

The Executive Summary

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A BIMONTHLY PUBLICATION OF THE APMP* NATIONAL CAPITAL AREA (NCA) CHAPTER

*Association of Proposal Management Professionals



Building Relationships in Business Development

BY LOU ROBINSON

Much of our life is impacted and molded by the kinds of relationships we build. It begins when we are infants and start building a relationship with our parents. The quality of this relationship does much to mold the rest of our lives. As life progresses, we build other important relationships including those with our siblings, friends, teachers/mentors, co-workers and significant others/life partners.

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The elements of a good relationship include such things as trust, understanding, honor, support, respect, kindness and compassion. One of Webster's definitions for relationship is "a passionate attachment".

So what does this have to do with business development? The answer is *everything*. The success of all businesses is heavily dependent upon the kinds of relationships that are built with clients, employees and suppliers. In my business at Winning Proposals, we focus on building lasting relationships with our consultants and clients. We develop the trust and confidence that is essential for long lasting, ongoing business. One of the ways this is done is by never promising more than we can deliver and always giving as much or more than we promised.

In all businesses from grocery stores to barber shops to high tech companies, the requirement for passionate relationships is essential. It is through this passionate trust, understanding and support that we develop employees, clients and suppliers who want to work with us on an ongoing basis. In our business lives, we must focus on building relationships each time we encounter a person. What we say and do must be sincere or the relationship building blocks will crumble. To act out the process of building the relationship will likely end in disaster. Insincerity can usually be detected and is always resented.

There are times when we try to build successful relationships and it does not work out. Since relationships must be bilateral, we can sense when these are

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not working by our own feelings. We sometimes get that gut feeling that the other party is not being totally honest or sincere and we are turned off. When this happens, we must change the approach or abandon the effort. Often the party can be turned over to another person in your company and all will work out okay. As all of us are different, it should be expected that there will be chemistry clashes. These must be recognized and dealt with appropriately.

Proposal Writing and Relationships

One of the challenges of the proposal writer is to build a relationship with the evaluator from just the written proposal. It is possible, but difficult. It is necessary to show your sincerity and honesty in what you present in your

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President's Corner by Rich Freeman

New Diversity and Talent in 2001

I like working with talented people, and am looking forward to a great year. Our strategic plan for this coming year focuses on four basic components.

A New Organization: The significant difference will be a new organization and a larger number of directors who work for the chapter. In the past there have been as few as five people doing all of the work. So far, we have 12 diverse and very talented people and we will add three more. We will revise and adopt new bylaws, streamline the business process, and begin running board meetings virtually. Each of our directors brings special talents and depth of experience to our organization.

Bigger and Better RoundTables: With more people and greater diversity working on the Board of Directors, we are planning for more provocative and larger bi-monthly meetings. Our aim is to provide all members with something of value to take away from our events. Expect a faster pace and more fun.

Member Communications: We will improve communications with our members and our guests. Like most associations, we have been plagued with aging information in both our snail-mail and e-mail lists. While there is no permanent cure, it is possible that

a new process may keep us in better touch with constantly changing data.

We will also improve our Web site and make it a more active meeting place. Look for new writers and articles in our newsletter.

Broaden the Interest Base: We are committed to the advancement of the art, science, and technology of proposal management. Like the national organization, we will look toward expanding the scope of our focus to include a broader membership base. Look for an active marketing committee that will conduct membership demographic studies, and market research to understand what our members want or need. Already we have some interesting results from early studies and have a better picture of our membership.

I joined APMP and the national chapter five or six years ago. I joined for two reasons: someone recommended it as a good place to get excellent information on proposals; and it was part of my own business plan to network with others. Since that time, there has not been a meeting, conference, or seminar where I did not learn something new. There has not been a newsletter, a survey or study, or a publication that did not have something in it that I could use.

Our goal for the year 2001 is simple—we want to continue to provide our members with the best information and opportunities. We invite you to be an active part of it.

Thanks,
Rich Freeman

Not getting your Association e-mails?
Update your e-mail address at our new
look Web site: Go to www.apmp-nca.org

March Roundtable Event Announcement

The New Contracting Environment

By *Allan V. Burman*, PRESIDENT, Jefferson Solutions

Location: Tysons Corner Holiday Inn on International Drive in McLean, VA
Networking Begins 5:30 p.m.; Dinner: 6:30 p.m.



