

**FEDERAL STATE BUDGET EDUCATIONAL
INSTITUTION OF HIGHER EDUCATION
“LOMONOSOV MOSCOW STATE UNIVERSITY”**

FACULTY OF ECONOMICS

«APPROVED»

Dean of the Faculty of Economics, MSU

professor _____ A.A.Auzan

«__» _____ 2021

COURSE SYLLABUS

Course title:

«**EXPERIENCE MARKETING (in English)**»

Level of higher education:

MASTER STUDIES

Field of study:

38.04.02. MANAGEMENT

Mode of study:

FULL-TIME

Moscow 2021

The course syllabus is developed in accordance with the self-established MSU educational standard (ES MSU) for implemented main professional educational programs of higher education for Master's degree in the field of study 38.04.02. Management

ES MSU is approved by the decision of MSU Academic Council dated December 28, 2020, minutes №7

Year (years) of enrollment: 2021 and forthcoming

1. Place and status of the course in the structure of the Master program

Course status: *elective*

Trimester: 4

2. Course Prerequisites

This discipline is based on the knowledge and skills acquired as a result of studying following courses:

- Strategic Marketing
- Marketing Researches 1
- Marketing Researches 2

3. Intended learning outcomes (ILO) of the course associated to the required competencies of the graduates

Competencies of graduates (codes)	Indicators of achievement of competencies	Intended learning outcomes of the course (module) associated to the required competencies of the graduates
SPC-1. Capable of analyzing the state of markets, marketing activities of commercial and non-profit organizations, making proposals for optimizing the business processes of a customer-focused company, developing systems of evaluation indicators of marketing effectiveness	SPC-1.I-1. Identifies market opportunities and options to optimize marketing processes of a customer-focused company based on a comprehensive analysis of external and internal factors	SPC-1.I-1.K-1. Knows methods, tools and models of strategic market analysis and marketing activities of companies
		SPC-1.I-1.A-1. Able to develop recommendations for optimizing marketing processes based on the analysis of external and internal factors
	MPK-1.I-2. Evaluates the results of a company's marketing activity based on analytical indicators to improve customer focus	SPC-1.I-2.K-1. Knows scorecards for evaluating marketing activities and customer service metrics
		SPC-1.I-2.A-1. Able to evaluate the results of a company's marketing activity based on a comprehensive system of indicators



<p>SPC-2. Capable of developing and implementing a marketing strategy and marketing programs at the level of individual organizations, network structures, regions</p>	<p>SPC-2.I-1. Formulates a marketing strategy for various levels</p>	<p>SPC-2.I-1.K-1. Knows concepts, terminology, theoretical aspects and modern management approaches in the field of strategic marketing</p>
		<p>SPC-2.I-1.A-1. Able to develop a strategy and its separate elements for implementation of marketing activities considering the specifics of the organization or the level of management</p>
	<p>SPC-2.I-2. Makes necessary managerial decisions on implementation of a marketing strategy and program</p>	<p>SPC-2.I-2.A-1. Able to make managerial decisions aimed at implementing a marketing strategy and program</p>
		<p>SPC-2.I-2.A-2. Able to assess the compliance of managerial decisions with strategic marketing goals</p>
<p>SPC-4. Capable of conducting independent research in the field of marketing in accordance with the developed program</p>	<p>SPC-4.I-1. Effectively applies modern techniques and methods of data collection, as well as advanced methods of their processing and analysis using information and analytical systems</p>	<p>SPC-4.I-1.K-1. Knows modern methods of data collection, processing and analysis for management decision-making and marketing development in the company</p>
		<p>SPC-4.I-1.A-1. Able to apply modern methods of data collection, processing and analysis for making managerial decisions in the field of marketing</p>
	<p>SPC-4.I-2. Develops and implements research and analytical projects for the implementation of the company's marketing activities</p>	<p>SPC-4.I-2.A-1. Able to develop a marketing research program, including the formulation of hypotheses and research questions</p>
		<p>SPC-4.I-2.A-2. Able to integrate the results of research and analytical projects into the management decisions made in the marketing activities of the company</p>

4. Workload of the course by types of activity

The workload of the discipline is 3 ECTS: 108 academic hours, including 52 academic hours of contact work with a professor, 54 academic hours of self-directed studies.

