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Creating and Managing Competitive Win Strategy

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What is a Win Strategy?

- The overarching actions taken to:
  - Shape competition to the mutual benefit of the customer and the bidder
  - Beat the competition by actions such as:
    - Creating a team aligned to the source selection criteria
    - Investing to reduce proposal and program risks
    - Organizing and staffing to execute after the win
    - Technology selection to meet requirements with high TRL
    - Simulation & Modeling to demonstrate mission performance
    - System engineering of performance, schedule, cost, risk
- Strategy is what we do, not what we are

Strategy implementation requires blood, sweat and tears, not slogans

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Create and Enforce the Win Strategy

- Understand the procurement environment
  - What will win each successive program phase?
- Determine our Pwin
  - If the award were made today
  - If we executed a source selection-based win strategy
- Develop the strategy and action plan to enhance our Pwin
- Write the strategy on a single chart with 5-6 bullets
- Assign a "champion" responsible for enforcing each strategy bullet
- Track progress by wall walks and systematic management review
- Flow the strategy down to everything done by the team
- Use an integrated review process to enforce the strategy

Start this effort early in the pursuit

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Develop the Strategy to Enhance Pwin

- Shape the acquisition to:
  - Please customers
  - Enhance Pwin
- Shape the competitive environment by teaming to win
- Invest people, funds, facilities,…to:
  - Enhance our team's winning attributes
  - Neutralize our team's losing attributes
- Evaluate cost-effectiveness of each strategy action on Pwin
- Quantify obstacles to execution (funds, people, culture, time,….)

This takes time, resources and effort

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Drive Strategy by Comparing Probable Source Selection Scores

Evaluation Criteria	Our Team Today	Rival Team A	Rival Team B	Our Team after Strategy Execution
Technical				
Management				
Cost				
Past Performance				
Risk				

Early and brutal competitive assessment destroys complacency and forces action

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Write the Strategy on a Single Chart

Example derived from previous color chart

- Build industrial team having major system components at TRL >6
- Use simulation and modeling to define cost-effective CONOPS
- Select program leadership to win end game of procurement
- Build resource-loaded schedule to evaluate IOC/FOC dates
- Create a PMP with 50% and 80% cost analysis
- Resolve past performance concerns by demonstrating benefits of process improvements
- Define critical risks early and invest in risk mitigation

Our strategy is driven by the source selection color rankings

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Assign a "Champion" for each Strategy Bullet

- Each "champion" is responsible for a strategy bullet:
  - Flows it down to a set of tactics
  - Writes a plan with measurable evaluation criteria
  - Tracks and scores progress
  - Overcomes obstacles
  - Maintains portion of the strategy wall
  - Reports regularly to steering committee and management
- The "champions" work for the capture manager, who:
  - Ensures an integrated approach across the strategy
  - Rebalances the efforts as needed
  - Changes personnel if necessary

If no one is in charge, nothing will be done

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Track Strategy Execution vs. Proposal Milestones

SB 3	Milestone 1	Milestone 2	Milestone 3	Milestone 4

SB 2	Milestone 1	Milestone 2	Milestone 3	Milestone 4

Strategy Bullet (SB) 1	Milestone 1	Milestone 2	Milestone 3	Milestone 4
Tactic 1.1				
Tactic 1.2				
Tactic 1.3				
Tactic 1.4				
Tactic 1.5				

Color Criteria

- Warning - executive action needed
- View with concern
- On track to successful outcome
- Successfully implemented

Put these charts on the wall to track progress and highlight issues

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Apply Strategy to Everything Done by the Team

- Put the strategy chart on the proposal wall in poster size
  - First and last thing everyone sees each day
  - Focus the team on winning, not post-award execution
- Use it to guide everything seen by the evaluators
  - Interim reports
  - Program reviews
  - Ads, PR, trade shows
  - Contact plan
  - Proposal documents
  - Orals
  - BAFO

- Everyone should be motivated and guided by it

If work is not compatible with the strategy, don't do it

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Conclusion

- A strategy is what we do to win.
- A good strategy meets customer's need in a manner favorable to us.
- A good strategy is hard, often painful, to execute.