



MTAPP

Taking Manufacturing to New Heights

Program Description

June 2003

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1.0 PROGRAM OVERVIEW

1.1 What is MTAPP?

The Air Force Office of Small and Disadvantaged Business Utilization established the Manufacturing Technical Assistance Production Program (MTAPP) to assist in increasing and enhancing the competitiveness of small manufacturing firms in support of the Air Force, Department of Defense and their major prime contractor requirements. The current program is the next phase of a pilot program conducted during the last five years.

MTAPP is a small business initiative that is focused on enhancing the supply base of small business manufacturing firms. The program provides technical and managerial assistance with the goal of enhancing the capabilities of small business manufacturers. This in turn increases their ability to deliver low cost, higher quality, and innovative products to the Air Force, Department of Defense (AF/DoD) and their major prime contractors. The program benefits to both the AF/DoD and Commercial sector are as follows:

1. Increasing the small business participation within the industrial base creates a robust, more competitive supply base
2. Increasing the number of suppliers that can provide products at lower cost, reduced cycle times, and increased responsiveness
3. A supplier network that can address supply challenges with programs in the sustainment phase of the lifecycle
4. Alternative sources of supply that ensures support for the war fighter

1.2 MTAPP mission

MTAPP mission is to identify small manufacturing firms as potential suppliers for Air Force and DoD programs. MTAPP assesses the small manufacturing firms' capabilities to provide services and commodities to the AF/DoD and their prime contractors. In addition, MTAPP provides individualized technical assistance to the participating firms with the goal of addressing their capabilities gaps and improving their ability to meet future AF/DoD requirements.

1.3 Background of the MTAPP

The Manufacturing Technical Assistance Pilot Program (MTAPP) was developed in 1997 as a five-year pilot to assist in increasing the capabilities and enhancing the competitiveness of small business manufacturers in support of the Air Force (AF) and Department of Defense (DoD) missions. Under the pilot contract, the contractor developed and continuously enhanced a program that:

- Identified and networked designated small businesses in the manufacturing industry as potential suppliers for AF and DoD programs and requirements
- Assessed these designated small businesses in terms of capacity and viability to contract with the AF, DOD, and its prime contractors
- Provided individualized technical assistance and resource support to the participating companies to expand their capabilities and address deficiencies.

Areas targeted for improvement within the MTAPP program include:

- Clear definition and articulation of MTAPP mission, goals, and branding to key stakeholders
- Enhance the MTAPP brand name and what it stands for by clearly defining program brand positioning with key constituencies in the procurement community
- Stronger emphasis on providing business development opportunities for MTAPP companies in the AF/DoD and commercial sectors
- Increasing the awareness of MTAPP within the procurement community - commercial and AF/DoD
- Increased emphasis on enhancing capabilities rather than identifying problem areas
- Concentration on quantification of program benefits and Return on Investment (ROI)
- Greater scrutiny in how companies are selected into the program – well defined entrance and selection criteria
- Develop a systematic approach to selecting new/future MTAPP participants – avoid companies in a generic commodity sector where there is not a clear AF/DoD need, or companies not willing to improve their capabilities to perform to AF/DoD requirements and current and future requirements
- Creating flexible, adaptable/customizable and cost effective approaches for providing technical assistance
- Provide leading edge technical and business assistance in line with industry future expectations and current requirements
- Establishing a clearly defined milestones/time frames for active program participation by the selected small businesses
- Create a performance measurement system that monitors relevancy of program assistance to the small business manufacturers and overall effectiveness of rendered assistance

2.0 PROGRAM MANAGEMENT

2.1 Air Force Outreach Program Office (AFOPO) (www.airforceoutreach.org)

The Air Force Outreach Program Office as an implementation agency under the guidance of the Air Force Office of Small and Disadvantaged Business Utilization (SAF/SB) manages the MTAPP initiative. AFOPO's mission is to develop and implement an Air Force outreach strategy that increases small business participation in fulfilling Air Force requirements. AFOPO is located at Brooks City Base, San Antonio TX. The technical assistance service provider is The Asaba Group, Inc.

