



## **CIEE Barcelona, Spain**

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| <b>Course name:</b>              | International Marketing (in Spanish)  |
| <b>Course number:</b>            | MKTG 3001 BASP (SPAN)   |
| <b>Programs offering course:</b> | Barcelona Business and Culture, Barcelona Economics and Culture, Barcelona Liberal Arts |
| <b>Language of instruction:</b>  | Spanish   |
| <b>U.S. Semester Credits:</b>    | 3   |
| <b>Contact Hours:</b>            | 45  |
| <b>Term:</b>                     | Fall 2019   |

### **Course Description**

This course deals with the issues that today's international marketers face by examining the strategic and tactical decisions made by the marketing manager and the challenges of adapting to the increasing globalization of businesses. Challenges like staying true to global strategy while engaging local consumers and coping with local competitors and constraints are some of the topics covered in the course.

### **Learning Objectives**

This course has two major interrelated objectives:

- 1) to enable the student to develop his/her international marketing judgment and skills and
- 2) to provide the student the necessary tools to effectively manage the international marketing planning process.

### **Course Prerequisites**

4 semesters of college-level Spanish (or equivalent). 3 semesters of college-level micro- or macroeconomics, accounting, finance, management, or statistics. One course taken in principles of marketing and/or marketing management is recommended.

### **Methods of Instruction**

The course will be taught using theoretical lectures, case studies, expert guest speakers presenting real life experiences, readings and videos from academic and professional sources such as online and offline business news, class discussion and field trips to Spanish companies and organizations... and a group final project to be presented on the last session.

Field Trips: We will visit a Spanish organization to understand the activity and goals they undertake, and we will explore the Barcelona shopping behavior in order to have a hands-on experience in analyzing the local consumer and the business innovation environment. These field trips are **mandatory**.

### **Assessment and Final Grade**



The final grade will be based on the following:

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|----|---|-----|
| 1. | Midterm Exam:   | 20% |
| 2. | Final Exam:   | 25% |
| 3. | Individual Exercises/Case Studies                     | 15% |
| 4. | Term Project<br>(25% report+5% presentation)          | 30% |
| 5. | Class Participation<br>(hand-ins & class discussions) | 10% |

Each assignment will have different specific requirements, but grades will be determined by the following general criteria:

- Demonstration of understanding of material
- Depth of analysis
- Critical thinking skills
- Coherence and clarity in communication (written and oral)

### **Course Requirements**

#### **Midterm and Final Exam**

The exams are designed to assess student comprehension and ability to articulate core concepts related to International Marketing. In each exam students will answer un part composed of 25 multiple-choice questions and a second part composed of four short-answer questions related to topics covered in class.

#### **Case Studies**

The case method is one of the most effective pedagogical tools to sharpen your analytical and decision-making skills, as it requires you to be an active participant in Marketing decisions. Cases intend to give you practice in assembling data, supporting and discussing decisions. Moreover, the case method provides a vehicle by which to apply theories, concepts, and frameworks that we discuss in class or which you find in the assigned readings. Finally, the discussion constitutes an opportunity to defend your position and to learn from others, by listening to their comments and criticisms. Everything on a “safe environment”, where there are low risks when mistakes are made. Classrooms are our training environments to prepare you for business challenges.

Students must participate in the discussions that will take place in class. Throughout the course there will be several case studies, a few of them in film format. It is extremely important that students prepare and analyze these cases prior to the class debate.

#### **Group term project**

The project has been designed to provide a first learning experience. Each group will assume the role of a team of marketing managers who will be responsible to develop a product that is unique to the Spanish market (creative thinking is highly encouraged). They will independently make all the decisions



involved in this process. The project is divided into two phases.

### **Class Participation**

Participation is valued as meaningful contribution in the classroom, utilizing the resources and materials presented to students as part of the course. Meaningful contribution requires students to be prepared in advance of each class session and to have regular attendance. Students must clearly demonstrate they have engaged with the materials as directed, for example, through classroom discussions, online discussion boards, peer-to-peer feedback (after presentations), and attentiveness on co-curricular and outside-of-classroom activities.

The quality of what is said and the quality of one's listening and responsiveness to others are important components for the evaluation of class participation. Some of the criteria for evaluating effective class participation include:

1. Is the participant prepared? Do comments show evidence of analysis of the case? Do comments add to our understanding of the situation? Does the participant go beyond simple repetition of case facts without analysis and conclusions? Do comments show an understanding of theories, concepts, and analytical devices presented in class lectures or reading materials?
2. Is the participant a good listener? Are the points made relevant to the discussion? Are they linked to the comments of others? Is the participant willing to interact with other class members?
3. Is the participant an effective communicator? Are concepts presented in a concise and convincing way?

