COMPETITOR ANALYSIS

FGSIB

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5 TRADITIONAL MODES OF COMPETITIVE ANALYSIS

- SWOT ANALYSIS
  - INDUSTRY ANALYSIS
- 5 FORCES
- COUNTRY ANALYSIS
- PRODUCT SEGMENTATION
- VALUE CHAIN

SWOT ANALYSIS

- STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS
  - NOT A BAD FIRST STEP
  - QUALITY OF OUTPUT DEPENDS ON QUALITY OF INPUT
  - BOUNDARY DEFINITION PROBLEM
  - LINE OF BUSINESS ANALYSIS WITHIN LARGER CORPORATE ENDEAVOR

5 FORCES

- SUPPLIERS
- BUYERS
- THREAT OF SUBSTITUTE PRODUCTS
- THREAT OF NEW ENTRY
- RIVALRY (STRATEGY, STRUCTURE & COMPETITION)

COUNTRY ANALYSIS

- USES 5 FORCES MODEL TO HIGHLIGHT COUNTRY DIFFERENCES
- COMPARATIVE CORPORATE GOVERNANCE
  - THE FIRM SERVES WHOM?
  - BOARD STRUCTURES & RESPONSIBILITIES
  - CORPORATE CONTROL
  - FINANCING OPTIONS

PRODUCT SEGMENTATION

- IN THE END, ALL COMPETITION IS PRODUCT COMPETITION
- WHAT CONSUMERS WANT
- WHAT FIRMS OFFER
- CONTINUOUS MATCHING PROCESS

VALUE CHAIN ANALYSIS

- HOW EACH STEP IN THE VALUE CHAIN IS OPTIMIZED
- NOT ONLY IN TERMS OF ITS OWN FUNCTION BUT ALSO IN TERMS OF UPSTREAM-DOWNSTREAM FIT
  - 1ST ORDER FIT
  - 2ND ORDER FIT
  - 3RD ORDER FIT

PROBLEMS WITH TRADITIONAL COMPETITOR ANALYSIS

- WHAT IS THE NATURE OF THE FIRM?
- WHAT IS THE NATURE OF COMPETITION?
- WHAT CAN FIRMS DO?

RESOURCE BASED VIEW

- FIRM AS A COLLECTION OF RESOURCES
  - DOESN'T SAY ANYTHING ABOUT MOTIVATION OR BEHAVIOR
- MOBILIZATION & EXECUTION ARE KEY
  - THESE ARE CLEARLY TIME- AND LOCATION-BASED