



# A Guide to Market Analysis for Growth



White Paper

Using Market Analysis to Grow  
your Company

## Executive Summary

Most executives have many ideas for how to grow their company. This white paper explains how to use Market Analysis to prioritize and validate ideas that make the most sense financially, rationally, emotionally and the best way to implement them for success while also minimising business risk.

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## 1. INTRODUCTION

A successful business will have extensive knowledge about their customers and competitors - that is a fact. Whether you are starting a new business, looking at a new geographic region or launching a new product or service, conducting a **Market Analysis** is essential to determine if there is a need for your idea and to determine the correct approach to fulfilling this need.

Launching into a **new** market requires an understanding of the opportunities and risks; the first step in developing your marketing plan and the ongoing development and/or diversification of your product or services portfolio must be gaining accurate and in depth information about your existing customers, potential clients, competitors and trends in your target markets.

Don't confuse *market analysis with marketing* – the latter being “the management process responsible for identifying, anticipating and satisfying customer requirements profitably” (Source: CIM); the assessment of the target audience, competition and determining the need for marketing is the market analysis. The goal of a market analysis is to determine the attractiveness of a market, understand current and future opportunities and assess the potential threats – in short to help you make the right decisions and develop your sales and marketing strategies.



Since 1992 Business Advantage has been helping hundreds of IT vendors and their channel partners make informed decisions about new market opportunities, assess market sizes and trends and plan their marketing strategies. Our specialist researchers are skilled at obtaining detailed information and providing accurate analysis of complex data sets; they are also well versed in collecting and processing trends analysis information.

**“Poor firms ignore their competitors; average firms copy their competitors; winning firms lead their competitors.”**

Philip Kotler

## 2. WHAT DO YOU NEED TO ANALYSE?

As Mike Bull put it, *“The most expensive market research you can do is to launch the product.”*

It’s almost always far less expensive in money and reputation to research markets not only before entering one or more of them but often before even developing a product.

Market analysis is a useful tool to assist decision making when determining which markets offer the best potential opportunity for an organisation to grow. The first step is to clearly identify the market.

PEST analysis is a commonly used approach for measurement. Political, Economic, Social and Technological trends can be used to indicate growth or decline, market attractiveness, business potential, and suitability of access.

### PEST Analysis Framework

| POLITICAL   | ECONOMIC   |
|---|--|
| <ul style="list-style-type: none"> <li>▪ Government Type</li> <li>▪ Government Stability</li> <li>▪ Freedom of Press, Rule of Law, Bureaucracy, Corruption</li> <li>▪ Regulation/De-Regulation Trends</li> <li>▪ Social/Employment Legislation</li> <li>▪ Likely Political Change</li> </ul>                  | <ul style="list-style-type: none"> <li>▪ Business Cycle Stage</li> <li>▪ Growth, Inflation and Interest Rates</li> <li>▪ Unemployment, Labour Supply, Labour Costs</li> <li>▪ Disposable Income/Distribution</li> <li>▪ Globalisation</li> <li>▪ Likely Economic Change</li> </ul> |
| <ul style="list-style-type: none"> <li>▪ Population Growth/Age Profile</li> <li>▪ Health, Education, Social Mobility</li> <li>▪ Employment Patterns, Attitudes to Work</li> <li>▪ Press, Public Opinion, Attitudes and Taboos</li> <li>▪ Lifestyle Choices</li> <li>▪ Likely Socio-Cultural Change</li> </ul> | <ul style="list-style-type: none"> <li>▪ Impact of Emerging Technologies</li> <li>▪ Impact of Internet and Reduced Communication Costs</li> <li>▪ R&amp;D Activity</li> <li>▪ Impact of Technology Transfer</li> <li>▪ Likely Technological Change</li> </ul>                      |
| SOCIO-CULTURAL  | TECHNOLOGICAL  |

The framework is used to derive questions important to the market potential and situation of your company or department. The factors will vary in importance and relevance to a given company based on its industry and the products or services it produces. In selecting and prioritizing markets it’s especially important to focus on factors likely to change in the future. B2C companies tend to be more affected by the social factors, while a defence contractor would tend to be more affected by political factors, technology companies by technological factors. Large companies that produce a wide range of products may find it more useful to analyze one department of the company at a time, a global company might divide factors into geographical relevance, such as local, national, and global.

