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Story

As an exporter of cyber security to a diverse assortment of government, NGO and private entities, NUARI needed to clearly identify the risks in exporting and deploy a defined, appropriate export strategy. Following up on the suggestion of Patricia Giavara, VMEC Assistant Director and Growth Services and Innovation Engineering Black Belt, NUARI learned that Expotech would be a good place to learn the export process. Phil Susmann, President of NUARI decided to participate in the program to get a good framework for their market growth strategy.

Norwich University Applied Research Institutes (NUARI) studies and develops solutions to critical national and global issues. A 501(c)(3) non-profit corporation, NUARI serves the national public interest through the study of critical national issues and the development of related educational and training programs; by conducting rapid research, development and deployment of needed technologies; and by addressing related policy, information management and technology issues to enhance a national capability for preparedness and response.

NUARI needed to understand the risks in exporting as they were new to it and had a considerable responsibility to avoid the risk of their cyber security programs falling into the wrong hands. The legal risks were serious, as well as actual risks to national security. NUARI needed to clarify the export process in order to establish a clear protocol to follow for eliminating risks, and to clearly identify good potential partners while avoiding risky ones. The procedure for checking the "Denied Parties List" with the Department of Commerce was not only a requirement, but a benefit for NUARI. Understanding the need for this type of procedure and where to go to accomplish it was one of the biggest benefits for NUARI. Being able to identify specifically what to look for, such as legal issues, internet rules, DOD needs, compliance procedures, and who to talk to was the key to laying down a repeatable export protocol that minimized risks.

WOW Discovery - "We understood the right questions to ask."

Understanding the right questions to ask allowed NUARI to evaluate customers or partners, and come away with a "bid or no-bid" decision more clearly. It gave them the defined decision-making process that they were missing. Understanding this better, they were able to construct processes to comply to export rules and set-up appropriate procedures. As a direct result of receiving contact information for these issues at Expotech, NUARI was able to obtain industry-specific recommendations that modified their strategy. Some of those contacts include: Susan Murray, VT Director, US Export Assistance Center, US Department of Commerce, Joan Goldstein, Commissioner, VT Department of Economic Development, Mike Allocca, President, Allocca Enterprises, and Mark Oettinger, Esq., all experts in exporting.

The Best Part

As a developer of intellectual property, in NUARI's case, the most pertinent part of Expotech's training was the segment on compliance/legal issues. Knowledge gained from this module allowed NUARI to engage overseas more effectively. Specifically, NUARI modified their approach to partnering due to risks they could now identify, which laid the groundwork for future deals. Seeing where the risks were, they were more readily able to quantify them. Case in point, in a recent partnership in Africa, NUARI decided to change their strategy to employ a local firm for services instead of sending someone from their own team, advancing the project, while minimizing risks to their firm.

Tangible Benefits

The “development of a repeatable process for engaging with international prospects” is what allowed NUARI to “know and then execute a plan.” NUARI is now organized to be successful. They have a process to understand and mitigate risk, clearly identifying and avoiding important risk factors.

What would you tell others?

“ExporTech is the essential program to understanding international opportunity.”

“This was a critical part of our business-building phase and allowed us to grow as a team.”

The Results After ExporTech?

NUARI went confidently forward onto a project in Singapore executing according to a solid plan and defined process. Executing well is important and knowing you’ve mitigated risks allows that to happen. In another bid- no bid scenario, training provided allowed NUARI to recognize an opportunity to partner that they had not previously identified. The clear difference in their strategy now is that they are currently PROACTIVELY pursuing international projects with a defined plan, opening new opportunities. NUARI is now revising marketing materials to reflect this and pursuing new international targets.