



No More "Closed Lost" to the Competition

Jason Smith
CEO & Co-Founder
Clue



SAAS NORTH

The **betakit** Keynote Stage

@ SAAS NORTH

No more **Closed Lost** to the Competition

Jason Smith

CEO and Cofounder, Klue

SaaS North Nov 2023







DK CROSSFIT GAMES

SMITH
CROSSFIT GAMES
47

JUDGE
2017



Hi. 🙌





UBC SAUDER
SCHOOL OF BUSINESS

5 Startups





1 Stint at Big Co

Some Successes





And failures.





Bootstrapped



Venture Backed



Investor

From the sounds of it,
you're an expert at not
knowing what the fuck
you're talking about.

Advisor





20 Years in SaaS

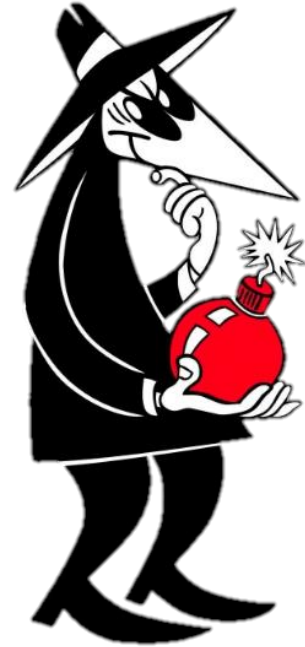
Many Lessons.



Every startup, every category, every company, there were sneaky, constantly changing competitors.

Some companies know their competition and differentiate.

Others underestimate them and get lapped.



**I've heard many things about
how companies think about their
competitors**

I don't have any



I only focus on customers.



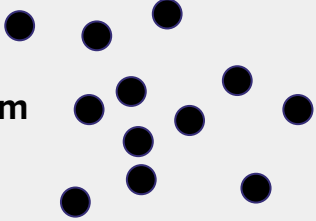
Best



Us

I know everything about them

Them



Suck

They're just a rounding error





As an AI language model, I do not have access to specific information about the prices of your products/services or your competitors. However, here is a general overview of the pricing of some popular language-learning platforms:



I just ChatGPT 'em.

		Paid Subscription Price Range
Duolingo	Free with ads	\$6.99 - \$9.99/month (Duolingo Plus)
Rosetta Stone	Free demo	\$11.99 - \$24.99/month
Babbel	Free trial	\$6.95 - \$12.95/month
Memrise	Free with limited features	\$9.99 - \$129.99/year
Busuu	Free with limited features	\$6.99 - \$13.99/month

Think of everything your company is doing right now.

Responding to crisis.
Hiring and firing talent.
Winning clients.
Losing clients.
Offering discounts.
Refining messaging.
Launching new products.
Getting investment.
Adding services.
Acquiring.
Setting growth targets.
Exceeding quota.
Partnering.
Speaking at conferences.
Responding to customer complaints.
Pushing case studies.
Advertising.

