An Insiders Perspective on Marketing to VA

Mike Vogel
Senior Account Executive, Harris Corporation
mvogel02@harris.com

featuring

Eric Vogelheim
Client Executive - Civilian Health
Unisys Corporation
Eric.Vogelheim@unisys.com

Brian Moran
President
Government CIO
bmoran@governmentcio.com

Ray Vogel
Director, Healthcare Development
Phase One Consulting Group
rvogel@phaseonecg.com

NVSBE 2015 Learning Session
11/18/2015
VA is Many Things to Many People

Memorial Services
- Burial & Memorial Benefits

Education Benefactor
- Veteran Education Benefits

Legal Advocates
- Board of Veterans Appeals

Healthcare Provider
- Physicians
- Labs
- Radiology
- Pharmacy
- Surgical
- Intensive care
- Rehabilitation
- Prosthetics
- R&D
- Health Benefits & Services

Lending Institution
- Home Loan Guarantee Services

Financial Institution
- Compensation & Pension Benefits

Insurance Provider
- Life Insurance Services

Vocational Rehabilitation
- Employment Services
What does VA Buy and How?

• As the 2nd largest Cabinet-level Department, VA is rich with business opportunities for small and large firms

• VA Buys a wide range of products, services and solutions
  ▪ Pharmaceuticals and medical and surgical supplies
  ▪ Equipment, supplies, and materials for facility operation
  ▪ Maintenance and repair of medical and scientific equipment
  ▪ Building construction, maintenance, and repair
  ▪ Prosthetic and orthopedic aids
  ▪ Non-IT enterprise-wide solutions
  ▪ Enterprise-wide solutions in information and technology
  ▪ Architect/Engineer services
For Industry…. VA’s Scale Offers

A wide range of business partnership opportunities to address a diversified portfolio of requirements at an enterprise scale enabling VA’s to achieve mission success: providing access to exceptional care and service for our Nation’s Veterans and their beneficiaries.

Supplies
Services
Products
Innovations
Key Tenets for Success in Marketing VA

- **Awareness Job #1 when marketing VA**
  - Must be proactive, bi-directional, and focused
  - Emphasize who, what, when, where, why, how
- **Access yields insight and improves visibility**
  - Not a given; easier once under contract
  - Falls under “market research”
  - Must be focused on customer needs vs you
- **Procurement mechanism drives bid-ability**
  - Bid to win – execute, differentiate & be remembered

*Adapted from VA OSDBU “Doing Business with VA Reference Guide”*
Key Tenets for Success at VA

- **Get known throughout VA** – Achieve broader corporate brand and business capability awareness – *you want to be visible, stand out, and be remembered*

- **Expand VA business acumen** – Attain greater understanding and awareness - *learn the organization, vernacular, enabling technology*

- **Create customer intimacy** - Do your homework, know your VA customers and their business … *before walking in the door!* Don’t be afraid to make contact / schedule meetings… Focus on their problems/needs… *Be smart and respect their time.*

**Learn**
- Who they are and What they do
- Who they serve and support (stakeholders)
- What’s up stream/down stream from their services
- Where they get their funding
- How they acquire services and products
- How they define success
Key Tenets for Success at VA

• **Create partner intimacy** – Identify and engage viable partners (primes/subs); understand where and when you lead, compliment, and/or fill gaps; strive to develop long-term “partnerships”

**Effective partnerships drive VA Success**
• Pick your partners carefully (research)
• Identify and align with VA Primes
• Form complimentary and *trusted relationships* - share openly
• **Focus on multiple opportunity pursuits**
• Strive to achieve *mutual success*
• Grow your *VA IQ*

• **Develop opportunity awareness** – Where to look for opportunities, what to look for, how to read VA acquisition documents, how you fit, engage the right partners, and how to craft a winning response

• **Expand your network** - *Actively engage throughout contract execution* – Customer PM, COR, stakeholders and your partners
OIT Organization Leadership

Chief Technology Officer
Marina Martin

Enterprise Program Management Office (EPMO)
Rob C. Thomas, II DAS

Vista Evolution PMO
(Proposed)
Executive Directors
Dr. Alan Constantian, ADCIO
David Waltman, VHA Chief Architect

