



## **Boston University Study Abroad London**

### **Boston University Study Abroad Seminar in Global Promotional Strategies COM CM 457 (*Elective A*) Spring 2016**

#### **Instructor Information**

A. Name	Andrey Jichev
B. Day and Time	Mondays and Tuesdays, 9am-1pm (Plus 13 <sup>th</sup> January and Friday 12 <sup>th</sup> February)
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F. Webpage	<a href="http://www.bu.edu/london/virtual-library/cm457">http://www.bu.edu/london/virtual-library/cm457</a>
G. Office hours	By appointment

#### **Course Description**

Knowledge of international markets and how to exploit them is almost essential in business. International markets are inherently riskier and more complex than domestic markets but they provide great opportunity and interest for corporate and personal growth.

Success in international markets requires the marketing manager to integrate and appreciate the interaction between various elements of the international strategy development process. This course develops the skills and knowledge that are essential to compete effectively in the international arena.

#### **Course Objectives**

On completion of this unit, students should:

- appreciate the complexity of the international macro environment and its impact on global promotional strategy
- perform comprehensive comparative analysis to develop an appropriate global promotional strategy
- be able to use a range of strategic marketing tools and promotional techniques to develop a global strategy
- recognize the skills, knowledge and systems required to implement successfully global promotional strategies

#### **Course Structure**

Classes will be formed of lectures, discussions, videos, exercises and group discussions. Relevant case studies, articles and academic papers will enable you to examine topical, practical international marketing issues during class.

#### **Prerequisites**

We recommend that students should have taken the core class COM CM 521 British and European Marketing Strategy or have a basic knowledge of marketing. However, this is not an essential requirement for participating in this course.

## **Attendance Policy**

### **Classes**

All Boston University London Programme students are expected to attend each and every class session, seminar, and field trip in order to fulfill the required course contact hours and receive course credit. Any student that has been absent from two class sessions (whether authorised or unauthorised) will need to meet with the Directors to discuss their continued participation on the programme. This may result in the student having to take a medical leave of absence from the programme or withdraw from the programme.

#### *Authorised Absence:*

Students who expect to be absent from any class should notify a member of Academic Affairs and complete an Authorized Absence Approval Form 10 working days in advance of the class date (except in the case of absence due to illness for more than one day. In this situation students should submit the Authorised Absence Approval Form with the required doctor's note as soon as possible). **Please note: Submitting an Authorised Absence Approval Form does not guarantee an authorised absence**

Students may apply for an authorised absence only under the following circumstances:

- Illness (first day of sickness): If a student is too ill to attend class, the student must phone the BU London Student Affairs Office (who will in turn contact the student's lecturer).
- Illness (multiple days): If a student is missing more than one class day due to illness, the student must call into to the BU London Student Affairs Office each day the student is ill. Students must also provide the Student Affairs office with a completed Authorised Absence Approval Form and sick note from a local doctor excusing their absence from class.
- Important placement event that clashes with a class (verified by internship supervisor)
- Special circumstances which have been approved by the Directors (see note below).

**The Directors will only in the most extreme cases allow students to leave the programme early or for a significant break.**

#### *Unauthorised Absence:*

Any student to miss a class due to an unauthorised absence will receive a **4% grade penalty** to their final grade for the course whose class was missed. This grade penalty will be applied by the Academic Affairs office to the final grade at the end of the course. As stated above, any student that has missed two classes will need to meet with the Directors to discuss their participation on the programme as excessive absences may result in a 'Fail' in the class and therefore expulsion from the programme.

#### *Lateness*

Students arriving more than 15 minutes after the posted class start time will be marked as late. Any student with irregular class attendance (more than two late arrivals to class) will be required

to meet with the Assistant Director of Academic Affairs and if the lateness continues, may have his/her final grade penalised.

