

Competitive & Internal Analysis

Cross-Functional Assignment

Week 4

Overview

Last week, you took a careful look at the external environment faced by Great Cups of Coffee and its competitors. This week you will research and analyze important information about key competitors and Great Cups of Coffee itself. The combination of your findings in this assignment and the external analysis completed last week will serve as the foundation for your TOWS analysis which will be undertaken in Week 5. This is a cross functional assignment.

Action Items

Your paper should contain two main sections. The first section will focus on the competitors and the second on Great Cups of Coffee.

Section 1: Competitive Analysis

1. Conduct secondary research about the competitors of Great Cups. Possibilities include, but are not limited to:
 - Starbucks
 - Dunkin' Donuts
 - Cup O' Joe
 - Tim Horton's
 - Caribou Coffee
 - Panera Bread

Using secondary sources (i.e., online and library resources and databases such as Dunn and Bradstreet, Standard and Poor's, and Hoovers), compile the following information about 1-3 key competitors:

- Company history
- Corporate structure
- Corporate culture
- Financials
- Economic indicators
- Current events or news
- Distinctive competencies
- Core competencies
- Sources of competitive advantage (if any)
- HR notables

- Value chain analysis
 - Product life cycle information
 - Strengths and weaknesses
 - Metrics pertaining to their website performance, such as, but not limited to, unique visitors per month, average page views, number of inbound links, size of PPC budgets, etc.
 - Marketing mix
 - Communication technologies and strategies
2. Conduct primary research about competitors (minimum of one competitor, max three):
- a. Coffee Shop Observation
 - Create a Planogram showing the layout, product placement, shelving, and Merchandise assortment – use drawing tools in MS Word or other software
 - Record the assortment of products available in the store you visit. Include prices of coffee by size, prices of food and merchandise, prices of other items they sell. – provide a substantial number of prices (at least 20).
 - Discuss in detail the atmospherics of the coffee shop. Include the music, lighting, color, uniforms, and design style of the shop.
 - b. Web Site and eMarketing Analysis
 - Thoroughly review three or more of GC3's competitor web sites.
 - Record the assortment of products available on the web sites you visit. Include: the prices of their coffee by size, other items they sell (include food and merchandise), and prices of the other items they sell.
 - Analyze the design of the web sites you visit. Consider: colors, images, navigation, features, customer interaction, etc.
 - Identify anything the competitor web sites currently include in relation to e-marketing.
 - Assess social media participation and search marketing effectiveness of competitors.
 - Summarize what is working and what is not working on competitor web sites.

Section 2: Internal Analysis of Great Cups of Coffee Company

1. Compile the following information about Great Cups of Coffee Company:
 - Company history
 - Strategic overview (including distinctive competencies, core competencies, and sources of competitive advantage)
 - Financial analysis (including a ratio analysis, a review of financial performance, and identification of strategic financial issues for the company)

- Human resources analysis (including HR department competencies, HRM responsibilities, HRM order, corporate structure, and corporate culture as well as identification of strategic HR issues for the company).
- Marketing analysis (including marketing mix, positioning strategy, value chain analysis, product life cycle information, and summary of strategic marketing issues for the company).
- eMarketing analysis (including a critique of the current web site and analysis of the company's current emarketing strategies and tactics).
- Summary of the company's strengths and weaknesses.

Submission Instructions

Submit your paper to the dropbox provided in the Week 3 section of IC495. Also email your paper to your team advisor.

Grading Criteria

Points Earned <i>At the college level, the emphasis in grading is on the content of assignments and the effectiveness of communication.</i>	Expected Points Assignment Meets All Requirements	Maximum Points Assignment Significantly Exceeds Requirements
Content (60%) relevance, accuracy, application of concepts/principles, thesis, support, breadth and depth, synthesis, analysis	22-23	30
Effectiveness (40%) style, appropriateness to purpose and audience, tone, flow/readability, clarity, organization, progression	15	20
Subtotal (points earned before any applicable deductions)	37-38	50
Points Deducted <i>Error-free mechanics and meeting stated format criteria are the baseline expectations for assignments. Points will be deducted for failing to meet these requirements.</i>		
Mechanics (-20%) grammar, spelling, punctuation	up to -10	
Format (-20%) length, attachments, appearance, citations, APA guidelines	up to -10	
Total (points earned minus any applicable deductions)	0 - 50	