



# POSITIONING TO WIN

Knowledge is power and differentiation is key

## Self Starter Tool Kit



### **BARBARA STILES, CPSM**

Gannett Fleming  
Southeast Region  
Business Development Manager

### **LINDSAY DIVEN, CPSM**

BRPH Architects Engineers  
Principal  
Director of Marketing &  
Business Development



A photograph of a man and a woman in an office setting, looking at a laptop screen. The man is in the foreground, wearing a blue and white striped shirt, and the woman is behind him, wearing a light blue shirt. The image is semi-transparent, allowing the text to be visible over it.

# SLIDES

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Welcome

**POSITIONING TO WIN:**

Knowledge is power and  
differentiation is key

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About Us



**BARBARA STILES,  
CPSM**

Southeast Region Business  
Development Manager  
Gannett Fleming  
SMPS Member since 1999



**LINDSAY DIVEN,  
CPSM**

Director of Marketing and  
Business Development,  
Principal  
BRPH Architects-Engineers  
SMPS Member since 2005

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Today's Agenda

- 1 KNOWLEDGE IS POWER
- 2 CLIENT STRATEGY
- 3 OPPORTUNITY STRATEGY
- 4 DIFFERENTIATION STATEMENT

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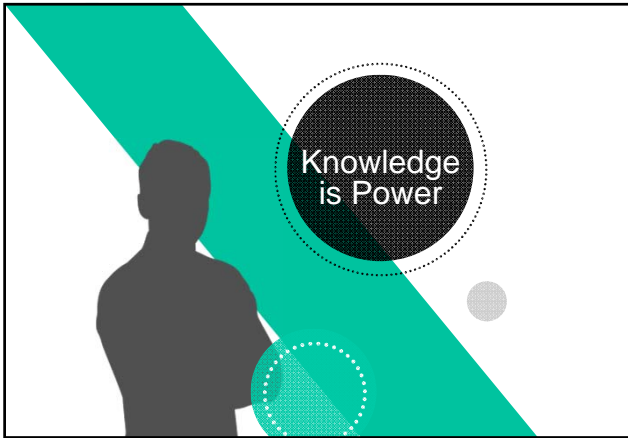
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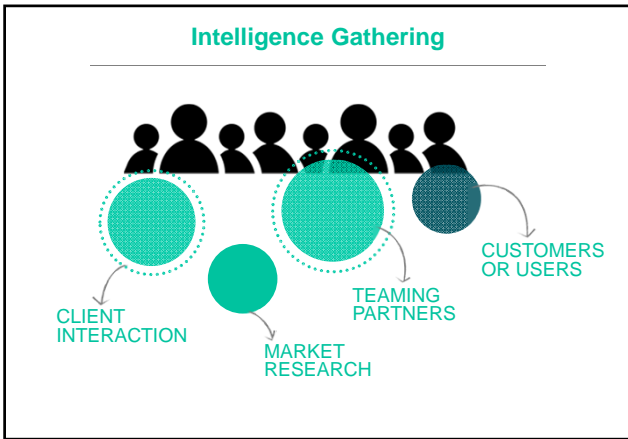
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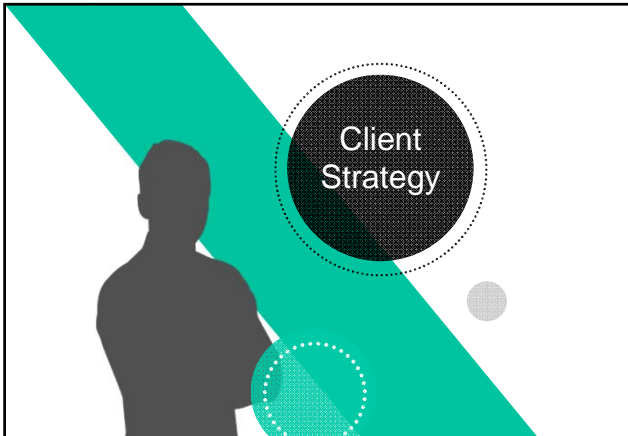
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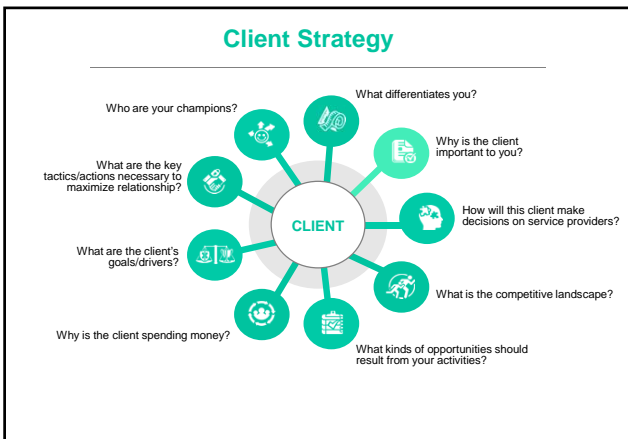
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**Relationships Play a Big Part in Strategy**

