

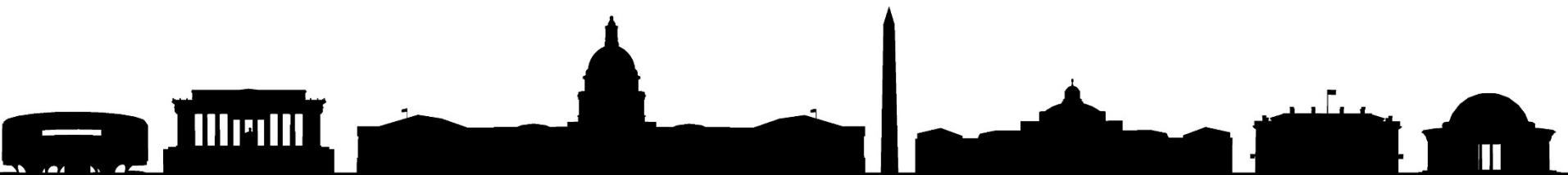
APMP-NCA MID-ATLANTIC
CONFERENCE & EXPO 2015

Navigating the Procurement
Obstacle Course



Defensive Tactics: Art & Science of Wining the Recompetes

Marina Goren
President/CEO
Smart BD Consulting



- Proposal industry thought leader, active APMP member
- Presenter at the APMP Conferences 2014 and 2015
- Taught many Capture/Proposal Courses
- President & CEO of Smart BD Consulting, Inc. – BD/Capture/Proposal Development firm in MD/DC/VA area
- Extensive BD, Capture and Proposal experience with a background at IBM, Raytheon, ASRC, SRA International, Dell Government Solutions, SGT and numerous other companies
- Directly responsible for capture of over \$4.5B in new business over the course of last eight years
- Was instrumental in growing a company (ASRC Primus) from 2 FTEs to over 1,500 FTEs and over \$60M in annual revenues over the course of 5 years



Agenda

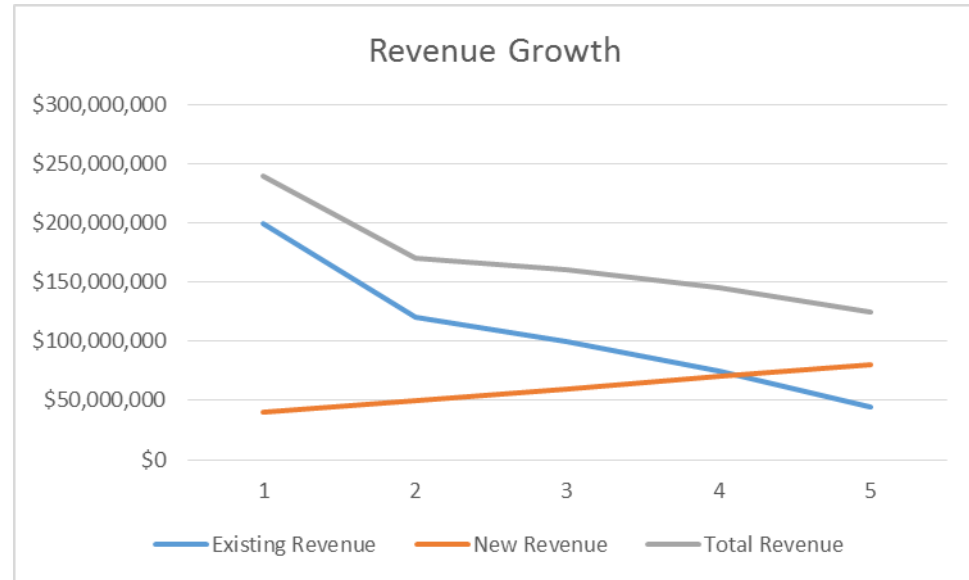


- Five Reasons Why the Recompetes Are Important
- Why are the recompetes hard to win?
- Re compete Case Studies and Lessons Learned
- Re compete Activities Throughout the Acquisition Lifecycle
 - Documenting
 - Performing
 - RFP Shaping
 - Solution Shaping
 - Proposal Development
 - Start All Over
- Conclusion/Take-Aways



Five Reasons Why the Recompetes Are Important

- **Reason #5:** Keeping loyal staff
- **Reason #4:** Maintaining good past performance and qualifications/ capabilities
- **Reason #3:** Building on successful customer relationships to organically grow the contract
- **Reason #2:** Sustaining a strong ongoing revenue stream
- **Reason #1:** If you cannot sustain current contracts – new work will only be replacing lost work and business will not grow overall



Why are the Recompetes Hard to Win?



