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>>> Good afternoon, we are so happy that you could join us today. If you are having any props getting--problems getting in, give us a call at (202)384-4510.

(202)384-4510.Or you can send us an e-mail. We'll be starting in just a moment.

Okay, and now I would like to introduce--

>> Good afternoon,age we are thrilled to welcome you to our webinar. I am a program manager. I am with Karen who is our program manager. Today her going to use a hash tag challenge partner on twitter. If you are following along there or are sending notes. And we are going to start out with a welcome. We'll have six speakers and then a break. And we are going to talk about the vendors and partners. This is under the advertising services. About the schedule was called in March of 2010. This helps re-enforce the American competes act. And we have a dozen companies listed right now who all have varying degrees of ex-pertest. And they could one a platform from start to finish. Or they can help you run your challenge. So first we want to welcome Bill Twigg and Tom digital.

>> Higher--use, guy,--hi, guys.

>> You are ready to go.

>> Ash ash was asked about a state departments international program programs to help them with a challenge. Looks like you just got the slide up. And then we are going to start how we--so, we are just going to need a very sport period. --short period.No audio.

>>> A lot of mathematical model that is going to answer a lot of question. The competition, from hosting it and then there is a board that keeps track of where people stand and how good their solutions are and to handing off the visions to you guys--solutions to you guys. So, the way that the things work is the people don't just down load the data, they upload their salutes to get some--solutions to get some realtime feed back. Let's look at one of the challenges that we did for NASA on the right. It is a chart that shows--lower the--and the top is where NASA's benchmark was. You are seeing the competitive dynamics in play. And they were to map the things out there in the universe. And we want to see where it is. And within a week after putting up this competition, NASA's benchmark was broken by a guy named Martin. He comes in and breaks the benchmark in about a week. And the interesting thing was, if are working with art feedback, he is on top of the world thinking he's beaten the world's most moll knowledgeable people and you would stop here. But other people can see he has done well, but, they don't know his rhythm. And then the people start thinking about it and building better solutions. And that is what you see right there. And another guy--ends upbeat to go the benchmark. And you see over time that the day story--Monday has been squeeze--has been squeezed. People get realtime feed back and then they post a a solution. So, the last thought I would have, if you have lot of data and you want to learn something, think I called--anding--

>> Great, thank you. And now we are going to here what InnoCentive.Okay, Jon Frederickson, are you available? Come online. All right, well, we'll go with Jonathan Slater. We have a couple of Mike's on the team today.

>> So, welcome. We are another name for the global security challenge. We have been purchased by the InnoCentive. And we excel in crowd sourcing. The main part of the what we classify as a change challenge--grand challenge is we custom design a competition to the clients needs. We develop something called an ideation. We come in and run a workshop with you and work out your needs and work on your problem and what you see as the landscape that you are trying to run a challenge in. And then we form late a--forma--formulate a system for you. And we have a crowd of 150,000 people globally. We have a large number of people all over the world. We try to work within your brand and give the challenge a brand associated with the organize. We want to give yourself a focus. And we run it end to end. And we can run every single parking lot from the competition and helping you with the judging. And the examples we have running now, we just come pleted a \$1 million challenge and we ran a number of, there was some tests done. And the U.S. government, and the European government looked at the return on investments on the challenge, and found that there was a 6.5 times return on investment in the amount they received. And the venture capital people were there. And we always look for a large financial award or a large awareness of how the system can benefit people. And it is always about crowd sourcing for us. We want to work with people outside of what you would expect. So,

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we always try to think of how people outside of the box can try to solve the competition. We want to look at the wider community. It is going to be somebody in housing that is going to try to self the housing problem. But, can we find someone else? We have hosted over 25 grand challenges and given away over 5 million dollars in awards. And we run a--5 million dollars. And we are running competitions in the security, health, energy, call the way through to looking at people who want to help people solve and create new businesses. We are looking at something, we are in doing a number of studies to prove that competitions actually can provide the level of reasons I haveness--responsiveness. And we have a lot of clients going from a variety of companies. We just want to be able to solve your problem from end to end. And we would feel that we are the experts in in field. And--in this field. Thank you very much.

>> Thank you. Really appreciate that great explanation. And Brandon Kessler.

>> Yeah, can you hear me?

