

# Client Case Studies



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**Assess Needs**

**Grow Revenue**

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**Create Leaders**

**Manage People**

**Optimize Projects**

**Measure Results**



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Decide with Confidence

## Financial Services Industry

### Client Case Study

#### Background

As the leading provider of business information for credit, marketing and purchasing decisions worldwide, D&B helps customers gain access to the world's largest and highest quality global commercial business information. D&B Denmark, a strategic partner of D&B, is responsible for approx \$6.3 Million in annual revenues.

D&B Denmark helps their customers perform a range of business analyses primarily through three products & services: Risk Management Solutions to mitigate credit risk, increase cash flow and drive increased profitability; Sales & Marketing Solutions to increase revenue from new and existing customers; and Supply Management Solutions to generate ongoing savings through supplier consolidation, and to protect their businesses from supply chain disruption and serious financial, operational and regulatory risk. Our engagement with D&B Denmark centered on their sales organization to include account managers and account specialists.

#### Negotiation Needs Analysis

We conducted a negotiation needs analysis designed to (1) map the internal negotiation structure within D&B Denmark and (2) capture both internal and external issues surrounding negotiation. It included D&B sales personnel, sales management, and sales account managers.

Because the goal of the analysis was to determine if—and, if so, why—a Negotiation Initiative was needed, the line of questioning included: market conditions, sales process implementation, value proposition effectiveness, competition, consequences of no agreement, trades, the company's internal conditions, training implementation, and coaching precedents.

Additionally, our analysts raised three key questions designed to facilitate the development and implementation of a successful negotiation process:

1. **What are the specific indicators of success?**
2. **How will we measure those indicators?**
3. **What behaviors should we expand or limit in order to achieve success?**

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## Business Problems Identified

When the needs analysis was complete, the following key negotiation issues were identified:

- Negotiation skill set varied greatly among team members
- Irrational behavior by the company's competitors
- More sophisticated buyers
- Insufficient analysis or preparation for deals
- A history of giving away value
- Lack of confidence in negotiations
- Various negotiation approaches used in each country
- No integrated and standardized negotiation process

## Approach

In order to address these issues, we recommended a comprehensive Negotiation Solution rather than a series of isolated training events with four key steps:

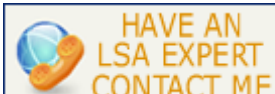
1. Defining a common organizational negotiation strategy linked to the company's sales strategy
2. Agreeing on a common negotiation process integrated with the sales process
3. Coaching and measuring both strategy use and process implementation
4. Measuring results

We recommended this holistic approach because we know that it greatly increases the likelihood of sellers being able to achieve their business goals while establishing and maintaining successful long-term relationships with their customers.

## Delivery & Implementation

- We began delivery of our Strategic Negotiation Solution to D&B Denmark with a highly customized 2-day negotiations workshop. The participants in the workshop included sales management, relationship managers, and specialists. Each brought a live deal into the workshop to practice the process and advance their deal.
- Since many deals were set to resign, or close for the first time by year-end, we agreed each participant would further their specific deal, including follow up coaching calls, using the process to gain a more successful contractual end result.

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## Measurement

As part of the negotiation initiative, D&B Denmark developed lagging (results) and leading (key actions to achieve results) indicators that would enable them to determine the success of the initiative. The team developed the following indicators:

**Lagging Indicators:** How will we measure our results?

- Incremental revenue from those deals using the negotiation process
- Increase overall retention rate; current retention rate is 74% for GMC in DK
- Reduce time to close from first meeting held; current 9 months from first meeting to deal closed in GMC DK
- Include trade agreements to be included in all relevant Risk Management deals across GMC and KAM in DK; current in 50% of every relevant deal

**Leading Indicators:** What actions do we need to perform to achieve our results?

- We will incorporate the negotiation process, using the negotiation worksheet, into our sales culture.
- We will not “react” to any competitor/consultant pricing without first completing a gap analysis of value propositions (determining the difference between our solution and our customer’s alternative solution.)
- We will not agree to concessions; instead we will trade for something of greater value; that is, we will start asking what we get in exchange instead of conceding everything for the sake of “getting the deal.”
- We will incorporate multiple equal offers in 100% of our proposals.

## Results

While D&B allows ‘Retention rate’ and ‘Reduce time to Close’ a full year to track measurement, within 4 months the incremental revenue created using the Negotiation Process was \$349,000 USD broken down as follows:

- \$80,000 USD from expanding the agreement zone
- \$90,000 USD from being more creative in creating multiple offers
- \$179,000 USD from thorough reflection and analysis of the other side’s CNA and thereby not being willing to make concessions or give discounts

## Return on Investment

- Total incremental revenue \$349,000
- Total investment \$60,000
- Return on investment 581%
- Payback period 4 months

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## We help make companies more competitive through people.

Founded in 1995 on the principle that training "by itself" will not drive tangible change or business results, we work with a select group of clients to get the most out of their people. Every training and consulting solution we provide increases revenue, decreases costs, or raises productivity.

### Who we work with

Our clients are typically mid-market business leaders who believe that investing in people is vital to their success. The majority come from the high-tech, life-sciences, and service industries and often lack the internal resources or expertise to get the job done. They want more than what traditional training and consulting approaches can deliver.

### What we do

We get results. Our one-stop-shop offerings range from creating a high performance culture, to outsourcing the training function, to designing and delivering targeted learning solutions. We excel in seven key practice areas: assessment, sales, loyalty, leadership, management, project management, and measurement.

### How we do it

We partner with our clients in a way that makes sense for their unique situation. First we identify the key metrics they want to improve. Then we assemble a dedicated team of experts who have successfully solved similar problems with similar clients. Our expertise and flexibility allow us to move the performance needle faster and farther than anyone else in our industry.

### Our Guarantee

We are fiercely devoted to the success of our clients and guarantee results.



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## Our clients tells us that we are different.

Our clients tell us that we save them both time and money. Our clients tell us that they appreciate access to certified best-in-class experts who help them to move the needle.

### Our sales clients

confirm that they have grown sales by 40%, increased units sold by 42%, increased average pricing by 12%, and closed over 50% of their pipeline.

### Our customer loyalty clients

confirm that their customer revenue per household increased by 18%, repeat calls decreased by 48.4%, single contact resolution increased by 6.1% and their overall customer satisfaction increased by 10%.

### Our leadership and management clients

decrease their costs by up to 50%, increase speed-to-productivity by 60%, accelerate promotions by 20%, decrease unwanted attrition by up to 40%, and report an additional \$13m to their bottom-line.

### Our project management clients

inform us that, by regularly completing projects that meet or exceed expectations, they have become an anomaly in the world where most projects disappoint or fail.

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## Representative Clients

We are fiercely devoted to the success of our clients and proud that over 85% of our business comes from repeat business with satisfied clients.



97.5% client satisfaction

98.2% recommend LSA

98% solution satisfaction

129% knowledge gain

800+ Assessment and Measurement Projects

45+ Client Case Studies

100+ Client Testimonials

Top 10% Certified Experts