5th Annual National Small Business Conference

"Success: Survival & Beyond"

19 - 21 May 2008
San Diego, CA

Agenda

Tuesday, 20 May 2008

Welcoming Remarks:

Mr. Pete Steffes, Vice President, Government Policy, NDIA

SESSION 1: WHERE SMALL BUSINESSES FAIL

“What leads to small businesses failing after initial success?,” Mr. Bill Scheessele, President, MBDi

SESSION 2: SUPPLIER DIVERSITY

Ms. Jean Ann Grandinetti, Director, Supplier Diversity, Agility Defense and Government Services

SESSION 1: IS THERE A CHANGE IN YOUR FUTURE?

Mergers, Acquisitions, and Small Businesses

- Mr. John Allen, Co-Head Defense and Government Services Group, BB&T Capital Markets
- Mr. Nick Howland, Director and General Manager, Retail Division BAE Systems Products Group

Wednesday, 21 May 2008

TRENDS IN SBIR/SSTRS

What can small businesses really do?

- Dr. Steve Stewart
- Mr. Lee Rosenberg, Director, Office of Small Business Programs, Missile Defense Agency

EXPANDING FROM DEFENSE TO OTHER “MARKETS”

Panel moderated by Mr. Greg Nelson, President, Naples Chapter, SCORE

LUNCHEON SPEAKER: Mr. Ron Lane, County of San Diego

MARKETING OUTSIDE YOUR LOCAL AREA

Panel moderated by Mr. Al Heisig, President & CEO, ALANSA

- Mr. Ralph C. Thomas, III, Buchanan Ingersoll & Rooney P.C.

SESSION 1: FOSTERING TECHNOLOGY INNOVATION IN SMALL BUSINESSES

- Mr. Larry Trammell, CEO, TechFlow, Inc.
5th annual national SMALL BUSINESS conference
Success: Survival & Beyond
**MONDAY MAY 19 2008**

11:00 am - 6:30 pm — REGISTRATION OPEN  
Pre-registered attendees may visit the registration desk at this time to check-in and pick up their name badge and conference materials. Anyone who wishes to register onsite can do so during this time.

11:00 am - 4:30 pm — DISPLAY SETUP  
Displays will be setup at tables on a first-come first-served basis. Come early to get the best location!

5:00 pm - 6:30 pm — OPENING RECEPTION IN DISPLAY AREA  
Join your fellow conference attendees for the kick-off event of the conference. Network with government and industry over beverages and hors d’oeuvres while you walk the display floor.

**TUESDAY MAY 20 2008**

7:00 am - 6:30 pm — REGISTRATION OPEN

7:00 am - 8:00 am — CONTINENTAL BREAKFAST

8:00 am - 8:30 am — WELCOMING REMARKS  
- Lt Gen Lawrence Farrell, Jr., USAF (Ret), President & CEO, National Defense Industrial Association  
- Mr. Tyrone Taylor, Chairman, NDIA Small Business Division; President, Capitol Advisors on Technology, LLC  
- Mr. Pete Steffes, Vice President, Government Policy, NDIA

8:30 am - 9:15 am — KEYNOTE ADDRESS  
THE CUSTOMER’S VIEW: WHAT SMALL BUSINESSES CAN BRING TO THE TABLE  
- Mr. Dennis Bauman, Joint Program Executive Officer, Joint Tactical Radio System

9:15 am - 9:45 am — PARTNER ADDRESS  
THE FUTURE OF TEAMING  
View from the large company’s perspective  
- Mr. George Otchere, Senior Vice President & Director of Small Business Programs, SAIC

9:45 am - 10:30 am — BREAK IN DISPLAY AREA

10:30 am - 12:00 pm — PANEL  
SMART EXPANSION FOR SMALL BUSINESSES  
*Panel moderated by Mr. Bob Lopez, Accenture*  
- Mr. Hany Girgis, President, SGIS  
- Ms. Georgia Griffiths, President, G2 Software Systems, Inc.  
- Mr. Todd Reach, President, KAB Laboratories
12:00 pm - 1:30 pm — LUNCH & AWARDS PRESENTATION

DR. KATHLEEN P. SRIDHAR SMALL BUSINESS EXECUTIVE OF THE YEAR AWARD

The Sridhar Award and medal recognize leadership and strategic impact in the defense small business sector. It is bestowed annually on a defense industry small business executive who best reflects Dr. Sridhar’s leadership excellence and support for a robust small business sector in the defense industrial base.

*Presented by Lt Gen Lawrence Farrell, Jr., USAF (Ret), President & CEO, NDIA*
*With Mr. Ruben Garcia, District Director, U.S. Small Business Administration’s San Diego District Office*

1:30 pm - 3:00 pm — AFTERNOON BREAKOUT SESSIONS

**SESSION 1: WHERE SMALL BUSINESSES FAIL**

What leads to small businesses failing after initial success?

► Mr. Bill Scheessele, *President, MBDi*

**SESSION 2: SUPPLIER DIVERSITY**

► Ms. Jean Ann Grandinetti, *Director, Supplier Diversity, Agility Defense and Government Services*

3:00 - 3:30 — BREAK IN DISPLAY AREA

3:30 pm - 5:00 pm

**SESSION 1: IS THERE A CHANGE IN YOUR FUTURE?**

Mergers, Acquisitions, and Small Businesses

► Mr. John Allen, *Co-Head Defense and Government Services Group, BB&T Capital Markets*
► Mr. Nick Howland, *Director and General Manager, Retail Division BAE Systems Products Group*
► Mr. Ron Perlman, *Director of Government Contracts, Buchanan Ingersoll & Rooney, PC*

**SESSION 2: TURNING INITIAL TEAMING INTO A LONG-TERM RELATIONSHIP**

*Panel moderated by Mr. Frank Hewitt, CEO, intelliSolutions, inc.*

► Mr. George Arthur, *Vice President, SOLUTE Consulting*
► Mr. Clarence Carter, *President & CEO, INTEGRITS*
► Mr. Dwayne Junker, *Chief Operating Officer, Epsilon Systems Solutions*
► Mr. James Lasswell, *President & CEO, INDUS Technology*
► Ms. Patricia Mercado, *San Diego Area Manager and Senior Principal, SRA International*
► Mr. Kenneth Slaght, *Vice President and General Manager, Maritime Systems Sector, General Dynamics Information Technology*

5:00 pm - 6:30 pm — NETWORKING RECEPTION IN DISPLAY AREA
7:00 am - 5:00 pm — REGISTRATION OPEN

7:00 am - 8:00 am — CONTINENTAL BREAKFAST IN DISPLAY AREA

7:00 am - 8:00 am — WOMEN IN DEFENSE BREAKFAST

“Women in Business: Surviving Public Policy”

Women in Defense (WID) is an NDIA affiliate. The San Diego Chapter hosts this breakfast in keeping with its goals to provide an environment where members of Defense and the Defense Industry can network, enabling them to make valuable contacts that will enhance their career and provide many and varied opportunities. This breakfast will be held in concurrence with the continental breakfast.

► Ms. Barbara Kasoff, President & CEO, Women Impacting Public Policy

8:00 am - 8:15 am — MORNING REMARKS

8:15 am - 9:00 am — KEYNOTE ADDRESS

SMALL DEFENSE BUSINESSES: WHAT DOES THE FUTURE HOLD?

► Mr. Ron Poussard, Director of Air Force Small Business

9:00 am - 9:45 am

TRENDS IN SBIR/STRS

What can small businesses really do?

Panel moderated by Ms. Linda Whittington, SBIR Program Manager, SPAWAR

► Mr. David Busigo, Acting DARPA SBIR Manager

► Mr. Lee Rosenberg, Director, Office of Small Business Programs, Missile Defense Agency

9:45 am - 10:15 am — BREAK IN DISPLAY AREA

10:15 am - 11:45 am

EXPANDING FROM DEFENSE TO OTHER “MARKETS”

Panel moderated by Mr. Greg Nelson, President, Naples Chapter, SCORE

► Mr. Monty Dickinson, President, Chapter 140, SCORE

► Mr. Dick Leslie, Business Counselor, SCORE

► Ms. Mary Lou O’Keefe, Business Counselor, SCORE

12:00 pm - 1:30 pm — LUNCHEON

1:30 pm - 3:00 pm — PANEL

MARKETING OUTSIDE YOUR LOCAL AREA

Panel moderated by Mr. Al Heisig, President & CEO, ALANSA

► Ms. Lou Elias, Vice President, Contracts & Pricing, Defense Group, Inc.

