moorman, "[Going Public: How Stock Market Listing Changes Firm Innovation Behavior](#)," *Journal of Marketing Research*, forthcoming.

Class 5: May 26

Topic: Market Entry and New Products

Readings:

- Carpenter, Gregory S. and Kent Nakamoto (1989), "[Consumer Preference Formation and Pioneering Advantage](#)," *Journal of Marketing Research*, 26 (August), 285-298.
 - o Very-short and powerful post O'Dell Award reflections (worth reading too): Carpenter, Gregory S. and Kent Nakamoto (1989), "[Reflections on 'Consumer Preference Formation and Pioneering Advantage'](#)," *Journal of Marketing Research*, 31 (November), 570-573.
- Golder, Peter N. and Gerard J. Tellis (1993), "[Pioneer Advantage: Marketing Logic or Marketing Legend?](#)," *Journal of Marketing Research*, 30 (May), 158-170.
- Mitra, Debanjan, and Peter N. Golder (2002), "[Whose Culture Matters? Near-Market Knowledge and Its Impact on Foreign Market Entry Timing](#)," *Journal of Marketing Research*, 39 (3): 350-365.
- Sood, Ashish and Gerard J. Tellis (2009), "[Do Innovations Really Pay Off? Total Stock Market Returns to Innovation](#)," *Marketing Science*, 28 (May-June), 442-456.

Background (not required):

- Chandy, Rajesh K., Peter N. Golder, and Gerard J. Tellis, "[Historical Research in Marketing Strategy: Method, Myths, and Promise](#)," in *Assessing Marketing Strategy Performance*, eds.

Christine Moorman and Donald R. Lehmann, Cambridge, MA: Marketing Science Institute, 165-184.

Additional readings (not required):

- Chandy, Rajesh K. and Gerard J. Tellis (2000), "[The Incumbent's Curse? Incumbency, Size, and Radical Product Innovation](#)," *Journal of Marketing*, 64 (July), 1-17.
- Henard, David. H. and David M. Szymanski (2001), "[Why Some New Products are More Successful than Others?](#)," *Journal of Marketing Research*, 38 (3), 362-375.

Class 6: June 2

Topic: Learning and Knowledge in Marketing

Readings:

- Kalaignanam, Kartik, Tarun Kushwaha, and Meike Eilert (2013), "[The Impact of Product Recalls on Future Product Reliability and Future Accidents: Evidence from Automobile Industry](#)," *Journal of Marketing*, 77(2), 41-57.
- Menon, Tanya and Jeffrey Pfeffer (2003), "[Valuing Internal and External Knowledge: Explaining the Preference for Outsiders](#)," *Management Science*, 49 (April), 497-513.
- Pisano, Gary P., Richard M.J. Bohmer, and Amy Edmondson (2001), "[Organizational Differences in Rates of Learning: Evidence from the Adoption of Minimally Invasive Cardiac Surgery](#)," *Management Science*, 47 (June), 752-768.
- Argote, Linda (1999), "[Chapter 5: Knowledge Transfer in Organizations](#)," in *Organizational Learning: Creating, Retaining, and Transferring Knowledge*.

Background (not required): If you do not know anything about learning curves, you may also want to glance through this chapter:

- Argote, Linda (1999), "[Chapter 1: Organizational Learning Curves: An Overview](#)," in *Organizational Learning: Creating, Retaining, and Transferring Knowledge*.

Class 7: June 9

Topic: Marketing Leadership

Readings:

- Bertrand, Marianne and Antoinette Schoar (2003), "[Managing with Style: The Effect of Managers on Firm Policies](#)," *Quarterly Journal of Economics*, CXVII (November), 1169-1208
- Germann, Frank, Peter Ebbes, and Rajdeep Grewal (2015), "[The Chief Marketing Officer Matters!](#)," *Journal of Marketing*, 79 (May), 1-22.
- Boyd, D. Eric, Rajesh Chandy, and Marcus Cunha Jr. (2010), "[When Do Chief Marketing Officers Impact Firm Value? A Customer Power Explanation](#)," *Journal of Marketing Research*, 47 (4), 1162-1176.

