

# Market Opportunity Analysis

Internet Research Group

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# 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.

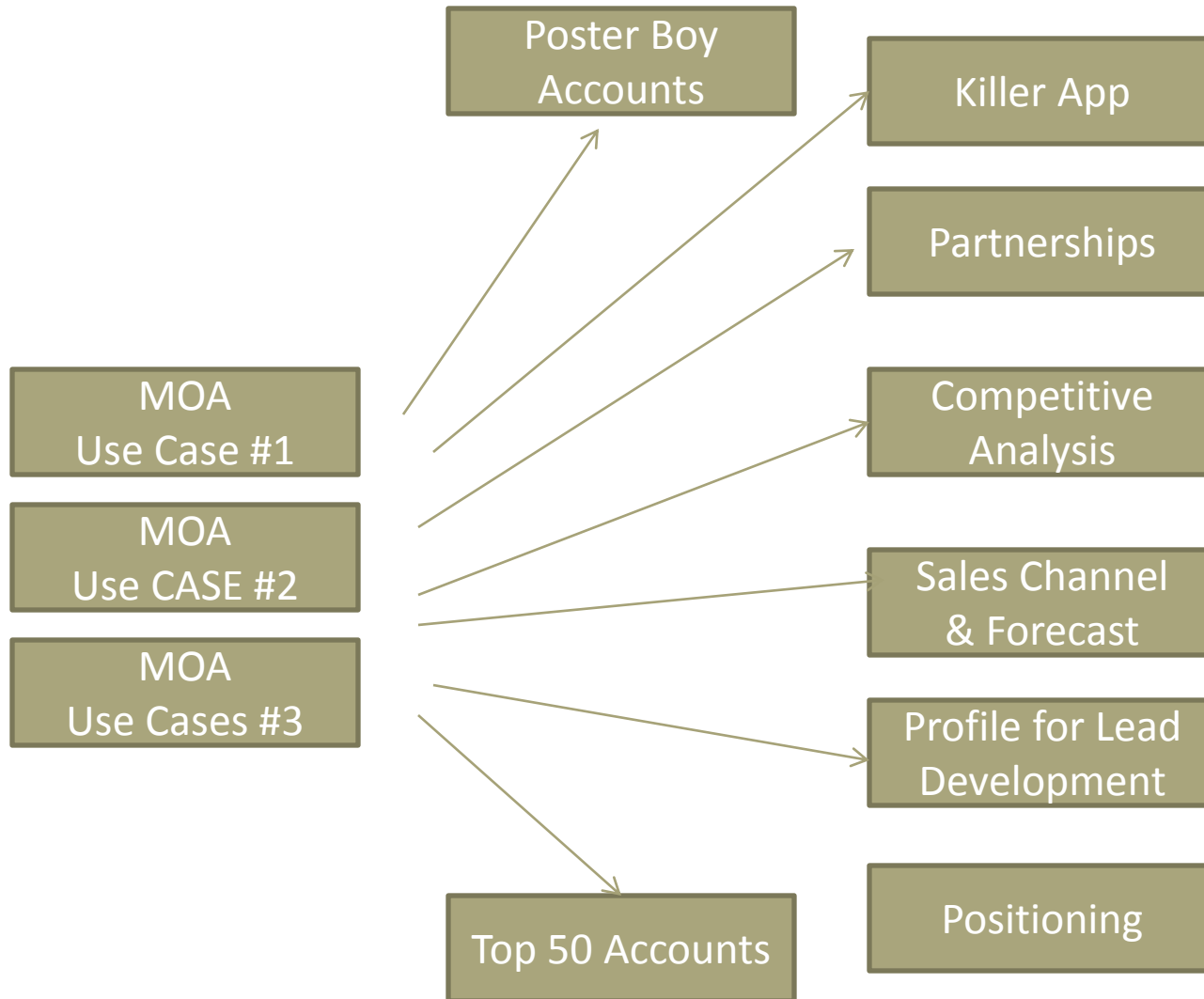
# Key Questions

- 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?

