

International Business (Global Strategy & Global Marketing)

Prof. Dr. Paul Matthysens

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I. INTRODUCTION

Global strategy and global marketing are quite challenging. It is “doing business across and beyond borders”. This implies companies face lots of challenges when operating in 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 persist in the future.

Global managers 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/marketing approach across countries versus adaptation to each country’s unique characteristics, as well as centralization versus decentralization of decision-making.

During this course we will look at triggers, inhibitors, processes, concepts, and strategies which might be considered essential for any manager operating ‘abroad’ in this global world.

IMPORTANT NOTE: Both parts Global Strategy (GS) and Global Marketing (GM) are *interwoven*, although officially, they are two separate, but connected courses. Occasionally, some students follow only one part of the course (mostly Erasmus students). Mind that the course will not be split on each course day as in the course schedule, e.g., two hours of GS followed by two hours of GM on Mondays and the inverse on Tuesdays... In the schedule below it will be made clear for those students on which days they have classes, either for GS students *and* those following both modules (*=not for GM only*) **or** for GM students *and* those following both modules (*= not for GS only*) **or** for all students, i.e., those following GM, GS, or both (*=all*). The majority of students follow the whole class. For those students, there will be no difference between GS or GM classes, for them it is one integrated course with one exam and evaluation only.

II. OBJECTIVES OF THE SESSION

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.
7. To understand the core theoretical frames regarding global competitiveness and global marketing/strategy.

III. APPROACH

Classes are interactive, in presence, unless explicitly mentioned when it is occasionally in on-line format. On Monday classes are from 17:30-19:30 (U6-40), on Tuesdays from 8:30-10:30 (U9-11) and from 17:30-19:30 (U6-01f), and on Wednesdays 8:30-11:30 (U6-01f) and 12:30-14:30 (U6-01a). The theoretical classes will be recorded (not live streamed). The interactive case discussion and coaching sessions will not be recorded nor live streamed. Some classes might be in on-line format via Webex platform due to specific circumstances and COVID-19 university/government guidelines.

IV. PREPARATION & SCHEDULE

Parts	Topics	Books
Part I: The decision to internationalize		
Oct. 3 All 17:30-19:30	1. Global business and global marketing in the firm: The process of globalization, SMEs vs. LSEs & globalization, the Nine strategic windows frame, Driving forces of globalization, EPRG, Foundation concepts and four risks of IB. Illustrations	H1 Read Case Electrolux for Wednesday Oct. 5
Oct. 4 All 8:30-10:30	2. Global business and global marketing in the firm (continued): Global integration versus market responsiveness, The value chain & International expansion, global services, and experiences. Illustrations	H1
Oct. 4 All 17:30-19:30	3. Initiation of internationalization: Motives & drivers, barriers, and risks, building the global firm.	H2
Oct. 5 All 8:30-11:30	4. Internationalization theories: Uppsala model, TCA/Internalization model, Network model, Born Globals, Eclectic Paradigm. Case <i>Electrolux</i>	H3 Read Case MLP for next week (individually)
Oct. 5 All 12:30-14:30	5. Kick-off meeting on group task and first separate team meetings. Coaching session.	Prepare “Uber versus Didi” for next week Each group prepares 3-5 slides with Notes
Oct. 10 All 17:30-19:30	6. Development of the firm’s international competitiveness I: Porter’s Diamond of national competitiveness, A method for the identification of KSFs, case <i>Cereal Partners</i>	H4
Oct. 11 All 8:30-10:30	7. Development of the firm’s international competitiveness II: Business model transformation and SCA. Case <i>MLP</i> .	
Oct. 11 All 17:30-19:30	8. Development of the firm’s international competitiveness III: Case <i>Uber versus Didi</i> : Group presentation and discussion. Platforms and platform development.	H4 Selected articles from Professor & Team, 2021-2022
Oct. 12 Not for GM-only students 8:30-11:30	9. Development of the firm’s international competitiveness IV: Value nets and network mobilization, Judo strategies for network mobilization, Examples Steel & Personalized medicine industries.	H4 Selected articles from Professor & Team, 2013-2017
Oct. 12 All 12:30-14:30	10. Group task: Group work and coaching.	
Oct. 17 Not for GM-only students 17:30-19:30	11. Development of the firm’s international competitiveness V: Blue oceans &	Readings: Selected articles from Professor & Team, 2006-2021

