

Instructor: Jacob Regier
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Virtual Office Hours: By Appointment

Classroom: HGS 240

Class Time: T, R 9:35AM – 11:30AM

COURSE OVERVIEW AND OBJECTIVES

We live in a dynamic and everchanging global marketplace. This course is devoted to exploring the global marketplace and factors that influence decision making of marketers. Specific topics to be covered include environmental factors (cultural, social, political, legal, and economic) that influence market entry and market strategy. Additionally, this course will cover approaches to market research, market planning, and marketing communications. Finally, pricing, marketing channels, and crisis management will be explored. Students will apply international marketing concepts by conducting research and analysis for an international market that will culminate in the development and presentation of a comprehensive proposal and recommendation to launch or not launch an assigned product. At the conclusion of this course, students should be comfortable with how to identify, analyze, and solve international marketing challenges. This course is intended for both marketing generalists and marketing specialists as well as those interested in topics related to international business.

COURSE MATERIALS

Textbook: Cateora, Money, Gilly, and Graham, International Marketing, 18th Edition, McGraw Hill

- You can choose to rent or purchase the text materials in a digital or print format. With the purchase of the ebook, an All Access Code is still required to access Connect for Quizzes and Exams.
- Do not purchase earlier editions or the international version, as these are different. The Connect/LearnSmart version of the text with an embedded ebook should be purchased from MH for \$100 through the UF All Access site (<https://www.bsd.ufl.edu/G1C/bookstore/allaccess.asp> (Links to an external site.)).
- UF's participation in MH's "All Access" program lowers your cost from \$125 to \$100. You must access Connect via the McGraw Hill Connect button located directly on the home page of the class Canvas site.
- Once you have purchased Connect access and registered you will be given the option to upgrade to a loose-leaf copy of the textbook for \$25.00 through McGraw Hill Connect. Only the Connect online access is required.

If you want to read your eBook on your smartphone, you'll need to download the free ReadAnywhere mobile app from Google Play or the App store. With the ReadAnywhere app you'll have online/offline access to your textbook, and you can choose how much of your eBook you want to download to your phone – a few chapters or the whole book.

It is essential that you use the same username and password when you login to both the Bookshelf site and the ReadAnywhere app so you have full access to your McGraw-Hill eBook.

Readings: required readings are available via the Course Reserves link on the Canvas course site. You may also find them from UF library's online journals (through google scholar or "Find it @ UF"). The full reading list is also listed below.

Lectures: Lectures will be provided face-to-face during scheduled classroom time. Lectures will be recorded. Recordings will be available soon after the live class has ended (normally within 24 hours).

Students are allowed to record video or audio of class lectures. However, the purposes for which these recordings may be used are strictly controlled. The only allowable purposes are (1) for personal educational use, (2) in connection with a complaint to the university, or (3) as evidence in, or in preparation for, a criminal or civil proceeding. All other purposes are prohibited. Specifically, students may not publish recorded lectures without the written consent of the instructor.

A “class lecture” is an educational presentation intended to inform or teach enrolled students about a particular subject, including any instructor-led discussions that form part of the presentation, and delivered by any instructor hired or appointed by the University, or by a guest instructor, as part of a University of Florida course. A class lecture **does not** include lab sessions, student presentations, clinical presentations such as patient history, academic exercises involving solely student participation, assessments (quizzes, tests, exams), field trips, private conversations between students in the class or between a student and the faculty or lecturer during a class session.

Publication without permission of the instructor is prohibited. To “publish” means to share, transmit, circulate, distribute, or provide access to a recording, regardless of format or medium, to another person (or persons), including but not limited to another student within the same class section. Additionally, a recording, or transcript of a recording, is considered published if it is posted on or uploaded to, in whole or in part, any media platform, including but not limited to social media, book, magazine, newspaper, leaflet, or third-party note/tutoring services. A student who publishes a recording without written consent may be subject to a civil cause of action instituted by a person injured by the publication and/or discipline under UF Regulation 4.040 Student Honor Code and Student Conduct Code.

COURSE FORMAT

We will meet twice per week in person and class sessions will include lecture, discussions of readings and student presentations. Discussions and presentations are a critical component of applying key principles and developing important skills for all business professionals. As such, critical thinking and active involvement by all are important in achieving course objectives. Students are expected to be fully prepared for and actively participate in class discussions. To be successful in this course, timely preparation of readings, presentations, and team assignments is required.

