

PRAGMATIC | live)))

MODERN

Competitive Intelligence

Use Customer Insights to Create Actionable Strategies



ORACLE®



Tim Rhodes: Director of Competitive Intelligence, Oracle
Alan Armstrong: Managing Director, Eigenworks



About the Presenters

» Alan Armstrong



- 15 years VP-level experience in product management and marketing; 3 startups, 2 public companies
- Founder of Toronto Product Management Association (tpma.ca)
- Founder and managing director of Eigenworks

» Tim Rhodes



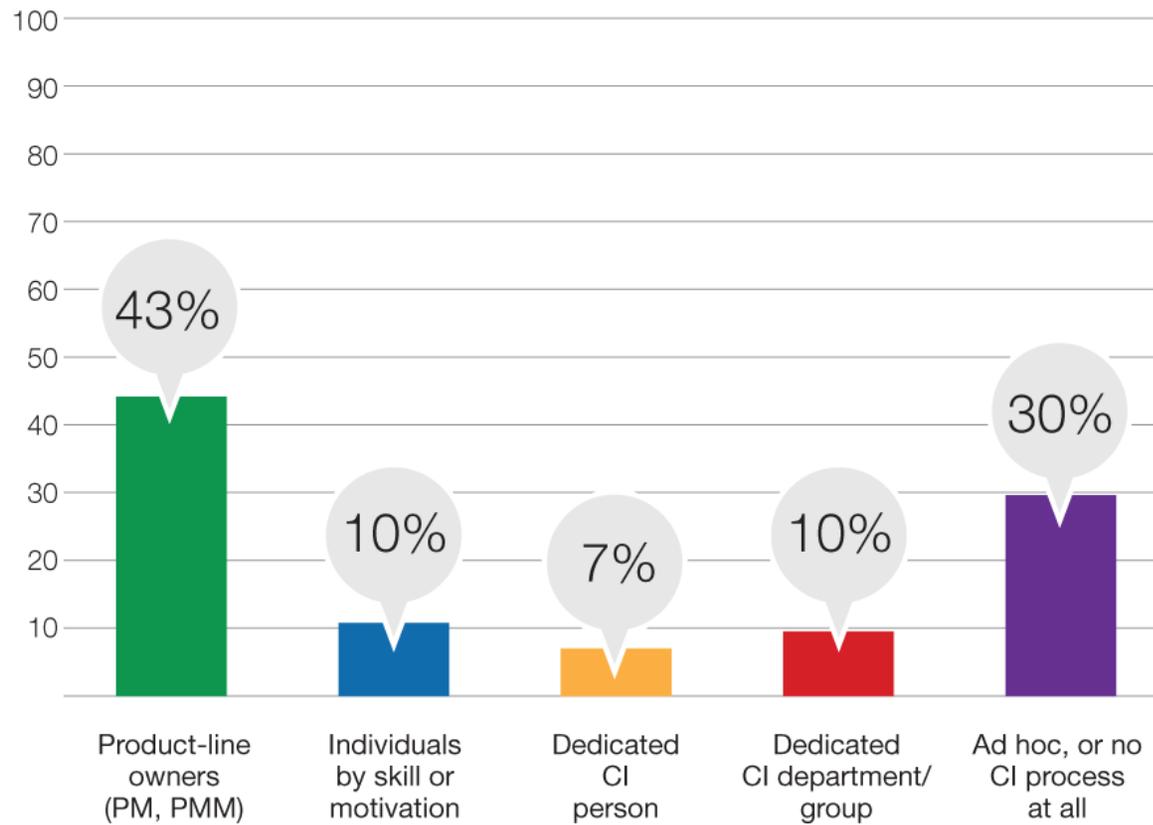
- Director of market intelligence at Oracle
- Responsible for competitive and market intelligence, including “voice of the customer” research and marketing strategy
- 10 years competitive intelligence & strategy consultancy for Fortune 500 firms including Microsoft, IBM, Sprint and Blue Cross Blue Shield

Agenda

») Webinar Objectives

- Understand pressures to change current competitive intelligence (CI) practices
- Understand value of a “customer-centric” CI process
- Use win/loss interviews (voice of the customer) as foundation for customer-centric CI
- Use new CI process to power tactical and strategic intelligence needs

Who manages
your competitive
intelligence?



