

**MARTIN de TOURS SCHOOL OF MANAGEMENT
DEPARTMENT OF MARKETING**

LESSON PLAN

MKT3620

GLOBAL MARKETING

LESSON PLAN

COURSE DESCRIPTION

Principles and operations of international marketing concepts to international marketing environment; international marketing position; foreign market survey, trade promotion activities of the government and private agencies, environmental aspects of international market; financial features and instruments, marketing structure of international trade, terms of trade and credit.

COURSE OBJECTIVES

- 1) To provide an outline of the contemporary thinking in the field of international marketing and its applications in Thai situation
- 2) To develop students' analytical ability and skills to handle marketing matters in an international context

MARK ALLOCATION:

Quizzes (2x5%)	10%
Participation	5%
Assignment	5%
Project	20%
Midterm Examination	25%
Comprehensive Final Examination	35%
Total	100%

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CHAPTER 1: THE INTERNATIONAL MARKETING IMPERATIVE

Time Allocation: 2 hrs and 15 minutes (Week 1)

Learning objectives	Brief contents	Teaching/ Learning Strategies	Teaching Aids/ Materials	Evaluation
<p>To enable students to understand the importance of international trade and international marketing activities</p>	<p>Introduction of the course</p> <ul style="list-style-type: none"> • explain the students about the course outline • to inform them about their responsibilities and rules and regulations to be followed. • to stress the importance of class participation and to prepare for group project since the beginning of the semester. <p>Chapter 1:</p> <ul style="list-style-type: none"> • What is international marketing? • Reasons for engaging in international marketing activities • International marketing questions • Importance of world Trade (need to stress the growing interdependence among countries and importance of global linkages) • Linkage between trade flows and foreign exchange • Opportunities and challenges in international marketing <p>Appendix A. The Basics of Marketing</p> <ul style="list-style-type: none"> • The role of marketing managers (Determining specific target markets and marketing management) • The marketing process <p>Appendix B: Geographical Perspectives on International Marketing</p> <ul style="list-style-type: none"> • Importance of Location, place, natural features, human features, interaction among different features and movement (the role of technology, transportation etc) • How the above factors have an impact on international marketing activities 	<p>Course outline, ice breaking discussion, asking question about basic marketing knowledge</p>	<p>Power Point slides</p>	<ul style="list-style-type: none"> • Test their knowledge of basic marketing • asking students to share the examples based on the lecture • Encouraging students to apply in different environment (either domestic or foreign countries)

CHAPTER 2: INTERNATIONAL TRADE INSTITUTIONS AND TRADE POLICY

Time Allocation: 30 minutes (Week 1)

Learning objectives	Brief contents	Teaching/ Learning Strategies	Teaching Aids/ Materials	Evaluation
To highlight the importance of trade and investment.	<ul style="list-style-type: none">• The Impact of Trade and Investment• Policy responses to trade problems (discuss types of trade barriers)• Bilateral and Multilateral negotiation	Newspaper articles, and examples	Power Point slides	Question and Answers

CHAPTER 3: THE CULTURAL ENVIRONMENT

Time Allocation: 2 hrs and 30 minutes (Week 2)

Learning objectives	Brief contents	Teaching/ Learning Strategies	Teaching Aids/ Materials	Evaluation
<p>To analyze the concept of culture and its various elements</p> <p>To attain a thorough understanding of customer behavior in different markets and to enable to implement the effective marketing strategies.</p>	<ul style="list-style-type: none"> • Definition of Culture • Importance of Culture • High contexts and low context culture • The Elements of Culture and discuss how these cultural elements have impact on the marketing strategies of a firm with examples. <ul style="list-style-type: none"> * Cultural universals (manifestations of the total way of life of any group of people) * Language (verbal and non-verbal language) * Hidden language of foreign cultures (Time, space, material possessions, friendship patterns and business agreements) * Religion * Values and Attitudes * Manners and customs * Material elements * Aesthetics * Education * Social Institutions (Kinship relationships, social stratification and reference groups) • Sources of Cultural Knowledge <ul style="list-style-type: none"> • Objective or factual information (General and country-specific) • Experiential Knowledge (General and country-specific) • Interpretive knowledge • Cultural Analysis (explain the models) A model of cross-cultural behavior Hofstede's four dimensions of culture <ol style="list-style-type: none"> 1) Individualism 2) Power distance 3) Uncertainty avoidance 4) Masculinity • Self- reference criterion (discuss the steps and its application in business) • Ethnocentrism • Cross cultural training methods 	<p>Presentation on the related topics and examples</p>	<p>Power Point slides</p>	<p>Question and Answers</p>

	<p>(different types will be explained)</p> <ul style="list-style-type: none">• How to make culture works			
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CHAPTER 4: THE ECONOMIC ENVIRONMENT

Time allocation: 2 hours (Week 3)

Learning objectives	Brief contents	Teaching/ Learning Strategies	Teaching Aids/ Materials	Evaluation
<p>To understand the different economic variables that affect the market size</p> <p>To enable to develop effective marketing strategies suitable for each economic environment.</p>	<ul style="list-style-type: none"> • Discuss the different groupings in the global economy • Market characteristics (Discuss how these characteristics have impact on the marketing strategies) <p>1. Population</p> <ul style="list-style-type: none"> • Growth, Age distribution, life expectancies, household size, urbanization. <p>2. Income</p> <ul style="list-style-type: none"> • Distribution of low, medium, and high incomes. • Gross domestic product per capita. • Purchasing power parity (shows how many units of currency are needed in one country to buy the amount of goods and services that one unit of currency will buy in another country) <p>Discuss why PPP may not be a true reflection of purchasing power.</p> <ul style="list-style-type: none"> • Consumption patterns Engel's laws provide some generalizations about consumers' spending patterns. As family income increases, <ul style="list-style-type: none"> • % spent on food will decrease • % spent on housing and household operations will be roughly constant • The amount saved or spent on other purchases will increase. <p>Data on product saturation or diffusion Inflation and debt problem.</p> <ul style="list-style-type: none"> • Availability and quality of infrastructure • Physical Quality of Life Index (PQLI) is a composite measure of the level of welfare in a country. (life expectancy, infant mortality and adult literacy rate) <ul style="list-style-type: none"> • Discuss the characteristics and levels of economic integration by using examples (EU and examples from other regions) <ul style="list-style-type: none"> ○ Free Trade Area 	<p>Presentation on the related topics and examples</p>	<p>Power Point slides</p>	<p>Question and Answers</p>

	<ul style="list-style-type: none">○ Customs Union○ Common Market○ Economic Union● How should International marketers prepare for the economic integrations● Consumer and Marketer adjustment to financial crisis			
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CHAPTER 5: THE INTERNATIONAL POLITICAL AND LEGAL ENVIRONMENT

