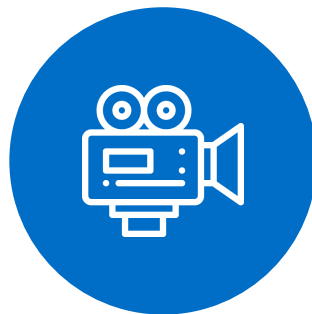


How to Enable Revenue Teams With Competitive Intelligence

Mar. 31, 2021



Before We Begin



*We will send you
the recording*



*Submit your
questions anytime*



Download the full '2021 Competitive Enablement Report' at: klue.com



Niresan Seevaratnam
Competitive Program Strategist, Klue

Niresan has with 7+ years of experience working in both Sales and Account Management in the SaaS space.

At Klue he specializes in guiding enterprise organizations on building and scaling competitive enablement strategies



Katie Berg
Director of Marketing, Klue

Katie is a sales-driven, B2B marketer with 12 years' experience leading marketing teams in high growth organizations.

At Klue, Katie is responsible for growth of pipeline and revenue, in the high-growth market category of Competitive Intelligence and Enablement.



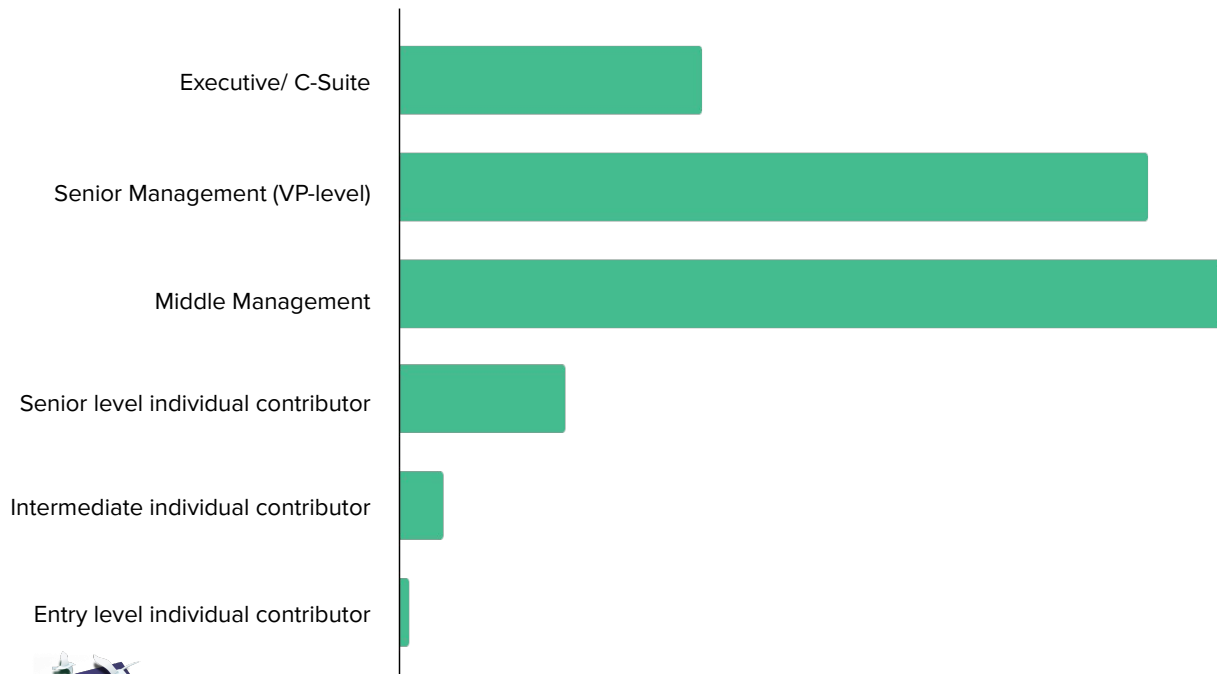
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Agenda

- 1** Competitive trends from the 2021 report
- 2** What to prioritize for your revenue teams
- 3** Using competitive content to support retention
- 4** Questions & Wrap up

What trends do we see with competitive enablement?

