

Basic topics for:

- Competition analysis – when and how?
- Writing – when can we start?
- Story Boards – why?

Presented By

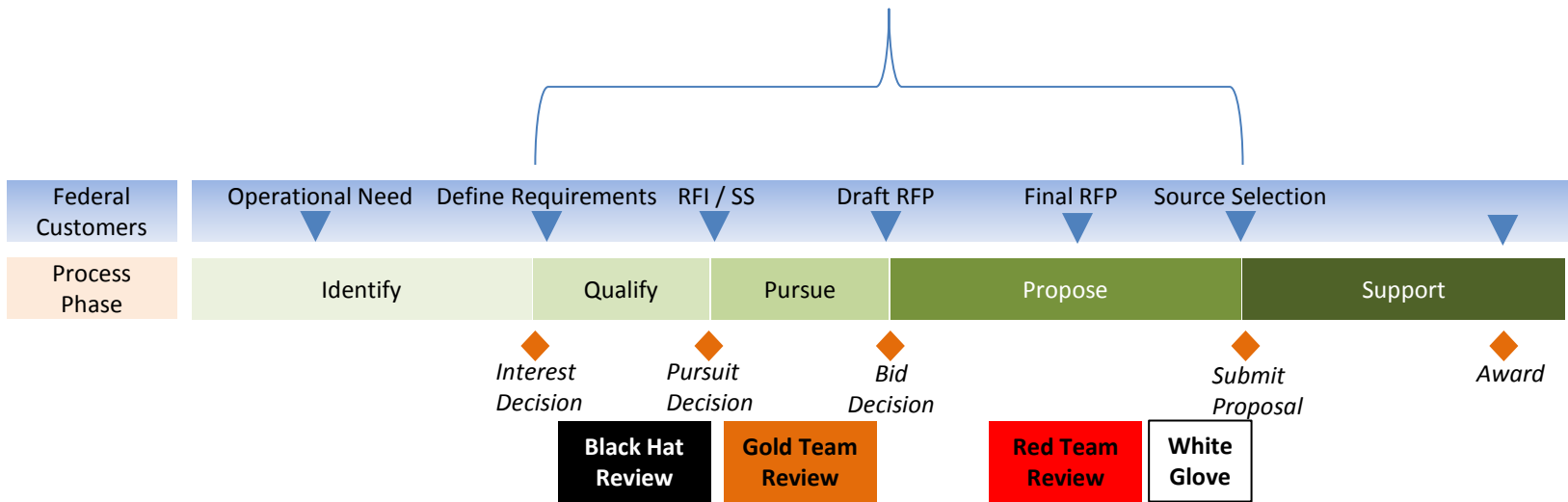




Competition Analysis



Procurement Timeline Competition Analysis





SWOT Analysis

Strengths of Competitors

- What they do well
- Why they do it well
- Are they willing to undercut price
- How are they perceived by the customer
- Are they an incumbent

Competitors' Weaknesses

- Can you exploit them
- What do you offer that is better
- Where are they vulnerable
- What can you do better, cheaper, faster
- What do you know about the customer's perception

Opportunities for Competitors

- Are they already in this business area
- Is there an opportunity they have missed
- Can you see new opportunities

Threats to Competitors

- How much of a threat are you
- How do competitors perceive you
- How would teaming with another company affect them
- Could you team with the main competitor

Competition Analysis

- Strengths
- Weaknesses
- Position with customer

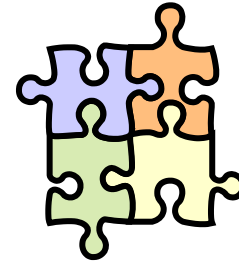


Key Industry Success Factors	Weighting	Competitor No. 1 rating	Competitor No. 1 weighted	Competitor No. 2 rating	Competitor No. 2 weighted
1 - Extensive distribution	.4	6	2.4	3	1.2
2 - Customer focus	.3	4	1.2	5	1.5
3 - Economies of scale	.2	3	0.6	3	0.6
4 - Product innovation	.1	7	0.7	4	0.4
Totals	1.0	20	4.9	15	3.7



Competitor Mitigation

- Black Hat Review
 - You can do this
 - Bid / Do not bid
 - Team with competition
 - Leverage your socioeconomic status

