

The EXA Consulting Group

DELIVERING BUSINESS VALUE



Introducing The EXA Consulting Group



Introduction



DELIVERING BUSINESS VALUE

► History

- Serving customers since 1988
- Global experience with Canadian focus

► Services

- Strategic Engagement
- Capture Leadership
- Proposal Leadership
- Professional Workshops



Clients



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THALES



CGI



SNC • LAVALIN

BAE SYSTEMS





The EXA Consulting Group

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► EXA Delivers Business Value

- Delivering business value lies at the core of everything we do
- We deliver two kinds of business value:
 - Augmented Skills and leadership
 - Create new and lasting business value within your firm

► More than Just Proposals and Sales

- Capture Leadership
- Strategic Engagement
- Business Development Support

The EXA Team



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Alex McPhail
President & CEO
Strategic Engagement
Capture Leadership
Proposal Leadership
Professional Development



Rick Bowes
Senior Associate
Strategic Engagement
Capture Leadership



John Fournier
Associate
Capture Leadership
Proposal Leadership



Iain Wilkes
Associate
Proposal Leadership
Engineering and Management Specialist

Strategy & Business
Specialists

Marketing
Specialists

Writers
& Editors

Graphics &
Production

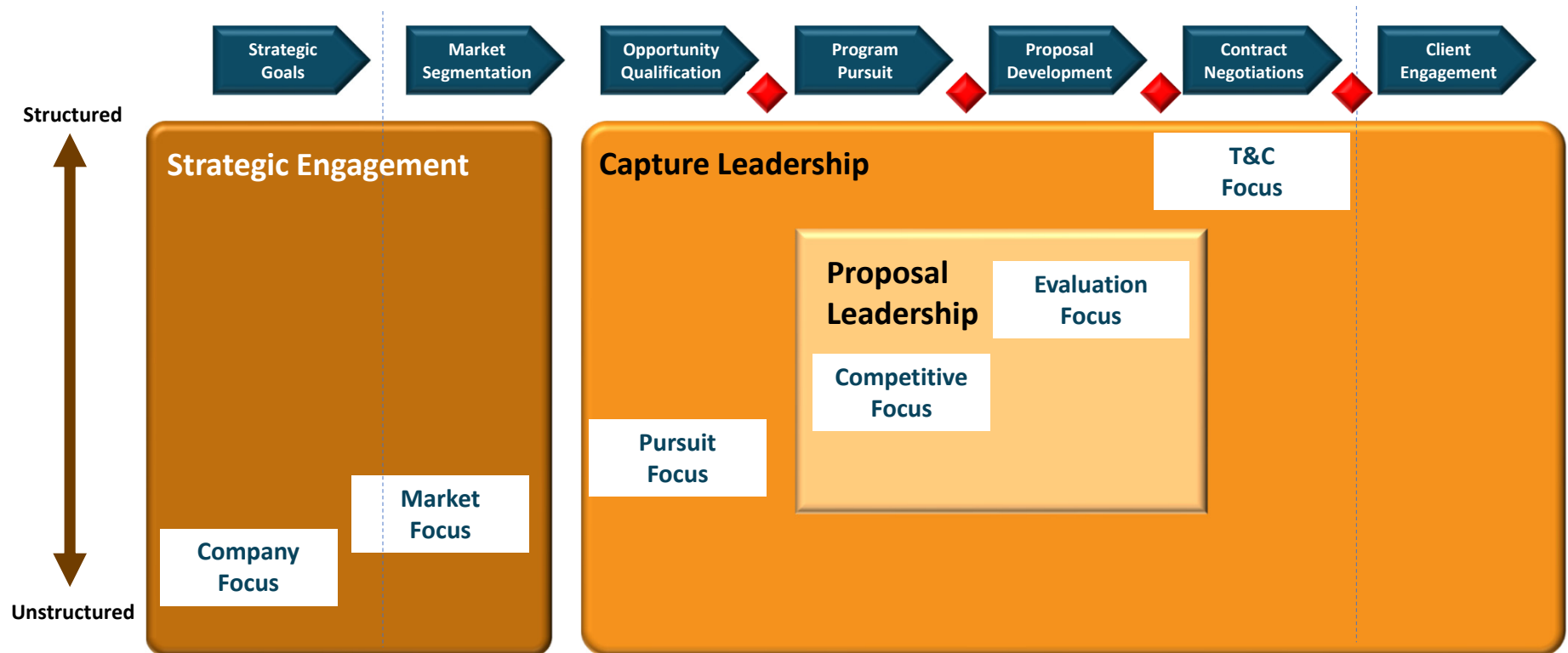
Proposal
Coordinators

Reviewers &
Auditors

How EXA Helps



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Strategic Engagement



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- ▶ **EXA's Strategic Engagement helps you gain traction on stalled or underperforming programs and initiatives**
- ▶ **Disentangles the intertwined factors that influence your company's performance**
 - ▶ Identifies the causes of underperformance
 - ▶ Prioritizes solutions and alternatives
 - ▶ Engages the employee community in an executive-led corrective action
- ▶ **Implements corrective actions in concert with:**