Architecture, Strategy, & Design
Dr. Paul Tibbits DCIO

Product Development
Steve Schliesman DCIO (Acting)

Information Security
Brian Burns DAS/CISO

Service Delivery & Engineering
Art Gonzalez DCIO

IT Resource Management
Richard Chandler DAS

Interagency Program Office
Brian Burns Dep. Director

IT Acquisition Strategy & Vendor Management
- Luwanda Jones, Exec Dir, IT Acq, Strategy and Facilities Management
- Kyle Boyles, Dir, Vendor Management

Project Management & DevOps LOB Focus Leads
- ADCIO: Steve Schliesman
- Corporate/ESS – Steve Levy
- Health Care – Larry Weldon
- Benefits – Traci Loving

Development Management
Tina Burnette, Acting ADCIO

OIS, Chief of Staff
Don Modder

Special Assistant to the CIO
Sean Kelley

Quality, Performance, and Oversight
Martha Orr

Customer Advocacy
Jackie Patillo

Assistant Secretary, Office of Information & Technology
LaVerne H. Council
Chief Information Officer (CIO)

Principal Deputy Assistant Secretary
Art Gonzalez (Acting PDAS)

To affect Execution: Now, Near, and Future

OIT is transforming into a principles-based, mission driven team.

Note: This chart is functional, and does not represent the entire OIT leadership team.

Insiders Perspective on Marketing VA - NVSBE 2015
VA Office of Small & Disadvantaged Business Utilization (OSDBU)

The VA OSDBU seeks to enable Service-Disabled Veteran-Owned Small Businesses (SDVOSBs) Veteran-Owned Small Businesses (VOSBs), Small Disadvantaged Businesses, HUBZone Businesses, and Woman-Owned Small Businesses to add value to the work of VA.

Vets First Verification Program
To be eligible for SDVOSB or VOSB set-asides, you must be Verified! The OSDBU provides a Verification Guide for Applicants, Application Process Briefing, on-line ability to Apply for Verification, and a Verification Renewal Process Fact Sheet.

Veteran Entrepreneur Portal
A one-stop platform to small business resources, the Veteran Entrepreneur Portal (VEP) was developed in collaboration with BusinessUSA, offering a collection of tools to help SB’s start and grow, including information about business plans, financing opportunities, government programs, training courses, and more.

Acquisition Support

Strategic Outreach
OSDBU offers expand outreach services to small and Veteran owned businesses to increase VA's awards in these groups. Includes: Direct Connect Program, Opportunity Showcases, and Conferences and Events.

VA Office of Small and Disadvantaged Business Utilization
801 I Street NW, Washington DC 20001
Office: 202-461-4300   Help Desk: 866-584-2344
www.va.gov/OSDBU

Insiders Perspective on Marketing VA - NVSBE 2015
An Insiders Perspective on Marketing to VA

Eric Vogelheim
Client Executive - Civilian Health
Unisys Corporation
Eric.Vogelheim@unisys.com

Perspectives from the VA OIT Front Office
Perspectives from the VA OIT Front Office

Breaking into VA and Engaging the Customer

• Customer Meetings
  ▪ Know your audience, and shape presentation accordingly
  ▪ Speaking with someone who is Tactical or Strategic
  ▪ Speaking with a Leader or a Subject Matter Expert (SME)
  ▪ Always try to speak with the line-of-business leads and acquisitions staff

• Explain your business value
  ▪ What are the benefits to the Veteran and the Department
  ▪ What is the Return on Investment (ROI) and
  ▪ How is what you offer good for the taxpayer
  ▪ Explain more than just the tactical… think strategically: what is are the outcomes and potential impacts

• Explaining your product/service
  ▪ VA remains heads down to provide enabling services and solutions, explain your service, solution or innovation, and try to relate to VA through use cases
  ▪ Don’t explain that what you have was done at Customer X, unless it has direct applicability to VA, then make that case
Perspectives from the VA OIT Front Office

