

QUESTROM: MK 467 – INTERNATIONAL MARKETING MANAGEMENT

Course Outline – Fall Semester

1. Recommended Preparation Prior coursework in ‘*Core Marketing*’ would be very helpful, not mandatory, as the course builds upon these business fundamentals. Fluency with the basic principles and skill sets developed in *Consumer Behavior* and *Market Research* are also highly recommended since the class and project consistently leverage this knowledge base.

2. Program Learning Outcomes

The prime objective of this course is to help you develop a critical appreciation of both the opportunities and challenges associated with the globalization of markets. During the semester, you will learn about the key environmental forces shaping consumer needs and preferences, the impact of foreign political and economic factors on companies, the influence of international competition, market segmentation and strategy decisions specific to international marketing.

Upon completion, you should be able to:

- Assess various foreign country markets
- Analyze the impact of competitive, cultural/social, economic, environmental, industry, legal/regulatory, political, and technological, factors on international marketing strategies
- Determine when to use different market entry and penetration strategies
- Examine the different skills and systems required to implement marketing strategies across country borders

By engaging your best efforts, you will enhance your understanding of the scope, risks and rewards facing organizations attempting to establish and maintain global competitiveness.

3. Course Instructor

Dr Peter McDonald, a marketing practitioner believes in ‘theory-into-practice’ and ‘shared learning’. Additionally, he has co-authored a number of Journal articles on sources of brand equity & brand portfolio management. Also a Board Member of a Local Health District, he still finds time to mentor founders of a marcoms agency, and a training & fitness business.

Peter started teaching at BU in 2007 and has taught branding/marketing/advertising subjects at Sydney University, UTS, and CSU. His business experience covers North America, Australia, NZ & Asia Pacific where he performed brand, marketing communications and advertising agency business management roles.

Companies with whom Peter has partnered include: Aldi, Colgate, Commonwealth Bank of Australia, Domino’s Pizza, General Mills, Harris Farm Markets, Mars Inc., McDonald’s, Michael Hill International, PepsiCo, Procter & Gamble, 7-Eleven, Tourism Australia, and Unilever.

Early in his career, he lived, worked, travelled & studied (part-time) in North America for almost 8yrs, and ever since Peter has encouraged his staff and students to do likewise. For him, the benefits of personal growth and a ‘global mind-set’ far outweigh any culture shock a person might initially experience by going overseas.

Peter has a B Com (Marketing), MBA (International Business), and PhD (Management).

4. Instructional Format, Course Pedagogy, Approach to Learning, and Generative AI

The teaching method for this course involves lecture/case study/workshop sessions wherein many of the key elements of International Marketing Management, related concepts, themes, and tools are progressively introduced.

These are then discussed, elaborated upon and further exemplified (via web/online, case study presentations, recent business issues' reports, videos, and guest lectures) in these sessions. Beyond pre-arranged team consultation/work sessions, we will use any available session time to progress the major team project.

Student teams are able to use Generative AI tools such as ChatGPT to assist their completion of the Major Project. However, if used they must cite accordingly within the various document/s and their List of Sources plus submit the prompts used and outputs received in a separate Addendum.

5. Course Components Weighting & Assessment

➤ Class Participation [incl. DBQ] (individual)	10%
➤ Major Project Document/s (team)	30%
➤ Case Analysis Pres/Report (individual)	20%
➤ Recent Business Issue/s Pres/Report (individual)	15%
➤ Final Examination (individual)	25%
➤ <u>Total</u>	<u>100%</u>

a) Class Contribution/Participation (10%)

Class participation is critical to the success of this course and also provides an opportunity to develop the oral communication and persuasion skills that are essential in the practice of marketing. The success of in-class discussion depends on the thoroughness and quality of your preparation. In particular, you should be fully prepared to be an active participant in the discussion of each class-wide reading/case.

Discussion direction/questions are provided as a guide for your class preparation – please refer to ‘Readings/Case Analysis - Direction/Questions’ (3 attached pages after Course Flow/Activities schedule).

Contributions will be judged on whether or not they facilitate ‘shared learning’ in the classroom. High quality contributions are efficient, relevant to the discussion at hand, and cognizant of the flow of arguments in the room. Quality participants respect others’ opinions and take care not to dominate the conversation.

The Professor will randomly call on students during any class discussion.

