

REVIEW OF DOCTORAL DISSERTATION THESIS

Topic: Success Factors of Standardized International Communication Campaigns

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Reviewer: Doc.Ing.Marie Příbová, CSc.

It has been proven many times that internalization and globalization have been changing marketing- in the broadest meaning – conceptually and in detail. The changes take place in marketing communications, too. This shift is linked to building international and global brands where marketing communications play essential role. Brand building is based on a long-term strategy that is implemented in a way that brand values, brand promise etc. are perceived in all markets identically which is a great challenge for international marketing.

The topic of standardization is of a high practical value because it brings new approaches to international marketing management and a significantly higher level of financial revenues. For that reason, it is an advantage that the thesis was elaborated by a Ph.D. student with an extensive practical experience and skills in this field.

The goal of the thesis is...” to identify first, the success factors of standardized international communication campaigns, and second, develop a potential process how to create standardized international communication campaigns successfully.”...The thesis has a logical structure; it consists of introduction, three chapters, and conclusion. Methodological framework of the second and third chapter is – in general - adequate and it includes array of modern research instruments coming from classical marketing disciplines, psychology, and diplomacy.

The first chapter is a theoretical part of the thesis. It presents background information regarding standardization and differentiation of international communication campaigns. This chapter was re-elaborated in comparison to the first version of the thesis. The author included more literature sources and authors. However, he still presents a text consisting of too many quotations (bibliographic references) that hide his own opinions and ideas regarding theoretical background.

The second chapter “Research Results - Development of Successful Standardized International Communication Campaigns” is more focused on the topic and is closer to a practical level. I see this chapter well done and stressing main points. I value that the author pays attention to “the human side” of marketing management in international companies. Alignment with marketing managers from the international subsidiaries and their motivation to co-operate is crucial for the success of any standardized international communications campaign. Besides direct managerial contributions, such as avoidance of “*not-invented-here-syndrome*”, it also brings long-term learning effects such as development of brand building skills in all subsidiaries of international companies. For this complex task, the author presents learnings of diplomats and recommend to apply them on the analyzed issue.

The author pays adequate attention to the research within the development of the standardized international campaign. He briefly describes research methods that are adequate and that are mostly of a qualitative nature. Based on my practical experience, it is not very frequent that development of communication campaigns includes research projects. Nevertheless, reliable research results regarding consumer insight and lifestyle are crucial to get the success.

The third chapter is of empirical nature. The author presents the development process of the SKODA car international campaign and includes his own research project. The author aimed to the motives of having a car among young people. He decided for the approach stemming from morphology psychology and it is used in motivation research as “the first choice”. It is a type of qualitative research demanding special skills.

The author worked with a convenient sample (university students) of international composition. The sample size was 50 which is O.K. The analysis was focusing on importance of having a car and the research results are depicted in hexagram. The following discussion of the results well indicates how the research can be interpreted in international communication. It should be born in mind that the research results of this project can be used as an illustration/inspiration of the research approach because of the type of sample (convenient).

The SKODA car case is an example of “good practice” bringing market success.

The conclusion includes the research hypotheses formulated in the introduction and the discussion if they were proven, and summarizes success factors of international communication campaign uncovered in the thesis. The summary is in line with the previous findings and confirms them.

Summary:

The thesis reached the defined goals but - from my point of view – it has strong and weak sides. Among strong points, I value the good application part with contributions based on own research efforts, thorough understanding of practical applications and detailed explanation of morphological research concept.

Among weak points, I can see the greatest imperfection unbalanced “quality” of the theoretical and application parts

Considering the author’s effort to improve the theoretical chapter (with a partial success) and the good level of the application parts that may be inspirational for marketing practitioners, **I recommend the thesis of Michael Bahles for the defense.**

Doc.Ing.Marie Příbová,CSc.

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