

BPC

DENVER

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Adapting the Proposal Process in Unique Environments

Alyssa Kolski, CP APMP, Sandia National Laboratories







Managing
proposals is like
baking bread

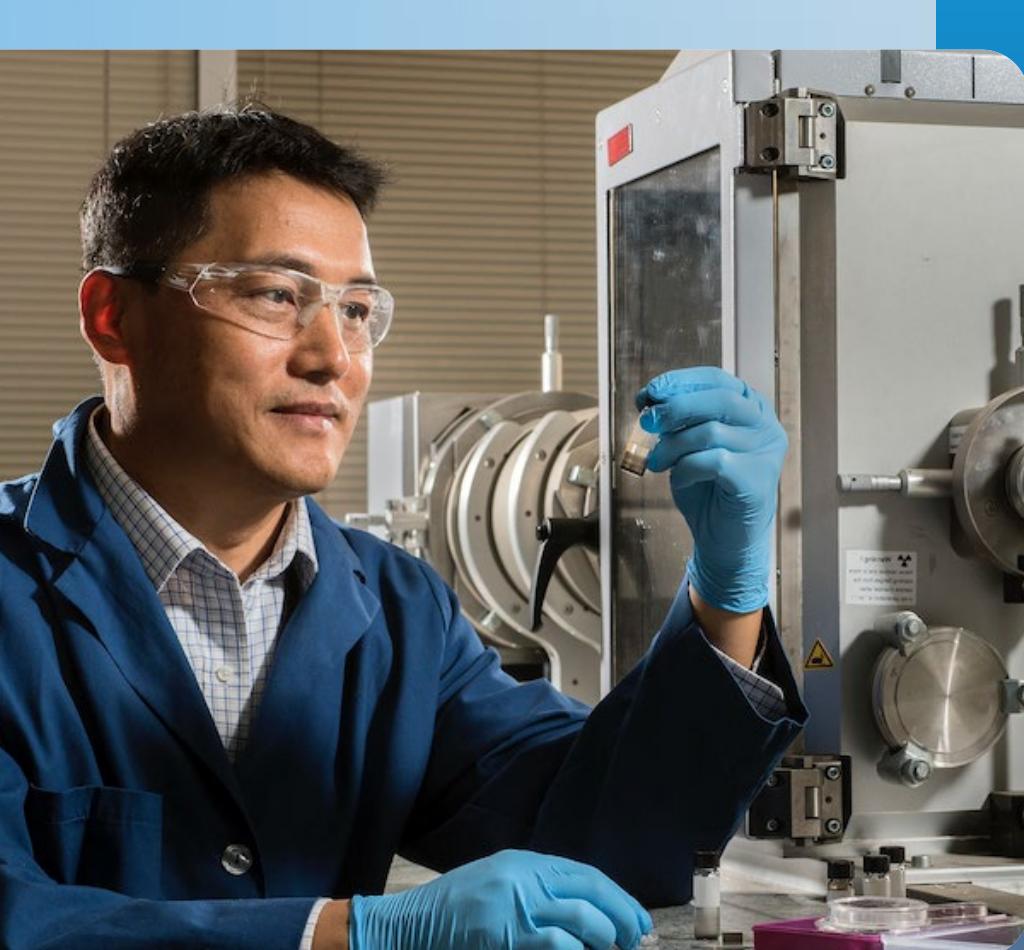




Alyssa Kolski, *Sandia National Laboratories*

- Technical Business Development Specialist & Proposal Education Lead
- APMP Practitioner Certification
- 40 Under 40 Class of 2021
- M.A. in Writing and Rhetoric, University of New Mexico

I teach technical researchers how to utilize the proposal process and adapt APMP best practices to Sandia's unique environment.



Sandia National Laboratories is a Federally Funded Research and Development Center (FFRDC) managed and operated by National Technology & Engineering Solutions of Sandia, LLC, a wholly owned subsidiary of Honeywell International Inc.