Who we surveyed



310

business stakeholders

225

CI professionals

18

sectors

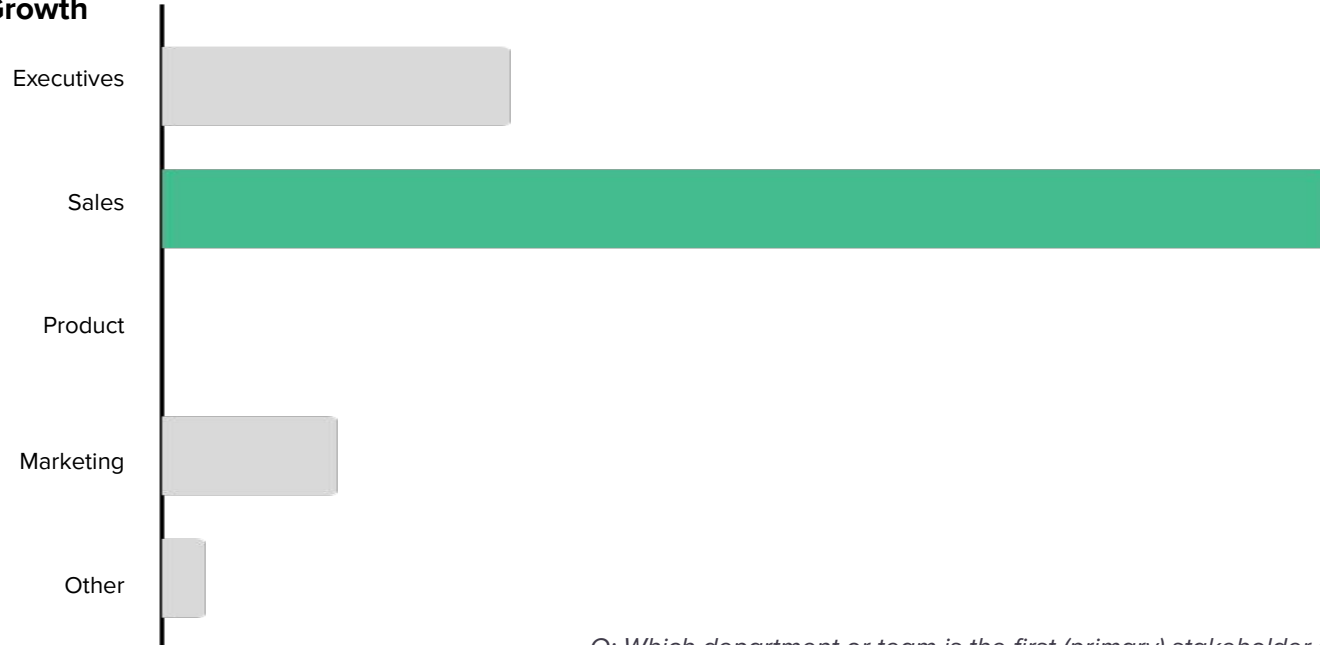


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**Competitive teams are *overwhelmingly*
prioritizing sales**

70% of high-growth companies are supporting sales before any other department

High-Growth

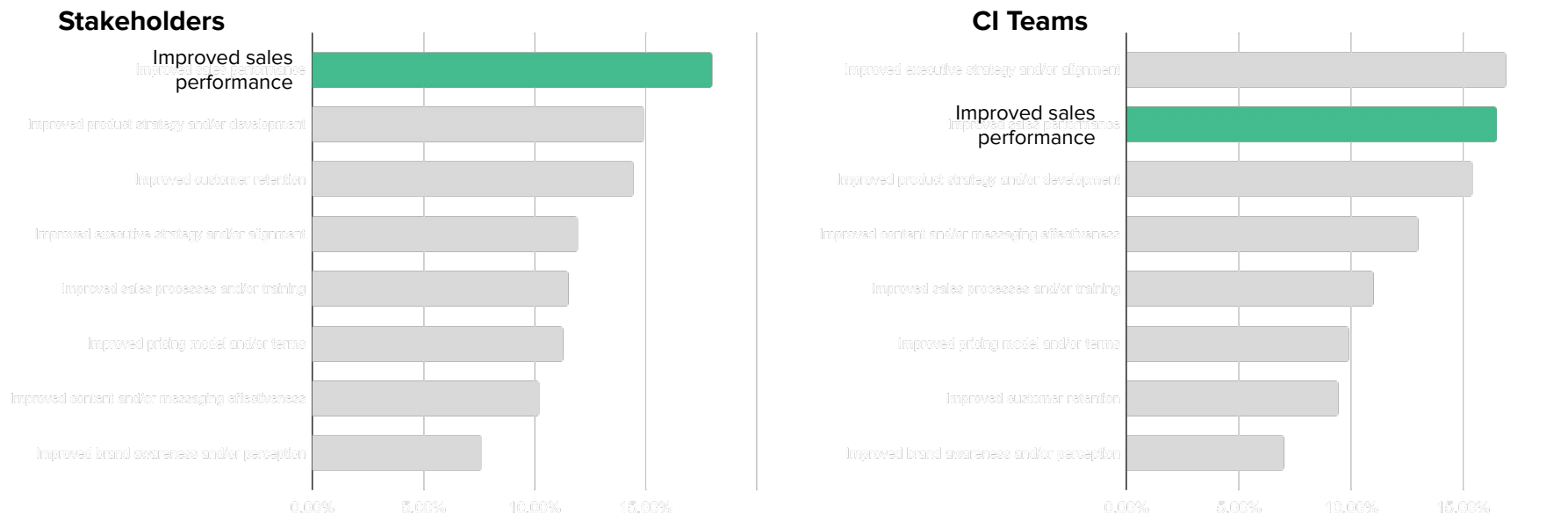


Q: Which department or team is the first (primary) stakeholder supported by your CI program?



