



**Aalto University**  
Executive Education

**Aalto Executive DBA**  
**STRATEGIC MARKETING AND MANAGEMENT**

Prof. Henrikki Tikkanen

**Course overview**

<b>Credits</b>	6 cr
<b>Status of the Course</b>	<b>Elective course in Aalto Executive DBA</b>
<b>Workload</b>	6 credits, 160 hours: <ul style="list-style-type: none"><li>• Reading articles (110 h)</li><li>• Writing reaction papers on each article (48 h)</li><li>• Oral exam (2 h)</li></ul>
<b>Learning Outcomes</b>	The student understands the strategic role of marketing and marketing-related business processes in the context of a firm's business model. The student is familiar with conceptual tools for driving strategic marketing excellence, developing a successful marketing strategies and assessing company performance.
<b>Content</b>	See below.
<b>Study Material</b>	A collection of articles assigned by the professor
<b>Grading Scale</b>	On/Off

Readings:

### **MARKETING AS A STRATEGIC MANAGEMENT ISSUE**

1. Achrol, R. & Kotler, P. (2012) "Frontiers of the Marketing Paradigm in the Third Millennium", **Journal of the Academy of Marketing Science**, (40), 350-52.
2. Vargo, SL. & Lusch, RL. (2004), "Evolving to a New Dominant Logic for Marketing", **Journal of Marketing**, 68 (January), 1–17.
3. Srivastava, T., Shervani, A. & Fahey, L., (1999), "Marketing, Business Processes, and Shareholder Value: An Organizationally Embedded View of Marketing Activities and the Discipline of Marketing", **Journal of Marketing**, 63 (Special Issue), 168–79.

### **STRATEGIC MARKETING ORGANIZATION**

4. Homburg, C., Jensen, O. & Krohmer, H. (2008) "Configurations of Marketing and Sales", **Journal of Marketing**, 71, 133-154.
5. Olson, EM., Slater, SM. & Hult, T. (2005), "The Performance Implications of Fit Among Business Strategy, Marketing Organization Structure, and Strategic Behavior", **Journal of Marketing**, 69 (July), 49–65.

### **PRODUCT DEVELOPMENT MANAGEMENT**

6. Aspara, J., Tikkanen H., Pöntiskoski, E., & Järvensivu, P. (2011)." Exploration and Exploitation Across Three Resource Classes: Market/Customer Intelligence, Brands/Bonds and Technologies/Processes", **European Journal of Marketing**, 45(4), 596-630.
7. Moorman C. & Slotegraaf, RJ. (1999) "The Contingency Value of Complementary Capabilities in Product Development", **Journal of**

**Marketing Research** 36(2), 239–257.

8. Gatignon, H. & Xuereb, JM. (1997) “Strategic Orientation of the Firm New Product Performance”, **Journal of Marketing Research** 34(February), 77–90.

### **SUPPLY CHAIN MANAGEMENT**

9. Joshi, A.W. (2009) “Continuous Supplier Performance Improvement: Effects of Collaborative Communication and Control”, **Journal of Marketing** 73 (1), 133–150.
10. Hult, GTM., Ketchen, DJ. & Arrfelt, M. (2007) “Strategic Supply Chain Management: Improving Performance Through Cultural Competitiveness and Knowledge Development”, **Strategic Management Journal** 28 (10), 1035–1052.
11. Cooper, MC., Lambert, DM. & Pagh, JD: (1997), “Supply Chain Management: More Than a New Name for Logistics”, **The International Journal of Logistics Management**, 8(1), 1-14.

### **CUSTOMER RELATIONSHIP MANAGEMENT**

12. Homburg, C, Steiner, V. & Totzek, D. (2009). “Managing Dynamics in a Customer Portfolio”, **Journal of Marketing**, 73, 70-89.
13. Payne, A. & Frow, P. (2005), “A Strategic Framework for Customer Relationship Management”, **Journal of Marketing**, 69 (October), 167–76.
14. Boulding, W., Staelin, R., Ehret, M. & Johnston, WJ. (2005), “A Customer Relationship Management Roadmap: What Is Known, Potential Pitfalls, and Where to Go”, **Journal of Marketing**, 69 (4), 155-66.

