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The Power of Second:

Turning a “Near-Win” Into a Competitive Advantage



"Success is stumbling from failure to failure with no loss of enthusiasm."

Winston Churchill



Alex Ash
Alpha Strategies



Jeanette Goldsmith
Strategic Development
Group



Chad Sweeney
Ginovus



Gregg Wassmansdorf
Newmark



Loss-to-Win Case Studies

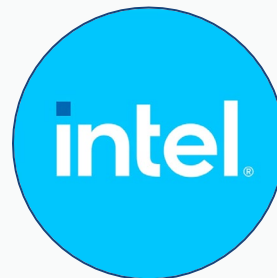


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Loss-to-Win Conversion Case Study



LOST
Samsung
Semiconductor



New Albany, OH
WIN
Intel Semi Fab



Mesa, AZ
WIN
Apple Data Center



Clay, NY
WIN
Micron Semi Fab

Loss-to-Win Conversion Case Study



Frankfort, IN

LOST

Confidential Project

Focused on
core capabilities
of the community
and site

Location

WON



Processing and
distribution site

Loss-to-Win Conversion Case Study



North Charleston, SC

LOST

Boeing 787 Final
Assembly – Project 1

SC focused on
developing
workforce training
programs and
solutions

North Charleston, SC

WON

Global Aeronautica



Boeing 787 – Second
Final Assembly
location

Loss-to-Win Conversion Case Study



Greensboro, NC

LOST

Toyota / Mazda
assembly project
to Huntsville, AL in
2018

Made a strong
impression on
North American
team and built on
the relationship

Greensboro, NC

WON

Toyota Battery
Project in 2021



TOYOTA

Loss-to-Win Conversion Case Study



LOST –
Toronto, ON

R&D,
Engineering

Focused on refining value proposition for R&D/engineering, esp. investor experience, incl. incentives



EQUINIX

WON –
Toronto, ON

Engineering

Managing Stakeholder & Political Fallout from Losses



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Asking for Consultant Feedback



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Asking for Consultant Feedback



- Key differences between a Finalist, a Short-lister, or a Preliminary Contender
- Don't hesitate to ask for a de-brief
 - Off-the-record, informal, one-on-one
 - On-the-record, formal, group
- Who receives the de-brief?
- The reason for the disqualification will affect the content of the consultant feedback

Continuous Improvement



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Suggestions to Improve Project Win Probability



1. Data preparation & marketing
2. RFI response management
3. Ongoing client & consultant messaging

1. Stakeholder coordination and support
2. Project management
3. Site visits

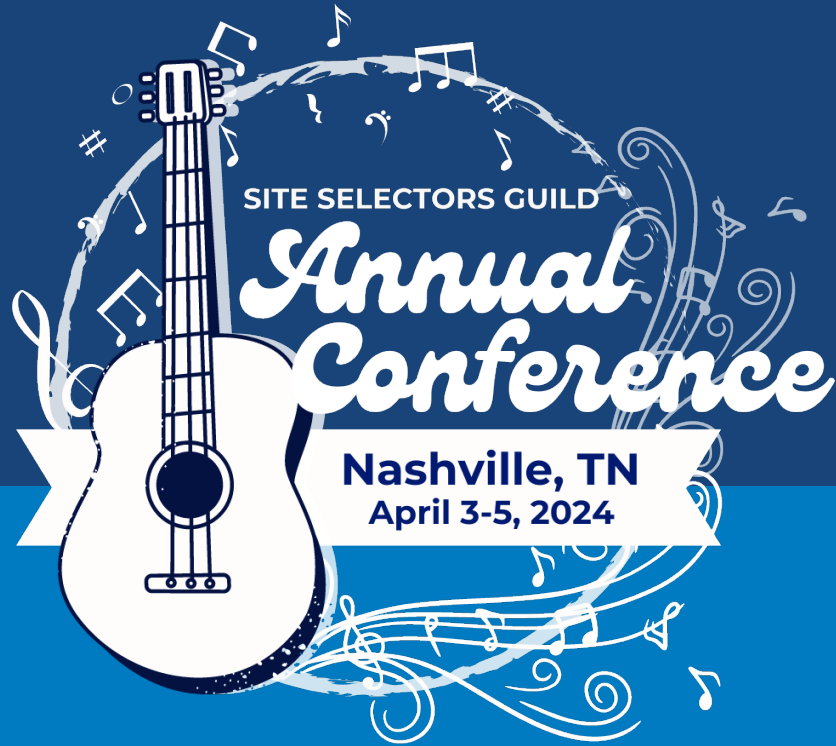
1. Property readiness
(building condition audit, due diligence reports, land assembly, etc.)
2. Utility readiness
(capacity studies, preliminary designs, etc.)

1. Workforce training plans & mobilization
2. Community development challenges
(housing, transit, childcare, etc.)
3. Policy and legislative changes
(planning, permitting, incentives, etc.)



**"I have not failed. I've just
found 10,000 ways that
won't work."**

Thomas Edison



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