| | TITOR A etition and position your | | S FRAM | EWORK | | ANALYSIS FOR | | DATE | ITERATION |
|--|--------------------------------------|---|--|---|---|--|---|--|---|
| 1. START Write down your company statement to start your analysis. Write down your company statement to start your analysis. Write down your company statement to start your analysis. | | Use the information sources and collection groups of competitors. Think about compa- the same technology, distribution channel, have the potential to) solve the same prob- similar benefits. You can continue to add m | | n methods to identify your competitors/ banies in and outside your industry with al, production process, which (tried to/ blem, satisfy the same need or provide more competitors in the next step. | | 1. Determine what information to collect. Set up a database. 2. Start collecting the information using the determined sources and methods. | | | |
| FOR (customer segment) | | TIME (Duration) - [*] Ø- How much time do you plan to commit to the analysis? | TIMEFRAME | HISTORICAL CUI -☆- Which companies have failed? -☆- Wh -☆- Recommended: Interview an | RRENT nat does your customer buy, when your product doesn't exist? How does the customer solves the problem now natus quo)? What is the next best alternative for the customer? Which products perform the same function (substitute)? | POTENTIAL -☆- Which companies may become competitors? Which companies may expand their market or product? Which companies may expand their value chain forward or backward? | GENERAL INFORMATIONVALUE PROPOSITIONLocationCustomer Segments Serviced country | VALUE VALUE NETWORK ARCHITECTURE Customer Key Activities Relationships Production | VALUE |
| WHO HAS (customer problem) | | FINANCIAL - [*] / ₂ What is your budget to carry out the analysis? | IMPLEMENTATION -&- How and where will you store the information (tools/software)? | industry expert -₩. Red | commended: Perform internet desk research // Interviews with/ Idea pitching to customers and/or experts | -☆- Recommended: Interview competitor employee // Desk research of industry/technology reports | Short description Number of employees History Key events Major trapsactions Number of customers Type of customers Value Proposition Problems solved | □ (Dedicated) Personal assistance □ Self-Service □ Automated Services □ Communities □ Problem solving □ Problem solving □ Network □ Network □ Physical | Variable costs Revenue Streams Revenue model, e.g. licence sales, |
| AND WANTS TO (customer need/reason to buy) | | INFORMATION SOURCES -\u00e9- -\u00e9- (potential) Customer (former) Commentition (complement) | ORGANIZATIONAL -'☆- Who will be involved in performing the analysis (inside and external to your startup)? | DISTANT (low similarity) | DISTANT (low similarity) | DISTANT (low similarity) | Market share Image: Cost reduction Vision Image: Design Strategies e.g. speed Ownership structure Price | ChannelsIntellectual (brand patents, copyrights, data)Key partnerships Key partnersHuman, e.g. Top management | |
| OUR OFFERING (product name/brand) | | Competitor's customer Competitor's customer Noncustomer (denier of an industry's offering) Industry expert Investor | INFORMATION COLLECTION METHODS | | | | Investors Reliability, Other: Usability Compatibility, e.g. operating system Customization Customization | Other: Image: State of the state of t | g Other: |
| IS A (product category/market category/technology) | | Internet Databases Intelligence reports News blogs, forums, podcasts Special websites: homepage of competitor, comparison portals | - - - - Pick more than one. Interview Desk research Self-test of competing products | CLOSE (high similarity) | CLOSE (high similarity) | CLOSE (high similarity) | Services, e.g. maintenenace, installation training, technical assistance Switching costs Data security Brand | Other: Other: | |
| THAT PROVIDES (key benefits) | | Search engines, keywords: ;;; Team, family and friends Other: | Idea pitching Conferences and fairs Imitation of a customer Other: | YOUR STARTUP | YOUR STARTUP | YOUR STARTUP | Image of company/product Image of company/product Image of company/product Image of company/product | | |
