



COMPETITIVE ADVANTAGE

Finding & Communicating Yours in a Crowded Landscape

Heather Physioc

VMLY&R

Heather Physioc

**Managing Director,
Discoverability**

- At VMLY&R since 2014
- Lead the Discoverability capability
- Professor of Digital Marketing in the KU School of Journalism Masters program
- International search industry speaker and writer
- Bachelor of Journalism, University of Missouri; Executive MBA, Rockhurst University



Around the World

80 DISCOVERABILITY EXPERTS

Organic Search
Paid Search
Performance Content

5 KEY REGIONS

United States
United Kingdom
Mexico
Colombia
France

70+ ACTIVE CLIENTS, INCLUDING



US
Organic Search
Paid Search
Performance Content



UK
Organic Search
Performance Content



Colombia
Organic Search



Mexico
Organic Search



France
Organic Search
Paid Search

The Drum.
Search Awards

International
Search Team
of the Year



Integrated
Search Agency
of the Year



Best Large
Integrated
Search Agency



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Brands We've Helped

AGRICULTURE

BASF
Firestone Ag.
John Deere

ANIMAL & PET HEALTH

Boehringer-Ingelheim
Elanco (Bayer)
Hill's Pet Nutrition
MARS Petcare
PetMeds
Zoetis

AUTOMOTIVE

Ford
Mazda
Bridgestone

B2B INDUSTRIAL

Apex Tool
Bridgestone
John Deere
JR Automation
United Rentals

EDUCATION

A&M University
 DeVry University

Pearson Online Learning
Rockhurst University

ENERGY

BP
Georgia Power
Spire Energy

FINANCE & INSURANCE

AARP
Crowe
Northern Trust
Thrivent Mutual Funds
Plante Moran
Mariner Wealth Advisors

FOOD & CPG

Baileys
Bell's Brewing
BLK&Bold
Bush's Beans
Butterball
Coca-Cola
Colgate
ConAgra
Flowers Foods
General Mills
Kimberly-Clark

Kraft-Heinz
Mars-Wrigley
Molson-Coors
Morton Salt
PepsiCo
Sherwin-Williams
Tom's of Maine
Unilever

FOOD SERVICE

QuikTrip
Wendy's

GOVERNMENT

U.S. Navy

HEALTH

GlaxoSmithKline
Johnson&Johnson
Pfizer
Sanofi
Ultragenyx
AstraZeneca
Merck
ACPNY/EmblemHealth
UCI Irvine Health
City of Hope
Janssen

LEO Pharma
Narcan
PHRMA
Walgreens-Boots
Lifescan
Myriad Genetics
Q-Collar
Stryker
Atara Biotherapeutics
AARP Member Benefits
Texas A&M EnMed

LIVING & COMMUNITY

Related Rentals
Vi
YMCA

SPORTS & ATHLETICS

Miami Dolphins + F1
NBC Sports
Chelsea Football Club
Q-Collar

TECHNOLOGY

BazaarVoice
Bose Google
Dell
GDMS

GE Aviation
Hikvision
Intel
Meta/Facebook/Oculus
Nikon Metrology
Microsoft
Oticon
PTC
Qlik

TELECOM

Cable & Wireless
Hughesnet
T-Mobile

TRAVEL & TOURISM

Airshare
Graceland
LEGOLAND Florida
Miami GMCVB
Tennessee Tourism
Knoxville Tourism
Nashville Tourism
Opry Entertainment



The Trouble with Crowded Competitive Landscapes



IT'S HARDER TO
STAND OUT.



IT'S HARDER TO
COMPETE.



IT'S HARDER TO
WIN.



