
Marketing Strategy

Instructor:

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Course Overview

This seminar examines classic and current topics in marketing strategy. Its primary objective is to expose each of you to some of the thinking – in marketing and in related disciplines – on this topic.

Although I have tried to construct a reading list of relatively representative papers in the area, it is by no means exhaustive. Therefore, this seminar is just a starting point for those of you who have research interests in this area. For those with other research interests, this course will provide a foundation for understanding a broad range of issues in marketing strategy.

Goals: The seminar will seek to provide:

- Exposure to key theoretical streams in the area.
- Familiarity with the issues, methods, and findings in the area.
- Skills in analyzing the literature, defining research problems, and writing papers in this area.

Format: One of the best ways to understand a research area is to critically evaluate examples of research in that area. This approach provides a deeper understanding of specific issues, a better appreciation of the research process, and training in research skills. So, the seminar readings will consist primarily of key articles on each topic. The sessions will involve a discussion of the readings assigned for the day.

Attendance: I ask for regular and punctual attendance at all sessions. You must provide a valid excuse for non-attendance, in advance.

Course Material

The journal articles assigned in each week. Please refer to the reading list.

Tentative list of topics

- Exploring the Field of Marketing Strategy
- Marketing Meets Wall Street / Influencer Marketing
- Marketing Upper Echelon
- Innovation
- Digital and AI-Enabled Strategies

Assessment Methods

1. Session summary (20%)

For each session, you are asked to prepare a “boxes and arrows” figure for each assigned paper where you represent the model tested and – for empirical papers only – the results. Also, you are asked to prepare a Summary Figure/Table where you summarize all the constructs discussed in the assigned papers. The purpose of this Summary Figure/Table is: a) to provide an overview of the existing literature on the topic discussed in the session, and b) to identify potential gaps and avenues for future research. You may want to compile all of these Figures/Tables in a PowerPoint presentation.

2. Class Contribution (30%)

You are expected to read all the articles assigned in each session. Failure to do so will significantly impact your ability to participate in our discussions (and consequently your grade).

Students’ in-class contribution will be assessed based on the quality and consistency of their participation. The quality of our class discussions depends on how well prepared you are and on your willingness to share the results of your preparation with the class. High quality contributions are those that reflect both depth and breadth of knowledge gained from the assigned readings, are clearly stated and effectively communicated, and are insightful and relevant to the issues under discussion. Further, high quality contributions are those that generate discussion by yielding a new perspective.

3. Final Paper (50%)

The final paper must focus on any one of the topics covered in the syllabus.

When writing the paper, you should try to adopt the style and rigor of the best journal articles. The final paper provides students with the opportunity to develop a research proposal much like that prepared when working on a dissertation. The proposal developed must include the following:

- (1) Introduction: An Overview of the proposed research: Motivation of the study, research questions and objectives
- (2) Literature Review: Concepts and Principles, Theory, Empirical Studies
- (3) Proposed Research Design and Methodology: Conceptual framework and theory development, statement of hypotheses, research design, model specification, statistical tests, dummy tables, etc.
- (4) References (provided in a bibliography)

The final paper should be 15 pages long, double spaced, Times New Roman 12point font. You will be asked to present your Final Paper during the last session. This presentation should last 30 minutes.

Faculty Bio.

Yashaswy received his PhD in Marketing from the Indian Institute of Management Ahmedabad, where he was the winner of the Prof. Tirath Gupta Memorial Award for Best Thesis. Prior to joining Bocconi, he was a Postdoctoral Research Fellow at the Tuck School of Business at Dartmouth College. His research focuses on retailing strategies, consumer journeys, digital marketing, and top management teams.

Tentative Schedule and Reading List

1. Exploring the Field of Marketing Strategy – Session 1 & 2

- a. Srivastava, Rajendra K., Tassaduq A. Shervani and Liam Fahey (1999), "Marketing, Business Processes, and Shareholder Value: An Organizationally Embedded view of Marketing Activities and the Discipline of Marketing," *Journal of Marketing*, 63 (Special Issue): 168-179.
- b. Rust, Roland T., Katherine N. Lemon, and Valarie A. Zeithaml (2004), "Return on Marketing: Using Customer Equity to Focus Marketing Strategy," *Journal of Marketing*, 68(1), 109-127.
- c. Gielens, K., & Steenkamp, J. B. E. (2026). An Investigation into the Evolution of Marketing-Mix Effectiveness: An Empirics-First Approach. *Journal of Marketing*, 90(4), 165-191.
- d. Katsikeas, Constantine S., Neil A. Morgan, Leonidas C. Leonidou, and G. Tomas M. Hult (2016), "Assessing Performance Outcomes in Marketing," *Journal of Marketing*, 80(2), 1-20.
- e. Golder, P. N., Dekimpe, M. G., An, J. T., Van Heerde, H. J., Kim, D. S., & Alba, J. W. (2023). Learning from data: An empirics-first approach to relevant knowledge generation. *Journal of Marketing*, 87(3), 319-336.

(Optional) Rutz, Oliver J., and George F. Watson (2019), "Endogeneity and Marketing Strategy Research: An Overview," *Journal of the Academy of Marketing Science*, 47(3), 479- 498.