- Alignment of mutual expectations
- Conditioning clients to expect more than they are currently getting from other firms
- Help clients understand how they benefit from your relationship-based business model

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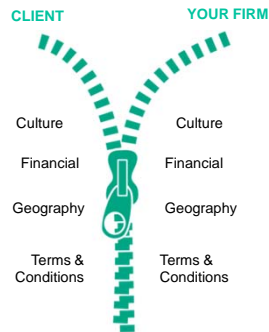
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## Relationship Shaping

- Look for alignment and for disconnects



## "Zippered" Client Relationship

- Build your team to match and compliment their structure
- Actively manage relationships
- Use all the intelligence to build trust



## Sample Client Service Team

Zippering Team  
ABC Client

Legend:  
Frequency of Contact: Green dot (Once a Year), Blue dot (Twice a Year), Red dot (Once a Quarter), Purple dot (Once a Month), Black square (As Needed)

Contact Points	President/CEO	VP/COO	VP/Finance	VP/Operations	VP/Marketing	VP/IT	VP/Legal	VP/HR	VP/Procurement	VP/Supply Chain	VP/Manufacturing	VP/Logistics	VP/Quality	VP/Environment	VP/Safety	VP/Security	VP/Compliance	VP/Regulatory	VP/Policy	VP/Strategy	VP/Innovation	VP/Digital	VP/Analytics	VP/Consulting	VP/Training	VP/Development	VP/Operations	VP/Support	VP/Project	VP/Team	VP/Client
Jane Doe	Green dot																														
John Smith		Blue dot																													
Director of Transportation Dev't			Blue dot																												
Director of Transportation Operations				Blue dot																											
Mary Green					Blue dot																										
Director of Design						Green dot																									
Executive Project Manager							Red dot																								
Construction Project Manager								Red dot																							
Tyler Tall									Blue dot																						
Design Construction Engineer										Blue dot																					
Transportation Systems Manager											Blue dot																				
Mark Robin												Red dot																			
Design, TNC Member													Red dot																		
Barry G														Red dot																	
Eng Supervisor - TNC Member															Red dot																
Philip Todd																Red dot															
Eng Supervisor - TNC Member																	Red dot														
Jeffrey Winstead																		Red dot													
Project Manager																			Red dot												
Mark Robin																				Red dot											
Technical support - TNC member																					Red dot										
R.J. Kessner																						Red dot									
Production Support - TNC Member																							Red dot								
Executive Project																								Red dot							
Project Manager																									Red dot						
Michael Jones																										Red dot					





