

Lockheed Martin Center for Security Analysis



Business Case

Agenda

- LMCSA Overview
- Intel & Security Market Space
- LMCSA Campaign Plan
 - Core Capabilities
 - Training & Consulting
 - Accreditation & Certification
 - Training Integrator
- Business Case Strategy
 - Build-Up
 - Stakeholders
 - Financials
 - Pipeline
 - Keys to Success





LMCSA Overview

Mission

*The mission of the **Lockheed Martin Center for Security Analysis** is to create a viable environment for the development and improvement of intelligence & security operations through the effective integration of data, tools, processes, and world-class analysts and other intelligence & security professionals.*

Goals

1. Become THE preferred provider of effective, innovative and affordable analysis and security related training
2. Establish LMCSA in new, underdeveloped, market space with a more flexible and responsive business model
3. Provide expert consulting and advice for intelligence, and security related operations
4. Partner with other businesses and academic institutions to offer training as part of their curriculum
5. Become accredited as a post secondary education institution
6. Be able to certify students as trained intelligence analysts IAW emerging ODNI and Intel Community Standards

History

- Started as a Commercial Training Program started in 2008 as model to extend and expand into the emerging Intel & Security market
 - Whitespace: Low-density, state/local, and commercial markets
- Established a streamlined financial & contracting structure
 - Single Course and Seat purchases by Credit Card or Electronic Fund Transfer

Customers

- Bill & Melinda Gates Foundation
- Yum! Foods
- Chicago Police Department
- Interpol – France
- Department of Homeland Security
- National Security Associates Worldwide
- University of Nebraska
- Disney
- British Petroleum
- Naval Special Warfare Group
- Asymmetric Warfare & Intel Center
- Peacekeeping Situation Center
- Livingston Security
- Harvard University
- Bureau of Alcohol Tobacco & Firearms
- US Air Force (NETCENTS)
- Australian Ministry of Defence
- Exxon Mobile
- Noble Energy
- PJM Energy
- Capital One
- Federal Reserve Bank
- Lincoln Financial
- VISA



Emerging Intelligence & Security Market Space



Intel & Security Training Marketspace



The global intelligence and security community mirrors this layout for each country

The Core 17

CID

AWG

FTTTF

CDC

CITF

USSS

TAGs

Low-Density IC Members

TSA

Municipal Police Depts

State and Local Law Enforcement

RISS

CPB

Fusion Centers

Private Sector
Corporate Contractor SPT
Info Brokers
Biz Intel
Competitive Intel
Media
Private Citizens
Academia

