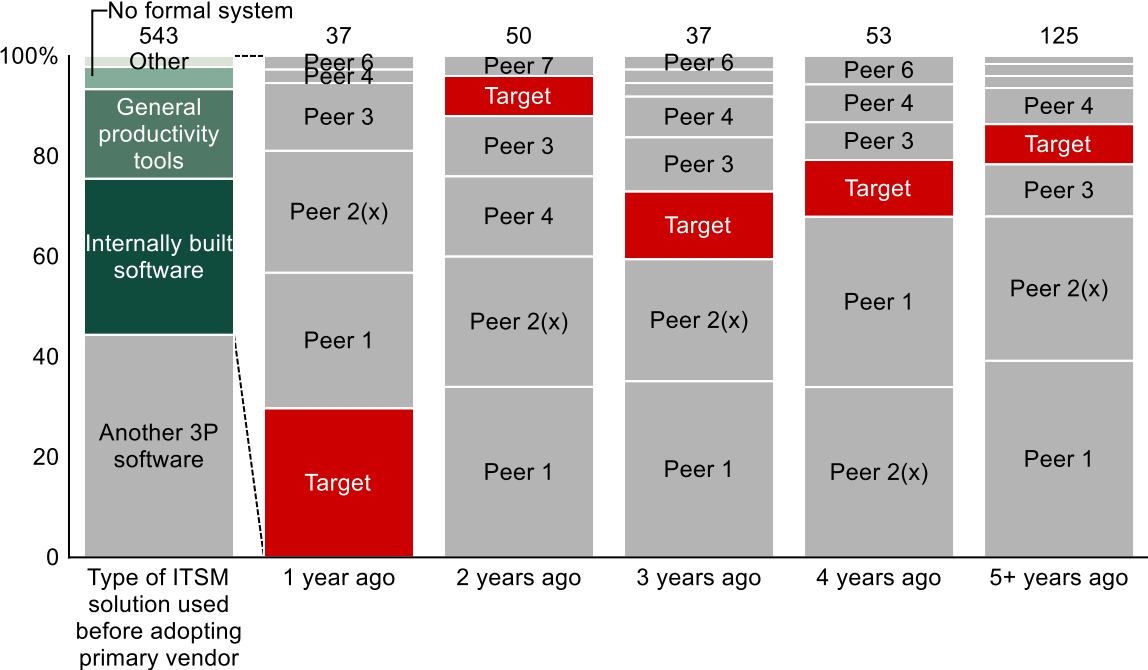# Survey Deck 2 – Sample Output

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Target greenfield vs. switching consideration | Target has been winning more jump balls over time across greenfield and brownfield opportunities

## Target has been a top vendor for new adopters, along with Peer 1 and Peer 2(x)

Target has also been improving with brownfield opportunities over time

Q: Prior to adopting <vendor>, what type of IT Service Management (<ITSM>) solution *did your organization use?*
Q: In what year did your company begin using primary vendor?

Type of ITSM used before adopting primary vendors in a given year (% of respondents)
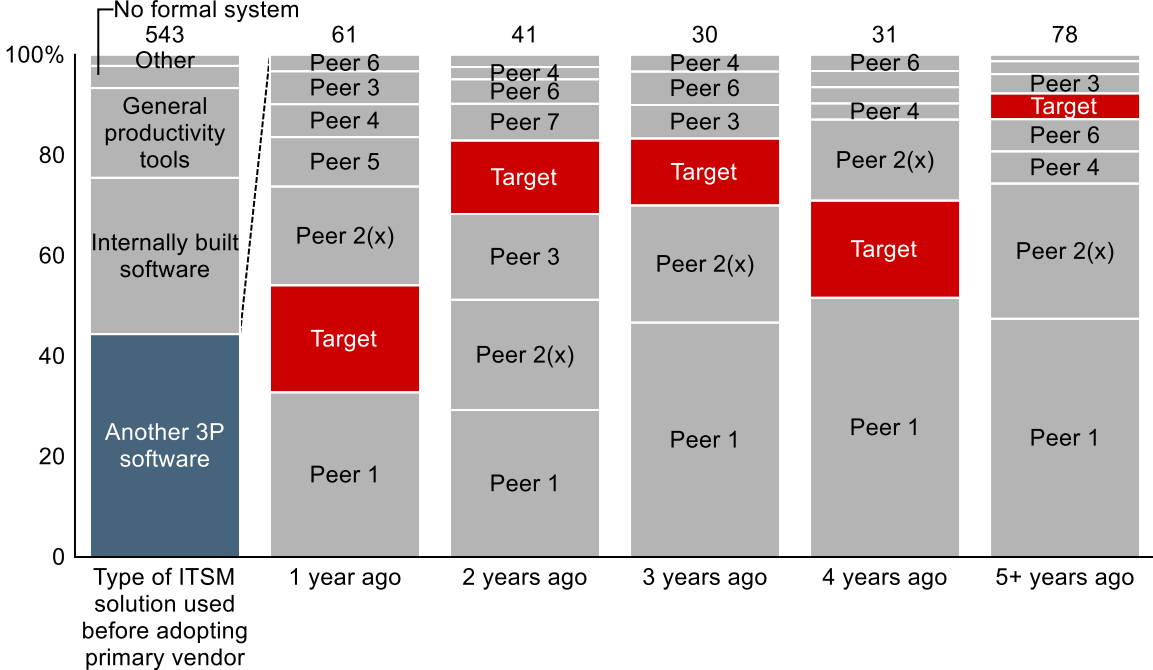
Note: Respondents marking "Unsure" have not been shown on the first bar of both the charts
Source: Project Target Survey (N=665)

