

Marketing 782/282 - Multinational Marketing

The Wharton School

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Objective: The objective of this course is to provide a solid understanding of the major issues impacting Multinational Marketing campaigns. Strategically, this will be accomplished by individually examining each of the Marketing “6 Ps” (we have added two to the mix) and their specific implications in a multinational marketing environment. Tactically, the course will utilize active class discussion, case studies drawn from a variety of industries, selected readings covering a wide spectrum of Multinational Marketing issues, and a group project. The course focuses on real-world examples and seeks to develop a marketing skill-set applicable to any industry or product line.

Learning Objectives: Course participants will understand and be able to successfully apply the following concepts:

- Marketing Organizational Structure for Multinational Marketing
- Strategic Development in a multinational environment – “think global, act local”
- The global “Footprint” – how to develop and assess for success
- Positioning and the Positioning Matrix in a multinational marketplace
- Multinational Communications Strategy – “does one size fit all?”
- Integrated Communications – “Surround Sound” – how various targets absorb media
- Customer Insight(s) and their implications on our multinational/regional efforts
- Distribution, pricing and packaging implications in a multinational environment
- Market Research challenges in markets beyond the United States and the G5.

Discussion: This is a Marketing course focusing on the opportunities and challenges inherent in multinational marketing. Organizations have painfully learned the challenges of marketing brands across international borders. Even the most sophisticated marketing organizations have suffered extraordinary and costly setbacks in the global marketing arena. This course provides a framework through which to consider multinational marketing opportunities in order to maximize the likelihood for long-term success.

Course focus is on the role of the Marketing Manager in leading the multinational marketing effort. Emphasis is placed on the decisions and actions this manager must take in a real-time environment. Course participants will continually be challenged to recommend actions to address specific situations, similar to the environment facing their counterparts in multinational marketing roles.

This course is focused on real-world concept application rather than the theoretical. Case studies and class examples are drawn from a wide variety of industries with the goal of concept understanding and application, regardless of industry. Course participants will complete this course with a clearer perspective on the challenges and issues facing the multinational marketer and with an actionable framework through which to address them.

Course Structure: The course is comprised of thirteen (13) 90 minute sessions. These sessions are conducted twice weekly, Tuesday and Thursday, beginning Thursday, January 15, 2009. The course is comprised of three main elements:

- Course content and case study presentation, class discussion of course concepts and related case materials;
- Team mini – case development and presentation that reflect integration of concepts presented to-date. This will take the form of a case study provided to class teams in the form of a “take home” mid-term exam;

- Team major – case development and presentation that reflects integration of all course concepts with particular emphasis on application assessment;

Course Content Presentation: Each class focuses on a specific topic(s) in the multinational marketing mix. We have expanded the traditional 4 Ps to 6 and each week will address one of these mix elements individually and in relation to the others. Case studies and readings are assigned for each class and illustrate that concept(s) and either its successful or unsuccessful application in a real-world situation. Active class participation is encouraged, with a special emphasis on thoughtful, clear, concise commentary and analysis.

Team Projects: Course participants are encouraged to form project teams of 4 to 5 members. These teams will complete the mid-term “mini case” assessment/exam and develop a presentation on a larger multinational marketing case of their choosing. This larger project presentation can focus on either:

- A theoretical product or service for which the team develops a multinational marketing program reflecting course concepts - tools;
- A multinational marketing case study about an existing, in-market product/service and the inferred application of course concepts - tools to this product and the critical evaluation of their application success/failure, i.e., with what elements of their marketing mix application does the team agree/disagree?

Team participants will be evaluated not only upon their presentation and analysis, but on their concept application, and their ability to successfully function as a team. Team participants will also be asked to assess the performance-contribution of their peer team members.

Mini Case Midterm Exam and Major Case Development and Analysis: The Mini Case Mid-Term exam focuses on the applications of the concepts presented through basically the first half of the course. This concise analytical presentation focuses on these critical concepts and evaluates their successful – unsuccessful application to a specific, real-world situation. The case provided will ask class participants to analyze a specific multinational marketing opportunity, research the brand(s) involved, recommend a specific action plan to a senior multinational marketing manager. The recommendation will take the form of a 10-15 minute Powerpoint team presentation. The project team will have approximately one week to complete the project.

The Major Case presentation should include an analysis on the successful/unsuccessful application of all course concepts. Major Case presentations should target about 20 minutes. They should be Powerpoint presentations by the entire project team and will be presented to the entire class, as well as submitted for grading and assessment. Class participants are also assessed on their constructive commentary regarding these Case presentations.

Course Participant Assessment – Grading: Course participants will be evaluated on the three basic elements of the course, as follows:

- **Class participation (40%)** – Active, thoughtful, clear, concise participation reflecting comprehension and application of the concepts – topics presented. ***This is about Quality, not Quantity.***
- **Major Team Project (40%)** – Original, creative, unique product/service example presentation that demonstrates complete comprehension, integration, and evaluation of the concepts and their application in the multinational marketplace.
- **Mini Case Midterm Exam Development and Analysis (20%)** – Presentation on an assigned case study that demonstrates analysis and assessment of the course concepts presented to-date and a recommendation on their application in a multinational marketing project.

