



# Winning at Implementation, Losing at Effectiveness

5 Ways to Achieve Better Win/Loss Results

**Based on the 2017 Fletcher/CSI  
Global Win/Loss Survey Results**

(Updated from the 2015 Fletcher/CSI Global Win/Loss Survey)

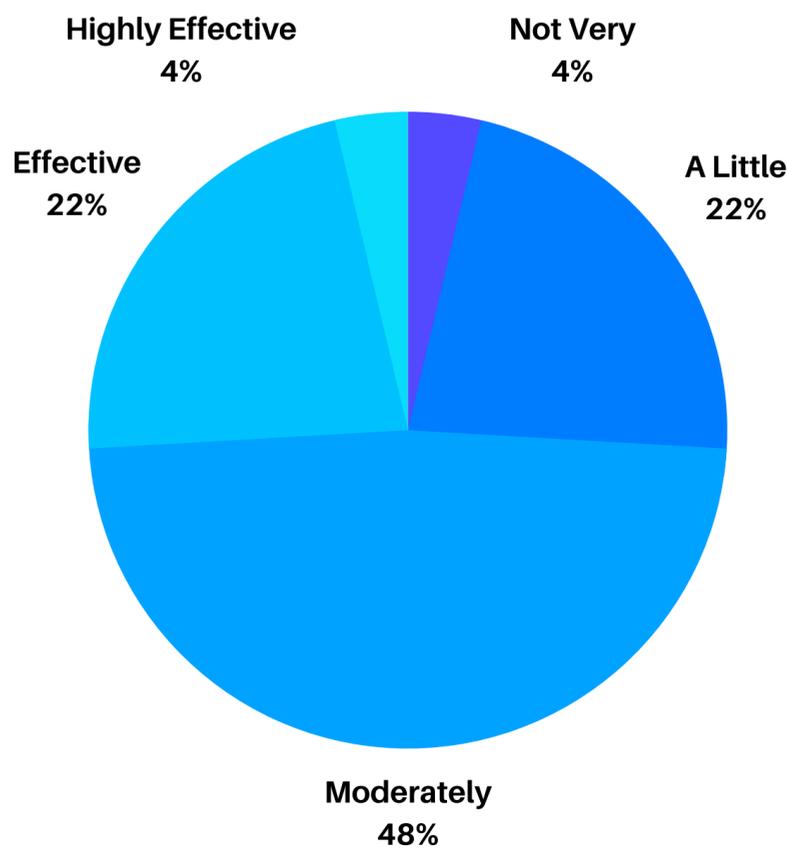
**July 2017**

# Companies across most major industries use Win/Loss Analysis to evaluate their deals, but very few businesses use this strategic tool to its full revenue-driving potential

## What is Win/Loss and who uses it?

Win/Loss is an ongoing, systematic analysis of why a company's deals are won or lost. In the 2017 Fletcher/CSI global survey on Win/Loss, the majority of respondents across the Information Technology, Insurance, Financial Services, Pharmaceutical, Medical Device, and CPG industries state that they have an active Win/Loss program. Of the respondents, 89% have a program that has been active for at least one year, and 43% have had a program for three or more years. Despite the strong adoption of Win/Loss to analyze deals of all sizes, only 26% of respondents believe that their programs are effective, and only 30% of respondents have formal, non-sales driven programs. Our survey was designed to answer three questions: 1) Why are the majority of programs only moderately effective when Win/Loss offers a range of revenue-driving benefits? 2) What can companies do to make their Win/Loss programs more effective? 3) How can companies justify the investment in a Win/Loss program over time?

