

# **Insights from Industry Perspectives on Acquisition** for **Office of Small Business Programs**

**Presented by:  
Gerry Robbins  
SAIC**

**[Gerald.I.robbins@saic.com](mailto:Gerald.I.robbins@saic.com)**  
**703-628-4858**

# INTRODUCTION AND AGENDA

- Introduction
- Why We Bid
- Industry Bid Process
- Bid Determination
- Resource Allocation
- Issues and Challenges
- Summary
- Questions

# Introduction

# INTRODUCTION – GERRY ROBBINS

- Military Career
  - Retired USAF Officer – 22 years
  - Multiple Technical, Management, & Leadership Roles
  - Served as a COTR, written RFPs, and served on Source Selection Team
- Industry Career
  - Worked in Industry for 30 years – Small, Mid-size, & Large companies
  - Engineering, sales, product development, project management, capture management, & business development
  - Small Business Mentor
  - Life Member AFCEA – multiple Chapter leadership positions
  - Member/volunteer of Professional Services Council – 19 years
    - Multiple leadership positions
    - Vision DoD Market Analysis
    - IT Acquisition Reform
    - Small Business Advocate
    - Industry Perspectives/Inside Industry Instructor

# Why Industry Bids

# INDUSTRY GOALS

- Good Reputation
  - Strong management team
  - Deliver on promises & price
- Business Growth
  - Increase existing client base
  - Expand solution offerings
- Employer of Choice
  - Attract & maintain top talent
- Shareholder Friendly
  - Solid balance sheet
  - Positive cash flow with profit

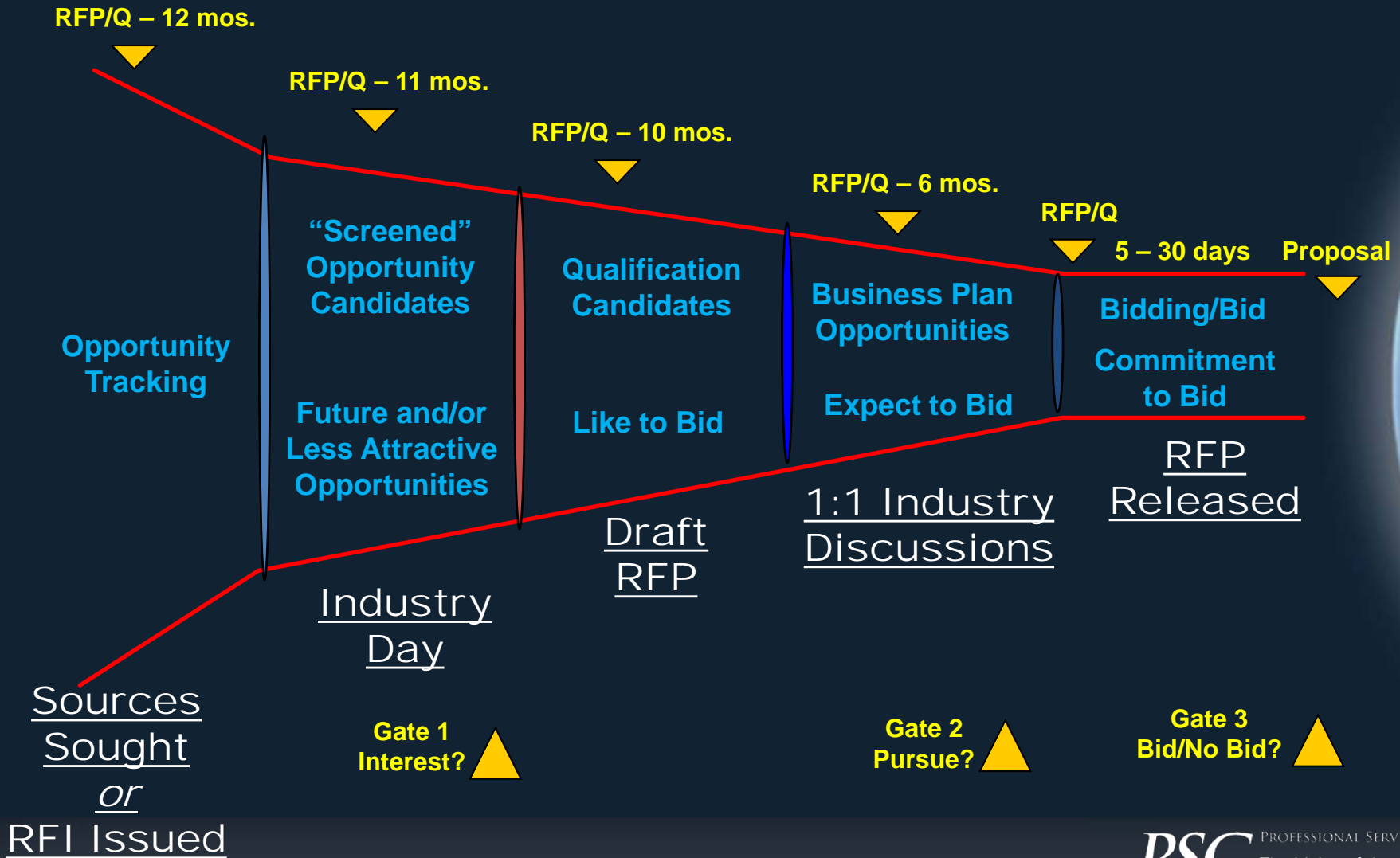
# PUBLIC SECTOR VS. COMMERCIAL ACQUISITIONS

