

The State of Win/Loss Analysis, 2013

A Multi-Industry Survey on How
Companies Are Using Win/Loss
Analysis

Executive summary

- Fletcher/CSI surveyed 160 companies across 20+ industries on their use of win/loss analysis to examine bid outcomes. Findings included:
 - 3 of 5 companies engage in win/loss analysis, with 1 of 3 programs rated as being effective – suggesting that only 1 in 5 companies has an effective win/loss program in place
 - The most common reason for doing win/loss is to develop better positioning and go-to-market strategy
 - 1 of 4 win/loss programs has a budget under \$150K and covers between 31 and 100 deals
 - Results from the same survey conducted last year corroborate the findings
 - Effective programs:
 - Are systematic – they are ongoing and measure success
 - Are not just for sales – they engage senior leadership and other internal groups both through receiving funding and distributing results
 - Are not limited to surveys – they combine surveys with interviews to get feedback from prospects
 - Provide objectivity – while they require the sales team to participate, it's another team or a 3rd party that collects the information



The survey

Win/loss analysis examines the outcomes of bids by gathering information from both customers and internal salespeople through interviews, surveys, or both.

To assess the current state of win/loss analysis, Fletcher/CSI surveyed 160 professionals on their companies' programs. Respondents represented companies around the world with annual revenues from under \$1M to over \$40B and from a wide range of industries, including

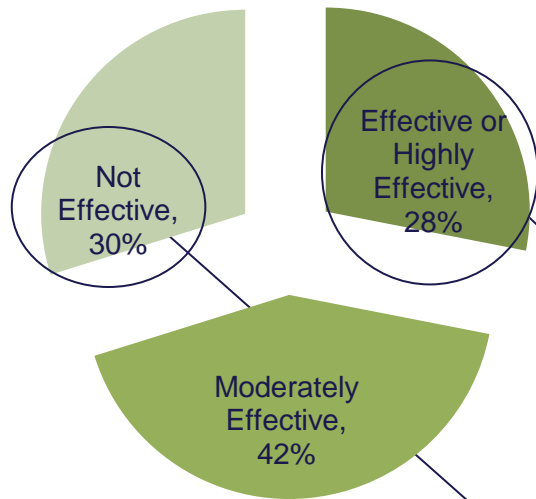
- Aerospace
- Automotive
- Business services
- Consulting
- Electronics
- Energy
- Financial services
- Government
- Government contracting
- Health insurance
- Healthcare, including healthcare IT, medical equipment and technology, and research
- IT, including hardware, enterprise software, and data center services
- Legal services

- Manufacturing
- Marketing
- Telecommunications

This is the second year Fletcher/CSI has conducted a survey on win/loss analysis; results from 2012 corroborate findings from this year, as few responses show statistically significant divergences. Last year's results are shown throughout the report for comparison.

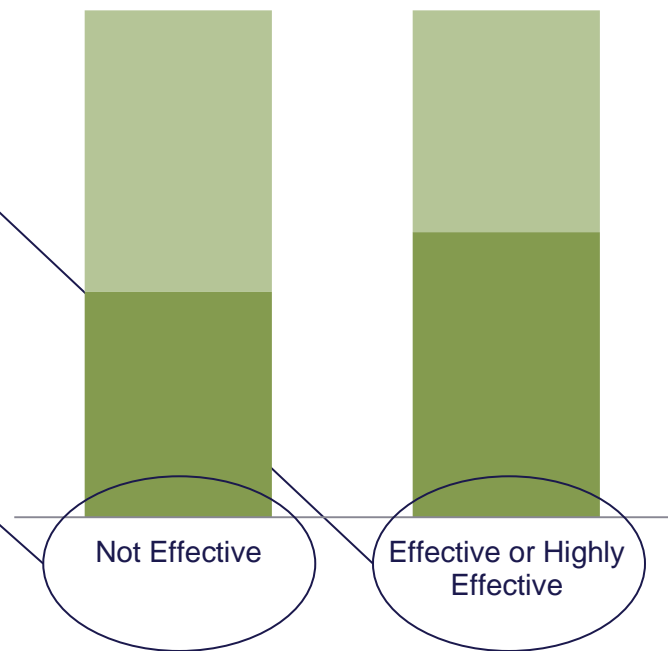


Do you consider your win/loss program effective? / note on methodology



Participants were asked to rate the effectiveness of their programs; fewer than one-third rated their programs “effective” or “highly effective.”

We then eliminated the middle ground of “moderately effective” and correlated high and low ratings with other responses to identify characteristics of effective win/loss programs.

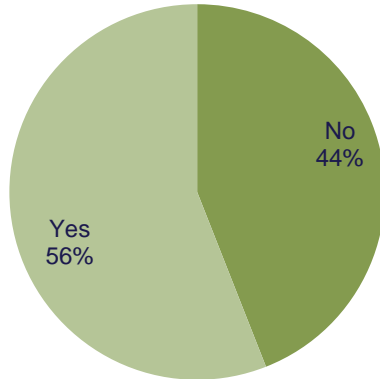


Win/loss analysis in 2013: the basics

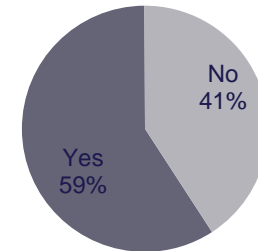
How many companies do W/L? Why? How long have they been doing it? How much do they spend? How many deals do they cover?



