clozd

Definitive Guide to **Win-Loss Analysis**

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INTRODUCTION

Uncover the *real* reasons you win and lose business

If you're not getting feedback directly from your buyers, you're just guessing.

- Guessing if your sales pitch hits the spot.
- Guessing if your messaging resonates.
- Guessing if your product solves a pain point (or if it even works at all).
- Guessing why you win and lose revenue—the lifeblood of your business.

Do you feel comfortable staking your own success—or the success of your company—on anecdotes? Or consistently unreliable CRM data? Or on your sales team's (useful but often biased) feedback?

On a guess?

We don't think that's good enough—which is why we created this Definitive Guide to Win-Loss Analysis.

How to use this guide

This guide contains everything you need to know to start doing win-loss analysis.

Now, is there more information that will help you refine and optimize your program? Of course there is—and we'd love to share it with you!

But we don't want you to get so bogged down with nitty-gritty details that you decide it's too complex and delay (or completely miss) the opportunity to start benefiting from win-loss analysis.

Because the benefits are obvious.

> "It's unfathomable why more people don't do this. I mean, it's literally company-changing to get this data on a consistent basis."
>
> —Diana Massaro, CMO at Skyhigh Security

So, as a quick introduction, let's start with three basic questions ...

Question 1: What is win-loss analysis?

In simple terms, win-loss analysis is the process of capturing and analyzing feedback directly from your buyers* to uncover the real reasons you win and lose sales opportunities.

Think of it like film study. When great sports teams want to know why they're winning and losing, they look at their game tape.

It's no different in business.

Consistent win-loss analysis can help your organization confirm and prioritize your specific strengths and weaknesses, which empowers your leaders to improve product strategy, increase marketing effectiveness, boost sales productivity, and build cross-functional strategic alignment.

Companies that invest in effective win-loss analysis benefit from org-wide clarity about why they win and lose—which enables them to capitalize on proven strengths and address critical shortcomings.

QUOTABLE

"Every professional sports team reviews their footage to understand where they need to improve. **Winning deals is our sport, and Clozd is our video review."**

Ravi Kumaraswami
President of Worldwide Field Operations at Riskified

*Each company uses different terminology, but in this guide, the term "buyers" refers to both your customers and prospects—basically anyone who's interested in buying your product or service.

Question 2: Who can benefit from win-loss analysis?

When done correctly, win-loss analysis delivers significant benefits to teams throughout your organization. These include (but are certainly not limited to) ...



Executives

Boards and executive teams with access to accurate, real-time win-loss data make more informed decisions—and they make them quicker (with less debate) and act on them with more confidence.



Sales

Win-loss analysis helps your sales team know exactly what's working and what isn't, which enables them to replicate best practices and avoid repeating costly mistakes.



Marketing

Win-loss analysis exposes gaps in marketing content and messaging, and it deepens the marketing team's understanding of buyer preferences, needs, intentions, and criteria.



Product marketing

Product marketers are often the first to recognize the importance of win-loss data in optimizing product messaging, product strategy, and sales enablement.



Product

Win-loss analysis highlights the real strengths and weaknesses of your company's solutions, which enables product leaders to refine their product roadmap.



Client success

Many win-loss programs also include interviews with current customers that uncover the root causes of client attrition—which helps increase retention.

Question 3: What's the potential ROI of win-loss analysis?

Companies that invest in comprehensive win-loss analysis achieve a measurable return on their investment. Respected firms—including Gartner and Aberdeen Group—have studied and confirmed how win-loss analysis leads to increased sales win rates.

> "A formal and rigorous win-loss analysis program enables better segmentation, product strategy, and sales enablement. Those that take a more comprehensive approach have seen a **15–30% increase in revenue and up to 50% improvement in win rates.**"
>
> —Todd Berkowitz, Research VP at Gartner

The insights and outcomes of a comprehensive win-loss analysis program are closely tied to revenue generation, and the return on investment is measurable.

Even a small improvement to their sales win rate will drive a significant return on investment for most organizations.

Consider, for example, a company with $10 million in quarterly sales bookings and a historical win rate of 20%. A small win rate improvement of just 10% (from 20% to 22%) would result in additional bookings of $1,000,000 per quarter. Thus, the annual ROI from their win-loss investment would be at least $4,000,000, minus the cost of the program.*

QUOTABLE

"It only takes us winning one deal to make Clozd worth it."

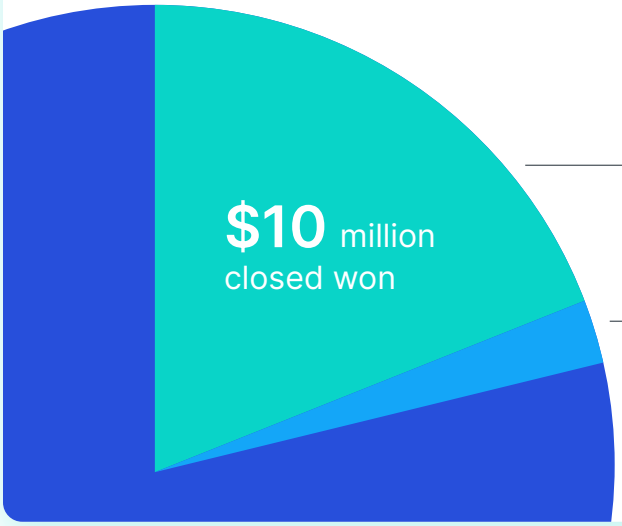
Rex Galbraith
CRO at Consensus

*Without getting into specifics, the cost of a typical annual program would not be remotely close to $4 million.

