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Master of Science  
in Marketing and  
Transformative Economy

First year  
Fall semester 2025

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Core course

6 ECTS

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Orthodox and Critical Perspectives in Marketing

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Luca M. Visconti (Course coordinator)

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### **Objectives**

The Course first lays grounding marketing concepts, to then discuss and extend them, considering alternative marketing traditions (cultural, interpretive, critical) and raising societal concerns (materialism, post-colonialism, sustainability, etc.).

In so doing, the Course revisits the idea of marketing-as-science, criticising its normative and merely profit-oriented perspective. It also locates marketing much further than the economic sphere, acknowledging its socio-cultural, political, and environmental implications.

The two labels “orthodox” and “critical” are thus used to constantly refer to “dominant” (capitalistic, Western, positivistic) and “alternative” views and practices in marketing, which percolate through both academic research and business. Each professor embodies one of the two perspectives, making the Course dialogical by foundation.

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## Contents

### **PART I. THE EVOLVING MEANING OF CUSTOMER CENTRICITY**

- Paradigm: Marketing science versus cultural marketing
- Customer centricity: Needs versus desires and dreams
- Modelling customer centricity: Funnel versus customer journey
- Value: Customer lifetime value versus customer roles
- Kick off the project and tutorship
- Guest speaker #1

### **PART II. ANALYTICAL MARKETING**

- Consumer trends: Following the market
- Consumer insights: Anticipating the market
- Tutorship

### **PART III. STRATEGIC MARKETING**

- Segmentation and targeting: Segmentation versus fragmentation
- Positioning: Deliberate versus perceptual positioning
- Tutorship

### **PART IV. ACTIVATION (OPERATIONAL MARKETING)**

- Product: Product innovation & strategy versus cultural innovation
- Go-to-market: Channel & retailing versus customer experience
- Communication: Integrated communication versus transmedia
- Price: Pricing versus Producer resistance & social justice

- Tutorship
- Guest speaker #2

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## Assessment

Assessment is based on both an individual written exam (50% of the final grade) and group assignments (50%). During the exam, the use of notes, books, the Internet, generative AI, and any other type of document is not permitted. The exam will be held on your laptop (in Safe Exam Browser mode) or on a university PC at the student's request.

To validate the course and average the project grade, each student must achieve a grade of 5 out of 10 or higher on the written individual examination. Detailed evaluation criteria are set at the beginning of the course.

Concerning the project, (generative) artificial intelligence tools may be used provided that: (1) the authors indicate its use (which parts, with which prompts, etc.); (2) the authors use the content critically, verifying its reliability; (3) the authors take responsibility for the product as stated in the report; (4) the use of AI is limited to parts of the work (therefore, reports entirely delegated to AI are prohibited). Failure to declare the use of AI and how it is used is considered plagiarism and is subject to measures and sanctions, as per USI regulations and code of ethics.

For projects, peer evaluation will be granted upon request.

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## References

### Articles

- Bitner, Mary Jo (1992), "Servicescape: The Impact of Physical Surroundings on Customer and Employees", *Journal of Marketing*, 565 (2), 57-71.
- Court et al. (2009), The consumer decision journey, *McKinsey & Company*.
- Cova and Dall' (2009), Working Consumers: The Next Step In Marketing Theory?, *Marketing Theory*, 9 (3), 315-339
- Euromonitor International (2021). Top 10 global consumer trends 2021
- Firat A. Fuat and Clifford J. Shultz II (1997), "From Segmentation to Fragmentation", *European Journal of Marketing*, 31 (3-4), 183-207.
- Goldenberg, Jacob, David Mazursky, and Sorin Solomon (1999), "Toward Identifying Inventive Templates of New Products: A Channelled Ideation Approach", *Journal of Marketing Research*, 36 (2), 200-210.
- Kotler (1986), The Prosumer Movement: A New Challenge for Marketing, NA - Advances in Consumer Research Volume 13, eds. Richard J. Lutz, Provo, UT: Association for Consumer Research,

Pages: 510-513.

- Maechler, Neher, and Park (2016), From touchpoints to journeys, *McKinsey & Company*.
- McKinsey&Company, “Who is shopping where? The power of geospatial analytics in omnichannel retail”, July 2018
- Mulder (2007), Approaches to creating personas, in Mulder and Yaar (eds.), *The User is Always Right*, pp. 35-53.
- Pantano, Eleonora; Laria, Giuseppe, “Innovation in Retail Process: From Consumers' Experience to Immersive Store Design”, *Journal of Technology Management & Innovation*, 2012, Vol. 7 Issue 3, p194-205. 12p.
- Pera and Viglia (2015), Turning Ideas Into Products: Subjective Well-Being In Co-Creation, *The Service Industries Journal*, 35 (7-8), 388-402.
- Tadajewski, M., & Jones, D. B. (2016). Hyper-power, the marketing concept and consumer as ‘boss’. *Marketing Theory*, 16(4), 513-531.
- Van Bommel, Edelman, and Ungerman (2014), Digitizing the consumer decision journey, *McKinsey & Company*.
- Z Punkts, Megatrends Update: Understanding the dynamics of global change, available at [https://z-punkt.de/uploads/files/web1\\_zp\\_megatrends\\_a5.pdf](https://z-punkt.de/uploads/files/web1_zp_megatrends_a5.pdf)

#### Books

- Kotler, Philip and Kevin L. Keller (2016), *Marketing Management*, Pearson, chapters 5; 13; 14; 15; 16; 17; 18; 19; 20; 21; 22.
- Visconti, Luca M., Lisa Peñaloza, and Nil Toulouse (2020), *Marketing Management: A Cultural Perspective*, Routledge, introduction, chapters 9, 12, 15, 16, 18, 20, 21, 25, 29.

Some references may be updated during the semester. Updates will be visible on the course's iCorsi platform.