



Course Syllabus

Global Marketing

August – December 2018

Term VII

Professor

Jorge del Castillo
Marco Rios-Pita

I. Main features of the course

Course	: Global Marketing	Code	: 00947
Requirement	: Posicionamiento y Segmentación,	Term	: VII
Previous Knowledge	: Investigación de mercados II, Investigación de operaciones, Gestión de proyectos y Lanzamiento de productos.	Quarter:	2018-II
Credits	: 3		

II. Course summary

This course is both theoretical and practical. Its goal is to develop the student's understanding of international markets, and to develop the skills necessary to compete in them.

It analyzes the impact of macroeconomic and cultural variables on the global market environment; techniques for international market research; and the estimation of demand which would allow the development of a Global Marketing Strategy. Based on these elements, students will learn how to select markets, develop export strategies, and other entry modes. Other topics include strategies for the introduction and development of products and services using tools and processes such as International Sale Contracts, Logistics, Means of Payment and International Risk Coverage.

III. Course objectives

To develop the skills necessary for understanding the way global markets work for products, services and related brands.

IV. Learning outcomes

After completing the course, the student will be able to:

- Identify the opportunities and challenges of globalization, and their impact on international markets, considering the factors that influence them.
- Analyze the required information to decide on the introduction and development of products and services in global markets.
- Create and apply entry-mode and development strategies to compete in foreign markets.
- Elaborate and support a comprehensive marketing plan while using global marketing and management tools
- Strengthening interpersonal and teamwork skills.

V. Methodology

The course requires active participation of the student. The lectures will include analysis of readings, case studies, reading controls, and a team project to strengthen the learning process and to develop the necessary skills to operate internationally.

The professor will act as a "teacher-facilitator" and shall motivate discussion and exchange of information on the assigned topics. Most of the required textbooks and some complimentary readings are uploaded into "Aula Virtual". Students will have to read the assigned topics for each class. Eventually, there will be one field visit to a Multinational Company based in Lima in order to have first-hand experience on how they work and see its day-to-day operations.

There is a mandatory textbook to be read before every session according to class schedule. There will also be additional readings to be assigned.

VI. Evaluation

The evaluation system is continuous and comprehensive. The final grade is a result of the average of the continuous evaluation scheme (PEP = 50%), the midterm exam (EP = 20%) and the final exam (EF = 30%).

The continuous evaluation grade results from the weighted average of follow-up evaluations such as:

- Individual reading controls based on the readings mentioned in the syllabus, and individual reading quizzes mention in the syllabus and case studies.
- Intermediate reports and final presentation of the International Marketing Plan.
- Individual participation in class discussions.
- Case Studies Analysis
- Unit Tests
- Attendance and punctuality to the class sessions.

The relative weight of each item within the continuous evaluation scheme is described in the following table:

CONTINUOUS EVALUATION SCHEME (PEP) 50%		
Evaluation Mode	Description	Weight (%)
Individual Reading Quizzes	4 Reading Quizzes	15
Team Project	International Marketing Plan 2 reports + final presentation	30
Unit Tests	2 Unit Tests	20
Business Cases	4 group business cases	20
Other Activities	<ul style="list-style-type: none"> • Individual class participation, • Attendance & Punctuality • Group Case Discussions 	15

The final average grade (PF) is computed as follows:

$$PF = (0,20 \times EP) + (0,50 \times PEP) + (0,30 \times EF)$$

VII. Course contents

WEEK	CONTENTS	ASSIGNMENTS / EVALUATIONS
<p>LEARNING UNIT #1: GLOBALIZATION LEARNING OUTCOME:</p> <ul style="list-style-type: none"> Identify the opportunities and challenges of globalization as well as their consequences and their impact on international markets, considering the factors that influence them. Strengthening interpersonal and teamwork skills. <p>Weeks 1, 2, 3</p>		
<p>1°</p> <p>August 20th - 25th</p>	<p>COURSE INTRODUCTION</p> <p>1. Presentation of course topics and evaluation system 2. Personal Presentation & explanation of International Marketing Plan Project.</p> <p>GLOBALIZATION FUNDAMENTALS AND CONSEQUENCES</p> <p>3. The Globalization Imperative 4. Globalization of markets: convergence y divergence 5. The evolution process to Global Marketing</p> <p><u>Readings:</u> (1) Kotabe: Globalization Chap. 1 pp. 1-22 (2) Naim, M. How power lost its edge. Chap. 4. (3) The World Economy: an open and shut case.</p>	<p>Methodology Course presentation.</p> <p>Guide Teamwork Presentation</p> <p>Group Case Study Discussion: Walmart goes to Germany</p> <p>Group Business Case #1 hand out: Louis Vuitton in Japan</p> <p>Newsflash</p>
<p>2°</p> <p>August 27th to September 01st</p>	<p>ECONOMIC CHALLENGES OF GLOBALIZATION</p> <p>1. Impact on the microeconomic variables 2. <u>Competitiveness of countries:</u> Comparative & Competitive advantages 3. Consequences of market integration processes:</p> <ul style="list-style-type: none"> Regional Economic Agreements Free Trade Agreements <p>4. Peru's position on FDI (Foreign Direct Investment) and International Trade</p> <p><u>Readings:</u> (1) Kotabe: Theories of International Trade. Chap. 1 pp. 25-31, Global Economic Environment Chap. 2 pp. 32-61; (2) Bradley: Creating Competitive Advantage Chap. 6 pp. 113 – 128</p>	<p>Reading Quiz # 1</p> <p>Group Case Study Discussion: Global Marketing requires a very local attention: A Lesson from Vodafone's loss of Japan unit.</p> <p>Sessions: Feedback International Business Plan</p> <p>Newsflash</p>
<p>3°</p> <p>September 03rd – 08th</p>	<p>CULTURAL CHALLENGES OF GLOBALIZATION</p> <p>1. Elements of Culture 2. Comparisons between cultures 3. Cultural adaptation 4. Marketing mix related to cultural factors 5. Cultural organization 6. Consumer behavior within different cultural environments</p> <p><u>Readings:</u> (1) Kotabe: Global Cultural Environment and Buying Behavior Chap. 4 pp. 103 – 138</p>	<p>Group Case Study Discussion: Selling Bratz Dolls in Asia Selling Video Games in Germany</p> <p>Newsflash</p>

LEARNING UNIT #2: BUSINESS INTELLIGENCE TOOLS FOR THE ELABORATION OF A GLOBAL MARKETING STRATEGY

LEARNING OUTCOME:

- Analyze the required information to decide on the introduction and development of products and services in global markets.
- Comprehend the relevance of using business intelligence tools in order to assess markets efficiently as well as realizing the importance of primary and secondary global marketing research to elaborate global marketing strategies.
- Strengthening interpersonal and teamwork skills.

Week 4

<p>4°</p> <p>September 10th – 15th</p>	<p>TOOLS FOR THE ELABORATION OF A GLOBAL MARKETING STRATEGY</p> <ol style="list-style-type: none"> 1. International market research 2. Evaluation of market potential within a global environment 3. Secondary data sources 4. Business intelligence tools: <ul style="list-style-type: none"> • Databases to quantify market opportunities • Global market research management <p><u>Readings:</u> (1) Kotabe: Global Marketing Research Chap. 6 pp. 192-217; (3) Czinkota: Research Chap. 8 pp.243-270</p>	<p>Group Business Case #2 hand out:</p> <p>Samsung Electronics Co.: Global Marketing Operations</p> <p>Discussion Questions – Group Assignments.</p> <p style="text-align: right;"><i>Newsflash</i></p>
---	--	--

LEARNING UNIT #3: SEGMENTATION, POSITIONING AND THE DEVELOPMENT OF A GLOBAL MARKETING STRATEGY

LEARNING OUTCOME:

- Analyze the required information to decide on the introduction and development of products and services in global markets.
- Understand different approaches towards multinational consumers through global market segmentation, positioning and targeting. Furthermore, being able to build up global marketing strategies through global market analysis.
- Strengthening interpersonal and teamwork skills.

Weeks 5, 6

<p>5°</p> <p>September 17th – 22nd</p>	<p>GLOBAL MARKET SEGMENTATION & POSITIONING</p> <ol style="list-style-type: none"> 1. Global market segmentation approaches 2. Tools for international segmentation 3. Global positioning strategies <p><u>Reading:</u> (1) Kotabe: Global Segmentation and Positioning Chap. 7 pp.221-243</p>	<p>Group Case Study Discussion:</p> <p>Marketing to Older Adults: Finding the right message</p> <p>Coach – Selling Handbags Overseas</p> <p>Crocs: Love them, hate them</p> <p style="text-align: center;">Reading Quiz # 2</p> <p style="text-align: right;"><i>Newsflash</i></p>
<p>6°</p> <p>September 24th – 29th</p>	<p>DEVELOPMENT OF A GLOBAL MARKETING STRATEGY</p> <ol style="list-style-type: none"> 1. Global strategy concept 2. Global marketing strategy 3. Global research and development (R&D) 4. Regionalization strategy 5. Global competitor analysis <p><u>Readings:</u> (1) Kotabe: Global Marketing Strategies Chap 8 pp. 249-289; (2) Bradley: Analysis of International Competitors Chap 4 pp.71 – 85</p>	<p>1 report: International Business Plan</p> <p>Group Case Study Discussion:</p> <p>GM and Ford’s Pursuit of different benefits from Global Marketing</p> <p>P&G: We’re also Chinese</p> <p style="text-align: right;"><i>Newsflash</i></p>