TEAMS

Teamwork is one of the most critical components to marketing success. As such, you will work in teams to complete the main course project (outlined below). I will send out a note prior to the first class with details regarding team size (dependent on total class size). Typically, teams will consist of 4-5 students. I encourage you to form your teams as quickly as possible, ideally within the first day or two of class. The deadline for team formation is at the end of the first week of class.

- I encourage you to work with individuals from different academic backgrounds, work backgrounds, and different home countries. Group diversification will enhance your ability to learn from others throughout the course and will aid in your group project.
- Peer Evaluations may impact your Class Participation grade.
- Please let me know if immediately if you encounter any major difficulties with your team members. It is important to learn to work as a part of a team and some conflict is common. However, under extreme circumstances, I will work with you to find a solution without adversely affecting anyone’s grades.

GRADING AND ASSIGNMENTS

Your course grade will be based on the following (1,000 Points Total):

Individual – 650 points	Quizzes x3	250
	Final Exam	300
	Class Participation	100
Team – 350 points	Country Analysis Executive Brief	200
	Marketing Plan Proposal Presentation	150
Total		1,000

Final course grades will be based on percentage of the 1,000 points and converted into letter grades as follows:

≥94	≥90	≥87	≥84	≥80	≥77	≥74	≥70	≥67	≥64	≥60	<60
A	A-	B+	B	B-	C+	C	C-	D+	D	D-	E

For information on current UF grading policies, you may learn more at [here](#).

ASSIGNMENTS

1. Quizzes and Final Exam (550 points)

There will be three Quizzes during the course and one Final Exam. Each will be closed book and will cover material from the required readings, lectures, and class discussions. The format of quizzes will consist of multiple choice and short answer questions. You will have 60 minutes to complete each quiz and 120 minutes to complete the Final Exam. Quizzes will be taken virtually and will have a 48-hour window in which each will be open. Per university guidelines, virtual assessments will be proctored by HonorLock.

2. Country Analysis and Marketing Plan Team Project (350 points)

Students will work in teams to conduct research of a selected country and develop a marketing plan proposal. Each team must study a different country. Country selections will be made during the first week of the course via the class Discussion Board. I will post a discussion for Country Analysis Selection. One member from your team will reply on the discussion board, identifying all team members and the country you will be examining. Only one country may be selected, and assignments will be made on a first come basis. Details regarding country options and the Country Analysis Assignment are outlined below.

The course project will consist of two deliverables. The first deliverable is a Country Analysis Executive Brief which is to be delivered in Word format and be no more than ten pages in length (double spaced, 12-point font, not including tables, graphs, etc.) and posted on the class discussion board in Canvas. Your peers will and I will both offer feedback regarding your analysis. The second deliverable is a Marketing Plan Proposal Presentation. A detailed description of the Country Analysis is included at the end of this Syllabus as "Country Analysis and Marketing Plan Proposal."

3. Participation: Discussion Boards and Team Participation (100 points)

Students are expected to complete all assigned readings by the scheduled dates in order to fully participate in weekly discussions.

Class Participation (50 points): Throughout the semester, in addition to open discussion during lecture, we will discuss assigned readings and current events pertinent to class subject matter. As part of class participation, you will also feedback to your classmates' Country Analysis submissions as well as questions for guest speakers.

- Country Analysis and pose probing questions or offer comments that may spark ideas for the second part of the project. In order to earn full credit for discussion board participation, you must provide at least two meaningful responses, either by responding to the original post or by responding to a classmate's post. The purpose of your comments is to add to the discussion. (20 points)
- We will also have guest speakers discuss their career and experiences working internationally. For each speaker, you will submit a question(s) in advance of the discussion. (20 points)

Failure to submit your posts prior to the close of the discussion will result in a grade of zero for that assignment. These assignments can be submitted days in advance, so if you know you will be traveling or may have limited access to the Internet, be sure to submit your assignment prior to your departure.

Team Contribution (50 points): A Peer Evaluation Form will be completed at the end of the semester.

