

# CONTEMPORARY ISSUES IN MARKETING STRATEGY

DOCTORAL SEMINAR (6 ECTS)

FACULTY OF ECONOMICS, University of Ljubljana

September 2017



## SEMINAR INSTRUCTORS

### **MAJA KONEČNIK RUZZIER**

Faculty of Economics, University of Ljubljana

(also seminar coordinator; e-mail: [maja.konecnik@ef.uni-lj.si](mailto:maja.konecnik@ef.uni-lj.si))

### **TOMAŽ KOLAR**

Faculty of Economics, University of Ljubljana

### **VESNA ŽABKAR**

Faculty of Economics, University of Ljubljana

## SEMINAR OBJECTIVES

The marketing field is changing rapidly. Important new themes, such as creative strategic thinking and innovativeness; calls for marketing accountability and sustainable marketing strategies; two dimensional approach to branding are getting attention.

In this course the aim is to discuss contemporary issues and theoretical developments within the scientific marketing literature. The purpose of the course is to provide doctoral students with a broad exposure to the marketing strategy literature and with a working knowledge of the important substantive topics and conceptual ideas of contemporary marketing strategy research. The course should help you critically analyze new ideas and relate these ideas to your own research interests.

The course is divided into three general themes:

- (1) Creative marketing strategy,
- (2) Marketing accountability and sustainable marketing strategies,
- (3) Branding strategy

The course will consist of both short lectures and discussions of scientific assigned articles from leading marketing journals. The main aim is to critically review, reflect and discuss a set of key readings within a topical area of marketing. During the lectures, there will be a variety of assignments and workgroup breaks. You are asked to read the articles up-front in order to get more vivid class discussions.

## SCHEDULE

September 2017

## SEMINAR REQUIREMENT AND GRADING

### CLASS PARTICIPATION

We expect that you read each article carefully and consider its merits, limitations, and how it relates to the other articles that we are covering on a given day. Students who fail to be fully prepared on a regular basis contribute little to the collective learning that is essential to a good doctoral seminar. So, be prepared! Anything less is unacceptable.

Class participation will account for 30 % of your total grade (average across the three instructors).

For passing exam, at least 5 out of 6 class participations are essential. In order you miss 1 session, you should inform the class instructor at least a day before, while you need to prepare relevant documents in time also in this case.

### ARTICLE REVIEWS

Each student will review one article for each session. This review should be approximately *three pages* in length and contain the following elements:

- 1) Title, Author, Year, and Journal
- 2) Key Research Question
- 3) Theory
- 4) Method (i.e., participants, procedure, measures, analysis)
- 5) Key Findings
- 6) Contribution
- 7) Limitations
- 8) Idea(s) for extending or enriching this article

Your review is due at the beginning of each session and will serve as a guide for our article discussion. The most important portion of the review is the last part (i.e., your ideas for extending and enriching this article with clear explanation for future research). E-mail a copy of your review to first commentator two days before seminar. Make a 10 minutes presentation in the class. The quality of your article reviews will account for 60 % of your total grade (10 % for each article review).

### FIRST COMMENTATOR

As a first commentator for one article in each session, you are supposed to read the article and a review and to make a comment on a review. A comment should be one page in length and should include brief explanation of the quality of a review, with the stress on discussion about the proposed ideas for extending or enriching the article. Your role as a first commentator (written comment as well as oral presentation) will account for 10 % (average across the three instructors) of your total grade.

## SESSION 1: Foundation of marketing strategy + Creative strategic thinking and innovation (1<sup>st</sup> part)

### FOUNDATIONS OF MARKETING STRATEGY (INSTITUTIONAL VIEW)

#### Required

- Day, George S. (1992), "Marketing's Contribution to the Strategy Dialogue," *Journal of the Academy of Marketing Science*, 20 (Fall), 323-329. (Also see replies by Kerin and Varadarajan).
- Varadarajan, P. Rajan (2010), "Strategic Marketing and Marketing Strategy: Domain, Definition, Fundamental Issues and Foundational Premises," *Journal of the Academy of Marketing Science*, 38 (April), 119-140.
- Varadarajan, P. Rajan and Satish Jayachandran (1999), "Marketing Strategy: An Assessment and the State of the Field and Outlook," *Journal of the Academy of Marketing Science*, 27 (Spring), 120-143.
- Webster, Frederick E., Jr. (1992), "The Changing Role of Marketing in the Corporation," *Journal of Marketing*, 56 (October), 1-17.