LEARNING UNIT #4: SOCIAL MEDIA AND DIGITAL TOOLS

LEARNING OUTCOME:

- Elaborate and support a comprehensive marketing plan while using global marketing and management tools.
- Being able to comprehend the process of defining social media strategies as well as using other current digital tools in alignment to corporate objectives.
- Strengthening interpersonal and teamwork skills.

Week 7

<p>7°</p> <p>October 01st – 06th</p>	<p>SOCIAL MEDIA AND NOT SO NEW TECHNOLOGIES</p> <p>Leveraging Social Media: A Framework for Managers</p> <ol style="list-style-type: none"> 1.Immersing 2.Reflecting 3.Defining 4.Engaging 5.Evaluating <p>Readings: (1) Senil Gupta, Kristen Armstrong, Zachary Clayton: Social Media. Harvard Business School.</p>	<p>Unit Test # 1</p> <p><i>Social Media Case Study – Online Discussion</i></p> <p><i>Newsflash</i></p>
<p>8°</p> <p>October 08th – 13th</p>	<p>MIDTERM EXAM</p>	

LEARNING UNIT #5: ANALYSIS & MARKET SELECTION AND GLOBAL ENTRY MODE STRATEGIES

LEARNING OUTCOME:

- Create and apply entry-mode and development strategies to compete in foreign markets.
- Acquire know how to develop a conscious and detailed market selection based on quantitative and qualitative factors. In addition, be aware of different entry mode strategies, timing of entry and exit strategies.
- Strengthening interpersonal and teamwork skills.

Weeks 9, 10

<p>9°</p> <p>October 15th – 20th</p>	<p>ANALYSIS & MARKET SELECTION</p> <ol style="list-style-type: none"> 1. Target Market Selection 2. Opportunistic selection of international markets 3. Systematic selection of international markets 4. International entry mode selection. Decision Criteria for Mode of Entry <p>Readings: (1) Kotabe: Global Entry Modes Chap 9 pp. 290 - 299; (2) Bradley: Profiling International Product Markets Chap 8 pp.146 - 163</p>	<p>Group Business Case #3 hand out:</p> <p>Under Armour’s willfull digital moves</p> <p>Group sessions: Selection of International Markets</p> <p><i>Newsflash</i></p>
<p>10°</p> <p>October 22nd – 27th</p>	<p>GLOBAL ENTRY MODE STRATEGIES</p> <ol style="list-style-type: none"> 1. Export (direct and indirect) 2. Franchising and licencing 3. Manufacturing contracts 4. Joint Ventures 5. Subsidiaries 6. Strategic alliances <p>Readings: (1) Kotabe: Global Entry Modes Chap. 9 pp. 300 – 324 (2) Bradley: Exporting Chap. 14 pp. 262 – 275, Strategic Alliances Chap 15 pp. 276 – 301.</p>	<p>Reading Quiz # 3</p> <p>Group Case Study Discussion:</p> <p>Benq’s Deal Mcdonald’s in China Fonterra engulfed in China’s Tainted Milk Crisis</p> <p><i>Newsflash</i></p>

LEARNING UNIT #6: PRODUCT AND SERVICES POLICIES IN A GLOBAL ENVIRONMENT

LEARNING OUTCOME:

- Analyze the required information to decide on the introduction and development of products and services in global markets.
- Acknowledge product, services and branding global strategies. Capability to identify global variables to operate in global environments.
- Strengthening interpersonal and teamwork skills.