2.2 The Asaba Group (www.asabagroup.com)

The Asaba Group is a strategy and business improvement consulting firm located in Natick (a suburb of Boston), MA. The Asaba Group specializes in providing strategic and operational consulting services to small businesses and underserved business situations. The Asaba Group is a technical assistance service provider in programs (similar to MTAPP) in the automotive and telecommunications industry.

3.0 SMALL BUSINESS (SB) MANUFACTURING FOCUS

3.1 Small Business definition

The term small business (SB) includes woman-owned businesses (WOB), historically underutilized (HUB), service disabled veteran-owned small business (VOSB), Native American-owned small businesses (NA), and small disadvantaged businesses (SDB), and other small businesses. The MTAPP program focuses its efforts on small business manufacturing companies.

3.2 Small Business challenges

Many factors impact the growth and sustainability of small manufacturers in the Defense and Aerospace Industry. Current economic uncertainty, increased competition, supply base consolidation, bundling, have forced large corporations and Air Force buying commands to seek more capable and less risky suppliers within their supply chain. The industry supply chain is evolving to a multi-tiered structure and the large prime contractors are looking to their supply base to take on more responsibility and bring more value add capabilities (innovation, cost savings, responsiveness, sub system integration, etc).

With this backdrop, small business performance expectations have risen significantly. Prime contractor and AF/DoD customers expect comparable performance from their small business manufacturers. At the same time, small manufacturers encounter significant challenges as they seek to meet renewed expectations. Some of these challenges are:

- Ability to understand the industry requirements and future (desired) capabilities that are essential in developing a competitive business strategy
- Ability to create the internal operating processes and capabilities to deliver high quality, cost savings, delivery performance, and responsiveness
- Ability to understand the government requirements for new acquisitions and contract performance
- Ability to participate proactively in the early phase of the program's life cycle: System Development and Design (SDD) and Engineering Manufacturing Development (EMD)
- Ability to have access to technical requirements (Technical Data Package (TDP)) or an ability to create a TDP through reverse engineering, for procurements at the end of a program life cycle and overcoming critical barriers to access in emerging high value commodities
- Ability to understand the Government contracting process and the intricacies involved with the process: how to find requirements, how to respond to solicitations, how to prepare a proposal, how to negotiate a contract, etc.

The MTAPP program will seek to address some of these challenges (new realities) and improve small business manufacturing capabilities in meeting AF/DoD requirements