2. Marketing Meets Wall Street / Influencer Marketing – Session 3 & 4

- a. Srivastava, Rajenda K.; Shervani, Tasadduq A.; Fahey, Liam (1998), "Market-Based Assets and Shareholder Value: A Framework for Analysis," *Journal of Marketing*, 62(1): 2-18
- b. Tuli, Kapil R., and Sundar Bharadwaj (2009), "Customer Satisfaction and Stock Returns Risk," *Journal of Marketing*, 73 (6), 184-197.
- c. Chakravarty, Anindita, and Rajdeep Grewal (2016) "Analyst Earning Forecasts and Advertising and R&D Budgets: Role of Agency Theoretic Monitoring and Bonding Costs," *Journal of Marketing Research*, 53(4), 580-596.
- d. Anderson, S. J., Chandy, R., & Zia, B. (2018). Pathways to profits: The impact of marketing vs. finance skills on business performance. *Management Science*, 64(12), 5559-5583.
- e. Beichert, M., Bayerl, A., Goldenberg, J., & Lanz, A. (2024). Revenue generation through influencer marketing. *Journal of Marketing*, 88(4), 40-63.

(Optional) Edeling, Alexander, and Marc Fischer (2016), "Marketing's Impact on Firm Value: Generalizations from a Meta-Analysis," *Journal of Marketing Research*, 53(4), 515- 534.

3. Marketing and Upper Echelons - Session 5 & 6

- a. Nath, Pravin, and Vijay Mahajan (2008), "Chief Marketing Officers: A Study



of Their Presence in Firms' Top Management Teams," *Journal of Marketing*, 72(1), 65-81.

b. Germann, Frank, Peter Ebbes, and Rajdeep Grewal (2015), "The Chief Marketing Officer Matters!," *Journal of Marketing*, 79(3), 1-22.

c. Feng, Hui, Neil A. Morgan, and Lopo L. Rego (2015), "Marketing Department Power and Firm Performance," *Journal of Marketing*, 79(5), 1-20.

d. Kashmiri, Saim, and Vijay Mahajan. "Values that shape marketing decisions: Influence of chief executive officers' political ideologies on innovation propensity, shareholder value, and risk." *Journal of Marketing Research* 54, no. 2 (2017): 260-278.

e. Kumar, V., Borah, S. B., Sharma, A., & Akella, L. Y. (2021). Chief marketing officers' discretion and firms' internationalization: An empirical investigation. *Journal of International Business Studies*, 52(3), 363-387.

4. Innovation - Session 7 & 8

a. Chandy, Rajesh K., and Gerard J. Tellis (1998), "Organizing for Radical Product Innovation: The Overlooked Role of Willingness to Cannibalize," *Journal of Marketing Research*, 35(4), 474-487.

b. Rubera, Gaia and Ahmet H. Kirca (2012) "Firm Innovativeness and its Performance Outcomes: A Meta-Analytic Review and Theoretical Integration," *Journal of Marketing*, 76(3), 130-147.

c. Wies Simone and Christine Moorman (2015), "Going Public: How Stock Market Participation Changes Firm Innovation Behavior," *Journal of Marketing Research*, 52(5), 694-709.

d. Sorescu, Alina B, Rajesh Chandy, and Jaideep C. Prabhu (2003), "Sources and Financial Consequences of Radical Innovation: Insights from Pharmaceuticals," *Journal of Marketing*, 67(October), 82-102.

e. Akella, L. Y., Kopalle, P. K., Noble, S. M., Nordfält, J., & Grewal, D. EXPRESS: The Impact of Inter-Departmental Distance on Joint Sales in Retail Stores. *Journal of Marketing* (Forthcoming).

(Optional) Sorescu, Alina B., and Jelena Spanjol (2008), "Innovation's Effect on Firm Value and Risk: Insights from Consumer Packaged Goods," *Journal of Marketing*, 72(2), 114-132.

5. Digital and AI-Enabled Strategies - Session 9-10

a. Grewal, D., Saturnino, C. B., Davenport, T., & Guha, A. (2024). How generative AI is shaping the future of marketing. *Journal of the Academy of Marketing Science*, 1-21.

b. Joshi, Amit, and Dominique M. Hanssens (2010), "The Direct and Indirect Effects of Advertising Spending on Firm Value," *Journal of Marketing*, 74(1), 20-33.

c. Sridhar, Shrihari, Frank Germann, Charles Kang, and Rajdeep Grewal (2016), "Relating Online, Regional, and National Advertising to Firm Value," *Journal of Marketing*, 80(4), 39-55.

d. Hyoryung Nam and P.K. Kannan (2014), "The Informational Value of Social Tagging Networks," *Journal of Marketing*, 78 (4), 21-40.

e. Tellis, Gerard J., Deborah J. MacInnis, Seshadri Tirunillai, and Yanwei Zhang (2019), "What Drives Virality (Sharing) of Online Digital Content? The Critical Role of Information, Emotion, and Brand Prominence," *Journal of Marketing*, 83(4), 1-20.

(optional) Arora, N., Chakraborty, I., & Nishimura, Y. (2025). AI-human hybrids for marketing research: Leveraging large language models (LLMs) as collaborators. *Journal of Marketing*, 89(2), 43-70.