

THE POWER OF
STORYTELLING
TO WIN MORE BUSINESS

BANK OF AMERICA 



KRYSTN MACOMBER

CP APMP Fellow, LEED AP

Summit Strategy Founder + CEO

- » 20+ years of experience
- » East Coast, West Coast, Midwest, International experience
- » B2G + B2B
- » Developed holistic sales process + infrastructure
- » Led marketing/pursuit teams as small as 2 + as large as 20
- » Certified proposal practitioner + APMP Fellow
- » Competitive + driven to find the winning solutions
- » APMP Global Chair | 2021



**BANK OF AMERICA
GOVERNMENT CONTRACTING GROUP**

**CHRISTA
WILLIAMS**

**VP; GOVERNMENT CONTRACTING
BUSINESS INTELLIGENCE MANAGER**

christa.williams@bofa.com

BANK OF AMERICA 



WHY ARE YOU HERE?

- » 1. Struggling to win new business
- » 2. Tired of writing repetitive proposals
- » 3. Difficulty standing out from your competitors
- » 4. Lack of business development strategy

COMPETITION IS
FIERCER
THAN EVER



COMMON MISTAKES

Providing too
much
information

Clients will have a hard
time figuring out what
you're selling

Not describing
value from
client's
perspective

Why should
the client care?

Failing to
identify what's
different
about us

You'll sound just like
everyone else out there.



BORRRRRRRRRRIIIIIIIINGGGGGGG

THERE'S A BETTER (EASIER) WAY





**PROPOSAL
EVALUATORS
ARE PEOPLE TOO.**

KEYS TO A WINNING PROPOSAL

Compliant

1

Compelling

2

Clear

3

Credible

4

KEYS TO A WINNING PROPOSAL

Compliant

1

ALWAYS FOLLOW THE RFP

even if it makes no sense ✓

KEYS TO A WINNING PROPOSAL

Compelling

2

WHY

SHOULD THE CLIENT SELECT

YOU **INSTEAD OF EVERYONE ELSE?**

DEFINE YOUR VALUE PROPOSITION

I + **F** + **B** + **P**



ISSUE

The client's challenge or problem. AKA pain point, hot button.

FEATURE


Tangible things and solutions you bring to solve those problems.

BENEFIT

Why your features are important to them. AKA the so what factor.

PROOF

Evidence your claims are true. AKA prove it or lose it.

A hiker with blonde hair, wearing a green hooded jacket and an orange backpack, is shown in profile from the chest up. She is holding a large, unfolded topographic map. The background consists of a vast, hazy mountain range with patches of snow and dense green forests. The overall scene is outdoors and appears to be in a high-altitude or mountainous region.

What does
the client
want?

SO WHAT?

HEY!
THIS IS NOT ABOUT
YOU.



SAY MY NAME, SAY MY NAME

your
name

your
name

your
name



their
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WHERE TO PUT YOUR WORDS

“Give your readers as much information as possible as soon as possible. **To hell with suspense.**”

- Kurt Vonnegut, *8 Rules for Writing a Short Story*

In a single page, put the most compelling information in the first paragraph.

In a paragraph, put the most important idea in the first sentence.

Use callout boxes to summarize or highlight information.

KAIROS



We are
pleased to
pr
proposal....

NO ONE CARES



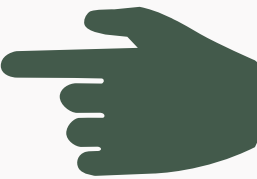


1

We are pleased to submit this proposal to the FAA. On the following pages, we have provided our technical proposal to address all RFP requirements. As the FAA's partner on this upcoming project, Summit will use our 32 years of experience to help you....

2

The FAA is tasked with a life-changing mission to As your strategic partner, Summit will use our 32 years of experience to help you



FOCUS ON WHAT THEY WANT/NEED

Dear Mr. Doe and Members of the Selection Committee:

The National Institute of Whatever (NIW) seeks a firm who can work alongside leaders to facilitate strategic change, encourage productive risk-taking, and build credibility and trust among staff. Company Gold Star's six-year partnership with NIW has given our team an exclusive perspective on the best approach to continue serving NIW on this exciting engagement. Our proven track record will serve as a guiding framework for the executive coaching we provide to improve effectiveness, sustained health, and excel as a high performing agency. Our team provides the following benefits to the NIW:

COVER LETTER FRAMEWORK

1 INTRODUCTION

Summarize client's vision, objective, and challenges
State that we will fulfill client's needs
Highlight why us?

2 BODY

Our team brings the following benefits to <client> on this project:

<Feature>: You can <improve/achieve/reduce> <benefit> by working with our team, who has the <knowledge, experience, past success> proven by <relevant experience/program> that resulted in <metric/proof>.

Repeat for 1-2 more features

3 CLOSING

Focus on how our mission and goals align directly with the client's
Connect with the reader – inspire them to choose us
Close with next steps and contact information

A person with dark curly hair, wearing a dark hoodie and dark pants, is running away from the camera on a paved path in a forest. The path is covered with fallen yellow and orange leaves. The background shows trees with green and yellow foliage. A semi-transparent green rectangular overlay covers the center of the image, containing white and light green text.

COMPELLING

=

ACTIVE VOICE



**ACTIVE VOICE
HELPS THE AUDIENCE
PICTURE THE
ACTION.**

90%

of a long-form document should be
in active voice.

ACTION VERBS



TAKING THE LEAD directed, executed, operated, managed, programmed

CREATING built, designed, developed, engineered, initiated

EFFICIENCY enhanced, generated, maximized, reconciled, sustained

ACHIEVEMENT integrated, refined, transformed, streamlined, strengthened

RESEARCH analyzed, assessed, calculated, explored, forecasted, modeled

COMMUNICATION articulated, briefed, conveyed, illustrated, reviewed, drafted

POWER WORDS



WORDS THAT CONVEY URGENCY

- Now
- Need
- Must
- Latest

WORDS THAT CONVEY TRUST

- Consequently
- Results
- Secure
- Because

WORDS THAT CREATE CONNECTION

- Join
- Help
- Discover
- Align

WORDS THAT PROMISE A SURPRISE

- Remarkable
- Amazing
- Incredible
- Unexpected

KEYS TO A WINNING PROPOSAL

Clear

3

Always

TAILOR

your content



READABILITY

7-8

grade



WRITING FOR AN 8TH GRADER



1

Remember, not all your readers will be familiar with the subject matter.



