

Creating Competitive Advantage

Competitive Advantage: An advantage over competitors gained by offering greater value to some consumers than competitors offer.



I. Competitor Analysis

- Identify – who are they?
- Assess
their objectives, strategies, strengths / weaknesses, reactions
- Select – to attack or avoid
strong / weak, close / distant, good / bad
– or “go to where no competitor has gone before”

Who is the Competitor?

- of Postal Services?
- In response to decreasing mail delivery:
 - ▶ United States Postal Services ?
 - ▶ PTT ?

Strategies of Competitors?



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II. Competitive Strategies

Read:

- Basic Competitive Strategies (Porter, 1980)
- Basic Competitive Strategies (Treacy and Wiersama, 1993)

Competitive Strategies

Read:

Strategies for Market Leader, Challenger, Follower, Nicher
(strategy depends on Competitive (Market) Position)

Being a Leader is Not Easy

To stay ahead, you have to keep getting better

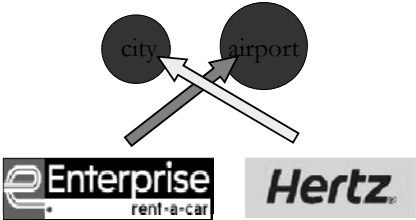
- ▶ Environment changes



How to Expand Total Demand: e.g. New Uses

The screenshot shows the Campbell's Kitchen website interface. At the top, there's a navigation bar with links for 'Home', 'Full Profile', 'Welcome', 'Campbell's Kitchen', 'Nutrition & Wellness', 'Labels for Education', 'Our Company', and 'Visit our Product Websites'. Below the navigation bar is a search section with a 'Search Recipes' box containing a search input field and a 'GO' button. To the right of the search bar is a 'Campbell's Kitchen T.V.' section with a vertical 'meal ideas' banner. The main content area displays a list of recipes, including 'Apricot Glazed Pork Roast' and 'Beef Stir-Fry'. Each recipe entry includes a small image, the recipe title, a brief description, and a star rating. The 'Apricot Glazed Pork Roast' recipe is rated 4 stars and is categorized as a 'Main Dish'. The 'Beef Stir-Fry' recipe is also rated 4 stars and is categorized as a 'Main Dish'. The 'Campbell's® Golden Mushroom Pork & Apples' recipe is rated 3 stars and is categorized as a 'Main Dish'. The page footer includes the text 'MKTG 201' and 'Slide 8'.

Challenger vs. Leader



Full Frontal vs. Indirect Attack

A comparison of two marketing strategies. On the left, the Virgin Cola logo is shown. In the center is a black and white photograph of a city street scene where a person is standing on a large, chaotic pile of discarded cans and boxes, holding a flag. On the right, the Red Bull logo is shown above the 'cola turka' logo. The Red Bull logo features two charging bulls. The 'cola turka' logo has the word 'cola' in a small font above 'turka' in a large, bold, stylized font with a star.