

BUS 250a
GLOBAL MARKETING STRATEGY

COURSE SYLLABUS

Spring 2007

Class Hours: Tuesday and Friday, 10:40-12:00 p.m.
(International Hall)

Office Hours: Tuesday and Friday, 3:30-4:30 p.m.
or by appointment

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International Business School
BRANDEIS UNIVERSITY

COURSE DESCRIPTION

Objectives The course is recommended for MBA students pursuing a career or further study in international business. There are no prerequisites for this course, although an understanding of basic marketing concepts and microeconomics theories is considered helpful.

The objective of this course is to provide students with the skills and knowledge necessary for a successful career in international marketing. By the end of the semester, you should be able to identify, analyze, and solve marketing problems in an international context. The course is divided into four sections. The first part will review the role of marketing in modern economies. We will then explore various environmental factors (economic, ecological, cultural, political, and legal factors) calling for adaptation of global marketing activities to local conditions. The third part will deal with international marketing plans, with emphases being placed on the positioning, branding, planning, pricing, promotion, and distribution of products. Finally, we will examine such special topics as service and industrial marketing.

Teaching Methods Through assigned readings, case studies, class discussions, and lectures, students are expected to develop the skills in analyzing situations and formulating solutions. The course relies heavily on real-life case materials. Student preparation, presence, and participation are essential for this teaching method to work. Case preparation must go beyond descriptive facts, as we will not have time to explain or reiterate case information in the classroom. During class discussions, however, students should back up their arguments with case facts. *Please let me know in advance if you cannot make it to class or are unprepared for the discussion on any day.*

Materials This course will use Harvard Business School case studies and selected articles and chapters. Readings and cases for each class are listed in this syllabus that you should use to guide your reading and preparation. Cases and articles are included in a reading packet available through the Brandeis Bookstore. A textbook by Masaaki Kotabe and Kristiaan Helsen, *Global Marketing*, John Wiley & Sons, Inc. (any edition) is recommended for the course.

Grading Grades are based on three components: class participation, two presentations on a group project, and a written report of the project.

Class participation (40%). When a case is discussed in class, you are expected to actively respond to my questions, express your viewpoints, and challenge your fellow students. I will keep a record of class participation for each student and assign a grade based on the *quality and quantity* of in-class comments. I will give you feedback on class participation and suggestions for improvement about halfway into the semester.

In-class exam (20%). An exam will be given on April 13. You will be asked essay questions about the issues raised and discussed in the course. This will be an open-book exam.

Group project (total 40%: Presentation 15%, Report 25%). You will be required to work on a marketing project **in a team of three** members. For detailed description of the project please see “*Project Report Guidelines*” of this syllabus. You are required to make two presentations on the project, and submit a project report at the end of the semester. The project report and presentation will each receive a group score. However your individual score will also depend on the peer evaluation score given by your group members.

Office Hours Students can meet me individually during my office hours: 3:30-4:30 Tuesday and Friday. You can also visit me by appointment at another time. Please call me at 6-2257 or e-mail me at xinwang@brandeis.edu.

Special Accommodation Students with a recorded disability or those who need special accommodations in this class should talk to me immediately.

Academic Honesty You are expected to be honest in all of your academic work. Instances of alleged dishonesty will be forwarded to the Office of Campus Life for possible referrals to the Student Judicial System. Potential sanctions include failure in the course and suspension from the University. For the University policy on academic honesty, please see section 5 of the Rights and Responsibilities handbook.

Tentative Class Schedule

<u>Date</u>	<u>Topics</u>	<u>Reading & Assignments</u>
Tues 1/16	Course introduction Syllabus	“A Guide to Case Analysis”
<i>I. Introduction to Marketing/Global Marketing</i>		
Fri 1/19	The marketing mix	Creating a Marketing Plan: An Overview (2564BC)
Tues 1/23	Segmenting, targeting and positioning	Market Customization: Market Segmentation, Targeting, and Positioning (2580BC)
Fri 1/26	Overview of global marketing	K&H, Chapter 1&2 Marketing Across Borders: It's a Big, Big World (2653BC)
<i>II. Global Marketing Environments</i>		
Tues 1/30	Macro environment	K&H, Chapter 4 &5
Fri 2/2	Macro environment	AOL Latin America (Ivey #902M29)
Tues 2/6	Macro/micro environment	Four Seasons Goes to Paris (HBS #9-803-069)
Fri 2/9	Guest Speaker	Adam Rizika Director Asia Marketing, PTC
Tues 2/13	Global entry strategy	Mary Kay Cosmetics: Asian Market Entry (HBS #9-594-023)

III. Global Marketing Planning

Fri 2/16 Global product strategy K&H 11-12
How Global Brands Compete, (HBR [R0409D](#))

2/19-2/23 Spring Break. No Classes.