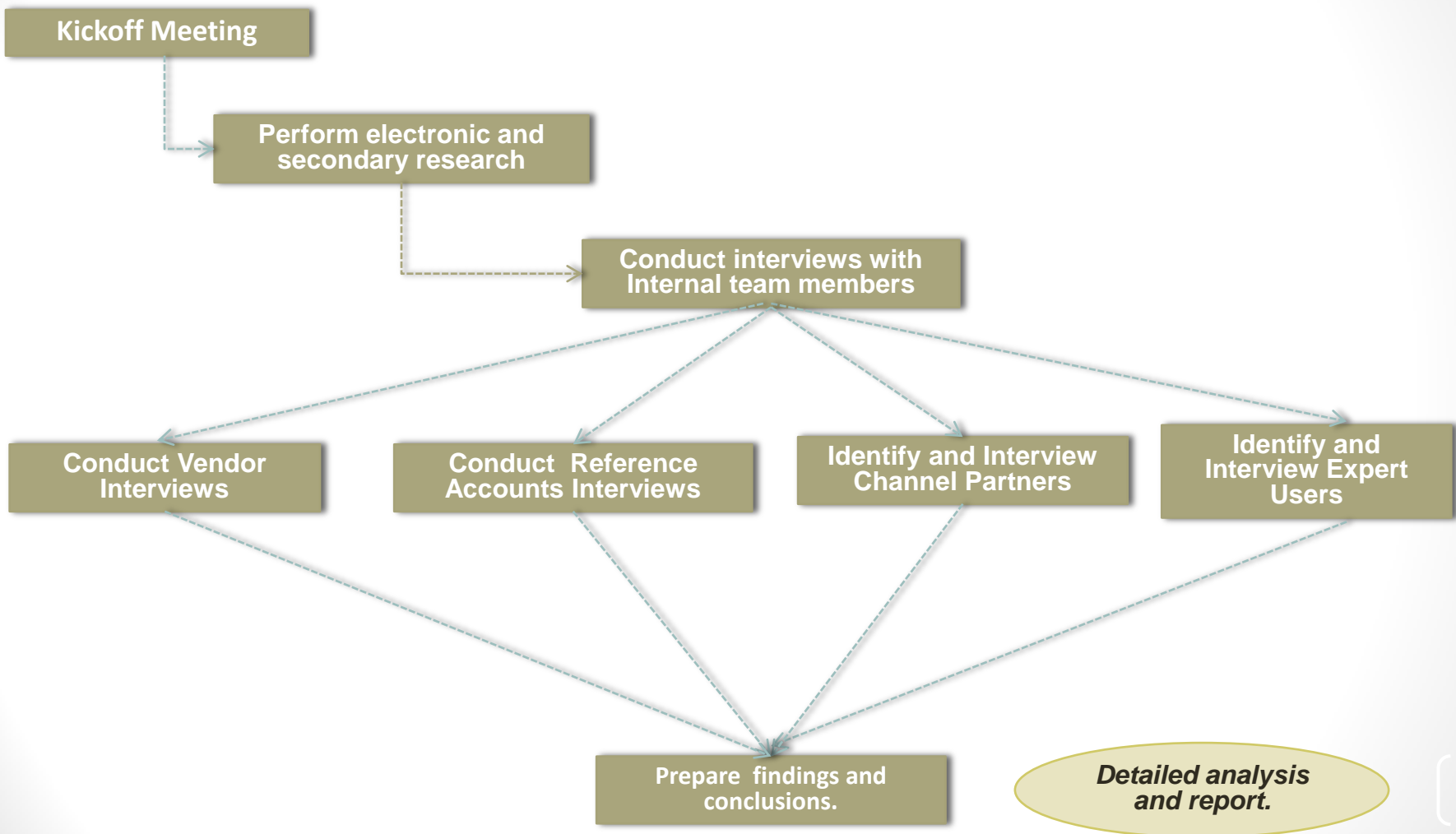
# Key Questions (continued)

- 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?

