International marketing

MASTER'S DEGREE MBA IN INTERNATIONAL MANAGEMENT

UNIVERSIDAD INTERNACIONAL MENÉNDEZ PELAYO

Másteres Universitarios

This document can be used as reference documentation of this subject for the application for recognition of credits in other study programmes. For its full effect, it should be stamped by UIMP Student's Office.

GENERAL DATA

Brief description

Once students are familiar with the basic concepts of marketing and economics (Phase I), this subject aims to address the main theoretical and practical aspects involved in the process of studying, selecting and implementing business strategies related to foreign trade activities and internationalisation of the company.

Name

International marketing

Code

102795

Academic year

2024-25

Degree

MASTER'S DEGREE MBA IN INTERNATIONAL MANAGEMENT

ECTS Credits

2

Type

MANDATORY

Duration

Cuatrimestral

Language

Spanish/English

CONTENTS

Contents

Section 1: International Marketing: Basic Concepts and International Marketing Plan

• Introduction: concepts
• Differences between international and domestic marketing
• The functions of international marketing
• Global vs. multidomestic strategy: adaptation vs. standardisation
• The International Marketing Plan: Structure and phases

Section 2: Analysis of the International Environment: Macro and Micro

• The International Macro-environment: Economic and Technological
• The International Macro-environment: Sociocultural and Political-Legal
• The Micro-environment: International Competition Analysis

Section 3: Selection and information on international markets

• The market selection process
• Target country selection criteria
• International Market Research based on Web 3.0
Case of Internationalisation of Companies 1.

Section 4: Modes of entry to foreign markets I: direct and indirect export and Cooperation Agreements

• “Pre-distribution” mode of entry
• Alternative ways of entering foreign markets
• Direct export
• Export through agents and distributors
• Export through trading companies
• Piggybacking
• Joint Ventures and strategic partnerships
• Export consortia
• Licence agreements
• Franchise agreements
Case of Internationalisation of Companies 2.

Section 5: Modes of entry to foreign markets II: Establishment abroad

• Delegation/Branch Office/Business Office
• Commercial subsidiary
• Production subsidiary
• Selecting the mode of entry: internal and external variables
Case of Internationalisation of Companies 3.

Section 6: Decisions on the international marketing mix: Product Policy (I)

• Product decisions: product-market mix
• Product attributes: customisation vs. standardisation
• International Product Policy: standardisation, certification and registration
Case of Internationalisation of Companies 4.

Section 7: Decisions on the international marketing mix: Product Policy (II) / Internationalisation of the Brand

• The use of made-in designations and other place branding (Dominations of Origin, etc.)
• Characteristics of an international brand
• The decision on branding: local / global / third party.

Section 8: Decisions on the international marketing mix: Pricing Policy

• Pricing decisions: Criteria and calculation in international pricing
• Pricing policy and international competitive positioning
• Standardisation, adaptation and coordination of pricing policy
Case of Internationalisation of Companies 5.

Section 9: Decisions on the international marketing mix: Distribution Policy

• External factors determining distribution channels
• The structure of the distribution channel
• Management and control of distribution channels
Case of Internationalisation of Companies 6.

Section 10: Decisions on the international marketing mix: Communication policy

• Factors influencing international promotion
• International communication process
• Communication tools: Promotion techniques
• Involvement of the Internet in distribution and communication decisions
Case of Internationalisation of Companies 7.

Section 11: International Marketing Organisation.

• Operational organisation and structure of the international business area: Delegation and coordination between parent company and subsidiaries.
• Control of the Economic Plan: objectives, budget and cost-effectiveness
• Social Responsibility and Sustainability in the International Marketing Strategy
Case of Internationalisation of Companies 8.

COMPETENCES

Conocimientos

CO1 - To learn about business management analytics in dynamic and complex environments, such as the international environment.

CO2 - To acquire a body of theoretical and practical knowledge and learning skills, which will enable those who remain interested to pursue further, more specialised studies in the field of advanced research or doctoral studies.