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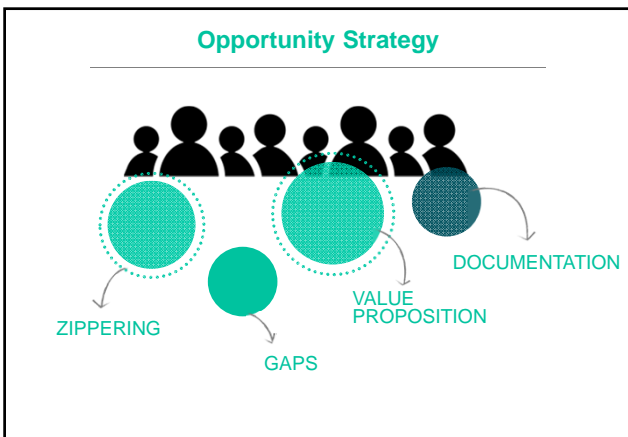
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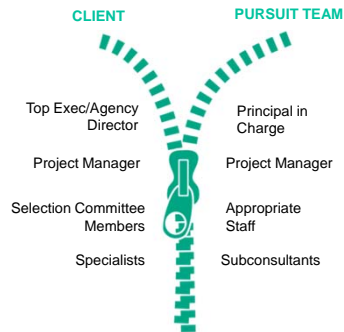
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## “Zippered” Opportunity Strategy

- Build your pursuit team to match that of the client




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## The Universe of Client Wants and Expectations – Including Those They Don’t Know About Yet




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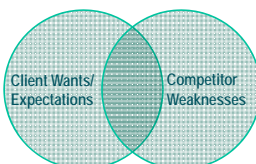
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## Creating the Gap Zone




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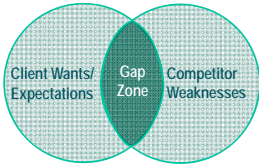
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What is “Magic” About the Gap Zone?



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“The Sweet Spot” Represents your Unique Strengths and Makes You Different



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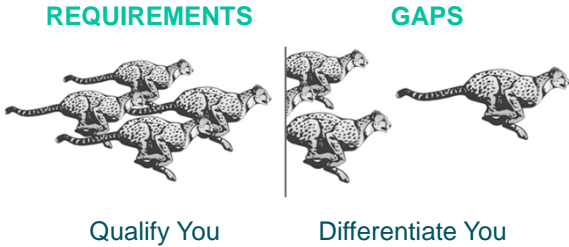
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Requirements vs. Gaps



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### The Truth about Gaps

- Some Gaps are created
  - New technologies or innovative approaches
- Some Gaps need to be found
  - Most competitors will find them
- All unique Gaps you fill make you look different
- Gaps are not Gaps until the client validates them

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### Gap Development Questions

- |  |  |
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| <ul style="list-style-type: none"> <li>● How and to what extent are your needs being met today? Where are the shortfalls? Why?</li> </ul>                            | <ul style="list-style-type: none"> <li>● Where are the tough spots? What is not going well? Why? What have you done to fix the problems? Is it working?</li> </ul>   |
| <ul style="list-style-type: none"> <li>● What is going well? What do you attribute that success to? How have you institutionalized these success factors?</li> </ul> | <ul style="list-style-type: none"> <li>● Historically, what has been your performance in meeting cost/schedule goals? Majority underruns/overruns? Why are you getting these results? What are you doing to fix or reinforce?</li> </ul> |
| <ul style="list-style-type: none"> <li>● Have results been as expected? Why? Why not?</li> </ul>   |  |

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**Win Plan**

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Ask The Four Questions

Gaps	Features	Benefits	Proofs
[Client Issue Not Being Met]	[Why You?]	[So What?]	[How So?]

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**Let's Build a Value Proposition**

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*You are faced with increased disposal costs at your Central Wastewater Treatment Plant; and by 2020 you will see exponential cost increase when your current contract expires.*

Gaps	Features	Benefits	Proofs
			

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### Features Describe What You Do

- Tangible aspects of your services
- Something you can touch, see, taste, or feel
- The “things” (people, systems, tools, equipment, etc.) you offer
- It’s mostly about you, not what you do for a client. Clients will ask “So What?”