**So are your
competitors.**

**100m Companies in the World with
3 Things in Common**

Customers

Employees

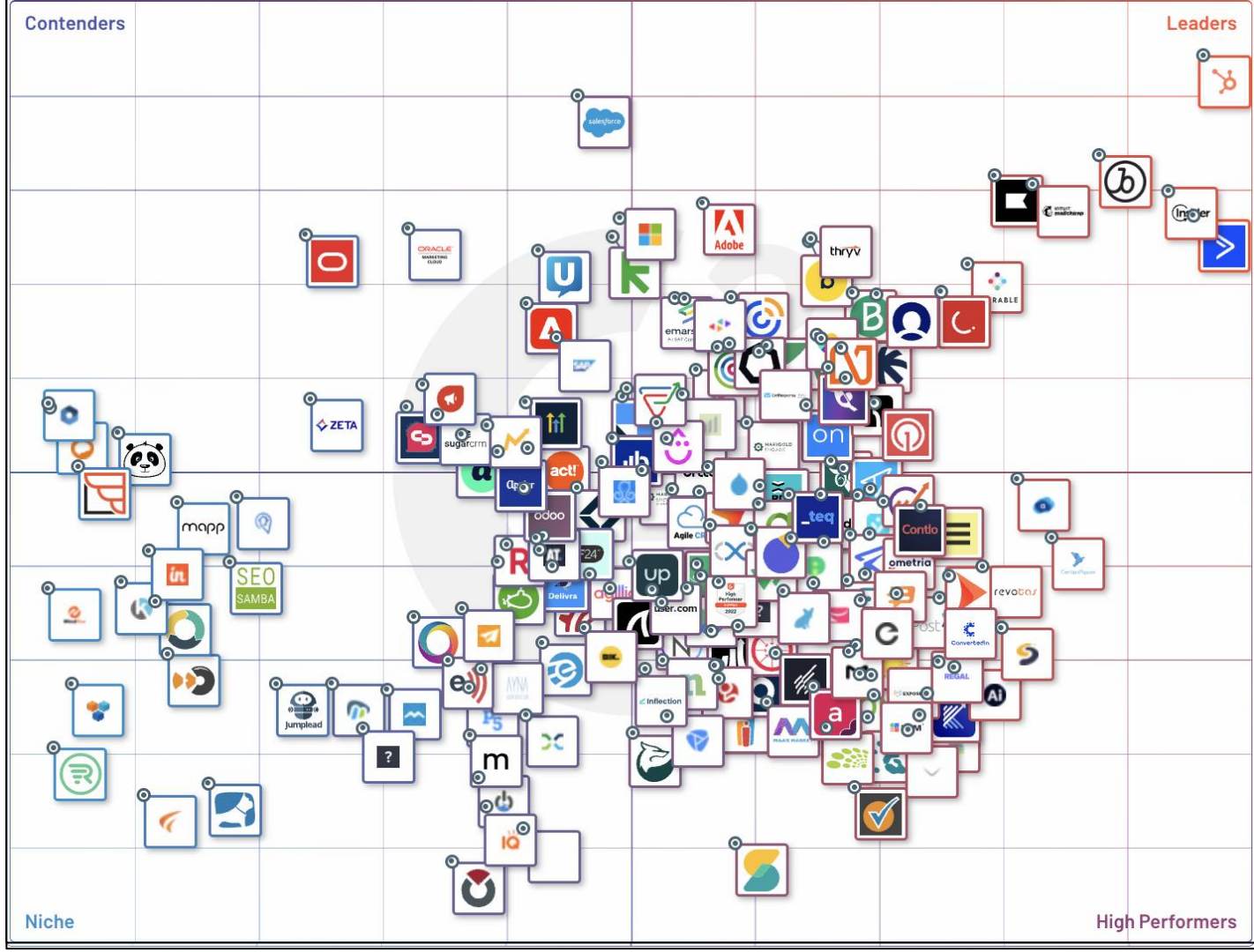
Competitors

Contenders

Leaders

Niche

High Performers



MOBILE MARKETING

vehti mobility
bango netbiscuits admob
hipcricket* iLoop mobile Localytics

MOBILE APPS Urban Airship
MOBILEFRAME
brightpress Kontagent

GAMING/FACEBOOK APPS
gigya f
Badgeville

CREATIVE TOOLS
balsamiq MockFlow
Adobe BO.LT visual.ly

DIGITAL ASSET MANAGEMENT
ThirdLight CELUM
Canto WIDEN saepic

TARGETING
bluekai brillig
bizo exelate
quontcast
netmining

DISPLAY AD MANAGEMENT [x+1]
DataXu
ADCHEMY
TURN
double click
Microsoft Advertising

E-COMMERCE shopify
gsi commerce* demandware
Magento iCongo ZOOPY goecart
hybris atg
Digital River

PERSONALIZATION
CERTONA RapLeaf
choice@stream

LOYALTY MANAGEMENT
loyalty lab
INCENTIVELOGIC RatePoint
NextBee

CREATIVE OPTIMIZATION
AdReady TUMRI
affinova

VIDEO AD MANAGEMENT
YuMe
adsp.tv TubeMogul
Visible MEASURES

VIRTUAL EVENTS
UNISFAIR webex
CITRIX virtualevents365

VIDEO CONTENT
Kaltura o-o-y-a-l-a
brightcove twiststage

APIs apigee
3scale
HASHERY LAYER7

EVENT MANAGEMENT
eventbrite Acteva
regonline cvent

CALL TRACKING
calltrackingmetrics
ifbyphone
mongoosemetrics

SEARCH AD MANAGEMENT
Marin SOFTWARE
ClickEquations
acquisio ADGOODROO
yieldsoftware
Clickable KENSHOO
WordStream

