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NCA APMP NATIONAL CAPITAL AREA

EXECUTIVE summary

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This Issue's Theme: **Social Media—Staying Connected with Potential Partners**

Inside:





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President's Corner

Attract Partners and Customers to You

by Olessia Smotrova-Taylor

Our current eZine topic is ***Social Media—Staying Connected with Potential Partners***. It is exhausting to always be marketing and trying to knock on the doors of potential clients and partners. Companies spend an inordinate amount of effort generating their own leads, and building the pipeline. Don't get me wrong, they should. But what if it were a little easier sometimes? What if you had potential partners and even customers knocking on your door, offering contracting opportunities without your active prompting? I had that happen to our company more than once, so I know firsthand that this works and can promise this will work for you if you make the effort.

There is no such thing like passive attraction, really. You have to work for it one way or another. But the amount of work you invest yields much higher dividends. Your task is to leverage modern marketing techniques, often unused by many small or even some fairly established government contracting businesses.

The first order of business is to create a functional web that's beyond a static online brochure. These days, most adults, be that government employees or members of the industry, check the Web first when they need a solution. Unfortunately, most web sites are like a leaf in a tree in the middle of a huge forest: they are impossible to find. Even if you know the web address, a web site won't do much for your potential customer. Most web sites fail to engage your potential partners and clients, and let you know that someone is interested in what you do.

You want to make sure that your web site works for you while you sleep (or most likely, when you work on something else). Instead of being an online brochure, your web site should do your prospecting, distribute marketing literature such as the capabilities statement and white papers, collect contact information from your prospects, recruit personnel, enable your customers to interact with you, and many other things.

I am not going to give you a course in marketing in this short article, but here is the minimum of what you need to do:

- Post your marketing collateral on your web site, including your capabilities statement (scrubbed for competitive information) and white papers, and use an auto-responder to capture the information of those people who decide to download your materials.
- Perform search engine optimization to get up in the search engine rankings.
- Drive government, partner, and talent traffic through social networks and blogs to your web site.

You also want to get engaged through social networking. Use groups on LinkedIn to advertise your services by showcasing your professional ex-

> Drive government, partner, and talent traffic through social networks and blogs to your web site

pertise, and gradually build the relationships. Just a year or two ago, the Ning groups GovLoop.com and TFCN.us were tremendously popular. These days, GovLoop is your better bet, but don't yet discount the TFCN and use it for marketing.

Facebook may be useful, but it tends to be less popular with government contractors; don't completely discount it but you may find it less useful than LinkedIn if you are pressed for time.

Twitter's usefulness is wholly dependent on whether your customers are Twitter-savvy. I personally know of at least three contracting officers who tweet about upcoming opportunities, and use private twitter accounts to express their views; if they are your customers, you better be there. I am certain there are more who do the same.

I am not sure yet how Google+ will fare as far as its usefulness for business development purposes, but if you have a small marketing budget, you should cover all the bases and monitor emerging venues. I have heard some talk on LinkedIn that certain groups are starting to become interesting on Google+. Know that marketing is a constantly evolving, dynamic field, so what was true yesterday is not necessarily something that will be true tomorrow.

Regularly update your data on SAM.gov. Post yourself as an interested vendor in FedBizOpps and GovWin IQ opportunities, if it fits your strategy. Participate in GovWin, a free contractor networking companion of GovWin IQ. Post your presentations on Slideshare and similar business presentation services.

Even without investing a tremendous amount of money into higher-dollar marketing, such as sponsoring a golf tournament, you may be able to get your name out into the world so people can find you. With the proper marketing exposure through social media, you will have customers and partners contact you with opportunities, instead of you always having to do the legwork.

Olessia Smotrova-Taylor, AF.APMP, leads OST Global Solutions (www.ostglobalsolutions.com), a company specialized in business development, capture, and proposal consulting and training. She is the President of the APMP-NCA chapter. She develops and teaches OST's Bid & Proposal Academy courses, and recently published "How to Get Government Contracts: Have a Slice of a $1 Trillion Pie" available on Amazon. She won more than $19 billion over the course of her career. Olessia can be reached at otaylor@ostglobalsolutions.com or at 301-384-3350.

APMP-NCA Members!

When was the last time that you logged into 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.

NCA is Incorporating

Because of changes in the IRS laws, all chapters of APMP are required to incorporate. The NCA Board of Directors is currently updating the chapter's bylaws, which have not been revised since 2001. After adoption, we will file the papers for incorporation in accordance with IRS and guidance from APMP International. Look for the updated Bylaws to be published on the NCA website in later February.

Ask the Graphics Guru

How Can I Increase my Chances of Winning an LPTA RFP?

by Mike Parkinson

Lowest Price Technically Acceptable (LPTA) is a criterion used to select a solution provider from a list of competitors in a federally governed proposal competition.

Competitors that are graded "technically acceptable" (i.e., their proposal meets the capability requirements defined in the Request for Proposal [RFP]) make it to the final round. Between these finalists, price alone dictates which proposal wins. Using LPTA as the criterion for a proposal proclaims that the RFP issuer sees no benefit from an offeror exceeding the requirements stated in the RFP.

Excluding simple deliverables, LPTA is not a wise strategy for selecting most proposals. Devaluing quality and experience raises risk levels. Unfortunately, our country's current fiscal situation is increasing the number of RFPs reliant on LPTA to determine the winner. Working within the limitations of LPTA is the only option if we want to bid on the growing number of LPTA RFPs.

So, what can we do to increase our chances of winning LPTA RFPs?

Of course, pricing is key. I recommend a "price-to-win" strategy executed by an experienced professional who understands the client. The pricing specialist will build a price that can win based on current costs, past experience, the customer's proposal award history, and other variables. But price-to-win is not the best strategy to win an LPTA proposal. There is no other interpretation of "lowest price." If a "technically acceptable" proposal from your competition is one dollar less than your price, then their proposal must win. Additionally, if a proposal is priced too low, there is an increased risk of being found not technically acceptable or the offeror may lose money on the contract. For this reason, price is not my main focus—and it shouldn't be yours either.

LPTA was not intended for bids needing complex solutions yet some LPTA bids are far from simple. For a complex bid, it is impossible for the RFP to define every element that makes a solution "technically acceptable." There is room for interpretation. By focusing on the parameters of the "technically acceptable" (TA) portion of LPTA, we increase our chances of success.

Human evaluators are not robots. Quality will always be considered even in an LPTA environment. In an LPTA proposal, credibility becomes the qualitative and quantitative differentiator. My goal is to win with proof points within the constructs of the LPTA evaluation system by answering the question: Why choose us and not our competition?

The secret to winning with TA is proof—proof that you can deliver at the price quoted and that a lower-priced solution introduces too much risk and, therefore, is not technically acceptable. Use this strategy to rise above competitors and prove your price is the best.

When proving that your solution is the right choice at the right price, I recommend the following two steps:

1. Prove that you will deliver the solution on the timeline at the price quoted.
2. Prove that a lower priced solution is too risky. (Note: do not use this step if your proposal will not be compared with other proposals.)

1) Prove You Will Deliver at the Price Quoted

I use three methods to prove that I will deliver the product or service on schedule and on budget.

A. Comparison

Through direct comparison, I show how I will execute my solution at the quoted price. For example, in a traditional staffing scenario there may be eight steps. By comparison, my staffing approach has four and delivers the staff required in the RFP. I explain (prove) how I will cut four steps to lower the price without impacting the outcome.

