



Competitive Intelligence Program

Creating A Repeatable Process & Deliverables

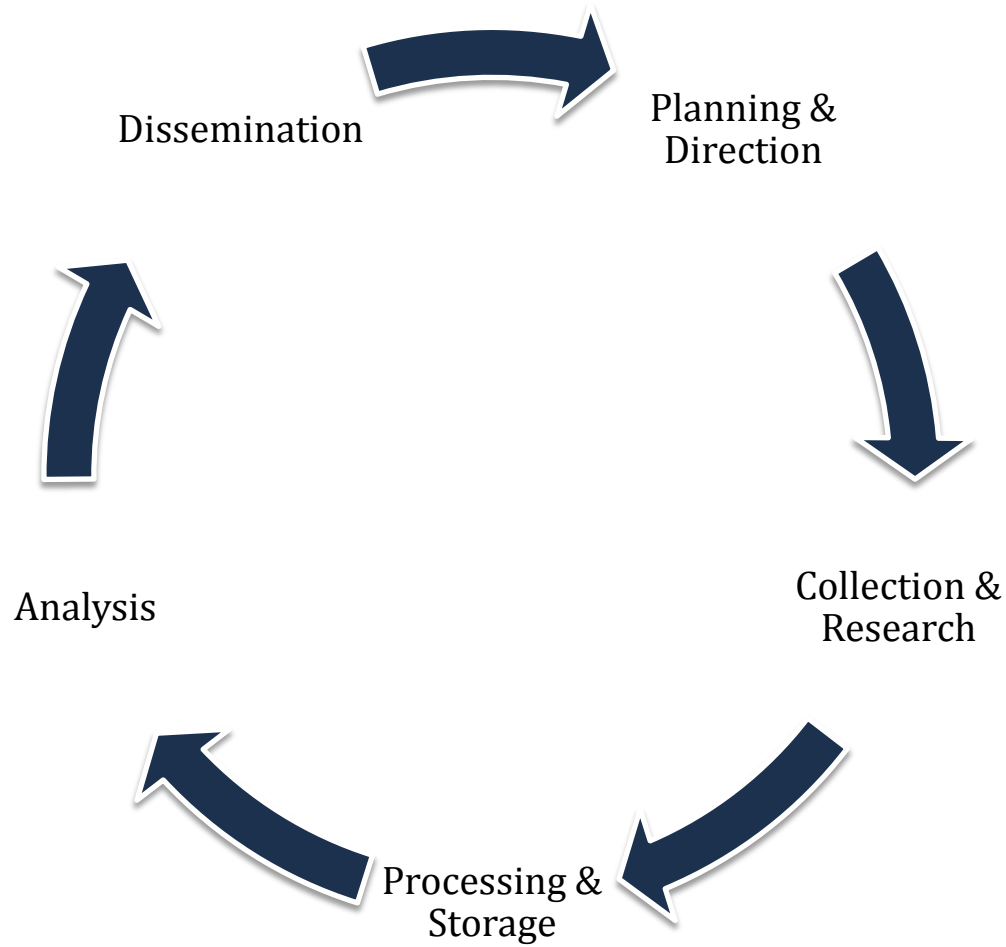
Overview

- ▶ CI goals and objectives
- ▶ Cycle of competitive intelligence
- ▶ Four major areas of endeavor
- ▶ How do we train our employees gather and communicate information to Product Management?
- ▶ What are the deliverables for Sales, Product Management, and Executive team?
- ▶ How do we measure the effectiveness of our own CI process?

CI Goals & Objectives

- ▶ Create a repeatable process that monitors and reports on our competitors' products and possible strategic move
- ▶ Strategically gain foreknowledge of your competitor's plans so Executive Team can define a business strategy to countervail their plans
- ▶ Integrate into our existing information infrastructure, analysis and distribution of the information

Cycle of Competitive Intelligence



Four Major Areas of Endeavor

- ▶ **Competitor capabilities**
 - ▶ Product features/functionality
 - ▶ Positioning statements against their products
 - ▶ New product offerings
- ▶ **Competitor perceptions**
 - ▶ What are they saying in the market place about our product features/functionality
 - ▶ What are they saying about our company or management team
- ▶ **Effectiveness of current operations**
 - ▶ Cycle times, full-time equivalents (FTEs), a.k.a. Full-time employee, etc., product roadmap execution
- ▶ •Long-term market prospects