COVARIO
BRIGHT EDGE
RAVEN
GinzaMetrics

700 co's
OPEN TEXT WIDGETS/PLUG-INS
unionlab WUFOO
monetate
ENDECA TagMan

MARKETING AUTOMATION
ELOQUA pardot
Infusionsoft genius
Wanticore Marketo
neolane demandbase
ClickDimensions loopfuse

CRM ORACLE
salesforce.com
RIGHT NOW
NETSUITE
SAP Pega
Microsoft Dynamics CRM
CDC Software SUGARCRM

SOCIAL MEDIA AD MANAGEMENT
Adapthy BLINQ MEDIA
advertiser
efficientFrontier
vurve epic social

optify
altruik
BloomReach
Wordtracker
searchmetrics
gShift

LANDING PAGES & MICROSITES
ion INTERACTIVE
unbounce
OnDialog
CrownPeak

BLOGS
WordPress Zemanta
SQUARESPACE
COMPENDIUM
tumblr

COMMUNITIES
acquia
NING jive
telligent
inGage NETWORKS
mzinga

EMAIL MARKETING
emma
ExactTarget iContact
silverPOP
Datran Media Constant Contact
Responsys MailChimp
VerticalResponse Bronto

SALES AUTOMATION
salesforce.com
Steelwedge
Sage SalesLogix

SOCIAL MEDIA MARKETING MANAGEMENT
lithium awareness
vocus vitrue
ATTENsITY MessageMaker
moxie synthesio
sprinklr hootsuite BuzzLabs

WEB TESTING & OPTIMIZATION
ion INTERACTIVE
SITESPECT maxmiser
UserTesting.com Optimizely Wingify

BUSINESS INTELLIGENCE TERADATA
sas SPSS birst
IBM pivotlink bono tableau

CUSTOM DATABASES
mongoDB PostgreSQL
Microsoft SQL Server
ORACLE MySQL

SOCIAL MEDIA ANALYTICS
ListenLogic radian
trackur VISIBLE
SPROUTSOCIAL
Buzzient
collective intelligence

WEB ANALYTICS Google CLIC TALE
Coremetrics spring
visualq Adobe webtrends
chartbeat crazyegg

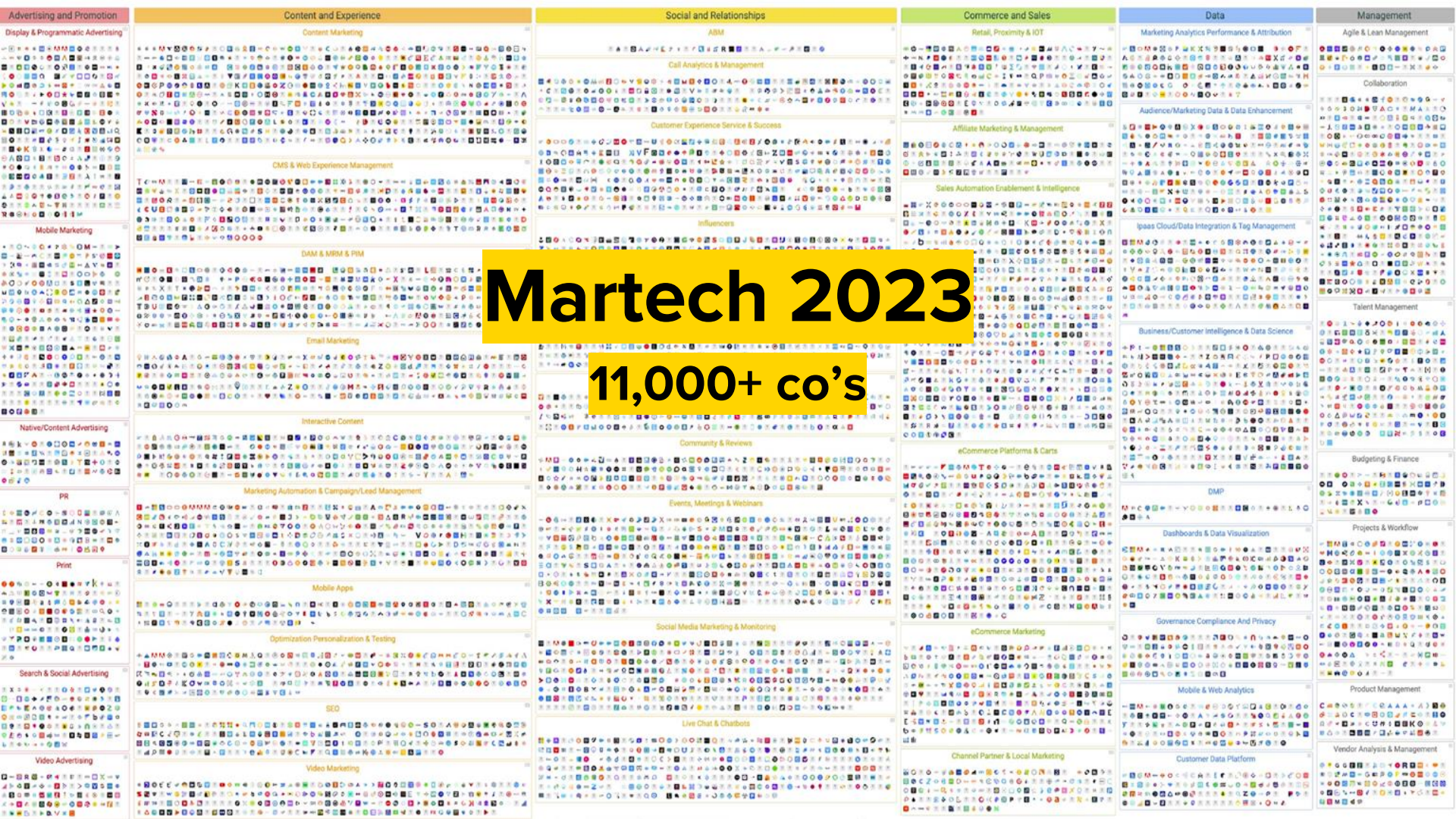
CUSTOMER ANALYTICS
VERINT
click2 FORESIGHT
CLEARSALE

