

THE COLLEGE OF NEW JERSEY
SCHOOL OF BUSINESS
MKT340 Marketing in the International Environment
Faculty: Dr. Al Quinton
Fall 2010

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Required Texts:

International Marketing Strategy, 5th edition, Isobel Doole and Robin Lowe, ISBN # 978-1-84480-763-1.5, Cengage Learning.

Country Manager Simulation from Interpretive Software (required of all students). On-line registration details will be provided during first class and will be available on SOCS after first class. Students will receive passwords by email enabling them to register on-line. The cost will include the individual use of the simulation.

Prerequisites: Completion of Marketing Principles Course

Course Overview:

Marketing in the International Environment is a course that examines the overall changes marketers must consider when planning and implementing marketing activities outside the home market, i.e., the international market. Students will develop basic principles of effective analysis and decision making in regards to adaptation or standardization of marketing practices such as segmentation, targeting, positioning and the development of a marketing mix to fit the needs of international or global markets. Marketing tools applied in the international marketplace encompass: Strategy development and planning, market research, product/service development or adaptation, pricing strategies, distribution patterns, logistics, communications, organization and control.

Learning Objectives:

1. To build knowledge and understanding of the international marketing in today's global business environment.
2. To understand the options between standardization or adaptation of marketing functions performed by marketers when operating in an international environment.
3. To gain an understanding of the application of marketing concepts including segmentation, targeting and positioning when operating in an international environment.
4. To build knowledge of the existing and future trends in international marketing operations.
5. To compare and contrast the various methods used by marketers in attempting to coordinate and control worldwide marketing operations.
6. To understand the role of information gathering and analysis within international marketing channels.
7. To develop the skills to analyze and evaluate the need for various changes in the marketing mix when operating outside the firm's home market.

Information Analysis Skills that will be developed and applied for use in international marketing environments.

1. Ability to determine what information is critical to make informed marketing decisions and the ability to analyze that information in order to devise specific, measurable, and coherent marketing objectives. From analysis of factual or numerical information, be able to provide synthesis of that information and integration of that information with other information.
2. From synthesis/integration of information, be able to provide conclusions as well as implications of those conclusions for marketing decisions.
3. Ability to outline and describe the structure and nature of an international marketing organization's structure based on the contributions made by each member of the channel towards the mutual goals and objectives of the overall marketing system.

Student Performance (Individual and Teamwork):

All students must commit sufficient time to prepare for each class. This includes reading the text, reading the Country Manager manual and the assigned case studies according to the class schedule. Failure to carry out these requirements will result in a lower grade for class participation

Each class period is scheduled for 110 minutes. Out of that allotted time there will be at least 20 minutes every class period to conduct teamwork discussion and activities. Students are expected to meet with their team during all of these time periods allocated for team meetings.

Select your team-mates carefully. This choice can greatly affect your final grade. A teamwork evaluation report will be completed by all students regarding teamwork and participation in order to assist the instructor in grading individual as well as team grading. Therefore, I strongly recommend that your team have some serious discussions about the team's overall expectation for the course. A mutually agreed upon level of performance must be a team decision. **Team must effectively perform the following:**

Country Manager, an International Marketing Simulation

During this course you will be working with the Country Manager Marketing Simulation program. The work on this simulation will be done as a team project (3/4 students per team). Students will assume the role of managers responsible for the oral care product category (toothpaste) as part of the Consumer Healthcare division of a U.S. based consumer-products company that has targeted the Latin American marketplace for future growth.

The simulation is designed so that your company (All Smile) will be competing against the other toothpaste marketing firms in the same markets within the simulation. Just as in the real-world, companies compete with each other using a variety of products, different pricing strategies, promotional tactics and distribution methods. Your team will also compete with other teams participating in the Country Manager simulation from both sections of this course during this semester on the basis of overall and market performance.

Each of your team members must share ideas as well as the workload in order to conduct a detailed and comprehensive analysis of the Latin American market as defined in the simulation. See team work rules to understand the expectations of the instructor for team efforts. You are expected to present a logical, well-organized arguments expressed in clear, concise quantitative terms.

Your first assignment is to read the Country Manager Case in the entire manual available on-line and become thoroughly familiar with this international business and Latin America marketing scenario. We will have several class discussions regarding this case and you will be expected to be totally familiar with the facts presented. Each team must prepare a written case analysis report for the Country Manager Case according to the course schedule. Team written reports by nature must be joint efforts with the organization and editing work being mutually shared.

