

RESOURCES

Phase I: Creating Consistency



Activity: Landscape Analysis

Goals

1. Understand where your program fits in the competitive landscape
2. Use results to innovate, make decisions, identify opportunities for collaboration, increase usefulness/effectiveness of your platform

Prerequisites

Governance Activity:
Mission/Vision

Community Engagement
Activity: Who Is Your
Community

Who Should Participate?

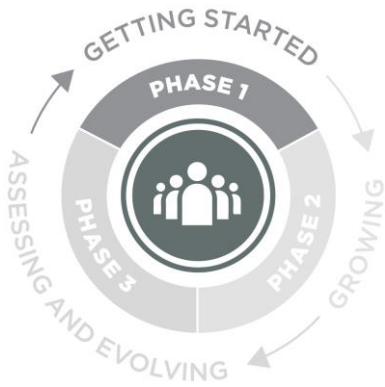
Program management (tactical thinkers) with initial brainstorming input from program leadership and program staff.

Length

60-90 minutes

Activity Instructions

1. As a group, build as comprehensive a list as possible of the competitive landscape - programs or organizations that are engaged in roughly the same work, serving roughly the same stakeholder groups. This list can be created during an in-person brainstorming session, or offline through a shared document or virtual whiteboard.
2. Create an assessment template that includes (at least) the following categories:
 - a. Program or Organization name
 - b. High level purpose
 - c. Target audiences
 - d. Mission, values and vision — What are the specific, tangible goals they're trying to accomplish?
 - e. Unique value proposition — What does the program claim to do that is different from other programs?
 - f. Financial resource model - is the program supported by membership, earned income, grants, etc.?
 - g. OSS license (or note if it's a proprietary application)
3. Analyze the landscape by discussing and capturing answers to the following questions about each program. If you have identified a large number of programs, you may prioritize them via sticker vote or group them according to category to limit the amount of research required.
 - a. How is your program different? How is it the same?
 - b. What are you doing better? What can you highlight in your messaging and communications that is unique and will resonate with your target stakeholders?
 - c. Where are your competitors excelling? What can you learn from them?
 - d. Where are your competitors falling short? Are there any strategies that aren't working? Could you do them differently, or better?
 - e. What "gaps" do you see? Are there missed angles or opportunities? Could you fill those gaps? How does this information inform your own point of view and messaging?



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Output

- Keep the documentation generated from this activity - the landscape analysis and the discussion questions - somewhere accessible to all program staff
- Use the results of this activity when:
 - Working to communicate the advantages of your program over another
 - Developing messaging or outreach strategies
 - Identifying new opportunities for innovation to increase the usefulness or effectiveness of your platform
 - Identifying new opportunities for collaboration or integration