**ManTech**

**Europe Systems Corporation**

**(MESC)**

**Account Plan**

**1.0 INTRODUCTION**

This plan outlines activities designed to support MTISC-East business operations and opportunities, as well as being aligned with the Defense Systems Group (DSG) 2009 Annual Operating plan in three geographic areas:

* Europe,
* Africa (specifically AFRICOM) and
* SouthWest Asia (SWA).

 This will be accomplished through the sustained exploration and exploitation of both known and future opportunities. Initial focus will be in our core competencies; however, expansion to new business areas such as Base Operations will also be of interest. This plan will serve as the primary guiding document for the development of business within the three geographical regions over the next five (5) years, by focusing on the following key areas:

* Establish firm growth objectives for both short- and long-term periods;
* Review a rapid SWOT analysis of existing MESC capabilities
* Outline key business partners and existing relationships to be used for growing business;
* Discuss specific opportunities which warrant immediate pursuit and probable bidding within the next fiscal year and longer;
* Outline key competitors and define a methodology for capturing competitive intelligence.
* Implement a methodology for long-term market analysis, evaluation, and identification of bidding opportunities; and
* Identify market and promotional campaigns needed to enhance the image of MTISC / DSG operations within the Europe, AFRICOM and SWA DoD markets.

This plan will be updated quarterly to reflect actual accomplishments and changes in business objectives, and will be routinely referenced by operations managers to ensure active support for business growth. The information in this plan should be considered COMPANY CONFIDENTIAL, and thus should not be disseminated to internal or external personnel, entities, or partners without the prior consent of authorized DSG leadership.

**2.0 OBJECTIVES**

The overall objective of ManTech Europe office, and in parallel with the current DSG AOP is to double in size in the next five years. ***This growth objective should be considered the guiding principle for all sustainment and growth activities.*** Such growth will require the efforts of ALL ManTech personnel, manager and staff alike, to display an active support for new business opportunities and growth on current work. Further, to realistically achieve this objective we will not only be bidding as prime on as many viable opportunities as possible, but also will require aggressive marketing to strategically team with our competitors as sub. To focus efforts in achieving these growth objectives, specific short- and long-term goals are outlined in the next two sections.

**MESC MISSION STATEMENT**

**To provide ManTech DSG and MIC with a forward deployed, in-theater presence to support ManTech employees and programs in Europe, and identify and capture new business within the EUCOM, AFRICOM and CENTCOM Areas of Responsibility, and to grow new business that reports directly to MESC.**

2.1 SHORT-TERM GOALS

The following short-term goals will focus on the next two (2) years, CY09 and CY10

* Ensure sustainment of the existing businesses;
* Define in more granular terms the long-term market potential for DoD IT support as well as related support functions including logistics, program management, and training services throughout the three geographical regions;
* Maximize effectiveness of all strategic partnerships with competitors and OEM’s, and forge new alliances where necessary;
* Align with viable prime(s) for base operations opportunities;
* Maximize use of all ID/IQ programs.
* Market the ManTech brand

2.2 LONG-TERM GOALS

The following long-term goals will focus on the outlying years CY2010 through CY2014;

* Leverage DSG’s and other ManTech divisions’ work to expand current markets and to move into new markets;
* Develop brand name recognition;
* In anticipation of prime on major ID/IQ vehicles, develop database of current task orders on pertinent ID/IQ vehicles as well as gather data.

**3.0 OVERVIEW OF Europe, AFRICOM, and SWA Markets**

***Europe*** --- The transformation in Europe in the last five years has resulted in a gradual reduction in funding and opportunities in ManTech’s core competencies. In Germany, there will be four “enduring” areas where 95% of the military will be located. Those areas are: Stuttgart, Grafenwoehr, Kaiserslautern, and Wiesbaden. The United Kingdom for the most part will be held steady, and there will be an increase in military personnel in Italy focused on the Aviano, Vicenza and Naples areas. There will be other areas Europe that will continue to have minor support elements such as Belgium, Holland, and Norway.