5. **Learning format** ‘ON.ECON’ electronic information environment of the Faculty of Economics of Moscow State University is used.

6. **Content of the course structured by topics (sections) indicating the number of academic hours allocated to them and types of training**

Title and brief content of sections and topics of the course (module), Form of assessment for the course (module)	Total (hours)	Including							
		Contact work (work in contact with a professor) <i>Types of contact work, hours</i>				Student self-directed studies <i>Types of self-directed studies, hours</i>			
		Seminars	Group consultations	Individual consultations	Total				Total
Topic 1. Introduction to the Experience Economy	12	4	0	4	8	4			
Topic 2. Experience Marketing: Some Behavioral & Psychological Insights	12	4	0	4	8	4			
Topic 3. Marketing Strategies & Value Creation in the Experience Economy	12	4	0	4	8	4			
Topic 4. Experience Marketing Applications in Education, Culture & Arts	12	4	4	0	8	4			
Topic 5. Experience Marketing Applications in Tourism, Entertainment & Media	12	4	4	0	8	4			
Topic 6. Networks & Clusters in the Experience Economy	10	2	0	4	6	4			
Midterm test and Research project	14	2	-	-	2	12			

<i>Final project</i>	24	4	-	-		20			
Total	108	52				56			

Brief content of the course topics

Topic 1. Introduction to the Experience Economy

The history of the Experience Economy concept by Pine and Gilmore. The progression of economic value: from commodities to experiences. Four economic offerings (commodities, goods, services, experiences): a comparative analysis. Characteristics and features of impressions as a result of the company. Business models of companies in the experience economy.

Course literature:

- Pine B. J., Gilmore J. H. Welcome to the Experience Economy // Harvard Business Review. July-August 1998. (Available online: <https://hbr.org/1998/07/welcome-to-the-experience-economy>)
- Pine B. J., Gilmore J. H. The Experience Economy, With a New Preface by the Authors: Competing for Customer Time, Attention, and Money). – Harvard Business Press, 2019.

Additional literature:

- Morgan M., Elbe J., de Esteban Curiel J. Has the experience economy arrived? The views of destination managers in three visitor-dependent areas //International Journal of Tourism Research. – 2009. – VOL. 11. – №. 2. – P. 201-216.
- Pakhalov A., Rozhkova N. Escape rooms as tourist attractions: Enhancing visitors' experience through new technologies //Journal of Tourism, Heritage & Services Marketing (JTHSM). – 2020. – T. 6. – №. 2. – C. 55-60.
- Pine B. J., Gilmore J. H. Satisfaction, sacrifice, surprise: three small steps create one giant leap into the experience economy //Strategy & Leadership. – 2000. – VOL. 28. – №. 1. – P. 18-23.
- Poulsson S. H. G., Kale S. H. The experience economy and commercial experiences //The Marketing Review. – 2004. – VOL. 4. – №. 3. – P. 267-277.
- Rossman J. R., Duerden M. D. Designing experiences. – Columbia University Press, 2019.

Topic 2. Experience Marketing: Some Behavioral & Psychological Insights

Categories of experiences (customer experience, user experience). The experience economy concept from the psychological point of view. Schmitt's experiential marketing concept and its behavioral foundations. Experiences as a factor in consumer decision making. Experiences, emotions, and behavioral intentions. Behavioral economics and neuromarketing application in the experience marketing.

Course literature:

- Pine B. J., Gilmore J. H. The Experience Economy, With a New Preface by the Authors: Competing for Customer Time, Attention, and Money). – Harvard Business Press, 2019.

- Schmitt B. Experiential marketing //Journal of marketing management. – 1999. – VOL. 15. – №. 1-3. – P. 53-67.
- Schmitt B. et al. Experience marketing: concepts, frameworks and consumer insights //Foundations and Trends® in Marketing. – 2011. – VOL. 5. – №. 2. – P. 55-112.

