

# Mackay Envelope Company 12 P's Competitive Profile

This profile will help you keep an eye on your competitors and what they're doing. It will help you determine what you do better than they, what they do better than you, and what you need to do to get ahead of them and *stay* there.

Date: \_\_\_\_\_

Last Updated: \_\_\_\_\_

By: \_\_\_\_\_

## 1. Pedigree

Name of Company

\_\_\_\_\_

Headquarters Location

\_\_\_\_\_

Subsidiary or Independent?

\_\_\_\_\_

If Subsidiary, of Whom?

\_\_\_\_\_

Publicly/Private Held

\_\_\_\_\_

## 2. Physical Scale

Number of Plants

\_\_\_\_\_

Plant Locations

\_\_\_\_\_

Number of Employees

\_\_\_\_\_

What geographic areas can they serve best?

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What geographic areas can they serve adequately?

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### **3. Performance as an Investment**

Fiscal year ends on what date?

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LY Revenues

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LY Profits

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Performance trend past two to three years

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Any unusual financial issues (heavy inventories, etc.)?

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D&B Rating

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Overall financial condition (check one):

Strong \_\_\_\_\_ Satisfactory \_\_\_\_\_ Shaky \_\_\_\_\_

### **4. Pricing**

Their pricing attitude (check one):

High and Mighty \_\_\_\_\_ Down and Dirty \_\_\_\_\_

How do they respond to pricing competition?

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## 5. People

Unionized (if so, by whom)?

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Who are the two to three most important players in the firm and what are their positions?

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What is their reputation as an employer?

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## 6. Positioning

What is their target market?

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What unique products (features) do they offer?

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What is this firm's short-term strategy?

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What is this firm's long-term strategy?

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## 7. Plans

Do they want to hold position/grow aggressively?

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Are they targeting an acquisition/rumored as an acquisition/merger candidate?

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Are they rumored to be developing any products or services?

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### 8. Performance as a Supplier

Average delivery time

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Quality of service

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Service strengths

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Service weaknesses

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Hard/easy to resolve customer problems

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With what accounts do they have the best relationship?

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What accounts would it hurt them the most to lose?

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What is their practice regarding entertainment, gifts, etc.?

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Who are *their* most important suppliers?

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Their business practices reputation (check one):

Fully above board \_\_\_\_\_ Less than perfect \_\_\_\_\_

### 9. Prestige in the Business Community

Characterize their reputation overall

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Has this firm (or its principals) had any legal or image problems?

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Does the firm (or its parent) have any strong charitable, social, or civic involvement?

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How about top management of the company?

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How is the company regarded within our industry?

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By our trade associations?

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## **10. Probing for Data**

Do we have any employees recently recruited from them who should be debriefed?

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What customers either used this competitor in the past or use them in conjunction with us who are reliable information sources about this firm?

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Who else do you know who can supply information about this company?

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Do we know how this company perceives us? (Lazy, aggressive, technically superior, etc.)

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Any recent articles in the trade press? Financial or general press? (If yes, make sure copies are placed in the file)

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## **11. Prize Fight - Them and Us**

Which accounts do they have that we want?

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Who is their salesperson(s) for these accounts?

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What piece of the business (territory, market segment, etc.) do they operate in? How can we profitably grow our share?

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Have we (or anyone else) ever won business from these people before? If yes, how was it done?

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## 12. Post Mortem

We will beat this competitor if we do the following five things right:

- A. \_\_\_\_\_
- B. \_\_\_\_\_
- C. \_\_\_\_\_
- D. \_\_\_\_\_
- E. \_\_\_\_\_