Individual Portfolio

International Marketing Simulation: Allstar Brands

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Part 1: Simulation Report
Analysis and reflection on the company's performance

The simulation was run for Allstar Brands, a toothpaste company operating internationally. The analysis of the company performance in these countries considers internationalisation decisions, including market conditions, marketing and advertising, SKU & pricing, distribution and production. The analysis of the company performance is done considering multiple parameters including cumulative net regional contribution, share of Mfr sales, return on marketing, and market conditions.

Cumulative Net Regional Contribution:
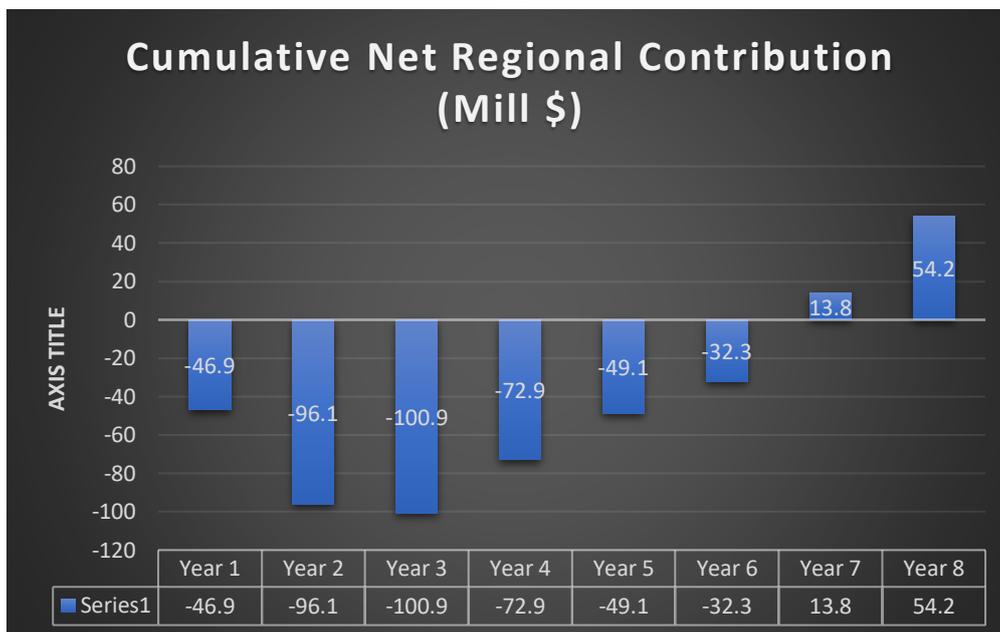
Figure 1: Cumulative Net Regional Contribution

The cumulative net regional contribution was used to assess the overall profitability of the business in the selected regions. Figure 1 presents company's performance in terms of regional contribution was not good in the initial years as in first year (-46.9 million $). It further declined in the consecutive years. In the 2nd year, it became -$96.1 million and declined to -$100.9 million in the 3rd year. The company's loss gradually reduced from the 4th year, experiencing a recovery trend till year 6th, when the loss was reduced to -$32.3 million. However, this was not a stable or profitable position in these years. Overcoming this situation, the company took two years and then in the 7th year, it was again 13.8 million $ as a cumulative net regional contribution and in the 8th year, we recovered the profit again to $54.2. Though the trend of cumulative net regional contribution for the company was not stable reaching to a profitable position in the last year is a good symbol to maintain international expansion further.

