

RSM FEDERAL

How to Differentiate and Communicate Past Performance

Tactics and Strategies for Government Sales

The Most Valuable Training We've Ever Received For Government Sales

“WOW – we should have done this . . . ten years ago! A better term would be **“Total Solution!”** We learned more in two days with RSM Federal than years with other well-respected and well-known experts. RSM Federal’s approach and strategies are a **true paradigm-shift**. Not only did we receive the most valuable training we’ve ever received, we were given access to hundreds of business templates, resources, and strategies **which allow us to successfully execute what we’ve learned**.

We won \$600,000 with DOL; \$1 Million with NAVSUP, and an IDIQ with the State of Maryland! Joshua and his team at RSM Federal are the real deal!

Stephanie A. Parson, President
President
Crowned Grace International



Joshua P. Frank MIS, MBA

- **RSM Federal – Managing Partner**
- **Professional Speaker, Author, and GovCon Business Coach**
- **30 years Public Sector / Government**
- **Former Military Intelligence Officer**
- **Small Business Advocate**
 - Chairman, Board of Directors, Veterans Business Resource Center (VBRC) (VBOC)
 - Guest Speaker and Trainer, SBA
 - Judge for Entrepreneurial Competition (Arch Grants)
- **Expertise**
 - Education, training, and business coach
 - Specialize in tactics & strategies to accelerate revenue and market entry
- **Client and Member Success**
 - \$2 Billion in Small Business Government Contracts
 - \$30 Billion in Multiple Award IDIQs



7 Small Business Challenges

Selling to the Government

C The 7 Top
CHALLENGES
Selling To The Government



Why do companies win contracts?

- Past Performance
- Management Team
- Perceived Value
- Quality Product / Service
- Strong Back Office
- Socio-Economic Status
- Pricing
- Relationships

Why do companies win contracts?

But what is the number one reason?

- Past Performance
- Management Team
- Perceived Value
- Quality Product / Service
- Strong Back Office
- Socio-Economic Status
- Pricing
- Relationships

Why do companies win contracts?

- 2nd Past Performance
- 2nd Management Team
-  **Perceived Value**
- 2nd Quality Product / Service
- 2nd Strong Back Office
- 2nd Socio-Economic Status
- 2nd Pricing
- 2nd Relationships

Let's Get Started

● **Session Expectations**

- Basic to intermediate concepts, tactics, and strategies
- Slides and other resources available after session
- 1 hour session with Q&A

● **Agenda**

- Your Brand
- How To Differentiate
- Mapping Your Past Performance to Communicate Value and Maturity
- Real World Examples
- Q&A

Your Brand
You. Your Solutions. Your Company.

How To Position, Differentiate, and Communicate Value

- 1) Identify and build your **brand**
- 2) Identify your **competencies** (Value and Benefit)
- 3) Identify your **niche**, if applicable (Less than 5% of companies have a true niche)
- 4) Identify your **differentiators**
- 5) → **Position**, **tailor**, and **shape** past performance & opportunities

A Logical Sequence

- **The customer perceives branding in a *logical* sequence**

- 1) **Yourself** (*Owner, Business Developer, Manager, Senior Engineer*)
- 2) Your **Products** and **Services**
- 3) Your **Company**

- **How long does it take to build your brand?**

- Yourself **30 Seconds**
- Your Products and Services **1 – 3 Months**
- Your Company **1 Year**

Branding Yourself

● LinkedIn

- Professional Profile – All customer-facing employees
- 60% - 70% Government employees on LinkedIn!
- LinkedIn – Use my profile as template! Connect with me! → [Joshua Frank](#)

● Business Cards

- Don't have to be two sided with 27 colors and full bleed
- Clear and high resolution company logo
- Immediately recognizable products or services
- Not printed at home (no laser printed perforated cards)
- *Ability to write on the back!*

● JC Penney vs JoS A Banks

- If you look like a college student. . .
- If your jacket isn't tailored. . .
- If your dress shoes are black sneakers because they're comfortable. . .
- *Perception is everything – You act how you look – spend a few extra dollars*

Branding Your Products and Services

● Marketing Collateral

- *Simple* to read
- Capability statement and website are accurate and professional
- All marketing collateral has corporate data (DUNS, CAGE, NAICS, etc.)
- Focuses on **metrics / numbers / values / benefits**

Branding Your Company

● Website

- Professional and Clean
- *Have a Government landing page (even if no government contracts!)*



Set-Aside SB Certifications (8a, WOSB, HUBZone, VOSB, SDVOSB, etc.)

