



Strategic Market Analysis

[Main objective]

[Edition]

[date]

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Executive Summary (1 page)

- Short company summary, value proposition, market, history to date
- Main findings (problems, opportunities)
- Potential market position, category, competitor comparison, market dynamic
- Potential utility
- Top 3 must-solve problems and outline remedies

Introduction

- Company structure, DNA, values, IP
- Purpose of report, methods used, any disclosures

Current Situation of the business

- Current activity focus
- Financial situation summary (revenue, costs, assets, working capital, cash flow, funding activity)
- Value creation, obvious gaps or weaknesses
- 3rd party opinions/reviews

Industry Analysis

- Market categorization, including substitutes
- Market participation statement
- Market structure in detail (including industry-recognized categories)
- Market size (direct, substitute, growth, references, cases, bottom-up and top-down models)
 - Total market, addressable market
- Competitor analysis
 - Categories, strategic groups, market segment coverage
 - Individual company analysis summary
 - Per category (enter barriers, size of competitor, focus, value driver)
 - Messaging clusters
 - Summary
- SWOT
- Business model canvas

The main objective of this report is to describe clear paths to success given known evidence about market needs and company ability to execute.

The report can be detailed, and serve as prospectus-grade analysis or be more succinct for immediate action planning.

It can be produced as a full team collaboration exercise or independently.

Current Value Delivery Process

- Main stages, risks, roles, value delivered, gaps
- Core activity, peripheral activity

Strategy Overview

- Sources of competitive advantage and their relative strength
- Capabilities, and market choice dependencies
- Fundamental choices and Strategic options
- Utility analysis (Needs, perceived value, user types, motivations to buy (and not to buy))
- Segment choices
 - Vertical, horizontal, geography, reputation, size, ability to compete, others
 - Typical companies, route to access
 - Legitimacy of existing segment choices
- Use cases
 - Categories
 - Concrete examples

Options

- 10-15 unconditional and essential near-term activities
- Fundamental choices to make
- Recommendations

Appendices

- Business model canvas
- References, Tables, Reports

