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Executive Summary

Nasatka Barrier is a privately held company based in Clinton, Maryland. The corporation has been a pioneer in innovation, manufacturing, and service of perimeter physical security products. Its product serves in the highest security sites around the world. Serving from military bases to private sectors, Nasatka aims to provide the highest quality products and services to its customers. Nasatka possesses many strengths that build its reputation. Its world-class protection system and good relationships with suppliers contribute to its current success.

There is no doubt that Nasatka leads in its industry and market. However, we observed some challenges and issues Nasatka is facing right now. We identified that Nasatka needs to improve its emergency call center and to prevent high travel costs. We also sought that subcontractor have different ways to install and maintain the equipment which is a threat to Nasatka. With the right tool, Nastaka would also need to maintain and strengthen its customer relationship.

The purpose of this business plan is to analyze the business problems mentioned above and design action plans that work simultaneously to resolve these issues. We did stakeholder analysis, industrial research, and competitor analysis to better understand the external environment. A business model canvas and SWOT analysis take place in this plan for our team to grasp how Nasatka brings value to its clients and its current position in the market. For this plan, we saw a huge opportunity to focus on the Air Force customer segment since it has 25% share of the company annual sales. We believe that this business plan will bring benefits and values to the operations of Nasatka.

Meet the Team



Kuan-Hsien Lee
[linkedin.com/in/kuanhsienlee/](https://www.linkedin.com/in/kuanhsienlee/)

Kuan-Hsien Lee is currently an MBA student at the University of South Florida. He works at INTO USF as a Student Experience Leader to help students with campus resources and event promotion. He also worked at the USF Monica Wooden Center as a marketing independent research intern. With a BS in Marketing concentrating in Supply Chain Management, he is passionate about developing marketing plans and content creating. He is also enthusiastic in social media marketing. He has experience in event planning, marketing research and marketing promotion.

Pernedith Belavendra George @ Ravi
[linkedin.com/in/ravindrangeorge/](https://www.linkedin.com/in/ravindrangeorge/)

Ravi is currently an MBA student at the University of South Florida. He is working in Johnson and Johnson as a software engineer. With the concentration in Analytics and Business Intelligence, He has strong knowledge in Data Engineering. He has over 20 years of Software development and project management experience in various domain like Banking, ERP & Ecommerce. He handled various international projects in different domains.





Seyit "Ali" Guzel

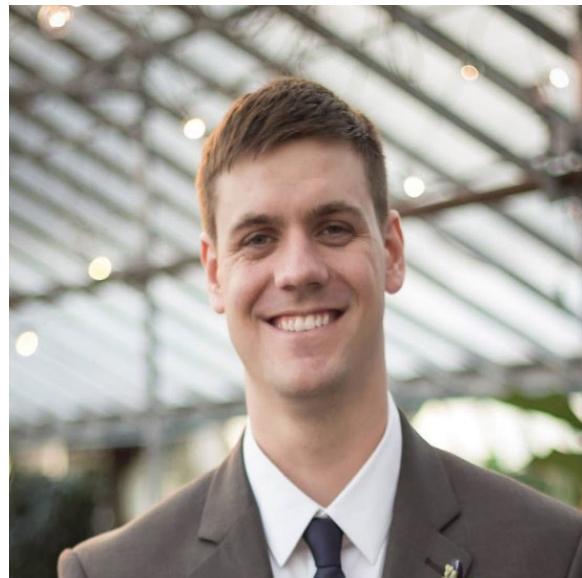
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Ali is currently an MBA student at the University of South Florida. He earned his bachelor's degree in Marketing & Professional Sales from Florida State University. During his Undergraduate studies, Ali attended two intercollegiate sales competitions to present the Sales institute at the Florida State University. Before starting his MBA studies, Ali worked as a regional sales manager for a flooring material distributor company based in Tampa, FL. He worked directly with General contractors, Architects, Home builders, and Interior designers to provide flooring solutions for commercial and residential projects. In his two years of work experience, Ali was able to grow his Territory revenue by 40%.

Bradlee Barlow

[linkedin.com/in/bradleebarlow/](https://www.linkedin.com/in/bradleebarlow/)

Brad is currently an MBA student at the University of South Florida. After earning his bachelor's degree in Marketing from University of South Florida Saint Petersburg he took on a management position within his family's business, where he helped the company grow over the last 4 years, producing marketing campaigns introducing more efficient practices to daily operations. During this time, he has also been managing the training program for the 927th Air Force Reserve Wing's Force Support Squadron stationed at MacDill Air Force Base. Brad hopes to take his newfound skills from his MBA and work in process improvement and waste management projects in line with Lean Six Sigma.





