

THE UNIVERSITY OF
NEW SOUTH WALES



The Australian School of Business
School of Marketing

MARK6010
GLOBAL MARKETING STRATEGY

COURSE OUTLINE
SESSION 2, 2009

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COURSE OVERVIEW

W	Date	Topics	Readings
1	27 Jul	Understanding the Global marketing environment - The Global economy - Cultural, social, political and legal forces	- The Globalization of Markets - Distance Still Matters: The Hard Reality of Global Expansion - Serving the World's Poor, Profitably
2	3 Aug	Analysing & Developing Global marketing opportunities - Global markets and customers - Global marketing strategies - Global market entry strategies Guest Lecturer: Libby Nutt, Global Marketing Director, Casella Wines	- Inside the Mind of the Chinese Consumers - Managing Differences: The Central Challenge of Global Strategy - Regional Strategies for Global Leadership - Strategies That Fit Emerging Markets Case study: Vietnam Market Entry Decisions
3	10 Aug	Designing Global marketing programs 1 - Global product and service strategies - Managing Global distribution channels - Managing International Sales	- The New Practice of Global Product Development - Seven Rules of International Distribution - Managing Global Accounts Case study: Gillette Indonesia
4	17 Aug	Designing Global marketing programs 2 - Managing Global advertising - Pricing for Global markets E-commerce in Global Marketing strategy Guest Lecturer: Edwin Kuller, E-business adviser, AUSTRADE	- How Global Brands Compete - Prepare Your Company for Global Pricing - The Effect of E-Commerce Drivers on Export Marketing Strategy Case study: The Global Brand Face-Off
5	24 Aug	Managing the Global Marketing Effort - Organising for Global Marketing - Planning and controlling Global Marketing	- The Battle for China's Good-Enough Market - Tomorrow's Global Giants? Not the Usual Suspects - When You Shouldn't Go Global
6	31 Aug	Course wrap up and Group presentations	
	7 Sep	Final Exam	

1. STAFF CONTACT DETAILS

Course Coordinator: Dr Munib Karavdic
 Email address: munib.karavdic@unsw.edu.au
 Consultation: After lecture

Admin Contact: Margot Decelis, Assistant to Head of School
 Email: m.decelis@unsw.edu.au
 Telephone: 9385-3385
 Location: Quadrangle Building, Level 3, Room 3037

Communication with Staff

I am generally available to answer questions by email.

2. COURSE DETAILS

2.1 Teaching times and Locations

Lecture: Monday 6.00 – 9.00 pm

Venue: Australian School of Business Building, Rm 232 (K-E12-232)

This course consists of six weekly sessions with three hours in each, which will run from 6pm till 9pm with one break.

2.2 Units of Credit

This course is worth 3 UOC

2.3 Summary of Course and Aims

Global Marketing Strategies is an advanced course that is focused on international marketing strategy and operations. The main emphasis of the course is on key issues in international marketing and managerial decision making in the complex international market environment, while another emphasis is on marketing to major foreign markets. First, the course will overview the international marketing environments, as well as the theory of international trade and the global trading systems. Then, the course will discuss firm's international market entry and marketing to foreign countries. Finally, the course will cover various aspects of developing and implementing global marketing strategies and managing international marketing operations.

2.4 Student Learning Outcomes

The course specific attention is to enhance your capacity to:

1. foster understanding of and sensitivity to the unique cultural environment in which international marketing takes place;
2. enhance knowledge of international markets;
3. ability to relate to real organisational issues and problems;
4. ability to develop or critique an organisation's global marketing strategy or a major component of a global marketing strategy;
5. understand how to develop and implement Global Marketing Strategies;
6. develop ability to make decisions in international marketing;
7. prepare students for a possible career in international marketing.

Graduate Attributes

Course Learning Outcomes	ASB Graduate Attributes
1, 2, 4, 6	1. Critical thinking and problem solving
3, 4, 6	2. Communication
3, 4, 6	3. Teamwork and leadership
1, 2, 5	4. In depth engagement with relevant disciplinary knowledge
5, 6, 7	5. Professional skills

2.5 Relationship of this course to other course offerings

It is expected that students have a good overall knowledge of the marketing area from previous academic study.

