

MARKETING ANALYTICS: Case Study

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Name: _____

Date: _____

Case No.	Chapters	Case Title
4	4	Competitive Analysis: Casual Clothing Market

Background:

You are the marketing manager for Acme, a new brand of casual clothing. You compete with several established companies in the \$1.4T global apparel market. Here are but a few:

Abercrombie	American Eagle	Banana Republic	Gap	Hollister
J. Crew	Old Navy	Ralph Lauren	Urban Outfitters	Zara

Acme is a new brand and has the ability to “fashion itself” into the company it needs to become to be successful. What it needs is a direction, and executive management is looking to you to provide it.

1. Select three competitors and enter their information in the Competitive Comparison Framework below.

Competitive Attribute	Competitor: Zara	Competitor:	Competitor:
Market Share/ Revenue	\$8B Zara/ \$12B Inditex (2008)		
Messaging	High fashion/ Low cost		
Competitive Advantage	Skill at rapid international expansion		
Products	Constantly updated		
Pricing	Low		
Distribution	Sexy retail environment		
Promotion	Drive traffic to retail store		

2. Conduct a SWOT-PEST analysis for the three competitors.

SWOT-PEST	Competitor: Zara	Competitor:	Competitors:
S: Strengths	2008: world's largest clothing retailer		
W: Weaknesses	Brand awareness still somewhat low in U.S.		
O: Opportunities	Capture market share from fading Gap sales		
T: Threats	Might overextend itself from aggressive growth		
P: Political	Possible new tariffs to discourage imports?		
E: Economic	Poor economic climate hurt 2007-2011 sales		
S: Social	Ever-changing fashion fads; skinny jeans out!		
T: Technological	Increasing emphasis on use of bio friendly fabrics		

3. Identify three candidate market opportunities using the table below, then indicate how you select a winner.

Market Opportunity	Opportunities: Zara	Acme Candidate Market Opportunities
New Market Segment	Sell clothing to Haute Couture market segment	
Go To Market Approach	Offer exclusively local-manufactured clothing	
Differentiating Functionality	Garments made of bio-degradable fabric	