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Client Overview

Nasatka Barrier, Incorporate, privately held corporation based in Clinton, Maryland, has been a leader in innovation, manufacturing, and service of perimeter security products. Nasatka has a global presence, with corporate offices in Clinton, Maryland, and with sales and service locations spanning throughout the United States of America, Southeast Asia, and in the Middle East.

Nasatka specializes in the design and production of physical and electronic security applications for Vehicular and Pedestrian Access-Control with emphasis on maximum security. These solutions include “Delay to Respond” applications that are intended primarily to control, detect, and (where necessary) stop unauthorized motor vehicles and pedestrians. Nasatka offers innovative access-control solutions including automated solutions to improve traffic throughput and tracking. Nasatka provides 24/7 Contractual and T&M Service and Maintenance Programs for thousands of physical security assets throughout the Continental United States (CONUS) and Globally (OCONUS).

Nasatka has consistently built, installed, and serviced products that are deployed at the highest security sites in the world. We installed the first steel plate barrier in the United States (J. Edgar Hoover Building in Washington, D.C.) and conducted the first steel-plate (wedge) active vehicle barrier (AVB) crash test in the United States (1985). In this business canvas model, we will focus on the Air Force customer segment and provide recommendation specifically for Air Forces.

Nasatka Security, incorporates engineering, design, manufacturing, construction, and service performance scopes with the proven ability to meet the critical time and quality expectations of the end user customer for critical infrastructure facilities. It provides subject Facilities and



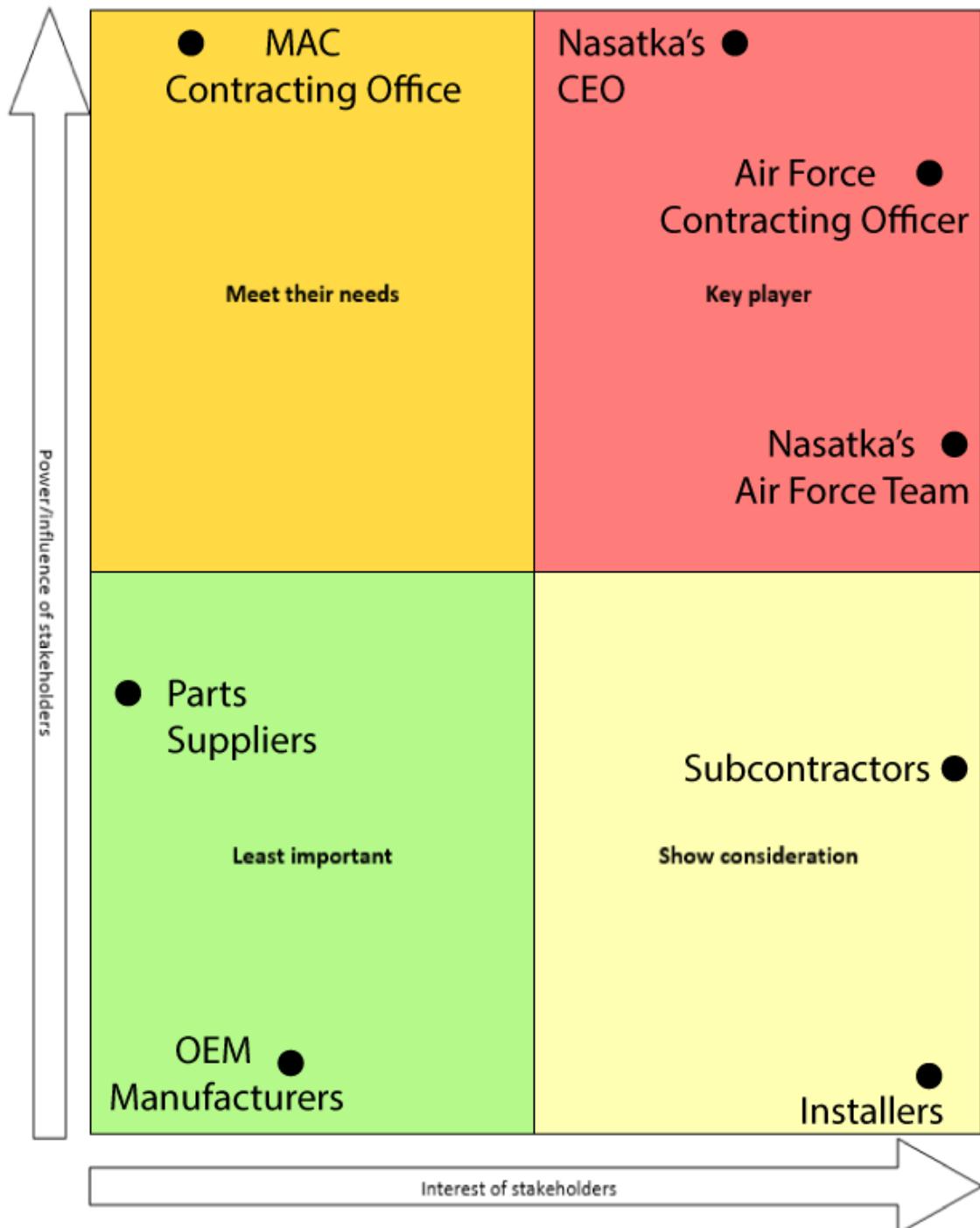
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Institutions with the required security enhancement solutions to include the furnish, installation, and sustainability of positive countermeasures.