Target alternatives | When customers consider alternatives to Target, they are often evaluated against Peer 1, Peer 2(x), Peer 3 and Peer 4

Target evaluated against Peer 1, Peer 2(x), Peer 3, and Peer 4 across segments

*Q: Which **other vendors did you consider** along with <vendor> at the time of your most recent purchase or reevaluation?*

Other vendors considered (among current Target users)	Micro (N=5)	SMB (N=28)	Lower MM (N=18)	Upper MM (N=17)	Enterprise (N=3)
Peer 1	60%	57%	50%	59%	100%
Peer 2(x)	20%	25%	33%	35%	100%
Peer 3	20%	25%	17%	35%	67%
Peer 4	0%	46%	33%	35%	33%
Peer 5	0%	14%	6%	29%	67%
Peer 6	0%	7%	22%	12%	0%
Peer 7	0%	11%	17%	12%	33%

Legend: 0% | 0-20% | 20-40% | 40-60% | 60%+

Source: Project Target Survey (N=665); Market participant interviews

Similar consideration across segments

- Target users also **considered Peer 1 in 50%+ of purchasing occasions** across all segments
  - Market participants often reference considering Peer 1 briefly before disregarding due to cost and complexity
- Peer 2(x), Peer 3, and Peer 4 are also frequently evaluated with Target
  - Given Peer 3's smaller market share, this implies higher relative overlap between Peer 3 and Target

*"We were already a Target customer in other areas and they did an ITSM demo for us. Other than that, **we looked at Peer 1**, but we didn't do a deep dive because it was clear in the beginning that it would be too expensive and big from us."*
Senior Director of Business Technology, Customer #25

*"Peer 3 is usually evaluated with Target because we both have **primarily mid-sized customers**."*
Senior Director of Business Technology, Customer #25

*"In addition to Target, **we evaluated Peer 1, Peer 4, and Peer 3**... I would say Peer 1 was the closest competitor to Target."*
Director of IT, Customer #23

Consideration and selection | Target is considered less often than Peer 1 and Peer 2(x), but wins ~40% of the time when considered in sweet spot (SMB and MM)

Legend: 0% | 0-20% | 20-40% | 40-60% | 60%+

Target is only considered in 20-40% of purchasing processes; Peer 1 and Peer 2(x) are considered most often

*Q: Which **other vendors did you consider** along with <vendor> at the time of your most recent purchase or reevaluation?*

% considered	Micro (N=35)	SMB (N=183)	Lower MM (N=128)	Upper MM (N=125)	Enterprise (N=98)
Target	23%	39%	38%	37%	20%
Peer 1	40%	58%	68%	78%	92%
Peer 2(x)	57%	60%	51%	49%	55%
Peer 3	11%	28%	26%	26%	16%
Peer 4	43%	46%	38%	37%	32%
Peer 5	17%	15%	16%	27%	33%
Peer 6	3%	19%	21%	16%	16%
Peer 7	9%	10%	14%	15%	14%

When considered, Target wins ~40% of the time in sweet spot, but less than Peer 1 and Peer 2(x)

Implied win rate when considered

% selected of considered	Micro	SMB	Lower MM	Upper MM	Enterprise
Target	63%	39%	38%	37%	15%
Peer 1	50%	40%	51%	56%	77%
Peer 2(x)	70%	61%	52%	28%	30%
Peer 3	25%	31%	42%	39%	25%
Peer 4	40%	21%	14%	13%	6%
Peer 5	0%	11%	15%	26%	13%
Peer 6	100%	21%	22%	30%	0%
Peer 7	33%	5%	11%	16%	0%

