



# EXECUTIVE summary

SPRING 2012 | Volume 18, Issue 2

This Issue's Theme: **Back to the Basics**

Inside

- 1 President's Corner: Back to Basics
- 4 Ask the Graphics Guru: How Do I Keep My Audience Engaged During an Oral Proposal?
- 7 Small Fish, Big Pond or, How to Not Get Eaten
- 11 SMART Communications
- 14 Finding Gold
- 17 Lucky Break or Roadblock? It's All in How You Look at It
- 18 Creating and Maintaining a High Value Proposal Consulting Practice
- 19 Helping SMEs Get Their Proposal Material Written Using SMEasy
- 20 What is Proposal Writing
- 21 Using Accreditation to Advance Your Career
- 22 The Art of the Data Call: Proof Points that POP
- 23 Employee or Contractor: Ten Evaluation Criteria
- 24 How to Make Your Ideas Stick in Proposals
- 25 Why Do We Do What We Do? Some Legal Considerations
- 26 2012 Proposal Basics Boot Camp
- 27 March Dinner Series Panel Focuses on Career Growth
- 28 APMP NCA Upcoming Events
- 30 APMP-NCA 2012 Corporate Sponsors





## Back to Basics

by Olessia Smotrova-Taylor



**D**o you ever find yourself in a slump, mired in corporate politics, overwhelmed, or disenchanting? This Executive Summary issue is dedicated to going back to basics, in light of the upcoming **APMP NCA Proposal Boot Camp** ([apmpnca.org](http://apmpnca.org)) (I hope you're registered!) If you ever get in an unproductive state of mind, remind yourself of the *five basic principles below*.

### 1. Mind the fundamentals

If we have been doing something over and over again, we grow bored with it. We hit a slump when we just go through the motions, but fail to perform to our true potential. The solution is to go back to the fundamentals, just like a team of athletes does when it starts delivering ho-hum performances.

For more junior managers, going back to basics is about making sure that you have a good annotated outline, you didn't put off a compliance matrix till the proposal end, you are tracking status daily and know exactly where each

section or deliverable is at any given moment, and you have built some "slippage" time into your schedule for unforeseen emergencies.

...go back to the fundamentals, just like a team of athletes does when it starts delivering ho-hum performances.

For more senior proposal managers, all of the above should boil down to a set of standard operating procedures and checklists, to avoid getting mired in administrivia. It all boils down to focusing on proposal team leadership and content of the proposal document. You have to make sure that you lead the team by inspiring them to perform better, by training them in the skills they need for each task, and by providing timely feedback to course-correct. Read every part of your proposal numerous times to ensure that your



*Life is too short to be stuck in a job that you dread. Hopefully you love what you do, or at least you love it most of the time.*

proposal has winning content that you will be able to polish and shrink-wrap by the submission deadline.

## **2. Focus on the end result, not the obstacles**

Few capture and proposal managers claim they have enough resources to do what they need to do. In the times of austerity, it's not getting any better. I love the fact that the United States Marines train to see the goal and not the obstacles. I think everyone could benefit from BASIC training or a similar experience.

I once went to a motivational seminar to work up the courage to quit my corporate job and start a consulting business. As an exercise, I had to break a wooden inch-and-a-half thick board karate-style to learn the art of focusing on the end result. A person held a board in their arms in front of their chest, and I had to break the board with my bare hand.

I shattered that solid board into three pieces on the first try because I made the board transparent in my mind's eye. The secret was to aim at the

person's chest, not at the board – as if the board were never there. Ever since then, when I get daunted by all the obstacles, I go back to my experience at that seminar and use it as a source of strength. Perhaps you could try going back to your own memories of when you overcame obstacles by focusing on an end result to reach your own goals, to give you strength dealing with lack of resources and less-than-perfect circumstances, and win each and every time.

## **3. Commit to see the pursuit through, no matter what**

For many of us, our jobs are a marathon made up of sprints, one after another. Many of us work long hours, especially as our companies are trying to do more with less. Indifference may set in as you burn out.

Break through the indifference and overwhelm. Draw a line in the sand. Gather up the courage to do a stupendous job with this pursuit, put into it everything you've got and then some, and do an amazing job. After you are done, summon your courage to negotiate time off. Even if you are

---

# APMP NCA Members!

When was the last time that you logged into [apmp.org](http://apmp.org) and updated your profile information? It's easy to do and only takes a few minutes. Log in, and under My profile go to Manage Profile and click on Edit Bio. Update your information and click on the blue "save changes" button at the bottom. It's that easy. Having your correct contact information makes it easier for the NCA Chapter to keep you informed on upcoming events and activities.

your own boss, stand up to your inner slave driver and reward yourself with a break after you reach your goal.

**4. Play to win**

Don't focus on submitting a complete and compliant response. Instead, focus on making your response stellar. Go for the gold in every part of the proposal. If a section is mediocre, assign it to someone to rewrite it, or rewrite it yourself. Pore over every letter and leave nothing to chance. Forget the principles of good management and doing work through others. You won't get an award for great manager, but you will get an award if you write a winning proposal.

Even though there may rarely be enough resources, don't let your management develop unrealistic expectations of what it takes to put together a winning proposal. Remind them that you are not in the business of writing proposals – you are in the business of winning. Know what it takes to resource a proposal to win, and inform your and your teammates' management that if you don't have enough resources, your heroics will only get a proposal so far. Remind

everyone on your team that you are all playing to win, so that they deliver their absolute best performance.

**5. Enjoy your work**

Life is too short to be stuck in a job that you dread. Hopefully you love what you do, or at least you love it most of the time. As things get intense, still remember to try to enjoy yourself as much as you can. No one will refund you this time of your life – and life is over in the blink of an eye. Might as well smile, laugh, joke, play, share your stories and listen to others, and otherwise interact with the fellow intelligent people who tend to work on proposals.

Balance lightness with intensity. I don't advocate socializing so much

that the quality of your work suffers, or you get too distracted and get nothing done – but also don't get in a place where people take themselves too seriously, and just get in the spirit of getting by, and hoping the torture ends soon. There have been proposals when I would get home and my face would hurt from smiling. Consequently, I wasn't even tired after a 10-12 hour day. Every single one of these proposals was a winner. I hope you can find a way to enjoy yourself as much as I did – it makes all the difference.

Let me know what are other techniques you find useful when you hit a slump.

Olessia Smotrova-Taylor is the President and CEO of OST Global Solutions, Inc. She is a currently practicing capture and proposal manager who has won more than \$17 Billion in new business. As one of the proposal industry leaders, she served on the Board of Directors of the Association of Proposal Management Professionals' (APMP) National Capital Area (NCA) chapter as the editor and chair of the APMP NCA Executive Summary e-zine for 4 years since 2008, and as a president for 2012. She regularly presents at the APMP's international and other conferences, roundtables, and proposal boot camps, and runs popular training webinars on business development. She has 17 years of experience in proposal and capture management, marketing, and communications. She is a prolific author, speaker, trainer, and blogger, and is well-known in the global proposal community. Her self-study course, Executive Summary Secrets, sells worldwide. Olessia can be reached at [otaylor@ostglobalsolutions.com](mailto:otaylor@ostglobalsolutions.com) or at 301-384-3350

**Note From the Editor, Julia Pohekueva**

Please take a few minutes and let us know:

- What keeps you up at night as a proposal professional?
- What articles and tips would you like to see in this Executive Summary?

Our Executive Summary team will be happy to get your feedback. We can be reached at [jpohekueva@ostglobalsolutions.com](mailto:jpohekueva@ostglobalsolutions.com) or 301-384-3350.





# How Do I Keep My Audience Engaged During an Oral Proposal?

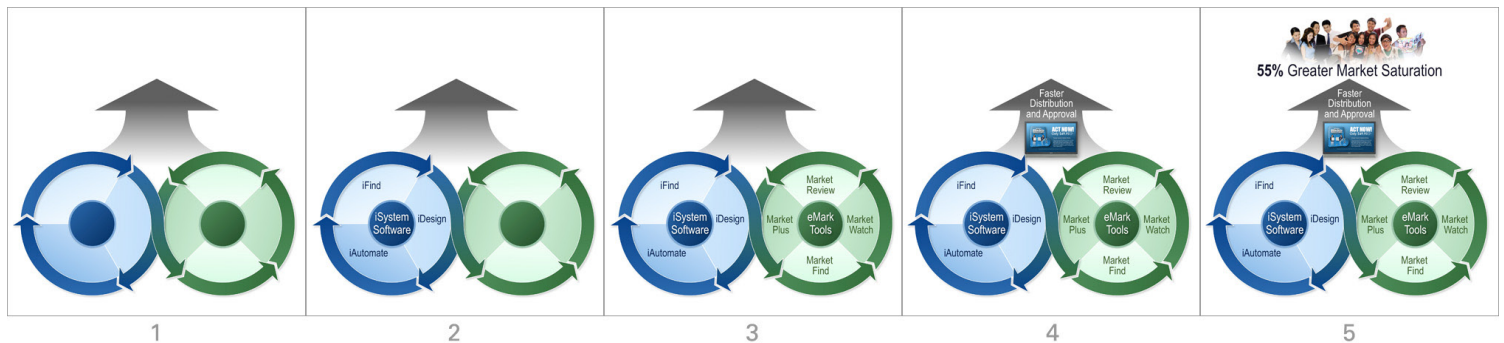
by Mike Parkinson

**Y**aaaawn. Even the best oral proposal can bore your audience. Why? Because our brains process information fast ... very fast. Your audience quickly tunes out once they decide the material being presented is unimportant or uninteresting; therefore, it is unnecessary for them to pay close attention. Engage your audience, and they will stay focused—and will remember you and your proposal. The following are five techniques to capture and hold your audience’s attention throughout your oral proposals.

## 1. Cognitive Dissonance

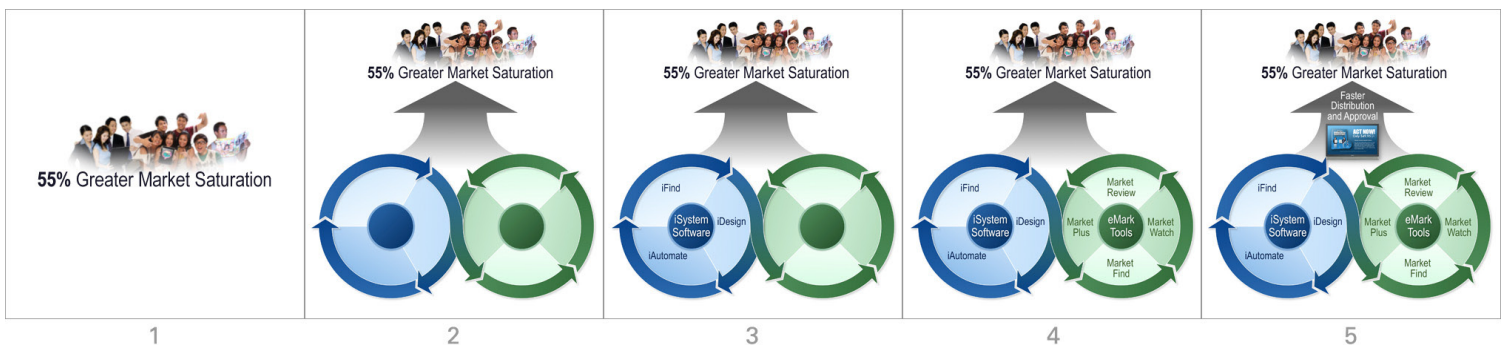
Keep your audience guessing by feeding bits of information as opposed to revealing your point early. For example, build a graphic slide by slide as if assembling a puzzle. Slowly reveal parts of your graphic, briefly speak to each part and then assemble your graphic, so the key point is revealed in the end (see the Example 1, below).

