

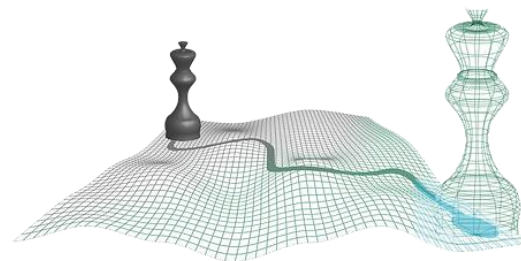


presented by

Marc Limacher

Founder & CEO
INOVIS

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Strategic Foresight

Competitive Advantage via
High-Impact, High-Value Competitor
& Customer Insights

www.inovis.global

Palo Alto | New York | Princeton | Lucerne | London | New Delhi



Objectives

LEARN ...

- 1 how to **anticipate** opportunities & detect competitors' weaknesses & strategies to predict market direction
- 2 what tools can help with **proactively anticipating** market, customer & competitor risk and behavior
- 3 when & how to use **primary** source CI
- 4 how to optimize the strategic & tactical impact of Voice of the Customer, pre-sales intelligence, and win loss programs





What's in it for you?

- Optimize GTM (go-to-market) strategies and tactics
- Shorten sales cycles and up customer retention rates
- Anticipate accurately competitor threats and embryonic opportunities
- Cultivate your own internal and external informant network – be first to anticipate!
- Maximize product life cycles and optimize EOL/LOE opportunities
- Elevate your visibility in the «new normal» virtual business world via high-impact/ high-value projects and initiatives



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Meet Marc



Marc Limacher
Founder & CEO



- CI Practitioner since 1988
- Loyal Global Fortune 200 Clientele since 1992 – *Specialists in IT & Healthcare industries*
- Strategic & Tactical CI programs
- Sales Enablement & Win-Loss Tracking Programs
- Systematic CI Tracking Programs



A Global Leader in
Primary CI and
Strategic Analysis
since 1992

10,000+ Industry Contacts and
60 Senior Market Investigators,
with seasoned analysts in
50+ countries



Innovative Strategic Consulting &
Primary Competitive Intelligence,
specializing in IT /Telco and Life Sciences

- Proven, structured intelligence gathering methods to deliver innovative, competitive and actionable results
- Loyal Fortune 500 clientele



FIRST-IN-CLASS SERVICES
such as

Trade Show & Conference Coverage	Competitor Deep Dives	Pricing & Cost Structure Intelligence	Competitor Attack Programs
Counter-Intelligence Training	Tracking & Analysis	Pre-Sales Intelligence	"CI hotline" ad hoc support
Scenario Planning Workshops	Win-Loss Analysis	Best Practices & Benchmarking Research	Strategic Partnering





New marketing challenges and opportunities

- The landscape is dynamic and complex
- Traditional industry models are in flux
- COVID adds to uncertainties, disrupting supply chains and B2B/B2C interactions
- This places decision-makers in unfamiliar territory
- The pace of change is accelerating
- Increased rate/occurrence of disruption
- ...



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- We need to know **more, sooner, faster, and better** than ever before





Solution

- Evolve your marketing strategy with data-driven insights to support **product strategy and innovation**
- Cultivate your own network of internal and **external «sources»**
- Quick and **sustaining CI wins** help elevate your visibility, **VALUE and IMPACT** –
e.g. definition of voice of the customer, pre-sales intel and win loss programs, GTM strategies, competitor attack programs, competitor take-out initiatives, event coverage, etc.



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The additive power of Primary HUMINT

No substitute
for primary
HUMINT:
**Soft Intel
Drives Impact**



WHYS AND HOWS

Harness the power of perception, opinion, and story to round out your hard data

■ SOURCING

Partners ... Customers
Service providers ... Employees ...
Industry experts

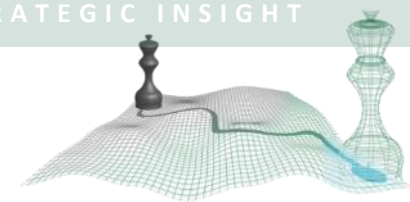
■ TOPICS

Impressions ...
Key selection or switching criteria
Delighters ... Disappointments ...
Unmet needs ...
Expectations vs. reality ...
Hidden conditions & “gotchas” ...
Anticipated changes....

SOFT INTEL

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INTRO
VOC
PRE-SALES
WIN-LOSS
WRAP UP

Types of relevant risks

Predictability vs. Actionability

ACTIONABILITY
Can I do anything about it?



HIGH
LOW

LOW

HIGH

PREDICTABILITY
Can I tell whether it will happen?