UNIVERSITY POLICIES AND RESOURCES

Students with Disabilities: Students with disabilities who experience learning barriers and would like to request academic accommodations should connect with the disability Resource Center. [Click here to get started with the Disability Resource Center](#). It is important for students to share their accommodation letter with their instructor and discuss their access needs, as early as possible in the semester.

Academic Integrity: UF students are bound by The Honor Pledge which states, "We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honor and integrity by abiding by the Honor Code. On all work submitted for credit by students at the University of Florida, the following pledge is either required or implied: "On my honor, I have neither given nor received unauthorized aid in doing this assignment." The Honor Code specifies a number of behaviors that are in violation of this code and the possible sanctions. [Click here to read the Honor Code](#). Furthermore, you are obligated to report any condition that facilitates academic misconduct to appropriate personnel. If you have any questions or concerns, please consult with the instructor

Attendance: Requirements for class attendance and make-up exams, assignments, and other work in this course are consistent with university policies. [Click here to read the university attendance policies.](#)

Course evaluations: Students are expected to provide professional and respectful feedback on the quality of instruction in this course by completing course evaluations online via GatorEvals. Guidance on how to give feedback in a professional and respectful manner is available at <https://gatorevals.afl.edu/students/>. Students will be notified when the evaluation period opens, and can complete evaluations through the email they receive from GatorEvals, in their Canvas course menu under GatorEvals, or via <https://ufl.bluera.com/ufl/>. Summaries of course evaluation results are available to students at <https://gatorevals.afl.edu/public-results/>.

Privacy: Our class sessions may be audio visually recorded for students in the class to refer back and for enrolled students who are unable to attend live. Students who participate with their camera engaged or utilize a profile image are agreeing to have their video or image recorded. If you are unwilling to consent to have your profile or video image recorded, be sure to keep your camera off and do not use a profile image. Likewise, students who un-mute during class and participate orally are agreeing to have their voices recorded. If you are not willing to consent to have your voice recorded during class, you will need to keep your mute button activated and communicate exclusively using the "chat" feature, which allows students to type questions and comments live. The chat will not be recorded or shared. As in all courses, unauthorized recording and unauthorized sharing of recorded materials is prohibited.

Your well-being is important to me and to the University of Florida. If you or someone you know is in distress, please contact umatter@ufl.edu, 352-392-1575, or visit [U Matter, We Care website](#) to refer or report a concern and a team member will reach out to the student in distress. Counseling and Wellness Center: [Visit the Counseling and Wellness Center website](#) or call 352-392-1575 for information on crisis services as well as non-crisis services. Student Health Care Center: Call 352-392-1161 for 24/7 information to help you find the care you need, or visit the [Student Health Care Center website](#).

TECHNICAL SUPPORT

Canvas: For issues with technical difficulties with the e-Learning system, please contact the UF Help Desk at:

Email: Learning-support@ufl.edu

(352) 392-HELP - select option 2; or <https://kb.helpdesk.ufl.edu/FAQs/E-Learning>

McGraw-Hill eBook: If you are having trouble registering for or accessing the McGraw-Hill eBook, please contact McGraw-Hill Education's Customer Support. Live chat, email, and phone support are available 7 days a week. When contacting a support agent, you will always receive a case number. It will be important to save this case number if additional follow up or documentation is needed.

Website: www.mhhe.com/support | **Phone:** (800) 331-5094 **Hours (EST)**

Sunday: 12 PM - 12 AM

Monday - Thursday: 24 hours

Friday: 12 AM - 9 PM Saturday: 10 AM - 8 PM

COURSE SCHEDULE

This course culminates in the creation of a marketing plan proposal. This is a large project with a midway deliverable to help keep you on track. I suggest you and your team start quickly and develop your plan while following the modules shown below. Should you have any questions, please contact me directly or post your question on the general discussion board on the course website.

