

Build Your Win/Loss Program

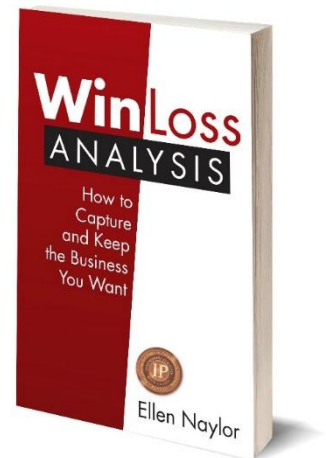


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Win-Loss: Why It Works



- Probe Actual Performance of Selected Vendor
- Understand Buying Process in New Ways
- Disclose Miscommunications
- It's not Just a Critique of the Sales Team

Win-Loss: **Why It Isn't Done**



- Not Aware
- Politics
- Cost
- Arrogance
- Think They're Doing It
- Lack Executive Sponsorship
- It's Not for Everyone!

Strategic Benefits of Win/Loss

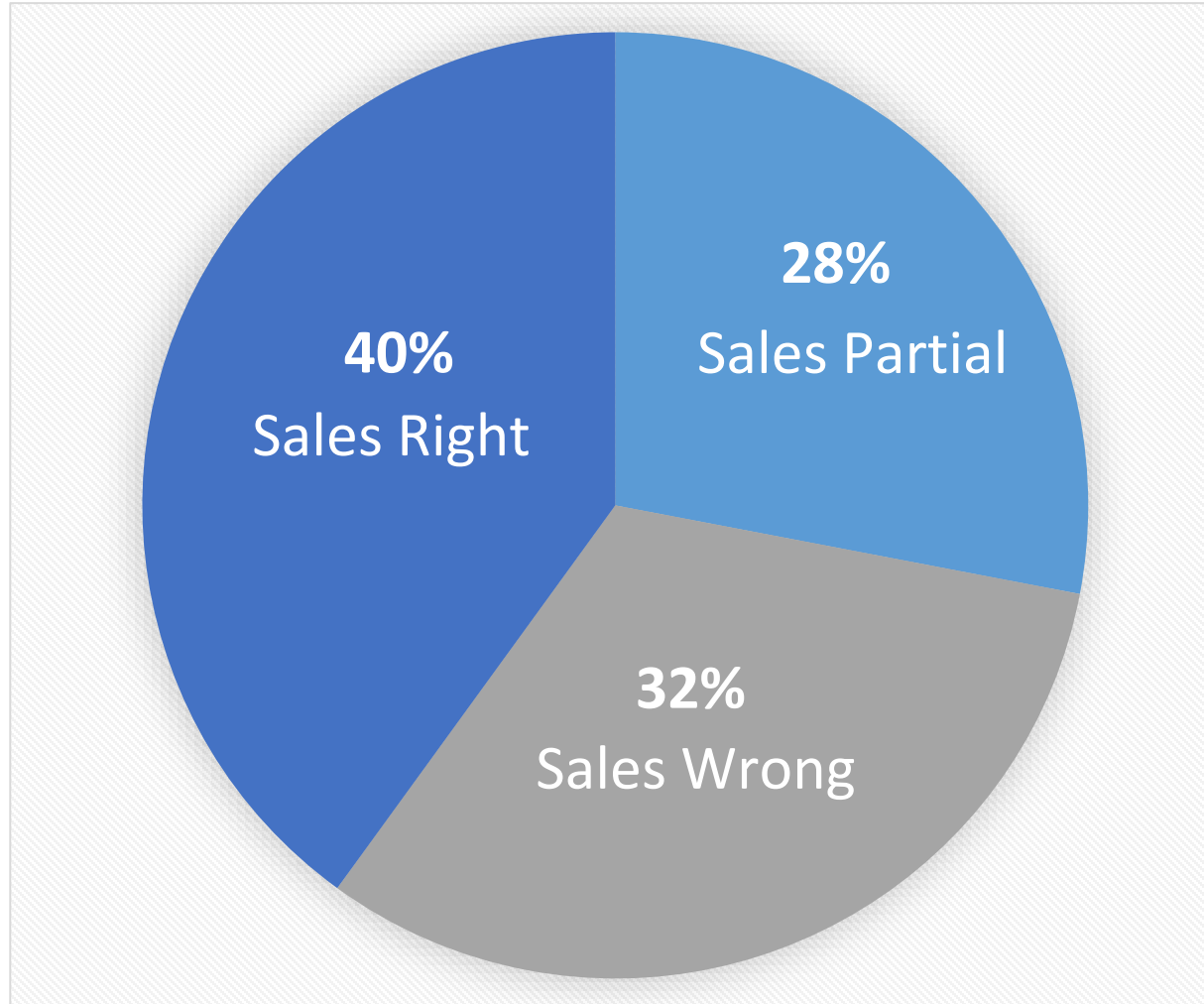
- Increase Profits and Revenues
- More Accurate Revenue Forecast
- Improve Product or Service Mix
- Timely Product/Service Development
- The Right Marketing Alliances
- Improved Customer Retention
- Early Warning System
- Trends Against Competitors

