

Let's Get Real or Let's Not Play!

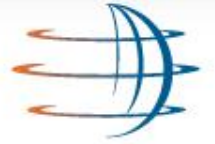


Presented by: Stan Balfour

Shipleys Associates

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Preview

- **What Customers Want???**
 - To be understood
 - Trust
 - Compliance, cost-effectiveness, responsiveness
- **Get Real or Don't Play – Discriminators**
- **Asking Good Questions – Peel the Onion**
 - Evidence questions
 - Impact questions
- **Building the Business Case**





*“If you take smart people and put
them in stupid processes,
you get stupid people.”*

- Michael Hammer





Poor Communication Causes Misunderstanding

**University Food Service Feeds
Thousands, Grosses Millions**

—Salt Lake Tribune

**Giant Panda
Gives Birth
To Baby Boy**

—Lexington Herald

**Complaints about NBA
Officials Growing Ugly**

—Chicago Sun-Times

**Teachers Strike
Annoying Students**

—Palm Beach Gazette

Woolworth's Removes Pajamas

—Greenwich Star





Why Does the Customer Compete Contracts?

- Competition is required – new or re-compete
- New ideas – more efficiency
- Lower price – budget cuts (LPTA)
- Too hard to sole source
- Meet quotas
- Politically time to change contractors





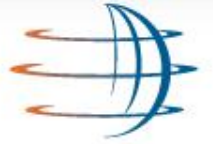
What Does the Customer Want?

- Low price
- Low, acceptable, or no risk
- New ideas
- Support of the mission
- Keep good people
- **Vendors that “understand”**
- Management team in the comfort zone



Change without Change - at a Lower Price





We Want the Same Thing as Our Customer

We
Want It

A Solution
that exactly
meets the
customer's
needs

Our
Customer
Wants It

Do we *tell*, do we *accept*, do we *guess*,
or do we *mutually explore*?





Problem:

The stones at the Jefferson Memorial building are deteriorating badly.

Why?

The stones have to be cleaned very frequently.

Why?

Pigeons leave too many calling cards.

Why all the pigeons?

They feed on the heavy spider population.

Why are there so many spiders?

They are attracted by the huge moth population.

Why all the moths?

They are attracted by the monument's lights during their twilight swarming period.

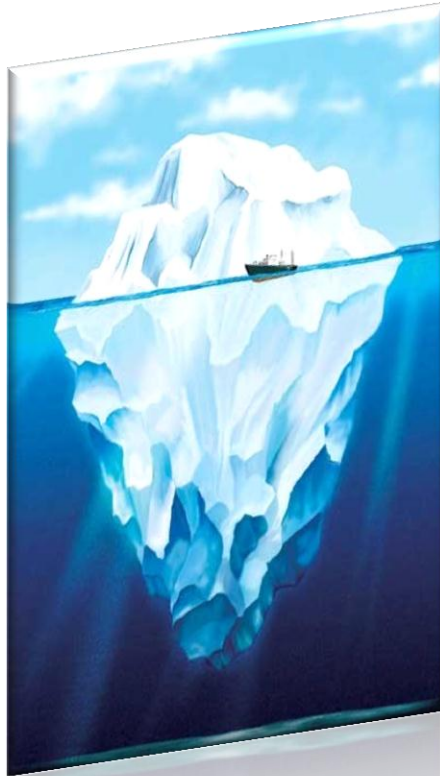
Solution:

Turn on the lights 2 hours later.





Real Customer Issues Are Often Hidden



Politics



Fears



Buying Style



Past Experience



Decision Biases



Pain

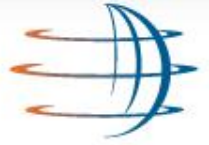


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Unstated Requirements





Customers Are Communities – They Share Common Problems and Issues

Customer Communities



- *Users*
- *Developers*
- *Government program managers*
- *Congress and staffers*
- *Laboratories*
- *Materiel commands*
- *Think tanks*
- *Test and evaluation organizations*
- *Blue ribbon committees*