>> Come online.

>> Can you hear me?

>> Yes.

>> Okay, excellent. The last time I was here, I was speaking. And sorry that that happened. I am the CEO founder of ChallengePost. We have had hundreds of challenges to date. And they range from apps challenges, apps for development with the big bank, Sam sung, and also video challenges. We had one of Sunday for the first lady. And we have done others with the USDA. We do challenges to come up with concepts for new businesses. And we have short ideas for solutions. And invention challenges. And one thing that is different is that the challenges are public. If you need a private answer to a problem, they are plenty of great folks who can do that. But, ours is public. We are half marketing and awareless. And there are--awareness. An we have the services. And we have the government wide competition platform. If you want to customize the look and people, then we can--feel, then we can do at that as well. You can reach people that have participated in past challenges and it gives you hintings on how to make good challenges. And you can have an unlimited number of judge through out the--judges through out the world. And it keeps everything in one place. And there are other great user experience solutions. And we have hundreds of users and an unique concept, we have public supporters. If there are numbers of the pub that care about the first lady but not have an ex-pertest, they can still follow the challenge and get credit for doing that. And that touches on the marketing. And lastly, our services. We help people in every government agency. And we help recruit judges, review submissions, awarding prizes, and especially marketing to get out the word in person through events and online. We are lucky enough that we have worked with all federal agencies from big challenges to small ones. And I would speak with anyone if you want more.

>> Thank you, Brandon. This is showing--such great diversity in the companies that have spoken so far. And about their audiences. Jon Frederickson. Welcome.

>> And we were trying to talk but could not get on. But, we are back. And I am going to share more with you. And I would say this is maybe the most long standing and experienced marketplaces being founded in 2001. We had over 2,000 challenges. And they can look very simple, like, how to get young men to shave more, to very complex things. Things that matter in the state and local government. We have been doing that since 2005. We have had a lot of success with organizations like NASA. And we have a partnership with--and we have served a broad variety of clients. And we are bringing them success. Now, for NASA, we are helping get better prediction models that came all over the world. And NASA's identity was broadly public and the people cared about space and looked at the rhythms. And through this model, and allowing solvers to work on the big data sets and use their creativity, they found a solver who they never knew existed that could help them out a lot. It was huge. Again, very public through a pavilion for them. And they were able to take advantage of a solution that came from an engineer in Peru. He came up with a new tool that would be a remote vehicle stopper. That military and civilian law enforce. Could use. And another thing we have is service. We know that most agencies in the federal government have not done challenges. So, our experience over time, and the services we provide, we want to train and educate you so you can support yourself going forward. Also we have an integrated platform. And we have over 250,000 solvers all over the world. And can get to almost 12 million people around the world. That marketplace gives you the security ining that the right people are looking at it.

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And getting people who usually don't look at the challenges you face and having their perspective gives you a different angle of attack and from that, giving you a much richer form of solution. And we can also provide things that come from helping to market the challenges and getting it to larger audiences. And last but not least, but, think I across the federal space, our platform allows for agenesi--for agencies to take the problems that one department may face and share those with other people who may be sitting right next to them. Who is already worked on the problem but didn't know their neighbor next to them had the problem. So, with the technology, you have the most flexibility in terms of options. The most--support to give you guidance. Thank you.

>> Thank you Jon Frederickson. Great, great information here. Next we have Brett. Welcome, Brett.

>> Brett, are you there?

>> Okay, while we are situating, two--exile we are waiting, we have two questions. One of them is asked by Peter, are the 250,000 solvers the same solvers signed up in InnoCentive? So, Jonathan Slater, if you would like to answer that--

>> Absolutely. It is made up of our own set of solvers before the merger and people want to solve in different ways. But a large number of the solvers come from the--in addition to the standards office.

>> Okay, thank you. And the second question from Nancy is do any of the companies have experience with hardware challenges? And that is open to all.

>> This is Brandon, we are about to launch one in a week with, I can't say much. But, it is a large government agency that is going to be soft ware related. Sorry I can't be more specific. But, it is software contained on a ship.

>> And this is Jon Frederickson and we have a variety of challenges that would be likely re-haven't to other things we are doing.

>> Okay,.

>> Anything else?

>> Just one other thing.

