



Win-Loss Analysis Program Review & Data Analysis

Case Study: Technology / Software Company



Real-World Sample Report

About this document:

The following pages include a preview of the data, findings and recommendations that are a part of our detailed client reports. It is our goal that the following sample snapshot of our process, capabilities and data analysis to give you a basic understanding of the depth of MarketLauncher's services –designed to put your company in front of more qualified prospects, help you gain market intelligence and ultimately accelerate your growth strategy.

The client: A niche-industry provider of a technology solution designed to manage finance and operations.

The solution: MarketLauncher has been providing this client with ongoing win/loss analysis since 2010, interviewing new clients as well as lost prospects on a quarterly cycle.

MarketLauncher provides a quarterly report with detailed findings from the interviews conducted. In addition, an annual comparison is provided so that trends can be identified and improvements benchmarked and monitored.

This report: This report is a real-world example of an annual assessment.

Identifying references have been removed to protect proprietary information

Campaign Metrics

Interview Snapshot

WIN Interview Metrics



LOSS Interview Metrics

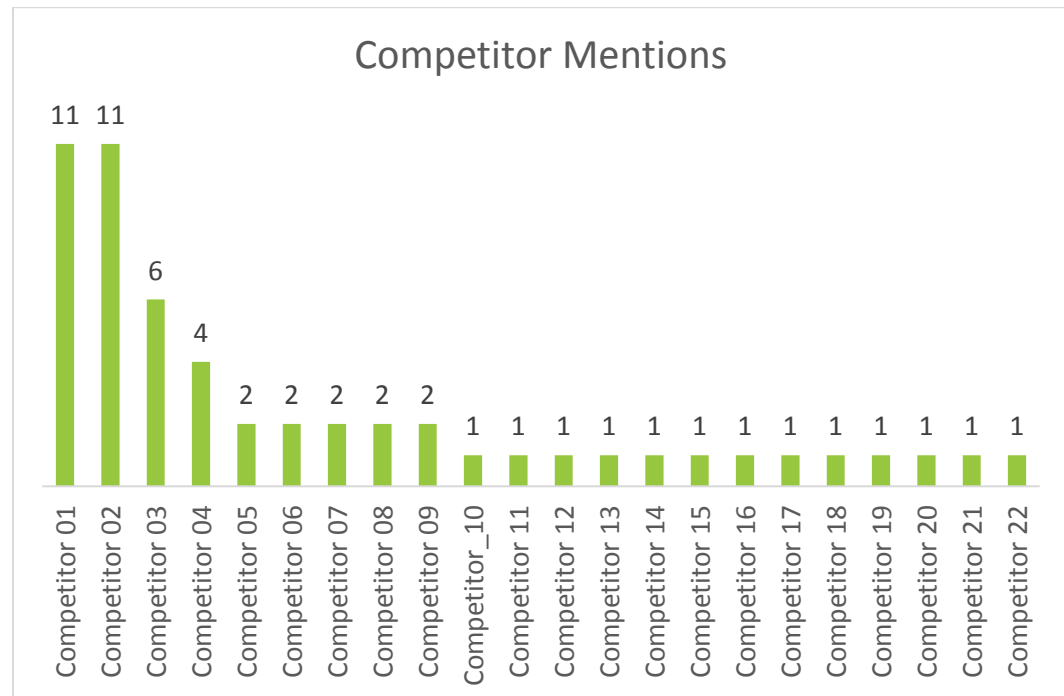


The ML team provides snapshots to give full visibility into the program's progress on the objectives.

Response Analysis

WIN Interviews

The ML team takes the information collected from the market interviews and provides an overall summary of the key themes and observations providing the client with a snapshot of the key learnings.



