BRAND CULTURES AND EMERGING CITY MARKETS:

A REVIEW AND APPLICATION OF DIGITAL MARKETING PRACTICES IN EVOLVING EMERGING ECONOMIES

A course proposal for the Global Network of Advanced Management

Class meets Tuesdays and Thursdays 08:00 CST (8:00 AM Central Standard Time — Mexico City Time)

INSTRUCTOR:

Dr. Salvador Trevino
Global Market Strategy Professor
Director of International Relations - Canada
EGADE Business School- Monterrey Campus
Email: saltrevino@itesm.mx

COURSE OBJECTIVES
1. To learn about "new economy" trends and their impact on business models.
2. To learn about the role and importance that digital global brands have in emerging economies
3. To learn how to approach markets as "City-Centred Global Economies"
4. To develop analytical frameworks to assess the impact of established technology-based business as they apply in emerging market settings
5. To develop strategic pathways to the development of new global brands framed for emerging markets
6. To learn to use cities as units of analysis in market assessment. Cities as firm activity and market hubs.
7. To judge and assess internet-based secondary sources of information

COURSE DESCRIPTION

"Our mission is to give everyone in the world the power to share what's important with them and to connect every person in the world"

Mark Zuckerberg, addressing students at the Indian Institute of Technology

This course reviews how brand and product marketing strategies have evolved into digital virtual spaces and how

consumers situated in the so-called emerging economies have also evolved into virtual communities around them.

Developed by all sorts of organizations, digital marketing strategies are responses to evolving patterns of globalized consumption observed in many different types of organizations and geographical places.

Instances of these strategies are then found in many different markets and settings. Cities as center (hubs) of economic and market activity offer a new and fresh perspectives. Emerging city markets, as they will referred to in the course, are no exception. Cultural practices and technological trends translate rapidly from one community into other communities. In the recent past economic, social, and legal asymmetries were observed, slowing or preventing the diffusion of these practices in global markets. Technology and communication platforms have played an important role reducing or even offsetting these asymmetries.

Paradoxically, these digital marketing trends are observed at the same time as consumers shift traditional demands for value, price and convenience into new demands for local, sustainable, and sharable products and services.

Finally, a course focused on identifying, analysing, and applying these ideas can help students learn how to tap into the opportunities arising from an understanding of these market trends.

COURSE MATERIALS

The course has a selection of articles and two books as primary learning resources. Gran McCracken's book presents a unique view and approach to the notion of digital or technology-based brands and their related business concepts all from a "value" perspective. Milton and Philip Kotler's book provides a unique setting approach: cities as markets. Additionally, this book provides the environmental analysis tools used to assess opportunities in all types of markets. In addition to these books, a series of readings, web-site materials, and cases will be used to approach every topic.

COURSE READING MATERIALS

ENVIRONMENTAL ANALYSIS

[“Winning Global Markets: How Businesses Invest and Prosper in the World´s High Growth Cities” Milton and Philip Kotler, 2014, Wiley Kindle Edition](#)

STRATEGIC FRAMEWORKS

[“Dark Value: How to Find Hidden Value in the Digital Economy”](#)

[Grant McCracken. 2016 Kindle Edition](#)

COURSE READINGS AND COMPANY WEBSITES

1. http://www.mckinsey.com/global-themes/leadership/leading-in-the-digital-age
2. http://www.mckinsey.com/business-functions/marketing-and-sales/our-insights/building-brands-in-emerging-markets
3. http://pwc.blogs.com/files/global-city-gdp-rankings-2008-2025.pdf
4. https://www.technologyreview.com/s/602132/facebook-and-google-are-racing-to-supply-india-with-internet-access/
5. http://www.mckinsey.com/industries/retail/our-insights/capturing-the-worlds-emerging-middle-class
6. https://www.wired.com/insights/2013/10/culture-of-sharing-to-expand-the-internet-of-things/
7. http://www.smh.com.au/national/material-world--why-were-wired-to-consume-20160627-gpsoof.html
8. https://www.technologyreview.com/lists/technologies/2016/
9. file:///C:/Users/L00220939/Downloads/09%20Decathlon.pdf