The second assignment is to learn how to operate the Country Manager program and become familiar with the program administration procedures. This should be accomplished as a team project. Each student must carefully read the entire contents of the simulation manual and make sure that every member of your team understands all aspects of data input, report contents and performance measures. The Country Manager on-line quiz will be used to certify that your team has gained this knowledge by attaining a score of 10 in a maximum of 3 attempts according to the class schedule.

The third step is to become familiar with every type of market report produced by the simulation. You must understand how the information provided can best be analyzed to aid in making the informed marketing decisions required as input into the program. Only after you become familiar with the simulation program, should you begin making decisions for each simulation period and then advancing to the next period.

The fourth step is to create a team comparative analysis in order to select the three best country candidates for market entry. Each team will begin by preparing four written focused reports; 1. a cultural analysis; 2. economic analysis, 3. market audit, and 4. competitive analysis to determine which country markets that your team thinks have the best potential. These analyses will aid in your market entry decision making process. A properly organized written report as well as a brief oral presentation is expected. This should be accomplished as a team with each student researching the variables described in the simulation for each of the Latin American countries. An Excel spreadsheet model is provided to help recap your decision making process.

Team Record Keeping

The primary key to success will be your team's careful record keeping for every decision made by period with clearly stated quantified objectives that can be measured against the actual results for each period. The outcomes from your previous decisions are key to adjusting the next period decisions. Your team must carefully analyze and record outcomes based on specific decisions made in the prior periods.

Each Team must maintain a record of the following by period:

- 1. Quantified marketing objectives;**
- 2. Each set of decision inputs;**
- 3. The actual outcome compared to the objectives (+/- and % of difference),**
- 4. The strategic/tactical changes made by the team.**

These records should be kept as an Excel spreadsheet that can be examined by all team-mates and/or the instructor at any time. The Instructor will review your records periodically. Lack of up to date records will result in a lower simulation grade.

Each and every action must be coordinated with other team members through mutual agreement and responsibility. Decisions about which market to enter; what mode of entry to employ, what product types to introduce, how to employ

the sales-force, what price to charge, and how much to spend on advertising or promotion will all be made by your team. All of this work is best completed during the 40 minutes allotted each week.

Teams will compete against one another in terms of simulation performance starting with decision period 5. Up to that point information sharing and cooperative effort between teams is expected. At the end of the simulation, your team will then prepare a report explaining: 1. what decisions worked out well, 2. those that did not, 3. your opinion of why this happened. And finally detail what should your team have not differently to obtain better results.

The object of the report is to (1) share your experiences with other teams, (2) to form an opinion as to which strategies and tactics lead to marketing success or failure, and (3) to make recommendations as to the best strategy and tactics for the next 3 periods.

Final Oral Report:

At the end of the semester after 10 decision periods have been completed, each team will present an oral report detailing how their marketing strategy was implemented through each decision period adjustment. This report should include carefully prepared Power Point slides that include outlined bulletin points, tables, charts and diagrams that indicate the actual objectives, decisions made, outcomes and corrections made. Each individual presenter will be graded as well as an overall grade for the team.

Final Written Report:

A final written report will then be submitted to the instructor as part of this final assignment. The report should be double spaced (New Times Roman font, size 12) with a cover page and table of contents (stating your team # and members names plus a statement that all members have completely read and edited the work) as well as a one page executive summary directly after the TOC. Number the pages and limit the number of pages to no more than 25 including exhibits. Use a business report writing style with a clear outline format including headings, subheadings and bulleted points in a concise sentence structure. Since this is a team report, all team members are expected to contribute equally to its development and presentation.

Format for Written Report: The written reports require the following:

1. cover page with the team name and number as well as all team member names
2. a Table of Contents (index of topics with page numbers)
3. an executive summary page
4. a brief introduction
5. clearly outlined set of strategic quantified goals for a 3 year period
6. a well defined set of strategic ideas which if properly executed will enable the firm to reach these goals
7. a carefully defined action plan including time table and budgeted costs
8. a well formulated set of recommendations.
9. references for all data presented must be noted
10. all visual presentations including tables, charts, graphs and other illustrations must be imbedded into the appropriate segment of text. No appendices should be used.
11. a cover sheet including title, course and section number, team member names and a signed statement signed by each team member stating that they had personally read all of the report and contributed to editing and modifying drafts of the document before its final completion.

