



# GROWING TOGETHER IN THE AMERICAS

DIGITALISATION FOR INTERNATIONAL TRADE  
CHALLENGE



# Agenda

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1. Important announcements
2. Individual Challenge – Topic 2
3. Competitive value train
4. Q&A



# Attention!

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1. Take advantage of the **Q&A session** to ask questions that enrich the class. These will be posted in the forum during the course of the week.
2. The study material will be published in the Academy every Friday.
3. The **chat** is intended for comments you want to share. Remember we are reading you!
4. Remember that in **the ConnectAmericas Academy** Topic 2, class 4 you can already find this material in the following languages: English, Spanish and Portuguese.
5. This is a learning environment, we come here to learn, to make mistakes, to reflect, to change our minds, **and it's all good!**
6. If you have any problems, please contact us at: [creciendojuntas@connectamericas.com](mailto:creciendojuntas@connectamericas.com)

# Announcement!

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Apr 12th

Next week we won't have class due to **Holy Week.**

We will resume classes on April 19th!



# Individual challenge

User Experience

Deadline for submission: **22/apr/22**

Download at ConnectAmericas Academy



## Promotion criteria:

Elements	Weight
Class attendance (live)	15%
Participation in the Forum	25%
Course feedback form	10%
<b>Individual Challenge Grading</b>	<b>30%</b>
Group Challenge Grading	20%
Extra points	*

\*Each additional tool submitted will be graded out of 20 points.

Digital world and data

User experience

Leadership and purpose

Business Model

Finance

Agile and new ways of working

# Agenda

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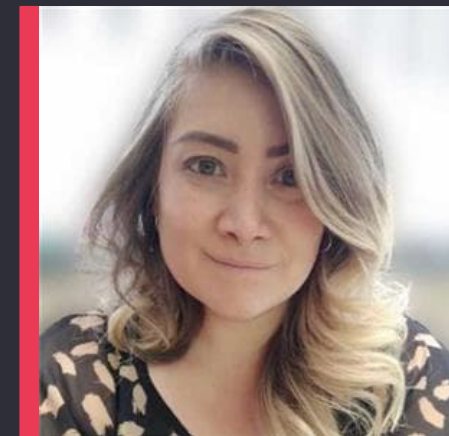
1. Important announcements
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## Monica Betancourt

### Business Consulting

With more than 12 years of experience in design, structuring and implementation of innovative business solutions (products, services and processes) and management of automation projects, oriented to Digital Transformation.



## Daniel Muñoz

### Business Consulting

As part of EY's Business Consulting practice, he actively participates in projects to redesign business models, redefine internal processes and optimise customer experience under better customer service models while fostering a culture of innovation in business operations.





