Overview: The core course in Marketing (ugba-106) introduces the fundamental Marketing tasks of segmenting, targeting and positioning, and the development of effective marketing mix elements (product, price, place, & promotion). In the core course we often assume that competitors stay in place or are slow to react. However, in Marketing Strategy we specifically address dealing with the competition. Additionally, Marketing managers usually have to make decisions with incomplete or unreliable information. In Marketing Strategy we learn how firms develop plans that can be updated in light of changing circumstances.

We will cover the following topics:

- The elements of a formal Marketing Plan
- Market size estimation
- Competitor identification and analysis
- Internal analysis
- Alternative business models
- Risk identification, assessment and management using scenario planning
- Handling unknown futures using sensitivity analysis
- Price setting dynamics
- Competitive tactics

Teaching Methods: We will pair a combination of lectures and cases. In the latter half of the course we will also engage in the HBSP Universal Car Rental simulation, working in pairs of 2 students. In the simulation you and your partner will manage a rent-a-car facility in Florida of course to maximize profit. You have to take the managerial decisions as the economy changes and as your competitor changes tactics.

Prerequisite: No pre-req but you must have Upper Division standing (60 units completed).

Course Materials:

1. Course Pack of cases from Study.Net
2. Enrollment in the Harvard Business School Press Pricing Simulation
3. Text: Selected Chapters from Kotler & Keller, Marketing Management, Pearson
4. Recommended:
   a. Access to a core Marketing textbook such as Armstrong & Kotler Marketing: An Introduction, 10/e or 11/e, Pearson
   b. Osterwalder & Pigneur, Business Model Generation, Wiley

Evaluation: 2 individual briefs on cases (20 %); group case presentation (20 %); partnership (2 students) write up of Pricing Simulation (20 %) [you will not be graded on the result of the simulation, that is, whether your firm wins]; Class Participation (20 %); Final Exam (20 %)

About the Instructor: David Robinson is Senior Lecturer at the Haas School and has taught Marketing at Berkeley since 1995. He has traveled and taught extensively in Asia. After studying in England for four years, he earned his PhD in Psychology from Brown and his MBA at UNC Chapel Hill. He has written a textbook on Business Protocol that combines business communication with practical advice for young business people.