

International Marketing

Distance Course



Course Information

## Facts, Benefit and Sample

INFORMATION

**FORUM**  
INTERNATIONAL  
TRAINING Made in Germany

in partnership with



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## Welcome from the directors



Namaskar, dear Reader,

we are pleased about your interest in our high quality course on international marketing! By having a closer look at our course now you are taking the first initiative to enhance your capacities in a field of high future relevance and thus to foster your career.

The trade and economic relations between India and Europe continue to grow significantly over the last years. Indian exports to the European Union have increased steadily and they achieved a peak in 2010.

In order to cope with the challenges arising from capturing foreign markets, FORUM International offers this course to corporate owners, executive managers and marketing managers. With this course we provide a winning blend of expertise, up-to-date knowledge and efficient learning options.

25 years of valuable experience of FORUM International in the sector of vocational training guarantee that the course meets the requirements of present and future economic development. Our renowned experts developed a curriculum that focuses on the European market and at the same time has a global perspective.

In our accredited and recognised training institute, that is located in the heart of Germany's capital Berlin, more than 10,000 people have professionalized their skills in different branches.

We cordially invite you to read our free sample unit and we will be pleased to be your future training partner in international marketing.

Yours sincerely,

Dr. Helmut Riethmüller


CEO

Sibylle Miram

CEO



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# 1 Benefit

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- How to join and what to get from the course?
- What are the advantages of distance learning?

## 1.1 Why join this course?

In 2009, the EU import of goods and services from India reached €32.8 billion. In the European setting, the bilateral Indo-German trade plays a major role and it has gained enormous momentum. For the year 2010, Indo-German trade relations achieved a peak with the trade volume crossing the €15 billion mark. Further increase is to be expected as Germany and India have set a bilateral trade target of € 20 billion by 2012.

International marketing involves a lot more understanding, know-how and capacity than just exporting and applying marketing principles to another country. Just as the market situation has to be assessed in your country, the potential of new markets abroad has to be carefully analysed as well.

You will soon recognise that people all over the world have different needs. It will be necessary for you to understand regional differences, differences in values, customs, languages and education. On the one hand, some products will only suit certain countries, regions or target groups. On the other hand, you will realise that there are global products, the marketing of which needs to adjust to local circumstances.

Challenging tasks need highest skills. Our international marketing course will particularly benefit those who want to directly transfer theoretical information into practice while studying and to build up an international marketing strategy step by step along with the course.

## 1.2 What will you get from the course?

It is our major concern to support you in:

- Gaining hands-on knowledge in international marketing and applying it in practice
- Building up your capacities in this area and thus internationalise your company
- Developing a comprehensive international marketing strategy step by step
- Strategically developing your career by strengthening your skills
- Increasing your company's turnover and growing your profits
- Preparing your company for future challenges related to India's economic development

Certificates will be awarded through FORUM International, which is an accredited training institution in Germany, and the Indo-German Training Centre Bangalore (IGTC) at the completion of the following:

- Completion of three study units including one test per unit.
- Active involvement in the discussions of the case studies. One comment per study unit in the Internet forum is compulsory for each student.
- Submission of assignment and presentation, optional: presentation of assignment results at the final contact class.

### **1.3 Who will benefit?**

Anyone who is holding a degree or having relevant working experience of more than 3 years can register for the course.

The course combines theoretical knowledge with practical application. You will directly benefit from the course, if you belong to one of the following target groups:

- Owners / managers of companies that plan to enter a new market or that want to expand internationally
- Marketing staff of companies that are planning an international marketing strategy
- Nominated employees of companies that want to provide training as an incentive
- Students / individuals who aim at an additional specialisation in international marketing

### **1.4 Advantages of distance learning**

Distance learning offers you one comprehensive advantage: You yourself decide when and where to learn. Therefore our course “International Marketing” has been tailored for flexible adult professional training.

You don't just sit in front of your books and study on your own. Instead, you will receive support by our distance learning team and get into contact with other learners.

## **Your benefits of distance learning in a nutshell:**

### **You determine where to learn.**

Your learning material will be sent to your home. It is easy to read and understand, well structured and practically relevant. Step by step you will be guided through the material. Quick tests, numerous examples, practical tips and illustrations enrich your learning process.

### **High flexibility.**

You can learn whenever it fits in your schedule – at the weekends, after work etc. You determine the sequences. 30 minutes or three hours of studying – it's up to you. You can start with your study course at any time. If you don't manage to complete the average study time of three months you can extend it up to one year without extra cost.

