



OST GLOBAL SOLUTIONS



Maximize On Contract Growth: Strategies for Long-Term Sustainable BD

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About OST Global Solutions



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WE'VE WON OUR CLIENTS OVER \$26 BILLION IN GOVERNMENT CONTRACTS SINCE 2005

BUSINESS DEVELOPMENT, CAPTURE, AND PROPOSAL CONSULTING

Build Portfolio of Indefinite Delivery Vehicles



Develop Opportunity Pipelines



Capture Opportunities



Win Proposals



Optimize Your Processes



REGISTERED APPRENTICESHIP IN GOVERNMENT BUSINESS DEVELOPMENT; 18 COURSES IN ALL ASPECTS OF FEDERAL BUSINESS DEVELOPMENT

Certified Business Developer



Certified Capture Manager



Certified Proposal Manager



Certified Proposal Coordinator



Certified Proposal Writer



SBIR/STTR Proposal Lab for Maryland and Alabama



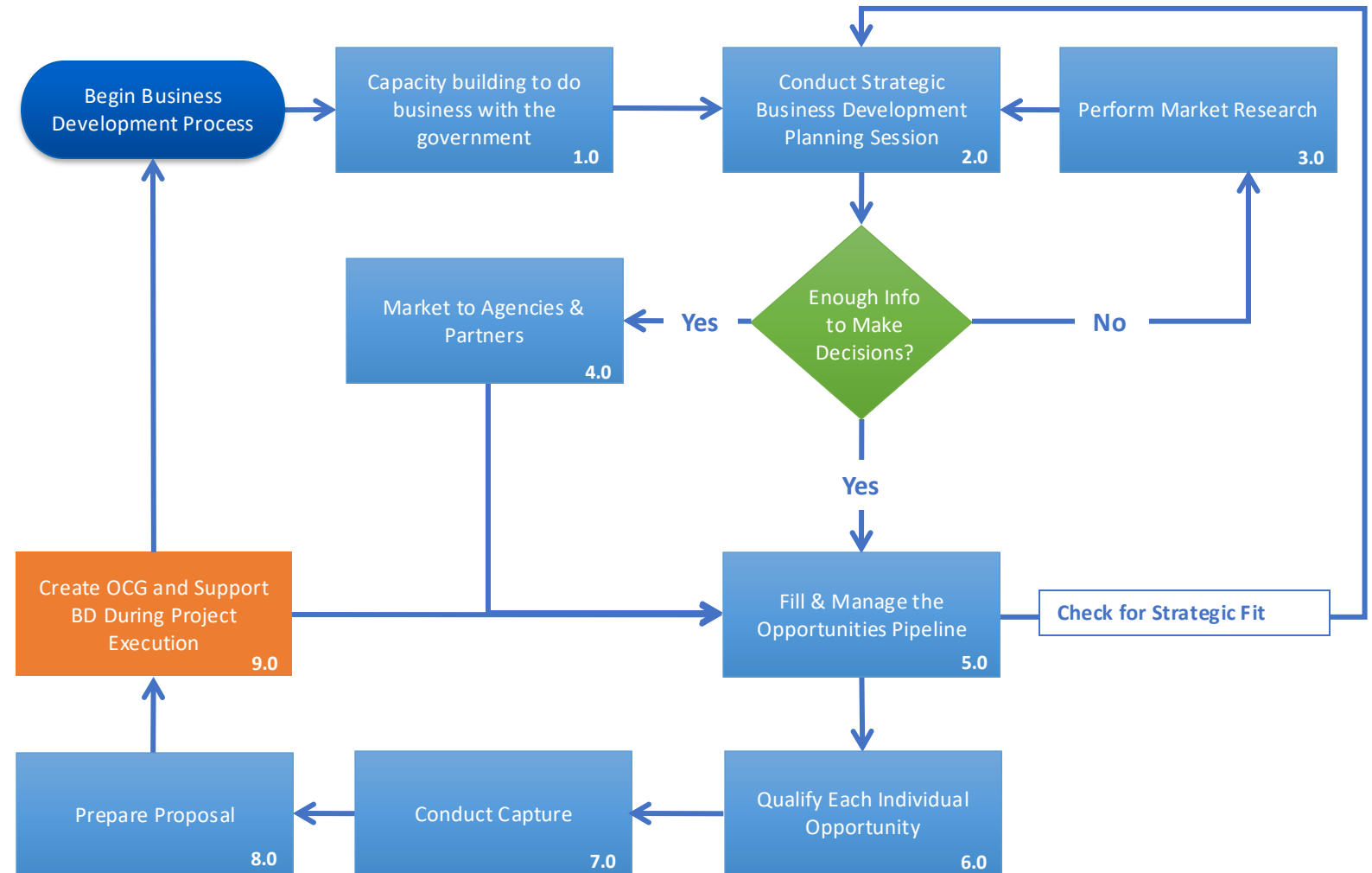
The “Big Picture”