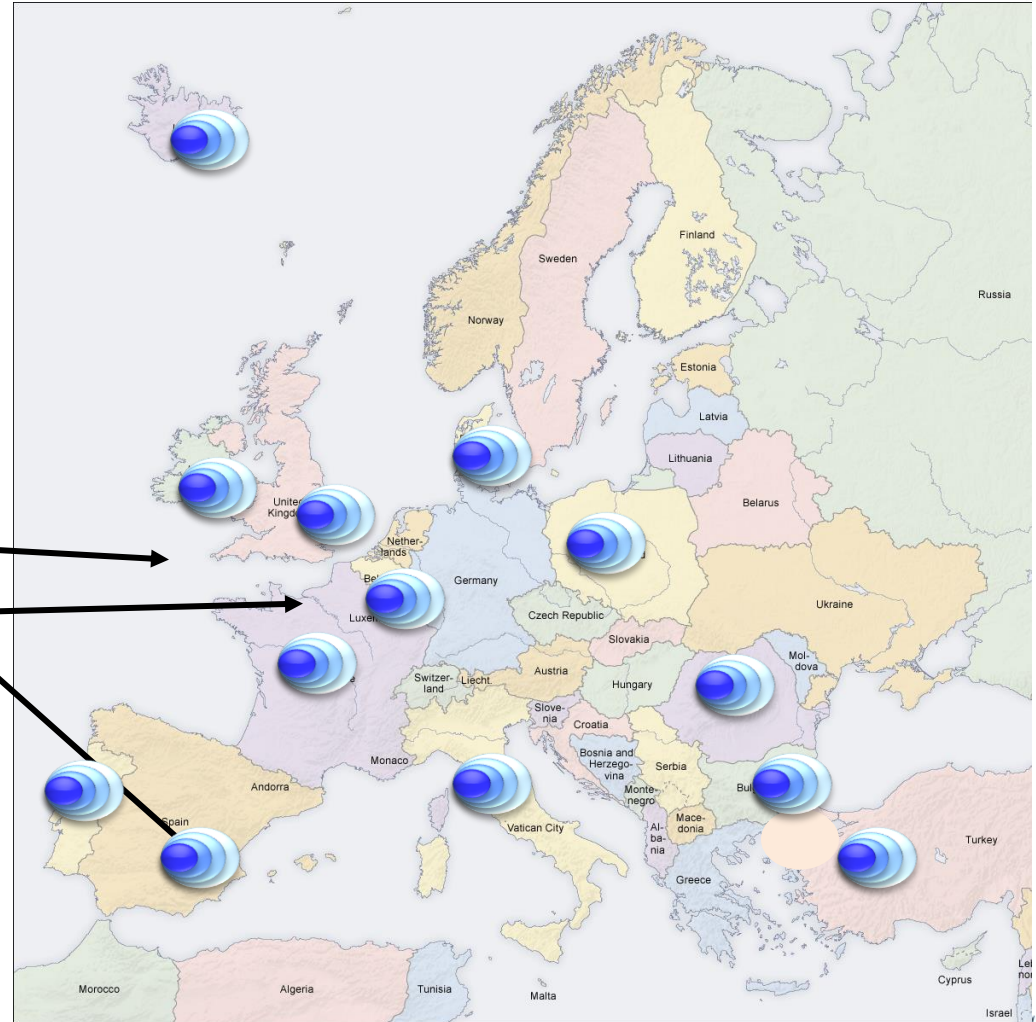
- Established since Cold War
- Centralized Control
- Formalized Relationships
- Formalized Funding Processes
- Strong Parochialism

- Localized; Customer Focused
- Ad Hoc; Unstructured; Unconstrained
- Little to No Standardization
- Not Fully Integrated or Supported
- Limited Financial Resources

Top-Down Opportunities

Bottom-Up Opportunities

- European & Global Intel & Security Market mirrors the US Market
- Multiple customers; smaller in size and scope.
- LMSCA currently has multiple points of entry:
 - Mercyhurst: Dungarvan Ireland
 - LM UK: Farnborough
 - LM Spain: Madrid
- Global Training points of entry:
 - LM Space & Cyber: Saudi Arabia
 - LM National: United Arab Emirates
 - LM Australia: Canberra
 - Gov't of Trinidad & Tobago
 - Interpol



Unsolicited Opportunities

Characteristics:

- From \$10K to \$1M plus
- More than we have ability to track/develop
- Lead to larger opportunities
- Require established capabilities and marketing resources to attract
- Require constant prioritization v. resources
- Largely untapped as a market



LMCSA Targets for Growth

Smaller Competitions

Characteristics:

- Less that \$3M annually
- Little to no advanced warning for planning – AKA “Pop-Ups”
- Small Business set-asides
- Incumbent Preference if one is already present
- Often, training is a sub-component of larger competitions.
- Requires some capabilities and partnering



Large, Open Competitions

Characteristics:

- Up to \$30M annually
- Few and far between
- Omnibus, large teaming agreements required
- Advanced warning and ability to plan for
- Huge Preference for Incumbents; Parochial
- Large risk, Large pay-off if primed
- Required most resources to compete for



Bottom-Up Opportunities

Top-Down Opportunities

LMCSA designed to capture smaller competitions and opportunities with relatively little investment while providing a force multiplier for larger opportunities



Top-Down

Pre-solicitation
& Tracking

Sources Sought/
White Papers

Open
Competitions

Unsolicited Proposals
& White Papers

Shape
New Business

Potential
Opportunities

Bottom -Up

Evaluation Criteria:

- Is it within capabilities to work it?
- Is it within our capabilities to win it?
- Is it financially viable/worth it?

