



COMPETITIVE INTELLIGENCE 2.0

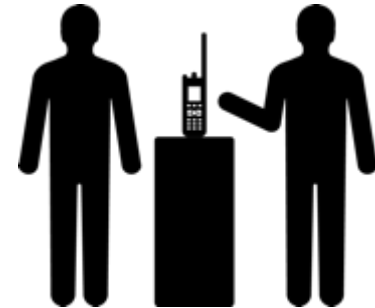
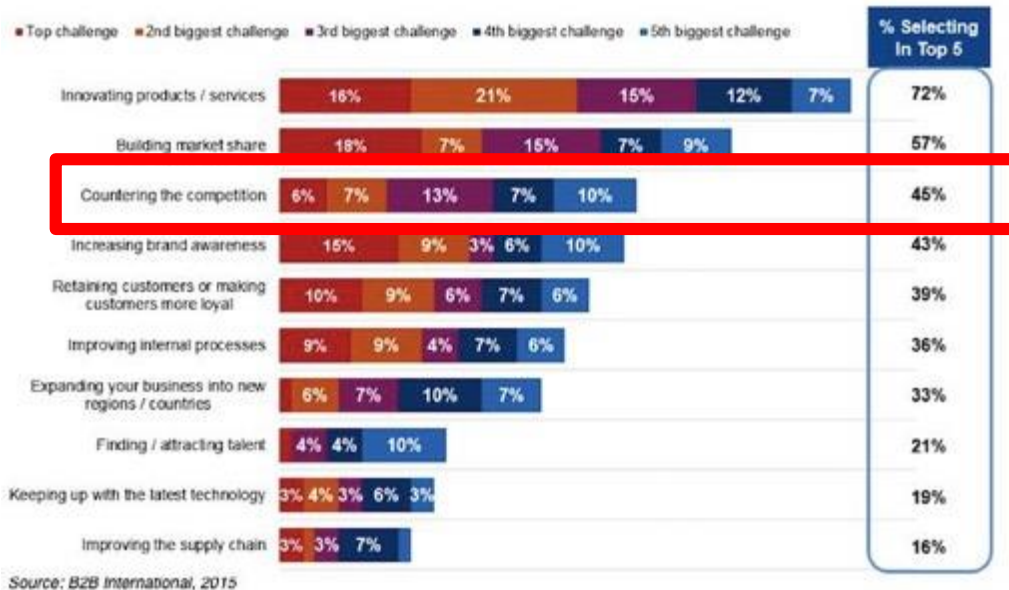
TURNING INFORMATION INTO ACTION