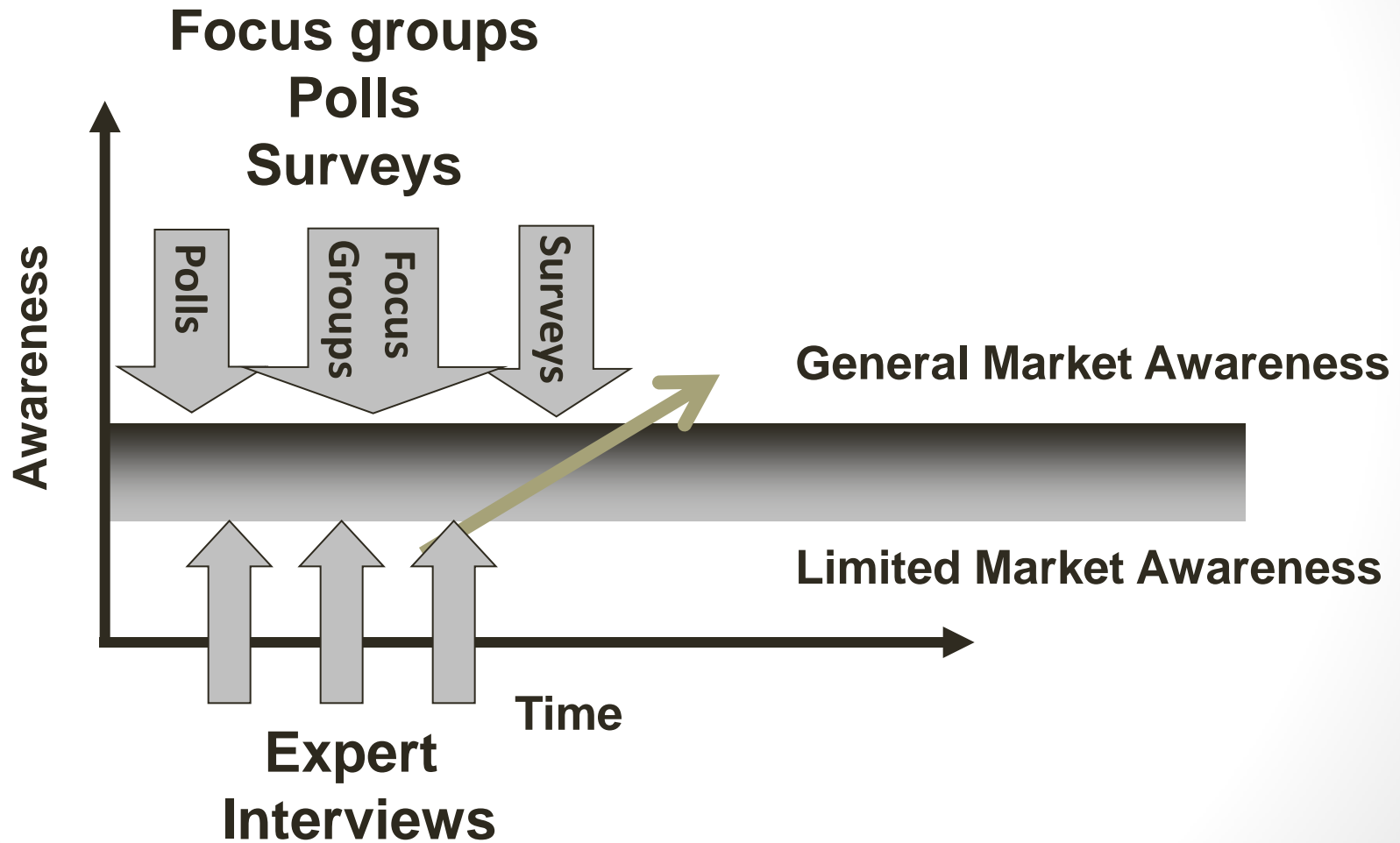
# MOA Influence on the Business



# IRG MOA Methodology



# Looking “Under the Radar”