Additional literature:

- Brakus J. J., Schmitt B. H., Zarantonello L. Brand experience: what is it? How is it measured? Does it affect loyalty? //Journal of marketing. – 2009. – VOL. 73. – №. 3. – P. 52-68
- Tsaor S. H., Chiu Y. T., Wang C. H. The visitors behavioral consequences of experiential marketing: An empirical study on Taipei Zoo //Journal of Travel & Tourism Marketing. – 2007. – VOL. 21. – №. 1. – P. 47-64

Topic 3. Marketing Strategies & Value Creation in the Experience Economy

Traditional marketing vs. experiential marketing. New experience marketing tools for customer value creation. Mass customization as a tool to create consumer value and positive customers' experience. Marketing research in experience marketing: methods and tools.

Course literature:

- Pine B. J., Gilmore J. H. The Experience Economy, With a New Preface by the Authors: Competing for Customer Time, Attention, and Money). – Harvard Business Press, 2019.
- Schmitt B. Experiential marketing //Journal of marketing management. – 1999. – VOL. 15. – №. 1-3. – P. 53-67.
- Schmitt B. et al. Experience marketing: concepts, frameworks and consumer insights //Foundations and Trends® in Marketing. – 2011. – VOL. 5. – №. 2. – P. 55-112.

Additional literature:

- Atwal G., Williams A. Luxury brand marketing—the experience is everything! //Advances in luxury brand management. – Palgrave Macmillan, Cham, 2017. – P. 43-57.
- Dew R. Customer experience innovation: How to get a lasting market edge. – Emerald Group Publishing, 2018.
- Hoyer W. D. et al. Transforming the customer experience through new technologies //Journal of interactive marketing. – 2020. – T. 51. – №. 1. – P. 57-71.
- Mossberg L. A marketing approach to the tourist experience //Scandinavian Journal of Hospitality and Tourism. – 2007. – VOL. 7. – №. 1. – P. 59-74.
- Pine B. J., Gilmore J. H. Satisfaction, sacrifice, surprise: three small steps create one giant leap into the experience economy //Strategy & Leadership. – 2000. – VOL. 28. – №. 1. – P. 18-23.

Topic 4. Experience Marketing Applications in Education, Culture & Arts

The role of knowledge and innovation in experiences' creation. The educational activities of within the framework of the experience marketing. Main drivers and incentives for innovation in the age of the experience economy. Application of the experience-based marketing approaches in the field of

culture and arts (museums, galleries, contemporary art centers).

Course literature:

- Pine B. J., Gilmore J. H. *The Experience Economy, With a New Preface by the Authors: Competing for Customer Time, Attention, and Money*. – Harvard Business Press, 2019.
- Schmitt B. et al. *Experience marketing: concepts, frameworks and consumer insights //Foundations and Trends® in Marketing*. – 2011. – VOL. 5. – №. 2. – P. 55-112.

Additional literature:

- Degen M., Melhuish C., Rose G. *Producing place atmospheres digitally: Architecture, digital visualisation practices and the experience economy //Journal of Consumer Culture*. – 2017. – VOL. 17. – №. 1. – P. 3-24.
- Hutter M. *The Role of Newness in the Experience Economy // Innovation Society Today*. –Springer VS, Wiesbaden, 2018. – P. 149-164.
- Kolar T. *Conceptualising tourist experiences with new attractions: the case of escape rooms //International Journal of Contemporary Hospitality Management*. – 2017. – VOL. 29. – №. 5. – P. 1322-1339.
- Lorentzen A. *Cities in the experience economy //European Planning Studies*. – 2009. – VOL. 17. – №. 6. – P. 829-845.
- Radder L., Han X. *An examination of the museum experience based on Pine and Gilmore's experience economy realms //Journal of Applied Business Research (JABR)*. – 2015. – T. 31. – №. 2. – P. 455-470.
- Sundbo J. *Innovation in the experience economy: a taxonomy of innovation organisations //The Service Industries Journal*. – 2009. – VOL. 29. – №. 4. – P. 431-455.

Topic 5. Experience Marketing Applications in Tourism, Entertainment & Media

Tourism as a key field of experience marketing applications. Experience marketing insights for tourism and hospitality companies. The development of tourist destinations based on the concept of the experience economy. Application of the experience-based marketing approaches in the field of entertainment and media (TV, radio, digital).

