

**SYLLABUS**  
(Revised: 20 January '20)

**IBUS 388 ST and MKT 329 ST**  
**STRATEGIC MARKET PLANNING IN LATIN AMERICA**  
Spring 2020 Semester  
University of Richmond: Robins School of Business  
M and W 10:30 – 11:45 A.M.

**Prof. George L. Hiller**  
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**“Borders frequented by trade seldom need soldiers.”**

**Dr. William Schurz:**  
President, Thunderbird School of Global Management 1949-52

**COURSE INTRODUCTION**

Welcome/Bienvenidos! Latin America is a vast region of 600 million people stretching from the Rio Grande (called the Rio Bravo del Norte in Mexico) to Tierra del Fuego. This is a large market for major U.S. firms as well as smaller and medium-size businesses (SMEs). Your key task in the course will be to develop market entry strategies for a Richmond-area business seeking to expand sales in LatAm. Each student team will research, prepare, present (and defend!) market entry plans for their target countries.

Mastering the goals and learning objectives of this course will enable you to quickly add value to your new employer. This is true for the for-profit private sector AND public sector employers like nonprofits, foundations, and government agencies.

**OUR CLIENT COMPANY**

Hamilton Beach Brands, Inc. Commercial Products Division  
<https://www.hamiltonbeach.com/>  
<https://hamiltonbeachcommercial.com/locale-preferences/>

Hamilton Beach Brands, Inc. (HB) is a publically traded based in Henrico County, Virginia. Annual sales are approximately \$800 million; the company’s shares are listed on the New York Stock Exchange. HB is a major designer, marketer and distributor of small kitchen and home appliances. The Commercial Products Division sells drink mixers, coffee makers, etc. to hotels, restaurants, and bars. Worldwide commercial products sales represent 15-20% of HB’s annual revenue. The development of HB’s commercial

products market (business-to-business or B2B) in LatAm will be the focus of our project. Our contacts are:

Mr. Cesar Velasco, Regional Manager LatAm: HB Commercial (México City)  
E-mail: [cesar.velasco@hamiltonbeach.com](mailto:cesar.velasco@hamiltonbeach.com)

Ms. Amy Taggart, Marketing Analyst: HB Commercial (Richmond)  
E-mail: [amy.taggart@hamiltonbeach.com](mailto:amy.taggart@hamiltonbeach.com)

Mr. Richard Barkauskas, Global Senior Director: HB Commercial (New York)

### **COURSE OPERATION**

During the course, we will discuss basic international marketing principles as well as LatAm country factors (historical, political, economic, social, cultural, etc.) that will be important considerations for HB in Latin America. This is not a course for “detached observers.” Your learning depends in large part on the extent to which you are actively involved in the course and client project. I will also spend time in class talking about careers, résumés, internships, networking, etc. This is also important information for you.

Prof. Bill Benos and students from the International Business Planning Seminar at the UR School of Law will also participate in the client projects. A law student(s) will help identify international legal issues associated with the projects. You simply cannot develop a strategic marketing plan without also considering key legal issues in the target countries.

We will also be working with Prof. Jorge Luis Coronel and his students at the Tec de Monterrey’s branch campus in Puebla, Mexico. The Tec is the largest private university in Mexico and a UR exchange partner. Prof. Coronel will be visiting the Robins School in early March. Other professors in LatAm may also be assisting with in-country research.

**NOTE:** Although I do not have formal office hours, I am certainly available to visit with you to discuss the course, careers, etc. Meeting for coffee or lunch works, too!

### **COURSE GOALS**

Via project-based experiential learning, develop analytical and critical thinking skills to: (1.) successfully compete in a global economy and (2.) effectively prepare for the employment challenges from Artificial Intelligence (AI.)

“The act of critical thought involves numerous layers... Some of these are quantifiable forms of thinking, like understanding and applying facts to a question. Others are ... envisioning how people’s motivations, emotions and histories influence them. True critical thinking requires all these layers for a full understanding of the context in any situation.” .... Without these layers of contextual analysis, a machine might go ahead and greenlight a marketing plan that looks good in terms of data and metrics but that for lack

of considering other important contextual factors will be a flop. In contrast, humans are alone in their ability to assess both sides of the critical thinking coin, data analysis and context - and say, 'This plan will or won't work.' ”

“Learning across disciplines, project-based learning, and real-world connections-are imperative in teaching the robot-proof model of higher education. But if the lessons are frozen in the classroom environment, they lose immediacy. ... Unlike machines, our greatest teacher is experience.”

*Robot-Proof: Higher Education in the Age of Artificial Intelligence: 2017. Dr. Joseph Aoun. (Dr. Aoun is the President of Northeastern University, a leader in co-op education and experiential learning business education programs.)*

### **LEARNING OBJECTIVES**

1. Understand key marketing principles as well as the elements of an international marketing plan.
2. Learn how to recognize marketing opportunities and challenges, develop strategies, and solve business problems for our client.
3. Identify significant historical, political, economic, governmental, and demographic factors in LatAm that will affect our client.
4. Develop an understanding of and sensitivity to key cultural and social factors in LatAm that will affect our client.
5. Expand research competencies for international marketing analysis.
6. Research key social media and e-commerce trends/opportunities in LatAm.
7. Quantify and manage risks in international strategic market planning.
8. Analyze the role of an attorney (either in-house or outside counsel) in the international market planning process.
9. Gain experience with interviewing, public speaking, and team project skills.
10. Set some personal learning goals. Have fun with the course/project!

