



Aligned with your needs.

Science Foundation Arizona Business Development Playbook

Developed for The Arizona Defense and Security Enterprise

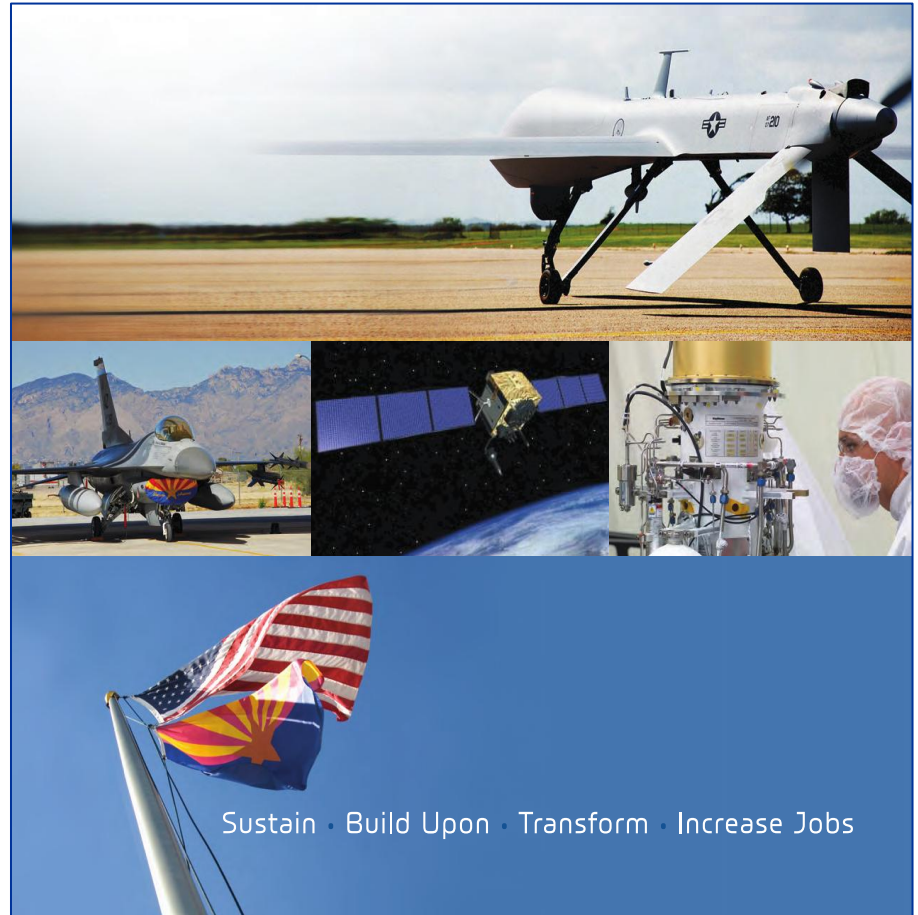
20 September 2011

This project was supported by the Governor's Office of Economic Recovery with funding from the American Recovery and Reinvestment Act, and Science Foundation Arizona



Table of Contents

- **INTRODUCTION**
- **ENGAGING THE ARIZONA RESOURCE BASE**
 - Harnessing Arizona Resources
 - Developing Engagement Strategies
- **DEVELOPING SITUATIONAL AWARENESS**
 - Establishing Connections to the Markets
 - Understanding Federal Opportunities
- **OPPORTUNITY SELECTION & MANAGEMENT**
 - Support / Non-Support Decision Template
 - Opportunity Timeline Management
- **WINNING WITH ARIZONA TEAMS**
 - Building Winning Teams
 - Providing Referral Services
 - Implementing Advocacy Strategies
 - Encouraging Mentor-Protégé Relationships
- **CONCLUSION**





Introduction

- The ADSE is proposed to promote the advancement of a key component of Arizona's industry and innovation. To achieve this end, the ADSE has developed a playbook to provide a 'common operating picture' and a 'how to' manual to support collaboration partners in efforts aimed at increasing Arizona participation in the aerospace, defense, and security domain
- The playbook provides concrete steps to:
 - Develop awareness of the **Arizona Resources** that are capable of meeting the market needs
 - Develop **Situational Awareness** within the rapidly advancing aerospace, defense, and security environment
 - Identify, track, and **Manage Federal Opportunities** that can be supported either singularly or collectively by Arizona companies
 - **Build Winning Teams** that include the Arizona-based elements of the industry leading national system integrating companies, Arizona-centric mid-size companies, and Arizona small companies that provide precision manufacturing, advanced materials, and specialized services
- The playbook outlines the steps that will allow Arizona to **shape the competitive environment, to task organize around general and specific opportunities, and to continuously leverage resources** within the Arizona industrial base, the Arizona academic research institutions, and the Arizona military facilities



