

When a company loses a deal, their people often think it was because of price.

Often it's not.

When they lost for another reason, they may never know what it was – or how to fix it.

Do you know why your customers give you their business? Why they stay with you? What drives others to your competitors?

Do you know the most important next step you can take to win more business?

What is Win/Loss Analysis?

An effective Win/Loss program is much more than an ad hoc internal review of the big bids that did or didn't go through. A Win/Loss program is a systematic, objective, ongoing study of why deals are won and lost, based on primary intelligence gathered from your customers and prospects through in-depth interviews and surveys. Whether your company works with direct or channel sales, Win/Loss analysis allows you to go beyond impressions and anecdotal evidence to understand what customers really care about.

When you read a Win/Loss report, you will know what factors motivated the customer and you'll find out how you stacked up against your competitors. You'll get immediate feedback and you can benchmark your performance over time.

A successful Win/Loss program cooperatively and constructively engages your internal teams to give them objective, unbiased information needed to improve sales. Win/Loss Analysis can even tell you that small fixes are all that's necessary to increase win rates. When you know what you really need to address you can avoid making the same mistakes over and over and focus on making changes that will make a material difference for your business — Win/Loss Analysis gives you unparalleled precision in understanding exactly what brings a customer to a yes decision.

Using a third party to conduct your Win/Loss program adds a layer of objectivity internal resources can't provide. With a third party, you can focus your internal resources on identifying and implementing change for more effective results.



With Win/Loss Analysis, you can

- Understand why the customer went to market and how your offering did or didn't meet their needs
- Get a full debrief from customers, including how they understood the value of your offer, how their questions were or weren't addressed and how their internal decision process worked
- Have hard data on the importance of customers' decision factors, including product features, service, pricing, and cultural fit
- Get early warnings about new competitor offerings and features and anticipate shifts in competitor strategies
- Give your sales, product management, service, and marketing teams reliable information on what they can do to reach more customers

After every bid, Win/Loss analysis illuminates what actually happened – both what worked, and what you can do better next time. Armed with this insight, your sales team can tell the most compelling story that's likely to lead the customer to buy from you.

Why Fletcher/CSI?

For over 25 years Fletcher/CSI, a global leader in Competitive Intelligence, has helped clients gain strategic advantage. After thousands of Win/Loss reviews of deals from \$25,000 to over \$1B, we know how to tailor each program to deliver maximum value for our clients and their specific business needs.

When you hire Fletcher/CSI for your Win/Loss Analysis, you get:

Proven process, customized for you — We take our Win/Loss model, developed through years of collaborating with clients across many industries, and fully customize it for your needs. Our combination of qualitative and quantitative analysis provides unbiased, comprehensive sales performance insight — *we get what others miss.*

Veteran industry analysts — Our in-house analysts, all with deep industry knowledge and broad skills in Competitive Intelligence, conduct open-ended, probing interviews. We give you direct access to the people doing the work by setting up regular update calls with your dedicated Win/Loss analysts — *our process ensures you get our “A Team” every time.*

Results you can use — You get individual deal reports on a rolling basis to give you ongoing feedback you can immediately respond to. We also prepare summary reports where we benchmark and track performance and give you the long view. Our strategic recommendations bear the weight of deep experience and thorough study of thousands of deals, so we know how to translate analysis into action — *our process includes that raw data and the analysis.*

When you engage Fletcher/CSI to support your Win/Loss program, you get both our expertise and our collaborative approach. We work with you to deliver value to your stakeholders, and are committed to making sure your needs are being met.

Fletcher/CSI: Your partner for success.

The Fletcher/CSI Win/Loss Process



“We chose Fletcher/CSI because they were more consultative in nature. This was important to us since we’re just beginning this process.”

— Marketing VP, Financial Services Firm

“The team was great, easy to work with, and smart. When we posed a question you could tell Fletcher/CSI knew the space and the issues.”

— Manager, Corporate Strategy and Competitive Intelligence, Healthcare Company

“At the time we were satisfied with our current Win/Loss program, but we agreed to do a pilot program. Now we do our Win/Loss and other competitor programs with Fletcher/CSI.”

— VP, IT Enterprise Services Company

“I really like the way Fletcher/CSI presents its findings. It is easy to process, but also very detailed. The way they can tailor reports is great.”

— Business Analyst, Food and Facilities Management Company