



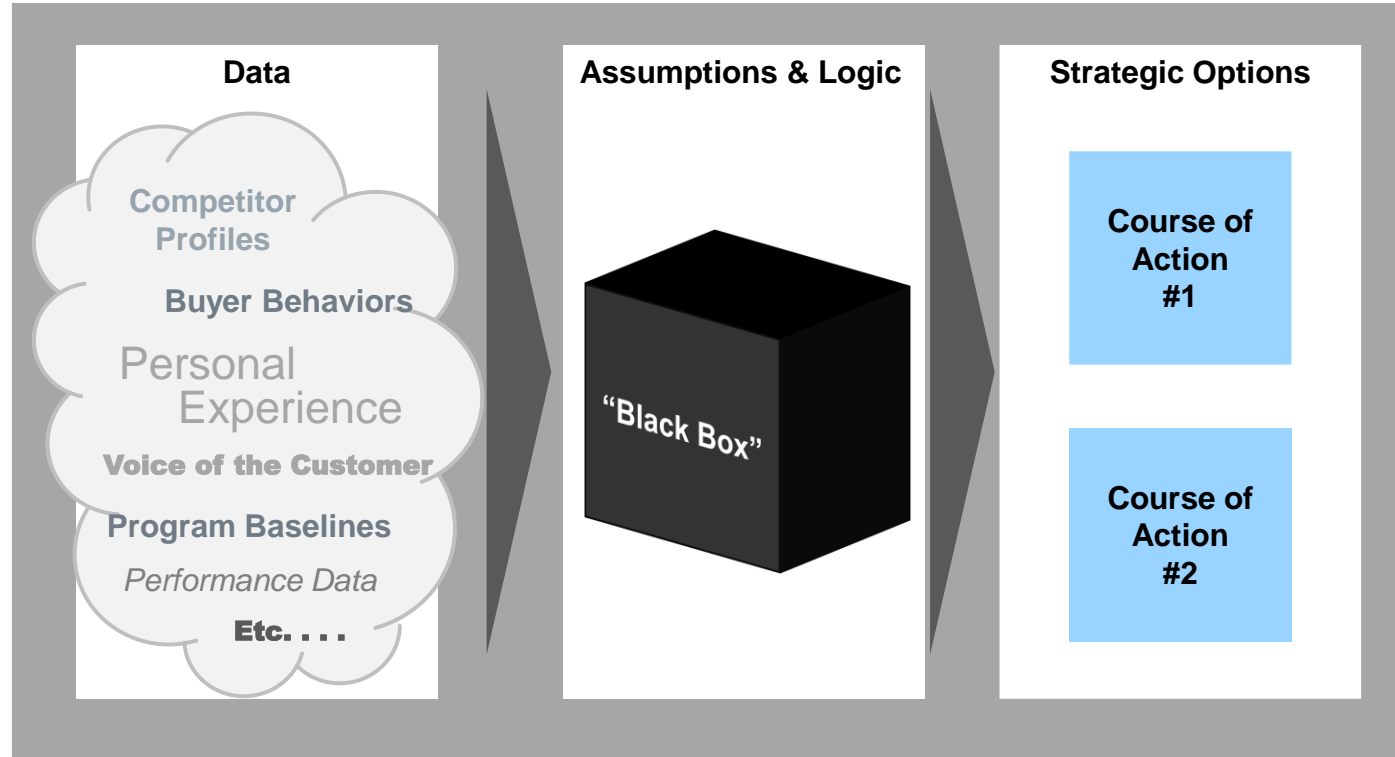
Making Winning Choices: An Intellectually Agile Approach to Developing Successful Win Strategies