B. Past Performance

Technically, past performance is not needed in an LPTA bid because the Federal Acquisition Regulation (FAR) states that "unknown" past performance shall be considered "acceptable." However, I use past performance to illustrate proof of concept. If I say I can meet the requirements of the deliverable at a lower price point, I want to prove this assertion or risk being found not technically acceptable.

C. Quantitative

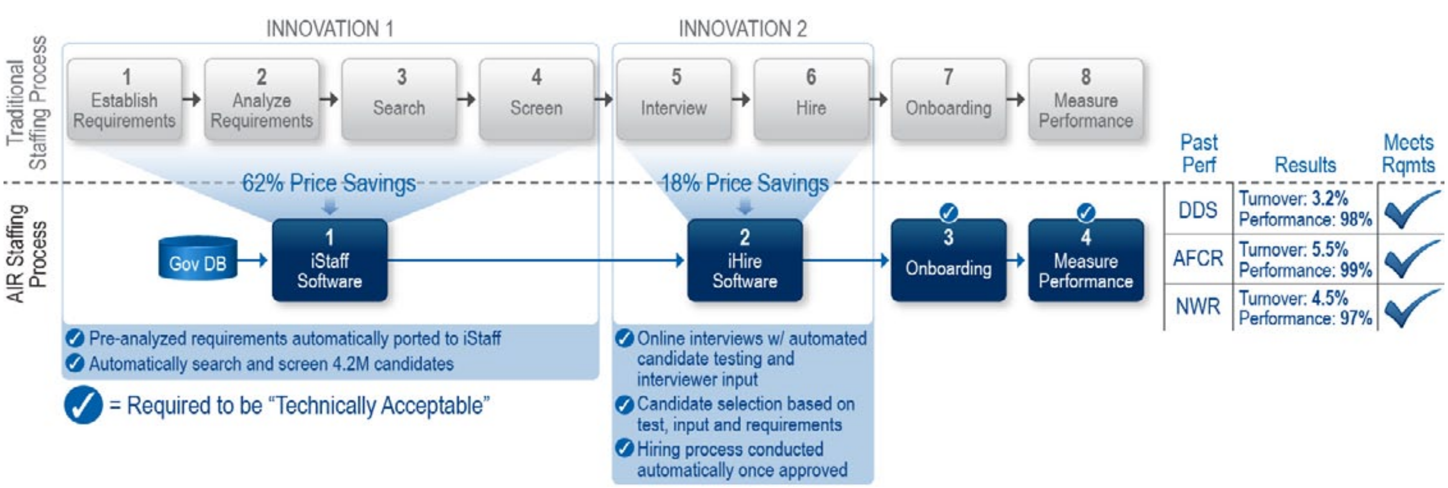
I show data gathered during testing or past reviews to validate my solution. Numbers have teeth when establishing credibility because that which is measured typically improves and is repeatable. I will qualify my data with research notations when applicable.

2) Prove That a Lower Priced Solution Is Too Risky

Low price is often associated with high risk, because low price is synonymous with lower quality, increased likelihood of failure, lost efficiency, and a spectrum of negative outcomes. I highlight these risks then point out critical elements found in my solution that mitigate these risks. If these features are missing or executed poorly, the proposal should be deemed not technically acceptable. (Think of these elements as critical success factors.)

The buyer is risk adverse. They do not want to buy a low-priced solution that doesn't work. Throughout my proposal, I remind the evaluator of the dangers associated with a bad-buying decision. I empower them to eliminate questionable solution providers (my competitors) by highlighting elements required to render the (best) service at a low price. For example, in the graphic below, the checkmark symbol is defined as "Required to be Technically Acceptable." I am pointing out the features needed to ensure a successful execution at that price. Without these highlighted features, the risk of failure increases. This approach is subtle. You can be more implicit when acceptable.

The two steps and the methods come together in the following graphic. (I recommend using graphics to make it easy for evaluators to find, understand, remember, and grade information that is crucial to your proposal's success.)



An LPTA RFP is an opportunity to win on TA as long as you follow this strategy. Prove that you deliver a higher quality solution at a low price—when others cannot.

Mike Parkinson, PPF.APMP, is an internationally recognized visual communications expert and APMP Fellow. He is a partner 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 proposal professionals. Mike Parkinson can be reached at mike@24hrco.com or call 703-533-7209.

Why LinkedIn Matters for B2G Marketing, Sales, BD and Proposal and Capture Professionals!

by Mark Amtower

Recent studies by Forrester (for LinkedIn), Market Connections and others show the growing influence of social media throughout both government contracting and government management communities.

These studies emphasize different aspects of social networking, but they all point to the growing importance of leveraging the right network to grow your business.

If you were at the January APMP speakers series dinner, you saw me prowling across the front of the room growling about what you can do with LinkedIn and what you shouldn't do with LinkedIn. It was a fun place to speak with lots of interesting questions from APMP members at the end. Part of what I shared at dinner is here, plus a few extra thoughts.

The statistics are there and they are real: Feds are on LinkedIn in significant numbers, as are the major primes. If you weren't at the dinner, here are some of the numbers:

DOD - 27,986 Employees on LinkedIn

US Army - 139,091 Employees on LinkedIn

DHS - 15,934 Employees on LinkedIn

State - 14,518 Employees on LinkedIn

VA - 44,084 Employees on LinkedIn

USDA - 8,615 Employees on LinkedIn

NIH - 13,673 Employees on LinkedIn

SAIC - 28,148 Employees on LinkedIn

Lockheed - 38,512 Employees on LinkedIn

CSC – 62,067 Employees on LinkedIn

Booz - 23,452 Employees on LinkedIn

CACI - 8,770 Employees on LinkedIn

Northrop - 38,630 Employees on LinkedIn

Here's the caveat: while there over 200 million members on LinkedIn, a relatively small percentage are leveraging the platform as well as they should. So, I'll share a four of the "keys" to success on LinkedIn: profile elements, connections, sharing content and groups.

First, it starts with an informationally robust **profile**. There are several factors to take into consideration when putting your profile together, but the first is the audience you wish to engage. Your profile must offer some compelling reasons why people should consider reading more about you and/or connecting with you. Assuming your name will ring a bell for many in your niche is never a given, so you have to clearly enunciate and enumerate the skills you bring to your company and to the market.

What exactly do you do? Be clear, and don't be shy. If you are very good at something, say so.

The key elements of the profile are the name, the headline, the photo, the summary and specialties, Skills and "experience" (job).

The name, your name, needs to appear alone with no degrees, professional certifications or other accoutrements.: the name, just the name. If you go by "Joe", use Joe, not Joseph. And don't

> While there over 200 million members on LinkedIn, a relatively small percentage are leveraging the platform as well as they should. So, I'll share a four of the "keys" to success on LinkedIn: profile elements, connections, sharing content and groups

put your maiden name in parentheses. Just use the name you are known by professionally. This makes it easier for people to look you up.

The **headline** is the area right under your name. The default for your headline is your current job title. This will show up just a little further down your profile so a much better use of the headline is to start explaining the value you bring to the market, what you actually do. For proposal professionals, look at what Brenda Crist does with her headline: *"Proposal Manager and Writer, APMP Proposal Fellow, APMP Accreditation Instructor, Presenter."* That starts the process of claiming some value intellectual real estate.

The **photo**, however, is the first thing people will actually look at, so it is important to come across as a professional. I have seen photos with way too much cleavage, someone that looks like a serial killer, a group of guys drinking, a big motor boat, and more. In my early days on LinkedIn I saw a very large boat, rear view, with the name "Task Order". If I were a government buyer or influencer reviewing any of the above profiles, I would quickly move on. A professional head shot with you smiling is all that is needed.