Acquisitions & Proposals

• Don’t make it all about you!
  ▪ There is a time and place for past performance; ensure that you connect the dots between the past performance and engagement pursuit, and why it is good for VA
  ▪ Do not assume a reviewer understands or knows your solution. Doesn’t mean that the customer is less intelligent; not every evaluator is an SME
  ▪ Know the VA lingo and vernacular

You’re In

▪ Listen: Don’t tell or assume that you know the answer before you listen to the customer, and hear what they have to say about their organization, operation, people, stakeholders, and needs
▪ Development of a PWS and timelines: This is the best time to meet with customers in and attempt to perhaps influence approaches, schedules/milestones, deliverables, outcomes, and performance measures
▪ Actively engage throughout the customer engagement; make the COR your best friend!
▪ Don’t be afraid to ask questions, especially during Market Research
An Insiders Perspective on Marketing to VA

Ray Vogel
Director, Healthcare Development
Phase One Consulting Group
rvogel@phaseonecg.com

Improving IT Delivery by Aligning Acquisition Strategies to Funding Realities
Perspectives from VA OIT Product Development (PD) and the VHA Chief Business Office (CBO)
Funding & Acquisition - Reality

Funding Outlook
• Flat or declining total IT budgets
• Legacy costs at 85% of total and increasing
• Ongoing pressures for agencies to share, consolidate, reduce physical data centers

Acquisition/Contracting Outlook
• The Age of Agency-wide Acquisition Contracts
  o VA – T4NG
  o DoD – DHMSM, DHITS
  o HHS/CMS – SPARC
Challenges Facing VA to Enable Mission

- Increased Cybersecurity risks and related costs
- Increasing demand for new or contemporary IT capabilities
  - Lack of adequate DME funding to support development
  - Shift to Buy vs Build; Open Source vs COTS; ensuring compliance with ADA Section 508, Mobility
- High cost to sustain Infrastructure; O&M of legacy systems
  - Platform-as-a-Service and Infrastructure-as-a-Service (IaaS) have done very little to help infrastructure costs, and nothing to lower O&M spending, which often accounts for more than half of all IT spend.
- Integration and interoperability with other Federal and private sector systems; rapidly increasing - requires rapid response
  - Governance, eGovernment Compatible, Multi-modal access and delivery
- Inadequate performance metrics and resource/planning decisions -- resulting in inefficient IT systems
- Need for performance measurement and reporting for separate and distinct business units, emphasizes need to report and project compliance costs
From VA Needs to Delivery - Process Flow

How Needs go from Requirements to Acquisition to Execution… … to enable and support at the Point of Service

VA LOBs follows an annual Strategic Planning, Programming, Budgeting, Execution and Reporting Process (PPBE)

VA LOB’s and OIT then engage in End-to-End Requirements Management (E2ERM)

VA OALC follows an Acquisition Program Management Framework (APMF) to acquire and manage requirements to delivery
From VA Needs to Delivery - Schedule

<table>
<thead>
<tr>
<th>FY</th>
<th>FY+1</th>
<th>FY+2</th>
<th>FY+3</th>
<th>FY+4</th>
<th>FY+5</th>
<th>FY+6</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
<td>Q1</td>
<td>Q2</td>
</tr>
</tbody>
</table>

- VA has adopted a multi-year budget programming process
- Multi-year program planning starts 2 years in advance of execution
- Multi-year schedules overlap, and lines get blurred with regards to moving through initiative concept/vision, planning, budget approval, acquisition, active states, progress, and delivery

- **Advice:** *if you have a great idea, product, or service to help VA or Veterans, engage VA early, as your overnight success may take a few years to realize*
What you should know

• Understand the VA Line of Business
  ▪ A considerable amount of information is available on the VA website… *use Search!*

• Who to Engage
• When to Engage
• How to Engage
• What to Expect
• How to Succeed
An Insiders Perspective on Marketing to VA

Brian Moran
President
Government CIO
bmoran@governmentcio.com

Perspectives from a successful SDVOSB
Not too unlike you
What you should know

• Research the VA
  ▪ News, Org Charts, VSOs, Think Tanks
  ▪ Budget
  ▪ Pour through APBI presentations and NBSBE presentations

