Strategy is a plan or method for achieving a goal. Strategy and tactics are often confused. In the purest sense, strategy is your pre-engagement position; tactics are the actions you take to implement your strategy, to convey it persuasively. Both are required to win.

The guidelines for strategy include preconditioning, targeting, analyzing, and then determining and packaging your solution.

Organizations that are most effective at winning business have aligned their strategies and processes throughout, including their approach to business development. Their business, market, capture, sales, and proposal strategies and tactics are aligned, coordinated, and consistent.

Misaligned strategies result in inconsistent, confusing, and off-putting customer messages. This dissonance prompts customers to doubt your message.

If the following example describes your organization, you can improve your business capture effectiveness:

Account executives position their solution based on successful previous solutions. Individuals write proposals with little direction from sales, using extensive boilerplate due to limited response time and numerous requests to bid. When asked to make a finals presentation, senior executives deliver standard presentations.

In this example, messages to the customer are seller focused, and the content changes from message to message. As a result, customers doubt both your understanding of their needs and your commitment to satisfying their needs.

**Strategy**

1. Distinguish strategy at different phases of the business development process.
2. Analyze your current position using standard, universally understood, integrated, and accepted tools.
3. Define and agree to use common terms and definitions.
4. Define a specific capture objective after your pursuit decision to better focus on that unique opportunity.
5. Identify the economic buyer, users, and technical buyers; then list their issues.
6. Use a power rating to meld individual buyers’ issues into a set of organizational issues.
7. Use an Integrated Customer Solution Worksheet to arrive at a competitive solution that is aligned with the customer’s issues and requirements.
8. Prepare a Bidder Comparison Chart (BCC).
9. Draft specific strategy statements that define both what you will do and how you will implement that strategy.
10. Select the best solution and approach, and develop a specific value proposition for each customer.
11. Create a price-to-win strategy to drive your solution.
12. Use trade-offs to validate your approach and ghost the competition.
13. Implement your action plan.
Distinguish strategy at different phases of the business development process.

Strategy might be the most misused word in business. “Strategy” might refer to a position, an action, the entire solution, an aspect of the solution, or a favorite catch phrase or slogan.

To craft and present an aligned message, all members of the selling team must agree to use a common process and common definitions:

- **Business strategy** is an organization’s plan to achieve overall business objectives.
- **Market strategy** is an organization’s plan to achieve specific market objectives, typically involving multiple sales.
- **Capture strategy** is the plan to win a specific, defined opportunity.
- **Sales strategy** should be identical to a capture strategy; i.e., opportunity specific, but sales strategy has been used so generically that the term was not used in the *Capture Guide* or *Proposal Guide*.

**Proposal strategy** is a plan to write a persuasive, winning proposal. The proposal strategy is a subset of the capture strategy. The message is the same; only the tactical aspects of implementation differ.

**Win strategy** is often used to describe the overarching actions required to win an opportunity. In reality, *capture strategy* and *win strategy* are identical, but some practitioners have opted to limit *capture strategy* to the specific positioning actions of the capture team.

In capture planning, you plan and take actions to convey information that persuades each customer to prefer, or at minimum, favorably regard your organization and solution. You might convey that information in white papers, presentations, meetings, site visits, demonstrations, and media buys or events. In a proposal, you should be conveying identical, aligned information in words, text, and graphics.

Analyze your current position using standard, universally understood, integrated, and accepted tools.

Strategy drives tactics. You always have a position in any sales situation, whether you understand it or not. Developing an effective strategy requires: 1) Determining your current position, and then (2) Improving it versus competitors’ positions.

Using standard tools and templates to develop your strategy improves the quality of the strategy, saves time, and improves the quality of implementation. When strategy development is improvised, implementation is haphazard, uncoordinated, and inconsistent. Standard templates not only reduce development time, but the embedded discipline improves the quality of information developed and enhances understanding among capture team members.

Organizations that use common tools to develop strategy spend less time clarifying terms and process and have more time to focus on substance and implementation.

Integrate the tools used by sales, sales support, management, engineering, and product management. Integrated tools save time by reducing the time spent copying or reinventing information at subsequent process phases.

No single tool or suite of tools is ideal. Select tools that are useful and acceptable to most participants. If you are following a particular sales discipline, extend and augment accepted, useful, proven, and familiar elements.

Replacing your current tool suite with a new one invokes resistance because your action suggests that the prior suite was defective, and you are compelling users to relearn an entirely new system. Enhance, amend, and augment your standard tool set whenever possible.
3

Define and agree to use common terms and definitions.

