

1242.3269.01 – Competitive Intelligence & Technology Transfer

First Semester – 2024/25

Section	Day	Hour	Assignment	Lecturer	Email	Telephone
01	Thursday	15:45-18:30 (Second half)	NO EXAM	Dr. Daniel Rouach	daniel@rouach.net	054-5462353

Teaching Assistant (TA): Ron Waldman. **Telephone:** 052-2500513. **E-mail:** ron.waldman@gmail.com

Office Hours: By appointment

Course Units

1 course unit = 4 ECTS units

The ECTS (European Credit Transfer and Accumulation System) is a framework defined by the European Commission to allow for unified recognition of student academic achievements from different countries.

Course Description

The objective of this course is to present the main characteristics of the Competitive Intelligence (CI) concept and to describe how it has become a real management practice that is now developing inside most leading companies in the world. In particular, we will mainly seek to answer the following key questions:

- What is Competitive Intelligence?
- What are the different types of Intelligence attitudes?
- How do companies practice Competitive Intelligence? – best practice examples
- Create awareness of, and sensitivity to, major issues in management of competitive intelligence and their applications.

Furthermore, the course will cover the principles of Technology Transfer, and how these principles are used to create value and competitive advantage at leading companies around the world.

This course is the result of the research work which has been done by the GTI Lab (Paris), a research laboratory of the ESCP Europe Business School specializing in the management of innovation, technology transfer and competitive intelligence.

Course structure

Lectures will be used to introduce core conceptual and theoretical material, and will include state of the art summaries on the topics. In addition, practical case studies will be used to develop students' skills in applying their growing knowledge of CI principles to real or simulated situations. A combination of case studies, videos and class discussions will be employed. In addition, during the course, a number of guest lecturers will be invited to present their experiences and insights on the practice of CI in Israel

Course Objectives

Key learning includes:

- Knowledge of the Competitive Intelligence Concept.
- Acquisition of tools and techniques to collect strategic information.
- Acquisition of skills enabling participants to optimize the management of information

Evaluation of Student and Composition of Grade

- Group Work (Case Study Analysis): 60%.
- Class Attendance: 20%
- Individual assignment (3-4 pages: What did you learn from the elective?): 20%

* Students who absent themselves from classes or do not actively participate in class may be removed from the course at the discretion of the lecturer. (Students remain financially liable for the course even if they are removed.)

Course Assignments

Final Group Assignment & Individual Assignment

- The final evaluation is a group assignment, which consists of a case study to be presented in the final class session and submitted by email, not exceeding 25 slides, excluding appendices and references. This final paper builds on and integrates the various exercises and case studies given during the course.
- The case study should be based on any subject developed during the course (CI analysis and production; Implementation of a CI Unit; etc.).
- Individual Assignments. Each student will prepare a short written evaluation of the course. What did I learn during the course? 3-5 pages in Word format. Due one week after the completion of course.

Grading Policy

In the 2008/9 academic year the Faculty instituted a grading policy for all graduate level courses that aims to maintain a certain level of the final course grade. Accordingly, this policy will be applied to this course's final grades.

Additional information regarding this policy can be found on the Faculty website.

[Score Retention Policy](#)

Evaluation of the Course by Student

Following completion of the course students will participate in a teaching survey to evaluate the instructor and the course, to provide feedback for the benefit of the students, the teachers and the university.

Course Site (Moodle)

The course site will be the primary tool to communicate messages and material to students. You should check the course site regularly for information on classes, assignments and exams, and at the end of the course as well.

Course material will be available on the course site.

Please note that topics that are not covered in the course material but are discussed in class are considered integral to the course and may be tested in examinations.

