

**Instructor:** Jacob Regier  
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**Office Hours:** STZ 100C Wednesdays 9:30AM – 10:30AM or by appointment  
**Class Time:** Monday, Wednesday 7:25AM – 9:20AM  
**Class Location:** HGS 250

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## 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.

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## COURSE MATERIALS

**Textbook:** Cateora, Money, Gilly, and Graham, International Marketing, 18<sup>th</sup> Edition, McGraw Hill

- I recommend the Connect/LearnSmart version of the text with an embedded ebook. This can be purchased from McGraw Hill 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. If you use Connect, you must access Connect via the McGraw Hill Connect button located directly on the home page of the class Canvas site.
- Older and international versions of the text are different.
- McGraw Hill Connect will not be used for quizzes so it is not required. The primary benefit of using Connect is that you will have electronic access to the book and Smartbook, which offers sample quiz questions along with chapter readings. Students that have utilized Smartbook in the past have typically outperformed those that did not.
- If you choose, once you have purchased Connect access and registered you will be given the option to upgrade to a loose-leaf copy of the textbook through McGraw Hill Connect.
- 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.

Should all or part of this class be offered via an online mechanism during this semester, 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.

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#### 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.

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#### TEAMS

Teamwork is one of the most critical components to marketing success. As such, you will work in teams to complete the main course projects (outlined below). Based on total class size, teams will typically consist of 3-4 students. I encourage you to form your teams as quickly as possible, ideally within the first day or two of class. You will be able to join a country group during the first week of class. If you do not join a group, a group will be automatically assigned for you.

- 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.

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#### GRADING AND ASSIGNMENTS

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

Individual – 650 points	Quizzes x5	500
	Class Participation / Discussions	150
Team – 350 points	Country Analysis Executive Brief	200
	Marketing Plan Proposal Presentation	150
Total		1,000

**Course Grade:** Final grades will be based on obtaining the following percentage of total course points: 93-100% = A; 90-92% = A-; 87-89% = B+; 83-86% = B; 80-82% = B-; 77-79% = C+; 73-76% = C; 70-72% = C-; 67-69% = D+; 63-66% = D; 60-62% = D-; 0-59% = E. Required percentages may be reduced based on a course curve.

**Grade Values:** The grade-point value per credit hour associated with each letter grade is assigned by the Office of the University Registrar: A = 4.0, A- = 3.67, B+ = 3.33, B = 3.0, B- = 2.67, C+ = 2.33, C = 2.0, C- = 1.67, D+ = 1.33, D = 1.0, D- = .67, E = 0.0. For more information visit: <https://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx>

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## ASSIGNMENTS

### 1. Quizzes (500 points)

There will be five Quizzes during the course. Each will be closed book and will cover material from the required readings and lectures. The format of quizzes will consist of multiple choice, true/false, and short answer questions. You will have 40 minutes to complete each quiz. Your lowest quiz score will be dropped.

**Make-Ups:** A make-up exam will be given when the student has a valid verifiable reason for not taking the exam during the scheduled time. Barring a documented emergency, the request must be made a minimum of ten days prior to the scheduled exam. Exceptions are made if the policy conflicts with UF attendance requirements. More detail on acceptable reasons for absence and UF policies on attendance are found at: <https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>

### 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 in Canvas via the People tab. 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 for your peers to 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." Details for the Marketing Plan Proposal will be provided mid-Module.

### 3. Participation: Discussion Boards and Team Participation (150 points)

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

*Discussions (100 points):*

- Each week we will discuss current events, class topics, guest lectures, or assigned readings. In class discussion, sharing of varying perspectives, and learning from one another is a core component of this class and will continue to be important for your post-academic careers. My ask is that you engage with the content and be prepared to discuss each week. (50 points)
- You will have the opportunity to read Country Analysis submissions and watch your classmate's posted presentations. For the Country Analysis discussions (in Canvas) a minimum of two meaningful responses, either by responding to the original post/question or by responding to a classmate's post, will earn full credit. The purpose of your comments is to add to the discussion and spark ideas for future work. (50 points)

Failure to submit your posts prior to the close of each 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):* An optional Peer Evaluation Form will be completed at the end of the semester.

**Students with Disabilities:** Students requesting classroom accommodations must first register with the Dean of Students Office. Support services for students with disabilities are coordinated by the [Disability Resource Center](#) in the [Dean of Students Office](#). All support services provided for University of Florida students are individualized to meet the needs of students with disabilities. To obtain individual support services, each student must meet with one of the support coordinators in the Disability Resources Program and collaboratively develop appropriate support strategies. Appropriate documentation regarding the student's disability is necessary to obtain any reasonable accommodation or support service. The Dean of Students Office will provide documentation to the student who must then provide this documentation to the instructor a minimum of ten days prior to the requested accommodation.