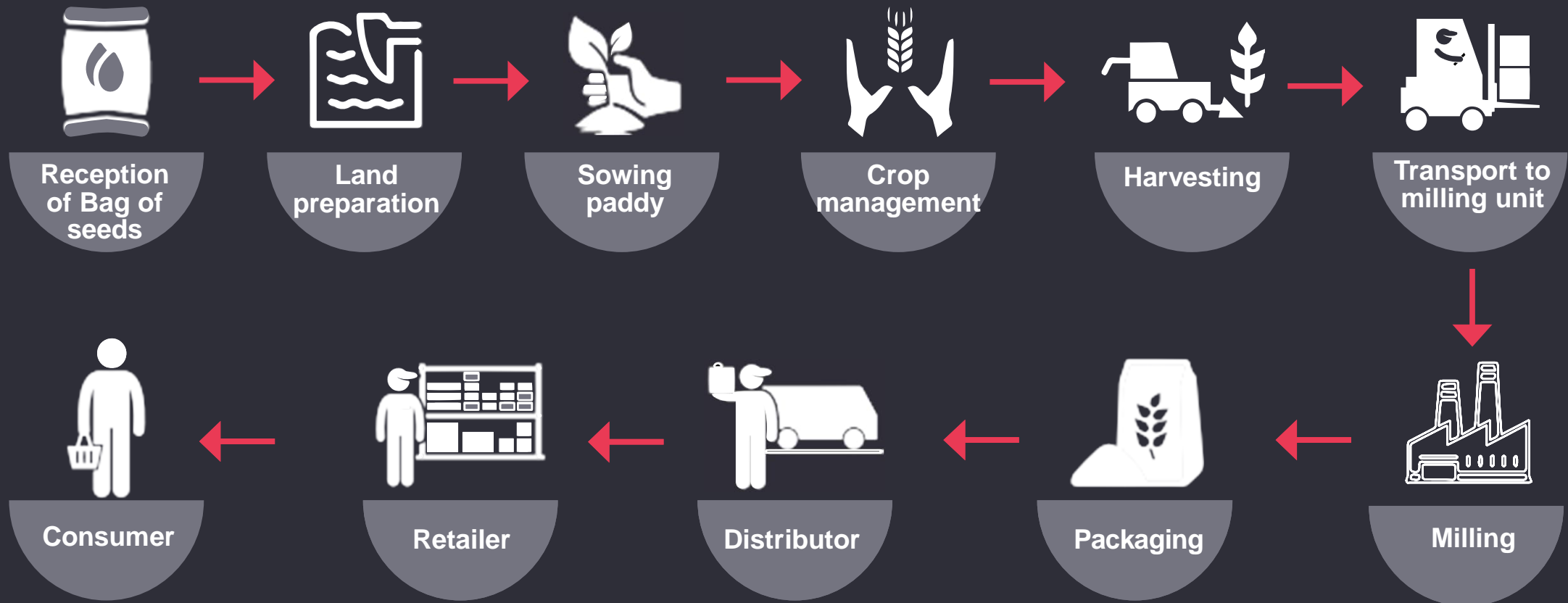
True **competition** is about **creating value** rather than beating rivals



Michael E. Porter  
Cofounder GSP firm

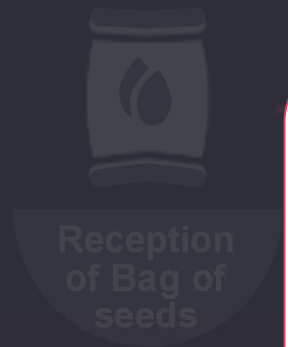
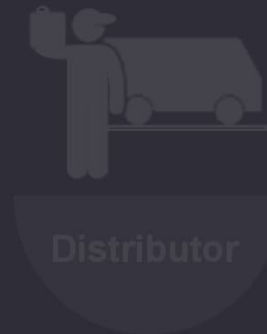


Let's recap... We started this transformation route by analysing our **productive value chain**