### **SOME BASIC COURSE EXPECTATIONS**

This project is not a case study or hypothetical assignment. You will be working on a real project and interacting with managers at Hamilton Beach. Professional demeanor both in the classroom and with the client is expected. Please respect a few basic ground rules for our class.

Arrive to class on time. I will take attendance.

Be prepared for our class discussions. Hand in assignments on time.

Make a commitment to excellence, honesty, integrity and respect for your fellow students and team members.

**TURN OFF CELL PHONES, LAPTOPS, AND OTHER ELECTRONIC DEVICES.**

### **CONFIDENTIALITY**

You will have access to important data and management information from Hamilton Beach. This information is **STRICTLY CONFIDENTIAL** and may not be discussed or shared with other UR students, friends, family, etc. In addition, your final strategic marketing plans will be confidential and proprietary for the client. All students and professors will be expected to sign a non-disclosure agreement.

### **CLASS SCHEDULE AND FINAL CLIENT PRESENTATIONS**

I will distribute a separate class schedule. This will be updated during the semester depending on class developments, weather, speaker availability, etc.

The final client presentations are scheduled for Tuesday, 28 April '20 from 9:00 a.m. – 12:00 p.m. in the RSB Board Room. This is the assigned final exam time for our course. (Relax, there will not be a separate final exam!)

### **BOOKS and OTHER COURSE MATERIALS**

I will be assigning some background reading from the below-listed books, although we will not be reading all of the chapters. In addition, I will assign some recent news stories, essays, etc. These will be posted in the course Blackboard site.

*Business in Emerging Latin America: 2014.* Fernando Robles, Nila Wiese, and Gladys Torres-Baumgarten. The book is available on Amazon, etc.

*Unfulfilled Promises: Latin America Today: 2019.* Edited by Michael Shifter and Bruno Binetti. The entire book is posted on the course Blackboard site in the “LatAm: 2020 Forecasts and Analyses” folder. (Free.)

*International Marketing, 5e Sixth Edition: 2019.* Dana-Nicoleta Lascu, Ph.D. and George L. Hiller, J.D. (Dr. Lascu is a Professor of International Marketing at UR.) This book is available in soft cover and e-book formats from Textbook Media. Below are instruction from Textbook Media for ordering the book.

Go to [www.textbookmedia.com](http://www.textbookmedia.com). Register. It will take about 60 seconds. You will be taken to My Account. You will see “You currently have no books to view.” To find your book, click on Booklist. Locate the book and click on Pricing Details. You will have options for the format (e-book, pdf, and three print formats). Read the descriptions and make your choice. Click on Add to Cart, then Checkout. Then you will see a page for Review Order. Once processed, e-book orders will be in My Account. Print orders may take up to seven business days, but you will have the online book immediately in My Account.

Questions? Contact Ed Laube at Textbook Media Co. E-mail: [elaube@textbookmedia.com](mailto:elaube@textbookmedia.com)

## **GRADING AND EVALUATION**

All assignments are due at the stated times unless you have a valid university excuse. Late assignments are subject to a reduced grade.

### **15%: Client interview session and follow-up analysis:**

Prepare a one-page document with seven significant interview questions/issues for our client kick-off meeting with HB. You will hand this in before the meeting.

Prepare a two-three page summary of the client meeting. You should discuss: HB's international business operations and objectives, your initial analysis of the key international market planning issues for the client, and some information on your research steps.

### **20%: Quiz: (Tentative date: 26 Feb.)**

The quiz will cover HB operations, assigned readings, presentations by guest speakers, and our classroom discussions.

### **10%: Short paper on LatAm politics: (Tentative due date: 28 Mar.)**

Identify and evaluate key trends in LatAm and potential impact on our client.

### **45%: Team final client presentation on Tuesday, 28 April. This will include:**

A short team presentation during the second half of the course on social media marketing/e-commerce in your target countries.

An outline and a preliminary draft of the team final presentation.

A video commercial or advertisement in Spanish.

Your team client presentation and Power Point. (Each team will have approximately 30 minutes for their final presentation including Q & A.)

Executive summary. A seven-ten page summary of the team's analysis and recommendations. You should also include an appendix with key resources, data, local contacts, etc. This will be a future reference document for HB to use.

(NOTE: each team MUST schedule at least one visit with the UR Speech Center before the final client presentation. <https://speech.richmond.edu/about/index.html> This will help your team develop an effective and persuasive client presentation.

### **10%: Professionalism:**

Attendance, engagement, enthusiasm, and class participation.