Source Selection Boards





Avoid Being Column Fodder

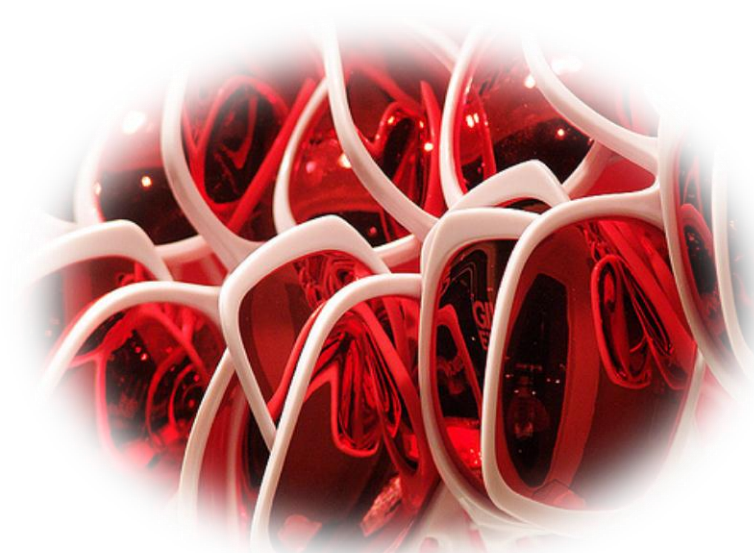
Requirements	A	B	C	D	E
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What Can You Do to Help Establish Clear Communication?

- *Ask, Ask, Ask*
- *Listen carefully to your customer*
- *Treat every competition as if you “must win”*
- *Make an OBJECTIVE assessment of your position*
- *Begin preparation for the re-compete on Day 1*
- **DON'T GUESS!!!!**



Throw away all “rose colored glasses!”





To Win More, Ask Good Questions in...

...O-R-D-E-R

Always seek answers in two areas:

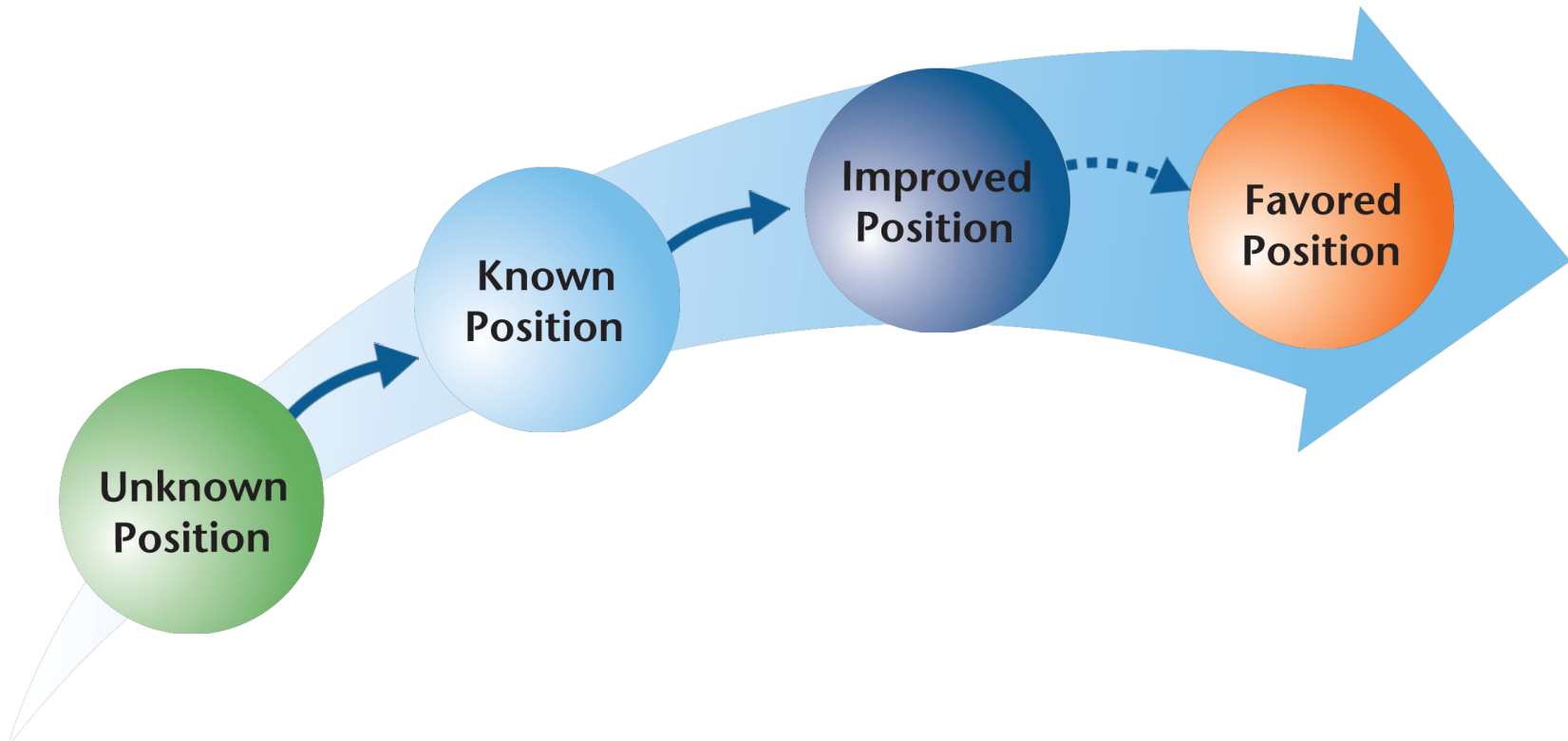
- **Evidence** – *The customer must provide proof that there is a need or an issue – seek evidence*
- **Impact** – *If there is a need, issue, or requirement, what is the impact if you provide a solution – find the impact*