Are you aware of a win/loss program at your company?



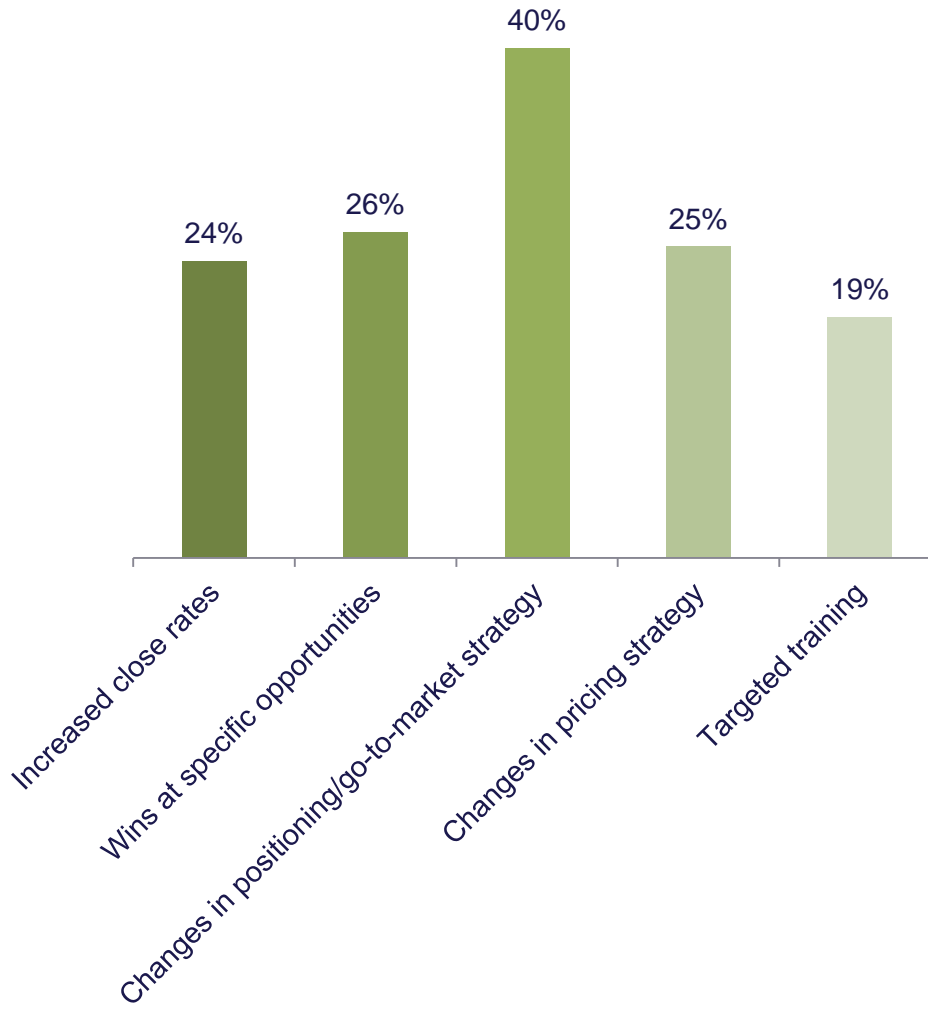
2012



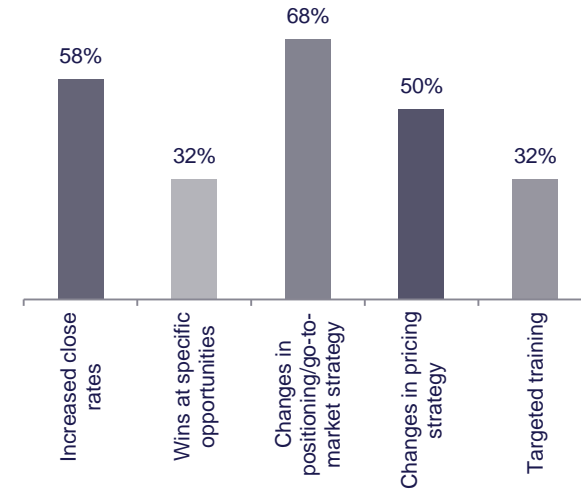
About 3 out of 5 companies surveyed have a win/loss program in place.



What are your goals in doing win/loss analysis?



