Firms participating in international marketing require specialized expertise regarding the global marketplace. These firms rely on professional international marketers to (1) identify market opportunities, (2) select and execute market entry strategy, and (3) design and manage a successful marketing mix. International marketers face efficiency and cost pressures to standardize their activities across markets as well as pressures to adapt activities to meet specific demands within markets. Identifying the optimal mix of standardization and adaptation to achieve local and international success is the goal that international marketers must accomplish.

The objective of this course is to provide you with a method for analyzing world markets and their respective consumers and environments, and to equip you with the tools needed to develop marketing strategies for an ever-changing global market. We will accomplish this objective through lecture and discussion of relevant concepts, readings from the business press, case analyses of actual global marketing issues, and through a computer-based international marketing simulation game, CountryManager. The simulation will entail selecting a new international market for entry, establishing a brand presence in that market, and expanding into additional foreign markets.

COURSE OBJECTIVES

- Appreciate the challenging nature of global markets, especially the standardization and adaptation dilemma.
- Understand how marketing activities are affected by the global market context.
- Distinguish the similarities and differences among mature-, new-growth, and developing-market environments.
- Identify factors and criteria to determine foreign market attractiveness.
- Develop and utilize models for assessing foreign market attractiveness.
- Formulate marketing plan for foreign market entry and growth.
- Implement marketing and manufacturing strategies in multiple foreign markets.
- Experience the complexities of decision-making in the global marketplace, where choices, actions, and outcomes in one market impact choices, actions, and outcomes in other markets.
- Sharpen group participation, writing, presentation, and critical-thinking skills.
- Introduce the student to the international marketing community and resources in the DC area.
COURSE MATERIALS


On this web site you will find practice tests, flashcards and crossword puzzles, supplementary reading materials, and other international marketing resources that will be of great value as you start developing your marketing plan.


Once you have received an e-mail from Interpretive, you can order access to the materials.

(4) IVEY School of Business Cases which are included in the CountryManager Student Manual:
   a. *Ruth’s Chris: The High Stakes of International Expansion*
   b. *Global Branding at Stella Artois*

(5) Blackboard course site – available at [www.blackboard.gwu.edu](http://www.blackboard.gwu.edu)

Articles and other supplemental materials will be available in the Blackboard outline.

COURSE REQUIREMENTS

1. 3 Quizzes 150 points (30%)
2. DC International Marketing Event Report 25 points (5%)
3. Real Client Project 50 points (10%)
4. Participation (*attendance, in-class contributions, picture sheet, etc.*) 75 points (15%)
5. *CountryManager* Quiz 25 points (5%)
6. *CountryManager* Marketing Plan 50 points (10%)
7. *CountryManager* Board Meeting 50 points (10%)
8. *CountryManager* Final Report 50 points (10%)
9. *CountryManager* Results 25 points (5%)

TOTAL POSSIBLE POINTS 500 POINTS

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OVERVIEW OF COURSE REQUIREMENTS

1. **In-Class Quizzes (30%)**

The material presented in this course is additive in nature; each topic builds on the next. To ensure that you are building a strong foundation throughout the course, a periodic quiz will be given to assess your understanding of the course material. A total of three quizzes will be given during the semester.

Quizzes will consist of multiple-choice questions and one or two short-answer questions. Short answer questions could include “define-and-give-an-example,” “compare-and-contrast,” “list,” and “explain-the-relevance-of-this-term-for-international-marketing” types of questions. You should also be prepared to explain the major lessons and issues involved in the business cases discussed in class.

2. **DC International Marketing Event Report (5%)**

Washington DC is a great place to learn about international marketing OUTSIDE OF THE CLASSROOM. Students are encouraged to seek out and attend lectures on international marketing topics during the semester. Attending these events is a great way to learn more about a marketing career and network with business and government professionals. I will make several announcements about upcoming lectures and events in class. If you hear about an event, please let me know and I will pass the information along to the class.

You must attend ONE OFF-CAMPUS DC MARKETING EVENT during the semester. Before attending the event, download the “DC Marketing Event Reflection” sheet in Blackboard under “Projects” and make sure you address all of the questions! Follow the instructions for uploading your write-up into Blackboard. Please make sure you name the document clearly using the following format: “YourName_SectionNumber_AssignmentName.doc.”

Marketing Event Reports are due within a week of the event, and no later than the last day of class.

3. **Real Client Project: “ImPersona” (10%)**

“ImPersona is a new online global personal development environment and marketplace for ideas, employing the latest social media and ecommerce tools.”

