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Winning More Than Your Share

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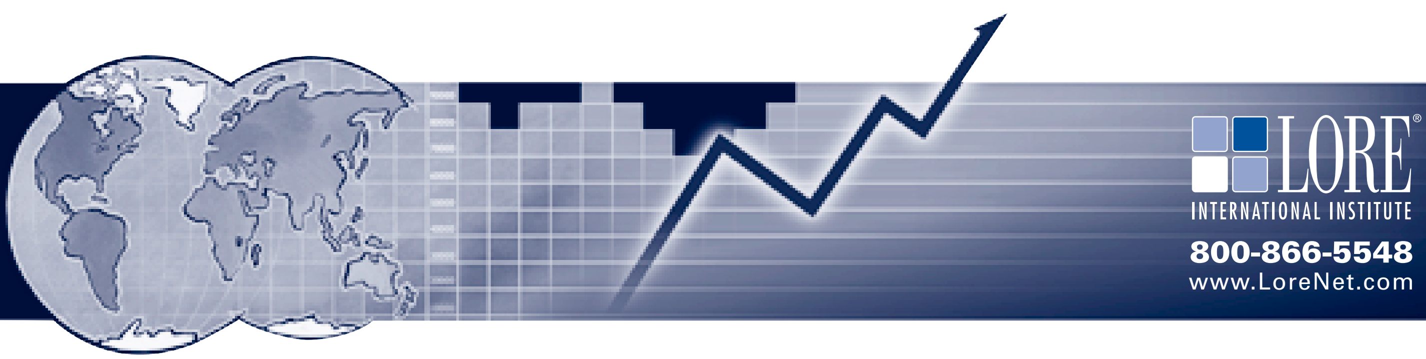

Barely a day goes by that I'm not working with clients one way or another to address their most urgent business goal: build market share. In most cases, we quickly agree that simply chasing opportunities as they randomly appear on someone's business development radar screen would be expensive (e.g., excessive cost of sales and eroding margins), exhausting, professionally unfulfilling, and ultimately a script for business failure. In fact, by the time we talk, clients often identify these or similar results by citing their own protracted, disappointing experiences in trying to win any opportunities by chasing all, or at least too many, of them. As the adage goes, "The harder I work, the behinder I get," and rather than building market share, they lose it. They have chased the wrong opportunities, won a lower percentage of the total number pursued, possibly won some that turned out not to be a good business fit, and, worse yet, lost major opportunities they could have won.

Several years ago, one of several business units within a global engineering and construction firm submitted approximately 100 proposals during their fiscal year and didn't win a single project. The business unit president, whom I'll call Joe, took one look at the numbers and went into an intense strategy session with his executive team. When they emerged a few days later, Joe announced to the company that because they had submitted 100 proposals and not won a job in the year just ended, their strategy for the new year would be to submit 200 proposals. When Joe called me to get my opinion on the strategy, I thought about it for a moment and then said, "Well, Joe, with any luck you'll double your win rate."

Agreeing that this approach to building a business is foolhardy allows us to explore a powerful alternative: *Instead of pursuing opportunities, we need to pursue customers*. At the conceptual level, most executives and business developers not only agree with this idea, they would hastily add that they've known it for a very long time. True enough. When pressed, however, to think at a more tactical level, they also recognize a major difference at work, the difference between knowing and doing. That is, a huge gap exists between recognizing that something needs to be done and somebody actually doing it, not to mention doing it consistently well. Now we're getting somewhere, and additional points of agreement can follow fast on that one:

- You can't build a relationship with an opportunity. It works vice versa because people don't buy from strangers. They buy from people they know and trust.

- Substantive relationships continue to gain importance in building businesses as competition intensifies and standard sales behaviors—the strong handshake, the right smile, the active listener—no longer make the positive difference. Everybody knows the basics, such as positive interpersonal skills, so the real point to consider is that most people simply don't do them consistently well. Thus, the few who do master the basics of business development behavior create powerful differentiation in the process. They have eliminated the difference between knowing and doing, between a model of sales behavior and the observable behaviors themselves.

- You need to apply rigorous criteria for qualifying a customer, or account, for pursuit. Almost every client I've worked with knows this to be true. Equally so, they also don't do it at all, or they don't do it consistently well.