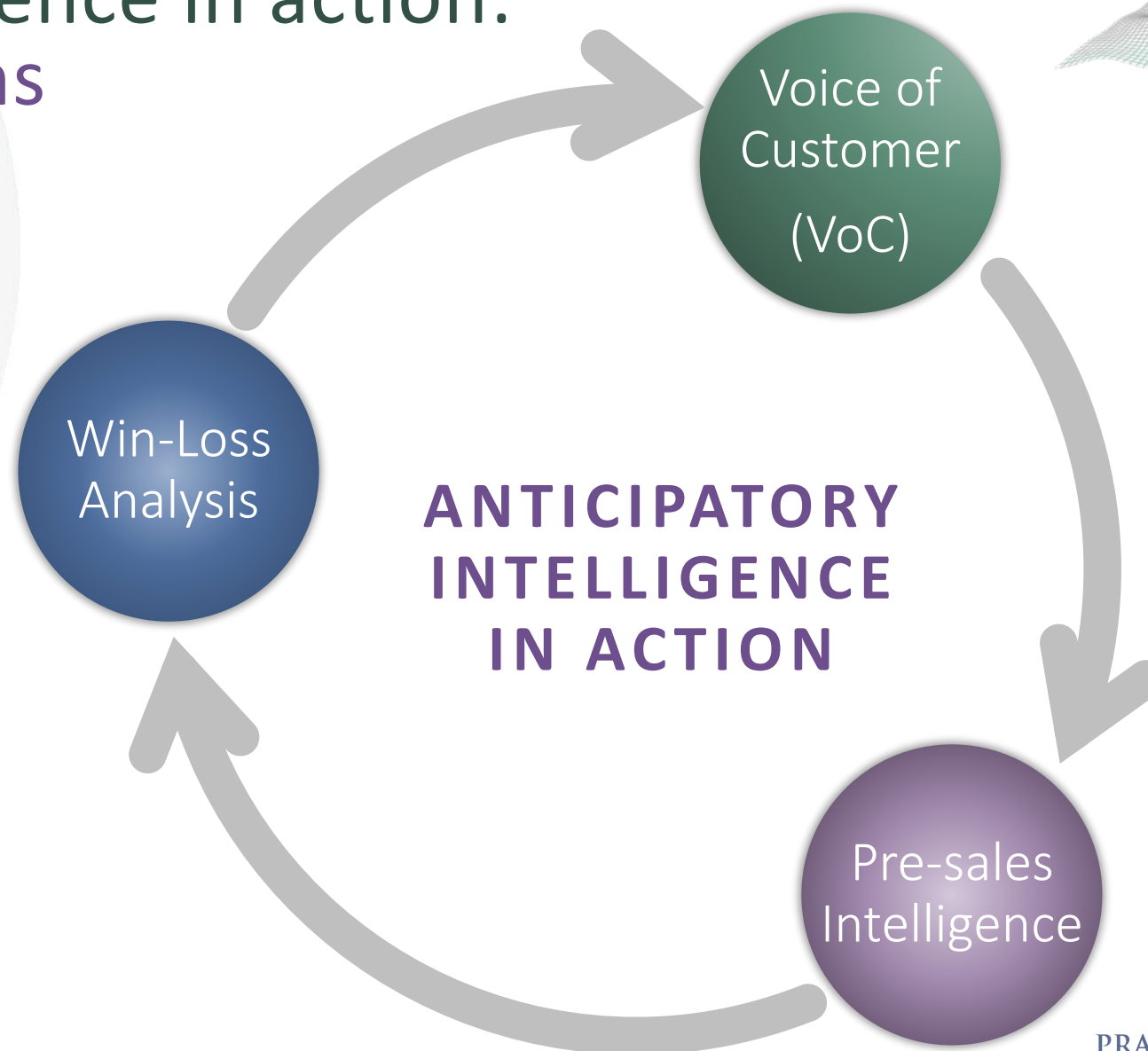
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Anticipatory intelligence in action:

Practical applications

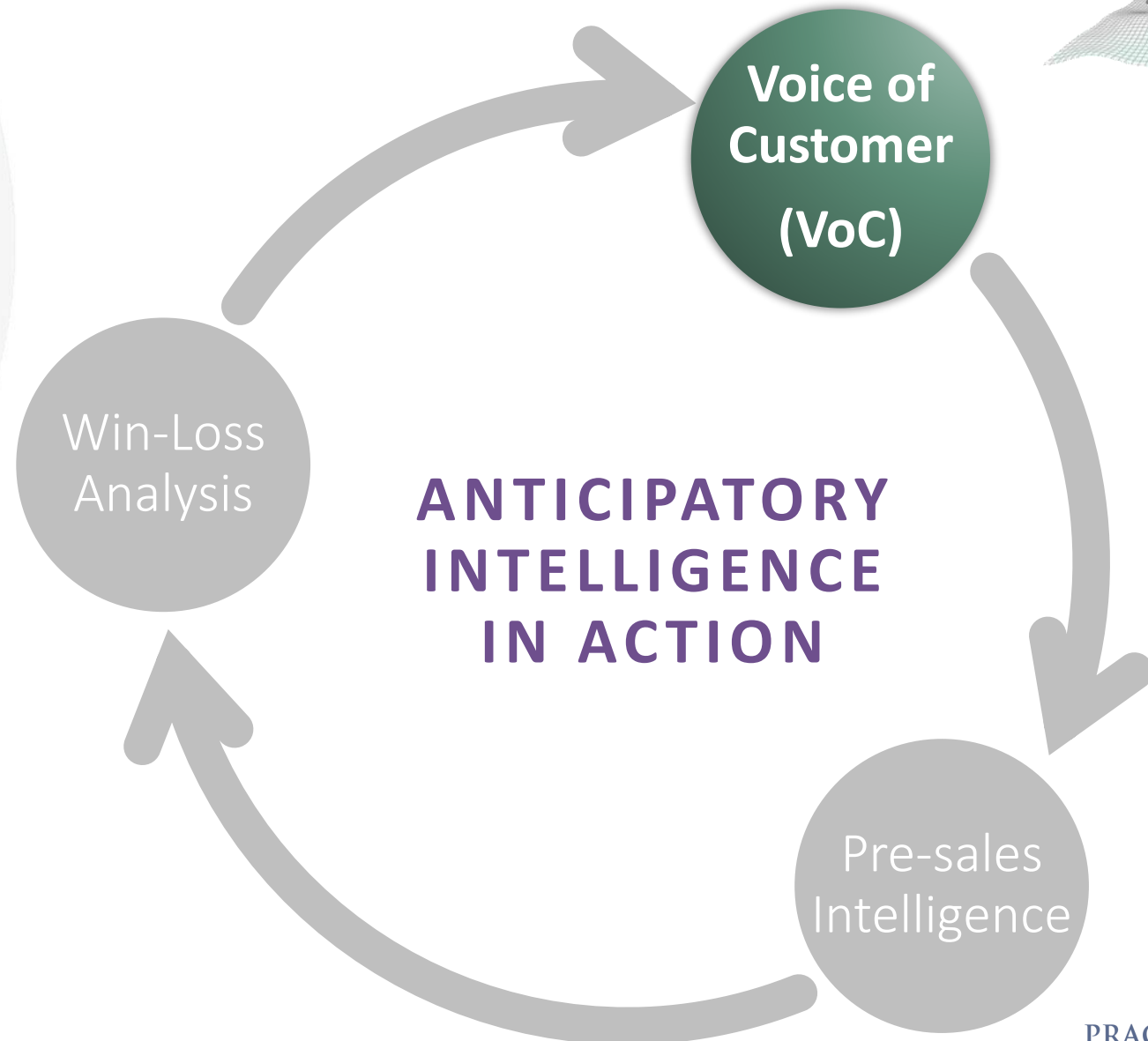
- Focus on these 3 principal high impact/high value initiatives
- Guarantees immediate, measurable ROI and tangible results – key in the new virtual business environment
- If not launching all 3 programs simultaneously, start with VoC



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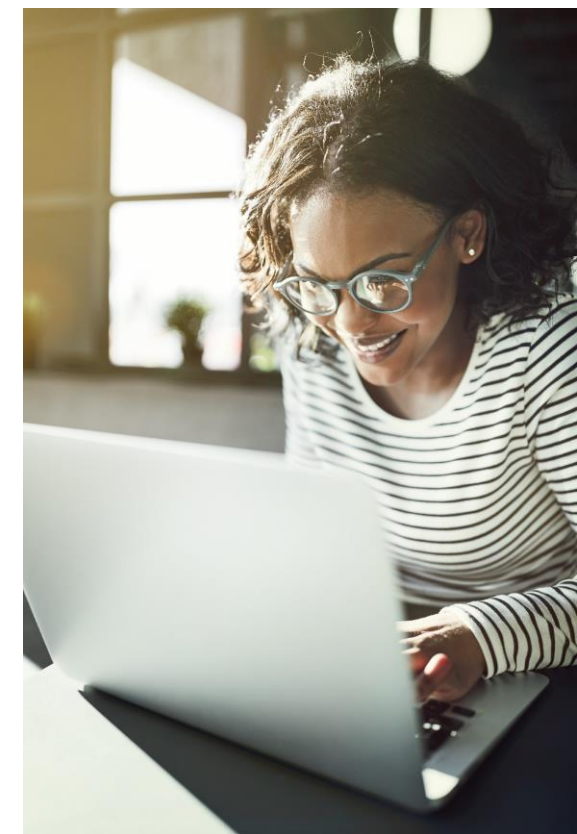
Practical Applications





Voice of Customer (VoC)