As a group, you will conduct research to determine which country you think ImPersona should enter. You must justify your country selection in a two-page (single spaced memo, 12 font) memo. This memo will consist of an analysis of important cultural, social, political, economic, and legal conditions in that country. The memo should also provide ImPersona with a snapshot of the market conditions in that country, i.e., in what stage of development/maturity is the country? What is the structure of competition in the market? What do local consumers seek? You need to be specific in identifying which demographic group/s (age, socio economic, life style and so on) and which personal development areas (spiritual, professional, physical etc) hold the most promise! What are some of the trends in the market? What are the hot prospects for a foreign company entering that country? What are things for marketers at ImPersona to watch out for (possible risk factors or cultural pitfalls, etc.)? The written memo will account for 75% of the grade for this assignment.
Groups will be formed by combining existing CountryManager teams. Two to three CM teams will cover each continent excluding North America. (e.g., 3 CM teams covering Asia, 2 teams covering Latin America, 3 teams covering Africa, 2 teams covering Europe). Each individual CM team is responsible for ONE country within the continent that they select after careful research. The larger group as a whole is responsible for presenting their regional findings in a 10-12 minute oral presentation. In addition to findings on the 2 or 3 specific countries chosen, the group should discuss their recommendations in terms of adaptation and standardization between the selected countries. The presentation will account for 25% of the grade for this assignment.

All students should dress in business formal attire for the Marketing Pitch presentation to the client!

4. **Participation (15%)**

You are strongly encouraged to ATTEND ALL CLASSES. Up to two absences will be allowed. Exceeding two absences—even documented ones—will count against your participation grade.

I expect you to be prepared for every class by having covered the assigned material. At the start of class, I may call on one or two people to “open” the class by summarizing some aspect of the assigned reading. Even if you are not selected to open a class, you should be prepared to add your own perspectives, challenge those previously offered, add examples, etc. Lively discussions are encouraged. It is perfectly acceptable to disagree or take issue with comments that are made, and to debate issues with each other. Managers do this all of the time! You need to learn to communicate your views in thoughtful and productive ways. Justification for your views is critical — you must be able to support your assertions. The participation grade will reflect both the quality and quantity of contributions to class discussions.

5. **CountryManager Quiz (5%)**

The Country Manager quiz, based on the content of the Country Manager Manuel, will be administered online on needs to be completed by the beginning of class on Tuesday, February 28. The quiz consists of multiple choice and true/false questions.

6. **CountryManager Marketing Plan (10%)**

Your team needs to develop a Marketing Plan – the roadmap for managing your entry, growth, and expansion into Latin America. Before working on your Marketing Plan, read the entire CountryManager manual. Then focus on Section 4 of the manual – Issues in International Marketing. Your plan will cover most of these topics. In order to do so, you will need to use the various reports (environment, competition, internal) to analyze the current situation and forecast how it will (or how you want it to) change. Your team’s primary goal is maximizing your overall cumulative contribution for the region. Your secondary goals are maximizing your market share and brand equity in each country that you enter.

Your instructions are to do a sequential entry (waterfall) strategy into Latin America – that is, you are not to enter more than one country at a time. For example, you will enter Mexico in period 2, a second country in period 3 or 4, a third country in period 5 or 6, etc. You should enter at least three countries (including Mexico).
Your performance/results will be evaluated as follows:

Country and regional performance relative to other teams on the following measures:

- Cumulative net contribution
- Final period net contribution
- Final period market share
- Final period brand equity

Your Marketing Plan should not exceed 7 pages of text (double-spaced, 1” margins, 12-point Times New Roman font). You may add as many exhibits as you like. All exhibits must be referred to in your text.

Organize your Marketing Plan as follows:

1. Cover sheet with group members’ names, countries you plan to enter, date, and class number (IBUS3201).
2. Executive Summary – one page description of your overall strategy (see #3, #4, #5, #6, and #7 below).
3. Situation analysis (opportunities and threats).
4. Market entry (the sequence and timing of countries you will enter). Use the Country Attractiveness Analysis spreadsheet and include it in your Appendix (refer to Appendix 2 of your CM manual).
5. Manufacturing location and sourcing (including any changes you plan to make and when).
6. Target marketing strategy (for each country you plan to enter). Each target market should represent a combination of demographics and benefit (e.g., older & healthy; see cross-section under “Brands Purchased” reports).
7. Positioning and marketing mix strategies for each country (target specific 4P strategies for each country you plan to enter).
8. Regional standardization (any manufacturing and marketing resources you plan to share across markets).
9. Appendix containing all referenced Exhibits.

