

THE STATE OF COMPETITIVE ENABLEMENT

REPORT 2022

CREATED BY:



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Introduction

The State of Competitive Enablement is a comprehensive analysis of one of the most fundamental parts of the product marketing approach. This report provides invaluable insight into how competitive enablement (CE) is regarded and carried out within the current product marketing landscape.

Why is this important?

Every business has competitors. And if your organization isn't adept at understanding who those competitors are and how they stack up against you, well then you're likely losing business to them.

That's why successful PMMs establish a strong competitive enablement approach. Only collecting intel on your competitors isn't enough – PMMs need to be enabling their revenue teams with the competitive insights they need, and when they need it. That's how competitive enablement sets you up to win more business.

We surveyed product marketers from around the globe to gain clarity on how others within the industry carry out competitive enablement, how they're changing their processes, the kind of tools they use to improve their strategy – and more.

Ultimately, we'll be lifting the lid on the ins and outs of how competitive enablement is utilized within product marketing, and where there's potential for improvement to revolutionize your CE programs.

Key findings

Short on time? Here are the key highlights from this year's State of Competitive Enablement Report:

- **88.8%** of respondents agreed that the market is becoming more competitive, **11.2%** said it has stayed the same, and no participants believed that it had decreased in competition at all.
- Despite this increase in competitiveness within the market, only **31.5%** said that the team responsible for carrying out CE within the organization has gotten larger.
- **74.2%** said that sales is their primary user of competitive intelligence (CI), with product marketing at a distant second at **13.5%**.
- Only **12.4%** of respondents said that buyers weren't often asking questions about their competitors.
- Interestingly, **47.2%** of our participants shared that their sales reps only asked for support with **up to 20%** of deals.
- On average, PMMs ranked their distribution process of competitive content a **4.6/10**.

Key findings

- Our contributors said that their sales team wasn't very confident when responding to competitors during sales deals, showing an average of **5.8/10**.
- Results showed that most PMMs (**30.3%**) are updating their content on competitors quarterly, with **20.2%** updating it monthly, and **19.1%** every six months.
- We asked our participants how they measured the success of their efforts. Surprisingly, **53.9%** said that they don't currently measure their success quantitatively, and focus on more qualitative feedback.
- The majority (**43.8%**) agreed they were looking to invest in different CE methods other than improved win rates, end-user confidence/baseline knowledge, usage of competitive content, and so on. While **19.1%** felt they weren't interested, and a surprising **37.1%** were undecided.

Meet the participants

To gain a better understanding of the state of competitive enablement within the industry, we surveyed product marketers from companies varying in size, experience, industry, region, customer base, and product type.

Here's a quick overview of what this looked like:

- Job title
- Experience in role
- Region
- Customer base
- Product type

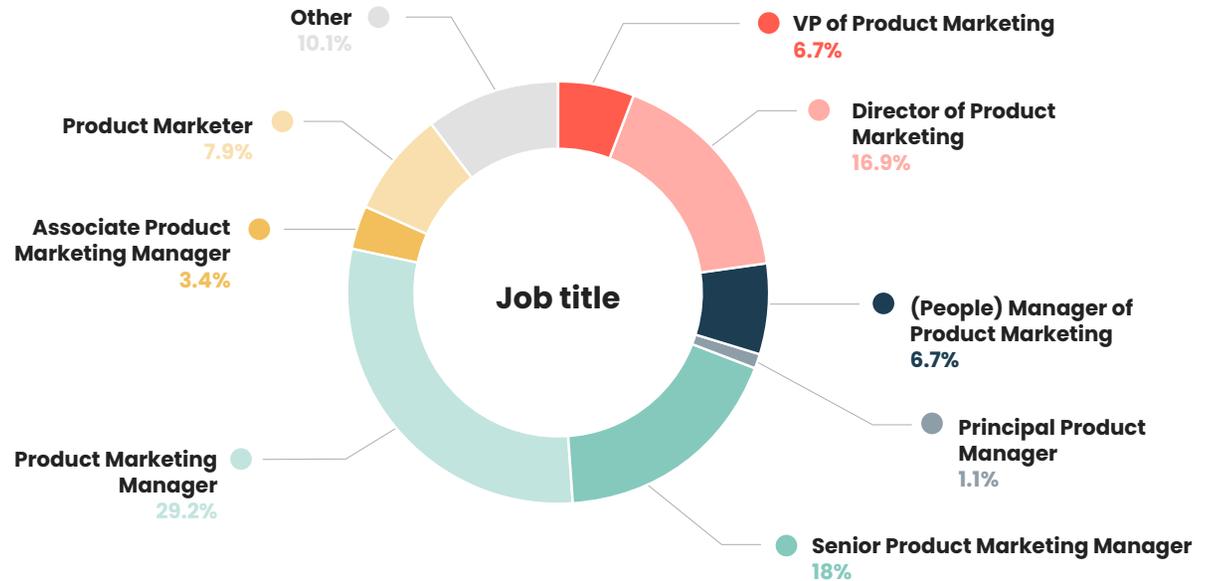
Meet the participants

Job title

We were pleased to note that there was a vast range of those within the product marketing industry taking part. However, the majority of those surveyed held the role of Product Marketing Manager at **29.2%**, followed by Director of Product Marketing at **16.9%**.

- VP of Product Marketing
- Senior Product Marketing Manager
- Director of Product Marketing
- Product Marketing Manager
- (People) Manager of Product Marketing
- Associate Product Marketing Manager
- Principal Product Manager
- Product Marketer

When we crunched the numbers and delved into the responses, the breakdown of participants' roles looked like this:

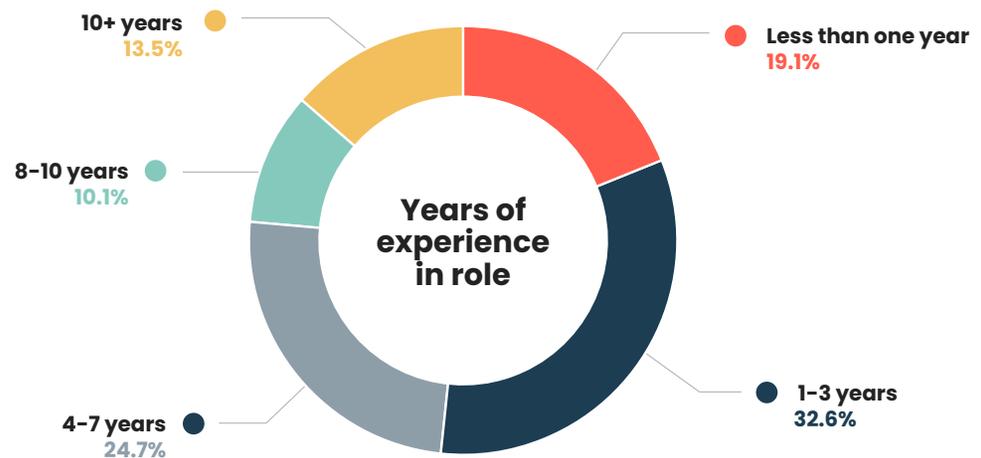


● **Other roles included:** Competitive Enablement Manager, Competitive Intelligence, Senior Marketing Specialist, Head of Competitive Intelligence and Senior Competitive Intelligence Manager.

Meet the participants

Experience in role

We noticed that the highest number of participants (**32.6%**) have 1-3 years of experience, which would explain the eagerness to know more about the market. This is then followed by those with 4-7 years of experience at **24.7%**, and those with less than one year of experience at **19.1%**.

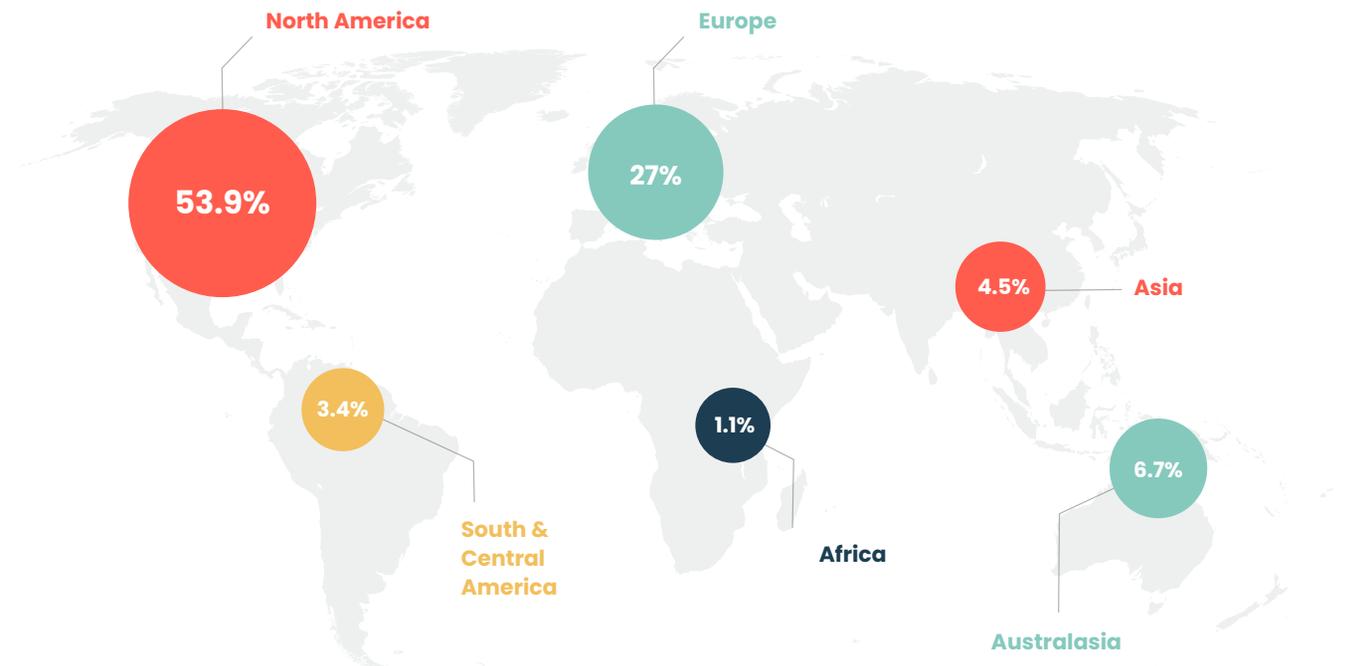


Meet the participants

Experience in role

It's great to see representatives from across the globe sharing their experiences.