ManTech’s core competency markets in Europe have shrunk. There are fewer open competition procurements that ManTech can realistically prime, and over the last five years, there has been a sustained increase in ID/IQ usage that has seen the Primes on these vehicles seldom referring any task orders to their teams.

The gradual move to eastern Europe has not truly offset this opportunity decline. Indeed, the US government from the start desired as much local business participation as possible, and has followed through with this by awarding most contracts to local businesses in Romania for the Training base operations in Burgas.

However, there continues to be substantial business opportunities for ManTech in Europe. It is estimated that for the period 2009-2014 there could be $1.5B of open competition opportunities and $2B+ of ID/IQ vehicle work.

***AFRICOM*** -- AFRICOM, was officially activated on 1 October 2008. An exposition was held in March of 2008 to provide industry with an overview of what can be expected regarding possible contracts and AFRICOM’s vision of industry participation. For the foreseeable future most of any type of contractor support will be in the form of humanitarian efforts. Examples include water purification and pumping, medical assistance, training (military, police, government), and infrastructure assistance. AFRICOM’s budget for 2009 is $289M. Of that, $80M+ is for staffing. Most of the work that ManTech could participate in has been quietly procured under the Millenia and R2 ID/IQ vehicles – ManTech is sub to CSC on R2 and sub to Lockheed Martin on Millenia. The manning on those efforts is estimated at 170+. However, it is difficult to gauge as a large percentage of this staffing is dual-hatted for EUCOM tasks; indeed, it is EUCOM money that is funding some of AFRICOM’s support. Further, the Millenia ID/IQ vehicle has been replaced by the ALLIANT program, where ManTech is a prime. It is anticipated that some of the work being performed under Millennia will eventually be replaced with ALLIANT task orders.

***SouthWest Asia –*** Without doubt this is a very lucrative market for ManTech, and will continue to be for the foreseeable future. When the drawdown from Iraq is finished sometime in 2011 there will still be significant opportunities with the US DoD in the nations of Qatar, Kuwait, Afghanistan, Kyrgyzstan, Bahrain, Djibouti, Oman, and to lesser extent Saudi Arabia. Programs that have expanded due to the war were originally started in Kuwait, Qatar and Bahrain. Examples of such programs and the incumbents are provided in Table A1.

|  |  |
| --- | --- |
| **Program/Opportunity** | **Incumbent** |
| TAC-SWA | ITT |
| 335th SB Augmentation | GD |
| ASG Kuwait Support | CSA (AECOM) |
| DISA NOSC | Verizon |
| Qatar Base Support | ITT |

**Table A1**

**5.0 SWOT ANALYSIS**

In lieu of a detailed risk analysis, a rapid SWOT analysis specific to MESC operations was conducted by the MESC staff. From a point-in-time perspective, the SWOT analysis results as of March 2009 are outlined below.

5.1 STRENGTHS

* Geographical presence for EUCOM and AFRICOM;
* Good relationships with competitors for potential partners
* Generally good past performance and good reputation with targeted customers
* Prime on ID/IQ vehicle ALLIANT

5.2 WEAKNESSES

* Limited focus. Primarily O&M work
* No BD presence in SWA
* Substantial work under ID/IQ vehicles; ManTech not prime
* Limited staff

5.3 OPPORTUNITIES

* Recompetes
* New business
* New customers (AFRICOM, NATO, Euro military)

5.4 THREATS

* Aggressive competitors in theater
* Drawdown in Europe has reduced opportunities
* Small business community—everyone knows every one

**6.0 BUSINESS RELATIONSHIPS**

This section of the growth plan will outline existing key partners and teaming agreements already in place, as well as the secondary or indirect capabilities presented by such partners. MTISC-E and MESC team continues to forge new alliances and teaming agreements where needed to pursue additional opportunities, which will be added to this living document as time progresses.

