



**Carleton**  
UNIVERSITY

**SPROTT**  
SCHOOL OF BUSINESS

**BUSI 4205B**  
**International Marketing Strategy**  
Winter 2021

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Office hours: Tuesday 3:00 – 4:00 pm or by appointment

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Class Scheduled: Tuesday 8:35 – 11:25

Location: CULearn

TA:TBA

Modality: Online (lecture sessions will be asynchronous)  
Online (Office hours will be synchronous)

**I. DESCRIPTION**

The marketing function in international markets from a strategic and managerial perspective. Environments of foreign markets in relation to marketing research, international branding and positioning, and product, price, distribution, and communication strategies. International expansion methods and foreign market evaluation and selection.

**Objectives**

International marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings [*in more than one country*] that have value for customers, clients, partners, and society at large. (American Marketing Association, 2013). In this course, we will study how to establish objectives and design strategies that allow us to offer products and services to different markets in the world. Doing this is not easy. Well-known companies such as Home Depot, Starbucks and Best Buy have had bad experiences in their attempts to conquer foreign markets in Chile, Australia, and China, respectively.

One of the current challenges that Canadian companies face is developing and conquering new markets for their products and services. Historically, Canada has been so dependent on the U.S. market. Some recent statistics indicate that The U.S. is by far the largest destination for Canadian products (74 % of total exports), followed by the European Union (8 percent), China (5%) and Japan and Mexico (2 % each).



Therefore, this course's main objective is to develop a managerial and strategic understanding of international marketing, with emphasis on the need to improve the international competitiveness and performance of Canadian business. More specifically, this course will:

- Examine the role of marketing in world markets and review its theoretical justification;
- Provide an overview of Canadian business in the international context (structure, problems and opportunities, causes and results of performance, etc.);
- Study marketing theory and management, in light of vastly different political, cultural, legal, and economic environments abroad; and
- Relate Canadian business needs to problems and opportunities in foreign markets.

## **II. PREREQUISITES**

Third-year standing and BUSI 2204 or BUSI 2208 with a grade of C- or higher.

## **III. READING MATERIALS**

**Text:** Cateora, P.R., Money, R. B., Gilly, M. C., and Graham, J. L. (2020), *International Marketing* (McGraw-Hill, 18<sup>th</sup> Edition).

## **IV. METHOD AND EVALUATION**

See “Summary of Evaluation” later in this section for due dates and marking weights. The due dates are also shown in section V. Class Schedule.

### **1. Tests**

There are two tests during the academic term. These tests will help consolidate the knowledge that you acquire. The format will be multiple choices and a short essay.

### **2. Individual Assignment**

This is an individual project whose objective is to learn from real examples of companies' successes and international markets' failures. Students are required to report ten examples with a proper theoretical explanation of why happened what happened. Examples should be recent and no older than five years of occurrence. At the beginning of session 4, every student must submit a descriptive report of the examples in ppt format. It is expected that each example will be presented and analyzed in a maximum of a single page (you may include pictures, references to websites, and of course, your analysis of each example).

The report in ppt format MUST contain at least the following:

- WHICH company and type of product is involved
- COUNTRY of origin and country where the situation happened and YEAR when the case occurred.
- WHAT is the marketing situation that can be classified as success/failure
- WHY it is a success/failure
- LESSON learned
- REFERENCES

The following is just an example of how to present your ten examples:

# Lululemon

## Company and Product

Lululemon is an athletic apparel retailer

## Country of Origin

Canada

## Country of Situation & Year

United States of America and China (2020)

## Marketing Situation

One of Lululemon's global art directors shared a link on his personal Instagram account promoting an offensive t-shirt with the title "Bat Fried Rice." Soon after he posted about the shirt and shared the link in his profile, waves of online condemnation followed, and he was fired by the Canadian athletic apparel company. This event was the latest in a long line of racist tropes and attacks against Asians since the coronavirus emerged in the Chinese city of Wuhan.



## Why it is a Failure

Despite Lululemon having no actual involvement in the making/designing of the shirt, the association prompted thousands of negative comments on Lululemon's official Instagram account criticizing the company for the art director's post. Lululemon's stock dropped as a result of the outrage, and they issued a separate statement on Weixin, a Facebook-like company platform popular in China, where Instagram is banned, saying that the "person involved" in designing the shirt is no longer an employee of the company.

## Lesson Learned

Lululemon's response to this event emphasized their core values and the severity of the event, while specifically calling out their stance against all racist behaviour. Even though your brand may not be directly at fault for the marketing implications, it is important to remember that all members of your brand/business have a responsibility to show up in a way that reflects the company's values, as they are a direct reflection of your brand. This is a great example of the importance of keeping all your employees culturally, politically, and globally aware as to help minimize and ideally eliminate insensitive and offensive acts both within and outside of the company.



