
IB350 INTERNATIONAL MARKETING: A EUROPEAN APPROACH
IES Barcelona Syllabus – Last updated: April 30th, 2008

DESCRIPTION: International marketing is important as the world becomes increasingly globalized. In an international context, marketing managers plan and conduct transactions across borders to create exchanges that satisfy the objectives of individuals and organizations. The fact that a transaction takes place “across national borders” highlights the difference between domestic and international marketing.

The course considers the basic concepts of international marketing, the various activities necessary for international marketing planning, the beginning of international marketing activities to be conducted by a domestic firm, and relevant issues on strategy and marketing management relevant to expanded global operations (3 credits).

The course uses:

- Four relevant European case studies of firms that have succeeded in implementing international marketing strategies.
- Short articles from business newspapers and magazines to be discussed on a daily basis to motivate class participation. The selected articles illustrate the different theories studied along the course and provide interesting and practical examples of Spanish and European firms implementing international marketing strategies.

INSTRUCTOR: Josep María Llop

METHOD OF PRESENTATION: Lecturing, case study questions, research, field study visits.

LANGUAGE OF PRESENTATION: English

REQUIRED WORK AND FORM OF ASSESSMENT: Short article presentation (10%); participation (10%); attentiveness (10%); written case analysis (20%); midterm exam (20%); final exam (30%)

IES ATTENDANCE POLICY: Attendance is mandatory for all IES classes, including field studies. Students are permitted 3 absences in IES area studies courses and 5 absences in IES Spanish language courses with no impact on the final grade. These include absences due to illness, delayed flights, interviews, family celebrations, or any other personal commitments. Beyond these absences, one half of a letter grade will be deducted from the final grade for each additional absence. If a student is absent more than 7 times for area studies courses or 10 times for language courses, the student will receive an F for the course.

LEARNING OUTCOMES: By the end of the course the students are able to:

- analyze the environmental variables that influence international marketing;
- consider the strategies and tactics that can lead to successful international marketing given those environmental constraints;
- discuss the more typical management decisions and problems faced, highlighting those peculiar to the international arena;
- look at how managers perform the functional tasks that constitute international marketing such as marketing intelligence and “mix” adaptations;
- review the separate functional tasks leading to the implementation of an effective international marketing plan.

CONTENT:

Session 1: Overview of the course. Introduction. Basics of Marketing.

Required readings:

Articles for discussion: "This Euro Brew's for You"

Session 2: The international marketing imperative.

Required readings:

Article for discussion: "Before you Set up Shop in China..."

Session 3: Cultural Environment: Culture, Elements of Culture

Required readings:

Article for discussion: "China Aims to Curb Retail-Chain Growth"

Session 4: Cultural Environment (cont.): Sources of Cultural Knowledge, Cultural Analysis, The training Challenge.

Required readings:

Article for discussion: "H&M Learns Lessons of Crossing Atlantic"

Session 5: Building the knowledge base. Economic Environment.

Required readings:

Article for discussion: "MacDonald's Japan Goes Gourmet"

Session 6: Building the knowledge base. Economic Environment

Required readings:

Article for discussion:

"The man behind the Yugo is planning to sell Chinese cars to U.S. consumers"

Session 7: Licensing, Franchising and Export intermediaries.

Required readings:

Article for discussion: "Bike Maker Shifts Gears to Exports"

Session 8: Global Strategic Planning.

Required readings:

Articles for discussion: "Sony attempts to stake a claim with portable digital-book device"

Session 9: Product adaptation: Product variables, Product characteristics.

Required readings:

Articles for discussion: "New legal tactics fuel fight against fakes"

Session 10: Product and brand management: Global product development.

Required readings:

Articles for discussion: "Greece's Messinia Struggles to Build Brand Name"

"Ford's New Drive: Marketing"

Session 11: Product and brand management (cont.): Management of the product and brand portfolio

Required readings:

Articles for discussion: "Apple at the Crossroads"

Session 12: Discussion of Case Study: Unilever (A): Globalising the Ice Cream Business

Required readings:

Case Study: Unilever (A): Globalising the Ice Cream Business

Session 13: Midterm exam

Session 14: Global Pricing Strategies: Transfer pricing, Pricing within individual markets.

Required readings:

Article for discussion: "At Honda, a New Pet Project"

Session 15: Special class: Presentation by Jordi Segura, Head of IMC Cosmetics. "An old American Company taken over by Spanish shareholders."

