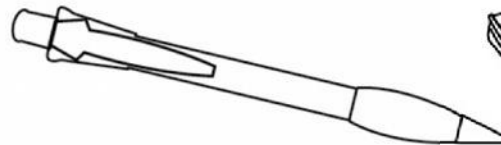
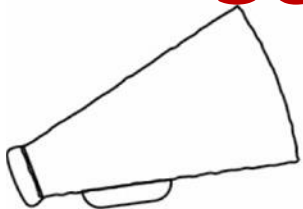




# Competitive Intelligence for non-CIers

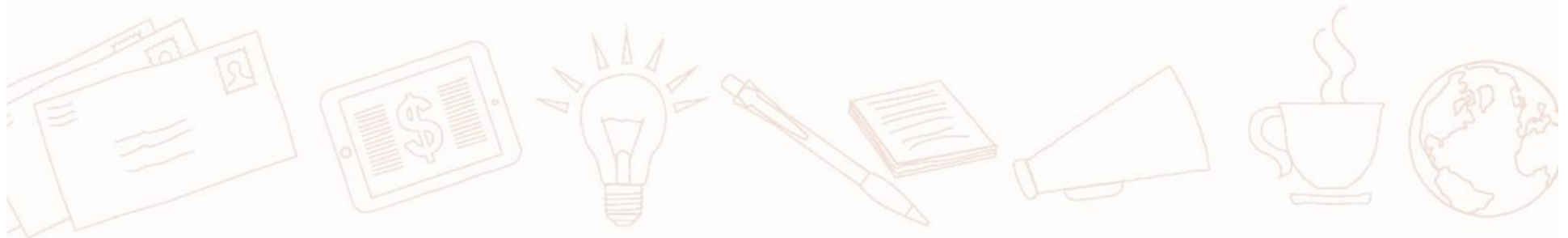
**Mary Ellen Bates**  
**BatesInfo.com**  
**Sept. 18, 2015**



# What is competitive intelligence?

**Competitive:** All the orgs competing for your org's (or library's) \$\$\$

**Intelligence:** Gleaning insight from the un-said and un-noticed

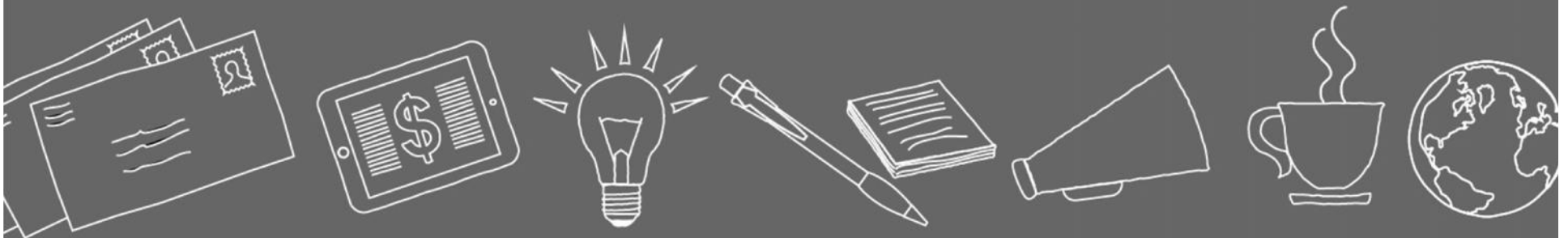


# From Sept 2015 *Information Advisor* interview with Search author Stefan Weitz

“[With anticipatory computing,]  
information itself does not get less  
valuable; but its **value will come from  
how the individual pieces of data are  
linked together** to make it more  
coherent.”



