



SMA Overview

- **Full program life-cycle consulting firm helping clients**
- **Pursue market opportunities, Win new business, and**
- **Perform profitably on programs**

SMA at a glance

Professional services firm of over 550 employee-professionals and extensive network of advisors and subject matter experts.



- **Strategy, management and analytics solutions** to improve your competitiveness throughout the program lifecycle from market entry, to winning business to profitable execution
- **On-demand staffing of hard-to-find expertise** partnered with you with shared responsibility for project outcomes
- **Delivered results for 35 years**—our clients keep coming back to us to pursue, win and perform on programs
- **Shared project outcomes** by delivering value beyond the experience and expertise that each individual brings to your project
- **Leading global provider** of market strategy and implementation, capture support and proposal development, integrated program planning and control services, and other program and technical support
- **Serve both Industry and Public Sector¹** clients at the highest levels with pragmatic and unique approaches to achieve outcomes

¹ SMA, Inc. possesses a DoD Facility Clearance Level at the TS/SCI level

Who we are and what we do

SMA is a managed professional services firm focused on helping clients improve their competitiveness throughout the program lifecycle from market entry to capture and proposal, to program execution since 1982.



In the past 10 years we've helped 489 companies (across most industrial sectors) on 1,845 programs (for commercial and national customers) with 15,570 engagements (solutions and staffing)



Management Consulting

Market and competitive strategy, innovation building, capability evaluation and development, competitive assessment and price to win, and strategy analytics



Capture Support & Proposal Development

Business development, capture support, proposal management and writing, competitive position analytics



Data Visualization and Publications

Proposal and technical graphics, desktop publishing, information graphics and graphical modeling, visual arts analytics, and videography



Program Management

Program management, customer milestone success, data management, resource planning and implementation, risk management, business support and management analytics



Integrated Program Planning & Controls

Program architecture, schedule and cost management, earned value management system implementation and operations, performance management, and project performance analytics



Technical Management and Engineering

Systems engineering, solutions architect, electrical and mechanical design and specialties, software development, industrial engineering, and technical management analytics

Recent news and publications (select to follow link)



FY2020 Industrial Capabilities Report to Congress

Published On: January 13, 2021

Congratulations to the SMA team who supported the Deputy Assistant Secretary of Defense for Industrial Policy (DASD (IP)) with creating the FY2020 Industrial Capabilities Report for Congress three months early!

[CONTINUE READING](#)



Building Back Better

Published On: January 4, 2021

SMA Executive Advisor Greg Treverton discusses the issues facing soon-to-be President Biden with enacting his campaign promise for America to “Build Back Better” after COVID-19

[CONTINUE READING](#)



The Case for Policy Planning

Published On: December 22, 2020

Greg Treverton, SMA Advisor and former Chair of the U.S. National Intelligence Council, offers national security policy advice for the incoming Biden Administration.

[CONTINUE READING](#)

Representative strategy experience



Strategy (Proprietary)

Overview: Developed recommendations for an overarching strategy for business unit opportunities, barriers, and key market decisions and strategic choices



Competitiveness Improvement for Strategic Captures

Overview: Helped identify root causes for major losses and comprehensive BD and capture evaluation



Space Strategy POV

Overview: Comprehensive strategy and competitiveness assessment covering over 40 years of the Space Industry



Organizational Analysis

Overview: Independent analysis and characterization of business area leadership team's views on key enablers and barriers to evolve to stated culture



Creating and Sustaining Market Leadership

Overview: Perspectives on creating a sustainable competitive advantage and a capital markets perspective on the linkage of strategy and growth



Program Lessons Learned

Overview: Analysis of "Up and Out" activities for an airplane opportunity to address positioning, opportunity management and keep it sold



Program Business Model

Overview: Developed a business model for transition from EMD to LRIP and FRP for a MDAP; quantified distinct value of the different parts of the program with a detailed financial model



Strategic Growth

Overview: Advised on an approach for corporate growth beyond the strategic plan, linking corporate objectives, strategies, and integration groups and campaigns



Business Development (Proprietary)

Overview: Made recommendations for the front end of the business and top level organization for a proprietary program



Next Generation Innovation Strategy

Overview: Assessed technology, workforce, program, acquisition, geo-political and other factors affecting "storied" innovation capability of this major aerospace and defense Tier I prime, and developed next generation long-term innovation strategy and roadmap

Representative strategy experience (continued)



Assessment and Recommendations for Investment Decisions

Overview: Conducted an independent assessment of investment allocation and decision process to develop recommendations for improving the effectiveness of spending



Organizational Analysis

Overview: Independent analysis and characterization of business area leadership team's views on key enablers and barriers to evolve to stated culture



Exit/Stay SBU Decision

Overview: Evaluation of strategic value of business unit and potential exit decision of a multi-billion position in a major market conducted for Board of Directors. Decision to not exit the business under conditions at the time and developed path to optimize BU valuation of the business.



