CONTEMPORARY ISSUES IN MARKETING STRATEGY

DOCTORAL SEMINAR (6 ECTS)

School of Economics and Business, University of Ljubljana

August, September 2022

SEMINAR INSTRUCTORS

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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.

August, September 2022

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: Foundations and creativity of Marketing Strategy

Required

Andrews, J., & Smith, D. C. (1996). In search of the marketing imagination: Factors affecting the creativity of marketing programs for mature products. Journal of Marketing Research, 33(2), 174-187.

Bharadwaj, S., & Menon, A. (2000). Making innovation happen in organizations: individual creativity mechanisms, organizational creativity mechanisms or both? Journal of Product Innovation Management: An International Publication of the Product Development & Management Association, 17(6), 424-434.

Dahl, D. W., & Moreau, P. (2002). The influence and value of analogical thinking during new product ideation. Journal of Marketing Research, 39(1), 47-60.

Hunt, S. D., & Derozier, C. (2004). The normative imperatives of business and marketing strategy: grounding strategy in resource-advantage theory. Journal of Business & Industrial Marketing, 19(1), 5-22.

Kumar, V., Lahiri, A., & Dogan, O. B. (2018). A strategic framework for a profitable business model in the sharing economy. Industrial Marketing Management, 69, 147-160.

Morgan, N. A., Whitler, K. A., Feng, H., & Chari, S. (2019). Research in marketing strategy. Journal of the Academy of Marketing Science, 47(1), 4-29.

Robertson, T. S. (2017). Business model innovation: a marketing ecosystem view. AMS Review, 7(3-4), 90-100.

Slater, S. F., Hult, G. T. M., & Olson, E. M. (2010). Factors influencing the relative importance of marketing strategy creativity and marketing strategy implementation effectiveness. Industrial Marketing Management, 39(4), 551-559.

Im, S., & Workman Jr, J. P. (2004). Market orientation, creativity, and new product performance in high-technology firms. Journal of marketing, 68(2), 114-132.

Suh, T., Bae, M., Zhao, H., Kim, S. H., & Arnold, M. J. (2010). A multi-level investigation of international marketing projects: The roles of experiential knowledge and creativity on performance. Industrial Marketing Management, 39(2), 211-220.

Varadarajan, P. R., & Jayachandran, S. (1999). Marketing strategy: an assessment of the state of the field and outlook. Journal of the academy of marketing science, 27(2), 120-143.

Varadarajan, R. (2010). Strategic marketing and marketing strategy: domain, definition, fundamental issues and foundational premises. Journal of the Academy of Marketing Science, 38(2), 119-140.

Wind, Y., & Robertson, T. S. (1983). Marketing strategy: new directions for theory and research. Journal of Marketing, 47(2), 12-25.

Yadav, M. S., Prabhu, J. C., & Chandy, R. K. (2007). Managing the future: CEO attention and innovation outcomes. Journal of Marketing, 71(4), 84-101.

SESSION 2: Co-Creation and co-destruction of value

Required

Patricio, R., Moreira, A., Zurlo, F., & Melazzini, M. (2020). Co-creation of new solutions through gamification: A collaborative innovation practice. Creativity and Innovation Management, 29(1), 146-160.

Candi, M., van den Ende, J., & Gemser, G. (2016). Benefits of customer codevelopment of new products: the moderating effects of utilitarian and hedonic radicalness. Journal of Product Innovation Management, 33(4), 418-434.

Chan, K. W., Yim, C. K., & Lam, S. S. (2010). Is customer participation in value creation a double-edged sword? Evidence from professional financial services across cultures. Journal of marketing, 74(3), 48-64.

Coviello, N. E., & Joseph, R. M. (2012). Creating major innovations with customers: Insights from small and young technology firms. Journal of Marketing, 76(6), 87-104.

Cui, A. S., & Wu, F. (2016). Utilizing customer knowledge in innovation: antecedents and impact of customer involvement on new product performance. Journal of the academy of marketing science, 44(4), 516-538.

Fernandes, T., & Remelhe, P. (2016). How to engage customers in co-creation: customers' motivations for collaborative innovation. Journal of Strategic Marketing, 24(3-4), 311-326.