MARKETING RESOURCE MANAGEMENT
orbis marketingpilot
BrandMaker MarcomCentral saepic

MULTI-CHANNEL MARKETING MANAGEMENT
ACXIOM epsilon Experian
PICA9 SIGNAL

INTEGRATED SUITES & ENTERPRISE MARKETING MANAGEMENT
unica HubSpot action primo
ALTERIAN

AGILE/PROJECT MANAGEMENT
task huddle
clarizen
ATLASSIAN
37signals liquid



Martech 2023
11,000+ co's

OpenAI Just Killed an Entire Market in 45 Minutes

The Story Everyone Should Have Seen Coming



Ignacio de Gregorio · [Follow](#)

6 min read · 6 days ago

EU investigates Microsoft over concerns bundling software eliminates competition

The European Union has opened an antitrust investigation into Microsoft over bundling its Teams messaging and videoconferencing app with its Office productivity software gives it an unfair edge over competitors

By RAF CASERT Associated Press
July 27, 2023, 5:55 AM

How Long Can a Company Thrive Doing Just One Thing?

by Andy Wu and Scott Duke Kominers

December 10, 2020

[Startups](#)

Daily Crunch: Tata Group releases 'super app' that bundles 11 consumer services

Christine Hall, Haje Jan Kamps / 6:30 PM EDT • April 7, 2022

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From the Trenches





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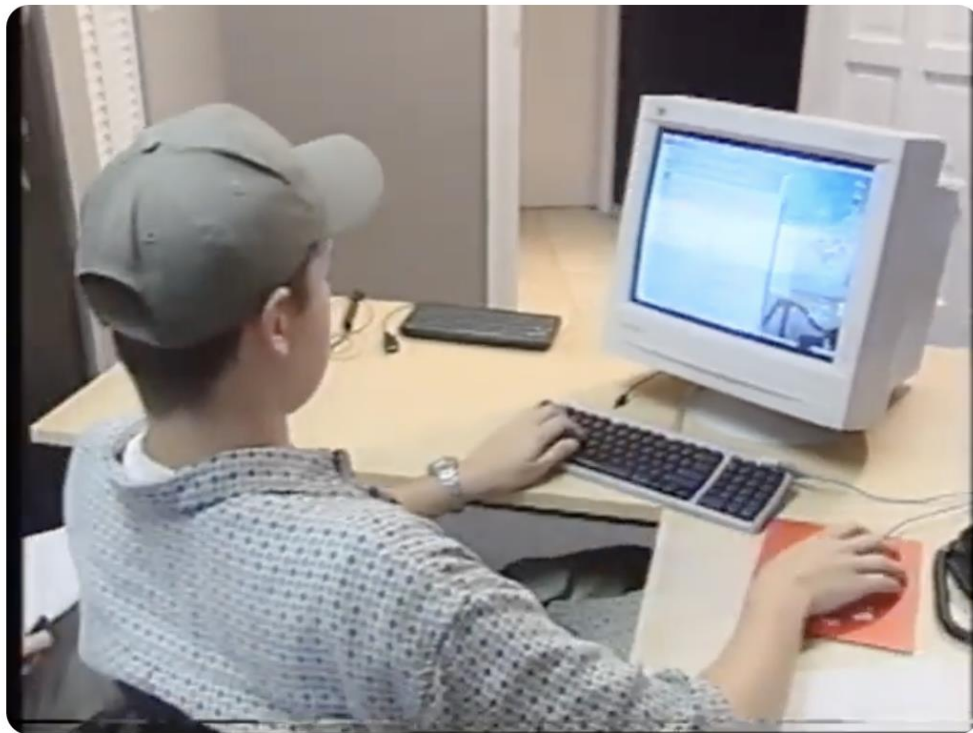
THE WORLD'S