Time allocation: 2 hours and 30 minutes (Week 4)

Learning objectives	Brief contents	Teaching/ Learning Strategies	Teaching Aids/ Materials	Evaluation
<p>To examine and understand the home/host countries and international political and legal environment.</p> <p>To investigate how the impact of political and legal environment on the marketing strategies.</p>	<p>Discuss Home country political and legal environment</p> <ul style="list-style-type: none"> • Environmental superfund • Intellectual property rights • Gray market • Embargoes and sanctions “...government actions to distort the free flow of trade in goods, services, or ideas for adversarial and political purposes. • The use of export controls and import controls • Regulation of International Business Behavior <p>To ensure that the international business behavior of firms headquartered within them is conducted within moral and ethical boundaries considered appropriate.</p> <p>Methods</p> <ul style="list-style-type: none"> • Boycotts • Antitrust Laws • Bribery and Corruption Laws (functional lubrication) <p>Discuss Host country political and legal environment</p> <ul style="list-style-type: none"> • Political risk <ul style="list-style-type: none"> – The risk of loss when investing in a given country caused by changes in a country’s political structure or policies. • Types of political risk <ul style="list-style-type: none"> – Ownership risk (property and life) – Operating risk (ongoing operations interference) – Transfer Risk (in shifting funds between countries) <p>Discuss types of political risks by using Figure 5.2 (page 145).</p> <p>Legal Differences and Restraints</p>	<p>Presentation on the related topics and examples</p>	<p>Power Point slides</p>	<p>Question and Answers</p> <p>Quiz I 50 multiple choices from Chapter 1 to 5.</p>

	<ul style="list-style-type: none"> • Theocracy • The two major legal systems <ul style="list-style-type: none"> – Common law • Based on tradition and less dependent on statutes and codes than on precedent and custom. – Code law • Based on a comprehensive set of written statutes that spell out legal rules explicitly. <p>Antidumping laws</p> <p>Discuss how to influence politics and laws.</p> <ol style="list-style-type: none"> 1) To ignore prevailing rules 2) To provide input to trade negotiators 3) Development of coalitions or constituencies (lobbying) <p>The International Environment</p> <ul style="list-style-type: none"> • International politics • International laws <p>Solving trade disputes (arbitration or litigation)</p>			
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CHAPTER 7: EXPORTING, LICENSING, AND FRANCHISING

Time allocation: 2 hours (Week 5)

Learning objectives	Brief contents	Teaching/ Learning Strategies	Teaching Aids/ Materials	Evaluation
<p>To learn the basic stimuli for exporting and to discuss the change agents that activate the basic stimuli.</p> <p>To understand the nature of exporting, licensing and franchising and to learn the advantages and disadvantages of each entry mode.</p>	<p>Discuss the reasons for going international.</p> <ul style="list-style-type: none"> • Proactive and reactive motivation • Internal and external change agents <p>Export Management Companies</p> <ul style="list-style-type: none"> • Domestic firms that specialize in performing international marketing services as commission representatives or distributors. • Two primary forms of operation <ul style="list-style-type: none"> – Take title to goods and operate internationally. – Perform service as agents. <p>Trading Companies</p> <ul style="list-style-type: none"> • The sogoshosha of Japan • Reasons for the success of the sogoshosha <ul style="list-style-type: none"> – Development of information systems to identify market opportunities. – Economies of scale in the vast transaction volume to obtain preferential treatment. – Large internal global markets creating opportunities for barter trade. – Access to vast quantities of capital on a global scale. <p>International stages</p> <ul style="list-style-type: none"> • Innate or start-up exporters • Partially interested exporters • Experiential exporters • Export adaptation <p>Licensing</p> <p>Advantages of licensing</p> <ul style="list-style-type: none"> – No capital investment, knowledge, or marketing strength. – Huge profit potential, recovered costs. – Minimal risk of government 	<p>Presentation on the related topics and examples</p>	<p>Power Point slides</p>	<p>Question and Answers</p>

	<p>intervention.</p> <ul style="list-style-type: none"> - A stage in internationalization. - Preempt market entry before competition. - Increasing intellectual property rights protection. <p>Disadvantages</p> <ul style="list-style-type: none"> • May not gain international marketing functions • May create its own competitors • Income depends on the performance of licensee • Need to maintain the reputation of a product on a worldwide basic. <p>The cost the licensor wants to cover are</p> <ul style="list-style-type: none"> • Transfer costs • R & D costs • Opportunity costs <p>Trademark licensing</p> <p>Franchising</p> <p>Major forms of franchising</p> <ol style="list-style-type: none"> 1) manufacturer-retailer systems 2) Manufacturer-wholesaler systems 3) Service firm-retailer system <ul style="list-style-type: none"> • Companies need to know what their special capabilities are. • The need for standardization. • Protection of the total business system. • Government intervention. • Selection and training. <p>Discuss the model of the Internationalization Process (Figure 7.2) and Profit and risk during early internationalization</p>			
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CHAPTER 8: PRODUCT ADAPTATION

Time allocation: 2 hours (Week 5-6)

Learning objectives	Brief contents	Teaching/ Learning Strategies	Teaching Aids/ Materials	Evaluation
<p>To understand the nature of product and how international marketer should adjust the firm's product offering to the market place.</p> <p>To understand the advantages and disadvantages of standardization and customization.</p>	<p>Product Variables</p> <ul style="list-style-type: none"> • Core product • Tangible/intangible product • Augmented product <p>• Alternative strategies in approaching international market</p> <ul style="list-style-type: none"> – Sell the product as it is internationally. – Modify product for different countries or regions. – Design new products for foreign markets. – Incorporate all differences into one product and introduce it globally. <p>Explain and discuss the standardization versus customization and the factors that encourage these approaches (Discuss Figure 8.1, 8.2 and 8.3).</p> <p>Factors Affecting Adaptation</p> <p>The Market Environment</p> <ul style="list-style-type: none"> • Government Regulations <ul style="list-style-type: none"> – Political and social agendas often dictate regulatory requirements. • Non-tariff Barriers <ul style="list-style-type: none"> – Product standards, testing, subsidized local products. • Customer Characteristics, Expectations, and Preferences <ul style="list-style-type: none"> – Physical size, local behaviors, tastes, attitudes, and traditions. – Consumption patterns, psychosocial characteristics, and general cultural criteria. • Economic Development <ul style="list-style-type: none"> – The stage of economic development affects the market size and demand characteristics. Backward innovation of the product may be required to meet local requirements. • Competitive offerings 	<p>Presentation on the related topics and examples</p>	<p>Power Point slides</p>	<p>Question and Answers</p>