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Stakeholders and competitive teams agree on the importance of supporting revenue



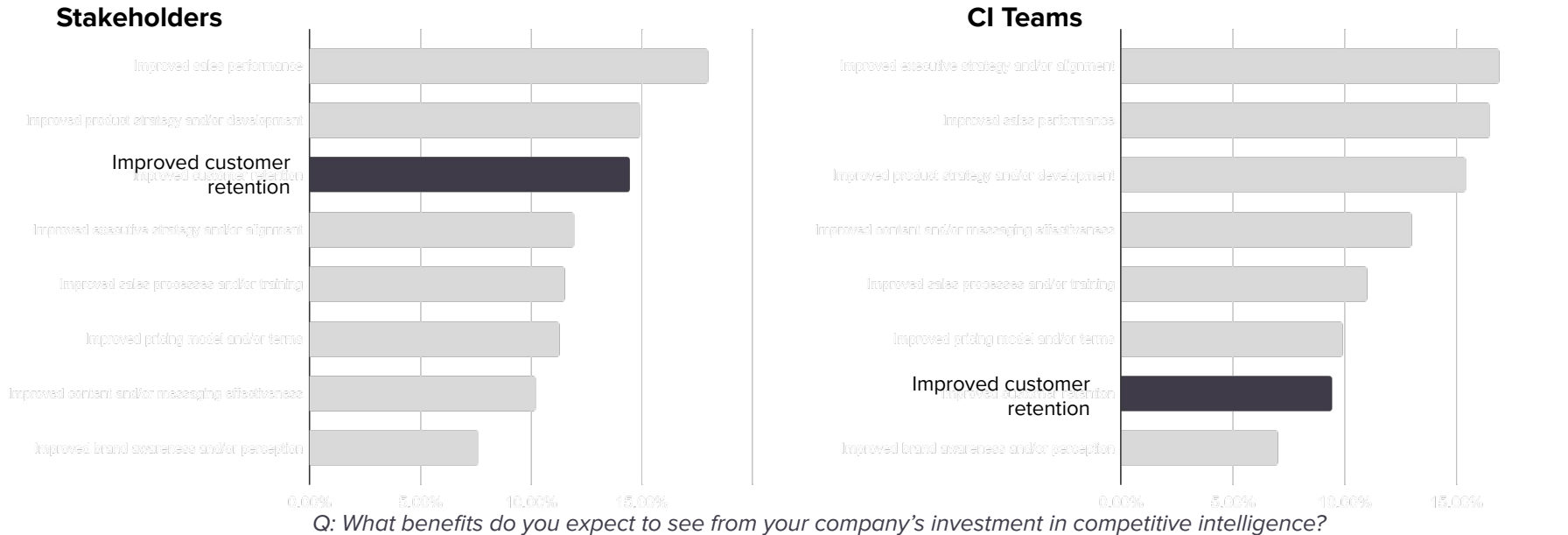
Q: What benefits do you expect to see from your company's investment in competitive intelligence?



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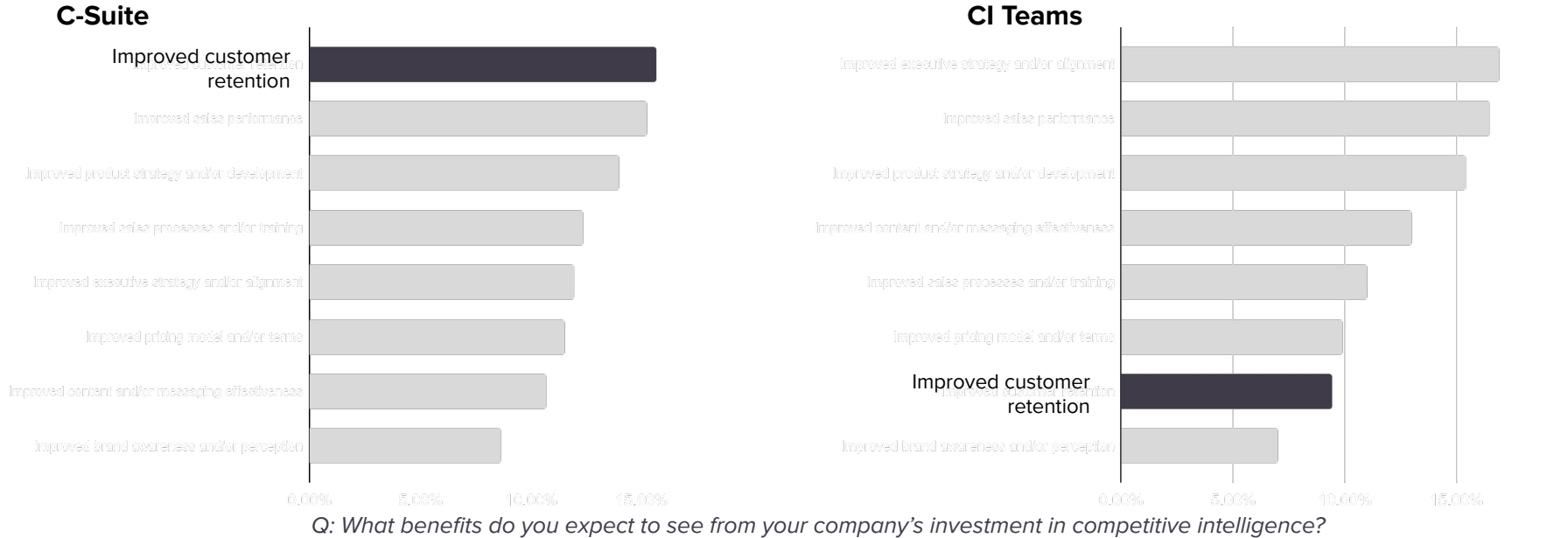
... but teams aren't *entirely* aligned on how competitive enablement should support the business