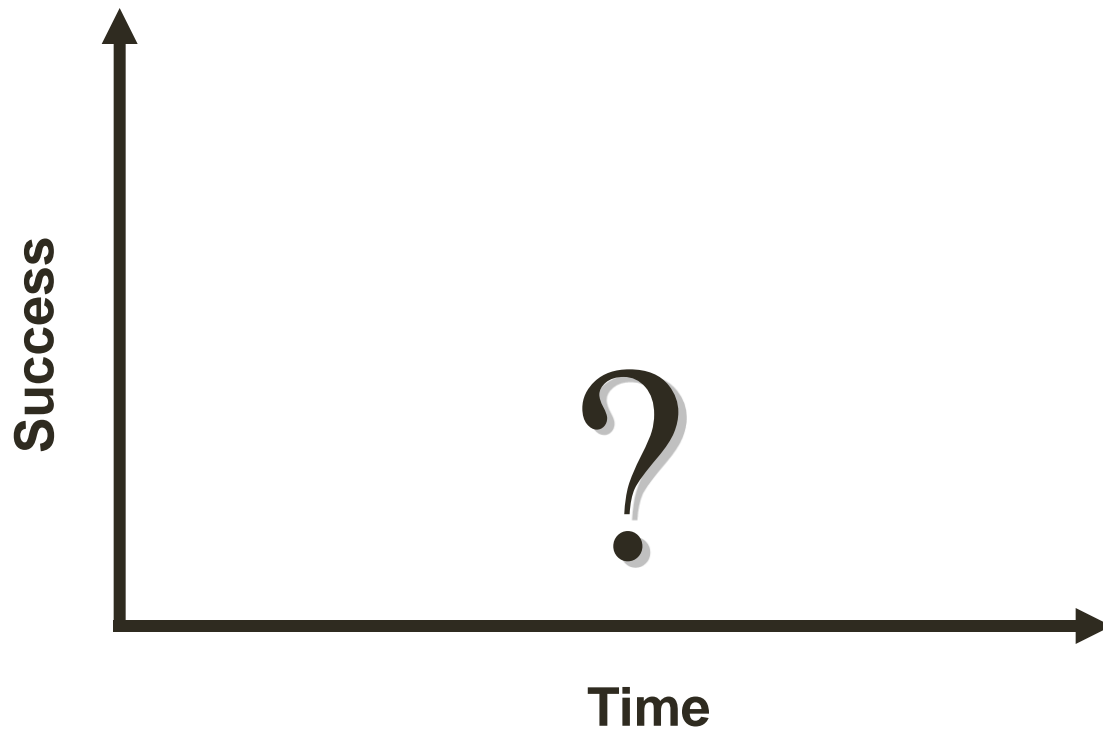




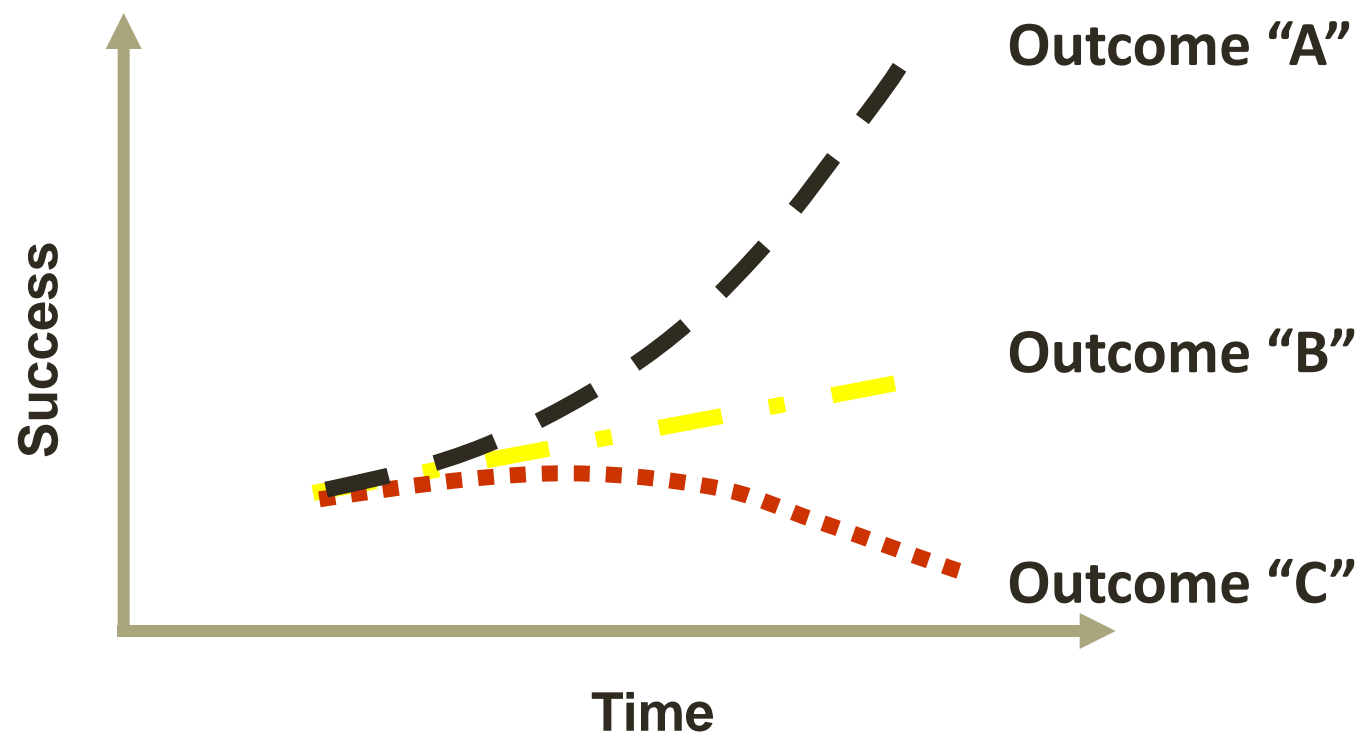
# Expert Interviews

- 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