	<ul style="list-style-type: none"> - Monitoring competing local products is critical in adjusting the product for competitive advantage. • Climate and geography <ul style="list-style-type: none"> - Local climatic conditions and terrain features can make products vulnerable to damage. <p>Product Constituents and Branding</p> <ul style="list-style-type: none"> • Product ingredients must not violate local legal regulations and social or religious customs. • Selecting the global brand name <ul style="list-style-type: none"> - Translation - Transliteration - Transparency - Transculture <p>Packaging and Appearance</p> <p>Packaging serves three major functions:</p> <ul style="list-style-type: none"> - Protection <ul style="list-style-type: none"> • Improper handling and pilferage - Promotion <ul style="list-style-type: none"> • Language and symbols - User convenience <ul style="list-style-type: none"> • Packaging aesthetics- color and shape, overall size, and purchase quantity <p>Adaptations in styling, color, size, and other appearance features play an important role in how a consumer perceives a product.</p> <ul style="list-style-type: none"> • Method of operation or usage • Quality • Service • Country of origin effects <p>Company considerations</p> <ul style="list-style-type: none"> • Organizational capabilities? • Is it worth it? • Can we afford not to do it? • Can a specific return-on-investment (ROI) be attained? • Quality, price, and user perceptions? • Warranties? • Managerial talent? <p>FIGHTING PRODUCT COUNTERFEITING</p> <p>Secure valuable intellectual property rights</p> <ul style="list-style-type: none"> • patent applications • registration of trademarks 			
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	<ul style="list-style-type: none">• mask works <p>Act to enforce</p> <ul style="list-style-type: none">• legislative action• bilateral and multilateral negotiations• joint private sector action• individual company measures			
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CHAPTER 9: EXPORT PRICING STRATEGIES

Time allocation: 2 hours and 30 minutes (Week 6-7)

Learning objectives	Brief contents	Teaching/ Learning Strategies	Teaching Aids/ Materials	Evaluation
<p>To learn the different types of pricing decision made by the exporters and to understand the factors that affect the pricing decision.</p>	<p>International Pricing Situations</p> <ul style="list-style-type: none"> • Exporting • Foreign-market pricing • Intracompany pricing <p>First time pricing</p> <ul style="list-style-type: none"> • Skimming pricing • Market pricing • Penetration pricing <p>Changing pricing Multiple product pricing</p> <p>Discuss Figure 9.2 Stages in setting of export prices</p> <p>Export Pricing Strategy</p> <ul style="list-style-type: none"> • Cost-oriented pricing <ul style="list-style-type: none"> – Standard worldwide price- regardless of buyer’s location in the market(s) – Dual pricing differentiates between domestic and export prices • Market-differentiated pricing <ul style="list-style-type: none"> – based on the dynamics of the marketplace (changes in competition, exchange rates, etc.) <p>Export-Related Costs</p> <p>Export-related costs</p> <ul style="list-style-type: none"> • Cost of modifying a product for a foreign market • Operational costs of exporting • Cost incurred in entering the foreign market <ul style="list-style-type: none"> • Price escalation <p>Methods for combating price escalation</p> <ul style="list-style-type: none"> – Reorganize the channel of distribution – Product adaptation – Change tariff or tax classifications – Overseas assembly or production <p>Terms of Sale</p> <ul style="list-style-type: none"> • Incoterms are the internationally accepted standard definitions for terms of 	<p>Presentation on the related topics and examples</p>	<p>Power Point slides</p>	<p>Question and Answers</p>

	<p>sale set by the International Chamber of Commerce (ICC) since 1936.</p> <p>Incoterms</p> <ul style="list-style-type: none"> - exworks (EXW) - free carrier (FCA), free on board (FOB) - free alongside ship (FAS) - cost and freight (CFR) - cost, insurance and freight (CIF) - delivered duty paid (DDP) - delivered duty unpaid (DDU) <p>Letter of credit</p> <ul style="list-style-type: none"> • Issued by a bank at the request of buyer. • Irrevocable vs revocable L/C • Confirmed vs unconfirmed L/C • Revolving vs nonrevolving L/C <p>Bill of Exchange (Draft)</p> <p>Clean draft</p> <p>Sight draft (document against payment)</p> <p>Time draft (documents against acceptance)</p> <p>Banker's acceptance</p> <p>Discounting (with recourse and without recourse)</p> <p>Cash in advance</p> <p>Open account</p> <p>Consignment selling</p> <p>Study Figure 9.4 to 9.6.</p> <p>Getting paid for Exports</p> <ul style="list-style-type: none"> • Commercial risk • Political risk • Foreign exchange risk <p>Two main approaches to protect against currency-related risk</p> <ol style="list-style-type: none"> 1) Risk shifting (hedging) 2) Risk modifying <p>Spot rate transaction (the exchange of currencies for immediate delivery)</p> <p>Forward exchange market (the exchange of currencies on a future date at an agreed upon exchange rate) (contractual obligation)</p> <p>Option market (gives the holder the right to buy or sell)</p> <p>Futures market (similar to forward market but smaller transactions)</p>			
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	<p>Price Negotiations</p> <ul style="list-style-type: none"> • Be aware that price is only one part of a comprehensive package. Avoid early price concessions. • Carefully consider concessions that reduce price or profitability (discounts, payment terms, product features) • Know conditions in importer's market. • Focus negotiations first on substantive issues (quality and delivery), then on price. <p>Dumping</p> <p>Predatory dumping</p> <ul style="list-style-type: none"> • is intentional selling at a loss to increase market share <p>Unintentional dumping</p> <ul style="list-style-type: none"> • occurs when market factors cause the import's selling price to fall below prices in the exporter's home market <p>Antidumping duty Countervailing duties</p> <ul style="list-style-type: none"> • are imposed on imports which are subsidized in the exporter's home country. 			
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CHAPTER 10: INTERNATIONAL COMMUNICATION

Time allocation: 1 hour and 15 minutes (Week 7)