The **summary and specialties** section is just that: a summary of what you do, the value you bring to the market, and a list of the specialties that support that statement.

Next is the newer feature, **skills**. This requires only a "click" from a 1st degree connection, but you should select only those skills that enhance the position you are presenting on LinkedIn. You can also create skills if they are not currently part of the LinkedIn lexicon. Ten skills should be sufficient, but add more if you need to.

The "experience' is for each position you have held. For each position, answer each of these questions:

What does this company do?

What market (or market niche) does the company serve?

Geographically, where does it operate (if applicable)?

What was your role at that company (details are good here)?

While this is not all your profile needs, it is a solid start.

Second, **connections** are not necessarily a numbers game. For many it's a quantity over quality game, but for you, try to be selective and determine the value of each connection. Your profile should be designed to attract a specific audience, those you wish to connect with and otherwise influence. For some niches this will be a larger audience than in other niches, but your profile has to begin to interest these people as soon as they open your profile.

You can find key people to connect with several ways. Among my favorite methods is to look at the connections of key market influencers. Most people do not bother to "lock" their connections, so if you are connected with key players, take a look at their connections.

Another great way to find key people is to look at the members of groups that serve your niche. While it may be nice to join your college alumni group, you will probably find better connections in my Government Market Master group or Carl Dickson's Business Development group.

> Studies emphasize different aspects of social networking, but they all point to the growing importance of leveraging the right network to grow your business.

I also look up people I meet at business events. As soon as I return to the office I take those business cards I received and look them up on LinkedIn. A few years ago the hit rate was 20%. Now it's over 80%.

Third, **sharing pertinent information** develops credibility. When you find pertinent articles, blog posts or other web-based information, share it in the groups you belong to where it is pertinent. Your picture pops up next to everything you post in the groups and your activity, if it truly adds value, begins to be noticed by more people. If you blog about our market, share the blog.
You should also review the current group discussions and comment when you can add something.

Fourth, **groups** represent communities of niche professionals. From my perspective, the groups are truly where the action is- *if you find the right groups*! That is not as easy as you might think. Like connections, it is not a numbers game -which group has the most members- but which group has the *right* members and is well managed.

You can use the search function, default to “groups”, and plug in keys words and phrases: government contracts, business development, government IT, health IT, etc. This will produce lists where those words or phrases are prominent.

You can also go back and look at the groups of key influencers. Here you only have to be a 2nd degree connection to view the profile and groups of key industry movers and shakers. If you review three profiles and the same group pops up on each, take a serious look at the group.

The groups are only valuable if you participate, just like APMP membership: the more you put into it the more you get out of it.

LinkedIn can and should be the best marketing tool you’ll ever find, if you use it well. *Best of luck for 2013!*

Mark Amtower is a leading GovCon marketing consultant, author, LinkedIn Black Belt, radio host and the Director of the Government Market Master continuing professional education program at Capitol College in Laurel, Maryland

Social Media – What's the Point?

by Tim Pepper

Social media, I don't get it. Make a phone call, hang up and get back to work. Receive email, answer email, and get back to work. Tweet, chirp, burp, post updates to the world with glib platitudes, "like" your own posts to falsely increase the ranking--whatever. I attended an APMP speaker event where the presenter pushed for the "need" to be on a specific media outlet. I joined out of curiosity. Two years later, I'm still not convinced of the value. In what may be a minority voice in this issue, please do not market to me through social networks.

Many of the APMP-NCA members are with much smaller companies as consultants in the DC market and must continually strive to obtain work. I recognize that and do not intend to sound callous. I am fortunate to be with a large company with access to significant resources. As a senior proposal manager in a 21,000 person organization, I have access to the infrastructure needed to generate winning proposals. Resources available to me include full time graphics artists, desktop support, an editor, proposal manager peers, colleagues, and business development (BD) professionals. Expertise from line management and direct employees can be drawn upon for content and customer insights. Strategic bids get senior management engagement and backing to support the efforts. I rarely engage consultants for assistance.

My role on proposals is focused on developing the product with a compliant structure, concise writing, compelling story, and meaningful graphics all merged into a winning package. Other people in our company are the business developers, and marketers. A combination of BD and line management builds the teams in pursuit of contracts. My engagement in shaping the story or influencing proposal strategy development varies with each bid.

The best thing teammates (or potential teammates) can do for me is be responsive when tasked. As we form the team to fulfill the contract scope of work, answer the data calls. Be thorough and honest about your capabilities early. Waiting until red team to offer assistance (or marketing blurbs) does not help me. Emails like this facetious example are a nuisance.

> *Hi, I'm so-and-so from LMNOPQ Corporation,*
>
> *I know I didn't answer the SOW matrix data call four months ago in a meaningful way, but just so you know, our company holds expertise in EVERYTHING. I see we didn't get a writing assignment, but we can be*

excellent reviewers (and spell checkers) for you.

I'm looking forward to getting my hands on your proposal so I can see the great layout, graphics, and customer focused language ideas for our future use as your direct competitor!

Let me know how you want me to help and when I can expect to receive your files.

You can reach me on Facebook, Linkedin, Skype, Twitter, or (least preferred) old fashioned email.

Sincerely,

Clueless Teammate BD Person

I'd prefer you to be the responsive teammate leading up to an engaged in the proposal instead of the BD marketer that sends me emails twice a month after submission asking if we won yet. I help develop, shape, and produce the bid. Many non-responsive teammates are fortunate I'm not on the contract performance side. If your proposal participation is indicative of your contract performance, then my response would be "No, thank you" no matter how many friend requests you send.

Social media sites encourage us to update our profiles, recommend others, continually add more people to our network, or otherwise click links and show how actively we use their portal. In the main, it's meaningless chatter, an endless stream of useless snippets of drivel. How does this connect us to one another? How does this lead to fostering trust strong enough to entertain doing business with each other? So what if I voted on a two-column versus one-column survey and you "liked" my post? Is that going to translate into a teaming position on a contract? Probably not.

I'm no Luddite or technophobe but after putting in a full workday on proposals, I unplug. The computer gets shut down, the cell phone gets turned off for recharge, and genuine human face-to-face interaction begins with family and friends. The opinion of Hollywood stars or the hordes of commenters on a political topic are useless distractions to actual personal interactions hindered by the false environment of social media.

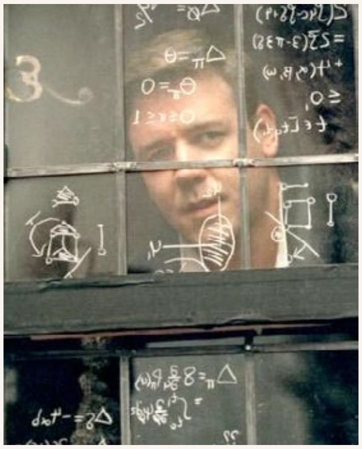
Tim Pepper applies over 18 years of experience in capture, proposal, and program management for the Federal and DoD markets. He is a Senior Proposal Manager and Proposal Center Manager for General Dynamics Information Technology in Chesapeake, VA. He leads proposal development (managing, writing, editing, 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.

Fun Fact...

If you keep counting the letters of any number, you'll always end up at 4! Check this out!

The title problem sounds extremely confusing; however the actual puzzle that we're talking about is rather simple. If you follow these steps correctly, no matter what number you pick, you will always end up with the number 4 in as few as 5 steps or less. By the way, you have to spell the numbers in English for this to work!