CI Today

Features	Fogbugz	Bugtracker.net	Jira	Bugzilla	Projistics
Customized Workflow	✗	✓	✓	✗	✓
Customizable Status	✗	✓	✓	?	✓
Custom Fields	Limited (only 2)	✓	✓	✓	✓
Rules based Notification	✗	✗	✓	?	✓
Watch Unread bugs	✓	✗	✓	?	✓
Bug Logging by Anonymous user	✓	✓	✗	?	✓
LDAP Authentication	✓	✗	✓	?	✓
Canned Reports	✓	✓	✓	✗	✓
Customizable Reports	✗	✓	✓	✓	✓
Dashboard/Gadgets	✓	✗	✓	✓	✓
Active Data Source Fields	✗	✗	✓	✓	✓
Bulk Modification	✓	✗	✓	✓	✓
Export to Excel/.CSV	✗	✓	✓	✓	✓

CI Today

But ...

who *really* cares?

CI Today

» Most CI uses the typical “CI Cycle” approach



CI Today

» Typical CI Cycle approach

- Use Key Intelligence Topics (KITs)
- KITs defined by company
- Priority is using secondary research
- Primary research limited to fill gaps to answer specific KITs



CI Today

» CI typically “project-driven”

- Most CI is project-based
- Completed to:
 - Reactively address specific needs or competitive knowledge gaps due to specific situation
 - Strengthen specific sales situation to win a deal or prevent loss
 - Support specific project for marketing
 - Create reactive understanding of a significant competitive loss

CI Today

» Problems with typical approach

- KITS are defined by what the *company* thinks is important, *not the customer*
- Focused on answering questions by secondary research
- Missing what your customers think are important competitor differentiators
- Missing what your customers think are strengths and weaknesses of your company's offerings

