

Define the competitive and market scenario

2nd lesson

**Competitive and Market Analysis Tools,
Information sharing and dissemination,
Reporting**



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LIUC

Castellanza, 24 October 2018

2nd lesson - 24 October 2018

- Competitive and Market Analysis Tools
 - Competitor Analysis
 - SWOT Analysis
 - Benchmarking
 - Industry Analysis
 - 4 Boxes
 - Scenario Building
- Methods for Sharing Information
 - Strategic Roadmapping
 - War Game
- Reporting the results of the intelligence activity

Competitive and Market Analysis Tools

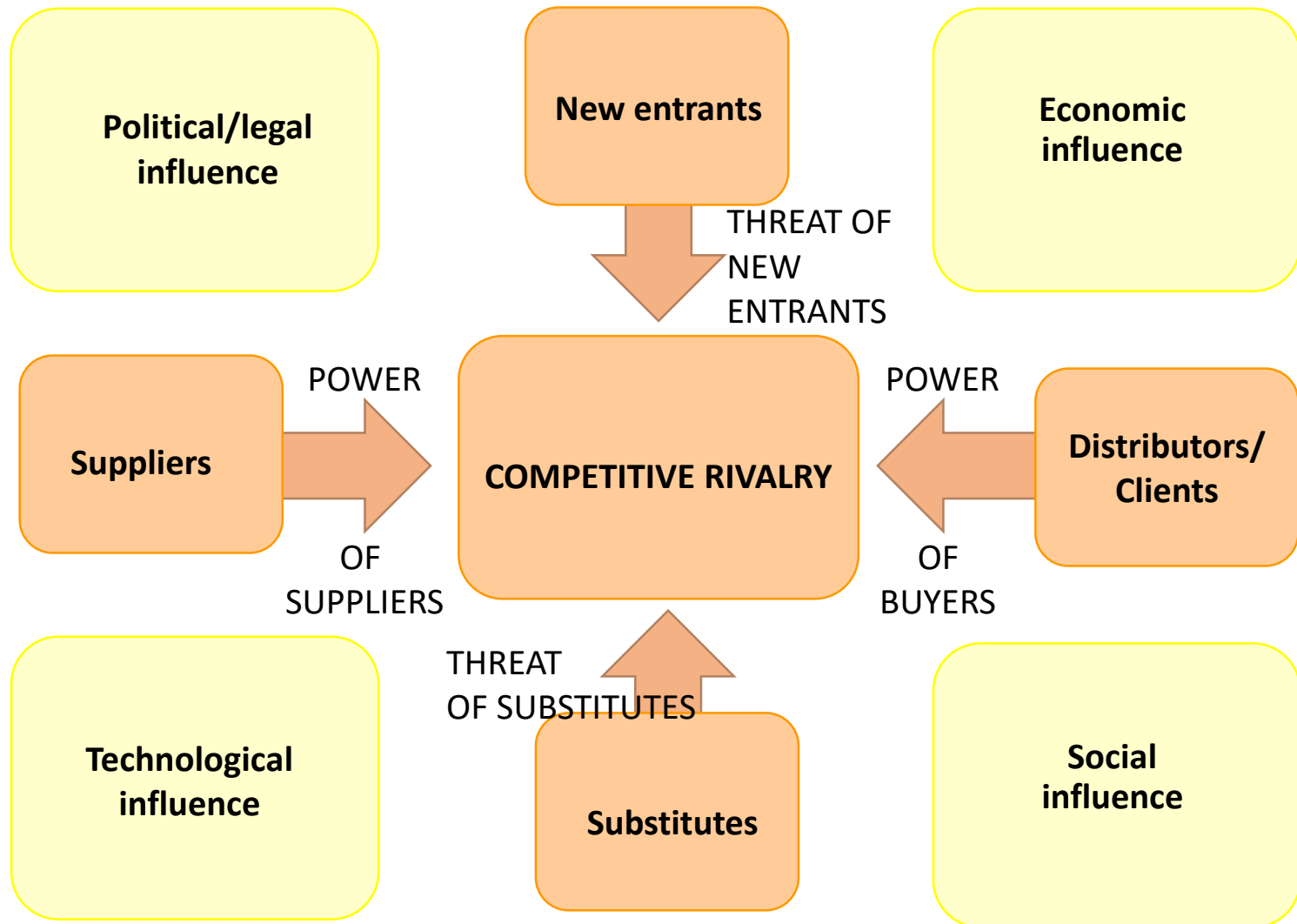
- Competitor Analysis
- SWOT Analysis
- Benchmarking
- Industry Analysis
- 4 Boxes
- Scenario Building

Porter's five forces

The Porter's five forces model is an analysis that shows the company's competitive position based on relations with competitors, suppliers, customers and the possible threats of new entrants and substitutes.