Effective communication requires common terms and definitions. Three of the most universally used and misunderstood terms relating to strategy are issues, motivators, and hot button issues or hot button issues. The relationship of these three terms is illustrated in figure 1. Issues are customer concerns and worry items that keep them awake at night.

Motivators are the objectives that the customer is trying to achieve:
- Improve profits.
- Increase sales.
- Reduce costs.
- Improve safety.
- Reduce risk.
- Improve quality.

Hot button issues are a consolidated set of issues and motivators, preferably three to five items. State hot button issues using the customer’s words. Then align your solution or approach to the customer’s hot buttons. For example, if a customer is concerned about improving service delivery quality, what aspects of your solution will help them address service delivery quality?

All motivators are issues, but not all issues are motivators. For example, training could be an example of a hot button that is an issue but not a motivator. Few customers are motivated to buy because they get to attend training. However, if users were poorly trained on a previous similar purchase, and problems ensued, then training could be a customer’s hot button issue.

Figure 1. The Relationship Among Issues, Motivators, and Hot Buttons. Hot buttons are mostly motivators but could also include a small number of issues that are not motivators.

Customers own issues; sellers own gaps. Concerns that the seller has about a solution or approach are called gaps, the difference between what the customer wants and what the seller can offer. The customer, not the seller, owns issues.

4

Define a specific capture objective after your pursuit decision to better focus on that unique opportunity.

Shortly after your pursuit decision, draft a brief, precise capture objective that meets the following criteria:
- **Specific.** States the products and services that the customer might purchase from your organization, the purchase entity/location, and the person who will make the purchase decision, if known.
- **Measureable.** States the budget for the purchase.
- **Timed.** States the timing of the purchase.
- **Result.** States, quantitatively if possible, the benefits and process change the customer anticipates.

**Poor Capture Objective**
Capture $5 million worth of product and service revenue from Bank-4-U during fiscal year 20XX.

**Better Capture Objective**
Win 3-year contract extension to supply and support all copy and fax equipment at Bank-4-U’s Reno headquarters. The $3.5 million contract renewal will be awarded on or before June 15, 20XX. Bank-4-U’s total cost will remain flat, equaling the current annual cost for identical services.

You often pursue multiple purchases from the same organization. But if you find yourself trying to describe multiple buyers or purchase times, you are likely facing multiple opportunities that are better addressed individually. While you might employ common strategies and tactics, each opportunity is unique and is better addressed individually before you merge tactics.
5

Identify the economic buyer, the users, and the technical buyers; then list their issues.

**Economic buyers** are the individuals who give final approval to purchase. They sign the check and retain veto power. Economic buyers tend to be concerned about the trade-off between price and performance. They focus on bottom line impact. While many people may offer input and recommendations, only economic buyers can give final approval.

**Users** are the people who judge the potential impact on their job performance. Their personal success is impacted by the sale, so their concerns are often emotional and subjective. Users’ issues are reliability, support, ease of operation, maintenance, safety, potential impact on morale, and potential impact on their personal success. Because they use or supervise the use of your product or service, they can ruin a sale.

**Technical buyers** are gatekeepers. They cannot give final approval, but they can give a final “No.” Technical buyers often determine the short list. They tend to focus on the features of a product or service as measured against objective specifications established to screen offers.

Technical buyers may not be technical in the scientific sense. Purchasing agents, lawyers, contracts people, and licensing or regulatory authorities are technical buyers. Because technical buyers are primarily focused on how well you meet their screening tests, the better you understand their criteria, the better your chances of getting their recommendations.

Another way to examine buyers is according to their source of power. Power could be economic, control (typically users), or technical. Or power could be by level of management, such as executive management, middle management, and operations.

After identifying all the different types of buyers, list the issues of each individual buyer. The most important issues of the entire organization are usually associated with a majority of the buyers.

Roles may overlap. For example, the president of a small technical company might be both the economic and technical buyer.

Some sales professionals say that there is only one buyer, the individual empowered to make the final purchase decision. All other types of buyers, such as users or technical buyers, are called influencers.

6

Use a power rating to meld individual buyers’ issues into a set of organizational issues.

One-on-one selling affords the opportunity to address individuals’ issues. However, this is not possible when you are preparing a proposal that will be evaluated by multiple buyers. Combine individuals’ issues into a set of organizational issues that can be addressed in a single proposal or presentation.

