

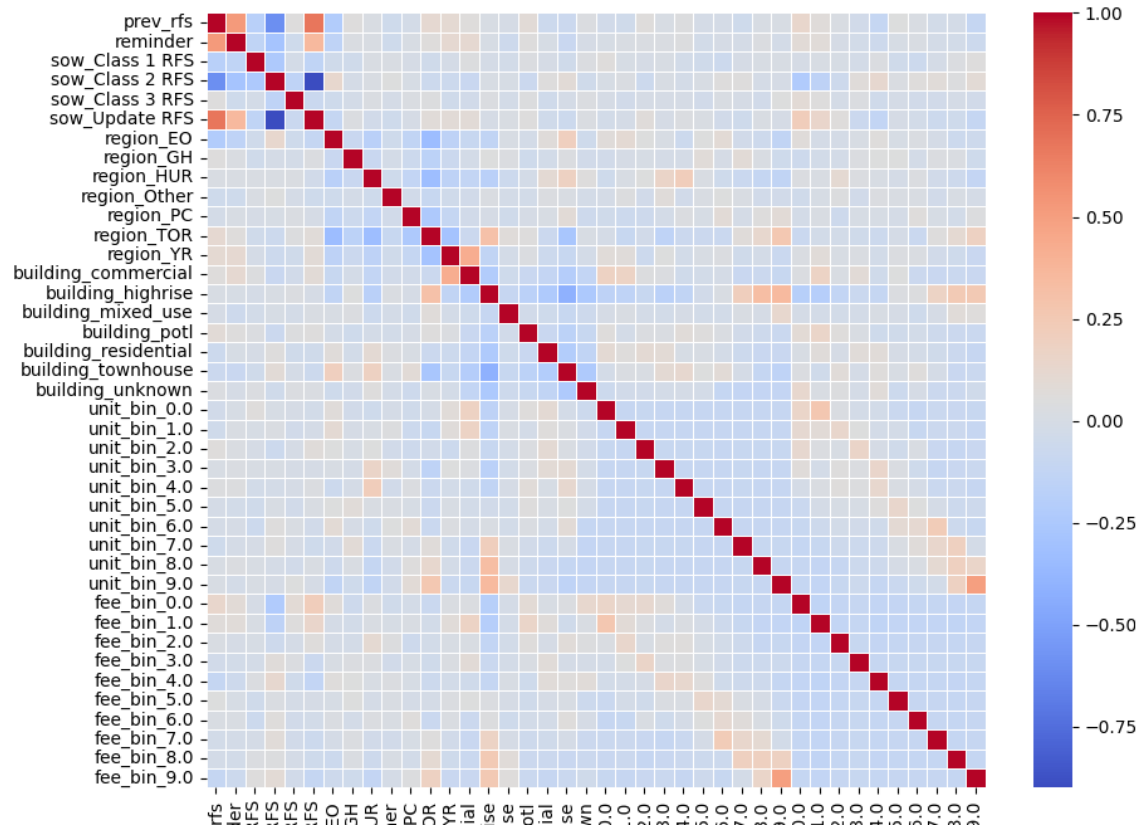


Proposal Success Indicators

Executive Summary

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Reverse-Engineering Competitive Positioning



In an industry as price-sensitive as engineering services, remaining competitive is critical. This can be difficult when there is little to no transparency to the proposals submitted by competitors.

This project aimed to **reverse-engineer the A&R team's competitive positioning by using machine learning to identify areas where their proposal win rate is consistently above or below average.**

Key Findings

There were three major areas where A&R proposal success was anomalous:

Toronto Region

Proposals for condos registered in the Toronto region were much **less likely** to be successful.

Proposals: 25%

Current Win Rate: 43%

Properties with 90+ Units

Reserve Fund Study proposals for properties with over 90 units were much **less likely** to be successful.

Proposals: 18%

Current Win Rate: 38%

Small Scope Non-RFS

Non-reserve fund study proposals with fees under \$3,190 were much **more likely** to be successful.