The majority (**53.9%**) of our lovely lot came from North America. But we're also getting insights from product marketers from around Europe (**27%**), Australasia (**6.7%**), Asia (**4.5%**), South America (**3.4%**), and Africa (**1.1%**), too!



Meet the participants

Customer base

Perhaps unsurprisingly, the vast majority of those taking part in this survey were a part of a B2B business at **83.1%**, some were both B2B and B2C at **10.2%**, and a small portion were solely a B2C business at **6.7%**.



Product type

Again, perhaps unsurprisingly, the highest result showed that our participants worked within the SaaS product sphere at **88.8%**, while **9%** worked with both SaaS and physical products, and **2.2%** only worked with physical products.



Growth of competition

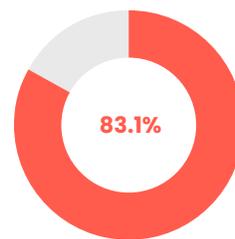
It has become a common pain point heard within the product marketing community that both the market and the competition are constantly evolving and growing.

This is a challenge for many companies because customers aren't going to buy more than one similar product if they can help it, and keeping up with the competition can be difficult if you don't know where to look.

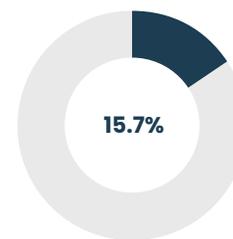
In the past year, has the competitive landscape become more or less crowded, or has it stayed the same?

We say it often, so we wanted to put it to the test to see if the competitive landscape is truly becoming more crowded. So, we asked our product marketers whether this was the case for them, or if it was even decreasing in size, or staying the same.

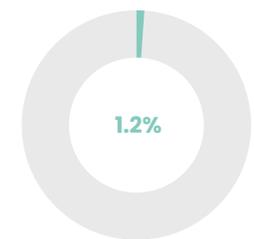
We found that this theory remains true, with most product marketers (**83.1%**) agreeing that it has become more crowded.



More crowded



Stayed the same

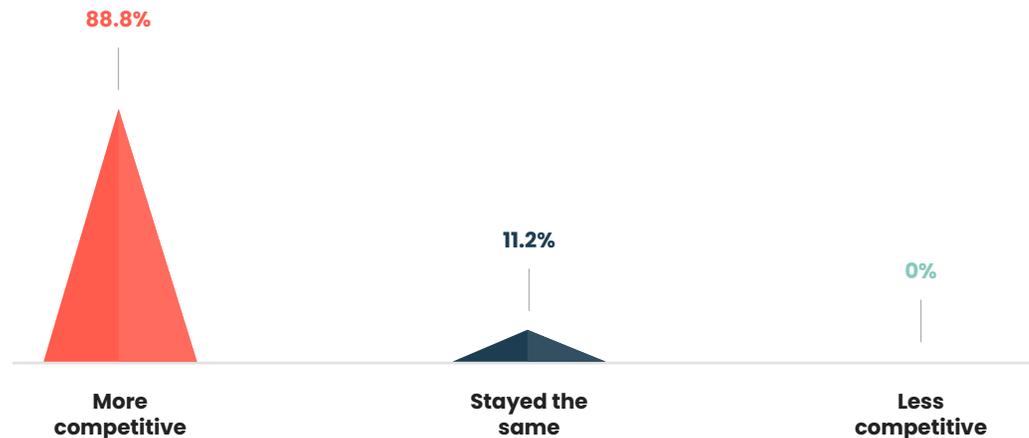


Less crowded

Growth of competition

In the past year, has the competitive landscape become more or less competitive, or has it stayed the same?

Again, we wanted to establish how much harder it was getting for our fellow PMMs to stand out from the competition. Our results showed that **88.8%** of respondents agreed that the market was becoming more competitive, **11.2%** said it had stayed the same, and no participants believed that it had decreased in competition at all.



“We’re in a heated competitive space in a \$1B industry. We balance competitive collection with enabling sales and other teams with these insights. Product marketing connects the dots between buyers, our sellers, and the win/loss drivers. And we make these insights actionable for our teams to impact revenue and support our go-to-market plan.”

Jarod Greene, Vice President Product and Customer Marketing at Highspot

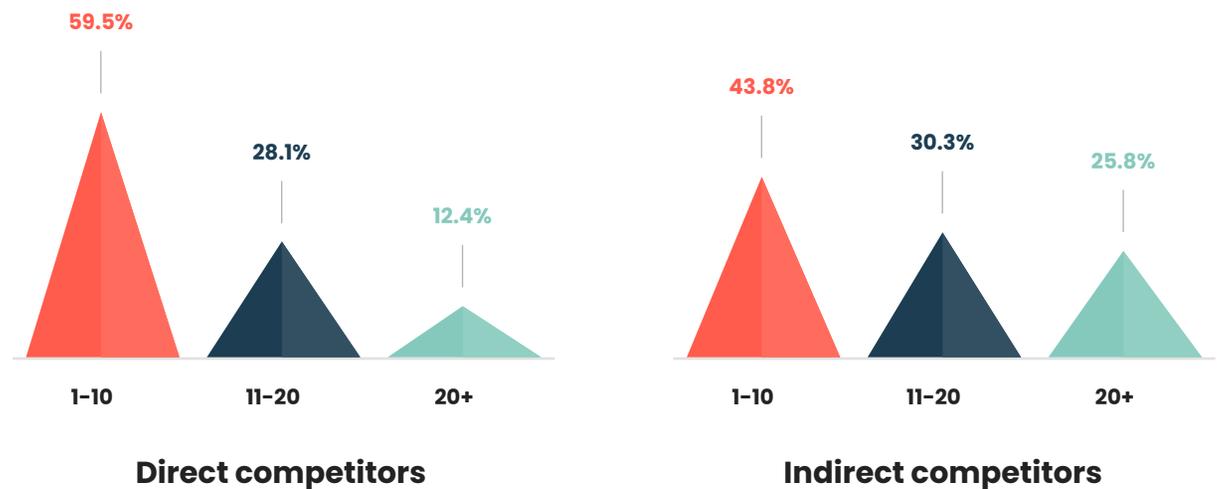
Growth of competition

How many direct and indirect competitors are PMMs expected to keep up with on a regular basis?

Figuring out the right number of competitors to keep up with can be tricky. Too little, and you risk failing to address a competitor that is taking business from you. Too many, and you risk wasting precious time researching, not looking deep enough into any particular company and how they're working.

So, we reached out to our fellow product marketers and asked how many direct and indirect competitors they're expected to keep up with on a regular basis. The greater part of applicants (**59.5% and 43.8%**) said that they were keeping track of around 1-10 direct and indirect competitors respectively.

The others followed suit, with **28.1%** and **30.3%** of those surveyed keeping track of 11-20 direct and indirect competitors accordingly, and **12.4%** and **25.8%** of participants showing that they were expected to keep up with over 20 direct and indirect competitors respectively.

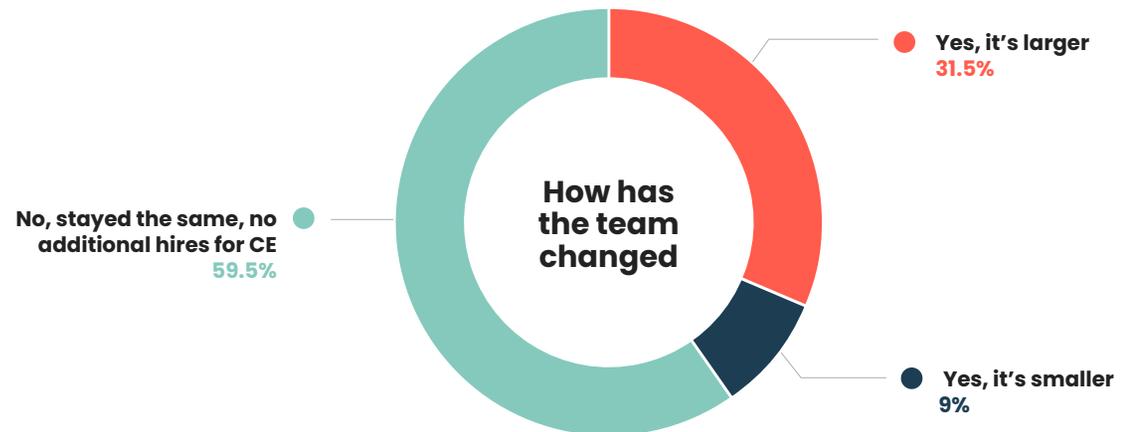


Growth of competition

Has the team responsible for competitive enablement changed?

Despite an increase in competition and competitiveness within the product marketing industry, it's interesting to note that only **31.5%** said that the team responsible for competitive enablement within their organization has gotten larger.

It's also important to note that **9%** said that it has gotten smaller, and the majority (**59.5%**) said that it has stayed the same and that there have been no additional hires.