Nasatka incorporates design to comply with: (1) standard industry commercial and government security practices and/or with (2) practices and procedures from (i) the USACE Army Standard United Facility Guide (UFGS) UFC 4-022-02 guidelines to access-control/perimeter protection and (ii) the Military Surface Deployment and Distribution Command Transportation Engineering Agency Pamphlet 55-15, *Traffic Safety Solutions*.

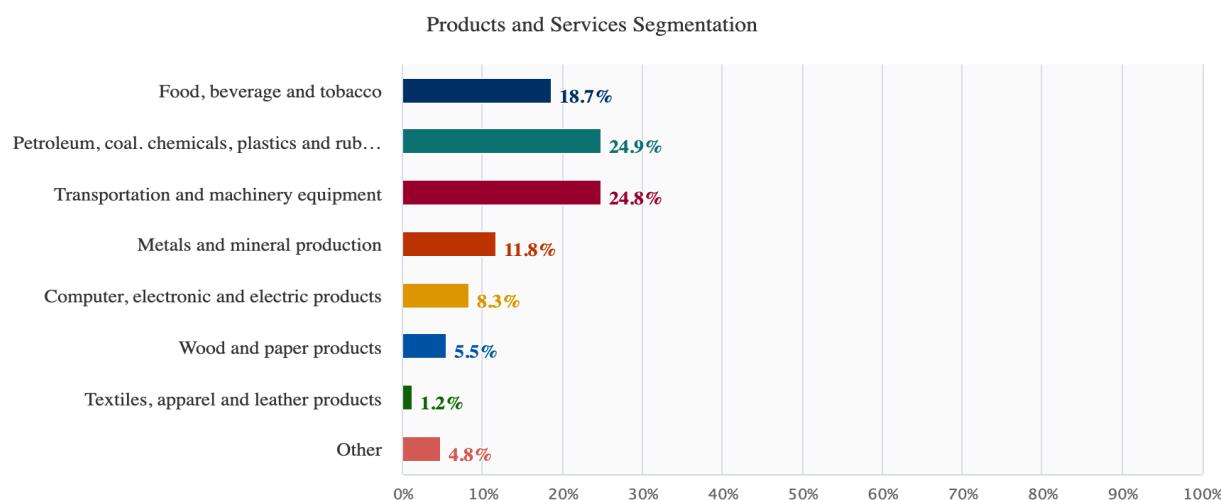


Stakeholder Analysis



Industry/Competitor Analysis

With Nasatka providing physical security products and installation, it falls under the manufacturing industry in the transportation and machinery product sector. The manufacturing industry in the U.S. transforms raw materials to finished products through mechanical, physical, and chemical processes (IBIS World). On top of that, it also involves installation and assembling parts. The manufacturing industry has a wide range of activities. It includes food and beverage, petroleum and chemical products, transportation machinery and machinery equipment, metal products, electronic products, wood products, textile, and leather products. The manufacturing industry is forecasted to grow over the next five years. Even though the pandemic has affected the growth of the manufacturing industry during 2020, the industry sector revenue is expected to increase at an annualized rate of 0.8% to \$6.2 trillion over the next five years as the price of commodities is going to stabilize post pandemic (IBIS World). The transportation and machinery product takes the second biggest part of the sector revenue, being 24.8% of the total sector revenue following the Petroleum, coal, chemical, plastic product in the manufacturing industry.