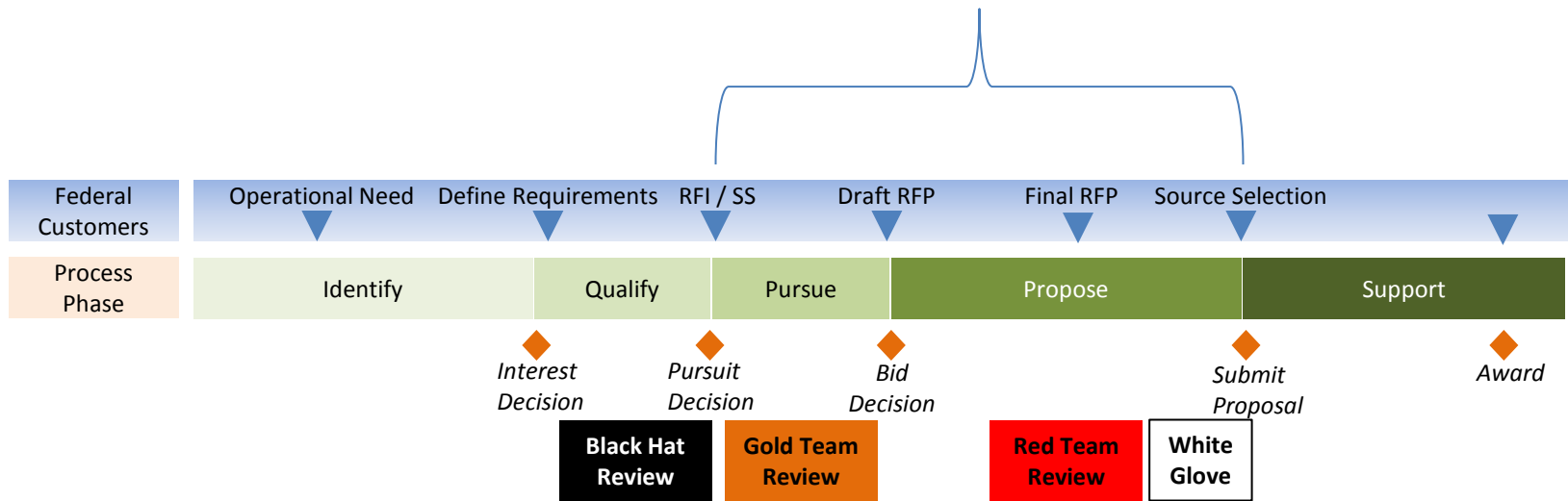




Writing



Procurement Timeline Writing





Preliminaries to writing - Pursue

- You are developing a great Capture Management Plan
- You have researched your competition: Strengths/Weaknesses/Opportunities/Threats
- You understand your customer's hot buttons and desires
- Pursuit decision has been made
- You can craft a pseudo RFP
- Should we start writing now?



Preliminaries to writing - Propose

- You have a great Capture Management Plan
- You have researched your competition:
Strengths/Weaknesses/Opportunities/Threats
- You know the customer & he knows you;
trusts you
- Your team is pumped and ready to go
- The RFP was just released
- Bid / No-bid decision has been made
- Should we start writing now?



Update Capture Management Plan

- Is your competition intel up-to-date?
- Is your customer contact plan current? Did you get what you wanted? Needed?
- Is your win strategy still valid? Complete?
- Are your Action Plans complete? Need additions?
- Do a Gap Analysis
 - What teammates do you have?
 - What teammates do you still need?



Proposal Planning

- The 5P's - *Proper Planning Prevents Poor Performance*
 - *It is a PROCESS. A resource intensive one.*
 - *How do you eat a whale?*
- Prepare proposal management plan
 - Layout Schedule
 - Line up resources
- Prepare & conduct a proposal kickoff meeting
 - (This is a one hour training session by itself – lots to do!)



Proposal Planning

- Develop Reuse Strategy – What can you leverage!!!!
- Start pricing strategy
 - How are you going to be competitive?
 - Customer usually asks for a lot of data to evaluate
 - Depending on type of solicitation
 - Labor, Material, Travel, ODCs
 - Obtain quotes
- Can we please start writing now?



- Now you can start writing!!!
- Remember, if you have prepared well, at least half of your writing is already done! Now, refine it and add more detail, dress it up a bit, polish it, produce it, and WIN!!



Technical note for WRITING

Use Active Voice vs Passive - just like in a resume

- Too much use of passive voice clouds the meaning of your sentences.
- Active makes your meaning clear for readers
- Keeps the sentences from becoming too complicated or wordy

The entrance exam *was failed* by *over one-third of the applicants* to the school.

IMAGE © PURDUE OAK
The action is performed upon the sentence subject, meaning this sentence is passive (indirect).

Over one-third of the applicants to the school *failed* the entrance exam.

IMAGE © PURDUE OAK
This is an example of the active voice because the sentence subject performs the action.

The brakes *were slammed on* by *her* as the car sped downhill.

IMAGE © PURDUE OAK
This is an example of the passive voice.

She slammed on the brakes as the car sped downhill.

IMAGE © PURDUE OAK
This is an example of an active voice sentence because the sentence subject performs the action.

Your bicycle *has been damaged*.
(agent omitted)

IMAGE © PURDUE OAK
This is an example of the passive voice.

I have damaged your bicycle.

IMAGE © PURDUE OAK
This is an example of an active voice sentence because its subject performs the action expressed in the verb.