ENGAGING THE ARIZONA RESOURCE BASE

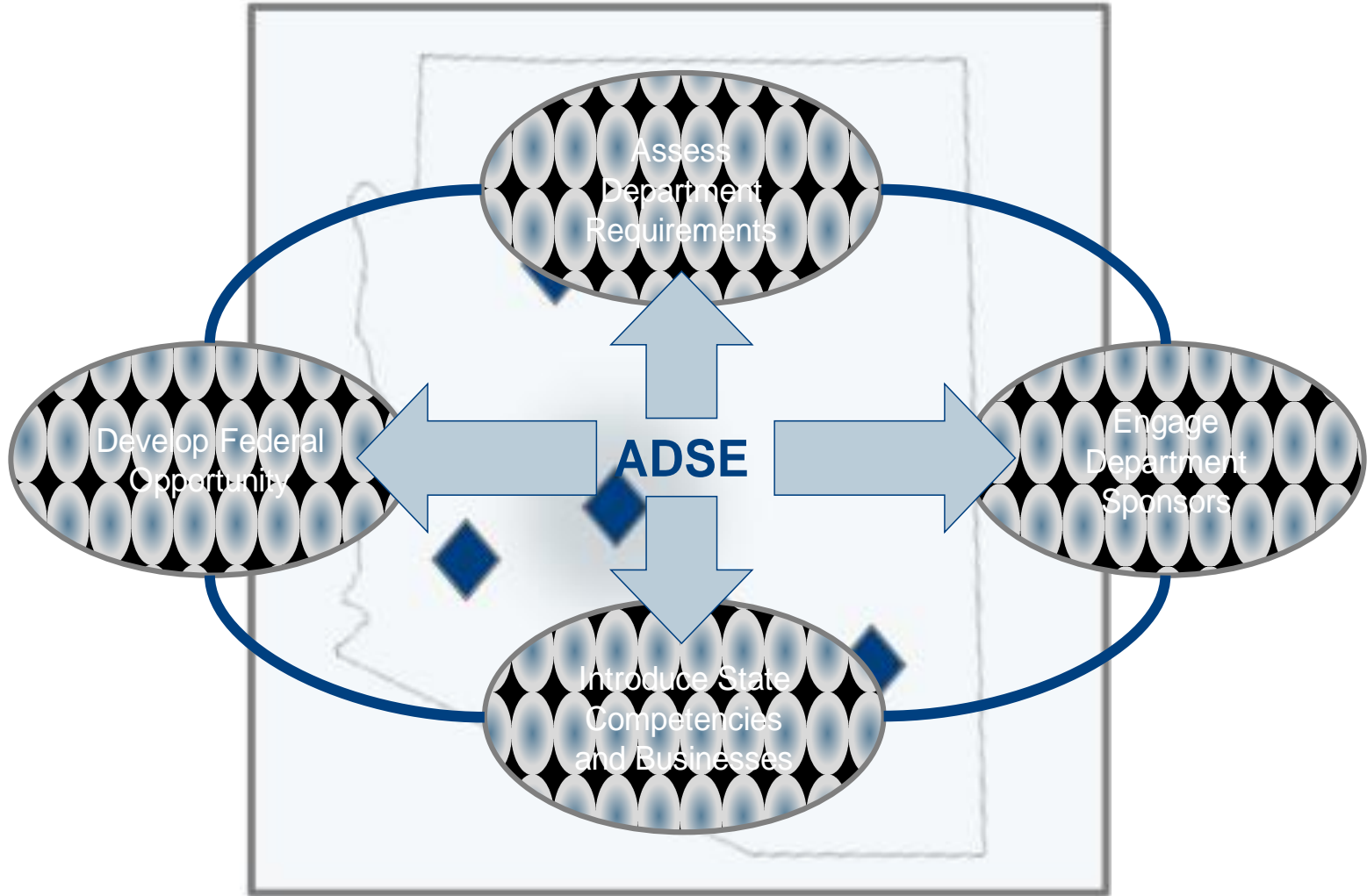


Developing Engagement Strategies

- ADSE's success depends on effective collaboration across **a stakeholder group that is distributed across various regions of the state, across the range of competencies** that makeup the aerospace, defense, and security industrial base, and across the numerous defense facilities located within the state
- The purpose of ADSE Business Development is to **ensure connections between the ADSE, its member businesses, and the needs of the Department of Defense (DoD) and the Department of Homeland Security (DHS)**
- The ADSE strategy will consist of four activity types that are balanced to provide a continuing presence in the Federal marketing environment **creating an awareness of general and specific competencies of Arizona businesses while placing the ADSE in a position to identify opportunities and support Arizona teams as they prepare to develop proposals**



ASDE Four Step Business Development Process



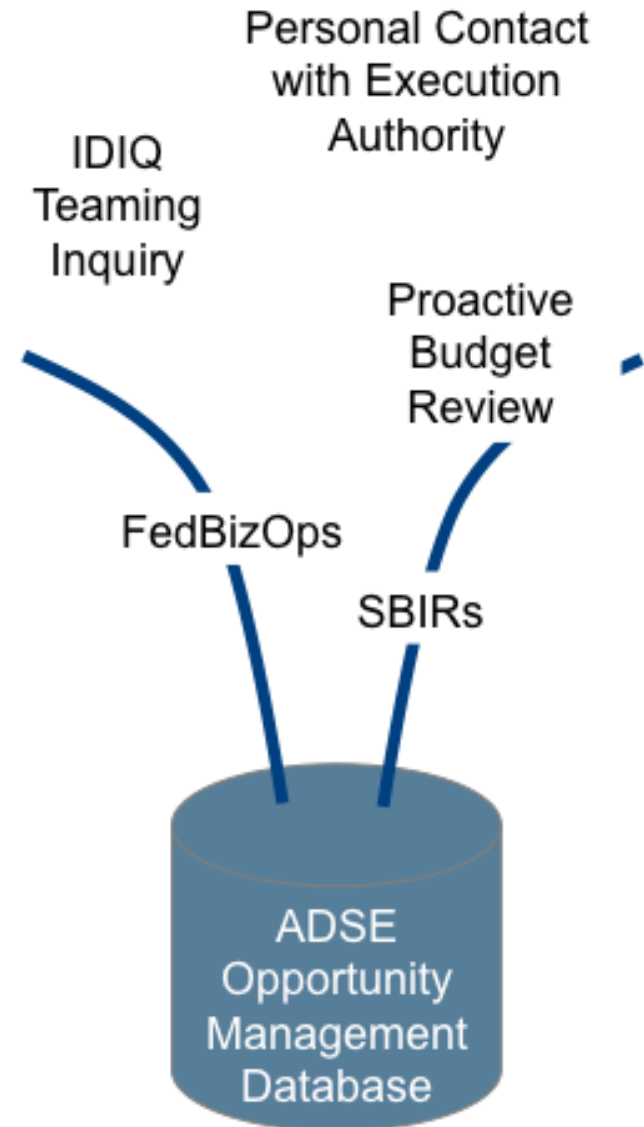


DEVELOPING SITUATIONAL AWARENESS



Developing Engagement Strategies

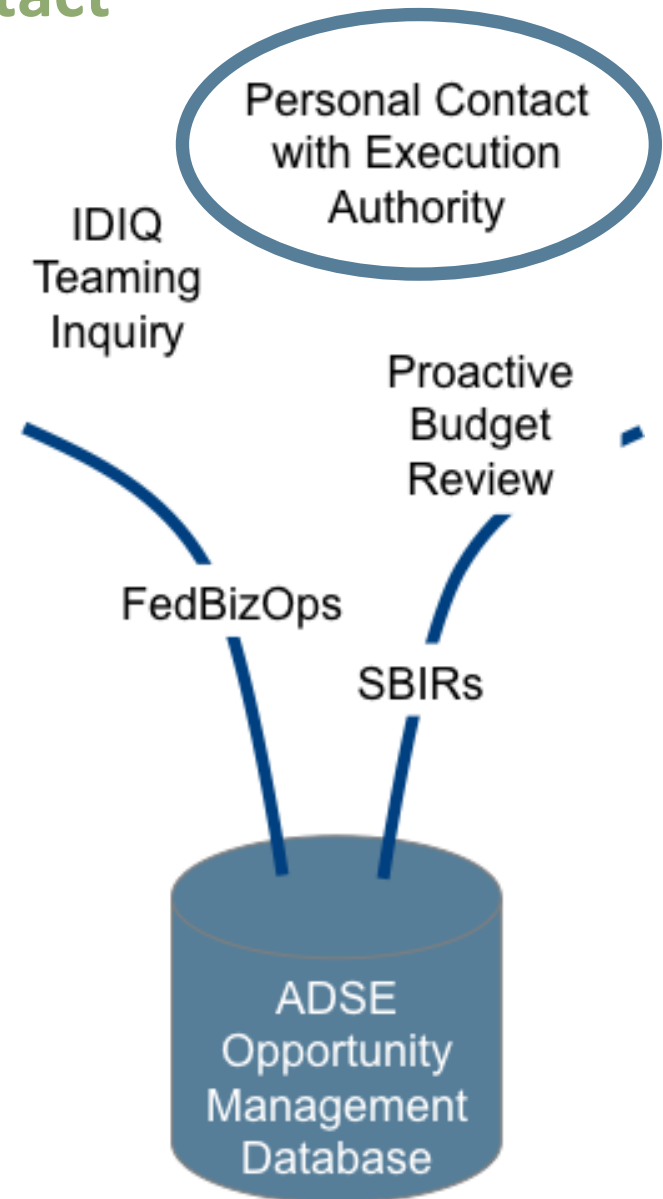
- Monitoring the market is the most significant challenge in any business development effort. Disparate agencies, each operating on their own tempo, continuously generate solicitations
- These solicitations cover a wide range of procurement needs and they are advertised across multiple information distribution channels
- To be effective, **ADSE must implement a structured process for opportunity discovery and opportunity management**





