

12/21/10

Sandia National Laboratories Business Development

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**Manager, Org. 1932 Partnerships
Development & Business Intelligence**

Sandia is a multiprogram laboratory operated by Sandia Corporation, a Lockheed Martin Company, for the United States Department of Energy's National Nuclear Security Administration under contract DE-AC04-94AL85000.

Our Business: National Security

■ Core purpose

- to help our nation secure a peaceful and free world through technology

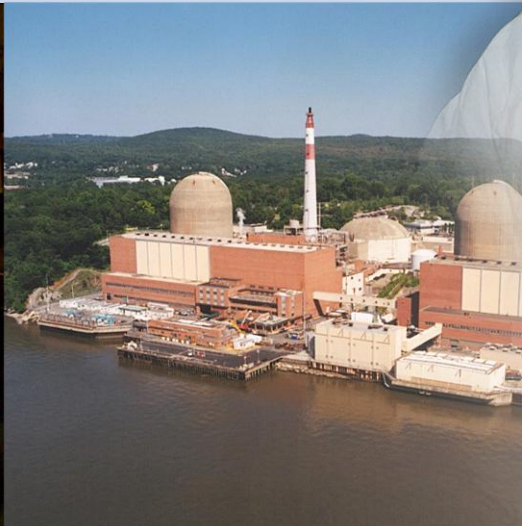
■ Highest goal

- to become the laboratory that the United States turns to first for technology solutions to the most challenging problems that threaten peace and freedom for our nation and the globe



Four Strategic Management Units

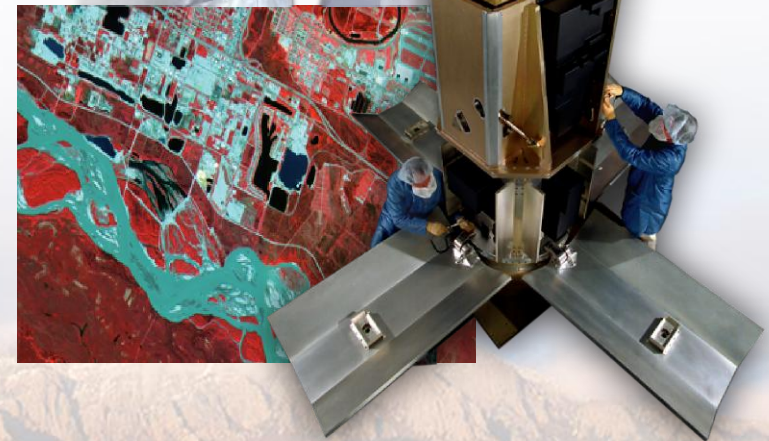
- Nuclear Weapons
- Defense Systems and Assessments
- Energy, Climate and Infrastructure Security
- International, Homeland and Nuclear Security



Technologies for National Security

■ We develop technologies to:

- Sustain, modernize and protect our nuclear arsenal
- Prevent the spread of weapons of mass destruction
- Provide new capabilities to our armed forces
- Protect our national infrastructures
- Ensure the stability of our nation's energy and water supplies.
- Defend our nation against terrorist threats



Business Development at Sandia

The Business Development Continuum

Strategy & Planning

- BD Planning
- Strategic Business Intelligence
- Analysis

Marketing

- Due diligence (Tactical Business Intelligence)
- Partner exploration, gate keeping, and screening
- Sales and communication (strategy/plan)
- Advertising facilitation

Contracting

- Agreement & Negotiation strategy
- Negotiations
- Agreement writing & closure
- Follow-up & maintenance

IP Management

Customer Management



Sandia National Laboratories

Sandia's Business Development and Business Intelligence Capability

Delivering excellent technical work is necessary, but not sufficient, to take the laboratories into the future. The entire customer experience must be managed.