APMP Training Day

October 29, 2021

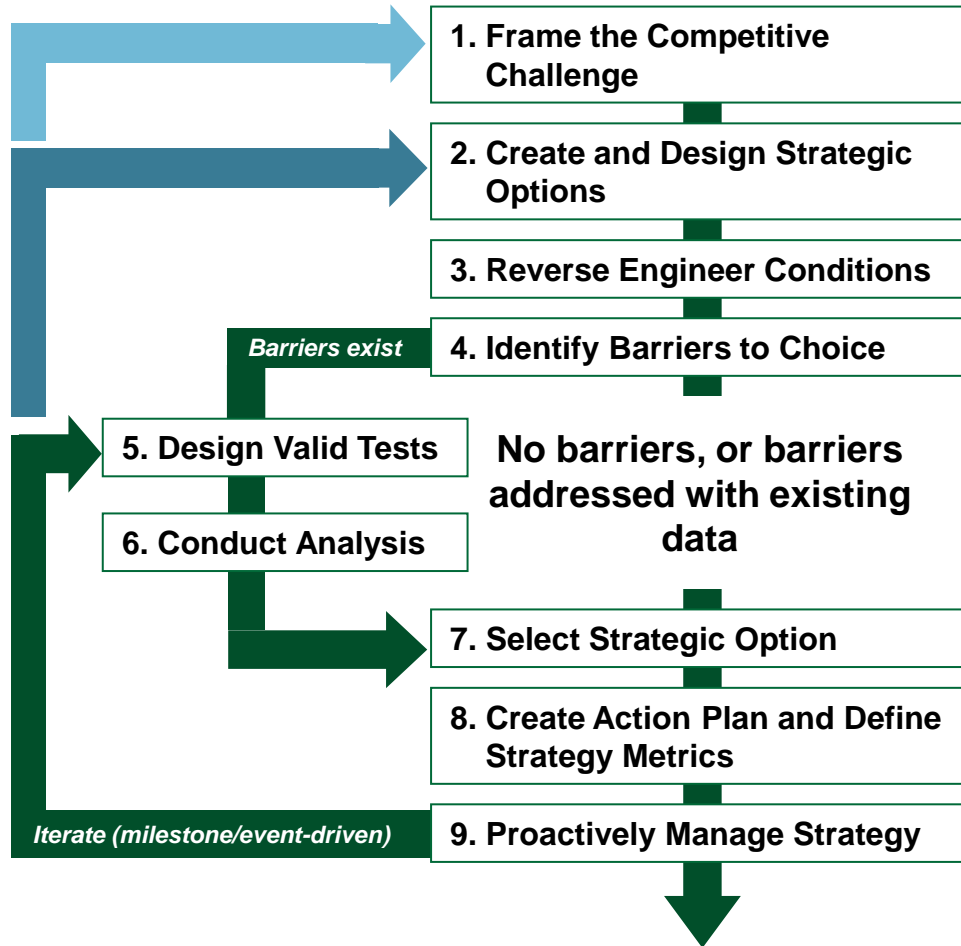
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The problem with the black box approach



- **Choices are not compelling**
 - Incremental, not game-changing
 - Vulnerable to surprises and new opportunities
- **Choices do not get made**
 - Continual study of unresolved issues
 - Decision gridlock at management level
- **Choices appear to get made, but fall apart**
 - False consensus
 - Weak consensus
- **Choices get made, but action is not timely**
 - Drawn-out decision process
 - Time consuming "buy-in" process
- **Choices made are not robust**
 - Invalid data
 - No clear burden of proof
 - Untested inferences and implications
 - Cannot cope with a dynamic environment

Making Winning Choices, a systematic approach for developing, validating and executing a strategy



- Brings best thinking from the organization;
- Ensures functional teams gain a common understanding of the direction and the why;
- Explicitly details logic and assumptions to let team revisit based on new information;
- Translates strategy to action; and is
- Observable, repeatable, teachable