"Industry structure drives competition and profitability, not whether an industry is emerging or mature, high tech or low tech, regulated or unregulated".

Porter's five forces model + PEST



Summary of important aspects
concerning a competitor:

branches, turnover, employees, corporate website,
research / production centres,
products, commercial agreements, etc.

Competitor analysis (2/2)

Organizational Structure

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Product Segmentation

Product/Service Type	Own Company	Competitor Company
Product/Service A	√	
Product/Service B	√	
Product/Service C	√	√
Product/Service D	√	√
Product/Service E	√	
Product/Service F		√
Product/Service G	√	√
Product/Service F		√
Product/Service G	√	√

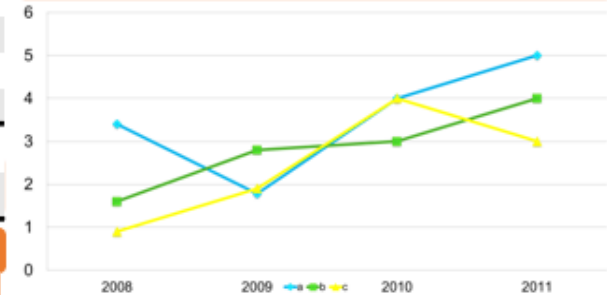
Impact to My Company

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Global vs. Regional Structure

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Financial



R&D and Patents

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Strengths

- Text
- Text
- Text

Weaknesses

- Text
- Text
- Text



Additional Information

Enter Text Here

Opportunities

- Text
- Text
- Text

Threats

- Text
- Text
- Text

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Strategy Plan for the Next 5 Years

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The competitor's profile is, in theory, a static analysis...

We must make it dynamic with continuous information feed

The goal is to understand and (re) design its competitive trajectory

Analysis of market developments
seen as opportunities or threats
together with an analysis of the strengths
or weakness

SWOT

English test (Cambridge University)

Strengths

- competitive prices
- brand reputation
- market leader

Weaknesses

- low flexibility in terms of session
- exam “pass or fail”

