

Market Opportunity Analysis

Internet Research Group

John Katsaros jkatsaros@irg-intl.com

About IRG

- Marketing and strategy research reports and consulting services, specializing in areas related to Internet infrastructure.
- Principal: John Katsaros
- Active participants in the computer and communications business for 30+ years
- Our Clients:



The Book



We wrote this book about Expert Interviews as part of the strategic planning process.

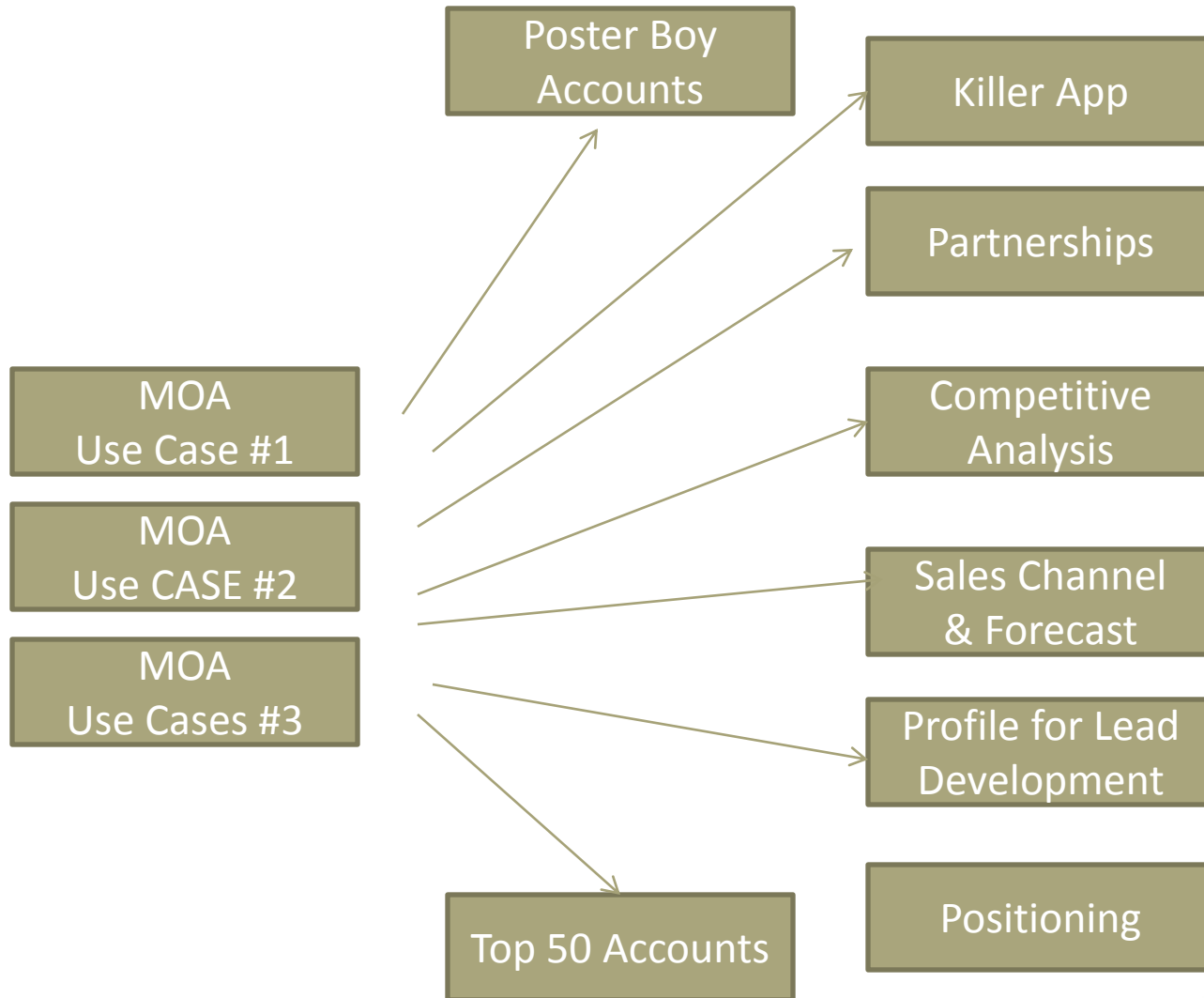
Key Questions

- Market Size
 - How big is the market?
 - How fast is it growing?
- Positioning and Value Proposition
 - What market position is most important?
 - What are the most meaningful value propositions? How does this add value?
- Differentiation
 - What is the sustainable differentiation?
 - How does the business model take advantage of the differentiation?
- Roadmap
 - What are the short and long term plans to satisfy the market
 - What emerging markets can use the products?