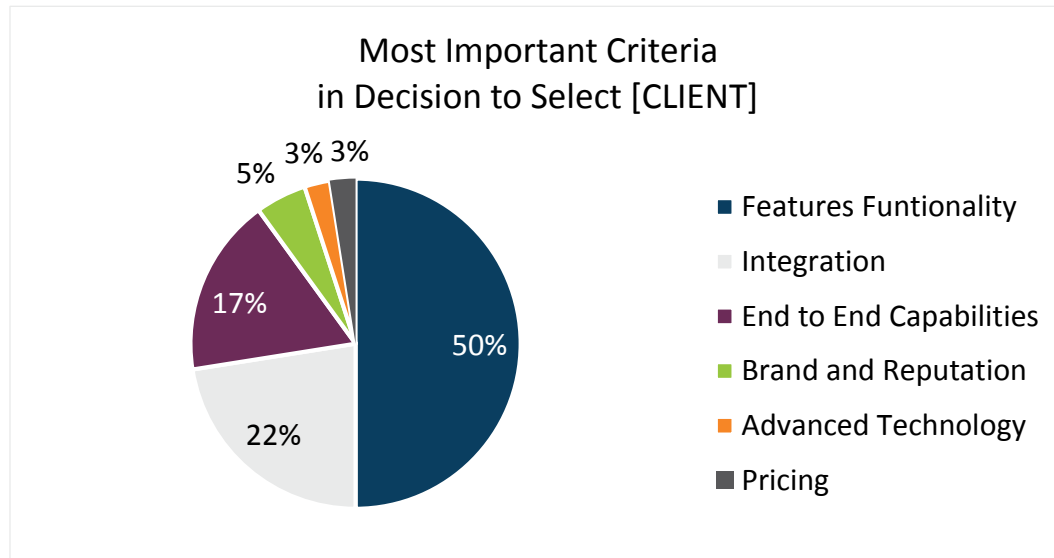
This market is fragmented with lots of players in this space.

“ *[COMPETITOR]: Their accounting software was good. But it didn't seem user friendly to move from spot to spot, to get where you needed or drill down into something. So that was a deciding factor.*

– President, XXXX Company

“ *[COMPETITOR]: Their project management end-user applications were slick, super super slick. We were about to sign on the dotted line. [COMPETITOR] had very, very weak integration with accounting and a terrible timekeeping system.*

– Accounting Manager, XXXX Company



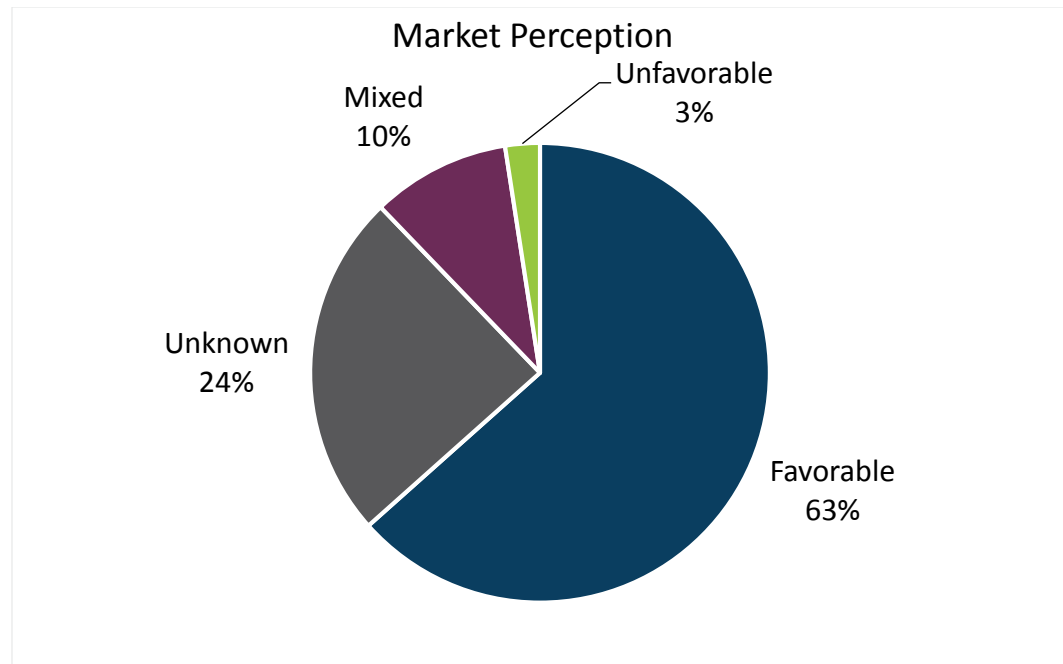
The WIN interviews have demonstrated that the market values and makes decisions around functionality. We are seeing the importance of stressing that [CLIENT] can solve their pain points and provide a fully integrated solution.

