RAM

WORKSHOP SERIES

JULY 2010

**ICA/JY/10/07.12**

# INDUSTRY AND COMPETITIVE ANALYSIS

*by Robert Boxwell*

**DATE**

26 - 28 JULY 2010

**VENUE**

RAM TRAINING CENTRE

**CATEGORY**

FINANCE & FINANCIAL MARKETS

**LEVEL**

INTRODUCTORY

SIDC

www.sidc.com.my

**SIDC CPE ACCREDITED**

**10 CPE POINTS**

## INTRODUCTION

A thorough understanding of the competitive forces that shape the structure and profitability of an industry is the foundation for setting and executing strategy.

From CEO down, management must have this understanding. Bankers, investors, and industry analysts must have it too, even in the best economic times. **When the economy is rough – when the tide is out – this knowledge becomes imperative**.

This 3-day Industry and Competitive Analysis (ICA) workshop provides this knowledge. The ICA workshop draws from the strategy and economics curricula of leading graduate business schools in the United States, Asia, and Europe, using **real-life cases** and notes supplemented by short consolidating lectures.

The course is highly interactive, hands-on and requires analysis and decision making by participants, using sophisticated, rigorous frameworks.

*Industry and Competitive Analysis* provides the foundation for a variety of fundamental business decisions in strategic and operational planning, finance, marketing and other areas.

## COURSE OBJECTIVES

Participants will attain the following objectives:

- Understanding of the forces that shape industry profitability and competition
- Understanding of the strategies companies use to compete in any industry
- Development of sound and sophisticated frameworks for analysing any industry and the way its participants compete
- Understanding the limitations of strategy

## WHO SHOULD ATTEND

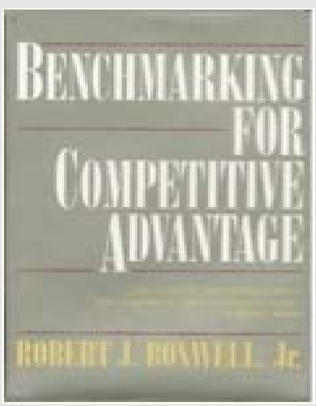
- ✓ General Managers
- ✓ Corporate Planners
- ✓ Financial Analysts
- ✓ Bankers
- ✓ Consultants
- ✓ Others who need to know how to perform sophisticated industry and competitive analysis

## DIRECTOR'S PROFILE

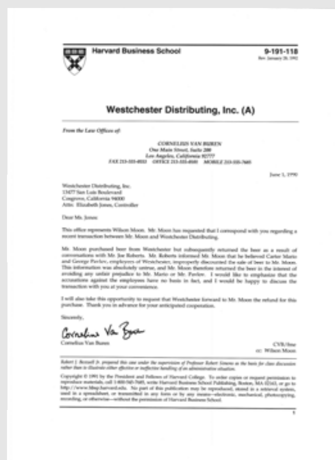
**Robert J. Boxwell Jr** is a director of Opera Advisors, an international consultancy specialising in general management consulting, benchmarking, and professional development. He has almost 30 years of hands-on business and teaching experience. Before Opera Advisors, Bob spent 11 years as founder and managing director of San Francisco Coffee, the Asia-based specialty coffee chain, and 10 years as managing partner of Churchill & Company, the international management consultancy specialising in benchmarking, general management consulting, and professional development. He began his career as a CPA with Deloitte Haskins + Sells and Peat, Marwick, Mitchell & Co in the U.S.

Bob has taught management development seminars throughout the U.S., Asia, and Europe to thousands of managers from over 25 countries. He teaches at the Masters' level at Monash University's Malaysia campus and University of Malaysia and has taught at the MBA level at San Francisco's Golden Gate University. He is a published case writer for the Harvard Business School and Ratings Agency Malaysia and the author of Benchmarking for Competitive Advantage, (McGraw-Hill, 1994).

Bob holds the Bachelor of Science degree (*summa cum laude*) in accounting from the University of Hartford and the MBA degree from the Harvard Business School.




