



May 2015

## ABOUT DYNANET

Dynanet Corporation has a long history of successfully assisting federal and state governments in accomplishment of their missions. The proof of our success is in the numerous accommodations and awards we have been given and the list of partners who choose Dynanet as a business team member. Our talented and certified professionals are led by a highly experienced and senior leadership team with both private sector and federal experience.

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## Let the Chase Begin

By Mike Rice, Dynanet Director, Business Development

It's time to move into the Capture phase of Dynanet Business Development Framework. This is where the fun begins for me. We define the Capture phase as, *"To further qualify the opportunity through the development of a detailed capture plan, target solution and supporting financial data"*. Similar to its sibling phases, Capture has very distinct and concrete activities that will demand your capture team's attention. I will present this concept in a series of articles. There are too many facets to this topic, so it is worth taking the time to discuss and digest each piece. With that said, the following represents activities within Capture:

- **Assign Individuals to Capture Team** → Budget for and identify talent who will be responsible for developing your offer.
- **Gather Program Intelligence** → Map out customer stakeholders, potential evaluators and influencers.
- **Develop Detailed Capture Plan** → Define customer "hot buttons", win themes, value propositions and action plans.
- **Define Price to Win (PTW) & Cost Targets** → Based on the Competitive Landscape and historical pricing, what is our price to the customer for our offer design?
- **Develop Baseline Target Solution** → Develop your solutions strategy, offer design, transformation process and ultimate Concept of Operations (CONOPS).
- **Engage Teammates & Subcontractors** → Assess discriminators and fortify your offer through teaming.

For this article, we will focus on the first activity - the capture process, which is the assigning of individuals to your Capture Team. Let me first caveat this discussion with the fact that Dynanet is a small business, thus, we do not have an army of resources focused solely on capturing opportunities. We do, however, recognize that a sound capture strategy requires key individuals to play specific roles in the process. The most effective talent in producing a great proposal are 1) the Capture Manager, 2) the Program Manager, 3) the Proposal Manager and finally 4) the Solutions Architect.

**The Capture Manager** is the team captain and thought leader of the capture team. Practiced capture professionals draw from experience of many proposal efforts, recalling strategies that were successful in like captures. And just like any team captain, they coach and encourage their team to produce a winning offer. This individual encourages open thought and expression, focusing the talent on the goal at hand and works with corporate resources to ensure that the appropriate talent is available. The Capture Manager focuses on teaming, making sure those discriminators, represented by the team, are well defined and expressed in the offer. Interestingly, the Capture Manager takes on the role as the “customer advocate”; always focused on the hot buttons, pain points, themes and strategies of the offer to ensure that the customer’s objectives are satisfied.

**The Program Manager (PM)** will be the person responsible for running the proposed program and must meet all Key Personnel requirements for their position. I personally have only seen a handful of acquisitions that did not identify the Program Manager (PM) as a Key Personnel. Though intuitively obvious, it’s worth stating that your “bid” PM should possess the skills, talents and background to meet or exceed the requirements in the solicitation. Another interesting point is that the PM takes on the role as the “corporate advocate”; comparing the offer design, budget and the likely impacts to execution. The PM must successfully execute and fight to ensure that the offer is reasonable and obtainable. As a note, once awarded, it is my experience that the PM advocacy perspective centers toward the customer, bringing a balance to both corporate and customer goals. This is a sign of a well-practiced and experienced PM.

**The Proposal Manager** is the taskmaster! Commonly called the “Book Boss”, this individual drives the schedule, quality and production of your proposal material. Running daily “tag up” meetings, the Proposal Manager coordinates the writers, graphics and other members of the team to make sure the stated goal of the proposal, *“To produce a compliant, compelling and winning proposal”*, is realized! The Proposal Manager schedules your color reviews and ensures that reviewers are assigned, reviews are complete and debrief and recovery time is allotted for and well used. The Proposal Manager drives the schedule and an effective book boss knows how to make you quite uncomfortable if you miss a deadline on your writing assignment. Finally, the Proposal Manager must bring the balance between customer and corporate advocates to make sure that balance is appropriately expressed in written form.

**The Solutions Architect** begins the offer design process focusing on the current “as is” state, the proposed “to be” state and transformation process that will navigate

the journey. Usually expressed in a Concept of Operations (CONOPS), the offer design drives the proposal development and pricing exercises. We'll discuss CONOPS in a separate article. For the purposes of this article, the ultimate goal of the Solutions Architect is to develop a sustainable technical approach that can be executed within budget that meets or exceeds the objective of the customer.

These four individuals represent very distinct roles, but these roles also need to complement each other to ensure a successful capture process. It is important not to give the same person more than one of these roles. You need the unique perspective of each to focus your offer design for the win. Sometimes these four individuals must defend their position or perspective and in my experience, "iron sharpens iron" resulting in a great outcomes.

In my next article I'll take a look at gathering program intelligence. As important as customer intimacy is in qualifying the pursuit, being able to capture that knowledge in tangible data is critical in the process. That intimacy may come from your employees on the ground at the customer site and your capture team needs that information to begin developing its offer. Stay tuned for more!!