SELLING TO THE GOVERNMENT

What It Takes to Compete and Win in the World's Largest Market

MARK AMTOWER



CONTENTS

Foreword Phil Bond	xi
Preface	xiii
Acknowledgments	xix
Chapter 1 What It Takes to Play: Tips and Caveats for Chief Executive Officers, Boards, and Others Looking for Shortcuts	1
Chapter 2 How the Government Buys	19
Chapter 3 Determining Where You Fit: Prime Contractor, Subcontractor, GSA Schedule, Open Market, or All of the Above	35
Chapter 4 Infrastructure Issues: What Your Company Needs to Succeed	53
Chapter 5 Aligning Marketing, Sales, and Business Development	71
Chapter 6 The Power of Relationships	91

The Myth of the Level Playing Field: How Small Businesses Can Play	107
·	107
Chapter 8 Differentiation Is the Key	123
Chapter 9 Execution	137
Chapter 10 Building Momentum	143
Chapter 11 The Missing Link: Web 2.0 Tools	153
Chapter 12 Final Thoughts on Staying on Top of the Game and Becoming a Government Market Master	165
Appendix 1 Glossary of Common Government Terms	169
Appendix 2 Resources	207
Appendix 3 Advice from Industry Experts	211
About the Author	22 <i>6</i>

FOREWORD

As those of us in and around the Beltway know, government contracting can be a very good place to be. In this book, *Selling to the Government*, Mark Amtower shows what it really takes to break into the government market.

There are many things one must know, much infrastructure to get into place, and lots of buyoff required from senior management in order for the real commitment necessary to break through the red tape, the market intricacies, and the overall "bigness" of this market. There are many relationships that must be established, regardless of where your company is located, if you want to do business with the government.

Many of TechAmerica's 1,200 member companies are ensconced in the government market, and as the largest and strongest voice and resource for technology in the country, we help our companies navigate this vast government market, federal civilian and Department of Defense, as well as state and local government. To do this, we have a seasoned, well-connected staff; the importance of this is something Mark Amtower reminds us of constantly: relationships.

The learning curve for those entering the government market is long and slow, and there are few legitimate shortcuts.

There are books on getting a General Services Administration Schedule and on winning contracts, and there is even Mark's first book on marketing to the government, *Government* xii FOREWORD

Marketing Best Practices (2005). What has been lacking is the "big picture" book: one that outlines the corporate commitment necessary to enter the market intelligently, the infrastructure required once in, the staffing requirements to pursue bids, and much more.

With this new book, Selling to the Government: What It Takes to Compete and Win in the World's Largest Market, Mark Amtower fills in this missing link. It is the first book to address what it takes from a corporate point of view to enter the market slowly and intelligently and to build an organization capable of playing in the big leagues.

In his trademark, straightforward style, Amtower lays out the requirements and warns readers up front that although anyone can play, most will end up walking away. Long known for his candor, he clearly lays the process out for anyone willing to pay the entry fee: working long hours, doing months of groundwork, staffing, managing infrastructural issues involving accounting and legal concerns, handling the glacial nature of the government market, learning to market and sell to the government, and so much more.

Our executive vice president for the public sector, Olga Grkavac, commented on the cover of Mark's first book: "Mark Amtower is a true original." Some things don't change.

—Phil Bond, Chief Executive Officer, TechAmerica