Your Marketing Plan is due in class on 3/29.

7. **CountryManager Board Meeting (10%)**

20 minute meetings will be arranged for each CountryManager team to present their progress to the AllStar board. Each team will make a presentation to the board, which will be followed by questions and answers. The topics to be included in the presentation are:

1. Overview of your strategy as detailed in your Marketing Plan
2. Description of and rationale for modifications made to your initial marketing plan
3. Progress to date in each country entered
4. Future Plan regarding:
   a) Current markets
   b) New markets to be entered
   c) Plant capacity and sourcing
   d) Organizational structure – past, current, future

All team members must participate in the presentation. PowerPoint slides should be presented and one hard copy submitted at your meeting.

All students should dress in **business formal attire** for the Board Meeting.
8. **CountryManager Final Report (10%)**

Each team is to submit a report that describes your team’s performance and what you learned about being a country manager for a company expanding internationally. Your report is not to exceed ten (10) pages of text (double-spaced, 1” margins, 12-point Times New Roman font). Your Appendix may include as many exhibits as you like. All exhibits must be referred to in your text.

Organize your Final Report as follows.

1. Cover sheet with team members’ names, countries entered, and date.
2. Describe your team’s successes in implementing your strategy (as described in your Marketing Plan).
3. What would you do differently if you could revise your Marketing Plan? Use the Marketing Plan Revision template (on Blackboard) and include it as an Exhibit in your Appendix.
4. Assume you are hired away from Allstar Brands by Caremore to become their Mexico Country Manager. You are responsible for managing Clean + White in Mexico. Based on the situation at the end of the game (Period 8), what are Caremore’s major strengths and weaknesses? What will you do to improve Caremore’s performance?
5. Describe five key things you learned about being a manager for a company expanding internationally.
6. Appendix. Your Appendix should include (but is not limited to) country and regional performance. Include the following Period 8 (end of game) information:
   - Cumulative net contribution for the region
   - Net contribution for each country
   - Market share for each country
   - Brand equity for each country

The *Final Report Guideline* is available on Blackboard.

**Your Final Report is due in class on 4/26.**

9. **Final Bottom Line Results (5%)**

Students will be evaluated based on a combination of measures and rankings in *CountryManager*, which are compounded into a balanced scorecard based on the following components:

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<th>Component</th>
<th>Weight</th>
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<tr>
<td>Cumulative Net Regional Contribution</td>
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</tr>
<tr>
<td>Share of Mfr. Sales</td>
<td>(30%)</td>
</tr>
<tr>
<td>Brand Equity</td>
<td>(30%)</td>
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**COUNTRYMANAGER SIMULATION OVERVIEW**

*CountryManager* is an international marketing computer simulation game. The *CountryManager* manual begins with a case on AllStar Brands – the company you will be working for. Each student will take a multiple-choice exam on the *CountryManager* case.

You will work on *CountryManager* in small groups (3-4 people per group). The Decisions, Marketing Plan, Board Meeting, and Final Report will each be completed/submitted as a group.
The instructions for the *CountryManager* Marketing Plan, Board Meeting, Final Report, and Results follow below. Due dates are shown on the course outline in this syllabus.

Each team member will receive a single group grade for the assignments relating to *CountryManager*. Students will be asked to complete a 360-degree evaluation of their team members’ and their own contributions to the project. *It is your job to ensure that your team members are pleased with your contribution to the group project.* The professor reserves the right to adjust individuals’ grades based on these evaluations.

**COUNTRYMANAGER INSTRUCTIONS**

**Team Members, Team Leader, and Advancing the Simulation**

Please read the entire *CountryManager* manual. It will prove to be a good investment of your time. Each team must designate one member to be their “Team Leader.” The Team Leader is the only team member who can advance the simulation to the next period. Be sure to designate a Team Leader who does not have conflicts in making sure that decisions are submitted by the assigned due dates.

At the start of the simulation (Period 1) and after the Team Leader advances the game to the next period, all team members have access to the same updated information. Changes made by each team member are only visible to the individual team member. Thus it is imperative that all team members communicate the decisions they want made to all other team members including the Team Leader.

To facilitate team communications, each team will have private team-only discussion board areas on Blackboard. By clicking on Communication, then Group Pages you will then click on your team’s Discussion Board area. There you can post messages, share files, cut and paste screens from *CountryManager*, and so forth. You can post questions for me there as well. No other teams will be able to see any of your posts.

Here are four useful tips for sharing information in the *CountryManager* game.