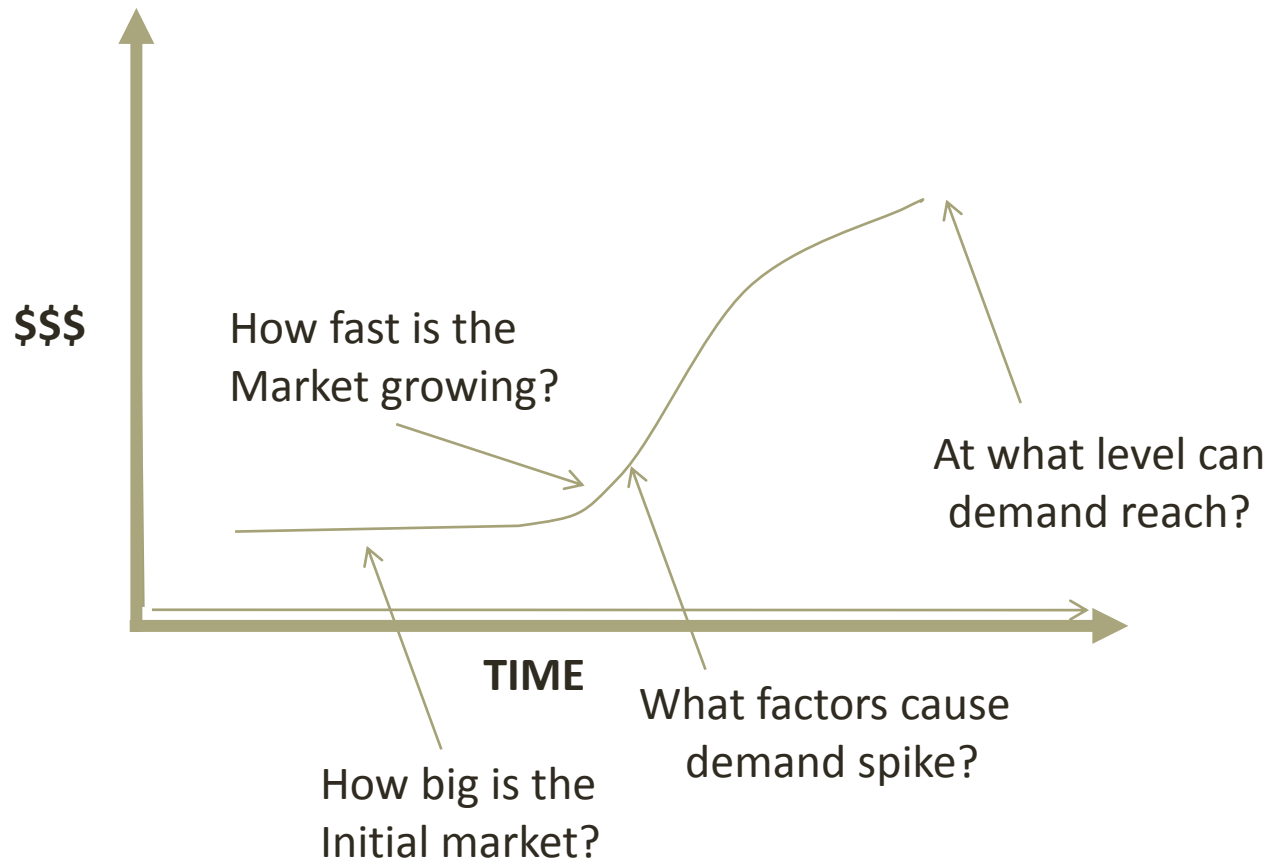


# With Expert Interviews You Can Anticipate The Level of Success



# 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