Develop using BD/OTO

Potential use of NBAE resources

CONTRACT WIN

Potential use of NBAE resources

Develop using Marketing/OTO

Evaluation Criteria:

- Do they have a need?
- Do we have a solution?
- Are they a decision-making authority?
- Do they have financing available?
- Is there a viable contract vehicle?

**LMCSA
Targeted Here**

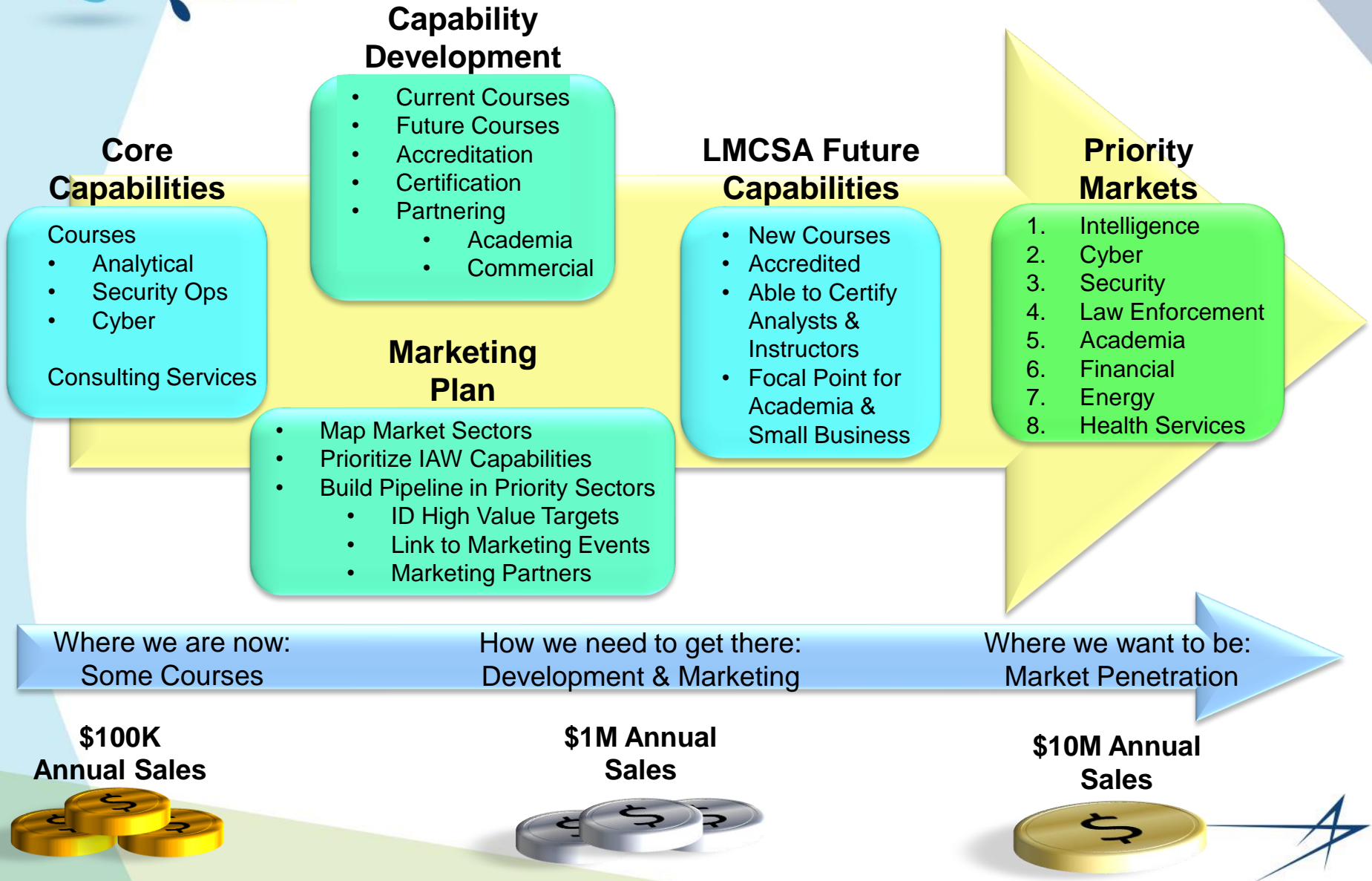


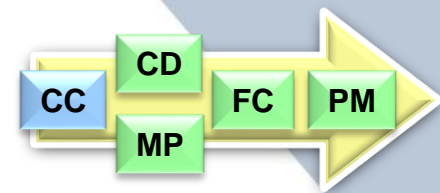


LMCSA Campaign Plan



LMCSA Campaign Plan





Training & Consulting

What: Intelligence Training Courses and Consulting Contracts

Enabler: Streamlined Financial & Contracting Process

Providing: Entrance in New & Low-Density Market Spaces

Revenue: Direct Through Sales to Various Customers



Accreditation & Certification

What: Certify Intelligence Analysts IAW IC Standards

Enabler: Accreditation as an Institution of Higher Education

Providing: Discriminator for New Competes and Must-Win Re-competes