JUNE 7, 2018

JUDY SCHIEVE, COMPETITIVE INTELLIGENCE

HOW COMPANIES RANK COMPETITIVE INTELLIGENCE

COMPANIES RANK COUNTERING COMPETITION AS THEIR 3RD MOST IMPORTANT OBJECTIVE



HOW COMPANIES PERFORM COMPETITIVE INTELLIGENCE

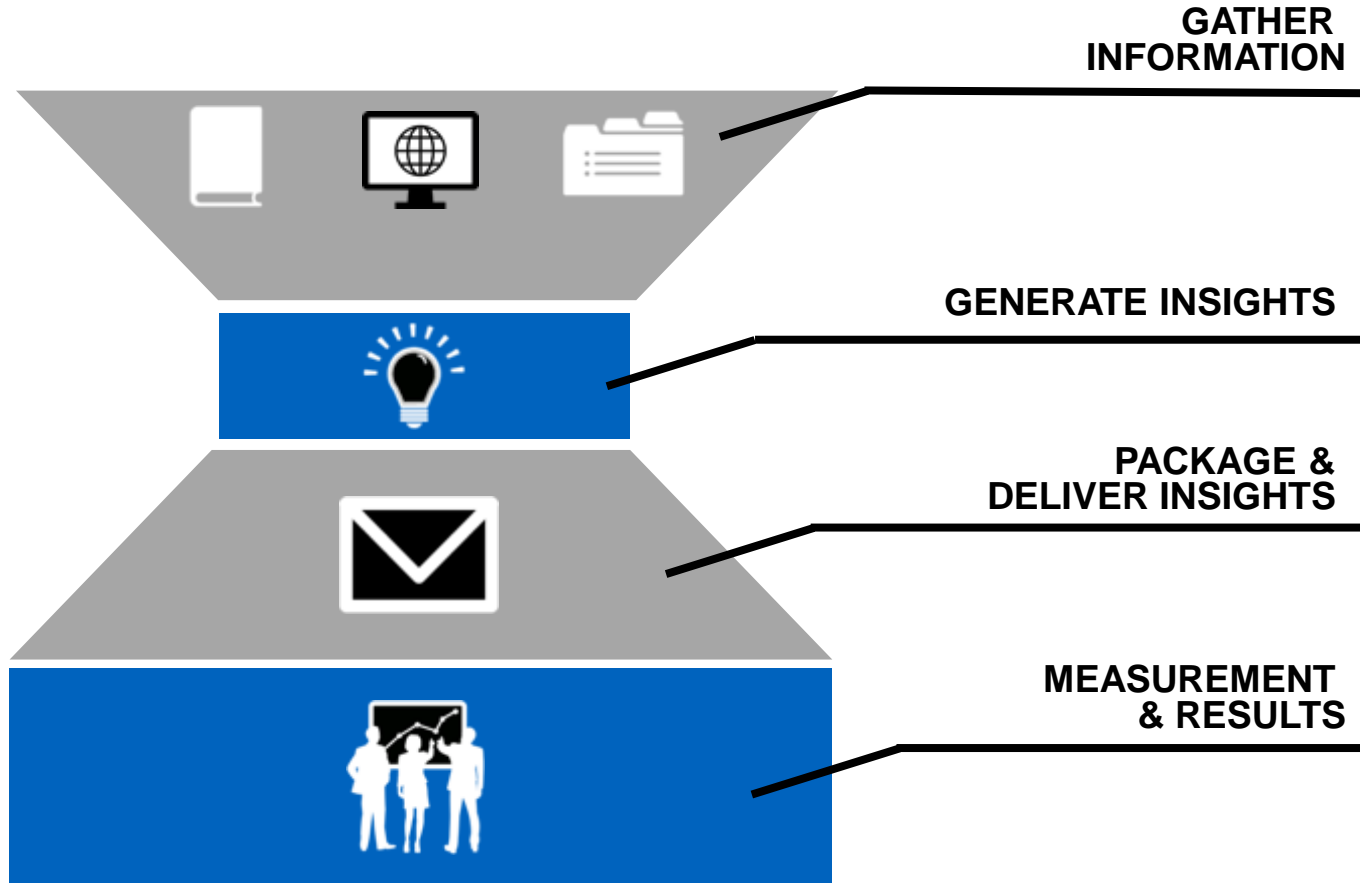
ONLY 27% OF US COMPANIES ARE CARRYING OUT COMPETITOR ANALYSIS OR BENCHMARKING

Market/customer segmentation	54%
Value marketing	39%
Customer satisfaction and loyalty	34%
New market opportunities (industry)	33%
Competitor analysis/benchmarking	27%
Channel/distribution/route to market	25%
New market opportunities (country)	21%
Raising prices	10%
Environmental/green positioning	10%
Low cost leadership	1%
Volume sales at low prices	1%

Source: B2B International, 2015



COMPETITIVE INTELLIGENCE 2.0



GATHER INFORMATION

CAST A WIDE DATA NET

PERFORM COMPETITIVE INTELLIGENCE ON YOURSELF

ISSUE	SOURCE
One of my biggest issues is the lack of differentiators	Sales VP
The CI site is too complicated and hard-to-follow. We cannot quickly identify and communicate advantages.	Field Engineering Mgr
Development Engineers are busy. We can help, but only if CI is not time consuming.	Engineering Manager
We need more specifics about competitive advantages	Sales Project Team
Some of our material is outdated	Judy
Lack of coordination between CI advantages in documents	Judy
Some documents lack relevant customer material	Judy

GATHER INFORMATION

PERFORM CI ON YOURSELF

HOW DO YOU GET AN ENTIRE PICTURE OF WHAT THE COMPETITION IS DOING?

MARKETING <ul style="list-style-type: none">• BROCHURES• WEBSITES• FOIA PROPOSALS	FINANCIAL <ul style="list-style-type: none">• REPORTS• PRESS RELEASES• SPEECHES	REGULATORY <ul style="list-style-type: none">• GOVERNMENT AGENCIES• PATENT FILINGS• STANDARDS BODY PARTICIPATION	SOCIAL MEDIA <ul style="list-style-type: none">• WEBSITE• BLOGS• GOOGLE• FACEBOOK• TWITTER
COMPANY SOURCES <ul style="list-style-type: none">• SALES• SUPPLY CHAIN• FINANCE	3RD PARTY SOURCES <ul style="list-style-type: none">• PARTNERS• SUPPLIERS• DISTRIBUTORS• DEALERS• RELATED COMPETITORS	TRADESHOWS <ul style="list-style-type: none">• PRESENTATIONS• NATIONAL TRADESHOWS• USER GROUPS	JOB BOARDS <p>LINKED IN COMPANY JOB BOARDS TRADE ASSOCIATIONS</p>

GATHER INFORMATION

A BRIEF NOTE ABOUT ETHICS...



“IF YOUR COMPETITIVE INTELLIGENCE ACTIVITIES WOULD LOOK INAPPROPRIATE IF WRITTEN UP IN AN ARTICLE IN THE WALL STREET JOURNAL, YOU PROBABLY SHOULDN’T USE IT.”

-Tim Caulkins

GATHER INFORMATION

QUICK TIPS ON DATA COLLECTION

BUY YOUR PRODUCT, AND YOUR COMPETITOR'S PRODUCT!

CONDUCT QUICK WEB SEARCHES

- *Google new information – try your competitors model number*
- *If you don't succeed try different combinations*