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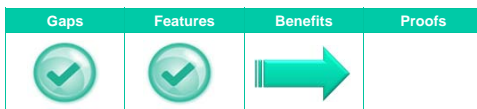
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### Let’s Build a Value Proposition

#### Define the “features” of your offering....

*We perform comprehensive alternatives and life-cycle analysis and provide recommendations for wastewater treatment plant upgrades including cost-effective methods for handling, treatment, and disposing of biosolids.*



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### Benefits Quantify the Goodness of Your Offer

- Describes what a feature can do
- Most significant payoffs to the client
- The benefit closes the GAP
- Positive outcomes: increased volumes, shorter schedule.....
- Individual outcomes: safety record, performance bonuses, etc.
- Often more business focused than project focused

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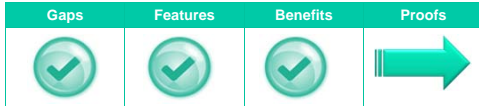
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## Let's Build a Value Proposition

### Define a tangible benefit....

*Our comprehensive alternatives and life-cycle analysis results in reduced disposal fees and chemical costs.*




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### Proofs Demonstrate You Have Delivered Similar Results in the Past

- Proves the **benefit**, not the **feature**
- Relies on hard statistics or client testimonials
- Money better than percent or schedule
- Can be internally developed or externally developed
- Operations (technical staff) provides the best proofs

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## Let's Build a Value Proposition

### Back it up with proof...

*On a recent wastewater treatment plant evaluation for the City of Washington, Missouri, we implemented a first of its kind (in Missouri) minimization process that will reduce waste activated sludge by 90% and disposal of biosolids by 40%.*




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## The Value Proposition is Key




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## Value Proposition Ties Your Offering to the Owner's Needs

- Clear, concise statement of value-driven, measurable experiences client will derive from working with you that he/she won't derive from any competing firms
- Based on identification of GAPS, development of benefits and proofs
- Primary driver for win strategy

*Gaps and Value Proposition Statements are actual statements that can be used in writing your proposal sections such as cover letters, executive summaries and closing WHY US? slides.*

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## Let's Build a Value Proposition

### Finish with a value proposition for *this* client...

*When applied to your solids processes including systems currently under design and evaluation, we can offer alternatives to reduce your disposal of biosolids by more than 40% with an annual savings of \$1.28 million in disposal fees and \$972,800 in chemical costs.*




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## Let's Build a Value Proposition

You are faced with increased disposal costs at your Central Wastewater Treatment Plant; and by 2020 you will see exponential cost increase when your current contract expires. We perform comprehensive alternatives and life-cycle analysis and provide recommendations for wastewater treatment plant upgrades including cost-effective methods for handling, treatment, and disposing of biosolids. Our comprehensive alternatives and life-cycle analysis results in reduced disposal fees and chemical costs. On a recent wastewater treatment plant evaluation for the City of Washington, Missouri, we implemented a first of its kind (in Missouri) minimization process that will reduce waste activated sludge by 90% and disposal of biosolids by 40%. When applied to your solids processes including systems currently under design and evaluation, we can offer alternatives to reduce your disposal of biosolids by more than 40% with an annual savings of \$1.28 million in disposal fees and \$972,800 in chemical costs.

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## Value Proposition Activity

Gaps	Features	Benefits	Proofs	Value Proposition
[Client Issue Not Being Met]	[Why You?]	[So What?]	[How So?]	

- Teams of 2-3 people
- Based on personal experience, select a GAP
- Identify associated features
- Write a benefit and proof – remember to prove the benefit
- Write a value proposition
- Share!

