



CASE STUDY : WIN/LOSS ANALYSIS

"We were collecting feedback on why we won and lost clients, but it was an internal perspective, so we engaged Line of Sight. The result: We are now achieving the industry's best client retention and acquisition levels, and our market share is growing."

- Vice President, Sales Manufacturing

Situation:

The sales group at a mid-sized commercial printing company had recently completed a sales 'blitz' to acquire new clients in its financial services market. The results of the blitz were disappointing to the company's senior management team who had invested in it and counted on new revenue for the company. Inquiries of the sales force itself did not present a clear picture of the reasons behind customers' declines, with 'price' most often offered as the reason for customers declining to buy for our client.

Solution:

Line of Sight Group initiated a win/loss program to gain feedback about the buying decision and process from prospects that declined to establish a buying relationship with our client including perceptions of our client vs. competitors. Conversational interviews were conducted with decision makers and the reasons for not choosing our client were analyzed. The findings suggested a broad range of reasons for not selecting our client as the supplier. While pricing was a decision factor, it was not the primary driver as previously reported. Instead, reasons relating to the product itself, customer service and reporting, and sales relationships were more important.

Benefit:

Our client had a better idea of the underlying reasons for the disappointing results of the sales blitz and was able to modify its approach in subsequent campaigns with different messaging, product options and sales strategies. In order to keep a pulse on the market, our client also implemented an ongoing Win/Loss analysis program that combined feedback from the sales force with direct feedback from decision makers.