

**40th Annual Armament Systems: Guns – Ammunition –
Rockets – Missiles Conference and Exhibition**

ARDEC Business Development Process

Relentless Pursuit of Advanced Armaments Technologies



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ARDEC Business Development Begins with the Marketing Process

- ▶ Definition: A Process, Once Instituted, to Support Overall ARDEC Business Development Coordination on Customer Relationships Facilitating the Evaluation and Response to Customer Needs and Requirements
- ▶ A Corporate Marketing Function which will Set Targets for ARDEC and Communicate Planning without Diminishing Lower Level Marketing Efforts, which Exist Naturally
- ▶ A Single Point of Entry to the Customer, as Appropriate, while Maintaining the Ability to Act on Existing Relationships
- ▶ Continued Market Success will be Built on ARDEC's Integration of Domain (e.g. Fuze, Energetics, Fire Control) and Functional (i.e. Project Integration, Systems Engineering, Configuration Management) Expertise to Pursue, Capture and Deliver on Work for the Customer

ARDEC's Business Development Framework is Driven by Available Market, Resource Utilization and Achieving an Acceptable Return on Investment

- ▶ ARDEC's Business Development Framework has been Divided into Four Main Areas (Quadrants)
- ▶ Each Quadrant Presents an Opportunity for ARDEC to Increase Business, Gain Market Share and Demonstrate Vision/Thought Leadership
- ▶ ARDEC's Business Development Process Enables a Thorough Vetting and Planning Process to Improve our Win Ratio, Maximize our Resources and Mitigate our Risks
- ▶ Business Development Activities will be Adapted to Efficiently use Resources and Gain Acceptable Returns on Investments
- ▶ There Must be a Balance Across the Four Quadrants to Achieve Steady Growth and Gain Future Market Positioning

ARDEC will Adapt its Business Development Activities to Address the Goals Presented by Each Quadrant

Marketing...each Quadrant Presents an Opportunity for ARDEC – Increase Business, Gain Market Share, Demonstrate Vision and Thought Leadership

Business Development Framework

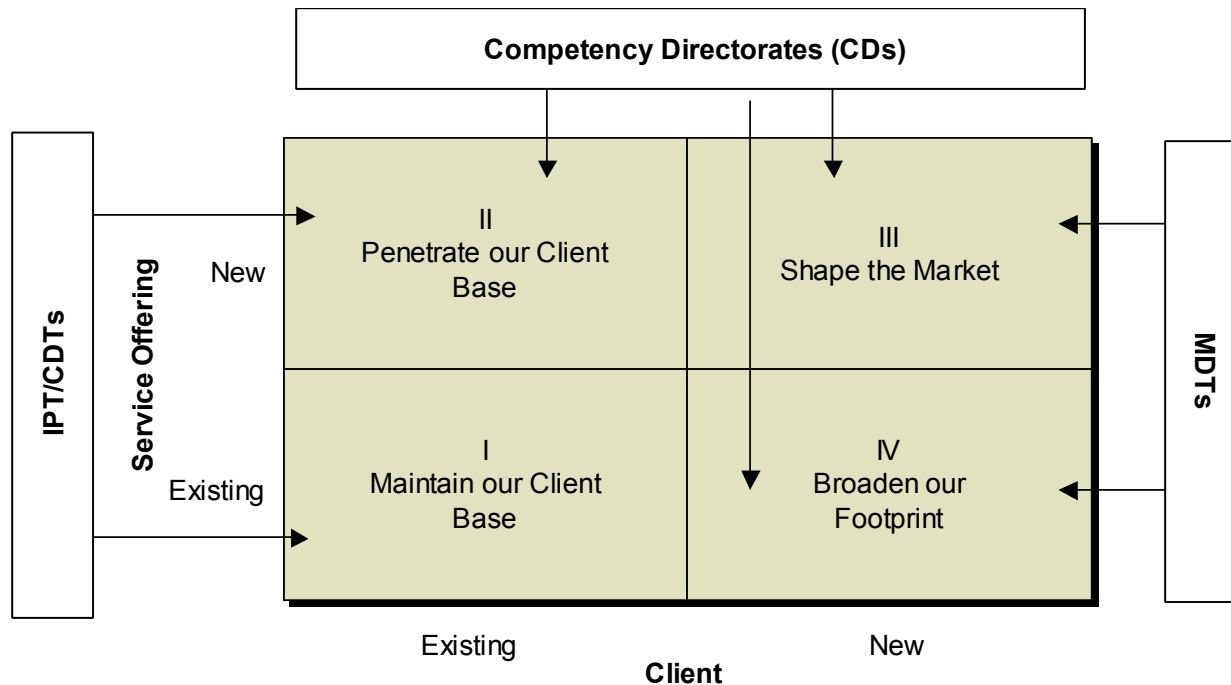
<p style="text-align: center;">II Penetrate our Customer Base</p> <p style="text-align: center;">Existing Client, New Service Offering</p>	<p style="text-align: center;">III Shape the Market</p> <p style="text-align: center;">New Client, New Service Offering</p>
<p style="text-align: center;">I Maintain our Customer Base</p> <p style="text-align: center;">Existing Client, Existing Service Offering</p>	<p style="text-align: center;">IV Broaden our Footprint</p> <p style="text-align: center;">New Client, Existing Service Offering</p>

