



# **The Accidental Intrapreneur: Becoming the Knowledge Center CEO**

**MARY ELLEN BATES** [BATESINFO.COM](http://BATESINFO.COM)

January 26, 2016

# What we'll cover:

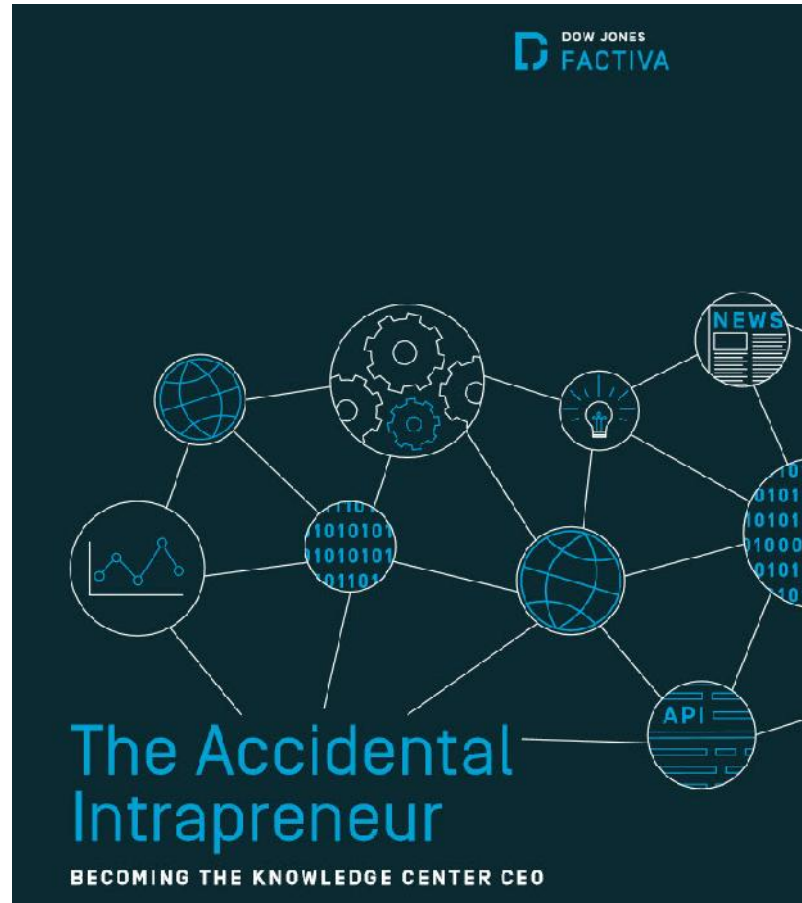
**Thinking like a business owner**

**Questioning assumptions**

**Offering greater value**

**Effectively communicating value**

[owl.li/WOsjH](http://owl.li/WOsjH)



# Thinking like a business owner

Are you seen as overhead?

*... or involved in your org's strategic goals*

# As an (internal) business owner, you...

- ✓ **leverage financial resources through strategic info acquisitions**
- ✓ **enable smart risk-taking**
- ✓ **ensure better-informed decisions**

# Understand your org's strategic goals

## Read your annual report

What's highlighted?

Where's the money going?

What's changed since last year?

Are you visibly contributing to those goals?

# Who are your key clients?

## C-suite or equivalent

Special projects teams

Strategic planning, new initiatives

## Value-creators, revenue-generators

Product development, major gifts officer, practice group leader...

# **We love ALL our clients, but...**

**Triage the urgent from the important**

**High-volume client priority**

**Do an annual 20/20 Review**

**Turn lowest-value 20% to self-serve**

**Develop new value for highest-value 20%**



# Question your assumptions

**Where your clients go for info**

**What your clients really want**

**What your clients do with info**

**What they think you can do**

**“But this is what my clients ask for!”**

**Clients only ask you to do what they think  
you can do**

# What do they value most?

“I’m sure that they value ....”

Oh, yeah???

**Time for reality-check interviews!**

[reluctant-entrepreneur.com/resources](http://reluctant-entrepreneur.com/resources)

# Reality-check interviews

**It's all about them, not you**

**Listen for limiting assumptions**

**Listen for your competition**

**Be prepared to drop legacy services**

# Reality-check questions

*How do you prepare for a strategic decision?*

*What's keeping you from achieving your goals?*

*What do you wish you knew about our stakeholders or competitors?*

*What Knowledge Center services would support you strategically?*

# Purge your assumptions buffer

**What is most valuable *now*?**

**What should you retire?**

**Who is doing interesting things?**

**What's the scariest thing I could do next?**

# Are you frictionless?

How easy is it to find you?

