PRAGMATIC live

webinar series

An Agile Approach To Competitive Intelligence

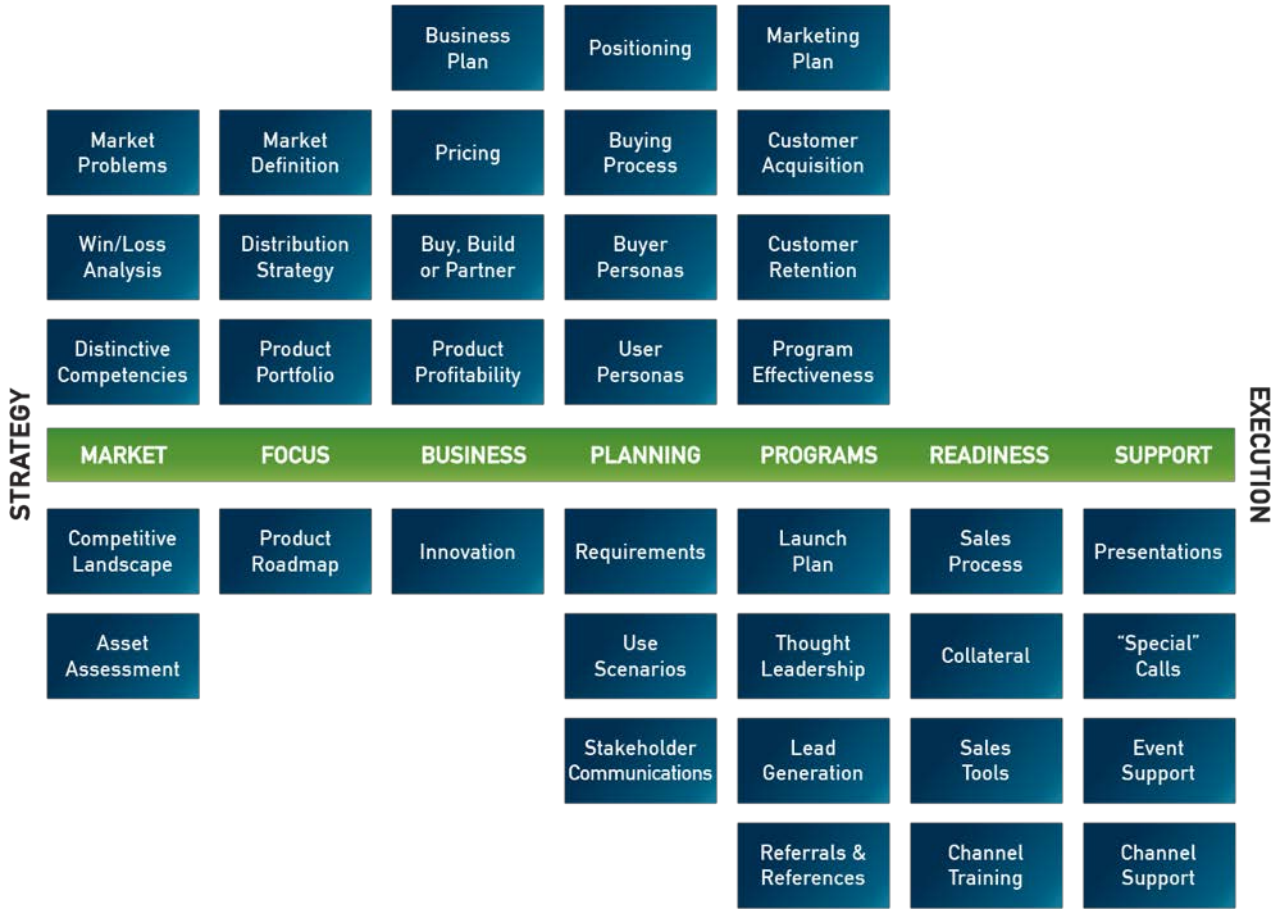
pragmaticmarketing.com/live

Pragmatic Marketing

eigenworks
NAIL IT. THEN SCALE IT

Alan Armstrong
CEO & Founder
Eigenworks Inc.

about us



Experts in technology product management and product marketing

Specialize in training

Trained hundreds of thousands of people at thousands of companies since 1993

presenter

Alan Armstrong

Alan Armstrong is founder and CEO of Eigenworks, a boutique strategy and research firm that services B2B software companies ranging from series-B startups through large public companies. Prior to founding Eigenworks, Alan held senior director and vice president roles at Product Management, Business Development, and Sales startups, and was Sitraka's Director of New Products and Innovation. He founded Toronto Product Management Association and is a contributor of content and expertise to industry publications, talks, and webinars including Pragmatic Marketing, and the popular blog OnProductManagement, of which Alan is a co-founder.