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- Just like the Flywheel concept from Jim Collins’ *Good to Great*, every step in the BD Lifecycle contributes to building momentum that drives sustained, organic growth
- Step 9.0, On-Contract Growth and BD During Project Execution** is where momentum turns into sustained success: relationships deepen, opportunities expand to ensure long-term growth and customer satisfaction



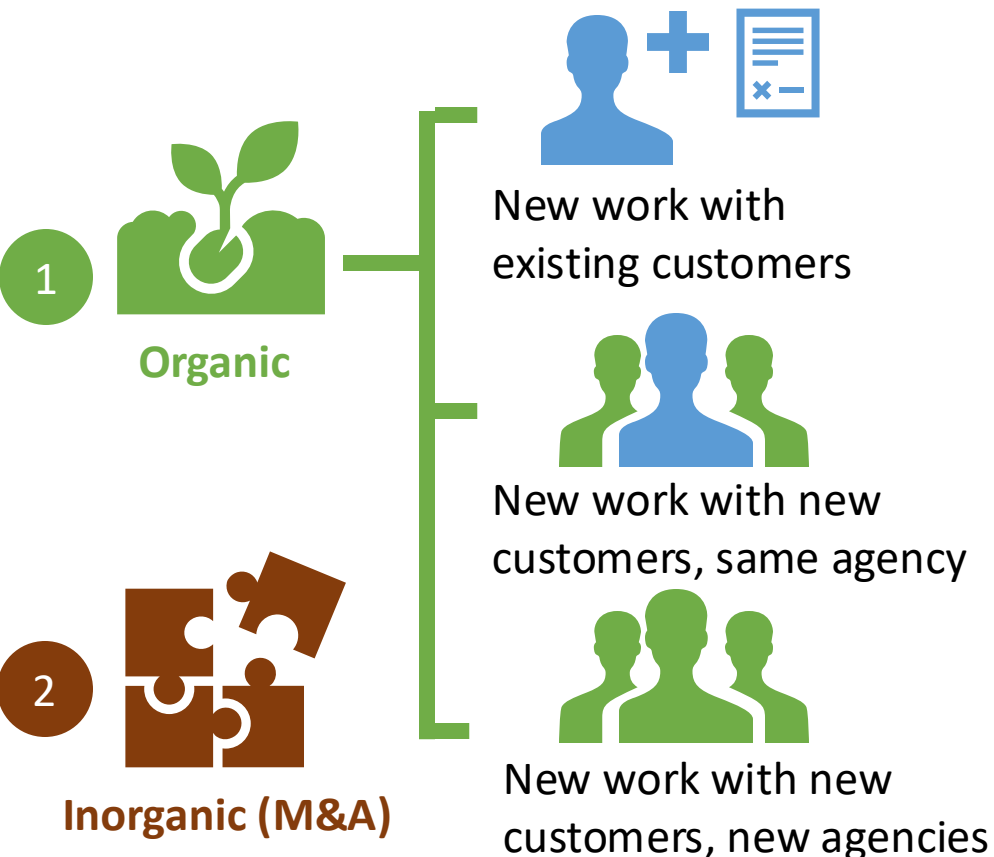
Why OCG: Businesses Must Grow or They Die