	Public Sector	Commercial Sector
<b>Visibility of Opportunity</b>	<ul style="list-style-type: none"> <li>Publically Posted</li> <li>Standard Format</li> </ul>	<ul style="list-style-type: none"> <li>Relationship Driven</li> <li>Unstructured Format</li> </ul>
<b>Contracting Rules</b>	<ul style="list-style-type: none"> <li>FAR, DFAR, DoD 5000.02</li> </ul>	<ul style="list-style-type: none"> <li>US Laws</li> <li>Ethical Judgment</li> </ul>
<b>Customer Access</b>	<ul style="list-style-type: none"> <li>Open Dialogue (until RFP issued)</li> </ul>	<ul style="list-style-type: none"> <li>Relationship Driven Throughout Process</li> </ul>
<b>Evaluation Process</b>	<ul style="list-style-type: none"> <li>Process Driven</li> <li>Protests Allowed</li> </ul>	<ul style="list-style-type: none"> <li>Business Driven</li> <li>No Protests</li> </ul>
<b>Technical Skills</b> <ul style="list-style-type: none"> <li>To Bid</li> <li>To Perform</li> </ul>	<p>← About the Same →</p> <p>← About the Same →</p>	
<b>Proposal Prep</b>	<ul style="list-style-type: none"> <li>Resource Intensive</li> </ul>	<ul style="list-style-type: none"> <li>Standard Templates</li> </ul>
<b>Competition</b>	<ul style="list-style-type: none"> <li>Open</li> </ul>	<ul style="list-style-type: none"> <li>Restricted</li> </ul>