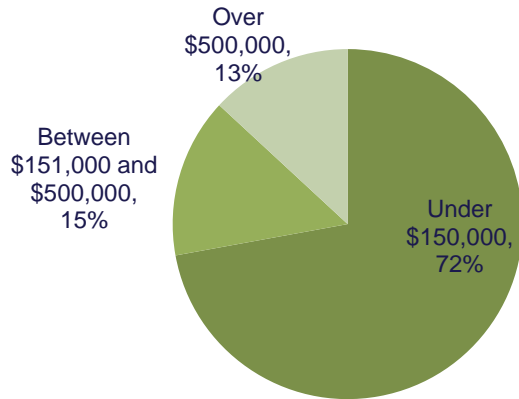
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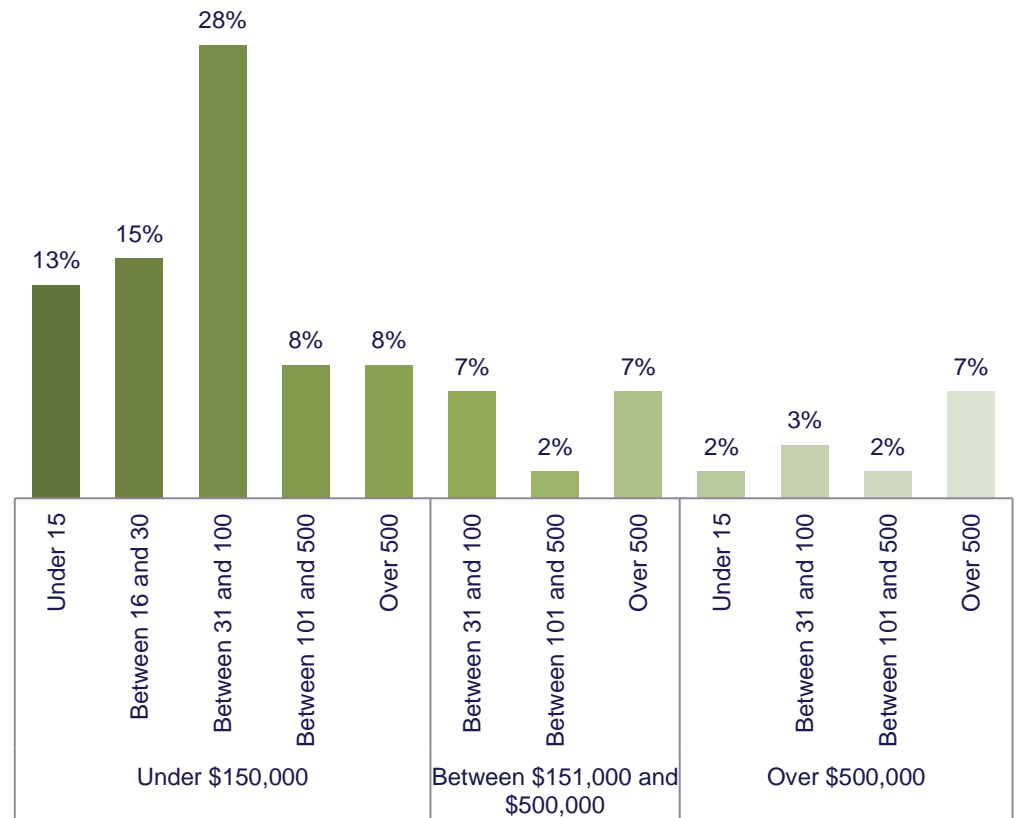
The most common reason for doing win/loss analysis is to develop better positioning and go-to-market strategy.



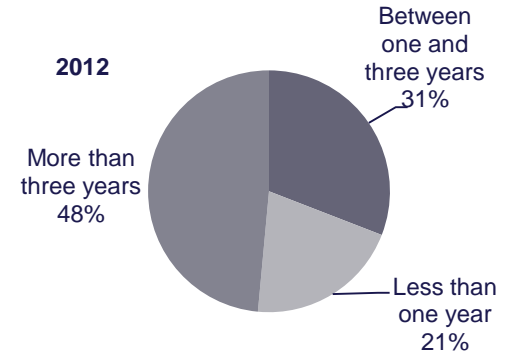
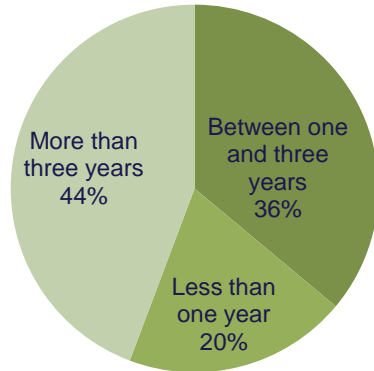
What is your budget for win/loss? How many deals do you cover?