2

Use shorter words, sentences, paragraphs.



3

Use simple sentence structure.



4

Use simple words, not jargon.



5

Avoid large blocks of text, and use headings, font treatment, callout boxes, and graphics to draw attention.

KEYS TO A WINNING PROPOSAL

Credible

4

PROVE IT

or lose it

PROVE IT OR LOSE IT

Substantiate all claims with facts

Metrics are best

Don't use watered-down
superlatives or platitudes



PROOF EXAMPLES

Completed more than 5,000 aviation projects in the last five years.

Employ more than 50 professionals within five miles of your site.

Completed xyz similar project two months ahead of schedule.



BOASTING WORDS TO AVOID


State-of-the-art
The right choice
Uniquely qualified, unique
Best of breed/class
Premier, worldclass, world-renowned
Industry standard
Leading edge, leading provider, cutting edge

USE SUCCESS STORIES AND QUOTES


 [Redacted] has provided staff with the knowledge and experience that makes the difference in successfully serving [Redacted]'s needs. They are an integral part of the construction process, providing exceptional services that enable contractors to safely perform their work, while minimizing disruption of airport operations."

[Redacted] Shutdown Control Center Manager for [Redacted]

| | | | | |
|--------------------|-------------------|----------------|----------------------|-------------------------|
| 23 GW | 111,000 MW | \$150B+ | 20+ | #3 |
| renewable projects | HVDC capacity | mega projects | years as owner's rep | ENR CA Top Design Firms |

 **Successful Management Framework Leads to High Retention Rate**
 On our engagement with [Redacted], all employees required TS/SCI due to work in Government sensitive compartmented information facilities (SCIFs) and we had many employees deployed to Outside Continental United States (OCONUS) locations. Our framework resulted in a retention rate over five years of 96%.


 In the past seven years, we have assisted Mississippi clients with over 107 projects valued at **\$597M**



1,000+ wetland delineations


300+ Phase I ESAs

70+ Phase II ESAs

20+ environmental assessments


100+ stormwater pollution prevention plans

20+ spill prevention, control, and countermeasure plans

 Our team identifies environmental and permitting factors early in the project planning phase and provides the [Redacted] and project stakeholders clear and concise project impacts to be used in the decision-making process.

Our Team's Water Experience:

-  Pump Stations
-  Elevated Tanks
-  Treatment Facilities
-  Large Diameter Pipelines and Vaults
-  Electrical Upgrades

 **New WWTP Plant and Upgrade**
 Projects from <1MGD to >300MGD

250+ W / WW Projects in the last 10 years

100+ Pump Station Projects at: <1MGD TO >100MGD

100+ Water and Wastewater Treatment Plants – Design and Upgrade

30+ In the last 10 years

425k Asset condition assessments

50+ In the last 10 years

Water Treatment Plant Comp

Over a three-month period, [Redacted] sourced and mobilized over 30 staff members for [Redacted] support, including project managers, construction managers, project engineers, office engineers and administrative support. During this rapid mobilization, the team shared space and resources with the owner's staff and other consultant teams already on site for a seamless integration.

Our team completed site excavation, grading, concrete footings, foundations, slab, masonry, and stonework for the *Empire Trail Gateway and Battery Park City Authority (BPCA)*. In addition, the team fabricated and installed stone paver engraving and various kiosks



| | | |
|-----------------------------------|---------------------------------------|--|
| 30+ years of experience | 1,000+ wetland delineations | \$597M federal funding managed |
|-----------------------------------|---------------------------------------|--|

HAVE AWESOME TEMPLATES

Solicitation No. XXXX-XXX-XX

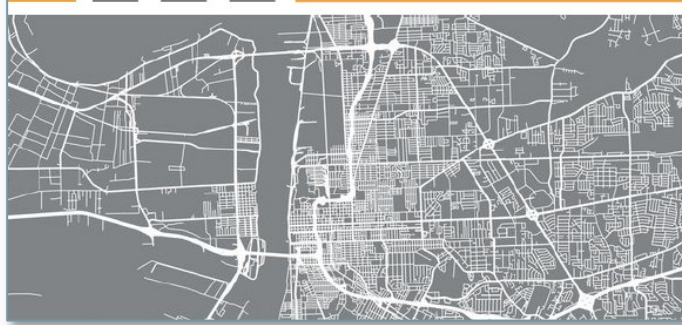
PROPOSAL TITLE XXXXXX

Subtitle goes here jhsdjhsdj
kjhsdjhsjdhdjhdks sjhsjhkhdfjhfs


Month Day, 2021 | 00:00 PM

Submitted to:
Client Name
Secondary Client Name
Division of Client
Street Address
Street Address Continued
City, State, Zip

Submitted by:



1 QUALIFICATIONS AND EXPERIENCE



First Name Last Name PE, LEED AP
Project Manager

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Experience

00 years total experience

00 years with [redacted]

Education

MBA, Administration/
Finance

BS, Civil Engineering

License/Registration

Professional Engineer
(CA)

LEED Accredited
Professional

About | Lorem ipsum dolor sit amet, consectetur adipiscing elit. Maecenas porttitor congue massa. Fusce posuere, magna sed pulvinar ultricies, purus lectus malesuada libero, sit amet commodo magna eros quis urna. Nunc viverra imperdiet enim. Fusce est. Vivamus a tellus.

