Competitive analysis decision brief

Understand what your customers can choose instead, compare the differences that matter, and choose a credible position and response for your business.

Edit the ordinary text and tables in Word. Start with one commercial choice and a few relevant alternatives. Copy an existing table row or evidence record to expand; longer answers may add pages. Replace the suggested criteria with those your customers actually use. Write the full response after the comparison.

Decision and review date

Which offer, customer, retention or market choice needs a decision, and by when? Name the decision owner and review date.

[Write here]

Customer and choice situation

Describe the customer, need, use occasion and geography or channel. In B2B work distinguish user, buyer and approval roles. What is outside scope?

[Write here]

Actual alternatives

What did customers choose last time, and why? Include similar offers, another way to meet the need, existing arrangements and no purchase where credible. Identify sources, not just familiar brand names.

[Write here]

Criteria that matter to the buyer

Choose a few supported criteria. Mark a must-have separately from a preference; note a contrary customer situation.

Buyer criterion	Must have or trade off	Customer evidence and important unknown

Compare the customer alternatives

Use the criteria the customer actually weighs. Include our offer, credible alternatives and another solution or current arrangement. Label proposed capabilities and terms as untested. Copy a row to add a criterion; rename alternatives or add a column if needed. An empty cell is not a low score.

Comparison basis [Quantity or service basket, period, geography, currency, tax, eligibility and inclusions]

Buyer criterion	Our current or proposed offer	Alternative 1	Alternative 2	Other solution or current behaviour
Price and equivalent basket				
Fit for the customer need				
Buying access and delivery				
Quality or service expectations				
Terms risk and switching effort				
Decisive evidence or unknown				

Use a source ID for decisive entries. Write unknown, provider claim or not comparable when appropriate. Account for delivery, risk and switching effort, not only advertised price.

Our genuine advantage and consequential weakness [Write a short interpretation of the comparison]

Evidence behind the comparison

Keep the few exhibits needed to check the decision. Copy this record for another source, offer or customer episode. Use public or permitted information and keep identifying personal details out of shared copies.

Evidence record 1

Source and scope

Assign an ID. Name the alternative, source or link, date and relevant market or customer occasion.

[Write here]

Actual extract or observation

Record the decisive words or observation. Label operating record, direct observation, provider claim, customer report or inference.

[Write here]

Meaning comparison basis and limit

Which comparison entry or customer criterion does this support? Show price, quantity, period or tax adjustments. What contradicts it, is unknown or is not directly comparable?

[Write here]

Evidence record 2

Source and scope

Assign an ID. Name the alternative, source or link, date and relevant market or customer occasion.

[Write here]

Actual extract or observation

Record the decisive words or observation. Label operating record, direct observation, provider claim, customer report or inference.

[Write here]

Meaning comparison basis and limit

Which comparison entry or customer criterion does this support? Show price, quantity, period or tax adjustments. What contradicts it, is unknown or is not directly comparable?

[Write here]

Position and commercial response

Write a connected response to the evidence. Our position should say who we fit, what we offer and what we will not pursue. Avoid a generic list of things to copy from competitors.

Offer and customer focus

State the role we will play for the selected customer. What will we retain or change in the offer, terms, route or service? What will we not pursue?

[Write here]

Price and value

What does the comparison justify about price or value, and what remains an assumption? Check our economics before promising discounts or additional service.

[Write here]

First action and owner

Which concrete action tests or enables the response? Name an owner, timing, resources and dependencies without making the action the whole strategy.

[Write here]

Review and change conditions

What result or checked fact would change the position? Name the review point, useful evidence, and the consequence if the assumption is wrong.

[Write here]