Win Strategy Stress Test: Reverse Engineering



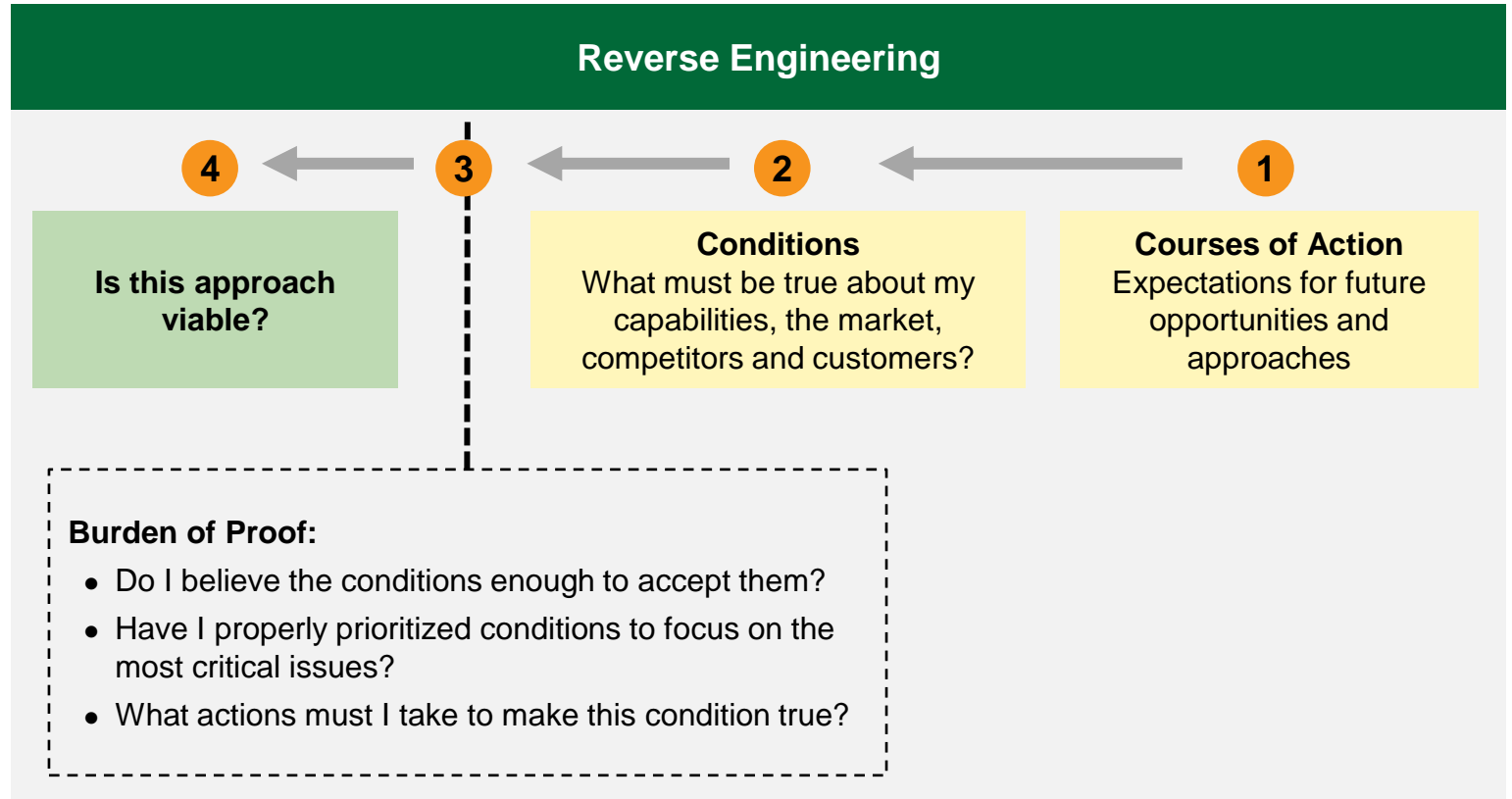
By identifying and assessing “What must be true?” to manifest a given strategy, teams can make deliberate, integrated choices as to which activities will be most impactful

What insights are you trying to generate?

- What are the key assumptions and conditions necessary for the client’s strategy to be realized?
- What are barriers exist within the action plan and the market that may prevent the strategy from coming to fruition?