Share of Mfr Sales

Figure 2: Share of Mfr Sales

Market Share

Country	Mfr. Sales	All-star	B+B	Care-more	Dris-col	Evers	Loc.	Reg.
Argentina	$277.9	15.1%	14.9%	4.6%	2.0%		33.2%	30.2%
Brazil	$832.7	15.9%	5.9%	25.4%	3.1%	1.7%	24.7%	23.4%
Chile	$162.6		2.1%	12.5%	10.0%	33.1%	26.0%	16.3%
Colombia	$177.4	28.8%			27.5%	7.3%	22.0%	14.4%
Mexico	$385.4	12.5%		5.3%	27.3%	32.7%	22.2%	
Peru	$116.0		26.7%		31.4%		18.9%	23.0%
Overall	**$1,952.0**	**14.0%**	**6.4%**	**13.6%**	**12.2%**	**10.6%**	**24.9%**	**18.3%**

Figure 3: Market Share of Allstar Brands in 4th year

When examines the percentage of MFR sales, in the 1st year we had a significant market share of 15.1%, however, cumulative net regional contribution was in loss in first year (-$46.9 million). Comparing the market share of toothpaste in all the countries, it was found that in the 4th year, the market share was the highest (13.7%). While comparing the market share of Allstar Brands with the competitors, its overall market share of approximately (14.0%) was higher than most of the competitors, and only Loc (24.9%) and Reg (18.3%) were higher than it (See figure 3). This was not because of a particular country condition, however, all countries had similar situations.

Return on Marketing

Figure 4: Cumulative Return on Marketing

According to Tien, Phu and Chi (2019), marketing functions play an integral role in the execution of international business strategies. When examining the cumulative return on marketing, it was also found that in the first 3 years, the company suffered a huge loss on marketing expenses -$560.6 million, -$764.5 million and -$599.6 million consecutively. However, in the 4th year, the loss was reduced to some level to -$345.8 million and in the last year, it reached $127.4 million, which showed the good marketing efforts of the company during international expansion by the end of the simulation year.

Analysis of Successfulness of the Expansion Plan

Reviewing the expansion plan of Allstar Brands, in terms of its success, it is observed that to some level, the expansion plan was successful because though in the initial years, the company suffered losses, however, in the final year, the company gained profit to $54.2 million. Similarly, in comparison to the competitors, in the fourth year, the market share of the company was higher than most of the competitors (See Figure 3). The highest market share of the company in the 8th year (127.4%), as shown in Figure 2, also affirmed the base that expansion of the company in the international market was not extraordinarily successful; however, as compared to the first 3 years, the expansion was progressive in ending years. This can be supported with the study by Bang and Joshi (2010) that increasing market share is a key indicator of the success of market expansion of any business. The cumulative return on marketing as depicted in figure 4 also indicated that the expansion plan of Allstar Brand was successful decision in the simulation in the last year.

What did you do well?

Considering the different market conditions, we found that among all the countries, Brazil had the highest population (220.1 million) and highest GDP ($4,274 billion). Therefore, a significant sales force was appointed in Brazil, 14 (See Appendix 1). Based on economic and social factors, countries were selected for entry. The promotion budget was also allocated adequately in Brazil (See Appendix 2).

Market Comparison on *Economic* Characteristics

Country	Population (Millions)	GDP (Billions)*	GDP per Capita*	GDP Growth	CPI Increase	% Below Poverty Line
Argentina	47.0	$1,245	$26,500	-3.5%	229.8%	39.2%
Brazil	220.1	$4,274	$19,400	2.2%	4.1%	4.2%
Chile	18.7	$623	$33,300	2.0%	3.2%	10.8%
Colombia	49.6	$1,042	$21,000	1.1%	6.4%	39.3%
Mexico	130.7	$3,434	$26,300	2.4%	4.0%	36.3%
Peru	32.6	$567	$17,400	2.5%	2.3%	27.5%
Venezuela	31.3	$225	$7,200	4.0%	100.0%	33.1%
Regional Avg.	83.1	$1,900	$24,000	1.1%	41.6%	26.2%
Home	342.0	$28,781	$84,200	2.7%	2.9%	15.1%

Figure 5: Comparison of Countries on Economic Characteristics

What are the main areas of concern?