Stakeholders expect (and want) support to help retain existing customers



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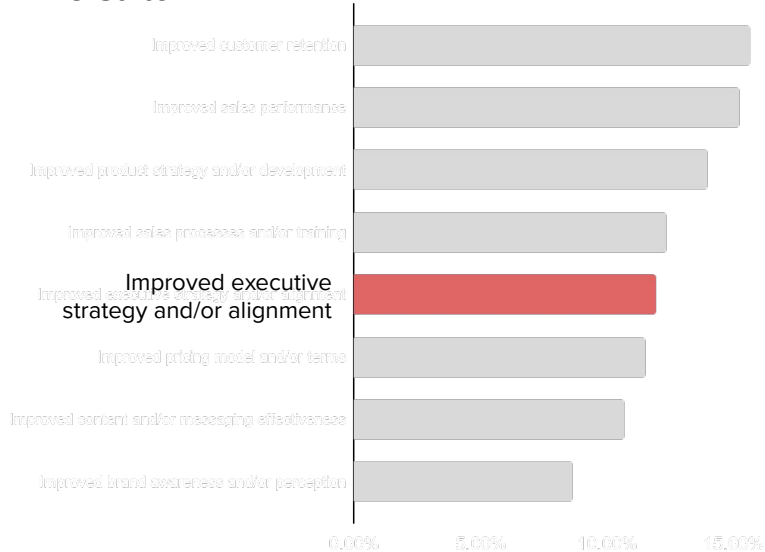
The C-Suite think retaining customers is the most important benefit of a competitive program



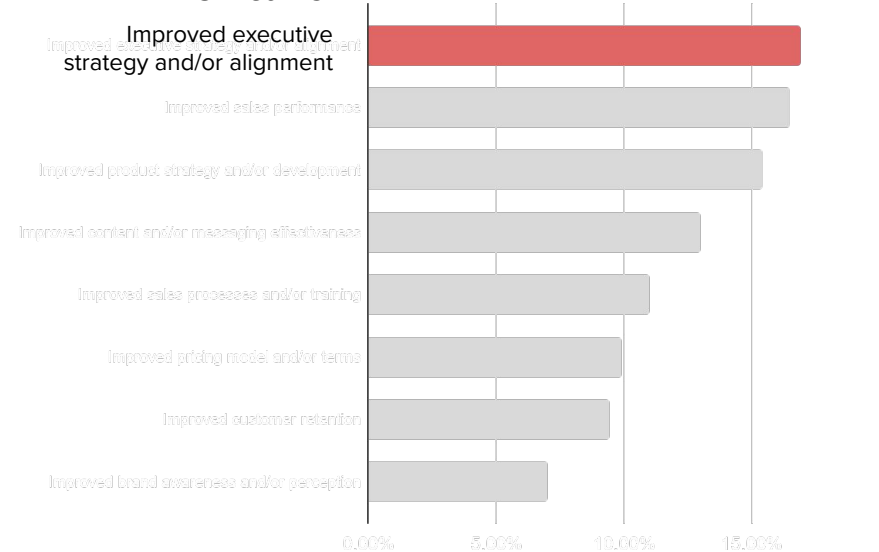
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... more important than being supported themselves

