

*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***

## **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***

## **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***

## 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	Yellow	Yellow	Teal	Blue
Management	Blue	Yellow	Yellow	Blue
Cost	Red	Red	Yellow	Teal
Past Performance	Yellow	Red	Red	Teal
Risk	Teal	Yellow	Blue	Teal

*Early and brutal competitive assessment destroys complacency and forces action*

## **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***

## 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***

# 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	Yellow	Yellow	Teal	Blue
Tactic 1.2	Yellow	Yellow	Yellow	Blue
Tactic 1.3	Yellow	Teal	Teal	Teal
Tactic 1.4	Yellow	Red	Yellow	Teal
Tactic 1.5	Yellow	Yellow	Yellow	Teal

**Color Criteria**

<b>Warning - executive action needed</b>	<b>On track to successful outcome</b>
<b>View with concern</b>	<b>Successfully implemented</b>

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

## 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***

# 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.

