

2018 WEBINAR SERIES

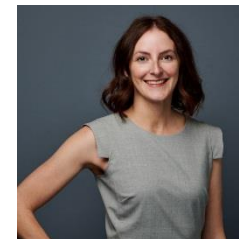


Ask the Experts:

Making Smart Pursuit and Bid Decisions



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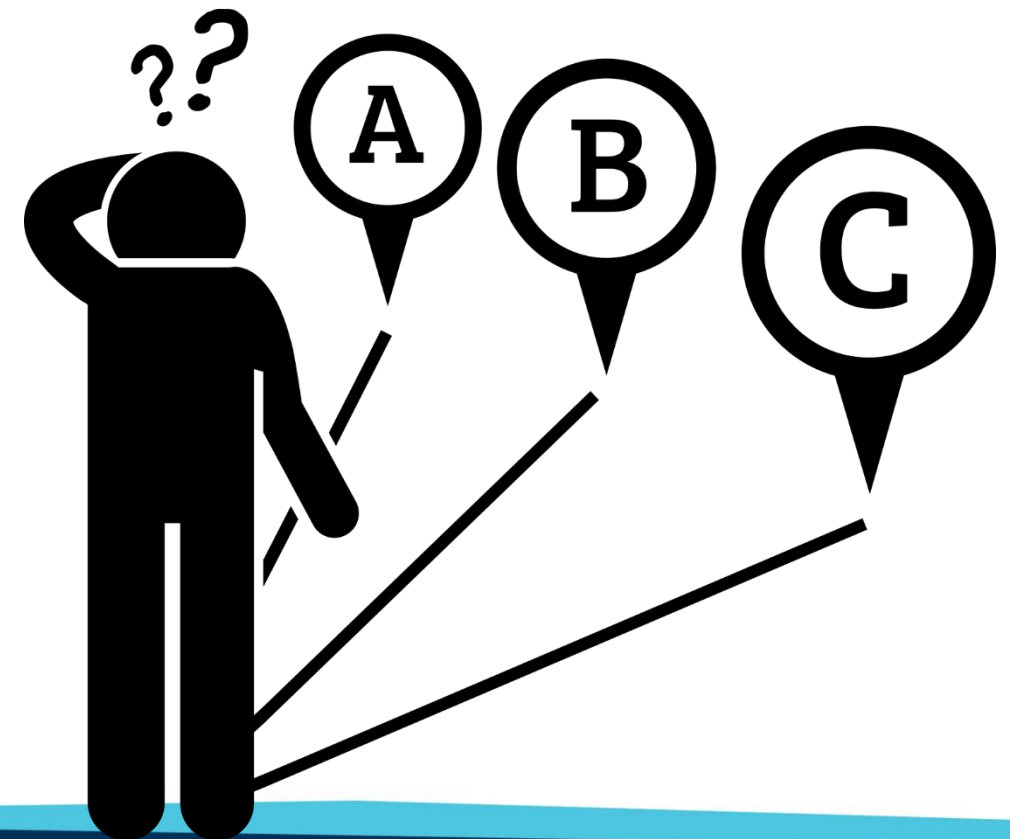
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Director of Proposals
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SVP Business Winning
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Webinar Agenda

- What is a Pursuit or Bid Decision?
- Critical questions that must be answered when making smart pursuit or bid decisions
- When done right, what are the possible outcomes of pursuit decisions?



What is a Pursuit Decision?

Pursuit decisions are business development milestones at which executives decide whether to advance an opportunity to the next phase or end pursuit. Some call these milestones “decision gates.”

- Led by leadership
- Address business and strategic issues
- Limited outcomes (advance, end, or defer)
- Subordinates execute outcomes



Why Bother?