- **We bring the business development competency to all levels of the laboratories**
- **We support the laboratory through**
 - Industry-based capabilities, tools and processes – adapted to a national lab setting
 - Training, coaching and practice – SMU's fund the program and identify participants
 - Implementation support – we provide subject matter experts to the technical organization that are embedded with them and paid for by them

Corporate capabilities, tools and processes



Training, coaching and practice

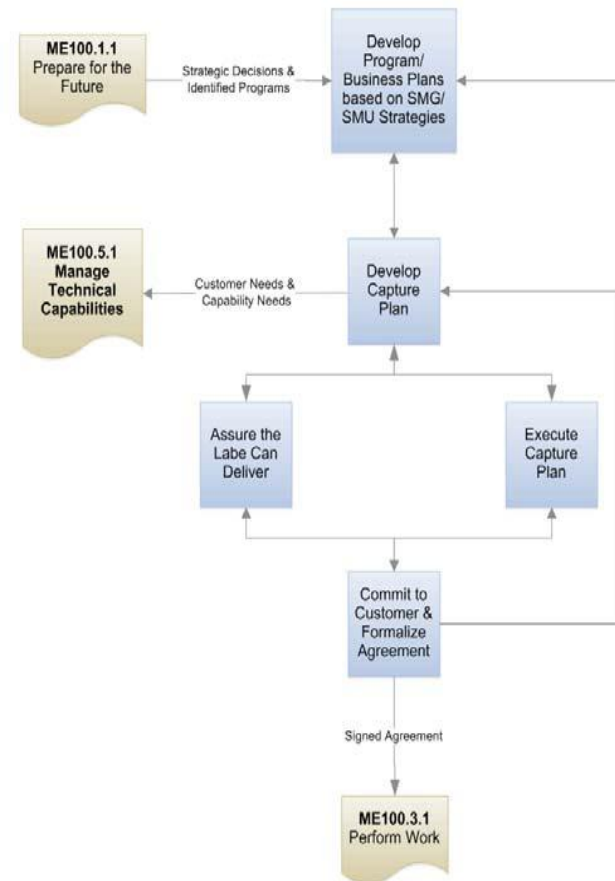


Implementation support



Our Process is Based on Industry Best Practices

Key Requirements:



■ Develop Program/Business Plans

- Goals with linkages to SMU strategies
- Target customers
- Capabilities and resources needs identified
- Disengagement strategies considered

■ Develop Capture Plan

- Coordinate customer engagement(s)
- Obtain resources – funding and people
- Identify and target value proposition for each customer
- Lay out strategy for how best to capture business

■ Execute Capture Plan

- Engage customer with value proposition
- Identify intersection of customer needs with Lab capabilities and expertise
- Engage executing line with proposed ideas/project
- Develop proposed work/project/program statement

■ Assure Lab can Deliver

- Develop cost, schedule, performance, and resource needs/estimates
- Engage executing line to ensure plan is executable
- Develop draft proposal
- Negotiate resources with executing line organization; may require formal agreements