### **CIEE Barcelona Attendance Policy**

Students are expected to attend all scheduled class sessions on time and be prepared for the day's class activities. CIEE does not distinguish between justified or unjustified absences, whether due to sickness, personal emergency, inevitable transportation delay and/or other impediments. You are considered responsible of managing your own absences. Please keep in mind that exams, paper submission dates, presentations and any other course work deadlines cannot be changed.

No academic penalty will be applied if students miss up to 3 class sessions. If students miss up to 5 class sessions, students' final course grade will drop 5 points out of 100 on the CIEE grade scale for each additional absence beyond 3 (for example a 95 will become a 90 if they reach the 4th absence, and an 85 if they reach the 5th absence). **Students will automatically fail the course if they miss more than 20% of total class hours (i.e. if they exceed 5 absences).**

For students who miss up to 20% of the total course hours due to extenuating circumstances, the Academic Director may allow for exceptions to the local attendance policy based on documentation such as proof of bereavement, religious observances, hospitalization etc.

Students arriving more than 10 minutes late to the class will be considered absent for a day.

### **Weekly Schedule**



## **Week 1**

- 1.1 Introduction to the course.  
Syllabus presentation  
Group formation and preparation of project proposal.  
The International Marketing Plan. Explanation of term-project. Reading: Structure and contents of an international marketing plan (source: Paco Gil )
- 1.2 Reference Market Analysis  
In this session we will discuss the management orientations.  
Reading: PowerPoint slides (sources: Gallucci, Gil, Lambin, Molina,

## **Week 2**

- 2.1 Attractiveness analysis and Competitiveness Analysis  
This session is about the Product Life Cycle, the Solution Life Cycle and the level of competitiveness.  
Reading: PowerPoint slides (sources: Gallucci, Gil, Lambin, Molina,)  
Case Study: Kimura K.K: Can this customer be saved?
- 2.2 Product Portfolio Analysis and Growth Strategies  
This session is about the Product or Service Portfolio Analysis: Boston Consulting Group, Mackenzie Matrix and the “Cliductos” theory  
Reading: PowerPoint slides (sources: Gallucci, Gil, Lambin, Molina,)  
Case Study: Garmand

## **Week 3**

- 3.1 Market Segmentation  
This session is about the different segmentation strategies.  
Reading: PowerPoint slides (sources: Gallucci, Gil, Lambin, Molina,)  
Reading: Market customization: segmentation, targeting and positioning, HBR. 2006  
Case Study: Volvo Trucks in Belgium
- 3.2 The International Marketing Environment  
This session is about external analysis of the country’s macroenvironment.  
The firm needs to identify the opportunities and threats it will find in that foreign market if it decides to market its products there.  
Macroenvironment is political and legal, economic, financial cultural and technological.  
Reading: PowerPoint slides (sources: Czinkota and Rokainen; Douglas and Craig; Philip Kotler; David Aaker; Jordi Garolera)

## **Week 4**

- 4.1 FieldTrip: FC Barcelona  
This fieldtrip requires the reading of FC. Barcelona’s case study in advance (Source:

Josep Franch and Jordi Montaña)

- 4.2 Growth Strategies I  
 This session is about the different growth strategies: differentiation, overall cost leadership and focus  
 Reading: PowerPoint slides (sources: Gallucci, Gil, Lambin, Molina,)  
 Group Project preparation

### Week 5

- 5.1 Growth Strategies II:  
 This session is about the intensive growth, integrative growth and growth by diversification  
 Reading: PowerPoint slides (sources: Gallucci, Gil, Molina), Mckinsey Quartely, The consumer decision journey.  
 Case Study: Renova (Raquel Seabra de Sousa)

- 5.2 Market Entry Decisions I  
 This session is about the country selection.  
 Reading: PowerPoint slides (sources: Czinkota and Rokainen; Douglas and Craig; Philip Kotler; David Aaker; Jordi Garolera)

### Week 6

- 6.1 Market Entry Decisions II  
 This session is about the market entry decisions. The options are: Export Intermediaries, Licensing and Franchising Joint Ventures and Strategic Alliances.  
 Case Study: Inside the McDonald's Empire. Documentary by CNBC  
 Reading: PowerPoint slides (sources: Czinkota and Rokainen; Douglas and Craig; Philip Kotler; David Aaker; Jordi Garolera), Keller, et al (2002), " Three questions you need to ask about your brand ". HBR.