Tactical Benefits of Win/Loss

- **Why You Really Win:** Keep Doing it, Build
- **Why You Really Lose**
- Isolate Results
 - Product, Geography
 - Over Time, By Salesperson.....
- Predict Likelihood of Win Versus Loss
- Improve Sales Positioning + Practices
- Act and Improve Win rates 15-30%

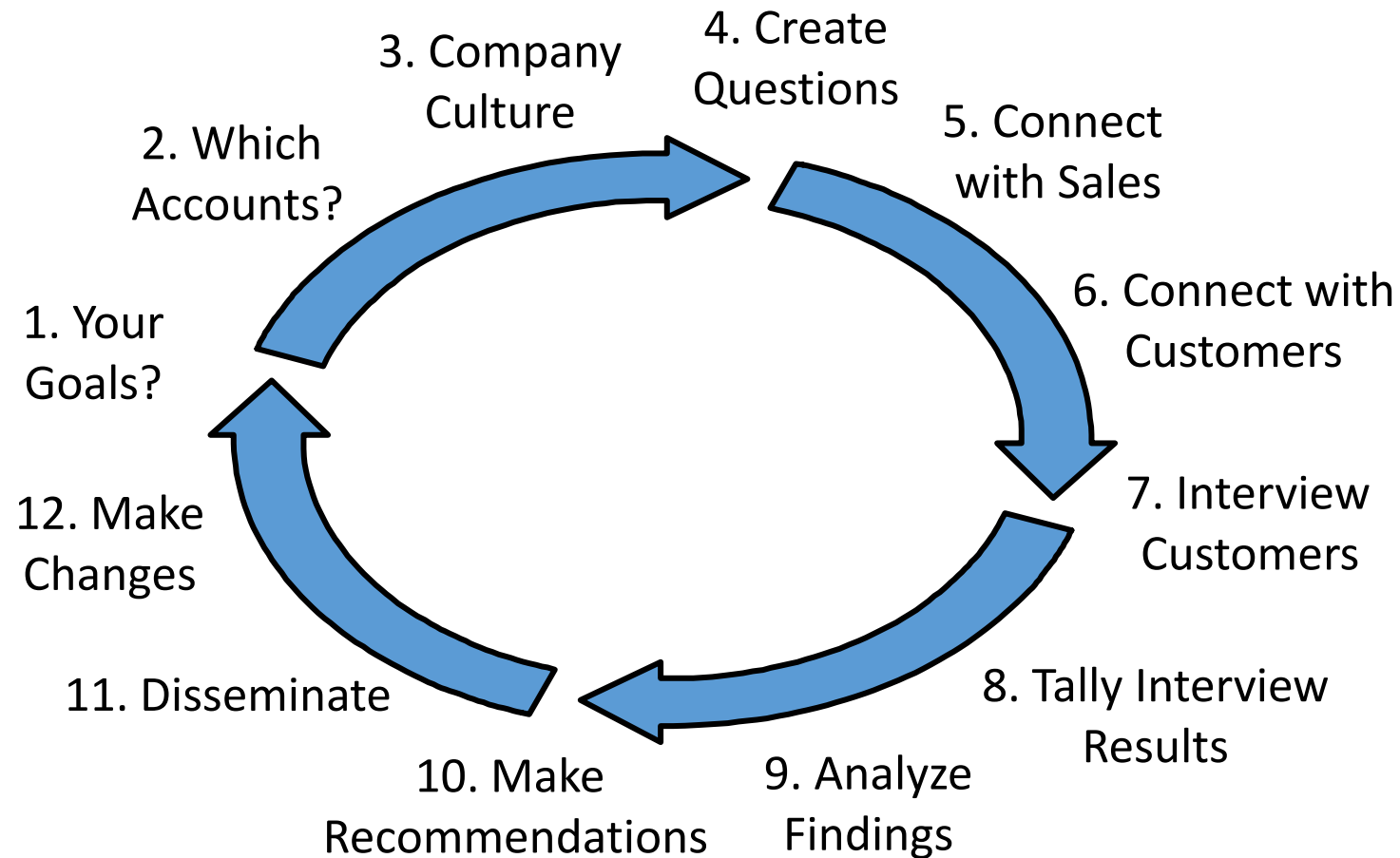
Statistics on Win/Loss Analysis

Salesperson's Stated Perceptions to Losing versus Actual Prospect Reasons

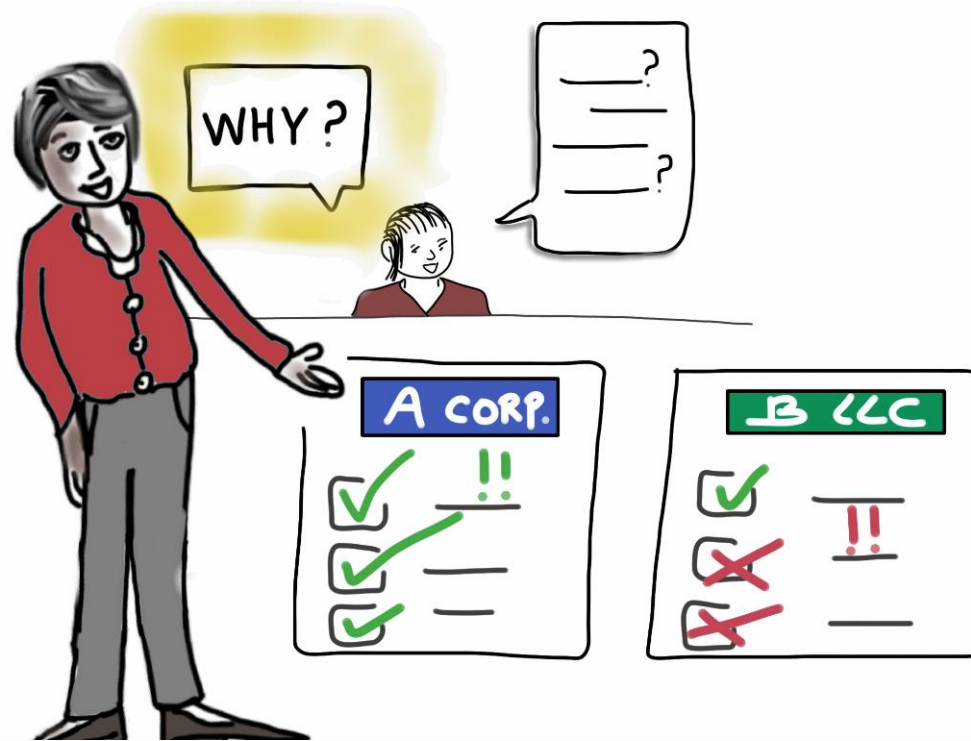


Source: *From a Good Sales Call to a Great Sales Call* by Richard M Schroder

Win/Loss Analysis Process



1. Your Goals



2. Which Accounts? Frequency?



Many think they know why they **WIN**, but not why they **LOSE**.
Why you think you WIN, isn't always the truth.

Win/Loss Analysis: Survey versus Conversation



3: Company Culture: Yours & Theirs



4: Create Questions



It's Not Just Sales

1. Relationship Health

- Account Management
- Positioned with right people
- Connected professionally
- Clear communication
- Responsiveness
- Proposal clarity
- Helpful customer references
- Clarity of presentation/demo
- Product knowledge
- Knowledge of customer industry

3. Service Issues

- Implementation/delivery
- Tech support
- Training
- Service agreement
- Maintenance

2. Company Reputation

- Management team
- Brand ID
- Experience
- Partner expertise
- Distribution
- Financial stability
- Understand customer's industry
- Easy to do business with

4. Product Attributes

- Overall capabilities
- Ease of use
- Features
- Technology
- Price
- Maintenance
- Reliability & quality

5: Connect with Sales



“Everyone is in Sales.” –Zig Ziglar

The Sales Game Continues to Change



6. Connect with Customers & Prospects



Pre-Interview: Information from Sales

Company name

Customer's name and job title

Customer's contact info

Account rep's name

Annual revenue of the sale

Date of sales decision

Win, Loss or Undecided?