■ Commit to Customer with Formalized Agreement

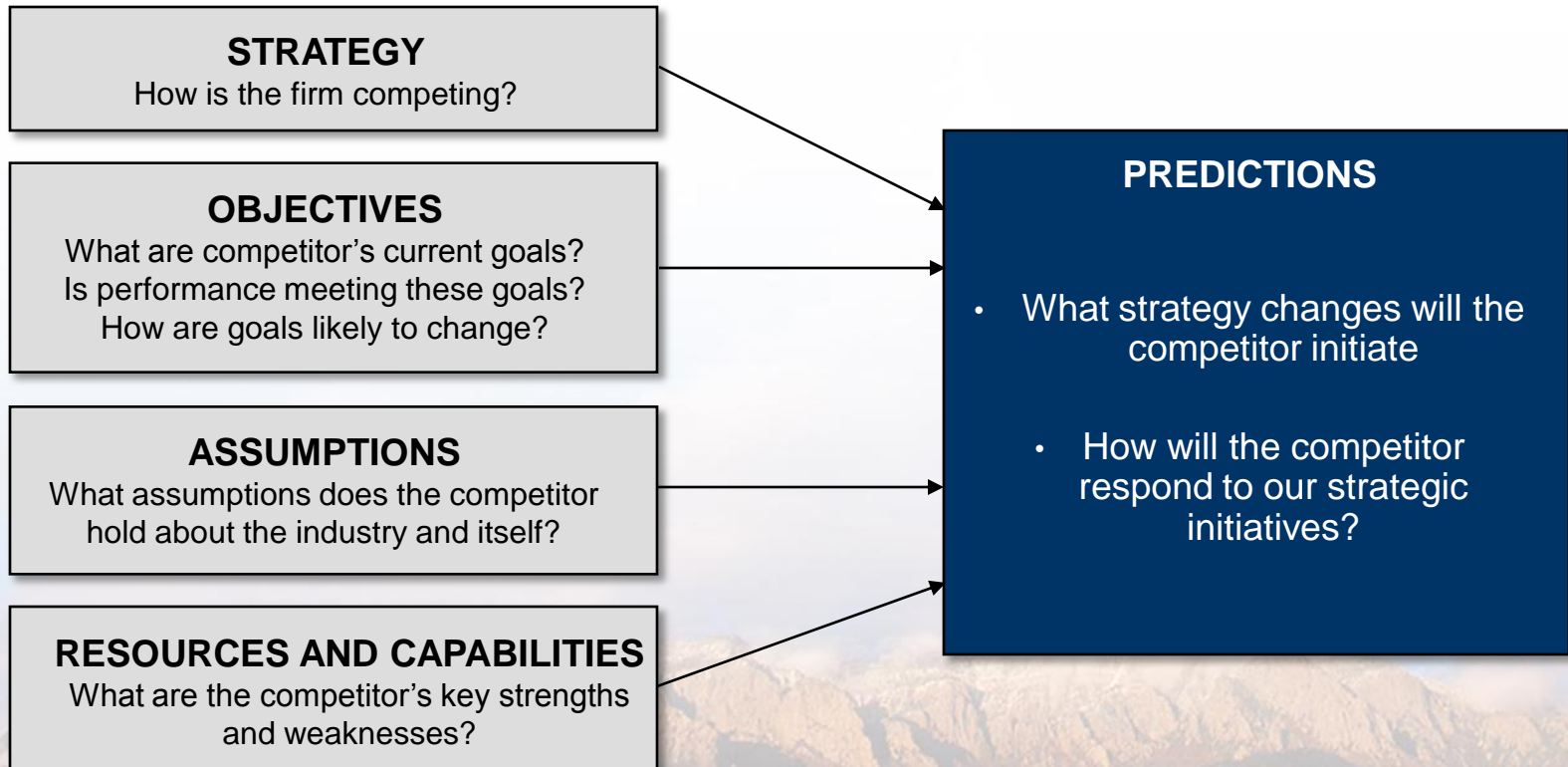
- Negotiate funding, schedule and milestones with customer
- Ensure no gaps in funding, resource, or capabilities
- Obtain appropriate approvals



Business and Competitive Intelligence (BCI) Help Chart the Way

We analyze our internal business and technical portfolios with the external environment to better understand our competitive position and to drive business development decisions