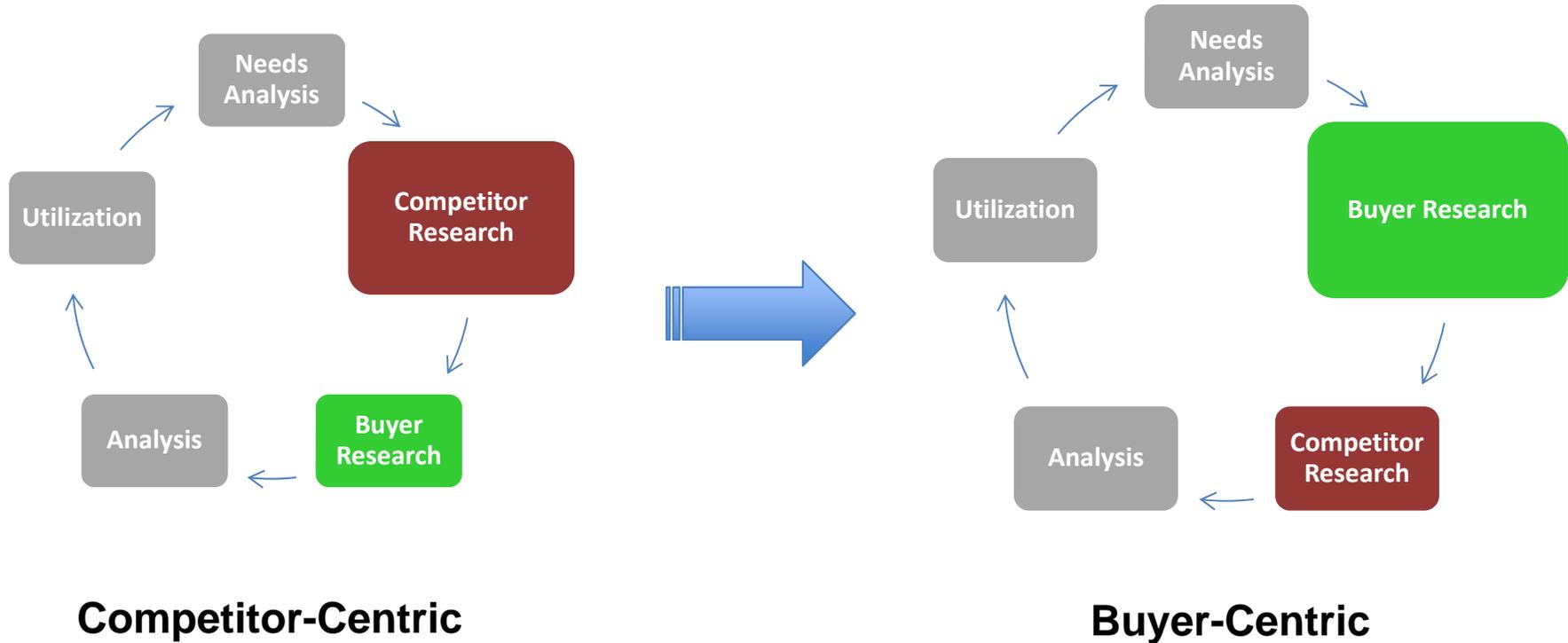
Today's CI is NOT customer-centric

Modern CI

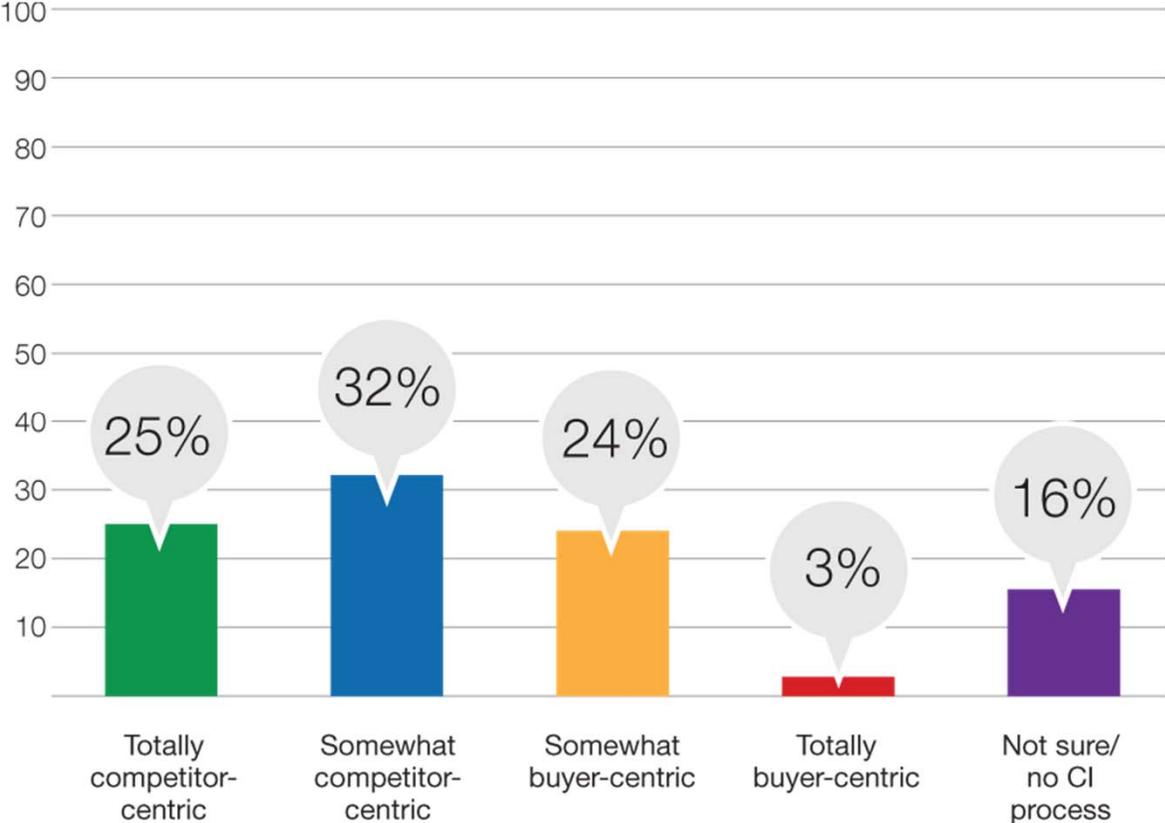
» Customer-centric CI puts customer in the middle of CI

