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# Win/Loss Trends and Best Practices

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2015 Survey Results

# Introduction

- This survey was completed in August and September of 2014 with a base of over 700 respondents
  - Respondents were mostly from the U.S.
  - With representatives from Europe, Asia, and Latin America
- Respondents were from a wide range of organizational positions
  - Most were directly responsible for their company's Win/Loss program
  - Others managed significant portions of the program
- The study's goal is to provide a guide on best practices in Win/Loss
  - Specifically, what kinds of practices lead to a more effective Win/Loss program
  - And how the Win/Loss program is used
- An effective Win/Loss program is one that produces change in the company's
  - Messaging
  - Targeting
  - Sales processes
  - References
  - Positioning
- For this survey, effectiveness of the Win/Loss program was based on respondent ratings:
  - Not Very Effective – No one takes action based on the findings
  - A Little Effective – We're invited to present to the sales team, but not much changes
  - Moderately Effective – Once in a while the sales or marketing team changes the product or sales process based on what we find
  - Effective – The results are used to make regular changes and produce collateral
  - Highly Effective – Our recommendations are incorporated into company strategy and sales enablement, and lead to increased sales



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# Summary



# Summary

- There are a clear set of actions that when taken help to make the Win/Loss program more effective
  - Respondents who engaged in these actions were more likely to rate their programs as effective
  - The more of these actions that were taken, the more effective the program was rated
- Effective Win/Loss programs do not cover every deal
  - They focus on covering those deals that are strategic in nature
  - And to a lesser extent those deals that have specific, highly focused, questions
  - All have cover a sufficient volume of deals to provide insight
- The team that collects the Win/Loss data is the same team that analyzes the data
  - Can be either in-house or a third-party data collector
  - Implementation of resulting recommendations is always done by in-house teams
- They look at individual deals and aggregate the results on a quarterly basis
  - Individual deal evaluations are used to understand specific dynamics and address focused questions
  - Aggregate results are used for trending and identifying common elements across deals
- They engage the sales team in the evaluation
  - Frequently the sales team is interviewed in the process
  - Sales teams are included in significant deal evaluations
- They use the Win/Loss data to create competitive comparisons
  - The data is used to produce sales enablement tools such as battle cards
  - And for competitor strategy assessments such as War Games to model competitor behavior



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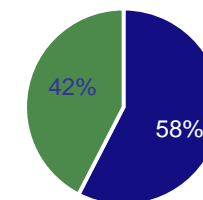
# Detailed Findings



# Prevalence of Win/Loss Programs

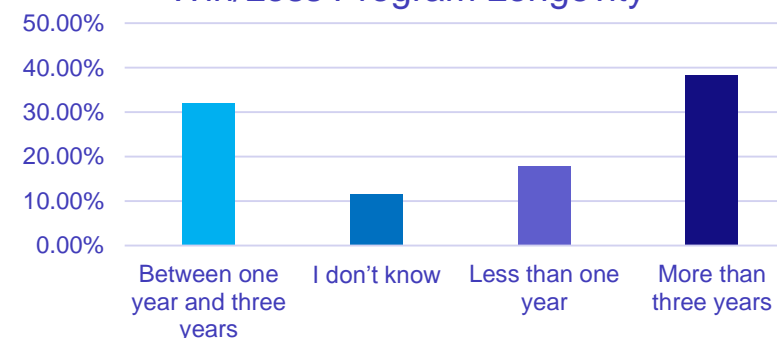
- In our 2014 survey we found that 42% of all respondents have a functioning Win/Loss program in place
  - An additional 10% anticipate starting a program within the next six months
  - The percentage of companies with Win/Loss programs in place has been consistent for the past three surveys
- When it comes to the longevity of existing Win/Loss programs, most are under three years old
  - Newer programs generally have high levels of support from leadership
  - Expectations on results are also high
  - Maintaining support over time requires delivering more than just the deal findings
- Older programs are more effective
  - There is a direct link between program longevity and effectiveness
  - Older programs were the only ones that rated themselves as highly effective
  - Older programs provide action steps as well as deal results