#### Supplemental

- Day, George S. and Robin Wensley (1983), "Marketing Theory with a Strategic Orientation," *Journal of Marketing*, 47 (Fall), 79-89.
- Anderson, Paul F. (1982), "Marketing, Strategic Planning and the Theory of the Firm," *Journal of Marketing*, 46 (Spring), 15-26.
- Biggadike, E. Ralph (1981), "The Contributions of Marketing to Strategic Management," *Academy of Management Review*, 6 (October), 621-632.
- Mintzberg, Henry (1987), "Crafting Strategy," *Harvard Business Review*, 65 (July-August), 66-75.
- Mintzberg, Henry (1994). The Fall and Rise of Strategic Planning. *Harvard Business Review*, January-February, pp. 107-114.
- Nag, Rajiv, Donald C. Hambrick, and Ming-Jer Chen (2007), "What is Strategic Management, Really? Inductive Derivation of a Consensus Definition of the Field," *Strategic Management Journal*, 28 (9), 935-955.
- Porter, Michael E. (1996), "What is Strategy?" *Harvard Business Review*, 74 (November-December), 61-78.
- Wind, Yoram and Thomas S. Robertson (1983), "Marketing Strategy: New Directions for Theory and Research," *Journal of Marketing*, 47 (Spring), 12-25.

### CREATIVE STRATEGIC THINKING AND INNOVATION: (INSTITUTIONAL VS. MANAGERIAL VIEW)

#### Required

- Douglas Brownlie (1998). High minds and low deeds: on being blind to creativity in strategic marketing. *Journal of Strategic Marketing*, Volume 6, Issue 2.
- Yadav, Manjit S., Jaideep C. Prabhu, and Rajesh K. Chandy (2007), "Managing the Future: CEO Attention and Innovation Outcomes," *Journal of Marketing*, 71 (October), 84-101.
- Kumar V. and Petersen J.A. (2005). Using a customer-level marketing strategy to enhance firm performance: a review of theoretical and empirical evidence. *Journal of the Academy of Marketing Science* 33, 504-519
- Im, Subin and John P. Workman, Jr. (2004), "Market Orientation, Creativity, and New Product Performance in High-Technology Firms," *Journal of Marketing*, 68 (April), 114-132.
- Kim WC, Mauborgne R. (1997). Value innovation: the strategic logic of high growth. *Harvard Business Review*, Jan-Feb;75 (1):102-12.

## Supplemental

Woodruff, Robert B. (1997). Customer value: The next source for competitive advantage. *Journal of the Academy of Marketing Science*, Volume 25, Number 2, Pages 139-153.

Hauser, John, Gerard J. Tellis, and Abbie Griffin (2006), "Research on Innovation: A Review and Agenda for *Marketing Science*," *Marketing Science*, 25 (November-December), 687-717.

Dale Fodness, (2005). Rethinking strategic marketing: achieving breakthrough results, *Journal of Business Strategy*, Vol. 26 Iss: 3.

Roger L. Martin (2007). *The Opposable Mind: How Successful Leaders Win Through Integrative Thinking* by, Harvard Business School.

Andrews, Jonlee and Smith, Daniel C. (1996). In Search of the Marketing Imagination: Factors Affecting Creativity of the Marketing Programs for Mature Products. *Journal of Marketing Research*, Vol. 23, May.

Dahl, Darren W. and Moreau, Page (2002). The Influence and Value of analogical Thinking During New Product Ideation. *Journal of Marketing Research*, Vol. 39, February, pp. 47-60.

Tomaz Kolar, Andrej Toporisic (2007). Metaphors as a marketing strategy development tool, *Naše Gospodarstvo*, (53) 5/6.

Chan W. Kim and Renée Mauborgne (2004). *Blue Ocean Strategy*, HBR, October 2004.