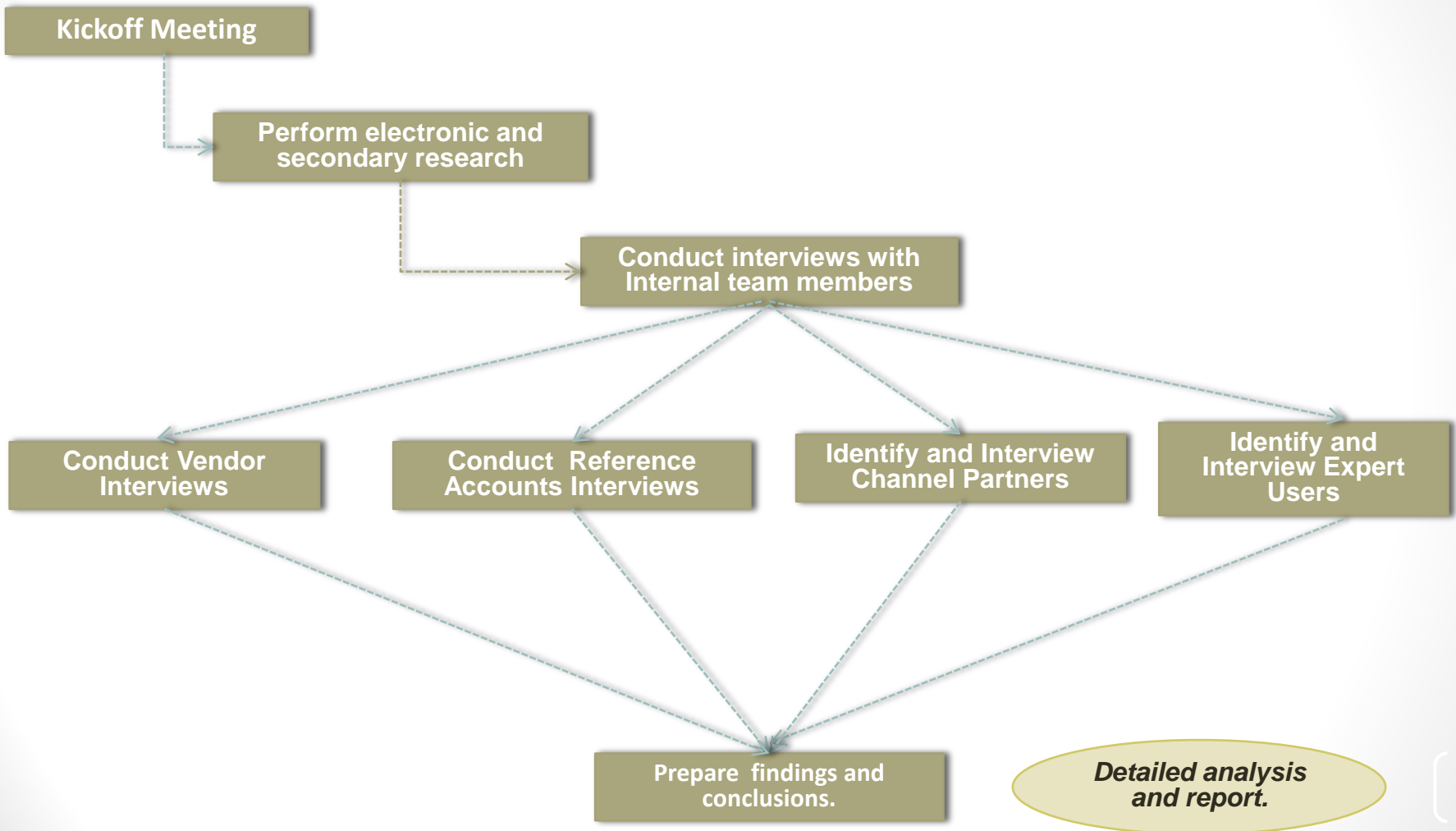
Key Questions (continued)

- Reference Customers
 - Who are the initial customers?
 - Which customers will make the best poster boys?
 - Which two or three verticals are the most important?
- Competition
 - Who are the competitors and how are they different?
 - How can a new product gain competitive advantage?
- Channel and Partnerships
 - What distribution channel is best?
 - Which geographies present the best opportunities?
 - Which partners should be recruited?

