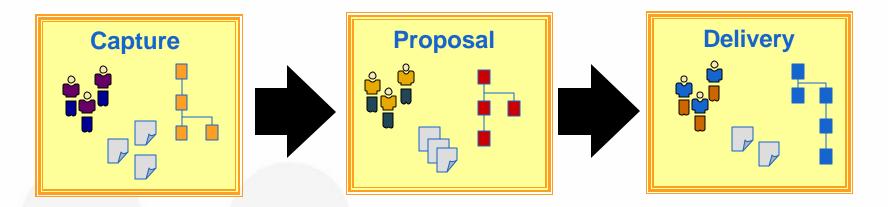


Ronny Tey Vice President, Product Marketing

APMP – SoCal April 22, 2004

Capture · Propose · Deliver

#### Capture, Proposal, and Delivery Challenges



- Capture
  - Inability to enforce data collection and opportunity qualification process
  - Reduced management visibility into information stored in individual files
- Proposal Development
  - Labor intensive, manual process
- Solution Delivery
  - No unified view of schedules, expectations, commitments, and deliverables



#### Challenges in Developing Winning Proposals Consistently

- Tight and rigid deadlines
- Current and accurate information is needed from many individuals across different departments (legal, sales, marketing, operations, engineering, etc) and stored in separate files
- Requires commitment and contribution from many proposal team members who are not full-time proposal professionals
- Managed with desktop tools such as e-mail, MS Project, and spreadsheets and passive collaboration systems
- Management is challenged to instill a repeatable scalable process and gain real time visibility and control



#### The Business Acquisition Process

Customer Buying Milestones		- Operate -	Idi	Assess     Needs	BEI/REQ/ Eina	Solutions	Resolve Issues	Buy -	<ul> <li>Implement –</li> <li>AFO</li> </ul>
				~ ~	~ ~	~	Concerned Produced	* + + + •	A contraction of the local data was a second s
SalesTrax Phases	Campaign Planning	01 Market Positioning	Opportunity Positioning	Strategy Development	Solution Development		s evelopment	Closing	Post Closing Delivery
Milestones/ Step Reviews		A:	uraue B: C	epture C: Pre	ninary D: V	licime	E: Submit	F: Submit BAFO	G: Accept
Activities	Organize Marketing Team	Deploy Marketing Teams	Confirm Seles Lead	Upcate SalesTrax & Greate Capturer Prop. Repositories	Update SalesTraX & Repostories	Update SalesTraX	Complete Mockups	Update SalesTraX: & Repositories	Update SalesTraX & Repositories
Input	Explore Narket Areas	Snvestigate Oppty. Potentials	GR Resources	Assign Capture Manager	Expand Core Team	Assemble Full Proposal Team	Complete Orals & Demo Plans	Conduct White Team 1 Clesson's Learned)	Write Jeam 2 Cost. defined
Account Plans Service Line Plans	Conduct Market Assessment	Target Potential Opportunities	Understand Prospect Vision	Identify Prospect Business Drivers	Analyze Draft RFP/SOW	Analyze RFP 8 Submit Questions	Freeze Solution & Finalize Cost	Develop Closure Strategy	Update White Team Metrics
Product Plans	Eval. Strategic Relationship	Dev. Positioning Strategy	Identify Competition	Assess Competition	Provide Tearring Decoments (& Our Deligence)	Attend Bidders Conference	Draft Test, Graphics <sup>44</sup> Draf Presentation	Respond to Questions	Update Customer Essues
	Develop Campaign Plan	Implement Positioning Plans	Identify Potential Pertners	Conceptual Soln.	Develop Baseline Soln.	Update Proposal Mgmt. Plan	Finalize Exec. Summary	Conduct Orals/Demo	Archive Capture Plan
	Position Team Assets	Select Targets for Pursue Decision	Build Customer Relationship	Shape Requirements	Validate Soln. with Prospect	Update Outline & Compliance Matrix	Freeze Writing (Text & Graphics)	Prepare & Deliver Clarifications	Transition to Startup
	Define Plan to Go Forward	Prepare Capture Plan for Step A	Stateholders K Hot Buttom	Conduct SWOT Analysis	Nockup Exec. Summary	Update Exec. Summary	Conduct & Respond to Red Team	Update Capture Man for Steps FBG	Translate Proposal Content to Program
		Enter Into SalesTraX	Understand Requirements	Petermane Prignal Scab 8. Teatming	Establish Cost/Price Baseline	Conduct Kickoff	Edit & Format	Prepare 8 Deliver BAPO	Finalize Program Mgrmt, Plan
			Create Conceptual Spin.	Creste Business Strategy	Create Indua Propriate Marte, Plan	Conduct Risk Analysis	Conduct Gold Team	Manage Negotiations	Schedule PMRs
			Quality Oppty. Update SalesTraX	Develop Win Strategy/Themes	Create Draft Outline & Cross Ret.	Transition Storyboards	Update Capture Plan for Step E	Archive Proposal	Execute Program
			Prepare Pretm. Capture Budget	Set Initial Price Strategy to Win	Create Storyboards	Refine Cost/Price	Copy & Bind		Expand Business
			Update Capture Plan for Step B	Concluct Blue Team 1	Conduct Back Hat Haar learn 2, Prik Tearn		Deliver Proposal		Conduct PMRs/ Performance Feedback
			- Address of the Addr	Prepare Complete Capture Budget	Update Capture Budget				
		_		Update Capture Plan for Step C	Update Capture Plan for Step D				
Lessons Learned Feedback	<u>†</u>		L A			1	Y	<u>+</u>	t t
Timing/Duration	• Cv	dical	1-3 Months 9-12 Months		1-6 Months for RFP 30-60 Days		3-6 Months		
Pre-Capture Strategy Reviews						<u>`</u>			
Team Reviews		· Coder No.	· Color Has	Toper 1 Copture Plan	Har Team 2 Tea	<ul> <li>Capture Plan (up)</li> </ul>	Red Gold Team hears	Uhito Ison (	White Tears 2
Key Documents Containing Selection of the Selection of th		Copture Plan     Vittag     Vittag		Carpiner Ham - Carpiner Ham (unsisted) (updated) - Propries Myork - Prior (updated) Propries (Instance) Walker Prior (Instance) Walker Prior (Instance) Walker Prior (Instance) Prior (Instance) Value Prior (Instance) (updated) (updated) Value Stanceards Value Prior (Instance) Value		Ceolure Plan Cupdated) Proposi Rpm, Man (updated) SalesTrait Record			
Discrete	+ Campaign Plan			SWOT Analysis	Signed Teaming Agreements Velidated Competition Assessment	<ul> <li>Propose (draft)</li> <li>Rose Analysis</li> <li>Googetundy Distributed</li> </ul>	<ul> <li>Proposal ((mai), beckelling Org/a/ Description or LTD</li> </ul>	Grais/Demo Package (Insa) Clarifications, BAPO	
			Сар	ture	Р	ropos	e	De	liver