Relevant Experience

Project Name | Location
Project Manager. Nunc viverra imperdiet enim. Fusce est. Vivamus a tellus. Lorem ipsum dolor sit amet, consectetur adipiscing elit. Maecenas porttitor congue massa. Fusce posuere, magna sed pulvinar ultricies, purus lectus malesuada libero, sit amet commodo magna eros quis urna. Nunc viverra imperdiet enim. Fusce est. Vivamus a tellus.

Project Name | Location
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Project Name | Location
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[redacted]

Proposal Name | RFP No. 00000-000-00 | Page 6

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Are Not Bank Guaranteed

May Lose Value

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We are required to obtain, verify and record certain information that identifies the Company, which information includes the name and address of the Company and other information that will allow us to identify the Company in accordance, as applicable, with the USA Patriot Act (Title III of Pub. L. 107-56, as amended, which was signed into law October 26, 2001) and such other laws, rules and regulations as applicable within and outside the United States.

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DEDICATED TO LEVERAGING INDUSTRY EXPERIENCE






































The Bank of America Government Contracting Group represents a dedicated team of specialists whose mission is to help our clients achieve their strategic and financial objectives through the use of our intellectual and financial capital.

Industry Leading Platform

- Bank of America is the #1 lender to the industry with over \$6 billion in loan commitments globally including **\$4 billion to small and middle market government contractors nationally**
- Relationships with **82%** of the top 100 government contractors (*Washington Technology*) and **75%** of the top 200
- Bank of America has banked Aerospace Industry for over **75** years
- One fifth of the *Washington Technology's* Fast 50 Small Businesses in the government contracting market bank with Bank of America
- Bank of America is the only financial institution that has aerospace + defense expertise coast to coast
- Bank of America has experienced industry bankers who provide complete solutions to assist companies in meeting their requirements for working capital and acquisitions, equity raising, capital deployment (dividend recaps /share repurchase), treasury management, international expansion, and employee benefits

BANK OF AMERICA – INDUSTRY COMMITMENT

DEEP RELATIONSHIPS & EXPERIENCE ACROSS A BROAD UNIVERSE OF CLIENTS

| Large Cap | | | Mid/Small Cap | | | | | |
|---|------------------------------------|---|--|------------------------------------|---|---|------------------------------------|---|
| Company | Lead Corporate Bank ⁽¹⁾ | Capital Market Book Runner ⁽²⁾ | Company | Lead Corporate Bank ⁽¹⁾ | Capital Market Book Runner ⁽²⁾ | Company | Lead Corporate Bank ⁽¹⁾ | Capital Market Book Runner ⁽²⁾ |
|  | ✓ | ✓ |  | ✓ | ✓ |  | ✓ | ✓ |
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| | | |  | ✓ | ✓ |  | ✓ | ✓ |
| | | |  | ✓ | ✓ |  | ✓ | ✓ |

Source: Dealogic, Bank of America internal database as of May 2021

(1) BofA role as Administration or Syndication / Doc Agent.

(2) BofA role as Book-Runner or Lead Manager on capital markets transaction in the past 4+ years.

GOVERNMENT CONTRACTING TEAM



EDWARD SPENCELEY
NATIONAL GOVERNMENT
CONTRACTING EXECUTIVE

- Tampa, FL
- Army Veteran
- 24 years with BofA
- Member of the Global SOF Foundation Advisory Board
- Founding Board Member and current Advisory Board Member for the Tampa Bay chapter of Women in Defense

- Bank of America's Government Contracting team is ready to support your strategic goals as you strive to grow in a changing environment. Whether via organic growth or acquisitions, domestically or internationally, Bank of America can help you achieve your goals
- The Government Contracting team is a national practice, with a local delivery. They are deeply ingrained in the industry because of their experience, involvement with industry-related organizations, participation in industry events, and extensive relationships with agencies and intermediaries
- Conducting business with the government creates unique financial challenges that are best understood by industry experts



CHRIS PATTY
HUNTSVILLE, AL

- 25+ Years Commercial Banking
- Cyber Huntsville Board
- EOD Warrior Foundation Board



CHRISTA WILLIAMS
KNOXVILLE, TN

- 20 years with BofA
- Aerospace & Defense MBA
- Industry concentration across the U.S.



DAN BOEH
DAYTON, OH

- 21 years AF KO
- 6 years civilian AF KO
- AEC, special projects



ERIN OLENJACK
SEATTLE, WA

- DHS KO, Navy KO, USDA KO
- GovCon and Navy intel
- ProServ, Dual-Use Tech, Logistics, VAR
- FMS, USAID, PACOM



RENEE LEE
SAN DIEGO, CA

- 10 years GovCon Contract Management
- 4 years Navy KO
- ProServ, SBIR, VAR



TONY GRAY
WASHINGTON, D.C.

- 6 years Navy SWO/LA/FMS
- 23 years GovCon BD
- ProServ, Dual-Use Tech, VAR, SOCOM



ZACHARY BOWENS
BOSTON, MA

- 14 years Air Force KO
- ProServ, Logistics (med), AEC
- POTUS, CENTCOM, PACOM,
- AFRICOM, USAFE, AETC