To produce a comprehensive analysis of a market there are a host of other variables which could be considered, not least, the competition. Often key success factors in a market can be determined just by analyzing competitive behavior. Access to a

distribution channel for example can be the key to any new market entrance. Competitors or best in class companies in other sectors with an established channel can provide a valuable source of market experience to tap into. (See Section 8 Competitor Analysis). Similarly when considering what service or support is required to serve a market or the pricing strategy to adopt, a benchmarking exercise (See Section 9 Benchmarking) can be very illuminating. Often clear gaps and opportunities for disruption can be identified in a market when comparing product features, pricing or even marketing messages.

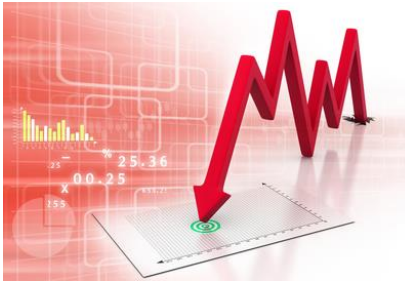
**Areas to consider during Market Analysis:**



An analysis of the industry could encompass areas such as overall market size (See Section 5 Market Sizing) or how the market could be segmented (Section 6 Segmentation) or understanding the characteristics of the market and whether it is showing signs of growth or decline (See Section 7 Market Opportunity Studies).

Central to any analysis of potential markets is the “Voice of the Customer”. Understanding customers’ needs and pain points helps to validate factors for success. Competitive Customer satisfaction studies, image and awareness studies, pricing and persona studies can help here. (See Section 9 Voice of the Customer).

### 3. IDENTIFY YOUR TARGET MARKET



Always remember what the ultimate objectives of your marketing plan are:

- increasing your sales
- increasing your market share
- increasing your brand awareness
- raising your company profile
- achieving competitive advantage.

Identify: **who, what, where** and **why**.

|   |   |
|---|---|
| <p><b>Who are you targeting?</b></p> <ul style="list-style-type: none"> <li>• A new product or service to existing customers</li> <li>• Existing or new product or service to potential new customers</li> <li>• Existing products or services to a new sector/market</li> </ul>          | <p><b>What are you offering?</b></p> <ul style="list-style-type: none"> <li>• Your entire product/services portfolio</li> <li>• A selected range from the portfolio</li> <li>• A specific product/service</li> <li>• A customised product/service</li> <li>• A new product/service</li> <li>• An add-on to or diversification of existing product or service (for example services associated with your product range)</li> </ul> |
| <p><b>Where are you aiming?</b></p> <ul style="list-style-type: none"> <li>• A new industry or business sector</li> <li>• A new customer size category</li> <li>• A new geographic market – for example new emerging markets (<b>see Business Advantage Case Study on SSI</b>)</li> </ul> | <p><b>Why would a customer buy your product?</b></p> <ul style="list-style-type: none"> <li>• Evaluate the competitive landscape</li> <li>• Why customers in key segments buy competing products to your offerings</li> </ul>   |

#### Key Tip:

**Before you formulate your plan ensure you understand the needs of the customer and market, and then develop your offering and marketing.**



## 4. WHO ARE YOUR CUSTOMERS?

Knowledge of your existing and/or potential customers gives you a picture of the size of the market, what product or service to offer, where to target, the price, market and internal influences on buying and so on. Think about who currently buys from you and whether their type of profile is your optimum market or whether you can diversify into new territory. Factors to consider include:

- company size
- location of the headquarters
- number size and location of branch offices
- who their customers are (see Business Advantage **'Buyer Persona Research Case Study'**)
- vertical sector
- their buying cycle
- who and what influences their purchases
- changes in the market and the impact this may have on sales/buying power (environmental, economic, etc).

“Keeping the customer satisfied” is also a mantra for any business seeking sustained success. See section 11 Customer Satisfaction on how to keep in touch with the views of the people that really matter – your customers!

## 5. MARKET SIZING

To realise the optimum profit potential of your products and services you need to know the size and characteristics of your potential markets and understand what trends are shaping the development of those markets which assists in prioritising the opportunities.

A market sizing study forms part of your overall market analysis - which in turn forms the basis for your marketing plan. Establishing the size then shape, characteristics and direction of a targeted market enables you to:

- identify key objectives
- set realistic targets
- prioritize potential markets
- plan your sales and marketing activity
- tailor your actions according to characteristics and trends of particular market groups
- maximize revenue and profit potential – make your marketing spend effective.