**Opportunity – Resources – Decisions – Exact Solution – Relationship!
(ORDER)**





Advance to a Favored Position by Asking Good Questions





If You Wait Until It's Too Late or Don't Ask. . .





Identify Discriminators



The critical activity is ***identifying discriminators*** by building a business case:

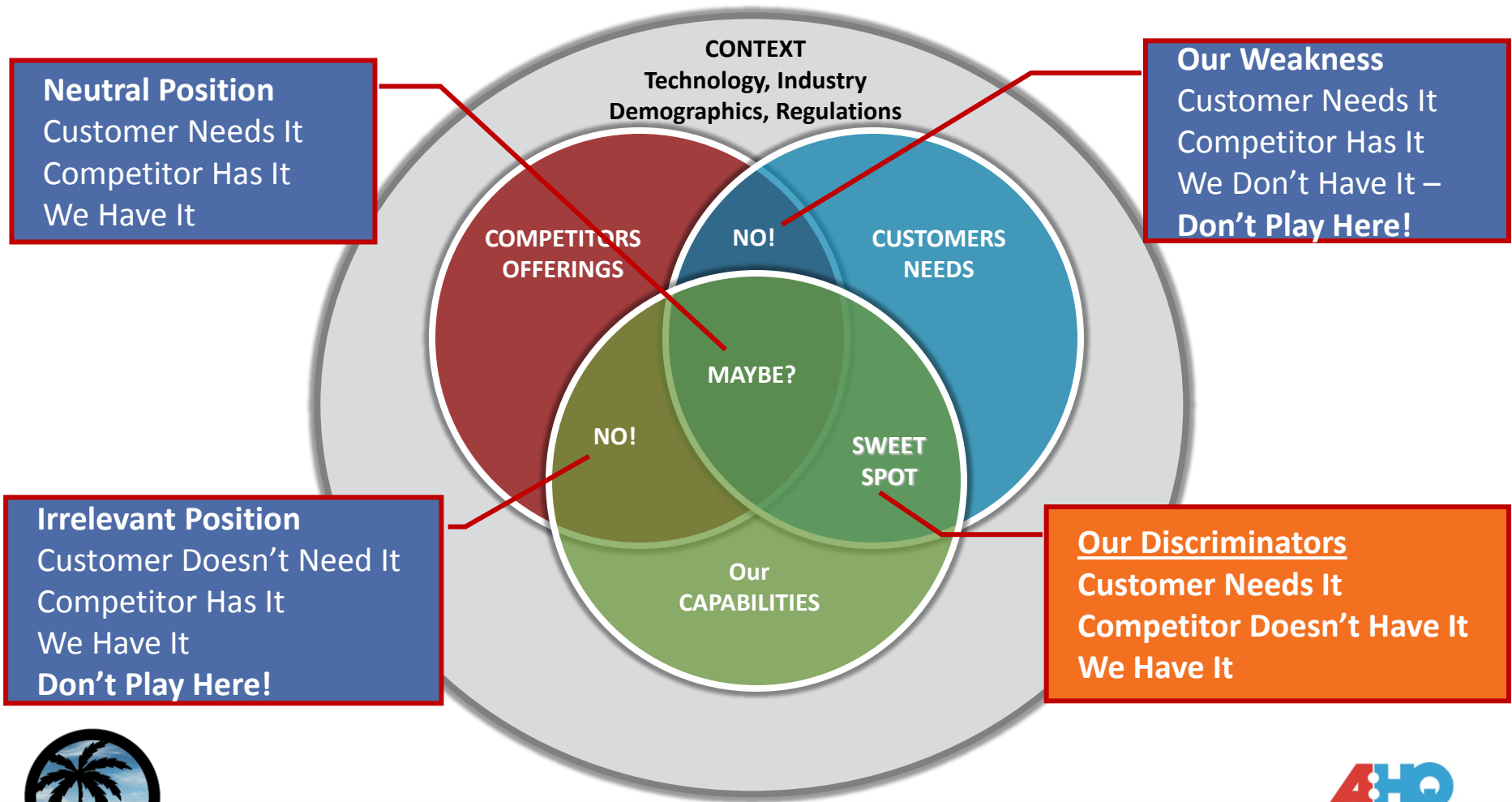
- Technical
- Management
- Past Performance
- Personnel
- Approach
- Cost

