

# COMPETITIVE LANDSCAPE

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Team

Iteration

Date

Use the "Business Model" canvas to visualise how you are going to create and deliver value, and aim to beat your competitors.

## Market players

What market players offer products and services that serve the same customers' job(s) we are focusing on?



- e.g.
- + Direct competitors
  - + Indirect competitors
  - + "Soon-to-be" competitors
  - + Forward integration of suppliers
  - + Backward integration of customers

Consider every market player that focuses on the same customers' "job(s) to get done". Even players with totally different solutions from different industries and regions. Being blindsided by fresh entrants, new technologies, or unusual offerings is a big threat.

How many active market players do exist?

S | M | L

## Factors

Competing factors

What factors may help us describe the differences between us and market players to excite customers?

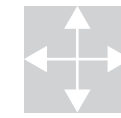
- e.g.
- + Price
  - + Core value
  - + Unfair advantage
  - + Brand perception
  - + Service quality
  - + Global reach

Hygiene factors

What factors may instantly dissatisfy customers if market players wouldn't meet them?

## Positioning

How can we position market players as our competitors against our business, based on competing factors?



Label both axes with competing factors and position market players on the matrix

### "Blue Ocean"

What unfair advantage can help us differentiate from main competitors and create uncontested markets?

### "Red Ocean"

What is our strategy to entice customers away from competitors?

What is our lock-in strategy to prevent our customers from switching to competitors?

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Positioning market players on a competitive landscape requires a deep understanding of how other market players create value, and how customers make their buying decisions. Guesswork is OK at the start, but it should be replaced quickly by quantitative and qualitative insights.

"Job(s) to get done" fit