SUMMARY SCHEDULE OF ASSIGNMENT DUE DATES

Friday, August 27	Country selection for Country Analysis (Team--not graded)
Monday, August 30	Quiz 1 (Quiz Window August 29-30)
Monday, September 6	Quiz 2 (Quiz Window September 5-6)
Tuesday, September 14	Team Assignment – Country Analysis Paper
Monday, September 20	Quiz 3 (Quiz Window September 19-20)
Week of September 27	Team Assignment – Marketing Plan Presentations
Tuesday, October 12	Final Exam

MODULE 1: FOUNDATIONS OF INTERNATIONAL MARKETING (AUGUST 23 – 29)

READ:

- Cateora; Chapters 1-3
- Waldman, D., & Javidan, M. (2020). The False Dichotomy Between Globalism and Nationalism. *Harvard Business Review*
- Bremmer, I. (2014). The new rules of globalization. *Harvard Business Review*, 92(1/2), 103-107.
- Ghemawat, P. (2017). Globalization in the age of Trump. *Harvard Business Review*, 95(4), 112-123.

DO:

- Class Introductions via Discussion Board (August 27)
- Team Country selection (August 27)

QUIZ 1 – QUIZ WINDOW AUGUST 29-30

MODULE 2: ENVIRONMENTAL FACTORS OF INTERNATIONAL MARKETING (AUGUST 30 – SEPTEMBER 5)

READ:

- Cateora Chapters 4-7
- Meyer, E. (2018). Being the boss in Brussels, Boston, and Beijing. *Harvard Business Review*, 95(4), 70-77.
- Rice, C., & Zegart, A. (2018). Managing 21st-century political risk. *Harvard Business Review*, 96(3), 130- 138.
- Mahajan, V. (2013). Understanding the Arab consumer. *Harvard Business Review*, 91(5), 128-133.

DO:

QUIZ 2 – QUIZ WINDOW SEPTEMBER 5-6

MODULE 3: MARKET RESEARCH, DEVELOPING COUNTRIES AND MARKET INTEGRATION (SEPTEMBER 6 – 12)

READ:

- Cateora Chapters 8, 9, 12
- Christensen, C. M., Ojomo, E., & Dillon, K. (2019). Cracking frontier markets. *Harvard Business Review*, 97(1), 90-101.
- Simanis, E., & Duke, D. (2014). Profits at the bottom of the pyramid. *Harvard Business Review*, 92(10), 86-9

DO:

SUBMIT COUNTRY ANALYSIS EXECUTIVE BRIEF ON CANVAS (SEPTEMBER 12)

MODULE 4: PRODUCT INNOVATIONS, COMMUNICATIONS AND PROMOTIONS (SEPTEMBER 13 – 19)

READ:

- Cateora Chapters 13, 16
- Winter, A., & Govindarajan, V. (2015). Engineering reverse innovations. *Harvard Business Review*, 93(7/8), 80-89.
- Kumar, N., & Steenkamp, J. B. E. (2013). Diaspora marketing. *Harvard Business Review*, 91(10), 127-131.

DO:

QUIZ 3 – QUIZ WINDOW SEPTEMBER 19-20

MODULE 5: MARKET ENTRY, DISTRIBUTION, & PREPARING FOR FOREIGN ASSIGNMENTS (SEPTEMBER 20 – 26)

READ:

- Cateora Chapters 14, 15, 17
- Kapur, M., Dawar, S., & Ahuja, V. R. (2014). Unlocking the wealth in rural markets. *Harvard Business Review*, 92(6), 113-117.
- Whitler, K. A. (2019). What western marketers can learn from China. *Harvard Business Review*, 97(3), 74-82
- Mudambi, R., Saranga, H., & Schotter, A. (2017). Mastering the make-in-India challenge. *MIT Sloan Management Review*, 58(4), 59-66.

DO:

NO ASSIGNMENT DUE

GROUP MARKETING PROPOSALS (SEPTEMBER 28 & 30)**DO:**

MARKETING PLAN PRESENTATIONS (SEPTEMBER 28 & 30)

FINAL EXAM PREP**DO:**

FINAL EXAM PREP (OCTOBER 5)

PEER EVALUATIONS (OCTOBER 5)

FINALS WEEK**DO:**

FINAL EXAM (OCTOBER 12)

This will be a comprehensive final exam that will cover lectures, readings, and discussions. The exam will consist of multiple choice and short answer questions. The exam will be closed book, and a laptop is required. Per university guidelines*, the exam will be proctored by HonorLock. You will have 120 minutes to complete the exam. You will log on to the course website to take the exam via Honorlock and will have 120 minutes to complete it. For those of you unfamiliar with Honorlock, please consult the student guide at <https://warrington.ufl.edu/covid-19/for-students/honorlock-student-guide/>

