



7th Annual Federal Contracting Conference  
May 30th and 31st, 2018 - Orlando, FL



# Market Research for Capture Planning

May 30, 2018

*"...to be a winner, you must plan to win, prepare to win, and expect to win." - Zig Ziglar*

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Proprietary Plan To Win

# Workshop Learning Objectives



- Understand the various **purposes of market research**
- Use **on-line resources and tools** and **networking** to perform market research for both **business/strategic planning** and **capture planning**
- Apply market research results to **make smart bid decisions** and/or **position your company to win and capture new Federal Government Contract work**

# Purposes of Market Research



## I. Business and/or Strategic Planning

- Identify potential market sectors, customers, and opportunities to target for new and/or strategic growth

## II. Capture Planning

- Obtain knowledge of the targeted customer's environment

Market Research – as related to Business and/or Strategic Planning and Capture Planning for your business – is ***NOT*** to be confused with the Government's process of Market Research to collect and analyze information about capabilities within industry to satisfy agency needs.

# Business Development (BD) Lifecycle



## Market Research for Business / Strategic Planning

### Identification

- Market Research
- Opportunity Sweeps
- Opportunity Research
- Industry and Customer Meetings
- Pursuit / No Pursuit Analysis

*Pursuit  
Decision*

## Market Research for Capture Planning

### Qualification

- Capabilities Analysis
- SWOT Analysis
- Customer Research
- Win Themes
- Call Plan
- Competitive Analysis

*Win  
Strategy  
Approval*

### Proposal Planning

- Solution Development
- Teaming
- Data Call Development
- Pre-RFP Proposal Response Development

*RFP  
Release →  
Bid  
Decision*

Function / Role Legend:  
**BD Lead**  
**Capture Manager**  
**Proposal Manager**

### Proposal Development

- Proposal Schedule
- Compliance Matrix
- Proposal Kickoff
- Proposal Training
- Daily Stand-Ups
- Data Calls
- Proposal Response Development
- Color Reviews
- Editing
- Production

*Color  
Reviews →  
Submission*

*Capture Planning is the process of qualifying opportunities, assessing the environment, and implementing winning strategies oriented toward capture a specific business opportunity or winning a specific contract award.*

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# Sources of Market Research Information



1. On-line Resources and Tools
2. Networking



Consistently successful Business Development (BD) requires **analytical, investigative, and interpersonal skills**, applied to an iterative cycle of **research, intelligence gathering, and relationship building** activities.

# On-Line Resources & Tools for Market Research



- Agency Websites
- Agency Office of Small Business Programs (OSBP) Websites
- Agency-Published Prime Contractors Lists
- Agency Vendor Databases
- Bid Search Tools (Subscription Services)
- Bid-Specific Interested Bidders Lists
- Bureau of Labor Statistics
- Company Websites
- Dun & Bradstreet Ratings
- glassdoor.com
- GovernmentContractsWon.com
- govevents.com
- Grant Thornton Government Contractor Surveys
- Industry News Service Subscriptions
- O\*Net Online
- Office of Management and Budget (OMB) Website
- payscale.com
- Salary Survey Data (ERI, Western Management Group)
- Search Engines



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# Integrated Award Environment (IAE)



## Current Status of the Transition



- You can search and view opportunities on beta.SAM.gov today
- Additional filters are in development and will be on beta.SAM.gov soon
- FBO.gov will be transitioning to beta.SAM.gov in early FY2019



- You can search and view entity registration and exclusion data on beta.SAM.gov today
- Entity registration and renewal should continue to be completed on SAM.gov
- In FY19 we will begin migrating SAM data entry features to beta.SAM.gov
- Once SAM.gov has migrated, beta.SAM.gov will become SAM.gov
- You will not need to re-register your entity but a new beta.SAM.gov user account will be required



- You can search and view contract data on beta.SAM.gov today
- In FY19 we will be migrating FPDS to beta.SAM.gov
- A new reports module and Award API are being built

## beta.SAM.gov Functionality

- A single web application that requires a single user account
- A single, more accurate search across all of our award data sets
- A single, role-driven workspace to track all of **YOUR** award data
- A single reports center for accessing federal award analytics

Assistance Listings  
Contract Opportunities  
Contract Data  
Entity Registrations  
Entity Exclusions  
Wage Determinations  
Federal Hierarchy  
Sub Award Reports  
Past Performance

Be aware of tool transition timelines and impacts.

Subscribe to the GSA Interact IAE Industry Community to get updates:

<https://interact.gsa.gov/node/461584>

# Networking for Market Research



a. Live Networking: active participation in face to face networking events within local networking communities

- Targeted Market Customer Events
- Targeted Market Professional Organizations

b. On-line Networking: active monitoring and participation in virtual networking communities

- Targeted Market Customer Organizations' Social Media and Blogs
- Targeted Market Competitors' Social Media and Websites



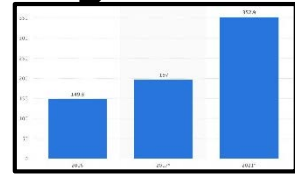
- Agency Blogs
- Agency Websites
- Agency OSBP Websites
- Company Websites
- Search Engines



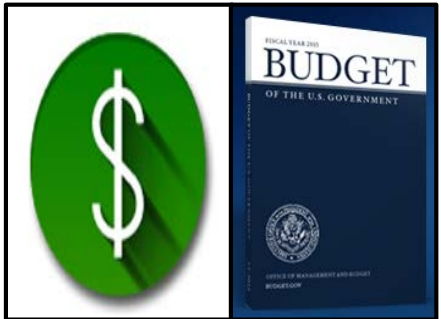
# Market Research for **Business/Strategic Planning**



➤ What Government agencies procure the types of products / services your company offers?



➤ What are the typical spending levels for these products / services by agency?



➤ What are the current and projected levels of available / budgeted funding for procuring these products / services by agency?



➤ What are some of the barriers to entry to be eligible to compete for contracts by agency?

➤ What are some of the incentives to compete for contracts by agency?

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# Checklist: Market Research (Business/Strategic Planning)



Market Research Activity	Online Resources and Tools / Networking
<b>1. Identify Targeted Agencies</b>	<ul style="list-style-type: none"><li>• FBO</li><li>• FPDS</li><li>• USASpending.gov</li><li>• WWW (Agency Websites, Agency OSBP Websites, Bid Search Tools, govevents.com, Search Engines)</li></ul>
<b>2. Identify Agency Spending Trends</b>	<ul style="list-style-type: none"><li>• FPDS</li><li>• USASpending.gov</li><li>• SBA Small Business Goals</li><li>• WWW (Agency Websites, Agency OSBP Websites, Bid Search Tools, GovernmentContractsWon.com, Search Engines)</li></ul>
<b>3. Confirm Agency Funding</b>	<ul style="list-style-type: none"><li>• FBO</li><li>• USASpending.gov</li><li>• WWW (Agency Websites, Bid Search Tools, OMB Website, Search Engines)</li></ul>
<b>4. Identify Potential Market Barriers to Entry</b>	<ul style="list-style-type: none"><li>• FBO</li><li>• GSA eLibrary</li><li>• WWW (Search Engines)</li></ul>
<b>5. Identify Potential Market Incentives</b>	<ul style="list-style-type: none"><li>• FBO</li><li>• SBA Small Business Goals</li><li>• WWW (Agency Websites, Agency OSBP Websites, Bid Search Tools, Search Engines)</li></ul>

# Market Research for **Business/Strategic Planning**



➤ What Government agencies procure the types of products / services your company offers? – **EXAMPLE:**

NAICS 541712: Research and Development in the Physical, Engineering, and Life Sciences



## Top 10: Department Full Name

- [DEPT OF DEFENSE \(13838\)](#)
- [NATIONAL AERONAUTICS AND SPACE ADMINISTRATION \(926\)](#)
- [INTERIOR, DEPARTMENT OF THE \(578\)](#)
- [ENVIRONMENTAL PROTECTION AGENCY \(177\)](#)
- [COMMERCE, DEPARTMENT OF \(163\)](#)
- [HEALTH AND HUMAN SERVICES, DEPARTMENT OF \(162\)](#)
- [VETERANS AFFAIRS, DEPARTMENT OF \(111\)](#)
- [GENERAL SERVICES ADMINISTRATION \(49\)](#)
- [HOMELAND SECURITY, DEPARTMENT OF \(47\)](#)
- [TRANSPORTATION, DEPARTMENT OF \(43\)](#)

## Top 10: Contracting Agency Name

- [DEPT OF THE AIR FORCE \(8589\)](#)
- [DEPT OF THE ARMY \(2607\)](#)
- [DEPT OF THE NAVY \(1702\)](#)
- [NATIONAL AERONAUTICS AND SPACE ADMINISTRATION \(926\)](#)
- [GEOLOGICAL SURVEY \(356\)](#)
- [DEFENSE ADVANCED RESEARCH PROJECTS AGENCY \(DARPA\) \(309\)](#)
- [DEFENSE INFORMATION SYSTEMS AGENCY \(DISA\) \(192\)](#)
- [ENVIRONMENTAL PROTECTION AGENCY \(177\)](#)
- [U.S. SPECIAL OPERATIONS COMMAND \(USSOCOM\) \(166\)](#)
- [NATIONAL OCEANIC AND ATMOSPHERIC ADMINISTRATION \(151\)](#)

Type one or more keywords you would like to search on:  
541712 POP\_STATE\_NAME:"FLORIDA"

To submit comments, please [click here](#)  
Search took 0.15 seconds

Result Page: 1 2 3 4 5 6 7 8 9 10 Next

You must click [here](#) for very important D&B information.

### List Of Contract Actions Matching Your Criteria

Results 1 - 30 of 16143 as of Apr 1, 2018 5:22:11 AM

Award ID (Mod#):	<a href="#">DTEACT17C00005</a> (P00002) <a href="#">View</a>	Award Type:	DEFINITIVE CONTRACT
Vendor Name:	<a href="#">FLIGHT LEVEL ENGINEERING LLC</a>	Contracting Agency:	<a href="#">FEDERAL AVIATION ADMINISTRATION</a>
Date Signed:	March 28, 2018	Action Obligation:	\$222,450
Referenced IDV:		Contracting Office:	<a href="#">692L79 DOT FAA TECHNICAL CENTER</a>
NAICS (Code):	RESEARCH AND DEVELOPMENT IN THE PHYSICAL, ENGINEERING, AND LIFE SCIENCES (EXCEPT BIOTECHNOLOGY) ( <a href="#">541712</a> )	PSC (Code):	R&D- GENERAL SCIENCE/TECHNOLOGY: ENGINEERING (BASIC RESEARCH) ( <a href="#">A411</a> )
Vendor City:	BAKER	Vendor DUNS:	<a href="#">079741350</a>
Vendor State:	FL	Vendor ZIP:	<a href="#">325317822</a>
Global Vendor Name:	<a href="#">FLIGHT LEVEL ENGINEERING LLC</a>	Global DUNS Number:	<a href="#">079741350</a>

Award ID (Mod#):	<a href="#">ING16PX01184</a> (P00003) <a href="#">View</a>	Award Type:	PURCHASE ORDER
Vendor Name:	<a href="#">BUCKINGHAM, KRISTIN</a>	Contracting Agency:	<a href="#">US GEOLOGICAL SURVEY</a>
Date Signed:	March 27, 2018	Action Obligation:	-\$8,174.03
Referenced IDV:		Contracting Office:	<a href="#">US GEOLOGICAL SURVEY</a>
NAICS (Code):	RESEARCH AND DEVELOPMENT IN THE PHYSICAL, ENGINEERING, AND LIFE SCIENCES (EXCEPT BIOTECHNOLOGY) ( <a href="#">541712</a> )	PSC (Code):	SPECIAL STUDIES/ANALYSIS- SCIENTIFIC DATA ( <a href="#">B529</a> )
Vendor City:	GAINESVILLE	Vendor DUNS:	<a href="#">080305351</a>
Vendor State:	FL	Vendor ZIP:	<a href="#">326073837</a>
Global Vendor Name:	<a href="#">BUCKINGHAM KRISTIN</a>	Global DUNS Number:	<a href="#">080305351</a>

Award ID (Mod#):	<a href="#">NNX16CM02C</a> (2) <a href="#">View</a>	Award Type:	DEFINITIVE CONTRACT
Vendor Name:	<a href="#">SEMPLASTICS EHC LLC</a>	Contracting Agency:	<a href="#">NATIONAL AERONAUTICS AND SPACE ADMINISTRATION</a>
Date Signed:	March 27, 2018	Action Obligation:	\$0

### Search Criteria

To remove the criteria or a portion of the search criteria click the button next to each search level.

