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NCA APMP NATIONAL CAPITAL AREA

EXECUTIVE summary

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This Issue's Theme: **Competitive Intelligence—Know Thy Enemy**

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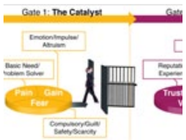




A Publication of the Association of Proposal Management Professionals (APMP) National Capital Area (NCA) Chapter

President's Corner

The Day You Stop Wanting to Be Better is the Day You Stop Being Good

by Olessia Smotrova-Taylor, AF.APMP

At the Tailhook Association's annual reunion, I met one of the very few American Aces—the legendary fighter pilot Bill Driscoll. A quote from his book, *Peak Performance Under Pressure*, is the title of this article. The book is a chockfull of business wisdom, but one thing really caught my attention.

Bill writes: "Over my military career, I have noted that one of the main differences between Aces and other fighter pilots is that many of "others," often those who needed training the most, were satisfied with their performance and seldom improved. Make no mistake, most fighter pilots are very good aviators. But those who never achieved peak performance had no personal or team-improvement program in place. They didn't think one was necessary. On the other hand, of the more than 400 fighter pilots I have flown with and against, the 3 percent who were superstars were never satisfied with their performance. They always worked to improve, 24/7, and never let up. There's no such thing as a natural combat fighter pilot. Those who became Aces were committed to one of the most basic ingredients for combat success: hard work. Like the Aces, your future success isn't based on a right-of-passage or an entitlement over time. Rather, it's the product of your hard work."

He continues: "People who are self-satisfied or content to wing it can be disastrously unprepared to lead effectively under pressure. On their best days, they will remain just average. Who wants to trust that kind of leadership in today's economy?"[1]

The interesting thing about fighter pilots is that only ten percent of the top one percent of all pilots get to fly fighter jets. When someone like Bill says that even elite pilots fall into the complacency trap, it's a powerful message. Although Bill writes about fighter pilots and business in general, what he says also applies to proposal professionals. It is too easy to become content with one's current knowledge and disinterested in investing the hard work and training necessary for continued growth.

We have to grow because the competitive landscape changes daily. Let's take capture, with one of its key components being competitive analysis, as an example. Many small, medium, and even large companies flounder in this area. Most capture managers pay lip service to competitive analysis, merely listing competitors' names in their briefings. They go through the motions of finding out who some of the competitors are, and identifying a few superficial strategies to beat them. This is often done to "check the box"

[1] Bill Driscoll, Peak Performance Under Pressure (Triple Nickel Press, 2012)

"People who are self-satisfied or content to wing it can be disastrously unprepared to lead effectively under pressure. On their best days, they will remain just average. Who wants to trust that kind of leadership in today's economy?"

in the capture plan. These strategies end up having little to do with the way the pursuit is run and the proposal is written. Other companies skip competitive analysis in its entirety, wondering why they need to bother when all they can do is submit their best possible offer.

To ensure that competitive analysis yields actionable intelligence and increases the probability of winning a pursuit, capture managers have to learn and apply more sophisticated methods of gathering data, developing competitor knowledge, and turning it into actionable intelligence. For example, in gathering intelligence, capture managers have to tap into a combination of open source data, paid information, and Freedom of Information Act (FOIA) requests.

Open source data searches have to rely on more than Google and include different sources such as the use of more than one search engine, Meta search engines, government information search sites and directories, newsgroups, discussion forums, reference search sites, online library catalogs, conference repositories, news search sites, and blogs. Paid information includes GovWin IQ, Centurion, BGov, Hoovers, DACIS, and other sources. FOIA requests include those filed directly or purchased through third parties.

The key, however, is to process the information properly, and there are a variety of tactical analysis tools that can be applied to your opportunity:

1. Win/loss analysis as relevant to the target pursuit:

Who are the key players on your competitors' teams, what have they won or lost in the past, and what past performance have they put forth? This helps in choosing a team to counteract and beat a strong competitors' team. What are the gaps that you can exploit after you identify the team?

2. Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis:

This analysis is designed to examine your team and solution from an outsider's perspective. Avoid a common mistake where SWOT becomes just a SWO analysis for you, and SWT for the competitors; and don't forget about the resulting action items. Be sure to include potential threats to your solution as well as opportunities for your competition to exploit your weaknesses and mitigate your strengths.

Blind Spots analysis to analyze previous strategies that are likely to be reused:

A Blind Spots Analysis has three steps which begin with conducting Porter's Five Forces Analysis on the particular agency. The Five Forces framework discusses the interplay between: barriers to entry, industry competitors (rivalry between firms), customers and end users, substitutes, and suppliers (or contractors). Step two is collecting competitive intelligence on the company's capture managers and executives' assumptions regarding win strategies, and then compare the results with the research. Step three is identifying any contradictions that arise. These are potential blind spots, presenting an opportunity to beat the competition.

4. Alliance analysis to determine competitors' teaming:

People tend to team with the same companies over and over again, and you can research different companies to see who likes to work together. With this information, you can predict their approach, personnel, positioning, which past performance they might leverage, and work share distribution. By FOIA-ing their information and understanding their team, you can have a much better idea of how to beat them in your Price-to-Win strategy through labor rate and wrap rate analysis.

5. Black Hat:

Black Hat includes strategy hypotheses and war-gaming. It involves inviting people who know each of your competitors well, and includes a team representing your own company (the "home team"). Each team devises their own strategies on how to maximize their strengths and minimize their weakness. The hypothesis will be how that particular team will beat the home team—if we were them, what would we do? Participants rank the strongest strategy and then determine the home team's strategy to beat them. However, keep in mind that this exercise could be a waste of money and resources when the teams do not know well who they are supposed to be impersonating, or they haven't done their research well in advance. Action items that come out of this exercise need to improve your chances of winning while hurting your competitors' chances.

6. Price-to-Win Analysis:

Price-to-Win is the price at which the customer will most likely buy the solution compared with the probable price of competitor solutions and their inherent value to the customer. This is based on predicting what your competitors are going to bid based on their teaming alliances, past performance pricing on similar bids, and their predicted solutions.

The hard part is not just having a robust toolset, but knowing which tools to use to complement your team, resources, timeframe, and opportunity. Avoiding complacency is all about never being satisfied and always seeking improvement. Thinking you're the best and you are unbeatable is the best way to lose. Attending capture training is a great way to remind ourselves that we are not perfect, however good we may be.

Bill offers some more insight into this, "Ever notice that some in your workplace are satisfied to achieve average (at best) results day after day? But a few—the aces of your organization or industry—knock it out of the park every day. They are doing what all the others in your profession have the same opportunities to do but don't." We all have the opportunity to be better. The best among us seek improvement every day and are never satisfied, be that in business development, capture, or proposal preparation. Remember, the day you stop wanting to be better is the day you stop being good.

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APMP-NCA Members!

When was the last time that you logged into apmp.org and updated your profile information? It is 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 is that easy. Having your correct contact information makes it easier for the NCA Chapter to keep you informed on upcoming events and activities.

Ask the Graphics Guru

How Do I Use Marketing Design to Increase Win Rates?

by Mike Parkinson, PPF.APMP

Most organizations lose proposals, in part, due to poor or no marketing. (Odds are you do as well.) Marketing, when done right, predisposes buyers to choose our solution over the competitor's. Apply the following two steps to your marketing and marketing design to improve your win.

Step 1: Understand How People Buy

Based on my research and experience, all buyers must go through two decision gates before they enter the buyers' inner circle and purchase your solution.