Revenue : Indirect Thru Increased (Pw) Contract Wins



Training Integrator

What: Become the go-to company for academia & niche training providers

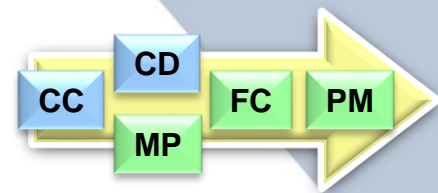
Enabler: Strategic Partnering with LMCSA

Providing: Wide range of training providers for future training opportunities

Revenue : Indirect Thru Increased (Pw) Contract Wins

LMCSA Provides a Force Multiplier for Analytical Business Captures





ANALYSIS

Ready to Execute

Critical Thinking*

CTAC*

SECURITY

Ready to Execute

EXCITE™ I2D2

EXCITE™ Adv Cyber

CYBER

Ready to Execute

Under Development

Intel Brief/Writing*

Link Analysis

Geospatial Analysis

Asymm Threat Analysis

Under Development

Persec 1

Persec 2

J2X

HUMINT TGing

Under Development

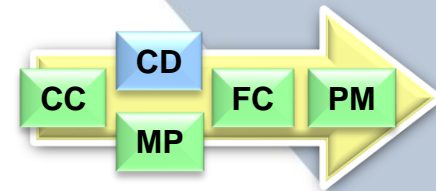
EXCITE™ CTI

EXCITE™ CTA

EXCITE™ SSD

- *Identified as Core Curriculum for Level 1 Analyst Certification by ODNI
- Development limited by lack of resources; instructors own time