The main areas of concern during the simulation decisions were that despite having good market prospects in Brazil, increased sales force and promotion budget were allocated to Argentina and Mexico (See Appendix 3 and 4). In the first-year sales plan, a high proportion of the budget was allocated to advertising and promotion in Argentina only for customer attractiveness and building brand loyalty, even though whitening toothpaste was not much population public in Argentina. In comparison, the sales of toothpaste were higher in Brazil, which was $375 million five years ago and $745.7 million in the current year (See figure 6). Secondly, during the expansion period, Argentina experienced an economic downturn and the purchasing power of customers was also limited. This affected the cumulative regional marketing return in the first three years.

Manufacturer Toothpaste Sales by Country Market, last six years (Millions of $)

Country	5 Years Ago	4 Years Ago	3 Years Ago	2 Years Ago	Previous Year	Current Year	Sales per Capita ($)
Argentina	$125.1	$134.3	$163.6	$193.7	$200.5	$222.0	$4.72
Brazil	$375.0	$460.7	$622.6	$619.2	$680.9	$745.7	$3.39
Chile	$65.6	$77.7	$93.9	$106.5	$117.5	$130.6	$6.98
Colombia	$71.2	$76.7	$80.7	$87.3	$90.6	$97.3	$1.96
Mexico	$179.8	$208.0	$214.5	$231.7	$354.5	$385.5	$2.95
Peru	$46.5	$47.3	$54.2	$51.6	$53.8	$58.5	$1.79

Areas where strategy should have changed and why?

Considering the STP model perspective, in the product pricing and positioning stage, wrong decision was taken by our team. The decision to analyse the preferences and concerns of local consumers regarding the pricing under economic pressure. The decisions related to localisation strategy in Argentina were also ignored regarding consumer affordability. Supporting it, Atuedon (2016) and Arnold (2000) also argued that in executing localisation strategy, price and good positioning are important strategic concerns for international businesses. We should have changed pricing strategies in different countries considering the GDP growth and population mass.

Suggestions for New Team and New Markets:

Coming to an end of term of office of our team the task of simulation decision making for next round will be assigned to new team. In the new team, team restricting should be done considering country specific specialist members to assign a particular country for integrating the cross-functional strategies for ensuring budget alignment and implementing suitable marketing strategies including all four Ps of marketing mix. In the team, one member will be assigned task of real-time market analytics for making faster pivots of business areas underperforming.

International Expansion Plan for the New Team for the Next Round

Selection of Country and Entry Mode:

The prospective market the next team can opt for international expansion is Mexico, having a 130.7 million population and a $3434 billion GDP, which are favourable market conditions for the toothpaste businesses in terms of demand and sales. GDP per capita ($26,300) is also a positive market factor in terms of purchasing power of the customers. The projected revenue of the oral care market in Mexico is US$711.64m in 2025 (Statista, 2025). It is a favourable and growing market condition for the expansion of Allstar Brands.

Strategic alliance with local companies of Mexico selling toothpastes will be suitable market entry strategy for Allstar Brands in terms of sharing the resources and expertise, knowing local market conditions better, risk sharing and enhanced competitive position (Nevin, 2016; Doole, Lowe and Kenyon, 2016).

Competitive Environment of Selected Country

The competitive environment of Mexico is also favourable in terms of the sales of toothpaste products as in the current year the sales volume of toothpaste was $385.5 million (See figure 6). The key competitors that will pose a threat of rivalry for Allstar Brands in

Mexican market are P&G, Haleon plc., Colgate-Palmolive Company, Sunstar Inc., Oriflame Cosmetics S.A. and Amway Corporation (Strategy Helix Group, 2025).