Gate One: The Catalyst

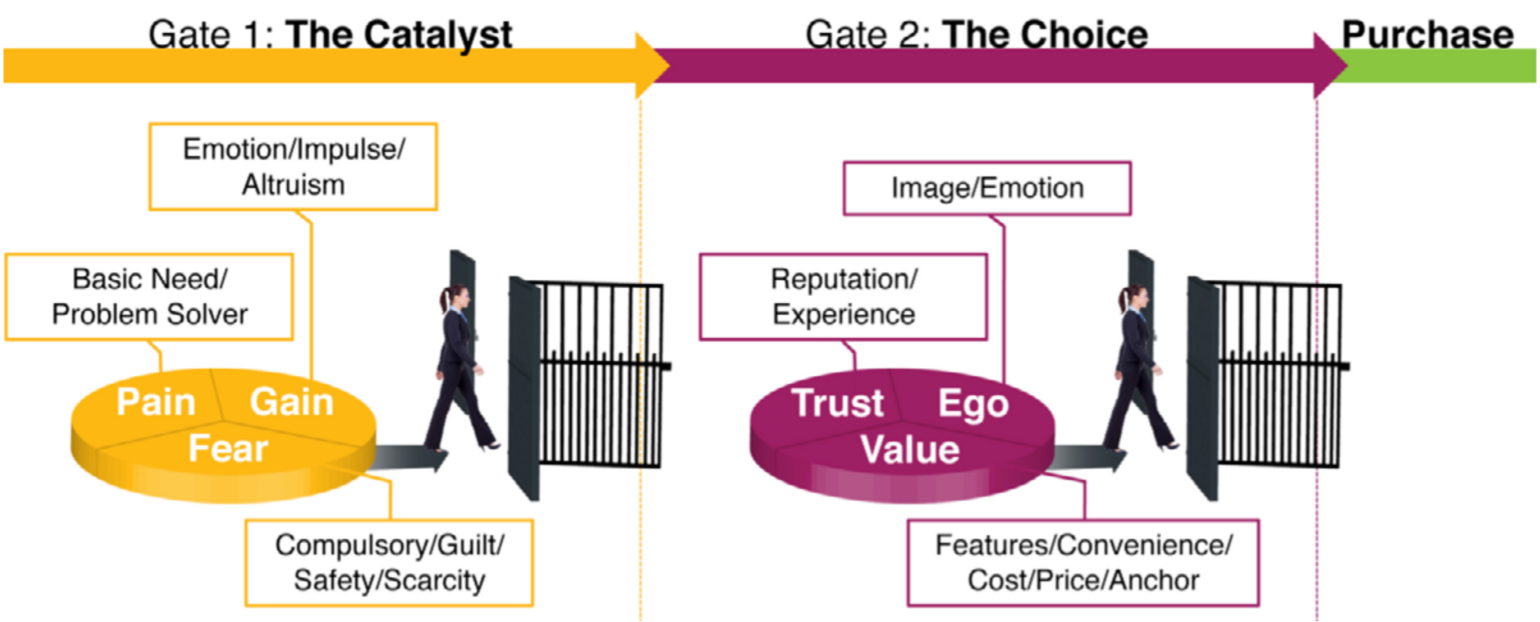
The first gate determines if the buyer will buy. The following are the only three reasons a person will decide that it is time to make a purchase:

1. **Pain.** The buyer is in pain. Pain can range from mild (emotional or physical) discomfort to excruciating pain. If the pain of staying the same is greater than the pain of change, the buyer will decide to buy.
2. **Gain.** The buyer desires a benefit. Gain can come from altruistic behavior like donating to a charity or driven by the pleasure of eating a favorite cake or be motivated by greed such as investing in a pyramid scheme. If the price to achieve the benefit is lower than the perceived value of the benefit, the buyer will decide to buy.
3. **Fear.** The buyer is afraid of loss. Fear is instigated by many variables such as guilt, scarcity, compulsion, and safety. Fear of loss is 2.5 times more motivational than gain.

Gate Two: The Choice

The second gate determines what the buyer will buy. The following are the only three reasons a person will decide to buy a particular solution:

1. **Trust.** The buyer must trust the solution and solution provider to buy. Think of all the places from which you buy your groceries, clothes, technology, books, and so on. Do you trust them? Of course, you trust them to deliver on their promise (or at least enough of their promise of good services, quality products, fair prices, timeliness, etc.) to feel you are not being taken advantage of. Unless there is no other option, trust is required to buy.
2. **Ego.** The buyer is relying more on emotions when making a purchase. Why do people pay more for designer clothes, cars, computers, and phones? Ego



buyers are influenced by their emotions then justify the choice. For example, many consumers stay with specific brands partly because of the strong emotions and defined image associated with that brand (e.g., Jeep, Apple, Disney). Familiarity and visibility are required in all ego buys.

3. **Value.** The buyer needs their problem solved. The questions the buyer asks are things like "Does it do what I need, when I need it, how I need it, at the price I can pay?" Features and functionality, convenience, cost, and price help buyers determine value. In order to decide if the derived value is favorable, the buyer must have a point of comparison—an anchor. If there is no obvious anchor, a buyer will make up an anchor even if it isn't a fair comparison. If your solution is so innovative that there is nothing on the market that is like it, the buyer will have a difficult time determining value. In this case, give the buyer an anchor so that they can decide if your solution offers greater value.

Step 2: Make a Marketing Plan

Make a marketing plan that clearly defines you, your solution, your target audience, and why people buy your solution and not your competition's. The following six elements should be found within your plan:

1. **Know Your Brand.** What do you want to be known for? Decide the first thing that should pop into your prospect's mind—emotions, concepts, ideas? What is your brand promise? Focus on emotions as much as your solution. All buying decisions must go through an emotional filter. Use pictures, graphics, and stories to tap into emotions. Familiarity breeds trust so consider leveraging well-known solutions, products, songs, stories, designs, sounds, and (perhaps) smells. For example, if your target audience prefers Microsoft products you may want to have your product endorsed by Microsoft and include the MS logo in your branding (with permission).

2. **Know Your Solution.** What problem are you solving? What are you selling that solves this problem? Make it very easy for your target audience to understand your solution. Ask your existing clients. I thought our clients bought our design services because we were great designers. My clients said otherwise. They explained that although good design was a factor, what set us apart was our experience and expertise with business development and proposals (e.g., speak the language, understand schedule needs, etc.), our speed, and our ability to "turn technical information and data into winning graphics and messages." Most clients said we gave them "peace of mind." (What an emotional answer to the question!)

3. **Know Your TARGET Audience.** Define your target audience. Be specific. Get into their heads. Empathize with them. What keeps them up at night? How will your solution make them feel? Will they be afraid to pay the price for your product or service? I recommend using the following acronym key as a guide to define and understand your target audience:

   A = attitude

   U = understanding (of the content)

   D = demographics

   I = interest and interests (habits)

   E = environment

   N = needs (stated and not stated)

   C = cares

   E = economics (budget)

4. **Market Analysis.** Conduct a market SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. Why will people buy you/your solution and not your competitor's? Be sure the reasons are unique. ("Me too" is the number one sin I see in proposals and it seeps into marketing.) Avoid things like, "People buy us because we are a trusted healthcare solution provider." It is too generic. Many others can say the same. Also, determine why people won't buy your solution.

5. **Budget.** What is your marketing budget? What is your budget for each part of your marketing plan (e.g., television ads, whitepapers, trade shows, etc.)? Unless you have an aggressive marketing strategy, I recommend allocating 10% of your annual gross revenue to marketing.

6. Media. Determine how best to get in front of your target audience. What are their habits? Where do they go to find your solution? Consider all media such as the following:

- Ads (Radio, Web, TV, Magazines, Newsletters)
- Training
- Webinars
- Websites
- Social Media (blogs rock!)
- Industry events
- Partnerships
- Books, white papers, tools

Step 3: Modify Your Marketing Plan

Your marketing plan should be a "living document." Evolve the plan as you gain insight into what works and what doesn't. In 2012, I launched a new product and website called Get My Graphic—downloadable infographics that you edit in PowerPoint. I thought I knew how my target audience would use the website and the graphics. I was wrong. I learned through tracking and feedback that I had a much broader audience so my marketing plan changed to accommodate the new insights. (I thought I knew who my target audience was. I was wrong.) Instead of relying on a word-of-mouth marketing approach one might apply selling into a single vertical, I now focus on marketing techniques like Search Engine Optimization (SEO) that exposes the solution to a broader audience. I uncovered a little more information about my users each month and tweaked my marketing plan accordingly.

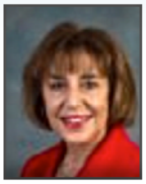
You now have the foundation needed to improve your win rate using effective marketing. The secret is to have a marketing plan and measure the results before making changes. Give your plans enough time to track the results so that your choices are objectively defensible. Over time, this data will paint the picture of your success by exposing and predisposing buyers to your company and solutions.

Mike Parkinson, PPF.APMP, is an internationally recognized visual communications guru and proposal expert, professional trainer, and award-winning author. He is a partner and head of marketing at 24 Hour Company (24hrco.com) specializing in bid-winning proposal graphics. His Billion Dollar Graphics website (BillionDollarGraphics.com) and Get My Graphic website (GetMyGraphic.com) share best practices and helpful tools with professionals. Contact Mike at mike@24hrco.com or call 703-533-7209.

Fun Fact...

In every episode of Seinfeld there is a Superman somewhere.

Image courtesy of Superman Hompage, http://www.supermanhomepage.com/tv/tv.php?topic=articles/seinfeld.



Hidden in Plain Sight: Discovering the Competitive Advantage Within

by Susan Trivers

Why not put most of your effort and energy into discovering the competitive advantages within your company, your people and your team? This is a far better use of your resources than trying to find out what's going on with the competition.

Off the top of my head I can quickly think of dozens of instances when the people I was working with had tremendous potential right there within themselves, yet they couldn't see it. It was as if their potential for success was hidden in plain sight. I helped them see what was right under their noses, or imbedded inside their customs, habits and beliefs.

Competitive advantages that are hidden in plain sight fall into three big categories, as I've learned during my many years of consulting.

