



Competitor Analysis Worksheet

This worksheet provides a framework for getting to grips with your competitors. Many businesses see competitive information gathering as a cost, yet the value to be gained far outweighs the costs. Successful business owners know who their competitors are and learn how to successfully compete with them for their share of the available business. This worksheet will provide you with the information you need to:

1. Evaluate your own performance against theirs
2. Identify and exploit their weaknesses
3. Address competitor strengths
4. Get new ideas
5. Identify new customer groups

Competition can motivate you to do your best. Knowing who your competitors are and how to stand apart from them, can give you the push you need to excel.





1. DECIDE WHO ARE YOUR 3 MAIN COMPETITORS

NOTE: consider this carefully – the competitors who present the greatest opportunities for you to take business from, or who might pose the greatest threat to you, may not be your DIRECT competitors (those that offer the same or very similar products/services and that operate in the same market place); but your INDIRECT competitors (businesses with different products/services that operate in the same market place, or with similar products/services that operate in a different market place).

Name of Competitor 1	Name of Competitor 2	Name of Competitor 3
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2. RATE EACH FACTOR OF THE PRODUCT/SERVICE THEY OFFER AGAINST YOUR OWN

From the list below select 5 factors (minimum) you believe your customers use when buying your product or services. Think about each factor and assess how customers would rate your products/services and those of each of the competitors. Rate on a 1 (Does not meet expectations) to 5 (Far exceeds expectations).

Factor	Competitor 1	Competitor 2	Competitor 3	How do I rate?
<ul style="list-style-type: none"> ▪ Price ▪ Quality ▪ Selection ▪ Customer service ▪ After sales service ▪ Reliability ▪ Expertise ▪ Product appearance ▪ Sales method ▪ Credit policies ▪ Guarantee 				





3. RATE THEIR MARKETING

In this section briefly describe their marketing strategies and how successful they have been in building a reputation. You want to know just what it is they are doing that makes them successful in attracting customers

	Competitor 1	Competitor 2	Competitor 3
<ul style="list-style-type: none">▪ How active are they in marketing themselves?▪ Where do they advertise/promote?▪ Do they use direct mail?▪ Do they employ field sales people?▪ Do they attend exhibitions and, if so, which?▪ What key messages do they use in their advertising (features and benefits)?▪ Is the location of their premises an advantage?▪ Any other aspects that appear to make their marketing successful?			

4. RATE THEIR SUPPLY OPERATIONS

	Competitor 1	Competitor 2	Competitor 3
<ul style="list-style-type: none">▪ Do they use the same suppliers as you?▪ Are they on the same terms financially and personally with them as you are?▪ If they use different suppliers are they enjoying any advantage from it?▪ Are these other suppliers worth investigating?			





5. ESTABLISH WHO THEIR CUSTOMERS ARE

Consider the different customer groups that your competitors are supplying and your opportunities for supplying them. Some questions may be irrelevant depending on the line of business you are in.

	Competitor 1	Competitor 2	Competitor 3
<ul style="list-style-type: none">▪ Who do they target - exactly the same type of customer you do, different groups or both?▪ Do they repackage one of their products or services at minimal cost to gain access to another (e.g. price conscious) customer group?▪ Are they picking off the profitable customers in the market, leaving you with the less profitable ones? How are they doing this?▪ Do they supply to any big customer accounts? Are these customers also yours or are they different customers you could target in the future?			





6. IDENTIFY ANY CHANGES TO BE MADE

Once you have a clear picture of what the competition is doing you should look critically at your own offering to identify any changes that need to be made. The key thing to consider is product differentiation – in other words, the reasons why customers will buy from you rather than from your competitors.

1. Prepare a strategy for dealing with any competitive activity - immediate and potential - that threatens your business
2. Prepare a strategy for meeting each external threat to your business - immediate and potential
3. Prepare a strategy for optimising each competitive advantage enjoyed by your business
4. Prepare a strategy for taking advantage of each opportunity that may arise for your business
5. Identify ways in which your business can be placed in a superior market position to each competitor
6. Develop a means of monitoring each competitor that poses a threat and be prepared to respond to any changes in their operations that could impact upon your business

For assistance with further competitor analysis, or for a full health check of your business (including a review of the industry, trends, technology, and competition), contact us on 01382 224 221, or by email at info@walkerdunnnett.co.uk.