How easy is it to *talk* with you?

How responsive **do your clients say you are?**

Have you asked them lately?

# ASK for complaints

*Did you get what you needed?*

*How easy was it to use?*

*What would make it more useful?*



# Offering greater value

**Good information isn't enough (TL;DR)**

**Provide answers**

**Tell a story, with pictures!**

**Promote dissatisfaction with data dumps**

# Explore the questions they didn't ask

**Request:**

**I need info on hackers getting into cars' onboard computers**

# Explore the questions they didn't ask

**What geographic region?**

**What companies are mentioned?**

**Who is writing about it?**

**Who's being quoted?**

**Was this one-time or ongoing?**

**FACTIV**

Search TEXT: ((car or ...

Dow Jones (53) All (4)

Sort by: Relevance

- ▶ **Date**
- ▶ **Companies**
- ▶ Sources
- ▶ Subjects
- ▶ Industries
- ▶ Keywords
- ▶ **Executives**
- ▶ Languages
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**Date** Export

Date	Count
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01-Mar-2014	~10
01-Apr-2014	~10
01-May-2014	~10
01-Jun-2014	~10
01-Jul-2014	~10
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**Companies** Export

Fiat Chrysler Automobiles ...	147
Tesla Motors Inc	53
FCA US LLC	48
General Motors Company	26
Toyota Motor Corp.	16
Harman International Indu...	15
Sprint Corp.	14

**Authors** Export

Mike Spector	22
Thomas Fox-Brewster	15
Justin Pritchard	9
Kristine Oworm	6
Samantha Masunaga	5
Orr Hirschauge	5

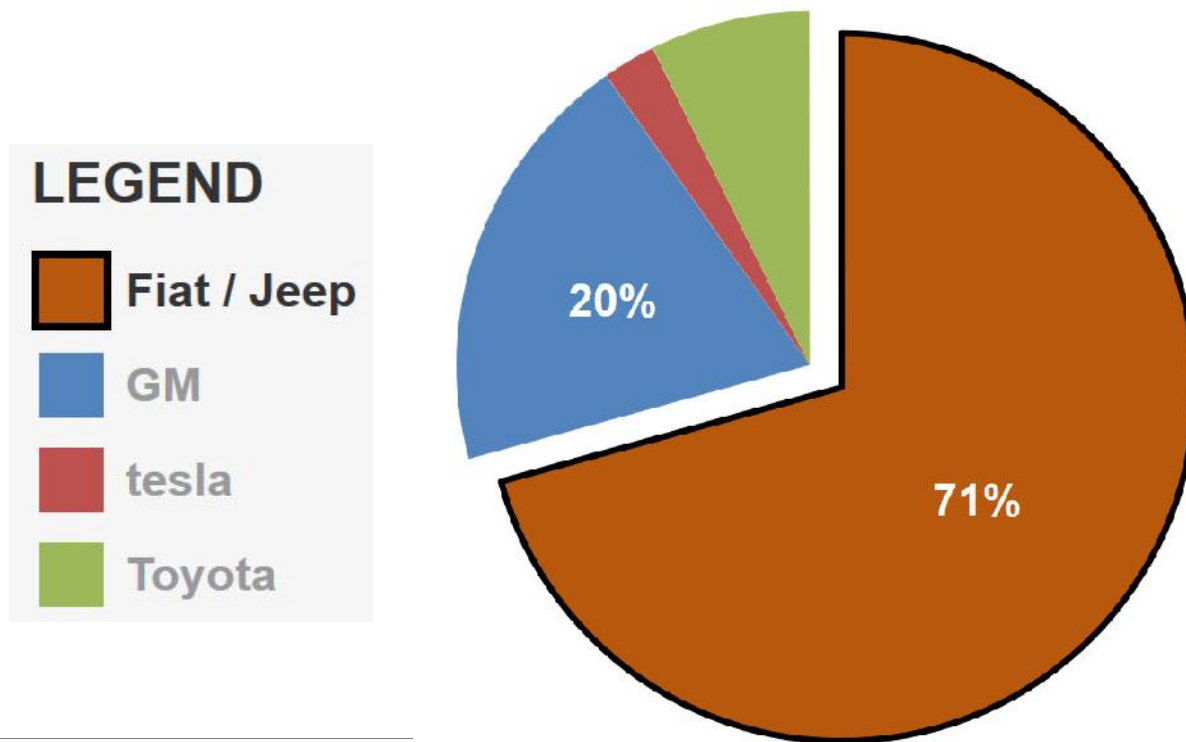
letters Analytics News

SOURCE: All Sources MORE

1. **Israel brings tech exp**  
Reuters News, 4:35 AM, 11 Jan

**in Cars Vulnerable to Ha**  
January 2016, 140 words, (English)  
- US safety regulators have  
wed hackers to take over cor

