

THE LOST-TRADE SYSTEM

by Jesper Thorlund

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The Lost-Trade System

How to convert lost business into future won business and create a new window onto your market and competitors by using Business Intelligence

Jesper Thorlund

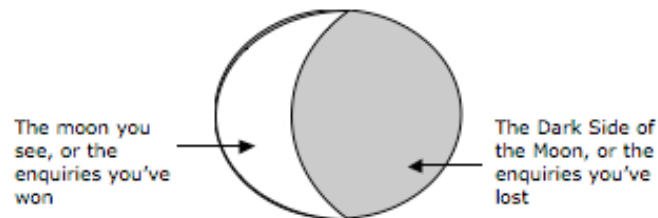
Are you losing your most valuable asset – your customers? This is one of eight important questions that *The Lost-Trade System* answers. **Lost trades mean lost business** – and you cannot examine and manage what you cannot see or measure. Taking this point further, Jesper Thorlund contends that a business doesn't really know its market if it doesn't know its lost trades.

This innovative book brings insights into Business Intelligence, where the purpose of BI is to optimize decision-making and operational processes via fact-based information and knowledge. BI initiatives are precisely where business crosses technology, and *The Lost-Trade System* is more than a technical solution that allows a sales organization to capture the *data* regarding its lost business. It is a set of analytical tools and a framework that creates *information* out of this data, and a methodology that allows business users to create *knowledge* out of this information, allowing them to take appropriate and informed action to create *value* via improved business processes. The success of the system is in its ability to capture data in an efficient way, streamline data from different sources and identify and visualize trends in lost trades that would otherwise remain invisible.

The Lost-Trade System is the first look into a hitherto uncharted business territory. It is also the first *map* of this territory. Casting light on the 'dark side of the moon' is an apt metaphor for this new knowledge as an innovative way of looking at trade and assessing your market boundaries, and one that will help to improve decision-making in everyday business life. What Thorlund has done is create a two ledger accounting system that is fully integrated and implemented in a data warehouse.

The Dark Side of the Moon, or the enquiries you never see

All enquiries from customers are either won or lost



Thorlund is the first person to point out what he calls 'the full moon' – that accounting ledgers require *two* books: one for the sales transacted, and one for the sales that *did not*. The second ledger is your potential actual business, your *market*, when placed together with the first ledger. It is the full moon, the real market with both its actual and potential boundaries – a new geography for business. In short, Thorlund thinks that the world has been using business accounting figures wrong since the early beginnings of the first use of ledgers.

And that without doing it right, nobody has any grasp of the market that they're doing business in. This particular book shows how to redraw the market boundaries of financial institutions using the two ledger system.

This system has proven valuable in some of the biggest and most successful financial sales organizations, and right in the center where all earnings are made: between the sales manager and the customer. *The Lost-Trade System* exemplifies how lost trades can be understood, managed and converted into future won business.

The Lost-Trade methodology fills a current gap in BI methodology and explains how BI can implement change and improve sales, and shows how to make lost trades an integrated part of your IT infrastructure and BI strategy.

The case scenario presented in *The Lost-Trade System* is a condensed analysis drawn from a five-year advisory position in the sales department of one of Scandinavia's largest banks.

About the Author



Jesper Thorlund is an economist, BI advisor and systems developer. He has been working with business intelligence and data warehouse solutions for more than 12 years as a consultant in major financial and governmental organizations. He publishes and lectures on the strategic use of business intelligence and founded Lost Trade Systems, a BI Research Company, which specializes in bringing new insights and value to businesses by working methodically with lost trades. He co-authored the bestselling book *Business Intelligence, From*

Strategy to Data Sources (2008), available as *Business Analytics* in English in the SAS Press Business Series, August 2009.

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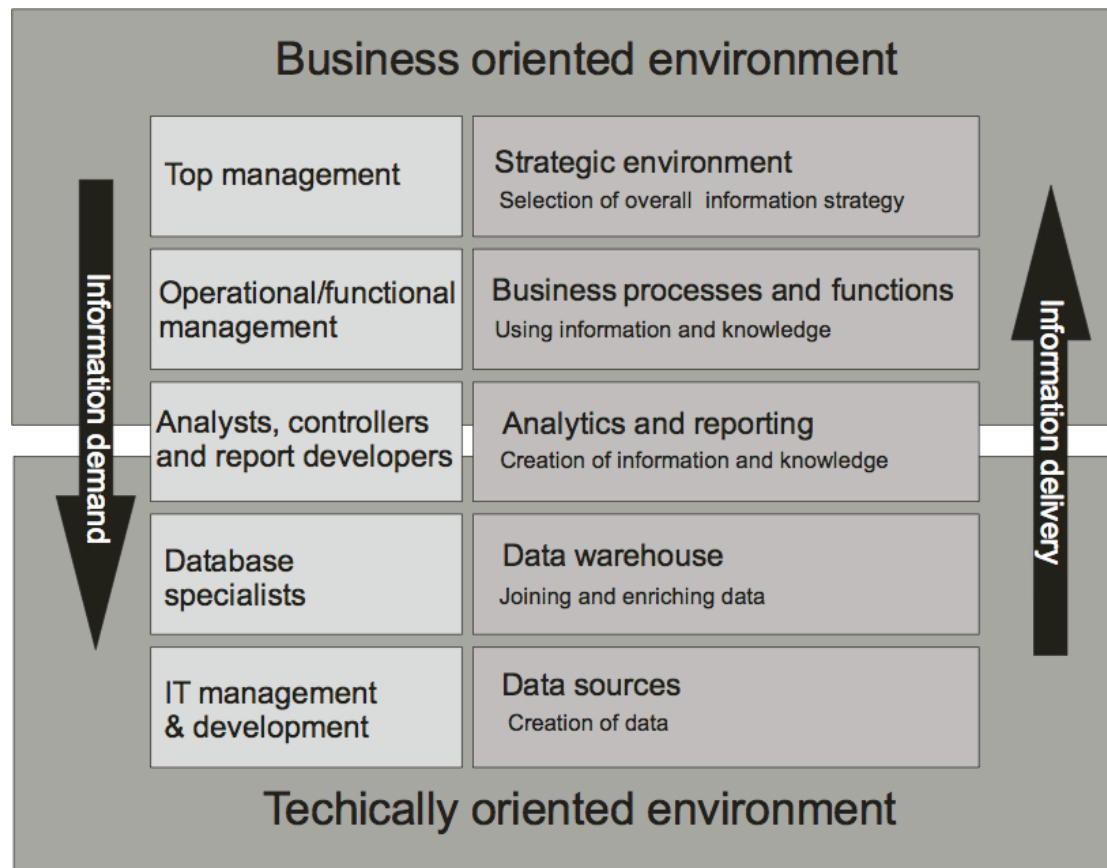
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The BI Model

This is a complete and holistic overview that explains the parameters within which BI creates value. It shows all the processes that move between the Business-oriented and the IT-oriented environments.

The chart cf. *Business Intelligence* (Copenhagen: Børsens Forlag 2008) by Jesper Thorlund and Gert Laursen, forthcoming August 2009 in English as *Business Analytics* (SAS Institute Business Series).