# Who are your competitors?

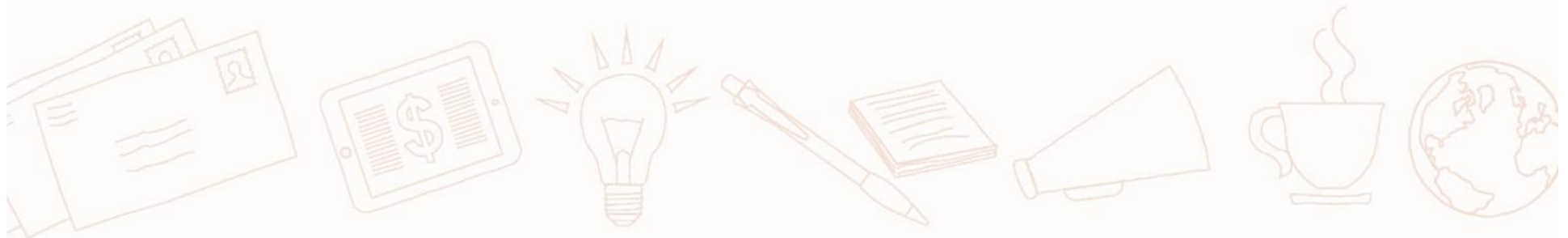


# Who are your org's competitors?

**Who competes with your org for budget \$?**

**Where else do your org's clients go?**

**Who or what could make your org obsolete?**

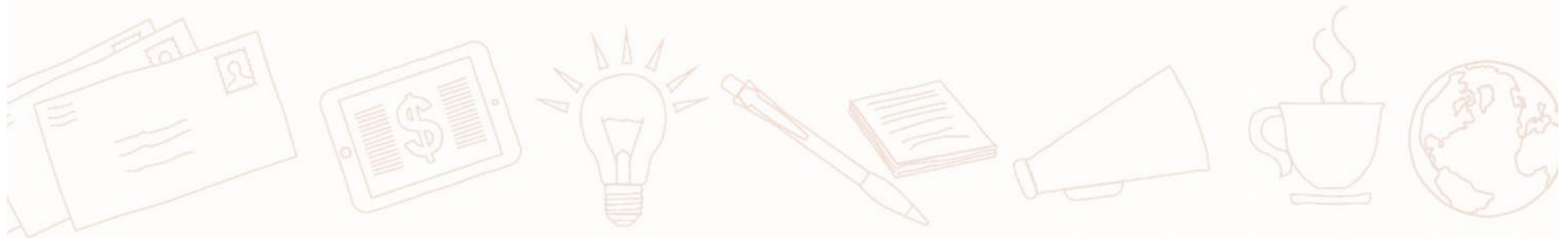


# Who are your library's competitors?

**Who competes with your library for budget \$?**

**Where else do your clients go?**

**Who or what could make your library obsolete?**



# Who cares about your org?

**Who regulates your industry?**

**Who buys your products/services?**

**What groups watch your industry?**

**Who is obsessive about you?**



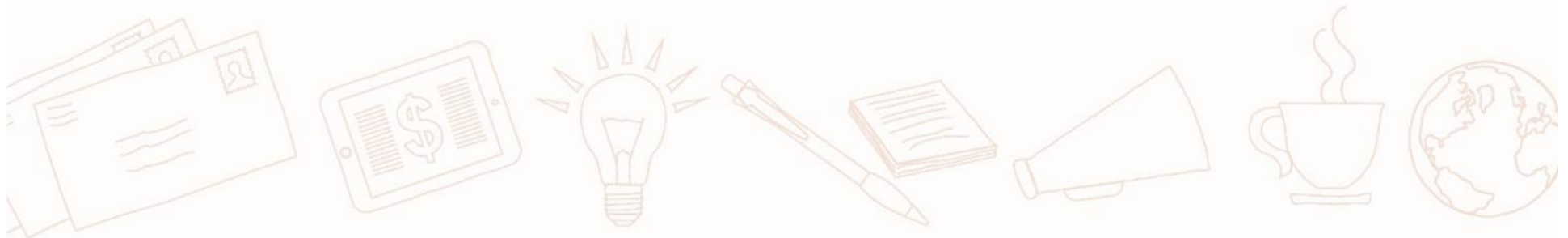
# Your brain on CI

It's **competitive**, not **competitor**

Look sideways

Cast a wide net when searching

Set your relevance-meter on "broad"





# Your brain on CI

**You can't find everything**

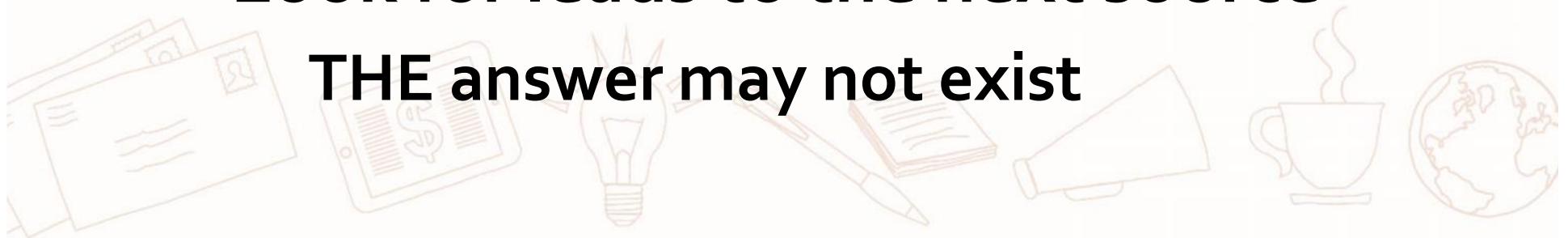
**You can always find something**

**Know what you're looking for**

**Nice-to-know vs must-know**

**Look for leads to the next source**

**THE answer may not exist**



# Your brain on CI

**Reference interview is critical!**

**Understand client's underlying goal**

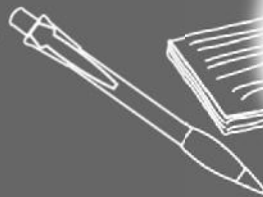
**What would be second best?**

**What's the scope? local? global?**

See [reluctant-entrepreneur.com/resources/](http://reluctant-entrepreneur.com/resources/)  
for more on reference interviews