- ☒ 541712
- ☒ PoP State Name: "FLORIDA"

### Sort By

This section allows the user to sort the existing list of contracts by various fields within the contract. For example you can sort the existing list of contracts by Date Signed or Contract Type. Click on the appropriate field to Sort By. Only one Sort can be conducted at a time.

Sort Order: [Descending](#)

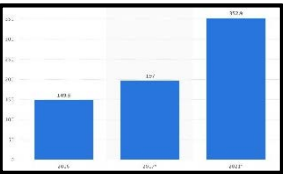
- [Relevance](#)
- [Contract Type](#)
- [Agency Code](#)
- [Agency Full Name](#)
- [Date Signed](#)
- [Contracting Agency ID](#)
- [Contracting Agency Name](#)
- [Department Full Name](#)
- [Action Obligation \(\\$\)](#)
- [NAICS](#)
- [PSC](#)

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# Market Research for Business/Strategic Planning



➤ What are the typical spending levels for these products/ services by agency? –  
**EXAMPLE:** NAICS 611710: Educational Support Services

Spending Explorer

USASPENDING.gov

Explore the spending landscape.  
The Spending Explorer makes it easy to understand the big picture of federal spending.

Spending Expl

Start Over

FY 2018

Q1 Q2 Q3 Q4

ALL BUDGET FUNCTIONS  
\$1.2 Trillion

Spending Expl

Start Over

FY 2017

Q1 Q2 Q3 Q4

ALL BUDGET FUNCTIONS  
\$3.0 Trillion

BUDGET FUNCTION  
General Science, Space, and Technology  
\$14.7 Billion

BUDGET SUB-FUNCTION  
Space flight, research, and supporting activities  
\$10.3 Billion

Spending Explorer

Start Over

FY 2018

Q1 Q2 Q3 Q4

ALL BUDGET FUNCTIONS  
\$1.2 Trillion

BUDGET FUNCTION  
General Science, Space, and Technology  
\$5.9 Billion

BUDGET SUB-FUNCTION  
Space flight, research, and supporting activities  
\$4.4 Billion

FEDERAL ACCOUNT  
Education, National Aeronautics and Space Administration  
\$14.5 Million

You've chosen  
Education, National Aeronautics and Space Administration  
A Federal Account of Space flight, research, and supporting activities

FY 2018 OBLIGATED AMOUNT  
\$11.0 Million  
Data as of December 31, 2017

See the breakdown by: Recipient

1-20 of 43 results

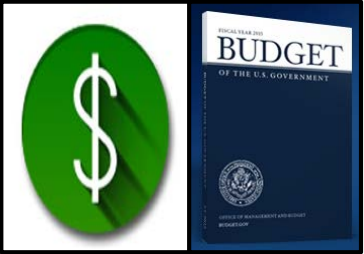
Name	Obligated Amount	Percent of Total
ARCTIC SLOPE TECHNICAL SERVICES, INC.	\$1,555,445	14.13%
UNIVERSITIES SPACE RESEARCH ASSOCIATION	\$1,045,954	9.50%
ALL POINTS LOGISTICS, LLC	\$984,310	8.94%
OKLAHOMA STATE UNIVERSITY	\$750,000	6.81%
UNIVERSITY OF VERMONT & STATE AGRICULTURAL COLLEGE	\$750,000	6.81%
MONTANA STATE UNIVERSITY INC	\$750,000	6.81%
UNIVERSITY OF ALABAMA IN HUNTSVILLE THE	\$750,000	6.81%
WICHITA STATE UNIVERSITY	\$750,000	6.81%
UNIVERSITY OF WYOMING	\$749,938	6.81%

Glossary

# Market Research for Business/Strategic Planning



➤ What are the current and projected levels of available / budgeted funding for procuring these products / services by agency?—**EXAMPLE:** Cybersecurity



FISCAL YEAR 2019

EFFICIENT, EFFECTIVE, ACCOUNTABLE

AN  
**AMERICAN BUDGET**

**ANALYTICAL PERSPECTIVES**

BUDGET OF THE U.S. GOVERNMENT

OFFICE OF MANAGEMENT AND BUDGET | OMB.GOV

OFFICE OF THE UNDER SECRETARY OF DEFENSE  
(COMPTROLLER)  
CHIEF FINANCIAL OFFICER  
FEBRUARY 2018

**DEFENSE BUDGET OVERVIEW**

UNITED STATES DEPARTMENT OF DEFENSE  
FISCAL YEAR 2019 BUDGET REQUEST

GovWin  
from Deltek

Federal Market Analysis

**Defense IT Priorities and Strategies, 2017-2022**

**Army**

Cloud Computing in Defense RDT&E/Procurement  
Requested Budgets for Programs with a Cloud Component, FY 2018-2022

FY	2018	2019	2020	2021	2022
\$M	81	18	24	35	40

**Biggest Programs with a Cloud Component, FY 2018 (Request)**

- \$19.8M** Physical and Virtual Connectivity for the Persistent Cyber Training Environment (PCTE)
- \$14.0M** Environment Operations and Management for Persistent Cyber Training Environment (PCTE)
- \$7.7M** Modeling Infrastructure Technology/ Simulation Tools and Models
- \$6.0M** Advanced Distributed Simulation / Synthetic Natural Environments
- \$6.0M** Army G2 Projects

**Training:** R&D funding in FY 2018 continues last year's focus on building a cloud architecture for the Persistent Cyber Training Environment. The architecture will link cyber ranges across the DOD.

**Biometrics:** Army's FY 2018 investments will deliver an instance of the Biometric Intelligence Information Repository software resident on the IC's C2S Amazon cloud.

**Modeling and Simulation:** Increasing stress is being placed on using cloud-based modeling and simulation for development and testing.

CHAPTER 3 PRESERVE PEACE THROUGH STRENGTH

3-11



# Market Research for **Business/Strategic Planning**



➤ What are some of the barriers to entry to be eligible to compete for contracts by agency? – **EXAMPLES:**

- **Department of Defense (DoD):** Personnel Security & Facility Clearances
- **Any Federal Government Agency that uses or requires a Cloud Service Offering (CSO):** FedRAMP compliance and authorization to operate (ATO) for cloud security
- **Department of Veterans Affairs (VA):** To qualify for participation in the Veterans First Contracting Program, a unique authority for Service-Disabled Veteran-Owned Small Business (SDVOSB) and Veteran-Owned Small Business (VOSB) set-aside and sole source contracts, eligible SDVOSBs/VOSBs must first be verified by the Center for Verification and Evaluation (CVE).
- **Any Federal Government Agency that uses GSA Schedules as part of their acquisition strategy:** Become a GSA schedule holder or partner with one



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# Market Research for Business/Strategic Planning



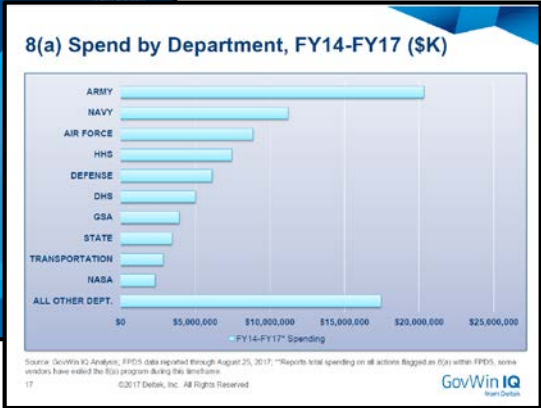
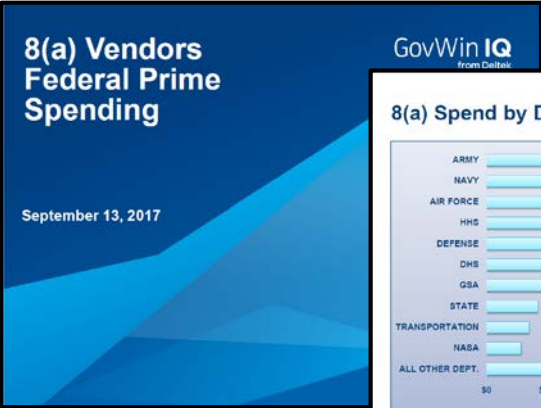
- What are some of the incentives to compete for contracts by agency? – **EXAMPLES:**
  - Agency Small Business utilization
  - Agencies that encourage and enhance communication between Industry and Government

**CY 2018 PALT Update Session Schedule**

- 9 January 2018
- 13 February 2018
- 12 March 2018 (revised)
- 10 April 2018
- 8 May 2018
- June: No session due to TSIS
- 10 July 2018
- 14 August 2018
- 11 September 2018
- 16 October 2018

**Time: 0900-1000**  
**Partnership III Building, CR 321**  
**3039 Technology Parkway**  
**Orlando, FL 32826**

National Aeronautics and Space Administration			
FY2016 Small Business Procurement Scorecard			
			<b>B</b>
			<b>91.72%</b>
FPDS-NG Prime Contracting Data as of Feb. 20, 2017 eSRS Subcontracting Data as of Mar. 14, 2017			
Prime Contracting Achievement:			69.93%
	2015 Achievement	2016 Goal	2016 Achievement
Small Business	17.33%	16.75%	16.67% (\$2.7 B)
Women Owned Small Business	3.37%	5.00%	4.05% (\$648.0 M)
Small Disadvantaged Business	8.70%	5.00%	8.17% (\$1.3 B)
Service Disabled Veteran Owned Small Business	0.71%	3.00%	0.86% (\$137.9 M)
HUBZone	0.62%	3.00%	0.52% (\$82.7 M)



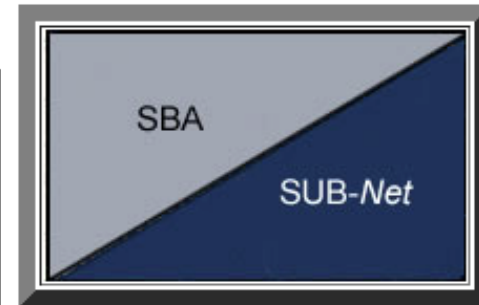
**Small Business Goals**

# Market Research for **Business/Strategic Planning**



- **Identifying Government Contracting Opportunities** (based on targeted market sectors / customers, spending / funding, and market barriers / incentives)

- Agency and Agency Office of Small Business Programs (OSBP) Websites (ACQUISITION.GOV and Search Engines)
  - Forecasts of Opportunities
    - ❑ Static Data by Fiscal Year (FY) – Usually Posted in the Fall
    - ❑ Dynamic Search Capability – Data Usually Continuously Updated
- Agency Strategic Plans
- FedBid
- Bid Search Tool Subscription Services
- FedBizOpps (FBO)
- FPDS
- Industry News Service Subscriptions
- govmates
- SBA SUB-Net



# Market Research for Capture Planning



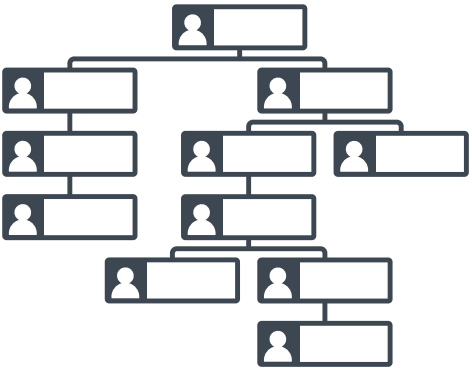
- **Knowledge of the customer environment is the #1 key to winning a Federal Government contract**

## Six Keys to Winning:

1. Knowledge of the Customer Environment
2. Key Personnel
3. Past Performance
4. Team
5. Innovation
6. Pricing

- Enables smart bid strategy decision-making based on potential barriers to market entry and/or the competitive environment
- Ensures your proposed solution aligns with customer requirements
- Demonstrates genuine understanding of the entire scope of work, providing higher confidence in your ability to meet requirements

# Market Research for Capture Planning



- Who is the customer?
- What is the customer's mission?
- What is the customer's vision?
- What are the customer's requirements (stated and unstated)?
- What are the customer's pain points? What hurts? What doesn't work? What keeps the customer awake at night? What is the main problem that is trying to be solved with this procurement?
- What are the customer's hot buttons to avoid?
- What are the customer's typical practices in acquisition strategy and source selection?
- What contractors are currently providing products / services to this customer?





