

Vadosity Playbook

Value Proposition

Vadosity develops custom software solutions that represent the best value for government and commercial customers. We engineer software using Agile processes that include continuous integration and more importantly, continuous customer feedback. Vadosity is committed to serving your best interests with leaders and experts that ford the gap between project management and engineering. We focus on honest and open communications, expert engineering, and team members who are committed to our customers' mission in all that we do. Our expertise includes:

- Agile Software Development Lifecycle (SDLC) Management
- Full Stack development (i.e. Front-end, Mobile, RESTful microservices, RDBMS/NO-SQL, Docker, Enterprise Java, C#)
- Niche Healthcare IT Architecture with a decade of work in VA Health Systems (primarily Vista & VIA)
- A systems integrator's perspective: Able to identify and assemble multiple products and services into a complete solution

Customer Focus

- Focus on the customer's problem – do whatever it takes to make them successful
- Every time a customer asks you to do something, he or she has an underlying problem that needs to be solved
- Winners focus on solving the customer's underlying problem
- Apply technology to solve customers' problems – Emphasize the customer and its issues, not technology
- You have to do what the customer needs and expects you to do
- Give customers advice on what they should be doing
- Stay committed to creating real value for your customers
- Build trust: Answer every question in the most direct way possible
- Always be 100% open and honest with the government and/or customer
- Take care of your customers – Act in the customers best interest, even when it may not be in your company's best interest
- Never forget: The reason you are in business is to deliver a product or service to customers

Culture

- Institutionalize the Vadosity Culture. Its positive, engaged, "best idea wins" culture differentiates us from the competitors
- Managers must always Walk the Talk and be 100% committed to your values
- Foster loyalty to the company, not a person
- Everyone must understand that the company is the only organization that really counts
- The best idea wins, regardless of where it comes from - Group Think hinders flexible thinking
- Hire for attitude, train for skills (integrity, work ethic, positive attitude, continuous learning, expertise, leadership)
- Manage in a way that enables people to succeed
- Vadosity is not a technology company: We are in the business of applying technology to solve customers' problems.
- The emphasis is on the customer and its issues, not on technology. Don't lose focus and become enamored with a single technology.

Strategy

- Focus on applying technology to solve problems – we don't just focus on technology
- Never sub out the systems engineering work
- Be known for being both a systems integrator and for having specialized expertise
- Provide innovative solutions - Offer more than what customers ask
- Aim for engaged employees – Employees must believe that we are different from other companies
- Establish a vision that fosters employee engagement

- Do the unexpected: The smallest gesture can make you stand out if it is unexpected
- Small Business Market Entry Phase: Seek Low Price/Technically Acceptable (LPTA) acquisitions

Business Development

- Spend a lot of time building relationships with your future customers
- Nothing takes the place of being with your customer - Be genuinely interested in the customer's success
- People don't care what you know until they know that you care
- People buy from people they like and trust - Work diligently to overcome customers' feelings of distrust
- The customer has to trust that you and your company are the best choice for solving his problems
- Each person in the government should know who his counterpart is
- Lead with your right: Demonstrate both technical and mission (functional) understanding
- Be confident: Proclaim that we are the best at something so often that we believe it
- Believing that you are the best is the first step in becoming the best. Believe it and make it real.
- Target customers to get a small contract or task order based on some specialty expertise
- Focus on wallet share, not just on market share
- Pursue small tasks that gets a toe in the door and positions you for future work
- Be Confident: Believe in Vadosity – know that the customer's best interests will be best served by Vadosity.
- Offer total customer focus: Larger players only offer one part of a division or one part of one floor of one building.
- Think big: Vadosity can execute a 13M VIA project or a 5M CKM project better than a Technatomy or Ironbow
- List jobs in the pipeline by \$M only, not \$K
- In order to close a deal, cover three roles with people the customer likes and trusts: PM, Tech Lead, Salesperson

Proposals

- Early Timing: Use the early stages of the purchasing process to sell your solution
- Don't ever sit back and wait for RFPs – tracking RFPs is never sufficient – sell an approach before acquisition process begins
- Proposals that win have strength in every section and subsection –drive winning content in every section
- Company culture is a differentiator – Proposals need to reinforce these differences and make them real
- Don't ignore a government comment on a proposal - provide a compelling explanation for your approach
- Show lines of communication in proposals - Each person in the government likes to know who his counterpart is.
- Always ask for a debriefing on every bid, whether you won or not

Operations

- The management of the development process is what determines its success or failure
- One functional expert can provide the knowledge for a team of 10 to 15 to stay on track
- Hire senior folks for the strategic value
- The change in backlog is probably the most important indicator of the health of a business
- To improve something, shine a light on it. Make it the focus of reviews.
- You are always in a business setting – always maintain a professional demeanor
- Project kick-off determines project success
- Don't be afraid to reorganize, but don't drag it on - Organize around customer and skills
- Plan for Morale and Welfare activities in your budget
- Situational Awareness: Early reports are frequently wrong, but they are always incomplete
- Manage to people's strengths – Having your folks in the right seat on the bus is just as important as getting the right folks on the bus
- Reward top performers much more than average performers
- Manage to leading indicators (backlog, change in backlog, pipeline size, win rate, rate of turnover)
- Operate as one company – non-cooperation between business units is not acceptable behavior