Robert Boxwell's *Benchmarking for Competitive Advantage* (McGraw-Hill, 1994)



Harvard Business School 9-191-118

**Westchester Distributing, Inc. (A)**

*From the Law Offices of:*

CORNELIUS VAN BUREN

Dear Ms. Jones

Sincerely,

Cornelius Van Buren

cc: Wilson Moon

# INDUSTRY AND COMPETITIVE ANALYSIS

26 – 28 July 2010

## COURSE CONTENT

**NOTE**: In this course we will use a mix of current and classic cases in U.S., Malaysia, and other international settings. The concepts covered are applicable to industries anywhere.

### CASE STUDIES

**Case 1 (*Selected industry profitability*)** - The first case uses selected industries and profitability data to introduce Michael Porter's Five Forces framework for analysing the forces that shape industry profitability. The case looks at a variety of industries over a 20-year period to illustrate the concept of industry structure, introduce each of Porter's Five Forces and set the foundation for subsequent industry analyses.

**Case 2 *(COKE vs PEPSI)* -** Compares the Five Forces side-by-side in upstream and downstream industries in the soft drinks sector to understand how differences in the forces impact industry profits. The cases look at the impacts on the industry and the sustainability of industry structure over a 20+ year period as the main competitors internationalise and integrate vertically

**Case 3 *(IBP INC)* -** Looks at industry structure and competitive advantage over time in three meat processing industries highlighting salient differences in structure and sustainability of competitive advantage. The case introduces the concept of low cost versus differentiation strategies in light of what is available to industry participants.

**Case 4 *(GE vs WESTINGHOUSE in the Large Turbine Generator Industry)* -** A classic case set in a heavy manufacturing industry. The case examines the arithmetic of strategic cost analysis, the quantitative concepts of the experience curve, the learning curve, and economies of scale, and their impact on industry competition. The case considers sustainability of a competitor's low-cost strategy and looks at competitive options available to industry participants engaged in a price war during a period of industry overcapacity.

**Case 5 *(Ikea's Worldwide Expansion)*** - Examines the international expansion, differentiation strategy, and value chain of one of the world's leading furniture companies. The case considers how a new entrant to an established industry can change existing rules to its advantage and to the detriment of the existing industry participants. The case considers historical evolution, motivations of existing industry participants, and strategic moves available to them when a new entrant changes the value chain and rules of competition.

**Case 6 (Wal-Mart)** - Looks at the sustainability of a competitive advantage built by a discount retailer using a low-cost strategy against a larger competitor using a differentiation strategy. The case spans an approximately 20-year period and considers the sustainability of the company's low-cost strategy when expanding internationally into new markets with new competitors.

**Case 7 & 8 *(Honda (A) and Honda (B))* -** Two versions of the success story of a Japanese motorcycle manufacturer's entry into North America. These classic cases highlight the limitations of strategy and a lack of limitations on motivated human endeavor. The cases review the concept of the experience curve to analyse the quantitative reasons for the company's success and review the concept of leadership and company culture to analyse the qualitative reasons for the company's success.

### CASE STUDIES

**Case 9 & 10 *(Dell Malaysia and Dell Inc)* -** Look at the sustainability of a multinational PC company's entry into Malaysia as part of its low-cost manufacturing strategy. The cases consider the company's value chain and span a period of approximately 10 years to examine the sustainability of the company's strategy.

**Case 11 *(Prelude Corporation)*** - A classic case of a fragmented cottage industry used as a capstone for the course. The case examines the efforts of a highly educated management group and their efforts to restructure the value chain of an existing industry in the food sector.

### MODULE 1

**The Forces that Shape Industry Profitability**

The opening module introduces Michael Porter's Five Forces framework for analysing the forces that shape industry profitability and looks at a variety of industries over a 20-year period to understand the concept generally and set the foundation for subsequent industry analyses.

### MODULE 2

**Porter's Five Forces Framework in Depth**

Through a series of case studies, we analyse several industries in detail to bring Porter's Five Forces to life.