The Sea of Sameness

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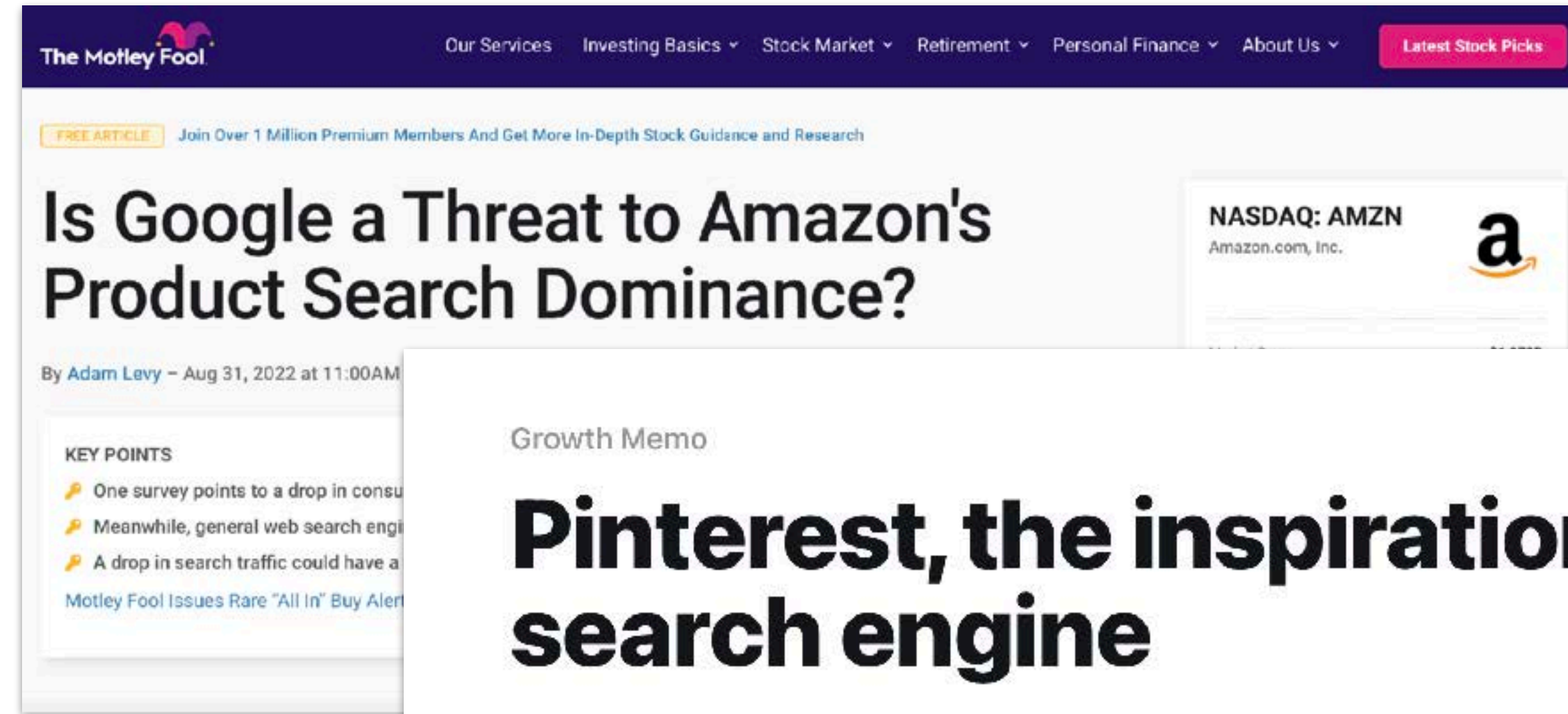
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Barriers to Competitive Advantage

- commoditization & parity
- knowing what to own
- slow to innovate
- time, bandwidth and budget
- fear of taking risks
- cultural challenges, buy-in
- customer perception
- it's a moving target

