



IB350 INTERNATIONAL MARKETING

IES Abroad Nice

DESCRIPTION:

International marketing is important as the world becomes increasingly globalized. In an international context, marketing managers plan and conduct transactions across borders to create exchanges that satisfy the objectives of individuals and organizations. The fact that a transaction takes place “across national borders” highlights the difference between domestic and international marketing.

The course considers the basic concepts of international marketing, the various activities necessary for international marketing planning, the beginning of international marketing activities to be conducted by a domestic firm, and relevant issues on strategy and marketing management relevant to expanded global operations.

The course uses:

- Several case studies of firms involved in implementing international marketing strategies.
- Current articles from business newspapers and magazines to be discussed on a daily basis to motivate class participation.

The selected articles illustrate the different concepts and tactics studied during the course and provide interesting and practical examples of European, Asian, and American firms implementing international marketing strategies.

CREDITS: 3 credits

CONTACT HOURS: 45 hours

LANGUAGE OF PRESENTATION: English

PREREQUISITES: None

ADDITIONAL COST: None

METHOD OF PRESENTATION:

- Lectures: Part of each class will consist of discussions of key themes. The students will be provided with the texts to read for each class - distributed through Moodle -, together with a list of reading questions designed to focus their attention on key points and concepts in the texts. These texts will form the basis of the class discussions.
- Class discussions, case studies and student presentations: in-class presentations will serve to illustrate the issues presented in the lectures, the readings and the research paper work. Additional reading may be assigned during the course of the semester.
- Group and single work: students will work on texts or in-class presentations individually or in groups up to 3 students.
- Video- and film presentation: screening of film extracts or entire movies. Students will be provided with background information about the films and a list of questions to consider when they view them.

REQUIRED WORK AND FORM OF ASSESSMENT:

- Course Participation - 10%
- Press Reviews and Oral Presentations - 20%
- Group Case Analysis - 20%
- Midterm Exam - 25%
- Final Exam - 25%

Each week, one student will present a press review by selecting a press article on the topic covered during the week. The students will also in turn present a short summary of the assigned readings which will be discussed in class.

GRADING:

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The following numeric grading scale is applied:

Percentage	Letter Grade
93-100	A
90-92.9	A-
87-89.9	B+
83-86.9	B
80-82.9	B-
77-79.9	C+
73-76.9	C
70-72.9	C-
65-69.9	D
0-64.9	F

LEARNING OUTCOMES:

By the end of the course, students will be able to:

- Analyze the environmental variables that influence international marketing
- Describe the strategies and tactics that can lead to successful international marketing given those environmental conditions
- Discuss the more typical management decisions and problems faced, highlighting those peculiar to the international arena
- Understand how managers perform the functional tasks that constitute international marketing such as marketing intelligence and “mix” adaptations
- Analyze a real-world case study involving complicated international marketing issues and provide recommendations in both written form and in the form of a group presentation

ATTENDANCE POLICY:

Attendance is mandatory for all IES Abroad classes. Any exams, tests, presentations, or other work missed due to student absences can only be rescheduled in cases of documented medical or family emergencies. If a student misses more than two classes in any course half a letter grade will be deducted from the final grade for every additional absence. Seven absences in any course will result in a failing grade.

CONTENT:

Session	Content	Assignments
Session 1.	Course Overview. Basics of International Marketing.	

