

Draw on experience – 100s clients – decade – multiple business sectors; Defence to Financial, Construction to Waste.

Explore the market – procurement trends – examine issues – across sectors and scale

Share some ideas – consider long term – but also use thiun today or next bid

Many things are discovered or contemplated beneath trees - notably gravity. Name Academia comes from the grove where Plato taught.

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couple of guys from around that time Zeno & Achilles,

Of a handful of seed - he asked, is that a heap. No was Achilles answer, Zeno repeated by adding handfuls of seeds to the pile and asking 'is it a heap now?' In the end Achilles answered yes, it is a heap

Good and not good - Bad luck and injustice - Feeling good on four glasses of wine at the dinner and drunk on five

Or maybe when established Bid approaches work and the 'straw' that causes us to think differently?



what route to business winning - technology thread for the global APMP and here today!

pitch presentation development and presenter coaching; writing executive summaries - messaging/win theme development - different sectors, thousands to multi-billion.

Size and industry didn't matter problems very similar, just bigger and more complex.

Our first product came from this time, \*\*\*\*\*

End of the process, different insight – Shift-Left;

- Struggling to extract their value - Express it in a way the client could understand - Evidence it

Very often accepting it is broken – How much can we fix. And it never made any sense.

a journey when we don't really expect to finish at the desired destination or time. British Rail!!!

Super tanker – last time I presented...



And not one to stretch an analogy but the 100m signifies probably the shortest distance to travel.

If Usain Bolt was more than a couple of PERCENT off course he would have lost the race.



A quote always leads to debate - the minority win the majority – can you say VAST.

We've seen some experience of this, and how. There are also lessons learned

bothered by conclusions – difficult if the business won't adopt or key people. We' look if we can do more

But let's look at some of the pressures affecting us now...



fair amount of ground, a small amount of time to cover it.

So to help us understand where we are, we'll return to this throughout.

Start by looking at the issues, and return to what we learn,

And then how technology can help!

Interestingly all are on the rise, if not seeing now you probably will soon



I am going to cover a fair amount of ground, and there is only a small amount of time to cover it. So to help us understand where we are, we'll return to this throughout.

We're going to look at how these developments may affect us and the issues they raise. We'll then summarise these and then look at how technology can help solve some of them.

ePortals

- Q&A forms
- 1:1 documents
- Submission spaces

- Very little consistency, especially commercial
- Tightly defined document types
- A hint to 'objective marking'
- Exponential growth
- Latitude and flexibility allowed!
- *Beware of the metadata demons*

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A structured cut and paste portal or a conduit for transfer

At PQQ you might find the web forms, later in process it is less restrictive

Little consistency, proliferation of consultants, especially in commercial

It is just an electronic conduit to transfer files, with an option



look at how technology can help solve some of them.



## Reverse Auctions

Price focussed, but not the only criteria

Prepare early

Does your value proposition REALLY stack-up?

Understand when to walk away

**If incumbent's terminology is detected  
in the RFX simply walk away**

Source Gartner

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After agreeing the solution, it is a for best value/price?