Homburg, Christian, Alexander Hahn, Torsten Bornemann, and Philipp Sandner (2014), "[The Role of Chief Marketing Officers for Venture Capital Funding: Endowing New Ventures With Marketing Legitimacy](#)," *Journal of Marketing Research*, 51 (October), 625-644.

Class 8: June 16

Topic: Channel Relationships

Readings:

- Anderson, Erin and Anne T. Coughlin (2002), “[Channel Management: Structure, Governance, and Relationship Management](#),” in *Handbook of Marketing*, eds. B. Weitz and R. Wensley, London: Sage, 224-247.
- Palmatier, Robert W., Srinath Gopalakrishna, and Mark B. Houston (2006), “[Returns on Business-to-Business Relationship Marketing Investments: Strategies for Leveraging Profits](#),” *Marketing Science*, 25 (5), 477-493.
- Antia, Kersia D., Xu (Vivian) Zheng, and Gary Frazier (2013), “[Conflict Management and Outcomes in Franchise Relationships: The Role of Regulation](#),” *Journal of Marketing Research*, L (October), 577-589.
- Edelman, Benjamin and Wesley Brandi (2015), “[Risk, Information, and Incentives in Online Affiliate Marketing](#),” *Journal of Marketing Research*, LII (February), 1-12.

Additional readings (not required):

- Palmatier, Robert W., Rajiv P. Dant, and Dhruv Grewal, (2007), “[A Comparative Longitudinal Analysis of Theoretical Perspectives of Interorganizational Relationship Performance](#),” *Journal of Marketing*, 71 (October), 172-194.
- Rindfleisch, Aric and Jan B. Heide (1997), “[Transaction Cost Analysis: Past, Present, and Future Applications](#),” *Journal of Marketing*, 61 (October), 30-54.

Additional method reading (not required):

- Jap, Sandy D. and Erin Anderson (2004), “[Challenges and Advances in Marketing Strategy Field Research](#),” in *Assessing Marketing Strategy Performance*, Christine Moorman and Donald R. Lehmann, eds. Cambridge, MA: Marketing Science Institute, 269-292.

Class 9: June 23

Topic: Marketing Alliances

- Wathne, Kenneth H. and Jan B. Heide (2004), “[Relationship Governance in a Supply Chain Network](#),” *Journal of Marketing*, 68 (Jan.), 73-89.
- Ghosh, Mrinal and George John (2005), “[Strategic Fit in Industrial Alliances: An Empirical Test of Governance Value Analysis](#),” *Journal of Marketing Research*, 42 (August), 346-357.
- Rindfleisch, Aric and Christine Moorman (2001), “[The Acquisition and Utilization of Information in New Product Alliances: A Strength-of-Ties Perspective](#),” *Journal of Marketing*, 65 (April), 1-18.
- Rindfleisch, Aric and Christine Moorman (2003), “[Interfirm Cooperation and Customer Orientation](#),” *Journal of Marketing Research*, 40 (November), 421-436.

Additional method readings (not required):

- Rindfleisch, Aric, Alan J. Malter, Shankar Ganesan, and Christine Moorman (2008), “[Cross-Sectional Versus Longitudinal Survey Research: Concepts, Findings, and Guidelines](#),” *Journal of Marketing Research*, XLV (June), 261-279.

Class 10: June 30

Topic: Networks in Marketing

Readings:

- Van Den Bulte, Christophe and Stefan Wuyts (2007), “[Chapter 6: Inter-Organizational Networks](#),” in *Social Networks and Marketing*, Cambridge, MA: Marketing Science Institute.

- Rivera, Mark, Sara Soderstrom, and Brian Uzzi (2010), “[Dynamics of Dyads in Social Networks: Assortative, Relational, and Proximity Mechanisms](#),” *Annual Review of Sociology*, 91-115.
- Swaminathan, Vanitha and Christine Moorman (2009), “[Marketing Alliances, Firm Networks, and Firm Value Creation](#),” *Journal of Marketing*, 73 (September) 52-69.
- Grewal, Rajdeep, Anindita Chakravarty, and Amit Saini (2010), “[Governance Mechanisms in Business-to-Business Electronic Markets](#),” *Journal of Marketing*, 74 (4), 45-62.