# Looking for clues



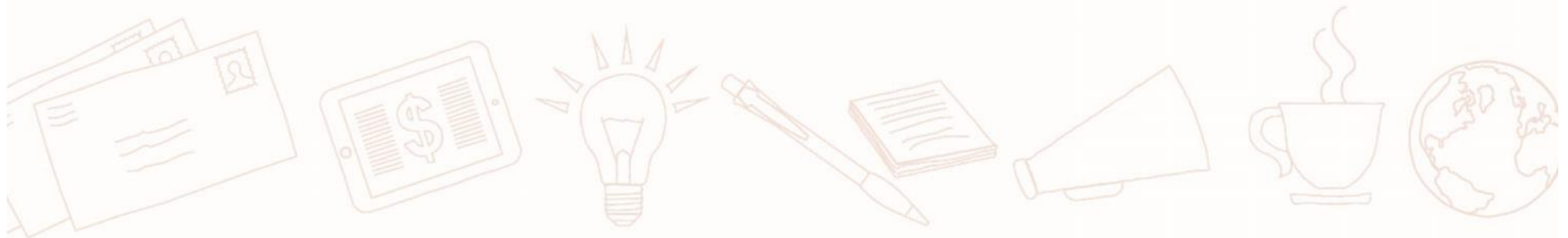
# Look through the web site

**Start with site map...**

**How do they describe what they do?**

**How do they break out their market on their home page?**

**What's their passion? (Is there any???)**



Look through the web site

**Where did their execs come from?**

**Internal promotion? Outside the industry?**

**How can you contact the org?**

**What else can you glean?**



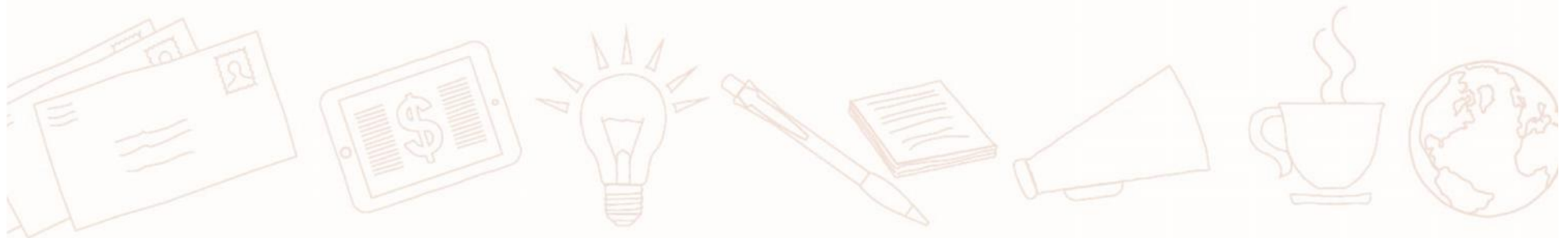
Look through the web site

**Use archive.org for prior versions of  
web page**

**Changed product descriptions?**

**Different org structure?**

**Different focus?**



# Review of Blue Buffalo front page, over time

**2010-2014:**

**“Work for BLUE” at top of page**

**May 2014:**

**Intro of Pet Cancer Awareness campaign**

**2014-2015:**

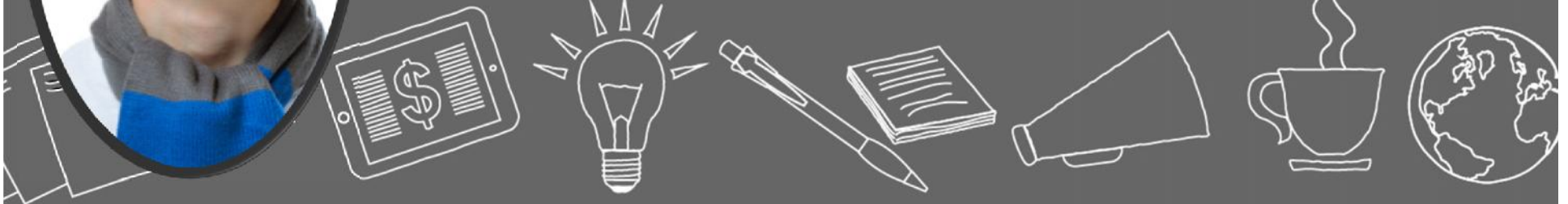
**“Love them like family. Feed them like family”**