>> Sorry, this is Jonathan Slater, we have just completed a challenge for ONR where they were looking at a new type of energy storage. And yes, that was completely hardware. And it was a full end to end test.

>> It is Karthik, we are oathing a competition to micro soft con net to improve the--connect to improve the hardware.

>> Okay. Great. A lot of great experience out there. Is there anyone who is coming up that would like to weigh in?

>> Okay, Brett Albro.

>> Hello, can you hear me.

>> A little louder if you can.

>> So, phase one. We have helped the various levels and your philosophy is listed on the slide and we can be your prize team. And we are a vendor company. We have not seen a particular platform. And we know that these are new for government and we now how they work. And we can help with that. So, what we do is help agencies build the programs from the ground up and show them how to create policies and then to execute those. And there you can see the examples on the slides. The department of transportation, as well as HUD. And we know the legal, and technology issues that many of the government agencies faces. And are great with the work at the--environment. And we worked at 17 different agencies. And we know the different needs of the different agencies. And this is very critical in the design process. And we are involved in the international things. And now I am going go a little more into detail. We fully understand that prizes are a way to get things going. And it is not alone enough to succeed. And--career services and other things to compliment prize types are going be necessary. And we want the prissiests to keep going. --prize efforts to keep going and need knowledge of the government environment. If you have seen only one prize, then you have only seen one time of prize. And many companies need to be brought to--and we have done that. And some platforms--others to business owners. We understand the landscape with the different platforms of the government. Instead of having un-senator on--vendor on contract, you may just want to have more. And being vendor neutral, we can help you. And that is going book to the prize concept. And we also believe the challenges are about the community being built. We also believe that the community buildings are where you can have access too. And outside partnerships are very important. And we need to tap into new net work--networks. Which, brings me to the couple of experiences there at the bottom. So

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we have the tactical planning. And we start out there. And we were involved in the environment challenge in 2011. And it was the public data. But, we also support the army apps for D Deposition Exhibit I am sorry, -d--I am sorry, apps for the the army. Thank you for listening.

>> That is just a little signal to try to keep us on track to have time for everyone. And thank you, Brett, this is great, great re-enportion. Of your work. And we have time for questions. And this is very important for us, our team, to see how we can get more agencies to get on board with the goals that we have in the challenge and not guilty feel like they need to do it on their own. We have our community of pack it is here with over--practice here with people who have one the challenges and we have mentors available who are experienced and hoar. And we have scheduled partners to assist you where you need to have this done, providing training and ex-pertest. And I like that you have touched on some of the issues around legal as well. So, one question here for all. Do any of the companies that partner with agencies, do you contribute to any of the prizes?Is anyone available to answer that question?

>> This is Jonathan Slater, we can contribute by providing payment in kind and by providing part of our services for free, if we feel it is going add to a bigger challenge. But usually it is part of a larger piece of work we are doing with the client and some things are done on a--through time, not through cash.

>> This is Karthik Sethuraman. Very quickly. We are open to the idea of enhancing the prize money by adding our fee. And further more, if the challenge is to advancing the state of science, we are open to having no fee at all. Because, we think that is the right thing.

>> And there is a question to phase one to talk about prizes again, please. Brett, are you able to come back on?

>> We think the prize z are part of the-ever--prizes are part of the strategy, but not all. That is just one part of the effort. There are many other pieces in there. Especially in the government space.

>> Hey, this is Brandon. To add to the question before ability offering--about offering stuff for free, after going through the training, it is pretty hard core about not being able to provide services for free. That if you do that for one person, u to--you have to do that for another. But, we have sponsored prize money in exchange for advertisements. But I would caution you to just be careful about that given the sensitivities.

>> And this is Mike Lydon. And I aim going to say--am going to say we have dealt with creative solutions in terms of maybe working with corporate interviews tees as it was mentioned and areas where it might be solving problems. And there is going to be corporate interest this as well. And--there as wellful and they are ways to supplement prizes.

>> Right, and I am glad you brought that up .U we talked about that an isolate--that up. We talked a lot about that earlier. We know that different agencies has different rules. And if a company like yours, there are different reels for you. And--rules. And it all goes with what needs to happen on the legal side. We have now coming up next--

>> --this is Kevin. Can I speak on something?

>> Absolutely.