	commoditization, Value/strategic innovation.	
Oct. 18 Not for GM-only students 8:30-10:30	12. Development of the firm's international competitiveness VI: (Digital) Servitization	Readings: Selected articles from Professor & Team, 2006-2021
Part II: Deciding which markets to enter		
Oct. 18 Not for GS-only students 17:30-19:30	13. Global marketing research: Role of the researcher, linking research to decision-making, secondary and www-based research, Estimating demand, Illustration cases. Global marketing research II: Primary research problems and opportunities, setting up an international MIS, Case Illustration.	H5
Oct. 19 Not for GS-only students 8:30-11:30	14. Marketing research case and exercises segmentation research, social media research	H5 Read case Amazon for next week
Oct. 19 All 12:30-14:30	15. Group task: Group work and coaching.	
Oct. 24 Not for GS-only students 17:30-19:30	16. The political and economic environment: Intro cases Huawei and Google, Political/legal environment, Economic environment, regional integration, Bottom of the pyramid and emerging economies. Illustration cases.	H6
Oct. 25 Not for GS-only students 8:30-10:30	17. The socio-cultural environment: Definition and layers of culture, Typologies/Frameworks, Managing cultural differences, Convergence vs. divergence, Illustration cases Ikea & Cirque du Soleil.	H7
Oct. 25 All 17:30-19:30	18. International market selection: Country screening (by SMEs vs. LSEs, filter model), Case Bosch security Systems, Global product/market portfolio, Illustration cases Philips Lightning, SodaStream (Case II.1).	H8
Part III: Market entry strategies		
Oct. 26 All 8:30-11:30	19. Choice of entry modes: A model with determining factors, Illustration case Spotify, <i>Case Amazon in Emerging Markets</i>	H9
Oct. 26 All 12:30-14:30	20. Guest speaker 1: Customer Value Management and Smart Servitization: The Case of <i>Enterri</i> Ville Tuominen, CEO	
Nov. 07 All 17:30-19:30	21. Export and intermediary modes: Direct versus indirect export, cooperative export;	H10-11

	Licensing, Franchising, Joint ventures & Alliances, Illustration cases	
Nov. 08 All 8:30-10:30	22. Hierarchical modes: FDI and M&A; Market expansion strategy; De-internationalization and market exit. Illustration cases	H12 Selected articles Prof on exit and de-internationalization
Nov. 08 Not for GM only students 17:30-19:30	23. International & global sourcing: Purchasing maturity, procurement and value creation, internationalization of purchasing, global purchasing; selected examples	H13 Selected articles professor
Nov. 09 All 8:30-11:30	24. Guest speaker 2: TBD Case studies part III Book H	
Nov. 09 All 12:30-14:30	25. <i>Duel Go</i> Global project: Group work and coaching session	
Part IV: Designing the global marketing program		
Dec. 12 Not for GS-only students 17:30-19:30 part 1	26. 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
Dec. 12 Not for GS-only students 17:30-19:30 part 2	27. Pricing strategy: Factors influencing international pricing, strategies, Internet & pricing, Terms of sales, delivery, and payment. Illustration cases Harley-Davidson and Gillette	H15
Dec. 13 Not for GS-only students 8:30-10:30 part 1	28. Channel strategy: Channel structures: A typology, e-commerce, managing and controlling channels, channel power & retailing, case Dell, case Activplant (brief version)	H16
Dec. 13 Not for GS-only students 8:30-10:30 part 2	29. Communication strategy: Communication process & tools, international advertising, viral & social media, selected cases Swarovski, Levi Strauss...	H17
Dec. 14 All 8:30-11:30	30. Case studies Part IV Book H	
Dec. 14 All 12:30-14:30	31. <i>Duel Go</i> Global project: Group work and coaching session	Read case United Cereals for next week.
Part V: Implementing and organizing		
Dec. 19 Not for GM only students 17:30-19:30	32. Organization and Control: Developing global coordination and control; restructuring for global success. Worldwide learning and collaboration; transferring marketing best practices.	H19

Dec. 20 Not for GM only students 8:30-10:30	33. HR in the global firm; <i>Integration case United Cereals</i> ; Evaluating a company's global strategy: The Triple A Framework.	-
Dec 20 Not for GM only students 17:30-19:30	34. Organization, alignment, and control in the global company	H19
Dec 21 8:30-11:30	35. Group work: Finalize Group task (Coaching on demand)	
Jan. 9 All-Format TBD 17:30-19:30	36. Presentation Round 1 of two <i>duel fights</i> (group project)	
Jan. 10 All-Format TBD 8:30-10:30	37. Presentation Round 2 of two <i>duel fights</i> (group project)	
Jan. 10 All-Format TBD 17:30-19:30	38. Presentation Round 3 of two <i>duel fights</i> (group project)	
Jan. 11 All 8:30-11:30 (Live streamed)	39. Highlights of the classes; Conclusions, Lessons learned, Recommendations for practice; Q&A Session; Briefing exam	

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.]

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.