**April 2015:**

**Intro of Community & Events**



# Looking sideways





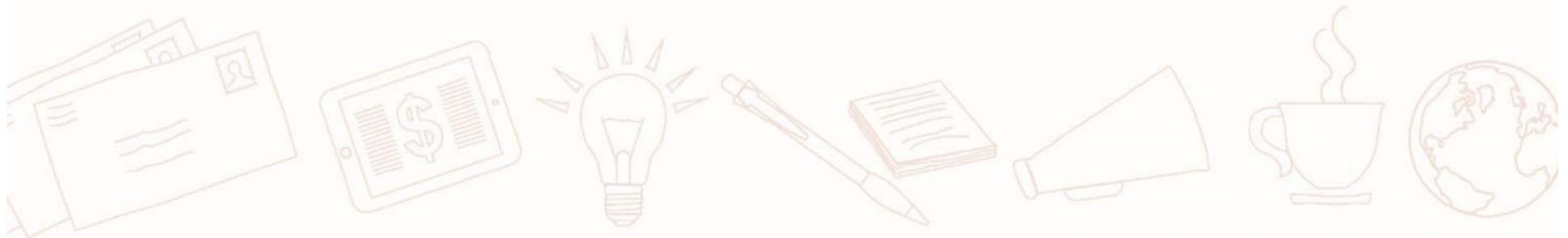
# Read SEC filings

**Even if your target isn't public**

**Companies analyze their competitors**

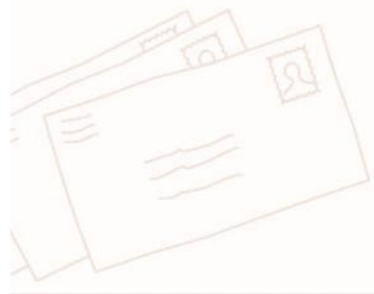
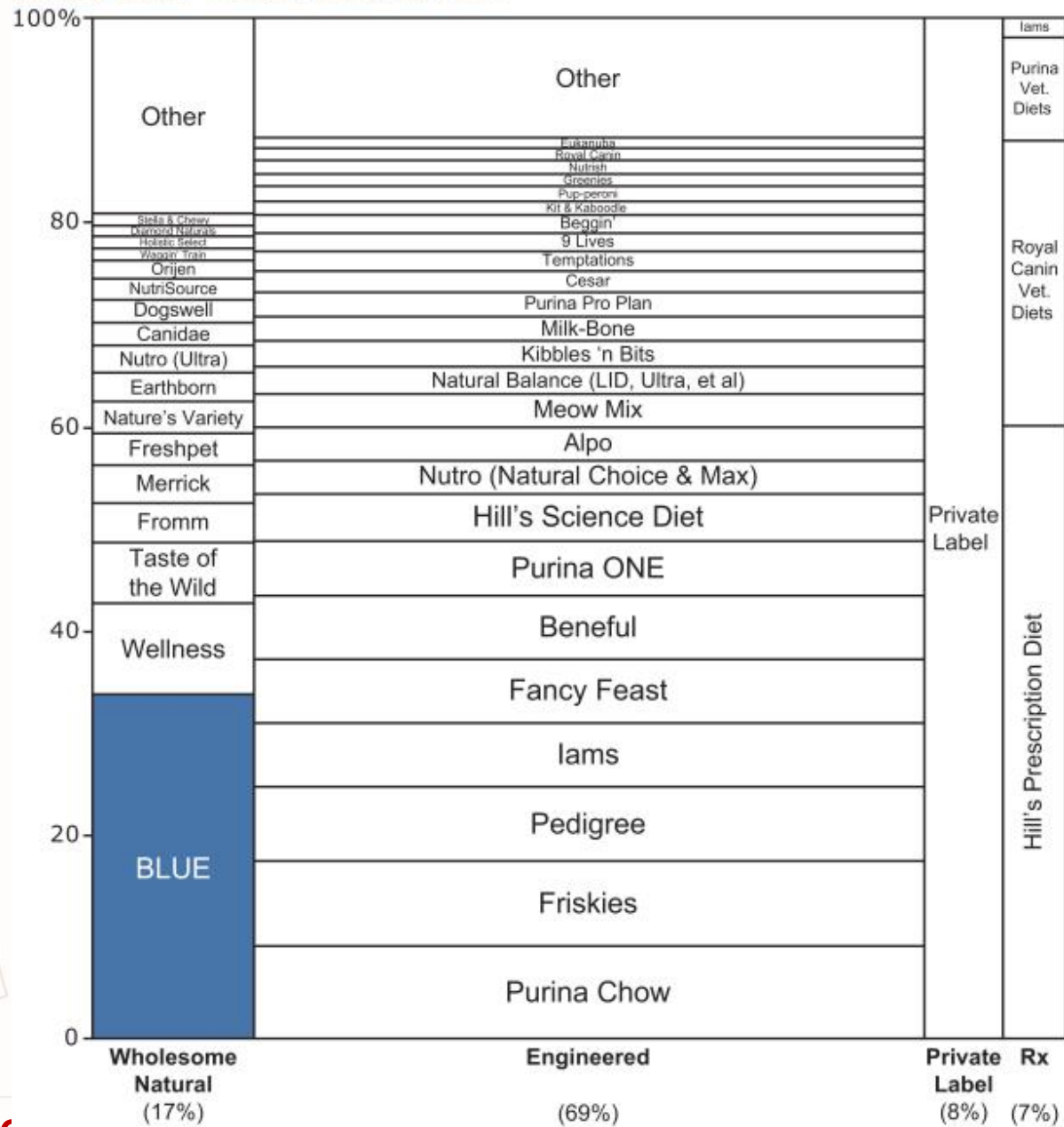
**Companies give their market share**