1. Conventional Wisdom (CW):

These are beliefs that everyone bandies about without thinking. They tend to be negative; however there are competitive advantages hidden within them. For example:

a) Time management and To-do lists. The CW is that time must be managed and that making to-do lists helps people get work done.

Here's what I see hidden in plain sight: when people manage their activities rather than their time and focus on outcomes rather than inputs, they produce more quality work on a regular basis. Change to-do lists to "Here's what I will accomplish" and think about managing your work. These go hand-in-hand. An accomplishment may be a complete project or, more likely, it will be a piece of a large effort. When you divide large efforts into smaller pieces and focus on accomplishing those pieces each day, you change the focus from inputs (time and doing) to outputs: the piece of work you've completed. Everyone is motivated by accomplishments, so focus on achieving them and you'll grow your competitive advantage.

b) Event speaking. The CW has created one of the most-hated parts of life—the slide presentation.

Instead of hewing to the CW about slides, scripts, jargon, facts, "About Us" and other crimes, think instead about the audience. What is it that the audience wants to hear? What needs do they have? What wishes and dreams are they following? The more you talk about the audience, the more desirable you and your company, products or services seem. Attraction is a huge competitive advantage and it happens not when you promote yourself but when you speak about the audience.

c) Training. The CW is that everyone needs formalized training. The goal is to teach the same content to everyone and to create uniform performers.

Your competitive advantage will come from recognizing that training is not appropriate for knowledge workers. Education, experiential learning and individualized coaching are hugely beneficial to knowledge workers, whether they are in finance, marketing, management, maintenance, IT, security or other fields. Education and experiential learning provide platforms from which smart and talented people grow and develop unique intellectual property for the benefit of the company.

d) There is no "I" in Team. This CW purports to dismantle silos and create collaborative groups. I see time and again that it reduces the incentive for anyone to be a stand-out performer.

Your competitive advantage will come from the opposite of this CW: There are many high-performing "Individuals" on every team. Create one objective goal for the team (e.g.to modernize enterprise IT in one year) and encourage each contributor to offer their very best to the effort. Recognize different strengths, such as planning, writing, drawing or graphics, coding, etc. as long as the work moves the project towards the goal.

2. Culture. Culture is defined as attitudes that govern behavior. For example, when there's an attitude of respect for all people, the behavior of the group tends to be respectful. And the reverse is also true. Let's look at some other elements of culture that hide competitive advantages.

a) Hierarchical power. When the organization's culture around hierarchy is absolute, you will not discover hidden competitive advantages. When the culture is such that there are times when hierarchical relationships are modified for limited times and to achieve specific outcomes, you can discover a competitive advantage. An example is that when a corporate SVP is appointed as Technical Lead for a proposal, that SVP reports to the Proposal Manager on all issues related to writing and delivering a quality proposal.

b) When you speak like everyone else speaks, your voice becomes just a murmur in the crowd. Some cultures demand sameness. Competitive advantages will remain hidden in these cultures.

On the other hand, when a culture values non-traditional thinking and inventive expression, the very same people with the same skill set could create a competitive advantage.

c) Meetings are boring and a waste of time. Culture creates this mindset.

To discover the competitive advantage hidden with your company or team, you have to create a new meeting culture. Make your meetings short, forward thinking; no reports; starts and ends on time ; and problem solving rather than report focused. Everyone with something to offer will be eager to attend these kinds of meetings and the opportunities for competitive advantages grow.

d) Success. How can a culture of success hide opportunities?

Too often, a series of successes makes people risk-averse and narrow minded. Think BlackBerry; Sony Walkmans; Microsoft. To discover competitive advantages you have to look inward for traits or questions that were asked before the success was born. Then you seek to ask those questions again, and develop those same traits in the context of tomorrow's market place.

3. Containers: these are the parameters, boundaries or boxes we all too often accept as immutable.

a) Proven processes and best practices are containers. Just the words suggest that there is no need to look elsewhere, for how could anything be an improvement upon something that is proven or best? Yet both of these ideas are based on history and we know the world changes rapidly.

When you stop defaulting to best practices or proven processes, you open yourself up to creative inventions that will serve the market in the future. And you also stop rejecting any suggestion that falls outside the process or isn't on the list of best practices. I always like to imagine the meeting when Tony Hsieh (founder of Zappos) broached the idea of eliminating shipping charges for both orders and returns. Can't you just hear everyone saying "But Tony, shipping charges are a best practice! We'll lose our shirt." Now, of course, most online retailers don't charge for shipping or try to make it up to you in some other way.

b) Rules and policies are a container. While there are times for rules and policies, too often companies create them in response to sticky or recurring problems. If we have a rule or a policy, the thinking goes, we won't have to think anymore, we'll just act.

You could discover a competitive advantage hidden within the problem instead. When something recurs, you can look at it closely, ask "why is this happening," "what are underlying issues or contributors" and "how can we change the environment to eliminate the problem holistically?" While your competitors are likely facing the same issues and creating rules and policies, you could gain a competitive advantage by not creating these containers.

c) The market is a container. When you only work in one market or industry, you've created a fairly strong container that inhibits any competitive advantage from emerging. You constantly look inside that market and eventually you run out of opportunities.

To discover a competitive advantage, look instead at the essence of what your company does. Ask how you can do something similar for other markets? Or ask what other offerings you could make to your current market. I think about book stores. They thought they were in the bookselling business and their market was people who came to bricks-and-mortar stores to buy books. If instead they thought they were in the business of selling authored content to people far beyond their neighborhood, they could have saved themselves. How can you break out of the container created by your current market and discover competitive advantages?

Ask everyone to think about what competitive advantages might be hidden in plain sight in your company and your team? Starting the conversation is the best way to begin to uncover these advantages which are right there within your grasp.

Susan Trivers is President of Trivers Communications Group. Susan has consulted with and coached hundreds of companies and thousands of individuals, helping them see their strengths and figuring out how to generate powerful outcomes from them. Most of the time great competitive advantages can be developed from the resources already within the company, the teams and the people. When you're focused on gaining a competitive advantage, Susan can help you with facilitated discussions about strategy, objectives and value; she will coach senior leadership to model the behavior that reflects the new competitive advantages; and work with teams to develop new projects. Susan can be reached at susan@susantrivers.com, 703-790-1424 or via LinkedIn. Follow Susan on twitter @speakandgrowbiz. Take advantage of many complimentary resources you can use today at www.susantrivers.com, www.greatspeakingcoach.com and www.oralproposalsuccess.com

Who is the Competition?

by Tim Pepper

Years ago as a junior manager with only a few proposal assignments in my experience, I was tasked to support an enormous bid. Our little company was a subcontractor to a large aerospace prime. It was the first time I'd participated with one of the top 10 DoD companies and our company had more senior business development and subject matter experts assigned to the opportunity. I was engaged in the process as a learner more than anything else.

We traveled to another city to participate in an early proposal review (before RFP release). The magnitude of effort to generate the proposal was clear by the size of the war room and the hundreds of pages posted by major section. All four walls were papered from knee height to seven feet with rough draft content that easily represented over 700 pages. Ground rules for the review included instructions to annotate or comment directly on the posted pages. I browsed the overall structure, annotated our little technical portion, and with my action complete, proceeded to wander around the room soaking it all in.

I drifted over to the capture wall. It displayed the summarized capture intelligence. Customer data, geographic coverage for the contract, relevant company locations, business sizes, technical capabilities mapped to the contract requirements, staffing, sketches, drawings, photos of the equipment and planned solution were all portrayed. Competitor information was marginally populated at that stage. We were told that a black hat (whatever that means) assessment was scheduled for the near future. One of the senior people from my company looked at the list beside me and talked me through a quick black hat explanation. "A black hat meeting is where you have people impersonate other companies and present how they think your competitor will approach the proposal." My questions bubbled up rapidly. "How do they know what a certain company will do?" "How can you find out who their teammates will be?" "How long is a black hat?" "What do you do with the outcomes?" I had too many questions to be appropriate for the setting and the senior person directed that we talk about it later. Plus, he was a planned black hat participant and would keep me informed as the bid progressed.

Fast forward about one month when the senior person called me to discuss the black hat results. After discussing the meeting and how it progressed, he summarized by stating the assessed outcome: "We win—by a big margin. None of the identified competitive teams can come close to our team. Our solution is the best and most obvious choice."

Fast forward one year to the award announcement—we lost. The winning prime turned out to be a company not even identified for role playing at the black hat. We were stunned. Our planned role on the contract was in one tiny little corner of the work and we had joined what we thought was the strongest team and planned on revenue streams from this contract for the next five years. What happened?

Hindsight helps everyone too late.