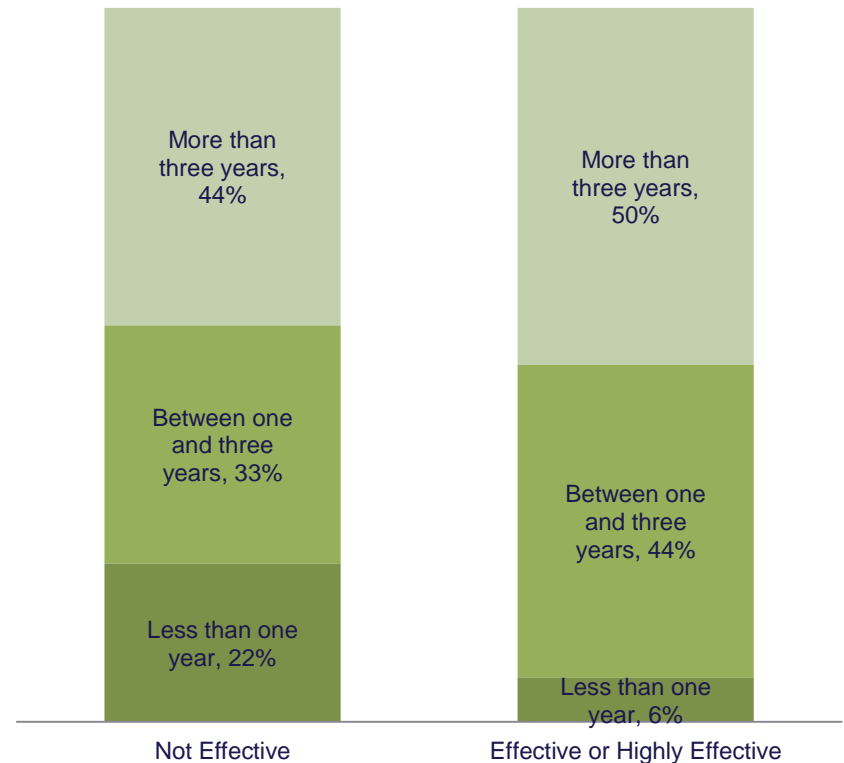
Over one-quarter of all programs have a budget under \$150K and cover between 31 and 100 deals.



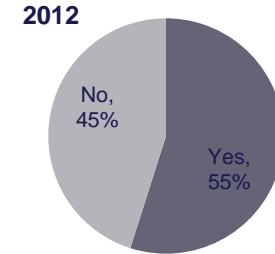
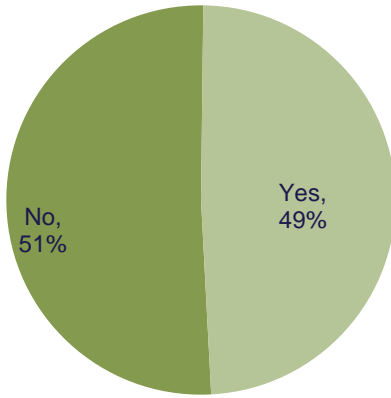
How long have you had a win/loss program in place?



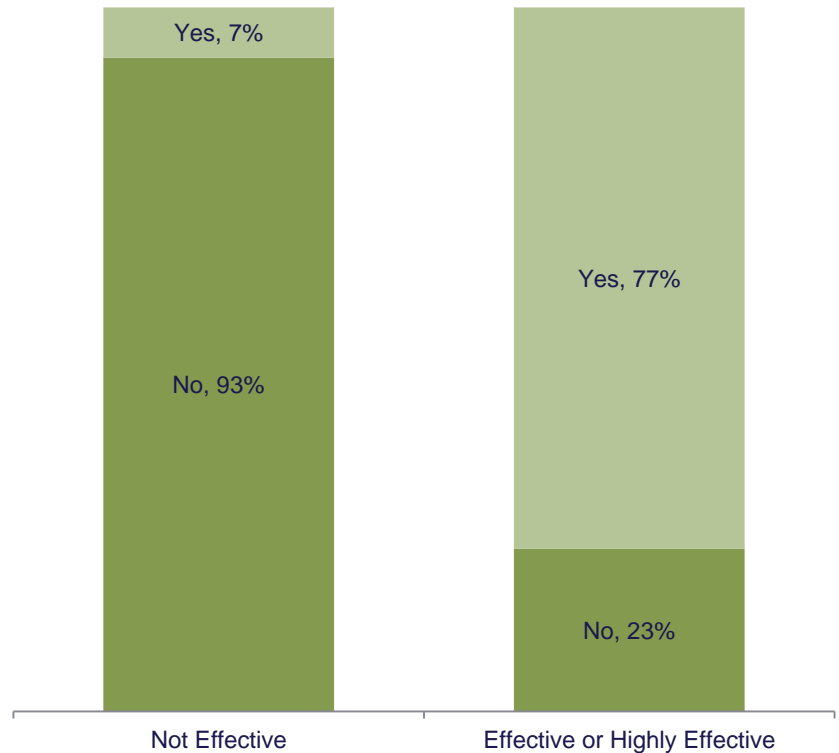
1 in 5 ineffective programs have been in place for less than 1 year; only 1 in 20 effective programs were that young.



Do you measure the success of your win/loss program?



