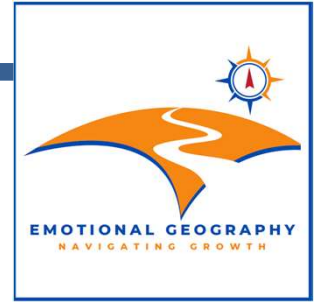


Win Strategy Development

Ali Bagley June 2018



What is a 'Win Strategy'



Bid Strategy based on ... Win Strategy based on ...

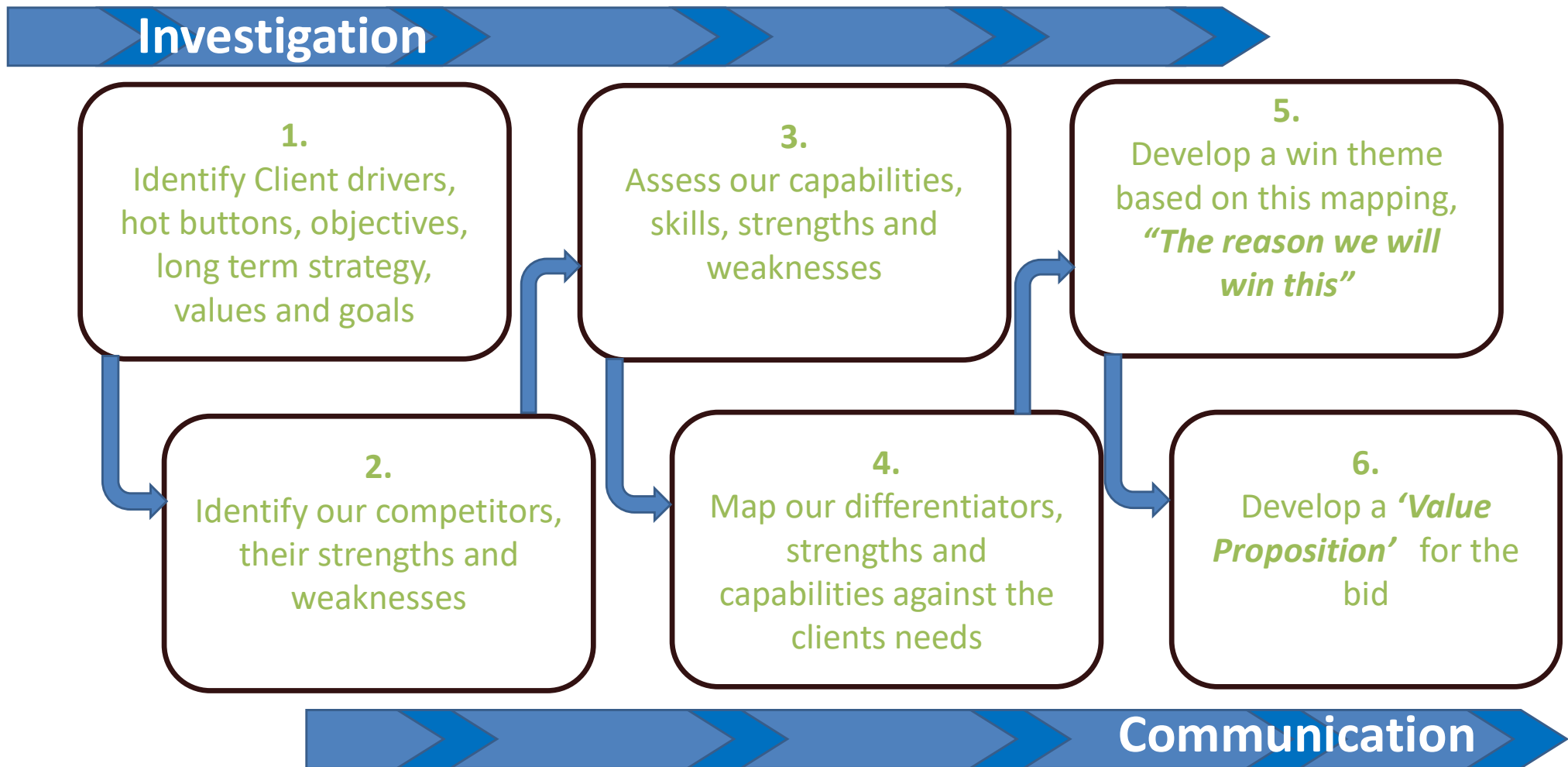
- Who will lead the bid?
 - Who will be on the bid team?
 - Who will be on the delivery team?
 - When does it need to be ready by?
 - Who will manage the bid programme?
 - What format will it be in ?
 - What is the word count / page limit?
 - What font do we use?
 - What technical experts do we have?
 - What are the questions?
 - What do we need to submit?
- Are the bid team experts in this type of bid?
 - Are the delivery team 'the best' and are they respected by / known to the client?
 - What is the client actually looking for? (beyond the scope)
 - What have we done / got that our competitors haven't / don't?
 - What evidence do we have of excellence in this field?
 - What references have we got demonstrating excellence in this field?
 - What will be the theme of our bid (that demonstrates that we are the best solution for the client)?