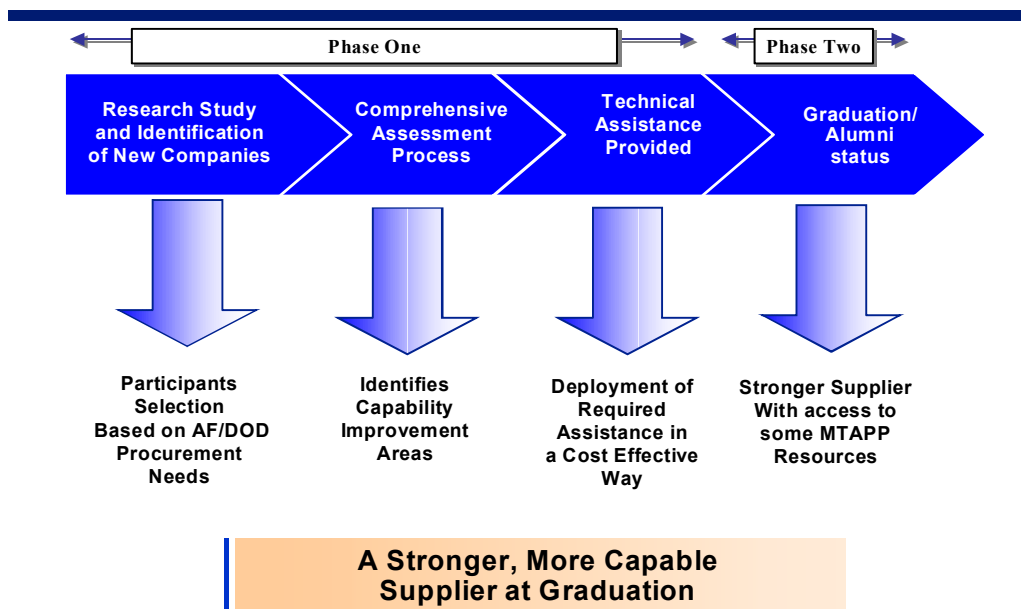
4.0 HOW THE PROGRAM WILL WORK

4.1 Participant development process

The MTAPP program will provide technical assistance to small manufacturing business in two phases. The phases are:

- a. Phase One: This phase is a three-step process that last no more than 24 months. It begins with a research study that determines the sectors where new MTAPP participants will be identified. The sectors will be in areas where the AF/DoD and commercial sector have indicated a need for new or alternative suppliers. The sector identification is accompanied with the identification and selection of new MTAPP participating companies. It is anticipated that about 25 companies will be selected annually. The second step is a comprehensive assessment of the companies. This assessment will identify the areas for improvements and gaps in competencies required to meet the identified AF/DoD and commercial sector needs. The third step is providing the technical assistance to address the gaps and improvement areas. (A detailed description is included in the program elements section)
- b. Phase Two: Begins at the conclusion of the 24 month period and consists of graduating the MTAPP participating company to the Alumni classification. The MTAPP company is expected, at this stage, to have addressed the identified improvement areas and would no longer be eligible for hands-on technical assistance. Alumni companies still receive a host of program benefits such as access to MTAPP conferences and matchmaker activities. (A description of the Alumni program is contained in paragraph 4.3)

MTAPP Will Be A Two Year Process to Enhance Small Business Capabilities



4.2 MTAPP future participants (eligibility, identification, and selection process)

4.2.1 Eligibility

Participation is open to small businesses in the manufacturing industry meeting certain criteria. The small businesses selected must be on a stable business footing, that is in business for a minimum of 2 years. In addition, they must have at least 10 full time employees or do a minimum of \$2 million sales per year. It is critical that the entrants have some type of quality program within their facility and participant enrollment will be held to commodities/products/services that have been identified within manufacturing sectors identified in the Air Force Generated, Asaba Group conducted research study. There is no geographic restriction on the program. New applicants can/will be identified through the following channels:

- a. Nominations from AF/DoD buying commands and Defense industry prime contractors
- b. Program marketing efforts and business association/organization participation
- c. Applications received from the program's website (www.airforcemtapp.org)
- d. Recommendations from current MTAPP companies

4.2.1 Identification and selection process

The process is based on a racking and stacking approach. Based on the research study outcome and identified area of opportunity, the first stage is an initial screening to reject companies that do not fit the specified need areas. Next step is an analysis of Dun & Bradstreet filings and brief secondary research for recent news and other information about the applicant company – here an unacceptable history is being looked for and a lack of past business problems is the discriminator. The third stage involves an evaluation of the ability to meet identified needs and the likelihood of success. Each candidate will be required to complete a capability survey to assist in identifying the company's technical capabilities, capacity, and likelihood to meet AF/DoD identified needs with provided technical assistance. The final stage is to develop a ranking for potential candidates based on a number of factors (determined at the conclusion of the research study). The AFOPO will make the final determination from the list of prioritized nominees provided to them.

4.3 Alumni Program

At the end of the two-year active assistance period, the participating companies graduate from the program and become a member of the MTAPP Alumni. Members of the Alumni program have the following benefits:

- a. Continued technical assistance provided by the helpdesk assistance center
 - Parts history reports to assist with response to government bids/RFPs
 - Tailored RFP and bid matching assistance
 - Bi-annual competitive benchmarking profiles
- b. Networking with other MTAPP and Alumni companies
 - Potential opportunities for alliance and partnering
 - Sharing of knowledge and bidding opportunities
- c. Remain connected to MTAPP programs and activities
 - Attend annual conferences

- Access to procurement matchmaking events
 - Access to online training and knowledge resources
- d. Alumni companies would be provided with signed certificates of participation
- Certificate signatures from Director of Air Force Small and Disadvantaged Business Utilization Office (SAF/SB)
- e. Alumni member would have opportunities to mentor new MTAPP companies.