- VoC involves gathering perceptions, observations, and experiences to contribute to a better understanding of how to best serve customers' needs – **how can your offerings solve their problems?**
- It provides insight into what customers really want ... and how to keep them happy for today **and for the future**
- Proactive listening: 80/20 rule for today's uncertain pandemic times—**nurture your current customers**





Understand how customers see your company—and your competitors

- View your offerings (and those of your competitors) through customers' eyes
- Understand how competitor products are offered and how they go to market
- Identify the strengths and weaknesses of competitors' offerings vs. yours
- Uncover unmet needs
- Identify opportunities to differentiate your own offering vs. these competitors' offerings



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Benefits of primary VoC research

■ Cost effective

- Understand your clients' desires and needs so you can target your marketing activities effectively

■ Flexibility in questions

- “What else do you know/ like/ dislike about Product X?”

■ Cross-department synergies (and sponsorship)

- R&D, Production, Accounting, Marketing, Sales, Strategy etc.



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How primary VoC intelligence is done

- **Pre-notify selected clients** on upcoming “customer care initiative” to up response rate and positive
- Decide on benefits and trade-offs of proceeding in-house vs 3rd party
- Define discussion guide (DG) for **peer-to-peer expert interviews** and appropriate incentive(s)
- Localize DG and approach (elicitation techniques) to different geos
- Communicate interim insights and key take-aways to stakeholders to modify approach and questions, if needed
- Synthesize and analyze the insights, culminating in implications (“so what”) analysis and **actionable recommendations**/next steps (“now what”)



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Sample VoC interview questions | 1 of 2

CUSTOMER NEEDS AND DESIRED EXPERIENCE

- 1 What challenges is the customer trying to solve?
- 2 What is the customer's desired support experience?
- 3 What is the customer's perspective on the specific features of an offering?
- 4 How does the customer prioritize a set of specified offering features? What are the must-haves? The nice-to-haves? What is not-necessary?