Course literature:

- Pine B. J., Gilmore J. H. *The Experience Economy, With a New Preface by the Authors: Competing for Customer Time, Attention, and Money*. – Harvard Business Press, 2019.
- Schmitt B. et al. *Experience marketing: concepts, frameworks and consumer insights //Foundations and Trends® in Marketing*. – 2011. – VOL. 5. – №. 2. – P. 55-112.

Additional literature:

- Andersson T. D. *The tourist in the experience economy //Scandinavian Journal of Hospitality and Tourism*. – 2007. – VOL. 7. – №. 1. – P. 46-58.

- Chang S. Experience economy in hospitality and tourism: Gain and loss values for service and experience //Tourism Management. – 2018. – VOL. 64. – P. 55-63.
- Dew R. Customer experience innovation: How to get a lasting market edge. – Emerald Group Publishing, 2018.
- Hoyer W. D. et al. Transforming the customer experience through new technologies //Journal of interactive marketing. – 2020. – T. 51. – №. 1. – C. 57-71.
- Farah A. et al. Material management in themed restaurants: inspiring the experience economy //Journal of Tourism, Hospitality and Culinary Arts. – 2017. – VOL. 9. – №. 2. – P. 493-503.
- Kolar T. Conceptualising tourist experiences with new attractions: the case of escape rooms //International Journal of Contemporary Hospitality Management. – 2017. – VOL. 29. – №. 5. – P. 1322-1339.
- Loureiro S. M. C. The role of the rural tourism experience economy in place attachment and behavioral intentions //International Journal of Hospitality Management. – 2014. – VOL. 40. – P. 1-9.
- Mehmetoglu M., Engen M. Pine and Gilmore's concept of experience economy and its dimensions: An empirical examination in tourism //Journal of Quality Assurance in Hospitality & Tourism. – 2011. – VOL. 12. – №. 4. – P. 237-255.
- Mossberg L. A marketing approach to the tourist experience //Scandinavian Journal of Hospitality and Tourism. – 2007. – VOL. 7. – №. 1. – P. 59-74.
- Oh H., Fiore A. M., Jeoung M. Measuring experience economy concepts: Tourism applications //Journal of travel research. – 2007. – VOL. 46. – №. 2. – P. 119-132.

Topic 6. Networks & Clusters in the Experience Economy. Final exam

Networks as governance structure in management studies. Social networks and intercompany networks. The role of networks in the experience economy. Typology of networks in the experience economy: strategic alliances, clusters, virtual organizations. Tourism clusters: foreign and Russian experience.

Course literature:

- Pine B. J., Gilmore J. H. The Experience Economy, With a New Preface by the Authors: Competing for Customer Time, Attention, and Money). – Harvard Business Press, 2019.

Additional literature:

- Lorentzen A. Knowledge networks in the experience economy // An analysis of four flagship projects in Frederikshavn, 1st ed., Department of Development and Planning, Aalborg. – 2008.
- Pakhalov A. M., Saks D. G. Networking of Small Tourist Destinations: Evidence from Russia //Cultural and Tourism Innovation in the Digital Era: Sixth International IACuDiT Conference, Athens 2019. – Springer International Publishing, 2020. – C. 381-391.
- Porter M. Location, competition, and economic development: local clusters in a global economy // Economic Development Quarterly. 2000. Vol.14. No.1. P.15-34.

