



~~Competitors analysis~~

Understanding your competition and customer

Undis Neilands

A practical framework for understanding competition

- What competitor analysis is actually for
- How investors read a competition slide
- Case studies
- How to build a competitor landscape slide
- Exercise
- Q&A

**Who should
care about your
competition?**

KOMERCIĀLS SATURS

Kā autoservisu džungļos atrast piemērotāko – četri studenti Latvijā izstrādājuši risinājumu **(1)**



Sadarbības materiāls

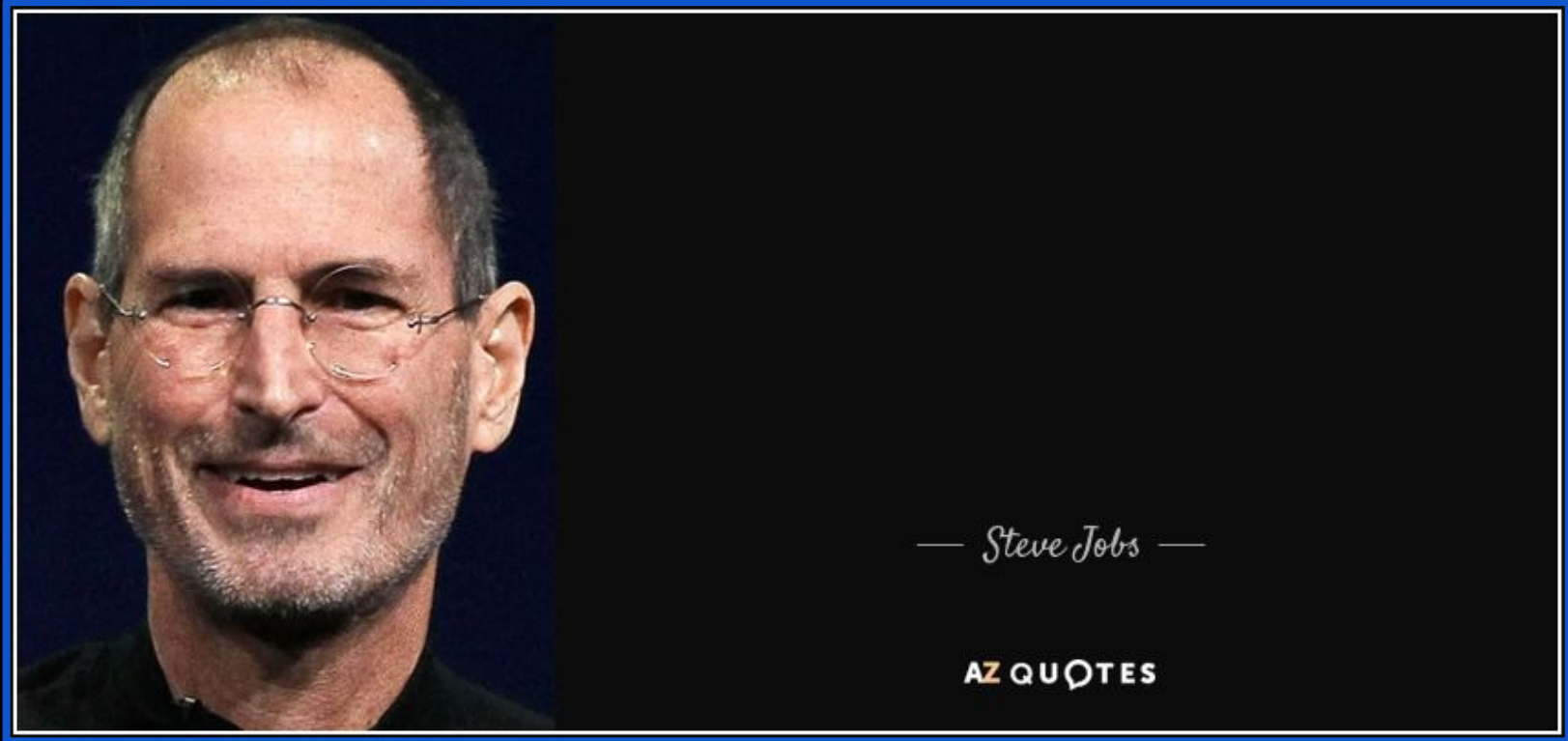
www.DELFI.lv



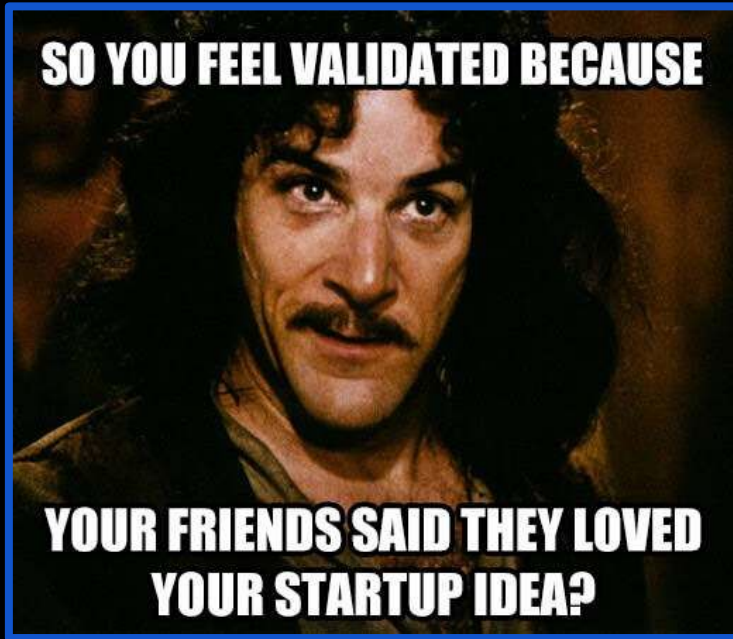
Foto: DELFI

You should care...

A competition slide is not a list of logos



What investors want to learn?



- Who else fights for the same customer?