#### **Business Acquisition Process (BAP) Overview**



# **BD** Capability Maturity Model

Key Process Categories	Customer	Focus	People	Capabilities					
Themes	Increasing Customer Value	Improving Performance and Synergy	Building Competencies and Teams	Enhancing Systems and Processes					
Levels	Key Process Areas (KPAs)								
5 Optimizing	✓Innovation and Transformation								
4 Managed	<i>⊯</i> Relationship Management	<ul> <li>✓ Enterprise Influence</li> <li>✓ Quantitative Process</li> <li>Management</li> </ul>	<i>∞</i> High-Performance Teams	<ul> <li>✓ Business Develop Systems Integration</li> <li>✓ Infrastructure Management</li> </ul>					
3 Defined	<i>⊯</i> Solution Development	<ul> <li>✓ Organizational Tactics</li> <li>✓ Quality Management</li> </ul>	✓Organizational Competencies Development	<ul> <li>✓ Business Develop- ment Processes</li> <li>✓ Support Systems</li> </ul>					
2 Repeatable	l ≪ Response Generation	<ul> <li>✓ Business Develop- ment Administation</li> <li>✓ Quality Control</li> </ul>	lndividual Skills Development	<ul> <li>✓ Sales/Capture Procedures</li> <li>✓ Work Environment</li> </ul>					
1 Initial	⊯ Ad Hoc								



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#### **BD-CMM Level Definitions**

Level	Characteristics
5 – Optimizing	Continuous business development process improvement is enabled by quantitative feedback from the process and from piloting innovative ideas and technology.
4 – Managed	Detailed measures of the business development process and results are collected. Both the process and products are quantitatively understood and controlled.
3 – Defined	Process for business development activities is documented, standardized, and integrated into the organization. All activities follow an approved, tailored version of the organization's standard process.
2 - Repeatable	Basic business development management processes are established to track cost, schedule, and functionality. The necessary process discipline is in place to repeat earlier successes.
1 - Initial	Process is characterized as ad hoc and occasionally even chaotic. Few processes are defined. Success depends on individual effort and heroics.