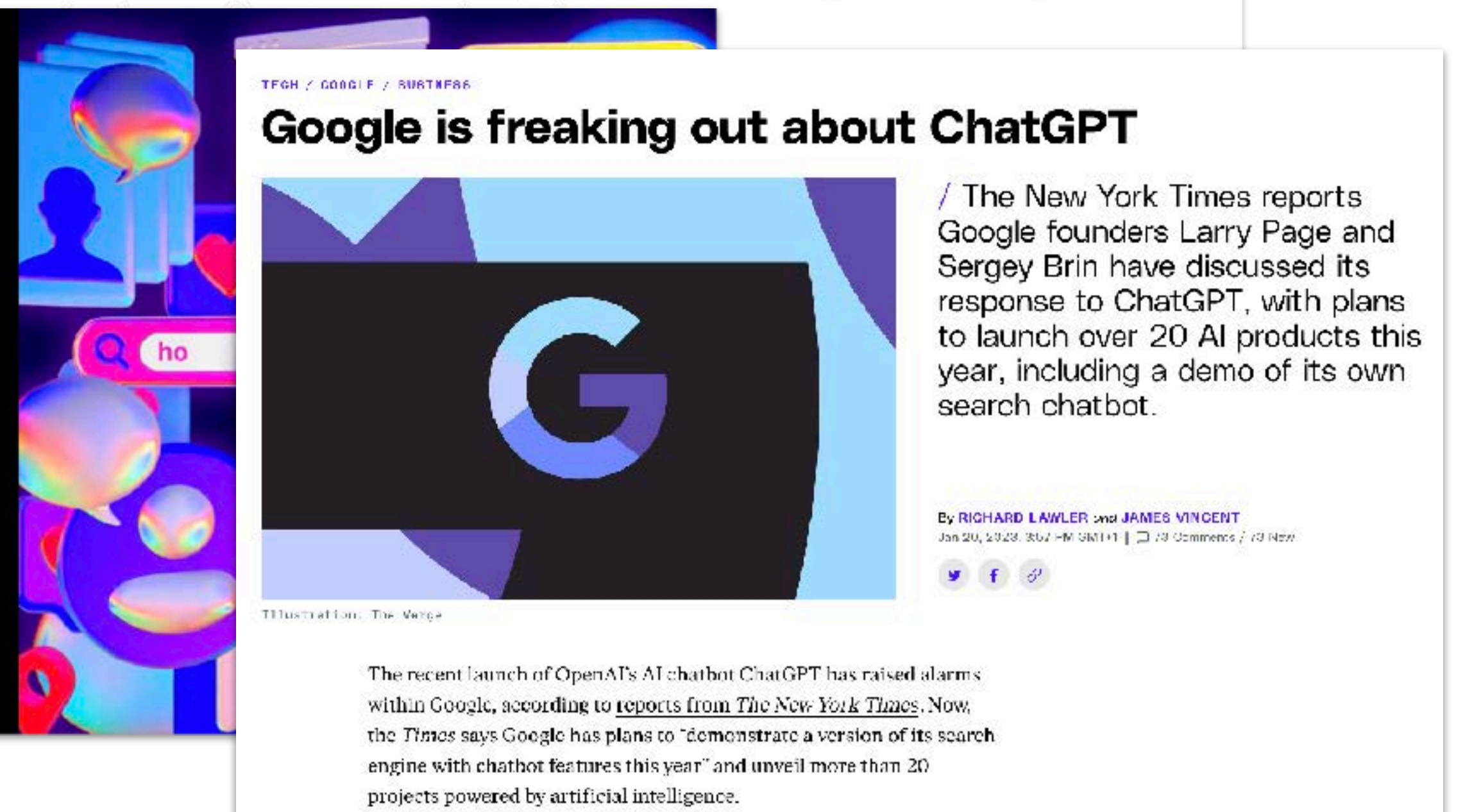
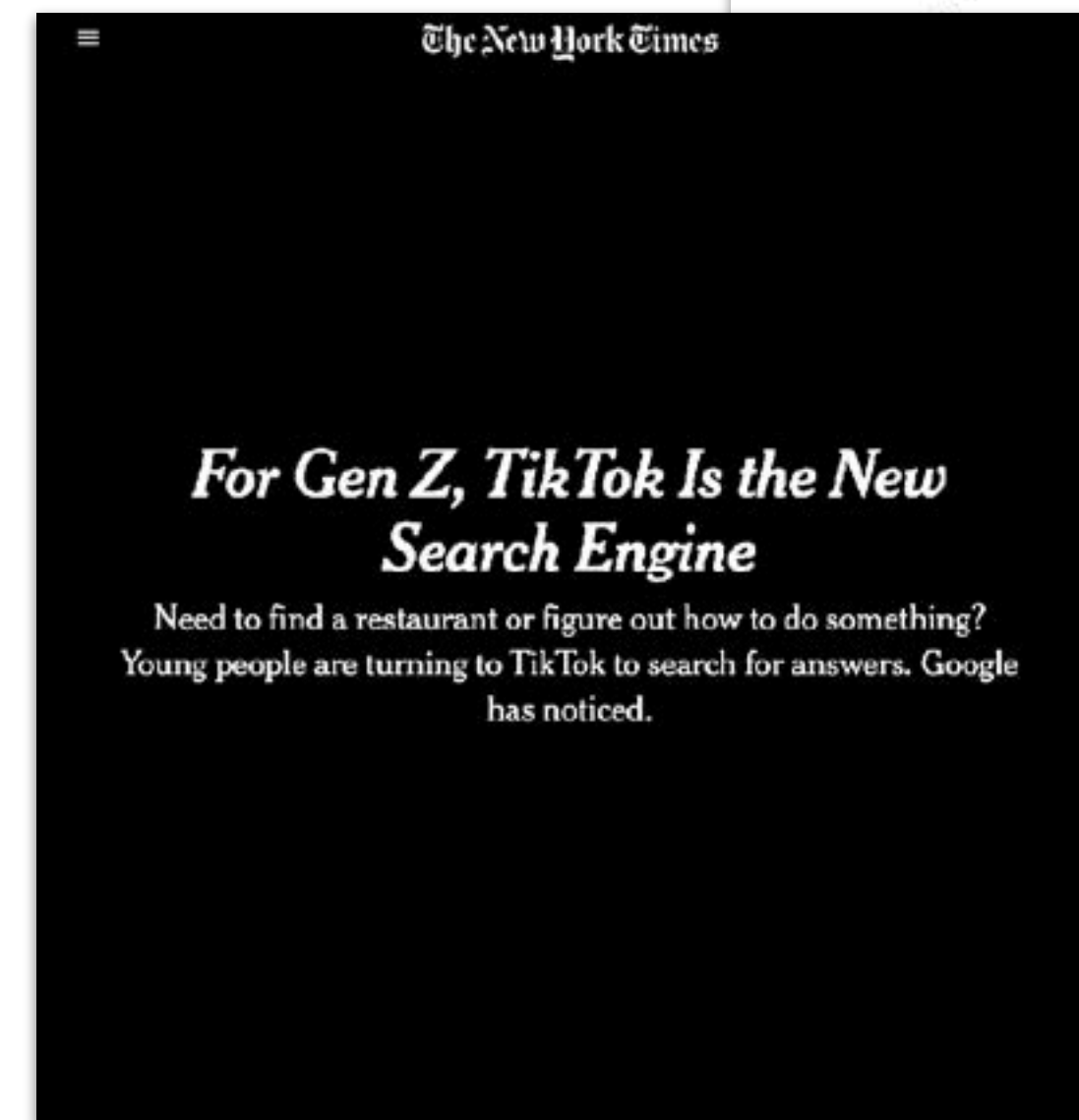
The Future of Search

Anticipate the new ways and places people will search, to meet them where they are with the information they need.



Pinterest, the inspirational search engine

Pinterest processes more searches than DuckDuckGo and is the #1 destination for inspirational searches. Compared to Google, Pinterest has significant competitive



SEO isn't "dead."
It's commoditized.



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WHAT IS COMPETITIVE ADVANTAGE?

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From meaningless mission statements...

EXAMPLE

“Profitable growth through superior customer service, innovation, quality and commitment”

OUR MISSION

Profitable growth through superior customer service. Innovation, quality and commitment.

OUR MISSION

Our Vision Statement

Achieving long-term profitable growth

Our Vision

MGT Vision statement is "profitable growth through superior customer service, innovation, quality and commitment."

