

COMPETITOR ANALYSIS FRAMEWORK

Understand your competition and position your startup

1. START

Write down your company statement to start your analysis.

00:15

TEAM

FOR (customer segment)

WHO HAS (customer problem)

AND WANTS TO (customer need/reason to buy)

OUR OFFERING (product name/brand)

IS A (product category/market category/technology)

THAT PROVIDES (key benefits)

2. SET UP

Have a look at the framework as a whole and specify the parameters for your analysis.

00:15

TEAM

TIME (Duration)
⚡ How much time do you plan to commit to the analysis?

FINANCIAL
⚡ What is your budget to carry out the analysis?

INFORMATION SOURCES
⚡ Pick at least three.
☐ (potential) Customer
☐ (former) Competitor (employee)
☐ Competitor's customer
☐ Noncustomer (denier of an industry's offering)
☐ Industry expert
☐ Investor
☐ Internet
☐ Databases
☐ Intelligence reports
☐ News blogs, forums, podcasts
☐ Special websites: homepage of competitor, comparison portals
☐ Search engines, keywords:
; ;
☐ Team, family and friends
☐ Other:

TIMEFRAME
⚡ When do you plan to perform the analysis?

IMPLEMENTATION
⚡ How and where will you store the information (tools/software)?

ORGANIZATIONAL
⚡ Who will be involved in performing the analysis (inside and outside your startup)?

INFORMATION COLLECTION METHODS
⚡ Pick more than one.
☐ Interview
☐ Desk research
☐ Self-test of competing products
☐ Idea pitching
☐ Conferences and fairs
☐ Imitation of a customer
☐ Other:

3. IDENTIFY

Use the information sources and collection methods to identify your competitors/ groups of competitors. Think about companies in and outside your industry with the same technology, distribution channel, production process, which (tryed to) have the potential to solve the same problem, satisfy the same need or provide similar benefits. You can continue to add more competitors in the next step.

00:20

TEAM

HISTORICAL
⚡ Which companies have failed?
⚡ Recommended: Interview an industry expert

CURRENT
⚡ What does your customer buy, when your product doesn't exist? How does the customer solve the problem now (status quo)? What is the next best alternative for the customer? Which products perform the same function (substitute)?
⚡ Recommended: Perform internet desk research // Interviews with/ Idea pitching to customers and/or experts

POTENTIAL
⚡ Which companies may become competitors? Which companies may expand their market or product? Which companies may expand their value chain forward or backward?
⚡ Recommended: Interview competitor employee // Desk research of industry/technology reports

DISTANT (low similarity)

CLOSE (high similarity)

YOUR STARTUP

DISTANT (low similarity)

CLOSE (high similarity)

YOUR STARTUP

DISTANT (low similarity)

CLOSE (high similarity)

YOUR STARTUP

4. COLLECT

1. Determine what information to collect. Set up a database.

00:10+X

2. Start collecting the information using the determined sources and methods.

GENERAL INFORMATION
☐ Location
☐ Short description
☐ Number of employees
☐ History
☐ Key events
☐ Major transactions
☐ Market share
☐ Vision
☐ Strategies
☐ Ownership structure
☐ Investors
☐ Other:

VALUE PROPOSITION
☐ Customer Segments
☐ Serviced country
☐ Number of customers
☐ Value Proposition
☐ Problems solved
☐ Needs satisfied
☐ Cost reduction
☐ Design
☐ Performance, e.g. speed
☐ Price
☐ Reliability, e.g. breakdowns
☐ Usability
☐ Compatibility, e.g. operating system
☐ Customization
☐ Services, e.g. maintenance, installation training, technical assistance
☐ Switching costs
☐ Data security
☐ Brand
☐ Image of company/product
☐ Other:

VALUE NETWORK
☐ Customer Relationships
☐ (Dedicated) Personal assistance
☐ Self-Service
☐ Automated Services
☐ Communities
☐ Co-creation
☐ Channels
☐ Key partnerships
☐ Key partners
☐ Key suppliers
☐ Other:

VALUE ARCHITECTURE
☐ Key Activities
☐ Production
☐ Problem solving
☐ Network
☐ Key Resources
☐ Physical
☐ Technology
☐ Intellectual (brand patents, copyrights, data)
☐ Human, e.g. Top management
☐ Know-How, e.g. technology, industry
☐ Financial/Funding
☐ Marketing budget
☐ Sales budget
☐ Other:

VALUE FINANCE
☐ Cost Structure
☐ Fixed costs
☐ Variable costs
☐ Revenue Streams
☐ Revenue model, e.g. licence sales, subscription, retail, advertising
☐ Pricing model, e.g. differential pricing, billing unit (user, usage, workstation, entity)
☐ Other:

[illegible]