**The University of Florida requires that any assessment equivalent to 20% or more of a student's final course grade must be proctored. This policy protects both the value of your academic degree and your own time and effort in becoming a successful Warrington student.*

For an Honorlock proctored exam, you are expected to have:

- a working webcam (restart your computer before your exam for the most effective testing environment)
- Google Chrome browser
- an Honorlock extension downloaded to your Chrome browser
- a private workspace (if this is unachievable contact your faculty)
- incredible attention to exam instructions (it is your responsibility not to get flagged for cheating)
- diligence to notify your faculty of DRC accommodations or extenuating circumstances that affect your exam time or exam environment at the beginning of the term (at the very least, one week before your exam)
- integrity to abide by all exam instructions and report any irresponsible peers

"Best Practices for Preparing for and Taking an Honorlock Exam"

<https://warrington.ufl.edu/covid-19/information-for/for-students/honorlock-best-practices/>

The Warrington College of Business is strongly committed to academic integrity and will rigorously enforce violations of the UF Honor Code and/or additional Warrington academic integrity policies. To be a successful student, please read all instructions for any assignment carefully, do not collaborate on individual exams, assignments, or homework, and review the following best practices to be prepared.

REQUIRED READINGS

All Readings are available via the Course Reserves link on the Canvas course site. You can also find them from UF library's online journals (through google scholar or "Find it @ UF").

1. Rice, C., & Zegart, A. (2018). Managing 21st-century political risk. *Harvard Business Review*, 96(3), 130-138.
2. Mahajan, V. (2013). Understanding the Arab consumer. *Harvard Business Review*, 91(5), 128-133.
3. Ghemawat, P. (2017). Globalization in the age of Trump. *Harvard Business Review*, 95(4), 112-123.
4. Christensen, C. M., Ojomo, E., & Dillon, K. (2019). Cracking frontier markets. *Harvard Business Review*, 97(1), 90-101.
5. Mudambi, R., Saranga, H., & Schotter, A. (2017). Mastering the make-in-India challenge. *MIT Sloan Management Review*, 58(4), 59-66.
6. Whitley, K. A. (2019). What western marketers can learn from China. *Harvard Business Review*, 97(3), 74-82
7. Kapur, M., Dawar, S., & Ahuja, V. R. (2014). Unlocking the wealth in rural markets. *Harvard business review*, 92(6), 113-117.
8. Simanis, E., & Duke, D. (2014). Profits at the bottom of the pyramid. *Harvard Business Review*, 92(10), 86-93
9. Meyer, E. (2018). Being the boss in Brussels, Boston, and Beijing. *Harvard Business Review*, 95(4), 70-77.
10. Winter, A., & Govindarajan, V. (2015). Engineering reverse innovations. *Harvard Business Review*, 93(7/8), 80-89.
11. Bremmer, I. (2014). The new rules of globalization. *Harvard Business Review*, 92(1/2), 103-107.
12. Kumar, N., & Steenkamp, J. B. E. (2013). Diaspora marketing. *Harvard Business Review*, 91(10), 127-131.
13. Waldman, D., & Javidan, M. (2020). The False Dichotomy Between Globalism and Nationalism. *Harvard Business Review*

OPTIONAL READINGS

You can get these readings from UF library's online journals database. If you are pursuing a career in International Marketing or have a particular interest in certain areas, these articles provide very nice background across a wide range of topics, countries, and cultures. They also may serve as valuable resources for your Country Analysis and Marketing Plan development.

