

# Best Practices in Selecting Opportunities

APMP Proposal Tricks and Treats

Anaheim

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*"Achieving Victory Through Information Dominance on the Corporate Battlefield"*



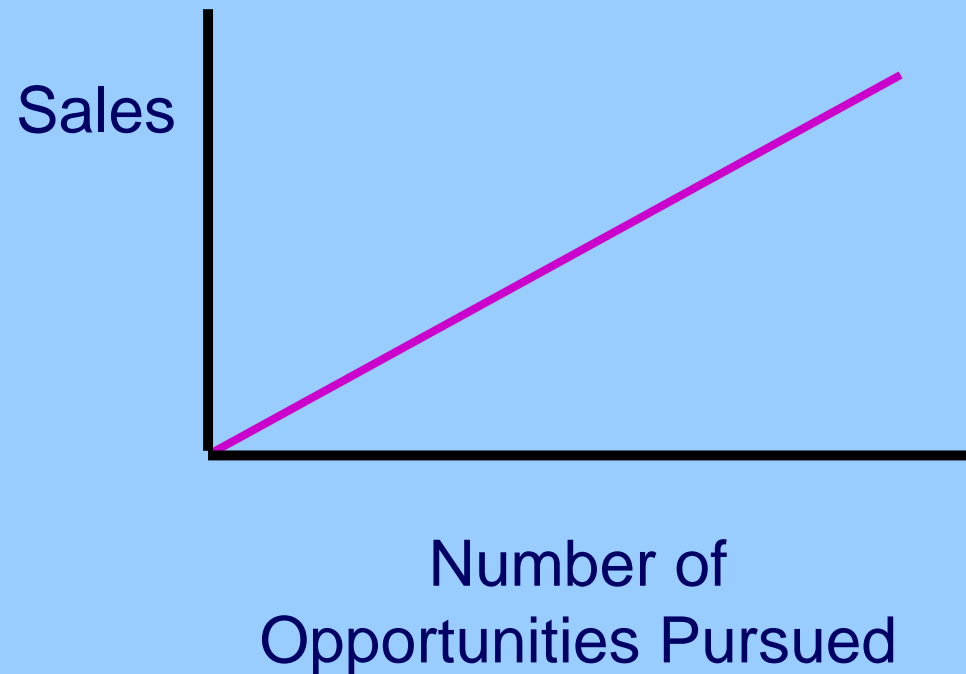
# Characteristics of Top Performers

1. Management needs to be focused on winning
2. Selective in what they pursue, and decide early on
3. Have a defined, flexible and disciplined business acquisition process
4. Form formal capture teams
5. Focus their teams on understanding and influencing the customer
6. Write high quality proposals
7. Know what the competition is offering and going to bid

