

COMPETITOR RESEARCH

TO FIND GROWTH POINTS

FOR
IT - O U T S O U R C I N G
C O M P A N Y



Introductory points and research approach

The research had several objectives:

- To identify and analyze the company's competitors and substitutes
- Determine the intensity of competition for a number of services and market structure.
- Identify growth points

Therefore, the approach to the process was non-trivial:

1. Plan of Research – Defining research objectives, scope, and methodology.
2. Development of Criteria – Establishing clear parameters for identifying direct competitors and substitute solutions.
3. Pre-Screening & Categorization – Initial selection of companies and classification into competitors and substitutes.
4. Detailed Research & Hypothesis Testing – In-depth analysis of selected companies, their market positioning, business models, and key differentiators; testing initial hypotheses to validate assumptions.
5. Conclusions & Recommendations – Summarizing findings and providing strategic insights for market positioning and decision-making.



Research Plan

01

Company search and profiling. To analyze the profile we highlight

1.1. List of services (main and additional). Filling of the main service, which is a competitor or a substitute, technologies used for it, solutions.

1.2 Pricing policy (which prices are fixed, which are variable depending on the service).

Tariffs and tariff content.

1.3 Customers: list, if represented. Or customer segment orientation, if not presented.

1.4 Communication features (what is said on the site): key messages, broadcast values for the client.

1.5. Geography of presence and services provided

02

Conclusions (based on the analysis of profiles)

1.by intensity of competition

2.market structure (company scale, functionality, geography)

03

Conclusions and recommendations.

1.Comparative table on homogeneous criteria.

2.Proposal for growth points.





Identification of competitors and substitutes

| Segment | Competitor* | Substitute |
|---------|--|--|
| 1 | Provision of system administration, server and network support as a core service. | Offer IT outsourcing services with a focus on system administration but do not specialize in its provision. |
| | Package offers for businesses considering the absence of an in-house system administrator, with the possibility of on-site visits. | Permanent specialist. |
| 2 | Core services: Management of remote workspaces, providing Cloud support. | <ul style="list-style-type: none">● Cloud services● Integrators and consulting companies: Help set up remote work without focusing exclusively on IT support. |

* the area of competition primarily includes companies focused on providing services to small and medium-sized businesses located geographically in the agreed country with the client

Status table

| # | Company | Segment | Competitor/Substitute | Status | Notes after call | Location | Research link |
|---|--------------|---|-----------------------|---------------|----------------------------|----------|--------------------------------------|
| 1 | Competitor 1 | 2 - Remote workspaces, Cloud support | Competitor | Call | Office manager confirmed | City 1 | Research competitors |
| 2 | Competitor 2 | 2 - Remote workspaces, Cloud support | Competitor | Completed | We provide all IT services | City 2 | Research competitors |
| | Competitor 2 | 1 - System administration, server support | Competitor | Completed | Unlimited visits City 1, 2 | City 2 | Research competitors |
| 3 | Competitor 3 | 2 - Remote workspaces, Cloud support | Competitor | Completed | - | City 2 | Research competitors |
| | Competitor 3 | 1 - System administration, server support | Substitute | Completed | In City 2 yes, if needed | City 2 | Research competitors |
| 4 | Competitor 4 | 2 - Remote workspaces, Cloud support | Not provided | Call rejected | - | City 1 | Research competitors |
| 5 | Competitor 5 | 2 - Remote workspaces, Cloud support | Substitute | Call | Cloud provider, services | City 2 | Research competitors |
| 6 | Competitor 6 | 1 - System administration, server support | Competitor | Call | Helpdesk system, in City1 | City 2 | Research competitors |
| | Competitor 6 | 2 - Remote workspaces, Cloud support | Competitor | Call | We can provide our cloud | City 1 | Research competitors |
| 7 | Competitor 7 | 1 - System administration, server support | Unclear | Call | No response, texted | City 2 | Research competitors |
| 8 | Competitor 8 | 1 - System administration, server support | Competitor | Completed | - | City 2 | Research competitors |

Brief examples from the detailed audit

COMPANY 2

Core service: comprehensive IT department services. - clearly reflects the essence of services, 1st segment of competitors. - Providing system administration, server and network support.