### Required Reading

International marketing is a dynamic subject and you should read a broad sheet regularly (The FT, The Times, The Daily Telegraph); business journals such as the Economist and the major marketing and advertising specialized magazines. Your reading will be supplemented by papers and case studies given by the lecturer.

You should also read:

- Doole, I., & Lowe R., **International Marketing Strategy. Analysis, development and Implementation**, 6<sup>th</sup> Edition, 2012, Thomson Publishing (ISBN 978-1-4080-4407-0)
- Dahl, Stephan **Social Media Marketing: Theories and Applications**, Sage Publications, 2015, ISBN 978-1-4462-8074-4
- Hollensen S. **Global Marketing: Decision Oriented Approach**, , FT, Prentice Hall, 6-th edition 2014, (ISBN 978-0-273-77316-0)
- de Mooij M, **Global Marketing and Advertising: Understanding Cultural Paradoxes** , Sage 4-th edition, 2014, (ISBN 978-1-4522-5717-4)

Other useful texts include:

- Allen, Semenik , Kaufmann, O'Guinn **Advertising and Promotions: an Integrated Brand Approach** , International Edition 2012, South Western CENGAGE Learning ISBN 978-0-538-47986-8
- Belch and Belch, **Advertising and Promotion: An Integrated Marketing Communications Perspective**, 9 edition, 2012, McGraw Hill, (ISBN 978-007 13440-4)
- Mullin, Roddy **Promotional Marketing: How to create , implement and integrate campaigns that really work** , Kogan Page, 2014, ISBN 978--074947246-7
- Pearson, David **The 20 Ps of Marketing: A complete guide to marketing strategy** KoganPage, 2014 ISBN 9780749471064

There will be a number of case studies and readings from:

- Deresky Helen **International Management Managing across Borders and Cultures**, 8<sup>th</sup> edition, Pearson, 2014 ISBN 13-978-0-273-78705-1
- Ghauri P. 7 Cateora P. **International Marketing 4th** edition, McGraw Hill education, 2014, ISBN 9780077148157
- Hackley, C, **Advertising and Promotion: an Integrated Marketing Communications Approach** , Companion Website 2010, ISBN 978-1-84920-145-2
- Hollis, N. **The Global Brand: How to create and develop lasting brand value in the world market**, 2010 Millward Brown Palgrave Macmillan, ISBN 978-0230-62056-8

Additional readings may be posted on the course webpage:

<http://www.bu.edu/london/virtual-library/cm457> (you must be logged in to view materials).

### **Useful Websites**

<http://bbc.co.uk>

<http://www.brandchannel.com>

<http://www.argonautonline.com/>

<http://www.newsdirectory.com/>

[www.business-today.com](http://www.business-today.com)

[www.cia.gov/cia/publications/factbook/index.html](http://www.cia.gov/cia/publications/factbook/index.html)

[www.datamonitor.com](http://www.datamonitor.com)

[www.economist.com](http://www.economist.com)

[www.ft.com](http://www.ft.com)

[www.interbrand.com](http://www.interbrand.com)

[www.mckinseyquarterly.com](http://www.mckinseyquarterly.com)

[www.wto.org](http://www.wto.org)

[www.eiu.com](http://www.eiu.com)

### Course Assessment

<b>Seminar paper</b>	<b>30%</b>
<b>Macro-environmental analysis</b>	<b>30%</b>
<b>Examination</b>	<b>40%</b>

### **Grading**

Please refer to the Academic Handbook for detailed grading criteria and policies on plagiarism:

<http://www.bu.edu/london/current-semester>

*\* Final Grades are subject to deductions by the Academic Affairs Office due to unauthorised absences*

### **Seminar Paper**

This is a group project. You will be allocated a topic from those below and your group is expected to give a presentation during class in the appropriate week. Seminar topics are:

1. Developments in the global political, economic and financial environment. The role of regional integration, the WTO and the IFIs in promoting global trade. Discuss.
2. Discuss the impact of consumer insights and the new media on developing a successful global promotional strategy.
3. "Continuing cultural convergence means that cultural factors are unimportant in developing a global promotional strategy". Discuss.
4. The proliferation of products, distribution and communication channels and their impact on global promotional strategy. Discuss.
5. What promotional strategies should aspiring global brands from the emerging economies adopt in order to compete successfully on the global markets?