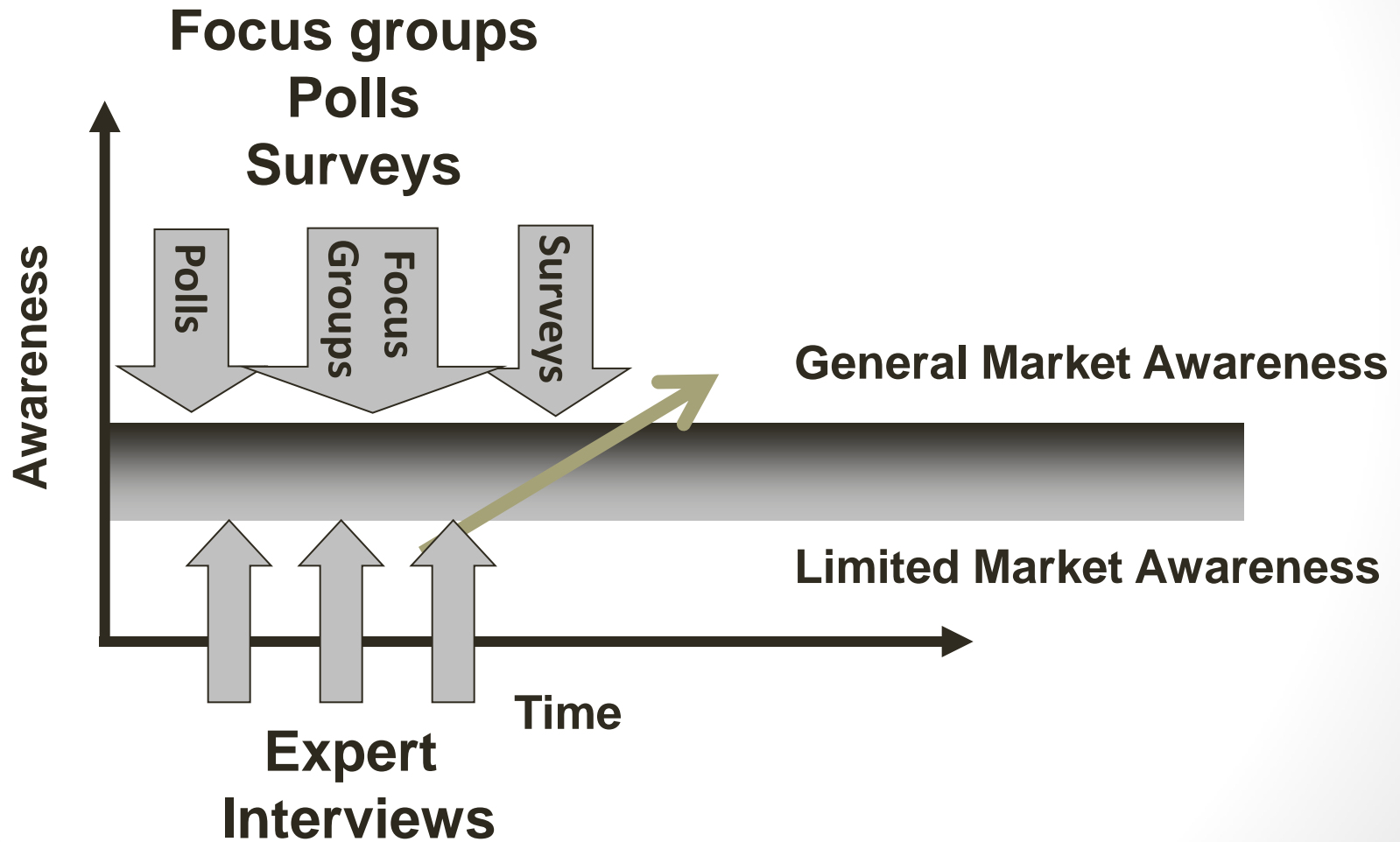
MOA Influence on the Business



IRG MOA Methodology



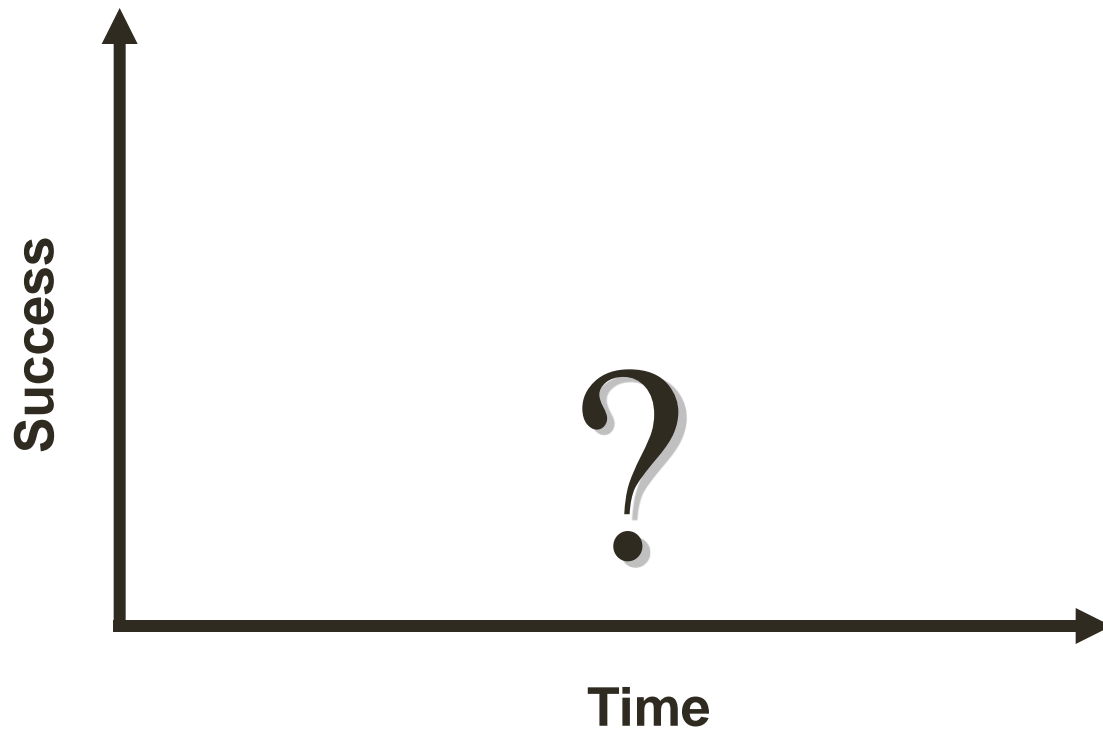
Looking “Under the Radar”



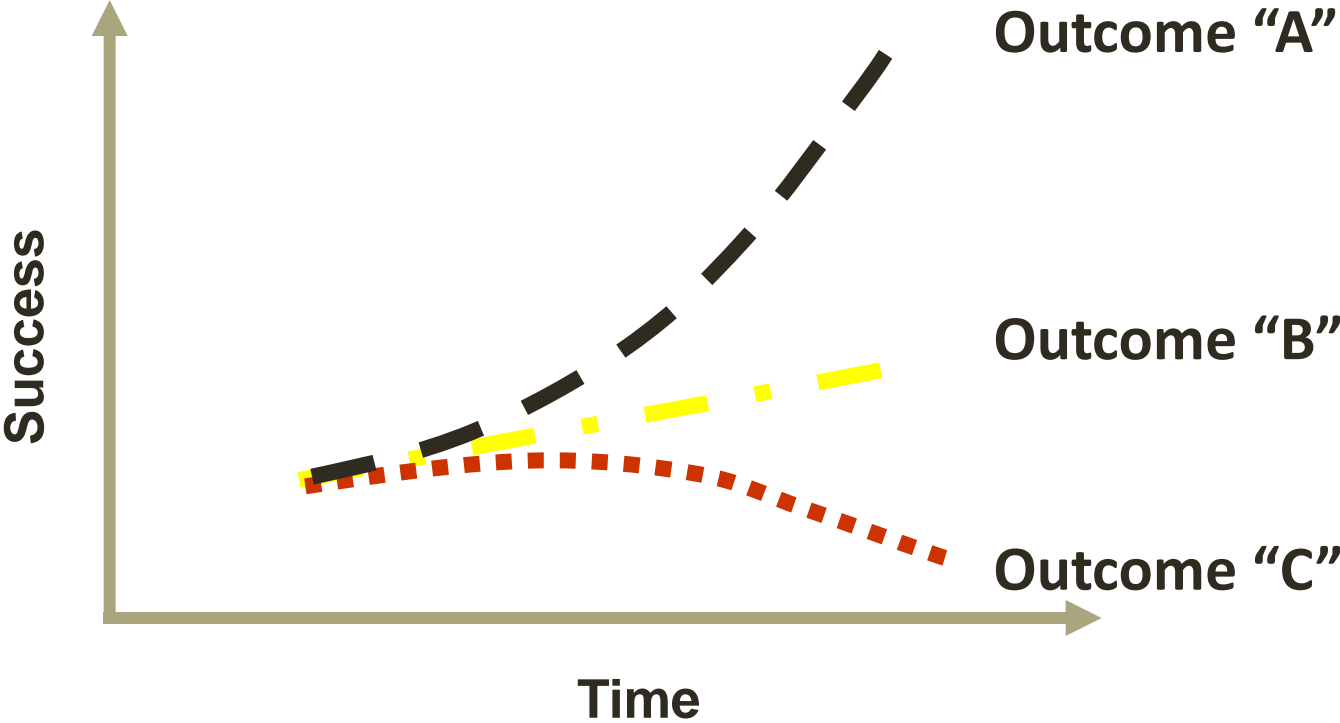
Expert Interviews

- Step 1 – Brainstorm the possible *Use Cases*
- Step 2 – Identify and interview experts who are likely to be involved with these Use Cases
- Step 3 – Develop a dream team of customers, business partners and channel partners

