

DOUG J. CHUNG

November 2022

University of Texas at Austin
McCombs School of Business
2110 Speedway Austin, TX 78705

Email: doug.chung@mcombs.utexas.edu
Phone: 512-232-4844

EMPLOYMENT

University of Texas at Austin McCombs School of Business	Associate Professor (with tenure) Director, Sales and Business Development Forum September 2022 - present
McKinsey & Company	Senior External Advisor, Marketing and Sales Practice January 2020 - present
Harvard University Harvard Business School	Associate Professor July 2017 - August 2022
	Assistant Professor July 2012 - June 2017
MIT Sloan School of Management	Visiting Scholar September 2021 - May 2022

EDUCATION

Yale University, New Haven, CT	Ph.D., Management M. Phil., Management M.A., Management
Korea University, Seoul, South Korea	B.A., Economics

RESEARCH INTERESTS

Business/Sales Strategy, Incentive Compensation, Technology Sales Management, Sales Analytics, B2B Marketing, Quantitative Marketing, Industrial Organization, Structural Econometrics, Field Experiments.

PUBLISHED ARTICLES

1. Chung, Doug J., Isabel Huber, Jean-Charles Devignes and Tom Clauwaert (2022), "How B2B Businesses Can Get Omnichannel Sales Right," *Harvard Business Review (digital edition)* (January 24).
2. Chung, Doug J., Byungyeon Kim and Byoung G. Park (2021), "The Comprehensive Effects of Sales Force Management: A Dynamic Structural Analysis of Compensation, Selection, and Training," *Management Science* 67, no. 11 (November): 7046-7074.
- **Finalist, Gary L. Lilien ISMS-MSI Practice Prize, 2020**
3. Chung, Doug J., Das Narayandas and Dongkyu Chang (2021), "The Effects of Quota Frequency: Sales Performance and Product Focus," *Management Science* 67, no. 4 (April): 2151-2170.
4. Chung, Doug J., Isabel Huber, Cuneyt Kayacan, Philipp Landauer and Varun Sunku (2021), "What's Your Sales Automation Strategy?" *Harvard Business Review (digital edition)* (June 2).
5. Chung, Doug J. (2021), "How to Transform from Selling Products to Selling Services," *Harvard Business Review*, no. 2 (March-April): 48-52.
6. Zhang, Lingling, and Doug J. Chung (2020), "The Air War versus the Ground Game: The Analysis of Multi-Channel Marketing in U.S. Presidential Elections," *Marketing Science* 39, no. 5 (September-October): 872-892.
7. Chung, Doug J., Byungyeon Kim and Niladri B. Syam (2020), "A Practical Approach to Sales Compensation: What Do We Know Now? What Should We Know in the Future?" *Foundations and Trends® in Marketing* 14, no. 1: 1-52.
8. Zhang, Lingling, and Doug J. Chung (2020), "Price Bargaining and Competition in Online Platforms: An Empirical Analysis of the Daily Deal Market," *Marketing Science* 39, no. 4 (July-August): 687-706.
9. Chung, Doug J., Byungyeon Kim and Byoung G. Park (2019), "How Do Sales Efforts Pay Off? Dynamic Panel Data Analysis in the Nerlove-Arrow Framework," *Management Science* 65, no. 11 (November): 5197-5218.
10. Chung, Doug J., Isabel Huber, Vinay Murthy, Varun Sunku and Marjie Weber (2019), "Setting Better Sales Goals with Analytics," *Harvard Business Review (digital edition)* (July 9).
11. Chung, Doug J., and Das Narayandas (2017), "What's the Right Kind of Bonus to Motivate Your Sales Force," *Harvard Business Review (digital edition)* (September 12).
12. Chung, Doug J., and Das Narayandas (2017), "Study: More Frequent Sales Quotas Help Volume but Hurt Profits," *Harvard Business Review (digital edition)* (August 14).