He speaks regularly at industry events, including PULSE, Technology Services World (TSW), Strategy & Competitive Intelligence Professionals (SCIP), and Product Marketing Community (PMC).

Alan holds a B.A.Sc in Systems Design Engineering from the University of Waterloo.

Agenda

- Three Dysfunctions of Competitive Intelligence Efforts
- Using Modern Agile to Accelerate CI Efforts
- Seeding Agile CI Movement and Additional Resources

poll

What title best describes your role?

poll

How would you describe your use of Agile in Strategy, CI, and Marketing?

poll

What one word best describes your CI function?

Three Dysfunctions of Competitive Intelligence Efforts

01

Competitor Centric

Most CI functions focus on following *competitors*, which leads to undifferentiated look-alike offerings.

02

Ad Hoc Execution

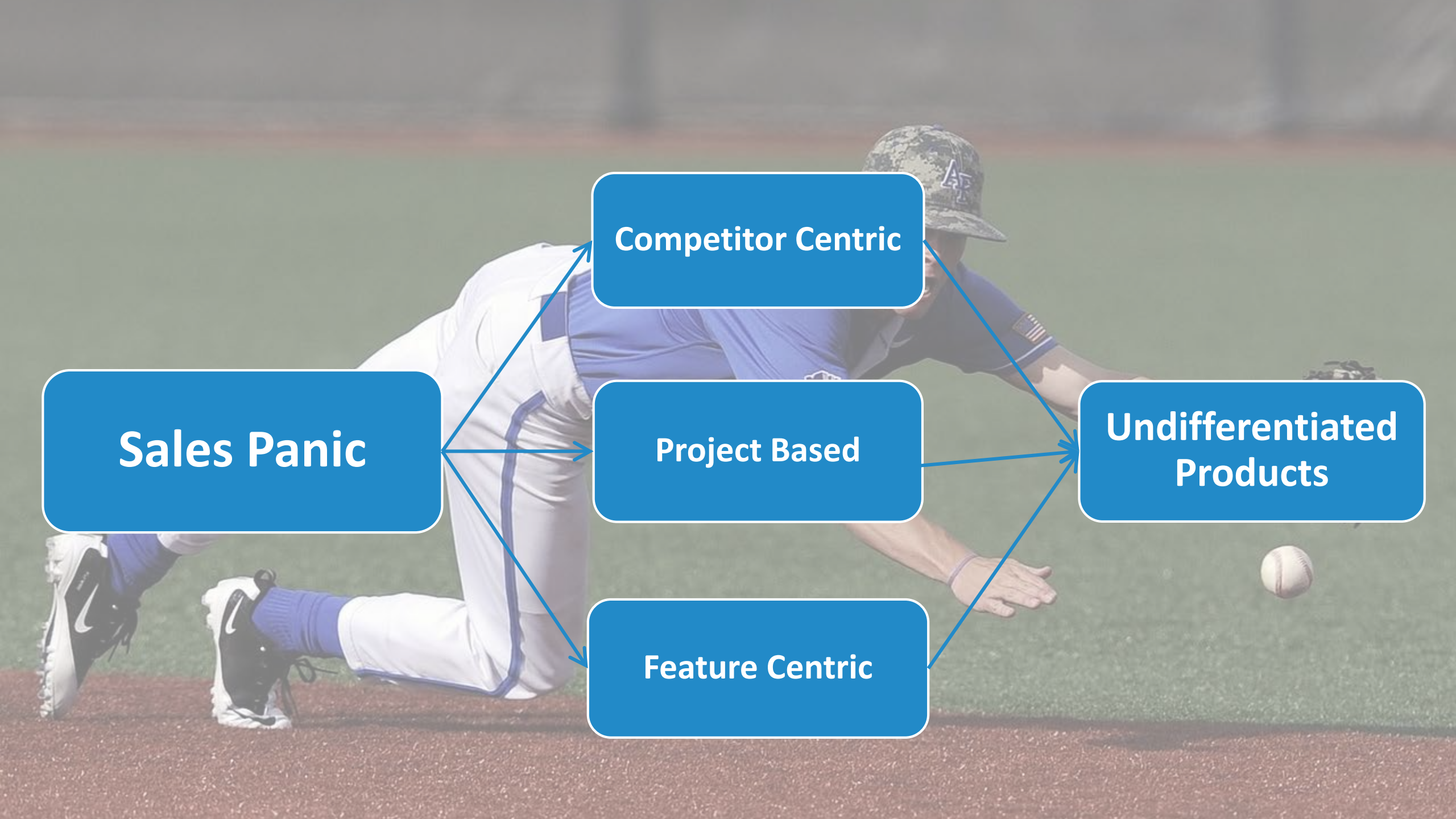
Most CI Teams react to incoming sales pressure without setting a strategic direction for their CI efforts.