### Program Effectiveness

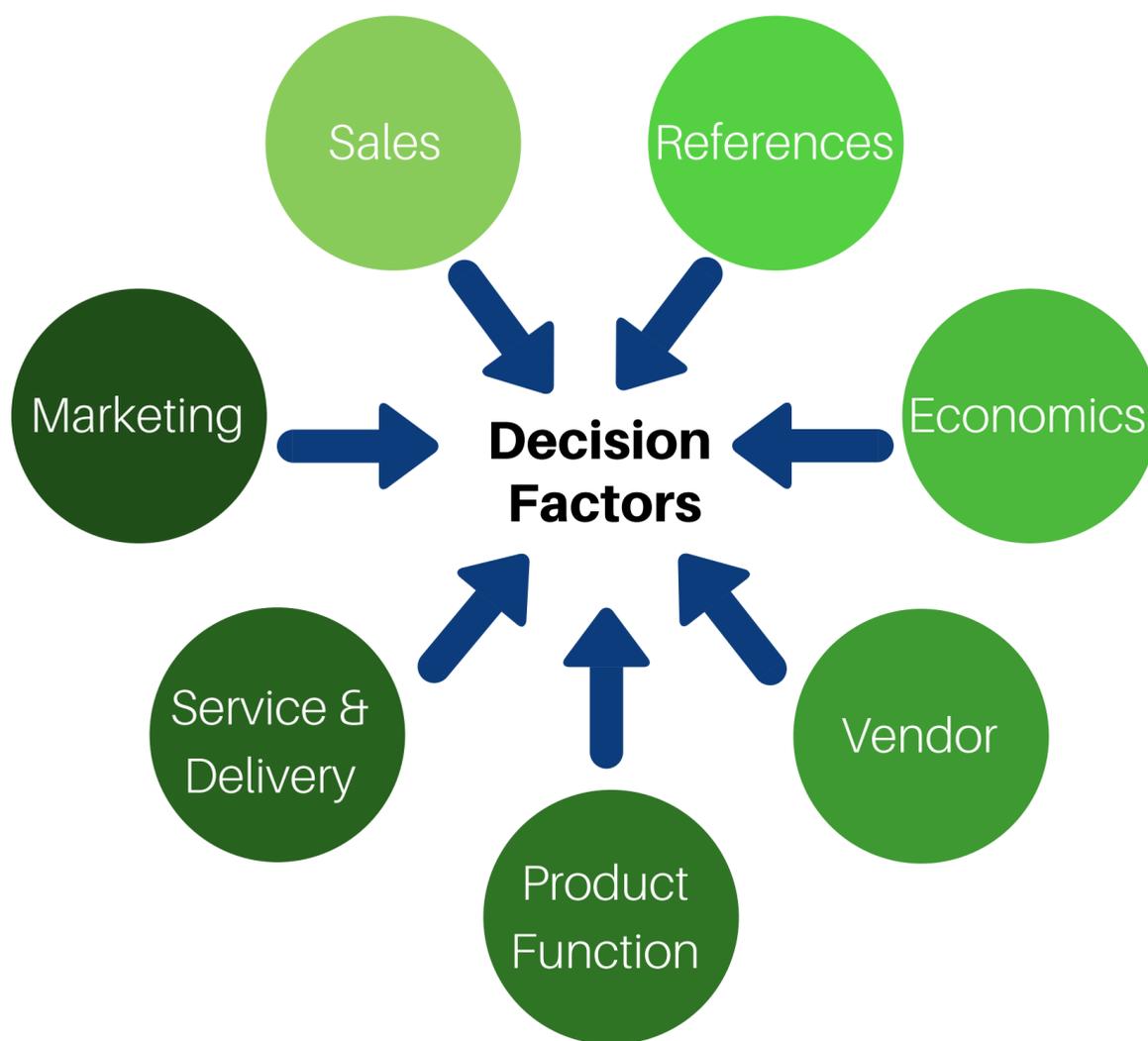


## What are the benefits of a highly effective Win/Loss program?

**1. Improved Product Positioning and Go-to-Market Strategy:** According to the survey, 60% of respondents with highly effective programs state that their companies experience beneficial changes in product positioning and go-to-market strategy by leveraging findings from their Win/Loss data. Respondents explain that qualitative and quantitative Win/Loss data provide insights that help revamp marketing and sales messages and collateral, allowing companies to better position their products. Further, all functions within a company, including senior management, sales management, marketing, and product teams can use Win/Loss data collectively to make decisions about their products and services. Sharing Win/Loss reports across business functions helps break down corporate silos and increase collaboration internally, allowing key employees from all functions to influence go-to-market strategy.

**2. Wins at Specific Opportunities:** Of the respondents, 45% of those with highly effective programs claim that Win/Loss data helps them win deals with specific targeted prospects. Respondents state that the continuous flow of individual deal reports and roll-up reports provides insights about all of the decision factors that impact deal outcomes with specific prospects. Since this data reveals pertinent details about customers' unique needs over time, companies can quickly tailor their strategies to increase their chances of winning specific opportunities. Respondents also state that prior to implementing a formal Win/Loss program, they believed that it would not be possible to win back old customers. However, after running a program for six months, customers across all industries found that it was actually easier than expected to win back old customers.