Personal Contact

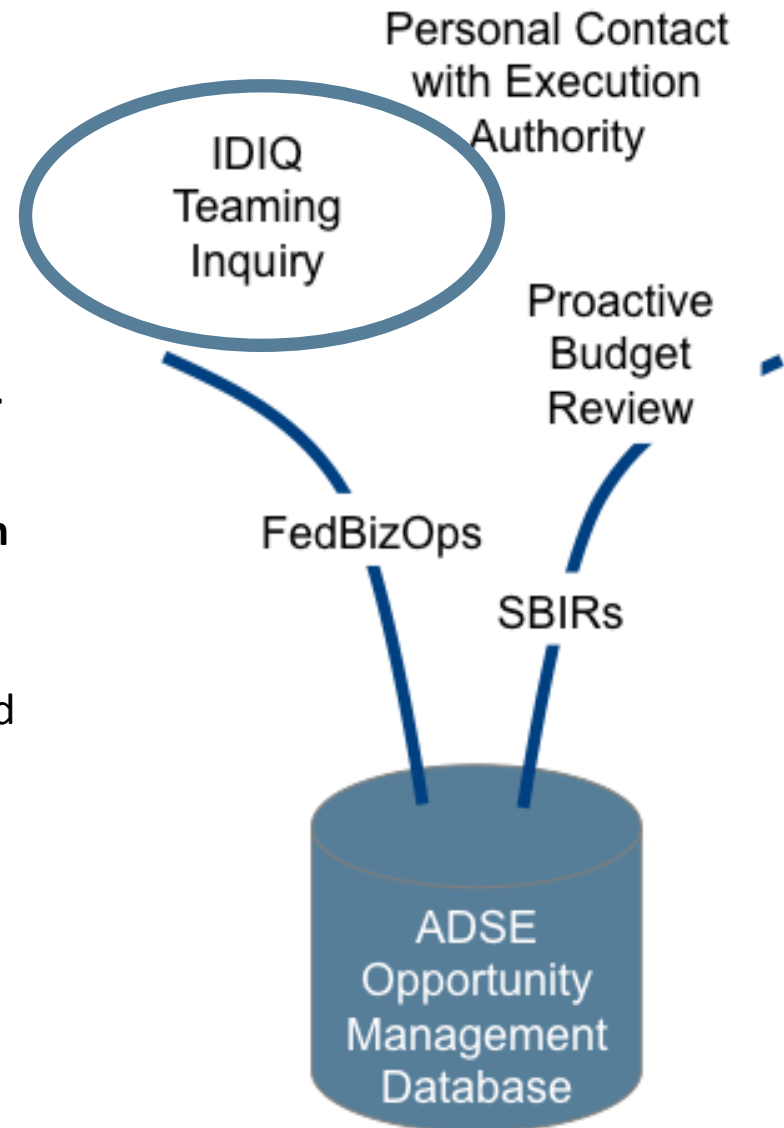
- Opportunities discovered via Personal Contact generally provide lead-time before the opportunity is publicized allowing ADSE market specialists and member companies the opportunity to **meet the potential customers** and **introduce competitive discriminators** that may shape the formal acquisition process
- The frequency and intensity of communication with the government representative must be managed based on the relationship, the competitive environment, and progression of the effort from concept to formal acquisition
- **Opportunities developed via personal contact 12-18 months prior to initiation of government pre-solicitation actions historically demonstrate disproportionately higher probabilities of win over opportunities discovered via the government announcement**





IDIQ Teaming Inquiry

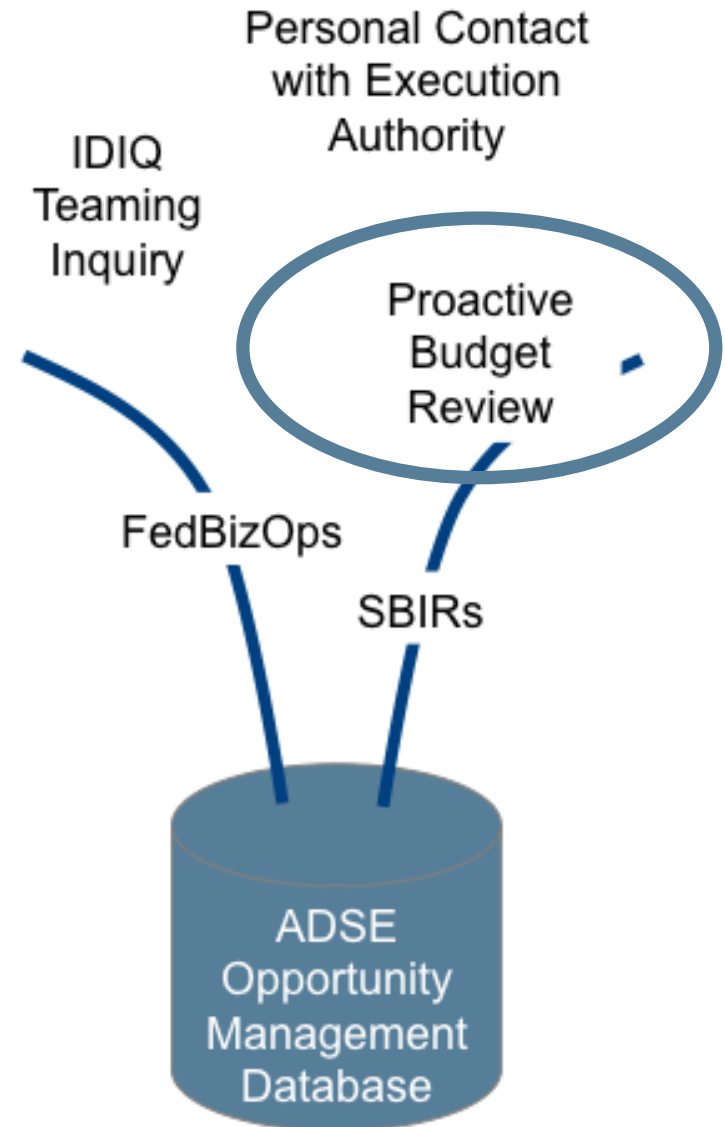
- Opportunities discovered via Teaming Inquiry are normally associated with membership on a team within an existing Indefinite Duration Indefinite Quantity (IDIQ) contract managed by a prime contractor
- **In general, the government will issue an IDIQ solicitation and prime contractors will form teams that collectively possess the skills that fulfill the government's need. Pre-solicitation activities for IDIQ awards begin anywhere from 6 to 24 months prior to award**
- Once an IDIQ is won, the prime will be notified of task orders by the government and the prime will build the execution team from the broad team base
- Effective work capture by smaller companies within an IDIQ requires continuous dialogue with the prime contractor and/or with other, larger IDIQ team members





