

Ellen Naylor's Speaker Introduction



People often ask Ellen how she got into competitive intelligence. It comes from her insatiable curiosity. Even as a young girl, she figured out all the family secrets: you know...parents' ages, where mom hid the chocolate and her Christmas presents. Ellen loves to hear people's stories, and somehow they sense this. To this day, people share things they don't need to, and often preface it with, "I shouldn't be telling you this, but..." or "I have never told anyone else this..."

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 intelligence, product ideas and market insight.

So what is Win/Loss? It's the process of interviewing your customers and those who chose a competitor, after they have made the buying decision. You find out why you win and lose deals, and it isn't just about your sales force. It's about marketing, the competition, product development, your web presence, and what the digital gnomes are saying about you.

Ellen conducted her first Win Loss analysis project in 1989 as a Competitive Intelligence Manager at Bell Atlantic, now a Verizon subsidiary. Over the years, she noticed that her consulting clients made more money every time she delivered Win/Loss analysis results, and they made the changes she recommended. That's why she wrote the book, *Win/Loss Analysis: How to Capture and Keep the Business You Want*.

Ellen initiated Bell Atlantic's (Verizon's) first CI program for enterprise marketing and sales in 1985. She worked at Northwest Airlines (Delta) in forecasting and competitive intelligence before founding The Business Intelligence Source in 1993. Her research has consistently helped companies beat the competition and make smarter strategic decisions.

Ellen won the Strategic and Competitive Intelligence Professionals (SCIP) Catalyst and Fellow awards, and she served as a board member. Ellen earned a BA from the University of Notre Dame and an MBA from the Darden Graduate School of Business. Born and raised in Yokohama, Japan, Ellen weaves in international experience and culture with her consulting clients. Presently, she lives in Denver, Colorado with her artist husband, Rodgers.