

# Understanding Win-Loss Analysis

 MDM Sales GPS

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# What is Win Loss Analysis?

- Win-Loss Analysis (WLA) is a method used to elicit actionable Voice-of-the-Customer insights around recently won and lost opportunities in complex B2B selling opportunities
- WLA creates deep and objective insights into the decision process to support measurable improvement in sales effectiveness
- Gets to the “why” of the customer decision by deeply retracing the buyer’s journey from need identification forward



# What is Win Loss Analysis?

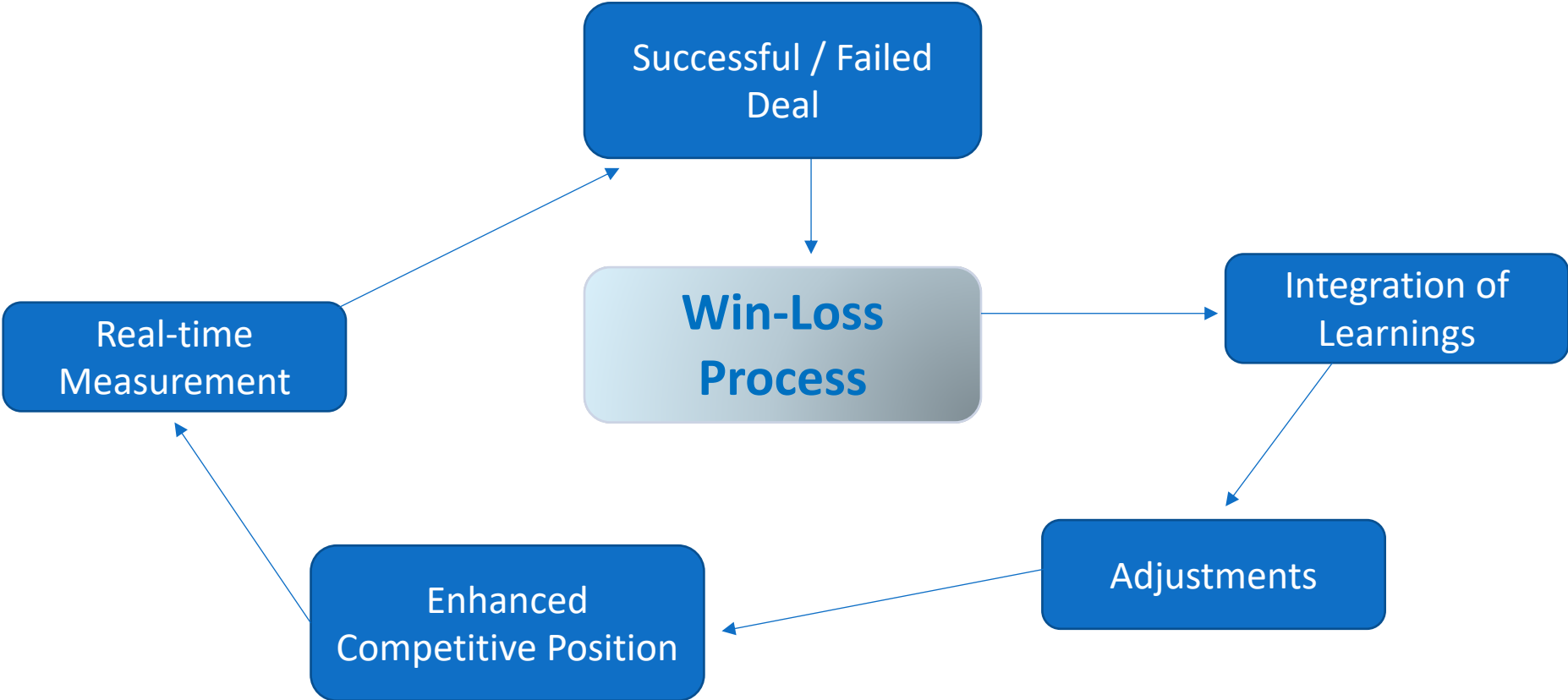
- Can be done as a limited project to scrutinize a group of deals or key segments to discern tactical learning and make corrections
- Recommended implementation: systematically apply across key customers and prospects and lines of business, over time

## Additional Value Elements:

- Explores the impact of various influencers in the buyer organization on the ideal solution
- Assesses the impacts of competitor messaging throughout the buying cycle, in terms of defining the ideal solution and undercutting your organization's key selling points



# The Win-Loss Value Chain



# The Backdrop – Distraction & Myopia

Leadership is consumed with day-to-day details of running the company

CEOs are usually highly invested in the belief that they know their customers, industry and markets thoroughly



## The Reality

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Sales KPI's and other metrics indeed matter, but sales is not “a numbers game”

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Wins are under-appreciated as templates for success

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Customer defections can be predicted and often prevented with proper rigor



# The Nuances

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Generating reliable, repeatable revenue is only achieved by focused effort requiring rigorous examination of sales and marketing performance, at the “deal” level

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Lost sales opportunities can be transformed into an asset; learning from lost deals and customer attrition is painful, yet valuable

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Customer trust and loyalty are hard to earn, yet easily undermined



# The Conundrum of Customers

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**B2B customers are humans, and on some level, mimic consumer buying habits and decision behavior**

Yet, buying decisions made by workgroups demand a level of discipline most sales reps have yet to master

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**Customers –**

Won't readily volunteer what they are really thinking

Don't always telegraph behavior

Dislike delivering rejection as much as you dislike receiving it





## Learning from New Business Losses

Often, we allow our positive outlook to prevent us from knowing the true reasons why we lost

The hidden truth – customers want to tell their story; yet, they want to tell it in a safe space

A quirk of human nature prevents them from telling it; how “cognitive dissonance” plays a role

Doing the deep-dive on what drives losses is worth the effort, if it’s done right

**Learning from New  
Business Losses**

The key question for  
company leadership:

*If you really knew  
what drives customer  
decisions, would you  
know what you would  
do about it?*

## New Business Wins

Exploring wins as a template for success

The hidden gems:

Messaging elements

Competitor perceptions

Upsell opportunities

Pricing power



# The Case for Win-Loss Analysis

- If you want to win more, you need to know why you win and lose
- Upping your sales win-rate is about learning what drives customer buying decisions - on a deep level
- You must retrace the entire customer journey to understand how your marketing and sales program performs as buyers move along that path
- Your competition is fierce, smart and they “get” customer experience
- To compete, you must beat them at the game of Customer Experience



# The Case for Win-Loss Analysis

- Introduce clear voice-of-the-customer input, channeled by an independent third party
- Explore the competitive landscape
- Support alignment of the marketing and sales teams
- Support the company's ongoing effort to improve business performance with in-depth analytics and reporting



# Customer Loyalty and Renewals

- Hidden fractures in the relationship – how do you know if they are there?
- The problem with traditional customer satisfaction metrics:
  - Over-reliance on Net Promoter Score
  - The crater in the middle of the bell curve
  - Squeaky wheels and raving fans
- Under-estimating competitors
- Over-estimating perceived switching costs



# Winning is Hard

Know that it never gets easy --

*“The reality of pursuing something exceptional is that it’s always hard. There is no other side of hard. It’s about reframing your perspective and loving the hard.”*

-- Katia Beauchamp, co-founder of Birchbox





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