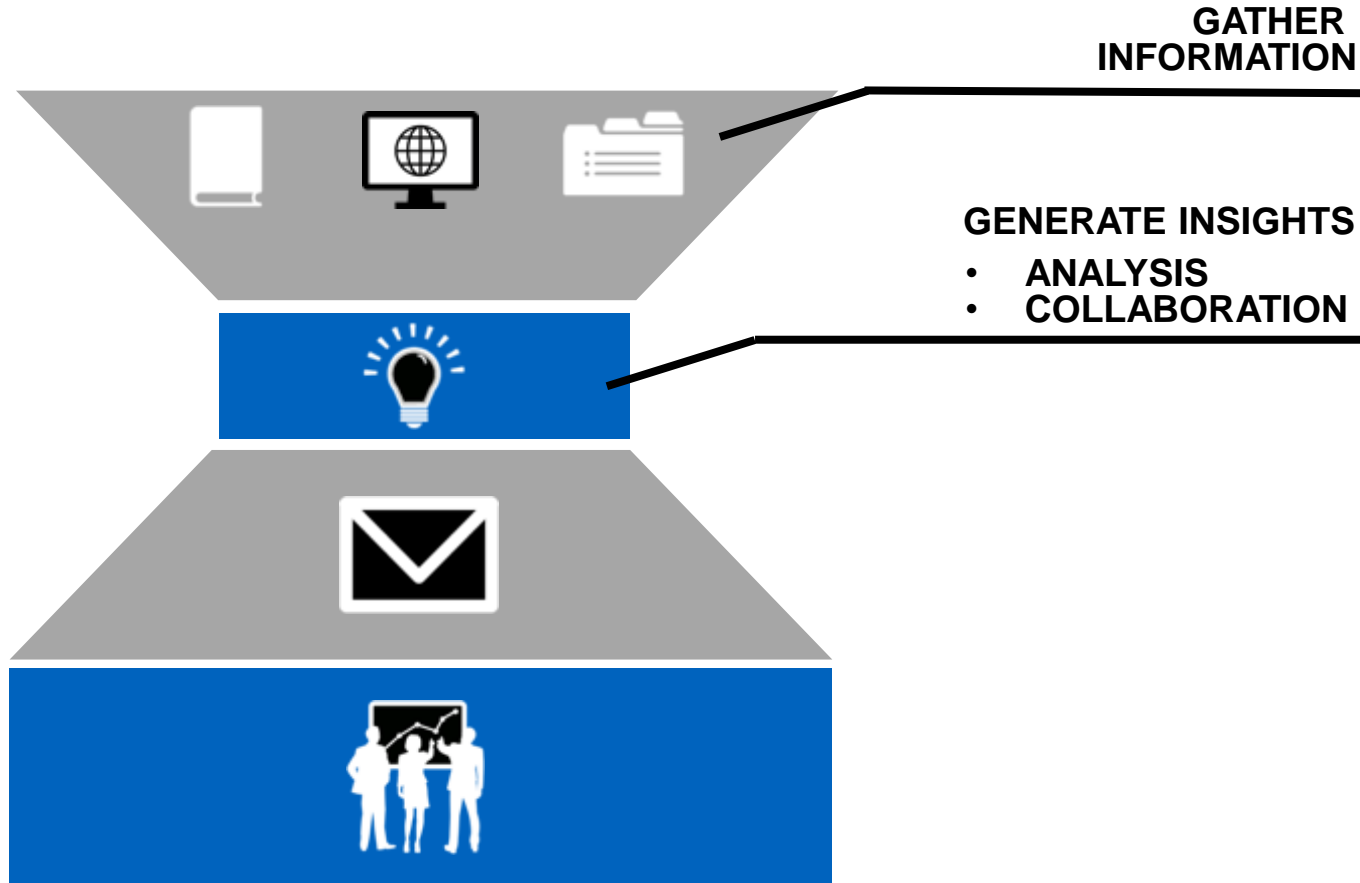
SIGN UP FOR FREE SERVICES

- *Google Alerts*
- *Seeking Alpha*

USE TRADE SHOWS EFFECTIVELY

- *Eat lunch with customers*
- *Network with the competition – share info about competitors*
- *Attend seminars*

COMPETITIVE INTELLIGENCE 2.0



GENERATE INSIGHTS THAT DRIVE ACTION

IDEAS FROM INSIGHTS2020 RESEARCH*

Over-Performers <i>% Positive Response</i>	Under-Performers <i>% Positive Response</i>	
69%	34%	Company is skilled at linking disparate data sources
61%	46%	Insights teams involved in all stages of the planning cycle
61%	52%	Collaborate with other functions & customers
32%	28%	Forward-looking orientation

GENERATE INSIGHTS

LINKING DIFFERENT DATA SOURCES

COLLECT DATA FROM MULTIPLE SOURCES

	Proposal 1	Proposal 2	Proposal 3	Proposal 4	Proposal 5	Proposal 6	Tradeshow Input	FCC Database	Trade Presentation
Block Diagram	•				•				•
Equip List					•				
Pricing	•					•	•		
System Overview			•		•				
Noise Reduction Design			•						
Design Alternatives	•		•	•	•	•	•		
Grade of Service	•								
Implementation Method					•				
Redundancy	•								
Failure Modes					•				
Migration Alternatives		•		•					
Infra Upgrades		•							
CALL Processing					•			•	
Coverage						•	•		
TIA Alignment					•				
Add-On Features					•••				

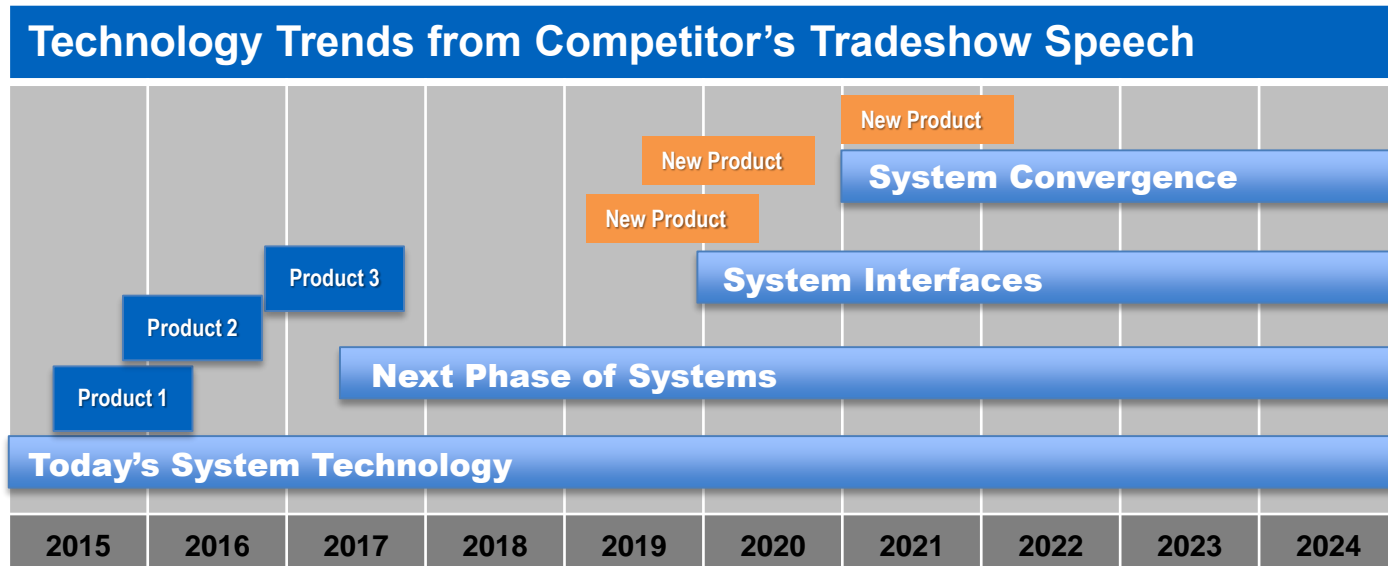
GENERATE INSIGHTS LINKING DIFFERENT DATA SOURCES

DATA FROM MULTIPLES SOURCES - SPECIFIC INSIGHTS

		STATUS
Block Diagram	COMPETITOR INFORMATION 16 Different Categories	✓
Equip List		✓
Pricing		✓
System Overview		✓
Noise Reduction Design		✓
Design Alternatives		✓
Grade of Service		✓
Implementation Method		✓
Redundancy		✓
Failure Modes		✓
Migration Alternatives		✓
Infra Upgrades		✓
CALL Processing		✓
Coverage		✓
TIA Alignment		✓
Add-On Features		✓

GENERATE INSIGHTS FORWARD LOOKING ORIENTATION

WHAT IS YOUR COMPETITORS TIMELINE?