### Win/Loss Decision Factors

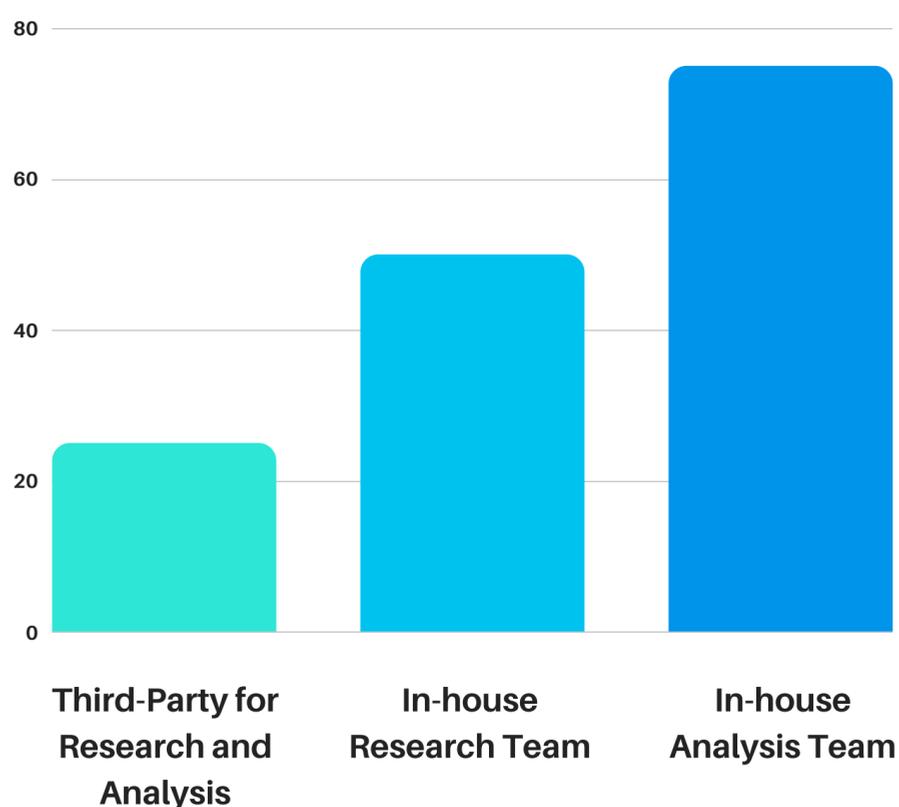


**3. Increased Close Rates and Repeat Customers:** According to the survey, 35% of respondents with highly effective programs note that they achieve greater close rates and maintain better relationships with their customers. Companies that are committed to analyzing Win/Loss results can use real-time, objective data to understand the precise reasons why they successfully won or lost a deal. Multiple prospects who provide Win/Loss insights about the same company generally tend to cite similar answers about the reasons for wins and losses. An enterprise software company that learns that it won a prospect's business because it provides the best customer support on the market is likely to hear that same feedback from several prospects. An insurance provider that loses a bid due to pricing will receive that answer from numerous prospects. The capability to understand trends and corroborate findings from various sources gives companies the confidence they need to improve their products, services, and go-to-market plans. These refinements help companies achieve greater close rates initially, and keep customers satisfied over time.

## How can we make Win/Loss programs highly effective?

Although hundreds of companies in multiple industries see the value of Win/Loss and the need to analyze won and lost deals, most current programs are only moderately effective. Analysis of our 2017 Win/Loss data shows that Win/Loss programs are more likely to be highly effective if companies partner with third-party providers. We found that only 25% of respondents have formal programs in place through partnerships with third-party providers for both research and analysis services. Additionally, 50% of respondents use in-house teams to conduct their Win/Loss research, and 75% of respondents use in-house teams to perform their Win/Loss data analysis. Third-party providers help make a Win/Loss program more effective by offering five key benefits.

### Third-Party Vs. In-House Teams



**1. Volume of Prospects:** Win/Loss is most effective when large numbers of prospects are interviewed. Companies need enough data to make strategic decisions, whether it be justifying change, or validating that current programs are strong. Sales and Marketing employees who do Win/Loss internally find it challenging to dedicate adequate time toward scheduling interviews and rescheduling meetings when conflicts occur. Third parties have the bandwidth to work a large volume of prospects, set up interviews, and be persistent about rescheduling meetings if conflicts arise.

**2. Quality Control:** It is difficult for company employees to dedicate sufficient time toward conducting interviews and aggregating data into actionable reports. This can result in poor quality data and analysis, which does not add value to company strategy. Of the survey participants, 61% stated they have concerns about data quality. Third party analysts will conduct in-depth interviews with multiple sources and aggregate the data across participants. Once data is analyzed, third party analysts can provide recommendations directly to companies, letting the company leaders act on the recommendations.

**3. Qualitative and Quantitative Insights:** In-house Win/Loss teams face time constraints and often have to choose between qualitative or quantitative data. Third party analysts, who are well-versed in conducting Win/Loss interviews, can use their interview expertise to ask the right qualitative questions. This results in rich, detailed quotes directly from prospects that clearly articulate the reasons for wins and losses. The same analysts can administer a quantitative component, which adds significant color, gives direct feedback from decision makers, and digs deeper into prospects' responses. However, respondents indicated that the quantitative element is only effective with large sample sizes, and a third party partnership is helpful to scale up the volume of prospects.