A. Emerging Markets

1. Acha Leke and Tawanda Sibanda, "The Rapid Growth of Digital Business in Africa," HBR, April 22, 2019.
2. Achal Lek and Saf Yeboah-Amankwah, "Africa-A Crucible for Creativity," HBR, November- December 2018.
3. Fernanda Saboia, "The Rise of WhatsApp in Brazil is about More than just messaging," HBR, April 15, 2016.
4. Special Report: Business in Africa, *The Economist*, April 16, 2016.
5. Ian Bremmer, "Forget BRICS, here are the new 7 best emerging markets for business," Fortune, January 22, 2015.
6. Chironga, Mutsa, et al. "Cracking the next growth market: Africa." *Harvard Business Review* 89.5 (2011): 117-122.
7. How to Win in an Emerging Market: Lessons from Japan. HBR, May 2012.
8. Competing with emerging market multinationals, Business Horizons, May 2012
9. Shattering the Myths about U. S. Trade Policy, HBR, March 2012.
10. Alejandro Diaz, Max Magni, and Felix Poh. "From Oxcart to Wal-Mart: Four Keys to Reaching Emerging-Market Consumers." *McKinsey Quarterly* (October, 2012).
11. Simanis, Erik and Duncan Duke, "Profits at the Bottom of the Pyramid," *Harvard Business Review* 92.10 (2014), 86-93.
12. Magni, Max and Felix Poh. "Winning the battle for China's new middle class." *McKinsey Quarterly* (2013): Issue 3, 61-69. 8.
13. Rangan, V. Kasturi; Chu, Michael; Petkoski, Djordjija, "Segmenting the Base of the Pyramid," HBR. Jun (2011), Vol. 89 Issue 6, p113-117.
14. Eyring, Matthew J.; Johnson, Mark W.; Nair, Hari, "New business models in emerging markets," HBR. Jan/Feb (2011), Vol. 89 Issue 1/2, 88-95.
15. Jullens, John, "How Emerging Giants Can Take on the World," HBR, 91.12 (2013), 121-125.

B. Global Marketing Environment

1. Conoleezza Rice and Amy Zegart, "Managing 21st-Century Political Risk," HBR May-June (2018).
2. Meyer, Erin, "Getting to Si, Ja, Oui, Hai, and Da: How to negotiate across cultures," HBR, December 2015.
3. Prahlad, C. K. and Allen Hammond, "Serving the World's Poor Profitably," HBR, September 2002.
4. Earley, P. Christopher and Elaine Mosakowski, "Cultural Intelligence," HBR, Best Practice Article, October 2004.

5. D. Georges, R. Baudouin. Older, smarter and poorer: The French consumer transformation. *MKQ*. 2010 3/18/21 Japan's luxury consumer move on. *MKQ*. 2009 August.
6. Mahajan, Vijay. "Understanding the Arab Consumer." *Harvard business review* 91.5 (2013): 128-133.
7. Lehmborg, Derek, Charles Dhanaraj, and Akie Funai. "What do we make of Japan? Myths and realities." *Business Horizons* (2012).
8. Ibrahim, Mo. "Celtel's Founder on Building a Business on the World's Poorest Continent." *Harvard business review* 90.12 (2012): 19-19.
9. Alibaba, The world's greatest bazaar, *The Economist*, March 2013.
10. Healy, Paul M., and Karthik Ramanna. "When the crowd fights corruption." *Harvard Business Review* 91.1/2 (2013): 122-129.
11. Healy, Paul M., and Karthik Ramanna. "When the crowd fights corruption." *HBR*, 91.1/2 (2013): 122- 129.

C. Global Market Entry Strategy

1. Parente, Ronaldo C., et al. "Lessons learned from Brazilian multinationals' internationalization strategies." *Business Horizons* (2013).
2. Friedrich, Jonathan, Amit Noam, and Elie Ofek. "Right up the middle: how Israeli firms go global." *Harvard business review* 92.5 (2014): 113-117.
3. Ramamurti, R, "Competing with Emerging Market Multinationals," *Business Horizons*, May-June 2012.
4. Yoder, Samantha, et al. "Lessons learned from international expansion failures and successes," *Business Horizons* (2016) 59, 233-243. (<http://dx.doi.org/10.1016/j.bushor.2015.11.008>)
5. Farrell, Dianne, "Beyond Off-Shoring: Assess Your Companies Global Potential," *HBR*, December 2004.
6. Khanna, Tarun, Krishna G. Palepu, and Jayant Sinha, "Strategies That Fit Emerging Markets," *HBR Spotlight*, *HBR*, June 2005.