6.1 CONTRACT TEAMING

Table 1 below depicts companies who are prime on large ID/IQ vehicles that MESC has good personnel and business relationships:

|  |  |  |
| --- | --- | --- |
| **Company** | **ID/IQ Vehicle** | **Possible Opportunities**  |
| L3 | SSES | * USAREUR C2
* Others
 |
| Lucent | IMOD | * Various
 |
| Lockheed Martin | ENCOREMillenia | * EUCOM TAG
* EUCOM TRAINS
* EUCOM/AFRICOM Help Desk
 |
| Harris/MultiMax | ITES-2S | * Various IT Support
 |

**Table 1: MESC’s Possible Teaming Relationships**

**7.0 ACQUISITIONS STRATEGY AND APPROACH**

Our acquisitions approach consists of immediate activities necessary to pursue and bid known opportunities; an improved promotional campaigns to better tout our capabilities an image within the military communities; and analysis and assessment of the customer environment to define sustained growth opportunities during the next five years. The following sections discuss our approach and strategy for each of these activities:

7.1 KNOWN OPPORTUNITIES

This plan consolidates on-going new business activities designed to identify and bid multiple opportunities during 2008 and 2009. Several opportunities for growth for MTISC-E and MESC have been captured in this time frame, and several more near-term targets have been identified as a result of on-going new business practices. Known opportunities are currently being identified through a consolidated effort of two strategies:

* **Internal / DSG Core-Team:** These new business opportunities are identified by internal ManTech personnel, the contracts management team, or other staff referral. These opportunities are based on growth of the sustainment base, discussions with customers to identify new capabilities needed from ManTech, or public opportunities posted to notification sites such as Fed Biz Ops.
* **External / Teaming Non-Core Team:** These new business opportunities are identified by existing business partners, and are referred to ManTech through our business development channels and local POCs. These opportunities are developed jointly and are pursued in concert with our business partners. Teaming agreements, NDAs, etc, are developed as needed for pursuit of these opportunities.

7.2 NEW BUSINESS QUADRANT

A primary driving guideline to new business activities was established by DSG in 2008. Until further notice, this will be the strategic approach to use for all new business activities and is in the form of a “New Business Quadrant”. This quadrant is depicted in **Figure 1** below; note that the included dollar figures represent the current figures for MTISC-East operating unit for Europe only plus the revenue targets operations over the next five years from the three geographical areas.

The New Business Quadrant serves to classify and focus all new business activities into one of four areas:

* **Quadrant 1 (Q1):** Current customers and Current capabilities (retention of base contracts)
* **Quadrant 2 (Q2):** Current customers and New capabilities
* **Quadrant 3 (Q3):** New customers and Current capabilities
* **Quadrant 4 (Q4):** New customers and New capabilities

Each of these quadrants are tied to the existing pipeline opportunities presented in **Table 1** format below, to show relevance to the classification and structure of the DSG AOP.