Sample VoC interview questions | 2 of 2

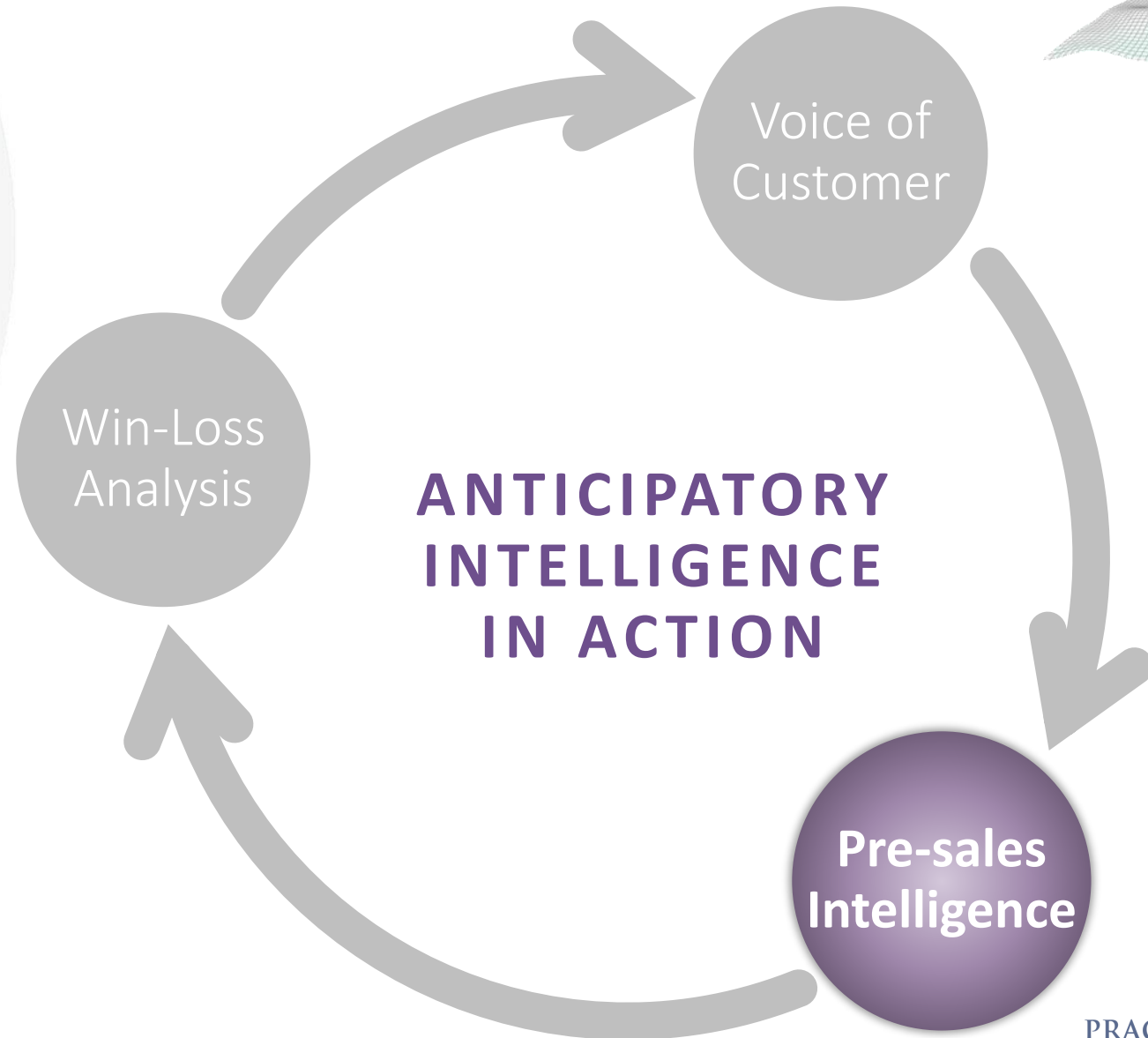
CUSTOMER NEEDS AND DESIRED EXPERIENCE

- 5 How does the customer perceive your offering vs. competitive solutions, across all lifecycle touchpoints (evaluation, sales/purchase, implementation, support, etc.)?
- Next generation competitors: In addition to the targeted traditional competitors—what next-gen vendors is the customer aware of that offer solutions the customer considers as viable providers?
 - What is the customer's impression of each next gen vendor regarding cost and pricing structure?...specific capabilities...positioning....?





Practical Applications





Primary pre-sales intelligence

- Arm marketing and sales teams to target the right accounts and decision makers with the right value proposition and information
 - Prepare your teams with an understanding of
 - What markets and accounts to target
 - Targeted market and customer account likes, preferences, issues
 - Provide high-value insights for sales strategies
 - Formulate account entry strategies based on a deep understanding of the customer's big picture, current challenges and inefficiencies, and solution options



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Key benefits

- Accurately qualify leads
- Efficiently allocate resources when managing leads
- Improve marketing ROI when marketing collateral resonates well with customer
- Develop salesforce potential
- Increase customer satisfaction through product improvement as well as advice and support

“Companies with strong pre-sales capabilities consistently achieve win rates of 40–50% in new business and 80–90% in renewal business—well above average rates”



**Harvard
Business
Review**

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The pre-sales process

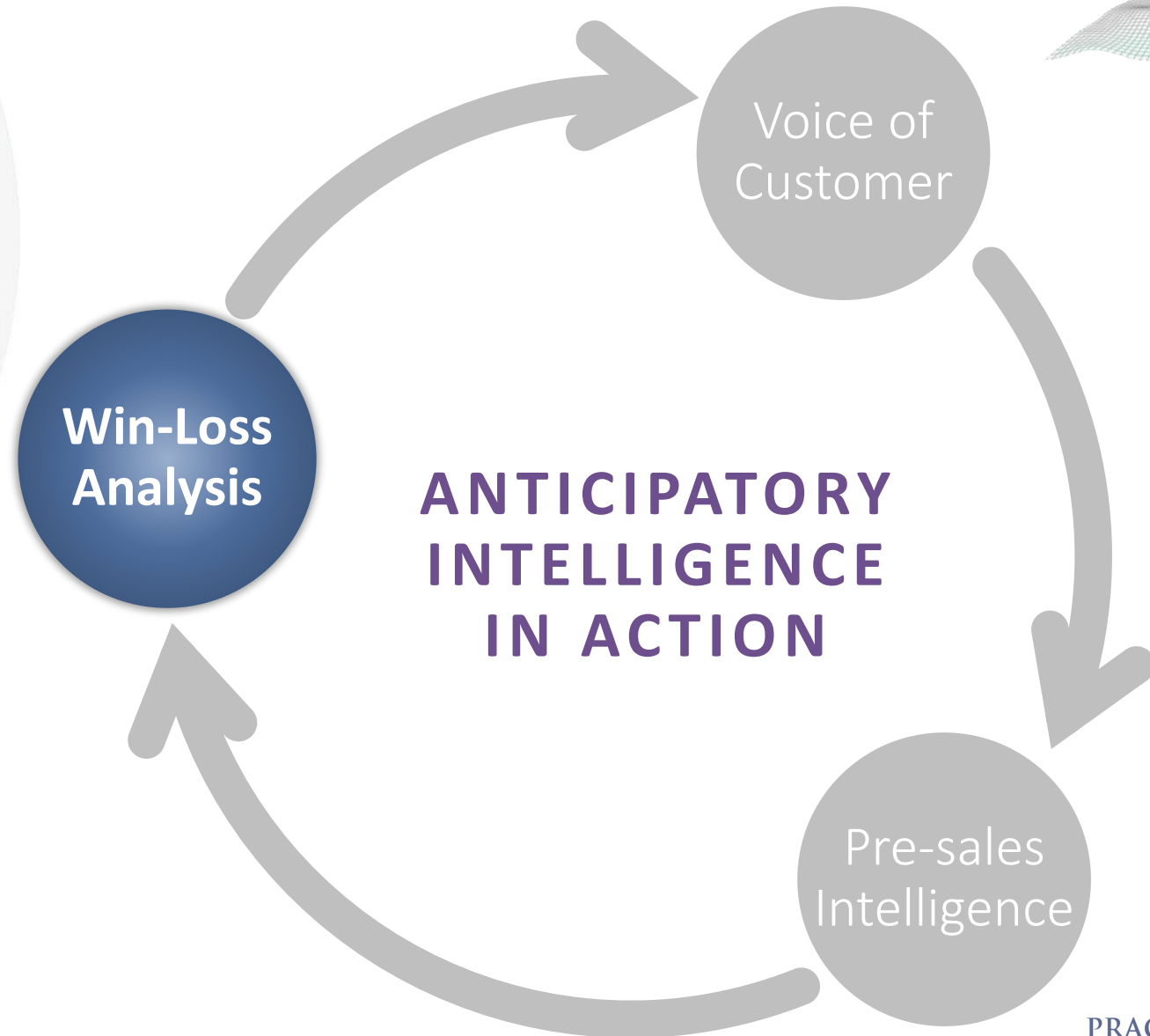
- Prospecting and qualifying leads
 - Focus energies to accounts with potential for higher ROI
- Product research
 - Both your offering and the competition's
- Market research
- Data and customer analysis
 - Identify solutions to customer pain points
- Develop sales strategy
- Prepare call scripts / "battlecards"
- Craft a unique selling proposition
- Manage deal qualification and proposals