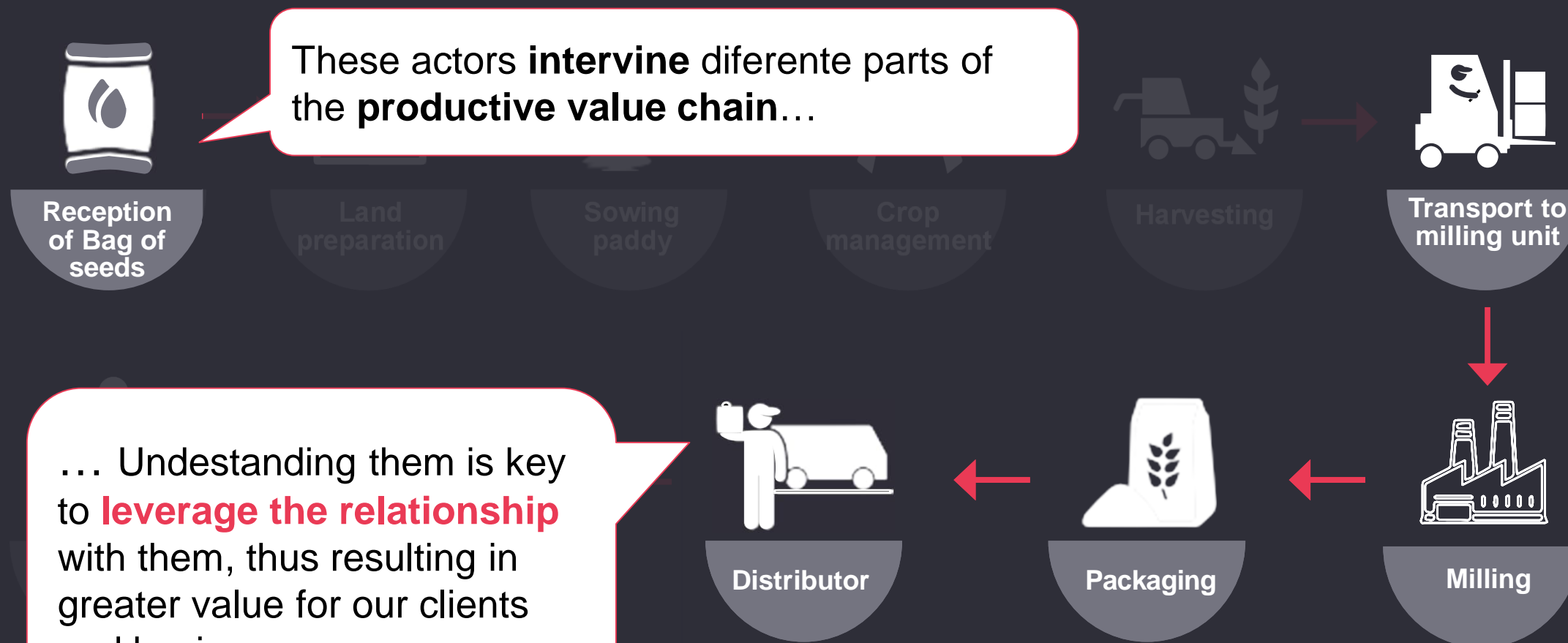


First we focused on meeting the **needs of our customers** by seeking the **optimisation of their experience** and **maximising the value** delivered to them at every touchpoint...

- ✓ Customer segmentation
- ✓ Buyer Persona
- ✓ Customer journey



# Now we must shift the focus to another actor that is part of our business ecosystem... **COOPETITION**



*“The right strategy for rival businesses is often a mix of **competition** and **cooperation**”*

- **Symmetric competitor**

These are companies or individuals that offer a product or service generating similar value with a similar business model to our company.

Example: Chain – Retail – Discount Stores  
(Carrefour-Walmart)

- **Asymmetric competitor**

Son empresas o personas que pueden substituir un producto o servicio con un modelo de negocio diferente.

Example: Movistar - Netflix



# Rethinking competition in digital transformation

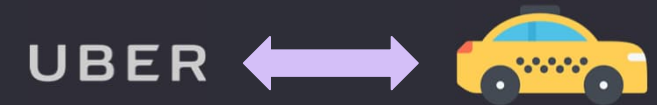
## Competition in the digital era

- Competitors cooperate in certain areas
- Companies come together to share and diversify risks inherent in the development of new technologies.
- Platforms and social networks allow companies to exchange value and data

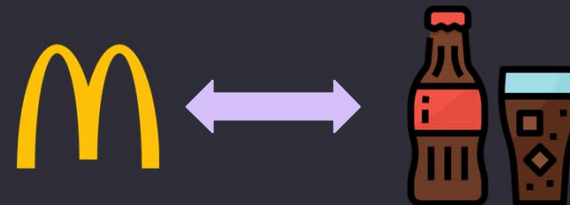


### Example:

- Uber provides a platform that connects the drivers of taxi-owning companies with people nearby.



- McDonald's and Coca Cola partnership



- Amazon provides a platform and logistics for companies in any sector to market and distribute their products.



In a world where **relationships between rivals** are being redefined and the **boundaries of competition** are becoming ever more fluid