 - ▶ An employee communications plan
 - ▶ A work remediation plan
 - ▶ A performance measurement plan

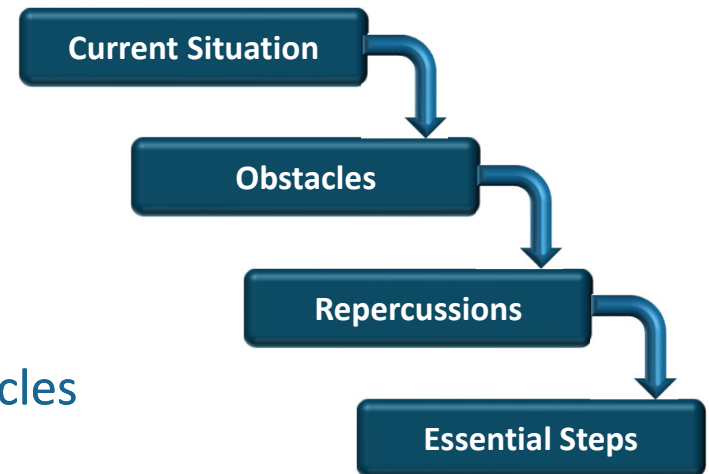
Strategic Engagement (Continued)



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► The EXA CORE Process

- Survey the **C**urrent situation
 - The EXA Mirror
- Identify the **O**bstacles impeding success
 - Root causes
 - Cultural factors
- Understand the **R**epercussions of those obstacles
 - The cost of doing nothing
- Prioritize the **E**ssential steps
 - Enact a plan that addresses root causes and cultural factors to achieve discrete, targeted outcomes



Strategic Engagement (Continued)



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► EXA's Strategic Engagement succeeds because we engage your people in a proven process

- EXA works with your executives and employees as an honest broker
- Employees feel empowered to participate in and support executive led change
- Executives remain in control of the priorities and direction
- Change initiatives engage employees in focused campaigns with discrete targets
- KPIs measure real success

► The three most critical factors to success

1. Communicate
2. Communicate
3. Communicate

Capture Leadership

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► Capture Leadership

- The Capture Leader has the responsibility to win the program
- Coordinates and marshals the necessary resources to win high-value contracts

► Jack of All Trades

- **Externally:** knows the client, the pursued opportunity, the industry, the market, and competitors
- **Internally:** coordinates competitive intelligence, marketing, sales, customer relations, engineering, production, finance, offsets, HR, facilities
- **Activities:** executive interface, client relations, corporate teaming & subcontracting, technical solution, management approach, pricing, ITB/VP

► EXA supports capture leadership

- There is always too much to do for one person
- EXA customizes our approach to best augment your capture management

Capture Leadership (Continued)