CO3 - To master the basic tools of information and communication technologies for exercising of their profession and for learning.

CO4 - To understand the concepts, theories and instruments for analysing and developing business internationalisation plans.

CO5 - To understand the nature of problems in the organisation and therefore the application of suitable tools by developing analytical skills.

CO7 - To know the structure and functioning of the organisations and institutions that support companies’ internationalisation.

Habilidades

S1 - To apply the theoretical and practical knowledge acquired, with a high degree of independence, in both national and international companies, be they small or medium-sized or companies of a more multinational dimension, and even in non-business organisations whose management requires an international vision.

S2 - To apply the analytical skills acquired in defining and approaching new problems and in searching for solutions both in a national and international business context.

S3 - To be able to collect, record and interpret macroeconomic data, country information, industry and business information, financial and accounting data, statistical data, and relevant research results to systematise business decision-making processes in international environments.

S4 - To apply the appropriate procedure to achieving an international business objective.

S5 - To assess the relationship between enterprises and the institutional framework in which activities are carried out.

S8 - To analyse the results of market and competition research to propose strategic orientations and operational actions.

S9 - To manage a business internationalisation project and assume managerial responsibilities.

Competencias

C1 - To work in multidisciplinary and multicultural teams, in highly demanding situations in terms of time (deadlines for designing and executing projects and cases) and results.

C2 - To develop business and personal activities within the strictest ethical and socially responsible behaviours, as well as to develop sensitivity towards social and environmental issues.

C3 - To express themselves correctly, both orally and in writing, in Spanish and English, maintaining an appropriate image in their professional activity.

C5 - To work in a team, prioritising the precision of the results and the soundness and originality of the proposals.

LEARNING PLAN

Training activities

Type of activity	Hours	% On site
TA1.- Master classes	6	100
TA2.- Practical classes	10	10
TA3.- Individual and group work	16	5
TA4.- Tutorials	2	100
TA5.- Individual student work	16	0

Teaching methods

This subject, which is essentially practical in nature, focuses on analysing and presenting different theoretical sections during face-to-face classes, supported by the analysis and presentation of case studies, audiovisual material and personal discussion with the lecturer about articles and readings in the field of International Marketing. Case studies of internationalised companies or companies in the process of internationalisation will be analysed with the aim of deepening many of the theoretical aspects presented. Cases with both historical relevance (the all-time best cases) and topical relevance.

Learning outcomes

• To analyse and understand the importance of strategic internationalisation decisions to achieve sustainable competitive advantages and to maintain long-term leadership positions, analysing the most up-to-date responses that leading companies are developing in the face of the growing globalisation of markets and competition.
• To have a solid and well-defined body of conceptual, technical and procedural knowledge related to the export process, as well as being able to develop the phases of a business export programme: research into foreign markets, segmentation techniques and selection of foreign markets, options to undertake the processes of entering international markets and their different legal forms, and decisions regarding the exportable product.
• To develop the decision-making process for the variables of the International Marketing Plan (IMP), relating this to the company's international strategy and to the limitations presented by the differences in the various political-legal, socio-cultural, economic and technological environments.
• To learn about examples and analyse practical case studies for Spanish and foreign companies that are successfully implementing international marketing strategies.
• To understand the nature of business internationalisation processes: structural causes, strategic motivations and problems in order to reduce the risks they pose.

EVALUATION

Evaluation system

In the ordinary exam sessions, the final grade will be determined on the basis of three main concepts: the formative assessment, the student's active participation and the final exam.

The form of assessment will be as follows:

• 50%: 50-question test with four alternative answers, one of which is correct. Correctly answered questions will be awarded 1 point, 0.5 points will be deducted for each incorrectly answered question, and there will be no penalty for unanswered questions. A minimum score of 3.8 in the multiple-choice test is required for it to count towards the continuous assessment: Questions will be based on the following material
• Text: “Chapter 3: Marketing y negociación internacional" from the book Manual de Internacionalización published by ICEX and the corresponding slides.
• Articles on international marketing in English.
• Theoretical issues and aspects of the eight (8) case studies analysed in the classroom by the students.