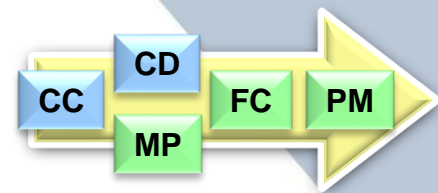
- Intel Training Market is evolving to require accreditation for both training and the ability to certify intelligence analysts.
 - ★ **Becoming CRITICAL qualifier/disqualifier for all upcoming opportunities (ITRSS, DIA SIMT, CLARET, NGA GLP)**
 - Imperative for ITRSS Recompete – Able to Certify Foundry Instructors from an organization that is recognized (accredited) by the intel community: COE
- USD(I)'s Defense Intelligence Training and Education Board (DITEB) leads the effort for Intelligence Analyst training and certification
 - 4 Required Topics Identified: Critical Thinking, Structured Analytic Techniques; Writing and Briefing for Intelligence
- As a member of the DITEB working group; LMCSA is ideally placed to translate emerging requirements into actionable training program
 - ODNI/USD(I) compliant LM Analyst Training and Certification Program
- Current access to DITEB is through ITRSS; COE accreditation of LMCSA would place it on-par with other IC training institutions
 - IC standard Analyst Training and Certification Program for corporate, law enforcement, academia, etc.

Other organizations accredited by COE:

- HUMINT Training - Joint Center of Excellence (HT-JCOE)
- Naval Expeditionary Warfare Training Group, Pacific
- Joint Military Attaché School (DIA)
- Joint Military Intelligence Training Center (DIA)
- Joint Intelligence Training Academy Pacific (PACOM)
- Center for Development of Security Excellence (DSS)
- Defense Cyber Investigations Training Academy
- National Cryptologic School (NSA)
- Defense Institute of Security Assistance Management
- Joint Counterintelligence Training Academy (DIA)
- National Geospatial Intelligence College (NGA)
- The Sherman Kent School (CIA) *(Candidate)



Accreditation & Certification Game Plan



ODNI
Office of the Director of National Intelligence

Mandates IC Accreditation & Certification Standards

USD(I)
Under Secretary of Defense (Intelligence)