A Win Strategy is about how we gather and map information to put us in a favoured position, 'make our bid a winning bid, not just a compliant bid'



Win Strategy Process Flow

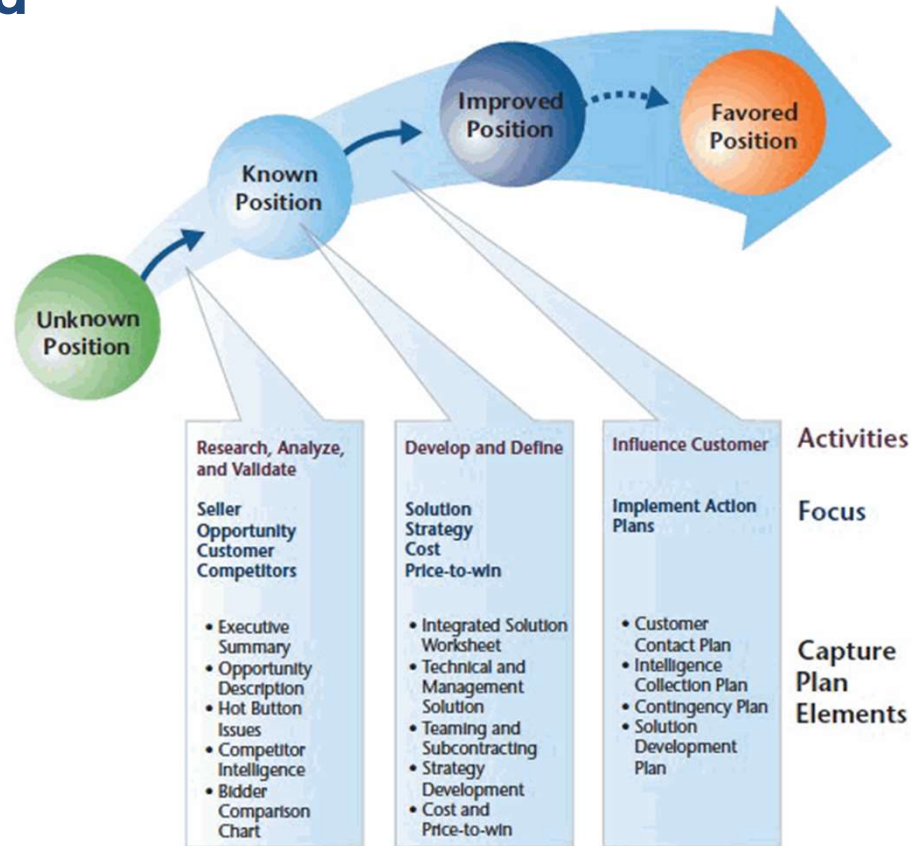
Win Strategy development stages. . . (overview)



Why have a ‘Win Strategy?’

To take us from submitting a compliant bid, to submitting a winning bid

We put ourselves in the best position to win if we start developing our win strategy early. Bidding for work with a client who doesn't know us, that we don't know or understand, even if we know we are the best qualified to deliver the work scope, is likely to be unsuccessful unless we are very lucky (i.e. every other bidder in the same position). Before the ITT/RFQ comes in we can do things to get us to a favoured position:



Tools

Methods and tools for developing a win strategy

1. Assess what we know (the three 'C's)

Look at these
in turn
Getting this lot on
paper can be
simple or complex
but is always very
telling

CLIENT

List drivers and issues -
HOT BUTTONS
Our relationships with
the client and individuals
Clients financial
constraints
Background to this
opportunity
Known risks

COMPETITION

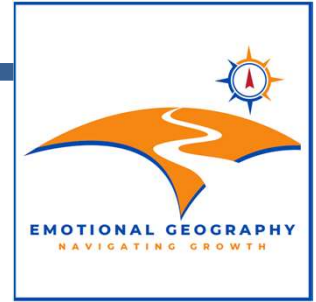
List our competitors
Identify their strengths
and weaknesses (people,
experience, capability,
approach, client
relationships and
reputation)
Rank them against us,
be honest

CAPABILITY

Our strengths and
weaknesses
Our ability to tailor a
bespoke solution that
meets the clients
requirements /
expectations*
Who are 'Our Team'
what do they offer?

