

NYU Stern
Global Marketing
Michelle Greenwald
Course Syllabus

Instructor: Michelle Greenwald
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Office hours: Upon Request
Class Time: Saturdays 9-12 am
Place: Tisch LC-21

Description

One of the most common paths to growth for brands is to expand to new geographic markets. International Marketing involves businesses marketing their product lines outside the originating market. Some firms are highly successful at managing the transition, while others make costly or irrevocable mistakes; most often due to inadequate pre-market entry research to understand local market development, cultures, customs, brand knowledge and perception differences, distribution systems, competitors, influencers and media and social media consumption patterns.

This course covers the most critical decisions in international marketing and the criteria, knowledge base and research needed to make sound expansion decisions. There will be a mix of lectures, guest speakers, case discussions, project work, and student presentations. A framework is provided that student teams apply to the brand of their choice, expanding into the market of their choice. Specifically, we will address the following:

- How to determine when a brand is ready to expand internationally
- How to decide which markets to enter and in what order
- Business model and local partnership structure options
- How firms organize marketing responsibilities globally
- Research needed to understand local category development, brand awareness, perceptions & strengths, cultures, and competitor differences
- When to market mega-brands globally vs. local brands in regions
- How to adapt products to local markets
- How to adapt marketing plans to maximize success in each market

The course will consist of lectures, 5 guest speakers (Heineken, Snapchat, Beats by Dr. Dre, IBM, Grey Advertising) 8 case discussions, one team presentation at the end of the semester, and 2 extremely short individual presentations per person that compare differences between 2 markets of your choice based on:

- Cultural differences that can affect brands
- Product adaptation differences
- Brand marketing adaptations

The team project will involve choosing a product or service to bring from one market to another. Each team will analyze each market's competitors, business models and distribution systems, market share and growth, and integrated marketing programs. They will develop a launch marketing plan including entry strategies, and product and marketing program customization. Each team will present their new marketing launch programs to the class, highlighting the changes from market to market.

Course Evaluation

Evaluations will be based on the following criteria:

Class participation	30%
Case write-ups & mini-presentations	25%
Team project	45%

Case Discussions

Case discussions will reinforce the concepts taught in class and will provide the types of data that serve as the basis for the most important global marketing decisions. For each case, a one-page write-up is required to be submitted before the start of that class/before the in-class discussion. **The write-up will be in response to several questions that are provided in the session content descriptions below. You should answer all the questions in no more than 2 pages combined for each case, single-spaced with 12-point type.** The purpose of the write-ups is to ensure every student reads every case, so the in-class discussions are meaningful, and we can benefit from everyone's thinking.

The cases were selected to cover a range of industries (Consumer Package Goods, Entertainment & Theme Parks, Automotive, Technology, Fast Food Restaurants, Cultural Institution), and a range of countries (Mexico, China, United States, Germany, Hong Kong, South Africa, India, Brazil, Australia, France, Russia, UK, Spain).

SESSION CONTENT

SESSION 1: Saturday February 15th

- Course overview and deliverables
- Project idea sharing & team formation
- Key steps in the international marketing process & planning information needs
- Librarian presentation of data sources to obtain pertinent data
- Other pre-work and analysis needed for expansion to other markets

Assignment for Saturday February 22nd

- Find a team member
- Determine the brand you will take from one country to another
- Competitor pricing & features chart
- Collect your brand & competitor's advertising & marketing examples in each market

SESSION 2: Saturday February 22nd

- Organizing for International Marketing
- Business models & market entry strategies

Case discussion:

Ben & Jerry's

Assignment for Thursday, February 6th

Case Questions: 1-page, single-spaced, answer 3 of the following questions (your choice)

- What are the pros & cons of entering Japan for Ben & Jerry's?
- What are their partnership options?
- Why was 7-11 so interested in Ben & Jerry's?
- How was ice cream consumption different in each market?
- What product adaptations would Ben & Jerry's need to make for Japan?
- What considerations went into the pricing & profit estimates or calculations?

Assignment for Saturday February 29th

- Determine who your competitors are in each market
- Determine their market share & growth performance
- Determine overall growth of the market in each country

SESSION 3: Saturday February 29th

- Guest speaker Maria Correa: Global Marketing IBM
- Understanding local market differences (market development, brand dominance and awareness, and economies, for market selection & product and marketing customization)

SESSION 4: Saturday March 7th

Case Discussion:

Colgate Max Fresh (U.S., China, Mexico)

(Case concepts: market & brand development differences, product & marketing adaptation, profitability expectations)

Case Questions: In no more than 1 page total, single-spaced, answer all 3 questions:

- What were the product differences in the different markets?
- What were the marketing adaptations for each market?
- Given the profitability differences, if you had to choose one market to launch in first and why? (See the P&L's in the appendices for Mexico & China)
- Understanding local market customs and cultures, local business partnerships, and competitors

Assignment for Saturday March 14th

- Find 1 example of a custom that's different from 1 country to another and how a product or service is adapted as a result. You will need 2 slides: 1 from that product or service in each country. You can take a screen shot from the website, have a package photo, show a YouTube ad or print ad

SESSION 5: Saturday March 14th

Case Discussion:

Hong Kong Disneyland: Where is the Magic? (Hong Kong & China)

(Case concepts: Differences in local customs & cultures, local management involvement in decision making, local competitor' responses, managing local public relations, working with local partners)

Case Questions: 1-page, single-spaced, answer 3 of the questions below

- What were Disney's overall corporate objectives in entering Hong Kong?
- Was Hong Kong the best market to do it and were theme parks the best way?
- Are there other cities you think would have been better and other Disney businesses they should have started with?
- What errors did Disney make in entering Hong Kong and why were they made?
- Which could have been avoided and how?
- Students present their 2-slide examples of different cultural examples that resulted in a product change from 1 market to another

Student presentations of their 2-slide examples of cultural differences affecting product adaptations & marketing tactics

SESSION 6: Saturday March 28th

- Marketing strategy as it relates to global expansion and local market positioning
- Global master brand strategies
- Changing brand identities and positioning for different markets

Guest Speaker: Alain Groenendaal, Former President Grey Advertising Europe & LATAM

SESSION 7: Saturday April 4th

- Product naming, colors, packaging, pricing

Case Discussion:

Yum Brands

(Case concepts: Marketing & product adaptations, new market selection criteria, global product innovation, market entry strategies, what makes a brand, a brand globally, & global portfolio management)

Case Questions:

- How did Yum Brands decide which geographic markets to enter, with which product lines? What criteria did they use?
- What aspects of the product and marketing can vary & which should stay the same?
- If you were the CEO of Yum brands, which countries would you enter next, with which product lines and why?
- How were new products developed at Yum & what were pros & cons of their approach?

SESSION 8: Saturday April 11th

- Global product development

Case Discussion:

El Bulli

Case Questions:(1-page write-up/see questions below & pick 3 to answer)

- What factors enabled El Bulli to innovate?
- What factors went into making the product/or experience so special?
- Was the meal priced correctly?
- What can companies learn from the way El Bulli innovated?
- Is Ferran or El Bulli the brand?
- How might they extend the brand into other areas to monetize it?

SESSION 9: Saturday April 18th

- Launch Marketing Plans
- Global vs. adapted marketing messaging & programs

Case Discussion:

BMW: Launching the Z3 Roadster (Germany to U.S.)

(Case concepts: Changing a country-specific brand image to a global brand image, and developing marketing plans with global appeal)

Case Questions:

- What was the strategic importance to BMW of launching the Z3 Roadster?
- What brand perceptions were they trying to change and why?
- What were the programs BMW developed to accomplish their objectives and how did they measure their success?

SESSION 10: Saturday April 25th

Guest Speaker: Max Rivera, Head of Strategy Snapchat Southern Europe & LATAM

Case Discussion

Tate Modern (1-page write-up/see questions below & pick 3 to answer)

Case Questions:

- How did the Tate Digital Marketing leadership team create a digital mindset throughout the entire marketing organization?
- Should digital marketing possibilities be pursued relentlessly? (Fear of Missing Out)
- How should digital programs be prioritized when metrics aren't available or obvious
- How can digital transform an organization's mission
- How can digital alter target audience importance and marketing emphasis
- How can digital tool selection change based on target demographics & objectives

SESSION 11: Saturday May 2nd

Case Discussion:

Lenovo, Building A Global Brand

Case concepts: The case discusses how Lenovo expanded from being a powerhouse computer brand in the Chinese Market, to a global brand extending beyond the PC segment. It deals with

the provenance effect: how brand image and price/value perceptions can be shaped by the image of the country that owns the brand. Lastly, it covers how brand equity attributes are valued differently in different markets and how expansion opportunities beyond the core (computers) also vary.

Case Questions: 1 page write-up, single-spaced, answer 3 of these questions:

- What is Lenovo's global brand perception and is it different by market?
- What were Lenovo's most immediate challenges after acquiring IBM's PC brands, from the standpoints of both consumers and the workforce it inherited?
- How did Lenovo gain credibility among consumers following the acquisition, through marketing, product development, and customer service?
- How did the management team composition and leadership example of the CEO help Lenovo accomplish its goals?
- Do you feel there was a clear distinction between the different Lenovo product lines? Against which user groups were each targeted and what were their respective points of difference vs. competitors?
- Does Lenovo occupy a meaningful global customer niche over the long term to succeed against both higher end brands like Apple and lower end Chinese brands? Do they have a long-term defensible position globally in the computer and cell phone markets?
- To which other product categories would it make sense to extend the brand equity beyond computers, mainframes and cell phones? Does it make sense for them to continue entering saturated product categories like with their middle of the road positioning?

Guest Speaker: Global marketing manager Heineken

SESSION 12: Saturday May 9th

Student team presentations

Project Elements For Team Document & Presentation

1. Brand local market competitors in each country with price/attribute charts
2. Marketing examples of what brand is currently doing in each market
3. Current and proposed brand positioning in each market
4. Cultural differences in each market vis a vis the product or service
5. Product or service adaptations in each market
6. Target personas in each market
7. Marketing message differences in each market
8. Marketing program and social media differences in each market
9. 52-week marketing calendars in each country