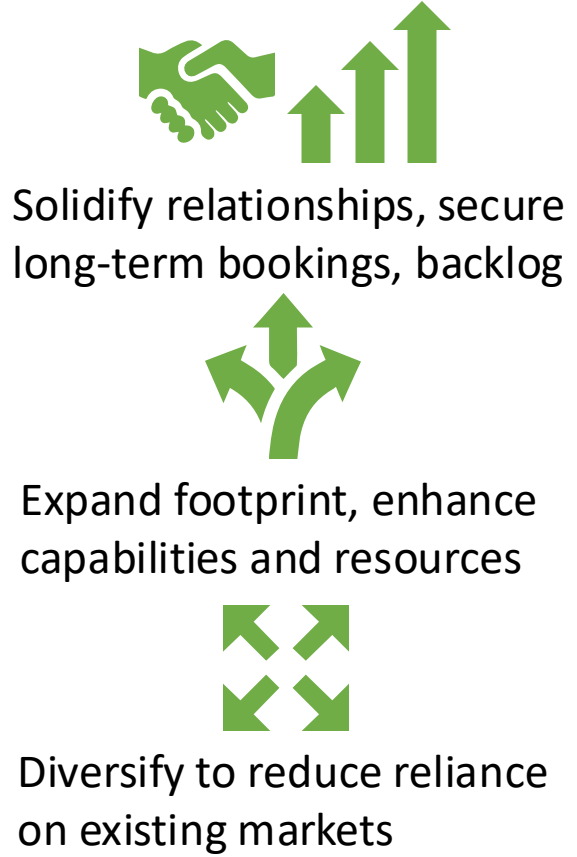
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How Businesses Grow



Why Businesses Must Grow



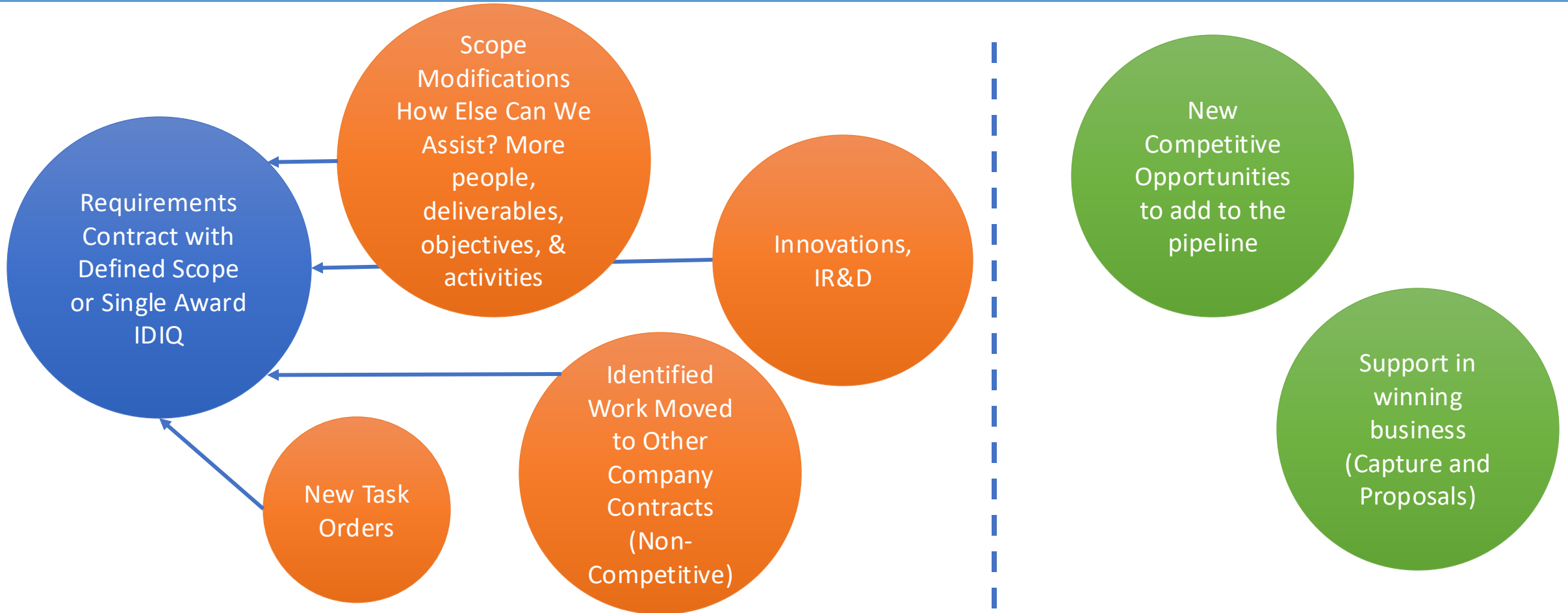
How Growth Helps Customers



Flavors of OCG



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More Cost-Effective and Faster to Award – Avoids Lengthy and Expensive Procurement Processes

Competitions Driven by Superior Customer Insight – The Best-Informed Wins

What Lack of OCG Culture Looks Like (1)



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Scenario 1: Missed UI Improvement