### MODULE 3

**Porter's Three Generic Strategies**

Cases in this module introduce the three generic strategies that companies use to position themselves for superior profitability in their industries. Concepts covered include:

- Drivers of competitive advantage
- The arithmetic of strategic cost analysis
- Experience/learning curve analysis
- Price wars and industry overcapacity
- Sustainability of competitive advantage
- Governmental /regulatory impacts on industries
- Technological impacts on industries

### MODULE 4

**The International Value Chain**

Cases in this module introduce the value chain in an international context. We also look at how companies set international strategy and exploit and defend competitive advantage

### MODULE 5

**The Limitations of Industry Analysis and Strategy**

Critical to any analysis is an understanding of its Possible flaws and limitations.

# INDUSTRY AND COMPETITIVE ANALYSIS

**DATE & TIME**
26 – 28 July 2010
9.00 am to 5.00 pm
Registration will commence at 8.30 am

**VENUE**
RAM Training Centre, Level 6
No. 19, The Boulevard, Mid Valley City

## REGISTRATION FORM

**PLEASE USE BLOCK PRINT AND PHOTOCOPY FOR MULTIPLE BOOKINGS**

Name (1) : Mr/Ms________________________________
Designation : ________________________________
Department : ________________________________
Email : ________________________________

Name (2) : Mr/Ms________________________________
Designation : ________________________________
Department : ________________________________
Email : ________________________________

Name (3) : Mr/Ms________________________________
Designation : ________________________________
Department : ________________________________
Email : ________________________________

Organisation : ________________________________
Address : ________________________________
________________________________
________________________________

Tel : ________________ Fax: ________________

## TRAINING DEPARTMENT CONTACT DETAILS

Contact person : Mr/Ms________________________________
Designation : ________________________________
Department : ________________________________
Email : ________________________________
Organisation : ________________________________
Address : ________________________________
________________________________
________________________________

Tel : ________________ Fax: ________________
Cheque/Bank Draft No. : ________________________________
Bank : ________________ Amount: ________________

## CONFIRMATION REPLY SLIP

**Attention** : ______________________________

[ ] We would like to confirm participation of _______ Personnel for this course. Kindly forward the registration Fee of RM___________ before the event

[ ] We regret that your nomination cannot be accepted as registration has been closed

[ ] We will KIV your nomination for a re-run of this course

## 4 Quick & Easy Ways to Register

**Phone:**
603 7628 1153 (Hanani)
603 7628 1151 (Sharimah)
603 7628 1152 (Sangeetha)

**Email:**
hanani@ram.com.my
sharimah@ram.com.my
sangeetha@ram.com.my

**Fax:**
603 – 7620 8250 (DID)
063 – 7628 1700 (GEN)

**Mail:**
Suite 20.01, Level 20,
The Gardens South Tower
Mid Valley City
Lingkaran Syed Putra
59200 Kuala Lumpur

## PAYMENT OPTIONS

☐ **STANDARD** **RM3,200.00 / USD1,000.00**

## PAYMENT DETAILS

Please make crossed cheque / bank draft payable to: **'RAM Holdings Berhad'.**

**Please send to**:
Suite 20.01, Level 20,
The Gardens South Tower, Mid Valley City,
Lingkaran Syed Putra, 59200 Kuala Lumpur, Malaysia.

**Payment must be submitted before the workshop to guarantee your attendance.**

## ADMINISTRATIVE INFORMATION

**Registration Fees**
Fees include tuition,teaching materials, lunch & refreshments.

**Group Registration**
For 3 or more registrations from the same organisation, a 10% discount applies.

**Cancellation & Transfer Policy**
Should a delegate be unable to attend, a substitute may attend in his/her place at no extra charge

**Written cancellation received**
- One (1) week before the event, a refund (less an administrative charge of 50%) wil be made.
- For no-show on the day of the series, no refund will be entertained.
-Cancelled unpaid registrations will also be liable -for penalty payments.

**Confirmation of Workshop**
This workshop will only be confirmed if there is a minimum of 10 participants to ensure a beneficial interaction.

**Disclaimer**
RAM Holdings Berhad reserves the right to change the programme, speaker, date or venue or cancel any part of its published programme due to unforeseen circumstances. We reserve the right to refuse registration.

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