If you'd like to know what a program tailored to your company's needs might look like, contact our sales team.

Talk with us →

Full quarterly pipeline



20% win rate

10% win rate improvement (from 20% to 22%)

$1 million additional revenue

SECTION 01

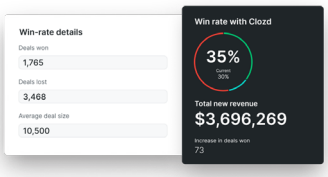
Secure executive & cross-functional sponsorship

The first step in establishing a transformational win-loss program is to secure the support and buy-in of the executive team and other key functional leaders. Win-loss programs that are sponsored by the C-suite are more likely to receive the funding they need, drive change across multiple departments, and achieve a meaningful ROI for the business.

Key principles

- Get buy-in at the top, then make it a top-down initiative
- Win-loss analysis is great for your company—and it's also great for you
- Securing the support of cross-functional leaders will increase your ROI

CALCULATOR



Estimate your revenue

Use this revenue calculator to see how much you can increase your revenue through win-loss analysis with Clozd. Try it out for your whole pipeline or just a segment of your business.

Check it out →

Get buy-in at the top, then make it a top-down initiative

Business transformation is only possible when senior leaders are closely involved.

As you prepare to meet with your executive team, consider this statement from a Gartner report on win-loss analysis:

> "Insight into why a company is winning or losing deals can inform overall strategic business planning. **The audience for the program results should be the executive team.** ... The insight gleaned from the analysis can inform business model aspects such as value proposition, route to market, target segment, customer relationship and revenue model."
>
> —Jeff Chamberlain, VP & Analyst at Gartner

You can use the information in the introduction section as a guide to engage your executive team and build a compelling business case for why they should sponsor a rigorous win-loss program.

> **"The entire leadership team is making use of the data we're getting from win-loss analysis**—not just for sales or product, but also for CSMs, for our engineering team, for service and support, for our churn analysis. The win-loss insights that are being provided have now matured—beyond just helping the sales and product teams understand what buyers like or don't like—to how the market is perceiving the overall experience that we're now able to give our customers."
>
> —Deanna Ballew, SVP of Product at Acquia

For additional information about how to build a successful business case for win-loss analysis, read this blog post and check out our custom revenue calculator.

Win-loss analysis is great for your company—and it's also great for you

That's right, we're talking about you personally.

It's common for individual contributors to recognize the glaring need for win-loss analysis at their organizations. And when they work to prove its value, secure executive and cross-functional buy-in, and deliver positive results, people around them notice.

One example is Jason Klein, a product marketing director at Alteryx.

Alteryx was looking for precise, competitive comparisons with other vendors in their space. After deciding the most effective strategy was to create a robust, voice-of-customer (VoC) feedback loop, they partnered with Clozd to build out their win-loss analysis program.

Jason—who was then a marketing intelligence analyst—took ownership of the program.

His ability to share sales experience insights and competitive differentiators—data captured directly from their buyers through their win-loss analysis program—increased the effectiveness of Alteryx's sales training sessions. It also gave his career a significant boost.

"I've been on a good career trajectory here at Alteryx," he said. "I don't think I'd be here as quickly without Clozd. **Me being 'the win-loss guy' has accelerated my career growth."**

CASE STUDY

alteryx

Alteryx's team finds value in the Clozd Platform because it's easy to use and delivers powerful insights. Each product manager can filter the interviews by their product name to see only relevant information, and having quick and easy access to actionable feedback that's pertinent and personalized brings tremendous value to the organization.

Read the case study →

By making win-loss analysis a top-down initiative, you—like Jason—can unite your organization around the program, build momentum, drive org-wide transformation, and propel your career forward in meaningful ways.

Securing the support of cross-functional leaders will increase your ROI

Once you've secured executive sponsorship, start working with the leaders of each relevant department—usually marketing, sales, product, and client success—to educate them, gain their support, and solicit their input.

The introduction to this guide is a great place to start building value with each of these teams.

Here's one example of how educating other teams about win-loss analysis can be mutually beneficial ...

> Your sales leadership team may be interested in (and perhaps want a proof of concept about) the benefits of win-loss analysis for sales coaching and enablement. Helping them understand and embrace the program will ensure that you have access to the resources you need to make the program a success—such as relevant CRM data.

Your efforts to work with each individual functional leader (e.g., head of sales, product manager, marketing director, etc.) will ensure that each department's needs are addressed and that everyone is on the same page—which plays a huge role in designing and executing a comprehensive and transformational program.

You'll also eliminate redundant or siloed efforts that stem from multiple people or teams trying to solve the same problem.

One other benefit of open communication and cross-functional collaboration is that **leaders who are involved while you're setting your program up are far more likely to adopt the findings later on.** As you work to inform and involve department leaders, it's far more likely that they'll accept the findings and act on the insights.

If you're able to secure the buy-in of your leadership team at the outset of your program, you'll see a stronger return on your investment.