- **Customer:** "You know, way before your company took over this project, I've been struggling with this user interface. It's so clunky and outdated. It takes twice as long to get anything done, and I'm not even sure we're accessing all the data we could be."
- **Project Person:** "I hear you. Honestly, if we could just redesign the UI, we'd probably be able to unlock a lot more capabilities and access more data. The system is powerful, but the interface really holds us back. It could be so much easier to use."
- **Customer:** "Exactly! It's frustrating because I know the potential is there, but we're stuck with this outdated system."
- **Project Person:** "Yeah, it's a shame. I've thought about what we could do to improve it, but... well, we're just kind of stuck with it, aren't we, given the current project scope?"
- **Customer:** "Unfortunately, yes. But it's good to know I'm not the only one feeling this way about this UI."
- **Project Person:** *"Thanks for trusting me with your frustration. I am always here if you want to discuss anything in confidence."*



What Lack of OCG Culture Looks Like (2)



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Scenario 2: Forgotten White Paper

- **Project Person (thinking to themselves):** "This new technology we've been working on could really solve a lot of issues for our customer. If we developed a white paper, we might be able to present this as a new capability. But I've got so much on my plate right now..."
- *(A colleague walks by and notices the project person deep in thought.)*
- **Colleague:** "Hey, you look like you're mulling something over. What's up?"
- **Project Person:** "I was just thinking about a new approach we could take for the customer. It's something that could potentially be big, but I'm swamped with current tasks. I'm not sure whom I should even talk to about it, and honestly, I don't have the bandwidth to push it right now."
- **Colleague:** "It sounds interesting! Maybe you could bring it up in the next team meeting?"
- **Project Person:** *"Yeah, maybe. But I don't know... I've got so much going on. I think I'll just put it aside for now and revisit it when things calm down—if I remember."*



How Do You and Your Program Staff Feel About BD and Sales?



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When Your Program Staff Think About Sales, They...

- a) Get a rush of adrenaline – it's go time! They could sell a mop in a room full of carpets.
- b) They will do what they have to do, but it's not their favorite.
- c) They are okay with it, as long as they don't have to actually talk to customer about *money*.
- d) Break out in a cold sweat. It gets hot in room when we discuss it. They would rather wrestle an ice golem.
- e) Suddenly remember they have an urgent customer meeting. Like, right now.

Hard selling is when your program staff push the OCG regardless of whether it's the right fit.

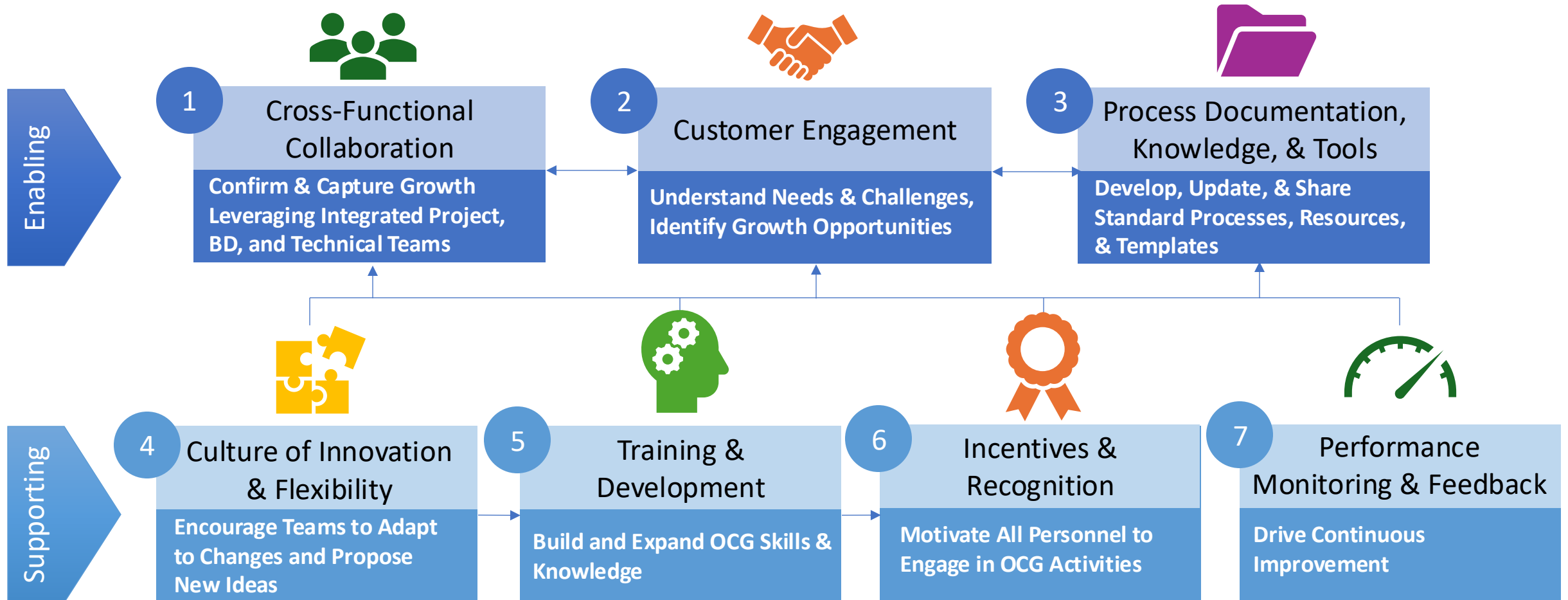
Consultative selling is about helping the customer make the best decision, even if it means telling them, 'This isn't right for you.'