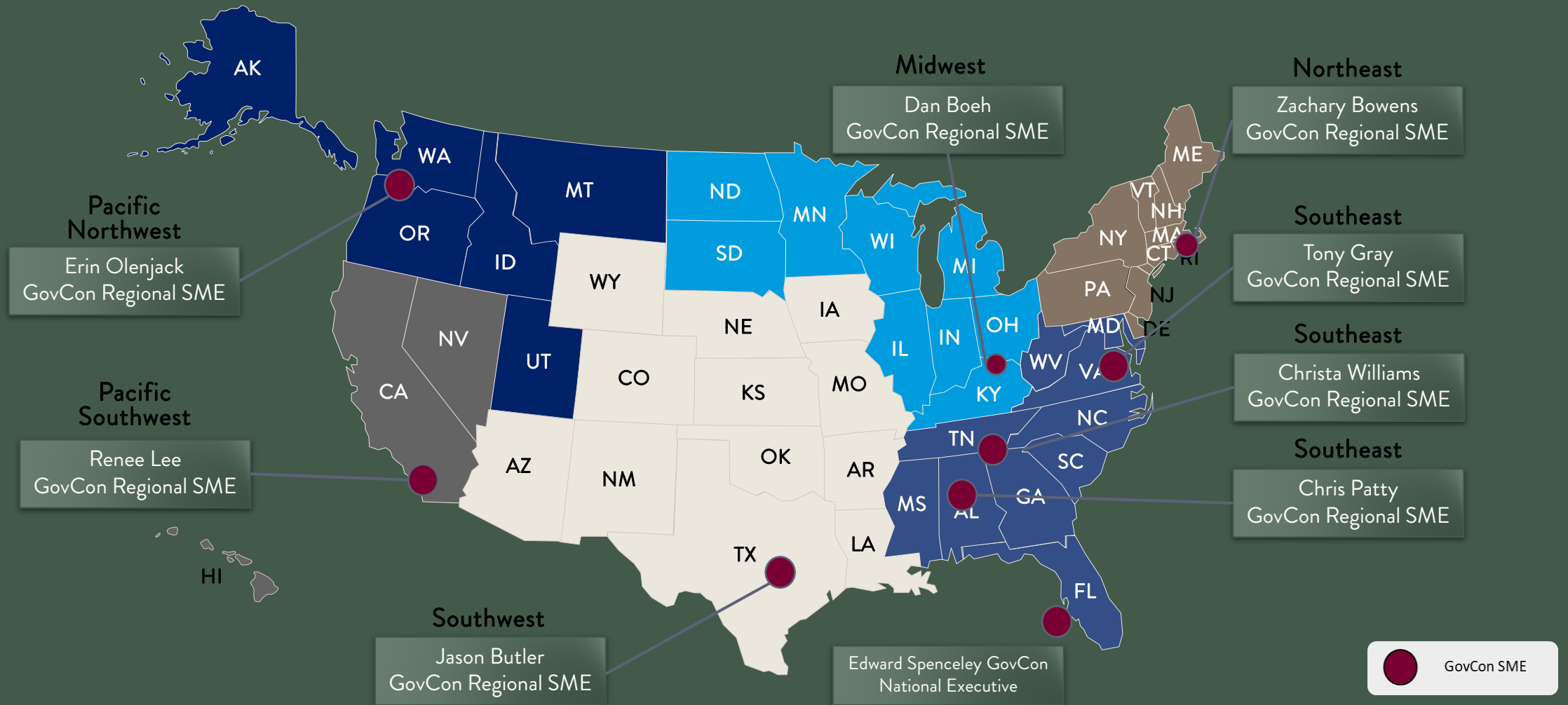


JASON BUTLER
SAN ANTONIO, TX

- 8 years Air Force KO
- 2 Years GovCon BD
- AEC, R&D SBIR, VAR

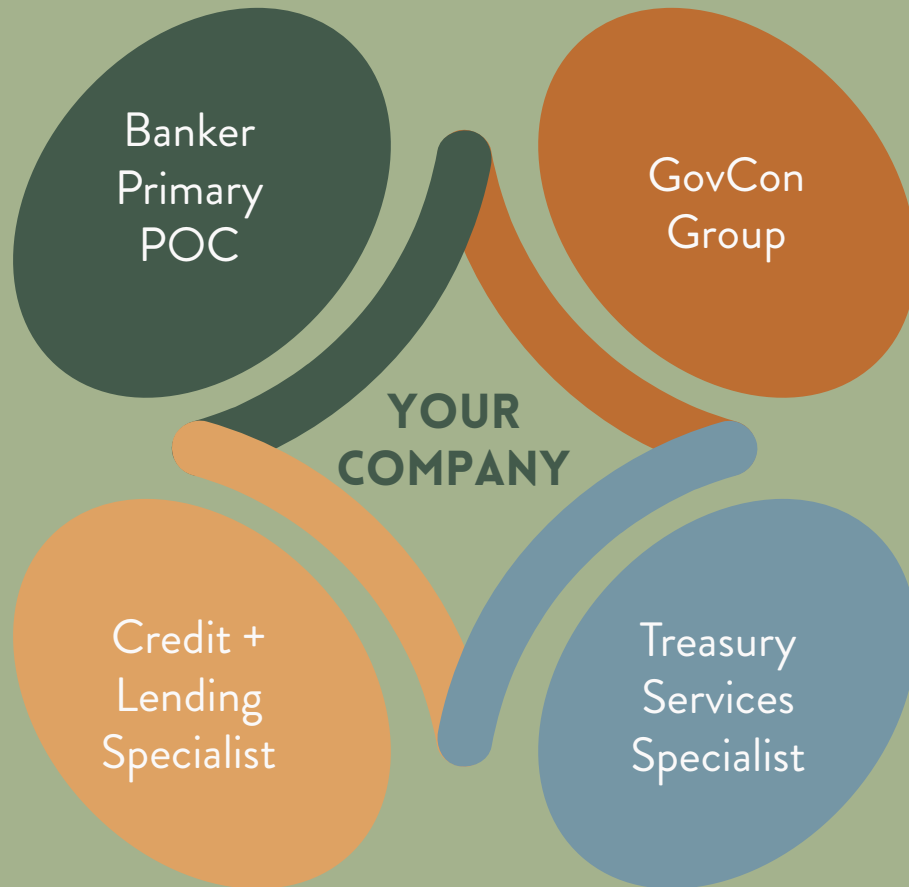
OUR COVERAGE MODEL

- Focusing on key concentrations of the industry across the country, we are establishing experienced support for government contractors.
- These subject matter experts (SMEs) leverage industry knowledge to advise on the various business opportunities or needs that apply.

