
IB450 GLOBAL MARKETING IN A EUROPEAN CONTEXT
IES Barcelona Syllabus – Last updated: April 30th, 2008

DESCRIPTION: The course will be based on practical examples of Spanish and European case studies of firms that have succeeded in implementing global marketing strategies.

This course will be conducted in a case-structured format. All real-life cases are of strategic global marketing nature and should be analyzed in study groups. European cases studies are used in the course to describe, explain, illustrate and clarify theoretical, conceptual and ideological global marketing issues. The course focuses on identifying and satisfying global customer needs more efficiently than domestic and international competition. The course will also explore how to coordinate marketing activities within the context of globalization.

Because this is a field in the early stages of theoretical development, classes will be heavily based on case discussion. European case studies are examples of real life challenges, opportunities, problems or risks faced by global companies. (3 credits)

PREREQUISITES: Major and/or Minor in Business, Management, International Marketing, and International Business.

INSTRUCTOR: Ana Penn

METHOD OF PRESENTATION: Student Presentations, lectures, course reader, class discussions, case Studies, field Study visits and movies.

LANGUAGE OF PRESENTATION: English

REQUIRED WORK AND FORM OF ASSESSMENT: Case Analyses (40%); presentation (10%); participation/preparation (10%); exams (40%)

- Case Analyses: 40% (8 cases: 5% each). Case assignments need to be word processed and written in formal English. Satisfactory reports require an outside research effort and include appropriate citations
- Presentation: 10%. Based on the cased study reports, students will develop a presentation.
- Participation/Preparation: 10%. Course participants need to be prepared to discuss the assigned cases. Comments or questions about current events in international marketing also are appreciated. If class attendance wanes or the instructor feels most students are not adequately prepared, unannounced quizzes will be given. As a side note, other relevant communication with the instructor (i.e. e-mail messages) is considered part of your class participation grade.
- Exams: 40 % (2 exams: 20 % each). Mid Term Exam and Final Exam. Two examinations will be written for this course. A combination of multiple choice and short answer questions will be asked. Prior to the examinations, a comprehensive review will be given during class. Tests are not cumulative.

The class will be divided in teams. Each team consists of four to five students. Students will choose their team members based on synergy, congeniality and disciple match (i.e. one finance/accounting major, a marketer, a good writer) to maximize your learning experience and to benefit your classmates. Once the groups are established at the beginning of the course, it will be very difficult to change team in the middle of the semester due to the continuity of the project. Teams must fully adhere to the concept of diversity.

Each class meeting has a theme as specified in the course contents section.

Students need to review the readings and *team-discuss* the relevant case prior to each meeting and be prepared for class discussion.

The first class meeting will be dedicated to review the basic concepts of Global Marketing and will introduce to students adequate stock of knowledge to conduct case analysis.

Several cases are assigned and will be discussed in class. Each student (or team) must be familiar with all cases.

Cases are selected to cover a wide range of industries from IT and telecomm to fast food and fast pace: From manufacturing metal parking structures for urban environments to manufacturing dreams for children or software games for adults.

Even though cases for class discussion are designed to be analyzed in teams, each student is responsible to review and analyze the discussion cases and the reading material individually; he/she should participate in class discussions and be ready to express his/ her individual understanding of the case and subject matters.

I may call on an individual to lead the class discussion on a particular case or class theme.

In order of complexity, the criteria used to measure effective class participation include the following:

1. Is the comment relevant to the discussion? (Relevance)
2. Does the student support comments well, using data gathered in this class? (Evidence)
3. Is the comment clear, complete and concise? (Form)
4. Is the comment original and insightful? (Originality)
5. Does it broaden the discussion with all its implications? (Implications)

The readings listed for a particular session must be completed BEFORE coming to class that day.

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:

- identify, explain, and evaluate the important concepts in international marketing strategy.
- use these concepts in company analyses and marketing strategy development.
- access and effectively utilize sources of data and information necessary to complete industry and company analyses.

CONTENT:

Session 1: *Go Global-or Not? To Go or Not to Go International.*

Required readings:

Moen, Oysxtein and Servais, Per (2002). Born Global or Gradual Global? Examining the Export Behavior of Small and Medium-Sized Enterprises. *Journal of International Marketing*. **3** (10) : 49-55

Session 2: Ingredients for International Success. List of Teams Due at the end of class.