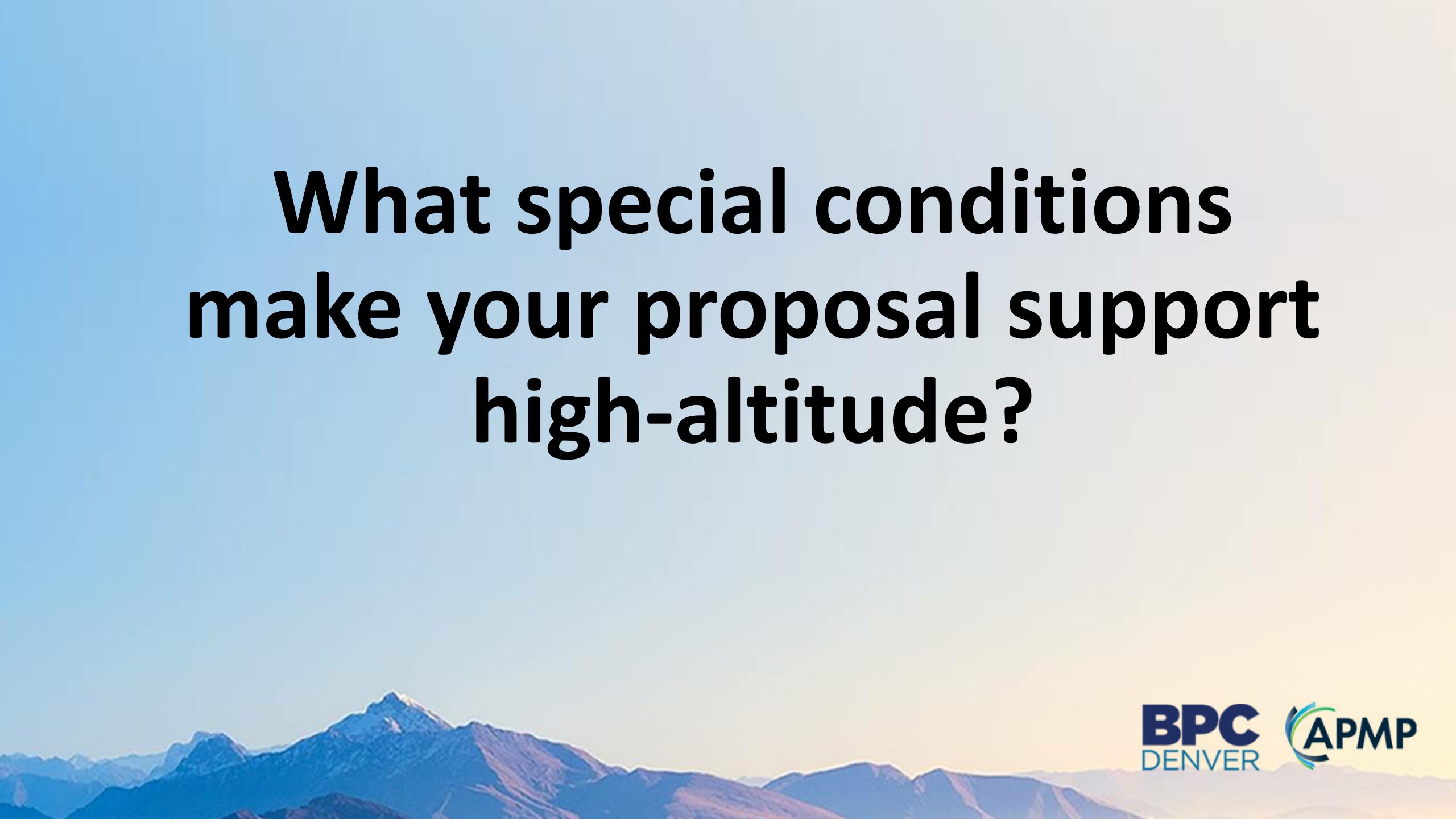
For more than 70 years, Sandia National Laboratories has delivered essential science and technology to address the nation's most challenging security issues.

As a Federally Funded Research and Development Center (FFRDC), Sandia is a long-term strategic partner to the federal government, operating in the public interest with objectivity and independence and maintaining core competencies in missions of national significance.



