Turning Contacts into Contracts: A Primer on Sponsor Engagement

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Turning Contacts into Contracts:

**Agenda**

**Topics of Interest**
- Relationship Management: Networking
- Engaging Different Sponsors – Know Their Differences!!
- Quad Charts; White Paper Fundamentals
- Pitch Checklist

**References**
- 2001-2010 Course EMTM 571 and Lecture Series
- Executive Masters of Technology Management (EMTM)
- School of Engineering and The Wharton School of Business University of Pennsylvania
Turning Contacts into Contracts:
Add to Your Rolodex

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Do you have your business cards with you today?
Turning Contacts into Contracts

**The Goal:** Confidence to Engage these Sponsors Successfully
Networking
Engaging Sponsors: What is it all about?

- Getting to know them, their organization
- Getting then to know you and what you offer
- Getting to understand their needs
- How can your relationship be mutually beneficial
Sponsor Engagement Metrics: Your Value Proposition

What is it you bring to your targeted sponsor of value to fulfill their needs?

- New ideas & innovations
- Cost savings
- Influence/ access to other demographics & customers
- Recognition to PM and organization

Exercise: List 10 attributes of your current value proposition that differentiates your ideas from competitors - have they been effective?
Sponsor Engagement Metrics:
Your Value Proposition:
What it Is Not

- Your formal education
- Your current title
- Your current organization
- You think it is a good idea
- Your past honors and awards
- You’re a “nice person”
Turning Contacts into Contracts:
How do I get in the door from here?

- Reaching your personal and professional goals are based on your network
- Your network dictates your “net-worth”
- Establishing a network depends on your ability to initiate and maintain relationships
- **Relationship Management** is the key to reaching your goals, and making your ideas become a reality
Effective persons – people who get things done -- are members of many different “clubs”.

Understanding clubs allows us to understand the constituencies we will interact with in order to increase our influence and power – leading to a greater possibility for desired outcomes.
Turning Contacts into Contracts: The Successful Person Manages Their “Memberships”

- Clubs can be formal institutions; e.g. Lions Club, professional societies – IEEE, AIAA, ACS

- More often, it is the informal clubs that have long-term impact; e.g. a Catholic, Italian-American from Brooklyn

- Club membership is based upon relationships; the deeper the relationship the more personal power is increased

- Multiple-club membership increases *personal mobility & options*

- Clubs are nodes from which *networks spawn*

- *Access to club membership is a function of socio-economics, but not a barrier!!*

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Turning Contacts into Contracts:  

Club Rules:  
Increasing your Membership

- **Primary Circle**: Club memberships which are *pre-deterministic* - e.g. single, female, Hispanic, born in Boston.

- **Secondary Circle**: Club memberships you establish by virtue of *association & choice* - e.g. employee of APL, M.S. in electrical engineering, member of IEEE, married, middle class, spa membership, etc.
Turning Contacts into Contracts: Network Architecture

YOUR NETWORK

- Personal
  - social clubs
  - spouse
  - family
  - neighbors
  - religious

- Professional
  - trade assoc.
  - fellow alums
  - customers
  - politicians
  - competitors

N.B. THE TWO ARE DIFFERENT IN WHAT THEY CAN DO FOR YOU!!
Turning Contacts into Contracts: Most Common Networking Mistakes

1. Don't assume the credentials are the power. Every outfit is different. No organizational chart can tell you who the real decision-maker is. You need a network to find out where the power is.

2. Don't confuse visibility with credibility. Don't join any organization solely to advance your own interest. Your motives will be as painfully obvious as a deathbed conversion.

3. Don't be greedy. Don’t take a little bit more than you're entitled to. Save your big favor requests for the big issues.
Turning Contacts into Contracts: Most Common Networking Mistakes

1. Don't say no for the other guy. Don't presume that someone within reach of your network would automatically say no.

2. Dance with the one that brung you. When someone in your network comes through, don't be a stiff. Dinner, flowers, a box of candy, or even a phone call is a must.

3. Don't mistake the company's network for your network. If you're going to keep your job, your network has to be as good as or better than your own company's.
Turning Contacts into Contracts: 
Most Common Networking Mistakes

1. Don't be slow to answer the call. Don't stall. Even if you never expect to have your effort repaid. Remember that your network will be as fast at broadcasting your failures as it is at broadcasting your successes.