Sentences in active voice are also more concise than those in passive voice because fewer words are required to express action in active voice than in passive.

Action on the bill *is being considered* by the committee.

IMAGE © PURDUE OAK
This passive voice sentence is less concise than its active voice counterpart (shown below).

The committee *is considering* action on the bill.

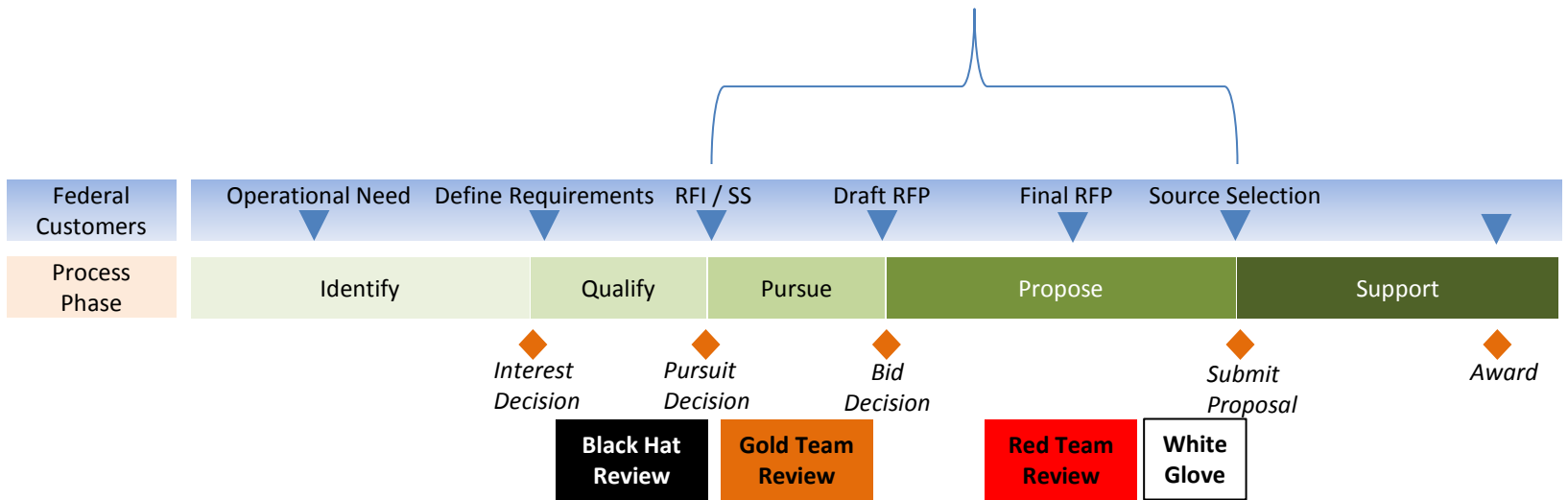
IMAGE © PURDUE OAK
This active voice sentence requires fewer words to communicate the same idea as the passive voice version (above).



Story Boards



Procurement Timeline Story Boards





Where did Story Boards come from?

- Late 1920's or early 1930's
- Walt Disney's film studio
- Illustrated concepts for animated cartoon short subjects
- Separate sheets of paper for each sketch
- Pin them on a wall / board
- Tell the story in sequence
- Add more as you develop the story



Why do we need Story Boards?

- If you can't "picture" your solution, you can't picture your solution!
- Some companies start with "picture" story boards; others use "narrative" story boards; still others do not use either.
- It helps organize and sequence your response and is easy to modify/change/alter/add/subtract.
- Story Boards do not define how you are going to respond to the RFP – it focuses on the solution to your customer's problem.
- A Story Board is your solution resume!



Storyboards

Storyboard Worksheet

(Solving the Customer's Concern)

Author:	RFP Section/Paragraph Number:
Telephone:	SOW
Evaluation Factor:	Outline Number:
Title:	
Date:	

1. **Understanding the Problem:** What is the problem from the customer's point of view (SOW/ITO/ CDRL)?
2. **Our Approach:** How are we going to solve their problem? What is our approach? What are the **features** of our approach? What **discriminates** our approach from the competition (Ghost)? How do you depict this **graphically**?
3. **Soundness of Approach:** From past performance (**proof**), do we know this approach will provide a superior solution?
4. **Customer Benefits:** What customer **benefits** will be derived from our features and discriminators?
5. **Preliminary Theme Statement:** Develop the key **topic** from our benefits, discriminator and features.



Questions?



Who is Sunfire Management, LLC?

- Officially started in January 2006 in Phoenix, AZ
- Initially managed construction programs
- Moved operation to Orlando late 2006; changed focus to:
 - Writing (Proposals, SBIRs, STTRs, Grants)
 - Business Development
 - Program Management
 - Training / Education
- Has active staff of +/- 45 (Army, Air Force, Marine, Navy, civilian) writers, managers, coordinators, illustrators, logisticians, pricing personnel, etc.

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