## **TENTATIVE GUEST SPEAKERS**

**Mr. Richard Barkauskas: Hamilton Beach**

**Prof. Jorge del Castillo Reyes: Universidad ESAN. Lima, Peru**

**Dr. Jorge Luis Coronel: Tec de Monterrey-Campus Puebla. Puebla, México**

**Dr. Sara Hanson: UR Marketing Dept.**

**Mr. Bernardo Játiva: Pointe Advisory (international consulting firm): RSB '15**

**Ms. Carrie Ludovico: UR Business Librarian**

**Ms. Amy Taggart: Hamilton Beach Commercial**

**Prof. Anne Marie Zwerg: Universidad de la Sabana. Chia, Colombia**

### **ABOUT ME**

I have taught courses at the UR School of Law, School of Professional and Continuing Studies, and Robins School of Business since 1994. Earlier in my career, I worked as a: high school history teacher, international trade banker, lawyer with the Virginia Office of the Attorney General, international education coordinator for a group of small colleges in SW Virginia, economic developer and manager of Virginia's export promotion programs in Latin America.

In addition to teaching at UR, I also work on international business education consulting projects sponsored by the U.S. Dept. of Education. I have taught courses at universities in Germany and Colombia. My outside activities include FeedMore, Virginia Hispanic Chamber of Commerce, Health Wagon free clinic in Appalachia Virginia, and (not enough) visits to UR gym.

Although I have lived in Virginia since 1984, my home is in Albuquerque, New Mexico. I have degrees from the University of New Mexico (Go Lobos!), Thunderbird School of Global Management, and the UR School of Law. My wife, Laura, and I have two daughters and four grand“kids.” Two are in college and two are in high school. As you might imagine, we all love to travel internationally.

### **UR STUDENT RESOURCES**

- **Academic Skills Center** (<http://asc.richmond.edu> 289-8626 or 289-8956: Helps students assess their academic strengths and weaknesses; hone their academic skills through teaching effective test preparation, critical reading and thinking, information processing, concentration, and related techniques; work on specific subject areas (e.g., calculus, chemistry, accounting, etc.); and encourage campus and community involvement.

**Boatwright Library Research Librarians** (<http://library.richmond.edu/help/ask.html> 289-8669): Assist students with identifying and locating the best resources for class assignments, research papers and other course projects. Librarians also assist students with questions about citing sources correctly. Students can schedule a personal research appointment; meet with librarians in the first

floor Research and Collaborative Study area, email, text or IM. The UR Business Librarian is Ms. Carrie Ludovico ([cludovic@richmond.edu](mailto:cludovic@richmond.edu)).

- **Career Services** (<http://careerservices.richmond.edu/> 289-8547: Can assist you in exploring your interests and abilities, choosing a major, connecting with internships and learning experiences, investigating graduate and professional school options, and landing your first job.
- **Counseling and Psychological Services** (<http://caps.richmond.edu> or 289-8119: Assists students in meeting academic, personal, or emotional challenges. Services include assessment, short-term counseling and psychotherapy, crisis intervention, psychiatric consultation, and related services.
- **Speech Center** (<http://speech.richmond.edu> 289-6409: Assists with preparation and practice in the pursuit of excellence in public expression. Recording, playback, coaching and critique sessions offered by teams of student consultants trained to assist in developing ideas, arranging key points for more effective organization, improving style and delivery, and handling multimedia aids for individual and group presentations.
- **Writing Center** (<http://writing.richmond.edu> 289-8263: Assists writers at all levels of experience, across all majors. Students can schedule appointments with trained writing consultants who offer friendly critiques of written work.

## **OTHER INFORMATION**

**UR Honor Code:** Students are expected to abide by the UR Honor Code.  
<http://spcs.richmond.edu/about/honorcode.html>

**Plagiarism:** Plagiarism is the taking of the ideas, works, or words of others and representing them as your own whether one intended to do so or not. Ignorance of academic standards or proper citation is irrelevant. Note that these standards apply to written papers as well as PowerPoint presentations.

To avoid plagiarism: **FIRST** – use quotations sparingly and only as needed to make significant points. **SECOND** – follow official APA style guide requirements on how to quote and cite sources. **THIRD** – never, under any conditions, use the exact words of another author without quoting and citing. **FOURTH** – read the material, find the concept or thought that is important, think about it, and close the book or turn over the article. Explain the concept in your own words, without returning to check the original source. When in doubt, ask your professor for guidance.

**Inclement Weather Reminder:** In case of inclement weather, the University's policy is to remain open unless there is an official announcement to the contrary via the emergency hotline (289-8760), a voicemail broadcast, or an e-mail from the Emergency Response Team (ERT). Please call the Emergency Hotline if you have any questions about closings.

**UR Religious Observation Policy: The University of Richmond values and supports students' religious observances. Students who will miss class or other academic assignments because of religious observance are responsible for completing missed work. Students should contact me within the first two weeks of the semester to make arrangements. The UR religious observance policy may be found here:**  
**<http://registrar.richmond.edu/services/policies/index.html>**