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E13 International Marketing

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Contents

About this course manual	1
How this course manual is structured	1
Course overview	3
Welcome to International Marketing	3
Course Outline	4
International Marketing - Is this course for you?	7
Course outcomes	7
Timeframe	8
Study skills	8
Need help?	9
Assignments	10
Assignment 1	10
Assignment 2	10
Assessments	11
Final Examination	11
Part A	11
Part B	11
Getting around this course manual	12
Margin icons	12
Module 1	13
Introduction to International Marketing	13
Lesson notes	14
Reading: Chapter 1	15
Activity 1.1	16
Summary	17
Assignment	17
Assessment	18
Module 2	19
The International Marketing Milieu	19
Introduction	19
Lesson notes	20

Reading: Chapters 2 and 3	22
Reading: Chapters 4 and 5	23
Reading: Chapters 8 and 9	24
Activity 2.1	26
Activity 2.2	26
Summary	27
Assignment	27
Assessment.....	28
Module 3	29
Planning and Research in International Markets	29
Introduction	29
Lesson notes	30
Reading: Chapters 6 and 7	32
Activity 3.1	33
Summary	34
Assignment	34
Assessment.....	35
Module 4	37
Developing the (International) Marketing Mix	37
Introduction	37
Lesson notes	39
Reading: Chapter 10	41
Reading: Chapter 11	42
Reading: Chapter 12	43
Reading: Chapters 13 and 14	44
Activity 4.1	45
Activity 4.2	45
Activity 4.3	45
Summary	46
Assignment	46
Assessment.....	47
Module 5	48
International Business Strategy	48
Introduction	48
Lesson notes	49
Types of Strategic Alliances.....	54
Reading: Chapters 15 and 16.....	55
Reading: Chapter 17	56
Activity 5.1	57
Summary	57
Assignment	58
Assessment.....	59

About this course manual

How this course manual is structured

The course overview

The overview gives you a general introduction to the course. Information contained in the course overview will help you determine:

- If the course is suitable for you
- What you will already need to know
- What you can expect from the course
- How much time you will need to invest to complete the course

The overview also provides guidance on:

- Study skills
- Where to get help
- Course assignments and assessments
- Activity icons
- Units

We strongly recommend that you read the overview *carefully* before starting your study.

The course content

To assist you in successfully completing this graduate course in International Marketing, the format for each of the five modules presented in this course manual is standardised as follows:

- A brief topical outline of the module
- A statement of learning outcomes
- Module or lesson notes to assist you in working through the Keegan text materials assigned for that module. You will also be presented with suggestions for other reference materials, many of which can be readily accessed by yourself or your instructor or tutor via the World Wide Web.
- In some modules, activities are provided to help you gain additional insights into the current practice of International Marketing (topics) as highlighted in the module.



- At appropriate times, case studies are included to facilitate your learning in the module. Following submission and evaluation of your case study assignments, your instructor may provide a summary of expectations, either written or oral, and an overview of the case study.
- At the conclusion of each module is an assessment to evaluate your understanding and comprehension of the topics covered. In addition, grades will be assigned to your responses to the case study questions presented.

Resources

For those interested in learning more on this subject, we provide you with a list of additional resources at the end of each module; these may be books, articles or websites.

Your comments

After completing International Marketing we would appreciate it if you would take a few moments to give us your feedback on any aspect of this course. Your feedback might include comments on:

- Course content and structure
- Course reading materials and resources
- Course assignments
- Course assessments
- Course duration
- Course support (assigned tutors, technical help, etc.).

Your constructive feedback will help us to improve and enhance this course.

Course overview

Welcome to International Marketing

International Marketing is a graduate course that introduces the student to the complexities of international or global marketing. It is assumed that students have gained a fundamental understanding of the basic concepts and principles of marketing from a combination of previous marketing courses, workshops and from their own personal professional past experiences. It is further assumed that students are also conversant with the use of the Internet and the World Wide Web for research purposes, as the Internet should be accessed and navigated both during and following the formal module sessions in order to fully reap the benefits of this course.

International Marketing is based upon the widely acclaimed Keegan and Green text, 4th Edition, which is one of the most comprehensive in the field². The revised book of Keegan has more and recent cases to illustrate the modules. The book has now integrated new areas of discussion which are relevant to the changing dynamics of international business. Issues like the implications of the expanded European Union, the growing role and importance of China and India as the new centres of power, or the increasing importance of the global music industry have all been integrated into this revised edition.

There are a mix of old and new cases. Some of the old cases have been revised, while there are some additions like “Ecuador adopts the Dollar”, Fair Trade Coffee: Ethics, religion and sustainable production to name but a few. The case studies are also a combination of short and long cases, giving the programme participants a suitable mix to read as per course requirement.

In **Module 1**, the course kick-starts with the concept of internationalisation as the basis for international marketing (a separate hand-out will be provided for this part). This is the most significant part of the module as it lays the foundations for the course. In addition, the module provides an introduction on the global marketing framework and how it is different from domestic marketing (Chapter 1), the orientations of global marketing and the factors that affect global marketing.

