



Autem Novus Expansion Study and Future Directives
Contributors: Summer 2018 MCWL Interns & USMC Leadership

Abstract

The purpose of this study is to establish a plan for the future expansion of the Defense Contractor company Autem Novus LLC. The three main areas of focus that the CEO indicated are International Traffic in Arms Regulations (ITAR), Ecommerce, and Mobile Training Teams (MTT). After a few weeks of research and working on these topics, the team of primary contributors met with the company in person to discuss the directives in moving forward in the study, and to play a mock wargame in order to tease out the main priorities of Autem Novus LLC in the near future. Through this process, it was discovered that the company at current capacity is not ready to move into the world of ecommerce and does not have a narrow enough focus on the idea of MTT to be able to draw up a solidified plan for it. In addition to these discoveries, the team was able to come up with new ideas that were of interest to the company; these ideas included a relocation package to be offered to potential employees to help maintain the HUBZone, an internship program to provide a fresh insight into the company, and a marketing tool of self defense classes. Another focus that was discovered to be necessary was marketing, an area in which Autem Novus LLC is severely lacking, especially in the field of social media. Overall, this study covers the initial three topics while at the same time incorporating these novel subjects in order to produce a detailed and helpful final product. At the end of each section, there is a list of references used to research these topics which hopefully the readers will find helpful if additional insight is desired.

ITAR

Cyber Threats

With the growing demand for the distribution of technological goods, ITAR policies are continually evolving to help regulate access to secure information and data and prevent leaks to foreign nationals.^[1] As a result, in order to move Autem Novus LLC into the world of E-Commerce, certain precautions should be taken to protect both company and customer security. Actions taken, will aid in preventing data breaches, transaction issues, stay compliant with privacy policy and company transparency. Since data is transferred via the internet and computer based channels, it is the manufacturer's responsibility to handle any challenges that may arise in keeping ITAR compliance. Specifically, for Autem Novus LLC, one of these ITAR policies includes '22 CFR 120-130' which covers:

- Military and/or Defense Articles
- Space-Related Tech with Missile Applications
- Technical Data Related to Defense Articles

- Regulates Licensing and Lethal Technological Goods in a Military Setting

This mostly applies to the actual product and its applications, in the commercial realm, compliance policies extend to the Export Administration Regulation (EAR) one of which being with '15 CFR 730-774', this regulation covers:

- Licensing for Competing Foreign Interests
- Commercial and Research Objectives Created for National Security
- Regulations for Defense Items Set for Commercial use with Accompanying Military Applications.

It is expected that companies, no matter the size, are trained in ITAR compliance that adhere to company services. Due to the nature of data breaches and such attacks on national security, failure to comply with these ITAR policies can result in criminal or civil penalties including fines and/or imprisonment. As a result, there are steps Autem Novus LLC can take to ensure proper and compliant data security.

Cyber Threats Recommendations

With these policies in mind we recommend the following actions be taken and/or strengthened:

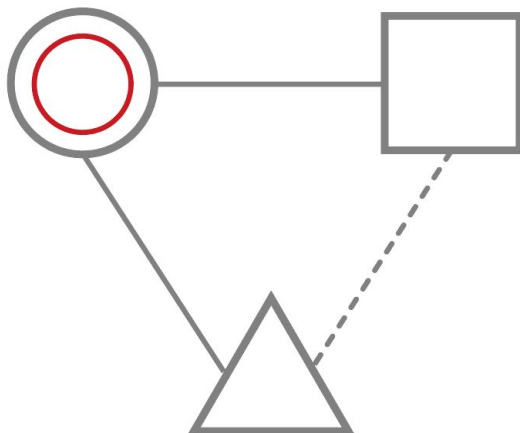
- Move to in-house all IT & Security Operations by hiring 1-3 new IT professionals over the course of 3 business phases.
- Information Security policy updates every 6 months in order to keep up with evolving data security challenges.
- Offer a relocation package
- Store ITAR Data with AWS GovCloud

We believe in order to maintain the highest level of security, the in-housing operations recommendations are of utmost importance. Currently, Autem Novus LLC is outsourcing their IT & Security Operations. We recommend moving towards an in-housed IT department in-house to handle any immediate threats or situations that might arise. Some of the pros include, face to face engagement on projects, long-term employees who are more vested in the company and its voice, ability to sign non-compete contracts and keep intellectual property confidential. Having an IT expert in the office allows for flexibility in solving technical solutions quicker, where as outsourcing would slow down the process.^[2] An In-House IT department would not only be able to handle ITAR & EAR compliencies, but also maintain secure networks and firewall configurations, monitor all access to sensitive data within the network and prevent breach of

ITAR-related data. In order to achieve this new department, we recommend that Autem Novus LLC adhere by this three phase process.



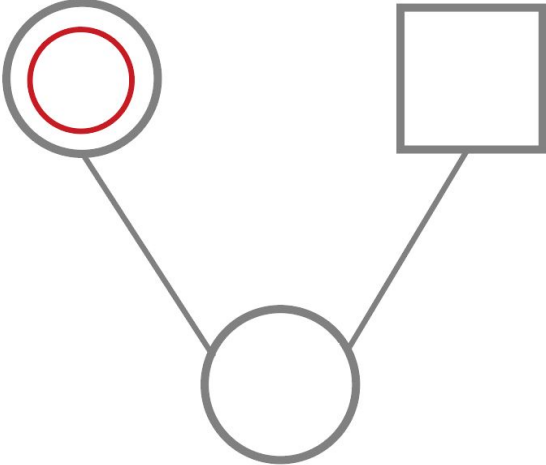
IT Dept. Structure: Phase 1



Phase 1:

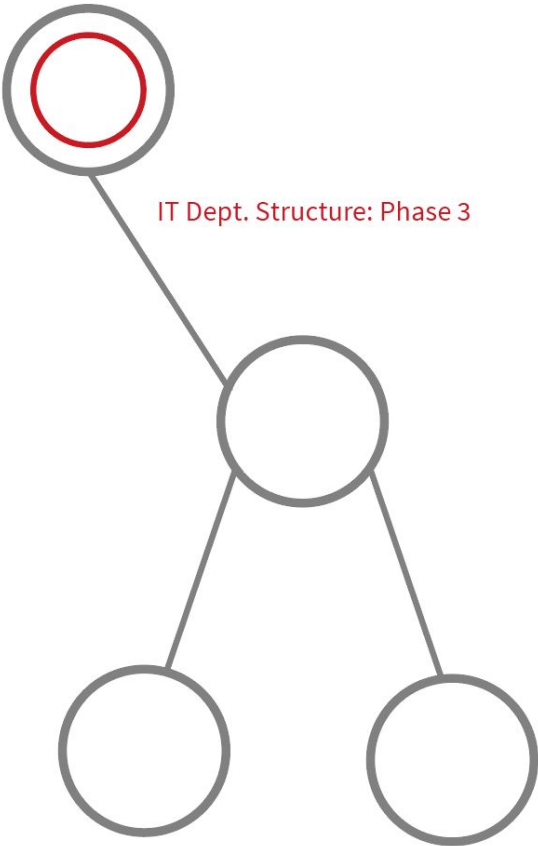
Continue outsourcing for the next couple years while simultaneously hiring an intern or IT professional (working less than 40 hours a week to ensure HubZone compliance) that can be trained in company, IT, and policy dynamics through courses such as Barnes & Thornburg LLP sponsored ITAR certification trainings, and access to various continuing education websites such as Udemy, EdX, Lynda and Coursera for both IT, business and communication courses.

IT Dept. Structure: Phase 2



Phase 2:
Throughout this phase, we recommend that Autem Novus LLC start to break away from their outsourcing company and begin forming their own IT department. Once a department is established, IT will be able to eventually expand to hold tech, policy and communications experts while still being HubZone compliant.

IT Dept. Structure: Phase 3



Phase 3:
For the final phase, Autem Novus LLC will have established their own IT department. These expansion means that the company will no longer be considered a small business. In order to better facilitate these new employees we recommend the following structure.

Storing with AWS GovCloud

Keeping up to date with the latest ITAR policies and data safeguards are necessary in order to run a trustworthy business in this market. With this, we recommend Autem Novus LLC transition in using the AWS GovCloud as their main data hub. The Gov Cloud allows “customers to host sensitive Controlled Unclassified Information (CUI)” and is “operated by employees who are [vetted] U.S. citizens on U.S. soil” so if any situation were to arise, they would be in compliance with US laws. This data storage network also allows flexibility of use with its applications in not only ITAR, but also EAR, FedRAMP High baseline, Department of Defense (DoD) Cloud Computing Security Requirements Guide (SRG) for Impact Levels 2, 4 and 5, FIPS 140-2, IRS-1075, and other compliance certifications.^[3] Having varying compliance regimes is useful if Autem Novus LLC was to ever expand and/or gain a contract into these systems. Specifically for ITAR, AWS GovCloud supports a comprehensive ITAR compliance program, in which:

“Companies that are subject to ITAR export regulations must control unintended exports by restricting access to protected data to US Persons, and by restricting physical location of protected data to the US. AWS GovCloud (US) provides an environment that is physically located in the US, and access by AWS personnel is limited to US Persons, thereby allowing qualified companies to use AWS to transmit, process, and store protected articles and data subject to ITAR restrictions.”

Currently being used by the DoD, DoVF, Lockheed Martin and Raytheon. In working with Amazon to store company data, they will share customer transit responsibility.” AWS is responsible for the logical and physical compliance of the cloud infrastructure and core services, but Autem Novus LLC would still be responsible for their own on-premises IT infrastructure, applications, and systems management. Some Of the AWS services that help customers manage their own security compliance obligations include:

- Customer Encryption Keys
- Cloud Visibility through ‘CloudTrail’ their API logging service
- Reinforced Identity Management

Relocation Package

In order to continuously bring top talent to Autem Novus LLC, we recommend they offer a relocation package for employees located more than 50 miles from the main working office. Offering this package will help relieve the employee and their families of potential monetary complications that may arise from a move when accepting a job offer. Expenses for rent and utilities should be enough to cover the employee for the first 3 months. In our research, we also

found that most company policies also include an insurance coverage fee in case of incidents of up to \$100,000, this coverage can vary accordingly.^[4] Expenses to be covered by Autem Novus LLC should include the following:

RELOCATION PACKAGE REPORT	
Expense Category	Cost
PHYSICAL MOVE	
Moving (i.e. Packing Materials)	\$1,000.00
Storage	\$1,000.00
Transport (Gas, Rental Car/Truck, Airplane)	\$2,000.00
Parking	\$200.00
Tolls	\$100.00
Short Term Lodging	\$500.00
Meals	\$200
TRANSPORTATION TOTAL	\$5,000.00
HOUSING (First 3 Months)	
Rent	\$7,000.00
Utilities	\$3,000.00
TRANSPORTATION TOTAL	\$10,000.00
ETC (As needed)	
Childcare/Schooling	\$1,000.00
Medical Insurance	\$2,000.00
Other (describe)	
PERSONAL ENTERTAINMENT TOTAL	\$3,000.00
TOTAL PER MOVE/EMPLOYEE	\$18,000

Networking

Getting into the business of ITAR and government contracting can be tricky for smaller and newer companies. Since Autem Novus LLC is starting to find its place within the Domestic and International Arms dealing community we recommend the following steps be taken in order to better solidify their standings:

- Connect with ‘local’ small businesses within the defense industry. Networking with these businesses can be the key to opening doors into the DoD. You can connect with them through social media, emailing and setting up meetings.
- Attending Defense events, and Research & Development conferences is a great way to get your name heard. Some of these conferences include:
 - Joint Tactical Networks Summit (Cost: \$800): “Networking with community members, military leaders, and critical organizations in working to enhance tactical data linkage tools and networks to support the advanced communication capabilities that are critical to the joint force’s success at the Summit. 2018 topics include improving

networks and services for fixed and enterprise level systems, delivering IW readiness to the PACOM AOR, and protecting information in transit through wireless networks and devices, among others. ”

- SPIE Photonics West (Cost: \$700): “The world’s largest photonics technologies event. Not to be missed by manufacturers dealing in infrared sensors, laser radar, light direction and ranging, digital signal processing, or rugged mobile computers.