Example 1. Cognitive Dissonance



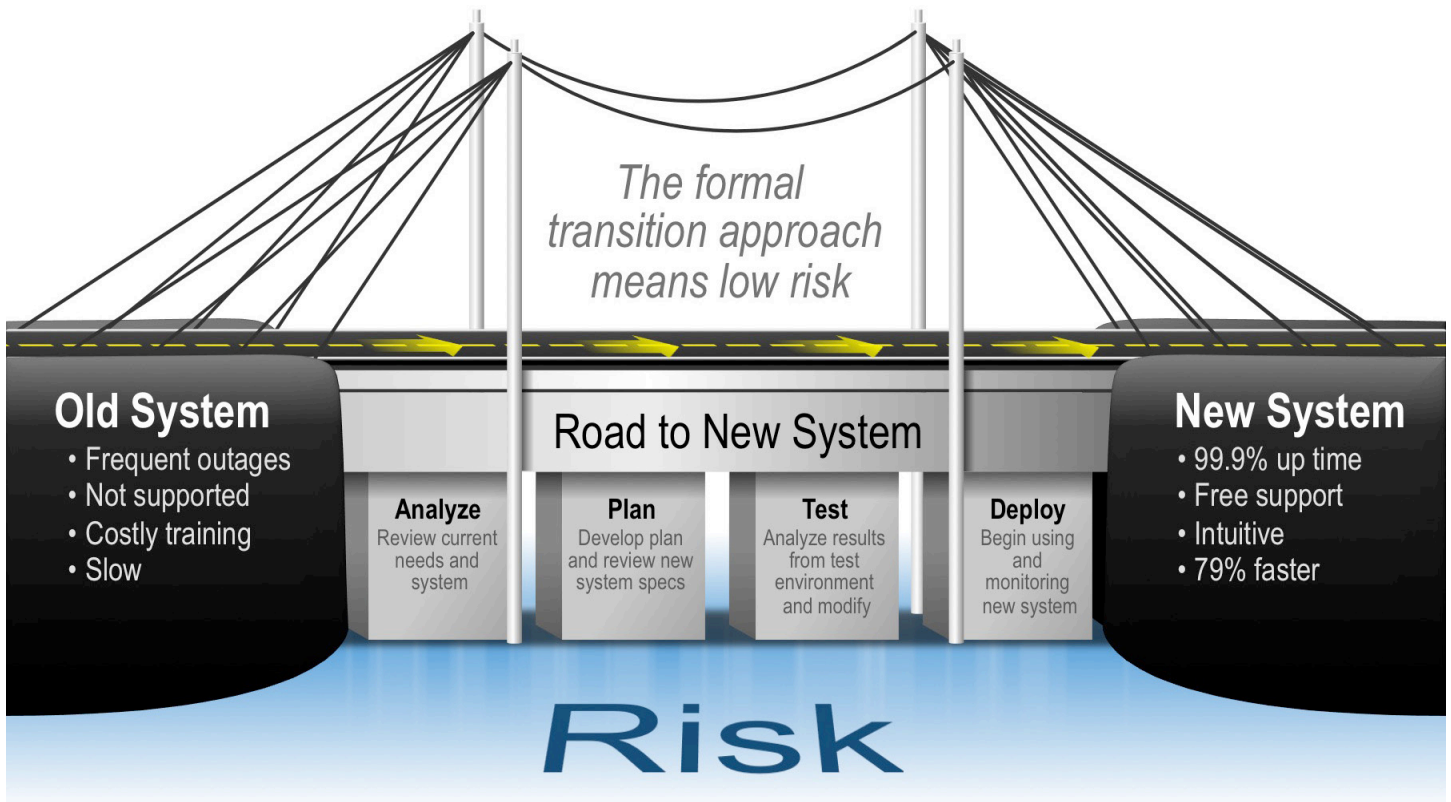
Alternatively, **start** with the end result and slowly reveal how the audience can achieve the end result (as shown in the next example).

Example 2. End Result Slow Reveal



## 2. Surprise

Say, show or do something that is unexpected or shocking. It can be as simple as a loud noise (a clap or a few notes of music) or an odd picture added to your slide deck. The purpose is to reengage the audience’s brain. Being unpredictable or



### Example 3. Tell an Interesting Story

incongruent snaps the mind to attention. For example, stop talking and invite your audience to watch a simple animation with (brief) descriptive text.

### 3. Story

Tell an interesting story that complements your proposal. Remember the saying, “Facts tell and stories sell.” Stories hook audiences from the start. Share a unique story to hold their attention but be sure the story ties into your proposal. Use metaphors, similes and analogies to communicate complex concepts. For example, tell a story about “bridging the gap” between your old and new software solutions (transition) with the aid of a bridge graphic (Example 3).

### 4. Involve

Ask your audience to participate. Pose a question, solve a puzzle, play a game, or perform an exercise. For example, avoid telling evaluators and decision makers everything. Let them learn through demonstration. For example, hand your old and new widgets to audience members. Ask questions that support your claims: “Which widget weighs less?” and “What will a lighter weight widget mean to you?”



### 5. Senses

The more senses (hearing, sight, taste, smell, and touch) you engage, the stronger the interest. For example, ask your audience to smell your

## How Do I Keep My Audience Engaged During an Oral Proposal

old and new widgets. Ask them if they smell a difference. Explain that the different smell is due to a new metal alloy that increases your widget's strength and lowers weight and manufacturing cost.

Combine these techniques for a winning oral proposal. Know your audience and choose wisely. If your audience feels manipulated and your approach held little relevance to the topic, you will lose their attention—and trust. There is a time and a place for each. Proposing service-based solutions to the federal government may benefit from using 1, 2 and 3 techniques listed above, whereas selling new products to Home Depot may benefit from employing 1, 4, and 5 techniques. When in doubt, check the proposal requirements and ask a trusted colleague for a second opinion.

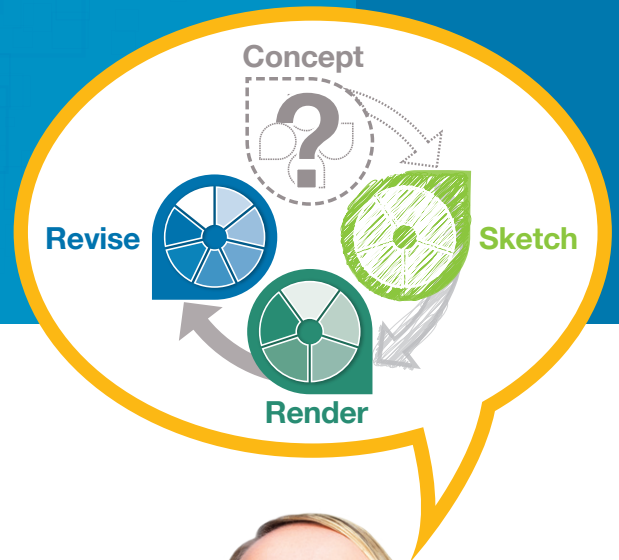
Your ultimate goal is to affect your audience **emotionally**. Use these five techniques to spark a fire within your audience. Give them a reason to care about your solution. Get them excited or concerned to engage their hearts and minds during and after your oral proposal.

Mike Parkinson is an internationally recognized visual communications expert and APMP Fellow. He is a partner at 24 Hour Company ([www.24hrco.com](http://www.24hrco.com)) specializing in bid-winning proposal graphics. His Billion Dollar Graphics web site ([www.BillionDollarGraphics.com](http://www.BillionDollarGraphics.com)), BizGraphics On Demand web site ([www.BizGraphicsOnDemand.com](http://www.BizGraphicsOnDemand.com)), and Billion Dollar Business Graphics book share best practices and helpful tools with proposal professionals. Contact Mike at [mike@24hrco.com](mailto:mike@24hrco.com) or call 703-533-7209.



# 24Hour Company

...design to win



- The highest quality “bid-winning” proposal graphics
- 24/7 deadline-driven service... guaranteed
- Freedom from project management headaches
- Lower total cost compared to freelance designers



**FREE** “how to” articles  
[www.24hrco.com/ezone](http://www.24hrco.com/ezone) to download articles



CONCEPTING



GRAPHIC DESIGN



DESKTOP PUBLISHING



INTERACTIVE



MARKETING DESIGN



TRAINING





# Small Fish, Big Pond or, How to Not Get Eaten

by Alex Brown



**Y**ou've finally completed all the required coursework, amassed a crazy amount of knowledge, earned a shiny new diploma, and accepted the job of your dreams. But did college really prepare you for the real world or your career?

Unfortunately, the typical university doesn't offer courses in how to get a promotion, or how to deal with a difficult boss. Heck, they don't even offer courses on how to navigate your office efficiently. In their defense, they probably did teach you how to juggle projects, possibly how to manage your time semi proficiently and more than likely how to create a choice Excel spreadsheet—all of which are essential to your workplace—but as you have noticed, there are many more surprises that you will encounter as your career progresses.

So for you, here's a crash course in the job skills that professors really can't teach you and—more importantly—how to learn them quickly so you can apply them to your job.

## **1. How to actually work with People**

Sure, you've had countless group projects to complete and encountered quite a few different personalities in the process, so what else could you need to prepare for? Believe it or not, even more personalities.

You'll need to learn how to deal with the subtle social aspects of your office culture and the people who make it that way: the receptionist who will appreciate a hello in the morning, the colleague who takes offense to everything, the colleague that simply asks too many questions, and the manager

who shoots your ideas down every single time. You won't just be working with your peers any more, you'll need to understand how people from all generations and backgrounds operate.

Many people will show you one side of their personality, but never assume that they only have this side. To navigate the corporate jungle, you have to adapt, be ready to be a reflection of the personality you come in contact with, then start to show your other faces when a comfort level is established. Remember, your group won't dissolve at the end of the semester. It will be there, day after day, year after year, so no matter what, you'll need to get along with them.

## **2. Competition, is good (for the most part)**

We learned from an early age to



compete. Sports, clubs, family, who gets to ride shotgun—all competitive. Is it possible that the cubicle world could prove to be even more so? In a word, YES.

You are responsible  
for balancing  
when you can—  
otherwise, you will  
become exactly  
what you hate.

