

Competitive Analysis

[] This Competitive Comparison Matrix provides for a comparison of strengths and weakn Consider both direct and indirect competitors, inside and outside of your industry.

[] Replace the sample data in the unprotected cells in blue with your own information. Yo referenced in cells A30 & A31, but do not change their purpose!

If you enter text in cells B-D31 & 32, the Percent Growth formula on Line 33 will result in a

	Your Company	Competitor 1
Company	[Company]	[Company 1]
Market Perception	High price/expressive	Conservative/mid price
Key Product	[Product Name]	[Product Name1]
Percent of Total Sales	[x]%	[x]%
Key Personnel		
President/CEO/Owner	[Name]	[Name]
VP Finance	[Name]	[Name]
VP Marketing	[Name]	[Name]
VP Sales	[Name]	[Name]
VP Product Development	[Name]	[Name]
Number of Employees	[x]	[x]
Financial		
How Held	[Private/Public]	[Private/Public]
Shares Outstanding	[# of shares/na]	[# of shares/na]
Recent Share Price	[Price per share/na]	[Price per share/na]
Cash [if known]	[x]	[x]
Venture Backed	[yes/no]	[yes/no]
Lead Investors	[Investor's name]	[Investor's name]
1994 Sales	\$5,500,000	\$7,500,000
1995 Sales (estimated)	\$8,000,000	\$9,000,000
Percent Growth	45%	20%
Sales, Distributorship and Pricing		
Primary Channel Method	Reseller	Reseller
Primary Price Point	[x]	[x]
Discount Structure	50% Off @ wholesale	50% Off @ wholesale
Annual Quantity Sold	[x]	[x]
Market Share Estimate	[x]%	[x]%
Product/Service General Analysis		
Their Products are:	Easy to use	Difficult to install
	Fulfills promises	Cumbersome to use

Basic Analysis

Subjective Qualitative Assessment		
[] Grade activities on a scale of 1-5, with 5 being the strongest.		
Market Acceptance	4	3
Merchandising	3	5
Packaging	4	4
Advertising Quality	5	4
Public Relations	3	3
Price	2	4
Product	4	4
Promotion	4	2
Product Acceptability	3	4
Probability of Future Threat	na	5
Trade-in Value	na	na
Upgrades	2	2
Useful Life	4	4
Average Competitive Score	3	4

esses for both you and your competitors.

u can change the Sales Years

n error.

Competitor 2
[Company 2]
Low prices/personal
[Product Name 2]
[x]%
[Name]
[Name]
[Name]
[Name]
[Name]
[x]
[Private/Public]
[# of shares/na]
[Price per share/na]
[x]
[yes/no]
[Investor's name]
\$23,000,000
\$5,000,000
-78%
Reseller
[x]
45% off @ wholesale
[x]
[x]%
Easy install
Includes uninstaller
Unattractive themes

Basic Analysis

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Value Chain Analysis

	Estimated average cost breakdown for Company A	Estimated average cost breakdown for Company B
Value Chain Activities and Cost		
1. Manufacturing costs:		
<i>Direct production costs:</i>		
Raw material ingredients	\$0.00	\$0.00
Direct labor	0.00	0.00
Salaries for nonunionized personnel	0.00	0.00
Packaging	0.00	0.00
Depreciation on plant and equipment	0.00	0.00
Subtotal	\$0.00	\$0.00
<i>Other expenses:</i>		
Advertising	\$0.00	\$0.00
Other marketing costs and general administrative expenses	0.00	0.00
Interest	0.00	0.00
Research and development	0.00	0.00
Total manufacturing costs	\$0.00	\$0.00
2. Manufacturer's operating profit	\$0.00	\$0.00
3. Net selling price	0.00	0.00
4. Plus federal and state excise taxes paid by company	0.00	0.00
5. Gross manufacturer's selling price to distributor/wholesaler	0.00	0.00
6. Average margin over manufacturer's cost	0.00	0.00
7. Average wholesale price charged to retailer (inclusive of taxes in item 4 above but exclusive of other taxes)	\$0.00	\$0.00
8. Plus other assorted state and local taxes levied on wholesle and retail sales	0.00	0.00
9. Average 20% retail markup over wholesale cost	0.00	0.00
10. Average price to consumer at retail	\$0.00	\$0.00

COMPANY SITUATION ANALYSIS

1. Strategic Performance Indicators

<i>Performance Indicator</i>	<u>19xv</u>	<u>19xw</u>	<u>19xx</u>
Market share	0	0	0
Sales growth	0	0	0
Net profit margin	0	0	0
Return on equity investment	0	0	0
Other?	0	0	0

2. Internal Strengths

Internal Weaknesses

External Opportunities

External Threats

3. Competitive Strength Assessment

Rating scale: 1= Very weak; 10 = Very strong

<i>Key Success Factor/Competitive Variable</i>	<u>Weight</u>	<u>Firm A</u>	<u>Firm B</u>	<u>Firm C</u>
Quality/product performance	0.00	0	0	0
Reputation/image	0.00	0	0	0
Manufacturing capability	0.00	0	0	0
Technological skills	0.00	0	0	0
Dealer network	0.00	0	0	0
Marketing/advertising	0.00	0	0	0
Financial strength	0.00	0	0	0
Relative cost position	0.00	0	0	0
Customer service	0.00	0	0	0
Other?	0.00	0	0	0
Overall strength rating	0.00	0	0	0