13. Chung, Doug J. and Das Narayandas (2017), "Incentive versus Reciprocity: Insights from a Field Experiment," *Journal of Marketing Research* 54, no. 4 (August): 511-524 (**Lead article**).
14. Chung, Doug J. (2017), "How Much is a Win Worth? An Application to Intercollegiate Athletics," *Management Science* 63, no. 2 (February), 548-565.
15. Chung, Doug J. (2015), "How to Really Motivate Salespeople," *Harvard Business Review*, no. 4 (April): 54-61.
16. Chung, Doug J., Tom Steenburgh, and K. Sudhir (2014), "Do Bonuses Enhance Sales Productivity? A Dynamic Structural Analysis of Bonus-Based Compensation Plans," *Marketing Science* 33, no. 2 (March–April): 165-187 (**Lead article**).
 - **Finalist, Don Morrison Long Term Impact Award, 2021**
 - **Finalist, Frank M. Bass Award, 2015**
 - **Finalist, John D. C. Little Award, 2014**
 - **Winner, ISMS Doctoral Dissertation Competition, 2011**
 - **Winner, Mary Kay Doctoral Dissertation Competition, 2011**
 - **Winner, ISBM Doctoral Support Awards Competition, 2010**
17. Chung, Doug J., Tom Steenburgh, and K. Sudhir (2013), "Motivating Diverse Salespeople Through a Common Incentive Plan," *European Financial Review* (October–November), 45–47.
18. Chung, Doug J. (2013), "The Dynamic Advertising Effect of Collegiate Athletics," *Marketing Science* 32, no. 5 (September–October): 679-698 (**Lead article**).

WORKING PAPERS

19. Chung, Doug J., Kyoungwon Seo and Reo Song (2022), "Computing Discrete Games using GPGPU Technology: Estimating the Effect of Apple on Market Structure," submitted to the 2nd round at *Production and Operations Management*.
20. Chung, Doug J., Byungyeon Kim and Byoung Park (2022), "Time Dependence and Preference: Implications for Designing Compensation Structure," invited to the 2nd round at *Marketing Science*.
21. Chang, Dongkyu and Doug J. Chung (2022), "Managing Salespeople's Goals: Effort Provision and Information Acquisition under Reference Dependent Preferences."
22. Chung, Doug J. and Byoung Park (2022), "Dynamic Synthetic Control: Estimating the Effect of a Non-Binding Minimum Wage."
23. Kim, Byungyeon and Doug J. Chung (2022), "Managing Relational Sales: The Role of Behavior-Based vs. Outcome-Based Controls."

24. Kim, Byungyeon and Doug J. Chung (2022), "The Effects of Sales Incentive Design on Customer Relationship Management: Acquisition, Retention, Cross-Selling, and Monetization."
25. Chung, Doug J. and Dongkyu Chang (2022), "Aspirational Goals on Motivation and Information Acquisition."

SELECT WORK IN PROGRESS

26. Chung, Doug J. and Byoung Park, "Short-Panel Dynamic Synthetic Control" data collection completed and analysis in progress.
27. Chung, Doug J., "The Effect of Political Advertising Contents," data collection completed, analysis in progress.
28. Chung, Doug J., "Diversity and Networks in Organizations," data collection in progress.
29. Chang, Dongkyu and Doug J. Chung, "Team Compensation," analysis in progress.
30. Chang, Dongkyu and Doug J. Chung, "When Do We Compete with Our Future Selves and Lose," data collection in progress.

