

# Friends Close and Enemies Closer

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UNDERSTANDING AND ASSESSING THE COMPETITION



# Definition: Competition

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What alternatives does the customer have to solve the problem

# How to think about it?

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- Similar Products



Vs.



- Solving the same problem



Vs.



# 3 ways to compete

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Price



Service

NORDSTROM

Quality



# Your Competitive Advantage

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Why would you win against your competitors?



U B E R



Some Professional  
Drivers



6 Customized Services



Upscale Culture



250 Cities Worldwide



# Big and Small Competitors Matter

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Google

Vurb

# Communicating competitive landscape



# Example: Spacer

Low Cost



High Cost

Fixed Space

Flexible Space



# Example: HyperOffice (Investors prefer)



- Support	✓	✓	✓
- Consulting	✓	✓	✓
White label — Rebranding	✓	✗	✗
Reseller owns billing relationship	✓	✓	✗

# Presentation vs. Knowledge

## Your Competitive Advantage

Why would you win against your competitors?



UBER



Some Professional Drivers



6 Customized Services



Upscale Culture



250 Cities Worldwide



Vs.

Consumer Retail, hospital, office Robot/possibly home

Company Name	Product Category	Product	Price	Capabilities	Revenue	Employee	Funding	Investors	Founded
jibo	Home Robot		\$500	Facial Rec, photo, video, SR, NLP, AI learning, managing tasks, tts, mimios emotional responses, moves head	\$2.2M	10 to 12	\$2.5M	Fairhaven Capital Partners, Charles River Ventures, Osage University Partners	2012
	Home Robot		\$1,400	Follows Owner, carry up to 50 lbs, voice interaction	none	5 to 6	none	self-funded	2013
autom	Weight Loss		\$200	Tts, tracks data, moves head	none	4 to 6	none	self-funded	2010
<b>BOSSA NOVA</b> ROBOTS	Consumer Retail, hospital, office Robot/possibly home			rolls on ballbot platform, computer vision and avoidance technology	none	5 to 10	none	CMU (Advisors - CMU faculty: Ralph Hollis, Manuela Veloso)	2010
ECOVACS Live Smart. Enjoy Life.	Home Robot		\$600 - 900	Air Purifier, smoke sensors, security, control of house hold appliances and home automation, video calling	\$1-3M	30-40			1998
4moms	Home Robots, baby products		\$200 - 800	IoT Connected, automated movement, automated collapsing and set-up	\$40-60M	200-300	\$60M	Bain Capital Ventures, Castanea, Innovation Works	2005
adept mobilebots				electric drive motors, 12 sonar				Mobilerobots acquired by	