**CUSTOMER CREATIVITY AND MARKETING STRATEGY:  
(INSTITUTIONAL/MANAGERIAL VS. CUSTOMER/CROWDSOURCING VIEW)**

**Required**

Prahalad, C.K. and Venkat Ramaswamy (2000), "Co-opting Customer Competence," *Harvard Business Review*, 78 (January-February), 79-87.

Jensen Schau, H., Muñiz, A.M. & Arnould E.J. (2009). How Brand Community Practices Create Value. *Journal of Marketing*, Vol., 30–51.

Chan, Kimmy Wa, Chi Kin (Bennett) Yim, and Simon S.K. Lam (2010), Is Customer Participation in Value Creation a Double-Edged Sword? Evidence from Professional Financial Services Across Cultures," *Journal of Marketing*, 74 (May), 48-64.

O'Hern, Matthew S. and Aric Rindfleisch (2010), "Customer Co-Creation: A Typology and Research Agenda," *Review of Marketing Research*, Naresh K. Malholtra, ed. Armonk, NY: M.E. Sharpe, 84-106.

Kozinets, Robert V., Andrea Hemetsberger, and Hope J. Schau (2008), "The Wisdom of Consumer Crowds: Collective Innovation in the Age of Networked Marketing," *Journal of Macromarketing*, 28 (4), 339-354.

**Supplemental**

Bendapundi, Neeli and Robert P. Leone (2003), "Psychological Implications of Customer Participation in Co-Production," *Journal of Marketing*, 67 (April), 14-28.

Hoyer, Wayne D., Rajesh Chandy, Matilda Dorotic, Manfred Krafft, and Siddharth S. Singh (2010), "Consumer Cocreation in New Product Development," *Journal of Service Research*, 13 (3), 283-296.

Payne, Adrian, Kaj Storbacka, and Pennie Frow (2008), "Managing the Co-creation of Value," *Journal of the Academy of Marketing Science*, 36 (March), 83-96.

Sawhney, Mohanbir, Gianmario Verona, and Emanuela Prandelli (2005), "Collaborating to Compete: The Internet as a Platform for Customer Engagement in Product Innovation," *Journal of Interactive Marketing*, 19 (Autumn), 4-17.

Vargo, Stephen L. and Robert F. Lusch (2004), "Evolving to a New Dominant Logic for Marketing," *Journal of Marketing*, 68 (January), 1-17.

Vargo, Stephen L. and Robert F. Lusch (2008), "Service-Dominant Logic: Continuing the Evolution," *Journal of the Academy of Marketing Science*, 36 (March), 1-10.

Etgar, Michael (2008), "A Descriptive Model of the Customer Co-Production Process," *Journal of the Academy of Marketing Science*, 36 (Spring), 97-108.

von Hippel, Eric (2005), "Chapter 1" in *Democratizing Innovation*. Cambridge, MA: MIT Press. 1-18.

## SESSION 3: Marketing accountability

### Required

- Germann, Lilien, Rangaswamy (2013). Performance implications of deploying marketing analytics. *International Journal of Research in Marketing*, 30(2), 114-128.
- Holm, M., Kumar, V., & Rohde, C. (2012). Measuring customer profitability in complex environments: an interdisciplinary contingency framework. *Journal of the Academy of Marketing Science*, 40(3), 387-401.
- Kumar, V., & Shah, D. (2009). Expanding the Role of Marketing: From Customer Equity to Market Capitalization. *Journal of Marketing*, 73(6), 119-136.
- Morgan, N. (2012). Marketing and business performance. *Journal of the Academy of Marketing Science*, 40(1), 102-119. doi: 10.1007/s11747-011-0279-9.
- Persson, A., & Ryals, L. (2010). Customer assets and customer equity: Management and measurement issues. *Marketing Theory*, 10(4), 417-436.
- 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 (January), 109-127.
- Stewart, D. W. (2009). Marketing accountability: Linking marketing actions to financial results. *Journal of Business Research*, 62(6), 636-643.
- Verhoef, P. C., & Leeflang, P. S. H. (2009). Understanding the Marketing Department's Influence Within the Firm. *Journal of Marketing*, 73(2 (March)), 14-37.