Session	Content	Assignments
Session 2.	Cultural Environment: Culture, Elements of Culture.	<ul style="list-style-type: none"> Hofstede's Dimensions of Culture (class hand-out on Moodle). Fromowitz, Mike (2013). "Cultural blunders: Brands gone wrong," Campaign, October 7, 2013. Available online: https://www.campaignasia.com/article/cultural-blundersbrands-gone-wrong/426043 Waldron, Spender (2015). "Culture Plays a Vital Role in International Marketing," Brand Quarterly, October 30, 2015. Available online: http://www.brandquarterly.com/cultureplays-a-vital-role-in-international-marketing-efforts Clifford, Stephanie (2008). "How to Get Ahead in China." Inc. Magazine, May 2008. Online access: http://www.inc.com/magazine/20080501/how-to-getahead-in-china.html. Accessed April 12, 2010. "Why Western Marketing Strategies Fail in China," (2016). Internships China, July 15, 2016. Available online: http://internshipschina.com/western-marketing-strategiesfail-china/
Session 3.	The Cultural Environment: Sources of Cultural Knowledge, Cultural Analysis.	<ul style="list-style-type: none"> P. Christopher Earley and Elaine Mosakowski, "Cultural Intelligence", HBR 10 must reads. Available on Moodle. Diagnose your Cultural Intelligence - test yourself. Myers E. The Culture Map (2014), Chapter 8: How late is late. Available on Moodle Andy Molinsky, "Global Dexterity: How to Adapt Your Behavior Across Cultures Without Losing Yourself in the Process" (2013), Harvard Review Press Reading Available on Moodle pages 1 to 40. In-class activity: take the test: Assess your own level of Competence, Authenticity and resentment page 39-40 In class assessment: How we Perceive Time Affects How We Manage It: Monochronic vs. Polychronic Time. Innovint. Available on Moodle
Session 4.	The Cultural Environment: Sources of Cultural Knowledge, Cultural Analysis.	<ul style="list-style-type: none"> Cateora, Philip R., John L. Graham and Prashant Salwan (2008). "Case Study 2-1: The Not-so-Wonderful World of EuroDisney- Things Are Better Now at Paris Disneyland," in International Marketing 13th Edition. New York: McGraw-Hill (2008), pp. 727-731. "Hofstede's 5 Dimensions of Culture." Available at http://www.geert-hofstede.com "Global Brand Adaptation and Culture — The Hofstede Model Dimensions," (2015), Brand Manager Guide, September 17, 2015. Available online: https://brandmanagerguide.com/2015/09/17/global-brandadaptation-and-culture-the-hofstede-model-dimensions/ Mangu-Ward, Katherine (2009). "Free beer: brewing individualism," in Reason Magazine, March 2009. Available online at: http://www.reason.com/news/show/131408.html

Session	Content	Assignments
Session 5.	The Legal And Political Environment.	<ul style="list-style-type: none"> Egan, Matt (2017). "Corona has a Trump-Mexico problem," CNN Money, January 17, 2017. Available online: http://money.cnn.com/2017/01/17/investing/corona-trumpconstellation-brands/index.html Melick, James (2012). "Russia's growth stifled by corruption," in BBC News, "June 29, 2012. Online: http://www.bbc.com/news/business-18622833 Oster, Shai (2015). "Alibaba Clash Spotlights China Political Risk for Business," in Bloomberg Business, January 29, 2015. Online: http://www.bloomberg.com/news/articles/2015-01-29/alibaba-clash-fuels-concern-of-china-political-risk-forbusiness Sherman, Natalie (2018). "Industry ferment: US wine industry crushed over tariffs," BBC News, March 29, 2018. Available online: http://www.bbc.com/news/business-43560477
Session 6.	Ethics in International Marketing.	<ul style="list-style-type: none"> Garcia-Martinez, Antonio (2017). "I'm an ex-Facebook exec: don't believe what they tell you about ads," The Guardian, May 2, 2017. Available online: https://www.theguardian.com/technology/2017/may/02/facebook-executive-advertising-data-comment Vasilyeva, Nataliya (2012). "Bribes part of everyday life in Putin's Russia," The World Post, February 24, 2012. Online: http://www.huffingtonpost.com/huffwires/20120224/eurussia-living-with-corruption/
Session 7.	The Economic Environment.	<ul style="list-style-type: none"> The Path to Enlightenment (2007), in Crane's Chicago Business (2007). Available: http://www.chicagobusiness.com/cgibin/article.pl?article_id=27686&seenIt=1. Accessed May 24, 2009. "The growing role of emerging markets in shaping global demand" (2014), in Monitor ICEF, March 6, 2014. Online: http://monitor.icef.com/2014/03/the-role-of-emergingmarkets-in-shaping-global-demand/ "When giants slow down" (2013), in the Economist, July 27, 2013. Online: http://www.economist.com/news/briefing/21582257-mostdramatic-and-disruptive-period-emerging-market-growthworld-has-ever-seen
Session 8.	The Economic Environment.	<ul style="list-style-type: none"> "Multinational brewers look to tap Africa's \$13bn beer market," Financial Times, April 18, 2017. Available online: https://www.ft.com/content/8ded3a9e-193b-11e7-9c35-0dd2cb31823a "Chinese consumers: Doing it their way" (2014). The Economist, January 25, 2014. Online: http://www.economist.com/news/briefing/21595019-market-growing-furiously-getting-tougher-foreign-firmsdoing-it-their-way

