

SPAC 2012

Southern Proposal Accents Conference



Capture person to the Rescue - Before the Proposal!

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Capture Management: Your
SUPERPOWER for Success!



Introduction – Capture is a *SUPERPOWER*

- Capture Management – *SUPERPOWER!*
- *SUPERPOWER* - Intelligence
- *SUPERPOWER* - Communication
- *SUPERPOWER* – Capture Plan
- Summary



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Pop Quiz

- Show of Hands
 - Capture Managers?
 - Proposal Managers?
 - Cost/Price People?
 - Technical/SMEs?
- Why do I ask?



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Capture Management - *SUPERPOWER!*

“Capture Planning is the process of identifying opportunities, assessing the environment, and implementing winning strategies to capture a specific business opportunity by influencing the customer to prefer your organization and solution.”

- ***Preface to the Shipley Capture Guide, Third Edition,***
© Shipley Associates 2011 .

“Capture management is everything a company does to raise its win probability between the time it decides to pursue an expected government contract and the time the RFP is released.”

- ***Bob Lohfeld, Lohfeld Consulting Group, Inc.***



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The Art of Capture Management?

If Sun Tsu was a Capture Manager...

- If you know the **Customer**, the **Competition** and **yourself**, you need not fear the result of Competition (Proposals)
- If you know yourself but **not** the **Customer** or the **Competition**, for every Win you will also suffer a Loss
- If you know **neither** the **Customer**, the **Competition** nor **yourself**, you will have a **Win Rate approaching Zero.**



Sun Tsu
Ancient Superhero



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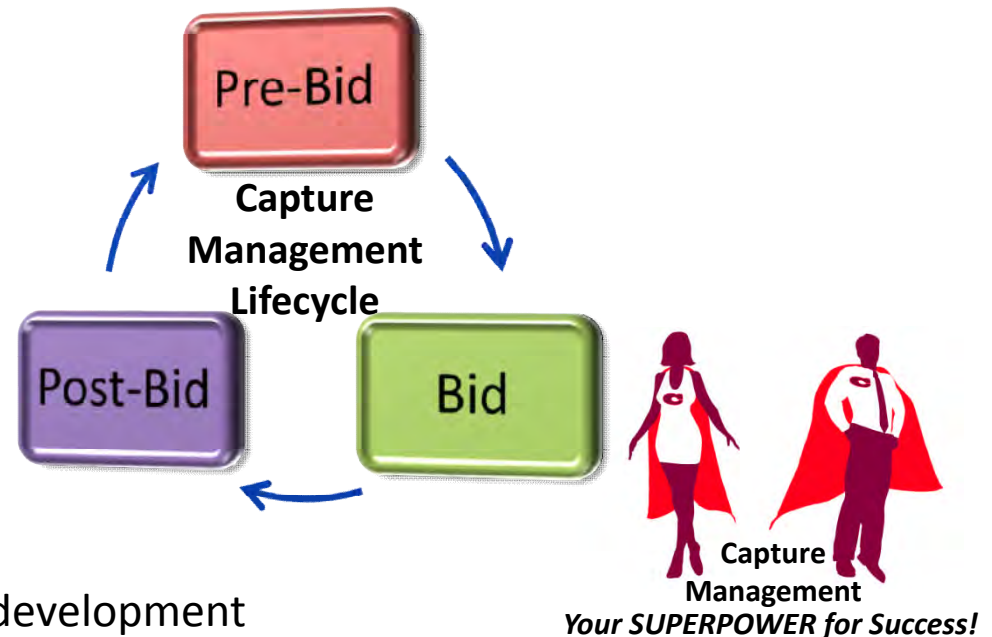
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Capture Management Lifecycle

APMP describes the "Capture Management Lifecycle" as a process in three stages:

1. Pre-bid phase
2. Bid phase
3. Post-bid phase
4. Is There Another Phase?



http://en.wikipedia.org/wiki/Business_development

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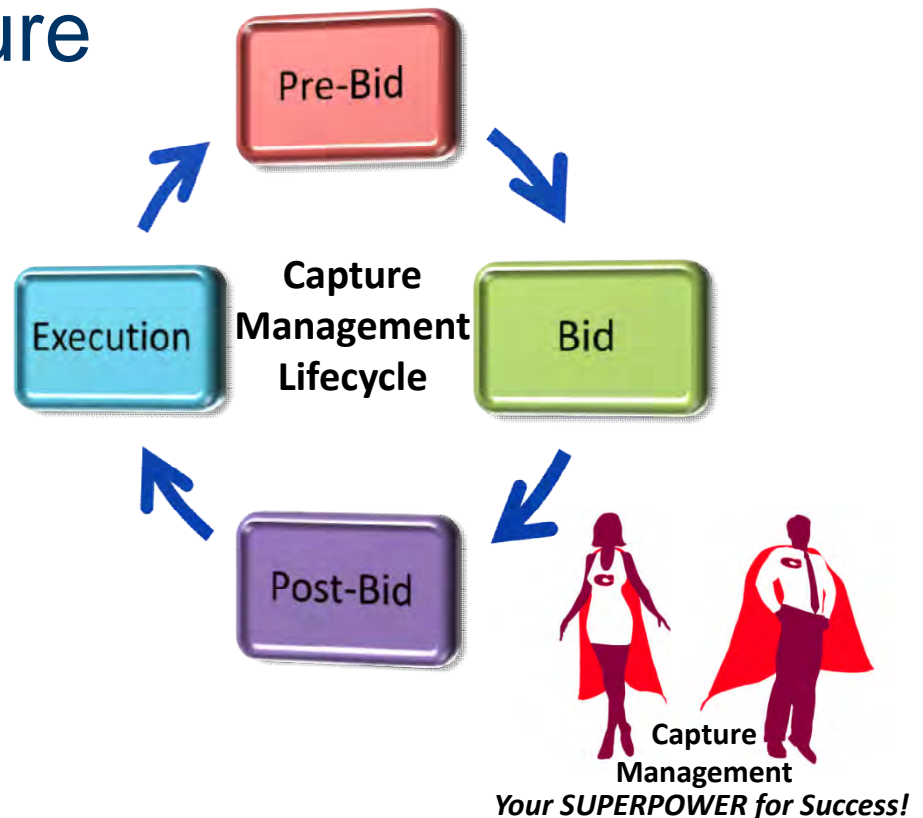


YES! The Execution Phase

The Recompete Capture

- Begin after the win
 - Use Capture person?
 - Use Project Manager?

- What is Best Practice?



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Key → Competitive Environment

- Customer perceptions and expectations
- Competitors
 - Incumbent vs. challenger
 - Strengths and weaknesses
 - Pricing strategies



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Capture Helps Management

- It's up to Capture to **sell** the Bid/No Bid
- Understand when an opportunity is strategic
- Not every proposal is a “***must win***”
- Know when to team and/or subcontract



“Know when to hold ‘em,
Know when to fold ‘em.
Know when to walk away,
Know when to run!”

- Kenny Rogers, *The Gambler*



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SUPERPOWER - Intelligence

1. Understand the *REAL* needs of the Customer
 - Requirements, Needs, Desires, and Wants
2. Pre-sell your solution through discussions with the Customer
3. Ascertain Customer perceptions of You and the Competition
4. Write Win Themes that resonate with the Source Selection Authority and Evaluators
5. Have discriminators that say *“Pick Me!”*



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Customer Audience

- Customers vary
- They have their own
 - Peculiarities
 - Perceptions
- Capture must ***define the audience***
 - Selection authority or decision maker
 - Contract office
 - User



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Competitor Audience

- Your Competition is everywhere
- Their Capture people are trying to understand or determine your bid
- Good INTEL is most important
- Mis-Information is both your ally and enemy



BE CAREFUL!

