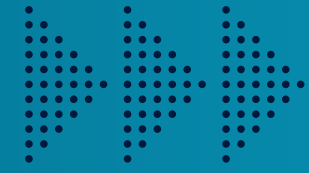


ARETUM



JANUARY

STRATEGY SESSION

REIGNITING GROWTH FOR 2025



WELCOME & PURPOSE

Aretum's vision is to set the pace for innovation and leadership in the technology and professional services sectors.

In 2024, we followed a process that had gaps and inefficiencies, and didn't deliver on the company's growth goals. We have learned from that, and now want to tweak our processes and align all teams to meet 2025 goals.

This session is focused on the following goals:

- ✓ **Align 2025 Growth Targets**
- ✓ **Define Growth Strategies**
- ✓ **Roles and Responsibilities**



HIGH-LEVEL TARGETS FOR 2025



Market Homeland Security

Revenue: \$117.2M
Revenue from new work: \$12M



Market Federal Civilian

Revenue: \$74M
Revenue from new work: \$17M



Market Defense Sector

Revenue: \$19.6M
Revenue from new work: \$10.2M

\$210M Revenue Target

\$40M New Opportunities

10-15% Expected Profit Margin

Pipeline Diversification

60%
Prime
Opportunities

25%
JV
Opportunities

15%
sub-contracting
opportunities

KEY ROLES AND RESPONSIBILITIES



Cross Functional Collaboration

ROLES AND RESPONSIBILITIES

SECTOR LEADS



Strategy and Thought Leadership

- Sector leads are responsible for driving strategic growth by leveraging deep market expertise to identify trends, challenges, and opportunities within their sectors.
- They act as subject matter experts, offering valuable insights into government policies, market developments, and client needs to shape solutions and differentiate the company in capture and bids.



Business Development and Relationship

- Additionally, they build and maintain a robust pipeline of organic growth opportunities, monitor government contracts and funding activities, and collaborate with BD teams to prioritize efforts and develop comprehensive capture plans.



ROLES AND RESPONSIBILITIES

BD/CAPTURE TEAMS



Pipeline Opportunity and Management

- The Business Development and Capture team is responsible for maintaining a robust pipeline of opportunities, achieving 5X the target Total Contract Value (TCV).
- They develop and nurture client relationships, gather the "voice of the customer," and identify critical details to craft tailored capture strategies.



Capture Management and Proposal Support

- With a focus on achieving a P-win of 30% or higher, they continuously refine capture plans, complete gate review documents, and schedule reviews to ensure deal progression.
- Additionally, they play a key role in the proposal process, collaborating with the proposal team to develop win themes, solutions, and ensure quality and compliance.



ROLES AND RESPONSIBILITIES

SOLUTIONS TEAM



Customer Solutioning and Proposal Support

- Support go-to-market efforts and align technical offerings with market demands.
- The solutions team plays a critical role in supporting Aretum's growth by driving innovation and ensuring technical excellence. Solutions provide technical expertise for proposals, developing customized solutions that align with customer needs, and collaborating with BD and capture teams.



Monitor Industry Trends and Establish Differentiators

- Solutions team members collaborate with capture to determine strengths and weaknesses.
- Monitor industry trends and events to identify emerging technologies and best practices, enabling Aretum to adapt and remain competitive.



ROLES AND RESPONSIBILITIES

PROPOSALS TEAM



Proposal Development and Management

- The Proposal Team is responsible for ensuring the quality, compliance, and timeliness of all proposal submissions.
- Once a proposal effort begins, the team collaborates closely with the Capture Manager to align proposal activities with the capture strategy and customer requirements.
- While the Capture Manager provides insights into customer needs and win strategies, the Proposal Team leads all proposal development efforts, ensuring seamless coordination across contributors and stakeholders.



Compliance, Innovation, and Quality

- While the Capture Manager provides insights into customer needs and win strategies, the Proposal Team leads all proposal development efforts, ensuring seamless coordination across contributors and stakeholders.
- The Proposal Team is tasked with introducing a new proposal intake process, scheduled to roll out at the end of January.