A list of all services - in addition to the main service, or may be provided separately.

1. Technical support of workplaces: Troubleshooting incidents in the operating system, ensuring the operation of office software packages.
2. Auditing and consulting: Testing and validating your network and systems for vulnerability and operability.
3. Remote 1C server: Installation and configuration of a turnkey server for accounting needs. Support of office and banking programs.
4. Server support: Configuration and maintenance of server software of operating systems of Linux, Microsoft Windows families.
5. Website Management: Transfer, renewal, hosting, domain registration and management. Content placement
6. Data security and backup: Ensuring that system and database changes are regularly recorded in a separate file repository
7. Local networks (construction and maintenance): Selection, purchase, configuration of server equipment, peripherals. Installation and configuration of routing equipment for Internet access. Diagnostics and elimination of incidents.
8. Own IP telephony. Setting up external and internal corporate IP communications

2. Pricing policy and tariffs

The website implements a calculator to pre-estimate the cost of service.

The services that can be included in the **service can be** seen in the fields of the calculator (below).

Brief examples from the detailed audit



COMPANY 8

3. Clients

the company immediately outlines its customer segments - "the needs of small and medium-sized businesses"

from reviews and logos

- PAT "BEL SHOSTKA UKRAÏNA" (Ukrainian cheese producer)
- DOROHUSE (real estate agency in Kiev + management company)
- AS GROUP (Service company for realization of biogas complexes, office in Kiev)
- Bacardi Ukraine (apparently in the past an official distributor of alcoholic beverages, the company was not found by search) ,
- ASTOR-Ukraine (apparently, in the past, a system integrator of technological industry ERP solutions, office in Kiev)
- Technolex Translation Studio (LANGUAGE SUPPLIER IN UKRAINE, office in Kiev)

Interestingly, customer testimonials emphasize the company's hands-on experience with almost all of the services claimed.

Brief examples from the detailed audit

COMPANY 12

4. Communication features (what is being said on the site)

- "an external company allows the customer to focus on the business"
- detailing the benefits of each service and solution, the stages of implementation. The site is characterized by a large number of texts, we can assume that they worked or are working with SEO-promotion
- call themselves a system integrator "As a system integrator in Ukraine, our company offers any IT business solutions. This is a great opportunity for Ukrainian companies:
 - increase the stability of business processes and the operation of the enterprise as a whole;
 - reduce the cost of IT infrastructure modernization, repair, maintenance and support;
 - increase staff productivity and minimize the impact of the human factor;
 - utilize all opportunities of modern computer technologies to promote and develop business."
- 20 IT Experts, 28 Years of experience in the IT industry, 990 Satisfied Clients

Comparison of company services

| Company | Segment 1 | Segment 2 | Workplace Software Support | Audit and Consulting | 1C, Banking Software Support | Server Software Setup and Maintenance | Website Hosting | Website Development | Backup | Local Networks (Setup and Maintenance), SCS Installation |
|---------|-------------|--------------|----------------------------|----------------------|------------------------------|---------------------------------------|-----------------|---------------------|--------|--|
| Name 1 | Competitor | Competitor** | + | + | + | + | + | | + | + |
| Name 2 | Competitor | Competitor | + | + | + | + | + | + | + | + |
| Name 3 | Competitor | Competitor | + | + | + | + | | | + | + |
| Name 4 | Substitute* | Competitor | + | + | + | + | | | + | + |
| Name 5 | Substitute | Competitor | + | + | + | + | | | + | + |
| Name 6 | Substitute* | Competitor** | + | | + | + | | | | |
| Name 7 | Competitor | Competitor | + | | + | + | | | + | + |
| Name 8 | Competitor | Competitor** | + | + | + | + | | | + | + |
| Name 9 | Substitute* | Competitor | + | + | + | + | | | + | + |
| Name 10 | Substitute | | | | | + | | | + | |
| Name 11 | Substitute | | | | | | | | | |
| Name 12 | Competitor | Competitor | + | | + | + | | + | + | + |
| Client | | | + | | + | + | + | | + | + |