Prevalence of Win/Loss Programs

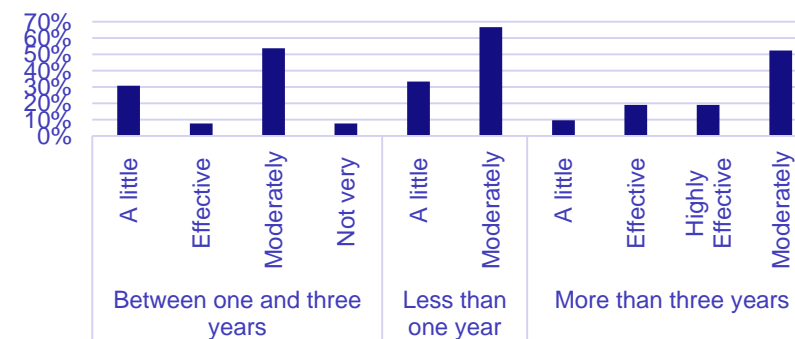


■ No program in place ■ Program in place

Win/Loss Program Longevity



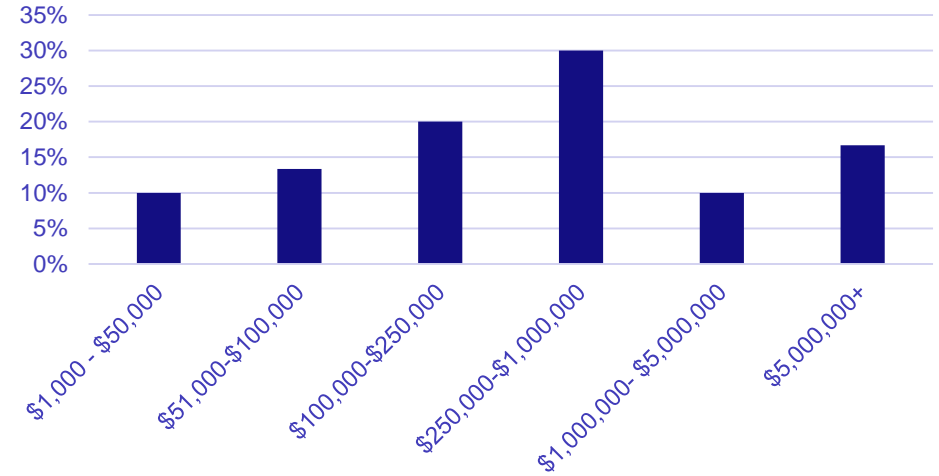
Program Effectiveness



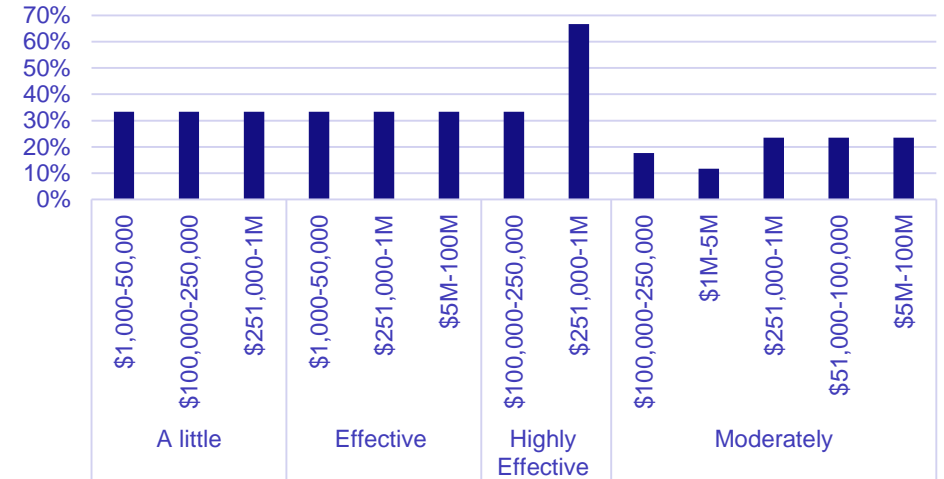
# Deal Sizes and Effectiveness

- A 30% plurality of respondents indicated that the average deal size for a Win/Loss review was in the range of \$250,000 to \$1 million
  - An equal proportion of respondents of 10% indicated deal sizes of between \$1,000 and \$50,000 and between \$1 million and \$5 million
- The highly effective programs had average deal sizes between \$100,000 and \$1,000,000