03

Feature Centric

Most product teams focus on product features, despite the fact that customers have broad selection criteria.

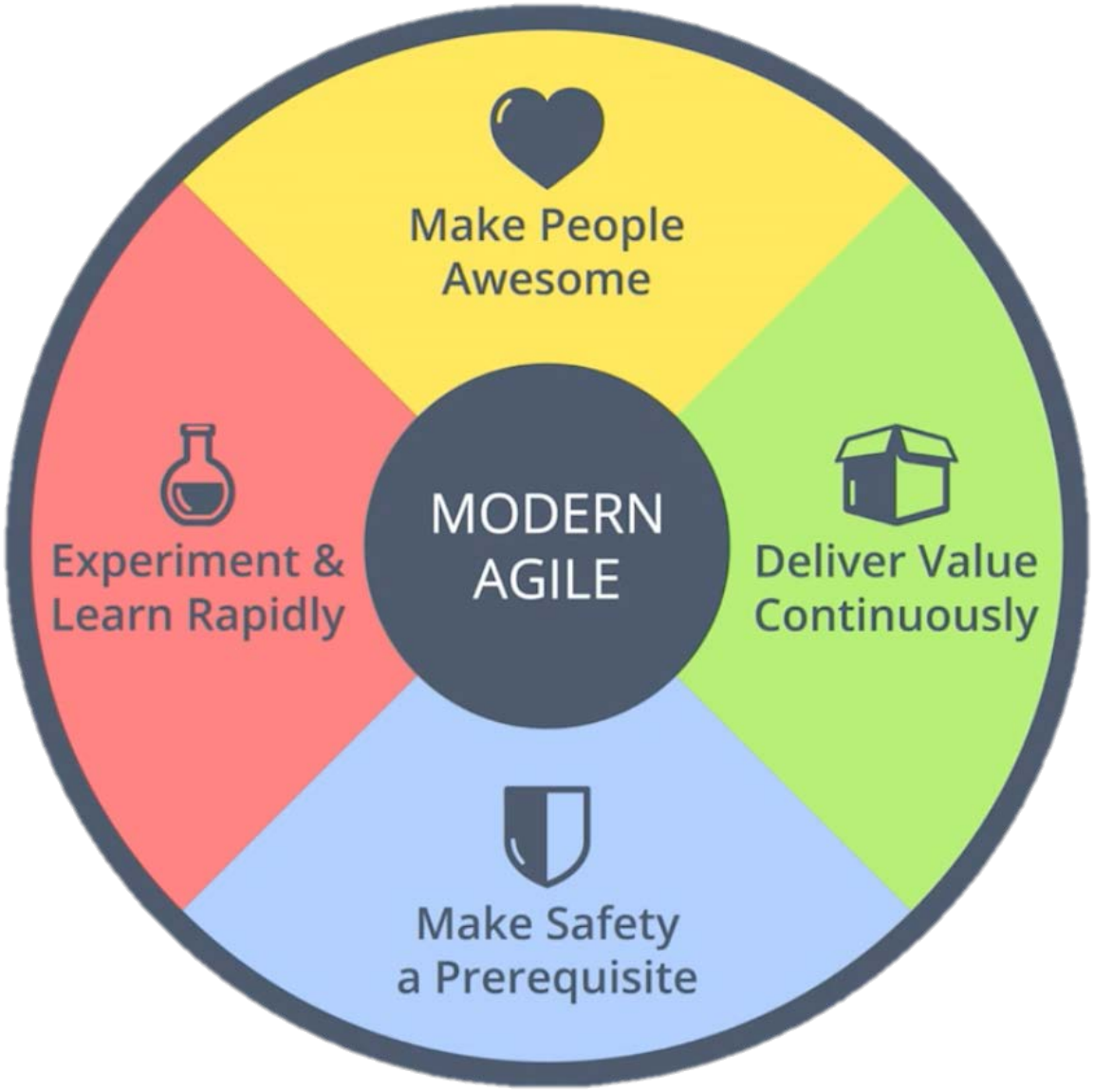
Most competitive intelligence is reactive


Sales Panic
Competitor Centric
Project Based
Feature Centric
Undifferentiated Products

