

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?

What geographic areas can they serve adequately?

3. Performance as an Investment

Fiscal year ends on what date?

LY Revenues

LY Profits

Performance trend past two to three years

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

D&B Rating

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?

5. People

Unionized (if so, by whom)?

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

What is their reputation as an employer?

6. Positioning

What is their target market?

What unique products (features) do they offer?

What is this firm's short-term strategy?

What is this firm's long-term strategy?

7. Plans

Do they want to hold position/grow aggressively?

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

Are they rumored to be developing any products or services?

8. Performance as a Supplier

Average delivery time

Quality of service

Service strengths

Service weaknesses

Hard/easy to resolve customer problems

With what accounts do they have the best relationship?

What accounts would it hurt them the most to lose?

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

Who are *their* most important suppliers?

Their business practices reputation (check one):

Fully above board _____ Less than perfect _____

9. Prestige in the Business Community

Characterize their reputation overall

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

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

How about top management of the company?

How is the company regarded within our industry?

By our trade associations?

10. Probing for Data

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

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

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

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

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

11. Prize Fight - Them and Us

Which accounts do they have that we want?

Who is their salesperson(s) for these accounts?

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

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

12. Post Mortem

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

- A. _____
- B. _____
- C. _____
- D. _____
- E. _____