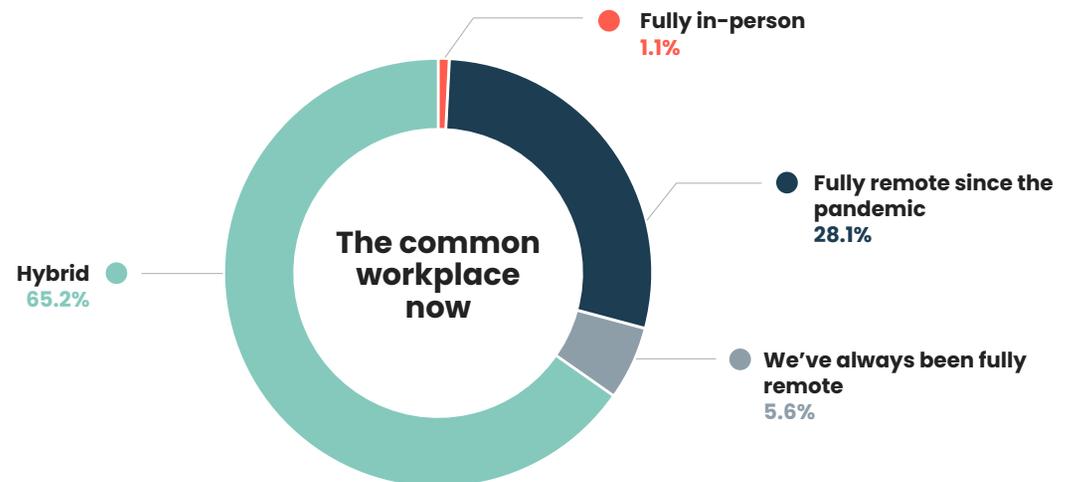
Remote working

Remote working has very rapidly become the new norm, but we were interested to see how much the workplace dynamic has changed since the pandemic. The results will help us determine how difficult it has now become for teams to carry out competitive enablement effectively.

What does the common workplace now look like?

It was perhaps rather unsurprising to see that most companies surveyed have now adopted a hybrid workplace approach (both remote and office work) at **65.2%**. The next highest response was at **28.1%**, with participants saying they have become, and remained, fully remote since the pandemic began.

5.6% stated that they have always been fully remote, whilst **1.1%** of those surveyed said that they're working fully in person.

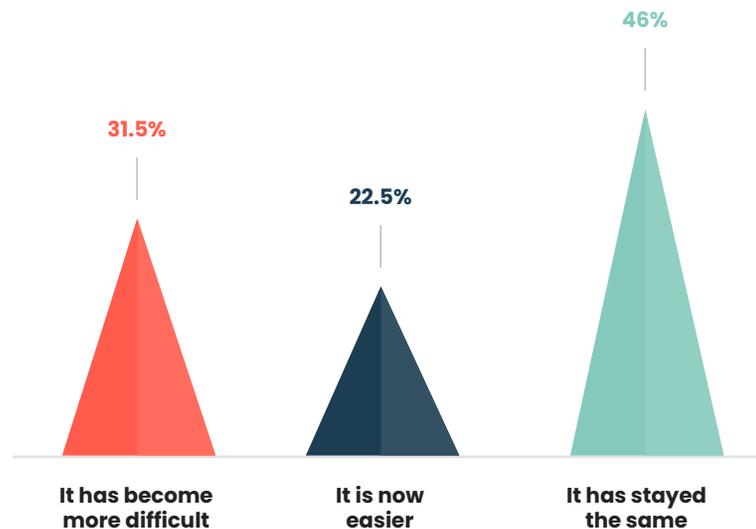


Growth of competition

Has a change in the work environment affected internal communications?

The best product marketers running competitive enablement deliver competitive insights to their internal teams efficiently. So, how has the new norm affected how internal teams communicate with each other? Well...

Surprisingly, **46%** of respondents said that it has stayed the same, while **31.5%** said it has become more difficult, and **22.5%** said that it is now easier for them to communicate.



Growth of competition

Intrigued by the close results we asked our product marketers: From your experience, has remote working changed the way you communicate with other departments, especially sales? If so, in what ways?

This is what they had to say:



“Absolutely! In my experience, product marketers frequently overhear by the water-cooler others talking about what “isn’t such a big deal,” when these very insights can pave the way to identifying and marketing unique differentiators. Having those casual conversations is definitely something I miss. Today, I’m much more likely to rely on structured interviews with key stakeholders and insights gleaned from message threads.”

Luisa Ribeiro Rodrigues, Senior Product Marketing Manager at Adjust



“Yes. I place a huge value on the casual kitchen catch-up. You’ll sometimes get a more honest opinion on the state of play with an opp or an industry around the water-cooler, rather than in the more formal setting of a meeting/email.”

Andy Vale, Product Marketing Manager at Infinity

Growth of competition



“Prior to this recent shift to remote or hybrid working for all, I worked remotely alongside colleagues who were working in-person. This approach sometimes felt inequitable or, at least, uneven. Hybrid meetings definitely privileged the voices in the physical room, for example. The longer-term impact meant that those of us working remotely felt—and maybe experienced—limited in our opportunities for growth and promotion.

“Now, it feels as if we all have a more equitable experience. One definite win, especially when it comes to communicating with sales, has to be the shift away from in-person, multi-day, multi-focused training. Now, it seems most have moved to virtual micro-trainings that observe best teaching and learning practices. This is a major win for all of us.”

Ali Good, Global Head of Strategy and Product Marketing at Quizzizz Inc



“Big time and also not at all. I’m pretty used to a distributed workforce so in day-to-day it hasn’t changed much at all. However, I’m used to onsite QBRs, Sales Acceleration Events, or Sales Kickoffs in person. A lot of the biggest enablement sessions are during those events. Now, it’s all virtual. It’s harder to have those hallways conversations and also overhear where problem areas are.”

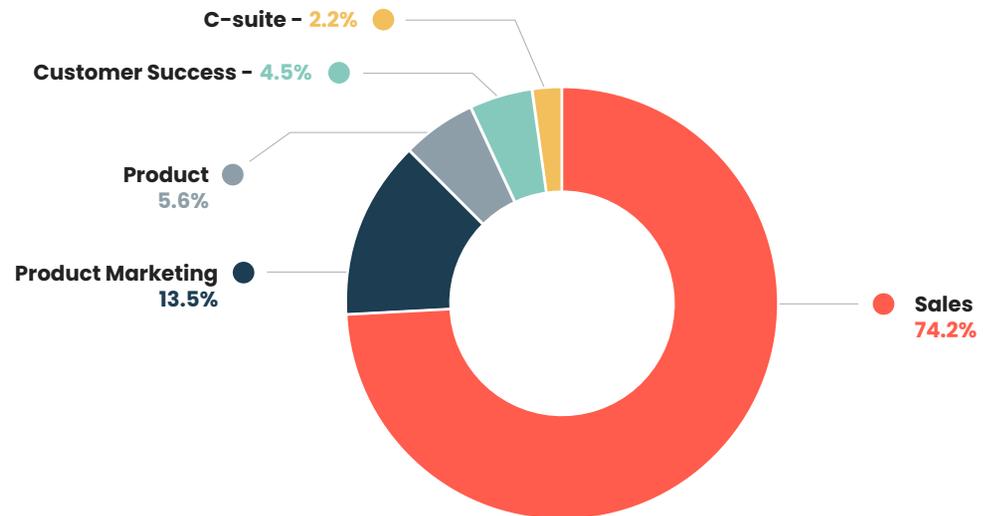
Alex Babar, Director of Product Marketing at Legit Security

Growth of competition

Who are the primary users/consumers of competitive intel within companies?

It's important to identify who are the primary users of competitive intelligence within your organization so that you can tailor the insights that you gather to the right audience.

So, we wanted to see what teams were considered the primary users of CI within the companies of our respondents. Perhaps unsurprisingly, **74.2%** said that Sales is their primary user of CI, with Product Marketing following a distant second at **13.5%**, Product at **5.6%**, Customer Success at **4.5%**, and the C-Suite executives coming in last at **2.2%**.



N.B: Some applicants said that they had multiple teams that were the primary users of CI in their organization.

Growth of competition

Here's what some contributors had to say in regards to their organization and whether they felt this should change:



"Sales Managers and Sales Development Managers are our primary consumers, followed by Solution Consultants, Customer Success Managers, and other client-facing teams. I believe that these teams will always be intrinsically interested in competitive intel because they're asked questions directly when meeting with clients/prospects and must know how to object.

"I'd love to see people in product roles become more involved with competitive intelligence, not only to support user insights but also to enable a continuous assessment of the relevance of products."

Luisa Ribeiro Rodrigues, Senior Product Marketing Manager at Adjust



"I am primarily asked for it from sales and customer success, who want it on a case-by-case basis where a prospect/client is choosing between us and a specific competitor. They want simple, tick-box differences on what we do that others don't.

"More recently, it's been looked at more from a strategic level nearer the top of the business. This level CAN overestimate the importance of certain trends or features, but is the area I feel competitive intelligence would be most useful in the long term."

Andy Vale, Product Marketing Manager at Infinity

Growth of competition



“Sales is the primary consumer of competitive intel in my org, and I speculate that’s typical. They tune in to competitive comparisons both at the categorical – and the feature levels, which is ideal. Product folks seem to have a strong handle on feature-level but could probably benefit from a higher-level look on the regular.

“All of marketing could benefit from regularly tuning in to how we sit against the competition and using that information to inform every piece of marketing that we deliver – from a tweet or blurb to a blog post. Part of our goal should be to understand how/ where we sit in relation to others in our field, and we should always be working to help customers understand that map. After all, don’t we all want customers to find their way?”

Ali Good, Global Head of Strategy and Product Marketing at Quizzizz Inc



“Big time and also not at all. I’m pretty used to a distributed workforce so in day-to-day it hasn’t changed much at all. However, I’m used to onsite QBRs, Sales Acceleration Events, or Sales Kickoffs in person. A lot of the biggest enablement sessions are during those events. Now, it’s all virtual. It’s harder to have those hallways conversations and also overhear where problem areas are.”