Dr. Allan V. Burman is President of JCG's Jefferson Solutions division. Under his leadership, Solutions has provided change management consulting services and acquisition reform training to a wide range of federal agencies. Dr. Burman's expertise includes strategic consulting services to private sector firms doing business with the Federal government and advisory/management consulting services to Federal agencies and other government entities. He provides expert advice to firms, Congressional committees, and Federal and state agencies on a variety of management and

acquisition reform matters.

Prior to joining The Jefferson Group, JCG's predecessor company, Dr. Burman had a lengthy career in the federal government, serving in policy Positions in the Office of Management and Budget (OMB) and the Office of the Secretary of Defense. Dr. Burman graduated Summa Cum Laude, Phi Beta Kappa from Wesleyan University, Middletown, Connecticut and was a Fulbright Scholar at the Institute of Political Studies, University of Bordeaux, France. He has a Master's Degree from Harvard University and a Ph.D. from the George Washington University.

Board of Directors Announcement

IT IS WITH REGRET that the Board of Directors of the National Capitol Area Chapter announces the resignation of chapter President, Mr. Rich Freeman. As this issue of the newsletter was going to press, the Board was advised of Rich's need to resign for health reasons.

At a Board Meeting on Tuesday, March 6, Mr. Lou Robinson (previously in the position of Vice President) was elected the new President and Mr. Tom Porter of TRW was elected to the position of Vice President of the chapter. The reconfigured Board will continue to follow Rich's ambitious agenda for the Board and NCA committees for the coming year. Rich Freeman plans to stay active in APMP—though in less demanding role than the one of Chapter President. The Board wishes him a speedy recovery and we all look forward to seeing him at upcoming Roundtable meetings.

— Pete Fagan, Membership Director

Calendar of Events

The purpose of the calendar is to apprise NCA members of upcoming events of interest to proposal professionals.

MAR	6	NCA Board Meeting	• Topic: General Business
	21	NCA Roundtable	• Topic: The New Contracting Environment; Speaker: Dr. Alan Burman, Jefferson Solutions
APRIL	3	NCA Board Meeting	• Topic: General Business
MAY	8	NCA Board Meeting	• Topic: General Business
	16	NCA Roundtable	• Topic: To be advised

For information regarding attending Board Meetings or Roundtables, please phone Lou Robinson at (703) 533-2102

Election Result Report

This year marks the first time the slate of Directors was elected using a Web site. All chapter members were advised of the voting procedures through several e-mails. The registered their votes electronically. The unique thing about the Web site voting is that chapter members were permitted to recast their votes if they changed their mind. Although the voting was restricted to five positions on the Board of Directors, new chapter president, Rich

Freeman has already drafted additional board members and has announced plans to expand the Board.

"The proposal business creates unusual demands on everyone's schedule." Said Freeman, "Running an association usually requires a great deal of time, and sometimes there are conflicts. The plan is simple. We want to spread the duties among more people, have more than one person assigned to carry out key responsibilities, and at the

same time generate more new ideas and enthusiasm."

The new board members began organizing at the first meeting in February held at the Datatrak office in Chantilly. The new members and positions are listed in the masthead on page 2 of this newsletter.

Please contact any of the board members if you are interested in participating in the new direction for the APMP chapter.

Announcing Our New Team of Directors for 2001

RICH FREEMAN—President:

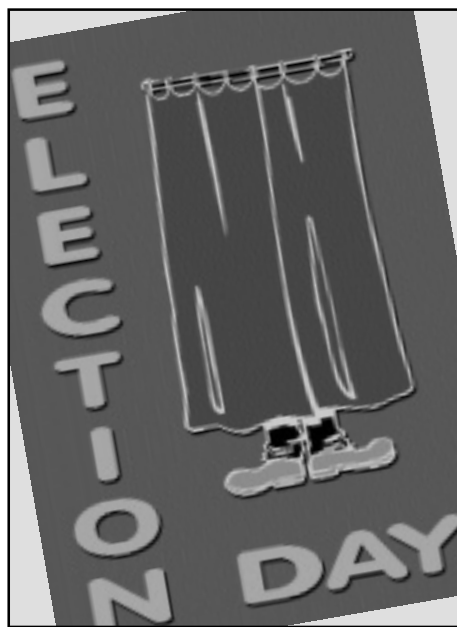
Rich has more than thirty-six years in corporate communications, marketing and business development. He is Design and Publications Manager for the *APMP Professional Journal*, and is a former Director of NCA (1997-98)—Newsletter Chairperson. He is a frequent contributor to the NCA's *Executive Summary*.

