

The EXA Consulting Group

DELIVERING BUSINESS VALUE

Capture Leadership The Black Hat Review



The Black Hat Review



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- ▶ Purpose
- ▶ Benefits
- ▶ Activities
- ▶ Resources
- ▶ Schedule



Purpose / Benefits



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Granular Level

- ▶ Gather relevant and insightful industry and market intelligence
- ▶ Develop educated assumptions about competitors' win strategies and vulnerabilities
- ▶ Gather unvarnished perspectives of how the client, competitor, and supplier communities view your company and what they say about your company when you're not in the room

Marketing Level

- ▶ Validate (or challenge) currently held assumptions of your win strategy
 - ▶ Develop a more complete and reliable picture of the competitive landscape
 - ▶ Understand customer held opinions of you and your competitors
- Refinements to your bid strategy
 - Considerations in your Price-to-Win
 - Frame your client messaging

Capture Level

- ▶ Synthesize a more complete and competitive bid solution
 - ▶ Validate assumptions that underpin the GO / NO GO decision
- Improve your win probability
 - Enhance the integrity of your company's capture process

Considerations



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Not every program should go through a Black Hat Review

- ▶ You should consider the strategic importance of the opportunity

Cost

- ▶ BH Reviews cost time, money, and resources
- ▶ You must consider your budget, schedule, and people

Fidelity

- ▶ Done quickly or poorly, BH Reviews can lead to misguided assumptions
- ▶ You must plan, prepare, execute, and follow-up properly and completely

Security

- ▶ The BH Review exposes sensitive information
- ▶ You must select trusted participants, and even then, carefully control access to sensitive information



Activities



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Planning

- ▶ Gather/conduct business intelligence
- ▶ Develop profiles for the most likely competitors
- ▶ Develop BH Review work packages
- ▶ Decide location, venue, time, select and invite participants

BH Review Session

- ▶ Conduct plenary session – overview and introduction
- ▶ Break out into working groups – typically one group per competitor
- ▶ Return to plenary session – present group findings – discuss
- ▶ Thank and dismiss participants

Post BH Review Session

- ▶ Immediately after – discuss major findings and implications
- ▶ The next day – Compile all findings
- ▶ Within one week – Recalibrate win strategy, solution approach, and Price-to-Win inputs



Resources



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► Potential BH Review Participants

- Project/Non-project Personnel
- Outside volunteers from suppliers, friendly companies
- Paid consultants
 - Market and industry experts

► Briefing Room

► Break-out Work Rooms - 1 per team

► BH Leader & BH Coordinator



Typical BH Workshop Agenda

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- ▶ **General Briefing:** **0800 – 0900**
- ▶ **Black Hat Intro:** **0900 – 1000**
 - ▶ Purpose
 - ▶ What are DND customer hot buttons
 - ▶ Team Roles
 - ▶ Expected Outcomes
 - ▶ Team Assignment
 - ▶ Q & A
- ▶ **Teams Deploy to Work Areas** **1000 – 1400**
 - ▶ Teams complete their slide decks
 - ▶ Working lunch
- ▶ **Team presentations** **1400 - 1600**
 - ▶ As per BH Deck Executive Summary
 - ▶ Customer Hot Buttons
 - ▶ Recommendations to Thales
 - ▶ Ghosting
- ▶ **Wrap-up and Adjournment** **1600**
- ▶ **Post Black Hat**
 - ▶ Major Findings and Implications **1630 - 1730**
 - ▶ Urgent action item list creation **1730 - 1800**



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 BH process?
5. Have we considered all the known and unknown factors?

► Timing & Next Steps

