Win/Loss Analysis is a Key CX Component

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Featured Speakers

Pat Lysak
President & CEO

Bill Bradley
VP, Marketing & Business Development
Best Practices in Win/Loss Analysis: Reduce Churn and Increase Win Ratios

Pat Lysak
President & CEO
Impole Company Overview

- Leader in Market & Account Insight
- Account Level Development Thought Leadership - Proactive Tactics Advice
- Diverse Vertical Markets, Global Reach
- Account Buy Cycle & Sales Effectiveness Focus
- Support Global Best Practice Companies
- High-Caliber Staff applying heuristic business experience and analytics
Focus of this webcast

<table>
<thead>
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<th>Net New</th>
<th>Renewal</th>
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<tbody>
<tr>
<td><strong>Win</strong></td>
<td>✔️</td>
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<tr>
<td><strong>Loss</strong></td>
<td>✔️</td>
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Reasons Companies Implement Win/Loss

- The customer buying process is rapidly evolving, almost radically, driven by customer
- Want to improve CX
- Why renewing
  Or not?
Benefits of Win/Loss Analysis

- Learn organization’s strengths & opportunities to improve
- Tool in Customer Experience
- Provides competitive advantage
Win Reasons: From Net New Surveys

Surveyed Wins

From Surveys (Renewing Customers)
- Product Capabilities: 25.0%
- Needs Understanding: 20.8%
- Pre-Existing Relationship: 16.7%
- Technical Support: 12.5%
- Service Delivery: 12.5%
- Pricing: 12.5%

From Surveys (Net New Losses)
- Quality of Service/Solution: 37.5%
- Vendor Relationship With Client: 12.5%
- Vendor Size/Stability/Reputation: 12.5%
- Need for Service/Solution: 12.5%
- Price/Value: 12.5%
- No Opportunity**: 12.5%

N = 168
Loss Reasons: From Surveys and Sales

Surveyed Losses

From Surveys (Customers)
- Pricing: 22.2%
- Product Capabilities: 22.2%
- Needs Understanding: 22.2%
- Existing Relationship: 16.7%
- Services Delivery: 11.1%
- Other: 5.6%

From Surveys (Net New)
- Pricing: 37.5%
- Solution does not meet needs: 25.0%
- Competitor had superior solution: 12.5%
- Cancelled/On Hold: 12.5%
- Internal (DIY): 12.5%

All Losses*

From (Sales)
- Pricing: 29.0%
- Initiative Cancelled or on Hold: 17.4%
- Project Cancelled: 11.4%
- DIY: 7.2%
- Poor Understanding of Needs: 7.2%
- Duplicate / Error: 6.6%
- Competitor Had Superior Solution: 6.6%
- Solution Does Not Meet Needs: 5.6%
- See notes for detail

N = 160
N = 2,859

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Wins vs. Losses: From Surveys

Client Business Impact Measures (Scale: 1-7), Average

- Importance of Specific Requirements
  - Wins: 6.0
  - Losses: 4.8

- Importance of Product Capabilities
  - Wins: 6.6
  - Losses: 5.3

- Importance of Vendor Reputation
  - Wins: 7.0
  - Losses: 5.8

- Importance of Needs Understanding
  - Wins: 7.0
  - Losses: 5.3

- Importance of Meeting SLAs
  - Wins: 7.0
  - Losses: 5.8

Likelihood to Recommend Client (Scale: 1-7), Average
- Wins: 5.3
- Losses: 3.9

Sales Team Ranking (Scale: 1-7), Average
- Wins: 6.4
- Losses: 4.2

This suggests differences between how wins and losses perceive various attributes.
Drivers and Information: Survey Results from Net New Accounts

**Business Drivers**

- **Improve Performance**: 37.5%
- **Lower Costs**: 21.9%
- **Reduce Risk**: 18.8%
- **Driver #4**: 9.4%
- **Driver #5**: 9.4%
- **Driver #6**: 3.1%

**Sources of Information**

- **Analyst**: 31.6%
- **Peer**: 10.5%
- **Website**: 10.5%
- **Blog/Article**: 5.3%
- **Consultant**: 5.3%
- **Existing Relationship**: 31.6%
- **Pre-Existing Relationship**: 5.3%

- **Almost 1/2 of respondents cited existing or pre-existing relationship with Client as their source of information**
- **Over 1/3 of respondents looked to recommendations (peer, consultant, analyst)**
- **Almost 1/2 of respondents cited Improve performance as #1 theme as a driver**
- **Almost 1/3 of respondents indicated Lower Costs as #2 theme**

Survey respondents may indicate more than one answer for each of these questions.
Survey Demographics (cont.)

Deals Analyzed by Segment (Where Available)

- Segment #1: 40.0%
- Segment #2: 40.0%
- Segment #3: 20.0%

N = 165

Deals Analyzed – by Industry

- Retail Trade: 40.0%
- Services: 50.0%
- Manufacturing: 25.0%
- Government: 12.5%
- Finance & Insurance: 6.3%

N = 170

Surveys by Country

- Canada: 25.0%
- USA: 75.0%

N = 170
How to Establish a Win/Loss Program

- Understand business drivers
- Socialize & gain organizational approval
- Develop objectives
- Shape program to achieve objectives
  - How to structure program: online/phone quantitative/qualitative
- Anticipate how the organization will handle results
Considerations for Best Practices

- Organization’s Objectives
- Research Tools
- Intelligence Reporting
- Organization Culture
- Functional Learnings
Understanding Organization Objectives

- Tool in Customer Experience
- Learn why organization’s loss rate is increasing & to improve
- Provides competitive advantage
The Organization’s Culture

- Willingness to embrace learnings
- How results are digested by the organization
- Short term or long term gain
Reporting the Information & Learnings

❖ By individual account
  ✔ For supporting detail

❖ Consolidated results
  ✔ For micro & macro trends

✔ Competitive Analysis
✔ Product/Services Analysis
✔ Strengths & Weaknesses in selling process
How to Succeed with a Win/Loss Program

- What can go wrong and kill the program before it succeeds?
- Examples of success
  - Accounts pending, not lost
  - Process improvements
Key Learnings

- Understand objectives first
- Obtain organization approval
- Institutionalize & sustain the program
"Our study concludes that this is the percentage of our customers who will buy from us without any effort whatsoever on our part."
Using Stakeholder Communications to Tell Your CX Story

Bill Bradley
VP Marketing & Business Development
What Makes Your Company Successful?

• Your products and services?
  – Features and benefits
  – Performance
  – Pricing
  – Core technology/innovation

• No! It’s your customers!
  – How satisfied and loyal are they?
  – How likely are they to continue to buy from you despite all the other choices?
Who are Stakeholders?

- Customers
- Employees
- Partners/Suppliers
- Investors/Shareholders
- Even prospects
Examples of Stakeholder Communications

- Customer Satisfaction Annual Report
- CX Case Studies/ Customer Testimonials
- Voice of the Customer Video
- CX Infographic
More Examples

Public Relations

Social Media

Competitive Satisfaction/
Loyalty Analytics

CX Certified Report Card
Summary

• Capitalize on your most valuable asset: excellence in customer service & support
  – Attract more customers
  – Retain more customers
  – Grow customer share of wallet
  – Win back lost customers

• Win more and lose less!
Thank You! Q & A

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