Established competencies for DoD Intel

DITEB
Defense Intelligence Training & Education Board

Leads Effort for Intel Training & Certification

LMCSA
Lockheed Martin Center for Security Analysis

COE
Council on Occupational Education

Accredits Training Organizations

Accredited to Train

ICE
Institute on Credentialing Excellence

Awards Capability to Credential

ACE
American Council on Education

Approves Courses for College Credit

Able to Certify Instructors

INSCOM ITRSS
Recompete Requirement

Able to Certify Analysts

Emerging Requirement on Other Opportunities

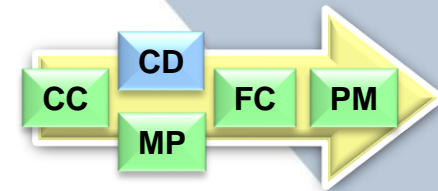
LMCSA Courses Approved

Commercial Sales / Established Credibility

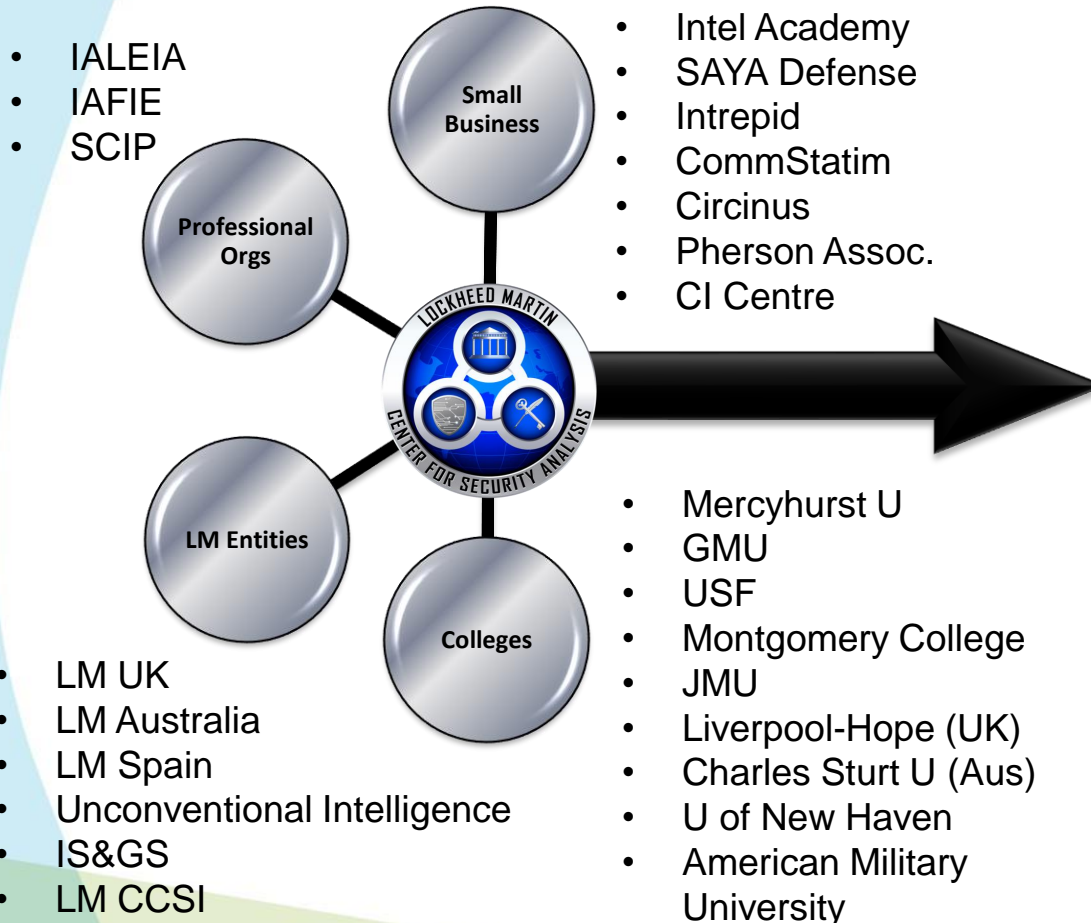
End State:
LMCSA is only defense contractor certified on-par with IC training organizations



LMCSA as a Training Integrator



- *LMCSA Partners with Academia and Small Biz training providers as a long term capability development*

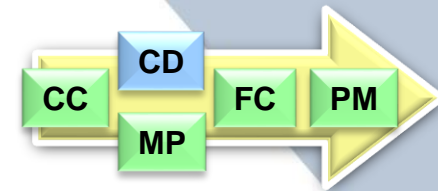


- ★ Many small businesses and school have training capabilities, but lack facilities and ability to market to capture larger opportunities
- ★ Partnering allows for LMCSA to become a hub for multiple vendors
- ★ Can be conducted at little to no risk for LM
- ★ Requires partnering and profit sharing with each teammate





LMSCA As a Training Integrator: Strategic Partnering



- **American Military University** – Partnered to approve 3 LMCSA courses for undergraduate credit; Coordinating joint conference participation
- **Mercyhurst University** – Cooperative Partnership to conduct LMCSA courses at Mercyhurst facility in Dungarvan, Ireland targeting **European Marketspace**
- **LM Australia** – Conducting Courses for **Ministry of Defence**; Working white paper for Customs & Border; Working Draft MOA for LMCSA Australia as part of LMCSA
- **LM UK** – Using LMSCA Business Model for Creation of UK Cyber University; creating long-term partnership
- **EXCITE™** (Cyber) training – Executing initial MOA to incorporate EXCITE™ Courses into LMCSA's curriculum
 - Introduction to Intelligence Driven Defense™ (I2D2)
 - Advanced Intelligence-Driven Defense™
- **Defense Intelligence Training Education Board (DITEB)** as part of USDI –Working to accredit LMCSA as 1st non-government organization that can certify intel analysts IAW IC standards.



MERCYHURST
UNIVERSITY



LMCSA : Success & Growth Through SE3

Secure

- Offer training courses commercially to groups and individual students
- Establish foothold business relationships with new customer organizations
- Conduct aggressive marketing campaigns using new and traditional media

Extend

- Grow business relationships with organizations attending training
- Market training towards similar organizations
- Partner with LM entities – LM UK, Spain, Australia to open up new markets
- Establish marketing with professional organizations (US CoC, IALEIA, SCIP, etc.)