**what are the clients expectations, do we know them well enough to know what they expect from us?*

The Three 'C's continued



Client

- Insight & context – what do we know?
- What are the client's likely requirements & issues, motivators & hot buttons?
- Budgets & process – where is the funding coming from and how secure is it?
- Evaluators and influencers – who do we know and what do they think of us? When did we last see them? How did we perform?
- How strong is our organisational relationship? How does the client perceive our organisation?
- What is our current position ... and what do we want it to be?

Competition

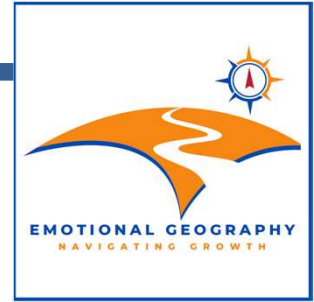
- Who are they?
- How well are they thought of by the client? (they are only as good as their last job)
- What are their strengths? What are their weaknesses?
- What is their capability?
- Is their track record relevant?
- What innovations could they be selling?
- What is their availability? Do they have other distractions?
- Who else might they partner with?

Capability

- Our options & outline of our best potential offer
- Our best team (including exec sponsorship)
- Our experience
- How we are perceived by the client (relationships / references)
- Our strengths and weaknesses.
- £££ How do we stack up?

Be brutally honest, 'bigging' ourselves up must be evidenced!!





Questions to consider about the client

- What are their stated aspirations?
- Are there any significant changes coming as a result of government regulation?
- What is their financial picture? Where, when and how are they spending money? How is the business performing against targets?
- What keeps them up at night? What holds them back? What challenges do they face?
- What is the worst case scenario? What are the risks or potential bad outcomes related to a job being done badly?
- What is the best case scenario? How will they measure success?
- How does their performance compare with the competition?
- Who are their stakeholders, and what is their impact?
- What issues aren't their current supply chain focused on, that it should be?
- How will they make a decision to award work?

The answers may vary within the client organisation, which will influence how we ultimately position our offer.