#### **Benchmark Study**

	Focu Routing	Focus: Few Large, Strategic Opportunities				
BD-CMM Level	Numerical Win Rate	Dollar Capture Ratio	Numerical Win Rate	Dollar Capture Ratio		
4/5	>40%	>50%	>65%	>80%		
3	>30%	>40%	>50%	>65%		
2	<20%	<20%	<50%	<50%		
1	<10%	<10%	<25%	<25%		

- Goal: Increase win rate and capture rate
- Approach:

Automate, repeat, manage best BD practices.

Note: Projections based on data collected during APMP Benchmark Study 2002, prior national benchmark studies, and Shipley Associates, Inc. process consulting experience.



 Automation of well-defined proposal development process Provides <u>repeatability</u> of best practices to lower costs and improve quality



- Automation of well-defined proposal development process
- Real-time process adjustments

- Provides <u>repeatability</u> of best practices to lower costs and improve quality
- Automates best practices while meeting <u>real-world business</u> <u>requirements</u>



- Automation of well-defined proposal development process
- Real-time process adjustments
- Automated delivery of complete work packages

- Provides <u>repeatability</u> of best practices to lower costs and improve quality
- Automates best practices while meeting <u>real-world business</u> <u>requirements</u>
- Ensures that the most <u>current</u> and accurate information is being used



- Automation of well-defined proposal development process
- Real-time process adjustments
- Automated delivery of complete work packages
- 🖉 Virtual war room

- Provides <u>repeatability</u> of best practices to lower costs and improve quality
- Automates best practices while meeting <u>real-world business</u> <u>requirements</u>
- Ensures that the most <u>current</u> and accurate information is being used
- Creates an <u>accountable work</u> <u>environment</u> when co-location is not possible



✓ Real-time collaboration

Shortens the process by <u>continuous</u> and active involvement of contributors and reviewers



∠ Real-time collaboration

 Shortens the process by <u>continuous</u> and active involvement of contributors and reviewers

- Access and version control of documents, e-mails, discussions, and other content
- Provides appropriate <u>access of</u> <u>information</u> to the right individuals



✓ Real-time collaboration

- Access and version control of documents, e-mails, discussions, and other content
- Kernel RFP compliance tracking

- Shortens the process by <u>continuous</u> and active involvement of contributors and reviewers
- Provides appropriate <u>access of</u> <u>information</u> to the right individuals
  - Ensures that proposals <u>address</u> <u>customer requirements</u> and tracks signoffs



✓ Real-time collaboration

- Access and version control of documents, e-mails, discussions, and other content
- K RFP compliance tracking

Real-time status and historical reporting

- Shortens the process by <u>continuous</u> and active involvement of contributors and reviewers
- Provides appropriate <u>access of</u> <u>information</u> to the right individuals
  - Ensures that proposals <u>address</u> <u>customer requirements</u> and tracks signoffs
    - Provides visibility and control of proposals and enables continuous process improvements



