Competitive Analysis

Kit Needham

Carnegie Mellon University

Any way the customer is solving the problem now is competition

DIRECT vs INDIRECT

DIRECT – similar products and services

INDIRECT – solving same problem for same target market with a different product or service

Who are **Uber**'s competitors?

Direct?

Indirect?

Competitive Factors

What makes a customer choose one solution over another?

Price – cheaper
Service – faster, personalized, convenient
Quality - lasts longer, stylish, tastes better

At most, you can only compete on 2 out of the 3

Unfair Advantage

Core competency that cannot be copied or bought

- Deep domain expertise (hospital systems)
- One amazing hard thing (Google algorithm)
- Authority (existing reputation in market)
- Dream Team (previous startup success; rock star)

Templates for Analysis

Most Common Format

	You	Competitor 1	Competitor 2	Competitor 3	Competitor 4
Feature 1					
Feature 2					
Feature 3					
Feature 4					
Feature 5					

Examples of Features

- Price
- Benefits
- Quality
- Durability
- Image/style
- Service
- Warranties
- Convenience
- Ease of Use
- # of features
- Type of features
- Wow factor
- Location(s)
- Distribution/Sales
- Certifications
- Endorsements

Where do you find info

1. Customer Discovery interviews
2. Advertising
3. Sales Brochure
4. Newspapers/Magazines
5. Website
6. Online sites that rate products/services
7. Your business and professional network

Other

- Research competitors that no longer are in business
- Research matrix will be messy; matrix for investment pitches are summaries of strongest competitors with most important features

Finally

- Describe your competitive advantage

Benefits sell

Features tell

Examples

Competitive Analysis

	Products	Product Quality	Rate	Segments - Covered	Sales after services	Trust	Advertisement	Customer Feedbacks	Transportations - Location concern	Sales points	Stability	Visions / Mission	Applications covered
Self													
Competitor - I													
Competitor- II													
Competitor - III													
Competitor - IV													
Competitor- V													
Total													

* Rank Each factor - 1 To 10 according to research & analysis of market

	VersaTables.com	IKEA	HermanMiller	Office DEPOT	Steelcase	HAWORTH
Lifetime Warranty	✓		SOME PRODUCTS	SOME PRODUCTS	SOME PRODUCTS	SOME PRODUCTS
Made in the USA	✓		✓	SOME PRODUCTS	SOME PRODUCTS	SOME PRODUCTS
Free Shipping	✓		SOME PRODUCTS	SOME PRODUCTS	SOME PRODUCTS	SOME PRODUCTS
Green Manufacturing	✓	✓	✓	SOME	✓	✓
Customer Service	EXCELLENT ★★★★★	BAD ★☆☆☆☆	GOOD ★★★★☆	OKAY ★★★☆☆	GOOD ★★★★☆	GOOD ★★★★☆
Ease of Return	EXCELLENT ★★★★★	DIFFICULT ★★☆☆☆	OKAY ★★★☆☆	BAD ★☆☆☆☆	OKAY ★★★☆☆	OKAY ★★★☆☆
Product Recalls	✓ NONE	YES	✓ NONE	YES	YES	✓ NONE

Competitive Landscape

	Pinterest	Telly	#waywire	VIinterest
User Friendly	✓	✗	✗	✓
Privacy	✓	✗	✗	✓
Keyword follow	✗	✗	✗	✓
Playlist follow	✗	✗	✗	✓
Video Bookmarks	✓	✓	✓	✓
Video Autonext	✗	✓	✓	✓
Video Shuffle	✗	✗	✗	✓

CRM COMPARISON MATRIX

DIMENSIONS	Salesforce Sales Cloud	Oracle CRM On Demand	Stay inFront Edge Rx	Goldmine CRM	Interactive Medica CRM	Veeva CRM
Interoperability and Integration Integration with other software systems (Google Apps or SAP)	●	◐	◐	◐	◐	●
Mobile Device Support Is it included or an extension module is required?	●	●	◐	◐	●	◐
Regulatory Compliance Does it conform to HIPAA and other privacy requirements?		●	●		●	●
Communication Channels Can it flexibly record different types of communication?	●		●	●	●	●
Role Support Can it support different types of users?	◐	◐	●			●
Ease of Reporting Is it easy to record interaction after a sales call?	●	●	●	●	●	●
Data Cleansing Does it have built-in checks for data consistency?	●			●		
Offline Access Can data be accessed without an internet connection?	◐	●	●		●	●
e-Detailing Does it support marketing activities?	◐	●	◐	●		●
Sharing Information Does it allow sales rep to share information across a team?	●		●		●	●

