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Event #: 5771222

How to Launch Your Compete Program in 90 Days

Tracy Berry, Director of CI & Communication
Freshworks

29 November 2022

Freshworks at a glance

Freshworks makes ridiculously easy-to-use marketing, sales, support and IT solutions

2010
Founded

$120B
Total Addressable Market (IDC)

+33%
YoY FY22 Q3 Revenue Growth

5000+
Employees

58,000+
Total Customers

Recognition
Leader in 3 Major Peer Reviews On 4 Gartner Magic Quadrants

Over **58K customers** across 120+ countries

Technology, Media, Telecom	CISCO	sling TELEVISION	Panasonic	NETFLIX	Springer	hp
Automotive & Manufacturing	TOYOTA	GE Aviation	TOSHIBA	Trimble	CAM Consolidated Aerospace Manufacturing	AUTO1 GROUP
Financial services	DISCOVER	AMERICAN EXPRESS	Ria MONEY TRANSFER	SOMPO	Washington Federal.	Klarna.
Retail & e-Commerce	GROUPON	blue nile. THE SOURCE OF BRILLIANCE	shopify	STITCH FIX	Hamleys	Henkel	DOLLAR SHAVE CLUB
Education	Penn UNIVERSITY of PENNSYLVANIA	THE UNIVERSITY OF SYDNEY	ARKANSAS TECH UNIVERSITY	Stanford University	WASHINGTON STATE UNIVERSITY	NYU
Government & Public sector	unicef	Canadian Cancer Society	OFFICE OF THE INSPECTOR GENERAL	USM FOUNDATION	NIH	Immigration, Refugees and Citizenship Canada

About Tracy

Tracy Berry
Director of Competitive
Intelligence and Communication

freshworks

Poll: Two Truths & A Lie
Which one is the lie?

1. Tracy speaks fluent French
2. Tracy once worked for NSA
3. Tracy has stood on North Korean soil

Agenda

01

The 30-60-90-Day Plan

02

Conducting 30-in-30 Interviews

03

Identifying CI Requirements

04

Mapping Out the CI Function

05

Pulling It All Together

06

Q&A

POLL

Why are you joining this
workshop today?

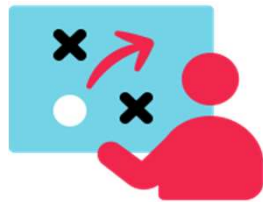# Creating a 30-60-90-Day Plan

Why Have a 30-60-90-Day Plan?

EVALUATE

Set Expectations

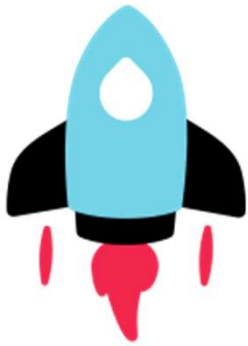**Formulate a Game Plan**

Establish Credibility
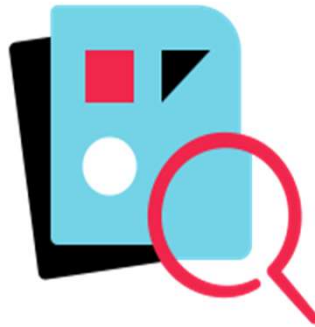
Maintain Accountability

The Framework

Steps to a 30-60-90-Day Plan

1-30 Days
UNDERSTAND

31-60 Days
EVALUATE

61-90 Days
OPTIMIZE

Brainstorming

What are some of the first things you would do when starting a CI role at a new company?
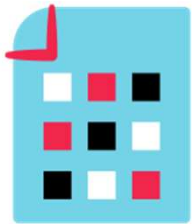
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What are some of the first things you would do when starting a CI role at a new company?

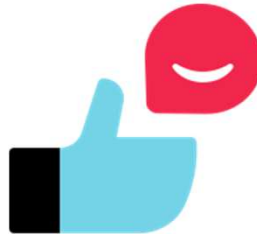ⓘ Start presenting to display the poll results on this slide.

The First 30 Days

UNDERSTAND

Necessary Stuff

Onboarding

Industry crash course

Internal training / coursework

Quick Wins

Competitor profile

Initiate 30-in-30 interviews

CI evangelizing

Fun Stuff

Office visits

Deal strategy calls

Water cooler discussions

Brainstorming

What are some quick wins?

