

**From:** Erin Defosse  
**Sent:** Thursday, August 04, 2011 6:55 PM  
**To:** Product Strategy; PSLT  
**Subject:** FYI - Competitive Preso for Sales/CS/Marketing all-hands today

UNITED STATES DISTRICT COURT  
NORTHERN DISTRICT OF CALIFORNIA  
**TRIAL EXHIBIT** GX0034  
13-CV-0133-WHO  
Date Entered \_\_\_\_\_  
By \_\_\_\_\_ (Deputy Clerk)

Team:

Given PS' role as "quarterback" of the Competition process at BV I was asked to present this today.

I'm doing the opening and closing while Alan Godfrey, Paul Dodd, and Jason Amacker take the middle section.

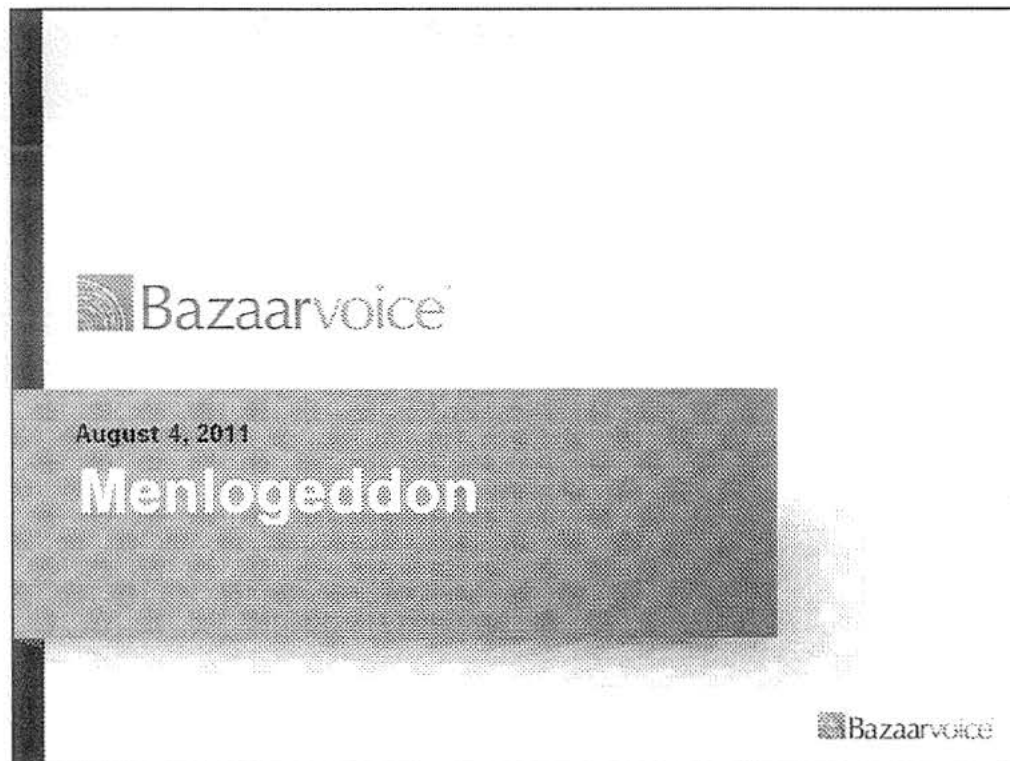
At the end of the deck you will find the textual version of the slides (vs the purely graphical ones we are actually going to present and talk to)

-Erin

**Erin Defosse**  
Vice President of Product Strategy  
**Bazaarvoice** [[site](#) | [blog](#) | [twitter](#)]

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*@iowyang: I take about 300-400 briefings a year. Very few can give me hard ROI numbers, [@bazaarvoice](#) does, truly social commerce. #rsc10*



1. Download either the doc `bv_ppt2010_dark` or `bv_ppt2010_light` from Sharepoint.
2. Click the Design tab, then on the little expand arrow.
3. Click "Browse for themes" and then find the template (now called a theme) you just downloaded. It will convert your previously boring preso into the super awesome BV branded slide deck!