Porter's Strategic Framework



BCI: We Use a Broad Range of Technical Tools

LORD VIEW

aureka
Search • Organize • Analyze • Collaborate

Carroll
PUBLISHING

Jane's
Intelligence and Insight You Can Trust

info base
PUBLISHERS INC.
Defense/Aerospace CI

INPUT

sas
The Power to Know

FROST & SULLIVAN

STARLIGHT
Information Visualization Technologies

ISI Web of KnowledgeSM

HOOVERS
A D&B COMPANY



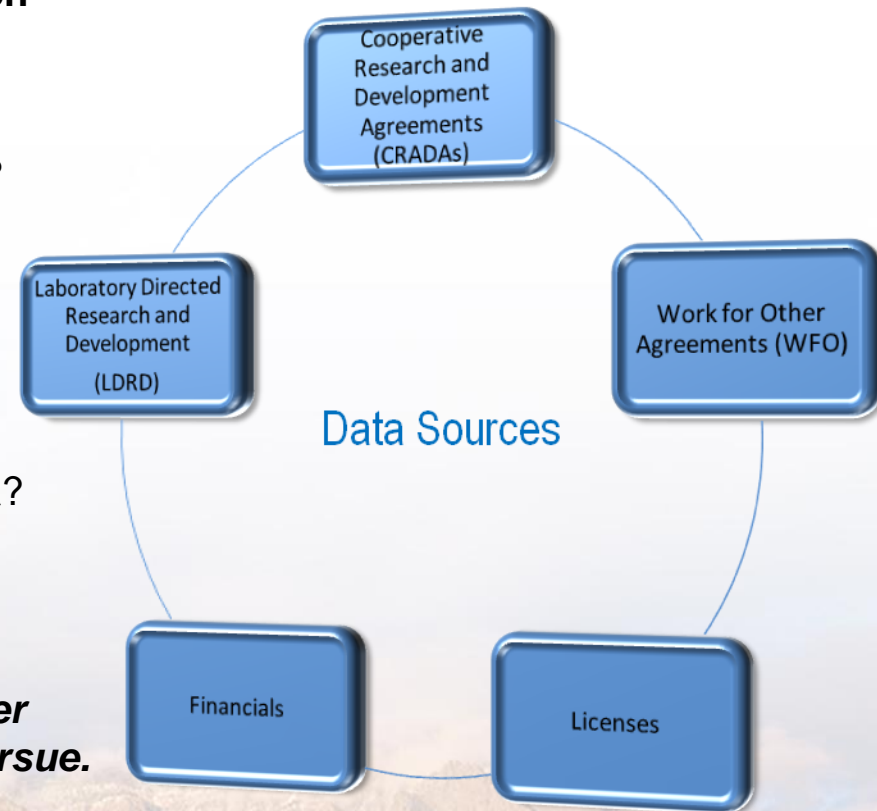
BCI: Internal Analysis – Current State

Before we know where we're going...it's good to know where we've been

Our analysis allows us to answer questions such as:

- Have we worked with this partner in the past?
- How have we partnered?
- Who (at the labs) has worked with them before?
- How much work have we done with them?
- How much money have we actually received from this partner?
- Which partners have we worked with in this area?
- How much work have we done in this area?
- How much money have we invested in this area?
- Who are our biggest partners?
- How much of our portfolio is in this technology area?

Coupled with a market analysis, we can better identify our technology gaps and partners to pursue.