Learning objectives	Brief contents	Teaching/ Learning Strategies	Teaching Aids/ Materials	Evaluation
<p>To learn an overview of the principles of marketing communications and the management of the international communication mix from exporter's point of view.</p>	<p>Discuss the Marketing Communication Process with examples (Figure 10.1)</p> <p>International negotiations</p> <ul style="list-style-type: none"> • Parochialism (misleading perception) • Stereotyping (generalization about any group) <p>Stages of the Negotiation Process</p> <ul style="list-style-type: none"> • The offer (assess each parties' needs and commitment) • Informal meetings (trust-building among deal makers) • Strategy formulation (review and assess factors to be negotiated) • Negotiations (formal, informal, short or long) • Implementation <p>International Negotiations</p> <ul style="list-style-type: none"> • How to negotiate in other countries <ul style="list-style-type: none"> – Team assistance – Traditions and customs – Language capability – Determination of authority limits – Patience – Negotiation ethics – Silence – Persistence – Holistic view – The meaning of agreements <p>Discuss steps in Formulating Marketing Communications Strategy (Figure 10.2)</p> <p>Trade Shows and Missions</p> <ul style="list-style-type: none"> • Types of international trade events <ul style="list-style-type: none"> – Trade missions – Seminar missions – Solo exhibitions – Video / catalog exhibitions <p>Discuss the reasons for participating and not participating.</p> <p>Personal Selling</p>	<p>Presentation on the related topics and examples</p>	<p>Power Point slides</p>	<p>Question and Answers</p>

	<ul style="list-style-type: none"> • The most effective promotional tool. • High costs per contact • Keys to personal selling <ul style="list-style-type: none"> • Salesperson ability to adapt to the customer and the selling situation. • must have a thorough knowledge of the product or service. <p>Discuss and explain the levels of exporter involvement in international sales (direct export, indirect export and integrated export).</p>			
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CHAPTER 11: CHANNELS AND DISTRIBUTION STRATEGIES

Time allocation: 2 hours (Week 8)

Learning objectives	Brief contents	Teaching/ Learning Strategies	Teaching Aids/ Materials	Evaluation
<p>To study the different types of distribution channels in international markets and the factors that affect the choice of distribution</p>	<p>International Distribution</p> <ul style="list-style-type: none"> • The firm sells to its customers: <ul style="list-style-type: none"> - directly through its own sales force. - indirectly through independent intermediaries. - indirectly through an outside distribution system with regional or global coverage. • Channel structures are designed to manage multidirectional (horizontal and vertical) connections in: <ul style="list-style-type: none"> • physical movement of goods and services • transactional title flows • information communications flows <p>Discuss channel configuration with examples (Figure 11.1).</p> <p>Channel Design Considerations (11 Cs)</p> <ul style="list-style-type: none"> • Customer characteristics What do they need, why, when, and how? • Distribution culture The structural linkages and functional characteristics of existing channels. • Competition What channels does the competition use? • Company objectives Determined by company objectives for market share and profitability. • Character The nature of the product • Capital • Cost the expenditure incurred in maintaining a channel • Coverage (Intensive, Selective and Exclusive) 	<p>Presentation on the related topics and examples</p>	<p>Power Point slides</p>	<p>Question and Answers</p> <p>Midterm exam will cover chapter 1 to 11 including Chapter one's Appendix A and B (except chapter 6)</p> <p>10 % is allocated for short</p>

	<ul style="list-style-type: none"> • Control • Continuity Responsibility of the marketer and is expressed through market commitment. • Communication Social, cultural, technological, time and geographical distances cause problems. <p>Intermediaries</p> <ul style="list-style-type: none"> • Types of intermediary relationship Distributorship Agency • Type of exporting function Indirect exporting, Direct exporting and Integrated distribution • Sources for Finding Intermediaries <ul style="list-style-type: none"> – Distributor inquires – Governmental agencies – Private sources • Screening Intermediaries <ul style="list-style-type: none"> – Performance – Professionalism <p>The Distributor Agreement</p> <p>Typical terms include</p> <ul style="list-style-type: none"> – Contract duration – Geographic and customer boundaries – Compensation – Products and conditions of sale – Means of communication between parties <p>Channel Management</p> <p>Factors complicating channel management</p> <ul style="list-style-type: none"> – Ownership – Geographic, cultural, and economic distance – Different rules of law <p>Gray Markets (Parallel Importation)</p> <p>Arguments for:</p> <ul style="list-style-type: none"> • The right to “free trade.” • Consumers benefit from lower prices. • Discount distributors have found a profitable market niche. 			<p>answers and 20% is allocated for multiple choices.</p>
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	<p>Arguments against:</p> <ul style="list-style-type: none">• take unfair advantage of trademark owner's marketing and promotion.• Parallel imports deceive consumers• Termination of channel relationships<ul style="list-style-type: none">- changes in distribution channels- poor performance <p>Discuss the growing importance of E-commerce in international markets.</p>			
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CHAPTER 12: GLOBAL STRATEGIC PLANNING

Time allocation: 1 hour and 30 minutes (Week 9)

Learning objectives	Brief contents	Teaching/ Learning Strategies	Teaching Aids/ Materials	Evaluation
<p>To understand the nature of globalization and learn strategic planning process in international markets.</p>	<p>Globalization Drivers</p> <ul style="list-style-type: none"> • Market Factors <ul style="list-style-type: none"> – new consumer groups, developed infrastructures, globalization of distribution channels, cross-border retail alliances (triad) • Cost Factors <ul style="list-style-type: none"> – avoiding cost inefficiencies and duplicated efforts • Environmental Factors <ul style="list-style-type: none"> – reduced governmental barriers, rapid technological evolution • Competitive Factors <ul style="list-style-type: none"> – rapid product innovation, introduction, distribution <p>Discuss the Strategic Planning Process in details (Figure 12.3)</p> <p>1) Assessment and Adjustment of Core Strategy</p> <p>Market and Competitive Analysis</p> <ul style="list-style-type: none"> • First, understand the structure of the global market industry; the common features of customer requirements and choice factors. <p>Internal analysis</p> <ul style="list-style-type: none"> • Examine the readiness and capability of the firm to undertake strategic moves with its current resources. <p>2) Formulating Global Marketing Strategy</p> <ul style="list-style-type: none"> • Formulation begins with a series of strategic decisions • Choice of Competitive Strategy <ul style="list-style-type: none"> – Cost leadership – Differentiation – Focus • Country-Market Choice (discuss Table 	<p>Presentation on the related topics and examples</p>	<p>Power Point slides</p>	<p>Question and Answers</p>

	<p>12.2)</p> <ul style="list-style-type: none"> - Concentration or diversification - Factors in country markets selection <ul style="list-style-type: none"> • The stand-alone attractiveness of the market • Global strategic importance of the market • Possible synergies offered by the market <p>Discuss the types of Global Market Segmentation (Figure 12.6)</p> <p>Global Marketing Program Development</p> <ul style="list-style-type: none"> • Development Decisions <ul style="list-style-type: none"> - Product offering - The marketing approach (glocalization) - The location and extent of value-adding activities - Competitive moves to be made (Cross-subsidization) <p>Global Marketing Pitfalls to Avoid</p> <ul style="list-style-type: none"> • Insufficient local market research. • The tendency to over standardize the product. • Inflexibility in planning and implementation. • The “Not-Invented-Here” syndrome (NIH). <p>How to avoid the NIH syndrome</p> <ul style="list-style-type: none"> • Ensure that local managers’ participation • Encourage local managers to develop ideas for regional or global use. • Maintain product portfolio that includes local as well as regional and global brands • Allowing local managers control over their marketing budget <p>Localizing Global Marketing</p> <ul style="list-style-type: none"> • Organization structures (The shift to global account management) • Corporate culture 			
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CHAPTER 13: GLOBAL MARKET EXPANSION