Course Outline*

Class	Date	Topic(s)	Required Reading
1	December 26, 2024	Introduction and Definition of Competitive Intelligence	What is Competitive Intelligence. Fuld & Company. https://www.fuld.com/what-is-competitive-intelligence/
2	January 2, 2025	Sources of Competitive Intelligence: Intelligence Gathering	Collecting Competitive Intelligence at Conferences. https://www.lifescienceleader.com/doc/collecting-competitive-intelligence-at-conferences-0001
3	January 9, 2025	Competitive Intelligence: Case Studies: L'Oréal, Rolex, Tnuva	Competitive intelligence. A practitioner, academic and inter-disciplinary perspective. Jonathan L. Calof. European Journal of Marketing. 2008
4	January 16, 2025	Methodologies in Competitive Intelligence: Early Warning, Business War Games, STI (Science, Technology & Innovation) Research	Interview with Jonathan Calof: The Future of Competitive Intelligence - Adapting to Change. https://www.institute-for-competitive-intelligence.com/ci-service/news-archive/interview-with-jonathan-calof-the-future-of-competitive-intelligence-adapting-to-change
5	January 23, 2025	Strategic Foresight & Competitive Intelligence	Strategic Foresight vs. Competitive Intelligence https://fjintelligence.com/strategic-foresight-vs-competitive-intelligence/

6	January 30, 2025	Creating Value and Competitive Advantage through Technology Transfer	What is Technology Transfer https://knowledge4policy.ec.europa.eu/technology-transfer/what-technology-transfer_en
7	February 6, 2025	Final Presentations to be submitted by Teams	

*Subject to change

*Please note assignments that need to be submitted in the Course Assignments Section above

Teaching Methods

Lectures will be used to introduce core conceptual and theoretical material. Case studies will be used to develop students' skills in applying their growing knowledge of competitive intelligence and technology transfer principles to real or simulated situations.

Required Reading

Articles without URL links will be posted on Moodle

- What is Competitive Intelligence. Fuld & Company. <https://www.fuld.com/what-is-competitive-intelligence/>
- Competitive intelligence. A practitioner, academic and inter-disciplinary perspective. Jonathan L. Calof. European Journal of Marketing. 2008
- SCIP Code of Ethics for CI Professionals. <https://web.archive.org/web/20141013115335/https://www.scip.org/CodeOfEthics.php>
- Collecting Competitive Intelligence at Conferences. <https://www.lifescienceleader.com/doc/collecting-competitive-intelligence-at-conferences-0001>
- Interview with Jonathan Calof: The Future of Competitive Intelligence - Adapting to Change. <https://www.institute-for-competitive-intelligence.com/ci-service/news-archive/interview-with-jonathan-calof-the-future-of-competitive-intelligence-adapting-to-change>
- Be Prepared (Early Warning Systems) – Harvard Business Review (November 2003). Leonard Fuld
- Only Half of Companies Actually Use the Competitive Intelligence They Collect – Harvard Business Review (January 2016). Benjamin Gilad & Leonard Fuld
- Strategic Foresight vs. Competitive Intelligence <https://fjintelligence.com/strategic-foresight-vs-competitive-intelligence/>
- What is Technology Transfer https://knowledge4policy.ec.europa.eu/technology-transfer/what-technology-transfer_en

Recommended Reading

- Business War Games: How Large, Small & New Companies can vastly improve their strategies and outmaneuver the competition by Benjamin Gilad. <https://www.amazon.com/-/he/Benjamin-Gilad/dp/1601630301>
- The New Competitor Intelligence: The Complete Resource for Finding, Analyzing & Using Information About Your Competitors. By Leonard M. Fuld (Wiley). <https://www.amazon.com/New-Competitor-Intelligence-Information-Competitors/dp/0471585092>
- Foresight & STI Governance. Special Issue. Competitive Intelligence. 2020

- The Secret Language of Competitive Intelligence. How to See Through & Stay Ahead of Business Disruptions, Distortions, Rumors & Smoke Screens. Leonard Fuld. <https://www.amazon.com/Secret-Language-Competitive-Intelligence-Disruptions/dp/1608445534/>
- What is Competitive Intelligence and Why all B2B Tech Companies Need to Have It <https://www.growandscale.com/article/what-is-competitive-intelligence>
- Technology Transfer <https://www.royaltyrange.com/home/blog/technology-transfer>