QUOTABLE

"It's surprising how often we discover multiple teams at the same company trying to implement win-loss analysis simultaneously. **These redundant efforts are wasteful and counterproductive.** They're the result of poor communication between departments and a lack of executive sponsorship."

Andrew Peterson
Co-founder and Co-CEO at Clozd

SECTION
02

Start with the data you already have

The most basic source of win-loss data is your CRM.

If your sales team practices adequate CRM hygiene—inputting key fields, logging each sales opportunity, marking opportunities as won or lost—then **your CRM data should give you a good idea of *what* is happening. Win-loss data tells you *why* it's happening.**

Key principles

- Analyze the last 12 months of closed pipeline data from your CRM
- Identify your strengths, as well as areas where you can improve—while understanding that your CRM is often not the most reliable data source

QUOTABLE

“Our CRM's 'win-loss' reasons are consistently very different and light in detail versus the **rich, accurate, objective reports** we receive via our Clozd program. It's an apples-to-solid-gold-oranges comparison. Clozd has an excellent methodology for developing a valuable win-loss interview, getting disengaged buyers to participate, and presenting intelligence back in a very consumable platform.”

Craig Clark
CMO at Nitrogen

The first step is reviewing the data you already have—from your CRM, call recordings, and more—to analyze the health of your pipeline and expose underperforming segments. Best practice is to **use the data from the previous 12 months to analyze your win rate and the composition of your pipeline.**

Depending on the quality of your CRM data, you can answer basic questions about what's happening within your sales pipeline:

- What's your win rate by region, segment, product line, team, etc.?
- What types of opportunities are you most likely to win?
- What types of opportunities are you most likely to lose?
- How many opportunities do you win and lose each period?
- What's your average deal size?
- What's your average sales cycle duration?
- How are these metrics trending and changing over time?

One of the problems many companies face is that their CRM data is incomplete or unreliable (or both). Nobody wants to make critical business decisions based on bad data, which is why obtaining feedback directly from your buyers is critical.

That said, analyzing the data you already have is still important. It helps you identify initial areas for improvement and create a tailored plan for your win-loss outreach.

SECTION 03

Choose your feedback channels

Once you've analyzed your in-house CRM data, the next step is to determine the best way to gather buyer feedback.

The richest insights always come from live buyer interviews, though asynchronous interviews and surveys also provide specific benefits. The best programs usually incorporate a mix of all three.

Key principles

- Purchase decisions are often complex, and buyer interviews are the best way to understand the specific factors that influenced the final decision
- Your buyers are busy, and asynchronous interviews give them the flexibility to respond when and where it's most convenient for them
- Buyer surveys help you scale your program by collecting additional win-loss data and reaching a broader, more representative sample of your pipeline

Capturing buyer feedback

Most B2B purchase decisions are complex, with a variety of factors playing a role in the eventual outcome. Some of these factors (like product gaps and pricing concerns) may be readily apparent, while others (like internal politics and risk mitigation) are more obscure.

Capturing feedback directly from your buyers is the only way to develop a holistic understanding of these factors.

There are three primary ways to capture feedback from your buyer:

- Live interviews
- Asynchronous interviews
- Surveys

The table below highlights the pros and cons of each method.

Criteria	Live interviews	Asynchronous interviews	Surveys
Accuracy of feedback	↑ High	↑ High	↑ High
Depth of feedback	↑ High	→ Moderate	↓ Low
Participation rates	→ Moderate	→ Moderate	↓ Low
Cost	↓ High	→ Moderate	↑ Low
Pipeline coverage	↓ Low	→ Moderate	→ Moderate

It's also important to understand that in-depth, unbiased feedback from your buyers is far more useful than feedback from your sales team. Studies (including, but certainly not limited to, our own) show that sales reps are wrong about why deals are won and lost 60–85% of the time.

> "Clozd helps us gain valuable, open, honest feedback about our solution. **As a salesperson, I love seeing unfiltered feedback about a customer or prospect's sales process to learn how I can improve in the future.** I always learn more in these [win-loss] reports about the buyer's process and who we were up against and all the factors that went into their decision than I ever would have been able to uncover on my own by asking."
>
> —Sam Schnepf, Sr. Enterprise Sales Advisor at Acquia

STUDY

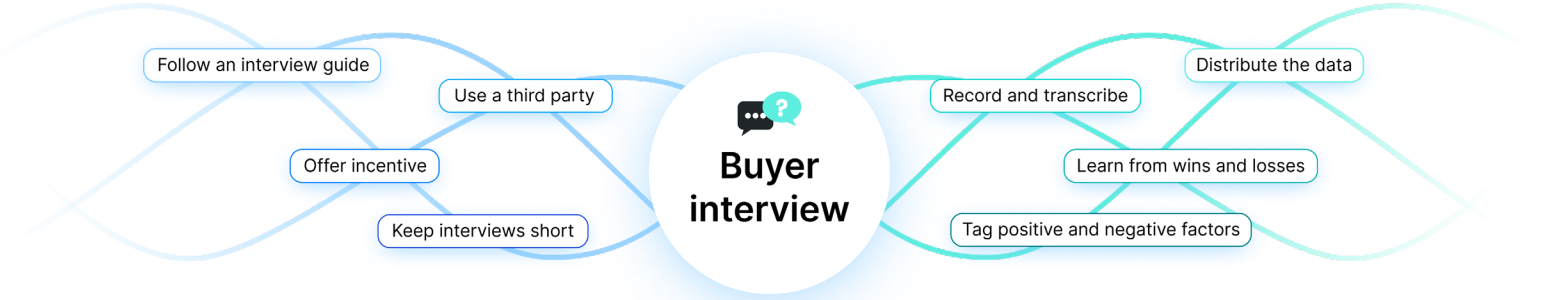


How much do you REALLY trust your CRM data?

