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


STRATEGIC FRAMEWORKS

“Dark Value: How to Find Hidden Value in the Digital Economy”
Grant McCracken. 2016 Kindle Edition

COURSE READINGS AND COMPANY WEBSITES

9. file:///C:/Users/L00220939/Downloads/09%20Decathlon.pdf
15. [http://www.fao.org/docrep/w3241e/w3241e03.htm](http://www.fao.org/docrep/w3241e/w3241e03.htm)

### COURSE OUTLINE

<table>
<thead>
<tr>
<th>SESSION/DATE</th>
<th>TOPICS</th>
<th>READINGS</th>
<th>ASSIGNMENT DUE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 1</td>
<td>Introduction</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| Session 1    | 1.1 Impact 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 |
| Tu 09/12      | | | |
| Session 2    | 1.3 Cities in emerging economies | • Kotler foreword | |
| Th 09/14     | | | |
| Week 2       | The Setting  
McCracken; Foreword and Summing Up  
Review on the use of secondary sources of information | | |
| Session 3  | 2.1Global Digital Brands  
| Tu 09/19  | 2.2Emerging Markets  
|           | • Reading 15  
|           | • McCracken Abstract,  
|           | Review of APA. Working with DBCR reports and Discussion Forums  
| Session 4 | 2.3Global reach and global mindset as business imperative  
| Th 09/21  | • Kotler Chapter 1  
|           | • Reading 3  
|           | Discussion Forum  
| Week 3    | Major Environmental Factors  
|           |  
| Session 5 | 3.1Models  
| Tu 09/26  | • McCracken Steps 1, 2 and 3  
|           | Discussion Forum  
| Session 6 | 3.2 Technological Change  
| Th 09/28  | • Kotler Chapter 2  
|           | Feature City Presentation (TEAM 1)  
| Week 4    | EE Environmental Assessment  
|           |  
| Session 7 | 4.1 Dark Value Companies  
| Tu 10/3   | • McCracken: Dark value companies: All listed  
|           | Discussion Forum  
| Session 8 | 4.2 Cities as Markets  
| Th 10/5   | • Kotler Chapter 3  
|           | DBCR 1: Uber Panama City  
| Week 5    | Digital Firms and their markets  
|           |  
| Session 9 | 5.1Multinational Firms Targeting Cities  
| Tu 10/10  | • Kotler Chapter 4  
|           | Discussion Forum INDIVIDUAL Proposal Due  

<table>
<thead>
<tr>
<th>Session 10</th>
<th>5.2 Value of the cities in the digital age</th>
<th>• Course readings 1 and 9</th>
<th>Feature City Presentation (TEAM 2)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Th 10/12</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Week 6**

<table>
<thead>
<tr>
<th>Session 11</th>
<th>6.1 Cities compete to Attract Businesses</th>
<th>• Kotler Chapter 5</th>
<th>Discussion Forum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tu 10/17</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Session 12</th>
<th>6.2 Breakthrough Technologies 2016</th>
<th>• Course Reading 8</th>
<th>DBCR 2: Pagobots Costa Rica</th>
</tr>
</thead>
<tbody>
<tr>
<td>Th 10/19</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Week 7**

<table>
<thead>
<tr>
<th>Session 13</th>
<th>7.1 How Nations Support cities</th>
<th>• Kotler Chapter 6</th>
<th>Discussion Forum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tu 10/24</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Session 14</th>
<th>7.2 Building Brands in Emerging Markets</th>
<th>• Course Reading 2</th>
<th>Group Term Project Proposal Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Th 10/26</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Week 8**

<table>
<thead>
<tr>
<th>Session 15</th>
<th>8.1 Company responsibility toward the city market</th>
<th>• Kotler Chapter 7</th>
<th>Discussion Forum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tu 10/31</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Session 16</th>
<th>8.1 Internet of Things</th>
<th>• Course Reading 6</th>
<th>Feature City Presentation (TEAM 3)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Th 11/02</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Week 9**

<table>
<thead>
<tr>
<th>Session 17</th>
<th>9.1 City rankings</th>
<th>• Kotler Chapter 8</th>
<th>Discussion Forum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tu 11/7</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Session 18</td>
<td>9.2 India’s potential</td>
<td>Course readings 3 and 4</td>
<td>DBCR 3: Tata ClassEdge India</td>
</tr>
<tr>
<td>------------</td>
<td>-----------------------</td>
<td>-------------------------</td>
<td>-----------------------------</td>
</tr>
<tr>
<td>Th 11/9</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Week 10</td>
<td>Value of Emerging Cities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Session 19</td>
<td>10.1 The middle class in emerging cities</td>
<td>Course reading 5</td>
<td>Discussion Forum</td>
</tr>
<tr>
<td>Tu 11/14</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Session 20</td>
<td>10.2 Fortune at the bottom of the pyramid</td>
<td>Course reading 14</td>
<td>Feature City Presentation (TEAM 4)</td>
</tr>
<tr>
<td>Th 11/16</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Week 11</td>
<td>Building Digital Cultures</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Session 21</td>
<td>11.1 Building Digital Cultures</td>
<td>Course readings 10 and 16</td>
<td>Discussion Forum</td>
</tr>
<tr>
<td>Tu 11/21</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Session 22</td>
<td>11.2 Alibaba profile</td>
<td>Alibaba.com</td>
<td>DBCR 4: Alibaba Indonesia</td>
</tr>
<tr>
<td>Th 11/23</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Week 12</td>
<td>Operating in complex environments: Insight and practice</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Session 23</td>
<td>12.1 Prospective views of cities and markets</td>
<td>Mastering Variability Complex Environments</td>
<td>Feature City Presentation (TEAM 5) and Discussion Forum</td>
</tr>
<tr>
<td>Tu 11/28</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Session 24</td>
<td>12.2 Trends</td>
<td>Course readings 12 and 13</td>
<td>DBCR 5:</td>
</tr>
<tr>
<td>Th 11/30</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Week 13</td>
<td>Term Projects Due</td>
<td>Pricesmart.com in the Americas</td>
<td></td>
</tr>
<tr>
<td>---------</td>
<td>-------------------</td>
<td>--------------------------------</td>
<td></td>
</tr>
<tr>
<td>Tu 12/5</td>
<td></td>
<td>Final Project Due</td>
<td></td>
</tr>
</tbody>
</table>

**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 (Firm name EXPANSION INTO City name)

- 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 PROPOSAL

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 ANALYSIS

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

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

Additional sources of information in City Assessment
http://www.itu.int/en/ITU-T/ssc/Pages/KPls-on-SSC.aspx


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

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