GENERATE INSIGHTS

COMPETITIVE ANALYSIS CONSIDERATIONS

SEE THE FOREST – NOT THE TREES – UNDERSTAND THE MOTIVATION

WHAT IS DRIVING THE BEHAVIOR?

WHAT ARE THE COMPETITOR'S GOALS AND OBJECTIVES?

WHAT IS THE CORPORATE CONTEXT?

DON'T ASSUME EVERYONE THINKS AS YOU DO

WHO IS REALLY ATTACKING ME ANYWAY?

- The Company
- The Person

OTHER IMPORTANT PIECES OF INFORMATION

- Financials
- Intellectual Property
- Legal and Regulatory Environment
- Other players in the Industry

GENERATE INSIGHTS

ANALYSIS

QUICK TIPS ON ANALYSIS

BE MORE THAN A REPORTER

- *Link multiple data sources and draw conclusions*
- *Add Comparative Company Data*

CONSIDER TRADITIONAL DATA SOURCES IN NON-TRADITIONAL WAYS

- *Regional revenue part of market share report*
- *Product shipment data*

PREDICT COMPETITIVE MOVES AND ANTICIPATE MARKET CHANGES

- *Identify key take-aways*
- *Make recommendations*

GENERATE BOTTOM LINE INSIGHTS

CROSS-FUNCTIONAL TEAMS VARY BY ANALYSIS

PRODUCT ROADMAP TEAM

- Business Team
- Core Engineering
- Architecture Engineering
- Standards Team

MARKETING TEAM

- Global Marketing
- Regional Marketing
- Sales
- Field Engineering
- Regional CI Teams

STRATEGY TEAM

- Market Research
- Corporate Strategy
- Product Competitive



COLLABORATION DEVELOP INSIGHTS

BARRIERS TO COLLABORATION

LEADERS DON'T LEAD BY EXAMPLE

FEAR OF REJECTION

DISSONANCE

MICROMANAGEMENT

INADEQUATE EDUCATION

WHAT'S IN IT FOR ME?

EGO

KNOWLEDGE IS POWER

**ASKING QUESTIONS MAY BE A SIGN OF
WEAKNESS**

LACK OF TIME

INFORMATION OVERLOAD

CULTURAL DIFFERENCES

DIGITAL DIVIDE

LEGAL, COMPLIANCE AND SECURITY

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COLLABORATION DEVELOP INSIGHTS

BEHAVIORS TO ENCOURAGE COLLABORATION

- **ENCOURAGE SHARING**
- **MAKE IT EASY TO SHARE**
- **BE RESPONSIVE**
- **GET TO KNOW YOUR NETWORK AS INDIVIDUALS**
- **BE AN ACTIVE LISTENER**
- **TREAT YOUR NETWORK WITH RESPECT AND PROVIDED INDIVIDUAL ATTENTION**
- **REWARD YOUR CONTACTS FOR GOOD COMPETITIVE SCOOP**
- **ASK FOR FEEDBACK, BUT DON'T SURVEY THEM**

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GENERATE INSIGHTS THROUGH COLLABORATION

QUICK TIPS ON BUILDING COLLABORATION

MAKE CI INFORMATION ACCESS EASY

- *Create 2 CI libraries – internal and external*
- *Relevant CI information only*

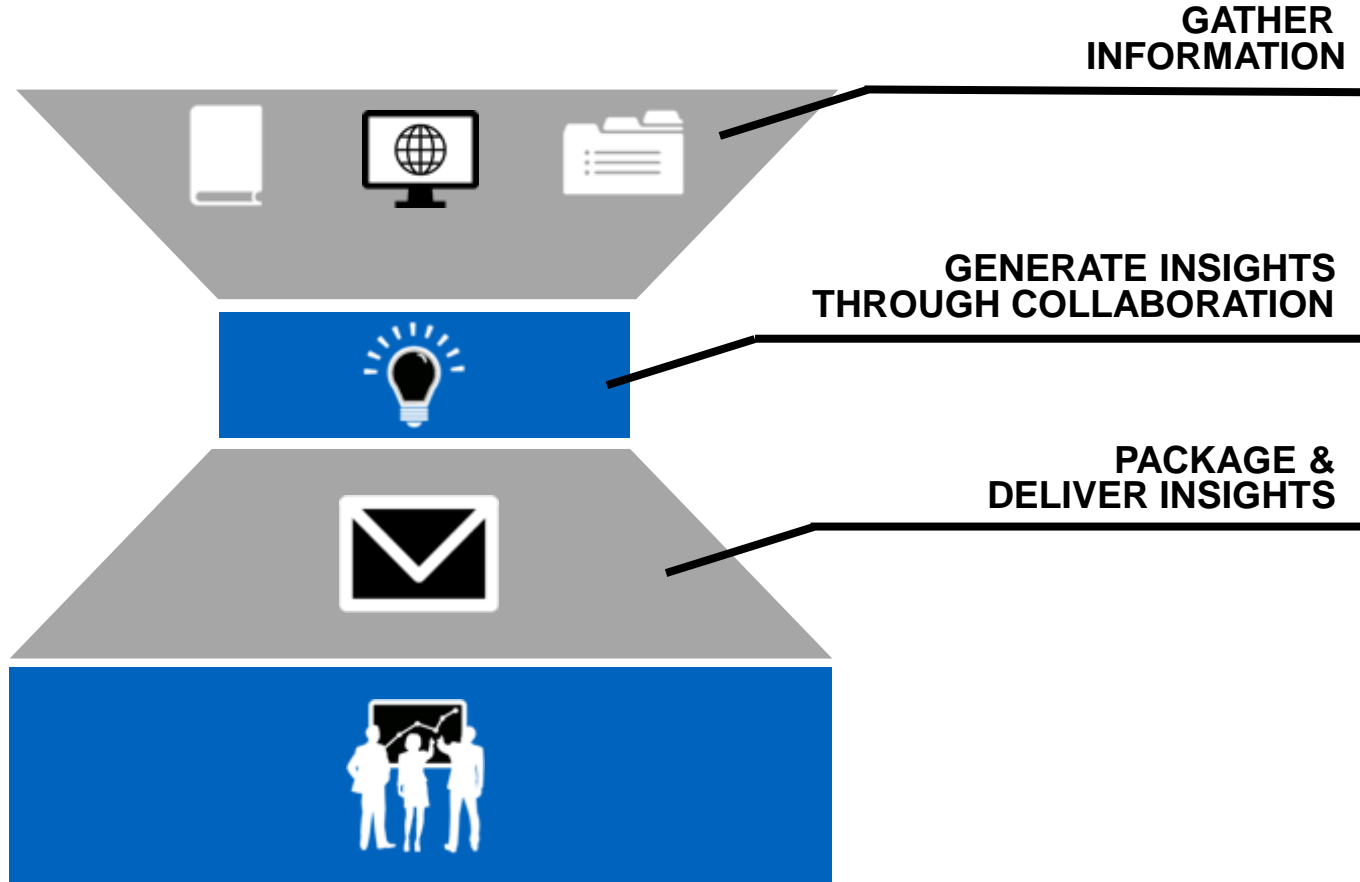
PREPARE TANGIBLE OUTPUT IMMEDIATELY...

