



U.S. DEPARTMENT OF
VETERANS AFFAIRS



Mounting the Summit

The Center for Veterans Enterprise and NaVOBA endeavor to map out a brighter future for the veteran business movement.

by John Dowling



OPPOSITE, CHRIS HALE, NaVOBA; ABOVE, SCOTT DENNISTON, CVE



STRATEGY SESSIONS

1. The Business Case for Using VOBs
2. Advancing the Veteran Business Movement Beyond the Beltway
3. Overcoming Subcontracting Barriers

FOR THOSE WHO HAVE CLIMBED Mount Everest, the world's highest mountain, the satisfaction derived from reaching the 29,029-foot summit makes the step-by-step struggle all worthwhile. Nothing in life worth having comes easily.

This analogy pertains to the veteran business movement as well. On Thursday, June 12, 2008, the 2nd Annual Veteran-Owned Business Accountability Summit (VOBAS) was held at the Renaissance Hotel in Washington, D.C. The Dept. of Veterans Affairs Center for Veterans Enterprise (CVE) and the National Veteran-Owned Business Association (NaVOBA) jointly produced the event.

This joint event, put on by the two main advocacy organizations in government and corporate America respectively, was an indication of some voice consolidation for the veteran business movement.

The purpose of the event was to bring together those most influenced in the veteran business movement (VOBs, corporations, government) and develop action plans based on best practices in order to advance our cause and get us closer to the top of the mountain. The gathering brought together corporate supplier diversity professionals, federal contracting representatives, veteran advocates, and successful veteran-owned businesses to brainstorm and formulate solutions that

will comprise those strategic and tactical plans. The "invitation only" gathering was a meeting of the most influential players to advance the movement.

The itinerary began with military pomp and circumstance as the 42nd Infantry Division Band from the New York National Guard played the National Anthem after the posting of the colors. CVE Director Scott Denniston and NaVOBA President Chris Hale provided the welcoming remarks, which set the table for spirited discussion during a series of plenary sessions about corporate and agency success stories.

The schedule then transitioned to a networking session before the main luncheon. Dr. James Peake, secretary of Veterans Affairs, delivered the keynote address and reassured the participants of his administration's commitment to veterans in business. Peake remained on-hand to acknowledge this year's recipients of the annual CVE Champions Awards, which recognize excellence in veteran contracting. Awardees included Mark "Ranger" Jones (Volunteer of the Year), Heidi Gerding and Charles Scott (Enterprising Veterans of the Year).

NaVOBA then took the stage to recognize its 4th annual "Best Corporations for Veteran-Owned Businesses." NaVOBA President Chris Hale thanked

representatives of the companies for their success in engaging veterans in their procurement programs. This year's companies included: Alcatel-Lucent, Applera, Booz Allen Hamilton, CH2MHill, Comcast, DynCorp International, Novartis, SAIC, UPS and Xerox.

After the luncheon, participants divided into plenary sessions for the working portion of the summit. The three strategy sessions – 1. *The Business Case for Using Veteran-Owned Businesses*, 2. *Advancing the Veteran Business Movement Beyond the Beltway*, and 3. *Overcoming Subcontracting Barriers* – were designed to assess the current environment, brainstorm ideas, and develop solutions for advancing the veteran business movement.

The results of the working groups are contained on the following pages. They are designed to provide veterans and their supporters with a current assessment and actionable items to share with the masses to continue the advancement of the movement. Only by taking realistic accountability of our situation and implementing the recommendations of the seasoned professionals who gathered at the summit will we be able to sit back and enjoy the view from the summit, knowing that the veteran business movement has reached its pinnacle. □



2008 VETERAN-OWNED
BUSINESS ACCOUNTABILITY
SUMMIT



The Business Case for Using VOBs

by Chris Hale

THE MISSION OF THIS SESSION was to uncover new and refine existing business cases to encourage corporate America to use veteran-owned businesses (VOBs) as suppliers. Specifically, we asked our session attendees to come up with five business cases for including veterans in their supplier diversity program that they would use to present to senior management.

This session consisted of 20 participants. It was intentionally heavy with supplier diversity professionals. NaVOBA was particularly interested in getting maximum participation from supplier diversity professionals, who are tasked with convincing senior corporate leadership to include veterans as a specific business group to target when finding suppliers.