# Checklist: Market Research (Capture)



Market Research Activity	Online Resources and Tools / Networking	BD / Capture Planning By-Products
<b>1. Know the Customer and Understand Customer Requirements, Mission, and Vision</b>	<ul style="list-style-type: none"> <li>• FBO</li> <li>• WWW (Agency Websites, Search Engines)</li> <li>• Agency OSBP</li> </ul>	<ul style="list-style-type: none"> <li>• Obtain knowledge of customer environment</li> <li>• Develop understanding of customer requirements (stated and unstated), current situation, and where they want to go</li> <li>• Perform SWOT analysis (external environment Opportunities and Threats)</li> </ul>
<b>2. Identify Customer POCs</b>	<ul style="list-style-type: none"> <li>• WWW (Agency Websites, Search Engines)</li> <li>• Agency OSBP</li> </ul>	<ul style="list-style-type: none"> <li>• Develop Call Plan</li> <li>• Obtain knowledge of customer environment</li> </ul>
<b>3. Obtain Contract Action / Modification History</b>	<ul style="list-style-type: none"> <li>• FBO</li> <li>• FPDS</li> <li>• WWW (Bid Search Tools, Search Engines)</li> </ul>	<ul style="list-style-type: none"> <li>• Obtain competitive intelligence</li> <li>• Identify potential teaming partners</li> <li>• Perform pursuit / no pursuit analysis</li> </ul>
<b>4. Assess Incumbent Contractor Performance</b>	<ul style="list-style-type: none"> <li>• FBO</li> <li>• FPDS</li> <li>• WWW (Bid Search Tools, Search Engines)</li> <li>• Local Networks</li> <li>• On-line Networking</li> </ul>	<ul style="list-style-type: none"> <li>• Obtain competitive intelligence</li> <li>• Perform pursuit / no pursuit analysis</li> </ul>
<b>5. Identify Incumbent Contractor Size Status</b>	<ul style="list-style-type: none"> <li>• SAM.gov</li> <li>• SBA DSBS</li> <li>• WWW (Bid Search Tools, Company Websites)</li> </ul>	<ul style="list-style-type: none"> <li>• Obtain competitive intelligence</li> <li>• Perform pursuit / no pursuit analysis</li> </ul>

# Checklist: Market Research (Capture)



Market Research Activity	Online Resources and Tools / Networking	BD / Capture Planning By-Products
<b>6. Obtain Competitive Intelligence Pricing Data</b>	<ul style="list-style-type: none"> <li>GSA eLibrary</li> <li>WWW [Bureau of Labor Statistics, glassdoor.com, O*Net Online, payscale.com, Salary Survey Data (ERI, Western Management Group), Search Engines]</li> <li>Pricing Strategist Familiar with Market &amp; Place of Performance</li> <li>Local Networks</li> <li>On-line Networking</li> </ul>	<ul style="list-style-type: none"> <li>Develop Price-to-Win strategy</li> </ul>
<b>7. Obtain Data for Customer Spending by Contractor</b>	<ul style="list-style-type: none"> <li>FPDS Reports</li> <li>WWW (Agency-Published Prime Contractors Lists, Agency Vendor Databases, Bid Search Tools, Search Engines)</li> </ul>	<ul style="list-style-type: none"> <li>Obtain competitive intelligence</li> <li>Identify potential teaming partners</li> </ul>
<b>8. Obtain Data for Customer Spending for Similar Products / Services</b>	<ul style="list-style-type: none"> <li>FPDS</li> <li>USASpending.gov</li> <li>WWW (Agency Published Prime Contractors Lists, Agency Vendor Databases, Bid Search Tools, Search Engines)</li> </ul>	<ul style="list-style-type: none"> <li>Obtain competitive intelligence</li> <li>Identify potential teaming partners</li> </ul>
<b>9. Obtain Data for Customer Contracts for Similar Products and Services</b>	<ul style="list-style-type: none"> <li>FPDS</li> <li>USASpending.gov</li> <li>WWW (Agency Published Prime Contractors Lists, Agency Vendor Databases, Bid Search Tools, Search Engines)</li> </ul>	<ul style="list-style-type: none"> <li>Obtain competitive intelligence</li> <li>Identify potential teaming partners</li> </ul>

# Checklist: Market Research (Capture)



Market Research Activity	Online Resources and Tools / Networking	BD / Capture Planning By-Products
<b>10. Engage in Live Networking</b>	<ul style="list-style-type: none"> <li>• FBO</li> <li>• WWW (Agency Websites, Agency OSBP Websites, govevents.com, Search Engines)</li> <li>• Local Professional Organizations</li> <li>• Agency OSBP</li> </ul>	<ul style="list-style-type: none"> <li>• Execute Call Plan</li> <li>• Obtain knowledge of customer environment</li> <li>• Develop understanding of customer requirements (stated and unstated), current situation, and where they want to go</li> </ul>
<b>11. Engage in On-Line Networking</b>	<ul style="list-style-type: none"> <li>• Facebook</li> <li>• Twitter</li> <li>• LinkedIn</li> <li>• WWW (Agency Blogs, Agency Websites, Agency OSBP Websites, Company Websites, Search Engines)</li> </ul>	<ul style="list-style-type: none"> <li>• Obtain competitive intelligence</li> <li>• Perform SWOT analysis (external environment Opportunities and Threats)</li> <li>• Discover additional contract opportunities</li> <li>• Identify potential teaming partners</li> </ul>
<b>12. Identify and Vet Potential Teaming Partners</b>	<ul style="list-style-type: none"> <li>• FBO</li> <li>• FPDS</li> <li>• FPDS Reports</li> <li>• SAM.gov</li> <li>• SBA DSBS</li> <li>• WWW (Agency-Published Prime Contractors Lists, Agency Vendor Databases, Bid Search Tools, Company Websites, Grant Thornton Government Contractor Surveys, Dun &amp; Bradstreet Ratings, Search Engines)</li> <li>• Local Networks</li> <li>• On-line Networking</li> <li>• Agency OSBP</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and maintain a composite team capabilities matrix</li> <li>• Obtain competitive intelligence</li> </ul>

# Case Study: Market Research (Capture)



**FEDBIZOPPS.GOV** Federal Business Opportunities

My FBO | My Profile | Opportunities | Agencies

Welcome, Deb Yeagle | Accessibility | User Guide | Logout

**United States National Data Center Operations Support and Studies II (US NDC OSS II) Services**  
Solicitation Number: FA7022-19-R-0001  
Agency: Department of the Air Force  
Office: AMIC DET 2  
Location: AMIC DET 2 OL/PA

Notice Details | Packages | Interested Vendors List | Print | Link

**Original Synopsis**  
Feb 26, 2018 8:02 am

[Return To Opportunities List](#) | [Stop Watching This Opportunity](#)  
[Add Me To Interested Vendors](#)

**Solicitation Number:** FA7022-19-R-0001  
**Notice Type:** Sources Sought

**Synopsis:**  
Added: Feb 26, 2018 8:02 am  
United States National Data Center Operations Support and Studies II (US NDC OSS II) Services  
FA7022-19-R-0001

**1.0 Description**

1.1 The Air Force Technical Applications Center (AFTAC) TT Directorate and AMIC Det 2 OL/PA are conducting Market Research for non-personal services to provide United States National Data Center Operations Support and Studies II (US NDC OSS II) services. This sources sought is one element of our Market Research, and it will be used to help determine the acquisition approach.

1.2 This Sources Sought Notice does not constitute a Request for Proposal (RFP), Request for Quote (RFQ) or an Invitation for Bid (IFB). The

**GENERAL INFORMATION**  
**Notice Type:** Sources Sought  
**Posted Date:** February 26, 2018  
**Response Date:** Mar 09, 2018 3:00 pm Eastern  
**Archiving Policy:** Manual Archive  
**Archive Date:** -  
**Original Set Aside:** N/A  
**Set Aside:** N/A  
**Classification Code:** R -- Professional, administrative, and management support services  
**NAICS Code:** 541 -- Professional, Scientific, and Technical Services/541511 -- Custom Computer Programming Services

- US National Data Center (NDC) Operations Support and Studies (OSS) II
- Solicitation Number FA7022-19-R-0001
- Sources Sought Notice (SSN)
  - Posted February 26, 2018
  - Responses Due: March 9, 2018
- NAICS 541511 – Custom Computer Programming Services
  - Small Business Size Standard \$27.5M

Proprietary Plan To Win

# Case Study: Market Research (Capture)



The screenshot shows the FEDBIZOPPS.GOV website. The header includes the site name and navigation tabs: My FBO, My Profile, Opportunities (selected), and Agencies. A user is logged in as Deb Yeagle. The main content area displays a solicitation for the United States National Data Center Operations Support and Studies II (US NDC OSS II) Services INDUSTRY DAY. The solicitation number is FA702219R0001, and the agency is the Department of the Air Force. The page includes tabs for Notice Details, Packages, and Interested Vendors List. A sidebar on the left shows a history of changes to the synopsis. The main content area includes buttons for 'Return To Opportunities List', 'Stop Watching This Opportunity', and 'Add Me To Interested Vendors'. The synopsis section shows the solicitation number, notice type, and a brief description. The right sidebar contains links to 'ALL FILES' and 'GENERAL INFORMATION'.

**FEDBIZOPPS.GOV** Federal Business Opportunities

My FBO My Profile **Opportunities** Agencies

Welcome, Deb Yeagle Accessibility User Guide Logout

**United States National Data Center Operations Support and Studies II (US NDC OSS II) Services INDUSTRY DAY**

Solicitation Number: FA702219R0001  
Agency: Department of the Air Force  
Office: AMIC DET 2  
Location: AMIC DET 2 OL/PA

Notice Details Packages Interested Vendors List Print Link

**Complete View**

- Original Synopsis  
Special Notice  
Mar 13, 2018 10:12 am
- Changed  
Mar 20, 2018 10:49 am
- Changed  
Mar 20, 2018 10:55 am

[Return To Opportunities List](#) [Stop Watching This Opportunity](#)  
[Add Me To Interested Vendors](#)

**Solicitation Number:** FA702219R0001  
**Notice Type:** Special Notice

**Synopsis:**  
Added: Mar 13, 2018 10:12 am Modified: Mar 20, 2018 10:55 am [Track Changes](#)

**ALL FILES**

- [Industry Day Announcement and draft PWS](#)  
Mar 13, 2018
- [PUBLIC RELEASE - US](#)
- [PUBLIC RELEASE - US](#)

**GENERAL INFORMATION**

**Notice Type:** Special Notice  
**Original Posted Date:** March 13, 2018

- US National Data Center (NDC) Operations Support and Studies (OSS) II
- Solicitation Number FA7022-19-R-0001
- Special Notice
  - Posted March 13, 2018
- Industry Day: April 6, 2018
  - Program Overview 9:00 – 10:00 AM
  - One-on-One Sessions 1:00 – 4:00 PM
  - Reservations Due March 26
  - Clearances/Base Access Requests Due March 27
  - Questions Due March 29

- Draft PWS Dated March 6, 2018
- Final Questions Due April 11
- Q&A Posted April 20



# Case Study: Market Research (Capture): Know the Customer

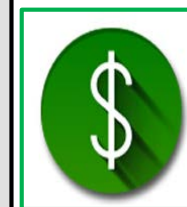


1.1 The Air Force Technical Applications Center (AFTAC) TT Directorate and AMIC Det 2 OL/PKA are conducting Market Research for non-personal services to provide United States National Data Center Operations Support and Studies II (US NDC OSS II) services. This sources sought is one element

- Identify the customer by carefully reviewing information provided by the Government

- Recognize the different solicitation stakeholder organizations:

- Requiring Activity



- Program Management
- End User Community

- Contracting Activity



- Contract Administration



Proprietary Plan To Win

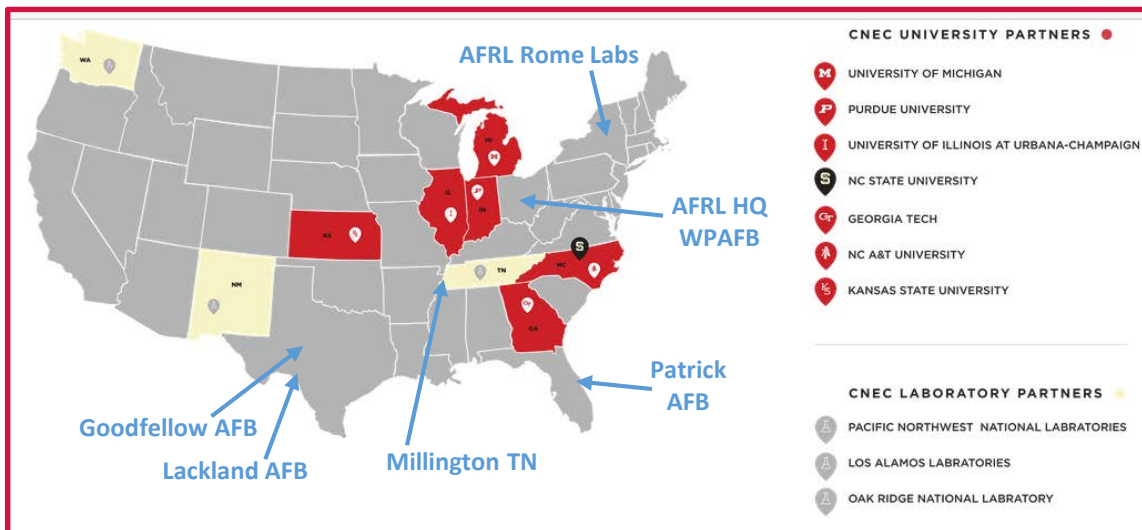
The screenshot displays the official website of the 25th Air Force. The top navigation bar includes links for HOME, NEWS, ABOUT US, UNITS, and CONTACT US. A secondary bar features a 25AF SITE MAP and a breadcrumb trail: Home > Units > AFTAC. The main content area is titled 'AIR FORCE TECHNICAL APPLICATIONS CENTER' and contains a detailed paragraph about the center's mission at Patrick Air Force Base, Florida, including its role in nuclear treaty monitoring and proliferation detection. Below this, there is an 'ABOUT AFTAC' section with a link to the AFTAC Fact Sheet, and an 'AFTAC NEWS' section listing recent articles such as 'AFTAC Airmen selected for Air Force STEM awards' and 'Air Force scientist qualifies for Ironman World Championship'. To the right, the 'AFTAC LEADERSHIP' section features portraits and names of key personnel: Col. Steven M. Gorski (Commander), Col. Michael G. Sawyer (Vice Commander), Dr. Glenn Sjoden (Chief Scientist), and CMSgt Michael S. Joseph (Command Chief). A large featured article on the right side of the page is titled '25th AF Contracting Support Realigns Under ACC', dated November 04, 2015, and includes a photo of a flag transfer ceremony.

# Case Study: Market Research (Capture): Know the Customer



The US NDC consists of the following components: (a) A 24x7 operations center located in the AFTAC Operations Center (AOC), Patrick AFB, FL (PAFB); (b) A 24x7 alternate (ALT) hot-backup system currently located at Lackland AFB, TX (LAFB), but in process of being moved to Millington, TN; (c) A Training System located at the 312th Training Squadron Goodfellow AFB, TX (GAFB); (d) A Remote Operations Center (ROC) located at PAFB (used to support unplanned and/or short term AOC outages, fire drills, etc.); (e) The US NDC Sustainment System (SUS, aka the test-bed) and (f) the US NDC Development System (DEVL), both located at AFTAC/PAFB. Additionally several special purpose and special access standalone subsystems are located at PAFB, FL.

- Identify *all* stakeholder organizations by carefully reviewing information provided by the Government
  - Multiple End User Sites
  - Numerous Government Partners
  - Various Contractors



2) Integration of 3rd party efforts: The Department of Energy (DoE) and Air Force labs, as well as various government contractors are involved in numerous areas of US NDC development. Some examples are: portions of the knowledge base, event classification methodology, and Geographical Information System (GIS). It will be the contractor's responsibility to team with these AFTAC partners and integrate their products.

3) The US NDC contractor will be responsible for integration of hardware, COTS/GOTS software and calibration information, and contractor-developed software into the US NDC system. In order to separate the US NDC mission from the risk of contract gaps, AFTAC has established a US NDC technical team. For most tasks, the contractor works as an integrated part of the US NDC technical team.

★ FedBizOpps.





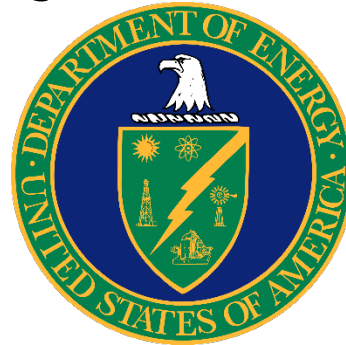
# Case Study: Market Research (Capture): Customer Mission and Requirements



The US NDC is the geophysical data acquisition, data processing, reporting and archiving component of the United States Atomic Energy Detection System (USAEDS) operated by AFTAC. AFTAC's mission is to monitor compliance with nuclear test ban treaties to standards set by US verification and policy leaders. This mission requires the US NDC to detect, locate and identify foreign nuclear tests and provide rapid reporting and technical assessment to the appropriate national security agencies and policy makers. The US NDC processes, integrates and disseminates data and information up to and including the Department of Defense (DOD) TOP SECRET level. The US NDC also serves as the data distribution center for all US government and authorized users for International Monitoring System (IMS) data received from the Comprehensive Test Ban Treaty Organization (CTBTO). The focus of this effort is to fine-tune the current system by optimization of software algorithms through Scientific and Engineering studies, upgrade existing hardware, sustain the present operational systems, and integrate software deliveries from separate R&D contracts.

The US NDC is an advanced geophysical data acquisition and processing system, which provides the capability to receive, process, archive and report events of interest to meet nuclear treaty monitoring requirements. It acquires waveform data from a global network of seismic, hydroacoustic and infrasonic stations. Data is stored, distributed to researchers both internal and external to AFTAC, and reliably forwarded to a classified processing system. The US NDC receives data from the AFTAC United States Atomic Energy Detection System (USAEDS) network, the International Data Center (IDC) originating from International Monitoring System (IMS) sensors, from the United States Geological Survey, and from other countries. Data is automatically processed and users interactively display, review, refine, correct, and report currently available results.

- Develop an understanding of the customer's mission, requirements (stated and unstated), current situation, and where they want to go (vision)



- Scope:
  - Provide **maintenance, sustainment, configuration management, database and system administration, development, testing and integration of geophysical data processing software, hardware, and geophysical data** from both traditional and non-traditional sources into the US NDC system

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# Case Study: Market Research (Capture): Customer and Contract Performance Requirements



Successful performance on the US NDC OSS II contract requires (no order of precedence or importance):

- a. The ability to recruit and retain a diversified mix of professionals in the defined areas of interest (i.e. electrical engineering, geophysics, system/software engineering, project management, configuration management, system administration, database administration).
- b. Experience with complex, multi-location, and unique seismic, infrasonic, and hydroacoustic data acquisition and data analysis software.
- c. System experience with Oracle/SUN, Solaris, Linux, UNIX workstations and servers and associated operating systems.
- d. Working knowledge of a multi-location seismic, infrasonic, and hydroacoustic data acquisition and data analysis (or similar) processing system to include hardware and software requirements, research and operational elements.
- e. Data management experience in handling and managing seismic, infrasonic, and hydroacoustic data.
- f. Ability to create, manipulate, and manage both high level and detailed project schedules for engineering/scientific study projects.
- g. Ability to perform systems engineering functions to include, but not limited to, reliability modeling and analysis, engineering analyses, and maintenance analyses and functions.

- Develop an understanding of how customer requirements align with contract performance requirements:
  - Sustain a SW / HW architecture to include CM
  - Integrate 3<sup>rd</sup> party efforts from DoE/USAF Labs
  - Integrate HW, GOTS/COTS SW and calibration information and contractor-developed software
  - Support integration / transition of software being developed by Sandia National Lab
  - Provide 24 x 7 on call support to ensure 99% operational availability rate
  - Conduct engineering / scientific studies to help optimize nuclear detection
  - Conduct engineering and IT infrastructure studies



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# Case Study: Market Research (Capture): Customer Mission



- Develop an expanded understanding of the customer's mission and current situation

25TH AIR FORCE

HOME NEWS ABOUT US UNITS CONTACT US Search 25th Air Force

25AF SITE MAP

Home > About Us > Fact Sheets > Display

## Air Force Technical Applications Center

Published August 30, 2017



PHOTO DETAILS / DOWNLOAD HI-RES 1 of 1

In accordance with Chapter 3 of AFI 84-105, commercial reproduction of this emblem is NOT permitted without the permission of the proponent organizational/unit commander.

PRINT | E-MAIL

**Mission**  
The Air Force Technical Applications Center (AFTAC) provides national authorities quality technical measurements to monitor nuclear treaty compliance and develops advanced proliferation monitoring technologies to preserve our nation's security. It is the sole organization in the federal government whose mission is to detect and report technical data from foreign nuclear explosions.

Consisting of more than 3,600 sensors worldwide, AFTAC operates and maintains a global network of nuclear event detection equipment called the U.S. Atomic Energy Detection Systems (USAEDS), the largest sensor network in the U.S. Air Force. Once a disturbance is detected underground, underwater, in the atmosphere or in space, the event is analyzed for nuclear identification, and the findings are reported to national command authorities.

### Patrick military unit watches for North Korean nuclear blasts

<http://www.floridatoday.com/story/news/2017/04/19/brevard-airmen-watch-north-korean-nuclear-blasts/100560310/>

By [Rick Neale](#), FLORIDA TODAY Published 4:56 p.m. ET April 19, 2017 |

(Photo: U.S. Air Force photo by William B. Belcher)



# Case Study: Market Research (Capture): Customer Points of Contact (POCs)



## Primary Point of Contact:

Donna Y. Ferguson,  
Contract Specialist

[donna.ferguson@us.af.mil](mailto:donna.ferguson@us.af.mil)

Phone: [\(321\) 494-8354](tel:(321)494-8354)

- Identify the customer POCs across all stakeholder organizations by first carefully reviewing information provided by the Government
  - Requiring (Funding) Activity
    - Program Management
  - Contracting (Awarding) Activity
    - Contract Administration
- Identify potential members of the Source Selection Board (SSB)



**3.1** E-mail reservations will be taken for a maximum of three (3) individuals per company on a first-come, first-served basis. Your reservation must specify the name (s), number of individuals in your party, and whether or not you have access to a military installation, i.e. valid military I.D. Send your reservation to the following: Program Manager Mr. Keith DeVault at [william.devault.2@us.af.mil](mailto:william.devault.2@us.af.mil), and Contracting Officer Mr. Jody Desormeaux at [jody.desormeaux@us.af.mil](mailto:jody.desormeaux@us.af.mil) no later than 4:00pm, (Eastern Time) on 26 March 2018. *NO REQUESTS WILL BE CONSIDERED AFTER this response due date.*

# Case Study: Market Research (Capture): Customer POCs



BREVARD SMALL BUSINESS ASSISTANCE COUNCIL

HOME

ABOUT US

MEMBERS

UPCOMING EVENTS

CONTACT US

Members

45th Space Wing Small Business Programs Office

Sherri L. Richardson - Director, Small Business Programs

sherri.richardson@us.af.mil

45 SW/SB

1201 Edward H. White II Street, Bldg 423, Rm C110

Patrick AFB FL 32925

[\(321\) 494-2207](tel:(321)494-2207)

DSN 854

45sw.sb.office@us.af.mil

Harris

Rhonda D. Sammon, CPCM

Small Business Liaison Officer

rsammon@harris.com

P.O. Box 37

REN 11-D

Melbourne, FL 32902

[http://harris.com/corporate\\_responsibility/supplier-diversity.aspx](http://harris.com/corporate_responsibility/supplier-diversity.aspx)

IAP Worldwide Services, Inc.