4.4 Key stakeholder collaboration

The program will increase the collaboration and involvement of the Air Force buying commands and the commercial sectors. This will be achieved through the creation of an MTAPP steering committee and holding an annual industry roundtable. Achieving this level of collaboration will enable MTAPP to achieve full integration of its essential program elements: research study, identification, technical assistance, and procurement opportunities.

4.4.1 Steering committee

A Steering Committee has been created to support MTAPP. It's objective is to enhance the sustainable development and growth of the small business manufacturing participants in the MTAPP program at the second, third and fourth tiers in the defense and aerospace industry. It is a platform to assist MTAPP to engage individuals at AF/DoD with requirements identification/definition and procurement responsibilities. The Committee includes individuals from the commercial sector (in the purchasing, supply chain, quality assurance, and other functions).

The Steering Committee constituted the core of the research roundtable and their findings were used to review preliminary findings and help set the program direction. In addition, the Steering Committee will enable MTAPP to achieve a structured comprehensive and coherent approach to facilitating new procurement opportunities for small manufacturing businesses. Lastly, the Steering Committee will serve as a valuable source of inputs / ideas to the MTAPP in defining key capabilities for small businesses to develop and the major requirements to address.

4.4.2 AF/DoD/Commercial sector research roundtable

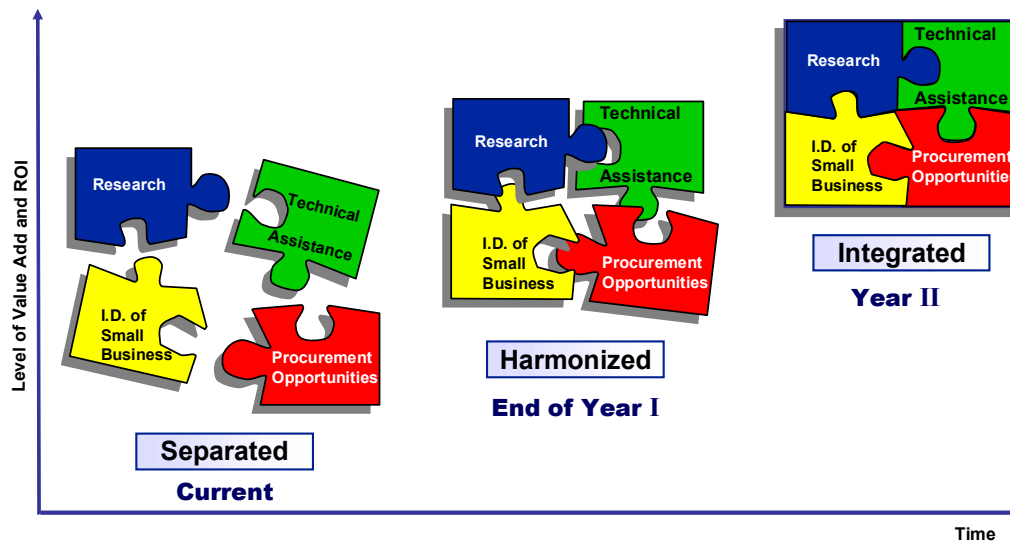
The roundtable is a forum that provides MTAPP a platform to engage essential stakeholders in the AF/DoD and commercial sectors so as to achieve MTAPP's stated objectives. The roundtable consists of participants from the following constituencies: Air Force/DoD buying commands, Air Force/DoD Small Business, Aerospace and Defense industry players (prime and second tier suppliers), other stakeholders associated with small business development (e.g. Aerospace Industry Association (AIA), NDIA, etc.)

The roundtable helps to engage individuals in the buying community who determine program (product) requirements and influence procurement decisions. The roundtable enables MTAPP and AFOPO to accomplish the following:

- Identify the areas of small business manufacturing opportunities and the AF/DoD agencies where these opportunities may exist.