Time allocation: 2 hours and 30 minutes (Week 10)

Learning objectives	Brief contents	Teaching/ Learning Strategies	Teaching Aids/ Materials	Evaluation
<p>To study the nature of full ownership, joint ventures, strategic alliance and to evaluate the benefits and drawbacks of each entry mode.</p>	<ul style="list-style-type: none"> • Foreign direct investment An equity investment to create or expand a permanent interest in a foreign enterprise. • Portfolio investment The purchase of stocks and bonds internationally. <p>Reasons for Foreign Direct Investment</p> <p>Marketing factors</p> <ul style="list-style-type: none"> – Growth and profit motivations. – Circumventing government-erected barriers to trade. – Access to low-cost resources and supply. – Local customers preference for domestic goods and services. <p>Categories of International Firms</p> <ul style="list-style-type: none"> • Resource seekers (searching for natural and human resources) • Market seekers (are searching for better opportunities to enter or expand within markets) • Efficiency seekers (attempting to obtain the most economic sources of production) <p>Derived demand results when businesses move abroad and encourage their suppliers to follow them, creating chain or pattern of direct investment in a market.</p> <p>Government incentives</p> <p>Fiscal incentives (tax holidays, allowances, credits and rebates)</p> <p>Financial incentives (special funding for land or buildings, loans and guarantees, wage subsidies)</p> <p>Non-financial incentives (guaranteed</p>	<p>Presentation on the related topics and examples</p>	<p>Power Point slides</p>	<p>Question and Answers</p>

	<p>purchases, protective tariffs, import quotas, local content requirements, infrastructure)</p> <ul style="list-style-type: none"> • Positive perspectives <ul style="list-style-type: none"> – Bring in capital, economic activity, and employment. – Transfer technology and managerial skills. – Competition, market choice, and competitiveness are enhanced. • Negative perspectives <ul style="list-style-type: none"> – Drain resources from host countries (brain drain). – Starve smaller capital markets. – Discourage local technology development. – Create new competition for local firms. <p>Types of Ownership</p> <p>Ownership patterns may be based on past experiences with similar ownership models.</p> <p>Full ownership</p> <ul style="list-style-type: none"> – Full control, full assumption of all risks. – May be desirable, but is not necessary for success internationally. <p>Joint ventures</p> <ul style="list-style-type: none"> – Shared control, shared investment risks. <p>Reasons for joint ventures:</p> <ul style="list-style-type: none"> • governmental pressure to join with local partners. • mutually beneficial commercial considerations in sharing markets, pooling resources, and local suppliers <p>Strategic alliances</p> <ul style="list-style-type: none"> • special form of JV (informal or formal agreements between two or more companies with a common business objectives) • Government consortia <ul style="list-style-type: none"> – Public-private relationship in a specific project. – Typically government supported or subsidized. – Research consortia 			
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	<p>Discuss their advantages and disadvantages.</p> <p>Contractual Arrangements</p> <p>Cross marketing The parties agree to carry out activities which are complementary and non-competitive.</p> <p>Contract manufacturing An arrangement that allows one party to outsource a product to another party while retaining control over research and development.</p> <p>Management contracting A supplier furnishes an integrated service (e.g., turnkey operation) internally to a client that is functionally important to the client.</p> <p>CLIENT ADVANTAGES</p> <ul style="list-style-type: none"> • Provide organizational skills not locally available. • Immediate availability of skills. • Management assistance and support that is not available locally. <p>SUPPLIER ADVANTAGES</p> <ul style="list-style-type: none"> • Lower risk because no equity capital is at stake. • Exercise large amounts of operational control. • The strategic advantage of being on the “inside”. • Opportunity to commercialize “know-how”. • Using experienced staff to offset business fluctuations. <p>Management Contracting Risks</p> <p>Risks to the client</p> <ul style="list-style-type: none"> – Over-dependence on the supplier. – Loss of control to the supplier. <p>Risks to the contractor</p> <ul style="list-style-type: none"> – Bidding without fully detailed insight into actual costs of delivering the service. – The effects of the loss or termination of the contract and resulting personnel problems 			
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CHAPTER 14: PRODUCT AND BRAND MANAGEMENT

Time allocation: 1 hour and 45 minutes (Week 11)

Learning objectives	Brief contents	Teaching/ Learning Strategies	Teaching Aids/ Materials	Evaluation
<p>To study about global product development process and product management.</p>	<p>The product development process</p> <p>The main goal is to build adaptability into products and product lines for worldwide appeal.</p> <p>Step 1: Idea generation Step 2: Screening Step 3: Product/process development Step 4: Scale up Step 5: Commercialization</p> <ul style="list-style-type: none"> • Lead users • Computer-aided design (CAD) • Multidisciplinary teams <p>The length of the lag in introducing a new product in foreign markets depend on</p> <ol style="list-style-type: none"> 1) The product involved 2) Degree of newness 3) Customer characteristics 4) Firm related variables 5) Degree of commitment of resources <p>Reasons for R&D Investments Abroad</p> <ul style="list-style-type: none"> • To aid technology transfer from parent to subsidiary. • To develop new and improved products specifically for foreign markets. • To develop new products and processes for simultaneous application in world markets of the firm. • To generate new technology. • Host governments see R&D centers as highly desirable investments. • To be closer to the customers <p>Global Product Development Organization</p> <ul style="list-style-type: none"> • Product development team that is 	<p>Presentation on the related topics and examples</p>	<p>Power Point slides</p>	<p>Question and Answers</p>