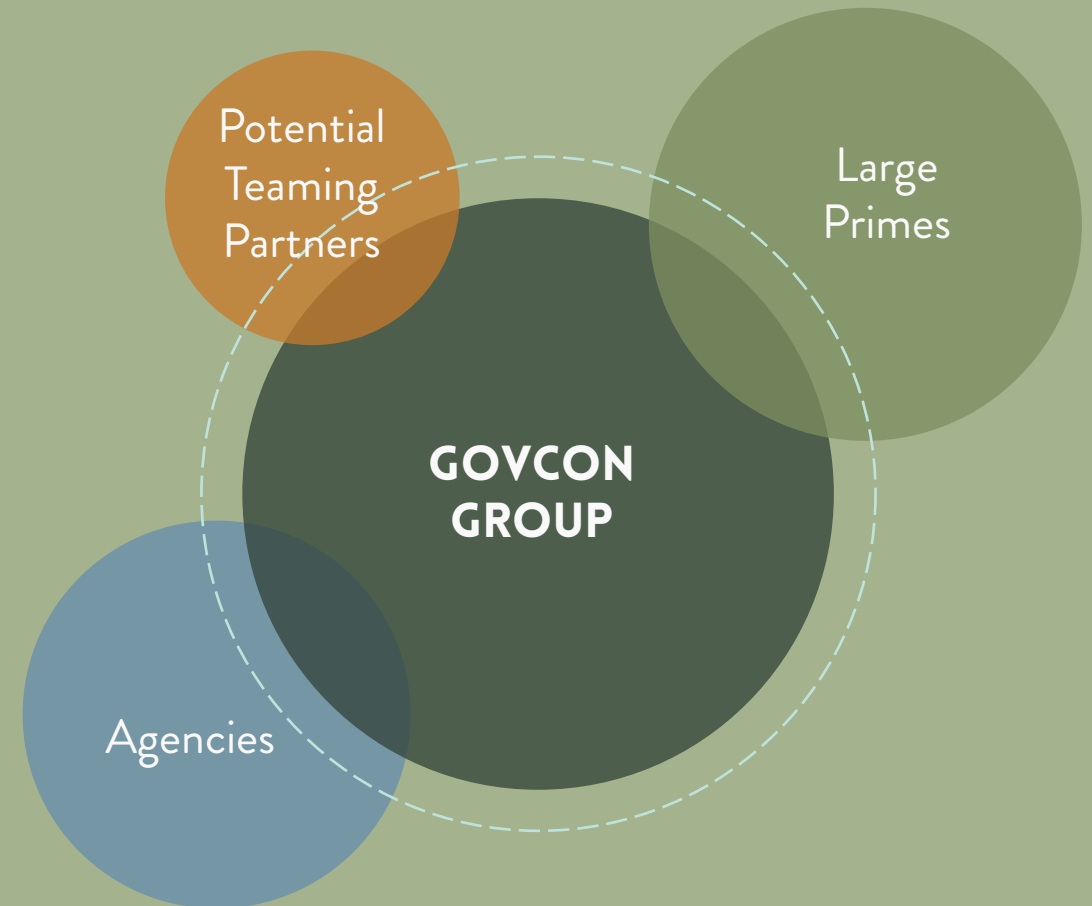


HOW WE OPERATE

INTERNAL CONNECTIONS

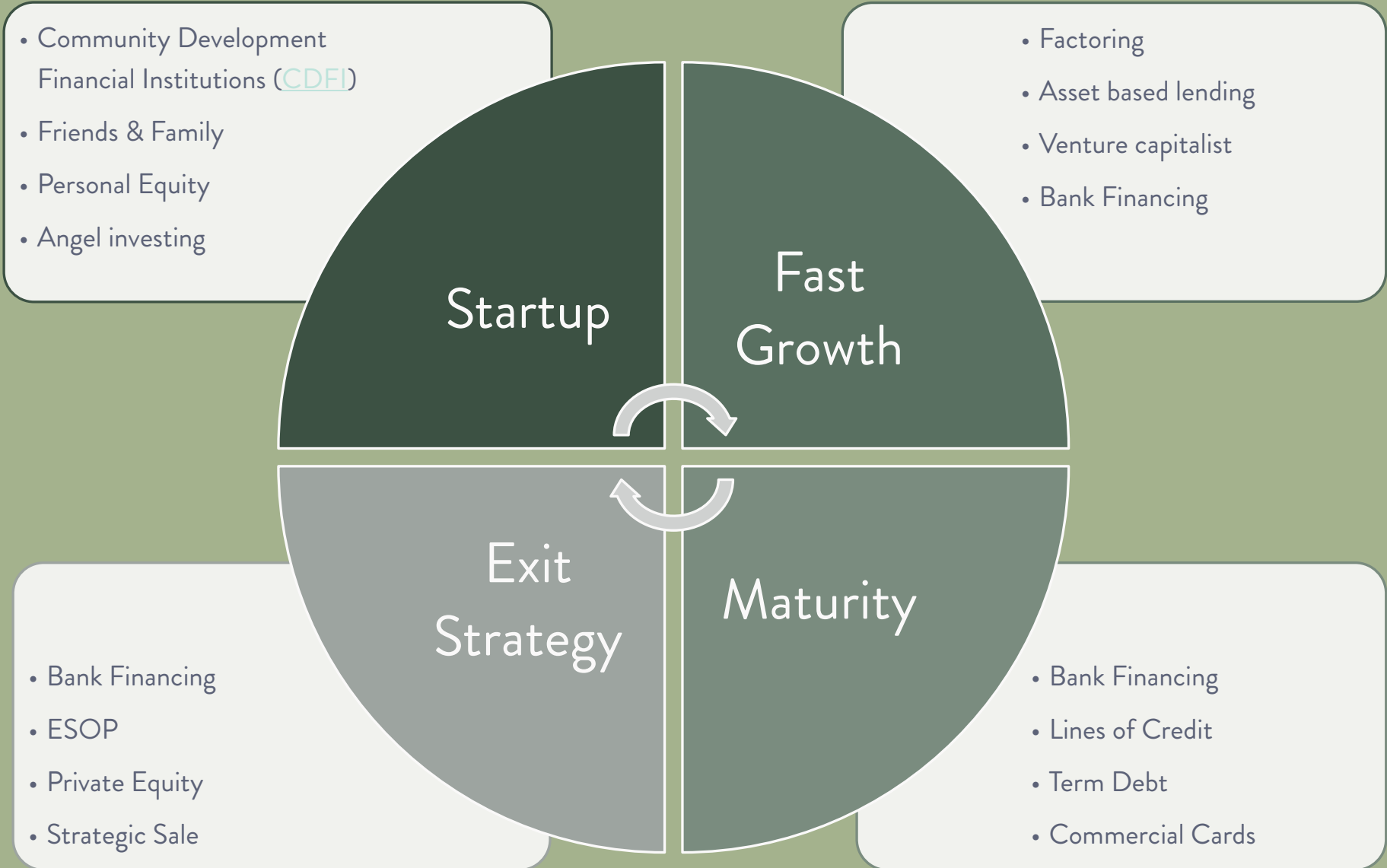


INDUSTRY CONNECTIONS

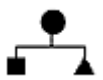
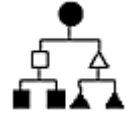
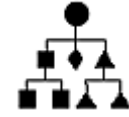
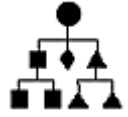
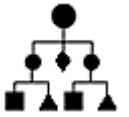









BUSINESS LIFECYCLE – FINANCING RESOURCES

The Mission:
Build sustainable growth
to become bankable
and then buyable.



FIVE STAGES OF SMALL BUSINESS GROWTH

| | Stage I Viability | Stage II Survival | Stage III-D Success – Disengagement | Stage III-G Success – Growth | Stage IV Take-off | Stage V Resource maturity |
|----------------------------------|---|---|--|--|--|--|
| Management style | Direct supervision | Supervised supervision | Functional | Functional | Divisional | Line and staff |
| Organization |  |  |  |  |  |  |
| Extent of formal systems | Minimal to nonexistent | Minimal | Basic | Developing | Maturing | Extensive |
| Major strategy | Viability | Survival | Maintaining profitable status quo | Get resources for growth | Growth | Return on investment |
| Business and owner |  |  |  |  |  |  |
| Key concerns | <i>Do we have enough customers and capital?</i> | <i>Do we have enough cash – is there a path to a viable ROI?</i> | <i>Can we maintain consistent cash flow to carry us through the rough times?</i> | <i>Can we consolidate the company and marshal the resources to grow?</i> | <i>How can we finance rapid growth and improve managerial effectiveness?</i> | <i>How can we maintain control of financial gains?</i> |
| Key risks to the business | <ul style="list-style-type: none"> ▪ Lack of supplier diversification ▪ Unstable cash flow ▪ Expensive capital | <ul style="list-style-type: none"> ▪ Growing broke ▪ Finding the right capital at the right price ▪ Talent acquisition ▪ Accuracy of cash flow planning | <ul style="list-style-type: none"> ▪ Effective formalization of functions ▪ Risk management ▪ Fraud mitigation ▪ Talent management | <ul style="list-style-type: none"> ▪ Management team readiness ▪ Automation of functions ▪ Risk management ▪ Fraud mitigation ▪ Talent management | <ul style="list-style-type: none"> ▪ Working capital optimization ▪ High debt-equity ratio | <ul style="list-style-type: none"> ▪ Robustness of strategic planning and budgeting ▪ Effective coordination and operating control |

CASH FLOW MANAGEMENT BASICS FOR SMALL BUSINESSES

- Forecast expenses and earnings
- Track net cash flow
- Healthy cash flow –