Tues 2/27 Preliminary project presentation Product And Country Selection

Fri 3/2 Preliminary project presentation Product And Country Selection

Tues 3/6 Global product strategy Real Madrid Club de Futbol (HBS #[9-504-063](#))

Fri 3/9 Global pricing K&H, Chapter 13

Tues 3/13 Global pricing DHL: Worldwide Express (HBS #9-593-011)

Fri 3/16 Global advertising K&H, Chapter 14

Tues 3/20 Global advertising British Airways (HBS #9-585-014)

Fri 3/23 **Guest Speaker** Dan Sarmiento,
Sr. Brand Planner, Arnold

Tues 3/27 Global distribution Toys R Us Japan (HBS #[9-796-077](#))
K&H, Chapter 16

Fri 3/30 Group Meeting/Project Consultation

4/2—4/10 Spring Break. No Classes

Fri 4/13 **Exam**

Tues 4/17 **Guest Speaker** Carol Cone '72,
Chairman and Founder, Cone Inc.

Fri 4/20 Project presentation Marketing Plan and Strategy

Tues 4/24 Project presentation Marketing Plan and Strategy

Fri 4/27 Project presentation Marketing Plan and Strategy

Tues 5/1 Conclusion

Note: K&H refers to the textbook by Masaaki Kotabe and Kristiaan Helsen, *Global Marketing Management*. The chapter numbers are of the 3rd edition.

Project Report Guidelines

Objectives

To help students integrate the concepts learned all semester and apply them in writing an in-depth marketing plan for a brand/company's entry in a foreign country. The project will also help students develop skills to work in groups. Each group will include 3 members.

Project Description

The project will consist of three main parts: (a) Country Outlook, (b) Industry Outlook, and (c) Brand/Company Marketing Strategy. It will be helpful if you pick the country first (based on some preliminary analysis), then choose an industry/product category (based on some preliminary analysis). However, if you are very familiar with a particular industry or a brand (done some previous projects) then you can start with the industry/brand and then explore which country you would like to market your product in.

COVER PAGE (2 points)

It should include the following:

- Title of your project
- Course number, section number and group number
- Names of all group members
- The client's name
- The date the project was completed

The page after the cover page should contain the printed names and signatures of each member of your team, each attesting to the authenticity of your work (this page does not count against your page limit).

TABLE OF CONTENTS (2 points)

This should list major and minor headings of the research report and the pages upon which they appear.

MANAGERIAL SUMMARY (6 points)

The managerial summary should be not more than one page. This usually comes off best if you write it last, after you know what you have to say. In this section you should briefly summarize what your research project was and what were the interesting and useful findings. Also mention specific recommendations that you would make using your findings.

COUNTRY OUTLOOK (60 points)

Choose a country other than U.S and an industry in that country. You can also investigate a business idea that you may want to initiate in a foreign market. You cannot do a project on a

product that is already marketed in that foreign country. Do a detailed study of the country. This should include information on (i) demographics (size of the population & its growth rate, age, gender, and geographic distribution of the population; (ii) economy and economic trends (income distribution, per capita income, key exports and imports etc); (iii) political & legal environments (democracy or other, any restrictions on foreign companies); & (iv) cultural & social factors **relevant** to your industry. *Each of the four components is worth 15 points.*

INDUSTRY OUTLOOK (60 points)

Study the chosen industry in the country on following aspects:

- (i) Size of the market, its growth rate, and its long-term potential.
- (ii) Major product lines/types to be found in the chosen market.
- (iii) Major consumer/business segments: If you have selected a consumer product industry, you could segment the market in many different ways. For example, demographics, lifestyle, benefits sought, behavioral usage rate, user status, purchase occasion, loyalty status, buyer readiness state, & attitude toward the product. If you have selected an industrial product, you could segment the market in various ways: end-industry, company size, geographic location, customer, technology, user status, customer capabilities, purchasing function organization, functional dominance, purchase policies, purchase criteria, attitude toward risk etc.
- (iv) The nature of competition: Major competitors and their approximate market shares. Their strengths and weaknesses, segments in which competitors are strong, segments in which they are vulnerable, areas in which you may have a competitive advantage etc.
- (v) Channels of distribution and their availability to a new entrant: Existing channels used by other brands in the market and strengths and weaknesses of those channels.

To better appreciate the country and industry outlook sections, please try benchmarking (as far as possible) that information with statistics from the US market. *Each of the five components is worth 12 points.*

BRAND/COMPANY MARKETING STRATEGY (100 points)

Prepare a detailed marketing plan for entering the chosen industry in the chosen country based on the following information:

- (i) Entry strategies (e.g., exporting, licensing, joint venture) used by other recent entrants to the market, what can be learned from these, and whether these can be copied. (3 points)
- (ii) Feasibility, strengths and weaknesses of alternative modes of organizing the business: buying needed technology vs. developing it yourself, exporting vs. manufacturing in the new country, whether to use a joint venture, whether to acquire a company in the new country, & listing availability of capital, labor, & material sources. Any legal restrictions that might have a bearing on the feasibility of the proposed project. (10 points)

Based upon the above information, you should develop a marketing plan covering:

- (iii) Market coverage strategy: Whether the whole market is to be covered, or only specific segments. If the latter, a list of which segments are to be sought and why. (12 points)
- (iv) Strategies for reaching each segment: Please provide specific details with respect to each of 4 Ps and how these will change through the life cycle of the venture. Each of the following four components is worth 10 points.