LOU ROBINSON—Chief Executive Officer:

Lou has served our chapter for several years as Secretary Treasurer. He is the well-respected President of Winning Proposals. Everyone on the team is pleased that Lou will continue to provide us with his expertise, good will and depth of experience.

BETSY BLAKNEY—Secretary, Treasurer:

Betsy manages proposals and corporate communications at fast-growing, award-winning Datatrak Information Services, Inc. in Chantilly, Virginia. Datatrak provides Card Personalization, Contact Center Management, Integration Services, Management Consulting, and Telecommunication services. She says she is a "real sports nut"



having been a physical education teacher and coach in a former life. A member of APMP since May 1999, I predict that Betsy will become our "mover and shaker" on the NCA board.

KAREN CRAWFORD—Director at Large (Membership-Programs):

Karen writes and produces proposals for EarthData—a leader in the airborne imaging, mapping, and Geographic Information Systems (GIS). Karen recently came to us from Albuquerque, New Mexico where she worked as a Research Technologist in literature. She was also a technical editor for a DoD contractor for 3 years. Karen has a great sense of humor and teaches ballroom dancing on the side.

JOHN BENDER—Director at Large:

John Bender continues to serve on and support the NCA. He is Vice President of Advantage Consulting, Inc.—a business development and management-consulting firm. John is currently managing the promotion of business development and proposal software tools and has been a long-time supporter of the NCA.

CARL DICKSON—NCA Web site Chairperson:

Originator of the APMP National Web site and the Webmaster for the NCA Chapter, Carl has served as President of the local Chapter since 1998. Carl is also the developer of PropLibrary, a Web-based proposal management and collaboration software utility. We appreciate his continued service.

KATE ROSENGREEN—Programs Chairperson (Newsletter):

Kate has written many winning proposals and gone on to manage the contracts, although her main focus now is raising a young son and completing her PhD. Kate has been the NCA Newsletter publisher and editor for the past 2 years.

PETE FAGAN—Membership Chairperson:

Highly experienced in proposal development, management and training,

Pete has run Proposal Development Services with a wry sense of humor and an emphasis on quality since 1985. He's not at all shy, which is why we are delighted he is going to help us with membership development.

**CHRIS SCHATTE—
(Inter-APMP Liaison):**

Chris has recently come to the Washington-Baltimore area from Montana. "Do they write many proposals in Montana?" we asked. "Lots!" responded Chris. Chris previously wrote and managed proposals in the Washington area—so he's becoming re-acquainted. He has been attending meetings at other APMP Chapters and sees the benefit of an on-going exchange of information and collaboration—so, we think he'll be an excellent liaison for us.

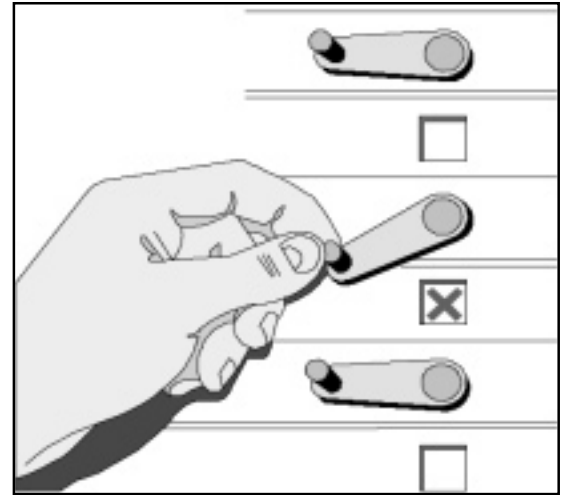
TOM PORTER (Programs):

Tom is Proposal Director at TRW's Systems & Information Technology Group

(S&ITG.) He has more than 20 years of direct experience in proposal management at TRW. S&ITG provides information technology systems and services; systems engineering and analysis; systems development and integration; scientific, engineering, and technical services; and enterprise management services. Tom has hosted two NCA Roundtables in TRW spaces, and made presentations at APMP National Conferences.