– Contract Performance

- Have you delivered on all your promises?
- Are you doing a good job and does the customer love you?

– Constant budget pressures

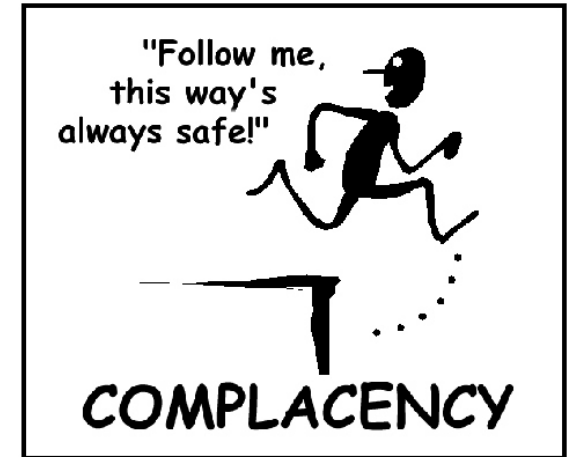
- How do you lower your price and explain why you have been charging more previously?

– Perceived Lack of Innovation

- If it's a good improvement idea, why have you not done it yet?

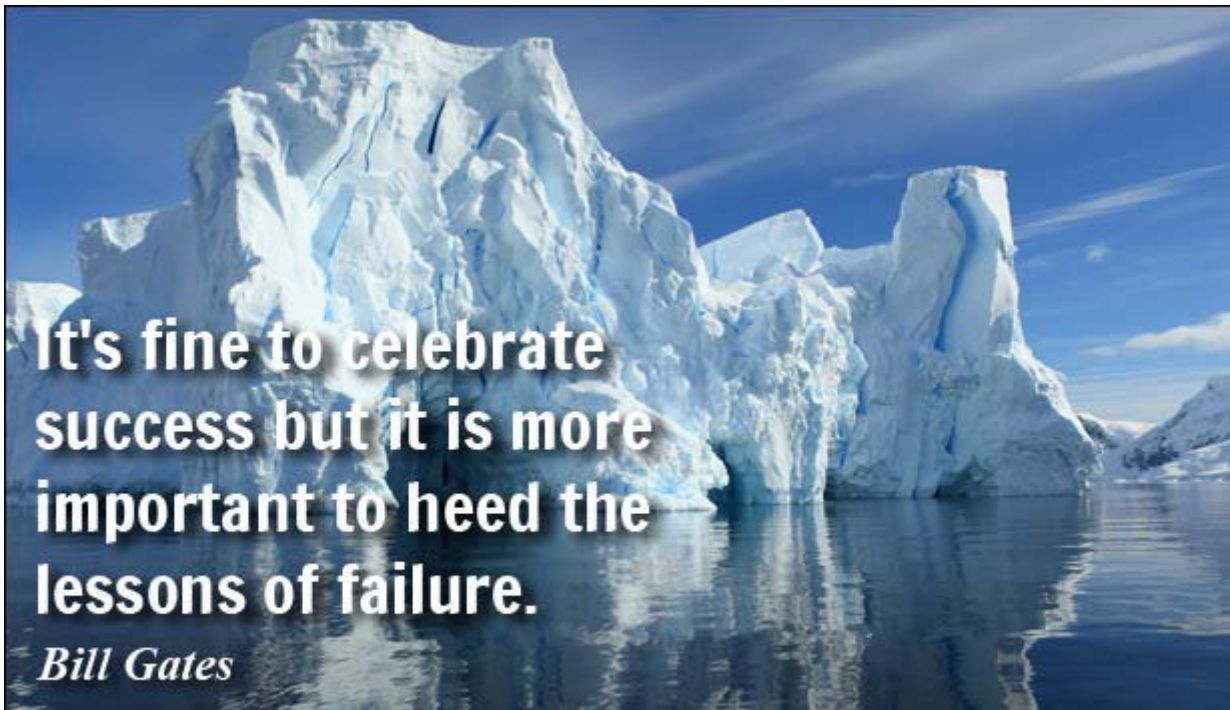
– Tough Competition

- Do they have reasons to ghost you and how do you neutralize the competition?