Which competitors?

- **If Win**

Incumbent

Winback

Win with competition

Win little or no
competition

- **If Loss**

Previously a customer

Never a customer

Loss to _____

SHORT deal summary

Step 7: Interview Customers & Prospects



- Know me Before you Call me!

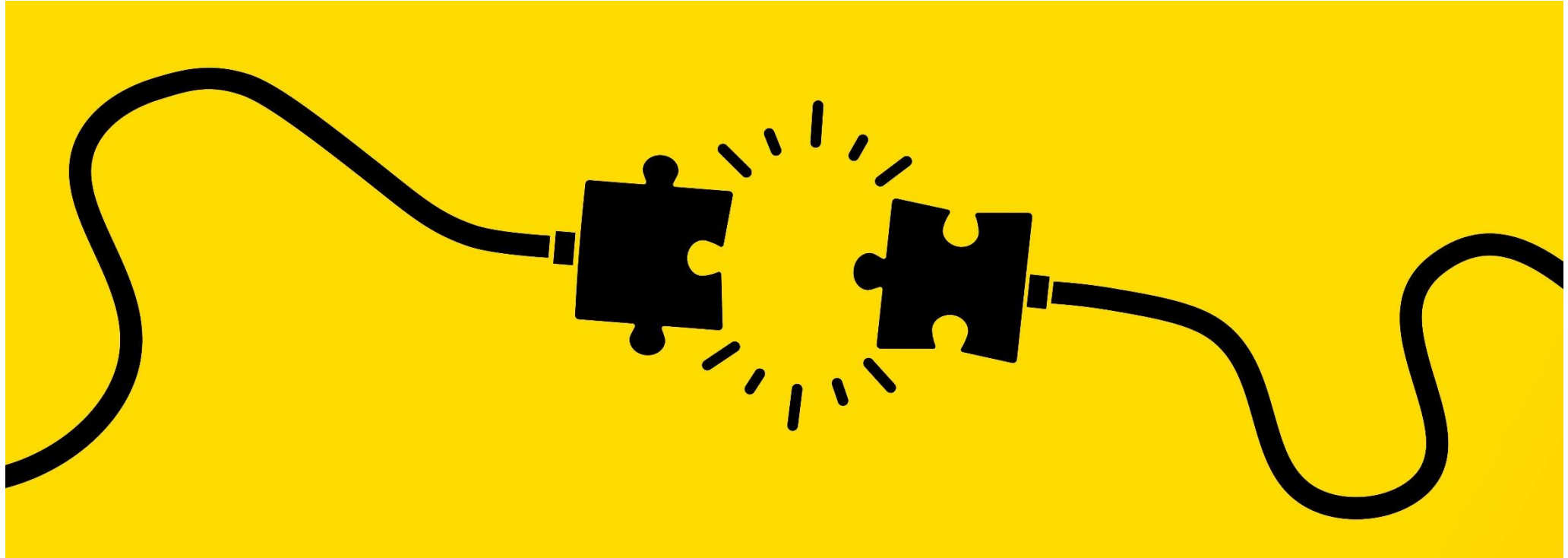
10 Tips to Improve Interviewing Skills

1. Set your intention
2. Get grounded
3. Sharing disposition
4. Be professional
5. Be polite
6. Listen Closely, e.g. for What's Not Said
7. Express Appreciation
8. Don't take yourself too seriously
9. Anything else?
10. Thank you goes a long way

Sharing Disposition

Egocentric	Deeply Intelligent	Nerd	Helper
Motor Mouth	Intellectual	Clam	Evasive Deceptive

8: Tally Results from Interviews (AI)



