

Capture Planning is the process of identifying opportunities, assessing the environment, and implementing winning strategies to capture a specific business opportunity by influencing the customer to prefer your organization and solution. Consistently successful capture planning requires written, action-oriented capture plans and the discipline to implement, monitor, and adapt those plans to changing customer needs, internal issues, and competitive conditions.

Capture planning consists of iterative activities designed to attain a favored position with the customer.

What Is Capture Planning?

To understand capture planning, consider the aim, potential outcomes, origin, context, and relationship with established selling methodologies.

The aim of capture planning is to progress from an initial unknown position to a favored position as viewed by the customer. Initially, the customer is unknown by the seller and the seller is unknown by the customer. Your initial unknown seller's position is ignorance about customer needs, the customer's view of your organization, and your relative competitive position.

Because the customer's view is the only relevant view, the aim of the seller is to progress from *unknown*, to *known*, to *improved position*, and eventually *favored position* as shown in figure 1. Of course, relatively few initial positions are completely unknown, and achieving a favored position might not be possible.

To move from an unknown to a known position, research the market, interact with the customer, and analyze your findings. To move to an improved position, develop your strategy and tactics, implement, and validate them with the customer. Attain a favored position by repeating this iterative capture planning process.

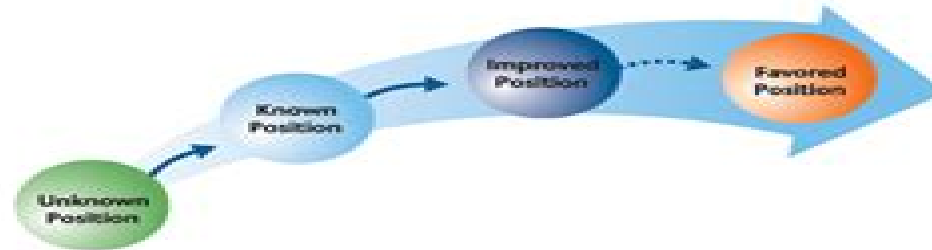


Figure 1. Capture Planning Progression. The fundamental capture planning process is an iterative progression from an unknown to a favored position. The capture planning template is simply an orderly method to prompt research, analysis, strategy development, and tactical execution to achieve a favored position.

Four potential outcomes are likely:

1. The customer opts to negotiate a contract without competition because:
 - Preparing solicitation documents, soliciting and evaluating proposals, then negotiating a contract are expensive and time consuming.
 - Implementing a solution promptly offers greater benefits than the potential cost savings from competitive bidding.
 - Finding a solution superior to yours is unlikely.
2. The customer prefers your organization and solution but opts to solicit proposals for one or more of the following reasons:
 - Purchasing regulations or guidelines mandate competitive bids.
 - Competitive bids often result in superior solutions.
 - Competitive bids often result in lower prices.

- Competitive bids are less likely to be questioned by senior management or regulatory authorities.
 - Competitive bids give the customer additional knowledge and leverage in contract negotiations.
3. The customer opts for a fair and open competition. Customers typically insist every competition is fair and open, even if not. Determining whether a competition is truly fair and open (or can be influenced to become so) is a key element of decision gate reviews, competitive intelligence, and capture strategy development.
 4. The customer prefers another organization's solution, and you are kept in the competition as leverage or *column fodder* to secure a better solution or price from the preferred vendor. You should usually not pursue or bid unless you have solid evidence that staying in the competition will lead to profitable, future business.

Capture Planning Shipley Associates Proposal Guide Capture

Larry Newman



Capture Planning Shipley Associates Proposal Guide Capture:

Shipley Capture Guide Larry Newman,2022-08 This Capture Guide has three objectives 1 Help individuals and organizations capture competitive business opportunities more effectively economically and consistently 2 Guide individuals in capture planning and sales roles to understand and adapt best practices for opportunities in any market 3 Document best practice capture management and planning activities

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