Hendricks, Leeya and Matthyssens, Paul (2022), “Platform ecosystem development in an institutionalized business market: The case of the asset management industry”, Journal of Business & Industrial Marketing, DOI 10.1108/JBIM-10-2021-0484

Jiamian Tian, Wim Coreynen, Paul Matthyssens and Lei Shen (2022), “Platform-based servitization and business model adaptation by established manufacturers”, Technovation, Article 102222.

Struyf, B., S. Galvani, R. Bocconcelli and P. Matthyssens (2021), “Towards a Multilevel Perspective on Digital Servitization Transition”, International Journal of Operations and Production Management, 41 (5), 668-693.

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, 8th 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. Mind that this book can be rented as e-book. That is a less expensive option than buying. The e-book is in any case (buy or rent) the better ecological choice.

Grading & briefing

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.

Faculty

Prof. Dr. Paul Matthyssens is Professor of Global Business and Global Marketing at the University of Milano-Bicocca, Department of Economics, Quantitative Methods, and Business Strategy (DEMS). He is Emeritus Professor at the University of Antwerp (Department of Management) and Antwerp Management School (AMS). From 2013-2018 he was the Dean of Antwerp Management School. Before, he was Chair of the Department of Management (2006-2011) and of the Research Commission of the Faculty of Business and Economics of the University of Antwerp (2011-2013). Paul is/was visiting professor at Danish Technical University Business School in Lyngby (DK), Goa Institute of Management (India), University of Gdansk (Poland), Donghua University (China), Fordham University (USA) and University of Milano-Bicocca (UNIMIB, Italy). He received the Best Full-time Master Teacher Award in Antwerp in 2014.

Matthyssens continues to serve on several peer review teams for AACSB in Barcelona (2017), Istanbul (2018), Cape Town (2019), Shanghai (2020), Porto (Portugal, 2020) and Bangkok (2022) and is AACSB mentor for Prince of Songkla University, Thailand (2022-2023). He coached marketing and management scholars of Chinese universities regarding excellence in research and related topics (e.g., Donghua University, Shanghai; Zhejiang Sci-tech University, Hangzhou). Paul gave several guest lectures and training sessions at universities and institutes throughout the world such as in Slovenia, Slovakia, Spain, Russia, Indonesia, India, China, Philippines, Italy, USA, South Africa, Sweden, Poland, Denmark, Finland, Hungary, Estonia, and The Netherlands.

Matthyssens published more than 100 articles in academic journals such as Industrial Marketing Management, Journal of Management Studies, Strategic Organization, Long Range Planning, Technovation, Journal of Business & Industrial Marketing, Psychology & Marketing, International Marketing Review, Journal of Engineering & Technology Management, International Journal of Operations and Production Management, International Journal of Production Research and Journal of Purchasing & Supply Management. His research interests include business and industrial marketing, value innovation, servitization, global strategy, industry transformation, business modelling, ecosystems and purchasing strategy. He serves on several editorial boards of academic journals and is Honorary Board member of the journal Industrial Marketing Management. Paul's H index in Web of Science is 23 and in Google Scholar 45 (March 2020).

Matthyssens is member of the Strategy Council to the Board of the European top research institute VITO (2017-now). He advised companies and trained managers of companies such as ERIKS EU & USA, SD Worx, Roche, Fabricom-Suez, Asco, Barco, SKF, Proximus, Atlas Copco, Finmeccanica, Beaulieu, Stora Enso, Niko, DSM, Sabic and Oiltanking. He gave support to sector federations in Belgium and The Netherlands on industry convergence and transition and to the Provincial authorities of Antwerp on their industrial policy and their business incubation centers. Matthyssens was member of the Industry Council of the Flemish Minister-President (2010-2014).

Paul co-hosted the 2018 and 2019 Shanghai World Creative Economy Summit. He was nominated Co-Chair of the Summit (2019-2021) by the Yangtze River Delta Creative Economy Coordination Committee in China. Matthyssens served several times as Chair of the Jury of the SME and Start-up of the Year Award from UNIZO, the Purchasing Excellence Award (VIB) and the Factories of the Future Award (Agoria).

In June 2015, he received a Royal Distinction in the Netherlands for 'extraordinary contributions to the field of industrial marketing and the stimulation of the competitiveness of Dutch industry': 'Officier in de Orde van Oranje-Nassau' (Officer in the Order of Orange-Nassau).

Guest speaker

Ville Tuominen is the Chief Executive Officer for the health tech company Entteri. Ville comes from Finland and has a long management experience in international technology and software companies. Ville has been working in the B-2-B on three different continents. He has been acting as a chief executive officer in Spain, Germany, Estonia, and Finland. Ville is also a Ph.D. researcher at the Antwerp management school in Belgium. Ville's research interests are service-oriented strategies, digital servitization, and customer value management.