Alex Babar, Director of Product Marketing at Legit Security

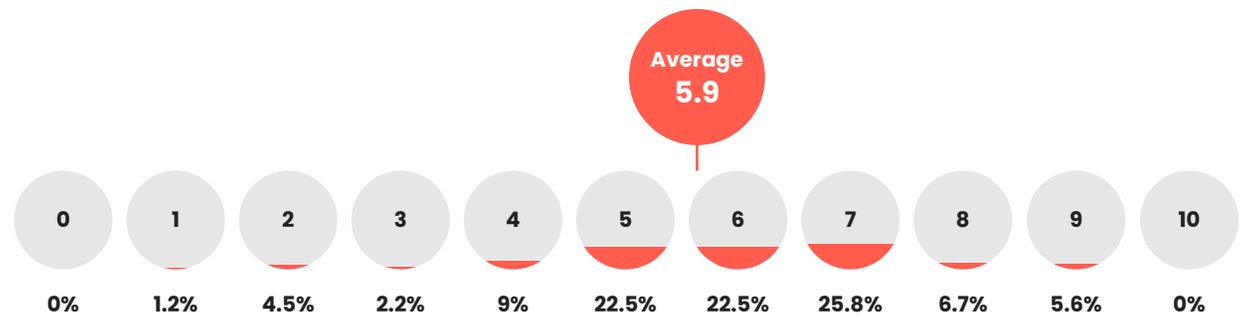
Growth of competition

Sales team's knowledge of the competition

Now that the way product marketers inform and enable their teams against the competition has changed in a hybrid environment, we wanted to know if product marketers were confident in their sales team's knowledge of the competition.

We asked: On a scale of 0-10, how would you rate your sales team's knowledge of your competition? 0 = Extremely poor, 10 = Flawless

We found: The results revealed an average score of **5.9/10**. The highest-ranking result showed that **25.8%** of participants felt their level was at a **7/10**. So, it's safe to say that there's room for improvement here.



N.B: Some applicants said that they had multiple teams that were the primary users of CI in their organization.

Increased buyer education

Our buyers are exceedingly important to the entire product and sales process. After all, where would an organization be without people purchasing from them?

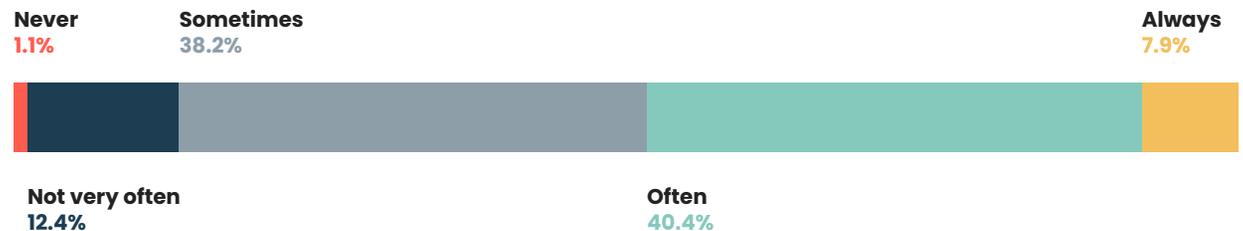
Buyers are more educated than ever. People aren't buying products without assessing the alternatives that are out there. That's why it's more important than ever for us as product marketers to enable our revenue teams to talk confidently with buyers about the options available to them.

How frequently do buyers ask questions directly about competitors or ask questions provided by competitors?

E.g. A prospect asks a specific question relating to a competitor's strength

We first asked our respondents how frequently buyers asked questions about or from competitors. The two highest results showed us that it was more often than not, with **40.4%** of participants stating they often did, and **38.2%** stating they sometimes did.

However, only **12.4%** and **1.1%** of those surveyed said that it wasn't often or that customers never asked questions about competitors respectively. Buyers are asking about competitors, so your reps better be ready to handle these questions correctly.

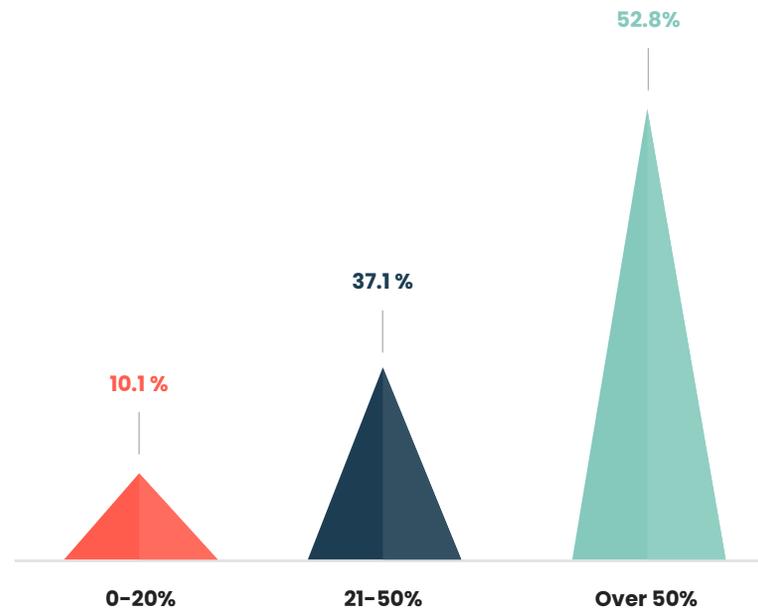


Increased buyer education

In what % of deals are companies evaluated directly against a competitor?

This is an intriguing question with an even more interesting response. The majority of participants (**52.8%**) stated that their company is directly evaluated against a competitor over 50% of the time. Plus, **37.1%** showed that it was between 21 and 50% of the deals, with **10.1%** showing it was between 0 and 20%.

Again, this shows that your business isn't selling in a blue ocean. Product marketers need to understand their products or services differentiate in the market, and enable their revenue teams accordingly. If not, well then you're likely losing business to a competitor.

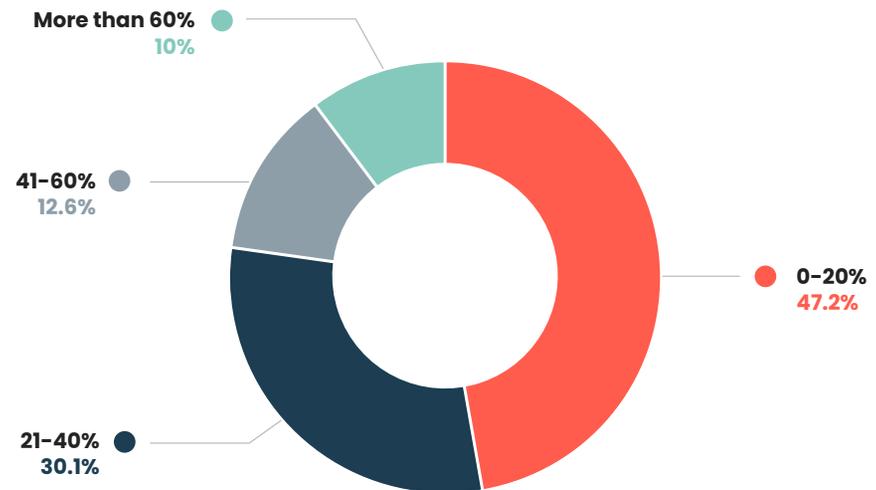


Impact of change on PMMs

What % of deals do sales reps ask for deal support against a competitor?

We then asked our participants how often their sales reps ask for deal support against competitors. Interestingly, most (**47.2%**) shared that their sales reps only asked for support with 0 to 20% of deals. Meanwhile, **30.1%** said their sales reps ask for support with 21 to 40% of the deals, **12.6%** with 41 to 60% of deals, and **10%** with over 60% of deals.

The question we must ask here, however, is whether they're needing support, but not asking for it...



Impact of change on PMMs

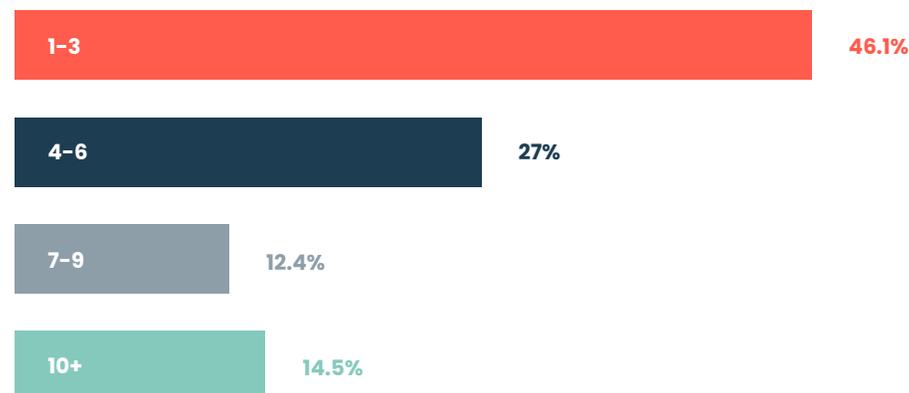
How many new competitors have PMMs created competitive content (battle card, deck, deep-dive, etc) on over the past year?

The more competitive content, the better... right?

Well, only **14.5%** of respondents agreed with this statement, saying that they created competitive content for over ten new competitors in the past year, and **12.4%** of participants said that they created content for around 7-9 new competitors.

In fact, the majority of participants (**46.1%**) said that they've created competitive content on around 1-3 new competitors in the past year. Plus, the second-highest result showed that **27%** of our PMMs created competitive content for around 4-6 new competitors.

Right now, product marketers are typically prioritizing 1-3 primary competitors. This is likely because they don't have the bandwidth to be monitoring many more themselves.