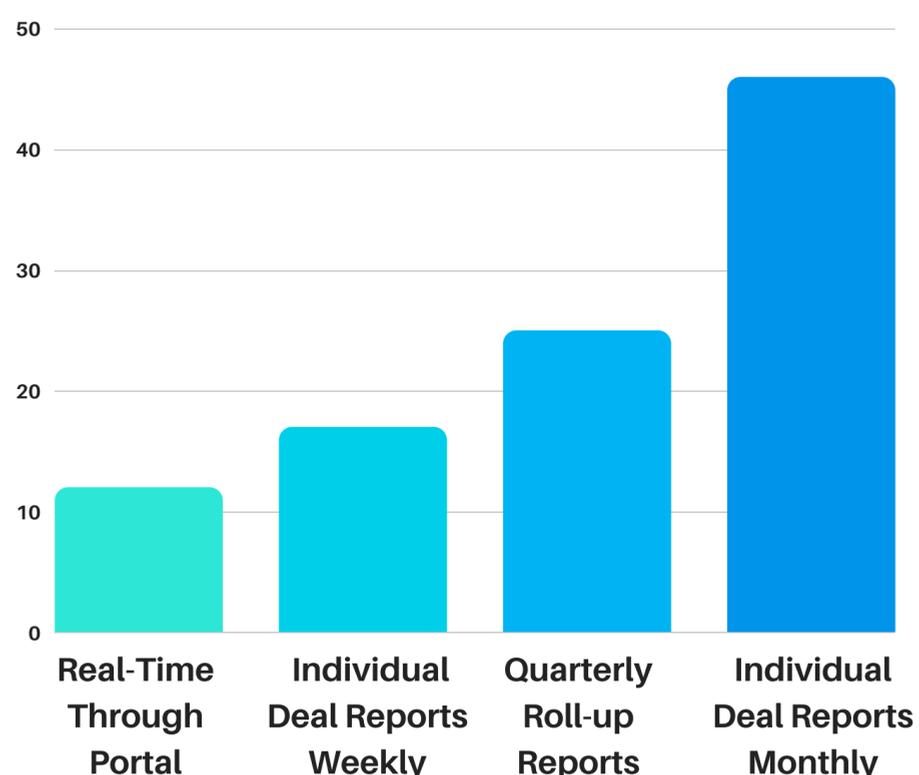
### Qualitative Examples

*"Once we narrowed it down to CLIENT and FIRM1, CLIENT definitely moved much faster in getting back to us and with their updates. They did a good job in ironing out all the details. That was much better than the responsiveness from FIRM1. I actually met with CLIENT sales rep a couple of times after the initial meeting and both before and after contracting."* - John Smith, National Sales Director, Prospect (win)

*"We had an industry model to work with. CLIENT captured and interpreted the data correctly. During the last round we requested the vendors to resubmit with another pricing model based on discussions we had with the 3rd party and other providers."*  
- John Doe, Sourcing & Logistics, EMEA, Prospect (loss)

**4. Report Utilization:** Companies that rely on in-house Win/Loss teams are unable to use report findings to their full potential. According to the survey, only 46% of those respondents look at individual deal reports monthly, and 25% look at roll-up reports quarterly. Very few respondents look at reports on a regular basis to make quick, real-time decisions. However, companies that work with third parties do not need to spend time on data collection and report creation, so they can dedicate more time toward reviewing reports and making strategic decisions. In addition to effectively leveraging the data from individual reports and roll-up reports, these companies can also contract with third parties to provide real-time updates through Win/Loss portals and dashboards. These report formats are easy to digest, and give companies complete transparency about why they are winning and losing deals on a continuous basis.

### Report Utilization Frequency and Type



**5. Unbiased Strategic Recommendations:** According to the survey, 57% of companies across industries that use in-house Win/Loss teams believe that they frequently feel too connected to their products and services to take unbiased views on why they are winning or losing deals. While third parties are heavily involved in the data collection and analysis of the findings, they are also adept at seeing the bigger picture with unbiased perspectives. This allows third parties to deliver objective insights to companies and make recommendations that should increase their chances of closing more deals.

## How to justify investment in a Win/Loss Program?

Once a company has a Win/Loss program up and running that incorporates the five features of highly effective programs, it should be able to close more deals. However, keep in mind that respondents state that they need to justify the value of Win/Loss over time. Based on the survey results, 37% of respondents rely on trend data to show how performance against KPIs has changed over time. Furthermore, 16% of respondents modify their question sets on a regular basis to ensure that they gather current information that is pertinent to their companies and offerings. There are several ways to justify the value of a Win/Loss program to internal stakeholders, but employees should keep the three core benefits of Win/Loss in mind as they develop their cases.

### Win/Loss Benefits

