



Solutions, LLC



*Software to automate your
entire Capture Process and
improve your **Pwin** every deal!*



How to Use a Black Hat Review Process to Win

SKIP BLACKBURN
CEO, BIT SOLUTIONS, LLC
JUNE 23, 2016

Agenda



- What Is a Black Hat Review Process?
- Why do a Black Hat Review Process?
- Black Hat vs White Hat Review Process
- How to do Black Hat Review Process?
- Results of a Black Hat Review Process

What Is a Black Hat Review Process?



A Black Hat is used to analyze your ***top competitors*** to determine what ***THEY*** believe are their Strengths, Weaknesses, Opportunities and Threats (SWOT) for this opportunity.

Capture Executive [Submit Ticket] Welcome, Chuck (Log Out) **CaptureExec** Solutions, LLC

Captures Performance Gantt Financial Reports Tasks [1] TurboWriter Contacts Info Competition Import Settings

Capture Search/Filter Toolbar

Search Captures User's Active Captures Show Unassigned Captures My Division Captures Add New Capture
Show User's Captures Filter Captures

Return To View Captures

Capture: **Breathless** Progress: **71.50%** Stage Progress: **67.13%** Stage: Pursuit

Details SQA Templates Docs Team Comp Costs Key Log

--Select a Preset Competitor to Add, or Add This Preset Competitor

Add New Blank Competitor

Rank	Name	Division	Opportunities	Threats	Teammates	Strengths	Weaknesses	Comments		
1	BM	DoD	1. Customer has done business w/ them before and had some challenges	1. New management in place with a different spin on delivery	Decision Plus, VetsConsulting, Raytheon	1. Industry knowledge 2. Customer experience	1. Big and hard to change 2. Expensive	Challenge gov't on speed of delivery	edit	delete
2	BAH		1. Customer is concerned with previous experiences 2. Not known at this command	1. Strong relationship with CO from last command. 2. Lost to them last two bids	NOS, SAS, Inc., SSI	1. Good Consulting talent 2. Gov't likes management team	1. Not doing any other programs w/in this command	Will not have lowest price	edit	delete
3	Boeing	Army BU	1. They are still selling their new name. 2. Large, hard to change quickly	1. Many assets available to support 2. Logistics process strong	SRA FFTA Wellstripe	1. Strong Army Relationship 2. Large Delivery Experience	1. High prices		edit	delete
4	NGIT								edit	delete
5	Fortran				PSS, Westlawn				edit	delete
6	SRA				JHU				edit	delete
7	Blue Light Industries	Federal Division				Consulting	Pricing		edit	delete
8	CCTS					1. WOSB 2. Database experts 3. Long time work at WHS	1. Only 15 empl		edit	delete
9	LMCO								edit	delete

What Is a Black Hat Review Process?



- A good Black Hat review should:
 - help you assess the competition quantitatively, by showing the effect on evaluation scoring of different competitors.
 - ✦ Build a grading list based on the Section L & M criteria to evaluate
 - helps you look at things objectively by providing the means to rank and score the competition.
 - tally your competitions score against the evaluation criteria.
 - create different teaming scenarios to determine the best assets of each company and who would be best to team.
 - create a list of “Ghost”ing threads to manage throughout your response

Why do a Black Hat Review Process?



- Supports writing a better, more winnable proposal
 - Determines what YOU should write to (Ghost - Competitor Weaknesses) and what you should not discuss (Competitor Strengths).
- The key to a successful Black Hat review is to translate what you know about the competition into action items.
 - Don't talk about what YOU know...Talk about what THEY know
 - Create action items to affect your capture and proposal strategies in ways that will impact your odds of winning.
 - Determine the Competitor SWOT issues that "They" believe are weaknesses. Exploit those weaknesses (Ghosting), throughout your response
 - ✦ Pricing too high
 - ✦ Delivery issues at other customers
 - ✦ Too much greening of talent
 - ✦ Program Management issues
 - ✦ Customer issues

Black Hat vs White Hat Review Process



- **Black Hat is done from the Competitor perspective**
 - Must include experienced people who have competed with that company
 - ✦ Management team
 - ✦ Sales team
 - ✦ Pricing team
 - Should include anyone working for you that USED to work for that company
- **White Hat is done from your OWN company perspective**
 - Must include experienced people who have competed with that company
 - ✦ Be careful to be honest about your company
 - ✦ Too easy to say “we’re great at this and that”
 - ✦ Determine what your real weaknesses are that the competition will Ghost
 - Should include NEW people (experienced), who work at your company
 - ✦ They don’t drink the same bathwater