Proactive Budget Review

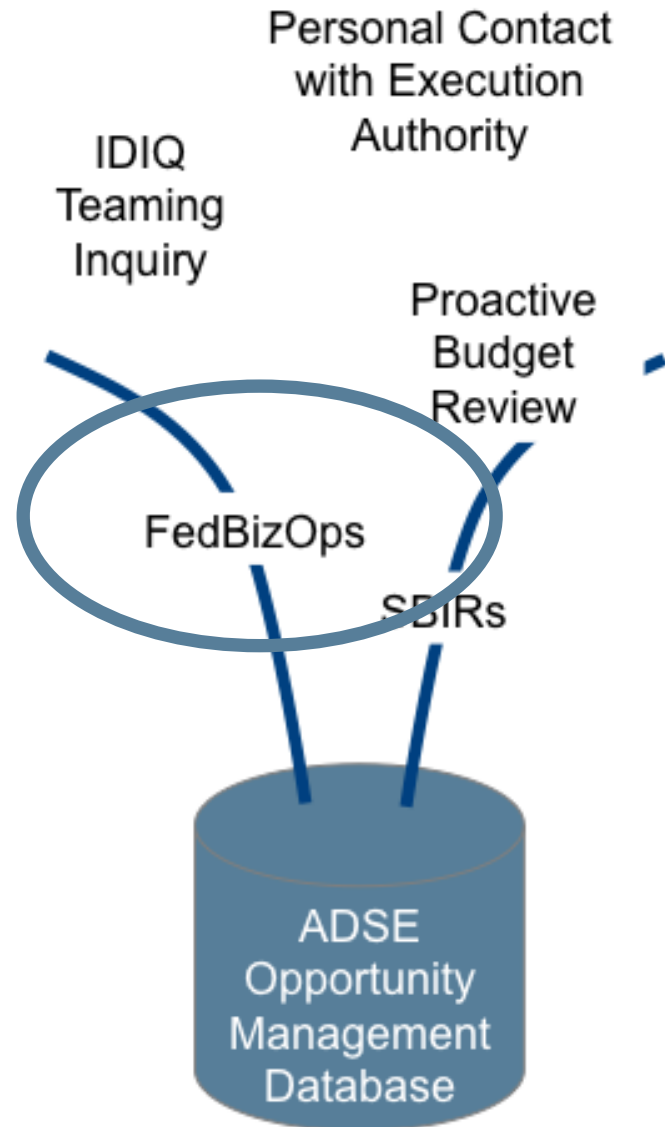
- Opportunities discovered via Budget Review provide the market specialist with information on plans for system acquisition
- **A proactive Budget Review should take place as early as possible after release of the President's Budget for the following Fiscal Year (normally scheduled for January)**
- New start programs within the budget will identify the timeline for the major milestones including competitive source selection. The program execution profile will be identified through the entire budget period identifying the major activities and the expected funding profile
- In-progress programs within the budget will be more specific identifying upcoming phases of work, identifying currently performing contractors, and specifying level of effort and expected schedules





FedBizOps

- Opportunities discovered via FedBizOps are identified via a subscription service that provides insight into all DoD and DHS opportunities
- An ADSE subscription allows market specialists access to a notification system that will screen all postings based on **filters that sort the opportunities for compliance with user set criteria**
- **Criteria include subject matter, sponsoring agency, qualifying criteria such as location restriction or qualifying disadvantaged business ownership groups, and/or total value of the anticipated award**





Manufacturing Technologies for Remotely Piloted Vehicles (MaTeR)

Solicitation Number: BAA-11-01-PKM

Agency: Department of the Air Force

Office: Air Force Materiel Command

Location: AFRL - Wright Research Site

Opportunity History

[Complete View](#)

[Original Synopsis](#)

Dec 09, 2010

9:27 am

Changed

Dec 09, 2010

1:12 pm

Changed

Dec 16, 2010

11:50 am

Changed

Jan 14, 2011

8:54 am

Changed

Jan 19, 2011

10:18 am

Solicitation Number:

BAA-11-01-PKM

Notice Type:

Presolicitation

Synopsis:

Added: Dec 09, 2010 9:27 am

The objective of this program is to develop and improve manufacturing processes for all aspects of Remotely Piloted Vehicles/Aircraft (RPVs/RPA) which include both the airborne and ground components. The program will primarily focus on manufacturing techniques in the areas of electronics, power and propulsion, advanced structures, and modeling and simulation that significantly impact cost, schedule, or availability of Air Force RPA. The program will also include hardware deliverables such as test articles or prototype RPA, testing requirements such as flight tests, and electrical and mechanical tests, and software development for RPA. The results from this program will enhance the Air Force Manufacturing Technology Division's (AFRL/RXM) investment strategy for RPA. Technical POC is Jennifer Brown, (937) 904-4822.

Broad Agency Announcement (BAA) Full Solicitation

Type:

Other (Draft RFPs/RFIs, Responses to Questions, etc..)

