

Competitive Sense, LLC

In which products and technologies are our competitors investing?	
<p>The Challenge:</p> <p>How to gain insights on future product and technology investment by competitors.</p>	<p>Executive and technology team management wanted to know in which products and emerging technologies competitors were directing incremental investments.</p> <p>In fast moving Internet industry, it was important to understand which products (e.g. photo services, web mail, search) were the focus of competitors' investment decisions. There was a similar interest in which new technologies (e.g. AJAX, DHTML, streaming) were moving into competitors' operational plans.</p> <p>Products / services and underlying technologies had significant potential to impact consumer engagement and business models for advertising, e-commerce, and subscription revenues. Moreover, demand for certain skill sets could had an adverse impact on the company's own employees and its ability to hire new employees.</p>
<p>The Solution:</p> <p>Monthly analysis of competitor job listings.</p>	<p>Monthly review and analysis of competitor job listing provided relevant, contextual information about future product and technology investments.</p> <p>Qualitative and quantitative data emerge from analysis:</p> <ul style="list-style-type: none"> ▪ Content of individual job listings provide many insights, including the internal organization (operational flow) of the company, business operating metrics, strategic direction and tactical initiatives. ▪ By tracking listings each month, developed time-series data on the number of new listings, repeated listing, and total listing by job category / function.
<p>The Results:</p> <p>Dramatic improvement in being prepared for competitor product announcements, questions from the press and financial analysts about competitors' products. The solution also made it easier for management to anticipate potential hiring or employee retention issues based upon changing market demand for specific skills.</p>	<p>Distributed monthly report to executive management, product, and business team leadership.</p> <p>It provided relevant data for own strategic and tactical investment decisions in areas affecting consumer facing products as well as the underlying technologies used by the company and its business partners.</p> <p>The report also enabled executive management and public relations team to be better prepared for questions from press and financial analyst community about competitors' actions.</p> <p>The information was also helpful in highlighting potential employee retention or hiring challenges as market demands for specific skills increased over time.</p>