



Ljubljana Summer School

6 – 24 July 2020

Intercultural Branding and Marketing Communications Strategy

Master course (ECTS: 7)

10.00 – 12.30

Course leaders:

BEVERIDGE Ivana

University of Houston, C.T. Bauer College of Business, United States

ALDRETE Milton

EduExcellence, Helsinki Metropolitan Universities of Applied Science, Finland

Aims and objectives of the course:

With companies actively marketing their products and services beyond their homeland borders, it is imperative for the managers to understand culturally ingrained human behavior throughout the world in order to devise successful marketing strategies. Although culturally ingrained behaviour exerts strong influence on all aspects of marketing, branding and marketing communications present the practice areas where cultural conditioning and cross-cultural differences are most easily observable.

This course teaches the building blocks of intercultural marketing. It focuses on the impact of cultural conditioning and cultural differences on the international branding and communications strategy. Approaching culture as a dynamic, multi-dimensional concept, it addresses the dimensions affecting consumer behaviour, purchasing patterns and cross-cultural interactions. It focuses on the rapidly developing issues surrounding global communications and cross-cultural interactions in international markets, customer need identification, and the dynamics of purchasing decision-making.

The course focuses on the main cultural traditions across continents, utilizing the frameworks from international marketing strategy, cross-cultural communications, cross-cultural psychology and Consumer Culture Theory (CCT).

Course objectives:

- Increase understanding of cultural influence in order to improve strategic and cross-cultural competencies in international markets.
- Develop knowledge needed to maximize opportunities and reduce risks in multicultural markets.
- Provide frameworks to interpret behavior, attitudes and communication styles across cultures in order to inform multicultural branding and communications strategy.
- Increase ability to deal with ambiguity in unpredictable marketing contexts resulting from globalization.
- Offer an intellectual gateway to a broader global worldview.



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Aimed skills:

- Recognize cultural differences in various global regions and their effect on promotion and branding
- Understand cross-cultural challenges affecting international branding and promotions efforts and marketing aspects/outcomes of globalization
- Understand frameworks needed to internationalize brands
- Exhibit a higher degree of cultural intelligence applicable to the real world of business and travel and become more informed and aware global citizens
- Enhance presentation skills and the ability to work in teams

Course syllabus:

Date	Topic	Lecturer
7.7.2020	Course introduction -Introduction to international branding and communications -Globalization challenges: standardization versus adaptation -The power and allure of global brands; the role of blunders -Integrated Marketing Communications (IMC) refresher -Branding strategy basics	Ivana
8.7.2020	Culture and its role in marketing -Definitions of culture in marketing -Material and immaterial elements of culture -Universal cultural values: Schwartz's universal value scale -Segmenting and targeting across cultures: universal criteria -Persuasion and appeal to universal values: Aristotle's triangle -Ethnocentrism and bias	Ivana
9.7.2020	Understanding and navigating national cultures -Cultural models and frameworks: context, time, and space (Hall) -Hofstede's dimensions of culture -Trompenaars' dimensions of culture -Conceptual 'East' vs. 'West' differences: mental models and thinking frameworks, self-construal, morality, processing of stimuli -Alternative approaches for interpreting cultures - Individual homework assigned	Ivana
10.7.2020	The role of religion -Main world's religions with relevance to marketing: similarities and differences -Eastern versus Western religious frameworks -Religious attitudes towards trade -Religious conditioning and attitudes to advertising	Ivana
13.7.2020	The world by regions (1) -The rise of middle classes, urbanization and technology adoption patterns in emerging markets -India and China -Middle East and Africa -Discussion of the assigned readings: implications for marketers	Ivana



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14.7.2020	The world by regions (2) -Europe and Latin America -Discussion of the assigned readings: implications for marketers -Case study analysis: Euro Disney -Group homework assigned	Ivana & Milton
15.7.2020	The role of language -The layers of language -Basic communication model in the intercultural context -Verbal and non-verbal communication -Linguistic imperialism	Milton
16.7.2020	Intercultural communication -Intracultural versus intercultural -Intercultural communications competence -Cross-cultural business strategy -In-class individual assignment	Milton
20.7.2020	Negotiations and personal selling -Basics of negotiation across cultures -Intercultural competences for personal selling -Managing the negotiation process -Avoiding pitfalls in cross-cultural negotiations	Milton
21.7.2020	Zooming into specific segments -Promoting services across cultures -Promoting luxury products across cultures -Challenges in culture research -Course wrap up	Milton
22.7.2020	Study day	Milton
23.7.2020	Group project presentations Group report due	Milton
24.7.2020	Feedback, grading and handing over certificates	Milton

Course materials/List of readings:

Requested readings:

- Boston Consulting Group: The Rising Connected Consumer in Rural India
- Boston Consulting Group: Five Profiles That Explain China's Consumer Economy
- Boston Consulting Group: Understanding Consumers in the "Many Africas"
- Boston Consulting Group: Middle East consumers rapidly shifting purchase behaviors
- Case study: Euro Disney
- PDF booklet with lessons summary