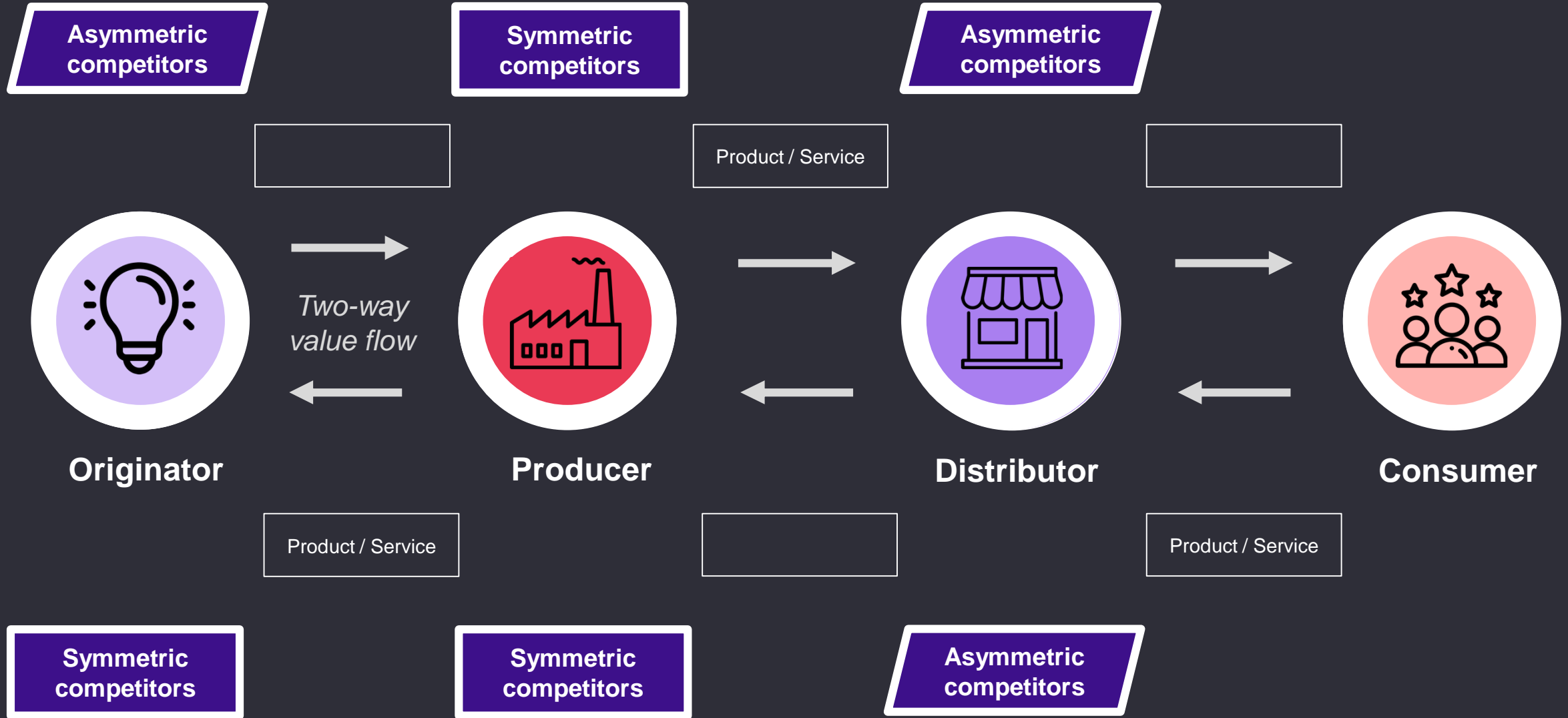
**How can we approach competition to make it work in our favour?**



## TOOL'S DESCRIPTION

- Aims to analyse the competition and leverage between a company and its business partners, direct rivals and asymmetric competitors.
- Graphical representation of the value chain, competitive landscape and market environment of a particular segment.
- Tool that allows mapping how a product or service reaches a particular group of people

# Competitive Value Train





Before we start mapping the **competitive value train...** we must understand its **main actors**

# Key actors of the competitive value train

## Examples

## Keys to success



### Originator

Companies or individuals that create elements or products with unique characteristics for the value chain.



### Producer

Companies or individuals who create, design and assemble the final product/service that will be received by the customer.



### Distributor

Companies or persons who deliver the product or service to the final customer.



Develops the operating system for PCs, servers and mobile devices.

*Farmers or companies in agribusiness sell rice seeds*



They assemble hardware and software parts to produce laptops running the operating system provided by Microsoft.

*Rice cultivation companies that prepare the land, sow, harvest and mill the rice.*



Discount department store chains  
Customers can buy Lenovo laptops with Windows operating system.