- What opportunity is still open?
- Why does this team have a real chance?

To avoid



- Dump logos on a slide
- Claim “we have no competitors”
- Use fake axes just to look unique

To do



- Define the market clearly
- Compare on variables customers care about
- Show where they win, and where they do not

Subscription

NETFLIX

Physical

Online



Rental

Ease of use (high)

zoom

Reliability
(low)

Reliability
(high)

 Skype

 webex
by CISCO

Ease of use (low)

Subscription



Effort (high)

Effort (low)



Buy on
iTunes

Ownership

Pattern 1

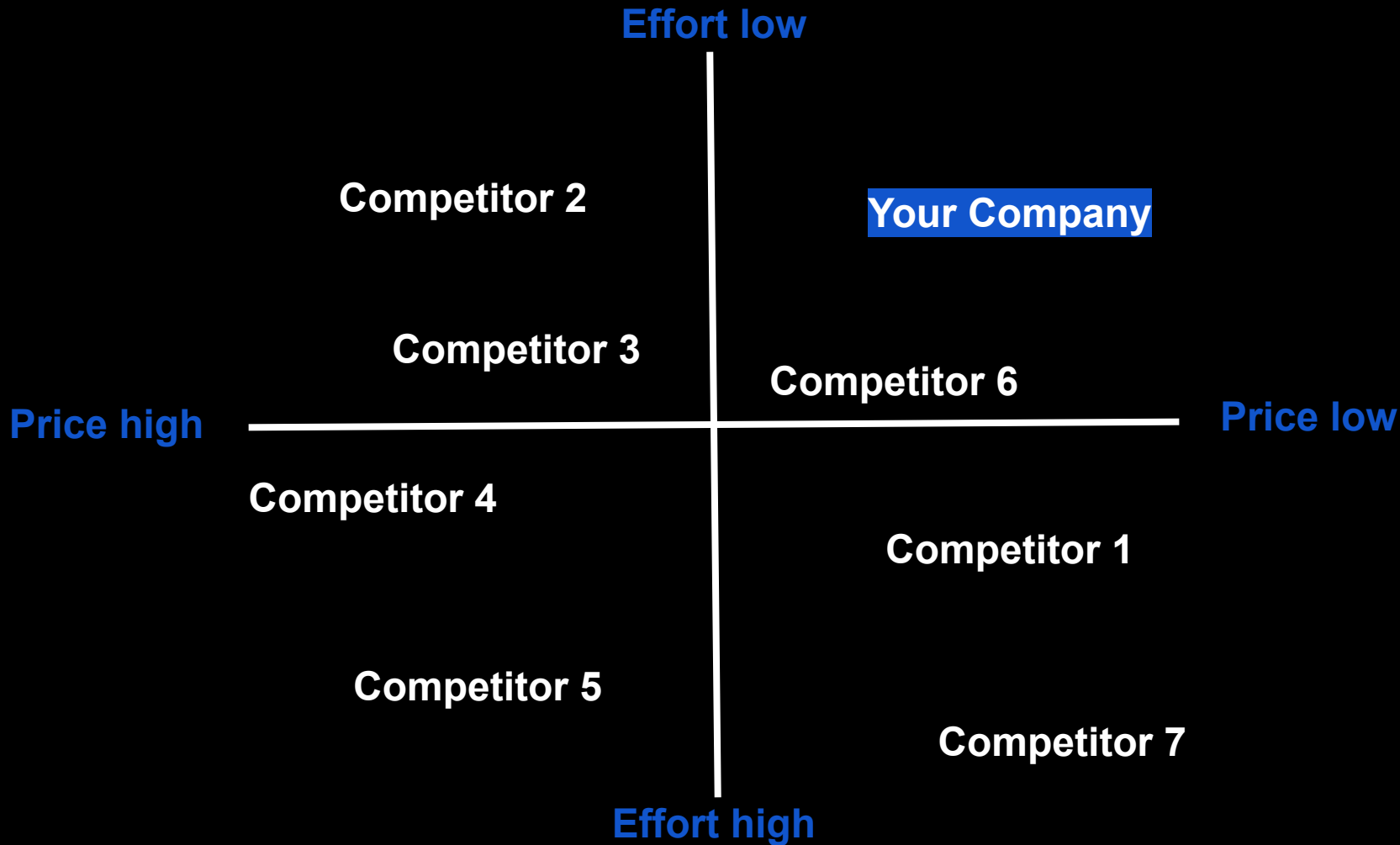
- **Netflix** sold convenience and a better pricing experience
- **Zoom** sold reliability and ease of use
- **Spotify** sold access over ownership