Clozd has analyzed thousands of buyer interviews, and we've found that most sellers are missing vital insights into why they're actually losing deals.

See the full study →

Live buyer interviews—the most powerful feedback channel



Win-loss interviews are the best way to get meaningful feedback from your prospects and customers.

The quality and depth of the insights captured through win-loss interviews are considerably higher than any other feedback channel—including buyer surveys. This is why every organization should incorporate interviews into their win-loss program on an ongoing basis.

Below are some of the best practices to apply when conducting buyer interviews.

- Keep interviews to 20–30 minutes, on average
- Develop an interview guide that outlines the topics and questions you plan to cover
- Interviews should be adaptive conversations, not scripted surveys
- Strive for recency—the sooner you conduct the interview, the better
- Interview both wins and losses in order to get both sides of the story
- Record and transcribe each interview
- Tag and track positive and negative factors the led to the final decision for each deal
- Offer an incentive (e.g., $25 or $100) to increase interview participation rates
- Have an unbiased and skilled third party conduct the interview for you

We've found that buyers—for a variety of reasons—are often more open and honest when they're talking with an objective third party like Clozd.

> We tried to get information on our own, but sometimes customers are more closed in terms of what they'll share with us. So we thought that using a third party could help uncover the details they just weren't sharing with us—and **we found that partnering with Clozd really helped them to be more open and transparent."**
>
> —Kathy Hassett, VP of Customer Success & Renewals at Xactly

QUOTABLE

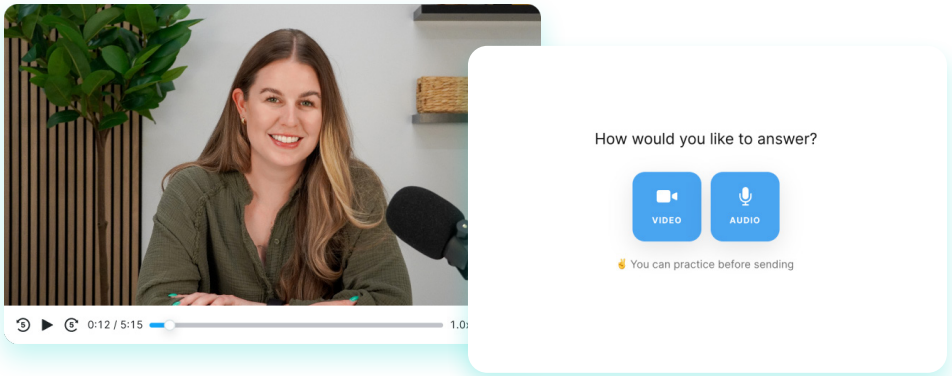
"Reps will seldom get true, honest responses as to why a deal was lost, whereas Clozd steps in, acts as an unbiased third party, and walks through a detailed interview process with the client to know their reasoning. **The detail that we've received in these interviews is outstanding**—much of which we'll use during our enablement sessions and at kick-off to further educate our teams."

Shivang Patel
Sr. Director, Growth & Strategic Initiatives at FloQast

Asynchronous buyer interviews

Your buyers are busy, and sometimes it's difficult to find time for a traditional live interview.

In these cases, asynchronous interviews—where you record the questions you want to ask, and **your buyers have the flexibility to respond when and where it's most convenient for them**—can be a useful alternative to live interviews.



Once the interviews are complete, you can then analyze the feedback and deliver impactful insights.

Buyer surveys

Buyer surveys cost less than interviews, which helps you scale your program by collecting additional win-loss data and reaching a broader, more representative sample of your pipeline. **Surveys can be useful for tracking high-level trends that can help you determine where to focus your interviews.**

As a best practice, use surveys to solicit feedback from any buyers that you do not plan to interview.

Survey feedback isn't as rich as interview feedback because surveys are shorter in duration, the questions are predefined, and participation rates are significantly lower (3–5% for surveys vs. 15–20% for interviews). Because of this, **it's best to use surveys to complement your interview strategy.**

Below are some of the best practices to apply when conducting buyer surveys.

- Keep the feedback form simple and brief
- Allow buyers to rate positive and negative factors for each opportunity
- Include a comment box so your buyers can include more detailed information about the key factors for each opportunity
- Confirm whether you lost to a competitor or to "no decision"
- Confirm the primary competitor for all opportunities
- Strive for recency—the sooner you conduct the survey, the better
- Offer an incentive (e.g., $10 or $25) to increase survey participation rates

QUOTABLE

"Clozd conducts win-loss interviews that provide **deep insights based on quantitative and qualitative data.** We use high-level insights to inform roadmaps and interview transcript excerpts to provide voice-of-customer validation to strategic decisions."

