



How to Mitigate Risks and Increase Your PWin

A free resource from Federal Compass designed to help you win more federal dollars.



This eBook was created to help identify common pitfalls of pipeline and process management to mitigate future risk and increase your PWin.

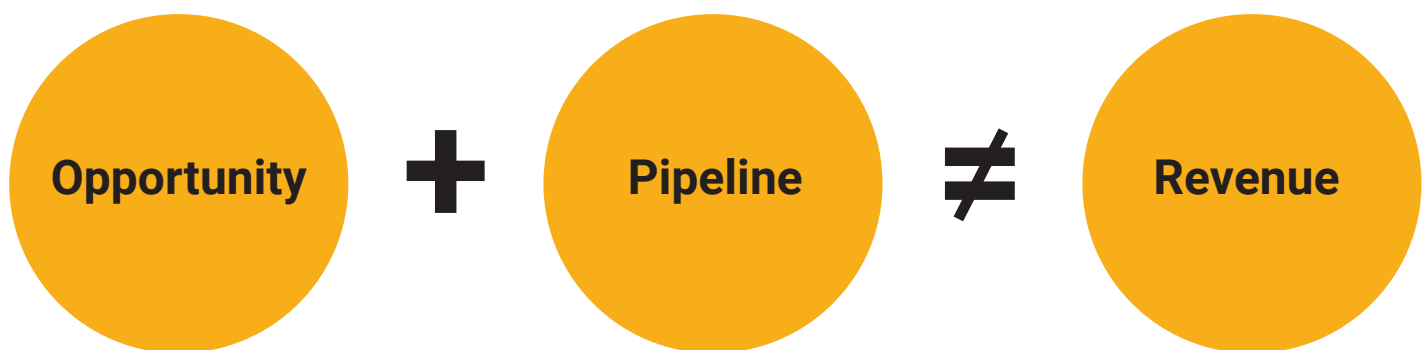
In the pursuit of revenue, brand identity is often overlooked and one of the first principles to be thrown out the window by contractors. This is because they fail to focus on the “why” and direct their attention to the “what is”. This creates a sense of urgency to drive revenue, pushing companies into a cycle of dump and chase. This creates long-lasting consequences, because once entered into, it becomes extremely difficult to get out of.

Chaos in the Pipeline

When a new opportunity is posted by the government, many contractors instantly react by adding it into their pipeline. This is developed out of a sense of urgency to drive revenue and is a reactionary way of thinking and operating. It disrupts the quality of pursuits and leads to an environment where opportunities enter the pipeline by default.

It means that:

- Revenue is the primary driver
- Short-term actions trump long-term thinking
- Quantity over quality
- No long-term forecasting
- Reacting to the government’s actions, not influencing them