- Serious Play Conference (Cost: \$400): “Held at George Mason University Science & Technology Campus in the Hylton Performing Arts Center, the Serious Play Conference is hosted by the Virginia Serious Game Institute. The conference provides a forum for educators, chief learning officers, and heads of training in health care, government, and military to improve the effectiveness of their program and use data to maximize effectiveness.” [5]

These conferences will not only allow for a growth in network, but also allow Autem Novus representatives to learn about how the defense industry is growing and what the latest trends are. Utilizing these networks will aid in expanding relations with future business partners and lead to more contracting sales. These networks are crucial to the longevity, expansion and success of Autem Novus LLC within the ITAR market.

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<https://www.camcode.com/asset-tags/defense-manufacturing-conferences/>

Ecommerce

Policies and Regulations

Breaking into the field of ecommerce is both a challenge and a necessity in today's shrinking domestic and international weapons market. Current statistics show a decline in both the number of gun owners and gun sales from 31% in the 1980s to 22% in 2015; however, e-commerce allows a corporation to target a wider audience and improve both profit margins and discoverability.^[1] Along with this new source of sales comes a slew of regulations, the main domestic and international ones involving consumer privacy. These rules are relatively similar to those of traditional exportation and there is technically no legal difference in the US, but other countries, such as those involved in the European Union, do impose strict ecommerce-specific Consumer Data Privacy Laws.^[2] New international policies are being put in place as recently as May 25th, 2018, which is when the enforcement of the EU's enforcement of GDPR began.^[2] This regulation's aim is to protect EU citizens from privacy and data breaches; regardless of the company's location, GDPR applies if the personal data of individuals residing in the EU occurs.^[3] Under this updated policy, several changes have been made mainly in conditions involving consent and data subject rights.

These new regulations include the following:^[3]

- Consent: terms and conditions of use must be written in clear and plain language
- Breach notifications: mandatory and must be done within 72 hours of the incident
- Transparency: data subjects have the right know if personal data is being processed, where, and for what purpose and are entitled to an electronic copy of their personal data
- Data Erasure: also termed "the right to be forgotten," meaning that the data subject can have the data controller erase his/her personal data and cease any further distribution of said data.
- Data Portability: the right for a data subject to obtain personal data that pertains to them and can further transmit that data to another controller.
- Privacy by Design: the inclusion of data protection from the beginning of the system design.
- Data Protection Officers: an individual with expert knowledge on data protection law is necessary for controllers involved in the processing of data on a large scale or special categories of data.

Domestic policy, for the United States specifically, is another aspect to deal with with regarding ecommerce; most of the regulations involving privacy and consent are very similar to the ones outlined in GDPR. Akin to GDPR, each online business must show that it has a way to protect its customers' data, especially their credit card information. Every retailer is required to comply

with a policy known as PCI DSS, an acronym that stands for Payment Card Industry Data Security Standard.^[9] This regulation is managed by the PCI Security Standards Council (PCI SSC), who define a series of specific standards (12) by which all merchants who deal with cardholder data must follow.^[9] Serious compliance to this policy is only necessary if the business operates on its own on-premise or self-hosted cloud commerce solution; however, if Autem Novus LLC functions on a SaaS-based ecommerce store (SaaS standing for Software-as-a-Service), which does not have access to credit cardholder data, the need for PCI compliance is mitigated.^[9]

One of the addendums to the privacy policy that can be found in US law has to deal with SPAM regulations that allow the businesses to market themselves on email; there are limitations to this, however, which are outlined in the CAN-SPAM Act. This regulation generally defines the relevant criteria for the primary purpose of an electronic mail message in order for that message to either be deemed appropriately commercial or “spam.”^[6] That being said, electronic mail advertisements are extremely effective in the practice of ecommerce, in fact, email marketing is still one of the highest converting sales channels.^[7] In order for an advertisement message to be considered legal and within the boundaries of the regulations of the CAN-SPAM Act, several guidelines must be followed. These include, but are not limited to the following:^[7]

- Every electronic message must be labeled, clearly, as an advertisement.
- There must be a clearly placed link on the message that allows the recipient to unsubscribe from future messages.
- No misleading content should be included in the subject field and header.

Complying with these regulations not only ensures that the online business follows the letter of the law, but also allows the company to maximize its mailing list as a means of marketing.^[7] Additionally, one must also remember to keep in mind the varying taxation in each state of the United States or different countries; this will affect the way prices are displayed in the online forum.^[8] Another aspect of regulations to keep an eye on are the various shipping restrictions; this is most likely taken care of internationally via Autem Novus LLC compliance with ITAR, but the US has different restrictions on shipping domestically, so it is important to ensure that the orders being filled are in compliance with all of them. All in all, being aware of the ever-updating policies and regulations surrounding ecommerce is a large task; however, the following recommendations, especially the one of eventually hiring a specialist, should alleviate some of the pressure.

Recommendations for Policies and Regulations

The following recommendations that we have to upkeep these changing policies and ecommerce standards are introduced in order of importance and level of involvement/difficulty:

- Updating the Terms and Conditions of the website to fit the GDPR guidelines of clear non-legal language and to include privacy policy for ecommerce, because currently the ones listed on the website have legal jargon that could be considered difficult to understand.
- Ensure PCI compliance
- Ensure that email advertisements follow all regulations outlined in CAN-SPAM Act
- Discuss the effects of different locations on taxes as they pertain to the online prices
- Monitor shipping restrictions
- Privacy Shield Program
- If not already operating on SaaS commerce platform, switch to one.
- Hire an IT liaison

The Privacy Shield Program is a voluntary self-certification program, designed for small businesses, that establishes that a company has adequate privacy protection of EU, US, and Switzerland consumer data protection requirements.^[4] This program would be beneficial in a number of ways, including the fact that it is cost effective and allows for faster approval of data transfers; usually, prior approval is a requirement for transfer of data outside the EU, and this program facilitates this approval process by either waiving or automatically granting it.^[4] Certifying Autem Novus with this program would allow the company to further advertise its efficiency in distribution. The self-certification process is relatively simple and easy to understand; however, it would be prudent to also hire an IT specialist in the near or foreseeable future to work directly on policies such as these, or is at least trained to handle them. This addition to the IT department would keep Autem Novus LLC constantly up to date in both this program and with the constantly changing regulations on internet data processing, both nationally and internationally.