Proposed Strategy for the Next Round:

In the next round, the further team can develop a suitable marketing mix strategy for expanding business in Mexico:

Marketing Mix:

Product: Under product mix, in Mexican market, Allstar Brand must focus on whitening toothpastes considering consumer preferences (Statista, 2025). There is increasing demand for premium oral care products and hence quality will be major consideration for Allstar Brands in its toothpastes.	*Price:* The major population of Mexico is middle class and hence keeping the affordable and competitive pricing will be suitable measure for Allstar Brands (Statista, 2025).
Place: The Mexican market encompasses retail sales of the product through both offline and online channels (Statista, 2025). Therefore, Allstar Brands must adopt an omnichannel distribution strategy in this new market.	*Promotion:* In Mexican culture, the Spanish language is used mostly, and customer values are driven by family ties and traditions (Original Travel, 2025). In promotional strategies, the brand must use local language for effective communication with Mexican customers and should develop emotionally appealing advertisements through social media channels and print and broadcast media (Rabindranath and Singh, 2024).

Positioning

Positioning of toothpaste products in Mexico is influenced by cultural preferences, economic conditions, consumer awareness, and competitive dynamics (Gabay, Rabino, and Moskowitz, 2012). The market has diverse consumer values, and hence, toothpaste products must have a value proposition that includes health benefits, brand trust, affordability, and product variety.

Cost Implications of the Proposed Strategy

Embracing a strategic alliance strategy in the Mexican market will require legal and administrative costs for Allstar Brands to gain regulatory approval. Furthermore, developing shared infrastructure, training and support, and technology integration with the local firm will also incur significant costs. Marketing and promotion costs will also be shared with the company's strategic partner.

Summary of Marketing Plan for a New Product or Service Innovation:

New Product Innovation:

Allstar Brands can come up with an innovative product idea, 'Herbal Fresh' whitening toothpaste. The key product attributes will include natural and herbal ingredients and gentle and whitening agents. This new toothpaste will have a mild whitening formula, cavity and gum protection and long-lasting freshness and will not have any artificial ingredients (Limeback, Enax and Meyer, 2023). The designing and packaging of the product will be appealing for the health-conscious consumers seeking natural oral care benefits.

Value Propositions of Product and Source of Competitive Advantage

Among key value propositions of the product will be tailored for the closeness to nature and radiant smile and having health-conscious formula of the product for giving oral care as well as appealing freshness. The company can gain increasing competitive advantage through offering the new product on reasonable and competitive pricing and offering tailored products according to customer preferences (Andrus, 2024).

Segmentation, Targeting and Positioning

Table 1: STP for New Product

Segmentation	Market segmentation for the new product will be done on demographic and psychographic criteria. Under demographic, age, gender, income level will be considered and psychological segmentation will consider health consciousness, naturally sourced products.
Targeting	Target customers of the company will include both male and female consumers of all age groups of middle-income groups of Mexico who are highly conscious to their oral health and dental hygiene.
Positioning	Our product will be offering a blend of trust herbal ingredients based safe toothpaste with whitening technology delivering, multiple benefits of tooth and gum protection, long-lasting freshness and natural beauty for all health-conscious Mexican consumers.

Marketing Strategies

A blend of marketing strategies will be suitable for Allstar Brands in the Mexican market, including digital campaigns using social media channels of Instagram and Facebook (Gibbs, 2023). On these channels, short-video-based educational adverts can be suitable promotional tools to make people aware of the new product. Along with this, the company can use a retail activation strategy by distributing free samples in supermarkets and pharmacies for prospective buyers. In branding and advertising, the company must integrate localised branding and packaging using cultural values and aesthetics.

Part 2: Individual reflective essay

Simulation Journey Reflection

Attempting the international marketing simulation project on Allstar Brands was a transformative learning experience; however, it was equally challenging for me intellectually and emotionally. At the beginning of the simulation project, I had mixed feelings of excitement and nervousness, too, as I was working on a team project with people with different expertise and knowledge. The opportunity to simulate real-world business decisions for the international expansion of Allstar Brands was delightful and knowledge-enhancing in both the theoretical concept of marketing as well as practical insights. Still, the pressure to perform and make data-driven decisions in dynamic markets were equally daunting as market conditions of all South American countries including namely Argentina, Brazil, Mexio, Chile, Peru and Colombia were different from each other. These insights meticulously mirrored the realities I anticipate facing in my future career in strategic marketing decision-making while doing business in the international market landscape, specifically for business expansion.