Vision 2025

Overview: Developed shared SBU view of possible futures based on extensive scenario planning analysis considering a range of relevant uncertainties. Created context and underpinning for subsequent client long-term strategy efforts.



Business Unit Strategy

Overview: Analysis and characterization of strategic issues; and recommendations for methodology for identifying opportunities using enduring mission needs



Tier 1 Prime Division Strategy and Cost Structure Evaluation

Overview: Comprehensive affordability initiative with organizational design and cost cutting recommendations for a \$10bn division of a Tier 1 Prime Contractor. Provided analytical foundation for right sizing the business to include indirect cost reductions, organizational consolidations, and approaches for reducing direct costs.



Strategy (Proprietary)

Overview: Developed recommendations for an overarching strategy for business unit opportunities, barriers, and key market decisions and strategic choices



Strategy and Markets Assessment

Overview: Analysis of issues facing Skunk Works including program lifecycle workforce impacts as well as efforts to foster alternative acquisition approaches. New perspectives on pursuit strategies for programs adapting Kelly Johnson era heritage to the current acquisition environment.

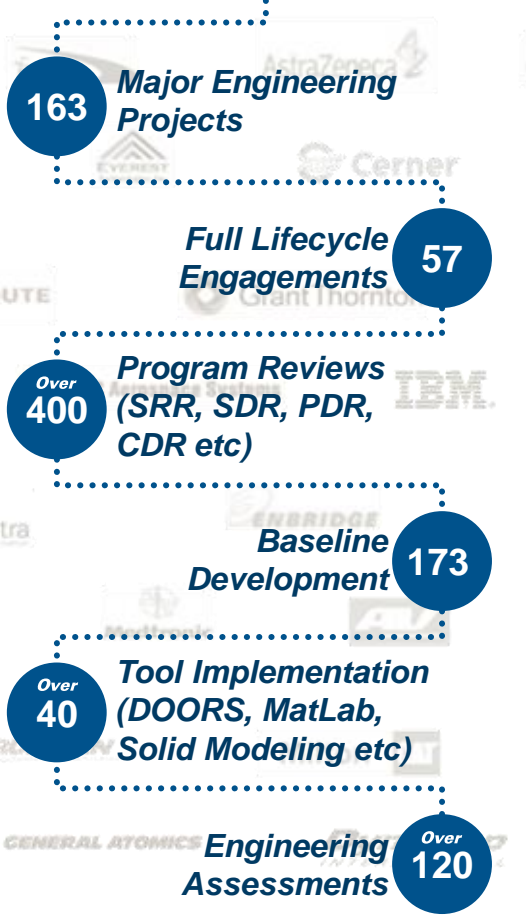
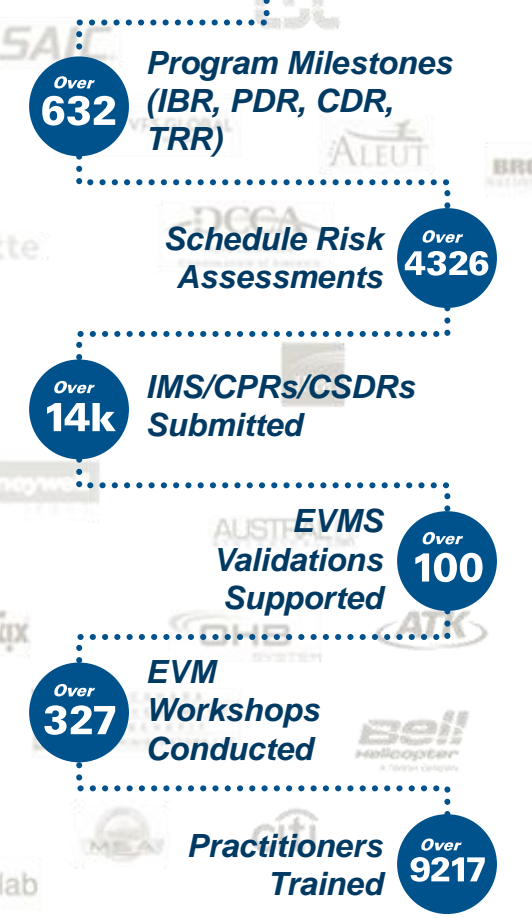
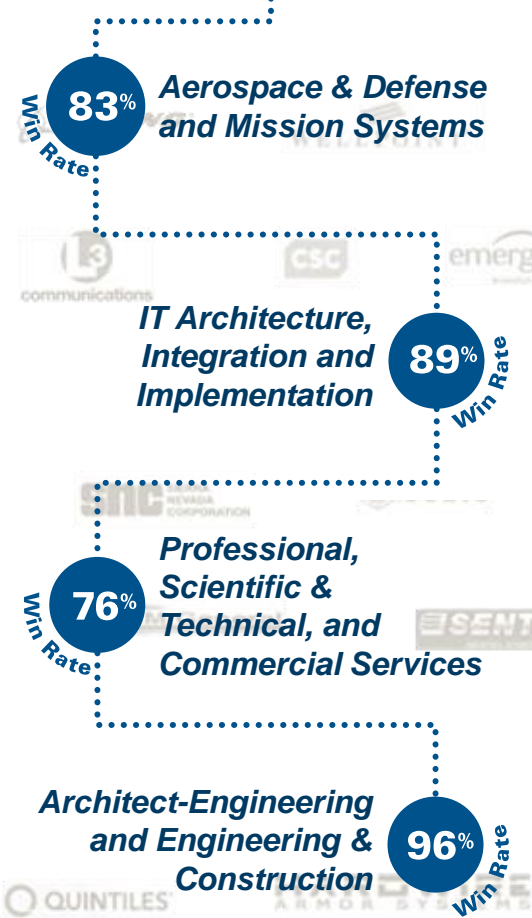
SMA proposal & project support at a glance*