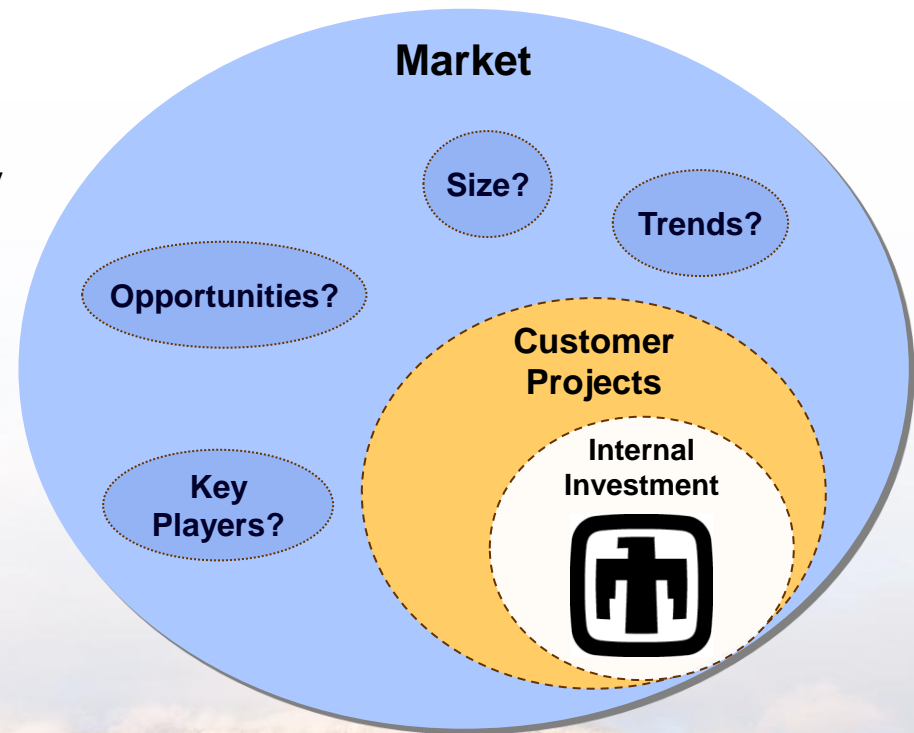


BCI: External Analysis – Best Opportunities

Understanding the environment enables us to focus limited resources on the best opportunities

Perform external scans to

- Understand market potential, trends, key players and opportunities
- Define unique value propositions
- Identify potential partners and partner pitfalls
- Inform investment decisions



Business Development (BD): Creating the Path Forward

Sandia National Laboratories – Official Use Only: Proprietary
<Name> Business Plan

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BD: Project Management is Key to Success

Relationship/Capture Planning

Weapon Remediation

Updated December 7, 2009

Value Proposition:

We will work with CMA and industrial partners over the next 3 to 5 years to enhance EDS and to develop new technology to improve safety, reduce cost, and decrease environment insult from current and future chemical weapon demilitarization and remediation activities.

Goal:

To expand to ACWA sites with a HTEDS and to develop a role in underwater munitions remediation.

Non-Stockpile (NSP) Chemical Materiel Opportunity:

We have a long-term relationship with PMNSCM. They now have an expanded R&D mission. They like Sandia and want to enrich our base efforts.

- FY10 Goals:
 - Expand the current R&D program
 - Use the NSP connection and R&D as an opening into the ACWA and Stockpile programs
 - Continue to promote the High Throughput EDS
- Risk & Assumptions:
 - The Non-stockpile R&D mission is sustainable and long term
 - Congress decides to fund remediation of large burial sites

Actions for NSP Opportunity:

Due Date	Owner	Action	Status
On-Going	BH	Maintain positive relationships through on-going visits & interactions with NSP Management	In progress
1/2010	BH	Sponsor R&D: Define R&D Portfolio for FY10: <ul style="list-style-type: none">◦ Encourage them to send us as much funding as possible◦ Carmen Allen's intent was to fund the entire list	
1/2010	BH	Prototyping tests being conducted in Edgewood	
5/2010	BH	Attend Conference in Prague & give multiple presentations	In progress
7/2010	MM	Schedule Planning Meeting for Program Review	
9/2010	BH/DL	Program Review	