- You need to formalize your pursuit of a qualified customer with a comprehensive account plan that becomes your road map to success, including how you will build and "zipper" relationships, establish trust and credibility, provide value, foster and manage perceptions, and assist *them* in achieving *their* business goals.

- You need to pursue the customer in efficient, planned, and effective ways that positively differentiate you from your competitors and set new standards they may eventually understand but will have great difficulty meeting. In other words, leave them staring at the difference between knowing and doing.

The Process

At Lore our work with clients in various global markets has shown a steady increase in the use of formalized processes and tools for account planning, account management, and relationship management. These smart companies have determined the effectiveness of such an approach and stand convinced that done well, it will provide them a keen competitive edge in developing business with their major customers. However, for those Lore clients who are still in the initial stages of understanding why and how to pursue customers rather than opportunities, there is invariably a critical moment when they find themselves standing on the edge of a huge chasm.

On their side they grasp and embrace the points made above, but on the other side, so far away and without a bridge to get there, they see a huge illuminated sign: Build Market Share! The next question is as simple as it is direct and puzzling: How do we connect account planning and management—done in the name of pursuing customers rather than opportunities—with significant business impact, i.e., greater market share. Or put another way, how do we cross the chasm and realize a significant return on this investment? These questions go to the core of what a business must be about, because as Theodore Levitt pointed out in his seminal book *The Marketing Imagination*, the first function of a business is to get and keep customers. That's easily said, of course, but often dreadfully difficult to do. So to begin to answer these questions, I'd like to place the whole business of business development into a conceptual framework, a metaphor, if you will, that gives us a commonly shared model and vocabulary for understanding both the problem and the proposed solution.

Lore views business development as a chess game, which typically consists of three phases: opening game, middle game, and endgame. In business development as in chess, if you wait until endgame to try to win—chasing opportunities with proposals and eleventh-hour presentations, for example—your probability of succeeding is going to be around 10 percent, particularly if your opponents have been conducting excellent opening and middle games, which some of them no doubt have. So if we assign the various functions of business development, classically divided into marketing and sales, to the three phases of chess, the model looks like this:

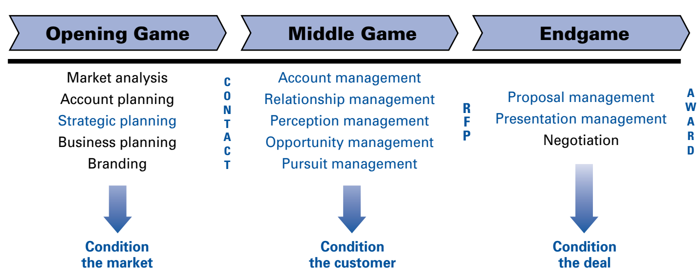

Figure 1. Business Development As Chess

An account plan—developed in opening game and implemented in middle game—drives customer focus and the opportunity pursuit into endgame, which is where winning formally occurs.

As this model shows, contact with a qualified prospect initiates middle game, and the customer's call for proposals signals the beginning of endgame. Your middle game efforts are intended to achieve one of two objectives. First, you would ideally want to conduct such a masterful middle game that the customer would see no value in even issuing an RFP or other call for proposals. After all, there is no rule requiring an endgame in chess, and if a customer can—according to applicable law and internal policy—select a provider without the overhead associated with conducting an endgame procurement process, then everyone (except the competition, of course) wins. You reduce your cost of sales, thereby increasing your margin; the customer reduces the cost of procurement and accelerates the schedule for obtaining the solution.

Second, if, for any of a host of possible reasons, the customer chooses to issue an RFP and conduct a full-scale competition in endgame, then your objective is to succeed so well in your middle game positioning that you enter endgame perceived by the customer as the preferred provider. On average, if that happens you will have a 60 percent to 70 percent chance of winning. Those are encouraging odds in today's markets, so it makes good business sense to invest in winning middle game to win the ultimate prize: more business that increases market share.

Opening Game and Account Planning

In either case—winning it all in middle game or in endgame—the process of pursuing customers rather than opportunities actually begins even earlier with account planning in opening game. Given your business and markets, your organization would develop specific criteria for qualifying current or prospective customers as major, or strategic, accounts. In broad strokes, you would be looking for those customers who represent a high probability of significant revenue over an extended period of time—perhaps the 20 percent of your total customer base capable of providing the bulk of your revenue. Then, having qualified a given customer as a major account, you develop a plan to drive everything you do and accomplish with this customer as middle game and endgame unfold.

