

Ravi Shanmugam

Curriculum Vitae

June 2009

Haas School of Business
University of California, Berkeley
545 Student Services Building, #1900
Berkeley, CA 94720-1900

Phone: (510) 205-2100
Fax: (510) 642-4769
Email: shanmuga@haas.berkeley.edu
Web: <http://faculty.haas.berkeley.edu/shanmuga>

Education

- Ph.D.* Haas School of Business, University of California, Berkeley
Marketing
2010 (expected)
- M.B.A.* Haas School of Business, University of California, Berkeley
2004
- B.S.* Harvard University
Computer Science
1998

Research Interests

Empirical models of consumer choice and firm strategy, retailing, urban economics.

Dissertation

Committee: Ganesh Iyer (advisor), Miguel Villas-Boas, Zsolt Katona, Joseph Farrell

“If You Build It, Will They Come? Anchor Store Quality and Competition in Shopping Malls”
Work in progress (job market paper).

The ability of shopping centers to attract customers and increase sales depends in part on their anchor stores, the small number of large-sized tenants in every mall that draw customers to the mall as a whole and increase the sales of its entire tenant base. In this paper, I develop a theoretical model of competition between anchor and non-anchor stores in a shopping mall, with the goal of explaining choices of anchor-store quality levels made by mall developers. In particular, I examine the relationship between a mall's anchor-store quality levels, size, and measures of mall performance (visitor traffic and revenues). I find that mall size, because of its relationship to the probability that consumers will find a “fit” with the non-anchor store's goods, has varying effects on price competition between the stores, visitor traffic, mall revenues, and anchor quality levels chosen by mall developers. The primary analytical result is that mall size has a positive and concave (inverse U-shaped) relationship with the probability that the developer chooses a high-quality anchor over a low-quality one. I then validate the predictions of this model using a data set

containing information about key strategic variables for major North American malls, showing that the proposed relationships are robust to the inclusion of inter-mall competitive effects.

Other Research

“The Effects of Negative Political Advertising on Elections” (with Hai Che and Ganesh Iyer)
Under review at Marketing Science.

Negative advertising in political campaigns has been especially timely in recent years, given the increased presence and scrutiny of negative advertising with each successive U.S. election cycle. Using data containing detailed information from both voter surveys and automated ad monitoring, we model choices made by voters and campaigns in House and Presidential elections in 2000. On the voter side, we model and estimate both voter candidate choice as well as voter turnout. Based on the voter-side estimation, we also model the campaign’s choice of negative advertising and manner in which it is related to various voter and market characteristics. We find that negative advertising is more likely in competitive races, when the cost of advertising is low, and when voter vigilance is low – implying that voters are less likely to learn the truth about candidates. Negative advertising is also more likely when pre-existing voter valuations of candidates are high. To explain these findings, we develop a theory of negative advertising through a strategic communication model of a candidate’s decision to use negative advertising. Allowing campaigns to send out both truthful and untruthful messages about their opponents, we identify conditions under which campaigns are more likely to choose negative advertising. The theory predictions provide explanations for the results from the empirical study and other observed empirical regularities.

“Big-Box Retail Store Size and Population Density” (with Thomas Davidoff)
Work in progress.

The goal of this study is to examine the nature of the relationship between sizes of “big-box” retail chain stores in the U.S. and population density in the surrounding areas. Our hypothesis is that there exists a concave (inverse-U-shaped) relationship between these two variables, i.e. that store sizes rise as population density rises up to a certain point, then falls. We propose that the theoretical foundation behind this hypothesis is that the effect is composed of two distinct sub-effects. As population density rises from very small levels, we hypothesize that store sizes grow larger, reflecting the fact that general stores in the smallest towns and most rural areas are very small and grow larger as the population served by the store grows. As population density rises at high levels, we expect store size to become progressively smaller, as land in very crowded cities is expensive and small store sizes are favored. Using a data set contains a list of retail chain store openings from 1990 and 1994, we find evidence that this concave relationship exists. We supplement these results by controlling for individual chain effects. We also intend to test for similar relationships between store size and change in population density to uncover whether the most rapidly suburbanizing counties are associated with larger store sizes.

Presentations

“Negative Advertising and Voter Choice”, London Business School Trans-Atlantic Doctoral Conference, 2007.