Source: Project Target Survey (N=665)

Target right to win | Target has stronger right to win with non-Enterprise customers that either 1) prioritize ease of use, or 2) don't use non-Peer 2(x) products from the Peer 2 family

COMPETITIVE LANDSCAPE | **RIGHT TO WIN**

Note: Simpler version (removing ease of use prioritization) in appendix

✓ Right to win / **PRELIMINARY**

Primary ITSM vendor (% of respondents)

	12	33	15	38	91	134	109	137
Segments	Peer 2(x) / Peer 3 / Target / Peer 1	All others / Peer 3 / Target / Peer 2(x) / Peer 1	All others / Peer 3 / Peer 2(x) / Peer 1	All others / Peer 2(x) / Peer 1	All others / Peer 3 / Target / Peer 1 / Peer 2(x)	All others / Peer 3 / Target / Peer 1 / Peer 2(x)	All others / Peer 3 / Peer 2(x) / Target / Peer 1	All others / Peer 2(x) / Peer 3 / Target / Peer 1

Y-axis: 100%, 80, 60, 40, 20, 0

Enterprise						**Not enterprise**	
No non-Peer 2(x) products from Peer 2 family		1+ non-Peer 2(x) products from Peer 2 family				No non-Peer 2(x) products from Peer 2 family	
Prioritizes ease of use	Doesn't prioritize ease of use	Prioritizes ease of use	Doesn't prioritize ease of use	Prioritizes ease of use	Doesn't prioritize ease of use	Prioritizes ease of use	Doesn't prioritize ease of use
Target				✓		✓	✓
Peer 1 ✓	✓	✓	✓				
Peer 2(x)		✓		✓	✓		
Peer 3							✓

Note: "Prioritizes ease of use" defined as rating "Easy to use / intuitive user interface" among top 3 KPCs
Source: Project Target Survey (N=665)

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Target sweet spot | Target is considered, winning more often in sweet spot segments when non-Peer 2(x) products from the Peer 2 family are not present or customer prioritizes ease of use

COMPETITIVE LANDSCAPE **RIGHT TO WIN**

Note: Simpler version (removing ease of use prioritization) in appendix

Legend: 0% | 0-20% | 20-40% | 40-60% | 60%+

Strong Target right to win
No non-Peer 2(x) products from Peer 2 family | *Prioritizes ease of use*

% considered	Micro	SMB	LMM	UMM	ENT
Target	0%	42%	53%	38%	42%
Peer 1	71%	58%	70%	79%	100%
Peer 2(x)	14%	40%	33%	33%	50%
Peer 3	0%	21%	20%	29%	25%
Peer 4	43%	56%	33%	50%	50%
Peer 5	43%	10%	13%	38%	33%
Peer 6	0%	17%	23%	8%	17%
Peer 7	14%	8%	17%	21%	8%

% selected of considered	Micro	SMB	LMM	UMM	ENT
Target		50%	44%	56%	20%
Peer 1	80%	32%	43%	53%	75%
Peer 2(x)	100%	68%	30%	0%	17%
Peer 3		60%	67%	29%	33%
Peer 4	33%	26%	30%	25%	0%
Peer 5	0%	0%	0%	22%	0%
Peer 6		38%	43%	50%	0%
Peer 7	100%	0%	20%	20%	0%

Moderate Target right to win
No non-Peer 2(x) products from Peer 2 family | *Doesn't prioritize ease of use*

% considered	Micro	SMB	LMM	UMM	ENT
Target	50%	50%	35%	32%	18%
Peer 1	50%	62%	65%	76%	97%
Peer 2(x)	25%	33%	35%	32%	45%
Peer 3	25%	29%	27%	30%	21%
Peer 4	25%	40%	43%	26%	24%
Peer 5	13%	14%	16%	24%	27%
Peer 6	13%	29%	27%	24%	12%
Peer 7	13%	14%	16%	8%	18%

% selected of considered	Micro	SMB	LMM	UMM	ENT
Target	75%	38%	46%	38%	33%
Peer 1	25%	65%	58%	66%	72%
Peer 2(x)	50%	21%	31%	0%	33%
Peer 3	50%	42%	40%	53%	29%
Peer 4	50%	35%	19%	15%	0%
Peer 5	0%	33%	33%	33%	11%
Peer 6	100%	8%	30%	33%	0%
Peer 7	0%	0%	17%	25%	0%

