



***Capture Practitioner***  
***Syllabus***

APMP OTE Syllabus for Capture Practitioner Certification

Syllabus Area Code		Syllabus Area Planning and Scheduling		
PS		<i>Opportunity Capture Planning and Scheduling</i>		
Able to apply and adapt the APMP opportunity capture planning and scheduling competencies to a given opportunity capture. Specifically to:		APMP Syllabus Competencies	APMP BoK Topic Reference	
03	02	<p>Use an appropriate medium to develop; review, share, and update opportunity capture plans detailing a schedule of activities, using scheduling tools and including:</p> <ul style="list-style-type: none"> <li>• appropriate decision gates to determine whether to advance to the next phase or end the pursuit</li> <li>• reviews to improve the opportunity capture plan, strategy, proposal and lessons learned.</li> </ul>	OCPS 03 OCPS 05	Opportunity Capture Plan Development  Scheduling  End to End Process  Gate Decisions  Reviews  Lessons Learned Analysis and Management
Able to identify, analyze and distinguish between appropriate and inappropriate application of the APMP opportunity capture planning and scheduling competencies to a given proposal/bid scenario. Specifically to:		Opportunity Capture Management Skills		
04	01	<p>Whether appropriate actions have been taken to capture new business efficiently by:</p> <ul style="list-style-type: none"> <li>• creating, aligning and adapting the opportunity capture schedule to match, the customers actions, the organization’s business development process, the resources available, and the selling environment</li> <li>• keeping the opportunity capture process dynamic, flexible, interactive and current</li> </ul>	OCPS 01 OCPS 04 OCPS 08 OCPS 09	Developing Opportunity Capture strategy  Price-to-Win  Developing a Business Case  Linking Opportunity Plans to Proposal Plans  Proposal Management Plan  Risk Management Internal
04	02	<p>Whether appropriate structured opportunity capture plans have been developed that include:</p> <ul style="list-style-type: none"> <li>• external analysis</li> <li>• internal analysis</li> <li>• strategy development</li> <li>• execution and monitoring have been developed</li> <li>• using the opportunity capture plan outputs to begin the proposal planning process</li> </ul>	OCPS 02 OCPS 03 OCPS 05 OCPS 06 OCPS 07	Customer Analysis and Competitor Intelligence

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Syllabus Area Code		Syllabus Area Team Selection and Management		
TSM		<i>Team Selection and Management</i> <i>Team Selection and Management</i> <i>Engaging Program Management</i> <i>Engaging Bid Support</i>		
Able to apply and adapt the APMP Opportunity capture team selection and management competencies to a given opportunity capture. Specifically to:		APMP Syllabus Competencies	APMP BoK Topic Reference	
03	01	Identify and work with senior leadership to commit the right people to the Opportunity capture team resources including: <ul style="list-style-type: none"> <li>the program manager immediately after the Pursuit Gate Review</li> <li>Influence the selection of the best proposal team members</li> <li>Engage senior management keeping them informed and involved</li> </ul>	TSM 01 TSM 02 TSM 06 EP01 EBS 04	Opportunity Capture Team Selection and Management  Engaging Program Support in the Opportunity Capture Process  Engaging and Managing Bid Support
03	02	Arrange and manage the kick-off meeting to start the opportunity capture process ; train and coach the team in the process that will be followed and to specifically: <ul style="list-style-type: none"> <li>develop the opportunity capture strategy collaboratively with the Program Manager</li> <li>work with the Bid Manager to prepare detailed proposal budget</li> <li>support during the proposal kick-off meeting</li> <li>analyze the final bid request and lead the Bid Validation gate decision</li> </ul>	TSM 03 TSM 04 EP 02 EP 05 EP 07	Developing Opportunity Capture Strategy  Opportunity Capture Management Skills  Price to win  Managing Internal Risk  Managing External Risk  Strategy
Able to identify, analyze and distinguish between appropriate and inappropriate application of the APMP Opportunity capture team selection and management competencies to a given proposal/bid scenario. Specifically to:		Linking Opportunity Capture Plans to Proposal Content		
04	01	Whether appropriate actions have been taken to assign: SMART objectives <ul style="list-style-type: none"> <li>completion dates to named individuals within the opportunity capture team</li> <li>clear reporting expectations</li> <li>objective measures to evaluate opportunity capture success</li> </ul>	TSM 05 TSM 07	Developing the Solution Cost  Daily Team Management  Teaming  Customer Relationship Management Systems
04	02	Whether appropriate actions have been taken to integrate and align the whole team and activities to develop and prepare: <ul style="list-style-type: none"> <li>the solution development</li> </ul>	EBS 01 EBS 02 EBS 03	Gate Decisions