**Honesty:** Academic dishonesty will not be tolerated. Students are required to know and comply with the university's policy on academic honesty. This policy is detailed in the Undergraduate Catalog and by reference is included in this course syllabus. For more information visit: <https://sccr.dso.ufl.edu/process/honor-code/>

**Civility:** This course will be conducted in a courteous and professional manner. Inappropriate classroom behavior of any form will not be tolerated. At the instructor's discretion, students acting in an uncivil manner will receive a grade reduction commensurate with the infraction. Students can be withdrawn from the course for excessive unacceptable behavior.

**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." As such, academic dishonesty will not be tolerated. Students are required to know and comply with the university's policy on academic honesty. This policy is detailed in the Undergraduate Catalog and by reference is included in this course syllabus. For more information visit: <https://sccr.dso.ufl.edu/process/honor-code/>

**Proctoring at Warrington:** The University of Florida requires that any assessment equivalent to 15% 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. Please expect all assessments to be proctored and all assignments to utilize plagiarism software and prepare accordingly.

For online proctored exams, you are expected to have:

- a working webcam and computer (restart your computer before your exam for the most effective testing environment)
- Google Chrome
- a downloaded extension to your Chrome browser (Honorlock)
- a private workspace (if this is unachievable contact your faculty)
- incredible attention to exam instructions (it's your responsibility not to get flagged for
- cheating)
- diligence to notify your faculty of 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

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 thoroughly review the [Honorlock Student Guide](#) on the Warrington College website.

**Attendance:** Although attendance may not be taken at every class, students are expected to attend and participate in every class. Students should prepare for all classes even if they miss and are responsible for material covered in their absence. Students may not attend a class unless they are officially registered for the course.

**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.a.a.ufl.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.aa.ufl.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.

**U Matter, We Care:** Your well-being is important to the University of Florida. The U Matter, We Care initiative is committed to creating a culture of care on our campus by encouraging members of our community to look out for one another and to reach out for help if a member of our community is in need. If you or someone you know is in distress, please contact [umatter@ufl.edu](mailto: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](mailto:Learning-support@ufl.edu)  
(352) 392-HELP - select option 2

**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. Save this case number if additional follow up or documentation is needed.

**Website:** <http://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 26	Country selection for Country Analysis (Team--not graded)
Wednesday August 31	Quiz 1 – Module 1
Monday, September 12	Quiz 2 – Module 2
Monday, September 19	Team Assignment – Country Analysis Executive Brief
Monday, September 19	Quiz 3 – Module 3
Monday, September 26	Quiz 4 – Module 4
Monday, October 3	Team Assignment – Marketing Plan Presentations
Wednesday, October 5	Team Assignment – Marketing Plan Presentations
Monday, October 10	Quiz 5 – Module 5

## MODULE 1: FOUNDATIONS OF INTERNATIONAL MARKETING

### 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 26)
- Team Country selection (August 26)

### ARTICLE DISCUSSIONS – AUGUST 24

### QUIZ 1 – AUGUST 31

## MODULE 2: ENVIRONMENTAL FACTORS OF INTERNATIONAL MARKETING

### 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:

### ARTICLE DISCUSSIONS – SEPTEMBER 7

### QUIZ 2 – SEPTEMBER 12

## MODULE 3: MARKET RESEARCH, DEVELOPING COUNTRIES AND MARKET INTEGRATION

### READ:

- Cateora Chapters 8, 9, 10, 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), 86-93.

### DO:

### ARTICLE DISCUSSIONS – SEPTEMBER 14

### TEAM ASSIGNMENT: SUBMIT COUNTRY ANALYSIS EXECUTIVE BRIEF – SEPTEMBER 19

### QUIZ 3 – SEPTEMBER 19

## MODULE 4: PRODUCT INNOVATIONS, COMMUNICATIONS AND PROMOTIONS

### 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:

ARTICLE DISCUSSIONS – SEPTEMBER 21

QUIZ 4 – SEPTEMBER 26

## MODULE 5: MARKET ENTRY, DISTRIBUTION, & PREPARING FOR FOREIGN ASSIGNMENTS

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:

ARTICLE DISCUSSIONS – SEPTEMBER 28

QUIZ 5 – OCTOBER 10

TEAM ASSIGNMENT: MARKETING PLAN PRESENTATIONS – OCTOBER 3, 5

PEER EVALUATIONS (OPTIONAL) – OCTOBER 10

## 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. Whitler, 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*

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## 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. Lan 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. Lehmsberg, 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).
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#### **E. International Risk Management and Crisis Communication**

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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." *MIT Sloan*, Summer 2010.
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PROJECT OVERVIEW

The assignment serves 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.

You will sign up for a country of interest during the first week of class. Each group should have 3-4 team members. If only one or two students select a country to study, I reserve the right to combine groups. Each country will only be assigned to one team. Assignments will be made on a first come basis.

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
Colombia	Norway	UAE	Japan

COUNTRY ANALYSIS – 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 towards 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 on imports and exports

D. Political and Legal Analysis (40 points)

- Political Ideology
- Role of Politics
- Relationship with other countries
- Legislation, Regulations, or Special rules affecting marketing
- 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.***

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## HELPFUL RESOURCES

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>
- Writing Studio: 2215 Turlington Hall, 352-846-1138. Help brainstorming, formatting, and writing papers.