



**MG/IB 355 INTERNATIONAL MARKETING MANAGEMENT: EUROPE**  
**IES Abroad London**

**DESCRIPTION:** This key marketing course is designed to give students an insight into the strategic problems and opportunities companies face as they move to global markets, in general, and European markets, in particular. Solid knowledge and an understanding of the markets in which companies operate are important for all business activities. The course focuses on strategic marketing issues such as the application of the marketing mix in an international business environment, and international branding and advertising. The challenges of product and media proliferation, distribution channels and media will also be discussed. The opportunities for successful marketing in a European environment will be explored. The course provides the students with a comparative framework for understanding different marketing systems, and macro-environmental variables of different countries. Participants will also be able to develop and implement a competitive marketing strategy for Europe.

**CREDITS:** 3 credits

**CONTACT HOURS:** 45 hours

**LANGUAGE OF INSTRUCTION:** English

**PREREQUISITES:** None

**ADDITIONAL COST:** None

**METHOD OF PRESENTATION:**

- Lecture topics will be complemented by a large number of case studies and a course project that will be done under the guidance of the course tutor.
- Students will learn the theoretical applications of the discipline through analyzing 'real-life' case scenarios and by developing their course projects.
- A considerable amount of self-directed learning will take place through reading assignments and the case analysis and write-ups.

**REQUIRED WORK AND FORM OF ASSESSMENT:**

- Mid-term paper 30%
- Participation in discussion 10%
- Individual and group presentations 10%
- Course Project 50%

The mid-term paper is an "open book" take-home exam allowing students to draw on their required reading and supplemental research. Papers should be 1500 words in length.

The individual and group presentations will show the ability of the students to work in a team and assess the challenges and opportunities facing the international marketer.

Participation in discussion is a key component of the course. All students are expected to contribute to the discussion in a constructive and substantiated way. The style of the discussion will be informal, questioning and participative.

The course project will include a report of a European country and marketing plan for launching a product or brand in that particular market. It is possible also to draft a marketing plan for launching a European product to the U.S. market. This paper will demonstrate the student's skills in developing international marketing strategies.



**LEARNING OUTCOMES:**

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

- A good understanding of the global environment and the European environment, an ability to formulate international marketing strategies,
- An ability to identify, generate and utilize information useful in international marketing decision- making;
- An ability to develop and implement promotional strategies for global and European markets.
- An ability to apply various methodologies and marketing techniques in different environments and markets.
- The course allows the students to develop a good knowledge of the most important issues of European marketing and to get the European perspective of global marketing.

**ATTENDANCE POLICY:**

Regular class attendance is mandatory. Irregular attendance may result in a lower grade in the course, and/or disciplinary action. The IES Abroad London class attendance policy does not allow for unexcused absences, and grades will be docked one-half letter grade for each such absence. Rare exceptions will be made for the following reasons:

- The student is too sick to attend class. In this instance, the student must call the IES Abroad Centre before class to notify any of the IES Abroad staff. It is not sufficient either to email, send a message with a friend or call the Centre after the class has started.
- A serious illness or death in the immediate family requiring a student to travel home. This requires written approval from the Centre Director before departure.

Arriving more than 10 minutes late to class may count as an unexcused absence. Immigration laws in the UK are extremely strict, and we jeopardize our legal status in hosting students who do not regularly attend class. Students who do not attend class regularly will be reported to the appropriate officials and risk dismissal from the program and deportation from the UK. If a student incurs absences representing 25% of the total class hours, they will be contacted by the Academic Programme Manager (APM) and Centre Director (CD). If these absences are made up exclusively of unexcused non-attendance, this will trigger a disciplinary review. If these absences are made up of excused non-attendance, a meeting will be held to discuss the underlying reasons for lack of attendance, and to discuss ways it can be maintained for the duration of the term. If the 25% threshold is reached due to a mixture of excused and unexcused absences, students will also be asked to attend a meeting to discuss.