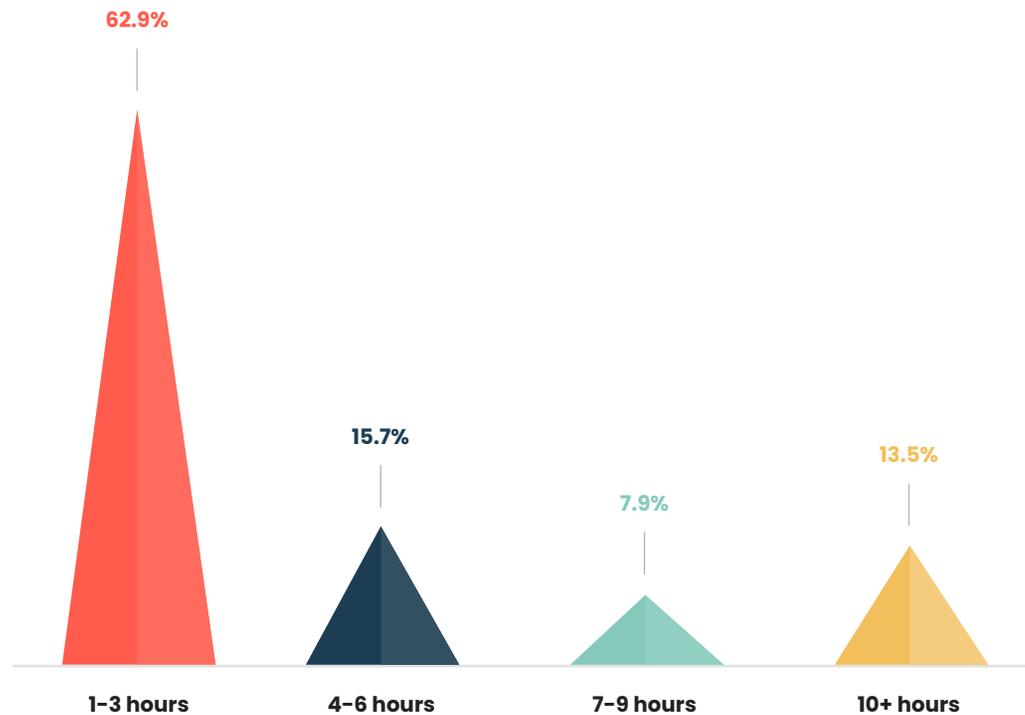


Impact of change on PMMs

How much time do PMMs spend each week searching for or reviewing competitive intel?

PMMs are a busy bunch, with lots of different core responsibilities. So, it comes as no surprise that our PMMs chose to - or only had time to - spend around 1-3 hours on competitive intel each week at **62.9%** of participants.

Based on these results, and the prior stats indicating that PMMs are only covering a few competitors, it shows the difficult task product marketers face in staying on top of all of their competitors efficiently.



Impact of change on PMMs

We asked: How have you perhaps altered your competitive enablement strategy, and have you noticed any improvement from these changes?

They said:



“A few changes I helped implement at my current job that yielded positive results included assigning a competitor (or more) to each team member and distributing recurrent tasks to ensure nothing was left behind.

“Unsurprisingly, investing in messaging programs like the ones offered by Force Management and Pragmatic can be crucial to identifying true differentiators and sticking to them when doing competitive enablement. Last but not least, I’m confident that having dedicated software to handle competitive intel, was a game-changer in terms of facilitating access and increasing usage rates.”

Luisa Ribeiro Rodrigues, Senior Product Marketing Manager at Adjust

Impact of change on PMMs



"I've updated our battle cards to have a little more structure and be less of an information dump than they previously were."

Andy Vale, Product Marketing Manager at Infinity



"Here's a sneaky trick that's worked for me: deliver battle cards at the competitor-level first and include some feature-by-feature notes in there. Then - after some time - deliver the categorical comparison and watch their eyes light up."

Ali Good, Global Head of Strategy and Product Marketing at Quizzizz Inc

Enablement difficulties

We reached out to some PMMs within the community and asked: Have you noticed any common challenges within the product marketing community regarding competitive enablement? If so, what are they?

Here's what they had to say:



"I find that using the tools available in the right way to create competitive enablement and then scaling that process so that it's constantly updated is a challenge."

Pragni Sanghvi, Product Marketing Leader at LightSpeed HQ



"Getting top company logos on our web pages! As a potentially less common 'tactic' to overcome this challenge, I look at competitor websites and if they have the logos we're looking to get approval for, I bring that to the client and often end up getting approval for us to use their logo as well."

Michele Nieberding, Senior Product Marketing Manager at Qualtrics

Enablement difficulties



“Doing competitive enablement once is easy, keeping it relevant is the real challenge. Another point I’ve noticed when talking to my peers is that the task is frequently deprioritized due to other more pressing ones – and we all know how common it is to see product marketers wearing too many hats.”

Luisa Ribeiro Rodrigues, Senior Product Marketing Manager at Adjust



“Hands down the level of tech detail required and the inability to get hands on the actual competitor product. There comes a point where product marketing can’t/shouldn’t spend that much time in the role of a product user. Sales Engineers on the other hand often are hands-on with products.

“Another is simply the definition of the product. Is it just the tech? Is it also the experience? There are so many dimensions today that it’s often not straightforward what the ‘product’ is. For example, technically the user onboarding experience using WalkMe isn’t really the product. But a competitive analysis of the onboarding experience is highly relevant to driving trial adoption.”

Alex Babar, Director of Product Marketing at Legit Security



“I believe the single most significant challenge is attributing growth to competitive enablement programs.”

Anthony Walsh, Global Product Marketing Manager, Data Solutions at SalesIntel.io

Enablement difficulties



“Depending on the space you operate in, it can be very easy to be overwhelmed. We straddle two key tech spaces, with one of them being enormous. It’s easy to try and gather too much information and become overwhelmed.”

Andy Vale, Product Marketing Manager at Infinity



“Most of the PMM folks I know and love understand that differentiation needs to happen at the categorical level first and most importantly. If we can sell customers at the categorical level, there’s no need for a feature-by-feature comparison.

“But, we’re often asked (forced?) to give a feature-by-feature comparison (I see all you PMM folks nodding. Yep. I’m with you!!).

“Trying to keep up with a feature-by-feature comparison in this age of agile product development is a full-time job. AND, if customers are buying on feature-only, rather than brand affinity, that is a customer we’re likely to lose in the next sales cycle.”

Ali Good, Global Head of Strategy and Product Marketing at Quizzizz Inc

Enablement difficulties

Reps, competitive content, and competitors...

Competitive insights are only useful if they get into the hands of - and are then used by - the teams that need them most. Otherwise, the research product marketers conduct is fruitless. So, we wanted to know how well PMMs are currently distributing competitive insights to end-users.

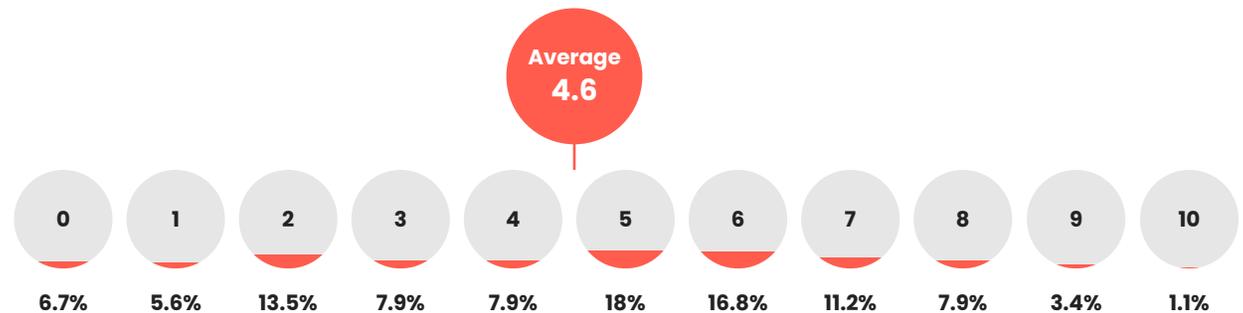
We asked: On a scale of 0-10, how would you rate the distribution process of your competitive content? 0 = Worst, 10 = Best.

We found: On average, our contributors said that the distribution process of their competitive content was at a **4.6/10**.

Within the actual results, the majority (**18%**) rated their distribution process a 5/10, followed by **16.8%** rating theirs a 6/10. The third-highest response interestingly was a 2/10 rating, with **13.5%** of participants choosing this option.

What truly came out of the left-field, was **6.7%** of participants rating their distribution process of competitive content at a 0/10!

We know what these folks will be focusing on after this...



Enablement difficulties

Distributing competitive intel to cross-functional teams is only half the battle. Product marketers that are nailing competitive enablement are delivering insights that get that stamp of approval from the teams that they support.

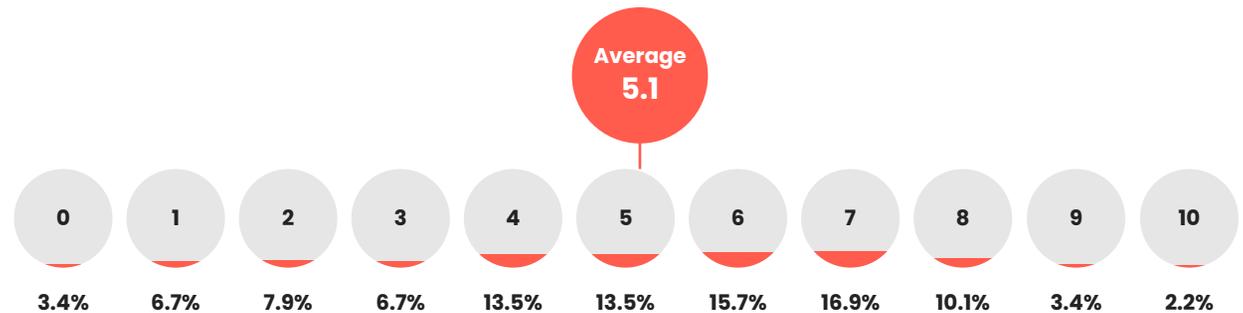
So, how satisfied are sales teams currently with the competitive intel they're being provided?

We asked: On a scale of 0-10, how satisfied do you think your reps are with the current content provided? 0 = Completely unsatisfied, 10 = completely satisfied.

We found: On average, our PMMs felt as though their reps' satisfaction levels are at a 5.1/10 with the current competitive content provided.

Fairly similar to the previous piece of data, the highest responses sat within the middle of the scale. The largest number of those surveyed (**16.9%**) ranked their reps' satisfaction levels at a 7/10, **15.7%** at a 6/10, and then two joint results at **13.5%** ranking at a 4/10 and 5/10 satisfaction level.