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 Bazaarvoice



Aggressively going after our existing customer base

- Open Syndication Network

- Direct high-level calls from their CMO

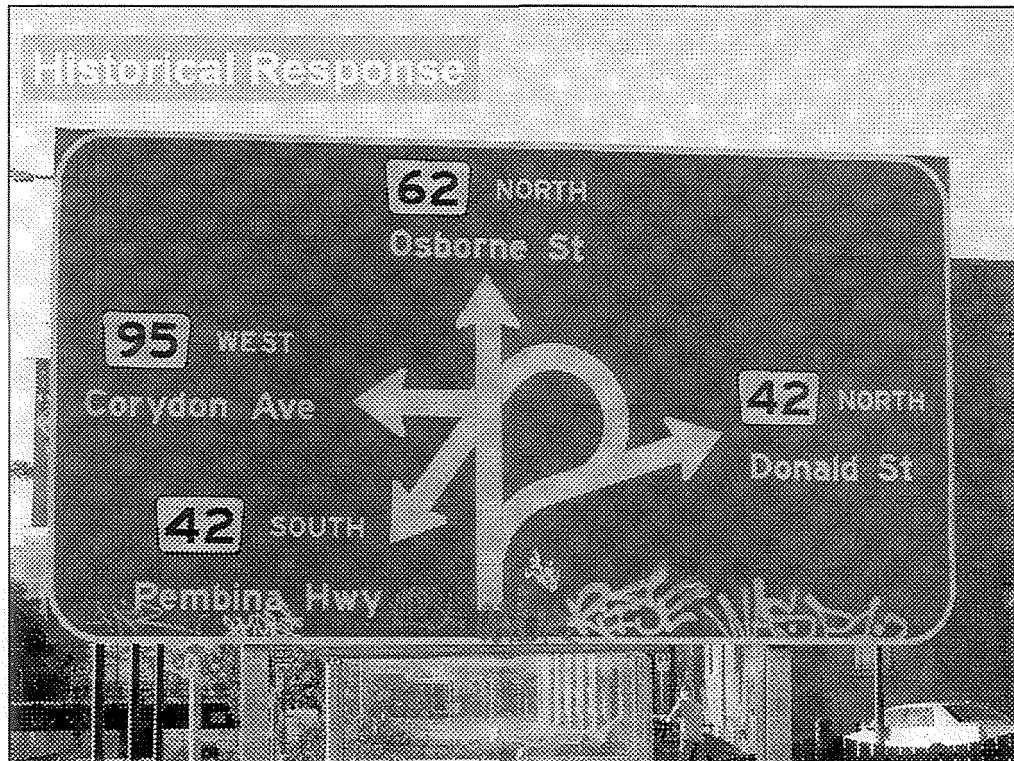
- Creating distraction and potential revenue erosion

