



UNDERSTANDING THE EXISTING OFFERING

Competitive Analysis Matrix

Benchmark the alternatives your customers actually consider

Use this when	Sizing up the market before deciding direction
Time needed	2-3 hours incl. research
Who's involved	Whoever can study the competition
You'll end up with	A clear read on where you stand and differ

How to use this matrix

Benchmark yourself against the alternatives your customers actually weigh up — including “do nothing” and low-tech workarounds, not just direct rivals. The goal isn't to copy anyone; it's to understand what customers have been trained to expect and where you can stand apart.

1 • Feature & capability comparison

List the criteria that matter to your customers down the left, then rate each player — a tick, a score out of 5, or a short note.

Criteria that matter	You	Competitor A	Competitor B	Competitor C

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2 · Competitor profiles

For each meaningful competitor, capture the qualitative picture.

Competitor	Strengths	Weaknesses	Positioning & price	What we can learn

EXAMPLE

Criteria might include: ease of booking, price transparency, mobile experience, trust signals, speed of support, breadth of services.