Step 9: Analyze Findings

AI: Supplement with Human Insight

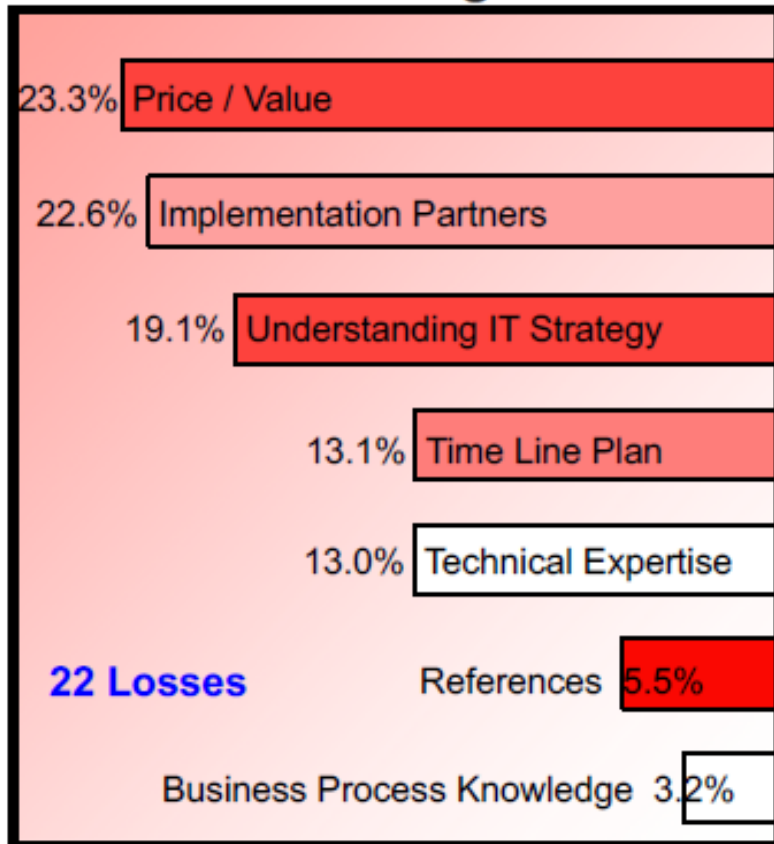


Analyze Findings

Wizard Chart for Active Consulting

Active Consulting is an imaginary system integrator that competes with Atlas Incorporated

Reasons for Losing



← Unfavorable Prospect Opinion



Fill Color is
Statistical
Confidence
Level

Losses	Wins
99%	99%
95%-98%	95%-98%
90%-94%	90%-94%
85%-89%	85%-89%
80%-84%	80%-84%
<80%	<80%