3. LEARNING AND TEACHING ACTIVITIES

3.1 Approach to learning and teaching

This course will utilise a range of learning and teaching approaches including lectures, case studies, reading material, visiting speakers and video material. Active student participation and preparation to the classes will form an important element of the course.

3.2 Learning Activities and Teaching Strategies

The course stresses interactive teaching and discovery based learning.

- The lectures are interactive; and we look for active student contributions through discussion and questioning that reflects your reading and experience.
- The targeted readings for each topic reinforce the understanding and learning experience.
- Cases and guest lecturers encourage you to explore theoretical concepts in a practical situation.
- The major project is designed to help further develop your analytic and communication skills.
- The design of assessment tasks reinforces crucial knowledge and skills areas.

The sessions will be run by a combination of lecture, external presentations from industry experts, class discussion, case studies and presentations, and workshop activity.

There will be one group assignment with presentation.

For each class meeting articles will be assigned. Students are expected to have read the articles before coming to the class.

4. LEARNING ASSESSMENT

4.1 Formal Requirements

In order to pass this course students must complete all assignments and the exam.

All components of assessment must be completed at a satisfactory level (normally a minimum mark of 50%). If this level of performance is not achieved in any component a UF will be awarded.

A pass in the final exam is mandatory in order to pass the entire course.

4.2 Assessment Details

Assessment Task	Weighting	Learning Outcomes assessed	ASB Graduate Attributes assessed	Length	Due Date
Class Preparation and Participation	20%	1-7	1, 4, 5	6 weeks	Throughout course
Group Project	40%	1-7	2, 3, 5	20 pages	30/8/ 09
Final Exam	40%	1-7	1, 3, 4, 5	3 hours	7/9/ 09

4.2.1 Class participation and case discussions

Active preparation and participation are important components of the Master of Marketing program. You will be assessed on your ability to contribute to class discussion of case studies, designated readings and questions from the course lecturer.

Class Preparation

Because this course relies heavily on conceptual articles and case materials, extensive before class preparation and in class participation are required to ensure the class' success. What you get from this course will depend on what you put in – not just in terms of your reading and analysis of the articles and cases, but your willingness to question and to seek alternate perspectives, to be clear about your own position, and to defend your arguments.

Guide to Article Analysis. The following set of questions is provided to guide your analysis of the readings assigned in this course.

1. What is the purpose of this article? What problem or issue does it address?
2. What are the basic assumptions/assertions/values that underlie this piece?
3. What is the basic argument/thesis? What are the major findings and conclusions?
4. What problems or concerns are you left with? How does it contribute to your overall understanding of a company strategy and marketing contribution to it?

Preparation Notes

It is expected that you will make brief notes or outlines before coming to class. It is required to prepare notes (1-2 pages) for each article and case study that will be discussed in that week. **Preparation notes are to be handed in to the lecturer at the end of class. You should list your name, student number, the date, and the article/case discussed. Late participation notes submission will be graded zero.**

Class Participation

Your overall commitment and attitude toward this course, and your daily active verbal participation in class discussions, will be closely monitored. In grading class participation, I will look at both the quantity and quality of your class contributions/interventions.

Building on other people's thoughts, you may throw out your own questions, make comments to others' arguments, challenge others' opinions, etc. Students who make no contributions will receive no credit. Attempts to dominate class discussion rarely result in consistent and significant contributions.

Participation Cards

At the end of each class discussion, students who actively participated in the discussion should turn in a Participation Card (at the back of your notes). These cards should list your contributions during that topic's discussion. The Participation Cards will be used in combination with the lecturer's own daily evaluations to determine your participation grade for the day.