Note: A student’s response to the **Discussion Board Question** is worth 3% of the 10% available.

b) Major Project (30%)

The major project is done in student Teams, adopting the perspective of a management consultancy proactively recommending business growth plans to prospective clients.

By effectively collaborating on this project, you should develop a deeper understanding of the marketing competencies required to do business across international borders. The Market Launch Plan (MLP) project has a number of inter-related components.

- **Deliverable 1 (ppt document)**
 - a) Selected Company Analysis (SCA) of a USA-born/HQ organization who, after focused research, you believe might be interested in entering the Vietnam market.
 - b) Market Opportunity Analysis (MOA) – analysis of specific Vietnam market research (largely secondary) which is undertaken in parallel with completion of the SCA.
- **Deliverable 2 (ppt document)**
 - c) Starts with an Executive Summary, which is then followed by (most likely) a ‘re-worked’ version of Deliverable 1.
 - d) SWOT Analysis – which draws 3-4 key Strengths and 3-4 key Weaknesses from the SCA as well as 3-4 key Opportunities and 3-4 key Threats/Challenges from the MOA.
 - e) Strategic Market Entry Program (SMEP) – the likely program components for which are fully detailed in the MLP Guide separately provided.

It is envisaged the Deliverable 1 document will be approximately 10-12 ppt content pages in length. While the Deliverable 2 ‘standalone’ final document, which incorporates the ‘re-worked’ Deliverable 1, should be approximately 18-20 ppt content pages in length.

Important Notes: i) Teams must first confirm that their selected organization is not yet operating in Vietnam and have it approved by the Professor, before undertaking major work on Deliverable 1; ii) Although the final grade for this major project is based on Deliverable 2, each Team will receive an ‘indicative’ mark for Deliverable 1 [refer to the MLP Guide for fuller details of the areas/issues to be covered within each of the above components – a) to e)].

c) Case Analysis In-Class Report (20%)

In addition to overall class participation/work, each student will be assigned a case to analyze, write-up in ppt format (approx. 5-7 content slides), deliver a 15min ‘standalone’ presentation (plus 5-10 mins for Q&A), then submit a hardcopy in-class and email a softcopy for assessment.

Both versions of the Case Analysis must be provided, to avoid marks being deducted.

Good case analyses go beyond the case facts, tie-in learnings from the readings, class discussions, and your personal experience. To receive an above average Grade you should structure an argument using case facts, course frameworks and/or learning, and at least two ‘credible’ business sources such as *Fast Company*, *Forbes*, *Fortune*, *WSJ*, *The Economist* and *HBR*. A simple recap of the case facts that includes only the most obvious observations will not be graded favorably.

Final Note: refer to ‘Specific Students/Case Analysis’ - (after Course Flow/Activities schedule).

d) Recent Business Issue/s In-Class Report (15%)

Reading about recent issues in the business world will help enrich and illustrate the international concepts and issues we discuss in class. Students research, select, scrutinize numerous articles drawn from ‘credible’ business sources (as for the ‘*Case Analysis*’). Unless prior permission is given by the Professor, these articles must only have been published within the past 4-5yrs.

Each student submits a hardcopy in-class, emails a softcopy and in 10-15mins delivers his/her ‘standalone’ ppt presentation (approx. 5-7 content slides). Both versions of the Recent Business Issue/s report must be provided, to avoid marks marks being deducted.

Final Note: refer to ‘Recent Business Issue/s Report’– Direction/Presentation (within attached separate page, after ‘Specific Students/Case Analysis’ page).

e) Final Exam -‘Open Notes’ (25%)

The final exam will primarily focus on the international concepts discussed in class. It will consist of a mix of case-type and multiple choice **T/F** questions. To be well prepared for the final exam, you should attend each class and make sure you have read each of the assigned readings. Anything covered in class, in the assigned cases/readings, recent international business issues, or guest speaker presentations will be included in the final exam.

Further details will be provided in the in-class Exam Revision/Q&A session scheduled in the week prior to the exam.

Important Note: students must be connected to *Blackboard Learn* and visit at least **2-3** times a week, as the Professor will use this platform to efficiently distribute relevant Course Materials.

6. Course Grading Scale

A	94-100	C+	77-79
A-	90-93	C	73-76
B+	87-89	C-	70-72
B	83-86	D	60-69
B-	80-82	F	Below 60

Grades are assigned based on BU standards, an A is “Excellent,” B is “Good” and C is “Average.” While work delivered without a List of Sources used (no matter how fantastic) cannot gain a Grade higher than B+.