- *Internal analysis & recommendations - CI briefings, roadmap recommendations, pricing recommendations*
- *External analysis & recommendations - sales & marketing collateral, CI briefings*

COMMUNICATE INTERNALLY AND EXTERNALLY

- *Follow-up with your contributors*
- *Proactively reach out to new groups*
- *Volunteer for department meetings*

COMPETITIVE INTELLIGENCE 2.0



PACKAGE & DELIVER THE INFORMATION

DEVELOP EFFECTIVE COMMUNICATION TOOLS



CI INFO IS VALUABLE IN 2 AREAS

INTERNAL SENIOR MANAGEMENT BRIEFINGS

PRODUCT ANALYSIS

COMPETITIVE LANDSCAPE

M&A

COMPETITOR SPECIFIC ANALYSIS

EXTERNAL SALES ENABLEMENT

CI INTERNAL BRIEFINGS

SALES COLLATERAL

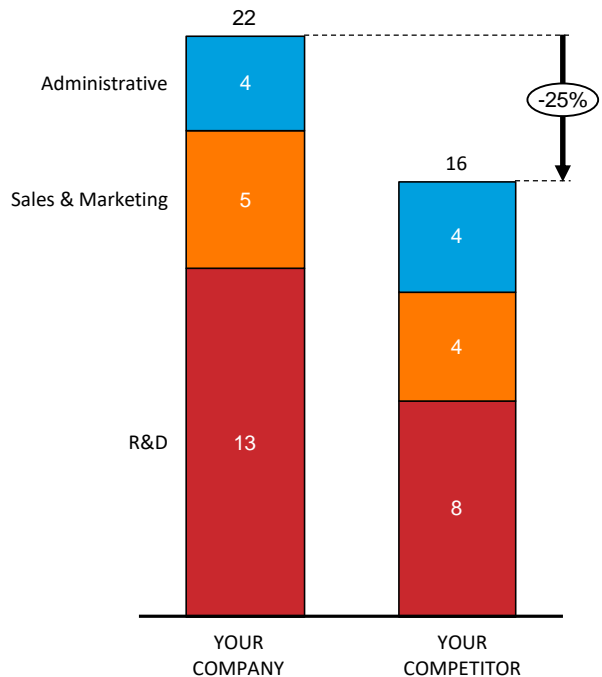
VIDEOS

WEBINARS

PACKAGE & DELIVER THE INFORMATION INTERNAL COMPARISONS THAT GENERATE INTEREST



Comparative Costs

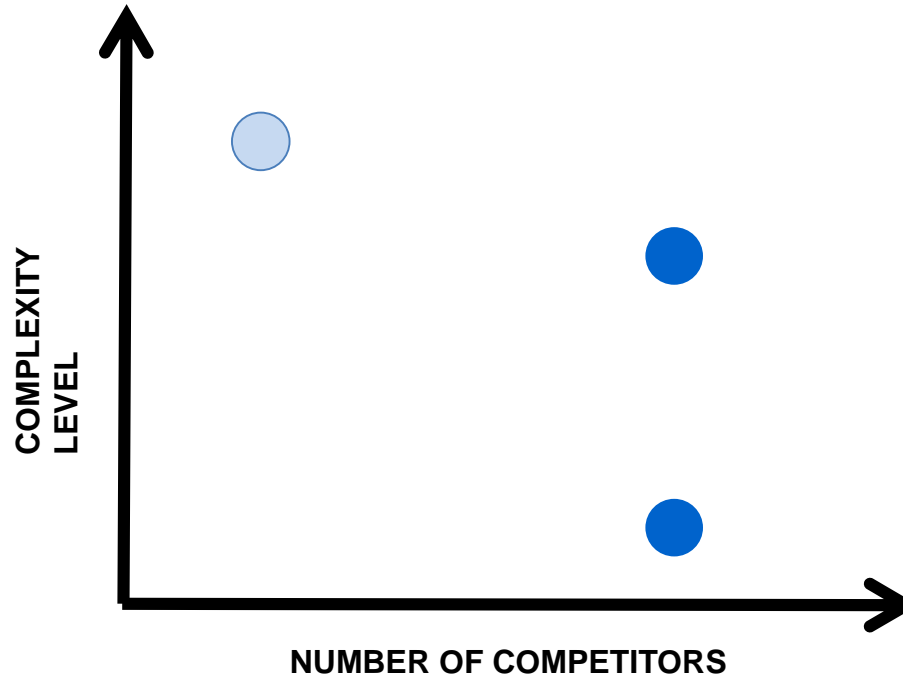


- Revenue / Market Share Comparisons
 - Revenue by Geography
 - Revenue by Product Mix
- Company Investments
- Customer Data