In **Module 2**, coverage includes the global marketing environment (Chapter 2), covering areas of controllable variables like the

² Global Marketing; Warren J. Keegan and Mark C. Green, 4/e Pearson Education



macroeconomic forces, Balance of Payment, issues in International Finance and market economies. In the latter part, the discussion is on uncontrollable variables such as cultural, social (Chapter 4), economic, political and legal (Chapter 5) factors. This module covers another important facet of International Marketing Environment, the issues in regionalisation of economies and leading to the rise of the Free Trade Agreement and Preferential Trading Agreement (Chapter 3). The rising importance of GATT and the WTO in today's world and how they affect important business decisions and its implications in marketing are discussed. The module also covers marketing entry strategies and modes, the ways and means for any company to enter any foreign market(s) (Chapter 9).

Module 3 concentrates on the planning and the research components in International Marketing (Chapter 6) that lay the ground for conducting marketing activities in any given country. The module also covers the application of the research findings in identification and classification of markets and products (Chapter 7). The segmentation, targeting and positioning issues in international marketing will be the basis for product and market selection process.

Module 4 covers the marketing mix elements, namely; product, place price and promotion. The first part of the module covers product and branding issues (Chapter 10). Standardisation versus adaptation issues and the marketers' need to look at their products accordingly are also discussed. The pricing section (Chapter 11) covers aspects of global versus local pricing, the issues in transfer pricing and the environmental influence on pricing. Module 4 next considers the topics of marketing channels and distribution for international markets and particular attention to new developments and trends (Chapter 12). Issues in global marketing communication (Chapters 13 and 14) form the concluding section of this module

Module 5 covers aspects of International Business Strategy (Chapter 15, 16 & 17) and how the international marketing framework influences strategic decisions relating to international business. Of particular importance will be issues of competitive advantage, strategic alliances, organisational restructuring and managerial decisions. Also, the increasing importance on e-commerce, the Internet and information and communications technology and their impact on the future of marketing in a global economy are emphasised

Course Outline

MODULE 1: Introduction to International Marketing

This module covers the following:

- The process of internationalisation and internationalisation theories
- Importance of global marketing
- What is different about international marketing?

- Challenges and opportunities of international marketing
- Framework of international marketing
- The dynamics of international competition

Text: Keegan, Chapter 1

Case: *McDonald's Expands Globally While Adjusting Its Local Recipe* (pp. 31-35)

MODULE 2: The International Marketing Milieu

This module covers the following:

- The international business environment
 - Social
 - Political
 - Legal
 - Cultural
- The regionalisation of countries and rise of the trade blocs:
Increasing role of the RTAs
- WTO: The new world order
- Market entry modes and strategy
 - Objectives of market entry
 - Modes of entry into foreign markets
 - Selecting the appropriate entry mode
 - Trends in global sourcing strategy

Text: Keegan, Chapters 2, 3, 4, 5, 8 and 9

Case: *Ecuador Adopts the Dollar* (pp. 112-114)

MODULE 3: Planning and Research in International Markets

This module covers the following:

- Product and market selection process
- Planning and researching for international markets
 - Pitfalls in foreign market assessment
 - A framework for assessing foreign markets
 - Guidelines for market research in assessing international markets
 - Introduction to different secondary sources of information
 - Forecasting market potential

Text: Keegan, Chapters 6 and 7

Case: *Nokia Segments the Global Cell Phone Market* (pp. 259-260)

MODULE 4: Developing the (International) Marketing Mix

This module covers the following:

- The product and the branding decision
 - International product concept
 - Product adaptation versus product standardisation
 - Building international brands
 - Guidelines for a global branding policy



- Managing brand equity for international markets
- International brand positioning strategy
- Challenges in International Pricing
 - Methods of global pricing
 - Concept of exchange rate and global pricing
 - Role of other drivers in international pricing
 - Strategies for managing competitive global pricing
 - Transfer pricing, reverse auctions, gray market pricing, INCO terms
- Global logistics management
 - Managing global logistics
 - Trade operation and documentation
 - Structure of International Distribution System & Strategy
- Global Communication and Promotion
 - Global communication and culture
 - Communication tools for global marketing
 - Role of exhibition, trade advertising etc.
 - Introduction to e-marketing

Text: Keegan, Chapters 10, 11, 12, 13 and 14

Case: *Boeing versus Airbus: A Battle for the Skies* (pp. 360-361)

MODULE 5: International Business Strategy

This module covers the following:

- Strategic elements of competitive advantage
- Setting up a global organisation
 - Developing competitive strategy
 - Sources of competitive advantage
 - National competitive advantage
 - Patterns of international organisational development
 - Design principles for international marketing organisation
 - Structuring for global brands
 - Strategic alliances
 - Designing global organisational structure
 - Managing multinationals

Text: Keegan, Chapters 15, 16 and 17

Case: *Napster and the global music industry* (pp. 584-587)

International Marketing - Is this course for you?