Here are the steps: Pick a number between 1 and 99, and write it as a word, and then count the letters. However many letters you counted is the new number you must write. Write that number down, and count the letters again, and so on and so on. Within 5 numbers, you will end up at the number 4 every time! Try it!



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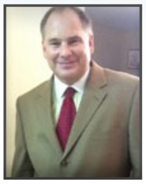


Finding Quality Business Partners and Consultants for Bids

by Tony Shifflett

A critical feature of any winning proposal is the construction of a team that has a positive history with and understanding of the hot buttons and pain points of the organization requesting services. Teams without a past performance in a government agency that put out a solicitation will find themselves hobbled in winning the business they are going after in two critical ways. These are:

1. **The government is risk adverse.** If those reviewing the proposals do not know any members of the team, why would they want to go out on a limb and select you? This is particularly true if they have proposals from agency incumbents that have an outstanding record of performance in that agency.
2. **It becomes difficult to write a compelling proposal if you have no "inside intelligence" regarding what key agency problems are.** Just reading the solicitation materials will not give you what you need. In order to "read between the lines" you need guidance on where to look and how to do that.

Proposal development is a labor of love – who wants to spend 16-hour days wasting their time writing a compliant proposal that has no "kick" to it? Proposal professionals, after all, are the ones with the most skin in the game. How does a Proposal Manager help Business Development (BD) mitigate and/or eliminate the two above problems? The answer is simple – be proactive and go find companies and consultants that currently have or have had within the solicitation past performance business with that agency!

A proactive proposal professional can use a wide range of media to find subcontractors or business partners that have past performance in the target agency. Discussed below are several alternative paths and tools that you can use to find partners and how to best use these tools to find the right partner to win the business.

Word of Mouth

Talking to consultants and Business Development people is one of the best – and easiest – ways to find out who is doing business in a particular government agency. Poll the team's consultant pool. Do this first thing to determine what you have in-house on the team that can help. Go to all members of the team and ask them if they have consultants that have

> Proposal professionals have a wide range of tools that they can use to find out the information they want. The key is to stick to it and creatively approach the problem. DO NOT get discouraged and attack the problem from many different angles.

worked at the agency. If they have worked at the agency, then ask the consultants what businesses have work there. Use them not only to get information on companies, but also to gather "inside intelligence" on what problems related to the solicitation that the agency is having and what preferred technical solutions the decision-makers prefer.

Subscription Services

A good way to find out who is doing what business within particular government agencies are subscription services, such as GovWin and Bloomberg. Both provide an easy way to find out who is really doing business with the target agency, and how much that business is worth. This is a good way to quickly scope out what your potential partners have in the way of banked business and what business units they perform work for. Once you know what companies are doing business in your target agency, it is a relatively simple matter to contact them and ascertain if they are a right fit for your team. Even if they decline because they are on another team, then you have valuable competitive intelligence on the shape of the competitive landscape, and can then "ghost" them in your own response.

Open Source Intelligence (OSINT)

Use the Internet to gather information and determine what companies are working within the solicitation agency and to find out information about the target office. Google is a good free tool that an enterprising proposal professional can use to sleuth out who is doing business in a particular government agency. The nice thing about Google is that you can force the search engine to search the Internet in a particular manner using Google's query tools. The way to do this is to put quotes around your search subjects like so:

> Google provides a wide range of FREE search enhancement tools that an enterprising proposal or BD professional can use to enhance their ability to search the Internet. Go to: www.googleguide.com to find these tools.

"Securities and Exchange Commission"

"Office of Information Technology"

Google will then search the world for the above words in quotes, with those words next to each other on the web page. This particular search returns "About 8,820 results (0.18 seconds)" according to Google. This is a very time efficient way to use Google. If you do the above search like so:

Securities and Exchange Commission
Office of Information Technology

Google will then search the Internet for the above words without the words necessarily being next to each other. The above search returns "About 2,550,000 results (0.15 seconds)." Which will be more useful to you in finding out information on the SEC's Office of Information Technology (OIT)? The second search – which you can see is a bit slower - will return useful information but also a lot of clutter. Using Google in this way narrows your searches to the specific competitive intelligence and company information that you need. Google offers the enterprising search guru with a wide range of query tools designed for specific types of searches and that will find specific types of information.

Similarly, Google also provides search operators that can help you to drill down on a topic in a particular way. Google groups these search operators by search service, meaning that you can find particular images, groups, and products by using them while as the same time eliminating search chaff. The two below searches demonstrate how to do this using the same operator:

site:www.sec.gov ***"*.jpg"***

site:www.sec.gov ***"OIT"***

The first site search finds all the jpg graphics associated with the SEC's website, and the second finds all those pages that mention the OIT. These search operators can help you quickly find the information that you want, and using them in tandem increases search efficiency. Using this "Google on Steroids" approach will help quickly find potential subcontractors and information that will help construct a compelling solicitation response. These tools become second nature finding business partners and information becomes fun and not a chore.

Linkedin

Linkedin is another good way to find business partners and sleuth out information in terms of what is going on in the target agency and office. You can use the search engine to find not only business partners but also critical competitive intelligence, especially intelligence related to what activities are occurring within the solicitation organization. Sometimes Linkedin will yield results right away, other times it will take a bit of work. If you have access to GovWin and Bloomberg, then use them in tandem with Linkedin to find business partners and people with past performance at the target agency. If you do not have access to these subscription services then start out on Linkedin by doing general searches on the solicitation organization and keywords such as "black belt" and see what comes up. Go from there. Refine your searches and continue.

Program Managers and those deployed on projects will sometimes say exactly what they are doing; and sometimes even say something like "I manage two Six Sigma Black Belts, and…" This type of information helps to scope out the current staffing levels, and can be a key source of information in terms of helping to establish appropriate staffing levels and pricing to win. Sometimes profiles will give you valuable information that can serve as a good reality check on your approach to different proposal sections.

A Real Life Example

Recently the company that I worked for went after an SEC OIT with a prime and another subcontractor, none of whom had SEC past performance. This lack of an OIT past performance presented a serious problem in terms of weaving together a compelling story as to why the evaluators should select our team. This was particularly so since the requirements specified past performance within the past three years as a key evaluation criteria. Our company was not the prime on this bid, so I had to gingerly approach the Capture Manager and suggest that we find a small company – and consultants - with past performance within OIT.

I started out by looking at GovWin and contract expenditures within the SEC's OIT office. Several large companies came up, along with several 8 (a) minority and woman-owned companies. I immediately went to Linkedin and started to look up the Presidents and various BD people for these firms. Several of the companies told me that they were already on teams working to win the work. I knew that I was on the right track, and that we had to keep at it. Using the Internet I had pretty much exhausted all the possible partners and realized that it was looking like we would have to move forward without a SEC OIT past performance. However, we had identified several good Lean Six Sigma Black Belts, and recruiting was talking to them.

Sure enough, several days after I had finished by searches, one of the companies that I had found called us back and said that the prime for the team they were on had decided to "No Bid" the effort. We were able to get them on board, and submitted a proposal that had SEC experienced consultants that met requirements, and a past performance that exactly fit our needs. The moral of the story is that you need to keep at it and DO NOT get discouraged.

> Information is power. Use all of these approaches at the same time to find the right partner and consultants. Get creative in your approach. Use these approaches to educate company employees – four pairs of eyes looking for the perfect partner are better than one.

Tony Shifflett came to town to complete his education and get involved in politics. He found he liked computers, writing and graphics better, and so got involved in doing commercial proposals and loved it. Since then he has worked for government contractors large and small, and intends to do so the rest of his working life...

