Boston University Study Abroad
London

Seminar in Global Promotional Strategies
COM CM 457 (Elective A)

Instructor Information

A. Name
   Dr Andrey Jichev
B. Day and Time
   TBC
C. Location
   TBC
D. BU Telephone
   020 7244 6255
E. Email
   ajichev@bu.edu
F. Webpage
   http://www.bu.edu/london/virtual-library/cm457
G. Office hours
   By appointment

Course Description

Knowledge of global markets and consumers and how to address them is crucial for any business aiming at global presence. Global markets are inherently riskier and more complex than domestic markets, but they provide great opportunity and interest for corporate and personal growth. Success in global markets requires managers to design and integrate various elements of a global promotional strategy. This course develops both conceptual knowledge and practical skills to identify the most appropriate and cost-effective global promotional strategies and develop an optimal strategy for an increasingly competitive and volatile global environment.

The course will analyse the principles, methods and models for developing an effective promotional strategy in the modern world while building on the collective knowledge of the strategic concepts.

The course will introduce the students to the complexity of the international macroeconomic, political, business and media environment; the challenges of the current phase of globalisation and the British and European perspectives on globalisation; the emergence of a new digital landscape and its impact on global promotion.

During the course the need for integrated marketing communication campaigns on a global scale would be identified and the students would develop a deep understanding of the rationale, the challenges and opportunities for global promotional strategies.

At the end of the course the students will have mastered the theory and practice of strategic planning of global promotional campaigns and will develop the ability to conceive, develop and evaluate a global promotional strategy.

During the course the students will explore different approaches for individual industries,
companies and regions and analyse in detail academic case studies and real-life campaigns, both successful and unsuccessful.

**Hub outcomes:**

- *Social Inquiry II*
- *Global Citizenship and Intercultural Literacy*
- *Critical Thinking of the Intellectual Toolkit*

**Course objectives:**

Using their knowledge of the current global marketing and advertising theoretical debates and practical issues, the students will engage with issues of sustainable development; climate change and green economy; authenticity, the (mal)practice of social media companies and the need for respect of privacy and data protection. *(Social Inquiry II, Learning Outcome 2)*

Students will use their study abroad time in London for comparative analysis of British and American cultures, business customs and etiquette as well as the British and American marketing and advertising industries as they are dominating the global market of marketing and advertising services and leading the way in creativity and setting the tone for global promotional campaigns. *(Social Inquiry II, Learning Outcome 1)*

Drawing on skills developed in class, students will be able to evaluate the validity of arguments in favor of electing and implementing a certain global promotional strategy and the relevance of their own analysis and strategic planning. *(Social Inquiry II, Learning Outcome 1)*

Students will apply principles and methods from global marketing, cross-cultural communications and management as well as understanding the current and future trends of global advertising and promotion for addressing the questions and the dilemmas (global vs local, adaptation vs standardization vs mass customization), identify solutions using both problem-solving skills and solution-focused approaches, and deepen their understanding of the pre-requisites for the success of global promotional campaigns. *(Global Citizenship, Learning Outcome 1)*

Students will demonstrate through comparative analysis of the leading global economies and the most dynamic and promising markets and thorough application of the key cultural models and the different cultural dimensions an understanding of global diversity and the ability to develop the most appropriate strategies to communicate across cultures and appeal to a global audience. *(Global Citizenship, Learning Outcomes 1 and 2)*

Students will be able to identify key elements of critical thinking such as distinguishing deductive from inductive methods of inference, recognizing logical fallacies and cognitive biases in approaching global markets and designing a global promotional strategy, distinguishing empirical claims about matters of fact from normative or evaluative judgements. They will be able to critically evaluate global promotional campaigns conducted by major companies from the US, the UK and other European countries as well from rapidly developing economies. *(Critical Thinking)*

Developing critical thinking allows the students to navigate successfully to assess the theoretical aspects and the practical implementation of global promotional strategies and the
ability to identify a winning strategy in a dynamic and ambiguous environment. They will be able to critically evaluate global promotional campaigns conducted by major companies from the US, the UK and other European countries as well from rapidly developing economies. *(Critical Thinking)*