Expert Interviews Let You Look Into The Future

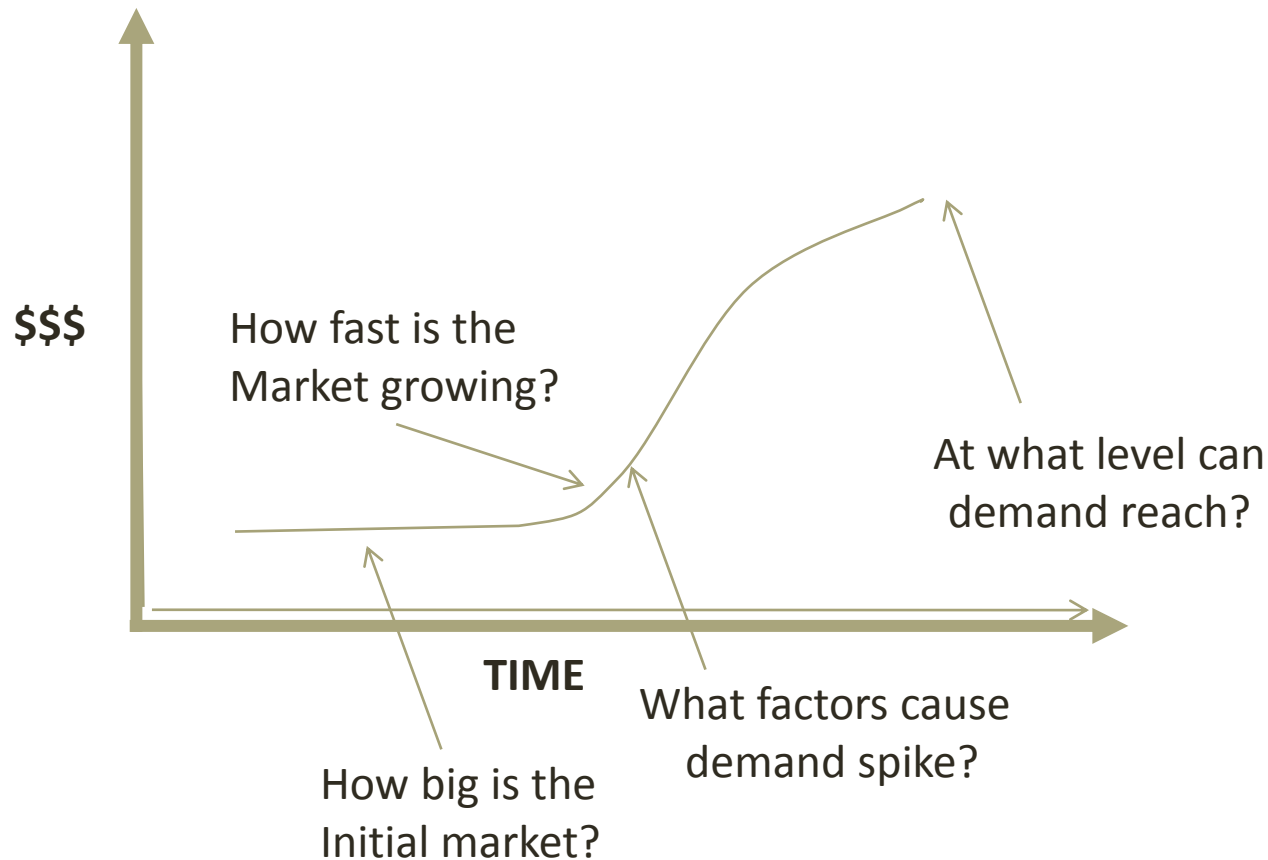


With Expert Interviews You Can Anticipate The Level of Success



Market Size

- How big is the market and how fast is it growing?