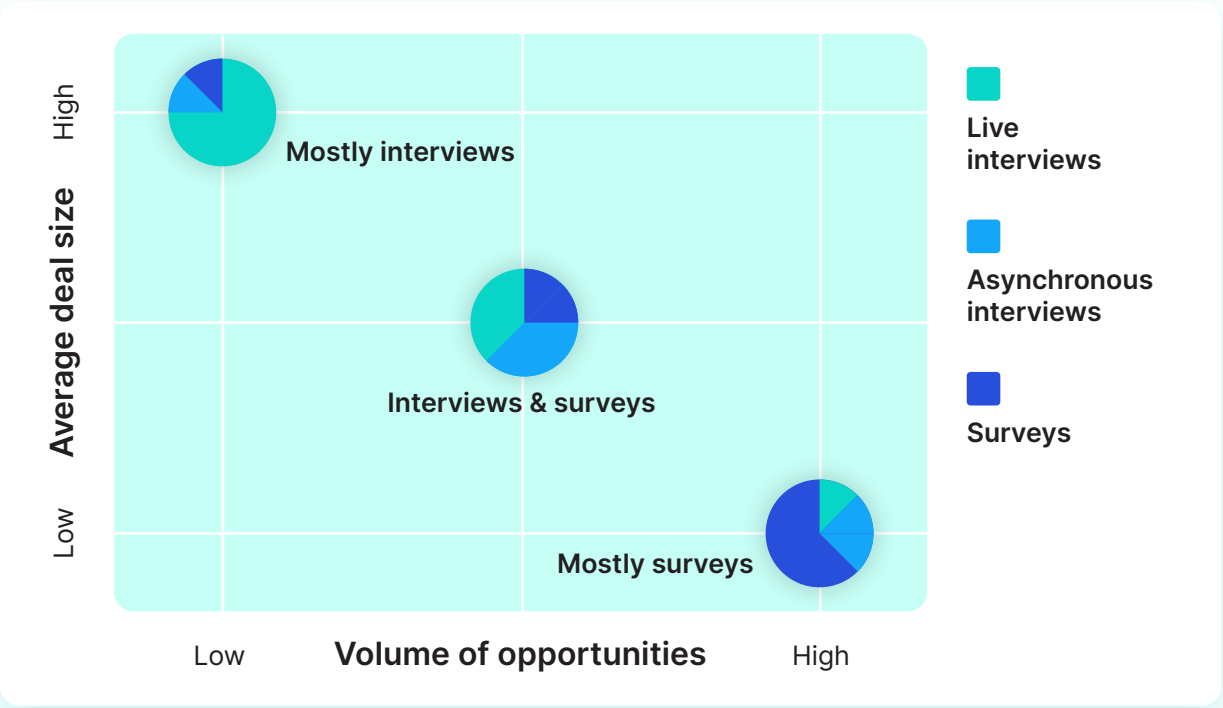
Karyn DeJong
Director of Product Marketing at Morningstar

Interviews vs. Surveys: Consider your pipeline

As you evaluate the pros and cons of buyer interviews and surveys to determine the right mix for your win-loss analysis program, make sure you consider the makeup of your sales pipeline (e.g., deal size, volume, and complexity) and the cost of the different feedback channels. **The goal is to create a program that delivers powerful insights across your entire pipeline—as well as a strong return on your investment in win-loss analysis.**

Some organizations build their win-loss programs based entirely on win-loss interviews. Depending on your deal volume, however, it may be cost-prohibitive to interview every closed opportunity. This is why we recommend utilizing different feedback channels and conducting interviews on a targeted basis to better understand key opportunities and key segments of your pipeline.

The chart below illustrates this general idea.



To help our clients create the right mix of feedback channels, we offer flexible interview options designed to fit each company's objectives and budget.

Feedback channels FAQs

How many win-loss interviews should we conduct?

In general, more is better—but many organizations have limited budget and/or resources. If you can't attempt an interview for every closed opportunity, focus your interviews on the most important deals or segments of your pipeline and aim to achieve saturation. In qualitative research, saturation is the equivalent to statistical significance and usually takes 25–30 interviews for a well-defined population. For this reason, many B2B organizations conduct around 25–30 interviews on a quarterly basis.

What are typical interview participation rates?

Participation rates vary widely based on factors like role, seniority, industry, recency, deal size, and more. That said, we commonly see average participation rates between 15–30%. Several methods can drive an increase to your win rate: offering monetary incentives, better messaging, multiple contact methods, leveraging a third party, and more.

Why is it important to leverage a neutral third party?

According to the Pragmatic Institute, "The odds are stacked against most organizations that are trying to conduct [win-loss] interviews internally. Several tendencies contribute to this problem: difficulty in achieving objectivity, inaccuracy of self-diagnosis, lack of continuity metrics, discretionary priorities. ... If the task is too daunting for an organization, then it must be outsourced."

How do you determine the right questions to ask in your win-loss interviews?

Interviews should be adaptive conversations, not scripted surveys, so each interview will be different. In general, try to follow these three guidelines ...

- Keep your question methodology simple
- Focus on the key factors and drivers that influenced the final decision
- Use interviews to dive deep and uncover blind spots

For more information about interview best practices, check out this blog post.

QUOTABLE

"If you're trying to do win-loss analysis in-house, **consider getting a third party like Clozd to achieve an objective set of results.** We've often found this to be true, because when you take out the feelings/emotions that an in-house analysis will undoubtedly surface (from product, marketing, sales, etc.), you will get actionable feedback from prospects and customers alike."