“ **Integration.** That is number one. Number two is the functionality, the bells and whistles.

– Vice President, XXXX Company

“ It really came down most importantly to **the features.** We noticed a lot of people didn't have that great of a service management module. We are a big service company and we had to have somebody who at least had a focus on that. We knew [CLIENT] wasn't the best at it, but they were putting focus on improving it.

– IT Manager, XXXX Company



“ It's kind of mixed. We know contractors on it who love it for certain reasons and have difficulty for others. So many businesses function differently and could be those issues don't affect us. It's kind of gotten mixed reviews, but for the most part, as a job cost accounting software that does so many things where most companies have had two or three different programs doing it, I would say a pretty positive view comes from most people.

– Operations Manager, XXXX Company

“ We have two other very large companies in the area we deal with regularly. One uses [COMPETITOR], one uses [CLIENT]. The company that **uses [CLIENT] loves it and raves about it.**

– Accountant, XXXX Company

Likely to Refer [CLIENT]



I say 5. Because it integrates accounting and everything you could want at a reasonable price.

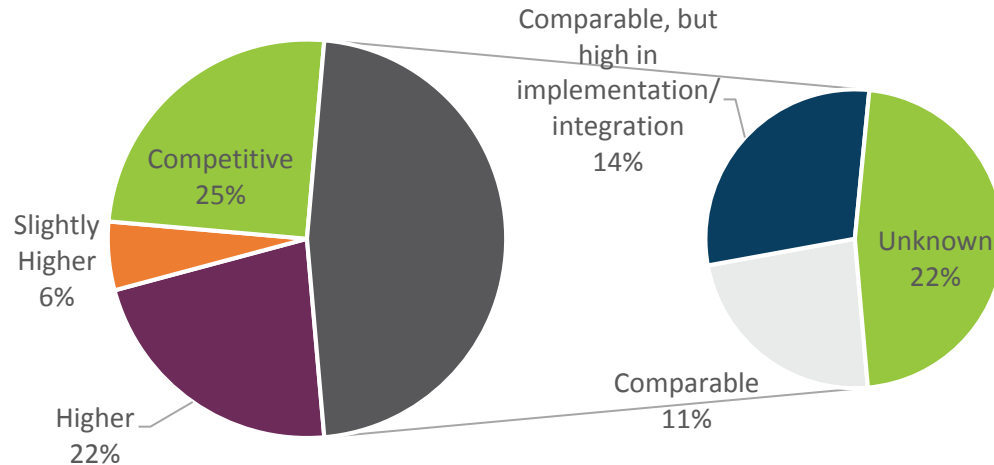
– CFO, XXXX Company



*I would say middle of the road, 2.5 probably. **The financial reporting is a little bit on the weaker side**, and overall it's a good package, but it needs a little more canned financial reports.*

– Accountant, XXXX Company

Pricing vs. Competitors



“ I think the big boys are all the same more or less. The discrepancy is in implementation and maybe licensing is different. They aren't the cheapest product, but they do offer a good product so you ignore price sometimes when the product is good. At least that's how I do it.

– IT Manager, XXXX Company

“ I would say they were **higher than what we had wanted to pay** and not because of the base price, but because of the **additional fees** that we continue to pay on an annual basis. We would have preferred that to have been lower. Once you buy a software, you think that's the bulk of your investment and when you have to continue to maintain it on an annual basis, those costs are still very high and they start outweighing the cost of the original purchase.

