



**PRESENTERS: Olessia Smotrova, Lindsay Carry**



**OST GLOBAL SOLUTIONS**

# How to Use Competitive Analysis for Your Growth Strategy

[www.ostglobalsolutions.com](http://www.ostglobalsolutions.com)  
[www.fedmine.us](http://www.fedmine.us)

# About Us



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## Fedmine

- Fedmine is a web-based business intelligence platform that helps you to make intelligent decisions through better understanding of market data
- Aggregates 16 federal procurement data sources and makes available via an intuitive user interface
- Allows you to view the level of detail you need to make smart business decisions

## OST Global Solutions, Inc.

- Help businesses grow through:
  - GovCon Incubator
  - Business Development Center of Excellence
  - Bid & Proposal Academy
- Won \$22 Billion+ since 2005
- Supported 18 out of the top 20 federal contractors, and hundreds of small businesses



# How Do You Determine How to Grow?

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Many companies use a trial and error method

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- **Bad:** No strategy at all – list every NAICS code as capability and take any work that comes your way
- **Good:** Use relationships with primes and partners – *grow where you know people*
- **Better:** Pick three agencies based on what they buy and what you sell, and focus on opportunities coming out of those agencies
- **Best:** Combine focus and relationships with competitive analysis

OPERATION

# Success Leaves Clues

FINANCE



VISION MARKETING

- Benchmark to see if you are going down the right path
- How can you learn from others' mistakes?
- How can you accelerate your success based on the blueprint someone else has developed?

# STRATEGY

BUSINESS

TEAMWORK

SERVICE



success

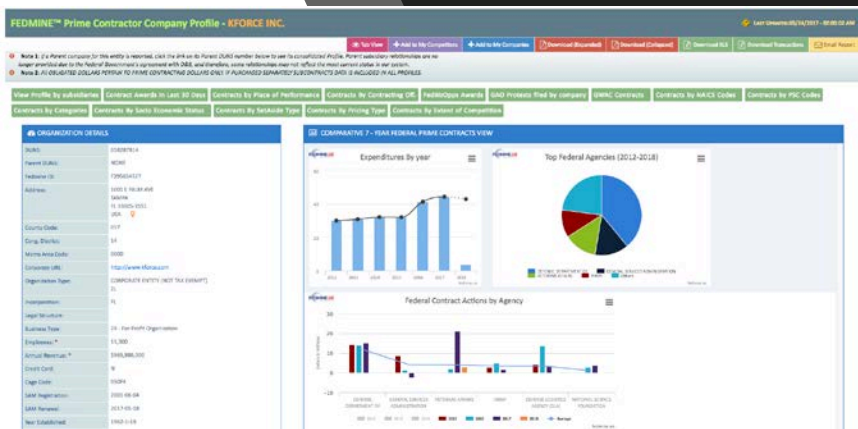
RESEARCH

GROWTH



# Which Competitor(s) Should Be Your Benchmark?

- A company you admire or fear (lose to on bids)
- Your customer's favorite contractor in the same core competencies, NAICS, socioeconomic status
- A company that is successful and growing in the same industry
  - Has transitioned to priming contracts
  - Is winning increasingly large contracts
  - Is diversified – not a “one vehicle, one customer wonder”
  - Is a “good contractor” – has a good reputation with customers, partners and employees



# What Can You Learn from a Competitor?

- How did the company get started – what were their first customers and contracts?
- What background did the owners have?
- What knowledge and connections did they bring to the table?
- How fast did they grow?
- What contract vehicles and schedules are they on?
- How quickly since their inception did they get these vehicles?