7. Assessment tools to assess the course learning outcomes

7.1. Sample assessment tools:

Learning outcomes of the course	Types of assessment tools
SPC-1.I-1.K-1. Knows methods, tools and models of strategic market analysis and marketing activities of companies	Master classes and workshops Midterm test
SPC-1.I-1.A-1. Able to develop recommendations for optimizing marketing processes based on the analysis of external and internal factors	Research project
SPC-1.I-2.K-1. Knows scorecards for evaluating marketing activities and customer service metrics	Master classes and workshops Midterm test
SPC-1.I-2.A-1. Able to evaluate the results of a company's marketing activity based on a comprehensive system of indicators	Research project
SPC-2.I-1.K-1. Knows concepts, terminology, theoretical aspects and modern management approaches in the field of strategic marketing	Master classes and workshops Midterm test
SPC-2.I-1.A-1. Able to develop a strategy and its separate elements for implementation of marketing activities considering the specifics of the organization or the level of management	Research project
SPC-2.I-2.A-1. Able to make managerial decisions aimed at implementing a marketing strategy and program	Research project
SPC-2.I-2.A-2. Able to assess the compliance of managerial decisions with strategic marketing goals	Research project
SPC-4.I-1.K-1. Knows modern methods of data collection, processing and analysis for management decision-making and marketing development in the company	Master classes and workshops Midterm test
SPC-4.I-1.A-1. Able to apply modern methods of data collection, processing and analysis for making managerial decisions in the field of marketing	Final project
SPC-4.I-2.A-1. Able to develop a marketing research program, including the formulation of hypotheses and research	Final project



questions	
SPC-4.I-2.A-2. Able to integrate the results of research and analytical projects into the management decisions made in the marketing activities of the company	Final project

7.2. Course assessment criteria (scores):

Types of assessment tools	Score
Master classes and workshops	40
Midterm test	30
Research project	50
Final project	30
Total	

7.3. Grade for the course is determined based on the following criteria:

Grade	Minimum score	Maximum score
<i>Excellent</i>	127,5	150,0
<i>Good</i>	97,5	127,0
<i>Satisfactory</i>	60,0	97,0
<i>Failed</i>	0,0	59,5

Note: in case a student's score obtained during the trimester is less than 20% of the maximum score of the discipline, the following rule of passing the course should be applied at the midterm assessment (and further re-examination): 'a student can obtain only a satisfactory mark and only in case she/he receives for the midterm assessment, including all the course material, no less than 85% of the score allocated to this assessment'.

7.4. Typical tasks and other materials necessary to assess the learning outcomes:

— *Midterm test questions (typical tasks)*

Question 1. According to Pine & Gilmore, “commodities are fungible, goods tangible, services intangible, and experiences...”

a) ...storable

- b) ...memorable
- c) ...incredible
- d) ...unchangeable

Question 2. Which of the following modules really appears in the Schmitt's experiential marketing concept?

- a) SALE
- b) RELATE
- c) JOIN
- d) TOUCH

Question 3. Let's assume that you include in your survey the following statement "I'm going to recommend this gallery to my friends". Based on this question, you most likely want to measure...

- a) ...experience
- b) ...emotion
- c) ...satisfaction
- d) ... behavioral intention

Question 4. Which of these principles is illustrated by Pine & Gilmore using the following example: "When a Rainforest Cafe host declares, "Your adventure is about to begin," it sets the stage for something special"?

- a) Create positive cues
- b) Mix in memorabilia
- c) Engage all five senses
- d) Theme the experience

Question 5. Choose the most accurate definition of experience providers (ExPros) according to Dr. Schmitt.

- a) Experience providers are companies that stage experiences for their guests
- b) Experience providers are internal events that happen in response to external stimuli
- c) Experience providers are marketing approaches to create additional customer value
- d) Experience providers are channels and tools that implement strategic modules (SEMs)

— **Research project (guidelines and requirements):**

Research project should be produced in teams of 3 or 4 students.

Each team should choose an international or local company that (probably) use insights from experience economy in the business strategy.

The aim of the research project should be two-fold: 1) to analyze the company's strategy using some experience economy tools, 2) to measure an experience of company's customers / visitors.

Research project includes written report (8-10 pages, Tahoma, 12 pt) & presentation (8-12 slides).

Students can get up to 50 scores for the research project including 30 scores for a report and 20 scores for its presentation.

Research project structure (applicable to both report and its presentation):

1. Introduction. This part should include a very brief description of the company's history, its current strategy and operations.
2. Literature review. In this part, you should analyze 2 or more research papers that study companies from the same industry (e.g. if you chose the escape room company you have to use papers with data from this sector).
3. Experience theory applications. Here you should analyze the within two Pine&Gilmore's frameworks: 4E model and 5 experience design principles. What type of experience provide this company? Do this company use these five principles in its strategy?
4. Reviews' analysis. In the final part, you should analyze online reviews posted by customers of the company (at such websites as TripAdvisor, Google Maps etc.). You can use both quantitative indicators (rating, share of positive / negative reviews etc.) and qualitative analysis of several selected reviews. Try to answer the following research question based on your content analysis: "What positive cues create a positive customer experience? And what negative cues (if any) can destroy this experience?"

