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FRANCE

MASTER'S DEGREE :
« COMPETITIVE INTELLIGENCE
AND FIRM STRATEGY »

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The main objective of the master “Competitive Intelligence and Firm Strategy” (CIFS) is to use methodological and practices of Competitive Intelligence to analyse one question in International Economy : how rise the competitiveness of firms, territories and countries in a world characterised by a double mutation (the globalisation and the rise of Knowledge Economy) ?

Competitive Intelligence is the process by which business enterprises or organisations gather and analyze information on their external competitive environment.

The master would like to analyse the contradiction which is present in the practices of Competitive Intelligence which are based one part on “news sharing” and on the other part based on “Competition Relations” which induce “Economic War”. The contradictory definition of Competitive Intelligence comes from the actual mutation of world economy where the globalisation increases competition rapports and the rise of Knowledge Economy necessitates also more and more “sharing” in the information, the knowledge and the competence.

The philosophy of the master is characterised by five main points:

First, the master CIFS privileges global and systemic approach

In the main definition of Competitive intelligence, we find a new way to think the global and complex systems and the new way to practice management of information by networks, the politics of influence and lobbying and the protection of immaterial patrimony.

Second, Making Competitive Intelligence means that the formation wants to develop fives main fields for analysing informations:

1. Monitoring and benchmarking in all the forms: Economical, financial, competitive monitoring, Juridical monitoring, Environment monitoring, Economic security monitoring, European Union Rights

2. The Information Treatment and the Prospective Analysis which necessitate making scenarios at long run.

3. The choice of Competitive Strategy in the specialisation and in the competitiveness

4. The choice of Competitive strategy in Practice by using three main tools: Defence of Immaterial Patrimony, Network and Influence and Lobbying Techniques

5. And the return of experiences which can permit to ameliorate the process of collecting new informations...

Third, the master CIFS privileges some offensive actions which are based on growing the immaterial Patrimony and not on sharing the existing patrimony

The master is based on rising scale economies in innovation sectors.

The rising scale economies are in effect the condition of a gain for everybody which participates in the process of production.

Fourth, the master CIFS wants to associate firms, centre of research centers, universities, schools, territorial services and state services.

On this aspect, the master organises a cycle of lectures and congresses on Competitive Intelligence which are opened at all the firms, organisations, clusters...

Five, making competitive intelligence in theory (analyse the double mutation on globalisation and the rise of knowledge economy) and making Competitive Intelligence in practice (in firms, clusters or territorial services) contribute to rise a new comportment among the economic actors which names "the coopetition".

"The coopetition" (G Massé, 2000) is a new comportment which combines at the same time an increase of competition (necessary to adapt the firms at the world economy) and an increase also of the sharing of information (necessary to adapt the firms to the Knowledge Economy).

1) Definition and Main Philosophy of Competitive Intelligence:

Competitive Intelligence is the process by which business enterprises or organisations gather and analyze information on their external competitive environment.

This definition of Competitive Intelligence focuses on three main points:

- 1) Competitive intelligence is an **ethical and legal business practice**.
- 2) The focus is put on the **external business environment**
- 3) The existence of a process consisting in **gathering information, making sense of it and using use** of it in business decision making.

2) Principles and ethics of the master C.I.F.S.:

a) The Main principles of the master CIFS :

- 1) Nowadays, due to the globalisation of economies, most firms realize the importance of knowing **what their competitors are doing**, and the information gathered allows them to assess the strengths and weaknesses of their competitors.
- 2) With the right amount of information, **organizations and firms can avoid unpleasant surprises by anticipating competitor's moves** and by decreasing response time.
- 3) Firms and organizations must use Competitive Intelligence **to compare themselves to other organizations**, thus enabling them to make more informed decisions.

b) Ethics in the master CIFS :

Competitive information may be obtained from public or subscription sources, from networking with competitor staff or customers, or from field research interviews.

Competitive intelligence research is distinguishable from industrial espionage, as practitioners generally comply with local legal guidelines and ethical business norms.

3) The Teaching programme of the first year of the master “Competitive Intelligence and Firm Strategy”