**Figure 1: New Business Quadrant**

**Q1**

**2008**

**$5M**

**CURRENT**

**NEW**

**2009/$6M**

**2010/$9M**

**2011/$12M**

**2012/$15M**

**2013/$20M**

**Q2**

**Q3**

**Q4**

**CURRENT**

**NEW**

**CUSTOMERS**

**CAPABILITIES/SERVICES**

Q1: Current customers and current capabilities

Q2: Current customers and new capabilities

Q3: New customers and current capabilities

Q4: New customers and new capabilities

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Quadrant** | **Customer** | **Prime/Sub** | **Contract Name** | **RFP Release** | **Duration (Years)** | **Total Value** | **Est ManTech value** |
| Q1/Q2 | USAFE | Sub | Advisory and Assistance Services II (A&AS II) | Nov 08 | 5 | $375M | $30M |
| Q4 | NETCOM | Sub | Landstuhl SATCOM | Feb 09 | 5 | $22M | $3M |
| Q3 | NETCOM | Prime/Sub | Total Army Comms/SouthWest Asia (TAC-SWA) | Dec 09 | 5 | $500M | $500M/$75M |
| Q4 | CENTCOM | Sub | Camp Arafjan | June 09 | 5/10 | $800M | $25M |
| Q1 | USAFE | Prime | USAFE Communications Support Contract (UCSC) | Jan 10 | 5 | $30M | $30M |
| Q3 | NETCOM | Prime/Sub | 335th SB Augmentation | Nov 10 | 5 | $75M | $75M/$15M |
| Q3 | NETCOM | Prime/Sub | Operations Maintenance and Supply – Europe (OPMAS-E) | Dec 10 | 5 | $100M | $100M/$30M |
| Q2 | USAFE | Prime | POLYGONE Bombing Range | Nov 10 | 5 | $10M | $10M |
| Q4 | NAVEUR | Prime | ONE-Net  | Mar 10 | 5 | $25M | $25M |
| Q3 | NAVEUR | Prime | Souda Bay Base Comms | Feb 10 | 5 | $7M | $7M |
| Q2 | USAREUR | Prime | Army Europe – Information Technology Training (AE-ITT) | Feb 11 | 3 | $12M | $12M |
| Q2 | USAFE | Sub | Turkey Spain Base Maintenance Contract (TSBMC) | Feb 09 | 5 | $150M | $20M |
| Q2 | USAREUR | Sub | Kaiserslautern Base Operations Services (KBOS) | Jun 10 | 5/10 | $250M/500M | $15M |
| Q1 | USAREUR | Prime | G3 Battle Command Support | Apr 11 | 3 | $4M | $4M |
| Q1 | USAF (EUCOM J9) | Prime | COMSEC Custodians (Sweden) | Nov 09 | 3 | $1.5M | $1.5M |
| **Quadrant** | **Customer** | **Prime/Sub** | **Contract Name** | **RFP Release** | **Duration (Years)** | **Total Value** | **Est ManTech value** |
| Q3 | NETCOM | Prime/Sub | Europe-Theater Network Operations Security Center | Oct 12 | 5 | $60M | $60M/$15M |
| Q3 | MARFORE | Prime | MARFORE IT Support | Oct 12 | 5 | $3M | $3M |
| Q2 | USAREUR | Prime | Logistics Contract Management Office (LoCMO) Technical Support | Feb 09 | 3 | $8M | $8M |
| Q3 | CENTCOM | Prime | COMSEC Custodians (Qatar) | May 09 | 5 | $4M | $4M |
| Q3 | DoDDS-E | Sub | DoDDS-E IT Support | Feb 08 | 5 | $22M | $7M |
| Q3 | EUCOM | Prime/Sub | Theater Systems Integration Office (TSIO) | Jan 10 | 5 | $20M | $20/5M |
| Q3 | SPAWAR | Prime/Sub  | C4ISR-Europe | Jan 11 | 5 | $150M | $150/30M |

**Table 1: Pipeline Opportunities**

Our approach for continued pursuit of these opportunities under this plan focuses on assignment of each opportunity to key individuals and development of acquisition or capture plans for each opportunity. Individual acquisition plans will be developed for each known target and will become the basic planning tool for pursuit and assessment of each target. Each plan will identify the requirement, assess our capability to satisfy the requirement, outline all actions necessary to complete both marketing and proposal phases, define all resources needed to successfully pursue the targets, and provide for follow-up / assessment checkpoints. Additionally, resources necessary for all marketing and proposal efforts will be identified in each acquisition plan. Detailed milestones and schedules will be developed and used as tools for monitoring status and progress of all planned activities. Each plan will be updated periodically, as required, to reflect pursuit efforts and changes.

7.3 PROMOTION OF THE MANTECH IMAGE

A key part of our business growth strategy will be the promotion of ManTech’s image and reputation at all levels within the military communities of Europe, AFRICOM and SWA. It will be necessary to conduct aggressive marketing and promotional campaigns to further enhance customer recognition of ManTech as a competent contractor within these military communities. The marketing campaign will be accomplished as part of the required activities related to each individual opportunity as well as at an overall level by key individuals. This will take the form of attendance at most Industry days, Job Fairs, targeted customers, and professional organizations such as AFCEA. Additionally, tailored brochures(s), and preparation of standard briefing(s) will be developed. Each activity will be designed to foster our image as a “whole systems” contractor. Currently we have identified multiple POCs within the Army, Air Force, and Navy to be contacted as potential briefing candidates. These briefings will be planned in accordance with any respective RFP announcements and release. A standard briefing will be developed and tailored to the specific requirements and objectives of the medical focus of the organization being contacted.

