



UNIVERSITÀ  
DEGLI STUDI DI MILANO-BICOCCA

## SYLLABUS DEL CORSO

### International Business

2122-2-F7702M063

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#### Learning objectives

1. To get a good feeling of the important influence of contextual differences on international business & marketing.
2. To understand the unique challenges and processes implied in marketing across borders.
3. To be able to analyse real-life and actual international business/ marketing opportunities and problems and build on best practices to tackle them.
4. To reason on the best entry mode for entering a new country.
5. To reflect on the standardization/centralization – adaptation/decentralization debate.
6. To work out a positioning and an international marketing mix.

#### Contents

Global/International business and marketing are quite challenging. It is “doing business across and beyond borders”. This implies companies face lots of challenges when operating in and when tackling international markets. Inhibitors might block their international expansion objectives. Even multinationals have experienced several international blunders. Most companies are also concerned about whether the world is really that global that borders will disappear. In other words, they want to know if differences in cultural and market factors will still impact on international market expansion in the future. They also experience a huge impact of political, legal and social changes, creating uncertainties on their global strategies. Typical tensions arise in global and globalizing

companies along the poles of standardization of the business and marketing approach across countries versus adaptation to each country's unique characteristics as well as centralization versus decentralization of decision-making.

The course is based on an interactive method with a combination of interactive lectures of about 3 hours each (some of these might be in on-line, live-streamed format), mini cases and brief exercises, case discussions, a group task and group presentation, and readings. The group task is in collaboration with students from the University of Antwerp (Belgium) and the University of Prague (Czech Republic).

Due to COVID-19, unfortunately, the format might change according to university guidelines.

## Detailed program

Parts	Topics	Books
Part I: The decision to internationalize		
	<p>1. Global business and global marketing in the firm I: The process of globalization, SMEs vs. LSEs &amp; globalization, the Nine strategic windows frame, Driving forces of globalization, EPRG, Foundation concepts and four risks of IB.</p> <p>Illustration cases Lego, Nintendo, Nivea</p>	<p>H1 CKR2</p>
	<p>2. Global business and global marketing in the firm II: Global integration versus market responsiveness, The value chain &amp; International expansion, global services and experiences.</p> <p>Illustration cases Uber, Vodafone, McDonald's</p>	<p>H1 CKR1 TBD</p>
	<p>3. Initiation of internationalization: Motives &amp; drivers, Barriers and risks,</p> <p>Building the global firm. Nature, types, and roles of the MNE</p> <p><i>Case Activplant</i></p>	<p>H2 CKR11</p>
	<p>4. Internationalization theories: Uppsala model, TCA/Internalization model, Network model, Born Globals, Eclectic Paradigm</p>	<p>H3 CKR5</p>

	Illustration cases BYD, Reebok	
	5. Development of the firm's international competitiveness I: Porter's Diamond of national competitiveness, A method for the identification of KSFs & SCA, Illustration case Electrolux, Cereal Partners	H4 CKR5
	6. Development of the firm's international competitiveness II: Value nets and network mobilization, Platforms and platform development, Illustration cases Moovel, Chinese textile companies, <i>Uber versus Didi</i>	H4; Readings: Selected articles from Professor & Team, 2015-2021
	7. Development of the firm's international competitiveness III: Blue oceans & commoditization, Value innovation, Business model transformation, Servitization	Readings: Selected articles from Professor & Team, 2006-2020
	8. <i>Duel</i> Case Going global: International case in collaboration with University of Antwerp & University of Prague Briefing and Part I	Briefing and coaching
Part II: Deciding which markets to enter		
	9. Global marketing research I: Role of researcher, linking research to decision-making, secondary and www-based research, Estimating demand, Illustration cases.	H5 CKZ12
	10. Global marketing research II: Primary research problems and opportunities, segmentation research, setting up an international MIS, Case application.	H5
	11. <i>Duel</i> Go Global project: Student feedback session	
	12. The political and economic environment: Introduction cases Huawei and Google, Political/legal environment, Economic environment, regional integration, Bottom of the pyramid and emerging economies, Illustration cases.	H6 CKR 6 & 8
	13. The socio-cultural environment: Definition and layers of culture, Typologies/Frameworks, Managing cultural differences, Convergence vs. divergence, Illustration cases Ikea & Cirque du Soleil	H7 CKR3