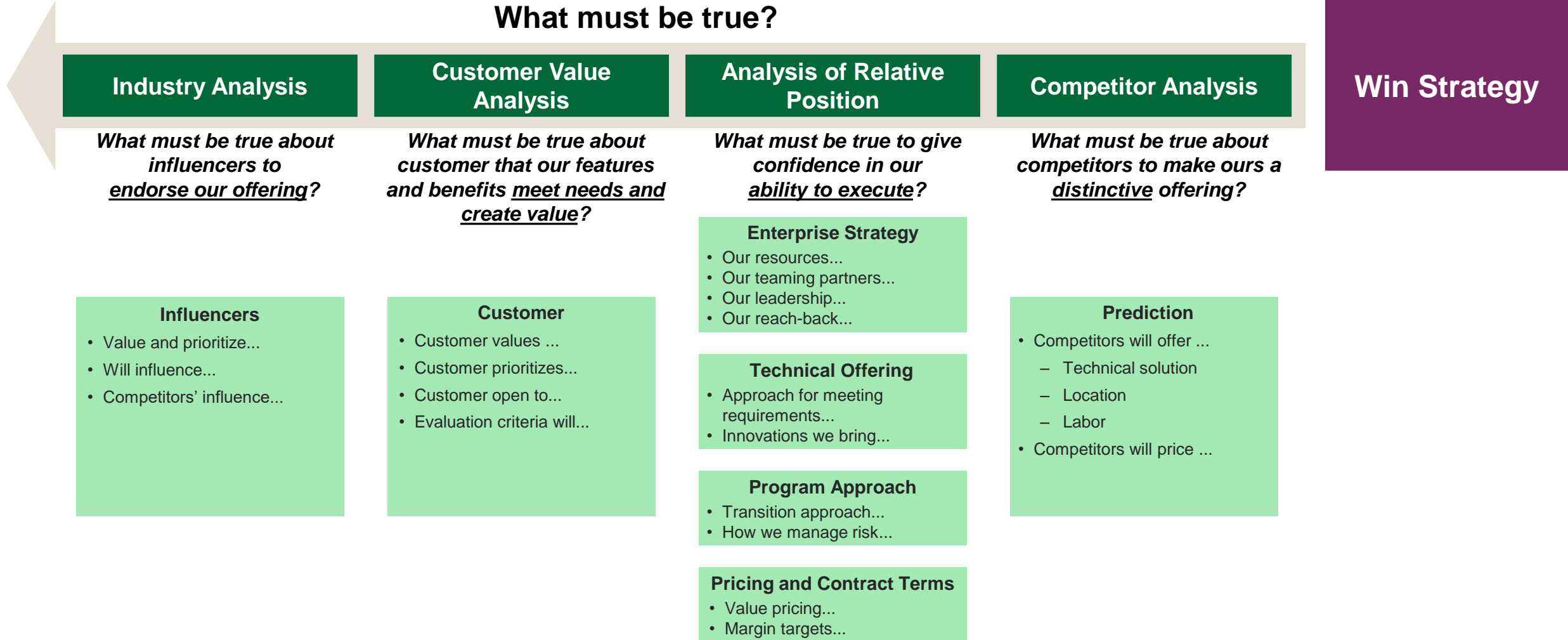
Input into analysis

- Marketplace, customer and competitive data, pricing insight, perspectives on future market requirements



Reverse engineering lends itself to a team effort, drawing on different perspectives and knowledge bases to challenge beliefs and assumptions across and between stakeholders