## 2 Course information

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- How ist the course set up?
- What are you going to learn?
- How to start – what to consider?
- Which technical requirements are necessary?

## 2.1 Course structure

The course will be conducted as a distance learning programme. It comprises three course books written by highly qualified experts in international marketing and intercultural communication. These course books, which will be provided, both online and as hard copies, are easy to read and understand, they contain comprehensive practical information, interesting background information and up-to-date examples and they are professionally designed. In all, they enable you to learn systematically and efficiently.

Students will be able to communicate with each other via a customized learning platform and thus extend their professional network. This platform also allows direct interaction with the lecturers in order to solve individual questions.

It will take you one month to work through each of the study units presuming a study time of ten hours per week.

At the end of each study unit there will be a study test, which we will also facilitate via our web-based learning platform.

## 2.2 Which knowledge do you obtain?

Study unit 1 will provide the basics of international marketing. After completing this study unit you will:

- be acquainted with the principles of international marketing,
- be aware of the framework conditions, which you should consider in developing an international marketing strategy,
- be able to set up a strategic marketing plan,
- know how to select your market,
- get an overview of marketing activities and instruments, which are important in an international environment,
- know how to evaluate your marketing strategy.

Study unit 2 focuses on marketing mix. After finalizing this study unit you will:

- know which role a product has to play from a marketing point of view
- be familiar with brand management
- be able to define markets and target groups

- recognize the importance of pricing for any kind of marketing
- be familiar with different communication channels

Study unit 3 will address the complex issue of intercultural communication. After completing this study unit you will

- be acquainted with the processes and mechanisms of communication,
- be aware of the determinants of culture,
- be able to understand and recognize cultural differences and commonalities,
- understand the significance of proper target group planning,
- know how to adopt selected marketing instruments in an international environment,
- get an overview of global trends in international marketing.

## 2.3 Registration and tuition fees

You will find the tuition and registration fees in the course information brochure including the registration form. This form will be sent to you upon request.

The tuition fee includes hard copies of the course material, access to our web-based learning platform, professional and didactic support by our experts, validation of the study tests, assessment of your assignment and finally, the certificate.

The fees have to be paid upfront. For admission assistance see 11. Get in touch.

## 2.4 Course procedures

At the beginning of the course you will receive your starter-kit. It comprises three course books, a folder with an introduction to the course as well as user access information to our learning platform.

Instead of working through the hard copies you can also study on our online platform. Furthermore, our experienced tutors will validate your online study tests and discuss case studies with you. In an online forum you will have the opportunity to chat and discuss questions with other students.

There will be two optional contact classes (1.5 days each), one at the beginning and one at the end of the course.

At the beginning of the third study unit you will have to select a topic out of a predefined catalogue for your assignment. The assignment will cover 15-20 pages. Additionally we request you to either present a summary of your assignment at the final contact class (10 minutes, 7-10 slides) or to submit the presentation via email.

## 2.5 Technical requirements

For working through the study units you can choose between hard copy and online study course. However, in order to follow the discussions of the case studies, to get involved and to complete the three study tests you will have to use our learning platform. Therefore you will need an Internet connection.

Before starting a study unit online your system will automatically be checked and missing programs or settings will be listed. All required software is available on the Internet for free.

## 2.6 From theory to practice.

The core element of study unit 1 is the development of an international marketing strategy step by step. With our course material you don't just obtain abstract knowledge, but numerous case studies, examples, exercises and reflections will enable you to directly put theory into practice.

### "INTERCULTURAL COMMUNICATION" STUDY UNIT 1, CHAPTER 3

## Basics of international marketing

Extract

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### **3 Planning and developing a competitive strategy**