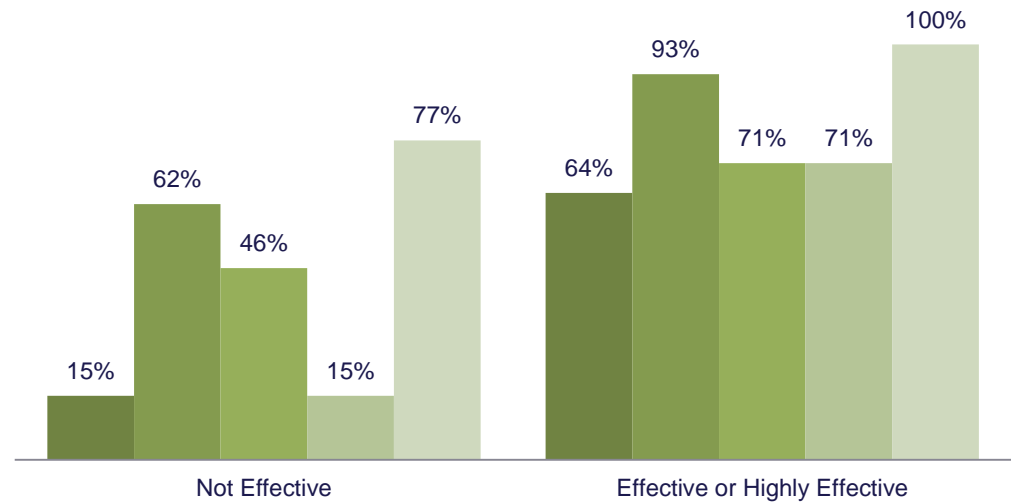
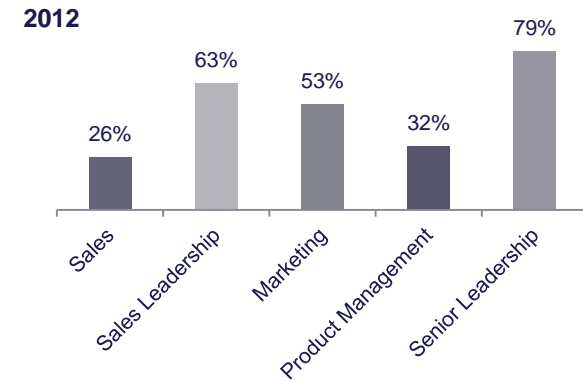
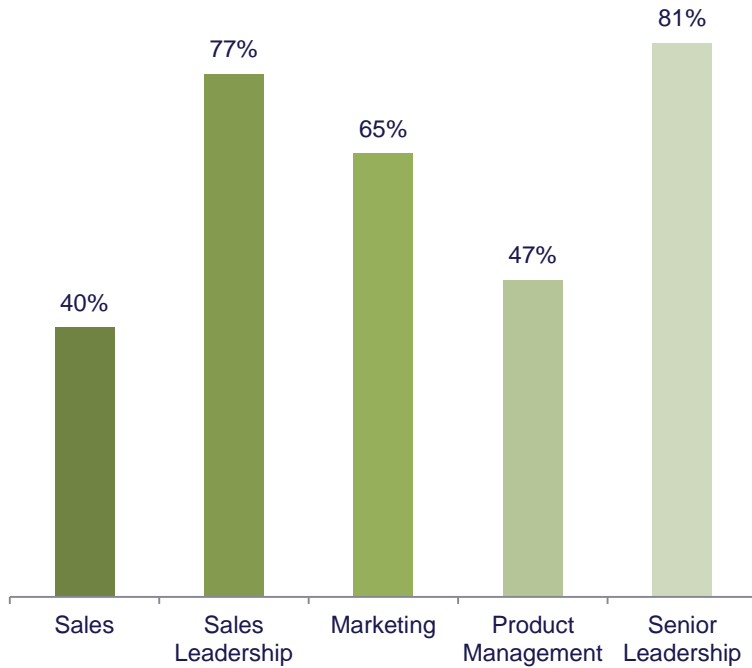
Having a method for measuring success is one of the strongest indicators for an effective win/loss program.



What do different groups get out of W/L? What do they put into it?



Which groups receive reports from your win/loss program?