Disrupting our new client sales efforts

- Slowing down sales

- Lowering price floors

- Have won a handful of deals that we wanted

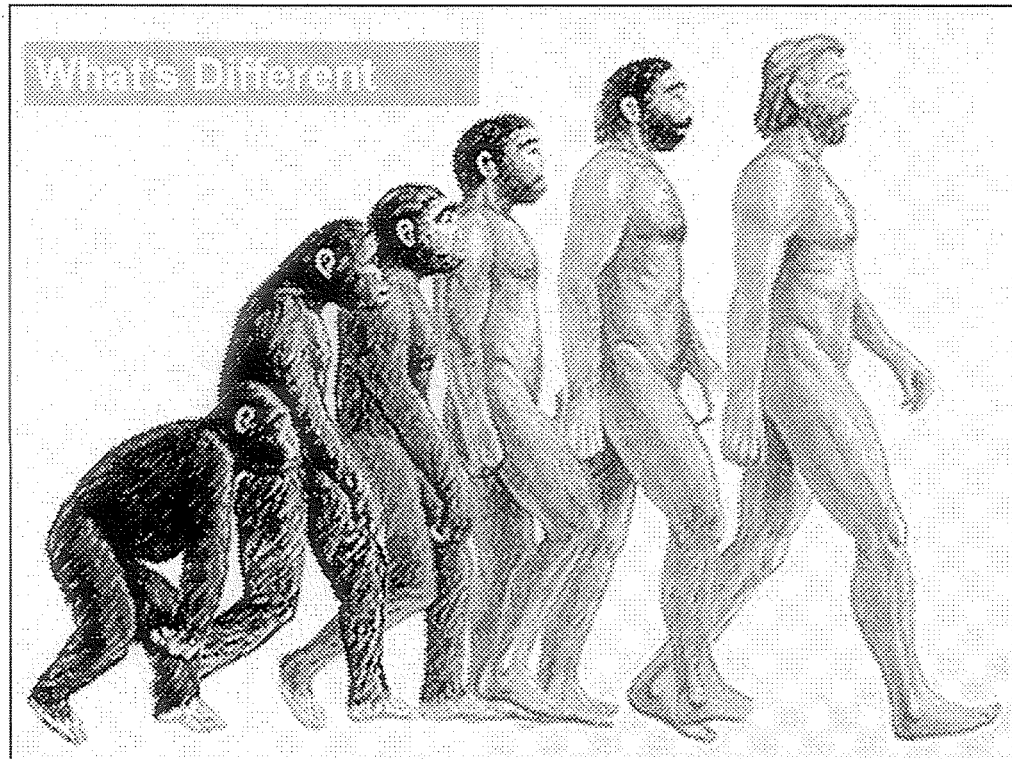


Uncoordinated across the company

Time limited

Unfocused

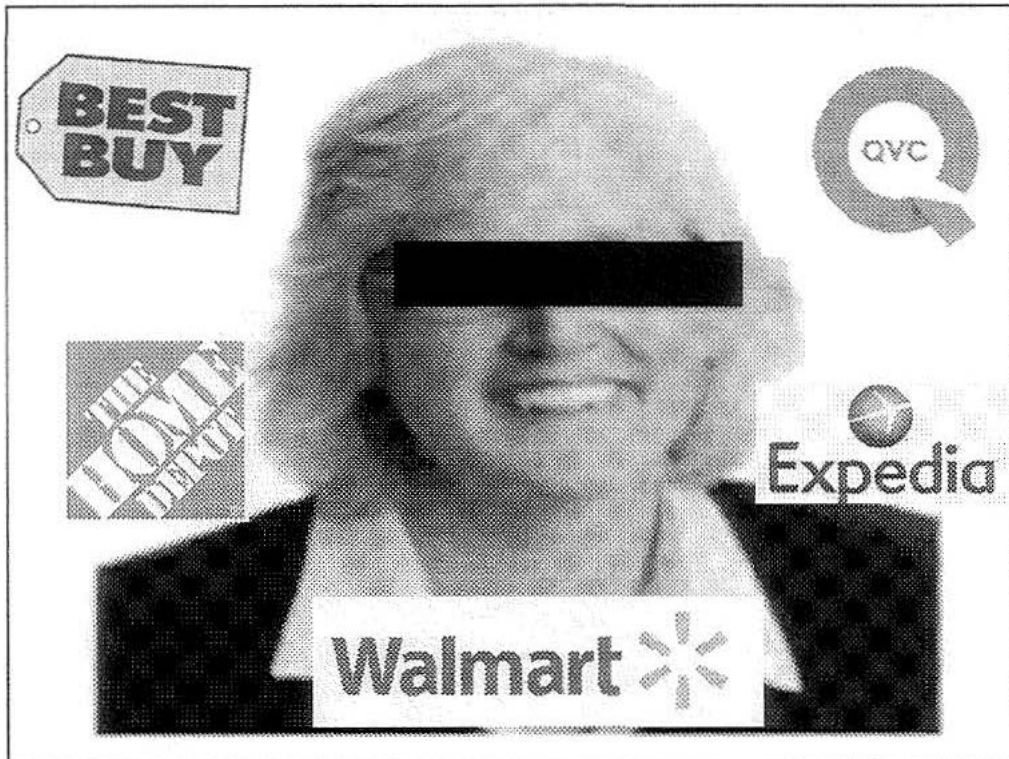
... Yet, we have been able to win in those deals that we have cared about (large, strategic ones)



PR has had a recent infusion of investor cash  
They have hired a very aggressive CMO  
They significantly improved their sales execution  
They are launching a multi-pronged attack at us  
    SEO (still!)  
    Syndication  
    High level one-on-ones with our clients  
Their attack happens to be at a sensitive time for us



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- Immediately hold QBRs with key clients
- Aggressively communicate our new strategic positioning
- Enable new syndication vehicles to defend our network
- Go on offense with SmartSEO