Most CI focuses on Competitor Research

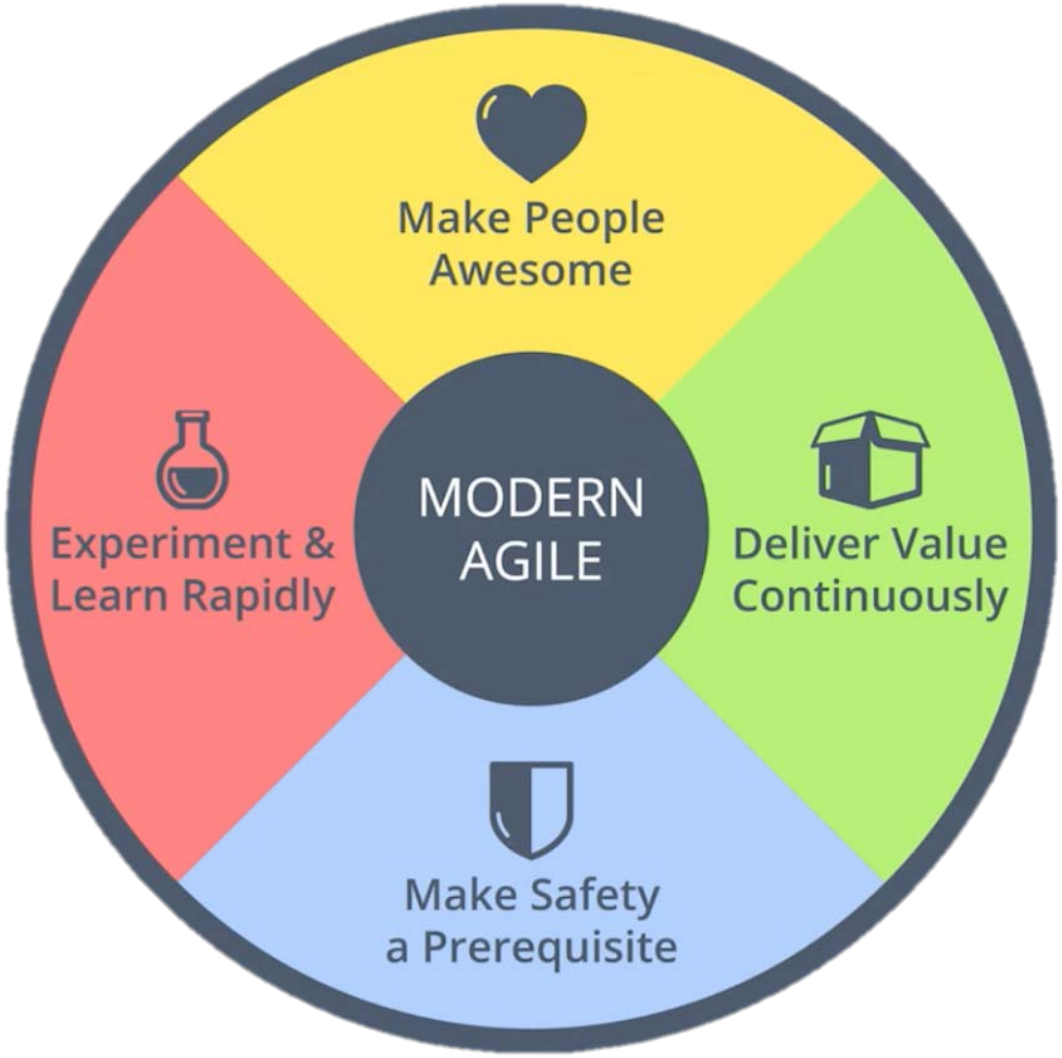
Let’s turn
this around

Modern Agile: Simpler, sturdier, streamlined ways to be agile



Drawing on 10+ years of agile deliver, ModernAgile.org founders have simplified the Agile Manifesto into Guiding Principals that streamline agile adoption.

Using Modern Agile for Competitive Intelligence



Awesome: Focus on the Hero's Journey of your Buyer

CI Value = Insights
Deliver Insights Continuously.