positive vs. negative
- Get help from your banker

5 ways to improve cash flow

1. Improve inventory management
2. Collect receivables promptly
3. Manage cash wisely
4. Optimize accounts payable
5. Take steps to prevent fraud

LEVERAGING THE RELATIONSHIPS OF YOUR RELATIONSHIPS

- Does your bank or capital provider understand your business and the industry you serve?
- Do they know the people you need to know that deliver to the industry?
- Engage them early and often to understand the strategy of your plan and to ensure they are working together with your other providers.
- Financial feasibility – understanding the numbers.

APPENDIX

RESOURCES FOR SMALL BUSINESSES

- 🖥️ [Bank of America Business Banking](#)
- 🖥️ [Cash flow](#) - Managing money, paying bills and getting paid
- 🖥️ [Credit and funding](#) - Building credit and securing funds to launch or grow
- 🖥️ [Taxes](#) - Planning and filing business taxes
- 🖥️ [Retirement](#) - Setting up and executing your retirement strategy
- 🖥️ [Small Business Resource Articles by Bank of America](#)

PRESIDENT'S BUDGET FY24

The projected topline number and economic landscape for FY24

- The proposed FY24 budget is \$6.9TN, which is a \$1.1TN increase from FY23's proposal
- GOP officials have criticized the FY24 budget for a high deficit-to-GDP ratio, tax proposals for high-income earners, and monies allocated for mandatory spending
- Biden's budget proposal outlines changes in federal spending and taxes that would reduce the deficit by about \$3TN over a decade
- The administration's request projects that inflation will cool to 4.3% by the end of 2023 and then drop to 2.3% in future years, which is comparable to what economists are forecasting
- Aligned with private estimates, the Biden economic team projects that the U.S. economy will expand 0.6% in 2023 and 1.5% in 2024

Proposed discretionary funding priorities for FY24

- Defense spending would rise 3.3% and nondefense spending 6.5% in FY24
- Biden's FY24 proposes to allocate \$1.7 trillion among cabinet-level departments. Education would get a 13.6% increase, HHS would get a 11.4% increase, Treasury would get a 15% increase, the EPA would get a 19.2% increase, and the National Science Foundation would get an 18.6% increase

Proposed legislative changes to watch in FY24

- Biden's proposal almost doubles the rate of capital gains tax to 39.6% from 20% for people earning \$1MM + and applies a surcharge for Medicare, which would increase the 3.8% tax enacted under Obamacare to 5% for those earning over \$400K