Case Study Analysis:

To complete a case study analysis properly every student must go beyond just reading the case and making a few quick judgments. Careful analysis of all the facts presented is absolutely necessary. This means "all" the material including every chart, exhibit and number provided. If you don't understand the material, ask the instructor for clarification. Frequently a good analysis of the numbers provided requires a transformation of the data into percentages or ratios that better express the relationships existing between factors. Your team should research the industry and the company and its recent performance if it is not fictitious and get up to date information. Even if the company is fictitious, you should research the industry in which it operates and look at some real firms doing business in that industry. Every student is expected to prepare a clear and concise set of identified problem/s, alternative solutions and primary/second recommendations. This method takes time, more time than you think it will. Procrastination always leads to poorly prepared last minute case preparation.

Prepare for every case by following these basic steps:

- 1. Prepare a brief outline of the facts that you think are pertinent.**
- 2. Add any additional information your on-line research has determined may be pertinent to understanding the industry, competition and the company .**
- 3. Outline the problem/s you have identified.**
- 4. List alternative solutions and prioritize them.**

Case Study Written Team Reports

Every Student is expected to read all the assigned cases prior to class discussion and contribute to every written report. The facts of each case will be reviewed in class looking at the industry, the company, the completion, the key problems and solutions already stated and a recommendation for additional alternative solutions. After the class discussion, each team will then prepare a concise written report outlining the industry, the company, the completion, the key problems and solutions already stated and a set of recommendations for additional alternative solutions. This analysis should be written in a business report format using headings, sub-headings, bullet points and short concise statements. Every student will be graded based on their ability to gather present the key facts, analyze the case problems, present the recommended solutions as well as the answers to any case ending questions. Complete attendance by all students during every case discussion sessions is extremely important.

Reading Policy

You cannot acquire all the information needed to successfully complete this course without reading the required text and cases. Therefore you must acquire the required text and read the assigned Chapters, and Cases, a total less than 600 pages (in accordance with the course schedule). There are 15 weeks between the first and last day of class. You therefore have at least 100 days in which to read this material. If you start immediately and continue at the rate of 6 pages a day (reading speed estimated a 3 minutes per page), you should spend approximately 20 minutes per day to complete this task. Based on the fact that there are 168 hours in a week, this is a reasonable but minimal commitment (1.4 % of your time).

Tests:

A mid-term exam and a cumulative final exam will be given in a multiple choice or true/false format. All tests must be taken on the date scheduled. Any student who is caught cheating will be given a failing grade for the exam - recorded as zero - and subjected to the College's disciplinary procedure.

Assessment Criteria

Attendance:

Active participation in class discussions is an integral part of the learning process. Therefore, your presence in class is not sufficient without consistent participation in class discussion. Student participation will be evaluated by the quantity and quality of your contributions to discussions held in class. In order to promote equal participation across all students, a maximum of 3 comments/answers per student per period will be permitted.

Class Participation:

Class participation represents 10% of your grade. Attendance is not the same thing as participation; however it is not possible to participate if you don't attend a class.

To receive a grade of A, the student must attend every class and participate actively in frequent sessions, demonstrating an in-depth knowledge of the subject matter assigned for the session and back up opinions with extremely persuasive evidence indicating an excellent understanding of key retailing concepts.

To receive a grade of B, the student must attend almost every class and participate actively in many sessions, demonstrating a good level of knowledge of the subject matter assigned for the session and back up opinions with persuasive evidence indicating a good understanding of key retailing concepts.

To receive a grade of C, the student must attend most classes and participate actively in several sessions, demonstrating a fair level knowledge of the subject matter assigned for the session and back up opinions with some evidence indicating a good understanding of key retailing concepts.

To receive a grade of D or F, the student does not attend most classes and does not participate actively in most sessions, demonstrating a poor level knowledge of the subject matter assigned for the session and opinions are not backed up with evidence indicating a good understanding of key retailing concepts.

Feedback for Writing Assignments, i.e., Case Study Reports and Links Analysis Reports

Case study reports will receive instructor comments on the format you have used compared to the format required and outlined above under Case Study Analysis. It should only take a few reports before you achieve the exactly the format desired. In terms of content feedback, you will receive suggestions for improvement on the first two case study assignments, however the key to your improvement is based on the criteria outlined below for Written Reports and Analysis. The expectation for each grade level is clearly outlined. These criteria should answer the question: "What does the instructor want." Example: If you receive a grade equal to a B and wish to improve to an A, read the criteria outlined for the type of performance expected for an A and compare it to what you have done. Resubmitted and improved work will be accepted for the first two assignments.