The students would develop a comprehensive knowledge of the most successful promotional campaigns conducted by British marketing companies, advertising and PR agencies and by the global British brands and a first-hand knowledge of London as a global financial, business and cultural center with one of the biggest concentration of global marketing, advertising and PR companies. *(Additional objective)*

By analysing the performance and the perception of major American companies and brands in the UK and Europe students will be able to come up with alternative or improved strategies for global promotion. *(Additional objective)*

**Course Structure**

Classes will be formed of lectures, discussion of latest concepts and models, brainstorming and Think-Pair-Share exercises, concept maps and pair/group discussions. Relevant case studies, articles and academic papers will enable students to examine topical, practical global promotional strategy issues during class.

**Prerequisites**

_We recommend that students should have taken a previous university marketing course or have a basic knowledge of marketing. However, this is not an essential requirement for participating in this course._

**Attendance**

_Important note for students on the Internship Programme:_

The rules governing Internship Programme students’ UK visas are strict and require, as a condition of the student’s presence in the United Kingdom, that the student participates fully in all classes and in the placement. If a student does not attend classes or his/her placement as required the student will be considered to be in breach of the visa and can be deported. As the sponsor of our students’ visas, Boston University has the legal obligation to ensure that each student complies with visa requirements.

For that reason Boston University Study Abroad London Programmes requires full attendance in classes and placements. Any student who does not comply with this policy may be sent home from the program at the discretion of the programme directors, and will result in a forfeit of credit and program costs for part or all of the semester.

**Classes**

All Boston University Study Abroad London Programme students are expected to attend each and every class session, tutorial, and field trip in order to fulfil 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.

**Authorised Absence**
Students who expect to be absent from any class should notify a member of Academic Affairs and complete an Authorised Absence Approval Form 10 working days in advance of the class date (except in the case of absence due to illness, for which 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, supported by a local London doctor’s note (submitted with Authorised Absence Approval Form).
- 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.

Grading

The following Boston University table explains the grading system that is used by most faculty members on Boston University’s Study Abroad London Programmes.

<table>
<thead>
<tr>
<th>Grade</th>
<th>Honour Points Usual %</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>4.0</td>
</tr>
<tr>
<td>A-</td>
<td>3.7</td>
</tr>
<tr>
<td>B+</td>
<td>3.3</td>
</tr>
<tr>
<td>B</td>
<td>3.0</td>
</tr>
<tr>
<td>B-</td>
<td>2.7</td>
</tr>
<tr>
<td>C+</td>
<td>2.3</td>
</tr>
<tr>
<td>C</td>
<td>2.0</td>
</tr>
</tbody>
</table>
Grading Criteria

‘Incomplete’ or I grades are not permitted because of the obvious difficulty in making up missed work once the student has left the country. All work must be completed on time. We also do not allow ‘Audits’ (AU), ‘Withdrawals’ (W), or ‘Pass/Fail’ (P) grades.

The grades reflect the quality of the work. Lecturers and students should use the following criteria for an understanding of what each grade means.

A This exceptional grade is assigned only to work that has persistently outstanding quality in both substance and presentation. The student must demonstrate a sustained capacity for independent thought and extensive study, producing rigorous and convincing analyses in well-ordered prose.

A- Awarded to work that is clearly focused and analytical, and based on wide reading. The student must cover all the principal points of a question and systematically develop a persuasive overall thesis, allowing for one or two venial omissions or inapt expressions.

B+, B, B- This range of grades indicates that the student has shown some evidence of original thought and intellectual initiative. The student has cited sources beyond the class materials, and shown a degree of originality in perception and/or approach to the subject. The work will show thoughtful management of material, and a good grasp of the issues. The differences between a B+, a straight B and a B- may reflect poor presentation of the material, or mistakes in punctuation, spelling and grammar.