Proactively go after their top customers

- Message our new strategic positioning

- Arm sales team with specific side-by-side analyses and kill points

- Create “zero switching costs” for them

- Message case studies on clients that have left PR for Bazaarvoice

- Go in high and offer CI, syndication even before they switch

Establish clear and consistent sales process in the long tail

- Know who we want

- Know when to walk away

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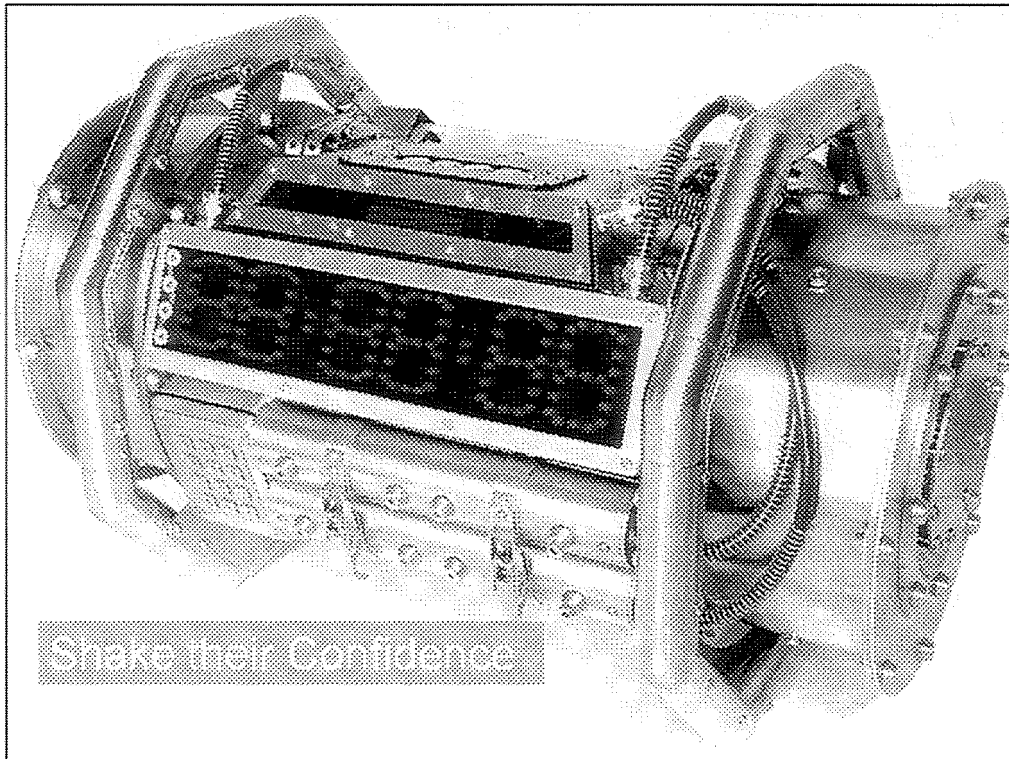
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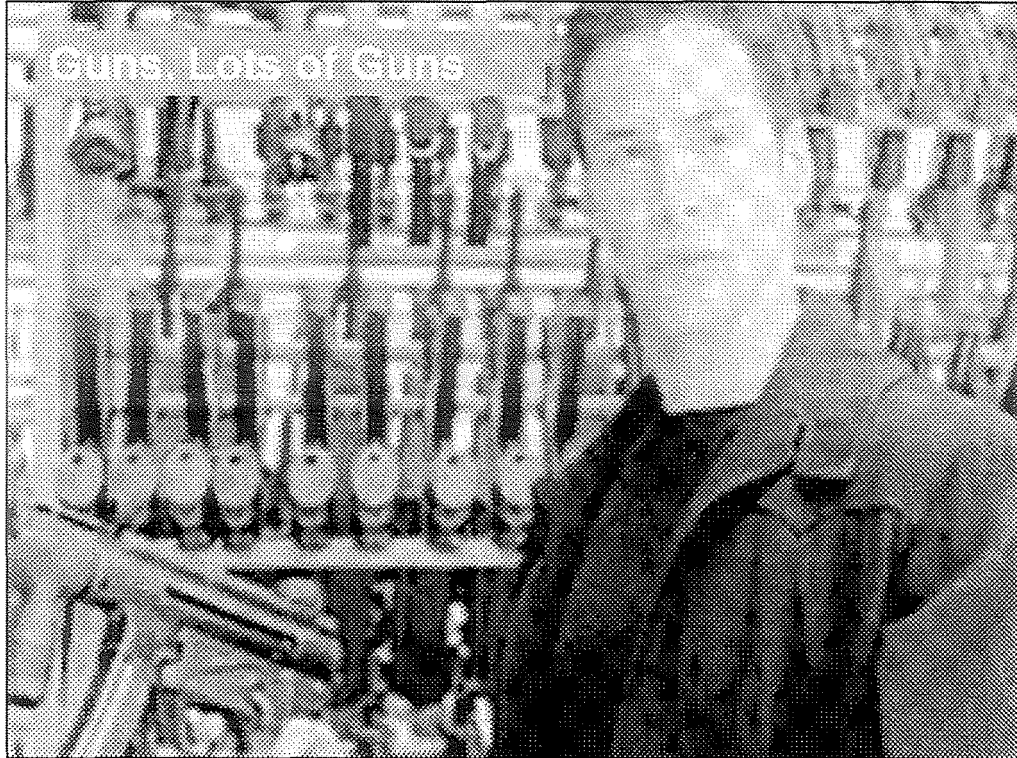
Eye-for-an-eye

Have our customers slam the door on them

Play a game they can't play (CI, Network, Platform)

Highlight our steals publicly

Recruit



Selling all of our value...