*Transport companies that deliver packaged rice to chain stores and retailers.*

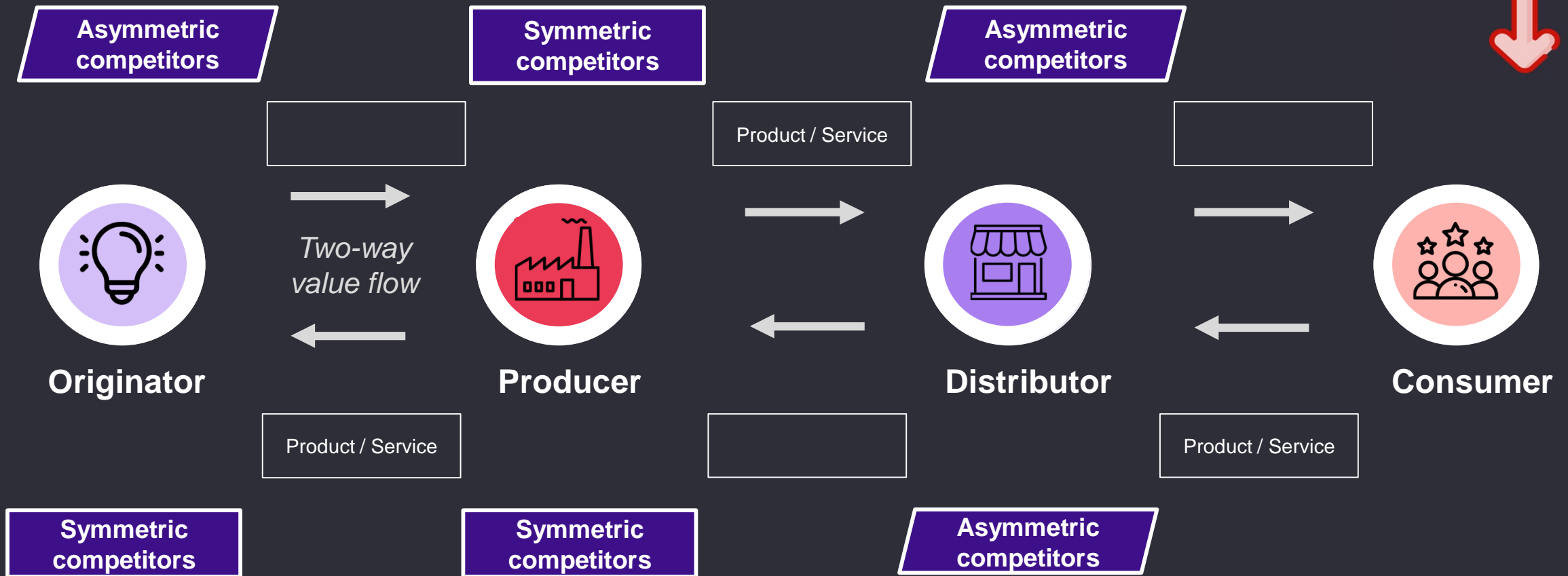
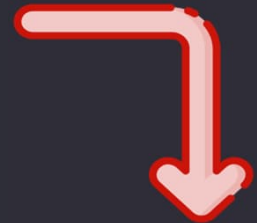


- Creative and innovative companies and people
- Products and services with an added and differentiating value.
- Patents, know-how, industrial secrets, among others.
- Transformation of raw materials into the final product
- Ideal machinery and equipment for the manufacture and assembly of the final product.
- Good use of consumer psychology
- Good use of pricing, promotion and placement of products
- Generate important data on consumer preferences, sales, market share

# Let's get to work!



Download the working material found in **Class 4: Tools** in the ConnectAmericas Academy and follow the proposed steps to build your competitive value train.



# How to map the competitive value train analysis?

1

**Define the scope**

5

**Define the focal firm**

2

**Define the final consumer**

6

**Define the value exchange**

3

**Define the last firm**

7

**Define symmetric  
competitors**

4

**Define the prior firms**

8

**Define asymmetric  
competitors**

# How to map the competitive value train analysis?

1

## Define the scope

- Which firm is the focus of your analysis?

