Developing a Proposal
Win Strategy

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The Persuasive Wizard:
How Technical Experts Sell Their Ideas
Why Do You Need a Win Strategy?
The Environment is Changing
## Shrinking Funds

<table>
<thead>
<tr>
<th>Country</th>
<th>R&amp;D 2012</th>
<th>Change from 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>United States</td>
<td>$436 billion</td>
<td>2.1 %</td>
</tr>
<tr>
<td>Europe</td>
<td>$338 billion</td>
<td>3.5 %</td>
</tr>
<tr>
<td>Asia</td>
<td>$514 billion</td>
<td>8.6 %</td>
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</tbody>
</table>

- This so-called “good news” is predicated on a strong economic recovery
- Historic growth rate for US R&D is 6% - 8%
  - Government spending to be reduced in *all* agencies
  - Pharmaceutical research declining as much as 20% - 30%
  - US share of *global* R&D is *declining* to 31%, down from 33%
- Corporate growth overall predicted to be 3.8%, ... but for multinational US companies
  - 30% of the US R&D dollars to be spent outside the US
Decreased Opportunities

- Of the world’s total engineering degrees last year, the US provided less than 4% while China provided 56%

- *In the US*, more than 60% of the US engineering and more than 50% of the US physics doctoral degrees went to foreign citizens

- In the last ten years, employment in high-technology manufacturing has decreased 28%

- Six years ago, the US was home to 1,050 of the world’s 2,500 largest public corporations
  - The US share has fallen to less than 750 companies
  - China’s share has grown from zero to 250 companies

- In the last six years, 85% of the growth in R&D workers in US-based multinational companies has been abroad

- Government is pushing to spend more research money “internally” (National Labs, Research organizations) rather than funding externally
That Means
More People Competing for Fewer Dollars
Why Have a Win Strategy?

In war, sports, or proposals, you are not likely to achieve success without a game plan – a strategy to win.

Chuck Noll: “Leaving the game plan is a sign of panic and panic is not in our game plan.”

Sun Tzu: “If ignorant both of your enemy and yourself, you are certain to be in peril.”

- Makes You Proactive, Not Reactive
- Ensures You Have a Ticket to the Game
- A Roadmap to Win With the Team You Have
- Pushes and Focuses the Team
- Actions That Converge to Success
What is a Win Strategy?

Implementable Set of Targeted Outcomes and a Formulated Plan to Accomplish Them

- Roadmap From Start to Finish
- Structured Steps
- Quantifiable and Measureable Actions
- Starts Long Before the Proposal
- Ends Long After
- A Continuous Cycle Day to Day, Week to Week, Year to Year
Prior to the RFP

Know the Customer
- Know by Name and Make Personal Contact With the Principal Decision Makers
- Understand the Funding Sources
- Know the Customer’s Master Schedule and Lock-Step With It
- Make Winning Personal

Know the Customer’s Business
- Language
- Acquisition Environment
- Programmatic +Technical Requirements
- Value Proposition
- Biases, Sweet Spots, and Land Mines
- Risks and Fears
- Concerns About You
Prior to the RFP (Cont’d)

Do the Hard Stuff First

- Team Definition, Biographies
- Commitment, Matching Funds, Resources
- Approvals
- Facilities, Equipment, Capital
- Photographs, Drawings, Background Research
This Means That The Job is Winning, Not Submitting
Proposal Winning is a Contact Sport
Consider Changing Your Philosophy

Struggling to get the customer interested in your project

Your project intersects with the customer’s desires

Work with the customer to develop, shape, and fashion your project.
During the Proposal

Develop a Theme – Recurring Strong Message

- Uniqueness
- Differentiators
- Funding
- Outcomes

Focus On What Will Win

- Measureable Tasks
- Quantifiable Outcomes and Deliverables
- Team – Experience, Credentials, Relationship to Customer
- Schedule That Maximizes Customer Interest
- Cost – Initial and Recurring
- Commitment - Matching Funds, Personnel, or Other Resources
During the Proposal (Cont’d)

The Text

1. Write, Rewrite, Rewrite, Rewrite, Rewrite, Rewrite, ...
2. Use Titles, Bold, Italics, Color
3. Concise, Precise, and Clear
4. Dump the Boilerplate
5. Good Grammar and Spelling
6. Meet ALL the Requirements
After the Proposal

**Win**

- Follow Up With the Customer To Understand EXACTLY Why You Won
- Deliver ALL You Promised
- Deliver MORE Than You Promised

**Lose**

- Understand Why You Lost
- If Possible, Get a Formal Debriefing – Play Offense, Not Defense
- Begin Immediately on the Next Submittal
The Proposal Does Not Win, You Do