

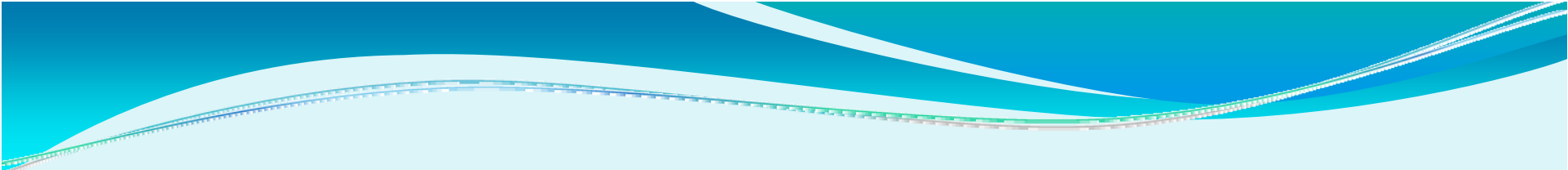


**WASTE MANAGEMENT 2008
FEDERAL GOVERNMENT CONTRACT CAPTURE
WORKSHOP
Session 83**

**WIN STRATEGIES, THEMES AND
DISCRIMINATORS**

OUTLINE

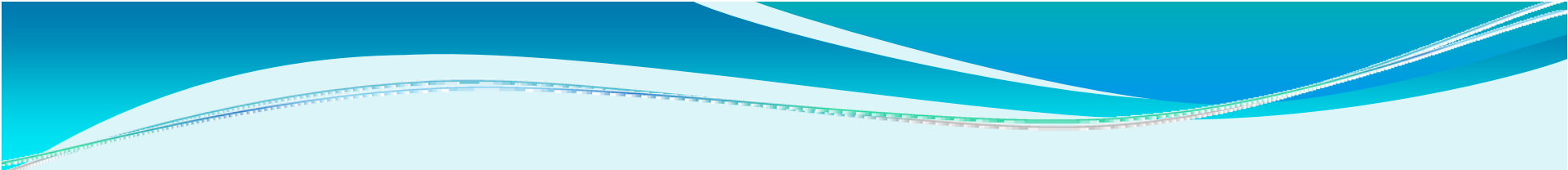
- Capture considerations...make it simple!!
- Win strategies.. are we building a compelling case?
- Win strategies..are we building a strategic case?
- Are we on the right track?
- Let us now construct our offer!!
- Let us figure out the win themes!!
- Let us figure out the discriminators!!



Capture considerations; make it simple, use discipline and common sense

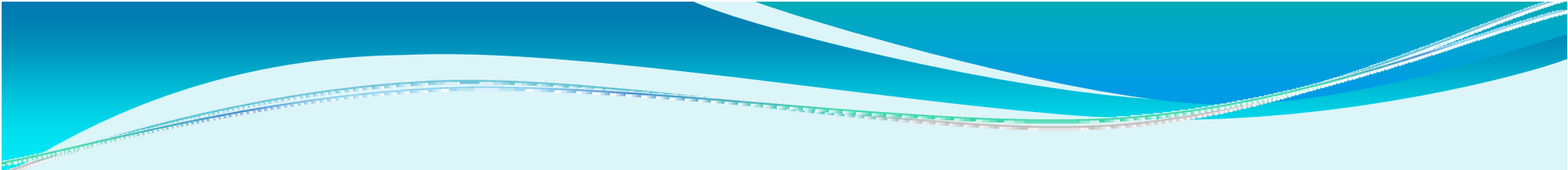
Large multi-year operations contracts

- ✓ Are we the incumbent?
- ✓ Why is the contract being re-bid? Performance related? Options over? Re-structure? New blood?
- ✓ A more aggressive performance based contract?
- ✓ Are we attempting to replace the incumbent? If so, why do we think we could replace the incumbent?
- ✓ How critical is teaming to win this opportunity?
- ✓ How critical is the 'key personnel' team?



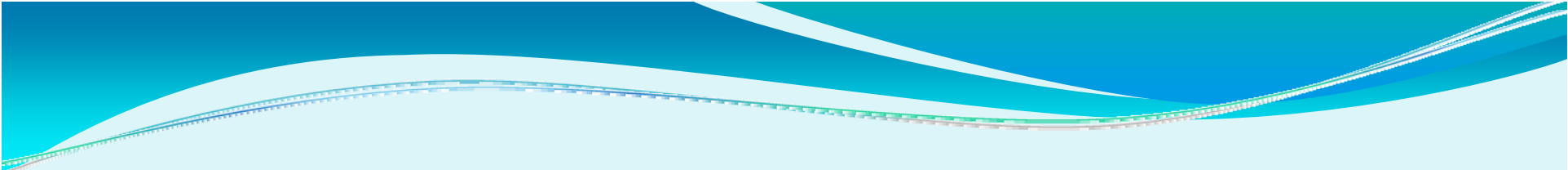
Capture considerations; make it simple, use discipline and common sense

- ✓ Expectation of better contractor political and community sensitivity?
- ✓ An enhanced approach to life cycle cost?
- ✓ An enhanced approach to closure?
- ✓ Are we listening to the customer or do we believe we know what the customer needs more than he/she does?
- ✓ Have we figured out who is the real customer?