	<p>functionally and internationally representative.</p> <ul style="list-style-type: none"> • Focus on customer input to identify universal and market-unique product features. • Language and cultural barriers (increased communication and exchange of personnel) • R&D consortia allows companies to cooperate in developing new products and technologies. <p>The Testing of New Product Concepts</p> <p>Reasons that new international products fail:</p> <ul style="list-style-type: none"> – Relying on instinct or hunch rather than testing and research. – Lack of product distinctiveness. – Unexpected technical problems. – Mismatch between functions. <p>International Product Testing Techniques</p> <ul style="list-style-type: none"> • Limited product launch in one country market. • Laboratory test markets to capture consumer reactions in a controlled environment. (the least realistic) • Microtest marketing (in retailed grocery operated by the research agency). • Forced distribution tests (conducted in normal retail outlet) <p>The Global Product Launch (Introducing the product into countries in three or more regions within a narrow timeframe)</p> <p>Successful launches require:</p> <ul style="list-style-type: none"> – Involvement of country managers – Pre-launch attention to localization and translation requirements – Increased education and support of the sales channel <p>Benefits of a global launch</p> <ul style="list-style-type: none"> – Showcases the product – Removes old models at once 			
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	<ul style="list-style-type: none"> - Captures new product's higher margins <p>Product Portfolio Approach</p> <p>ADVANTAGES</p> <ul style="list-style-type: none"> • A global view of competitive structures. • Global strategy based on allocation of scarce resources. • Marketing objectives based on product lines in markets served • A convenient visual communication goal. <p>DISADVANTAGES</p> <ul style="list-style-type: none"> • Different international competitive behavior • Relationships between market share and profitability may vary. • Local content laws. • Different production sites impact perceptions of risk and quality. <p>Managing the Brand Portfolio</p> <ul style="list-style-type: none"> • Co-branding <ul style="list-style-type: none"> - A strategic alliance where two or more brands are combined in an offer. • Brand strategy decisions <ul style="list-style-type: none"> - Use of the corporate name. - Family brands for a wide product line. - Individual brands for each item in the product line. • Private (store) branding <ul style="list-style-type: none"> - Umbrella branding with the intermediary's name. - Separate brand names. 			
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CHAPTER 15: SERVICE MARKETING

Time allocation: 1 hour and 15 minutes (Week 12)

Learning objectives	Brief contents	Teaching/ Learning Strategies	Teaching Aids/ Materials	Evaluation
<p>To understand the nature of the services as well as problems and opportunities associated with them.</p>	<p>Differences Between Services and Goods</p> <ul style="list-style-type: none"> – Goods are physical objects, devices, or things. – Services are deeds, performances, or actions. <p>Services are generally more intangible, personalized, and perishable.</p> <p>Linkage between Services and Goods</p> <ul style="list-style-type: none"> • Goods and services complement one another. • Customer groups have differing perspectives on the features and provision of services. <p>Stand-Alone Services</p> <ul style="list-style-type: none"> • Intangibility • Perishability • Service capacity • Customer involvement • Service consistency • Market transparency • Cultural sensitivity <p>Global Transformation of Services</p> <ul style="list-style-type: none"> • Deregulation • Reduced governmental regulation • Decreased regulation by industry groups. • Technological advances • Both labor-intensive and technology-intensive services are expanding into global markets. <p>International Trade Problems in Services</p> <ul style="list-style-type: none"> • Data collection problems • Governmental justification for entry barriers <ul style="list-style-type: none"> – national Security – economic Security – protection of infant industries 	<p>Presentation on the related topics and examples</p>	<p>Power Point slides</p>	<p>Question and Answers</p> <p>Quiz II covering Chapter 12 to 15. It accounts for 5%</p>

	<p>– discriminatory and nondiscriminatory regulations</p> <p>Services and E-commerce</p> <p>Typical international services</p> <p>Marketing service internationally</p> <p>Discuss strategic implications of international services marketing (Figure 15.4)</p>			
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CHAPTER 16: GLOBAL PRICING STRATEGIES

Time allocation: 2 hour and 30 minutes (Week 13)

Learning objectives	Brief contents	Teaching/ Learning Strategies	Teaching Aids/ Materials	Evaluation
<p>To study the pricing strategies of multinational companies in international market.</p>	<p>Transfer pricing or intracorporate pricing</p> <ul style="list-style-type: none"> • Competitiveness in the international marketplace. • Reduction of taxes and tariffs. • Management of cash flows. • Minimization of foreign exchange risks. • Avoidance of conflicts with home and host governments over tax issues and repatriation of profits. • Internal concerns - goal congruence or subsidiary manager motivation. <p>Discuss the influences on Transfer Pricing Decisions</p> <ul style="list-style-type: none"> • Market conditions in target countries • Competition in target countries • Corporate taxes at home and target countries • Economic conditions in target countries (e.g inflation, fluctuating currencies) • Import restrictions • Customs duties • Price controls • Exchange controls • Reasonable profit for foreign affiliates <p>Corporate Use of Transfer Prices</p> <p>Cost-based: direct or cost-plus (most used) Market-based: discounted "dealer" pricing Arm's-length: same pricing as for unrelated parties</p> <p>Arm's Length Pricing Methods</p> <p>The comparable uncontrolled price method</p> <ul style="list-style-type: none"> – MNC member sales made to unrelated parties – MNC member purchases from unrelated parties – Sales between unrelated parties <p>The resale method</p> <ul style="list-style-type: none"> – Pricing determined by subtracting the 	<p>Presentation on the related topics and examples</p>	<p>Power Point slides</p>	<p>Question and Answers</p>

	<p>subsidiary's profit from uncontrolled selling price.</p> <p>The cost-plus method</p> <ul style="list-style-type: none"> - Pricing determined by consistently adding a profit markup to the internal seller's total product cost. <p>Any other reasonable method</p> <ul style="list-style-type: none"> - Typically the functional analysis approach of comparing the proportional contributions is used. <p>Transfer Pricing Challenges</p> <p>Internal and external problems for the multinational corporation</p> <p>Performance Measurement</p> <ul style="list-style-type: none"> • Difficulty in measuring subsidiary's apparent and actual profit performance. • Difficulty in maintaining relationships with subsidiaries that are negatively impacted by transfer pricing. <p>Taxation</p> <ul style="list-style-type: none"> • Pricing that is justified and reasonable in the home country may not be perceived as such in the host country. <p>Pricing Within Individual Markets</p> <p>Corporate Objectives</p> <p>Financial and marketing related objectives</p> <p>Market situation pricing</p> <ul style="list-style-type: none"> • Skimming • Penetration <p>Price adjustment</p> <p>Product line positioning</p> <ul style="list-style-type: none"> • Premium and mass markets <p>Costs</p> <ul style="list-style-type: none"> • procurement, manufacturing, logistics, marketing costs <p>Demand and Market Factors</p> <ul style="list-style-type: none"> - The price elasticity of consumer demand - Customer perceptions of product offerings and marketing 			
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	<p>communications.</p> <ul style="list-style-type: none"> - Cooperation and strength of intermediaries. <p>Market Structure and Competition</p> <ul style="list-style-type: none"> - Price vs non-price competition <p>Environmental Constraints</p> <ul style="list-style-type: none"> - Governments policy measures (taxes and tariffs) and price controls influence prices and pricing levels directly. <p>Arguments Against Price Controls</p> <ul style="list-style-type: none"> - The maximum price becomes the minimum price. - Labor turns against restrictions - difficulty to enforce price controls and less tax is raised. - bankruptcies and unemployment problems. <p>Pricing coordination (standard worldwide pricing could reduce parallel importation)</p> <p>Countertrade</p> <ul style="list-style-type: none"> • A type of barter arrangement • More beneficial to some countries than financial exchange transactions alone • Mechanism for firms to gain entry into new markets • Long-term sales stability • Opens market for uncompetitive goods • E-commerce may help develop online global barter economy to increase benefits of Countertrade <p>Conditions that encourage countertrade</p> <ul style="list-style-type: none"> • Lack of money (country with debt problem) • Lack of value of money • Lack of acceptability of money as an exchange medium • Greater ease of transaction by using goods • Barter arrangement • Counterpurchase or parallel barter <ul style="list-style-type: none"> - two separate contracts and may include cash 			
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	<p>– allows for imbalance in value of goods exchanged</p> <p>Discuss different types of Countertrade</p> <ul style="list-style-type: none">• Buyback or compensation arrangement• Clearing arrangements• Offset <p>Preparing for countertrade (in-house vs third party)</p>			
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CHAPTER 17: LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Time allocation: 2 hours and 30 minutes (Week 14)