Harmeling, C. M., Moffett, J. W., Arnold, M. J., & Carlson, B. D. (2017). Toward a theory of customer engagement marketing. Journal of the Academy of Marketing Science, 45(3), 312-335.

Schau, H. J., Muñiz Jr, A. M., & Arnould, E. J. (2009). How brand community practices create value. Journal of marketing, 73(5), 30-51.

Zhang, T., Lu, C., Torres, E., & Chen, P. J. (2018). Engaging customers in value co-creation or co-destruction online. Journal of Services Marketing, 32(1), 57–69.

Gkritzali, A., Mavragani, E., & Gritzalis, D. (2019). Negative MWOM and value co-destruction during destination crises. Business Process Management Journal, 26(4), 839-856.

Järvi, H., Kähkönen, A. K., & Torvinen, H. (2018). When value co-creation fails: Reasons that lead to value co-destruction. Scandinavian Journal of Management, 34(1), 63-77.

Gebauer, J., Füller, J., & Pezzei, R. (2013). The dark and the bright side of co-creation: Triggers of member behavior in online innovation communities. Journal of Business Research, 66(9), 1516-1527.

Kristal, S., Baumgarth, C., & Henseler, J. (2018). "Brand play" versus "Brand attack": the subversion of brand meaning in non-collaborative co-creation by professional artists and consumer activists. Journal of Product & Brand Management, 27(3), 334–347.

SESSION 3: Marketing accountability

Required

Rust, R. T., Ambler, T., Carpenter, G. S., Kumar, V., & Srivastava, R. K. (2004). Measuring Marketing Productivity: Current Knowledge and Future Directions. Journal of Marketing, 68(4), 76-89.

Kumar, V., & Shah, D. (2009). Expanding the Role of Marketing: From Customer Equity to Market Capitalization. Journal of Marketing, 73(6), 119-136.

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.

Krush, M., Sohi, R., & Saini, A. (2015). Dispersion of marketing capabilities: impact on marketing's influence and business unit outcomes. Journal of the Academy of Marketing Science, 43(1), 32-51.

Morgan, N. (2012). Marketing and business performance. Journal of the Academy of Marketing Science, 40(1), 102-119. doi:10.1007/s11747-014-0420-7

Katsikeas, C. S., N. A. Morgan, et al. (2016). Assessing Performance Outcomes in Marketing. Journal of Marketing, 80 (March 2016): 1-20.

Edeling, A., & Fischer, M. (2016). Marketing's Impact on Firm Value: Generalizations from a Meta-Analysis. Journal of Marketing Research, 53(4), 515-534. doi:10.1509/jmr.14.0046

Moorman, C. and G. S. Day (2016). Organizing for Marketing Excellence. Journal of Marketing 80(6): 6-35.

Supplemental

Arslanagic-Kalajdzic, M. and V. Zabkar (2015). "The external effect of marketing accountability in business relationships: Exploring the role of customer perceived value." Industrial Marketing Management 46 (4): 83-97.

SESSION 4: Sustainable marketing strategies

Required

Banerjee, S. B., Iyer, E. S., & Kashyap, R. K. (2003). Corporate Environmentalism: Antecedents and Influence of Industry Type. Journal of Marketing, 67 (2 (April)), 106-122.

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.

Luo, X. M., & Bhattacharya, C. B. (2006). Corporate social responsibility, customer satisfaction, and market value. Journal of Marketing, 70(4), 1-18.

Chabowski, B., J. Mena, et al. (2011). The structure of sustainability research in marketing, 1958–2008: a basis for future research opportunities. Journal of the Academy of Marketing Science 39(1): 55-70.

Lim, W. M. (2016). A blueprint for sustainability marketing: Defining its conceptual boundaries for progress. Marketing Theory, 16(2), 232-249.

