Boston University Study Abroad
London

Boston University Study Abroad
Seminar in Global Promotional Strategies
COM CM 457 (Elective A)
Spring 2018

Instructor Information
A. Name	Andrey Jichev
B. Day and Time	Mondays and Tuesdays, 9.00 - 13.00 also Wednesday, January 17
C. BU Telephone
D. Email
E. Webpage	http://www.bu.edu/london/virtual-library/cm457
F. 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 strategies
- perform comprehensive analysis to develop a successful global promotional strategy
- be able to use a range of strategic marketing tools and promotional techniques to develop and implement 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**

**Classes**

All Boston University London Programme students are expected to attend each and every class session, seminar, 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 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). The Authorised Absence Approval Request Form is available from: http://www.bu.edu/london/current-semester/

**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 a 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.

**Religious Holidays**

Boston University’s Office of the University Registrar states:

‘The University, in scheduling classes on religious holidays and observances, intends that
students observing those traditions be given ample opportunity to make up work. Faculty members who wish to observe religious holidays will arrange for another faculty member to meet their classes or for cancelled classes to be rescheduled.’

**Special Accommodations**
Each student will need to contact the Office of Disability Services to request accommodations for the semester they are abroad. Students are advised by BU-ODS not to expect the same accommodations as they receive on campus.

BU London can only uphold special accommodations if we have received the appropriate documentation from the BU-ODS. We cannot accept letters from other universities/centres.

All disabilities need to be known to the ODS in Boston if they are to be used as a reason for requiring a change in conditions, i.e. reduced internship hours or special accommodations for the internship schedule.

**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 Associate Director for Academic Affairs and if the lateness continues, may have his/her final grade penalised.

**Grading**
Please refer to the Academic Handbook for detailed grading criteria and policies on plagiarism: [http://www.bu.edu/london/current-semester](http://www.bu.edu/london/current-semester)

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

**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.

**The textbook for this course is:**

**You should also read:**

Other useful texts include:
The following books would expand your knowledge and improve your understanding of the industry:

- Mark Bartholomew *Adcreep: The Case Against Modern Marketing* Hardcover – 23 May 2017
- Farmer, Michael *Madison Avenue Manslaughter: An Inside View of Fee-Cutting Clients, Profit hungry Owners and Declining Ad Agencies* Paperback – 21 Feb 2017
- Galloway, Scott *The Four: The Hidden DNA of Amazon, Apple, Facebook and Google* Hardcover – 5 Oct 2017
- Humberstone, Fiona *How to Style Your Brand: Everything You Need to Know to Create a Distinctive Brand Identity* Paperback – Illustrated, 12 May 2015
- 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

There will be case studies and readings from:


Additional readings may be posted on the course webpage: [http://www.bu.edu/london/virtual-library/cm457](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


www.business-today.com

www.datamonitor.com
www.economist.com
www.ft.com
www.interbrand.com
www.mckinseyquarlerly.com
www.wto.org
www.eiu.com

Course Assessment
Seminar paper 30%
Macro-environmental analysis 20%
Participation 10%
Examination 40%

Grading
Please refer to the Academic Handbook for detailed grading criteria, attendance requirements and policies on plagiarism:

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 social 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 brands from the emerging economies adopt 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 (5 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
Exam times and locations will be posted on the BU London Programmes Blackboard course page and will be emailed to students, a week before the final exam.
Please check your email and the weekly Student Newsletter for field trip updates and reminders, if any are to be included.

**Course Schedule**

**Wednesday, January 17**

**Session 1**  
**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.)  
- Challenges facing the EU  
- The impact of Brexit  
- Globalization vs De-globalization - the way forward  
- **Seminar briefings**

**Monday, January 22**

**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:** Adidas: the No2 in the global sportswear market is challenging the No1, Nike (Hollensen)  
IKEA in Russia (Deresky)  
Carrefour’s Misadventures in Russia (Deresky)

**Tuesday, January 23**

**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  
**Reading:** Chapter 3 & 4 (Doole)  
**Case:** Ferrari (Hollensen)  
MTV in the Arab world (Deresky)  
IKEA in India (Deresky)

**Field Trip: J Crew, Abercrombie & Fitch, Ralph Laurent, Lululemon**

**Monday, January 29**

**Session 4**  
**Strategic development**  
- Managing internationally and marketing strategy development  
- Factors influencing international strategy formulation  
- Globalisation: alternative views and strategic responses
- Creating competitive advantage
- **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:** Chapters 5 & 6 (Doole)

**Case:** Strategy Formulation at Audi (Ghauri/Cateora)
Wal-Mart in Africa (Deresky)
L’Oreal (Cateora) L’Oreal and multiculturalism (HBR)
Zara (Hollensen)

**Tuesday, January 30**

**Session 5** *International market entry strategies*
- entry strategies
- indirect and direct exporting
- direct investment
- cooperative strategies

**Reading:** Chapter 7 (Doole)

**Case:** Abercrombie & Fitch: Expanding into the European market
Fiat Chrysler Automobiles N.V., (Deresky)
Aldi and Lidl: International Expansion of two German grocery discounters

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

**Monday, February 5**

**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 2:** Discuss the impact of consumer insights and the new media on developing a successful global promotional strategy.

**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)
The best global brands 2017 (www.brandchannel.com)

**Tuesday, February 6**

**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 3: “Continuing cultural convergence means that cultural factors are unimportant in developing global promotional strategy”. Discuss.

Reading: Chapter 9 (Doole) Chapters 10 (Belch)
Cases: Manchester United (Hollensen)
The Burberry (HBR interview and case study)
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? (Ghauri/Cateora)

Contingency Class: Friday 9 February

Monday, February 12
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
- Seminar 4: The challenges of proliferation of products, distribution and communication channels and their impact on global promotional strategies. Discuss.

Reading: Chapter 11 (Doole)
Case studies: Levi Strauss Signature (Cateora)
IMAX (Hollensen)
Sony Music Entertainment (Hollensen)
Netflix inc. (Hollensen)

Tuesday, February 13
Session 9 International distribution strategy
- 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
- Seminar 5: What promotional strategies should the aspiring global brands from the emerging economies adopt to compete successfully on the global markets?

Reading: Chapter 10 (Doole)
Case studies: Red Bull (Hollensen)
Soda Stream: Managing profitable growth in an increasingly competitive global environment (Hollensen)

Field Trip: The Saatchi Gallery. Jack Wills, Lululemon
Friday, February 16

**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

**Macro environmental analysis**
*Field trip: Queen Elizabeth Olympic Park (the former Olympic Village) and Westfield*

**Contingency Class Date: Friday 9 February.** Students are obligated to keep this date free to attend class should any class dates need to be rescheduled.

Tuesday, February 20

**Final Examination** Exam times and locations will be posted on the BU London Programmes Blackboard course page and will be emailed to students, a week before the final exam.