Another portion of the work that an IT specialist could deal with is PCI compliance and the eventual switch, if needed, of systems to an SaaS commerce platform. The platform on which a company runs its ecommerce is an important decision because it can allow your business to expand and last for the long run.^[10] Investing in the customer experience is essential to any successful online business, and part of the customer experience is the platform of the website. There are three primary types of platforms, as mentioned in the above section: Open Source, which is not as secure, SaaS, and CaaS.^[10] Open source ecommerce platforms are heavily dependent on the company's own manpower, as upholding PCI compliance, security issues, and

hosting are both cumbersome and expensive to maintain.^[10] The most popular platform of the three is SaaS, and in fact, brands can get to market materially faster using SaaS and CaaS than open source platforms.^[10] SaaS is hosted on a cloud system, and a SaaS provider is responsible for updates, security, and PCI compliance, making the e-commerce both simpler and cheaper for the company itself.^[10] Overall, investing in an ecommerce platform such as SaaS or CaaS over an open source platform will allow for benefits such as protection of data, merchandising, and promotions. Examples of SaaS platforms that many businesses, both small and large run their ecommerce through include: Zoey, Shopify, BigCommerce, and Volusion. Especially considering the consumer base and product scale that Autem Novus LLC functions with, increased customer and company security and an alleviation of costs that an open source network platform would require makes it clear that if the organization does not already function on a SaaS or CaaS ecommerce platform, a switch to these methods would be extremely beneficial.

Strategy

Multiple strategies are possible when delving into the world of ecommerce. The current strategy of Autem Novus is to control their inventory to an advantage, meaning that when a specific product has been requested by a client in a larger quantity, extra inventory can be ordered and sold online via the Autem Novus LLC website. This method could be called a pilot test, which is the selling strategy of putting the more commonly profitable and popular product online first to generate interest and familiarity with the website.^[5] An important factor to keep in mind when initializing a pilot test, and ecommerce in general, is inventory. In fact, an ecommerce case study revealed that focus on inventory management and good relationships with suppliers are extremely important to the success of a business branching into ecommerce.^[5] Autem Novus LLC already has a relatively good strategy in place for this pilot test, as in the beginning, at least, there is a smaller chance of loss; however we do have a few concerns about the initial stages as there is a possibility of financial risks and drains. Purchasing a surplus of stock is gambling in a way because at first there will be a slight revenue loss while waiting for someone to purchase it online. This is a chance that most businesses take on when opening up their business to ecommerce, and controlling inventory is essential.

One of the aspects of inventory that is both quite costly and necessary is a place to store inventory while waiting for an order to be placed. Since Autem Novus LLC already has an area where it holds product while preparing to deliver it, this problem is taken care of during the pilot test period; however, when online business expands, Autem Novus LLC will eventually have to augment its storage space to account for the increasing product demand. Furthermore, establishing an online business will eventually necessitate the use of tools such as payment gateways; we will expand upon this subject in the following recommendations section.

Recommendations for Ecommerce Strategy

The following recommendations are first listed in order of importance and level of investment of both time and money, and then we will expand on them in the paragraphs following:

- Conduct a pilot test
- Set up ecommerce gateway as discussed in the policy recommendation section
- Make sure that there is an area to hold inventory
- Payment gateway

As mentioned in the strategy section above, a pilot test is a commonly used tool that helps an organization figure out what its biggest selling products are and what it should invest its time and money in moving forward into ecommerce. A good process to go by with a pilot test is to sell a more popular and less expensive product online via the website already set in place. Using the already planned strategy of ordering excess product on an already large order and then holding said product and selling it online, a pilot test will be relatively simple to employ. The only issue, as stated before, is that whenever a company breaks into the world of ecommerce, is the financial risk that this process requires. In order for Autem Novus LLC to prepare for any potential fallout, it may be a good idea to first save some funding up in case of any unforeseen challenges or delays in the ecommerce traffic, a sort of financial cushion. Additionally, saving up money will allow for the eventuality of expanding the inventory storage area so that a larger number and variety of products can be sold online.

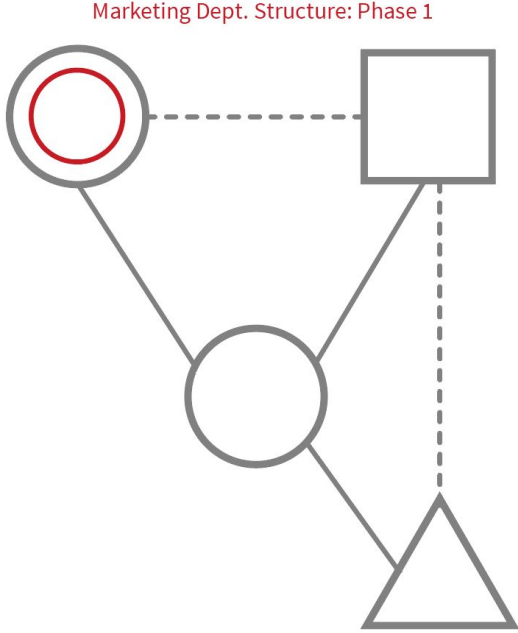
Once Autem Novus LLC has an established online presence in the world of ecommerce, it would be prudent to invest in a payment gateway in order to allow for the customer's ease in paying for the product. A downside of using a payment gateway is that there sometimes are limitations on the product being bought, but this is specific to the gateway used.^[8] Some common examples of payment gateways include PayPal, Square, SecureNet, QuickBooks Online.^[8] Each program has its own merits, so it is really up to Autem Novus LLC to decide which one to invest in; participating in these programs does cost money, however, we believe that once the ecommerce side of the company takes off, it will be a sound investment that will allow for more customer data protection, privacy, and ease of payment.