Mapping what we know, identifying what we don't

Client

Competition

Capability

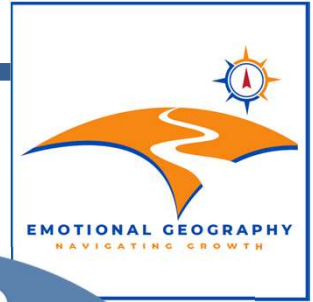
STRENGTHS

WEAKNESSES

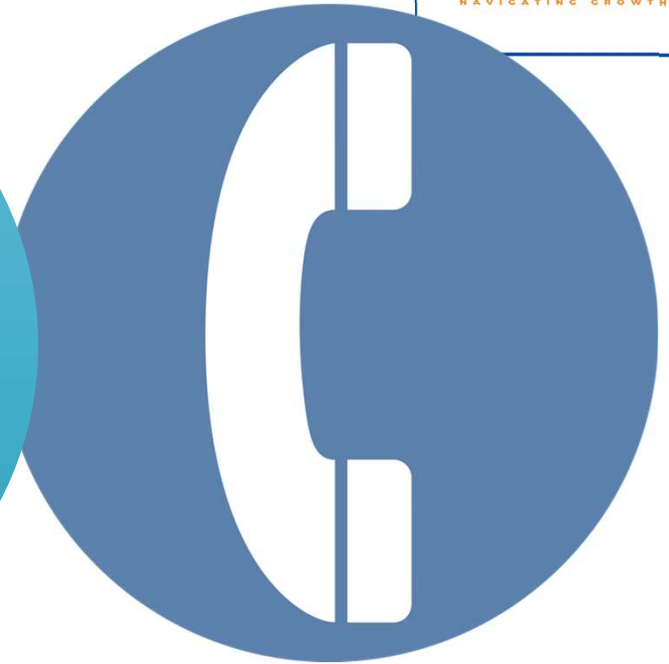
OPPORTUNITIES

THREATS





Information Gathering



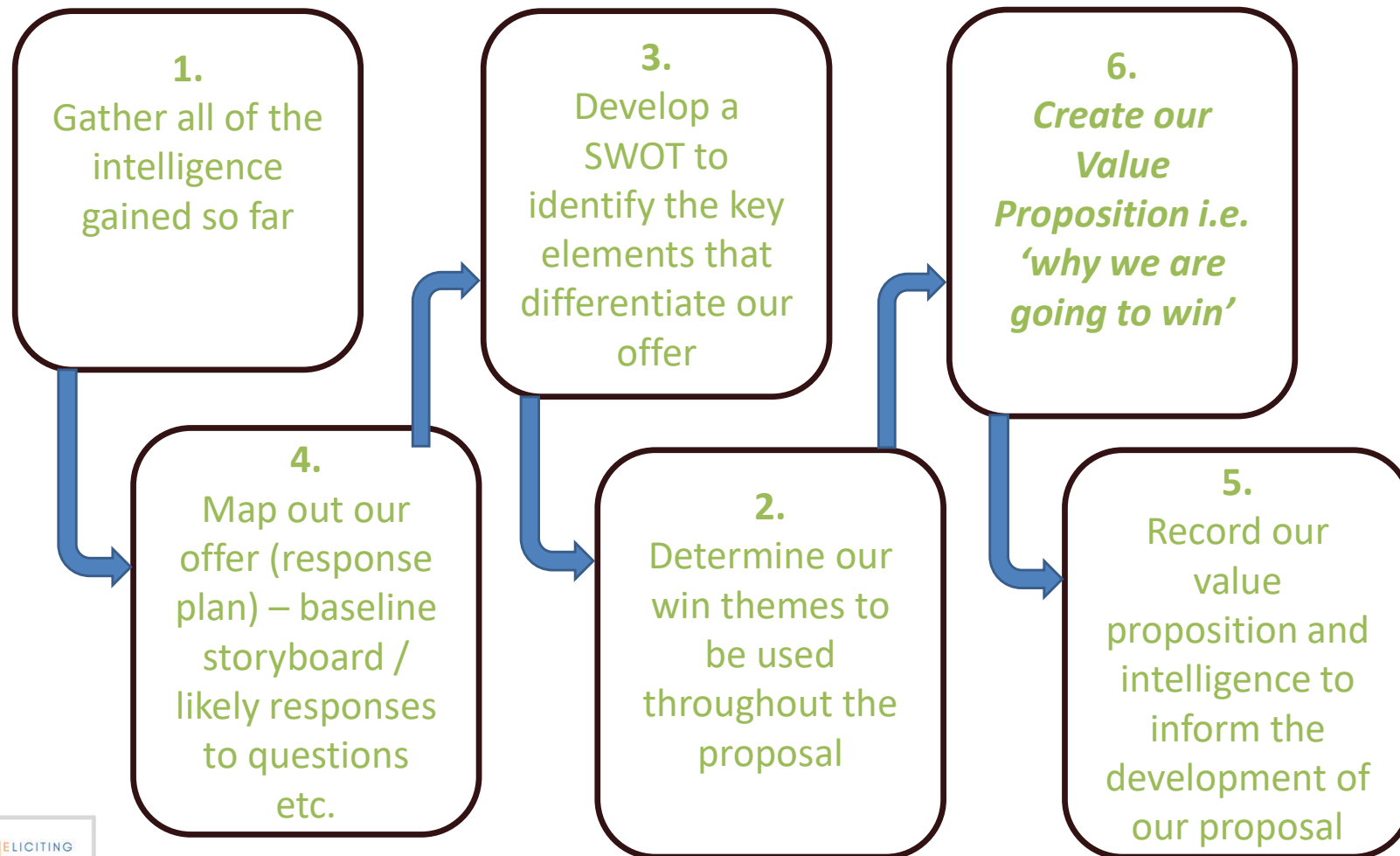
GATHER INFORMATION
MEET, SPEAK, GOOGLE, LINKEDIN

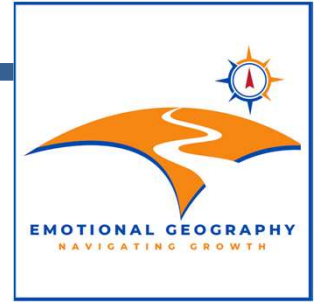
TURN INFORMATION INTO INTELLIGENCE



Mapping

Turning information into a value proposition. . . (overview)





Mapping – Response Plan

Pre-ITT you will probably be making assumptions at this point but the more you know about the client and the opportunity, the more likely you are to make accurate assumptions