It can help to **keep the cost of the exercise down by use of desk research** (secondary research) initially but the source of information is of key importance. It is good practice to check what has already been researched so as not to reinvent the wheel. Even in a new market there is very rarely no data available. Gathering opinions from industry experts, business



libraries, trade associations and other published data such as major market player financial reports establishes the value of information available. To support the desk research talk to other vendors, the industry experts you have determined, journalists, the channel etc – test the hypotheses developed from the desk research. The more one explores the hypotheses, the more clarity is obtained.

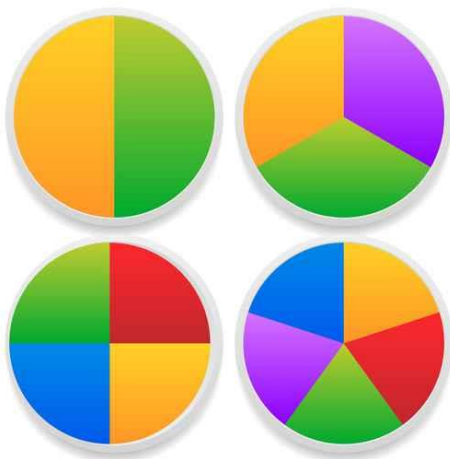
On the other hand, available secondary research is often out of date, incorrect or sometimes deliberately misleading. It is worth checking but it is rare to find exactly the information that is required. Primary research is then required, wherever budget permits, to gain more accurate data, this would involve:

- defining the “universe” in which your market exists and then identifying a number of those companies to which your product or service could be relevant
- interviewing a sample from these to assess the potential penetration of the product or service and identify key players already present in that market
- using these figures to estimate the total market size – your addressable market
- researching shifts in behaviours and attitudes amongst key market players across time to identify various movement trends
- establishing predicted growth rates
- identifying any relevant regulatory factors.

When looking at your existing customers and researching new potential opportunities, analysing changes in the market is important, this can often give indications of the new opportunities and threats. Trends should be assessed both geographically and by industry.

## 6. SEGMENTATION

The purpose of segmenting a market is to allow your marketing plan to focus on the sub segments that are “most likely” to purchase your goods or services, thus delivering the highest return on your investment. It divides up a market to identify trends in it; the analysis is used to create a profile of the target market/s:



- industry segments and sub segments are identified using SIC codes, company size, employment codes, etc.
- which segments to address and how best to address them may be determined and could include recommendations on optimum offering for each area
- using advanced statistical analysis, profiles of customer clusters may be developed by grouping together individuals with similar needs/differences by geographical region, country or industry type.

**“Qualitative research provides deeper insight into each group.”**

An overview of the market should be conducted – primarily via secondary research – in order to identify key sub sectors within industry segments; for each sub segment identify:

- the leading vendor(s)
- the market size and potential
- the target audience.

There are various ways of segmenting a market according to the level of precision you require and the type of data and analysis available about your customers. In finding different market segments it is important to keep in mind that the objective is to effectively use the segments. Important questions are therefore:

- how are you going to place customers into each group?
- how are you going to target and track each group?
- do you have specific segment sales managers?

The type of segmentation you use will depend on a lot of factors, including the cost not only of conducting the research, but also of implementing the solution and the business impact. Consequently, ideally for each segment /sub segment you want to know what the economic value and the economic potential for each group is and have some idea as to whether this is increasing or falling.

Consequently most quantitative segmentation studies are detailed and complex but they provide statistically more robust and therefore more accurate data. For some types of segmentation, segments based on personas for example can be identified via qualitative approaches. It really depends on the type of segmentation.

Typically a business wants to minimise the number of segments it has, as each costs money to target properly. With small numbers of big segments, a good researcher will be able to evaluate these groups with a programme of qualitative research. This will not gather economic data, but it enables deeper insight into each group and, if monitored over time, provides core information about how segments change and develop.

Broadly, the advantages of segmentation can be:

- more efficient use of marketing resources/budgets
- the opportunity to gain competitive advantage in a particular segment or sub segment (for example with different pricing - see Business Advantage’s **‘6 Steps to Better Pricing Decisions’** white paper and **‘How to Research Pricing Decisions’** PowerPoint)
- product or service can be modified to match customer requirements.