- Develop a call plan to obtain knowledge of the customer environment (requirements, pain points, hot buttons, source selection process, incumbent contractors, competitors)
  - Include customer POCs from *all* stakeholder organizations *and* OSBP

Name	Position	Relationship	Comms Log	Purpose / Message	Notes
Chiretta Y. Bocclair (321) 494-2206 / 2207	Patrick AFB SB Specialist	None (Source: 2016 SSN – Related AFTAC Bid)			
Donna Y. Ferguson, (321) 494-8354, <a href="mailto:donna.ferguson@us.af.mil">donna.ferguson@us.af.mil</a>	AMIC DET 2 OL/KPA Contract Specialist	None (Source: SSN)			
Jody Desormeaux, (321) 494-0511, <a href="mailto:jody.desormeaux.1@us.af.mil">jody.desormeaux.1@us.af.mil</a>	AMIC DET 2 OL/KPA Contracting Officer	None (Source: SSN)			
Keith DeVault, <a href="mailto:William.devault.2@us.af.mil">William.devault.2@us.af.mil</a>	AFTAC TT Directorate Program Manager	None (Source: Industry Day Special Notice)			

Proprietary Plan To Win



# Case Study: Market Research (Capture): Customer POCs - Local Agency Organization Events



## Industry Day Brings High-Tech Companies to Air Force Technical Applications Center

By Susan A. Romano, AFTAC Public Affairs // February 28, 2018

### HELD AT PATRICK AFB'S SHARK CENTER



Maj. Kelly Greiner, program manager for Nuclear ISR Field Systems and Industry Day's event coordinator, discusses network opportunities with Sen. Aguiar (left), and Michael Ballard at Industry Day Feb. 9, 2018, hosted by the Air Force Technical Applications Center, Patrick AFB, Fla. Ballard, president and founder of TechRev, brought Aguiar, his operations manager, to the event to learn more about partnerships with the Department of Defense's sole nuclear treaty monitoring center. (U.S. Air Force photo by Susan A. Romano)

**BREVARD COUNTY • PATRICK AIR FORCE BASE, FLORIDA – The Air Force Technical Applications Center hosted a Nuclear Treaty Monitoring Industry Day recently to give high-tech companies an opportunity to network with center scientists, engineers and technicians and share ideas about the capabilities contractors can offer that affect AFTAC's mission areas.**



Held at Patrick AFB's Shark Center, more than three dozen agencies attended to discuss topic areas ranging from geophysics and seismology to directed energy weapons and air and space operations.

AFTAC is the sole organization in the Department of Defense responsible for monitoring nuclear treaties, and operates the largest sensor network in the U.S. Air Force.

## Technology Expo Wednesday, 6 December 2017



**THE TIDES CLUB**  
1001 N. Hwy  
A1A S Atlantic Ave  
Patrick AFB

**WHEN:**  
9:30a.m-1:30p.m

**FREE & OPEN**  
To All DoD, Contracting  
Personnel, State, Local &  
Federal Gov't

*Refreshments  
Served*

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For More Information:  
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### Patrick AFB Technology Expo

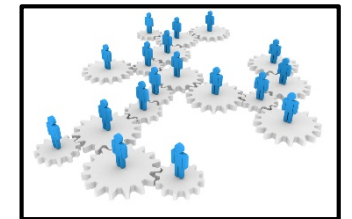
Event Location:	Cocoa Beach, FL [ The Tides Co-Located Club ]
Event Date/Time:	Wednesday, December 6th, 2017 / 0930-1330
Event Details:	Located at Patrick Air Force Base and Cape Canaveral Air Force Station, Fla., the 45th Space Wing Staff Agencies strive to continue being a top command and control (C2) organization in Air Force Space Command, providing incomparable service to their customers. The 45th Space Wing has more than 30 major mission partners and tenants at Patrick AFB and Cape Canaveral AFS, including: -Defense Equality Opportunity Management Institute -Air Force Technical Applications Center - National Aeronautics and Space Administration -Naval Ordnance Test Unit -920th Rescue Wing, Air Force Reserve Command -Joint STARS Test Force -Department of State INL Air Wing -Air Force Office of Special Investigations-date knowledge of space launch operations and maintenance. The expo will be promoted to all mission partners and units at Patrick AFB. This expo was first held in 2017 with over 35 exhibitors and 125 attendees. Many vendors who participate in the Patrick Expo also exhibit in the MacDill event on December 4th.

*FDAE Exclusive*

Event Host:	
Annual Attendance:	<b>150+</b>
Registration:	Attendee - (Those planning to attend the event) Exhibitor Personnel - (Those going to be working the event)
Vendor Cost:	<b>\$795</b> [US Dollars]
Vendor Application:	Vendor Application - (Registration and purchase exhibit space at event)
Vendor Instructions:	Not Applicable

- Execute call plan (perform primary market research) through agency-sponsored live networking events

- Industry Days
- Technology Expos

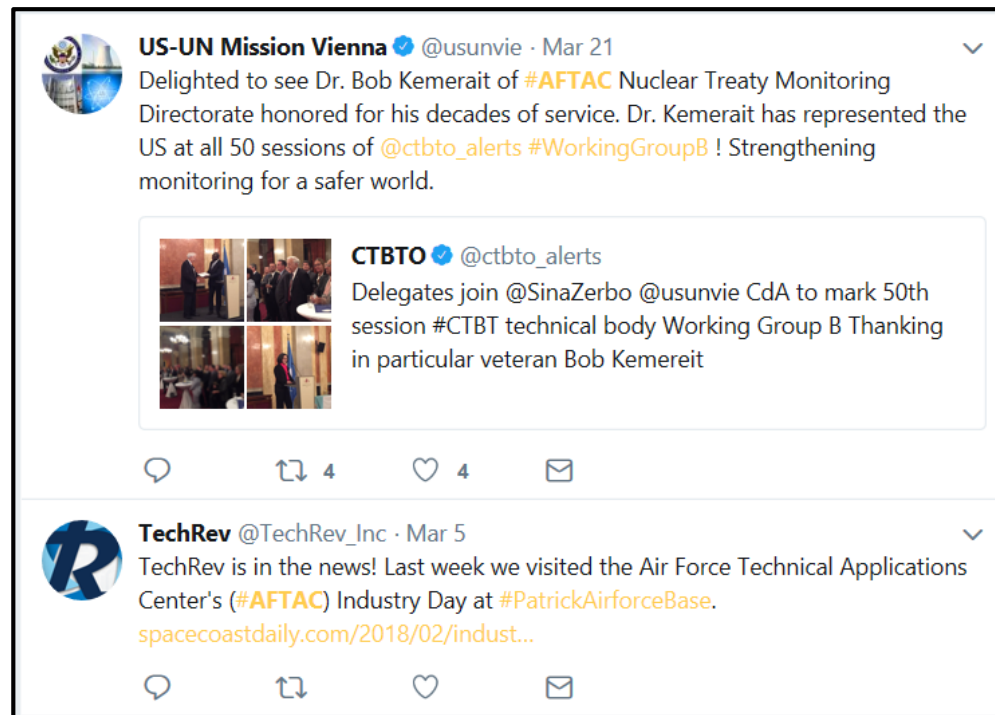
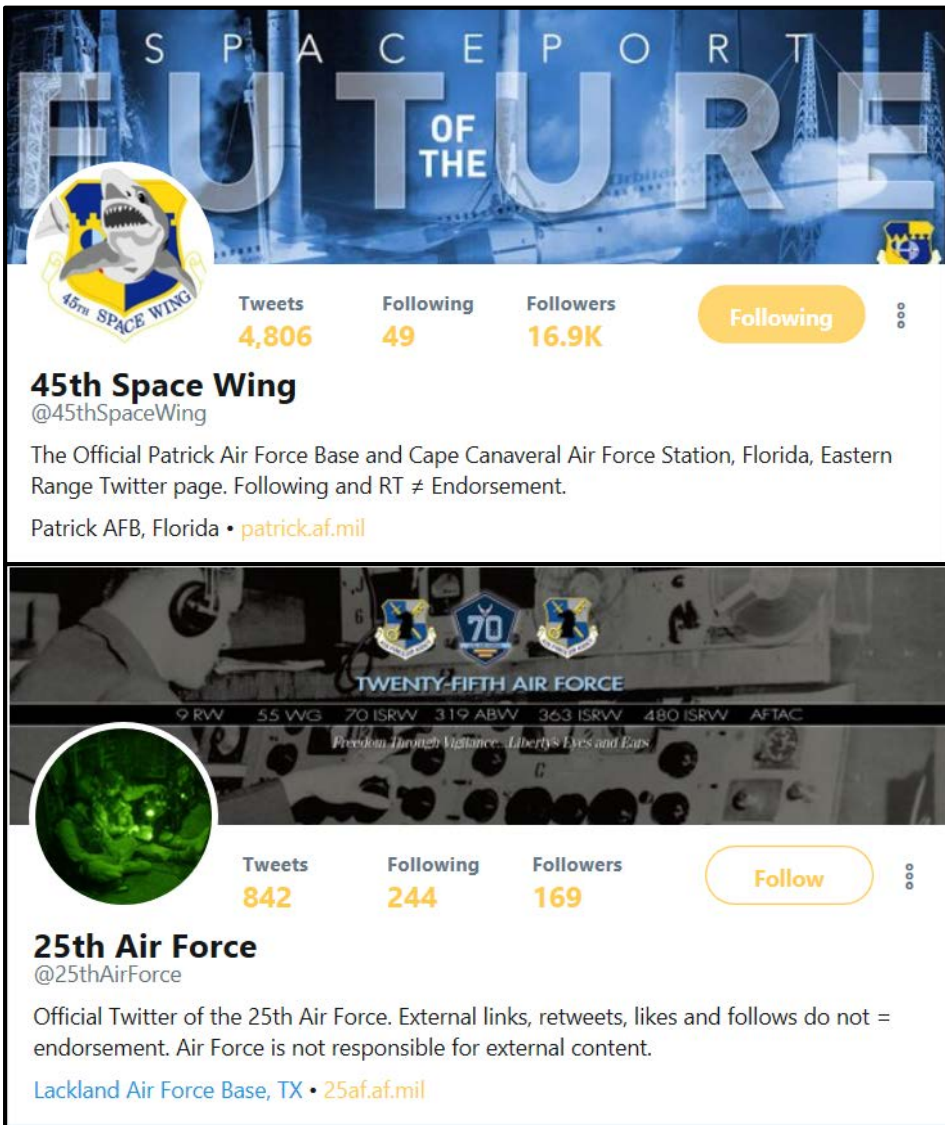


Proprietary Plan To Win

# Case Study: Market Research (Capture): Customer POCs - Agency Organizations' Social Media



- Obtain knowledge of the customer environment through agency organizations' social media feeds



