

GLOBAL MARKETING (MARK3430)

FALL 2019

THE HONG KONG UNIVERSITY OF SCIENCE & TECHNOLOGY
SCHOOL OF BUSINESS & MANAGEMENT

INSTRUCTOR

Professor Kristiaan Helsen

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<i>Venue:</i>	L1: LSK1003; L2: LSK1001
<i>Time:</i>	L1: Mo: 16:30-17:50; Fr: 12-13:20 L2: Mo: 13:30-14:50; Fr: 9-10:20
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COURSE INTRODUCTION & OBJECTIVES

We live in a dynamic, global marketplace. This course aims to introduce you to the essentials of global marketing management. We look at how global customers and firms behave as well as the strategies and tactics marketers can use to operate successfully in this global environment. The course will give you a comprehensive overview of frameworks, concepts and toolboxes useful for global marketers. With the rising clout of emerging markets (EMs), we will pay special attention to these types of markets.

The course will focus on evaluating new international market opportunities, meeting challenges in the global marketplace, developing market entry strategies, and developing global marketing mix strategies. You will learn how to manage these activities to create customer value in a global marketplace setting. The value creation process entails understanding customers, competitors (global, regional, and local), collaborators, and the company's own core skills, all within the context of the socio-economic, cultural, and political/regulatory environment in which the firm must operate.

Specifically, the goals of this course entail the sharpening of the following skills:¹

- Understanding the global business environment – economic, cultural, and legal-political – and how to apply such insights to marketing strategy/tactics development.
- Assessing and addressing the needs of global consumers
- Preparing to enter new markets or new product categories in your current markets
- Thinking globally and acting locally
- Developing targeting and positioning strategies in a global environment
- Devising global marketing mix strategies and tactics
- Understanding the nuances of marketing operations in EMs
- Comprehending the role and impact of sustainability on global marketing operations

¹ The SBM learning goals to be assessed include: (1) Participants will be effective in multi-cultural and international settings (primary), (2) will be critical and creative thinkers who make effective decisions supported by analytical and quantitative techniques, and (3) will be effective communicators in oral and written English.

The course is organized in three modules, namely:

- i) The global marketing environment (assessing market opportunities/challenges, PEST, market research)
- ii) The global marketing strategy (entry, targeting & positioning, strategies for EMs)
- iii) Managing the global marketing mix (both the strategic and tactical aspects)

COURSE STRUCTURE & REQUIREMENTS

To achieve the learning goals, we will use a mix of lectures/discussions, readings, case analyses, and group projects in the course. A typical class will consist of a lecture, one or more short-cases or a longer case. In the lecture part, we will review the key concepts and frameworks for understanding and analyzing global marketing issues. The course follows the blended learning format, meaning all lectures will be posted online. The in-class component stresses the interactive dimension of the course (e.g., case discussions). The course involves a fair amount of team-work.

Effective learning also benefits from systematic critical thinking and reasoned application of theoretical concepts and frameworks. To this end, case discussion (of both longer and short mini-cases) will be used as a key learning platform. Group projects give you a vehicle to gain hand-on experience with approaching and analyzing issues on global marketing.

You should be well-prepared for every class. Classes will be highly interactive. You should be prepared to discuss the assigned cases (long/short) in detail. Therefore, you are expected to actively participate in the discussions. If you need to miss a class due to job interviews or other 'serious' commitments (e.g., a case competition), please inform me in advance so that I can mark you down as an 'excused absence'. This will lead to less loss of credit.

Teamwork is an essential part of this course. You will work in teams to work on case discussions, assignments, and the business simulation. Teams will be formed in the second week of the course after the end of the add/drop period. At the end of the course, you will have an opportunity to assess your team-mates' contribution to the team-work assignments.

Finally, note that no overdue assignments will be accepted under any circumstances. Likewise, there will be no make-up quizzes.

COURSE MATERIALS

- Kotabe and Helsen, *International Marketing*, 7th ed., John Wiley & Sons, 2015.
- Case pack (posted on course website).
- Website. Course materials will be accessible via the canvas system. Once registered for the course, you can access course materials on this site, using the same login info as for your UST e-mail account. Note though that case videomaterial and case wrap-ups will not be posted on the website.

