Putting your teaming strategy on steroids – Industry best practices for Strategic Teaming

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Information and Knowledge = Competitive Advantage

Differentiation
Relationship
Competitive

Knowledge Information Intelligence

TEAMING PARTNER

GOV OPPORTUNITY

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Teaming Challenges and Strategy

- They won’t call me back
- Don’t look for handouts
- We don’t have time to dedicate a resource to the proposal team
- The big boys take care of themselves
- We are just as good as the other companies who received work
- Map the value of what you sell to the opportunity
- First meeting – You bring an opportunity to them
- Guarantee of work in the teaming agreement?
- A winning team and no work?
- Sometimes team even if you can do 100% of the work on your own
How Will Your Company Be Evaluated?

1. **Market Acumen**
   - You Know the Customer
   - Geographical Location

2. **Back-Office Maturity**
   - Business Developers – Strong Interpersonal Skills
   - Investment Potential (Time?) (They will ask around)
   - Teaming Maturity
   - Proactive versus Reactive
   - Follow-Up What is Promised
   - Program Management
   - NAICS Codes – Back them up
   - Beneficial Agreements
   - Company Reputation
   - Competitive Pricing

“You may have superior capability, great products and past performance, but a strong back-office is equally important to a teaming decision.”
How Will Your Company Be Evaluated

3. Competencies
   - Complimentary Capabilities
   - Niche Capability?
   - Capabilities Brief is “Reality”
   - Past Performance (Mix Commercial & Government)

4. Quid-Pro-Quo
   - Common Interests
   - Bring Them Business First

5. Acquisition Differentiators
   - Socio Economic Status
   - Size Standard (How many years left?)
   - NAICS Code Coverage

Notice that socio-economic status is the least important of the five areas
MARTY RAY, VICE PRESIDENT
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Capture Process

- Improve win rates
- Facilitates proposal activities
- Reduce cost of sales
- Four Major Steps of the Capture Process (we’ll focus on two)
  - 1. Capture Planning,
  - 2. Pre-RFP activities,
  - 3. Proposal Preparation, and
  - 4. Post Proposal activities
Four Major Steps of Capture Process

1. Capture Planning
   1. Opportunity, Client Analysis
   2. Internal and Competitive Analysis
   3. Teaming Analysis and Plan
   4. Capture Plan – Positioning

2. Pre-RFP
   1. Strawman and Storyboards
   2. Mockup and Outlines
   3. Projects and Resumes
   4. Graphics and Matrices
   5. Success Stories

3. Proposal Preparation
   1. RFP Analysis and Go-No-Go
   2. Internal and Competitive Analysis
   3. Planning & Proposal Management
   4. Proposal Review

4. Post Proposal
   1. Presentations and BAFOs
   2. Debriefings
   3. Continued Process Improvements
Internal and Competitive Analysis

• We all can do many things – but we should spend our limited resources on what we can win!

• Identify gaps between the client requirements and your capability to effectively respond to those requirements in the proposal

• Compare strengths and weaknesses to requirements

• Emphasize strengths and minimize weaknesses

• Conduct pricing/risk analysis to assess impact on the analysis

• Goal of the Teaming analysis to remedy the Gaps
What is a Team?

• Contractor Team Arrangement means
  • Two or more companies form a partnership or joint venture to act as a potential prime contractor; or
  • A potential prime contractor agrees with one or more other companies to have them act as its subcontractors under a specified Government contract or acquisition program.

• “The Government will recognize the integrity and validity of contractor team arrangements; provided, the arrangements are identified and company relationships are fully disclosed “

• Limitations on Subcontracts and Minimum Performance Goals

• Team Member or Vendor
Why Team?

- **Best Proposal Wins!**
- **Improved Chances of Successful Proposal**
  - The joint venture or team is able to compete for larger and/or more technically complex contracts by combining capabilities and past performance of the member firms.
  - Addition of Necessary and/or Complementary Skills
  - Past Experience and Past Performance
  - Additional Personnel and Non-personnel Resources
  - Client Relationships
  - Geography
Teaming Analysis

• Goal to select team members that address your weaknesses and/or improve on your strengths

• Identify Potential Team Members Based on their:
  • Past Experience and Performance,
  • History with you and the Client,
  • Complementary Skills and/or Resources
  • Geography

• Contact Potential Team Members Early

• Limitations of Subcontracting
Evaluating Potential Team Members

• Multiple Sources of Information
• Evaluate Team Members on Their Past Performance Relative to:
  • Your Gaps -
  • The Scope of Work-
  • History with the Target Client and your Firm
  • Geography
• What is Their Track Record as a Subcontractor?
• Validate Claims - Don’t just take their word for it!
SARAH WEAVER, PRESIDENT
STRATEGIC CREATIONS
Lessons Learned

“Yes, we have the experience you need!”

“Ok, great! So let’s execute a teaming agreement and I will pass your information to our Proposal Manager who will send you a data call once the RFP is released.”
Lessons Learned

1. Teaming decision/structure is made without assessing all moving parts
2. Was the commitment from the actual decision-maker?
3. Teaming structure, allowances and description
4. Was the commitment from the actual decision-maker?
5. Poor past performance ratings
6. No contingency plan
A Tale of Two Companies

Diminishing results:
- Reduced proposal work time = less time to incorporate strategies
- More likely to omit important information
- Proposal team fatigue
- Significant rework
- Additional meetings & coordination
- Increased resources
- Ave. direct cost of late “no-bid” decision at week 2 is $2,200; then it increases
Tell a Story

✓ How will this team be successful?
✓ What is each member’s specific role?
  ▪ Clearly discuss the scope of work and division of responsibility
  ▪ Needs to make sense in regards to project execution
✓ How will we minimize risk and provide value to the government through this teaming arrangement?
✓ Make sure this story is consistent throughout the entire proposal
  ▪ Experience examples, management plans, etc.
  ▪ Assume each proposal section will be evaluated separately
Assumptions

✓ 5 project experience examples
✓ 1 project experience example from each Team Member/JV Partner
✓ Experience/Past Performance typically highest evaluated Factor
Questions to Ask Potential Team Partners

- What is your **specific** experience that will demonstrate our team’s ability to perform similar work?
- How recent is the experience?
- Past performance ratings?
- May I see your narratives?
- What did you self-perform?
- Scopes you intend to self-perform (taking into consideration location)
“The will to win is not nearly so important as the will to prepare to win.”

- Vince Lombardi
Questions