D. Global Marketing Mix

1. James Manyika and Sudan Lund, "The Next Era of Globalization Will Be Shaped by Customers, Technology, and Value Chains," *HBR*, February (2019).
2. Chari, Mrali, et al. Mastering the Market Intelligence Challenge." *MITSloan*, 58.2 (2017), 26-33.
3. Erin Merer, "Being the Boss in Brussels, Boston, and Beijing," *HBR*, 95.4 (2017), 70-77.
4. Kapur, Mamta, Sanjay Dawar, and Vineet R. Ahuja. "Unlocking the wealth in rural markets." *HBR*, 92.6 (2014): 113-117.
5. Erin Meyer, "Navigating the Cultural Minefield," *HBR*, May (2014)
6. Simanis, Erik and Duncan Duke, "Profits at the Bottom of the Pyramid," *HBR*, 92.10 (2014), 86-93.
7. Winter, Amos and Vijay Govindarajan. "Engineering reverse innovations: Principles for creating successful products for emerging markets," *HBR*, July/August (2015), 82-89.
8. Rohit Deshpande. "Why You Aren't Buying Venezuelan Chocolate." *HBR*, December 2010, 25-27.
9. Bremmer, Ian. "The New Rules of Globalization." *HBR*, 92.1-2 (2014): 103-107.
10. Kumar, Nirmalya, and Jan-Benedict EM Steenkamp. "Diaspora Marketing." *HBR*, 91.10 (2013): 127- 131.
11. KFC's Radical Approach to China. *HBR*, Nov 2011.
12. Marketing Meets Web 2.0, Social Media and Creative Consumers. *BH*, 2012.
13. Mobilizing Growth in Emerging Market. *SMR*, Spring 2012.
14. Ghemawat, Pankaj, "Managing Differences: The Central Challenge of Global Strategy," *HBR*, March 2007.
15. Antia, Kersi, Mark Bergen, and Shantanu Dutta, "Competing with Gray Markets," *SMR*, Fall 2004.
16. Wilson, Keeley, and Yves L. Doz. "10 Rules for Managing Global Innovation." *Harvard business review* 90.10 (2012): 84-90.
17. Yuval Atsmon, Jean-Frederic Kuentz, and Jeongmin Seong. "Building Brands in Emerging Markets." *McKinsey Quarterly* (2012).
18. Gudlavalleti, Sauri, Shivanshu Gupta, and Ananth Narayanan, "Developing winning products for emerging markets," *McKinsey Quarterly* (May 2013).
19. Zhang, John and Zhou Dongsheng, "The Art of Price War: a Perspective from China." <http://knowledge.wharton.upenn.edu/wp-content/uploads/2013/09/1330.pdf>

E. International Risk Management and Crisis Communication

1. Lehmborg, Derek and Jeff Hicks, "A Glocalization Approach to the Internationalization of Crisis Communication" *Witold J. Hennisz, Bennet A. Zelner*, *Business Horizons*, Vol. 61 (3) 2018.
2. "The Hidden Risks in Emerging Markets," *HBR*, April 2010.
3. Augustine, N.R. (1995) "Managing the Crisis You Tried to Prevent," *HBR*, Nov/Dec, pp. 147-158.
4. Johar, Gita V., Matthias M. Birk and Sabine A. Einwiller, "How to Save Your Brand in the Face of Crisis." *MITSloan*, Summer 2010.
5. Schweitzer, Maurice, et al. "The Organizational Apology," *HBR*, 93.9 (2015), 44-52.

PROJECT OVERVIEW

The assignment serves as a means to expand your cultural awareness and to bring all elements of the course together in one project. This project requires an extensive amount of work and I highly recommend starting on it at the beginning of the semester.

As a two-part project, this assignment is designed to provide you with the experience of applying your own thinking about a specific country and product, and to make a good presentation; all of which are essential to international marketers. The first part of this project is devoted to analyzing a country via an environmental analysis (cultural, political, economic, etc.). The second part of this project provides you with an opportunity to apply materials learned in class to develop a real-world international marketing strategy.

For your Country Analysis, one person from your team will post on the Country Analysis Selection discussion board your selected country (from the list below) and will list all team members. Each country will only be assigned to one team. Assignments will be made on a first come basis. Please do not begin your work until your country selection has been approved and confirmed.