Opportunities

- more and more people work abroad
- more and more companies require the exam

Threats

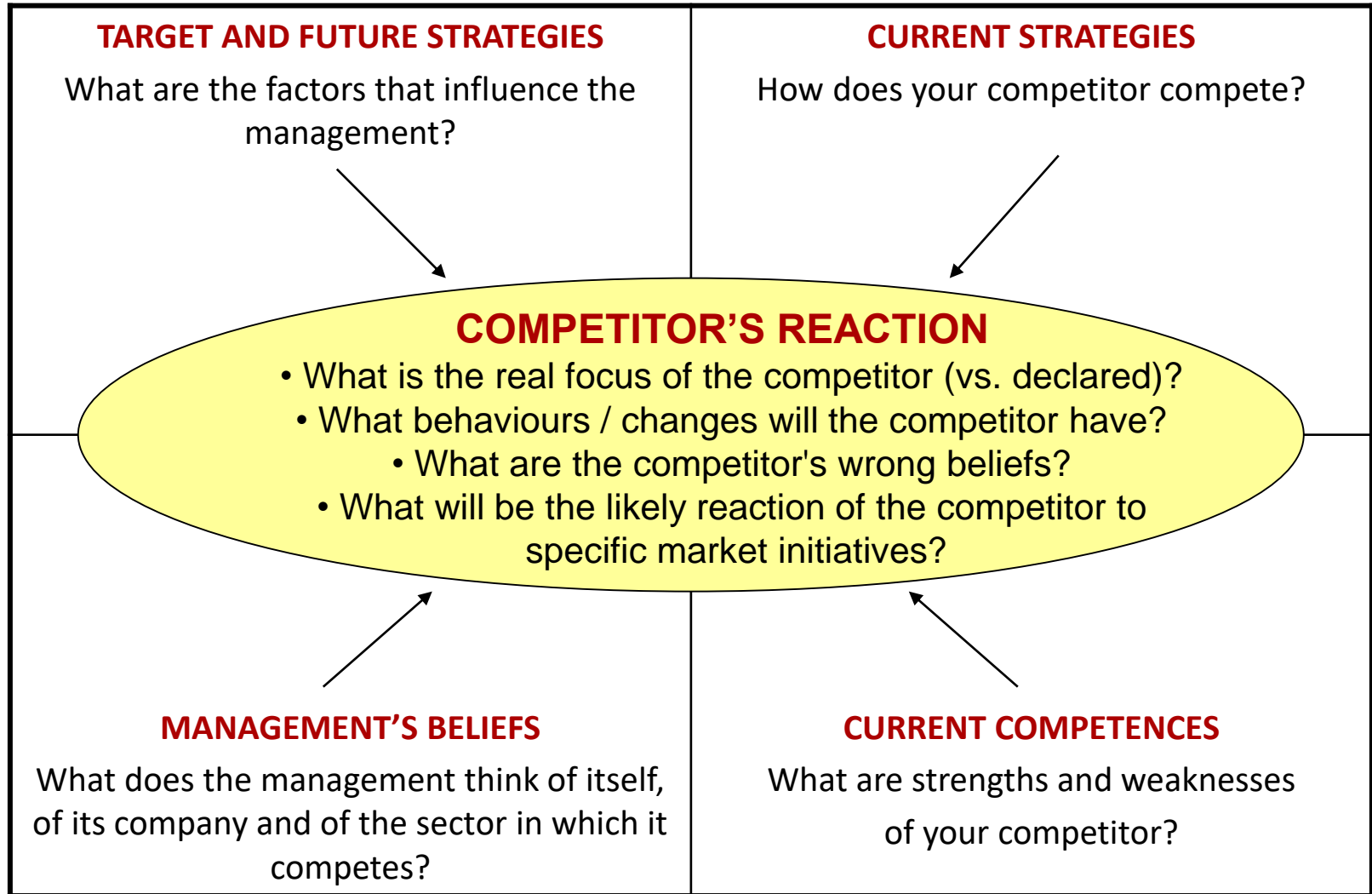
- TOEIC is doing some actions

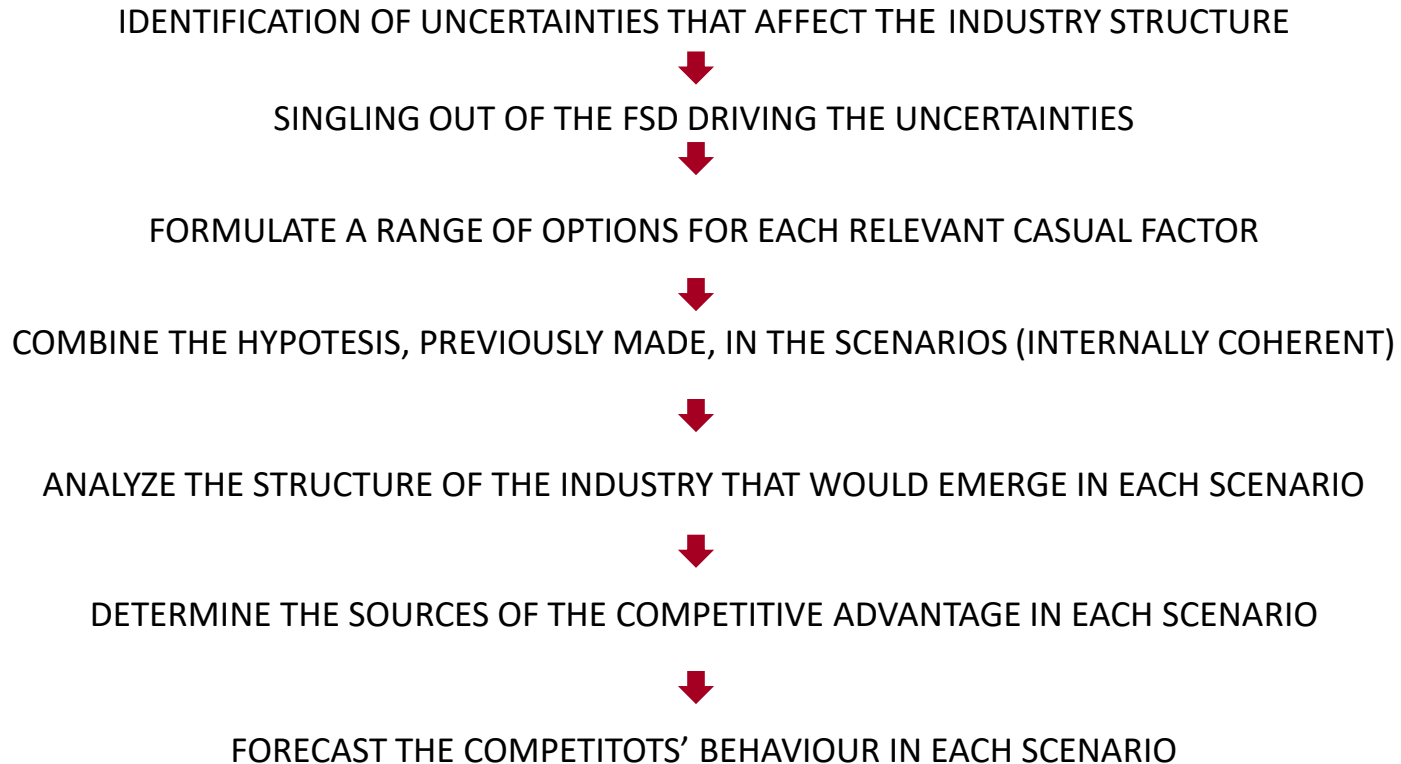
Benchmarking (1/2)

The comparison between similar processes in different organizations, companies and sectors to identify "best practice" (both quantitative and qualitative)

	A	B	C
TOTAL REVENUE	150	165	140
REVENUE MADE ON PROD. X	15	140	30
FORECAST 2019	+20%	+15%	+18%
DIRECT SALES	100%	50%	40%
SALES THROUGH DISTRIBUTORS	0%	50%	60%
BRANCHES	2	0	3
EMPLOYEES	12	18	9

Competitive analysis: "4 Boxes"