Digging in – Days 31 to 60

EVALUATE

Complete 30-in-30 Interviews

Identify CI strengths and gaps

Articulate priorities

Use findings to map out the CI function

Map Out the CI Function

Map existing flow of CI info

Separate tactical from strategic requirements

Determine what intelligence to collect, how to collect it, where to store it and how to share it

Tools Assessment

Evaluate products/services:

- News aggregation
- Competitor monitoring
- Website updates
- Battlecards
- Scenario analysis
- Win-Loss analysis
- Trade show monitoring

Other Activities

Sales enablement webinar – competitor profile

EOQ Win/Loss review

30-in-30 Interviews

30-in-30 Interviews

Use internal insights to map requirements and prioritize activities

How do you use CI in the context of your role?	**What is working?**	**What is broken?**
What is missing?	**What is on your wish list?**	**Consumption preferences and frequency of deliverables**

The Good | What's Working?

Company #1

Analyst reports and viewpoints from Product Marketing

3rd-party vendor reports

Fair amount of CI in internal Sales Resource Center

Use of Chatter Searchability

CI sessions at Sales Kick-Off

Accessibility and responsiveness of CI "team"

Company #2

CIFromNewEmployees
Battlecards
SEWin/Loss
Feature/FunctionComparisons
Pre-SalesTear-Downs
Workplace LocalizedAssessments
CompetitorDeepDives
TribalKnowledge
SharedLearnings

Brainstorming

What's Working?

First Name A-L: You're a sales exec
First Name M-Z: You're an executive

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30-in-30: What's working?

ⓘ Start presenting to display the poll results on this slide.

The Bad | What's Missing?

Company #1

Differentiation
- Not accurate
- Not current
- Does not go beyond product
- Needs to be specific to each competitor

Decentralized CI
- Where do we put CI?
- How do we drive people there?
- Where do I go for CI?
- What version is current?
- Information delivered one-way
- No process for getting CI from sales
- Lack of collaboration
- Not using CRM platform

Internal Messaging
- CI is outdated – lose credibility
- Big disconnect between marketing output and sales experience
- Gaps in CI = sales lacks the right information to compete in a deal
- The MQ should not be the primary source for building positioning statements
- Information is not very consumable

Company #2

ValueDrivenInsights
TalkTracks
References/SuccessStories   CIinSalesDNA
TwoWayFlowofCI   PricingInsights
VerticalSuccessStories
TrueProductDifferentiation
HolisticView   MigrationCaseStudies
CollectCIFromPartners
DifferentiationBeyondProduct
WinLossAnalysis
PartnerFacingCI   MarketIntelligence
NoCIFeedbackProcess
BusinessUseCases

Brainstorming

What's Missing?

First Name A-L: You're a sales exec
First Name M-Z: You're an executive

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30-in-30: What's missing?

ⓘ Start presenting to display the poll results on this slide.

The Ugly | What's Broken?

Company #1

CI is only requested late in a sales deal

Information does not lead to strategy

Too many tools; content is everywhere

Win/loss data in CRM is dirty and unreliable

Organization is reactive to competitive insights – too little too late

Company #2

Brainstorming

What's Broken?

First Name A-L: You're a sales exec
First Name M-Z: You're an executive

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30-in-30: What's broken?

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The Magic Wand | Wish List

Company #1

CI

- Deeper analysis of competitors
- Cadence for sharing CI
- Need to evangelize CI
- Competitor GTM strategies
- CI central repository
- "One tool to serve them all"

Sales Enablement

- Competitor SMEs
- Mandate CI reviews at critical decision stages
- Build best practices for engaging competitors
- Landmines – set and defend
- "How to Win Against XYZ" sales guide
- Mobile accessibility to CI

Customers & Partners

- Use partners to gather CI
- Leverage partners to show our competitive strengths
- Quarterly reviews with partners
- How do our customers measure success?
- We don't know what deals we aren't being invited to

Strategy/Other

- No set of long- and short-term KPIs
- CS needs direct access to strategic meetings and reviews
- No one is in charge of strategy
- Need competitive insights before going into new markets
- Build strategic early warning capability

Company #2

TailoredBattlecards
External-FacingCI   CultureofCI
VerticalCI
CentralizedCI
RegionalCI
CISlackChannels   Proactive
CompetitorGTMStrategy
CIBot PartnerEnablement
CIChurnAnalysis   Tier2CI
CICollaboration Predictive
SecretShoppingProcess
EmergingCompetitors

Brainstorming

What's on Your CI Wish List?