- Copy screens in *CountryManager* and paste them into Discussion Board posts or e-mails.
- Copy screens in *CountryManager* and paste them into Word or Notepad. You can attach Word or Notepad files to your Discussion Board posts or to e-mails.
- Copy screens in *CountryManager* and paste them into Excel. You can attach Excel files to your Discussion Board posts or to e-mails.
- Make sure that each document you post in your group page is titled appropriately. Please use the following format: “TeamNumber_SectionNumber_AssignmentName.doc” This will save *you* – and *me*- lots of time!

*Your first Decisions for entering Mexico will be due on 3/1. Decisions will be due regularly thereafter - see schedule below!*
PROFESSOR’S POLICIES

Academic Integrity. The professor will strictly abide by the academic integrity policies as stated at http://www.gwu.edu/~ntegrity/code.html#definition. Academic dishonesty is defined as cheating of any kind, including misrepresenting one’s own work, taking credit for the work of others without crediting them and without appropriate authorization, and the fabrication of information. ANY ASSIGNMENT INCLUDING PLAIGERIZED MATERIAL (see Academic Integrity Code for definition) WILL RECEIVE AN F. NO EXCEPTIONS WILL BE MADE.

Late Assignments. NO LATE ASSIGNMENTS WILL BE ACCEPTED (NOTE: 5 MINUTES LATE CONSTITUTES A LATE ASSIGNMENT — PLEASE MAKE ARRANGEMENTS TO TURN YOUR ASSIGNMENTS IN BEFORE THE DEADLINE TIME). If you know you will be absent in class the day an assignment is due, you should plan on doing the work ahead of time and turning in the assignment early via email or fax. THESE ALTERNATIVE METHODS OF TURNING IN ASSIGNMENTS SHOULD BE DONE BEFORE THE CLASS PERIOD. Failure to turn in assignments before class will result in a zero for the assignment.

Laptop/Blackberry/Electronic Gadgets. I do not mind if you use your laptop to take notes or look up the Internet as it relates to in-class discussion. However, I do mind if you are surfing the web, checking email, sending text messages, or working on other class assignments. Please be respectful and use your laptops and other electronics judiciously. Please bear in mind that cold-calling is fair game at any point during class. If you are unable to respond, or provide a far less than satisfactory response, your participation grade will be seriously affected.

Group Management. You are expected to participate diligently and professionally in your assigned team. If there are issues with group dynamics, please make sure you approach me about them before they get out of hand!

Final Grades. Final grades will reflect the student’s total points earned in the course. You will be able to track your grades in the Blackboard gradebook. All grades are final.

Grading Disputes. Mistakes in grading can happen. I will do my best to grade very carefully. However, if you believe that an error has been made in the grading of your work, you should submit a WRITTEN REQUEST for a grade change. This report should include a discussion of what you got wrong and why you believe you should have gotten credit for your work. Wherever possible, provide citations from the textbook or lectures. Attach this report to the original copy of your assignment or exam, and turn it in to the professor. I will try to give you a response as soon as possible.

EXTRA-CREDIT OPPORTUNITY:

In order for you to better understand the role of academic research in international marketing, you will have the opportunity to participate in two extra credit research sessions during the course of the semester, each lasting about ½ an hour. Each session is worth ½ % of extra credit. The maximum credit you can receive for this course is 1%. More information about this opportunity will be made available at a later point during the semester!
HOW TO SUCCEED IN THIS COURSE

✓ Do your best to attend all classes.
✓ Do all of the reading, including cases, articles, and chapter material before class.
✓ Take detailed book notes after you have read the chapter. Try to not procrastinate making book notes; reading material piles up quick in this course and can get intimidating FAST!
✓ Make copies of the lecture presentation before class and bring them with you to the class meeting. Do not rely on the presentation overheads as your only lecture note material! Fill in information conveyed in lecture not on the slide.
✓ Study book notes and lecture notes together, paying special attention to where they overlap and where they are different.
✓ Get started on the CountryManager Simulation Game EARLY and make sure you keep pace with all of the decision and report deadlines. Last minute composition will reveal itself in the final product and grade!
✓ Schedule regular meetings with your group; groups should set and accomplish specific goals each meeting. Also, set early deadlines for your group members.
✓ Prepare for the business case discussions carefully! You may want to get together with a group of fellow students to discuss the respective case BEFORE class. Do not just read the text of the case. Make sure to carefully read and dissect the tables, figures, and other material in the appendices. The material presented there isVERY IMPORTANT and will constitute the primary material you will base decisions on once you are an international marketer.
✓ Please take advantage of my office hours! I really enjoy meeting students in my office! You may also make appointments with me.