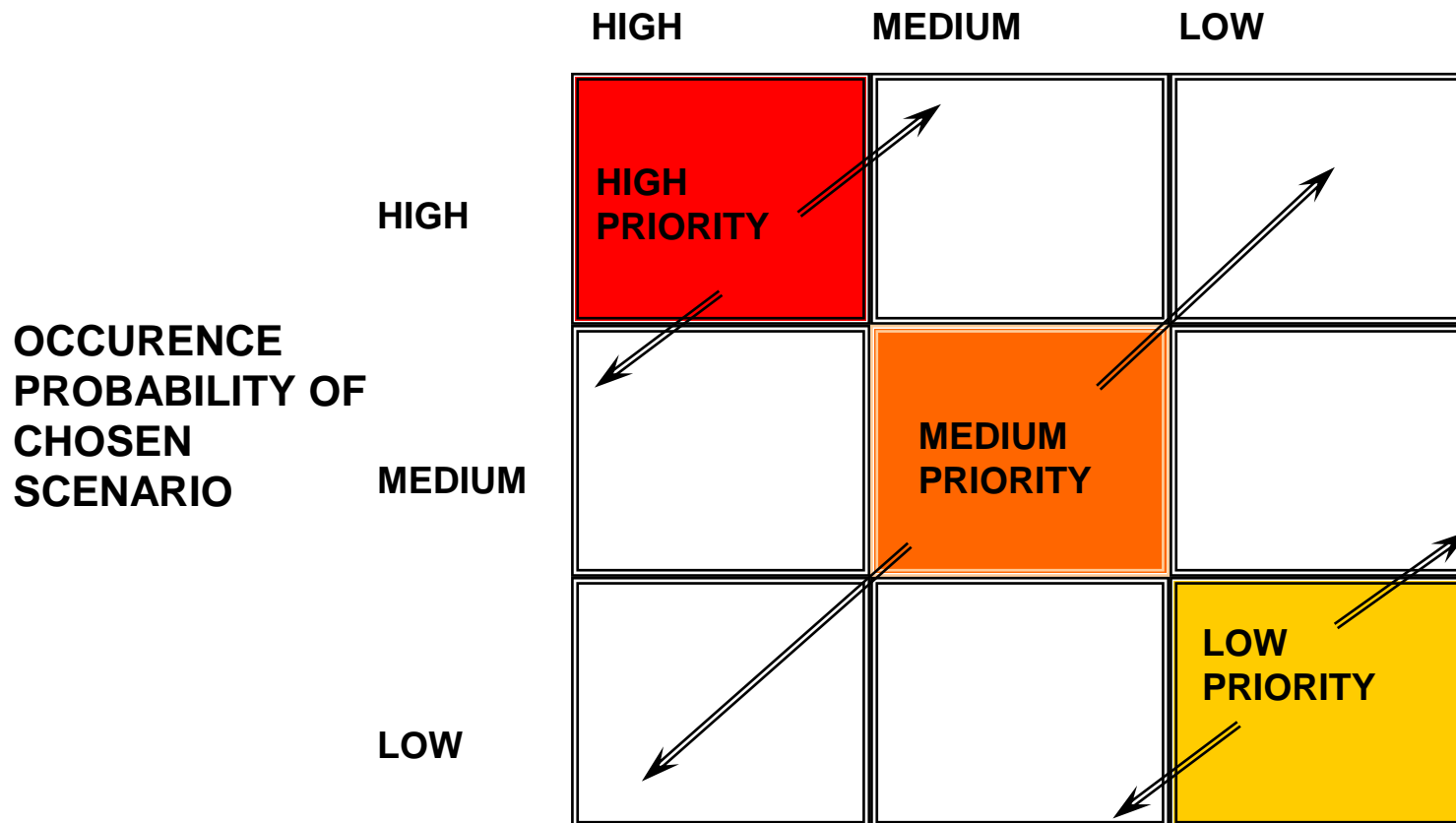




Impact Matrix: the impact of scenario on strategies

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IMPACT ON THE COMPANY OF CHOSEN SCENARIO



The logo consists of the letters 'S&I' in a white, serif font, centered within a dark red arrow-shaped graphic pointing to the right.

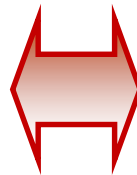
Methods for Sharing Information

Methods for sharing information

The tools we will talk about are useful for:

- facilitating **communication** flows and **knowledge** sharing to support **strategies** and **innovation**
- implementing processes to identify risks and market opportunities

Strategic Roadmapping
War Game



Market & Competitive
Intelligence processes

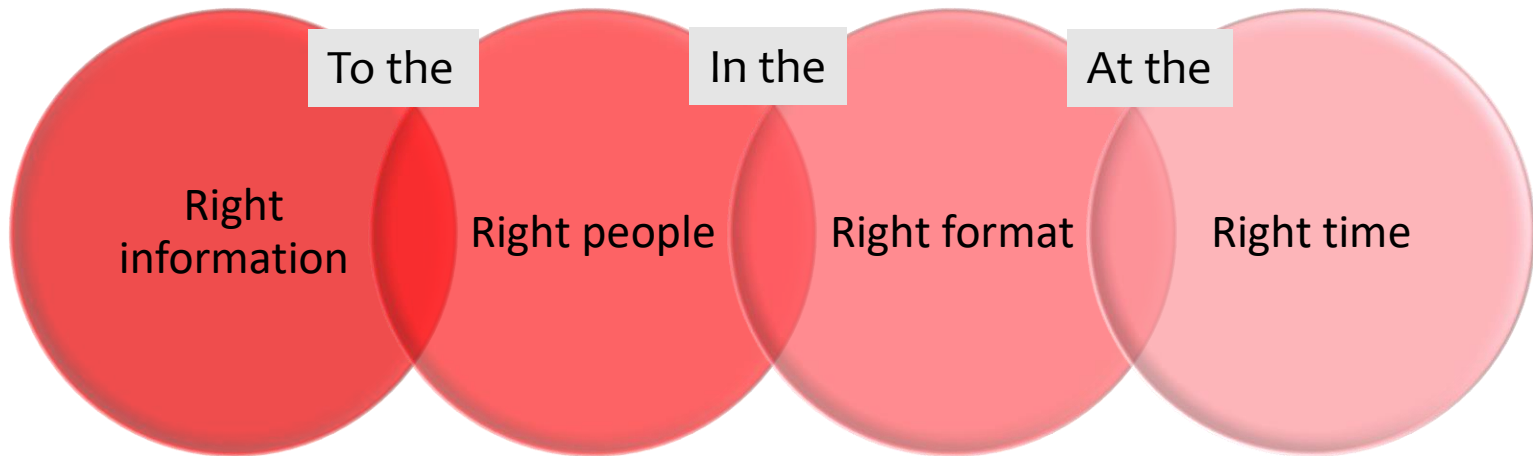
At the same time they are useful for:

- improve the ability to work in a team and reinforce team spirit
- develop strategic thinking at all levels



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Reporting the results of the intelligence activity



Reporting results: which format shall we use?

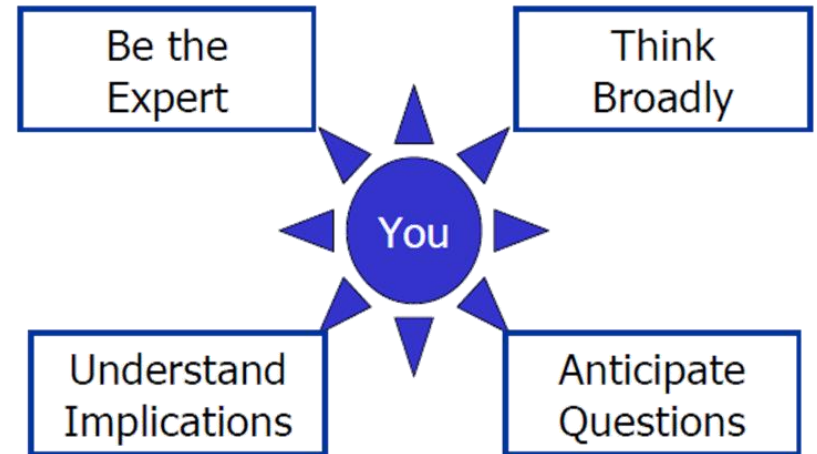
- Who is your internal client? What are their preferences?
- Time at disposal (preparation and presentation)
- Cadence
- Think about the implications of the results:
 - detailed report
 - executive summary (1-2 pages)
 - PowerPoint presentation
 - voice mail, one-to-one
 - email, newsletter, intranet posting
- Synthesis , briefness
- Direct message, neutral and simple
- Journalistic style, with colloquial tone, paragraphs and short sentences, a title that strikes attention
- Attractive reports but professional
- Using charts to present complex ideas and relationships
- Bullet points, subtitles, use of bold, white space, call-out boxes to stimulate the reader's attention
- Do not go into too much detail on the research carried out (it is advisable to keep a back-up with additional material, built trying to anticipate possible questions / requests)

Keep in mind that those who listen to you remember:

- what you say at the beginning
- what you say at the end

Use the same reporting techniques:

- synthesis,
- anticipation of the questions,
- use of graphs
- few slides



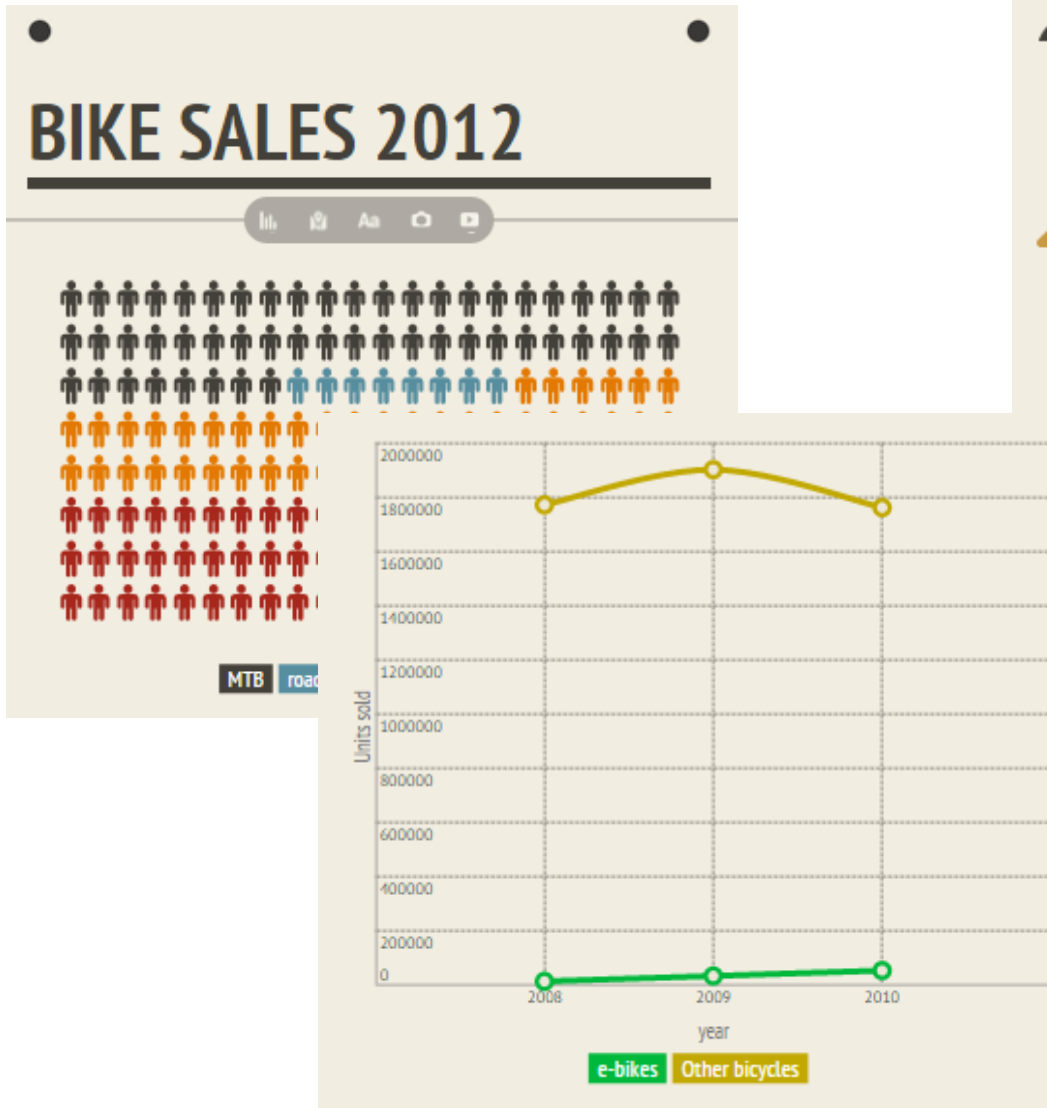
Elements that make a chart clear and effective:

- simplicity (easy to read, not too many grids, no scales or complicated measures)
- impact
- story telling

Remember:

- avoid too many graphs on a single page, it is confusing
- do not mix concepts and ideas
- within the same presentation, use the same colour scheme and the same scale for different graphs
- think about how will look like printed on paper

Example



 **657**

Bicycle manufacturers, mainly located in the north and north east of Italy.

 **2.489.000**

Number of bicycles manufactured in Italy in 2010

Italy is the first European country for the production of bicycles, followed by Germany and The Netherlands.

Source: ACMA

Infographic: when and why?

- To transmit **information**, even complex, with *diagrams* and *pictures*, simple text but also inviting
- To quickly communicate several **data** and engage the reader to stimulate sharing
- An example: [Bike City Copenhagen](http://www.icebike.org/bike-city-copenhagen-this-is-the-ultimate-bicycle-friendly-city/)

<http://www.icebike.org/bike-city-copenhagen-this-is-the-ultimate-bicycle-friendly-city/>



"Don't use PowerPoint at all."

Seth Godin

<http://sethgodin.typepad.com/>

"Nine steps to PowerPoint magic"

"Really Bad PowerPoint"

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