Session	Content	Assignments
Session 9.	Research: Building the Knowledge Base.	<ul style="list-style-type: none"> Brooke, Zach (2017). “3 Common Pitfalls of International Market Research (and How to Avoid Them),” American Marketing Association, October 1, 2017. Available online: https://www.ama.org/publications/MarketingNews/Pages/3-common-pitfalls-of-international-market-research-and-howto-avoid-them.aspx Market Potential Index 2017. globalEDGE/Michigan State University. May 19, 2017. Available online: https://globaleedge.msu.edu/mpindex#dimensions Sources for International Marketing Research, KnowThis.com. Available online: https://www.knowthis.com/othermarketing-issues-weblinks/global-marketing Vrontis, Demetris and Pavlos Pavlou (2008). “The External Environment and its effect on strategic marketing planning: a case study for McDonald’s,” J. International Business and Entrepreneurship Development, Vol. 3, 2008, pp. 289-298.
Session 10.	Strategic Assessment tools Before Entering a Market.	
Session 11.	Foreign Market Entry.	<ul style="list-style-type: none"> Hill, Charles L. (2005). “Wal-Mart’s Mexican Adventure,” in International Business: Competing in the Global Marketplace 5th Edition. New York: McGraw-Hill (2008), pp. 515-519. Boyle, Matthew (2009). “Wal-Mart’s Painful Lessons,” in Bloomberg Businessweek, October 13, 2009. Online access: http://www.businessweek.com/managing/content/oct2009/ca20091013_227022.htm “Wal-Mart is Blowing It in This Huge Emerging Market,” (2016). Reuters, February 17, 2016. Available online: http://fortune.com/2016/02/17/wal-mart-is-blowing-it-inthis-huge-emerging-market/
Session 12.	From Situation Analysis to Segmentation, Targeting & Positioning.	<ul style="list-style-type: none"> Dolan, Robert J. (1997). “Note on Marketing Strategy,” HBS Class Note 9-598-061. Boston: Harvard Business School Publishing (1997). Keller, Kevin Lane, Brian Sternthal, and Alice Tybout (2002). “Three Questions You Need to Ask Your Brand,” Harvard Business Review Reprint R0209F. Baker, Deren (2017). “What Netflix Habits Reveal About Your Target Audience,” Entrepreneur, October 19, 2017. Available online: https://www.entrepreneur.com/article/302873
Session 13.	Profit Margins and Breakeven Analysis.	<ul style="list-style-type: none"> Steenburgh, Thomas and Jill Avery (2011). “Marketing Analysis Toolkit: Breakeven Analysis,” HBS Case 9-510-080. Boston: Harvard Business School Publishing (Revised July 26, 2011).

Session	Content	Assignments
Session 14.	The International Marketing Plan.	<ul style="list-style-type: none"> • Baggonkar, Swaraj (2009). "Nissan's Infiniti brand may debut in India," Business Standard, September 29, 2009 (available online). • Bhattacharya, Roudra (2010). "GM Considers driving Cadillac into India," The Hindu BusinessLine, October 8, 2010. (available online). • Goyal, Malini (2012). "BMW versus Mercedes versus Audi: What it means for buyers?" The Economic Times, March 25, 2012. (available online). • Harvard Business School Publishing Corporation (2006). "Creating a Marketing Plan: An Overview." Boston: Harvard Business School Press. Available here: http://isites.harvard.edu/fs/docs/icb.topic659444.files/MarketingPlanOverview.pdf
Session 15.	Product Adaptation and Brand Management.	<ul style="list-style-type: none"> • Jacobs, Harrison (2018). "KFC is by far the most popular fast food in China and it's nothing like the US brand — here's what it's like," Business Insider, April 15, 2018. Available online: http://www.businessinsider.com/most-popular-fast-foodchain-in-china-kfc-photos-2018-4 • Ritson, Mark (2018). "The Diet Coke relaunch shows its marketers have lost the plot," Marketing Week, January 17, 2018. Available online: https://www.marketingweek.com/2018/01/17/mark-ritsondiet-coke-relaunch/ • Singer, Natasha (2012). "At Estee Lauder, A Brand is Developed Just for China," The New York Times, September 24, 2012 (available online). • Strom, Stephanie (2016). "Pabst Raids Dad's Beer Fridge as It Looks to the Future," The New York Times, April 1, 2016. Available online: https://www.nytimes.com/2016/04/02/business/pabstsnew-owner-digs-into-old-recipes-as-it-looks-to-the-future.html?src=me

