

MICHAEL BRYAN SWARTZ

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QUALIFICATIONS SUMMARY

Michael Swartz has successfully served as a Capture Manager and an integral part of capture leadership teams for 20 years, facilitating the capture of over \$8 billion in proposal wins. He has guided both corporate giants and smaller companies targeting contracts with a myriad of federal civil and defense agencies, providing him with an expert understanding of the federal government acquisition process—and how to win. He has been a leader in capturing contracts ranging in nature from Health IT to financial management to consolidation, from IT infrastructure support to software engineering to enterprise transformation.

RESUME CONTENTS

Mr. Swartz's success in helping companies to capture federal business results from complimentary education, skills, and experience. Fairly describing these skills and experiences has resulted in a resume of unconventional length, one that includes an equally unconventional table of contents:

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Hands-on, player-coach support for the breadth of interdependent activities required to win new or recompleted business.	
Writing Skills and Experience.....	4
Proposal win theming and story crafting, executive summary (and other proposal) writing, Orals speech and presentation development, marketing communication writing.	
Business Development Skills and Experience.....	5
Marketing, business development planning, and communications campaign development and Implementation, including VP of Business Development for Altum, Inc.	
Other Relevant Skills and Experience.....	8
Training, group facilitation and consensus building, public speaking, management.	
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EMPLOYMENT

Details concerning accomplishments achieved by Mr. Swartz while serving in the following positions are highlighted functionally later in this resume.

- 1993 – Present:** President and CEO, Word Ventures, Inc.
- 2010 – 2011:** Vice-President, Business Development, Altum, Inc.
- 1992 – 1993:** Director of Client Services; I-NET, Inc.; Bethesda, Maryland.
- 1991 – 1992:** Budget Director; IRS (Tax Systems Modernization); Washington D.C.
- 1986 – 1991:** Marketing Representative; Martin Marietta Corporation; Bethesda, Maryland.

ORGANIZATIONS DIRECTLY SERVICED

Mr. Swartz has directly serviced many commercial and governmental clients throughout his career, most as an independent consultant.

Commercial Organizations

Lockheed-Martin, IBM, AT&T, Unisys, SAIC, Nortel Government Solutions, ACS, Perot Systems, Health Net Federal Services, CDSI, Loral, MCI, Abacus, Lionbridge Technologies, High Performance Technologies, Soza, IBES, TecuLan, Teleconsult, CTS, SCSI, ESS, 20/20 Company, and others.

Governmental Organizations

Defense Information Systems Agency (DISA: multiple divisions and tasks), Office of the Secretary of Defense (OSD: multiple divisions and tasks), Defense Finance and Accounting Service (DFAS), Federal Systems Integration and Management Center (FEDSIM), Office of Management and Budget (OMB), National Oceanic and Atmospheric Administration (NOAA), and General Accounting Office (GAO).

ORGANIZATIONS SOLICITED

Mr. Swartz has participated in efforts to capture business from a wide range of customers, including:

All Department of Defense (DoD) Departments; Department of Homeland Security (DHS); Federal Emergency Management Agency (FEMA); Department of Justice (DOJ); United States Citizenship and Immigration Services (USCIS); Drug Enforcement Administration (DEA); U.S. Senate; U.S. Courts, Department of Housing and Urban Development (HUD); Internal Revenue Service (IRS); National Aeronautics and Space Administration (NASA); Centers for Disease Control (CDC); Department of Energy (DOE); Federal Deposit Insurance Corporation (FDIC); United States Postal Service (USPS); National Institutes of Health (NIH); Social Security Administration (SSA); Veterans Administration (VA); Department of Education (ED), National Oceanic and Atmospheric Administration (NOAA); and others.

CAPTURE MANAGEMENT EXPERIENCE

Hands-on, player-coach leadership and management for the breadth of activities required to win.

Opportunity Assessment

Mr. Swartz is an expert at assessing opportunities, and at then conceiving actionable strategies and tactics that lead to winning. Assessments Mr. Swartz has performed and directed dozens of times include:

- Organizational “fit” examination
- Competitive analysis
- Price-to-win and associated ROI estimates
- Risk analysis
- “Permission to win” assessment.