The project evaluation is based on the following criteria: originality, use of research papers, variety of research methods (structured interviews, content analysis, "mystery shopper", etc.), and validity of conclusions. Any violations of academic ethics (cheating, plagiarism, falsification of data) are unacceptable and lead to zero points.

— **Final project (guidelines and requirements):**

Each student should produce his / her personal final project.

Student should choose any international or local brand and come up with the idea of a new marketing campaign for this brand based on two or more Schmitt's modules (SEMs, Feel/Sense/Act/Think/Relate).

The presentation should include 5 slides:

Slide 1. Title slide (student's name and the title of the project, e.g. "Experience-based marketing campaign for brand X")

Slide 2. Brand overview: key facts about brand, its value proposition and target audience.

Slide 3. Key message of the proposed experience-based campaign.

Slide 4. Marketing channels to use in the proposed campaign: TV, radio, digital, outdoor etc.

Slide 5. Examples of two experience providers (e.g., slogan and poster), revealing the key message of the proposed campaign.

The project evaluation is based on the following criteria: originality, creativity, originality of slides' design, and quality of oral speech. Any violations of academic ethics (cheating, plagiarism, falsification of data) are unacceptable and lead to zero points.

7.5. Methodological guidelines and assignment requirements:

Comment: in case student's scores obtained during the trimester are less than 20% of the maximum score of the discipline the following rule of passing the course should be applied at the midterm assessment (and further re-examination): 'a student can obtain only a satisfactory mark and only in case he/she receives for the midterm assessment, including all the course material, not less than 85% of the score allocated to this assessment'.

8. Resources

8.1. List of main and additional literature

Main literature:

1. Pine B. J., Gilmore J. H. The Experience Economy, With a New Preface by the Authors: Competing for Customer Time, Attention, and Money). – Harvard Business Press, 2019.
2. Pine B. J., Gilmore J. H. Welcome to the Experience Economy // Harvard Business Review. July-August 1998. (Available online: <https://hbr.org/1998/07/welcome-to-the-experience-economy>)
3. Schmitt B. Experiential marketing //Journal of marketing management. – 1999. – VOL. 15. – №. 1-3. – P. 53-67.
4. Schmitt B. et al. Experience marketing: concepts, frameworks and consumer insights //Foundations and Trends® in Marketing. – 2011. – VOL. 5. – №. 2. – P. 55-112.

Additional Literature (for preparing research projects):

1. Andersson T. D. The tourist in the experience economy //Scandinavian Journal of Hospitality and Tourism. – 2007. – VOL. 7. – №. 1. – P. 46-58.