The purpose of segmenting a market is to allow your marketing plan to focus on the sub segments that have the greatest need for your product or service and are therefore “most likely” to



purchase your goods or services, thus delivering the highest return on your investment.

## 7. MARKET OPPORTUNITY STUDIES

In a fiercely competitive industry the ability to carve out a new market can be the key to success. But launching into a new market requires an understanding of the opportunities, risks, competitors, potential customers and other key players.

To make an informed decision about a new market, you need to quantify the potential demand for your product or service and find out how this need is currently being met; **a Market Opportunity Study will determine which geographical or industry segments should be targeted for future investment.**

Research into the potential of new markets can enable you to:

- better understand your current market
- identify other niches within this market
- identify a new market altogether
- understand characteristics/needs of prospects in the new market and plan a marketing strategy
- understand the threats you will face and plan to counter them accordingly
- ultimately – achieve the objective of increased revenue.



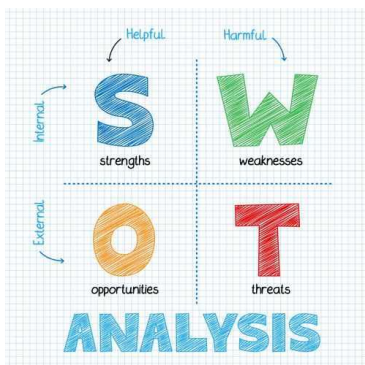
**“A Market Opportunity Study will determine which geographical or industry segment should be targeted for future investment.”**

## 8. COMPETITOR ANALYSIS

To compete successfully you have to know who you are up against! Access to in depth analysis on your major competitors, or new players entering your target markets – such as their structure, products/services, strategy, strengths and weaknesses, opportunities and threats – enables you to really focus on targeting resources where they will have the most impact.

Analysis of the competitive landscape will help you to:

- understand competitors’ objectives and strategy and develop your own accordingly
- develop realistic sales targets through understanding the scale of competitors’ operations and revenue
- identify relative market positions
- identify each competitor’s market share
- identify the split of competitors by product
- conduct a gap analysis on product features
- implement product or service improvements to counter strengths/weaknesses and innovations in their product portfolio
- position your products/services appropriately
- understand the distribution strategies of your competitors and optimize your own



- j. offer competitive pricing discounts and payment terms
- k. develop a marketing communications strategy with messages that resonate effectively with your target market and counteract your competitors' messages
- l. strengthen your products/services and marketing strategy according to how your competitors and their products are perceived by customers
- m. identify new product development and competitive product road maps
- n. develop sales guides highlighting sales "kill points", i.e. points designed to counter specific competitor offerings and communications
- o. understand competitor customer satisfaction levels
- p. conduct lost bid analysis
- q. define research and development investment.

***“Competitor analysis is technically challenging, complicated and resource-hungry work.”***

Competitor analysis is a large, complex and specialist study; decide first what your needs are, and therefore which avenues you need to explore, and plan your research in detail ensuring you apply the appropriate technique or methodology to gain the best results. Approaching various sources will be necessary – competitors' employees and customers, channel partners and maybe former employees – make sure you have the expertise available to conduct this research to maximise the information gathered and ensure you are aware of ethical and legal considerations.

Effectively completed, this is technically challenging, complicated and resource-hungry work that is best left to experts that specialise in the competitor intelligence and analysis field.



***“Benchmarking compares factors such as cost, quality, scope, service, response and availability of your offerings against competitors in the same market.”***

## 9. BENCHMARKING

It isn't enough just to know what your own sales figures are, or that the average battery life on your product is 11 hours before recharging is required, or the fact that 95% of your customer support calls are resolved within 8 hours. In an ever increasingly competitive world, you need to know what the expectations of your customers are, how you rank against this and also how your competitors rate – if their figures show that their average battery life is 22 hours, and 99.5% of customer support calls are resolved within 6 hours who looks the more attractive to the potential customer?

Benchmarking is the process of comparing factors such as cost, quality, product features and functionality, scope, service, response and availability of your offering against competitors in the same market – whether that be geographic or industry sector. By creating a comparative matrix of your competitors' product or service offerings you have the beginnings of a business case to make any necessary improvements and develop an optimum offering.

As with most other elements of a market analysis study, benchmarking will include both secondary and primary research methodologies.

