

Top 11 Keys to a Winning Playbook

1. *Craft a gameplan that scores early*
2. *Do not copy others' plays; differentiation is key*
3. *Adapt your plays to the competition*
4. *Be bold and creative; "more of the same" is the refrain of losers*
5. *Do not fear the home team (incumbents have never been more vulnerable)*
6. *Hire the opponents' star players in the off-season (before their recompute)*
7. *Be quick and nimble; in GovCon and in hockey, slow and steady loses the race*
8. *Do not keep your star players on the bench; get them on the ice but do not burn them out*
9. *Surprise your opponents – do not be afraid to run some new plays*
10. *Do not wait until after a losing streak before starting a rebuild; infuse new talent, new ideas, and new approaches*
11. *The best goals are the result of high quality chances enabled by great playmakers; set your team up for victory with an effective capture effort*

Positioning for the Playoffs: Focus on Organic Growth

- 🐾 Adopt blended growth strategies and invest in substantive capture/proposal activities to propel organic growth
- 🐾 Replace antiquated, time-consuming, and discouraging color reviews with continuous reviews and wall walks
- 🐾 Essential to "marinate in the sauce" and collaborate – done best in proposal tanks and hard to do virtually
- 🐾 Wikipedia and Google Searches will never be a viable substitute for original thinking and creative content
- 🐾 The answer to "Why Us" is not in previously submitted proposals; avoid intellectual laziness and strive for compelling and compliant
- 🐾 Write to score, not to inform; make strengths obvious, tangible, and easy for reviewers to award points against

The Days of "Buy or Be Bought" Are Drawing to an End

To be sure, acquisitive growth is far easier than organic growth, but the latter is more valuable, durable, and value enhancing. For years, the mantra of most strategy houses, management consultancies, and corp dev shops has been "follow the money." But "follow the money" is the language of losers desperate to jump on the coattails of the latest trend and content to play catch up with those who positioned for growth by skating to where the puck will be. In a world of abundant capital, lofty top line growth expectations, and short-term perspectives, M&A was the path of least resistance and the quickest fix for what ailed slow growing companies. Today's #1 challenge is putting numbers on the board, and the numbers that count are contract awards (TCV), organic revenue growth, and EBITDA.

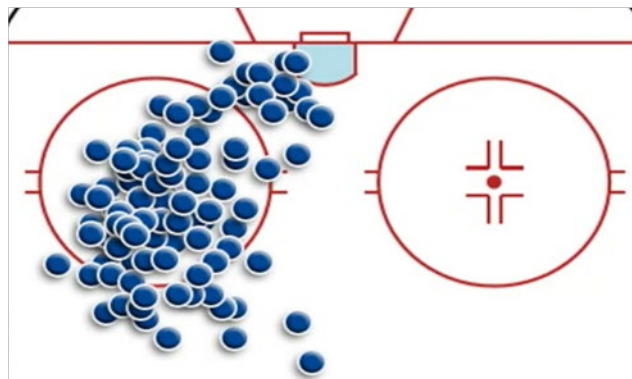
Every Day is a Battle – Competition is Fierce

The National Hockey League is not the only competitive playground around town – the GovCon sector has never been more competitive. Moving up in the standings is the clarion call for those looking ahead to the playoffs and seeking a better seed. The same applies to the GovCon sector where success increasingly depends on holding serve on your recompetes and taking market share from others. The old plays that served companies (and hockey teams) well are no longer sufficient to win...companies need to rethink and reimagine their specialty teams. They need to offer innovative solutions and operating models and not be afraid to battle in the corners and dominate the play. They need insightful, creative capture strategies that drive compelling solutions, enabling them to hit aggressive price points and still earn a fair return.

Proposals – the GovCon "Power Play"

Proposal teams are hockey's version of the power play. You need to get your best people on the ice, and put good shots on goal. Just throwing in a bid is as unlikely to succeed as a shot from the blue line. You cannot keep doing the same old thing – with the same easily recognized plays – and expect better results. The GovCon teams that are scoring are developing creative strategies and taking high danger shots because they put themselves in a position to do so. They are motivated by an insatiable desire to win, and reject conventional wisdom and plutocratic diatribes...instead favoring young, fast, strong players who are not set in their ways and are not afraid to shake things up. The best capture managers are true playmakers – they know how to set up others for the winning shot.

Ovechkin Power Play Goals



Shooting from the same spot (i.e., Ovi's "office") yields diminishing returns. The same is true for organic growth to "more of the same" proposal strategies.

Do Not Mistake Motion for Progress

On off days, the best teams are developing new plays and improving the roster. They are moving beyond the 40-year-old proposal development paradigms that are ponderously slow, reactive, and inhospitable to new ideas. Renaming these proposal processes by adding the word "Agile" does not make a litany of storyboards, scenario sheets, internal briefings, and countless color reviews productive. Rather, adopt the simple "think...draw...write" paradigm with continuous wall walks and non-confrontational color reviews. You will end up with players who instinctively know how to score, generate more compelling proposal content, and achieve far better results. The Stanley Cup never goes to the team who keeps doing the same thing...it goes to the intrepid, hard-working, and talented team that dares to be different and to challenge the *status quo*. Let's Go Caps!