Lululemon

Source: ("Lululemon Fires Employee Over 'Bat Fried Rice' Shirt", 2020)

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## 3. Group Project Guidelines

### Purpose

This group assignment (about five students per team) focuses on the applied side of the course theme. It makes it possible to familiarize one's self with strategic planning and decision making in international marketing and with the applied information sources that are available to managers for researching foreign markets. The project must focus on the practical application of the concepts learned in the course (e.g., using international market selection theory and marketing plan).

### Company Selection

Every group must identify a company already engaged in international marketing. Once you have identified a company, your group must inform the professor and get approval to start the project. Once the proposal is accepted, it becomes the "contract" for this assignment – therefore, ensure you choose an accessible company!

### Research

This project requires considerable legwork, creativity, and know-how. A good understanding of the company and its products and markets is essential, and *effective teamwork is necessary*. Your task will identify all the international marketing decisions made by the company in terms of international markets selection, mode of entry, strategic decisions regarding Product, Price, Distribution Channels and Communication. Assigning specific duties to each team member beforehand and specifying deadlines for various stages can significantly help the project succeed.

Secondary research is a cornerstone of success for this project. We are fortunate in Ottawa to have access to ample information for international marketing, including standard library sources (e.g. magazines, books, UN, EU, IMF, WTO, etc. publications); government departments (e.g. DFAIT, Industry Canada); and embassies, international and trade organizations, think tanks, and so on. Feel free to use information from the Web, but if you do, (a) do not let the medium obscure the message (posted information often is of dubious quality, and you are responsible for assessing the credibility of what you use); and, (b) be mindful to not drown your target reader and yourselves in useless information.

### **Content, Organization, and Approach**

1. The proposal must include enough information to enable the reader to assess the report's merits. Typically, it will specify the team members' names and duties, company chosen and rationale.

2. The final report should include an Executive Summary, Table of Contents, References, and, typically, the following main sections (not necessarily in this order – the exact topics and the sequence should be chosen depending on the nature of the project):

- a. Introduction (company background, domestic location, and product description, etc.)
- b. Rationale used by the company for selecting the chosen foreign country(ies).
- c. Selection of and rationale for chosen mode of entry into the target country(ies)
- d. Segmentation within the chosen country, target market selection
- e. Marketing mix (Product, Price, Distribution and Communication)
- f. How the marketing mix compares with the one applied in the domestic market.
- g. The final project report must not exceed 20 pages double-spaced (please avoid excessively lengthy appendices with information of marginal value).

### **Video Presentation**

In addition, each group must submit the final report and prepare a 15-minutes video presentation where all group members will present their findings. The presentation should be designed to highlight the elements of the project and need not be structured as the written report. The presentation format leaves considerable room for creativity, within reason. Audiovisual aids enhance the effectiveness of presentations and help make optimal use of time.

### **Summary of Assignments and Evaluation**

Assignment	Session due	% of grade	
Tests	6	25	50
	11	25	
Individual Assignments	4	20	20
Comprehensive Project Presentation	12	10	
	Written report	12	30
Total			100

### Essential Notes on Assignments and Evaluation

- a. All page limits specified in this outline are “hard” and non-negotiable; in other words, aim for the upper limit in each case (e.g., a 1-page submission for an assignment with a 5-page limit will be judged as insufficient) but do not exceed it. Material beyond the stated limit will not be read, and the remaining submission will be judged on its merits. For fairness and comparability, all written work must be submitted typed, double-spaced, on letter-size paper, with 2.5 cm margins all-round, in Times-Roman 12.
- b. In addition to content, all written work will be graded for grammar, spelling, writing style, and organization and presentation of the material.
- c. Cheating, plagiarism, and other offences are not tolerated and can have severe penalties.
- d. All assignments are typically marked and returned in-class one week after submission.
- e. Supplemental and grade raising examinations are not available in this course.
- f. Deadline extensions will not be granted, late assignments will not be accepted, and missed tests will not be rescheduled except for university-approved reasons (e.g., on medical grounds and with appropriate documentation).
- g. The above evaluation plan may have to be changed if changing class conditions so warrant.

### V. CLASS SCHEDULE

This schedule may be modified depending on the level of interest in the subjects to be discussed. It is each participant’s responsibility to keep up to date with the overall progress of the course as the term unfolds, and with any specific changes announced in class.

