

This Competitive Comparison Matrix provides for a comparison of strengths and weaknesses for both you and your competitors. Consider both direct and indirect competitors, inside and outside of your industry. Replace the sample data in the unprotected cells in blue with your own information. You can change the Sales Years referenced in cells A30 & A31, but do not change their purpose! If you enter text in cells B-D31 & 32, the Percent Growth formula on Line 33 will result in an error.

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## Competitive Analysis

Company	[Our Company]	[Company 1]	[Company 2]	[Company 3]	[Company 4]	[Company 5]
Market Perception	High price/expressive	Conservative/mid price	Conservative/mid price	Conservative/mid price	Conservative/mid price	Low prices/personal
Key Product	[Product Name]	[Product Name1]	[Product Name1]	[Product Name1]	[Product Name1]	[Product Name 2]
Percent of Total Sales	[x]%	[x]%	[x]%	[x]%	[x]%	[x]%
<b>Key Personnel</b>						
President/CEO/Owner	[Name]	[Name]	[Name]	[Name]	[Name]	[Name]
CFO/VP Finance	[Name]	[Name]	[Name]	[Name]	[Name]	[Name]
VP Marketing	[Name]	[Name]	[Name]	[Name]	[Name]	[Name]
VP Sales	[Name]	[Name]	[Name]	[Name]	[Name]	[Name]
CTO/VP Product Development	[Name]	[Name]	[Name]	[Name]	[Name]	[Name]
Number of Employees	[x]	[x]	[x]	[x]	[x]	[x]
<b>Financial</b>						
How Held	[Private/Public]	[Private/Public]	[Private/Public]	[Private/Public]	[Private/Public]	[Private/Public]
Shares Outstanding	[# of shares/na]	[# of shares/na]	[# of shares/na]	[# of shares/na]	[# of shares/na]	[# of shares/na]
Recent Share Price	[Price per share/na]	[Price per share/na]	[Price per share/na]	[Price per share/na]	[Price per share/na]	[Price per share/na]
Cash [if known]	[x]	[x]	[x]	[x]	[x]	[x]
Venture Backed?	no / xyz partners	no / xyz partners	no / xyz partners	no / xyz partners	no / xyz partners	no / xyz partners
Lead Investors	[Investor's name]	[Investor's name]	[Investor's name]	[Investor's name]	[Investor's name]	[Investor's name]
1999 Sales	\$5,500,000	\$7,500,000	\$7,500,000	\$7,500,000	\$7,500,000	\$23,000,000
2000 Sales (estimated)	\$8,000,000	\$9,000,000	\$9,000,000	\$9,000,000	\$9,000,000	\$5,000,000
Percent Growth	45%	20%	20%	20%	20%	-78%
<b>Sales, Distributorship &amp; Pricing</b>						
Primary Sales Channel	Multi-level marketing	Retail Stores	discount superstores	discount superstores	Direct mail	Reseller
Primary Price Point	[x]	[x]	[x]	[x]	[x]	[x]
Discount Structure	50% Off @ wholesale	50% Off @ wholesale	50% Off @ wholesale	50% Off @ wholesale	50% Off @ wholesale	45% off @ wholesale
Annual Quantity Sold	[x]	[x]	[x]	[x]	[x]	[x]
Market Share Estimate	[x]%	[x]%	[x]%	[x]%	[x]%	[x]%
<b>Product/Service General Analysis</b>						
Their Products are:	Easy to use Fulfills promises	Difficult to install Cumbersome to use	Difficult to install Cumbersome to use	Difficult to install Cumbersome to use	Difficult to install Cumbersome to use	Easy install Includes uninstaller Unattractive themes
<b>Subjective Qualitative Assessment</b>						
Graded on a scale of 1-5, with 5 being the strongest.						
Market Acceptance	4	3	3	3	3	5
Merchandising	3	5	5	5	5	4
Packaging	4	4	4	4	4	5
Advertising Quality	5	4	4	4	4	5
Public Relations	3	3	3	3	3	4
Price	2	4	4	4	4	5
Product	4	4	4	4	4	5
Promotion	4	2	2	2	2	3
Product Acceptability	3	4	4	4	4	5
Probability of Future Threat	na	5	5	5	5	5
Trade-in Value	na	na	na	na	na	na
Upgrades	2	2	2	2	2	4
Useful Life	4	4	4	4	4	2
<b>Average Competitive Score</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>