First Name A-L: You're a sales exec
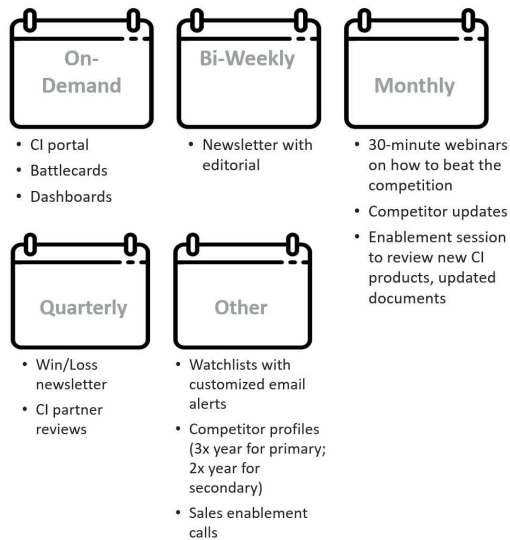First Name M-Z: You're an executive

30-in-30: What's on your CI wish list?

ⓘ Start presenting to display the poll results on this slide.

Consumption Preferences & Frequency

Company #1

On-Demand
- CI portal
- Battlecards
- Dashboards

Bi-Weekly
- Newsletter with editorial

Monthly
- 30-minute webinars on how to beat the competition
- Competitor updates
- Enablement session to review new CI products, updated documents

Quarterly
- Win/Loss newsletter
- CI partner reviews

Other
- Watchlists with customized email alerts
- Competitor profiles (3x year for primary; 2x year for secondary)
- Sales enablement calls

Company #2

Brainstorming

What are your CI consumption preferences?

First Name A-L: You're a sales exec
First Name M-Z: You're an executive

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30-in-30: What are your CI consumption preferences?

ⓘ Start presenting to display the poll results on this slide.

Brainstorming

How frequently do you want your CI?

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First Name M-Z: You're an executive

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30-in-30: How frequently do you want your CI?

ⓘ Start presenting to display the poll results on this slide.

Requirements

BREAKOUT

Based on our learnings, what are the top
5 requirements for our CI program?