When money and career advancement are on the line, competition can be taken to a whole new extreme. Whether it's for clients, promotions, or just being the boss' go-to person, be ready for people to push and compete like you've never seen before—and be ready to have to push and compete right along with them. Being competitive does not mean being right all the time, does not equate to a mean personality, and most importantly, it does not mean having to push someone else down to look better. Winning at all costs usually costs more than you want to pay. With experience, you will see that preparation is as important as competition; study, learn, listen, and position so when you have to compete, you are ready.

### **3. Responsibility, it's not always someone else's fault**

Unfortunately, it's not typical for jobs to allow you to choose your own schedule. Your responsibilities will

extend far beyond being on time in the morning; you'll be accountable—solely, in some cases—for work, projects, meetings, and many, many emails. What you want will become secondary to what is needed from your employer. Your decisions affect more than just you, your work affects others, and ultimately, you affect the business. The higher up the food chain you go in a company, you will see that it will become harder to balance work vs. life. You are responsible for balancing when you can—otherwise, you will become exactly what you hate.

### **4. Presenting is not just for getting dates anymore**

Giving a presentation in front of a class can help give you some public-speaking practice, but learning how to be an effective speaker in front of a boss, client, or group is something else entirely. You'll need to learn how to sell an idea, not just explain it. You'll need to dodge questions, interruptions, and differences in opinion, all while keeping your cool and being able to pick up where you left off without skipping a beat. Remember, competition is alive, and people can smell fear. Learn to use your voice to control the mood of the audience, use your body language to convey your feelings or even what they should be feeling, and use words and images to capture and move them to your point of view. Everything you do in your career will in some way involve someone else giving you something—a contract, promotion, money, or just their time. These are not easy to gain; you must convince them.

### **5. Handling Feedback (it's not you, it's me)**

If you receive less than a perfect on a paper or an assignment in college, you might actually be happy for many reasons. However, in business, your grades will not be measured in letters, but in verbal or written feedback. It is up to you to figure out what it really means, and constantly make the effort to do better next time. You have to decipher and critique what was said while trying not to allow emotions to get in the way. Remember, how you respond to feedback is being judged. If you are having trouble with what can be seen as negative feedback, you need to work on this, because life is not a reality show, and you can quickly typecast yourself to a supporting role.

When you do an exceptional job at work, there are no gold stars, or smiley faces. More than likely, you may get no acknowledgement at all, or you may have to wait the better part of the year to find out something you did gave great results. Dealing positively with feedback—or lack of it—will allow you to stay on task and balance your life.

### **6. Networking can actually be used in business**

People skills, or soft skills, are not a major or even a class, but they will help you in EVERYTHING when done correctly. Many people leave college shy and unable to connect with others who will be able to move them up or help them be productive faster, easier, and more effectively. As a business developer, I had to learn how to connect the dots or fail. The

anticipation of walking into a room without knowing a person simply to find a needle in the haystack can be daunting. Remember two things about networking, you have to have the right mindset to do this well, and it is still a business relationship you are trying to build. Just like a first date, this might not be the best time to talk about that embarrassing moment in Vegas.

## 7. Selling is not dirty

Have you noticed how many people have a phobia for selling anything, even themselves? In the past ten years I have had to interview hundreds of applicants, clients, and potential teaming partners, and to my surprise most of them had trouble effective selling their product, company, or self. How many times do we hear, “I wish I didn’t have to sell anything”, or, “I am glad I don’t have to sell.”

In proposals, like in any company, you have to sell. The definition of a proposal is a document that sells. If you do not want to sell in the proposal market, you are in the wrong market. If you need help, check out the book *Rainmaking Conversations: Influence, Persuade, and Sell in Any Situation*.

## 8. Rejection/Failure

It does not matter who you are, you will be rejected many times in your life. You will not always get what you want when you want it, and how you handle this is far more important than the fact that it happened. We will be faced with rejection on a daily basis, your win theme is not going to



be used, the perfect teaming partner wants to dance with another company, or you fell in love with your first draft of that section, but it all was crossed out by reviewers. In proposals, your ability to take a punch can outweigh how hard you can deliver one. Always remember, you don’t own your writing, and the editor is not out there to get you.

## 9. Creativity

We all learn in different ways, we all are moved by different things, there is no universal anything—except Oreos. I mean really, does anyone not love Oreos? Be creative to reach more audiences. This applies to your writing and to your personal skills. In college you get a grade by impressing one person, the professor. In your career, you have to impress everyone with one document or conversation. Be observant, and use what you see and know about your subject to change your delivery. To increase your creativity, I suggest taking a look at [www.voiceforsuccess.com/](http://www.voiceforsuccess.com/) for some useful articles on how to communicate

effectively. Good orals coaches can help you win your proposal, but great orals coaches can help you improve all areas of your life.

Remember—think outside the box.

## 10. Managing Others

Which came first, theoretical knowledge or practical skills? The answer is, “Who cares?” To successfully manage others, you have to have balance. One without the other means you will be ineffective, or worse, detrimental. Either way, the result is less than what it could be. There are books, seminars and other articles that have been written on effectiveness, all much better than mine. Still, I’ve found through observation that these few steps will help you have a better experience when you get to manage someone for the first time:

- *Communicate clearly.* If they don’t know what you want or need, they cannot do it.
- *Help your people find and use their strengths.* Check out [www.strengthsfinder.com](http://www.strengthsfinder.com).

## Small Fish, Big Pond or, How to Not Get Eaten

- *Praise publicly, criticize in private.* This does not mean never critique or guide in public. If you really have to talk about something sensitive, do that in private. If you have to do this a lot, either you are overly critical or the person is not quite ready for prime time.
- *Be patient and positive.* If you need help with this one, find a parent of twins or two under 10 year old children who does not look drunk

or ready to pull a handgun, and ask them how they do it!

- *Treat your people well.* If you really do not want to do it, like

it, or simply hate the idea of it... assume they feel the same way.

Alex Brown has been in business development for over 20 years. At OST Global Solutions, Alex was brought on to develop multiple service lines including direct BD services for clients, multiple classroom training programs (from capture to writing) and a re-launch of their consulting division. Prior to his work at OST Global Solutions, Alex supported Proposal Development Consultants as a relationship manager for consultants and federal contractors in the metro DC area. Also, at VediorNA and Ingenta, he worked both in business development and in information architecture/project management, to servicing Fortune 500 clients in the Boston metro area. Currently he is on the board of director for APMP-NCA, and is an avid laser tag player. Alex can be reached at [abrown@ostglobalsolutions.com](mailto:abrown@ostglobalsolutions.com) or at 301-384-3350.

## Inspiring...

If we are strong, our strength will speak for itself. If we are weak, words will be of no help.

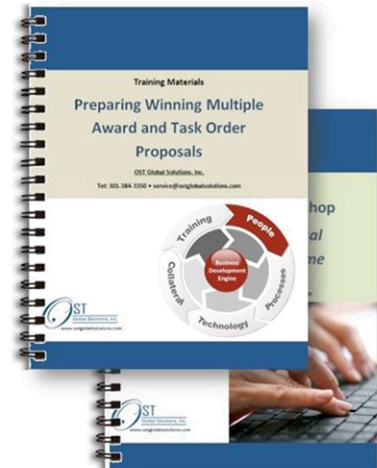
– John Fitzgerald Kennedy

# Capture and Proposal Training

**Learn from the industry finest, and make your proposal a winner!**

- April 17-18 Foundations of Capture Management*
- April 19-20 Foundations of Proposal Management*
- April 23-24 Proposal Speed-Writing and Persuasion*
- May 14-15 Preparing Winning Multiple Award and Task Order Proposals*
- May 16 Cost Proposal Strategy for Proposal Managers*
- June 19-20 Advanced Capture Management*
- June 21-22 Advanced Proposal Management*
- July 19 Proposal Win Themes Development Workshop*
- July 20 Executive Summaries for Winning Proposals Workshop*

Spring-Summer 2012



**Learn more or register at**  
[www.ostglobalsolutions.com/training/schedule](http://www.ostglobalsolutions.com/training/schedule)

301.384.3350 US, EST  
[www.ostglobalsolutions.com](http://www.ostglobalsolutions.com)  
[service@ostglobalsolutions.com](mailto:service@ostglobalsolutions.com)



# SMART Communications

by Tim Pepper



**“Grrrrrrrrrr! Why can’t that moron just give me the information I want, how I want it?”**

I’ve asked them five times to give it to me and they just don’t get it!” As you mutter these and similar words under your breath, you hastily bang out yet another tersely worded email to the proposal contributor in an attempt to get them to write the necessary content as hard deadlines approach like a summer thunderstorm. Did you ever consider the problem might be in the structure of the initial data request?

Effective management of large proposal teams often involves organizing, consolidating, and condensing huge amounts of data. Shaping the

information into coherent, clear, concise, and compelling format for strongest presentation requires careful planning. Clear communications from the start saves time at the end. When communicating with your teams, try to set a SMART pattern. SMART communications are: Specific, Measurable, Actionable, Realistic, and Time-based.

## Specific

State your purpose in the subject line of the email. A cryptic subject line wastes time. Be clear on your topic up front. “Data call #1 for XYZ opportunity, due mm/dd/yy” sends a clear message before opening. The recipient can anticipate the content and subject matter at a glance on their computer or phone and quickly acknowledge receipt.

## Measurable

Let the receiver know what the return product should look like in pass/fail terms. Include instructions for completing your forms. “The corporate summary is a paragraph, 3-bullet response, brochure, or one-page narrative in the provided template. Graphics should be provided in XXX file type format. Fill in the blue cells in the attached spreadsheet with numbers that represent your strengths as defined by the rating scale. File names are coming to you as...returning files should be named as...” Clearly define the products and set the parameters for responses.

## Actionable

Your time is precious; so is mine. Agree to work efficiently by having a point and quickly getting to it. “Dear

proposal contributor, here's what I need from you..."

Take the time to train your teams, set clear expectations, and follow up to remove any ambiguities.

### Realistic

Manage the volume of data requested at any given point. Too much complexity in the request confuses and frustrates the recipient. A seventeen-part email with four attachments and overlapping schedules for each response often fails. Target no more than three items on a data call. Use separate messages if the pieces are lengthy like a SOW rating matrix or past performance request. Break the parts of the data calls into smaller chunks to allow people the opportunity to stagger their responses and succeed in stages. Separate simpler items from larger requests for detailed or tailored information.

### Time-based

Proposals are deadline-driven. Manage data calls to support your overall schedule. Apply judgment in setting response goals. Allow contributors time to provide useful content in the context of their own busy schedules in parallel with your proposal milestones. Discuss competing pressures on your status calls. Logo requests

and corporate bio statements are normally easier and can be answered quickly. Detailed information involving research, reshaping into your desired structure, and tailoring to the solicitation requirements takes much more. Plan in advance, build a safety factor in your schedule, and monitor closely.

Beyond the SMART pattern, allow me to offer additional communication advice.