Our company innovates very fast. There are differentiators that many don't work into their pitch to the extent it should be.

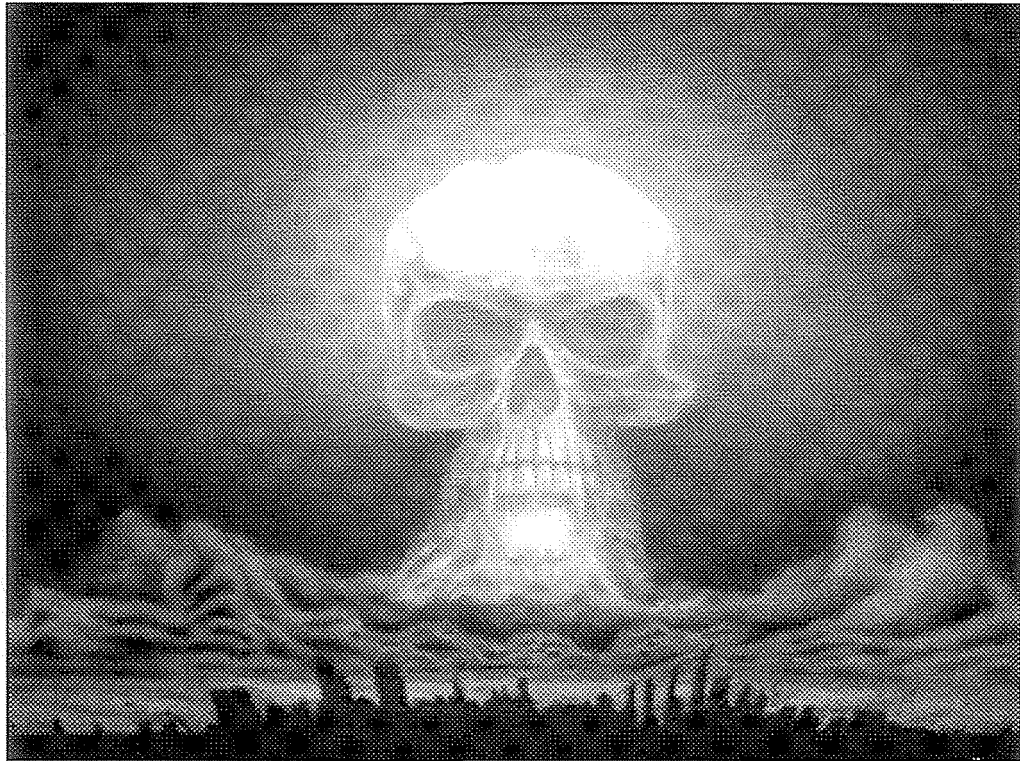
Moderation is a great example! Content Ops – have you ever felt that moderation is a “checkbox” to many clients in the sales process? We have the industry's most advanced moderation engine that supports custom guidelines, tags all reviews for analysis, and fuels the only UGC based BI system in the world! We push new content out every **15 minutes**, instead of in daily batches of data feeds. (Major PR architecture weakness as the web goes more real-time)