Our mission is to ensure that our network providers work in a manner that exceeds industry standards while delivering profitable growth through superior customer service, innovation, quality and commitment.

OUR MISSION

Profitable growth through superior customer service, innovation, quality and commitment.

Our Mission Statement

"To obtain profitable growth through superior customer service, innovation, quality and commitment to our customers."

OUR MISSION: PROFITABLE GROWTH THROUGH SUPERIOR CUSTOMER SERVICE, INNOVATION, QUALITY AND COMMITMENT.

increase and maximize revenue and profit for our customers. We sustain profitable growth through superior customer service, innovation, quality and commitment.

Mission & Core Values

Profitable growth through superior customer service, innovation, quality and commitment.

Our Mission

Profitable growth through superior customer service, innovation, quality, and commitment to excellence in all we do.

Mission Statement

Our mission at Resource One International is to combine aggressive strategic marketing and profitable growth through superior customer service, innovation, quality and commitment to provide the best value for our customers.

At Carson Telecom our mission is to use technology on mutual trust and respect, as well as gain your telecommunications / networking products.

...to worse "unique" selling propositions.



Invoice software that saves you time



Time-saving features keep you in control



Can help you organize and speed up your invoicing



Invoice Simple

Invoice your
customers in
seconds



A real-time
view of your
cash flow



Stop using and
paying for 6+
different tools

**How do you know if something is a
true competitive advantage?**

Start with your "est."

What is something that better delivers more value to customers, or comparable value for a better price?

UNIQUE

DEFENSIBLE
SUSTAINABLE
VALUABLE
CONSISTENT

Something that serves a unique
need, a unique audience, or in a
unique way.

UNIQUE
DEFENSIBLE
SUSTAINABLE
VALUABLE
CONSISTENT

A distinct, specific claim. Not generic or vague. Avoids superlatives.

UNIQUE
DEFENSIBLE
SUSTAINABLE
VALUABLE
CONSISTENT

Lasting. Enduring over a long
period of time.

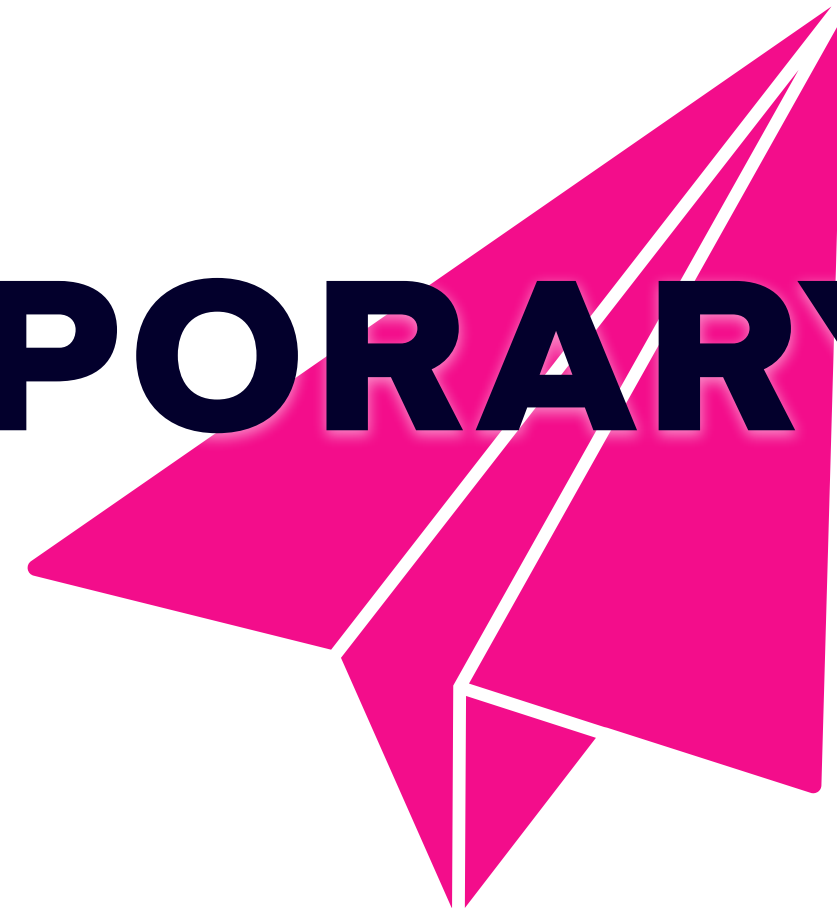
UNIQUE
DEFENSIBLE
SUSTAINABLE
VALUABLE
CONSISTENT

Something the customer feels is a
greater value than competitors.