Mapping Out the CI Function

Steps to Map CI Function

Identify Key Stakeholders | Determine Critical Involvement | Create Regular Meetings | Discuss ROI Measurements | Map Existing Competitive Info. Flow | Set Expectations
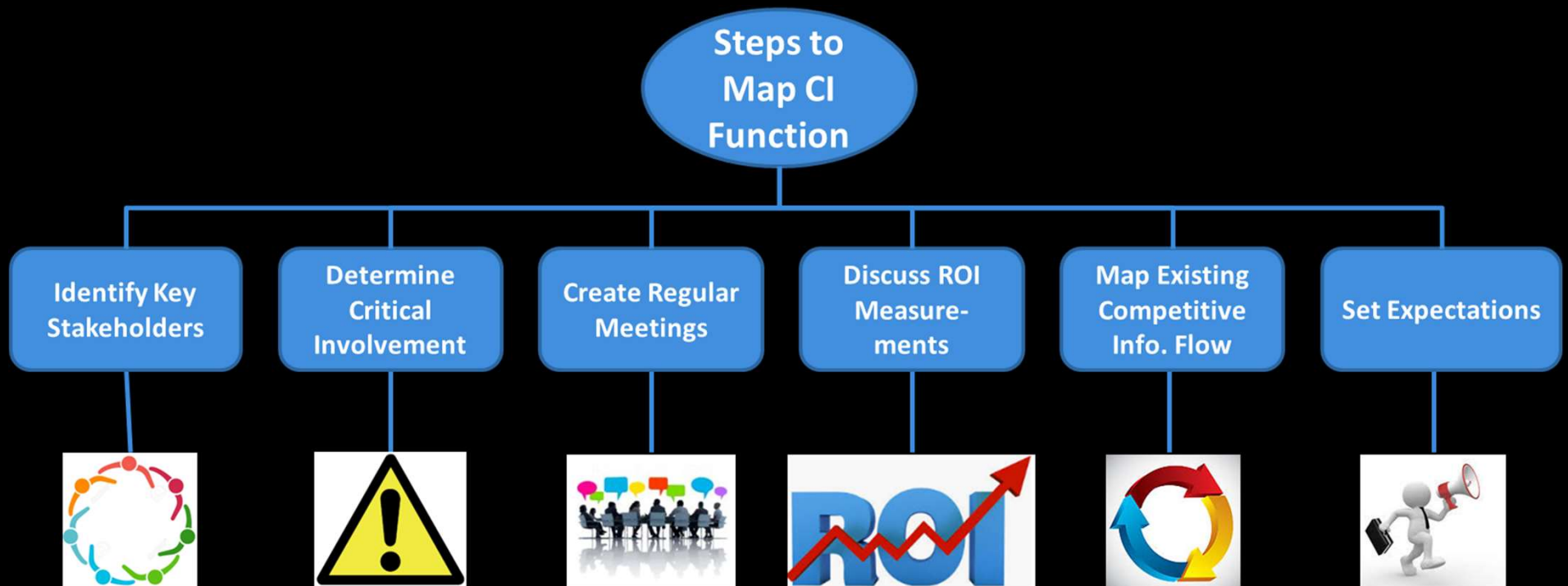
Stakeholder Types

Tactical

Account executives

Sales enablement

Solutions engineers

Product marketing

Inside sales

Professional services

Strategic

Executive leadership

Sales leadership

Product management

Partner/alliance program

Board

Data as of November 2, 2021

Stakeholder Needs

Tactical & Short-Term

Sales Enablement
- True product differentiation at the feature and function level
- Differentiation beyond product

Centralized CI
- Instill a collaborative environment
- Enable cross-functional CI

Communication
- Timely and reliable messaging about competitors
- Demand for CI at a regular cadence

Strategic & Long Term

Grow a culture of CI
- Enable sales and other internal customers to be the eyes and ears for competitive information

Become Proactive
- Use competitive insights to move from reactive to proactive decision making

Win/Loss Analysis
- Insight to understand, predict and respond to changes in our performance and fine-tune strategy

Data as of November 2, 2021

BREAKOUT

What are some additional tactical & strategic stakeholder needs?

Critical Involvement

When is it imperative that CI be part of the discussion?

As potential big deals develop

When considering moving into a new or emerging market
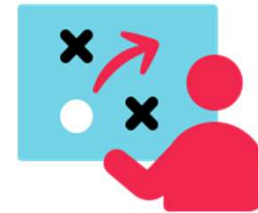
During any major strategic planning discussions

BREAKOUT

Where do you think CI engagement
is critical?

Stakeholder Engagement

Regular Cadence

Sales team meetings (rotation)
(weekly/bi-weekly)

Enablement webinars

Sales Advisory Board

CI Office Hours

Quarterly

Product Management team

Sales regional QBRs

Sales leadership meetings

Executive briefings

Data as of November 2, 2021

ROI for CI

Selection Criteria

Validated pain point

An initiative with high priority

Measurable

Measuring Success

Get consensus on measurable

Measure regularly to establish trends

Validate data with stakeholders

Data as of November 2, 2021

BREAKOUT

What ways could you measure the
ROI on your CI program?