Participants commented on how pleased they were to influence a summit that would take their expertise to a national audience. They were pleased to see NaVOBA take this step to advance veterans into corporate supplier diversity channels. As a result, the discussions were filled with passion, energy and insight from some of the nation's top supplier diversity professionals. On behalf of the nation's three million veteran-owned businesses, NaVOBA would like to thank

each for their participation in this summit session.

As with any session of this nature, the findings are relevant and important, and published below. But more than anything, the real value will come from ambassadorship of these ideas into corporate board rooms. With the help of our participants and those reading this article, NaVOBA can accelerate this movement.

After introductions, the 20 participants were divided into sub-groups. The sub-groups then met to brainstorm on ideas for including veterans in their supplier diversity program. Following the sub-group work, the entire group reconvened and NaVOBA presented its four business cases for using veterans in supplier diversity. Following a break, the sub-groups reconvened and presented each of their top five business cases to the entire group of 20. Finally, those business cases were refined into the five discussed in this article.

Participants were asked to keep the business cases that were specific to veteran-owned businesses. The following five business cases were deemed to be the strongest.

NaVOBA PRESIDENT CHRIS HALE LEADS A DISCUSSION ABOUT THE BUSINESS CASE FOR USING VETERAN-OWNED BUSINESSES.

SESSION OBJECTIVE

1. Refine the top five business cases for corporate American to use VOBs in its supply chain.

GROUP PARTICIPANTS

Moderated by NaVOBA's Chris Hale, Marcea Weiss and Mimi Lohm

Diane Crawford	The Hershey Co.
Linda Epstein	U.S. Dept of Agriculture
Dan Frank	Three Wire
Willie Franklin	Supplier CH2M Hill
Peggy Glasheen	Defense Logistics Agency
Barb Jacobi	Microsoft
Ajamu Johnson	Comcast
Grailing Jones	Schneider National
Jethro Joseph	Chrysler
Beverly Kuykendall	NaVOBA and FCCi
Raul Mercado	Schering-Plough
Alphonse Porcello	Novartis Pharmaceuticals Corp.
David Saumweber	Council for Logistics Research
Nancy Scott-Rogers	McKesson
Sheri Shafir	Novartis Pharmaceuticals Corp.
Marcus Smith	CECEC
Donald Weiss	Harris Corporation
Amber Williams	CH2M Hill
Teri Williams-Smith	Tremco
Sylvia Van Dyke	U.S. Patent & Trademark Office



1] THE "STUFF" THAT MAKES THEM VETERANS JUST HAPPENS TO BE THE SAME "STUFF" THAT MAKES THEM GREAT SUPPLIERS

This business case was unanimously supported by all participants. Military training and experience were lauded for teaching skills that directly translate into running an efficient business and producing competent corporate suppliers.

Military training and experience were viewed as an ideal "business school." Participants were not surprised to hear that Census data shows that veterans were twice as likely to own a business as non-veterans. The moniker "veteran-owned" was clearly viewed as a seal of quality.

Participants mentioned that veterans possess a "global perspective" because their military experience has exposed them to different cultures across the globe where they were U.S. ambassadors. In an increasingly global economy, many saw this international experience as critical in their supplier base.

Others mentioned that the skills learned during military service create an advantage in technical and mechanical industries.

Participants said that veteran-owned businesses, because of their military experience, share many of the characteristics they look for in suppliers, including:

- Can deliver on time and under budget
- Leadership
- Well-trained
- Accountability
- Disciplined
- Safety-conscious
- Resourceful
- Determined
- Ethical
- Can think on their feet
- Security clearances
- Certified project managers
- Process-driven
- Tech-savvy
- Honest

"THE MONIKER 'VETERAN-OWNED' WAS CLEARLY VIEWED AS A SEAL OF QUALITY."

Earlier in the day, Diane Dempsey, supplier diversity director for BAE Systems, said, "Veterans are exceptional at pricing, negotiating, customer service, technical expertise, evaluating options and possess excellent leadership and execution skills."

2] VETERANS ARE OUR CUSTOMERS

This business case was exceptionally strong and endorsed by every participant. "Our suppliers must mirror our customer base" is not a new concept in supplier diversity. It is a long-held belief by the supplier diversity profession and the origin of many supplier diversity departments in corporate America. The rationale is that the end-users of your company's products and services, your customers, will insist that you invest in their businesses.