- Need to change emphasis from secondary research to primary research; specifically win/loss interviews
- Gain customer perceptions on:
 - Current/emerging customer needs
 - Perceptions on who can best fulfill those needs
 - Perceived competitive differentiators
 - Identify customer beliefs on which vendor is mapping best to customer's decision criteria and decision process

Modern CI



How would you describe your current competitive intelligence?

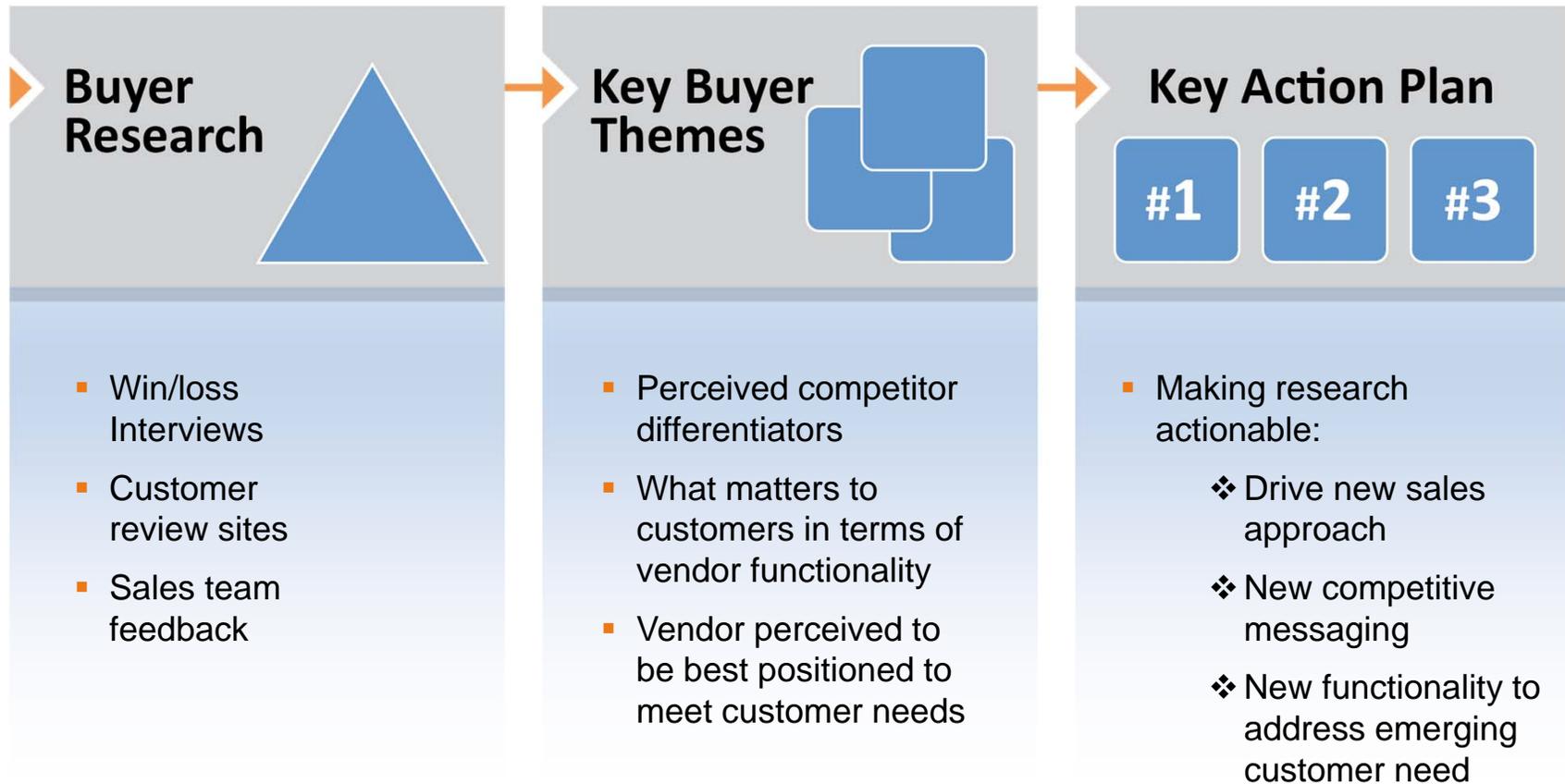


Modern CI



Revenue Drivers
Relevant Actions
Aligned Teams

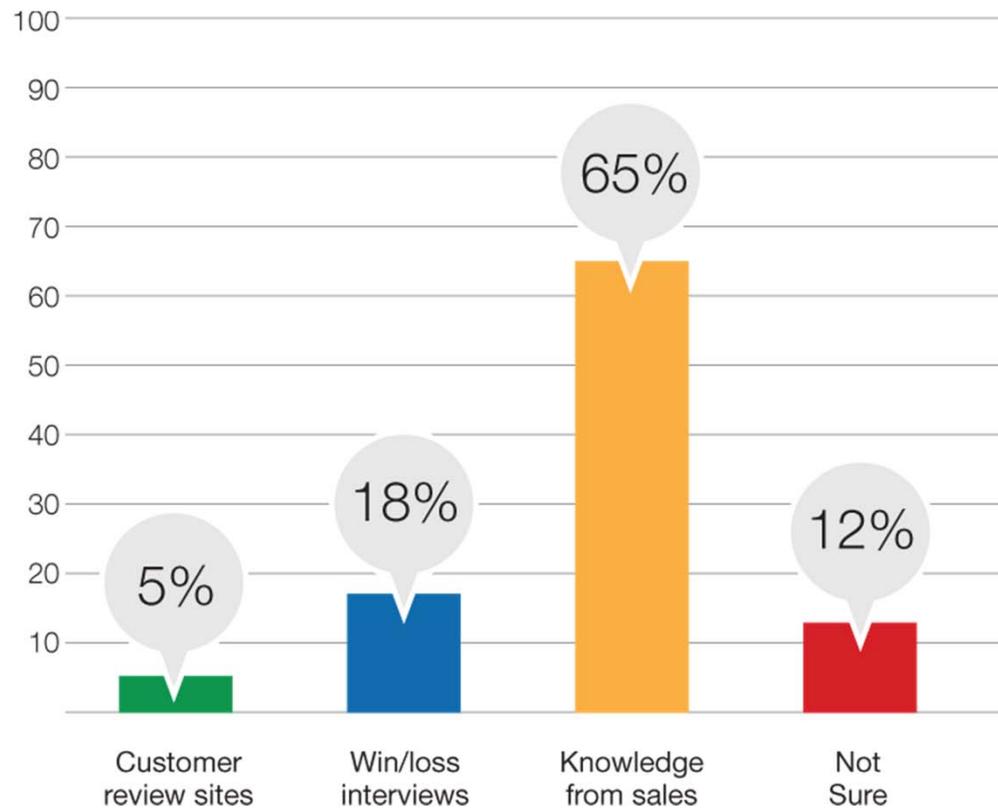
Modern CI



Buyer Research



What is the primary source of your buyer research?



