



Why Do You Win? | Why Do You Lose?

#1 INTERVIEWS WITH LOST PROSPECTS AND NEW CUSTOMERS

We Gather Powerful Information From Your New Customers and Lost Prospects

Your customers and prospects are making buying decisions every day. But even with the best sales processes you may not really know why you win and why you lose. You rely on the sales force to provide these insights, but you know that customers are seldom candid with their salesperson and that salespeople may not be fully open and objective about what they convey to management.

Without reliable intelligence on your company's performance at the point of attack—in winning or losing business—it is very difficult to know how to improve your win rate. You need to find a way to get inside the customer's decision-making process

and understand why buying decisions are made.

Blue Ridge Partners has developed an approach to help our clients uncover these powerful insights by directly interviewing lost prospects and new customers—not through a focus group, not in a survey, but through direct conversations using specialized techniques refined over hundreds of interviews. We have found that customers tend to be more open and candid with a third-party—this is just human nature. We know how to ask the right questions which will yield valuable insights and we know how to synthesize these insights into an action plan that can be used right away to improve your win rate and grow revenue.

WHY AREN'T LOST PROSPECTS MORE CANDID WITH YOU?

Prospective customers who made a decision to buy from your competitor are often unwilling to share the real reasons for their decision:

- Human nature often compels a prospect to avoid making comments that may seem too sharp or offensive to the salesperson. It is much easier to simply provide superficial reasons such as "your price was too high."
- The prospect realizes his/her feedback may negatively impact the career of the sales person involved.
- The prospect may be concerned about negatively affecting other relationships with the company

INFORMATION WE GATHER

- The identities of the competitors that were considered in the buying decision
- How the buying decision was made and by whom
- The important buyer values considered in the selection process
- How your offering and sales process stacked up against these buyer values
- Why you won or lost this prospect
- The positive and negative characteristics of the competing offers—product, service, price, relationships, proposal quality, and other factors
- Possible changes that would make your sales team, value proposition or sales process more effective—actions you need to take to win the next time
- Effectiveness of your sales person in delivering your messages and how your prospect responded to these messages
- Other business opportunities at the prospect's company where you might be able to offer the right solution
- Other valuable and actionable information

WHY AREN'T SALESPEOPLE A GOOD SOURCE OF INFORMATION?

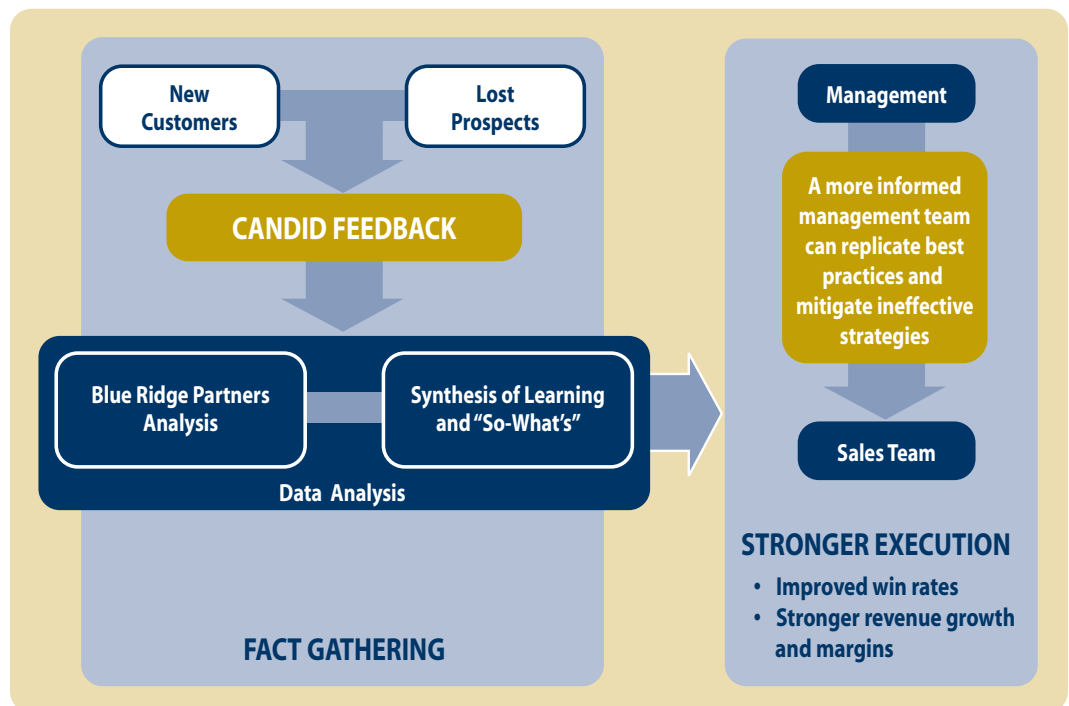
- Salespeople are human too and naturally avoid passing along comments that might put their performance in a bad light. It is much easier to blame pricing policy or some other factor that they do not control. Therefore, management hears feedback regarding surface-level or even false issues and precious few actionable insights.
- As an independent third-party, Blue Ridge Partners can objectively listen to a prospect's description of the buying process and help overcome the human factors that often obscure factual communication. We provide anonymity to the prospect and treat these conversations as strictly confidential, unless otherwise agreed.

▶ WHAT'S THE SOLUTION?

Blue Ridge Partners has created a proprietary approach for gathering powerful insights from lost prospects and new customers through direct interviews. We believe this is the only reliable way to gather the full richness of the information available from these sources. Lost prospects and new customers are more honest with a third-party once they understand the information being provided will not be directly attributed to them. We analyze the input we receive and make suggestions to management about changes that will improve win rates, grow revenue and improve margins.

There are three reasons why Blue Ridge Partners is valuable in the role of interviewing new customers and lost prospects:

- 1 | We collect more candid information than the sales force—prospects are more open with a third-party. We know how to ask the right questions that will yield the right kind of information and insights.
- 2 | The feedback we collect is rich in that we know how to probe underneath the "standard lines" so we can gather information about pricing, product attributes, value proposition, sales force performance and competitors.
- 3 | Blue Ridge Partners Analysis: we synthesize our findings into tangible, actionable recommendations so management can understand the real issues and take the appropriate corrective actions.



BLUE RIDGE PARTNERS

HEADQUARTERS

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INFORMATION

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