- Assist MTAPP to engage individuals who can provide succinct requirements definition around the essential capabilities required to succeed in the identified procurement opportunities.
- Provides an essential link between MTAPP creating a stable of capable suppliers, and the buying community (AF/DoD and commercial) making a focused effort to utilize these suppliers. The likelihood of utilization increases if they are a part of the process that defines the needs and capability requirements.
- The buying community participation starts a reinforcing loop where they view MTAPP companies as a stable of capable, lower risk set of suppliers to help meet their small business goals.
- Some of the identified commodity opportunities are in areas that need proactive engagement of the “requirement definers” within the buying community.
- The roundtable enables MTAPP to achieve a structured, comprehensive, and coherent approach to facilitating procurement-marketing opportunities.

Stakeholder Involvement Will Enable A Fully Integrated Program



4.5 Web site and database (www.airforcemtapp.org/.net/.com)

A web and database is maintained to promote the program and to keep track of essential information. The database has corporate descriptive information provided by the participating firms. The website contains basic information about the purpose and scope of the program, points of contact, newsworthy stories, upcoming events and current

updated market information for small business strategic planning purposes with links to pertinent small business assistance websites.

5.0 DESCRIPTION OF PROGRAM ELEMENTS

Based on the strategic imperatives identified earlier, the program will define assistance along the following categories:

- Enhancing industry awareness and commodity knowledge
- Technical assistance and training programs
- New business development assistance programs

MTAPP Program Elements Composition

Enhancing industry and commodity knowledge

- Research Study
- Annual Conference
- MTAPP Newsletter

Technical assistance and training programs

- Comprehensive Assessment program
- Continuous improvement plan
- Manufacturing & operations assistance
- Business , managerial, & organizational assistance

New business development programs

- Government sales and marketing assistance/visibility
- Matchmaking events
- Procurement parts history
- RFP and bids matching assistance
- Program Marketing to Prime Contractors and AF / DoD

5.1 Enhancing industry awareness and commodity knowledge

5.1.1 Research study

The research study will identify areas of deficiency or minimal participation by small manufacturing firms and uncover areas of untapped opportunities for small business. The study encompasses a number of sectors not limited to medical, chemical, biological, aerospace, environmental, homeland defense, etc. There will be annual revisions (or

spirals) for industry trends, participation statistics, definition of success metrics, and associated performance measures.

The study's objective is to identify small business manufacturing opportunities. These are identified in areas, which meet the following criteria:

- Commodities categories with limited or declining small business participation
- Commodities categories where AF/DoD and commercial sectors have identified a need for new suppliers
- Commodities categories where AF/DoD and commercial sectors have expressed a desire to see increase supplier competition or alternative sources
- Commodity opportunities where small business manufacturers can reverse engineer products or enhance a product at the end of its lifecycle
- Commodity categories where small business can leverage inherent capabilities in "Make vs. Buy" situations

5.1.2 Annual training conference

During the annual training conference, MTAPP companies will have opportunities to network and build relationships with buyers and program managers from the following:

- Air Force and DoD buying commands
- Prime contractors (Lockheed Martin, Raytheon, etc.)
- Large second tier contractors (GE Aircraft, Pratt & Whitney, etc.)

The Annual Conference will provide training forums to share industry and procurement knowledge that will afford MTAPP companies a unique advantage. This will share knowledge and competitive information garnered from the research study. Also, training sessions will be held that focuses both on senior leadership development and tactical levels courses focused on doing business with the federal government.

5.1.3 MTAPP Newsletter

An electronic bi-monthly newsletter will be produced and distributed to all MTAPP companies and key stakeholders. The newsletter will have information pertinent to small business manufacturers such as recent best practices, changes in government acquisition processes, share success stories, and a feature section from the AF/DoD/Commercial sector buying community.