BD: Team Needs to Carry the Same Message

Communications Goals

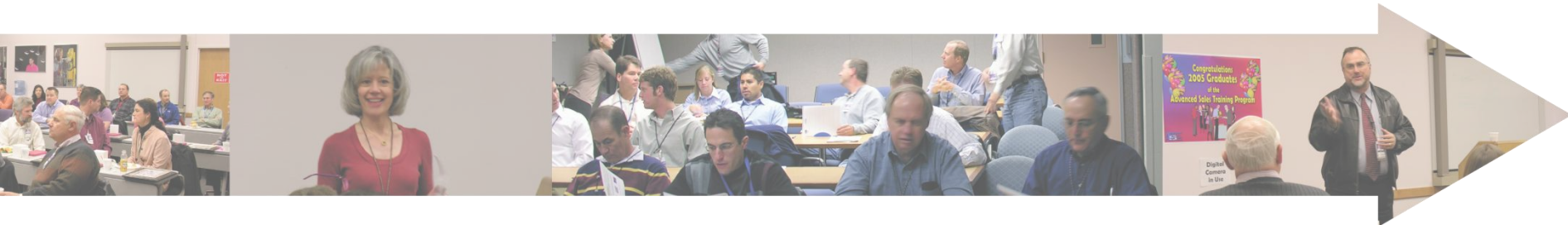
Audience	What Do They Want or Need to Know?	What Do We Want Them to Know or Do?
<ul style="list-style-type: none">AdministrationCongress	<ul style="list-style-type: none">Sandia is making an impact on <topic>Sandia can help them make the right policy and funding decisions	<ul style="list-style-type: none">We are relevantThey can turn to SNL for advise and solutionsInvite SNL to policy-making/ decision making events
<ul style="list-style-type: none">DoD CommunityDOE CommunityDHS CommunityDOJ Community	<ul style="list-style-type: none">Sandia is making an impact on <topic>Value-adding integrator across agenciesUnique solutionsTrustworthy, informed honest brokers	<ul style="list-style-type: none">Know of SNL expertise, products, solutionsSeek out SNL for opportunities to make long-term decisionsCome to SNL for insightLeverage – get more for the dollar Give us their businessRefer others to us
<ul style="list-style-type: none">DOE/ NNSA/ SSO	<ul style="list-style-type: none">How to transition to the new challenge while keeping eye on traditional one	<ul style="list-style-type: none">Be championsStreamline processes



Advanced Sales Training (AST): Technical Managers and Staff Learn the BD Processes

Sandia Established the Advanced Strategic Training Program to Increase Business Development Acumen ...*and to differentiate us in the area of customer engagement*

- History: Formed in 2001 to integrate business development skills with the lab's scientific and engineering talent
- Goal: To create and maintain a pool of advanced business developers capable of winning and retaining significant national security business for Sandia
- Curriculum: A mix of courses, seminars, and individual coaching



AST: Business Development and Customer Engagement Skills for Technical Managers/Staff