- Using socio-economic status as a crutch will do more harm than good
- It's value/benefits of your solutions, *not your status*, that wins contracts
- *Don't be over-reliant on certifications!*

Differentiation

What Makes You Different?

Differentiation

- **Government Prospects:**
To communicate superior value, capability, and maturity.
- **Teaming Partners:**
To communicate that you **will make them more competitive.**

Small Business Differentiation



Never differentiate until the prospect or teaming partner *perceives that you are equal to your competition*

- When you walk in the door, you're just another small business
 - No trust
 - Perception that you're average
 - You might *not* be the best at what you do
 - You are *not* the only company
 - *Does not matter* if you are 8a, woman-owned, or veteran-owned!



Sales Tactic

***“You can look at our website, our capability statement...
We have a dozen products (or services) – just like everyone else...
But the two where we truly excel are A and B.*”**

Differentiation by Product or Service

● Types of Product Differentiation

- Quality
- Functional features or design
- Differences in Availability (e.g. timing and location)
- Discount Terms
- FOB Point
- Pricing discounts on higher quantities
- American Made

● Types of Service Differentiation

- Speed
- Lower Risk (10 x more critical in Government Sales)
- Stronger process
- Project / program management methodology
- Past performance
- Understanding of customer's business, processes, and systems
- Geographic location
- Reputation

Categories of Differentiation

● Direct

- Easily Qualifiable and Quantifiable
- Fairly easy to communicate and position
- Communicate Value

● Indirect

- Difficult to position
- Trust is the most important
- Position by “Telling a Story”

● Balancing

- Socio-Economic Status
- Corporate Certifications
- Recognized certification, perhaps not yet mandated by government

Direct Differentiators

- Value versus Capability or Service
- Competencies and Past Performance
- Perceived / Actual Niche
- Key Personnel, Your Staff, SMEs
- Current Customers
- Staffing / Management Approach
- Teaming Partners
- Certifications
- CPARS / PPIRS Ratings
- Facility Clearance



Indirect Differentiators

- Trust → You Can Do What You Say
- Agility, Flexibility, Innovation
- Hyper-Responsiveness
- Reputation

Balancing Differentiators

- Socio-Economic Status
- Contract / Acquisition Vehicles
- CMMI, PMO

Source: © RSM Federal, 2019

Communicating Your Past Performance

Identifying Differentiators and Value

Real-World Examples

Company Sells Products / Commodities

● Multi-Use Lubricant and Penetrating Solution

- All-purpose lubricant solution
- Motor Pools, Weapons, Dining Facilities, Barracks
- Performs to **-10°F**
- Cleans with soap and water
- Odorless
- Non-toxic and non-flammable
- Liquid or aerosol delivery

● Past Performance

- No Government → Only Commercial
- \$350,000 in revenue last year
- 2 Customers → St. John's Mercy Medical
→ Home Depot

So What Do You Do?

“We sell lubricants”

We have **two contracts**, one with a hospital
AND we’re carried by Home Depot.

We’re a certified **woman-owned** small business and we
made **\$350,000** in sales last year.

Our products work all the way down to **-10°F** so we’re much stronger than
WD-40 in cold weather.

So what do you use for lubricants?
Who buys lubricants for your agency?

Company Sells Products / Commodities

● Multi-Use Lubricant and Penetrating Solution

- \$350,000 in sales
 - ✓ MSRP = \$9.85
 - ✓ 35,500 Units
- Customer breakdown
 - ✓ 95% St. Johns | 5% Home Depot

1

St. Johns Mercy Medical System

Medical "System"

- ✓ 17 Hospitals
- ✓ 7 States (MO, KS, IA, NE, KY, IL, OK)
- ✓ 317 Clinic and Outpatient Locations
- ✓ 6,800 Co-Workers / Employees
- ✓ 1M Patients

2

Home Depot

World Largest Home Improvement Retailer

- ✓ In 3 Brick-n-Mortar Stores...
 - Online - 2,200 Stores
- ✓ US, Canada, and Mexico

So What Do You Do?

Website ● Capability Statement ● Conferences

“We provide an environmentally safe, non-toxic, and non-flammable lubricant and penetration solution that is strong enough for military-grade applications, but safe enough for children.