A key challenge that I faced in my simulation journey was related to teamwork where at some moments I found myself lacking in coordination with other members due to some communication gaps and different opinions. One of the key challenges I encountered in the simulation decision-making process was the need to balance short-term losses with long-term strategic gains. Early losses in regional contributions and marketing returns questioned my decision-making approach and resilience. However, the eventual recovery and profitability of the business in the later years reaffirmed the value of my persistence, adaptability, and strategic foresight skills, which are crucial for navigating real-world business environments.

The simulation significantly enhanced my competencies in market analysis, decision-making under uncertainty, and cross-cultural strategic planning. It sharpened my ability to interpret economic indicators, consumer behaviour, and competitive positioning, translating theoretical marketing knowledge into actionable insights. For instance, adjusting strategies based on GDP, market potential, and consumer preferences across countries like Brazil and Argentina mirrored the complexities of global marketing roles I aspire to in multinational corporations. My assigned country was Brazil, so I gained a good geographical and market knowledge about it deeply in terms of its population, GDP, per capita income, purchasing power, etc.

Moreover, the simulation nurtured my leadership and collaboration skills. Delegating responsibilities, resolving conflicts, and maintaining strategic coherence across team decisions gave me valuable experience managing cross-functional teams—an essential component of

modern marketing roles. A pivotal insight I gained was the importance of localization in international business. Initially, our standardized approach failed in economically unstable markets. This experience shifted my perspective on global marketing strategies, emphasizing the need for tailored solutions aligned with local economic, social, and cultural dynamics. This learning will undoubtedly guide my future roles as a strategic manager or global manager, especially in companies aiming for global outreach with localized strategies.

Overall, this simulation was more than just a learning exercise; it was a practical rehearsal of my career aspirations. The blend of strategic thinking, data analysis, teamwork, and real-time problem-solving has reinforced my commitment to pursuing a career in international marketing. It has equipped me with the confidence and competencies to make informed, impactful decisions in high-stakes, real-world business scenarios.

Set Clear Continuous Professional Development Goals (SMART):

Based on the insights gained from the simulation and the assessment of my overall performance and skill set, I identified some key areas of improvement. For further improvement in these areas, I have developed some continuous professional development goals integrating SMART criteria in the table below:

Table 2: Continuous Professional Development Goals

Goal 1	Developing stronger communication and coordination skills within 2 months for working efficiently in diverse, cross-functional teams
Goal 2	Improving the decision-making process under uncertain market conditions through gaining critical thinking and analytical skills in 3 months
Goal 3	Enhancing my knowledge base related to cross-cultural business preferences and understanding of the localised marketing tactics to become a successful global manager

CPD Action Plan:

A Continuous Professional Development (CPD) plan is a blueprint and directive guidance for improvement in the core competencies skills for enhancement of work performance and meeting future career aspirations (Alosp, 2008). A CPD plan is developed in the table below for meeting the goals above:

Table 3: CPD Action Plan

Goals	Measures to Achieve Goals	Learning Resources	Timeline	Milestone	Progress Assessment Method
Goal 1	-Participate in more simulation-based group projects -Practising dummy simulation projects -Using some structured tools like Slack for group projects and team coordination (Stol et al., 2022) -During group projects, scheduling the team discussion sessions and reflections	-Regular feedback tacking process with the team members and peers to foster effective communication -Participation in the group presentation and group discussion to build strong communication flow and team coordination	4-Weeks	Successful completion of at least two simulation projects using some structured tools for collaboration	-Development of weekly self-reflection reports (Moon, 2013) -Peer evaluation surveys
Goal 2	-Attempting more real-time simulation projects to flourish decision-making skills (Moskowitz et al., 2011) -Referring to the decision-making theories and models, including Decision-	-Using past case studies of simulation project reports to understand core idea of decision making followed in those cases.	4-6 Weeks	-Gaining successful results from the simulation projects attempted. -Assessment of the decision outcomes taken for any business project or group project	-Self-assessment journal entries -Peer feedback