>> I just wanted to--

>> This is Kevin Mitchell. And he is our expert today that is going talk about being on the 5414 G.

>> Thank you. And I just want to clarify about the price reductions. I just wanted to make sure that everyone was aware, those are just to commercial clients. Not to federal clients. So, you still have the ability to offer a better pricing under that contract and not be in violation. So I just wanted to make sure that was clarified on that.

>> And sorry, but then aren't you obligated to do the same for the other agencies as well?

>> Not necessarily. Because, let's, let's handle this at the end. When we get to the part about getting the 541 going.

>> That is fine.

>> And we would like to welcome Mike Hillegass. Mike, are you ready to join us? Okay. Jaison Morgan from the common pool.

>> Can you hear me?

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>> Yes, we can.

>> I have had a couple of problems here. So, the common pool is a firm that is dedicated to designing, developing, and executing prizes and challenges. And here is our contact information. And, what is a prize and what is a challenge. And what are our facilities lost T-PIONS? We had announced that we had \$300 million in the pipeline. And we were going roll that out. But, we didn't have a scalable model there. So, we worked and set up a lab at MIT. And I help teach the first class to the Harvard group. And we wanted to series of different landscape anal large chunk single agents. Ebb--aweANALYSES. And you can go to you tube to watch the lecture and see how we design the words. I would also say that you know, many members of your team were involved in the--report. And it's been abop the by others. --adopted by others. And you'll see this has created some confusion. We know the categories are not getting through the challenges that you are all up against when you go through. So, I'll say that in terms of how we work with the government, we have a partnership agreement in place. And we are able to contract through the schedule 70 services, a number of other is schedules and we have people in our team, we have five people on the ground who know what the agency requirements are. So we can deliver project managers specific to your agency. Oftentimes they have already worked on other projects in your agencies. And we have worked in the Middle East and in the UK. And we are working in the U.S. But probably the largest growth segment is public partner. And we have listed a few simples here. --samples here. And we have an urban planning competition. And that has ten other agencies. And we are doing the design work and the software development. And the HULET foundation is sponsoring us. And it is to grade student written essays with machines. And the U.S. department of the education has provided a large grant. And 44 different states are involved in this as well. So, we are used to dealing with local, state, federal, and local partners. And around the world we are working with the first minister of Scotland. And we are worked in the middle east on clean tech which is a series of prizes. We work through partnerships. I would say we are a design consul tan single agent. So we will help you figure out what you want to achieve and how. But, we cannot provide the full platform of services. So, we have partnerships and sales agreements with a lot of other providers. So, where there is a platform--which we think is the best, we can deliver their services. And we have a signed partnership with others. And withish eyes, we have the partnerships in academics. So, university of Chicago and others.

>> Okay, thank you.

>> And lastly,--is our software --series risk owners out of--service out of Nashville, Tennessee.

>> Great, thank you, Jaison.

>> Can I add one other thing. We are not able to answer any of the questions.

>> We are going to have some time at the end.

>> Sure.

>> We are allowing plenty of time at end for the Q and A. You'll get more air time.

>> And now Mike Hillegass, can we get him on?And now we are going go to Mike Lydon.

>> This is mike. Just wanted to make sure you could hear me. So, my name is Mike Lydon and I am with top coder. And we are an innovation platform. So, with execute and manage software challenges. And so what we allow is the decomposition of larger challenges into smaller scope challenges which is kind of way that top coder approaches it. Making--decomposing bigger challenges into smaller challenges. And this way of doing it allows us to leverage the spare time, thought cycles, development of the community members that we have among the commune to accomplish software oriented tasks. So, kind of like an innovation platform for software engineering. And so your community, our existing community is about 400,000 people ranging from any from sort ware architects to math fissions. And graphics designers and just thinkers, the type the of people looking for challenge. Maybe for money, but maybe not. So ultimately. We have access to the engaged community of just shy of 400,000 people. We have a lot of experience in running challenges. We have run well over 10,000 challenges and given out over \$20 million in prizes to our member population. So the experience, and the tools have all been in hosting the challenges. And the four pillars of value we have, is number one, enterprise software. So, we build that I think software through challenges and it is going require decomposition. But, it is a challenge. And so top coder has about 36 types of challenges for this purpose. And, what do we want to build? And then down to the build of the software, quality assurance, finding security flaws, those are our