C+, C, C- Work in this grade range is satisfactory, but uninspiring. If the work is simply a recitation of the class materials or discussions, and shows no sign of genuine intellectual engagement with the issues, it cannot deserve a higher grade. Should an essay fail to provide a clear answer to the question as set, or argue a position coherently, the grade will fall within this range.

Quality of presentation can lift such work into the upper levels of this grade range. Work of this quality which is poorly presented, and riddled with errors in grammar, spelling and punctuation, will fall into the lower end of the range. To earn a C grade, the work must demonstrate that the student is familiar with the primary course material, be written well enough to be readily understood, be relevant to the assignment, and, of course, be the student’s own work except where properly cited.

D A marginal pass can be given where some but not all the elements of the course have been completed satisfactorily.

F The failing grade indicates the work is seriously flawed in one or more ways:

- Obvious lack of familiarity with the material
- So poorly written as to defy understanding
- So brief and insubstantial that it fails to properly address the subject
- Material presented is not relevant to the assignment

C- 1.7 65-68
D 1.0 60-64
F 0.0 Unmarked
• Demonstrates evidence of plagiarism (see following section in Academic Conduct Code)

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.

Course Assessment

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Mid Term Exam</td>
<td>20%</td>
</tr>
<tr>
<td>Seminar Paper</td>
<td>20%</td>
</tr>
<tr>
<td>Critical analysis of a global promotional campaign</td>
<td>20%</td>
</tr>
<tr>
<td>Course project</td>
<td>30%</td>
</tr>
<tr>
<td>Participation, attendance</td>
<td>10%</td>
</tr>
</tbody>
</table>

Mid-term exam (20%)

The mid-term paper is a take home exam allowing students to choose and analyse three case studies. The paper would allow the students critically to analyse real life stories of global companies, brands and industries and consider the appropriateness and effectiveness of their global promotional strategies. The students will be given feedback in the 1st session after submission.

Seminar Paper (20%)

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

1. Globalisation and its proponents and opponents; contents and discontents. Discuss.
2. Discuss the impact of data analysis and the social media on developing a successful global promotional strategy. Challenges for the social media in a global world.
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 companies and brands from the emerging economies adopt to compete successfully on the global markets?

The students will be given feedback in the 1st session after presentation.

Critical analysis of a global promotional campaign (20%)

This group assignment will be a critique of global promotional campaign conducted by a major company.
The students will analyse and evaluate the promotional strategies of major companies, compare their strategies with those of their competitors and identify the scope for improvement, if there is one. They will be able to identify as well how these companies are dealing with critical incidents.

Companies will include leading Internet companies and their competition from emerging markets; companies relying on disruptive technologies; international financial institutions, global NGOs; how the advertising industry reinvents itself in an increasingly competitive environment. The students will critically assess the impact of social media on global promotion.

The students will be given feedback in the 1st session after presentation.

Course project (30%)

This is an individual project, allowing students to make observations, apply their critical thinking skills, pose hypotheses and speculate on the best course of action. The Course Project consists of developing the concept and producing an outline for a global promotional strategy for a company, brand or product. The students will use an investigative approach to identify the most appropriate and cost-effective strategy for global promotion. This project will demonstrate the student’s knowledge and skills in developing global promotional strategies.

As this is the final assessment, the students will be given feedback after the completion of the course. The feedback will be useful on their further work.

Class participation (10%)

At every session the students will discuss global promotional campaigns conducted by British companies and compare them with campaigns conducted by their global competitors. Special attention will be paid to promotional campaigns in the industries where the students will be interning.