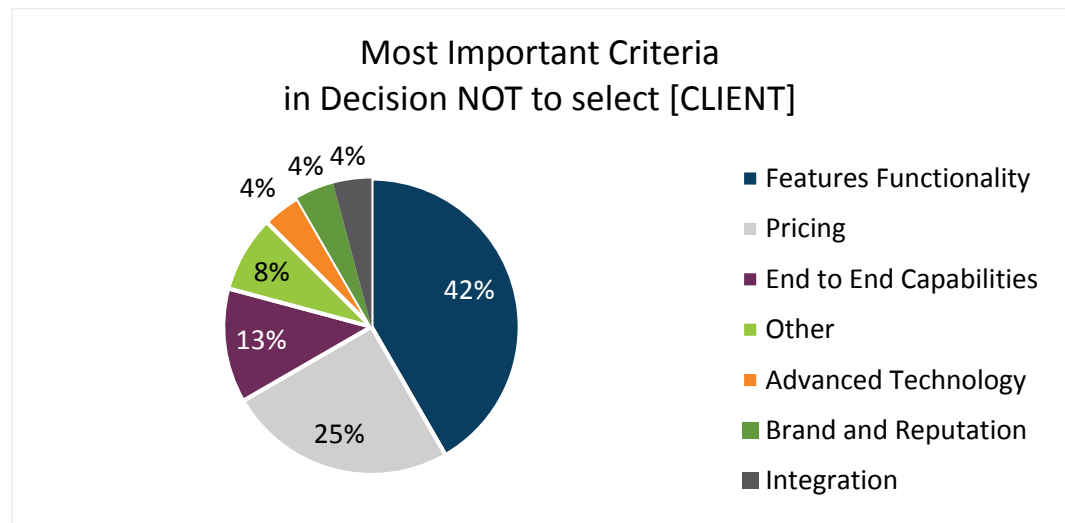
– Operations Manager, XXXX Company

Future Needs:

- Integrating Project Management, Accounting and CRM into one system
- Better Web-Based Expense-Keeping Application
- GPS Tracking of Trucks and Equipment
- Software that monitors employees' vacation and work attendance
- Better Remote Access
- Better Estimating Software
- Mobile Connectivity
- Scheduling Tool that can add resources from the database

Response Analysis

Loss Interviews



The LOSS interviews have demonstrated that they value and make decisions around functionality and pricing. Functionality was the top response for BOTH wins and losses. [CLIENT] doesn't lose due to integration but wins because of ability to provide a fully integrated solution. On the flip side, [CLIENT] doesn't win based on pricing but does lose over pricing.

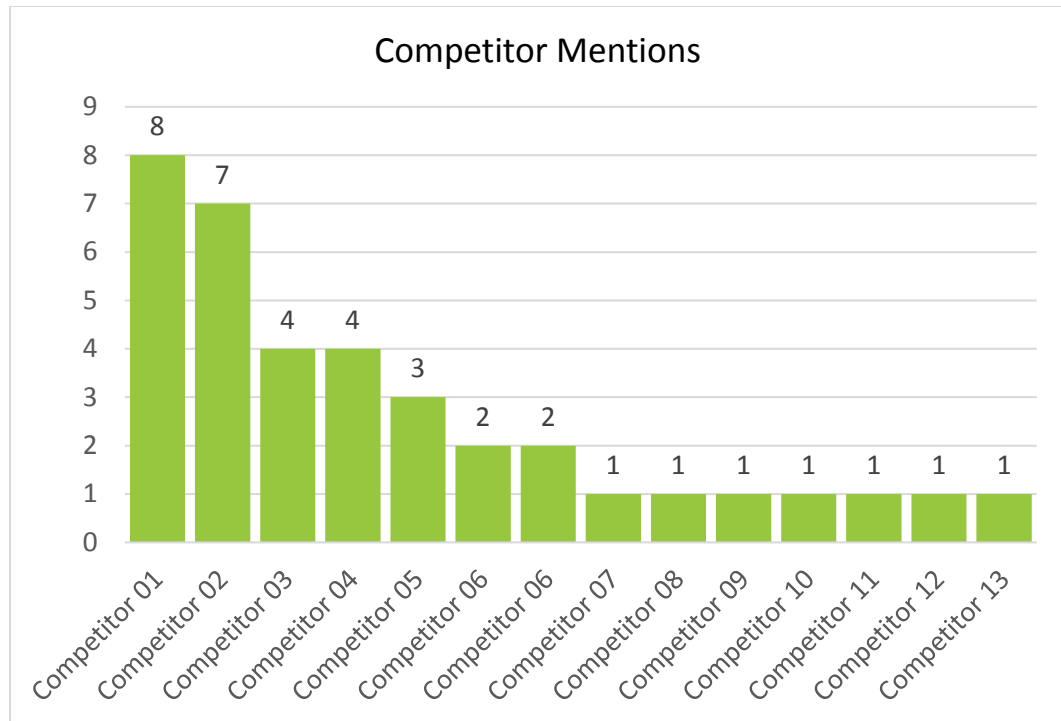


*Function. And specifically mobile app. It wasn't that their software didn't work. It was their **mobile app that didn't work the way we wanted it to.***