Required readings:

Freeman, Susan. Edwards, Ron And Schroder, Bill (2006). How Smaller Born-Global Firms Use Networks and Alliances to Overcome Constraints to Rapid Internationalization. *Journal of International Marketing*. **3** (14) : 33-63

Session 3: Foundations of International Marketing Research .Organizing cross-cultural research .The geographic units of analysis.

Required readings:

Douglas, Susan P. and Craig, C. Samuel (2006). On Improving the Conceptual Foundations of International. Marketing Research. *Journal of International Marketing*. **1**(14): 1-22

Session 4: We can maintain or presence in Japan or we can pull out.

Required readings:

Taylor, Juliet Burdet and Turpin, Dominique (1998) *Delissa in Japan*. International Management Institute for Management Development, Lausanne, Switzerland.

Session 5: International Franchise.

Field Study: Advertising agency.

Session 6: Int'l Product Strategies, Branding & Product Positioning. International Product Life Cycle.

Required readings:

Alashban,Aref A. Hayes Linda A Zinkahn George M. Balazs, Anne L.(2002). International Brand-Name. Standardization/Adaptation: Antecedents and Consequences *Journal of International Marketing*. **3** (10) : 22-29

Session 7: Managing Internal Growth at Nestle

Required readings:

Lorange, Peter,and Rogers Brian (2000). *Nestle LC1*. International Management Institute for Management Development, Lausanne, Switzerland

Session 8: Int'l Promotion and Advertising Strategy. Advertising Practices in the European Union

Required readings:

Taylor, Charles R. and Okazaki, Shintaro (2006). "Who Standardizes Advertising More Frequently, and Why Do They Do So? A Comparison of US and Japanese Subsidiaries *Journal of International Marketing*. **1**(14) : 98-120

Session 9: Branding Strategies for an Up-market Line extension in the Fashion Industry

Required readings:

Vadim Gregorian, and Chandon, Pierre(2004). *Diesel For successful living*. INSEAD, Fontainebleau , France

Session 10: Choice of Foreign Market entry Mode

Required readings:

Blomstermo, Anders and Sharma, D.Deo, (2006). Choice of Foreign Market Entry Mode in Service Firms. *International Marketing Research Review*. **2** (23) : 211-229

Session 11: A category killer that enjoyed success in the United States and Europe.

Mid term exam review.

Required readings:

Spar, Deborah (1995). *Toys "R" Japan*. Harvard Business School.

Session 12: **Midterm exam**

Reading packet, cases and lectures

Session 13: Integrated International Marketing Strategy.

Mid term exam results analysis in class. Project results, discussion.

Required readings:

Schuiling, Isabelle and Kapferer, Jean-Noël (2004). Real Differences Between Local and International Brands: Strategic Implications for International Marketers. *Journal of International Marketing*. 4(12) : 97-11

Session 14: Path to Growth Strategy

Required readings:

Radhika, Nerada A. (2004). *Restructuring Unilever*. ICFAI, Center for Management Research. Hyderabad, India.

Session 15: Brand Preferences and Brand Choices.

Required readings:

Kwok, Simon, Uncles, Mark and Huang Yiming (2006). Brand Preferences and Brand Choices Among Urban Chinese Consumers Asian Pacific *Journal of Marketing and Logistics*. 3(18) : 163-172

Session 16: What should their strategy be, going forward?

Required readings:

Bell, David and Hogan, Hal (2003). *Bright Dairy& Food Co*. Harvard Business School.

Session 17: **Field Study:** Barcelona Marketing Association

Session 18: Global Pricing Strategies.

Required readings:

Stevenson, Thomas H. and Cabell, David W.E (2002). Integrating Transfer Pricing Policy and Activity-Based Costing *Journal of International Marketing*. 4(10) : 77-88

Session 19: Developing and understanding of value-adding strategies in maturing consumer goods segments.

Required readings:

Campbell, Daniel D. and Deutscher, Terry (2002) *3M Chile-health care products(a) and (b)*. Richard Ivey School of Business. The University of Western Ontario

Session 20: **Field Study:** International Trade

Session 21: What Business are you in?

Required readings:

Levitt, Theodore. (2006). What Business are you In. *Harvard Business Review*.,127-151,

Session 22: Using Strategies and aggressive marketing.