Viewing Federal Contract Actions By GWAC BY LIGHT PROFESSIONAL IT SERVICES LLC - 132027694

[Download PDF](#) [Download CSV](#) [Email Report](#)

**TIP 1:** Expand plus signs to view contracts by GWAC for this company  
**TIP 2:** Then click dollar amounts to view transaction details.  
**TIP 3:** Click on the year to view Details, or on the company name above to go to its Profile

[Expand All](#) [Collapse All](#)

— T4NG - TOTAL AMOUNT: \$84,610,818

| Agency                  | Contract Number | Year | Amount (\$)  |
|-------------------------|-----------------|------|--------------|
| 3600 - VETERANS AFFAIRS | VA11816D1019    | 2018 | \$79,679,383 |
| 3600 - VETERANS AFFAIRS | VA11816D1019    | 2017 | \$3,471,953  |
| 3600 - VETERANS AFFAIRS | VA11816D1019    | 2016 | \$1,459,482  |

— T4 - TOTAL AMOUNT: \$476,599,100

| Agency                  | Contract Number | Year | Amount (\$)   |
|-------------------------|-----------------|------|---------------|
| 3600 - VETERANS AFFAIRS | VA11811D1004    | 2018 | \$7,892,811   |
| 3600 - VETERANS AFFAIRS | VA11811D1004    | 2017 | \$150,115,437 |
| 3600 - VETERANS AFFAIRS | VA11811D1004    | 2016 | \$148,997,464 |
| 3600 - VETERANS AFFAIRS | VA11811D1004    | 2015 | \$70,852,029  |
| 3600 - VETERANS AFFAIRS | VA11811D1004    | 2014 | \$53,446,505  |

# What Does the Past Performance Story Tell Us?

- How did they generate past performance to position themselves for sequences of similar types of work? (What was the chicken, and what was the egg?)
- What subcontracts have they been winning and awarding?
- Who do they tend to team with?
- How did they seem to transition to priming?

COMPARATIVE 9- YEAR SUB CONTRACTS REVENUE BY PRIME CONTRACTOR

| Sub Contracts Received from each reported Prime Contractor | 2017      | 2016 | 2015 | 2014      | 2013         | 2012        | 2011        | 2010 | 2009 |
|--|-----------|------|------|-----------|--------------|-------------|-------------|------|------|
| 078745061 - SCIENCE APPLICATIONS INTERNATIONAL CORPORATION | \$795,133 | \$0  | \$0  | \$402,231 | \$427,059    | \$0         | \$0         | \$0  | \$0  |
| 834951691 - LOCKHEED MARTIN CORPORATION                    | \$207,869 | \$0  | \$0  | \$0       | \$0          | \$0         | \$0         | \$0  | \$0  |
| 611641312 - SAIC, INC.                                     | \$0       | \$0  | \$0  | \$706,952 | \$4,904,055  | \$1,436,168 | \$1,032,297 | \$0  | \$0  |
| 008898843 - L-3 COMMUNICATIONS HOLDINGS, INC.              | \$0       | \$0  | \$0  | \$0       | \$0          | \$0         | \$71,662    | \$0  | \$0  |
| 964725688 - BOOZ ALLEN HAMILTON HOLDING CORPORATION        | \$0       | \$0  | \$0  | \$0       | \$30,000,000 | \$1,000,000 | \$0         | \$0  | \$0  |

# How Are They Winning by Set-aside?



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- If they are in the 8(a) program, do they seem to be compliant with the SBA 8(a) requirements where it comes to their proportion of 8(a) versus non-8(a) work?
- How close are they to graduation from the 8(a) program?
- If they are in the HubZone program, how do they meet the requirements to stay in the program?
  - Where are their offices located?
  - What programs are they working on?
  - Where do they recruit?
- Do they win sole-source contracts?
- What mentor-protégé and other prime relationships have they formed?

