NEW YORK UNIVERSITY  
Leonard N. Stern School of Business  
Langone Program  
COMPETITIVE STRATEGY IN THE MARKETPLACE  
MKTG.GB.2361 Summer 2014  
Mon/Weds 6:00-9:00 p.m.

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OVERVIEW

Competitive Strategy in the Marketplace focuses on what business managers need to know in order to create strategies that gain competitive advantage for products and services. It does this by giving students a deep understanding of the rules of strategy as applied to the competitive marketplace of economic exchange. The course examines:

- the idea of strategy and sustainable advantage in economic competition;
- the sources of value in product offerings and how they change with market evolution;¹
- the roles of technology and operations in creating value;
- the ways that technological, social, and environmental change coupled with competitive actions affect the evolution of competitive strategy;
- how to understand competition and competitors;
- how to create, plan, and evaluate strategy.

COURSE OBJECTIVES

The premise of the course is that firms are successful when they implement strategies that create and capture value. Thus, the overall objectives of the course is to learn how to (1) analyze competition in specific marketplace situations, (2) create strategies that maximize competitive advantage in gaining economic profit; and (3) formulate plans to implement those strategies.

¹ Throughout this document and the course the term product is used to mean both products and services.
Specifically, students will be able to:

- Identify the forces that shape competition for economic exchanges.
- Understand the general strategic principles that govern competition and specify the competencies needed for success in different situation.
- Analyze the sources of value in product offerings, the techniques for measuring value, and how markets are segmented based on differences in the perceived value.
- Recognize how marketplace knowledge, technology, operations, and market timing influence the ability to deliver superior value.
- Use planning systems and techniques to analyze situations and to generate strategic ideas and actions.
- Translate strategic ideas into actionable plans and estimate the economic results of those actions.

**GENERAL APPROACH**

Overall, the course is designed to emphasize learning by doing and is organized into two major sections:

1. The first half of the course consists of lectures and class discussions designed to present the concepts underlying competitive marketing strategy. This also gives students time to read the text, begin work on the analysis of their assigned cases, and practice the strategic mode of thinking.
2. The remaining sessions are devoted to applying those concepts through case analyses. In each of these sessions a student team will formally present their strategic recommendations and supporting analyses for their assigned case. Another student team will act as a board of senior managers to whom the first team will present. Much of the learning in this course takes place during the presentations and the question and answer sessions following each presentation.

**TEXT AND CASES**

1. J.A. Czepiel, *Competitive Strategy in the Marketplace*, Draft Revision (available in bookstore)
2. Case Packet (available in bookstore).

**IMPORTANT NOTE**

In no assignment or communication in this class are the words “huge” or “tremendous” to be used.
## SCHEDULE

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<tr>
<th>Date</th>
<th>Session</th>
<th>Topic or Case</th>
<th>Reading</th>
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<tr>
<td>5/14</td>
<td>1</td>
<td>Introduction to the Course</td>
<td>Ch 1, 2</td>
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<td>• The Laws of Physics</td>
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<td>Rules of Competition</td>
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<td>The Game of Marketplace Competition</td>
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<td>2</td>
<td>Competitive Strategy Processes</td>
<td>Ch 12, 6, 7, 8</td>
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<td>Defining the Strategic Situation</td>
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<td>5/21</td>
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<td>Marketplace Dynamics</td>
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<td>Technology and Operations Drivers</td>
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<td>Models of Markets and Strategies</td>
<td>Ch 3, 4</td>
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**DECISION PROCESS PAPERS DUE!**

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<td>Analyzing Products</td>
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<td>Brands as a Competitive Tool</td>
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<td>Brands as Financial Assets</td>
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<td>6</td>
<td>Competition and Competing</td>
<td>Ch 9, 10, 11</td>
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<td>Competition and Market Structure</td>
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<td>Tools for Competing</td>
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<td>Military and Game-like Theories for Competing</td>
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<td>Competing in Oligopolies</td>
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<td>Predicting Competitive Response</td>
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<td>Signaling</td>
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### Barco – Defining the Strategic Situation
#### Discussion

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<td>Cardiac Pacemakers&lt;br&gt;C-P Precision Toothbrush</td>
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<td>P&amp;G LDLs (A)&lt;br&gt;MEM English Leather</td>
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INDIVIDUAL ASSIGNMENTS

TERM PAPER (30% of Grade)

Separating Fact From Fiction:
Insights Into Creating Winning Competitive Strategy

Term Paper (due 6/25/14, 4pp max) [30% of grade]

3 pages* What commonalities were observed across the strategic situations in the ten discussed and presented cases (do not include MEM English Leather)? Each commonality is to be the title of a subhead. All cases need not fit under each commonality.