Structure

The current corporate structure of Autem Novus is one of a small business with few employees and most of the non-direct product contact work is outsourced to subcontractors in order to save money via tax breaks, which is helpful to a certain point. To a certain extent, the practice of subcontracting the less crucial business aspects out to companies of experienced

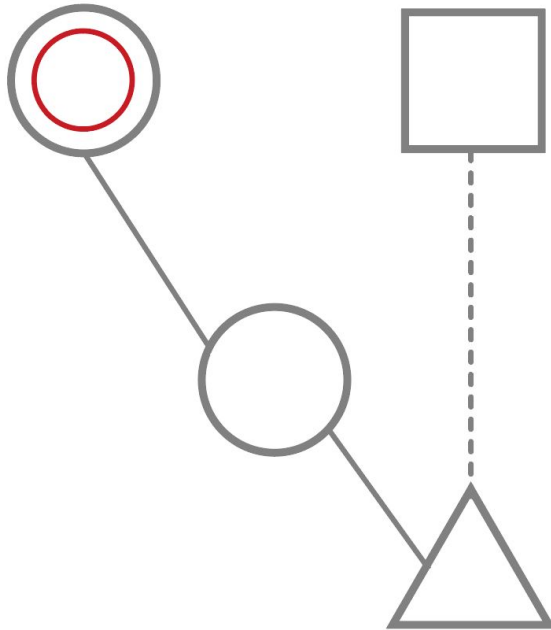
professionals makes sense; however, this practice does have some drawbacks when it comes to maintaining the authenticity of Autem Novus LLC. In other words, outsourcing, while helpful when trying to maintain the small business status, can become a hindrance when a company wants to. Another intelligent course of action that Autem Novus LLC employs is hiring within its HUBZone, which also helps save money and infuse the local economy with both profit and more hard-working individuals. The overall corporate structure of Autem Novus LLC is small and designed to increase profit while also decreasing overhead by having few employees, outsourcing, and hiring within the HUBZone. This strategy is beneficial when the business is smaller and not looking to expand into the world of ecommerce, but at some point a decision needs to be made about the size of the business versus the bandwidth of consumers and evolution of the company itself.

Recommendations for Structure



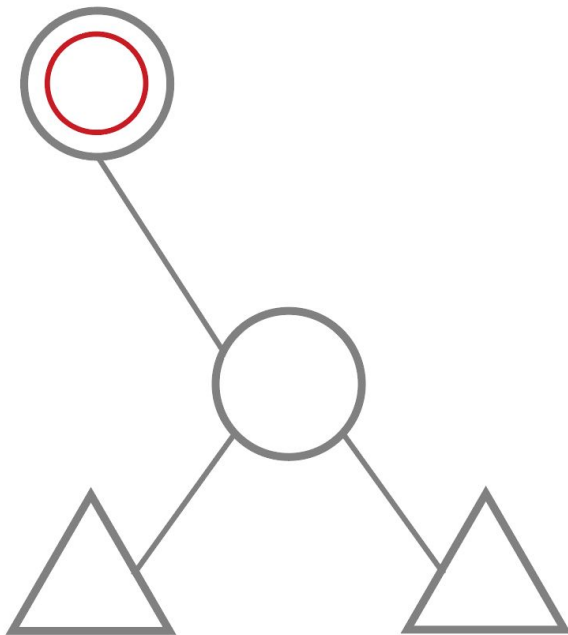
Phase 1: The current marketing representative will hire a new employee or an intern to handle social media marketing and more of the day-to day operations. This individual will also begin contact with the subcontractor while the current employee is still the direct contact between the contractor and the company.

Marketing Dept. Structure: Phase 2



Phase 2: The CEO will stop having to communicate with the contractor and this responsibility will fall on this new hire from the previous step. Additionally, the reliance on the outsourcing of marketing work will start to wane away and the company itself will invest more of their own manpower on marketing.

Marketing Dept. Structure: Phase 3



Phase 3: The company will cease to subcontract out all marketing work and hire another intern/new employee in order to make up for the extra work. These two newer employees will have their own specialties: one for social media marketing and the other for more of the tangible marketing such as swag, expo events, and conferences.

Marketing

Ecommerce opens up entirely new market expansion opportunities for any small business, and it is easily one of the more cost effective methods for augmenting the targeted consumer base while also facilitating online advertising.^[11] Autem Novus LLC's current marketing efforts include outsourcing social media advertising to a larger firm, the creation of its website in order to make itself more accessible to non-local domestic and international customer bases, and attendance of expos in order to spread the word of their business physically. One aspect that is highlighted within Autem Novus LLC's website is the fact that it is an official women-owned small business; this backstory is extremely inspiring and will help the company appeal to individuals outside its target demographic, which will eventually lead to an expansion of customer foundation.

Marketing Recommendations

The main area of improvement for Autem Novus LLC's marketing sector is its social media presence. While currently the accounts are in existence on all social media platforms, there are zero posts or any form of advertising being used. In spite of the fact that this process is currently being outsourced, it is something that could quite easily be brought in house and grown. Interns themselves, or part time hires, could be very useful to this end goal because there are many college students who are fluent in both marketing and social media that will take minimal or no pay for doing an online internship of running social media platforms for a company. Additionally, there are many online courses that any current employee could take to gain knowledge in the field of social media marketing. There are even free online courses that can be found on the topic simply by using a search engine and combing through the results. It is important to consider the pros and cons of each individual platform as well; the main three social networking sites are Facebook, Twitter, and Instagram. The most important takeaway for social media marketing is to post on the existing accounts to generate interest in the company as a whole. Before posting can begin, the direction for the company image needs to be established so that these posts can be tailored to a target demographic; once this is done, Autem Novus LLC can begin to advertise and establish its online presence.

Another sector of marketing to consider opening up to is the potential to market directly to women using the fascinating and empowering story of the CEO of the company. Since Autem Novus LLC is already established as a certified Woman Owned Small Business, the next logical step would be to advertise that unique quality because it sets the company apart from the rest of the world of defense contractors. Getting this story out there and promoting this characteristic can be done by attending conferences and speaking at them. There are a number of opportunities

to do this, and we are sure that any university or event would jump at the chance to hear this inspiring story.