Benchmarking yourself not only against competitors but also against companies of a similar standing to yours in other industries will provide you with additional valuable insight.

A note of caution - speaking with competitor personnel or with personnel from companies in other industries must be handled sensitively and it is recommended this stage of an analysis project be conducted by highly trained and experienced analysts and interviewers.

## 10. VOICE OF THE CUSTOMER

There are many focused types of market research that often can and should be part of a programme to better understand markets.



***“People buy what they need from those who understand what they want.”***

***Bill Brooks and Tom Travesano***

- **Usage and attitude studies** investigate all aspects of the relationship between your customers and your product or service. They can provide the basic foundations for much of your marketing activity by giving you a full understanding of the market you are currently selling into, or planning to target, reveal trends, identify current or possible future problems and establish the demand for related products. It is only by understanding your customers’ or prospects’ needs and what they are doing and why, that you can deliver the right product or service to them in the right place at the right time. Usage and attitude studies will recognise that as markets have become more complex, and niche marketing more commonplace, so brand usage, habits and attitudes may differ according to different types of use or different user groups. Such a study will give you the ability to segment your chosen market according to particular types of use or user groups, thus identifying potential gaps in the market. For example, you may wish to establish:
  - i. who is already using a specific technology/software
  - ii. who is planning to and why
  - iii. what they are using it for or planning to use it for
  - iv. why these chose that solution over any other
  - v. why they use their current supplier
  - vi. any planned changes in use or supplier
  - vii. the perceived image of the current supplier
  - viii. an understanding of the decision making process.
- **Image and awareness studies** establish how you and your competitors are perceived in the market and has profound implications for the development of your marketing strategy. Seeing your business through the market’s eyes



and measuring awareness of your brand will be the basis for highly targeted action that leads to sustained competitive advantage and an increase in brand value. Those having decision making influence on the purchasing process often make their decisions based partly on their perception of the market position of supplier brands. They will tend to favour brands that closely match their desired attributes - determining which attributes are currently most valued by the market will enable market positioning to meet those needs and better equip you to develop positioning statements. As well as the standard brand image type questions to pose to the selected target recipient audience such as:

- a. How do they perceive your company/product/service?
- b. How do you compare with your market competitors?
- c. What attributes and values are most associated with your company within the target group?
- d. What is the general level of awareness of your company?

Consider breaking **awareness** questions down further:

- e. Unaided or spontaneous awareness – the extent to which customers/users think of your company or product/service on a “top-of-mind” basis – who comes to mind first
- f. Aided awareness – the extent to which those who know of your company or product/service are familiar with who you actually are or what you provide.

You should then be able to start building a picture of your overall reputation, the quality and appeal of your product/service, the effectiveness of your sales, marketing and customer service/support and how receptive the market is to your cost model. From there, this information can form the basis of your future marketing and operational strategies, targets, product and service design and market presentation, costs and staff/internal infrastructure.

- **Customer satisfaction studies** are vital to understand what is really important to your customers and their views of the product or service you are offering – whether your existing customer base is global, confined to a particular country or region, niche market or cross sector. You have to know what the key drivers for customer loyalty are – and conversely what the causes and effects of customer dissatisfaction are – as the basis for your marketing plans. A two-staged approach – firstly establishing which areas of products or services are important to your customers (qualitative) and secondly conducting detailed interviews with a large sample of your customers to provide



statistically reliable data on the areas identified in the first stage (quantitative) – will maximise your chances of:

- understanding how your customers perceive your business
  - improving on areas that are failing to match the quality of product or service demanded
  - taking urgent action on groups of customers identified as “at risk”
  - setting realistic targets and effectively monitoring them to be able to react to early warnings of a change in customer expectations
  - monitoring customer loyalty
  - increasing your active customer base – decrease customer acquisition costs while increasing repeat business.
- **Competitor customer satisfaction studies** identify what is important to a competitor’s customers, and provides an insight into how they evaluate their supplier. Consider a mix of targets for interview – by company type, company size, industry sector, respondent job function, etc.

Include points such as:

- how satisfied/dissatisfied are they with the product or service deployed?
- would they buy from this company again?
- why/why not?
- how likely/unlikely are they to recommend the supplier?
- what would they like to see improved in the competitor’s products/services?
- what are the best and worst features/elements of the existing product or service?
- would they consider using an alternative company’s product or service?