Course Schedule

Session 1  Dynamics of global marketing
- Definitions of a global promotional strategy and the need for it for global presence and success
  - The current phase of globalization
  - Globalization vs de-globalization
- Why we need global marketing strategies in general and global promotional strategies in particular
- 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, IMF, World Bank, etc.)
- Regional integration and its discontents- challenges facing the EU, Brexit

Seminar briefings
Session 2  **The global macro environment**
- The purpose and methodology for a critical assessment of the different factors defining and influencing the global environment
  - Political and legal factors
  - Economic factors
  - Social and cultural considerations

**The role of the models and cultural dimensions of Hofstede, Trompenaars. Globe, etc. for developing cross-cultural competences**
- Technological factors

Reading: Chapters 1 & 2 (Doole & Lowe)

Case studies:
- Adidas: the No2 in the global sportswear market is challenging the No1, Nike (Hollensen)
- MTV in the Arab world (Deresky)
- Carrefour in Russia (Deresky)
- Alexander McQueen- An iconic British fashion designer
- Understanding Global Consumer Behaviour in Aesthetic Surgery (Alon,Vianelli)
- HSBC and Barclays- their global promotional strategies

Session 3  **Assessing global marketing opportunities and the role of global promotion for their realisation**
- The role of marketing research, consumer insights and data investment and the research process
- Primary research techniques and associated issues
- Opportunity identification and analysis
- Consumer behaviour and market segmentation
- **Seminar topic 1 Globalisation and its proponents and opponents; contents and discontents. Presentation.**

Reading: Chapter 3 & 4 (Doole)

Case:
- Ferrari (Hollensen)
  - IKEA in India (Deresky) and IKEA in Russia (Deresky)
  - Liberty – a quintessential British brand
  - Waitrose- what is needed for a global success?

Field Trip: American (and a Canadian brand) brands in London: J Crew, Abercrombie & Fitch, Ralph Lauren, Lululemon, Liberty
Session 4  Development of a global promotional strategy

- Global promotional strategy as a part of the global business strategy and global marketing strategy
- Factors influencing global strategy formulation
- Globalisation: alternative views and strategic responses
- Creating competitive advantage

Seminar 2: Discuss the impact of data analysis and the social media on developing a successful global promotional strategy. Challenges for the social media in a global world.

Reading: Chapters 5 & 6 (Doole)
Case: Wal-Mart in Africa (Deresky)
       Zara (Hollensen)
       Raleigh Nycicles (Hollensen)
       Hong Kong Disneyland (Alon, Vianelli)
       Glastonbury and Isle of Wight music festivals—a global phenomenon

Tesco’s and Sainsbury’s global strategies: challenges and opportunities. What would strategic alliances mean both for the companies involved and the industry?

Session 5  International market entry strategies and their impact on the design and implementation of a global promotional strategy

- Market entry strategies
- Indirect and direct exporting
- Foreign direct investment
- Joint ventures and strategic alliances,
- The role of a successful global promotional strategy for global expansion
- Feedback for seminar presentation.

Submission of the mid-term exam papers

Reading: Chapter 7 (Doole)
Case Studies:

Huawei enters the United States (Alon, Vianelli)
Zalando (Hollensen)
Whole Foods and the success of their promotional campaign in the UK
Sainsbury and Asda (Walmart) strategic alliance

Chapel Down and Aspell Cider- How to develop successful global promotion?

Shell and BP- the rationale for effective global promotional campaigns

Field trip: Harrods, Burberry, Harvey Nichols and Whole Foods

Session 6 Global product and service strategy decisions
- Standardisation vs adaptation, customisation and modification
- The new product development process in global markets
- The complexities of global services marketing
- The knowledge of the main product features and its unique selling points as a prerequisite for a successful global promotional strategy
- Correlation between a global brand strategy and global promotional strategy

Seminar topic 3 “Continuing cultural convergence means that cultural factors are unimportant in developing a global promotional strategy”. Discuss.

Feedback for the mid-term papers

Fieldtrip: Victoria and Albert Museum: Frida Kahlo Making Her Self Up; The Future Starts Here; Fashioned from Nature and Videogames: Design/Play/Disrupt

Reading: Chapter 8 (Doole)

Case studies:
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)

Lipton

Dyson- reinventing invention (Hollensen)

Dove’s global campaign

Triumph Motorcycles (Hollensen)

Aston Martin and the James Bond franchise

Land Rover

The best global brands 2018 (www.brandchannel.com)
Session 7  Global integrated communications strategy
- Developing a global strategic communications strategy and the challenges for its implementation
- 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

Feedback for seminar presentation

Seminar 4 and 5: The proliferation of products, distribution and communication channels and their impact on global promotional strategy.