HONORS AND AWARDS

MSI Scholar, 2023
Faculty Fellow, Marketing Strategy Consortium, 2020, 2023
MBA Class of 1962 Professorship, 2017 - 2023
Finalist, Don Morrison Long Term Impact Award, 2021
Finalist, Gary L. Lilien ISMS-MSI Practice Prize, 2020
MSI Young Scholar, 2017
Cecil and Ida Green Honors Chair, Texas Christian University, 2016
Finalist, Frank M. Bass Award, 2015
Finalist, John D. C. Little Award, 2014
Fellow, Edward A. Bouchet Graduate Honor Society, Yale University, 2012 – present
Winner, ISMS Doctoral Dissertation Competition, 2011
Winner, Mary Kay Doctoral Dissertation Competition, 2011
Winner, ISBM Doctoral Support Awards Competition, 2010
Harry and Heesun You Fellowship, Yale University, 2010
Fellow, AMA-Sheth Doctoral Consortium, Texas Christian University, 2010
Whitebox Research Grant, Yale University, 2010

CASE STUDIES AND NOTES

1. Chung, Doug J. and Kay R. Koo (2022), "BTS & ARMY," HBS Case 522-077.
2. Chung, Doug J. and Kay R. Koo (2022), "BTS & ARMY," HBS Teaching Note 523-031.
3. Chung, Doug J. (2021), "Rolex SA," HBS Case 521-034.
4. Chung, Doug J. (2020), "Sales Force Compensation," HBS Module Note 520-084.
5. Chung, Doug J. (2020), "Commercial Sales Transformation at Microsoft," HBS Teaching Note 520-038.
6. Chung, Doug J. (2019), "Commercial Sales Transformation at Microsoft," HBS Case 519-054.
7. Chung, Doug J. (2020), "Roush Performance: How to Design a Sales Force Compensation Plan," HBS Teaching Note 520-030.
8. Chung, Doug J. (2020), "Roush Performance: How to Design a Sales Force Compensation Plan," HBS Case 519-066.
9. Chung, Doug J. (2020), "Sales Force Management at Nobel Ilac," HBS Teaching Note 520-057.
10. Chung, Doug J. and Gamze Yucaoglu (2019), "Sales Force Management at Nobel Ilac," HBS Case 519-067.
11. Chung, Doug J. (2020), "Kjell and Company: Motivating Salespeople with Incentive Compensation (A), (B), (C), and (D)," HBS Teaching Note 519-100.
12. Chung, Doug J. (2019), "Kjell and Company: Motivating Salespeople with Incentive Compensation (A)," HBS Case 517-090.
13. Chung, Doug J. (2019), "Kjell and Company: Motivating Salespeople with Incentive Compensation (B)," HBS Case 517-133.
14. Chung, Doug J. (2019), "Kjell and Company: Motivating Salespeople with Incentive Compensation (C)," HBS HBS Case 519-095.
15. Chung, Doug J. (2019), "Kjell and Company: Motivating Salespeople with Incentive Compensation (D)," HBS Case 519-096.
16. Chung, Doug J. (2020), "Qualtrics (A), (B), and (C)," HBS Teaching Note 520-059.
17. Chung, Doug J. and James M. Lattin (2018), "Qualtrics (A)," HBS Case 518-082.
18. Chung, Doug J. and James M. Lattin (2018), "Qualtrics (B)," HBS Case 518-083.

