

University of Florida
Warrington College of Business Administration
Professional MBA 2-Year Class of Fall 2017
Professional MBA 2-Year Class of Spring 2018

**MAN 6930 – INTERNATIONAL MARKETING
Fall 2017**

Professor: Dr. Jayashree Mahajan
Contact Information: mahajan@ufl.edu
(352) 392-9600 (Department Office)
(352) 374-4848 (Home)
Office Location: 351 Stuzin Hall
Mailing Address: Department of Information Systems & Operations Management
Warrington College of Business Administration
University of Florida
POB 117169
Gainesville, FL 32611-7169

Course Introduction:

The quality of a manager's decisions depends to a large extent on his/her knowledge of and sensitivity to the global marketplace. This course focuses on marketing management issues in the international/global arena. It covers a broad spectrum of issues confronting marketing managers and decision-makers as they design marketing strategy. The issues of interest are examined across various environmental contexts, which will give insight into the diverse landscape that firms operate in. The course explores how global marketing decisions are affected by economic, social, legal, and cultural factors, many of which vary substantially from country to country. Since the course has a managerial focus, the coverage is from the perspective of the individual manager or the firm engaged in global business expansion. The depth of learning will develop your knowledge and expertise in key aspects of international marketing management. As always, you will get the most out of this class through active involvement. My role is to facilitate your learning; real learning will require effort by each one of you applying and extending the ideas introduced through the class material.

Course Objectives:

This course aims to develop your analytical, decision making, and communication skills related to marketing management in a global economy. You will learn major international marketing concepts and develop cross-cultural sensitivities and skills that will enable you to identify, analyze, and address international marketing problems. These include analyzing a foreign market's potential; comparing consumer differences and similarities across markets; decision-making with regard to market entry strategy; defining issues related to marketing mix standardization or adaptation; and evaluating the effects of economic, social, and legal environments on marketing strategy.

Required Course Materials:

- Keegan, Warren J. Keegan and Mark C. Green, *Global Marketing*, Pearson, 9th Edition, 2017.
<http://www.mypearsonstore.com/bookstore/global-marketing-9780134129945?xid=PSED>
- Course Packets (2) which contain copies of the power point slides for each topic covered in the course and a second one with cases and readings.

Course Organization and Assignments:

We will use a combination of lectures, quizzes, in-semester case analyses, and an end-of-semester team case project to achieve the course objectives. Rather than merely repeating concepts described in the text, class lectures sessions will be devoted to probing, extending, and applying the material by drawing on a variety of external sources. In discussing various concepts and issues, the emphasis is on their application and interpretation in real world applications. Critical thinking and active involvement of students in online discussions are helpful in achieving the course objectives.

As part of the course requires team work, plan to form teams of approximately 5 members during our first meeting. At the end of the semester there will be an option to complete peer evaluations so that team assignment grades can be adjusted if the need arises. Please alert me of any major difficulties you encounter with your team members as early as possible. This will enable us to work out a solution without adversely affecting anyone's grade.

- **Readings:** Required reading of specific text chapters and sections are assigned by module. The chapters along with the specific sections are shown on the course schedule and detailed on the course website. These readings along with the in-class lectures will facilitate your understanding of the material and provide the basis of the online discussions and quizzes. Additional recommended readings will be posted online, although these are not required they will broaden your understanding of particular issues.
- **Discussion Boards:** You are encouraged to participate and contribute on the class discussion boards as that will enhance your and your classmate's learning experience. Specific questions/issues relating to the topics we have discussed will be posted when a particular board opens and your comments and the discussion will focus on those questions/issues. In order to ensure the maximum points possible you will need to provide substantive comments and contribute to understanding of the questions/issues that are posed. Points will be assigned at the end of the semester and they will be based in the following participation rates: 4 (out of 4 discussion boards) 95-100%, 3 (out of 4) 90-95%, 2 (out of 4) 85-90%, 1 (out of 4) 80-85%. Please see the additional guidelines on the next page.
- **Online Quiz:** There will be 4 online quizzes based on the class lectures and required readings from the text. The 2nd-4th quizzes will examine your knowledge in 3 Modules and they will use a closed-ended multiple choice format. The first quiz is short and covers 1 Module so as to familiarize you with the testing format.
- **Case Analyses:** You will analyze and prepare two contemporary real world cases in your teams. Each will cover international strategy and practices of two different global companies. Detailed questions are provided for each case and your team will address these questions in your case report by solely drawing on the material provided in the case material. Use of outside research is NOT allowed except to provide an update of the current situation the firm is facing (a couple of paragraphs at the end of the report). The written report will be a maximum of 5 single-space pages including tables and exhibits.
- **Case Project:** Each team will complete a project from the cases provided in the course packet (and listed below). The topics will be assigned on a random basis with two (or three) teams assigned to each project. In completing your written report all questions corresponding to your project must be addressed. However, unlike in the case analyses above, you are expected to supplement your analyses by referring to external secondary sources. Your written report must also include a brief update of the current situation facing the company and your assessment of it. The report will be a maximum of 8 single-space pages excluding appendices where tables and exhibits may be included. References to external sources need to be provided on a separate page and are not included as part of the page limit. About a month before the final project is due each team will submit a SWOT analysis for the company you are analyzing consisting of 2 detailed slides (one for SW and one for OT). Each team will make a brief 10-12 minute presentation during our last meeting covering one or two questions from your project. In order to minimize duplication during the presentations, each time will be assigned specific questions. You are required to stay within the time limit so as to enable your classmates to pose questions.

