

UCLA Extension Course Syllabus

Course Title: Competitive Marketing **Course #: 460.483**
Quarter:
Instructor: Beverly W. Macy **Cell:** (310) 500-7139
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Meeting Times: Wednesdays 6:30-9:30 p.m.
Location: UCLA Extension
Office Hours: Available by phone, by appointment

Course Description

“If you know yourself, but not your enemy, for every battle won, you will suffer a loss. If you know your enemy and yourself, you will win every battle.” The Art of War, Sun Tzu

This is a comprehensive overview of the importance of competitive marketing and developing a strategy to gain competitive advantage. This advanced course appeals to CEOs, presidents, vice presidents, marketing directors and managers and product managers. Recent global and technology developments and consolidation of global industry giants are rapidly changing the business landscape. These factors impact every aspect of competitive strategy – from target market focus to value / supply chain management. Outperforming competitors in serving changing customer needs requires a winning competitive strategy built on consistently understanding and predicting industry trends and competitive conditions. This course will help lay the foundation to gain competitive advantage and help develop a hands-on understanding of the competitive implications of marketing strategies. Students will use information delivered in the class to conduct a competitive analysis and develop a competitive marketing strategy.

Goals and Objectives

Students are expected to develop a comprehensive understanding of competitive marketing core concepts and how competitive marketing strategies affect the company's performance and future. Students will be expected to have an understanding of how to conduct competitive analysis -- from gathering competitive information, converting this data into intelligence, communicating the intelligence and countering adverse competitor actions. The student will also be expected to know how to use internal and external analysis to identify competitive opportunities, conduct competitive research and intelligence, and create a competitive marketing strategy. Students will know how this strategy maps to Porter's Five Forces Model.

Required Readings

Course Text: Competitive Strategy: Techniques for Analyzing Industries and Competitors (Primary text)

Michael E. Porter
Wiley & Sons

Course Text: Competitive Intelligence: How to Gather, Analyze and Use Information to Move Your Business to the Top

Larry Kahaner
Simon & Schuster
The Art of War, Sun Tzu
Oxford University Press.

Recommended Reading

Why We Buy, The Science of Shopping, Paco Underhill (Simon & Schuster)

Call of the Mall, Paco Underhill (Simon & Schuster)

In addition, Instructor will provide a broad array of reading materials in various competitive marketing disciplines, including recent articles in Harvard Business Review, Society of Competitive Intelligence Professionals (SCIP) and materials provided by visiting guest lecturers.

Grading

Class Participation	25%
Assignment	10%
Mid-term exam	30%
Final Report	35%

Graded Assignments

This class is designed to educate students and provide an overview of competitive marketing and how competitive strategies are developed. Course content, guest lecturers, and handouts are created to fill specific student/work assignments. Students will be required to read the recommended texts and present several assignments. The mid-term exam is conducted on the sixth class. The final report is due on 12th class. The exams and the "Gaining Competitive Advantage" Project are designed to test the knowledge of the student's application of what they have learned to a "real-world" environment.

"Gaining Competitive Advantage" Project. There will be one major project with two distinct parts during the term. Students will select a company of their choice in a specific industry and using a detailed outline provided by the instructor will perform a "competitive analysis" on the selected company/industry. This analysis will teach the student how gather competitive intelligence and utilize that intelligence effectively. The second part of the report will be to develop a competitive marketing strategy and prepare a report of their findings and conclusions.

The mid-term is usually weighted on the bell-curve. The Gaining Competitive Advantage project will be judged by the Instructor on how well the student addresses all factors of the assignment.

COURSE OUTLINE

Date/Topic	Assignment	Readings
<p>Meeting #1 – -Welcome and Introductions -Competitive Marketing Event -Who is a Competitor in Business? -Why Monitor Competitors? -The 4 C's of Monitoring Competitors</p>	<p>“Competitive Marketing Scenario” Read the scenario. Answer the questions. Due 2nd meeting for discussion in class</p>	<p>Kahaner – Chapter 1-4</p>
<p>Meeting #2 – -Competitive Marketing Event <i>Competitive Intelligence</i> -Information vs. – Intelligence -Market Research -What CI can do for Companies -CI Collection – online/offline</p>	<p>Gaining Competitive Advantage Final Project Select a company / industry to: 1. Define competitive problem 2. Analyze situation 3. Prepare detailed set of recommendations</p>	<p>Kahaner – Chapter 6-7 Sun Tzu – Art of War-The Author, Chapters 3 - 7</p>
<p>Meeting #3 -Competitive Marketing Event - -Introduce Michael Porter’s 3 Generic Strategies -Cost Leadership -Differentiation -Focus -The Art of War Review</p>	<p>Lisa Review “Competitive Marketing Scenario” Review Final Project</p>	<p>Porter – Chapter 1-3</p>
<p>Meeting #4 – -Competitive Marketing Event -Overview Porter’s Five Forces Model -Entry Barriers -Buyer Power -Supplier Power -Threat of Substitutes -Rivalry</p>	<p>Team Industry Exercise</p>	<p>Porter – Appendix B Kahaner Chapter 10</p>
<p>Meeting #5 – -Competitive Marketing Event --Conclude Porter’s Five Forces Model Overview -Mid Term Review</p>	<p>Study materials for mid-term Speaker Brian</p>	<p>Review <u>The Art of War</u></p>

<p>Meeting #6 – -Competitive Marketing Event Competitive Moves -Business Wargaming -Scenario Planning -Quality, Six-Sigma -Benchmarking</p>	<p>Mid-Term</p>	<p>Kahaner Chapter 9-10 Review <u>The Art of War</u></p>
<p>Meeting #7 – -Competitive Marketing Event -Brand Equity -How are Brands competing today -Competitive tactics in Retail / Brand Wars</p>	<p>Steve</p>	<p>Case Study Handouts</p>
<p>Meeting #8 – -Competitive Marketing Event -HBS Case Study Grupo Electra</p>	<p>Team workshops on Case Study Analysis Class Presentations</p>	
<p>Meeting #9 – -Competitive Marketing Event -Business Ethics -Protection Measures -Building a CI Department</p>	<p>Hal</p>	
<p>Meeting #10 – -Competitive Marketing Event -Strategic Moves -Competitive Moves -</p>	<p>Dave</p>	<p>Review Porter Review Kahaner Review The Art of War</p>
<p>Meeting #11 – Securing Your Company Against the Competition Summary and Review <i>CI Jeopardy</i></p>		
<p>Meeting #12 Review and Wrap-up</p>	<p>FINAL REPORT DUE Gaining Competitive Advantage Due</p>	