Where
CI
fits in

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Practical Applications





Win-loss analysis ...

- Involves researching and evaluating sales opportunities won and lost ... and WHY?
- Ideally conduct interviews – in a non-sales environment – within 3 months of the product/offering deal close

Impressions ...

Key selection or switching criteria ...

Delighters ... Disappointments ...

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Win-loss analysis ...

■ Why it IS done...

- highest value research for expended effort
- benefits customers and offers rapid ROI
- exalts vendor in customer's eyes
- offers tremendous data/insight mining opportunity



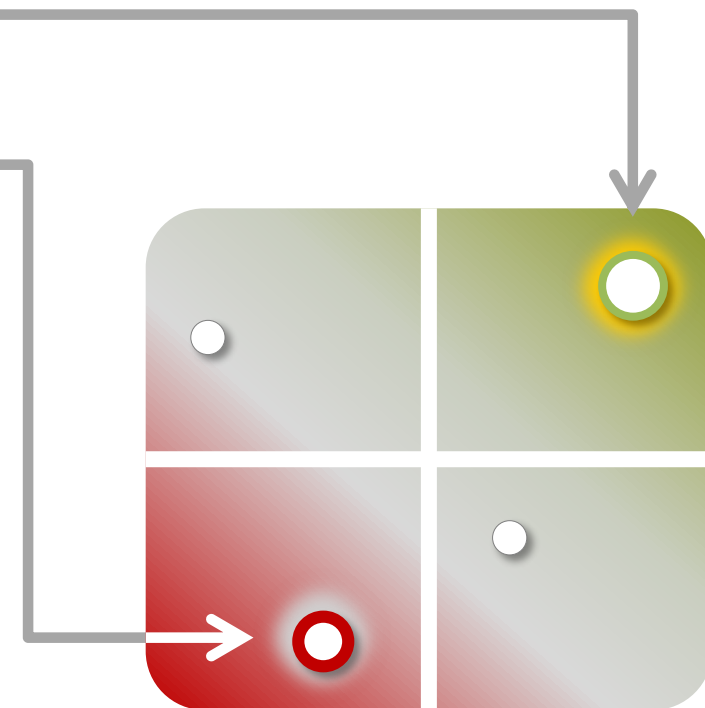
■ Why it ISN'T done

- Company believes they're already doing it...
- Mythology prevails
- Benefits overlooked due to politics
- Lack of resources



Tactical benefits of a win-loss Program

- Determine **why you REALLY win** – and repeat best practices
- Uncover **why you REALLY lose** against each competitor (by product, geography, and –over time– by salesperson)
- Improve sell-against messaging & positioning
- De-emphasize comparative weaknesses, over-emphasize comparative strengths (as perceived by customers & lost former prospects)
- Predict likelihood of account win vs loss and change culture from making excuses (e.g., loss due to price)
- Improve sales results by systematically going after losses, know when to walk away from a prospect, follow-up on wins to retain customers
- Gap analysis between sales & customer's perceptions





Why does win-loss monitoring work?