- Know the competitive landscape. If we had picked up almost any DoD magazine ranking the top aerospace companies, we could have constructed a more realistic list of competitors for the black hat. Today's Internet access offers volumes of information on customers, contracts, companies, employees, etc. and very little excuse for ignorance.
- Fight the inherent team bias and objectively consider the competition. At the big prime's black hat, the overconfidence was infectious. Teammates invited felt reluctant to contradict the winning assumption. Openly challenging the big prime in front of others may or may not have impacted future participation. Realistically assessing your own strengths and weaknesses in proper context may not be popular, but is necessary.
- Everyone can contribute to capture intelligence. All the review participants had a pen to mark up the war room pages. Anyone could have added competitor names to the list on the capture wall for consideration, even us with our miniscule role. We all had a responsibility to research and contribute to the strategy wherever we could.

The post-award analysis revealed the blind spot in the capture. The winner had been on an early internal list but struck off and dismissed as a potential competitor. Someone had heard a rumor through an equivalent "third cousin twice removed" connection to the effect that the company was not interested in the type of work and not teaming with anyone. The rumor was never challenged and the company not contacted to confirm or deny. They built a team and destroyed our chances of a contract for the next five years. Lesson learned the hard way.

Tim Pepper applies over 19 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.

Fun Fact...

Banging your head against a wall uses 150 calories an hour.

Courtesy of OMG Facts.com, http://www.omg-facts.com/Science/Banging-Your-Head-Against-A-Wall-Burns-1/50963

CI is Only One Side of the Coin

by Alex Brown, AM.APMP

The world is becoming a single marketplace. As a consumer, you can purchase almost anything, from any company, anywhere around the globe. The internet (one of the best distribution channels ever conceived) makes it possible for anyone to enter this global marketplace as a successful consumer and/or marketer; if used correctly, it can help you find the hidden secrets of a competitor, allowing you to progress your competitive advantage. What does this have to do with our industry? Well, competition is increasing at an exponential rate. The competition is no longer just those you have bided against over the years, it has expanded to include a smorgasbord of new clients from around the world (depending on which agency you are working), each trying to beat you to the punch, i.e., win the bid on that contract. If you expect to stay ahead (or even to simply keep up) in this lightning fast, competitive environment, you must know what the competition is doing. To do this, you have to use the tools better than those with which you are competing.

Competitive Intelligence (CI) is one of two tools you need to master, it is the process where you collect, analyze, and transform information into intelligence so you can manage the future. The overall objective of CI is to identify and analyze events, trends, and other issues that will impact your organization. This type of intelligence is business focused. It focuses on your competitors' strategies and tactics, successes and failures, strengths and weaknesses, and the impact those have on your business.

Competitive Intelligence is only one side of the coin: Where CI focuses on business, market intelligence focuses on the client. Market Intelligence (MI) supports decision-making through the acquisition of specialized information to understand the client and their behavior. Economic, social, demographics, consumption, and demand are its focus areas.

More and more companies are applying these techniques to their overall business (strategies, goals, and roadmaps for achievement); these same companies will also apply the principles to their sales processes (or in our industry, their business development processes). With that you would assume that there would be a reduction of biding by companies (more strategic, less buck shot), and a higher rate of winning because of the more focused approach. However, many companies are still caught off guard when they see sliding bids. This is an indication that many may not be applying these intelligence processes as effectively as they believe they are.

Another example that these techniques are not being applied correctly is the prevalence in inability to react to the market. "The amendment changed the requirements," "The government decided to move this contract to another vehicle," or "It seems like they want to get rid of the incumbent" are all things many of us hear in the halls. The poor reac-

The overall objective of CI is to identify and analyze events, trends, and other issues that will impact your organization.

tion is a result of inadequate MI or improper application.

The goal for both competitive and market intelligence is to reduce risk and increase return on investment (ROI). Many companies use them separately in respect to their business, but in proposals, we need both to gain the clear picture. MI helps you to better understand what your clients will need in services or products, how to improve what you already offer, and how you can reach new markets. It can also help you become more intimate with your client, increasing loyalty. CI will allow you to see the competition's strengths and weaknesses, therefore allowing for better response to how they are positioning themselves and their offerings. When you combine both of these, you are able to deduce specific reasons the client is using your competitor. This knowledge gives you the insight into your client's behavior, allowing you to present your product or services in a better light.

I believe the main goals of Intelligence are:

1. Improve competitor awareness

- Understand your competitors positive and negatives in relation to your offerings. (Base: Product, Service, and Price)
- Learn how your competitors are preforming within the industry so you can know how to position your company against them (or with them when you are on the same team). The key here is to gather both the explicit (facts) and implicit traits of your competitors.

2. Learn market demand

- Who is your client?
- What does your client want?
- Where does your client get it?
- When does your client need it?
- How does your client get it?

When you are able to apply both types of Intelligence, you are able to answer the Whys.

- Why does your client need new products or services?
- Why are they using the incumbent?
- Why are they not using your products or services?
- Why are your competitors better positioned then you?

Knowing the Whys will allow you to produce the WOW that is needed to win.

Alex Brown, AM.APMP is Director of Services at OST Global Solutions, and BD SME with 17 years in government and commercial markets, including 13 years in business development. 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. Alex is on the board of directors for APMP NCA since 2008.

Note From the E-Zine Chair and Chief Editor, Alexis Dimouro, PPM.APMP

Please take a few minutes and let us know:

- What keeps you up at night as a proposal professional?
- What article and tips would you like to see in this executive summary?

Our executive summary team would be happy to get your feedback. We can be reached at ezine@apmpnca.org or at 703-678-5158.

APMP-NCA MENTORSHIP PROGRAM

Strengthen tomorrow's workforce today!

The APMP-NCA Mentorship Program is designed to engage leading proposal professionals to influence up-and-coming professionals and to provide personal guidance in a dynamic way.

As a mentor/mentee, your commitment is critical to the success of the program and the mutual benefit of your mentorship. Because of this, we ask that participants set aside time at least once per month to meet with your mentor/mentee. We further ask that you document your time (date, duration, main points of discussion, etc.) so APMP-NCA can accurately assess the structure, objectives, and outcomes of the program at the end of the year and also to earn CEUs.

Your monthly engagement is at your discretion, but we encourage personal interaction when possible. A few ideas include:

- One-on-one lunches
- Joint attendance at APMP-NCA events
- Shadowing a major proposal meeting (kickoff, color review, production, etc., when feasible), or some other related meet up

APMP-NCA will provide each mentor with a $200 stipend to reimburse some of your expenses.

Criteria:

- Must be an active APMP Member
- Ability to commit 4-8 hours per month

Application Process

Access the online survey here: Mentorship Program Application

Please prepare your application as thoroughly as possible. The more detail provided , the better we will be able to match mentors and mentees for an optimal learning experience. Once your application is submitted and reviewed, we will match mentors with one or more mentees and provide appropriate information about them. Selected participants will attend an APMP-NCA Meet and Greet Luncheon to kick off the program. (Of course, mentors and mentees are welcome to reach out to each other before the luncheon.)

BENEFITS:

- Leverage the generation gap
- Glean knowledge from experienced professionals in the field
- Exchange "war stories" and share lessons learned
- Invest in the proposal profession and help it grow
- Receive personal training/tips and techniques
- Mentors receive CEUs towards APMP certification
- Hone technological skills and growing trends
- Build relationships with others in the industry
- Get to know your fellow chapter members and learn of opportunities to get involved in APMP-NCA
- Gain different perspectives on alternate approaches

For more information or if you have any questions, please email Alexis Dimouro or Constance Dyson at: mentorship@apmpnca.org and apmpnca.org

Legal Corner

Competitive Intelligence—Know Thy Enemy

by Shlomo D. Katz, Counsel, Brown Rudnick LLP

As with most other endeavors in life, there's a right way and a wrong way to gather competitive intelligence. Indeed, some of the wrong ways can be career-ending.

Let's look at some ways of gathering competitive intelligence that you may want to avoid.

A government contractor in—let's say it was the health care management field—once called me and asked me to draft a consulting agreement between the contractor and someone who would help it find State contracts in its field. After a short discussion with the contractor, I learned that the would-be consultant was the incumbent Assistant Secretary of Health for the State in which this contractor wanted to get health care management contracts. I refused to draft that consulting agreement, though I'm not sure my potential client understood what was wrong with what she was contemplating.

The Federal Government and many, if not all, States have laws that prohibit past and present officials from taking certain actions to help contractors. A government official generally should not be sharing non-public procurement information with contractors, whether it is information about procurement plans, evaluation of proposals or competitors.[1]

Likewise, a person who recently worked in government may be prohibited from lobbying or marketing to his former agency for a certain amount of time.[2] The details of any prohibitions will vary depending on the jurisdiction and the specific facts. In the worst scenario, some of these prohibitions can land a person in jail.

