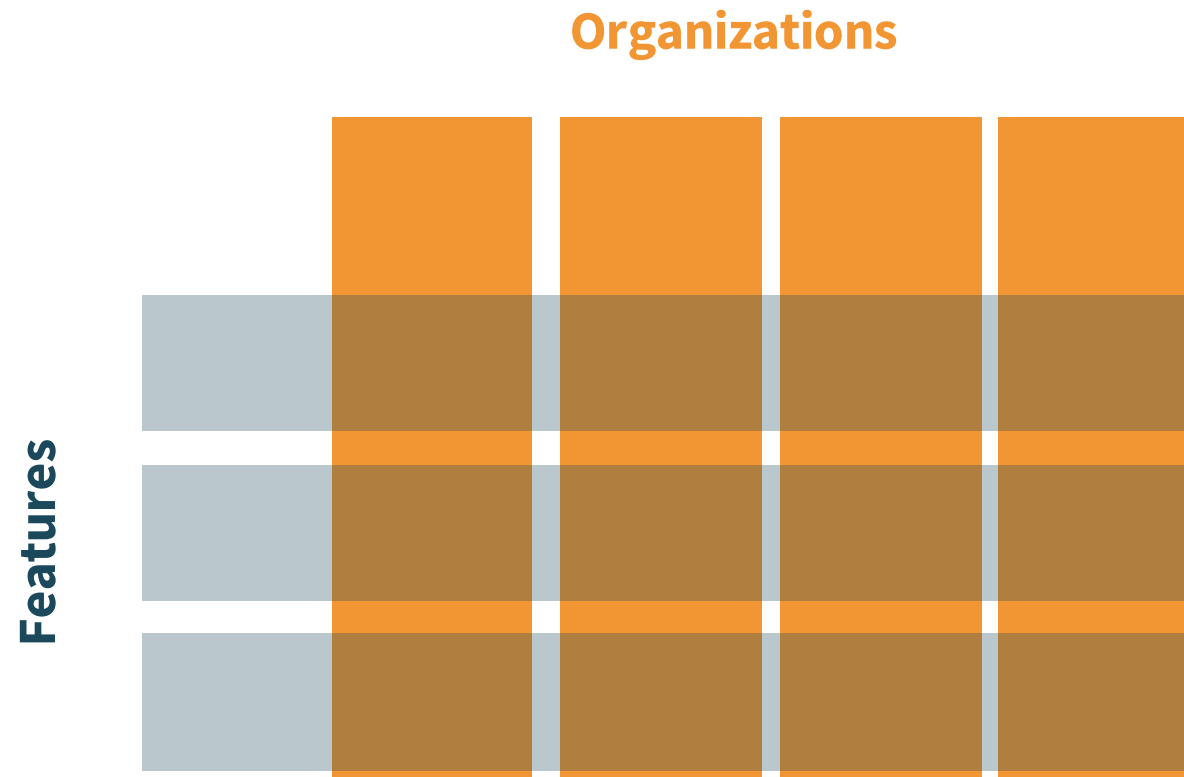


COMPETITIVE ANALYSIS

Impact@Scale Toolkit

A tool to evaluate and improve your value proposition within a context.



A competitive analysis helps you better articulate your value proposition - what makes your organization unique? What are your weaknesses and strengths in relation to other available choices?

Instead of being the best in each component, understand the better position for your own strategy.

You can use the analysis to:

- Identify gaps of your organization or in the system, that maybe you can fill;
- learn from the successes and challenges of others;
- find opportunities for collaboration;
- take elements to better communicate yourself, including to funders.

1. Identify other Alternatives: Recognize direct competitors (those offering similar solutions) and indirect ones (those addressing the same problem differently).

2. Set Comparison Categories: Choose key aspects for comparison, such as target audience, reach, program focus, and pricing. Ensure these align with your mission and goals. Use standardized answers like (Yes/No) or (High/Medium/Low) for clarity.

3. Study Other's Strategies: Research each competitor to grasp their motivations, strengths, and unique offerings based on your chosen categories.

4. Assess Your Position: Reflect on your findings to understand your unique strengths and where you stand compared to competitors.

5. Draft a Comparison Table: Visualize your analysis with a table, listing your organization and competitors. Use it for strategy discussions to highlight your unique value in the competitive landscape.

A FICTIONAL EXAMPLE

| Features of comparison | LITERACY KENYA | ORG A | ORG B | ORG C | ORG D | ORG E |
|-------------------------------|----------------------------|--------------------|----------------------|----------------------|----------------------------|-------------------|
| PROGRAM FOCUS | Literacy | Mathematics | Various Subjects | Various Subjects | Adult Education | Language Learning |
| TECHNOLOGY ENABLED | Yes | Yes | No | Yes | No | Yes |
| SERVING PUBLIC SCHOOLS | Yes | No | Yes | No | Yes | No |
| TARGET AUDIENCE | Children aged 6-12 | Children aged 6-12 | Students of all ages | Students of all ages | Adults | Language learners |
| GEOGRAPHIC REACH | Specific regions in Africa | Global | Specific region | Global | Specific regions in Africa | Global |
| PRICING | Low | High | Low | High | Low | Medium |
| FUNDING SOURCES | High | Medium | High | Medium | High | Low |
| IMPACT MEASUREMENT | High | High | Medium | Medium | Medium | High |
| INNOVATION | High | High | Low | Medium | Low | High |
| SCALABILITY | High | High | Low | High | Low | High |
| REPUTATION | Medium | High | High | High | Medium | High |
| EXPERTISE | High | High | Medium | High | Medium | High |

- 1. Identify your Unique Value Proposition:** Pinpoint what differentiates your organization and emphasize this distinction in communications.
- 2. Address Areas for Improvement:** Recognize where you might lag and strategize to enhance these areas.
- 3. Leverage Opportunities:** Identify market gaps or other choices' shortcomings that you can capitalize on.
- 4. Mitigate Threats:** Stay alert to other choices' strengths and devise plans to counter potential challenges.
- 5. Iterate and Update:** Regularly revisit your analysis to stay aligned with the dynamic competitive environment.



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