Deal Size Segment Averages



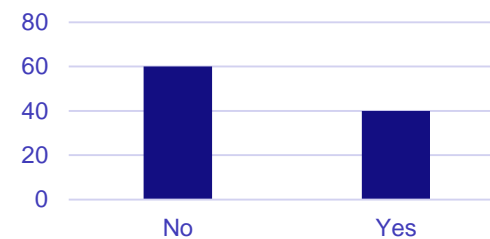
Deal Size and Effectiveness



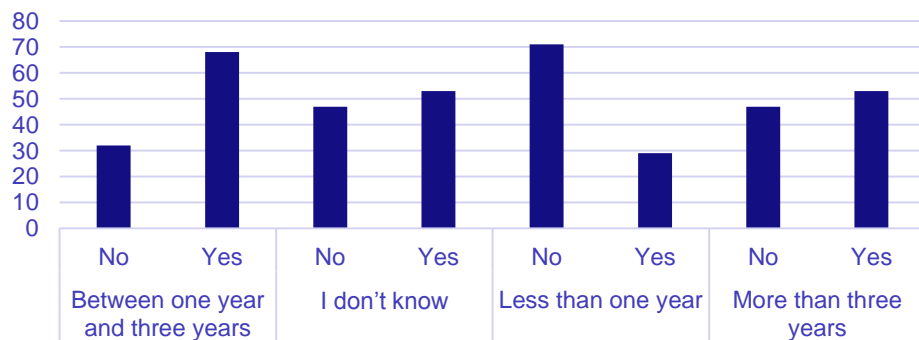
# Longer-Lived and Larger Programs Use Third Parties

- The majority of programs (60%) do not use third-party data collection for their Win/Loss
  - When an in-house team is used, it is most often a dedicated team for Win/Loss
  - The sales team is used less frequently than outside contractors
- While newer programs tend to have an in-house team, older programs are more likely to use outside support
- Larger programs that cover more deals tend to be more likely to use a third party to complete their Win/Loss data collection

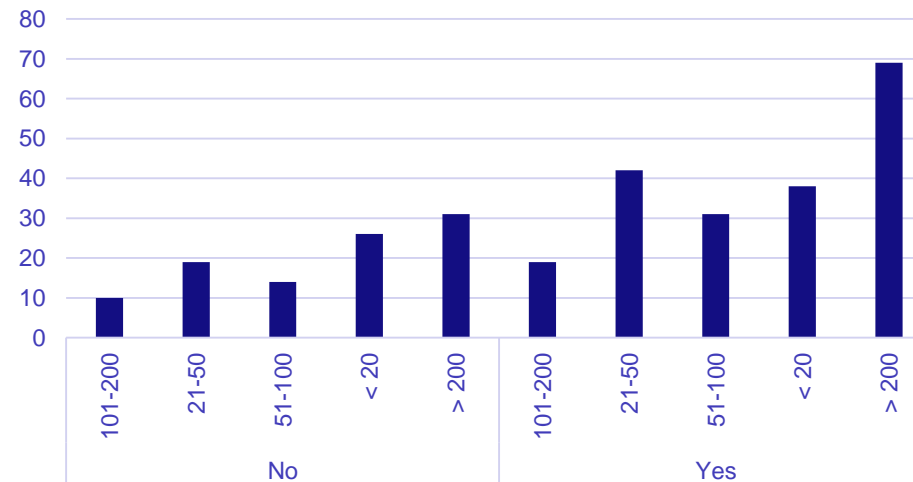
Percentage Use of Third-Party Collection