These are huge areas of improvement for product marketers leading Competitive Enablement. PMMs aren't effectively distributing intel, and they're not fully confident that sales reps are satisfied with it. That's not an ideal recipe.



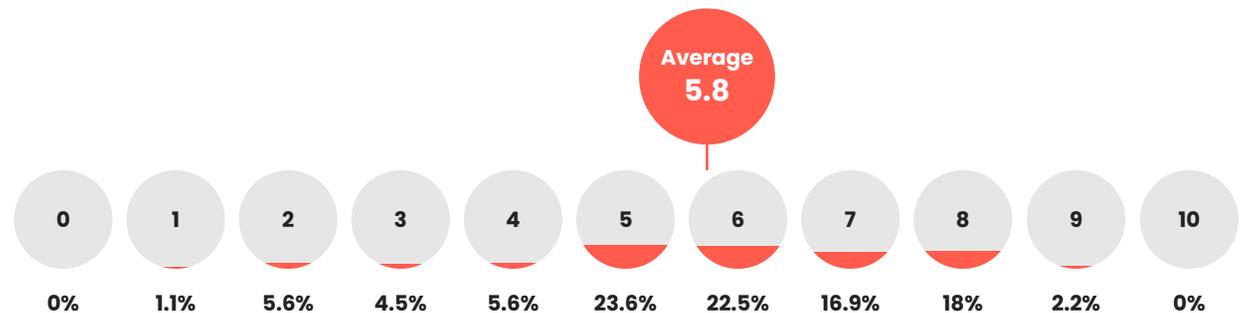
Enablement difficulties

The result of enabling your revenue teams effectively against the competition should be that they are more confident the next time a competitor is mentioned on a call. The confidence of the teams that product marketers inform should be a critical metric that proves the competitive work PMMs are doing.

We asked: On a scale of 0-10, how confident are your sellers in responding to competitors in deals? 0 = Not confident at all, 10 = completely confident.

We found: Our contributors said that their sellers didn't seem very confident when responding to competitors in deals, showing an average of **5.8/10**.

Again, most of the results fell towards the higher end of the scale, with most product marketers saying that their sellers' confidence levels fell at a 5 (**23.6%**), 6 (**22.5%**), 7 (**16.9%**), or 8/10 (**18%**).



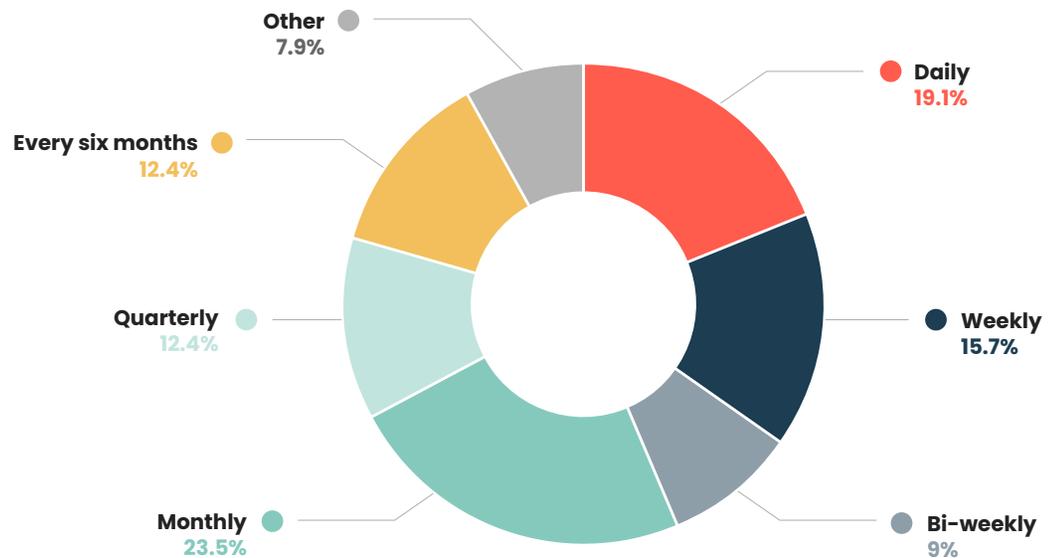
“Building a competitive program without input from sales would be a waste of time. Aligning with my sales team from the beginning is what helped me stay on track and understand what to change along the way. And, I think it’s worked out pretty well – I was super excited to win our ‘Friend of Sales’ award at our recent SKO!”

Tirrah Switzer, Director of PMM at Community Brands

Enablement difficulties

How often are competitors monitored?

We wanted to find out how often PMMs are thoroughly monitoring their competitors and were encouraged to find that the majority of participants (**23.5%**) were monitoring theirs on at least a monthly basis, while the second-highest result showed **19.1%** of PMMs monitoring their competitors on a daily basis.



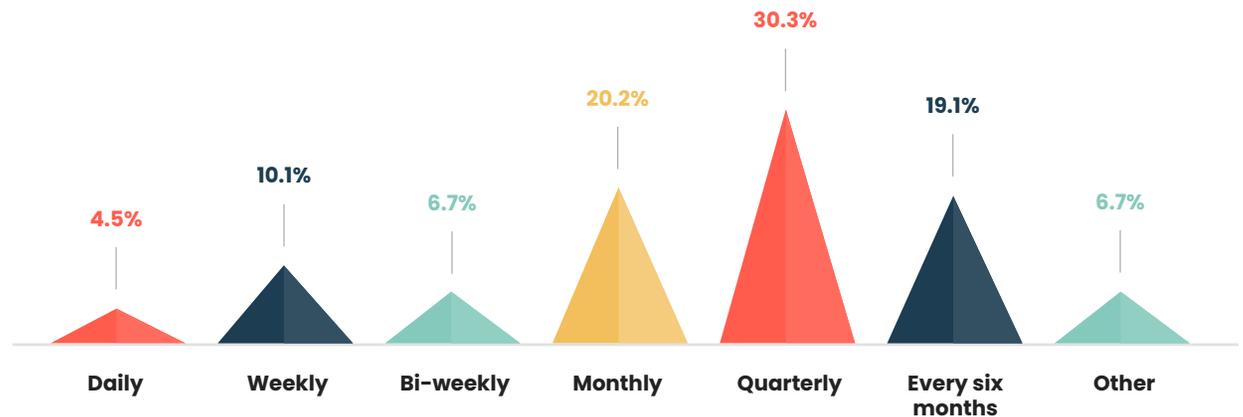
Enablement difficulties

How frequently are companies updating content on competitors?

The key to having satisfied sales reps? Keeping your competitive content from going stale.

Results showed that most PMMs (**30.3%**) are updating their content quarterly, with **20.2%** updating it monthly, and **19.1%** every six months.

The lowest results were for the more frequent content updates - **10.1%** update their content weekly, **6.7%** bi-weekly, and **4.5%** daily.



“We’re delivering valuable competitive insights to more than just sales. From sharing insights that drive our product management roadmap, helping marketing create targeted demand gen campaigns, to educating HR on recruitment and talent acquisition strategies, we’re seeing our impact across the org.”

Pat Wall, Competitive Intelligence Manager, Product Marketing & Strategy at Imperva

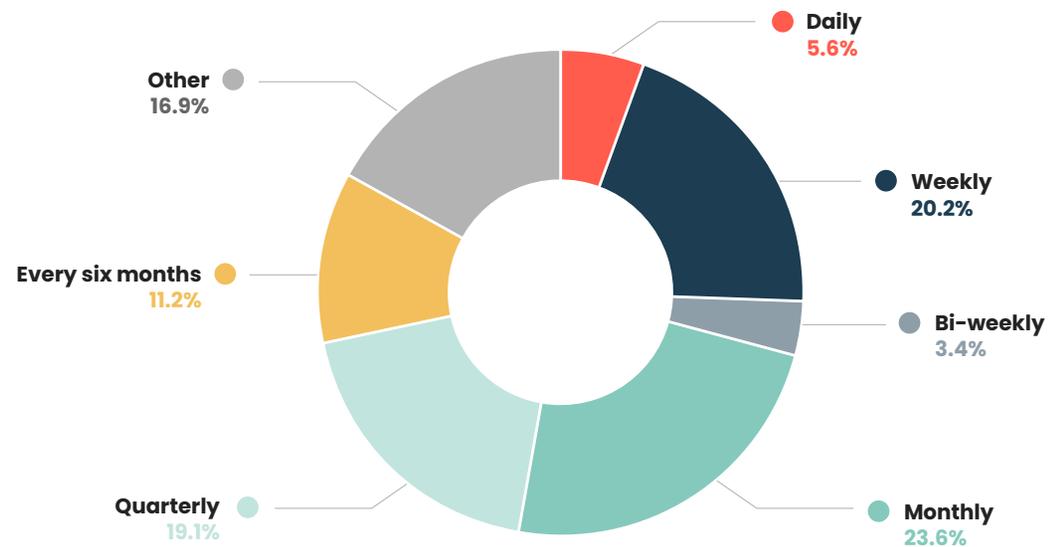
Enablement difficulties

How frequently are PMMs sharing competitive insights with updates to their teams?

PMMs leading competitive enablement needs to consistently maintain the visibility of their work. A key way to stay top of mind amongst your end-users is by sharing competitive insights consistently.

Brandon Bedford, Competitive Enablement Manager at Klue agreed that enabling your teams regularly on their competitors is a great way to demonstrate "the business impact of your work, which is of critical importance to any successful program."

When we asked our PMMs how frequently they're sharing competitive insights with updates to their teams, the majority (**23.6%**) said they share theirs monthly, **20.2%** weekly, **19.1%** quarterly, and **11.2%** every six months.



It's alarming to see that nearly 50% of PMMs are sharing new insights with the organization at only a quarterly cadence, or worse. This is an opportunity for improvement.