Learning objectives	Brief contents	Teaching/ Learning Strategies	Teaching Aids/ Materials	Evaluation
<p>To understand the linkages between the firm, its suppliers and its customers as well as transportation, inventory, packaging and storage issues.</p>	<p>Definition: International Logistics</p> <ul style="list-style-type: none"> • "...designing and managing of a system that controls the flow of materials into, through, and out of the international corporation" – JIT - just-in-time – EDI - electronic data interchange – ESI - early supplier involvement – ECR - efficient customer response systems <ul style="list-style-type: none"> • Materials management Timely movement of raw materials, parts, and supplies through the firm • Physical distribution Movement of the firm's product to its customers <p>Three major concepts</p> <p>The Systems Concept The extensive and complex materials-flow activities within and outside of the firm must be considered in the context of their interaction.</p> <p>Total-cost concept Minimizing overall logistics costs.</p> <p>Trade-off concept Recognize that logistics activities involve trade-off in areas such as time-saved in delivery versus the increased costs of expedited delivery systems.</p> <p>Supply-Chain Management</p> <ul style="list-style-type: none"> • An integration of the three system concepts. • Value-added activities connect the company's supply side with the demand side. • Efficient supply chain design increases customer satisfaction and saves money <p>Factors necessary for the use of</p>	<p>Presentation on the related topics and examples</p>	<p>Power Point slides</p>	<p>Question and Answers</p>

	<p>logistics as a competitive tool:</p> <ul style="list-style-type: none"> - Close collaboration with suppliers and customers. - Technologically advanced information processing and communication exchange capabilities. - An integrated business infrastructure. <p>New Dimensions of International Logistics</p> <p>Basic differences</p> <ul style="list-style-type: none"> - Distance - Currency variation and exchange rate differences - Varying entry regulations - Different transportation modes <p>Country-specific differences</p> <ul style="list-style-type: none"> - Transportation systems and intermediaries vary. - Reliability of carriers may be different. - Computation of freight rates may be different <p>International Transportation Issues</p> <ul style="list-style-type: none"> • Transportation infrastructure • Availability of transportation modes <p>ocean shipping</p> <p>Liner service, bulk service, tramp service Conventional cargo vessel, container ship, roll on roll off (RORO), lighter abroad ship (LAS)</p> <p>air shipping (jumbo cargo planes, combination passenger and cargo aircraft)</p> <p>Choice of modes</p> <p>Transit time, predictability, cost, non-economic factors</p> <p>International Shipment Documentation</p> <ul style="list-style-type: none"> • Bill of Lading <ul style="list-style-type: none"> - acknowledges receipt of goods • Shipper's export declaration <ul style="list-style-type: none"> - states proper authorization for export under general or special validated export license • Packing list of contents • Shipper's declaration for dangerous goods • Dock receipts • Warehouse receipts 			
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	<ul style="list-style-type: none"> • Collection documents <ul style="list-style-type: none"> – commercial (consular) invoice – certificate of origin – import and foreign exchange licenses International freight forwarder and customs broker <p>International Inventory Issues</p> <ul style="list-style-type: none"> • Just-in-Time inventory • The level of inventory depends on <ul style="list-style-type: none"> – Order cycle time (period between the placement of an order and the receipt of merchandise) <p>the length of order cycle time and its consistency</p> <p>Altering cycle times</p> <ul style="list-style-type: none"> – Change transportation methods – Change inventory locations – Change ordering process <ul style="list-style-type: none"> • Desired level of customer service • Inventory as a strategic tool (currency valuation changes or hedging against inventory). <p>International Storage Issues</p> <ul style="list-style-type: none"> • The storage facilities location decision <ul style="list-style-type: none"> – Availability – Adequacy – Physical Conditions • Optimizing the logistics system (ranking the product according to warehousing needs) • Foreign Trade Zones (special areas for warehousing, packaging, assembly, labeling, exhibition or transshipment without paying duties) • Maquiladora program • Advantages (employment, closer to the market, transportation) <p>International Packaging Issues</p> <ul style="list-style-type: none"> • Packaging for domestic shipping may NOT be adequate for international shipping. • should arrive in a safe, undamaged, maintainable, and presentable condition. • minimize the stress of intermodal movement and storage. 			
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	<ul style="list-style-type: none"> • climatic conditions. • Weight of packaging • Follow customer instructions for labeling, packaging, and routing. • Double packaging • Use of intermodal containers <p>Management of International Logistics</p> <ul style="list-style-type: none"> • Centralized logistics management <ul style="list-style-type: none"> – Headquarters retains decision-making power and control, coordinates all logistics. • Decentralized logistics management <ul style="list-style-type: none"> – The “decentralized full profit center model” allows the organization to respond to local market conditions. Possibility for loss of coordination. • Contract logistics <ul style="list-style-type: none"> – Growing preference to outsource logistics function to “third party” specialists such as FedEx or UPS. <p>The supply chain and the Internet</p> <p>Logistics and security</p> <p>Reverse Distribution system</p> <p>“a system responding to environmental concerns that ensures a firm can retrieve a product from the market for subsequent use, recycling, or disposal”</p>			
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CHAPTER 18: GLOBAL ADVERTISING STRATEGIES

Time allocation: 2 hours (Week 14-15)