The account plan holds critical information your account team will need to build relationships, trust, and credibility within the customer organization. Why is this an important approach internally, not to mention a competitive tool in today's markets? Because our field experience at Lore has shown us that over 90 percent of a company's accumulated information about their customers and their competitors is stored in the human "hard drive" between people's ears. And so long as that's true for a company, its ability to win more than their share will be crippled for several reasons:

- No one knows exactly what is known about the customer, the opportunities, and the competition.
- No one can access what is known without the owner's permission.
- What is known is deteriorating over time, becoming less and less reliable.
- If the human owner of the hard drive crashes, so does the hard drive, and the information is lost forever.

Basically, then, the first function of the account plan is simply to provide "buckets" you can use to select and store the information you'll need in middle game and endgame. It's a storage device. The second, and higher, function of the plan is to guide you through the analysis of this raw information to clarify what you need to do and strategies for doing it. Thus, as Figure 2 shows, the standard elements of a quality account plan would likely include, at a minimum, the following information:

Your Company	The Customer	The Competition
• Account Team • Capabilities • Strengths • Weaknesses • Account Opportunities • Threats • Current Customer Perceptions of Your Company • Information Needs List • Contact Plan • Differentiation Plan • Value Plan • Account Strategies	• Business Profile • Strengths • Weaknesses • Opportunities • Threats • Buying Process • Decision Makers, Key Players, and Influencers	• Business Profile • Strengths w/Customer • Strategies w/Customer • Staff Working w/Customer • Support from Customer

Figure 2. Elements of the Account Plan

The account plan is a tool for gathering, storing, retrieving, and analyzing critical information related to building powerful relationships with a customer and, as a result, winning more work with them.

Two additional points should be considered here. First, avoid letting your account plan turn into a landfill for irrelevant and/or outdated information. Whatever information you deposit in your plan needs to be current, and it needs to matter in how you will win the customer so you can win their business. If, for example, as you enter the customer's parking lot, you notice that the lines marking the parking spaces have been repainted, that's arguably information that doesn't need to find its way into your account plan. It's not an encyclopedia of trivial data. If, however, you notice that the names stenciled on the executive parking spaces have all been recently changed, that's something you'll want in the plan and on your Information Needs List before you even enter their building. Furthermore, you just added an objective for the call you are about to make on the customer: Learn about the reorganization and related implications for working with this customer.

The second point involves the addition of two new elements to your account plan, both are shown above under "Your Company" and draw upon Lore's groundbreaking work on two related topics: differentiation and value.

Differentiation Planning

Differentiation may be the single most important word in today's business development vocabulary precisely because, on the one hand, customers expect it as a major driver of their buying decisions, yet, on the other hand, it's so hard for providers first to attain significant differentiation, let alone sustain it. And if none of the providers provides differentiation the customer will value, then that customer will simply declare the competitive field to be commodity and go for the one eternal differentiator: Price. So unless your company's market strategy is to win consistently on low price, differentiation becomes a critical success factor because you not only must sell whatever products or services the customer needs—and which they can typically get from your first-tier competitors as well—you must sell your price.

In terms of technical and/or programmatic capabilities, for example, companies find themselves in a never-ending cycle of innovation-imitation. What differentiates any one of them today in a given market segment will soon be commodity via their competitors' imitation, and thus the cycle spins again. The challenge becomes finding ways to create differentiation and maintaining the business advantage it provides longer than the typical life span of, say, a technical differentiator that holds an advantage for less than a year, more often about six months, maybe even less. How long will a newly developed handheld computer stand alone and at a premium price? How long can a computer company expect to offer a free printer and bundled software before that, too, becomes the norm? So while I and my Lore colleagues continue to assist clients in developing and selling various forms of differentiation— technical, programmatic, organizational, and so on—we are also exploring with them what we have come to regard as a final frontier in business development: Behavioral Differentiaton.

Ask yourself this question: What are the strengths of our company that we typically cite during customer calls, in our brochures, in our proposals, in our presentations? People? Experience? Performance? Track Record? Safety? Project Management? Full Service? Commitment? Financial Strength? These probably sound only too familiar, but whatever they are for your company, make a list. Then for each of these strengths, answer this question: Do any or all of our first-tier competitors have this strength, too? If the answer is "yes" to most, if not all, of them—and we've found with our clients that it almost always is—then you've just discovered convincing evidence that you are not effectively differentiating your company and its offerings in the marketplace: a moment of truth that should not be denied.