Legal Corner

Social Media and the Law

by Shlomo D. Katz

Most articles on social media seem to focus on its benefits. This column will take a contrary viewpoint and focus on some of the legal challenges that social media can create for employers, in general, and government contractors, in particular.

Social media are everywhere… and growing fast. Still, as one court noted in a case involving Facebook: It is tempting to infer from the power with which the social network has revolutionized how we interact that Facebook has done the same to the law of contracts. But not even Facebook is so powerful. While new commerce on the Internet has exposed courts to many new situations, it has not fundamentally changed the principles of contract. In other words, while the fact patterns may be new, the legal rules that govern them are the same as the familiar rules that govern "old-fashioned" situations.

Take, for instance, the only case (so far) in which the phrase "social media" has found its way into a Government Accountability Office (GAO) bid protest decision. There, the protestor (SAIC) alleged that the awardee (MBI) had an organizational conflict of interest because it had used its access to internal government records to obtain the resumes of, and other information about, SAIC's employees. In response to SAIC's complaint, the contracting officer initiated an OCI investigation and asked MBI how it had obtained SAIC's personnel information. MBI denied that it had identified SAIC's personnel from proprietary SAIC or agency information. Rather, MBI identified a number of public means by which it had obtained the names of SAIC personnel, including:

- Obtaining names from current and former MBI employees who had provided training to SAIC employees or had worked at various locations with SAIC employees
- Reaching out to professionals in the local recruiting network to identify additional names
- Using sources such as resume posting websites and social media websites to collect additional names and contact information

Based on these representations, GAO denied the bid protest, citing prior decisions holding that a contractor's organizational structure and staffing cannot reasonably be considered proprietary where they can be discerned by regular observation by other contractors. Moreover, GAO said, a contractor's employees' names and identities are not proprietary where they are in the public domain via internet postings and where their personal information is known to relatives and friends with skills in the same line of work. In other words, if it's in the public domain, it's not a secret, the same rule that has applied to would-be trade secrets at least since King Solomon coined the phrase, "A little birdie told me."

So what is an employer to do? The year that just ended (2012) saw a

> Social media are everywhere… and growing fast. Still, as one court noted in a case involving Facebook: It is tempting to infer from the power with which the social network has revolutionized how we interact that Facebook has done the same to the law of contracts.

lot of publicity, and some new laws, around employers snooping into their employees' social media accounts. But, while employers are now prohibited in some states from demanding their employees' social media passwords, no one (as far as we've heard) has yet prohibited employers from looking at the public portions of those accounts for any competition sensitive information that may be posted there. That is no different than looking at a bulletin board that an employee posts outside his office, except that the potential harm to the employer from an improper posting on Facebook is so much greater. Reviewing an employee's public profile should be adequate for purposes of preventing a competitor from seeing any sensitive information, since the competitor also will presumably have access only to that public view.

Of course, alongside such monitoring, employers must have effective, enforceable non-disclosure agreements with employees as well as policies delineating what information may or may not be shared with the public. Such agreements and policies should be reviewed by counsel because, if they are too restrictive and effectively prevent an employee from ever finding gainful employment outside the company, many courts will not enforce them.

Another area that employers need to consider is the possibility that one employee is using social media to illegally harass or bully another employee. Alternatively, what if the employee uses Facebook to criticize or even defame a supervisor? Situations like these have already begun to show up in reported court decisions, with results that vary depending on what State's law applies and other factual nuances.

In one case, for example, the National Labor Relations Board ("NLRB") upheld the firing of a car salesman who had posted sarcastic pictures and comments about his employer on Facebook. In a different case, the NLRB found that an employer did violate the law by discharging five employees for Facebook comments they wrote in response to a coworker's criticisms of their job performance.

A full-blown analysis of such cases is beyond the scope of this newsletter. The takeaway, however, is that employers must be aware of potential issues and be prepared to mitigate, or litigate, them. At a minimum, employers should have well-drafted policies in place before problems arise, covering, among other things, permitted uses of company computers, including spelling out disciplinary consequences for improper use of social media at work. More broadly, employers should reserve their rights to deal with employees' missteps in any manner permitted by law, taking care not to make any promises or representations that could later hamstring the employer.

1. Fteja v. Facebook, Inc., 841 F.Supp.2d 829 (S.D.N.Y. 2012).
2. Science Applications International Corp., B-405718, 2012 CPD ¶ 42.
3. See Ecclesiastes 10:20.
4. Karl Knauz Motors, Inc. and Robert Becker, Case 13–CA–046452 (N.L.R.B., Sept. 28, 2012).
5. Hispanics United of Buffalo, Inc. and Carlos Ortiz, Case 03–CA–027872 (N.L.R.B., Dec. 14, 2012).

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

Leveraging ALL the Social Networks

by Ben Skelly

Back in January, many of you attended the association's Speaker Series event centered on leveraging LinkedIn for networking and leads. Our speaker that evening, Mark Amtower, gave an insightful presentation with several tips on improving your presence on that specific website. I was surprised, however, to see that the other social networks and their potential were largely dismissed. While I won't argue that LinkedIn holds the most value for our particular industry, not leveraging the entire bevy of social platforms is a recipe for selling yourself short. Let's look deeper into why and discuss tips for improving your brands' presence on all the networks.

Sheer Volume

In an effort to understand why you need a presence everywhere, let's first examine some numbers. The following figures are based on active registered users for the previous year:

Facebook: 850 Million

Twitter: 300 Million

Google+: 235 Million

LinkedIn: 150 Million

Instagram: 100 Million

Pinterest: 11 Million

It's important to note that the culture on each network is quite unique – what works on one will not necessarily work on the next. Even with 700 million more users than LinkedIn, the ROI from a Facebook presence may not pay off as much in our industry. However, those are over one billion active users you're not reaching if you pigeonhole yourself into one network. Many professionals seem to sneer at Facebook as if it's just a hangout for their teenaged children to share photos of cats, or think Twitter is something your eyes do after staring at a computer screen too long. Even if your line of work lends more importance to one particular network—why not leverage them all? People trust familiarity. There's no reason not to be seen everywhere.

I've compared the various networks to children in the past. Each has a distinct personality, each needs to be fed, and all need your regular attention. Maybe you have a favorite; I certainly do (I'm talking about networks here, not children!... kinda) but you're going to lose opportunities if you only nurture one network. Maybe LinkedIn has a higher percentage of relevant users to what you sell, but can you argue that there are zero opportunities in the remaining one billion active users on the other platforms? After all, how engaged can you be if you actively shun other social networks?

Purposes and Tips

Above all else, we stress being human. Define your voice as a brand and remain consistent. People relate to people, not corporate jargon. If you aren't creating value in a follower's life, why should they care about what you have to share? All too often, I see people and brands simply tooting their own horn on these networks, neglecting to engage on a personal level with their followers. These are usually the same people who dismiss the value of social media… because they're doing it wrong. Here's how you can get started with some of the larger networks:

Twitter- Perhaps the most "social" of them all, Twitter offers instant exchange of information in a constantly moving environment. The quickest way to gain a valuable following is to seek out brands similar to your own. See who is following them, and who they are following, and connect with both groups of people. This increases the odds that you will be followed back, giving your content and updates the largest reach possible. It's a never-ending process with regular housecleaning of the jerks that don't follow you back. Retweet people, mention them in your tweets, favorite their updates -- this will pave the way to the favor being returned and your brand becoming more visible as a result.