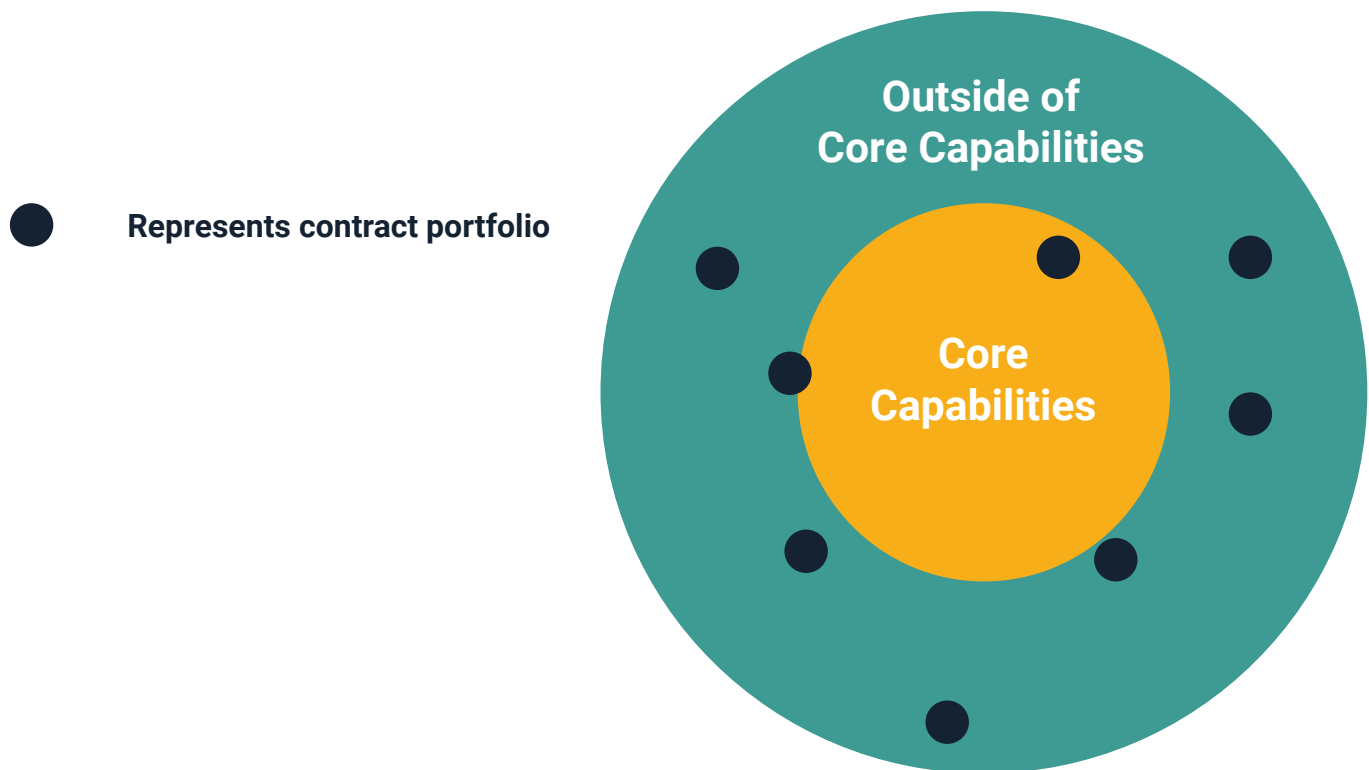


By entering all opportunities into a pipeline, it creates a “win anything” mentality. Once adopted, business development teams begin to execute on that direction diluting the identity and strength of the company, even if some revenue is generated. It impacts future pursuits and overall enterprise value.

With a “win anything” mentality:

- Chaos leads to contract waterfall which is disconnected from a company’s core capabilities
- As a company amasses wins outside of core capabilities, it endangers future on-target pursuits
- The negative impacts can have a long-life span and are not easily resolved
- These wins create revenue dependency requiring contractors to double-down on misaligned work
- Reinforces a “chase anything” culture which becomes challenging to change

A chaotic pipeline with a “win anything” mentality becomes an infection that spreads into a contractor’s culture. As the frequency and distance from core competency increases, employees lose focus on what they should be chasing.





Managing and Executing an Effective Pipeline

Take a moment to ask a simple question, start asking “why”. Asking “why” can change the quality and effectiveness of a pipeline. Asking “what” considers the long view of each pursuit and establishes process to develop rather than chase. There should be criteria established and steps put in place which assess and discard opportunities. Identified opportunities should never automatically flow into the pipeline without review. The transition from identified opportunities to pipeline entry should contain rigorous criteria. If not, resources could be wasted on reacting to rather than planning for pursuits.

Tips for managing and executing an effective pipeline:

- Just because it exists does not mean it should be in the pipeline
- Pursuit strategy planning begins when an opportunity is added to the pipeline
- Understand that quantity simply stretches resources and dilutes the potential for revenue
- Leadership communications and expectations are critical
- Fixating on an arbitrary pipeline number to achieve revenue growth drives bad leads

An effective pipeline is structured to increase the effectiveness of resources rather than spreading them too thin. Working a misaligned number of opportunities leads to hail mary proposals while destroying morale.

