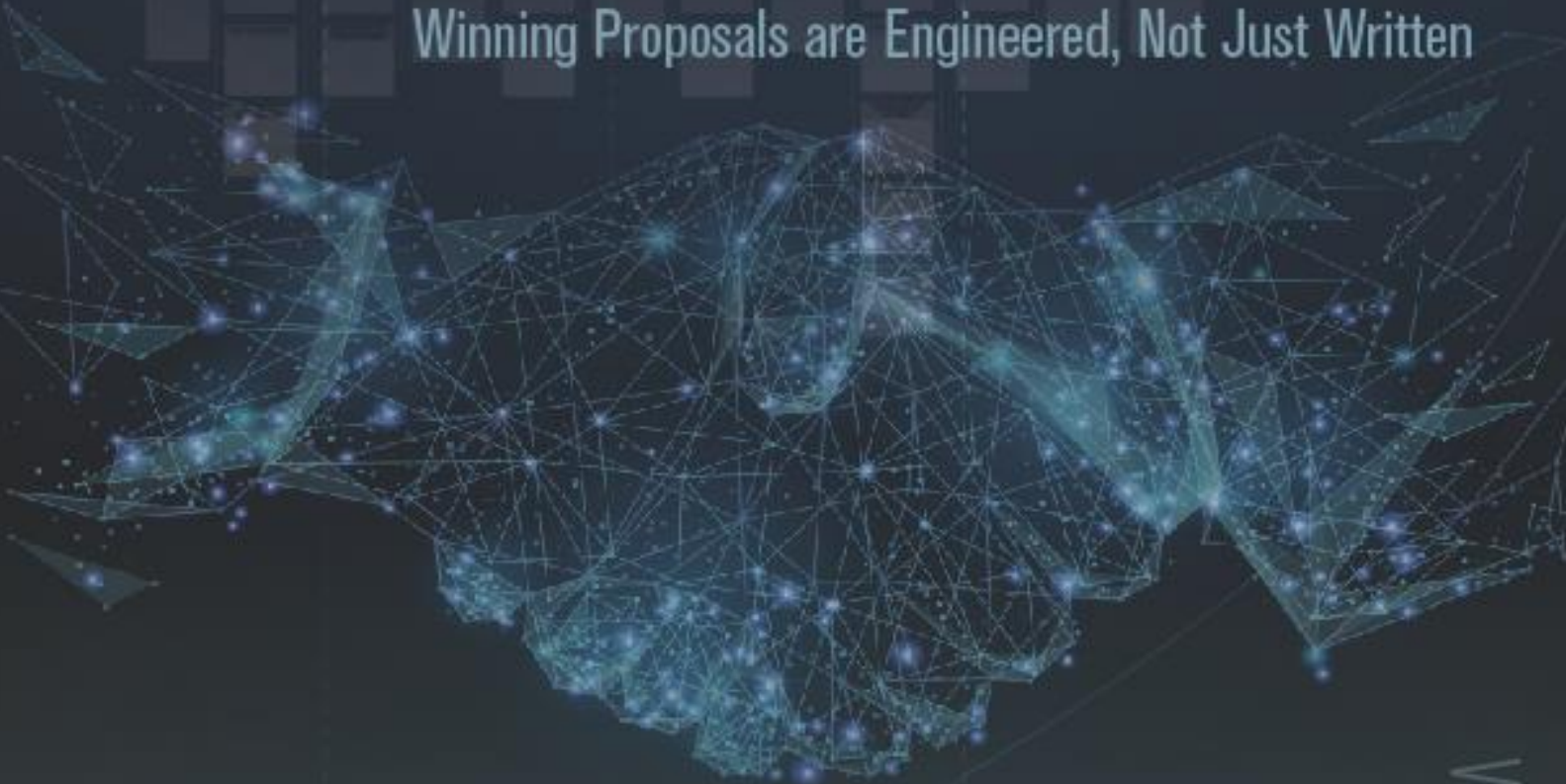


UNCERTAINTY

WE ARE IN A THINKING PERSON'S BUSINESS

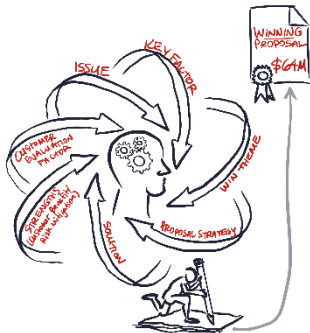
By Peter Lierni, Founder, Solutioneering
Winning Proposals are Engineered, Not Just Written

