

Competitor Analysis

Sales forecast reporting is not complete without a review of competitive forces in sales cycles, their effect on revenue and their implications for product development. Sales executives identify competitive win/loss performance at the region, sales representative and individual sales cycle level. Basic competitive reporting measures competitive presence during the sales cycle and the success rates against each competitor. More advanced analysis enables users to drill into sales cycles of individual sales representatives to assess effectiveness in competitive situations, review transaction detail including products and options sold or analyze discount programs used against various competitors.

Key Performance Indicators

- % Wins vs. Competitor
- Revenue Lost to Competitor
- Top 3 Competitors
- # of Deals Lost at Existing Customers
- Total Opportunities with Competitor Present
- Top 10 Sales Representatives Winning against Competitor B

Sample Report: Competitive Activity by Quarter

Primary Competitor	Quarter	Opportunities with Competitor Present	Wins vs. Competitor	% Wins vs. Competitor	Losses vs. Competitor	% Losses vs. Competitor
<u>Wizard Corporation</u>	<u>2002 Q1</u>	41	16	39%	22	54%
	<u>2002 Q2</u>	56	30	54%	16	29%
	<u>2002 Q3</u>	22	4	18%	15	68%
	<u>2002 Q4</u>	30	12	40%	12	40%
	Total:	149	62	42%	65	44%
<u>Sphinx Solutions</u>	<u>2002 Q1</u>	14	11	79%	2	14%
	<u>2002 Q2</u>	23	7	30%	12	52%
	<u>2002 Q3</u>	56	29	52%	25	45%
	<u>2002 Q4</u>	33	21	64%	10	30%
	Total:	126	68	54%	49	39%
<u>Pulsar Applications</u>	<u>2002 Q1</u>	10	7	70%	2	20%
	<u>2002 Q2</u>	6	1	17%	3	50%
	<u>2002 Q3</u>	21	13	62%	7	33%
	<u>2002 Q4</u>	15	9	60%	4	27%
	Total:	52	30	58%	16	31%
Total:		327	160	49%	130	40%

This quarterly report of sales cycles against top three competitors allows competitive intelligence analysts, product managers and sales management to measure competitive effectiveness. The report automatically highlights quarters where percentage wins and losses are significant. Next step analyses include sales representative wins versus losses, wins and losses in existing customers versus prospects, and average deal size for wins versus losses.

COMMON BUSINESS QUESTIONS

- What competitor activity have we seen across various accounts?
- Is there a trend in activity with Competitor A?
- Who are our Top 3 Competitors by number of opportunities present?
- How much revenue have we lost to our top competitor this year?
- How often do we win versus Competitor A?
- How often do we lose when product X is being sold?
- What products were part of the contract offered Customer A?