### Email Protocols

Use "To" and "Cc" lines appropriately. As a busy proposal professional, I am often working on multiple opportunities in varying stages of the proposal cycle. When time is short, so is my attention span. In the constant flow of daily email traffic, if my name is in the "To" address line, I expect to potentially have some action item. That isn't so if my name is in the "CC" line. Your email audience may operate under similar beliefs. Be sure to address assignments directly to recipients.

### Assumptions

Every proposal team is different. Contributors often represent a broad spectrum of people with little or no proposal exposure. They operate under assumptions from various sources that could conflict with your own. Their understanding of the processes could be limited to rumors and stories they have heard. Your processes may be defined. Your working protocols may be mature. The workflow of your proposal staff may be smooth. New participants may not know any

of those. Take the time to train your teams, set clear expectations, and follow up to remove any ambiguities.

### Avoid Mental Gaps

In your communications, include all the necessary information. You may be operating at a high level of proficiency in proposals while others are just beginning. Place yourself on the receiving end of your messages and search for potential misinterpretation. You may need to have someone else read your draft text for clarity. Look beyond simple spelling and grammar to identify flaws that could derail your purpose. Gaps in your message will return to you in the form of numerous follow-up requests to explain your requests and directions.

### Verbalize Expectations

Unspoken expectations stay unfulfilled. In parallel with assumptions and mental gaps, unspoken expectations can cause significant impact. Is the red team invitation for its kickoff or debrief? Does the lead reviewer understand their role? Are they consolidating the feedback or simply adjudicating conflicting comments? Does the section lead know what you expect from them? Clearly define who, what, where, when, and how across team assignments and get confirmed acknowledgment for action items.

### Communicate Frequently

Silence may be golden, but it can kill a proposal. Frequent communications are vital to monitoring status, identifying issues early, and mitigating risks. Contributors have

a tendency to drift off course if left alone too long. As they develop content, they somehow convince themselves that a tangential thought is the new answer for the proposal. Left on their own they create solutions outside the bounds of the overall bid requirements. Close monitoring and routine status checks cut wasted effort. Conduct effective meetings on a predictable schedule with the right stakeholders. Adjust the frequency of the meetings as needed. Depending upon the bid, you may need more focus and broader team participation up

front and less as you progress through the color reviews. On other bids, it may be the opposite. Keep the calls brief, follow a set agenda, and always have a purpose beyond meeting for the sake of activity.

Clear communication across an entire proposal team offers the benefits of smoother development, more effective proposal execution, and a “low-drama” final production phase. Prepare for better proposals through SMART communications and enjoy lower stress levels along the way.

Tim Pepper applies over 18 years of experience in capture, proposal, and program management for the Federal and DoD markets. He is a Senior Proposal Manager and Proposal Center Manager for General Dynamics Information Technology in Chesapeake, VA. He leads proposal development (managing, writing, editing, and producing) for pursuit and capture of large corporate strategic and tactical bids involving multiple divisions and subcontractors. He holds a Bachelor’s Degree in Business Administration/Computer Information Systems from Saint Leo University and is AM.APMP certified. Tim can be reached at [timothy.pepper@gdit.com](mailto:timothy.pepper@gdit.com)

## Inspiring...

To effectively communicate, we must realize that we are all different in the way we perceive the world and use this understanding as a guide to our communication with others.

–Tony Robbins

## *proposal development consultants, LLC*

# Flexible Staffing Solutions to Help You Win Business

- proposal development*
- proposal production*
- program support*
- business development / capture*



Our expertise is aligning proposal professionals with federal, state, and commercial contractors. Whether you're looking for a single contractor or an entire team, our flexible, personalized solutions will make the difference for your proposal efforts.



# Finding Gold

by Alan L. Heisig



**H**ave you watched the TV series *Gold Rush*? Teams of amateur and part time prospectors search for elusive gold in the Klondike during a short prospecting season. Each group has its own theory of how to succeed. Some look for the “glory hole” that will serendipitously discover the miraculous spot that will make them instantaneous millionaires.

Others mine the edges of former claims looking for the great missed opportunity. They believe, without substantiation, that others gave up too soon. A grandfather passes along the knowledge of past mistakes to his grandson hoping he will avoid them. However, the source of new mistakes seems to be endless. Several themes in the show seem to parallel risks in capture and proposal processes.

## Irrelevant material

One task that all of the teams have in common is hundreds of tons of material that they must sift through in order to find a few ounces of gold. In the course of writing for an evaluation system, do not obscure the gold for evaluators with volumes of verbiage.

If you provide unrequested information, it can work against you. If, for example, you proudly cite a successfully completed contract that is not included in your contract references, you create a potential liability. The government has the right to review performance on the non-referenced contract. You have introduced a distraction and increased the evaluator’s workload. This is in direct opposition to your interests.

Another situation occurs when a proposal manager mindlessly pastes

words from a previously successful proposal into a current one. The information you present must be clearly relevant to the topic at hand or it works against you. It will create evaluators’ perceptions of an irrelevant response. Although your prose may glow, irritation grows. Failure to control proposal content will plummet your evaluation score.

Evaluators are busy people quickly trying to compare many responses. If you gush voluminously on a tiny speck of information, your proposal becomes raw material evaluators must sift, sort and reduce in order to see if there is truly an ultimate payoff. Do not try to make evaluators become gold miners. They will not do it.

## Organizational Chaos

Each prospecting *Gold Rush* team has a problem with organization.

One team tries to be somewhat democratic and bases decisions on group input. The team continuously finds that the path ahead is murky and processes often change. Each member independently tries hard and often sub-optimizes the overall result. Goals and deadlines are arbitrarily set and missed. Another team has a strong leader who takes no prisoners. His team members walk off the job at various intervals, often when needed the most. The third team, the grandfather and grandson, work together well, until the role of leader becomes confused at various stages of the project. The uncertainty of whether the grandfather or the grandson is in charge is disruptive. Overall productivity plunges as conflicting directions occur.

Professional writing control includes a clearly understood method to manage assignments, report progress, and identification of compliance or deficiency areas.

Professionals organize. Someone must be in charge. The proposal manager must possess the control authority corresponding to his or her responsibility to produce winning proposals. Professional writing control includes a clearly understood method to manage assignments, report progress, and identification of compliance or



deficiency areas. These methods must include the means to direct quality and deadline compliance.

### Planning Voids

Each gold prospecting team has a different, but very general, plan. Each team's plan uses one overriding assumption. They are each convinced that they know the location of gold.

One team plans to mine using cast-off industrial equipment, searching for gold in a general area near a producing mine. Planning is haphazard and spur of the moment. The payoff is always in everyone's vision, but the path to get there is always fuzzy. A significant amount of time is lost clearing land on a hunch only to find out that there is no gold in the area. Equipment breakdowns are routine. Only after many failures does the team perform sample drilling to gain information about relative values of potential mine sites. This action allows them to make realistic "bid / no-bid" assessments of which areas to mine.

Another team leader has a mental plan. The plan is rigid and does not deviate in light of new information. He arbitrarily shifts the plan abruptly from digging in one area to another. He does so with any clue of the relative concentrations of gold in any area. He resists input about new ways to gather information because he perceives that it might undermine his authority.

The third team starts digging in one area unsuccessfully, and then shifts to another. After unsuccessful attempts, they strive to divine where the gold might be concentrated using perceptions of ancient geographic characteristics. They analyze and conclude that the higher probability of success area may lie outside of their claim area. They scrap the attempt at validating gold concentrations and go back to digging randomly.

Each prospecting team takes measurement by default. Teams only take time to review actions upon encountering



## Finding Gold

a major obstacle or failure. They have no structured way to review their progress or process. Milestones are fundamentally the endpoints of the process. They measure the ounces of

Professionals take the time to plan, use metrics and understand clearly the elements necessary to achieve proposal success.

gold at the end of some refinement cycle, but do not measure the processes themselves. Their planning lacks the rigor of measurement.

Amateurs fail to plan because it takes time, knowledge and input. Professionals take the time to plan, use metrics and understand clearly the elements necessary to achieve proposal success.

Effective communication is the core of professional proposals. Planning is crucial to increase the probability of communication success. Then follow the plan and adapt it through new relevant information. Failure to write clearly and relevantly, while satisfying the reader's expectation of completeness, order, and structural integrity, puts your business reputation at risk. If your proposal fails in these areas, evaluators view your proposal, and company, as amateurish.

Action is not enough. Feverish activity leading to an on-time submission does not define proposal success. Winning the solicitation defines success. Pay close attention to processes, details and requirements to win. Prevent your capture and proposal efforts from becoming wasted gold rush wreckage.

Alan L. Heisig, AM.APMP, is the founder and principal advisor for ALANSA International, Executive Advisors. He is a highly respected executive advisor, author, speaker, and senior proposal consultant to companies that provide products and services to the federal government. His book, How To Avoid Proposal Mistakes, has just been made available as an eBook on Amazon.com. Learn more about his company on the web at [www.alansaglobal.com](http://www.alansaglobal.com)



# MUST WIN Proposal Support

When top government contractors are faced with mission-critical, must-win opportunities, they rely on OCI to help them achieve their goals. With an 83% win rate and over 25 years of industry experience, OCI has the knowledge and talent to help you win. Whether you need to build and entire proposal team or round out your existing team, let OCI support your next winning effort.

Visit our web site at [OCIwins.com](http://OCIwins.com)  
Call us at 703-689-9600 or  
email us [ociprops@ociwins.com](mailto:ociprops@ociwins.com)

  
ORGANIZATIONAL COMMUNICATIONS INC.

[WWW.OCIWINS.COM](http://WWW.OCIWINS.COM)



# Lucky Break or Roadblock? It's All in How You Look at It

by Colleen Jolly



Ever meet people who seem to have all the luck? Wonder how they manage to succeed at everything they do while all the truly frustrating people and situations find you no matter where you hide? What if you could change that? What if you could take every negative situation and make it a positive one using simple tools that work for everyone? What if you could do anything you really wanted to do, travel wherever you wanted to travel, and be whomever you wanted to be by making two small changes in your life?

## Lesson #1: Believe in Yourself

*Opportunity is missed by most people because it is dressed in overalls, and looks like work.*

—Thomas A. Edison

Believing in yourself sounds trite. It sounds like a pop-psychology sound bite with little actual substance. Sure, sure, you're saying right now, "I believe in myself, of course I do."

True belief in oneself insulates you from critics and from negative circumstances while also protecting and cushioning you during times of self-doubt. Believing in yourself is not easy, and for many of us our personal identities and self-regard issues start very young, with our parents and our early interactions with our age peers. The damage or the strengthening done during our youth is hard to undo or modify but it can be done.

Start first by reading or watching the biographies of people you admire. See what they did, where they came from and where they are in their lives now or where they ended up. What you will see is that it does not matter where you were born or what

circumstances you were born into. If you really, really, really believe that you are going to succeed, then you will succeed. Think of yourself, your true self, as a force of nature, as immovable and as singularly strong as a hurricane or a volcano—exceptionally unique and impossible to ignore or to change its course.