Reverse engineer conditions for success



Score conditions

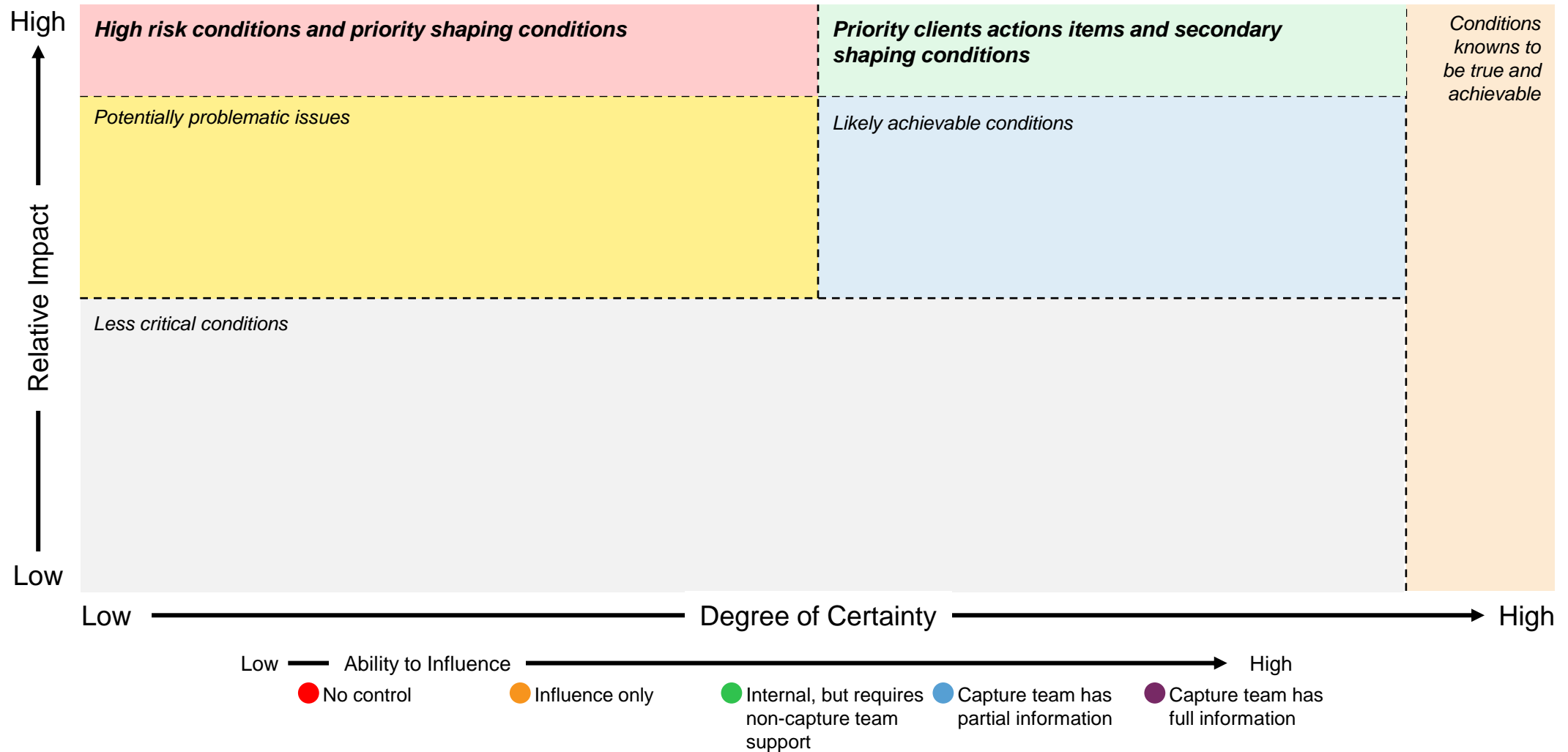


Score each condition based on degree of certainty condition is true (“Certainty”), relative importance (“Importance”), and team’s level of control (“Control”)