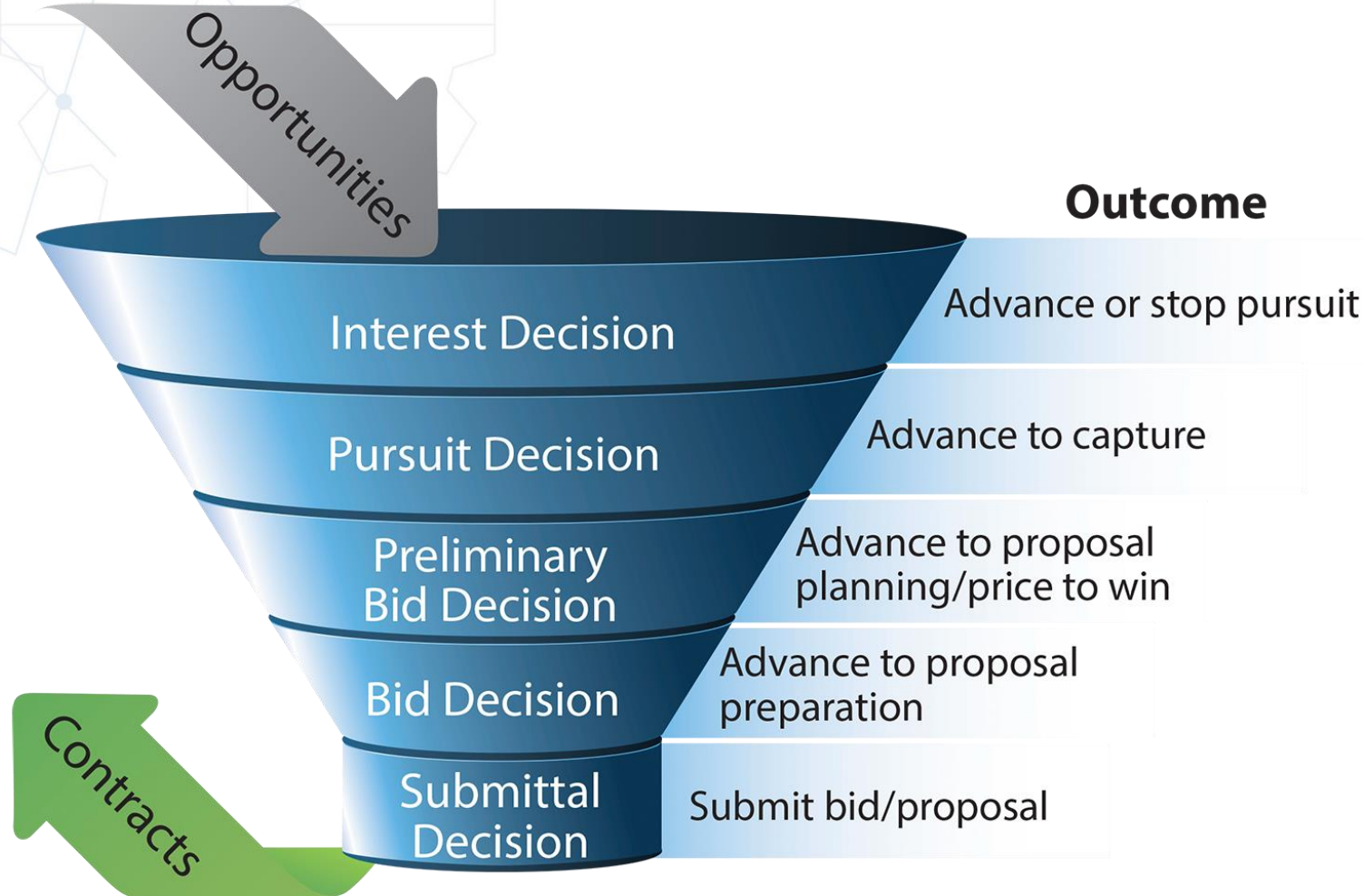
- Money wasted on poor bid decisions cannot be recovered
- Bidding on low-Pwin opportunities can tarnish your brand and reputation
- Team morale is at its lowest when bidding on a “bad pursuit”
- Leadership credibility is undermined when pursuit decisions are ill-advised



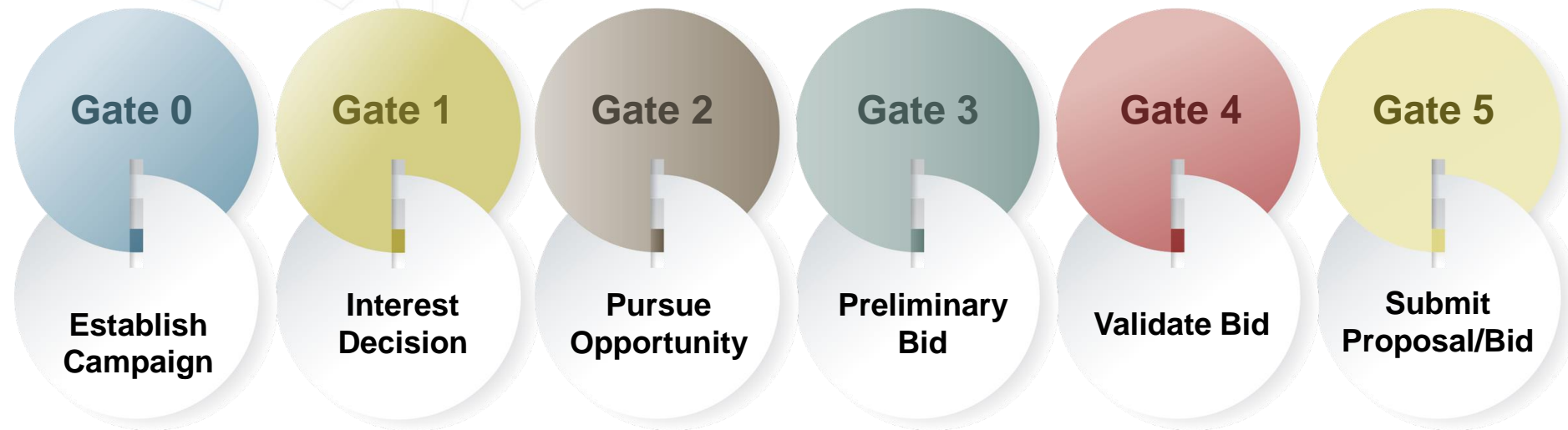
Pursuit Decisions Answer Critical Questions

