Government
Allegiance and Integrity.

PROGRAM
Sales GUIDE

Kimball®Office
The government procurement process can appear to be complex. In reality, the rules and regulations make it easier to understand and meet expectations. Purchases can have a long cycle, but there is usually a deadline that MUST be met by the customer. We need to take advantage of the information available by researching agency web sites, knowing their mission statements and objectives, and understanding their purchasing tendencies.
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UNDERSTANDING THE MARKET

The Government market is a consumer group composed of federal, state, and local government units. This market accounts for the greatest volume of purchases of any consumer group in the United States. Although the government is projecting to reduce spending, it will still represent the largest single customer group.

Industry Trends
Real Estate Reduction
- Executive Order 12512: Agencies are required to reduce their overall footprint regardless of whether they are in an owned or leased facility.

Sustainability
- Executive Order 13148: Greening of the Government through leadership and environmental management.
  ▶ All new construction and major renovation must be LEED Gold certified.
  ▶ All new commercial interior projects of 10,000 sq.ft. or more must be LEED Silver certified.

Best Value Determination
- One of the major directives, due to reduction in the Federal budgets, is looking for low cost, technically acceptable solutions based on the requirements of each establishment.

Purchasing Trends
- Strategic sourcing of goods
  ▶ GSA Blanket Purchase Agreements (BPA) for individual agencies. These may be single or multiple awards to 3-5 manufacturers. If it is a multiple award, then each individual requirement may also be competed, possibly creating additional competition.
  ▶ Small businesses (defined later).
  ▶ Bids requesting deeper than our standard GSA discounts, regardless of the size of the requirement.
  ▶ Price holds for various periods of time.
  ▶ Design /Build.

Key Furniture Attributes
- Best Value
  ▶ Low Cost/Technically Acceptable: minimum requirements must be met.
  ▶ Aesthetics must be clean and simple, demonstrating an effective use of tax payers' funds.

Market Focus:

“The Government is a loyal customer; by satisfying their needs you can become their preferred supply source.”

— Karl Schrumpf, Director of Government Sales
UNDERSTANDING THE MARKET (CONT.)

Key Furniture Attributes (Cont.)
- Durability
  ▶ Maintainable
  ▶ Rigidity
  ▶ Proven longevity of the solution, without paying the highest price
- Flexible/Adaptable
  ▶ Electrical/data supporting requirements of the user
  ▶ Ease of reconfiguration: maximizing the reuse of existing products
  ▶ Minimal kit of parts
- Sustainability
  ▶ Contribute to LEED Certification
  ▶ Simplified calculations relative to documentation for certification
  ▶ Demonstration/confirmation of how the products contribute
  ▶ 3rd party certifications required: BIFMA level, SCS, Greenguard, etc.

Responding to Current Trends
Real Estate Reduction
- Understand the agencies objectives as well as their transitional and change management plan.
- Understand the intended and implied challenges with reducing space.
Sustainability
- Verifying products are certified.
- Understand their contribution to LEED certification
Best Value Determination
- Differentiating from the comparable competitors
- Demonstrate how our products will bring them value based on their challenges-REACH
- Education based on the support of the customer’s mission or goal-not on brand name.
Purchasing Trends
- Always ask/determine what the procurement strategy is.
  ▶ Understand what their various purchasing processes are.
  ▶ Understand what their small business objectives are.
  ▶ Understand who our small business partners are.
REACH the Government Market

Key Target Areas

Federal
- Courthouses:
  ▶ U.S. Marshals Facility
- Veteran Affairs
  ▶ Hospitals
  ▶ Mission Critical Functions & Administrative offices
  ▶ Morale, Welfare & Recreation (MWR) & Benefits administrative
- IRS facilities
- Consumer Financial Protection Bureau (CFPB)
- Department of Energy (DOE) and associated agencies
- Department of Defense (DOD)
  ▶ Special focus on: Mission Critical and Morale, Welfare and Recreation (MWR)
  ▶ Air National Guard/Joint Forces National Guard
- Environmental Protection Agency (EPA)
- Health and Human Services (HHS) and associated agencies: DHHS, NIH, FDA, CDC, etc.
- Secret Agencies - Networking with those who have secret clearance for IT/AV, etc.
- Quasi-federal government agencies: Northrup Grumman, General Dynamics, etc.