**CONTENT:**

Session	Content	Assignments
<p><b>Session 1</b></p>	<p><b>Course Introduction The challenges of Globalisation</b></p> <p><b>We shall discuss the changes in the global environment - emerging markets, political tensions, the rise of protectionism and bilateralism, social media, increased role of consumer insights and data management in international marketing. The differences between domestic, International, global and cross-cultural marketing will be highlighted.</b></p>	<p><b>Homework Readings:</b></p> <p>- Doole, I., &amp; Lowe R.,(2016) <i>International Marketing Strategy. Analysis, development and Implementation</i>, 7<sup>th</sup> ed), pp2-31 Ch.1 <i>An introduction to international marketing-</i></p> <p>Hollensen S. (2020) <i>Global Marketing: Decision Oriented Approach</i>, 8-th ed., pp 3-50 , Ch. 1 Global Marketing in the firm</p>

<p><b>Session 2</b></p>	<p><b>The International Marketing Environment</b>  The international marketing environment is multidimensional and complex. The students will be introduced to different models for its analysis and the different factors influencing international marketing – economic, socio-cultural, political, technological, legal, sustainability. A special attention will be paid to the specifics of the European marketing environment. The rationale for a global expansion and the incentives for internationalization will be also discussed.</p>	<p><b>Homework Readings:</b>  <i>Doole &amp; Lowe, Pp 34-59 Ch.2 The worlds Trading environment</i>  <i>Hollensen, S. pp101-144, Ch. 4. Development of the firm’s international competitiveness</i>  <i>Case studies from Hollensen S (7<sup>th</sup> ed.):</i>  -pp155-161 Zara; pp 161-165 Manchester United; pp 165-172 Adidas: the No2 in the global sportswear is challenging the No 1</p>
<p><b>Session 3</b></p>	<p><b>The Socio-Cultural Environment</b>  Definitions of culture and cultural models will be discussed. A special attention will be paid to the applicability of the different cultural models in international marketing, the role of culture in international marketing mix development will be discussed as well as the need for managing cultural differences in international marketing research, international negotiations and establishing strategic alliances.  <i>Course related Trip: UK iconic brands and retail outlets</i></p>	<p><b>Homework Readings:</b>  <i>Doole &amp; Lowe, Pp 66-92, Ch.3 Social and cultural considerations in international marketing</i>  <i>Hollensen, S. pp235- 260., Ch. 7. The socio-cultural environment</i>  <i>Case studies from Hollensen S (8<sup>th</sup> ed.):</i>  - Pp299-304 Soda Stream: managing profitable growth in increasingly competitive global environment;  - pp 305-308 FHC  - pp308-314 Rolex</p>
<p><b>Session 4</b></p>	<p><b>Political and Legal Environment</b>  The political environment includes risk assessments, integrity issues across borders, the impact of embargoes and sanctions on global trade. The role of government regulations and regulatory bodies requires a very careful analysis as well as the issues of CSR and combating corruption across borders We shall discuss important sources such as the Transparency International ranking and the World Bank’s Doing Business report. The role of the WTO in promoting global trade will also be introduced.</p>	<p><b>Homework Readings:</b>  <i>Doole &amp; Lowe, pp 185-222 Ch.6 Global strategies</i>  <i>Hollensen, pp 203-234 Ch. 6. The political and economic environment</i>  <i>Case studies from Hollensen S (8<sup>th</sup> ed.):</i>  Pp145-150 Electrolux  <i>Hollensen S, 7<sup>th</sup> ed. Pp 473-479 Netflix</i></p>
<p><b>Session 5</b></p>	<p><b>Market Selection and Market Entry Alternatives</b>  The international market selection criteria will be discussed. The role of extensive international marketing research will be discussed with examples of successful market penetration. Different modes of market entry (direct and indirect exporting, licensing and franchising, strategic alliances and joint ventures will be introduced) The role of the optimal mode and timing of market entry will be demonstrated through different case studies.</p>	<p><b>Homework Readings:</b>  <i>Doole &amp; Lowe, , pp 225-254 Ch.7 Market entry strategies</i>  <i>Hollensen, S pp279-307,Ch. 8.The international market selection process .-261-298,</i>  <i>Case studies from Hollensen S 7<sup>th</sup> ed.:</i>  - pp 335-342 Ferrari: international market selection</p>