Not worried about going to jail? Even the mere appearance of an impropriety can cost a contractor a contract.[3] Thus, where a firm may have gained an unfair competitive advantage through its hiring of a former government official, the firm can be disqualified from a competition based on the appearance of impropriety which is created by this situation, even if no actual impropriety can be shown, so long as the determination of an unfair competitive advantage is based on hard facts and not mere innuendo or suspicion.[4]

As a general matter, in determining whether an offeror obtained an unfair competitive advantage in hiring a former government official based on the individual's knowledge of non-public information, the Government Accountability Office ("GAO"), which decides bid protests, will consider a variety of factors. These include whether the individual had access to non-public information that was not otherwise available to the protester, or non-public proprietary information of the protester, and whether the non-

[1] See Federal Acquisition Regulation ("FAR") § 3.104.

[2] See id.; see also 18 U.S.C. § 207.

[3] See FAR §3.101-1; Guardian Techs. Int'l., B-270213 et al., 96–1 CPD ¶104 at 5.

[4] See, e.g., Health Net Fed. Servs., LLC, B-401652.3, 2009 CPD ¶220 at 31.

public information was competitively useful.[5]

As the above implies, if it was your competitor who had improper access to a government official, or the appearance of improper access, you may have the basis for a winning bid protest.

Another time, a client of ours who was a federal Government contractor hired a manager from a competitor to be a Key Person in a proposal. When that new manager showed up for her new position, the trunk of her car was full of manuals and other documents from her old employer. How's that for competitive intelligence?

If you've been thinking of gathering competitive intelligence that way, be forewarned that the resulting lawsuit eventually settled with our client paying a multi-million dollar amount to the former employer. The manager herself was left unemployed. The greater lesson, however, is this: Employment agreements frequently make employees promise not to steal their employer's confidential information. But, as this case demonstrates, it's also in an employer's interest to be sure that its new hires are not bringing confidential information from their former employers to their new jobs. Employers can, and do, sue their competitors when former employees take confidential information to the competitors, and damages can easily be in the millions. The victim of such theft can even get an injunction to keep the new employer from participating in a procurement because the new employer has been tainted by purloined confidential information. Whether you win or lose, such litigation is expensive, and it distracts contractors from doing what they want to be doing—winning contracts and making money.

That doesn't mean that you can't gather any competitive intelligence. Of course you can. Just be careful about misusing other people's confidential information.

What is confidential information?

As I have discussed previously in this column, the types of information that are considered confidential will vary from one company to the next. However, confidential information generally is such that would provide a competitive advantage to a person or entity outside of the company and which its owner therefore takes such steps to protect as are adequate in the eyes of the law.

In order to qualify as "confidential information," the information must be . . . in a word, confidential. The holder of a trade secret or other confidential information can lose its proprietary rights in protected information if the information is disclosed without protecting the confidentiality of the disclosure. In other words, confidential information is no longer confidential when it becomes general or public knowledge. For instance, when the information has been disclosed in a trade journal or left behind on a seat in the Metro, it's not likely to be treated as confidential. It doesn't matter whether the disclosure was intentional or not; once the information is in the public domain, it arguably has lost its confidential status.[6]

> the firm can be disqualified from a competition based on the appearance of impropriety which is created by this situation, even if no actual impropriety can be shown, so long as the determination of an unfair competitive advantage is based on hard facts and not mere innuendo or suspicion.

Furthermore, even before the information has become public, it may be difficult to argue that it's confidential if its owner did not take commercially reasonable steps to protect its confidentiality. For starters, the information should be marked "confidential." Information on a server can be protected by requiring users who log-on or who call-up certain information to accept a confidentiality statement before gaining access. If every employee in the company can log-on to the server that houses your proposal "memory" and can print, copy and email those materials at will,

[5] McKissack–URS Partners, JV, B 406489.7, 2013 CPD ¶ 2.

[6] See, e.g., Digital Healthcare, Inc., B-296489, 2005 CPD ¶ 166 (information available on contractor's website is not confidential).

you may be hard-pressed to argue that the material was confidential. Certainly if a guest in your conference room can get on your network though your wireless connection, then nothing on your network is confidential. It's important, therefore, to control your employees' access to information that is confidential. It goes without saying that you also should control the access of your sub-contractors and teaming partners to confidential information.[1]

So, by all means, gather competitive intelligence. Just be sure not to become your own worst enemy.

[1] See, e.g., Accent Service Co., B 299888, 2007 CPD ¶ 169 (information was no longer confidential after it was disclosed to visitors to the contractor's oce).

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. Shlomo specializes in all aspects of Government contracting and is a regular presenter at chapter events. If you have any questions about the topic of this article or other proposal or contracting issues, please contact Shlomo at 202.536-1753 or skatz@brownrudnick.com

LOHFELD CONSULTING GROUP, INC.

Insights Blog

At the 2011 APMP International Conference, Lohfeld Consulting Group's Managing Director Brenda Crist presented an informative session on mitigating proposal risks. Here are Brenda's identified Competitive Analysis Risks and recommended Mitigation Strategies:

10 Ways to mitigate competitive analysis risks

1. You do not know the competitors or their relationships with the customer. Talk with your employees, the customer, stakeholders, users, and vendors to identify potential competitors. Determine if competitors have self-identified on market research databases.
2. You have limited knowledge of competitors' solutions and capabilities. Use open-source research information, e.g., Internet, news, annual reports, and professional associations, to identify competitors' capabilities. Hire subject matter consultants who are knowledgeable about the market to describe the competitors' capabilities. Look for job ads on competitors' career web pages to determine the type and caliber of personnel they are looking to hire for the job.
3. You have limited knowledge of competitors' personnel. Use open-source research products or social media to identify competitors' staff and their experience and technical skills.
4. You have limited knowledge of competitors' past performance references. Use open-source market research documents or government documents like GAO reports to assess how well competitors performed. Look for competitors' resumes on the Internet.
5. You have limited knowledge of competitors' prices. Use open-source documents to determine competitors' prices, including contracts and government documents. Use your company's technical and pricing experts to build the competitors' prices from the bottom up and top down.
6. Are you able to ghost the competition with knowledge of their weaknesses? Collect information about your competitors' strengths, weaknesses, opportunities, and threats (SWOT) so you can effectively analysis your competitive position and ghost competitors' weaknesses.
7. Do you maintain a competitive analysis database or file folder system? Start collecting information about your competitors so teams working on subsequent bids can benefit from your knowledge.
8. Are you holding competitive reviews before and after receipt of the solicitation? Start holding competitive analysis gate reviews or black hat meetings during the Pursuit Phase and after solicitation receipt.
9. Have you obtained questionable competitive information? Use more than one source to verify the accuracy of the information.
10. Have you obtained unethical competitive data? Contact your legal department to determine how to remedy the situation.

Get more insights from the Lohfeld Consulting Group team every month – got to http://www.lohfeld-consulting.com/blog/ subscribe to our Capture and Proposal Tips eZine

Scholarship for 2014 APMP International Bids and Proposal Conference Registration

Purpose

The purpose of the APMP-NCA Scholarship Awards is to provide two 2014 APMP International Bids and Proposal Conference scholarship awards to junior professionals who have shown an interest in their Proposal Professional Career development to include Proposal Management, Pricing Management, Graphic Design, Business Development, and/or Capture Management areas. Two Scholarship Awards have been established to honor individuals who demonstrated a commitment to Proposal Professional Development.

Awards

Up to two Scholarship Awards are available in the amount of a full conference registration for the 2014 International Bids and Proposal Conference in Chicago, May 26 - 29. Awards are for 2014 only, and all scholarship awards will be paid directly to APMP.

Eligibility

1. Applicants must be registered as an APMP–NCA member.
2. Applicants must have worked in the Proposal Development field for at least one year and no more than five years.
3. Applicants must provide a reference to validate their position.
4. The APMP-NCA Scholarship Awards are awarded without regard to race, sex, religion, age, national origin or sexual orientation. APMP-NCA will not award scholarships to applicants who are not qualified, and reserves the right not to award a scholarship.

Selection Criteria

1. The applicant must have demonstrated and expressed interest in Proposal Professional Development.
2. The applicant must be a current member of APMP-NCA.
3. The applicant will be judged on their response to the essay questions.
4. The applicant must provide a reference to validate at least one year and no more than five years of proposal development experience, as well as to answer questions regarding the applicant's character and goals.

Application Requirements

To be considered for an APMP-NCA Scholarship Award, applicants must complete the application and return it to APMP-NCA at prodev@apmpnca.org no later than November 30, 2013. The application must include:

1. A completed application form. Only completed application forms will be considered.
2. A one half-page (< 250 words) statement stating the applicant's qualifications, and educational and career goals.
3. A one half-page (<250 words) statement addressing the applicant's intent for future growth for themselves as well as how they will support other junior proposal professionals and the APMP-NCA Chapter.

All of the above items must be submitted before the application will be considered.

Submission of Application Form

Completed application forms should be sent in PDF format to prodev@apmpnca.org. Please include applicant's last name as part of the file name.