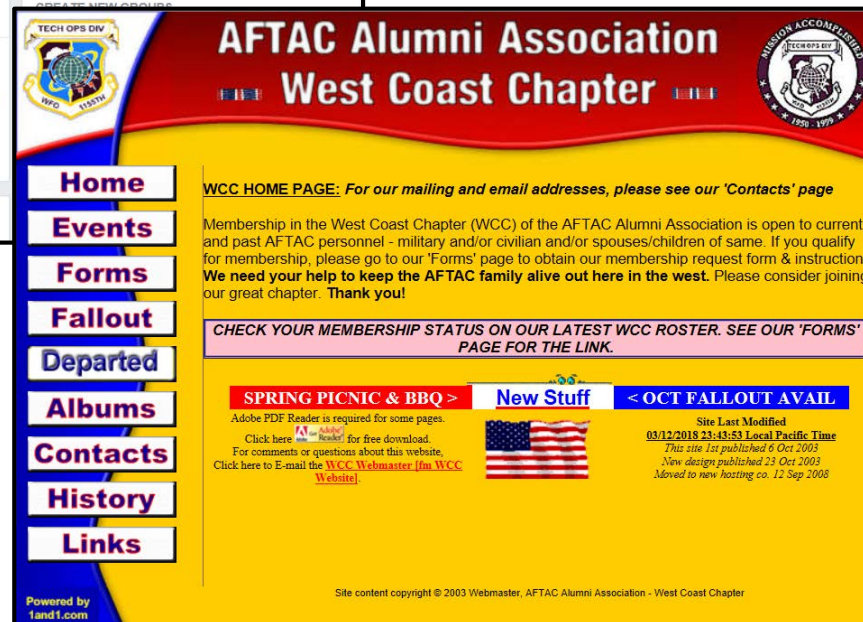
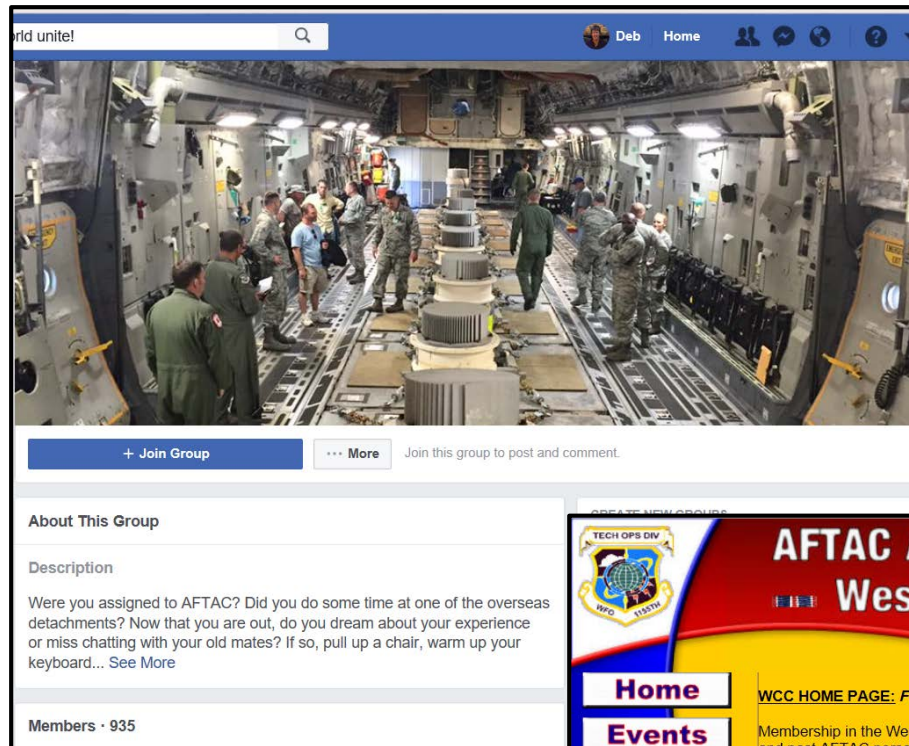
Proprietary Plan To Win



# Case Study: Market Research (Capture): Customer POCs - Agency Organizations' Social Media



- Obtain knowledge of the customer environment through related customer organizations' social media feeds and websites
  - AFTAC Alumni of the world unite! Facebook Page
  - AFTAC Alumni West Coast Chapter Home Page



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# Case Study: Market Research (Capture): Contract Action / Modification History

- Determine type of requirement (new or ongoing)
- Identify any option years that are not exercised
- Identify any contract bridge activity delays in re-compete

This sources sought is a follow-on requirement to the US NDC OSS contract, FA7022-15-C-0006. This current operational support contract provides services to the Nuclear Treaty Monitoring Directorate of AFTAC from FY 2015 through FY 2020 (anticipated to end 31 Oct 2019).



Vendor Name	LEIDOS, INC.
Row Labels	Sum of Action Obligation (\$)
FA702215C0006	
DEFINITIVE CONTRACT	
2015	\$5,481,981.00
Qtr2	\$1,504,020.00
Jun	\$1,504,020.00
Qtr3	\$7,500.00
Jul	\$0.00
Sep	\$7,500.00
Qtr4	\$3,970,461.00
Oct	\$3,970,461.00
2016	\$4,427,849.21
Qtr1	\$67,675.25
Jan	\$0.00
Mar	\$67,675.25
Qtr2	\$226,551.00
Jun	\$226,551.00
Qtr3	\$0.00
Jul	\$0.00
Qtr4	\$4,133,622.96
Nov	\$4,133,622.96
2017	\$4,588,184.71
Qtr2	\$189,285.33
Jun	\$189,285.33
Qtr3	\$109,651.42
Jul	\$10,000.00
Sep	\$99,651.42
Qtr4	\$4,289,247.96
Oct	\$4,289,247.96
DEFINITIVE CONTRACT Total	
\$14,498,014.92	
FA702215C0006 Total	
\$14,498,014.92	
Grand Total	
\$14,498,014.92	



Type one or more keywords you would like to search on:  
FA702215C0006

Go Clear Advanced Search

Contracts ICD Recovery

To submit comments, please [click here](#)

Search took 0.026 seconds

PDF CSV RTG 0.2 MY YAHOO!

You must click [here](#) for very important D&B information.

Top 10: Department Full Name  
>DEPT OF DEFENSE (16)

Top 10: Contracting Agency Name  
>DEPT OF THE AIR FORCE (15)  
>DEFENSE CONTRACT MANAGEMENT AGENCY (DCMA) (1)

Top 10: Vendor Full Name  
>LEIDOS, INC. (16)

Top 10: Treasury Account Symbol  
>S73400 (16)

List Of Contract Actions Matching Your Criteria

Results 1 - 16 of 16 as of Mar 31, 2018 7:30:44 PM

Award ID (Mod#):	FA702215C0006 (0) <a href="#">View</a>	Award Type:	DEFINITIVE CONTRACT
Vendor Name:	LEIDOS, INC.	Contracting Agency:	DEPT OF THE AIR FORCE
Date Signed:	June 29, 2015	Action Obligation:	\$1,504,020
Referenced IDV:		Contracting Office:	FA7022 AMIC DET 2 OL PATRICK PKA
NAICS (Code):	CUSTOM COMPUTER PROGRAMMING SERVICES ( <a href="#">541511</a> )	PSC (Code):	R&D- DEFENSE OTHER: SERVICES (MANAGEMENT/SUPPORT) ( <a href="#">AD26</a> )
Vendor City:	RESTON	Vendor DUNS:	833063105
Vendor State:	VA	Vendor ZIP:	201905640
Global Vendor Name:	SAIC INC.	Global DUNS Number:	611641312

Award ID (Mod#):	FA702215C0006 (P00001) <a href="#">View</a>	Award Type:	DEFINITIVE CONTRACT
Vendor Name:	LEIDOS, INC.	Contracting Agency:	DEPT OF THE AIR FORCE
Date Signed:	July 02, 2015	Action Obligation:	\$0
Referenced IDV:		Contracting Office:	FA7022 AMIC DET 2 OL PATRICK PKA
NAICS (Code):	CUSTOM COMPUTER PROGRAMMING SERVICES ( <a href="#">541511</a> )	PSC (Code):	R&D- DEFENSE OTHER: SERVICES (MANAGEMENT/SUPPORT) ( <a href="#">AD26</a> )
Vendor City:	RESTON	Vendor DUNS:	833063105
Vendor State:	VA	Vendor ZIP:	201905640
Global Vendor Name:	SAIC INC.	Global DUNS Number:	611641312

Award ID (Mod#):	FA702215C0006 (P00002) <a href="#">View</a>	Award Type:	DEFINITIVE CONTRACT
Vendor Name:	LEIDOS, INC.	Contracting Agency:	DEPT OF THE AIR FORCE
Date Signed:	September 21, 2015	Action Obligation:	\$7,500

Search Criteria

To remove the criteria or a portion of the search criteria click the button next to each search level.

X FA702215C0006

Sort By

This section allows the user to sort the existing list of contracts by various fields within the contract. For example you can sort the existing list of contracts by Date Signed or Contract Type. Click on the appropriate field to Sort By. Only one Sort can be conducted at a time.

Sort Order: Ascending

[Relevance](#)  
[Contract Type](#)  
[Agency Code](#)  
[Agency Full Name](#)  
[Date Signed](#)  
[Contracting Agency ID](#)  
[Contracting Agency Name](#)  
[Department Full Name](#)  
[Action Obligation \(\\$\)](#)  
[NAICS](#)  
[PSC](#)  
[Vendor State](#)  
[Vendor ZIP Code](#)

Proprietary Plan To Win



# Case Study: Market Research (Capture): Incumbent Contractor Performance



- Obtain an indication of whether or not an incumbent contractor is performing well enough to win the re-compete
- Incumbent contractors have at least a 50% probability of winning (Pwin) for re-competes, assuming satisfactory performance
- Key indicators of performance:
  - Number of re-competes won
  - Early re-competes (option years not exercised)
  - Advance pre-solicitation notices



Proprietary Plan To Win

**AIR COMBAT COMMAND**

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## AFTAC contractor recognized for 30+ years of service

By Susan A. Romano, AFTAC Public Affairs / Published May 17, 2016

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**PATRICK AIR FORCE BASE, Fla. --**

For more than three decades, Dr. Anne S. Henson has focused her attention on physics, geophysics and seismology, and that hard work paid off: her company recognized her with a token of appreciation for her continued dedication.

For 22 of her 32 years as a nuclear seismologist, Henson has been associated with the Air Force Technical Applications Center here, working as a scientific manager for the Leidos contract that oversees the U.S. National Data Center. The USNDC provides national authorities quality technical analysis in concert with AFTAC's nuclear treaty monitoring mission.

Henson began her career with a small consulting company in New York State that focused on application of signal processing and modeling to nuclear seismology. After spending two years there, she was hired by Science Applications International Corporation – better known as SAIC – where she continued to work as a seismologist. Later, SAIC became a joint venture, split, and in 2013, Leidos was formed. Both companies have a long-standing history in the field of nuclear science.

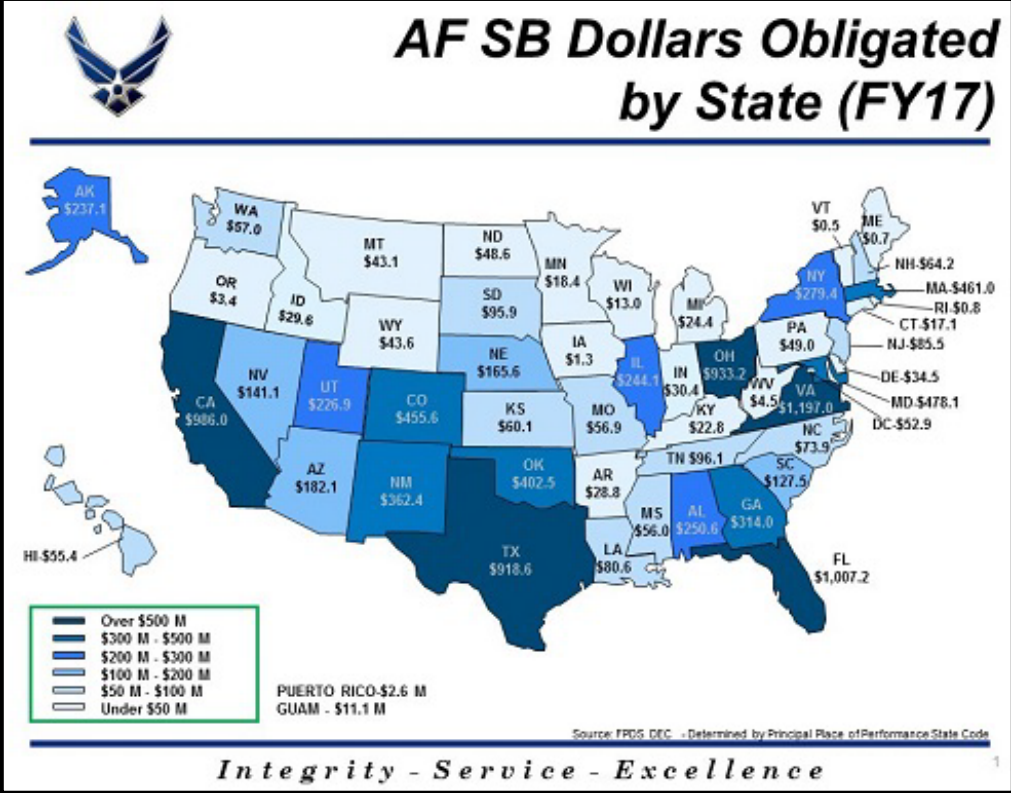
Vendor Name	SCIENCE APPLICATIONS INTERNATIONAL CORPORATION
Sum of Action Obligation (\$)	Column Labels
Row Labels	FA702211C0006
DEFINITIVE CONTRACT	
2013	\$515,482.26
Qtr2	-\$2,798.37
Jun	-\$2,798.37
Qtr4	\$518,280.63
Oct	\$445,625.25
Dec	\$72,655.38
2014	\$3,025,544.61
Qtr1	\$3,025,544.61
Jan	\$1,991,966.37
Feb	\$922,370.13
Mar	\$111,208.11
DEFINITIVE CONTRACT Total	\$3,541,026.87
Grand Total	\$3,541,026.87

