

Sample Executive Presentation

The following is based a real PSP client presentation, used with permission of the client under the condition that names were changed to protect client confidentiality. The client is a large packaged software systems and custom consulting company.

This presentation is intended for executives and answers the questions: What did you find out? What should we do about it?

The study covers 20 interviews. All interviews were blind and anonymous and conducted in North America and Europe.

The client's alias is Active Consulting. Competitors' aliases are Juno, Jupiter, Minerva, etc.

PSP used PSP Builder analytic software to generate all analysis and graphics in this presentation. Clients receive PSP Builder preloaded with their interview data and can use it as we do to create additional graphics and slides as needed for internal studies.



Active Consulting Win/Loss Analysis **Executive Summary**



Agenda

1. Program Intent and Objectives
2. Summary of Recommendations
3. Interview Questions
4. Key Findings and Recommendations
5. Top Issue Highlights and Customer Quotes
6. Recommendations' Cost/Benefit Analysis

Active Consulting Win/Loss Program Intent and Objectives

Intent

1. Find out **how and why** customers made their decisions.
2. Identify the **changes** in your offering, marketing, and sales that will improve your win-rate.

Approach

1. **Peer-level** interviewer gets customer to open up and systematically probes for the reasons behind the decision.
2. **Anonymous** always and **blind** wherever possible.
3. Analysis of interviews in aggregate identifies **priority issues**.

Deliverables

1. Full **verbatim transcripts** with executive summary and annotated customer quotes.
2. Executive analysis of interviews in aggregate with prioritized **recommendations for action**.



Summary of Recommendations

Issue	Insights	Recommendations	12-Month Billings Impact*
Subcontractors Top priority issue	<p>Partners lack skills and domain knowledge and show poor sales skills.</p> <p>A pervasive problem, but acute in the U.S.</p>	<p>Improve partner evaluation and tracking system. Weed out unreliable partners and focus on the good ones:</p> <ul style="list-style-type: none"> • Get partner recommendations either from customers and/or reps • Compile history and success ratings • Use software to track 	<p>>\$11M</p>
References	<p>Your references aren't appropriate to the prospect's industry, application, or location. Some references are lukewarm or even negative about their experience with Active.</p>	<p>Improve reference recommendation system to help reps find appropriate and relevant sites:</p> <ul style="list-style-type: none"> • Recruit necessary references • Possibly create reward system • Create software to refer and track usage of that reference • Do third party reference checks 	<p>>\$7M</p>
Change Management	<p>Customers complain that high fees and red tape make you expensive and hard to work with.</p>	<p>Make your change management system:</p> <ul style="list-style-type: none"> • Much simpler and quicker • More collaborative and transparent • Allow possibility of credits 	<p>>\$6M</p>

*Forecasts are low end of ranges computed to 95% certainty and prorated to account for time needed to implement recommendations. Note that impacts do not add. If you implement all three, you could see a \$24M+ increase in billings.

Interview Questions

Context

- What motivated your purchase?
- Who initiated this selection process?
- What was your role? Title?

Criteria

- **Unprompted:** Why did you choose the winner? Did the losing vendors have any important advantages?
- **Prompted:** How about (unmentioned criteria)? Did they impact your decision?

Ratings

- How important were each of these criteria? (Score 1-10)
- How do you rate the vendors for each of these criteria? (Score 0-10)
- **Why did you rate the vendors as you did?**
- **What does the vendor need to do to improve?**

Customer comments and scores are the basis for our qualitative and quantitative analysis.