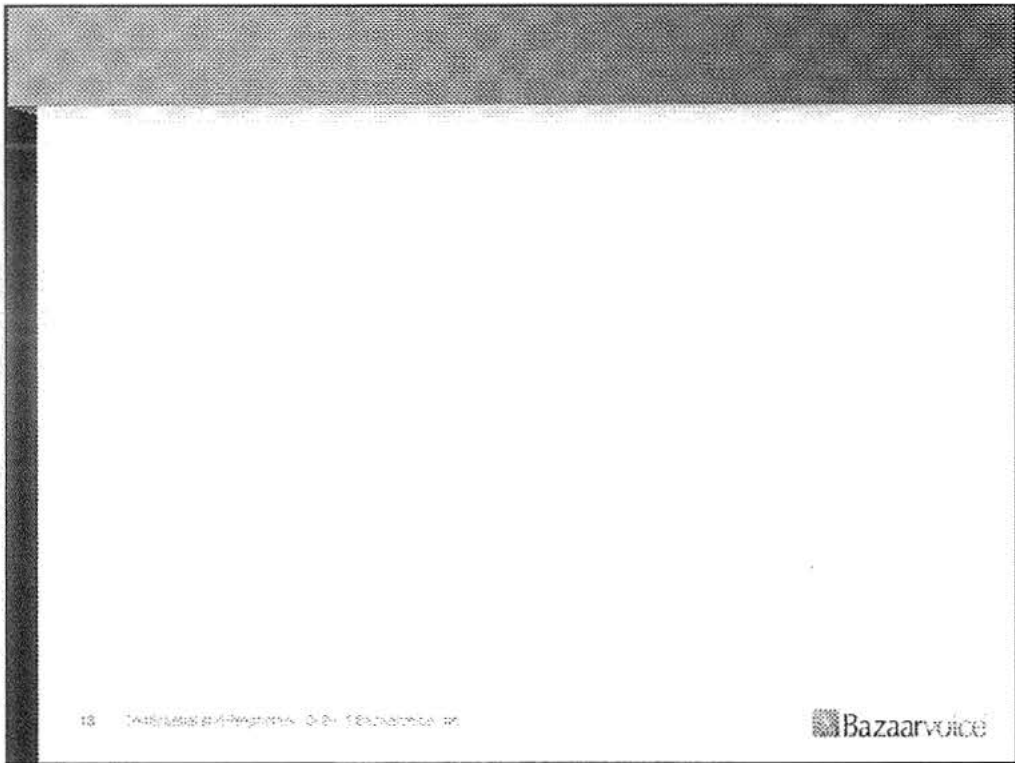
PR still uses spreadsheets to moderate! We did too. IN 2005!! WHY DO WE NOT TALK ABOUT THIS?

Use all of your guns. There are many things going on in CS that are awesome, but won't stick if we always go back to the old deck that worked.



- Immediately hold QBRs with key clients
- Aggressively communicate our new strategic positioning
- Enable new syndication vehicles to defend our network
- Go on offense with SmartSEO






13 International Programs - 0-01-18 Exchange

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## The PowerReviews Competitive Threat

- » Aggressively going after our existing customer base
  - » Open Syndication Network
  - » Direct high-level calls from their CMO
  - » Creating distraction and potential revenue erosion
- » Disrupting our new client sales efforts
  - » Slowing down sales
  - » Lowering price floors
  - » Have won a handful of deals that we wanted

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### Aggressively going after our existing customer base

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### Disrupting our new client sales efforts

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- Lowering price floors
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## What has been our historical response?

- » Uncoordinated across the company
- » Time limited
- » Unfocused
  
- » ... Yet, we have been able to win in those deals that we have cared about (large, strategic ones)

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Uncoordinated across the company

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## What is different this time around?

- » PR has had a recent infusion of investor cash
- » They have hired a very aggressive CMO
- » They significantly improved their sales execution
- » They are launching a multi-pronged attack at us
  - » SEO (still!)
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  - » High level one-on-ones with our clients
- » Their attack happens to be at a sensitive time for us

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## Establish impenetrable defenses

- » Immediately hold QBRs with key clients
- » Aggressively communicate our new strategic positioning
- » Enable new syndication vehicles to defend our network
- » Go on offense with SmartSEO

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## Take their customers and win new ones

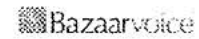
### » Proactively go after their top customers

- » Message our new strategic positioning
- » Arm sales team with specific side-by-side analyses and kill points
- » Create "zero switching costs" for them
- » Message case studies on clients that have left PR for Bazaarvoice
- » Go in high and offer CI, syndication even before they switch

### » Establish clear and consistent sales process in the long tail

- » Know who we want
- » Know when to walk away

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## Shake their confidence

- » Eye-for-an-eye
- » Have our customers slam the door on them
- » Play a game they can't play (CI, Network, Platform)
- » Highlight our steals publicly
- » Recruit

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## Who is going to lead all of this?

- » CS – Alan Godfrey
- » Marketing – David Milam
- » Product – Erin Defosse\*
- » Sales – Paul Dodd, Jason Amacker


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## In Summary

- » Establish impenetrable defenses around our key clients
- » Proactively go after their top customers
- » Establish clear and consistent sales process in the long tail
- » Shake their confidence
  
- » ...and nuke them to high heaven.

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 Bazaarvoice

Establish impenetrable defenses around our key clients

Proactively go after their top customers

Establish clear and consistent sales process in the long tail

Shake their confidence

...and nuke them to high heaven.



August 4, 2011

# Menlogeddon



# PowerReviews®



A photograph of a chessboard with various pieces. A hand is shown in the foreground, moving a dark chess piece. The board is lit from the side, creating strong highlights and shadows. The pieces are arranged in a way that suggests a strategic move is being made. The background is dark and out of focus.

