

The Executive

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

*Association of Proposal Management Professionals

The Case for International Business

BY LOUIS A. EMOND

International trade is on the rise. According to the US Trade Development Agency, in March of this year, United States exports reached roughly \$94 Billion in goods and services while maintaining a nearly constant deficit balance. These importation and exportation trends are bolstered by world events. The ongoing Iraq reconstruction has a positive impact on the balance of trade, and the expansion of NATO has



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increased the demand for standardized defense services and equipment produced by American firms.

There has always been a high overseas demand for US products, yet for years we have experienced increasingly keen international competition. The rules for competing in the global marketplace are very different from those associated with domestic and interstate commerce. International commerce is at the mercy of not just our own country's foreign policy, but involves the policies of the countries targeted for the sale, as well as the policies of real and potential competitors' host countries.

The interplay between trade regulations and political détente can have

massive repercussions. In the mid-eighties, Pakistan was a key ally in our efforts to help dislodge the Soviet occupiers from Afghanistan. Under the Peace Gate II program, General Dynamics, on behalf of the US Government, delivered forty F16 fighters to the Pakistani Ministry of Defense. Seven years later, Pakistan ordered and paid for eleven additional F16 fighters.

In those seven years, the Soviet Union dissolved, and the Russian incursion into Afghanistan was dramatically winding down, and with it, the strategic importance of our relations with Pakistan was losing traction. In reaction to increased proliferation by India and Pak-

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President's Corner by Kate Rosengreen

APMP-NCA ACHIEVEMENTS

During the recent APMP National Conference in Hollywood Florida, the National Capital Area Chapter (NCA) received the honor of the Everest Award. This tribute reflects the hard work and continued efforts of our Chapter leadership and the support of the Washington D.C. area proposal community.

APMP-NCA is centered in one of the largest proposal environments in the world providing an abundance of outstanding resources right at our doorstep. These include key government personnel from most of the Government Agencies, many business related associations, and corporations with very mature business development capabilities. A major opportunity to harness these resources for our membership is the planning and promotion of our Roundtable events. Every meeting provides a forum for members and colleagues to meet with professionals from within our dynamic industry. The task for our board is to

effectively and efficiently tap into these resources and transfer knowledge to the association, to make the NCA members better business development professionals.

As a true reflection of the level of interest in our industry, our chapter continues to grow and benefit from the energy and enthusiasm of members of the proposal community eager to learn better ways to succeed. Furthermore, we are increasingly recognized by the Government as they reach out to our membership to better inform and educate us about their requirements and initiatives.

While this significant award is a great honor, it is not the "Mountain Top". Our association must be dynamic and adaptive so that it always provides support to the ever-changing requirements of the proposal and business development world. We must always address the basics, as well as, reach out to the many newer areas created by regulations and the changing acquisition strategies of the Federal, State and Local governments.

We have won the Everest Award, but we need to look much higher because we have the potential to achieve much more. ■

NCA PROFESSIONAL DEVELOPMENT DAY TO BE A MAJOR EVENT!

Mark your calendars and tell your colleagues—junior and senior—about our 2nd professional development day—a *FULL DAY* of career enhancing symposia, materials and insider information in an amphitheatre setting in Fair Lakes, VA!

The Agenda is finalized. The Speakers are committed. The Space is limited, so reserve early. Watch for details in the Executive Summary and NCA Web site: <www.apmp-nca.org>

Corporate sponsorships are available; your message in recognition for providing meals or refreshments. Contact Patricia Westlein or any NCA board member.

Immediately confirm your seat(s) at our on-line credit card service at the Web site!

Roundtable Announcement

Wednesday, July 21, 2004

International Business Development

PRESENTER—LOUIS EMOND

Here is an evening of fun for you—Louis A. Emond, author of a feature article in this issue, will deliver his multimedia presentation “International Business Development,” at the July 21st National Capital Area Chapter roundtable meeting. Mr. Emond is a master presenter, with a timely topic, and this promises to be an exciting evening with an energizing presentation!

This will be educational for those interested in international business development as well as those who want to learn more about the symbiotic relationship between Business Development and proposals. Mr. Emond addresses the essential fundamentals, using a backdrop of case histories to illustrate his points. The animated presentation materials include a colorful PowerPoint slide show with a video clip.

The Speaker:

Louis Emond has twenty years experience in public and private sector international business development. He has lived in Europe and Asia and has worked with top-level industry and government executives on four continents. Mr. Emond is a principal of Strategic Directions, LLC, a leadership development company. He is the former Director of International Marketing for General Dynamics International Systems group in Chantilly, Virginia and was authorized by the Empire State Development Corporation to coach New York small businesses in international business capture techniques.