LinkedIn- For individuals, Mark Amtower covered this topic better than I could at the Speaker Series event. Check out the chapters website to view the slides from his presentation if you missed it. As a company, however, LinkedIn has added a few new features to help maximize your presence. The new sharing feature allows you to upload virtually any type of files or media to engage with your followers. This same process can be done to your "Products and Services" tab on the company profile (which better be up-to-date!). Take advantage of this. You can also now feature a header photo for the company profile, making the page more inviting. As with any other network, give people a reason to engage with your brand, easiest achieved by sharing valuable content on a regular basis.

Facebook- I know, I know. This is the most frequently dismissed and scoffed at network for brands and lead generators. Based on volume alone, not having a brand presence on Facebook is foolish. Similar to the others, share, share, share! Facebook offers unique "insight reports" for your company page, giving real-time updates on who's following you, what their sharing and what they like. The new Graph Search feature is largely misunderstood, but there are things you can do as a brand to maximize its impact for you. At its core, the graph feature is designed to help people discover products and services on Facebook. Similar to traditional SEO, your goal is to rank high in these searches. Make sure your company information is up-to-date, correct, and properly categorized. The more engagement you enlist from your followers, the higher priority you'll receive in the graph searches. How do you solicit engagement? Quality content.

It's almost become cliché, but the overarching theme for a successful social media program is creating valuable, shareable content. If it isn't achieved through an insider or company blog, it needs to be done by offering something else of value to potential followers, clients or partners. The various social networks are simply the vehicles that get users from point A to B, onto your website, and converted into sales. Maintaining an effective social campaign can no longer be an afterthought or secondary mission for brands in any industry. The quicker you adapt to this evolving landscape, the better off you're going to be. Don't get comfortable, though. The Google+'s, Pinterest, and Instagrams of the world are starting to show their own marketing potential. Be current. Be social. Be human. Be smart. Be everywhere.

Director of Operations for Bridged Design, Ben Skelly functions as "whatever the heck you need" at Bridged. While specializing in proposal optimization and graphics, Bridged also offers web design, marketing and social media packages to help you standout and get noticed. Proudly affiliated with APMP-NCA, Bridged Design is a proven leader in visual communications, with proposal industry expertise and graphic design talent that is virtually unmatched. Bridged offers the processes, tools and reliability of a large company with the flexibility and responsiveness of a small company. To learn how Bridged can help you, contact Ben at ben@bridgeddesign.com or through www.bridgeddesign.com.

2013 Speaker Series Kickoff Event Shows Relationships Matter

by Lisa Pafe, PMP, APM.APMP

A LinkedIn profile is not necessarily a presence. APMP NCA kicked off the 2013 season with a well-attended career fair followed by the social networking insights of LinkedIn Blackbelt and Sensei Mark Amtower. Mark, also known as the Government Market Master, shared his tips, Leveraging LinkedIn for Capture and Proposal Managers, at the January Speaker Series event at the Tysons Westin.

Mark explained how to optimize individual and company profiles to gain the right attention from potential customers, teaming partners and employees. The best profiles tell a story "above the fold" that is more than mere regurgitation of qualifications. Mark also stressed that the more active a company or individual is on LinkedIn, the more they build a presence and become recognized as experts. Increased visibility on LinkedIn leads to credibility.

The presentation also focused on how to leverage LinkedIn to perform competitive research, identify teaming partners and define customer hot buttons in the relationship-driven government market. Mark demonstrated how Capture and Proposal Managers can maximize LinkedIn to get and stay on the radar of key customer influencers as well as attract teaming partners and employees. Just spending 30 minutes a few times a week can yield enormous benefits of increased visibility and market share.

Moderator Lisa Pafe, Principal Consultant at Lohfeld Consulting Group, facilitated a lively Q&A session. Event sponsors included Enexdi, OCI, OST Global Solutions, Proposal Development Consultants Rainmakerz, and Shipley Associates.

The Speaker Series Planning Committee would like to thank our speakers, moderator, sponsors and career fair recruiters who helped make this event a success. We look forward to seeing you at the March 20 breakfast event on Dealing with Difficult People Undermining your Business Capture.

Lisa Pafe is Principal Consultant at Lohfeld Consulting Group, Inc. With over 20 years' experience in business capture, process improvement, project and proposal management, and proposal operations, Lisa is an APM.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.

Prior to joining Lohfeld, as Vice President of Corporate Development at Ace Info Solutions, Inc., Lisa was responsible for the company's full opportunity life cycle. Previously, she was President/Owner of Vision Consulting, Inc.; Vice President of Business Development for GovConnect, Inc.; and Director of Marketing Services for MAXIMUS, Inc. 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.

Fun Fact...

You don't need a driver's license to compete in NASCAR!

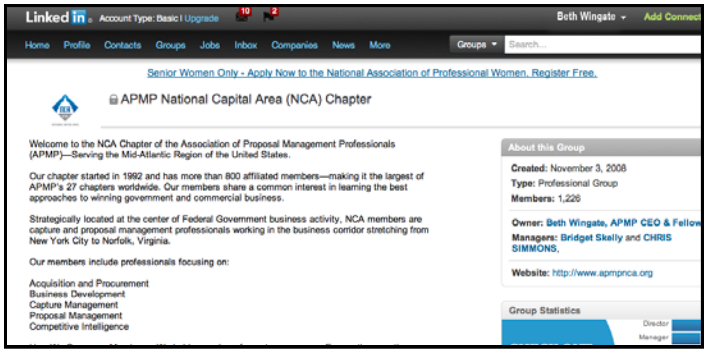
Kyle Busch, a NASCAR driver, had his license suspended for going 128 mph in a 45-mph area. The result was the suspension of his driving privileges for 45 days and a $1,000 fine, yet strangely only some of his driving privileges were limited. Busch was still allowed to compete in driving competitions because it is not technically essential to have a state driver's license for NASCAR.

To compete, all a driver must do is be over 18, and pass the driving ability tests that the organization administers. State law did not ban Busch from driving because he is not operating a common motor vehicle and is not driving in public areas!

Taking LinkedIn to the Next Level

by Chris Simmons

LinkedIn is the world's largest online professional network with more than 200 million members worldwide. It is not surprising that many proposal professionals are LinkedIn members and participate in LinkedIn discussion groups. What may be surprising is that many of us are still novice LinkedIn users who haven't taken the time to navigate the network and tap its full potential.



NCA LinkedIn History

The NCA LinkedIn discussion group was established in November 2008 by Beth Wingate the NCA Chapter President at the time (now APMP CEO). She established the group to provide a basic electronic meeting place to share ideas, promote events, and generate interest in APMP and NCA.

Between 2008 and 2011, Brenda Crist (former NCA chapter President) and I assumed responsibility for managing the group. In the early days, this consisted primarily of approving member requests to join, and monitoring inappropriate postings. Since leaving the NCA Board in 2011, I continued to manage the group in much the same passive way—until now.

Time for a management upgrade

Over the last two years, the NCA group has more than doubled in size to over 1,200 members. One of our members (Matthew Weaver) recently flagged a message as inappropriate. Matthew is a LinkedIn manager/owner of seven different groups and provides some valuable and timely input. Following detailed discussions with Matthew, it became clear that we needed to take a more proactive approach to managing the group. Our group didn't have a basic set of group rules in place and that seemed like the logical place to start. We also needed a more comprehensive approach to managing the group—consistent with LinkedIn best practices—to increase participation, empower members, raise the standard of discussions, and minimize inappropriate postings. I proposed a more proactive LinkedIn management approach to the NCA Board with the following high-level objectives:

1. Establish a simple set of group rules consistent with LinkedIn best practices and the APMP group rules.
2. Update the NCA Group Profile page.
3. Develop a growth plan to attract new members—especially outside of Washington, DC, non-sales, and entry-level functions.
4. Promote more insightful discussions from a broader group of members.
5. Reduce the amount of self-promotion, spam, and misplaced contributions.
6. Coordinate with the NCA Board to support event promotions and other initiatives.
7. Draft LinkedIn templates for Request to Join, Welcome, Decline, Decline and Block.
8. Monitor the site on a daily basis to actively manage content, and coach members on appropriate postings.
9. Provide regular group updates including Manager's Choice discussions, polls, and group statistics.