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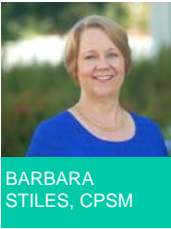
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### Connect with Us



**BARBARA STILES, CPSM**  
407-384-4412 ext. 3578  
bstiles@gfnet.com  
@BarbaraStiles



**LINDSAY DIVEN, CPSM**  
321-501-3466  
Ldiven@brph.com  
@LindsayDiven

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ACTIVITY MATERIALS



**CLIENT NAME**



Twice a Year



Once a Month

[illegible]





Value Proposition Worksheet

Opportunity Name: \_\_\_\_\_

GAPS/Requirements ( <u>Gap</u> : Client's need, where meeting this need differentiates us from competition)	FEATURES (What do we provide to satisfy gap/requirement?)	BENEFITS (What are the benefits to the client? How does the advantage translate to a specific, quantified benefit that fills this client's gap?)	PROOFS (How/where have we previously provided these feature/benefit pairs to clients? Back up the proof with metrics. Provide proof of the benefit, not that we have the feature)	VALUE PROPOSITION (Clear, concise statement of value-driven, measurable experiences client will derive from working with you that he/she won't derive from any competing firms)



A photograph of a young man and an older man in business attire, with the word 'HANDOUTS' overlaid in white and teal text.

# HANDOUTS







# EXAMPLE GAP-FINDING QUESTIONS

## Client Strategy

1. What trends do you see happening over the next three to five years?
2. How and to what extent are your needs being met today? Where are the shortfalls? Why?
3. Where are the tough spots? What is not going well? Why? What have you done to fix the problems? Is it working?
4. What is going well? To what do you attribute that success? How have you institutionalized these success factors?
5. What have you been able to do to get your contractor community to spend your money as if it were their own?
6. Some owners struggle with what they should do next when "it just gets so cheap." Has your team addressed this issue? Any thoughts?
7. Are you losing knowledge from your organization that has been difficult to replace?
8. Are you seeing enough young people come into the business to replace those who leave? Are they successfully absorbing critical technical and business information? Do you have a formalized knowledge management system in place?
9. Historically, how successful have you been in meeting cost/schedule goals?
10. Majority underruns/overruns? Why are you getting these results? What are you doing to fix or reinforce them?
11. Have project outcomes met your expectations? Why? Why not?
12. What is the most common problem you face? If there were three things you'd like to see the E&C contractor community fix, what are they?
13. What is your company's philosophy regarding project execution?
14. What is your company's view of formal alliances? Do you now have formal or informal alliances with any contractors or vendors? Are they working? How do you measure improvement?
15. What steps does your company go through to fund a project, from conceptual estimate to final funding and contractual/execution strategy? Once a project is funded, how much latitude do you give your project team on cost or schedule overruns before they have to come back for formal refunding?
16. When projects go bad, why does that happen? Are there common factors among the last several projects that have had problems?



## Opportunity Focused

1. What are the real driving forces for your current project? What is the market that this product serves? How do you evaluate the tradeoffs between cost and schedule?
2. Who was or is against the project? Why?
3. What is the source of the funding?
4. Who has been already selected to do something?
5. To whom will I be accountable?
6. How did you get involved in this project?
7. How do you feel about this project?
8. What is your role now? And what will it be?
9. Who decides who gets the contract?
10. How will the outcome of this project affect you?
11. How would you describe the ideal project manager, consultant, etc.?
12. How do you feel about other design professionals with whom you've worked?
13. With what other design professionals are you also talking?
14. What particular kind of firm do you have in mind? (Local/National, Large/Small, Innovative/Conservative)
15. In what ways do you expect me to compete? (Track record, price, etc.)
16. What preferences do you have regarding fee structure?
17. What time frames have been established for awarding the contract?
18. What is the estimated dollar amount involved?

Value Proposition Worksheet

Opportunity Name: \_\_\_\_\_

GAPS/Requirements (Gap: Client's need, where meeting this need differentiates us from competition)	FEATURES (What do we provide to satisfy gap/requirement?)	BENEFITS (What are the benefits to the client? How does the advantage translate to a specific, quantified benefit that fills this client's gap?)	PROOFS (How/where have we previously provided these feature/benefit pairs to clients? Back up the proof with metrics. Provide proof of the benefit, not that we have the feature)	VALUE PROPOSITION (Clear, concise statement of value-driven, measurable experiences client will derive from working with you that he/she won't derive from any competing firms)