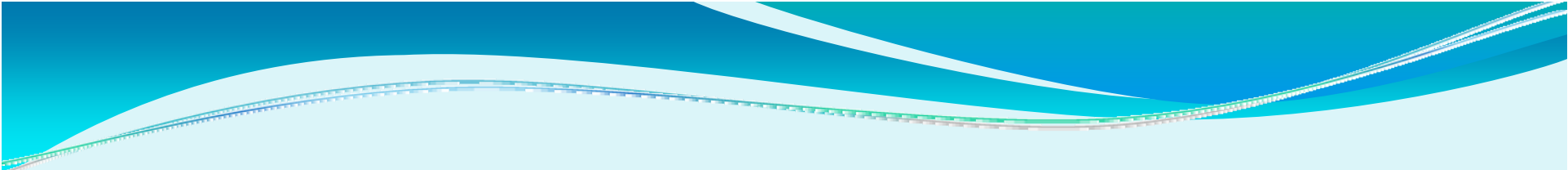
Capture considerations; make it simple, use discipline and common sense

- ✓ What are the failed promises of the incumbent?
- ✓ Is there valuable information available to help the customer create the next generation clean-up/ project execution model?
- ✓ Is there a 'company brand reputation' we can keep hammering over and over again in your offer? Have you figured out what that is?



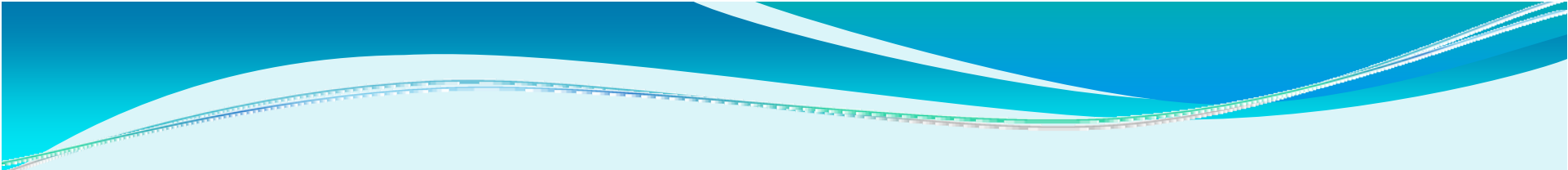
Capture considerations; make it simple, use discipline and common sense

- ✓ Can you capitalize on your non-NOV strengths?
- ✓ If we are not the incumbent, how have we distinguished ourselves powerfully from the competition?
- ✓ If we are not the incumbent do we have the right intelligence on all fronts?



Capture considerations; make it simple, use discipline and common sense

- ✓ Do we know if the selection needs to be approved by the DOE HQ?
- ✓ Is this an ID/IQ type of procurement?
- ✓ Is this a project contract or an operations contract?
- ✓ *If this is a brand new procurement let us examine this further..*



Capture considerations; make it simple, use discipline and common sense

- Hot buttons !! It has got to be more than words.. requires proof, action and trust..
 - ✓ Overall project performance -cost, schedule, risk
 - ✓ High quality engineering and technology
 - ✓ Safety and regulatory performance
 - ✓ Innovations in contracting, perhaps a more aggressive performance based approach—where have you done it?
Credible CPM ? Believable milestones?

Win strategies.. are we building a compelling case?

- ✓ Are we placing adequate emphasis on project leadership?
- ✓ Do we know who is the real customer? How well he/she knows **us**? How involved he/she will be in the selection process?
- ✓ Is there a real corporate commitment or is it happening out of apathy?

Win strategies.. are we building a compelling case?

- Have we interviewed and dialoged with the customer ahead of and during the RFP development process
 - ✓ Have we focused on sincere relationship development? Not superficial conversations, but trustworthy professional relationships
 - ✓ Have we started early..waiting for the RFP to figure out our win strategy is clearly too late
 - ✓ Does the draft RFP match the intelligence gathered by our BD team
 - ✓ Has the RFP mirrored the needs and wants of the customer, as we had learned during our pre-solicitation meetings? Has your competitor managed to change them?

Win strategies.. are we building a compelling case ?

- ✓ Did *our* front-line BD team shape the RFP to guide the customer to play to our strengths?
- ✓ Has the customer felt comfortable enough to share his/her concerns?
- ✓ Have we 'ghosted the competition' through subtle 'body-blow messages' in our pre-solicitation meetings with the customer?
- ✓ Do we understand customer's vision... expressed as milestones but visions none-the-less!!
- ✓ Realize the SEB may have the technical answer but the 'customer' has the visceral answer!



Win strategies.. are we building a compelling case?

- Have we commented adequately on the draft RFP to shape it to match the best of what our team has to offer to improve program performance?
- Have we studied the competitor's performance record, organization, leadership, customer orientation and community relationships to understand the extent of incumbent's weaknesses?