Here's another way to consider the question of differentiation. Often by late middle game and certainly at some point during endgame, the customer will be convinced that you possess the capability to do the work. Why, for instance, would they down select, placing your company on the shortlist for presentations, if they didn't believe you could do the work? Thus, as the final buying decision approaches, the question isn't "Can these few remaining companies do the work?" Rather, the question becomes "With whom do we want to work?" And invariably the answer will be behaviorally based, not capabilities driven. It is a chemistry test, and you need to pass it if you expect to win the deal. Then you need to pass more chemistry tests over time than your competitors do if you expect to win more than your share.

If, however, you should find such a perspective untenable, consider this scenario. Having made it to the shortlist, your most qualified people make a formal presentation to the customer. Once again, as they've done throughout middle game, they focus on the company's capabilities to do the work, but they are also rude, crude, overbearing, insensitive, obnoxious, arrogant, and insulting. Will your company get the contract? If not, why? Was the rejection based on lack of capability or on behaviors that failed the chemistry test? In this context, then, the bottomline message is as important as it is simple: We're judged not by what we say but by how we behave, and that makes behavior a potentially powerful differentiator in those tough competitions companies face every day. Furthermore, the process of answering the chemistry question—Do we want to work with you?—needs to begin in early middle game as you establish and build relationships with the customer, not in the eleventh hour when your opportunities for creating behavioral differentiation are severely restricted by the endgame rules of engagement. Remember that the key to winning in business development, as in chess, is a powerful and decisive middle game where you establish clear superiority in both capability and in chemistry.

To create positive differentiation in middle game and endgame, you should include a differentiation plan as part of your overall account plan. The differentiation plan works at two levels as you build relationships, trust, and credibility with the customer. At the team level, the plan would identify specific behaviors that all members of the account team would consistently deploy with the customer: e.g., being at least 10 minutes early for every meeting; returning all calls as soon as humanly possible; acquiring and using powerful listening skills; and following through with every request received, every promise given.

At the individual level, the members of the account team would identify specific behaviors to create positive differentiation with their assigned customer counterparts. What, for example, could a vice president of operations in your company do behaviorally that would establish trust and credibility with the customer's COO? How could a project manager conduct him/herself to further the relationship with their manager of operations? These and all other one-on-one behaviors are easily incorporated into the contact plan that already exists in the account plan, then updated and expanded during middle game as more is learned about how to differentiate your people with your customer's people.

Certainly the other forms of differentiation discussed above remain important and should be established wherever appropriate with a given customer and their needs. What's most compelling about behavioral differentiation as opposed, say, to technical differentiation involves at least four significant factors:

- Your competitors haven't figured it out. Yet. Eventually, they will, so who will set the standard and who will try to meet it? Who will compete by raising customers' expectations, thereby raising the bar on the competition?
- It is much more difficult for your competitors to observe your business development *behaviors* than the other forms of differentiation.
- Even if a competitor manages to learn about your positive behavioral differentiators, they are much more difficult to imitate than your technical and capabilities-based differentiation.
- Behavioral-based relationships help to recession-proof your company. When downturns come, vendors with no basis for business other than low price, including the risk and other negativity that typically accompany doing business with them, are the first to go by the wayside.

Value Planning

For all of our ability to communicate instantly worldwide, we know from research and field experience that the number one factor of business development success remains constant: face time with the customer. And, most importantly, not just face time *per se* but quality face time. In turn, understanding the critical difference between the two yields a more substantive understanding of one of the most overused (and misused) terms in all of business today: value.

Over the past few years, I've asked numerous business development professionals across the industries this question: "How would you define *quality face time* with a customer?" The answers have been wide and varied, but the majority of them have one trait in common. They either state or imply that quality face time occurs when the business developer gains something during the process: favor, information, a meeting, an order, an insight, an advantage, a nod, or whatever. As one fellow said in response to my question, "Quality face time is when I get what I go in for." There is an almost raiding party mentality behind this response, and by extension, then, one could conclude from this and many other similar replies that quality face time occurs when something of value moves from one party to the other, namely, from the customer to the business developer. Someone gives; someone takes. Yet there may be a different and better definition of quality face time if we focus on value, what it is, and how it works as a dynamic in building substantive relationships.