ROLES AND RESPONSIBILITIES

CONTRACTS TEAM



Qualification and Compliance Assessment

The Contracts Team plays a critical role throughout the business development lifecycle, ensuring compliance, mitigating risks, and fostering strong relationships with stakeholders. During the pre-bid phase, the team collaborates with BD and Capture teams to evaluate solicitation requirements, assess go/no-go criteria, coordinates Q&A submissions, and identify potential risks in contract terms and conditions.



Contract Oversight and COR Relationship

Post-submission, the team follows up with contracting officers to confirm proposal receipt, address clarifications, and coordinate debriefs to gather insights for future opportunities. In the post-award phase, Contracts builds and maintains strong relationships with Contracting Officer Representatives (CORs) through regular check-ins and program reviews to ensure ongoing compliance and smooth program execution. Additionally, the team oversees contract modifications and amendments while documenting lessons learned to improve future engagements.





CROSS-FUNCTIONAL COLLABORATION

Business Development (BD), Solutions, and Delivery—collaborate seamlessly to drive growth, innovation, and client success. BD focuses on identifying opportunities, fostering relationships, and building strategic pipelines, while Solutions leverages technical expertise to design innovative, tailored offerings that address client challenges. Delivery ensures operational excellence, executing projects with precision and maintaining high-quality standards.

- ✓ **Organic and Adjacent Growth:**
- ✓ **Coaching and Market Analysis:**
- ✓ **Capture Support:**
- ✓ **Collaboration for Growth**





ORGANIC/ADJACENT GROWTH WITH CLIENTS

Legal/Contract Options: Any precedence on going back to the customer for price adjustments based on inflation etc. that may help us boost EBIT and improve margins on our ongoing work.

- ✓ Improved Margins and EBIT
- ✓ Enhanced Contract Sustainability
- ✓ Strengthened Customer Relationship
- ✓ Risk Mitigation



BUSINESS ACQUISITION

LIFE CYCLE



Stages:

I. Identification

II. Qualification

III. Pursuit

IV. Proposal

V. Negotiation
VI. Closed

Primary Efforts:

Strategic Plan and Market Analysis

Opportunity Qualification

Opportunity Assessment

Capture & Strategy Development

Pre-Proposal Planning & Development

Proposal Development

Post-Submittal

Gate 1:
Qualification

Gate 2:
Pursuit

Gate 3:
Bid/No Bid

Gate 3a:
Updated Bid/No Bid

Submit Proposal

Timeline 1:

12-18 Months before Final RFP

6-9 Months before Final RFP

Draft RFP Release

Final RFP Release

Timeline 2:

9-12 Months before Final RFP

3-6 Months before Final RFP

Draft RFP Release

Final RFP Release

BONUS PLANS



There are multiple types of Bonus plans in play

A pool of money is set-aside after a win to be distributed to the BD/Capture Lead(s), Proposal/Pricing Team members, and major contributors to the win. Different pool sizes are created based on the amount of the Aretum TCV, the percentage of Direct Labor being retained by Aretum versus being subcontracted, and the project profitability.

BD/Capture Leads are incentivized through the Business Development Capture Plan for picking the right opportunities that match Aretum's competencies, performing capture, co-leading the bid, taking the bid to submission, and winning.

Operational Leads who have growth targets are incentivized through a bonus plan that includes contributions and leadership of organic growth, adjacent growth and re-compete wins (in addition to their operational goals).

Key Contributors (Writers/SMEs) to growth and proposals are compensated out of the BD pool for wins based on contribution level (as long as they didn't also get extended time paid for working on proposals).

Executives and Managers do not get bonuses by each win but by meeting growth targets, and a variety of other goals at the individual, division and corporate level.

