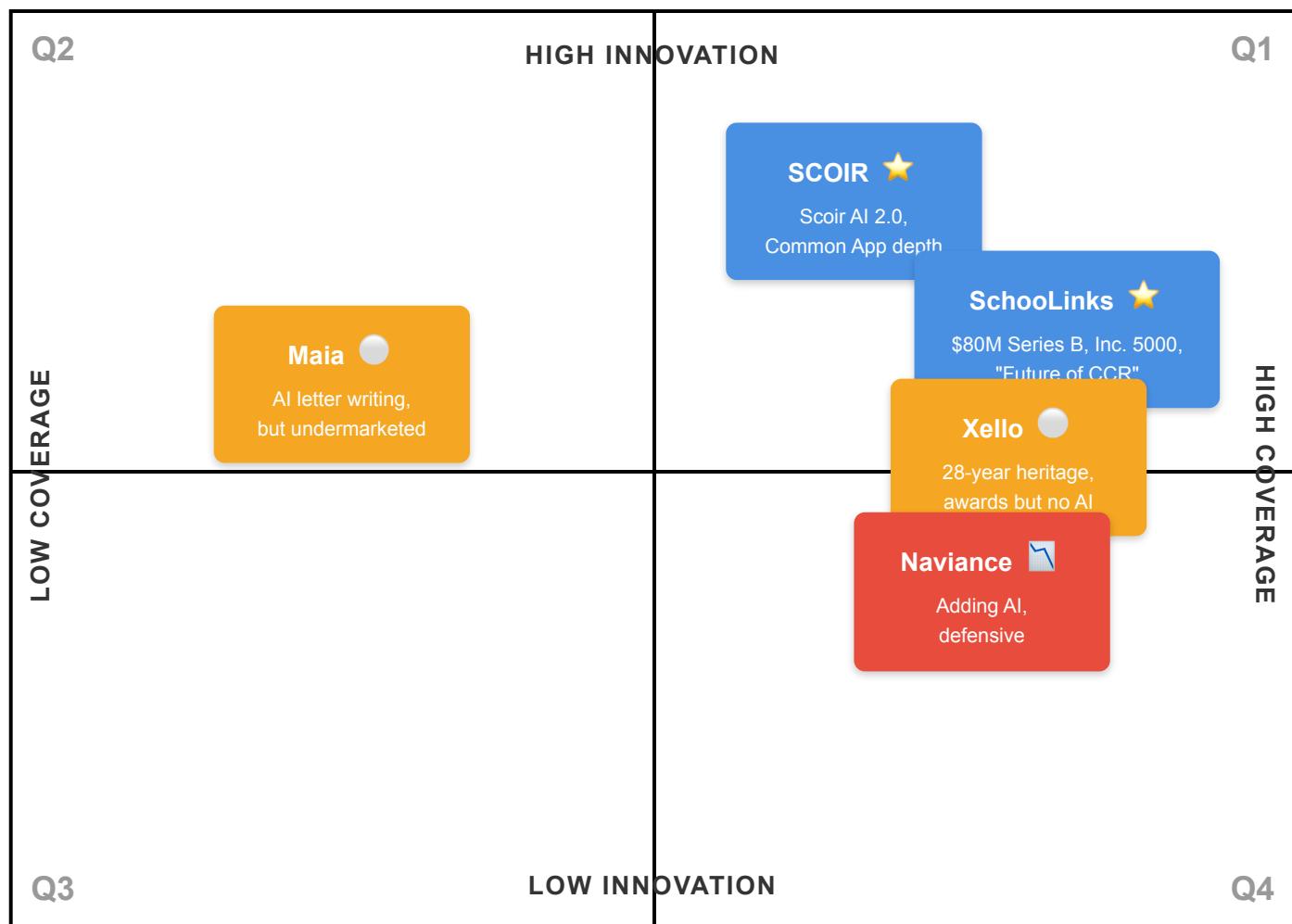


Competitive Positioning

Full analysis (12,500+ words) in /04-STRATEGIC-INSIGHTS/competitive-positioning-map.md

Positioning Map 1: Innovation Leadership vs. Market Coverage



Legend:

★ = Positioning leaders (winning momentum)

● = Established players (holding position)