Session	Content	Assignments
Session 16.	Brand Personality and International Brand Management.	<ul style="list-style-type: none"> • Gillett, Rachel (2014). "What Your Logo's Color Says About Your Company," FastCompany, March 31, 2014 (available online). • MindTools (2018). "Keller's Brand Equity Model: Building a Powerful Brand," MindTools, 2018. Available online: https://www.mindtools.com/pages/article/keller-brandequity-model.htm • Mittal, Vikas (2017). "How Brands Can Leverage the 'Buy American' Movement," American Marketing Association, April 4, 2017. Available online: https://www.ama.org/publications/MarketingNews/Pages/brands-leverage-buy-american-sentiment.aspx • Staplehurst, Graham and Suthapa Charoenwongse (2012). "Why Brand Personality Matters: Aligning Your Brand to Cultural Drivers of Success," Millward Brown: Point of View (2012) (available online).
Session 17.	Brand Management (Contd.)	<ul style="list-style-type: none"> • Rogers, Charlotte (2016). "How Chinese brands are breaking through in the West," Marketing Week, September 21, 2016. Available online: https://www.marketingweek.com/2016/09/21/how-chinesebrands-are-shifting-consumer-perceptions-in-the-uk/ • Sawatzky, Robert (2017). "Huawei's new global corporate brand swagger," Campaign, November 9, 2017. Available online: https://www.campaignlive.com/article/huaweis-newglobal-corporate-brand-swagger/1449675 • "Building Brand Identity in China," Millward Brown: Point of View (2014) (available online).
Session 18.	Review for Midterm.	
Session 19.	MIDTERM EXAM	
Session 20.	MIDTERM EXAM	

Session	Content	Assignments
Session 21.	Communication & Promotional Strategies.	<ul style="list-style-type: none"> McKinsey & Company (2017). “Ten years on the consumer decision journey: Where are we today?” McKinsey Blog, November 17, 2017. Available online: https://www.mckinsey.com/about-us/new-at-mckinseyblog/ten-years-on-the-consumer-decision-journey-whereare-we-today Satel, Greg (2015). “Marketers Need to Drastically Rethink the Consumer Decision Journey,” Forbes, October 12, 2015. Available online: https://www.forbes.com/sites/gregsatell/2015/10/12/marketers-need-to-drastically-rethink-the-customer-decisionjourney/#792fbe6a260a Whitler, Kimberly (2014). “Why Word of Mouth Marketing is the Most Important Social Media,” Forbes, July 17, 2014. Available online: https://www.forbes.com/sites/kimberlywhitler/2014/07/17/why-word-of-mouth-marketing-is-the-most-important-socialmedia/#70fc467b54a8 American Express: Step-by-step ideas for planning a new marketing campaign. Available online: https://www.americanexpress.com/uk/content/merchant/pdf/support-and-services/uk_marketing_guide.pdf
Session 22.	Communication & Promotional Strategies (Contd.)	<ul style="list-style-type: none"> Berger, Jonah (2012). “Crafting Contagious,” Google Think Newsletter, July 2012 (available online). Ellis, Dawn (2014). “The Ultimate Guide to Determining ROI in Your Social Media Campaigns,” Social Media Today, November 5, 2014 (available online). Cespedes, Frank (2015). “Is Social Media Actually Helping Your Company’s Bottom Line?” Harvard Business Review, March 3, 2015. Available online: https://hbr.org/2015/03/is-socialmedia-actually-helping-your-companys-bottom-line