19. Chung, Doug J. and James M. Lattin (2018), "Qualtrics (C)," HBS Case 518-084.
20. Chung, Doug J. and Mayuka Yamasaki (2020), "Cyberdyne: A Leap to the Future," HBS Teaching Note 516-114.
21. Chung, Doug J. and Mayuka Yamasaki (2018), "Cyberdyne: A Leap to the Future," HBS Case 516-072.
22. Chung, Doug J., Mariana Cal and Fernanda Miguel (2020), "Devesa: Bringing Back the Glory of Argentine Beef," HBS Case 519-002.
23. Chung, Doug J. (2017), "Medicetra Medtech Company, Inc.," HBS Case 518-049.
24. Chung, Doug J. and Sarah Mehta (2017), "Luminopia: Improving Treatment for Visual Disorders," HBS Case 017-065.
25. Chung, Doug J. (2020), "Janalakshmi Financial Services' HR Dilemma," HBS Teaching Note 516-115.
26. Chung, Doug J. and Radhika Kak (2016), "Janalakshmi Financial Services' HR Dilemma," HBS Case 516-039.
27. Chung, Doug J. (2020), "ANA (A) and (B)," HBS Teaching Note 516-063.
28. Chung, Doug J. and Mayuka Yamasaki (2016), "ANA (A)," HBS Case 515-034.
29. Chung, Doug J. and Mayuka Yamasaki (2016), "ANA (B)," HBS Case 516-054.
30. Chung, Doug J. (2020), "Outotec (A) and (B)," HBS Teaching Note 514-120.
31. Dolan, Robert J. and Doug J. Chung (2015), "Outotec (A): Project Capture," HBS Case 514-064.
32. Dolan, Robert J. and Doug J. Chung (2015), "Outotec (B): Action Plan," HBS Case 514-065.
33. Chung, Doug J. and Das Narayandas (2015), "Marketing Reading: Sales Force Design and Management," Teaching Note, HBS Publishing 8216.
34. Chung, Doug J. and Das Narayandas (2014), "Marketing Reading: Sales Force Design and Management," Core Curriculum, HBS Publishing 8213.

TEACHING

Fulltime MBA

Sales Management & Strategy, MBA Elective Curriculum, McCombs School of Business, 2022 (scheduled)

Sales Management & Strategy, MBA Elective Curriculum, Harvard Business School, 2019–2021

Personal Selling and Sales Force Management, MBA Elective Curriculum, Harvard Business School, 2016–2018

Business-to-Business Marketing, MBA Elective Curriculum, Harvard Business School, 2016

Business Marketing and Sales, MBA Elective Curriculum, Harvard Business School, 2015

Marketing, MBA Required Curriculum, Harvard Business School, 2012–2014 (5 sections)

Executive Education

Driving Sales Success, Open Enrollment, McCombs School of Business, 2023 (scheduled)

Managing Sales Teams and Distribution Channels, Co-chair, Open Enrollment, Harvard Business School, 2018–2021

Mahindra Group, Custom Program, Harvard Business School, 2019

Southern Glazer's Wine and Sprints, Custom Program, Harvard Business School, 2019

Milbank LLP, Marketing for Law Firms, Custom Program, Harvard Law School, 2014–2017

Comcast Strategic Sales, Custom Program, Harvard Business School, 2016

Business Marketing Strategies, Open Enrollment, Harvard Business School, 2013

PhD

Marketing Models, Harvard Business School, 2016

Marketing Models, Guest Instructor, Harvard Business School, 2013, 2015

Perspectives in Research on Organizations, Guest Instructor, Harvard Business School, 2015–2016

INVITED TALKS

1. MSI Scholar Program, Charleston, SC (scheduled)
2. Marketing Strategy Consortium, Faculty Fellow, University of Georgia (scheduled)
3. Korea Advanced Institute of Science and Technology, Marketing Seminar (scheduled)
4. McKinsey & Company, Keynote Speaker, Go-to-Market Game Changer Forum, February 2022
5. Partners Personnel, Keynote Speaker, Sales Conference, Los Angeles, CA, January 2022
6. University of California at Berkeley, Marketing Seminar, November 2021
7. Massachusetts Institute of Technology, Marketing Seminar, October 2021
8. QME Conference, Discussant, UCLA, October 2021
9. Indiana University, September 2021