No.	Phase	Gate	Questions
0	Market Segmentation	Campaign/Marketing	<i>Is market niche congruent with goals in strategic plan?</i>
1	Long-Term Positioning	Interest	<i>Does opportunity merit expending resources to research and assess it?</i>
2	Opportunity Assessment	Pursuit	<i>Should we commit resources to developing a capture plan and influencing customer to prefer our solution?</i>
3	Capture Planning	Preliminary Bid	<i>Have capture activities positioned us favorably enough with customer to justify planning proposal?</i>
4	Proposal Planning	Bid Validation	<i>Is opportunity still worth pursuing and proposal worth preparing, considering final details of RFP?</i>
5	Proposal Development	Proposal Submittal	<i>Should we submit completed proposal? Is programmatic risk justified by probable financial reward?</i>
6	Post-Submittal Activities	Final Offer	<i>After negotiations, is programmatic risk still justified by financial reward considering terms of contract?</i>

Bid & Pursuit Decision Funnel



Pursuit Decision Gates



Decision Gates ensure that you're pursuing the RIGHT business.

Pursuit Gate 0: Establish Campaign



Gate 0

Establish
Campaign

Use the *Establish Campaign* gate to verify the opportunity fits your strategic market.

Marketing Campaign Decision

Have we defined a specific product or service we will provide?

Do we know typical customers?

Have we identified competitors operating in the segment?

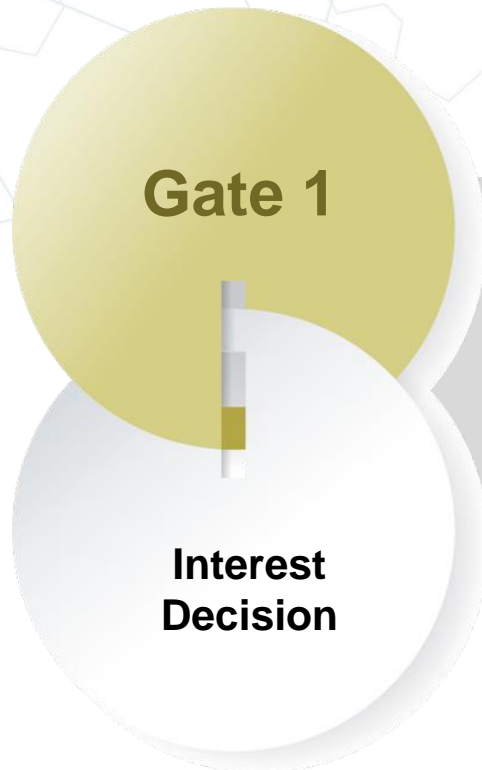
Do we have qualifications, people, and facilities to enter the market?

Does the investment required fit with our plans?

Does our research support a favorable business case for entering the market segment?



Pursuit Gate 1: Interest Decision



Use the *Interest Gate* to verify the opportunity fits your strategic direction and capability.

Gate 1: Interest Decision Questions

Is the opportunity real and funded?

Do we know the potential project owner's perception of us?

Does this opportunity support our strategic, annual operating, account, or marketing plans?

Does the customer know we are considering this opportunity?

Are we an incumbent?

Do we thoroughly understand the customer's mission?

Do we know who potential competitors are likely to be?

Can we team with a competitor if necessary?



Pursuit Gate 2: Pursue Opportunity



Gate 2

Pursue
Opportunity

Use the *Pursuit Gate* to determine if a formal capture should be initiated.

Gate 2: Pursuit Decision Questions

Do we have adequate business development resources to aggressively develop the opportunity?

Does the opportunity conflict with other contracted or expected work?

Do we know the key decision makers and their issues and hot buttons?

Do the key decision makers know us?

Do we have a clear understanding of our anticipated role?

Have we identified probable competitors?

Have we established a price to compete?

Do customer requirements match our competencies?



Pursuit Gate 3: Preliminary Bid



Gate 3

Preliminary
Bid

Use the *Preliminary Bid Gate* to verify you are positioned to win before committing to an expensive proposal effort.

Gate 3: *Preliminary* Bid Decision Questions

Do we have a clear understanding of the deliverables and schedule?

Are we sure of the evaluation process to be used?

Do we know the customer's perception of competitors?

Do we have firm commitments from needed teammates?

Do we have strong, relevant past performance?

Does our management approach provide added value?