◐ Partially Supported ● Fully Supported

Competitive Analysis

		iTunes (with iTunes Store)	Youtube	Music Beta (with Android Market)	Spotify	Rdio
Need an account?		YES	Maybe (for advanced features)	YES	YES	YES
Accessible without internet?		YES	NO	NO	Yes for music in user library	NO
Does it take up space on the computer?		YES	NO	NO	NO	NO
Can you listen to a new song in entirety for free?		NO	YES	NO	YES	Sometimes
Navigate through by album art?		YES	----n/a----	YES	NO	YES
For whole list of music - Sort by	title	YES	----n/a----	YES	YES	YES
	artist	YES		YES	YES	YES
	Album	YES		YES	YES	YES
	Genre	YES		YES	NO	NO
	Recently Added	YES		NO	NO	YES
Have a list of favorites?		YES	YES	YES	YES	NO
Find related songs?		NO	YES	YES	YES	YES
See top trending songs?		YES	NO	YES	YES	YES
Possible to find description of music?		YES	Sometimes	YES	NO	YES
Mobile/portable device access?		YES	YES	YES	Paid subscription only	YES
Share music easily?		NO	YES	NO	Possible If friend is a Spotify user	YES
Able to get recommendations from friends?		Possible if on the same network	YES	NO	Possible if friend is a Spotify user	Possible if friend is a Rdio user

	iTunes (with iTunes Store)	Youtube	Music Beta (with Android Market)	Spotify	Rdio
Type	Music Database App	Website	Website	Music Database & Streaming App	• Website • Music Streaming App
Where to find new music?	iTunes store*	Main Search bar	Android Market*	Main search bar	Search Bar
Scale for rating songs	5 star system	Heart vs. no heart	Nothing, thumbs up, thumbs down	Star vs. no star	----n/a----
Sample search: no. of renditions for *Brahms Op. 118*	4*	10+	3*	1	9
Types of playlists/queues	• Create your own • Favorites • Most listened • By genre, artist, title, year, etc • Recently Added • Random mix	• Create your own • Favorites • Current song queue	• Create your own • Favorites • Related songs • Recently Added	• Create your own • Favorites • Current song queue	• Create your own • Current song queue

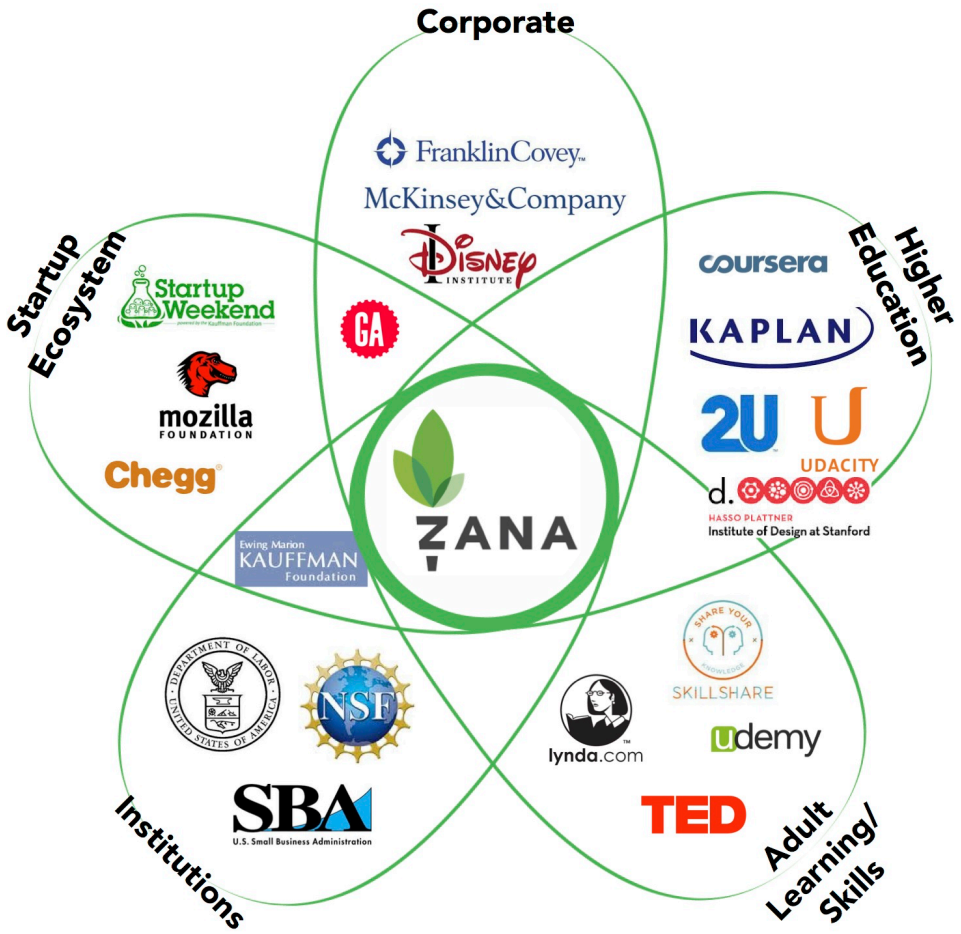
*for purchase

Specialty analysis examples

Brand competitive analysis

	PRADA	LOUIS VUITTON	GUCCI	BURBERRY
Value Proposition	Innovation, elegance, Style	Superior quality, Classical	Sexy, cutting edge, contemporary	Britishness, Democratic luxury
Audience	Intellectual and creative fashionistas	Self-made, successful people	Modern urban, fashion- aware people	Smart, authentic individuals
Range of authority	Leather goods, Clothing, eyewear, fragrances, jewellery	Leather goods, Clothing, eyewear, stationery, jewellery	Leather goods, Clothing, eyewear, fragrances, silks, jewellery	Leather goods, Clothing, home, fragrances, beauty, jewellery
Relationship	Self expression, superior taste	Achievement, career success	Confident, stylish	Heritage, Innovation and intuition

Positioning diagram but will still need a feature matrix analysis



Works if there are only two main features/dimensions