5.2 Technical assistance and training programs

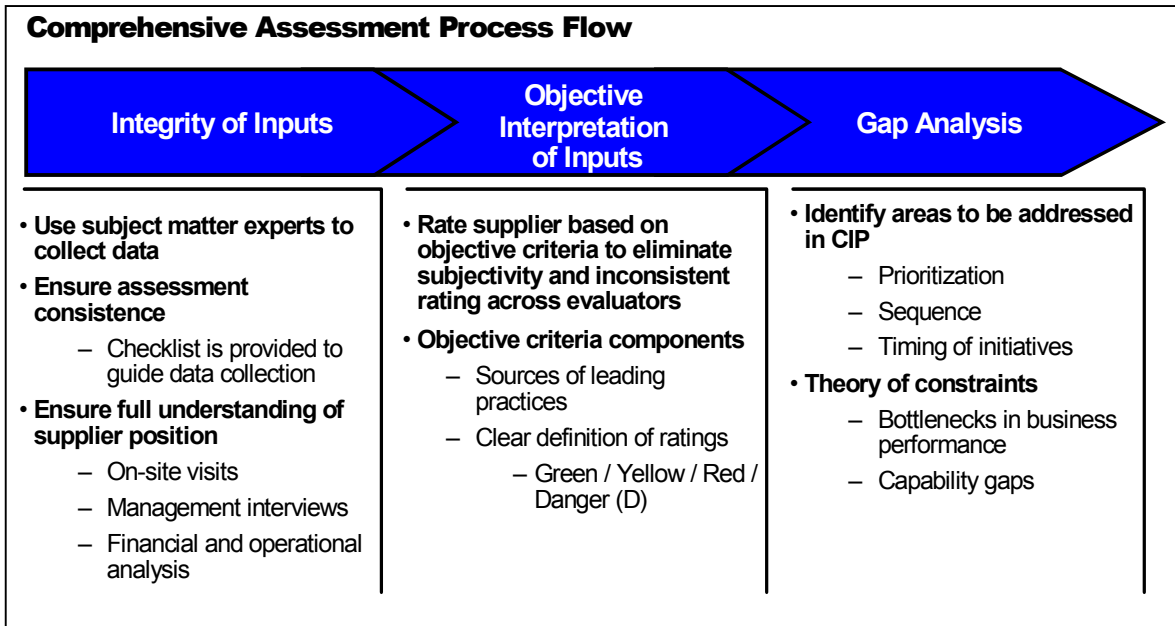
These programs will focus on improving the capabilities of the MTAPP companies guided by the philosophy of building self-sustainability. Individualized and hands-on technical assistance will be provided to assist the participating small business in addressing the areas of improvement and capability gaps.

5.2.1 Comprehensive Assessment Process (CAP)

Each company selected into MTAPP will undergo a Comprehensive Assessment Process. This is a business and company wide evaluation. The assessment will seek to accomplish the following:

- Understand supplier’s level of proficiency and capability in certain functional areas, e.g., manufacturing processes, engineering, Quality, IT, HR, R&D, Sales & Marketing, etc.
- Identify internal constraints / barriers to improve current performance
- Identify potential constraints to supplier’s business processes and performance to meet AF / DoD identified requirements
- Identify current performance and financial gaps with a competitive peer group (similar client suppliers and competitors in the same business sector - NAICS)
- Determine the underlying business risks associated with the identified performance gaps

The Figure below shows the approach used in conducting the assessment with emphasis on identifying the problems associated with gaps in current performance and ability to meet the specific needs of the identified AF / DoD and longer-term supplier sustainability.



5.2.2 Continuous Improvement Plan (CIP)

After the Comprehensive Assessment Process has been conducted then a Continuous Improvement Plan (CIP) will be developed defining the deployment of required technical assistance. Each CIP shall identify the necessary training or hands-on technical assistance required to accomplish the goals. Some activities that may happen include training, seminar (distance learning, internet-accessible etc) and subject matter expert provided hands-on specific technical assistance.

5.2.3 Manufacturing and operations assistance

Based on feedback from prime contractors, adaptation of lean manufacturing principles by small businesses is a key requirement for vendor selection. Lean organizations are capable of producing high-quality products more economically and in lower volumes. This and similar discipline support are available.