**

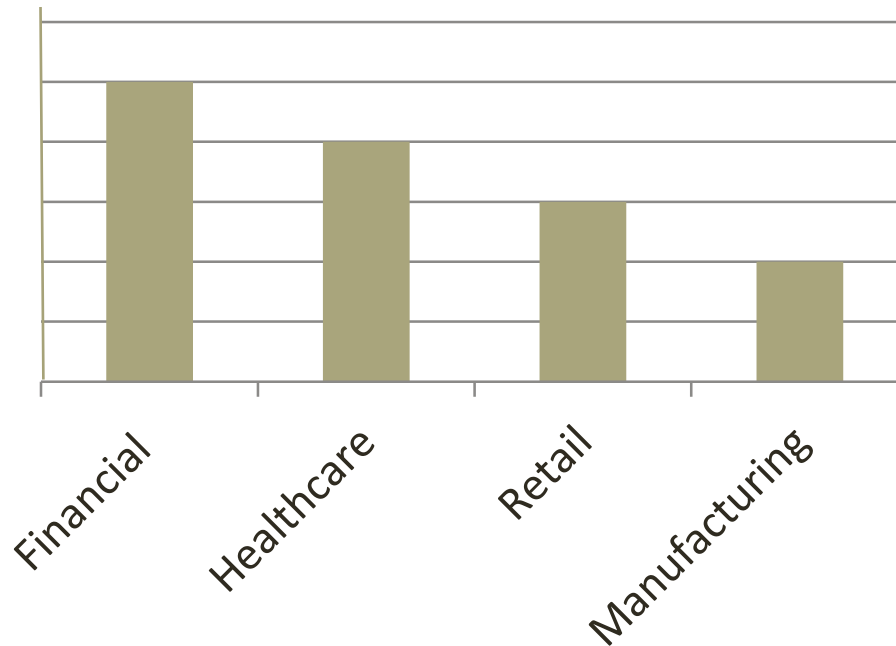
- Estimate results
- Answer Questions posed at the beginning of the project