To receive an overall high-level letter grade, *your performance must be consistently well above average.*

7. Key Course Dates

- ✓ Week 1 - Course begins (3.00pm to 7.00pm).
- ✓ Week 4 - **1st** Deliverable [refer 5b)] submitted through the Library with BU Cover sheet - by 8.00pm; also email direct to Professor.
- ✓ Week 7 - **2nd** Deliverable [refer 5b)] submitted through the Library with BU Cover sheet - by 8.00pm; also email direct to Professor.
- ✓ Week 7 - **FINAL** Exam Revision session (6.30pm to 8.30pm).
- ✓ Week 8 - **FINAL** Exam occurs at BUSAC (10am to 12pm/Midday).

8. Class Attendance Policy -Attendance at all classes is mandatory

Any absence or medical reasons or other misadventure must be supported by a medical certificate or a letter offering a satisfactory explanation. Strict penalties apply, on a pro rata basis, for any unapproved absence. Missing one class without reason would attract as much as a 10% penalty.

9. Statement on Plagiarism

All students are responsible for having read the Boston University statement on plagiarism which is available in the Academic Conduct Code.

Students are advised that the penalty against students on a Boston University program for cheating on examinations or for plagiarism may be "... expulsion from the program or the University or such other penalty as may be recommended by the Committee on Student Academic Conduct, subject to approval by the Dean".

10. Late Work

In general there will be no extensions granted for any coursework. The exception is where there are clear and acceptable reasons for late submission. In this case a written statement outlining any serious illness or misadventure with supporting documentation (eg. medical certificates) must be provided or a strict penalty of 5% per day will automatically apply.

11. Course Flow/Activities/Timings/Focal Market/Case Analysis Q's/Business Issue' Focus

Refer to the attached Exhibits for the above areas - which pertain to the key Topic Areas, your individual and team responsibilities, as well as Assessment Items **5a**, **5b**, **5c**, **5d**, **5e**, and **5f** (Pages 2 to 4)

Importantly please make sure that before commencing any of these individual or team Assessments/ Deliverables that you download and review the relevant **Scorecard** in **Blackboard Learn**.

12. Adjunct Professor (Brand/International Marketing) mobile + email details

Dr Peter McDonald's mobile: 0414 452 231; email – teamjest@bu.edu

QUESTROM - MK 467 - International Marketing Management - Sydney - Course Flow/Activities - Fall Semester

Wk	Date	Lecture/Workshop/Other	Articles/Readings/Sources	Student/Case Analysis	Student/Recent Business
			(All to pre-read for in-class discussion)	<u>Presentation</u> (Refer attached 'Direction' pages)	<u>Issues/Dis'n/Share</u> (Refer attached 'Direction' page)
1	Monday (3.00pm to 7.00pm)	Introductions/Deliverables/Expectations Student "Experience" Survey Completed	Review Course Details/Assessments "Vietnamese Banquet"	Nil	("Vietnam - Market Destination") ('Hanoi Re-visited' - viewed/discussed)
	Thursday (6.30pm to 8.30pm)	International Marketing Mgt/Brand - Planning (MLP Guide Distributed/Highlighted)	"New Faces of Vietnamese Consumer" "Vietnam Consumer Personas"	(Cases Allocated) (Student Teams Formed)	(Recent Event Business Issues/Allocated) Respond to DBQ by end of the week
2	Monday (3.00pm to 7.00pm)	Vietnam Immersion + MLP Workshop # 1 (Guest Speaker - 'Vietnam Odyssey')	Team's Proposed Company (ies) MLP Guide > D1 Focus	Nil	Nil
	Thursday (6.30pm to 8.30pm)	Global Leadership	<i>The global brand face-off</i> <i>In search of global leaders</i>	Nil	Nil
3	Monday (3.00pm to 7.00pm)	Market Entry Decisions + Workshop # 2 MLP Guide > First Deliverable/ D1 Focus	Market Entry Decisions Global market segmentation	Nil	Nil
	Thursday (6.30pm to 8.30pm)	Impact of Culture on Doing Business	"Distance" still matters (Students Complete 'Culture' Survey)	(2) - Case Analysis/Pres. <i>Euro Disney or Euro Disaster?</i>	(2) - Bus.Issues-Articles Pres. "Cultural mistakes"
4	Monday (3.00pm to 7.00pm)	"Orchestrating Global (A&P) Campaigns" (Guest Speaker - 3.00pm to 4.15pm)	Students Use Balance of Time to > (Culture' Survey Results)	Finalise Deliverable 1 Due 8.00pm tonight	Finalise Deliverable 1 Also email D1 direct to Professor
	Thursday (6.30pm to 8.30pm)	Global Branding (Initial 'Feedback on 1st Deliverable/D1)	The lure of global branding	(2) - Case Analysis/Pres. <i>Lenovo: building a global brand</i>	(2) - Bus.Issues-Articles Pres. "Global (market) expansion strategies"
5	Monday (3.00pm to 7.00pm)	Global (A&P) Campaigns Re-visited (Deeper 'Feedback on 1st Deliverable/D1)	Hofstede model: global branding advertising strategy & research	(2) - Case Analysis/Pres. <i>L'Oreal & the globalisation of American Beauty</i>	(2) - Bus.Issues-Articles Pres. "Global (A&P) campaign strategies"
	Thursday (6.30pm to 8.30pm)	Market Entry/Channels - MLP Workshop # 3 MLP Guide > D2 Focus	7 x Rules of International Distribution <i>Pepsi v's Coke in Venezuela</i>	Nil	Nil