	Tree, dual-process theory and Bayesian Decision Theory (Chen and Fawcett, 2016)	-Dummy simulation projects			
Goal 3	-Conducting a comparative analysis of the different countries for business expansion purposes -Joining cultural intelligence workshops -Examining the real case studies of the companies' internationalisation success or failure	**-**Online workshops and YouTube sessions on cross-cultural intelligence development (Hernández-Pozas, 2015) -Theories and models of cross-cultural development, including Hofstede Model, cultural web, etc. (Minkov, 2012).	4-6 Weeks	-Solving the case studies of cross-cultural businesses using real insights -Attempting cross-cultural training sessions and assessment of the skills gained	-Attempting online tests of cross-cultural skills assessment -Certifications of the cross-cultural training programmes

This action plan will be a direct source of information for me to attain my career aspirations and make the right decisions for my career goals.

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Appendices:

Appendix 1:

Distribution & Salesforce in Brazil

Channel	*Sell Direct to Channel	Prev. Sales Force	Current Sales Force
Traditional	YES	3	3
Self-Serve	YES	3	3
Hypermarket	YES	4	4
Web/Other	YES	3	3
Wholesale	YES	1	1
Total		14	14

Sales Force Expense (M): 4.7 BRL

Appendix 2:

Promotion in Brazil

Channel	Promote in Channel	Previous Units (mill.)	Avg. Disc.	Allocation Weight	Allocated Budget
Traditional	YES	4.9	15.0%	29.8%	1.2
Self-Serve	YES	3.3	20.0%	13.4%	0.5
Hypermarket	YES	85.6	25.0%	48.8%	2.0
Web/Other	YES	5.8	25.0%	2.3%	0.1
Wholesale	YES	19.1	30.0%	5.5%	0.2
Total		118.7			

Promotion Budget (M): 4.0 BRL

Allocate Based On: Total Channel Sales

Appendix 3:

Distribution & Salesforce in Argentina

Channel	*Sell Direct to Channel	Prev. Sales Force	Current Sales Force
Traditional	YES	3	3
Self-Serve	YES	3	4
Hypermarket	YES	3	4
Web/Other	YES	3	3
Wholesale	YES	2	4
Total		14	18

Sales Force Expense (M): 4,915.0 ARS

*Some retailers may be served indirectly by wholesalers. See the *Environment / Distribution* report to determine the best way of distributing in a retail channel.

Promotion in Argentina

Channel	Promote in Channel	Previous Units (mill.)	Avg. Disc.	Allocation Weight	Allocated Budget
Traditional	YES	1.9	15.0%	24.4%	1.0
Self-Serve	YES	5.8	20.0%	26.0%	1.0
Hypermarket	YES	5.4	25.0%	42.0%	1.7
Web/Other	YES	0.9	25.0%	2.9%	0.1
Wholesale	YES	16.6	30.0%	4.7%	0.2
Total		30.7			

Promotion Budget (M): 4.0 ARS

Allocate Based On: Total Channel Sales

Appendix 4:

Distribution & Salesforce in Mexico

Channel	*Sell Direct to Channel	Prev. Sales Force	Current Sales Force
Traditional	YES	4	4
Self-Serve	YES	4	6
Hypermarket	YES	5	8
Web/Other	YES	0	3
Wholesale	NO	2	n/a
Total		15	21

Sales Force Expense (M): 17.9 MXN

*Some retailers may be served indirectly by wholesalers. See the *Environment / Distribution* report to determine the best way of distributing in a retail channel.