



Synopsis for *Win/Loss Analysis*

2-line Summary

Remove the guesswork, and gain more business by conducting Win/Loss interviews with customers and those who chose a competitor.

Short Synopsis

Discover how to remove the guesswork, and gain more business by conducting Win/Loss interviews with customers and those who chose a competitor. Follow the 12-steps detailed in this book to develop a world-class Win/Loss program. Stop losing business due to a lack of customer knowledge.

Medium Synopsis

Discover how to remove the guesswork, and gain more business by conducting Win/Loss interviews with customers and those who chose a competitor. Follow the 12-steps detailed in this book to develop a world-class Win/Loss program. Learn customer's decision-making criteria which influence the sale. Stop losing business needlessly.

Woven throughout are steps to gather and use competitive intelligence and customer insight. Win/Loss analysis helps companies identify the ideal buyers, or buyer personas, that every marketer and business must know to win and retain more business. Research shows that taking action from a formal Win/Loss program can improve business win rates by 15 to 30 percent.

Long Synopsis

Discover how to remove the guesswork, and gain more business by conducting Win/Loss interviews with customers and those who chose a competitor. These interviews take place one to three months after the buying decision. This timing is important since the customer knows the interviewer is not selling, and still remembers the details behind the buying process and decision-making.

There are not enough listening ears in today's data driven world, so customers are happy to share the details of their buying process and rationale. They share incredible intelligence on the competition, product development, the sales process, customer service, technical support, company reputation, technical aspects, and so much more. This detail is not available on the Internet, salesforce.com or through any other source.

Follow the 12-steps detailed in this book to develop a world-class Win/Loss program. Stop losing business needlessly. Woven throughout are steps to gather and use competitive intelligence and customer insight. Win/Loss analysis helps companies identify the ideal buyers, or buyer personas, that

every marketer and business must know to win and retain more business. Research shows that taking action from a formal Win/Loss program can improve business win rates by 15 to 30 percent.

Bonus sections include:

- How to improve conversational skills to be a more effective interviewer.
- The pros and cons of hiring a consultant to ask the tough questions which can uncover so much more information.

Quickly assessing what motivates people share is critical in Win/Loss interviews. So is being a good listener.

Many companies conduct Win/Loss analysis in-house, where the advantages are cost and having intimate knowledge of the company's business. Hiring a third party is an additional cost, but not a huge one compared to other research projects. Customers often unload their full experience with a company to a third party. They may be reluctant to share more negative experiences directly with the company, which is exactly what companies want to know so they can fix them.

Win/Loss analysis is viewed to have mostly tactical benefits. However, there is a chapter dedicated to a strategic initiative, a major acquisition, that was heavily influenced by Win/Loss analysis.

People in sales, marketing, competitive intelligence, product management and decision-makers value Win/Loss findings, and are the target reader for this book.

"Ellen's tip-to-tail approach is the most comprehensive and objective treatment I have ever seen of this competitive discipline. Her wisdom shines through on every page in very approachable language."

Rick Marcet, VP Sales Strategy & Operations, Transunion. Author of "Win/Loss Reviews: A New Knowledge Model for Competitive Intelligence"

"All encompassing, easy to follow guide for Win/Loss Analysis. A must read for anyone looking to capture more business."

Babette Bensoussan, CEO, The Mindshifts Group; Best Selling Author

"I would recommend this book to marketing, account management, sales and business development professionals who want to meaningfully and quickly improve their success rates."

Jason Voiovich, Chief Customer Officer, Logic PD

"The title represents over 30 years Ellen has been practicing competitive intelligence poured over 25 chapters, each one summarised in a call to action for the reader."

Andrew Beurschgens, Head Market and Competitive Intelligence, EE

"I work the federal space mostly, but this book has no boundaries, you can use these approaches in any market segment, the principles are universal. I highly recommend this as a core CI reference for anyone."

Rich Caldwell, Manager Competitive Intelligence, Northrup Grumman.

5 Points of Interest about Win/Loss Analysis:

1. Have specific goals for your Win/Loss program.

Don't just aimlessly interview customers because the company says you must.

2. Resist the temptation to only interview business you've lost.

Your customers will often tell you more about your competitors than you'll ever learn from business you have lost. Current customers will tell you how your company did with the implementation, customer service and technical support—things you can't learn from companies whose business you didn't get.

3. Win/Loss interviews are not surveys.

Win/Loss is a conversation. Listen for cues to probe more deeply in areas where you sense the customer knows more and is willing to share.

4. Make Win/Loss a collaborative venture with your sales force.

Don't let anyone on the sales team do Win/Loss interviews. Instead let them suggest questions to ask and make their input mandatory. Win/Loss is to win more business, not to critique sales people.

5. Make changes based on what you learn.

If you don't, you are wasting time and losing more business.

Book Details and Purchase Information

Book Title: Win/Loss Analysis: How to Capture and Keep the Business You Want

By: Ellen Naylor

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