BOB CRAWFORD—

Bob has served as a Director of the NCA since 1998. He works with Focal Communications Corporation, a national communications provider headquartered in Chicago. Focal offers innovative data, voice and Internet infrastructure services. Bob will continue to work with us for a time, providing background information and advice for our upcoming programs.



**GLENDA SCHROEDER—Roundtable
Coordinator:**

Glenda graciously and efficiently takes reservations, collects checks, and organizes the NCA Roundtable meetings for our members. Glenda works with Advantage Human Resourcing, headquartered in Stamford, Connecticut providing human resources consulting and staffing services.

PROPOSAL PROFESSIONALS:

**Take a "Road Trip" at the 5th Annual Southern Proposal Accents Conference,
"Planning Your Proposal Trip—A Process Roadmap to Proposal Success,"
March 30, 2001**

**Sponsored by the Georgia Chattahoochee and Carolina Chapters,
Association of Proposal Management Professionals (APMP)**

Conference Features: full-day registration with six program presentations by experienced proposal professionals; to win a door prize.

Date and Schedule: March 30, 2001, Friday, 8:30 a.m. to 4:00 p.m.

Conference Site: Crowne Plaza Hotel, 6345 Powers Ferry Rd., Atlanta, GA 30339, (770) 955-1700 ph.

PROGRAM TOPICS

*** **"Integrating Knowledge Management Software to Automate the Proposal Process – A Case Study"** by Bruce Pfannenstiel; Director of Operations, PVA, Inc.; Burlington, NC:

*** **"'Past Performance for \$100, Alex' – Don't 'Jeopardize' Your Proposal with a Weak Past Performance Score,"** by David Sotolongo; Manager, Proposal Development Office at Research Triangle Institute (RTI); Research Triangle Park, NC:

*** **"Avoiding Reviewer Foolishness – How to Conduct Effective Proposal Reviews"** by Roy Wallace, Ph.D.; Executive Consultant with CDI Corporation's Proposal Services Group; Baltimore, MD:

*** **"Proposal Editing to a Deadline – Improve Your Proposal Quality and Accuracy"** by Sarah Knight Powers; Proposal Specialist and Technical Editor, Independent Consultant; Woodstock, GA:

*** **"Benchmarks and Metrics – You Manage What You Measure"** by Mike Humm; Vice President of Process Consulting for Shipley Associates; Clifton, VA:

*** **"Proposal Management – 7 Steps to Creating a Successful, Repeatable Process"** by Melissa Church-Lawton; Manager, Public Sector Proposal Development Center (PDC), SAS Institute, Inc.; Cary, NC:

For more information about the conference and the APMP, please contact: Chuck Keller, Conference Chair and Georgia Chattahoochee Chapter Promotion Chair; (770) 977-3878 (ph./FAX) or chkpdt@aol.com (e-mail).

Building Relationships...

Continued from page 1

writing. You should not exaggerate or distort the facts. There should be supportive documents to confirm your claims. The pitch should be simple. If you write like you are developing a Ph.D. thesis, the evaluator may feel talked down to and resent the presentation. The proposal should be clear, concise and written in plain language. However, the writer should be innovative in using techniques to develop the evaluator's trust to the largest extent possible. Pepper the proposal with buzzwords the client is familiar with and uses in conversation and/or in the RFP/RFQ. Avoid the overuse of technical jargon that some evaluators might



not know and find condescending. Remember the goal is to build credibility. One must earn the right to establish a lasting relationship.

Oral Presentations and Relationships

In oral presentations the importance of building relationships is even more important. In this case there are many

tools available including appearance, body language, tone of voice, gestures, attitude and courtesy that come into play. In fact, the most important objective of an oral presentation is to build the relationship so the audience knows and trusts you by the time you finish.

Most people are honest, sincere and trustworthy. However, in the hustle and bustle of our business lives, we sometimes fail to focus on relationships. We think that getting the task completed is the main objective. We forget that we can be building a long-term relationship if we do it right. We may not have another chance.

Lou Robinson is based in Falls Church, Virginia. He is Executive Vice President of Winning Proposals, Inc., a placement agency providing personnel to support proposal development and production.

Interested in your association?