CI Framework: Strategic vs. Tactical

▶ Strategic intelligence

- ▶ Concerned mainly with competitor analysis or gaining an understanding of a competitor's future goals, current strategy, assumptions held about itself and the industry, and capabilities --diagnostic components
- ▶ Lower priority since we're building an infrastructure
- ▶ Competitive review identified strategy of key competitor
- ▶ Deliverable(s) would include:
 - ▶ Competitive review
 - ▶ Product and pricing information

▶ Tactical intelligence

- ▶ Generally operational and on a smaller-scale, not so centered on being predictive
- ▶ Tactical issues include competitors' terms of sale, their price policies and the plans they have for changing the way in which they differentiate one or more of their products from yours
- ▶ Deliverables would include:
 - ▶ Side-by-side feature/functionality comparisons
 - ▶ Positioning document across competitors

How do we train employees to gather and communicate information to Product Management?

- ▶ Reporting new CI information
 - ▶ Use existing systems for Client Services and Product Management to communicate CI information from demos/training
 - ▶ It not only leverages a commonly used system, but disseminates at the same time so stakeholders are informed at that point in time
 - ▶ Email distribution to key stakeholders
- ▶ Client Services
 - ▶ Weekly/monthly calls to Clients Services and Tech Support
 - ▶ Emails from Client Services and Tech Support

How do we train employees to gather and communicate information to Product Management?

▶ Sales

- ▶ Weekly/monthly calls to sales team after Closed Lost report is completed to identify, include product manager on call
 - ▶ Primary competitor
 - ▶ Primary/secondary products of interest
 - ▶ Closed Won/Lost to
- ▶ RFPs process –Sales sometimes has information in this area

▶ Marketing department

- ▶ Already passing information
- ▶ Product Management meetings –use this to inform the team

What are the deliverables for Sales, Product Management, and Executive team?

- ▶ What do we need to know?
 - ▶ Product features and functionality
 - ▶ Acquisitions or future partnerships
 - ▶ In-depth review of targeted competitors

- ▶ Why do we need to know it?
 - ▶ Information prior to side-by-side comparison:
 - ▶ Product Management team needs to understand feature sets so they respond if necessary
 - ▶ Product side-by-side feature/functionality deliverables
 - ▶ Sales team needs to understand competitors product
 - ▶ Sales team needs to understand how to position against competitors
 - ▶ Executive team needs to understand what the competitors are doing

- ▶ When do we need to know it?
 - ▶ Monthly reports to Executive Team & Sales Team
 - ▶ Monthly side-by-side product comparisons –Sales Team, copying Executive Team
 - ▶ Quarterly reviews of major competitors-Executive Team & Directors

- ▶ What will we do with the intelligence once we have it?
 - ▶ File a hard copy in filing system in IO
 - ▶ Send/email/fax information to product managers



Schedule

Action:

- ▶ Daily gathering information
 - ▶ Each competitor's Web site, crawl with software, read new postings, adding new product information to file noting that side-by-side needs to be updated
 - ▶ Secondary information
 - ▶ Sales engineer to demo schedule
- ▶ Check WebEx daily and see who's giving a demo, then follow-up via email to that SME
- ▶ Weekly
 - ▶ Email sales engineers about demos and if any CI information came up from prospect during demo
 - ▶ Reviews internal system on CI
- ▶ Monthly
 - ▶ Call sales people after Closed Won/Lost report is run
 - ▶ Call sales engineers after Closed Won/Lost report is run

Deliverables:

- ▶ Weekly deliverables:
 - ▶ Side-by-sides scheduled for week
- ▶ Monthly deliverables:
 - ▶ Closed Won/Lost Report
 - ▶ Content:
 - ▶ Audience:
 - Product Management
 - VP of Sales, COO, and CEO
 - ▶ CI Monthly Report
 - ▶ Content:
 - Alexa
 - Opportunity Assessment figures
 - Closed Won/Lost figures
 - ▶ Audience:
 - Product Management
 - Client Services Director
 - Executive Team

How do we measure the effectiveness of our own CI process?

- ▶ Sales team
 - ▶ Product manager/product marketing manager to identify sales team efforts in Salesforce.com and document who isn't completing on a monthly basis
- ▶ Action items:
 - ▶ Get feedback and approval of process with deliverables
 - ▶ Establish target dates
 - ▶ Set dates for prioritized deliverables VP of Sales has sent, measure against these dates
 - ▶ Identify and set dates for competitive quarterly reviews with Executive Team
 - ▶ Execute