## Lesson#2: It's All About Choice

*What the student calls a tragedy, the master calls a butterfly.*

—Richard Bach

Believing in yourself is the first lesson for a reason—just like a house starts with a foundation, you must build your own foundation for how you view yourself and how you will interact with the world. Once you understand and have purposefully laid this foundation, you can build upon it, adding layers of understanding, experiences, and reactions to those experiences, which inform who you are choosing—consciously or unconsciously—to be.

Every experience in life will provide you an opportunity to choose how you are laying that foundation. Are you a positive person who sees opportunities at every turn, the proverbial turning lemons into lemonade, or are you a negative person who cannot see past those immediate lemons to a future that is not so dismal?

Regardless of how we may feel in a given situation, how impossible or

uncontrollable it may seem, the one thing that we do maintain complete control over is how we are going to react. You can be that positive person in a given situation even if you have never reacted positively before in your life. Every moment is an opportunity to refurbish and re-discover your foundation and confirm that your true self is created in the image you intend.

## Lesson #3: Reflect Your True Self through Your (Re)Actions

*To hell with circumstances; I create opportunities.*

—Bruce Lee

There are two lessons that give you the most important tools you will use to change your life or confirm you are living the life you intend to lead, in the way you intend to represent yourself to the world. First and foremost you must believe in yourself as strongly as if you were a force of nature and second, everything in life is a choice.

How do you learn to exercise these tools to fully experience the life you want to lead? To find out more, you will have to come to the **APMP NCA's Boot Camp on April 17<sup>th</sup>** at the Waterford in Springfield, VA. Please go here for more information and to register: <http://www.apmpnca.org/events/events/2012-boot-camp/>

See you then!

Colleen Jolly, PPF.APMP, manages a global visual communications company – 24 Hour Company – with offices in the US and UK. Colleen is very active in the APMP including Layout Editor for the Journal, regularly contributing articles. She is the Secretary for the board of International APMP, as well as the APMP NCA chapter and was named an APMP Fellow in 2010. She is a frequent worldwide speaker on creative and general business topics, and has spoken and conducted trainings around the world. She holds a BA from Georgetown University, and is active in leadership roles and Board positions in arts and women's non-profit organizations. Colleen is an award-winning artist and business professional. Contact Colleen at [colleen@24hrco.com](mailto:colleen@24hrco.com).



# Creating and Maintaining a High Value Proposal Consulting Practice

by Susan G. Trivers, MBA



So...you're thinking about becoming a proposal consultant? You've come to the right place. Consulting can provide tremendous value to clients and a very satisfying career for you.

Before I discuss proposal consulting and offer some tips for creating and maintaining a high-value proposal consulting practice, we need to be clear about what consulting is NOT. Consultants are not subject matter experts or capture or proposal managers. Subject matter experts and capture or proposal managers are important and valuable contributors to all proposal efforts. People who have subject matter expertise or exceptional skill in capture and proposal managing and who wish to establish solo professional practices should market themselves clearly as such and reap the rewards of those careers.

Consultants focus on improving their clients' conditions quickly and efficiently. Consultants work with their clients to exploit their strengths and ensure that they do not accommodate their weaknesses. Consultants are advisors to the proposal team; they are not on the team.

Consultants think strategically, not tactically. Most companies are good to excellent in the application of tactics. However, many of these companies do not see their strengths or know how to capitalize on them. With a talent for close observation, excellent listening and thoughtful questioning, the proposal consultant brings an outside eye and has only to meet the objectives set out in the project plan. Alliances, undercurrents, and other cultural aspects of the organization do not affect the successful proposal consultant's service to the client.

## The Consulting Mind-Set

High-value consulting practices are the result of the consultant mind-set and skill-set. This includes:

- The ability to tie disparate elements together.
- Exceptionally strong language skills.
- Analytic skills to assess decisions in terms of desired outcomes.
- Confidence to recommend actions.
- Personal determination to stay the course you're engaged to travel.

I've sometimes found myself asking a client: "You didn't engage me so that I would just be a rubber stamp, did you?" That is all it takes for them to move on from a sticky point. This is a learned skill and requires the consultant to

have a solid commitment to the concept of being an advisor, not a team member.

## Starting and Building Your Proposal Consulting Practice

Credibility is essential for success as a proposal consultant. It takes years to accumulate experiences and earn reputation for quality work, so you should plan on getting 5-8 years of varied proposal work experience under your belt before launching your proposal consulting practice.

During these 5-8 years, hold a number of different positions on proposal teams, such as technical writer, proposal coordinator, graphics designer, pricing manager, past performance and key personnel writer, editor, color reviewer, and proposal manager. Each position teaches you an important aspect of the proposal world. A senior capture manager would be great to have as a mentor so you can learn more about what customers want.

## Get Varied Proposal Experience:

- Try to work at a couple of different companies, to get familiar with unique cultures and various approaches to bids and proposals.
- Look for assignments on different types of bids: straight written volumes; written and oral volumes; demos; sample tasks; evaluation criteria weighted in favor of different factors; IDIQs; task orders; incumbent; competitor; brand new procurement.
- Work for companies with different positions on the team such as prime; sub; 8(a) small business;
- Get exposure to different agencies including defense, civilian, and others such as VA, NASA, and HHS.

If you're serious about making a career—and a good living—as a proposal consultant, join me at the **APMP NCA Boot Camp** on April 17 beginning at 2:15 to learn a lot more about creating and maintaining a high-value proposal consulting practice. I'll share some real life stories about my years in the proposal business and what specific strategies have most contributed to my success as a proposal consultant.

Susan's proposal consulting practice grew out of years of providing ever more comprehensive value to her clients while working on oral proposals. She was asked to assess proposal processes and identify gaps between resources needed and resources on hand; to help shape win themes and discriminators; serve on color review teams; to counsel proposal team members who were falling behind; and to serve as an advisor to capture managers. For proposal consulting or consulting on building a consulting practice, contact Susan at 703-790-1424; [susan@susantrivers.com](mailto:susan@susantrivers.com)



# Helping SMEs Get Their Proposal Material Written Using SMEasy®

by Glen Collins



Subject Matter Experts (SMEs) in Engineering, Program Management, Software, IT and other technical fields frequently struggle with writing proposal material. Amidst the groaning and gnashing of teeth, this presentation introduces a sequenced approach to creating written proposal responses that have been successfully used by highly technical contributors. SME Proposal Writing Made Easy(ier) (SMEasy®) minimizes SME time involvement, produces writing that is more to the point, and reduces rework and hassle for the SME and the proposal team.

SMEasy involves a step-by-step technique for coaching, guiding and facilitating proposal writing that appeals to structured-thinking technical SMEs. You do the prep, show them the steps, and minimize the pain and time required to generate on-target winning proposals.

## Motivations and Why This Works

SMEs notoriously hate proposal writing, often for very good reasons. Limited time availability is the number one reality most SMEs face. SMEs are often thrown the full RFP document and told to “start writing.” Frequently, they receive poor materials to work with, or little guidance on what is important to the customer. To them, the assignment may seem overwhelming and unstructured with time-consuming, unorganized proposal meetings thrown in.

What the SME needs is structure and simplification. SMEasy applies a deliberate sequence of steps or passes, each focusing on one kind of thinking/thought process to minimize all of the SME’s concerns except the time issue. A structured approach to proposal writing generally appeals to the highly technical professionals due to its controlled and sequenced focus. This is what brilliant and high tech, highly-busy managers do exceptionally well: they focus and act (think clearly, produce, and deliver).

Following the SMEasy steps will speed up proposal writing, produce more on-point material that is compliant, require less rework, and involve less hassling with the busy SME.

## Preparations by the Proposal Manager

Preparations up-front pay off big when it’s proposal crunch time, and advance preparations are the key to this proposal writing approach. Proper prep includes training your SMEs ahead of time both professionally and personally. Enroll

them for professional training in Writing Federal Proposals and Writing Winning Executive Summaries. Too often, key personnel and SMEs have had no proposal experience or training. The less proposal experience SMEs have, the more training they need to help reduce their time involvement at proposal time and improve business development awareness across the company. Your personal training will focus on teaching the SME the sequenced steps in SMEasy – before the RFP comes out.

## SMEasy Passes

Once you’ve done the advance preparation work, SMEasy for SMEs will divide their proposal writing task into five distinct “passes” that focus on:

- First Pass: Really, Really READ the Requirements.
- Second Pass: Identify the FEATURES – Answer the Questions.
- Third Pass: Identify SUPPORT Elements.
- Fourth Pass: Identify the BENEFITS – One for Each Feature.
- Final Pass: Rephrase to Win.

Ideally, a SME can execute all five passes, resulting in very good written proposal material. However, should the SME’s available time be extremely limited, SMEasy includes a Plan B where the SME only has to perform Pass #1, and then work with a technical writer in an interview session. Also, a trained proposal-language editor can perform the fifth pass independent of the SME if the first four passes have been completed by the SME.

SMEasy is ideal for Proposal Managers, Proposal Writers, Capture Managers and others engaged in business development. SME Proposal Writing Made Easy(ier) will be covered in much more detail at the **APMP NCA Boot Camp on April 17** at the Waterford in Springfield, VA. See [apmpnca.org](http://apmpnca.org) for registration details.

Dr. Glen Collins is Chief Operating Officer and Principal Consultant for TransTechnology Associates LLC, a privately-held Small-Business consulting firm based in Alexandria, VA, delivering Technology Leadership, Program Management, and Proposal Management services in defense systems, IP networks, satellite communications, and software engineering. His systems engineering and proposal development services have helped clients win billions of dollars in new contracts, and create new leading-edge products in multiple industries. For more information on Dr. Collins’ experience and capabilities, please visit [www.transtechology.net](http://www.transtechology.net) or email [glencollins11@gmail.com](mailto:glencollins11@gmail.com).





# What is Proposal Writing

by Robert Zaepfel



If we carefully read the solicitation and then carefully prepare a proposal to do the work according to the solicitation's requirements, we have done the job. When we were young proposal writers we thought just that.

## Were we ever wrong.

Proposal writing involves a lot more than responding to a solicitation. As we matured in the process, after tearing apart many solicitations and writing perfectly compelling prose to Management, Technical and Past Performance portions, some of us began to ask what was missing from our work. We wrote and wrote and submitted and submitted but did not receive any award notices. Later on, as we worked on larger and better honed efforts, we found the Red Team process was at work reviewing our efforts and collaborating among the team to make changes and add bits and pieces. This process seemed to work because some of our proposals rang the bell and were awarded contracts. As we kept at it, we found out about a process called Capture Management and how it worked. And we finally figured out that the missing pieces from our wonderfully written proposals were the pieces that gave the agency the feeling that we knew their pain and how to fix it.