Additional Guidelines on the Discussion Boards:

The discussion board is meant to be a way for all of us to learn from one another here are some guidelines (which will also be used in assigning points):

- Keep your comments to no more than one or two short paragraphs given that everyone has limited time
- Prepare your initial post so it is carefully written and well-articulated
- Posting once is sufficient although you are not limited in the number of times you can post on any discussion board
- Your comments must relate to the question/issue that is being discussed
- Your views and opinions must be backed by your reasons as these are the most insightful ones for others to read about
- Your experiences in your position and company (even if it is small and unknown) are also valuable for others to read about
- It is an excellent idea to provide links to new information, however a link by itself is not useful and you must summarize the key points in your comment to minimize work for others
- Always try to look at an issue from an economic and/or social welfare perspective (not a political perspective)
- Follow-up comments of agreement and disagreement (with reasons provided) and extending someone’s ideas are as valuable and are an alternative to completely new idea
- Do “like” other comments as that will help others to know what type of comments are most useful

Grading and Evaluation:

Individual (65%)	Online Quizzes Quiz 1 5%, Quiz 2-4 15% each	50%
	Discussion Boards	15%
Team (35%)	Written Case Analyses: Amazon, Uber	15%
	SWOT Analysis, Written Case Project Report, and Presentation	20%
Total		100%

Course Schedule: Outline of Topics Covered (subject to changes):

Meeting	Dates	Modules	Required Readings: Keegan & Green*	Assignments
1	8/6	Introductory Class Meeting		
		1. <u>Introduction to Global Marketing</u> <u>Case: Amazon Goes Global</u>	<u>Chapter: 1</u> Sections: 1-1 to 1-5	Discussion Board 1: Module 1 (Short) Quiz 1: Module 1 Written Case Report Due
2	9/9- 9/10	2. <u>Global Economic Environment</u>	<u>Chapter: 2</u> Sections: 2-3 to 2-5	
		3. <u>Global Trade Environment</u>	<u>Chapter 3</u> Sections: 3-1 to 3-8	
		4. <u>Culture and Consumer Markets</u> <u>Case: Uber and the Sharing Economy: Global Market Expansion and Reception</u>	<u>Chapter 4</u> Sections: 4-1 to 4-4	Discussion Board 2: Modules 2,3,4 Quiz 2 Modules: 2, 3, 4 Written Case Report Due
3	10/14- 10/15	5. <u>Global Segmentation, Targeting, & Positioning</u>	<u>Chapter 7</u> Sections: 7-1 to 7-5	
		6. <u>Global Expansion Strategies</u>	<u>Chapter 9</u> Sections 9-1 to 9-5	
		8. <u>Global Branding and Product Decisions</u> <u>SWOT Analysis for Final Case Project</u>	<u>Chapter 10</u> Sections: 10-1, 10-2, 10-5	Discussion Board 3: Modules 5,6,7 Quiz 3 Topics: 5, 6, 7 Slides Due
4	11/18- 11/19	9. <u>Global Pricing Decisions</u>	<u>Chapter 11</u> Sections: 11-1-11-3, 11-6-11-7,11-9-11-10	
		10. <u>Global Channel Decisions</u>	<u>Chapter 12</u> Sections: 12-1 -12-3	
		11. <u>Global Advertising</u> Project Time	<u>Chapter 13</u> Sections: 13-1-13-4	Discussion Board 4: Modules 8,9,10 Quiz 4 Topics: 8, 9, 10
5	12/9	In-Class Presentations of Case Projects		Final Case Project Report & Presentation Due

*Additional readings are posted on the course website for those interested in exploring the topics in more detail. Some of these additional readings may form the basis for the online discussions.

