

**STRATEGIC INTELLIGENCE
THAT GIVES YOU AN EDGE**

*Specialists in Win Loss Analysis
and Client Retention Research*



“At Anova Consulting Group, we have observed that companies that win consistently do so because they actively seek out and act upon feedback regarding what went well and what could have gone better in sales and client service situations.”

– RICHARD SCHRODER, FOUNDER, ANOVA CONSULTING GROUP



You Compete.

WE MAKE YOU MORE COMPETITIVE.

Anova provides sales and client retention research and intelligence to companies that participate in sophisticated B2B markets.



WHO WE ARE

A highly specialized market research and strategic consulting firm that focuses on providing you with insights that drive more effective sales and client retention efforts.



WHAT WE DO

Obtain unbiased feedback directly from your prospects and customers to help you understand why you win business, how you retain it and why you lose it.



WHY YOU SHOULD CARE

The strategic perspectives we generate can help you make better decisions about marketing, sales, product development and client service.



Our Philosophy

FUELING YOUR DECISION MAKING

We are experts in win loss analysis and client retention research. We manage each project with experienced, senior-level staff. Our team helped pioneer this specialized segment of the market research universe.

OUR CLIENTS

Are industry leaders from sectors including financial services, human capital management, enterprise software, technology and healthcare who are disciplined about continuous improvement.

OUR VALUE PROPOSITION

Emphasizes fueling clients' strategic decision-making by helping them better assess their strengths, weaknesses, opportunities and threats.

OUR APPROACH

Is to provide you with customized market research and analysis and to advise you on how to use the insights we generate to improve your marketing, sales, product development and client servicing efforts.

OUR OBJECTIVE

Is to help you differentiate your company and its offerings by promoting a level of self-awareness that enables you to deliver clear and compelling messages about your value proposition.

There are a lot of firms that can conduct market research for you. Anova takes market research to another level. We employ a consultative approach that is grounded in a strong consulting and coaching ethic.

Why We're Different

COMBINING INSIGHT AND ACTION

There are a lot of firms that can conduct market research for you. Anova takes market research to another level. With our consultative approach and focus on sales and client retention, we help you win new business and keep the business you already have by interpreting and synthesizing research data to produce actionable strategies that give you an edge.

BROAD SECTOR EXPERTISE

We have applied our expertise across a variety of sophisticated B2B verticals, expanding from an initial core of financial services clients.

SEASONED AND EXPERIENCED

We are a close-knit team of senior-level experts with years of experience collecting, analyzing and interpreting data and trends to give clients a competitive advantage.

RELATIONSHIP FOCUSED

We employ a consultative approach that is grounded in a strong consulting and coaching ethic.

VERTICALLY FOCUSED

We analyze how you touch your clients at every stage of your relationship to help you address your most challenging marketing, sales and client satisfaction issues.

ACTION ORIENTED

We collaborate with you to create custom research programs designed to elicit the most relevant and actionable feedback for your business.

COMPREHENSIVE AND CREATIVE

We employ time-tested research systems and methodologies and we customize their use to your particular markets and needs.

ACCOMPLISHED AND RESPECTED

Our team is staffed with experienced thought leaders and we have a long track record of success.

CASE STUDY – Win Loss Analysis

When Winning or Losing Comes Down to the Presentation

Anova Client: Large, Institutional Financial Services Provider

The Situation: Anova's client had a strong and highly recognizable brand but was experiencing a declining sales win rate. The firm was receiving informal feedback that it was losing in new business situations because its sales efforts were lacking compared to those of its primary competitors. Senior management wanted to establish the legitimacy of this feedback and understand the true depth and contour of any associated sales process problems so it could make the necessary adjustments.

The Response: Though the company had never employed outside analytics to its sales efforts, Anova was engaged to implement a highly focused Win Loss Analysis program. The program's mandate was to conduct sales process debriefs both with institutional investors that had recently become clients of the company as well as former prospects that had not. Among the most valuable information that these interviews yielded involved the company's approach to sales presentations. Clients and former prospects both reported that the company's sales presentations were unimpressive compared to the competition, and that the presentations were not adequately customized to address prospects' specific needs and interests. They also said that the company's sales teams appeared inexperienced, lacked cohesion, and that the wrong mix of personnel was often being sent to participate in presentations.

The Outcome: The company re-vamped its sales training and re-engineered its sales presentations. The interview transcripts were used as an ongoing feedback mechanism and coaching tool for sales personnel. Additionally, the company changed how it structured and prepared presentation content by formalizing an internal review process, which included "dry runs" with senior executives. Within two years, the frequency with which the company's sales approach was identified as a factor in lost business fell more than **30 percent**.

Our Capabilities

PROVIDING AN EDGE

Anova specializes in evaluating and interpreting the expectations and experiences of your clients, prospects and intermediaries by offering the following services.