NCA LinkedIn Guidelines

The first step was to develop a simple set of what LinkedIn calls Group Rules. I researched LinkedIn best practices, reviewed related sites (managed by so-called gurus and master managers), and checked the APMP site. Many of the rules for other groups were long, complex, not aligned with the LinkedIn features and functions, or sounded like a lawyer wrote them. I developed the following initial set of simple rules aligned with the major LinkedIn features for discussions/polls, promotions, jobs, and requests to join as a starting point. By the time this article is published, NCA group members will receive a broadcast message with the new rules and a new LinkedIn Group Rules page will be posted.

Roles and Responsibilities

The current-serving NCA Board owns and manages the NCA LinkedIn group to provide a consistent brand image as Board members change over time. My role is to establish and enforce a simple set of group rules and to assist with the promotion, moderation, and facilitation of the group. Working closely with the NCA Marketing & Publicity Chair (Bridget Skully), we will follow LinkedIn best practices to empower members and encourage engaging participation through proactive group management.

Tips for LinkedIn Success

LinkedIn originally launched in 2003 and it took some time for the site to reach mainstream status. Like most

Proposed LinkedIn NCA Discussion Group Guidelines – *Updated February 9, 2013*

The following guidelines will be posted to the NCA LinkedIn discussion group upon approval by the NCA Board. Once the guidelines are posted, an email blast will be sent to the group, informing them of the new guidelines and requesting compliance. The guidelines will also be shared with APMP International as a courtesy.

NCA LinkedIn Guidelines

Please adhere to the following LinkedIn guidelines for APMP National Capital Area Chapter (NCA) group discussions/polls, promotions, jobs, and requests to join.

Discussions/Polls

1. Discussions, information sharing, questions and answers, and other dialogue are highly encouraged. Please include the content of your discussion in the discussion title and details, and not via a link to an external website. A link to an external website can be only provided if the content of the discussion doesn't fit in the allotted word count, and additional materials can be found at the website. A link can also be provided pointing to additional materials helpful to the discussion.
2. Do not insult, berate, or lecture others. Respect their views and beliefs and always consider the impact of your contributions.
3. Avoid discussions and polls that are not directly relevant to the group (including advertising, self-promotions, or spam) will be deleted by the NCA Group Manager.

Promotions

1. Product, service, and event promotions are allowed, but can be posted in Discussions only if they do not detract from the overall quality of the group dialogue. They have to clearly benefit the members. They should be structured in a way that promotes dialogue, feedback, and other discussion responses.
2. APMP-NCA event Promotions are strongly encouraged in Discussions.
3. Other promotions posted to Discussions, that are not relevant to this group and that don't follow the guidelines above, will be deleted.

Jobs

1. Job postings are encouraged, but must be relevant to the group or will be deleted.
2. Please remove job postings once they have been filled.

Requests to Join

1. We welcome business development professionals from all job functions, all seniority levels, and all geographies who have a genuine interest in contributing to the group.
2. LinkedIn members with no obvious connection to this group, or those flagged as having zero (0) connections, may not be allowed to join the group.

We reserve the right to block or exclude any LinkedIn member who repeatedly infringes upon these group guidelines.

Participate. The most important guideline for this or any social media group is to participate. Please generate Discussions, Polls, Promotions, or Jobs and "Like", "Comment", "Follow" , "Share", "Flag" (Promotions/Job), or "Reply Privately" as appropriate to increase the value for you and other group members.

Suggestions? These guidelines have been established to increase group participation and value for current and future group members. If you have any suggestions for improving the group, including amendments to these guidelines, please contact Chris Simmons, LinkedIn NCA Group Manager at chris@rainmakerz.biz, or 202-255-2355, or Bridget Skelly, APMP-NCA Marketing Chair at bridget@bridgeddesign.com or 703.431.4423.

users, I started slowly with a focus on improving my profile and expanding my network. Over the past seven years, I have made 1,600 connections (one invite at a time), participated in approximately 50 groups (some more than others), and have received over 350 unsolicited LinkedIn endorsements across 43 skill areas (more on endorsements later). Despite these LinkedIn credentials, I still feel like a novice when it comes to getting the most out of this premier professional network. If you are relatively new to LinkedIn, or have yet to explore all that the network has to offer, here are seven tips that will help you take LinkedIn to the next level.

1. Explore the site. Like most things in life, the more time and effort you invest in something, the greater the potential reward. Take the time to explore LinkedIn. Look at the main features and functions and the related drop-down menus for each. Identify and explore the features and functions that are the most interesting or beneficial for your networking goals and objectives.
2. Continually update your profile. The amount of information LinkedIn requires to become a Profile Strength "All-Star" can be daunting. Start simple and build your profile slowly over time. LinkedIn will provide prompts and suggestions to help along the way. Set goals for completing profile sections. Focus on accomplishments, not basic job descriptions. Everyone knows what a proposal manager or writer does. Your network and future connections want to know your claim to fame. They want to see the feathers in your cap. Help them by highlighting the achievements that set you apart from the rest.
3. Make inviting connections automatic and easy. Every time I meet someone I want to connect with, I send a LinkedIn invitation within 24 hours of our meeting. The invitation includes a personalized note about why we should "Link" and sometimes even highlights the things we have in common. I also include a LinkedIn profile link in my eSignature to make it easy for people to access my profile and connect.
4. Join LinkedIn groups. LinkedIn experts suggest joining a total of 40-50 discussion groups. Over the years, I have found some groups to be more valuable than others. These days I focus my effort and attention on 10-15 groups. Everyone reading this article should join the NCA and APMP groups at a minimum. In addition to other APMP chapter groups, I have also found the following groups types to be valuable: sales, business development, capture planning, Federal government contracting, proposal management, contractor/consulting, and proposal writing. Type these terms in the Groups search field or check out the groups that your connections have to get ideas. It's easy to join, leave, and modify group settings (Your Settings) to set the visibility, contact, and update levels that work best for you.
5. Know the rules. LinkedIn users have become increasingly sophisticated over time. Current and future connections can learn a lot about you from the people in your network, the recommendations/endorsements you write and receive, the discussions you post, and the comments you make. If you take the time to learn the rules and refine your social networking 'netiquette', you will make positive impressions on colleagues, clients, partners, and future employers.
6. Recommend and endorse your connections. One of the easiest ways to help your network is to either recommend or endorse your connections. Either way, many people will return the favor and you will quickly build a stockpile of accolades and endorsements. Recommendations require more effort and have more impact than endorsements. Scroll down to the Recommendation section of your LinkedIn connection and follow the directions under "Would you like to recommend <connection name>?" Endorsing a connection is a relatively new LinkedIn feature. When you access the home page of a connection a blue pop-up box appears with the question" Does <connection name> have these skills or experience?" LinkedIn uses an algorithm to suggest skill/experience areas. Unfortunately, LinkedIn is not able to determine what your core skill and experience areas are, and skill profiles can easily become skewed. I am continually amazed at the endorsements people make by connections they hardly

know, for skills and experience they have never directly experienced. This approach diminishes the overall value of endorsements in my opinion making them little more than glorified popularity contests. You need to develop your own recommendation and endorsement policies and stick to them.

