

Client Case Studies



Proven solutions that move
the performance needle

Assess Needs

Grow Revenue

Satisfy Customers

Create Leaders

Manage People

Optimize Projects

Measure Results



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Financial Services Industry

Client Case Study

Background

Livingston International is Canada's leading customs broker and trade-related services company facilitating two-way trade in the busiest trade lane in the world — the Canada-U.S. border. Every day, approximately \$1.3 billion worth of goods flows back and forth between the two countries.

With more than 60 years of experience and approximately 1,700 employees in over 70 offices at key border points and other strategic locations in Canada and the United States, Livingston serves an impressive list of Fortune 500 clients. At the time of this study, Livingston International cleared an average of 12,900 shipments a day into Canada and the United States, up from about 5,000 a day in 1996. In early 2006, Livingston acquired their largest competitor and has more than doubled their business from a market share of 12% to approximately 30%.

Operating in a highly fragmented and price sensitive market, Livingston faced the prospect of selling superior services at a premium in a “commoditized” market. The net result was a reduction in win rates, declining average deal size, a downward pressure on margins and an increase in customer retention issues.

A Formal Negotiation Needs Analysis conducted by our group identified the following circumstances contributing to these issues:

- More sophisticated buyers
- Insufficient analysis or preparation for deals
- A history of “giving away” value
- A good sales process in place but no negotiation process to support it
- Functional areas acting like silos, each with its own goals and expectations
- Lack of process implementation and reinforcement

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Approach

In order to address these issues, we recommended Livingston implement a cross-functional, organization-wide Negotiation Solution. The solution included:

1. Defining a common organizational negotiation strategy linked to the company's sales strategy
2. Agreeing on a common negotiation process integrated with the existing sales process
3. Coaching 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.

What Metric Do You Want to Move?

Starting with the end in mind, the Livingston negotiation strategy was developed by getting the representatives from Legal, Sales Management, Marketing, Operations, and Finance to agree on what measurable results could be identified if the initiative were successful, and then building key actions to produce those results.

What Does Success Look Like?

- **DEI (sales process) close ratio will go from 18% to 25%** as measured by total number of closes divided by the total number of proposals for Canadian and U.S. brokerage deals over \$10,000.
- **New client deals that include Insight will go from 12% to 30%** as measured by total number of new subscriptions divided by total number of new Canadian and U.S. brokerage clients.
- **Total annual sales of Insight will increase 50%** over 2004 levels.

How Will Success Be Achieved?

1. Deal strategies will be developed with Marketing, Canadian and/or U.S. Client Services and/or Consulting prior to presenting offers.
2. Three Multiple Equal Offers (MEO) will be presented with every trial close.
3. Strategic Negotiation Worksheets will be submitted for every deal over \$10,000.
4. Implementation of the negotiation strategy and process will be imbedded in Performance Appraisals.
5. ACI will be included in 100% of MEOs.
6. Insight subscriptions will be incorporated in at least one MEO for all brokerage deals.
7. Livingston will always trade things of equal or greater value and no longer simply concede items.

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Results

Two years into implementation, Livingston is enjoying outstanding results. In a highly competitive industry that traditionally sees high volume/low sales per transaction, Livingston has achieved the following based on tracking 1,148 deals:

Success Metric	Start	Target	Actual
DEI Close Ratio	18%	25%	31%
Insight (New Clients)	12%	30%	29%
Annual Increase Insight Sales	N/A	40%	44%

In addition, several other business metrics of interest showed marked improvement during the period of this study:

- Total deals closed annually have increased 9% while total revenues have increased 21% for the two year period
- 32% of all new customer revenue was the result of deals where Multiple Equal Offers (MEO) were presented
- The average dollar size of deals that resulted from the use of MEOs was 5 times those where MEOs were not utilized

The Return On Investment

The 1,148 deals tracked during this two year period, while a sizable sample, represented only a small fraction of the total deals pursued and won by Livingston. Regardless, the results from these deals alone are worth considering.

The deals tracked and won by Livingston represented \$4.09M in total revenues.

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The Return On Investment – cont.

Based on the outcomes detailed in the previous section, the Total Incremental Revenue Improvement was \$358,200. The Incremental Operating Profit realized was \$154,700. The total cost of the Negotiation Initiative during the one year period was \$63,500. The total cost included the Salaries of Livingston personnel, all Travel Expenses and all Fees paid to us. Thus the total Return On Investment (ROI) for the two year period is calculated as follows:

- Total Incremental Operating Profit: \$154,700
- Total Investment: \$63,500
- Return On Investment (ROI) (2 Year period): 243.6%
- Payback Period: 9.9 months

“By showing Livingston how we could effectively position, bundle and negotiate our newer high value offerings with our traditional services, the negotiations methodology has empowered Livingston to “take back the high ground” we should enjoy as the market leader in our industry. Our financial performance over the past two years certainly reflects the value we are bringing to our customers.”

David Zavitz | VP Sales

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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