**Example:** competitive value train analysis focused in the craft beer market

Craft beer

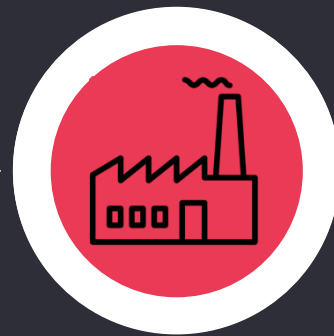
Product

Beer made with natural ingredients without dyes or preservatives

Value



Originator



Producer



Distributor



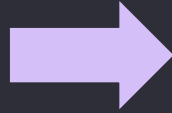
Consumer

# How to map the competitive value train analysis?

## 2

### Define the final consumer

- Who is the ultimate consumer?
- *Draw them in a circle on the far right of your diagram*



**Example:** competitive value train analysis focused in the craft beer market

People who enjoy the taste and texture of beer made with natural ingredients



To define your final consumer remember your Buyer persona

People that drink beer

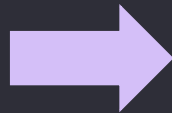
Consumer

# How to map the competitive value train analysis?

# 3

## Define the last firm

- What source does the customer receive the offering directly from?
- *Draw this party as a square to the immediate left of the customer*



**Example:** competitive value train analysis focused in the craft beer market

Chain stores dedicated to the distribution to retailers. Customers can head to the beverage section



To define your distributor, review your productive value chain



Distributor



Consumer

# How to map the competitive value train analysis?

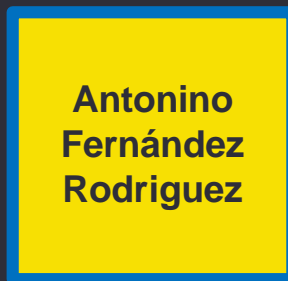
4

## Define prior firms

- What other firms, if any, provide unique inputs to that firm?(Originator, producer or distributor)
- *Draw them as additional squares to the left*

**Example:** competitive value train analysis focused in the craft beer market

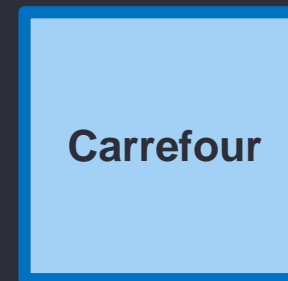
People who develop methodologies, techniques, and technological tools to improve the production process of craft beer



Originator



Producer



Distributor



Consumer

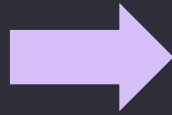


# How to map the competitive value train analysis?

5

## Define the focal firm

- Which firm is the focus of your análisis?
- *Add an additional outline to the square around it*

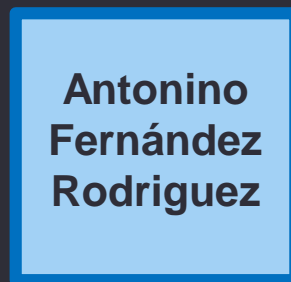


**Example:** competitive value train analysis focused in the craft beer market

Bavaria is a company that produces beer and is our focus of analysis



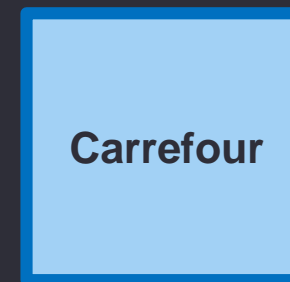
What type of actor is your company? Add a frame to highlight it.