# Industry Bidding Process

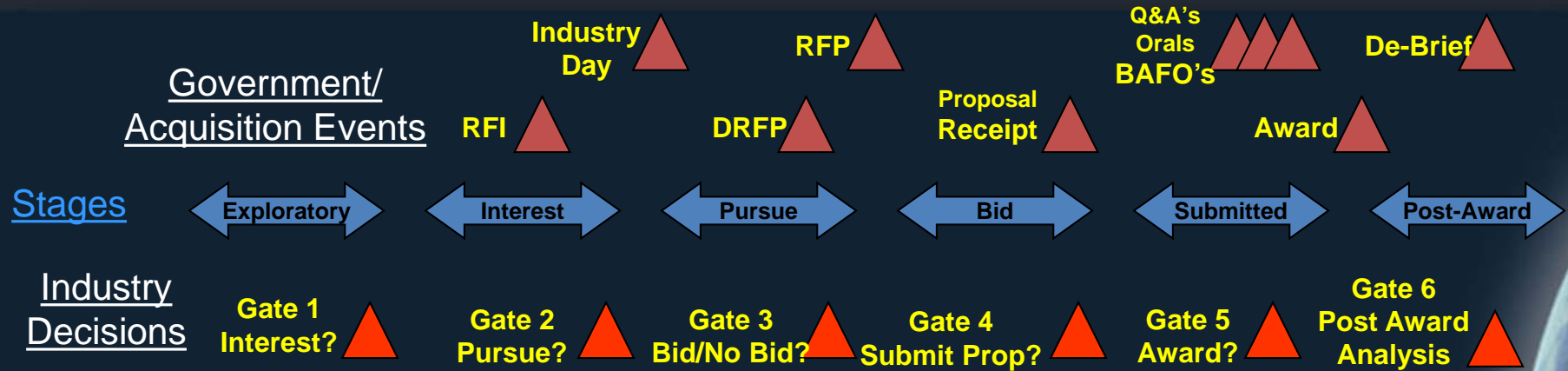


# INDUSTRY PLANS AN OPPORTUNITY PIPELINE



Sources  
Sought  
or  
RFI Issued

# INDUSTRY DECISION POINTS



Phases	Assess Opportunity & Market Positioning	Win Strategy Development	Program/System Concept Refinement	Bid/Proposal Development	Post-Submittal
<b>Key Activities</b>					
<b>Organize</b>	Organize Assessment Team	Form Capture team	Expand Capture team	Initiate Proposal Team	Maintain Core team
<b>Gather</b>	Gather Customer & Competitive Intelligence	Expand Customer & Competitive Intelligence	Refine Customer & Competitive Intelligence	Validate Customer & Competitive Intelligence	Update Customer & Competitive Intelligence
<b>Develop Teaming Relationships</b>	Identify Key Customers & Potential Teammates	Support Requirements & Role Definition	Influence Requirements & Define Work share	Formalize Communications & Participation	Support Evaluation
<b>Analyze</b>	Qualify Opportunity	Assess Competitive Posture	Validate Competitive Posture	Establish Win Targets	Reassess Competitive Position
<b>Win Strategy</b>	Create Top-Level Win Strategy	Create Detail Win Strategy	Refine Win Strategy	Implement Win Strategy	Update Win Strategy
<b>Capture Plan</b>	Draft Preliminary Capture Plan	Draft Capture Plan	Update Capture Plan	Update Capture Plan	Update Capture Plan
<b>Solution</b>	Build Conceptual Solution	Develop Competitive Solution Approaches	Develop Solution Baselines	Freeze Solution Baselines	Manage Solution Changes
<b>Proposal</b>	Develop Notional Value Proposition	Refine Value Proposition	Initiate Proposal Planning	Develop, Produce & Deliver Proposal	Archive Proposal and Artifacts
<b>Phase Outputs</b>	Preliminary Capture Plan Assign Capture Manager Customer Calls	Capture Plan Solution Approaches Assign Proposal & Program Managers	Updated Capture Plan Solution Baselines Proposal Plans	Updated Proposal Plan Updated Capture Plan Proposal	Updated Proposal Plan Oral Presentations Lessons Learned Survey

# INDUSTRY TEAM STRUCTURES

- Leadership/Management (company strategy)
- Business Development (find & qualify opportunities)
- Capture Management (develop & execute a capture plan)
- Proposal Team (write the proposal)
- Programs & Operations (provide the staff)
- Support Team (administrative)
  - Recruiting
  - Pricing
  - Security
  - Contracts
  - Legal
- Strategic Partners (typically vendors)
- Teammates (fill technical gaps & small business requirements)
- Consultants (guidance & intelligence)



Team Sizes Varies

# FINDING GOVERNMENT OPPORTUNITIES

- Federal Business Opportunities (FBO)
  - Official announcement of opportunities
  - Open to the public
- Contract Task Order Announcements
  - Typically restricted to contract holders
- Commercial Sources
  - DELTEX/GovWin
  - Bloomberg Government
- Forecasts to Industry
  - Government projections to Industry
- Industry Partners
- Other Sources



# REVIEW AND DECISION FACTORS

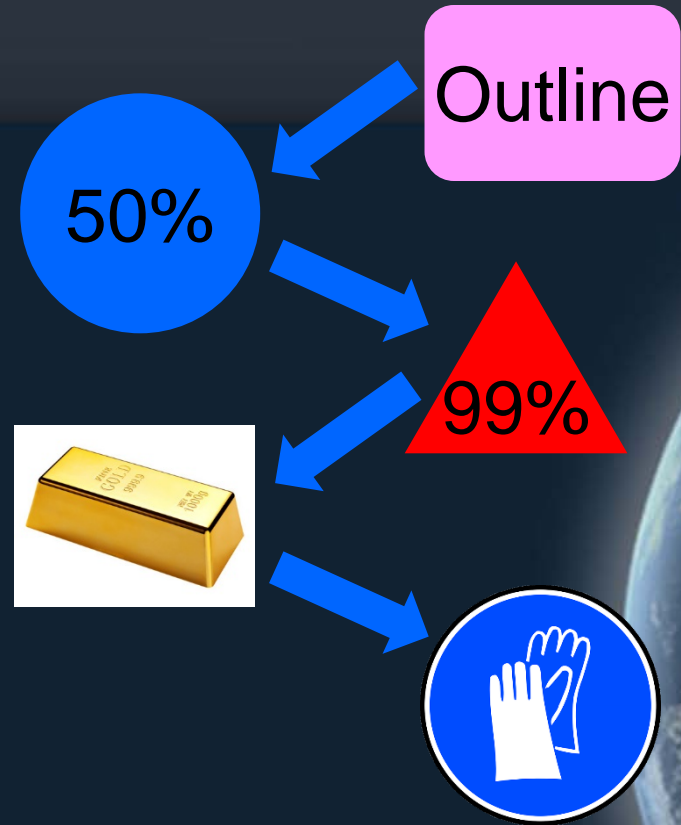
- **Color Reviews**

- Black Hat Review
- Pink Team Review
- Blue Team Review
- Red Team Review
- Gold Team Review
- White Glove Review



