***INDUSTRY CLUSTERING AND PERFORMANCE BENCHMARKING***

**HOSPITALITY SECTOR - MARRIOTT INC.**

(1). **Hilton Worldwide Holdings**

* Revenue Model:
* Approximately 80% of revenues from franchise and management fees.
* Similar ADR (Average Daily Rate) range of $120-400 across brands.
* Comparable RevPAR (Revenue Per Available Room) metrics.
* Market Position:
* Over 7,000 properties worldwide vs. Marriott's 8,000+.
* Strong presence in both business and leisure segments.
* Similar loyalty program structure with 100M+ members.

(2). **Hyatt Hotels Corporation**

* Operational Strategy:
* Focus on luxury and upper-upscale segments.
* Growing through strategic acquisitions (e.g., Apple Leisure Group).
* Similar emphasis on asset-light growth model.
* Financial Metrics:
* Lower revenue base but comparable operating margins.
* Similar capital allocation strategy prioritizing brand growth.
* Matching focus on luxury segment with higher profit margins.

(3) **InterContinental Hotels Group (IHG**)

* Business Structure:
* 98% franchised/managed model aligning with Marriott's strategy.
* Comparable distribution across geographic regions.
* Similar technology investment in booking platforms.
* Brand Portfolio:
* Strategic focus on midscale to luxury segments.
* Complementary brands targeting different price points.
* Similar expansion strategy in emerging markets.

4**. Accor SA**

* Global Footprint:
* Strong European base complementing Marriott's US strength.
* Similar expansion strategy in Asia-Pacific.
* Matching focus on emerging markets growth.
* Brand Strategy:
* Comparable number of brands across segments.
* Similar focus on lifestyle and collection brands.
* Matching luxury to economy segment coverage.

**AUTOMOTIVE SECTOR - TESLA INC**.

1.**BYD Company**

* Production Capabilities:
* Leading battery technology and production scale.
* Comparable vertical integration in manufacturing.
* Similar focus on cost reduction through innovation.
* Market Strategy:
* Strong domestic market position in China.
* Expanding international presence.
* Comparable focus on mass-market and premium segments.

**2.Ford Motor Company**

* EV Transition:
* Major investment in EV platforms and technology.
* Similar focus on battery technology development.
* Comparable charging infrastructure development.
* Manufacturing:
* Large-scale production facilities being converted to EV.
* Similar supply chain verticalization efforts.
* Matching focus on production efficiency.

**3.Volkswagen AG**

* EV Strategy:
* Largest investment in EV transition among traditional automakers.
* Similar platform approach to EV development.
* Comparable battery technology investments
* Scale:
* Larger overall production but similar EV growth targets.
* Matching global distribution network.
* Similar focus on software and autonomous driving.

4. **Rivian Automotive**

* Technology:
* Similar focus on advanced battery technology.
* Comparable autonomous driving development.
* Matching emphasis on software integration.
* Market Position:
* Pure-play EV manufacturer like Tesla.
* Similar premium brand positioning.
* Comparable direct-to-consumer sales model.

**STREAMING SECTOR - NETFLIX INC**.

**1. Disney+**

* Content Strategy:
* Strong original content production capabilities.
* Similar investment in content creation ($25B+ annually).
* Comparable focus on exclusive content
* Technology:
* Similar streaming technology infrastructure.
* Matching recommendation algorithm development.
* Comparable investment in user experience.

2. **Amazon Prime Video**

* Business Model:
* Similar subscription-based revenue model.
* Comparable content investment strategy.
* Matching focus on international markets.
* Market Position:
* Strong presence in key streaming markets.
* Similar bundling strategies.
* Comparable original content quality.

3. **Warner Bros. Discovery**

* Content Library:
* Extensive legacy content library.
* Similar investment in original programming.
* Comparable mix of movies and series.
* Distribution:
* Similar multi-platform distribution strategy.
* Matching focus on direct-to-consumer model.
* Comparable international expansion approach.

**SEMICONDUCTOR SECTOR - NVIDIA INC.**

1.**Advanced Micro Devices (AMD)**

* Product Portfolio:
* Similar focus on high-performance computing.
* Comparable GPU technology development.
* Matching emphasis on data center solutions.
* Market Position:
* Strong presence in gaming and data center.
* Similar focus on AI acceleration.
* Comparable R&D investment intensity.

2. **Intel Corporation**

* Technology:
* Similar focus on advanced computing solutions.
* Comparable investment in AI capabilities.
* Matching emphasis on process technology.

* Scale:
* Larger overall revenue but similar growth areas.
* Comparable R&D spending.
* Similar focus on next-gen computing.

3. **Qualcomm**

* Innovation:
* Similar patent portfolio strength.
* Comparable investment in 5G and AI.
* Matching focus on mobile computing.

**PHARMACEUTICAL SECTOR - PFIZER INC.**

1. **Merck & Co.**

* Research Focus:
* Similar emphasis on innovative medicines.
* Comparable oncology pipeline.
* Matching investment in biotechnology.
* Market Access:
* Similar global distribution network.
* Comparable pricing power.
* Matching market presence in key therapies.

2. **Johnson & Johnson**

* Portfolio:
* Similar focus on prescription medicines.
* Comparable pipeline diversity.
* Matching emphasis on blockbuster drugs.
* Scale:
* Similar revenue base.
* Comparable R&D investment.
* Matching global market access.

3.**Novartis**

* Innovation:
* Similar focus on breakthrough therapies.
* Comparable investment in gene therapy.
* Matching emphasis on rare diseases.
* Global Presence:
* Similar market access in developed markets.
* Comparable emerging market strategy.
* Matching regulatory expertise.

4. **AstraZeneca**

* Research:
* Similar focus on oncology and rare diseases.
* Comparable investment in biologics.
* Matching emphasis on precision medicine.

* Commercial:
* Similar global commercial infrastructure.
* Comparable pricing strategies.
* Matching market access capabilities.

**Prepared By: MUSA, Hassana Choice.**