In a business development context, I like to define value simply as something that matters to both parties. It matters to the giver; it matters to the receiver. Note that I haven't automatically identified the giver as someone representing the customer or the receiver as the person who's "going in" to get something. Rather, the roles are fluidly and instantaneously reversible. Thus, in a single moment during face time, it matters to the customer's procurement manager that you understand the process they must follow in making the buy. Likewise, it matters to you that this person knows about newly developed software that can quickly and accurately verify design specifications against a scope of work, thereby simplifying the procurement process for both providers and evaluators. It matters to you; it's valued by them. It matters to them; it's valued by you. Simple. Powerful. Mutually beneficial. Thus, the relationship is not based on the dynamic of give-and-take but on give-and-get.

By understanding what constitutes value and how it works, Lore has formulated a behaviorally based definition of *quality face time* that our clients use to create positive differentiation with their customers:

Quality face time occurs when value consistently moves in both directions.

What this means for your opening game is that, in addition to a differentiation plan, you should include a value plan as part of your complete account plan. The fundamental question the value plan addresses at the tactical level is "What value can we provide in every engagement with this customer, whether it is actual face time, a telephone conversation, or even an e-mail transmission?" Your answers become a part of the contact plan for every exchange between your people and the customer's. Figure 3 shows the account plan—augmented with a differentiation plan and a value plan—launching your middle game effort to pursue customers first rather than opportunities.

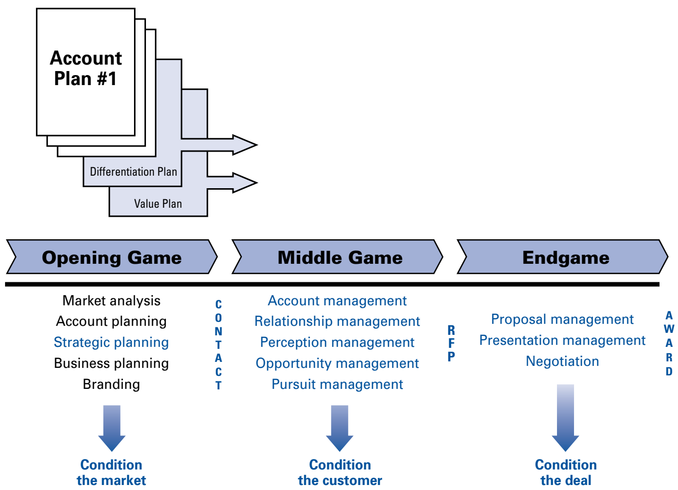

Figure 3. Planning Customer Pursuit

Creating positive differentiation and quality face time—itself a differentiator—drives the middle game effort to build substantive relationships within the customer's organization.

Contact: Competing in Middle Game

At Lore we've seen overwhelming evidence in the B2B arena—both in our research and in the field—that middle game has, on average, a 70 percent impact on winning today. That datum alone provides powerful motivation to understand what it takes to win middle game and, therefore, to be in the pole position for winning the deal. But winning more than your share doesn't just happen because a business plan, or an account plan for that matter, declared its intentions in the marketplace. It requires a challenging and often lengthy process that begins with a substantial commitment to winning customers first, then pursuing opportunities with them, not just because everything else has failed or it's the latest business school fad but because, at both the intellectual and instinctual levels, you know that substantive relationships with customers make good business sense for you and for them. That is, everyone except your competitors will win if you do it right, and doing it right will in itself become a powerful behavioral differentiator for you in the customer's eyes.

Winning Time Share

Pursuing customers first means that as contact is made in early middle game, you aren't actually competing for position on a specific opportunity, let alone a large contract. Instead, you're competing for time with the customer, more time than your competitors will get. Assuming that a given customer allocates only so much time per week to meeting with outside providers—those often dreaded sales calls—then your objective is to use the initial engagements to compete for and win additional time throughout middle game. This means that you're taking time with this customer away from your competitors who, more often than not, are still making those sales calls that customers dread. Then, as a major opportunity actually materializes, you will have already established a substantive relationship with the customer by winning the time necessary to do so.

