

THE CHALLENGE OF BUILDING INTELLIGENCE

The dictionary meaning of intelligence is “the capacity for understanding; ability to perceive and comprehend meaning”.

In the context of Sales and the process of client acquisition, building intelligence of the client environment involves complexity, a dynamic environment and information which is both structured and unstructured.

Sales is expected to juggle with all the variables and ‘comprehend meaning’ from it and evolve a strategy to acquire business from the client.

Without appropriate help and support, it can become a near impossible task.

BUT WHY BUILD INTELLIGENCE IN THE FIRST PLACE ?

Businesses of today are complex ecosystems and global businesses get to become even more complex due to the unique nature of doing business in many countries.

IT systems are expected to support the businesses in every country and have to achieve a fine balancing act of standardization at the corporate level and yet support the local requirement

IT decisions become complex because of the ‘push and pulls’ across the various functions of the business.

If Sales wants to be successful in selling to large enterprises, the intelligence needs to be presented to them so that it can be ‘digested’ easily and acted upon.

Quick Read :

B2B relationships require a continuous evolution of the relationship between the Client and the providing organization. Relationship building requires developing a deep understanding of the client organization and their industry. A structured approach to providing Client intelligence to Sales can enable them to generate more business from the client.

HOW CAN CLIENT INTELLIGENCE SUPPORT SALES ?

Given the highly competitive nature of businesses today, every nugget of information helps Sales get an edge over the competition.

Every demonstration of deep knowledge of the client, builds a strong empathy and lasting relationships between client and Sales.

This is akin to the kind of relationship your family doctor has with members of your family.

The need to align with the client’s ecosystem is unarguable. What Sales need is a ‘drip feed’ of information and insight, which can then be leveraged to position the provider organization.



HOW DOES ONE GO ABOUT BUILDING CLIENT INTELLIGENCE ?

There are a few dimensions to building client intelligence

The first dimension is related to information. Structured information would involve

- information like buying history
- organization structure on paper
- Forecasts

Unstructured information would include

- Business plans and strategies
- Pain and Gain points
- Business hot buttons
- Technology hot buttons
- Organization structure (political)

The 2nd dimension would involve the ease with which information can be obtained.

Publicly available information is easier to get and assimilate like

- Challenges and industry drivers of the client industry
- Client position in the market
- Analyst views of client capabilities and positioning

Confidential information would involve the right access to key executives within the client organization.

While the above structure will help Sales support to continuously mine the client account, what is required is processes and the right people to continuously generate such intelligence.

Client Intelligence building blocks :

- Establish methods of getting structured information
- Continuous networking with client industry thought leaders, analysts and competitors can provide useful insights
- Build a team of intelligence specialists who are strong in analytical and networking skills

Build strong collaboration between Sales and the Business Development team. Build incentives to the BD team aligning to Sales.

OPPORTUNITY QUALIFICATION



CAN THIS CAPABILITY BE BUILT IN MY ORGANIZATION ?

Yes, of course, however it is important to create the right environment.

- Hire people in the Business Development function who come with strong analytical and research capabilities
- Incentivize the Client intelligence teams similar to the Sales team. Create a collaborative partnership between Sales and the Client intelligence team.
- Create an information and Knowledge management system which allows for capturing structured and unstructured information
- Build relationships with industry analysts.

Contact : Krishnakumar Iyer | krishnakumar.iyer@mindit.co.in | +91 9970621342

www.mindit.co.in

About MindIT :

MindIT provides end-to-end Bid Solutions for companies who are in complex B2B engagements. MindIT collaborates with your organization to provide Process solutions, Bid Management solutions and training services.

In the past, MindIT has been engaged by clients like Capgemini, Hexaware, Zensar and more.