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		<ul style="list-style-type: none"> <li>• make/buy and work share plans/ work breakdown structure</li> <li>• program plan, transition plan, program schedules</li> <li>• costing and price-to-win analysis</li> <li>• baseline solution presentation for the proposal kick-off meeting</li> <li>• alignment of the solution with the evolving strategy</li> <li>• imposing the solution freeze</li> <li>• evolve the opportunity capture strategy into the proposal strategy and conduct Opportunity Strategy Review</li> <li>• post bid submittal interactions with the customer</li> <li>• define and manage questions with the customer in a variety of situations</li> </ul>	<p>EBS 04</p> <p>EBS 06</p> <p>EPS 03</p> <p>EPS 04</p> <p>EPS 05</p> <p>EPS 08</p> <p>EPS 06</p> <p>EPS 07</p> <p>EPS 09</p>	
04	04	<p>Whether the appropriate actions have been taken to lead, guide, or contribute to the following:</p> <ul style="list-style-type: none"> <li>• customer questions</li> <li>• customer clarifications</li> <li>• contract negotiations</li> <li>• proposal debrief</li> <li>• program start-up</li> </ul>	EBS 08	

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Syllabus Area Code		Syllabus Area Managing Decision Gates and Reviews		
DGR		<i>Gate Decision Management</i> <i>Review Management</i>		
Able to apply and adapt the APMP <b>Managing Decision Gates and Reviews</b> competencies to a given opportunity capture scenario		APMP Syllabus Competencies	APMP BoK Topic Reference	
Specifically to:				
03	01	Define the organization’s process phases, gate milestones, and review points to support a specific capture including: <ul style="list-style-type: none"> <li>Engaging the appropriate decision-makers and significant contributors for each decision gate and review meeting</li> <li>Updating the opportunity capture plan and ensure gate decision packages and review recommendations are archived with lessons learned</li> </ul>	MDGR 01 MDGR 03 MDGR 05 MDGR 08 MDGR 10	Introduction to the Business Development Lifecycle End to end Process Gate Decisions Review Management Lessons Learned Analysis and Management Communicating with Others Budgets
Able to identify, analyze and distinguish between appropriate and inappropriate application of the APMP Review Management competencies to a given opportunity capture scenario. Specifically to:		APMP Syllabus Competencies	APMP BoK Topic Reference	
04	01			

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Syllabus Area Code		Syllabus Area Developing and Managing Tactics		
DMT		Customer Focused Opportunity Capture Skills Teaming		
Able to apply and adapt the APMP customer focused opportunity capture skills competencies to a given opportunity capture scenario		APMP Syllabus Competencies		APMP BoK Topic Reference
Specifically to:				
03	01	Apply appropriate opportunity capture processes to customers different buying patterns; identify teaming partners early and using a variety of techniques to anticipate and handle objections throughout the opportunity capture process	CFOCS 01 T 01 T 03 CFOCS 03	Opportunity Capture Management Skills Develop Opportunity Capture Strategy Developing Solution Costs Developing a Business Case
Able to identify, analyze and distinguish between appropriate and inappropriate application of the APMP Customer focused opportunity capture skills competencies to a given opportunity capture scenario. Specifically to:				Value Propositions
04	01	Whether appropriate actions have been taken to <ul style="list-style-type: none"> <li>define and articulate benefits that map to customer issues throughout the buying cycle</li> <li>develop a logical business case that supports the customer in making logical buying recommendations</li> <li>test the potential solution with the customer early and often</li> <li>Consult with customers and consider their preferences in team formation when developing selection criteria for teaming using the BCM analyze potential teaming combinations</li> <li>Negotiate a common vision as the basis for teaming and agree the written teaming agreement and WBS</li> </ul>	CFOCS 02 CFOCS 04 CFOCS 05 T 02 T 04	Features, Benefits and Discriminators Teaming