Use of Third-Party Data Collection By Program Age



Use of Third Party By Deal Coverage

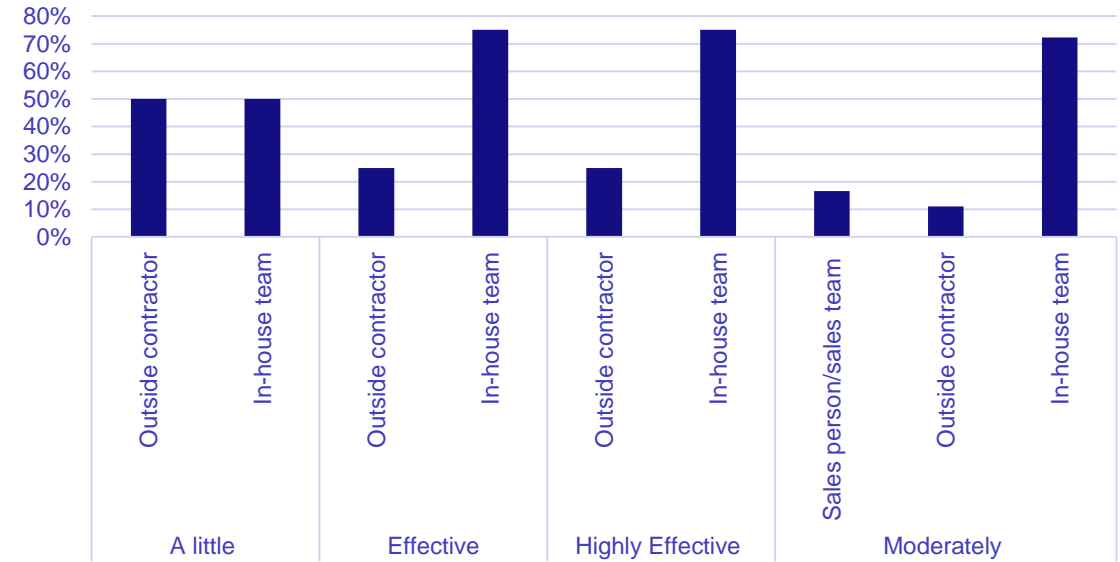




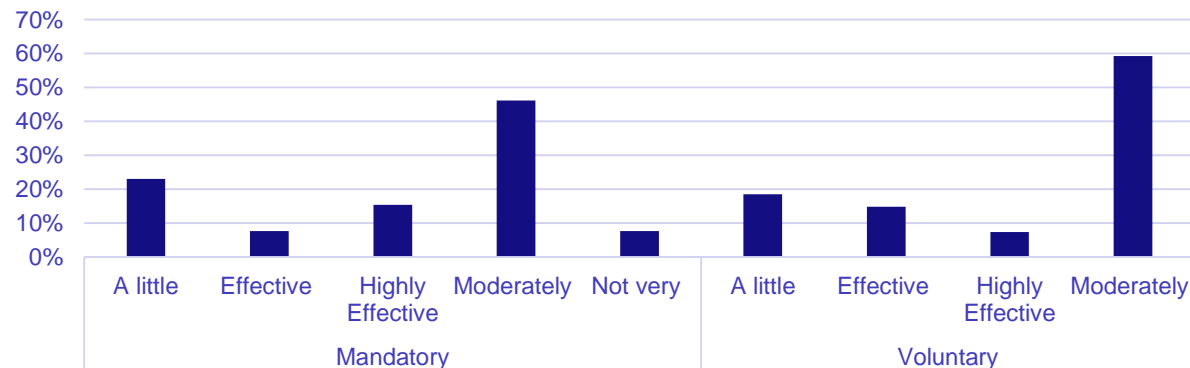
# Causes of Program Effectiveness – Use of Third-Party Collection

- In-house data collection is used in the majority of effective programs
- Slightly higher percentage of respondents with mandatory programs indicated a highly effective program compared to voluntary
  - Moderately effective and effective programs were also more common in the voluntary programs