4. Conclusions Concerning Competitive Position

(Improving/slipping? Competitive advantages/disadvantages)

5. Major Strategic Issues/Problems the Company Must Address

Situational Analysis

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Industry Attractiveness

INDUSTRY ATTRACTIVENESS FACTORS

Factor	Weight	Rating	Weighted Industry Rating
Market size and projected growth	0.00	0.00	0.00
Seasonality and cyclical influences	0.00	0.00	0.00
Technological considerations	0.00	0.00	0.00
Intensity of competition	0.00	0.00	0.00
Emerging opportunities and threats	0.00	0.00	0.00
Capital requirements	0.00	0.00	0.00
Industry profitability	0.00	0.00	0.00
Social, political, regulatory, and environmental factors	0.00	0.00	0.00
Industry Attractiveness Rating	0.00		0.00

Product Cost

Costs of Leading Competitors

<u>Brand or product</u>	<u>Company</u>	<u>199x</u>	<u>199x - 1</u>	<u>199x - 2</u>
Product 1	Company Name	\$0	\$0	\$0
Product 2	Company Name	0	0	0
Product 3	Company Name	0	0	0
Product 4	Company Name	0	0	0
Product 5	Company Name	0	0	0
Product 6	Company Name	0	0	0
Product 7	Company Name	0	0	0
Product 8	Company Name	0	0	0
Product 9	Company Name	0	0	0
Product 10	Company Name	0	0	0
<i>Subtotal</i>		<hr/> \$0	<hr/> \$0	<hr/> \$0
All Others	Company Name	0	0	0
TOTAL		<hr/> \$0	<hr/> \$0	<hr/> \$0

Profits of Leading Competitors

<u>Brand or product</u>	<u>Company</u>	<u>199x</u>	<u>199x - 1</u>	<u>199x - 2</u>
Product 1	Company Name	\$0	\$0	\$0
Product 2	Company Name	0	0	0
Product 3	Company Name	0	0	0
Product 4	Company Name	0	0	0
Product 5	Company Name	0	0	0
Product 6	Company Name	0	0	0
Product 7	Company Name	0	0	0
Product 8	Company Name	0	0	0
Product 9	Company Name	0	0	0
Product 10	Company Name	0	0	0
<i>Subtotal</i>		<hr/> \$0	<hr/> \$0	<hr/> \$0
All Others	Company Name	0	0	0
TOTAL		<hr/> \$0	<hr/> \$0	<hr/> \$0

Product Cost

199x - 3

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199x - 3

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strengths

- Advantages of proposition?
- Capabilities?
- Competitive advantages?
- USP's (unique selling points)?
- Resources, Assets, People?
- Experience, knowledge, data?
- Financial reserves, likely returns?
- Marketing - reach, distribution, awareness?
- Innovative aspects?
- Location and geographical?
- Price, value, quality?
- Accreditations, qualifications, certifications?
- Processes, systems, IT, communications?
- Cultural, attitudinal, behavioural?
- Management cover, succession?

	Positive	Negative
Internal factors	Strengths <ul style="list-style-type: none"> >Technological skills >Leading Brands >Distribution channels >Customer Loyalty / Relationship >Production quality >Scale >Management 	Weaknesses <ul style="list-style-type: none"> >Absence of important i >Weak brands >Poor access to distribu >Low customer retention >Unreliable product / se >Sub-scale >Management
	Opportunities <ul style="list-style-type: none"> >Changing customer tastes >Liberalisation of geographic markets >Technological advances >Changes in government politics >Lower personal taxes >Change in population age-structure >New distribution channels 	Threats <ul style="list-style-type: none"> >Changing customer ta >Closing of geographic >Technological advance >Changes in governmer > Tax increases >Change in population i >New distribution chann
External factors		

weaknesses

- Disadvantages of proposition?
- Gaps in capabilities?
- Lack of competitive strength?
- Reputation, presence and reach?
- Financials?
- Own known vulnerabilities?
- Timescales, deadlines and pressures?
- Cashflow, start-up cash-drain?
- Continuity, supply chain robustness?
- Effects on core activities, distraction?
- Reliability of data, plan predictability?
- Morale, commitment, leadership?
- Accreditations, etc?
- Processes and systems, etc?
- Management cover, succession?

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opportunities

Market developments?
Competitors' vulnerabilities?
Industry or lifestyle trends?
Technology development and innovation?
Global influences?
New markets, vertical, horizontal?
Niche target markets?
Geographical, export, import?
New USP's?
Tactics - surprise, major contracts, etc?
Business and product development?
Information and research?
Partnerships, agencies, distribution?
Volumes, production, economies?
Seasonal, weather, fashion influences?

threats

Political effects?
Legislative effects?
Environmental effects?
IT developments?
Competitor intentions - various?
Market demand?
New technologies, services, ideas?
Vital contracts and partners?
Sustaining internal capabilities?
Obstacles faced?
Insurmountable weaknesses?
Loss of key staff?
Sustainable financial backing?
Economy - home, abroad?
Seasonality, weather effects?

Boston Consulting