What separates a winning proposal from the rest of the field is hard to quantify. We came upon Capture Management as an indispensable part of our proposal effort but still didn't know all about it. We saw in team meetings that one or two people had interesting bits of knowledge and suggestions about how to incorporate that knowledge into our write-ups so that there was "more" to the proposal than just answering the solicitation. We slowly learned that some of our people spent a lot of time at agencies getting to know people on a first name basis and learning what they liked and didn't like – what they had now and what they really wanted. And we discovered how different this was than our jobs of knocking out proposals on a regular basis.

**So how does Capture Management really work? Can we gain an advantage on our competition through this process? When we finally escaped from our cubicles and computers into the world of customer relations we found that a lot of people from various companies, including our competitors, were walking the halls of agencies just as we**

were. We spent a lot of time getting to know everyone, talking about their problems and upcoming acquisitions and how they felt about them. When we talked, we listened a lot because we were there to mine the situation for useful information that could be used in fashioning a winning proposal for any given procurement. We drank coffee and listened. We ate lunch and listened and we chatted in offices and listened. Eventually, we became very skilled listeners and we began putting small bits of information together that we could take back to team meetings during proposal generation. As we suspected, our competitors had access to the same information and we learned that the art of proposal writing, beyond being responsive to the solicitation, came down to how we wove these bits of information into the proposal language. The ability to connect with the agency and its source selection team through proposal language is a great portion of proposal art.

***The more we know about an agency and what makes it comfortable, the better off we are to win the contract.***

It may be a certain brand of software or hardware, or it may be certain subcontractors who have performed well in the past that makes the agency feel better. It may be a particular managerial approach that does it. Whatever it is, we have learned that the only way to access this information is to spend time at the agency with agency people, listening to them.

This topic will be covered in greater detail at the **APMP NCA Boot Camp** on April 17, 2012. Go to [apmpnca.org](http://apmpnca.org) to find out more.

Robert Zaepfel is an Acquisition Specialist and Consultant. He offers more than 30 years of experience as an acquisition, program and business process analyst. Robert spent the past several years as an owner and principal of a small technology consulting company. Robert spent 25 years with the Washington Metropolitan Area Transit Authority (WMATA), during which he served as a Contract and Acquisition Advisor and a Contracting Officer. A member of the Virginia and Federal Bars, Robert holds a Juris Doctor degree from George Washington University and a Bachelor of Science degree in Electrical Engineering from the University of Notre Dame. Robert can be reached at [rzaepfel@aol.com](mailto:rzaepfel@aol.com).



# Using Accreditation to Advance Your Career

by Brenda Crist, PPF.APMP



Obtaining professional certifications is becoming increasingly popular in every field. When bidding a job, we frequently look for:

- Project Management Professionals (PMP) to manage the project.
- Network engineers with Cisco certifications to manage the IT infrastructure.
- Software engineers with Oracle or Microsoft certifications to develop systems.
- Service desk managers with Information Technology Infrastructure Library (ITIL) certification to manage the contact center or help desk.

As the popularity of Association of Proposal Management Professionals (APMP) accreditation grows, more employers are looking for people with APMP accreditation at the Foundation, Practitioner, and Professional levels. As of December 2011, 2,771 proposal professionals worldwide are accredited at the Foundation Level (up 20 percent from 2010). There are 252 proposal professionals accredited at the Practitioner Level (up 30 percent from 2010) and 57 at the Professional Level (up 20 percent from last year). The 2012 APMP Salary Survey of 2,135 respondents found that professionals who are accredited earn slightly more than their non-accredited counterparts: \$91,424 in comparison to \$85,256.

In addition to the popularity of certifications and increased compensation, professional development is another good reason for becoming accredited. At the APMP Foundation Level, students learn about the core competencies listed in Table 1. The same test we take in the U.S. is also taken by proposal professionals in Europe, Africa, Asia, and South America who understand and use the competencies.

As a new proposal professional, you may use some or all of the competencies at your organization. Although your organization does not use all the competencies listed in Table 1, it never hurts to learn what other proposal professionals

are doing. The expertise might help you in a future position or teaming arrangement.

Even if you do not decide to pursue accreditation at any level, I highly recommend evaluating your skills in comparison to the APMP Proposal Practitioner Assessment Questionnaire (PPAQ). The PPAQ lists mandatory and desirable skills for all the competency areas listed in Table 1 in addition to:

- Sales Orientation: Customer Interface Mgmt., Capture Plan Development, Win Strategy Development, and Negotiation Planning.
- Management – Proposal Progress Reporting.
- Behaviors and Attitudes: Communication and Persuasiveness, Quality Orientation, Building Strategic Relationships and a Successful Team.
- Decision Making and Delegating Responsibility.

Use the questionnaire to assess the gaps and weaknesses in your professional skills. I recommend discussing your findings with your supervisor and creating a professional development plan to strengthen your skills by obtaining new assignments at work, taking classes and attending APMP events. The APMP and APMP National Capital Area Bodies of Knowledge contain excellent materials for supplementing your knowledge that are free of charge. In summary, the APMP Accreditation Program can help you develop your professional skills resulting in improved win rates for your company. Learn more about this accreditation program at **APMP NCA Boot Camp** on April 17, 2012, [apmpnca.org](http://apmpnca.org).

Brenda Crist has 25 years of experience providing capture, proposal, and program management support for information technology companies serving the Federal market. She is currently the Managing Director, Strategic Solutions at the Lohfeld Consulting Group. Prior to becoming a fulltime proposal professional, Brenda served as a Group Manager for OAO Corporation and Project Manager for Harris Corporation. She has provided system, application, and network management solutions for civilian and military clients. Brenda can be reached at [brenda@apmpnca.org](mailto:brenda@apmpnca.org).

Sales Participation	Info. Gathering	Schedule Development	Opportunity Qualification	Storyboard Review Management
	Knowledge Mgmt.		Winning Price Development	Kick-Off Meeting Management
			Teaming Identification	Review Management
			Proposal Strategy Development	Proposal Risk Management
			Executive Summary Development	Final Document Review Mgmt.
			Storyboard Development	Production Management
			Requirements Identification	Lessons Learned Analysis & Mgmt.
			Compliance Checklist Development	Proposal Process Management
			Outline Development	



# The Art of the Data Call: Proof Points that POP

by Lisa Pafe, PMP, AM, APMP



Proposal data calls are challenging to develop and time-consuming to complete. Despite the challenges, the effort is worthwhile because data calls are a crucial part of a successful win strategy. Data calls generate information that is required not only for proposal compliance, but also for compelling proof of proposal discriminators.

Well-crafted data calls produce verifiable, and preferably quantifiable, proof points that go hand-in-hand with your win themes, features and benefits, and discriminators and thus help populate your proposal text, action captions, graphics, and call out boxes. An effective data call means the difference between a blandly acceptable proposal and a proposal with proof points that POP:

- P: Persuasive in selling your solution
- O: Focused on customer Objectives
- P: Provide verifiable Proof

For maximum effectiveness, the data call process should begin well in advance of the RFP release date. By carefully reviewing the capture plan, researching solicitations issued by the same customer, searching company re-use materials, and developing a list of both potential compliance items and verifiable data required to corroborate your solution, you can develop a comprehensive data call.

Let's look at one *example* to support a staffing plan solution designed to meet the customer objective of rapid staffing. An unverifiable and thus unconvincing proof point might state:

*We have experience with incumbent capture on projects similar to the Department of Justice (DOJ) U.S. Attorney's Office Help Desk effort, and commit to fully staff the project in the required two weeks.*

By gathering relevant statistics related to corporate experience on similar efforts, the proof point becomes persuasive, customer-focused, and verifiable:

*Over 75 of our staff currently work on three DOJ U.S. Attorney's Office Help Desk projects in Montgomery, Alabama where this project will be based. We have five years of experience recruiting in Montgomery and have a demonstrated track record in successful and rapid hiring. On two of our DOJ projects with incumbents, we captured 100% of qualified incumbents and were fully staffed in 2 weeks. On the third project which was new work, we provided 75% of the open positions in 2 weeks and 100% within 4 weeks.*

To assemble the data to support these claims, the data call's reach spanned the Capture Manager, Project Managers, Contracts, Human Resources (HR), and recruiting to gather proofs. Clearly, the data call must involve multiple parties and should also be bolstered, where possible, with supporting quotes from satisfied customers.

With so many parties involved in data calls, relationship building is vitally important. When developing the data call, build and leverage relationships internally as well as externally with teaming partners, to manage expectations, brainstorm on data call elements, and issue clear instructions with agreed-upon deadlines. Internally, collaborate and communicate to gain cooperation from your Capture Manager, HR team, Finance and Contracts staff, and Project Managers. Let them know well in advance that the data call is coming and why it is needed; then, ask for their input on what should be included. When the data call arrives in their Inbox, they will recognize it as an important tool they helped develop. Teach your Project Managers to work with their customers to obtain advance approval on quotes and testimonials and to leverage project artifacts as a regular best practice, so when the data call hits, the information is at their fingertips. Work with you company's Contracts and the Capture Team to ensure that the data call is part of the Teaming Agreement Exhibit A, with explicit requirements for completing it timely. Include data call status as part of your daily stand-up call.

Ideally, you should issue the data call during the capture stage, since so much of the data requires long lead times to generate, analyze and translate into proof points. Once the RFP is released and time is short, you can issue a second data call to address any items you may have missed.

Advance notice, collaboration, relationships, and creativity are critical to a successful data call. My **April 17 APMP NCA Boot Camp** presentation will provide practical tips on data call development and include hands-on exercises to help you prepare data calls that ensure compliance and compelling proof points that POP.

Lisa Pafe is a Principal Consultant at Lohfeld Consulting Group, Inc. With 24 years' experience in business capture, process improvement, project and proposal management, and proposal operations, Lisa is an AM, APMP and a Project Management Institute (PMI) certified Project Management Professional (PMP) as well as a trained ISO 9001:2008 Internal Auditor. She serves on the APMP NCA Board of Directors as Chair of the Dinner Series Planning Committee. Lisa can be reached at [lpafe@lohfeldconsulting.com](mailto:lpafe@lohfeldconsulting.com)



# Employee or Contractor: Ten Evaluation Criteria

by John C. Lauderdale



I dare say that just about all of the APMP members began their experience with proposals as an employee. But even the briefest experience in our chosen field puts our members in contact with individuals who are NOT employees – the sub-specie called “contractor” and defined as NOT employees by the American labor laws. I also dare say that just about everyone who is an employee has wondered, from time to time, “Could I be a contractor, instead of an employee? What are the advantages and disadvantages?”

During my professional experience, which began in 1965, I have been a contractor for a total of about 20 years, and an employee for the balance. Therefore, I know both sides, and the advantages and disadvantages of each.

There is no simple answer to this question, and there is no answer for an individual that is good for all time. My own experience is there have been times in my career when being an employee was the “right” choice, and other times in my career when the “right” choice was to be a contractor.

I avoid giving “advise,” because the dumb ones won’t take it, and the smart ones don’t need it. What I DO have is perspective, and from that perspective, I have the ability to suggest how to go about thinking of the choice.