### Supplemental

- O'Sullivan, Don and Andrew V. Abela (2007), Marketing Performance Measurement Ability and Firm Performance, *Journal of Marketing*, 71 (April), 79-93.
- Rust, Roland T., Tim Ambler, Gregory S. Carpenter, V. Kumar, and Rajendra K. Srivastava (2004), Measuring Marketing Productivity: Current Knowledge and Future Directions, *Journal of Marketing*, 68 (October), 76-89.
- Srinivasan, Shuba and Dominique M. Hanssens (2009), Marketing and Firm Value: Metrics, Methods, Findings, and Future Directions, *Journal of Marketing Research*, 46 (June), 293-312.

## SESSION 4: Sustainable marketing strategies

### Required

- Balderjahn, I., M. Peyer, et al. (2013). Consciousness for fair consumption: conceptualization, scale development and empirical validation. *International Journal of Consumer Studies*, 37(5), 546-555.
- De Bakker, F. G. A., Groenewegen, P., & Den Hond, F. (2005). A bibliometric analysis of 30 years of research and theory on corporate social responsibility and corporate social performance. *Business & Society*, 44(3), 283-317.
- Gordon, R., M. Carrigan, et al. (2011). A framework for sustainable marketing. *Marketing Theory* 11(2), 143-163.
- Leeflang, P. (2011). Paving the way for "distinguished marketing". *International Journal of Research in Marketing*.
- Luo, X. M., & Bhattacharya, C. B. (2006). Corporate social responsibility, customer satisfaction, and market value. *Journal of Marketing*, 70(4), 1-18.
- Nikolaeva, R., & Bicho, M. (2011). The role of institutional and reputational factors in the voluntary adoption of corporate social responsibility reporting standards. *Journal of the Academy of Marketing Science*, 39(1), 136-157.
- Schreck, P. (2011). Reviewing the Business Case for Corporate Social Responsibility: New Evidence and Analysis. *Journal of Business Ethics*, 103(2), 167-167-188.

### Supplemental

- Achrol, R., & Kotler, P. (2012). Frontiers of the marketing paradigm in the third millennium. *Journal of the Academy of Marketing Science*, 40(1), 35-52.
- Kim, D. and M.-I. Choi (2013). A Comparison of Young Publics' Evaluations of Corporate Social Responsibility Practices of Multinational Corporations in the United States and South Korea. *Journal of Business Ethics*, 113(1), 105-118.

## SESSION 5: Understanding brands and measuring brand equity

### UNDERSTANDING BRANDS

#### Required

Keller, K.L., & Lehmann, D.R. (2006). Brands and Branding: Research Findings and Future Priorities. *Marketing Science*, 25(6), 740-759.

de Chernatony Leslie, Dall'Olmo Riley F. (1998). Defining a 'Brand': Beyond the literature with experts' interpretation. *Journal of Marketing Management*, 14(4/5), 417-433.

#### Supplemental

de Chernatony Leslie, Dall'Olmo Riley F. (1997). The chasm between managers' and consumers' view of brands: The experts' perspective. *Journal of Strategic Marketing*, 5(2), 89-104.

de Chernatony, L., & Dall'Olmo Riley, F. (1999). Experts' views about defining service brands and the principles of services branding. *Journal of Business Research*, 46(2), 181-192.

### MEASURING BRAND EQUITY

#### Required

Keller, K.L. (1993). Conceptualizing, measuring, and managing customer-based brand equity. *Journal of Marketing*, 57(January), 1-22.

Konecnik, M., & Gartner, W.C. (2007). Customer-based brand equity for a destination. *Annals of Tourism Research*, 34(2), 400-421.

Yoo Boonghee, Donthu Naveen (2001). Developing and validating a multidimensional consumer-based brand equity scale. *Journal of Business Research*, 52(1), 1-14.

Christodoulides, G., de Chernatony, L., Furrer, O., Shiu, E., & Abimbola, T. (2006). Conceptualising and Measuring the Equity of Online Brands. *Journal of Marketing Management*, 22(7-8), 799-825.