List the questions you expect to see:

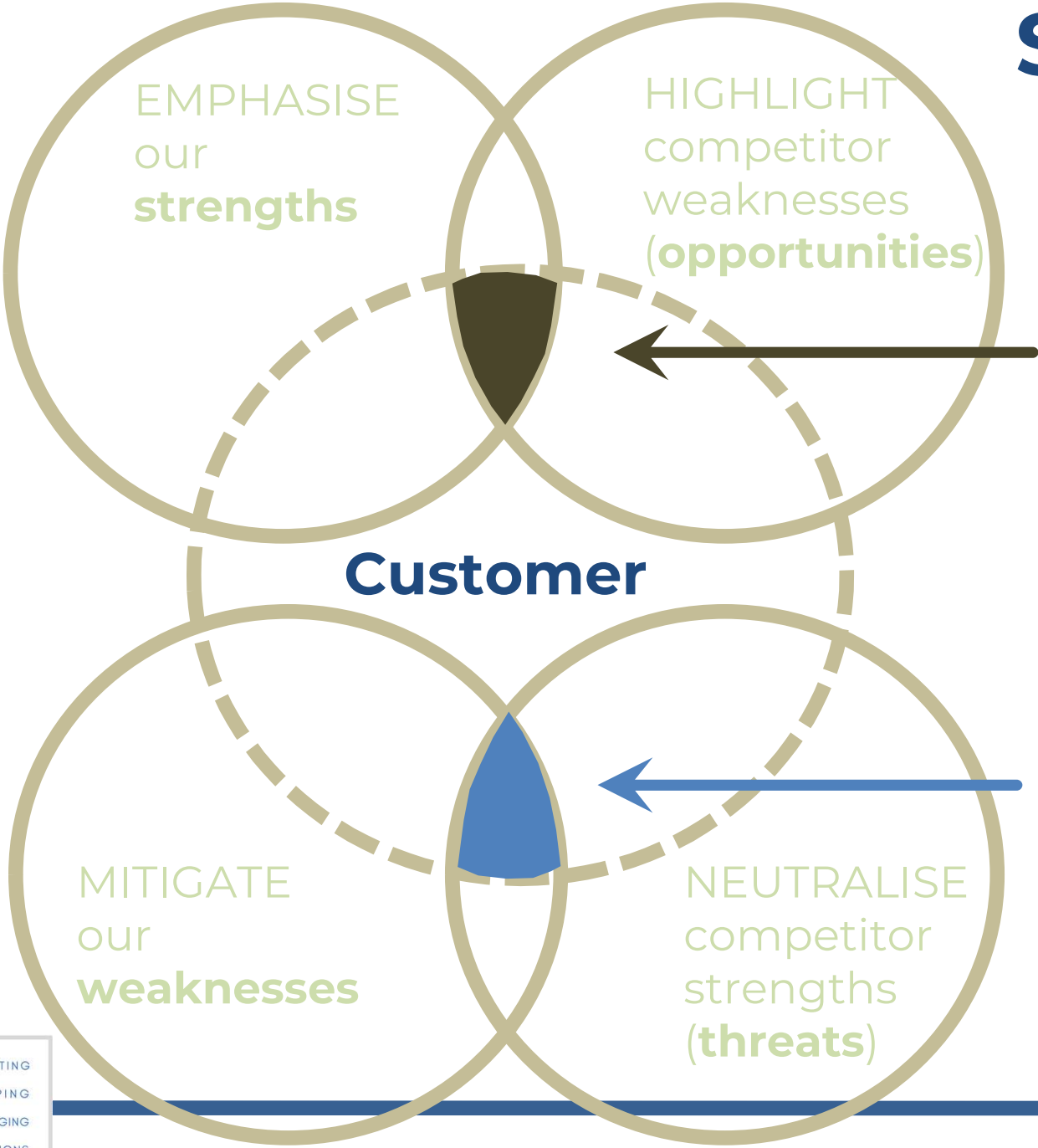
Look at similar past proposals from this or similar clients

Consider what the **key 4 questions** might be and use these to create a SWOT analysis





SWOT



SWEET SPOT
(our value proposition)

SOUR SPOT
(competitor's value proposition)

Customer

EMPHASISE
our
strengths





HIGHLIGHT
competitor
weaknesses
(**opportunities**)