We support more than **300 medical clinics** for **17 hospitals** in **7 states** where our lubricants are used by more than **6,800 professionals** supporting more than **1M end-users**.

Our lubricants are also carried by Home Depot, brick-n-mortar and online, supporting more than **2,200 stores** in the **US, Canada, and Mexico**.

What differentiates our lubricants is the fact that we're **odorless, non-toxic, non-flammable**, and they work down to **-10°F**.

In just the last year, we've sold more than **35,000 units** both **CONUS** and **OCONUS**.

Company Sells Services

● Physical Security Company

- Access Control, Intrusion Detection (IDS), Surveillance / CCTV
- Distributor for 7 security system manufacturers
- Sell product but primarily sell “design and installation”

● Past Performance

- Have only operated in a 300 mile radius of your headquarters
- \$485,000 in revenue last year
- Primarily commercial clients but one \$8,000 product sale (USAF)

Listing Your Past Performance

● Customer List

- ✓ 3,500 Homes **(\$347,000)**
- ✓ St. Charles County Courthouse **(\$5,000)**
- ✓ USAF product-only buy (only government buy ~ **\$8,000**)
- ✓ Long Beach Airport **(\$75,000)**
- ✓ Long Beach High School District **(\$43,000)**
- ✓ Long Beach DMV **(\$1,500)**
- ✓ Los Angeles Star Health Clinics **(\$2,500)**
- ✓ Long Beach Community Blood Clinics **(\$800)**
- ✓ Jiffy Lube **(\$2,200)**
- ✓ CA Dept of Agriculture **(\$1,250)**
- ✓ Crying Eyes Daycare **(\$750)**
- ✓ LA Elementary **(\$13,000)**
- ✓ R&C Law Firm **(\$3,600)**
- ✓ Lambert Construction **(\$1,000)**

Past Performance – Physical Security Company

1

\$43,000

Long Beach Schools

School District

- ✓ 85 Schools
- ✓ 12,000 Employees
- ✓ 72,000 Students
- ✓ Installed 450 CCTV

2

\$75,000

Long Beach Airport

Municipal Airport

- ✓ 200 Business at Airport
- ✓ 100 Acres Business Park
- ✓ 26 Acre Shopping Center
- ✓ 9,000 Employees
- ✓ 3.8 Million Passengers
- ✓ Installed 340 IDS Systems
- ✓ Installed 125 Access Control

3

\$347,000

Residential

3,500 Homes

- ✓ 14,000 People
- ✓ 8 Cities and Municipalities
- ✓ 18,000 Contact Points
- ✓ 262,000 Feet of Cable