Win strategies.. are we building a compelling case?

- Have we attempted to hire one or two brilliant individuals from competitor's organizations to help craft our win strategy?
- Have we sufficiently focused on the key personnel team to be assembled for the procurement?

Are we building a strategic case? Review it again!!

- Have we figured out the key strategic features of our offer to make our case to be the successful bidder?
 - ✓ Innovative performance measures and milestones
 - ✓ Organizational approach
 - ✓ Management approach—cost, schedule, risk
 - ✓ Clear roles and responsibilities
 - ✓ Proposed leadership; top two individuals



Are we building a strategic case? Review it again!!

- ✓ Bold vision
- ✓ Key personnel team—nothing more compelling than prior experience and relationship
- ✓ Corporate reputation is important and cannot be re-invented!! We need to be aware of it going in!!

Are we building a strategic case? Review it again!

- ✓ Commitments to institutional and community leaders
- ✓ Dialogs with the labor community?
- ✓ Pulse of the regulatory community?
- ✓ Willingness and ability of corporate leadership to commit time and resources?

Are we building a strategic case? Review it again!!

- ✓ We need to demonstrate that our corporate commitment is far superior to any of the competitors’?
- ✓ What, in essence, are the key differentiators and discriminators, weaknesses, strengths and threats?
- ✓ What is your ‘acquisition management’ strategy to ensure that these are synergistically energized toward a victory?

Are we on the right track?

- Have we received unstinted support from our corporate to spend the money needed to bid the job?
- Have we selected partners *who think like us* for this job? Can they add to your capabilities in delivering the results? Will they commit the resources to pull all stops to win the job? Have you checked their strengths and weaknesses relative to the particular customer and the particular program/project?
- Have you checked their recent performance out thoroughly?
- Can you work with them? Is there trust ?
- Are you on the team or you a sub?

Are we on the right track?

- Have we done an unbiased competitor analysis and do we trust the answer we get?
- Do you have a strong conviction in your resolve, or are you being fooled by your visions of grandeur?
- Do we have the expertise to develop clear articulation of our strategies through well organized words (messages), organizational charts, pictures, layouts, charts, graphs and schedules? Do we have good writers and an imaginative proposal team in house?
- Finally, does everyone on the team have the ability to live and breathe the win strategies and themes through every interaction with the SEB? (Orals, meaningful discussions, etc)

Let us now construct our offer..are you with me?

- 1 .Passion in your proposal –we care about this work
- 2. Prior established performance in the same industry
- 3. Specific expertise in the areas of direct relevance to the customer
- 4. Paint an end-goal and a vision for the customer?
- 5. Paint a vision of an era of “ownership” of DOE’s challenges and a new era of partnership with the customer, the site, employees, the craft, the subs and suppliers..

Let us now construct our offer..are you with me?

- 6. Flat organization specifically structured for the site mission
- 7. Treat the trained resources at the site as an important asset – especially when you are bidding on a mission beset with uncertainties and hazards
- 8 .Privatization, commercialization, technology deployment.. are these differentiators?
- 9. Can you come with a bold concept of paying contractors only when they reach prescribed milestones? An evolutionary concept?

Let us now construct our offer..are you with me?

- 10 Earliest possible focus on the proposal?
- 11 Earliest possible focus on resources?
- 12 Relentless focus on the customer?
- 13. Show off your expertise and past record in maintaining budget, contract and financial baselines
- 14 Evolutionary but not revolutionary changes!?
- 15 Project management and leadership- how much have you bragged about this?
- 16 Concentrate on minimizing and potentially eliminating “customer’s risks”?

Let us now construct our offer..are you with me?

- 17 Cost savings through subcontracting and competition?
- 18 Stress style of the PM: leadership, partnership, command and control, decisiveness, collaboration and empowerment
- 19. Simplicity of structure and clear accountabilities and roles and responsibilities
- 20 Make the case for the customer to 'want' to do business with you , not 'have' to do business with you

Win Themes

- Having figured out the capture strategies, it is critical to figure out the win themes
- Win themes are typically succinct statements of claims and proofs that permeate the entire proposal that implement the strategies you have created
- Stated conversely, your win themes are the 'hooks', and the 'inducements' you are offering the customer to select you
- The win themes are what you embed in your offer that deliver your win strategies

Win Themes

- Examples of some win themes (examples cited are quite general and have to be tailored to the particular project and are to be proven facts not just empty claims):
 - ✓ The most accomplished project management firm
 - ✓ The best key personnel team any company can offer
 - ✓ Highest performance levels ever achieved on safety at any government installation
 - ✓ Outstanding reputation as being able to forge the best partnership with the customer
 - ✓ Successful track record in developing and implementing progressive and pro-active regulatory strategy
 - ✓ Always delivered on promises made to the customer

Discriminators

It is important to clearly articulate what are your discriminators:

- How is your company different?
- What, in your offer, will be a theme that will discriminate your from the competition?
- What in your past can discriminate you from your competitors?
- What can you do to make sure that the customer will believe in your offer and statements?
- Can you back up your statements and commitments better/more than your competitor has or can?