WINNING WORDS

The Best Offense is a Good Defense

Extolled by Sun Tzu, Jack Dempsey, and other military and sports figures through the centuries, this applies to business today more than ever.

By anticipating what your competitors will do to pursue this new business, you get the opportunity to effectively defend against their efforts and maximize the effectiveness of your capture.

Our Competitive Assessment Services provide you with these benefits:

- Increased insight about your perceived competitive position
- Fact-based research & information needed to validate competitor data
- Improved objectivity by minimizing the *groupthink*
- Independent analysis by customer- and competitor - knowledgeable consultants

Can you afford not to put your company in its best position to win?

Competitive Intelligence & Assessment Services

Our Competitive Intelligence and Assessment (CI/CA) services support your capture teams, marketing, and business development organizations by providing them with the fact-based competitive assessments needed to assess where your company realistically stacks up in the competition and to build effective win strategies to maximize your Probability of Win (Pwin).

The most effective CI/CA efforts are not the result of a single event or source, but the culmination of numerous activities and events—serving to validate the others' findings until an accurate picture of the competitive landscape for each opportunity emerges. To *separate the wheat from the chaff* in a highly competitive landscape requires the application of numerous tools, exhaustive research, and proven processes.

An effective tool in our capture arsenal is the process commonly known as *Black Hat* sessions. During Black Hats, our consultants work with your capture team – often augmented by subject matter experts from outside your organization who bring specific, independent, and ethically obtained customer and competitor knowledge – to emulate your competitor(s), resulting in identifying your competitor's most likely approach to capturing the business.

Prior to and during the Black Hat, we work to identify the competitor's capture and bidding organizations, approach to capturing new business or protecting their incumbency, and identify any teaming arrangements. We also identify the most relevant contracts that each competitor can reference for past performance analysis and perform an extensive strengths, weaknesses, opportunities, and threats (SWOT) analysis. When combined, and initially validated through the black hat process, all of this information allows the team to reach a consensus on their most likely overall win strategy for this opportunity. Among the competitor strategies discovered will be their:

- Management strategy
- Approach to influencing the customer and Request for Proposal (RFP)
- Technical strategy
- Cost strategy (not their price-to-win)
- Marketing strategy

The output from each Black Hat session becomes source information for subsequent Capture Strategy Development session and Price-to-Win (PTW) activities.

For more information, visit us at **www.winningthroughwords.com** or
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