# 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)

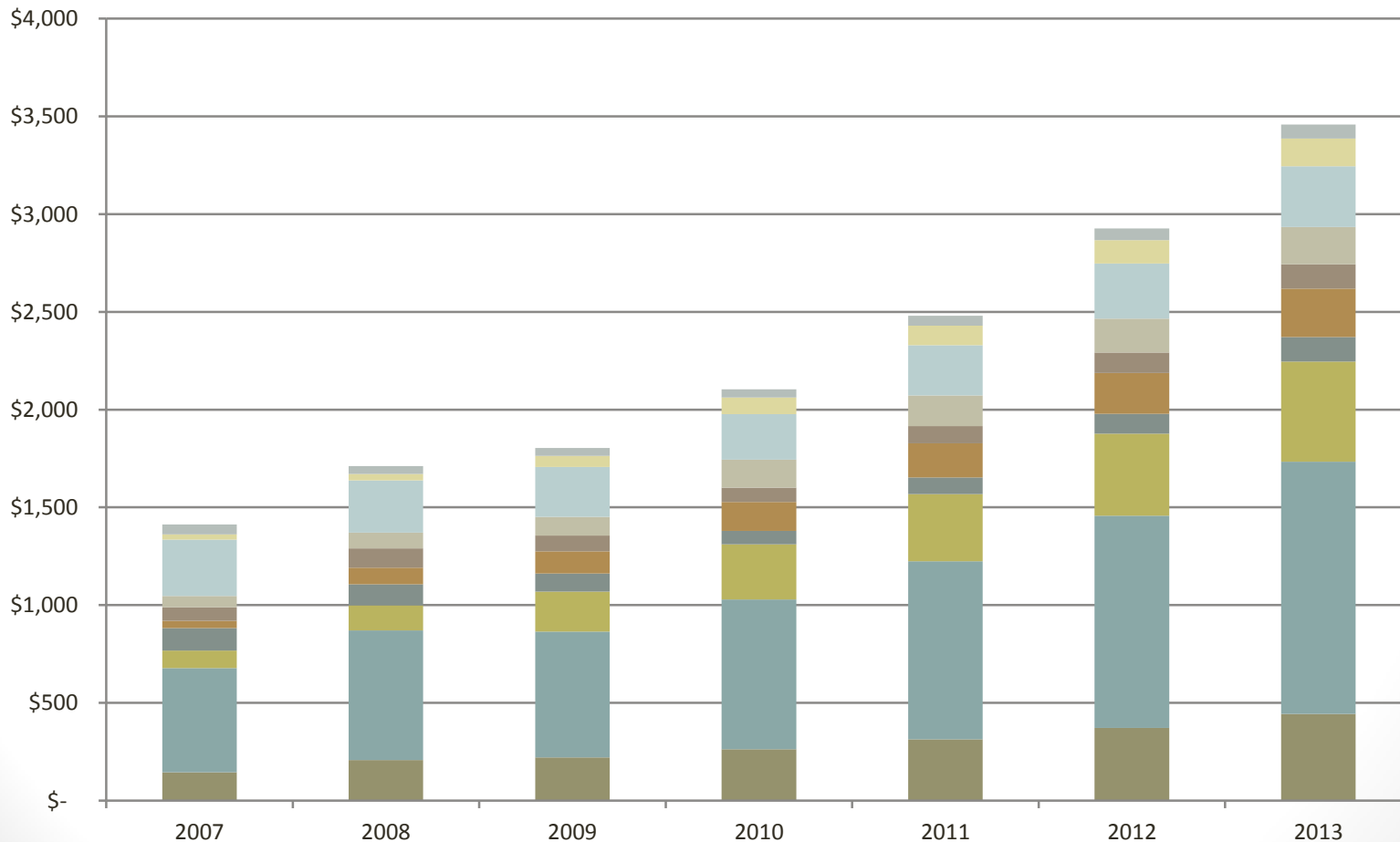
	Need	Value	Volume	Whole Product	Channel	Positioning
Financial Services						
Health Care						
Retail						
Manufacturing						
Segment #5						

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)