Strategic Win Planning

Assuming the above assessments lead to a decision to bid, Mr. Swartz is capable and practiced at developing and enacting those strategies needed to win, including:

- Win strategies
- Customer contact plans
- Positioning (win theme and messaging) strategies
- Initial technical and management approaches
- Pricing strategies
- Teaming strategies
- Proposal strategies.

Strategizing to win recompetes is a specialty of Mr. Swartz's. IDC recently reported that incumbents lose 70 percent of the time when “meaningful competition is present”, which today is always. Mr. Swartz has learned that recompile losses can be explained, in general, by program performance, business development efforts, and even corporate attention that tend to deteriorate over time in ways that are subtle but profound. As such, Mr. Swartz has developed and is practiced at utilizing a proven methodology aimed at strategically determining and then improving a company's recompile readiness.

Capture Team Leadership and Management

Capture teams are multi-disciplinary, and Mr. Swartz is expert in a variety of the disciplines required to win federal contracts. Ultimately, however, winning requires participation from personnel who possess subject matter expertise and knowledge that transcend that of the Capture Manager. As illustrated by his win record, Mr. Swartz has repeatedly been able to form, meld, lead, and drive functionally diverse teams that win—to leverage internal and teammate knowledge resources that together create and write winning technical, management, and pricing approaches. Mr. Swartz's success in this regard isn't only a matter of organizational and management skills, but also of leadership, mentorship, and training capabilities.

Proposal Management

The proposal development phase is the most frenzied, multi-faceted, and difficult to manage of the capture effort, the time when becoming even moderately off course or behind schedule can be disastrous. Mr. Swartz was an accomplished Proposal Manager prior to maturing to an accomplished Capture Manager. He understands the team, management, and process dynamics that can cause chaotic or efficient proposal development—and how to achieve the latter. Specifically, Mr. Swartz is knowledgeable and proficient at:

- Schedule development and adherence
- Process development and implementation
- Author (internal and teammate) management
- Document management
- RFP compliance
- Rolling review processes
- Color team review coordination
- Graphics, desktop publishing, and production.

Process Development and Institutionalization

Mr. Swartz believes in performance within process. Beyond determining processes for his own capture efforts, Mr. Swartz is also regularly asked, as a standalone service, to review and improve companies' capture processes—and for indoctrinating those companies' personnel in the use of

those processes and related tools. Although Mr. Swartz believes certain processes and activities are prerequisite to winning, he sees the best capture processes for a given company or even opportunity as situational to that company or opportunity, depending on such things as the sophistication of the capture team, the geographic dispersion of the capture team, the proposal schedule, and other such things. **In recent years Mr. Swartz has successfully lead an increasing number of virtual capture and proposal efforts, developing unique processes and tools for doing so.**

Communication, Facilitation, and Training

Mr. Swartz is a skillful oral and written communicator, able to and comfortable with briefing and otherwise interacting with government and corporate personnel at the highest level—as he has been doing his entire career. His communication skills are at the core of his ability to develop and provide capture-related facilitation, consensus-building, and training, whether facilitating win theme development or other strategy workshops or reviews, or developing and providing training to a given capture team on things such as process, tools use, storyboard/outline creation, or writing.

Writing

Mr. Swartz graduated cum laude with a B.S. in Journalism/Public Relations from the University of Maryland, one of the nation’s top-ten journalism schools. By definition, journalists are trained to “find the story” and to express it in simple clarity. Time and again Mr. Swartz has proven his capacity to work with the various “storytellers” of a proposal effort (i.e., involved business development, technical, marketing, and management personnel) to develop an overall, three-dimensional proposal story that is focused, clear, integrated, and powerful—and to help proposal writers do the same in their various sections.

Mr. Swartz began his proposal career as a must-win Executive Summary specialist, and continues to be the Executive Summary writer of choice for nearly every proposal on which he participates.

Orals.

