

“How can we Leverage Intelligence & Counter-Intelligence Practices in winning large deals?”

Presented by Dr Phillip Squire, CEO of Consalia, and Dr. John Ardis, Active Counterintelligence Consultant



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“What percentage of people sells in the way companies want to be sold to?”

The answer to this question is ‘less than 10%’ as APMP members found out at this excellent event in Milton Keynes. As part of Phil’s PhD research on Sales approaches, this query was posed to more than 100 people working on large contracts worldwide. Phil shared with us the four key mindsets required to win a sale: Authenticity, Client-Centricity, Proactive Creativity and Tactful Audacity. If, like me, you are wondering what Tactful Audacity is, it’s the ability to challenge customer perceptions and being bold, to a level that the customer will accept.

The key message throughout the presentation was that **Intelligence** is key to the quality of data and information. Gathering Intelligence means collecting the facts and then categorising them into what is believable and what is not or, to use a more technical term, ‘classification of evidence based on believability’.

To further illustrate the power of Intelligence Phil then used the **case study of ATOS** which were successful in securing a \$750million deal by adopting techniques from army intelligence. The customer was McGraw-Hill, a blue-chip financial services and educational publishing company based in New York. The bid involved outsourcing of IT, data centre, workplace, network, telephony and service desk. The company wanted a transition and eventual separation of two entities: financial services and education. Competitors were: IBM, HP, CSC, Wipro and TCS. ATOS sold to McGraw-Hill as they wanted to be sold to because they had a real understanding of the customer’s business.

In the second part of the presentation, we were then delighted with the many insights that John shared with us from the world of counter-intelligence. Drawing quite a few laughs from the audience with his unique sense of humour, John showed us the many analogies between the bid world and ‘the dark side’ as he aptly put it. He spoke of the essence of using only intelligence that was ‘beyond reasonable doubt’. John then guided us through the various elements of Process, Effects, Design, Environment and Operations to understand the fundamental role that intelligence plays in obtaining good quality data and information. Unfortunately, for obvious reasons, the slides from his part of the presentation cannot be circulated ☹.

Perhaps Isabel Moritz may persuade John and Phil to do their double act again in a near future to allow those APMP members who missed this event to benefit from their wisdom.

A further bonus of attending this event was that Phil kindly left us with a copy of the first issue of the International Journal of Sales Transformation, his latest endeavour as a co-founder, which contains an extended version of the ATOS case study.

This was another well-received APMP event. The facilities at Unify were excellent and there was more delicious food than we could handle. Thanks to Unify for facilitating this event.

I’ll leave you with John’s most important words of the evening, which I intend to adopt as my mantra for any future bid pursuits:

“Ultimately is it.....Believable, Trustworthy, Authentic and Accurate”

Rita Mascia, Bid Consultant, Apostrofly Ltd