Other useful websites

New York Times*	http://www.nytimes.com/
The Guardian	http://theguardian.com
BBC News	http://news.bbc.co.uk
China Daily	http://www.chinadaily.com
The Economist	http://www.economist.com
Wall Street Journal*	http://www.wsj.com
The World Factbook (CIA)	http://www.odci.gov/cia/publications/factbook/index.html
Financial Times*	http://www.ft.com
Global Edge Resource Desk	http://globaledge.msu.edu/

Going-Global	http://www.going-global.com/
Country Reports*	http://www.countryreports.org/
Branding strategies	http://www.brandchannel.com
Marketing strategies in Asia*	http://www.campaignasia.com

*Paywall

PERFORMANCE ASSESSMENT & COURSEWORK

<i>Coursework</i>	<i>Weight (%)</i>	<i>Individual/Team</i>
Class participation	13	Individual
Research credit	2	Individual
Quizzes	35	Individual
Online quizzes	5	
Group assignments	15	Team
Project	30	Team
<ul style="list-style-type: none"> • Interim (5) • Presentation (10) • Final report (15) 		
Total	100	

1. **Class Participation (13%).** Learning in this class heavily depends on your willingness to share your insights and viewpoints with the rest of the class. Given the global nature of the course and the multicultural make-up of the class, this becomes even more important than in most other courses. You are expected to read the assigned materials and actively engage in class discussions. You should also prepare each case for the case discussions in class (including mini-cases). I will assign discussion questions prior to class to guide you through the case preparation. Effective class participation includes: 1) asking questions about concepts from lectures or readings; 2) sharing your experience or opinion with the class; 3) building on points raised by others; 4) clarifying issues or relating topics discussed in class. Lively discussions are encouraged. It is perfectly reasonable to disagree or take issue with comments that are made (including by myself), and to debate issues with one another. Managers do this all the time. You need to learn to communicate your views in thoughtful and productive ways. Justification for your views is critical. Keep in mind that you should focus on *quality*, not merely on quantity. Thus, your comments should enlighten us by adding value to class discussions.
2. **Exams (Quiz #1: 15%, Quiz #2: 20%).** There will be two quizzes. The first test will be multiple choice and closed book. It will last about 1 hour and will cover the material covered up to that point (including material related to the online lectures and case studies). The second quiz will consist of two to three short essay questions (similar to the end-of-chapter questions in the textbook) and one short-case with questions at the bottom. The material will cover all the materials (including cases) since the first quiz. This quiz will last 1 hour and 20 minutes, it will be closed book. No make-up exams will be available. You are NOT allowed to bring internet accessible devices (e.g., iPad, smartphones) to either of the quizzes.
3. **Online quizzes (5%).** Most of the online lecture modules come with a brief online MC quiz each week. These quizzes allow you to test your understanding of the material covered in the videos. The modules will post the deadline for the quiz. After the add/drop period, these quizzes will also be graded.

4. **Group Assignments (15%).** There will be several team-assignments. You will work with the same team as for the project. Most of assignments will relate to the cases. Just as in the real world, team work can sometimes be a frustrating experience. As frustrating as it may be, it is important for you to learn how to manage group work. Each group is responsible for agreeing upon, establishing, and abiding by its own work norms and expectations equitably. When submitting assignments include complete names (not just first/nicknames) and ID #s.
5. **Team Project (30%):** The project revolves around a company (or brand) that plans to expand/enter in new markets in which it currently does not yet operate (or has a very minimal presence). The first step is to choose a brand (or entire company) and pick 3 or 4 prospective countries², ideally in the same region (e.g., East Asia, South America, North Africa, Middle East). Second, assess the market opportunity of the firm/brand for each of the countries. Then, based on the market opportunity assessment, pick a subset of the countries (ideally 2 markets – however see footnote #2). And, finally, prepare a market entry and marketing mix program for the markets to be entered. One constraint is that the countries considered should not have been entered yet (this excludes brands that are omnipresent such as Coca-Cola, McDonald's, Starbucks). Possible project topics could be:

Brand/company	Category	Countries
Canada Goose	Apparel	Korea, Japan, China, Taiwan
Chipotle/IHOP/Taco Bell	Casual dining	Belgium, UK, Sweden, France
Elemis/Molton Brown/Rituals/Thann	Premium personal care products/spas	Japan, China, Singapore, Korea
Nio/Faraday	Electric luxury cars	Saudi Arabia, UAE, Qatar, Turkey
Luckin/Costa/Truy Nguyễn	Coffee	Malaysia, Singapore, India, Taiwan
Geely/Trumpchi (GAC)/Cadillac	Cars	Brazil, Argentina, Peru, Chile (or Thailand, Malaysia, India)
Peloton	Fitness, exercise bikes	Saudi Arabia, UAE, Israel, Turkey
Lululemon/eleVen	Athletic wear	Japan, Taiwan, Thailand, India
Lotus/Michel et Augustin	Cookies	China, Taiwan, Korea, Japan

6. **Peer evaluation for team work.** Although I expect every team member to invest an appropriate amount of time and effort in team projects, I realize that this may not always be the case. Hence, there will be a peer evaluation system that will allow you to assess your team mates' contribution as well as your own. Peer evaluations (mandatory) will be due at the end of the semester (Friday Nov. 29 – 11:59PM), conducted online, and, will be completely confidential in nature.
7. **Team formation.** We use a hybrid form. Students can form their own team of 2-3 people. To each team, 1 to 2 students will be assigned from outside to the pool (who are not in a core team). The idea is to have some diversity within each team. The deadline for finalizing core teams is the end of add/drop (Sept. 16, 2019). Final teams will be posted the following day (core + 1,2 exchange).

