

## THE RFP: WIN THE BIG ONE

**EXCERPT:** To compete and win today, the proposal must demonstrate its strength in both the traditional value factors and an ever-expanding set of additional factors that include:

- Alignment on the relationship level — understanding the client’s industry, its business, its legal department and its business success metrics;
- Alignment on the matter level — agreement on where a specific matter sits (legal complexity, business risk/reward) and agreement on what constitutes a win;
- Communication (*g.*, scheduled touch points covering matter updates, end-of-matter review, formal/informal state-of-the relationship feedback);
- Collaboration (*g.*, intranets, client teams, key client programs, third-party legal service providers);
- Operational excellence (staffing models, knowledge management, project management, process improvement); *and*
- Special programs (“secondments,” CLE-accredited training, off-the clock advice, client conferences)

So how can you arrive at the winning “value” formula — the secret sauce — that will make your proposal the winning proposal? The value formula is driven by client preferences. You will need to uncover the value factors the client deems compelling and deliver a proposal that, at a minimum, delivers on those preferences. Uncovering the needed business intelligence to understand each client’s value factors requires two steps: research and conversation.