



CLASS NOTES BY NEERAJ ARORA

FOR CA INTER AND CA FINAL CLASSES VISIT WWW.EDU91.ORG



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Competitive Strategy

Competition

- Fundamental Attribute of Economic systems and Business
- Business Compete for Same Set of Resources / Customers
- Enhance the Quality of Service and Goods

Competitive Strategy —

Creating & Sustaining
Competitive Advantage



How to Analyse?

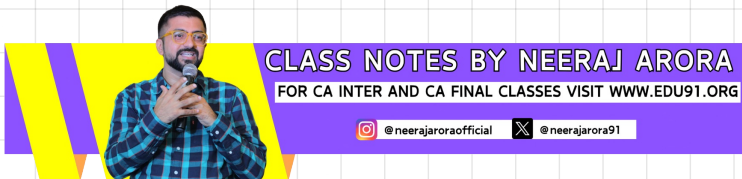


Creation
of
Comp. Adv

Protection
of
Comp. Adv



More Profitable in Long-Run



Competitive Landscape

- Identifying & Understanding → Competitors
either Direct/Indirect
Their Vision, Mission
value, Niche
Strengths weaknesses
- Helps in implementing effective
Strategies to improve Comp. Advantage
- Requires Application — Competitive Intelligence
CL
process of gathering, analysing and
using information about competitors

Steps to Understand Competitive Landscape

Identify the Competitor

- First Step
- Data About Market Share
- Answers who are the Competitors

Understand the Competitor

- Understand Product/Service
- Answer — what are their Product/Service
- How — Reports, Internet, Newspapers, Industry Reporter

Determine the Strength of Competitors

- Answers Many Questions
- Financial Position
 - Cost / Price Advantage
 - Next Move
 - Distribution Network
 - Human Resource Strength

Determine the Weakness of Competitors

Answers — where they are lacking

How → Reports → Consumers
→ Media

Pull all the information together

- Draw Inferences

- Products Not offered by Competitors
- Areas to be Strengthened

Answers

— what to win info gathered

Improvement needed

How to exploit weakness of Competitors



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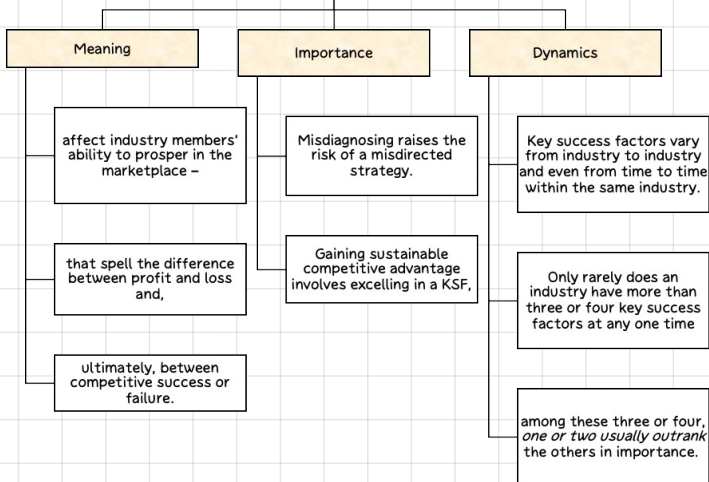


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Key Success Factors (KSFs)



Can be

- Particular Strategy
- Product attribute
- Resource
- Technology
- Distribution system

Identifying Key Success Factors