- **Teaming Decisions**

- Go alone
- Team with Large Companies
- Team with Small Businesses



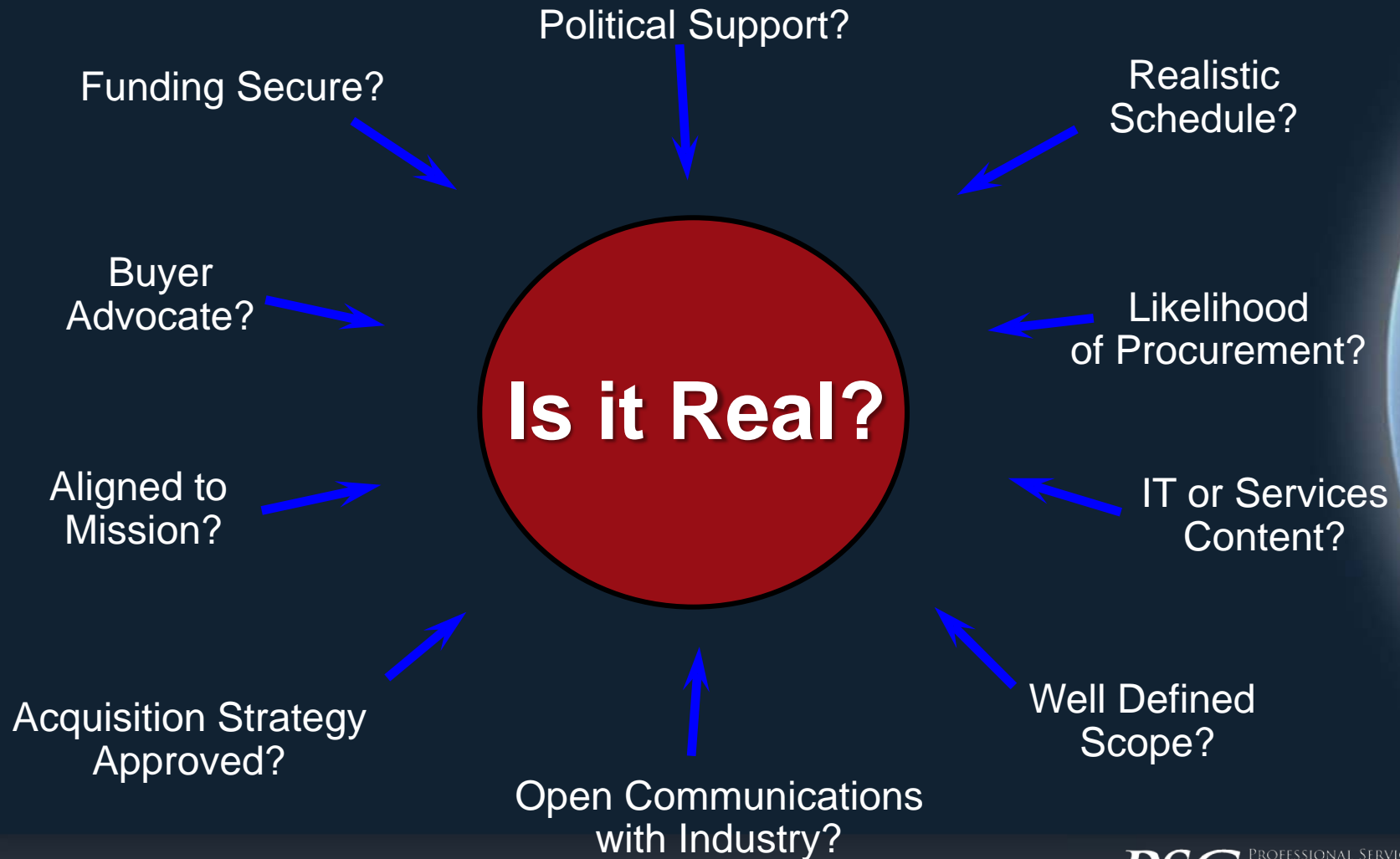
# Bid Determination

# WE WANT YOUR BUSINESS

... but we have processes for determining what to bid.