Note that all application materials must be received by November 30, 2013.

Name____ APMP Member #_________

Address ____

Phone____ Email________________________________

Company_____________________________ Title___________________________ Years of Experience_______

Reference POC:

Name____

Phone____ Email________________________________

Essay 1: A one half page (< 250 words) statement of the applicant's qualifications, educational, and career goals.

Essay 2: A one half-page (<250 words) statement of the applicant's intent for future growth for themselves as well as how they will support other junior proposal professionals and the APMP-NCA Chapter.

Time is our biggest constraint. APMP NCA's September Breakfast event focused on "Time Management: Strategy and Tactics for Keeping Your Proposal on Schedule"

by Lisa Pafe, PMP, PPM.APMP

Two panelists, Tara Rethore, CEO of M. Beacon Enterprises, and Brenda Crist, PPF.APMP, Managing Director, Lohfeld Consulting Group, shared their insights over breakfast at Marriott Courtyard Hotel, Tysons Corner.

Tara focused on how to avoid losing sight of strategy when deploying tactics to manage a tight schedule. She suggested some actionable techniques for ensuring strategy remains an integral component of the solution:

- Post the strategic objective for each proposal in a really visible place to make sure everyone knows the strategic objective.
- Identify the key pieces of the proposal that support that objective – and get your best people on it.
- Integrate your strategic objectives and actions into your proposal timeline – and be sure your review process includes strategic milestones, not just tactical or operating ones.
- Take the long view and review the overall business opportunity funnel.

Brenda pointed out that proposal professionals must tailor the schedule to the specifics of the opportunity based on the team's readiness and contributor competencies. Scheduling best practices minimize risks. Brenda's golden rules:

- Identify and mitigate the biggest schedule risks
- Understand dependencies
- Schedule the most difficult tasks first
- Maximize concurrent tasks
- Remember compliance and solution reviews are more important than a Red Team review
- Create incentives for on-time delivery
- Request (or demand) executive buy-in on timeliness and resources.

From Left to Right: Moderator Susan Trivers and speakers Tara Rethore and Brenda Crist.

This high energy and engaging event included audience interaction and a lively Q&A session, expertly moderated by Susan Trivers, President, Trivers Communications Group. Attendees benefited from outstanding raffles, including: a free one-hour coaching session with Tara, a set of Lohfeld Consulting Books from Brenda, a free pass to our November APMP Speaker Series dinner, and a training class from Shipley Associates. The Speaker Series Planning Committee thanks our speakers, moderator, and sponsors: Enexdi, Red Team Consulting, Rofori, and Shipley Associates who helped make this event a great success. We look forward to seeing you at the November 20 dinner event, A Look Back at 2013 and Forecast for 2014, at the Westin Tysons.

Lisa Pafe is Principal Consultant at Lohfeld Consulting Group, Inc. With more than 20 years of experience in business capture, process improvement, project and proposal management, and proposal operations, Lisa is an PPM. APMP and a PMI-certified PMP as well as a trained ISO 9001:2008 Internal Auditor. She currently serves on the APMP NCA Board of Directors as Chair of the Speaker Series Planning Committee.

She holds a B.A. in Political Science from Yale University, a Masters in Public Policy from Harvard University, and a Masters in Information Systems from The George Washington University

APMP-NCA & APMP International Upcoming Events

Maximize your Return on Investment!

You can get more from your Association of Proposal Management Professional (APMP) membership by affiliating with the National Capital Area (NCA) Chapter at no additional cost. The Benefits of local NCA affiliation include:

- Discounted members-only registration fees for APMP and NCA events
- Get the latest news and knowledge in APMP publications and knowledgebase
- Networking with colleagues in the industry at chapter events
- Meet and network with thought leaders in our profession, and find out about industry news and best practices in the Executive Summary eZine
- Be recognized for your skills and professionalism
- Learn more about becoming an accredited proposal professional and earn continuing education unites by participating in chapter activities

Your membership will give you access to the NCA chapter-specific online Body of Knowledge, which includes the APMP Journal and the APMP Perspective, the NCA Executive Summary eZine and PowerPoint Slides from our most recent Speaker Series. In collaboration with the Business Development Institute International (BD-Institute), APMP created the APMP Body of Knowledge for the business development profession, available only to members. It identifies practices, process elements and tools that are generally recognized as key practices and hallmarks of the business development profession.

We look forward to seeing you at our upcoming events!

- October 21 & 22, Mid Atlantic Proposal Conference 2013
- November 20 Speaker Series "A Look back at 2013 and Forward to 2014"

We encourage all current members to support APMP NCA activities and ask that you invite guests to our activities.

Learn more about the benefits of APMP membership and affiliating with the NCA Chapter to gain the knowledge and connections for success in the business development and proposal profession.

For more information on APMP NCA membership, contact Jay Carroll, Membership Chair at membership@apmpnca.org.

Furlough Pricing Now Available For The APMP-NCA Mid Atlantic Conference

Half-price registration is now available for anyone who has been furloughed due to the government shut-downs.

Members Furlough Pricing**:**

Day 1 - $125

Day 2 - $137.50

Day 1 and Day 2 - $250

Non-Members Furlough Pricing**:**

Day 1 - $149.50

Day 2 - $ 162.50

Day 1 and Day 2 - $299.50

Register at http://www.apmpnca.org/events/events/2013-mid-atlantic-conference-a-expo/

Don't Miss Our November 20 Dinner – A Look Back at 2013 and Forward to 2014

The APMP NCA November 20 Dinner event will feature a stellar panel offering their insights on 2013 Government market highlights and predictions for 2014.

Panelists include:

Elliott B. Branch is the Deputy Assistant Secretary of the Navy (Acquisition and Procurement) in the Office of the Assistant Secretary of the Navy (Research, Development and Acquisition). He is the senior career civilian responsible for acquisition, contracting and policy for the Navy's world-wide, multibillion-dollar acquisition system. Mr. Branch is the principal civilian advisor to the Navy Acquisition Executive, serves as the Department of the Navy's Competition Advocate General for procurement matters and is the community leader of the Navy's contracting workforce. Previously, Mr. Branch was the first civilian director of contracts at the Naval Sea Systems Command and the Chief Procurement Officer for the Government of the District of Columbia. He is an SES and has received the Navy Distinguished Civilian Service Medal, the David Packard Excellence in Acquisition Award, two Presidential Rank Awards for Meritorious Executive, the Vice Presidential Hammer Award for Reinventing Government, and the 2012 Samuel J. Heyman Service to America Medal for Management Excellence. Mr. Branch has a B.S. in Economics from the University of Pennsylvania Wharton School and completed the Executive Program at the University of Virginia Darden School.

Domenic Cipicchio is the Lead Contract Strategist for Deloitte Services LP, Federal Contracts Group. Prior to joining Deloitte in 2012, he had a 35 year government acquistion and contracting career, holding SES positions at the DoD, DHS and TSA. At TSA, Mr. Cipicchio led all acquisition activities and served as the Head of the Contracting Activity, responsible for award of $3 billion in contracting annually. Mr. Cipicchio also led efforts to develop acquisition policies and regulations at DoD and DHS including FAR, DFARS, and Homeland Security Acquisition Regulation. While serving as the Deputy Director for Policy in the Defense Procurement and Acquisition Policy office, he was responsible for developing and implementing contracting policies. Mr. Cipicchio also served as a contracting officer at the Naval Sea Systems Command. He holds DoD and DHS Level III Contracting Certifications and was twice awarded the Secretary of Defense Meritorius Civilian Service Award and Medal. He holds a J.D. from the Catholic University and a B.S. from Gannon University.

Karl E. Spinnenweber is Vice President & General Manager, URS Mission Readiness Group. Mr. Spinnenweber is an established executive with proven success leading global engineering, IT and missions operations for a tier one provider of business to government solutions. Prior to joining URS in January 2013, he was Vice President and General Manager Maritime Division Defense Group of Computer Science Corporation (CSC). Previously at CSC, he held positions of Vice President and General Manager of Army Division, Vice President of Operations for the Intelligence Group, Vice President of Strategic Business Development, Capture Director and Director of IT and Navy Surface Warfare. He began his career as a marine engineer designing ship and combat systems. Mr. Spinnenweber holds an undergraduate degree in Marine Engineering Systems from the United States Merchant Marine Academy and an M.S. from George Washington University, as well as an MBA from the Global Executive MBA program at Duke University's Fuqua School of Business.