The leading global provider of proposal services for over 35 years

The largest PP&C implementation and service provider

Extensive management & engineering experience



* Sample of representative clients

SMA Proprietary. Use or disclosure is limited to restrictions on the title page of this document.

Representative proposal leadership experience



Aerospace & Defense, and Mission Systems

83% Win Rate (\$) and 68% Capture Ratio (#) on over 550 competitions with over \$185B total value of contract awards



Capture and Proposals for Major IT Systems Integrator

Outsourced leadership of proposal center to SM&A with both complete teams and staff augmentation for over ten-years . Supported 663 proposals resulting in \$170B of contract awards representing a 93% win rate and 53% capture ratio for proposals led by SM&A



IT, Systems Engineering & Integration and Implementation

89% Win Rate (\$) and 58% Capture Ratio (#) on over 275 competitions with over \$85B total value of contract awards



Capture and Proposals for Major A&D Prime Contractor

Supported 143 proposals, 97 wins (68%) over the past 31 years, for a total contract value of \$965B (including sole-source follow-ons and production), with a win rate of 71% over the past 31 years



Professional, Scientific and Technical Services, Pharmaceutical and Life Sciences

76% Win Rate (\$) and 63% Capture Ratio (#) on over 165 competitions with over \$35B total value of contract awards



Capture and Proposals for Mid-size A&D Prime Contractor

Supported 28 proposals with 27 wins over the past four years, for a total contract value of \$1B. These wins included many international awards in Europe, Middle East and South America



Architect-Engineering, Engineering & Construction

96% Win Rate (\$) and 73% Capture Ratio (#) on over 15 competitions with over \$2B total value of contract awards



CA/PTW for Major A&D Prime Contractor

14 Competitive Assessments and Deal/Price to Win engagements during the past four years spanning full-spectrum Price-to-Win solutions to global market assessments to labor rates analyses

Representative program planning and controls experience



PP&C and EVMS support for Airbus A350 Fly By Wire System

The A350 is Airbus' all-new wide body aircraft that is shaping the future of medium- to long-haul airline operations. SM&A provides PP&C/EVMS support for Parker's Fly by Wire (FBW) flight control system responsible for PP&C design and implementation.