Buyer Research



Customer Review Sites

- Quora
- G2 Crowd
- TrustRadius
- Vendor customer communities

Customer review sites

- Can provide good insights into competitor products
- Limited to one-way communication (limited interaction with reviewer)
- Typically limited to a specific “ranking” or “rating”
- Heavy focus on “satisfaction” with offering rather than meeting use case

Buyer Research



Win-Loss Interviews

- Split of interviews with wins and losses of top 5-10 interviews

Win/loss interviews

- Interview both won and lost customers to understand:
 - ❖ Customer-specific use case & needs
 - ❖ Vendors evaluated
 - ❖ Decision criteria used
 - ❖ Opinion of overall sales cycle of your company vs. competitors
 - ❖ Perceptions of competitor vs. your company (sales approach, sales execution)
 - ❖ Perceptions of your product/service vs. competition (perceived strengths/weaknesses, ability to fulfill needs)

Buyer Research



**Knowledge
from Sales**

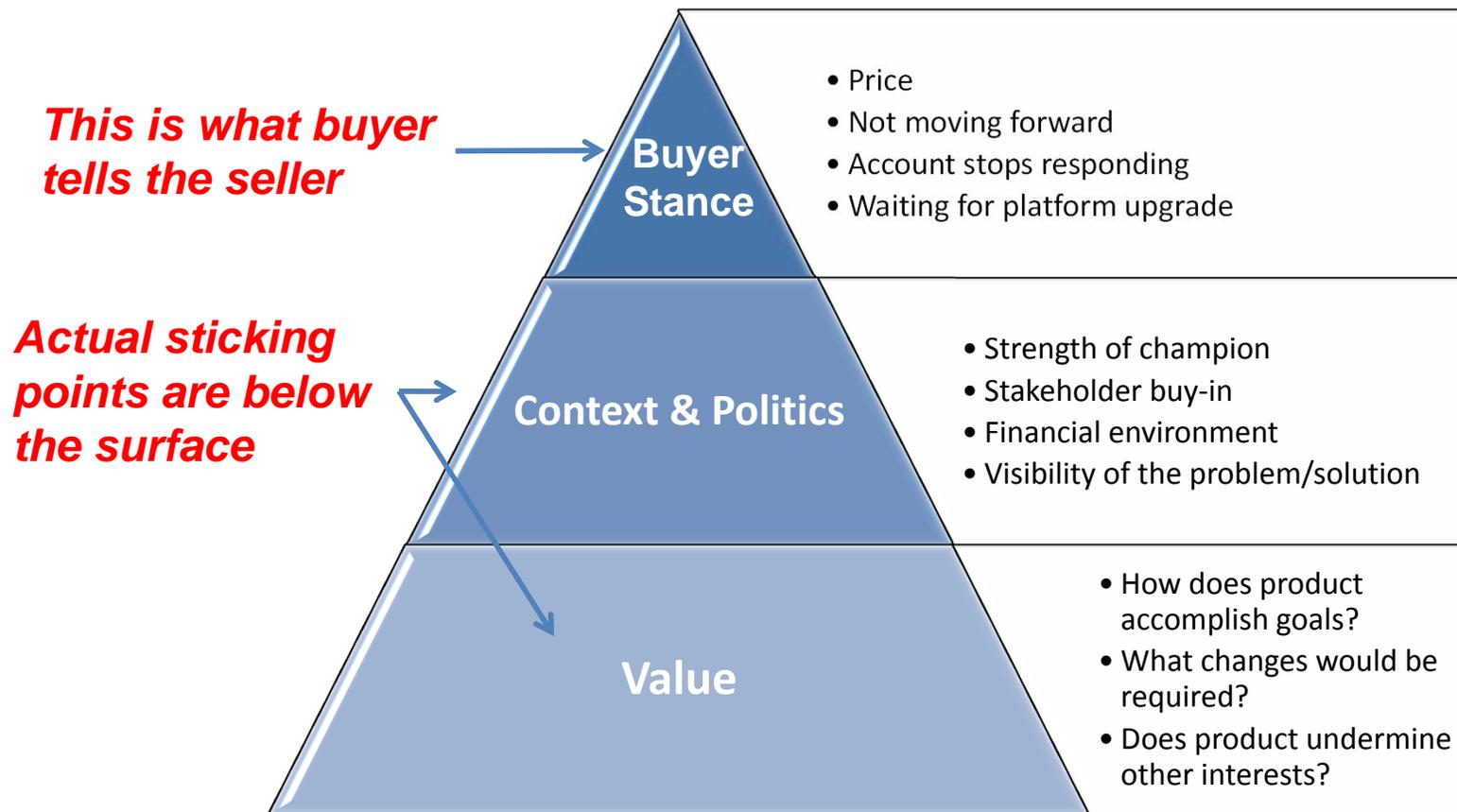


- Insights learned from Sales teams
- Leverage internal common tool (Chatter/Yammer)
- Regular “CI Huddles”

Knowledge from sales teams

- Regular communications from sales teams (both automated and regular live meetings)
 - ❖ Yammer/Chatter for automated communication
 - ❖ Regular meetings (“CI Huddles”)
 - ✓ Biweekly/monthly sales team meetings
 - ✓ Meeting is 50% on presenting tactical intelligence on competitor differentiators
 - ✓ 50% focused on collecting insights from sales (competitive info told to sales from customers)

Win/Loss Model



Buyer Research

» Using win/loss to gain CI

- Interview decision makers of top 5-10 competitors (both wins and losses)
- “Win” interviews important for learning how to replicate winning sales cycle
- “Loss” interviews important for understanding what to avoid in future sales cycle

Buyer Research

» Using win/loss to gain CI

- Identify specific themes and key takeaways from each interview:
 - Identify key perceptions of your company and offering vs. competition
 - Identify which vendor had highest perceived sales approach
 - Identify which offering was better able to meet customer-specific need or use case

Buyer Research

» Using win/loss to gain CI

- Collectively analyze all interviews (wins & losses) for common themes