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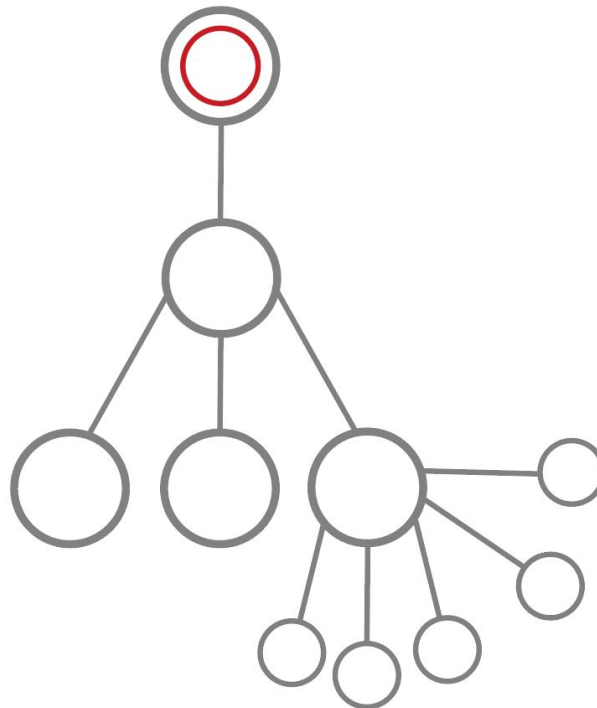
Mobile Training Teams (MTT)

Mobile Training Teams (MTTs) provide Autem Novus trained personnel needed for operations support and training for weapon systems sold to customers. These MTTs help train customers on the weapons bought as well as general military operations. MTT's not only act as the bridge between academics and on the job training, but also as mobile marketing tools for the company.

In order to expand the MTT department, we recommend the department consist of two full time employees, who will act as instructors. In order to establish the department, these employees will focus on administrative and certification based courses in order to better prepare themselves to lead future employees. To support the MTT department, Autem Novus needs to invest in resources, support, time and money for best training possible for the instructors. Some of these courses include:

- Lean Six Sigma^[1]
- Train the Trainer School (T3S) ^[3]
- Future Learn - Logical and Critical Thinking Course^[3]

These classes and certifications will determine employee placement of the Product Manager (PM) role and work as the main support team for the team leader in which they will handle training schedules, courses, travel logistics, finances, insurance and buyer relations. The PM's background will consist of bachelors degree within the realm of business, communications, and/or management as well as 3+ years prior work experience leading a team in the defense industry. The Team Leader (TL) will be the first employee in the MTT department to travel and make site visits were requested by customers for weapons instructing. The TL's background will include weapons/defense specialization, superior public speaking skills, be prior military service (with related military occupation specialist(MOS)) and/or law enforcement background which. This will help shape the instructor for success in both instructing and admin capacities. For prior military personnel, they must have had successful deployments as well as holding a leadership billet. In order to successfully lead future MTT instructors, they will also need all the basic schools and certifications for both foreign and domestic weapons, training from simple patrols to battalion size exercises, security, medical, small unit leaders and survival. This will prepare the TL to hire instructors who will be able to conduct professional trainings spanning a wide range of world-wide confidential clientele demographics. Both the TL and PM should lead the process for future recruitment to help aid, expand and develop the MTTs. This is the ideal MTT department structure:



Lastly, for the first year, we believe Autem Novus LLC should issue a company wide training on items sold and most popular demographics. This would not only help all of the employees be better familiarized with what the company sells, but also allow MTT to have overall knowledge so when they go on site visits, they are able to also work as marketing representatives and possibly increase sales.

MTT Source Citations

- [1] “Six Sigma Training and Certification Classes.” *UzUki o c.*
<https://www.6sigma.us/training-classes/six-sigma/>
- [2] “Train the Trainer School” *WUOE.*
<https://www.trngcmd.marines.mil/Units/South-Atlantic/MCCSSS/T3S/>
- [3] “Logical and Critical Thinking Online Course” *Hwwt gNgct p.*
<https://www.futurelearn.com/courses/logical-and-critical-thinking>

Self Defense Class as a Marketing and Sales Strategy

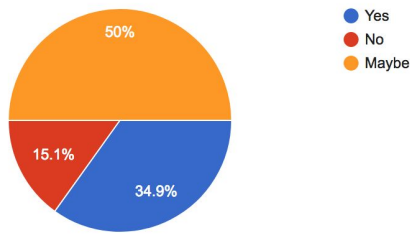
Self Defense Classes

Currently, Autem Novus LLC has very little exposure in the public eye in spite of the fact that it has the capability to market itself using the story of the CEO and the fact that it is run by a

woman which is incredibly unique. An interesting idea would be to teach self defense classes using Mobile Training Teams or instructors that also exhibit the products that Autem Novus LLC sells. These classes could be given on or near college campuses and at the end of these different classes, the students could have the opportunity to purchase the products used during the lesson. This team did a survey specifically targeting college students to gauge potential interest in this idea. Some of our results can be viewed below.

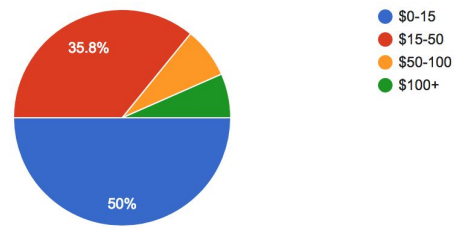
Are you interested in purchasing self-defense items?

106 responses



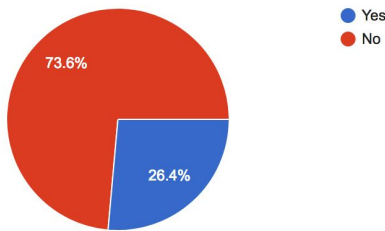
What is your budget for self-defense tools such as ones mentioned above? (i.e. Pepper Spray, Taser, etc.)

106 responses



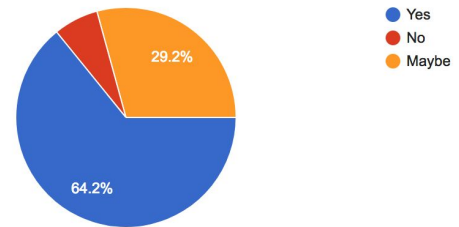
Have you taken a self-defense class?

106 responses



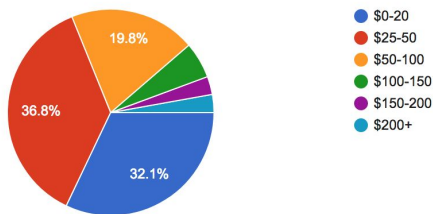
Would you be interested in taking one?

106 responses



What would your budget for these classes be?

106 responses



The majority of the students that responded to the survey would be interested in purchasing self-defense items such as pepper spray, tasers, pocket knives, flashlights, and a surprising number even responded with interest in a handgun. Additionally, most of the college students surveyed had not taken a self defense class, and from that group, over over 90% are interested in taking one. The age range of the survey population was 18-37+, with the majority of respondents being between the ages of 18 and 25. These self defense classes would be a great way to expand the customer base of Autem Novus LLC, in addition to shedding a positive light on the company as a defense contractor and an educator of self-defense to young men and women. This project would build not only on the fact that a woman, who is a CEO in a predominately male populated field, is trying to help other women and men defend themselves, but also serve as advertising for the company's products.