PACKAGE & DELIVER THE INFORMATION

EVALUATE YOUR CI PORTFOLIO

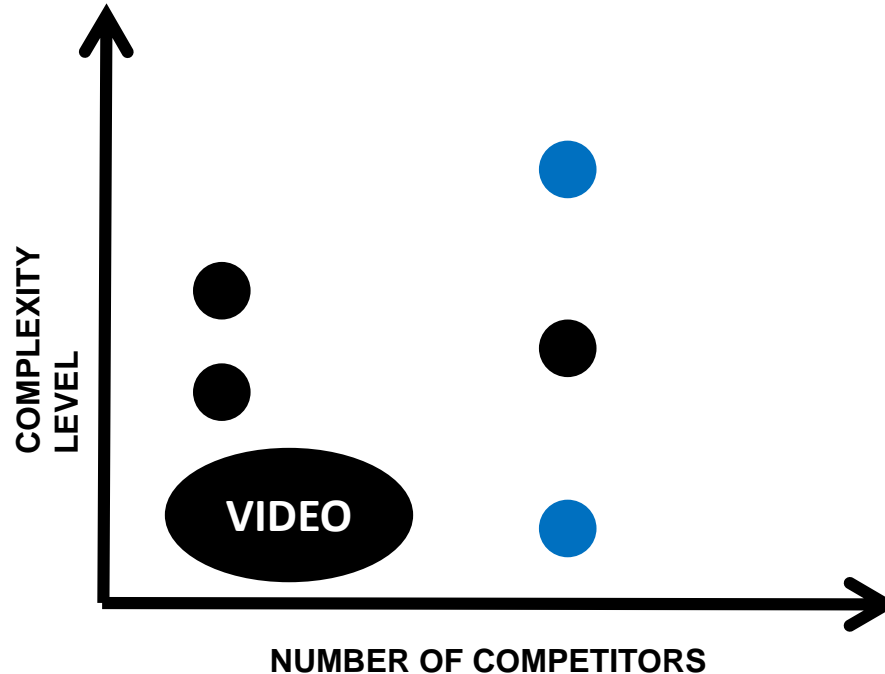
ORIGINAL CI SALES SUPPORT DOCUMENTS



PACKAGE & DELIVER THE INFORMATION

EVALUATE YOUR CI PORTFOLIO

CURRENT CI TOOL SALES SUPPORT DOCUMENTS



PACKAGE & DELIVER THE INFORMATION **EXTERNAL COMMUNICATIONS TOOLS**

GET YOUR ADVANTAGES IN FRONT OF THE CUSTOMER

**SALES PEOPLE SPEND 30 HOURS PER MONTH
SEARCHING AND CREATING MARKETING COLLATERAL**

AMA, BLOG BY MARK YEAGER

**60-70% OF CONTENT PRODUCED BY B2B MARKETING
DEPARTMENTS SITS UNUSED**

SIRIUS DECISIONS, BLOG BY MARK YEAGER

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CI IS ESSENTIAL IN MARKETING

SALES ENABLEMENT & CONTENT MARKETING TOOLS

**COLLATERAL
(BROCHURES)**

PROPOSALS

WHITE PAPERS

CASE STUDIES

VIDEOS

WEBCASTS

MICROSITES

BLOGS

**WEBSITE
ARTICLES**

eNEWSLETTERS

**ONLINE
PRESENTATIONS**

**RESEARCH
REPORTS**

PACKAGE & DELIVER INSIGHTS

CI VIDEO SERIES

WHEN RESEARCHING B2B PRODUCTS & SERVICES, MILLENNIALS PREFER DIRECT CONTACT WITH VENDERS

	MILLENNIALS	GEN X	BABY BOOMERS
Vendor's representatives	1	7	5
Tradeshows and conferences	2	3	1
Colleagues in my organization	2	3	3
Article, papers or blogs from trade or industry experts or analysis	4	1	2
Vendor's customers	4	8	3
Vendor's social media, mobile or website content	4	3	5
Third-party websites or mobile apps for reviews and comparisons	7	1	8
Recommendations from my social network	8	6	7
Family or friends outside my organization	9	8	8

Source: IBM Institute for Business Value Millennial Survey 2014. Millennials n=447, Gen X n=154, Baby Boomers n=103.

Q34: What sources are you most likely to turn to when researching a vendor's products and services?

JUDY SCHIEVE JUNE 7, 2018

PACKAGE & DELIVER INSIGHTS

CI VIDEO SERIES

ACCORDING TO A RECENT DELOTTE SURVEY,

75% OF ALL CATEGORIES SAY



**SMARTPHONE
IS ONE OF THE
MOST VALUED
TECH DEVICES**

DELIVER INSIGHTS

CI VIDEO SERIES

QUICK TIPS ON DEVELOPING VIDEOS

FOCUS ON TELLING YOUR ADVANTAGES TO CUSTOMERS

- *2-Minute Elevator Speech*
- *Provide Sufficient Background without Overwhelming the Audience*
- *A CI Video is Not a Webinar*

KEEP VIDEO PRODUCTION SIMPLE

- *Keep the Content Short – 5 – 10 Minutes*
- *Use In-House Video Equipment*
- *Don't Focus On Perfection*

MAKE CONTENT INTERESTING

- *Be Passionate & Animated about your Topic*
- *Present to a Colleague*
- *Consider “True-False” Quizzes, etc. to Build Interest*
- *Ask for Help*

