



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 counted on new revenue as a result of this investment 'bet.' 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 refusing to switch suppliers and buy from our client.

Solution:

Line of Sight Group (LoSG) initiated a win/loss project to gain feedback on the buying process and decision factors from these 'lost' prospects. In-depth interviews were conducted with decision makers to examine the reasons for not choosing our client, and general perceptions of our client relative to the competition. Separately, we interviewed the company's sales people to gain their perspective. The findings uncovered a broad range of buyer's reasons for not switching. While pricing was important, it was not the dominant driver as had been previously reported. Instead, the product itself, customer service and reporting, and sales relationships were just as/more important to many prospects. The findings also revealed cases where representatives misunderstood the buying intent of some prospects, thinking they were sincerely interested when they were merely shopping to improve their market knowledge or going through a required due diligence exercise.



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, the sales team converted this 'project' to an ongoing Win/Loss analysis 'program' that combined feedback from the sales force with direct feedback from decision makers.