• 30%: The evaluations of the case studies for internationalisation of companies will be carried out as follows:

• Case studies for internationalisation of companies: the evaluation of each of the 8 cases to be handed in by the groups before the session in the corresponding link in Moodle. It will follow a strict Gaussian Bell method with an average of around 7.5. The following criteria, among others, will be taken into account in the assessment:

• The adaptation of strategies and actions to the realities of international markets.
• The creativity and originality of the ideas presented, as well as their theoretical and conceptual basis.
• The answers to the questions posed by the case study.
• The quality of the oral presentation, as well as the presentation of the theoretical (in a PPT document consisting of max. 20 slides) and practical (max. 15 slides with the same format) reports on the case study.
• References and bibliography used for improved development of the approaches used.

• 10%: the Briefings (Brief Case Reports) on the other 7 case studies for internationalisation of companies (max. 2 sheets strictly focused on the questions from the case studies). The working groups will post a brief report in the Moodle section (virtual campus) for the course before 10:00 a.m. on the day of each session. These summaries will be subject to group assessment and will constitute 10% of the final grade.

• 10%: The results of the quizzes on the internationalisation articles

The lecturer may apply +/-10% (or the percentage they consider appropriate, always below or equal to 10%) to the final grade obtained by the student, particularly in the case of the best students, according to the quality of their participation and attitude during the course. A negative percentage may also be applied to the grades of those who display undesirable attitudes or

behaviour during the course.

In the 2nd and subsequent exam sessions, the grade will depend on the test(s) (written tests, essays, assignments, oral exams, etc.), which will be determined by the teachers and communicated sufficiently in advance to the students.

FACULTY

Coordinator/s

Fernández del Hoyo, Alfonso Pedro

Profesor.

Titular (Comercialización e Investigación de Mercados).

Universidad Pontificia Comillas (Madrid).

Lecturers

Cerviño Fernández, Julio

Doctor en Ciencias Económicas y Empresariales

Profesor titular - Área de Comercialización e Investigación de Mercados

Universidad Carlos III de Madrid.

Magariño Peñalba, Victor

Licenciado en Derecho, Master en Dirección General de Empresas (MBA)

Marketing, Marketing Internacional, Marketing Digital

New York University, Univerdidad Carlos III, ICEX

BIBLIOGRAPHY AND LINKS

Bibliography

The following documentation will be provided as teaching materials:

• Cerviño, J., Arteaga, J., Fdez. del Hoyo, A., Rizzi F. (2023), “Chapter 3: Marketing Internacional” in the book Manual de Internacionalización by Arteaga, J. (coord..), Ed. ICEX. The main sections of which are:
• The International Marketing Plan
• Selection of international markets
• Modes of entry
• Decisions on the international marketing mix: product and price
• Decisions on the international marketing mix: distribution and communication.
• International brand policy and strategy
• Cerviño, J. (2020): Marketing Internacional. Retos, Oportunidades y Nuevos mercados, Editorial Pirámide, Madrid.
• The texts of the case studies for internationalisation of companies
• The texts of the articles
• The slides displayed during the sessions
• Theoretical reports (slides) presented by each of the 8 groups on the internationalisation case study.

Other recommended books:

• Cateora, P. R., Gilly, M.C., Graham, J. L. (2021), International Marketing, 18th, Ed. The McGraw-Hill Companies Inc., USA.
• Cerviño, J., Arteaga, J., Fdez. del Hoyo, A. (2020), “Essentials of International Marketing”, Ed. ICEX, Madrid
• Cerviño, J. (2008), Marketing Internacional: Nuevas Perspectivas para un Mercado Globalizado, Ediciones Pirámide.
• Czinkota, M. R., Ronkainen, I. (2021), International Marketing, 11th, Ed. South Western Cengage Learning, USA.
• Hollensen, S. (2020), Global Marketing. A market-responsive approach. 8th Ed. Pearson Education Limited, U.K.