► Mr. Ruben Garcia, District Director, U.S. Small Business Administration’s San Diego District Office

► Mr. Ron Poussard, Director of Air Force Small Business

► Mr. Ralph C. Thomas, III, Buchanan Ingersoll & Rooney P.C.
3:00 pm - 3:30 pm — BREAK IN DISPLAY AREA

3:30 pm - 5:00 pm — AFTERNOON BREAKOUT SESSIONS

SESSION 1: FOSTERING TECHNOLOGY INNOVATION IN SMALL BUSINESSES

Panel moderated by Mary Ann Beyster, President, The Foundation for Enterprise Development
▶ Ms. June Choeles, Choeles Consulting
▶ Mr. George Otchere, Senior Vice President & Director of Small Business Programs, SAIC
▶ Mr. Larry Trammell, CEO, TechFlow, Inc.
▶ Dr. Mary Wallshok, Dean & Associate Vice Chancellor, University of California, San Diego

SESSION 2: SHARING IP RIGHTS

Panel moderated by Mr. Jack Friery, Esq., Attorney-at-Law
▶ Mr. Eric DeGraff, Director, X-Feds, Inc.
▶ Mr. Thomas A. Kruza, III, Crowell & Moring

5:00 pm — CONFERENCE ADJOURNS

DISPLAYERS

Advance Reprographics
Advanced Test Equipment Corporation
Agility Defense & Government Services
The ASTA Group
BAE Systems
BecTech
Chenega Federal Systems
DC3: Michigan Defense Contract Coordination Center
Department of Homeland Security
Department of Veteran Affairs
Diversified Technologies, Inc.
EA Engineering, Science & Technology, Inc.
EEI Manufacturing Services
Epsilon Systems Solutions, Inc.
GCAS, Inc.
Hirok, Inc.
INDUS Technology, Inc.
Kaysun Corporation
KIRA, Inc.
Lockheed Martin Corporation

Marine Corps Tactical Systems Support Activity
MaXentri Technologies
McLaughlin Research Corporation
Missile Defense Agency
National Contract Management Association
Naval Surface Warfare Center
NAVFAC San Diego
NDIA Membership
Oshkosh Corporation
Ralphs-Pugh Co., Inc.
Raytheon Company
Referentia
SAIC
Space and Naval Warfare Systems Command
Sullivan International
SupplyCore
Synectic Solutions, Inc.
Tele-Consultants, Inc.
Tracer ES&T
The Kathleen P. Sridhar Small Business Executive of the Year Award is a small business award. It is named in honor of Dr. Kathleen P. Sridhar who was a small business CEO of uncommon ability and accomplishment. She was also very active in NDIA conferences, seminars, and events, and eventually served as president of the San Diego Chapter of NDIA. She was known as an inspirational leader who mentored others to successful leadership positions in the small business sector of the defense industrial base. The Sridhar Award and medal recognize leadership and strategic impact in the defense small business sector. It is bestowed annually on a defense industry small business executive who best reflects Dr. Sridhar’s leadership excellence and support for a robust small business sector in the defense industrial base. The awardee will meet the following criteria:

- US Citizen
- NDIA Member
- Executive of a current or recently graduated small business
- Strong record of business accomplishment
- Significant record of giving back through activities such as mentoring or charitable work, and/or an active supporter of the small business sector, as well as the larger whole of the defense industrial base

Presentation of the award will be made at Tuesday's lunch, 12:00 pm - 1:30 pm.

Previous award recipients:
2007 Dwayne N. Junker, President, Epsilon Systems
2006 Constance E. Blair, President and CEO, Technology Ventures
2005 Joanna Lau, Founder, CEO and Chairman of the Board, LAU Technologies
2004 Kathleen P. Sridhar, Ph.D., Founder and President, INDUS Technology (Posthumously)

2008 AWARD PRESENTED TO:
Mr. William Strang, President/CEO, Tactical & Survival Specialties, Inc.

Nomination Letter
The NDIA Special Operations and Low Intensity Conflict Division proudly, and wholeheartedly, endorses Mr. William E. Strang, Jr., for the Kathleen P. Sridhar Small Business Executive of the Year Award. As Founder, President, and CEO of Tactical and Survival Specialties, Inc. (TSSI), Bill established his company in 1990 with a very modest budget and a basic purpose to provide the best survival and tactical equipment commercially available to his wide network of friends and colleagues within the Special Operations Community. Since these humble beginnings, Bill superbly led the development of TSSI into a growing multi-million dollar a year support, logistics, and service company that provides logistical support and services to a vast array of customers. These customers include all branches of the United States military, all levels of Law Enforcement, and Emergency Responders- including Disaster Relief professionals and organizations, and support to more than 25 allied nations. Beyond providing professional and fiduciary excellence in the management of his company, Bill consistently responds with deliberate speed to those in need when disasters befall our country. As examples, shortly after the attacks on September 11th, 2001, Bill and TSSI personnel provided volunteer services to New York City in support of emergency operations and established Operation Respond which culminated in the delivery of more than 17,000 pounds of donated specialized clothing and rescue equipment to NYPD Emergency Support Unit. In the aftermath of Hurricane Katrina, TSSI responded by deploying personnel on-site and providing professional services and equipment in support of relief efforts.

In addition to his work with TSSI, Bill is a very active member on the NDIASO/LIC Division Executive Board and holds positions as Chairman, Industry Issues and Vice Chairman for Exhibits for the annual SO/LIC symposiums. Other professional affiliations include membership in the National Eagle Scout Association, National Rifle Association, Naval Enlisted Reserve Association, Fleet Reserve Association, Special Forces Association, Veterans of Foreign Wars, Seabee Veterans

Finally, as an Eagle Scout, he serves his local community as Assistant Scoutmaster for Troop 40 of the Boy Scouts of America. Bill Strang’s work, service, and dedication to his country are an inspiration to all who know him.

**Biography**

2006 to Present: Founder & Managing Director, SPSA, LLC. Special Projects Special Applications, Harrisonburg, Va.

SPSA, LLC is a project and process management company dedicated to providing design, development, documentation, manufacturing, packaging and logistic services to military, law enforcement and disaster recovery organizations at the local, state and federal levels. “Total Project & Process Management with an Unprecedented Level of Dedication”

1990 to Present: Founder, President & CEO, Tactical & Survival Specialties, Inc. (TSSI), Harrisonburg, Va.

Tactical & Survival Specialties, Inc provides a full line of tactical and operational support equipment and product training to military, law enforcement, and disaster recovery professionals world-wide. TSSI has a long standing reputation for delivering products and equipment packages to the customer “Anytime, Anywhere, No Matter Where Your Mission Takes You.”


Responsibilities included but not limited to: Development, coordination and delivery of training programs to some 2500 managerial, engineering, technical and production employees in 5 manufacturing facilities located in the central and southern Shenandoah Valley of Virginia. Coordination of both in-house instructors and professional educators to provide approximately 400 different training programs at on-site and off site locations. Corporate liaison with local educational institutions including vocational training schools, community colleges and local universities. Task analysis services for 5 manufacturing plants for new manufacturing cells, equipment up grades and technical process up grades. Managing, supervising and maintaining the 4400 square ft. regional training center, equipment and tooling. Managing an annual training and equipment budget of $700,000.


Certifications: Journeyman Machinist - Pa. Department of Labor; HK MP-5 Sub-Machine Gun Instructor; HK Tactical Rifle Instructor; Diversionary Devise Instructor; Law Enforcement Chemical Agent Instructor; Emergency Response Team Operations Instructor.

Honors and Awards: Eagle Scout Boy Scouts of America Order of the Arrow-Vigil Honor Boy Scouts of America Massanutten District Chairman’s Award (2005); Boy Scouts of America Massanutten District Award of Merit (2006); Better Business Bureau Regional Finalist Torch Award for Marketplace Ethics (2003); National Tactical Officer’s Association Spirit Award; Awarded to a non-law enforcement professional who has contributed to the growth of law enforcement special operations (2003).
SAIC has a strong commitment to supporting government programs of national importance – helping to solve or undertake our country’s most significant problems.

SAIC shares lead systems integrator status with The Boeing Company on the Department of Defense’s second-largest program -- Future Combat Systems (FCS). FCS is the Army’s principal transformation program and will be the foundation of a rapidly deployable, network-centric force.

SAIC also designs and develops high-power microwave systems, which could be used to stop enemy vehicles or disrupt enemy command, control and communications.

As a leading provider of engineering and technical support for operational test and evaluation of Air Force systems, SAIC is helping Airmen integrate the results of ongoing experimentation, testing, training and simulation.

SAIC is the principal defense contractor for Joint Intelligence Operations Capability-Iraq (JIOC-I), a capability that provides military forces with access to critical intelligence while it has maximum value, and visualization applications that highlight locations and vulnerabilities of adversaries across multiple theaters of operation.

The company also has led the way in homeland security and public safety, developing the Integrated Container Inspection System (ICIS) to examine U.S.-bound cargo with significantly reduced impact on the flow of commerce. In addition, SAIC is working with the U.S. Centers for Disease Control and Prevention to improve early detection of major disease outbreaks and bioterrorism attacks.

SAIC also is answering the call for better intelligence sensors, communications networks, analytics and commercial-based supply chain solutions. As the Defense Logistics Agency’s largest prime vendor for maintenance, repair and operations, SAIC manages a significant portion of the Navy, Air Force and Army supply chains.

SAIC’s IT experts and scientists are designing Web-enabled healthcare applications, supporting leading-edge pharmaceutical research and helping to manufacture potential vaccines to be tested for the prevention of malaria, HIV, anthrax, Ebola, West Nile virus and influenza. The company is pioneering new nanotechnology devices to deliver cancer therapeutic agents at the cellular level.

SAIC is providing safety, reliability and quality support for vital NASA projects, including the Space Shuttle missions and the International Space Station.

Our energy and environmental engineering and remediation solutions support the oil and gas industry, utilities, energy service companies and government operations. SAIC is a major provider of IT outsourcing, systems integration and business consulting for leading pharmaceutical and energy companies.

