

Manufacturers **ALLIANCE**

**Build a Competitive
Intelligence
Program Webinar**



COMPETITIVE INTELLIGENCE MYTHS & TRENDS



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MYTH #1

CI IS ONLY
ABOUT
COMPETITORS



40% of today's Fortune 500 **will be gone in 10 years**, replaced by many firms we haven't heard of.

(Peter Diamandis)

91% of CI professionals predict **non-traditional competitors** will pose the greatest threat in 3 years.

(SCIP)



MYTH #2

CI IS AN
INFORMATION
FUNCTION

CI Uses a Rich Toolbox



Advanced analytics &
data tools



Strategic & analytical
frameworks

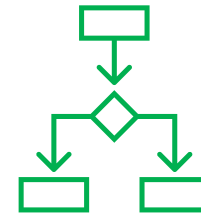


Primary research &
interviewing

To Support Growth & Strategic Decisions



Sales win rates can increase
50%+ with CI programs like
Battlecards



CI powers mission-critical
growth levers like M&A,
innovation, market entry, etc.



Customer retention can
increase 12%+ with CI
programs like Win/Loss



TREND #1

CI IS RAPIDLY CHANGING

"Old CI"

Organizational Model

- Narrow focus on competitors & historical models
- Fragmented organizational ownership (supports a function rather than the organization)

Skills & Support

- Deep domain expertise / Researcher mindset
- Technology use limited & ancillary
- Prefers certainty & predictability (perfectionist)

"New CI"

Organizational Model

- 360-degree view of market, incorporates predictive & prescriptive models
- Influencer/advisor to C-Suite, focusing on Growth functions

Skills & Support

- Communicator/influencer mindset (mini-CEO)
- Extensive use of standardization & automation
- Comfortable with ambiguity & risk (80/20)