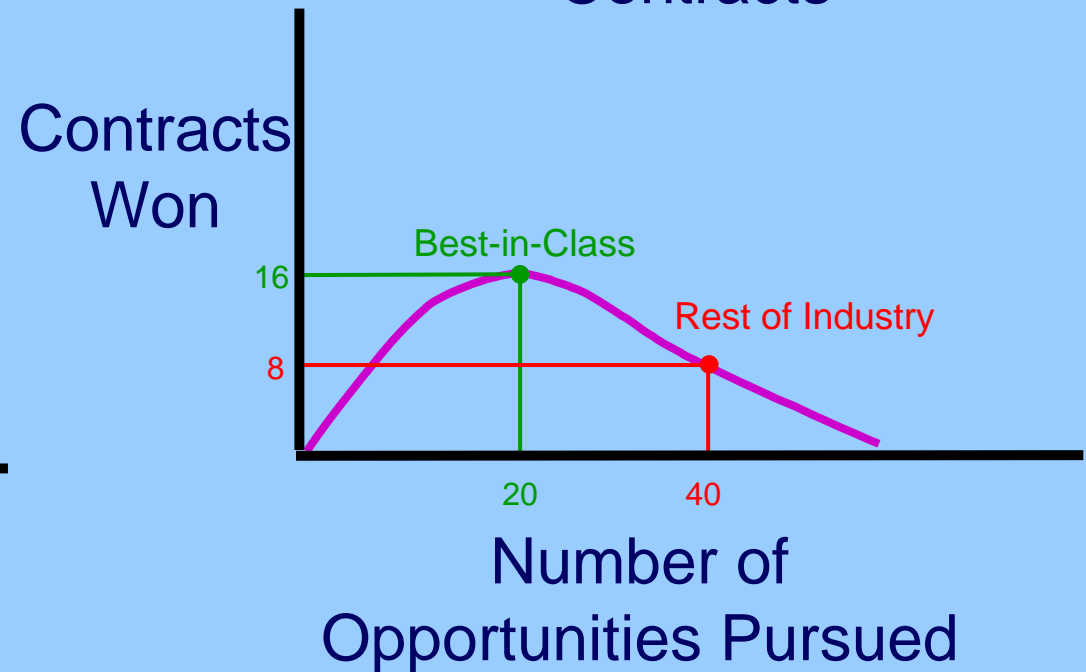


# The Best-in-Class Understand

"Small Sales"



