


Competitive Analysis: I Company

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I Company Strategy

I Company Overview

I Company designs, produces, and sells AC Cameras and UAV Drones across Europe-Africa, Asia-Pacific, Latin America, and North America. I Company sells to consumers looking for a high end, differentiated product at a high market and production price.

Products

AC Camera – Action Capture Camera

- Designed for consumers interested in high quality cameras who are willing to pay some of the highest prices on the market

UAV Drone – Unmanned Aerial View drone that incorporates an AC Camera

- Designed for consumers interested in high quality drones who are willing to pay some of the highest prices on the market

Pricing

AC Camera- \$395 for 5 models, 180 day warranty, and 6.9 P/Q rating

UAV Drone- \$2,250 for 3 models, 180 day warranty, and 6.6 P/Q rating

Strengths

- Product Design-** Most number of camera models (5) and above average for drones (3) along with enhanced product features.
- Marketing Costs**– Lower marketing cost than competitors at \$85,200
- Price-** I Company has above average and some of the top prices for both products in all four regions. Average camera price for I Company is about \$405 and average drone price is about \$2,315.

Weaknesses

- Promotions and discounts** – Lowest number of sales promotions and discounts for cameras in the industry (2 promotions & 15% discounts)
- Special contracts** – Zero special contracts units sold in ¾ regions.
- Demand-** I company has below average demand for both products in all regions.

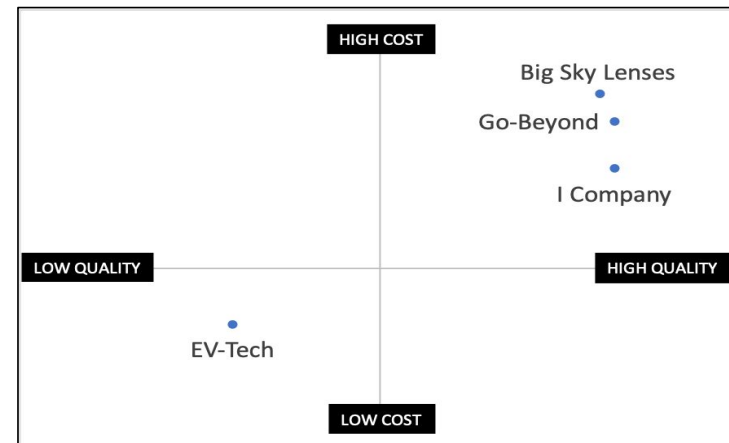
Current Strategy

The Generic Strategy that I Company chose to implement is the broad differentiation strategy. I Company can distinguish themselves from rivals by offering products that are of very high quality and hard to match, with advanced features and models for a higher price.

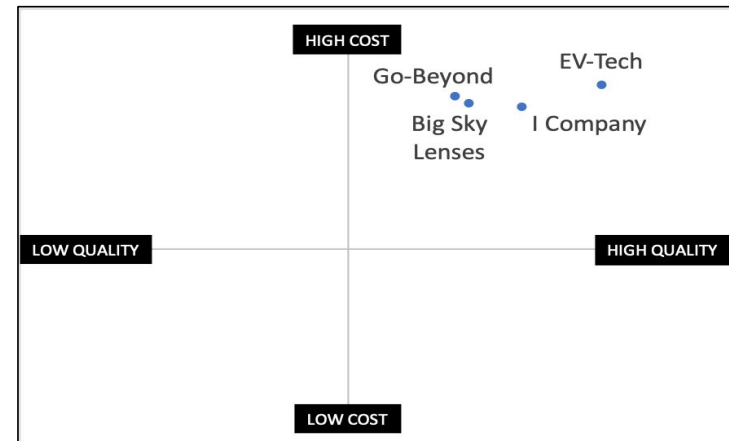
I company has found success with putting a generous amount of finances towards camera and drone enhancements. In order to have a product that can be sold for a high cost, I Company must offer customers a high-quality product. Another aspect I Company found success was investing in sales in marketing. I Company's closest competitors are EV-Tech, Go Beyond, and Big Sky Lenses. These companies were able to surpass I Company and their weaknesses, including promotions and discounts, special contracts, and demand.

Competitive Landscape

AC CAMERA SEGMENT



UAV DRONE SEGMENT



Go Beyond Battlecard

Company Overview

Go Beyond designs, produces, and sells AC Cameras and UAV Drones across Europe-Africa, Asia-Pacific, Latin America, and North America. Go Beyond sells to consumers looking for high end, differentiated products and incur high costs to be able to produce them.

Products

- **AC Camera** – Action Capture Camera
 - Designed for consumers interested in high quality cameras who are willing to pay some of the highest prices on the market
- **UAV Drone** – Unmanned Aerial View drone that incorporates an AC Camera
 - Designed for consumers interested in high quality drones who are willing to pay some of the highest prices on the market

Pricing

AC Camera - \$430 for 4 models, 360 day warranty, and 6.9 P/Q rating

UAV Drone - \$2,500 for 3 models, 180 day warranty, and 6.1 P/Q rating

Strengths

1. **Return on Equity (ROE)** – Highest ROE results in 4 of 8 years
2. **Net Profit Margin** – Second highest net profit margin in the industry (21.6%)
3. **Warranty period** – Tied for longest warranty period for cameras in the industry (360 days)