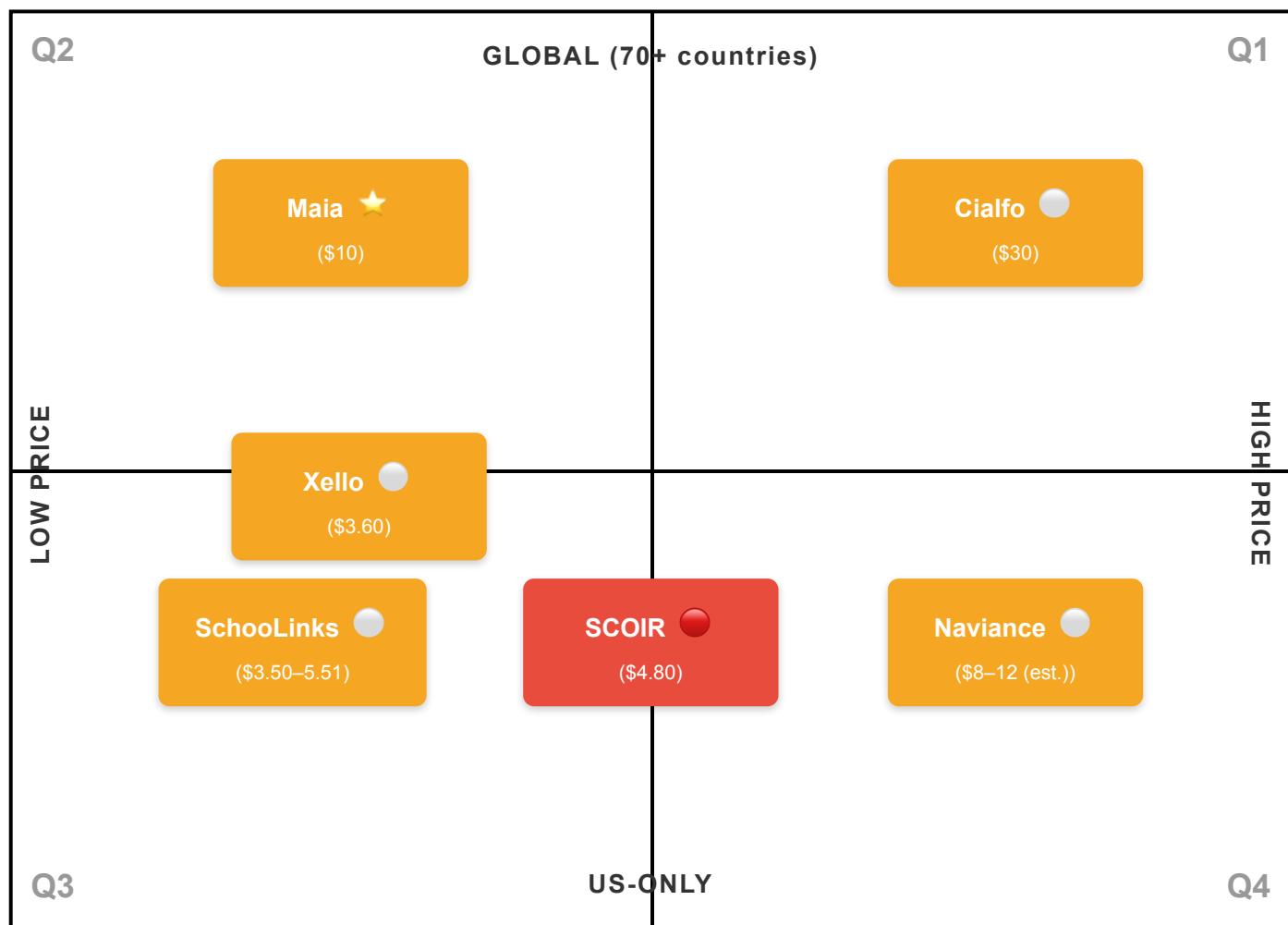
↖ = Declining position (losing ground)

Key Insights - Q1 (High Innovation + High Coverage): WHITE SPACE - no occupant - **Maia Position:** Center (balanced innovation + international coverage) - **Path Forward:** Move UP (increase innovation via AI) to reach Q1 "International Innovation Leader" - **SCOIR Trajectory:** Moving UP-RIGHT (specialist → comprehensive)

Maia's Strategic Options:

- **Option 1 - "Global AI Leader for International Schools":** Position as the only AI-powered platform built for 70+ countries. Clear differentiation: NO competitor has (international + AI).
- **Option 2 - "Counselor-First Alternative to Software-First Platforms":** Built by counselors for counselors. Differentiates from SCOIR/SchooLinks (software companies) and Naviance (PowerSchool giant).
- **Option 3 - "Comprehensive for International, Not Cluttered Like Naviance":** Modern, clean interface with global reach.

Positioning Map 2: Pricing Strategy vs. Geographic Scope



Legend:

- ★ = Unique positioning (market gap)
- = Standard positioning
- = Competitive pressure point

Key Insights - Maia plays TWO games: International VALUE (\$10 vs. Cialfo \$30), US PREMIUM (\$10 vs. \$3.50-6) - **Q2 (Global + Value Pricing \$3-5): WHITE SPACE** - opportunity via tiered pricing - **Recommended:** Tiered model (Basic \$5-6, Plus \$8-9, Premium \$12-15)

Pricing Strategy Recommendations:

- **Launch Tiered Pricing Model (\$150-250K, Q1-Q4):** Basic tier (\$5-6) captures value-conscious international schools; Plus tier (\$8-9) for standard US schools; Premium tier (\$12-15) for comprehensive features.
- **Publish Transparent Pricing:** Differentiate from Naviance's opacity. SchooLinks and SCOIR both use pricing transparency as a competitive weapon.
- **International Value Leader:** At \$10, Maia is already 3x cheaper than Cialfo (\$30) for international markets. This is a major competitive advantage that should be emphasized.