10. http://www.strategyand.pwc.com/reports/building-a-digital-culture

11.   http://www.forbes.com/forbes/welcome/?/sites/steveschaefer/2013/09/17/how-companies-win-in-emerging-markets-from-the-firm-that-teaches-them-how/
12.   https://www.technologyreview.com/s/602124/augmented-reality-could-speed-up-construction-projects/
13.   https://mspoweruser.com/cscec-building-group-is-exploring-ways-to-use-hololens-for-engineering-and-construction-in-china/
14.   http://www.strategy-business.com/article/11518?gko=9a4ba
15.   http://www.fao.org/docrep/w3241e/w3241e03.htm
16.   http://www.alibabagroup.com/en/about/businesses

COURSE OUTLINE

SESSION/DATE	TOPICS	READINGS	ASSIGNMENT DUE
Week 1	**Introduction**		
Session 1 Tu 09/12	1.1Impact of emerging economies 1.2 Final Project; DBCR/Case Approach and other course activities explained	• Sustainable Cities • Digital Brand Quality • *** Reading to be prepared before session	Preassigned Readings: "Sustainable Cities" and Digital Brand Quality from Links in the left
Session 2 Th 09/14	1.3 Cities in emerging economies	• Kotler foreword	
Week 2	**The Setting** **McCracken; Foreword and Summing Up** **Review on the use of secondary sources of information**	•	

Session 3 Tu 09/19	2.1Global Digital Brands 2.2Emerging Markets	• Reading 15 • McCracken Abstract,	Review of APA. Working with DBCR reports and Discussion Forums
Session 4 Th 09/21	2.3Global reach and global mindset as business imperative	• Kotler Chapter 1 • Reading 3	Discussion Forum
Week 3	**Major Environmental Factors**		
Session 5 Tu 09/26	3.1Models	• McCracken Steps 1, 2 and 3 •	Discussion Forum
Session 6 Th 09/28	3.2 Technological Change	• Kotler Chapter 2	Feature City Presentation (TEAM 1)
Week 4	**EE Environmental Assessment**		
Session 7 Tu 10/3	4.1 Dark Value Companies	• McCracken: Dark value companies: All listed	Discussion Forum
Session 8 Th 10/5	4.2 Cities as Markets	• Kotler Chapter 3	DBCR 1: Uber Panama City
Week 5	**Digital Firms and their markets**		
Session 9 Tu 10/10	5.1Multinational Firms Targeting Cities	• Kotler Chapter 4 •	Discussion Forum INDIVIDUAL Proposal Due

Session 10 Th 10/12	5.2 Value of the cities in the digital age	• Course readings 1 and 9	Feature City Presentation (TEAM 2)
Week 6	**Technology based Cities**		
Session 11 Tu 10/17	6.1 Cities compete to Attract Businesses	• Kotler Chapter 5 •	Discussion Forum •
Session 12 Th 10/19	6.2 Breakthrough Technologies 2016	• Course Reading 8	DBCR 2: Pagobots Costa Rica
Week 7	**Nations and Cities** **Term Project Proposal**		
Session 13 Tu 10/24	7.1 How Nations Support cities	• Kotler Chapter 6	Discussion Forum
Session 14 Th 10/26	7.2 Building Brands in Emerging Markets	• Course Reading 2	Group Term Project Proposal Due
Week 8	**Company Responsibility Towards City Development**		
Session 15 Tu 10/31	8.1 Company responsibility toward the city market	• Kotler Chapter 7	Discussion Forum
Session 16 Th 11/02	8.1 Internet of Things	• Course Reading 6	Feature City Presentation (TEAM 3)
Week 9	**The marketing of city centers**		
Session 17 Tu 11/7	9.1 City rankings	• Kotler Chapter 8 •	Discussion Forum

Session 18 Th 11/9	9.2 India´s potential	• Course readings 3 and4	DBCR 3: Tata ClassEdge India
Week 10	**Value of Emerging Cities**		
Session 19 Tu 11/14	10.1 The middle class in emerging cities	• Course reading 5	Discussion Forum
Session 20 Th 11/16	10.2 Fortune at the bottom of the pyramid	• Course reading 14	Feature City Presentation (TEAM 4)
Week 11	**Building Digital Cultures**		
Session 21 Tu 11/21	11.1 Building Digital Cultures	• Course readings 10 and 16	Discussion Forum
Session 22 Th 11/23	11.2 Alibaba profile	• Alibaba.com	DBCR 4:Alibaba Indonesia
Week 12	**Operating in complex environments: Insight and practice**		
Session 23 Tu 11/28	12.1Prospective views of cities and markets	• [Mastering Variability Complex Environments](#)	Feature City Presentation (TEAM 5)and Discussion Forum
Session 24 Th 11/30	12.2 Trends	• Course readings 12 and 13	DBCR 5:

			Pricesmart.com in the Americas
Week 13 Tu 12/5	Term Projects Due		Final Project Due

GRADING

DBCR: Digital Brand Case Reports (Cases)

(5 case reports, 6 % each)   30%

Individual Forum Participation

(Weekly Blackboard entries)   10 %

Feature City Presentation   5%

Class participation/Attendance   5 %

Term Project   Title (<u>Firm name</u> EXPANSION INTO <u>City name</u>)

     Individual Proposal   10 %

     Group proposal   10 %

     Environmental Analysis   10 %

     Strategic Value Model   10 %

     Conclusion   10 %

COURSE ACTIVITIES AND REPORT OUTLINES

INDIVIDUAL FORUM PARTICIPATION

Every session, questions related to the materials analyzed will be posted on Blackboard. The purpose of this activity is to foster further discussion of the concepts and ideas presented. Students are expected to join the forum with one or more entries.

Feature city presentation

Every session, one or two groups will develop a presentation featuring a city, region or country selected from a list of emerging countries. Cities will be selected from the any of the lists provided in Reading 3. Cities selected only from non-OCDE countries.

1. Cover page and identifiers
2. City demographic profile
3. Sustainability assessment
4. "Hub" attractiveness
5. Conclusion
6. References/Information sources

DIGITAL BRAND CASE REPORT OUTLINE

There are five companies featured in the course. All of them are considered technology-based, global firms with well-positioned brands. The purpose of this activity is to analyse specific firms, their current market standing, business model general approach and an outline of a hypothetical adaptation to developing a city-based hub entry strategy. Reports, to be presented and discussed in class must follow the following outline:

1. Cover page and case identifiers
2. Setting, current situation

3. Business model/ Competitive base
4. Hypothetical city market and hub expansion
5. Conclusion
6. References/ Information sources

Report format: Up to 10 PowerPoint slides

TERM PROJECT REPORT OUTLINES

INDIVIDUAL AND GROUP PROPOSSAL

Every student should submit a proposal considering a firm and a city suitable for analysis.

Each team will select a firm and a city from the pool and submit a group proposal.

Both submissions should follow the outlined presented below.

1. Introduction
2. Company profile
3. Market(City) profile
4. Business opportunity

FEATURE CITY PRESENTATION OUTLINE

1. Cover page and identifiers
2. UN criteria analysis (up to 3 slides)
3. Potential movers
4. References

Report format: 7 PowerPoint Slides

TERM PROJECT

Teams of up to four students will develop a business case for an expansion plan of an existing technology-based company into a City-Market. The report should follow the outline presented below.

SECTION 1 ENVIRONMENTAL ANALISIS

1. Introduction: Selected market highlights
2. PEST/SWOT analysis
3. Critical Factor Assessment
4. Competitive landscape

SECTION 2 STRATEGIC VALUE MODEL

1. Introduction: Selected firm profile
2. Current situation
3. Business model
4. Hub and market potential
5. Market expansion and adaptation plan

SECTION 3 CONCLUSIONS

1. Hurdles and challenges
2. Long-term view

Report Format

Individual Proposal: Word 2 pages

Group Proposal: Word 2 pages

COURSE EVALUATION ACTIVITY RUBRIC

Criteria	1 Insufficient	2 Incomplete	3 Average	4 Good	5 Very Good	Total
Initiative/Active participation						
Format requirements met						
Objectiveness/ Use of information sources						
Clarity/Connection of ideas with issues						
Contribution to class overall learning outcomes						

Additional sources of information in City Assessment

http://www.itu.int/en/ITU-T/ssc/Pages/KPIs-on-SSC.aspx

https://www.itu.int/en/publications/Documents/tsb/2016-DubaiCase/files/downloads/Dubai%20Case%20Study-410059-FINAL.pdf

file:///C:/Users/L00220939/Downloads/sustainability-08-00206.pdf

http://www.citybenchmarkingdata.com/city-quality-kpis