

Competitive Benchmarking to Uncover Market Opportunities

Business challenge

The client, one of the leading fruit-juice manufacturers in the world that sells fruit juice in over 100 countries, was facing immense competition from local players in Africa. Adding to its woes was the fact that the consumption of juice in the African market is very low compared to countries in America, Europe and Asia. To understand how it could improve its market position in the continent, the client wanted to explore hidden opportunities in four African countries, namely Nigeria, Egypt, Kenya, and South Africa.

The client was, therefore, in search of a research partner that could help it assess the opportunities in the focus geographies and the market penetration of organized and unorganized channels, see how they compare, and effectively leverage any hidden opportunities in the market.

Solution

Netscribes performed a comprehensive competitive benchmarking analysis, which involved using a combination of secondary and primary research to gather data and analyze the African fruit juice market.

Netscribes' consultants benchmarked the client's competitors by comparing the African local players versus global players, including the client's brand, for Egypt, Kenya, Nigeria, and South Africa. Each of the players were benchmarked based on factors such as volume share, positioning, strengths, marketing and advertising initiatives, and strategy.

Country	Company/Brand	Attributes Advertised					Promotional Campaigns	Marketing Initiatives
		Natural	Fresh	Pure	Premium	Place of Origin		
Egypt	Competitor 1	✓	✓	✓			○	●
	Competitor 2				✓		○	○
	Competitor 3		✓				○	●
	Competitor 4		✓				○	○
	Competitor 5			✓	✓		○	●
Kenya	Competitor 1				✓		○	○
	Competitor 2	✓		✓	✓		●	●
	Competitor 3	✓	✓	✓	✓		●	●
	Competitor 4	✓			✓		○	○
Nigeria	Competitor 1		✓	✓			○	●
	Competitor 2	✓	✓				●	●
	Competitor 3		✓				○	○
	Competitor 4		✓				○	○
South Africa	Competitor 1		✓	✓	✓		●	●
	Competitor 2	✓	✓	✓		✓	○	●
	Competitor 3	✓		✓	✓		○	●
	Competitor 4		✓					○

○ Low ● Medium ● High

It analyzed the competitors in terms of market penetration, ATL and BTL marketing activities, product and market development, and clearly illustrated their market positioning in the target markets using market positioning maps.

Post the analysis, Netscribes identified the whitespaces and potential opportunities and provided answers to business questions such as: "What should be our target market segment?" and "What should be our market positioning?"

Egypt Positioning Analysis

Target Segments	Mainstream	Premium	Super Premium
Adult		Competitor 3	
Young	Competitor 1	WHITE SPACE	Competitor 4
Children	Competitor 2		

White space analysis in the Egyptian market

Kenya Positioning Analysis

Target Segments	Mainstream	Premium	Super Premium
Adult		Competitor 2	WHITE SPACE
Young	Competitor 1		
Children			

White space analysis in the Kenyan market

Nigeria Positioning Analysis

Target Segments	Mainstream	Premium	Super Premium
Adult	WHITE SPACE		Competitor 1
Young			Competitor 2
Children			

White space analysis in the Nigerian market

South Africa Positioning Analysis

Target Segments	Mainstream	Premium	Super Premium
Adult	Competitor 1		Competitor 2
Young			
Children			WHITE SPACE

White space analysis in the Nigerian market

Benefit

Through the analysis, the client found that:

- There was an opportunity to establish a partnership with existing, well-known local brands.
- African consumers are open to well-known reputed global brands. The client being financially stronger than most of its competitors, could make better and more effective marketing investments by leveraging its global presence.
- In Egypt and Kenya,
 - Local companies foresee an increased demand for their products and are preparing themselves to cater to it.
 - The market leaders have the advantage of attracting new customers, which makes the entry or expansion of new players challenging.
- In Nigeria and South Africa,
 - There's a high threat of local and global firms partnering to cater to the growing local demand.
 - Local know-how of the local players and financial stability and reputations of global players make a strong combination.
 - Global players who entered early into the market have the advantage of choosing partners of their choice.

Gain Competitive Intelligence during Various Stages of Your Business Life Cycle

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