Required readings:

Sarvani, V. and Mukund , A. (2004) *Germany's Henkel in the Indian FMCG Industry*. Future Prospects ICFAI, Center for Management Research, Hyderabad, India

Session 23: **Field Study:** Trade Press

Session 24: Conclusions

Final Exam

REQUIRED READING:**Articles**

- 1) Oysxtein and Servais (2002) Born Global or Gradual Global? Examining the Export Behavior of Small and Medium-Sized Enterprises Journal of International Marketing. 3(10) : 49-55 ISSN 1069-031X
- 2) Freeman, Susan. Edwards, Ron And Schroder, Bill (2006) How Smaller Born-Global Firms Use Networks and Alliances to Overcome Constraints to Rapid Internationalization Journal of International Marketing. 3 (14): 33-63, ISSN 1069-031X
- 3) Douglas, Susan P. and Craig, C. Samuel (2006) On Improving the Conceptual Foundations of International Marketing Research Journal of International Marketing. 1(14): 1-22, ISSN 1069-031X
- 4) Alashban,Aref A. Hayes Linda A Zinkahn George M. Balazs, Anne L..(2002) International Brand-Name Standardization/Adaptation: Antecedents and Consequences Journal of International Marketing. 3 (10): 22-29, ISSN 1069-031X
- 5) Taylor, Charles R. and Okazaki, Shintaro (2006). Who Standardizes Advertising More Frequently, and Why Do They Do So? A Comparison of US and Japanese Subsidiaries Journal of International Marketing. 1(14): 98-120, ISSN 1069-031X
- 6) Blomstermo, Anders and Sharma, D.Deo. (2006). Choice of Foreign Market Entry Mode in Service Firms. International Marketing Research Review. 2 (23): 211-229, DOI 10.1108/02651330610660092
- 7) Schuiling, Isabelle and Kapferer, Jean-Noël. (2004). Real Differences Between Local and International Brands: Strategic Implications for International Marketers. Journal of International Marketing. 4(12): 97-11, ISSN 1069-031X
- 8) Kwok, Simon, Uncles, Mark and Huang Yiming. (2006). Brand Preferences and Brand Choices Among Urban Chinese Consumers Asian Pacific Journal of Marketing and Logistics.3 (18): 163-172, DOI 10.118/135558506110675634
- 9) Stevenson, Thomas H. and Cabell, David W.E (2002) Integrating Transfer Pricing Policy and Activity-Based Costing. Journal of International Marketing. 4 (10) 77-88, ISSN 1069-031X
- 10) Levitt, Theodore. (2006). What Business are you In. Harvard Business Review., 127-137, reprint R0610J

Case studies

- 11) Taylor, Juliet Burdet and Turpin, Dominique (1998) *Delissa in Japan*. International Management Institute for Management Development, Lausanne, Switzerland.
- 12) Lorange, Peter, and Rogers Brian (2000). *Nestle LC1*. International Management Institute for Management Development, Lausanne, Switzerland.
- 13) Vadim Gregorian, and Chandon, Pierre(2004). *Diesel For successful living*. INSEAD, Fontainebleau , France.
- 14) Spar, Deborah (1995). *Toys "R" Japan*. Harvard Business School.
- 15) Radhika, Nereda A. (2004). *Restructuring Unilever*. ICFAI, Center for Management Research. Hyderabad, India.
- 16) Bell, David and Hogan, Hal (2003). *Bright Dairy& Food Co*. Harvard Business School.
- 17) Campbell, Daniel D. and Deutsher, Terry (2002) *3M Chile-health care products(a) and (b)*.Richard Ivey School of Business. The University of Western Ontario .
- 18) Sarvani, V. and Mukund , A. (2004) *Germany's Henkel in the Indian FMCG Industry*. Future Prospects ICFAI, Center for Management Research, Hyderabad, India

RECOMMENDED READING:

- Keegan J. Warren (2005) *Global Marketing*. , Pearson Prentice Hall, US, ISBN 0-13-196854-8.
- Johansson ,Johny K (2006). *Global Marketing*. McGraw-Hill International Edition US, ISBN 007-124454-9
- Hollensen, Svend (2004). *Global Marketing* , FT Prentice Hall, Pearson Education Limited. ISBN 978-0-273-67839-7
- Fill, Chris (2002). *Marketing Communications, Contexts, Strategies and Applications*. ISBN 0 273 65500 0
- Hennessey, Jeannet (1995). *Global Marketing Strategies*, Fifth edition. ISBN 0 618 07188 1