#### Increasing Complexity is Reality

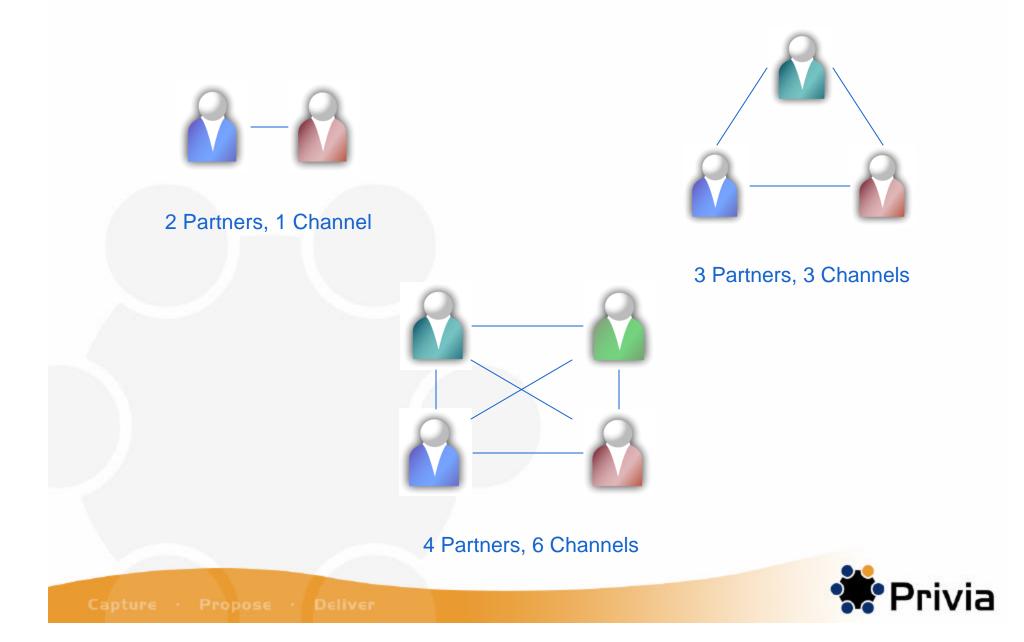
- Rapid pace of consolidation
- Increased reliance on outsourcing
- Increased partnerships to offer complete solution or extend the sales channel
- Government initiative for more collaboration through e-government and outsourcing

# 51.7% of projects today are considered complex or highly complex

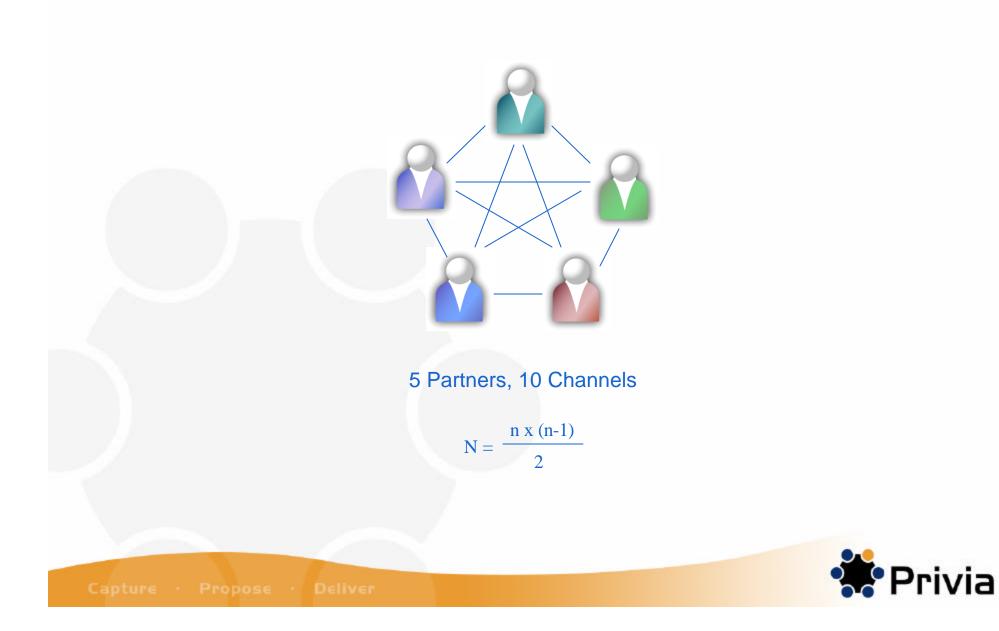
\* Based on a survey of more than 1000 project professionals by the Center for Business Practices (2003)