Internship Program

Recruiting Talent

1. Career Fair at Local University
 - a. Refer applicants to a web link to where they can apply
 - b. Schedule interviews with potential candidates on the spot
2. LinkedIn Recruiting
 - a. Scout talent using filters to find relevant applicants
 - b. Review resumes and find potential candidates
 - c. Direct message candidates expressing interest and providing a link to the application
 - d. If relevant, express interest in a phone interview
 - e. If applicant is desirable after these steps, schedule either an in person interview or a video chat interview

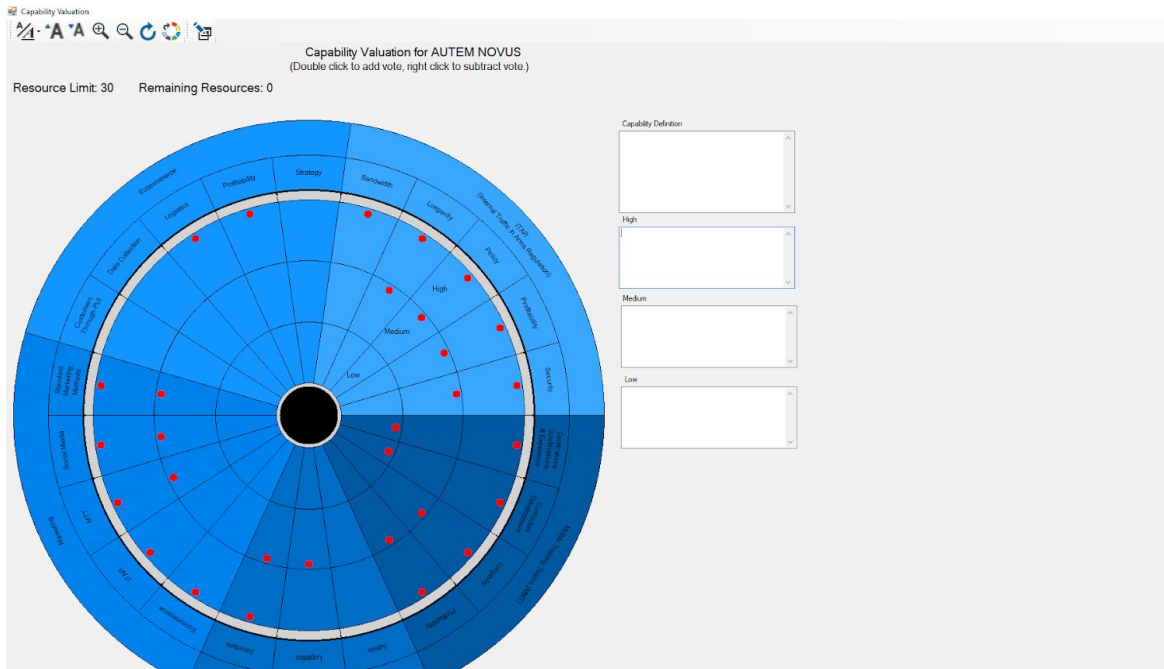
Internship Logistics

1. Duration: 10-12 weeks during the fall and spring. 20 + hours during the summer.
2. Method: Remote and In Person
3. Salary: ~\$13.00/hr or \$540.00/40hr week
 - a. Average PR firm hires at 36-45K/yr
 - b. $\$36,000 \times 20 \text{ yr} \times .75 \text{ pay reduction} = \$5,400$ approximately