“*Success breeds complacency. Complacency breeds failure. Only the paranoid survive.*”
- Andy Grove

Recompete Case Studies



**It's fine to celebrate
success but it is more
important to heed the
lessons of failure.**

Bill Gates



Case Study 1: a long-term, well-performing incumbent with close customer relationships



– Situation:

- High-performing, well-liked incumbent
- Won this contract twice before
- Great relationship with the customer

– Course of action:

- Every formal RFP request was granted (i.e. drastic page count increase)
- Applied their knowledge of the contract and customer needs
- Hired a consultant to “bring it home”

– Lessons Learned:

- It’s not only about the customer – it’s also about the competition
- Don’t become complacent – even if you are “the team to beat”



**Result: Won
without discussions!
(best proposal out
there by far!)**

Case Study 2: A high-complexity project with poor performance and little corporate oversight



– Situation:

- Lower CPARs – repeated in several marking periods
- Numerous customer complaints – not being addressed
- Personnel performance problems
- PM – not well performing and not well liked

– Course of action:

- Replaced the PM
- Immediately put a POAM in place to institute new processes/SOPs
- Brought in new experts (as Key)
- Made investments
- Worked toward an ISO certification

– Lesson Learned:

- It's never too late to turn things around
- There are effective win strategies even for a hard-to-win recompile bid



Result: Won!

Case Study 3: an incumbent loved by the client; excellent performance; medium job complexity



– Situation:

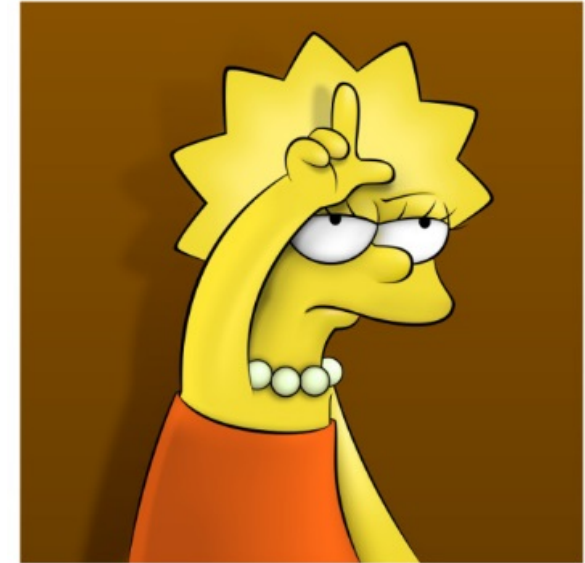
- Incumbent – loved by the customer
- PM came from the Government and has close relationships
- At Industry Day – made clear to everyone that the incumbent is performing great and no improvements are necessary

– Course of action:

- Capitalize on accomplishments
- Interview technical staff and best capture “as is”, showing our understanding
- Scare them of any potential changes (recompete scare tactics)

– Lessons Learned:

- Know your Gov’t decision makers
- Don’t underestimate the competition / price competitively
- Fight incumbinitis!



Result: Lost!
**(Outbid on price and
Contracts Office
made the final
decision based on
cost)**