Netemeyer, R.G., Krishnan, B., Pullig, C., Wang, G., Yagci, M., Dean, D., Ricks, J., & Wirth, F. (2004). Developing and validating measures of facets of customer-based brand equity. *Journal of Business Research*, 57(2), 209-224.

#### Supplemental

Aaker David A. (1996). Measuring brand equity across products and markets. *California Management Review*, 38(3), 102-120.

Christodoulides, G., & de Chernatony, L. (2010). Consumer-based brand equity conceptualization and measurement. *International Journal of Market Research*, 52(1), 43-66.

Lassar Walfried, Mittal Banwari, Sharma Arun (1995). Measuring customer-based brand equity. *Journal of Consumer Marketing*, 12(4), 11-19.



## **DEVELOPING BRAND IDENTITY**

### **Required**

- de Chernatony, L. (1999).: Brand management through narrowing the gap between brand identity and brand reputation. *Journal of Marketing Management*, 15(1-3), 157-179.
- Konečnik Ruzzier, M., de Chernatony, L. (2013). Developing and applying a place brand identity model: The case of Slovenia. *Journal of Business Research*, 66(1), 45-52.
- Aaker, J.L. (1997). Dimensions of brand personality. *Journal of Marketing Research*, 34(August), 347-56.

### **Supplemental**

- Ghodeswar, B.M. (2008): Building brand identity in competitive markets: A conceptual model. *Journal of Product & Brand Management*, 17(1), 4-12.
- Ind, N., & Riondino, M.C. (2001). Branding on the Web: A real revolution. *Journal of Brand Management*, 9(1), 8-19.
- van Riel Cees B.M., Balmer John M.T. (1997). Corporate identity: The concept, its measurement and management. *European Journal of Marketing*, 31(5/6), 340-355.

## **IMPLEMENTING BRAND IDENTITY**

### **Required**

- Morhart, F.M., Herzog, W. and Tomczak, T. (2009). Brand-specific leadership: turning employees into brand champions, *Journal of Marketing*, 73(5), 122-142.
- Keller, K.L. (2010). Brand Equity Management in a Multichannel, Multimedia, Retail Environment. *Journal of Interactive Marketing*, 24(2), 58-70.
- Kim, J.A., & Ko, E. (2011). Do social media marketing activities enhance customer equity? An empirical study of luxury fashion brand. *Journal of Business Research*, 1-7.
- Yoo Boonghee, Donthu Naveen, Lee Sungho (2000). An examination of selected marketing mix elements and brand equity. *Journal of the Academy of Marketing Science*, 28(2), 195-211.
- Baker, T.L., Rapp, A., Meyer, T. and Mullins, R. (2014). The role of brand communications on front line service employee beliefs, behaviors, and performance. *Journal of the Academy of Marketing Science*, doi: 10.1007/s11747-014-0376-7.

### **Supplemental**

- Buil, I., de Chernatony, L., & Martinez, E. (2013). Examining the role of advertising and sales promotions in brand equity creation. *Journal of Business Research*, 66(1), 115-122.
- Madhavaram, S., Badrinarayanan, V., & McDonald, R.E. (2005). Integrated marketing communication (IMC) and brand identity as critical components of brand equity strategy. *Journal of Advertising*, 34(4), 69-80.
- Burmann, C. Jost-Benz, M., & Riley, N. (2009). Towards an identity-based brand equity. *Journal of Business Research*, 62(3), 390-397.
- Cobb Walgren, C.J., Ruble, C.A., & Donthu, N. (1995). Brand equity, brand preferences and purchase intent. *Journal of Advertising*, 24(3), 25-40.
- Keller, K.L. (2009). Building strong brands in a modern marketing communication environment. *Journal of Marketing Communications*, 15(2-3), 139-155.
- Kim, J-H., & Hyun, Y.J. (2010). A model to investigate the influence of marketing-mix efforts and corporate image on brand equity in the IT software sector. *Industrial Marketing Management*, 1-15.
- Villarejo-Ramos, A.F., & Sánchez-Franco, M.J. (2005). The impact of marketing communication and price promotion on brand equity. *Journal of Brand Management*, 12(6), 431-444.