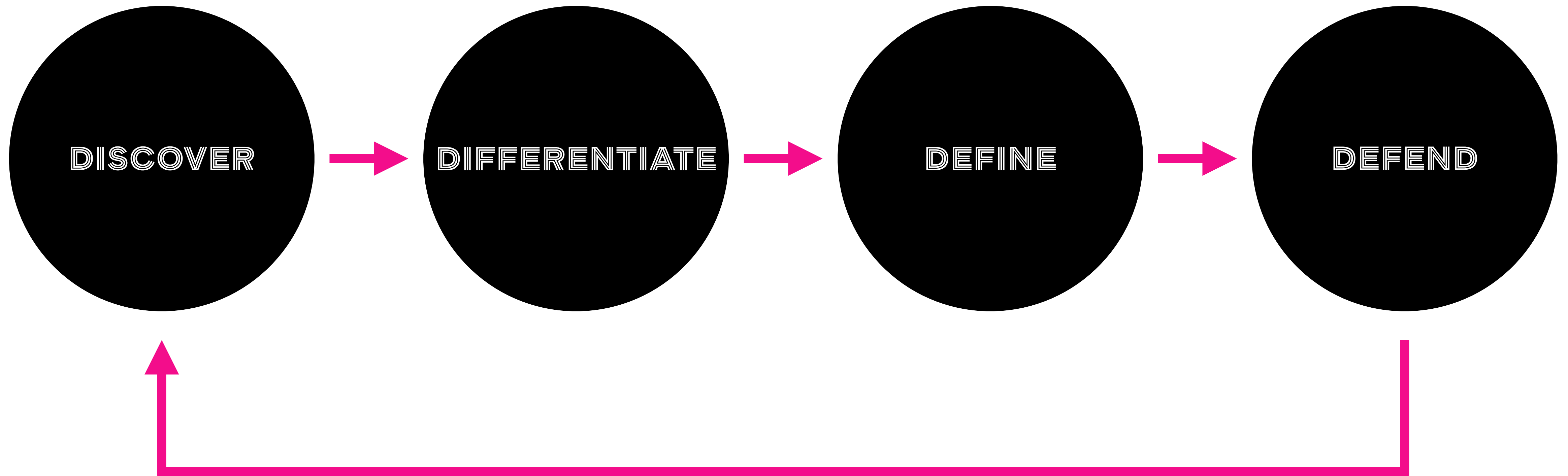
UNIQUE
DEFENSIBLE
SUSTAINABLE
VALUABLE
CONSISTENT

Something that can be true in every aspect of your business.

AND TEMPORARY.



