

CIS Case Studies:

Business Model Analysis – Local Competitor Asia, Consumer Goods

Benefit to Client:

Evidence-based analysis of the level of threat posed by a leading domestic player in a specific market segment. Thorough understanding of the competitor's current operational capabilities and strategy, and reasons behind its sudden success in the market place.

Client Need:

Our client required a better understanding of a key domestic player in a local Asian market. The competitor had recently launched aggressively into a specific segment of the consumer goods market, and our client required a thorough assessment of both the short and long-term threat it posed to their Asian operations.

Approach:

CIS conducted an in-depth analysis of the competitor's business model including:

- Revenues by brand and product line
- Raw material supply and costs
- Conversion costs
- Distribution strategy and costs
- Merchandising strategy
- Sales and marketing strategy and costs
- Cash Flow
- Investment levels
- Future strategy and sector focus

Methodology: Secondary intelligence gathering, telephone-based primary intelligence gathering and face-to-face meetings, competitor analysis, SWOT, Four Corners, 'So What' Analysis

Solution:

Utilizing the intelligence gathered, CIS was able to provide the client with recommendations and conclusions including:

- Level of threat posed by the local competitor, in terms of:
 - Profitability
 - Financial stability
 - Importance of segment to overall business
 - Future focus
- Level of planned investment in segment and resources available
- Pricing strategy
- Competitor decision-making process and reporting lines
- Distribution strategy and key partnerships

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