Additional readings (not required):

- Grewal, Rajdeep, Gary L. Lilien, and Girish Mallapragada (2006), “[Location, Location, Location: How Network Embeddedness Affects Project Success in Open Source Systems](#),” *Management Science*, 52 (July), 1043-1056.
- Tuli, Kapil R., Sundar G. Bharadwaj, and Ajay K. Kohli (2010), “[Ties That Bind: The Impact of Multiple Types of Ties with a Customer on Sales Growth and Sales Volatility](#),” *Journal of Marketing Research*, 47 (1), 36-50.

Additional method reading (not required):

- Houston, Mark, Mike Hutt, Christine Moorman, Peter Reingen, Aric Rindfleisch, Vanitha Swaminathan, and Beth Walker (2004), “[A Network Perspective on Marketing Strategy Performance](#), *Assessing Marketing Strategy Performance*, eds. Christine Moorman and Donald R. Lehmann, Cambridge, MA: Marketing Science Institute, 247-268.

Class 11: July 2

Topic: Online Marketing

Readings:

- Stephen, Andrew T. and Olivier Toubia (2010), “[Deriving Value from Social Commerce Networks](#),” *Journal of Marketing Research*, XLVII (April), 215-228.
- Ho-Dac, Nga, Stephen J. Carson, and William L. Moore (2013), “[The Effects of Positive and Negative Online Customer Reviews: Do Brand Strength and Category Maturity Matter](#),” *Journal of Marketing*, 77 (November), 37-53.
- Skim for bigger picture and research ideas: Yadav, Manjit and Paul A. Pavlou (2014), “[Marketing in Computer-Mediated Environments: Research Synthesis and New Directions](#),” *Journal of Marketing*, 78 (January), 20-40.

Class 12: July 7

Topic: Salesforce Management

Readings:

- Kumar, V., Sarang Sunder, and Robert P. Leone (2014), “[Measuring and Managing a Salesperson’s Future Value to the Firm](#),” *Journal of Marketing Research*, 51 (5), 591-608.
- Ahearne, Michael, Son K. Lam, and Florian Kraus (2014), “[Performance Impact of Middle Managers’ Adaptive Strategy Implementation: The Role of Social Capital](#),” *Strategic Management Journal*, 35 (1), 68-87.
- Wetzel, Hauke A., Maik Hammerschmidt, and Alex R. Zablah (2014), “[Gratitude versus Entitlement: A Dual Process Model of the Profitability Implications of Customer Prioritization](#),” *Journal of Marketing*, 78 (2), 1-19.
- Hall, Zachary R., Michael Ahearne, and Harish Sujan (2015), “[The Importance of Starting Right: The Influence of Accurate Intuition on Performance in Salesperson-Customer Interactions](#),” *Journal of Marketing*, 79 (3), 91-109.

Additional readings (not required):

- Lim, Noah, Michael Ahearne and Sung Ham (2009), “[Designing Sales Contests: Does the Prize Structure Matter?](#)” *Journal of Marketing Research*, 46 (3), 325-345.
- Boichuk, Jeffrey P., Willy Bolander, Zachary R. Hall, Michael Ahearne, William J. Zahn, and Melissa Nieves (2014), “[Learned Helplessness Among Newly Hired Salespeople and the influence of Leadership](#),” *Journal of Marketing*, 78 (1), 95-111.
- Kishore, Sunil, Raghunath Singh Rao, Om Narasimhan, and George John (2013), “[Bonuses versus Commissions: A Field Study](#),” *Journal of Marketing Research* 50 (3), 317-333.
- Homburg, Christian, Halina Wilczek, and Alexander Hahn (2014), “[Looking Beyond the Horizon: How to Approach the Customers' Customers in Business-to-Business Markets](#),” *Journal of Marketing*, 78, (5), 58-77.
- Mullins, Ryan R., Michael Ahearne, Son K. Lam, Zachary R. Hall, and Jeffrey P. Boichuk (2014), “[Know Your Customer: How Salesperson Perceptions of Customer Relationship Quality Form and Influence Account Profitability](#),” *Journal of Marketing*, 78 (6), 38-58.
- Ahearne, Michael, Son K. Lam, John E. Mathieu, and Willy Bolander (2010), “[Why are Some Salespeople Better at Adapting to Organizational Change?](#)” *Journal of Marketing*, 74 (3), 65-79.