7. Participate. The most important rule for LinkedIn or any social media group is to participate. Make the time to generate discussions, polls, promotions, or job postings. “Like”, “Comment”, “Follow” , “Share”, “Flag”, or “Reply Privately” as appropriate to increase the value for you and other group members. These actions are also greatly appreciated by the site manager(s) and moderator(s).

Suggestions?

We recently established the NCA group rules and high-level LinkedIn objectives to increase group participation and value for current and future group members. If you have any suggestions for improving the group, including amendments to the group rules, please contact Chris Simmons, LinkedIn NCA Group Manager at chris@rainmakerz.biz, or 202-255-2355.

Chris Simmons is the former vice president and membership chair of the APMP NCA chapter (2008-2011). He is and regular contributor to the APMP Journal, this NCA eZine publication, APMP conferences, and local NCA educational events. He is also the founder and principal member of Rainmakerz Consulting—a business development solutions company specializing in all aspects of proposal development. Contact Chris at chris@rainmakerz.biz, 202-255-2355, or visit www.rainmakerz.biz.

APMP-NCA and APMP International Upcoming Events

Are you getting the most value from your membership to Association of Proposal Management Professionals (APMP) National Capital Area (NCA) Chapter ?

You can get more from you APMP membership by affiliating with the NCA Chapter at no additional cost. The Benefits of local NCA affiliation include:

- Stay current and connected at education and networking events with discounted members-only registration fees
- 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 E-Zine.
- 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 that 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 next events

- March 20 Speakers Series Breakfast on "Dealing with Difficult People Undermining Your Business Capture at Maggiano's Tysons Corner"
- April 4 Proposal Basics Boot Camp
- May 28-31, 2013 Bids and Proposal Conference 2013

We encourage all current members to support APMP-NCA activities and ask you to invite guest to our activities and 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 cjcarroll@caci.com.

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

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 adimouro@intelligent.net or at 703-678-5158.

"OMG, did he just say that?!"

Dealing with Difficult People Undermining Your Business Capture

It's a fact of life that spans both business and personal endeavors; you will come across individuals determined to make life difficult for you. Knowing how to recognize these individuals and effectively deal with them can be the difference between the success and failure of your entire capture and proposal effort.

Join us Wednesday, March 20, 2013 at Maggiano's Little Italy Tysons Corner as our Speaker Series Breakfast Panel teaches you how to effectively recognize and deal with difficult team members. Everyone involved in any organization, from top-level business development, capture and proposal executives to production staff and interns can benefit from this discussion.

Your Panelists:

Dan Shyti is an author, speaker, and mentor specializing in leadership training. He is the founder of 4 Power Leadership, a company dedicated to leadership training for corporate and government clients. Dan's first book also titled 4 Power Leadership is due out early summer 2013. Dan is formerly a Vice President at L-3, a major technology and defense firm where he most recently led a team of solution engineers tasked with developing technical solutions in response to RFPs. Dan possesses 26 years of federal government contracting experience.

Dennis V. Humphrey is the owner and principle consultant with Carvus L.C., a company that provides executive coaching, training and learning solutions, courseware development, and program facilitation. Since 2001, he has focused on managerial and executive leadership development, human resources, and operations. Previously, for BAE Systems he was the Sr. Director of Leadership Development.

Katherine Virdi is the President and Owner of Coaching Presence, LLC, a woman-owned company specializing in coaching and leadership consulting. Katherine's career spans the educational, non-profit, commercial, and government contracting sectors for such companies as Axiom Resource Management; IntelliDyne LLC; and Evolvent Technologies, Inc.

March 20, Speaker Series Breakfast at Maggiano's in Tysons Corner Details:

7:00 to 8:00 a.m.
Registration and Networking

8:00 to 8:30 a.m.
Breakfast

8:20 to 8:30 a.m.
Chapter Business

8:30 to 9:30 a.m.
Welcome & Introduction of Event Sponsors, President
Introduction of Speakers, Speaker Series Event Co-Chair,
Presentations, Q&A Session

9:30 a.m.
Adjourn

Register at http://www.regonline.com/builder/site/Default.aspx?EventID=1198451

Boot Camp 2013 – Training Starts Here

This year, on April 4th, Boot Camp is taking training to the next level. We will be focusing on core issues, to strengthen us for the rough road a head. Our courses this year will involve all aspects of adult learning; Lecture, Interaction, Hands on application and yes, there will be a test. Studies have shown that this type of learning allows the student to use all their senses which in turn positions them to have the best ability for the highest retention. Courses will be taught in a classroom setting. Full use of multimedia to engage the students. Course books will be issued with slides, samples and work packets. If you are looking to increase your knowledge, or just re-enforce your core, this is the place to be. If you manage a team and you want them to learn from some of the best in the industry, this is the place to send them.

Everyone that reads this has the same goal in mind, produce faster and create better documents with the highest probability to win. The only way to do this is to make sure your team has the best tools and training available to them. This is the reason you should attend, to learn and apply, making us all better at what we do.

It is a new year and it is time to brush up on your skills. Learn the newest best practices being used in the industry. Trainers from some of the top federal contractors are teaching you how to be prepared when things get real.

Registration will open soon, keep coming back to our events page because seating will be limited.

Class	Instructor
How to Develop and Implement the Proposal Management Plan	Olessia Smotrova-Taylor, AF.APMP of OST Global Solutions
From Capture Plan to Proposal Management Strategy	Ali Paskun, AF.APMP of CSC
Compliance Matrix 101	Teresa (Terry) Waitzman-Bannister, Ph.D., APM.APMP, QS-LA of Infinity Technology, LLC
Resumes – Just Cutting and Pasting Won't Cut It	Elizabeth A DeBiase, AM.APMP and Suzanne Dempsey of Accenture
Story Boarding 101 (Work Packages)	Lisa McQuail AM.PMP of Elemence International, LLC
Outline 101 (Not a suggestion, it's a law)	Gary Everett of Organizational Communications, Inc.
Evaluation Friendly Proposals (or Don't make your evaluators work so hard)	Robert Katz of OST Global Solutions
Getting Gold from Your Reviews (or Turning Pink and Red into Purple Excellence)	Maryann Lesknik of Base Technologies
Data Calls 101	Lisa Pafe PMP, APM. APMP of Lohfeld Consulting Group, Inc.

To contact Alex Brown: abrown@ostglobalsolutions.com

Alex Brown AM.APMP

301-356-2909 (Cell), 301-769-6601 (Office)

Bid & Proposal Conference

May 28-31, 2013 at The Westin Peachtree Plaza, 210 Peachtree St, Atlanta, GA 30303 Atlanta, GA.

The Association of Proposal Management Professionals® (APMP®) delivers the world's largest educational event for bid, proposal, business development and capture professionals.

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Join your colleagues and competitors your industry's most innovative and educational international event. Gain essential tools that could catapult you to the top, to produce winning proposals and increase your win rate.

Register at http://www.apmp.org/events/event_details.asp?id=237743

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/.

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Executive Summary Editorial Staff

Executive Summary eZine Chair

Alexis Dimouro
Intelligent Decisions, Inc.
adimouro@intelligent.net
703-678-5158

Editors

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

Megan Skuller, AM.APMP
24 Hour Company
megan.skuller@24hrco.com
703-533-7209

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

Circulation

Bridget Skelly
Bridged Design
bridget@bridgeddesign.com
703.788.6792 (office)

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