Important Dates:

Assignment & Meetings	Earliest Submission Date (9 a.m.)	Final Submission Date (11 p.m. unless noted)
Meeting 1(no submissions)	Sunday, August 6 th	-
Discussion Board 1	Sunday, August 13 th	Friday, August 18 th
Case Report 1: Amazon	Monday, August 28 th	Sunday, September 3 rd
Quiz 1	Monday, August 28 th	Sunday, September 3 rd
Meeting 2 (no submissions)	Saturday, September 9 th	Sunday, September 10 th
Discussion Board 2	Monday, September 18 th	Sunday, September 24 th
Case Report 2: Uber	Monday, September 25 th	Sunday, October 1 st
Quiz 2	Monday, October 2 nd	Sunday, October 8 th
Meeting 3 (no submissions)	Saturday, October 14 th	Sunday, October 15 th
Discussion Board 3	Monday, October 23 rd	Sunday, October 29 th
SWOT Analysis Final Project	Monday, October 30 th	Sunday, November 5 th
Quiz 3	Monday, November 6 th	Sunday, November 12 th
Meeting 4 (no submissions)	Saturday, November 18 th	Sunday, November 19 th
Discussion Board 4	Monday, November 27 th	Sunday, December 3 rd
Quiz 4	Monday, November 27 th	Sunday, December 3 rd
Final Project Presentation	Thursday, December 7 th	Saturday, December 9 th Noon
Final Project Written Report	Thursday, December 7 th	Saturday, December 9 th 5:30 p.m.
Meeting 5 (no submissions)	Saturday, December 9 th	
Peer Evaluations (optional)	Monday, December 4 th	Sunday, December 10 th

Academic Honesty and Accommodations for Students with Disabilities

- This course follows general university policy regarding academic honesty (Please refer to the University of Florida's Student Honor Code: <http://www.dso.ufl.edu/judicial/honorcode.php>)
- Students requiring classroom accommodations must first register with the Dean of Students Offices. The Dean of Students Office will provide documentation to the student who must then provide this documentation to the Instructor when requiring accommodation.

Getting Help

For technical difficulties with E-learning please contact the UF Help Desk at:

- Learning-support@ufl.edu
- (352) 392-HELP - select option 2
- <https://lss.at.ufl.edu/help.shtml>

For access to UF Libraries

- Off Campus Access: <http://www.uflib.ufl.edu/ufproxy.html>
- Link for Online Resources for the course: <http://businesslibrary.uflib.ufl.edu/internationalbusiness>
- Business Librarian: Peter McKay pzmckay@ufl.edu

Other resources are available at <http://www.distance.ufl.edu/getting-help>

- Counseling and Wellness resources
- Disability resources

Cases for Written Case Reports and Class Presentations

Amazon Goes Global

As the world's largest online retailer, Amazon had a 12.3 per cent worldwide market share and had operations in 10 countries. However, its performance was markedly unbalanced across different countries. For example, it had a significant market share in Germany at 21.4 per cent, while it only owned 1.7 per cent of the Chinese online retailing market. In this way, Amazon faced critical challenges in developing future international strategies. Should it continue its global expansion into new markets? What should the company do with less successful markets, such as China?

1. Why did Amazon consider international expansion in the first place? Is international expansion a key success factor in Amazon's industry? Was there any pattern under Amazon's international entries?
2. Why did Amazon choose the United Kingdom as its first foreign entry location? Why not other countries such as Canada or Australia? What strategies did Amazon use in the United Kingdom? Do these strategies make sense?
3. Given Amazon's overall performance domestically and globally, as well as the company's mission/vision/strategic plan, what should be its next step? Should it continue global expansion into new markets? What should Amazon do with its less successful operations such as China?

Uber and the Sharing Economy: Global Market Expansion and Reception

Alexander Cooper is gearing up to lead an expansion strategy for the scrappy and super successful car sharing service, Uber. While the company has not been without its controversy, it is making headway in far off places like India. It is looking to scale its model in India, China, and the rest of Southeast Asia, but is increasingly running into regulatory hurdles. Cooper is forced to think hard about what Uber's expansion strategy should be and how it will impact the company's operations.