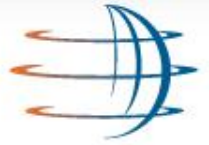
Get Real or Don't Play!



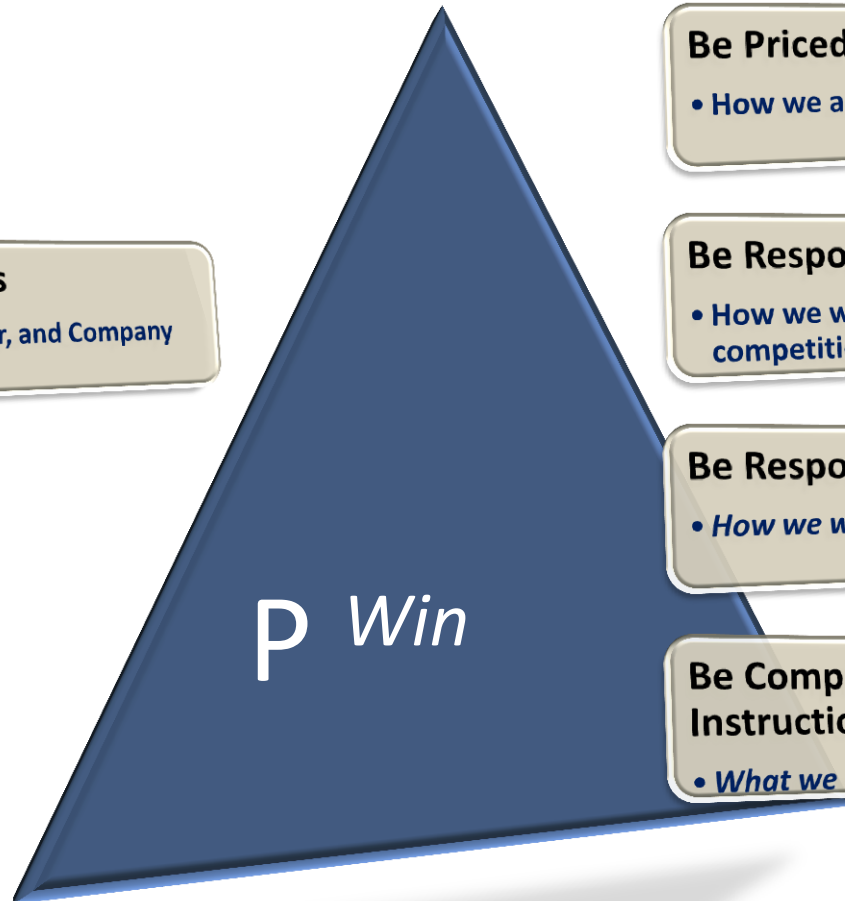


Finding Your Discriminators: Is There a Business Case?





Building a Business Case Improves P ^{Win}



Know the Three Cs

- Customer, Competitor, and Company

Be Priced To Win

- How we are the true BEST VALUE

Be Responsive to Issues

- How we will do it better than competition—our discriminators

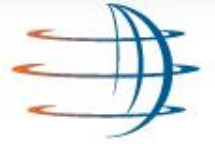
Be Responsive To Requirements

- *How we will do it*

Be Compliant To RFP Instructions

- *What we will do*





Contact Information:



Stan Balfour

Executive Consultant

888.772.9467 (WINS)

srbalfour@shipleyswins.com

www.shipleyswins.com