Proposed mandatory funding priorities for FY24

- Biden intends to raise Medicare tax rates to 5% for persons making above \$400k to extend Medicare's trust fund solvency by 25 years
- Further bring down Medicare spending, Biden proposes to expand drug pricing changes that were included in the Inflation Reduction Act of 2022

President's Fiscal 2024 Budget at Glance

\$6.9TN

Total Spending Request

\$1.8TN

Projected Deficit

\$1.7TN

Discretionary Subtotal

6.8%

Deficit as % of gross domestic products

\$2.9TN

Deficit reduction over 10 years

\$886.4BN vs. \$809.1BN

Defense vs. nondefense discretionary request

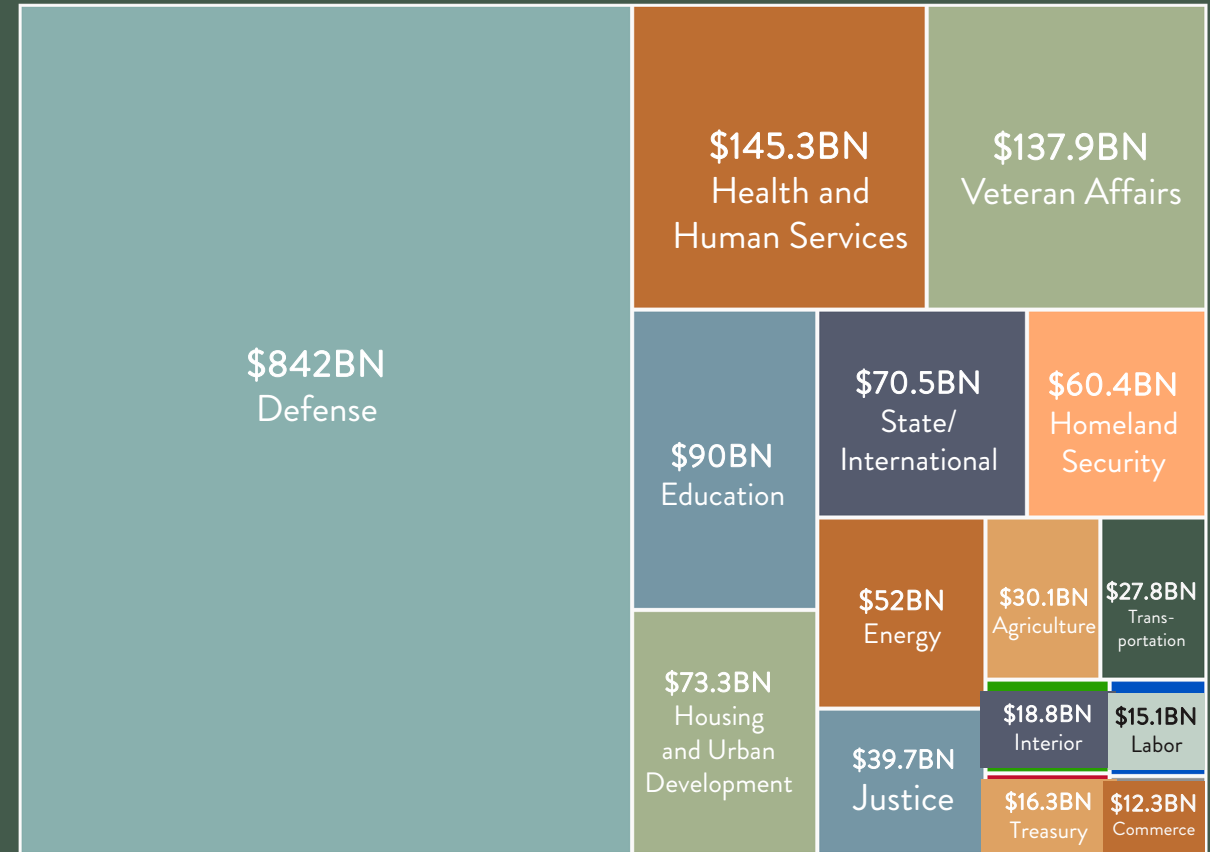
DEFENSE DEPARTMENT LEADS AGENCIES IN REQUESTED FUNDS

Defense

- The **White House proposed \$842BN** for defense for **FY24**, which is a 3.2% increase from last year
- If passed, the **DOD would receive one of the largest-ever peacetime budgets** when adjusted for inflation
- The **president proposes \$37.7BN for the DOD** to maintain the nuclear deterrent triads, including missiles and submarines; **\$9.1BN for the Pacific Deterrence Initiative** to support allies in the region; and **\$6BN to support Ukraine, NATO, and regional partners to counter Russia**
- In the proposal, there is a suggested **5.2% pay increase for servicemembers and the civilian workforce**, in addition to fully funded recommendations from the review of sexual assault in the military

Health and Human Services

- The Biden administration is seeking **\$144BN – an 11.5% increase in spending –** for the largest **nondefense discretionary agency**
- **\$22.5BN** would go toward existing **early care and education programs**, and **\$13.1BN** is allocated for **Head Start**, a \$1.1BN increase since last year
- The proposed FY24 budget has **\$7.3BN for the Office of Refugee Resettlement**, plus an **emergency contingency fund** to give additional resources if there is an unanticipated increase in the number of unaccompanied children and other refugees into the U.S.
- There would be a **79% increase** to the **Title X Family Planning program**, and **\$10.5BN in discretionary funds for public health capacity** at CDC and states



KEY AGENCIES TO WATCH IN FY24

Homeland Security

- The proposed budget for **Homeland Security** is **\$60.4BN**
- With a GOP majority in the House, this is set to be another contentious area, with major disagreements over how to respond to migrant surges and encounters at the U.S.-Mexico border
- This budget calls for about **\$25BN for Customs and Border Protection (CBP) and Immigration and Customs Enforcement (ICE)**, including **\$535MM** for **border security technology for ports of entry and funds to hire 350 border patrol agents**
- **\$865MM** would go to **U.S. Citizenship and Immigration Services (USCIS)** to reduce the immigration benefit request backlog and improve processing to advance the administration's goal of admitting 125,000 refugees

