

BUSINESS RESEARCH & ANALYSIS

Competitive Market Analysis

A sample market-entry decision brief with segmentation, competitor comparisons, and validation steps.

About this sample

This document is an illustrative portfolio sample created using a fictional business scenario and hypothetical data. It is not a completed client engagement, a real procurement, or independently verified market research.

01 Decision question and scope

Scenario: A fictional 12-person training consultancy, Northstar Learning Partners, is considering entry into the remote employee-onboarding market. Leadership needs to decide whether to offer a standardized onboarding package for companies with 50–500 employees.

Research question: Which customer segment and offer could be tested first without investing in a large custom content library? This demonstration uses three invented competitors and hypothetical pricing. It does not represent actual vendor intelligence.

02 Executive findings

- A standardized, 30-day onboarding package is more operationally feasible than an open-ended custom program.
- The hypothetical market map suggests a gap between inexpensive self-service templates and costly enterprise implementations.
- The strongest initial target may be professional-service firms with 50–150 employees and no dedicated learning team.
- Before launch, interview 10 buyers and run two paid pilots to validate willingness to pay.

03 Illustrative competitor landscape

Competitor (fictional)	Positioning	Hypothetical price	Likely trade-off
LaunchKit	DIY onboarding templates	\$199 one-time	Low-touch support
TeamSpring	Managed 30-day onboarding	\$2,400 setup + \$450/mo	Less customization
EnterprisePath	Custom enterprise learning	\$12,000+ project	Longer implementation

All company names, packages, and prices above are fabricated for demonstration.

04 Segmentation and buyer needs

Segment	Trigger	Buying concern	Initial priority
50-150-person services firms	Hiring growth; inconsistent onboarding	Time to productivity	High
150-500-person multi-site firms	Variable onboarding across offices	Consistency and reporting	Medium
Startups under 25 employees	First formal onboarding program	Price and speed	Low
Large regulated enterprises	Audit and compliance requirements	Integration and approvals	Defer

05 Offer and economics hypothesis

Pilot offer: A fixed-scope onboarding blueprint, manager checklist, 30-day learning sequence, and handoff workshop. Hypothetical pilot price: \$1,500. Assumed delivery effort: 20 hours. At an illustrative internal labor cost of \$40/hour, direct labor is \$800 and contribution before overhead is \$700 (46.7%).

This is a sensitivity example, not a profitability forecast. It excludes selling time, revisions beyond scope, taxes, software, and customer support.

Scenario	Price	Labor hours	Direct labor	Contribution
Base	\$1,500	20	\$800	\$700
Extended revisions	\$1,500	30	\$1,200	\$300

Scenario	Price	Labor hours	Direct labor	Contribution
Premium scope	\$2,250	25	\$1,000	\$1,250

06 Evidence gaps and validation plan

- Interview 10 target buyers about current onboarding workflows, costs, and procurement triggers.
- Collect three real vendor quotes and validate whether the proposed offer is differentiated.
- Test two paid pilots with a written scope and revision limit.
- Measure manager preparation time, completion rate, and time-to-productivity proxies.
- Revisit pricing after actual delivery-hour and customer feedback data are available.

07 Recommendation and decision gates

Recommendation: Proceed with customer discovery, not a full market launch. Advance to a paid pilot only if at least three interviewed buyers independently describe the problem as urgent and one agrees to a defined pilot scope. Do not extrapolate from this hypothetical analysis to real market demand.

Example deliverables at the end of a real engagement

- Source log with publication dates and confidence notes.
- Competitor feature/pricing matrix grounded in verifiable sources.
- Buyer interview synthesis with themes and dissenting views.
- Decision memo distinguishing facts, assumptions, and recommendations.