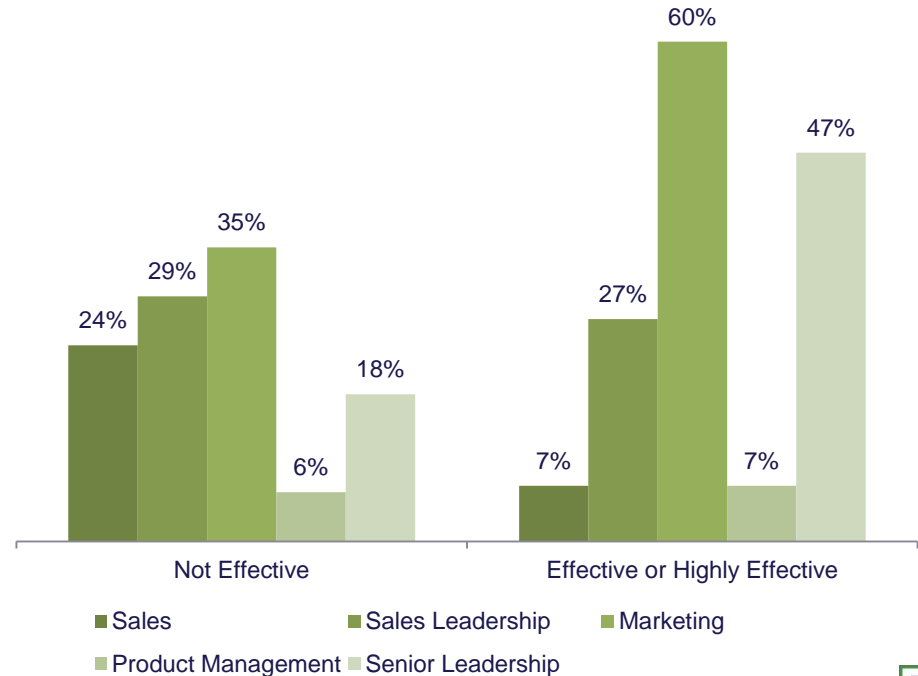
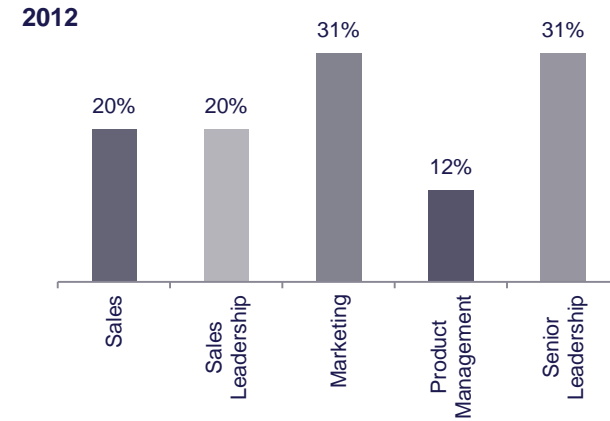
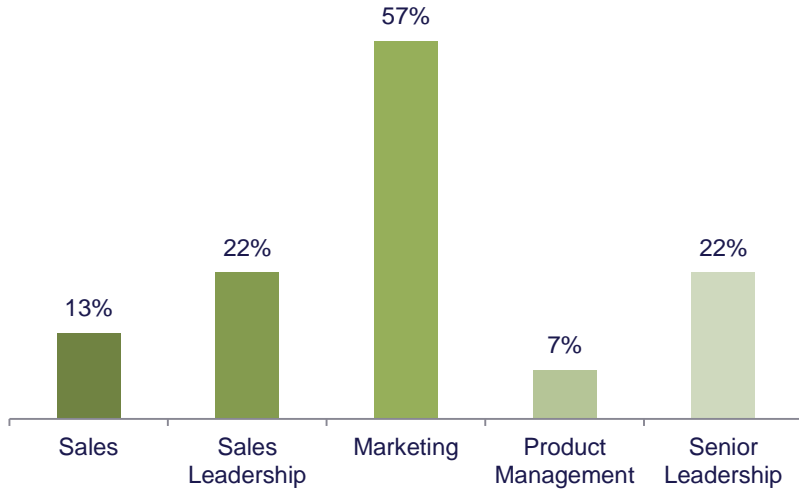


■ Sales ■ Sales Leadership ■ Marketing ■ Product Management ■ Senior Leadership

Effective programs distribute reports much more widely than do ineffective ones.



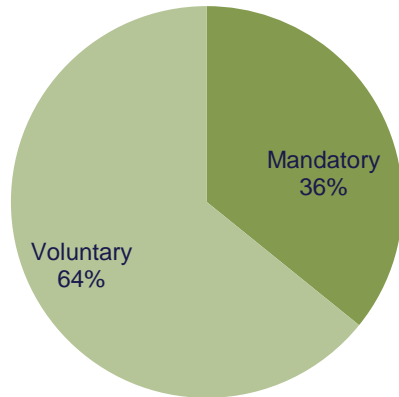
Which groups fund your win/loss program?



Effective programs most commonly receive funding from marketing and senior leadership.

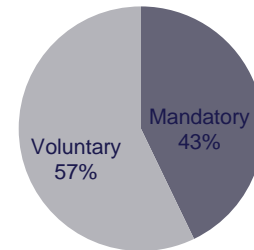


Is participation in your win/loss program voluntary or mandatory?

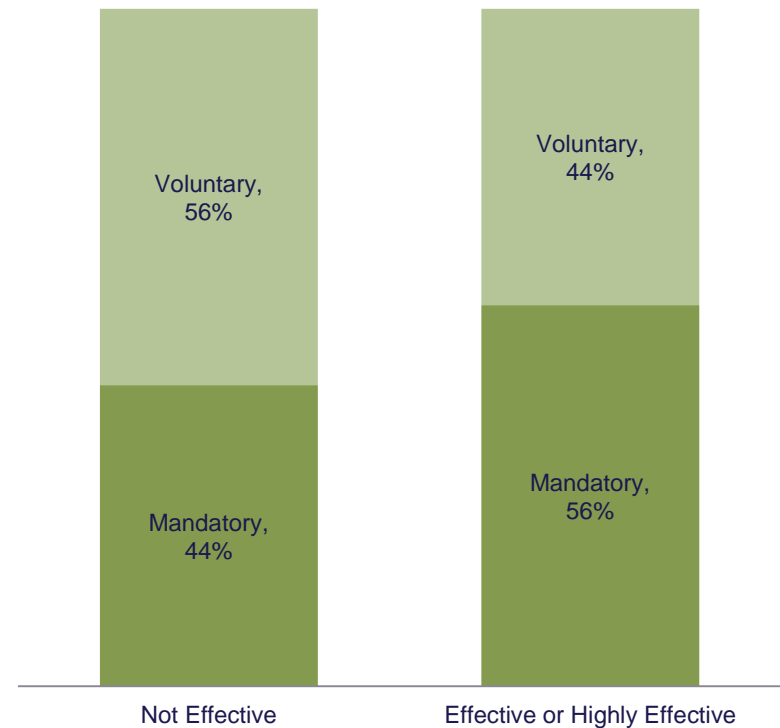


2 out of 5 programs require salespeople to participate.