SEMESTER 1	Hours	SEMESTER 2	Hours
FONDAMENTAL BLOC : 3 UNITS BY SEMESTER		FONDAMENTAL BLOC : 3 UNITS BY SEMESTER	
<u>UE11 : Economics</u> Macro Economics Public Economics English	6 ECTS 24 ML 20 ML 18 DW	<u>UE21 : Economics</u> Competitive Intelligence Finance Intermediation Quantitative Techniques	6 ECTS 18 ML 18 ML 16 ML/10 DW
<u>UE12 : International Environment</u> World Economy European Economy International Management	8 ECTS 20 ML 23 ML 20 ML	<u>UE22 : Firm’s Management</u> Firm’s governance Affaires Ethics Affaires English	8 ECTS 20 ML 12 ML/ 8 DW 20 DW
<u>UE13 : international Economy</u> New Theories of International Trade (Krugman, Helpman) Management of Countries’ Risk Concepts and measures in Economy	8 ECTS 18 ML 18 ML 18 ML	<u>UE23 : International Finance</u> International Capital Flows Derivative Products	8 ECTS 20 ML 20 ML/12 DW
ONE OPTION TO CHOOSE BY SEMESTER		ONE OPTION TO CHOOSE BY SEMESTER	
<u>UE14 : economic and social choices</u> Labour and Mobility Social and Solider Economy Competitive Strategies of firms and territories	8 ECTS 18 ML 18 ML 18 ML/ 10 DW	<u>UE24 : Environment</u> Economy of Agricultural Sector Durable Development Spatial Localisation Choices	8 ECTS 18 ML 18 ML /10 DW 18 ML
<u>UE15 : Market Finance</u> Theory of Portfolio Choices Equities and Liabilities Markets	8 ECTS 20 ML /12 DW 20 ML /12 DW	<u>UE25 : applied Econometrics</u> Formation on Econometrical Software Applied Econometrics	8 ECTS 18 ML/14 DW 18 ML/14 DW
<u>UE16 : NICT, Monitoring and networks</u> Transversally and NICT Monitoring and Marketing on Internet Networks and Information’s Techniques	8 ECTS 18 ML 6 ML- 17DW 18,5 ML	<u>UE26 : Societies of News and Data Bases</u> Fundament of Societies of News Trade data Bases	8 ECTS 20 ML/12,5 DW 20 ML/ 10 DW
Student presence	250	Student presence	250

ML : Magistral Lecture - DW : Diriged Work

4) The Teaching programme of the 2nd year of the master “Competitive Intelligence and Firm Strategy”

SEMESTER 3	30 ECT	SEMESTER 4	30 ECT
UE31 : Pole 1: International Environment and Firm Competitiveness - Globalisation and News Forms of Competitiveness - Management of Countries' Risk - Knowledge Economics - NICT and the New Economy (lecture in English) - Firm Strategy	9 ECTS 15 ML 15 ML 14 ML 15 ML 15 ML	UE41: Pole 4: Protection and Defence of Immaterial Patrimony - Exchange Rate Management - Economic Security - Internet Rights - Patents and licences - Computer Security	5 ECTS 15 ML 8 ML 8 ML 8 ML 8 ML
UE32 : Pole 2: Competitive Intelligence and Organisations - Economics of Information - Economic Methodology (lecture in English) - Methodology of Competitive Intelligence - Territorial Competitive Intelligence	9 ECTS 15 ML 15 ML 14 ML 15 ML	UE42 : Pole 3: Knowledge Management: - Monitoring and Benchmarking Softwares - Marketing and Commercial Benchmarking of firm Strategy - How to bind Benchmarking Strategy to Competitive Intelligence Strategy	5 ECTS 14 ML 6 ML-12 DW 14 ML
UE33: Pole 4: Protection and Defence of Immaterial Patrimony - Fight against counterfeiting - Environment Security - Property Rights Economics - European Union Rights	4 ECTS 8 ML 8 ML 8 ML 8 ML	UE43: Pole 5 : Influence and Counter-influence - Influence and Lobbying Techniques - Crisis Resolution Mechanisms - Networks	8 ECTS 14 ML 14 ML 6 ML-12 DW
UE34 : Professional Practices -Business English - 2ième language: Spanish, German, Chinese, and Russia... - Networks -Conferences on Competitive Intelligence	8 ECTS 15 DW 15 DW 6ML-12DW 12 H	UE44 : Professional Practices - Business English - 2ième language: Spanish, German, Chinese, and Russia... -Internship -Conferences on Competitive Intelligence	12 ECTS 15 DW 15 DW 30 DW 12 H

ML : Magistral Lecture - DW : Diriged Work

(*) : <http://ead.univ-angers.fr/~masterie>

5) The master on Competitive Intelligence Formation at the University of Angers follows the referential which had been elaborated by Mr Alain Juillet, high Responsible in Competitive Intelligence and advisor of the French Prime Minister

The program of the master is based on the Competitive Intelligence teaching referential designed by Mr Alain Juillet on February 2004.

This referential identifies five main teaching poles of Competitive Intelligence:

**Pole 1: International Environment and Firm's Competitiveness
74 hours (19%)**

- Globalisation and the New Forms of Competitiveness
- Exchange Rates Management
- Country risks Management
- Knowledge Economics
- NICT and New Economy

Pole 2: Competitive Intelligence and Organisations: 77 hours (20%)

- Information Economics
- Economic Methodology
- Competitive Intelligence Methodology
- Territorial Competitive Intelligence
- Networks

Pole 3: Knowledge Management: 94 hours (24%)

- Monitoring and Benchmarking Software
- Marketing and Commercial Benchmarking
- Firm Strategy
- How to bind Benchmarking Strategy and Competitive Intelligence Strategy
- Networks
- Business English

Pole 4: Protection and Defence of the Immaterial Patrimony: 56 hours (16%)

- Patents, licences and fight against counterfeiting
- Computer Security and Environment Security
- Properties Rights Economics
- European Union Rights and Internet Rights