Recompete Lifecycle



Federal Government Contract Acquisition Cycle



Contract Start

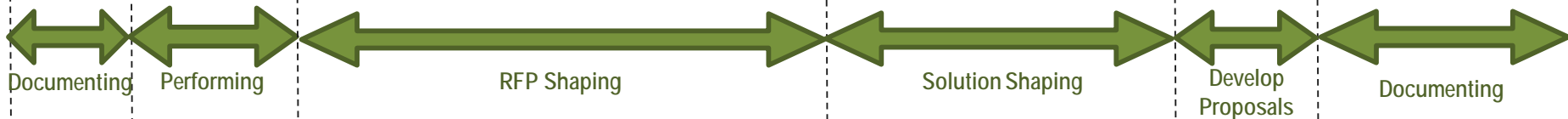
Release RFI/Sources Sought

Release Draft RFP

Release Final RFP

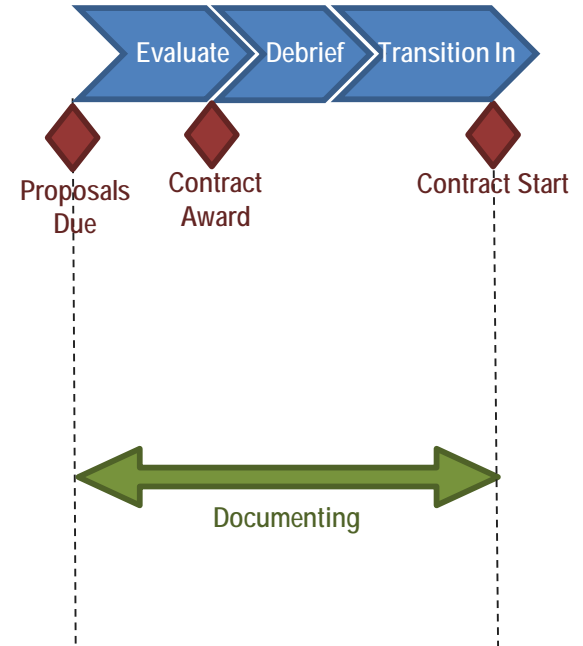
Proposals Due

Contract Award

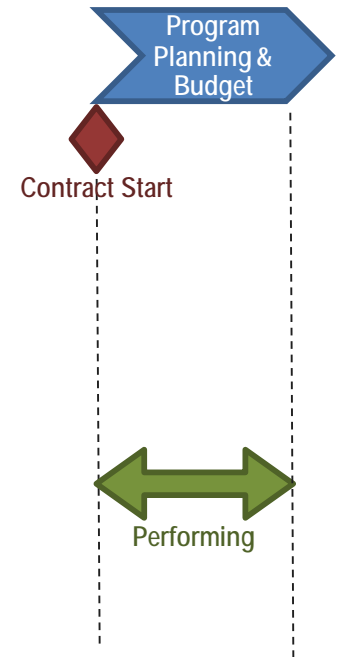


Contract Recompete Lifecycle Phases

- Document the Debrief
- Archive Proposal and all of the Capture Artifacts
- Collect and store Award Notification information (e.g. Source Selection Letter)
- Conduct a Lessons Learned session
- Document Technical data during the Phase-In knowledge transfer (e.g. processes, SOPs, tools, etc.)

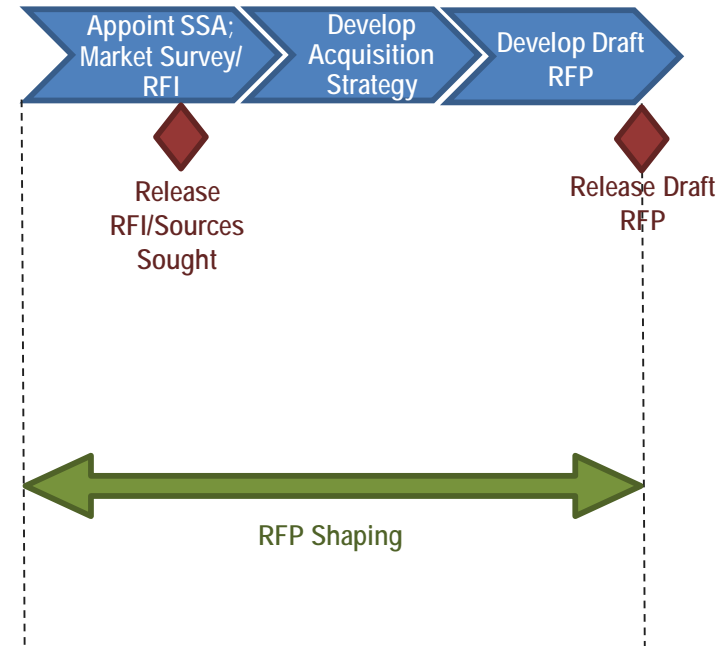


- Conduct Monthly Program Status reviews
- Perform executive customer visits (at least quarterly)
- Review CPARs evaluation and apply any corrective actions – if necessary
- Validate proposal promises – make sure they are getting implemented



