GROWTH | MAJOR PURSUITS

WINNING GLOBAL IFM: PURSUIT STRATEGY FOR A HOSPITALITY AND FM PROVIDER

A global hospitality and facilities services provider, a long term 4xi partner, engaged 4xi on two of the largest integrated facilities management tenders of 2026: a global professional services firm and a global European bank.

PURSUIT ONE	PURSUIT TWO	4XI ROLE	AIM
50+ countries, ~2,000 suppliers	**4,000+ sites, 37 countries, 5 lots**	**Strategy and sparring partner**	**Win on difference, not price**

THE CHALLENGE

- Fixed price specification bids invite a race to the bottom.
- Strong global integrators compete across every lot.
- Client requirements had not caught up with workplace experience.
- Every lot priced in full, at speed, by teams in many regions.

THE DIFFERENTIATION TESTS

- The swap test: if a competitor's name fits the sentence, rewrite it.
- Five criteria for a true differentiator.
- The Savile Row test: tailored, not off the peg.
- A seven point scorecard, ticked only when proven.

WHAT 4XI DID

01 Insight first
An outside in view of the client and its gaps.

02 One big idea
People, place and purpose, carried end to end.

03 Standards by building
Five service levels; a branch playbook by type.

04 Workshop and simulation
RFP role play against the main rivals.

05 Orals to final offer
Coaching through presentations and BAFO.

RESULTS

- **A proposition that leads** the client, with savings as the price of entry.
- **One story** from first submission to final negotiation.
- **Reusable assets:** standards, response framework and tests.

In global IFM the bid that wins is the one the client can picture in its own buildings, held from the first draft to the final negotiation.