

**Competitive Intelligence  
& Product Development**

David D. Miller  
CEO  
Biotech Stock Research, LLC



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**Definition**

The study of your competitors  
for the purpose of  
improving your product.



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**Two levels of research**

**Macro Level**  
• Overall picture of the competitor & how they relate to the environment

**Micro Level**  
• Focused study of the product or service you're competing against



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**Macro Level**

**Organization**

- Existing set of product features
- Customer mix
- Target customer (biz, trendy, kids, geeks?)
- Corporate situation (recent merger, debts, stock price)
- Infrastructure (network capabilities, coverage)
- Business model (minutes or apps?)
- Speed to market with new products



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**Macro Level**

**Organization**

**Finance**

- How do they finance new projects
- Cost of rolling out new projects
- How fast can they finance a competitive project



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**Macro Level**

**Organization**

**Finance**

**Competitor's view of the market**

- Superior, active, passive
- How do *they* perform competitive analysis



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**Micro Level**

**Target Market for Competitor's Product**

- What you think it is
- What they think it is
- What real customers think it is



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**Micro Level**

**Target Market for Competitor's Product**

**Features for their product**

- Bells and Whistles
- Installer
- Help Files
- Utilities
- Conformity to standards/regulations
- Usability
- Quality
- Customer opinion
- Distribution



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**The goal of all this?**

**Better Organization, Better Product**

- Remember, both are key to success
- Can a simple phone app change a mega-organization?



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**The goal of all this?**

**Better Organization, Better Product**

**Product Development Stages**

1. Product Idea
2. Market Research
3. Organizational Soul Searching
4. Competitor Identification
5. Competitive Analysis
6. Define Your Product
7. Organizational Change Analysis
8. Budget Reality Check
9. Product Developed



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**Key Concepts**

When doing the Micro Level, customer opinions of a specific product/feature are more important than your own opinion.

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The product development process affects, and is affected by, the character of your organization.



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**Key Concepts**

Excellent customer service can rescue a poor product, but poor customer service will never be rescued by an excellent product

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The customer is not always right. Knowing when they are wrong and how to turn that to your advantage is the most important thing you could ever learn.



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**Specific challenges**

**Always two customers**

- Management
- Users



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**Specific challenges**

**Always two customers**

**Dealing with management**

- Cost versus benefit
- Internal politics
- Buy-in from key players
- Process or product - which is more important?



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**Specific challenges**

**Always two customers**

**Dealing with management**

**Dealing with customers**

- Conflict between what they want and what they need
- "It would be cool if" vs. "That would make life easier"
- You *cannot* be "The Customer"
- No substitute for talking to customers



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**Universal translator needed**

**Translating customer input is difficult**

- One of easiest ways for product to fail
- What they want vs. what they will buy
- "How much would you pay for this feature?"
- "If we charged you \$X, would you buy it?" - not a yes/no



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**Universal translator needed**

**Translating customers input is difficult**

**Customers Are Not Always Right**

- Just because they want it doesn't mean you should build it
- More than just cost/benefit



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**Unique considerations**

**Legal environment**

- Restrictive legislation decreases mobile usefulness
- Lemonade out of lemons - Rise in Bluetooth
- Explosion in patent filings



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## Unique considerations

**Legal environment**

**Social environment**

- Cell phone haters
- Avoidance of spam on the phone
- Over-informed - information overload
- Inability to tune out
- Apps to simplify my life



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## Questions?



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## Good presentations

David D. Miller  
CEO  
Biotech Stock Research, LLC



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**Some basic starting points**

**Audience**

- Who are they, level of expertise, split audiences



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**Some basic starting points**

**Audience**

**Clarity of purpose**

- What do you want to accomplish? Inform? Persuade?
- Defined topic



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**Some basic starting points**

**Audience**

**Clarity of purpose**

**Cohesiveness**

- Similarity in presentation, definition, unified opinions



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## Some basic starting points

**Audience**  
Clarity of purpose  
Cohesiveness

**Presentation**

- Polished enough to not interfere with providing info
- Good use of visuals -- hand out slides before presentation
- Coordinated between members
- REHEARSED !!!



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## Presentation Tips

**Clean visuals**

- Common theme to all slides
- Stay away from common PowerPoint mistakes



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## Presentation Tips

**Clean visuals**

**Clean presentation**

- Rehearsed
- Tag team is great, but don't forget transitions
- Not 4-5 different presentations - central themes



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## Presentation Tips

Clean visuals  
Clean presentation

**Stage fright**

- Be comfortable with your material
- We are interested in what you have to say
- You're the expert !



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## Presentation Tips

Clean visuals  
Clean presentation  
Stage fright

**Hey! We're out here!**

- Slides are not cue cards
- Slides are not reading material
- Mouse cursor instead of laser pointer



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## PowerPoint Mistakes

**The Blathering Slide**

Visuals are meant to be read - that's what they are there for. However, visuals are not the presentation but only an aid to the presentation. They are not a note card for your speech. So keep text on your slide to short, declarative sentences and put only as much information up on the screen at one time as you need to illustrate the current point you are making. Otherwise you will find that people are spending all their time reading your slide instead of listening to what you are saying and they will miss all the intelligent stuff coming out your mouth or an important point. For example, do any of you by this point have any idea what I was actually saying or were you just busily reading the text? See what I mean by a blathering slide?

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## Color Choices

### Brighter is not always better

- Sunglasses should not be required indoors

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## Color Choices

### Brighter is not always better

#### Visual contrast

- Dark on light, light on dark is best -- room will dictate which
- Stay away from blends

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## Color Choices

### Brighter is not always better

#### Visual contrast

#### Consistent fonts

- Stay away from using **more than** one or two fonts
- Script fonts are generally not workable for presentations

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**Toys**

DON'T USE  
EFFECTS  
BECAUSE  
THEY ARE  
ANNOYING  
AND THEY SLOW  
THINGS DOWN  
WITHOUT ADDING ANYTHING



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**Questions?**



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