

GLOBAL MARKETING
~ BADM 584 ~
SPRING 2021
Dr. Michelle Nelson

Course web page: <https://compass2g.illinois.edu>

PROFESSOR MICHELLE NELSON'S CONTACT INFORMATION

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PHONE: 217-344-5068 (cell)
OFFICE HRS.: all virtual; Mondays from 10 a.m. until Noon (see compass for Zoom info)
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CLASSROOM

1001 BIF

CLASS DAYS & TIME

Tuesdays 9:30 am – 12:20 p.m. Note that recordings will be available for lectures, and make-up activities will be provided on request for students who are unable to attend the lecture in person or live on Zoom. All students are responsible for completing all class activities and assessments.

MY BACKGROUND

I am a Professor of Advertising (with appointments in the Institute of Communications Research and in Business Administration) at the University of Illinois at Urbana-Champaign (since August 2006). Before Illinois, I worked for six years in the School of Journalism and Mass Communication at the University of Wisconsin-Madison and 18 months in the Integrated Marketing Communications program at Emerson College. I teach Global Advertising, Qualitative Research Methods in Advertising, Advertising & Society, Strategic Brand Communication, and Global Marketing. I received my PhD in Communication from the University of Illinois at Urbana-Champaign.

I have professional experience in Marketing and Marketing Communications positions in nonprofit, trade, advertising, and technology organizations. I have worked, conducted research, or taught in Austria, Denmark, England, Italy, and Jamaica. My research and teaching are highly influenced by my interests and experiences in cultures and technology. My current research specialties include advertising and globalization, advertising literacy, and technology and persuasion.

Linked-In profile: <https://www.linkedin.com/in/michelle-nelson-5492aa6/>

Google scholar profile: <https://scholar.google.com/citations?user=hIMe-2cAAAAJ&hl=en&oi=ao>

COURSE DESCRIPTION

Analyzes marketing strategy across national boundaries, the problems of marketing within foreign countries, and the coordination of global marketing programs. Includes problems faced by the exporter, licensor, joint venture, and multinational firm. The full range of market activities are discussed from a global perspective.

With globalization, businesses are becoming increasingly complex to manage. During this new century, globalization has brought dramatic changes to both the supply (i.e., brands that are offered) and demand (i.e., consumers' values and desires) sides of markets. A proliferation of global brands from developed and emerging economies brings diverse cultures to a consumer population that is also growing culturally diverse. This course tries to illustrate how companies can take advantage of the opportunities and address the challenges associated with the increasing globalization of markets. During the semester, you will learn about how culture shapes consumer needs and preferences, the impact of foreign political and economic factors on companies, the influence of international competition, and how to segment markets based on cultural factors. Drawing from novel theoretical insights in social psychology, cultural psychology, marketing, and management, the course provides a broad theoretical foundation for understanding the impact of culture on international marketing decisions, and particularly so for devising marketing strategies aimed at creating iconic brands that can resonate with multi-cultural consumers.

COURSE GOALS

At the end of this course, students should be able to:

1. Understand the cultural changes that globalization brings to consumer markets
2. Understand what culture is and how it shapes consumers' judgments and behaviors
3. Assess the attractiveness of various foreign markets
4. Identify sources of cultural equity in brands
5. Determine when to use different market entry and penetration strategies
6. Develop business strategies for leveraging the cultural equity in brands
7. Effectively and professionally communicate their views about international marketing situations

COURSE MATERIALS

1. REQUIRED TEXTBOOK: *Globalization, Culture, and Branding: How to Leverage Cultural Equity for Building Iconic Brands in the Era of Globalization*, by Carlos J. Torelli, Palgrave Macmillan (2013), ISBN-13: 978-1137333315
2. CASES Harvard Business School Case Studies (2; organized for better pricing into a 'course pack' – available here for purchase; \$8.50). <https://hbsp.harvard.edu/import/797952>
(1) Stella Artois in South Africa: Cause Marketing and the Building of a Global Brand (2019);
(2) Wendy's: A Plan for International Expansion (2018)
In addition, there are 2 additional shorter cases from the *Harvard Business Review*, which will be found on compass (you do not need to purchase).
 3. Articles to be downloaded from the library's database (Business Source Complete or [EBSCOhost Business Source Ultimate](#) or articles /links/videos/materials available on Compass course website.
 4. Class slides to be downloaded from the course Compass website.