OCG Process



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Top Barriers to Thinking of OCG as Part of Program Staff's Job



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- Reluctance to sell:
 - Cultural mindset and role perception (viewing BD as outside of scope – OCG is BD's job)
 - Negative perceptions of OCG (BD seen as superficial compared to technical work)
- Concerns about overstepping professional and ethical boundaries with sales pitches
- Giving up quickly if customer seems uninterested
- Protective behaviors due to fear of damaging an established customer rapport
- Singular focus on execution so there is no time to dedicate to program growth
- Limited knowledge of broader company capabilities and low OCG acumen



Clarify for Staff How OCG Aligns with Mission Outcomes



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- Fosters **trust and collaboration** by aligning our initiatives with the customer's priorities
- Anticipates and addresses **challenges** proactively



- Identifies and implements **improvements, innovations, and expansions**
- **Aligns** company's growth efforts with customer's evolving needs
- Ties our contributions to mission-critical **measurable outcomes**

- Drives **continuous improvement**

Helping Program Staff Overcome the Reluctance to Sell



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- OCG does not solely benefit the company or maximizes revenue, but supports the mission and ensures project success
- It is needed so that:
 - The project can be implemented smoothly without unforeseen risks
 - Project personnel stay informed about potential needs and address them proactively
 - There is time to carefully plan and execute the program, avoiding rushed decisions that could lead to poor results
- **Your project personnel are not “selling” in the traditional sense**
- **They are identifying and solving problems the customer may not even realize they have**
- **They are offering well-thought-out solutions that will make their mission easier to accomplish**



Selling Out the Contract



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- A PM's job is to fully realize the potential of the contract in terms of revenue, bookings, and backlog
- Selling out the contract = success for all:
 - Secure additional work to reach the contract's ceiling.
 - Expand services based on evolving customer needs.
 - Ensure full utilization of budgeted resources, avoiding any potential de-obligation of funds.
- The government has already budgeted for the contract and invested into putting this contract in place – ensure every dollar budgeted is put to its most impactful use, to fulfill mission goals
- By optimizing resources and expanding services within the existing contract, agencies avoid the costs and delays of new procurements
- Selling out contracts leads to continuity in mission support, minimized risk, and greater value to the government



The Rest of the Solution



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- Understand On-Contract Growth (OCG) opportunities and process for ensuring long-term business success of your company.
- Identify obstacles to OCG.
- Drive the culture of building and sustaining meaningful customer engagements to uncover potential growth opportunities.
- Teach your staff OCG skills.
- Collaborate cross-functionally to maximize OCG.
- Develop an OCG action plan.
- Gather intelligence to address customer needs.
- Frame problems and solutions in mission-centric terms.
- Address customer pain points and align solutions with mission priorities.
- Identify the available support structures, knowledge, and tools that facilitate OCG efforts within the project teams.
- Turn your entire workforce into a salesforce!

Next Steps & Resources



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- Reach out to hear more about OST's **On Contract Growth: BD for Project Personnel** corporate training and support.
- Schedule time to discuss your **BD, Capture, and Proposal** needs:
 - <https://calendly.com/ostglobalsolutions/bdconsulting?month=2023-09>
- We regularly publish updates to major contracts through our newsletter and blog:
 - Blog: <https://www.ostglobalsolutions.com/blog/>
 - Newsletter sign up: <https://www.ostglobalsolutions.com/tag/email/>



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