I have made a list of *ten “evaluation criteria”* – to borrow a phrase from the vocabulary of our subculture. Each of those criteria is susceptible to having people “rate” – from one to ten – to degree of matching one’s own characteristics with that criterion. An aggregate of those ratings then should tell that person whether becoming, or staying, a contractor is the right choice.

I have found that I learn very little from successes, but a great deal from failures. Correspondingly, I learn very little when I am speaking, but a great deal when I am listening. So I now share with you some of the **missteps** I myself have made in my professional life as an employee, and as a contractor. The names are not given, to protect the guilty.

## As an employee:

- I moved from one end of the state to the opposite end, and went to work for an employer with great processes and procedures that should help assure fair treatment of employees. Unfortunately, I learned that there was no enforcement of those processes procedures. So the result is that I was unfairly punished for resisting certain decisions I knew to be in contradiction to established laws and regulations.

- In my early days in the Washington area, I joined a famous not-for-profit with a great reputation. After about three months, I discovered that “(the company name here) management” was an oxymoron. There was no such thing. And the relationship between of salaries of its staff members and any measurable results of their efforts was completely random.

## As a contractor:

- I committed myself to a customer having great deal of prestige, only to find that the work itself was not only dissatisfying, but also unreasonably difficult, and without having any real positive effect. Unfortunately, I realized the true circumstances only after I had already worked in this situation for many weeks, and found it difficult to disengage myself from this effort.
- I worked very hard, put my heart and soul into a specific proposal effort, only to discover that my customer had hired someone behind my back to in effect UNDO what I was doing (correctly). The result was that the customer resisted paying me for my work, and I was forced to take “half-a-loaf” of the final payment due me as the Proposal Manager.

Are you interested in finding out more about this topic? Would you like to have a way of evaluating whether you could be a successful contractor? My one-hour presentation and discussion on this topic will be presented at the **APMP NCA 2012 Boot Camp** as a part of Track 4 called “Career Development”, which is a new track this year. The Boot Camp in on April 17, 2012, at the Waterford, 6715 Commerce Street, Springfield, VA 22150. You may register for Boot Camp here: <http://www.apmpnca.org/events/events/2012-boot-camp/>

John Lauderdale brings almost five decades of experience in government, including providing support to major government contractors’ business development efforts. His direct government service includes three years at the Executive Office of the President, Office of Management and Budget, as a Program Analysts to American energy programs. John is a highly rated and frequent speaker at APMP programs for not only the National Capital Area Chapter, but regional chapters and the annual national APMP meeting. John is the author of “The Complete Idiot’s Guide to Getting Government Contracts” (Penguin Books, 2009). His forthcoming media products include additional books in his area of expertise: both proposal management and capture management. John can be reached at [jlclauderdale@hotmail.com](mailto:jlclauderdale@hotmail.com).







# How to Make Your Ideas Stick in Proposals

by Jayme A. Sokolow



In 2007, Chip and Dan Heath published *Made to Stick: Why Some Ideas Survive and Others Die*. This influential book, which is based on the Heaths' own research and that of a wide variety of scholars in the field of communications, argued that sticky ideas tend to be understandable, memorable, and effective in changing thought and behavior. According to the Heaths, they usually are simple, unexpected, concrete, credible, and emotional, and they often are communicated in the form of stories.

As the Heaths argue, there is no correlation between speaking and writing well and the ability to make your ideas stick. Captivating speakers and writers do no better than others at making their ideas stick. By contrast, successful communicators understand that for an idea to stick, the audience must pay attention, understand and remember it, agree and believe, care, be able to act on it.

The bulk of my presentation will apply the basic principles of *Made to Stick* to proposals because the Heaths have a sticky idea of their own that should be applied to proposals: if reviewers cannot remember your basic ideas or find them clear, credible, and compelling, your proposal will not receive a high score.

.....successful communicators understand that for an idea to stick, the audience must pay attention, understand and remember it, agree and believe, care, be able to act on it. ....

From the world of psychology, my presentation will draw on a number of contemporary psychologists and researchers in cognitive science. Based on the findings of scholars like Gerd Gigerenzer, Amos Twersky, and Daniel Kahneman, who was the first psychologist to win the Noble Prize in economics in 2002 for his research on decision-making, we know that *sticky ideas will appeal to proposal reviewers for these reason:*

- Most reviewers use fast and frugal mental processes to make decisions about your proposals.

- Most reviewers use straightforward mental processes to make decisions because of time pressure, incomplete information, and the inability to calculate consequences.
- Most reviewers divide the world into two categories: (1) recognized things; and (2) everything else.
- These mental processes usually lead to accurate decisions.

This is why sticky ideas are so important in proposals: the cognitive resources of reviewers are limited. Good decisions do not always require amassing large amounts of information. Simple cognitive strategies work very well most of the time. Good proposals that are easy to evaluate are more likely to be scored higher than great proposals that are difficult to evaluate. Consequently, *proposals should be designed so that reviewers can evaluate them fast, frugally, and with as little mental effort as possible. Sticky ideas will help reviewers remember, understand, and believe your proposal.*

The purpose of my presentation will be to apply the latest research on effective communications and decision-making to the field of proposals so that proposal professionals can communicate more persuasively to reviewers. I will cover this topic in much more detail at the **APMP NCA Boot Camp** on April 17, 2012 at the Waterford in Springfield, VA. To register, visit <http://www.apmpnca.org/events/events/2012-boot-camp/>.

Jayme A. Sokolow is President of The Development Source, Inc. a Washington, DC metropolitan area company that helps businesses and other organizations develop proposals, primarily to government agencies. Over the last decade, The Development Source has been involved in proposal efforts of over \$50 billion. He is the Assistant Managing Editor and Chair of the Editorial Advisory Board of Proposal Management and has received APMP's Vision Award and Fellows Award. Jayme can be reached at [JSoko12481@aol.com](mailto:JSoko12481@aol.com)



# Why Do We Do What We Do? Some Legal Considerations

by Shlomo D. Katz, Counsel, Brown Rudnick LLP



It would be difficult to argue with the notion that the right words, the appropriate graphics, a reasonable price, good past performance, etc. are what sell your proposal to the Government.

Perhaps you could even write a perfect proposal without ever understanding why proposals are the way they are. But I doubt it.

**Without a proper understanding of the theories and formalities behind the procurement process, you are bound to make mistakes that will cost you the contract, in the best case, and land you in jail, in the worst case.**

The federal procurement process is governed by a series of laws and regulations whose primary purpose is to ensure that the Government gets the best products and services at prices that are fair, reasonable, and honest. Among the most important of these statutes are the **Competition in Contracting Act**, which creates a presumption in favor of “full-and-open-competition” and specifies when non-competitive or less-competitive procedures may be used, and the **Procurement Integrity Act**, which is designed to protect the competitive process from improper influences.

Understanding the above laws and the related regulations will not only keep you out of trouble, it will help you use the process to your advantage. Similarly, understanding the procurement cycle will allow you to time your activities to help your company or client win. This means knowing when it is okay to market to the customer and when it is not; when it is okay to ask the contracting officer questions and when it is not; and even when it is okay to make job offers to Government personnel and when it is not.

An understanding of the federal budget can't hurt either. Knowing whether and when the customer will have funds to buy what you are selling will help you make your pitch at the right time and keep you from wasting effort on sales that will never materialize.

**Finally, it pays to understand that not all solicitations are the same.**

Some requests for proposals are looking for the “best value” while others are looking for the “low-cost, techni-

cally acceptable” solution. Some solicitations contemplate fixed-price contracts while others will result in cost-type

Knowing whether and when the customer will have funds to buy what you are selling will help you make your pitch at the right time and keep you from wasting effort on sales that will never materialize.

contracts. These different types of solicitations require different responses, so recognizing the differences is crucial to writing and pricing a winning proposal. Likewise, understanding the significance of an ambiguity in the RFP and the process of asking questions can affect your chances of winning and can impact your company's profitability if you do win the contract.

## Want to know more?

I hope so. That's why Judy Robinson, Senior Proposal Manager at NCI Information Systems, Inc., and I will be teaming at the **April 17th Boot Camp** to present, “Why Do We Do What We Do? Understanding the Theories and Formalities Behind the Procurement Process.” In our presentation, Judy will discuss how these laws and regulations impact a proposal professional's job, while I will offer attendees a legal perspective on what these requirements mean.

**We look forward to seeing you there.**

Shlomo D. Katz is Counsel in the Washington, DC office of the international law firm of Brown Rudnick LLP, a Corporate Sponsor of APMP-NCA, specializing in all aspects of Government contracting. Mr. Katz is a regular presenter at chapter events, including Boot Camp. If you have any questions about these or other proposal or contracting issues, please contact Shlomo at 202.536-1753 or [skatz@brownrudnick.com](mailto:skatz@brownrudnick.com).

# 2012 Proposal Basics Boot Camp

Build a solid foundation for success in one knowledge-packed day!

## Save the Date for APMP-NCA Proposal Basics Boot Camp, April 17, 2012

Are you new to proposal development? Do you have team members who are new to the arena? If so, keep your calendar(s) free on Tuesday, April 17, because the Association of Proposal Management Professionals (APMP), National Capital Area will give you the basic know-how and skills you need to make the most of your opportunities in 2012. Our Boot Camp format has been revised to provide you more options in one day. We are very excited to be able to offer this wonderful opportunity: a complete day filled with valuable information. You don't want to miss it!

*If you are a proposal manager, writer, or coordinator—or someone who does it all—this program is for you.*

- New proposal practitioners with little or no experience in the industry.
- Proposal practitioners with one or two years of experience but with some knowledge or skill gaps to fill.
- More experienced proposal professionals who are re-entering the field and needs a quick refresher.

Want to have some ideas for your future career? We now have a track to address your career development.

Choice of tracks:

Track 1 – Proposal Production and Coordination

Track 2 – Proposal Writing

Track 3 – Proposal Management

*Introducing our new track...*Track 4 – Career Development

**This could be the most productive day you'll spend all year!**



**So many benefits, and so easy to get them all:**

- Learn the most successful practices from the most recognized and respected proposal trainers in the industry, all in just one day.
- Save money with a low registration fee that includes breakfast, lunch, and refreshment breaks.
- Get 5 Continuing Education Units towards your APMP professional accreditation.
- Vendor Prize Give-Aways!

**April 17, 2012**

**7:00 a.m. to 4:30 p.m.**

Registration/Breakfast/  
Vendor Showcase  
begins at 7:00 a.m.

### Event Location

Waterford at Springfield6715  
Commerce StreetSpringfield,  
VA 22150703-719-5700

For questions about Boot Camp 2012 please contact Noelle Rzasa at 703.939.1418 or at [noelle.rzasa@apmp.org](mailto:noelle.rzasa@apmp.org).