**Companies disclose their risks**



# Pet Food Retail Sales by Brand / Product Line by Market Segment

United States, Tracked Channels, 2014



BatesInfo.c



Market Segment Share of Pet Food Sales

# Read the Risks section!

**“Our two largest retail partners, PetSmart and Petco, accounted for 47% and 24% of our net sales for the three months ended March 31, 2015.”**



# Use Google Trends

**Where does the org have mind-share?**

**How does it compare to competitors?**

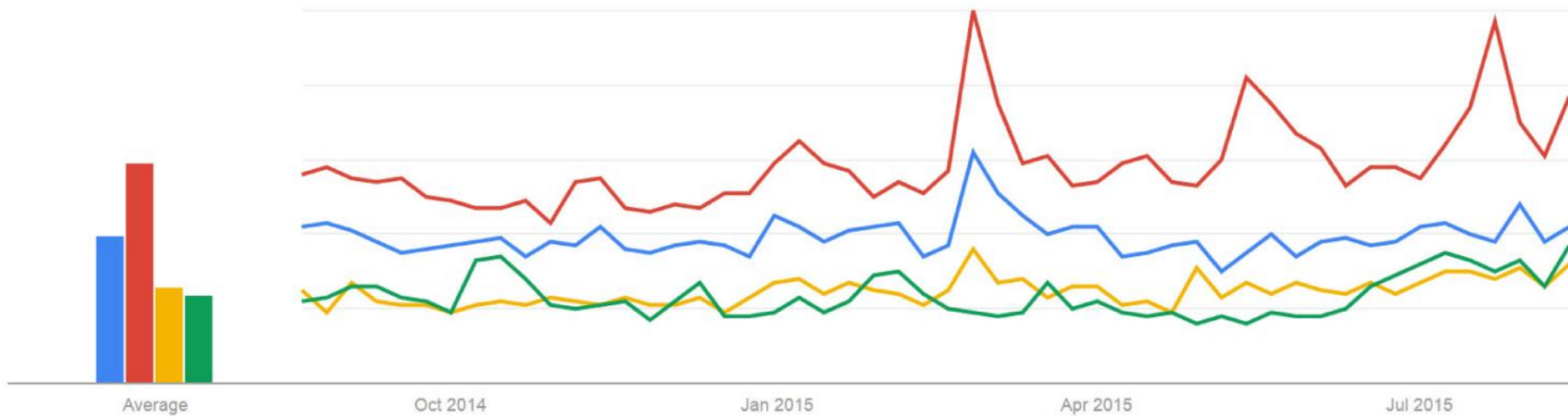
**How has that changed over time?**

[google.com/trends](https://google.com/trends)



iams  
Search term
"blue buff...  
Search term
nutro  
Search term
friskies  
Search term
+ Add term