Does our technical solution provide added value or discriminators?

Are our discriminators unique and important to the customer?

Has a price to win been determined, and is it acceptable to management?



Pursuit Gate 4: Validate Bid Decision



Gate 4

**Validate
Bid**

Use the *Bid Validation Gate* to ensure “show stoppers” are addressed.

Gate 4: Bid Validation Questions

Are announced RFP/Tender terms as anticipated and still acceptable?

Does the RFP/Tender show evidence of influence by competitors?

Are technical requirements in the RFP/Tender what we anticipated?

Is our technical approach verified as acceptable to the customer?

Are teammate roles clearly defined and formally agreed?

Are the proposal schedule, budget, outline, and compliance checklist complete?

Has a draft executive summary been prepared?

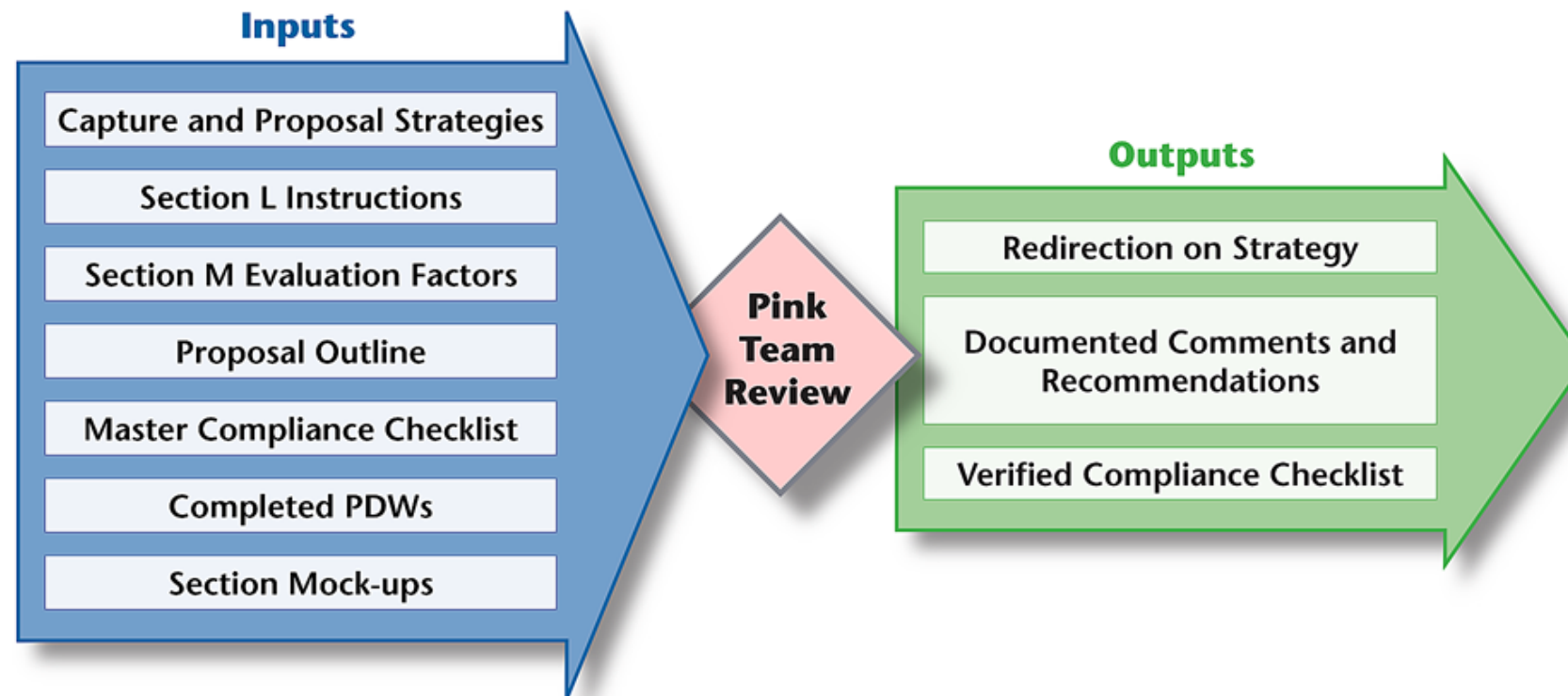
Is our preliminary, bottom-up cost estimate consistent with the price to win?

Can the solution be profitably delivered at the price to win?

Have all our internal issues been addressed and resolved?



A Pink Team Review Confirms Bid Validation Decision



Pursuit Gate 5: Proposal Submittal Decision



Gate 5

Submit
Proposal/Bid

Use the *Submit Gate* to ensure conformance with company policies and quality standards.

Gate 5: Proposal Submittal Questions

Is our proposal compliant, responsive, competitive, and priced to win?

Are there any unresolved elements of risk to us that could preclude submitting the proposal?