Example Win:

	Importance Rating	Gap	Winner		
			Active	Jupiter	Mercury
Price	7.75	+5	3.5	3.25	5
Business Process Knowledge	10	+5	9	9	6
Understanding IT Strategy	9.5	+25	8.5	9	5.5
Technical Expertise	8.5	+25	9	9	6
Proposed Solution	9.5	0	9.5	9.5	5
References	8.5	-0.5	8	9	5
Customer Engagement	8	-1	7.25	7	5
Partner Strengths	8.5	-5	9.5	9	5
Viability	9.5	-5	8.5	9	5.5
Overall Rating		.06	8.2	8.25	5.3

Example Loss:

	Importance Rating	Gap	Active	Winner		
				Minerva	Juno	Jupiter
Legal Considerations	9	-2	7	9	8	4
Partner Strengths	8	-1.5	6	9	9	8
Cultural Fit	10	-1	7	9	8	6
Business Process Knowledge	9	-1	7.5	9	10	9
Technical Expertise	9	-1	8.5	8.5	9	9
Project Management	10	-5	7.5	8	7	5
Proposed Solution	9	-5	7.5	8	7	7
Price	8	-5	7.5	8	8	5
Change Management	9	-2	6	8	7.5	8
References	8	+5	9	9	9	10
Pre-existing Relationship	7	+2.5	7.5	5	5	8
Overall Rating		-0.4	7.5	7.9	7.8	7.0

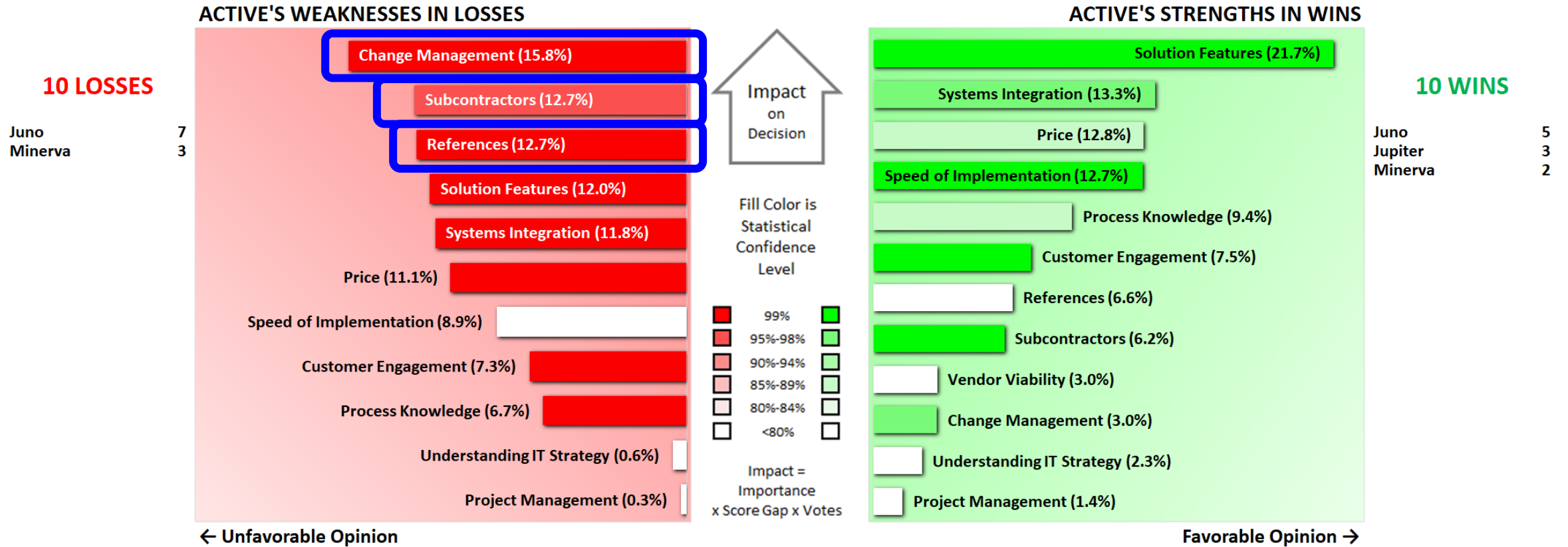
What has been done

Interviews of 20 customers
11 United States, 9 EMEA

	Losses To			Wins Over	
Total	10	\$68.5M	Total	10	\$107M
Juno	7	\$41.0M	Juno	7	\$33.3M
Minerva	3	\$27.5M	Jupiter	4	\$86.0M
			Minerva	4	\$21.7M
			Mars	2	\$11.0M
			Mercury	2	\$40.0M
			Neptune	1	\$3.0M
			Pluto	1	\$3.0M
			Vulcan	1	\$1.1M

You win over multiple competitors

Key Findings: Active Consulting's Weaknesses & Strengths



Bar widths show the % impact of weaknesses on losses (left) and strengths on wins (right).
 Address weaknesses for incremental wins. Maintain strengths to protect your win rate.
 You are rated against the winner in each loss and the highest-scoring competitor in each win.
 This format is PSP Enterprises' patented methodology to analyze complex decision data.