Rinse and repeat, to achieve the best price or

*Some of the recent developments*

ePortals

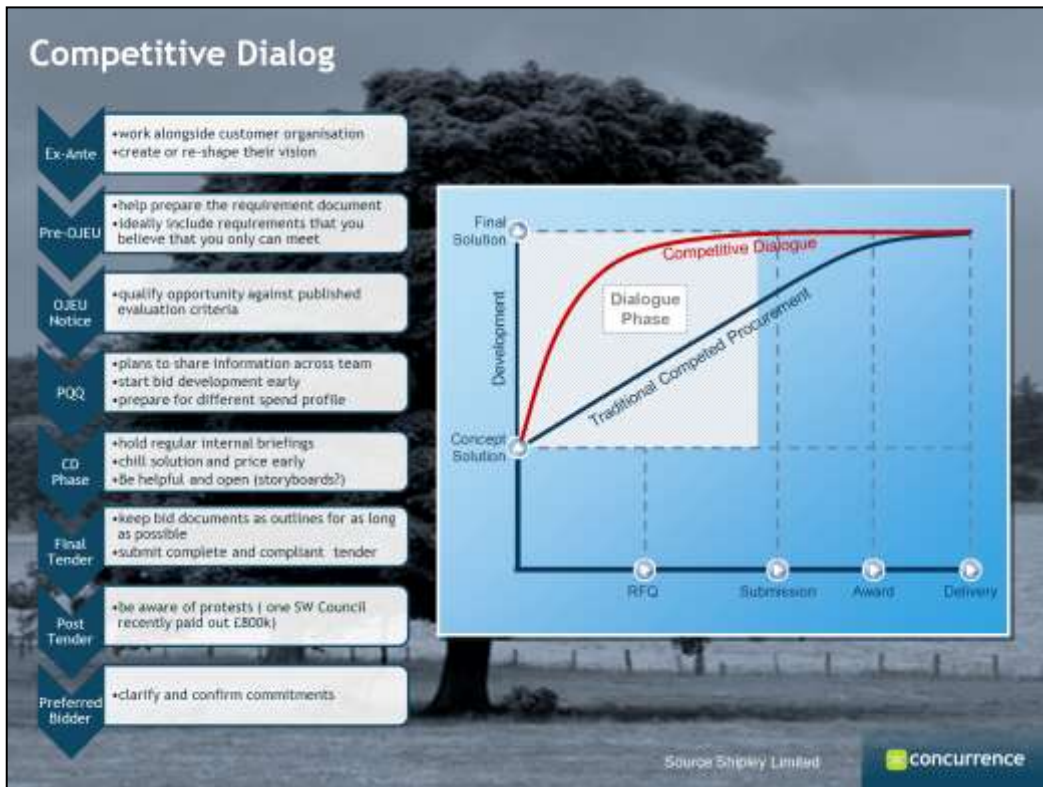
Reverse  
auctions

Competitive  
dialog

Our new adversaries or new best friends?

Internal governance

 concurrency



Where the client describes the issues, from the user/consumers perspective - enters dialog –

leaves the bidders to define solution. Sometimes with flexible commercial

Different process, often very fast paced.

Great APMP presentation last month on CD – Tony lent me his slides...

## Competitive Dialog

Severe storm warning!

Consistent team and exec buy-in

Difficult, new process for everyone

Surprises are not welcome

**Be easy to work with, communicate well and consistently; easy evaluation**

Source: Customer Interviews, Shipley Limited, Gartner and SAMA

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Whirlwind – internal meetings difficult

You can be kicked-out at any time, some feedback of team changes

The customer, consultant/procurers, You

Because of the above, and especially if flexibility exists!

*Some of the recent developments*

ePortals

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auctions

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## Our new best friends; procurement consultants?

Early relationship development with client executives


Create executive access even when blocked

Influence the specification

The consultant must be your partner

Understand the consultant's objectives

Source: "Dealing with external procurement consultants: Sleeping with the enemy?" - Huthwaite

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Huthwaite research across 82 interviews and representing over 250 opportunities

Great white paper available from their web site



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## Internal Governance (briefly!)

Climate and economy

Attention diverted from customer

Informed qualification is a good thing

Technology can really help

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Governance seems to be getting tighter (Qualification later)

Try to avoid attention being diverted – or seen to be diverted

Qualification is a good thing, turn this around

Technology can help to converge the streams – Save time preparing.



## What can we learn from all this

- Full understanding, early
- Agree a strategy and work to it
- Repeatedly qualify
- Affect the RFX
- Info and collaboration
- Drive the solution from the strategy
- Communicate well and consistently
- Ensure your claims are evidenced
- Easy to understand & evaluate

**The top 5% of  
bidders win  
over 80% of  
opportunities**

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Do all the work Consultant, software, training or a book for a £20. Never know when it will be useful.

TB – There are two winners, the profitable contract award and the ones who realise early and no-bid early

We'll look at this later, termed as 'Tactful Audacity' by HP!

Make sure the client hears about your value and where

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- Long-range view, engaging early
- Qualify aggressively and drop
- Affect the decision process
- Align with criteria & issues
- Snr Management and resourcing
- Automate wherever possible
- Review on win and lose


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An amazing line-up, and the most successful bidders are therefore already best placed to win more in the future

But I said I could see a way through this and some things we could do today

, also they are only the examination framework and not the...

Also many of these actions require our C-level sponsors to work differently, possibly beyond their comfort zone.



