



## “What should I look for when I hire a Competitive Intelligence consultant?”

***Be clear with Project Definition and Expectations! What type of competitive intelligence do you need? What's the best process to collect it? How should the results be analyzed?***

1. What is their **value proposition**? What do they bring to your project that you can't do yourself?
2. If you don't do this competitive intelligence project, what is the **risk that you'll make a bad decision**?
3. What **specific skills** do they bring to the project?
4. Can they provide a **unique or different insight** into the problem that you're having them research?
5. What are they like to work with? Are they **problem solvers** or order takers?
6. What is their reputation? Are they **trustworthy**? If they do competitive intelligence collection, they need to make a good first impression that encourages sharing.
7. Are they **team players**?
  - Do they ask enough questions to understand your needs?
  - Can they be flexible enough if your requirements change mid-stream?
  - Will they refer you to another source if they are not a good fit?
8. Think what impact their attitude will have on the project you're hiring them for.
  - Do they have a **positive, enthusiastic attitude** towards their work?
9. Are they **good communicators**? Competitive intelligence requires good oral and written communication skills.
10. Are they **good listeners**? Silence and listening are key skills for competitive intelligence researchers.
11. Do they follow a **code of ethics** in their work? Will they follow your company's code of ethics? Do they honor confidentiality and nondisclosure agreements?
12. **What form of competitive intelligence** do they specialize in? Collection, Win Loss analysis, war gaming, early warning, strategic alliances, trade show collection, market opportunity analysis...  
Does their specialty match what you're hiring them to research?
13. **What types of analysis** do they have experience with? Examples are SWOT, STEEP, Radar screen, PEST, Porter's 5 Forces, BCG Matrix Share of Market/Growth, Scenario Analysis, Value Chain Analysis, Scatter diagram, Four Corners. Will statistical analysis be useful?
14. Do they have experience in **specific industries** or **geographies** that will enable primary or secondary collection? Whereas for Win/Loss analysis, knowledge of sales and marketing are most important.
15. Do they share **customer testimonials**?



## Ellen Naylor: 30+ years of Competitive Intelligence Experience



Ellen Naylor is one of America's pioneers in competitive intelligence (CI) and Win/Loss analysis. Her passion for Win/Loss stems from her extensive sales experience where she learned that customers and those who chose the competition were a real-time source of competitive, product and market insight.

Before forming The Business Intelligence Source in 1993, Ellen initiated a competitive intelligence process at Verizon (Bell Atlantic) and conducted financial competitive analysis and economic forecasting at Delta (Northwest Airlines).

For 20+ years, her research has consistently helped companies beat the competition and make smarter strategic decisions. She has authored hundreds of CI articles and presentations and the book, [\*Win/Loss Analysis: How to Capture and Keep the Business You Want\*](#). She was recognized by the Strategic and Competitive Intelligence Professionals (SCIP) with the Catalyst and Fellow awards.

Ellen is an industry agnostic researcher, in that she has worked in most industries. This cross-industry experience and deep probing help her uncover her clients' blind spots, which would be far more difficult were she to focus on just one or two industries.

Earning her BA in international studies from the University of Notre Dame, in the second class of graduating women, and her MBA at the Darden Graduate School of Business, Ellen understands business. Being born and raised in Yokohama, Japan, Ellen weaves in international experience and culture with her consulting clients.

Contact Information:

Web: <http://thebisource.com>

Blog: <http://cooperativeintelligenceblog.com>

Ph: 720-480-9499

Email: [Ellen@theBISource.com](mailto:Ellen@theBISource.com)



@EllenNaylor



<https://www.linkedin.com/in/ellennaylorcolorado>