**Register at:**

[www.apmpnca.org/events/  
events/2012-Boot-camp](http://www.apmpnca.org/events/events/2012-Boot-camp)



NATIONAL CAPITAL AREA

# APMP NCA Proposal Basics Boot Camp, April 17 2012 Schedule

7:00 AM – 8:00 AM	Registration, Continental Breakfast, and Vendor Showcase			
8:00 AM – 8:15 AM	Welcome with Noelle Rzasa/Olessia Smotrova-Taylor			
8:15 AM – 9:15 AM	Keynote Speaker – <i>Lucky Break or Roadblock?</i> – Colleen Jolly			
	<b>Track 1 – Proposal Production/Coordination</b>	<b>Track 2 – Proposal Writing</b>	<b>Track 3 – Proposal Management</b>	<b>Track 4 – Career Development</b>
9:20 AM – 10:20 AM	The Government Perspective Robert Zaepfel	Proposal Writing 101 – What will my Evaluator(s) Think?! Maryann Lesnick	How to Tailor Big Processes to Fit Short Turnarounds Nancy Kessler	Employee or Contractor – Ten Evaluation Criteria John Lauderdale III
10:20 AM – 10:35 AM	BREAK			
10:35 AM – 11:35 AM	The Art of the Data Call Lisa Pafe	¡Viva la Storyboard! Chris Simmons	Task Order Management Michele Stosick	So I’m in Proposals...And Maybe I’m Crazy, But Now What? Ros Angus
11:40 AM – 11:55 AM	ACCREDITATION – Brenda Crist			
11:55 AM – 1:00 PM	LUNCH, NETWORK and VENDOR SHOWCASE			
1:00 PM – 2:00 PM	Why Do We Do What We Do? Shlomo Katz & Judy Robinson	How to Help SME’s Get Their Proposal Material Written Glen Collins	Proposal Management Essentials Rosemary McDowell	GPS (GUIDING your PROPOSAL STRENGTHS, Determining Your Marketable Skills) Alex Brown
2:00 PM – 2:15 PM	BREAK			
2:15 PM – 3:15 PM	Quick-turn, Do-it-yourself Proposal Graphics Mike Parkinson	How to Make your Ideas stick in Proposals Jayme Sokolow	Before the Proposal, Why We Need Capture Involvement David Murphy	Creating and Maintaining Your High-Value Proposal Consulting Practice Susan Trivers
3:20 PM – 4:20 PM	CLOSING SESSION – Leading from the Front for Success – Courney Lynch			
4:20 PM – 4:30 PM	VENDOR PRIZE DRAWINGS (Must be present to win)			

## March Dinner Series Panel Focuses on Career Growth

by Lisa Pafe, PMP, AM.APMP

The APMP NCA March Dinner Series event on The Career Path for Proposal Professionals inspired our members to reach for new heights in professional growth. Panelists David Stearman, Proposal Manager at L-3 MPRI; Peggy Dufour, Proposal Center Manager at Bechtel National, Inc.; and Betsy Blakney, Senior Proposal Manager at CACI, Inc.-Federal shared their insights on the mentor-protégé relationship and how to leverage mentoring and accreditation to advance along the proposal career path. Moderator Dawn Chapman, Senior Proposal Manager at RCC, expertly facilitated with a touch of humor.

Among the insights gained from the panelists: the mentor-protégé relationship can be formal or informal, mentors can come from unexpected places internal or external to your company, and both mentors and protégés learn and gain fresh perspectives from working together. Proposal professionals need to be their own advocates in order to build better position descriptions that include career ladders and APMP accreditation. The benefits of accreditation include career recognition, salary increases, promotion, and im-



proved self-esteem. The panelists also discussed how to reach out to Gen Y employees who may bring different perspectives than more senior professionals.

The Dinner Series Planning Committee would like to thank all that were involved to make this event a success. We look forward to seeing you at the May event on Leveraging Proposal Collaboration Tools.

Lisa Pafe is a Principal Consultant at Lohfeld Consulting Group, Inc. With 24 years' experience in business capture, process improvement, project and proposal management, and proposal operations, Lisa is an AM.APMP and a Project Management Institute (PMI) certified Project Management Professional (PMP) as well as a trained ISO 9001:2008 Internal Auditor. She serves on the APMP NCA Board of Directors as Chair of the Dinner Series Planning Committee. Lisa can be reached at [lpafe@lohfeldconsulting.com](mailto:lpafe@lohfeldconsulting.com)

# Connect with industry experts and build your professional knowledge and skills at APMP NCA

## Commercial Proposal Master Class

**April 16, 2012**

**Waterford Hotel**, 6715 Commerce Street, Springfield, VA 22150

This class provides participants with a solid understanding of commercial proposal development. For those who are new to working on commercial proposals, this workshop will provide a solid foundation upon which to build their knowledge and skills. For those with some experience working on proposals, and especially for those who are considering APMP Foundation level accreditation, the workshop will provide a good refresh of their knowledge of commercial proposal development.

**NCA Members \$595/Non-members \$645**

## Foundation Level Accreditation

**Workshop and Test**

**April 18, 2012; 8:00 AM–5:30 PM**

**Waterford Hotel**, 6715 Commerce Street, Springfield, VA 22150

Devote one day to developing your career by taking APMP Foundation Level training and the accreditation exam. APMP offers the only professional accreditation (or certification) program for those working in a bid and proposal environment. When you pursue accreditation you:

- Demonstrate a personal commitment to your career and profession.
- Gain the respect and credibility of your peers, clients, and organization's leaders.
- Improve both your own and your organization's business development capabilities.
- Bring a focus on best practices to your team.
- Attract potential employers.

## Capture Management Power Breakfast

**April 24, 2012; 7:00 AM–10:00 AM**

**Hyatt Fairfax**, 12777 Fair Lakes Circle, Fairfax VA 22033

Agenda:

- 7:00 – 8:00 Registration and networking
- 8:00 – 8:15 Seating for buffet breakfast and announcements
- 8:15 – 8:45 Keynote speaker
- 8:45 – 10:00 SMEs rotate among tables

***Your keynote speaker:***

David Dickerson, VP Capture, CACI International, Inc.  
The Cheng and Ch'i of Capture Strategy: What Differentiates Good from Great

***5 subject matter experts to boost your expertise:***

Eddie Becker, Capture Manager (accredited APMP Practitioner), Dell Services

- Topic: Capture Certification—APMP Continuing Education and Certifications

Ricki Henschel, Senior Vice President, Business Development Operations, ICF International

- Topic: Capture Coaching & Checklists—Sharing the Wealth at Generalist Level

Joyce Hoffman, Senior Proposal Manager (Internal Capture), QinetiQ North America

- Topic: Roles of Internal vs. External Capture

Mark Abel, President & CEO, Castlemar Consulting, LLC

- Topic: Shaping the Requirement

Harriet Rabenovets, Business Development Methods Specialist

- Topic: Competitive Assessments: Know Yourself, Know Your Enemies

**Register for these Events before seats are filled!**

Go to <http://www.apmpnca.org/events/events/>



# APMP-NCA Board of Directors Meetings are Open to Members

The Board of Directors for APMP-NCA meets the first Tuesday of every month. Every other meeting is a virtual meeting via a telephone conference. These meetings are open, and APMP members may attend.

## Special thanks to...

### Executive Summary Editorial Staff

#### Executive Summary eZine Chair and Editor

##### Julia Pochekueva

OST Global Solutions  
jpochekueva@ostglobalsolutions.com  
301-769-6603

#### Editors

##### Betsy Kolmus

OST Global Solutions  
ekolmus@ostglobalsolutions.com  
301-769-6606

##### Constance Dyson, MBA, AM.APMP

constance.dyson@gmail.com

##### Ben Goessling

bengoessling@gmail.com  
612-220-5573

#### Layout and Graphics

##### 24 Hour Company

info@24hrco.com  
703-533-7209

#### Sr. Graphic Designers

##### Debi Ratcliffe

24 Hour Company  
debi@24hrco.com  
703-533-7209

##### Megan Skaller, AM.APMP

24 Hour Company  
megan.skaller@24hrco.com  
703-533-7209

#### Circulation

##### Alex Brown

OST Global Solutions  
abrown@ostglobalsolutions.com  
301-769-6601

## Advertising Rates

Page Size	Width x Height	Rate
Full Page	8.5" x 11"	\$500
Half Page	8.5" x 5.25"	\$250
Quarter Page	4.25" x 5.25"	\$150

Rates are for digitally provided actual-sized color or black and white artwork. Minimum resolution is 150 dpi. Minimum .25" of negative space on all sides. Artwork may be provided in .jpg, .ai, .eps, or .pdf format. Send all proposal/business development-related advertisement submissions to Julia Pochekueva, eZine Chair, [jpochekueva@ostglobalsolutions.com](mailto:jpochekueva@ostglobalsolutions.com) (artwork only) and Eric Schwarz, Treasurer, [eric@apmpnca.org](mailto:eric@apmpnca.org) (copy of artwork and payment details or request for a PayPal invoice for online payment).

Payment must be received via check made payable to:

"APMP-NCA" at APMP-NCA,  
P.O. Box 3063,  
McLean, VA 22103-3063

Or via PayPal (contact Eric Schwarz to have a PayPal link set up for you) by the advertisement submission deadline for the advertisement to appear in that corresponding issue. Late submissions will appear in the following issue of the Executive Summary.

APMP-NCA reserves the right to reject advertisements for non-proposal or non-business development-related products/services or for content it deems objectionable.



NATIONAL CAPITAL AREA

APMP-NCA  
P.O. Box 711  
Arlington, VA  
22216-0711

[www.apmpnca.org](http://www.apmpnca.org)

A Publication of the Association of  
Proposal Management Professionals  
National Capital Area Chapter

# APMP-NCA 2012 Corporate Sponsors

## Platinum Corporate Partners



[www.24hrco.com](http://www.24hrco.com)



[www.LohfeldConsulting.com](http://www.LohfeldConsulting.com)



[www.portalsolutions.net](http://www.portalsolutions.net)



*Shipleys Associates*

[www.shipleyswins.com](http://www.shipleyswins.com)



*The Key to... Principle-Centered Winning*

[www.aockeysolutions.com](http://www.aockeysolutions.com)



[www.brownrudnick.com](http://www.brownrudnick.com)



*going beyond the fold*

[www.enexdi.com](http://www.enexdi.com)



[www.hylighter.com](http://www.hylighter.com)



[www.intravation.com](http://www.intravation.com)



[www.ociwins.com](http://www.ociwins.com)



[www.ostglobalsolutions.com](http://www.ostglobalsolutions.com)



[www.proposaldc.com](http://www.proposaldc.com)



[www.privia.com](http://www.privia.com)



[www.redteamconsulting.com](http://www.redteamconsulting.com)



[www.richterandcompany.com](http://www.richterandcompany.com)



[www.smawins.com](http://www.smawins.com)



[www.StrategicGrowthPartnersLLC.com](http://www.StrategicGrowthPartnersLLC.com)



[www.strategicproposalservices.com](http://www.strategicproposalservices.com)



[www.winpros.com](http://www.winpros.com)