The best way I've ever found to win time share during that first, edgy contact with a prospective customer is to behave differently and better than the customer would expect, based on countless previous sales calls that were just that, sales calls. That is, by having a differentiation plan going in, your objective is to compete not by dealing directly with competitors but by behaviorally raising your customer's expectations of how this type of meeting should unfold, what it should feel like, and, most importantly, what should be accomplished and gained. When you raise your customer's expectations, you raise the bar on your competitors.

As discussed earlier, differentiation can and should take many different forms, but in early middle game, the behavioral differentiators are particularly important in establishing a substantive relationship with the customer. And while I'll provide a broader sampling of the types of behavioral differentiation you should consider deploying during those first meetings, perhaps no better example exists in a business development context than powerful listening skills. Further, in committing to using those skills during the first and all subsequent calls on the customer, you validate certain other truths of winning time share: e.g., "Selling is not telling" and "You can't listen when your mouth is moving." So at Lore, we developed a sales communication model that works for us and for our clients:

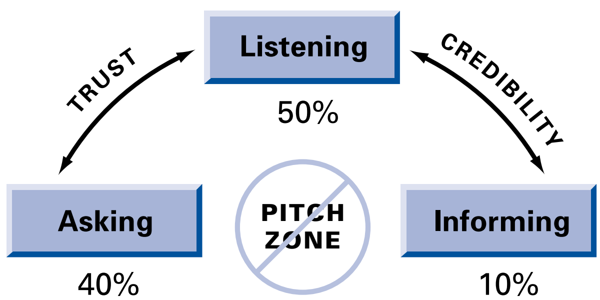

Figure 4. The Listening Differentiator

Nobody wants to be sold to, so by asking and listening approximately 90 percent of the time, you keep customers in the no-pitch zone where they are nondefensive and open to you and your ideas.

In addition to such powerful interpersonal skills as listening, here is a small, representative sampling of the numerous behavioral differentiators you might deploy during early middle game:

- Customize the initial information you give to customers—don't do any boilerplate or cookie-cutter presentations and don't send standard brochures except as backups.
- Develop an early but as-specific-as-possible approach to aligning your behaviors with their values, goals, mission, and culture.
- Prepare customized executive summaries, brochures, or presentations for customers—don't use anything off the shelf (it sends a commodity message).
- Demonstrate extraordinary interest in and insight about the customer's business.
- Assign a strategic account manager to the customer—someone whose job is to know the customer intimately and develop that deeper understanding of them.
- When necessary, grow trust and credibility by recognizing that your company doesn't represent the optimum solution or partial solution, and then help the customer find the one that does.

A key metric to look for after that first meeting is how much time you get for the second meeting and how quickly you get it. If, after a 30-minute initial meeting, the customer promptly schedules an hour with you followed, perhaps, by a third meeting over lunch plus another 45 minutes, you have the metric you need that you're winning time share. But to sustain and build time share requires more than what it took to initiate the process because as your time share with a customer expands, so must that person's mind. And making that happen may be the opportunity of a lifetime for both of you.

I'm sure that veteran business development professionals would regard the suggestions above for creating time share as, for the most part, fundamental to the job. They know how important these and similar measures are. However, they also recognize that knowing what to do and actually doing it are very different matters, which in turn means, once again, that opportunity presents itself for business developers who commit to creating differentiation with and for their customers from first contact on. Creating that commitment requires several initiatives all working in concert with each other and the marketplace:

- Educate executives, managers, professional salespeople, and those who contribute to the sales effort. Anyone who "touches" the customers either directly or indirectly needs to understand what it takes to win customers before opportunities and how it needs to be done.
- Put systems in place to ensure that at every customer touch point, you are doing the right things right at the right time.
- Sales managers are given the incentives, tools, and skills to monitor and measure that you are building time share up and down the customer relationship ladder identified in the account plan.
- You create forums and other forms of collaboration with your customer to learn what they value in the relationships among their people and yours, including how you have gone about building them.
- Your leaders constantly reinforce the importance of consistent and superior execution of the basics, then seek ways to redefine what "basic" could mean for customers, discover how to execute at that new level, and thereby raise the bar again and again.