Planning support for Geostationary Operational Environmental Satellite

Operated by NESDIS GOES supports weather forecasting, severe storm tracking, and meteorology research. SM&A provides *planning/scheduling, and EVMS support*



Planning support for Galileo European Satellite Constellation

European positioning, navigation, and timing satellite constellation. SM&A provided planning/scheduling support throughout the lifecycle of the program



PP&C/EVMS support for Zumwalt DDG 1000 Ship Power Distribution

Overview: Provided planning, EVMS and program management support to client for the design and development of the DDG 1000 ship power distribution system.

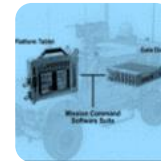


Joint Land Attack Cruise Missile Defense Elevated Netted Sensor System (JLENS) Implemented PP&C for the JLENS Program. SM&A provided Planning/Scheduling, EVMS, and Risk management for the program



Planning and Cost/Schedule Support on IT Consolidation (ITC) Program

Implemented a fully compliant EVMS including process development, tools, and training for staff. This effort included Cost/schedule/EVMS support and full responsibility for the cost/schedule/EVMS CDRLs on the program



PP&C and EVMS Capability for a Major Tier 2 Supplier

Designed and implemented an enterprise planning/scheduling discipline utilizing MS Project Server and an enterprise EVMS solution with full compliance to the ANSI/EIA 748 standard. This effort included the implementation of Deltek Cobra, integration with MS Project Server, and with the client's financial system



PP&C for Tier 1 Satellite Development Supplier

Designed and implemented an enterprise Program Planning & Control capability including Planning/Scheduling, Risk Management, Cost Management, and EVMS across multiple satellite platforms. This effort included the implementation of MS Project Server and Deltek MPM integrated with the client's financial system



Program Management Office Support

Helped client that develops and manufactures vaccines and therapeutics that prevent and treat disease implement a management infrastructure to execute large Government contracts. This effort spanned the spectrum from systems design and implementation to outsourcing of critical PMO functions to SM&A

Representative program systems engineering experience



Joint Tactical Radio System (JTRS) Ground Mobile Radio (GMR)

Joined the JTRS GMR program in the EMD phase of the program to provide systems engineering, PMO support, software standards and guidance, and readiness/gap/closure of “delta reviews” (SRR, SDR, PDR, CDR, TRR, FCA/PCA)



GMD

Provided program, technical management and cost, schedule, and EVMS services from inception through transition to operations and sustainment. Support spanned the PMO, business operations, proposal operations, configuration and data management, systems engineering, and individual product teams such as Sensors, Ground Systems, and Integrated Flight Test (IFX)



Armed Aerial Scout (AAS) Program

Supported management of the dual-prime (RTN/BA) Capstone PDR resulting in ZERO critical action items. Provided storyboarding and authoring/production support. Provided engineering services to support the user interface design and expertise in Java programming and software design



Unmanned Aircraft Systems

Provide engineering support to a leading UAS company on a variety of systems for military and government customers with systems engineering, embedded software engineering, flight test and flight certification, reliability engineering, and lifecycle design process documentation and implementation



Small Tactical Unmanned Aircraft System (STUAS)

SM&A led the Systems Engineering organization and performed the systems engineering activities of the program



UCAS(D)

Provided IPT leadership and systems engineering support for the UCAS(D) program to include: Air Vehicle Design, Vehicle Management System Design, Systems Integration Testing and Ground and Flight Test



Commercial Aerospace

Supported Parker Hannifin Aerospace Group on the Bombardier C-Series Aircraft with engineering support to include: leadership, requirements management and systems engineering. Provided definition and reporting of Technical Performance Measures for customer reporting



Combat Vehicles

Supported industry leader in a Systems Engineering role for on-going and new programs including requirements management, risk management, configuration management, test planning and Manufacturing Readiness Assessments. Led the engineering team for all major customer reviews



Military Aircraft

Provided engineering leadership and support to Lockheed Martin Aeronautics on the F-35 program for the air vehicle and several key air vehicle systems

Representative international experience



Proposal Support

Supported 30 major proposals over the past decade for a total contract value of \$30B: 11 for Europe; 8 for the UK

- MetOp-SG Satellite B
- EPM
- EuTEF
- Galileo
- Ident1
- Rapier SIFF
- Tornado IFF, SIFF
- Type 93 Radar
- UK TACC