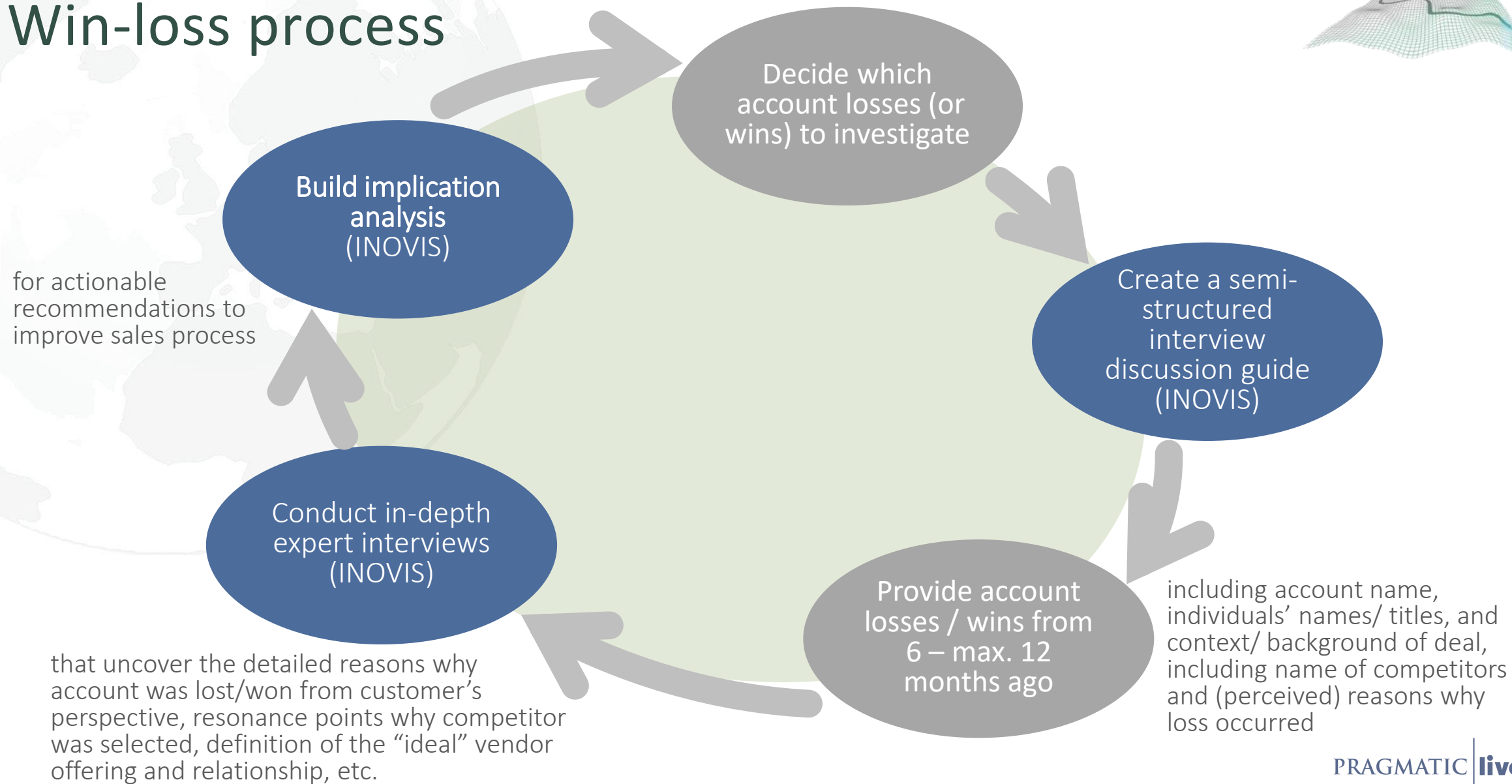
- Identifies key areas to de-or over-emphasize in the sales cycle vs. key competitors (e.g., at the feature/functionality level, support, implementation, training, pricing levels, etc.)
- Offers usually **instant ROI** by increasing account win rates
- Helps understand purchasing process in new ways
- Discloses misperceptions & miscommunications
- Isolates sales team from knowledge building
- Probes **actual performance** of selected vendor
- Is most effective if done **systematically**, not sporadically