Steps involved with the process

- **STEP 1: Kickoff – Establish Goals**
 - Kickoff Discussion – Establish Goals and Timeline
 - Establish Key Questions
 - Conduct Team interviews
- **STEP 2: Online research**
 - Research other players in the business
 - Identify trade shows, publications,
 - Build database of profiled individuals – potential experts
 - Conference speakers
 - Mentioned in press
 - Worked in the nascent sector
 - Meets our profile
 - Reference accounts, case studies

Steps involved with the process (continued)

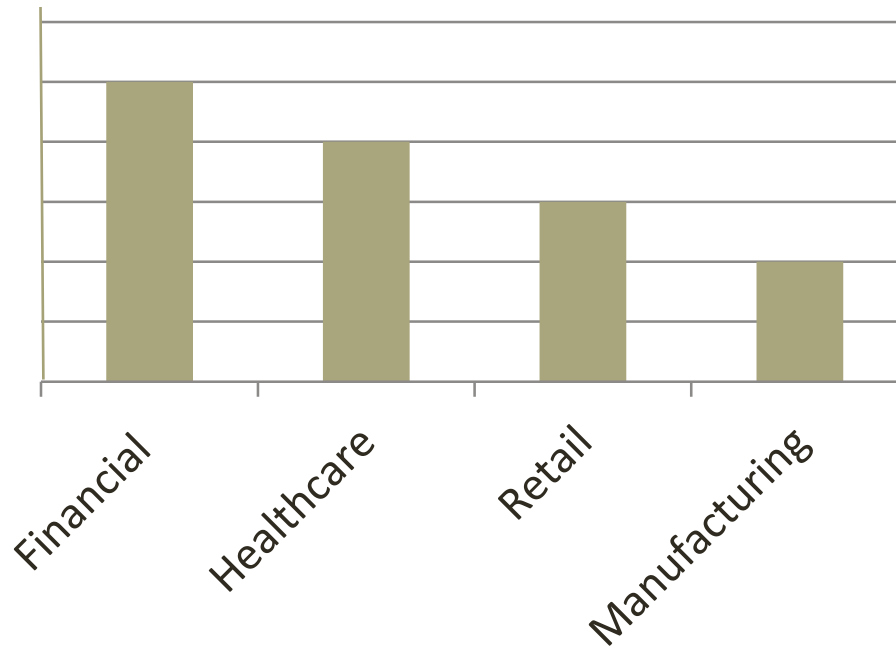
- **STEP 3: Build Market Model**
 - Estimate market size and growth (develop an estimate and then update it as new information arrives.)
 - Develop vertical market analysis (what are five key verticals and how much are they worth)
 - Develop the whole product understanding
 - Develop the value propositions
 - Determine overall market size and how fast is it growing
 - What is differentiation that is sustainable?
- **STEP 4: Conduct Interviews**
 - Interviews
 - Names in database
 - Discussion guide
- **STEP 5: Summarize findings**
 - Estimate results
 - Answer Questions posed at the beginning of the project



Vertical Market Analysis

- What are top five verticals?
- Key elements of verticals – Need, Value, Volume, Whole Product, Channel, Positioning
- Which are the top verticals?

Vertical Ranking



Vertical Market Analysis (Continued)