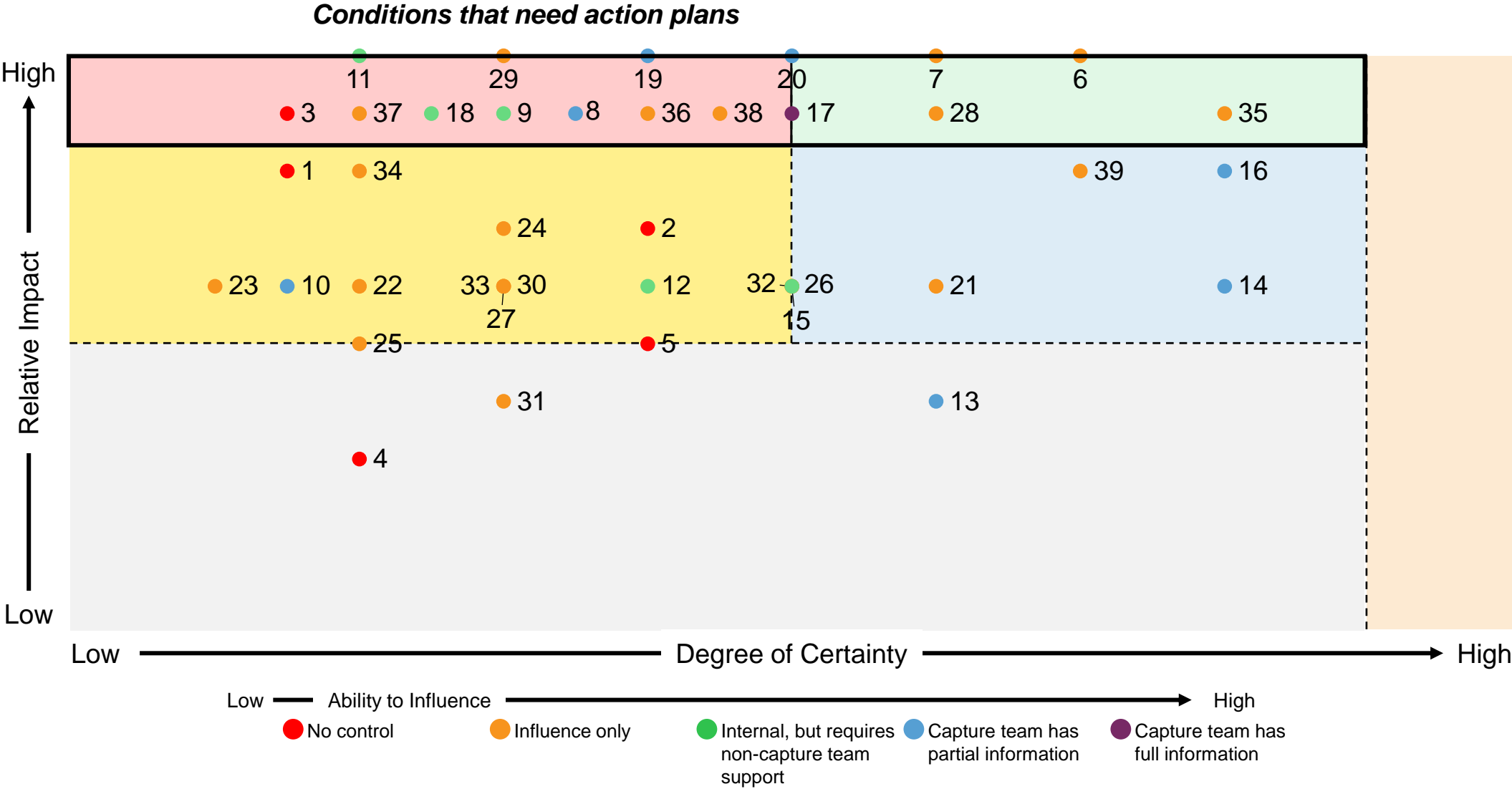
#	Condition	Certainty 1-5 (Low to High)	Importance 1-10 (Low to High)	Control 1-5 (Low to High)
1	Customer values ...	3	7	2
2	We bring xxx innovations...	2	5	4
3	Competitors will price...	4	8	1
4	Evaluation criteria include...	2	6	3
...	...			

- We select the most important and uncertain conditions that present challenges to our strategy
- What is our level of certainty that the condition is or will be true?
 - What is the impact on our strategy if the condition is not true?
 - How difficult is it for us to influence the condition through investments, partnerships, lobbying, etc.?