	<p><i>Course-Related Trip: U.S. companies operating in the UK</i></p>	<ul style="list-style-type: none"> <li>- Hollensen, S. 8<sup>th</sup> ed. Pp151-157 Nintendo</li> </ul>
<p><b>Session 6</b></p>	<p><b>International Branding, Segmentation, Targeting and Positioning.</b></p> <p>The need for a more granular segmentation, more focused targeting and more ambitious/pragmatic positioning <i>is crucial for success in international markets.</i> The role of branding in international marketing strategy will be comprehensively analyzed. Global, local and regional brands, global rankings of brands and the criteria for brand appeal across borders will be discussed in this session.</p> <p><i>Fieldtrip to the Museum of Brands and Advertising</i></p>	<p><b>Homework Readings:</b></p> <p>Hollensen, pp 3325-384 Ch. 10 Export modes and Ch.11. Intermediate entry modes</p> <p>Case studies from Hollensen. S. 8<sup>th</sup> ed. .:</p> <ul style="list-style-type: none"> <li>- Pp431-435 Tinder</li> <li>- Pp 436-439 Spotify</li> </ul>
<p><b>Session 7</b></p>	<p><b>Mid Term paper due International marketing Mix: International Product Policy</b></p> <p>The basic components of the international product and new product development for international markets will be discussed. The decision- making process for identifying winner products for international markets will be scrutinized. In this session will be discussed the components of the international product, the different product attributes and their relevance and appeal for international markets. The most important question to be addressed will be “Which option for international product marketing is preferable or most realistic: Standardization, adaptation or mass customization?”</p>	<p><b>Homework Readings:</b></p> <ul style="list-style-type: none"> <li>- Doole &amp; Lowe, , pp 255-274 Ch.8 International product and service management</li> <li>- Hollensen,S. pp452-510 , Ch. 14. Product decisions</li> </ul> <p>Case studies from Hollensen, 7<sup>th</sup> ed.</p> <ul style="list-style-type: none"> <li>- pp- 591-592 Harley Davidson</li> <li>- pp 593-594 Gillette Co</li> <li>- Hollensen, 8<sup>th</sup> ed. Pp732-737, Tetra Pak</li> </ul>
<p><b>Session 8</b></p>	<p><b>International Distribution: performing in foreign Markets</b></p> <p>Different foreign market distribution channels and the need and challenges for global logistics will be discussed. The optimal ways for international distribution will be identified. The changing face of modern retail and disruptive technologies will be discussed in detail as the role of strategic alliances and Joint ventures in foreign markets.</p> <p><i>Course-Related Trip: V &amp;A Museum. Japan House, the Design Museum</i></p>	<p><b>Homework Readings:</b></p> <ul style="list-style-type: none"> <li>- Doole &amp; Lowe, Ch.10</li> <li>- Hollensen,S. . pp 550-586 Ch. 16. Distribution decisions</li> </ul> <p>Case studies from Hollensen S.7<sup>th</sup> ed.</p> <ul style="list-style-type: none"> <li>- pp 624-626v De Beers: forward integration into the diamond industry value chain</li> <li>- pp 627-629 Tupperware: the global direct distribution model is still working</li> <li>- Hollensen S., 8<sup>th</sup> ed. Pp640-646 Swarowski</li> </ul>

<p><b>Session 9</b></p>	<p><b>International Promotional Mix</b></p> <p>The issues in international integrated marketing communications will be discussed comprehensively. The different elements of the international promotional mix will be covered – from advertising to PR and direct marketing. Advertising decisions facing the international marketer will be scrutinized with a special focus on the role of social media and digital advertising across borders. Different international promotion strategies will be introduced.</p>	<p><b>Homework Readings:</b></p> <ul style="list-style-type: none"> <li>- <i>Doole &amp; Lowe, pp 298-334 Ch.9 International communications</i></li> <li>- <i>Hollensen, S. pp 587-639) Ch. 17 Communication decisions( promotion strategies</i></li> </ul> <p><i>Case studies from Hollensen S (7<sup>th</sup> ed.).</i></p> <ul style="list-style-type: none"> <li>- <i>pp 679-686 Absolut Vodka: defending and attacking for a better position in the global vodka market</i></li> <li>- <i>Hollensen, S. (8<sup>th</sup> ed.)</i></li> <li>- <i>pp 651-662 Guinness: how can an iconic Irish Beer brand compensate for declining sales in the home market</i></li> <li>- <i>pp647-650 Levi’s</i></li> </ul>
<p><b>Session 10</b></p>	<p><b>Pricing and International Marketing</b></p> <p>The focus will be on the internal and external factors that affect international pricing decisions, the role that pricing plays in developing strategies to meet corporate objectives and the relationship between pricing and the other elements of the international marketing mix.</p> <p>The stages in developing a comprehensive international pricing policy and the specific problems associated with pricing in international marketing will be discussed.</p>	<p><b>Homework Readings:</b></p> <p><i>Doole &amp; Lowe pp371-406 . Ch11 Pricing for international markets</i></p> <p><i>Hollensen, S pp 511-549 Ch. 15 Pricing decisions</i></p> <p><i>Case studies from Hollensen S (7<sup>th</sup> ed.) .,</i></p> <ul style="list-style-type: none"> <li>- <i>pp 775- 781 Sony Music Entertainment</i></li> </ul> <p><i>Hollensen S, (8<sup>th</sup> ed) pp 727-731 Huawei</i></p>
<p><b>Session 11</b></p>	<p><b>International Marketing of Services</b></p> <p>Services are taking an increasing part of international trade. Marketing services poses specific challenges and these multiply when delivered across international borders. The key characteristics of intangibility, perishability, heterogeneity, inseparability are discussed together with three additional marketing mix elements- people, process and physical aspects.</p>	<p><b>Homework Readings:</b></p> <p><i>Doole &amp; Lowe, , pp 74-296 255Ch.8 International product and service management</i></p> <p><i>Case studies from Hollensen S(7<sup>th</sup> ed.):</i></p> <ul style="list-style-type: none"> <li>-<i>pp 782-791 Red Bull</i></li> <li>- <i>pp798- 805 Polaroid Eyewear</i></li> </ul> <p><i>Hollensen S. (8<sup>th</sup> ed.) pp724-726 Tencent</i></p>