Let's start looking at  
where technology  
can help

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Client focus – interested, investigative, knowledgeable, dedicated, passionate and accountable

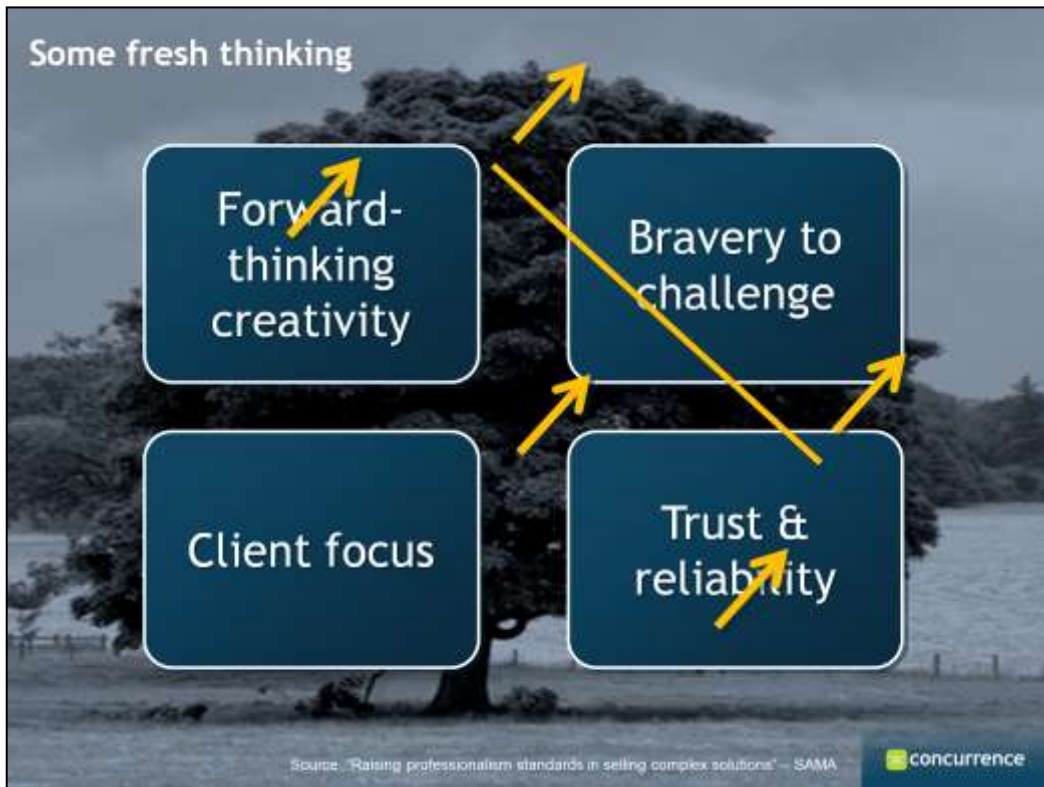
Trust – Honest, credible, unpretentious, ethical, dependable and sincere

Creativity – proactive, strategic, innovative, creative and above and beyond

Bravery – ‘Tactful audacity’, Bold, understanding, perceptive, unconventional, enthusiastic, and daring - Translated TACTFULLY AUDACIOUS

The bottom line is the baseline, don't play if you can't at least meet it

Bottom and to the left are the software sweet-spots. They can better prepare the position for top-right intervention. Nobody wants to fail but everyone loves to be a hero every now and again!



Bottom and left are the software sweet-spots, can really help here

Invaluable in preparation and support of a push to the top-right

## Some fresh thinking

Tools work well when they;

- are compatible with process
- are supported by human expertise
- have executive commitment
- variety of tools employed
- support structured writing
- secondary tools from existing investment

Source: "Benchmarks in world-class proposal writing" – Charlie Divine, EdIII & APMP

