

**COMPETITIVE ANALYSIS:
WHO'S WINNING?
WHO'S LOSING?**

**Peter A. Cunningham
President
INPUT**



HISTORIC COMPETITIVE STRUCTURE

	1976	1982
Independents	54%	62%
Computer Manufacturers	17%	12%
Subsidiaries	14%	16%
Other	15%	10%
Total	100%	100%

12/10/18

1. The first part of the document is a list of names.

2. The second part is a list of dates.

3. The third part is a list of times.

4. The fourth part is a list of locations.

5. The fifth part is a list of activities.

6. The sixth part is a list of events.

7. The seventh part is a list of people.

8. The eighth part is a list of places.

9. The ninth part is a list of things.

10. The tenth part is a list of actions.

11. The eleventh part is a list of objects.

12. The twelfth part is a list of states.

13. The thirteenth part is a list of conditions.

14. The fourteenth part is a list of results.

15. The fifteenth part is a list of conclusions.

16. The sixteenth part is a list of recommendations.

17. The seventeenth part is a list of suggestions.

18. The eighteenth part is a list of notes.

**MAJOR INFORMATION SERVICE PLAYERS
1985**

Independents	52%
Computer Manufacturers	15%
Subsidiaries	17%
Other	16%
	100%

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**MAJOR INFORMATION SERVICE
PLAYERS
1990**

Independents	44%
Computer Manufacturers	20%
Subsidiaries	16%
Other	20%
- "Big 8" Firms	100%
- RBOCs	
- ?	

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**TOP INFORMATION SERVICE SALES STARS
U.S. MARKET, NON-CAPTIVE REVENUE 1985**

RANK 1985	COMPANY
1	International Business Machines (IBM)
2	Automatic Data Processing
3	Electronic Data Systems
4	Computer Sciences Corporation
5	McDonnell Douglas Information Services



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**VENDOR
SPOTLIGHT**

11700

11700

LARGEST PROCESSING SERVICES VENDORS

RANK 1985	COMPANY
1	Automatic Data Processing
2	Electronic Data Systems
3	McDonnell Douglas Information Services
4	Control Data Corporation
5	General Electric Information Services

1892

Received of Mr. J. H. ...
the sum of ...
for ...

Witness my hand and seal this ... day of ... 1892

PROCESSING/NETWORK SERVICES VENDORS

- ADP
 - Control Data
 - GTECH
 - Telerate
-

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-1500
-2000

LARGEST SOFTWARE PRODUCTS COMPANIES

RANK 1985	COMPANY
1	International Business Machines (IBM)
2	Lotus Development Corp.
3	Cullinet Software
4	Microsoft Corp.
5	Computer Associates International, Inc.

SOFTWARE PRODUCTS VENDORS

- Cullinet
 - Hogan
 - LOTUS
 - Sterling Software
-

1. *Introduction*

2. *Methodology*

3. *Results*

4. *Discussion*

5. *Conclusion*

6. *References*

7. *Appendix*

8. *Index*

**LARGEST PROFESSIONAL SERVICES
VENDORS**

RANK 1985	COMPANY
1	International Business Machines (IBM)
2	Computer Sciences Corporation
3	Arthur Andersen & Company
4	Peat, Marwick & Mitchell
5	Burroughs Corporation

THE UNIVERSITY OF CHICAGO

PHYSICS DEPARTMENT

PHYSICS 311

LECTURE 1

MECHANICS

1.1 Kinematics

1.2 Dynamics

1.3 Energy

1.4 Momentum

1.5 Angular Momentum

1.6 Oscillations

1.7 Relativity

1.8 Quantum Mechanics

1.9 Statistical Mechanics

1.10 Thermodynamics

1.11 Electromagnetism

1.12 Optics

1.13 Modern Physics

PROFESSIONAL SERVICES VENDORS

- Arthur Andersen
 - Computer Sciences Corp.
 - Computer Task Group
 - EDS
-

1870

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LARGEST TURNKEY SYSTEMS VENDORS

RANK 1985	COMPANY
1	Intergraph Corporation
2	Computervision Corporation
3	Gerber Scientific
4	Calma Company
5	HBO & Company



TURNKEY SYSTEMS

- ASK
 - Computervision
 - HBO
 - Triad
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**FUTURE
COMPETITIVE
TRENDS**

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**WHY THE
CHANGE?**



DEREGULATION

Banking: First Data Management

Telecommunications: RBOCs

Transportation: American Airlines



BANKS/FINANCE

- Chase Manhattan
- American Express
- Bank of America
- Citicorp
- Mellon Bank



INFORMATION/FINANCIAL SERVICES

- D&B
- McGraw-Hill
- EQUIFAX
- Transunion



MANUFACTURERS

- McDonnell Douglas
 - Litton
 - Martin Marietta
 - TRW
 - Ford
 - Xerox
 - General Electric
 - Boeing
 - Schlumberger
 - Grumman
 - General Motors
-



COMPUTER COMPANIES

- IBM
 - CDC
 - Burroughs
 - DEC
 - SPERRY
 - TI
 - NCR
 - Honeywell
 - Hewlett-Packard
 - Tandy
 - Apple
-



INPUT®

IBM VERSUS EVERYONE ELSE



COMMUNICATIONS

- United Telecom
- GTE
- RBOCs
- Contel
- AT&T



Giant Firms

INFORMATION SERVICES APPEAL

- Leverages Core Businesses, Financial Assets
 - Large, High Growth Opportunities
 - Potential for Significant Market Share
 - Enhance Company Valuation
 - Accelerate Technology Assimilation
-

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Giant Firms

CHALLENGES FACED

- **Requires**
 - **Adaptation to High Rate of Change**
 - **Specialized Management**
 - **Handling Compensation Differences**



Giant Firms

IMPACT ON COMPANY

- Potential Large Losses
- Organizational Upheavals
- Phases
 - Honeymoon
 - ↓
 - Disappointment
 - ↓
 - Resurgence
- Can Evolve to Major Business Segment



**RBOCs
WHO'S NEXT?**

- | | |
|----------------------|----------------------------------|
| Ameritech | - Applied Data
Research (ADR) |
| Bell Atlantic | - SORBUS |
| NYNEX | - IBM Product
Centers |
| US West | - Applied
Communications |
-



RETAILERS

- Computerland
 - Macy's
 - Entré
 - Sears
 - Businessland
 - Software Centre
-



INPUT®

**INTERNAL
VERSUS EXTERNAL
COMPETITIVE EDGE**



NEW WAYS TO COMPETE

- **Aquisition**
 - **Strategic Partnering**
 - **Vertical Specialization**
 - **Connectivity**
-



KEYS TO SUCCESS

**STAY
IN TUNE AND IN STEP
WITH CUSTOMERS**



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MORE FOCUS