Lean manufacturing discipline

Lean manufacturing aims to minimize the amount of all resources, such as time, capital, etc., used in the various activities of the company. This involves identifying and eliminating all non value-added activities in design, production, customer service, and supply chain management. Manufacturing and operations assistance will be provided for the following initiatives: pull production, flexible operations, total productive maintenance, error proofing, waste elimination, conversion reduction, shop floor control, layout optimization, industrial materials management and continuous improvement initiatives.

Information and business systems

Consultation for a wide range of Information Technology requirements will be provided, such as production control and business operations software identification and selection, database development, and other IT related issues. The goal is to get the maximum benefit from the investment in technology. Some examples include the following: web site development assistance, Manufacturing Resource Planning (MRP) software identification and implementation, Facility networking, and Information Systems

Quality program

Assistance with implementation of quality programs and compliance will be provided. In addition, areas for improvement will be identified, with a plan to make the improvements, and the results measured against the management established requirements. The assistance will be focused on the following standards: AS9100, ISO9000: 2000, QS-9000, TL 9000

Internal DCAA audit assistance

MTAPP will add value and improve participant's organization's controls and governance operations. Internal audit operations can be augmented when necessary, peer reviews provided, complex risk management assignments completed, and advice boards established. In addition, assistance will focus on achieving compliance to DCAA requirements. This assistance will be addressed: accounting and financial audits, ISO / Quality audits and DCAA processes / procedures.

5.2.4 Business, managerial and organizational assistance

Business, managerial and organizational assistance will be provided to improve the companies' capabilities in non-technical / non-manufacturing areas in the following areas.

Strategic planning and business strategy

Strategic planning and business strategy assistance will help the company's leadership team develop a plan that provides guidance, directions, and decision boundaries for their companies. The goal is to assist the companies develop a set of plans for surviving and prospering in the industry value chain. This effort will assist the companies with defining their vision, mission, competitive advantage, and implementation plans.

Accounting, financial, and cost improvement assistance

The accounting, financial, and cost improvement assistance focuses on enhancing capabilities in financial reporting, financial and accounting management, and improving company cost performance. Cost improvement focuses on reducing purchasing, overhead, and operational-related costs, and on productivity improvement. For those companies who lack government approved accounting system, the necessary assistance in establishing one will be provided. All MTAPP companies have the capability to graduate with a government approved accounting system.

Business processes improvement

This form of assistance is targeted on improving the cross-functional business processes within the firm. Business processes such as order fulfillment, product development, risk management, etc. will be addressed. Provided assistance will enhance the firm's process diagnosis capabilities: process mapping, evaluation, optimization, and re-design.

Organizational structure and alignment

This involves structuring and aligning the human resources to accomplish the companies' objectives / goals. Assistance will focus on helping companies to define the optimal firm architecture, structure of the organization, and key performance monitoring metrics.

Sales and Marketing planning

Assistance will assist in defining and developing a comprehensive sales and marketing strategy by helping the firm accomplish the following: understand the industry / commodity dynamics and characteristics, select and prioritize product / market opportunities, conduct an internal capability assessment and develop required product / service offerings, create sales and marketing plans.

Competitive benchmarking

MTAPP companies will be provided benchmarking statistics on how they compare with industry top quartile and average benchmarks. In addition, companies will be provided specific comparisons to an identifiable set of comparable competitors. The benchmarking information will contain both relevant financial and operating statistics. The competitive benchmarking information will help MTAPP companies understand performance gaps and how best to address these gaps with available technical assistance.

5.3 New business development assistance programs

Input from surveys and discussions with current MTAPP participants reveal that most companies express a strong desire for assistance with procurement opportunities. While MTAPP program cannot “give contracts to participants” The technical assistance provider will work on improving the companies’ chances of winning procurement bids. The business development focus will achieve this objective by accomplishing the following:

- a. Create conditions such that MTAPP companies are perceived by the procurement community as preferable suppliers compared to non-MTAPP. Our goal is to increase the number of times an MTAPP company gets to bid on relevant (high value) opportunities: the number of times they get “to bat”
- b. Improve overall “batting average” by enhancing competitiveness, market knowledge, and customer access.