- 6.2 Group Project Middle Presentations:  
 Defining the reference market and environment: the macro environment and the category life cycle, the 5 forces model, and the analysis of competition, major players, brands, etc..  
 Analyzing consumer behavior using market research survey: secondary and primary sources, quantitative and qualitative research work, analysis and interpretation of results, consumer decision making process, FCB matrix, influences on purchase and different consumption roles.  
 Diagnostic and alternative strategies  
 Segmentation and Positioning strategies: segmentation variables, description of segments, targeting strategy  
 Value proposition strategy: positioning strategy (perceptual maps) and branding values  
 Each group will have 20' to present the strategic part

### Week 7



7.1 Midterm Exam  
It will consist in a multiple-choice exam (it will include all the topics taught in class and the different case studies)

7.2 International Basic Marketing Strategies:  
In this session we will see how to approach the selection of target and the definition of the positioning strategy when the product/service exists and when it doesn't exist. Segmentation, Positioning and Product Strategies.  
Case Study: World Super Brands: Fashion. Documentary by BBC

### **Week 8**

8.1 Going to the market: Pricing Strategies  
In this session we will see the different pricing strategies.  
In setting the price for our products and services we need to consider the target and the positioning. We will study the barriers to setting the price and two pricing approaches: cost-plus pricing and target market pricing.  
Reading: PowerPoint slides (sources: Gallucci, Gil)

8.2 The B2B: The Industrial Marketing  
Guest speaker

### **Week 9**

9.1 Pricing Strategies II  
Case Study: The Chocolate Museum of Barcelona  
Reading: PowerPoint slides (sources: Czinkota and Rokainen; Douglas and Craig; Philip Kotler; David Aaker; Jordi Garolera)

9.2 Fieldtrip: The Chocolate Museum of Barcelona  
Before the fieldtrip, the Chocolate Museum's case study must to be read

### **Week 10**

10.1 Going to the market: Distribution Strategies.  
We will see how distribution differs from one country to another in terms of length and channel domination. We will also see the international retail industry. Opportunities for retailers in foreign markets.  
Case Study: Levi's. Documentary by CNBC

10.2 Going to the market: Distribution Strategies II  
We will talk about the different placement strategies including e-commerce

### **Week 11**

11.1 The Marketing Mix.  
Workshop. We will be working in class the marketing mix of the group term-project.

11.2 International Communication and Promotion I



This session is about a “pull” versus “push” strategy in a foreign market. We will take a look at media options in more versus less developed nations. We will also contemplate the possibility of using the same message in foreign countries  
Case Study: Godiva Europe (Claudia Sulkowki )

## **Week 12**

- 12.1 International Communication and Promotion II  
This session is about a “pull” versus “push” strategy in a foreign market. We will look at media options in more versus less developed nations. We will also contemplate the possibility of using the same message in foreign countries  
Article: Godiva in Europe from Jean-Jacques Lambin’s Practical Cases in Marketing  
Reading: PowerPoint slides (sources: Gallucci, Gil)
- 12.2 Final Exam  
It will consist in a three open questions. All the contents, including the different case studies taught in class.

## **Week 13**

- 13.1 Preparation of Project presentations  
Work in class.  
During this session we will summarize all learnings from previous sessions talking about how to write the Company Marketing Plan.  
Reading: a very interesting communication example of a very interesting brand EVERLANE.  
Submittal of complete final Term-Project's document.
- 13.2 Project presentations  
You had to summarize the first part of the project and focus on the action plan or how to go to the market.  
Each group will have 20’ to present the strategic part.

## **Course Materials**

### ***Readings***

Lambin, Jean Jacques et al (2012), Market driven management. Strategic and operational marketing. Third edition, Plgrave Macmillan  
Kotler, Philip and Keller, Kevin L (2005), Marketing Management, Pearsons-Prentice-Hall  
David A. Aaker (1998REA), Strategic Market Management, Wiley  
Levitt: What business are you in? HBR Classics  
Additionally, specific literature could be recommended for each topic if required.

### ***Cases***



Mari Tesutti  
Kimura K.K.  
Volvo Trucks in Belgium  
The Chocolate Museum of Barcelona  
Garmand  
Renova  
Godiva  
Levi's