From 1 old Ford



To 1,500+ trucks and 160+ franchises across NA



Columbus Group Communications - Canada's best web services company in the dot.com years

TV VIOLENCE AND SEX:
Will the V Chip Help?

ENTERTAINMENT WEEKLY

TIME

THE GOLDEN GEEKS

They invent. They start companies. And the stock market has made them **INSTANTANES**. Who are they? How do they live? And what do they mean for America's future?



Netscape's
Marc Andreessen

Find It

Product Information

Customer Support

Technology & Research

Developer World

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Apple Sites Worldwide

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Taiwan
Turkey
UK & Ireland
United States

Go

Where to Buy

Register to Win



Welcome to Apple 1997



Introducing CyberDrive

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EMATE 300

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Affordable,
& Smart



MOVIES FROM MARS



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Takes You Out
of This World

What's Hot

Preorder Mac OS 8

Now you can [preorder Mac OS 8](#), described by Macworld as "the most comprehensive update to the Mac OS in years, sporting a bold new look, a speedier Finder, more shortcuts and integrated Internet functions."

Be the First to Know

Learn about new Macintosh software releases the moment they become available. Check [Hot Mac Products](#) to hear about programs like Speed Demon, ReBirth RB-338 and QuickCRC.

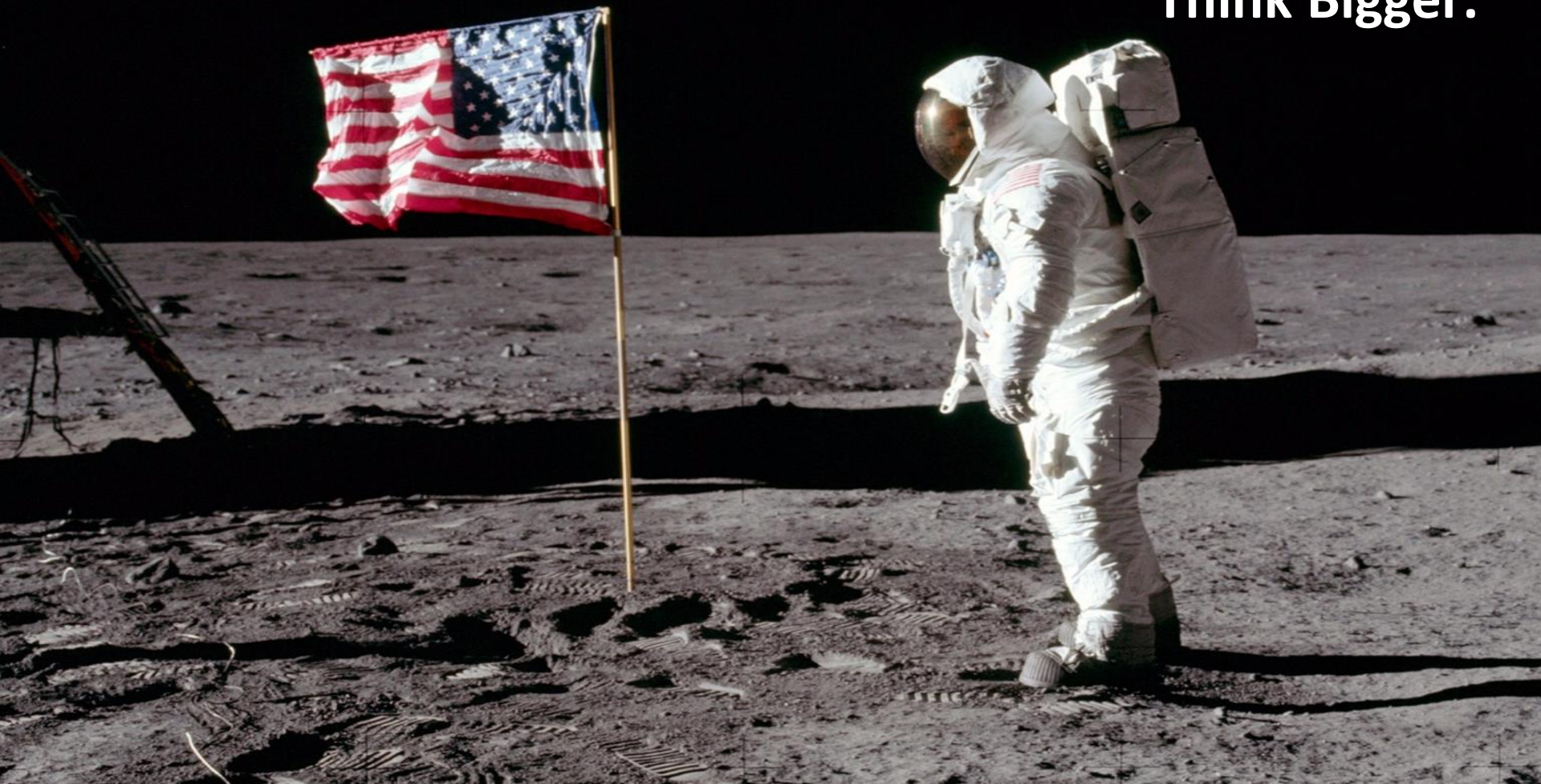
Newton Connects

Newton, Inc., will enhance

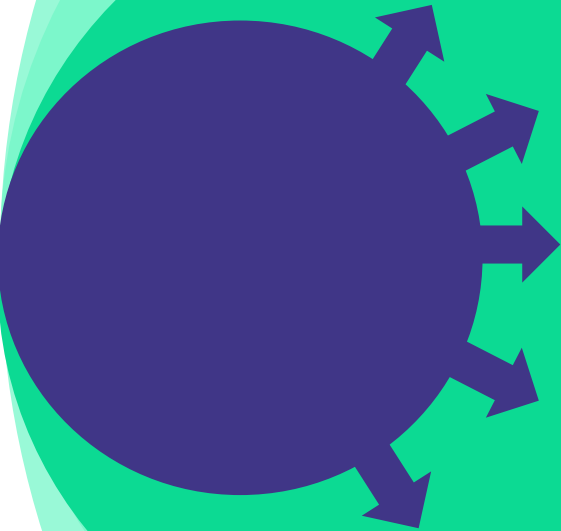
Want a PowerBook?

One of our new PowerBooks

Think Bigger.



Widen Your Competitive Aperture



Look broadly at adjacent and future markets. No need to go deep with these co's, but be aware of what they're doing.

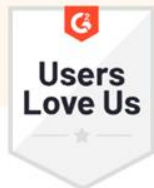
For direct competitors today, those whom you're regularly in a bake-off with, **study and know how to differentiate** against them deeply.

Total Experience Management with community at its core.

Alida's comprehensive TXM platform is powered by a verified, engaged and deeply-profiled community of the right customers, at the right time. Because to get really good results, you need really good feedback.

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Recognized as an
Enterprise leader





Alida
TRUTH IN ACTION

8,809,8

ultrics

1,634,975

2005
Total: 10,444,822





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SurveyMonkey®

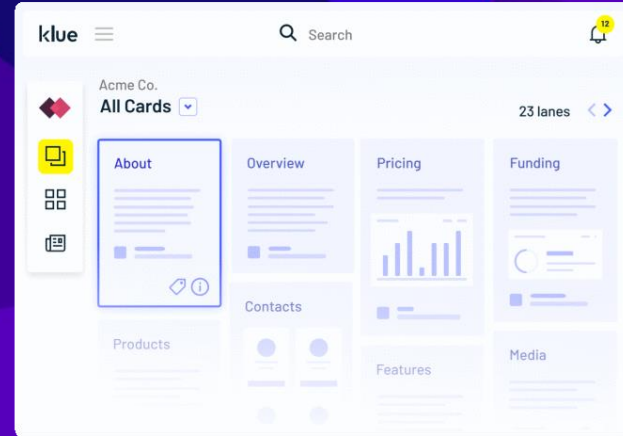


Nasdaq

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Competitive enablement to help you win more business.