Program Effectiveness and Collection Methods

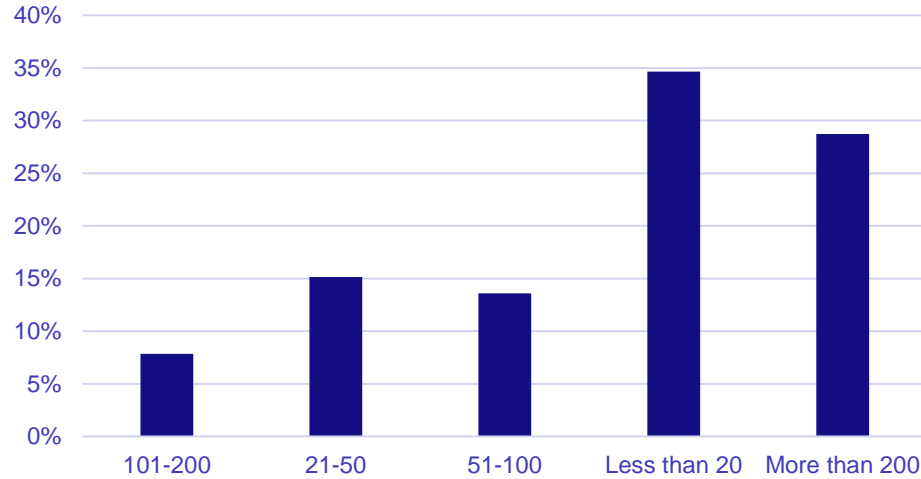


Impact of program type on Effectiveness



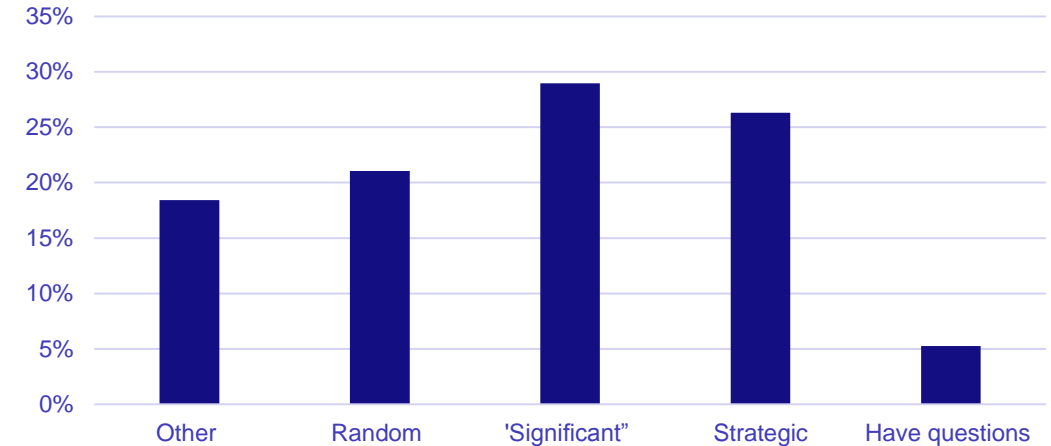
# Deal Coverage Scope

## Deals Covered Per Year

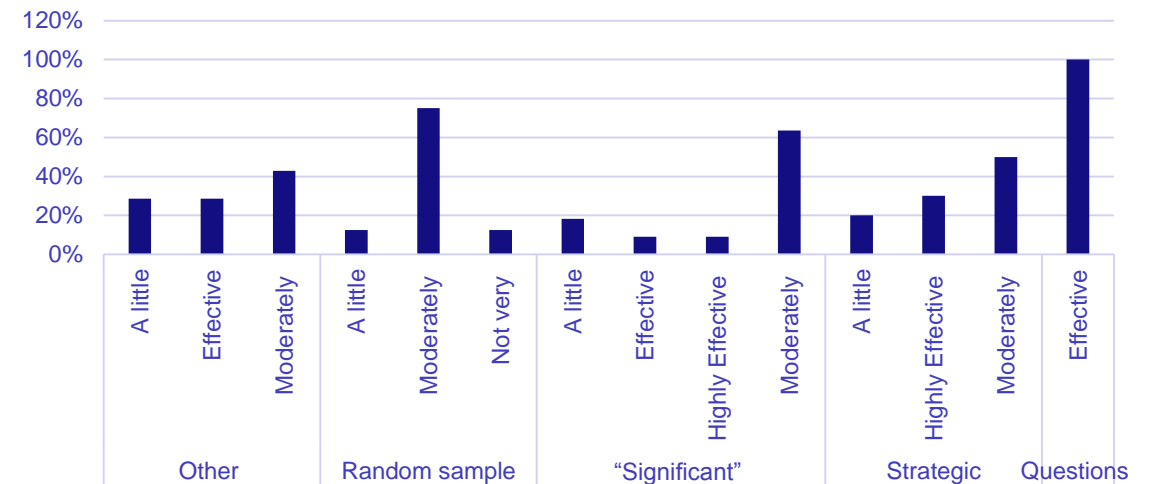


- The majority of companies reported covering fewer than 20 deals per year
- A majority also indicated that deals are selected for the Win/Loss program based on their significance to company revenues
- Companies that use Win/Loss to address specific questions about a deal were more likely to judge their program as effective
- When deals were selected based on a significant (to the company) revenue size or on the strategic value of the deal, the programs were more effective
- Random samples were often used in the larger programs