Answers to these and other questions will provide you with both market intelligence and specific knowledge of existing opportunities to win competitor’s customers. Specific areas to focus on internally in order to develop winning strategies, and increase market share and customer satisfaction will be highlighted.

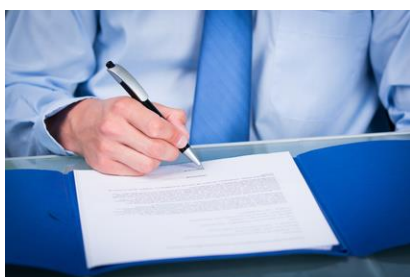
- **Buyer persona studies** enable creation and use of buyer personas to ensure your business better understands its existing customers and applies a laser-like focus on finding and satisfy new customers. See Business Advantage white paper “**Buyer Personas - How to Create and Use them to Grow Your Business**”.

- **Pricing studies** can make companies more profitable – increasing prices can have an immediate and significant effect. How to create a pricing strategy, do price research and implement product pricing without lowering sales volumes or upsetting customers is the subject of the Business Advantage white paper **“6 Steps to Better Pricing Decisions”**.
- **And more ...** talk to us about your business problems and we may together solve them through market research.

## 11. CONCLUSION

This White Paper has addressed the key components of Market Analysis. In an ideal world and for best results, full market analysis studies ought to include all of the components; however, elements such as usage and attitude, image and awareness, and customer satisfaction - all stand-alone research studies in their own right - can sometimes be left out initially.

Remember however, research and analysis aids strategic thinking and decision making. Good market research and analysis reduces the risk of making the wrong decision. So, whether you wish to launch a new product, extend an established brand, plan market diversification or simply assess a current situation or trend, your aim will be to maximise your penetration and profits in existing or new markets.





***"To know how best to grow SSI we needed up-to-date market research. In deciding how to do that research our chief concern was that a company from outside the shipbuilding industry wouldn't be able to help us ask the right questions in our specific niche. Business Advantage was able to reassure us in advance and then delight us in the execution of our market research.***

***The result is that we learned and confirmed much about our market, knowledge that is now having an impact on our strategy and priorities going forward."***

Darren Larkins, CEO, SSI

## Case Study - SSI

SSI develops Autodesk based solutions for the shipbuilding and offshore industry. SSI's flagship software is ShipConstructor®, an AutoCAD based CAD/CAM suite. These solutions take advantage of the native DWG format and the global pools of experience provided by the world's most popular CAD platform. SSI combines this with industry specific standards, terminology and best practices. IT expertise is also applied to ensure the ability to share engineering data with other business processes and applications.

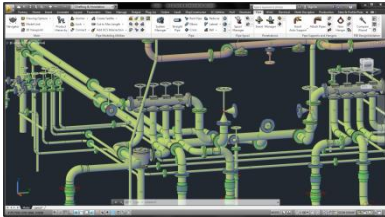
### Problem

**To best grow SSI we needed to better understand our worldwide market trends and growth, especially in emerging shipbuilding countries** (new markets). Because we sell primarily through resellers, much of our market knowledge is filtered through each local partner which can make it difficult to get a broader, non-partisan view of the market. Therefore we decided to commission some professional market research and use the results to guide our strategy and priorities, especially against our competition. We have deep knowledge of 'Shipbuilding' as a discipline but not of 'Market Research' as a discipline. As we've grown as a company we've realised that having the right people on the right jobs is a key factor in success or failure of a project. Largely because of that realisation this became our first professional market research project. This is not to say that we did not have some concerns as we were charting unknown waters. Our chief concern was that any company from outside the shipbuilding industry wouldn't have the knowledge required to perform research in our specific niche – happily this turned out to be of no concern.

### Solution

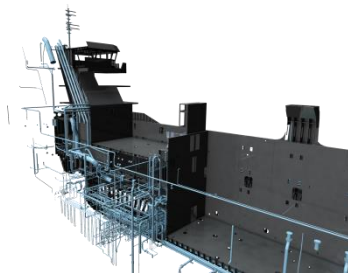
We selected Business Advantage initially because of Autodesk's endorsement via the over 200 projects they have completed for Autodesk. Additionally, Business Advantage recognised our concerns regarding the required industry knowledge and not only reassured us with other similar research projects they had executed, but demonstrated clearly through action that they were professionals in this type of work. The process reaffirmed our commitment to engage professionals whenever possible – the Business Advantage team consists of market research professionals who teamed up with us, to use our shipbuilding knowledge in combination with their research expertise to execute the research in the most effective way possible – in multiple countries and languages concurrently. It also helped considerably that they have significant experience in design and CAD disciplines. As this was our first market research project we weren't sure what to expect – we simply didn't know what we didn't know. As well as being top rate market researchers the