Mr. Emond is frequently requested to deliver presentations to top corporate executives and senior government officials

around the world. He has personally conducted briefings for the King of Jordan and for the Presidents of Pakistan and Indonesia. Mr. Emond receives the majority of his compensation for his presentations, but will graciously appear at our chapter “pro bono” as a professional courtesy.

NEW! On-Line Payment by Credit Card is now available! You can now reserve and purchase your roundtable seats by accessing our Web site. Your payment is handled by a direct credit card accounting system that is separate from our Web site, so your transaction is secure and encrypted.

Who May Attend?

You do not have to be an APMP member to attend an NCA roundtable. You don't even have to be a proposal specialist. If you are interested in professional growth in the range of business acquisition disciplines that include proposals and business development, or are looking for networking and professional development opportunities, we welcome you to join us! Please refer anyone else in your organization that might be interested and encourage them attend one of our interactive, informative and interesting roundtables!

Location:

Tyson's Corner Holiday Inn on International Drive in McLean, Virginia

Agenda:

5:30pm Networking

6:15pm Buffet Dinner

7:00pm Announcements, Featured Presentation

Cost: \$35—Payment received in advance, \$55—Pay at the door.

For immediate confirmed seats, go to our Chapter Web site to use our on-line credit card service!

IF YOU PLAN TO ATTEND...

Please make reservations by email to Dennis Doubroff at: apmpdoubroff@aol.com and mail your check to: APMP-NCA, PO Box 3063, McLean, VA 22103-3063. RSVP and send check by Friday, July 16. It is best to reserve your seat early. ■

Calendar of Events

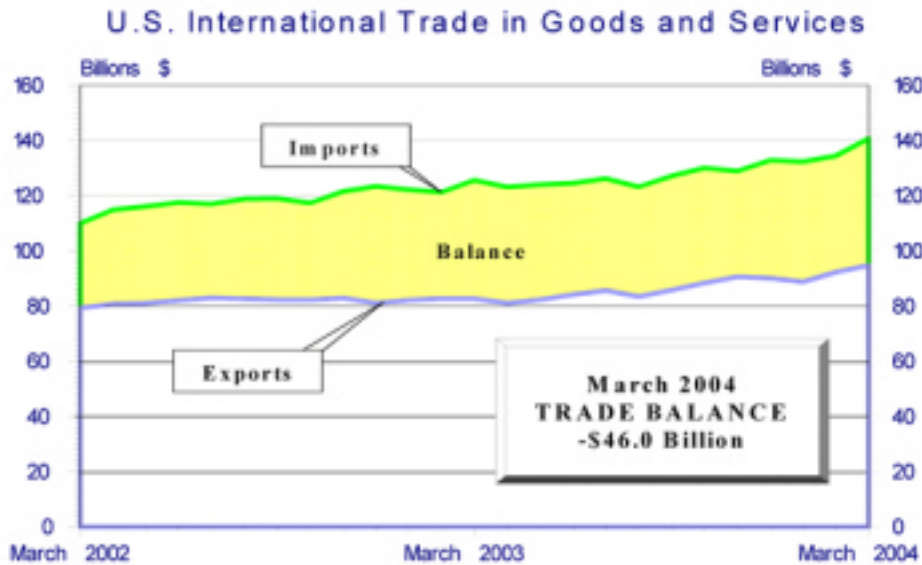
The purpose of the calendar is to apprise NCA members of upcoming events of interest to proposal professionals.

For information on board activities or to become involved call Lou Robinson at 703-533-2102.

JULY	21	Roundtable	• Louis Emond, International Business Devlpt.
SEPT.	22	Roundtable	• Holiday Inn, Tysons Corner
OCT.	20	NCA Professional Day	• Fair Lakes, VA
NOV.	17	Roundtable	• Holiday Inn, Tysons Corner

The Case for International Business

▼ ... Continued from page 1



istan, Congress passed an amendment to the laws governing foreign military sales that banned the sale of military equipment to countries involved in the production of nuclear weapons. The first Bush administration invoked this amendment in the case of the eleven additional F16s, and instead of going to Pakistan, the fully paid for fighters were

delivered to the "Bone Yard," a kind of aviation storage depot located deep in the Arizona desert.

Seventeen additional fighters that were denied delivery under the Peace Gate IV program later joined the original eleven. In 1998, the Clinton administration agreed to reimburse Pakistan \$470 Million for the 28 fighters that it had procured but never received. The Aircraft remained in the desert until 2002 when they were sent to US Navy and Air Force aggressor squadrons. The episode remains a source of embarrassment to the United States Government and our defense industry, which now are actively courting Pakistan's assistance in the war on terrorism.