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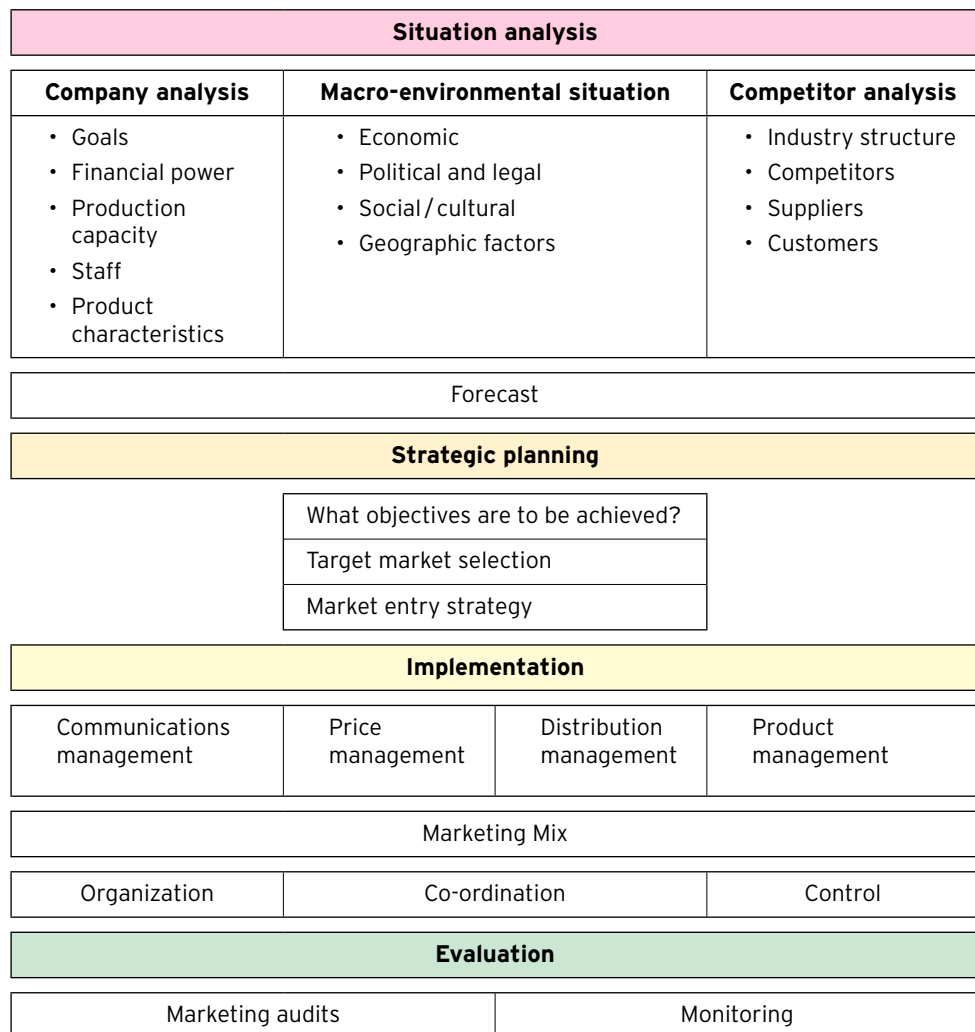
- Why should you plan your marketing activities in detail?
- How to develop a marketing strategy step by step?
- How to evaluate a company, how the environment?
- Which factors should you take into consideration in your planning?

In this chapter, you will learn how to develop a strategy that helps you to succeed internationally. You will get to know various methods to evaluate your company, external and internal factors as well as your target market. You will also learn which steps to take into consideration in your strategic planning.

Even within the domestic market, your tasks are extensive. If you intend to operate internationally as well, issues get yet more complex. Therefore, a well-planned and systematic approach is of importance. Decisions based solely on a gut level or the feeling to do the right thing might not be crowned with success.

The following figure shows what a well-planned and systematic approach should look like:

### Phases of strategic marketing



International marketing management is based on a planning process that involves many consecutive phases, which can be grouped into stages. Those stages will be explained in the following chapters:

1. Situation analysis
2. Strategic planning
3. Implementation
4. Evaluation

### **3.1 Situation analysis**

In order to develop a concept for success and the appropriate measures, you need a realistic forecast. Based on the analysis of the present state it is possible to evaluate which target state should be strived for.

#### **3.1.1 Analysis of the initial situation**

The analysis of the macro-environmental situation, corporate factors and competitors are all taken into consideration in the course of the situation analysis. Before operating on an international basis, analyze all macro-environmental factors, which you have seen in chapter 2.

The following section will focus on the internal company analysis as well as the competitor analysis. Since the analysis of the company is very extensive, we will exemplify only some aspects. Questions about product characteristics or staff will not be considered at this point.

The following questions will help you.

##### **1. Company analysis:**

- What objectives does your company have?
  - Does the target market correspond to your company objectives?
  - Does your company fit into the market?
- What is your financial situation?
  - Can you afford this commitment?

- Is your staff well-prepared for the upcoming tasks?
  - What language skills do your employees have?
  - How well do your employees know other cultures?
- What production capacity does the company have?
  - Can you meet the possible demand?
- Does your product have the characteristics that the target market demands?