Reasons for Winning

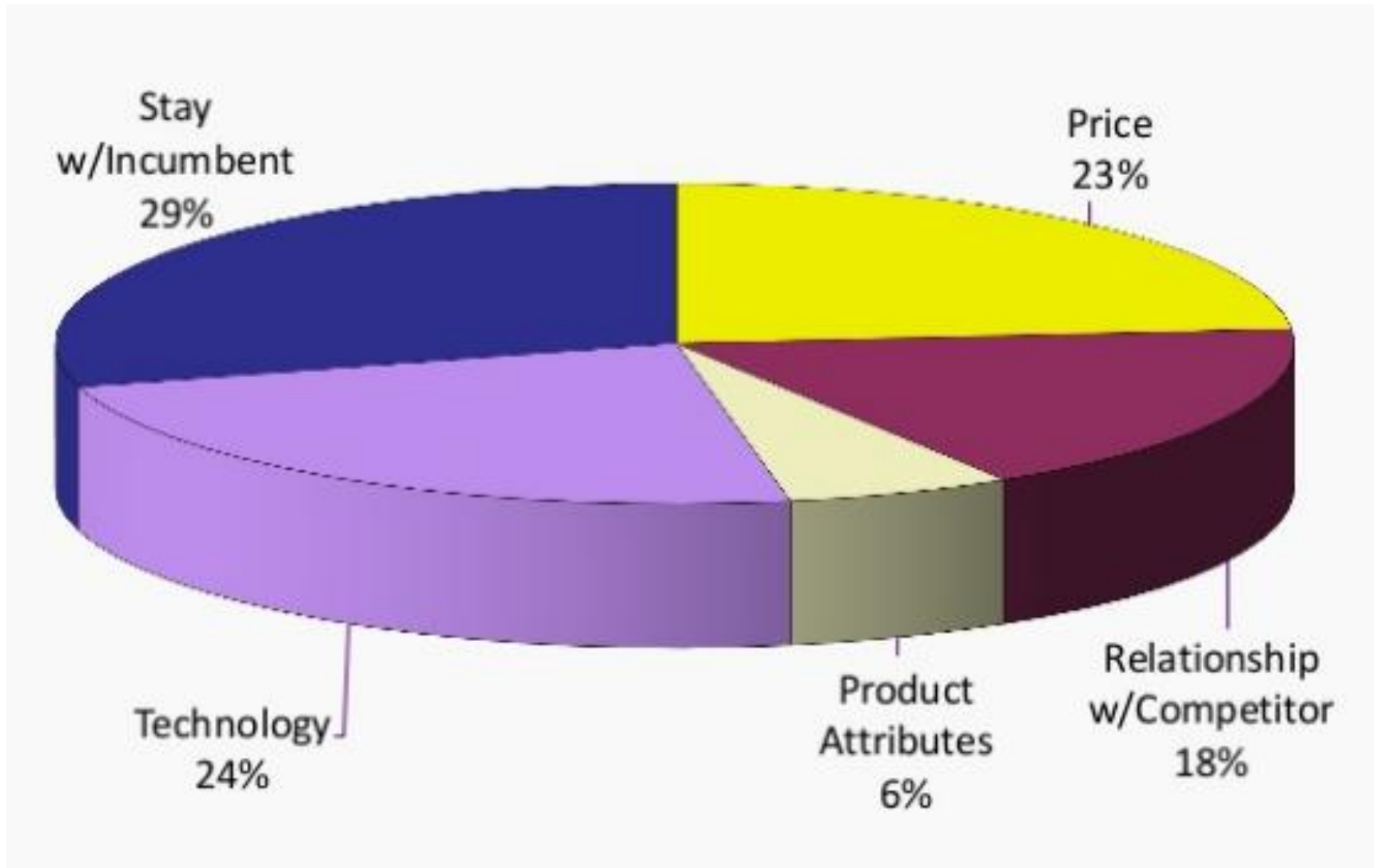


Favorable Prospect Opinion →

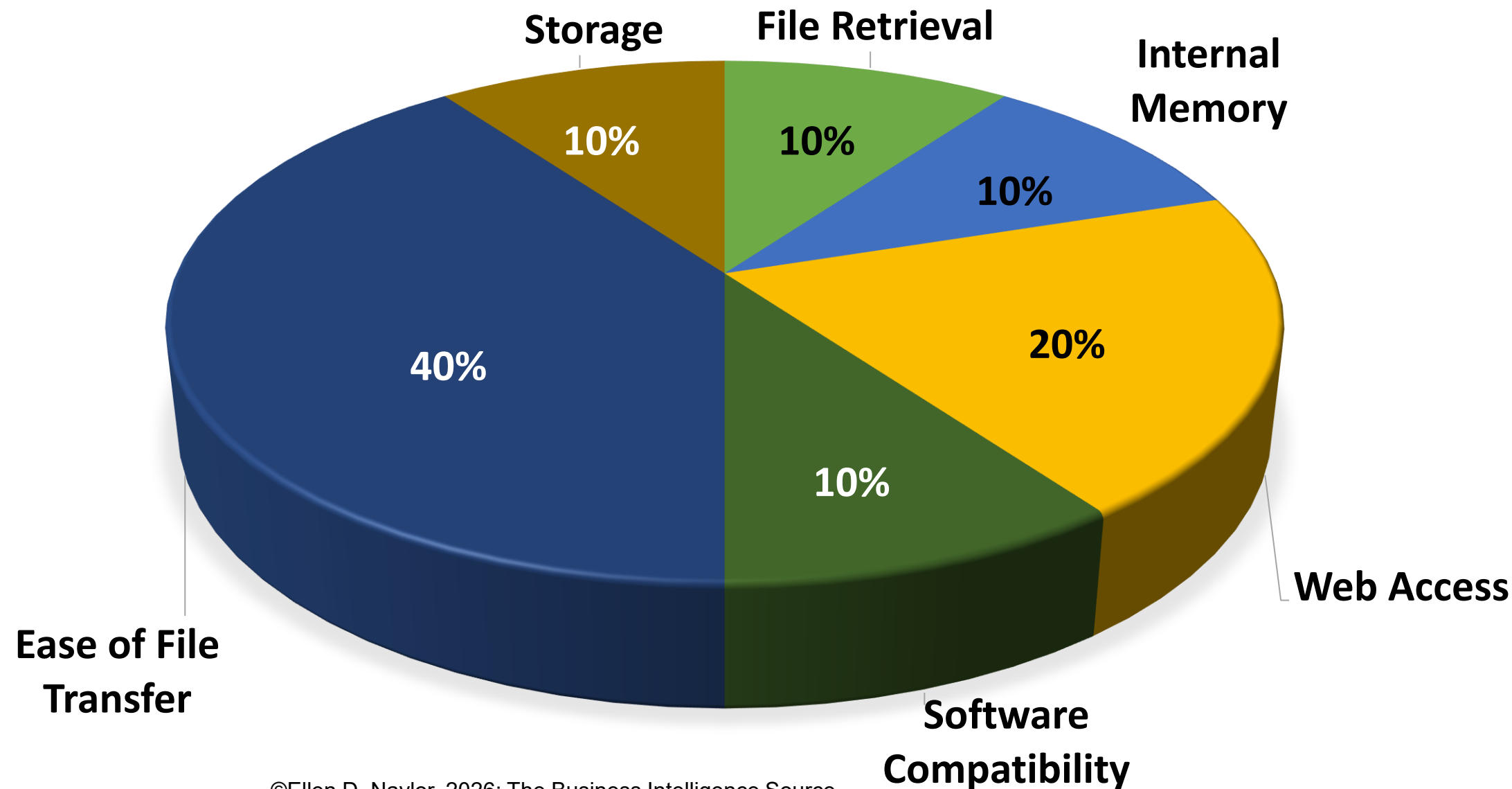
The width of the horizontal bars and the percentages represent the impact of that criterion on the prospects' decision.