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offerings. All of which again are focused on building enterprise software. And we have built quite an unity of the--community of solvers. And we have run thousands of things in the past years. And we look at the optimization, coming up the rhythms, the types of things that can maybe run on Maryland called--and equipment. And we have run a number of things for NASA. And I know that others have run with NASA as well. And we have the NASA tournament lab that allows researchers to return software and challenges by tapping into the top coder. And we have had a lot of suck says with that. And the studio, that is where we use challenges from low go to banner design to web page design. Which is laying out a web page. And so, that is the end. Thank you for listening.

>> Thank you, Mike for letting everybody know about the four corners of your business, the real diseases ease--really easy to read slide. If you are--read slide. If you are on the twitter, Karen is doing a great job of posting the tweets. And she is hitting the highlights of what the companies have talked about. So, Mike Hillegass.

>> Can you hear me now?

>> We can. Welcome.

>> All right, that is good. Thank you about the problems. Thank you for inviting me to join. Just a quick overview about us, we provide public relations, public affairs, print radio, event management, and market research. About 95 people in Washington DC. And we support clients in about a dozen countries around the world. And some of the clients are--fortune 100 companies. And the association of equipment manufactures. And your government clients are GOT. EPA. And others. I was actually sort of happy that I was going to follow--because I wanted to discuss one thing today is about having some of the people that are joining us today from the government side think about how the challenges and the prizes are communicates and how you find the target audiences. Others described how the winners can be from non-obvious communities, the man in Maine for the person in Peru. And what I want the agencies to think about, as they are building this, from the legal side, to designing it. --to define to go it, I just wanted to talk about communicating the opportunity to the audience. Think about who you are trying to reach and it can be as broad as possible. For more targeted. But the I think the more general the audience, the better. And now that we are on a social media figure out where the audiences are getting their information. Their partnerships with organizations that have great networks within them?

>> I know there are some popular energy and other groups are going events on college campuses. But, really focus on the channels. And social media is great. And you can get on Facebook and twitter to reach wide, global audiences. And there is still some research to figure out which people have the right types of followers to get your message out to the--message out. They really get the best responses. And so you are finding the solutions. And that is what I think is interesting. It is such an unique approach. And as the things have come out, I feel like I am not aware of most of the opportunities and the ones that I do come across are through--which is probably not the ideal way to learn about things. We would love to help you think--help you think through ways, the best way to reach the audiences. And we would partner with some of the technical companies.

>> Thank you, Mike. This is great. And the audience outreach is huge.

>> And now we have Suzanne Rowland. She is our next guest. Are you with us?

>> I am here.

>> Welcome,.

>> Sorry, No one was responding. So, were a communications firm, but we have a technology service division. And a lot of my colleagues, we run challenges from start to finish. And today I want to look at engage. . Whether you were encourage to go entrants. So, the real key thing about the contest or a challenge is that if you build it, will they come? There is just so much competition today, especially on--especially online. And just because you have a beautiful site, it doesn't mean you are going to get a huge number of people. So, participation can make or break your success. Just to give a little bit of background, we had a contest that ran for about eight weeks in just two states and we had 12,000 people and another campaign ran for five weeks with 2,000 people. And then the client was able to use for new business leads. As I said, they were consumer based and they might seem a little bit easier. But, we did do a Facebook contest that was life cycle budgeting, we saw a 600% increase in fan engagement. So, how do we do it? So we hard, before the

platform is build, really in the beginning, we look at the target audience and tailor the requirements to them. And for a younger group, we might require video submissions and, have the time, more so than people with family and jobs. And for the older ones, we may have photos or Tex or maybe use a little multimedia. And then we child abuse the contest hook. We have had the scavenger hunts. We have done March madness style brackets. And we have pulled in things like "American Idol." And it helped with the viral spread of the and then we headache--spread. And then we make it very easy. Not a lot of clicks and we make it easy to send your things to a friend. And we have realtime voting and leader boards there as well. And then finally we promote it. Where is the audience? Are they on social media? And if so, how do we find them? Do they belong in similar community groups. And which is the best way to get to them? Is it advertising? And once we find them, what is the best way to engage them. And if there is an advertising budget, we are serve adds on where they live and work. And they are cost e processes fishn't. And--they are just great. And the things are changto go daily. And we want to--are changing daily. And we want to help exceed clients expectations. And on the slide we have the newspaper article. And we have a postcard that went .0 we have Facebook--that went out. We have Facebook. And there is the twitter feed. And the newsletter and adds for websites. And then social search that has be successful for us.