A Competitive Advantage Framework



DISCOVER

Tools to Identify Competitive Advantage

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SWOT ANALYSIS

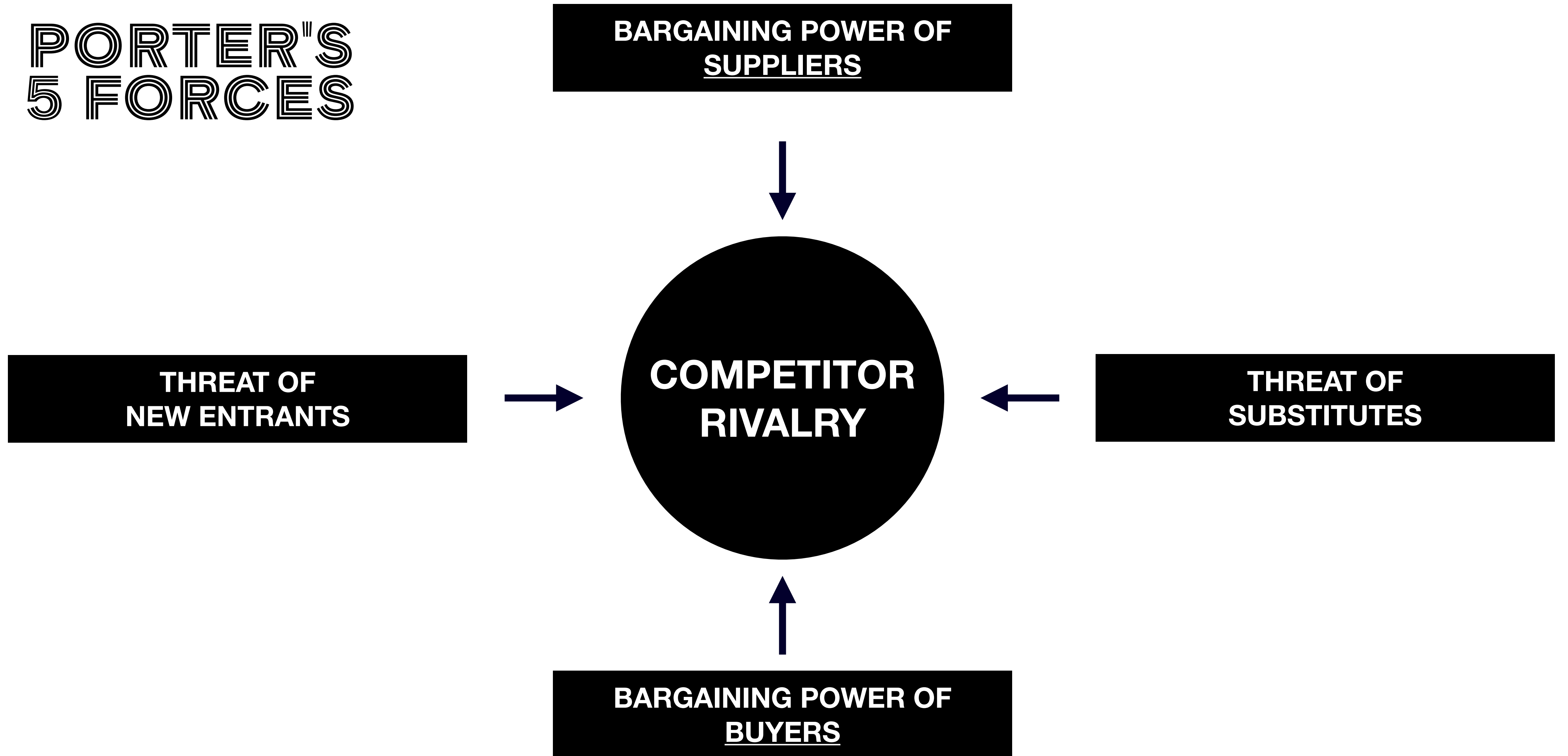
STRENGTHS

WEAKNESSES

OPPORTUNITIES

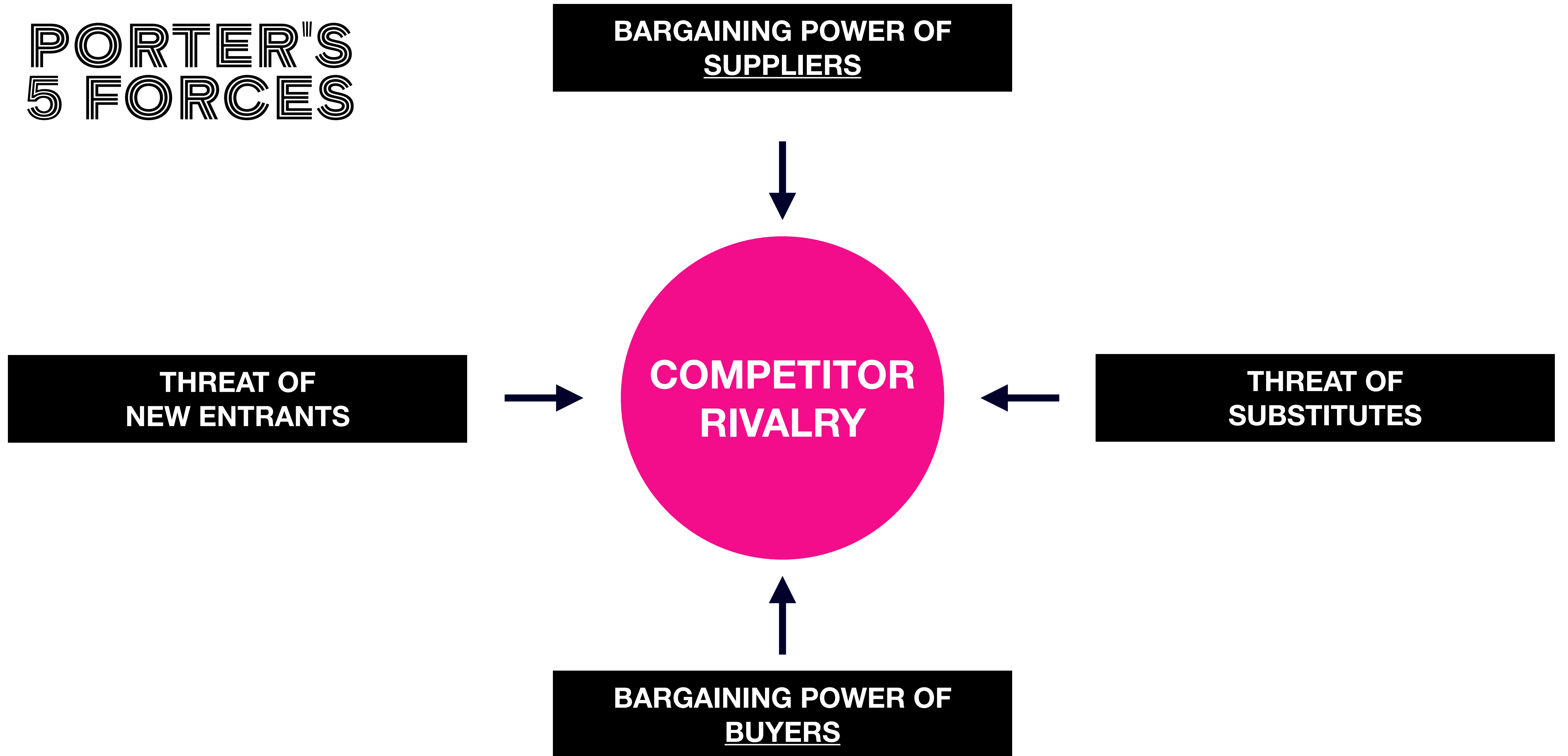
THREATS

PORTER'S 5 FORCES



SOURCE: 5 FORCES FRAMEWORK, MICHAEL PORTER, *COMPETITIVE ADVANTAGE*

PORTER'S 5 FORCES



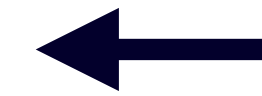
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PORTER'S 5 FORCES