Interest over time ?
 Compare to category ?
 News headlines ?
 Forecast



# Compare global reach

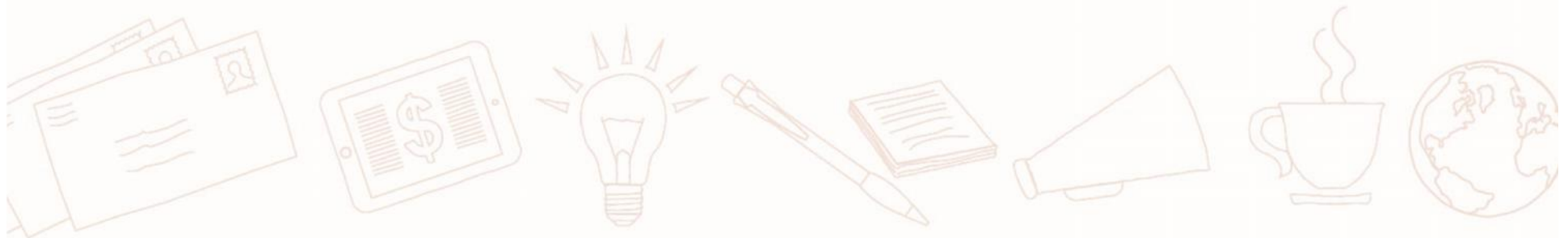


# BYOD: BUILD Your Own Data

**Use Google Auto-Complete**

**What are lots of people thinking?**

**Monitor org's reputation**





cargill is

cargill is **generally considered**

cargill is **a bad company**

cargill is **the largest**

cargill is **bad**

cargill is **first tenant at capitagreen**

is cargill **a good company to work for**

is cargill **a good place to work**

is cargill **a good company**

is cargill **union**

is cargill **owned by monsanto**

Google Search

I'm Feeling Lucky





# Look at employer reviews

<with a grain of salt>

**Glassdoor.com**

**See employer's profile**

**See employees' reviews**

**See salary ranges**



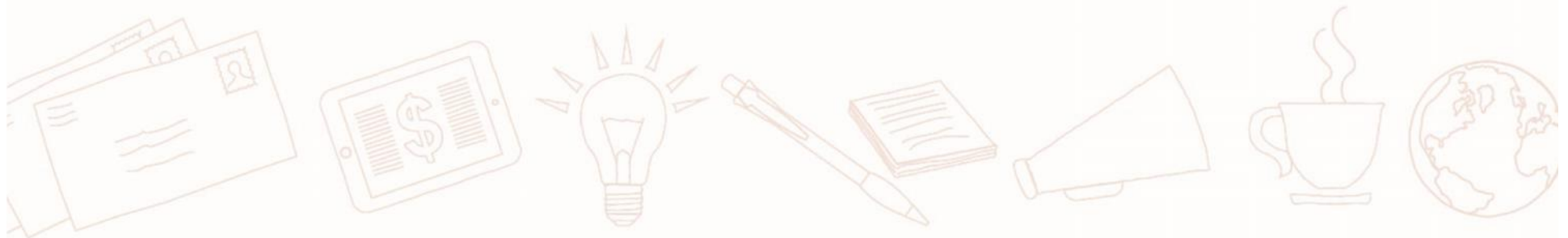
# Look at job postings

**Indeed.com**

**Job aggregator/scrapper**

**Good snapshot of current job openings**

**Use search filters for data viz**



# Panera Bread, Management

## ▼ Location

Columbus, OH (18)

Orlando, FL (16)

Phoenix, AZ (15)

Pittsburgh, PA (11)

Cincinnati, OH (9)

Kansas City, MO (8)

Denver, CO (8)

San Diego, CA (7)

Tampa, FL (7)

Oklahoma City, OK (6)

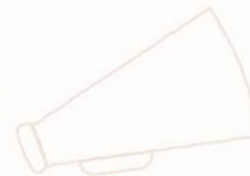
Tucson, AZ (5)

Chandler, AZ (5)

Dayton, OH (5)

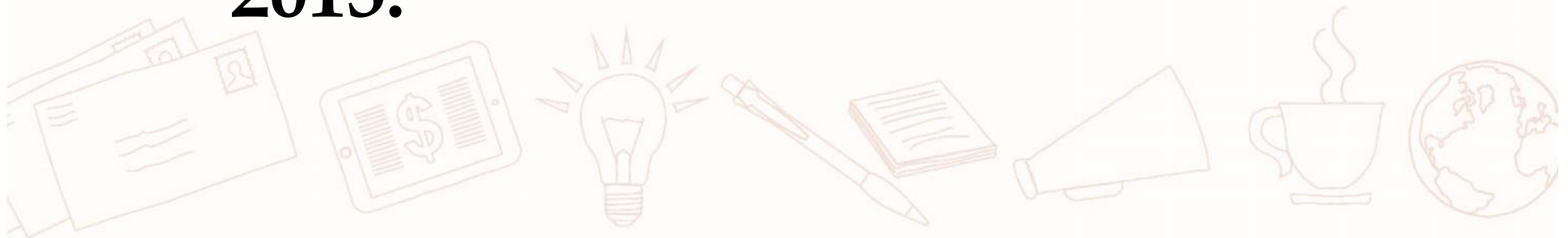
San Jose, CA (5)

Boston, MA (5)



# Report info topography

**“We found an unusual number of mentions of former employees during our research. It appears in LinkedIn that most left in late 2013.”**