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Proposal Team Audience

- The Proposal Team ***must*** convey the message & themes ***throughout the proposal***
- A coherent theme should flow in ***every volume/section:*** Technical, Management, and Cost



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SUPERPOWER - Communication

Did Mother tell you why you have two ears and one mouth?

She wanted you to be a Captureperson!

- Proposals are all **Talking**
- Capture is some **Talking - mostly Listening**
- Capture's job is to know the audience
 - Customers
 - Competition
 - Proposal Team (Teammates and Subs)



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Understanding the Customer

- Many faces of the Customer
- Requirements vs. Wants vs. Needs
- Hot Buttons / Issues
- Budget and Schedule
- Decision maker / Selection board
- Perception of the competition
- Perception of you and your solution



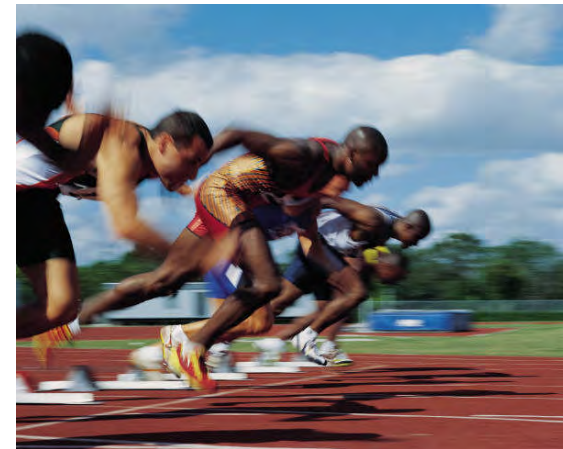
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Understanding the Competition

- Position in the eyes of the Customer
 - Incumbent or challenger
 - “Favorite son” or not
- Potential solutions
- Strength and weaknesses
- Probable pricing strategies



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Can we beat them?

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Questions to Understand Your Position

- Do we have a solution the Customer wants?
- Does the Customer know our management?
- Any delivery / performance issues?
- What's our risk?
- Do we need to invest?
- Can we be competitive – *really win?*
- Have we priced so low we can't deliver?



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Be objective - No "bathwater"

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SUPERPOWER – Capture Plan

- Opportunity Description
- Customer information
- Competitive analysis
- Capture schedule
- Contact/Call plan
- Win strategies
- Win themes
- Capture team members



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SUPERPOWER – Capture Plan (cont.)

- Solution outline
- Risks
- Budget
- Capture activities
- Intel gathering
- Blue Team and Black Hat reviews
- Initial Position-to-Win or Price-to-Win
- Pricing strategy



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Capture Plan

Feeds

Proposal Plan

Capture Strategy
Budget / Schedule
Capture Team Members
Capture Win Themes
Solution Concept
Issues / Hot Buttons
Competitor Weakness

Proposal Plan Contents

Proposal Strategy
Proposal Budget / Schedule
Proposal Team Members
Proposal Win Themes
Tech, Management, & Cost Solution
Features/Benefits/Discriminators
Ghosting



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A Capture Plan is NOT wasted effort! Your SUPERPOWER for Success!

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It's Not Over Until It's Over

- Oral Presentations
- Questions/Evaluation Notices (EN)
- Update the Capture Plan
- Create a Capture Knowledgebase
- Build/update the Knowledgebase with each opportunity
- Learn from both wins and losses
- Get that debrief – win or lose!
- Capture ends with award (or does it?)



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No Capture – *No SUPERPOWER*

- Blindly respond to some type of notice or request
 - Either written or verbal
- Little or no **Customer** interaction
- Little or no knowledge of the **Competition**

Bottom-Line – You may write a proposal meeting the Customer’s requirements but does it *REALLY* meet their needs?



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Summary -- Capture is a *SUPERPOWER*

- Involve Capture Management from beginning to end
- Have a Capture Plan and follow it
- Use the Capture Plan to guide the Proposal to Victory
- Winning isn't everything ---

but it sure beats losing!



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Enjoy Your *SUPERPOWER*

Questions?

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