

THE POWER OF UNFAIR ADVANTAGE

**How to Create It, Build It,
and Use It to Maximum Effect**

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MAIN IDEA

When a company has an unfair advantage in business, it's no longer required to compete against everyone else on a level playing field. Instead, it loads the dice in its own favor, and makes success more likely. Unfair advantage is the "magic elixir" or the "secret sauce" of the business world. Entrepreneurs live for it, venture investors scour the world looking for it, the top employees are attracted by it, the media love covering it and investors pay handsomely to get a part of it.

Quite simply everyone and every organization needs an unfair advantage in order to stand out in this intensely competitive world. Finding, enhancing and then harnessing an unfair advantage is the holy grail of the business world. It is the engine that drives the growth of business start-ups and turns them into world class enterprises.

"It seems as if everyone is acting, or trying to act, like new enterprises. Countries want fresh businesses to create new jobs, corporations seek entrepreneurial zeal because they want to grow faster, and schools aim to use courses about new enterprises to attract the best students. Each day we read and hear more about entrepreneurship. This wave is part of an emerging story: how the world of the entrepreneur is shifting from a game of random chance to a managed game."

– John Nesheim

"Business fads come and go, but unfair advantage is here to stay. Always was and always will be. The best way to learn about unfair advantage is by looking at new enterprises. They have uncovered the secret of how to create, build and use unfair advantage to maximum effect. Organizations that desire to become king of the hill have learned to craft unfair advantage from selected elements and, like a house built with bricks, make it stronger day after day. They respect the adage that the only certain is change. That is how they win. I wish you the best of success as you craft your unfair advantage, wherever you are!"

– John Nesheim

1. What is an unfair advantage in business? Page 2

Unfair advantage is defined as the unique, consistent difference which allows a business entity to deliver superior value to customers over an extended period of time. Companies use unfair advantage to become the leaders of an entirely new market category.

2. How to create and assemble an unfair advantage Pages 3 - 5

Your business plan needs to tell the story of your enterprise's unfair advantage. It must detail how you have created an unfair advantage and how you plan on leveraging that advantage into becoming the dominant leader of a new market category. If you can communicate your unfair advantage clearly and convincingly, potential funders most certainly will be interested. The key to it all is your unfair advantage.

The key sections you need to cover in your business plan are:

- Business Plan
1. Executive Summary
 2. Customer Need and Business Opportunity
 3. Strategy
 4. Marketing
 5. Sales
 6. Business Development
 7. Strategic Partners
 8. Customer Support
 9. Operations
 10. Engineering and Technology
 11. Legal and Intellectual Property
 12. Manufacturing, Outsourcing and Internet
 13. Information Services
 14. Management and Key Personnel
 15. Facilities and Administration
 16. Financial Plan
 17. Valuation and Ownership
 18. Appendixes

3. How to apply an unfair advantage Pages 6 - 8

Once you've crafted an unfair advantage from your selected elements, your focus then becomes to dominate the new market you have created. In other words, instead of having a random chance of success in the marketplace, you create a managed game where your organization naturally wins. You ride the waves of changing consumer tastes to create your own game where you manage change rather than being moved about by changes in the marketplace.

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