Mark Meleski is Vice President, Strategy & Business Development at Centurion Research Solutions which provides critical and competitive

edge business intelligence on the US Federal Government that an organization needs to win more business. Mark has nearly 20 years of experience as an accomplished, data-driven, business professional with a unique blend of business and technology acumen. Mr. Meleski leads Centurion's Strategic vision and execution on several internal and external dimensions, and leads the Business Development function with a focus on the growth of Centurion through leveraging innovative technologies, partnerships and analysis. Prior to joining Centurion, Mr. Meleski has performed and led advanced analytics, generating strategies and corresponding partnerships, in both domestic and international markets within the fast-paced and highly competitive Internet, Telecom and Information & Analytics industries, for companies including MCI, XO Communications, AOL Time Warner and Neustar. Mr. Meleski has also worked closely in a global operations capacity supporting various Agencies within the DoD.

Our moderator is Hilary Fordwich, President of Strelmark, LLC. Ms. Fordwich's business development career spans nearly 30 years, covers the globe, and includes BD leadership roles in a number of international firms. She spent more than a decade working for KPMG, where she directed international business development from their global headquarters in Amsterdam and held local, regional, and national positions developing marketing strategies. Ms. Fordwich also served as the Senior Vice President, AOC Key Solutions and the Vice President of Global Marketing for Headstrong and the Managing Director at Qorvis Communications, LLC before founding her own business development firm called Strelmark. A renowned national business development expert, Ms. Fordwich specializes in speaking, training, and orals coaching. She is Host of Government Contracting Weekly, a TV program sponsored by AOC Key Solutions, and has been featured as an expert on business development in the Washington Business Journal, wrote as a guest columnist for the Legal Times, and served as the monthly regional emcee for Accelerent, a business development group. She holds a BA, Political Science & Geography from Mary Washington College.

As usual, we will also offer great food and drink, productive networking, and valuable raffles. Don't miss our final event of the calendar year!

Details:

Date: Wednesday, November 20

Time: 5:30-8:30

Location: Westin Tysons

Register HERE—
http://www.apmpnca.org/events/events/november-speaker-series-nov-20/

DON"T FORGET TO REGISTER FOR THE
APMP-NCA Mid-Atlantic Annual Boot Camp and Conference Happening October 21-22!

APMP NCA Board of Directors Call for Nomination Announcement

The APMP National Capital Area (NCA) Board of Directors is pleased welcome nominations for the 2014 Board of Directors from APMP-NCA members.

1. Annual APMP dues must be current.
2. Attendance required at monthly Board Meetings held the first Tuesday of each month from 5:30 – 7:00 pm and the Strategic Planning Meeting held on a Saturday in January. Six Board Meetings are held via teleconference and six are held in person at in the greater Washington, DC area.
3. It is strongly encouraged that before self-nominating you have the necessary time and support from your employer (if applicable) for your involvement on the Board.

How to Apply

Send an email message to Maryann Lesnick (Maryann.lesnick@ca.com) with the following information:

Name:

Title:

Board Position I am Nominating Myself for:

Company/Firm:

Current/Previous APMP Experience/Biography: (150 words or less) We will conduct an e-ballot election in October, in which all current members in good standing will have the opportunity to vote electronically. We will declare the results in a broadcast email by November 1st.

Nominations for the several Executive Board and Director at Large positions have already been accepted; however, NCA members in good standing may choose to run for these positions as well.

Nominations for the Executive Board:

President: **Maryann Lesnick or Robert Katz**

Vice President: **Lisa Pafe**

Treasurer: **Eric Schwarz or Maureen Thomas**

Secretary: **Constance Dyson or Olessia Smotrova-Taylor**

Nominations for Directors At Large:

Annual Conference Chairperson: **<Vacant>**

Boot Camp Chairperson: **<Vacant>**

Corporate Partner Program Chairperson: **Andrea Tasker**

Event Logistics Chairperson: **Alex Brown**

Special Events Chairperson: **Ros Angus**

Speaker Series Chairperson: **Frankie Reynolds**

eZine Chairperson: **Jessica Douglass**

Marketing & Publicity Chairperson: **Ben Skelly or Russell Smith**

Membership Committee Chairperson: **Jay Carroll**

Chief Technology Officer: **Tom Skrobacz**

Mentorship Chair: **Alexis Dimouro**

Position Descriptions for Executive Board:

President.
The President shall be the chief executive officer (CEO) of the Chapter and shall have general charge, supervision and authority over the affairs and business of the Chapter, and over its BOD members, subject, however, to the control of the BOD. He/she shall, when present, preside at all meetings of the BOD. He/she shall provide leadership regarding attainment of the goals of various committees of the APMP-NCA. The President shall conduct an annual review at the end of each year of the Chapter's Operating Procedures.

He/she provides the vision and direction for the local Chapter. Typical other duties may include (COO), but are not limited to:

- Sets Strategic Vision, establishes strategic plan, and monitors and reports on the achievement of strategic goals, as well as key performance indicators.
- Provides general charge, supervision, and authority over the property, affairs, and business of the Chapter and its Officers.
- Ensures Board members are executing their duties as prescribed in their SOPs on schedule.
- Identifies potential risks, including schedule, cost, technical, or member satisfaction risks and leads Board members in developing mitigation strategies.
- Conducts monthly BOD meetings. Initiates the meeting agendas. Establishes and communicates the meeting location and time. Ensures all Board members and committees routinely report on activities. Tracks action items from each meeting.
- Ensures the NCA Chapter operates on a solid financial footing based on reports provided by the Treasurer for review and approval.
- Prepares NCA Chapter business announcements for each NCA Chapter-sponsored event, including introduction of new members, announcing upcoming events, and conducting special recognition(s).
- Provides recommendations for improvements to the APMP International Board.
- Endorses email broadcast announcements to promote the NCA Chapter's education and networking events
- Helps promote events over social media.
- Writes a column for the NCA Executive Summary eZine, and ensures that all important events and association business are reported in the eZine.
- Maintains co-signature check signing responsibility with the Treasurer and serves in his/her absence to ensure bills are promptly paid.
- Serves as a point of contact with regional chapters, APMP regional director and the International Association for chapter communication.
- Responds promptly to inquiries from members and non-members.
- Promotes interaction with other associations and chapters, and co-sponsored events.

Vice President.

The Vice President shall be the chief operating officer (COO) of the NCA Chapter.

At the request of the President, or in his/her absence or disability, the Vice President shall perform all the duties of the President and when so acting, shall have all the powers of and be subject to all the restrictions upon the President. He/she shall also have responsibility for assisting and working with other members of the BOD who have been elected or appointed to their respective positions. The Vice President chairs the NCA election nominating committee. Typical other duties may include, but are not limited to:

- Assumes duties of the President in his/her absence.
- Attends monthly BOD meetings, contributes constructive ideas to improve the NCA Chapter, and reports on activities.
- Assumes additional duties and leads special activities as requested by the President.
- Provides strategic direction and participates in various NCA committee activities.
- Provides marketing and membership information to potential new members.
- Responds promptly to inquiries from members and non-members.
- Develops the slate of officers for the annual election and presents them to the membership in August, with voting in September, and transition in phase to be completed by December.
- Submits an article for each eZine on various topics.

Secretary.

The Secretary shall perform such duties and shall have such powers as may from time to time be assigned to him/her by the BOD or by the President. In addition, the Secretary shall perform such duties and have such powers as are incident to the office of Secretary, including, without limitation, the duty and power to give notice of all meetings of the BOD, to attend such meetings, and keep a record of the proceedings, and to be custodian of corporate records. Typical other duties may include, but are not limited to:

- Maintains all historical records for APMP-NCA in Privia (or other online repository as designated).
- Provides minutes of Board meetings to the BOD and submits copy to APMP International.
- Manages the submission of all monthly/weekly reports to Board.
- Coordinates volunteers (recruiting and matching to committees/tasks).

Treasurer.

The Treasurer shall perform such duties and shall have such powers as may from time to time be assigned to him/her by the BOD or by the President. In addition, the Treasurer shall perform such duties and have such powers as are incident to the office of Treasurer, including, without limitation, the duty and power to be custodian of all corporate financial records. The Treasurer receives monies collected by the program coordinator for all Chapter-sponsored events, pays NCA bills, maintains NCA's checking account and financial records, and prepares all required financial reports. Typical other duties may include, but are not limited to:

- Maintains all financial records for the NCA Chapter.
- Prepares and delivers financial reports to the BOD.
- Reviews bills for accuracy and pays bills in a timely manner.
- Ensures that bills exceeding an amount set by the BOD are reviewed and approved by the President prior to payment.
- Reimburses Board members for expenses such as supplies, printing, etc.
- Provides the BOD and APMP International with an annual report, plus three quarterly reports in accordance with APMP stipulated requirements.

APMP-NCA Standing Committees

Annual Events Committees.