Use the power rating to determine the relative importance of the group’s issues. The power rating is the product of the power of the individual buyer, the decision maker, and influencers, times the relative importance of that issue to each individual.

Use the template shown in figure 2 to produce a combined, weighted list of issues from the individual buyers’ issues.

Capture plan templates vary. Rather than incorporating the Integrated Solution Worksheet (ISW) as a single, large table, some practitioners opt to divide it into a series of tables. If so, make sure that the tables are linked, and common data is transferred to subsequent tables.

**See Capture Planning and Executive Summary.**

Additional uses for the Integrated Solution Worksheet and Bidder Comparison Chart are discussed in Capture Planning, Executive Summary, and Teaming.
7 Use an Integrated Solution Worksheet to arrive at a competitive solution that is aligned with the customer’s issues and requirements.

The Integrated Solution Worksheet (ISW) is a powerful analysis tool throughout the capture process. The ISW is first developed as part of the capture plan. The ISW is shown in figure 2.

Use the ISW to collaborate with the customer early in the process to define the issues and influence requirements. The first seller to do this is established as the preferred provider.

If the customer already has a solution in mind, the ISW helps define the underlying issues driving the customer’s requirements. Analyze your competitive position, then work to favorably influence the requirements. Aim to become the customer’s preferred provider.

Next, extend your analysis to outline your solution, identify customers’ likely solutions, and identify discriminators. Then define the strategies and actions required to better position your solution with the customer, as discussed in guideline 9.

Figure 2. Power Rating Calculation Shows Organizational Issues. Allocate a rating from 1-10 for the ‘Power’ that each individual buyer has in the buying decision (1 = least influence; 10 = most influence). Then list the issues that concern each buyer and allocate an ‘Importance’ rating from 1-10 for each of these issues—the rating reflecting how important each issue is to that particular buyer. Then multiply the ‘Power’ by the ‘Importance’ to give a ‘Power Rating’ for each issue, then group the issues together across multiple buyers and total their Power Ratings. Finally, choose the top 6-8 organizational issues and scale their scores so that they total 100.

Figure 3. Integrated Solution Worksheet. Begin by filling the issues column when you are early in the process. If the customer has identified requirements, fill the requirements column. Then complete each row, linking each item in the row.
Prepare a Bidder Comparison Chart (BCC).

While the ISW is focused on stated requirements, solution development, and your competitive position against customer requirements, the BCC is focused on issues, both stated and unstated, and developing strategies and tactics to improve your competitive position.

Use the BCC, shown in figure 3, to analyze how the customer’s current perception of your solution and organization compares to various competitors’. Use it repeatedly throughout the capture process to measure the effectiveness of your positioning.

The BCC, like the ISW, is potentially an excellent collaborative tool for the seller and the customer.

<table>
<thead>
<tr>
<th>ISSUES</th>
<th>WEIGHT</th>
<th>US (SCORE)</th>
<th>COMPANY A</th>
<th>COMPANY B</th>
</tr>
</thead>
<tbody>
<tr>
<td>Specific Experience</td>
<td>30</td>
<td>25</td>
<td>20</td>
<td>15</td>
</tr>
<tr>
<td>Low Price</td>
<td>20</td>
<td>5</td>
<td>10</td>
<td>15</td>
</tr>
<tr>
<td>Familiarity with Manager Named</td>
<td>20</td>
<td>15</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Ability to Meet Schedule</td>
<td>30</td>
<td>25</td>
<td>21</td>
<td>15</td>
</tr>
<tr>
<td>TOTAL SCORE</td>
<td>100</td>
<td>70</td>
<td>61</td>
<td>55</td>
</tr>
</tbody>
</table>

Figure 4. Bidder Comparison Chart. First list the customer’s issues, then the relative weight of each issue as perceived by the customer. Establish the relative weight of each issue in one of three ways: (1) Use the customer’s evaluation criteria, (2) Assign a weight, forcing the total score to equal 100, (3) Assign an arbitrary weight (such as 1-5). Then assign a score (perhaps 1-10). The overall relative weight is the product of the arbitrary weight and the assigned score. Complete each row horizontally, indicating your estimate of the customer’s perception of each competitor’s ability to satisfy that issue. Compare the products of the weight times the score. The absolute value of the numbers assigned is not important. Only the comparative value matters.