VALUE



We Are in A Thinking Person's Business

By Peter Lierni, Founder, Solutioneering | Winning Proposals are Engineered, Not Just Written



The mission of government is too important and its challenges too complex to treat winning competitive government bids as a transactional activity or just another process. Critical thinking is required to ensure that the right company wins to help government succeed.

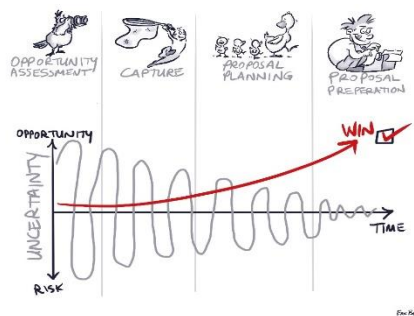
We are all products of our environment in one way or another. As a young man, I was in the United States Navy aboard surface ships. Life was demanding with the expectation that we were always “prepared” to succeed at the mission.

Later in life as a civilian, I took that attitude with me as I consulted across numerous U.S. federal government agencies. When I supported my government clients, I made sure that “I did my homework” to provide them

the most benefits realization and risk mitigation to support their mission.

The consulting firm that I worked for provided scientific, engineering, technical, and advisory services. It had to compete for the work and win to provide the services to the government. The contracts that we won ranged in the 10s to 100s of millions of dollars.

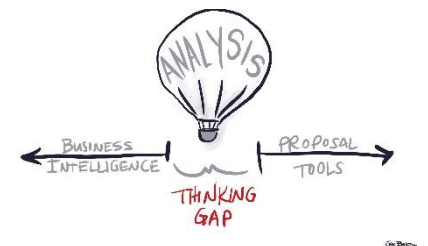
We were acquired at some point by a larger company for \$236.95 per share. Despite this success, issues were evident to me over time, as I supported capturing new business for the company and defended existing accounts.



We were not squeezing out uncertainty during the business development lifecycle to 1) increase our probability of winning the

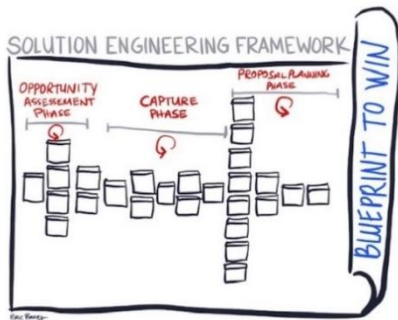
competitive pursuit, 2) execute contracts we won to meet and exceed all of the customer’s cost, schedule, and performance expectations, and 3) be profitable.

The bottom line is that we were not truly doing what was necessary to increase the value of our enterprise. Plus, with the initial acquisition and then another, competitive intelligence and intellectual capital were lost over time, and overall company value diminished.



The founder of the firm that was initially acquired was a Ph.D. and a brilliant man. He would say, “We are in a thinking person’s business.” His quote paralleled the sentiments of American industrialist Henry Ford, who said, “Thinking is the hardest work there is, which is the reason why so few engage in

it.” These quotes resonated with me, and I used them to formulate my own approach to winning competitive pursuits, “*Winning Proposals are Engineered, Not Just Written.*”



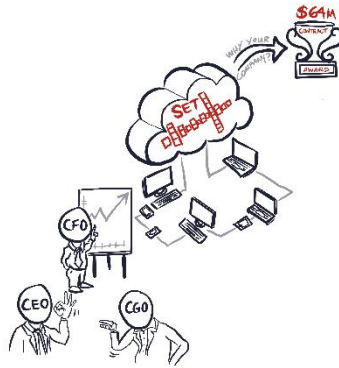
This resulted in my developing a framework to address these concerns—the [Solution Engineering Framework](#). I applied it at federal, state and local, and international levels with success. Application of the framework has contributed to more than \$790M in wins to date.