GRADING SYSTEM

Midterm Exam	15%
Final Exam	20%
Oral & Written Analysis report	20% (2 x 10%)
Team Country Manager Reports	20% (4 x 5%)
Team Case study reports & discussions	15% (3 x 5%)
Comparative Simulation Results	5%
Class Participation	5%
Total	100%

Written and Oral Reports and Analysis

Grade	Type of Performance
A Excellent	<ol style="list-style-type: none"> 1. Identify all relevant core concepts, selecting most powerful concepts for a particular business issue 2. Provide a very comprehensive analysis linked to most relevant concepts 3. Apply core concepts to produce a discerning and rigorous analysis that offers compelling insights to the marketing issues 4. Coherent, well organized and argued and very persuasive analysis using precise language with no grammatical or spelling errors
B Good	<ol style="list-style-type: none"> 1. Identify most relevant core concepts, selecting most powerful concepts for a particular business issue 2. Provide a comprehensive analysis linked to most relevant concepts 3. Apply core concepts to produce a well reasoned and logical analysis that offers serious insights to the marketing issues 4. Logical and closely argued and persuasive analysis using precise language with few grammatical or spelling errors
C Average	<ol style="list-style-type: none"> 1. Identify some relevant core concepts, selecting most powerful concepts for a particular business issue 2. Provide a suitable analysis linked to many relevant concepts 3. Apply core concepts to produce a suitable and logical analysis that offers several insights to the marketing issues 4. Analysis that supports the argument using language that may sometimes be awkward with few grammatical or spelling errors
D Below Average	<ol style="list-style-type: none"> 1. Chose obvious core concepts, that are relevant for some business issues, but possibly not the ones in question 2. Apply core concepts to produce a superficial yet logical analysis that offers few insights to the marketing issues 3. Point of analysis is not clearly evident as logic is difficult to follow 4. Analysis supporting the argument uses inappropriate language with awkward sentence structure and has considerable grammatical or spelling errors

Assessment Criteria

Participation

Grade	Type of Performance
A Excellent	<ol style="list-style-type: none"> 1. Demonstrate commanding grasp of core concepts and the way they fit into overall business model 2. Consistently identify and analyze real-world examples of marketing by organizations 3. Initiate and contribute to class discussion by presenting key ideas and insightful contributions 4. Offer constructive and sensitive comments about statements made by other students in the class
B Good	<ol style="list-style-type: none"> 1. Demonstrate thorough grasp of core concepts and how they fit into business model 2. Frequently identify and analyze real-world examples of marketing by organizations 3. Apply core concepts to unfamiliar situations in order to create insightful analysis 4. Provide insightful comments about statements made by other students in the class
C Average	<ol style="list-style-type: none"> 1. Demonstrate awareness of relevant core concepts and some of the ways they fit into business model 2. Provide some examples of real-world examples of marketing by organizations 3. Apply core concepts to unfamiliar situations in order to produce an acceptable analysis 4. Regularly respond to comments made by classmates during class discussion
D Below Average	<ol style="list-style-type: none"> 1. Recognize core concepts but only when questioned by instructor 2. Only respond with examples to direct questioning by instructor 3. Apply core concepts to unfamiliar situations with superficial and possibly inappropriate examples 4. Occasionally respond to arguments made by classmates with superficial comments

Written Reports and Analysis

Grade	Type of Performance
A Excellent	<ul style="list-style-type: none"> 5. Identify all relevant core concepts, selecting most powerful concepts for a particular business issue 6. Provide a very comprehensive analysis linked to most relevant concepts 7. Apply core concepts to produce a discerning and rigorous analysis that offers compelling insights to the marketing issues 8. Coherent, well organized and argued and very persuasive analysis using precise language with no grammatical or spelling errors
B Good	<ul style="list-style-type: none"> 5. Identify most relevant core concepts, selecting most powerful concepts for a particular business issue 6. Provide a comprehensive analysis linked to most relevant concepts 7. Apply core concepts to produce a well reasoned and logical analysis that offers serious insights to the marketing issues 8. Logical and closely argued and persuasive analysis using precise language with few grammatical or spelling errors
C Average	<ul style="list-style-type: none"> 5. Identify some relevant core concepts, selecting most powerful concepts for a particular business issue 6. Provide a suitable analysis linked to many relevant concepts 7. Apply core concepts to produce a suitable and logical analysis that offers several insights to the marketing issues 8. Analysis that supports the argument using language that may sometimes be awkward with few grammatical or spelling errors
D Below Average	<ul style="list-style-type: none"> 5. Chose obvious core concepts, that are relevant for some business issues, but possibly not the ones in question 6. Apply core concepts to produce a superficial yet logical analysis that offers few insights to the marketing issues 7. Point of analysis is not clearly evident as logic is difficult to follow 8. Analysis supporting the argument uses inappropriate language with awkward sentence structure and has considerable grammatical or spelling errors