Session	Content	Assignments
Session 23.	Group Presentation: Kraft Canada.	<ul style="list-style-type: none"> Case Study: Kraft Foods Canada: Targeting the Millennials (2016). (Ivey Publishing). Krashinsky, Susan (2017). "How marketing is changing to reach millennial moms," The Globe and Mail, March 25, 2017. Available online: https://www.theglobeandmail.com/report-on-business/industry-news/marketing/how-marketing-is-changing-to-reach-millennial-moms/article18056406/ Paterik, Stephanie (2017). "Marketing to Millennial Parents: Digital Natives Are All Grown Up and Disrupting the Parenthood Economy," AdWeek, August 13, 2007. Available online: http://www.adweek.com/brandmarketing/marketing-to-millennial-parents-digital-natives-are-all-grown-up-and-disrupting-the-parenthood-economy/ WARC (2016). "Barbie engages millennial moms," WARC, December 8, 2016. Available online: https://www.warc.com/newsandopinion/news/barbie_engages_millennial_moms/37873
Session 24.	Class Debate (English Parliament format) on Ethical considerations on Kraft Canada Group Presentations.	
Session 25.	Group Presentation: Planters Nuts.	<ul style="list-style-type: none"> Case Study: Planters Nuts. (2016) (HBS). rob@rlsgroup.com (2017). "Mr. Peanut and Planters — Branding Evolution," RLS Group, June 19, 2017. Available online: http://www.rlsgroup.com/branding/ Di Somma, Mark (2015). "The Future for Iconic Brands," Branding Strategy Insider, March 30, 2015. Available online: https://www.brandingstrategyinsider.com/2015/03/futureiconic-brands.html#.WuT_t9VuZz9 Day, Beth (2016). "Flavor innovation going nuts," bakingbusiness.com, August 15, 2016. Available online: http://www.bakingbusiness.com/articles/news_home/Trends/2016/08/Flavor_innovation_going_nuts.aspx?ID=%7B907455C8-5CC9-42BD-BED7-7D6CF52EFE1D%7D&cck=1 Watson, Elaine (2017). "I need chocolate, Alexa . . . sweets, snacks, and the Amazon effect," foodnavigator-usa.com, December 20, 2017. Available online: https://www.foodnavigatorusa.com/Article/2017/09/18/One-Click-Retail-delves-intosweets-snacks-sales-on-Amazon#
Session 26.	Pricing Strategies.	<ul style="list-style-type: none"> Hollensen, Svend (2006). "Marketing Mix Decisions II: Pricing," from Marketing Planning: A Global Perspective. McGraw Hill Education 2006. (26 pages). Smart Pricing: How Google, Priceline and Leading Business Use Pricing Innovation for Profitability. Upper Saddle River: Prentice Hall (2010), pp. 1-18.

Session	Content	Assignments
Session 27.	Group Presentation: L’Oreal Paris Distribution Strategies.	<ul style="list-style-type: none"> • Distribution Channels (2010), from marketingmo.com. Available: http://www.marketingmo.com/strategicplanning/how-to-develop-your-distribution-channels/ • Taylor, Victoria (2010). “Elle: More Than a Magazine,” in forbes.com, July 30, 2010. Online access: http://www.forbes.com/2010/07/30/ipad-microsoft-ellepublishing-advertising-magazine-fashion-brand-cmonetwork-robin-domeniconi.html • Case Study: Ombre, Tie-Dye, Splat Hair: Trends or Fads?; “Pull” and “Push Social Media Strategies at L’Oreal Paris. (INSEAD) (2014). • ThinkwithGoogle.com (2014). “L’Oreal Paris discovers the beauty of search for building brand love,” ThinkwithGoogle.com, June 2014. Available online: https://www.thinkwithgoogle.com/marketingresources/loreal-paris-builds-brand-love-with-search/ • Hutchinson, Andrew (2015). “Big Brand Theory: L’Oreal Stays Connected to Their Audience via Social,” SocialMediaToday, September 9, 2015. Available online: https://www.socialmediatoday.com/specialcolumns/adhutchinson/2015-09-09/big-brand-theory-lorealstays-connected-their-audience
Session 28.	Class Debate (English Parliament format) on Cultural Considerations on L’Oréal Group Presentation.	
Session 29.	Group Presentation: WestJet	<ul style="list-style-type: none"> • Case Study: WestJet: A New Social Media Strategy (Ivey) (2016). • Rampton, John (2014). “Why Most Social Media Strategies Fail,” Forbes, April 22, 2014. Available online: https://www.forbes.com/sites/johnrampton/2014/04/22/why-most-social-media-strategies-fail/#1101abef3a9b • Talbot, Kate (2015). “5 Ways to Use Snapchat for Business,” SocialMedia. Examiner, July 28, 2015. Available online: https://www.socialmediaexaminer.com/5-ways-to-usesnapchat-for-business/
Session 30.	Review for Final Exam	

