

---

Master of Science  
in Marketing and  
Transformative Economy

First year  
Fall semester 2021

---

Core course

6 ECTS

---

Orthodox and Critical Perspectives in Marketing

---

Professors Monica Mendini  
Luca M. Visconti (Course coordinator)

---

### **Objectives**

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

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

The two labels “orthodox” and “critical” are thus used to constantly refer to “dominant” (capitalistic, Wester, 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.

---

## Contents

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

- Introduction to the course
- From orthodox to cultural marketing
- Customer centricity

### **PART II. STRATEGIC MARKETING: A LIFE-LONG JOURNEY**

- Customer lifetime value
- The customer journey
- Customer experience and experiential value
- Consumer trends
- Presentation of the project work (live case)
- Tutorship
- Guest speaker #1 on customer value and customer journey

### **PART III. ANALYTICAL AND STRATEGIC MARKETING: LEARNING FROM THE FIELD**

- Research methods supporting innovation and creative thinking
- From segmentation to fragmentation
- Tutorship

### **PART IV. OPERATIONAL MARKETING: PRODUCT, CHANNEL, RETAIL, PLACE & COMMUNICATION**

- New products and product strategy
- Cultural innovation
- Go to market strategy: Channel and retailing
- Marketing communication
- Servicescape
- Price and value
- Tutorship
- Guest speaker #1 on customer value and customer journey
- Final presentation
- General finals
- Q&As

---

## Assessment

Assessment is based on both an individual written exam (50% of the final grade) and group assignments (50%). 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.  
Peer evaluation will be granted upon request.

---

## 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 Dalli (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-\$), 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 Punkt, 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.