4.2.2 Group project

Due date: 30 August 2009 by 5PM
Weight: 40%
Length: 20 pages MAXIMUM of text (30 pages MAXIMUM with appendix)
Please number all pages starting from the Managerial Summary.
Font Size: 12 point, Times New Roman
Spacing: double spacing
Margins: 1" on all sides (top, left, bottom, and right)
Presentation: 10 Power Point slides MAXIMUM
Submission: email to both munib.karavdic@unsw.edu.au & m.decelis@unsw.edu.au
Assessment: Peer evaluation (see Form 1 on the last page) No written feedback on projects.

Project Report: Company/brand overseas market entry and marketing strategy

Objectives

To help students integrate the concepts learned all semester and apply them in writing an in-depth marketing plan for a brand/company's entry in a foreign country. The project will also help students develop skills to work in groups. Each group will include 4 members.

The assignment should be done in groups of four or five people. Groups will be formed in Week 1. The project will be in two phases:

Phase 1. Project scoping – Opportunity identification – submit by 1 Aug

The first part of the project involves the Group identifying a suitable company and a product/service which will enter/expand overseas market. This will be based on an assessment of:

- brief company overview (history, results, market position)
- the firm's internal capabilities, overall global/international marketing strategy
- the scope of financial and other benefits to the firm, and the likely risks involved

Project scope with team members must be emailed to munib.karavdic@unsw.edu.au by 1 August 2009. The purpose of this phase is to give some guidance and make sure that project is on right track and it will NOT be marked.

Phase 2. Final report – Global Market entry/expansion and Marketing strategy – submit 30 Aug

Project Description

It will be helpful if you pick the country first (based on some preliminary analysis), then choose an industry/product category (based on some preliminary analysis). However, if you are very familiar with a particular industry or a brand (done some previous projects) then you can start with the industry/brand and then explore which country you would like to market your product in.

Project content

TABLE OF CONTENTS

MANAGERIAL SUMMARY

The managerial summary should be not more than one page. This usually comes off best if you write it last, after you know what you have to say. In this section you should briefly summarise what your research project was and what were the interesting and useful findings. Also mention specific recommendations that you would make using your findings.

PROJECT OBJECTIVES, COMPANY PROFILE AND PRODUCT DESCRIPTION

COUNTRY OUTLOOK

Choose a country other than Australia and an industry in that country. You can also investigate a business idea that you may want to initiate in a foreign market. Do a detailed study of the country. This should include information on (i) demographics (size of the population & its growth rate, age, gender, and geographic distribution of the population); (ii) economy and economic trends (income distribution, per capita income, key exports and imports etc); (iii) political & legal environments (democracy or other, any restrictions on foreign companies); & (iv) cultural & social factors **relevant** to your industry.

INDUSTRY OUTLOOK

Study the chosen industry in the country on following aspects:

(i) Size of the market, its growth rate, and its long-term potential. (ii) Major product lines/types to be found in the chosen market. (iii) Major consumer/business segments: If you have selected a consumer product industry, you could segment the market in many different ways. For example, demographics, lifestyle, benefits sought, behavioral usage rate, user status, purchase occasion, loyalty status, buyer readiness state, & attitude toward the product. If you have selected an industrial product, you could segment the market in various ways: end-industry, company size, geographic location, customer, technology, user status, customer capabilities, purchasing function organization, functional dominance, purchase policies, purchase criteria, attitude toward risk etc. (iv) The nature of competition: Major competitors and their approximate market shares. Their strengths and weaknesses, segments in which competitors are strong, segments in which they are vulnerable, areas in which you may have a competitive advantage etc. (v) Channels of distribution and their availability to a new entrant: Existing channels used by other brands in the market and strengths and weaknesses of those channels.

BRAND/COMPANY MARKETING STRATEGY

Prepare a detailed marketing plan for entering the chosen industry in the chosen country based on the following information:

- (i) Entry strategies (e.g., exporting, licensing, joint venture) used by other recent entrants to the market, what can be learned from these, and whether these can be copied.
- (ii) Feasibility, strengths and weaknesses of alternative modes of organizing the business: buying needed technology vs. developing it yourself, exporting vs. manufacturing in the new country, whether to use a joint venture, whether to acquire a company in the new country, & listing availability of capital, labour, & material sources. Any legal restrictions that might have a bearing on the feasibility of the proposed project.