By investing in veteran suppliers, participants agreed that they can increase their veteran market share. This was especially true of the veteran customer market, which is enormous. The primary veteran customer base was identified as over 100 million Americans, or 1/3 of the entire U.S. population, which consists of:

- 25 million veterans
- 2.5 million active and Reserve military personnel
- 20 million spouses of veterans and military troops
- 55 million children of veterans and military troops

A secondary veteran market was defined as people having siblings or children who were veterans. A poll of the room was used to ascertain the size of this secondary military market. Eighteen of the 20, or 90 percent, of the participants, were deemed to fall within this secondary veteran market. When including close friends and other relatives, the secondary market clearly grows to virtually the entire U.S. population.

At a time when our country is at war, and support for military service is at a fever pitch, all participants agree that, by

using veteran suppliers, they could brand their company as military- and veteran-friendly, and reap the benefits of the enormous veteran consumer market.

Veterans were identified as a market segment just like any other: women, minorities and others. The veteran customer market was further valued as it included diversity within itself because transitioning military personnel demographics show a higher percentage of minorities than the U.S. average.

Participants also brought to light an interesting perspective. Many felt that they could leverage their own company's investment in their diversity office by increasing market share into the veteran marketplace.

3] HELP COMPANIES ATTRACT TOP VETERAN TALENT

All participants mentioned that, short-term economic conditions aside, their companies were focused on ensuring long-term access to top talent in their employee base. Baby boomer retirements are expected to produce a 10 million person labor shortage over the next five to ten years.

To remain competitive, participants said that their companies were very concerned with establishing talent pipelines of new employees. "Renewable labor pools," defined as those sources which produce new employee talent, were limited largely to college campuses, which produce about 1.1 million new grads per year, and military troops leaving the service to enter the civilian workforce, which produce about 400,000 new "grads" per year.

Participants cited a strong correlation between supplier diversity and its impact on hiring. Grailing Jones, a former Marine officer and head of strategic sourcing for Schneider National, mentioned that his "CEO is a veteran and that his company wants owner-operators who are also veterans."

Many other companies in the room cited how much they value military employees and that using veteran suppliers assists them in their efforts to attract and

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retain veteran employees as it brands the company as one which is military- and veteran-friendly.

Jethro Joseph, senior executive of diversity supplier development at Chrysler, agreed, saying that “hiring veterans is a top priority for Chrysler. My CEO is adamant about becoming military- and veteran-friendly. Mr. (Robert) Nardelli has made diversity and veterans a top priority at Chrysler.”

4] GOVERNMENT BUSINESS OPPORTUNITY

This business case was a pretty obvious one, especially for participants whose companies relied on the government for a significant portion of their revenues. Several federal laws passed since 1999 mandate that companies doing business with the federal government must sub-contract a percentage of that business to veteran-owned and service-disabled, veteran-owned small businesses. Many state governments have followed suit and have passed similar legislation mandating that prime contractors of state governments follow similar sub-contracting rules. Failure to meet VOB sub-contracting mandates could result in penalties and a reduced ability to win future government contracts.

BARB JACOBI, MICROSOFT



We also found out that nearly all big companies have at least some government business and that often those government mandates spilled over into supplier diversity policies of their non-government business lines.

Outside of the mandates, participants cited that VOBs brought personal experience and relationships with federal clients and that VOBs offered a way to tap into government revenue streams. Participants said that veterans brought Department of Defense (DoD) connections, friendships and networks. (The DoD accounts for two-thirds of outsourced federal spending). Using VOBs also brought first-hand knowledge of military equipment, lingo and government contracting processes.

It should be noted that most government supplier diversity mandates require that VOBs also be small businesses, as per SBA sizing standards. This “small” requirement was not always a requirement in non-government revenue streams.

5] OVERALL ECONOMIC BENEFIT

Participants agreed that buying from VOBs, as opposed to outsourcing overseas, drives domestic economic growth. In turn, this creates incremental domestic wealth, income and jobs. This growth raises domestic consumer spending on their company’s own products and services.

Other participants said that they “benefit by contributing to local economies where they operate.” Beverly Kuykendall said, “Invest in America, invest in diversity, invest in veterans.”