TREND #2

FIRMS ARE
INVESTING IN CI
CAPABILITIES

92%

High-growth companies
increasing CI investment
in 2021

62%

Companies spending
more on 3rd party CI tech
in 2021



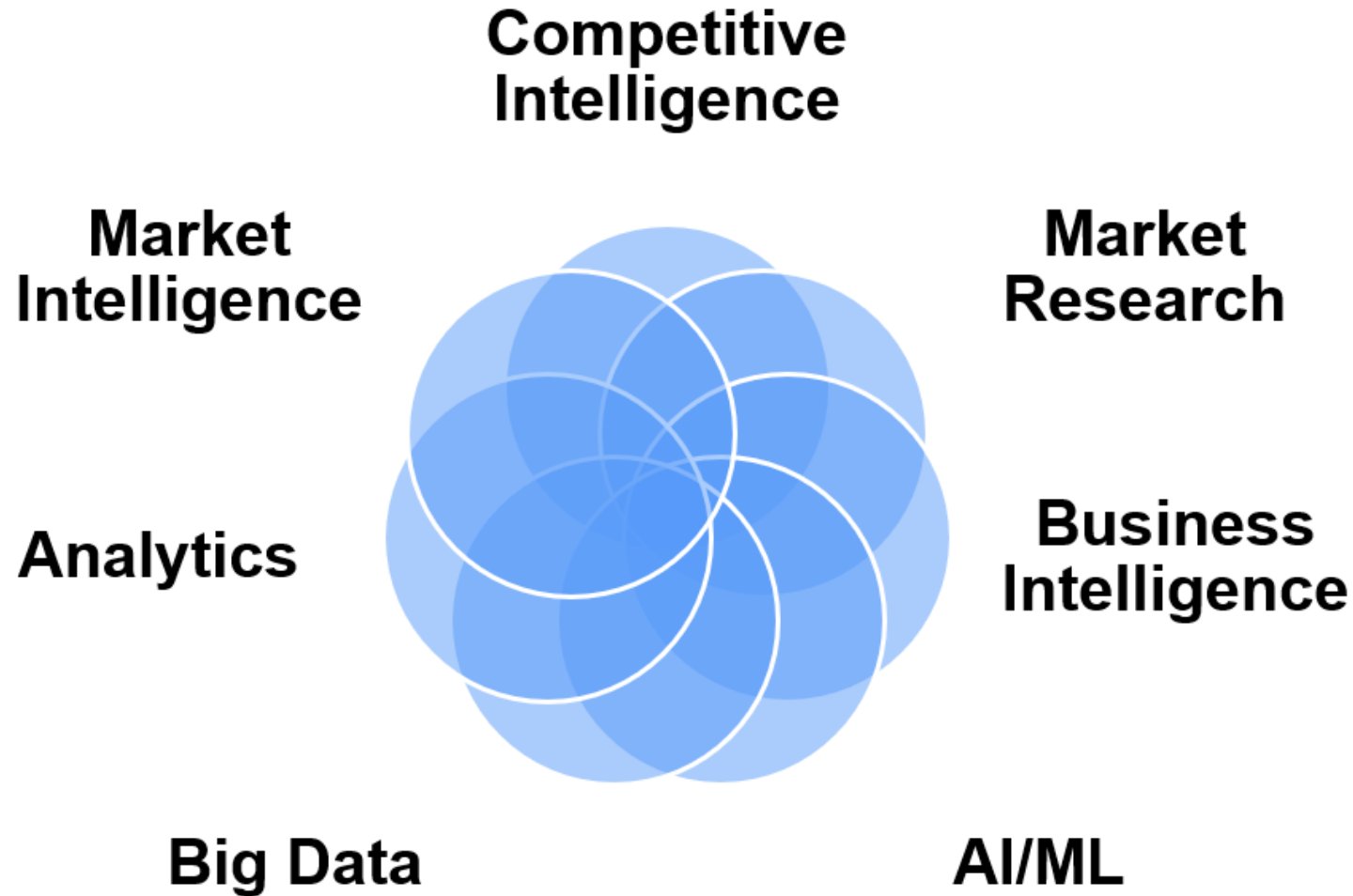
**Hewlett Packard
Enterprise**

Increasing alignment with
“growth” functions and C-
Suite, heavily investing in
technology & tools

SERVICEMAX

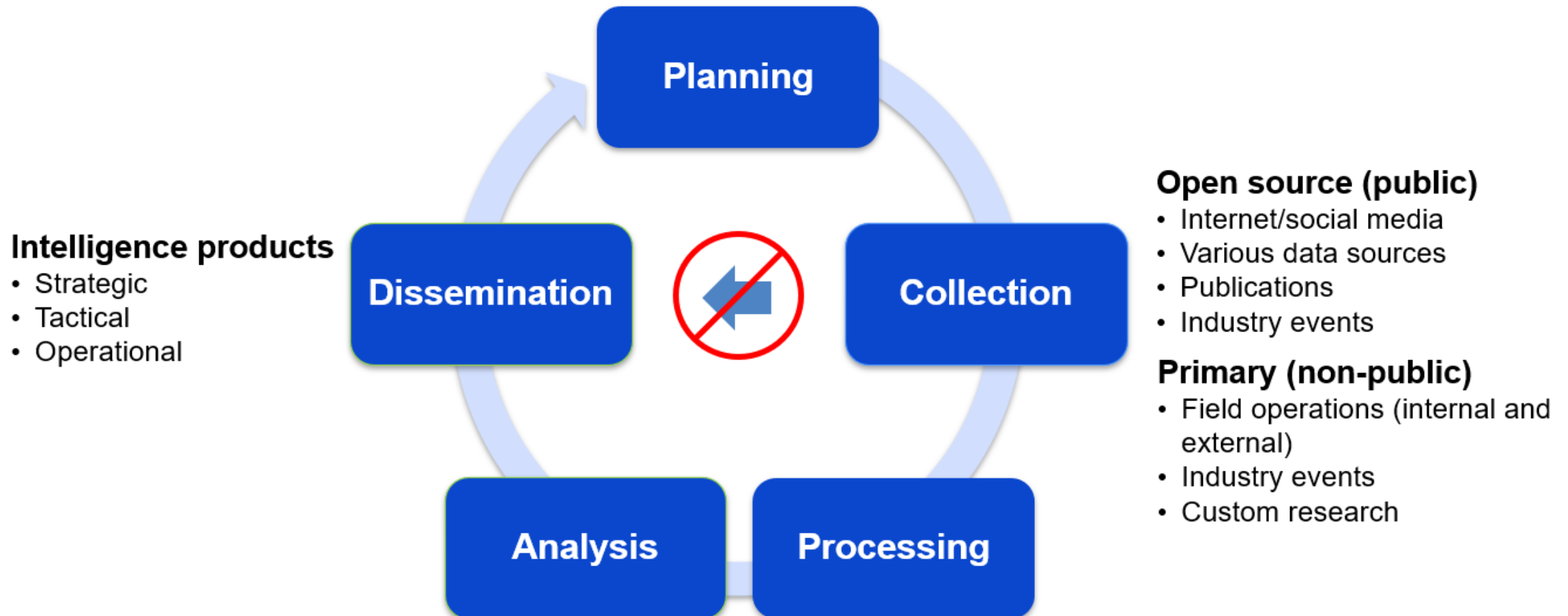
1 person CI team, focused
heavily on revenue support

What is “CI”?