– Vice President, XXXX Company

*Pricing, obviously. **It was all about pricing.***

– Service Coordinator, XXXX Company

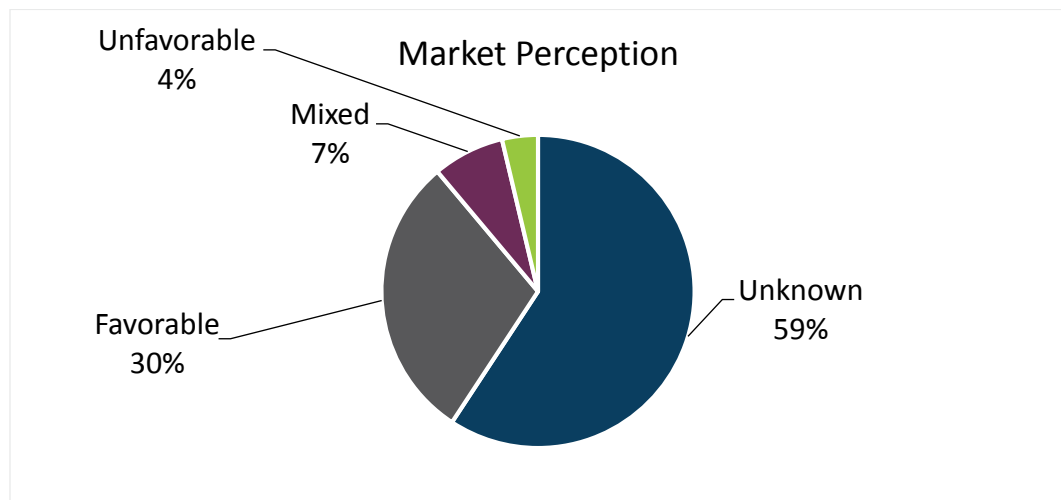


“ [COMPETITOR]: Their support team is definitely their biggest strength. One of the weaknesses was that their development dollars, which has since been alleviated, but at the time we were concerned about their ability to develop new and innovative products.
– Accounting and Systems Manager, XXXX Company

“ [COMPETITOR]: Their strength is they have an estimating program that integrates with the system. It's their own proprietary estimating program. My understanding with [CLIENT], they didn't have an integrated estimating solution. When I say integrated, I mean the estimated program for [COMPETITOR] is its own module. It's not part of the [COMPETITOR] main program, but they do talk to each other. That was one thing when we were get-

ting down to the end, we already eliminated [CLIENT]. That was the deal breaker for us in choosing [COMPETITOR].