WIN LOSS ANALYSIS

Our Win Loss program improves the effectiveness of your salespeople and their presentations by gathering critical insights from new clients and former prospects. This information is then synthesized and analyzed to help you better position, package and promote your company and its offerings. Our win loss program also helps you understand how your competitors succeed in new business situations, identify the key drivers for closing new business, uncover unmet client needs, and identify new product development opportunities. Finally, the program enables you to track your company's progress against internal standards, gather competitive intelligence, and identify areas for improvement in your organization's sales process and product offering.

In fast-paced, increasingly competitive markets, learning organizations carry the day.



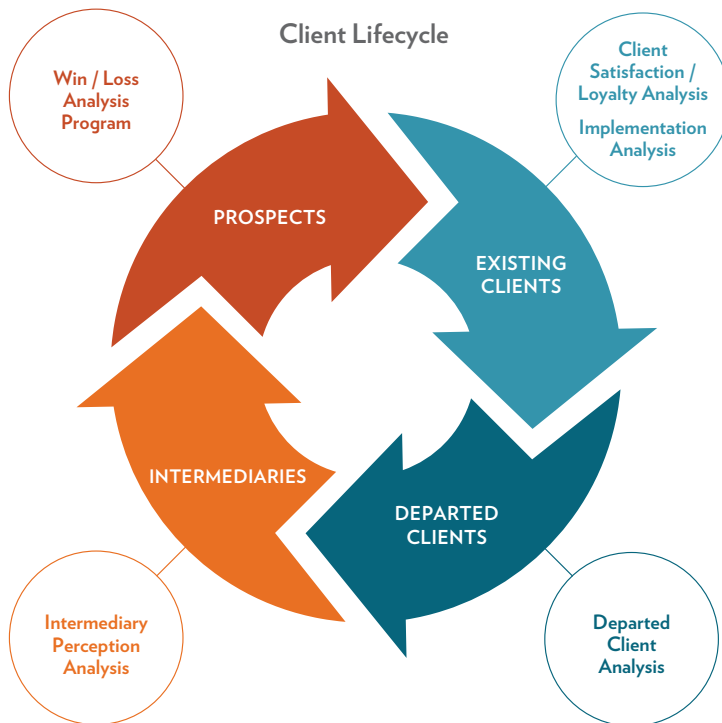
When Competition Drives the Need for a Service Upgrade

Anova Client: Large Enterprise Software Company

The Situation: Anova's client was an innovator within its sector, with leading technology and an advanced servicing model. However, a new competitor was capturing market share. Our client was challenged to respond because the geographic dispersion of its leadership team made it difficult to develop a unified perspective on the changing market conditions. Senior management needed to collect and share strategic intelligence on the emerging trends to formulate a coherent response to the increasingly aggressive competition.

The Response: Anova conducted a Client Satisfaction Analysis survey that utilized a layered approach, including phone calls, email, mail and web tools, to connect with the broadest possible cross-section of the company's clients. We collected strategic intelligence on the company's competitive environment and its service model from more than **70 percent** of its clients, including in-depth telephone interviews with clients who were less than completely satisfied. The most important thing we learned was that the firm's client service structure and reporting protocols needed to be enhanced to keep pace with the increasing levels of service being offered by its aggressive new competitor.

The Outcome: Our client used Anova's Client Satisfaction Analysis results to identify specific areas within its client service model that required upgrading. In addition to rolling out a new tiered service structure to existing clients, it improved its client reporting and implemented internal procedures for collecting, sharing and taking action on feedback provided by clients concerning service challenges and deficiencies. In time, the company reduced by **50 percent** its number of "at-risk" clients and improved overall client satisfaction ratings by more than **20 percent**. As a result, the company engaged Anova on an ongoing basis to implement a scheduled Client Satisfaction Analysis program.



INTERMEDIARY PERCEPTION ANALYSIS

Our Intermediary Perception Analysis program allows you to pinpoint your company's strengths and weaknesses as they are viewed by third-party intermediaries like consultants, brokers, channel partners, and wholesalers. It also can help you fine-tune your product development, sales, marketing, pricing and positioning strategies. Finally, it can help you benchmark your company against top competitors, prioritize product development and resource needs, identify individual intermediaries who have less than excellent perceptions of your company, and obtain qualitative and quantitative feedback on your company's products and performance.

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Our Clients

FOCUSED ON ADDING VALUE

Anova's clients are leaders in their markets and areas of expertise and we're proud of our association with them. Here's what some of them have to say about us.

ARTHUR CREEL

**Executive Vice President,
John Hancock**

"Anova is 100 percent focused on helping organizations compete more effectively. In an increasingly aggressive sales environment, Anova's programs provide a critical pipeline of direct feedback from our key prospects, and advisors. Their research and expertise give us the actionable data and insights we need to drive strategic decisions, differentiate John Hancock from the competition, and ultimately win more business."