# Case Study: Market Research (Capture): Incumbent Contractor Size Status



NAICS Code	Name	NAICS Exception	Size Standard	Small Business?
541511	CUSTOM COMPUTER PROGRAMMING SERVICES		\$27,500,000.00	N
541512	COMPUTER SYSTEMS DESIGN SERVICES		\$27,500,000.00	N
541519	OTHER COMPUTER RELATED SERVICES	1	\$27,500,000.00	N

- Obtain an indication of acquisition strategy (Full & Open vs. Small Business Set-Aside) and competitive intelligence
- Agency small business goal status and size of complexity of contract may influence the acquisition strategy, even when the incumbent is a large business (Government performs market research to decide on set-aside)
- Note: For a prior award as a set-aside, the incumbent contractor may have “graduated” from SB size status since the original contract award





# Case Study: Market Research (Capture): Competitive Intelligence – Pricing Data



## GSA Federal Supply Services Authorized Federal Supply Schedule Price List

GENERAL PURPOSE COMMERCIAL INFORMATION  
TECHNOLOGY EQUIPMENT, SOFTWARE SERVICES

Contract Number: GS-35F-116AA

<http://www.leidos.com/contractcenter#gsa-it>

Contract Period: December 13, 2012 through December 12, 2022  
Current Period: Option Year 1: December 13, 2017 – December 12, 2022

GS -35F-116AA	5-YEAR OPTION PERIOD 1 - 12/13/2017 through 12/12/2022				
	Contract Year 6	Contract Year 7	Contract Year 8	Contract Year 9	Contract Year 10
LEIDOS CONTRACTOR / ON-SITE RATES All Rates Include GSA IFF (.75%)	12/13/2017 through 12/12/2018	12/13/2018 through 12/12/2019	12/13/2019 through 12/12/2020	12/13/2020 through 12/12/2021	12/13/2021 through 12/12/2022
Administrative Support	\$ 68.28	\$ 69.92	\$ 71.60	\$ 73.32	\$ 75.08
Computer Operator	\$ 81.56	\$ 83.52	\$ 85.52	\$ 87.57	\$ 89.67
Computer System/Network Engineer	\$ 136.71	\$ 139.99	\$ 143.35	\$ 146.79	\$ 150.31
Software Engineer	\$ 117.52	\$ 120.34	\$ 123.23	\$ 126.19	\$ 129.22
Subject Matter Expert	\$ 243.86	\$ 249.71	\$ 255.70	\$ 261.84	\$ 268.12
Systems Administrator	\$ 99.64	\$ 102.03	\$ 104.48	\$ 106.99	\$ 109.56
Sr Systems Administrator	\$ 136.71	\$ 139.99	\$ 143.35	\$ 146.79	\$ 150.31

- Obtain an indication of required level of competitive pricing
- Competitors' pricing approach WRT pricing factors such as Margins, Overhead / Burdens, Escalation Rates, Salaries, and Cost Pools are critical to determining price-to-win strategy



# Case Study: Market Research (Capture): Competitive Intelligence - Customer Spending by Contractor



Top\_100\_Contractors\_Report\_Fiscal\_Year\_2016 [Compatibility Mode] - Ex

File Home Insert Page Layout Formulas Data Review View ACROBAT Tell me what you want to do

A28 X ✓ fx LEIDOS HOLDING, INC.

	A	B	C	D	E
1	Global Vendor Name	Number of Actions	Dollars Obligated	%Total Actions	%Total Dolla
2	LOCKHEED MARTIN CORPORATION	4,129	\$12,415,831,995.52	2.9194%	19.0347%
3	THE BOEING COMPANY	2,554	\$12,136,602,584.21	1.8058%	18.6066%
4	NORTHROP GRUMMAN CORPORATION	2,518	\$4,166,653,479.55	1.7803%	6.3879%
5	RAYTHEON COMPANY	2,069	\$3,042,101,713.37	1.4629%	4.6638%
6	L-3 COMMUNICATIONS HOLDINGS INC.	1,755	\$2,376,685,695.75	1.2409%	3.6437%
7	UNITED LAUNCH ALLIANCE L.L.C.	51	\$1,567,121,148.60	0.0361%	2.4026%
8	GENERAL ATOMIC TECHNOLOGIES CORPORATION	422	\$1,080,297,671.18	0.2984%	1.6562%
9	UNITED TECHNOLOGIES CORPORATION	731	\$1,016,031,219.62	0.5169%	1.5577%
10	MASSACHUSETTS INSTITUTE OF TECHNOLOGY	155	\$969,434,872.20	0.1096%	1.4862%
11	SIERRA NEVADA CORPORATION	447	\$962,224,211.01	0.3161%	1.4752%
12	THE AEROSPACE CORPORATION	18	\$866,000,000.00	0.0127%	1.3277%
13	BAE SYSTEMS PLC	1,277	\$763,003,225.53	0.9029%	1.1698%
14	HARRIS CORPORATION	953	\$469,621,861.31	0.6738%	0.7200%
15	ALION SCIENCE AND TECHNOLOGY CORPORATION	562	\$425,096,993.76	0.3974%	0.6517%
16	MICHAEL BAKER INTERNATIONAL, LLC	17	\$398,645,907.10	0.0120%	0.6112%
17	CERBERUS CAPITAL MANAGEMENT, L.P.	180	\$398,364,864.60	0.1273%	0.6107%
18	BOOZ ALLEN HAMILTON HOLDING CORPORATION	795	\$391,072,568.38	0.5621%	0.5996%
19	AECOM	747	\$362,931,184.29	0.5282%	0.5564%
20	GENERAL DYNAMICS CORPORATION	844	\$362,620,719.68	0.5967%	0.5559%
21	GENERAL ELECTRIC COMPANY	295	\$310,730,908.29	0.2086%	0.4764%
22	ROLLS-ROYCE CORPORATION	125	\$306,621,129.62	0.0884%	0.4701%
23	THE MITRE CORPORATION	53	\$302,269,096.21	0.0375%	0.4634%
24	HEWLETT-PACKARD COMPANY	3,014	\$291,748,451.64	2.1310%	0.4473%
25	HONEYWELL INTERNATIONAL INC.	497	\$279,154,014.83	0.3514%	0.4280%
26	ROCKWELL COLLINS INC.	332	\$236,466,510.26	0.2347%	0.3625%
27	TEXTRON INC.	244	\$217,540,107.35	0.1725%	0.3335%
28	LEIDOS HOLDING, INC.	689	\$196,565,521.20	0.4872%	0.3014%
29	M1 SUPPORT SERVICES L.P.	233	\$195,884,688.72	0.1647%	0.3003%
30	AL RAHA GROUP FOR TECHNICAL S ERVICES	71	\$179,954,046.47	0.0502%	0.2759%
31	WYLE SERVICES CORPORATION	455	\$175,501,557.55	0.3217%	0.2691%
32	AEROSPACE TESTING ALLIANCE	29	\$173,160,220.31	0.0205%	0.2655%
33	VECTRUS SYSTEMS CORPORATION	125	\$168,963,209.97	0.0884%	0.2590%
34	ALLIANT TECHSYSTEMS INC.	242	\$161,732,381.18	0.1711%	0.2480%
35	GENCORP INC.	80	\$155,998,133.79	0.0566%	0.2392%
36	GEORGIA TECH RESEARCH CORPORATION	281	\$146,709,602.75	0.1987%	0.2249%
37	JACOBS ENGINEERING GROUP INC.	715	\$141,611,817.83	0.5055%	0.2171%

◀ ▶ ... Air Force (5700) EPA (6800) Transportation (6900) Homeland Security (7000) Health & Human Services (7500) NASA (8000)

- Obtain knowledge of the agency's top contractors for competitive intelligence and/or potential teaming purposes
- Use FPDS Reports to obtain Top 100 Contractors Report by Department and FY

# Case Study: Market Research (Capture): Competitive Intelligence – Customer Spending for Similar Products / Services



- Obtain knowledge of the agency's related contracts to identify potential competitors and/or teammates (to fill capability gaps and strengthen past performance)

- Leidos
- Northrop Grumman
- SAIC
- Space Coast Intelligent Solutions
- Computer Science Innovations
- Cybersoft Operating Corporation
- Modus Operandi
- Quantum Technology Services

Type one or more keywords you would like to search on:  
AFTAC PRINCIPAL\_NAICS\_CODE:"541511"

Contracts

ICD

Recovery

Result Page: 1 2 3 Next

Top 10: Department Full Name

>DEPT OF DEFENSE (63)

Top 10: Contracting Agency Name

>DEPT OF THE AIR FORCE (63)

Top 10: Vendor Full Name

>LEIDOS, INC. (22)

>NORTHROP GRUMMAN SYSTEMS CORPORATION (14)

>SCIENCE APPLICATIONS INTERNATIONAL CORPORATION (11)

>SPACE COAST INTELLIGENT SOLUTIONS, INC. (9)

>YOCKE AND COMPANY (3)

>COMPUTER SCIENCE INNOVATIONS I (1)

>CYBERSOFT OPERATING CORPORATION (1)

>MODUS OPERANDI, INC. (1)

>QUANTUM TECHNOLOGY SERVICES IN (1)

Top 10: Treasury Account Symbol

>573400 (60)

>573600 (2)

List Of Contract Actions Matching Your Criteria

Award ID (Mod#): FA702215C0006 ( P00014 ) (View)

Vendor Name: LEIDOS, INC.

Date Signed: October 24, 2017

Referenced IDV:

NAICS (Code): CUSTOM COMPUTER PROGRAMMING SERVICES ( 541511 )

Vendor City: RESTON

Vendor State: VA

Global Vendor Name: SAIC INC.

Award ID (Mod#): FA702218F0004 ( 0 ) (View)

Vendor Name: SPACE COAST INTELLIGENT SOLUTIONS, INC.

Date Signed: October 01, 2017

Referenced IDV: FA702215D0002

NAICS (Code): CUSTOM COMPUTER PROGRAMMING SERVICES ( 541511 )

Vendor City: MELBOURNE

Vendor State: FL

Global Vendor Name: SPACE COAST INTELLIGENT SOLUTIONS, INC.

Results 1 - 30 of 63 as of Apr 1, 2018 3:57:06 AM

Award Type: DEFINITIVE CONTRACT

Contracting Agency: DEPT OF THE AIR FORCE

Action Obligation: \$4,289,247.96

Contracting Office: FA7022 AMIC DET 2 OL PATRICK PKA

PSC (Code): R&D- DEFENSE OTHER: SERVICES (MANAGEMENT/SUPPORT) ( AD26 )

Vendor DUNS: 833063105

Vendor ZIP: 201905640

Global DUNS Number: 611641312

Award Type: DELIVERY ORDER

Contracting Agency: DEPT OF THE AIR FORCE

Action Obligation: \$599,976

Contracting Office: FA7022 AMIC DET 2 OL PATRICK PKA

PSC (Code): SUPPORT- PROFESSIONAL: OTHER ( R499 )

Vendor DUNS: 831155226

Vendor ZIP: 329348173

Global DUNS Number: 831155226

Vendor Name

Sum of Action Obligation (\$)

LEIDOS, INC. \$16,434,958.02

SCIENCE APPLICATIONS INTERNATIONAL CORPORATION \$3,541,026.87

SPACE COAST INTELLIGENT SOLUTIONS, INC. \$1,884,849.00

NORTHROP GRUMMAN SYSTEMS CORPORATION \$984,988.00

QUANTUM TECHNOLOGY SERVICES IN \$287,800.48

MODUS OPERANDI, INC. \$100,000.00

CYBERSOFT OPERATING CORPORATION \$54,600.39

YOCKE AND COMPANY \$14,996.00

Grand Total \$23,301,912.45

Search Criteria

To remove the criteria or a portion of the search criteria click the button next to each search level.