BUSINESS DEVELOPMENT EXPERIENCE

Mr. Swartz’s business development background intensifies his value to capture efforts.

Business Development and Marketing

Altum, Inc.

As Altum’s Vice-President of Business Development, Mike Swartz was responsible for all activities needed to attract and win new customers and penetrate existing markets. Toward this end, Mike oversaw all Altum Business Development resources to successfully perform the following and other related activities:

- Assess marketing opportunities and target markets
- Develop product/market strategies.
- Form strategic alliances with potential partners
- Gather intelligence on customers and competitors
- Generate leads for possible sales
- Perform follow-up sales activity
- Develop formal proposals
- Develop sales policies and processes
- Perform account planning and performance monitoring

Lockheed Martin

Mr. Swartz began his career at Lockheed Martin (then Martin Marietta) in business development,

with responsibilities for identifying and pursuing opportunities with HUD and NASA. Mr. Swartz had significant pre-proposal marketing responsibilities for Martin Marietta's pursuit of HUD's Integrated Information Processing Service (HIIPS), an estimated \$1 billion program considered a "must-win" by Martin. Later Mr. Swartz would help Martin Marietta win the program via his participation on Martin's HIIPS proposal team, on which, among other duties, he was responsible for writing the proposal's 25-page Executive Summary and the introductions to all other proposal volumes.

I-NET

Business development was also a significant responsibility of Mr. Swartz's while he served as Director of Client Services for I-NET, Inc's Network Management Division. During his year with I-NET, Mr. Swartz helped to close deals with Bell Atlantic and IBM. With IBM, I-NET served as a network management subcontractor for IBM's bid for the Sustaining Base Information Service (SBIS)—a \$3 billion Army initiative and the largest contract I-NET had ever pursued. As with HIIPS, Mr. Swartz would then transition to the SBIS proposal team, where he was responsible for overseeing the development of the technical solution and associated proposal sections for SBIS's significant network management requirement. SBIS was awarded to the IBM Team in June of 1992, quadrupling projected sales of I-NET's Network Management Division.

Independent Consultant

As an independent consultant, Mr. Swartz has successfully captured business with both commercial and governmental clients. For commercial clients, Mr. Swartz has typically provided capture and executive proposal services. For government clients, he has provided marketing planning, market research, advertising, public relations campaign development, and customer service program development and implementation.

Business Development Planning

Martin Marietta

Soon after joining Martin Marietta as a marketing representative, Mr. Swartz was additionally given responsibility for overseeing the multi-million dollar bid-and-proposal budget used by Martin's Information Systems Division to pursue new business, and then the division's yearly long-range operating plan.

DISA-DISO and DISA-CIM

Mr. Swartz also provided business development planning and implementation support to DISA's Defense Information Services Organization (DISO)—later to be renamed DISA WESTHEM—who was beginning to offer network-related services to multiple governmental customers on a fee-for-service basis. Specifically, Mr. Swartz lead key DISO personnel through critical marketing research activities—including situation, environmental, and market analyses—and helped DISO develop, document, and institute a concept of operations for its newly established business development function. Later Mr. Swartz would perform similar business development planning services for DISA's Center for Information Management (CIM).

DISA Strategic Plans and Policy Directorate

For the DISA's Strategic Plans and Policy Directorate, Mr. Swartz facilitated the development of and authored the Defense Information Infrastructure (DII) Master Plan, allowing the Directorate to:

- Communicate a common vision of the DII to ensure unity of efforts
- Identify current and future elements of the DII
- Define roles, responsibilities, and relationships for all DII participants
- Identify the interdependencies of existing DII initiatives.

COMMUNICATION CAMPAIGN DEVELOPMENT AND IMPLEMENTATION

Mr. Swartz brings sophisticated communication and public relations skills to business development and other objectives.

As a professional writer with a public relations background, Mr. Swartz has helped both federal contracting and governmental clients develop, design, and implement numerous types of multi-faceted communication campaigns in support of business development, capture, and programmatic objectives. Strategic tasks performed by Mr. Swartz in support of all such efforts typically include:

- Branding or positioning of a given product, service, capture effort, program, or organization
- Goal and objective setting
- Target audience/stakeholder identification and analysis
- Selection of the type and style of communication vehicles and tools to be utilized
- Campaign budget
- Communication dissemination schedule.