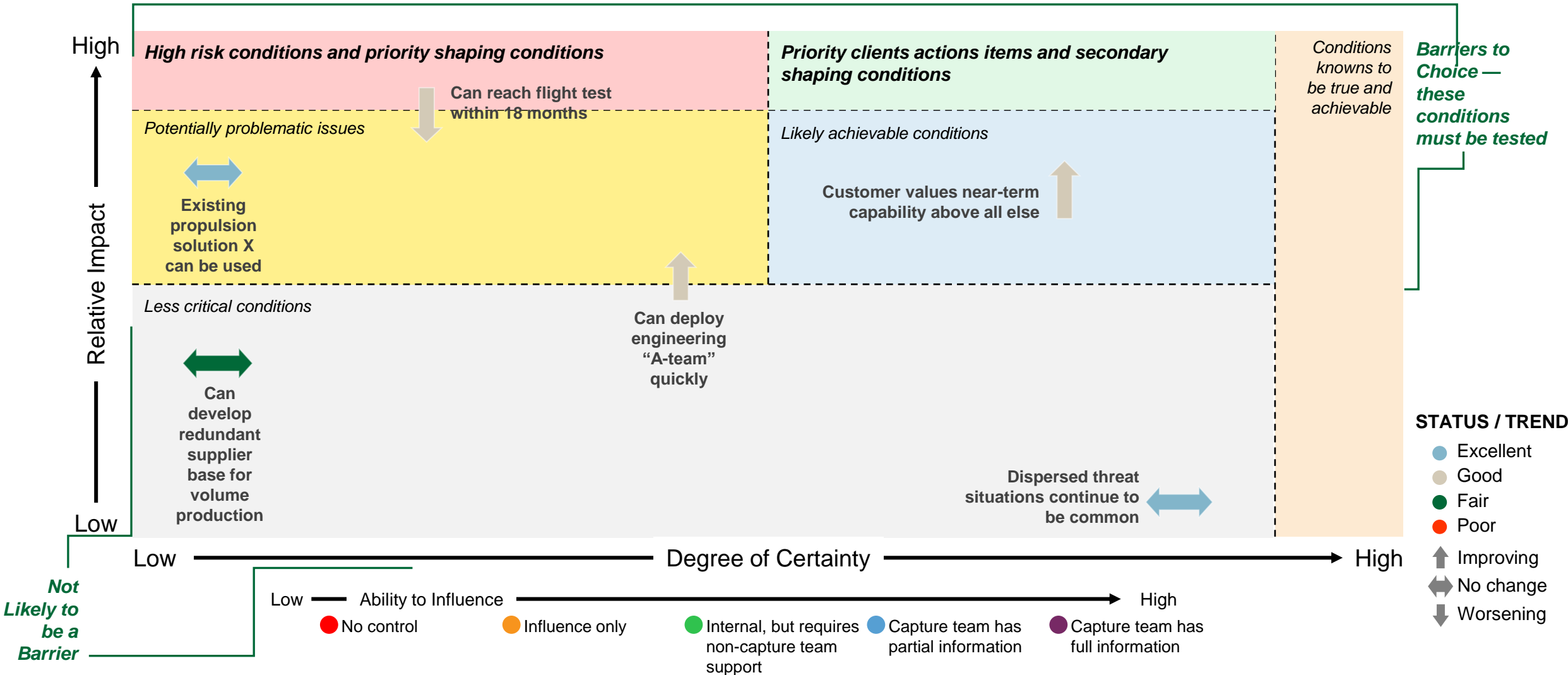
Map conditions



Mapping in action



Create Action Plan and Define Strategy Metrics



Using *Making Winning Choices* to drive Win Strategy development



- Win Strategy, whether explicit or implicit, drives the success or failure of the capture effort
 - Sets team direction
 - Makes tradeoffs (or fails to make them) which determine investments and day-to day pursuit activities
- Traditional approaches to Win Strategy development often fail to create a robust, compelling Win Strategy
 - Logic behind chosen Win Strategy is not clear or not present
 - Key questions are not always addressed, especially in unusual situations
- SMA's approach identifies and tests available options and the choices between and within them with a clear burden of proof
 - Explicitly designed to build consensus around both the solution and the rationale
 - Ensures actions are identified, assigned and funded
- The result is a robust Win Strategy that can be explicitly managed to maximize Pwin
 - Responsive to competitive dynamics
 - Anticipates strategic surprises by examining uncertainties

Questions?



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