	14. International market selection: Country screening (by SMEs vs. LSEs, filter model), Case Bosch security Systems, Market expansion strategy, Global product/market portfolio, De-internationalization, and market exit. Illustration cases Philips Lightning and SodaStream	H8 CKR12 Selected articles Prof
	15. <i>Duel</i> Case Going global: International case in collaboration with University of Antwerp & University of Prague Briefing and Part II	
Part III: Market entry strategies		
	16. Choice of entry modes: A model with determining factors, Illustration case Spotify, <i>Case Amazon in Emerging Markets</i>	H9
	17. Export and intermediary modes: Direct versus indirect export, cooperative export; Contract manufacturing, Licensing, Franchising, Joint ventures, Illustration cases	H10-11, CKR15
	18. Alliances and networks: Typology, network mobilization, platform development and orchestration, Illustration cases	Selected articles Prof & Team 2015-2021
	19. Hierarchical modes: FDI and M&A  Illustration cases	H12  CKR14
	20. International & global sourcing: Purchasing maturity, procurement and value creation, internationalization of purchasing, global purchasing; selected examples	H13 CKR 13  Selected articles professor
	21. <i>Duel</i> Case Going global: International case in collaboration with University of Antwerp & University of Prague Briefing and Part III	
	22. <i>Duel</i> Go Global project: Student feedback session	

Part IV: Designing the global marketing program		
	23. Product strategy: Dimensions of the international product offer, international services, PLC and product innovation, Product positioning and branding (brand identity prism), Illustration cases Salesforce.com, iOS/Android etc.	H14
	24. Pricing strategy: Factors influencing international pricing, strategies, Internet & pricing, Terms of sales, delivery, and payment. Illustration cases Harley-Davidson and Gillette	H15
	25. Channel strategy: Channel structures: A typology, e-commerce, managing and controlling channels, channel power & retailing, case Dell	H16
	26. Communication strategy: Communication process & tools, international advertising, viral & social media, selected cases Swarovski, Levi Strauss...	H17
	27. Q&A session. Tips & tricks	
Part V: Implementing and organizing		
	28. Organization and Control: Developing global coordination and control; restructuring for global success.  Worldwide learning and collaboration; transferring marketing best practices.	H19
	29. HR in the global firm; <i>Integration case United Cereals</i> ; Evaluating a company's global strategy: The Triple A Framework.	CKR17
	30. <i>Duel Go Global</i> project: Student presentations & defenses.  Date TBD (class will be 'split')	

## Prerequisites

## Teaching methods

The course is based on an interactive method with a combination of interactive lectures of about 3 hours each (some of these might be in on-line, live-streamed format), mini cases and brief exercises, case discussions, a group task and group presentation, and readings. The group task is in collaboration with students from the University of Antwerp (Belgium) and the University of Prague (Czech Republic).

## Assessment methods

Closed book exam based on book, slides, additional information in classes, case studies and discussion, readings provided via the electronic learning system. More application and argumentation-oriented than memory and replication. One question prepared at home and submitted before the exam.

## Textbooks and Reading Materials

Material used in class (not to be read in advance: will be put on your learning space):

[Mind that additional articles might be uploaded and become part of the class and what must be studied.]

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Axinn, C.N. and P. Matthyssens (2002), "Limits of internationalization theories in an unlimited world", International Marketing Review, 19(5), 436-449.

Pauwels, P. and P. Matthyssens (2004), "Strategic Flexibility in Export Expansion", International Marketing Review, 21(4/5), 496-510.

Quintens, L., P. Pauwels and P. Matthyssens (2006), 'Global purchasing strategy: conceptualization and measurement', Industrial Marketing Management, 35 (October), 881-891.

Pauwels, P. and P. Matthyssens (2011), "Internationalization Revisited: Progression through Institutionalization, Exploitative and Exploratory Learning", in International Marketing Theory: Current Insights and Future Perspectives, S.C. Jain and D.A. Griffith (eds.), Cheltenham (UK) & Northampton (MA): Edward Elgar, Chapter 7, pp. 135-157. [ISBN: 978 1 84980 3021].