Expand

- Partner with niche & complimentary training providers
- Enter into new white space areas (Law Enforcement, Cyber Investigations)
- Expand LMCSA curriculum based on market needs
- Develop web-based and distance learning capabilities

Enable

- Become an accredited training & education provider
- Provide a discriminator for all training related or supported LM opportunities
- Establish LMCSA as a Center of Excellence for Intel & Security training

Tipping Point: LMCSA Name Recognition & Reputation Sells Itself

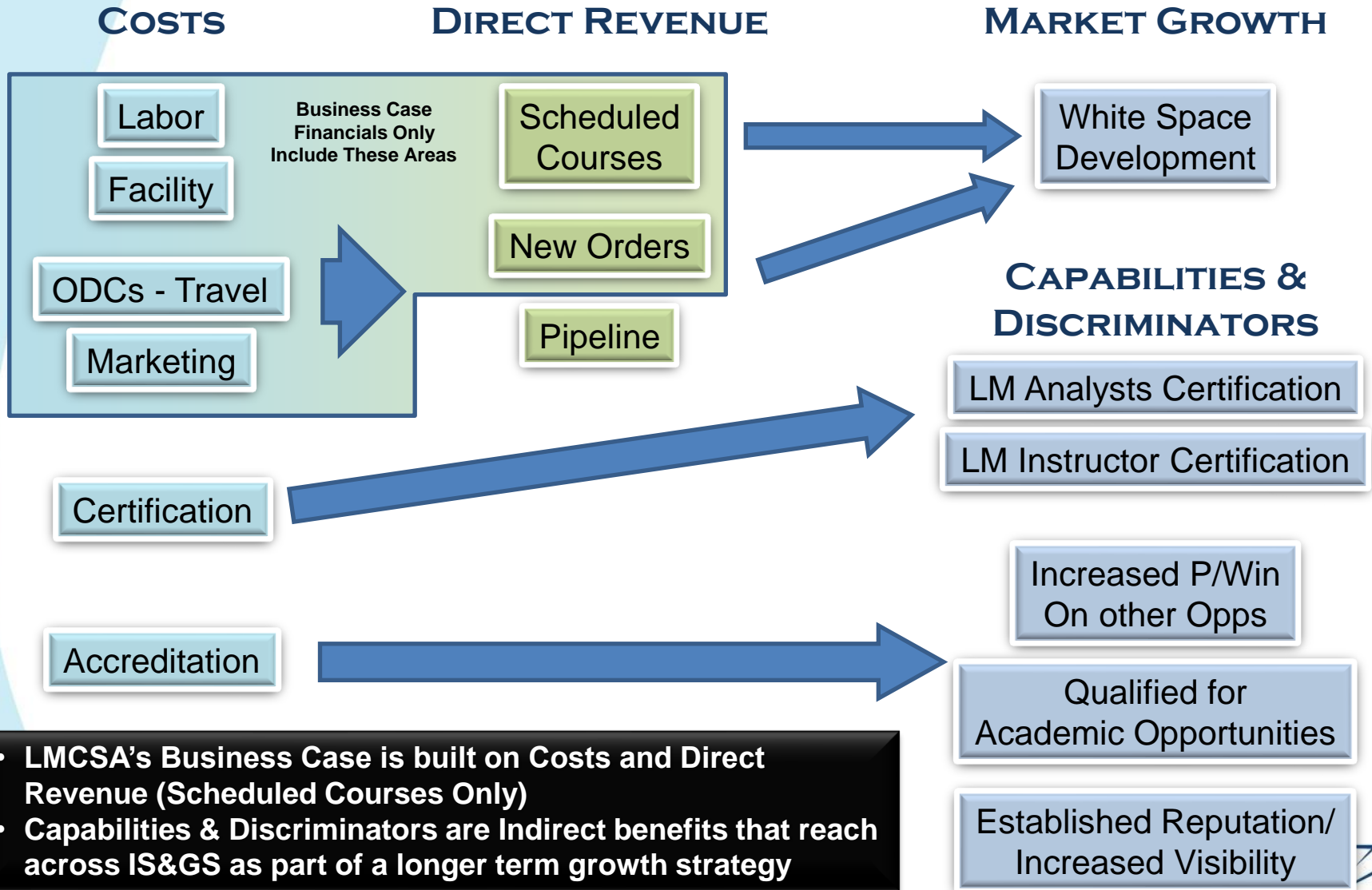




LMCSA Business Case Strategy



Business Case Build-Up



- LMCSA's Business Case is built on Costs and Direct Revenue (Scheduled Courses Only)
- Capabilities & Discriminators are Indirect benefits that reach across IS&GS as part of a longer term growth strategy



LMCSA Current Pipeline

Opportunity	POC	LOB	Potential Support / Revenue
Kingdom of Saudi Arabia Ministry of Interior National Cyber Security Center		Defense - Space & Cyber	Awaiting Award announcement for EXCITE® Training / ~422k
Saudi Aramco		Defense - Space & Cyber	Potential to sell two courses to Saudi Aramco (Biggest oil company in Saudi)/\$190K
LM UK Cyber University		LM UK	LMCSA assists LM UK with the business case model, pricing assumptions, some cyber-related material / TBD
DTRA requested a ROM for EXCITE Training		Defense	Working with StarVision for potential development of training package
LMCSA (CI) Courses offer to Qatar government		National	LMCSA (CI) courses packaged and sold to Qatar / TBD
JAGUAR - F35 Italian sub to the F35 wants EXCITE training		Defense	EXCITE® training packaged and sold to Italians (under F35) / TBD
LMCSA to support "Crystal Future," standing up and training entire intel capability		Global Solutions	Significant LMCSA support to GL's 40-page response to the RFI. Provide initial assessment of intel capabilities to UAE - provide intel training on framework, policies, and technologies / TBD