Your deliverables for this project are:

- Country Analysis Executive Briefing
- Marketing Plan Presentation

COUNTRY SELECTION OPTIONS

LATAM	EMEA		APAC
Brazil	Russia	Nigeria	India
Mexico	Germany	Egypt	China
Chile	Spain	South Africa	Philippines
Argentina	Poland	Turkey	Thailand
Columbia	Norway	UAE	Japan

COUNTRY NOTEBOOK – CULTURAL, POLITICAL, AND ECONOMIC ENVIRONMENT

A primary task of international marketing is environmental adjustment. Before a marketing manager can determine if it is viable to enter a market, if it is necessary to adjust to the environment, or to determine what adjustments would be appropriate, the marketer must understand the environment. This is particularly true of the cultural, economic, political, and legal environment of a country.

Each team is required to provide a country/market study for the assigned country. Your deliverable will consist of a written Executive Briefing on your team’s selected country. The final document should be a polished and professional report detailing the information outlined below. The document should be no more than 10 pages, double spaced, 12-point font. Consider summarizing relevant information using charts and tables, included as appendices. The appendix will not count against your total page count. While this portion of the project is research based and largely consists of fact finding, please be mindful that any language and ideas not your own must be properly cited.

Only one person from your team needs to submit your document under Assignments and upload your paper to the Country Analysis Executive Briefing Discussion Board on the class Canvas site.

The following factors should be considered. It is important to focus on those dimensions that are most important, unique, and interesting to the country assigned. Additionally, as you prepare for your presentation, don’t only focus on the facts, but discuss the implications of your key findings. In other words, what is the “so what,” of your findings. Doing so will help you to make an interesting, informative, and insightful country presentation rather than simply providing a long list of facts of the country you study.

Content and Grading

Overall organization, presentation, style, and writing (30 points)

A. General information (location, climate, topography, etc.) about the country along with a brief history (20 points)

B. Cultural and Social Analysis (40 points)

- Language or Languages Spoken/Written
- Religion(s) and Religious Influences in Life and Business
- Customs/Traditions/Manners/Habits: Food, Drinks, Clothing, Personal Hygiene, Myths and Superstitions
- Core Values, Norms, and Attitudes relating to foreign and domestic products
- High or Low-Context Culture
- Rankings on Hofstede's Cultural Dimensions
- Aesthetics - Colors, Music, Symbolism, Beauty, etc.
- Social Institutions - Family life, Educational institutions, Class Systems, etc.
- Business Customs - Protocols, Greetings, Keeping Time, Space, Gift Giving, Hospitality, Negotiations, etc.

C. Economic Analysis (40 points)

- Population: Actual Count (latest), Growth Rates, Number of Households, Working Population, Age Distribution, Density of Population, etc.
- Income: GNP or GDP, Per Capita Income, Average Family Income, Distribution of Wealth, etc.
- Natural Resources
- Infrastructure: Transportation & Communication Systems—modes/types, availability, usage rates
- Inflation Rates
- International Trade Statistics: Exports, Imports, Balance-of-payments situation, Exchange Rates
- Trade Restrictions: Embargoes, Quotas, Import Taxes, Tariffs, Licensing, Customs Duties

D. Political and Legal Analysis (40 points)

- Political Ideology
- Role of Politics
- Relationship with other countries
- Legislation, Regulations, or Special rules affecting marketing
- Tariffs, Quotas, and other Restrictions on Imports and Exports
- Information on Subsidies Provided
- Intellectual Property Rights

E. Industry Opportunities (30 points)

- Based on your findings, what industries present the highest opportunity? What products / product categories may be able to fill unmet needs for the population?

The second part of the project and details will be provided after the Country Analysis has been submitted.

HELPFUL RESOURCES

In order to develop the marketing plan, you will have to research a market and prepare a market analysis, which forms the essential foundation for a marketing plan. You can begin your research by checking (but not limited to) resources available via the Business Library website.

- Central Intelligence Agency World Fact Book <https://www.cia.gov/library/publications/the-world-factbook/geos/xx.html>
- For a more comprehensive view of what is generally included in this type of work, please see, **"The Country Notebook- A Guide for Developing a Marketing Plan, in the text on page 625.**
- Business Library: International Business <https://businesslibrary.uflib.ufl.edu/home/international>
- Ten Steps to International Business Intelligence <https://businesslibrary.uflib.ufl.edu/c.php?g=114697&p=746477>
- Marketing Information Center <https://businesslibrary.uflib.ufl.edu/marketing>
- For more information about creating a Business Plan <https://businesslibrary.uflib.ufl.edu/c.php?g=738760&p=6457454>