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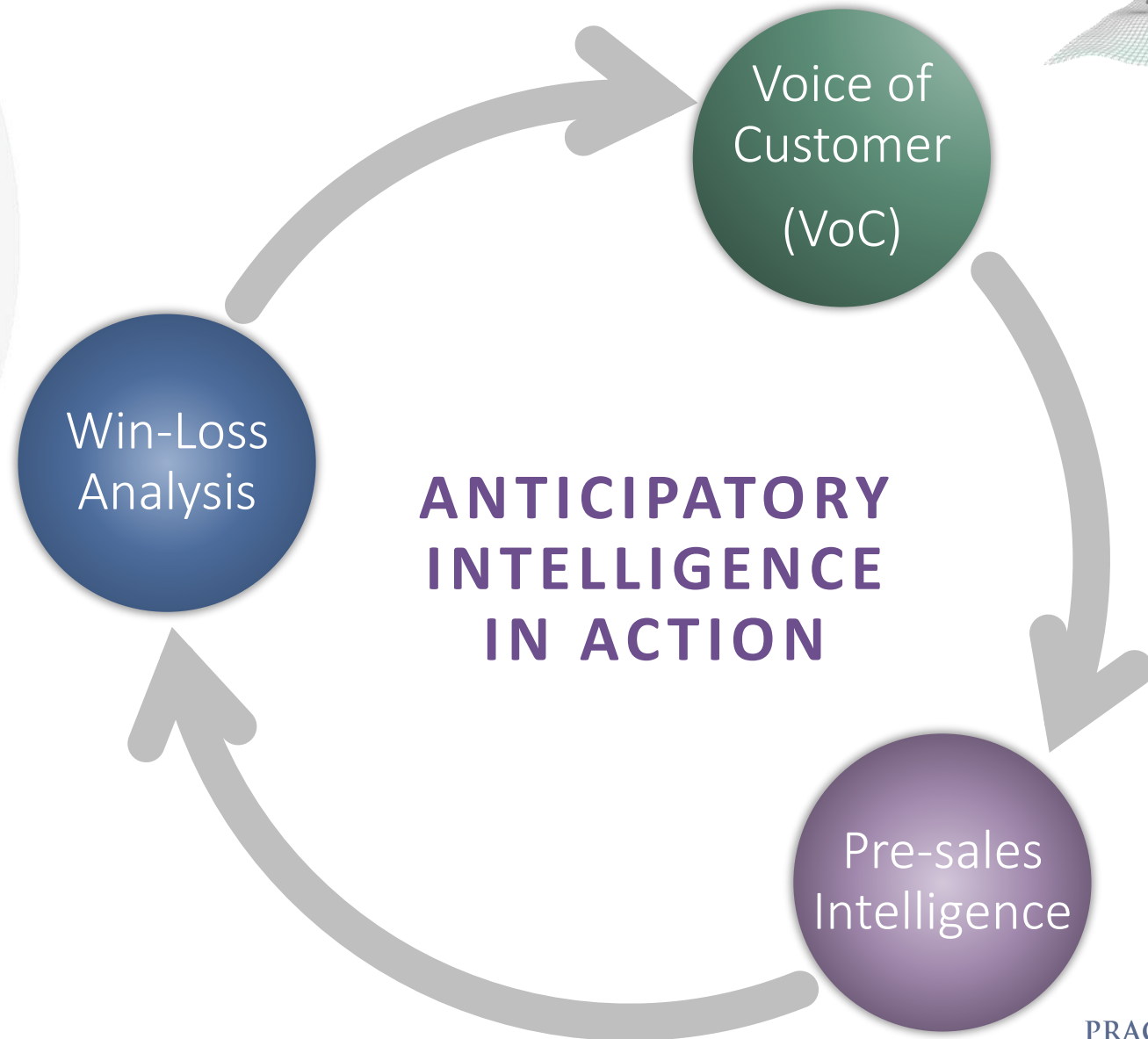
Win-loss process



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WRAP-UP Key Takeaways





Strategic Insight : Key Takeaways

Pandemic times disrupt B2B/B2C interactions, business models and supply chains, and with it, your “job description.” However, winners see these uncertain times as opportunities to strengthen existing relationships and innovate novel ways to grow their business in 3 principal ways:



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1

Consider 80/20 rule by focusing **VoC activities** on Tier 1 strategic clients to minimize defections, optimize cross-sell opportunities and grow relationships



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- 1** Consider 80/20 rule by focusing **VoC activities** on Tier 1 strategic clients to minimize defections, optimize cross-sell opportunities and grow relationships
- 2** Define laser-sharp **Pre-Sales intelligence** programs to optimally allocate BD and sales program budgets, maximizing new account win rates.



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- 1** Consider 80/20 rule by focusing **VoC activities** on Tier 1 strategic clients to minimize defections, optimize cross-sell opportunities and grow relationships
- 2** Define laser-sharp **Pre-Sales intelligence** programs to optimally allocate BD and sales program budgets, maximizing new account win rates.
- 3** Launch or extend a systematic **Win-Loss program** to optimize/modify your product’s sales motion and GTM strategy, while shortening sales cycles and securing client retention rates during the “new normal”.



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Strategic Insight : Key Takeaways

- Using CI to drive impactful marketing
 - Develop and cultivate your own “informant” network
 - Assess risks and opportunities in a systematic framework to define an action plan
 - Get started with hands-on tools via www.inovis.global/tools



GET OUR TEMPLATE AT
www.inovis.global/tools



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Thank You!

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