Product – do you recommend any changes in the product formulation/ composition and/or product packaging and why? Which specific pack sizes and product flavors (if applicable) you plan to offer and why?

Channels – which existing channel(s) of distribution you plan to tap into? Which channel(s) you would like to avoid and why? Do you plan starting any new channel e.g., Pizza Hut in hotels and if yes, why? What strategies you recommend for your product/service if your distribution is likely to face the problems of locked-up channel & gray market?

Price – what pricing strategy you recommend and why? What specific prices you want to set for different pack sizes (if applicable)? How do these prices (relative to competition) compare with the prices in US market?

Promotion – how do you plan to position your product? What specific ad media you plan to use (e.g., TV, radio, magazines etc) and why? Which specific media vehicles you plan to use (e.g., *Friends* and *Amazing Race* on TV; *Reader's Digest* and *National Geographic* in magazines) & why? What trade and consumer promotions (e.g., in-store product demo, coupons) you plan and why?

(v) Resources to be used in implementing the strategies & time table: An outline of where needed capital, designs, manpower, production facilities will come from. 10 points

(vi) Sales, profit, & market share projections. 10 points

(vii) Control implementation 15 points

OTHER (20 points)

You must clearly list the articles and books cited, people/experts interviewed/consulted, and secondary data used. In particular, online resources should be cited fully and properly. On how to cite sources used, please refer to the website <http://its.brandeis.edu/research/help/>.

Make sure your report is polished and well structured. A good strategy to follow is to keep your paragraphs short and clear. Separate different topics by headers. The report should have a consistent style, as if it was written by one author. Always plan ahead and leave time for editing and proofreading. Make sure your report does not contain typos and careless errors.

General Formatting Requirements

Length: 20 pages MAXIMUM of text
35 pages MAXIMUM of the complete report (including everything)
Please number all pages starting from Managerial Summary.

Font Size: 12 point, Times New Roman (nothing smaller than 8 point font can be used anywhere in the document)

Spacing: double spacing

Margins: 1" on all sides (top, left, bottom, and right)

Binding: You can submit your report via email. If you choose to submit a hard copy, you must use a spiral type binding.

Printing & Paper: Printing should be single-sided and on regular, normal white paper.

Total Points for Written Report: 250 points.

Advice on working with a team:

- *start early so any problems with either the project or group members could be sorted out early in the semester*
- *divide the responsibilities pertaining to the project among group members early in the semester. This will provide more time to each group member to complete her/his part of the project. Further, if the group is not satisfied with the written part of any of the members, starting early will provide another opportunity for the member to improve her/his written part*
- *attend all group meetings and when you can't attend one, show responsibility and contact group members to fill you in.*
- *maintain healthy and regular interactions with each group member, so that you know if you are meeting the expectations of other group members.*
- *get a rough idea from your group members about how many points they plan to allocate to you at the time of peer evaluations.*
- *It is always a good idea to complete your project at least a week or two before the deadline.*

Project Presentation Guidelines

Each group will present their project report in class. Each group would have around 25 minutes for a presentation. This includes time for questions. Please make sure that you finish your presentation in the allotted time. The sequence of the presentations will be random and will be determined in class.

Each group should email me the power point slides before the presentation. Failing to do so will result in a downgrade for your final project presentation.

I. Your group presentation (100 points).

To evaluate your group presentation, the following criteria will be used:

- Clarity of presenters (15 points)
- Professionalism of presenters (10 points)
- Quality of visual aids (15 points)
- Organization/time allocation (10 points)
- How interesting was the presentation? (15 points)
- How actionable and useful was this study? (15 points)
- Quality of Analysis (20 points)

II. Your group's performance as the "Board of Directors" (for final presentation only. 50 points).

One of the teams not presenting (to be announced on the day of presentation) will act as the 'Board of Directors' and critically question the presenters on their plan.

The 'Board of Directors' will be graded on their performance based on:

- Relevance (25 points): How relevant are your questions to the project? Why are your questions important?
- Critical thinking (25 points): Are there major flaws in the project, analysis and recommendation? Can you identify them? Can you provide constructive suggestions and/or remedies?

Note that the grade that you receive on your project (both report and presentation) will also depend on your group member's evaluation of your contribution in the project. This will be done through the peer evaluation.

PEER EVALUATION FORM
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The purpose of this form is to allow you to evaluate the relative contribution of the members of your group to the group project. In making your evaluation, you should divide 100 points among the members of the group, **other than yourself**. Thus, the total in each column should be 100.

Your name:		
Group number:		
	Contribution Score	
Team members	Presentation	Project Report

Please provide brief comments on the scores you gave:

Thank you very much for your input!