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Syllabus Area Code		Syllabus Area Developing and Managing Strategy		
DMS		Strategy Drafting the Executive Summary		
Able to apply and adapt the APMP Strategy competencies to a given opportunity capture scenario. Specifically to:		APMP Syllabus Competencies	APMP BoK Topic Reference	
03	01	Distinguish and apply 'strategy' at different phases of the business development process including <ul style="list-style-type: none"> <li>Define a specific sales Opportunity Capture objective after the pursuit decision</li> <li>creating a price to win strategy to drive the solution development</li> <li>Implement and manage the strategy action plans</li> </ul>	DMS 01 DMS 03 DMS 09 DMS 11	Opportunity Capture Management Skills Develop Opportunity Capture Strategy Developing Solution Costs Opportunity Capture Plan Development
03	02	Use consistent tools and templates to: <ul style="list-style-type: none"> <li>Identify the customers buyers, and list their individual issues</li> <li>arrive at a competitive solution that is aligned with the customer's issues and requirements</li> </ul>	DMS 02 DMS 04 DMS 05	Customer Analysis and Competitor Intelligence Scheduling
Able to identify, analyze and distinguish between appropriate and inappropriate application of the APMP Strategy competencies to a given opportunity capture scenario. Specifically to:			Review Management	
04	01	Analyze the customer, the competitor and the organization capability using standard, universally understood, integrated and accepted tools to analyze how the customer organization perceives the organization versus the competitors in relation to <ul style="list-style-type: none"> <li>key issues</li> <li>specific strategy statements that define specific actions, specific value propositions for each customer stakeholder for the opportunity capture</li> <li>price to win strategy to drive the solution development</li> <li>trade-offs to validate the opportunity capture approach and ghost the competition</li> </ul>	DMS 06 DMS 07 DMS 08 DMS 09 DMS 10	Customer Relationship Management Executive Summaries Value Propositions Proof Points
04	02	Whether appropriate actions have been taken to <ul style="list-style-type: none"> <li>develop key elements of the Executive Summary</li> <li>used as a briefing tool.</li> <li>Engage Senior Managers to review the draft Executive Summary</li> </ul>	DES 03	

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Syllabus Area Code		Syllabus Area Price to Win		
P2W				
Able to apply and adapt the APMP Price to Win competencies to a given opportunity capture scenario		APMP Syllabus Competencies	APMP BoK Topic Reference	
Specifically to:				
03	02	Prepare, review and implement a win strategy that: <ul style="list-style-type: none"> <li>• integrates solution and Price to Win</li> <li>• Differentiate and communicate cost, price and value</li> <li>• Develops should costs early</li> </ul>	P2W 07 P2W 09	Price to Win Developing the Solution Costs Cost and Pricing Data
Able to identify, analyze and distinguish between appropriate and inappropriate application of the APMP Price to Win competencies to a given opportunity capture scenario. Specifically to:		Communicating with Others		
04	01	Whether appropriate actions have been taken to <ul style="list-style-type: none"> <li>• Analyze the options for any price-capability trade-off and pricing alternatives</li> <li>• Analyze the customer’s budget, funding profile, and acceptable price range</li> <li>• Analyze and estimate the lowest-cost, acceptably compliant solution</li> <li>• Analyze and estimate the capability-satisfied solution</li> <li>• Analyze and estimate the value-driven solution</li> <li>• Develop objective evidence and rationale to minimize negotiated price reductions</li> </ul>	P2W 01 P2W 02 P2W 03 P2W 04 P2W 05 P2W 06 P2Q 08 P2W 10	