Reflecting the benefit of the American public viewing their companies as “veteran-friendly,” some participants compared ‘Buy Veteran’ with the ‘Buy American’ slogan. Participants agreed that using veteran suppliers is an investment in America which helps the U.S. economy and their corporate image.

Others reflected a patriotic tone saying that supporting VOBs was simply “the right thing to do because veterans and disabled veterans risked their lives for our country’s freedom, which has enabled our companies to prosper. Veterans have

earned the right to earn our business,” said one participant.

GENERAL SUPPLIER DIVERSITY BUSINESS CASE

An overarching business case that was applicable to all diverse businesses, VOBs included, was that supplier diversity drives their company’s bottom line.



One participant asked why their company would assume the risk of displacing a well-performing current supplier with a new, unproven one. Sheri Shafir, supplier diversity director of Novartis Pharmaceuticals Corporation, responded with, “increasing the supplier base increases competition in the supplier chain/bid process which benefits our company in lower pricing, higher quality and better service.” Clearly, increasing your supplier base forces all of them to “sharpen their pencils.”

Others cited that a diversity of suppliers brings innovative thoughts and ideas and new solutions to old problems. Small businesses are generally more entrepreneurial and provide creative ideas to big companies that are generally more concerned with economies-of-scale and are more commodity-driven.

Some participants also noted that small businesses in particular are more flexible and agile and are able to deliver specialized parts, products or services more quickly than large, economies-of-scale suppliers. They mentioned that smaller companies often provide more intimate service than a large company. ▮



Advancing the Veteran Business Movement Beyond the Beltway

by Rich McCormack

THE OBJECTIVE OF THIS SESSION was to brainstorm on ideas to help advance the veteran business movement by finding and uniting veteran business owners. This movement needs a critical mass to give it an effective voice.

Census data tells us that there are 3 million VOBs in the United States. This figure includes both service-disabled (SD-VOB) and non-disabled veteran-owned businesses. While the veteran business movement has gathered momentum in the past few years, data suggests that less than 1.5 percent (45,000) of all VOBs identify themselves as such. To take this movement to the next level, we have to find ways to identify and unite the other 2,955,000 VOBs.

Minority Business Enterprises (MBEs) number 3.9 million and Women-Owned Enterprises (WBEs) about 6 million. The inability to effectively organize is perhaps the detriment that prevents VOBs from enjoying the same opportunities as minority and women businesses. However, unlike minority and women business owners who are easily identifiable, veteran business owners are diverse in ethnicity and gender ... they blend in to the business landscape ... they are tough to find.

This session consisted of 18 participants. We had a diverse representation

ranging from veteran business owners to government procurement leaders and corporate supplier diversity directors. The diversity of the participants was helpful in providing different perspectives on ways to identify and engage veteran business owners.

The group brainstormed on ideas for finding and engaging VOBs. After brainstorming, Ted Stazak, NaVOBA's membership director, presented NaVOBA's current strategy for reaching and engaging VOBs. Following the break, the group reconvened and talked about new ideas that were generated from listening to NaVOBA's current VOB acquisition strategy. Finally, those strategies were refined into the two discussed in this article.

HOW DO WE IDENTIFY AND REACH VOBs?

Because VOBs don't identify themselves, and they are all races and genders, they are tough to reach. The group was able to identify numerous ways they thought veteran business owners could be identified and reached:

- Military Reserve centers: Many Reserve service members are small business owners and can be reached through their demobilization platforms and hometown Reserve centers.



SESSION OBJECTIVES

1. How do we identify VOBs?
2. Once we identify VOBs, how do we engage them in the movement?

GROUP PARTICIPANTS

Moderated by NaVOBA's Rich McCormack, Ryan Cieslak and Ted Stazak


Ashley Burton	Booz Allen Hamilton
Jim Emery	J.M. Waller Associates
Wayne Gatewood	Quality Support
Marvin Gray	Graysmith Construction
Tyron Lassiter	Center for Veterans Enterprise
Arlie LeBeaux	Lockheed Martin
Raymond Lopez	Engineering Services Network
James Mingey	NEOF
Lamont Norwood	EPA
Bill Picard	Advanced Environmental Sol.
Shawn Ralston	Booz Allen Hamilton
Richard Ramirez	USAVETBIZ
Chuck Scott	J.M. Waller Associates
Lynn Scott	Alcatel-Lucent
Chuck Southern	Center for Veterans Enterprise
Janet Stone	Alcatel-Lucent
John Wheeler	Veteran Corps of America
Bill Wheeler	Veteran Corps of America
Joe Wynn	VET-Force