• Modify the communications around your value proposition
  ▪ Align your products or services to VA

• Set a Realistic Goal

• Develop a Call Plan
  ▪ Attend Events
    o *Come prepared with a “Hit List” - Data from GovWin IQ, Website, LinkedIn*
  ▪ ID Targets and appropriate sequencing
  ▪ ID Vectors to Targets

• Execute the Call Plan
  ▪ Inside sales activities

• Build trust and test your value proposition
  ▪ Meet with the decision maker at least 8 times
  ▪ Meet with the decision maker’s internal influencers
  ▪ Meet with the decision makers customers and stakeholders
  ▪ Don’t sell your economic status, that’s icing on the cake

• Have impeccable past performance
  ▪ For major procurements, TAC will go beyond your 3 submissions
  ▪ Maintain your CPARS
An Insiders Perspective on Marketing to VA

Mike Vogel

How does VA Acquire Products, Services and Solutions?
Who Does the Buying?

The Office of Acquisition, Logistics, and Construction (OALC) is the multifunctional organization responsible for directing the acquisition, logistics, construction, and leasing functions throughout the Department of Veterans Affairs.

OALC provides direct operational support to the Department’s administrations and staff offices through its three major organizational components: Office of Acquisition and Logistics, Office of Acquisition Operations, and Office of Construction and Facilities Management.
VA Acquisition Leadership

Learn more and stay in touch with OALC

Greg Giddens
Principal Executive Director
Office of Acquisition, Logistics and Construction (OALC)

Jan Frye
Deputy Assistant Secretary
Senior Procurement Executive

C. Ford Heard
Associate Deputy Assistant Secretary
Deputy Senior Procurement Executive

Phyllis Bower
Executive Director
Office of Acquisition Operations (OAO)

Anita Hanson
Director
Memorial Programs Service & Acquisitions

Stella Foites
Executive Director
Office of Construction & Facilities Mgmt. (CFM)

Craig Robinson
Director
National Acquisition Center (NAC)

Rick Lemmon
Chief Procurement & Logistics Officer (A)
VHA Procurement & Logistics Operations

Felton Jones
Director
VBA Acquisitions

Michele Foster
Associate Executive Director
Technology Acquisition Center (TAC)
Eatontown, NJ

Elegear Primus
Dep. Assoc. Executive Director
Strategic Acquisition Center (SAC)
Fredericksburg, VA

Delia Adams
Director
Service Area Offices West (SAO-W)

Randy Hays
Director (A)
Service Area Offices Central (SAO-C)

Terry Spitzmiller
Director (A)
Service Area Offices East (SAO-E)

Note: This chart does not represent the entire Acquisition leadership team.

Insiders Perspective on Marketing VA - NVSBE 2015
VA Technology Acquisitions Organization

- Dedicated to providing acquisition and program management expertise, and support for lifecycle management of enterprise-wide solutions in information technology.
- Staffed with highly experienced acquisition and program management professionals to provide customers with procurement vehicles and support throughout the acquisition life cycle.

Note: This chart does not represent the entire IT Acquisition leadership team.
VHA Procurement & Logistics Office

- VHA Procurement and Logistics Office (P&LO) supports the Veterans Health Administration (VHA) in purchasing high quality, cost-effective health care products and services.

- P&LO provides service through its major organizational components:
  - **Office of Procurement** - Procurement administers a full range of procurement services through the effective and innovative use of procurement policies, procedures, and processes to provide the best possible care to our Veterans.
  - **Office of Logistics** - Logistics provides a full range of supply chain management services to VHA customers. Areas covered include equipment program management, business and procurement planning, consumable supply procurement, life cycle, and inventory management.
  - **Service Area Offices (SAO)** - SAO East, SAO Central, and SAO West, VHA Special Projects Office, and the VHA Veterans Service Center (VSC) located in Cleveland, OH.
  - **VHA Veterans Service Center (VSC)** - Provides technical and administrative support, guidance and consultation on major program areas of Human Resources, fiscal and travel services for various VHA program offices.
How does VA acquire products & Services