X AFTAC

X NAICS: "541511"

Sort By

This section allows the user to sort the existing list of contracts by various fields within the contract. For example you can sort the existing list of contracts by Date Signed or Contract Type. Click on the appropriate field to Sort By. Only one Sort can be conducted at a time.

Sort Order: Descending

Relevance

Contract Type

Agency Code

Agency Full Name

Date Signed

FPDS



# Case Study: Market Research (Capture): Competitive Intelligence - Customer Contracts for Similar Products / Services



- Obtain knowledge of the agency's related contracts to identify potential competitors and/or teammates (to fill capability gaps and strengthen past performance)

Note  
reference  
to teaming  
partners

**MODUS OPERANDI™** Government Commercial Latest News

## US Air Force Technical Applications Center (AFTAC) Awards Modus Operandi \$9.9 Million Contract for Metis II

By: MO Admin

[Press Releases](#)

November 8, 2016

**MELBOURNE, FL, November 8, 2016 – Modus Operandi**, a company that delivers innovative software solutions that harness data to empower smarter decisions for the U.S. military and national security organizations, has been selected by the Air Force Technical Applications Center (AFTAC) Materials Technology Directorate to provide expert technical services for the Metis II Project. The Metis II contract ceiling is \$9.9 million over five years.

Metis is a knowledge discovery and management web-based application that integrates various commercial-off-the-shelf (COTS) software and hardware components into a single program that provides a flexible data processing pipeline for conversion and enrichment, indexes and catalogs content for rapid search and retrieval, controls access through user permissions, and provides personnel the ability to automate, create and manage metadata.

Under the contract, Modus Operandi will provide services for document conversion to digital format and perform development and maintenance of the Metis software tools and applications. Modus Operandi is teamed with ENSCO, Inc. and Space Coast Intelligent Solutions, Inc. in the performance of the contract.

**GOVCONWIRE**

## Ensco to Continue Applied R&D, Engineering Support for AFTAC Under \$74M Award

Anna Forrester April 19, 2017 Contract Awards, News 857 Views

**ENSOCO**

Ensco will continue to provide applied research and development as well as engineering services to a [U.S. Air Force](#) unit that performs nuclear treaty compliance monitoring and nuclear event detection under a potential eight-year, \$74 million contract.

The company [said Tuesday](#) it received the *Modeling, Software and Engineering Support* contract from the Air Force Technical Applications Center at Patrick Air Force Base.

Contract work covers the areas of atmospheric and computational chemistry, advanced modeling and simulation, chemical and software engineering, meteorology, hydrology, soil science, seismology, statistical analysis, data analytics and high-performance computing.

Ensco President Boris Nejkovsky noted the company's national security solutions division under Vice President Vernon Joyner will continue to support the AFTAC mission through the new award.

Proprietary Plan To Win

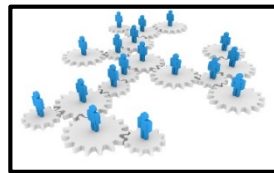




# Case Study: Market Research (Capture): Competitive Intelligence - Local Professional Organizations



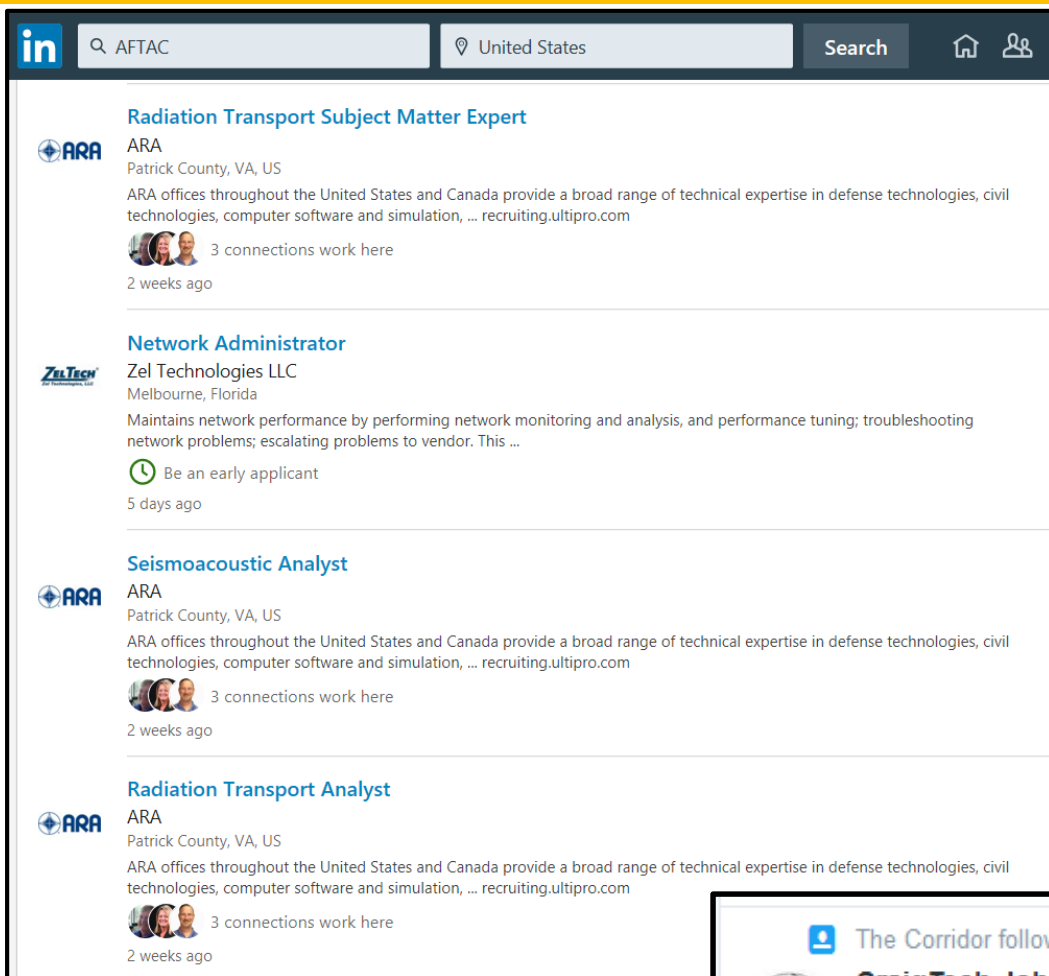
- Obtain knowledge of the customer environment and competitive intelligence (and identify potential teaming partners) through local networks and live networking events
  - [Space Coast Tech Council](#)
  - [Society of American Military Engineers \(SAME\) Space Coast Post](#)
  - [Women In Defense \(WID\) Space Coast Chapter](#)
  - [Space Coast CivMil](#)
  - [AFCEA Canaveral Chapter](#)



# Case Study: Market Research (Capture): Competitive Intelligence - Local Competitors' Social Media and Websites



- Obtain knowledge of the customer environment and competitive intelligence through industry websites and social media feeds
  - Company Website Job Postings
  - Job Board Postings
  - LinkedIn
    - Job Postings
    - Connections



Proprietary Plan To Win

# Case Study: Market Research (Capture): Teaming



- Identify potential teaming partners based on required qualifications (i.e., to fill capability / experience gaps) and certifications to improve Pwin
- Carefully vet potential partners through research and due diligence

**SBA DSBS** Skip Navigation > Accessibility Options > Mobile View Print Exit Help DSBS Quick Market Search TM OnLine

Welcome

### Location of Profile

States: **TN - Tennessee**  
TX - Texas  
UT - Utah  
VT - Vermont  
VA - Virginia  
VI - Virgin Islands  
WA - Washington  
WV - West Virginia  
WI - Wisconsin  
WY - Wyoming

Searching within a State:  
(Requires exactly one state from the State list at left.)

Congressional District: [Help](#)

County: (any county) [Lookup Help](#)

(How to make multiple selections.)

901 Area Code or Phone Number Initial Fragment

Metropolitan Statistical Area [Help](#)

SBA Servicing Office [Help](#)

Zip Code or Zip Code Initial Fragment

### Government Certifications

**8(a) Certified or 8(a) Joint Venture:**

- ☒ Required (Active Certifications only)
- ☐ Required (Active Certifications and Previously Certified)
- ☐ Required (Previously Certified only)
- ☐ Not Required

**Small Disadvantaged Business:**

- ☐ Required (Active Certifications only)
- ☐ Required (Active Certifications and Previously Certified)
- ☐ Required (Previously Certified only)
- ☒ Not Required

**HUBZone Certification:**

- ☐ Required (Active Certifications only)
- ☐ Required (Active Certifications and Previously Certified)
- ☐ Required (Previously Certified only)
- ☒ Not Required

The SBA's 8(a), HUBZone and SDB certifications are also made available to external software via: [SBSS Public Web Services](#).  
For more information, see also [SBA Certifications](#) in the search help page.

### Specific Nature of Business

NAICS Codes: ☒ Any ☐ All (slower) 541511 [Help](#)

"Buy Green" NAICS Codes: ☒ Any ☐ All (slower) [Help](#)

Keywords: ☒ Any ☐ All (slower) [Help](#)

**SBA Search Results**

Table Listing, where  
the firm is small in any of these NAICS codes: 541511;  
the profile's phone number begins with "901";  
the profile location is in: Tennessee;  
because criteria include SBA certification(s), profile statuses are expanded;  
the profile's status can be Active or Inactive;  
the profile may have expired in SAM;  
the business is not necessarily registered in SAM (no CAGE code issued yet);  
the business is not necessarily small;  
the firm is currently 8(a)-certified or an 8(a) Joint Venture;  
and randomized by original start time of search: 2018-03-28 10:36:49 AM.

Data validation took 0.02 seconds. The count and search queries took 2.34 seconds and 2.57 seconds, respectively.

Displaying profiles 1 - 1 (of 1 profiles matching criteria):

View	Name and Trade Name of Firm	Contact	Address and City, State Zip	Capabilities Narrative
1	RAZORTEK, LLC	DANIEL H Rodriguez	8549 CORDES CIR STE 102 GERMANTOWN, TN 38139-3370	RazorTek provides onsite(GIS) training, satellite and aerial imagery,LIDAR, data conversion from CAD to GIS, MrSid processing,Georeferencing paper maps,GIS data creation and development, ESRI and GeoExpress software sales, web application, IT support, satellite imagery RapidEye, Planet Labs,

**RazorTek** GIS and Raster Services Software Aerial & Satellite Imagery NAICS Codes Clients

### GIS & Raster Services

- Data Extraction
- Data Development
- Data Conversion
- Map Creation
- MrSID images (reproduction and mosaic)
- Georeferencing
- Web Development
- CAD Conversion
- SDSFIE Database creation and conversion
- Vector Extraction from Raster Datasets
- Onsite GIS software training
- Image classification
- Image mosaic and reprojection



Proprietary Plan To Win



# Recap: Market Research & Pwin



- For **business planning/strategic growth**: Identify potential market sectors, customers, and opportunities to target
- In **capture planning** for each opportunity being pursued: Obtain knowledge of the customer environment (#1 key to winning any bid)
  - **Market research impacts your bid strategy and Pwin**
    - **Know your customer:**
      - Understanding of customer needs from all stakeholder perspectives informs your solution development (and building customer relationships raises their awareness of your company capabilities/experience)
    - **Know your competition:**
      - Information about any incumbent contractor status / performance and other potential competitors informs bid / no bid decision making and prime / subcontracting bid strategy
      - Knowing the strengths and weaknesses of your competition is essential for developing an effective win strategy





# Questions?



- Email: [debyeagle@plantowin.biz](mailto:debyeagle@plantowin.biz)

- Phone: (540) 907-6789

- Facebook:

- <https://www.facebook.com/Plan-to-Win-368964183270168/>

- Twitter (@plantowinbiz):

- <https://twitter.com/plantowinbiz>

- LinkedIn:

- <http://www.linkedin.com/in/debyeagle>

- <https://www.linkedin.com/company/5402523/>

- Website:

- <http://www.plantowin.biz>