C-Suite



CI Teams



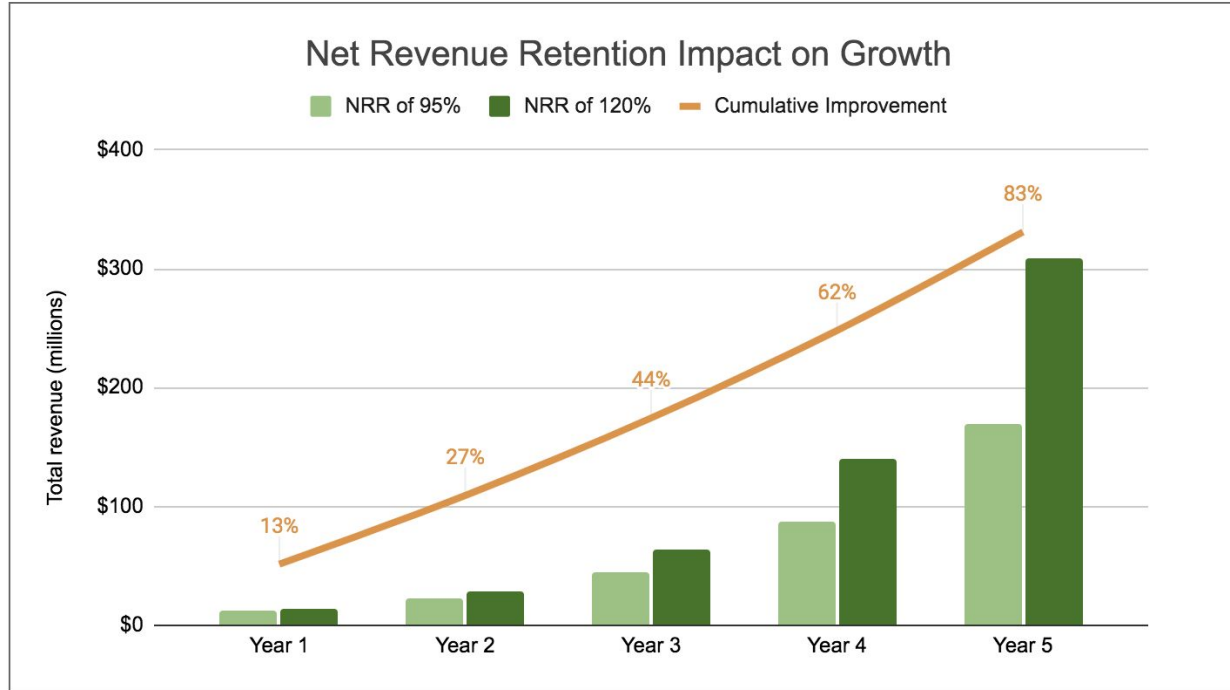
Q: What benefits do you expect to see from your company's investment in competitive intelligence?



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Why do stakeholders care so *much* about customer retention?

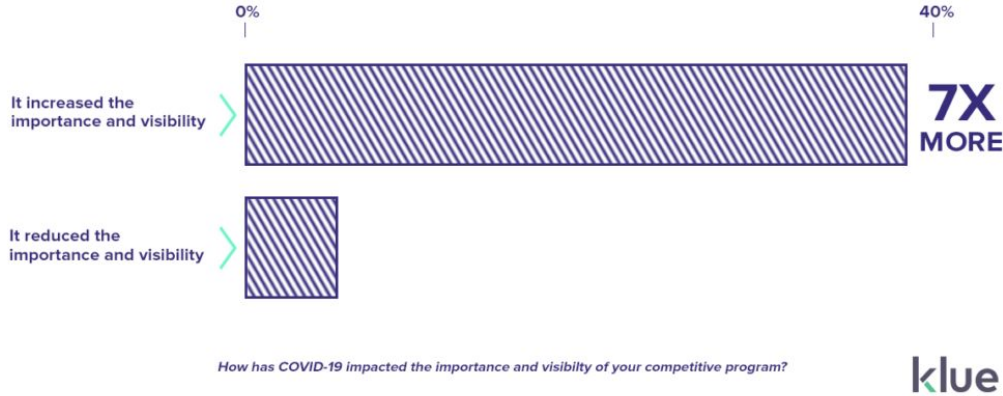
Retention *is* that important to the business.



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Right Now, Increasing Customer Retention And Navigating Through COVID-19 Is Your Main Focus With The Holiday Season Around The Corner.