**BARGAINING POWER OF
SUPPLIERS**



**COMPETITOR
RIVALRY**



**THREAT OF
SUBSTITUTES**



**BARGAINING POWER OF
BUYERS**

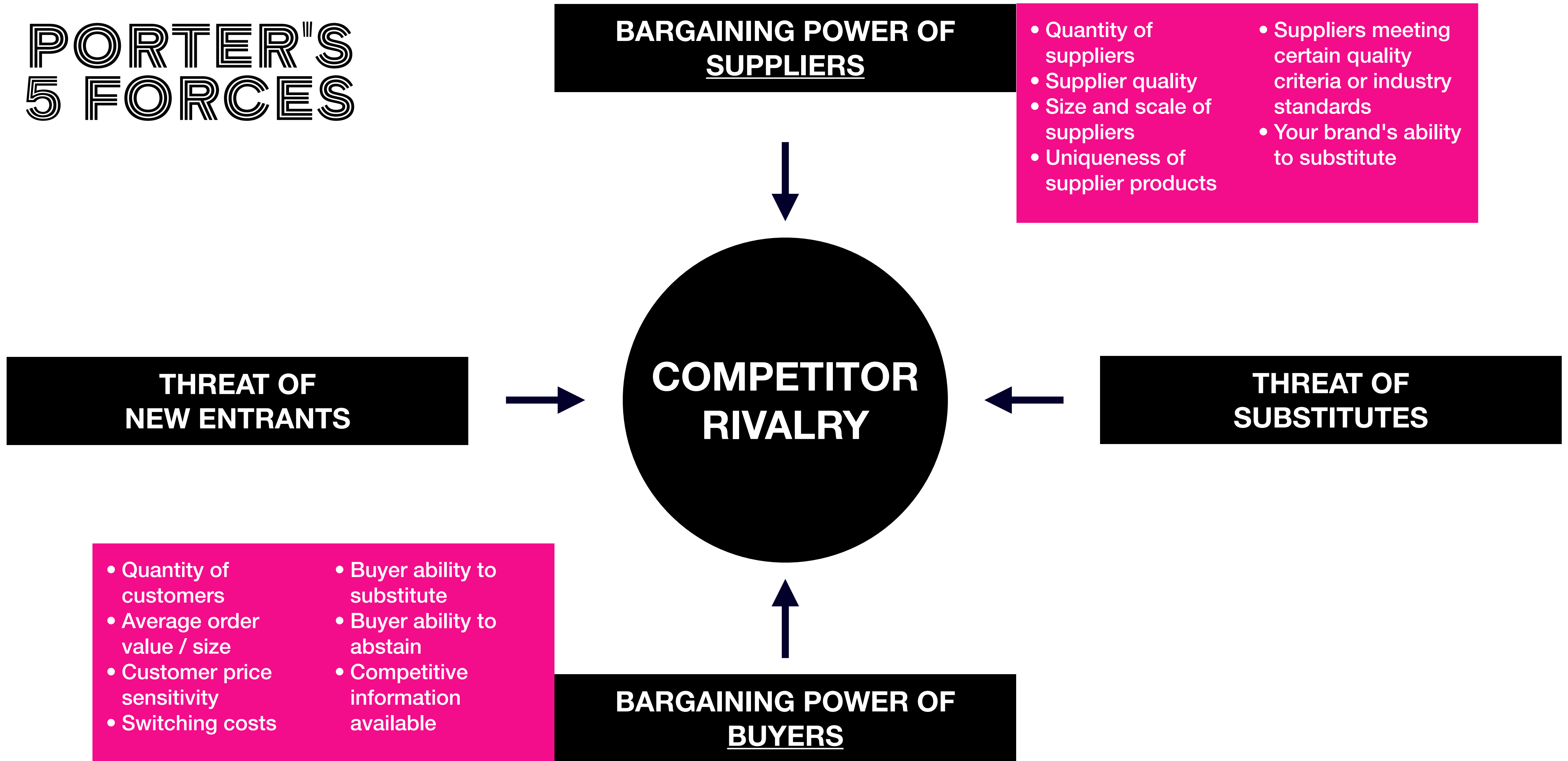
**THREAT OF
NEW ENTRANTS**

- Barriers to entry
- Economies of scale
- Brand loyalty
- Capital requirements
- Cumulative experience
- Government policies
- Access to distribution channels
- Switching costs

- Quantity of competitors
- Diversity of competitors
- Industry concentration (crowding)
- Growth rate of industry
- Quality differences between competitors
- Brand loyalty
- Barriers to exiting
- Switching costs

SOURCE: 5 FORCES FRAMEWORK, MICHAEL PORTER, *COMPETITIVE ADVANTAGE*

PORTER'S 5 FORCES



SOURCE: 5 FORCES FRAMEWORK, MICHAEL PORTER, *COMPETITIVE ADVANTAGE*

DEFINE

Choosing Your Competitive Strategy

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**You can't be all things to all
people all the time.**

Choose an area to focus.

Strategy is not just choosing what you *will* do, it's also choosing what you *won't* do.

EXAMPLE

Efficiency & Return on Ad Spend (ROAS)

VS

Volume or Share-of-Voice (SOV)

EXAMPLE

Broad Versatility
vs
Deep Specialty

**Acting on your competitive
advantage is almost as hard as
discovering it.**

HOMEWORK! EXAMINE YOUR BRAND.

What are the core activities that make up your business?

HOMEWORK! EXAMINE YOUR BRAND.

Who are the customers the brand was created to serve?

HOMEWORK! EXAMINE YOUR BRAND.

What do your potential customers, or a specific segment of them, want or need?

HOMEWORK! EXAMINE YOUR BRAND.

What do your customers value?

HOMEWORK! EXAMINE YOUR BRAND.

How does your brand, product or service solve a consumer need? What do you enable them to do?

HOMEWORK! EXAMINE YOUR BRAND.

When customers have a huge range of choices, why should they choose you?