Winning Mind Share

Beginning in early middle game and continuing for as long as communication between you and the customer is allowed (including a proposal and presentation in endgame), your primary reason for winning time share is to develop the venue for building mind share as well, i.e., to use the growing amount of contact time to fill your customer's head with ideas, concepts, lessons learned, best practices, breakthroughs, innovations, paths forward, risk reduction, value engineering, positive perceptions of you and your company, and so on. By using time share to build mind share, you aren't selling in the usual sense of the term; rather, you are helping your customer move toward informed and intelligent buying decisions. That in itself constitutes a major behavioral differentiator for you. If, therefore, you imagine a pie chart representing the portion of your customer's mind devoted to thinking about external providers and their value, then through increased time share you want to gain an increasingly larger portion of that pie for you and your company. As with time share, the more mind share area you win on that pie chart, the more your competitors are losing.

For example, if at the end of what you believe has been a substantive meeting, you could read your customer's thoughts and they say, "At last, I understand where the problem is and what to do about it," or "Aha, now I know how to answer my VP's question about next steps," then you have achieved your objective for that meeting. That is, you have gained invaluable insight into the particular problem they're trying to solve; your customer has gained a much more complete definition of the problem and a possible solution. It matters to you; it's valued by them. It matters to them; it's valued by you. Simple. Powerful. Mutually beneficial. Value has moved consistently in both directions, and it began by your behaving differently and better than the customer expected (Differentiation Plan) and then providing new and provocative information and insight (Value Plan).

As Figure 5 shows, the process for building time share and mind share extends through endgame and the award of the contract:

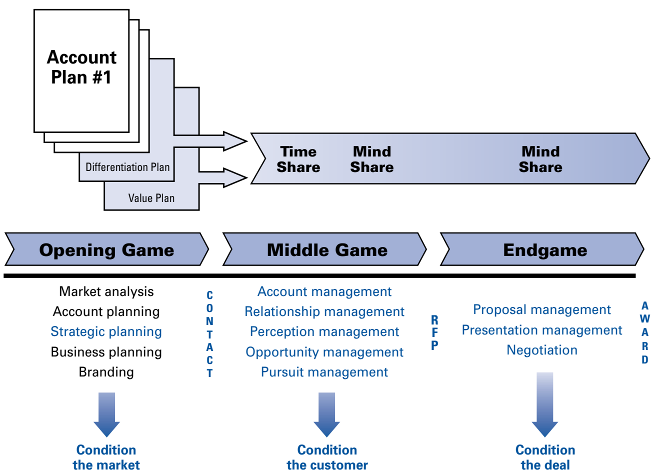

Figure 5. Time Share and Mind Share
Launched by the account plan, the middle and endgame competition for time share and mind share raises the customer's expectations even as it raises the bar on the competition.

Obviously, this process needs to provide a return on the investment made to implement it, to pursue and win customers, not just deals. That return is winning more of what this customer spends on whatever you provide than your competitors can win or, to put it another way, to win wallet share. Like the finite amount of time and mind a customer allocates for providers, there are a finite number of dollars in that customer's wallet, and you want the vast majority, if not all, of them. In short, you want more than your share.

Winning Wallet Share

Ultimately, pursuing customers first—before any real opportunities with them are visible—doesn't make good business sense if the process is applied only on one or two customers while the rest of the company continues chasing deals. What you're working toward is not only some success with a customer, but the cumulative business impact of winning many customers, i.e., all or most of those prospects qualified as key, or major, accounts.

Your business objective, then, is to win more than your share of all the customer wallets within a target market. Then, and only then, can you achieve your ultimate business goal.

Winning Market Share

A business is essentially one or more people banding together for a common cause: getting and keeping customers and thereby growing. For a business, then, the ultimate metric of success is not just landing a deal but, through a carefully orchestrated process, winning enough customers and their wallets that, in fact, you have won more than your share of the big prize: your market.

Figure 6 represents the complete process for winning more than your share, market share.