DOUGLAS C. COUGHLIN

Senior Vice President, Acadian

"Anova has been a great partner for Acadian in administering our recent client satisfaction survey. The Anova team was very responsive to the needs of our business and made every effort to exceed our expectations, from the survey response rate to the actionable feedback they were able to generate from our client base."

JIM ELLIOT

**Vice President of Marketing,
AdvancedMD**

"In the fragmented marketplace for medical practice management and EHR solutions, finding ways to make AdvancedMD stand out from the crowd is crucial to the company's continued success. The detailed prospect feedback and competitive intelligence we receive from Anova are tremendously valuable to our sales, marketing, and product development efforts."

PAUL GAMBLE

**Vice President and National Sales
Director, Financial Engines**

"What impresses me most about Anova is their understanding of our business. Their team is very consultative and went the extra mile to learn about our company, service offering and client base. We feel confident that they captured the real perceptions of our clients and prospects. We use the insights derived from their research as part of our ongoing decision making and strategy."

SEAN COSGROVE

Managing Director, Charles Schwab

"In a competitive marketplace, insights around strengths and weaknesses are critical to successful business development and sales efforts. Working with Anova on Win Loss Analysis over the last several years has definitely contributed to our ability to be successful by enabling our organization to effectively address, formulate, and execute on improving what we do."

JUDE METCALFE

President, DST Systems

"Anova's services are vital to any organization that cares about continuous process improvement. They allow us to make technology and service decisions using fact-based analysis. But what I love best is the partnership; they never throw the information at us and walk away. Anova works with us to really understand the data and to help formulate workable solutions that will make a real difference going forward."

Our Capabilities

Continued



CLIENT SATISFACTION ANALYSIS

Our Client Satisfaction Analysis program produces unbiased and unfiltered feedback from your clients to help you assess the quality of their experiences and the likelihood that they will continue to do business with you. The program allows you to identify “at risk” accounts, gather quantitative and qualitative feedback on your client service staff, and determine sources of client dissatisfaction. This information can then be used to track trends and measure annual client satisfaction levels against internal service quality benchmarks.

DEPARTED CLIENT ANALYSIS

Anova’s Departed Client Analysis program helps you identify why your clients leave. We conduct in-depth interviews with your former clients shortly after their departure to provide insight on why your relationships ended and what might have been done to preserve them. We also identify which competitors are being selected to replace your company and why. Among other things, this process provides insights on what product and service enhancements your former clients sought when choosing a new provider. It also helps you evaluate specific strengths, weaknesses and gaps within your product line, your client service delivery system, and your technology platform.

CASE STUDY – Departed Client Analysis

When the Analysis of an Objective Party Produces More Reliable Insights

Anova Client: International Human Capital Management Company

The Situation: Anova’s client was a recognized market leader, but its client base was experiencing a high degree of churn and the reasons for this attrition were not clear. Its client service staff was conducting outreach with former clients, but these efforts were neither consistent nor sustained, and the results being generated were unreliable. Among other factors, the company’s internal staff identified fees and uncompetitive product pricing as the primary cause of most client departures and suggested that service deficiencies only contributed to **10 percent** of client departures.

The Response: Anova was engaged to conduct a Departed Client Analysis survey. Our task was to obtain dependable and unbiased feedback and insight from the company’s former clients and to offer interpretive analysis to our client. As an independent and objective third party, we spoke at length by phone with 100 of the company’s recently departed clients. To senior management’s surprise, and contrary to the results produced by the company’s internal outreach efforts, we learned that fees and product pricing were not its primary challenges. In fact, pricing was a distant fourth on the list of problems. The number one reason clients were leaving was because they were displeased with the quality of client service they had been receiving. In fact, between **65 and 70 percent** of the lost business could distinctly be attributed to client servicing issues—nearly seven times higher than the internal estimates.

The Outcome: Our client used the results of our Departed Client Analysis research to re-engineer its service model, improving its technologies and processes around specific client pain points and upgrading its client communications. These changes helped to improve client satisfaction and retention.



Contact Us

INCREASE SALES EFFECTIVENESS. IMPROVE CLIENT RETENTION.

In fast-paced, increasingly competitive markets, learning organizations carry the day—and the ability to quickly and accurately determine what is working, what isn't, and why, is often the difference between being a market leader and being an also-ran.

At Anova Consulting Group, we're committed to your continuous improvement and long-term success. We can provide you with the perspectives and insights you need to increase your sales and marketing effectiveness, retain existing customers and refine and develop products and services that will distinguish your organization from your competitors.

You compete—and we know we can make you even more competitive.

**FOR MORE INFORMATION,
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