1. How is the sharing economy characterized? Can sharing economies go global? What are Uber's core competencies?
2. What challenges does Uber face during global expansion? Is Uber's business vulnerable since it is easy for others such as Didi Kuaidi in China and Ola in India to imitate? Can Uber overcome the challenges from foreign governments? Should it try to collaborate with these foreign governments? If so, how? What are the pros and cons of doing so? What strategies should Uber implement to expand globally?
3. Due to the furious competition from rivals in global markets (China, India, or Southeast Asia) should Uber leave these markets and focus only on the U.S. market? What are the pros and cons of Uber's choice?

Cases for Presentations and Written Projects

7-Eleven Indonesia Innovating in Emerging Markets

The global convenience store brand 7-Eleven entered Indonesia in 2009, with local player PT Modern International as the master franchisor. To differentiate the stores from other convenience stores and to cater to emerging market customers in Indonesia, the CEO combined the idea of a restaurant and a convenience store in his new 7-Eleven outlets. What are the innovative elements that explain 7-Eleven's success in Indonesia and are these scalable and sustainable? Are new strategies required to strengthen 7-Eleven in Indonesia?

1. What was 7-Eleven's Value Proposition and how did it differ from other industry players? What factors did it eliminate, raise, create, or reduce?
2. What resources, activities, channels, and key partnerships did 7-Eleven need as part of its business model to successfully deliver value to its customers?
3. Is the 7-Eleven model scalable and sustainable? What suggestions do you have for Honoris to design the future strategy of 7-Eleven in Indonesia?

D.Light Design: Marketing Channel Strategies in India

This case looks at a new start-up company, d.light Design, as it was seeking to go to market in India with its solar-powered LED lamps in 2009. Sam Goldman, founder and chief customer officer of d.light, was in New Delhi, India; his business-school friend and co-founder Ned Tozun was in China, the site of the company's manufacturing plant. One of the key decisions Goldman and Tozun needed to make was whether d.light should focus on just one distribution channel in India, or multiple channels. The startup had limited capital, so it needed to get the distribution question right to generate revenue quickly. The case examines an entrepreneurial problem with an emerging-market, and specifically a bottom-of-the-pyramid, channel design challenge.

1. What channel alignment constraints face d.light as it thinks about how to establish a channel structure in India? Describe the potential legal, environmental, and managerial constraints.
2. For rural consumers in India, discuss how these channel alignment constraints lead to demand-side misalignments if the company sells through either (a) rural entrepreneur, (b) village retailer channel, (c) centralized shops channel. Which of these would be most appropriate and how does it address the constraints identified in Question 1.

Apple in China

China is Apple's fastest growing market but the road to success has not been smooth. This case documents Apple's journey on this road to success; the role that Tim Cook played on this journey; the basic dynamics of China's telecommunications sector, the world's largest and most dynamic; and obstacles Apple is likely to encounter on the road to its future there. Apple's products are predominantly contract manufactured in China by Foxconn, a Taiwanese company that was the focus of considerable criticism and negative publicity for poor working conditions and suicides among its young workers. Apple, an aspirational brand in China, was named the top brand in the world in 2015 by Brand Finance--followed in second place by their global nemesis, Samsung. The growing consumer power of the Chinese middle class has accelerated demand for Apple products. Apple's popularity in China led to considerable counterfeiting or copying of their prototypes, products, know how, trade secrets, service model, and store concepts. It has spawned a cottage industry that supplies fake Apple stores with logos, uniforms, shopping bags, shelves and other accessories to make them appear real. Face-

seeking behavior, the propensity of some Chinese to show off high status consumer goods, further spurs the activities of Apple counterfeiters and imitators to meet market demand. After more than a quarter century of continuous high levels of economic growth, China's economy is cooling. Despite a panoply of obstacles, Apple CEO Tim Cook maintains that China is key to Apple's bottom line now and in the future.

1. What accounts for Apple's success in the information and technology industry by drawing upon its history?
2. Why has Apple been successful (or unsuccessful) in China? What missteps have they made?
3. What challenges does Apple face in China? How would you recommend they address these issues?
4. What role did Tim Cook play in Apple's success in China?

Netflix: International Expansion

Netflix adopted an aggressive growth strategy to establish itself as a global force in the video streaming industry. To solidify its position as an industry leader, Netflix invested heavily in the production of in-house content. In January 2016, to deal with slow growth in the domestic market, the company announced an aggressive expansion of its services into a total of 190 countries, thereby giving Netflix coverage over nearly the entire world. Was the enormous cost of such an aggressive expansion strategy the right direction for the company?

