



## Competitor summary

Use this form as a working paper to think about which competitors you should include in your assessment – don't forget to consider companies which are not traditional competitors but which might impact your key account business

### Competitors to consider

### How is this competitor positioned?

ABC Corp.

The market leader – safe, high quality, wide range

TransCo.

Small but highly innovative – niche player

IntCo.

New market entrant from Asia – low price

FocusCo.

Products only in the Classic sector – mid price and range

CustCo.

Currently a customer but has plans to move into the market

– we must understand their intentions before we share confidential plans



## Competitor Strengths assessment

Use this form as a working paper to think about each competitor's strengths – consider the impact or potential impact on your business as High-Medium-Low for each

<b>Name of competitor</b>	<b>Impact on us</b>
ABC Corp.	
Strong brand name – well established	Low
Long history of success and market domination	Low
Financial security	Low
New global owner – more market power	Low
Reputation for quality products	Medium
Already working with most KA – continuation	High
Very experienced KA team – strong reputation	Medium
Able to win long term service agreements	High
Wide product range – able to supply most needs	High
Strong corporate marketing	Medium



# Competitor Weaknesses assessment

Use this form as a working paper to think about competitor's weaknesses – consider the impact or potential impact on your business as High-Medium-Low for each

**Name of competitor** *ABC Corp.*

**Implication for us**

*Recent product recall mishandled – quality concerns*

*High*

*Change in credit terms – less flexible*

*Medium*

*Change in CEO – uncertainty about strategy and roles*

*Low*

*Price increase*

*High*

*Lack of innovation – nothing new for 2 years*

*Medium*

*Over reliant on past glory and image*

*Low*

*Moved away from servicing smaller accounts directly*

*Medium*

*New distributor relationship not working well*

*Medium*



# Competitor Strengths/Weakness Summary assessment

Name of competitor *ABC Corp.*

## Top 5 strengths

Strength	So what? (what impact on my business?)	Evidence? (are we sure?)
<i>1 Already working with most KA - continuation</i>	<i>It is always tough for me to break in - I have to aim for a small piece of business at the start to prove myself</i>	<i>Dominant market share</i>
<i>2 Able to win long term service agreements</i>	<i>Often shut out of potential KA - need to define the length of each agreement</i>	<i>We have a contract example</i>
<i>3 Wide product range - able to supply most needs</i>	<i>Tough to find a niche area to start supplying to a potential KA - we need to think about more ways to break in</i>	<i>Product range listed on web site</i>
<i>4</i>		
<i>5</i>		

**Top 5 weaknesses**

<b>Weakness</b>	<b>So what? (what impact on my business?)</b>	<b>Evidence? (are we sure?)</b>
1 Recent product recall mishandled - quality concerns	I have a new opportunity to revisit KA with our proposition	We have the product recall letter
2 Price increase	In defiance of the supply agreements in some cases - I can revisit KA with supply agreements	Verbal evidence from KA
3		
4		
5		

## Competitor strategic direction – objectives – plans which will impact my Key Account growth plans

Competitor direction-objective-plan	What will they do - Implication for this key account
1 Change in CEO – uncertainty about strategy and roles	Not clear until we know which direction they will go – review the market media – discuss with KA manager
2 Move away from smaller accounts	May impact my KA business if they put more focus on major customers – not clear what this will mean yet – ask KA for their opinion
3 Price increases	Expect a price increase of 3% in the main sector – I should prepare a response now to aim to win 10% share – add to opportunities
4 Reduce the cost to serve	Expect a reduction in the support service calls and delivery – I should figure out what real cost/impact this could have on the KA and prepare and alternative plan for them – aim to win the Classic business from them – this should be a key objective for this KA