Is the contract likely to be awarded without negotiation?

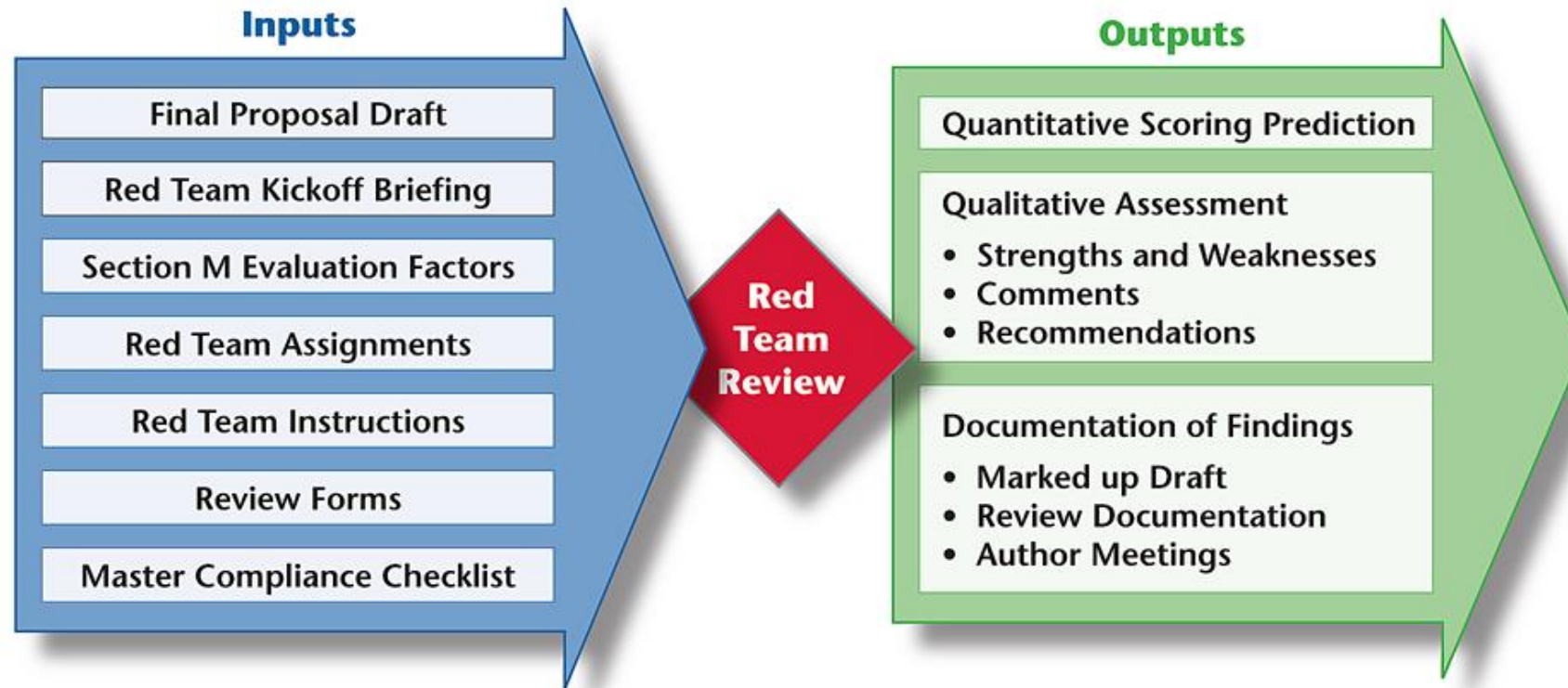
Is the customer under any constraints (e.g., time) that we can leverage?

Has our negotiating team been identified?

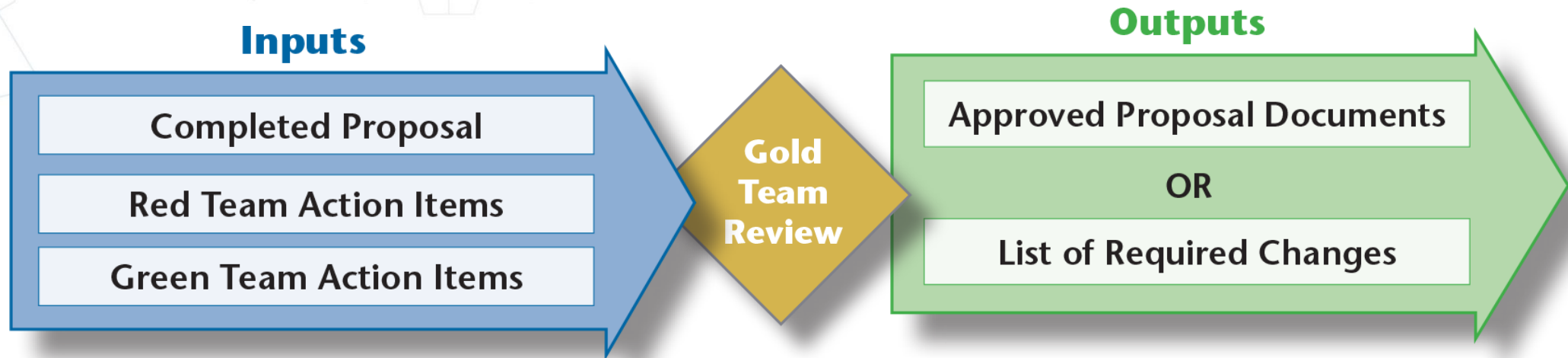
Is our project/program manager ready to begin delivery immediately upon award?