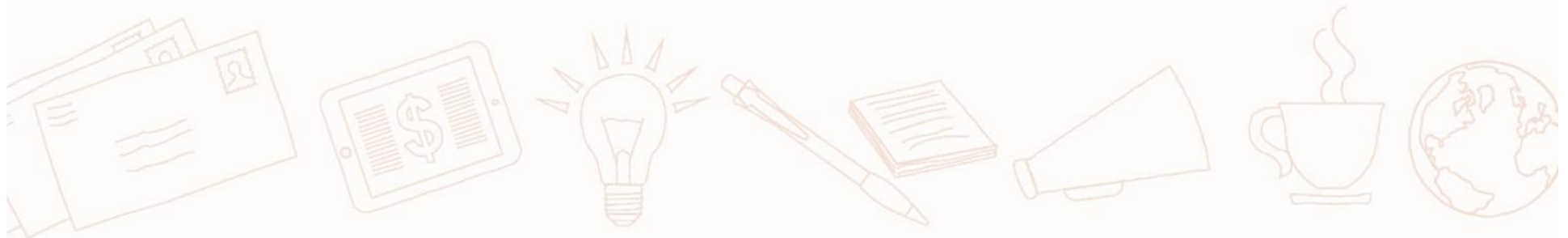


# How'd I do that???

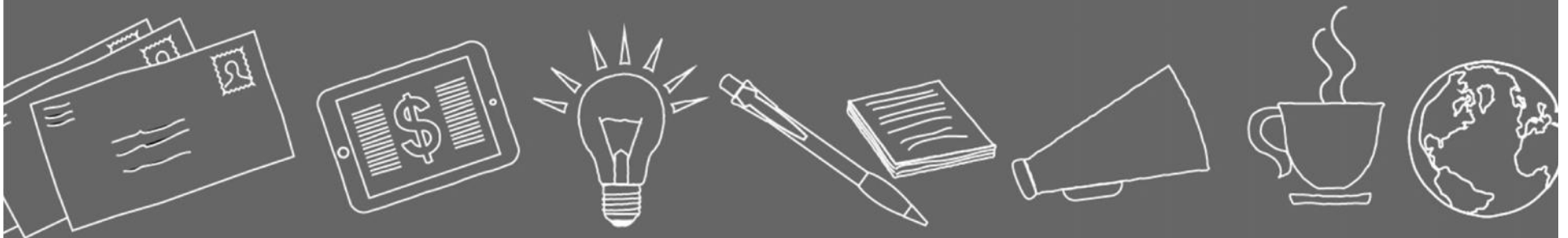
## LinkedIn Advanced People Search

Searched for PAST employer

Skimmed work history to see dates of employment



# CI in social media



# Look for engagement

**Where are their social presences?**

**Are they getting friended / pinned / liked / retweeted / shared/ favorited?**

**Do they respond to comments, questions, criticism?**

**Look for work alumni groups**



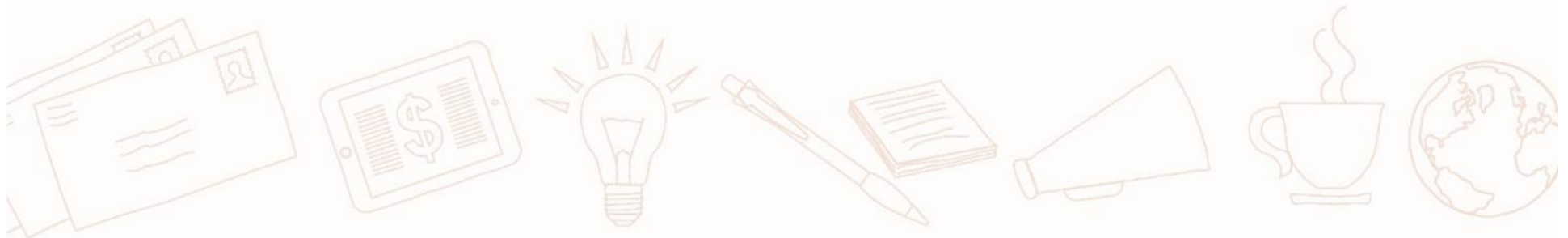
# Look for promotional info

**Product videos, pitch decks in:**

**YouTube**

**Slideshare**

**Pinterest, Instagram**





# LinkedIn insights

**Look at org's profile**

**Have they updated it?**

**Look at job listings**

**Use Advanced Search**

**Search by keywords, location**

**Filter by location, experience level**



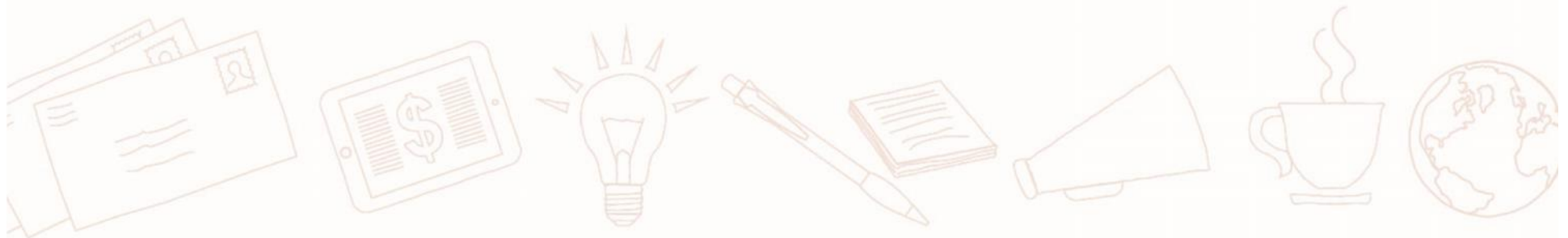
# LinkedIn insights

**Look at people's profiles**

**Use Advanced People Search**

**Find former employees to interview**

**See schools the org hires from**



# Former supply-chain employees of Takata

## Keywords

supply chain

## Past Company

- All
- IBM (41894)
- Hewlett-Packard (36244)
- Accenture (32695)
- Unilever (28836)
- Takata (535)

BatesInfo.com



David Hall 3rd

VP, Chief **Supply Chain** Officer at Q2 Solutions  
Greensboro/Winston-Salem, North Carolina Area • Logistics and Supply Chain  
[Similar](#)

Current: VP, Chief **Supply Chain** Officer at Q2 Solutions



Barry Page 3rd

**Supply Chain**/Customer Service/Logistics Manager at Faist ChemTec Inc.  
Charlotte, North Carolina Area • Automotive  
[Similar](#)

Current: **Supply Chain** Manager at Faist ChemTec Inc.



Eric Cloudt 3rd

Senior Director of **Supply Chain** at CPS Energy  
San Antonio, Texas Area • Utilities  
[Similar](#)

Current: Senior Director of **Supply Chain** at CPS Energy



Pablo Pena 3rd

VP Operations / **Supply Chain**-North America at Deoleo  
Houston, Texas Area • Food Production  
[Similar](#)

Current: VP Operations / **Supply Chain**-North America at Deoleo S.A.