At the tactical level, Mr. Swartz has frequently developed or guided the development of a wide range of communication tools for a variety of clients, including:

- Web sites
- Presentations and speeches for corporate executives (including for Orals)
- Feature articles and press releases
- Marketing kits (including brochures, white papers, posters, and similar materials)
- Videos
- Special events.

Federal Contracting Clients

In tandem with business development personnel, Mr. Swartz has frequently developed and implemented pre-RFP communication campaigns for federal contractors pursuing the capture of specific federal government programs. The first-level goal, in each case, was to promote key customer stakeholder understanding of the contractor and its program-specific competencies. The second-level goal was to predispose those stakeholder to viewing the contractor as a viable, “trustworthy” selection. Mr. Swartz has developed and implemented such communication campaigns for a variety of federal contractors, including Martin Marietta, I-NET, CDSI (ACS), Nortel, and other smaller companies.

Government Clients

DISA-WESTHEM

As part of its transition to a fee-for-service environment, DISA WESTHEM requested Mr. Swartz to develop and implement an Image Plan designed to improve the overall image of WESTHEM as a qualified, competent, “trustworthy” organization among its constituent publics. The resultant image plan developed by Mr. Swartz identified specific image problems and opportunities WESTHEM faced, and recommendations for correlative messages for WESTHEM to communicate to various constituent publics (now customers) as a means of motivating their usage of WESTHEM products and services. The plan also recommended specific strategies and tools to be used for WESTHEM image building, as well as a plan for their development and implementation.

OSD-REG/MOD

Mr. Swartz was hired to facilitate the development of and then implement a public affairs

campaign by the Regionalization and Systems Modernization Division (REG/MOD) of the Office of Secretary of Defense (OSD). REG/MOD is responsible for enhancing DoD civilian personnel management by streamlining and consolidating functional activities previously performed independently by each of DoD's Departments, a consolidation activity not particularly welcomed by various DoD Departments.

Leading a multi-Departmental task force assembled by REG/MOD, Mr. Swartz not only was able to develop a campaign palatable to all participants, but also lead the development of all communication tools associated with the project, including posters, information kits, brochures, white papers, fact sheets, and an informational video.

OSD-DLAMP

The Defense Leadership and Management Program (DLAMP) is a systematic, DoD-wide program of joint civilian leader training, education, and development within and across the DoD Components. Based on previous success with REG/MOD, Mr. Swartz was asked to develop a communications campaign to launch the DLAMP program. The resulting work included all of those activities typically associated with campaign development and implementation: branding, logo creation, audience identification and analysis, message development, selection and development of communication tools, budgeting, and communication scheduling.

WRITING SKILLS AND EXPERIENCE

Communication in general—and writing in specific—is a valuable strength of Mr. Swartz's.

Executive Summary (And Other Proposal) Writing

Mr. Swartz is an executive summary specialist. He has written the executive summary for almost every proposal effort on which he's participated, along with, often, the introductions to other major proposal sections.

Although specializing in executive summaries, Mr. Swartz has, at one time or another, authored almost every standard part of a proposal, including management, technical, personnel, and past performance sections.

Orals Speech and Presentation Development

Mr. Swartz is a writer of versatility, with both training and experience in marketing communications, speech writing, and presentation development. As such, he has several times been asked to lead the development of Orals presentations by companies such as Lockheed-Martin, Unisys, IBM, and ACS.

Marketing Communications Writing

Mr. Swartz has training and experience in other writing-related disciplines, including public relations/affairs, advertising, feature writing, and media campaign development. This has allowed Mr. Swartz to develop—or oversee the development of—a wide range of marketing-communication tools for a variety of clients during the past 20 years, including:

Presentations and speeches for corporate executives.

Feature articles and shorter press releases written and disseminated in support of public relations and affairs objectives for commercial and governmental clients—including those in support of specific proposal efforts.