Session 16: Discussion of Case Study: Nestlé (Philippines)

Required readings:

Case Study: Nestlé (Philippines)

Session 17: Global promotional strategies: Planning promotional campaigns

Required readings:

Article for discussion: "The Art of Chinese Relationships"

Session 18: Global promotional strategies (cont): Other Promotional Elements

Required readings:

Article for discussion: "In Asia, Direct Mail is Anything but Junk to Eager Consumers"

Session 19: Discussion of Case Study: Unilever (B): Frigo Spain

Required readings:

Case Study: Unilever (B): Frigo Spain

Session 20: Channel and distribution strategies: Channel structure, Channel Design.

Required readings:

Article to be selected: "Businesses Must Learn to Let Go"

Session 21: Channel and distribution strategies (cont.): Selection of intermediaries, Channel Management

Required readings:

Nestlé agrees to purchase Hutchison unit

Article for discussion: "A Chinese Welcome for Entrepreneurs"

Session 22: Discussion of Case study: 3M Chile – Health Care Products (A)

Required readings:

Case study: 3M Chile – Health Care Products (A)

Session 23: Conclusions:

Summary of the course and discussion

Required readings:

Article for discussion: Technology and You; Analog TV: Fade to Black, Luxury Travel: Africa made Accessible

Session 24: Discussion of Case study. Delissa in Japan

Required readings:

Case study. Delissa in Japan

Final Exam

REQUIRED READING:**Case Studies:**

- Campbell, Daniel (1999) *3M Chile – Health Care Products (A)* Canada: Richard Ivey School of Business, The University of Western Ontario
- Franch, Josep and Marc Cortés. (1999) *Unilever (A): Globalising the Ice Cream Market* Barcelona: ESADE
- Franch, Josep and Marc Cortés. (1999) *Unilever (B): Frigo Spain* Barcelona: ESADE
- Lecraw, Don. (1999) *Nestlé (Philippines)* Canada: Richard Ivey School of Business, The University of Western Ontario

Articles:

- Strzelecki, Marek (2003) Bike Maker Shifts Gears to Export. *The Wall Street Journal Europe*, April 11, 2003.
- Chang, Leslie (2003) China Aims to Curb Retail-Chain Growth. *The Wall Street Journal Europe*, February 13, 2003
- Teitelbaum, Henry (2003) Greece's Messinia Struggles to Build Brand Name. *The Wall Street Journal Europe*, April 4, 2003.
- Whilte, Erin; Palmer, Kimberly (2003) H&M Learns Lessons of Crossing Atlantic. *The Wall Street Journal Europe*, August 12, 2003.
- Fowler, Geoffrey (2003) In Asia, Direct Mail is Anything but Junk to Eager Consumers. *The Wall Street Journal Europe*. March, 2003.
- Fackler, Martin (2003) McDonald's Japan Goes Gourmet. *The Wall Street Journal Europe*, August 14, 2003.
- Ratner, Juliana (2003) Nestlé Agrees to Purchase Hutchison Unit. *The Wall Street Journal Europe*, February 1, 2003
- Echikson, William (2000) This Euro Brew's for you. *Business Week* July 24 2000: p73
- Loyalka, Michelle Dammon (2006) Before you set up shop in China... Available:
<http://www.businessweek.com> Accessed 31st October 2007
- Fairclough, Gordon (2006) The man behind the Yugo is planning to sell Chinese cars to U.S. consumers. *The Wall Street Journal*. 1st March 2006
- Parker Woods, Ginny (2006) Sony attempts to stake a claim with portable digital-book device. *The Wall Street Journal*. 16th February 2006
- Galloni, Alessandra (2006) New legal tactics fuel fight against fakes. *The Wall Street Journal*. January 31st 2006
- Kiley, David (2006) Ford's New Drive: Marketing. Available: <http://www.businessweek.com>
Accessed 31st October 2007
- Matlack, Carol; Vella, Matt (2006) Apple at the Crossroads. Available: <http://www.businessweek.com>
Accessed 31st October 2007
- Sapsford, Jathon. At Honda, a New Pet Project. *The Wall Street Journal*
- Loyalka, Michelle Dammon (2006) The Art of Chinese Relationships. Available:
<http://www.businessweek.com> . Accessed 31st October 2007
- Sanford, Linda (2006) Businesses Must Learn to Let Go. Available: <http://www.businessweek.com> .
Accessed 31st October 2007
- Loyalka, Michelle Dammon (2006) A Chinese Welcome for Entrepreneurs. Available:
<http://www.businessweek.com> . Accessed 31st October 2007
- McLean, Justin (2006) Luxury Travel: Africa made Accessible. Available: <http://www.businessweek.com>
Accessed 31st October 2007
- Wildstrom, Stephen H (2006) Technology and you: Analog T.V. Fade to Black. Available:
<http://www.businessweek.com> . Accessed 31st October 2007

RECOMMENDED READING:

Textbook:

Czinkota, M. and I. Ronkainen, International Marketing. Texas USA, The Dryden Press, 1998.