Originador



Producer



Distributor



Consumer

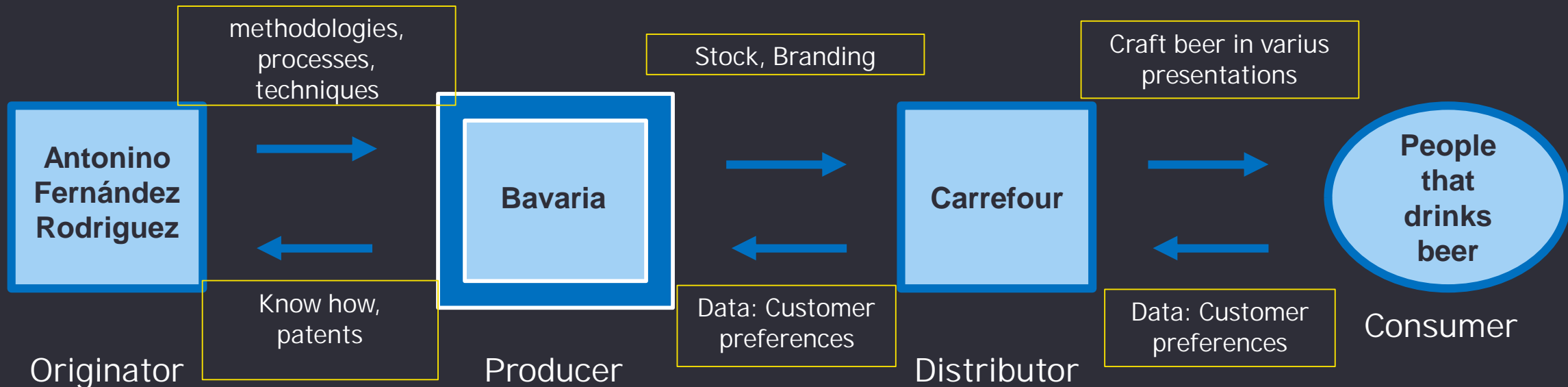
# How to map the competitive value train analysis?

## 6

### Define the value exchange

**Example:** competitive value train analysis focused in the craft beer market

- Identify the products or services that add value between one actor and another.
- *Between each box, add arrows in both directions. Label each arrow pointed to the right to indicate what value is being delivered to the downstream party (e.g. product, service, or component of them). Label each arrow pointed to the left to indicate what value is being delivered upstream (typically, monetary, but there may be other value, such as data or marketing support).*



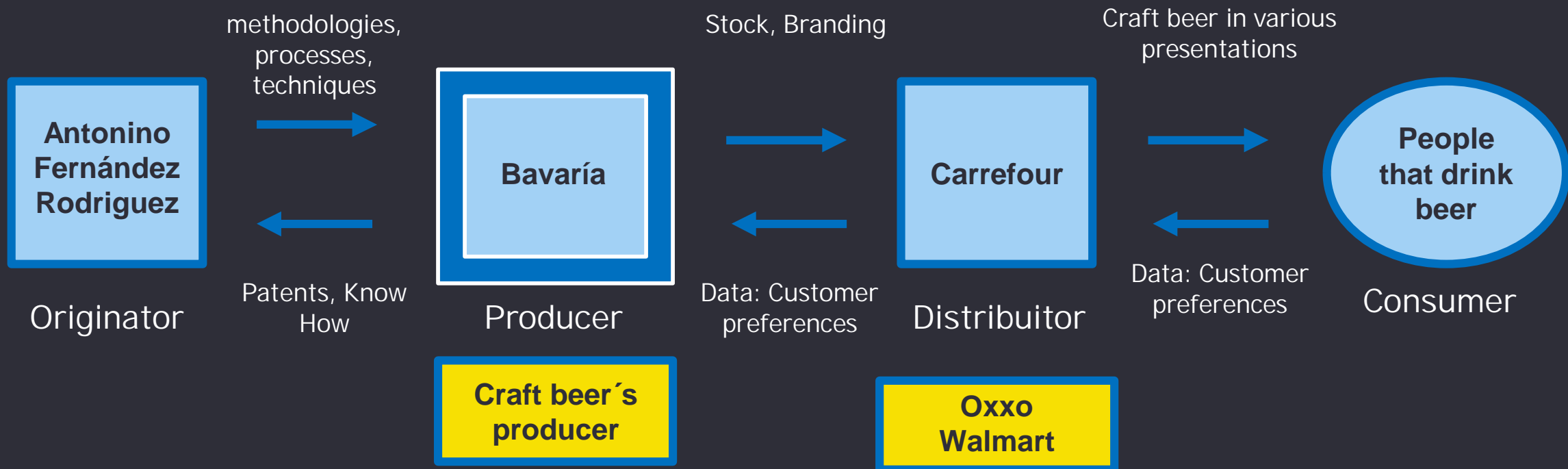
# How to map the competitive value train analysis?