2012



A higher percentage of effective programs than ineffective ones make participation mandatory.

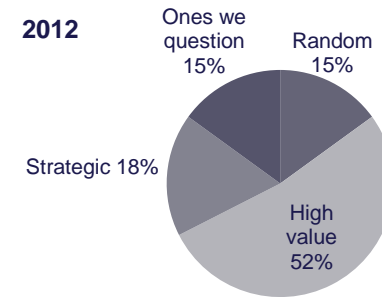
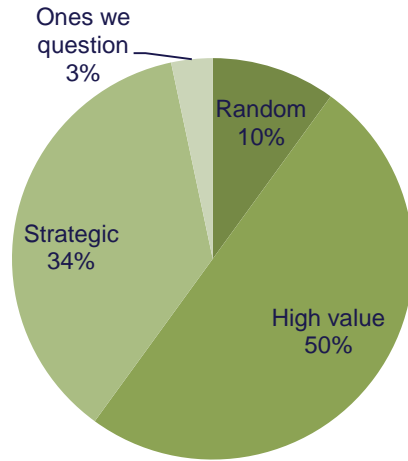


Program design: selecting deals to cover

How do you select which deals to cover? Do you cover every deal?



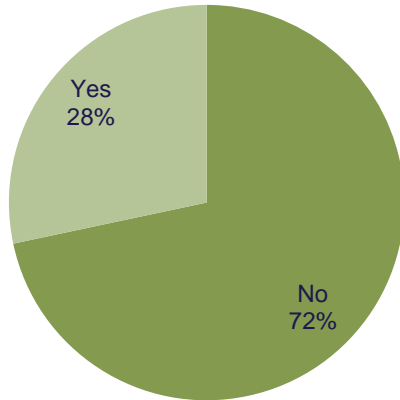
How do you select which deals to cover?



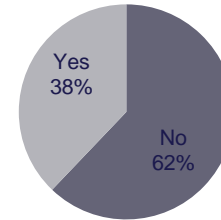
Half of all programs surveyed cover high-value deals.



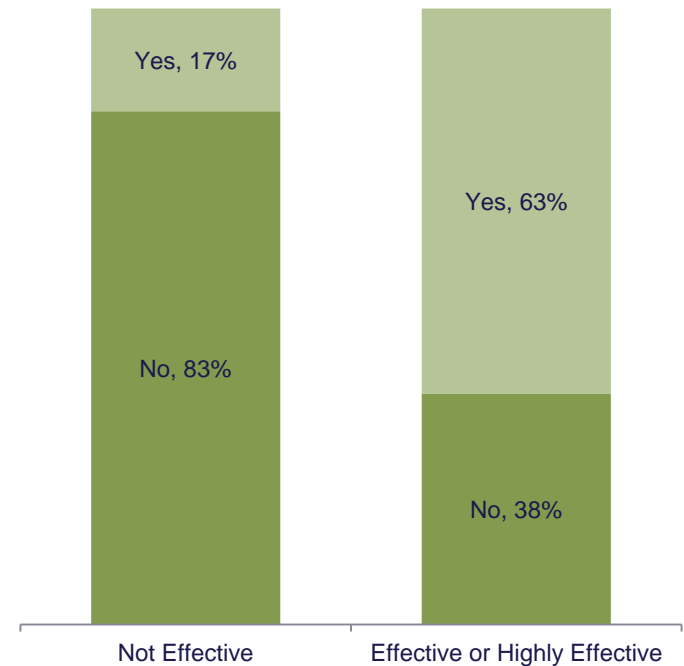
Does your win/loss program cover every deal?



2012



About 1 of 5 ineffective programs cover every deal; about 2 of 3 effective programs do.

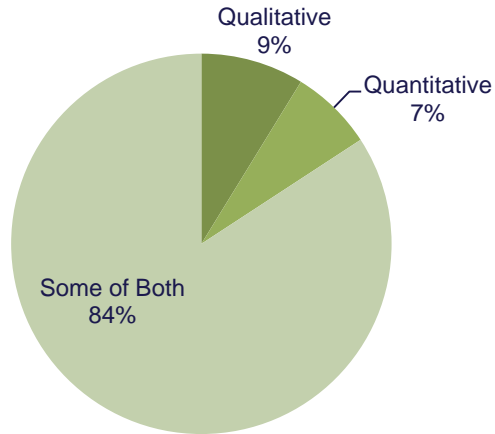


Program design: collecting the information

Do you use qualitative or quantitative methods to collect information? Who performs the collection?