Place the BCC in context. Data flows from both your account plan and initial capture analysis. As shown in figure 4, input data based upon customer issues and requirements, relevant strengths and weaknesses of your organization and solution, and relevant strengths and weaknesses of your competitors’ solutions and organizations. The output analysis drives your strategies, customer messages, and theme statements.
Figure 5. Customer Issues and Requirements Drive Strategy. Draft at least one strategy statement (per Guideline 9) for every issue listed in the Bidder Comparison Chart. Note that this variant of the Chart is geared to larger, more complex opportunities.

For definitions, discussions, and examples of features, advantages, benefits, discriminators, and theme statements, please go to those sections in the Proposal Guide.
Draft specific strategy statements that define both what you will do and how you will implement that strategy.

Strategy statements are key capture plan elements. Collaboratively develop, review, and share capture strategy statements across the capture team. Extend and embellish each capture strategy statement as you prepare the series of action plans for the capture plan. Note that a single strategy statement might be supported and implemented in multiple action plans.

Strategy can be implemented in four fundamental ways:
1. Emphasize your strengths.
2. Mitigate your weaknesses.
3. Highlight your competitors’ weaknesses.
4. Downplay your competitors’ strengths.

Effective strategy statements incorporate both strategic and tactical aspects. The strategic aspect establishes your position. The tactical aspect defines how you will implement the strategy and action steps. Use the template in figure 5 to develop effective strategy statements. Think of the tactical aspect as, “how you will do it.”

Strategy statements apply at the capture, proposal, and proposal section levels. Capture strategy statements are global and apply to all aspects of the sales cycle.

As the owner of the capture strategy, the capture manager must ensure that the proposal strategy is aligned with the capture strategy. If not, you confuse the customer.

Asking your proposal manager or proposal developers to develop a proposal strategy in the absence of a guiding capture strategy is foolish, inefficient, and reduces your win probability. Review your capture strategy with the proposal manager, and then ask the proposal manager to draft proposal strategy statements. After reviewing, improving, and approving the set of proposal strategy statements, ask the proposal manager to draft a series of supportive theme statements. One best practice is to develop a theme tree as a series of cascading theme statements that open major proposal sections.

The capture manager should prepare a series of capture strategy statements similar to the following example, which is an extension of the fourth item in figure 3, the ability to meet schedule.

**CAPTURE STRATEGY EXAMPLE**

<table>
<thead>
<tr>
<th>What:</th>
<th>By:</th>
</tr>
</thead>
</table>
| • We will emphasize our ability to complete the design build of a distribution center on time. | • Taking the customer on a plant tour of the XYZ distribution center in Orlando, FL.  
• Citing three other distribution centers completed on schedule during the past 5 years.  
• Providing contact names, phone number, and quotes verifying our on-time completion of three similar projects. |

Given each capture strategy statement, the proposal manager then prepares supportive, aligned proposal strategy statements. The capture manager should review and approve proposal strategy statements, which are distributed to proposal writers/developers at the proposal kickoff meeting.

**ALIGNED PROPOSAL STRATEGY EXAMPLE**

<table>
<thead>
<tr>
<th>What:</th>
<th>By:</th>
</tr>
</thead>
</table>
| • We will emphasize our ability to complete the design-build of a distribution center on time. | • Including in our proposal photos of the XYZ distribution center in Orlando, FL.  
• Citing three other distribution centers (in a table) in our proposal, all listing the center, place, owner, promised completion date, and actual completion date.  
• Listing in our proposal the contact names, phone numbers, and quotes verifying our on-time completion of three similar projects. |

Section strategy statements (typically included in proposal storyboards) are more limited in scope but similar to proposal strategy statements in form, content, and implementation.
Strategy statements are planning statements. Proposal strategy statements cite what a writer will do when preparing a proposal section. These statements are not actual text or graphics that will appear in the proposal. Customers never see strategy statements. Customers only see or hear theme statements, one possible result of the strategy statement.

A well-written proposal strategy statement enables the reader to visualize how the strategy will appear on the page. For example:

- **Describe** or **Discuss** implies text.
- **Show** implies a graphic.
- **Include** a sketch, drawing, photo, table, flow chart, or graph.
- **Cite** or **Quote** implies text set off or emphasized by different formatting or white space.

If you cannot visualize the page, ask the proposal manager or writer to refine the proposal strategy statement. Often proposal strategy statements and potential theme statements are prepared and distributed to section writers, but then the writers do not use these statements.

Increase theme statement use in the proposal by taking these actions:

- Assign each theme statement to one or more proposal sections.
- Challenge writers to use the theme statement as drafted or to improve it, usually by making it more specific.
- Confirm that the theme statement was used, improved, or not used because it was not accurate.