Marketing kits—including brochures, white papers, posters, and related materials—for both commercial and governmental clients.

Video scripts developed in support of governmental public affairs initiatives.

OTHER RELEVANT SKILLS AND EXPERIENCE

Mr. Swartz has led training and facilitation efforts throughout his career, and is practiced at managing others.

Training

Government Clients

The government tasks performed by Mr. Swartz for DISA and OSD, summarized above, typically included significant training requirements. The requirement, for many tasks was that Mr. Swartz would train these governmental clients how to perform the business development-oriented activities he was performing so that these clients could accomplish them on their own in the future.

For example, Mr. Swartz did not just perform marketing research or image campaign planning for DISA-WESTHEM, but also formally trained WESTHEM personnel to perform these functions on their own in the future. Similarly, Mr. Swartz did not just develop and implement public affairs campaigns and customer service programs for OSD-REG/MOD, but formally trained REG/MOD employees to continue with these activities without him after the end of the contract.

Brass Tacks Campaign Planning

For two years Mr. Swartz and selected subcontractor teammates intermittently offered marketing communication training seminars to businesses along the Baltimore-Washington corridor. The one day training seminars, entitled Brass Tacks Campaign Planning, focused primarily on teaching attendees how to effectively conceive and implement communication campaigns of various types—public relations, image, marketing, and advertising. Although Brass Tacks was relatively successful, Mr. Swartz abandoned the training seminars as the company began to increasingly receive awards for more lucrative government contracts.

Group Facilitation and Consensus Building

Whether for commercial or governmental clients, Mr. Swartz's development of communications-related products and campaigns (proposals, long-range plans, and various types of business development-related campaigns) nearly always involve his facilitating consensus building among groups whose members' frames of reference, viewpoints, and interests are not always the same—sometimes competing.

Proposal Efforts

Mr. Swartz's work as a proposal "storycrafter" regularly requires that he facilitate meetings with key members of a proposal team (marketers, technicians, proposal managers, capture managers, senior management, etc.) in order to develop the appropriate messages, win themes, and discriminators—ones that the entire proposal team can adopt and support.

Communications Campaigns

Mr. Swartz has more formally performed group facilitation and consensus building for clients requiring longer-range communications campaign development and planning, including, but not limited to:

DISA Strategic Plans and Policy Directorate, for whom, within an automated laboratory environment, Mr. Swartz lead various key personnel within DISA in the development of an integrated Defense Information Infrastructure (DII) Master Plan.

DISA-DISO, for whom Mr. Swartz performed extensive and various meeting facilitation, consensus building, and team building efforts in support of DISO's attempt to create a new business development infrastructure in support of its decision to begin offering network-related services to multiple governmental customers on a fee-for-service basis. Meetings facilitated by Mr. Swartz included not only key DISA and WESTHEM personnel, but key personnel from existing customer groups, including members of all DoD Departments and so-called 4th Estate organizations.

OSD-REG/MOD, for whom Mr. Swartz lead a task force of public affairs specialists from all DoD Departments and so-called 4th Estate organizations in the development of a public affairs campaign in support of civilian personnel Regionalization and Systems Modernization.

Mr. Swartz later performed similar duties when leading a task force of REG/MOD department heads in the development of a contributory customer service program.

Public Speaking

Mr. Swartz is an accomplished public speaker and presenter. These skills have contributed to Mr. Swartz's ability to successfully perform the business development, training, and group facilitation tasks detailed above.

These skills have also lead to a number of invitations to Mr. Swartz to speak on a variety of communications-related topics throughout the country, and to be asked by clients to speak to those clients' constituent publics and stakeholders concerning campaign-related projects with which Mr. Swartz was involved. Since 1992, Mr. Swartz has been engaged to speak to a variety of large groups (100–500 people) in over a dozen locations, nationwide.

EDUCATION

1986, University of Maryland, College Park, Maryland

B.S. Journalism (Public Relations), Business Minor, Cum Laude

REFERENCES

Available upon request.