## **Business Activity Targets for non-8(a) revenue during transitional stage are:**

End of year 5 = 15%

End of year 6 = 25%

End of year 7 = 35%

End of year 8 = 45%

End of year 9 = 55%



# Checking 8(a) Compliance



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| DUNS #    | Company                                  | CASE NUMBER | 8(A) PROGRAM ENTRY DATE | 8(A) PROGRAM EXIT DATE | 8(A) PROGRAM YEAR | 8(A) PROGRAM YEAR REQUIREMENT | FY2018 8(A) FEDERAL CONTRACTS | FY2018 8(A) FEDERAL DOLLARS OBLIGATED | 8(A) PERCENTAGE | FY2018 NON-8(A) FEDERAL CONTRACTS | FY2018 NON-8(A) FEDERAL DOLLARS OBLIGATED | NON-8(A) FEDERAL PERCENTAGE | FY 2018 8(A) FEDERAL NON-COMPLIANCE PERCENTAGE |
|-----------|--|-------------|-------------------------|------------------------|-------------------|-------------------------------|-------------------------------|---------------------------------------|-----------------|-----------------------------------|---|-----------------------------|--|
| 128132094 | MILLENNIUM GROUP INTERNATIONAL, LLC, THE | 303427      | 2009-07-28              | 2018-07-28             | 9                 | 45%                           | 2                             | \$0                                   | 0%              | 3                                 | \$0                                       | 0%                          | 0% / 0%  |
| 824600642 | GREEN TECHNOLOGY GROUP, LLC, THE         | 303521      | 2009-09-11              | 2018-09-11             | 9                 | 45%                           | 1                             | \$-0                                  | 0%              | 2                                 | \$0                                       | 0%                          | 0% / 0%  |
| 798231259 | GAMA-1 TECHNOLOGIES, LLC                 | 303307      | 2009-06-12              | 2018-06-12             | 9                 | 45%                           | 4                             | \$276,938                             | 100.00%         | 0                                 | \$0                                       | 0%                          | 100.00% / 0%                                   |
| 792966041 | DYNAMIC-PRO INC.                         | 303737      | 2009-12-10              | 2018-12-10             | 9                 | 45%                           | 2                             | \$0                                   | 0%              | 10                                | \$2,546,940                               | 100.00%                     | 0% / 100.00%                                   |
| 626731272 | NEXTGEN CONSULTING INC.                  | 303768      | 2009-12-28              | 2018-12-28             | 9                 | 45%                           | 1                             | \$0                                   | 0%              | 3                                 | \$5,290                                   | 100.00%                     | 0% / 100.00%                                   |
| 129581125 | DECISION TECHNOLOGIES INC.               | 303736      | 2009-12-10              | 2018-12-10             | 9                 | 45%                           | 2                             | \$0                                   | 0%              | 3                                 | \$1,660,455                               | 100.00%                     | 0% / 100.00%                                   |
| 780148248 | T AND T CONSULTING SERVICES, INC.        | 303508      | 2009-08-31              | 2018-08-31             | 9                 | 45%                           | 6                             | \$6,937,240                           | 98.00%          | 13                                | \$141,431                                 | 2.00%                       | 98.00% / 2.00%                                 |
| 023153500 | COMMERCIAL LYNKX INC.                    | 303517      | 2009-09-10              | 2018-09-10             | 9                 | 45%                           | 6                             | \$1,029,012                           | 29.94%          | 12                                | \$2,408,430                               | 70.06%                      | 29.94% / 70.06%                                |
| 033445755 | LEAH M JOPPY & ASSOCIATES                | 303063      | 2009-02-27              | 2018-02-27             | 9                 | 45%                           | 1                             | \$0                                   | 0%              | 15                                | \$60,142                                  | 100.00%                     | 0% / 100.00%                                   |
| 152734229 | GIBBS CONTRACTING INC.                   | 303296      | 2009-06-08              | 2018-06-08             | 9                 | 45%                           | 1                             | \$145,160                             | 29.62%          | 16                                | \$344,958                                 | 70.38%                      | 29.62% / 70.38%                                |
| 808270735 | HIGHLIGHT TECHNOLOGIES, LLC              | 303309      | 2009-06-12              | 2018-06-12             | 9                 | 45%                           | 13                            | \$1,774,908                           | 93.81%          | 10                                | \$117,169                                 | 6.19%                       | 93.81% / 6.19%                                 |
| 184021413 | JSP COMPANIES, INC                       | 303684      | 2009-11-14              | 2018-11-14             | 9                 | 45%                           | 1                             | \$43,750                              | 71.43%          | 1                                 | \$17,500                                  | 28.57%                      | 71.43% / 28.57%                                |
| 184766587 | CONCISE INC.                             | 303112      | 2009-03-24              | 2018-03-24             | 9                 | 45%                           | 3                             | \$0                                   | 0%              | 5                                 | \$-500                                    | 0%                          | 0% / 0%  |
| 834434649 | TRADEMASTERS SERVICE, INC.               | 303340      | 2009-06-30              | 2018-06-30             | 9                 | 45%                           | 20                            | \$976,945                             | 35.07%          | 57                                | \$1,808,634                               | 64.93%                      | 35.07% / 64.93%                                |
| 825126035 | GRAHAM TECHNOLOGIES LLC                  | 303480      | 2009-08-21              | 2018-08-21             | 9                 | 45%                           | 1                             | \$0                                   | 0%              | 9                                 | \$-4,891                                  | 0%                          | 0% / 0%  |
| 831806570 | PYRAMID ALLIANCE, LLC                    |             | 2009-11-05              | 2011-11-05             | 9                 | 45%                           | 1                             | \$-138,288                            | 0%              | 0                                 | \$0                                       | 0%                          | 0% / 0%  |
| 962544206 | NTVI FED, LLC                            | 303511      | 2009-09-01              | 2018-09-01             | 9                 | 45%                           | 2                             | \$551,320                             | 100.00%         | 0                                 | \$0                                       | 0%                          | 100.00% / 0%                                   |
| 781581967 | VALIDATEK, INC.                          | 303032      | 2009-02-12              | 2018-02-12             | 9                 | 45%                           | 2                             | \$106,000                             | 5.04%           | 9                                 | \$1,996,072                               | 94.96%                      | 5.04% / 94.96%                                 |
| 362845781 | C&C COMPLETE FLOORING ENTERPRISES, INC.  | 302929      | 2009-01-07              | 2018-01-07             | 9                 | 45%                           | 6                             | \$39,291                              | 7.13%           | 11                                | \$511,653                                 | 92.87%                      | 7.13% / 92.87%                                 |