7

## Define symmetric competitors

**Example:** competitive value train analysis focused in the craft beer market

- Identify symmetric competitors as companies that offer similar values, with a similar business model
- *Add them to the diagram as a rectangle*



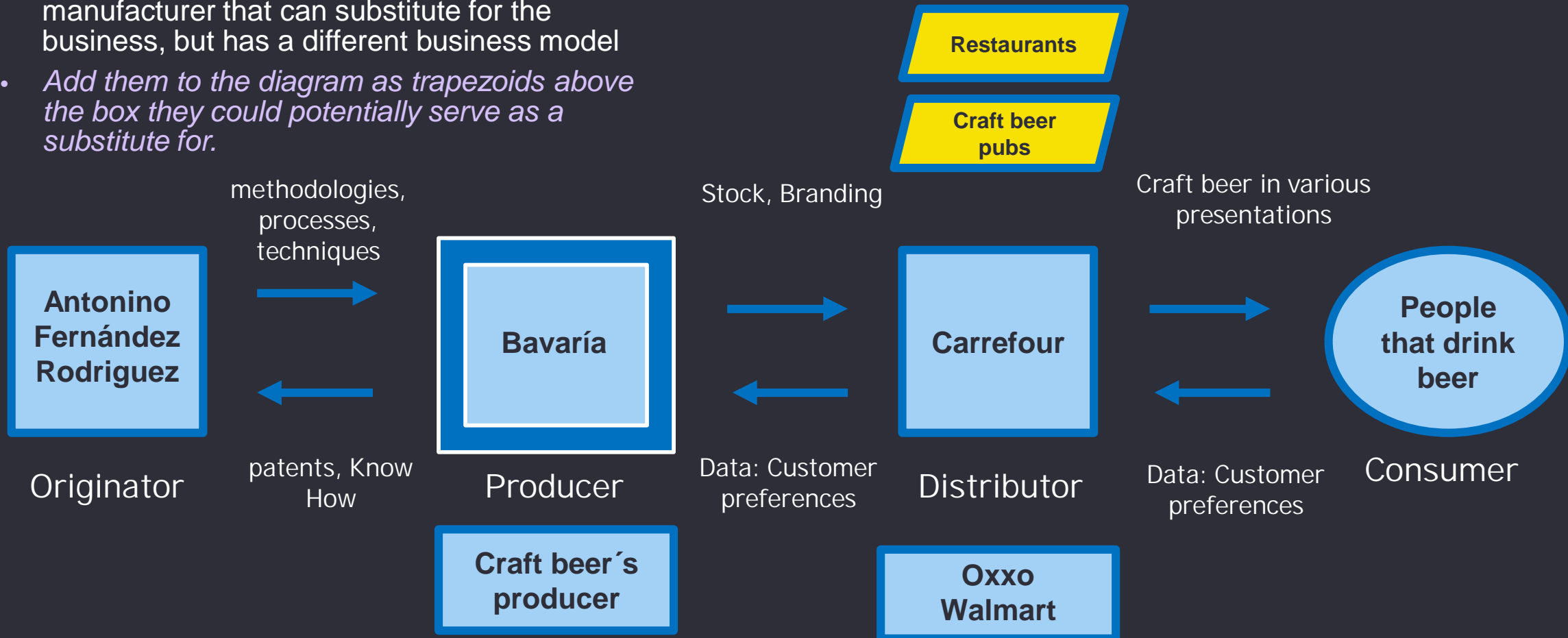
# How to map the competitive value train analysis?

8

## Define asymmetric competitors

**Example:** competitive value train analysis focused in the craft beer market

- Identify a company, alternate distribution channel, product producer, or component manufacturer that can substitute for the business, but has a different business model
- Add them to the diagram as trapezoids above the box they could potentially serve as a substitute for.



Q & A

# Thank You!

## See you next Tuesday



Please, access the following link and give us your feedback on today's class:

<https://forms.office.com/r/8H67E7D3s1>

Your opinion is very important to us!