10. World Knowledge Forum, Seoul, Korea, September 2021
11. Academic Health Plans, Boston, MA, August 2021
12. University of Notre Dame, Marketing Seminar, May 2021
13. New York University, Marketing Seminar, April 2021
14. University of Texas at Austin, Marketing Seminar, March 2021
15. Asia Business Conference, Harvard University, March 2021
16. Marketing Strategy Consortium, Faculty Fellow, University of Texas at Austin, December 2020
17. Dominican Republic Presidential Senior Advisory Board, November 2020
18. Harvard University, Korea Institute, SBS Seminar, October 2020
19. National Institute of Health, October 2020
20. University of Toronto, Marketing Seminar, October 2020
21. Johns Hopkins University, Marketing Seminar, September 2020
22. Harvard Business Review Korea, online seminar, July 2020
23. Harvard Business School; Latin America, Africa, Asia Pacific, Japan, Middle East & North Africa, and South Asia Research Centers, webinar, July 2020
24. Chilean Presidential Senior Advisory Board, June 2020
25. McKinsey & Company, Munich, Germany, October 2019
26. LG Corporation, Seoul, Korea, May 2019
27. University of North Carolina, Charlotte, Marketing Seminar, April 2019
28. Harvard University, Marketing Seminar, April 2019
29. Microsoft, Redmond, WA, October 2018
30. Owens Corning, Toledo, OH, October 2018
31. Harvard Business School, Alumni Reunion, October 2018, June 2018, October 2017
32. Nobel Ilac, Istanbul, Turkey, September 2018
33. California State University, Long Beach, Marketing Seminar, April 2018
34. Sungkyunkwan University, Marketing Seminar, December 2017
35. Harvard Business Publishing, Mexico City, Mexico, November 2017
36. Kjell & Company, Malmö, Sweden, August 2017
37. China Europe International Business School, Marketing Symposium, June 2017
38. McGill University, Marketing Seminar, April 2017
39. Carnegie Mellon University, Marketing Seminar, March 2017
40. Cabot Corporation, Boston, MA, January 2017
41. MSI Young Scholar Program, Park City, UT, January 2017
42. Texas Christian University, University Seminar (invited by the Provost's office), September 2016
43. Texas Christian University, Marketing Seminar, September 2016
44. University of Wisconsin, Marketing Seminar, May 2016
45. University of Texas at Dallas, Marketing Seminar, April 2016
46. University of Pennsylvania, Marketing Research Camp, February 2016
47. Harvard Business Review Korea, Seoul, Korea, January 2016
48. Korea University, Marketing Seminar, January 2016
49. Yonsei University, Marketing Seminar, October 2015
50. Schlumberger, Houston, TX, September 2015

51. Eureka Forbes Limited, Mumbai, India, August 2015
52. Korea Advanced Institute of Science and Technology, Marketing Seminar, May 2015
53. Texas A&M University, Marketing Research Camp, April 2015
54. Kansas State University, Marketing Seminar, April 2015
55. Temple University, Marketing Seminar, September 2014
56. University of South Carolina, Marketing Seminar, April 2014
57. Boston College, Marketing Seminar, April 2014
58. Harvard Business School Japanese Research Center, Research Symposium, Tokyo, Japan, March 2014
59. TRC Frontiers in Research, New York, NY, May 2013
60. University of Houston, Marketing Seminar, March 2013
61. Cornell University, Marketing Seminar, February 2013
62. Washington University in St. Louis, Marketing Seminar, November 2011
63. Northwestern University, Marketing Seminar, November 2011
64. University of California at Berkeley, Marketing Seminar, November 2011
65. Carnegie Mellon University, Marketing Seminar, November 2011
66. New York University, Marketing Seminar, October 2011
67. University of British Columbia, Marketing Seminar, October 2011
68. Harvard University, Marketing Seminar, October 2011
69. University of Western Ontario, Marketing Seminar, October 2011
70. University of North Carolina, Marketing Seminar, October 2011
71. Pennsylvania State University, Marketing Seminar, October 2011
72. Emory University, Marketing Seminar, October 2011
73. Georgia Institute of Technology, Marketing Seminar, September 2011
74. Yale University, Economics Prospectus Workshop, May 2011