Commonly used acquisition tools/vehicles

Enterprise Contracts

- Transformation Twenty-One Total Technology (T4/T4 Next Generation)
- Commodities Enterprise Contract (CEC)
- Agile Delivery of VA Imminent Strategic and Operational Requirements (ADVISOR)
- National Mobile Devices and Service (NMDS)
- National Local Exchange Carrier (LEC)

Other Viable Contracts

- NASA SEWP GWAC
- GSA SCHEDULE 70
- GSA MOBIS
- GSA VETS/VETS 2 GWAC
- GSA ALLIANT
- GSA SmartBUY

Vet First Contracting Program (P.L. 109-461)
Establishes Contracting Priority throughout VA, with order of small business priority being:

- SDVOSB
- VOSB
- HUBZone, 8a, Woman-Owned
- Other Small Businesses

VA needs Industry to find more creative ways to introduce innovations - through whitepapers, business problem focused technology demonstrations, and CITE/CRADA programs... to affect needed change
What you need to know about VA Acquisitions

- **Competitive Procurements**
  - VA offers limited forecasting, uses preferred tools/vehicles, known for short acquisition lifecycle/response time - results in limited competition and a high % of incumbent awards.
  - Veteran-owned preference, encourages competition by sharing information, holds periodic Industry Briefings, and offers steady stream of technical requirements.
  - T4NG, once awarded, will be the predominant contracting tool for IT requirements; anticipate increase in initial SB competitive acquisitions and use by VHA.

- Significant LOB contracting is supported by the SAC, TAC and VHA Procurement & Logistics Office (generally referred to as “Non-IT” IT).

- VA awards ~35% of all contracted $’s to Small Businesses.

- Many Opportunity Sponsors within the VA LOBs believe they are not allowed to meet with industry during Market Research … Many Contracting Officers reinforce this idea.

- Veteran Employment and Veteran Engagement are now part of Strategic Partnerships.

- VA reliance heavily on Industry to bring significant staff resources and SMEs with requisite KSAs across all business lines… However, Acquisitions is still buying them as LPTA commodities.

- Acquisition’s drive to the lowest price is “stifling innovation.”

---

<table>
<thead>
<tr>
<th>Small Business Category</th>
<th>$19.025 Billion</th>
<th>$19-20 Billion</th>
<th>$11.1 Billion (53%-5/29)</th>
</tr>
</thead>
<tbody>
<tr>
<td>SB</td>
<td>34.4%</td>
<td>32%</td>
<td>30.1%</td>
</tr>
<tr>
<td>SDVOSB</td>
<td>18.8%</td>
<td>10%</td>
<td>16.1%</td>
</tr>
<tr>
<td>VOSB</td>
<td>21%</td>
<td>12%</td>
<td>18.0%</td>
</tr>
<tr>
<td>HUBZone</td>
<td>1.5%</td>
<td>3%</td>
<td>1.5%</td>
</tr>
<tr>
<td>SDB</td>
<td>8.3%</td>
<td>5%</td>
<td>6.7%</td>
</tr>
<tr>
<td>WOSB</td>
<td>3.4%</td>
<td>5%</td>
<td>2.5%</td>
</tr>
</tbody>
</table>
Success Happens
When Opportunity Meets Preparedness

Focus on Networking, Connections and Partnerships

Getting the job done right, on-time and on-budget gets your company remembered
Contact Information

Mike Vogel  
Senior Account Executive  
Harris Corporation  
(703) 517-1809  
mvogel02@harris.com

Raymond Vogel, Jr., M.H.S.A.  
Director of Healthcare Development  
PhaseOne Consulting Group  
o: 202-464-3220  c: 202-679-9004  
rvogel@phaseonecg.com

Eric Vogelheim  
Client Executive  
Federal Systems - Health Care  
Unisys Corporation  
571-446-0205  
Eric.Vogelheim@unisys.com

Brian Moran  
President  
Government CIO  
101 Constitution Ave, Suite 100 West  
Washington, DC 20001  
bmoran@governmentcio.com