The business development assistance will consist of the following:

5.3.1 Government sale and marketing assistance/ visibility

This involves raising the visibility of the MTAPP companies to the Air Force buying community. This assistance will address shortfalls in PRO-net profiles, website search engine metatags, and related keyword searches. In addition, specific assistance for the MTAPP company will focus on the selling tactics to the government. It will include the introduction of and coaching on the marketing tools (PRO-net, FedBizOpp, GSA, etc.); who to talk to in a Government agency, how to find the right person, etc... It will also help companies with building capabilities and expertise with the following: government sales and marketing tools, awareness of bid opportunities, preparation of proposals, contract issues and program management

5.3.2 Procurement matchmaking event

The program will target conducting matchmaking events where specific buyers (in commodities of interest to MTAPP companies) are invited to meet with MTAPP companies.

5.3.3 Procurement parts history information (Haystack Parts Database)

MTAPP will provide companies with access to the Haystack Parts and Logistics Database. This database has information on more than 40 government databases with information on 11.5 million parts. It also provides information on more than 25 million procurement histories, including thousands of GSA and federal procurement histories. Haystack enables MTAPP participating company (MPC) to conduct competitive analyses and in turn create winning bids. The procurement histories help provides additional information in deciding how best to respond to Requests for Quotes (RFQs) from the DoD.

5.3.4 RFP and bid matching assistance

MTAPP companies will be provided assistance with getting customized and tailored government bid and RFP announcements.

5.3.5 Program marketing to primes, AF and DoD

MTAPP will engage in proactive marketing and MTAPP marketing will focus on building awareness of MTAPP companies within the AF / DoD buying commands and with prime contractors. The Air Force MTAPP assistance provider will help each company to generate a tri-fold brochure on their capabilities, which will be distributed to the buying community.

5.4 Technical assistance delivery methods (“The Toolbox”)

MTAPP will provide technical assistance in the most cost effective way and reduce the need to reinvent the wheel. The program will determine the most cost effective tool to deploy the needed technical assistance and will leverage, wherever possible, as much commercial off the shelf solutions that exist (e.g. industry associations such as the Aerospace Industry Association supplier development initiatives). It will also seek to leverage existing federal funded programs established to assist small businesses and manufacturing entities. The following are some of approaches that will be used to deliver the technical services available to the MTAPP companies: training seminars / sessions; project based consulting assistance, custom training; helpdesk; hands-on-solutions, short-term technical staffing augmentation and research assistance.

5.5 MTAPP performance evaluation surveys

One of the ways the program will be evaluated is from the surveys sent to all participants. Feedback forms are also available on the web with a section for best practices and lessons learned from Continuous Improvement Plan (CIP) efforts. The evaluation process will also include feedback on the CIP and its implementation, additional technical assistance, training workshops, and the program’s website/database.

Examples of technical assistance delivery methods (“ The Toolbox”)

TOOL	DEFINITION	EXAMPLE
A. Training Seminars / Sessions	A. Commercially available courses where seats are purchased for MPC	A. Electrical Harness Quality Training
B. Project Based Consulting Assistance	B. Internal Supplier Task Force will receive advisory support from consulting project team	B. Assigning Subject Matter Experts (SME) to provide specialized knowledge to internal company business MRP Expert working with a Selection Team
C. Custom Training	C. Training and guidance in identified areas	C. Seminar and training sessions at supplier facility focused on skill building
D. Helpdesk	D. POC for questions, inquires, and service requests	D. Requesting Haystack research assistance
E. Hands-On-Solutions	E. SWAT Team Deployment	E. Consulting Team at supplier site to fix problem
F. Short-term Technical Staffing Augmentation	F. Interim staff augmentation to fill capability gap	F. Interim CFO or Quality Manager
G. Research Assistance	G. Provide specific information to the company to make better decisions	G. Provide specialized information such as competitive benchmarks, technology definitions, etc to assist Supplier Management team with making informed decisions