International competitors can include product sales from unregulated sources. After the fall of the Soviet Union, and the advance of seemingly rampant capitalism; a plethora of defense articles made in Russian and former eastern bloc factories flooded third world markets, not always as the result of official inter-governmental sales. The automatic rifles and rocket-propelled grenades seen on the nightly news being used by the likes of Al Qaida and the Fedayeen Saadam are inevitably of eastern European origin.

Our international popularity as a country has had ups and downs. Nevertheless, the market for US made goods remains strong. American goods are respected for their design and quality as

well as for their cultural cachet. The same market forces that make Nikes and Levis so popular here keep the 'Made in USA' brands popular around the world. Notwithstanding the popularity of our products and services, doing business offshore is considerably more challenging than doing so at home.

Not only do foreign governments regulate imports from America, our own government regulates what can be exported for strategic and political reasons. The federal government carefully monitors what products and technologies are exported to which countries. Until the early 90s, it was against US export control laws to export blank floppy disks to China for fear that we would lose control of the technology.

Violation of export control laws can lead to fines or imprisonment or both. In addition, while it is common in many countries to "facilitate" sales by the exchange of financial favors, (that's about as politely as I can put it) the US Foreign Corrupt Practices Act strictly prohibits these exchanges by American industry. In this regard, the playing field is by no means level since our international competitors are not bound by any such legislation.

This fact tends to offset the "buy American" tendencies of potential customers. Speaking of offsets, most countries involved in international trade subscribe to the notion of "Counter trade" or "offsets." This is a process by which the seller is required to offset the cost of the goods sold, by offering something beneficial to the buyer for free.

Here is how it works. Let's say that an American firm, General Electric proposes to sell intricately manufactured jet engines to Slobovian Airlines, a state-owned enterprise. The country of Slobovia then demands that a negotiated percentage of the engines be built in Slobovia to 'offset' the cost of the sale. There are many reasons why the original demand may not be satisfactory. Lack of technology, lack of raw materials, or technology transfer issues are typical reasons. In this case, the jet engines cannot be built in Slobovia within anything that remotely approaches reasonable cost. Rather than lose the sale, the seller will usually offer an alternative offset that will generally benefit the buyer by increasing jobs and improving

**PAY BY
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APMP-NCA now has a PayPal account and you can pay for NCA events with a Credit Card.

Just click on the PayPal Logo in the Roundtable announcements or on the Web site and follow the directions.

News of the Weird

IN DECEMBER 2003, New Hampshire's state drug abuse and prevention program was turned down for a \$17 million grant on the sole ground, said the federal Substance Abuse and Mental Health Services Administration, that its application was typed with smaller margins

than permitted. The federal agency did not give the state an opportunity to correct the formatting, even though the victims of the rejection were not the grant-writers but drug-addicted patients. [Source: Boston Globe-AP, 12-21-03]

Do you have any "amazing" true stories to share in the Newsletter? NCA members can forward amusing and ironic short items for consideration to Tom Harmon or any NCA board member.

the technological level of a non-controversial industry. In our case, General Electric may very well meet its counter trade thresholds by building a state of the art shoe factory in Slobovia. All of these details are part of the routine negotiations of the final jet engine deal.

So, given all of the daunting challenges associated with international commerce, why do we continue to pursue more of this business? The answer is simple...it pays well!

About the Author: Louis A. Emond is a principal of the leadership development company, Strategic Directions, LLC. An expert in international business develop-

ment, he has lived in Europe and Asia and has worked with top-level industry and government executives on four continents. A retired United States Air Force officer, Mr. Emond remarks, "I have been shot at more during my foreign business development career than during my career in the military." He speaks fluent French and Italian and holds degrees from Fordham University and the University of Southern California. Among his lifetime of accomplishments is, "attaining 100 million dollars in business development in Siberia in less than a year!" Mr. Emond is the featured speaker at our July 21st Roundtable (described in this issue).

Past Performance— Hints on Preparing

BY RUSSELL SMITH

Especially after reform in contracting, past performance has become the section that often decides who wins or loses the contract. The dozens of proposals we have worked during the past three years have usually assigned 30-40 percent of the total evaluation score to past performance. Past performance can assume an even more important position in the proposal, however, because no Source Selection committee is going to award a contract to a vendor lacking strong past performance.

The key questions are these: (1) How complete is the past performance archive? (2) How is the process of

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preparing the past performance going to be managed? And (3) who is going to write the past performance?

It has been our experience that the number of companies that maintain an up-to-date past performance archive is small. The usual case is that the past performance citations are out of date, incomplete, or non-existent.