Strengths and weaknesses of you and competitors are based on customer perceptions, not your perceptions.

---

**Figure 5. Strategy Statement Template.** Using either the Integrated Solution Worksheet (figure 2) or the Bidder Comparison Chart (figure 3), identify your relative position versus each of your competitors. Then draft at least one strategy statement for each issue or requirement. Treat the “How” portion as possibilities, implementing those that you can support with facts or resources. Distribute capture strategy statements to the capture team, and distribute proposal strategy statements to the proposal team at kickoff.
Select the best solution and approach, and develop a specific value proposition for each customer.

After targeting an opportunity and analyzing your position, freezing your solution may seem obvious. Even so, too many sellers either delay selecting a solution, continue to modify their solution, or carry too many solutions, alternates, or options through the sales cycle. The result hurts in several ways:

- Members of the selling team present generic, vague, and unconvincing solutions to the customer in both presentations and proposals.
- Product and service specialists are compelled to prepare multiple solutions, so the quality of each solution and presentation declines.
- Customers are confused by the options, made uncomfortable with the seller’s vacillation, and are generally not persuaded to select your solution.

Value propositions are a fundamental aspect of how your solution is packaged and presented to the customer. The relatively judgmental and softer concept of best value is cited as an evaluation factor in many government and commercial bid requirements. Rather than being forced to adhere to specific and potentially incomplete quantitative criteria, best value reserves room for judgment.

Value propositions are a disciplined and quantitative way to present your solution and are used by some organizations in B2B selling environments. Sales professionals’ presentations and proposals typically link solution features to customer benefits. Fundamentally, a value proposition is the summation of the benefits of your solution less the purchase and implementation costs:

\[
\text{Value proposition} = \text{Benefits of seller’s solution} - (\text{Purchase} + \text{Implementation Cost})
\]

Having determined your solution, prepare value propositions for each type of buyer: economic buyer, users, and technical buyers. Value propositions flow directly from the sales objective, but the better ones are detailed, specific, and quantified.

Value propositions establish the value basis for the business relationship. They describe how your solution will improve the customer’s business and how the improvement will be measured. Tailor value proposition(s) to each type of buying influence.

Comprehensive value propositions include the following elements:

- Quantified business improvement
- Timing
- Solution
- Investment Cost
- Payback
- Results measurement and tracking

Develop value propositions collaboratively with the customer. Collaboration increases the probability that the customer’s organization will accept your quantitative analysis.

Ideally, authorized representatives of the customer and seller organizations sign the written value proposition and mutually agree to proceed without competitive proposals. Customer signatures are unlikely unless they help develop the value proposition.

This sample value proposition targets the economic buyer:

Global Corporation will realize a $3,500,000 reduction in information technology support costs over the next 5 years, commencing May 1, 20XX, by contracting with Computer Heroes, at a cost of $2,000,000 per year. Global Corporation will be paid $500,000 for all of Global’s IT assets, and Computer Heroes will provide all IT support. Global Corporation will enjoy a 30 percent annual reduction in IT costs, assuming the agreed prices and the same services currently required continue to be delivered. All costs will be posted and viewable on-line and documented in monthly invoices.

The over-arching value proposition is typically stated in the executive summary. If you state a quantified value proposition in the executive summary, consider organizing the executive summary around components of your value proposition. Essentially, the quantified component values sum to the total value.

Place supporting value propositions targeting the economic buyer, technical buyer, users, and contract managers in the relevant volume summary or major section summary.
Create a price-to-win strategy to drive your solution.

Historically, costing and pricing have been approached as separate, confidential, or proprietary issues. Numerous conflicts are implicit:

- Sales and marketing seek the lowest possible price.
- Technical people seek a technically safe price, knowing that technology is uncertain and requirements creep.
- Program managers seek a price that they can deliver, knowing some task will be omitted or underscoped.
- Pricers seek a price based on known prior costs.
- Management seeks a strong profit margin, low risk, and low investment.
- Customers seek a low, but realistic, price that is within their budget.

And, of course, we all know that our competitors routinely buy the business by quoting at negative margins or misunderstanding the real scope of the requirement.

A conceptual view of acceptable price ranges to customers, competitors, and your organization is shown in figure 6 as the acceptable price-to-win window. The winning price is acceptable to the customer, acceptable to your organization, and less or unacceptable to competitors. You arrive at the price to win iteratively as you develop increasingly better data about the customer’s perceptions, your cost and profit parameters, and the cost and profit parameters of competitors.