Large Contracts

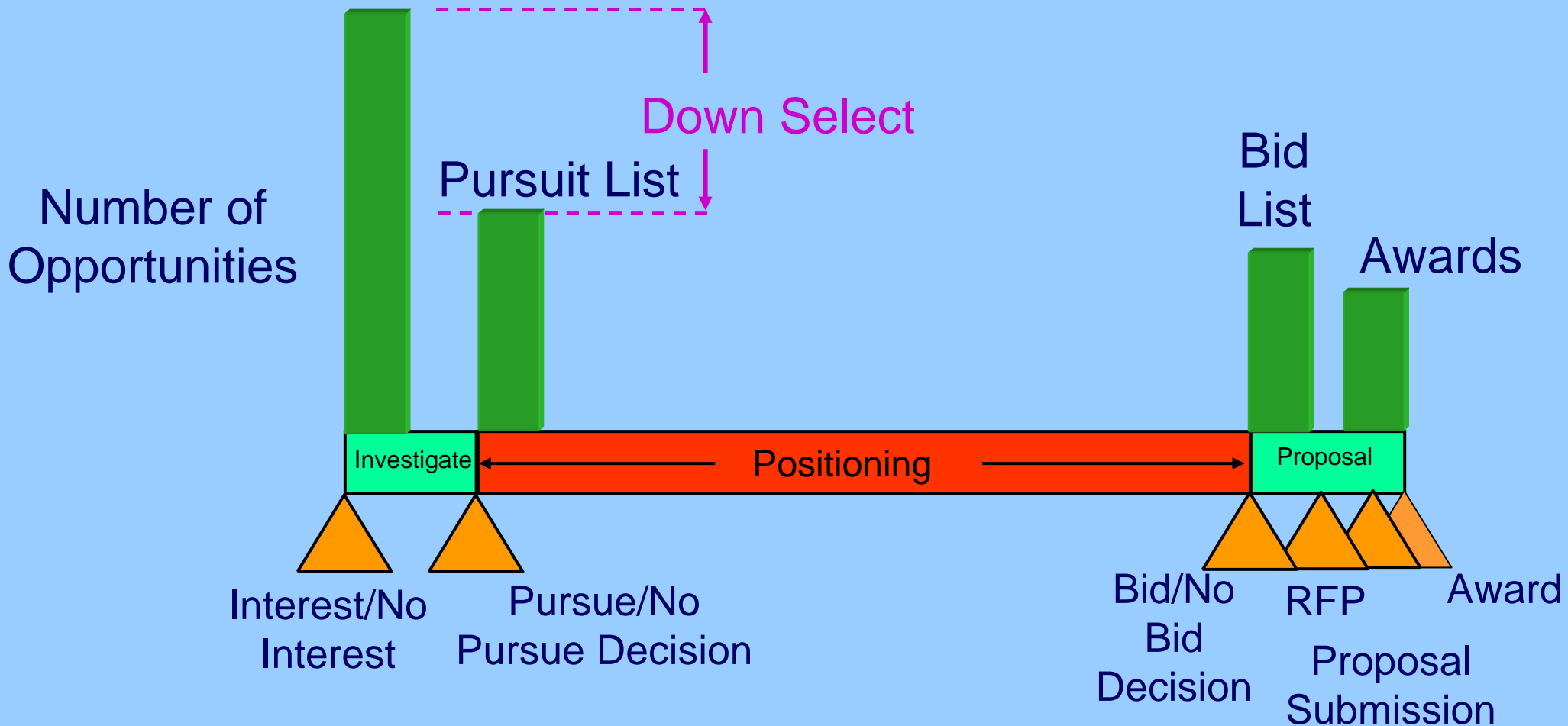


**Concentration of Forces**