Weaknesses

1. **Total liabilities** – Second most total liabilities in the industry (145,753)
2. **Promotions and discounts** – Lowest number of sales promotions and discounts for cameras in the industry (2 promotions & 15% discounts)
3. **Market share** – Steady decrease in market share for both cameras and drones over the last 2 years (over 1% decrease year-to-year)

| | Go Beyond | I Company |
|----------------------|--------------|--------------|
| P/Q Rating (cameras) | 6.9 | 6.9 |
| Models (cameras) | 4 | 5 |
| P/Q Rating (drones) | 6.1 | 6.6 |
| Models (drones) | 3 | 3 |
| Brand reputation | 78 | 87 |
| Net profit margin | 21.6% | 20.3% |
| Debt to equity | 0.59 (37/63) | 0.43 (30/70) |
| Current ratio | 1.56 | 1.62 |
| Cost of goods sold | 471,748 | 542,723 |
| Marketing costs | 111,750 | 85,200 |

Big Sky Lenses Battlecard

| Company Overview |
|---|
| Big Sky Lenses designs, produces, and sells AC Cameras and UAV Drones across Europe-Africa, Asia-Pacific, Latin America, and North America. Big Sky Lenses sells to consumers looking for high end, differentiated products and incur high costs to be able to produce them. |
| Products |
| <ul style="list-style-type: none"> AC Camera – Action Capture Camera <ul style="list-style-type: none"> Designed for consumers interested in high quality cameras who are willing to pay some of the highest prices on the market UAV Drone – Unmanned Aerial View drone that incorporates an AC Camera <ul style="list-style-type: none"> Designed for consumers interested in high quality drones who are willing to pay some of the highest prices on the market |
| Pricing |
| AC Camera - \$450 for 4 models, 360 day warranty, and 6.8 P/Q rating |
| UAV Drone - \$2,400 for 3 models, 360 day warranty, and 6.2 P/Q rating |

| Strengths | | Big Sky Lenses | I Company |
|---|----------------------|----------------|--------------|
| 1. Accurate forecasting – Most bonus points (8) in the industry. 7 bull’s eye awards (forecast accuracy) | P/Q Rating (cameras) | 6.8 | 6.9 |
| 2. Market share – Steady increase in market share for both cameras and drones over the last 2 years | Models (cameras) | 4 | 5 |
| 3. Credit rating – A+ credit rating over the last 3 years | P/Q Rating (drones) | 6.2 | 6.6 |
| | Models (drones) | 3 | 3 |
| Weaknesses | Brand reputation | 71 | 87 |
| 1. Stockouts – Lost opportunities to sell drones in all 4 regions due to stockouts (ranging from -0.2 to -0.5) | Net profit margin | 19% | 20.3% |
| 2. Cash on hand – Ended last year being the company with most cash on hand with 503,831, when the average for the industry was 163,377 | Debt to equity | 0.14 (12/88) | 0.43 (30/70) |
| 3. Debt to equity – Lowest debt to equity ratio in the industry (12/88). So low it’s below recommended value | Current ratio | 6.40 | 1.62 |
| | Cost of goods sold | 468,626 | 542,723 |
| | Marketing costs | 96,000 | 85,200 |

EV-Tech Battlecard

Company Overview

EV-Tech designs, produces, and sells AC Cameras and UAV Drones across Europe-Africa, Asia-Pacific, Latin America, and North America. EV-Tech uses both differentiation and cost-leadership strategies depending on the product.

Products

- **AC Camera** – Action Capture Camera
 - Designed for consumers who would rather pay lower prices and purchase lower quality products (cost-leadership)
- **UAV Drone** – Unmanned Aerial View drone that incorporates an AC Camera
 - Designed for consumers interested in high quality drones who are willing to pay some of the highest prices on the market (differentiation)

Pricing

AC Camera - \$280 for 4 models, 180 day warranty, and 4.3 P/Q rating

UAV Drone - \$2,655 for 3 models, 180 day warranty, and 7.2 P/Q rating

Strengths

1. **Net profit** – Highest net profit in the industry (239,994)
2. **Image rating** – Best image rating in the industry in 5 of 8 years
3. **Brand reputation** – Highest brand reputation in the industry (89)

Weaknesses

1. **Marketing costs** – Highest marketing cost in the industry (127,750)
2. **Market share** – Lowest drone market share in the industry which has been decreasing the last 4 years
3. **Delivery costs** – Highest delivery costs in the industry (64,711)

| | EV-Tech | I Company |
|----------------------|--------------|--------------|
| P/Q Rating (cameras) | 4.3 | 6.9 |
| Models (cameras) | 4 | 5 |
| P/Q Rating (drones) | 7.2 | 6.6 |
| Models (drones) | 3 | 3 |
| Brand reputation | 89 | 87 |
| Net profit margin | 21.5% | 20.3% |
| Debt to equity | 0.19 (16/84) | 0.43 (30/70) |
| Current ratio | 2.82 | 1.62 |
| Cost of goods sold | 556,380 | 542,723 |
| Marketing costs | 127,750 | 85,200 |



I Company's Future Direction

Competitive Opportunities

- Currently, I Company has the lowest marketing costs compared to its 3 main competitors. If I Company can increase its advertising budget it will help the company “gain an advertising-based competitive edge that positively impacts their company’s regional sales volume and market share” (Glo-Bus, 2021).
 - Glo-Bus. (2021). Glo-Bus: Participant’s Guide. Retrieved from: <https://www.glo-bus.com/users/lobby/materials/guide>.

Competitive Threats

- On average I Company has the second highest wholesale price for AC Cameras and direct sale price for UAV Drones. Having high prices leaves the company susceptible to price drops from their competitors which could eat into I Company’s market share.
 - *9 Types of Competitive Threats*. Simplicable. (n.d.). Retrieved December 10, 2021, from <https://simplicable.com/new/competitive-threat>.