Both you and your competitor would like the customer to exclude the other party. However, customers seek to maximize competition, so the price-to-win window is their preferred option.

Analyze each competitor’s acceptable price range by considering their prior pricing strategies. Organizations tend to repeat prior pricing strategies, especially strategies used on winning competitions. An organization’s approach to pricing is usually more relevant than the actual quoted price for a product or service.

Figure 6. Conceptual View of Price to Win. Arriving at the price to win is a process of iteratively reducing the upper and lower limits of what is acceptable to customers, yourself, and competitors. Add a circular price range for each competitor.

With streamlined acquisitions and best-value procurements, customers vacillate between seeking a collaborative, integrated approach and insisting that bidders keep the technical/management solution entirely separate from the costing and pricing.

Embed cost and price-to-win considerations throughout your business development process, on par with solution development:

- Maintain a consistent approach to costing and pricing across the program, beginning with an integrated set of assumptions to be used as the basis for estimates. Share these assumptions and subsequent changes across your team, including teaming partners when they impact their costs.

Price to win is a strategic management issue, not just a pricing issue. The winning price is not the sum of your estimated costs plus acceptable profit. If your cost plus acceptable profit exceeds your estimated price to win, you need to change your solution or not bid.
Use trade-offs to validate your approach and ghost the competition.

Trade-offs show you have considered alternatives and selected the best solution for the customer. Instead of selecting the first item available or your usual approach, discussing trade-offs demonstrates that you considered the customer’s needs, risks, and budget, and offered a solution that offers best value at acceptable risk.

Ghosting is simply offering a trade-off when one of the alternatives that you rejected is offered by the competition. You ghost the competition when you raise the specter of competitors’ potential weaknesses.

The primary way to downplay competitors’ strengths and highlight their weaknesses is through ghosting. Never mention competitors by name. Instead, reject their approaches.

<table>
<thead>
<tr>
<th>COMPETITOR’S WEAKNESS</th>
<th>YOU STRESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety problems</td>
<td>Cite your strong safety record. Offer industry averages for comparison.</td>
</tr>
<tr>
<td>Labor unrest</td>
<td>Emphasize the importance of reliable workforce. Note that avoiding the cost of a strike justifies higher hourly wages.</td>
</tr>
<tr>
<td>High design cost</td>
<td>Emphasize low overheads and specific industry focus.</td>
</tr>
<tr>
<td>Poor reliability</td>
<td>Stress redundant design costs less than lost revenues from poor availability.</td>
</tr>
<tr>
<td>Extended downtime</td>
<td>Emphasize your local service center and built-in diagnostics.</td>
</tr>
<tr>
<td>Cost overruns</td>
<td>Cite the extra care taken in estimating, material selection, and purchasing.</td>
</tr>
</tbody>
</table>

Figure 7. Use Ghosting to Validate Your Approach. Plan your ghosts carefully at the capture and proposal manager levels. Determine what ghosts will be introduced and where they will be raised during capture and inserted in your proposal. Trade-off analyses are appropriate in every capture presentation and proposal section where realistic alternatives are available.

Implement your action plan.

A limited strategy that is implemented is superior to an excellent, unimplemented strategy. Like other planning tasks, maintain a balance between strategy development and implementation.

<table>
<thead>
<tr>
<th>WHY STRATEGIES ARE NOT IMPLEMENTED</th>
<th>IMPROVED APPROACHES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capture actions are not assigned to a single, responsible individual.</td>
<td>Assign one person with resources and completion dates.</td>
</tr>
<tr>
<td>No consequence for failure to complete.</td>
<td>Establish regular capture plan reviews.</td>
</tr>
<tr>
<td>Strategy regarded as confidential.</td>
<td>Communicate to all team members.</td>
</tr>
<tr>
<td>Strategy developed late.</td>
<td>Develop and review the capture strategy after the pursuit decision. Extend the capture strategy to a proposal strategy and distribute at proposal kickoff.</td>
</tr>
<tr>
<td>Proposal strategy not evident in drafts.</td>
<td>Use storyboards to flow strategy into sections. Always review drafts with the approved storyboards present.</td>
</tr>
<tr>
<td>Writers include unsupported claims.</td>
<td>Insist that all claims must be substantiated.</td>
</tr>
</tbody>
</table>

Figure 8. Improve Strategy Implementation. Follow these recommendations to better implement your strategy throughout the sales cycle. Balance the time spent planning versus implementing.