COVID-19 has increased the **importance and visibility** of competitive enablement programs



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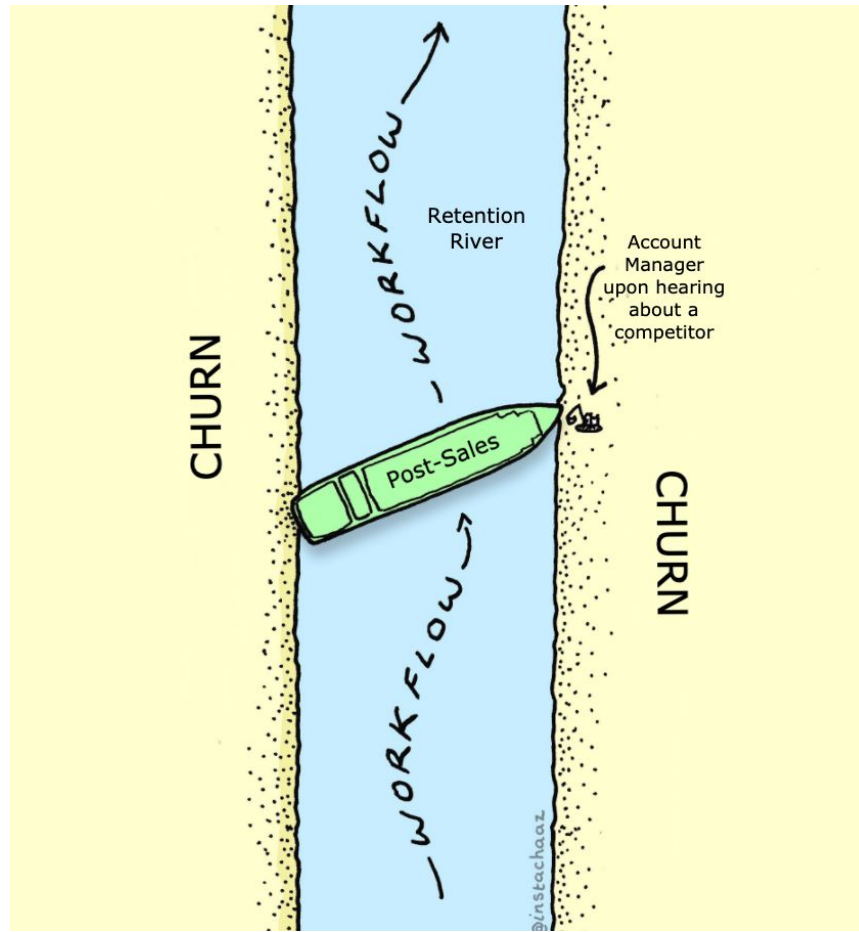
COVID-19: Maintaining customer loyalty and trust during times of uncertainty
Leading through COVID-19 by putting customers' interests first



12 Tips for Customer Retention During COVID-19

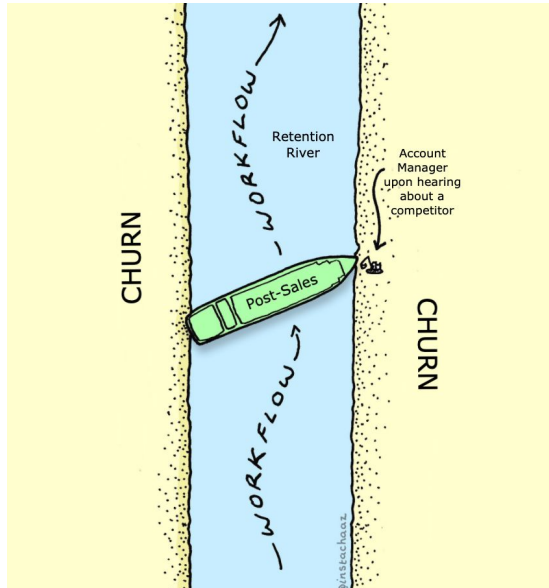


Best strategies to support to revenue teams



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The Selling Never Stops



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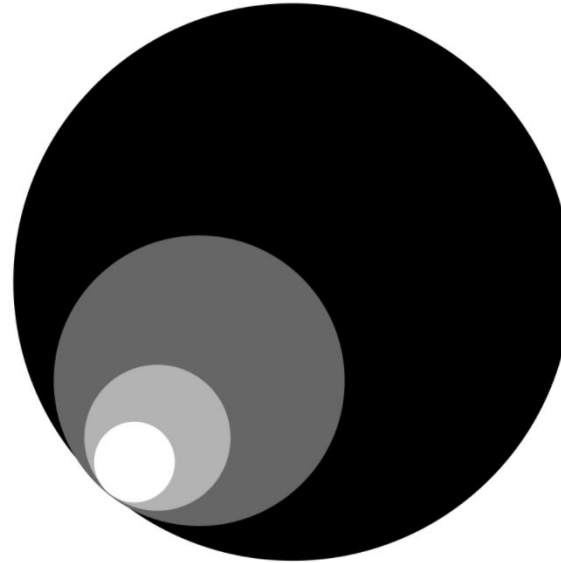
What to Prioritize for Customer Success teams

WHAT I KNOW

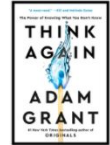
I regret to inform you that I
simply do not know

BUT

I might know how you can know



- Things I know I know
- Things I know
- Things I think I know
- Things I don't know