| 5. PRESEN | IT AND CAPTUR | | - Have a look at present the infr team and captu below. Conside distant competi | at your database, formation to your ture the key parts ler both close and titors. | 6. SYNTHESIZE AND | CONCLUDE | | Analyze the informa- tion from step 3 and 5, draw your conclusions and develop your po- sitioning. | |
| GENERAL INFORMATION | VALUE PROPOSITION | VALUE NETWORK | VALUE ARCHITECTURE | VALUE FINANCE | I: UNDERSTAND | | 00:55 | V: COMPANY STATEMENT | |
| Your Startup | | | | | 1. COMPETITIVE ENVIRONMENT -☆- How are the competitors distributed (how many/few)? What is their size (small/large)? How old a established)? How strong is the competition (strong/weak)? Are there dominant players? Who is a Can you build groups of related/similar competitors? | are they (new/ driving the market? | | -ᠳ· (Re)define your company statement. | |
| Competitor: | _ | | | | 2. BASIS OF COMPETITION -☆- How have existing competitors defined the basis of competition? Is it by product attributes/service | ce? • * Have you identified industry trends? What will happen which a way that could become dangerous for you? Which a standards change? | | WHO HAS (customer problem) | |
| | | | | | 3. INDUSTRY STANDARDS | 7. BUILD YOUR MARKET-TYPE HYP | OTHESIS | AND WANTS TO (customer need/reason to buy) | |
| Competitor: | _ | | | | -☆- Are there any existing standards? How is performance defined? Which factors are taken for gran | | a resegmented market You resegment an existing Market You extend or replace industry standards É Emphasize differentiation to industry standard and basis of competition on a cost basis | OUR OFFERING (product name/brand) | |
| | | | | | 4. CRITICAL SUCCESS FACTORS -☆- Which business model components are critical for the competitor's success? Do they have unfair Why did the historical competitors fail? | ir advantages? a new market Your company creates a customer base that didn't exist before -读- Emphasize benefits of your product/service a clone market You copy a business model from another country | Are there customers at the lower end of an existing market who will buy "good enough" performance" at a lower price? -rac{-market for the series of the ser | IS A (product category/market category/technology) | |
| Competitor: | | | | | | -៉ ^w Copy the emphasis | designed to address their specific needs? -┢- Emphasize segment & product/service differentiation | THAT PROVIDES (key benefits) | |
| | | | | | II: DIFFERENTIATE Gather options about how to differentiate your product that should be eliminated/ educed below the industry PRODUCT DIFFERENTIATION | ct and/or your company. Think about factors of the industry standard, 's standard or created/raised above the industry's standard. 2. COMPANY DIFFERENTIATION | 00:20 IV: ASSESS () 00:10 | | |
| Competitor: | _ | | | | | for- ont? - ŵ- What differentiates your company from existing companies? What about want of the network, (relationship, channels, partners), architecture (technology, team, activities), or finance (cost structure, revenue streams)? | | UNLIKE (main competetor/industry standard) | |
| | | | | | | | to a value that is Superior to alternative value offerings Perceived by the customer Important to the customer Not easy to imitate | (product/company name) | |
| Competitor: | - | | | | High points of differentiation (POD) of part II and show your (en- | | 00:20 | (key differentiation) | |
| | | | | | visaged) positioning profile vis-à-vis your 1-3 most im- portant competitors/groups of competitors in the matrix. Draw one line per compet- | | | VI: POINTS OF ACTION ·ġ- Define next steps with regard to | 00:05 |
| FIRST INSIGHTS | | | | 1. Think about what you just heard. What do you notice? What do they have in com- mon? What is different? | itor/group of competitors using different colors or line styles. | | | YOUR STARTUP Validate the assessment of your positioning with custor (Re)create your business model accordingly Create pitch deck slide about competition and get feet | |
| | | | | 2. Share first insights and observations. | | | | Explain assumptions and hypothesis Other: | osely |
| | | | | | Low POD 1 POD 3 POD POD 2 POD 4 | | POD | Agree on monitoring activities of trends, movements a environment Define open questions Define next iteration cycle. Consider other sources an Other: | and actions in the competitive |

| AN/ | ALYSIS | FOR |
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