7.4 COMPETITION ANALYSIS

There is aggressive competition for DoD business in Europe, SWA and AFRICOM. A snapshot of the major players in these areas is given in Table 2 below.

|  |  |  |  |
| --- | --- | --- | --- |
| **Competitor** | **Strengths** | **Weaknesses** | **Geographic/Segment presence** |
| **Europe** | **SWA** | **Africa** |
| **CSC** | * Large
* IT, and PM
* Off site office in Stuttgart
* Prime on most ID/IQ
 | * Price
 | * EUCOM Help Desk
 | UNK | * Help Desk
 |
| **NG** | * Large
* IT, Analyst and PM
* Trendsetters
* Prime on most ID/IQ
 | * Price
* TESA
* Management
* Fill rates
 | * E-TNOSC
* USAREUR C2
* A&AS
 | UNK | UNK |
| **SAIC** | * Large
* IT, Analysts and PM
* Can go low price
* Prime on most ID/IQ
 | * Fill rates
* Management
* Salaries
 | * SPAWAR
* TAG
* TRAINS
 | UNK | UNK |

|  |  |  |  |
| --- | --- | --- | --- |
| **Competitor** | **Strengths** | **Weaknesses** | **Geographic/Segment presence** |
| **Europe** | **SWA** | **Africa** |
| **LM** | * Multi-discipline
* Large
* Can go low on price
* Prime on major ID/IQ
* Good sub management
 | * No large presence in Europe
 | * Sub on G2
* Some BOS thru PAE acquisition
 |  UNK | * Djobouti BOS
* Dafur
* Others
 |
| **L3** | * Large
* Europe facilities
* Plenty of staff
 | * Bid against themselves
 | * A&AS I
* BC (Graf)
* DISAE
* Millenia
 |  UNK | Nothing |
| **ITT** | * Multi-discipline
* Large
* Target high level hires
* Tier I sub on major ID/IQ
* Good support offices in Europe and SWA
* Focused
 | * Salaries
* Not Prime on major ID/IQ
 | OPMASNorthernCommVehicle maint.Ktown BOS | * TACSWA
* GMASS
* Qatar BOS
* LOGCAP/AFCAP
 | * 4 or 5 people in Horn of Africa for TACSWA
 |

**Table 2: Competition Analysis**

7.5 ANALYSIS OF THE EUROPEAN/AFRICOM/SWA MARKET

MTISC-East through the MESC office currently has oversight of the SouthernComms and FSSL contracts with USAF-E, and COMSEC Custodians in Sweden for EUCOM J9. And, beginning in March 2009, will have a sub-contractor role in the USAF-E Advisory and Assistance Services I contract. We must expand our contract vehicle options, support capabilities, and marketing accomplishments on a much broader scale in order to achieve growth as projected. The potential for future opportunities necessary to support sustained growth over the next two to five years is significant enough to satisfy and exceed projected growth goals.

Another major element of the European market is the identification of current incumbent contractors and potential competitors, or conversely our potential bidding partners. ManTech has identified three steps to achieve this goal. These steps are:

* **A**s part of the briefing process identified in the PROMOTIONS section above, MESC will attempt to identify all incumbent contractors currently performing services for that customer and specific organization;
* Utilize the local knowledge and personal contacts of the DSG and MIC team; and
* Maintain a systematic FOIA process that will provide contractual and technical information for identified new business opportunities.

**8.0 MILESTONES AND TIMELINE**

For the short-term --- awards in 2009, the need to win a seat on the A&ASII ID/IQ, and as a teammate on two or three other opportunities is paramount to all other new business activities. Wins here will allow for the continued growth of ManTech’s business within the Europe environment at a minimum. Conversely, any loss will only hinder the ability to grow.

To that end, a long-term timeline of new business activities has not been developed in full. Certain short-term activities can certainly take place in the next eighteen (18) months to support the established long-term goals, which consist of promotional actions, marketing analysis research, and development of acquisition plans.