- ▶ There Must be a Balance Across the Four Quadrants to Achieve Steady Growth and Gain Future Market Positioning
- ▶ Currently, ARDECs Market Alignment is Approximated as Follows:
 - I – 75%
 - II – 10%
 - III – 5%
 - IV – 10%
- ▶ To Address the Goals Presented by each Quadrant and more Equitably Align to the Market ARDEC will Form:
 - Customer Development Teams (CDT) for Quadrants I and II
 - Market Development Teams (MDT) for Quadrants III and IV

MDTs and CDTs will Pro-actively Transition Technology to the Customer in Support of the Warfighter

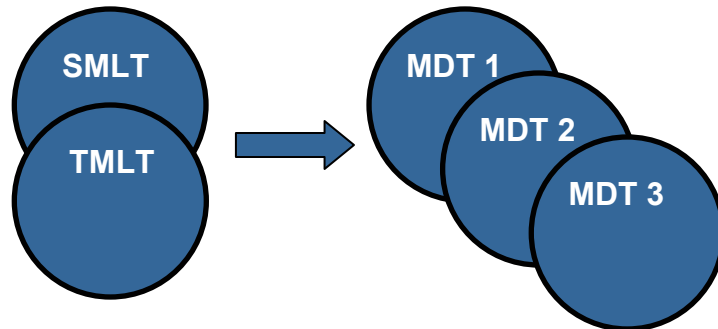
Marketing...Marketing Process Teams

- ▶ Marketing will be Coordinated Across ARDEC Organizations through Market Development Teams and Customer Development Teams
 - Market Development Teams (MDTs): A Team of Senior-level Cross Organizational Representatives that Work Together to Penetrate and Prosecute New Customer Groups
 - Customer Development Teams (CDTs): A Team of Cross Organizational Representatives that Work Together to Identify and Exploit Opportunities to Expand the Delivery of Current ARDEC Capabilities to *Current* Customer Groups.



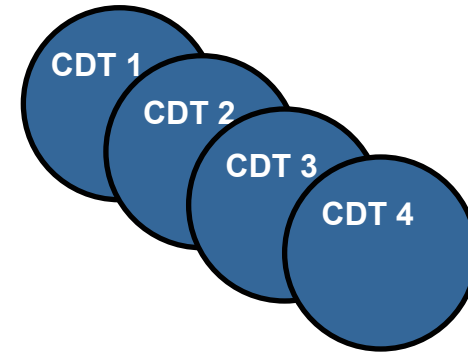
Market and Customer Development Team Structures

Market Development Teams



- The Strategic Market Leadership Team (SMLT) is an Overarching MDT that will Help to Define what Customers we wish to Target and Penetrate.
- The Technical Market Leadership Team (TMLT) is an Overarching MDT that will Help to Define what Technologies we wish to Market to Potential Customers.