SAIC generates approximately 93 percent of its business through federal, state and local government contracts. The remaining seven percent is comprised of commercial contracts.

From the start, SAIC was designed for professional people who want to perform superior scientific and technical work and who want to have a stake and a voice in the company’s development.
BAE Systems is a global defense and aerospace company, delivering a full range of products and services for air, land, and naval forces, as well as advanced electronics, information technology solutions, and customer support services. BAE Systems, with 96,000 employees worldwide, had 2006 sales that exceeded $27 billion.

The U.S. subsidiary of BAE Systems is headquartered in Rockville, Maryland, and is responsible for developing the company’s trans-Atlantic business, relationships with the U.S. Government, administration of BAE Systems’ Special Security Agreement, and managing its U.S. based operating groups. These operating groups collectively employ some 52,000 employees in the U.S., UK, Sweden, Israel, and South Africa generating annual sales in excess of $14 billion.

BB&T Capital Markets | Windsor Group

BB&T Capital Markets, which offers an integrated platform of services in equity capital markets, debt capital markets and corporate banking. BB&T Capital Markets is a division of Scott & Stringfellow, Inc., member NYSE/SIPC, a separate, non-bank affiliate of BB&T Corporation. In addition to Defense and Government Services, our Investment Banking industry teams consist of Communications; Financial Services; Healthcare; Industrial Services and Durables; Logistics and Transportation Services; and Retail and Consumer products. We are owned by one of the nation’s largest financial holding companies, BB&T Corporation (NYSE: BBT), with over $136 billion in assets. Advisory services are offered through Scott & Stringfellow, Inc., a Registered Investment Advisor.
Headquartered in Bethesda, Maryland, Lockheed Martin Corporation employs over 140,000 people worldwide and is principally engaged in the research, design, development, manufacture and integration of advanced technology systems, products and services. LM operates over 1,000 facilities in 500 cities and 46 states throughout the U.S. Internationally, LM has business locations in 75 nations and territories.

As a systems integrator and information technology company, the majority of Lockheed Martin’s business is with the U.S. Department of Defense and the U.S. federal government agencies. Lockheed Martin is the largest provider of IT services, systems integration, and training to the U.S. Government. The remaining portion of Lockheed Martin’s business is comprised of international government and commercial sales of our products, services and platforms.

Lockheed Martin’s operating units are organized into broad business areas.

- **Aeronautics**: includes tactical aircraft, airlift, and aeronautical research and development lines of business.
- **Space Systems**: includes space launch, commercial satellites, government satellites, and strategic missiles lines of business.
- **Systems & IT Group**: includes missiles and fire control, naval systems, platform integration, C4I, federal services, energy programs, government and commercial IT and aeronautical/aerospace services lines of business.
- **Electronics Systems**: includes advanced platforms; sensors and surveillance; integrated warfare systems; lifetime support, logistics and training; missile defense; network centric systems; systems integration and homeland security.

As part of its commitment to small business, Lockheed Martin participates in Mentor-Protégé programs with various government departments and agencies and intends to significantly expand its number of Small Business Innovative Research (SBIR) relationships. In support of this commitment, Lockheed Martin has established several engineering level collaboration and integration sites. These facilities support “Best of Breed” content and applicability for Lockheed Martin and our Government customers. These sites serve as systems engineering centers for mentoring small businesses and fostering innovation by providing a realistic development and integration environment that enables collaboration between Lockheed Martin, small business partners and Government customers.
Sullivan International Group, Inc. (Sullivan) is a professional services company specializing in science, engineering and advanced technology services to both federal and commercial clients nationwide. Sullivan's vision is to always develop solutions that will exceed the client’s expectations. Sullivan provides services ranging from infrastructure design and environmental remediation to industrial operations, systems integration and advanced programming. Sullivan is currently one of ten contractors that were “hand-picked” to participate in the DoD Defense Robotics Program, developing new technology solutions that will play a crucial role in the development and implementation of new technologies that are on the cutting edge of the robotic and unmanned systems arena. The company has been recognized as an industry leader in a variety of service areas that have not only recognized their science and technology innovation but also the significant growth they have achieved in these areas.

Sullivan was founded in 1998 and has experienced tremendous growth; with over 130 employees today. Sullivan was named the fastest growing privately held company in San Diego in 2004 and 2005 and ranked #7 on the INC 500 List of fastest growing companies in the country in 2004. Sullivan is an SBA certified 8(a) and Service Disabled Veteran Owned Business. In 2004, Sullivan was also awarded the prestigious Nunn-Perry award from the Department of Defense, OSDBU which recognizes companies for their superior program performance. The Environmental Business Journal has recognized Sullivan with their Silver medal in Business Achievement. The Association of Environmental Professionals awarded Sullivan their Environmental Technical Achievement award for Sullivan’s design of a high desert composting method. Sullivan has received the Best Companies to Work for Award from the San Diego Business Journal in 2004 & 2005 and named the winner of the Excellence in the Work Environment by the San Diego Chamber of Commerce in 2004. Sullivan has also been honored by the San Diego Business Journal as the Multicultural Heritage Awardee in 2005 and 2006 celebrating a culturally enriched working environment. Sullivan is headquartered in San Diego and has offices in Chicago and San Francisco as well as projects and employees throughout the United States.
THANK YOU TO OUR PROMOTIONAL PARTNERS!

Agility

AM General®

BAE SYSTEMS

BB&T Capital Markets | Windsor Group

Buchanan Ingersoll & Rooney PC

Attorneys & Government Relations Professionals

Epsilon Systems Solutions, Inc.

FSK technology services, Inc.

GCAS

General Dynamics

Indus Technology, Inc.

Integrated Consultants, Inc.

iSinc. intelliSolutions, inc.

Lockheed Martin

McLaughlin Research Corporation

mhi

miller - hoizwarth inc.
a woman-owned small business
cert codes 00077

Raytheon

SAIC

Sullivan

Syncrotech Software Corporation

Tele-Consultants Inc.
NDIA’s 5th Annual
National Small Business Conference

La Jolla, CA
May 20, 2008
Table of Contents

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Overview of BB&T Corp. and BB&T Capital Markets                           I

Defense and Government Services Market Overview                           II
I. Overview of BB&T Corp. and BB&T Capital Markets
**Overview of BB&T Corp. and BB&T Capital Markets**

<table>
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<tr>
<th>BB&amp;T Corporation</th>
<th>BB&amp;T Capital Markets: A Full-Service Middle-Market Platform</th>
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<tr>
<td></td>
<td></td>
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<tr>
<td><strong>Headquartered in Winston-Salem, NC</strong></td>
<td><strong>M&amp;A/Advisory</strong></td>
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<td><strong>Member of the S&amp;P 500 (NYSE: BBT)</strong></td>
<td>- Sell- and buy-side advisory</td>
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<tr>
<td><strong>14th largest U.S. bank holding company based on nearly $133 billion of assets</strong></td>
<td>- Fairness opinions</td>
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<tr>
<td><strong>Market capitalization of approximately $18 billion</strong></td>
<td>- Middle-market focus</td>
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<td><strong>Nearly 1,500 banking offices and 30,000 employees</strong></td>
<td>- Industry expertise</td>
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<tr>
<th>BB&amp;T Capital Markets</th>
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<tr>
<td><strong>Closed 92 transactions with an aggregate value of over $47 billion in 2007</strong></td>
<td><strong>Corporate Banking</strong></td>
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<tr>
<td><strong>Based in Richmond, VA, with investment banking professionals in Reston, VA; Boston, MA; and La Jolla, CA</strong></td>
<td>- 17 senior lending officers</td>
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<td><strong>Full-service investment banking platform with industry-focused teams</strong></td>
<td>- Industry specialization and partners with investment banking</td>
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<tr>
<td><strong>Leading middle-market M&amp;A advisor</strong></td>
<td>- Over 65 additional banking officers at regional level</td>
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<th><strong>Equity Underwriting</strong></th>
<th><strong>Focused Research</strong></th>
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<tr>
<td>- 65 investment banking professionals</td>
<td>- 40 equity and fixed income analysts and associates</td>
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<td>- IPOs, follow-on offerings</td>
<td>- Insightful, timely research</td>
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<td>- Industry-focused and aligned with research</td>
<td>- Over 270 companies under equity coverage</td>
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<tr>
<th><strong>Debt Capital Markets</strong></th>
<th><strong>Sales and Distribution</strong></th>
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<tr>
<td>- Public offerings of senior, subordinated, and convertible debt</td>
<td>- 46 equity traders and institutional salespeople</td>
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<tr>
<td>- Asset securitizations</td>
<td>- 140 fixed income traders and salespeople</td>
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<tr>
<td>- Specialized tax credits</td>
<td>- Over 250 retail reps in 45 offices</td>
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<td>- Sale/leaseback transactions</td>
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<tr>
<th><strong>Private Placements</strong></th>
<th><strong>Other Financial Services</strong></th>
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<tr>
<td>- Senior debt, subordinated debt, and equity</td>
<td>- Insurance services</td>
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<td>- PIPEs</td>
<td>- Trust services</td>
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<tr>
<td>- Second-lien notes</td>
<td>- Treasury services</td>
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<td></td>
<td>- Wealth management</td>
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<td></td>
<td>- Investment services</td>
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Our 15 year exclusive focus on the Defense and Government Services markets has resulted in an unmatched track record of industry leadership, expertise, and recognition.