Safety = Experimental attitude
It's OK to be wrong

Be Responsive to Emerging Questions

Step 1

With apologies to Simon Sinek

FOR MORE RESOURCES:
http://eigenworks.com/pragmatic

Step 1

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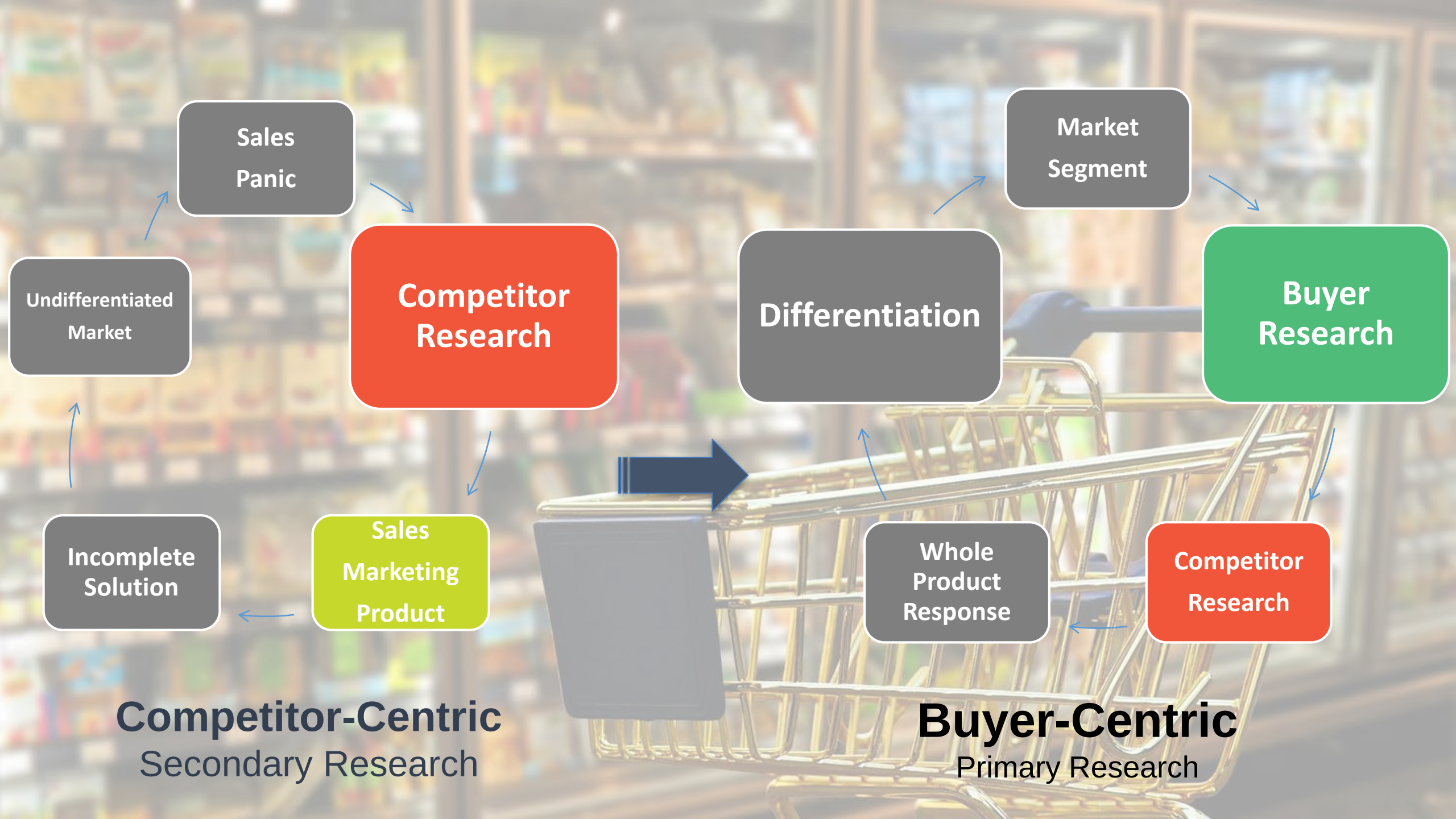
Market Segment
Buyer Research
Competitor Research
Whole Product Response
Differentiation
START WITH BUY


Sales Panic
Competitor Research
Sales Marketing Product
Incomplete Solution
Undifferentiated Market
Competitor-Centric
Secondary Research
Market Segment
Buyer Research
Competitor Research
Whole Product Response
Differentiation
Buyer-Centric
Primary Research

But how do we make buyers awesome … ?

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Profile the high-stakes outcomes your buyers need to achieve …
Engage buyers as a hero in their own journey
Use the Buyer-as-Hero™ approach to profiling buyers to deliver differentiated insights

The buyer's journey is a heroic quest.

FΔ

Fundamental Delta

The buyer seeks **change**.
We call this Fundamental Delta.

Competitive strengths and weaknesses must all be measured by how they impact the buyer achieving FΔ.

Agile Competitive Intelligence: Blackbaud Case Study

Allison Van Diest | Allison.VanDiest@blackbaud.com

With 30 years of experience, Blackbaud's complete suite of fundraising solutions helps nonprofit organizations build lifelong support and raise more money.

Allison Van Diest is Blackbaud's Director of Competitive and Market Intelligence. She has proudly been a part of the Blackbaud team for 15 years, helping to ensure clients' continued success with their nonprofit solutions.