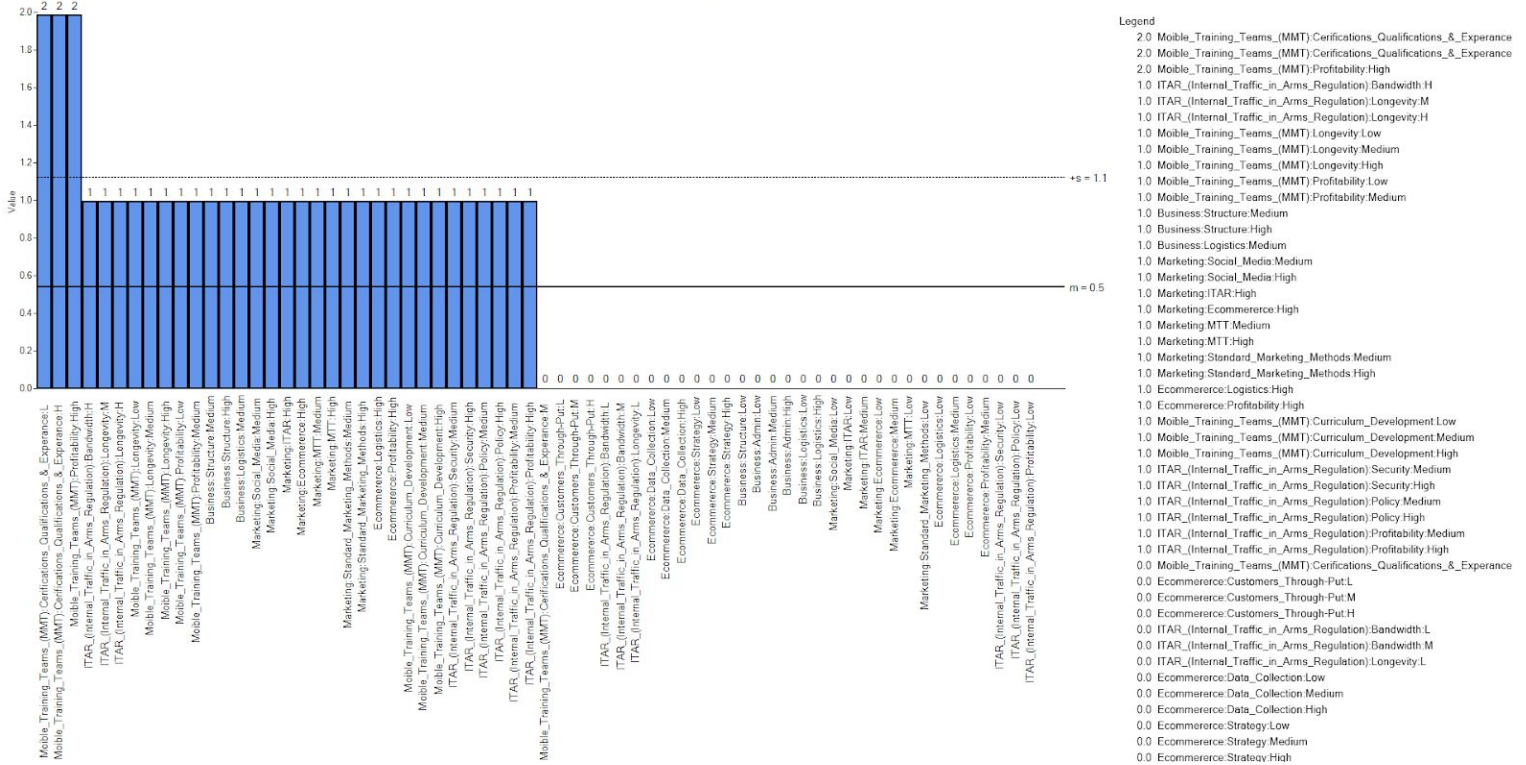
Future Focus

SET Wheel

When the team went to meet with Autem Novus LLC, we went through a program called the SET Tool in order to be better able to visualize the priorities of the company as a whole. The use of this tool allowed us, and the heads of the company to see where the priorities and gaps in the structure lie. A copy of the capability definitions and the high, medium, and low areas will be attached at the end of this section. From the image alone, it is clear that marketing on the social media standpoint is important, as well as maintaining and increasing the customer base along with attracting a more specific clientele. A lower priority for the recent future is ecommerce; this is mainly because the company at its current capacity would find it more difficult to accomplish something of this magnitude. Currently, it is more important to maintain and increase the current business that is succeeding, which is ITAR, while also increasing marketing efforts and engaging in the mobile training team process.



Capability Values



Moving forward, Autem Novus LLC should take into account the priorities that they discovered in the process of this “wargame” and reorient their focus to these tasks. Below are the definitions that were discussed and established by the CEO of Autem Novus LLC; combined with the valuation points on the corresponding wheel, these definitions should help to highlight the future priorities and directives of the company as a whole.

ITAR:

● Bandwidth:

High

- 8+
- <3 days
- Process logistics

Medium

- 4-8
- 1 week internal
- 2 months govt

■ Fluid logistics

Low

- 1-4
- 2 month process
- Supportive logistics

● Longevity:

High

- Continuous use

Medium

- multi-use

- Low**
 - Single use
- Policy:
 - High**
 - ITAR compliance
 - Medium**
 - Process training
 - Low**
 - Internal processes
- Profitability:
 - High**
 - +25%
 - Medium**
 - 20-25%
 - Low**
 - <10%
- Security:
 - High**
 - Security clearance holders
 - compliant
 - Medium**
 - Vetted personnel
 - compliance
 - Low**
 - No breaches
 - Maintain data flow

Ecommerce:

- Customers Throughput
 - High**
 - Specified customers
 - Medium**
 - Narrow demographic
 - Low**
 - Wide demographic
- Data Collection
 - High**
 - Predictive analysis

- Medium**
 - Aggregation of multiple sources
- Low**
 - Simple data
- Logistics
 - High**
 - Fully autonomous outsourced
 - Medium**
 - In-house automation
 - Low**
 - Standard shipping
- Profitability
 - High**
 - +35%
 - Medium**
 - 25-35%
 - Low**
 - 20%
- Strategy
 - High**
 - Aggregation of multiple data sources
 - Medium**
 - Use of data
 - Low**
 - Minimal processes

Marketing:

- Ecommerce
 - High**
 - Social media
 - Demographic target
 - Data demographics
 - Medium**
 - Membership

- Email subscription/advertising

Low

- Response to inquiries

- ITAR

High

- Social media
 - Demographic target
 - Data demographics

Medium

- Membership
 - Email subscription/advertising displaying

Low

- Response to inquiries
 - Networking

- MTT

High

- Social media
 - Demographic target
 - Data demographics

Medium

- Membership
 - Email subscription/advertising displaying

Low

- Response to inquiries
 - Networking

- Social Media

High

- All sources
 - Multiple posts per day

Medium

- Multiple sources

- Periodic posting

Low

- Single source
 - Fragmented posting

- Standard Marketing Methods

High

- All kinds of swag

Medium

- Specialized orders/campaigns

Low

- items/swag

Business

- Admin:

High

- Properly trained personnel aided by data sources

- Specialized recruiting

Medium

- Enhanced personnel education and training

Low

- Standard business practices

- Logistics

High

- Predictive logistics/processes

- Use aggregated data from multiple sources

Medium

- Advanced structure and logistics

Low

- Basic structure

- Structure

High

- Disseminated decision making

Medium

- Flat structure
- Division oversight

Low

- Single decision maker

- Low complexity
- <30 day turn around

Medium

- Medium complexity
- <60 day turn around

Low

- High complexity
- >60 day turn around

MTT:

- Certifications, Qualifications, and Experience

High

- Validated
- 10+ years operations
- TS/SCI

Medium

- Reputable
- 6-10 yrs operations
- TS/SCI

Low

- OK background
- 4-6 yrs operations
- Secret clearance

- Curriculum Development

High

- Longevity

High

- 5+ yrs

Medium

- 2-4 yrs

Low

- <1 yr

- Profitability

High

- >8% margin

Medium

- 6-7% margin

Low

- <5% margin

Considerations:

This project would not have come to fruition without the help of several individuals. The primary contributors are grateful for the direction of Sgt. Ryan Reeder, the input of the enlisted Marines within the Marine Corps Warfighting Laboratory NCO Fellowship Program: Sgt. Carlos Alvarez and Cpl. Dorian Howard, our fellow interns Ethan Spaid and Casey Hall for their insight, and for the hospitality and generosity of Autem Novus LLC for allowing us to visit the headquarters, discuss the project, and request an extension. This extension allowed us to further pursue the new ideas gleaned from the meeting and from the perspective gained from visiting and talking with the CEO and other employees at Autem Novus LLC.