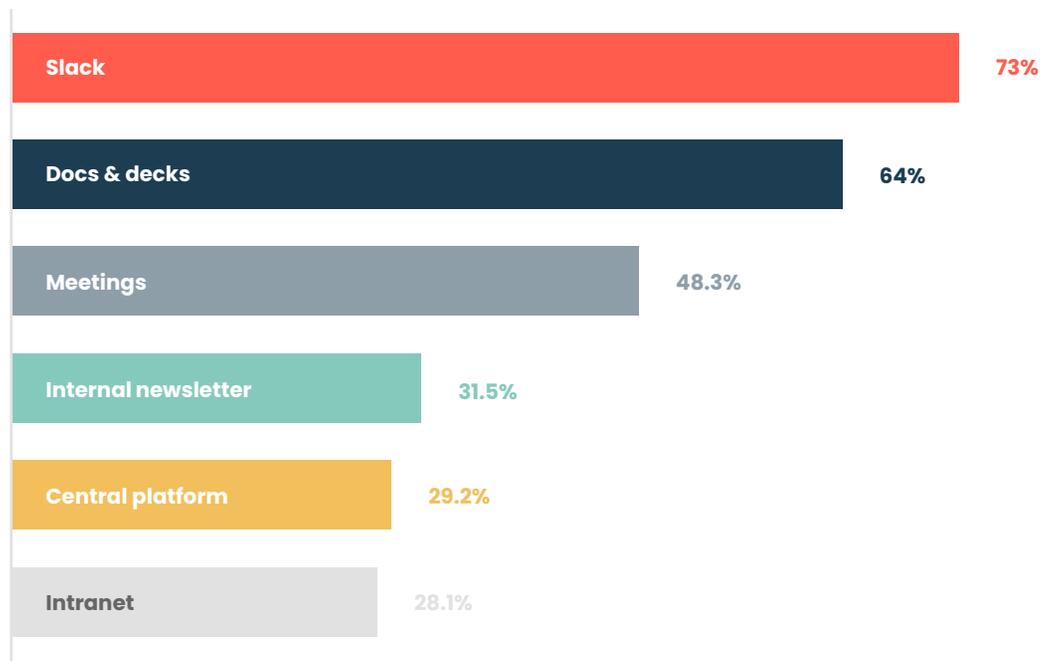
Enablement difficulties

What channel(s) do companies use to distribute CI?

Alex McDonnell, Market Intelligence Lead at Airtable said that “gathering intel is not that hard. It’s the sense-making, critical thinking, and distilling it down to what the most important ideas actually are, and then communicating and creating that shared understanding. That’s the most difficult part.”

With this in mind, we wanted to know what channels companies used to communicate and distribute their CI to streamline this process.

Slack is the channel PMMs seem to use the most with **73%** of applicants picking this choice, followed by docs and decks at **64%**, meetings at **48.3%**, internal newsletters at **31.5%**, then central platforms at **29.2%**, and finally intranet at **28.1%**.

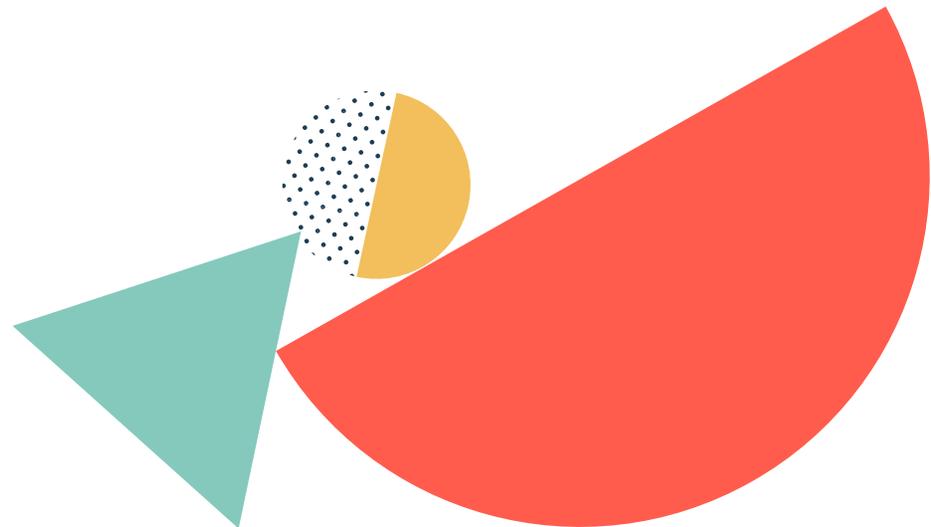


NB: For this question, applicants could select more than one answer.

Proof of ROI

Product marketers leading competitive enablement do a lot to help win more business. It's critical to tie the impact that you're having to revenue. That's how you justify more headcount, more tech, and a larger voice in strategic conversations.

How are PMMs measuring their competitive efforts?

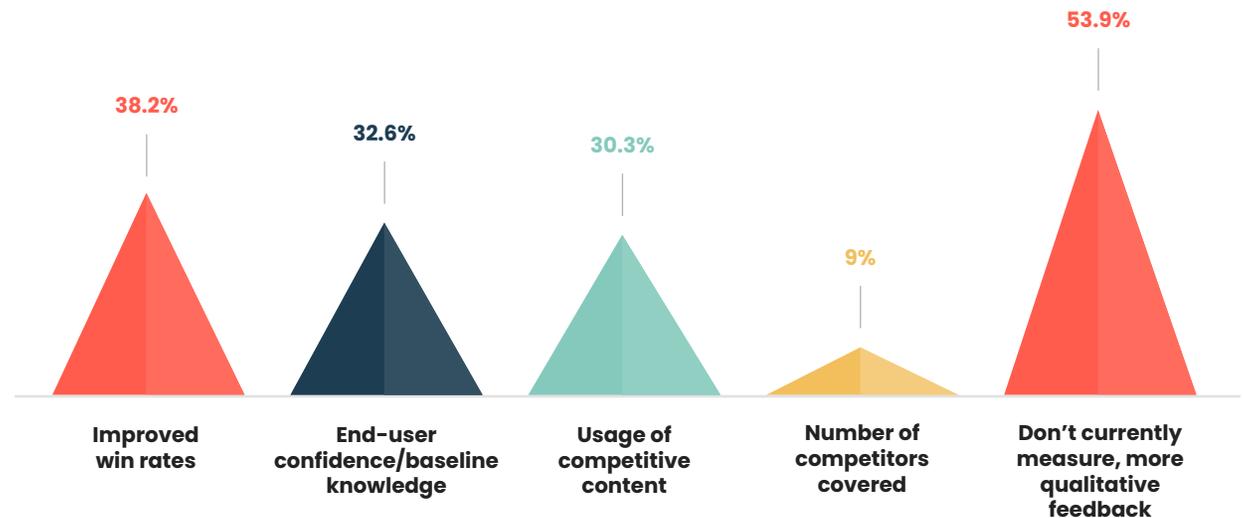


Proof of ROI

How do PMMs measure the success of their competitive enablement efforts?

We asked our participants how they measured the success of their efforts. Surprisingly, **53.9%** said that they don't currently measure their success quantitatively, and focus on more qualitative feedback.

However, **38.2%** focused on improved win rates, **32.6%** measured their efforts through end-user confidence and baseline knowledge, **30.3%** based their success on the amount of use their competitive content was generating, and only **9%** of PMMs measured their success through the number of competitors they covered within their CE approach.



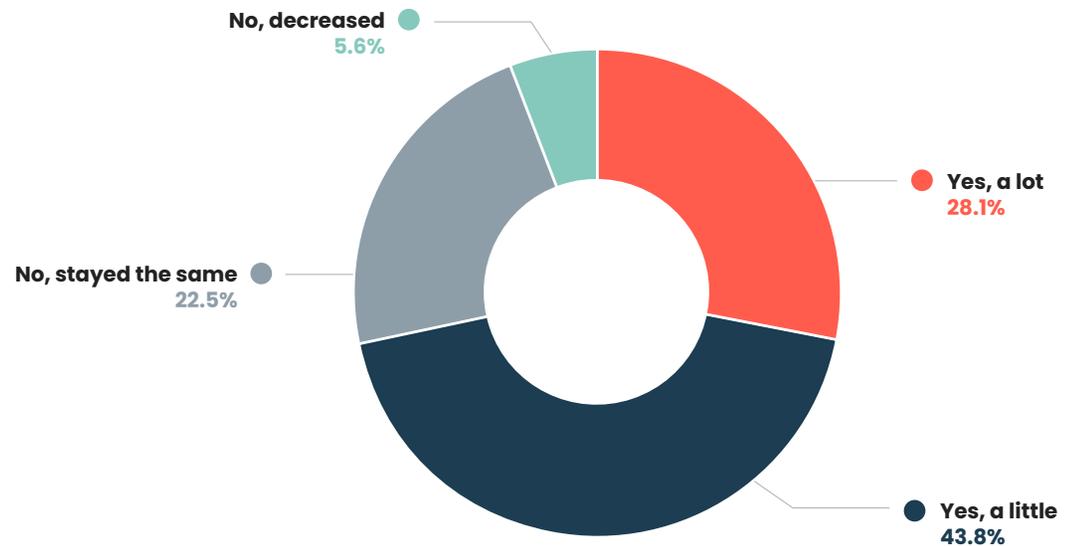
While it's encouraging to see PMMs focusing on win rates, consumption, and end-user confidence as measures of success, it's apparent that there's still a lot of work to be done to prove the true impact of the product marketer's competitive efforts.

NB: For this question, respondents could select more than one answer.

Proof of ROI

Is the usage of competitive intel increasing across the company?

Most of the people we asked (**43.8%**) said that the use of competitive intel was increasing a little, while **28.1%** agreed that it was a lot, whereas **22.5%** said it had stayed the same, and **5.6%** said it had decreased.



We wanted to see outright whether our participants believed that the competitive enablement approach could be implemented more within their company.

So, we asked them: Do you feel as though competitive enablement could be used more within your organization/department? If so, how?

This is what they had to say...