Subcontractors

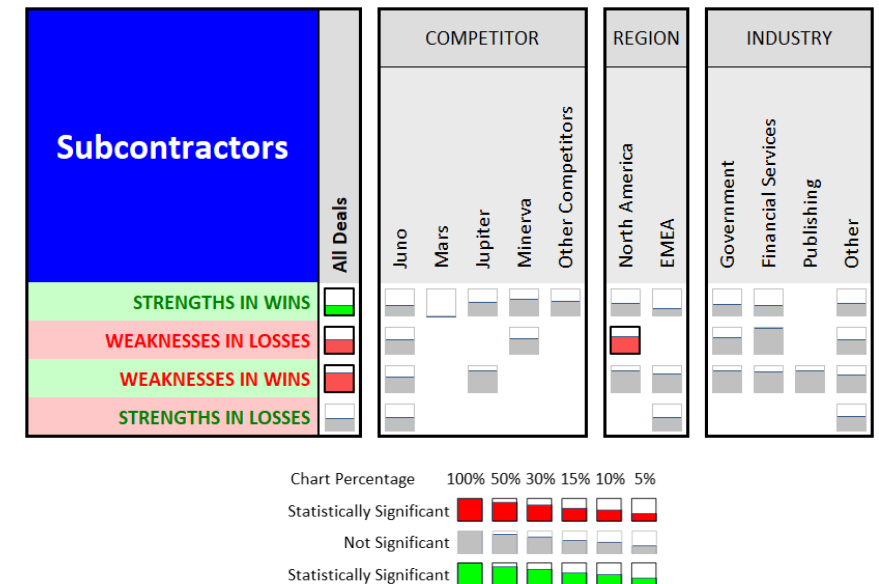
- Your partners didn't understand your client's needs and contradicted you:** *"I don't think they understood what we needed as clearly, as what we asked for. And **they didn't bring the right partners to the table**. Even their partners were not manufacturing knowledgeable. **Their partners were disagreeing with each other and with Active even.**"*
 - Active outsourcing loss to Minerva at a manufacturing company for \$23M.
- Your partners were unqualified and argued in front of the client:** *"The subs Active brought in were just **not qualified** for this project. They did not know enough about call centers. And quite frankly, they **argued with each other and with the Active people**. They did that in front of us. That was not cool."*
 - Active Consulting loss to Juno at a Belgium utility company for \$16M.

Insights

1. This is a key weakness even in wins.
2. Subcontractors are highly negative especially against Juno and Minerva.
3. Very negative in the US.
4. Financial Services and Government are a problem.
5. Rarely a reason for winning except against Jupiter, Minerva, and Mercury.

Recommendations

1. **Impose a better partner and subcontractor evaluation and tracking system.**
2. **Refer and use only reliable partners and as few as possible.**



Additional customer quotes and full verbatim transcripts are available.

Change Management

- You came across as bureaucratic and unwilling to adapt to the customer’s needs:** *“Active Consulting is **extremely bureaucratic** being a larger company, and as such appeared **less flexible to change**. The smaller company just had more of a willingness to roll up their sleeves and get the job done. Whereas Active Consulting was just hammering us with \$250 an hour rates, just continually hammering us with what they wanted to sell us as opposed to what we wanted to buy from them.”*

 - Active Consulting loss to Juno at a state government department for \$6M
- Juno impressed the customer with access to their engineers:** *“We found Juno to be very flexible. **They had their engineers talk with us** and go over this use case and that use case, this change versus that change. They were very transparent.”*

 - Active \$3.5M loss to Juno at a German publishing company.

