Mobile Industrial Robots A/S

Mobile Industrial Robots (MiR) manufacture and develop mobile robots for optimization of Internal logistics. It is an international and highly ambitious corporation, with a first-mover advantage within its business field that has led to an incredible growth journey.

CASE: MiR is about to launch a new product and is therefore interested in assembling a talent team to conduct an in-depth competitor analysis, down to the product level. From there, they aim to fill out Battle Cards, highlighting the advantages of MiR's new product compared to their competitors. The information and materials will be made available to MiR's sales team and partner network.

OVERVIEW

Company	Mobile Industrial Robots A/S
Location	Emil Neckelmanns Vej 15F, 5220 Odense SØ
Contact person	Kent Aagaard, Sales Training Specialist

COMPANY PROFILE

Mobile Industrial Robots, or MiR, began its journey in 2011 when founder Nils Jul Jacobsen built the first prototype of a MiR robot using his son's LEGO bricks. Officially founded in 2013, the company has experienced rapid growth. In 2018, they were acquired by Teradyne, which also owns Universal Robots. Today, they have +400 employees across 13 locations and have regional sales and marketing offices in New York, San Diego, Barcelona, Shanghai, Tokyo, Frankfurt, and Singapore.

MiR operates in internal logistics solutions, and their mobile robots are Autonomous (collaborative) Mobile Robots (AMRs) that can navigate from point A to point B without requiring fixed infrastructure like QR codes, corner reflectors, or magnetic strips on the floor. This distinguishes them from older technology like Automated Guided Vehicle (AGV) robots, which rely on fixed infrastructure and are a more static and inflexible solution. Flexibility, efficiency, and safety are among the major advantages of MiR's products.

There is a growing need for the automation of internal logistics today, creating a strong market position for MiR. This is driven by factors such as the realization that internal transport does not add value to products or enhance perceived customer value. Additionally, there is a demographic shift with fewer people available for manual, tedious tasks and physically demanding work. Understanding the need for companies to be flexible and quick to adapt their production, MiR's robots provide an open platform that can be customized to meet specific customer needs.

CASE DESCRIPTION

MiR is on the verge of launching a product that holds immense significance for the company's expansion into a new market. Recognizing the critical nature of this venture, MiR is assembling a talent team to conduct a competitor analysis, delving deep into the product specifics. This initiative is inspired by the success of a previous LEAD THE TALENT team, which effectively implemented Battle Cards.

Building upon the existing Battle Card framework, the team's primary objective is to update and fill out Battle Cards focusing on MiR's new product in comparison to their competitors. The insights derived from

this analysis will serve as valuable resources for MiR's sales team and partner network, ensuring a strategic edge in the market.

The majority of MiR's sales occur through a partner network of regional sales and marketing offices worldwide. Sales partners increasingly request specific arguments that support the overall storytelling about the advantages of the products.

The team will therefore need to investigate go-to-market strategies, distributor margins, and service programs employed by both existing and potential competitors. MiR has a close collaboration with Logitrans and it introduces a unique perspective, necessitating the inclusion of Logitrans' known competitors in the analysis.

Specific topics to be explored include the new product's value propositions, and an examination of how competitors' robots navigate (pros and cons). Understanding competitors' go-to-market strategies and their partnerships and service offerings will be critical to positioning MiR's product effectively in the market.

The internal enthusiasm for this project is palpable, with sales teams expressing the belief that without this solution, MiR might miss out on significant growth opportunities. The collaboration with Logitrans and the strategic importance of the new solution underscore its critical nature for MiR.

TASKS AND EXPECTATIONS

The specific tasks for the case are divided into the following phases and should be considered as inputs and inspiration, which can be expanded beyond the following:

0. **Phase: Onboarding and calibration of the project**

1. **Phase: Internal analysis aimed at gaining a thorough understanding of the company's DNA and products.**
   - 1.1 Conduct desk research of relevant internal materials, including company presentations, existing competitor overviews, segment reports, sales strategies, and their preliminary specification database (to be expanded in phase 2).
   - 1.2 Go through small online courses on MiR Academy to acquire more knowledge and gain a fundamental understanding, both on a practical and a more technical level, of what the MiR robot is.
   - 1.3 Interview relevant contacts of the organization
     - 1.3.1 Based on the above research, generate questions, thoughts, and ideas that are discussed with key individuals in different departments of the company.

2. **Phase: In-depth competitor analysis at the product level.**
   - 2.1 Identify and examine MiR's major competitors and understand their products down to the feature level.
     - 2.1.1 Coordinate with the company on which competitors and features to analyze.

2.1.1.1 For example, analyze battery life, charging time, runtime, top speed, as well as navigation and route planning methods.

2.1.1.2 Consider whether the system is cloud-controlled, uses Swarm Intelligence or fleet management, and what components are used on the hardware side.

2.1.1.3 Highlight strenghts and weaknesses

2.2 Examine competitors' go-to-market strategies, distributor margins, and service programs.

2.2.1 Evaluate how competitors reward their partners and suppliers

2.2.2 Identify competitors with efficient systems for quick market entry.

2.3 Highlight how MiR's new product differentiate itself from competitors in each customer segment.

3. Phase: Update MiR's Battle Cards

3.1 Update and enhance Battle Cards for MiR's new product, ensuring they are effective communication tools for sales teams.

3.2 Develop concise PowerPoint presentations for each competitor, highlighting kill points, strengths, and weaknesses.

3.3 Explore the value propositions of MiR's new product and assess how it addresses market demands.

OBJECTIVE AND DESIRED OUTCOME FOR THE COMPANY

Wanted outcome after 12 weeks:

- ✓ Overview of the competitors' competitive products.
- ✓ Updated Battle Cards with Kill Points.
- ✓ Add insights to MiR's value propositions

RELEVANT AREAS OF COMPETENCE

- ✓ Technical profiles, Engineering, Robot Engineering, Mechanical and Electronic Engineering, IT-understanding and Skills
- ✓ Business Development, Sales and Marketing, Communication and Outreach, Anthropology.

TALENT PROFILE

MiR is a young company offering a dynamic and changing environment with both busyness and fun. Despite its relatively short existence, the company and its product have matured quickly. MiR finds itself in the middle of the continuum between the characteristic entrepreneurial spirit of a startup and the organized processes and procedures of a more corporate company.

Among MiR's core values is a Can-do attitude, and as a talent, you should be proactive, willing to ask questions, and suggest ideas. The company has an informal culture, and you will have the opportunity to take on many responsibilities. Working at MiR provides the chance to contribute to an essential task in a growing robotics company, where your solution will be directly applicable.

You will be expected to sign an NDA.