Misha Gautreaux
VP of Sales at Auctane

SECTION
04

Automate ongoing feedback collection

Once you've determined your feedback channels and question methodology, it's time to start collecting the data.

No matter the channel, you'll get the best results by automating the data-collection process. That way, as your deals close, your buyers will be enrolled in personalized outreach (e.g., email, SMS, phone, etc.) sequences to maximize participation, and you'll be able to monitor why you win and lose over time.

This section outlines the importance of building an ongoing program and principles that will make it a long-term success.

Key principles

- The reasons you win and lose constantly evolve
- Build a long-term program, not a short-term fix
- Capture win-loss data continuously and monitor trends over time

QUOTABLE

"It's not about sample sizes anymore—**it's about asking for feedback on every single deal.** We shouldn't be asking ourselves what's the least amount of feedback we can get away with. We need to set up a process where we ask every buyer for feedback in a streamlined, automated way."

Spencer Dent
Co-founder & Co-CEO at Clozd

The reasons you win and lose constantly evolve

Buyer preferences, market dynamics, and competitive pressures constantly evolve—as does the nature of your company's products and services. Because of this, the reasons you win and lose constantly change. If you don't have a pulse on those changes as they happen, you'll be left behind, using outdated data to grasp at solutions that are unlikely to work.

This is why **we strongly recommend approaching win-loss analysis as an ongoing program, not a one-off project.**

Build a long-term program, not a short-term fix

Sometimes a sudden emphasis on win-loss analysis stems from a painful lost deal or a disappointing quarter. In other cases, the executive team may demand immediate answers to why the company wins and loses.

In any of these cases, a hurried, ad hoc analysis is the wrong approach.

A report from Gartner provides this guidance: "Managers implementing a strategic win-loss analysis program must make sure valuable and sustainable flows of objective feedback are created to support the process. **Win-loss analysis programs often fail when trying to deliver a short-term fix.** ... Create a [process] that is oriented toward an extended time horizon."

Your win-loss program needs to act as an ongoing, real-time diagnostic of why you're winning and losing. You may start with a short-term effort as a proof of concept, but always work toward the end goal of establishing a robust, ongoing process for capturing and analyzing win-loss data.

For our most recent State of Win-Loss Analysis Report, we obtained feedback from nearly 700 companies and found that 83% of them practice some type of win-loss analysis—but only 30% have an ongoing, cross-functional program.

Capture win-loss data continuously & monitor trends over time

Win-loss analysis should be an ongoing process that delivers VoC insights and drives revenue for your company.

> **"We're able to be key stakeholders in a lot of different projects by having our pulse on the market.** This includes understanding new trends and new areas that our clients really care about or are investing in. As much as we can be people who deliver actionable insights and recommendations, the more helpful we are across the company."
>
> —Zahra Chithiwala, Group Product Marketing Manager at Headspace

To truly build a competitive advantage, collecting win-loss data and creating a continuous stream of insights about why you win and lose must become a natural part of how your company operates. This approach requires more initial effort and investment—but it also yields far greater results over time.

Not only will you be tuned in to the current reasons you're winning and losing, but you'll be able to monitor important trends and changes. This data will enable you to make strategic, revenue-driving decisions with confidence.

CASE STUDY

Calendly

Calendly leads the way in building an impactful, collaborative, cross-functional win-loss analysis program.

Read the case study →

QUOTABLE

"If you're serious about optimizing your win-loss ratios and want data-driven insights to fuel your strategy, Clozd is a no-brainer. **The upfront investment is quickly dwarfed by the immense value it brings** in the form of actionable intelligence and competitive advantage."

Dan Bolton
Vice President of Corporate Marketing at Nitrogen

SECTION
05

Analyze the results

Up to this point, we've focused on *collecting* win-loss data. Now it's time to talk about what to do with that data once you have it.

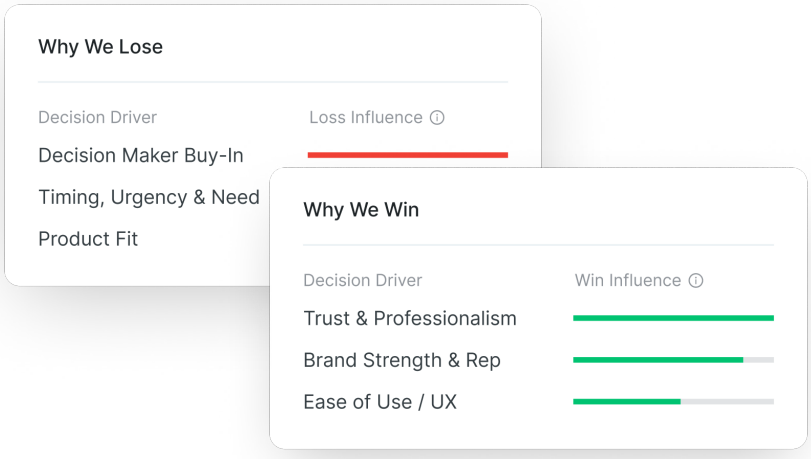
This section outlines tips and best practices for extracting meaningful insights and then driving action based on the data you capture.