***“There are clearly market research professionals who teamed up with us to both use our shipbuilding knowledge and their research expertise to ask the right questions to the right people in multiple languages and countries. It also helped that they have significant experience in design and CAD disciplines.”***

**Darren Larkins, CEO, SSI**



Business Advantage team are business people – they understood the bigger picture of our business and what it needed. They recognised that the market research is just a tool then guided us to use it within the business context, created a multi-stage project that helped set and clarify our expectations and staggered the costs. Initially they took a wide, shallow look at many countries then a deeper dive into the most promising new country markets for our existing products (in the Ansoff Matrix the best opportunity for us was the Existing Product, New Market cell). Business Advantage even attended our annual user conference in Holland to talk to our existing customers – we really appreciated their initiative. They always started from the end result of what data we really needed and in what order, then worked backwards to what we needed to ask to whom. **The deep dive research covered both anticipated and emerging markets including India, China, Turkey, South Korea, Germany, Malaysia, Vietnam and Croatia. It was really notable that opportunities for us appear both in ‘expected’ BRIC countries but also in 2nd tier developing markets like Malaysia and Vietnam.**

## Results

Business Advantage exceeded our expectations; their level of professionalism was a delight and the sheer depth of information amazed us as it enabled insights and colour. **The result is that we learned and confirmed much about our market, knowledge that’s now heavily influencing our strategy and priorities going forward.**

Our intuition on market direction was corroborated and we gained both confidence and hard facts on which to base our team discussions and decisions. The value of obtaining a new level of confidence on what you ‘think’ you know is a significant but often overlooked benefit of professional market research. Business Advantage shared all the data with us, including the raw data from surveys and research – we appreciated the analysis and recommendations provided by Business Advantage, however as engineers we also wanted to analyse the data ourselves and really appreciated the depth of information provided. **Some key insights resulted, for example insights into the rise of a new key competitor, and have caused us to reprioritise our own strategy. We had seen warning signs in the market, however, having the hard data has galvanised our team with a new urgency.**

Working with Chris and his team at Business Advantage was a great experience – we are confident in their hands and looking forward to future collaboration.





***"Business Advantage's excellent research skills and comprehensive understanding of our market have produced research results we know we can trust to underpin our marketing decisions. Recent surveys of our target markets discovered a high level of interest in our new product."***

European Channel Manager,  
Rasterex

## BUSINESS ADVANTAGE – ABOUT US

If you plan to grow in a new way, perhaps by using one of the ideas above, you should have an advantage, a business advantage. We've helped many companies make their growth journey as our market research and analyses always include actionable recommendations and implementation strategies.

### Who we are

Formed in 1992 by CEO, Chris Turner, Business Advantage now has a professional staff of over 30 specialists in different markets, technologies and methodologies.

### What we do

Business Advantage is a B2B research, business development and marketing consulting practice operating in the global IT, Digital Broadcasting and Telecommunications sectors. We specialise in:

- Marketing and management consultancy
- B2B market research
- Data services
- Sales development services

### Our mission

To out-perform your competitors, you must get key activities right: strategy and planning; acquiring accurate market intelligence and taking effective action to turn potential customers into real ones.

At Business Advantage, our commitment is to **help you create substantial and lasting improvements in your performance - a sustainable business advantage - over your competitors.**

### Our Clients

Our clients include many leading international companies such as 3M, Autodesk, Canon, Dell, HP, Infor, IBM, Intel, Lexmark, Microsoft, , Oracle, SAP, Sony, Sophos, Xerox and many small to medium sized organisations.

## ADDITIONAL INFORMATION

If you would like more information on this or other research, data or business development topics, please email [info@business-advantage.com](mailto:info@business-advantage.com), call +44 (0) 1689 873636 (UK) , +1 650 558 8870 (USA) or download other [Business Advantage White Papers](#).

**Lastly – if all these analysis options are overwhelming please talk to us about some Consultancy to help you figure out your best market growth opportunities.**