DELIVER INSIGHTS

QUICK TIPS ON DISTRIBUTING CI INFO

TAKE STOCK OF YOUR CI LIBRARY

- *Look for Challenges & Opportunities*

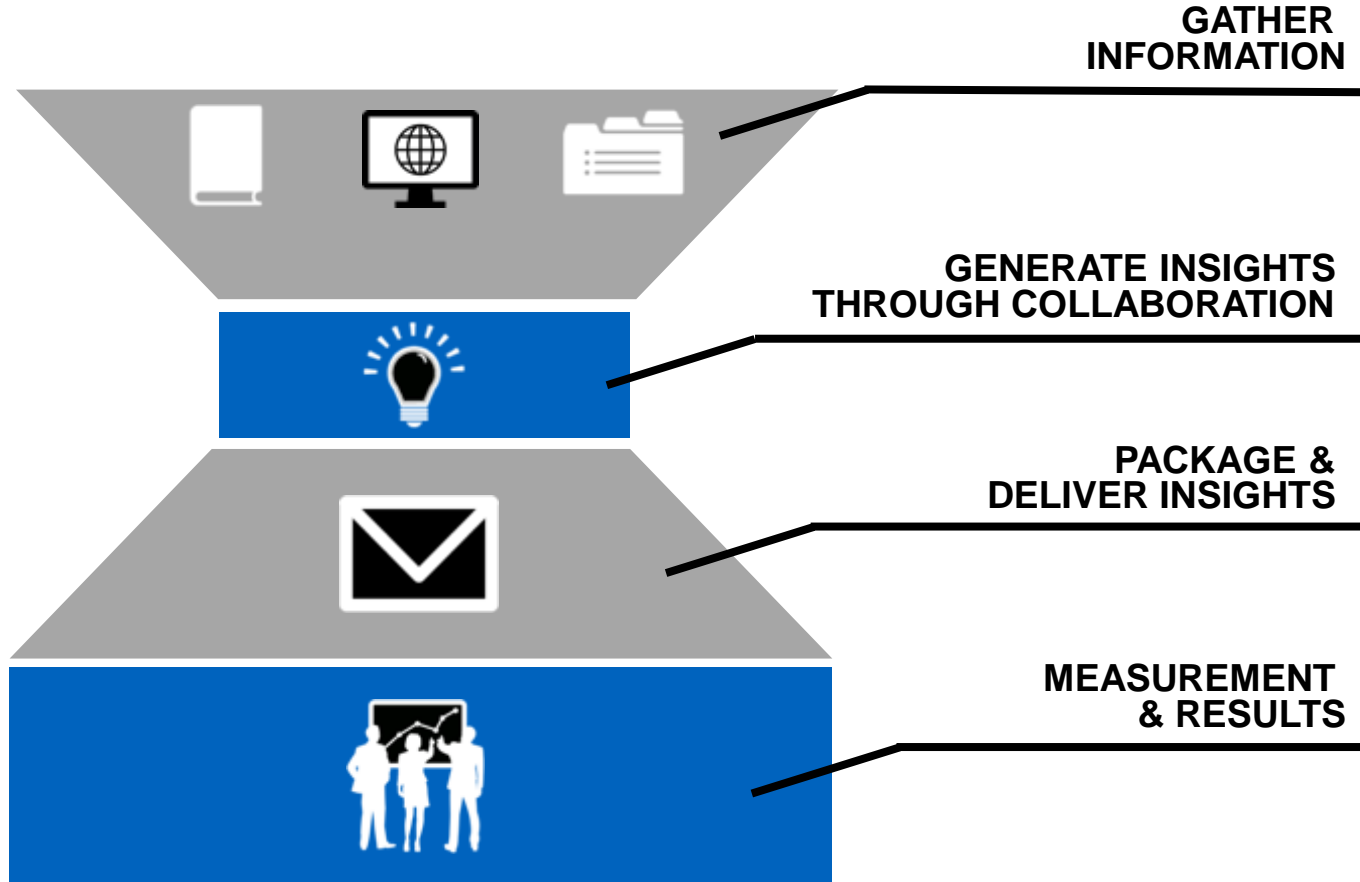
INTEGRATE YOUR CONTENT WITH MARKETING COLLATERAL

- *Find Opportunities To Improve Sales Enablement And Marketing Tools*
- *Make Recommendations That Impact Business*