**Competitive Threat**

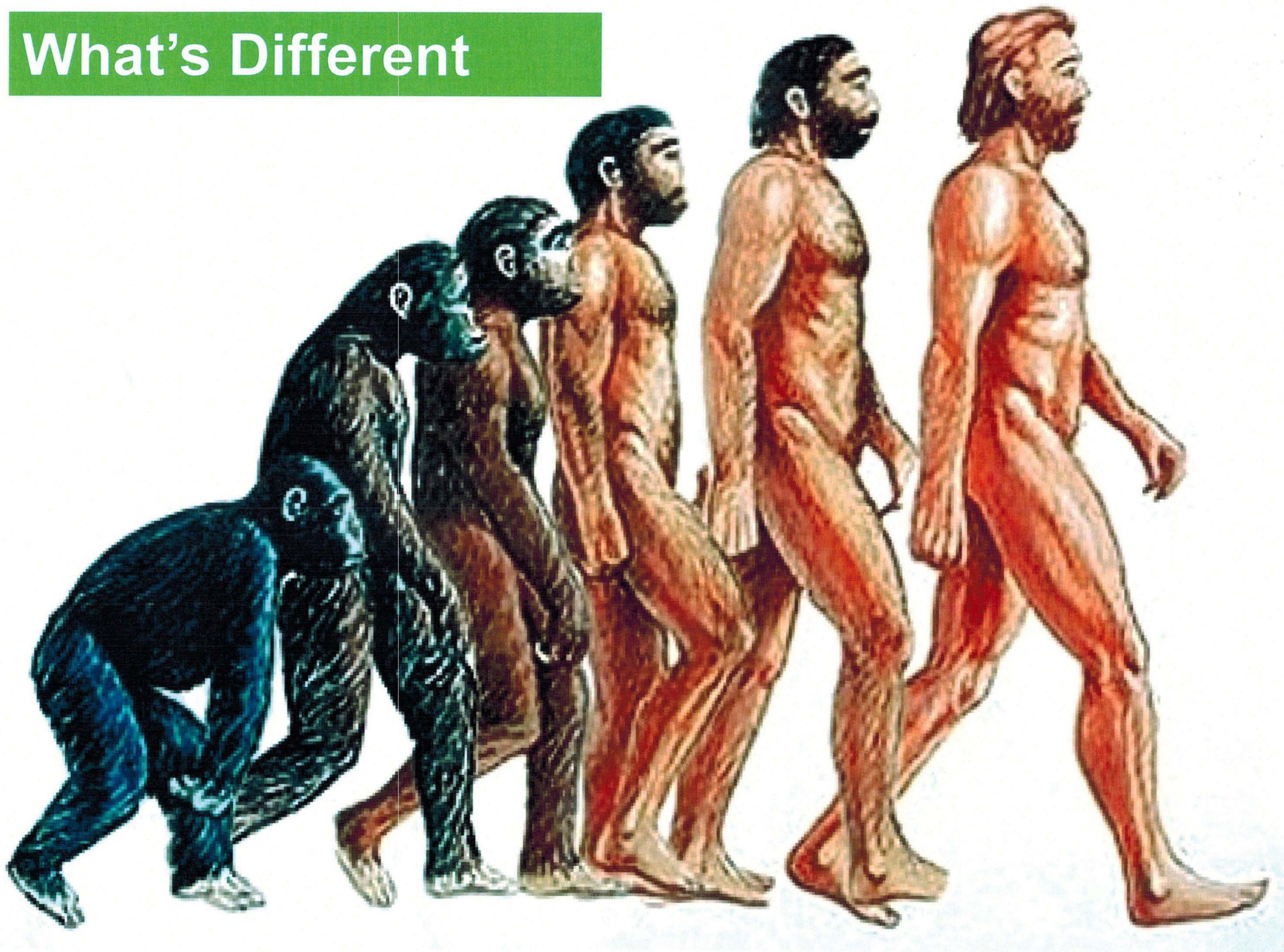
**Current Customers**

**New Acquisition**

# Historical Response



# What's Different



# Our Response





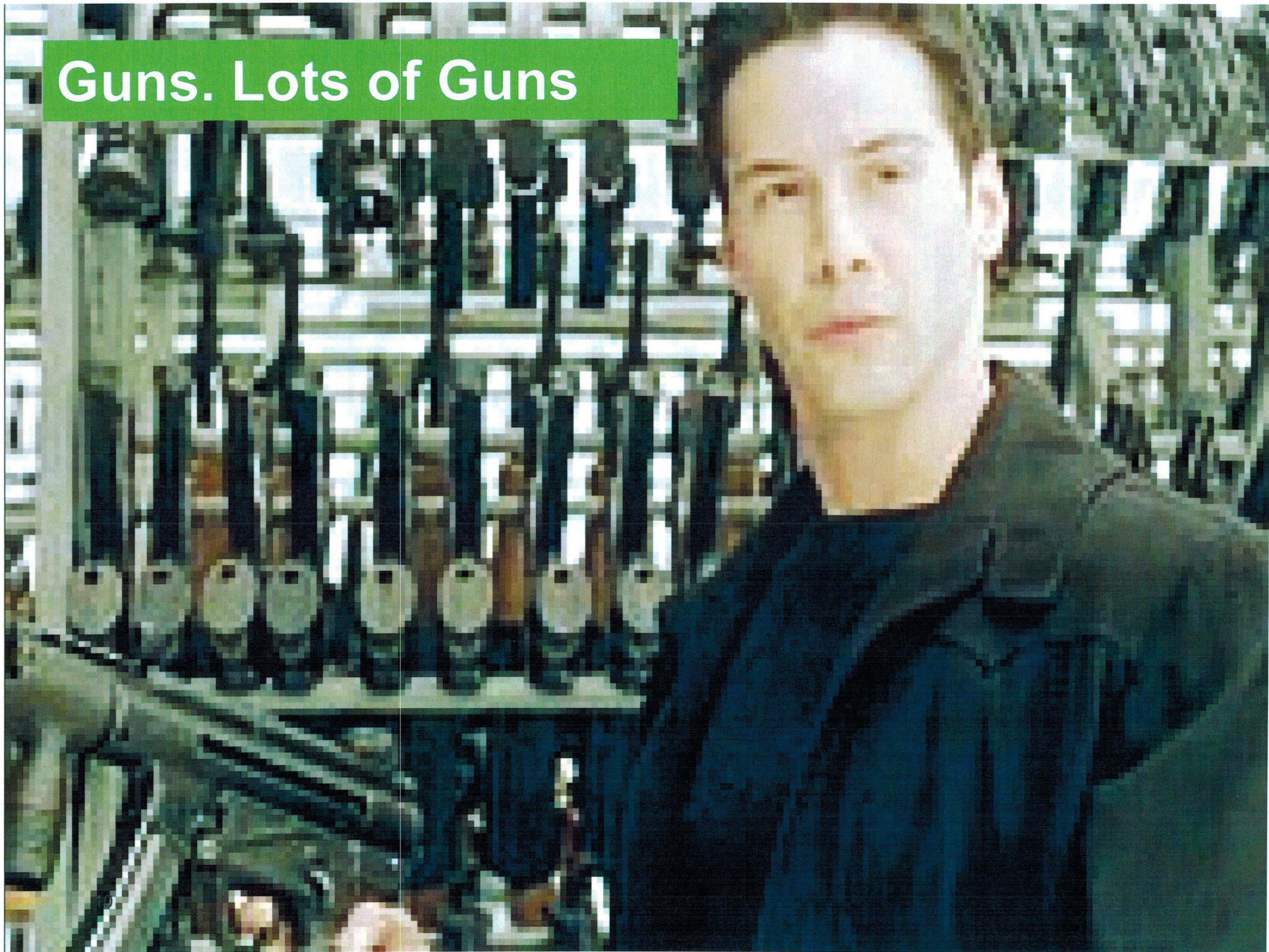
# Surgically strike





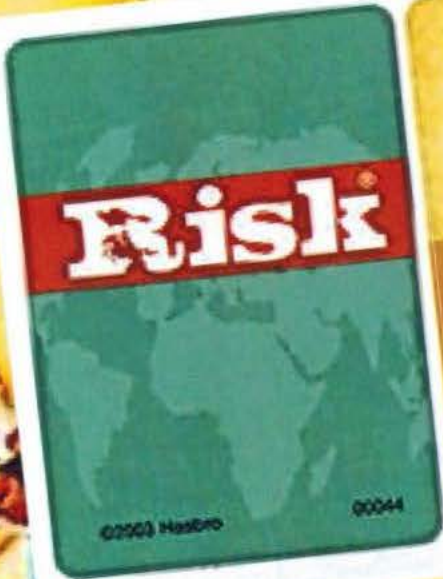
Shake their Confidence

Guns. Lots of Guns





# Summary



Protect  
our  
House



Surgical  
Strikes



Clear  
Strategy





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