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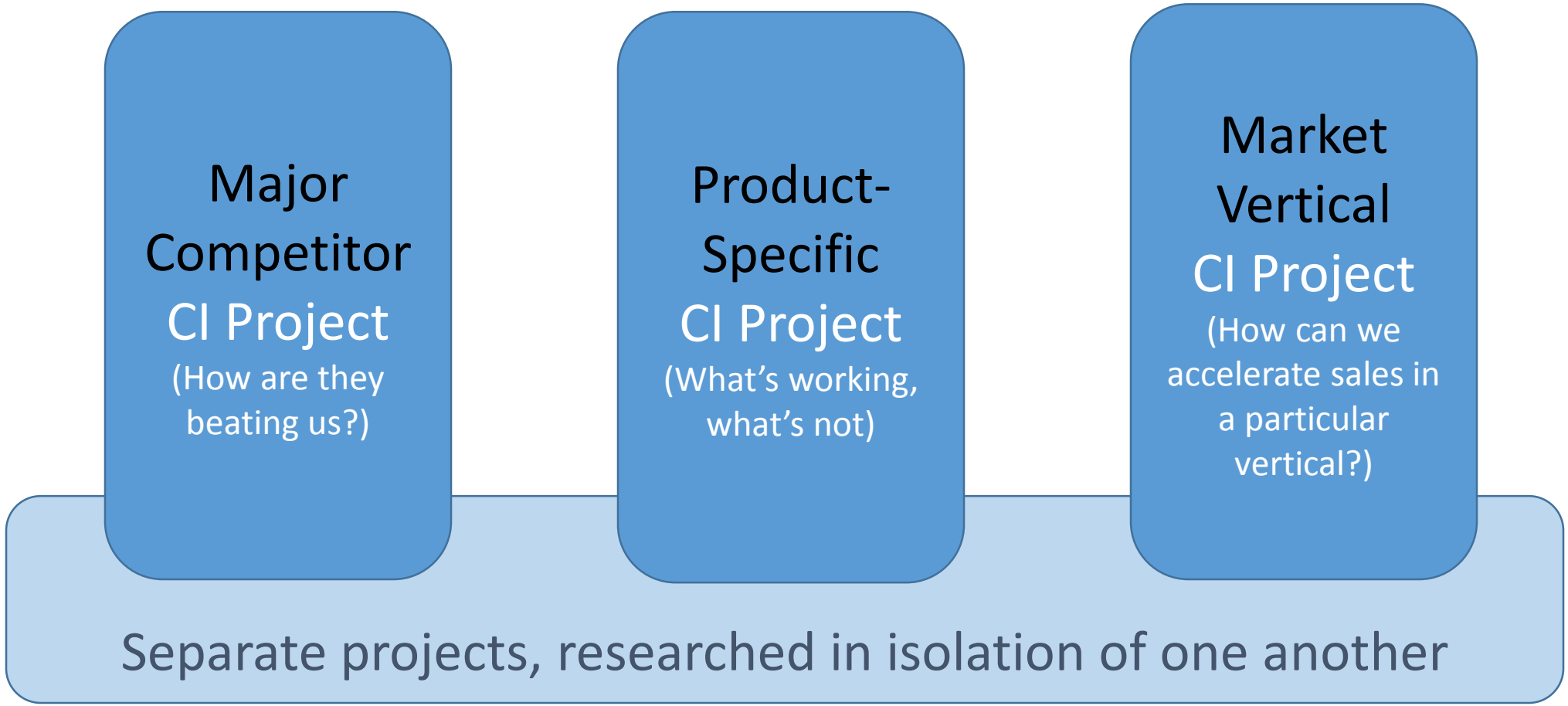
Making the Shift to Agile CI … *before: Isolated Project-Based Research*



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Making the Shift to Agile CI

- Catalog strategic assumptions that can be translated into research experiments
  - What assumptions pose the greatest risk?
  - What type of intelligence do we need?
- Prioritize “research experiments”
- Encourage a culture of learning with continuous, actionable feedback