The first step in the job of producing a responsive past performance section is to assess the requirements and plan accordingly. How many past performance citations are required? What are all the technical/experience areas that must be addressed by the citations? How many of the requirements will need to be addressed by citations from subcontractor firms? Given the situation, how many person-hours of labor will be necessary to complete the past performance section? Which citations are long-lead items requiring advance planning because of the need to interface with subcontractors or develop information lost from corporate memory?

The question of who will write the citations can have different answers. Occasionally, there will be project or program managers with the time and

ability to write at least a first-draft response on some of the citations. Usually, most of the work will default to the editor(s) assigned to take responsibility for the past performance section.

If the past performance section is complex at all, it will be helpful to begin with an audit of the solicitation requirements. Determine what are the important elements of experience required to do the job. Format the past performance so that each citation addresses as many parts of the spec as possible. At the end, audit the body of the citations to ensure that you have conclusively demonstrated the capability to do all parts of the spec.

Our experience has been that, at least 90 percent of past performance citations will have to be edited to a lesser or greater extent. Usually, the citations are out of date, incomplete, or fail to adequately address the requirements of the job being proposed. Consequently, it is incumbent on the bidder to edit the citations as appropriate to tell an effective story.

Usually, you can plan on expending at least four hours per citation, if not double that, given average field conditions. The

editors will sometimes be lucky in having one or two citations that are already close to the spec. However, it is more frequently the case to have citations that require complete reformatting. Often this work will require the editors to interview the cognizant project/program managers on the phone, and just finding these individuals frequently requires a significant expenditure of time. In cases where these managers have left the company, the editors may need to use their creative imagination.

Many solicitations require the bidder to provide references in the past performance section, including the name and phone number of a customer contact person who can be called. It has been our experience that, for every proposal, any references provided need to be checked. Sometimes, it is a challenge to even find the references, as they have changed job, or agency. Consultants are good to do this, because the references will speak more candidly to the consultant than to the contractor. Any bidder who skips this step is courting disaster, as companies sometimes do not have an accurate understanding of their customer opinion. ■

PROPOSAL HELP from RANSONE ASSOCIATES

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NCA Chapter Honored at 15th National APMP Conference in Hollywood



A chapter must adhere to stringent evaluation criteria to attain the APMP Everest Award.

In an unexpected moment at the recent Association of Proposal Management Professionals conference in Florida, prior chapter presidents Betsy Blakney (2003) and Lou Robinson (2002) were pleasantly surprised when the National Capital Area Chapter was announced as recipient of the APMP EVEREST AWARD, as Outstanding Chapter For 2003.

Each year, at the national conference, the APMP board announces specific awards to demonstrate individual and chapter achievement in the “continued quest for excellence in a tough busi-

Special Welcome To New Members of the Executive Committee:

Rick Patterson
(Chapter Ombudsman)

Patricia Westlein
(Special Events Chair)

Jan Cook
(Public Relations & Advertising Chair)

We Know Their Energy, Skills and Enthusiasm Will Contribute to a Fabulous Year!

See sidebar for more information

ness.” The evaluation is extremely competitive, and award recipients are not notified in advance.

“It was good we were on hand, since the award came as a total surprise,” said Betsy afterwards, “Our group was completely unprepared for the impromptu acceptance of this impressive award!” NCA Chapter members on hand for the surprise included Lori Granger, Patricia Westlein and Linda Mitchell.

2003 was a banner year, due in large part to the leadership and hands on efforts of president Betsy and secretary Lou, our dynamic duo at NCA events!

The APMP Everest Award is the highest award a chapter can achieve. To receive this award, the selected chapter must show sustained success in regional events and membership programs that advance APMP goals and objectives.

Legacy of Excellence. Ironically, Lou Robinson was not present last year at the 14th Annual Conference in New Orleans to receive his APMP Leadership Award for service as Chapter Chair of the Year. It was presented to him later in a special ceremony. These awards display the legacy of excellence and devotion to member interests that are imbued in the standards of the NCA chapter. ■

The articles presented in this newsletter are for information purposes only.

Rick Patterson, 2004 NCA Chapter Ombudsman is responsible for maintaining comity and communications with APMP Members and our NCA Colleagues. Call Rick for fast answers to APMP-related questions and timely resolution of APMP-related issues.

Patricia Westlein, 2004 NCA Special Events Chair, firmly focused on our membership’s most important requirements, is the principal organizer for the second NCA-hosted “APMP Professional Day” which will be October 20th, 2004 in Fair Lakes, VA.

Jan Cook, 2004 NCA Public Relations and Advertising Chair, brings a wealth of experience that will improve the NCA Chapter image and message in media. She will contribute directly to the content and quality of advertisements and sponsored events.