Proof of ROI



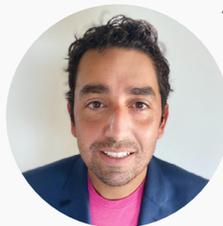
"I've always thought that competitive intelligence was a very chaotic task, making it difficult for people to keep up with updates and for us as PMs to craft an overall message. However, since implementing competitive intelligence software, it has become much easier to organize and distribute knowledge, resulting in a cohesive competitive narrative and skyrocketing usage rates."

Luisa Ribeiro Rodrigues, Senior Product Marketing Manager at Adjust



"I think we're getting the right focus long-term, and have worked to minimize a reactionary approach that has not always served us well in the past. We could always do more, but there is a healthy quarterly devotion to it."

Andy Vale, Product Marketing Manager at Infinity



"Yes. The focus is typically tech/product competitive. But I think marketing should be more aware of where in the market we see competitors and which competitors. I also think a little more detail should be learned by executive teams. It's easy to call out a gap and say it should be closed (duh)... much harder to say that with a straight face when you know how much bigger and more resourced another company might be."

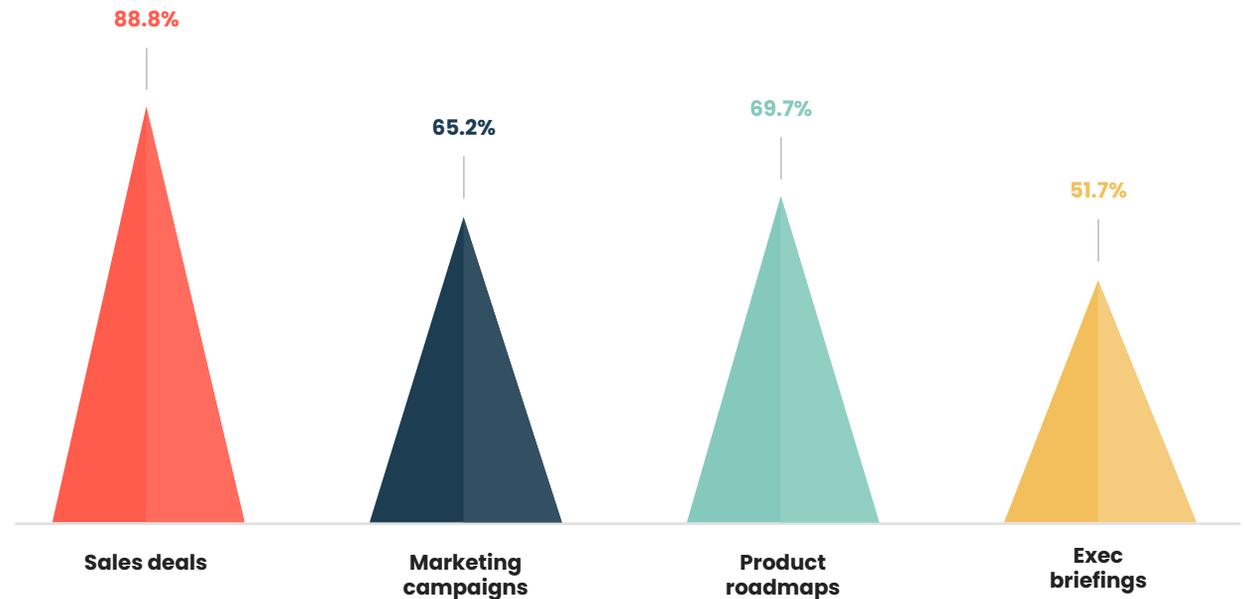
Alex Babar, Director of Product Marketing at Legit Security

Proof of ROI

How is competitive intel being used within organizations?

There are many ways in which we can use competitive intelligence to improve approaches and processes. So, we took it to the masses to see which were the most popular.

We found that **88.8%** of our participants used competitive intelligence within their sales deals the most, with product roadmaps following closely at **69.7%**, marketing campaigns third at **65.2%**, and then exec briefings at **51.7%**.



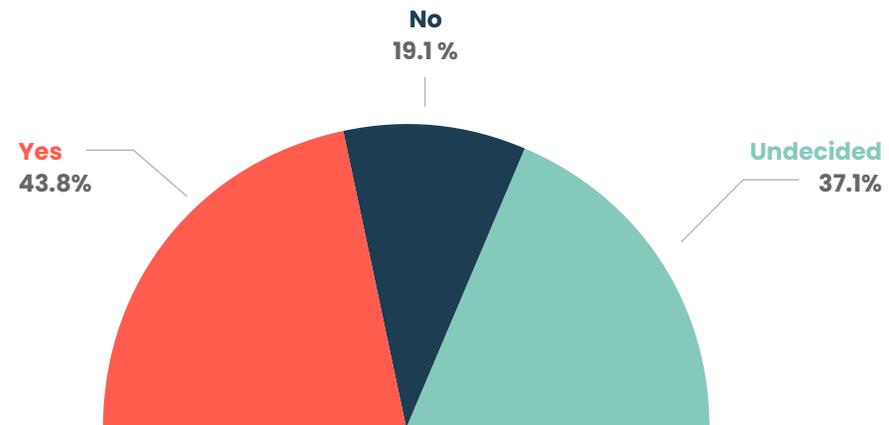
Again, these results show that competitive intel is consistently being used to support sales deals. That's why it's crucial to distribute and enable sellers with insights effectively.

NB: For this question, respondents could select more than one answer.

Proof of ROI

Are PMMs looking to invest in competitive enablement in other ways?

We wanted to see whether our contributors were interested in different ways to improve their competitive enablement strategy. The majority (**43.8%**) said they were looking to invest in other ways, whilst **19.1%** felt they weren't interested, and a surprising **37.1%** were undecided.



Proof of ROI

We then asked, "If 'Yes', state what you're looking to improve/invest in". Here are some of the answers:

"We have very little competitive intel at our company because they've only just hired me as their first marketer. So we need some baseline competitive intel, alongside a million other things."

"Market research tools."

"Competitive enablement software."

"Competitive intelligence platform."

"Enhanced automated collection."

"Time available, tools and methods of both research and distribution of information, turning this into a conversation and group topic instead of a one-way street."

"Proactive deal support where we detect competitive mentions using Gong."

"Trials of competitor products."

"Overall growth of the program - larger team, more enablement, etc."

Want to learn more?

Product Marketing Alliance, with the help of **Alex McDonnell, Market Intelligence Lead at Airtable**, has created a specialist certification **Competitive Intelligence Certified: Masters**, designed to go even deeper into equipping you with essential CI skills.

Sign up and discover how to:

- **Build a tech stack for competitive intelligence.**
- **Conduct win/loss and primary research.**
- **Visualize your competitive position with a market map.**
- **Enable sales and customer success to deliver crisp competitive positioning.**
- **Bring CI to the table in strategy and product decisions.**



Conclusion

Richard King, Founder, and CEO of Product Marketing Alliance gave his reaction to our findings:

"How can you build and develop a successful competitive program if you don't know the most effective routes to take?"

"That's where the State of Competitive Enablement report comes in. We've uncovered some indispensable insights into how the product marketing community approaches competitive enablement and has truly highlighted the potential ways of improving our processes.

"For example, it was interesting to see that **74.2%** of participants said that Sales is their primary user of competitive intelligence, and yet also said that their sales teams weren't very confident when responding to competitors in deals, with results showing an average of **5.8/10**.

"Overall, I was intrigued by the findings, and I look forward to hearing your thoughts on what we've uncovered."

A special thank you

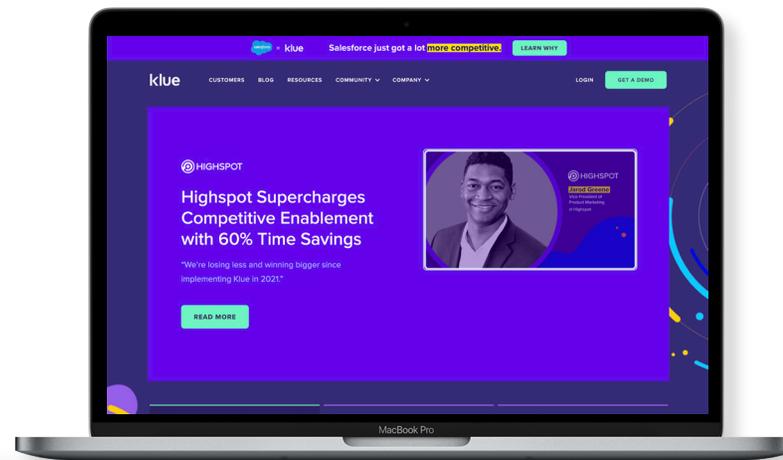
Supporting sponsor: Klue

This report has been created in partnership with Klue

Klue is an AI-powered Competitive Enablement platform that combines automated intel collection from external data sources with the ability to capture internal field knowledge.

The platform increases PMMs' efficiency by reducing the time spent collecting, sorting, and centralizing the intelligence. They make it easier to update competitive content, keep your organization up-to-date on market changes, and enable sellers with real-time access to insights.

Find out more about our sponsor [Klue](#).



klue

Contributors



Charley Gale

Junior Copywriter

Charley is our Junior Copywriter here at Product Marketing Alliance. She has a passion for writing and creating new content for the community. She is always open to new ideas, so would love to hear from you with your feedback!



Richard King

Founder of Product Marketing Alliance

Rich is the Founder of Product Marketing Alliance and is endlessly thinking of ideas to help elevate the PMM role. He's responsible for what happens next with the community and if you've got ideas you think can help, he's happy to listen!



Rose Johnstone

Community & Events Director

Rose is focused on delivering awesome in-person and virtual event experiences for our members and the wider community. She keeps her ear to the ground for new trends and is always open to chatting about hot topics and how to make PMA an even better space for our global network.



Faye Lloyd

Graphic Designer

Faye is our in-house graphic designer and looks at all our design requirements. She's responsible for the layout and visual elements in this report and is always happy to hear your thoughts!