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Gate Review Factor	Pursuit Gate	Preparation Gate	Proposal Gate	Submission Gate
Client Profile	Initial	Final		
Project Description	Initial	Firm	Final	
Procurement Approach	Initial	Firm	Final	
Scope				
Type of Work Required	Firm	Final		
High Level Solution (Tech., Mgmt., ITB)	Initial	Firm	Final	
Win Themes	Initial	Firm	Final	
Executive Summary	Initial	Firm	Update	Final
Contract Duration	Initial	Firm	Final	
Teaming Approach	Initial	Firm	Final	
Bidder's Role and Work Share	Initial	Update	Firm	Final
SOW Compliance (Tech., Mgmt., ITB)	Initial	Update	Firm	Final
Evaluation Criteria Compliance		Initial	Firm	Final
Resulting Contract Clause Compliance		Initial	Firm	Final
Strategic Analysis				
Alignment with Core Business	Initial	Final		
Follow-on Business Opportunity	Initial	Final		
Market and Customer Fit	Initial	Final		
Thwart Major Competitor		Firm	Final	
Competitive Analysis				
Position vs. Client's Needs	Initial	Firm	Final	
Position vs. Competitors Offers	Initial	Firm	Final	
Win Probability	Initial	Firm	Final	
Business Analysis				
Alignment with other Projects	Initial	Firm	Final	
B&P Capability and Capacity	Initial	Firm	Final	
Facilities, IP, Equipment, Tools, Personnel	Initial	Firm	Final	
Project Capability and Capacity	Initial	Firm	Final	

Gate Review Factor	Pursuit Gate	Preparation Gate	Proposal Gate	Submission Gate
Proposal				
Plan	Initial	Firm	Final	
Team	Initial	Firm	Final	
Style Definition		Firm	Final	
Proposal Preparation Instructions		Initial	Firm	Final
Compliance				
Content		Initial	Update	Final
Financial Analysis				
Bidder's Revenue and Margins	Initial	Update	Firm	Final
Total Contract Value and Duration	Initial	Update	Firm	Final
B&P Costs		Firm	Final	
Cash Flow		Update	Firm	Final
Investment and Amortization		Update	Firm	Final
Project Execution Costs		Update	Firm	Final
Risk Allocation		Update	Firm	Final
Currency, Interest, Inflation, Other		Initial	Firm	Final
Fluctuations				
Price to Win Analysis		Initial	Firm	Final
Risk Analysis				
Resulting Project Risks		Update	Firm	Final
Compliance Risks (Show Stoppers)		Firm	Update	Final
Evaluation Risks		Initial	Firm	Final

► EXA helps you establish and follow a structured Gate Review process

► EXA helps you research, develop, and prepare the many required Gate Review documents

Capture Leadership (Continued)



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► Win strategy

- External market competitive assessment
- Internal capability and solution development
- Advantages, client benefits, risks, and deficiencies
- Black Hat team
- Win themes and messages

► Corporate teaming

- Evaluation criteria vs SOW alignment
- Work share allocation negotiation support
- Team selection support

► Pricing

- Price to win: top-down
- Costing: bottom-up

► Client relations

- Intelligence
- Influencing

► Executive team briefing

- Opportunity qualification
- Pursuit resources and budget
- Gates and reviews

► Pursuit integration

- Proposal leader
- Technical solution leader
- Project manager
- Financial leader
- Commercial/Legal leader
- Offset leader

► EXA adapts to your business's needs to provide the Capture Leadership support that maximizes your return on pursuit investment

Proposal Leadership

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► Complexity

- Most bid team members are voluntold – their passion and skills lie elsewhere
- There is too much work to do in not enough time → on the edge of chaos
- Canadian RFPs are large and complex, and they change during the bid cycle

► EXA manages the complexity so you don't have to

- A proven process
- An interdependent, coordinated sequences of manageable tasks
- Your experts do the jobs they were hired to do

Proposal Leadership (Continued)



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► Leadership

- Most companies cannot afford a full-time complex proposal team
 - Proposal writing is unique – employees face a steep learning curve
 - Companies lose the acquired proposal knowledge when proposal team members disband to their real jobs
 - The cycle repeats itself for each proposal effort
- Even companies with large proposal teams suffer capacity shortfalls