4

Other Customers

Metrics

- ✓ CCTV 175
- ✓ IDS 82
- ✓ Access Control 200

Bundling Strategy for Past Performance



ACME
SECURITY

19,400

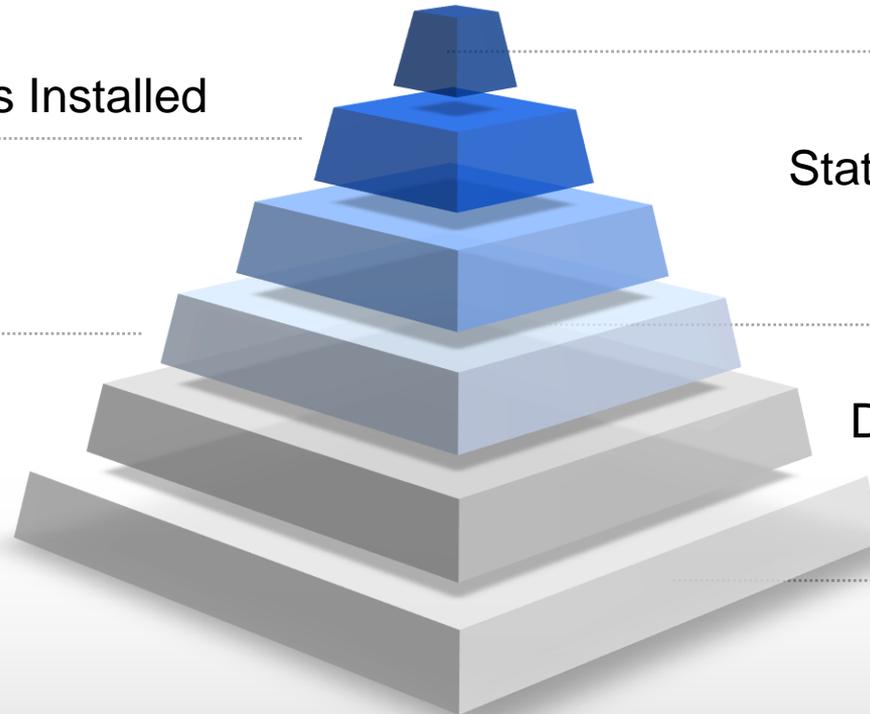
Security Components Installed

3,740

Unique Locations

3.9 Million

People Protected



262,000

Feet of Cable

Verticals

State, Federal, Education,
Medical, Commercial,
Residential

Manufacturers

DMP, DSX, Honeywell,
Continental Access
Johnson Controls

No... you can't use bundling for **formal** past-performance write-ups.

You use bundling to build a story on your website, collateral, and when talking to buyers / partners.

So What Do You Do?

Website ● Capability Statement ● Conferences

“ACME Security provides security solutions for State, Federal, Medical, Commercial, and Residential markets. Over the last five years ACME has installed security systems at **3,700 locations** that currently protects **3.9 Million** people, including the **10th largest** airport in California.

Our installation teams have run more than **260,000 feet** of cable to install more than **19,000 security products**.

Over the **last ten years**, we’ve built strong relationships with seven of the industries largest manufacturers including **Honeywell, Johnson Controls**, and **Continental Access**.

ACME has a well-known reputation for **strong system design** and for federal clients, our **customer service operates 24/7/365**.

Perceived Maturity & Capability

Depicting Past Performance

Listing Your Past Performance

● Customer List



State & Federal

- U.S. Air Force
- CA Dept of Agriculture
- St. Charles Courthouse
- Long Beach Airport
- Long Beach DMV

Education

- Long Beach HS District
- Daycare Muse Academy
- LA Elementary
- West LA College

Medical

- Dignity Health
- Long Beach Blood

Commercial & Residential

- Jiffy Lube
- Consumer Attorneys
- Lambert Construction

Listing Your Past Performance



State & Federal







Education






Medical




Commercial & Residential






Company Sells Services

- ✓ 3,500 Homes
- ✓ St. Charles County Courthouse
- ✓ US Air Force
- ✓ Long Beach Airport
- ✓ Long Beach High School District
- ✓ Long Beach DMV
- ✓ Los Angeles Star Health Clinics
- ✓ Long Beach Community Blood Clinics
- ✓ Jiffy Lube
- ✓ CA Dept of Agriculture
- ✓ Crying Eyes Daycare
- ✓ LA Elementary
- ✓ R&C Law Firm
- ✓ Lambert Construction



ACME SECURITY

State & Federal <ul style="list-style-type: none">• U.S. Air Force• CA Dept of Agriculture• St. Charles Courthouse• Long Beach Airport• Long Beach DMV	Education <ul style="list-style-type: none">• Long Beach HS District• Daycare Muse Academy• LA Elementary• West LA College
Medical <ul style="list-style-type: none">• Dignity Health• Long Beach Blood	Commercial & Residential <ul style="list-style-type: none">• Jiffy Lube• Consumer Attorneys• Lambert Construction

ACME SECURITY

State & Federal	
Education	
Medical	
Commercial & Residential	

**Once you understand how to map and communicate
your past performance:**

Time To Update



***Capability Statement
Website
Teaming Collateral***



***45 Second Pitch
Prospect Meetings
Conferences***



Proposals

What Did We Learn?

- How your brand impacts differentiation
- Common ways to differentiate your products and services
- Competency-Mapping to better understand your past contracts
- How to bridge multiple past performances to communicate stronger, actual and perceived, value by your prospects and partners

Joshua Frank

Managing Partner, RSM Federal
(703) 677-1700 | contact@rsmfederal.com

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LinkedIn



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FREE

2

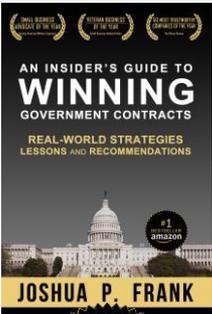
Podcast



FREE

3

Book



ALMOST FREE



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- ↳ Free Government Contractors Success Kit (GCSK)
- ↳ Copy of Today's Presentation

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