

WEEK 3: BENCHMARK AGAINST THE COMPETITION

Understand how you compare in the real world.
Identify strengths, weaknesses and white space
opportunities to differentiate and win.



WHY THIS MATTERS

Customers rarely evaluate you in isolation.
They compare alternatives.

Competitors influence expectations, pricing
perceptions, buying criteria and decisions.

Understanding how competitors position
themselves helps you identify where you are
strong, where you are vulnerable and where
opportunities exist to create advantage.



YOUR OBJECTIVE THIS WEEK

Build an evidence-based view of your competitive
landscape. Assess how competitors position
themselves, what they promise customers, where
they appear strongest, where gaps and weaknesses
exist, and how your offer compares in the eyes of
the market.

PRINCIPLE: COMPARE → IDENTIFY → DIFFERENTIATE

The goal is not to match competitors.
The goal is to understand where you can
create meaningful advantage.

THE 5 AREAS TO EXPLORE

Use these areas to build a comprehensive view
of your competitive landscape.

1



OFFERING & SOLUTIONS

Understand what competitors are actually selling.

- Product and service range
- Core customer problems solved
- Specialist capabilities
- Emerging offerings and innovations

Focus on what customers perceive.

2



PRICING & COMMERCIAL MODEL

Price communicates value.

- Pricing structure
- Service tiers and packages
- Guarantees and commitments
- Contract flexibility
- Discounting behaviour

*Differences in pricing often reveal
differences in positioning.*

3



POSITIONING & MESSAGING

Analyse how competitors want to be perceived.

- Value propositions
- Key marketing messages
- Brand personality
- Thought leadership themes
- Claims of differentiation

*Pay particular attention to repeated
messages across multiple channels.*

4



STRENGTHS & WEAKNESSES

Every competitor has areas of advantage and vulnerability.

- Customer praise and testimonials
- Customer complaints and recurring issues
- Market reputation and perception
- Operational strengths and capabilities
- Areas where customer expectations are not met

*Weaknesses often reveal the greatest opportunities
to differentiate.*

5



VALUE & DIFFERENTIATORS

Identify what makes each competitor unique.

- Key differentiators they promote
- Proof points and evidence used
- Customer segments they focus on

Look for real differentiation, not just claims.

SOURCES OF COMPETITIVE INTELLIGENCE

Use a mix of these sources to build a rounded, fact-based view.



COMPANY WEBSITES

Review positioning, offers, pricing signals,
resources, case studies and career pages.



CUSTOMER REVIEWS & RATINGS

G2, Trustpilot, Google Reviews, LinkedIn
recommendations and industry forums reveal
what customers truly think.



CONTENT & SOCIAL CHANNELS

Monitor themes, messaging, audience
engagement and frequency across platforms.



INDUSTRY NEWS & PRESS

Track partnerships, product launches,
acquisitions, investments and
market activity.



THIRD-PARTY RESEARCH & DATA

Use analyst reports, market research,
industry rankings and market share data.



A COMMON TRAP

Many organisations benchmark only against direct competitors.
Customers often compare you against:



Alternative
solutions



Internal
options



New market
entrants



Different business
models

The biggest threat is not always the competitor you know best.



WEEK 3 STRATEGIC INSIGHT

Competitive advantage is rarely created by doing everything
better. It is created by being meaningfully different in the
areas customers value most.

The strongest market positions are built where customer
needs and competitive gaps intersect.



TURN INSIGHT INTO ACTION

Ask yourself:

- ✓ If a customer compared us against our top
three competitors today, what would make us the obvious choice?
- ✓ Identify one key strength to amplify.
- ✓ Identify one gap to close.
- ✓ Identify one white space opportunity to pursue.



NEXT UP:

Week 4 – Test Your Pricing & Positioning

Validate whether your pricing, positioning and value
proposition resonate with the market and support
stronger commercial performance.