5. Class recordings on Illinois Media Space. <https://mediaspace.illinois.edu/>

COURSE FORMAT

This course involves lectures, discussions, current event examples, exams, cases, videos, and a course project. The lectures and class discussions are designed to go *beyond the text* and to apply the concepts to real marketing situations. The lectures may cover particularly important aspects of marketing and may be on topics not in the text. In addition, all assigned reading material is the responsibility of the students. The goal is to use the class time for discussing and asking questions about the material. ***So that you will receive maximum benefit from this course, it is expected that all material will be read prior to the class for which it is assigned.***

COURSE POLICIES

1. Attendance and punctuality are expected. You will be rewarded for attending and participating in class discussions (this will be part of your grade). Note you may attend on ZOOM or in person. I will download the 'registration and attendance reports' from the Zoom platform. I will also make a note of class discussions on the Chat of the Zoom.
2. It is expected that all assigned materials have been read ***prior to class***. You may be called on to answer questions, give examples, and explain items covered in the textbook and other assignments. If the assigned materials have not been read, you will not be able to answer the questions.
3. Slides for each class are available for download on the course compass site.
4. You are responsible for knowing and following all rules, policies, and procedures in the *Code of Policies and Regulations Applying to All Students* (e.g., plagiarism; academic dishonesty). See: <https://studentcode.illinois.edu>
5. Important course announcements (e.g., changes in the syllabus, extra credit opportunities, etc.) and various suggestions and hints will be posted via email or compass. Please be sure that you pay attention to these communications.
6. The best method to contact Prof. Nelson is via e-mail (nelsonmr@illinois.edu) or text (217-344-5068; please identify yourself and your class).

MID-TERM AND FINAL EXAMS

There will be TWO exams in the course; both of them are "open note, open lecture" exams made up of short essays that will require you to integrate and apply what you have learned in the course lectures, readings, and assignments. The final is non-cumulative.

INDIVIDUAL or SMALL GROUP PROJECT

Because of the pandemic situation, I am offering flexibility this semester. Students can choose to work as an *individual* or *on a team* of 3 members. You will be assigned to your group (if you choose to work in a group) and to your country during the second week of classes, from a pre-assigned list, including but not limited to Australia, Brazil, China, Poland, Russia, Nigeria, India, Indonesia, Turkey,

Vietnam, and Saudi Arabia. You will then choose a product from a brand of your choice and prepare a marketing plan for introducing the product in the chosen country. One requirement for the project is that the brand you plan to introduce should *not* be currently marketed in the target country. The project has deliverables that include a pre-recorded 7-minute presentation and a short report (some templates for preparing the presentation and the report will be available in the course website):

1. Deliverable 1 - The economic, political, regulatory, and cultural environment in the target country. Market opportunity analysis (market sizing), and consumer targeting (profit potential). This should also include a cultural analysis/understanding of your country. See template and rubric on compass for complete details.
2. Deliverable 2 – The brand Audit, including a cultural audit, of your brand (implications for product acceptance), and the Market launch plan (the 4 P’s). See the template and rubric on compass for complete details.

To ensure full participation in team projects, a peer evaluation will be submitted the day of the presentations. Peer evaluations will be taken into consideration for assigning individual-based grades for the team project.

IN-CLASS PARTICIPATION

Class participation is a critical element for meeting the course objectives. Class meetings will provide varied opportunities for students to discuss the course material in the context of real branding situations. Examples using real brands will be used in every lecture to illustrate key marketing issues. Cases will also support a “learning-by-doing” approach to enrich the learning process.

Class participation grade will be based on the quality and quantity of the students’ contribution to in-class discussions. Students are required to come prepared for class and to make comments or ask questions that help to bring together different concepts discussed in the course. Class discussion is aimed at achieving a deeper understanding of international marketing issues.

CASES

This semester, students will be required to read 4 different cases and complete short ‘reading’ quizzes for each case on compass. We will then discuss the cases in class where your discussion is part of your grade. The cases provide an opportunity for critical evaluation of real branding strategies.

- “Wendy’s: A Plan for International Expansion”
- “Stella Artois in South Africa: Cause Marketing and the Building of a Global Brand”
- “Competing Against Bling” (HBR, 2017)
- “Why You Aren’t Buying Venezuelan Chocolate” (HBR, 2010)

GRADING: The point distribution for the course is:

Assessment	Points
<i>Mid term Exam (open notes, short answer/essay)</i>	20
<i>Final Exam (open notes, short answer/essay)</i>	25
<i>Deliverable 1 (Individual or Group Project: Written -16 points and Presentation – 8 points)</i>	24
<i>Deliverable 2 (Individual Group Project: Written 16 points and Presentation – 8 points)</i>	24
<u>4 Case Studies:</u> <i>HBS cases: Stella + Wendy’s (need to purchase)</i> <i>HBR cases: “Competing Against Bling” (HBR, 2017) “Why You Aren’t Buying Venezuelan Chocolate” (HBR, 2010): on compass</i> Short reading quiz for each case (5 points) + Discussion of case (3 points) = 8 x 4 = 32 points	32
<i>In Class Attendance/ Participation (2 points for each class session x 14 = 28 points)</i>	28
Total	153

Please note if you are taking the class online only or if you are not able to participate in a live /Zoom session, you may contact me to ‘make up’ the points in another way.

GRADING SCALE

Grades will be assigned using the +/- system. The following is the grading scale for this course based on the % of points you earned.

- 98-100: A+ (150-153 points)
- 94-97: A (144-149 points)
- 90-93: A- (138-143)
- 86-89: B+ (132-137)
- 83-85: B (127-131)
- 80-82: B- (122-126)
- 76-79: C+ (116-121)
- 73-75: C (112-1115)
- 70-72: C- (107-111)
- 69 -67: D+
- 66-64: D
- 63-60: D-
- Fewer than 60 points = F

EXTRA CREDIT

You will have opportunities to earn extra credit throughout the semester by participating in research studies that are posted on SONA.