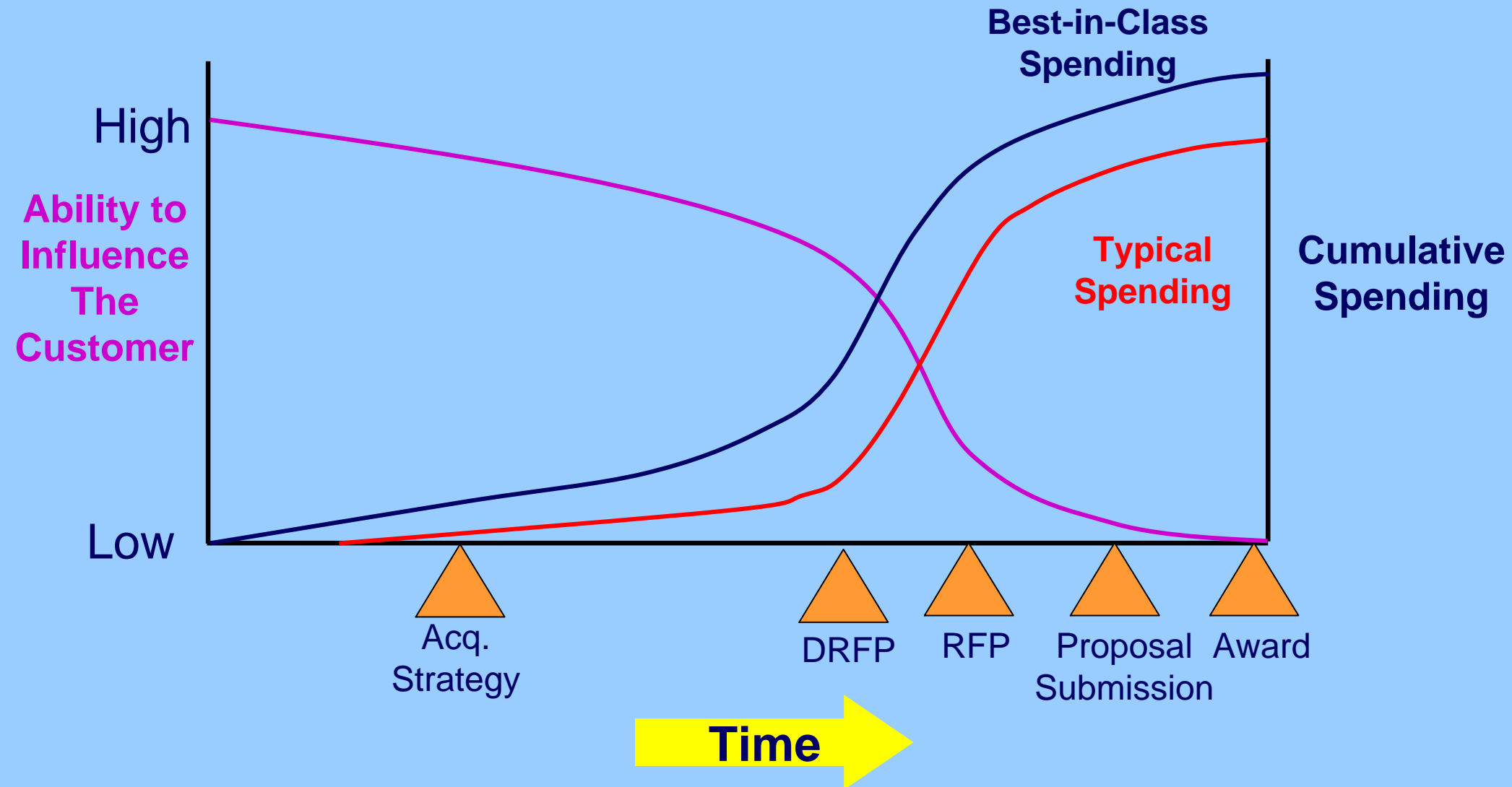
# The Best-in-Class Significantly Reduce the Number of Opportunities Chased