2021 INDUSTRY REVENUE

\$6.0tr

Manufacturing
Source: IBISWorld

Competitors Analysis

Service Competitors

Being one of the top security service companies, Nasatka faces competitors in the industry who provide similar services for a limited customer segment. Knowing the potential threat; Nasatka must position themselves intelligently to provide value their competitors cannot. Nasatka's main competitors are Perimeter Security Partners, Potomac Security Systems and Sloan Security Group.

Potomac Security



Potomac Security is a women-owned service company. Potomac Security specializes in providing security system services such as maintenance, repair, and installations for products from leading fabricators like Nasatka. This company performs services on barriers, bollards, wedge barriers, and other security systems. Potomac provides 24/7 service to make sure their customers have limited downtime. One of the attractions of Potomac is that they provide their services across nation, no matter where the clients are in the states. Their advantage is their flexibility to serve products from multiple fabricators. According to Mergent Intellect, Potomac Security has a stable \$160,000 of sales revenue in 2020.

Perimeter Security Partners (PSP)



Founded in 2014, Perimeter Security Partners (PSP) provides numerous barrier products such as crash beams, wedge barriers, anti-ram swing gates, anti-ram bollards, crash rated street furniture, and canopies. PSP also provides different services including installation, repairs, and maintenance worldwide. PSP's 24/7 support line makes repair and maintenance quick and accessible. PSP tailors each service to fit the customer's needs so that their systems are properly maintained. Each client of PSP can expect to have one time evaluation, monthly, semi-annual, or annual service intervals included in the contract. Even though PSP is a relatively new company, its experienced technicians, construction managers, and designers ensure client's satisfaction on each project. Working with numerous barriers, physical and electronic security system manufacturers, PSP can provide top quality services and ensure that customers get the best solutions within their budget. Their annual revenue has increased from \$1,280,000 in 2019 to \$20,180,000 in 2020 with an increase of 23 new employees, according to Mergent Intellect. As a result, PSP is rapidly growing and presents a strong presence in sector.



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Sloan Security Group



Sloan Security Group started as a forest construction company serving local timber mills in 1991. It evolved to a security company and built fences for properties. They expanded to provide more security services and became a national security company in 2006. Now, Sloan is a global leader in the security industry providing advanced security solutions for its clients. Sloan provides 3 major types of security products including crash-rated barriers, access control, and intrusion detection. Within the crash-rated barriers sector, Sloan provides bollards, wedge barriers, crash beams, security fences, and crash walls. For access control, Sloan has gate arms, guard booths, automatic gates, turnstile, and card access for potential customers. Sloan's intrusion detection systems include surveillance cameras, intrusion sensors, wireless management monitor software, video analytics applications, and cloud-based storage for videos. The diversity of different products lets Sloan to reach a wider range of customers. Sloan services not only help customers have a better security solution from start to finish, but also provide on-site training, 24/7 emergency response and maintenance from certified technicians post installation. According to Mergent Intellect, Sloan currently has an annual revenue of \$6,950,000 in 2020.

Fabrication Competitors

Other than in the service sector, Nasatka also faces competition in the fabrication industry. While Sloan Security Group is also one of the biggest competitors to Nasatka in fabrication. There are two other competitors that are a potential threat to Nasatka. Those competitors are Delta Scientific Group and Ameristar Perimeter Security.

Delta Scientific Group



Delta Scientific Group is a California based company manufacturing high quality security products just like Nasatka. Delta makes wedge barriers, bollards, beam barricades, sliding gates and many more products. In terms of products, Delta has more than 100 different designs to suit on the client's needs. Delta not only provides security products, but also consults with clients on various security solutions, including traffic management, event security, and military security. According to Mergent Intellect, Delta has a high and steady sales volume of over \$20,000,000 in 2020. Being in the industry for over 40 years, Delta is undoubtedly a strong competitor to Nasatka.



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Ameristar Perimeter Security



Ameristar Perimeter Security provides different physical security products. Their Patriot Beam Barrier is one of the strongest barriers in the industry. According to Ameristar Security website, the Patriot rising beam barrier increases entry security with its rapid deployment rate. It deploys between 3 to 5 seconds which is extremely fast, leaving intruders no success of entry. It remains functional even after a crash. The detailed product showcase video exhibited how strong this barrier is. Ameristar also has other types of security products like fixed bollards, retractable bollards, and other active barriers. Ameristar helps the clients sort out products by crash ratings so that clients can easily find the product they need. According to Mergent Intellect, Ameristar Perimeter Security has \$122,400,000 of revenue in 2020, making the company a strong presence in the competition.