<https://uiuccba.sona-systems.com/Default.aspx?ReturnUrl=%2f>.

You will be allowed to earn up to 2 extra credit points (each 1-hour study = 0.5 points of extra credit, you can participate in a maximum of 4 studies to earn up to 2 extra credit points).

Please check the website periodically to sign up and participate in a study. There may be other opportunities to earn extra credit in the class.

STUDENTS WITH DISABILITIES

To obtain disability-related academic adjustments and/or auxiliary aids, students with disabilities must contact the course instructor and the Disability Resources and Educational Services (DRES) as soon as possible. To contact DRES, you may visit 1207 S. Oak St., Champaign, call 333-4603, e-mail disability@illinois.edu or go to the DRES website.

Need tech help?

Students can go to <https://techservices.illinois.edu/content/faculty-staff-and-student-technology-equipment-needs> for their technical needs.

COURSE OUTLINE

There is one log in for ZOOM every Tuesday. You should log in if you are in BIF or if you are remote. Please mute: You will use the chat function to interact.

You will have to register the first time – using your Illinois email address – and then you can join the Zoom.

Register in advance for this meeting:

<https://illinois.zoom.us/meeting/register/tZYvd-2gqT4rHNQ1-yBBLVyEsxqnrR2I8usU>

After registering, you will receive a confirmation email containing information about joining the meeting.

DATE	TOPIC	ASSIGNMENT
Class 1 Jan-26	Course Overview & Introduction What is Global Marketing?	Textbook Preface Syllabus
Class 2 Feb. 2	Standardization vs. Adaptation “Globalization and Global Marketing Trends” Assessing the Environment	Assignment & Environment Templates Read: “The State of Globalization in 2019 and What it Means for Strategists” (HBR); compass. Read: <u>WILL COVID-19 HAVE A LASTING IMPACT ON GLOBALIZATION? (HBR)</u> https://hbr.org/2020/05/will-covid-19-have-a-lasting-impact-on-globalization
Superbowl 55: Sunday February 7 (watch if you can, for the commercials)		
Class 3 Feb-9	Market Sizing Case Warm-up Hands on Work for Project	Global Brand Face-Off (HBR case)
Class 4 Feb-16	What is Culture? How to Study Culture Manifestations of Culture	Ch.2 (p. 35-42) Chiu et al. (2010) Guest Speaker: Doug Zarkin, CMO of Pearle Vision “Positioning Pearle”

		<p>Wendy's Expansion (HBS case). Be sure to complete the reading quiz on compass)</p> <p>IN-CLASS DISCUSSION</p>
Class 5 Feb-23	Culture, Values, and Beliefs Cultural Dimensions	Ch.3 (p. 61-73) Triandis (1996) Hofstede's Cultural Dimensions De Mooij & Hofstede (2010) (p. 85-96)
Class 6 March 2	Cultural Dimensions (cont.)	Gelfand (2012) Nisbett et al (2001)
Class 7 March-9	Culture and Consumer Behavior	Ch.3 (p. 73-78) Torelli & Rodas (2017) De Mooij & Hofstede (2010) (p. 97-104)
Class 8 March- 16	DELIVERABLE 1 PRESENTATIONS and WRITTEN REPORT	DELIVERABLE 1 PRESENTATIONS (These will be recorded Ahead of time; Share with Professor Nelson by 10 p.m. On March 15)
Class 9 March 23	Brands and Cultural Equity	Ch. 1 (p. 3-27) Ch. 2 (p. 42-58) Ch. 6 (pp. 111-121)
Class 10 March 30	Midterm	Midterm Exam (note that you can take it in class or out of Class). It will be posted March 28 and is due April 4 (see compass).
Class 11 April 6	Consumers' Reactions to the Cultural Meanings in Brands Brands and Cultural Identity Needs	Ch. 4 Ch.5 & 6 Oyserman (2009) Competing Against Bling Discussion (be sure to complete the reading quiz on Compass before class).

	Crafting a Cultural Positioning	
Class 12 April 13	No Instruction this Week (Mandated break by university)	
Class 13 April-20	Marketing Programs to Build Cultural Equity	Ch.6 Stella Artois in South Africa (reading in HBS course packet; Please complete the quiz on compass before class)
Class 14 April-27	Global Branding Issues The Provenance Paradox Leveraging and Protecting Cultural Equity	Ch. 7 Steenkamp et al. (2003) Deshpande (2010) “Why you aren’t buying...”CHOCOLATES EL REY CASE (Reading quiz on compass before class and class discussion)
Class 15 May 4	DELIVERABLE 2 PRESENTATIONS Course Wrap up	DELIVERABLE 2 PRESENTATIONS (PRE_RECORDED, 7-minutes, share with Professor Nelson by May 3 at 10 p.m.) nelsonmr@illinois.edu
	Take home Final Due May 13 by midnight CST (upload on compass)	