A Systems Approach to Business Development

UPFRONT: Persuasion Through Presentation

Building Market Centric Organizations

Market Research and Business Intelligence Overview

Capture Planning

How to Communicate to Different Social Styles

Effective Proposal Writing

Project Management Overview

Management of Technology

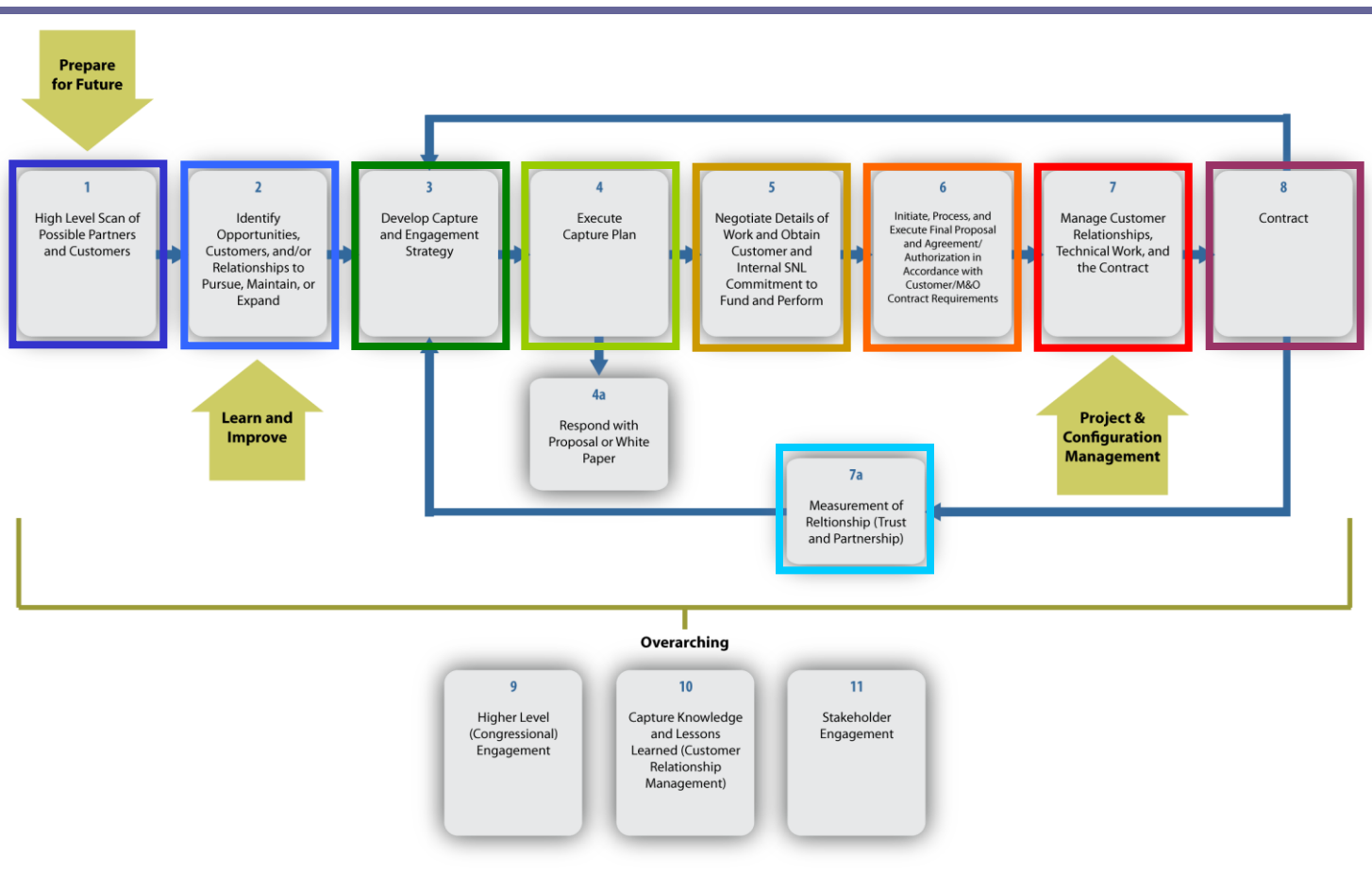
Applications of Advanced Sales Training in the Sandia Environment

