



Benefits

- Revenues have more than doubled, reaching \$6 billion, thanks to an 80% win rate in the government business area
- A 10X improvement in team productivity has expanded capacity from two concurrent proposals to 20 – 30 without increasing headcount
- Production times, travel costs, and employee turnover have been reduced significantly
- Products and capabilities of 100+ acquired companies can be easily integrated into ACS proposals

Implementation Highlights

- Privia by SpringCM supports a multi-threaded process which allows team members to develop and respond to multiple proposals concurrently
- Structured yet flexible workflows and templates managed in Privia accelerate proposal development without compromising quality
- The solution supports more than 1,600 users, scaling to handle peak workloads while keeping costs low

ACS Bids More, Wins More, and Spends Less with Privia by SpringCM



As a global leader in business process and technology services, ACS, Inc. has earned a place in both the Fortune 500 and Newsweek's Top 100 Most Innovative Companies. Still, the company's \$6 billion in annual revenues don't come easily. To sustain and grow its business, 41 percent of which comes from the government sector, "it's important for us to bid a lot of opportunities," says Lauren Hammond, senior vice president, ACS. This makes the productivity, efficiency, and quality of the proposal development process critical to its success.

For opportunity sales cycles that last just over an year on average, proposal development accounts for only 30 days each, during which time the proposal team must move fast to capitalize on the information obtained during the pre-RFP stages. To win more business, the company needed the team to develop more proposals, more quickly, without sacrificing quality or consuming additional resources. Sequential, one-at-a-time workflows, which limited the team's capacity to two or three proposals at a time, had to be replaced with higher levels of collaboration at every stage of development.

The company's growth through acquisition—more than 100 companies to date—added to the challenge: "We were looking for a solution to support virtual participation and collaboration with people from newly acquired companies in proposals for their technologies and services," Hammond explains.

Optimizing Collaboration and Automation with Productivity-On-Demand

To produce more proposals without increasing core proposal staff, ACS needed to provide its users with capabilities such as tight version control and the ability to grant or deny users access and participation on a proposal-by-proposal basis. Structured workflows had to allow flexible role definitions to accommodate diverse scenarios and personnel. The team also needed to maintain high levels of quality control to ensure to-the-letter compliance with strict RFP requirements.

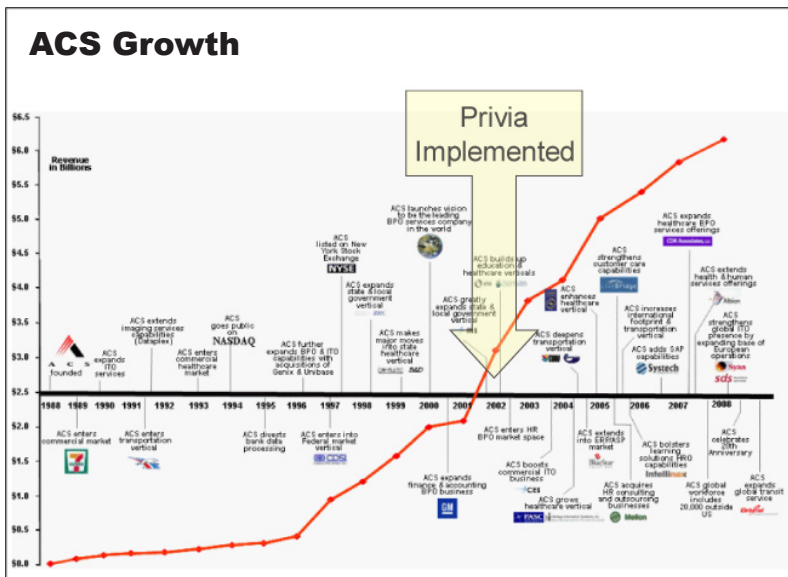
Only Privia, the complete business capture and proposal management solution from SpringCM, met all of ACS's requirements. "Privia offered a superior level of version control and management, allowing the concurrent use of documents by many team members at the same time," Hammond says. "Other solutions promised this, but they didn't deliver the functionality to back it up. In Privia, when one person has a version checked out for editing, others can still view and post comments on the most recent version. This makes it possible to move beyond one-at-a-time editing and speed the entire process." Close integration with Microsoft Office was another strong point in Privia's favor, enhancing convenience and ease of use.

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ACS now uses Privia to support a multi-threaded proposal development process designed to maximize concurrent activity by team members and minimize time for final production. Writers can review each others' sections; editors can review and clean up proposals during development instead of waiting until the end; formatting can be applied while substantive work is still underway. "Shell files" or templates for various sections, stored and managed in Privia, are pre-built with typical information in most responses - the client's evaluation criteria, the pro-

has improved exponentially," says Hammond. "Before, each person had to focus on a single proposal at a time. Now, each individual proposal manager, writer, editor, and production coordinator can work on two or three at the same time, and we have 20 – 30 underway every day with the same small team." Structured workflows and centralized document management support best practices and accurate compliance with RFP requirements. Continuous status assessment provides high visibility into every proposal under development.



The figure illustrates ACS's historical timeline. Since implementing Privia the organization has won three times as many opportunities in the government business area and increased productivity 10-fold without increasing headcount.

posed solution, and win themes based on best practices and past performance. This helps subject matter experts contribute in a timely manner once the development process begins.

By accelerating and automating workflows for the assembly, revision, and approval of proposal elements, Privia reduces production times, in turn allowing more time for the creation and refinement of proposal content so subject matter experts can make the best case for the company's solutions.

Achieving Dramatically Higher Win Rates and Productivity at Reduced Cost

"With Privia, the productivity for our core proposal team

Privia's support for highly efficient online collaboration has helped ACS reduce costs by eliminating the need for much employee travel. Subject matter experts can contribute more efficiently in less time, and improved integration of acquired capabilities helps ACS put its full range of relevant technologies and solutions to work in the government market. A more productive, successful, and orderly work environment has improved employee satisfaction and reduced turnover.

Privia has helped Hammond's group achieve a dramatic impact on ACS's business. Within the government sector alone, the company now produces between 200 – 300 proposals per year. Says Hammond, "We have helped build a \$6 billion business by primarily winning three times as many opportunities in the government business area as we were doing 5 years ago and that I believe is directly tied to our leveraging the Privia environment."

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— Lauren Hammond | Senior VP of Business Development | ACS, Inc.



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