Pattern 2

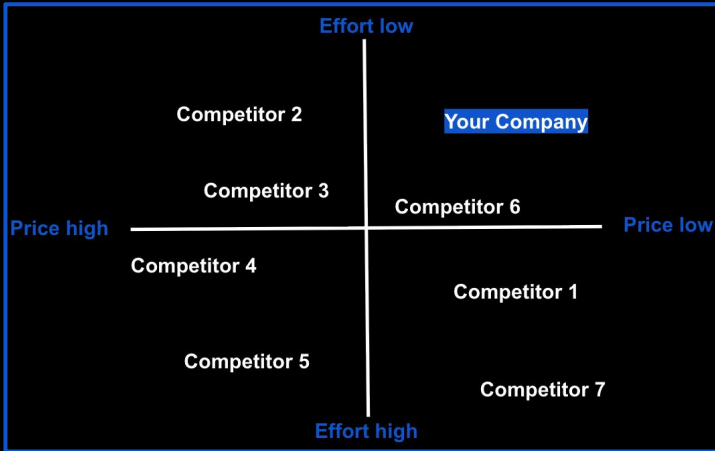
- Store footprint and late-fee economics
- Heavy enterprise complexity or weak user experience
- Ownership model required buying, downloading, managing libraries

Pattern 3

- Better on variables that matter to adoption
- Different enough to earn attention
- Different model (subscription vs ownership)



Exercise



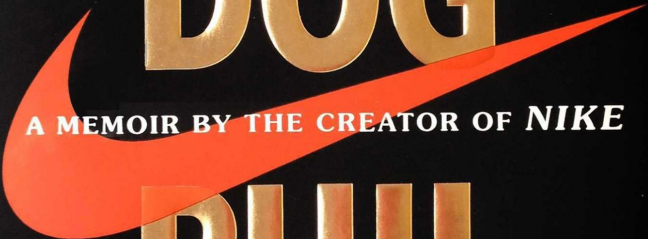
- **Who** would a customer use if you did not exist?
- **Which** competitor is strongest today?
- **What** is your real wedge, not your marketing slogan?
- **What** 2 axes would an investor immediately understand?
- **What** would a skeptical competitor say is wrong with your chart?

Q&A

#1 NEW YORK TIMES BESTSELLER

SHOE DOG

A MEMOIR BY THE CREATOR OF *NIKE*



PHIL KNIGHT

Just do it

Thank You!

undis.neilands@gmail.com

undis.lv