Treasury

- From FY23 to FY24, the Treasury is slated to increase by 15%, with a **proposed budget of \$16.3BN**
- The budget calls for **\$14.1BN for the IRS alone**, which is a \$1.8BN increase from last year
- **\$642MM** would be allocated toward **expanding customer service outreach and taxpayer experience**, and **\$290MM** would go toward the IRS business **systems modernization to accelerate their digital tools**
- **\$341MM** would be budgeted for the **Community Development Financial Institutions (CDFI) fund** to provide low-income and underserved communities access to credit, capital, and financial support
- **\$332MM** would go to restoring staffing to the core **police offices to 2016 levels**

Environment Protection Agency

- The EPA has a record-high proposed budget of **\$12.1BN**, showing a 19.2% increase from last year
- The funding would go toward a range of environmental priorities, including
 - **\$5BN** for **greenhouse gas emission reductions and climate resiliency**
 - **\$4BN** for **drinking water infrastructure upgrades**
 - **\$1.8BN** for **environment justice initiatives**
 - **\$356MM** for the **Superfund program to clean up contaminated lands**
 - **\$219MM** for **lead service line replacement**
 - **\$170MM** for **PFAS remediation and research**, and funds to hire 2,400 employees

TOP 10 MILITARY TECHNOLOGY TRENDS INNOVATIONS FOR 2024

Artificial Intelligence

- By leveraging digital twins and machine learning, defense manufacturers test new military product iterations and enable predictive maintenance for military assets
- Additionally, startups are developing self-organizing military AI systems that work collaboratively toward a strategic objective using swarm computing
- **Israeli startup Axon Vision** develops an AI-based decision-making engine
- **U.S.-based startup Rebellion** builds mission-focused AI products for the defense and security sectors

Advanced Defense Equipment

- Innovations ranging from hypersonic flights and directed energy weapons to space militarization are underway. Also, the defense industry is aligning its objective with achieving net-zero emissions
- **U.S.-based startup Hermeus** builds Mach 5 capability aircraft
- **U.S.-based startup Epirus** develops directed energy weapons systems

Military Robotics & Autonomous Systems (RAS)

- RAS is increasingly important to ensure freedom of maneuver and mission accomplishment with the least possible risk to soldiers
- The use of drones also enhances battlefield situational awareness
- Moreover, multi-mission robots and other autonomous military vehicles facilitate landmine clearance, search rescue operations, explosive ordnance disposal, and logistics support
- **US-based startup Anduril** offers an autonomous UAS for intelligent air support
- **Israeli startup Spear** offers instant action drone-based systems. The startup's tactical drones utilize computer vision, swarm computing, and mesh algorithms to achieve tactical superiority

Internet of Military Things (IoMT)

- Applications of IoT in defense include connecting ships, planes, tanks, drones, soldiers, and operating bases in a cohesive network
- This enhances perception, understanding in the field, situational awareness, and response time. Edge computing, AI, and 5G support the smooth flow of data across all branches of the military, and this strengthens the command and control structure
- **Espre Technologies** is a U.S.-based startup that offers a suite of sensor products for NIN communication
- **US-based startup Geosite** aggregates data from different sources for both human and machine analysis

Cyber Warfare

- Connected military equipment security, cyber protection for major institutions as well as in nuclear security are major areas of focus
- Militaries are also developing offensive cyber warfare capabilities ranging from malware and ransomware to phishing attacks
- **French startup HarfangLab** deploys cyber defense solutions to protect critical infrastructure environments for national defense
- **U.S.-based startup Cyber Forza** provides a unified cyber defense platform

TOP 10 MILITARY TECHNOLOGY TRENDS & INNOVATIONS FOR 2024 *& CONT'D...&*

Immersive Technologies

- Beyond VR military training opportunities, augmented reality (AR) makes on-field soldiers more effective in their missions
- Wearable glasses or AR headsets provide soldiers with mapping information, movement markers, and other data. This enhances real-time situational decision-making for ground forces
- **US-based startup GOVRED** builds VR-based training solutions for the military
- **US-based startup Red 6** develops the Airborne Tactical Augmented Reality System (ATARS), a solution for AR-based combat training

Additive Manufacturing

- 3D printing reduces production costs and enables new design engineering possibilities and localized, on-demand production, reducing the logistical burden
- Moreover, it facilitates the creation of novel material combinations for armor, self-heating military clothing, and ammunition
- **Geofabrica is a US-based startup** that offers mobile production systems for point-of-need manufacturing
- **US-based startup Rapid Application Group** produces mission-critical parts for the aerospace and defense industries

Big Data & Analytics

- Quantum computing finds applications in cryptanalysis and running simulations for informed decision-making
- Analytics also enables the efficient interpretation of data gathered from the IoT infrastructure
- Moreover, predictive analytics deters threats and improves the safety and efficiency of dangerous tasks
- **Australian startup Q-CTRL** offers cloud-based software for maximizing performance in quantum computers
- **French startup Delfox** provides predictive technology to automate tasks in complex environments, such as for multi-actor cooperation

5G Connectivity

- 5G networks facilitate the transfer of massive amounts of data to distant sensors and weapons into dense, resilient battlefield networks
- This provides instant situational awareness as well as enhances training and battlefield capabilities
- **Indian startup Niral Networks** provides private 5G Infrastructure for last-mile connectivity
- **WiGL is a US-based startup** that offers wireless electric charging via targeted energy through the air

Blockchain

- Blockchain provides data security while sharing data with all concerned parties
- This is why defense startups are building blockchain-based solutions for protecting confidential military data and countering cyber threats
- **US-based startup Taekion** develops technology for military data protection
- **Slovakian startup 3IPK** offers a process management system for the defense and aerospace industries

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