Peer Identification

**Marriott International Inc.**

Hilton Worldwide Holdings Inc.

* Offers a similar mix of luxury and affordable hotel brands
* Has a global presence but is mostly based in the U.S. similar to Marriott
* Has a similar reward program with a high emphasis on business/vacation travelers

Hyatt Hotels Corp.

* Strong U.S. presence although a weaker global presence
* Competes directly with Marriott’s luxury brands but offers few affordable options
* Offers a similar personalized luxury experience including amenities offered

Airbnb Inc.

* While not a traditional hotel chain, Airbnb homes directly compete for the same consumer-base
* Offers availability of larger spaces for families, homes with more amenities and unique experiences for travelers
* Competes for business travelers who would rather stay in a house than a hotel for long-term stays

**Tesla Inc.**

BYD Company Ltd.

* Directly challenges Telsa in global markets such as Europe and Asia and almost matches Tesla’s total U.S. EV sales with its total China EV sales
* Has a lineup of electric cars, buses, and monorails, as well as developments in autonomous cars similar to Tesla.
* Competes with lower prices and has a reputation for reliability which Tesla if finding difficult to deal with in foreign markets

General Motors Company

* The largest car manufacturer in the U.S. that offers a wide variety of brands including EV lines
* Has partnered with EVgo to build charging stations around the U.S. in order to compete with Tesla’s Supercharger network
* Has developed new self-driving software (Super Cruise) that directly rivals Tesla’s Full Self-Driving (FSD) technology

Nissan Motor Company Ltd.

* Challenges Tesla in the affordable EV business segment primarily in the U.S.
* Appeals to a broader audience than Tesla as it focuses on reliability, affordability, and sustainability
* Nissan is currently developing new “eco-grid” systems to create infrastructure that supports/enhances EV travel

**Netflix Inc.**

Amazon.com Inc. (Amazon Prime)

* Is currently the biggest competitor of Netflix with over 200 million subscribers compared to Netflix’s 213 million subscribers
* Offers a wide variety of TV shows, movies, music, and other entertainment including Amazon Prime exclusives
* Creates its own movies/shows in its acquired movie studios and has acquired the rights to several original, popular movies/shows

The Walt Disney Company

* The second biggest competitor of Netflix with over 100 million subscribers for Disney+ as well as over 40 million subscribers for Hulu
* Offers several Disney franchise exclusives which mostly can no longer be found on other streaming services (until time-sensitive rights expire that were sold to other platforms before Disney+ was created)
* Has a larger variety of movies/shows than most streaming services for younger audiences, especially for children aged 0-12

Warner Bros. Discovery Inc.

* The third largest competitor of Netflix with over 68 million subscribers for HBO Max
* Appeals to older audiences with older movie/show options available. Has also acquired Discovery Plus which turned HBO into HBO Max which also appeals to older audiences with networks such as the Discovery channel and HGTV etc.
* Operates mostly in the U.S. with a very weak global presence

**Nvidia Corporation**

Advanced Micro Devices, Inc. (AMD)

* Competes with Nvidia directly in the chips and graphics cards market, primarily for chips in PC’s, CPU’s and gaming desktops and consoles
* Is currently one of the top two graphics cards in the gaming market with its AMD series versus Nvidia’s RTX series graphics cards
* Most of AMD’s products are direct or similar substitutes for Nvidia chips, processors, and graphics cards which can severely affect Nvidia’s ability to stand out

Intel Corporation

* The world’s largest semiconductor chip manufacturer for computers
* With revenues of over $54 billion in 2023 (compared to Nvidia’s $27 billion) Intel has a much bigger ability to launch large business ventures, acquire or build new business segments etc.
* Intel Chips make up over 60% of the chips found in x86 CPU’s (desktops, laptops etc.) and is by far the majority leader

Qualcomm Inc.

* World’s leading developer of chips for Android smartphones as well as 5G technology, networking infrastructure, and broadband technology
* Is the leader in 5G chip technology which both Qualcomm and Nvidia invest in. Direct substitute for Nvidia 5G phone chips
* Manufactures several lower-quality chips for electronics and has a large presence in the cheaper consumer electronic market

**Pfizer Inc.**

Johnson & Johnson

* As of 2024, Johnson & Johnson is the largest U.S. based pharmaceutical company with sales of over $85 billion in 2023 while Pfizer made over $58 billion in sales
* Johnson & Johnson has business segments in several different areas such as pharmaceutical, drug development, medical devices unlike Pfizer’s one business segment, drug development
* Successfully developed new vaccines and drugs such as a Covid-19 vaccine as well as Darzalex (for multiple myeloma) to compete with Pfizer’s vaccine and drug lines

AbbVie Inc.

* A biochemistry and drug development company that manufactures biological therapies and drugs for different diseases/ailments, some of which are direct substitutes for Pfizer’s products
* Develops cures for underserved health areas such as oncology and neuroscience etc.
* Started developing new drugs for underserved markets prior to any other company’s efforts including Pfizer and has a first-mover advantage

Eli Lily and Company

* Focuses more on drug development than biopharma, but still competes with Pfizer in the oncology and immunology markets
* Has capitalized on Pfizer’s reliance on its Covid-19 vaccine revenues to steal market share especially in the cancer treatment and diabetes drugs market
* Is currently developing a new direct-to-consumer drug service (DTC) in response to Pfizer’s announced development of a similar DTC program