Emerging Markets.

Planning of strategy and implementation for an emerging market.

Summer 2017

**Class:** Everyday - each session from 9am – 12 noon  
(NB! first class starts at 13:30)  
**Classroom:** F24-302  
**Faculty:** Leif Rasmussen and Peter Friis-Mikkelsen  
**Credits:** 3  
**Study Tour:** Riga  
**Disciplines:** Business, Economics

**Description of course:** In this course we will take a closer look at emerging markets in general and specifically an emerging market in Europe. We will dive deeper into cultural differences in Europe, the impact of EU, how to make proper analyses and strategies, and finally building business in an emerging market – everything based on a specific business case with a big international company as our “customer”. In other words, we will simulate being consultants for the international company and will in groups of approx. 4 persons analyze, build strategies and finally create an implementation plan for an European emerging market.

Denmark is fortunate to have a number of emerging economies as neighbors, which we of course will take advantage of in the course. We will go to Riga, Latvia, on a study tour, so you can examine how they managed to emerge from 51 years of soviet dominance into a vibrant, forward-looking country with a will and commitment to perform to an extend most western countries will envy.

**Learning objectives of the course:**

By the end of this course you will be able to analyze the European business and economic environment in order to make business plans for a company wanting to expand internationally.

By the end of this course you will be able to understand and critically analyze emerging markets as a concept and you will have a broader and more holistic view on where the financial wealth will take them.

**Required texts:**

- Will be available on DIS Forum or be handouts or links.
- “Global Marketing and Advertising, Understanding Cultural Paradoxes” (Fourth Edition) by Marieke de Mooij.
Faculty members:

Leif Rasmussen
2008 - CEO and owner of Trading company, Imexpo Aps.
1997 – 2007: Sales and Marketing Director, Member of Executive Board, Royal Unibrew
1995 – 2007: Member/Chairman of Supervisory Boards, mainly subsidiaries and in
Associations in the beer and soft drink industry
1990 – 1996: Marketing Director, Danish Brewery Group
1982: Cand. Merc, Copenhagen Business School
1975 – 1982: Product Manager, Irma
1975: General Business Administration, Copenhagen Business School, N. Brock

Peter Friis-Mikkelsen
2012 – CEO and owner of COO and PerForM Consulting
2011 – 2012: VP Europe, Medical Insight A/S
2008 – 2011: VP Sales, ScanJour A/S
1991 – 1993: Consultant and team lead, Hafnia Insurance & Banking Group
2008: Managing IT Strategically, Copenhagen Business School/SIMI
1991: Master of Law, Copenhagen University

DIS contacts:
Susanne Goul Hovmand, Program Director
Owen Coffin, Program Assistant

Approach to Teaching: The teaching style will be very interactive and a high level of class participation is
required in this class. There is no universal truth, so the formation of ideas and possible solutions to
challenges happens through interactions, discussions and reconciliation of opposing views. Your ideas will
be challenged and provoked, but we will have a great time while it happens.

Expectations of the students:

- We expect the students to read the assigned readings carefully prior to each session
- We expect the students to be highly participative in class. From a learning and a grading point of
  view class participation is important.
- We expect the students to show up with an open mind.
- We expect the students to have a critical yet constructive attitude to whatever is presented to
  them.

Field studies, practicum and/or study tour: The purpose of the study tour to Riga in Latvia is to examine
drivers behind Latvia’s success. What do they do different? Where do they get the resources from and how
does a cultural, social, technological and political change in the society promote or work against future growth?

Grading:

Individual participation in class: 20%

Study tour participation: 20%

Group presentation (Analyzes + Strategy) : 20%

Final Paper and presentation (Analyzes + Strategy + Implementation) : 40%
### Cultural differences

Remember to bring textbook to class

- Flanders: Retail market for clothing in the Baltic States
- “Global Marketing and Advertising, Understanding Cultural Paradoxes” (Fourth Edition) by Marieke de Mooij. Chapter 4 – focus on page 59 - 69

### THURSDAY 15 JUNE

**Student presentations of assignment regarding cultural differences**

**Presentation of company and case**

Readings:
- H&M Annual Report 2015
- H&M Sustainability Report 2014

### FRIDAY 16 JUNE

**Analyzes of the business environment**
- PEST, SWOT, Porter’s five forces

**How to build a strategy based on the analyzes?**

**Porter’s framework for developing a proper strategy.**

**Preparing for Study Tour to Riga. Info about practical issues etc.**

**Weekend: Finalize analyzes of the business environment.**

Readings:
- Porter, “The Five Competitive Forces That Shape Competitive Strategy” DIS Forum

### MONDAY 19 JUNE – FRIDAY 23 JUNE

**Study tour in Riga, Latvia**

**Monday: Student presentations about Analyzes (PEST, SWOT, Porter’s Five Forces)**

**Friday: Student presentations about Analyzes and Strategy**

Academic visits, Workshops and Cultural activities in accordance with Booklet.

**Readings for the weekend:**
- Johnson, Mark W. et.al.: “Reinventing your business model”
# Final Syllabus

<table>
<thead>
<tr>
<th>Monday 26 June</th>
<th>Recap of learnings from study tour to Riga.</th>
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<tbody>
<tr>
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<td>Connecting strategy and execution – Case:</td>
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<td>Business model workshop</td>
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<td>Readings:</td>
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<td>• Osterwalder, Alexander et.al.:</td>
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<td>“Business Model Generation”, 2009,</td>
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<td>Chapter 1 (Canvas – 55 pages)</td>
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| Tuesday 27 June | Tactics and operations – how to build a |
|-----------------| framework for execution                  |
|                 | Case work                                |

| Wednesday 28 June | Building the implementation plan          |
|-------------------| Case work                                |

| Thursday 29 June  | Consultation in teams – final preparations for |
|                   | Student Simulations                        |
|                   | Case work                                |
|                   | Final paper due: Paper to be sent at 4 PM to |
|                   | Peter’s and Leif’s email address          |

| Friday 30 June    | Final Presentation                        |
|-------------------| Slot for each group:                      |

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END OF COURSE