This metric is PSP Enterprises' patented methodology to analyze complex decision data.

Reasons for Win or Loss



Technology: Drill Down Why Lost Versus Competitor A



Example: Qualitative Tally

Strengths

- Great Customer Service
- Sales Professionalism
- Sales Positioning
- Team Integration
- Works as Promised
- Specific Features
 - *System Stability*
 - *Easy System Interface*
- Price, Not as Often
- Brand ID Improving

Weaknesses

- Bad Customer References
- Sales too Pushy
- Don't Understand Biz/Industry
- Features
- Price
- Tech Support Upsells
- Not Integrated
- Low Company Confidence
- No White Papers

10: Recommendations



11: Disseminate



12: Make Changes



Until you make changes, you will not improve your win rate or retention!

5 Considerations for Win/Loss



1. Company Disclosure
2. Recording Interview Ethics
3. Compensating Interviewees
4. Technology and Security
5. In-House vs Third Party



- Win/Loss Programs: Quick to Implement
- Industry Expertise: Most Important Factor

Feeding Win/Loss Results...



Training



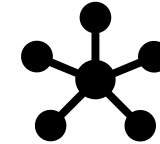
Strategy



Sales



Company



MARCOM



Buyer
Journey



Product

Feeding Win/Loss Results...



The Future of Win/Loss

How is AI used?

- Robot to Human interviews
- Analyze Win/Loss surveys, interviews
- Real-time turnaround
- Integrate W/L into corporate AI

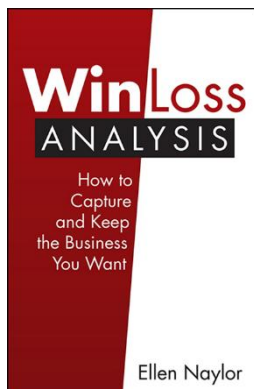
W/L evolving to transactional versus relationship building

- Perception that more data is better...really?
- Will human to human interviews be phased out?

People still need to be heard and listened to!

Critical thinking and discernment by humans is still essential!





Book Testimonials



“Ellen’s tip-to-tail approach is the most comprehensive and objective treatment I have ever seen of this competitive discipline. Her wisdom shines through on every page in very approachable language.”

Rick Marcet, VP Sales Strategy & Operations, Transunion. Author of **Win/Loss Reviews**

“All encompassing, easy to follow guide for Win/Loss Analysis. A must read for anyone looking to capture more business.” Babette Bensoussan, CEO, The Mindshifts Group; Best Selling Author

“I would recommend this book to marketing, account management, sales and business development professionals who want to meaningfully and quickly improve their success rates.”

Jason Voiovich, Chief Customer Officer, Logic PD

“The title represents over 30 years Ellen has been practicing competitive intelligence poured over 25 chapters, each one summarised in a call to action for the reader.”

Andrew Beurschgens, Head Market and Competitive Intelligence, EE

“I work the federal space mostly, but this book has no boundaries, you can use these approaches in any market segment, the principles are universal. I highly recommend this as a core CI reference for anyone.”

Rich Caldwell, Manager Competitive Intelligence, Northrup Grumman.

More book reviews on





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