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Recognize What's Changed vs. What Hasn't

What has **changed**

- Day-to-Day Contacts
- Champion
- Evaluation Criteria
- Timelines
- Connecting to New Teams & New People

Long-Term

- Deeper relationships
- Insight into Customer's Business

What has **stayed the same**

- EDM/Executive Sponsor
- ROI/Business Objectives
- Procurement Must-Haves



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What has **stayed the same**

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- ROI/Business Objectives
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What has **REALLY** stayed the same

- Your competitors haven't stopped selling to your customer just because you won the sale



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What to Prioritize for Customer Success teams

What I **already know**

- Survey your revenue teams to find out:
 - When are competitors being evaluated
 - Which stakeholders are exploring competitors
 - What are they evaluating
- Deep Dive into Reasons for Churn (ie. Product → Integrations? → Competitor have integration x?)

What I **don't know**

- Roleplay your business against competitors:
 - Experiment with competitors at different stage of customer life cycle
 - What are the gaps with your business today that a competitor might set landmines for (ie. implementation, integrations)



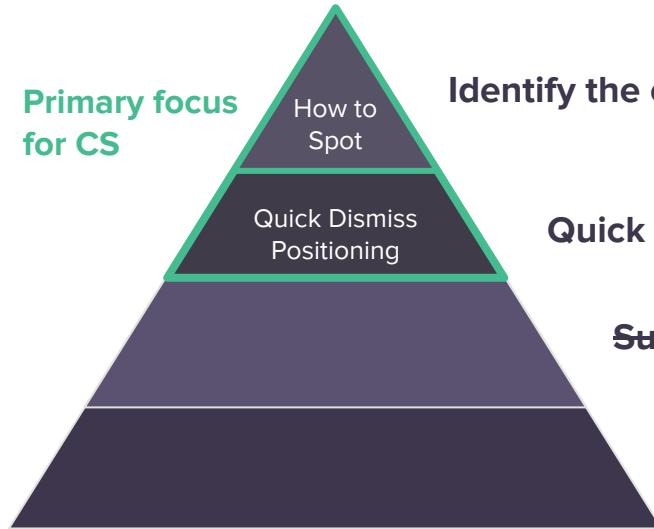
Download the full '2021 Competitive Enablement Report' at: klue.com

Where to Prioritize for Customer Success teams



Download the full '2021 Competitive Enablement Report' at: klue.com

**Primary focus
for CS**



How to
Spot

Quick Dismiss
Positioning

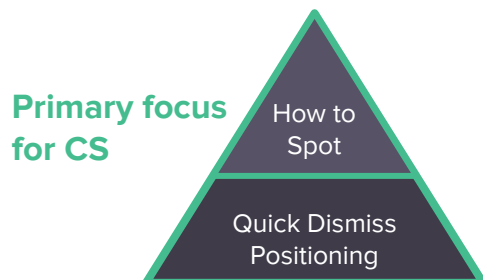
Identify the competitor → Who am I up against? What do I do to find out?

Quick Dismiss → Knock them out. Brush off like a little gnat.

Support & Strategy

The Ugly Details

Leverage Your Advantage against Competition



What has **changed**

- Day-to-Day Contacts
- Champion
- Evaluation Criteria
- Timelines
- Connecting to New Teams & New People
- **Deeper relationships**
- **Insight into Customer's Business**
- **Evaluation Time**



Download the full '2021 Competitive Enablement Report' at: klue.com

You Don't Need to Reinvent The Wheel

Focus on What You Have Learned
Depth  vs. Breadth



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How to Spot Them

- **What it does:** Gives clues to your team that a competitor is in play
- **Goal:** to identify the competitor early on so your team can deposition them before they can make any traction
- **Teach your teams what to listen for:**
 - Terminology and language
 - Common objections
 - Misconceptions & false claims
- **Audience:** Prospect and Customer-facing teams including Sales, Customer Success, Marketing, Product, Support and Execs



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How to Spot Them

[VIEW IN BOARD](#)

HOW TO SPOT THEM

Terms to Listen For

- **"Community Members":** Their term for contacts.
- **"Response Variables":** Their product term for attributes.

Questions & Misconceptions

"How long does your setup take?"

They've been positioning our setup time as taking many months, and theirs only takes two weeks.

[How to Reframe](#)

"How big is your team?"

They tend to tell prospects that we're just a small shop with a few customers.