MITIGATE
our
weaknesses

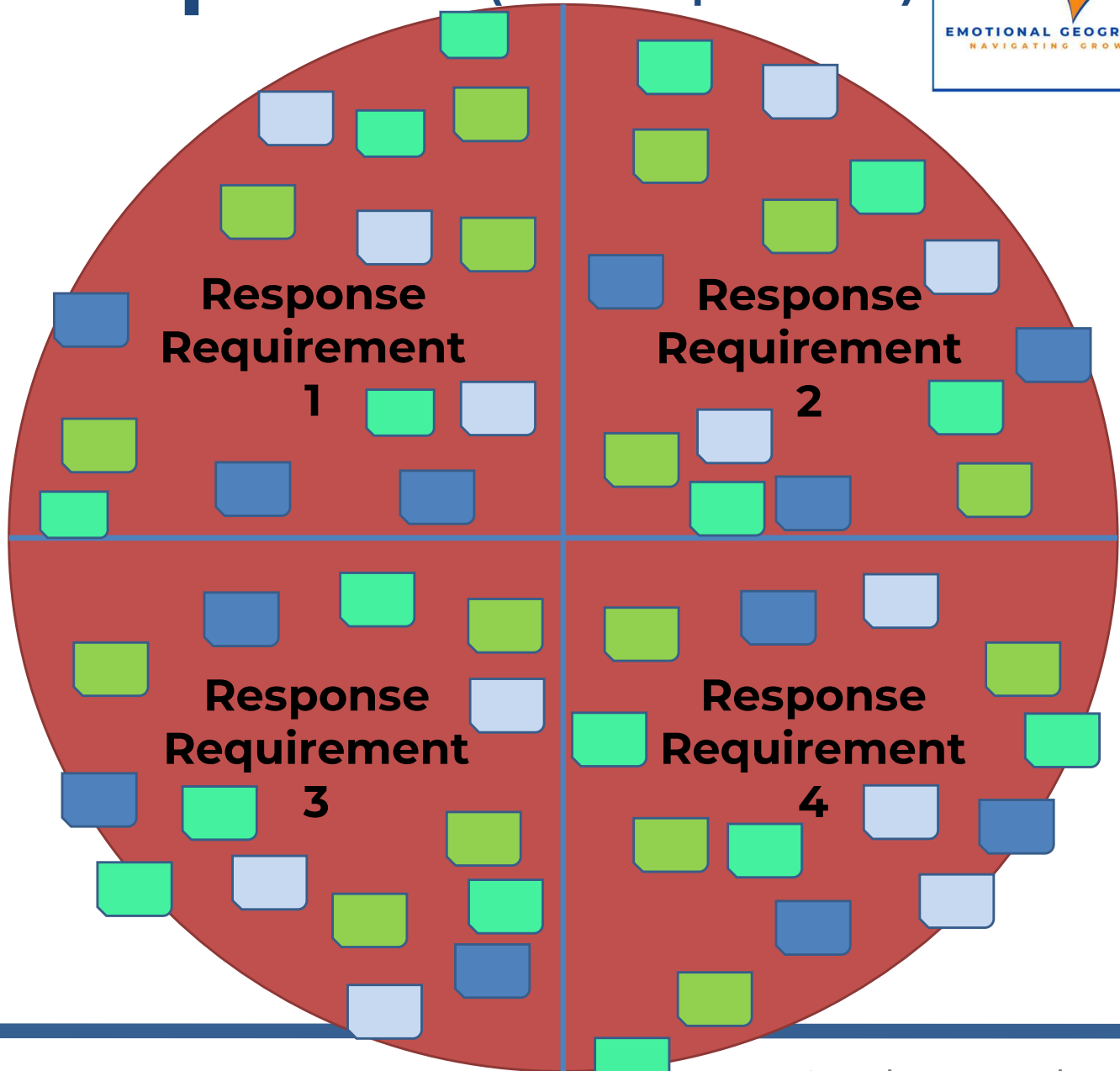
NEUTRALISE
competitor
strengths
(**threats**)



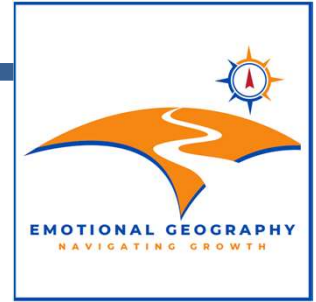
SWOT Our Response (Workshop exercise)

-  Our Strength
-  Competitor Strength
-  Our Weakness
-  Competitor Weakness

Use coloured post its, on these write our strength/weakness or competitors strength/weakness and stick to the response it applies to.