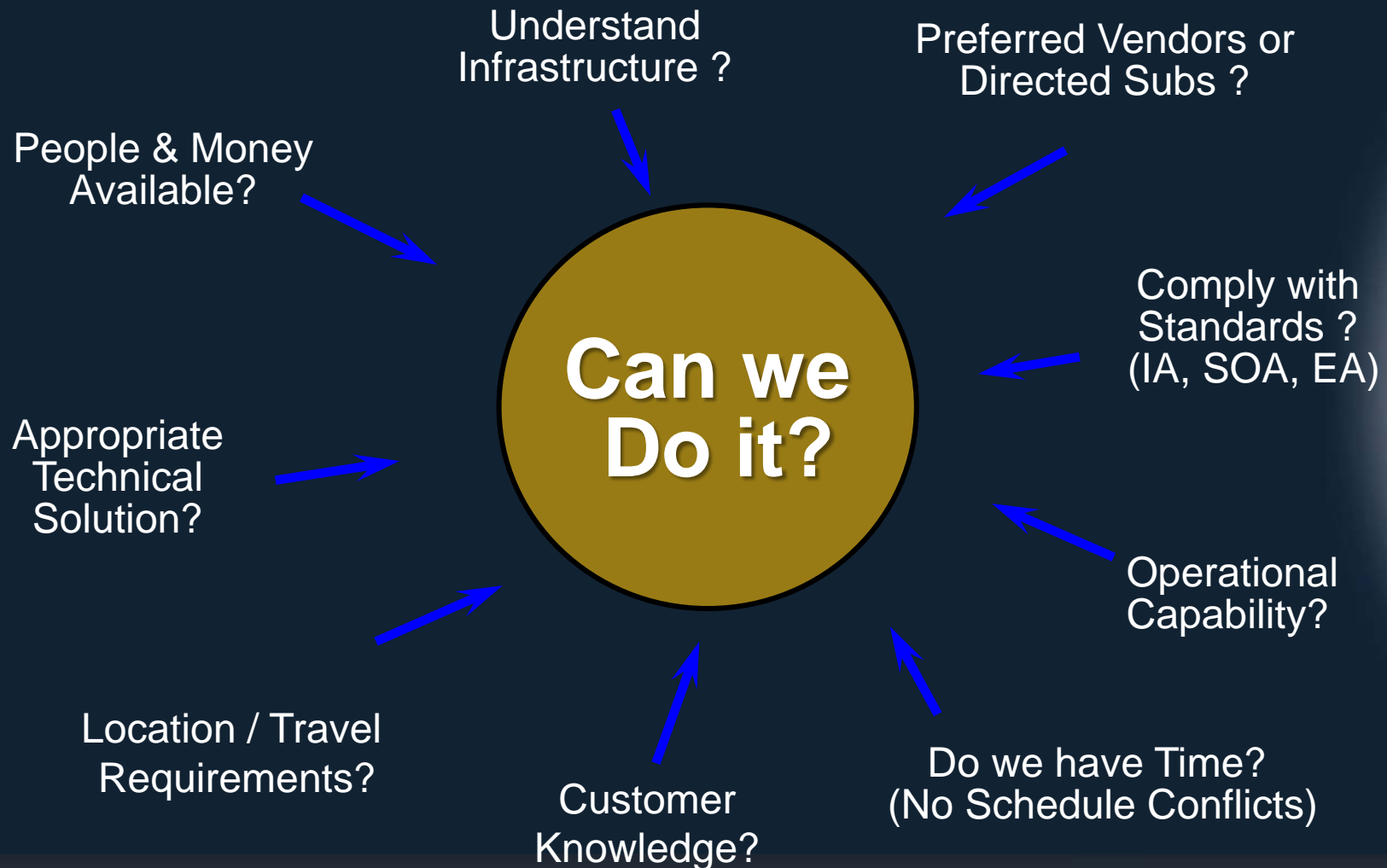
- Viability: Is the procurement *real*?
- Resources: Do we have the *budget, right people, technology & processes* to be **successful**?
- Probability: Do we have a *fair chance* of **winning**?
- Risk: What happens *if* we **win**?