# Share of Voice charts



# Communicating value effectively

**It's our job to recognize and  
demonstrate our value, not our  
clients' job to figure it out.**

# How do we do that?

**Use language your audience uses**

**Reality-check interviews**

**Your org's value statement**

**Info service providers' value statements**



# From reality-check interviews

*Why do you use the knowledge center?*

*How would you describe the knowledge center's services to a colleague?*

# Info co's value statement

**Factiva:**

**Helping today's executives make better  
business decisions faster**

# When you describe yourself...

Is it a **WHAT** or a **WHY**?

"We search premium databases" or

"We provide insights from the outside"

## WHAT or WHY?

"We provide research services" or

"We help staff make better decisions"

"We are experts in organizing information" or

"We make critical research findable"

# Keeping track of the WHY

**Do you track examples of your impact?**

**What changed as a result of your work?**

# Are you counting what matters?

**Activity metrics** (ZZZzzzzzzz)

Econtent usage, # of research requests

**Result metrics** (!!!!!!!!!!!)

Patents awarded, clients won, awards received...

Don't know? ASK!

# “But they don’t listen!”

## Trouble-shooting guide:

**Audience**—WHO you are talking to

**Message**—WHAT you say

**Method**—HOW & WHERE you say it

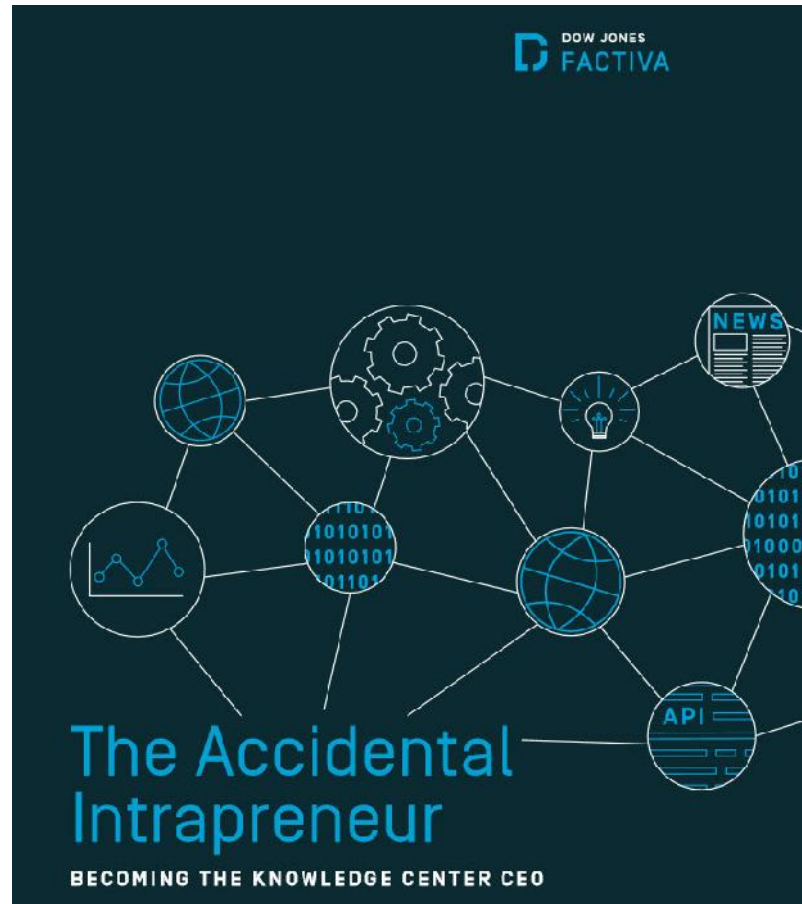
**Timing**—WHEN & HOW OFTEN you talk with your market

## Our message:

**The knowledge center has  
strategic info resources,  
strategic info experts,  
and contributes to strategic goals**



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# THANK YOU

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