Have you considered
**attending an NCA
Board Meeting?**

**Your input and ideas
are important to
your committee!**

For further
**information, please
contact NCA Chief
Executive Officer
Lou Robinson at
703-533-2102
or e-mail
win-pro@prodigy.net**

12th Annual APMP National Conference

May 22–25, 2001

Transitions...2001 A Proposal Odyssey Albuquerque Convention Center

WHY NOT JOIN other members of APMP from around the U.S. at our National conference? The theme for the conference focuses on the transitions that are taking place in our profession as well as in our organization, APMP. More topics dealing with commercial proposals will be addressed. Our presenters will discuss both how to overcome challenges and how to win as an incumbent. The use of graphics, oral presentations and e-tools as aids in winning contracts will be evaluated.

Keynote Speakers will be:

David Pugh: Behavioral Differentiation – The Final Frontier

Tom Leech: Once More Into the Breech: Shakespeare's Insights for Winning Proposals

David Frank: Director, Centralized Acquisition Support team, Air Force Materiel Command Wright-Patterson Air Force Base, Ohio

For further information visit the Web site, www.apmp.org or call the APMP office 909-659-0789.

Coach's Column



How do I get my point across in a proposal without over doing it?

There are many ways to *emphasize* important elements in your proposal. There are just as many ways to **“OVER”**-emphasize them. Over-emphasis creates confusion, and “tends” to cause a **“credibility”** problem with the reader.

The rules for proposals are simple. Never use underline to create emphasis!!! NEVER use all caps to create emphasis!!! **Please!** Don't use bold to emphasize!!! “Save the quotation marks” for quotations!!! *Save the italics* for quoted material and references!!! And! Never, ever, ever use exclamation marks!!!!!!!!!!!!...unless, you're quoting someone who “exclaimed” something.

The secret for appropriate emphasis in a proposal is a simple secret. If something is important, use powerful words. If it is a requirement or a uniquely competitive feature of your proposal, use graphics combined with strong words. Short sentences can be powerful. You can use them in series. You can make a powerful point with a series of short sentences. I use a series of three, because four short sentences tend to make things choppy, and I

always follow up with a long sentence that summarizes, or adds depth or new meaning to the series.

If you want to emphasize a method or procedure, there are two methods for creating visual emphasis:

1. Tell your reader how many steps there are in your paragraph

2. Use a bulleted or numbered list of the important steps:

Finally, you can create emphasis for your readers using repetition. First, you can tell them something using a very direct approach. Next, put the phrase “Another way of looking at this...” in your mind, and then rephrase what you just told them while showing them the benefits of what you first told them.

If you have a question or suggestion for “Coach” please send them via e-mail to apmpcoach@aol.com.

APMP		Membership		Application	
APMP Federal Tax I.D. Number: 870469987		P.O. Box 668 • Dana Point, CA • 92629-0668 • Phone: (909) 659-0789 (Annual Fee \$75 – Submit with application, make check payable to APMP)			
First Name	Initial	Last Name		Membership Number (leave blank if new)	
Position Title	Company				
Company Address	City	State	Zip Code	Mail Code	Daytime Phone
E-Mail Address	Area Code/Fax number				
Home Address	City	State	Zip Code	Area Code/Telephone	
Signature	Referred for Membership By			Date	
Please indicate if you would like to affiliate with a local chapter.		<input type="checkbox"/> Yes	<input type="checkbox"/> No		
Please indicate type of membership.		<input type="checkbox"/> New	<input type="checkbox"/> Renewal		
Please indicate your official APMP mailing address.		<input type="checkbox"/> Business	<input type="checkbox"/> Home		
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		<input type="checkbox"/> Business Dev't/Acquisition			
		<input type="checkbox"/> Program Manager			
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		<input type="checkbox"/> Proposal Specialist			
		<input type="checkbox"/> Strategic Planning			
		<input type="checkbox"/> Other _____			
		Company/Organization's Service or Product			
		<input type="checkbox"/> Aircraft (Commercial)			
		<input type="checkbox"/> Computer			
		<input type="checkbox"/> Electronic/Production Instr.			
		<input type="checkbox"/> Engineering Services			
		<input type="checkbox"/> Financial Services			
		<input type="checkbox"/> General Services			
		<input type="checkbox"/> Health Services			
		<input type="checkbox"/> Information Systems Services			
		<input type="checkbox"/> Systems Integrator			
		<input type="checkbox"/> Telecommunications			
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		Employer			
		<input type="checkbox"/> Commercial			
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LET US KNOW!

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