State
- Federally mandated healthcare exchange
- Administrative offices tied to state revenue
- Courthouses
- Social and grant programs
- State investments in technology
- Airport authorities/transportation services
- Protective services
  ▶ Police departments
  ▶ Fire departments
  ▶ National Guard
REACH the Government Market (Cont.)

Research

Become a trusted resource by asking the right questions, applying the REACH process, and differentiating yourself beyond the competition.

Identify your Government Targets

Do Your Market Research by Understanding Your Best Opportunities in the Government Market
- Federal
- State & Local

Do Additional Market Research to Understand Budgets and Funding of the Market
- Where is major construction/renovation happening?
- Where has congress allocated money for master plans that may take several years of funding?
- Who is providing the money: Federal, State, another agency?
- Military bases may have tenants who rent land or a building; the project might be on base, but it could be a non DOD funded project.
- Quasi-government agencies allowed to access the GSA Schedules (see website).

Build Your Government Network in Your Market
- Tap into and share Government leads
  ▶ Leverage REED Construction data
  ▶ Membership listings from: GSA, National IPA, Leadership Libraries, Alaskan Native Companies, etc.
  ▶ IIDA & IFMA
  ▶ Federal Yellow Book, Linked In, Telephone Book (Blue Pages)
  ▶ Networking with technology/data companies: SAIC, Booz Allen, etc.
- Actively participate in Government associations:
  ▶ National Federal Development Association
  ▶ Federal Real Property Association
  ▶ Various organizations: APPA, IFMA, Society of American Military Engineers (SAME)
  ▶ Military & Agency Trade Shows
- Utilize social media to connect with and influence key decision makers.
## GOVERNMENT DECISION MAKERS

**Who to Call**

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<tr>
<th>Department: Program Managers, Facility Managers, Administrative Officers</th>
<th>Develop Engagement Questions Based on:</th>
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| - Oversees maintenance, repair, and construction services for the operation of facilities, grounds, utility services, and other related functions.  
- Participates in planning, assists in the development of budgets, determines need, and initiates purchase requisitions. | - Job challenges over the recent years.  
- Executive order 12512 and real estate reduction.  
- Plans for transitional/change management.  
- How they determine best value solutions.  
- Cost reduction goals, budget priorities.  
- Challenges with procurement process.  
- 5 – 10 year plan for growth / expansion  
- Risk management and liability of facilities.  
- Product durability and maintainability.  
- Employee performance and satisfaction |

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<tr>
<th>Department: Project Managers</th>
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| - Oversees programs or specific expansions projects.  
- Accountable for budgets, schedules. | - Job challenges over the recent years.  
- Technology and space requirements  
- Project funding and schedules.  
- Complaints from department heads & employees.  
- Maintaining facilities to highest levels possible.  
- Dealer/manufacturer responsiveness and service.  
- Furniture requirements coming from capital or operating budget |

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<tr>
<th>Department: Architects, Engineers, Construction Managers and Interior Design:</th>
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| - Outside contractors or inside staff who participate in making crucial decisions concerning projects and products. | - Job challenges over the recent years.  
- Executive order 12512 and real estate reduction.  
- Executive Order 13148 and sustainability requirements.  
- How products are meeting their requirements.  
- Aesthetics as it relates to the project scope & vision.  
- Durability and maintainability of product.  
- Product function, compatibility & adaptability.  
- Workplace strategies/knowledge that supports design. |