Customer Development Teams



- Customer Development Teams are Created for each Customer to Expand the Delivery of ARDEC Products and Ensure that there Future Needs and Requirements are Addressed.
- Teams are Lead by a Customer Account Manager, who Provides an ARDEC Interface to the Customer

Emerging Markets/Business Areas (Quadrants II, III, IV)

Established MDT

New MDT

Armed Unmanned Vehicles

IEDs & Asymmetric Threats

Novel/Directed Energy

Battlespace Awareness

CF/FF Gun & Munitions

Nanotechnology

Asset Management/IP/
Facilities & Capabilities

Manufacturing Science

Homeland Defense

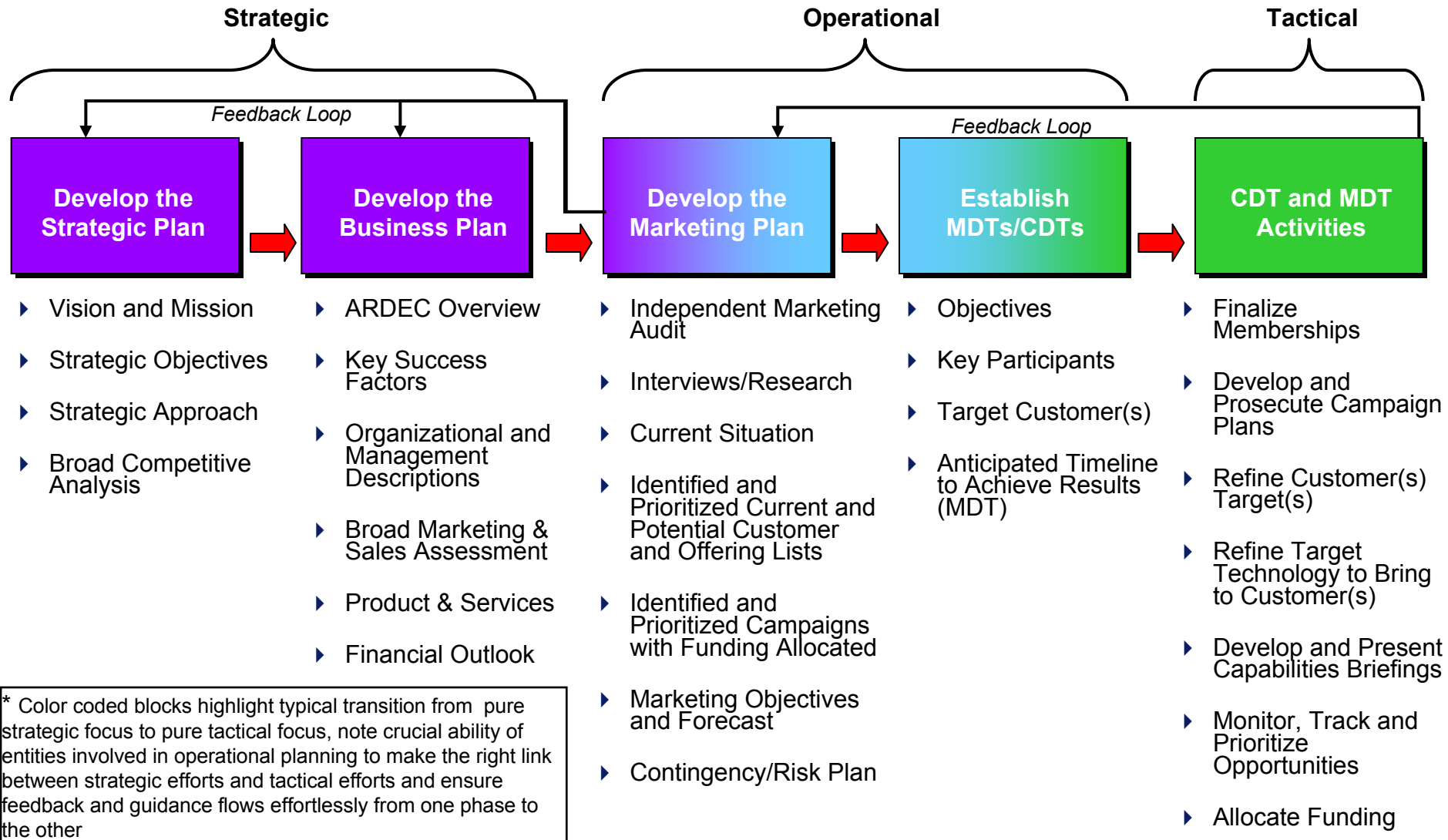
Supports ARDEC's Strategic Goals:

- Rapidly Provide Armament Technology Solutions
- Dominate the Armaments Market
- Be the Acknowledged Hub of Armament Core Competencies
- Attract and Retain a World-Class Workforce
- Reduce Base Operations Costs

Rationale for Selection:

- Direct Relationship to Army Needs and Capability Gaps Assessments
- Technical Scope is Definable and Manageable
- Demonstrates Future Growth Potential
- Strategically Important to ARDEC's Stakeholders
- Integrates Multiple ARDEC Competencies

ARDEC Strategic – Business – Marketing Process Flow



Business Development Process Benefits – Why Change?

- ▶ Drives Accountability and Coordination in Marketing
- ▶ Establishes Formal Processes for Business Development
- ▶ Allows Bid Decisions - “Ball Calls”
- ▶ All Business Opportunities Given Due Process
- ▶ Independent Evaluations of Proposals
- ▶ Creates a Formal Repository for Lessons Learned
- ▶ Eliminates Internal Competition
- ▶ More Efficient Resource Utilization
- ▶ Better Time Management
- ▶ More Responsive to Customer Needs
- ▶ Improved Communications
- ▶ ***Enables a Pro-active Organization***

Business Development Process.....Home Base

- ▶ **ARDEC has Established a Business Interface Office to Coordinate all Business Development Activities in One Location**
- ▶ **Business Interface Office Mission**
 - ▶ **Ensure Customer Satisfaction**
 - ▶ **Align ARDEC Strategic Plan and Corporate Investments with Customer Focus and Goals**
 - ▶ **Create and Manage Relationships with Congress, Government Agencies, Industry and Academia**
 - ▶ **Execute the Business Development Process for New Business Areas and Program Initiation**

Business Interface Office: Elements

- ▶ **Business Development (Business Area Managers)**
 - New/Emerging Technologies (e.g. Armed Unmanned Vehicles, Prototyping, Homeland Defense, Nanotechnologies)
 - Tech Base Programs (ATOs, ACTDs, ATDs, MANTECH)
 - Small Business Innovative Research (SBIR) Program
 - International Programs (DEAs/IEAs, S&E Exchange Program, Cooperative Projects, Foreign Comparative Testing, DCAPs)
- ▶ **Asset and Technology Capitalization**
 - Technology Transfer (CRADA, Test Services)
 - Real Estate Usage and Industry Partnering
- ▶ **Customer Account Managers**
 - Customer Advocates that Manage Program Initiation and Provide Strategic Planning, Problem Solving and Project Support
- ▶ **Strategic Communications and Marketing**
 - Off-Site Personnel who Act in Specific Roles in Support of Customers or as Picatinny Liaisons
 - Direct Strategic and Corporate Marketing (Symposiums, Exhibits, VIP Visits)
 - Execution of the ARDEC Strategic Communications Program

Business Development Process & BIO Contacts

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