– Controller, XXXX Company

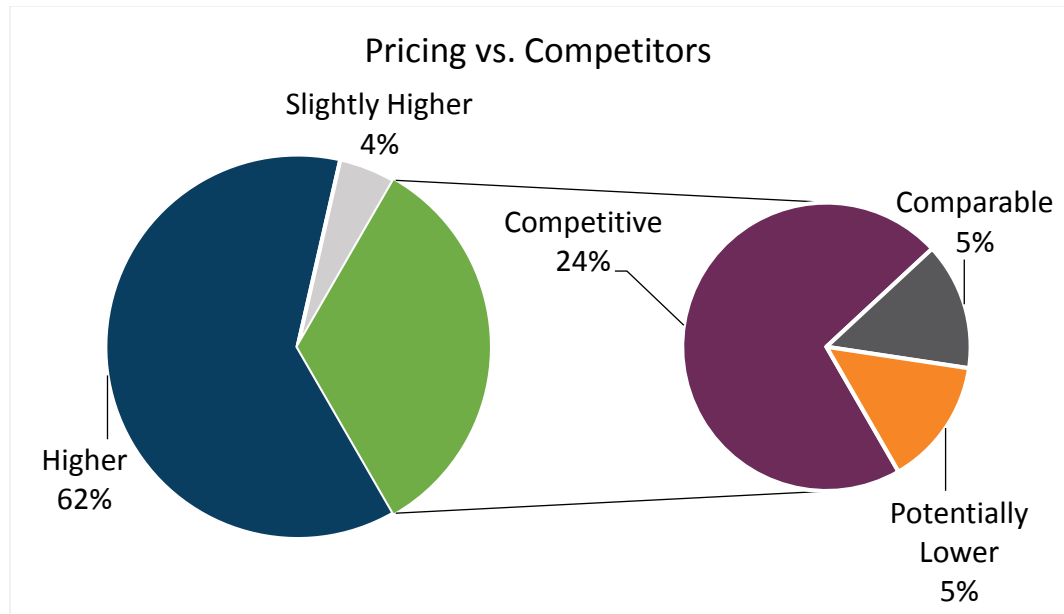


“ *Of the ones I know who use it, they do like it. I have heard that some people find the customer service to be lacking.*

– Controller, XXXX Company

“ *[CLIENT] has bought a lot of companies, so it's all about where are they going to integrate their products and how smoothly will that go.*

– CFO, XXXX Company



They were the highest in those we reviewed.

– Senior Project Manager, XXXX Company



I think for the price and what it can give you, it is worth it. We just didn't need all it could give us. Their price is accurate for what they give you.

– Controller, XXXX Company



What Might Persuade You in the Future to Consider [CLIENT]:

Features & Functionality

- Better Reporting
- Subscription-Based Cloud Product
- Improve Price Performance Ratio
- Improve Mobile App and Ease of Use
- Stronger Inventory Module
- Simplification
- Stronger Remote Functionality
- Better Integration, and not just acquiring and bolting on

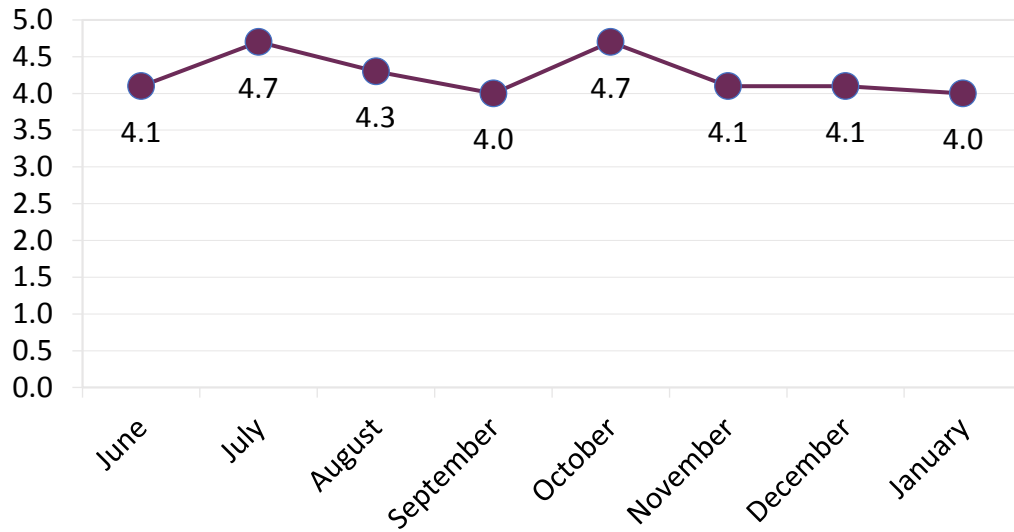
Sales Process

- Need a better Demo
- Better Sales Representative Performance
- Lower Pricing
- Improve Price Point, Implementation Cost, and Integration

