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CASE STUDY: UNDERSTANDING NEW COMPETITIVE THREATS

At Valeo, we help our manufacturing clients understand their competitors' strategies, value propositions, competitive advantages, supply chains, operations and other critical competitive insights. In this case study, we share how our client utilized our services to help them outmaneuver a new and innovative competitor.

Better Understanding Competitors

Our client, a national food manufacturer with a strong market share for its product was facing a new competitor with an innovative new product format. The client had launched a similar product using private label manufacturers and was experiencing significantly reduced margins. There were also other CPG companies that had launched similar products, making this new product format a very crowded market.

To maximize its opportunity within this new product format, our client needed to understand:

- The history of the main competitor's product
- How it launched with such success
- A breakdown of its supply chain
- A better understanding of its operations (e.g. a profit and loss statement)

For the other CPG companies, the client needed to understand:

- Manufacturing footprint
- Profit margins
- Plans for manufacturing the product
- Tolerance for low margins

Valeo Strategy as an Insights Partner

The Valeo team combined primary and secondary research methodologies to understand each of the competitors operations. We also attended a national trade show to interview company employees, retail buyers, and industry experts.

In summary, we provided our client with a concise executive level report that detailed all of the competitors' capabilities, drivers, assumptions, current strategies and likely future strategies.

Through our research, we identified manufacturing weaknesses within the market leader. This presented our client with an immediate opportunity to expand to exploit this weakness and increase its market share. We also identified information regarding the market leaders' marketing strategy, which helped to fuel our clients' ability to outmaneuver their efforts.

An additional outcome of the research provided our client with intelligence regarding which providers might be open to acquisition? A next phase was planned to conduct deeper dives into those most attractive potentials.

If your ability to create successful business strategies can be strengthened through the use of customized primary intelligence not found in the public domain, Valeo may be able to support your efforts.

We offer global, in-country, local language primary research services that are customized to your needs.

Our analysis of findings and recommendations are fueled by decades of industry experience.

We have deep expertise in industries such as:

- Chemicals
- Consumer Products
- Education
- Healthcare & Life Sciences
- Industrial Distribution
- Information Technology
- Insurance & Financial Services
- Manufacturing
- Telecommunications

Strategic Intelligence from Valeo Strategy Group, is a powerful tool to ensure your investments yield the strongest ROI. Reach out to us to learn more at: info@valeo-strategy.com / 803.417.1110.

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