2. It probably isn't just your network that's aging, its you. Make a genuine effort to modernize your skills and knowledge. Catch the zeitgeist.

3. Don't underestimate the value of the personal touch. Small businesses must know how to network with their customers and prospects by emphasizing a level of personal service and attention that the big businesses can't.

4. If you don't know, ask. Even if you do know, ask.
**Turning Contacts into Contracts:**

**What you Can do Now to Tune Your Sponsor Network**

- Use a good contact organizer – ACT, Outlook, CardScan
- Order those business cards with full contact info – including personal cell phone
- Include contact info on every presentation or brief
- Ask current sponsors of direct tasks about follow on opportunities - also make an appointment to visit them to discuss your work and other opportunities
- Draw your network architecture; ID gaps,
- Set aside a day for “catching-up” with your network (I use Fridays to place calls, update my database, send cards)
- Set aside time to develop sponsor engagement strategy
Making the Pitch
Before You Make the Pitch: Checklist

- Identify the agency & PM/PO
- Does what you have to offer match their area (may need to make adjustments)?
- What areas has the PM/PO funded in the past?
- Searched on-line for the bio of the PM/PO
- Is your web biosketch up to date?
- Have you made several quad charts about your ideas?

HOMEWORK: Compose your biosketch on your school’s webspace & make one quad chart for critique
Heilmeier Criteria: *Sanity Check on Your Proposed Pitch*

- **What are you trying to do?** Articulate your objectives using absolutely no jargon.  **What is the problem? Why is it hard?**
- How is it done today, and what are the limits of current practice?
- What's new in your approach and why do you think it will be successful?
- **Who cares?**
- If you're successful, what difference will it make?  **What impact will success have? How will it be measured?**
- What are the risks and the payoffs?
- How much will it cost?
- How long will it take?
- **What are the midterm and final "exams" to check for success? How will progress be measured?**
# EXAMPLE DARPA QUAD: Hypersonic Flight Demonstration Program (HyFly)

## The Challenges
- APL’s goal is to provide propulsion and materials technical advisory and perform wind tunnel tests that enable the development of a Mach 6 hypersonic airbreathing cruise missile.
- Primary challenges are optimization of the engine inlet and combustor designs and development of adequate high-temperature engine materials for sustained Mach 6 flight.

## Our Contributions
- DARPA’s April 2004 engine challenges met or exceeded. APL participated on engine tiger team and then installed two new Avery facility systems to execute the necessary testing to meet the challenges. Testing at APL and NASA/LaRC verified engine performance.
- Developed unique Avery facility and executed 6-minute, high-temperature materials test.
- APL led materials working group contributing to fabrication and assembly of prototype DCR engine from high-temperature materials.

## Milestones, Deliverables & Status
- **2004** – At ONR/DARPA’s request APL reviewing latest HyFly field test results at China Lake. Execute Avery combustor tests to establish performance map.
- **2005** – Demonstrate engine ignitor and fuel system in Avery combustor tests. Continue advisory support to ONR and DARPA sponsors in propulsion system with increased focus on materials and structures.
**The Get Smart (Students Mobilized and Retooled to Transform)**

*Project PI: Lorece V. Edwards, Co-Directors: Ian Lindong, & Tim Akers*

**Project Goals**

- Prevent and reduce substance abuse and transmission of HIV/AIDS
- Develop environmental strategies to reduce risk factors and increase protective factors

**Programmatic Framework**

**Sponsor:** Substance Abuse and Mental Health Administration (SAMHSA-DHHS)

**Amount:** $900,000 over 3 years ($300K/yr)

**Supports:** Health Services, the Counseling Center and the Health & Wellness Center & 15 undergraduate students

**Program Manager:** Ms. Wilma Pinnock

**Collaborators:** MCM, Harbel Prevention and Recovery Center, Light Health & Wellness, and Sisters Together & Reaching

**Accomplishments & Payoffs To-Date**

Solid collaborations with the business/health service providers within the MCM

In-kind donations (e.g., services) from the Public Health Alumni Chapter

Information dissemination via WEAA – “The Voice of the Community”
Turning Contacts into Contracts: S&T Sponsor Engagement Specifics

- Views themselves as research agencies vs. acquisition, sole-source agencies
- PMs want you to bring new, bold ideas & team capabilities
- Payoff for S&T PMs: to have programs successfully viewed as building fundamental capabilities for their agencies over-arching mission – NSF-like

Losing Strategy: If you wait for the BAA, you’re too late!!