# VIABILITY: WE QUALIFY OPPORTUNITIES





# RESOURCES: WE ASSESS IF WE CAN PERFORM



# PROBABILITY: WE ASSESS IF COMPETITION IS FAIR



# RISK: WE ASSESS MANAGEABILITY

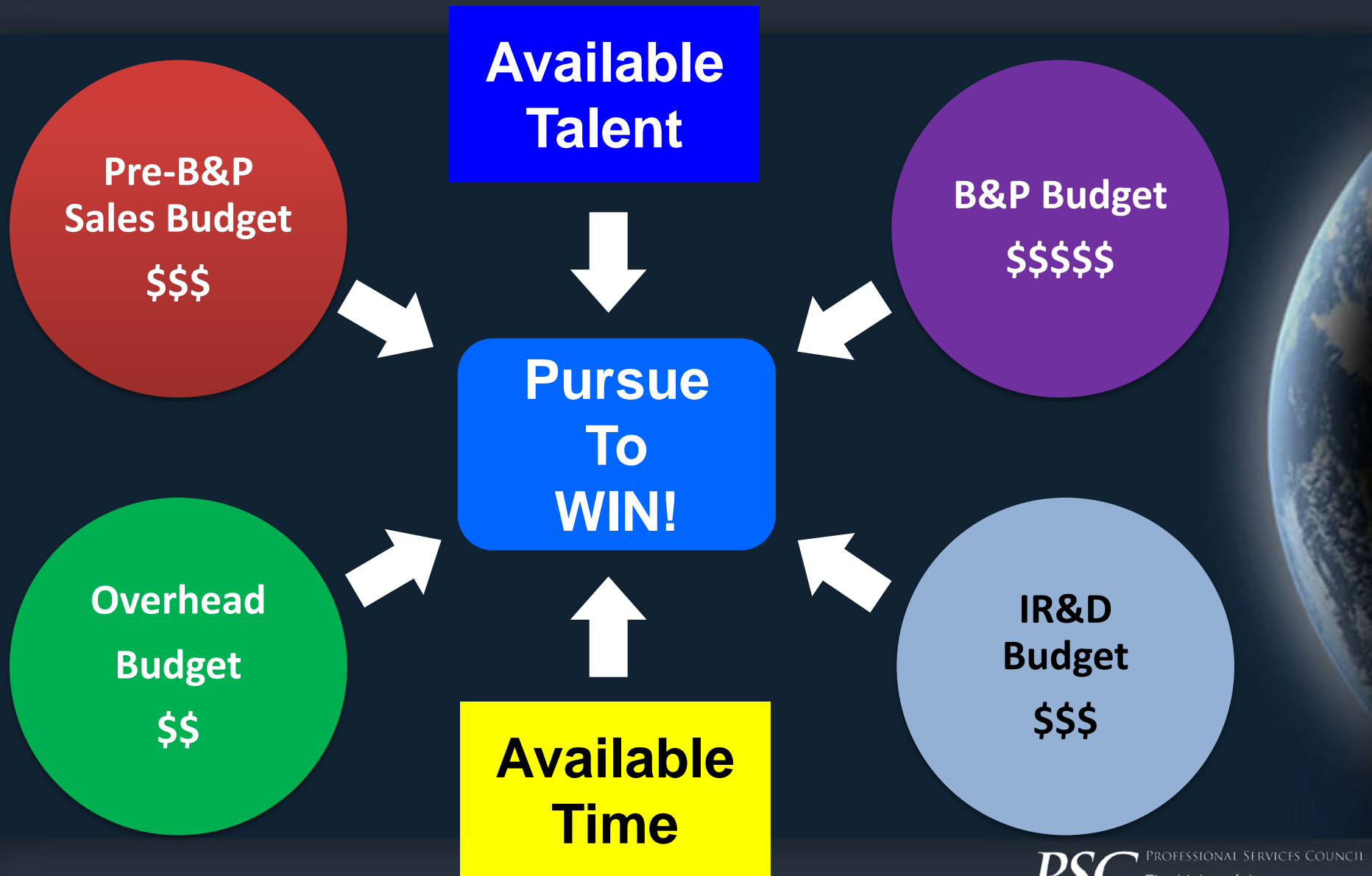


# INDUSTRY'S INVESTMENT DECISIONS

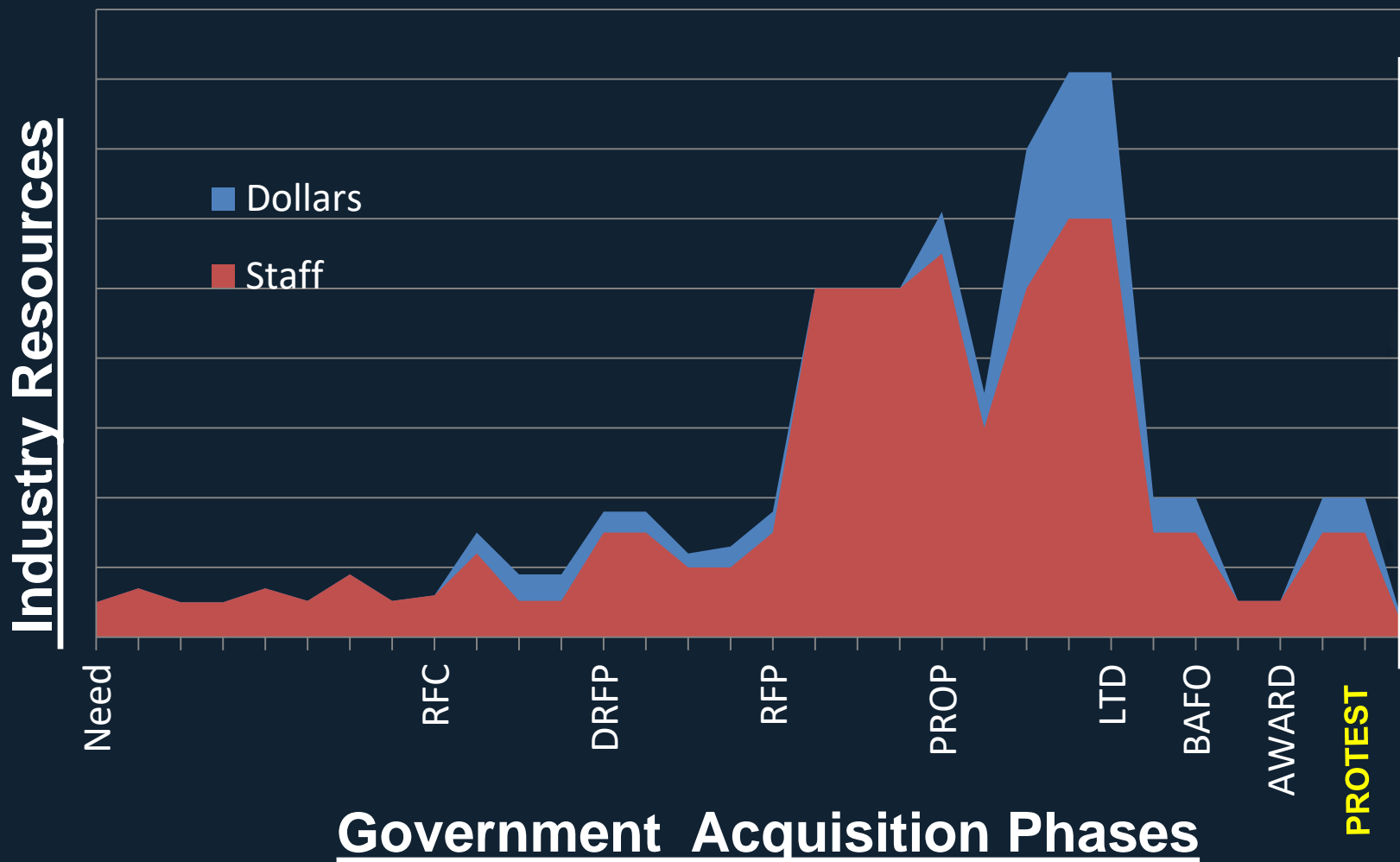


# Company Resource Allocation

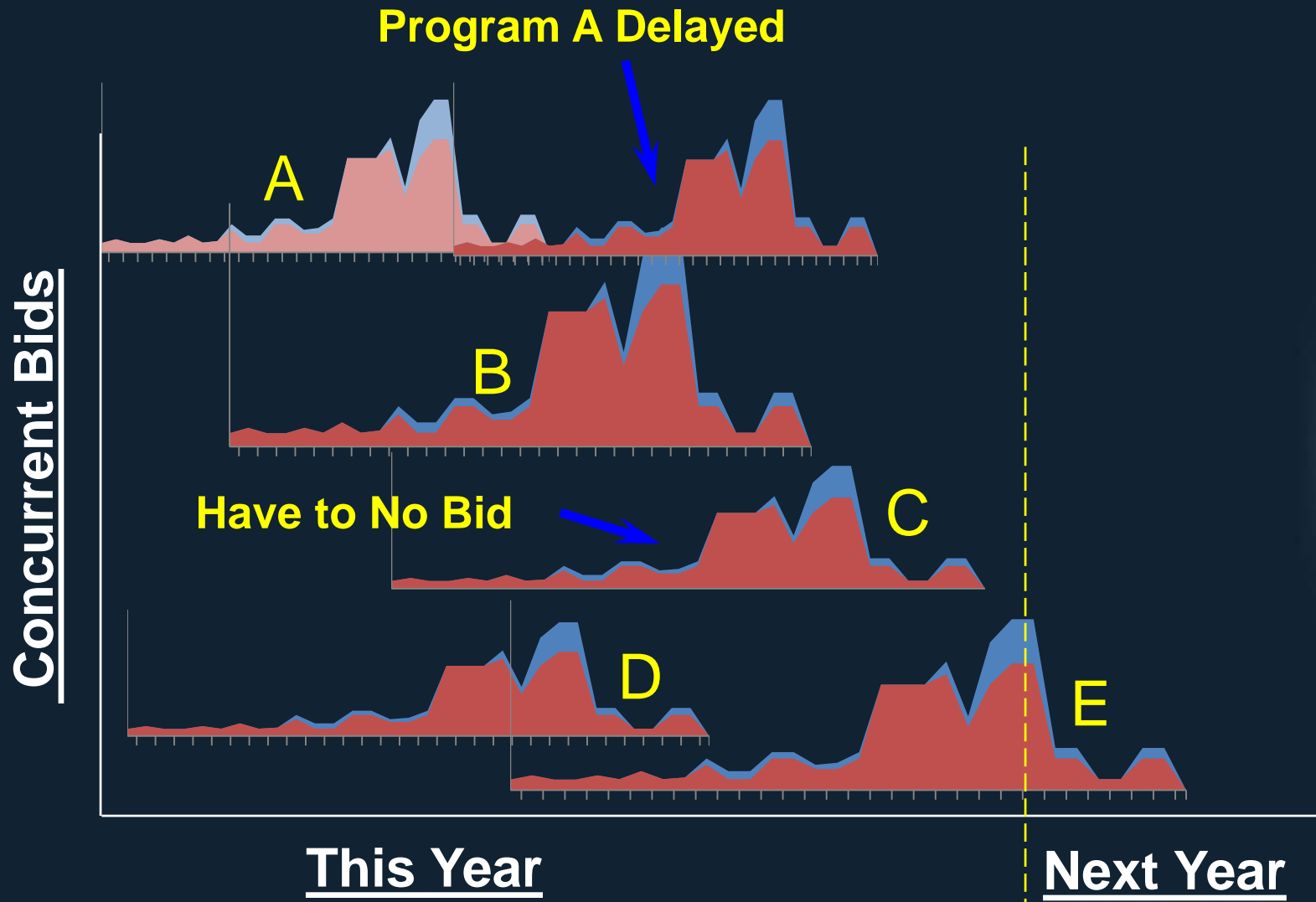
# MONEY, TALENT, AND TIME ALLOCATION



# INDUSTRY COSTS FOR ACQUISITION EFFORTS



# ACQUISITION DELAYS AFFECT US





# WE REVISIT PURSUE DECISIONS

\$\$

Procurement  
Changes

- Requirements
- Schedule

\$\$

Bid/No Bid

Re-evaluate



# Issues & Challenges

# FISCAL UNCERTAINTY

- Change in Administration
- Political Gridlock
- Continuing Resolutions
- Budget Control Act of 2011



# CONTRACT CONSIDERATIONS

- Types of Contract
  - Full and Open (F&O)
  - Restricted/Set-aside
  - Best Value/Tradeoff
  - Lowest Price, Technically Acceptable
  - Other Transaction Authority (OTA)
- Requirements
  - Technical Requirements
  - Key Personnel (Numbers and Requirements)
  - Classification
  - Locations
  - Start Dates



# DEBRIEFINGS

Quality debriefings allow contractors to improve future offerings to the government

- Wins and Losses
- Industry Wants to Know:
  - Were our offerings good? Where we did we do a good job? Where did we fall short?