Building the Compete Category.



FINANCE · ECONOMY

**A recession is still likely—
and coming soon. Here are 6
reasons why**

It's Doom Times in Tech

Will this meltdown permanently damage
the tech world, or is this one more
temporary blip?

**More than 238,000 global
tech workers have been
laid off so far this year**

Published: Sept. 29, 2023 at 8:13 a.m. ET

By [James Rogers](#) [Follow](#)

2023 has easily surpassed 2022 for tech layoffs



To get any senior executive's attention right
now **you have three choices:**

Show how you

Reduce
Costs

Show how you

Generate
Revenue

Show them a

Shiny
AI Object

Revenue:
Retain more of it.
Win more of it.

How can we impact revenue?



Quantify then narrow your

Competitive Revenue Gap

The background of the entire image is a dense, overlapping pattern of US one hundred dollar bills. The bills are slightly faded and semi-transparent, creating a textured, monochromatic effect. The text and the yellow box are superimposed on this background.

Let's say you have

\$100 million

in sales pipeline

Of a \$100m pipeline...



You win
20%





You win
20%



You lose to
status quo
50%





**You win
20%**



**You lose to
status quo
50%**



**You lose to
competitors
30%**

You're losing

\$30 million

to competitors

Every Year

These are prospects who
**had budget, investigated alternatives,
but chose someone else.**

That \$ value is what we call the

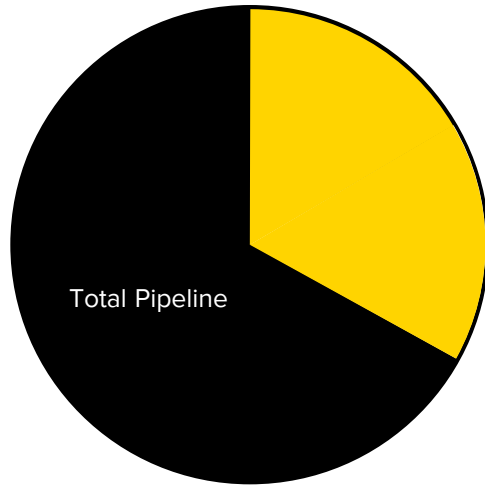
Competitive Revenue Gap

But is it believable?

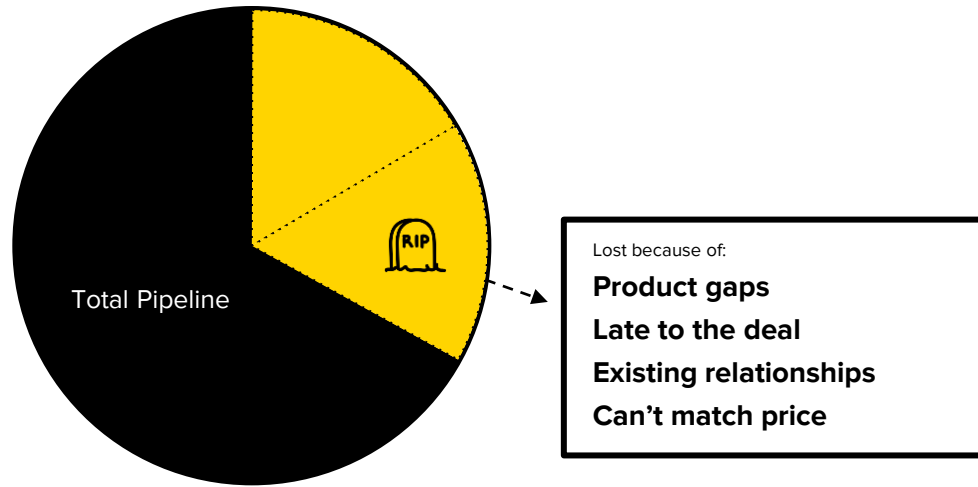


Let's break it down further.