EXCITE® support Fujitsu		CTO	EXCITE® deploying to Japan / TBD
Defense Cyber Investigations Training Academy (DCITA)		D&IS	Assist in providing training support to DCITA analysts upon capture / TBD
Israeli Defense Force (IDF)		Global Solutions	Two Seats for EXCITE to review for larger training purchase / \$8500

- There are constant and numerous opportunities for LMCSA to provide training & training development expertise.
- Most opportunities involve providing LMCSA as a training discriminator to other larger efforts within IS&GS.
- Main Effort for LMCSA Business Development must be to develop opportunities within the pipeline v. individual students.



Keys to Success

- **Bottom Line:** Success of LMCSA as a Business Case is dependent on stakeholder buy-in within IS&GS: financially and operationally
- **Challenges:**
 - Requires aggressive marketing towards course sales (v. individual students)
 - Internal Competition in terms of Course Sales and Ownership
 - Accreditation requires LMCSA to show course execution
 - Internal pricing for students not budgeted by other programs causing low-student enrollment and course cancellations
- **Possible Solutions:**
 - Acquire Marketing Resources
 - Accreditation of LMCSA (Ongoing under ITRSS)
 - Gold copy ownership of curriculum by LMCSA (Both Cyber and Analysis)
 - Revised MOA for LMCSA courses sold and conducted by other Product Lines



Summary

- LMCSA Represents a unique window of opportunity to create a capability within LM that will:
 - Secure, Extend, Expand, & Enable new opportunities in the emerging Intelligence & Security Market Space
 - Become a discriminator for providing intelligence analysts on new opportunities and must-win re-competes
 - Establish Lockheed Martin as the leader in Intel & Security Training & Consulting