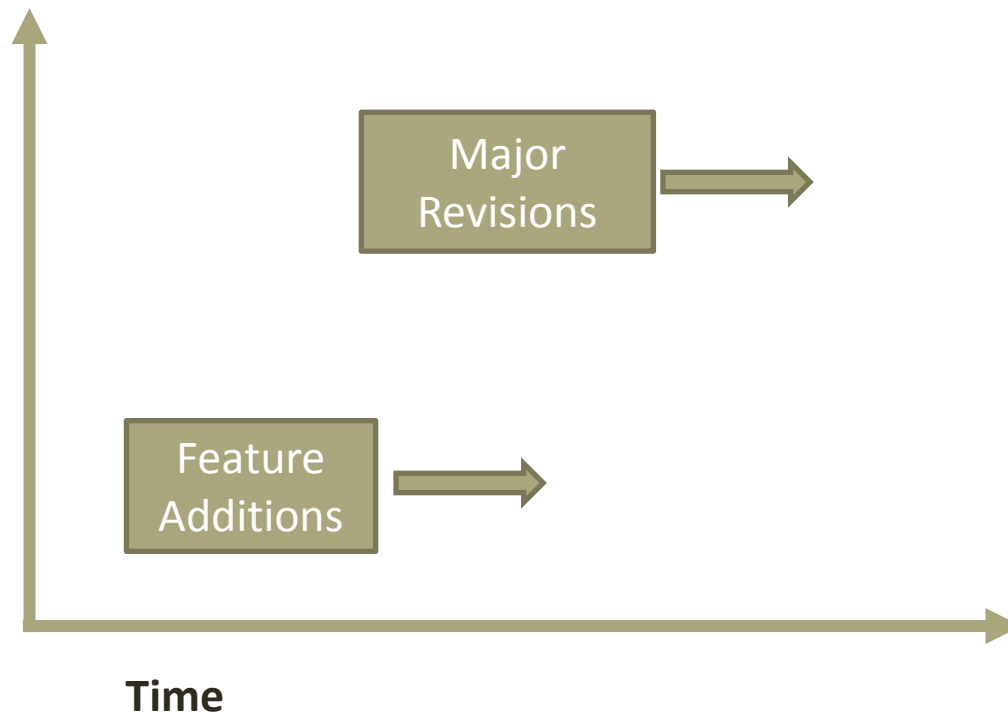


# Positioning

- 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

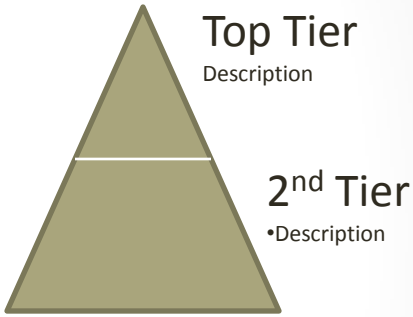
- Economics of the solution
- What's the ROI?
- What's the TCO?

# Key Capabilities and Benefits

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

## Target Accounts

- Top Group (1<sup>st</sup> tier)
- Next Group (2<sup>nd</sup> 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

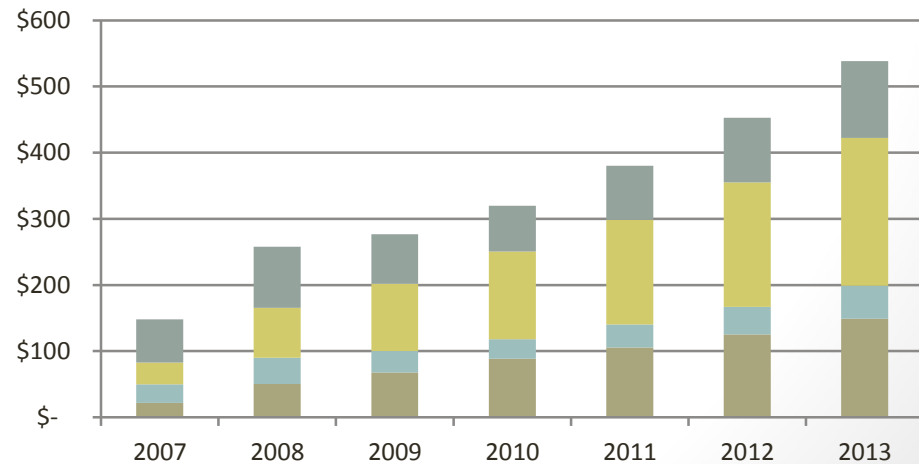
Who they are	Role in Sales Cycle	What they are about
Competition	Role	Specialty
Competition	Role	•Specialty
Competition	Role	•Specialty
Competition	Role	•Specialty

**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