Strategic growth does not always mean top line revenue or market share growth. Many growth questions revolve around a firm’s competitive position.

A firm’s competitive position should answer two questions:

1. **What do we offer**
   - *The benefit based reasons a customer would choose our offer over another, i.e., the value proposition*

2. **Who are our customers**
   - *The segment of the market is aligned with our value proposition*
Strategic growth analysis identifies and prioritizes growth areas by looking at three areas through CONSUMERS’ EYES

1. What do consumers VALUE/NEED?

2. How well are YOUR OFFERINGS addressing consumers’ needs?

3. How well are your COMPETITORS’ OFFERINGS addressing consumers’ needs?

Based on the 3-Circle framework described by Professors Joe Urbany and Jim Davis in the Harvard Business Review in November 2007.
Strategic growth analysis involves two distinct data collection stages:

1. To understand consumers’ needs
2. To understand desirable product characteristics

- Identify and quantify needs-based value propositions (VP)
- Gauge importance of product characteristics
- Measure brands’ performance on product characteristics

**Stage 1 Exploratory & Qualitative**

**Stage 2 Confirmative & Quantitative**

Where are the opportunities?
Defined by POTENTIAL and CHALLENGE

- POTENTIAL: fit with the client brand, willingness to pay and size of each VP
- CHALLENGE: brands’ performance on product characteristics
Outcomes

Who are our potential customers and what are their needs?

- 19.0% Have advanced functionality
- 14.4% Quickly access apps, organize life, and manage information
- 11.0% Have privacy and be safe
- 12.5% Depend on device to function reliably and easily do what I want to do
- 7.8% Have the latest features and be stylish
- 5.1% Use only one device
- 8.0% Stay connected everywhere I go
- 9.0% Record experiences with photos and videos
- 12.6% Minimize device, communication, and data costs
Perceptions of competitive landscape

Outcomes

How are our offerings perceived?
VP F provided the best growth opportunity – had the highest price expectation and their needs matched with the client’s image.

In this example project, 9 Value Propositions (VP) with distinctive needs were identified.