Business Model Canvas

Key Partners	Value Propositions	Customer Relationships	Channels	Revenue Streams
<ul style="list-style-type: none"> Sub-Contractors Suppliers Installers Air Force Contracting Officer 	<ul style="list-style-type: none"> Installation of new units Service call of existing units Preventative Maintenance of existing units Repairs of existing units. Fabrication of new units Engineer drawings Annual Training 	<ul style="list-style-type: none"> Reliable Security Systems Protection of key resources Reduction in overall security costs Single point of contact for subcontractors and clients Timely and professional Worldwide network of vendors and service technicians 	<ul style="list-style-type: none"> First party barrier vendor/fabricator Prime contract holder for USAF barrier program Liaison for maintenance program including first and third party barriers between subcontractor and client 	<ul style="list-style-type: none"> Government Service Contracts Change orders Out of scope maintenance (large scale repairs past \$3500) New Barrier Sales
Key Activities	Key Resources	Cost Structure		
<ul style="list-style-type: none"> Installation of new units Service call of existing units Preventative Maintenance of existing units Repairs of existing units. Fabrication of new units Engineer drawings Annual Training 	<ul style="list-style-type: none"> One of four approved bidding organization in Airforce contracts. Unique and durable product line that is crash-tested. Been in business for 46 years. (Industry experienced) Strong business partners 	<ul style="list-style-type: none"> Transportation Cost Salaries of employees Travel compensations Distribution Material Cost Product Assembly Cost 		

SWOT Analysis

Category	Strength	Weakness	Opportunity	Threat	Description and impact on strategy:
1. Value Proposition	X				<p>Strong security system to protect important resources (S)</p> <p>Low-cost security system (S)</p> <p>Easier communication across subcontractors and clients (S)</p> <p>Worldwide network of vendors and experienced service technicians (S)</p> <p>Able to operate under high stress situations (S)</p>
2. Customer Segments	X		X		<p>Focus on the Air Force segment which has 25% share in the company annual sales (O)</p> <p>Nasatka is one of four candidates allowed to bid the Air Force contracts (S)</p>
3. Customer Relationships	X		X		<p>Directly manufactures the barriers (S) (O)</p> <p>Prime contract holder for USAF barrier program (S)</p> <p>Liaison for maintenance program including first- and third-party barriers between subcontractor and client (S) (O)</p>
4. Channels	X	X		X	<p>Sales from referrals made by existing clients (S)</p> <p>24/7 emergency call center needs improvement on answering calls on time (W)</p> <p>High traveling cost (W)</p>

5. Key Partners	X			X	<p>Some sub-contractors are also competitors (T)</p> <p>Sub-contractor cannot response on time (T)</p> <p>Good partnership with suppliers (S)</p> <p>Installers needs make sure they properly install the systems (T)</p>
6. Key Activities	X	X	X	X	<p>Couldn't install properly every time (W)</p> <p>Needs to improve service call reaction time (W)</p> <p>Excellent preventative maintenance of existing units (S)</p> <p>High quality repairs (S)</p> <p>Manufacturing new units (O)</p> <p>Sub-contractors have different installation procedures (T)</p>
7. Key Resource	X	X	X		<p>One of four approved bidding organization in Airforce contracts, but also requires positive interactions with clients to keep this status and be able to bid (S) (W)</p> <p>Lack of resources (W)</p> <p>Unique and durable product line that is crash-tested. (S)</p> <p>Been in business for 46 years. (Industry experienced) (S)</p> <p>Proven business partners worldwide (S) (O)</p>

8. Cost Structure		X		X	<p>Many costs are based on external providers, many of whom are direct competitors on service, reducing Nasatka's control on pricing (W) (T)</p> <p>When Nasatka is required to fix deficiencies core team members must travel to deficient location. (W)</p>
9. Revenue Streams	X		X	X	<p>Government service contracts are consistently paid (S)</p> <p>Change orders and out of scope maintenance can provide large cash inflows outside of regularly scheduled maintenance but can be bid by other companies. (O) (T)</p> <p>Aging barrier systems pose opportunity to upsell to newer system or retrofit existing to comply with today's standards. (O)</p>

Goals and Criteria

Goals:

1. Maintain active status to bid Air Force contracts in the future.
2. Increase the number of bids and/or win rates.
3. Increase profit margin.
4. Develop more key partners.