BONUS PLANS DETAILS



7 Categories:

1st Category earns 0.3% of Aretum TCV:

New Business + Prime Unrestricted + Greater than \$25M TCV + >60% Aretum Direct Labor + Greater than 14% net profit

2nd Category earns 0.225% of Aretum TCV:

New Business + Prime Unrestricted + Greater than \$25M TCV + >50% Aretum Direct Labor + Greater than 10% net profit

3rd Category earns 0.15% of Aretum TCV:

New Business + Prime Unrestricted or JV with greater than \$25M Aretum TCV + >50% Aretum Direct Labor for our portion of the work

4th Category earns 0.1% of Aretum TCV:

New Business + Prime Unrestricted or JV with greater than \$15M Aretum TCV + >50% Aretum Direct Labor for our portion of the work

5th Category earns 0.05% of Aretum TCV:

New Business + Prime Unrestricted or JV with greater than \$10M Aretum TCV + >50% Aretum Direct Labor for our portion of the work

6th Category earns 0.05% of Aretum TCV:

Recompete or Directed Award or Follow-on Work + Prime Unrestricted or JV with greater than \$5M Aretum TCV + >50% Aretum Direct Labor for our portion of the work – distributed to Operational PMs and Leads, not the BD team

7th Category earns 0.025% of Aretum TCV:

New Business + Prime Unrestricted or JV with greater than \$5M Aretum TCV + >50% Aretum Direct Labor for our portion of the work

Smaller wins don't earn a bonus.

- No BD bonuses for anything less than \$5M Aretum TCV
- No BD bonuses for anything less than 50% Aretum Direct Labor.

ROAD MAP FOR EXECUTION



Key Actions/Behaviors:

Define key actions/behaviors required to meet 2025 targets.

B&P Process:

Roll out of B&P Policy and Process -How are writing support and SMEs requested for help with proposals, when writers and reviewers are needed from Sector operations teams?



KPIs:

Establish measurable KPIs to track progress (e.g., win rates, customer meetings, call plans, pipeline growth, proposal quality).

Check-ins:

Implement a monthly and quarterly check-in cadence to assess performance and adjust strategies.



Accountability: Assign ownership for specific roadmap tasks.

INDUSTRY

BEST PRACTICES

Focus on High-Value Opportunities:

- Leverage existing contracts and customers for organic growth while strategically pursuing adjacent opportunities in current markets.
- Target multi-year contracts and GWACs (e.g., Alliant 3, SEWP, etc) to secure large-scale opportunities.



Implement Capture Best Practices:

- Develop robust capture plans with measurable goals (e.g., P-win, pipeline ratios).
- Engage early with clients to understand their needs and tailor solutions.
- Have KPIs that are part of the capture and proposal process.



Strengthen Differentiators:

- Develop and market unique value propositions for Aretum's core capabilities (e.g., Cyber, Data Intelligence).
- Publish thought leadership through white papers, webinars, and conference participation.



Increase Visibility:

- Actively participate in industry events and panels to position Aretum as a trusted advisor in key markets.
- Enhance marketing efforts through targeted campaigns and social media presence.



Q&A

Question

Answer

Question

Answer

Question

Answer

Question

Answer



Q&A

Question

Answer

Question

Answer

Question

Answer

Question

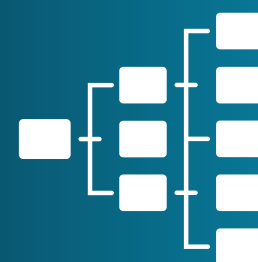
Answer



OPEN DISCUSSION AND CALL TO ACTION



Looking for ways to increase collaboration across the organization, across divisions, sectors and projects



Looking for ways to formally establish a horizontal technical organization of both dedicated and loaned SMEs



Address questions or concerns from the team.

NEXT STEPS



Developing a Go-to-Market Strategy – February meeting



Reinforce the vision and the importance of collective effort to achieve 2025 goals



The Aretum logo features the word "ARETUM" in a bold, white, sans-serif font. A yellow swoosh underline is positioned beneath the letter "A". The logo is centered within a teal hexagonal shape.

ARETUM

THANK YOU

A decorative graphic consisting of a grid of yellow dots that tapers to a point on the right side, resembling a stylized arrow.

FOR YOUR ATTENTION

A decorative graphic consisting of a grid of yellow dots that tapers to a point on the left side, resembling a stylized arrow.

**Let's work together to achieve these ambitious targets and
drive Aretum's success in 2025!**

www.aretum.com