### Macro-environmental Research

Select a country from the list below. You are expected to perform a full macro-environmental analysis and identify market opportunities within your selected country. Although you will give a presentation in class (20 minutes), you are expected to hand in an individual 800-word report that details your findings.

Argentina, Brazil, China, India, Egypt, Indonesia, Korea, Malaysia, Mexico, Morocco, Nigeria, Poland, Russia, Singapore, Thailand, Turkey, South Africa, Vietnam

### Examination

This will be a two-hour final examination. Exam times and locations will be posted on the BU London website and in the Student Newsletter two weeks before exam dates.

Please check your email and the weekly Student Newsletter for field trip updates and reminders, if any are to be included.

## Course Schedule

### Wednesday, 13 January

#### Session 1    **The dynamics of international marketing**

- the strategic importance of international marketing
- key trading nations and world trade patterns
- macro factors driving world trade and the impact of protectionist measures
- trade facilitators and institutions that foster world trade ( WTO, etc)
- the development of trading blocs and the specifics of the EU

#### **Seminar briefings**

### Monday, 18 January

#### Session 2    **The international macro environment**

- the purpose and methodology of comparative analysis
- **political and legal factors**
- economic factors
- **social and cultural considerations**
- technological factors

Reading: Chapters 1 & 2 (Doole & Lowe)

Case studies    Blackberry in International Markets: balancing business interests and host nations security concerns (Deresky)

Adidas: the Marketing policy for the European Market (Cateora);

Adidas: the No2 in the global sportswear market is challenging the No1, Nike (Hollensen)

Manchester United (Hollensen)

The Burberry (HBR interview and case study)

### Tuesday, 19 January

#### Session 3    **Assessing international marketing opportunities**

- the role of marketing research and the research process
- primary research techniques and associated issues
- opportunity identification and analysis
- consumer behaviour and market segmentation

- **Seminar 1: Developments in the global political, economic and financial environment. The role of regional integration, the WTO and the IFIs in promoting global trade. Discuss.**

Reading: Chapter 3 & 4 (Doole) Chapter 1 (Belch)

Case: Google in Japan, Germany and France

MTV in the Arab world

Ebay in Japan

Nokia in Germany  
The Simpsons: a multicultural product?

**Monday, 25 January**

**Session 4 Strategic development**

- managing internationally and marketing strategy development
- factors influencing international strategy formulation
- Globalisation: alternative views and strategic responses
- creating competitive advantage

Reading: Chapters 5 & 6 (Doole) Chapter 2 and 4 (Belch)

Case: Strategy Formulation at Audi (Ghauri/Cateora)  
Wal-Mart in Germany (Cateora)  
L'Oreal (Cateora ) L'Oreal and multiculturalism (HBR)  
Zara (Hollensen) H&M gets Hotter(Jobber)

*Field trip: The Elizabeth II Park (the former Olympic Village) and Westfield*

**Tuesday, 26 January**

**Session 5 International market entry strategies**

- entry strategies
- indirect and direct exporting
- direct investment
- cooperative strategies
- **Seminar 2: Discuss the impact of consumer insights and the new media on developing a successful global promotional strategy.**

**Macro-environmental analysis 1**

Reading: Chapter 7 (Doole) and Chapter 7 (Belch)

Case: IMAX (Hollensen)  
Abercrombie & Fitch: Expanding into the European market  
(Ghauri/Cateora )  
Evaluating the Chrysler Fiat Alliance in 2012 (Deresky)  
Carrefour's Misadventures in Russia (Deresky)  
Aldi and Lidl: International Expansion of two German grocery

discounters (Ghauri/Cateora)