Recommended readings:

- Yuri Boykiv (2016). Multicultural Marketing: No Longer an Option, But a Necessity, *Inc.com* ([Online](#))
- Mike Fromowitz (2017). Hall of Shame: More multicultural brand blunders, *Campaign US* ([Online](#))
- Smart Insights (2019). The anatomy of a great multicultural marketing campaign. ([Online](#))



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- Marieke de Mooij & Geert Hofstede (2011). Cross-Cultural consumer behavior: a review of research findings, *Journal of International Consumer Marketing*, 23 (3), 181-192. ([Online](#))
- Jan-Benedict E. M. Steenkamp (2011). The role of national culture in international marketing research, *International Marketing Review*, 18 (1), 30-44. (<https://doi.org/10.1108/02651330110381970>)
- Tony Fang (2006). From “Onion” to “Ocean”: Paradox and Change in National Cultures, *International Studies of Management & Organization*, 35 (4), 71-90 ([Online](#))
- Nathan, G. 2015. A non-essentialist model of culture: Implications of identity, agency and structure within multinational/multicultural organizations, *International Journal of Cross Cultural Management*, 15 (1), 101-124. (<https://doi.org/10.1177/1470595815572171>)
- Jagdish Sheth (2011). Impact of Emerging Markets on Marketing: Rethinking Existing Perspectives and Practices, *Journal of Marketing*, 75 (4), 166-182. (<https://doi:10.1509/jmkg.75.4.166>)
- Olga Kravets & Ozlem Sandikci (2014). Competently ordinary: new middle class consumers in the emerging markets, *Journal of Marketing*, 78 (4), 125-140. (<https://doi.org/10.1509/jm.12.0190>)
- PDF booklet with the summary of main marketing concepts

Teaching methods:

The course bridges between theory and practice. There are no textbooks for this course, and the comprehensive presentations containing all the necessary content and concepts pertinent to the course will be shared with the students along with reading materials. , Dynamic examples and case studies from the marketing theory will be discussed, as well as representative examples of engaging print and video campaigns from around the world. Brainstorming sessions and discussions will be held during each class. Once the groups are formed, the last 15 minutes of each session will be dedicated to the group project. Detailed guidelines for the group project, as well as in-class assignments and homework will be provided along with the grading rubric. The students will be given short, non-graded impromptu tasks and topics for group discussion during the classes in order to enhance group synergy and their mastery of the topics. A list of guiding questions to help with the marketing campaign will be given at the end of each class in order to enhance inquiry-based learning and the help students to learn how to translate management problems into marketing solutions.

Evaluation method and grading scale:

Group Marketing Campaign (50%)

Group work is a strong component of the course and it helps to prepare the students for working in multicultural teams. The main output of the course is two-fold, including a group marketing plan delivered in form of a written report, and an oral presentation. Each self-formed team will prepare a plan for a cross-cultural communications campaign to launch a local / European brand in a country on another continent or a distinctly different region of choice. The teams will prepare a five-page report using the templates provided during the course, as well as an oral presentation illustrating



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the key ideas and findings from the report. Detailed guidelines will be provided.

Individual In-class assignment (20%)

In-class individual assignment will be an open-book assignment based on the course concepts discussed during the class covered up to that point. It will focus on application of the class concepts to a real-life situation. The assignment will be related directly to the lectures, and students will be given enough time to complete it. The deliverable will be a 1.5 page-long essay (double-spaced) completed during the second part of the class (time assigned: one hour).

Individual Homework assignment (20%)

The students will be given one individual homework. This homework will be related to the course content covering the lessons up to that point. Nonetheless modifications in the schedule might be made based on the specific group dynamics during the course. The deliverable will be a 2-page long essay (double-spaced) proposing a solution to a given management problem.

Class participation (10%)

Students that actively engage in class discussions will get an opportunity to earn 10% points for class participation.

DEFINITION	%	LOCAL SCALE	ECTS SCALE	Grade (USA)
exceptional knowledge without or with negligible faults	92-100	10	A	A+, A, A-
very good knowledge with some minor faults	85-91	9	B	B+, B
good knowledge with certain faults	77-84	8	C	B
solid knowledge but with several faults	68-76	7	D	C+, C, C-
knowledge only meets minimal criteria	60-67	6	E	D+, D
knowledge does not meet minimal criteria	<60	5	F	

Prerequisites for attending the course:

Ideally, the students should have taken the Fundamentals of Marketing / Consumer Behavior, and / or a Marketing Strategy course in order to make the most out of this course. Nonetheless, this course is easy to adjust to different needs, levels and backgrounds, and additional readings and assistance will be provided to the students who require a refresher / assistance with specific subjects. Therefore, these requirements are not strict pre-requisites but rather recommendations.

Note: If approved by the home institution, Bachelor students in their final year of study can register for this Master course.