“Negative Advertising and Voter Choice”, University of Houston Doctoral Symposium, 2007.

“Negative Advertising and Voter Choice”, Faculty Research Seminar, Haas School of Business, 2007.

Teaching

Teaching interests

Introductory marketing, marketing strategy, database marketing, marketing research, retailing.

Instructor experience

Course title	Program	Semester	Teaching ratings:		
			Mean	Median ¹	
Marketing	Undergrad (core)	Spring 2009	6.64	7.0	(1 st section)
			6.5	7.0	(2 nd section)
Marketing	Undergrad (core)	Fall 2008	6.45	6.0	(1 st section)
			6.14	6.0	(2 nd section)
Marketing	Undergrad (core)	Fall 2007	5.97	6.0	
Marketing	Undergrad (core)	Fall 2006	5.93	6.0	
Financial Accounting	MBA (core)	Fall 2003	5.23	5.0	

Teaching assistant experience

Course title	Program	Semester
Marketing Research	MBA (elective)	Spring 2008
Marketing Research	MBA (elective)	Spring 2007
Marketing	Undergrad (core)	Spring 2006
Marketing	Undergrad (core)	Fall 2005
Finance	Undergrad (core)	Summer 2003

Selected Graduate Coursework

Marketing Consumer Behavior (Priya Raghubir, Eduardo Andrade)
 Choice Models (Tulin Erdem)
 Marketing Strategy (J. Miguel Villas-Boas)

Economics Econometrics (Paul Ruud, James Powell, Guido Imbens)

¹ Ratings for “instructor effectiveness” are on a 7-point scale (7 = highest rating). Mean rating for all graduate student instructors for Haas undergrad courses during reported semesters ranges from 5.41-5.56.

Applied Econometrics (Ken Chay)
Microeconomics (David Ahn)
Game Theory (Yuliy Sannikov)
General Equilibrium (Bob Anderson)
Psychology and Economics (Matthew Rabin, Ulrike Malmendier)
Industrial Organization (Benjamin Hermalin, Joseph Farrell)

Psychology Social Psychology (Dacher Keltner)

Honors and awards

INFORMS Doctoral Consortium Fellow, 2009.

Fisher Center for Real Estate and Urban Economics, Research Grant, 2008.

UC-Berkeley Outstanding Graduate Student Instructor Award, 2006.

Student Fellow, Summer Institute in Competitive Strategy (SICS), Haas School of Business, 2005-2008.

Haas School Doctoral Fellowship, 2004-2008.

Service

Haas PhD Student Association, council member, 2005-2007.

Haas PhD program “Computer Guru”, 2005-2007.

Corporate/Consulting Experience

Inspersion Learning, Dallas, TX, consultant, 2005.

Netopia, Emeryville, CA, marketing intern, 2003.

Bay Area Video Coalition, San Francisco, CA, consultant, 2003.

Chicago Fire Department, Chicago, IL, consultant, 2002.

University of Kansas School of Business, Lawrence, KS, administrative staff, 2002.

Digitas, New York, NY, programmer/analyst, 2000-2002.

LivePerson, New York, NY, software developer, 1999-2000.

PricewaterhouseCoopers, Los Angeles, CA, consultant, 1998-1999.

Personal

Born May 22, 1977 in Wichita, KS, USA.

Enjoys travel, urban planning, bicycling and hiking.

References

Research

Ganesh Iyer (advisor)

Edgar F. Kaiser Professor of Business
Administration
Haas School of Business
University of California-Berkeley
Phone: (510) 643-4328
Email: giyer@haas.berkeley.edu

J. Miguel Villas-Boas

J. Gary Shansby Professor of
Marketing Strategy
Haas School of Business
University of California-Berkeley
Phone: (510) 642-1250
Email: villas@haas.berkeley.edu

Hai Che

Assistant Professor of Marketing
Marshall School of Business
University of Southern California
Phone: (213) 740-9304
Email: haiche@marshall.usc.edu

Zsolt Katona

Assistant Professor of Marketing
Haas School of Business
University of California-Berkeley
Phone: (510) 643-1426
Email: zskatona@haas.berkeley.edu

Teaching

David Robinson

Senior Lecturer of Marketing
Haas School of Business
University of California-Berkeley
Phone: (510) 642-6353
Email: robinson@haas.berkeley.edu