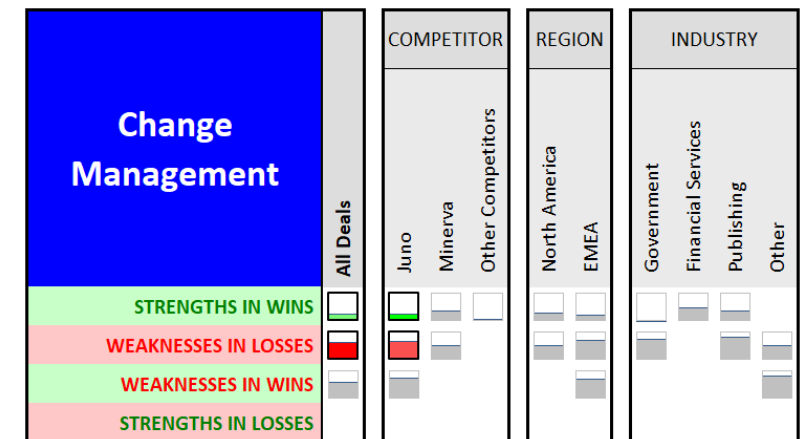
Insights

1. Frequently a reason for losses, and rarely a reason for winning.
2. Juno and Minerva have better change management.
3. A major reason for a large (\$23M) loss.
4. Larger issue in EMEA than in the U.S.
5. Most common in government and publishing.

Recommendations

- 1. Make your change management system:**

 - **Much simpler and quicker**
 - **More collaborative and transparent**
- 2. Allow possibility of credits.**



Additional customer quotes and full verbatim transcripts are available.

References

1. In many deals, your references were not relevant to the customer’s industry, application, or location: *“They need to find Telecoms that had used them for this purpose. They took us to manufacturing customers. Again, they just did not understand what we wanted.”*
 - Active loss to Juno at a UK government department for \$20M
2. Some of your references were lukewarm or even negative: *“[Active] actually had some references that we talked to had a lot of problems. They [Active] had very relevant references and because of that experience they understood where we were coming from.”*
 - Active Loss to Neptune at an Airline for 2.6M

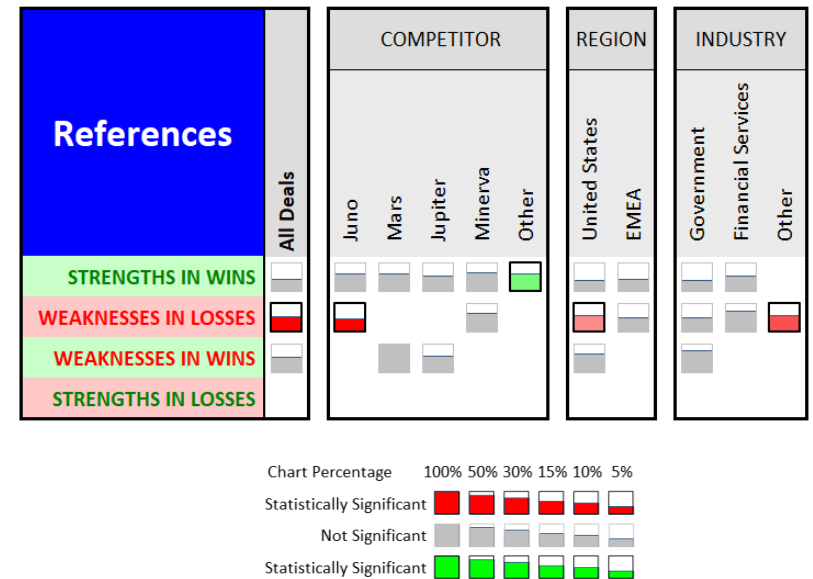
Insights

1. References are a pervasive weakness in losses and even in wins.
2. Many references were irrelevant to the prospect’s industry, application, or location.
3. Some not fully deployed, lukewarm, or even negative.

Recommendations

Implement a better reference recommendation system to help reps find appropriate and relevant sites.

Additional customer quotes and full verbatim transcripts are available.