Interest List





# Influence Vs. Cumulative Spending





# The Key to Being Selective

You need a formal opportunity selection process to force a decision with:

- Enough intelligence
- Understanding of the specific resources required to **win**

**The Discipline to Say “NO”**



# Business Review Board

- Owns the funnel management process
- Looks across all market segments/product lines
- Meets regularly (i.e. weekly)
- Consists of cross-functional senior executives :
  - General Manager
  - Marketing
  - Engineering
  - Programs



# Business Review Board

- Allocates resources and monitors capture efforts
- Coordinates investigation and qualification of new opportunities
- Gets the right people involved and insures cross-checking
- Allocates the capture team leaders and members
- Assesses all opportunities using a formal and thorough decision-making criteria
- Ranks all opportunities
- Documents outcomes, lessons learned and tracks process with metrics
- Business Development creates and distributes agenda and publishes minutes





# Investigating Opportunities

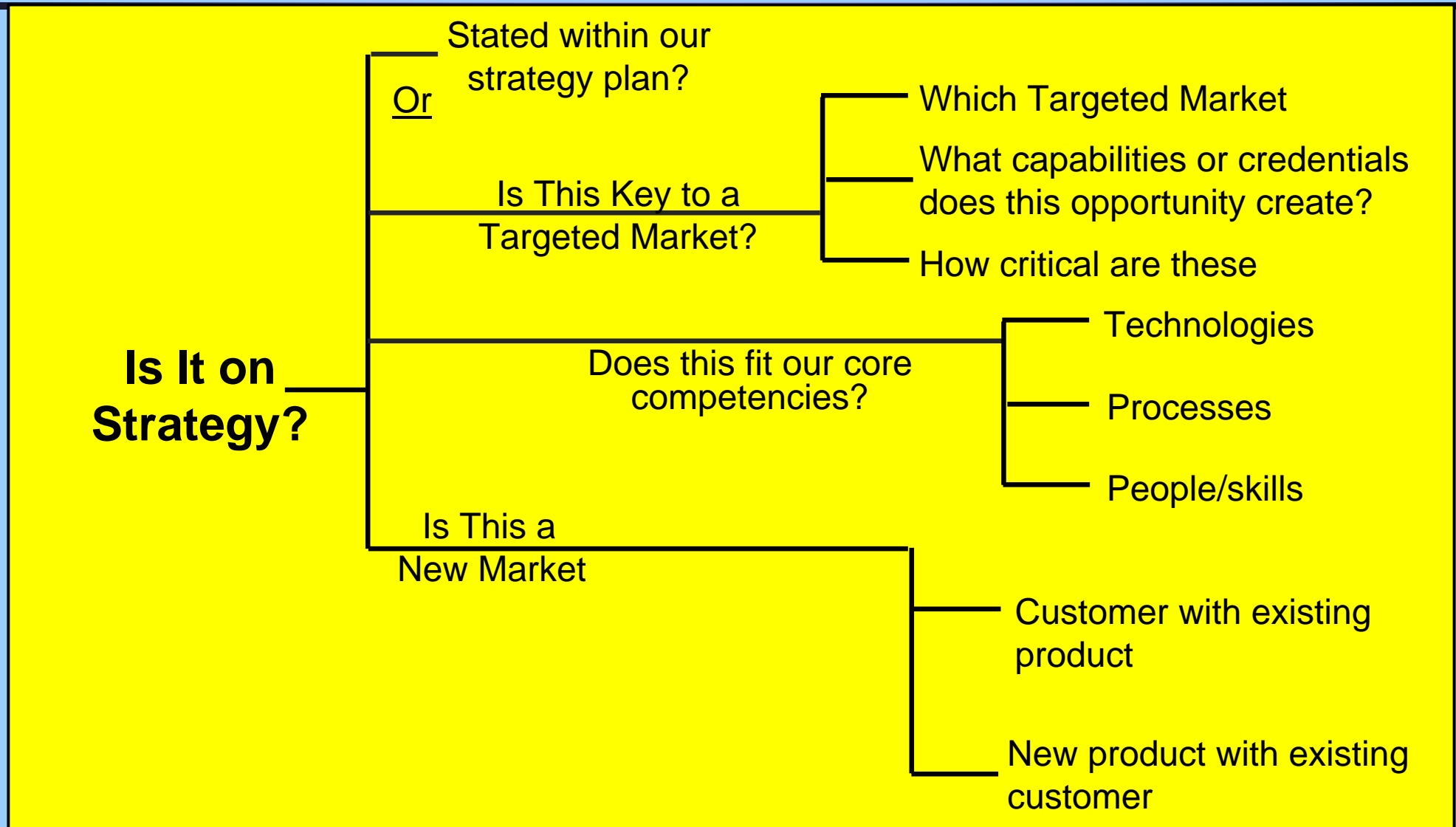
Answer these four questions sequentially at the Interest/No Interest (less detail) and Pursue/No Pursue (very detailed)

- Is it on strategy?
- Is it real?
- Will we win?
- Is it worth it?