[Van Bockhaven, W. and P. Matthyssens \(2017\), "Mobilizing a network to develop a field: broadening business actors' mobilization analysis toolkit", \*Industrial Marketing Management\*, 67 \(November\), 70-87.](#)

Van Bockhaven, W., P. Matthyssens and K. Vandenbempt (2015), "Drivers of institutional innovation in networks: Unleashing the innovation potential of domesticated markets", *Journal of Business & Industrial Marketing*, 30 (3/4), 414-435.

Van Bockhaven, W., P. Matthyssens and K. Vandenbempt (2015), "Soft Power in the Development of Collective Institutional Entrepreneurship in B2B", *Industrial Marketing Management*, 48, July, 174–186.

Jiamian Tian, Johanna Vanderstraeten, Paul Matthyssens and Lei Shen (2021), "Developing and leveraging platforms in a traditional industry: An orchestration and co-creation perspective", *Industrial Marketing Management*, 92 (January), 14-33.

Jiamian Tian, Wim Coreynen, Paul Matthyssens and Lei Shen (2021, in press), "Platform-based servitization and business model adaptation by established manufacturers", *Technovation*, Article 102222.

Struyf, B., S. Galvani, R. Bocconcelli and P. Matthyssens (2021, in press), "Towards a Multilevel Perspective on Digital Servitization Transition", *International Journal of Operations and Production Management*, ...

Van Poucke, E., P. Matthyssens, A. Van Weele and W. Van Bockhaven (2019), "The effects of purchasing proactivity on value creation and supply risk reduction in sourcing projects: Implications for marketers' capabilities", *Industrial Marketing Management*, Volume 83, November, 104-114.

Matthyssens, P. (2019), "Reconceptualizing Value Innovation for Industry 4.0 and the Industrial Internet of Things", *Journal of Business & Industrial Marketing*, Vol. 34 No. 6, pp. 1203-1209.

Matthyssens, P., R. Bocconcelli, A. Pagano and L. Quintens (2016), "Aligning Marketing & Purchasing for New Value Creation", *Industrial Marketing Management*, 52 (2016), 60–73.

[Berghman, L., P. Matthyssens, S. Streukens and K. Vandenbempt \(2013\), "Deliberate learning mechanisms for stimulating strategic innovation capacity", \*Long Range Planning\*, 46 \(1-2\), 39-71.](#)

Matthyssens, P. and W. Faes (2006). 'Managing channel relations in China: An exploratory study', *Advances in International Marketing*, 16, 187-211.

[Matthyssens, P., K. Vandenbempt and L. Berghman \(2006\), 'Value innovation in business markets. Breaking the industry recipe', \*Industrial Marketing Management\*, 35 \(August\), 751-761.](#)

Quintens, L., P. Pauwels and P. Matthyssens (2006), 'Global purchasing strategy: conceptualization and measurement', Industrial Marketing Management, 35 (October), 881-891.

Berghman, L., P. Matthyssens and K. Vandenbempt (2006), 'Building competences for new customer value creation: An exploratory study', Industrial Marketing Management, 35 (November), 961-973.

## **Books**

Hollensen, Svend (2020), *Global Marketing*, Harlow, UK, Pearson, 8<sup>th</sup> edition, ISBN: 978-1-292-25180-6 (print), 978-1-292-25182-0 (ePub) (recommended e-version, read individually, we refer regularly to key frameworks and concepts described in the book; the course is largely structured along the lines of the book.). In the content of this syllabus, followed by chapter/section number. Main text (obligatory)

Cavusgil, Tamer S., Gary Knight, and John R. Riesenberger (2020), *International Business*, Harlow, UK Pearson Education, 5<sup>th</sup> edition, global edition, ISBN 13: 978-1-292-30324-6, eBook ISBN 13: 978-1-292-30330-7. In the content of this syllabus, referred to as CKR followed by chapter/section number. Supporting, secondary text (recommended)

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## **Semester**

October-December 2021

## **Teaching language**

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