## Selection Methods



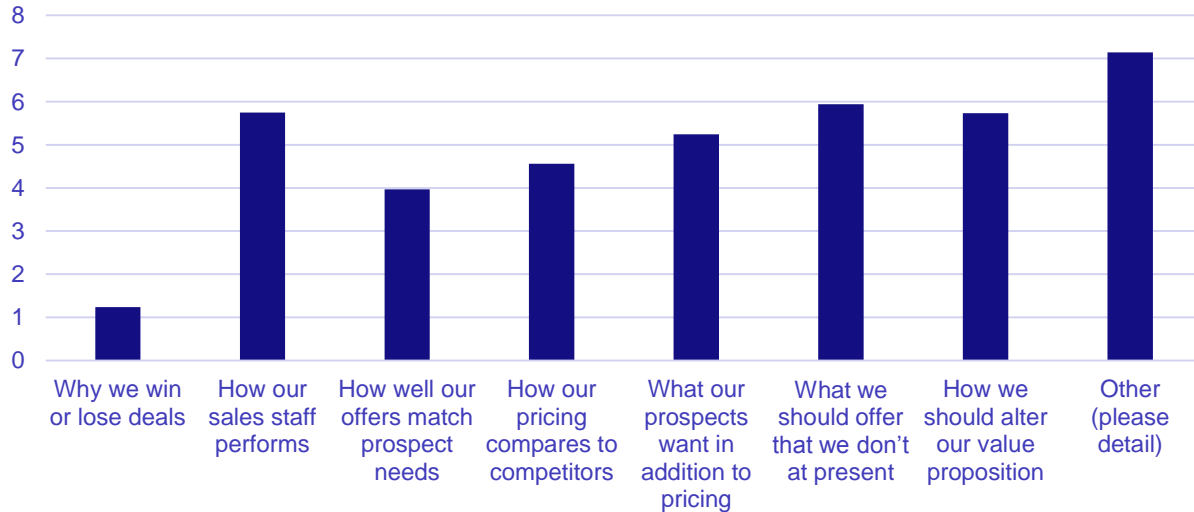
## Deal Selection Criteria



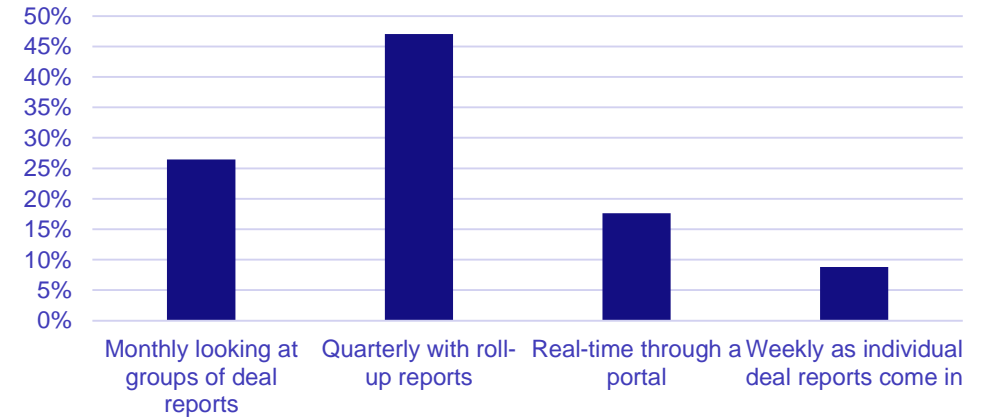
# Deal Reviews

- The most important single reason for having a Win/Loss program is to understand why a company wins or loses deals
- The least important reason is learn what should be offered that is not presently offered
- The majority of Win/Loss programs only review the deal on a quarterly basis
  - Usually done as a roll-up report
  - With some individual reports included
  - Quarterly reports were the only category that also reported a not very effective program
- Highly effective programs are more likely to have either weekly or quarterly reporting, more than monthly or in real-time

Use of Win/Loss (1 = Most Important)



Frequency of Deal Reviews



Reporting and effectiveness