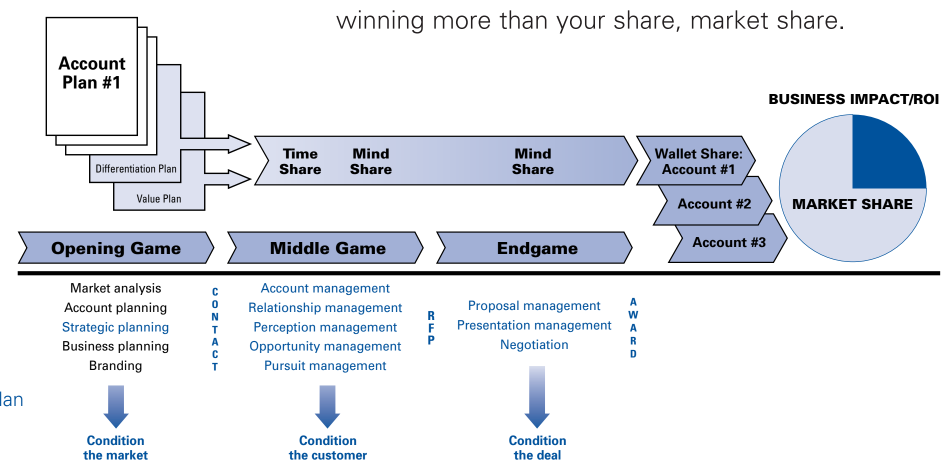

Figure 6. The Ultimate ROI
Winning market share begins with a plan to win share all the way through the business development process.

Summary

A client asked me recently, "If I want to win more than my share, and I do, then what exactly is my share?" So I asked, "What revenue did your company generate during your most recent fiscal year?" He gave me the answer, and I said, "OK. Now divide that number by the total amount spent in the entire market for your types of products or services. That's your share. Now you need to win more than your share." In the B2B world, people don't buy from strangers; they buy from people they know and trust. But what exactly does that get you? First and most importantly, it gets you compatibility, a key factor in passing the chemistry test with your customer. You are compatible with each other, and this allows the customer to conclude that while two or more companies may be fully capable of doing the required work, you are the one they prefer to work with. That's the chemistry test, and you need to pass it with flying colors to win the customer and the deal. Further, compatibility puts you with the customer more often and with more substantive results than your competitor can accomplish, and all this occurs prior to an actual opportunity while your competitors are still napping or only halfheartedly attempting to position themselves.

You can't build a winning relationship for winning business if you wait too long to get started. It's no different in business development than it is in chess: wait until endgame to win, and you're waiting to lose.

Thus, after developing a powerful plan in opening game, middle game is where winners win while losers wait, or while they are so busy selling that they've lost sight of what customers need today. What they don't need is yet another sales pitch. Instead, they need help in buying, and if that's the value you offer, you're in a powerful position to win more than your share of your customer's time, mind, and wallet. Then, by investing in this process for all major accounts, your company sets standards for business development success that your market values and your competitors can't easily understand, let alone match. All told, that's what competing and winning are really about today.

About the Author


Dr. David G. Pugh

David Pugh is cofounder and executive vice president of Lore International Institute and an internationally respected authority on business development.

He has led workshops throughout the United States and in Canada, Brazil, Hong Kong, Japan, United Arab Emirates, New Zealand, Australia, Portugal, France, Germany, England, Scotland, South Africa, the Netherlands, Sweden, Switzerland, and Norway. As the architect of Lore's proposal training and consulting services as well as the author of *Proposing to Win*, his knowledge of proposal design and writing techniques has helped generate billions of dollars in signed contracts for Lore clients.

David has taught for more than 25 years in both the academic and business worlds. He has conducted hundreds of workshops for more than 10,000 Fortune 500 personnel and has helped thousands of engineers, marketers, sales executives, business development professionals, and managers improve performance by providing practical, down-to-earth techniques that work. An award-winning author and instructional designer, David has been a primary developer of Lore's business development curriculum and a popular keynote speaker at over twenty regional and national conferences in just the last two years.

Based on his work with Lore clients around the world and across industries, David has co-authored the book *Winning Behavior—What the Smartest, Most Successful Companies Do Differently*, scheduled for publication early in 2003. He has also published a series of white papers such as "Designing Technology Proposals for Mixed Audiences" and "A Bidder's Dozen: Golden Rules for Winning Work" along with articles on business development in various trade journals.

David's education includes a Ph.D. in American Studies, Washington State University; MA in English, Washington State University; and a BA in English, Eastern Washington University. He is also a graduate of executive programs at The Wharton School, Stanford Graduate School of Business, and University of Chicago Graduate School of Business.

About Lore

Lore is a firm specializing in professional development, corporate education, and consulting services related to maximizing business results through people. Though headquartered in Durango, Colorado, Lore provides programs and services worldwide. Our firm helps clients differentiate themselves and grow their businesses through the development of people and the processes and tools they use to do their work. Lore's Research Institute, Consulting Group, and Professional Development Group work in concert to provide practical, research-based solutions through a variety of consulting and learning methodologies.

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