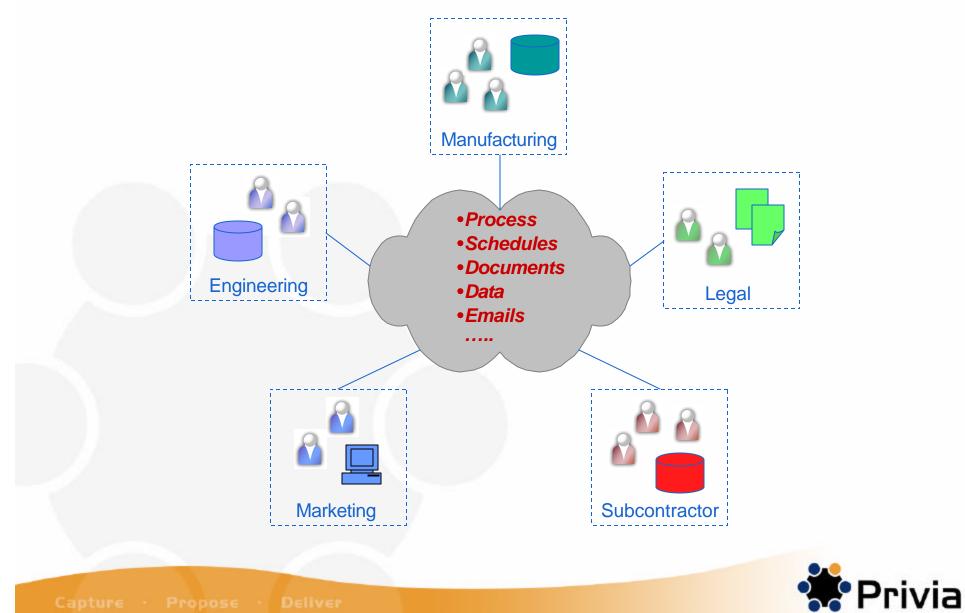
# Managing Complexity



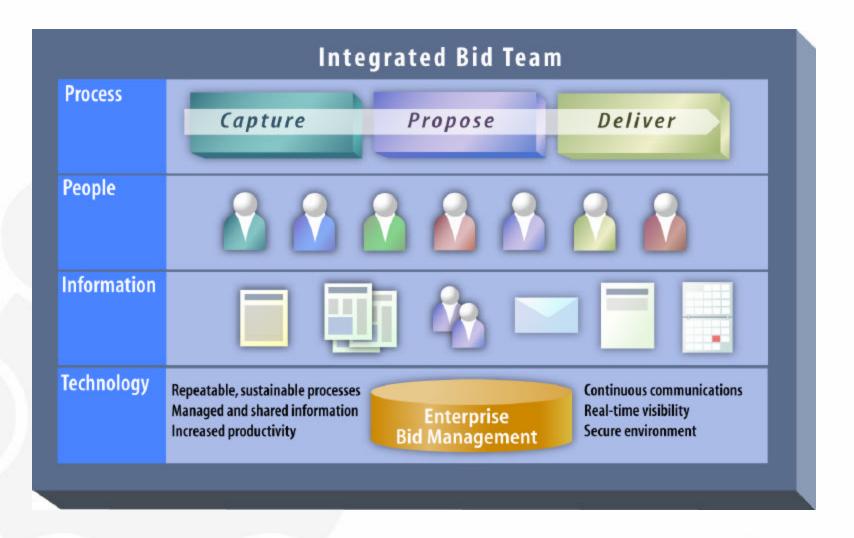
# Managing Complexity



# Managing Complexity

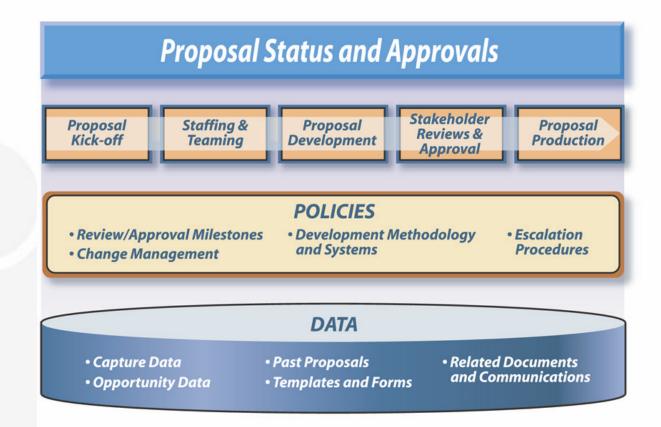


#### Integrate Process, People, and Information





#### Enterprise Bid Management System Increase Proposal Throughput and Quality





#### Enterprise Bid Management System Manage Risks with Real-time Information

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- Configurable and customized Web-based reports
- Real-time visibility to opportunities, proposals, and delivery efforts
- Early notification of risks and bottlenecks



#### **Business Results**

- Higher quality proposals consistently
  - Continuous and active review cycles
  - Focus on RFP compliance and proposal content
- Increased proposal throughput without increasing staff
  - Automate administrative tasks
- Reduction in costs due to rework
  - Use the most current information, guidelines, and templates
- Managed risk
  - Track progress in real-time
  - Catch bottlenecks early through proactive alerts



#### For More Information...



Winning and Delivering Profitable Business

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