Label:

Broad Agency Announcement (BAA) - Full Solicitation

Posted Date:

December 9, 2010

BAA-11-01-PKM.doc (154.50 Kb)

Description: BAA-11-01-PKM Full Solicitation

BAA-11-01-PKM CDRLs.pdf (413.40 Kb)

Description: CDRLs

BAA-11-01-PKM MaTeR DD254.pdf (1,214.41 Kb)

Description: DD254

BAA-11-01-PKM Section K.pdf (107.53 Kb)

Description: Section K

Contracting Office Address:

Det 1 AFRL/PK

Bldg 167, Area B, 2310 8th Street

Wright-Patterson AFB, Ohio 45433-7801

United States

Primary Point of Contact:

Scott M Savory,

Contracting Officer

scott.savory@wpafb.af.mil

Phone: (937) 656-9001

ALL FILES

[Broad Agency Announcement](#)

(BAA) - Full Solicitation

Dec 09, 2010

[BAA-11-01-PKM.doc](#)

[Download/View BAA-11-01-PKM](#)

[CDRLs.pdf](#)

[BAA-11-01-PKM MaTeR ...](#)

[Download/View BAA-11-01-PKM](#)

[MaTeR DD254.pdf](#)

[BAA-11-01-PKM Sectio...](#)

[Download/View BAA-11-01-PKM](#)

[Section K.pdf](#)

[Amendment 1](#)

Dec 16, 2010

[BAA-11-01-PKM-Amd01...](#)

[Download/View BAA-11-01-PKM-](#)

[Amd01.doc](#)

[Amendment 2 to BAA](#)

Jan 14, 2011

[BAA-11-01-PKM-Amd02...](#)

[Download/View BAA-11-01-PKM-](#)

[Amd02.doc](#)

[Amendment 3](#)

Jan 19, 2011

[BAA-11-01-PKM-Amd03...](#)

[Download/View BAA-11-01-PKM-](#)

[Amd03.doc](#)

GENERAL INFORMATION

Notice Type:

Presolicitation

Posted Date:

December 9, 2010

Response Date:

Feb 15, 2011 2:00 pm Eastern

Archiving Policy:

Automatic, 15 days after

response date

Archive Date:

March 2, 2011

Original Set Aside:

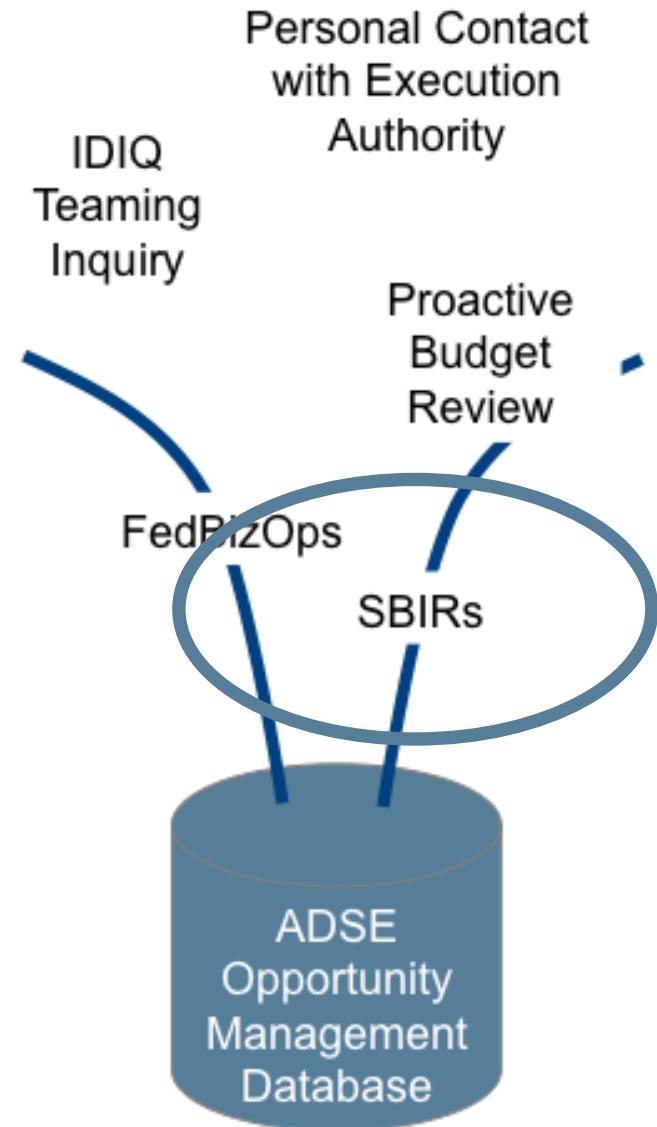
N/A

Set Aside



SBIRs/STTRs

- Small Business Innovative Research (SBIR) and Small Business Technology Transition Research (STTR) opportunities are specialized acquisitions identified by government agency for execution by qualifying small businesses
- Agencies develop SBIR plans and publish SBIR opportunities twice per year
- **Most SBIR topics are developed by the government via dialogue with a potential bidder that takes place 6 to 12 months ahead of release**





Tools of the Trade

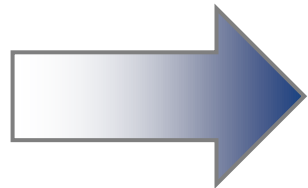
Link Skill to Need and Budget Effort

ADSE Company Inventory Sheet

		Description	NAICS Code	Revenue	Employees	Location	Mentor/Protégé Status	Mentor/Protégé Relationship
ADSE Member Companies	Machining							
	Company 1							
	Company 2							
	Company 3							
	Company 4							
	Company 5							
	Company 6							
	Company 7							
	Company 8							
	Company 9							
Company 10								

ADSE DoD Competency Correlation

Supply Sector	Aviation Security	Chemical Security	Fraud & Counterfeit	Information Sharing	Infrastructure	Law Enforcement	Source Identification	Protecting America	Facilities, Travel & Trade	Communication	Disaster Recovery	Disaster Response	Preparedness	Preparing Your Family	Training & Technical Assistance
Skill Area 1	1														
Skill Area 2			4												
Skill Area 3		3								1		4			3
Skill Area 4															
Skill Area 5															
Skill Area 6															
Skill Area 7															
Skill Area 8															
Skill Area 9															

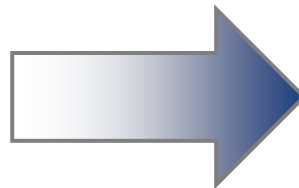


ADSE DoD Budget Assessment Sheet

Budget Assessment	Demand Area	Cognizant Office				
		OSD	Army	Navy	Air Force	Marine Corps
3.22	2.1 Intelligence, Surveillance and Reconnaissance – The ability to conduct activities to meet the intelligence needs of national and military decision-makers.					
2.75	2.1.1 Intelligence, Surveillance and Reconnaissance Planning and Direction – The ability to synchronize and integrate the activities of collection, processing, exploitation, analysis and dissemination resources to meet information requirements of national and military decision-makers.					
1.00	2.1.1.1 Define and Prioritize Intelligence, Surveillance and Reconnaissance Requirements – The ability to translate national through tactical objectives and needs into specific information and operational requirements for ISR.					
3.00	2.1.1.2 Develop a Collection Strategy – The ability to determine the best approach for collecting, processing, exploiting, disseminating (PED) and analyzing data and information to address requirements.					
5.00	2.1.1.3 Task and Monitor Collection, Processing, Exploitation and Dissemination Resources – The ability to task ISR resources to achieve requirements and collection strategies, continuously track tasks, and dynamically adjust, as required.					
2.00	2.1.1.4 Intelligence, Surveillance and Reconnaissance Evaluation – The ability to assess the results of ISR operations and intelligence products to ensure that user requirements are being met.					
3.63	2.1.2 Collection – The ability to obtain required information to satisfy intelligence needs.					
5.00	2.1.2.1 Signals Collection – The ability to gather information based on the interception of electromagnetic impulses, however transmitted.					
3.00	2.1.2.2 Computer Network Collection – The ability to use computer network exploitation (CNE) to gather data from target or adversary automated information systems, networks, and data bases.					
3.00	2.1.2.3 Imagery Collection – The ability to obtain information from the visible and non-visible spectrum based on the likeness or visual presentation of any natural or man-made feature, object, or activity.					