1. Examine and analyze the company's strategic competitive advantage.
2. How would you recommend Netflix overcome its challenges in the international market?
3. Moving forward, what future strategic initiatives might Hastings consider?

Tesla: Internationalization from Singapore to China

Elon Musk, the CEO of the U.S.-headquartered Tesla Motors (Tesla), was considering how the company should enter the Chinese market. Less than a year earlier, Tesla had exited Singapore after disappointing results only six months after entering that promising market. There were several questions that the company would have to answer in order to formulate an appropriate entry strategy for China. First, could the company learn from its experiences in the United States and Singapore and apply this learning to China? Second, was it the right time to enter the Chinese market? Finally, how could Tesla prevent a repeat of the Singapore experience in China? There were several questions that the company would have to answer in order to formulate an appropriate entry strategy for China.

1. What kind of challenges is Tesla facing in its industry?
2. What are the specific challenges that Tesla faces in China?
3. What, if anything, can Tesla learn from its experiences in the United States and Singapore as it develops and entry strategy for China?
4. What actions would you recommend for Tesla to be successful in China?

Puma's Challenge to Maintain Leadership in India

In 2015, Puma became the market leader in sportswear sales in India, leaving Adidas, Reebok, and Nike behind for the first time since Puma entered the market. Marketing techniques, judicious expansion, and customer acquisition strategy were the primary reasons for Puma's success in India. Indian consumers had been embracing lifestyle changes associated with increased health concerns and the popularity of fitness programs. As a result, the sportswear segment grew, presenting an opportunity for companies to maximize their return on investments. While Puma moved ahead of Adidas to become the leading sportswear brand in India, the market evolved and became competitive. Puma needed to continue innovating its marketing strategies to hold onto its leadership position. Meanwhile, domestic footwear brands were expanding their retail footprints and distribution networks beyond their regional presence in order to gain a substantial market share. Could Puma strengthen its branding and hold its market position despite continuing competition from established brands and new competition from domestic companies?

1. What are the drivers of growth in India's sportswear market?
2. How should Puma build on its brand equity to create brand loyal consumers?
3. How should Puma prepare to counter the competitive threat from foreign brands in the Indian market?
4. What strategies should Puma use to overcome competition from domestic brands that seem to engender loyalty among Indian consumers? What should Puma do to maintain its leadership position in this market?

Samsung Mobile: Market Share and Profitability in Smart Phone

In December 2015, South Korean technology giant Samsung announced a new head to its mobile division. The announcement came on the heels of a challenging year for Samsung. Two handset launches that year had received criticism in the press for the way they were handled. The appointment was interpreted by many in the industry as Samsung signaling a desire to further intensify innovation in an increasingly commoditized product area. This was a time of intense challenge but also great promise. Complex questions involving significant trade-offs had to be answered. Should the mobile division push for profitability or market share? Were those objectives mutually exclusive? What was the best strategy for obtaining the chosen objective? How could Samsung differentiate itself in an increasingly crowded, competitive, and commoditized market?

1. Where is the smartphone in its current product life cycle, and how should that position influence Samsung in its strategy moving forward?
2. Should Samsung pursue profitability, even at the expense of market share?
3. Are Samsung's smartphones differentiated products? If yes, why? If not, what should Samsung do about it?
4. Should Samsung pursue a multiple segment strategy or a globally undifferentiated strategy? If the company should pursue a multiple segment strategy, what criteria should it use?

Nestlé Ice Cream in Cuba

In 1996, as the Castro regime began welcoming limited international investment back to Cuba, Nestlé signed a letter of intent with the Cuban government to build an ice cream factory in Havana's El Cotorro neighborhood. The plant, a joint venture between the Cuban government and Nestlé, would produce high-quality ice cream products for tourists and affluent Cubans. Nearly twenty years after this decision to enter the Cuban market, it is not clear how successful the investment has been and what the future might hold for Nestlé on the island. Nestlé has faced important challenges in Cuba—such as supply shortages, entrenched domestic competitors, and risk of government interference—but there has been evidence of some marketing and financial success. The 2015 normalization of diplomatic relations may bring new strategic threats and opportunities as American companies begin to eye the Cuban market and current competitors prepare for market changes.

1. How would you characterize the operating environment for foreign firms in Cuba?
2. Has Nestlé's ice cream business in Cuba been a success?
3. How can Nestlé position itself for future success, given current market position and potential changes on the horizon?
4. What are the prospects for investment and future economic growth in Cuba?