Winning Strategy:
- engage PMs early in the game
- enhance credibility through teaming with academic institutions
- academic network very important; HBCUs/HSIs & diverse staff help
- attend agency technology workshops; get on mailing list
- be perseverant!!
**Turning Contacts into Contracts: S&T Sponsor Engagement Specifics**

- Views itself as a **transition agency** vs. a research agency
- PMs want you to bring **new, bold ideas & team capabilities**
- **Payoff for DARPA PMs:** to have program successfully endorsed by DARPA Director and transitioned to DoD acquisition
- **Losing Strategy:** If you wait for the BAA, you’re too late!!
- **Winning Strategy:**
  - succinct idea-DARPA quad
  - matrix your idea to DARPA office & PM programs [www.darpa.mil](http://www.darpa.mil)
  - enhance credibility through teaming
  - attend industry days; get on mailing list
  - be perseverant!!
Your idea + Partners = Opportunities

What’s novel & new?
- cost, cost, cost
- science based vs. engineered based
- visionary, revolutionary vs. evolutionary (payoff to DARPA PM)

Application to war fighter?
- what are the scenarios and conops for use

Evidence of transition capability?
- do you have a partner that can turn “prototype into product”
Turning Contacts into Contracts: Resources

- [www.grants.gov](http://www.grants.gov) – search under earth sciences

- Dr. Tim Akers, Asst VP for Research Advocacy. timothy.akers@morgan.edu

- Dr. Kelton “Kelly” Clark, Director MSU PEARL kelton.clark@morgan.edu

- Please come and see us here in the Division of Research & Economic Development
Turning Contacts into Contracts: Strategy

- Utilize your affiliation with Morgan – an HBCU!!

- Develop a virtual “center” concept; e.g. the “Center for Atmospheric Computational Science”

- Please include students as part of proposal – makes it more attractive to agencies like NSF

- Do not ignore DoD: ONR, AFOSR, ARL, DARPA
Turning Contacts into Contracts: Opportunities

- **www.grants.gov** – search under aerosols

- HDTRA1-09-14-FRCWMD-BAA
  Fundamental Research to Counter Weapons of Mass Destruction
  Department of Defense
  Defense Threat Reduction Agency  $500K-$1M

- PD-14-1415
  Particulate and Multiphase Processes
  National Science Foundation  $300K

- W81XWH-BAA-15-1
  DoD USAMRMC FY15 Broad Agency Announcement for Extramural Medical Research
  Department of Defense
  Dept. of the Army -- USAMRAA
Turning Contacts into Contracts: Opportunities

- **www.grants.gov** – search under space radar

- 15-503
  Long Term Research in Environmental Biology
  National Science Foundation $400K

- NOAA-NOS-IOOS-2016-2004378
  FY 2016 Implementation of the U.S. Integrated Ocean Observing System (IOOS®)
  Department of Commerce $1M-$4M

- L15AS00014
  BLM CA Mojave Desert Area Hydrologic Reconnaissance
  Department of the Interior
  Bureau of Land Management $350K
Turning Contacts into Contracts: Opportunities

- [www.grants.gov](http://www.grants.gov) – search under weather

- ONRBAAN15-001
  Long Range BAA for Navy and Marine Corps Science and Technology
  Department of Defense
  Office of Naval Research $400K

- BAA-DIA-GFBC-2015
  The USAID Development Innovation Accelerator (DIA) Broad Agency Announcement (BAA) for Global Forestry and Biodiversity Conservation
  Agency for International Development

- DARPA-BAA-14-25
  Innovative Systems for Military Missions
  Department of Defense
  DARPA - Tactical Technology Office $1M
Turning Contacts into Contracts: Resources

- *Dig Your Well Before You’re Thirsty*, H. Mackay
- *Getting to Yes*, R. Fisher & W. Ury
- *Never Eat Alone*, K. Ferrazzi
- *Advice to a Young Scientist*, P.B. Medawar

- Cardscan – [www.cardscan.com](http://www.cardscan.com)
- [www.morgan.edu/research](http://www.morgan.edu/research)

- Please come and see us here in the Division of Research & Economic Development