2. Atwal G., Williams A. Luxury brand marketing—the experience is everything! //Advances in luxury brand management. – Palgrave Macmillan, Cham, 2017. – P. 43-57.
3. Brakus J. J., Schmitt B. H., Zarantonello L. Brand experience: what is it? How is it measured? Does it affect loyalty? //Journal of marketing. – 2009. – VOL. 73. – №. 3. – P. 52-68.
4. Chang S. Experience economy in hospitality and tourism: Gain and loss values for service and experience //Tourism Management. – 2018. – VOL. 64. – P. 55-63.
5. Degen M., Melhuish C., Rose G. Producing place atmospheres digitally: Architecture, digital visualisation practices and the experience economy //Journal of Consumer Culture. – 2017. – VOL. 17. – №. 1. – P. 3-24.
6. Dew R. Customer experience innovation: How to get a lasting market edge. – Emerald Group Publishing, 2018.
7. Farah A. et al. Material management in themed restaurants: inspiring the experience economy //Journal of Tourism, Hospitality and Culinary Arts. – 2017. – VOL. 9. – №. 2. – P. 493-503.
8. Hoyer W. D. et al. Transforming the customer experience through new technologies //Journal of interactive marketing. – 2020. – T. 51. – №. 1. – C. 57-71.
9. Hutter M. The Role of Newness in the Experience Economy // Innovation Society Today. –Springer VS, Wiesbaden, 2018. – P. 149-164.
10. Kolar T. Conceptualising tourist experiences with new attractions: the case of escape rooms //International Journal of Contemporary Hospitality Management. – 2017. – VOL. 29. – №. 5. – P. 1322-1339.
11. Lorentzen A. Cities in the experience economy //European Planning Studies. – 2009. – VOL. 17. – №. 6. – P. 829-845.
12. Loureiro S. M. C. The role of the rural tourism experience economy in place attachment and behavioral intentions //International Journal of Hospitality Management. – 2014. – VOL. 40. – P. 1-9.
13. Mehmetoglu M., Engen M. Pine and Gilmore's concept of experience economy and its dimensions: An empirical examination in tourism //Journal of Quality Assurance in Hospitality & Tourism. – 2011. – VOL. 12. – №. 4. – P. 237-255.
14. Morgan M., Elbe J., de Esteban Curiel J. Has the experience economy arrived? The views of destination managers in three visitor-dependent areas //International Journal of Tourism Research. – 2009. – VOL. 11. – №. 2. – P. 201-216.
15. Mossberg L. A marketing approach to the tourist experience //Scandinavian Journal of Hospitality and Tourism. – 2007. – VOL. 7. – №. 1. – P. 59-74.
16. Oh H., Fiore A. M., Jeoung M. Measuring experience economy concepts: Tourism applications //Journal of travel research. – 2007. – VOL. 46. – №. 2. – P. 119-132.
17. Pakhalov A., Rozhkova N. Escape rooms as tourist attractions: Enhancing visitors' experience through new technologies //Journal of Tourism, Heritage & Services Marketing (JTHSM). – 2020. – T. 6. – №. 2. – C. 55-60.
18. Pakhalov A. M., Saks D. G. Networking of Small Tourist Destinations: Evidence from Russia //Cultural and Tourism Innovation in the Digital Era: Sixth International IACuDiT Conference, Athens 2019. – Springer International Publishing, 2020. – C. 381-391.
19. Pine B. J., Gilmore J. H. Satisfaction, sacrifice, surprise: three small steps create one giant leap into the experience economy //Strategy & Leadership. – 2000. – VOL. 28. – №. 1. – P. 18-23.

20. Porter M. Location, competition, and economic development: local clusters in a global economy // Economic Development Quarterly. 2000. Vol.14. No.1. P.15-34.
21. Poulsson S. H. G., Kale S. H. The experience economy and commercial experiences //The Marketing Review. – 2004. – VOL. 4. – №. 3. – P. 267-277.
22. Radder L., Han X. An examination of the museum experience based on Pine and Gilmore's experience economy realms //Journal of Applied Business Research (JABR). – 2015. – T. 31. – №. 2. – P. 455-470.
23. Rossman J. R., Duerden M. D. Designing experiences. – Columbia University Press, 2019.
24. Sundbo J. Innovation in the experience economy: a taxonomy of innovation organisations //The Service Industries Journal. – 2009. – VOL. 29. – №. 4. – P. 431-455.
25. Tsaor S. H., Chiu Y. T., Wang C. H. The visitors behavioral consequences of experiential marketing: An empirical study on Taipei Zoo //Journal of Travel & Tourism Marketing. – 2007. – VOL. 21. – №. 1. – P. 47-64.

8.2. List of licensed software

Package of Software 'Microsoft Office', QDA Miner Lite.

8.3. List of professional databases and information referral systems

Institutional subscription resources of the Faculty of Economics, MSU;

8.4. List of Internet resources (if necessary)

EF MSU Moodle system: <https://on.econ.msu.ru/>

Bernd Schmitt's official web page: <https://www8.gsb.columbia.edu/cbs-directory/detail/bhs1>

The Home of the Experience Economy by Pine & Gilmore: <https://strategichorizons.com/>

8.5. Description of material and technical support

For the appropriate organization of classes the following equipment is needed: microphone, projector, flip chart, markers, Internet access, etc.

9. Language of instruction: English



9. **Professor (professors):** Alexander M. Pakhalov
10. **Syllabus authors:** Alexander M. Pakhalov