Comparison of competitors' package offers

| What's Included | Company 1 | Company 2 | Company 3 | Company 4 | Company 5 | Company 6 | Client |
|---|--|--|--|---|-----------|---|--------|
| 1 server, 15 computers, response time - up to 2 hours, resolution time up to 12 hours | 225\$ | 229\$ | 73\$ | 301\$ | | 207\$ | 182\$ |
| 1 server, 15 computers, response up to 1 hour, resolution up to 10 hours, 1 person | 337\$ | 266\$ | - | 263\$ | | - | - |
| 1 server, 15 computers, response up to 1 hour, resolution up to 8 hours, 2 people | 449\$ | 266\$ | - | 288\$ | | - | - |
| Additional Information | Each package includes IT audit, 10 mobile, backup, VPN, Internet | Physical server, 4 planned visits per month, resolution time not specified, no info on mobile service, backup, VPN, Internet | No info on response and resolution time, server placement, no options for input selection other than number of computers and servers | This amount includes two packages (server maintenance separately), which may have many more options than other companies. | | Basic 15 computers and 1 server, includes 3 visits, VPN, Internet (Setup and installation of high-power base Wi-Fi stations, kit) | - |



Brief examples from conclusions

1.2 Features of competition and substitution in segments.

- **Competitor/substitute in segment 1**

As a result of analyzing the profiles and calls, we see that there are a number of companies that can be considered both as a competitor and as a substitute in segment 1.

These are companies that provide system administration services, support of servers and networks, but provide this support to various specialized specialists, without a system administrator assigned to the company. But! at the request of the client they can "fix a person for the company". It should be noted that these companies consider unassignment of a person as more professional support, when tasks are assigned to specialized specialists.

- **Competitor or substitute in segment 1 = competitor in segment 2**

Because in today's reality, many companies provide support remotely and have the skills to work with cloud services (including migration, hosting and user support). That is, on remote servers, the company can provide all the same support as on the physical server.

- **Partnership to provide a full range of services**

Companies providing cloud services or hosting in Data Centers (substitutes in segment 2) may have partners that provide full cloud administration services (including user support). Thus, we cannot speak about classical competition or even substitution between cloud solution providers and companies offering user support services.





Brief example of recommendations for the Client

3. The next growth point from the previous one is **Partnership Development:**

A. with companies working in highly specialized niches -

- installation and maintenance of video surveillance systems (5 out of 12 companies surveyed provide this service),
- machinery repair (4 out of 12)
- CRM integrators
- companies offering website hosting, SSL certificates. *If the company helps to migrate the entire infrastructure to the cloud, then website hosting is also directly related to this. On the*

3. Serviceability as a point of growth

- Implementation of SLA (service level agreement between the customer and the contractor). Development of package offers taking into account SLA.
Existing customers may be entirely satisfied with existing support, but SLA implementation will help attract the attention of new large customers (medium-sized businesses) who are service-oriented (most likely already have unsatisfactory experiences with IT outsourcing). Since SLAs solidify responsiveness and speed of troubleshooting in hours.
- Help Desk implementation - probably available now, but no website login.
- Test period - 1 month for certain services - promotional period builds trust with new customers.



Insights & Results

- **The research showed that what the company thought was its competitive advantage was actually its weakness, as the market already offered more relevant solutions.**
- **Following the recommendations, the company entered new geographic markets, optimized its package offerings, expanded its service portfolio and was able to significantly increase turnover in just four months.**