<p><b>Session 12</b></p>	<p><b>Global Marketing in the Digital Age</b></p> <p>The focus will be upon the ways in which technological, business and marketing innovation facilitate further development of international marketing, in providing solutions to international marketing problems and the mechanisms to exploit opportunities. The challenges and opportunities for global marketing in the digital age will be comprehensively analyzed.</p> <p><b>Presentations and submission of the course project</b></p>	<p><b>Homework Readings:</b></p> <p><i>Doole &amp; Lowe, pp 409-435 Ch.12 Technology enabled sustainable international marketing</i></p> <p><i>Hollensen, S., pp691-723</i></p> <p><i>Ch. 19. Organization and control of the global marketing program</i></p>
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**NB Additional case studies and readings may be assigned by the professor after identifying students' specific interests in companies, brands and industries and following the latest developments in the international marketing environment**

**COURSE-RELATED TRIPS:**

This course will include trips to British iconic companies, modern retail outlets, U.S. companies operating in the UK, London museums specializing in branding, design and advertising and topical exhibitions.

**REQUIRED READINGS:**

We use several textbooks and marketing case study books; limited copies of these are available in the IES Abroad library or on Moodle.

International marketing is a dynamic subject and you should read a broad sheet regularly (The FT, The Times, The Daily Telegraph); business journals such as the Economist and the major marketing and advertising specialized magazines. Your reading will be supplemented by papers and case studies given by the lecturer.

**The textbooks for this course are:**

- Doole, I., & Lowe R.(2016) *International Marketing Strategy. Analysis, development and Implementation*, 7<sup>th</sup> Edition, Thomson Publishing, London
- Hollensen S. (2020) *Global Marketing: Decision Oriented Approach*, 8-th edition, FT, Prentice Hall, London or
- Hollensen S. (2017) *Global Marketing: Decision Oriented Approach*, 7-th edition, FT, Prentice Hall, London

**RECOMMENDED READING:**

- Anholt, S. *Brand America: The Mother of All Brands*. 2012 ,2<sup>nd</sup> ed., Cyan Books
- Bartholomew, M. (2017) *Adcreep: The Case Against Modern Marketing*
- Auletta, K. (2018) *Frenemies: The Epic Disruption of the Advertising Industry (and Why This Matters)*, Harper Collins Publishers, London
- Dahl, Stephan (2018) *Social Media Marketing: Theories and Applications*, Sage Publications, London
- Deresky H. (2017) *International Management: Managing across Borders and Cultures*, 9<sup>th</sup> edition, Pearson, London
- Duffy, S (2021) *International Brand Strategy, A Guide to achieving global brand growth* Kogan Page, London
- Ghauri P., Cateora P. (2014) *International Marketing* 4th edition, McGraw Hill education, London,
- Gould T. H.P. (2016) *Global Advertising in a global culture*, Rowman and Littlefield,
- Meyer, E.(2014) *The Culture Map Breaking through the invisible boundaries of global business*, Public Affairs, New York
- De Mooij M, (2018) *Global Marketing and Advertising: Understanding Cultural Paradoxes*, 5-th edition, Sage,
- Hackley C. and Hackley R. H. (2018) *Advertising and Promotion* Sage 4<sup>th</sup> edition Sage, London
- Lewis, R. (2018) *When Cultures Collide* 4<sup>th</sup> ed Nicholas Brealey Publishing, London
- Mullin, R. (2018) *Promotional Marketing: How to create, implement and integrate campaigns that really work*, 2<sup>nd</sup> ed, Kogan Page, London
- Pearson, D., (2014) *The 20 Ps of Marketing: A complete guide to marketing strategy* Kogan Page. London
- Steenkamp J.-B. (2017) *Global Brand Strategy: World-wise marketing in the age of branding*, Palgrave Macmillan, London

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