Developing our win themes



A win theme is a central idea (feature and/or benefit) that is supported or proved. Ideally strive for no more than two or three focused themes.

Our win themes should become apparent through our mapping and analysis of the client, our competition and our capabilities. They must be very specifically tailored to the clients' 'Hot Buttons'.

Here are a few (generic) examples of win themes so you know what you're looking for:

We have industry specialists in our delivery team

Our approach improves performance by increasing the speed of the process

We exceed the minimum requirements of the RFP in several significant ways

By minimizing maintenance and resource requirements, our solution will be sustainable

Our experience enables us to focus on helping you achieve your mission xxx and not just on meeting contractual requirements

Because our resources are immediately available, we can accomplish the transition faster

Our proven reliability means that you can count on us to deliver continuity of operations no matter what the circumstances

We will maintain critical institutional knowledge by retaining the incumbent staffing

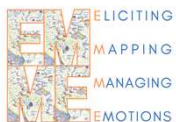
Our approach enables you to shift effort to us so that you can focus on other goals

Our staffing, schedules, estimates, and pricing all reflect a realistic approach that you can count on

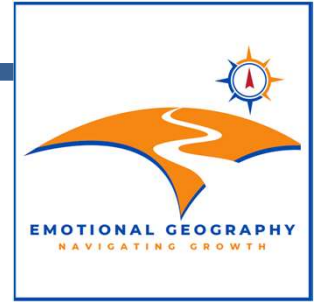
Our approach shares risk so that all parties have an incentive to participate in mitigating the risks

Our approach includes specific action items designed to achieve continuous improvement

We bring a proven history of delivering on time and within budget



Developing our win themes



a few more (generic) examples of win themes:

By focusing on safety, our approach avoids unexpected delays, and costs

Our prior relationship with you ensures that we can work together to meet your needs

Our approach addresses the need for support to be provided onsite

We will not waste your time inventing new procedures because ours already exist and are fully documented

Our experience with this location will enable us to recruit and deploy resources far more efficiently

Our approach ensures the constant consideration of innovative solutions

Our staff are fully qualified, trained, and certified

Our approach to this project is in alignment with your xxx plans for the future.

Our approach reduces lifecycle costs because it is more efficient

Our proven reliability means that you can count on us to deliver continuity of operations no matter what the circumstances

Our experience with this location will enable us to recruit and deploy resources far more efficiently

Client staff will be invited to participate in our training sessions

Our approach meets or exceeds all required performance standards

Because our resources are immediately available, we can accomplish the transition faster

Our approach improves performance by increasing the speed of the process

We bring a proven history of delivering on time and within budget

Our approach reduces the amount of waste and improves efficiency





Developing the Value Proposition

A Value Proposition is:

Gain Creators: A description of the specific benefits and outcomes that clients can expect from our offer – *ideally that our competition isn't able to deliver!*

Pain Relievers: The key points that show we understand our clients' drivers and hot buttons – *and how we will address them!*

Services: Captures what we can do that no one else can, or that we do better than everyone else – *must be evidenced!*

When to start?

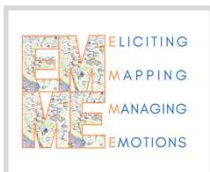
The earlier you develop your value proposition, the better the result.

By starting as early as possible (pre-tender), you have time to test your assumptions, fill knowledge gaps, refine the offer and improve your position...before any bid documents are released.

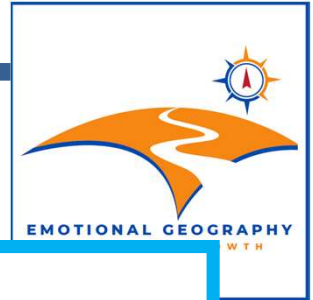
Our goal is for the client to want us before the tender is issued.

It's what we can put into a bid that makes it impossible for the client to choose anyone else for the job, it's

'WHAT MAKES US STAND OUT FROM THE CROWD'



Identifying how our offer best meets the clients requirements



Give 'em what they want

Specific benefits that will result from our offer:

- How will you make their lives easier?
- Will your solution lower cost or risk?
- What savings (time, cost, effort)?
- Will your solution fulfil the client's success measures?
- How will you make the client look good?