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Readings/Case Analysis - Direction/Questions – Fall Semester

1. All Students/Readings - Direction/Questions

Week 1 – ‘New faces of the Vietnamese Consumer’+ ‘The Vietnamese Consumer Survey’

We introduce this Article and a major research **Survey** early to give you a good sense of the growth opportunity Vietnam can provide as you brainstorm potential (real) ‘candidate’ US-based organisations for the Course’s major deliverable.

‘New Faces’ discusses the corporate implications of: a) Transformative demographic shifts; and b) Behavioural shifts modernizing & diversifying the consumer environment. The ‘Survey’ uses personas representing key consumer segments to explore the consumer journey while analyzing the impact of macro trends on the Vietnamese consumer’s heart, wallet, and mind.

Note: we also draw upon the above Survey at different stages throughout the Course.

Week 2 – ‘The Global Brand Face-off’ + ‘In Search of Global Leaders’.

This is an entertaining and fictional case that outlines a new brand global initiative. This case follows a **Global Brand Manager** at an international cosmetics company as she tries to convince colleagues around the globe to adopt a global ad campaign tied to a popular movie release.

This will be our first look into the common challenges that global marketing managers often encounter when coordinating a global campaign. You will see what happens when culture, misaligned incentives, resistance to change and a strong desire for autonomy is added to the marketing mix.

Finally, we will consider the views of five top executives from global organisations who describe what ‘global leadership’ takes and how they look for it.

Week 3 – ‘Distance Still Matters’

We will review and discuss the very useful **CAGE** framework, a method by which managers assess the impact of distance (in the widest sense!) on various industries.

This framework is then applied to adjust a company’s ‘**Country Portfolio Analysis**’, dramatically changing their estimates of market opportunities.

Week 4 – ‘The Lure of Global Branding’

We consider and discuss the important distinction between the building of global brands versus global brand leadership. Furthermore, the four principles of building global brand leadership are reviewed and exemplified.

Week 5 – ‘Hofstede Model: Global Branding, Advertising Strategy & Research’

We consider and discuss Hofstede’s multi-dimensional model of national culture which is used to interpret cultural differences. The particular article describes elements of the Hofstede model that are most relevant to branding and advertising, and reviews studies that have used the model for aspects of international branding and advertising research.

More recently, a sixth dimension has been added to the Hofstede model.

Before attending class on Monday, please visit ‘The Culture Factor Group’ website, locate and use the ‘Country Comparison’ tool to compare the USA and Vietnam on the six cultural dimensions and bring a copy of the results (bar-chart, text) with you, for class discussion.

Week 5 – ‘Channel/Distribution Decisions + ‘Pepsi v’s Coke in Venezuela’

We will discuss the importance of intermediaries to get a product or service to your intended target customer using the 7 x **R**ules of **I**nternational **D**istribution, noting that MNCs need to carefully select and then most effectively work with their local distributors.

After Pepsi’s longtime bottler in Venezuela switches to Coke in a surprise move, Pepsi’s CEO (Roger Enrico) assesses the damage and struggles to find answers. We will discuss what went wrong and what PepsiCo could have done differently to avoid this major defection by this significant franchise bottler.