Billings Projections

Change Sensitivity Analysis

PSP Builder analytic software was used to determine:

- Which issues were having the greatest impact on competitive outcomes and why
- What changes would be required to substantially move customer opinion
- Forecast the impact of these changes on your win-rate and thereby project incremental billings

We worked with your team to estimate the cost and time required to implement the recommendations.

We plotted the recommendations to identify the most attractive options.

PSP Builder projects future win rate and bookings based on past results modified by adjustments you make for future conditions. You can use this tool to estimate the economic impact of a competitive change—by you or by competitors—in your marketplace.

Cost/Benefit Analysis (Next 12 months)

↑
INCREMENTAL BILLINGS

What is the payback on implementing these recommendations?

Best Opportunities

● \$11M Subcontractors

● \$7M References

● \$6M Change Management

● \$4M Customer Engagement

● \$2M Speed of Implementation

If you make these improvements, you can also **increase prices** incrementally without incurring losses

EASE OF IMPLEMENTATION →

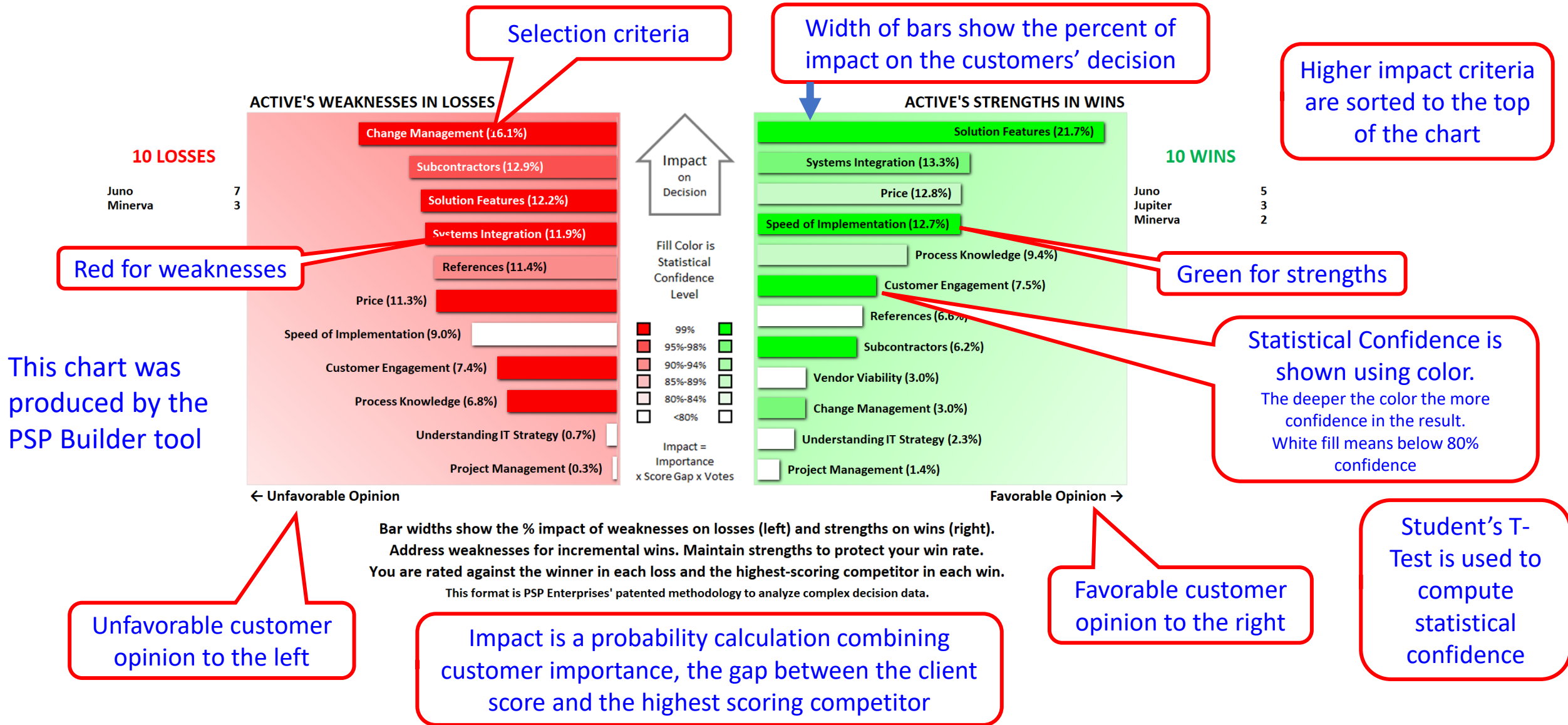
Additional detailed slides available upon request:

1. Dashboard trend and comparison analysis introduction
2. Dashboard Breakdowns:
 - A. By Criteria
 - B. By SWOT
 - C. By Competitor
 - D. By Deal size
 - E. By Industry
 - F. By Respondent Management Level
 - G. By Regions and Countries
 - H. By Product Line
 - I. By Company Size

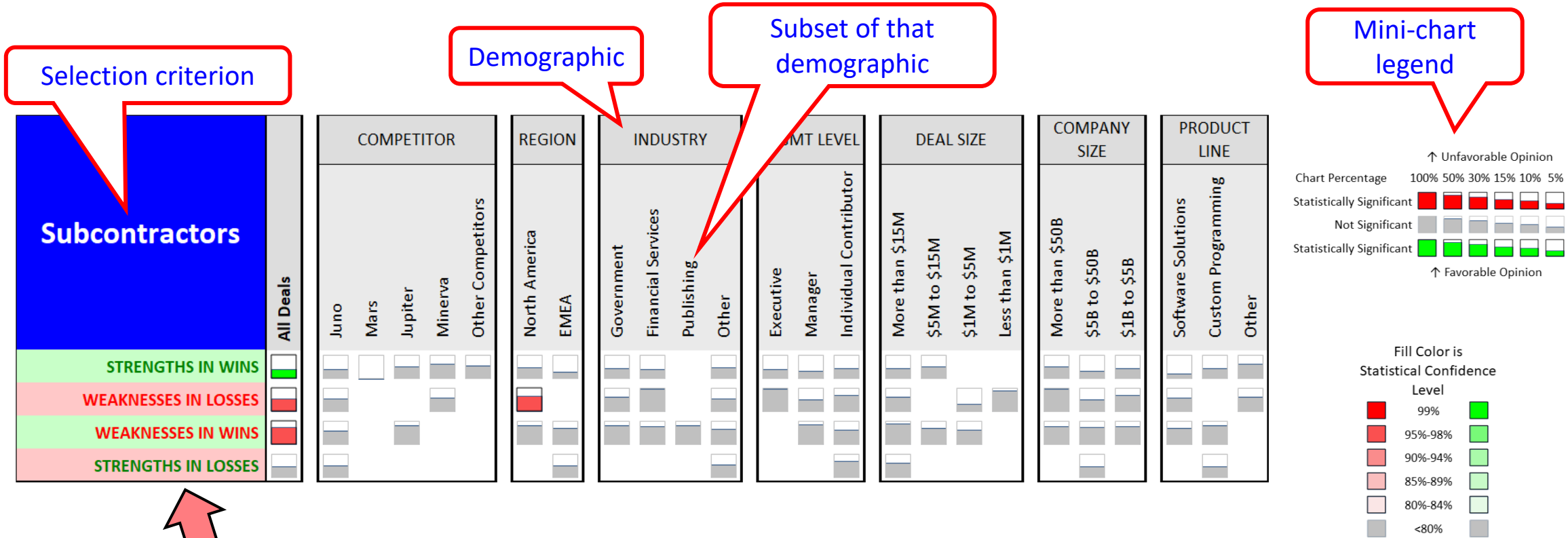
**For use by each marketing
and product development
group as well as sales**

Appendix

How to read a PSP Weaknesses and Strengths Chart



How to read a PSP Dashboard



Strengths in Wins = When you win and are rated above the strongest loser
 Weaknesses in Losses = When you lose and are rated below the winner
 Weaknesses in Wins = When you win and are rated below the strongest loser
 Strengths in Losses = When you lose and are rated above the winner

Student's T-Test is used to compute statistical confidence



Thank you for your time