Mapping Out the Flow of CI
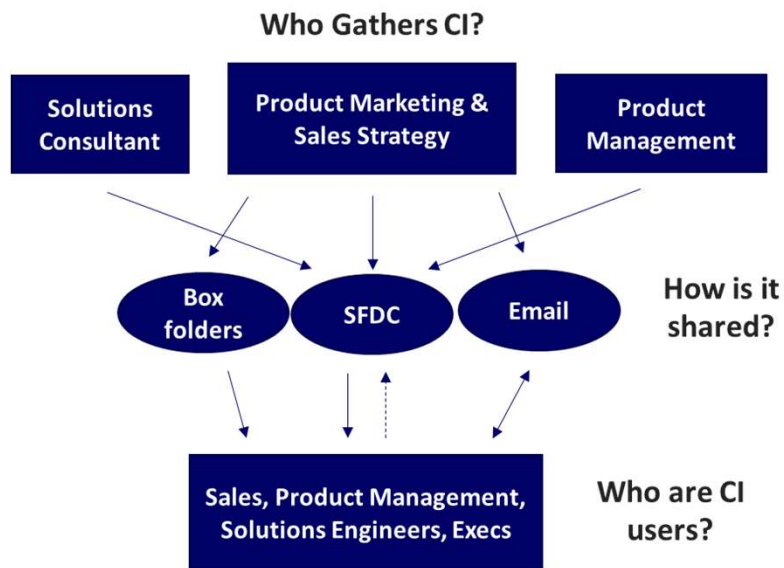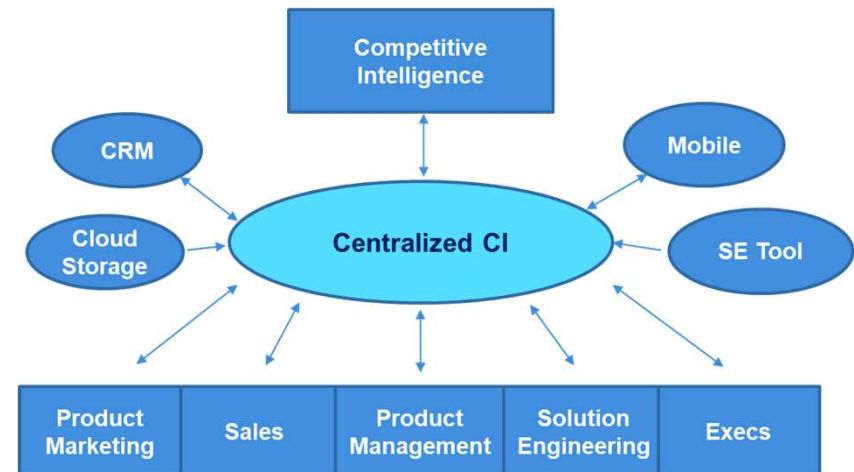
Set Expectations

Establish legal & ethical parameters

Not "No", but "Not now" or "Stay tuned"

Tie expectations to budget

Tools Assessment

Evaluate CI products and services

News aggregation & competitor monitoring	**Competitor website updates**
Win/Loss analysis	**Trade show monitoring**

Battlecards

Scenario analysis

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What additional products and services do you use?

ⓘ Start presenting to display the poll results on this slide.

Pulling It All Together – Days 61 to 90

OPTIMIZE

Stakeholder Engagement

Finalize Tools

Create a Budget

Brand CI Internally

Build a Timeline

POLL

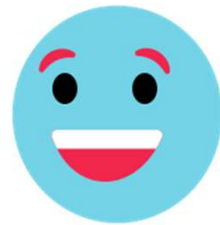What are some ways that you engage regularly with stakeholders?

What products & services do you need?
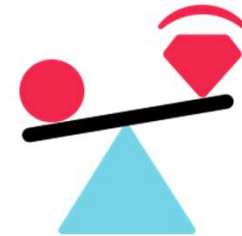
Finalize Tools & Create a Budget

Use the priorities established from your 30-in-30 interviews to create budget items

Priorities

Nice to Haves

Cost vs. ROI

BREAKOUT

What tools/services would we prioritize for our CI program based on our 30-in-30 results?

Brand Internal CI

Give CI content a consistent look so that people see it and immediately think "CI – Internal Only"

Design

Test

Build templates

Build a Timeline

Capture all of your program activities to understand resource demands

Considerations

Prioritize

Develop a cadence

Budget-dependent

Data as of November 2, 2021

What Did We Learn?

How to Build a Compete Program in 90 Days

Create a 30-60-90-Day Plan

Conduct "30-in-30" Interviews

Identify Requirements and Priorities

Map Out the CI Function

Budget for Tools Based on Findings

POLL

What are your key take-aways from this workshop today?

Q&A