>> Great. Thank you so much. She is wrapped up all of the vendor speakers today. You know that this is a giant puzzle where the pieces don't always seem to fit together. Were looking at framing the challenge and turning this into something that is not just an idea but it is a competition. We want people to wrap their heads around. And to identifying your target audience and looking into the legal and judging issues. So those are just a few of the things that everyone has touched on today. And there is always the fallow up and--follow up and growing your community. And we are really really excited about this. One question before we get to Kevin Mitchell. And Peter had asked about whether the vendors have their own platforms or if they are dealers. And here at GSA, we have a challenge website. And that that is fully operational. And some other have been able to do that at well. And there are other partners who talked today who say they can build you a custom plot form. So, what--platform. So you can present who the challenge is, that you can communicate with you solvers and the public, and you can have your judges manage the submissions through there. And then you recollect also give you award. To that, you can take in what is being submitted. So they can be very basic in taking words or video, or code, and applications to rhythms, whatever they maybe. The platforms can handle that. So, it is not a ding if you don't have your own platform. You can find what you need to fit as far as what works with the cost and building the platform that exists. And it is really key. So, that said, if you all athings--I about some other--if you think of some other questions, post them. And I would like to introduce Ken Mitch. He is going--Kevin Mitchell. He is going to tell us how to use the schedule.

>> Thank you. I just want to take a minute and thank the vendors who have been here today. Now that you all have become comfortable. Know you need to now how to acquire the services. I want to talk about 8-4. It is important to know that 8-4 is a [INDISCERNIBLE] 8.4 is a little different. It provides a streamline process for get services. So, don't confuse it. There is a very good outline there about what you need to do. And some of the advantages of using a schedule contract, it saving tip an money,---saves time and money. And the 8.4 gives specific information on how you go about. I am not going read all of those to you. And now the schedule contract verses the open mark ones. And you don't have to create your own contract. You do not have to post-anything on--that is another big advantage. You do not have to seek further compilation outside of the scheduled program. And you don't need to make any determinations or create a subcontracting plan, the things have already been created. You have the ability on this contract t add unique customer requirements. And the best value decisions with flexibility valuation factors. The latest technology and services are being put on schedule. We have plenty of industry partner ex-pertest. And you can use quantity, volume, dollars kiss counts,--discounts. And of course, everything we do is compliant. what are the requirements of the mass con fract ore? --contractor? When you send out an RFQ, that contractor must provide the current--list for any the ordering activity. And it is important to know--it is important to note that the prices for their services or tasks cannot exceed the value that has been agreed upon. And it is important to know that any services have to be listed. They are not offer more services to you if they

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are not listed. And if you find yourself needing to add more services they don't have listed, you need to contract the contracting officer and talk about the possibility of modifying the contract. GSA has an online shopping tool. The contractors must have their file on there. And because this fairly new. There is a possibility when looking at the contractors, their event may not be posted. So when you--posted. So when you want to find a vendor and their file is not on there, I would maybe reach out to them and have them get into contract with the CO and they can probably work together to get you some type of documentation. And they can get the file out there. E-buy is the preferred tool for posting the RFP's or RFQ's. And there is different requirements depending upon the size of the order. We have two different things. You have the one in which the order is going to exceed the three hold but it is--threshold but it is less than \$150,000. That is one thing. There, you are required to--pardon me. It is below the threshold, you have to have an RFQ to at least three mass contractors. And the difference is that you have to provide that RFP to enough vendors to at least get three responses back. So again, this is all outlined. But, know that depending on the dollar value, there are different requirements. And another thing, you need the RFQ with the statement of work. When you get those, you need to look at the responses. Also important to note, you may seek price reductions. The pricing that is awarding could be considered a CEILING amount, so, you could ask for more discounts based on your need and that contractor is not in any violation for offering you discounts. And finally, as you see here, there is a link for the E library so you can see the list of scheduled contractors. We do anticipate the list is going keep growing as more companies get on schedule, so, when you go to the E library, it is going to have the contract information and my information, or a teammate who is the CO. So, if you have particular questions, feel free to reach out to myself or to again, one of my team members who works with me. And their information can be found in the lie rare --library as well.