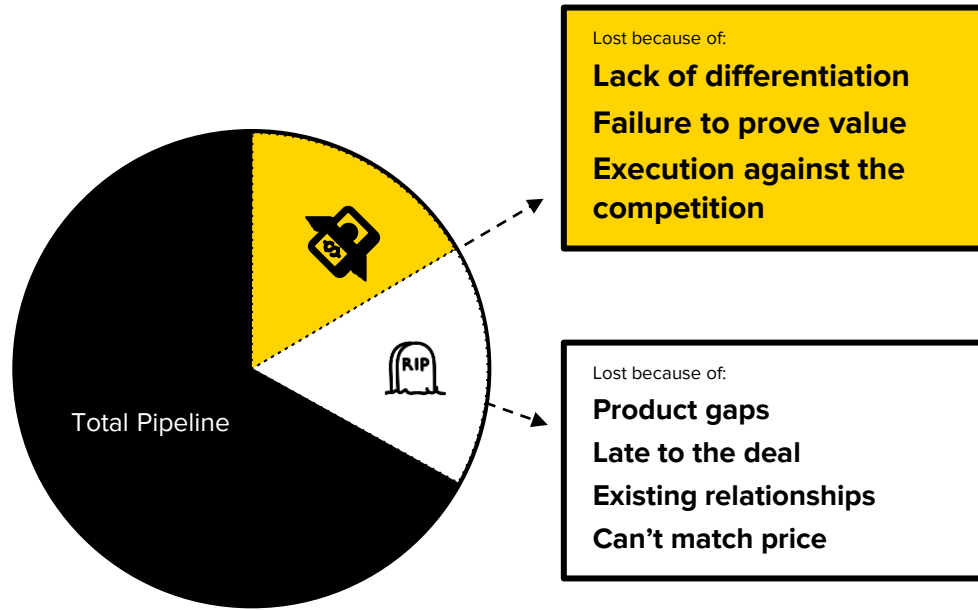
Of the portion of pipeline you lose to competitors...



Let's say **50%** you had **no chance of winning.**



The other 50% are deals you could should have won



That's

\$15 million

that should have been yours.

Knock that number down by 90%

\$1.5 million

Tip 1 of 10, competitive, winnable deals.





Winning in today's competitive environment is a game of inches. Rarely does anyone win by a mile.

Every edge matters.

There are many ways we can tip
the revenue bucket.

Each come with challenges.



A large pyramid of stone blocks under a blue sky with a yellow text overlay.

Product changes take too long

A horizontal string of five clothespins is shown against a dark teal background. Each clothespin is attached to a price tag. From left to right, the clothespins are light brown, green, light brown, yellow, and light brown. The price tags are light green, light brown, dark blue, light green, and dark blue. The tags display percentages: 30%, 60%, 50%, 40%, and 70%. A yellow banner with black text is overlaid across the middle of the image.

Pricing changes cost too much



Better hiring takes time



Coaching reps is already happening

Enabling your GTM team with
competitive differentiation

is the fastest, cheapest and easiest way
to win more revenue, increase sales efficiency and
narrow your Competitive Revenue Gap

A close-up photograph of a woman with brown hair and eyes, looking intently at a cupcake. The cupcake is on a white plate and has white frosting with a red strawberry on top. A yellow rectangular box with black text is overlaid across the center of the image.

And They Want Competitive Insights

Help Reps:

- **Sniff which competitors are in a deal** (prospects use their terminology)
- Elegantly **deposition without bashing**
- Engender trust with prospects by seeding what competitors will do and say
- **Instill confidence** by providing up-to-date intel they can rely on
- **Differentiate messaging** throughout the buyer journey

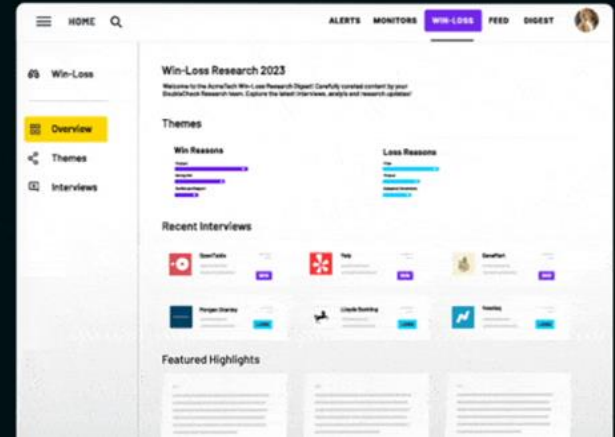
Focus on:

Who are we losing to?

Why are winning or losing?

How do we win more?

- What claims does your competitor make about themselves? About you?
- What do you claim as differentiators? What do you say about them?
- How do you refute objections based on claims the competitor has seeded your prospect with?





Narrow your Competitive Revenue Gap

Credibly quantify the gap
Level Up Compete
Measure impact

Free resources to get started



klue.com/GTM2023