### Industry Expertise
- BB&T Capital Markets | Windsor Group has the largest and most experienced team dedicated to the government sector and maintains offices across the country to support client needs.
- Closed over 300 M&A transactions in the Defense and Government Services sectors with aggregate value exceeding $10 billion.
- Represented nearly 50% of the top 10 “Big Impact” deals each year since 2005 (Washington Technology).

### Industry Recognition
- Association for Corporate Growth Investment Bankers of the Year for 2004-2006.
- Finalist for Middle Market Investment Bank of the Year (2004).

### Big Impact Deals of 2005 – 2007

#### 2007

<table>
<thead>
<tr>
<th>Buyer</th>
<th>Seller</th>
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<td>Leonard Green Partners LLP</td>
<td>Scitor Corp.</td>
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<td>Northrop Grumman</td>
<td>Eames Corp.</td>
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<td>QinetiQ North America</td>
<td>Analex Corp.</td>
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<td>Honeywell International Inc.</td>
<td>Dimensions International</td>
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<td>CACI International</td>
<td>Athena</td>
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<td>ATS Corp.</td>
<td>Advanced Tech Systems</td>
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<td>Perot Systems</td>
<td>QSS Group</td>
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<tr>
<td>L-1 Identity Solutions</td>
<td>Advanced Concepts</td>
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<tr>
<td>ManTech International</td>
<td>McDonald Bradley</td>
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#### 2006

<table>
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<tr>
<th>Buyer</th>
<th>Seller</th>
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<tr>
<td>General Dynamics</td>
<td>Anteon International Corp.</td>
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<tr>
<td>Alion Science &amp; Technology</td>
<td>Assets of Anteon</td>
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<tr>
<td>L-1 Identity Solutions</td>
<td>SpecTL LLC</td>
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<td>Netco Gov't Services</td>
<td>Multimax</td>
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<tr>
<td>Stanley, Inc.</td>
<td>Morgan Research</td>
</tr>
<tr>
<td>Lockheed Martin</td>
<td>PRA</td>
</tr>
<tr>
<td>EDO Corp.</td>
<td>CAS, Inc.</td>
</tr>
<tr>
<td>General Dynamics</td>
<td>FC Business Systems</td>
</tr>
<tr>
<td>CACI International</td>
<td>ISS and Alphalnsight</td>
</tr>
<tr>
<td>CSC</td>
<td>Datastax</td>
</tr>
</tbody>
</table>

#### 2005

<table>
<thead>
<tr>
<th>Buyer</th>
<th>Seller</th>
</tr>
</thead>
<tbody>
<tr>
<td>L-3 Communications</td>
<td>Titan LLC</td>
</tr>
<tr>
<td>Nortel Networks Corp.</td>
<td>PEC Solutions</td>
</tr>
<tr>
<td>QinetiQ Ltd.</td>
<td>Apogee Technologies</td>
</tr>
<tr>
<td>Veritas Capital</td>
<td>DynCorp</td>
</tr>
<tr>
<td>SRA Group</td>
<td>ROI Holding Corp.</td>
</tr>
<tr>
<td>Astar Science &amp; Technology</td>
<td>EMI</td>
</tr>
<tr>
<td>SRA International</td>
<td>Galaxy Scientific</td>
</tr>
<tr>
<td>Apptis, Inc.</td>
<td>SETA Corp.</td>
</tr>
<tr>
<td>SAIC</td>
<td>Geo-Centers, Inc.</td>
</tr>
<tr>
<td>Indus Corp.</td>
<td>AB Floyd / Halifax Corp.</td>
</tr>
</tbody>
</table>

---
Track Record of Success – M&A Transactions 2007-2008

- 21 transactions aggregating over $1.5 billion of value

[Images of company logos with acquisition details]
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Track Record of Success – M&A Transactions 2005-2006

- Over $3 billion in value in Defense and Government Services transactions
II. Defense and Government Services Market Overview
Defense and Government Services Market Overview

- Deal volume in the Defense and Government Services market has been robust during the past several years, driven by strong defense spending, access to capital, a strong supply of attractive acquisition targets, and a dramatically increasing universe of buyers.

The universe of active acquirers for Defense and Government Services companies has continued to evolve and expand throughout several years of industry consolidation.

- There are nearly 180 discrete buyers that have made at least one acquisition of a government contractor in the last three years; nearly 120 different companies made at least two or more acquisitions.
- Buyers fall into five distinct categories – Large Contractors, Mid-Tier Contractors, Foreign Buyers, Commercial Players, and Private Equity Groups.
### Defense and Government Services Market Overview

- Private Equity Groups have shown tremendous interest in the Government Services market and now account for a significant share of M&A transactions.

<table>
<thead>
<tr>
<th>Private Equity Group</th>
<th>Selected Portfolio Companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arlington Capital Partners</td>
<td>Apogen (Sold); Woven Electronics; TSI Group; NLX (Sold); SECOR (Sold)</td>
</tr>
<tr>
<td>Behrman Capital</td>
<td>Hunter Defense (Sold); ILC Industries</td>
</tr>
<tr>
<td>Berkshire Partners LLC</td>
<td>AmSafe Partners</td>
</tr>
<tr>
<td>Brazos Private Equity Partners</td>
<td>Comark Building Systems (Sold)</td>
</tr>
<tr>
<td>The Carlyle Group</td>
<td>Booz Allen Hamilton [U.S. Gov't Business]; ARINC; Cinetiq (IPO); BDM (IPO / Sold); Federal Data Corp (Sold); United Defense (IPO/Sold); EG&amp;G (Sold)</td>
</tr>
<tr>
<td>Caxton-Iseman Capital</td>
<td>Anteon (IPO/Sold); Covant</td>
</tr>
<tr>
<td>Cerberus Capital</td>
<td>IAP, Multimax / Nettco (Sold)</td>
</tr>
<tr>
<td>CM Equity Partners</td>
<td>ICF (IPO); RCI (Sold); Laguna Ventures (Oak Hill Group); Preferred Systems Solutions; AverStar (Sold)</td>
</tr>
<tr>
<td>DC Capital Partners</td>
<td>NISI (Edge Consulting; IMC; Athenys); Cmex; TMS; NISS</td>
</tr>
<tr>
<td>Edgewater Funds</td>
<td>IT Solutions (ITEC)</td>
</tr>
<tr>
<td>Frontenac</td>
<td>SI International (IPO)</td>
</tr>
<tr>
<td>General Atlantic</td>
<td>SRA International (IPO)</td>
</tr>
<tr>
<td>Greenbrier Equity Group LLC</td>
<td>AmSafe Partners</td>
</tr>
<tr>
<td>GTCR</td>
<td>SystemsNet; DigitalNet (IPO/Sold)</td>
</tr>
<tr>
<td>J.F. Lehman &amp; Co.</td>
<td>Atlantic Marine; Atlantic Inertial Systems; Elgar Electronics (Sold); Racal Instruments (Sold); McCormick Selph (Sold)</td>
</tr>
<tr>
<td>Kelso &amp; Co.</td>
<td>Overwatch Systems (Sold)</td>
</tr>
<tr>
<td>Kohlberg &amp; Co.</td>
<td>Allied Aerospace (Sold)</td>
</tr>
<tr>
<td>Lake Capital</td>
<td>NetStar-1</td>
</tr>
<tr>
<td>Leonard Green &amp; Partners, L.P.</td>
<td>Scitor</td>
</tr>
<tr>
<td>Littlejohn &amp; Co.</td>
<td>Wyle Labs</td>
</tr>
<tr>
<td>Monitor Clipper</td>
<td>Veridian (Sold); Olive Group</td>
</tr>
<tr>
<td>Metalmark Capital</td>
<td>Hunter Defense</td>
</tr>
<tr>
<td>New Mountain Capital</td>
<td>Apolis</td>
</tr>
<tr>
<td>Pine Creek Partners</td>
<td>Engineering Support Personnel</td>
</tr>
<tr>
<td>Providence Equity Partners</td>
<td>USIS</td>
</tr>
<tr>
<td>Relativity Capital</td>
<td>Nivsys; Berkshire Manufactured Products</td>
</tr>
<tr>
<td>Riordan, Lewis &amp; Haden</td>
<td>ITS Corp. (Sold)</td>
</tr>
<tr>
<td>Silver Lake</td>
<td>i2 [ChoicePoint]</td>
</tr>
<tr>
<td>Thayer Capital</td>
<td>Quadel Consulting; TEAC Aerospace (Sold)</td>
</tr>
<tr>
<td>Veritas Capital</td>
<td>DynCorp (IPO); Mcheli Technologies (ZKD, Traavick; Vistar); Vangent; Athena (Sold); Womack; Aeroflex; IDT (Sold); Vertex (Sold)</td>
</tr>
<tr>
<td>The White Oak Group</td>
<td>EOR Technologies; Dataline; DataPath</td>
</tr>
</tbody>
</table>
Defense and Government Services Market Overview

- Acquisitions work – Consolidators in the Defense and Government Services sector have created tremendous shareholder value
  - In the last five years, stock price appreciation of leading consolidators has significantly outpaced the broader markets
Defense and Government Services Market Overview

- The Defense and Government Services market has been in a protracted state of consolidation for nearly 20 years. Only a few examples of the most active buyers in just the last three years include:

<table>
<thead>
<tr>
<th>CACI</th>
<th>BAE Systems</th>
<th>General Dynamics</th>
<th>L-3 Comm.</th>
<th>Lockheed Martin</th>
<th>SAIC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dragon Development Corporation</td>
<td>MTC Technologies</td>
<td>Mediaware International Pty Ltd. (Australia)</td>
<td>Northrop - Garland</td>
<td>Eagle Group</td>
<td>SM Consulting</td>
</tr>
<tr>
<td>Athena Innovative Solutions, Inc.</td>
<td>Tenix Corp. (Aust.)</td>
<td>GCS, Inc.</td>
<td>GCS, Inc.</td>
<td>PercepTek, Inc.</td>
<td>Icon Systems</td>
</tr>
<tr>
<td>The Wexford Group International</td>
<td>Pitch Technologies AB</td>
<td>Geneva Aerospace</td>
<td>Geneva Aerospace</td>
<td>3Dsolve, Inc.</td>
<td>Scicom Technologies</td>
</tr>
<tr>
<td>Institute for Quality Management, Inc.</td>
<td>CyberSim (Pty)</td>
<td>Nova Engineering</td>
<td>Nova Engineering</td>
<td>RLM Systems Pty Ltd (50%)</td>
<td>Benham LLC</td>
</tr>
<tr>
<td>Sophron Partners Ltd.</td>
<td>Information Science Consultants Ltd.</td>
<td>Nautronix Holdings</td>
<td>Nautronix Holdings</td>
<td>MSD, Inc.</td>
<td>AMTI</td>
</tr>
<tr>
<td>Alphainsight Corporation</td>
<td>Armor Holdings</td>
<td>Crestview Aerospace Corporation</td>
<td>Crestview Aerospace Corporation</td>
<td>Pacific Architects and Engineers</td>
<td>AETC, Inc.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Est. Rev. Acquired</th>
<th>Stock Appreciation, 12/31/04 – 5/19/08</th>
</tr>
</thead>
<tbody>
<tr>
<td>CACI: $0.6 B (22%)</td>
<td>BAE Systems: $6.4 B (128%)</td>
</tr>
<tr>
<td>General Dynamics: $2.0 B (80%)</td>
<td>L-3 Comm: $3.2 B (61%)</td>
</tr>
<tr>
<td>Lockheed Martin: $1.0 B (79%)</td>
<td>SAIC: $0.5 B (10%)*</td>
</tr>
</tbody>
</table>

*SAIC appreciation measured from date of IPO in October 2006
Defense and Government Services Market Overview

- The larger companies have avoided volatility in the otherwise challenging economic environment; smaller companies in the sector have declined along with the broader market.

**Market Performance, Since July 2007**

Defense and Government Services Market Overview

- Valuation multiples for publicly traded Defense and Government Services companies are below post-9/11 peaks and are increasingly under pressure as growth rates decline.

### Large

<table>
<thead>
<tr>
<th>Year</th>
<th>Avg. EBITDA Multiple</th>
<th>Avg. Rev. Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001</td>
<td>10.0x</td>
<td>23%</td>
</tr>
<tr>
<td>2002</td>
<td>12.5x</td>
<td>27%</td>
</tr>
<tr>
<td>2003</td>
<td>10.4x</td>
<td>25%</td>
</tr>
<tr>
<td>2004</td>
<td>11.2x</td>
<td>14%</td>
</tr>
<tr>
<td>2005</td>
<td>10.5x</td>
<td>12%</td>
</tr>
<tr>
<td>2006</td>
<td>10.6x</td>
<td>12%</td>
</tr>
<tr>
<td>2007</td>
<td>10.1x</td>
<td>9%</td>
</tr>
<tr>
<td>2008 YTD</td>
<td>9.3x</td>
<td>5%</td>
</tr>
</tbody>
</table>

Average EV/EBITDA multiples spanning all trading days for each year.
Companies used in calculation:
2001 to present: General Dynamics, L-3 Communications, Lockheed Martin, Northrop Grumman, and Raytheon

### Mid-Tier

<table>
<thead>
<tr>
<th>Year</th>
<th>Avg. EBITDA Multiple</th>
<th>Avg. Rev. Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001</td>
<td>7.5x</td>
<td>15%</td>
</tr>
<tr>
<td>2002</td>
<td>11.2x</td>
<td>30%</td>
</tr>
<tr>
<td>2003</td>
<td>11.3x</td>
<td>23%</td>
</tr>
<tr>
<td>2004</td>
<td>12.0x</td>
<td>34%</td>
</tr>
<tr>
<td>2005</td>
<td>11.4x</td>
<td>31%</td>
</tr>
<tr>
<td>2006</td>
<td>11.8x</td>
<td>29%</td>
</tr>
<tr>
<td>2007</td>
<td>12.2x</td>
<td>32%</td>
</tr>
<tr>
<td>2008 YTD</td>
<td>12.2x</td>
<td>28%</td>
</tr>
</tbody>
</table>

Average EV/EBITDA multiples spanning all trading days for each year.
Companies used in calculation:

### Government IT

<table>
<thead>
<tr>
<th>Year</th>
<th>Avg. EBITDA Multiple</th>
<th>Avg. Rev. Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001</td>
<td>10.4x</td>
<td>20%</td>
</tr>
<tr>
<td>2002</td>
<td>14.7x</td>
<td>25%</td>
</tr>
<tr>
<td>2003</td>
<td>11.9x</td>
<td>22%</td>
</tr>
<tr>
<td>2004</td>
<td>13.1x</td>
<td>26%</td>
</tr>
<tr>
<td>2005</td>
<td>11.2x</td>
<td>20%</td>
</tr>
<tr>
<td>2006</td>
<td>10.9x</td>
<td>16%</td>
</tr>
<tr>
<td>2007</td>
<td>10.5x</td>
<td>13%</td>
</tr>
<tr>
<td>2008 YTD</td>
<td>11.2x</td>
<td>10%</td>
</tr>
</tbody>
</table>

Average EV/EBITDA multiples spanning all trading days for each year.
Companies used in calculation:
Evolution of EBITDA Multiples

9/11 to Present:

Highly Specialized (size does not matter)

- $100 million +: 10 x +
- $50 - $100 million: 10 x +
- < $50 million: 8-10 x

Market Characteristics

- Size was an important discriminator
- Multiples were 25-30% higher than pre-9/11 valuations
- Uncertainty around ultimate duration of wars in Iraq and Afghanistan

Highly Specialized (size does not matter)

- $75 - $100 million: 12-15 x +
- $50 - $75 million: 11 x +
- < $50 million: 8-10 x

Market Characteristics

- Size thresholds fell as supply of larger businesses dwindled and small business rule changes had not taken effect
- Iraq “war tax” began to take its toll on organic growth rates in the sector

Highly Specialized (size does not matter) and $100 million +

- $50 - $100 million: 0-8 x
- < $50 million: 12-15 x +

Market Characteristics

- Bifurcation begins to occur, as well-positioned businesses continue to attract strong interest and less attractive companies struggle to find buyers
- Diminished supply of well-positioned targets due to small business issues and high volume of consolidation


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Defense and Government Services Market Overview

- In the decade of the 1990s, buyers pursued acquisitions to “bulk up” or gain critical mass. Today, acquisitions are pursued to “fill gaps” or gain a presence in attractive growth segments of the market.

- Buyers are currently focused on a number of attractive external funding priorities, including:

  - Intelligence Community
    - NISC / Edge Consulting
    - ManTech / McDonald Bradley
    - L-1 / Advanced Concepts
  - Network-centric Solutions
    - Kratos / SYS Technologies
    - Raytheon / VTC / HAI
    - Accenture / Gestalt LLC
  - Information Operations
    - Abraxas / Anonymizer
    - Raytheon / SI Government Solutions
    - Raytheon / Oakley Systems
  - Healthcare IT
    - Vangent / Aptiv Technology Partners
    - SRA / Constella Group
    - NCI / Karta Technologies
    - ICF / Z-Tech
  - Logistics/RESET
    - Lockheed Martin / Eagle Group
    - Honeywell International / Dimensions International
    - BAE Systems / MTC
    - VT Group / AEPCO
  - Training & Simulation
    - SAIC / Icon Systems
    - Lockheed Martin / 3DSolve
  - Nation Building / Peacekeeping
    - Lockheed / PAE3
The terms and conditions that help a buyer protect and preserve the value of an acquired business have also swung in favor of sellers.

The current market features some of the following attributes for sellers:

- **Form of Consideration:** Largely cash (vs. stock)
- **Earnouts:** Not typical, usually milestone driven
- **Escrows:** 10%-15% of Purchase Price
- **Indemnity Caps:** Approximate Escrow; less often are slightly higher
- **Length of Escrows:** 12-24 months
- **Structure:** Purchase of Stock (vs. Assets)
- **Working Capital Target:** 10-15% pf TTM Revenue
- **Non-Competes:** 2-5 years for Principals with a “sunset” provision (vs. from date of termination)
  - 1-2 years for other key employees
- **Exclusivity after LOI:** 7-day rolling basis (vs. 60-90 days)

In addition, many buyers are willing to “invest” in due diligence without the benefit of exclusivity.