 - Identify key patterns and themes overall, as well with specific competitors
 - Analyze impact sales approach & execution has on customer perceptions
 - Identify key sales & marketing messages that were effective/not effective (yours vs. competitor)
 - Identify key perceived product and company differentiators
 - Identify emerging customer needs

Modern CI

» Pros and cons of third-party interviewers

Pros of Using 3 rd Party	Cons of 3 rd Party
Limited time and experience in interviews	Can be expensive (requires budget)
Buyers tend to share more information that you simply can't get on your own	Requires executive/leadership buy-in and commitment
Arm's length and legitimate third party, (including candid information on pricing, competitive comparisons and sales-team impressions)	Need to coordinate with sales team before interviewing account

Case Study

» Eloqua

- Win rate against #1 competitor was 45%
 - Common wisdom was that Eloqua was winning based primarily on *product superiority*, a clear differentiator
 - Used win/loss interviews to understand customer-perceived differentiators and collect latest CI
 - Interviews probed on sales cycle and how competitors approached customers
 - Probed on maturity of buyers and understanding of digital marketing technology

Case Study

» Eloqua

- Win rate against #1 competitor was 45%
 - Discovered that *sales approach* was key in wins and losses
 - » Average marketer had low understanding of digital marketing technology
 - » Perceived product “ease of use” tied to whether sales rep was consultative in approach
 - » When a “trusted advisor” approach was used, and Eloqua shown HOW to meet customer use case, deal was likely won and perception was Eloqua was easy to use
 - » When sales reps focused on depth and breadth of product functionality, perception was Eloqua was difficult to use vs. competition

Case Study

» Eloqua

- Win rate against #1 competitor was 45%
 - Heavy focus on discovery and measuring buyer “maturity”
 - Changed sales training & sales process to be “trusted advisor” and sell consultatively
 - » Increased win rate against #1 competitor from 45% to 64% in 6 months

More Information

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