ADSE DoD Pursuit Assessment Dashboard

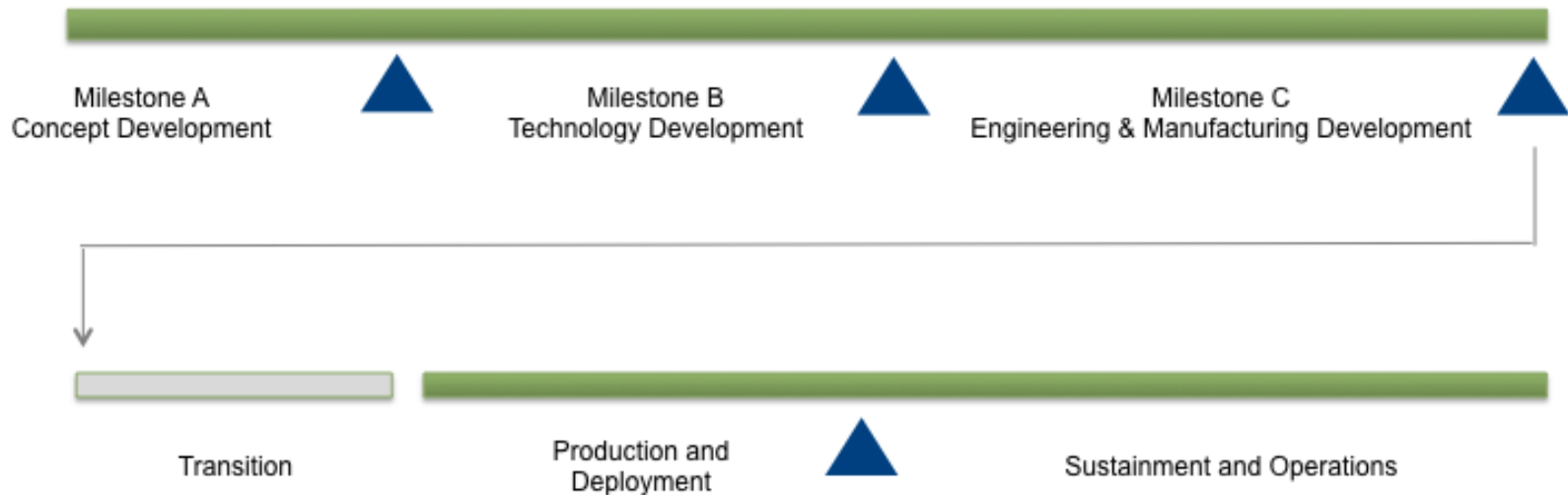
Demand Sector	Battlespace Awareness		Logistics					Net Centric			Protection							
Pursuit Rating	19	14	Intelligence, Surveillance and Reconnaissance	Environment	Deployment and Distribution	Supply	Maintain	Logistics Services	Operational Contract Support	Engineering	Installations Support	Information Transport	Enterprise Services	Net Management	Information Assurance	Prevent	Mitigate	Research and Development
Skill Area 1																		
Skill Area 2																		
Skill Area 3																		
Skill Area 4																		
Skill Area 5																		
Skill Area 6																		
Skill Area 7		4.50	4.75									4.50	5.00	4.60	4.50			
Skill Area 8																		
Skill Area 9																		
Skill Area 10																		





Understanding Federal Opportunities

- The Federal procurement system employs a wide range of contract types that possess different characteristics that affect the source selection and the execution processes
- The five most common are:
 - Specific Services, IDIQ Services, System Acquisition, SBIR/STTR, and Fast Track
- Differences will drive the communication patterns, the timelines, and the level of effort required to gain a 'win'



Understanding the Terms and Tempo of Each Type is Important

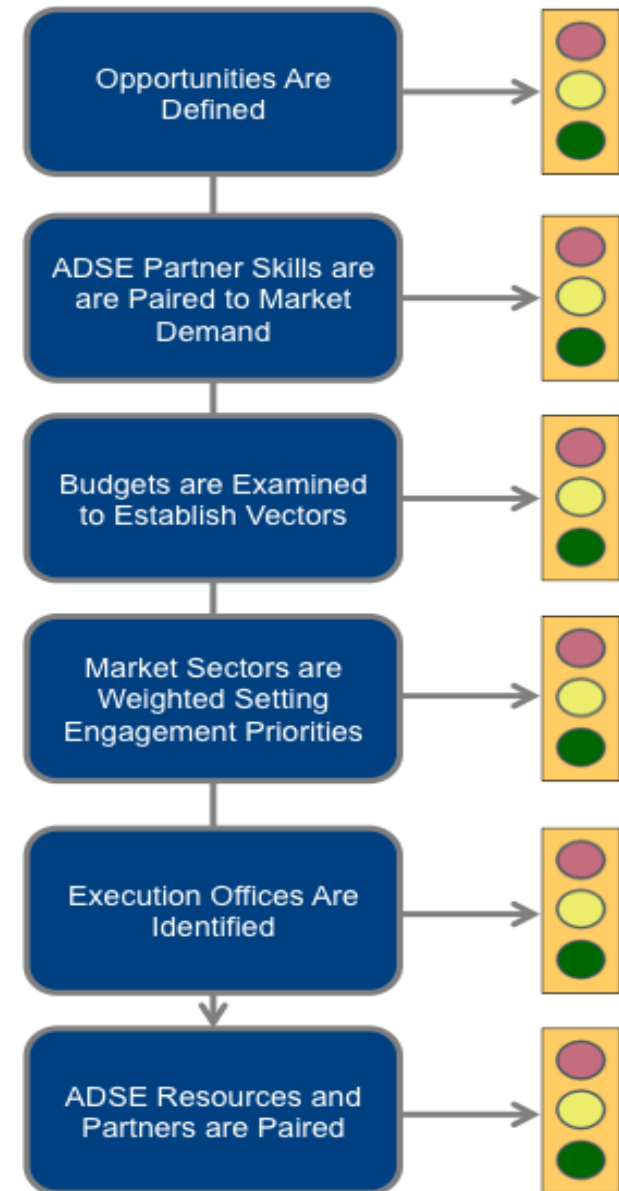


OPPORTUNITY SELECTION & MANAGEMENT



Support / Non-Support Decision Template

- **The most complex function performed by the ADSE is the determination of support of non-support of specific opportunities and the management of those opportunities through the opportunity development lifecycle**
- Assessing opportunities and planning engagements is a multi-step, recursive process requiring Go/No-Go decisions
- ADSE market specialists continuously evaluate the environment to ensure that opportunity and skills are paired in engagements that present a high probability of win