- This increases certainty of closing after exclusivity has been granted and keeps leverage in the hands of sellers.
Merger and Acquisition Environment – Risks

- While M&A valuations remain very strong for attractive companies, there are several factors that could impact valuations in the market

Impact of Downturn in Credit Markets

- The recent turmoil in the credit markets has resulted in lenders becoming more risk averse and reducing maximum leverage multiples and increasing interest rates. This impacts both the availability and cost of capital, particularly for private equity buyers

Federal Spending

- Budgetary spending on new weapons systems procurements and transformational initiatives continues to be diverted to support the war effort. In 2007, this resulted in significant contract delays for non-war related procurements

Political Uncertainty

- The 2008 presidential race will result in a change of administration, which creates uncertainty about future spending priorities

Capital Gains Tax Rate

- Both Democratic Party candidates have talked of repealing the Bush Tax Cuts to various extents, including potentially raising the capital gains tax rate

Public Equity Valuations

- Continued volatility in the valuations of mid-tier public companies in the Defense and Government Services market could cause a heightened sense of conservatism among some dealmakers

Procurement Reform

- The Democrat-controlled Congress has increased emphasis on procurement reform and could roll back or mitigate many of the previous reforms that resulted in a more commercial-like environment for federal contractors
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- BB&T Capital Markets | Windsor Group has established a nationwide presence to better serve our clients
- Please do not hesitate to contact us with any follow-up questions

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BB&T Capital Markets | Windsor Group
Agility, A New Logistics Leader

Jean Ann M. Grandinetti
Director Supplier Diversity
Introducing Agility
Our name may be new to you, but we have a long history.
A New Logistics Leader

<table>
<thead>
<tr>
<th>Vision</th>
<th>Mission</th>
<th>Aim</th>
</tr>
</thead>
<tbody>
<tr>
<td>“A new logistics leader meeting the challenges of global trade”</td>
<td>“Facilitating global trade through innovative supply chains”</td>
<td>We will evolve into the leading global provider of integrated supply chain solutions. We will consistently exceed our customers’ diverse requirements by leveraging and enhancing our:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Global network and unique local insight</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Specialized logistics capabilities</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Agility and spirit of innovation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Motivated, skilled, and multicultural people</td>
</tr>
</tbody>
</table>
The Scale of Our Business

550+ offices
100+ countries
Over $6.2 billion revenue (USD)
Over 32,000 employees
Top ten logistics provider
Publicly traded
6000+ owned vehicles and transport assets
10 million square meters of warehousing space
800,000 pallet positions
Global Network

More than 550 locations in over 100 countries
The Agility Organization

Global Integrated Logistics (GIL)
- Freight forwarding
- Contract logistics
- Project Logistics
- Fairs & Events

Defence & Government Services (DGS)
- Logistics, Procurement and Freight Services for Government, Military, and NGOs

Investments
- Private Equity
- Real Estate
- Trade Facilitation
Sample Customers
Our Values

We will pursue our mission, vision, and customer promise of personal service with a passion for

**Integrity** Building trust with customers, communities, suppliers and one another by doing what is right: keeping our promises, being a good citizen, complying with regulations and laws and honoring rules of engagement

**Personal Ownership** Taking personal responsibility for the outcome by anticipating needs, being resourceful and following through until the job is done

**Teamwork** Working across organizational and cultural boundaries to achieve extraordinary performance and deliver personal service to customers

**Excellence** Building a culture based on excellence in thought and in execution to better serve customers
Defense & Government Services
DGS Vision

The premier logistics leader meeting the specialized requirements of defense and government customers.
Why Agility DGS?

Corporate Distinguished Service Award – 2007 National Defense Transportation Association (NDTA)
Global Trade Award (Taos) – 2007 Northern Alabama International Trade Association
Voice of Customer Award – 2007 Cartus Global Network Conference
Outstanding Industry Leader in Military Logistics - 2006 Institute for Defense and Government Advancement
New Contractor of the Year - 2005 Defense Logistics Agency (DLA)
Quality Award for Outstanding Service - 2005 Surface Deployment and Distribution Command (SDDC)
Outstanding Readiness Support - 2005 Defense Logistics Agency (DLA)
Outstanding Food Service Southwest Asia Region - 2004 Defense Supply Center Philadelphia (DSCP)

Award Winning Performance
“Agility (formerly PWC Logistics) has accomplished a miracle across Iraq…”

- General David Petraeus

- Commander Multi-National Security Transition Command - Iraq
Supplier Diversity Program
The Agility Focus

• **“Third Party Integrator”**
  – Prime Vendor outsourcing small businesses and AbilityOne agencies for contract execution for full supply chain management.

• **“Walk the Talk”**
  – Agility actively recruits and exceeds the minimum socioeconomic contract requirements

• **“Always Prepared”**
  – Maintain database of potential subcontractors in all small business categories and AbilityOne agencies
  – Attend trade shows and matchmaking events to expand database
  – Collaborate with industry associations and HBCUs on SB projects
# Small Business Database Matrix-376 Profiles

<table>
<thead>
<tr>
<th>SB Category</th>
<th>Percentage in S.B. D.B.</th>
<th>Sub-Contracting Goals USG (Min)</th>
</tr>
</thead>
<tbody>
<tr>
<td>SDB (including 8A a sub-category of SDB)</td>
<td>23.5% or 86 companies</td>
<td>5 %</td>
</tr>
<tr>
<td>WOSB</td>
<td>11 % or 41 companies</td>
<td>5 %</td>
</tr>
<tr>
<td>HUBZone</td>
<td>14 % or 50 companies</td>
<td>3 %</td>
</tr>
<tr>
<td>SDVOSB</td>
<td>8 % or 28 companies</td>
<td>3 %</td>
</tr>
<tr>
<td>VOSB (non-Service Disabled)</td>
<td>6 % or 23 companies</td>
<td>N/A</td>
</tr>
<tr>
<td>Ability One (JWOD) agencies</td>
<td>3 % or 11 agencies</td>
<td>Counts as SDB in sub-contracting</td>
</tr>
<tr>
<td>Native Alaskan Owned</td>
<td>.5 % or 1 companies</td>
<td>Credit toward SDB goal</td>
</tr>
<tr>
<td>Native American Owned</td>
<td>.5 % or 2 company</td>
<td>Credit toward SDB goal</td>
</tr>
<tr>
<td>Small Business (Unclassified)</td>
<td>30 % or 109 companies</td>
<td>23 % overall</td>
</tr>
<tr>
<td>Minority Owned</td>
<td>3.5 % or 12 companies</td>
<td>N/A</td>
</tr>
</tbody>
</table>
US Government Small Business Goals (% of the Total Contract Dollar Value-CDV)

Overall small business subcontracting goal: 23%

Subcategory breakdowns within that goal:

- Small Disadvantaged Businesses (SDB): 5%
  (SDB includes “subchapter 8a” firms, AbilityOne NIB/NISH agencies, etc.)

- Historically Underutilized Business Zone (HUBZone) Small Businesses: 3%

- Woman Owned Small Businesses: 5%

- Service Disabled Veteran Owned Small Businesses: 3%

Note: Most contracts require a much higher goal than 23%
Supplier Diversity Program

- Find and maintain a cadre of small businesses in all categories and AbilityOne agencies for potential subcontractors, partners and protégés.
  - Maintain Supplier Diversity Database for ready access
  - Manage the HBCUs collaborative initiatives
  - POC for collaborative SB projects with industry associations such as NDIA

- Support the BD managers during project development and proposal preparation by identifying and performing “due diligence” on potential SBs to meet the goals.

- Prepare the Socioeconomic/subcontracting sections of proposals. in response to RFIs, RFQs, “white papers” etc.
  - Prepare the Mentor/Protégé and Partnering Agreements and manager execution
  - Manage Small Businesses during contract execution
“It is no secret that small businesses are one of America’s biggest assets. Firms with fewer than 500 employees represent 99.9 percent of the nation’s 26.8 million businesses.

And it should come as no surprise that a large number of these small businesses are the incubators of many advanced technologies, including cutting-edge systems currently used by the U.S. military.”

Lawrence P. Farrell, Jr.
President, NDIA
Thank you for your time.