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Syllabus Area Code NP		Syllabus Area Negotiation and Presenting <i>Presentations and Persuasive Communications</i> <i>Negotiations</i>		
Able to apply and adapt the APMP presentations and persuasive communication competencies to a given opportunity capture scenario Specifically to:			APMP Syllabus Competencies	APMP BoK Topic Reference
03	01	Prepare a presentation schedule, develop and structure slides appropriately and edit and own visuals to transform their effectiveness.	PPC 01 PPC 02 PPC 03 PPC 04 PPC 05 PPC 08	Developing and Delivering Effective Presentations  Negotiation Strategy Development  Stakeholder Engagement and Management  Customer Analysis and Competitive Intelligence
03	02	Use research data from a range of sources to prepare initial negotiation strategy	N 02	
03	03	Adjust personal positions and style quickly if circumstances change favorably and unfavorably; win concessions without damaging stakeholder relationship	N 08	
Able to identify, analyze and distinguish between appropriate and inappropriate application of the APMP Presentation and persuasive communication competencies to a given opportunity capture scenario. Specifically to:				
04	01	Give constructive feedback to improve the quality of the presentation materials and performance of others,	PPC 09	
04	02	Whether appropriate actions have been taken to lead the development of a negotiation strategy early including: <ul style="list-style-type: none"> <li>• prepare the negotiating range, and expected customer negotiation range.</li> <li>• manage buy-in and agreement on negotiation range with internal stakeholders prior to and during negotiations</li> <li>• decide the opening position and the options that can be offered</li> <li>• Understand customer stakeholder’s positions and bargaining power within negotiations</li> <li>• Lead the negotiation team effectively; ensuring each member is fully prepared for the negotiation;</li> <li>• Lead discussions to pre-empt and remove objections using appropriate techniques (objection handling)</li> </ul>	N 01 N 03 N 04 N 05 N 06 PPC 10	

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<b>Syllabus Area Code</b>		<b>Syllabus Area Leadership and Communication</b>			
<b>LC</b>		<i>Self Leadership Leading Others Internal and External Stakeholder Management</i>			
Able to apply and adapt the APMP Leadership competencies to a given opportunity capture scenario. Specifically to:				<b>APMP Syllabus Competencies</b>	<b>APMP BoK Topic Reference</b>
03	01	Compellingly articulate concepts/ideas, complex situations/problems clearly, simply and in a manner that gains support/buy-in the team and with stakeholders Interpret messages and give an appropriate response, ensure that others at all levels buy in to teams missions, goals, agenda, tone, policy and implement decisions/initiate action within a reasonable time	SL 01 SL 03 SL 04 LO 04	Daily Team Management  Individual and Organizational Roles  Communicating with Others	
03	02	Adapt to a variety of situations needs, and desired benefits and develop positioning approaches that leverage supportive factors and overcome/minimize barriers	SL 02	Scheduling  Stakeholder Management and Engagement	
03	03	Plan and adopt a flexible approach with others based on an understanding of their view point Implementing decisions/initiate action within a reasonable time for team members, senior managers and the customer stakeholders.	SL 07 LO 02	Communicating with Others  Opportunity Capture Team Selection and Management	
03	04	Recognize and/or use ongoing power and political relationships within the organization understanding their impact. Build productive relationships with stakeholders at senior levels based on mutual trust and respect	IESM 02 IESM 04 IESM 03	Opportunity Capture Management Skills  Developing the Business Case	
Able to identify, analyze and distinguish between appropriate and inappropriate application of the APMP Self Leadership competencies to a given opportunity capture scenario. Specifically to:				Risk Management Internal	
04	01	Whether appropriate actions have been identified and carried out to lead the team, senior stakeholders and the customer, including : <ul style="list-style-type: none"> <li>• Objectively and continuously assessing that team members’ have the right competencies</li> <li>• Enforcing consequences and taking action for poor performance, adopting appropriate leadership style:</li> <li>• Demonstrating expertise at conflict resolution, using a wide range of formal and informal techniques</li> <li>• lead complex teams (multi-cultural, multi-national, multi-time zone) across the organization and externally                             <ul style="list-style-type: none"> <li>• Adapting to rapid/last minute changes in circumstances</li> </ul> </li> </ul>	SL 05 SL 06 LO 08 LO 09 IESM 01 IESM 05	Communicating with Others  Daily Team Management	