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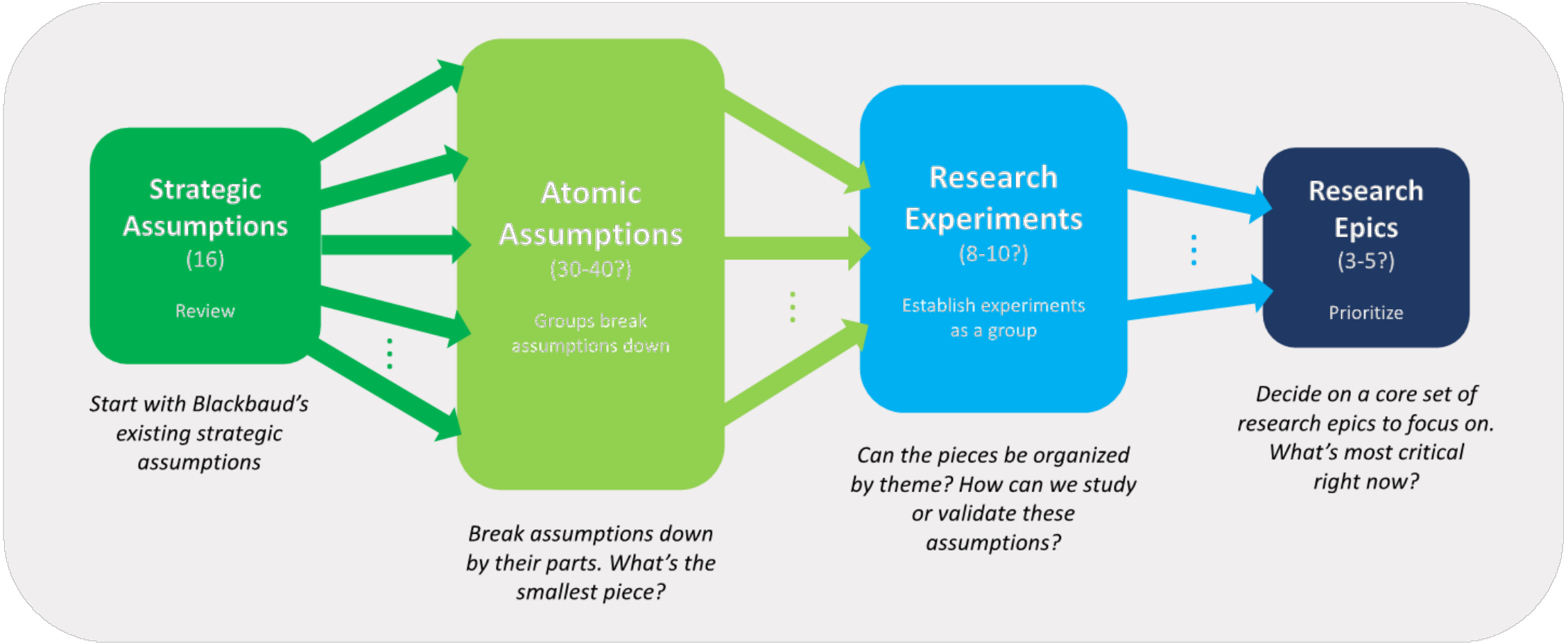
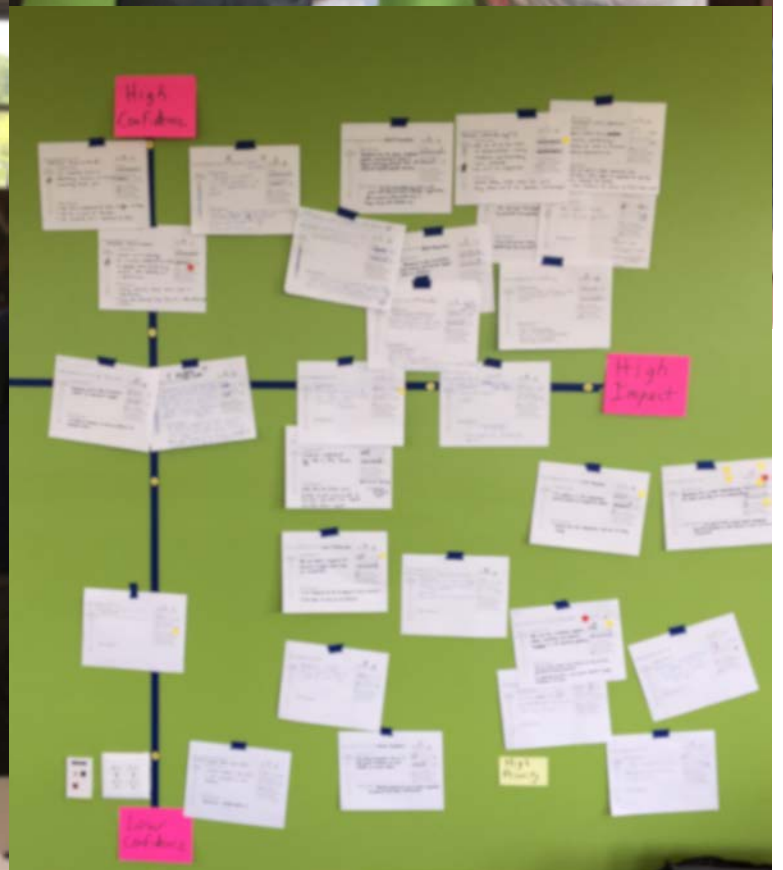
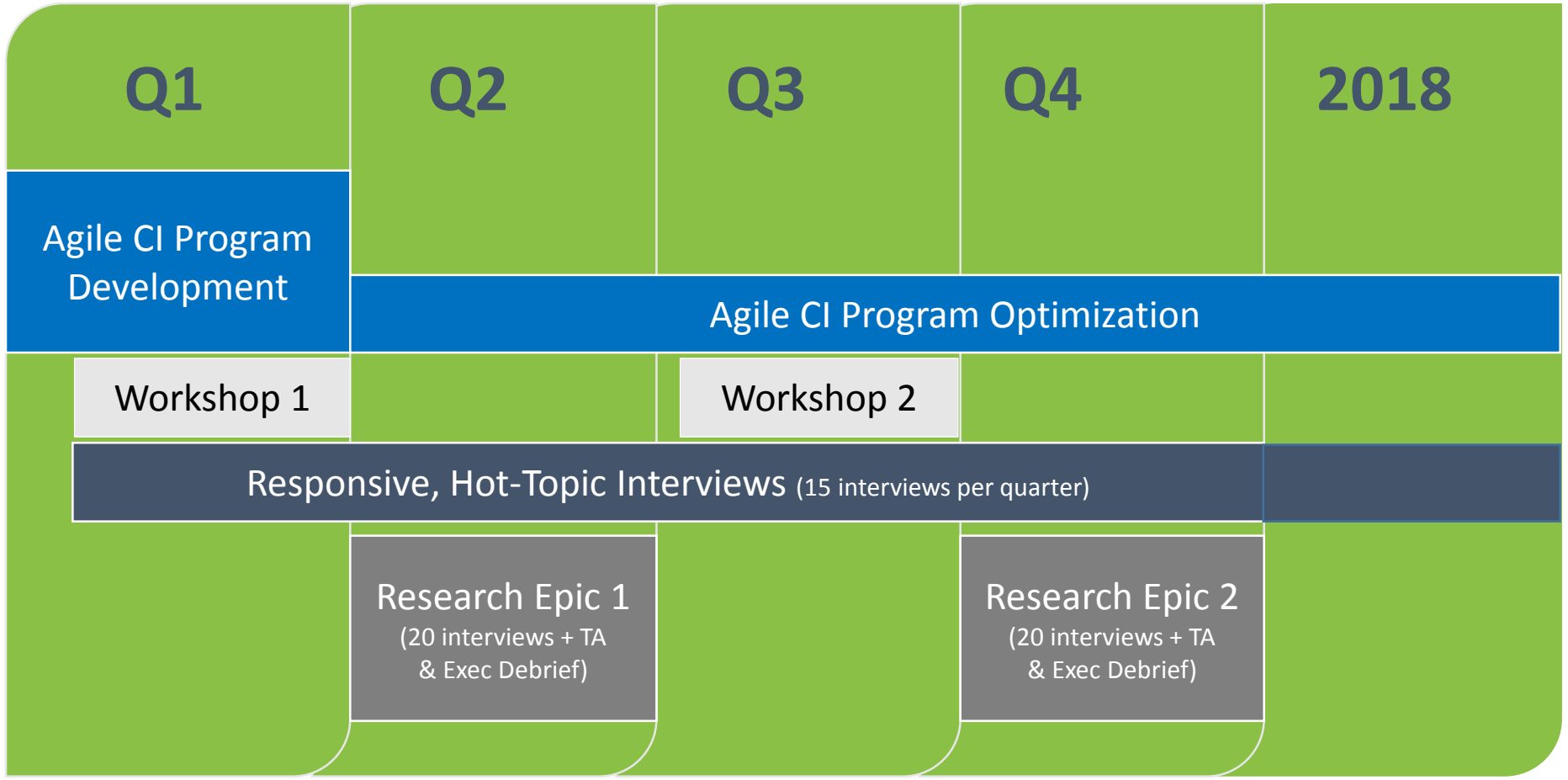
Building the Backlog:
Strategic Assumptions -> Atomic Assumptions




