



# CLARITY IN A CROWDED SPACE

SaaS Provider asks 'which channel enables the most profitable route to market in this crowded space?'

## OBJECTIVES AND CHALLENGES

When this Software as a Service (SaaS) provider experienced the pains associated with going to market in a crowded, competitive space, the leadership team asked:

What are the competitors offering? Where do we fit in? What other considerations should we take into account with our growth strategy? What is the most profitable route to market?

## METHODOLOGY

To answer these questions, we turned an unbiased eye towards the competitors, mapping their target market, pricing, services, integrations with other systems, and - most interestingly - partnerships. We then identified the various segments that the SaaS provider could feasibly serve, and conducted a market sizing for each of these.

These exercises revealed a menu of 'route to market' options, with corresponding headwinds and tailwinds to be addressed in order to succeed with each. We paired this information with the market sizing intelligence, making it clear which channels were worth the effort to pursue.

## FINDINGS

### 1. Affiliates are the Key

We learned that the competitors in this crowded space offer less expensive or free versions of their software for consumers to use. However, investigative efforts revealed that the bulk of their revenue comes through affiliate partners.

### 2. Alignment and Competition

We identified a segment with significant market potential being served by just one competitor. The client's intellectual property made them a perfect supplier of this service, and at a lower price point than the competitor, affiliates serving this segment became the most attractive target.



## AT A GLANCE

### PROCESS

- 8 in-depth competitor reviews
- 10+ service comparisons
- 7 segment market sizings

### DELIVERABLE

- Competitive landscape analysis
- Opportunities assessment matrix
- Route to market prioritization
- Plan to address headwinds and tailwinds



## ERIN KELLY

Consultant

"Doesn't the heart beat faster when you find that perfect profitable space where a product belongs? The space where your unique value proposition fills a void in the competitive landscape?"