Pole 5: Influence and Counter-influence : 81 hours (21%)

- Economic Security
- Influence and Lobbying Techniques
- Crisis Resolution Mechanisms
- Business English
- Internship

6) The Five Major Fields of Competitive Intelligence

In France, the AFDIE (the French association of competitive intelligence promotion) had elaborated five main methodological fields in competitive Intelligence:

1. Monitoring and benchmarking (46 hours: 12%):

- Economical, financial, competitive monitoring
- Juridical monitoring
- Environment monitoring
- Economic security monitoring
- European Union Rights

2. Information Treatment and Prospective Analysis (92 hours: 24%):

- Monitoring and Benchmarking Software
- Globalisation and News Forms of Competitiveness
- Knowledge Economics
- Exchange Rate Management
- NICT and the New Economy
- Business English

3. Competitive Strategy in theory (87 hours: 23%):

- Methodology of Competitive Intelligence
- How to bind Benchmarking Strategy and Competitive Intelligence Strategy
- Economic Methodology
- Economics of Information
- Firm's Strategy
- Countries' risks Management

4. Competitive strategy in Practice (89 hours: 23%):

1) Defence of Immaterial Patrimony

- Patents, licences and fight against the counterfeiting
- Computer Security and Environment Security
- Economics of Properties Rights
- Internet Rights

2) Network

- Networking and
- Firm's Strategy

3) Influence and Lobbying Techniques

- Influence and Lobbying Techniques
- Crisis Resolution Mechanisms
- Business English
- Territorial Competitive Intelligence

5. Practical work (66 hours : 17%) :

- Networking
- Internship in Firms or other institutions

7) References on Competitive Intelligence:

AGUILAR E.J. 1992, General Manager in Action, University -Press, New York

ARTHUR W.B.W., 1990, "Silicon Valley Locational Cluster: when increasing return imply monopoly", Mathematical Social Sciences, vol 19, n°13, pp 205-233;

ASHEIN B.T., 1995, "Industrial Districts as Learning Regions: a condition for prosperity, in IGU Commission Conference : "interdependent and uneven development : global-local perspectives, Séoul, 7-11 August.

ASHEIN B.T., 199ç, "Interactive Learning and Localised Knowledge in Globalising Learning Economies, GeoJournal, vol 49, n°4, December, pp3456352;

BELUSSI F., SAMMARA A. SEDITA S.R., 2006, "Knowledge Offshoring in Industrial District and Clusters: mixing localised and external learning, in the Fifth Conference on Proximity, Bordeaux, 28-30 June

BRUSCO S., 1982, "The Emilian Model: Productive Decentralisation and Social Production, Cambridge Journal of Economics, n°6, pp167-184.

DOU Henri, 2004 : "Benchmarking, RD and Compagny through Patent Analysis using Free Data Bases and Special Software : a tool to improve innovative thinking", World Patent Information, vol 26, Issue 4,december 2004, pp297-309

DOU Henri and MANULLANG S., 2003, Competitive intelligence, Technology Watch and Regional Development, MUC Editor, Jakarta, Indonesia.

HAAG Stephen, 2006, Management Information Systeme for the Information Age, Third Edition, MC Graw- Hill Ryersonk

KRUGMAN P., 1998, "What's New about the Economic Geography ?" Oxford Review of Policy, 14-2.

MACHLUP F., 1983, "Semantic Quirks in the Study of Information" in MACHLUP F MANSFIELD U, The Study of Information, Wiley & Sons, New York, pp641-671;

MARKUSEN A, 1996, "Sticky Places in Slippery Space : a Typology of Industrial District, Economic Geography, vol 72, pp293-313.

PORTER Michael E., 1985, Competitive Advantage: Creating and Sustaining Superior Performance. The Free Press. New York.

PORTER Michael E., 1998, "Clusters and the New Economics of Competition", Harvard Business Review, November-December.

Society of Competitive Intelligence Professionals (SCIP) : www.scipi.org

7) Key Words in Competitive Intelligence :

Benchmarking
Competitive Intelligence
Competitor analysis
Competitiveness
Crisis Resolution Mechanisms
Counterfeiting
Product Differentiation
Price Differentiation
Environment Security
Properties Rights Economics
Economic Security
Computer Security
Internet Rights
Influence and Lobbying Techniques
Information
Knowledge
NICT
Networks
Open source intelligence
Patents
Proximity
SWOT Matrix
Territorial Competitive Intelligence
Monitoring

8) Key theories in specialisation and international trade :

1) Comparative Advantage Theory (Ricardo and HOS) and Price Competitiveness practices (exchange rates and price policy)

2) Non Price Advantage Theory (Krugman and Helpman) and Non Price Competitiveness practices (product differentiation and imperfect competition: monopolistic competition, duopole and dumping)

3) Competitive Advantage Theory (Aghion and Porter) and Informational and Strategic Competitiveness (differentiation on the all value channel and systemic channels practices : networks, influence and Protection and Defence of Immaterial Patrimony)