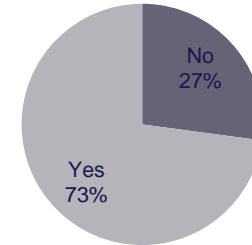


Does your win/loss program use qualitative methods, quantitative methods, or some of both?

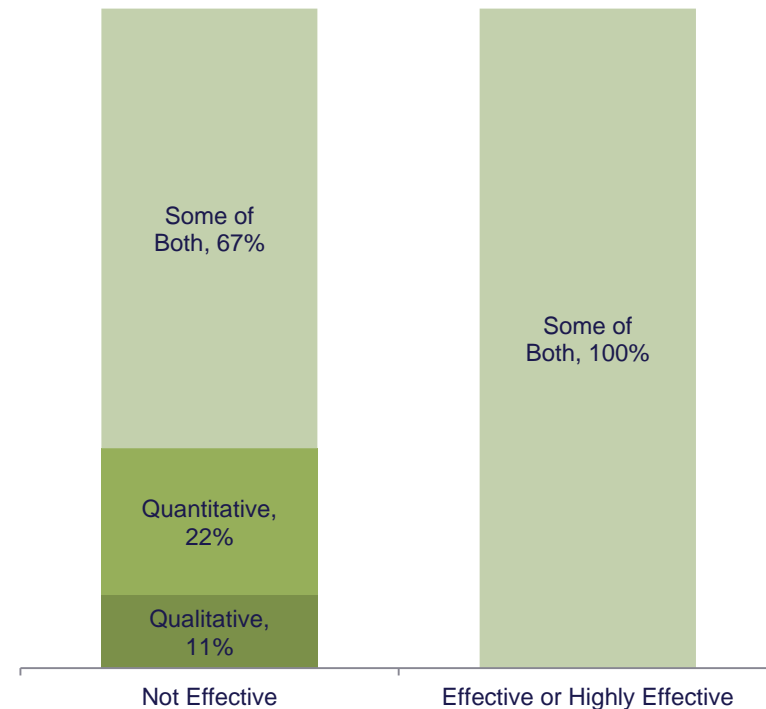


Every effective win/loss program surveyed uses both qualitative and quantitative methods to collect information.

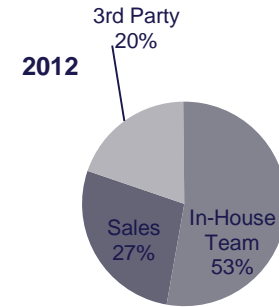
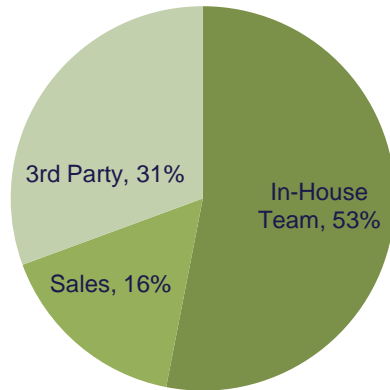
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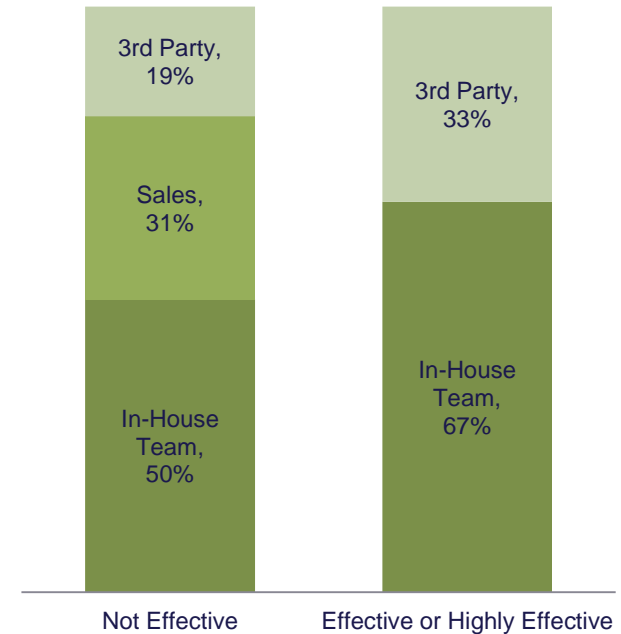
Does your win/loss program use qualitative data?



Who collects the information?



No effective program surveyed uses the sales team to collect information.



Characteristics of effective win/loss programs

Based on the correlations this survey shows, effective programs

- run for more than 1 year
- measure success
- distribute results widely throughout the company
- receive funding from multiple internal sources, especially senior leadership and marketing
- use both qualitative and quantitative methods to collect information
- don't use the sales team to collect information
- make participation by the sales team mandatory
- cover every deal



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program consulting and training
sales battle cards
lead qualification

Conference and trade show intelligence
3rd party collection and analysis
program consulting and training

Custom market research
customized, proprietary studies
voice of customer
mystery shopping

Competitive intelligence and analysis
competitor profiles
competitive landscapes and monitoring
benchmarking
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