Key principles

- Surface positive and negative Decision Drivers by channel
- Use CRM data to apply context and to filter
- Recognize that confirmations are as valuable as new discoveries

Surface positive and negative Decision Drivers by channel

In each deal, there will be specific factors that had the biggest impact on your buyer's final decision. We call these Decision Drivers. **These drivers help you identify your strengths and weaknesses in the way you build, market, and sell your product.**



Carefully track your Decision Drivers as win-loss data flows in from each channel. Pay attention to the factors that consistently influence buyers toward purchasing your solution (positive drivers) and vice versa (negative drivers). Rank the drivers

QUOTABLE

"[I like Clozd's] Decision Driver data. I like that we can filter the dashboard by wins and losses. The fact that we can drill down into categories and see verbatim feedback that has been collected is hugely valuable. **It makes the data really actionable."**

Adella Jarvis
Sr. Product Manager at Hopin

according to their frequency (how often they appear) and their sentiment (whether they have a positive or negative influence).

Keep track of how the frequency and sentiment of your drivers change over time, and never lose sight of the main purpose of your program—to identify the reasons why you win and lose.

Use CRM data to apply context and to filter

We've already talked about using your CRM data as a starting point for your win-loss analysis program. As you analyze why you win and lose, you can also use it to filter your drivers and add context to each deal.

It's likely that the reasons you win and lose will vary across key segments of your business. Consider breaking down your win and loss reasons by the following criteria:

- Deal size
- Time period
- Customer segment or tier
- Competitor
- Industry
- Product
- Sales team
- Geographic region

A practical example of this would be to use a CRM field like "customer segment" to compare win-loss Decision Drivers across your enterprise, mid-market, and small-business segments. **Unsurprisingly, most organizations find that buyer preferences, needs, and decision criteria vary widely when comparing enterprise accounts with small-business accounts.**

Recognize that confirmations are as valuable as new discoveries

Your win-loss analysis program will either confirm or refute the hypotheses or beliefs you already have about why you win and lose. Both outcomes provide direction and confidence in your path forward.

When the data confirms your assumptions, the initial reaction of some leaders may be dismissive: "I already know this."

But when win-loss data confirms something they already "knew," it instills confidence and helps everyone else get on the same page. These confirmations drive alignment and lead to action, which is why they're just as valuable as new discoveries.

QUOTABLE

"**Win-loss analysis has been transformational.** We had assumptions about why we win and why we lose, and many of those assumptions have been definitively proven false."

Craig Clark
CMO at Nitrogen

SECTION
06

Share your findings widely

The ultimate purpose of your win-loss program is to drive meaningful action for your business—but that can't happen unless you create an effective method of sharing those insights broadly.

To ensure that your win-loss insights drive meaningful action, apply the principles outlined in this section.

Key principles

- Provide broad access to win-loss insights
- Push relevant insights to key stakeholders in real time

REPORT



It's more critical than ever to understand exactly why you're winning and losing deals—at least that's what 98% of respondents told us in our 2024 State of Win-Loss Analysis survey.

Download the report →

Provide broad access to win-loss insights

The data you capture from your win-loss program is valuable, so don't hold it hostage. It's easy for insights to lose their strength when they're trapped in a spreadsheet.

Promote a culture of transparency by making your win-loss findings accessible to everyone.

Companies that share the feedback widely—without censoring it—achieve the best results. According to our research, 68% of companies that distribute win-loss data to the majority of their employees report an increase in win rate because of win-loss analysis. The more employees that can access the findings, the better.

Sharing the feedback enables many people—at various levels of the organization—to optimize their own performance, enhance customer empathy, and drive meaningful change within their sphere of influence.

The introduction to this guide outlines many of the roles that benefit from access to win-loss data. Make sure that each of these stakeholders has easy access to the program results.

> **"Avoid becoming an insights bottleneck due to fear, internal politics, or a desire to control the message.** Don't worry about the different ways that leaders or individuals will interpret the data. These differences will spark healthy debate and dialogue that lead to better conclusions and collective action."
>
> —Andrew Peterson, Co-founder and Co-CEO at Clozd

Data transparency and democratization are critical to ensuring a meaningful return on your investment.

Push relevant insights to key stakeholders in real time

As we've already discussed in this guide, win-loss insights have the most value when they're honest, organized, and shared.

There's one additional point: Insights are most powerful when they're *timely*.

If possible, it's best to automate the delivery of reports through typical work streams like email, Slack, and your CRM. Giving stakeholders real-time access to the data will help maximize the impact of your win-loss insights.

Executives often process and internalize win-loss data better when it's delivered in small, consistent doses—rather than one massive data dump at the end of the year or quarter. By delivering the data to stakeholders in real time, your program will become an active part of how those leaders operate and make decisions.

Consider the tactics below to help drive ongoing stakeholder engagement.

- Automatically alert leaders each time a win-loss interview is published.
- Share key insights on a consistent (weekly or monthly) basis in a simple, easy-to-consume format.
- Publish sales team feedback to an internal messaging system (e.g., Slack or Teams) as it's received.
- Embed buyer surveys or interviews directly into your CRM.
- Alert the product team each time product-related keywords are mentioned.
- Create robust competitor battlecards for your sales team to utilize.
- Notify sales leaders each time an opportunity receives feedback so they can use that feedback to coach their team.
- Hold internal debriefs or post-mortems with relevant stakeholders about key lost opportunities.
- Alert the marketing team about significant wins so they can pursue impactful client success stories and case studies.