## 2. Competition:

- What does the industrial structure in your particular domestic market look like?
  - Is your branch of industry already saturated?
  - Are there niches?
  - Can you improve existing structures?
- What competitors do you have to face?
  - In what aspects are the competitors better than you?
  - How can you be better than your competitors?
- What about your suppliers?
  - What suppliers do you need in respect of shipments of raw materials, components and products?
- What do your customers want?
  - Do your potential customers put emphasis on favorable prices, good after-sales service, spare parts or a long period of the guarantee?
  - Do your customers prefer lifestyle products, low-priced off-the-shelf articles or exclusive products?

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**Suggestion** Try to find realistic answers to all questions raised above. On this basis, evaluate if a commitment in your desired domestic market can be profitable.

### 3.1.2 Collecting and analyzing all information using SWOT

After analyzing the macro-environmental conditions, the internal company factors as well as the competitors you should collect all information using a so-called ► **SWOT analysis**.

The SWOT analysis is a tool within strategic management that is also used for formative evaluations and quality development of programs (e. g. in the

► **SWOT analysis:**  
Acronym for strengths, weaknesses, opportunities and threats.

area of education). This simple but flexible method allows a look at internal as well as external factors. The combination of the analysis of strengths and weaknesses with the analysis of opportunities and threats provides the basis for a comprehensive strategy concerning the future company structure and organization and the development of business processes.

**SWOT analysis by Albert S. Humphrey**

|                  | Positive                             | Negative                         |
|------------------|--------------------------------------|----------------------------------|
| Internal factors | Strengths                            | Weaknesses                       |
|                  | Technological skills                 | Absence of important skills      |
|                  | Leading brands                       | Weak brands                      |
|                  | Distribution channels                | Poor access to distribution      |
|                  | Customer Loyalty/Relationship        | Low customer retention           |
|                  | Production quality                   | Unreliable product/service       |
|                  | Scale Management                     | Sub-scale Management             |
| External factors | Opportunities                        | Threats                          |
|                  | Changing customer tastes             | Changing customer tastes         |
|                  | Liberalization of geographic markets | Closing of geographic markets    |
|                  | Technological advances               | Technological advances           |
|                  | Changes in governmental politics     | Changes in governmental politics |
|                  | Lower personal taxes                 | Tax increases                    |
|                  | New distribution channels            | New distribution channels        |

Source: F. Hilgenfeld

**Advantage: Both internal and external factors are taken into consideration**

The strengths and weaknesses relate to the company, the opportunities and threats relate to the environment of the company.

*Have you used this tool before? If so, in what context? Which results did you get?*

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.....

**Exercise / Reflection**

The external analysis deals with the environment of the company. Opportunities and threats are outside influences and originate in the changes in the market and the technological, social or ecological environment.

**IMPORTANT:** A company should observe or anticipate changes and respond to them by adjusting its strategy.

Strengths and weaknesses are influences from within the company that can be identified by self-observation. Strengths and weaknesses are inherent characteristics of the company or they arise from the company's activities. They are the result of organizational processes.

**Example**

The Emmvee Toughend Glass and Photovoltaics Company has been a well-established manufacturer of solar thermal and photovoltaic products as well as modified glass since 1992. The company is the market leader in the area of solarthermics in India. In 2005, they decided to enter the European market. The basis of their strategic planning was a SWOT analysis that is outlined below:

| Strengths  | Weaknesses   |
|--|--|
| Very good production conditions<br>State-of-the-art machines<br>Highly qualified employees<br>Internationally experienced management team<br>Motivated employees<br>Solid knowledge of photovoltaic products<br>Excellent production knowledge<br>First-rate partners (component manufacturer) | No experience in Europe<br>No logistics in Europe<br>Little knowledge of German culture<br>No language skills                          |
| Opportunities  | Threats  |
| Subsidized markets<br>Consumers are open to renewable energies<br>Considerable purchasing power  | India = Asians<br>Asian products are considered unreliable<br>Prejudices (e. g. regarding working conditions)<br>Long transport routes |

The strengths and opportunities prevailed and the company decided upon entering the market. However, the weaknesses and threats had to be eliminated to the greatest possible extent.

The management decided in favor of a subsidiary company under German law in order to control their European business dealings from the heart of Europe. The entire staff consists of experienced employees who know the market, the industry and the culture. Today people from all of Europe work for the German Emmvee Photovoltaics GmbH. They are experts in their field and know their home country and individual domestic markets very well.