1+ non-Peer 2(x) products from Peer 2 family | *Prioritizes ease of use*

% considered	Micro	SMB	LMM	UMM	ENT
Target	33%	42%	35%	53%	20%
Peer 1	17%	56%	62%	71%	80%
Peer 2(x)	83%	83%	73%	76%	73%
Peer 3	17%	28%	42%	29%	20%
Peer 4	42%	47%	35%	53%	20%
Peer 5	8%	14%	12%	24%	33%
Peer 6	0%	11%	12%	6%	27%
Peer 7	0%	11%	8%	12%	20%

% selected of considered	Micro	SMB	LMM	UMM	ENT
Target	50%	40%	33%	44%	0%
Peer 1	0%	30%	44%	42%	67%
Peer 2(x)	70%	67%	63%	46%	36%
Peer 3	0%	20%	36%	20%	33%
Peer 4	60%	6%	0%	0%	33%
Peer 5	0%	0%	0%	25%	20%
Peer 6		0%	0%	0%	0%
Peer 7	25%	0%	0%	0%	

Target disadvantaged
1+ non-Peer 2(x) products from Peer 2 family | *Doesn't prioritize ease of use*

% considered	Micro	SMB	LMM	UMM	ENT
Target	0%	28%	29%	35%	16%
Peer 1	38%	58%	74%	82%	89%
Peer 2(x)	88%	81%	66%	71%	58%
Peer 3	0%	35%	17%	18%	8%
Peer 4	63%	40%	40%	35%	37%
Peer 5	13%	21%	20%	26%	37%
Peer 6	0%	18%	20%	15%	16%
Peer 7	13%	9%	14%	24%	11%

% selected of considered	Micro	SMB	LMM	UMM	ENT
Target		25%	20%	17%	0%
Peer 1	67%	33%	54%	50%	85%
Peer 2(x)	71%	67%	65%	46%	27%
Peer 3		15%	33%	33%	0%
Peer 4	20%	17%	7%	8%	7%
Peer 5	0%	8%	14%	22%	14%
Peer 6		30%	0%	20%	0%
Peer 7	0%	0%	0%	13%	0%

Target is often selected in sweet spot when it has strong right to win; Peer 1 is selected slightly less often

Peer 2(x) is highly considered and selected when companies use other Peer 2 family products; Peer 1 still selected more among enterprise

Target is not frequently considered or selected when disadvantaged, even in sweet spot segments

Source: Project Target Survey (N=665)

Target right to win | Combining preferences for ease of use and where Peer 2 family product isn't present suggests pocket where Target has a stronger right to win

Note: Simpler version (removing ease of use prioritization) in appendix

/ PRELIMINARY

Target well positioned when strong ease of use preference, no Peer 2 family sol'n

- Target has a strong right to win among **non-Enterprise customers** that **do not use other Peer 2 family products** and that **prioritize ease of use**
  1. Enterprise customers most frequently select Peer 1
  2. Customers that use other Peer 2 family products are much more likely to adopt Peer 2(x)
  3. Target is selected more when customers value ease of use

- Target's **competitive edge is reduced** for customers who either use other Peer 2 family products or do not value ease of use

- With customers that use other Peer 2 family products and do not prioritize ease of use, **Target is at a competitive disadvantage**

*"Target wins for features I would say, especially on the UI interface for customers with more general users, because their **interface is very user friendly**."*

Senior Director, EMEA Sales, Competitor #4

Note: "Prioritizes ease of use" defined as rating "Easy to use / intuitive user interface" among top 3 KPCs
Source: Project Target Survey (N=665); Market participant interviews

In every customer size segment, there are a portion of customers who value ease of use and don't use non-Peer 2(x) products from Peer 2 family where Target has a strong right to win

Ranked 'easy to use / intuitive user interface' among top 3 KPCs and uses 1+ non-Peer 2(x) products from Peer 2 family (% of respondents)

Legend:
- Target strong right to win
- Target moderate right to win
- Target disadvantaged

Legend (right):
- Doesn't prioritize ease of use / 1+ non-Peer 2(x) products from Peer 2 family
- Doesn't prioritize ease of use / No non-Peer 2(x) products from Peer 2 family
- Prioritizes ease of use / 1+ non-Peer 2(x) products from Peer 2 family
- Prioritizes ease of use / No non-Peer 2(x) products from Peer 2 family

Chart segments: Micro (50-99 FTEs) = 42, SMB (100-499 FTEs) = 191, Lower MM (500-999 FTEs) = 136, Upper MM (1K-5K FTEs) = 135, Enterprise (5K+ FTEs) = 105

Target right to win assumed similar across segments, with the exception of enterprise where larger budgets and Peer 1 competition will never position Target strongly to win