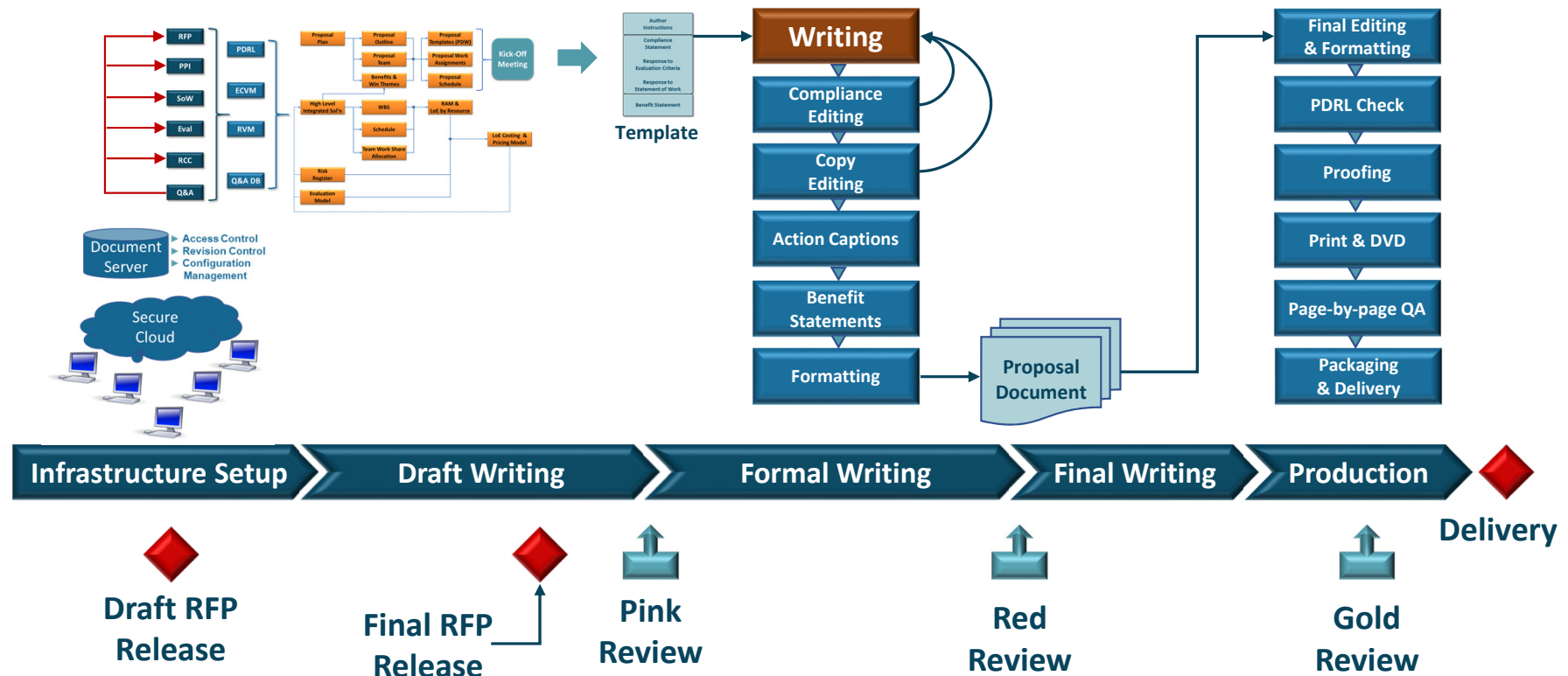
► EXA delivers expert leadership and skills

- People, documents, and requirements
- We manage a proposal like a project
 - Schedule, tasks, resources, dependencies, costs, and risks

Proposal Leadership (Continued)



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Proposal Leadership (Continued)



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► People

- The proposal team typically comprises a blend of EXA and client resources
- EXA provides the leadership to drive the coordinated team with a common purpose

► Documents

- Document management is critical to proposal success
 - RFP, Q&As, support documents, project documents, proposal documents
- EXA applies a distributed, secure, revision controlled document management system
 - We can build off the client's existing system, or implement our own

► Requirements

- EXA tracks and traces requirements from the RFP through to the proposal document
 - As continually modified by the Q&As and amendments

Success Stories

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► Cascade Aerospace

- CC130 Maintenance Program (\$1B+)
- CC130 Avionics Program (\$100M+)

► CMC Electronics

- CP140 (P3) Cockpit Modernization (\$100M+)

► D+H

- Canadian School Loan Program (\$200M+)

► IMP

- Chilean P3 Mid-life Upgrade & Avionics (\$100M+)

► Thales Canada

- AJISS Naval Maintenance Program (\$5B+)
- MEOSAR Ground Station (\$100M+)

Discussion



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► Key Considerations

1. How critical is this opportunity?
2. What skills and resources do we need?
3. How will success be measured?
4. When could EXA begin the engagement process?
5. Have we considered all the known and unknown factors?

► Timing & Next Steps