Understanding of Internal Processes/ Programs: LDRD & CRM

Defense Acquisitions Process Tailored Program

Counselor Salesperson

Versatile Salesperson



Technology Partnerships is a Virtual Organization

Organization

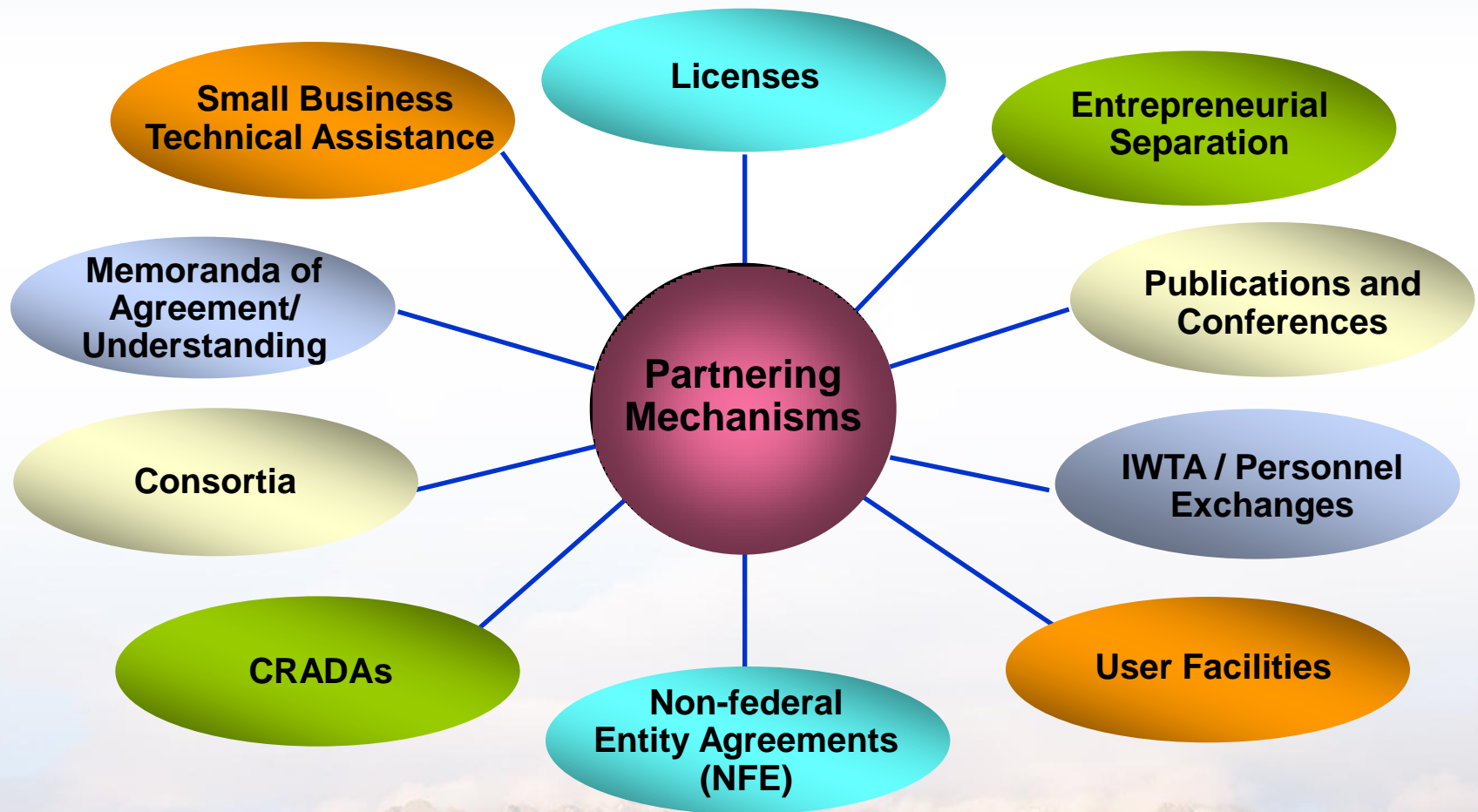
- **Industrial Partnerships & Strategy**
 - IP Management, Alliances, & Licensing (Mark Allen)
 - Partnership Development & Business Intelligence (Mary Monson)
 - Technology & Economic Development (Jackie Kerby Moore)
- **CA Business Development & Support**
- **WFO/CRADA Agreements (Deborah Payne)**
- **Legal**
- **Lockheed/Martin Contract & Relationship**

Functions

- **IP portfolio development, IP management, IP based business development**
- **Business strategy development, capture planning and execution, marketing, customer management, business intelligence, market research intelligence, BD tools & methodologies**
- **Agreements (WFO/NFE, CRADA, NMSBA, license)**
- **Tech transfer reporting, metrics, publications, advocacy, response to inquiries**
- **Tech Transfer Program Management**
- **Technology-based economic development strategy and execution (Sandia Science and Technology Park)**



Sandia Uses Many Mechanisms for Technology Partnering



Sandia's Science & Technology Park is an Outreach to Business

- Proximity to Sandia science and technology
- Home for Sandia spin-offs
- Creates job opportunities



- Facilitates transfer of new technologies to the marketplace
- 220 acres; 19 companies; 1100 employees; \$147M private + \$20M public investment