Resource management achieved by a disciplined pipeline process protects employees and advances the best fit opportunities while removing the distraction of high-risk pursuits.

Manage the number of opportunities based on resources:

- What is the value of a large pipeline if it spreads resources too thin?
- Avoid common traps of building a pipeline based on an equation of desired revenue where revenue requires X amount of pipeline value
- Use the pipeline to deliberately reduce the number of opportunities based on risk
- An over-worked team working on a constant flow of undeveloped opportunities is a recipe for disaster



Transparency, Accountability, Contingency

The right tools and processes enable transparency, accountability, and contingency. A pipeline without proper processes and tools in place to create accountability and transparency introduces significant risk to future revenue.

Elements to address around current operations:

- How does your team capture information?
- Does your process help or hurt transparency?
- Is leadership at a disadvantage during bid reviews?
- Do bid reviews revolve around subjective knowledge or a well-understood process?
- Do employees manage a single system or a decentralized mess of complimentary systems?
- How many pursuits are at risk if a BD person left?
- Does it feel like a monumental task to collect all information necessary to get a clear view of the pipeline?

Lack of Transparency

- Information held close by BD
- Decentralized systems
- A codified process does not exist
- Limited or no collaboration
- Institutional memory held by employees

Proper Transparency

- Institutional memory held by the company
- Evaluate processes, not people and rumors
- Create easily accessible artifacts
- Enables collaboration
- A codified process creates accountability
- Reduced number of systems and logins
- Develops a single repository of knowledge



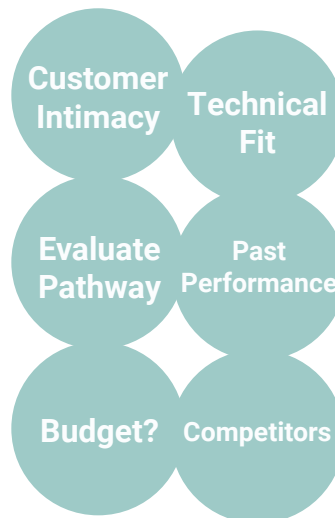
Mitigate Risks and Increase PWin

A codified process, where milestones and steps are effectively managed, creates transparency and a collaborative environment. This places an emphasis on knowledge sharing, mitigating risks, and developing rather than chasing opportunities.

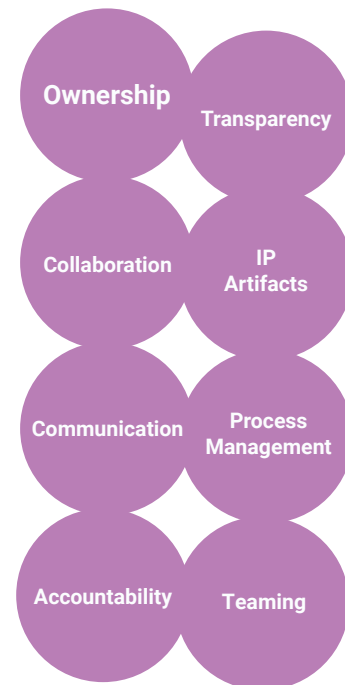
Pipeline Process



Identify Risk



Mitigation Process



Results





The Importance of “Why”

Asking why aligns an opportunity to a critical anchor, or, it reveals the opportunity as a distraction. It helps create the foundation of the pursuit strategy and establishes a narrative that creates transparency and an effective starting point for accountability.

When leadership asks “why”, it is more than just a question. It communicates vision, establishes culture focused on identity, and places a priority on wins that support future success. It puts leadership’s focus on the pipeline and allows for improvements there rather than questioning or critiquing the person.

With our solution, Federal Compass, we help you answer the “why”. Our solution is personalized to your business based on its past performance, unique DNA, and direction you want to head in. You can analyze your addressable market, find teaming partners, find more qualified and aligned opportunities, and implement a more robust pipeline management system.

Learn more about Federal Compass to see how you can start managing and executing a more effective pipeline today.

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