"Make me an offer that I can't refuse"

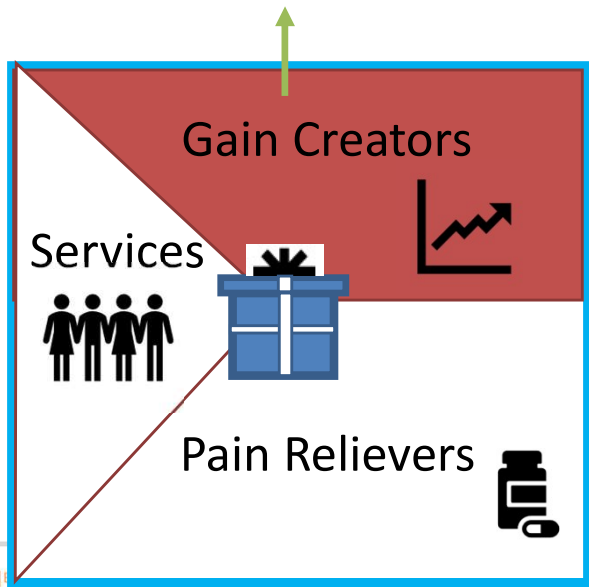
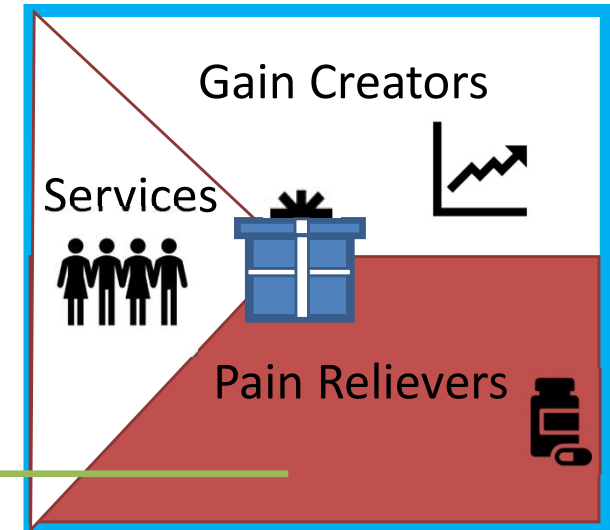
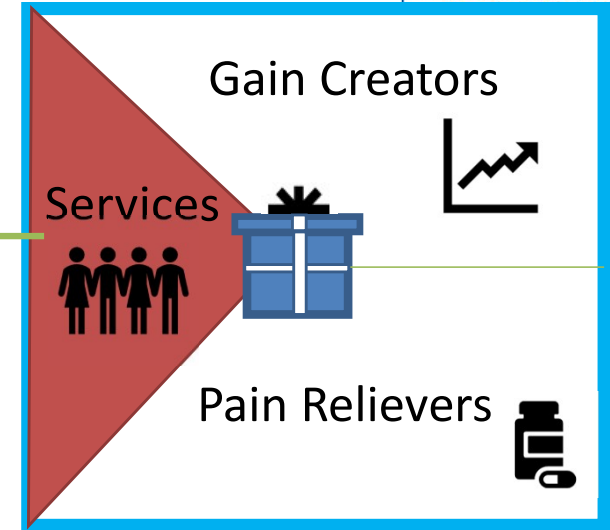
What we will do, and how we'll do it

- services, outputs
- people
- methodology
- technology
- timescales
- ways of working

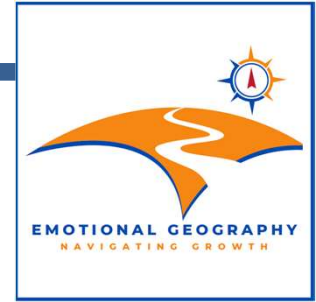
Reduce the client heartache

Specific ways that you'll prevent pains and get rid of obstacles:

- How will you help the client overcome key challenges?
- How will you fix existing problems?
- Can you come up with a new way of looking at an old problem?
- How will you minimise risks?



Finalising our Value Proposition



Our value proposition is a summary of our win strategy mapping and analysis and should include:

Our win themes, specifically tailored to the clients' hot buttons (drivers, values, challenges, objectives etc.)

Our key strengths, particularly where these can highlight our competitions weaknesses (people, process, technology etc.)

Features and benefits, where possible that only we can offer the client (evidence, references)

Our differentiators, that which no-one else can offer (substantiated)

Once you have your value proposition this needs to be communicated to the whole bid team, as it must be used to inform the development of the proposal.

*We are telling a story, aimed at a specific audience, with themes that the audience can relate to, substantiated with verifiable anecdotes, that demonstrate why we re what they need to deliver their . . .
'and they lived happily ever after' . . .*

