

Case Study: Competitive Intelligence

PAIN POINTS

- In 2014, SIS conducted a study for a leading Japanese manufacturer (“client”) of imaging and optical products
- Coping with **increasingly fierce competition** and **declining market share**, the client hired SIS to examine five (5) target competitors in the US Video Surveillance industry
- The client’s understanding at the time of their US competitors’ Go-To-Market strategy, marketing strategy, sales structure and growth strategy was **insufficient**



RESEARCH METHODOLOGY

- SIS was commissioned to conduct a **competitive intelligence study** to determine the five competitors strategy and identify their distinctive capabilities which enables them to conquer market share
- **In-depth interviews of 30-60 minutes** were scheduled and completed with N=22 interviewees, including current and former employees and independent industry experts
- SIS successfully delivered and presented **strategic analysis per competitor** to the client



FINDINGS

- SIS found that out of the five target competitors, the American in European companies excelled, but two Japanese conglomerates were failing due to a **lack of commitment to CCTV**
- In addition, by talking to current and former employees, SIS was able to collect **confidential information** of publicly listed companies regarding their Go-To-Market strategy among others



STRATEGIC DECISIONS MADE

- The client implemented a partnership program and is beginning to realize an increase in sales
- The results will be determined over the course of 2015