Based upon the above information, you should develop a marketing plan covering:

- (iii) Market coverage strategy: Whether the whole market is to be covered, or only specific segments. If the latter, a list of which segments are to be sought and why.

- (iv) Strategies for reaching each segment: Please provide specific details with respect to each of 4 Ps and how these will change through the life cycle of the venture.

Product – do you recommend any changes in the product formulation/ composition and/or product packaging and why? Which specific pack sizes and product flavours (if applicable) you plan to offer and why?

Channels – which existing channel(s) of distribution you plan to tap into? Which channel(s) you would like to avoid and why? Do you plan starting any new channel e.g., Pizza Hut in hotels and if yes, why? What strategies you recommend for your product/service if your distribution is likely to face the problems of locked-up channel & grey market?

Price – what pricing strategy you recommend and why? What specific prices you want to set for different pack sizes (if applicable)? How do these prices (relative to competition) compare with the prices in Australian market?

Promotion – how do you plan to position your product? What specific ad media you plan to use (e.g., TV, radio, magazines etc) and why? Which specific media vehicles you plan to use (e.g., program on TV; specific magazine) & why? What trade and consumer promotions (e.g., in store product demo, coupons) you plan and why?

MARKETING PLAN IMPLEMENTATION

- (i) Resources to be used in implementing the strategies & time table: An outline of where needed capital, designs, manpower, production facilities will come from.

- (ii) Sales, profit, & market share projections.

4.2.3 Final Exam

Due: Final exam will be held on Mon 7 Sep

Weight: 40%

Exam length: a 3-hour written paper

Exam type: an open book – take home questions

Length: no more than 2 pages per question, Times New Roman 12, single space

5. ACADEMIC HONESTY AND PLAGIARISM

The University regards plagiarism as a form of academic misconduct, and has very strict rules regarding plagiarism. For UNSW's policies, penalties, and information to help you avoid plagiarism see: <http://www.lc.unsw.edu.au/plagiarism/index.html> as well as the guidelines in the online ELISE tutorial for all new UNSW students: <http://info.library.unsw.edu.au/skills/tutorials/InfoSkills/index.htm>.

6. COURSE RESOURCES

Text Book: No specific textbook is required for this course. Students can read any international marketing textbook (even editions published in past few years) for background information.

Required Reading Pack: All articles and case studies posted on My eLearning Vista (see section 10). **Students are responsible to download material and print documents** (if they need it).

Supplemental Readings: current on-line articles about international marketing environments.

Other (optional) recently published books/editions of potential interest:

Jean-Pierre Jeannet and H. David Hennessey, *Global Marketing Strategies*, (6th ed.), Boston: Houghton Mifflin, 2006.

Johny K. Johansson, *Global Marketing: Foreign Entry, Local Marketing, and Global Management*, Boston: McGraw-Hill, 2006.

Other Resources, Support and Information

Students have found the following to be of some help in the past:

- Austrade – <http://www.austrade.gov.au>
- Austrade Country profile <http://www.austrade.gov.au/Country/default.aspx>
- US Country Commercial Guide
 - http://www.export.gov/mrktresearch/exp_mr_index.asp
- Central Intelligence Agency
 - <https://www.cia.gov/library/publications/the-world-factbook/>
- US Commercial Services – <http://www.export.gov/>
- Online International business resources–
 - <http://www.oneonta.edu/library/subject/intbus.html>
 - <http://globaledge.msu.edu/resourceDesk/>

In addition relevant journals:

- Harvard Business Review
- MIT Sloan Management Review

- Journal of International Marketing
- International Marketing Review
- Journal of Global Marketing

7. COURSE EVALUATION AND DEVELOPMENT

'Each year feedback is sought from students and other stakeholders about the courses offered in the School and continual improvements are made based on this feedback. UNSW's Course and Teaching Evaluation and Improvement (CATEI) Process (http://www.ltu.unsw.edu.au/ref4-5-1_catei_process.cfm) is one of the ways in which student evaluative feedback is gathered. Significant changes to courses and programs within the School are communicated to subsequent cohorts of students'.