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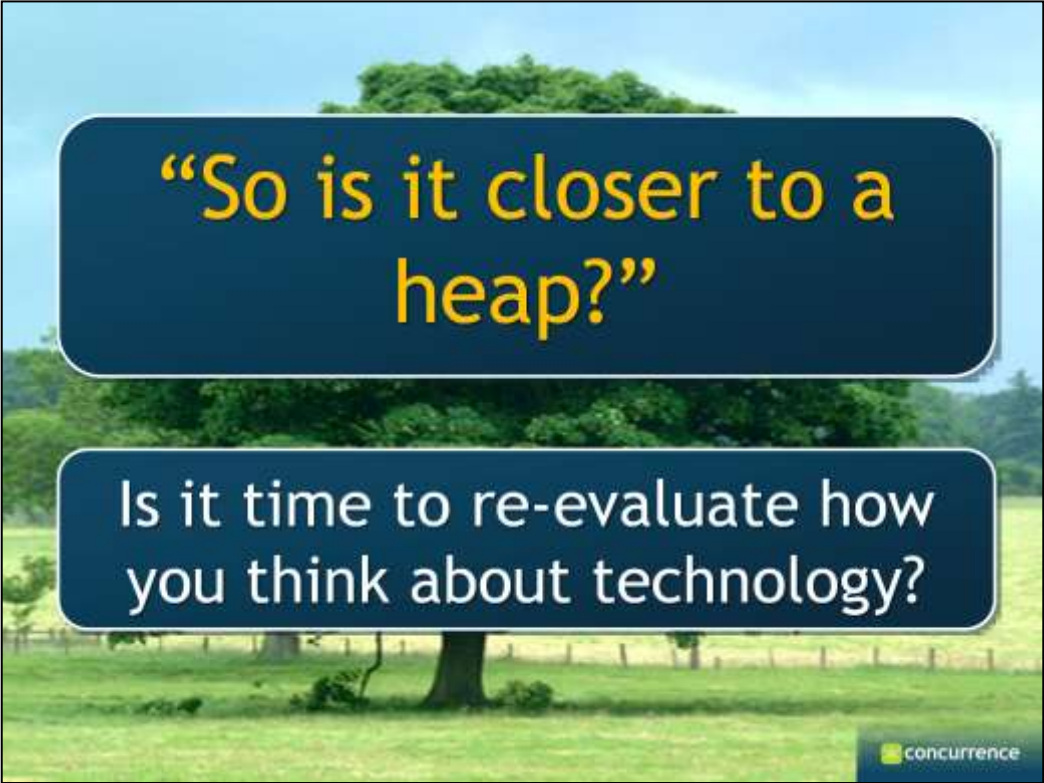
No magic bullet

Major US Telecoms proposal team – proposal web, banner, data sheet...

Secondary supporting tools, and existing office investment



Andy Bound's talks about ditching your USPs for UBPs



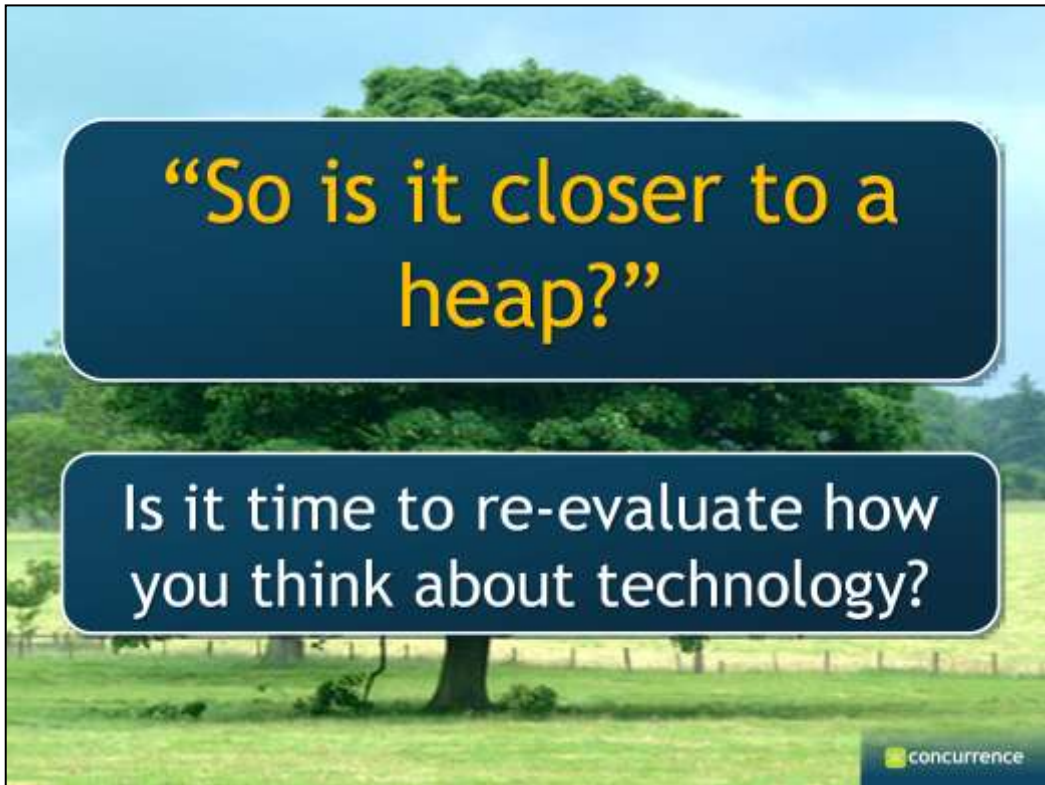
“So is it closer to a  
heap?”

Is it time to re-evaluate how  
you think about technology?

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The best bidders, are already best placed to win in the new processes!





The best bidders, are already best placed to win in the new processes!