Catlin, J. R., Luchs, M. G., & Phipps, M. (2017). Consumer Perceptions of the Social Vs. Environmental Dimensions of Sustainability. Journal of Consumer Policy. doi:10.1007/s10603-017-9356-x

Kuokkanen, H., & Sun, W. (2019). Companies, Meet Ethical Consumers: Strategic CSR Management to Impact Consumer Choice. Journal of Business Ethics. doi:10.1007/s10551-019-04145-4

White, K., Habib, R., & Hardisty, D. J. (2019). How to SHIFT Consumer Behaviors to be More Sustainable: A Literature Review and Guiding Framework. Journal of Marketing, 83(3), 22-49.

Supplemental

Golob, U., et al. (2018). Going Beyond Green: Exploring Sustainability in Slovenia. Green Economy in the Western Balkans: 41-77.

UNDERSTANDING BRANDS

Required

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.

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

Christodoulides, G. (2006). Branding in the post-internet era. *Marketing Theory*, *9*(1), 141-144.

Gielens, K. & Steenkamp, J.B.E.M. (2019). Branding in the era of digital (dis)intermediation. *International Journal of Research in Marketing*, 36(3), 367-384.

Steenkamp, J.B.E.M. (2020). Global brand building and management in the digital age. Journal of International Marketing, 28(1), 13-27.

Supplemental

de Chernatony L., & 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, B. & Donthu, N. (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.

Monga, A.B. & John, D.R. (2010). What makes brand elastic? The influence of brand concept and styles of thinking on brand extension evaluation. *Journal of Marketing, 74 (May)*, 80-92.

Batra, R., Ahuvia, A., & Bagozzi, R.P. (2012). Brand love. *Journal of Marketing, 76(2)*, 1-16.

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, W., Mittal, B. & Sharma, A. (1995). Measuring customer-based brand equity. *Journal of Consumer Marketing*, 12(4), 11-19.

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.

Morhart, F., Malar, L., Guevremont, A., Girarding, F. & Grohmann, B. (2015). Brand authenticity: An integrative framework and measurement scale. *Journal of Consumer Psychology, 25(2)*, 200-218.

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.

Hsu, L., Fournier, S. & Srinivasan, S. (2016). Brand architecture strategy and firm value: how leveraging, separating, and distancing the corporate brand affects risk and returns. *Journal of the Academy of Marketing Science*, *44(2)*, 261-280.

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.

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. & Tomczak, T. (2009). Brand-specific leadership: turning employees into brand champions, *Journal of Marketing, 73(5)*, 122-142.

Yoo, B., Donthu, N. & Lee, S. (2000). An examination of selected marketing mix elements and brand equity. *Journal of the Academy of Marketing Science*, *28(2)*, 195-211.

Kim, J.A. & Ko, E. (2012). Do social media marketing activities enhance customer equity? An empirical study of luxury fashion brand. *Journal of Business Research*, *65(10)*, 1480–1486.

Hollebeek, L.D., Glynn, M.S. & Brodie, R.J. (2014). Consumer Brand Engagement in Social Media: Conceptualization, Scale Development and Validation. *Journal of Interactive Marketing*, *28(2)*, 149-165.

Hughes, C., Swaminathan, W. & Brooks, G. (2019). Driving Brand Engagement Through Online Social Influencers: An Empirical Investigation of Sponsored Blogging Campaigns. *Journal of Marketing, 83(5),* 78-96.

Black, I. & Veloutsou, C. (2017). Working consumers: co-creation of brand identity, consumer identity and brand community identity. *Journal of Business Research*, *70*, 416-429.

Supplemental

Keller, K.L. (2010). Brand Equity Management in a Multichannel, Multimedia, Retail Environment. *Journal of Interactive Marketing*, *24(2)*, 58-70.

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.

Burmann, C. Jost-Benz, M., & Riley, N. (2009). Towards an identity-based brand equity. *Journal of Business Research*, *62(3)*, 390-397.

Baker, T.L., Rapp, A., Meyer, T. & Mullins, R. (2014). The role of brand communications on front line service employee beliefs, behaviors, and performance. *Journal of the Academy of Marketing Science*, *42(6)*, 642-657.

Keller, K.L. (2009). Building strong brands in a modern marketing communication environment. *Journal of Marketing Communications*, *15(2-3)*, 139-155.