There is even a published book about the *Solution Engineering Framework* titled “[Solution Engineering](#).” It forms the basis for a course that I teach.

In life, with every measure of progress and success comes new obstacles. My clients would say to me “*Peter, you are the product and that is a problem for us.*” In other words, we cannot scale our success in our company with

winning competitive pursuits without you guiding us through application of the framework.

The aforementioned obstacle was compounded by the challenges of the global pandemic (e.g., getting the same face-to-face



collaborative analytical and strategic rigor to determine how to win a high-dollar competitive pursuit as if working in the same conference room at the office with my associates).

French-Romanian playwright Eugene Ionesco said, “*It is not the answer that enlightens, but the question.*” I had many and diverse questions at this point. In particular, “*Is there a cloud-based ‘thinking tool’ that enables collaborative competitive pursuit analysis to easily answer the most important question in a competitive pursuit: “Why Your Company?” If “yes,” is it built on a proven business capture framework that has*

enabled hundreds of millions of dollars in competitive wins and increases both customer and company value?” I knew that such a tool would prove to be very valuable to Chief Executive Officers (CEOs), Chief Financial Officers (CFOs), and Chief Growth Officers (CGO) in both the business-to-government market space (where I play) as well as the business-to-business market space—wherever winning competitive pursuits is essential to business growth.

This resulted in development of the [Solution Engineering Tool \(SET™\)](#), which is offered as a software-as-a-service solution. SET is a living pursuit plan or a plan focused on competitively winning a specific business opportunity. In the commercial space, a pursuit plan is commonly referred to as an “opportunity plan,” whereas, in the government space, it is commonly referred to as a “capture plan.” In the traditional sense, a pursuit plan is a framework—a series of folders or buckets in which you assemble and organize data by topic.

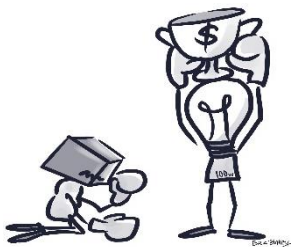
SET, though, is collaborative; analytical; strategy, solution, and customer/company value-focused. All data in SET for a specific opportunity is

federated (i.e., unified) to support the win, and all data in SET across all enterprise opportunities is unified and available to support winning a specific opportunity as well.



SET is the authoritative source-of-truth for “Why Your Company?” on a competitive bid and can quantitatively measure the growth status of the company based upon key business development lifecycle activities in a way not presently done in the market.

Due to the global pandemic, the hybrid workplace is here to stay, and the companies that embrace its opportunities will be poised to find the most value.



SET is a collaborative analytical pursuit on-demand software available for the “Future of Work”—Today. It provides a discriminating competitive advantage by

helping you do the necessary thinking to win.

SET complements any existing business development lifecycle process that a company might be using. It quantitatively measures on a daily basis the growth status of a company so that there is “no ambiguity” between its projections and outcomes.



Companies can spend significant time and effort developing capture plans for strategic pursuits. But these efforts are wasted if intelligence and strategies aren’t applied to a bid. SET provides an automated and federated approach to help pursuit teams get the most from their capture efforts and make sure winning strategies and compelling arguments are transferred into the bid to score the most points with evaluators.

SET is a tool-of-tools with 61 distinct tools across it that can be either used end-to-end, piece-part, or in any

combination to support your opportunity assessment, capture, and/or proposal planning efforts. It does not matter if the opportunity is a large single or multi-award contract years-out or a fast two-week turnaround for a task order. SET is flexible enough to help you to easily do the necessary thinking that is essential to winning competitive pursuits.

Regardless of how you choose to use SET, it provides value to enterprises of all sizes.

SET self-educates with tutorials and insights to better leverage the approach and tools—perfect for those new to pursuits or as a trigger to remind and remember.



In addition, SET’s regular use builds a company-internal data lake of competitive intelligence and captures the intellectual capital of all contributors to pursuits enterprise-wide. Win or Lose, SET builds a company’s value.