Criteria:

1. Optimize Customer Experience.
2. Minimize Service Issues.
3. Increase Productivity.
4. Minimize Costs.

Goals and Criteria Matrix

Criteria / Goals	Maintaining active status to bid Air Force contracts in the future	Increasing number of bids and win rates	Increasing profit margin	Developing more key partners
Optimize Customer Experience	X			X
Minimize service issue	X		X	X
Increase productivity		X	X	X
Minimize Costs		X	X	



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Customer Relationship Management

Summary

This action plan is to implement a CRM system successfully for Nasatka's Air Force team to help in their operations and customer service cases. NetSuite's CRM system will come with numerous benefits for business operations, sales, customer experience, and project tracking. For example, a CRM system will allow clients to send in service requests, quote requests, and/or any other business communication directly to Nasatka without having to go through a generic call center and talk to somebody that has no experience with Nasatka's product.

Benefits, Costs and Risks

Benefit

CRM system will eliminate bad customer experience and decrease the time spent on placing orders, service requests, and communication within Nasatka's teams. It will also allow teams on ground to have access to the information from anywhere in the world.

Costs

Since Nasatka already has a subscription with NetSuite, no additional cost associated with account subscription will be paid. Most of the cost of implementing of NetSuite CRM system will come from the time spent on training team members on how to use it properly. This number will depend on how many Nasatka employees are going to be using CRM system. 8-hours per week spent for training for 2 weeks will be enough for the team members to get familiar with the program.

Risk

Risk of getting company critical information leaked can be controlled and monitored via system administrator. Access for the critical information can be restricted among teams and sub-contractors.

Metrics

- The plan's success will be measured over period of quarter performance in time and resources spent in customer calls, service calls, and overall operations.

Financial Impact

- No cash flow is necessary for setting up NetSuite CRM system as subscription already paid to cover this feature. Nasatka should use this system to maximize the use of their paid subscription for NetSuite.
- With minimal investment in staff and work hours, proper training can be done to ensure the team members are familiar with the system. Training hours can be scheduled during timeframe where it won't affect the business operations.

Timeline (Gantt)

Task Name	Start Date	End Date	Start On Day*	N* (Work Days)	Duration	Team Member	Percent Complete
Requirement Analysis							
Requirement Analysis	12/1/2021	12/15/2021	0	15	CEO/Technical Staff		0%
Software evaluation	12/16/2021	12/24/2021	16	8	CEO		0%
System Demo	1/3/2022	1/10/2022	26	7	IT/Technical Staff		0%
Requirement finalizing	1/11/2022	1/24/2022	33	13	CEO		0%
Implementation							
Initial setup	1/25/2022	2/2/2022	46	8	Oracle NetSuite		0%
Testing	2/3/2022	2/11/2022	54	8	NASATKA / NetSuite		0%
Pilot Run	2/14/2022	2/28/2022	62	14	NASATKA		0%
Phase 2: Evaluation							
Evaluation	3/1/2022	3/14/2022	76	13	NASATKA		0%
Fine tune / Add Feature	3/15/2022	3/31/2022	89	16	NetSuite		0%
Testing	4/1/2022	4/22/2022	105	21	NASATKA / NetSuite		0%
Full release	4/25/2022	5/6/2022	126	12	NASATKA		0%



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Knowledge Management System

Summary

This action plan is the build the Knowledge Management System to support Call center and service technicians. Many user manuals have more than 200 pages, and the technicians are not able to go through the manual and troubleshoot efficiently, sometimes senior technicians possess more knowledge oh how to fix the issues quickly, but the junior technicians may need to search through the extensive manuals. Knowledge is not shared and if the experienced technician is not on site, Nasatka loses the expertise of the seasoned technician. This system will capture all the troubleshooting techniques and known problem solutions from historical data. With the help of this system the new technician also able to give solution in a quick turnaround time. The chatbot based AI solution will help call center to provide quicker solutions over the phone.

Who needs to be involved?

- There are multiple over the shelf products available.
 - If Nasatka wants to this solution as the SAS [service as solution], The Provider will support the maintenance
 - Nasatka can hire or outsource the work to implement the solution based on their need.
 - The manufacturers need to provide all supported manuals and FAQ trouble shooting materials
 - Nasatka's technicians or service personal need to key in the trouble shooting techniques & solutions
 - Nasatka's senior management should take a call in allocating the budget & assigning the right resources to implement the system
 - System training needs to be provided



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Benefits, Costs and Risks

Benefit:

The benefit of this plan is to increase troubleshooting efficiency, Reducing the time and cost of the technician. Reduce the false alarm calls/ticket.

Costs:

For Implementing service as a solution (**SAS**): **starts at 25/user per month**

For Custom Implementation: Depends on the Nasatka's requirement and software it will vary.