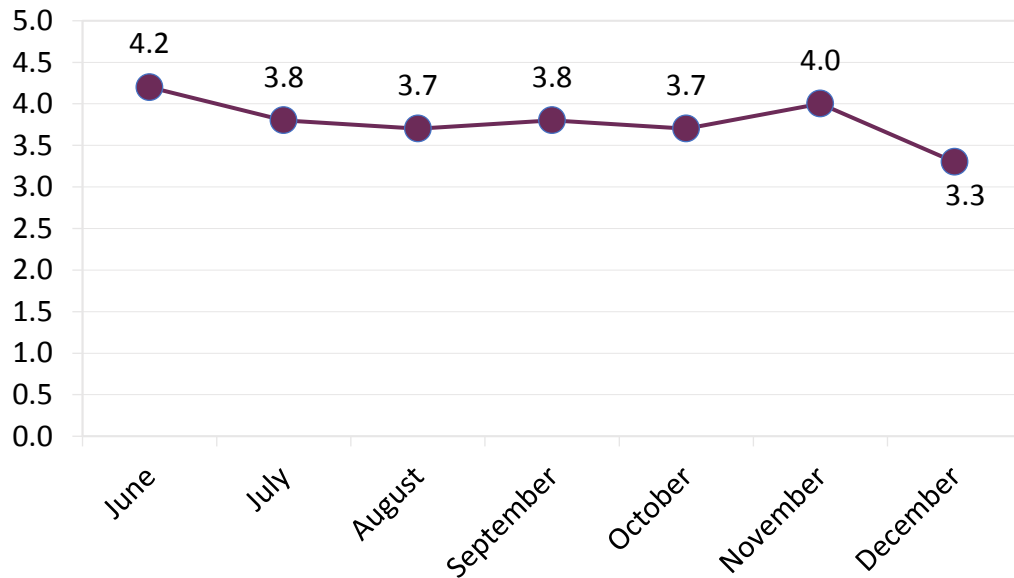


Comparison of Sales Rep Ratings on WINS vs. LOSSES:

Sales Rep Rating: WINS



Sales Rep Rating: LOSSES





Observations & Insights

Reasons CLIENT wins

Why does [CLIENT] Win?

- The market is concerned most about features and integration.
- The demo best demonstrates [CLIENT] features.
- It is important to also stress integration. The perception is [CLIENT] can integrate easily – as you don't lose because of it – but you do win deals because of it.
- [CLIENT] is viewed as the most fully integrated software available for this niche industry.
- [CLIENT] is also well positioned for the ability to keep up with growth needs.

Features is main factor in wins

- We recommend always looking at ways to enhance the demo – it is best opportunity to stand out
- Does it speak to the customer's pain points? Personalize it to their needs
- Show flexibility, user friendly, customizable, scalability, fully integrated, worth the price
- [CLIENT] is viewed as strong in **Accounting Features/Functionality** – opportunity for differentiator

Market Perception

- As [CLIENT] is acquiring other companies focus on messaging on what that will mean to those clients.
- It is important to hit that message upfront, provide an integration plan and make it a positive factor in the sale process.

Training & Implementation

- Perception is that [CLIENT] is reasonable however, we also saw comments around the cost of implementation fees
- "Implementation is expensive" (Competitor 01)
- "Training and consulting fees are expensive" (Competitor 02)
- "Not satisfied with implementation methodology" (Competitor 03)

Observations from LOSS interviews

- Create Fans in the sale process even when you don't win
- There is a perception of more functionality than they'll ever use.
- **COMPETITOR 01's** Project Management solution and user interface is viewed as slick. Their mobile app is another strength. Where [CLIENT] has the competitive advantage is when it comes to integration with accounting.
- **COMPETITOR 02's** weakness in integration, advanced reporting and project management functionality. Perception is they haven't upgraded.
- **COMPETITOR 03** is perceived to be technologically advanced but does not offer as many design reports or options.
- **COMPETITOR 04's** strength of excellent reporting capabilities. Weakness is in accounting integration.



About Marketlauncher

MarketLauncher works with companies around the world to develop consistent lead generation programs targeting senior level decision makers in a variety of business areas.

Our lead development programs are designed to identify and confirm decision makers at target companies, generate responses, collect market intel and advance prospects to the next stage of the sales process when need and interest in the client's offering are aligned.

By identifying potential opportunities and establishing interest, companies are able to focus on the latter stages of the sales cycle – achieving greater return simply as a result of exposure to qualified, actionable sales opportunities – directly impacting the bottom line.

The outcome of working with MarketLauncher:

Acceleration of an already successful growth strategy – which translates to faster growth and higher revenues.

Thank you!
Please contact us for more information.



MARKETLAUNCHER

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