- Veteran Service Organizations (VSOs): Develop partnerships with VSOs and military service associations (MSAs), like the American Legion, VFW, AMVETS.
- Influencing states to adopt veteran business legislation: As more and more states adopt veteran business legislation, the word will get out about the advantages of being a VOB.
- Push marketing initiatives through current VOBs: By having current VOBs market their business status, it will help create a viral effect that will hopefully be seen by other unidentified VOBs. Possibilities include putting “Veteran-Owned Business” stickers on storefront windows, VOB designation in Yellow Page ads so that patrons know they are buying from a VOB, and having VOB status on their business cards.

HOW DO WE ENGAGE THEM IN THE MOVEMENT?

Once VOBs have been identified, what message will engage them into the movement? Here is a list of ideas our group developed:

- The marketing message needs to be inclusive of the “stuff” that makes veterans great business owners. Veterans need to know that the training they received in the military gives them an edge when starting a business and competing for business.
- The message to veterans needs to be that buyers are looking for them not because of charity, but because they are viable suppliers who can add value to their supplier base.
- Create a “Veteran Business Day” – where all consumers would buy from veteran business owners on this day.
- Educate service members leaving the military on the benefits of being a business owner.
- Develop a national marketing campaign akin to the “Life is Good” campaign that encourages veterans to market themselves as business owners. 

“THE BIGGEST CHALLENGE FOR ADVANCING THE VETERAN BUSINESS MOVEMENT IS UNITING VETERAN BUSINESS OWNERS.”



WAYNE GATEWOOD, QUALITY SUPPORT



JOE WYNN, VET-FORCE



JANET STONE, ALCATEL-LUCENT



BILL PICARD,
ADVANCED ENVIRONMENTAL SOLUTIONS

The message to engage needs to be two-fold:

1. **Value** - What kind of return on investment will I get for being part of the movement?
2. **Patriotism** - Being part of a movement that promotes business opportunities to those who have sacrificed for our country is a cause worth getting behind.



Overcoming Subcontracting Barriers

by John Dowling

SESSION OBJECTIVES

1. How do we identify subcontracting barriers?
2. Once we identify subcontracting barriers, how do we solve them?

GROUP PARTICIPANTS

Moderated by NaVOBA's John Dowling, Joe Grossi and Murray Schooner

Daniel J. Askin	SAVVEE Consulting
Larry Ayres	L. Franklin Associates
Malcolm K. Berkley	UPS
Joseph L. Boone	AIT Solutions
Bill Dozier	Veterans of Foreign Wars
Richard Dudley	KaizenConsulting
Gerardo Franco	Dept. of Transportation
Dan Franklin	Franklin Associates
Heidi Gerding	HeiTech Services
Mike Grinstead	MNB Technical
Neal Grunstra	Mindbank
Deborah Horton	Army & Air Force Exchange
Barry Jackson	C2i Solutions
Louisa Jaffe	TAPE
Gwen Johnson	EDS
Paul Loftus	Creative Options
Steve Mackie	Storage Strategies
Debbie Newberry	DynCorp International
Babak Nouri	SAIC
Robert Padilla	PAC Solutions
Monalisa Panda	McKesson
Ludmilla Parnell	General Dynamics IT
Charles Pease	DCG Pricing Consultants
MaShonda Smith	FCC
Jay Wesley	Applera Corporation
Lisa Wolford	CS&S.NET



DEBORAH HORTON, AAFES

THE PURPOSE OF THIS STRATEGY SESSION was to identify subcontracting barriers, summarize/define the identified barriers, and recommend potential solutions. The session was led by NaVOBA's Joe Grossi, Murray Schooner and John Dowling.

The group was comprised of a few corporate supplier diversity and government agency representatives, but was intentionally loaded with a disproportionate percentage of successful veteran business owners. This was done in order to hear first-hand from those who have not only faced barriers to sub-contracting, but particularly those who have overcome those obstacles so their best practices and solutions could be shared with others.