How to do Black Hat Review Process



- Black Hat leader begins by explaining the multi-day process
 - Review all RFP requirements
 - Review all the general Capture Intel that your team has gathered
 - ✦ Includes Gov't issues/challenges/likes
 - ✦ Competition (Incumbent)
 - ✦ Team mates
 - ✦ Gov't Budgets/Allocations
 - **Be the Competitor** - MUST believe you are working at the Competitor company and answer questions about bidding/winning this proposal process (as above)
 - ✦ Determine the Capture Information “**you**” would have
 - Who is **your** real competition?
 - What does the Gov't think of **you**?
 - What does **your** team look like?

How to do Black Hat Review Process



- ✦ Detail the SWOT info for **your** company
 - Remember, from their standpoint not yours...
- ✦ Talk about the Customer from **your** standpoint
 - Solution Knowledge
 - Customer Relationship
 - Issues
 - Challenges
- ✦ Talk about pricing expectations
 - How will **you** price?
 - What % will you lower **your** pricing to win?
- ✦ How **you** will staff?
 - Greener?
 - Less people?
 - Matrix?
- Repeat for each of the TOP 3 competitors

How to do Black Hat Review Process



- Now comes the White Hat
 - ✦ Detail the SWOT info for your company
 - Remember, from their standpoint not yours...
 - ✦ Talk about the Customer from your standpoint
 - Solution Knowledge
 - Customer Relationship
 - Issues
 - Challenges
 - ✦ Talk about pricing expectations
 - How will you price?
 - What % will you lower your pricing to win?
 - ✦ How you will staff?
 - Greener?
 - Less people?
 - Matrix?

Results of a Black Hat Review Process



- **Actions List NEEDS to AFFECT your Capture and Proposal**
 - The action items coming out of a Black Hat review **need to affect your capture and proposal strategies** in ways that will impact your odds of winning.
- **Actions NEED to be baked into your Response**
 - Reviewed and managed by the Proposal Manager & Capture Executive running the process to **make certain all the Ghosting information** developed is disseminated amongst the writers and is woven into the writing process.
- **Creates a list of potential Team mates**
 - A Black Hat review should tell you **which companies are strong where you are weak and therefore make good teaming candidates**, because you are more likely to win together than you are if you remain apart. It can also show you who you might want to take off the street by teaming with them. It may be better to give up a portion of the revenue by teaming with someone than it is to risk losing all the revenue in competition. Or not.
- **Evaluates each company evenly**
 - A good Black Hat review should help you **assess this quantitatively, by showing the effect on evaluation scoring** of different teaming scenarios. That's another reason that formal competitive assessment methodologies can be valuable. They help you look at things objectively by providing the means to rank and score the competition.
- **Substantiates WIN themes and strategy**
 - Finally, a Black Hat review should help you **finalize your win strategies**. Win strategies cannot be developed in isolation from your competition. It's not enough to simply articulate to the customer why they should select you. You must also be able to say why they should select you, rather than your competition. A Black Hat review can help you formally position yourself against the competition instead of just guessing, the way most people (including your competitors) do.

BIT Solutions, LLC



- **CaptureExec Software**

- Automates every aspect of the Capture Process from Inception to Win.
- Enterprise Business solution
 - Division Executive Dashboards
 - Finance Executive Dashboards
 - Capture Manager Dashboards
 - Budget Manager Dashboards
 - Contracts Executive Dashboards
 - HR Executive Dashboards
 - Contracts Manager Dashboards
 - Recruiting Manager Dashboards
- User Maintained System – No custom software programming
- Integrated with FedBizOps (New BI Companies coming)
- Easy to Use, Easy to Report, Easy to Manage
- Simple enough for <\$1M/year companies
- Complex enough for >\$100B/year companies
- Inexpensive to License

BIT Solutions, LLC



- **Consulting Expertise**

- Consultants available with specific backgrounds
- Consulting expertise in:

- **Executive Strategy**

- Vehicle Analysis and Target Select
 - PMO Standup and Management
 - Capture Team Training
 - Black Hat, White Hat Management

- **Capture Management**

- Account Management
 - Delivery Team Building
 - Pricing Development
 - Pipeline Management

- **Proposal Management**

- Compliance Management
 - Graphics Design
 - Technical Writers
 - Management Writers

- Color Team Review
 - Color Team Grading
 - Orals Coaching

Comments / Questions