# Growth and Certifications

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- How soon did they increase in dollar value and added employees?
- Have they been purchased or bought other companies?
- What certifications do they tout on their website?
  - Did any of the contracts they won require these certifications according to the archived RFPs?
- Have they protested much? If so, what have they protested?

# Labor Rate Analysis



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- Identify vehicles that publish rates (such as GSA schedules)
  - Understand these rates may differ in the actual offers
  - Adjust these rates by a “discount” percentage
- Analyze contracts with similar labor descriptions to what you tend to bid
- Match labor descriptions to those where you may have salary information; understand that salary is specific to location
- Reverse-engineer the rates for the number of staff in specific labor categories

tps://calc.gsa.gov

An official website of the U.S. government

This website is in

## CALC

Contract-Awarded Labor Category

### Search awarded ceiling rates for labor categories

CALC lets you conduct market research on professional service labor categories quickly and easily, helping you make better informed decisions. Results shown are awarded hourly rates from GSA IDIQ service schedules.

CALC offers...

- ▲ Ceiling prices
- ▲ Fully burdened costs
- ▲ Services data
- ▲ Worldwide rates

[Explore data](#) [About CALC](#)

Enter your search terms below, separated by commas. (For example: Engineer, Consultant)

Type a labor category

Contains words  Contains phrase  Exact match

Showing 200 of 58,717 results

Hourly rate data

Optional filters

Education level:  ▼

Experience:  -  years

Worksite:  ▼

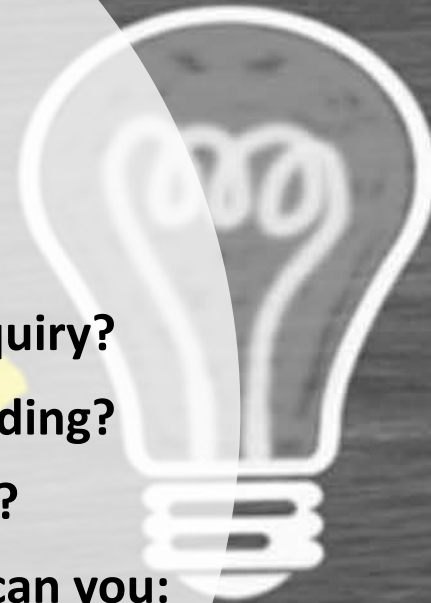
\$112 average

\$45 -1 std dev \$179 +1 std dev

44,488 # of results

# Actionable Lessons Learned

- What can you take away from your inquiry?
- How should you invest in capacity building?
- What credentials should you prioritize?
- If bidding against this company, what can you:
  - Neutralize through ghosting?
  - Emulate?
  - Tell a better story about?



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