Weeks 11, 12, 13

<p>11° October 29th to November 03rd</p>	<p>GLOBAL PRODUCT POLICY DECISIONS. DEVELOPING NEW PRODUCTS AND SERVICES FOR GLOBAL MARKETS</p> <ol style="list-style-type: none"> 1.Global Product Strategies 2.Standardization vs Customization 3.Multinational Diffusion 4.Developing New Products for Global Markets 5.Global Branding Strategies 6. Management of Multinational Product Lines 7. Global Marketing of Services <p><u>Readings:</u> (1) Kotabe: Global Product Policy Chap. 10 pp. 330 – 390</p>	<p>Group Case Study Discussion: Lexus in Europe: A bumpy ride Philip Morris International – Thriving in a Hostile World L’oreal China – Nursing Mininurse back to health</p> <p><i>Newsflash</i></p>
<p>12° November 05th – 10th</p>	<p>OPERATING ENVIRONMENT FOR GLOBAL BUSINESS</p> <ol style="list-style-type: none"> 1. Global logistics and distribution 2. Managing sourcing Strategy 3. International contracting 4. International retailing 5. Export financing <p><u>Readings:</u> (1) Kotabe: Global Logistics and Distribution Chap 16 pp. 498 – 539, (3) Czinkota: Global Logistics and Materials Management Chap 16 pp. 523 – 546.</p>	<p>Group Business Case #4 hand out: Uber pricing strategies</p> <p>Group Case Study Discussion: Foreign retailers and direct marketers entering into Japan</p> <p><i>Newsflash</i></p>
<p>13° November 12th – 17th</p>	<p>MARKETING EFFECTIVENESS: METRICS</p> <ol style="list-style-type: none"> 1.Tipology of performance assessed 2.Tipology of measures adopted 3.Control system of assessing performance <p><u>Readings:</u> TBD Ambler, T. (2000). Marketing Metrics. Business Strategy Review, 11(2), 59. Milichovsky, F., & Simberova, I. (2015). Marketing Effectiveness: Metrics for Effective Strategic Marketing. Engineering Economics, 26(2), 211-219. W. Stewart, D. (2009). Marketing accountability: Linking marketing actions to financial results.</p>	<p>Reading Quiz # 4</p> <p>2nd report: International Marketing Plan</p> <p><i>Newsflash</i></p>

LEARNING UNIT #7: MARKETING FOR THE BASE OF THE PYRAMID

LEARNING OUTCOME:

- Understand the importance of lower segments of societies in both developed and emerging countries.
- Being able to comprehend the economic relevance of those potential consumers / users / markets by acknowledging myths, realities and opportunities for consumption.
- Analyze the required information to decide on the introduction and development of products and services in global markets.
- Strengthening interpersonal and teamwork skills.

Week 14

<p>14°</p> <p>November 19th - 24th</p>	<p>MARKETING FOR THE BASE OF THE PYRAMID</p> <p><u>Reading:</u></p> <p>United Nations. (2010). Rethinking Poverty: Report on the world social situation 2010. New York: United Nations Publications.</p> <p>Gupta, S., & Pirsch, J. (2014). Consumer evaluation of target marketing to the bottom of the pyramid. Journal of International Consumer Marketing, 58-74</p>	<p>Unit Test # 2</p> <p><i>Newsflash</i></p>
<p>15°</p> <p>November 26th to December 01st</p>	<p>INTERNATIONAL MARKETING PLAN - PROJECT PRESENTATIONS & FINAL SUBMISSION</p>	<p>20 min. max. per group International Marketing Plan</p>
<p>16°</p> <p>December 03rd – 08th</p>	<p>FINAL EXAM</p>	

VIII. Bibliography

Textbooks (required readings)

1. Bradley, F. & Calderón, H. (2006). **Marketing Internacional**, Madrid: Pearson Educación.
2. Czinkota, M. & Ronkainen, I. (2007). **Marketing Internacional** (8th. ed.) México: Cengage Learning
3. Kotabe, M., & Helsen, K. (2011). **Global Marketing Management** (5th ed.) NJ: Wiley

Further Reading

1. Ambler, T. (2000). Marketing Metrics. Business Strategy Review, 11(2), 59.
2. Milichovsky, F., & Simberova, I. (2015). Marketing Effectiveness: Metrics for Effective Strategic Marketing. Engineering Economics, 26(2), 211-219.
3. W. Stewart, D. (2009). Marketing accountability: Linking marketing actions to financial results
4. United Nations. (2010). Rethinking Poverty: Report on the world social situation 2010. New York: United Nations Publications. <http://www.un.org/esa/socdev/rwss/docs/2010/fullreport.pdf>

Complementary readings, cases to be discussed in class

To be published in "Aula Virtual".

IX. Professor

Jorge del Castillo Reyes
jdelcastillor@esan.edu.pe

Marco Rios-Pita
mriospita@esan.edu.pe