CA/PTW Support

14 recent international CA/PTW engagements spanning full-spectrum Price-to-Win solutions to market studies and labor rates analyses

- STOS
- Blue Neptune
- LCS(T)
- AEGIS Romania
- UK/Europe Market Assessment
- Central European Defense



Program Support

Planning and control support on proprietary programs worth over \$16.5B

- Galileo scheduling
- Galileo & Small GEO Phase II scheduling
- Helicopter earned value validation for a European supplier
- Hermes Space Shuttle planning & control



Central Europe Defense Deal-to-Win

Developed deal-to-win (DTW) including customer requirements shaping, competitor assessment, intelligence gathering, strategy, and PTW analyses and recommendations



Retiring International Risk

Provided an independent perspective on the current international strategy, and recommendations for improving the probability of achieving international revenue goals



Insightful Country Profiles

Created detailed country profiles for Qatar and Oman, including detailed influence maps, and overview of key economic, cultural, geopolitical and security factors



International Expansion into the US

For an Israeli company, identified civilian applications for their materials technology, and assessed and developed entry strategy for most attractive markets



Central Europe Influence Maps

Created a sophisticated guide and influence maps for a major central European country to assist client with navigating complex acquisition politics



Organizational Development

For the Saudi National Security Advisor, developed an organizational structure for the new National Security Council, trained analysts, and developed custom analysis on economics and politics



Various International Clients

Strategy engagements for corporate and government clients ranging from national industrial policy to competitiveness and growth strategies in Asia and the Middle East



Oil Price Impact Study

Conducted sensitivity analysis of relevant international customer buying patterns to oil prices, discovering that military objectives and spending were not going to be impacted by oil price and revenue fluctuations

SMA is a different kind of support services firm



- **First hand experience** – our principals have won business, delivered projects, managed organizations and handled crises in every corner of the world
- **People who have run things and achieved results** – not just advisers, a group of senior businessmen and former government officials who have run significant organizations
- **Ability to blend tacit knowledge with practical experience** – combining ideas from the world’s leading universities with hands on experience in the trenches
- **Can provide help with a wide range of problems** – from strategy to implementation
- **Able to operate at the highest levels of government and business** – our principals have advised presidents and kings, chiefs of defense, heads of government departments and ministries, chairmen and CEOs
- **Delivered results for over 35 years** – our clients keep coming back to us to pursue, win and perform on programs
- **Thought Leadership** – contributions in market strategy and competitiveness proposal management, PP&C/EVMS, and systems engineering disciplines for government, industry and professional associations

Why SMA when you Must Win and Perform?



Reputation and trust built from 35 years of delivering results for our clients

Business and Client Performance

- Market leader for 35 years—90% of our business is new business from repeat clients and client referrals
- 85% Proposal Win Rate on 1,400 proposals resulting in \$340B of contract awards across all government sectors, US and International (projects in over 20 countries)
- Helped clients complete over 600 program milestones and deliver 25,000+ deliverables with no findings
- Most experienced firm with \$B-class competitions (83 proposals with 92% win rate, 81% capture rate)

Eminence in Capture, Proposals and Program Planning

- Our capture and proposal process has been tailored and adopted as the standard for numerous clients
- We are the only company to have built and operated 19 proposal development centers
- Our clients rely on us to work with their customers for compliance and resolution of critical issues
- Dedicated innovation investment to develop proprietary thought leadership for our clients

Operational Strength and Quality Delivery

- Immediate responsiveness with deep bench strength of employees and access to wide network of subject matter experts and former senior government and industry decision makers
- Extensive management team actively engaged on every project from strategy to delivery
- Formal process for project status jointly prepared with clients and reviewed independently by SMA leadership every week
- Only firm to guarantee client service quality

Our Value Proposition



Unique collaborative engagement

Our approach with our clients enables more courageous and committed choices

Shared responsibility for project outcomes

Extensive management team actively engaged on every project from strategy to implementation delivering value beyond the experience and expertise that each individual brings to your project

Focus on engaging where we can have an impact

Whether to significantly improve a client's ability to win new business or create a franchise, or to meaningfully enhance a client's capability to manage program execution and risk

Operational strength and quality delivery

We address our clients' needs informed by perspectives and insights gained from 40 years of corporate experience across the entire program lifecycle—we guarantee client service quality