² Hong Kong (or Macau) can be one of the target markets. However, in that case the minimum group of countries/territories should be 5 for the first step and 3 for the final report.

ACADEMIC INTEGRITY

Students are required to maintain the highest standards of academic integrity. Breaches of these standards of academic integrity include, but are not limited to, cheating, plagiarizing, violating exam instructions.

CLASSROOM ETIQUETTE

- To minimize class disruptions, students should put communication devices on silent mode or turn them off.
- Please remember to bring along your name plate to each class.
- Arrive on time; late-coming will affect your class participation grade.
- During interactions with your classmates in class discussions, be courteous.

COURSE SCHEDULE (Tentative)

<u>SESSION</u>	<u>TOPIC</u>
Sept. 2	<u>0. COURSE OVERVIEW & INTRODUCTION</u>
Sept. 6	<i>Case: Spanish Vines</i>
	<u>II. THE GLOBAL MARKETING ENVIRONMENT</u>
Sept. 9	The Cultural Environment Reading: Ch. 4
Sept. 13	<i>Case 2.1: Disney English China</i> <i>Case 2.2: Ikea India</i> <i>Case 2.3: Taco Bell India</i>
Sept. 16	The Legal/Political Environment Reading: Ch. 5 *** Personal Datasheet Due *** *** Core Team Formation Due ***
Sept. 20	<i>Case 3.1: Harley-Davidson China</i> <i>Case 3.2: Lancôme in Hong Kong</i> <i>Case 3.3: Ikea Saudi Arabia</i>
	<u>III. GLOBAL MARKETING STRATEGY</u>
Sept. 23	Global Segmentation and Positioning Readings: Ch. 7, 8 (skim) *** Project Proposal Due ***
Sept. 27	<i>Case 4.1: L'Oréale China</i>
Sept. 30	Entry Strategies Readings: Ch. 9
Oct. 4	Market Opportunity Assessment <i>Case 5.1: TTI – Tooling up for Asia</i>

Oct. 7 *Chung Yeung Festival*
Marketing Strategies for Emerging Markets (Oct. 8)
Reading: Ch. 18

Oct. 11 *Case 6.1: Unilever Brazil*

Oct. 14 No class

Oct. 18 **Quiz #1**
- 1 Hour
- Closed book/notes
- In-class/regular class
- Multiple-choice

IV. GLOBAL MARKETING MIX

Oct. 21 **Global Product Strategies**
Reading: Ch. 10

Oct. 25 *Case 7.1: Telenor Serbia*

Oct. 28 **Global Product & Brand Management**
Reading: Ch. 11
Guest speaker: Stephan Engel (APCO) on Oct. 28 for L2 and Nov. 1 for L1

*****Interim Project Report Due*****

Nov. 1 *Case 8.1: Huawei (L2) (Note: due to speaker the case discussion will be moved to Nov. 4 for L1 only)*

Nov. 4 **Global Distribution**
Case 8.1 Huawei (L1)
Reading: Ch. 15 (from p. 482 onwards)

Nov. 8 *Case 9.1: Chow Tai Fook*

Nov. 11 **Global Communication Strategies**
Reading: Ch. 13

Nov. 15 *Case 10.1: Stella Artois*

Nov. 18 **Global Pricing**
Reading: Ch. 12
Guest speaker #2: Tom Muldowney (IAM)

Nov. 22 **Quiz #2**
- Closed book/notes
- Essay & short-case
- 1 hour 20 minutes
- Regular class-time

Nov. 25, 29 **Recap, Presentations**
*****Project Final Report (Noon on Monday, November 25 via canvas)*****

Nov. 29 (by 11:59PM) *****Peer Evaluations Due*****

NOTE THAT THIS SCHEDULE IS TENTATIVE, CHANGES WILL OCCUR DUE TO GUEST-SPEAKER PRESENTATIONS; UPDATED COURSE SCHEDULES & CHANGES WILL BE POSTED ONLINE

Important deadline reminders

Deliverable	Due date
Personal data sheet	Mo, Sept. 16 (noon)
Core team formation	Mo, Sept. 16 (noon) – final teams will be posted Sept. 17
Project proposal	Mo, Sept. 23 (noon)
Interim report	Mo, Oct. 28 (noon)
Final report	Mo, Nov. 25 (noon)
Peer evaluation	Fr, Nov. 29 (11:59PM)