

Case Study: Improve proposal preparation for Engineering Contractor



Situation

INDECO's client, a German engineering contractor, wished to establish a framework to balance its contract acquisition and contract delivery capabilities and functions which, as is often the case, had different drivers and overall functional objectives.

Approach

INDECO worked with the sales and estimating functions, as well as the planning and delivery teams to understand the key drivers and constraints for each team, to identify areas where the drivers did not align and to understand the impacts that these were having on each functions' ability to perform effectively.

INDECO then ran a series of workshops with each team to establish opportunities to align the drivers, to understand the key areas where alignment was not possible, and to define a series of metrics to govern how to manage these conflict points on a contract by contract basis.

INDECO's facilitators then brought all the functions together to explore the opportunities and to propose a pragmatic approach to take to the senior management team for working cohesively across the various functions involved, and for a shared set of performance metrics.

Impact

The new method of working was adopted across the organisation. Contract opportunities are assessed on the ability of the organisation to deliver them profitably. The handover from 'sales' to 'delivery' and then on to 'customer support' is more effective.