1 page* What did you learn personally from the class and from doing and observing the case process?

*all double-spaced, 12 pt. type, “normal” margins

TEAM ASSIGNMENTS

A number of the learning assignments for the course are to be done as a member of a team. Each student in the class will join with other students to form a team. Each team will be responsible for two written and an oral presentation as described below.

STRATEGY DECISION PROCESS PAPER (Due 5/21/14: 15% of final grade)

Failing to Plan Means Planning to Fail

The case packet contains four readings: one is on “Strategy Stories,” the second on “Making Decisions,” and the third on “How to Persuade” and the fourth on “The Case for Behavioral Strategy.” In addition, the third lecture session describes “Issue Trees.” To ensure that you approach your presentation case early and in a disciplined way, you are to prepare a document of no more than 2 pages of prose (double spaced) that lays out 1) how you will use the ideas from those readings (you need not link to your case content), 2) how the team will proceed—including people and timing, and 3) an “issue tree” for your presentation case (as an appendix). It is expected that you will use a project planning approach (such as a “GANTT” chart) from your operations management class. You are expected to cite the sources used. The paper must identify the “enforcer” of the presentation checklist found on page 16 of this document.

Please note the following:

1. The opening question for the “issue tree” must be the question listed on the ppt slides in the “issue tree” section of the lecture.
2. The project plan should link to the issue tree noting which branches are due by what date and note who is responsible for each analysis.

FREE CONSULTATION (Must be completed by 6/11/14) Not all need attend.

STRATEGY GROUP: ORAL PRESENTATION (35% of final grade)

Each team will be assigned one of the cases listed. The team will present orally to the class its recommended strategy for dealing with the strategic situation confronting the focal firm in the case. Appendix A presents details of the required format for the presentation. Some important guidelines are highlighted here. These guidelines must be strictly followed.

- The prepared presentation can be presented (uninterrupted) in an absolute maximum of 25 minutes (timed).

- The actual presentation, however, will be fully interactive.

- The very highest level of communication quality is expected.

- A one-page outline is to be distributed to the class at the beginning of the presentation. This should identify the participants, contain a brief description of the strategic situation, and telegraph the essential logic of the analysis and recommendations being made.

- No reading of presentations will be allowed (not even note cards!)—you will be stopped if you do so.

- Every team member must participate in the oral presentation.

- A requirement for the course is that each team is obligated to meet for at least one, two-hour session to begin work on their assigned case prior to the third class session.

SENIOR MANAGEMENT ADVISORS: PRESENTATION PARTICIPATION

As part of your same team, you will sit as primary recipients of another team’s presentation and should consider yourselves as the senior management group empowered to approve the recommendation. You are expected to act as a senior management would during such a meeting. You may ask pertinent questions, discuss ideas with the presenting group, and, with the concurrence of your colleagues, move the presentation in directions other than that planned by the presenting group. Don’t waste time on trivial points, learn to focus on key assumptions, pivotal points, conceptual issues. Active participation is mandatory. You will also be asked to formally evaluate the presenting team’s recommendations and professionalism.
MANAGEMENT ADVISORS: PREPARATION PAPER (due 6/11/14 - 20% of final grade)

To prepare for its role as a board, each team is required to write a paper entitled “Fitting the Text’s Concepts to the Case.” The goal of this assignment is to relate concepts and ideas presented in each chapter of text to the case.

REQUIRED FORMAT

- One page **double-spaced** prose per each text chapter that relates the main concepts in that chapter to the case on which you serve as Management Board.
- Exhibits which present relevant analyses of case facts and data based on concepts/techniques suggested in text are expected. Simple reproduction of text figures is not desired or acceptable. Each exhibit to be descriptively titled: “**Analysis Shows Co X has Dominant Market Positions.**” Put these in an appendix.
- A minimum of a “back-of-the-envelope” analysis of the economics in the case, where appropriate, is expected.

GRADING CRITERIA

- Were concepts most relevant to the case chosen for coverage?
- Where those ideas used **analytically**? (Mere mention of idea/technique is insufficient)
- Did the analysis include appropriate types and level of quantification?
- Were the financial implications of obvious strategy options calculated?
- Did the document demonstrate the expected level of intellectual excellence and professional/managerial relevance?
- HINT: If your paper says, too often, that the company should do this or that analysis—when you could—do that analysis!
- HINT: If your paper does not cite relevant market and financial numbers where appropriate it will be seriously downgraded.
- HINT: I’m looking for your use of the concepts, lead with them
- HINT: Follow these instructions!