CONFERENCE PRESENTATIONS

Aspirational Goals on Motivation and Information Acquisition

INFORMS Marketing Science Conference, University of Rochester, June 2021

The Comprehensive Effects of Sales Force Compensation: A Dynamic Structural Analysis of Compensation, Training, and Selection

Marketing Strategy Consortium, University of Texas at Austin, December 2020

INFORMS Marketing Science Conference, Duke University, June 2020 (invited for the Gary L. Lilien ISMS-MSI Practice Prize)

Marketing Dynamics Conference, University of Maryland, June 2019

Frontiers in Empirical Marketing Conference, Miami, FL, November 2018

China India Insights Conference, INSEAD, July 2018

INFORMS Marketing Science Conference, Temple University, June 2018

Computing Discrete Games using GPGPU Technology: An Application to the Effect of Apple on Market Structure

Frontiers in Empirical Marketing Conference, Miami, FL, November 2019

The Comprehensive Effects of a Digital Paywall Sales Strategy

INFORMS Marketing Science Conference, University of Roma Tre, June 2019

The Air War versus the Ground Game: The Analysis of Multi-Channel Marketing in U.S. Presidential Elections

The 11th Triennial Invitational Choice Symposium, June 2019

The Effects of Quota Frequency: Sales Performance and Product Focus

Yale Customer Insights Conference, Yale University, May 2018

INFORMS Marketing Science Conference, University of Southern California, June 2017

Consortium for Operational Excellence in Retailing (COER), Harvard University, May 2017

Incentives vs. Reciprocity: Insights from a Field Experiment

Northeast Marketing Conference, Harvard University, September 2015

AMA Summer Marketing Educators Conference, Chicago, IL, August 2015

INFORMS Marketing Science Conference, Johns Hopkins University, June 2015

Sales Force Productivity Conference, Georgia Institute of Technology, June 2015

AMA Winter Marketing Educators Conference, San Antonio, TX, February 2015

ISBM Academic Conference, San Francisco State University, July 2014

Thought Leadership on the Sales Profession Conference, Columbia University, June 2014

Do Bonuses Enhance Sales Productivity? A Dynamic Structural Analysis of Bonus-Based Compensation Plans

AMA Winter Marketing Educators Conference, Orlando, FL, February 2014

AMA Faculty Consortium, Texas Christian University, June 2013

INFORMS Marketing Science Conference, Boston University, June 2012

Thought Leadership on the Sales Profession Conference, Harvard University, June 2012

How Much is a Win Worth? An Application to Intercollegiate Athletics

INFORMS Marketing Science Conference, Ozyegin University, July 2013

The Dynamic Advertising Effect of Collegiate Athletics

INFORMS Marketing Science Conference, Boston University, June 2012

PHD STUDENT ADVISING

Byungyeon Kim, Chair, Harvard University (Initial placement: University of Minnesota)

Lingling Zhang, Co-chair, Harvard University (Initial placement: University of Maryland)

Minjee Sun, External committee, University of Toronto (Initial placement: University of Iowa)

ACADEMIC SERVICES

Co-chair, Frontiers in Empirical Marketing Conference, Miami, FL, November 2018-2020

Faculty Recruiting Committee, Harvard Business School, 2013–2019

Doctoral Recruiting Committee, Harvard Business School, 2012–2017

Track chair, Sales and Customer Relationship Management,

AMA Winter Marketing Educators Conference, Orlando, FL, February 2014

Session chair, New Horizons in Selling & Sales Management,

AMA Faculty Consortium, Texas Christian University, June 2013

REFEREEING

Editorial Review Board

Marketing Science (2017 – present)

Journal of Marketing Research (2018 – present)

International Journal of Research in Marketing (2015 – present)

Ad-Hoc Reviewing

Management Science

Journal of Marketing

Quantitative Marketing and Economics

Journal of Interactive Marketing

MSI Alden G. Clayton Dissertation Proposal Competition

ISBM Doctoral Support Award Competition

Sharkar-Spiegel Dissertation Proposal Competition