Week 6 – Note on Innovation: ‘Rogers’ Five Factors’/Sony Corporation:CNS.

We will spend the first 15 or so minutes discussing the ‘Rogers’ **5** Factors’ model, after which we will apply this model to the Sony Corporation: Car Navigation Systems’ case.

First read the Note on Innovation article, then as you read the case, see how you can integrate the Rogers’ **5** Factors’ model into your understanding of the diffusion of **CNS** technology in the Japan, USA and European markets. Do you think the diffusion rates of this innovation will differ between these country markets? What might drive any rate of diffusion differences?

Note: the sole purpose of this case is to enrich your understanding of the Rogers’ **5** Factors model. As such, your reading should focus on the market opportunity for **CNS** in Europe, USA and Japan. Hence, **disregard** the issue of diverse software formats and Standard Setting.

Week 6 – ‘Pricing Decisions’ + ‘Coca-Cola’s New Vending Machine’.

We will discuss pricing decisions from the exporter’s point of view. As you expand to foreign markets, your ability to control pricing deteriorates: we will discuss the challenges to strategic pricing and ways to mitigate this loss of control (refer Ch. 12, Czinkota et al., esp. ps 430-434).

Also we discuss ‘meaningful value’ from the customer’s perspective and whether Coca-Cola’s proposed weather-sensitive Vending Machine pricing was unfair or not.

2. Specific Students/Case Analysis – Direction/Questions

Two Students – Thurs/Week 3 - ‘Euro Disney or Euro Disaster’

1. What was the core business focus of the Walt Disney Company (WDC)?
2. Why did WDC pick France? What did they not imagine when choosing France?
3. How do you assess the cross-cultural marketing skills of WDC?
4. What are some of the changes Disney has subsequently made to become successful in France?

Two Students – Thurs/Week 4 - ‘Lenovo: Building a Global Brand’

1. What is Lenovo’s point of differentiation? Innovation? Efficiency? Both? Something else?
2. Should Lenovo have used ThinkPad to build the Lenovo brand? Were they able to do so without putting the ThinkPad brand franchise at risk?
3. Why did Lenovo choose to name its first non-ThinkPad product a number (“3000”) versus a name?
4. What is Lenovo’s current purpose and how has the organization evolved to maintain its position as a key global player?

Two Students – Monday/Week 5 - ‘L’Oreal & the Globalisation of American Beauty’

1. What is the role of each brand that L’Oreal acquired in their quest to become the world’s largest beauty company?
2. L’Oreal offers consumers worldwide ‘French’ and ‘American’ concepts of beauty. Are there any limits to the national beauty images they can globalize?
3. Are there global opportunities for Kiehl? If so, discuss what some of them might be?
4. What is L’Oreal’s current purpose and how is it delivered by their portfolio of global brands?

Note: above ‘Specific Students’ – Direction/Questions should be read in conjunction with **5c**), page **3** within the Course Outline.

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Recent Business Issue/s Report - Direction/Presentation – Fall Semester

Overall Direction/All Presentations

For each Recent Business Issue/s' presentation:

1. Start with a brief summary of the Issue (headlined)
2. Discuss and/or respond to the Issue Questions/Prompts (**refer below**)
3. Conclude with how you believe this Issue 'fits' within International Marketing Management

Specific Students

Two Students – Thurs/Week 3 - 'Cultural Mistakes'

Find, present and discuss recent articles about **3** companies who have made one or more major cultural mistakes when entering an overseas country. What actually happened? What were some of the business effects? How did each company successfully recover the situation, or not?

Two Students – Thurs/Week 4 - 'Global (Market) Expansion Strategies'

Find, present and discuss recent articles about how market expansion strategies for **3** different companies either varied by country or were consistent from country to country. Outline what changes (if any) were made to each global company's marketing mix (ie; **4** or **7** x **Ps**) to enable them to be successful in a given country?

Two Students – Mon/Week 5 - 'Global (A&P) Campaign Strategies'

Find, present and discuss recent articles about **3** global companies adopting different approaches to their A&P campaign strategy when they went international. Only two can be examples of companies who attempted to '*Think Global, Act Local*' with their advertising & promotional (A&P) campaigns. Conclude by discussing whether you believe each of the **3** companies was successful or not? Provide some support for why you believe that to be the situation?

Important Note: as mentioned in section **5d**), Page **4** within the Course Outline, to be considered 'recent' an article must have been published within the past 4-5yrs.