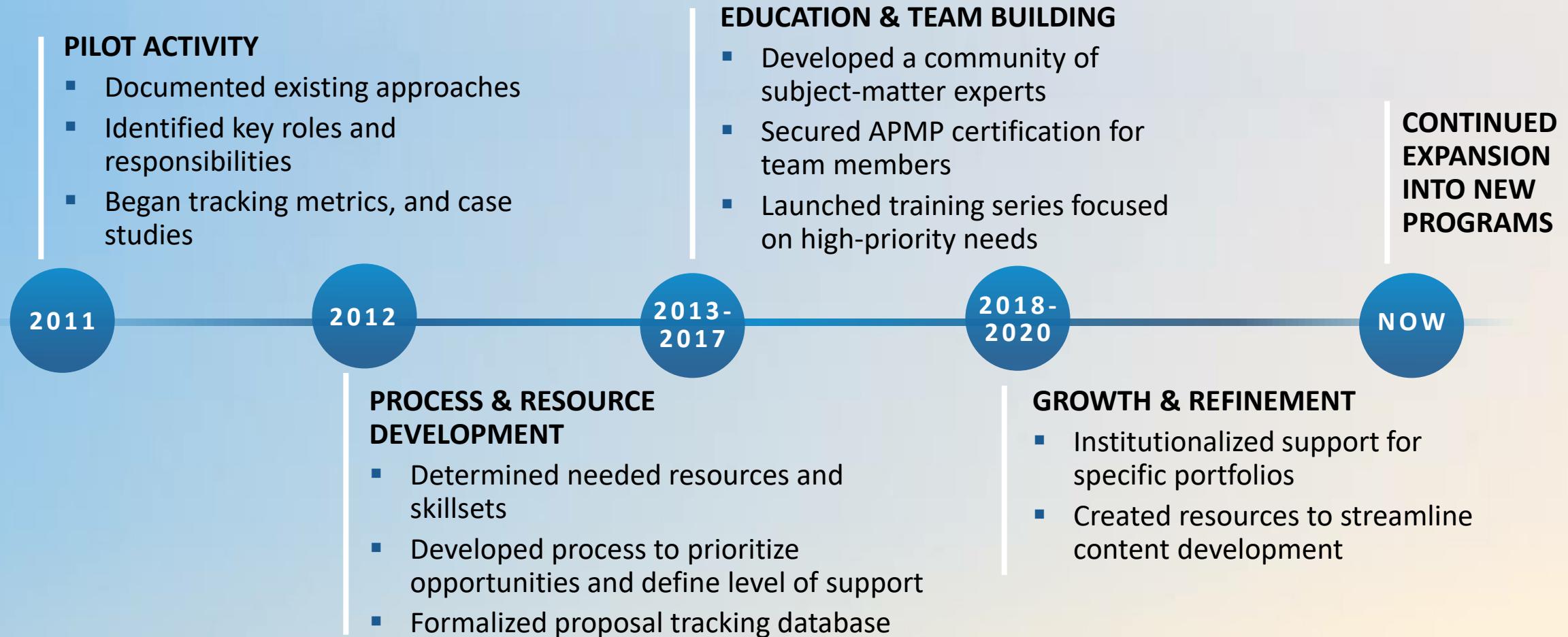
High-altitude Conditions

- Role as FFRDC and trusted advisor
- Special capabilities as a National Laboratory
- No competition with private sector
- Focus on research and development
- Changing funding environment
- Large institution, but small teams
- Need for partnerships and cost share