**Field trip: Harrods and Whole Foods**

**Monday, 1 February**

**Session 6 International product and service strategy decisions**

- standardisation vs adaptation
  - the new product development process in international markets
  - the complexities of services marketing
  - image, branding and positioning
  - packaging issues
  - **Seminar 3: "Continuing cultural convergence means that cultural factors are unimportant in developing global promotional strategy". Discuss.**
- Reading: Chapter 8 (Doole)  
Case: Dyson (Hollensen)

Cereal partners worldwide (Hollensen)  
Absolut Vodka: defending and attacking for a better position in the global vodka market (Hollensen)  
Guinness: How can the iconic Irish beer compensate for declining sales in the home market? (Hollensen)  
The best global brands 2015 ([www.brandchannel.com](http://www.brandchannel.com))

**\*\* Contingency Class Date: Friday 5th October.** Students are obligated to keep this date free to attend class should any class dates need to be rescheduled.

## Tuesday, 2 February

### Session 7 International communication strategy

- developing an international communications plan
- factors in selecting appropriate media and the problems arising from national variations in media supply
- negotiation and the art of personal selling
- international CRM strategy
- **Seminar 4: The challenges of proliferation of products, distribution and communication channels and their impact on global promotional strategies. Discuss.**
- Reading: Chapter 9 (Doole) Chapters 10 (Belch)  
Cases: Beckham and Ronaldo (Jobber)  
Triumph Motorcycles Ltd (Hollensen)  
Porsche: International market selection for the exclusive sports car brand (Hollensen)  
For Fiat to get big in the USA, did it have to start small? (Ghuri/Cateora)

## Monday, 8 February

### Session 8 International pricing strategy

- domestic vs. international pricing
  - the complexities in international pricing
  - the Euro and its impact on pricing in European markets
  - currency considerations and commodities markets
- Reading: Chapter 11 (Doole) Chapter 16 and 17 (Belch)  
Paper: Profiting from Proliferation McKinsey & Co, 2006  
Case studies: Levi Strauss Signature (Cateora)  
Apple Inc.'s iPhone: Can iPhone maintain its initial momentum? (Ghuri/Cateora)  
Sony Music Entertainment (Hollensen)  
Ikea: Entering Russia (Ghuri/Cateora)

**Seminar 5: What promotional strategies should the aspiring global brands from the emerging economies adopt in order to compete successfully on the global markets?**

## **Tuesday, 9 February**

### **Session 9 International distribution strategy & Revision**

- challenges in international distribution strategy
- selecting, managing and controlling overseas intermediaries
- relationship marketing in the international context
- international retail trends
- syllabus revision and examination requirements

### **Macro environmental analysis**

Reading: Chapter 10 (Doole) Chapter 19 (Belch)  
IKEA: Expanding through franchising to the South American market (Hollensen)  
Wal-Mart In Africa ( Ghauri /Cateora)  
UGG boots: Australian generic product to global luxury brand (Ghauri/Cateora)  
Whole Foods  
Pellegrino

**Field Trip: J Crew, Banana Republic, Abercrombie & Fitch, The Saatchi Gallery. Jack Wills, Lululemon**

## **Friday, 12 February**

### **Session 10 Social Media Marketing & Revision**

Understanding actors in social media marketing  
Understanding platforms in social media marketing  
Understanding content in social media marketing  
Cross-cultural aspects and implications Privacy, ethical and legal issues

Paper: Anholt, Simon, **Great Brand Stories: Brand America** Marshall Cavendish; 2nd edition, 2010 ISBN-10: 1905736568

**\*Tuesday, 16 February Final Examination** Exam times and locations will be posted on the BU London website and in the Student Newsletter two weeks before exam dates.

**\*Contingency Class Date: Friday 5<sup>th</sup> February** . Students are obligated to keep this date free to attend class should any class dates need to be rescheduled. \*