APG Partners

MARKET & COMPETITION · OWNER'S WORKSHEET

Score your competitive position across the field.

Most competitor analysis is a decorative slide that changes nothing. This scores your business against your rivals on the twenty dimensions that move enterprise value, peer-relative, so each gap carries a consequence and each becomes a move.

Five domains: **Strategic** · **Commercial** · **Operational** · **Financial** · **Structural moat**. Scored 1 to 5, parity at 3.

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HOW TO USE THIS

Score against the field, not against perfection.

For each dimension, ask not "are we good at this" but "are we better or worse than the businesses we actually compete with, over the next two to three years." Score your own business in the **You** column and your main competitors alongside. Three is market parity, and most honest scores sit near it. Parity is not failure, it is information: it means you have no edge to defend there.

1	**Structurally Disadvantaged**	Material capability gap versus primary competitors. Below sector norms in a way that constrains growth or profitability.
2	**Below Market Standard**	A noticeable weakness versus peers. The capability exists but is inconsistent or immature.
3	**Market Parity**	Meets the baseline for the sector. No structural disadvantage, and no clear advantage.
4	**Competitive Strength**	Above sector average. A clear operational or strategic advantage.
5	**Structural Advantage**	Market-leading and hard to replicate. Creates sustained economic outperformance.

> Score the twenty dimensions below. A gap only matters if you can name what it costs, so each domain carries the economic consequence of falling behind. Where you are weak and your competitors are also weak and customers care, you have found whitespace, which is the most valuable thing on the page.

1 · Strategic Positioning how you're placed in the market

Cost of a gap: harder to differentiate and to sustain premium pricing over time.

DIMENSION	YOU	COMP A	COMP B	COMP C
Market Focus Clarity clarity and consistency of your target segment				
Brand Strength reputation, recognition, perceived authority				
Differentiation how distinct and defensible your offer is				
Innovation Pace speed you evolve offer, process or model				
DOMAIN AVERAGE				

2 · Commercial Capability how you win and keep customers

Cost of a gap: pricing pressure, higher customer acquisition cost, and market-share risk.

DIMENSION	YOU	COMP A	COMP B	COMP C
Sales Effectiveness conversion, cycle length, win rate				
Pricing Strategy value-based pricing, margin protection				
Customer Retention loyalty, repeat business, cost-to-leave				
Revenue Diversity spread across customers, lines, channels				
DOMAIN AVERAGE				

3 · Operational Capability how well you deliver and scale

Cost of a gap: constrains margin improvement and limits the ability to scale profitably.

DIMENSION	YOU	COMP A	COMP B	COMP C
Cost Efficiency unit economics and overhead vs output				
Scalability more volume without proportional cost				
Delivery Capability consistency, quality and speed				
Input & Resource Control control of staff, materials, capacity				
DOMAIN AVERAGE				

4 · Financial Strength your capacity to invest and endure

Cost of a gap: limits strategic options and leaves you exposed to a better-capitalised competitor.

DIMENSION	YOU	COMP A	COMP B	COMP C
Margin Profile gross and EBITDA margin vs peers				
Capital Access debt or equity to fund growth or downturns				
Financial Resilience cash buffer, low leverage, stable cash flow				
Investment Intensity reinvestment into growth and capability				
DOMAIN AVERAGE				

5 · Structural Moat what protects your earnings

Cost of a gap: exposes the revenue base to structural disruption over a three-to-five-year horizon, which is what a buyer prices into a lower multiple.

DIMENSION	YOU	COMP A	COMP B	COMP C
Network Effects more valuable as more customers use it				
Proprietary Assets patents, data, methods hard to replicate				
Switching Costs cost or risk for a customer to leave				
Regulatory & Accreditation Barriers licences or approvals that bar easy entry				
DOMAIN AVERAGE				

Read two things, not one: coherent, and different

When the grid is full, look for two separate things, because owners always confuse them and they need different fixes.

Coherence

Are your domain averages roughly even, or is one weak domain capping what the strong ones can earn? Brilliant delivery feeding an undifferentiated, badly-priced offer just makes low-margin work efficiently.

Differentiation

Does your column actually look different from your competitors' columns? You can be solidly at parity everywhere, coherent and competent, and identical to the field. That is the position that forces you to compete on price.

Turn the scores into moves

For the dimensions that matter most, decide the action. This is the four-actions discipline: not everything should go up.

RAISE TO ADVANTAGE	BRING TO PARITY	REDUCE / STOP	CREATE (NEW)

Whitespace where you're weak, competitors are weak, and customers care. This is where to build.

A gap you can name is a gap you can price, own and close.

Score it yourself with the interactive Competitor Scorecard, then a Commercial Assessment builds it from evidence and turns each gap and each piece of whitespace into an owned, valued initiative.

Score it live → apg.partners/tools/competitor-scorecard · Start with a Commercial Assessment → apg.partners/commercial-assessment