



Business Brainstorm

WHAT DOES THE PLAYING FIELD LOOK LIKE RIGHT NOW?

- Who are your competitors in this sector, large and small, new and old?
- Who has what share, globally and in each market? Where do you fit in?
- What are the strengths and weaknesses of each competitor? How good are their products? How much does each one spend on R&D? How big is each sales force? How performance-driven is each culture?
- Who are your business's main customers and how do they buy?

WHAT HAS THE COMPETITION BEEN UP TO?

- What has each competitor done in the past year to change the playing field?
- Has anyone introduced game-changing new products, new technologies, or a new distribution channel?
- Are there any announced or potential new entrants, and what have they been up to in the past year?

WHAT HAVE YOU BEEN UP TO?

- What have you done in the past year to change the competitive playing field?
- Have you bought a company, introduced a new product, stolen a competitor's key salesperson, or licensed a new technology from a start-up?
- Have you lost any competitive advantages that you once had – a great salesperson, a special product, a proprietary technology?

WHAT'S AROUND THE CORNER?

- What scares you most in the year ahead -- what one or two things could a competitor do to nail you?
- Is your top talent secure, and are you caring for them appropriately, with pay, perks, and a culture that inspires them?
- What new products or technologies could your competitors launch that might change the game?
- What M&A deals would knock you off your feet?

WHAT'S YOUR WINNING MOVE?

- What can you do to change the playing field – is it an acquisition, a new product, globalization, or better talent?
- What can you do to make customers stick to you more than ever before and more than anyone else?