For more information, visit www.agilitylogistics.com
Background

- **Director and GM, Retail Division, BAE Systems Products Group**
- **Formerly Armor Holdings Products Group**
- **Retail Portfolio includes:**
  - Hatch law enforcement and military gloves
  - Hiatt handcuff and restraints
  - Protech tactical apparel
  - Kleenbore, Break-Free, B-Square, Speedfeed weapon accessories
- **All were small business acquired between 1996 and 2006**

- **Co-led M&A practice for DFI International (now Avascent Group)**
  - Advised defense services firm on Mod&Sim small business acquisitions
  - Advised large defense electronics firm on services acquisition
- **Strategy and M&A at Raytheon Company**
  - Led acquisition of UTD, a small business in intelligence services
- **Navy Surface Warfare Officer** (stationed at 32nd Street)
Current Trends in M&A

Estimated Defense M&A Deal Volume

Analysis

- Large deals drove the volume in 2007
  - Armor Holdings
  - Washington Group
  - Smiths
  - Raytheon Aircraft

- As expected, foreign firms (led by the UK) were prolific acquirers, directly or via new U.S. platforms
  - BAE Systems
  - QinetiQ
  - Meggitt
  - VT Group

- Logistics and high-end product support services became sought after in FY07
  - As did key component manufacturers down the supply chain

Source: Infobase DM&A articles, projections
5 Key Factors Drive Prime M&A Strategies

Example M&A strategy: Aggressive entry into Chem/Bio detection through fold-in acquisitions of leading CBRNE R&D firms in the $50-$100M revenue range
Ways that Primes Screen Candidates

Sources of candidates can include:
- NDIA, Other Associations
- Contracts Databases
- Business Databases
- Conference Attendees
- Industry Journals, Articles
- I-Banks, M&A Advisors

Prioritization Criteria:
Based on Customer Criteria, to include:
- Target Size
- High-level Valuation
- Customer/Market
- Tech/Capabilities
- High-level Risk

Filter Criteria:
Based on Customer Criteria, to include:
- Customer Perception
- Operating Performance
- Mgmt Competence
- Contract Specifics
- Staff Clearances

Initial Target Set

Prioritization Criteria

Filter Criteria

Acquisition Targets

Deep dive research will often include:
- Detailed Contract Research
- Detailed Company Research
- Customer Discussions
- Subcontractor Performance

Will also find candidates through teaming, subcontracting, competitions or personal relationships … these candidates usually bypass the screening
Factors in Exploratory Diligence

Buyers or their consultants will draft an “Investment Thesis” focusing on strategic fit and value for executive level and/or Board level decision-making.
Factors in Valuations

The final price is a combination of a number of factors: target baseline value, synergy value, intensity of competition, what a target is willing to accept, etc.

**Factors in Valuation**

- **Contracts** (full value, life, backlog, EACs, Prime v. Sub) to determine sustainability, risks, opportunities, including value of small business contracts
- **Customer base and relationships** to determine risks and opportunities
- **Capabilities and Technologies** (including IP and staff clearances) to quantify potential revenue synergies by allowing additional opportunity or raising capture probabilities
- **Financial metrics** (rates, book-to-bill ratios, revenue growth, margins, cash flow) to generate valuation model assumptions
- **Leadership/Management** to include analysis of a firm’s cultural characteristics and the incentives offered to employees

---

**Hypothetical Prime Valuation Scenario**

* Based on ranges set by Trading multiples, Comparable Transaction multiples, complex NPV analyses
Summary and Key Points

➢ Get into key market niches within the larger markets Primes are targeting

➢ Once there, get yourself known

➢ Work closely with the primes in these markets and develop your company relationship with key customers
  • Operational excellence and intimacy with a desirable customer set are the best ways to sell yourself

➢ Transition your small business contracts where possible
  • Besides allowing the Buyer to factor the full value of the contract into the valuation, it demonstrates the customer’s reliance on your services

➢ Ensure you have a compatible company culture and are not overly reliant on key management or personnel
  • Don’t be the firm that attracts employees with “off the wall” incentives that will not be replicable under a public company, compliance culture
Contact Information

Nick Howland

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Mobile: 904 - 525 - 1761

E-mail: nick.howland@baesystems.com
William B. Scheessele, CEO/President, MBD

NDIA
5th Annual National Small Business Conference

Winning Conversations:
the Art of
Mastering Business Development

William B. Scheessele,
CEO/President, MBD
The 4 Challenges to Building & Leading a Strategic Business Development Organization

1. Assessing Operational & Tactical BD Plans

2. Personnel & Organizational Assessment Realignment with Leadership Evaluation
The 4 Challenges to Building & Leading a Strategic Business Development Organization

3. BD Process Design & Implementation with Operations Support
4. Professional Development Curriculum Design & Implementation
Profile of Business Development Leaders

- They are the Top 3% in Their Profession
- Have Learned to Think Differently
- Understand Conceptual vs. Mechanical Challenges
- Study and Apply the Principles of Leadership
Two Types of Revenue Generators

Strategic Growth
Business Development
“Hunter”

Organic Growth
Business Development
“Farmer”
Leadership & Business Development

**Being**
Who We Are as an Individual

**Knowing**
What We Know and Can Apply

**Doing**
What We Are Capable of Doing
The 12 Competencies of Business Development

**Be**
- Principles/Values
- Mission
- Business
- Purpose
- Roles
- People

**Know**
- Technical

**Do**
- Goals
- Plans
- Money
- Systems
- Skills
BD^i Provides Business Development Resources to Organizations that Offer Intellectual Capital as their Product.
MBDi Core Competencies

Organizations

- Assessment, Evaluation & Sourcing of Business Development Leaders
- Building & Implementing Strategic & Tactical BD Plans
- Designing, Building & Implementing BD Processes for Strategic & Organic Revenue Growth

Education & Professional Development of Business Development Leaders
Thank You for Your Participation.
For Assistance with Your BD Challenges,
Please Contact Us!

Call: 704 553 0000
Email: info@mbdi.com
Website: www.mbdi.com
NDIA Government Policy Department

Legislation Concerning Small Business

110th Congress
What's Out There?

- Small Business Administration Reauthorization (S.2920)
- SBIR Reauthorization (H.R. 5819)
- Small Business Contracting Revitalization Act (S.2300 & H.R. 3867)
- Small Business Women’s Procurement Program Improvement Act (S.2608)
- Military Reservist and Veteran Small Business Reauthorization and Opportunity Act of 2008 (Public Law 110-186)
- 3% Tax Withholding Requirement
S.2920 Small Business Administration Reauthorization Act

- Introduced on 4/28/08 as a Consolidation of Four Previously Submitted Bills:
  - S.1256 Small Business Lending Reauthorization and Improvements Act of 2007
  - S.1662 Small Business Venture Capital Act of 2007
  - S.1671 Entrepreneurial Development Act of 2007
  - S.2288 Small Business Lending Oversight and Program Performance Improvement Act of 2007

- All approved by Senate SB Committee; however, none considered in full Senate

- **STATUS:** Waiting for Senate Floor Action
H.R. 5819 SBIR Reauthorization

- Passed in the House 4/23/08 368-43
- Committee Recommended Agency Set-Aside Increases Deleted by a Floor Amendment
- Phase I Awards Increase to $300K
- Phase II Awards Increase to $2.2M
- Allows Application for Phase II Without Receiving Phase I Funding
- Encourages Grants to Veteran and Minority owned Businesses and Companies Located in Economically Depressed Areas
- Expands Venture Capital Firms Participation

STATUS: Waiting for Senate Committee/Floor Action
S.2300 & H.R. 3867 Small Business Contracting Revitalization Act

- Improves Contracting Opportunities for SDVOSBs
- Expands Opportunities for Women Entrepreneurs
- Improves SBA Management of HUBZones
- Revises net worth limitations for participation in the 8(a) Program
- Increases the Size Limits on Contracts Eligible for Small Business Preferences
- Provides Incentives to Prime Contractors that Exceed Small Business Goals

**STATUS:** Waiting for Senate Floor Action
S.2608 Small Business Women’s Procurement Program Improvement Act

- Ensures SBA Properly Implements the Women’s Contracting Procurement Program to meet the 5% Goal Set in 1994 but never met
- Substantially Broaden the range of Business Industries Eligible for Set-Asides as Part of the Women’s Contracting Procurement Program
- Reverses SBA Proposed Rule Issued in December 2007
- **STATUS:** Pending Senate Committee Action

- Increase SBA Funding for Veterans Business Development
- Establishes Interagency Task Force to Coordinate Federal Efforts for SDVOSB
- Increase Number of Veteran Outreach Centers
- Extends Time to Apply for a Disaster Loan as a Result of Essential Employees being called to Active Duty
- Requires SBA and DoD to develop a Joint Website on Programs Available to Veterans and Reservists
- Increases Time Limits for Loans Made to Veterans Called to Active Duty or Become Service Disabled

**STATUS:** Signed into law on February 14, 2008
3% Tax Withholding Requirement

- 2005 Tax Incentive Bill Included a Requirement that 3% of all Federal Contracts be withheld - effective 2011
- New Requirement was Not Included in Either House or Senate Versions of the Tax Bill, “Magically” appeared in the Conference Report Signed by the President
- 2008 NDAA Required DoD to Study Impact of Implementation - DoD Report Last Month Reported the $17 Billion would be Needed Over Five Years
- Numerous Bills Filed in the House and Senate to Repeal
- SBA to IRS: “The 3% withholding requirement will adversely impact all small business...(they) will be forced to increase their debt level to ensure sufficient cash flows and be forced to pass on these additional expenses...(and it) will force many small firms...out of the Federal contracting business.” (April 24, 2008)
- STATUS: Waiting House/Senate Floor Action on Pending Repeal/Delay Bills
Expanding Beyond Your Local Area Is Not Done *ad-hoc* --- It Is The Result of a Well Thought Out and Executed Plan.

- Why do you want to go beyond your local area?
- What mechanism (Strategy) fits your business model best.
- Your Message – what is it, where should it go, what will be its focus?
- How much can you afford (not afford?) to invest?
- Who is going to carry your message (and make the repeated calls necessary for success)?

ALANSA INTERNATIONAL, LLC
Resident Business Agent Services in the Washington, D.C. Area at a Fraction of the Cost of Full Time Representation.

www.alansaglobal.com
The Fundamental Steps

1. Make A Plan
2. Fund the Plan
3. Actualize the Plan
4. Monitor and Manage the Plan

ALANSA INTERNATIONAL, LLC
Resident Business Agent Services in the Washington, D.C. Area at a Fraction of the Cost of Full Time Representation.
www.alansaglobal.com
The Opportunity Picture: FABULOUS

Be a Prime
US Army Contract Agency ITEC 4 for Small Business

Be a Sub on a large contract outside of your area.
Navy NGEN.