Overall, 700-hundred-man hours estimated

Risks:

Technicians' willingness to share the knowledge is the success of the system.

Metrics

- The plan will be measured by the improvement of overall customer experience from high-quality support.
- Technicians troubleshooting timeline.
- Reducing number of false alarm calls.

What do we need to put this idea into Action?

- Gathering the basic requirements.
- Evaluate the over the self-products in the market.
- Ask them to show the demo.
- Implementation Cost negotiation.
- Requirement Analysis with the implementation team.
- Customization and implementation.
- Pilot implementation on one base.



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Financial Impact

Year	2021	2022	2023	2024	2025
Revenue for Arizona Base	\$ 962,516.72	\$ 1,155,020.06	\$ 1,386,024.08	\$ 1,663,228.89	\$ 1,995,874.67
Implementation Cost / Maintenance Cost	\$ 43,000.00	\$ 14,190.00	\$ 15,609.00	\$ 17,169.90	\$ 18,886.89
User License	\$ 6,000.00	\$ 6,600.00	\$ 7,260.00	\$ 7,986.00	\$ 8,784.60
Operating Income	\$ 913,516.72	\$ 1,134,230.06	\$ 1,363,155.08	\$ 1,638,072.99	\$ 1,968,203.18
PV Interest Factor @ 8%		0.9259	0.8573	0.7938	0.7350
Discounted Cash Flows	\$ 913,516.7200	\$ 1,050,213.02	\$ 1,168,685.77	\$ 1,300,355.15	\$ 1,446,688.09
NPV	\$ 5,879,458.76				

Cost Calculation

	Hours	Rate	Total
Implementation	600	\$ 70.00	\$ 42,000.00
Testing	100	\$ 40.00	\$ 4,000.00
User License /Month [10 base+10 employee)	500	\$ 12.00	\$ 6,000.00
			\$ 52,000.00

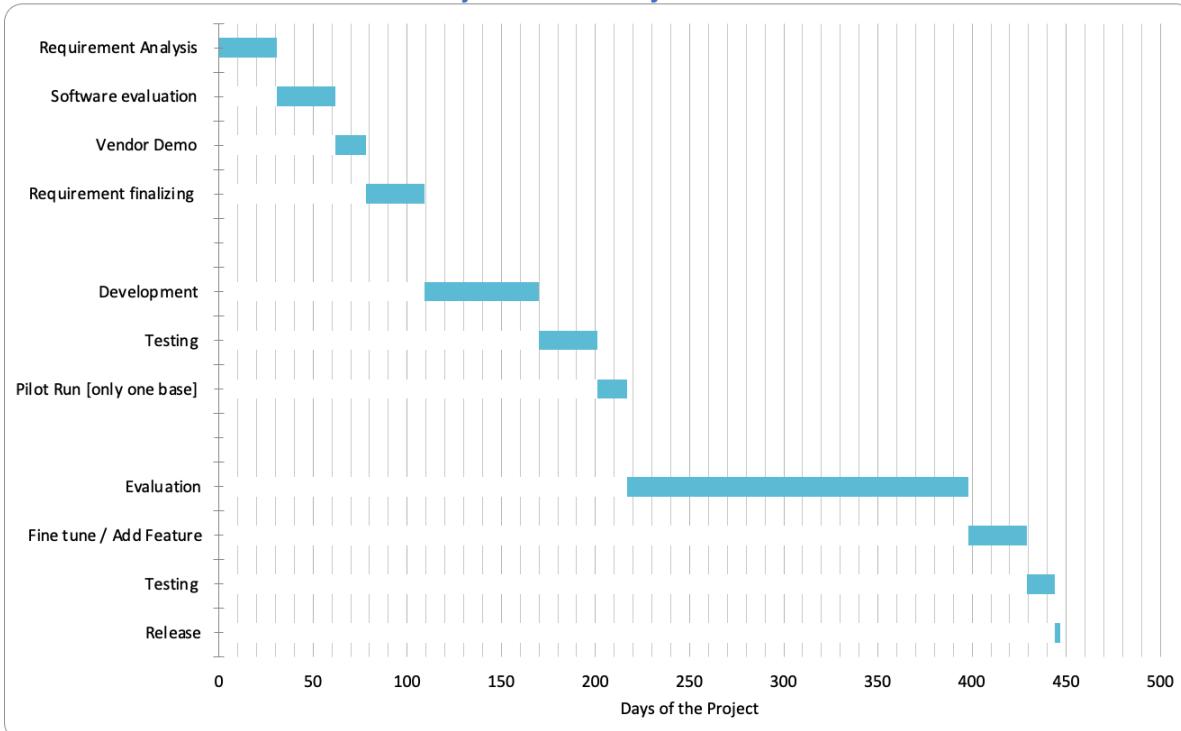
Timeline (Gantt)