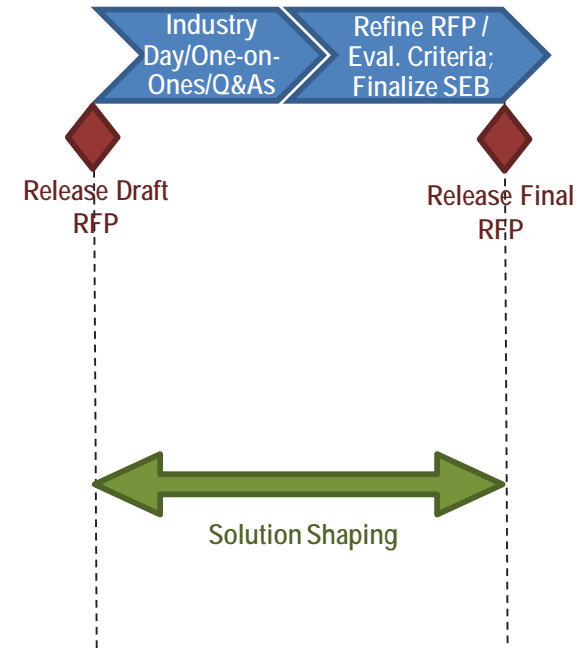
Pre-Draft: RFP Shaping (Defensive Techniques)

- Conduct a thorough online research
 - what can the competitors see?
- Brief and communicate with staff on the contract
- Execute a thorough customer call plan (voice of the customer)
- Have lunches with team leads (voice of the team)
- Vet any potential teammates
- Shape the RFP
- Engage a 3rd Party to do a contract performance evaluation
- Plan for contingencies– (i.e. a change in the acquisition strategy)

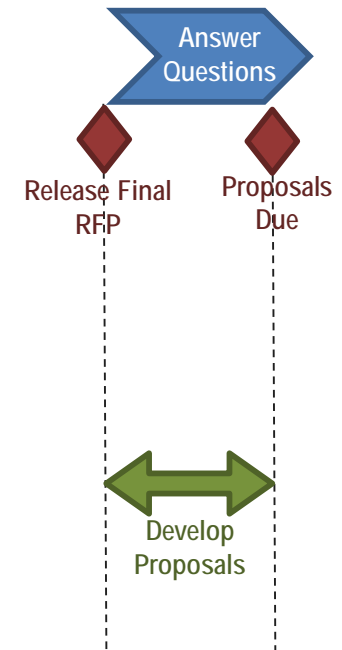


Post-Draft: Solution Shaping (Defensive Techniques)

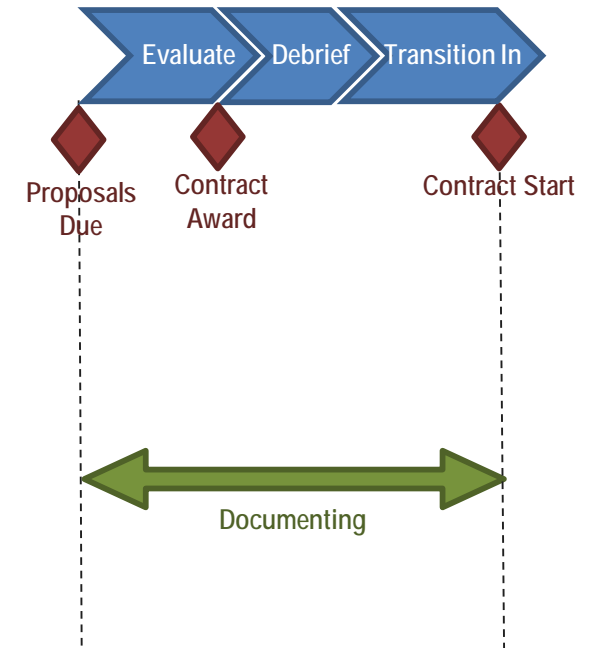
- Continue to execute customer call plan
- Finalize the Team
- Neutralize any existing subs that may compete against you
- Start solutioning
- Identify Key Personnel, prepare resumes
- Conduct a Black Hat
- Continue to Shape the RFP



- Put together a professional proposal team
- Ask strategic questions
- Develop the proposal – pair a proposal expert with a SME - interview
- Show contract evolution:
Accomplishments to Date ->
Current Efforts -> Future
Improvements



- Document the debrief
- Archive the RFP documents
- Conduct Lessons Learned
- Make sure to deliver on proposal promises!



- Fight incumbinitis!
- Make the recompetes a priority
- Turn your own “offensive” capture strategies into “defensive” capture strategies
- First sustain – then expand



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