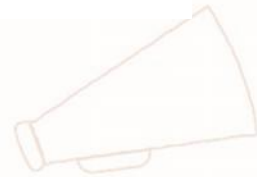


Antonio Marines 3rd

**Supply Chain** Manager - Reynosa Operations at Eaton Corporation  
McAllen, Texas Area • Automotive

# Where is Alere hiring from?

School	
<input checked="" type="checkbox"/>	All
<input type="checkbox"/>	University of California, ... (52)
<input type="checkbox"/>	San Diego State Univer... (30)
<input type="checkbox"/>	University of Southern ... (13)
<input type="checkbox"/>	James Madison Univers... (10)
<input type="checkbox"/>	National University of Irel... (6)



# Twitter insights

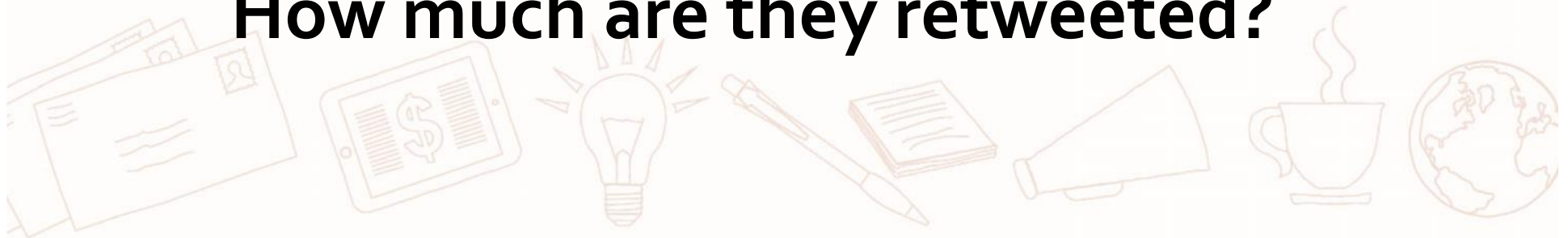
**Who are they following?**

**Other Twitter accounts for the org?**

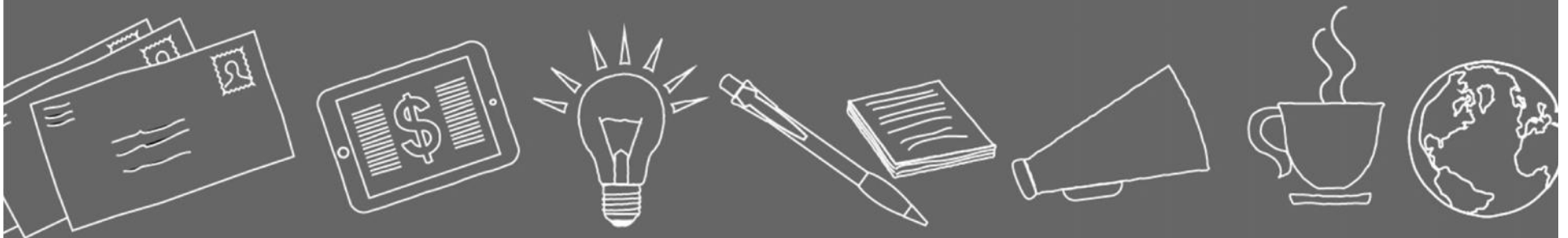
**Who are they talking to?**

**How much do they retweet?**

**How much are they retweeted?**



# Get creative



# Tell a story

**Voluté wines**

**Can be consumed in no-glass zones:  
concerts, beaches**

**Recyclable, eco-friendly**

**More socially acceptable than  
drinking wine from can**



# Highlight the key points

Site	Strategy	Screen shot
<p>Company web site: pampers.com</p>	<p>Branded as Pampers Village. Focus on apps, coupons, creating community. Several links to multimedia. Very small links at bottom of page to Facebook and Twitter.</p>	
<p>Facebook: facebook.com/pampers</p>	<p>Currently, campaign to engage fathers on Father's Day. Encourages participation, comments. 670,000 "likes".</p>	
<p>Twitter: twitter.com/pampers</p>	<p>Maintained by "Cathy, Pampers Community Manager</p>	



# Fight TL;DR

**How can you “lighten” your results?**

**Hyperlinked table of contents**

**Summary of results**

**Extract of the good stuff**

**Pull-quotes**

**Insert charts, graphs, tables**



# Ask for feedback

**Did this enable a decision?**

**What would make it easier to use?**

**What else do you need?**



To contact Mary Ellen:

**mbates@BatesInfo.com**

**Twitter: @mebs**

**LinkedIn: maryellenbates**

**Facebook: maryellenbates**

**Subscribe to *The Reluctant Entrepreneur*:**

**[eepurl.com/bnGaQb](http://eepurl.com/bnGaQb)**