8. STUDENTS RESPONSIBILITY AND CONDUCTS

Students are expected to be familiar with and adhere to university policies in relation to class attendance and general conduct and behaviour, including maintaining a safe, respectful environment; and to understand their obligations in relation to workload, assessment and keeping informed.

Information and policies on these topics can be found in the 'A-Z Student Guide': <https://my.unsw.edu.au/student/atoz/ABC.html>. See, especially, information on 'Attendance and Absence', 'Academic Misconduct', 'Assessment Information', 'Examinations', 'Special Consideration', 'Student Responsibilities', 'Workload' and policies such as 'Occupational Health and Safety'.

8.1 Workload

It is expected that you will spend at least ten hours per week studying this course. This time should be made up of reading, research, working on exercises and problems, and attending classes. In periods where you need to complete assignments or prepare for examinations, the workload may be greater.

Over-commitment has been a cause of failure for many students. You should take the required workload into account when planning how to balance study with employment and other activities.

8.2 Attendance

Your regular and punctual attendance at lectures and seminars is expected in this course. University regulations indicate that if students attend less than eighty per cent of scheduled classes they may be refused final assessment.

8.3 Special Consideration and Supplementary Examinations

You must submit all assignments and attend all examinations scheduled for your course. You should seek assistance early if you suffer illness or misadventure which affects your course progress. For advice on UNSW policies and procedures for granting special consideration and supplementary exams, see:

'UNSW Policy and Process for Special Consideration':
<https://my.unsw.edu.au/student/atoz/SpecialConsideration.html>

8.4 General Conduct and Behaviour

You are expected to conduct yourself with consideration and respect for the needs of your fellow students and teaching staff. Conduct which unduly disrupts or interferes

with a class, such as ringing or talking on mobile phones, is not acceptable and students may be asked to leave the class. More information on student conduct is available at: www.my.unsw.edu.au

8.5 Occupational Health and Safety

UNSW Policy requires each person to work safely and responsibly, in order to avoid personal injury and to protect the safety of others. For more information, see <https://my.unsw.edu.au/student/atoz/OccupationalHealth.html>.

8.6 Keeping Informed

You should take note of all announcements made in lectures, tutorials or on the course web site. From time to time, the University will send important announcements to your university e-mail address without providing you with a paper copy. You will be deemed to have received this information. It is also your responsibility to keep the University informed of all changes to your contact details.

9. ADDITIONAL STUDENT RESOURCES AND SUPPORT

The University and the ASB provide a wide range of support services for students, including:

- **ASB Education Development Unit (EDU)** (www.business.unsw.edu.au/edu)
Academic writing, study skills and maths support specifically for ASB students. Services include workshops, online and printed resources, and individual consultations. EDU Office: Room GO7, Ground Floor, ASB Building (opposite Student Centre); Ph: 9385 5584; Email: edu@unsw.edu.au
- **UNSW Learning Centre** (www.lc.unsw.edu.au)
Academic skills support services, including workshops and resources, for all UNSW students. See website for details.
- **Library training and search support services:** <http://info.library.unsw.edu.au>
- **UNSW IT Service Desk:** Technical support for problems logging in to websites, downloading documents etc. Library, Level 2; Ph: 9385 1333.
Website: www.its.unsw.edu.au/support/support_home.html
- **UNSW Counselling Service** (<http://www.counselling.unsw.edu.au>)
Free, confidential service for problems of a personal or academic nature; and workshops on study issues such as 'Coping With Stress' and 'Procrastination'. Office: Level 2, Quadrangle East Wing; Ph: 9385 5418
- **Student Equity & Disabilities Unit** (<http://www.studentequity.unsw.edu.au>)
Advice regarding equity and diversity issues, and support for students who have a disability or disadvantage that interferes with their learning. Office: Ground Floor, John Goodsell Building; Ph: 9385 4734