Be Innovative --- SBIR (11 DOD agencies & 10 NON DOD Departments & Agencies)

RESEARCH

ALANSA INTERNATIONAL, LLC
Resident Business Agent Services in the Washington, D.C. Area at a Fraction of the Cost of Full Time Representation.
www.alansaglobal.com
The Response

- 3 days of sustained winds over 40mph
- Gusts of up to 90 mph
- Humidity less than 10%
- 6 separate fires
The Result

- 368,000 acres burned
- 10 fire related deaths
- 1,751 residences and businesses destroyed
Evacuations

- Reverse 911 – 587,000 calls made
- 515,000 residents evacuated
A Community United
Shelter Operations

- Over 20,000 people sheltered
- 45 shelters
- 2 mega-shelters
Animal Services

- Over 2,000 large animals at Del Mar
- Pet Shelters co-located with Red Cross Shelters
Utilities

- **Challenge to maintain electrical power**
- **Water issues due to power outages**
- **Phone Communications disrupted in many communities**
Emergency Operations Center

- 85 Agencies
- Situational Awareness – WebEOC
- Regional Leadership
EOC Operations
Joint Information Center

- Over 200 press releases
- 211 – 109,000 calls received in first week
- Emergency Website
Liaison Operations

- Military
- Private Sector
- Transit
- Schools
- CERT
Regional Communications was key

264 agencies using 800 megahertz
Medical Operations

- Separate Medical Operations Center
- 3 Hospital evacuations
- Special needs populations - 13 skilled nursing facilities evacuated
GIS

- Current Maps within 3 hours of activation
Principles learned to mitigate future disasters in San Diego
1. Advanced Preparation

- Public Awareness Campaign
- CERT and Community involvement
- Brush Management

Family Disaster Plan and Personal Survival Guide

Preparedness Starts with You!

Create a Family Disaster Plan

For information visit our Web site: www.sdcounty.ca.gov/oes/community/families

Or call (858) 565-3490

A message from San Diego County’s Office of Emergency Services
2. Begin Recovery Early

- Recovery efforts began on the first day
- First Local Assistance Center opened while evacuations were still going on
- Public expectations, and scrutiny of recovery is high
- Meet early with FEMA
3. Public Communication is paramount to success

- Over communicate
- Send blast e-mails frequently (as often as every 15 minutes)
- Coordinate regional message at JIC
- Unity is critical
- Current Website and 211 are invaluable
Consistent Messaging
4. Prepare for the most likely events, but maintain flexibility to adjust to the unanticipated

- Communication systems
- COOP
- Regional Exercises
- Regional Planning
5. Public Private Partnership

- Disaster Response is a community effort
- Include community groups and businesses in disaster planning
6. Post-Disaster Response

- Important to not “just fight the last war”, but to think strategically and multi-hazard

- Long-term solutions are more important than short term fixes
Questions?
Speaker Background

Gregory Nelson

- Background in large IBM software (IBM 360/370/390)
- QUICKSTART, DL/2, Hourglass 2000, IDEAL/Datacom to COBOL/DB2 conversion
- First two customers: Wal-Mart & Kodak
- Some of my Government Customers:
  - NSA and CIA
  - Dept of Veteran Affairs
  - United Space Alliance
  - US Government Printing Office
  - IRS
  - State & City Governments
- Chairman, SCORE Naples ([www.scorenaples.org](http://www.scorenaples.org))
Why Expand?

- Improve the bottom line
- Increase your options in difficult times
  - Much like a balanced portfolio
  - Expand the uses for your products/services
What’s Going to be Different?

- Speedier contracts
- Potential for more competitors, including major competitors from international companies (that DOD contractors may not be used to dealing with).
- The commercial market requires a different mind set for marketing, engineering and distribution.

NDIA Conference, May 2008
The commercial customer is interested in meeting their needs at the lowest possible cost and not buying the best technical solution regardless of price.

You will have to fund research, investment, overhead, training and other expenses that might have otherwise been reimbursable on government contracts.

You need to stop focusing on reimbursed expenses and focus on smart investment.
Importance of understanding how the buying decision is made

Best solution doesn’t always win

Importance of “past performance”
The more vertical the markets, the better for the marketers, but the stronger the competition might be. Take the time to research your opportunities to create your niche.
Find your niche and be the best
Treat your customers like Gold
Listen and Act, as time DOES matter
Use strategic partners for both marketing and implementation
Utilize professionals to help you succeed
- Make use of CPA’s, Attorneys, Insurance Agents, Bankers and Consultants to help you make good business decisions
- Domain experts need to be hired as a supplement to current staff;
SCORE Can Help!

Almost 400 Chapters Nationwide with 10,500 volunteers.
- Face-to-Face Counseling
- Cyber Counseling
- Free and Low-Cost Workshops
- Online Resources (Nationally and Locally)

NDIA Conference, May 2008
How do you find us? Visit www.score.org and use the FIND SCORE box

- Use us regularly or use us spontaneously as a sounding board
  - www.scorenaples.org and www.score-sandiego.org
Whether you want to start or grow your business, SCORE workshops are a valuable way to learn more about doing business and a convenient forum for networking with other business professionals who can help you succeed.

SCORE offers more than 6,500 local business workshops each year across the country. These low-cost seminars focus on important small business issues, ranging from business planning and marketing to Web-based retailing.
Panel Discussion

NDIA Conference, May 2008

- Our Panelists:
  - Gregory Nelson, Naples, FL
  - Monty Dickinson, San Diego
  - Dick Leslie, San Diego
  - Mary Lou O’Keefe, San Diego
## Magnitude Of The MDA SBIR Program

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<tr>
<th>FY</th>
<th>Program</th>
<th># Topics</th>
<th># Phase I Proposals</th>
<th># Phase I Awards</th>
<th># Phase II Awards</th>
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*started to fully fund Phase II’s instead of incrementally funding

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**Focus Resources On Phase II Efforts And Transitioning To Phase III**

Approved for Public Release
08-MDA-3505 (9 MAY 08)
MARKETING YOUR COMPANY OUTSIDE YOUR LOCAL AREA

Ralph C. Thomas III, Esquire
Counsel - Government Contracts Section
Washington, D.C.
IDENTIFY YOUR CUSTOMER(S)

RESEARCH YOUR CUSTOMER

- Websites
- Publications
- What Am I Looking For
  - Do They Buy What I’m Selling?
  - How Do They Buy It?
  - What About Small Business Friendly Initiatives
MARKETING YOUR CUSTOMER

- First Contact – OSDBU
- Follow Up on Research
- Show Your Knowledge of Customer
- Get Specifics
- Who is the Program Person (the real guy)
- Investigate How Much OSDBU Will Do
- Sign Up For Small Business Friendly Initiatives
MARKETING TO THE REAL GUY

- Get in Front of Him
- Tell Her Who You Are
- Tell Him What You Want
- Tell Her Why You’re the Best Company to Have It
- Ask Him for Advice on Getting It
TARGETING A PROCUREMENT

- A Prime Contract
- A Subcontract
- Use Your Assets
- Do Your Research
- Evaluate Your Shot
COMPETING FOR THE REQUIREMENT

- The Proposal
- The Debriefing
- What to do if You Win
- What to do While Performing
- The Closeout
- Leveraging the Experience
CONTACT INFORMATION

- Buchanan Ingersoll & Rooney PC
- 1700 K Street, NW, Suite 300
- Washington, D C. 20006
- (202) 452-5472
- Fax (202) 452-7989
- Email: ralph.thomas@bipc.com
- Website: www.bipc.com
Business Models for Delivering Technology and Innovation-based Services

Presented by
Larry Trammell
May 21, 2008
AGENDA

• INTRODUCTION

• GOVERNMENT SERVICES MARKET

• BUSINESS MODELING
TECHNOLOGY & INNOVATION-BASED SERVICES

• TECHNOLOGY SERVICES
  – COMMODITY
  – TENDS TOWARD LOW COST, TECHNICALLY ACCEPTABLE AWARDS

• INNOVATION-BASED SERVICES
  – HIGH VALUE – HIGH SKILL
  – TENDS TOWARD BEST VALUE AWARDS
BUSINESS MODELS

• SET OF BUSINESS LOGIC THAT DRIVES VALUE TO THE ENTERPRISE

• RESULTS IN PROFITABLE AND SUSTAINABLE REVENUE STREAM

• PRICING OF SERVICES
• DESIGN TO PRICE

• FLEXIBILITY AND INNOVATION
  – ONE SIZE DOES NOT FIT ALL
COST & PRICE ANALYSIS

- CUSTOMER
- COMPETITOR
- COMPANY
CONCLUSION

• SMALL COMPANIES ARE MORE ADEPT TO OFFER INNOVATION AND FLEXIBILITY IN BUSINESS MODELS

• BIG COMPANIES NEED TO LEARN TO ACT SMALL IN THESE WAYS

• SMALL COMPANIES NEED TO LEARN TO ACT BIG IN EVALUATING WHAT BUSINESS MODELS TO APPLY