

Competitive Analysis

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**Any way the customer
is solving the problem now is
competition**

DIRECT vs INDIRECT

DIRECT – similar products and services

INDIRECT – solving same problem for same target market with a different product or service

Who are **Uber**'s competitors?

Direct?

Indirect?

Competitive Factors

What makes a customer choose one solution over another?

Price – cheaper

Service – faster, personalized, convenient

Quality - lasts longer, stylish, tastes better

**At most, you can only compete
on 2 out of the 3**

Unfair Advantage

Core competency that cannot be copied or bought

- Deep domain expertise (hospital systems)
- One amazing hard thing (Google algorithm)
- Authority (existing reputation in market)
- Dream Team (previous startup success; rock star)

Templates for Analysis

Most Common Format

	You	Competitor 1	Competitor 2	Competitor 3	Competitor 4
Feature 1					
Feature 2					
Feature 3					
Feature 4					
Feature 5					

Examples of Features

- Price
- Benefits
- Quality
- Durability
- Image/style
- Service
- Warranties
- Convenience
- Ease of Use
- # of features
- Type of features
- Wow factor
- Location(s)
- Distribution/Sales
- Certifications
- Endorsements

Where do you find info

1. Customer Discovery interviews
2. Advertising
3. Sales Brochure
4. Newspapers/Magazines
5. Website
6. Online sites that rate products/services
7. Your business and professional network

Other

- Research competitors that no longer are in business
- Research matrix will be messy; matrix for investment pitches are summaries of strongest competitors with most important features

Finally

- Describe your competitive advantage

Benefits sell

Features tell

Examples

Competitive Analysis

[illegible]

			 Herman Miller			
 Lifetime Warranty			SOME PRODUCTS	SOME PRODUCTS	SOME PRODUCTS	SOME PRODUCTS
 Made in the USA				SOME PRODUCTS	SOME PRODUCTS	SOME PRODUCTS
 Free Shipping			SOME PRODUCTS	SOME PRODUCTS	SOME PRODUCTS	SOME PRODUCTS
 Green Manufacturing				SOME		
 Customer Service	EXCELLENT 	BAD 	GOOD 	OKAY 	GOOD 	GOOD 
 Ease of Return	EXCELLENT 	DIFFICULT 	OKAY 	BAD 	OKAY 	OKAY 
 Product Recalls	 NONE	YES	 NONE	YES	YES	 NONE

Competitive Landscape

	<i>Pinterest</i>	<i>Telly</i>	#waywire	 <i>interest</i>
User Friendly	✓	✗	✗	✓
Privacy	✓	✗	✗	✓
Keyword follow	✗	✗	✗	✓
Playlist follow	✗	✗	✗	✓
Video Bookmarks	✓	✓	✓	✓
Video <u>Autonext</u>	✗	✓	✓	✓
Video Shuffle	✗	✗	✗	✓

CRM COMPARISON MATRIX

DIMENSIONS

Salesforce Sales Cloud

Oracle CRM On Demand

Stay inFront Edge Rx

Goldmine CRM

Interactive Medica CRM

Veeva CRM

Interoperability and Integration

Integration with other software systems (Google Apps or SAP)



Mobile Device Support

Is it included or an extension module is required?



Regulatory Compliance

Does it conform to HIPAA and other privacy requirements?



Communication Channels

Can it flexibly record different types of communication?



Role Support

Can it support different types of users?



Ease of Reporting

Is it easy to record interaction after a sales call?



Data Cleansing

Does it have built-in checks for data consistency?



Offline Access

Can data be accessed without an internet connection?



e-Detailing

Does it support marketing activities?



Sharing Information

Does it allow sales rep to share information across a team?



Partially Supported



Fully Supported

Competitive Analysis

	iTunes (with iTunes Store)	Youtube	Music Beta (with Android Market)	Spotify	Rdio
Need an account?	YES	Maybe (for advanced features)	YES	YES	YES
Accessible without internet?	YES	NO	NO	Yes for music in user library	NO
Does it take up space on the computer?	YES	NO	NO	NO	NO
Can you listen to a new song in entirety for free?	NO	YES	NO	YES	Sometimes
Navigate through by album art?	YES	----n/a----	YES	NO	YES
For whole list of music - Sort by	title	----n/a----	YES	YES	YES
	artist		YES	YES	YES
	Album		YES	YES	YES
	Genre		YES	NO	NO
	Recently Added		NO	NO	YES
Have a list of favorites?	YES	YES	YES	YES	NO
Find related songs?	NO	YES	YES	YES	YES
See top trending songs?	YES	NO	YES	YES	YES
Possible to find description of music?	YES	Sometimes	YES	NO	YES
Mobile/portable device access?	YES	YES	YES	Paid subscription only	YES
Share music easily?	NO	YES	NO	Possible if friend is a Spotify user	YES
Able to get recommendations from friends?	Possible if on the same network	YES	NO	Possible if friend is a Spotify user	Possible if friend is a Rdio user