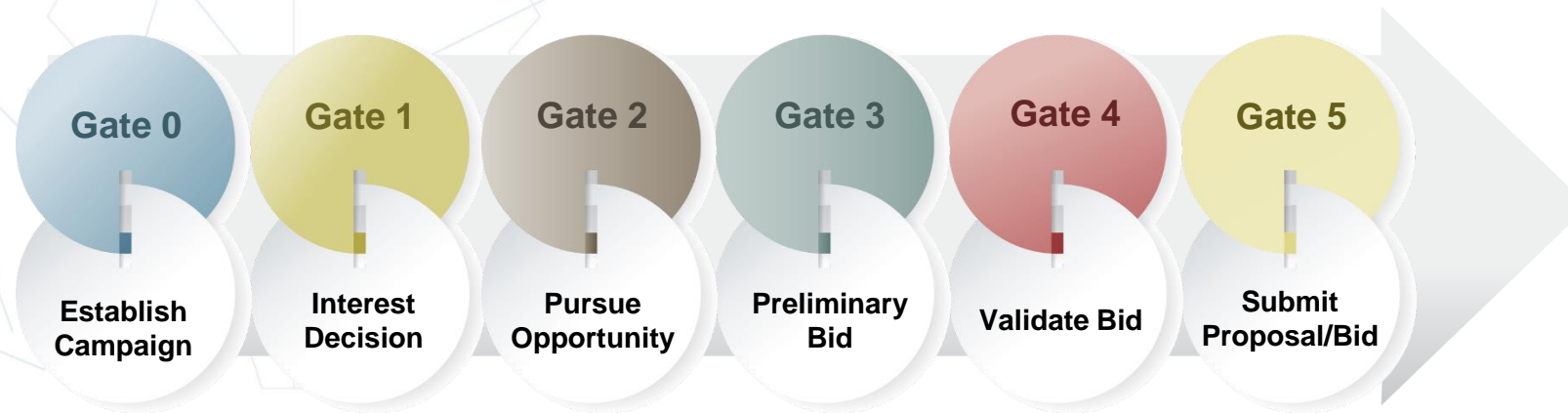


The Proposal Red Team Review Confirms Readiness to Submit



Gold Team Review

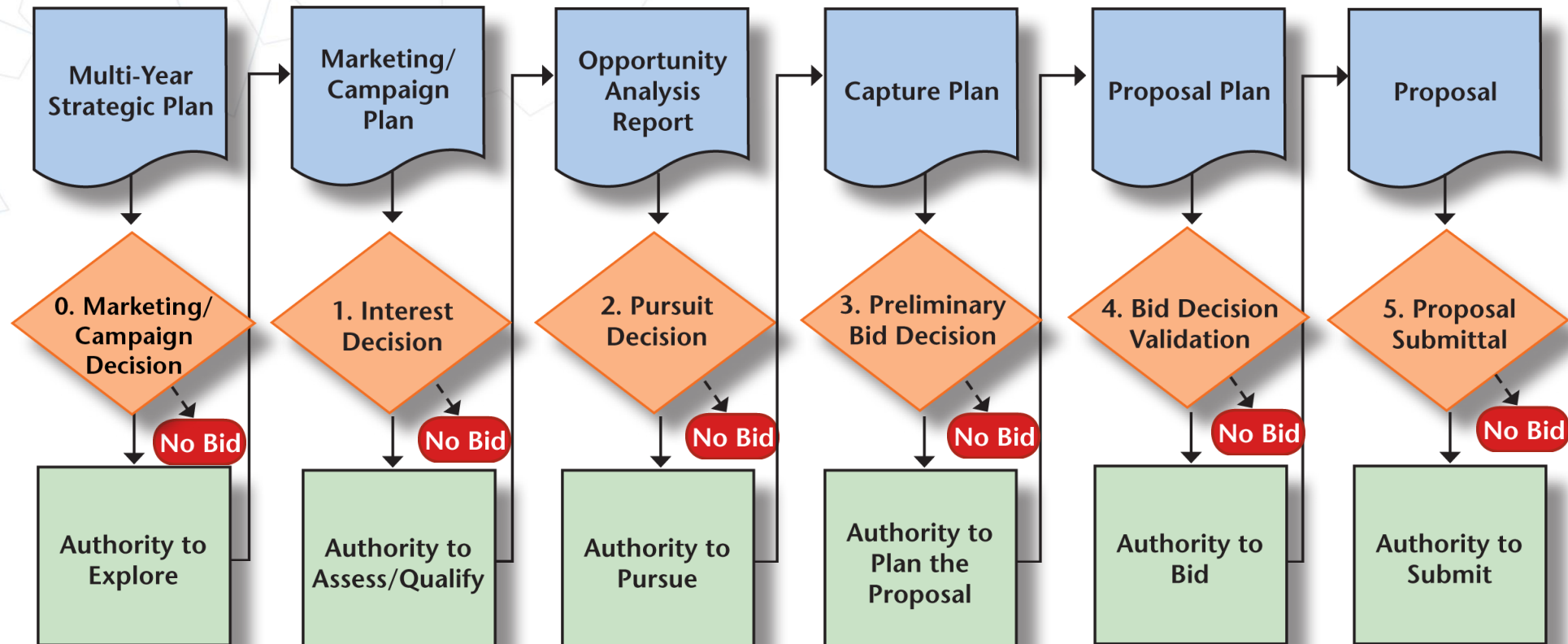




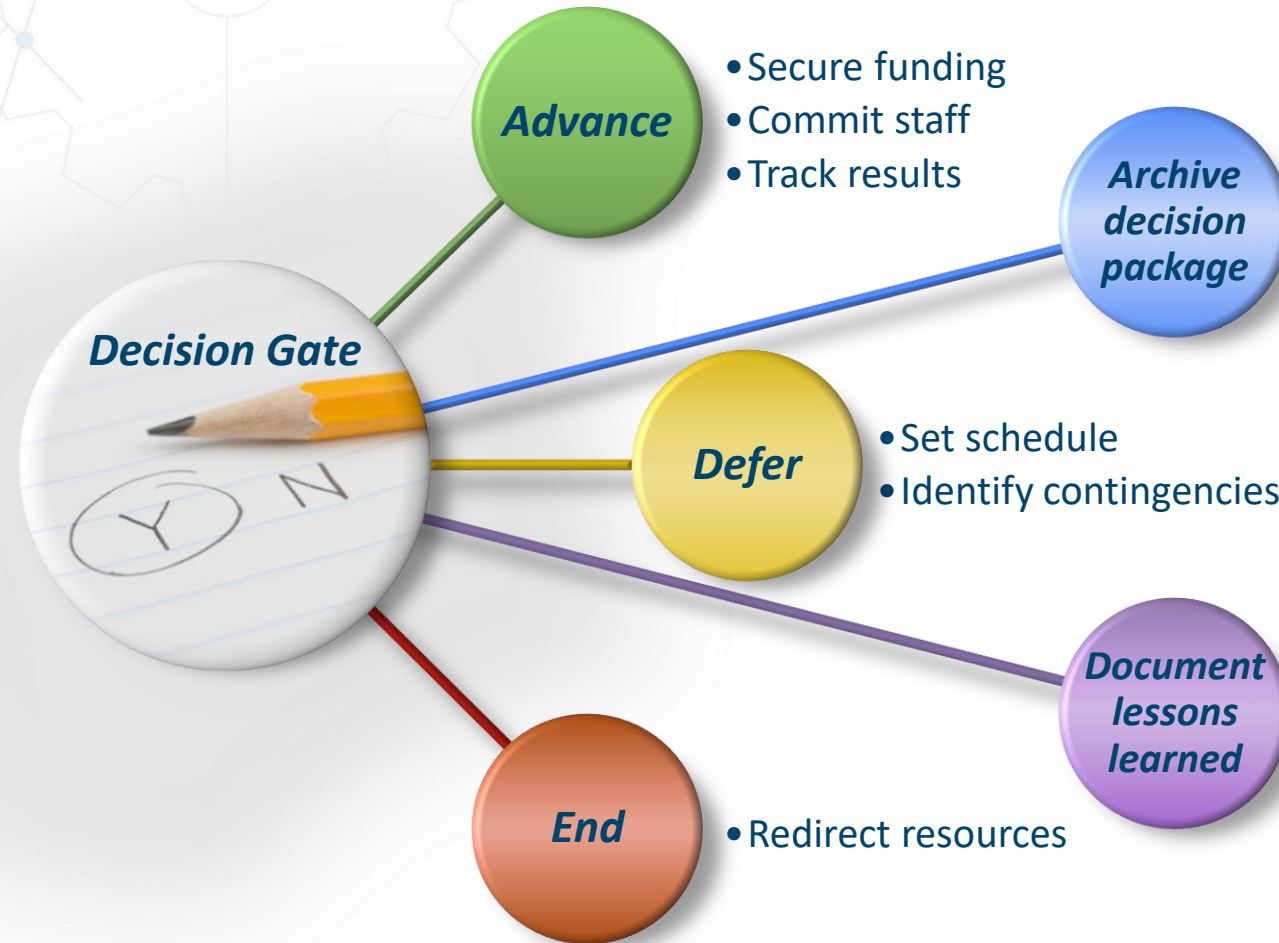
Pursuit Decisions Summary

- Use the **Interest Decision** to verify the opportunity fits your strategic direction and capability