[How to Reframe](#)

Further Reading

- [Quick Dismiss](#)
- [Objection Handling](#)

Undated by Katie Bera

Quick Dismiss

- **What it does:** Enables the team to answer the question “How do you compare to...?”
- **Goal:** is quick & early shutdown from consideration
- **1-3 Quick Dismiss points:**
 - Deposition on vision — before product
 - Core product features that are key to winning deals
- **Link to proof & further detail on each claim:**
 - Product facts & specs
 - Win Stories
 - Customer reviews
 - Case studies
- **Audience:** Prospect and Customer-facing teams including Sales, Customer Success, Marketing, Product, Support and Execs



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Quick Dismiss

[VIEW IN BOARD](#)

QUICK DISMISS

Not Ideal for Enterprise

Challenges with cross departmental collaboration. Reporting and analytics poor.

[Issue Detail](#) | [Reviews](#)

Too Many Emails

Double/triple sends to customers (we got your ticket, answer to your ticket, ticket is now closed).

[Issue Detail](#) | [Reviews](#)

Article Management

Difficult to find articles (search is poor). Not easy to know which articles are out of date.

[Issue Detail](#) | [Reviews](#)

Pricing

Limited discounting at scale. Higher implementation fees to customize for enterprise needs. Hidden costs.

[Issue Detail](#) | [Reviews](#)

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QUESTIONS TO ASK

Are periodic outages acceptable?

Angle = Stability. Zendesk has had numerous service outages compared to top tier SaaS providers like Salesforce or Atlassian. Third party reported examples [here](#), [here](#) and [here](#).

How important is customized reporting? Will you need to rely on the data?

Angle = Data quality: Zendesk data quality is sporadic. Their pre-built reports are decent, but data becomes inconsistent when building customized reports. Without high quality data, it becomes difficult for companies to track their progress and success metrics.

You have a big team. How will you handle collaboration across departments?

Angle = Ease of collaboration across departments: For larger, cross-departmental teams, collaboration is key. Zendesk struggles with large Enterprises due to restrictions and lack of visibility across departments.

LANDMINES

1. Stability

"How mission critical is this capability for you?"

Why it works? Stability is a 'must have' for everyone. They have a surprising amount of outages compared to top-tier enterprise services like Salesforce, AWS, or Atlassian.

[Data Outage Comparison Report](#)

2. Data quality

"What compromises does your company make because of the lack of access to the right Data, and KPIs?"

Why it works? Their data quality is sporadic. Without high quality data, it becomes difficult for companies to track their progress and success metrics.

[Reviews](#) | [Customer Stories](#)

OBJECTION HANDLING

"We need complex survey logic."

Reframe: Question relevance of feature. When was the last time you ran a complex survey? What logic / functionality did it include? Reinforce our ease of use and product integrations.

[Win Stories](#) | [Reviews](#)

"We hear your competitor's solution now matches yours for half the price?"

Response: Challenge the validity of the solution parity. Dive into functionality and timeline of their previous beta to full-launch.

[Product Details](#) | [Marketing Resources](#)

"How long does your setup take?"

Reframe: We can go as fast as they can. Setup of the software takes 15 minutes, but we don't consider 'setup' to be complete until their recruitment is done and they're able to run their first project. We work with them every step of the way to plan out recruitment, communications, and their research schedule.

[Customer Stories](#) | [Marketing Resources](#)

WHY WE WIN

Not suited for larger teams

Although it has begun to move upmarket, they remain best suited for small and midsize customer service teams (between 10 and 300 agents). Larger teams have reported challenges with cross-departmental collaboration.

[Customer Stories](#) | [Wins](#) | [Reviews](#)

Immature case management

Weak notification system can lead to longer resolution and response times.

[Wins](#) | [Reviews](#)

Search functionality is weak

Reportedly, it's very hard to look back on historical content and find specific items/tickets.

[Customer Stories](#)

Limitations on "Essential" and "Team" packages

You can only have 1,000 open tickets at one time before they auto close them for you

[Customer Stories](#) | [Wins](#) | [Reviews](#)

WHY WE LOSE

More robust survey functionality

Reframe: Reframe prospect to consider their entire workflow beyond this feature. Shift focus back to the pains we solve around data collection with integrations, and the superior analytics and reporting features which give them more sophisticated insight into their markets.

[Reviews](#) | [Win Stories](#)

Cheaper if you only need part of the suite

Reframe: Shift prospect focus back to the full value seen by using the complete suite of products. Focus on where they will be going in the future, and the price increase later when they need to add on the other two products.

[Reviews](#) | [Win Stories](#)

APPROACH TO MARKET

Overview

Helps companies provide support and then mature with self-service and proactive engagement.

Customers

64,000 customers in 150 countries worldwide including Groupon, Box, and Zappos. Marketing tactics and product development continue to position towards enterprise-level clients (Since Q2 '18).

[Marketing insights](#) | [Known Customers](#)

Product

Carries three product lines that can be paid for individually or as a suite products. Integrates all support channels including email web, chat, and social media.

[Product Intel](#)

Key Takeaways

1

Competitive programs are expected to impact revenue

2

The sales cycle is *ongoing*

3

Repackage content to enable customer success teams

Questions?

Thank you!