The group was split into three equal subgroups with representation from each area. The sub-groups were immediately tasked with identifying what they thought were the top barriers to sub-contracting.

After a short presentation on NaVOBA's best practices by Joe Grossi, the sub-groups changed their focus to further define the circumstances underlying the identified barriers. Each subgroup was then tasked with

presenting their top five barriers with a brief explanation of what they discovered during their discussion. Finally the participants reconvened as a group to rank order all of the barriers in their entirety, summarize the most pressing barriers and come up with possible solutions to those barriers.

Few topics raise the hair on the back of a veteran business owner's neck more than the subject of subcontracting barriers. Place a handful of VOBs in a room and the discussion will invariably turn to the government failure to meet the three percent contracting mandate outlined in Public Laws 106-50 and 108-183.

Every veteran has his or her own experience and opinion as to why the federal government, with certain limited exceptions, has largely been unsuccessful in meeting the intent, and also the spirit, of these veteran business mandates. For that reason, guiding discussion on the topic is often very broad. The group identified the following topics as the top barriers to subcontracting:

Perceived lack of capacity/capability in the VOB community – There is often a perception of "lack of capacity"



“VOBS MUST EVALUATE AND FORMULATE A STRATEGIC MARKETING PLAN TO OVERCOME MANY OF THESE BARRIERS.”

or “critical mass” of VOB firms to bid on many prime and large sub-contracting opportunities. We must realize that there may be some truth to this statement, however, the VOB community can build reputation as capable suppliers by getting in on the ground floor, completing small contracts to prove competency, and networking through teaming agreements.

Lack of accountability – Companies and federal agencies that fail to meet their veteran subcontracting mandates are not penalized in any fashion. It was suggested that these companies should be subject to penalties or limited opportunities to bid on future contracts. Penalties from the federal government would create a need for new laws and enacted by Congress, which brings another set of challenges to the table. This is a long-term project, but it’s essential for VOBs to engage and educate their local, state, and federal officials on the veteran business movement to keep up the pressure to enforce current laws.

Displacing existing suppliers – Contract incumbents have an inherent advantage in obtaining future contracting opportunities. Asking an agency to supplant an existing with a new firm based solely on the fact one is veteran-owned is not realistic. But, VOBs can get their foot in the door by seeking mentor-protégé and

teaming arrangement with large federal prime contractors. This will build relationships and confidence in the VOB’s ability to deliver.

MARKETING IS THE SOLUTION

While many of the barriers to successful subcontracting are out of the hands of VOBs, some wounds are self-inflicted. VOBs can take better control of their own destiny in one word – **MARKETING**. VOBs must evaluate and formulate a strategic marketing plan to overcome many of these barriers.

Focused Marketing – Know what you sell, what your target market is, and who your customers are. This can be done through thorough market research. It is essential to have a written, well-formulated marketing and sales strategy.

Market Research – Most involved market research can be conducted free online, but it is necessary to at least have some idea of what your customers buy. Corporate supplier diversity websites often list upcoming procurement opportunities, and federal agencies often make available for free their annual procurement forecasts by NAICs codes.

Identifying VOBs – While not relying solely on their veteran status, VOBs must do a better job of marketing themselves as a preferred business class. An-

notating “a veteran-owned company” on a business card or a company website capabilities statement is a must.

Marketing approach – A common downfall of VOBs is the over-reliance on the service-disabled veteran-owned designation as a firm’s prime value proposition. While the VOB status should enter the discussion, being a capable supplier able to provide valuable products and services is more important than any entitlement to business based on a diversity classification.

Relationship & Trust – Any good working relationship is garnered through consistent networking and communications. VOBs cannot expect to walk into a company and be given a contract immediately. It must be earned over time. With that in mind, VOBs can increase their exposure and networking opportunities by joining like-minded organizations with similar goals, such as NaVOBA, NMSDC or WBENC, and consistently attend networking events frequented by your customers. The more often you are seen and heard voicing the appropriate marketing message, the easier VOBs will have in overcoming subcontracting barriers.

If you have any ideas to add to our session output, we welcome your ideas. Send your ideas to ideas@navoba.com.



JOE GROSSI, NaVOBA



BABAK NOURI, SAIC



DEBBIE NEWBERRY, DYNCORP INTERNATIONAL