REQUIRED READINGS:

This course uses case studies as a teaching tool, which will be supplied in pdf format on the IES Abroad course Moodle page. These case studies are purchased from The Case Center and require payment of a per-student copyright fee. Your instructor will tell you how to access the case studies, and when to use them. All students taking the course will be charged the per-student fee for the case studies, whether they access them or not, and will be billed directly to their home address. You will receive an email after the end of the add/drop period with an explanation of these costs, which will be similar to textbook costs for a standard business course.

- “Building Brand Identity in China,” Millward Brown: Point of View (2014) (available online).
- “Chinese consumers: Doing it their way” (2014). The Economist, January 25, 2014. Online: <http://www.economist.com/news/briefing/21595019-market-growing-furiously-getting-tougher-foreign-firms-doing-it-their-way>
- “Global Brand Adaptation and Culture — The Hofstede Model Dimensions,” (2015). Brand Manager Guide, September 17, 2015. Available online: <https://brandmanagerguide.com/2015/09/17/global-brand-adaptation-and-culture-the-hofstedemodel-dimensions/>
- “Hofstede’s 5 Dimensions of Culture.” Available at <http://www.geert-hofstede.com>
- “The growing role of emerging markets in shaping global demand” (2014). in Monitor ICEF, March 6, 2014. Online: <http://monitor.icef.com/2014/03/the-role-of-emerging-markets-in-shaping-global-demand/>
- “Wal-Mart is Blowing It in This Huge Emerging Market,” (2016). Reuters, February 17, 2016. Available online: <http://fortune.com/2016/02/17/wal-mart-is-blowing-it-in-this-huge-emerging-market/>
- “When giants slow down” (2013), in the Economist, July 27, 2013. Online: <http://www.economist.com/news/briefing/21582257-most-dramatic-and-disruptive-period-emerging-market-growthworld-has-ever-seen>
- “Why Western Marketing Strategies Fail in China,” (2016). Internships China, July 15, 2016. Available online: <http://internshipschina.com/western-marketing-strategies-fail-china/>
- American Express: Step-by-step ideas for planning a new marketing campaign. Available online: https://www.americanexpress.com/uk/content/merchant/pdf/support-and-services/uk_marketing_guide.pdf
- Baggonkar, Swaraj (2009). “Nissan’s Infiniti brand may debut in India,” Business Standard, September 29, 2009 (available online).
- Baker, Deren (2017). “What Netflix Habits Reveal About Your Target Audience,” Entrepreneur, October 19, 2017. Available online: <https://www.entrepreneur.com/article/302873>
- Berger, Jonah (2012). “Crafting Contagious,” Google Think Newsletter, July 2012 (available online).
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- Boyle, Matthew (2009). “Wal-Mart’s Painful Lessons,” in Bloomberg Businessweek, October 13, 2009. Online access: http://www.businessweek.com/managing/content/oct2009/ca20091013_227022.htm
- Brooke, Zach (2017). “3 Common Pitfalls of International Market Research (and How to Avoid Them),” American Marketing Association, October 1, 2017. Available online: <https://www.ama.org/publications/MarketingNews/Pages/3-commonpitfalls-of-international-market-research-and-how-to-avoid-them.aspx>
- Cateora, Philip R., John L. Graham and Prashant Salwan (2010). “Case Study 2-1: The Not-so-Wonderful World of EuroDisney—Things Are Better Now at Paris Disneyland,” in International Marketing, 15th Edition. New York: McGraw-Hill (2008), pp. 727-731.
- Cespedes, Frank (2015). “Is Social Media Actually Helping Your Company’s Bottom Line?” Harvard Business Review, March 3, 2015. Available online: <https://hbr.org/2015/03/is-social-media-actually-helping-your-companys-bottom-line>
- Chandrasekhar, R. and Allison Johnson (2016). Kraft Foods Canada: Targeting the Millennials. Ivey Publishing Case #9B16A015. June 5, 2016.
- Clifford, Stephanie (2008). “How to Get Ahead in China.” Inc. Magazine, May 2008. Online access: <http://www.inc.com/magazine/20080501/how-to-get-ahead-in-china.html>
- Day, Beth (2016). “Flavor innovation going nuts,” bakingbusiness.com, August 15, 2016. Available online: http://www.bakingbusiness.com/articles/news_home/Trends/2016/08/Flavor_innovation_going_nuts.aspx?ID=%7B907455C8-5CC9-42BD-BED7-7D6CF52EFE1D%7D&cck=1
- Di Somma, Mark (2015). “The Future for Iconic Brands,” Branding Strategy Insider, March 30, 2015. Available online: https://www.brandingstrategyinsider.com/2015/03/future-iconic-brands.html#.WuT_t9VuZz9
- Distribution Channels (2010), from Marketingmo.com. Available: <http://www.marketingmo.com/strategic-planning/howto-develop-your-distribution-channels/>
- Dolan, Robert J. (1997). “Note on Marketing Strategy,” HBS Class Note 9-598-061. Boston: Harvard Business School Publishing (1997).
- Dolan, Robert J. and Donald K. Ngwe (2016). Planters Nuts. Boston: Harvard Business School Publishing. Case Study 9-516-004. April 29, 2016.