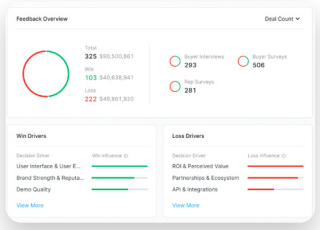
For an example of how we organize, analyze, and deliver powerful competitive insights, feel free to check out the Clozd Platform.

QUOTABLE

"I love the Slack integration. **We have a Slack group dedicated to win-loss. As the interviews are added to the platform, they come through Slack and email in real time.** And then those in that program can link directly to the full interviews from Slack and also access the dashboard in Clozd."

Heather Pepe
Sr. Manager of Solutions Marketing at Calendly

PRODUCT



The Clozd Platform

Our innovative software automates the entire win-loss process and provides ongoing, org-wide visibility into the real reasons our clients win and lose business.

Check it out →

SECTION
07

Measure your success

The value of rigorous win-loss analysis is tangible and measurable. Monitoring the success of your program can be the most exciting and rewarding part.

This section outlines key principles for measuring the success of your program.

Key principles

- Watch for weaknesses that turn into strengths
- Measure your ROI
- Highlight success stories to justify further investment

Watch for weaknesses that turn into strengths

As you analyze your win-loss drivers over time, watch for factors that are trending in a positive direction. It's common to see drivers that were once consistently negative evolve into strengths.

Pay special attention to drivers that are points of emphasis for your leadership team. Watch to see if the programs and tactics they implement end up having a positive impact over time. In this way, win-loss analysis will become a valuable feedback loop that validates successful initiatives.

> "We've made packaging changes, pricing changes, GTM messaging changes, positioning changes, and churn-reduction changes. **Anecdotally, we're sporting a 50+% win rate, up from the 30% range in the pre-Clozd era."**
>
> —Craig Clark, CMO at Nitrogen

CASE STUDY

Acquia

"We [made a bunch of changes] throughout 2021, and as we did win-loss interviews with those buyers in 2022, we found that we were then winning because of integrations. **So we were able to take a clear 'why we lose' and now turn it into a differentiator to 'why we win.'"**

Deanna Ballew
SVP of Product at Acquia

Read the case study →

Measure your ROI

One reason the CRM data channel is so important is because it enables ongoing, real-time monitoring of key metrics like your sales win rate. As you roll out your win-loss analysis program, be sure to monitor its impact on your win rate over time.

Even small win-rate improvements translate to significant revenue gains.

As you measure your win rate, make sure you only examine areas of the business that fall within the program's scope. If you don't yet have win-loss data coverage for your entire sales pipeline, don't assume that the program will drive changes to your company's overall win rate. As you expand your program over time, its impact on your win rate will increase.

Beyond increasing your win rate, win-loss analysis can improve performance and drive revenue in many other ways. Consider asking the questions below as a way to measure the impact of win-loss analysis on your business.

- Has the average ramp time for new sales hires gone down?
- Has individual sales productivity increased compared to prior periods?
- Did you revive any opportunities that were incorrectly marked as lost?
- Did you win back any opportunities where prospects marked as closed-lost were actually still interested?
- Has client satisfaction or client retention rates improved?
- Is there incremental revenue that can be attributed to new product capabilities that were developed in response to the win-loss data?

Highlight success stories to justify further investment

As you identify these success stories, share them with your leadership team and other relevant stakeholders. This will validate that your time has been well spent and that the investment has been—and will continue to be—worthwhile.

This added momentum will drive program expansion and even greater results in the future.

> "Any investment in win-loss analysis will be rapidly paid back, as it always results in increased success rates."
>
> —Stephane Rosenwald, CEO at RV Conseil

REPORT

UserEvidence

Our customers report that their sales reps ramp nearly **1.3 months faster** because they partner with Clozd. So instead of spending extra time and money on training, you'll have more resources dedicated to actually hitting your quota.

Read the report →

CASE STUDY

Hello Heart

Clozd helped Hello Heart's team identify significant win-back opportunities.

Read the case study →

CASE STUDY

Clearbit

Clearbit attributes a 10% increase in gross retention to win-loss analysis by Clozd.

Read the case study →

About Clozd

Clozd is a leading provider of software and services for win-loss analysis, which helps organizations improve their sales win rates, build better products, strengthen their competitive advantage, and consistently uncover the real reasons they win and lose business. We work with B2B solution providers in a wide range of industries including enterprise software, healthcare, manufacturing, financial services, education, business services, and more.

Our founding partners—Andrew Peterson and Spencer Dent—are veterans of the market research technology space. Prior to founding Clozd, Andrew spent eight years at Qualtrics, where he worked as general manager for one of Qualtrics' market research software products. Spencer previously worked in management consulting as a case team leader for Bain & Company's sales effectiveness practice. After Bain, Spencer worked as the head of sales strategy and operations at Qualtrics.

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QUOTABLE

“

I manage a team, and at my level **the most helpful thing is understanding where we're strong and where we're weak against various competitors.** Knowing exactly how buyers are thinking and what they're looking for helps us know how to position and run effective sales cycles. I read Clozd win-loss transcripts diligently because of how they help inform my strategy across the team.”

Abraham Darais
Sales Manager at Qualtrics