>> Kevin, you are right on time. Thank you so much. That was just great. And some feedback from the audience says it was great. And so, wave few questions remain to go that some would like to answer. And one-over those is what--of those is what can you do to an agency who is new to challenges? If anybody wants to weigh in quickly with what you would do with a new agency. If there is a paint point of a specific thing to focus on.

>> Sure, this is Jon Frederickson. We started with the most successful agencies just by helping them Noah the opening--outsourcing would be. And helping them to find the northeast important challenges--most important challenges they face. And we have a diagnostic that is coming out and it could be helpful in looking at the organizational structures to help improve the challenges within the agency as well.

>> Okay.

>> This is Suzanne Rowland. I would say that we have worked with clients before who said they want to do a challenge or a contest and they have nothing else. And we have sat down and gotten what they want to get out of it. And formulated it from the ground up from awarding the prize and doing the follow up work necessary. So, happy to work with anybody no matter how far along they are.

>> Okay.

>> This is Jaison Morgan. We have a similar service. I would say, one of the unique things about our company is that we come in and do an analysis. And if a compliant is coming to--is wanting to--client wants to create a concept, we look at the drivers in the fields. There has been a fallacy and that is that we have to put up bigger and bigger prizes. But, we have a client that has a \$25 million prize up that has been fully justified on what it would take to create the breakthrough. But we also have a small school district that is developing prizes at 1,000 to \$3,000. So, I think that if you are considering a prize, one of the first questions you need to ask is when the market that you are trying address here? why hasn't the problem been solved? And how much more incentive, cash and non-cash do you have to put up to get people. We think we are really good in that space.

>> Jaison--it is really interesting that you say this. And also Billy was message to go us. I talked with a principal yesterday and they talked about the shredder challenge. They thought it wasn't solvable. Let's just put up \$50,000 and see what happens. And then it was solved. And people are stunned. And it is great for the military and government, and worldwide, and so, the opportunities here you know, they just figured for the amount of money, it was worth it just to see. Because they didn't think it could be done. When you look at the prize, your prize package, take

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a look at some of the things on challenge, no prize money but access to people. So, what can you offer with introductions or any of those things. And, not a lot of money but it is worth it for something to try. Does anyone else wanted to talk about what your roll is right at the beginning for someone new to prizes?

>> This is Mike Lydon, the only thing I would say is in my opinion, the best strategy for an agency is to try to find something that is going to go to work. Maybe it is not the biggest problem, but if it is going to be successful, then the organization needs to build on that. Otherwise it can be frustrating.

>> And those of you who have been with us, you know, u to get something in your pocket that will launch you to the next level. So, we had a couple of other questions that we want the to readdress and that was on the hardware question. If there is anyone else doing those competitions?

>> Well, this is Jaison Morgan. You know, we have two client that are going--clients who are going hardware competitions. And defining what hardware means is important. There is the higher risk, higher return category. And that is the \$10 million or more. But, you'll hear a lot of other people also talk about the prizes that don't require as much risk, where you can get to the reduction to practice. So coming up with a model that is easy to use is a fascinating way to not put up as much. But, this is isn't hardware, but it is a proof or a concept? These things are very important if you want to come up with some concrete solution. So, I think there is a lot of waying to look at hardware.

>> Great. Are there any other audience yeses? Go ahead and post-them now. --and post them now. And if you are listening no matter what you are doing, get active with the schedule right now. Go ahead and get into some conversation with people. That way you can turn the key and make it happen. we would like to help you all along the way, earlier. And you can contact myself or Karen at any time if you need help. Talk with your agency peeps and talk with the program managers. It looks like we don't have any other questions. Do the panel lists have any questions for Kevin before we go? Okay, good, well we are going get everyone together again, soon. we'll follow up with you all on the list serve. Thank you all for your time today and your great questions. And the partners for coming online to talk about your business and gets prepped up. I hope you all have a wonderful afternoon. And we'll see you at the next one. Thank you. [Event Concluded]