- Dubois, David and Katrina Bens (2014). Ombre, Tie-Dye, Splat Hair: Trends or Fads?; “Pull” and “Push” Social Media Strategies at L’Oreal Paris. INSEAD Business Case #514-063-1 (updated February 2017).
- P. Christopher Earley and Elaine Mosakowski, “Cultural Intelligence”, HBR 10 must reads. Available on Moodle. Diagnose your Cultural Intelligence - test yourself.
- Egan, Matt (2017). “Corona has a Trump-Mexico problem,” CNN Money, January 17, 2017. Available online: <http://money.cnn.com/2017/01/17/investing/corona-trump-constellation-brands/index.html>
- Ellis, Dawn (2014). “The Ultimate Guide to Determining ROI in Your Social Media Campaigns,” Social Media Today, November 5, 2014 (available online).
- Fick, Maggie (2017). “Multinational brewers look to tap Africa’s \$13bn beer market,” Financial Times, April 18, 2017. Available online: <https://www.ft.com/content/8ded3a9e-193b-11e7-9c35-0dd2cb31823a>
- Fromowitz, Mike (2013). “Cultural blunders: Brands gone wrong,” Campaign, October 7, 2013. Available online: <https://www.campaignasia.com/article/cultural-blunders-brands-gone-wrong/426043>
- Garcia-Martinez, Antonio (2017). “I’m an ex-Facebook exec: don’t believe what they tell you about ads,” The Guardian, May 2, 2017. Available online: <https://www.theguardian.com/technology/2017/may/02/facebook-executive-advertising-datacomment>
- Gillett, Rachel (2014). “What Your Logo’s Color Says About Your Company,” Fast Company, March 31, 2014 (available online).
- Goyal, Malini (2012). “BMW versus Mercedes versus Audi: What it means for buyers?” The Economic Times, March 25, 2012. (available online).
- Harvard Business School Publishing Corporation (2006). “Creating a Marketing Plan: An Overview.” Boston: Harvard Business School Press. Available here: <http://isites.harvard.edu/fs/docs/icb.topic659444.files/MarketingPlanOverview.pdf>
- Hill, Charles L. (2005). “Wal-Mart’s Mexican Adventure,” in International Business: Competing in the Global Marketplace 5th Edition. New York: McGraw-Hill (2008), pp. 515-519.
- Hofstede’s Dimensions of Culture (class hand-out on Moodle)
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RECOMMENDED READINGS:

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- Jeannet Hennessey, Global Marketing Strategies, Fifth Edition. ISBN 0 618 07188 1.
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