



HELPING TO COMPETE, WIN AND DELIVER

Your Capability Partner



“By providing a well proven sales process and embedding best practice Shiple-Harmonic transformed order intake performance”

Achieving Business Growth by Winning Business in New Markets

A major prime contractor recognised that the core of their existing business was in mature or declining markets that offered limited opportunity for growth.

The company had an existing sales approach that was tuned to winning business in their existing markets and customers. In order to identify opportunities and win work in new markets it was necessary to make a step change in business winning performance.

- Identify potential new markets and customers which would benefit from the company's capabilities
- Acquire sector knowledge in order to have credible business conversations with prospective customers
- Apply best practice capture and bid techniques to maximise win rates in competitive bids

Using a trusted partner to facilitate innovation and ensure the application of best practice

As an existing client, the company had worked with Shiple-Harmonic on bid and project mobilisation activities in existing core markets. The relationship was now focused on supporting the development of new markets.

The initial work was focused on identifying new market opportunities and likely accessibility to the client's core competencies. A working group was established composed of their management team, key staff from the business and Shiple-Harmonic facilitators. This group explored a wide range of potential markets and built a view of their size, characteristics and attractiveness. This work was supported by subject matter and domain expertise from Harmonic and other sources. This resulted in a number of markets being selected for further development.

The process identified the provision of IT and security related systems to transport customers as a potential new market and a specific opportunity for Network Rail emerged.

The client recognised they didn't have the specialists available internally to form a credible capture team so Shipley-Harmonic were asked to provide the core of a capture team to lead the sales and bidding activities. This team consisted of:-

- A Capture Lead: responsible for running the capture activity and building an effective and trusting relationship with Network Rail
- A Change Manager: the programme was an IT led business change programme
- A Supply Chain Manager: key elements of the solution would be subcontracted to existing Network Rail suppliers and these relationships were critical

The team was also supplemented with a Network Rail Domain expert who contributed critical stakeholder knowledge and was able to help in the identification of the customer's key issues.

A critical element of the capture activity was the building of a concept demonstrator. The system allowed them to demonstrate an intimate understanding of the customer's challenges and made them credible despite their lack of history with Network Rail. The demonstrator also allowed the client's team to influence the customer requirements in their favour, resulting in an RFQ that has a number of key innovations from the demonstrator programme.

Having built a strong platform for success it was then necessary to respond effectively to the RFQ. The demonstrator had allowed them to build a credible technical solution but commercial issues and pricing were also critical to the programme success. The capture team was able to establish a benefits based vision for Network Rail, where the outcome of the programme was seen as delivering benefits in planning efficiency and savings in delay costs, rather than merely delivering a system to a defined specification. This was seen as a key differentiator and, supported by a solid price to win analysis, resulted in a successful bid.

Following contract award Harmonic supported the company in mobilising delivery teams, filling the critical roles while the company recruited the permanent staff who would deliver the programme long term.

The Benefits

The expertise and experience of the Shipley-Harmonic team were critical in providing the credibility the company needed in entering this market. Application of the Shipley best practice approach provided the focus on critical Network Rail issues resulting in a technical and commercial solution that was selected.

By provided a well proven business winning process and a team of experienced people Shipley-Harmonic helped to transform their order book and provide a strong position in a new market.