Class	Topic	Tool(s)	Cases, Readings	Other
One	<ul style="list-style-type: none"> • Introduction to Course - Objectives & Overview; • Multinational Marketing framework; • Goals and Objectives; • Assignments, Grading, Course Perspective. 	The New 6 Ps of multinational marketing <ul style="list-style-type: none"> • People • Product • Packaging • Pricing • Placement • Promotion 	"The Globalization of Markets" (Levitt);	
Two	Building The Global Brand – The Iconic Footprint Process	<ul style="list-style-type: none"> • Global Brand Footprint • Brand Positioning • Positioning Matrix • Brand World • Brand-Type Model 	"The Return of the Global Brand" (Quelch).	Form Project Teams
Three	Brand Footprint – The Global Franchise and their role vis-à-vis the Footprint	<ul style="list-style-type: none"> • Global Franchise Roles, Responsibilities Model 	"Marketing Across Borders: It's A Big, Big World" (HBS reprint)	Form Project Teams
Four	Product and Placement – Getting the Right Product to the Right Place	<ul style="list-style-type: none"> • 7 Rules Checklist 	"Seven Rules of International Distribution" (Arnold)	Confirm Project Team, Begin project selection
Five	Customer Insight – Critical Element to Great Marketing Campaigns	<ul style="list-style-type: none"> • Customer Insight Tools • Customer Insight Assessment Process 	<i>Rising Tide</i> , Going Global, Entry Into Japan, pp. 202-227	
Six	Communications in a Multinational Environment, Global or Regional Campaigns?	<ul style="list-style-type: none"> • Global Brand Communications planning • Market Research Implications 	<i>Heineken N.V.: Global Branding and Advertising</i> (HBS Case)	Confirm Major Project

Seven	Maximizing Communications Agency Effectiveness	<ul style="list-style-type: none"> • Creative Brief • Creative Brief Assessment Tool 	<i>Rising Tide</i> , Winning in the White Space, pp. 327-344	Mid Term Exam Case Study by Project Team
Eight	Multinational Communications Continued – Best Practice Examples	Assessment Tools applied to Best Practices Examples	Cannes Gold Lions Communications Examples	
Nine	Marketing Research in a Multinational Environment	<ul style="list-style-type: none"> • Market Research Brief • Qualitative and Quantitative studies across multinational borders 	<i>Rising Tide</i> , Challenges in China, pp. 385-403	Guest Speaker on Multinational Market Research
Ten	The New World of Multinational Marketing Communications – It's Not Just TV Anymore	<ul style="list-style-type: none"> • Surround Sound Model • Integrated Communications Model 	"New Strategies in Emerging Markets" (Arnold, Quelch)	Guest Speaker on New Communications Challenges Final Presentation Question Session
Eleven	Application of Course Concepts – Tools to Product Launch	<ul style="list-style-type: none"> • 6 P's, 5 C's, Positioning, etc. 	<i>The Bumpy Ride of the Smart Car</i> , Pt. 1-Smart Car (INSEAD CASE)	
Twelve	Application of Course Concepts – Tools to Product Launch	<ul style="list-style-type: none"> • 6 P's, 5 C's, Positioning, etc. 	<i>The Bumpy Ride of the Smart Car</i> , Pt. 2 – Swatch (INSEAD CASE)	
Thirteen	Multinational Marketing – Assessing the Opportunity – Where Should Go/Not Go and Why?	<ul style="list-style-type: none"> • Opportunity Assessment Toolkit • Financial Assessment 	"L'Oréal and the Globalization of American Beauty" (HBS Case)	Final Presentation Question Session

Texts:

Davis Dyer, Frederick Dalzell, Rowena Olegario, ***Rising Tide: Lessons from 165 Years of Brand Building at Procter & Gamble*** (Boston: Harvard Business School Publishing, 2004)

Case Studies/Readings:

- "The Globalization of Markets", Theodore Levitt, Harvard Business Review (83308)
- "The Return of the Global Brand", John Quelch, Harvard Business Review (F0308D)
- "How Global Brands Compete", Douglas Holt, John Quelch, Earl Taylor, Harvard Business Review (R0409D)
- "Marketing Across Borders: It's A Big, Big World", excerpted from the *Marketer's Toolkit: The Ten Strategies You Need to Succeed* (2653BC) Harvard Business School Press
- "Seven Rules of International Distribution", David Arnold (R00603)
- "New Strategies in Emerging Markets", David Arnold, John Quelch (4001 Sloan Management Review)
- "L'Oréal and the Globalization of American Beauty", Geoffrey Jones, David Kiron, Vincent Dessain, Andres Sjoman (9-805-086)
- "Heineken" HBS Case Study (9-596-015)
- "McDonalds in Russia" HBS Case Study (9-503-020)
- "The Bumpy Ride of the Smart Car" (INSEAD, Prof. Pinson)