	iTunes (with iTunes Store)	Youtube	Music Beta (with Android Market)	Spotify	Rdio
Type	Music Database App	Website	Website	Music Database & Streaming App	- Website - Music Streaming App
Where to find new music?	iTunes store*	Main Search bar	Android Market*	Main search bar	Search Bar
Scale for rating songs	5 star system	Heart vs. no heart	Nothing, thumbs up, thumbs down	Star vs. no star	----n/a----
Sample search: no. of renditions for <i>Brahms Op. 118</i>	4*	10+	3*	1	9
Types of playlists/queues	- Create your own - Favorites - Most listened - By genre, artist, title, year, etc - Recently Added - Random mix	- Create your own - Favorites - Current song queue	- Create your own - Favorites - Related songs - Recently Added	- Create your own - Favorites - Current song queue	- Create your own - Current song queue

*for purchase

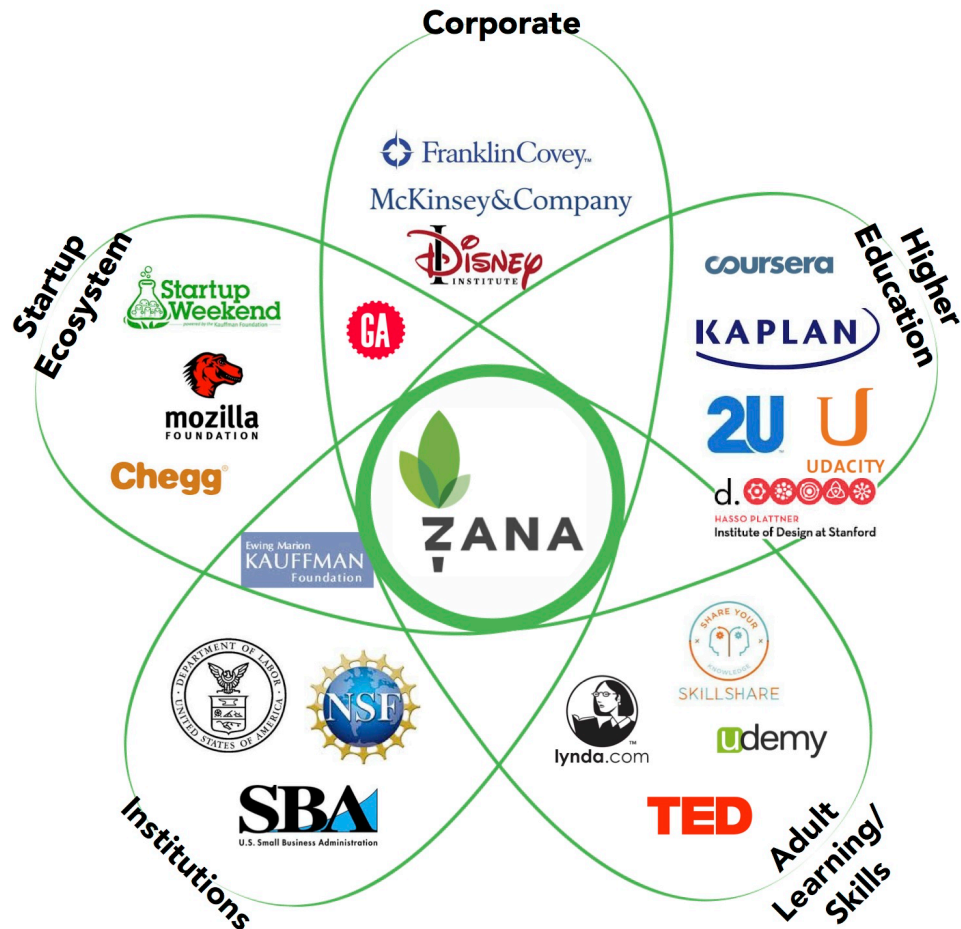
Specialty analysis examples



Brand competitive analysis

				
Value Proposition	Innovation, elegance, Style	Superior quality, Classical	Sexy, cutting edge, contemporary	Britishness, Democratic luxury
Audience	Intellectual and creative fashionistas	Self-made, successful people	Modern urban, fashion- aware people	Smart, authentic individuals
Range of authority	Leather goods, Clothing, eyewear, fragrances, jewellery	Leather goods, Clothing, eyewear, stationery, jewellery	Leather goods, Clothing, eyewear, fragrances, silks, jewellery	Leather goods, Clothing, home, fragrances, beauty, jewellery
Relationship	Self expression, superior taste	Achievement, career success	Confident, stylish	Heritage, Innovation and intuition

Positioning diagram but will still need a feature matrix analysis



Works if there are only two main features/dimensions