High Confidence
High Impact

What does a Buyer-Centric Agile CI Program look like?



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Break Assumptions Down

Atomic Assumption: Short Title

AA # _____
Relates to SA # _____

Group Consensus

High

Low

Long Description

Confidence

Low High

Impact of Being Wrong

Low High

- ❑ Buyer Intelligence
- ❑ Competitor Intelligence
- ❑ Market Intelligence
- ❑ Internal Fact Finding

Why/Arguments

Example: Agile Kanban

	Backlog	Ready	Doing	Done
Buyer Intelligence				
Competitor Intelligence				
Market Intelligence				
Internal Fact Finding				

Questions?

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contact

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ABOUT Eigenworks

Alan Armstrong | aa@eigenworks.com

Eigenworks specializes in win/loss analysis for enterprise B2B companies. Win, loss, churn, and renewal insights allow Eigenworks' clients to enhance their competitive positioning.

Eigenworks' success is driven by Alan Armstrong's innate entrepreneurial drive and his deep experience as a business development and product management executive in the software and information services industry.

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Thank You for attending!

Join us for next month's webinar:

How to Build Personas & Positioning That Win Customers

JAN Product Portfolio	FEB Win/Loss	MAR Stakeholder Communications
APR Requirements	MAY Distinctive Competencies	JUN Collateral
JULY Product Profitability	AUG Referrals & References	SEP Innovation
OCT Customer Acquisition	NOV Customer Retention	DEC Market Problems