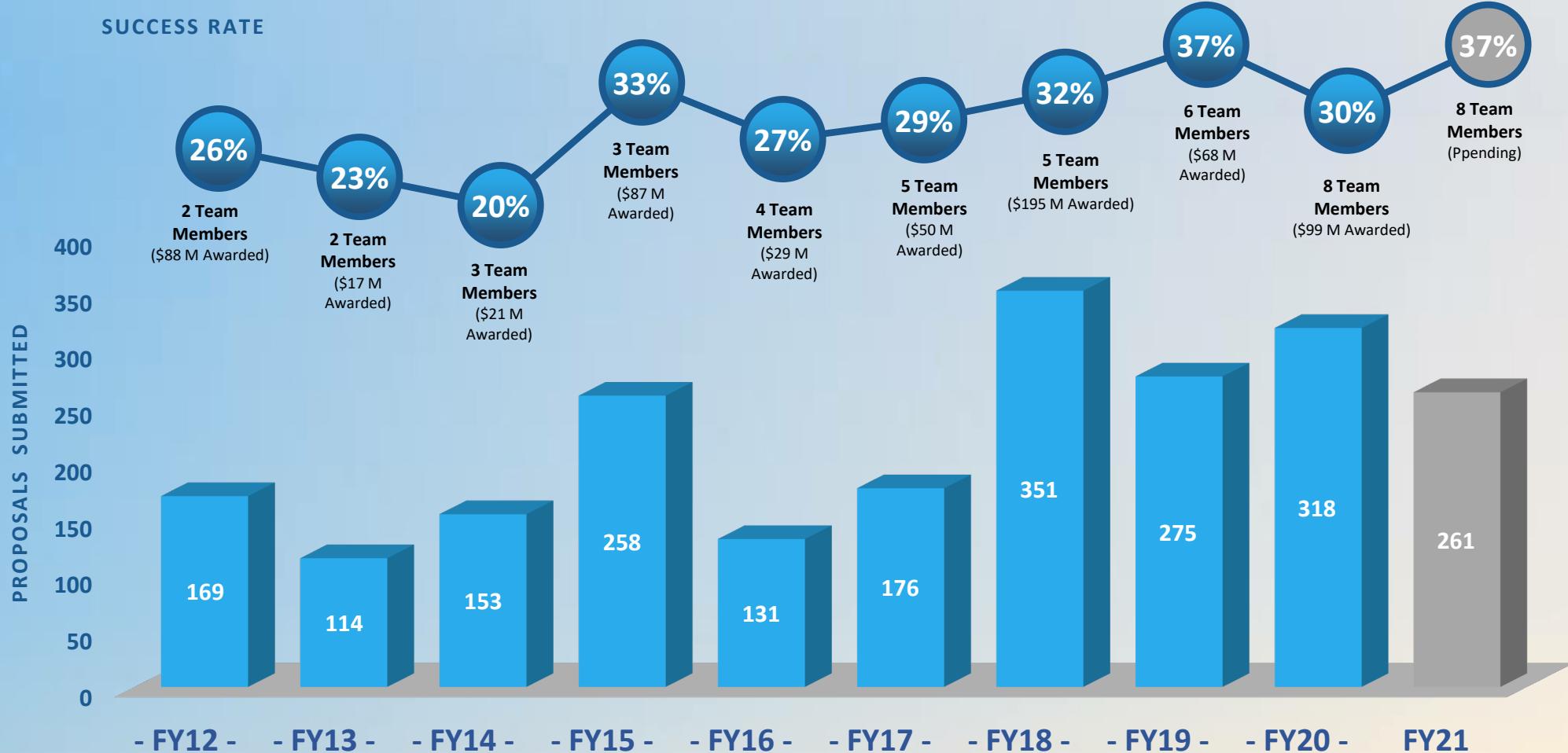


What special conditions make your proposal support high-altitude?

Sandia's Proposal Management Capability



Sandia's Proposal Management Capability



Adapting the proposal process has enabled us to expand our support and increase Sandia's success rate.



Recipe

Adapted Proposal Process

FROM THE KITCHEN OF: Alyssa Kolski

DIRECTIONS:

1. *Leverage existing strengths and resources when defining your structure.*
2. *Start small, pilot the process, and communicate success.*
3. *Accept the limitations posed by your environment.*
4. *Focus on the activities that will provide the highest value.*



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Recipe

STEP 1: Leverage existing strengths and resources when defining your structure.

Start from your own kitchen

- Utilize existing roles
- Understand needs
- Build relationships
- Add support as a natural extension of other activities

Utilize your culinary experts

- Identify successful teams
- Work with the experts
- Understand what roles to fill (or not)

Recipe

STEP 1: Leverage existing strengths and resources when defining your structure.



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Recipe

STEP 1: Leverage existing strengths and resources when defining your structure.

Understand your environmental conditions

- Gather data on how proposals are currently developed
- Identify strengths and weaknesses
- Seek to address needs and solve problems

Recipe

STEP 1: Leverage existing strengths and resources when defining your structure.

- What are the existing roles or activities that you could utilize to implement your proposal process?
- Who has insight into what is working and what is not? How can you get them to help you?
- What is the underlying motivation for change? How could this influence where you start?



Recipe

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Recipe

STEP 2: Start small, pilot the process, and communicate success.

Start with the recipe as written

- Start with a pilot
- Utilize best practices
- Understand what works
- Understand what is difficult

Understand effects of changes

- Learn how changes are received and adopted
- Nurture what works before introducing new ideas
- Address existing problems before fulfilling your own needs

Recipe

STEP 2: Start small, pilot the process, and communicate success.





Recipe

STEP 2: Start small, pilot the process, and communicate success.

Advertise successful results

- Document what you have done
- Capture feedback from all stakeholders
- Utilize lessons learned
- Communicate success

Recipe

STEP 2: Start small, pilot the process, and communicate success.

- Where can you start that can yield an early win?
- What can you do to build trust in your team and the process?
- How can you track your results to capture and communicate success?



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Be mindful of dietary needs

- Consider impact of internal structure or culture
- Be aware of cost or technical limitations
- Understand others' perception of your institution

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STEP 3: Accept limitations posed by your environment.



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STEP 3: Accept limitations
posed by your environment.

Add special ingredients

- Consider unique needs of different customers or technical areas
- Understand the preferences of your funding agencies

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STEP 3: Accept limitations posed by your environment.

- What are the problems you are encountering with your process?
- Is there an underlying reason why these problems may be difficult to overcome?
- Are there ways to mitigate these problems or do you need to try a different approach?



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Write your own recipe

DISCOVER

Understand market factors, customer requirements and opportunities

Business and Competitive Intelligence 	Customer and Partner Engagement 
Capture Planning 	Solicitation and Opportunity Discovery 

DEVELOP

Prioritize strategic efforts, align resources, and create the proposal

Strategy Development & Execution 	Outlining and Template Creation 
Proposal Development and Support 	Review, Refine, and Submit 

DOCUMENT

Track and analyze proposal activity for continuous improvement

Success and Key Metric Tracking 	Reviewer Comment Analysis 
Detailed Case Studies and Lessons Learned 	Recommendations for Future Efforts 

Recipe

STEP 4: Focus on the activities that will provide the highest value.



Recipe

STEP 4: Focus on the activities that will provide the highest value.

- What gaps do you see in the way things are done now?
- Where is the biggest pain felt?
- What activities could you focus on to have the most impact?



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Thank You!

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