Learning objectives	Brief contents	Teaching/ Learning Strategies	Teaching Aids/ Materials	Evaluation
<p>To learn the planning for promotional campaign and to understand the nature of different promotional tools in international market.</p>	<p>Planning Promotional Campaigns</p> <p>Target Audience</p> <ul style="list-style-type: none"> - Promotional campaigns affect more than consumers who purchase the product or service. - Cause-related marketing - Corporate image advertising - multimarket target audiences <p>Campaign objectives</p> <ul style="list-style-type: none"> - Global objectives - Regional objectives - Local objectives <p>The Budget</p> <p>The promotional budget links marketing objectives with media, message, and control decisions.</p> <p>Media strategy</p> <ul style="list-style-type: none"> • Media availability • Product influences • Audience characteristics <p>(media distribution, media audience and advertising exposure)</p> <ul style="list-style-type: none"> • Global media <p>The Promotional Message</p> <p>Factors in developing the message:</p> <ul style="list-style-type: none"> - Diffusion of the product or service into the market. - Criteria on which customers evaluate the product. - The product's positioning. <p>The ideal is to have a world brand.</p> <p>"...a product that is manufactured, packaged, and positioned the same around the world."</p> <p>Localize international symbols with regional or country area themes and personalities.</p>	<p>Presentation on the related topics and examples</p>	<p>Power Point slides and show some advertisements (print and video clips)</p>	<p>Question and Answers</p>

	<p>The Media Campaign Approach</p> <p>The value of outside expertise</p> <ul style="list-style-type: none"> - Creative development skills - quality of coverage - Specialty marketing knowledge <ul style="list-style-type: none"> • Conflict in the use of mega-agencies • Decision making authority - Centralization= scale, synergy, consistency - Decentralization= proximity, flexibility, sensibility • Coordinated decentralized approach to pan-regional campaign development - strong central control - knowledge of local markets - avoids NIH syndrome <p>Measurement of Advertising Effectiveness</p> <p>Typical effectiveness-testing techniques</p> <ul style="list-style-type: none"> - Pre-testing and post-testing. - Measuring campaign's impact on sales. <p>Measures</p> <ul style="list-style-type: none"> - Sales increases and sales pattern changes. - Increases in consumer awareness and recall. - Intention to buy, coupon return. <p>Other Promotional Elements</p> <p>Personal Selling</p> <ul style="list-style-type: none"> - Typically associated big-ticket (high-priced) items such as industrial goods. - Proper training is crucial to success. <p>Sales Promotions</p> <ul style="list-style-type: none"> - promotions on intermediaries - Varying local regulations <p>Public Relations</p> <ul style="list-style-type: none"> • Internally, PR functions to - Provide Information through internal publications (e.g., newsletters and intranets). - Help create the appropriate corporate culture. 			
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	<ul style="list-style-type: none"> • Externally, PR in multinational corporations is concerned with <ul style="list-style-type: none"> – Building a global identity to build sales, product and service differentiation. – Anticipating and countering criticism of the organization. – Taking a lead role in crisis management. <p>Sponsorship marketing Ambush marketing (unauthorized use of events)</p>			
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CHAPTER 19: MARKETING ORGANIZATION, IMPLEMENTATION AND CONTROL

Time allocation: 1 hour and 30 minutes (Week 15)

Learning objectives	Brief contents	Teaching/ Learning Strategies	Teaching Aids/ Materials	Evaluation
<p>To learn the advantages and disadvantages of the organizational structures available as well as their appropriateness at various stages of internationalization.</p> <p>To understand the need for a control system.</p> <p>To study interorganizational relationships in the firm's attempt to optimize competitive response in areas most critical to its business.</p>	<p>Organizational Structure</p> <p>Basic organizational international organizational design include three categories for structure development:</p> <ul style="list-style-type: none"> - Little or no formal organization - International division. - Global organization. <p>Global Organization Structural Alternatives</p> <p>Global product structure</p> <ul style="list-style-type: none"> - Product divisions are responsible for all manufacture and marketing worldwide. - Cost efficiency - React quickly to product-specific problem - Requires adequate international experience <p>Global area structure</p> <ul style="list-style-type: none"> - Geographic divisions are responsible for all manufacture and marketing in respective areas. - Follows marketing concept closely - Suitable for varying market condition - Narrow product limes with similar end uses and end users <p>Global function structure (process structure)</p> <ul style="list-style-type: none"> - Functional areas are responsible for entire worldwide operations in own area. - May lack coordination between the financial areas. <p>Global customer structure</p> <ul style="list-style-type: none"> - Operation structures are based customer groups. <p>Mixed or hybrid structure</p> <ul style="list-style-type: none"> - combine two or more organizational simultaneously 	<p>Presentation on the related topics and examples</p>	<p>Power Point slides</p>	<p>Question and Answers</p>

	<p>Matrix structure - interaction between national subsidiaries and product division.</p> <p>Discuss evolution of International Structures (Figure 19.8)</p> <p>Decentralized versus Centralized Structure</p> <ul style="list-style-type: none"> • The decentralized structure • The centralized structure • Coordinated Decentralization – Overall corporate strategy is provided from headquarters. – Subsidiaries are free to implement it within the range agreed on with headquarters. <p>Implementation Factors affecting organizational structure and decision making</p> <ul style="list-style-type: none"> – The degree of involvement in international operations. – The business(es) in which the firm is engaged. – The size and importance of the markets. – The human resources capability of the firm. <p>Decentralized federation model Networked global organization</p> <p>Discuss Figure (19.9) The Networked global organization</p> <p>Promoting Internal Cooperation</p> <p>Moving human capital within the organization</p> <ul style="list-style-type: none"> – Teaching – Network (intercultural communication) <p>Intranet Benefits</p> <ul style="list-style-type: none"> – Increased productivity – Enhanced knowledge capital – Facilitated teamwork – Incorporation of best practices <p>Discuss the four roles for Country Organizations in details (Figure 19.10) Strategic leader, Contributor, Black Hole</p>			
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	<p>and Implementor</p> <p>Control</p> <p>Discuss comparison of Bureaucratic and Cultural Control Mechanisms and output and behavior control</p> <p>Budgets and Planning Systems</p> <ul style="list-style-type: none"> • Budgets are short-term guidelines. • Plans are formalized long-range programs. • Purposes of the budget system <ul style="list-style-type: none"> – Allocation of funds among subsidiaries. – Planning and coordination of global production capacity and supplies. – Subsidiary performance evaluation. – Communication and information exchange between subsidiaries, product organizations, and corporate headquarters. <p>Cultural Control</p> <p>“... a socialization process to integrate the employee into the organization’s culture and embrace its ideals and values”.</p> <p>Exercising control</p> <ul style="list-style-type: none"> - Should measure only dimensions over which the organization has control. - Control system should harmonize with local regulations and customs. 			
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