**Rank Opportunities and  
Select the Best Few**

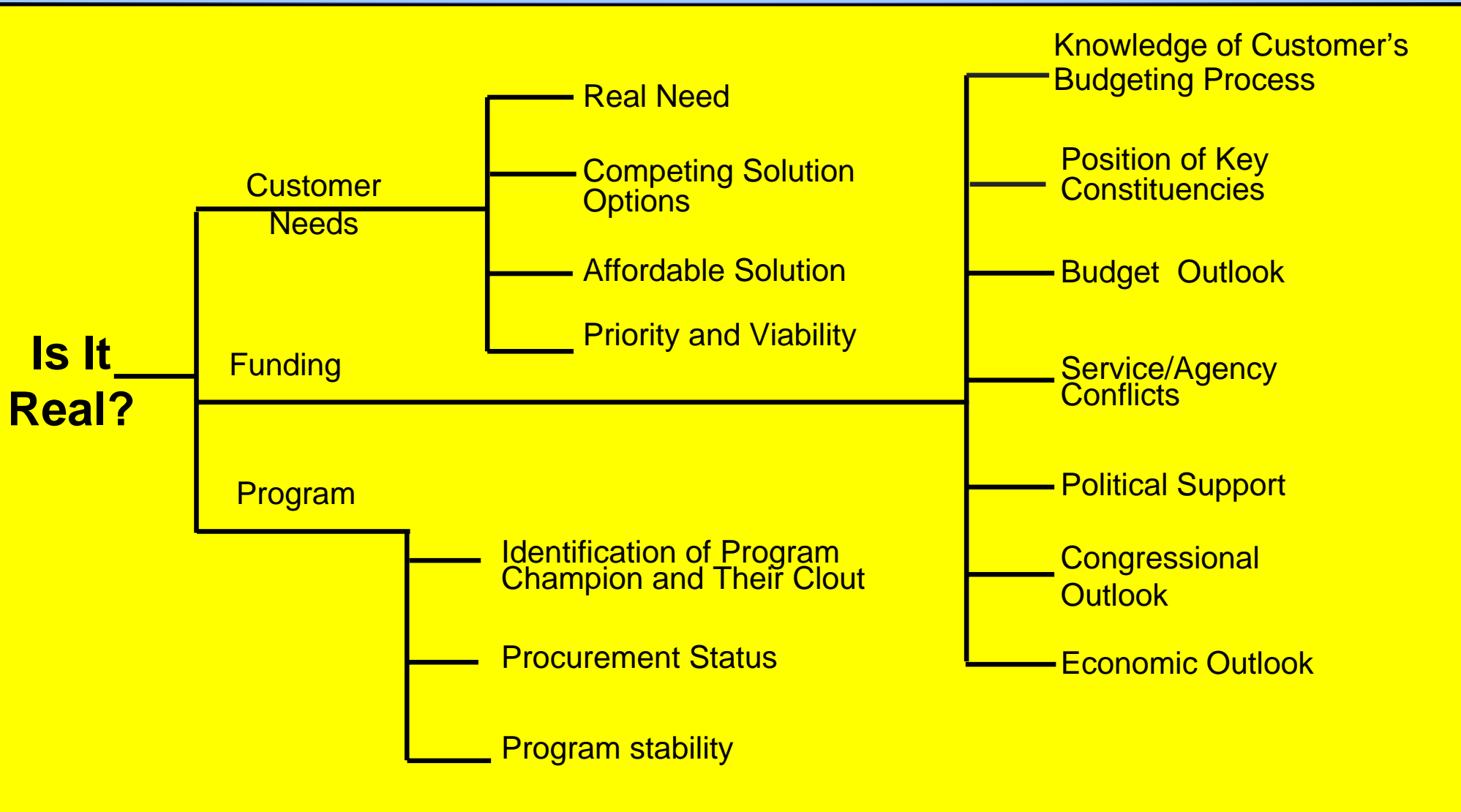


# Is This One of the Best Few?



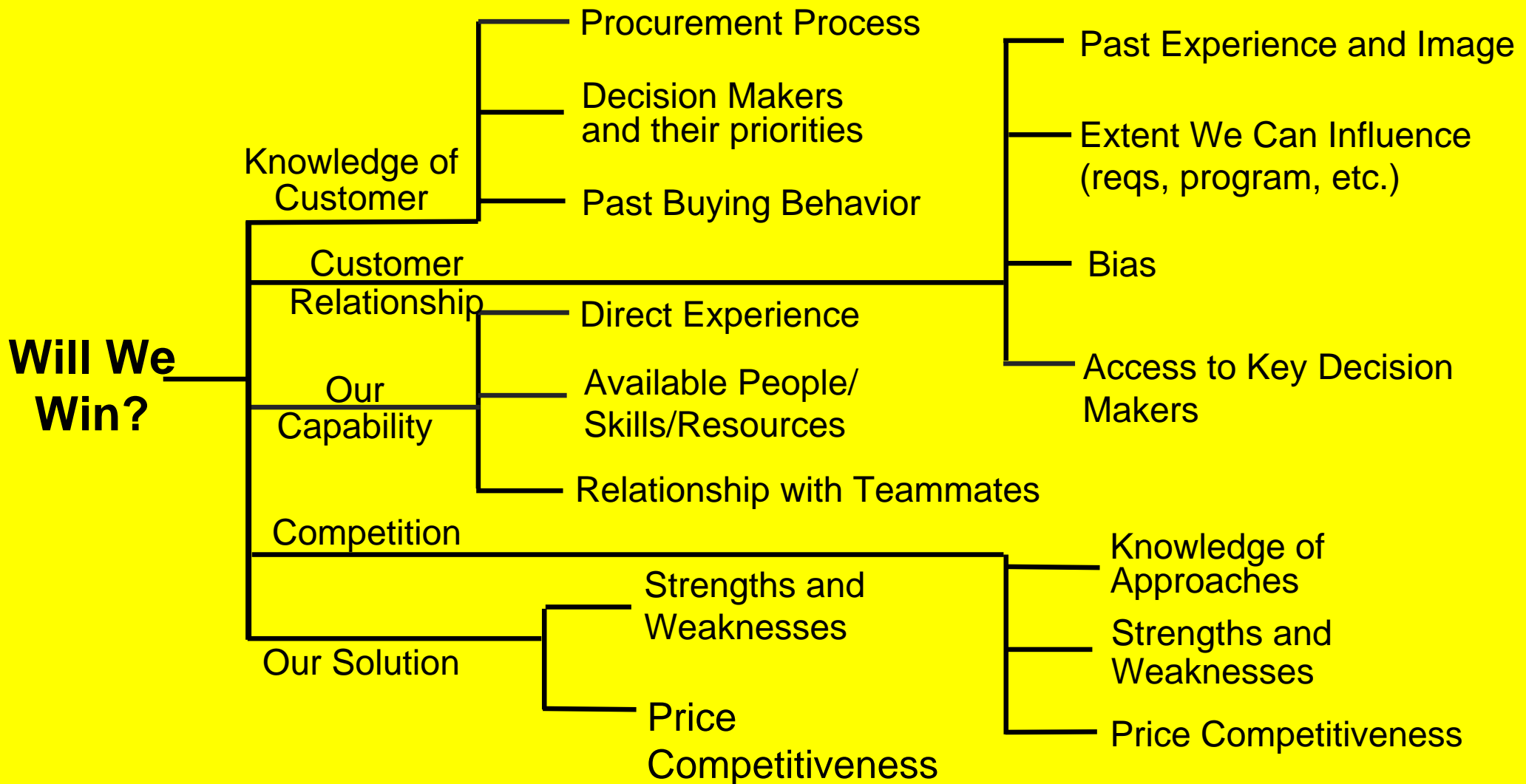


# Is This One of the Best Few?





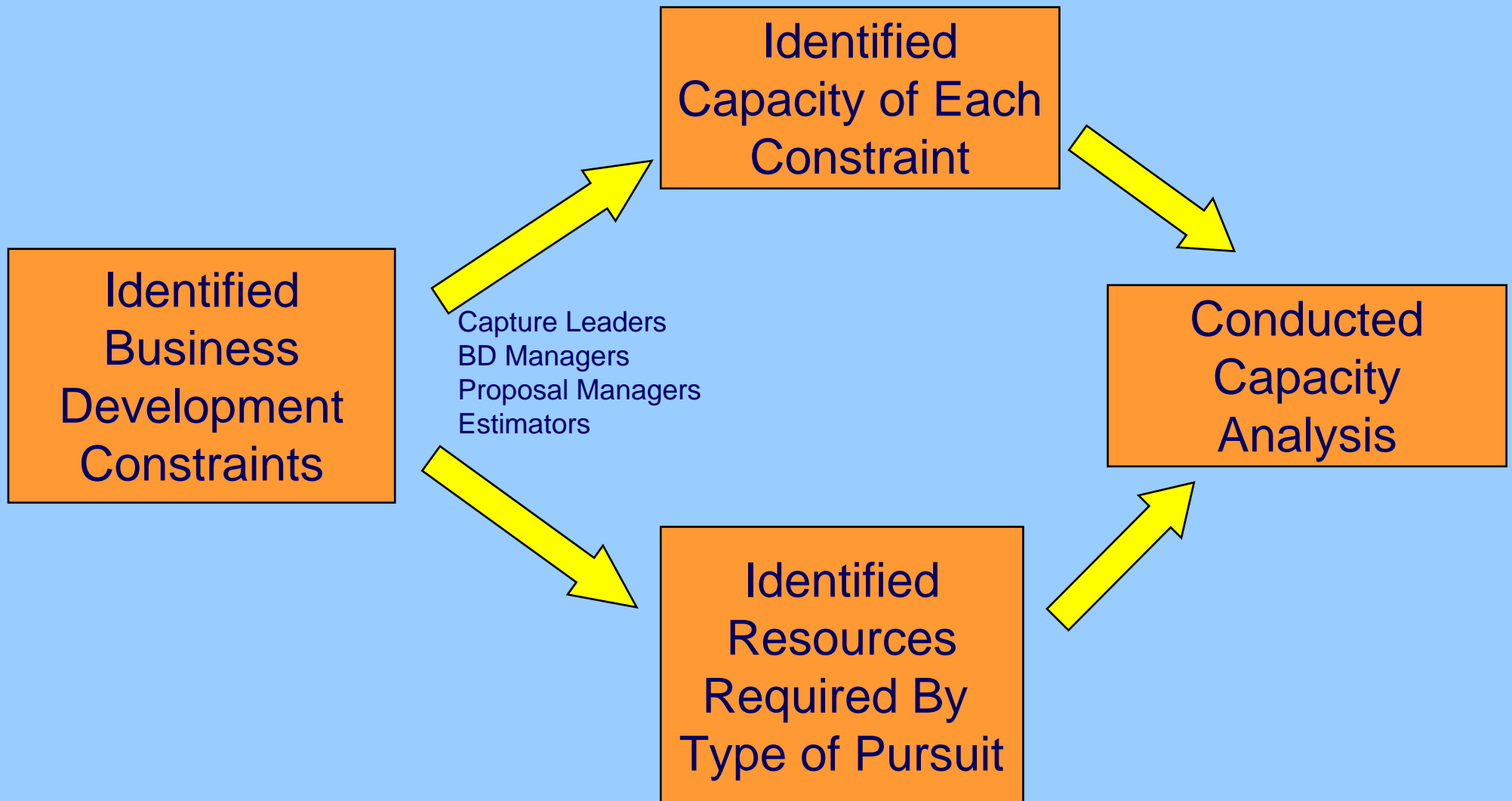
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# Is This One of the Best Few?



# Opportunity Selection Analysis





# Identified Resources Required By Type of Pursuit

- Identified characteristics for each opportunity:
  - Size – huge (\$1B+), large (\$250M - \$1B) and small (Less than \$250M)
  - Prime or sub – subs require significantly less support
  - Current or new customer
- Capture managers
  - Full-time for large and huge pursuit
  - 3.6 labor months for small pursuits
  - Subcontracts require only 30% of a prime effort
  - Add 100% for small for new customer pursuits



# Capacity Analysis Results

	Capacity	Demand		
	Current LOE	Oppty 2009 LOE	Oppty 2010 LOE	Oppty 2011 LOE
Capture Leaders	23	49.5	31.0	24.0
Proposal Managers	21	38.0	31.0	20.3
BD Managers	28	36.9	30.2	18.5
Estimators	12	24.1	22.9	14.6
Programs (#)		52	41	22

**Pipeline is Significantly Over  
Capacity Especially in 2009**





# Capacity Analysis Results

- Recommended eliminating 28 opportunities to bring into balance resources and pursuits
- Analyzed discretionary spending and pursuit costs and found that the company was significantly underfunding their pursuits as well
- Verified corporate targets could be met with smaller opportunity set with higher win rate



# Key Takeaway

**Chase Less, Win More – Which You  
Accomplish By Giving Them More  
Intelligence and Information**