- Use the **Pursuit Decision** to determine if a formal capture should be initiated
- Use the **Preliminary Bid Decision** to verify you are positioned to win before committing to an expensive proposal effort
- Use the **Bid Validation Decision** to ensure “show stoppers” are addressed
- Use the **Submit Decision** to ensure conformance with company policies and quality standards

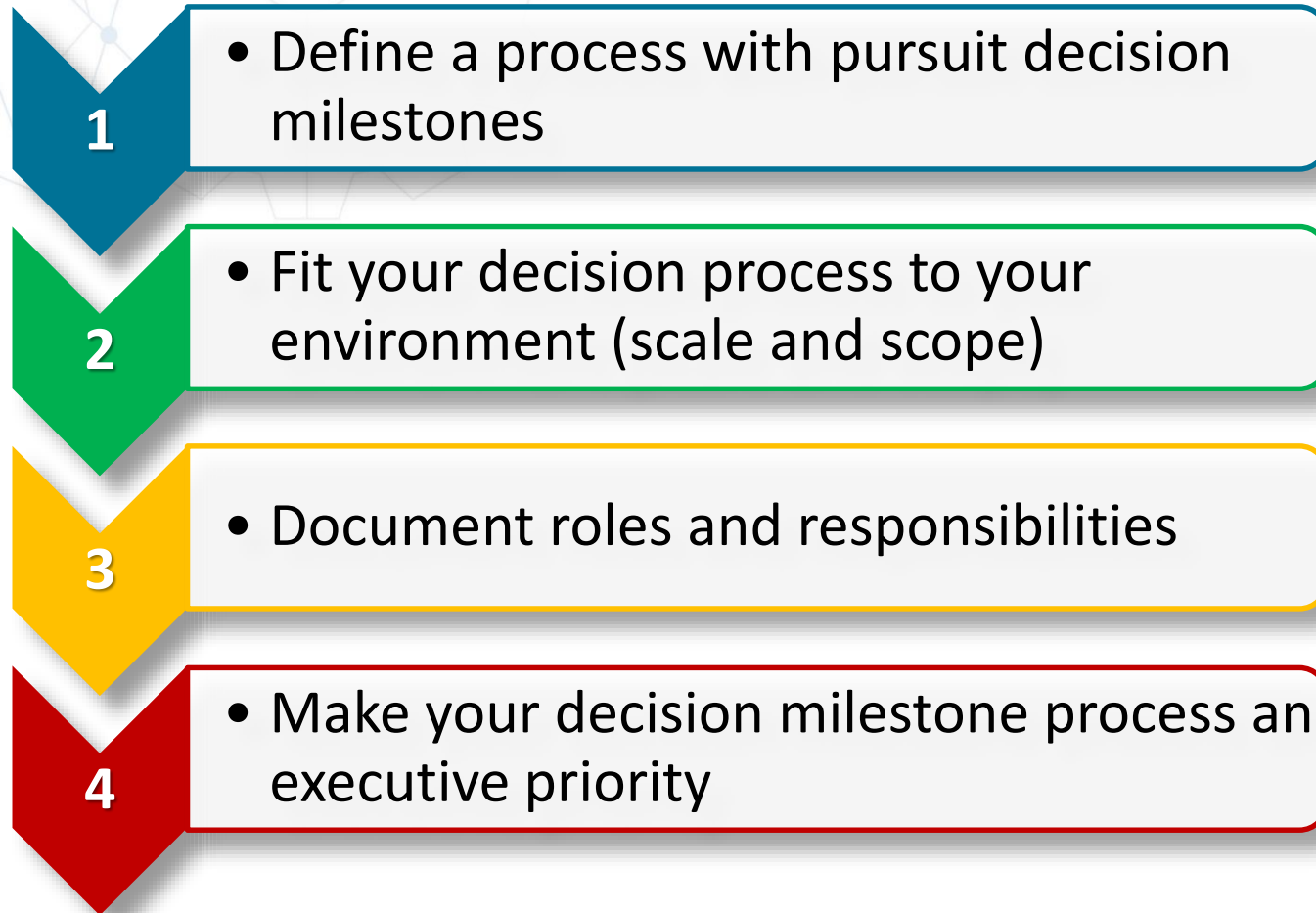
There's Always an "Off-Ramp"



Potential Pursuit Decision Outcomes



Execute on a Decision-Making Process



Questions



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Thank You!



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