### **MARKETING PERFORMANCE MEASUREMENT**

15. O’Sullivan, D. & Abela, AV. (2007), “Marketing Performance Measurement

- Ability and Firm Performance”, **Journal of Marketing**, 71 (April), 79–83.
16. Rust, RT., Ambler, T., Carpenter, GS., Kumar, V., & Srivastava, RK. (2004), “Measuring Marketing Productivity: Current Knowledge and Future Direction”, **Journal of Marketing**, 69 (October), 76–89.
  17. Morgan, N.A., Clark, B.H. & Gooner, R. (2002), “Marketing Productivity, Marketing Audits, and Systems for Marketing Performance Assessment. Integrating Multiple Perspectives”, **Journal of Business Research**, 55 (5), 363-375.
  18. Jaworski, B., Kohli, AK. & Sahay, A. (2000) “Market-driven versus Driving Markets”, **Journal of the Academy of Marketing Science**, 28(1).

#### **INDUSTRY AND BUSINESS MODEL EVOLUTION**

19. Aspara J., Lamberg J.-A., Laukia A. & Tikkanen H. (2012) “Corporate Business Model Transformation and Inter-Organizational Cognition: The Case of Nokia”, **Long Range Planning**, in proof.
20. Peltoniemi, M. (2011), “Reviewing Industry Life-cycle Theory: Avenues for Future Research”, **International Journal of Management Reviews**, 13 (4), 349-375.
21. Doz, Y. & Kosonen, M. (2008) “The Dynamics of Strategic Agility: Nokia's Rollercoaster Experience”, **California Management Review**, 50(3), 95-118.

#### **DYNAMIC CAPABILITIES AND CORE COMPETENCIES**

22. Augier, M. & Teece, DJ. (2009) “Dynamic Capabilities and the Role of Managers in Business Strategy and Economic Performance”, **Organization Science**, 20 (2), pp. 410-421.
23. Teece, D J. (2007) “Explicating Dynamic Capabilities: the Nature and Microfoundations of (Sustainable) Enterprise Performance”, **Strategic Management Journal**, 28 (13), 1319-1350.

24. Eisenhardt, KM. & Martin, JA. (2000) "Dynamic Capabilities: What Are They?" **Strategic Management Journal**, 21 (10/11), 1105-1121

### **COMPETITIVE DYNAMICS**

25. Rindova, V., Ferrier W.J., & Wiltbank. (2010) "Value From Gestalt: How Sequences of Competitive Actions Create Advantage For Firms In Nascent Markets", **Strategic Management Journal**, 1474–1497.
26. Lamberg, J.-A., Tikkanen, H., Nokelainen, T. & Suur-Inkeroinen, H. (2008). "Competitive Dynamics, Strategic Consistency, and Organizational Survival", **Strategic Management Journal**, 30(1), 45-60.
27. Ferrier, WJ. ( 2001) "Navigating the Competitive Landscape: The Drivers and Consequences of Competitive Aggressiveness", **Academy of Management Journal**, 44: 858–877.

### **MARKET ORIENTATION**

28. Gebhardt, G, Carpenter, G. & Sherry, J. (2006) "Creating a Market Orientation: A Longitudinal, Multifirm, Grounded Analysis of Cultural Transformation", **Journal of Marketing**, 70, 37-55.
29. Narver, JC. & Slater, SF. (1990) "The Effect of a Market Orientation on Business Profitability", **Journal of Marketing**, 54(4), 20-35.
30. Kohli, AK. & Jaworski, BJ. (1990) "Market Orientation: The Construct, Research Propositions, and Managerial Implications", **Journal of Marketing**, 54(2), 1-18.