What promotional strategies should companies and brands from the emerging economies adopt to compete successfully on the global markets?

Reading: Chapter 9 (Doole) Chapters 10 (Belch)

Case Studies:
Manchester United (Hollensen)
The Burberry (HBR interview and case study)
Porsche: International market selection for the exclusive sports car brand (Hollensen)
BBC and its global appeal. Sky and its commercial success
Virgin brand personality
Grey Goose and Sipsmith—the changing appeal of the spirits industry

Session 8  Global pricing strategy and its reflection on global promotional strategy
- Domestic vs. international pricing. What is a world price?
- The complexities in international pricing
- The Euro and its impact on pricing in European markets
- Currency considerations and commodities markets
- Feedback for seminar presentation

Reading: Chapter 11 (Doole)

Case studies: IMAX (Hollensen)
Sony Music Entertainment (Hollensen)
Tetra Pak (Hollensen)
London soccer teams and their global following- Are ever growing ticket prices and more lucrative TV rights an issue?

Session 9  Global promotional strategy and its correlation/coordination with a global distribution strategy
- Challenges and opportunities for a global distribution strategy
- Selecting, managing and controlling overseas intermediaries
- Relationship marketing in a global context
- International retail trends
- Syllabus revision and examination requirements

Presentation of
Reading: Chapter 10 (Doole)
Case studies: Alibaba vs Tencent (Deresky)
Amazon and the changing face of global retail
Red Bull (Hollensen)
Soda Stream: Managing profitable growth in an increasingly competitive global environment (Hollensen)
Polaroid Eyewear (Hollensen)

Field Trip: The Design Museum of London

Session 10  The New Digital World – disruptive technologies, digital advertising and social media marketing & Revision
Understanding actors in social media marketing
Understanding platforms in social media marketing
Understanding content in social media marketing
The role of disruptive technologies and the challenges for their promotion
Frenemies – What does it mean
Privacy, ethical and legal issues
Case studies:
Netflix inc. (Hollensen)
Spotify (Hollensen) and other resources)
Now TV
Uber -the challenges for global promotion
Airbnb
In Search of Book Sales- Social Media Marketing as a Tool for Search Engine Optimisation (Alon, Vianelli)

Establishing a Knowledge Outsourcing and Service Marketing Company

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

**Required Reading**

International marketing is a dynamic subject and you should read a broad sheet regularly (The FT, The Times, The Guardian); 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.

**The textbooks for this course are:**


You should also read:


- Which World Are We Living in? *Foreign Affairs* July/August 2018, Volume 97 Number 4

Other useful texts include:


- Essex, Andrew *The End of Advertising: Why It Had to Die, and the Creative Resurrection to Come* Hardcover – 13 Jun 2017


The following books would expand your knowledge and improve your understanding of the current issues and the prospects for global promotion:

- Auletta, Ken *Frenemies: The Epic Disruption of the Advertising Industry (and Why This Matters)* Hardcover – 7 Jun 2018
- Bartholomew, Mark *Adcreep: The Case Against Modern Marketing*, 23 May 2017
- Canalichio, Pete *Expand, Grow, Thrive: 5 Proven Steps to Turn Good Brands into Global Brands through the LASSO Method* Hardcover – 12 Feb 2018
- Meikle, David *How to Buy a Gorilla: Getting the right muscle behind your advertising efforts* Hardcover – 29 Jun 2017
- Young, Miles *Ogilvy on Advertising in the Digital Age* Hardcover – 5 Oct 2017
- Yohn, Denise Lee *FUSION: How Integrating Brand and Culture Powers the World's Greatest Companies* Hardcover – 22 Mar 2018

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

www.bbc.com

www.brandchannel.com

www.brandz.com

www.business-today.com