  - How did we do on price? Tell us the scores.
  - Did the government follow its solicitation's stated source selection methodology?



# ELIGIBILITY AND QUALIFICATION

- Be Specific on labor requirements
  - Education (HS, AA, BS, MS, or PhD?)
  - Security Clearance Level
  - Years Experience (minimum)
  - Work Experience (particular organization?)
  - Military Experience?



*Remember, good employees cost more!*

- Certifications:
  - Getting our *employees* certified costs \$
    - PMP, DoDI 8570, Six Sigma Black Belts, CISSP, MCSE
  - Getting our *company* certified costs \$\$\$
    - ITILv3, CMMI, Cobit, ISO 20000, EVMS



# SECURITY CLEARANCES

- Does the work truly require clearances?
  - Over classification of information means programs require more personnel
  - Heightened security concerns dramatically increases need for cleared personnel → cost more
  - Avoid foreign nationals by requiring US citizens
  - Obtaining a Facility Clearance costs \$\$\$
- Contracts increasingly require immediate deployment of cleared resources
  - Allow transition time to re-badge incumbent personnel
  - Security clearance processing takes time → currently 90-270 days for secret
  - New hires get no reciprocity from other agencies





# SMALL BUSINESS FACTORS

- Large Business Perspectives on Small Business Teaming

- Past experience with a small business
- Best technically qualified
- Experience with the customer
- Work share allocation
- Clearances and certifications
- Geographic location
- Mentor Protégé
- Joint Ventures

- Small Business Perspectives on Large Business Teaming

- Resources available
- Technical capabilities
- Customer knowledge & experience
- Teaming partners
- Management requirements
- Key personnel
- Geographic locations
- Joint Ventures





# Summary

# SUMMARY

- Why We Bid
  - Support customer & make profit
- Bid Process
  - Variable complexity but thorough
- Bid Determination
  - Many factors must be considered
- Resource Allocation
  - Limited resources for multiple opportunities
- Issues and Challenges
  - Delays and uncertainty complicate bidding

Challenges for Small Business are GREATER

# FINAL THOUGHTS

- Government actions (schedule delays, evaluation criteria, staffing requirements, etc.) greatly impact industry and influence our decision making
  - Delays are costly to all sides
- Good communication throughout the process is critical to getting fair competition and successful outcomes
  - Success more likely if government & industry engage in pre-RFP discussions

**Our success is linked!**

# Questions ???

## Thank You!