10. COURSE SCHEDULE

Class 1. Understanding the Global marketing environment

- o “The Globalization of Markets” by Theodore Levitt, *Harvard Business Review*, May-June 1983, 92-102.
- o “Distance Still Matters: The Hard Reality of Global Expansion,” by Pankaj Ghemawat, *Harvard Business Review*, September 2001, 137-147.
- o “Serving the World’s Poor, Profitability” by C.K. Prahalad and Allen Hammond, *Harvard Business Review*, September 2002, 48-57.

Class 2. Analysing and Developing Global marketing opportunities

- o “Inside the Mind of the Chinese Consumers” by William McEwen, Xiaoguang Fang, Chuanping Zhang, and Richard Burkholder, *Harvard Business Review*, March 2006, 68-76.
- o “Managing Differences: The Central Challenge of Global Strategy,” by Pankaj Ghemawat, *Harvard Business Review*, March 2007, 59-68.
- o “Regional Strategies for Global Leadership” by Pankaj Ghemawat, *Harvard Business Review*, December 2005, 98-108.
- o “Strategies That Fit Emerging Markets” by Tarun Khanna, Krishna G. Palepu, and Jayant Sinha, *Harvard Business Review*, June 2005, 63-76.

Case study: Vietnam Market Entry Decisions, *Harvard Business School*

Guest Lecturer: Libby Nutt, Global Marketing Director, Casella Wines

Class 3. Designing Global marketing programs 1

- o “The New Practice of Global Product Development,” by Steven D. Eppinger, Anil R. Chitkara, *MIT Sloan Management Review*, Summer 2006. Vol. 47, Iss. 4; p. 22
- o “Seven Rules of International Distribution,” by David Arnold, *Harvard Business Review*, November/December 2000, 131-137.
- o “Managing Global Accounts,” by George S. Yip and Audrey J.M. Bink, *Harvard Business Review*, September 2007, 103-111.

Case study: Gillette Indonesia, *Harvard Business School*

Class 4. Designing Global marketing programs 2

- o “How Global Brands Compete” by Douglas B. Holt, John A. Quelch, and Earl L. Taylor, *Harvard Business Review*, September 2004, 69-75.
- o “Prepare Your Company for Global Pricing” by Das Narayandas, John Quelch, Gordon Swartz, *MIT Sloan Management Review*, Fall 2000. Vol. 42, Iss. 1; 61-71
- o “The Effect of E-Commerce Drivers on Export Marketing Strategy,” by Gary Gregory Munib Karavdic and Shaoming Zou, *Journal of International Marketing*, 2007, Vol 15(2).

Case study: The Global Brand Face-Off, *Harvard Business Review*, June 2003

Guest Lecturer: Edwin Kuller, E-business Adviser, AUSTRADE

Class 5. Managing the Global Marketing Effort

- o “The Battle for China’s Good-Enough Market,” by Orit Gadiesh, Philip Leung, and Till Vestring, *Harvard Business Review*, September 2007, 81-89.
- o “Tomorrow’s Global Giants? Not the Usual Suspects,” by Pankaj Ghemawat and Thomas Hout, *Harvard Business Review*, November 2008, 80-88.
- o “When You Shouldn’t Go Global,” by Alexander, Marcus and Korine, Harry, *Harvard Business Review*, Dec2008, p70-77

Class 6. Course wrap up and Group presentations

PEER EVALUATION FORM

MARK 6010, Session 2, 2009

The purpose of this form is to allow you to evaluate the relative contribution of the members of your group to the group project. In making your evaluation, you should divide 100 points among the members of the group, **other than yourself**. Thus, the total in each column should be 100.

Your name: _____

Group Topic: _____

Team member (s) name	Conceptualis ation	Project execution	Team work	Overall contribution
TOTAL	100%	100%	100%	100%

Please provide brief comments on the scores you gave:

Thank you very much for your input!