

## **Dissertation Seminar**

### ***Non-Market Strategy Case Studies***

**Academic Year:** 2016/2017  
**February – May 2017**

**Instructor:** Ana M. Aranda  
**Max. number of students:** 8

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#### **Seminar Description**

The seminar will focus on the topic of non-market strategy. In today's business environment, firms are dealing with growing pressures, and increasingly engaging with a variety of stakeholders in order to perform well and succeed. The seminar thus deals with the way in which the non-market strategies of firms (e.g. how firms engage in the public policy process, deal with activist pressure, or are affected by media scrutiny) are interconnected with the firm's traditional market strategies (e.g. how to deal with market competition, structure, and forces). As such, the seminar examines the interactions of firms with their non-market environment (*i.e.* the political, legal, economic, social, and cultural forces that have an influence on their business). For example, tobacco companies in the United States have faced a tougher regulatory environment during the last couple of decades as well as increasing threats to their legitimacy. Simultaneously, tobacco companies have had to devise strategies to protect their business and their performance, such as engaging in lobbying efforts to counter the enactment of tobacco control regulations and expanding to international markets. In short, the seminar explores how businesses operate in both market (*e.g.* competitors, customers, suppliers, etc.) and non-market environments (*e.g.* the government, the media, NGOs, social movements, etc.), and how firms or industries can successfully align their strategies with the demands of both environments.

Each student is responsible of finding a company or industry to study for his/her thesis based on his/her own interests. Students are encouraged to choose cases in developing markets. Several topics can be covered, such as deregulating industries, political risk, NGO-firm relationships, activists or stakeholders' engagement, lobbying and/or litigation, protests and boycotts, sustainability and/or environmental externalities, international organizations such as the WTO, corporate social responsibility (CSR), and the role of the media. Specific questions worth exploring are: How can firms align their strategies to the demands of both the market and non-market environments? How can firms maximize profitability in the market environment while managing the non-market environment (*i.e.* "doing well while doing good")? How does the non-market environment impact a firm's market strategies? How can firms develop a successful international market strategy in light of global non-market risks and opportunities (*e.g.* stability of political regimes, corruption, anti-trust, and protection of property rights or intellectual property)?

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#### **Seminar Content**

The seminar comprises both group and individual sessions. The group sessions consist of short lectures meant to help the student define his/her research proposal. During the group sessions the students are also expected to actively provide feedback to their fellow students. The second part of the workshop consists of individual meetings, the specific time slot for each

individual meeting will be allocated on a first-come first-served basis using doodle online scheduling. The assignments for each session must be uploaded to **Turnitin** in advance of each session (check deadlines below). Attendance to all sessions is mandatory.

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### Seminar Objectives

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Throughout the course of the seminar, the students will complete their Master thesis based on writing a teaching case and a teaching note that can be of pedagogical use. The seminar builds upon the concept of market strategy and extends traditional strategy frameworks by applying them to non-market settings. During the seminar, the students will develop a deeper understanding of the interplay between the market and non-market environments.

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### Bibliography / Recommended Textbook(s) / Additional Readings

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Corey, E. Raymond (1998). *Writing Case and Teaching Notes*, HBSP 9-399-077.  
Linder, Jane (1994). *Writing Cases: Tips and Pointers*, HBSP 9-391-026.  
Roberts, Michael (2001). *Developing a Teaching Case*, HBSP 9-901-055.  
Shapiro, Benson (1986). *Hints for Case Writing*, HBSP 9-587-052.  
Sekaran, U., & Bougie, R. (2010). *Research Methods for Business: A Skill Building Approach* (5th ed.). West Sussex, UK: John Wiley & Sons Ltd.

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### Biography

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Ana M. Aranda obtained a Bachelor degree in Management with minors in Economics and Business Law from the School of Management, Universidad de los Andes (Colombia). She obtained a graduate diploma in Marketing from the same University. After completing her studies, she worked in industry and as a strategy consultant in Colombia. In 2010, she moved to the Netherlands, where she obtained a Master in Strategic Management (cum laude) and a Research Master in Business (cum laude) from Tilburg University. In the spring of 2014 she was a visiting research fellow at MIT Sloan. She obtained her PhD degree from Tilburg University and is currently an assistant professor at Católica-Lisbon School of Business and Economics.

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### Contact(s) and Office Hours

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By appointment: [amaranda@ucp.pt](mailto:amaranda@ucp.pt)

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### Schedule<sup>1</sup>

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**Session #1:** Group meeting (Tuesday February 7<sup>th</sup>, 16:00-18:00).

- Introduction to non-market strategy.
- Non-market strategy case discussion
  - o Case: “*Politics of tobacco control: A history of the U.S. tobacco industry*”.

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<sup>1</sup> The full list of dates and deadlines can be consulted [here](#).

- **Assignment 1:** Prepare the following case questions for discussion:
  - Who are the federal institutional actors in the U.S. regulatory structure?
  - Analyze the evolution of the tobacco industry's market and non-market strategies in each of the following periods:
    - 20<sup>th</sup> century profitability: 1911-1950s.
    - Industry coalition: 1960s-1990s.
    - Tipping point: 1991-1998.
  - Who are the state institutional actors?
  - Why did the states become so important to the tobacco story?

**Session #2:** Group meeting (Tuesday February 14<sup>th</sup>, 16:00-18:00).

- Introduction to business research methods.
- How to write a literature review and a bibliography.
- The nuts and bolts of writing a case and a good teaching note.
- **Assignment 2:** Identify preliminary case topic – 1-page draft – and a list of 10 references to be included in the literature review (delivery date: *Monday, February 13<sup>th</sup>, 23:59*).

**Session #3:** Group meeting (Tuesday February 21<sup>st</sup>, 16:00-18:00).

- Presentation of case proposals.
- General discussion and feedback.
- Structure of the Master thesis and evaluation criteria.
- **Assignment 3:** Presentation case proposal – 10' presentation (delivery date: *Monday, February 20<sup>th</sup>, 23:59*).

**Session #4:** Individual meeting (Tuesday March 7<sup>th</sup>, time TBD).

- **Assignment 4:** Literature review (delivery date: *Wednesday, March 1<sup>st</sup>, 23:59*).

**Session #5:** Individual meeting (Tuesday April 4<sup>th</sup>, time TBD).

- **Assignment 5:** Case study (delivery date: *Wednesday, March 29<sup>th</sup>, 23:59*).

**Session #6:** Individual meeting (Wednesday May 3<sup>rd</sup>, time TBD).

- **Assignment 6:** Teaching note (delivery date: *Wednesday, April 26<sup>th</sup>, 23:59*).