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<th>Department: Procurement Officers, COTR’s, contracting officers</th>
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| - Experienced in analyzing products and carrying out life-cycle studies to determine the true cost of individual items.  
- Overall responsibility for identifying vendors and placing the order.  
- Accountable to follow Federal acquisition regulations. | - Job challenges over the recent years.  
- Initial cost vs. Life Cycle Costing  
- Return on Investment  
- Budget compliance.  
- Procurement Strategy/BPAs/contracts.  
- How they determine best value solutions.  
- Small Business Objectives.  
- Bid process and evaluation.  
- Path of least resistance. |
Research Information to Target Before Your First Meeting
- Use the web – Search key works such as “new construction, government, Chicago”.
- How do they buy and why?
  ▶ What is their procurement strategy: self, ACOE, GSA?
  ▶ Will they Bid?
  ▶ Are they interested in meeting small business objectives?
  ▶ Do they have specific contracts they use, and if so why?
  ▶ Are they required to use a publicly solicited and competed contract?
  ▶ Have they hired a sub-contractor to facilitate the furniture: LIA, Booz Allen, etc.
- Determine the project decision process and who the influencers are.
  ▶ Who is the project manager, buyer, facilities manager, purchasing coordinator, administrative officer?
  ▶ Who are the credit card holders? Are they day to day buyers?
  ▶ Who is the COTR? Contracting Officer Technical Representative
  ▶ Who is the program director?
  ▶ Internal designer, outside firm, or both?
  ▶ Which A&D firms have IDIQ (Indefinite Delivery-Indefinite Quantity) contracts with the agency, facility or base?
  ▶ Who has been designated as the interior designer for day-to-day projects?
  ▶ Is this project funded and on schedule?
  ▶ Do they have an established budget?
  ▶ How are they addressing the need of upgrading their facilities based on their budget?
- What manufacturer and dealer do they typically buy from and why?
  ▶ Is there a standards program in place? If so, how often is it reviewed?
  ▶ What are the steps needed to be included in a standards program?
- What are the furniture requirements?
  ▶ Are furniture requirements coming from a capital equipment budget or an operating budget?
  ▶ What has been their satisfaction level?
  ▶ Are your current products meeting your requirements?
REACH the Government Market (Cont.)

Engage

Set your objectives and goals for the first meeting, Be Prepared with Power Questions from Your Research

**Identify How You Provide Value to the Client**
Identify how you might provide value by exploring the institution's current processes, needs, and challenges. Remember, every agency has a mission statement and you must eventually tie the solution to their objectives.

- **Status Questions**
  - Questions based on your research to show you’ve done your homework. Also providing the foundation for problem exploration, starting the conversation.

- **Probing Questions**
  - Questions to identify problems, difficulties and dissatisfactions that can differentiate you from the competition.

Apply

After finding out what is really important to the specific client, apply value by focusing on the result of addressing their specific needs. Consider how differentiators you provide translate into specific value for them and the agency/group.

**Furniture Attributes**

- **Best Value**
  - Made in the U.S.A.
  - Return on investment for product lifecycle cost - durable, sustainable, long-lasting products
  - Non obsolescence
  - Competitive discounts and offers apply for local and other purchasing contracts
  - Price holds critical in many bids of larger opportunities.

- **Durable & Maintainable**
  - Kimball Office manufacturer’s quality products tested to meet or exceed BIFMA standards
  - Technology capabilities/capacity
  - Proven construction techniques
  - Evidence based design

- **Ease of Reconfiguration**
  - Kimball Office offers By Design services for special modifications specific to your needs.
  - Many products offer options for adaptation such as casters, height adjustable legs, modular, gang-able, and the ability to create arrangements to fit your environment.
  - Maximize planning spaces and reducing the “kit of parts”.

MARKETING TOOLS

To support you in your selling efforts, we will be continuously evaluating and developing tools specific to the Government Market. The following tools are available to you now:

**Government Brochure**
- The new Government brochure showcases our entire product portfolio. Use this brochure as a buyers guide to help your clients visualize general concepts and associated pricing.

**Image Library**
- Images on the digital library now have the ability to be searchable by vertical markets. Type "Government" into the search window, and any images applicable for government will appear.

**Training Presentation**
- The training presentation will allow you to familiarize yourself with the content needed to be successful in the Government market. Use this presentation to train yourself as well as your Dealers.

**Sales Presentation Template**
- Understanding that government requirements are very specific, we have created a presentation template to give you a starting point when creating client specific presentations.

Leverage the Kimball Office website for other marketing tools to assist you in positioning, presenting and closing the deal.