This course is intended for any person or student who is inspired to learn about the complexities of international marketing. It is assumed that you have gained fundamental knowledge and understanding of the concepts and principles of marketing.

Course outcomes



Outcomes

Upon completion of International Marketing you will be able to:

- *Analyse* the impact of globalisation, supporting or inhibiting international marketing activities.
- *Describe* consumption patterns and the regional economic agreements
- *Discuss* the importance of political environments, cultural and social differences, legal differences, and technological change in global marketing and utilise this knowledge in your international marketing effort
- *Apply* market research processes, approaches to segmentation, targeting and positioning strategies.
- *Identify and use* criteria for foreign market selection, market entry requirements and strategic partnership to international marketing.
- *Discuss and develop* strategies for international marketing mix planning.
- *Discuss* the importance of major forces shaping the future of international marketing.



Timeframe



How long?

This course will take approximately 120 hours of study time.

Study skills



Study skills

As an adult learner your approach to learning will be different to that from your school days: you will choose what you want to study, you will have professional and/or personal motivation for doing so and you will most likely be fitting your study activities around other professional or domestic responsibilities.

Essentially you will be taking control of your learning environment. As a consequence, you will need to consider performance issues related to time management, goal setting, stress management, etc. Perhaps you will also need to reacquaint yourself in areas such as essay planning, coping with exams and using the web as a learning resource.

Your most significant considerations will be *time* and *space* i.e. the time you dedicate to your learning and the environment in which you engage in that learning.

We recommend that you take time now—before starting your self-study—to familiarise yourself with these issues. There are a number of excellent resources on the web. A few suggested links are:

- <http://www.how-to-study.com/>

This “How to study” web site is dedicated to study skills resources. You will find links to study preparation (a list of nine essentials for a good study place), taking notes, strategies for reading text books, using reference sources, and test anxiety.

- <http://www.ucc.vt.edu/stdysk/stdyhlp.html>

This is the Virginia Tech, Division of Student Affairs website. You will find links to time scheduling (including a “where does time go?” link), a study skill checklist, basic concentration techniques, control of the study environment, note-taking, how to read essays for analysis, and memory skills (“remembering”).

- <http://www.howtostudy.org/resources.php>

Another “How to study” web site with useful links to time management, efficient reading, questioning/listening/observing skills, getting the most out of doing (“hands-on” learning), memory building, tips for staying motivated, and developing a learning plan.

The above links are our suggestions to start you on your way. At the time of writing, these web links were active. If you want to look for more, go to www.google.com and type “self-study basics”, “self-study tips”, “self-study skills” or similar.

Need help?



Help

Is there a course web site address?

What is the course instructor's name? Where can s/he be located (office location and hours, telephone/fax number, e-mail address)?

Is there a teaching assistant for routine enquiries? Where can s/he be located (office location and hours, telephone/fax number, e-mail address)?

Is there a librarian/research assistant available? Where can s/he be located (office location and hours, telephone/fax number, e-mail address)?

Is there a learners' resource centre? Where is it located? What are the opening hours, telephone number, who is the resource centre manager, what is the manager's e-mail address)?

Who do learners contact for technical issues (computer problems, website access, etc.)



Assignments



Assignments

There are two assignments in this course. Assignment 1 is due at the end of module 2; assignment 2 is due at the end of module 4. The assignments must be completed in the order in which they are set.

Assignment 1

Due date: XX/XX/XXXX

Value: 20 per cent

Format: Case study analysis #1

Modules covered: Module 1-2

Answer the questions within the case study analysis

Assignment 2

Due date: XX/XX/XXXX

Value: 20 per cent

Format: International Marketing Plan

Modules covered: Module 1-4

Prepare an international marketing plan based on the company or product assigned or as per the question requirement.

Assessments



Assessments

Final Examination

Part A

Value: 40 per cent

Format: Case study analysis

Modules covered: 1-5

Answer the questions within the case study analysis.

Part B

Value: 60 per cent

Format: Essay questions

Modules covered: 1-5

The exam will comprise five questions, of which three must be answered. Each question will be marked out of 20 per cent. The value of this exam is 60 per cent of your final grade.
















Getting around this course manual

Each module has a small number of activities scattered throughout. You should work through each activity without looking at the activity solution which follows. Use the activity feedback as reassurance that you have understood the activity.

Margin icons

While working through this course manual you will notice the frequent use of margin icons. These icons serve to “signpost” a particular piece of text, a new task or change in activity; they have been included to help you to find your way around this course manual.

A complete icon set is shown below. We suggest that you familiarise yourself with the icons and their meanings before starting your study.

			
Activity	Assessment	Assignment	Case study
			
Discussion	Group activity	Help	Note it!
			
Outcomes	Reading	Reflection	Study skills
			
Summary	Terminology	Time	Tip