**Peer Analysis for Selected Companies**

**1. Marriott International, Inc.**

Peers: Hilton Worldwide Holdings Inc., Hyatt Hotels Corporation, InterContinental Hotels Group PLC

* **Hilton Worldwide Holdings Inc.:**
	+ Both companies are among the largest global hotel chains with similar business models focused on franchising and management of properties.
	+ They directly compete in the luxury and mid-range hotel segments, driven by similar demand from tourism and business travel.
	+ Marriott differentiates itself through its expansive portfolio, particularly its deeper penetration in international markets, while Hilton's brand strategy, particularly its loyalty program, gives it a competitive edge in customer retention in the U.S. market.
* **Hyatt Hotels Corporation:**
	+ Both Marriott and Hyatt have a global presence and diversified portfolios, particularly in luxury and boutique hotel segments.
	+ Both companies employ an asset-light strategy, focusing on franchise and management agreements.
	+ Hyatt’s focus on premium and boutique hotels contrasts with Marriott's ability to target a wider range of customer segments, from economy to high-end luxury, allowing Marriott more flexibility in adapting to different market demands.
* **InterContinental Hotels Group PLC (IHG):**
	+ Both Marriott and IHG have a strong global footprint, with a shared focus on franchising and management services.
	+ Both benefit from customer loyalty programs to drive retention.
	+ Marriott’s distinct advantage is in its significant presence in the high-end luxury space with brands like Ritz-Carlton and St. Regis, whereas IHG’s strength lies in the mid-scale market and its stronger positioning in regions like Europe and Asia.

**2. Tesla, Inc.**

Peers: Ford Motor Company, General Motors Company, Rivian Automotive Inc.

* **Ford Motor Company:**
	+ Both companies are leaders in the electric vehicle (EV) market, with Ford making significant investments in electric trucks and SUVs.
	+ Both aim to dominate autonomous driving and sustainable transportation.
	+ Tesla continues to lead in EV technology and autonomous driving, whereas Ford's strength lies in leveraging its legacy market dominance in trucks and its extensive dealership network, which offers a broader reach in the EV segment.
* **General Motors Company (GM):**
	+ GM is heavily investing in EVs, with offerings like the Chevrolet Bolt and Cadillac Lyriq.
	+ Both companies are focused on EV infrastructure and battery innovation.
	+ Tesla's first-mover advantage in autonomous driving and scalable battery production gives it a competitive edge over GM, whose core strength is in its deep manufacturing experience and ability to scale EV production through established infrastructure.
* **Rivian Automotive Inc.:**
	+ Both Tesla and Rivian are exclusively focused on electric vehicles, with Rivian positioned as a premium electric truck and SUV maker.
	+ They compete in the electric truck and SUV segments.
	+ Tesla’s large-scale production capabilities and global market share set it apart, while Rivian’s unique partnership with Amazon and focus on adventure vehicles offers it a competitive niche in the EV market, specifically for outdoor-oriented consumers.

**3. Netflix, Inc.**

Peers: Disney+, Amazon Prime Video, Hulu

* **Disney+ (The Walt Disney Company):**
	+ Both companies are direct competitors in the streaming industry, focusing on original content and a vast library of films and TV shows.
	+ They compete for international market share and subscriber growth.
	+ Disney+ leverages its globally recognized franchises like Marvel, Pixar, and Star Wars to attract a specific audience, while Netflix differentiates itself with data-driven content creation, focusing on variety and targeting niche international markets to diversify its user base.
* **Amazon Prime Video:**
	+ Both platforms offer a mix of original content and licensed movies, competing for subscriber acquisition.
	+ Both use data analytics to personalize user recommendations.
	+ Amazon Prime Video’s integration with its e-commerce ecosystem and additional benefits for Prime members gives it a unique selling proposition, while Netflix’s singular focus on the streaming business enables it to invest more heavily in content creation and global expansion, particularly in original series and films.
* **Hulu (Majority-owned by Disney):**
	+ Both offer on-demand streaming services and original content, competing for exclusive rights to popular TV shows and movies.
	+ Hulu differentiates itself with its live TV offerings and next-day airing of network shows, whereas Netflix's global reach and heavy investment in international original content help it appeal to a broader, more diverse audience across various markets.

**4. Nvidia Corporation**

Peers: Advanced Micro Devices, Inc. (AMD), Intel Corporation, Qualcomm Incorporated

* **Advanced Micro Devices, Inc. (AMD):**
	+ Both companies are key players in the GPU market, focusing on gaming, AI, and data center applications.
	+ They target similar markets, particularly in gaming and high-performance computing.
	+ Nvidia leads in AI innovation and data center applications, particularly with its leadership in GPU-accelerated AI training models, whereas AMD focuses more on delivering high-performance GPUs and CPUs for gaming and mainstream applications.
* **Intel Corporation:**
	+ Both compete in the data center, AI, and chipmaking industries, with Nvidia focusing on GPUs and Intel on CPUs.
	+ Both have growing interests in AI and high-performance computing.
	+ Nvidia’s dominance in GPUs for AI and autonomous vehicles puts it ahead in cutting-edge technology, while Intel’s historic strength in CPUs is now being challenged as it tries to catch up in the GPU and AI hardware spaces.
* **Qualcomm Incorporated:**
	+ Both companies are focused on AI, machine learning, and mobile computing.
	+ Nvidia’s stronghold in high-performance computing and autonomous driving outpaces Qualcomm’s focus on mobile and IoT chipsets, though Qualcomm’s innovations in 5G and edge computing give it an advantage in the mobile sector.

**5. Pfizer Inc.**

Peers: Merck & Co., Inc., Johnson & Johnson, AstraZeneca PLC

* **Merck & Co., Inc.:**
	+ Both companies are among the largest pharmaceutical firms, with diversified drug portfolios and strong involvement in vaccine development.
	+ Pfizer’s leadership in mRNA vaccine technology, particularly its partnership with BioNTech for the COVID-19 vaccine, gives it a competitive advantage, while Merck’s strength lies in oncology and immunology with blockbuster treatments like Keytruda.
* **Johnson & Johnson:**
	+ Both compete in pharmaceuticals, medical devices, and consumer healthcare, with strong vaccine production capabilities.
	+ Pfizer’s narrower focus on pharmaceuticals and vaccines allows for greater specialization in innovative therapies, whereas Johnson & Johnson’s diversification into medical devices and consumer health products gives it a broader revenue base.
* **AstraZeneca PLC:**
	+ Both are active in vaccine development and compete in key therapeutic areas such as oncology and respiratory diseases.
	+ AstraZeneca’s focus on respiratory and cardiovascular disease contrasts with Pfizer’s broader focus on immunology and mRNA technology, giving Pfizer an edge in emerging biotech-driven therapies.