Session	Theme	Text chapters	Assignments
12-Jan	The scope and challenge of international marketing and its dynamic environment	1 - 2	Form teams
19-Jan	Cultural Environment of International Markets	3 - 5	
26-Jan	The International Political and Legal Environment	6 - 7	
02-Feb	Multinational Market Regions, Market Groups and Emerging Markets	8 - 11	The individual assignment is due
09-Feb	Expansion Strategy & Global Marketing Management: Planning and Organization, and Mode of Entry	12	
23-Feb	Test 1	1 - 12	
02-Mar	The International Marketing Mix: Products and Services for Customers	13 - 14	
09-Mar	The International Marketing Mix: Marketing Channels	15	
16-Mar	The International Marketing Mix: Integrated Communications	16-17	
23-Mar	The International Marketing Mix: Pricing	18	
30-Mar	Test 2	1 - 18	
06-Apr	Group Project Presentations		Video Presentations and Final Report Submission

## **ADDITIONAL INFORMATION**

### **Course Sharing Websites**

Materials created for this course (including presentations and posted notes, labs, case studies, assignments and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

### **Required calculator in BUSI course examinations**

If you are purchasing a calculator, we recommend any one of the following options: Texas Instruments BA II Plus (including Pro Model), Hewlett Packard HP 12C (including Platinum model), Staples Financial Calculator, Sharp EL-738C & Hewlett Packard HP 10bII

### **Group work**

The Sprott School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, follower-ship and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your professor may assign one or more group tasks/assignments/projects in this course. Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

In accordance with the Carleton University Undergraduate Calendar (p 34), the letter grades assigned in this course will have the following percentage equivalents:

A+ = 90-100	B+ = 77-79	C+ = 67-69	D+ = 57-59
A = 85-89	B = 73-76	C = 63-66	D = 53-56
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52
F = Below 50			

Grades entered by Registrar:

WDN = Withdrawn from the course

DEF = Deferred

### **Academic Regulations**

University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here:

<http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/>

### **Requests for Academic Accommodation**

You may need special arrangements to meet your academic obligations during the term. For an accommodation request, the processes are as follows:

### **Pregnancy obligation**

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist.

For more details, visit the Equity Services website: [carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf](http://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf)

### **Religious obligation**

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: [carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf](https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf)

### **Academic Accommodations for Students with Disabilities**

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or [pmc@carleton.ca](mailto:pmc@carleton.ca) for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). After requesting accommodation from PMC, meet with your instructor as soon as possible to ensure accommodation arrangements are made. [carleton.ca/pmc](https://carleton.ca/pmc)

### **Survivors of Sexual Violence**

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and its survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy. For more information about the services available at the university and to obtain information about sexual violence and/or support, visit: [carleton.ca/sexual-violence-support](https://carleton.ca/sexual-violence-support)

### **Accommodation for Student Activities**

Carleton University recognizes the substantial benefits, both to the individual student and for the university, that result from a student participating in activities beyond the classroom experience. Reasonable accommodation must be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. <https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf>

For more information on academic accommodation, please contact the departmental administrator or visit: [students.carleton.ca/course-outline](https://students.carleton.ca/course-outline)

### **Academic Integrity**

Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another's ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated. Penalties may include; a grade of Failure on the submitted work and/or course; academic probation; a refusal of permission to continue or to register in a specific degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, amongst others. Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at: <https://carleton.ca/registrar/academic-integrity/>.

### **Sprott Student Services**

The Spratt student services office, located in 710 Dunton Tower, offers academic advising, study skills advising, and overall academic success support. If you are having a difficult time with this course or others, or just need some guidance on how to successfully complete your Spratt degree, please drop in\* any weekday between 8:30am and 4:30pm. Our advisors are happy to discuss grades, course selection, tutoring, concentrations, and will ensure that you get connected with the resources you need to succeed! <http://spratt.carleton.ca/students/undergraduate/learning-support/>

*\* Note that the office is physically closed. However, e-drop in is available between 8:30-4:30 until social distancing requirements are updated by the Province.*

### **Centre for Student Academic Support**

The Centre for Student Academic Support (CSAS) is a centralized collection of learning support services designed to help students achieve their goals and improve their learning both inside and outside the classroom. CSAS offers academic assistance with course content, academic writing and skills development. Visit CSAS on the 4th floor of MacOdrum Library or online at: [carleton.ca/csas](http://carleton.ca/csas).

### **Important Information:**

- Students must always retain a hard copy of all work that is submitted.
  - All final grades are subject to the Dean's approval.
  - For us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CARLETON address. Therefore, in order to respond to your inquiries, please send all email from your Carleton CMail account. If you do not have or have yet to activate this account, you may wish to do so by visiting <https://carleton.ca/its/get-started/new-students-2/>
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