**IMPORTANT:** The SWOT analysis is a useful tool to lay the groundwork for marketing strategies, if you keep the following aspects in mind:

- Define a specific goal for your analysis.
- Do not confuse external opportunities with internal strengths.
- Do not confuse the SWOT analysis with possible strategies. A SWOT analysis shows conditions, strategies indicate actions.
- There are no specific measures derived from a SWOT analysis.

In order to develop specific measures you have to move on to the next step in strategic marketing – strategic planning..

### 3.2 Strategic planning

What results did you get from your forecast? Is it profitable to enter the market? Very good, then you have the chance to extend your market and increase business growth. Previously, however, you have to define the strategic planning process:

This, too, is a very complex issue. Therefore, a gradual approach is recommended to avoid mistakes and to be sure to remember all important aspects.



Strategic planning consists of three components:

- Which goals are to be achieved?
- Which markets should be selected?
- What marketing strategy is to be chosen?

We will look at these three questions in the following section.

### 3.2.1 What goals are to be achieved?

Your first step in the strategic planning process is the statement of the goals that are to be achieved. If you have planned and carried out projects before, you know how important it is to set goals. It is the only way to successfully implement your ideas.

A target-oriented approach is recommended with those complex issues. In this context, you may have heard of the so-called SMART criteria. They are a useful tool for the strategic planning.

#### What is your goal?

The SMART criteria can help you:

**S:** Specific: Be precise about what goals you want to achieve.

**M:** Measurable: Your goals must be measurable, you are setting the standard.

**A:** Attainable: Your goals must be reasonable and attractive in order to motivate employees and business partners involved.

**R:** Realistic: Your goals must be achievable with the resources you have.

**T:** Time-bound: Your goals must have a specific timeframe for completion. By when do the goals have to be achieved?

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**Suggestion** You should write down your goals – for yourself as well as all other involved persons. They are the basis for the official project planning and schedule. That way, you can keep track of the project's progress.

---

#### Example

Specific objectives for the coming 3-5 years

The Emmvee Company decided in 2005 to enter the European market. By 2010, the following goals should be achieved:

- Increase of production capacity by 100 percent
- Sales targets: 2006: 5 megawatt (MW); 2007: 20 MW; 2008: 40 MW; 2009: 60 MW and 2010: 80 MW (at a production capacity of 110 MW).
- Sales team with at least three native speakers in the European core markets of Germany, Italy and France.
- Establishment of a distribution center near Frankfurt (Germany).

**IMPORTANT:** State your goals as detailed as possible! By what percentage do you want sales to be increased in a given timeframe? How much can the market entry cost? How high do you want profit to be in the given timeframe (year)?

### 3.2.2 Which markets should be selected?

The selection of a specific market is the most important strategic decision that you have to make. The decision is made in a multi-level process.

#### 1. Collecting of information about the specific market:

Good sources for such information are the Chambers of Foreign Trade, in the case of Germany see also [www.gtai.de](http://www.gtai.de) (Germany trade and invest). If your company wants to operate internationally you can find detailed information about countries, specific industries, market forecasts etc. here. You will also find information about the German market. Some of the publications can be obtained free of charge, other data is available for purchase. You even have access to a business portal where you can post questions and find background information. In the appendix, there are more sources listed to help you find information about various countries.

The following key questions will help you in the consideration of the individual market:

- How extensive is the market that you are aiming at?  
Do you want to operate nationally, within Europe or internationally?
- How large are the major competitors?
- What is the price structure on the market?



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#### 2. Assessing and analyzing the collected information to evaluate the specific market:

In many cases, you will find rather too much information than too little. You have to determine which facts are actually relevant for you and which are not.

Divide the information into categories, that way the data can be structured.

Useful categories could be:

A = essential, very important;

B = would be desirable; helpful;

C = include, if available;

D = ignore

### 3. Selecting a specific market

How can you choose the right market? In addition to the market barriers discussed in chapter 2, it is important to evaluate the market attractiveness. We distinguish between core markets, promising markets and opportunity markets. Avoid abstinence markets. What do these terms mean?

**Core markets** are markets that are essential for the success of the company: as sales market for the products or as buying market for raw materials.

**Promising markets** are markets that show growth rates and a potential for investments.

**Opportunity markets** allow the temporary exploitation of opportunities. A long-term commitment is not profitable.

**Abstinence markets** are not suited for business activities. In these markets it is not possible for businesses to prosper; they are even considered a threat to success. Can you think of photovoltaic panels at the North Pole? There, it is dark for several months and without sunshine it is not possible to generate electricity.

## 4 Get in touch

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