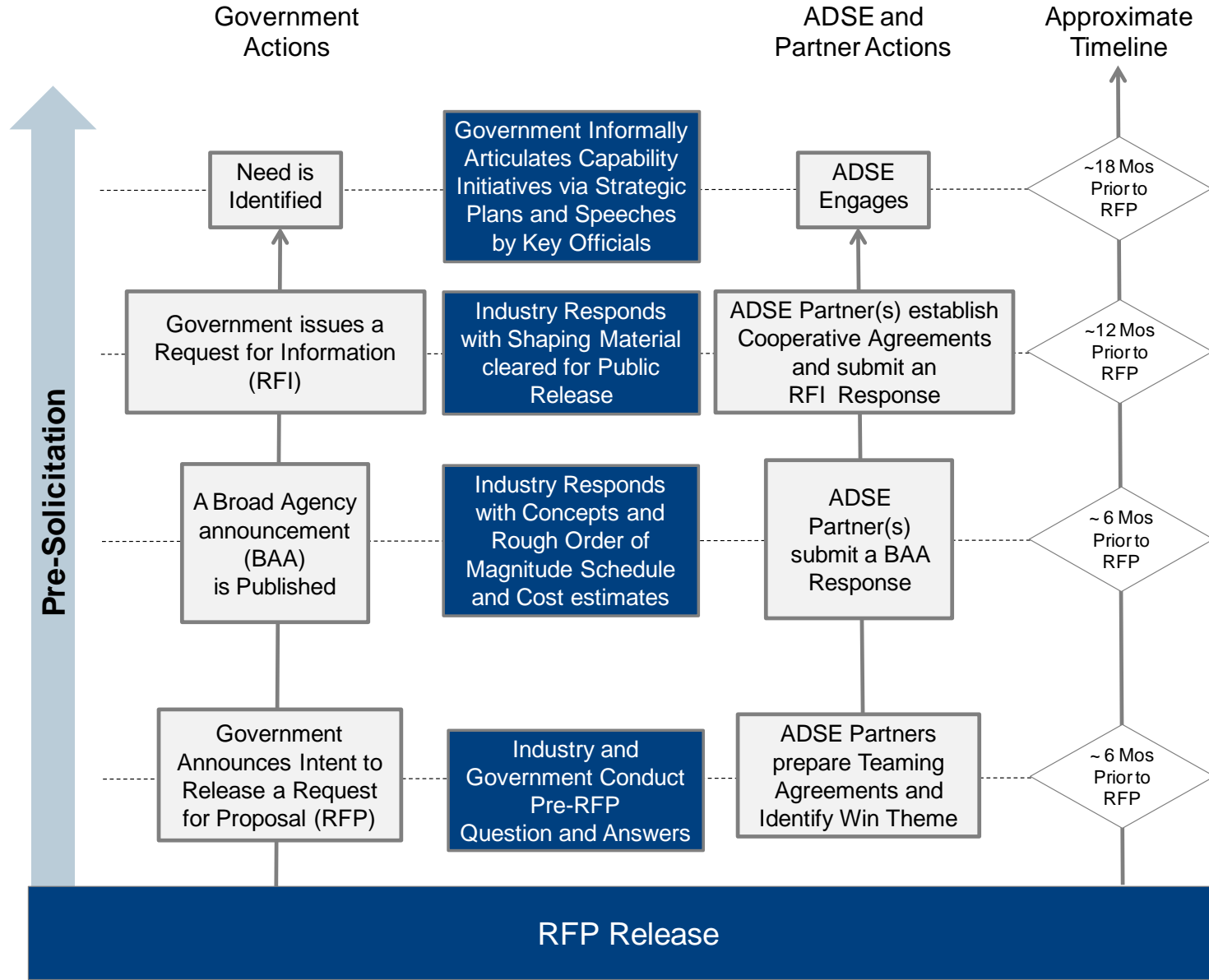


Opportunity Timeline Management

- In general, the opportunity timeline consists of two major phases – the **pre-solicitation phase and the post-solicitation phase which are delineated by the release of a Request for Proposal (RFP)**
- Actions of the government and the ADSE and its partners are governed by the Federal Acquisition Regulations (FARs) throughout both phases, the transition point between the two marks a change in communication patterns as the government transitions from market research activities to steps in a procurement
- **Engagement in the pre-solicitation phase can include proactive meetings, submittal of a White Paper, response to a government Broad Agency Announcement (BAA), attendance at a government hosted Industry Day, and/or responses to government requests for Request for Information (RFI)**
- **In the post-solicitation phase, communication is formalized and the ability to shape requirements and influence selection criteria is significantly reduced, if not entirely eliminated, as is the ability to conduct direct marketing activities.** In the post-solicitation phase, the ADSE partners communicate with the government via formal means via the contracting authority