HOMEWORK! EXAMINE YOUR BRAND.



Examine your answers.
Look for clues and patterns.

HOMEWORK! EXAMINE YOUR BRAND.

Competitive advantage
can take several forms.



HOMEWORK! EXAMINE YOUR BRAND.

CUSTOMIZATION OR
PERSONALIZATION OF
EXPERIENCE

SERVING UNTAPPED MARKETS
OR UNDERSERVED AUDIENCES

RATIO OF RELATIVE VALUE
TO RELATIVE COST

MORALS, VALUES,
COMMITMENTS, MISSIONS
OR ETHICS

CONVENIENCE, ACCESS,
SUPPLY CHAIN, SPEED

BROAD REACH OR SCALE

STRONG FOLLOWING OR
SENSE OF COMMUNITY

SPEED TO MARKET
WITH INNOVATION
AND IMPROVEMENTS

BRAND TRUST, REPUTATION
OR RECOGNITION

HOMEWORK! WRITE YOUR NORTH STAR.

We _____ [do/provide/create] _____
(brand) (circle one) (what the brand is great at)

so that _____ can _____ .
(your target audience or a distinct segment of it) (compelling customer benefit - not a function or feature)

Check your work.

UNIQUE
DEFENSIBLE
SUSTAINABLE
VALUABLE
CONSISTENT

DIFFERENTIATE

Bringing Your Competitive Advantage to Life

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HOMEWORK! ACTIVATE YOUR ADVANTAGE.

What changes do you need to make to bring it to life for customers in your digital experience?

HOMEWORK! ACTIVATE YOUR ADVANTAGE.

What are some things you *won't* do in support of your purpose?

HOMEWORK! ACTIVATE YOUR ADVANTAGE.

What team members can you bring together from across functions to seize this competitive advantage?

HOMEWORK! ACTIVATE YOUR ADVANTAGE.

How might you prove the competitive advantage with your customers? How will you know?

HOMEWORK! ACTIVATE YOUR ADVANTAGE.

What indicators can measure how well you are communicating your competitive advantage to customers?

DEFEND

Evolving Your Competitive Advantage

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REMEMBER:
IT'S TEMPORARY.



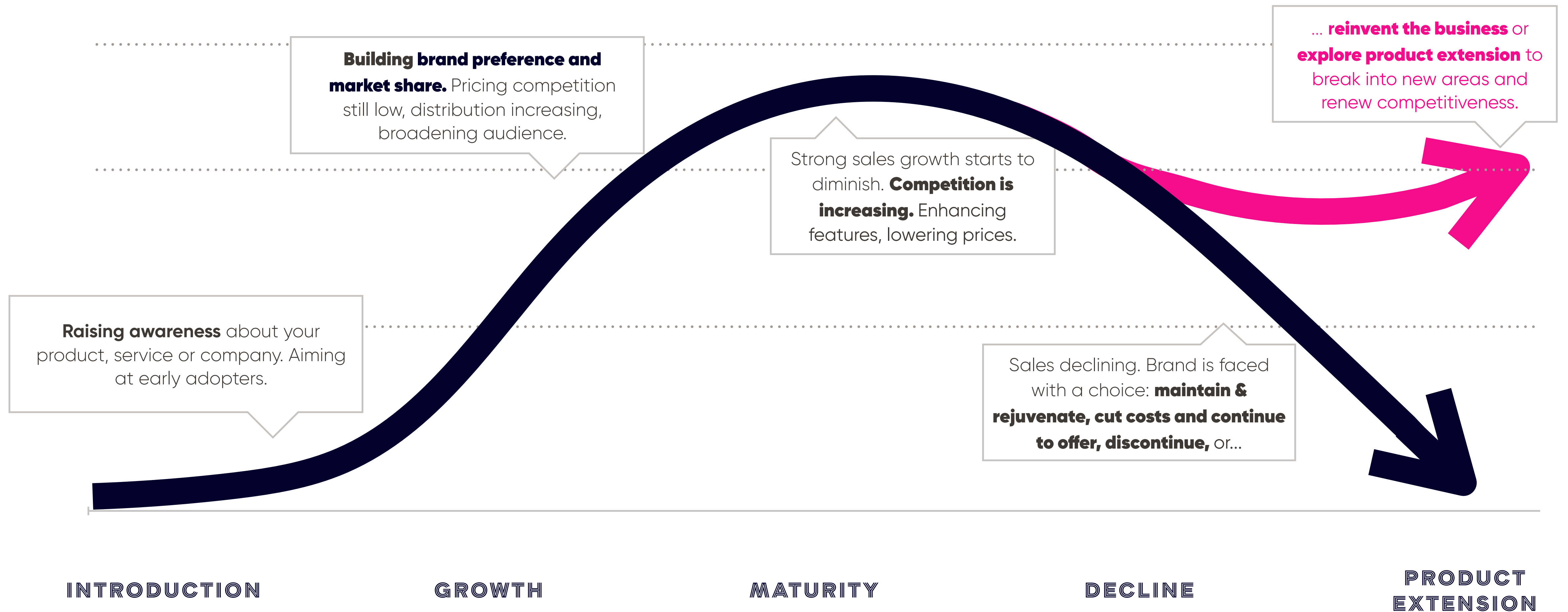
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The Product Lifecycle



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Winners evolve.

Now you have the tools.



REINVENT

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Thank you!

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