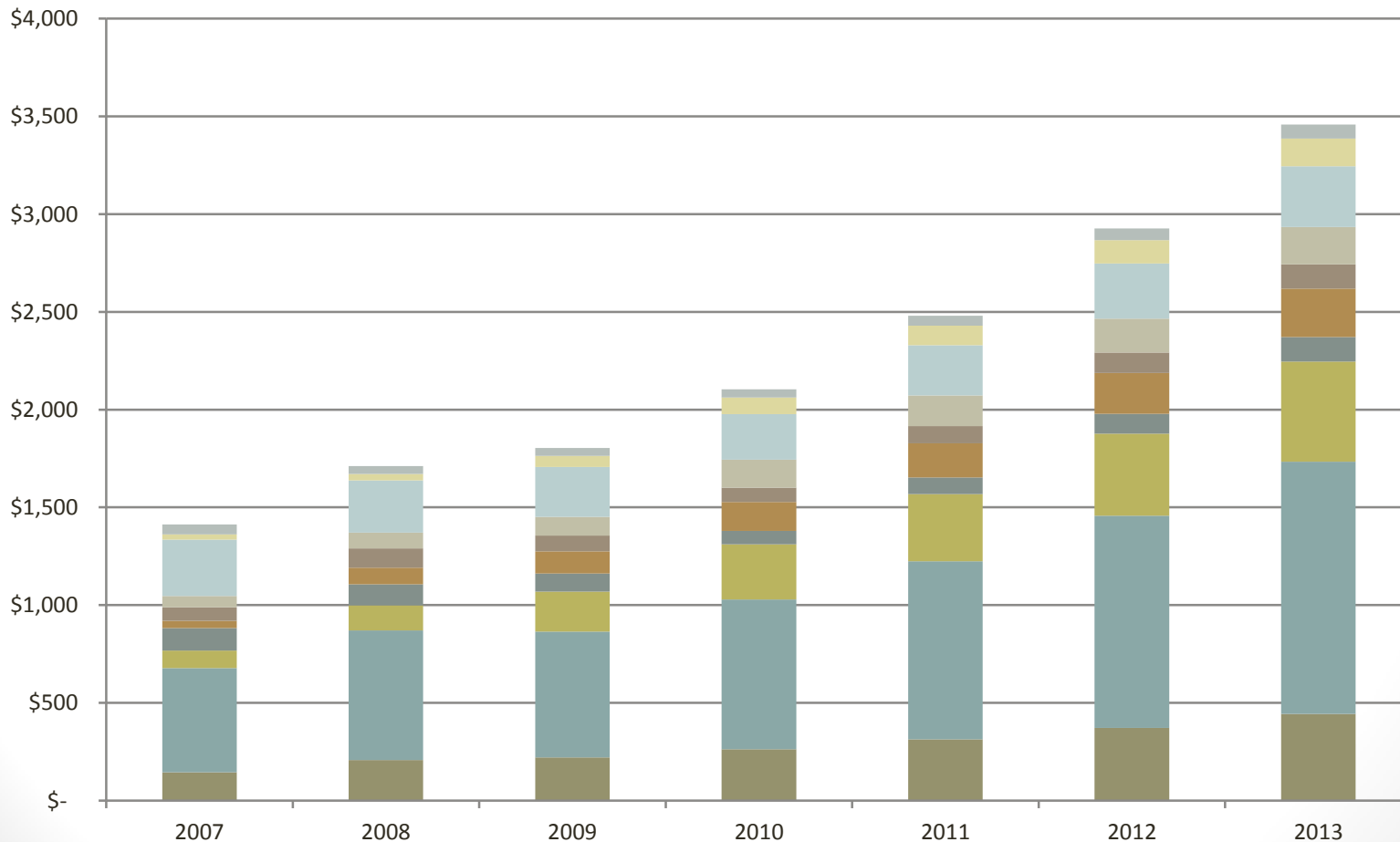
	Need	Value	Volume	Whole Product	Channel	Positioning
Financial Services						
Health Care						
Retail						
Manufacturing						
Segment #5						

Score the verticals across these six dimensions to establish rankings.

Marketing Focused Findings

Market Forecast – Key Segments Add up to form Market Forecast

Market Forecast (M)

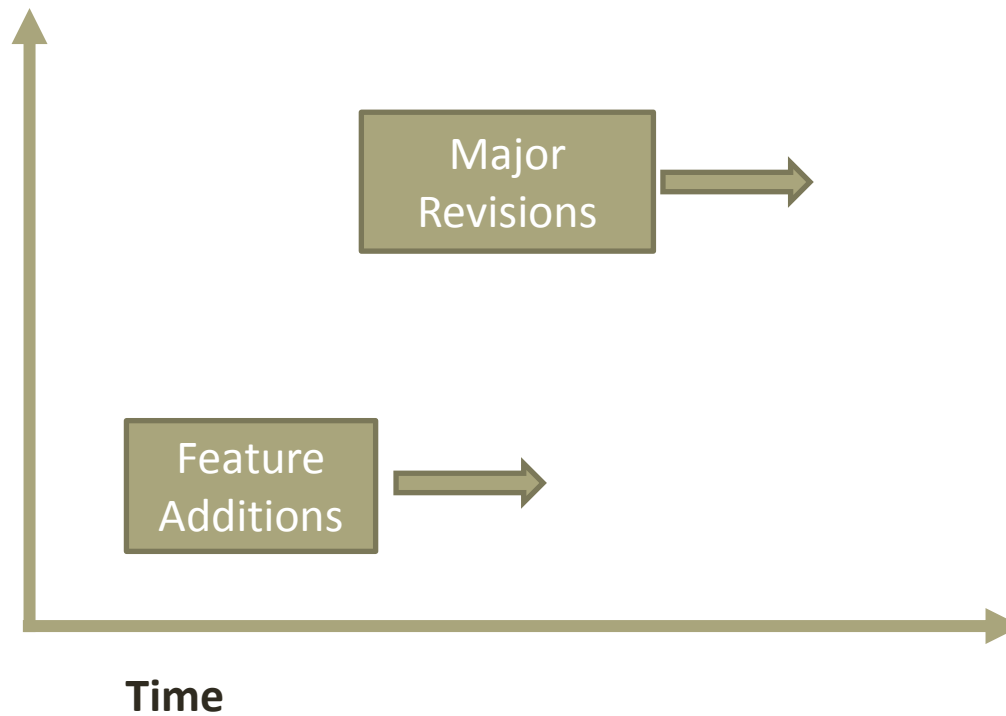


Positioning

- Positioning Options
- What position does the market owner occupy?
- Who are the “Poster Boy” Customers?
- How do potential customers learn about new solutions?
- How can your position leverage what customers already know about the market?