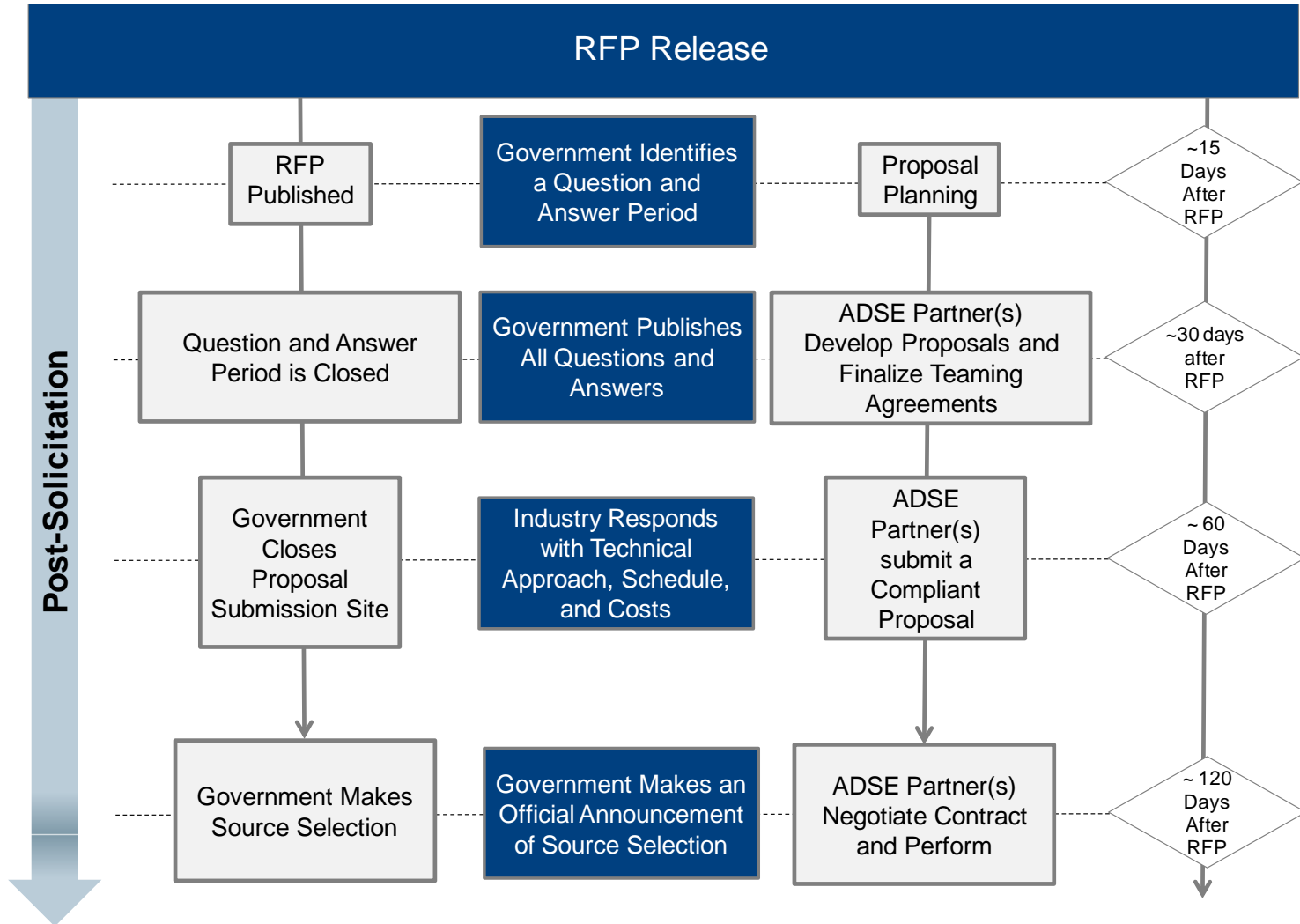


Pre-Solicitation Timeline





Post-Solicitation Timeline





WINNING WITH ARIZONA TEAMS



Building Winning Teams

- **Team building is one of the most challenging, and time-constrained activities occurring during proposal development. It requires rapid identification and screening of qualified teaming partners**
- During the proposal development process, prime contractors face a daunting array of actions that must be completed within an exceedingly short span of time
- Often, the time-compressed atmosphere will have as much impact on teaming decisions as does the proposal strategy itself, leading to sub-optimized teaming arrangements and even the loss of a contract

Building winning ADSE teams requires careful examination of the task at hand and thorough knowledge of the competencies, certifications, and working relationships resident in the ADSE partner population.



Teaming Grid

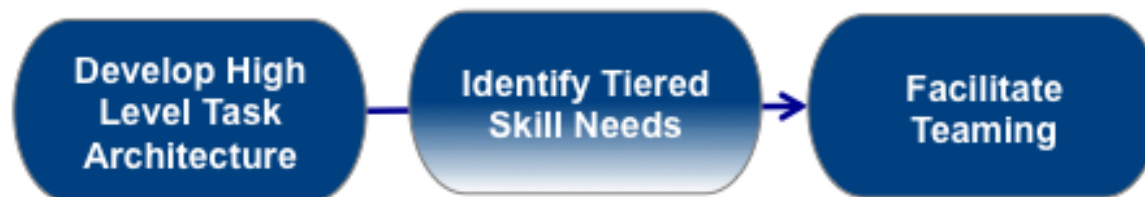
To aid in the process, the market specialist employs a Teaming Grid that drives a work breakdown structure or assembly logic approach to identifying the competencies required and the ADSE partners that may be able to fill the need

	What is to be Done?	Who Does That?
Tier 1 System Integrator		
Tier 2 Assembly Integrator		
Tier 3 Component Manufacturer		
Tier 4 Material or Specialty Service Provider		



Providing Referral Services

- **ADSE can make a vital contribution to teaming, through referrals, as it engages both customers and potential prime contractors to assess their needs in advance of upcoming opportunities**
- Member companies must keep ADSE apprised of the near and mid-term opportunities they are tracking, as well as the evolving skill sets and capabilities within their firms, while ADSE maintains close contact with a smaller list of prospective prime contractors as these opportunities approach.
- **As the various teams begin to form, prime contractors are often left with last minute gaps in both technical expertise, as well as demographic composition**
- **ADSE can help to quickly fill these gaps with qualified, Arizona-based companies, while over time, further strengthening the overall supply chain**
- Over time, the larger prime contractors will grow accustomed to and reliant upon the referral services they receive from ADSE, further increasing the likelihood that companies in Arizona will expand market share in the Aerospace, Security and Defense domains





Implementing Advocacy Strategies

- **ADSE will be in a unique position to conduct certain activities and to maintain customer contact with acquisition organizations at times when private industry cannot**
- This flexibility of engagement will be carefully coordinated with member companies in ways that offer optimized advocacy strategies
- The ADSE role within a broader advocacy strategy can be manifested through two distinct paths within the Defense and Homeland Security domains: policy advocacy and industry advocacy
- One example is integration of unmanned aerial systems (UAS) into the U.S. National Airspace. Because UAS is among the last growth areas within aerospace and defense, and because **over the next 1-3 years, key policy decisions by the Federal Aviation Administration about UAS integrating procedures, operating locations and parameters will be made that will impact investment decisions** across the Aerospace industry for many decades to come



Encouraging Mentor-Protégé Relationships

- **One important aspect of the ADSE referral and advocacy roles is the brokering of Mentor and Protégé relationships**
- Mentor-Protégé Programs are in place within most of the federal departments and agencies, and are particularly active within the Defense and Homeland Security Departments, as well as within the Military Services
- Mentor-Protégé Programs are a proven method to promote both the Mentor and its Protégé within a targeted customer domain
- In both DoD and DHS, Mentor and Protégé companies are afforded a preferential competitive status

As with teambuilding referrals, ADSE can perform a vital service to companies seeking the benefits of Federal Mentor-Protégé programs



CONCLUSION



The ADSE Business Development Playbook

- Provides a 'common operating picture' and a 'how to' manual to support collaboration partners in efforts aimed at increasing Arizona participation in the aerospace, defense, and security domain
- The playbook outlines concrete steps to:
 - Develop awareness of the **Arizona Resources**
 - Develop **Situational Awareness**
 - Identify, track, and **Manage Federal Opportunities**
 - **Build Winning Teams**
- Designed to be a means to leverage the resources within the Arizona industrial base, the Arizona academic research institutions, and the Arizona military facilities