The Annual Events Chair (2 committees/positions – Boot Camp and Annual Conference):

- May appoint other members to the committee.
- Plans and organizes the Chapter's annual events, which may include the Mid-Atlantic Proposal Conference and Boot Camp.
- Coordinates with other APMP-NCA Committee chairs on SOPs, logistics, registration, publicity, and sponsors.
- Regularly attends BOD meetings and reports on activities from previously approved schedule presented to the Board.
- Regularly attends BOD meetings and reports on activities.
- Regularly attends and supports Chapter events.
- Participates in planning and decision-making.
- Solicits support for all programs from the members and colleagues of the organization.
- Solicits sister organizations and chapters toward involvement in our or their events.

Corporate Partner Committee.

The Corporate Partner Program Chair:

- May appoint other members to the committee.
- Managers the Corporate Partner Program.
- Solicits participation by corporate entities that have an interest in our organization.
- Supports Corporate Partners at events (logistics, advertising).
- Coordinates with all chairs on Corporate Partner participation.
- Solicits sponsors for APMP-NCA events.

Event Logistics Committee.
The Event Logistics Chair:

- May appoint other members to the committee.
- Coordinates all event arrangements with hotels, including menu selection, room setup, minimum meeting attendees, billing rates, AV equipment, etc.
- Reviews and approvals all catering requirements in advance of event.
- Regularly attends BOD meetings and reports on activities.
- Prepares nametags for event attendees that include name and organization.
- Manages event registration lists.
- Is the principal user of any registration software used by the organization (e.g., RegOnline or other registration tool).
- Collects and distributes communications, promotional items, or other items for each event.
- Advises other Directors of the arrival of new first-time members at a function so that they may extend a special greeting to the new member and introduce that person to other members of the Board and Chapter.
- Coordinates with Membership Committee to ensure membership status of event attendees.

eZine Committee.
The eZine Chair:

- May appoint other members to the committee.
- Regularly attends BOD meetings and reports on activities.
- Participates in NCA Chapter planning and decision-making.
- Solicits content for the NCA Chapter's newsletter.
- Establishes the schedule and theme for publications.
- Edits, produces, and publishes the Chapter's Executive Summary eZine.
- Maintains a record of previous newsletters and articles about the Chapter, ensuring they are published in the Body of Knowledge.
- Coordinates with the Marketing and Publicity Chair to publish the eZine on the NCA Website.
- Coordinates, as required, with publication resources or consultants to format and produce final copy for the newsletter.

Membership Committee.
The Membership Chair:

- May appoint other members to the committee.
- Encourages and promotes membership in the Association and Chapter through various functions and activities.
- Maintains and updates the NCA Chapter roster of all current members.
- Coordinates membership rosters with the international organization each month.
- Provides an up-to-date membership mailing list to other Directors or fulfillment personnel on a recurring basis or as required for mailings such as the newsletter, event announcements, promotions, special invitations, etc.
- Identifies all new members from the international organization listing, newsletter or other sources. Sends an individual welcoming message to each new member. Provides new member list to event coordinators to ensure that new member is especially welcomed and identified at the first Chapter event they attend.
- Coordinates all activities with other directors to ensure retention of existing members and promotion of new membership.
- Meets and welcomes new members and colleagues, and provides information about the organization and events, answers questions, and makes introductions to other members and colleagues.
- Manages a membership registration booth at events, as required and feasible.
- Promotes membership at an APMP NCA booth at Chapter and other events to increase membership and awareness of the NCA Chapter.
- Works with Marketing and Publicity Chair to enhance

visibility and awareness of the NCA Chapter and to attract young professionals to the industry.

- Submits on article for each eZine on new members.

Special Events Committee.
The Special Events Chair:

- May appoint other members to the committee.
- Provides input and suggestions for networking activities at all NCA Chapter functions.
- Regularly attends BOD meetings and reports on activities.
- Regularly attends and supports NCA Chapter events.
- Participates in planning and decision making.
- Solicits support for all programs from the members and colleagues of the organization.
- Plans networking and/or other events and activities, either in coordination with other NCA Chapter activities or on a stand-alone basis. The events and activities will serve to complement the Speaker Series program so as to offer additional opportunities to engage with Special Interest Groups (SIGs) within the NCA Chapter, as well as to attract new members.
- Submits articles to the eZine after each event to inform members and increase awareness of event.

Speaker Series Committee.
The Speaker Series Chair:

- May appoint other members to the committee, and event chairs to plan and manage individual events.
- Plans a calendar of speaker/educational events, including topics and speakers (usually 6 events, breakfast or dinner).
- Coordinates with other APMP-NCA Committee chairs on SOPs, logistics, registration, publicity, and sponsors.
- Ensures event chairs identify speakers, prepare program planners, collect bios and releases, and obtain speaker presentations in advance, as well as schedule dry runs prior to each event.
- Prepares Speaker Series meeting announcements and flyer information.
- Coordinates with speakers and the event chairs prior to each event to ensure readiness.
- Holds regular committee meetings.
- Continuously updates committee SOPs.
- Prepares Chapter meeting announcements for each Speaker Series.
- Helps publicize events through e-mails, eZine, social media, website and other Chapter communication paths.
- Attends and participates in monthly BOD meetings.
- Participates in Chapter planning and decision-making.
- Coordinates the contribution to the NCA eZine, reporting the Speaker Series events.

Marketing and Publicity Committee.
The Marketing and Publicity Chair:

- May appoint other members to the committee.
- Coordinates market research activities.
- Creates marketing communications strategies and tactics to promote NCA.
- Develops promotional website and social media (Facebook, LinkedIn, and Twitter) content.
- Coordinates website maintenance with webmaster.
- Regularly attends BOD meetings and reports on activities.
- Participates in NCA Chapter planning and decision-making.
- Plans and implements marketing communications strategies and tactics to promote NCA Chapter programs, services, and events, and to:
  - Enhance visibility and awareness of the NCA Chapter.
  - Productize APMP-NCA events for sale; set pricing; and place them for sale on the website.
  - Design press releases, promotional products, and related promotional materials.
  - Increase awareness and use of NCA resources such as the Body of Knowledge, social networks, and blog.

– Increase traffic to the NCA website through search engine optimization and metrics monitoring.

– Create a positive image of the organization and the profession.

– Provide recommendations to the BOD on policies and programs to advertise and promote the organization.

– Promote an awareness of the rewards associated with a career as a Proposal professional.

– Communicate how APMP-NCA can help professionals further their career.

– Attract young professionals to the industry.

– Enhance brand recognition and public relations.

– Help the Corporate Partner Chair attract corporations and Corporate Partners to invest, support, and promote NCA and our activities/services.

– Generate and sustain member's excitement and enthusiasm.

– Encourage other board members and committee chairs to communicate their individual marketing and publicity needs and suggestions.

Technology Committee.
The Technology Chair:

- May appoint other members to the committee.
- Develops website concepts, structure and features together with Marketing and Publicity Chair.
- Maintains website content updates and additions as webmaster.
- Regularly attends BOD meetings and reports on activities.
- Participates in NCA Chapter planning and decision-making.
- Is the lead technology strategist for the NCA Chapter.
- Oversees website hosting and maintenance.
- Oversees NCA Chapter and BOD emails, hosting, and maintenance.
- Makes recommendations to replace existing applications with improved technology and oversees the implementation.
- Solicits support for all programs from the members and colleagues of the organization.
- Manages and ensures the availability of a registration system (RegOnline or other), records repository (Privia or other), membership database, website, and other electronic tools and capabilities as required (like WebEx, GoToMeeting, PayPal, Teleconference, Videotaping and editing).
- Evaluates, helps select, and supervises contractors or vendors the BOD hires to implement new, and maintain existing, technology.

Mentorship Committee.
The Mentorship Chair:

- Develops and maintains mentor/protégé application and process.
- Vets applications and matches mentors with appropriate protégés.
- Oversees Mentor Stipend Payments.
- Oversees Mentor reports and assists with gaining CEUs.
- Plans the Mentor Meet and Greet event and Completion Luncheon event.
- Attends Chapter events to promote and encourage mentorship participation.
- Answers any questions from mentors/protégés.
- Provides suggestions on mentor/protégé activities.
- Updates and/or develops, prints and distributes informational packet and/or signs.
- Develops yearly budget for mentorship activities.
- Attends monthly Chapter meetings.

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. If you would like to join a meeting, contact us by going to http://www.apmpnca.org/contact/.

Special thanks to...

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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 of .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 Alexis Dimouro, Executive Summary eZine Chair, ezine@apmp.nca.org (artwork only) and Eric Schwarz, Treasurer, Treasurer@apmpnca.org (copy of artwork and payment details or request for a PayPal invoice for online payment).

Payment may be made via check or paypal. Payment and artwork must be received by the advertisement submission deadline for the advertisement to appear in the corresponding issue of the Executive Summary. Late submissions will appear in the following issue.

Please make check out to “APMP-NCA” and send to the following address:

APMP-NCA
P.O. Box 711
Arlington, VA 22116-0711

If paying by paypal, please contact Eric Schwarz at Treasurer@apmpnca.org to have a link set up.

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

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