USE SOCIAL MEDIA TO BUILD CI AWARENESS

- *Videos*
- *Blogs*

COMPETITIVE INTELLIGENCE 2.0



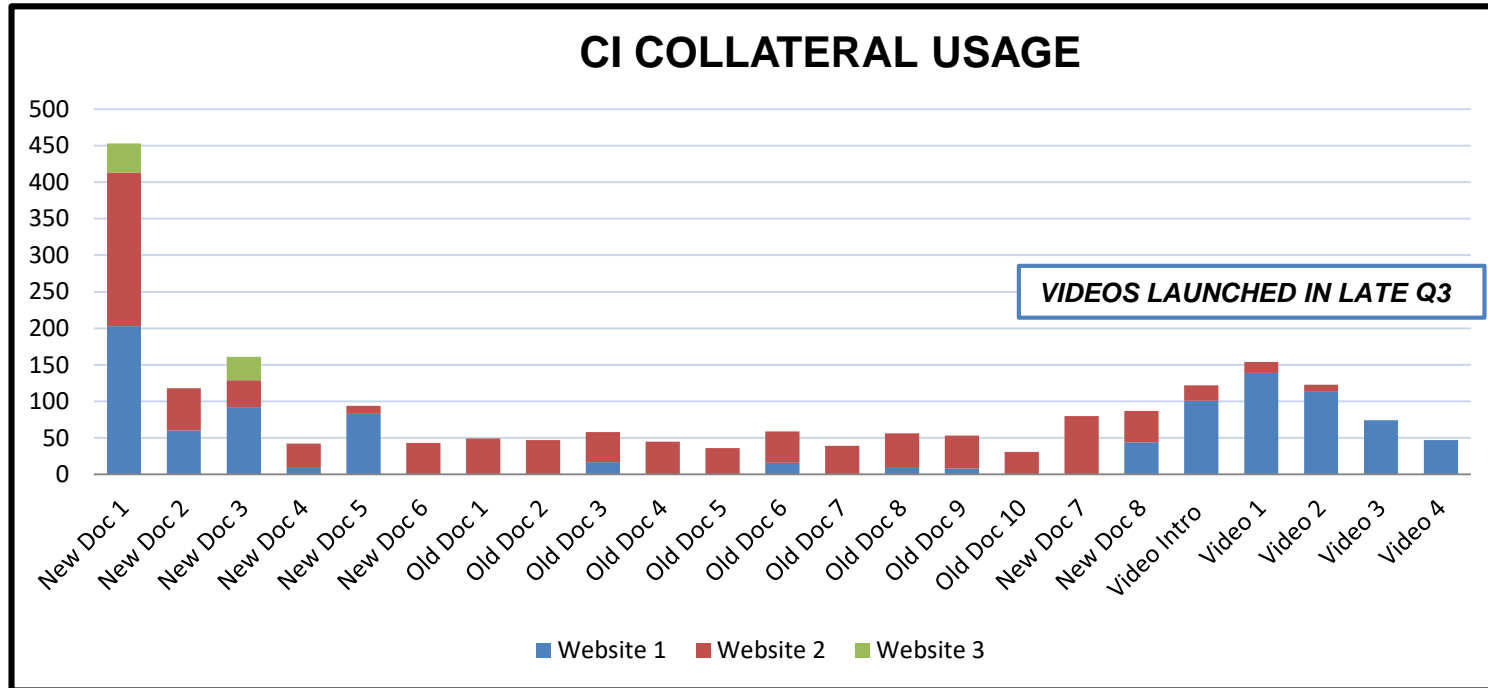
MEASUREMENT & RESULTS

BENEFITS OF DEMONSTRATING THE VALUE OF CI

FOR THE CI PROFESSIONAL	FOR THE COMPANY
Builds Credibility	Allows for Proactive vs. Reactive Appropriations
Builds Reputation as a Strategic Asset	Determines Resource Allocation
Elevates Status	Grows the Business
Identifies Value	Improves Long and Short-Term Planning
Institutionalizes the Function	Provides Stability in Difficult Times
Perpetuates Meaningful Work	Reduces or Controls Costs
Perpetuates More Resources	Saves or Makes Time/Money
Reduces Anxiety	
Solidifies Client Relationships	

MEASURE YOUR RESULTS

CI DOCUMENT VIEWS



MEASURE YOUR PROGRESS & SUCCESS

QUICK IDEAS ON WHAT TO MEASURE

INTERNAL DRIVERS - BUSINESS PERFORMANCE

- *Time savings*
- *Cost Savings*
- *Revenue Increase*
- *Market Share Increase*

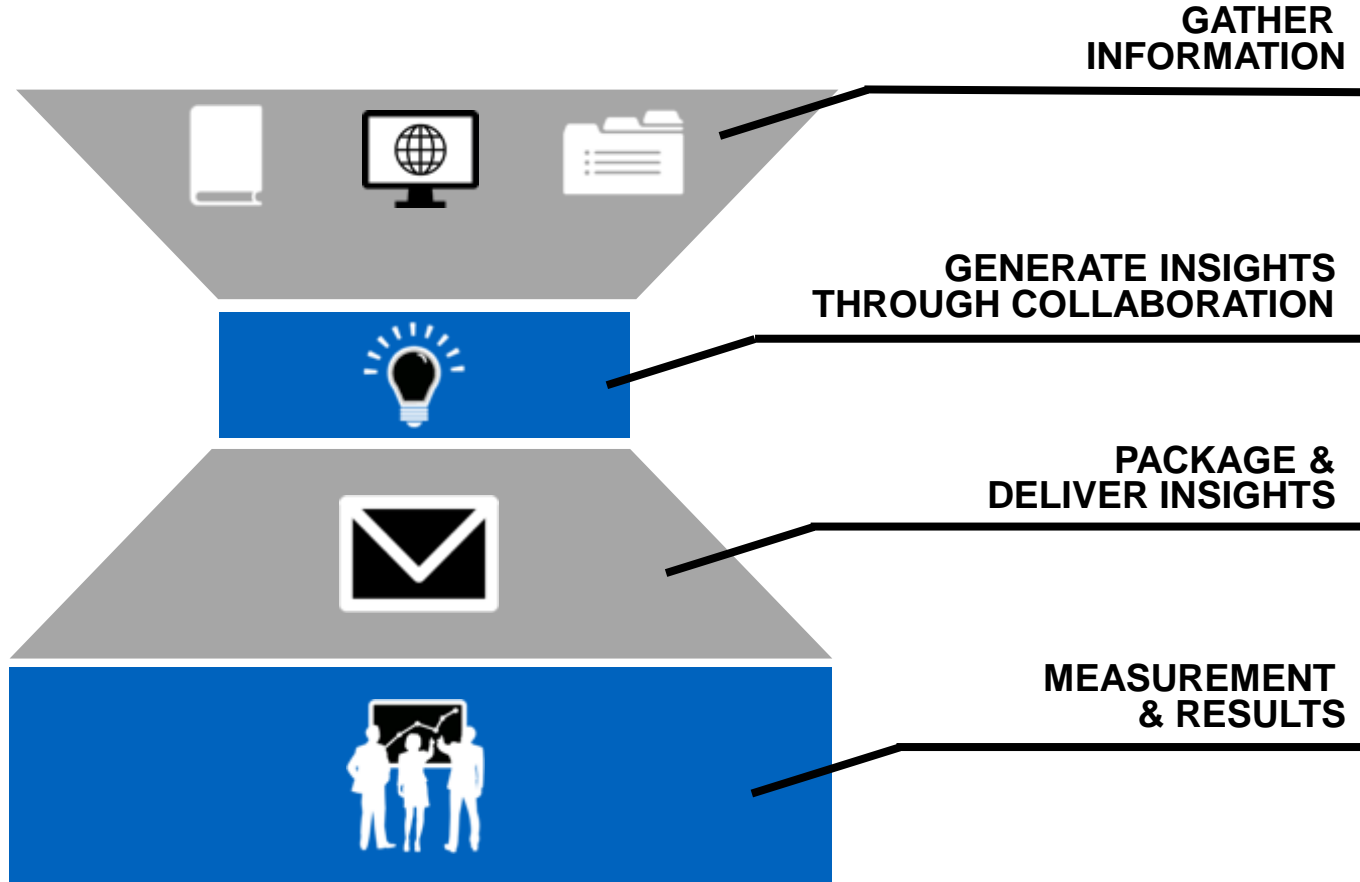
CI PROGRAM RESULTS & COLLATERAL

- *Number of New Identified Differentiators*
- *Paperwork Reduction*
- *Number of Competitive Briefings*

COLLABORATIVE RESULTS

- *Total Number of CI Material Views*
- *Dollar Value of Projects Using CI Info*
- *Number of Sales Documents Created*
- *Number of New Initiatives Resulting from CI Analysis*

COMPETITIVE INTELLIGENCE 2.0



ELEVATE TO CI 2.0

YOUR GAME PLAN

1. LOOK FOR 1 ANALYST REPORT
2. FIND 1 COMPETITIVE EXPERT
3. TALK TO 3 FIELD REPS
4. IDENTIFY 3 NEW INSIGHTS
5. PRODUCE 1 NEW DOCUMENT
6. INTEGRATE WITH 1 DEPARTMENT

THANK YOU