Roadmap

- Short term roadmap
- Long term roadmap



Sales Focused Findings

Sales, Channel and Business Development Opportunities

Focus on Enterprise Customers

Business Need

Business Need	Where You Adds Value	Business Value
Describe need 1	Description of how value is added	Need restated in terms a business person can understand
Describe need 2	Description of how value is added	Need restated in terms a business person can understand
Describe need 3	Description of how value is added	Need restated in terms a business person can understand
Describe need 4	Description of how value is added	Need restated in terms a business person can understand

Business applications are important for success

Elevator Pitch

Sales elevator pitch goes here
Sales elevator pitch goes here
Sales elevator pitch goes here
Sales elevator pitch goes here

Evolution Fundamentals

Today's Situation	How solution evolves over time
Situation #1	Description of evolution
Situation #1	Description of evolution
Situation #1	Description of evolution
Situation #1	Description of evolution

Value Proposition

- Value Proposition #1
- Value Proposition #2
- Value Proposition #3

ROI Analysis

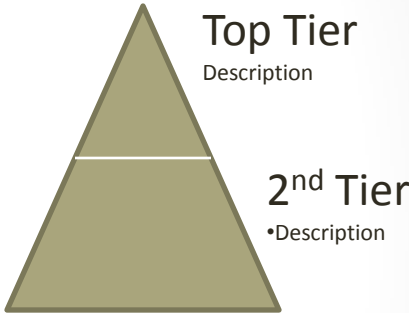
- Economics of the solution
- What's the ROI?
- What's the TCO?

Key Capabilities and Benefits

Feature	Benefit
Feature #1	Benefit #1
Feature #2	Benefit #2
Feature #3	Benefit #3

Target Accounts

- Top Group (1st tier)
- Next Group (2nd Tier)



Sales Resources

Top lists

“Customer Benefit statement example”

Competition

Customer Concerns	Countering the Objection
Competition #`1	Countering competition objection
Competition #`2	Countering competition objection
Competition #`3	Countering competition objection

Research Before the First Call

- Listing of steps to do online before making initial sales call

Probing Questions

- Suggestions for probing questions which will help to frame the discussion.

The Players

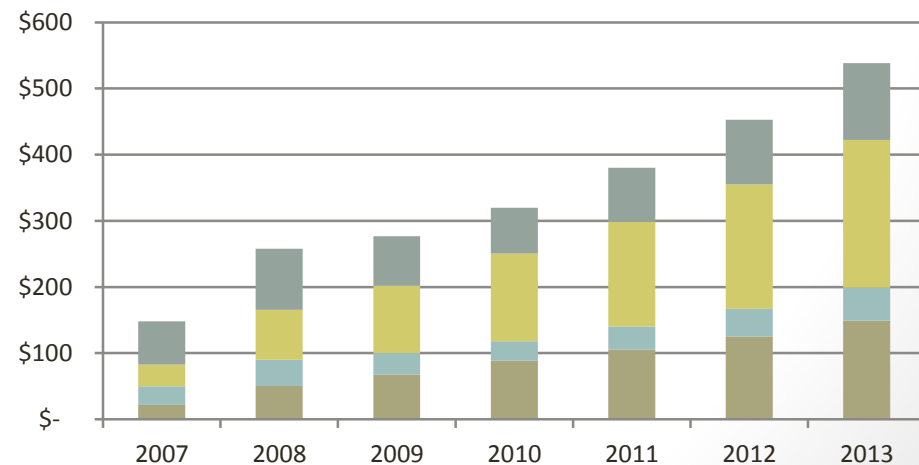
Who they are	Role in Sales Cycle	What they are about
Competition	Role	Specialty
Competition	Role	•Specialty
Competition	Role	•Specialty
Competition	Role	•Specialty

How fast is this market growing?

Partners

Who they are	Role in Sales Cycle	Potential impact
Partner #1	Role	Impact
Partner #2	Role	Impact
Partner #3	Role	Impact

Market Forecast (M)



Channel

Channel Partner	Specialty / other products	Geographic Strengths
Channel Partner	Role	Geographic
Channel Partner	Role	Geographic
Channel Partner	Role	Geographic
Channel Partner	Role	Geographic

MOA Summary

MOA Summary

- Market Segment
- Market Forecast
- Value Proposition
- Poster Boy Accounts
- Positioning
- Competitive Analysis
- Roadmap