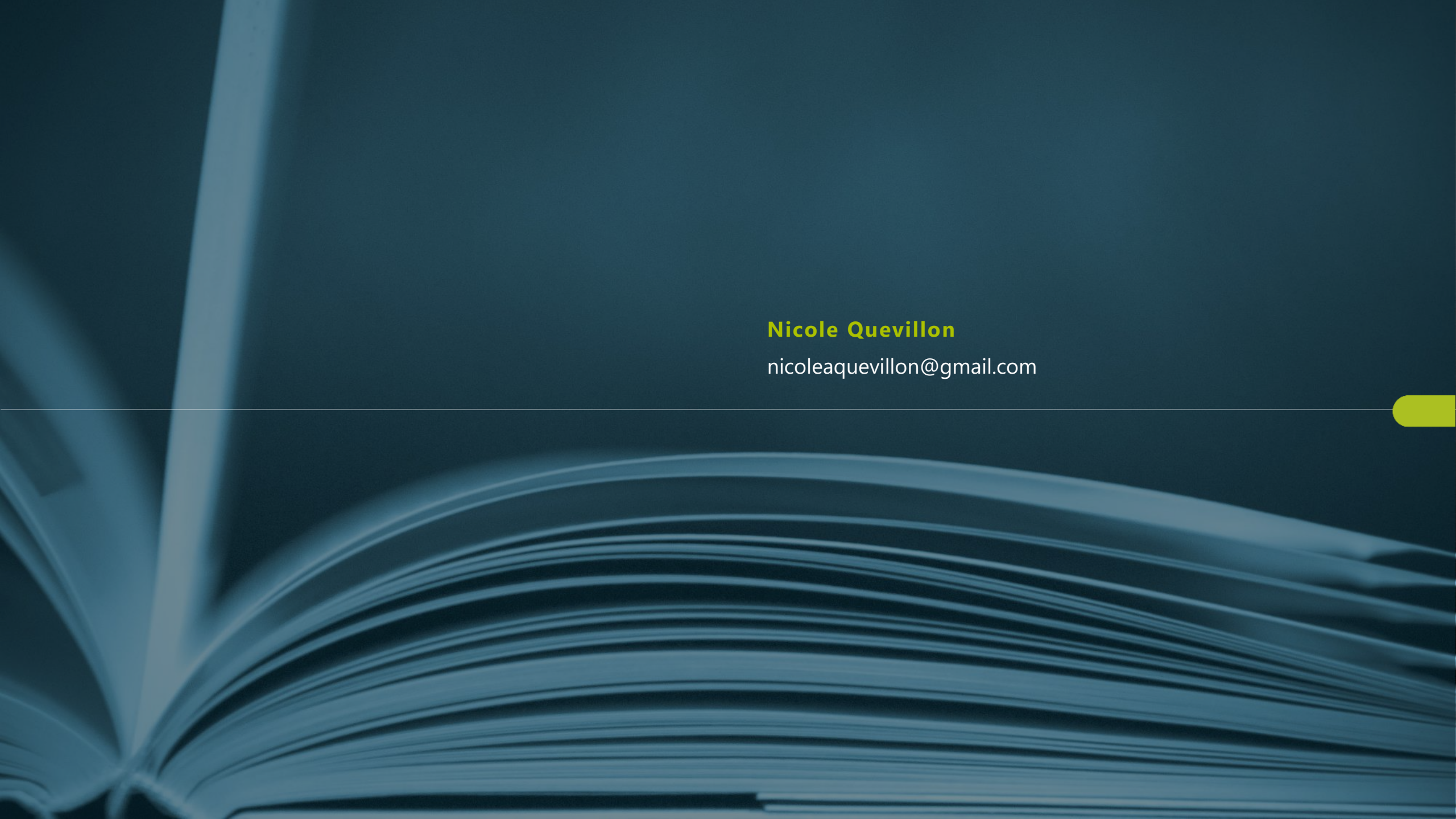
Proposals: 13%

Current Win Rate: 70%

Next Steps

There are three main takeaways from this project that the A&R team can implement to help with their goal of growing their 2025 pipeline revenue by 12%:

- 1 Account for Regional Competition Levels in Pricing**
Explore whether there is a business case for **introducing regional pricing**. Does it make sense to lower pricing slightly in competitive areas such as Toronto to win more projects?
- 2 Adjust Price Scaling to Align with Market**
The current Reserve Fund Study pricing scales according to unit count. This **unit price tiering should be revisited** and scaled back for the 90+ unit range.
- 3 Introduce a Price Floor for Non-RFS Projects**
The win rate for these small projects is excessively high, indicating that money is being left on the table. Consider **introducing a price floor** to capture additional revenue.



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