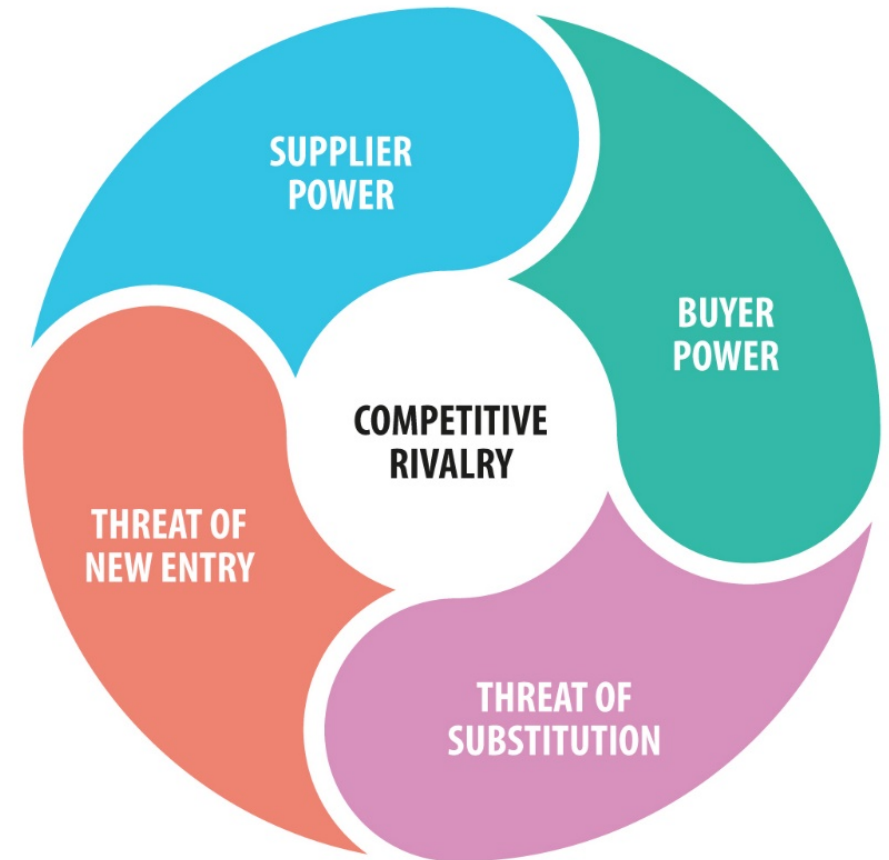
The Intelligence Cycle

Formal process and methodology used to create intelligence products for two purposes – winning sales and optimizing strategy



What to Monitor

- **High impact players in your market space** – i.e. direct/indirect/emerging competitors, potential disruptors, key customers/buyers, critical suppliers & value chain partners
- **Technology and innovation trends impacting your market space** – key product/solution capabilities, disruptive technologies, emerging standards and development platforms, technology access/licensing/patents
- **Government and regulatory actions impacting your market space** – government policies, regulatory bodies and processes, taxation and trade policies
- **Social and economic trends impacting your market space** – customer segments and buying patterns, buying access and trends, demographic changes



What to Produce

Strategic	Tactical	Operational
<ul style="list-style-type: none">• Executive strategy briefing (quarterly)• Market share & positioning analysis (quarterly)• Competitor product/R&D/pipeline analysis (monthly/quarterly)	<ul style="list-style-type: none">• CI/MI newsletter (weekly)• Competitor profiles (quarterly)• Intelligence alerts & news flashes (ad hoc)• Conference/Trade Show intelligence reports (ad hoc)• Competitor earnings reports/analyses (quarterly)	<ul style="list-style-type: none">• Custom internal CI/MI research requests (ad hoc)• Competitor sales battlecards/tactical briefings (quarterly)

Key Findings
(What?)



Implications
(So What?)



Recommendations
(Now What?)

What to Measure

Quantitative	Qualitative
<ul style="list-style-type: none">• Win rate – or competitive win rate specifically• Revenue or sales results – including revenue won, revenue increases, sales influenced• Cost savings or avoidance• Time savings• Market share or related metrics such as share of voice, share of wallet, brand awareness vs. competitors• Customer retention or customer satisfaction impact (i.e. NPS)• Quantity of intelligence product outputs and/or requests for intelligence• Engagement on CI/MI outputs, such as views and downloads	<ul style="list-style-type: none">• Qualitative feedback on CI impact, via surveys or individually from satisfied stakeholders• Increased awareness of competitive landscape and key industry change drivers• Influence on product strategy or development• Influence on market strategy (build/buy/partner)• Early warning on potential competitor movements

ROI

“Insurance Policy”

Bottom Line

- **Get executive sponsorship** – program buy in, budget (dedicated CI person/team, sources budget - subscriptions, databases), research budget (syndicated, secondary/aggregator, primary, event intelligence)
- **Build a structured program** – formalize all phases of Intelligence Cycle (planning, collection, processing, analysis, dissemination). Key elements:
 - Real time monitoring of “Tier 1” players (80/20 rule)
 - Sales enablement CI products
 - Win/loss monitoring and analysis
 - Field agent program
 - Quarterly leadership briefings
- **Invest in CI education & training** – intelligence community programs (i.e. SCIP), self-directed learning
- **Repeat!**