Knowledge Management System

* = an automatically calculated cell

Task Name	Start Date	End Date	Start On Day*	Duration* (Work Days)	Team Member	Percent Complete
Requirement Analysis						
Requirement Analysis	12/1/21	12/31/21	0	31	CEO/Technical Staff	0%
Software evaluation	1/1/22	1/31/22	31	31	CEO	0%
Vendor Demo	2/1/22	2/16/22	62	16	IT/Technical Staff	0%
Requirement finalizing	2/17/22	3/19/22	78	31	CEO / Vendor	0%
Implementation						
Development	3/20/22	5/19/22	109	61	Vendor	0%
Testing	5/20/22	6/19/22	170	31	NASATKA / Vendor	0%
Pilot Run [only one base]	6/20/22	7/5/22	201	16	NASATKA	0%
Phase 2: Evaluation						
Evaluation	7/6/22	1/2/23	217	181	NASATKA	0%
Fine tune / Add Feature	1/3/23	2/2/23	398	31	Vendor	0%
Testing	2/3/23	2/17/23	429	15	NASATKA / Vendor	0%
Release	2/18/23	2/20/23	444	3	NASATKA	0%

Project Timeline in Days





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Nasatka Technician Program

Summary

This action plan focuses on creating a sustainable network of Nasatka employed technicians. Creating this program Nasatka will analyze potential regional center locations that can service multiple bases then acquire technicians to operate this regional center. These regional centers will allow Nasatka to control the quality of work provided by the technicians while simultaneously reducing the costs associated with subcontracting another company to respond to service calls.

Who needs to be involved?

- Outside training agencies (OEM manufacturers)
- Current technicians in Nastaka to cover gaps during program transition
- Air Force barrier program Director from Nasatka to scout locations and source equipment required to perform maintenance.
- Nasatka's Air Force barrier team to train new lead technicians on Nasatka protocol.
- CEO to tap into existing network to source qualified lead technicians to support the new market.

Benefits, Costs and Risks

Benefits:

The process of deploying, managing, and training technicians will be centralized under Nasatka. This will allow consistent service delivery that can be iterated on and improved based on customer feedback.



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Costs:

- Technician salary
- Barrier specific training
- Maintenance vehicle cost
- Regional center overhead costs
 - Vehicle
 - Vehicle upkeep
 - Insurances
 - Tools
 - Tool calibration/upkeep

Risks:

- Loss of bases in area reducing profit margins.
- Understaffed offices cause maintenance response issues.
- Large geographic regions cause communication breakdowns.

Metrics

- Rejected service reports reduced
- Reduction in multiple trips for service
- Increase in customer satisfaction
- Increased profit margins from service contracts

Financial Impact

Year	2021	2022	2023
Revenue	\$ 194,370.00	\$ 198,206.00	\$ 202,137.00
Technicians	\$ 143,500.00	\$ 140,000.00	\$ 140,000.00
Vehicle	\$ 33,000.00	\$ 3,100.00	\$ 3,410.00
Tools	\$ 2,100.00	\$ 300.00	\$ 300.00
Operating Income	\$ 17,870.00	\$ 55,106.00	\$ 58,727.00
PV Interest Factor @ 8%		0.9259	0.8573
Discounted Cash Flows	\$ 17,870.0000	\$ 51,024.07	\$ 50,348.94
NPV	\$ 119,243.01		

Revenue Calculation	Year 1	Year 2	Year 3
Davis Monthan AFB	\$ 79,950.00	\$ 82,164.00	\$ 84,440.00
Luke AFB	\$ 114,420.00	\$ 116,042.00	\$ 117,697.00
Cost Calculation			
Technician 1	\$ 70,000.00	\$ 70,000.00	\$ 70,000.00
Technician 2	\$ 70,000.00	\$ 70,000.00	\$ 70,000.00
Technician Training	\$ 3,500.00	\$ -	\$ -
Vehicle Purchase	\$ 30,000.00	\$ -	\$ -
Vehicle Insurance	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
Vehicle Maintenance	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Tools	\$ 2,000.00	\$ 200.00	\$ 200.00
Tools upkeep	\$ 100.00	\$ 100.00	\$ 100.00

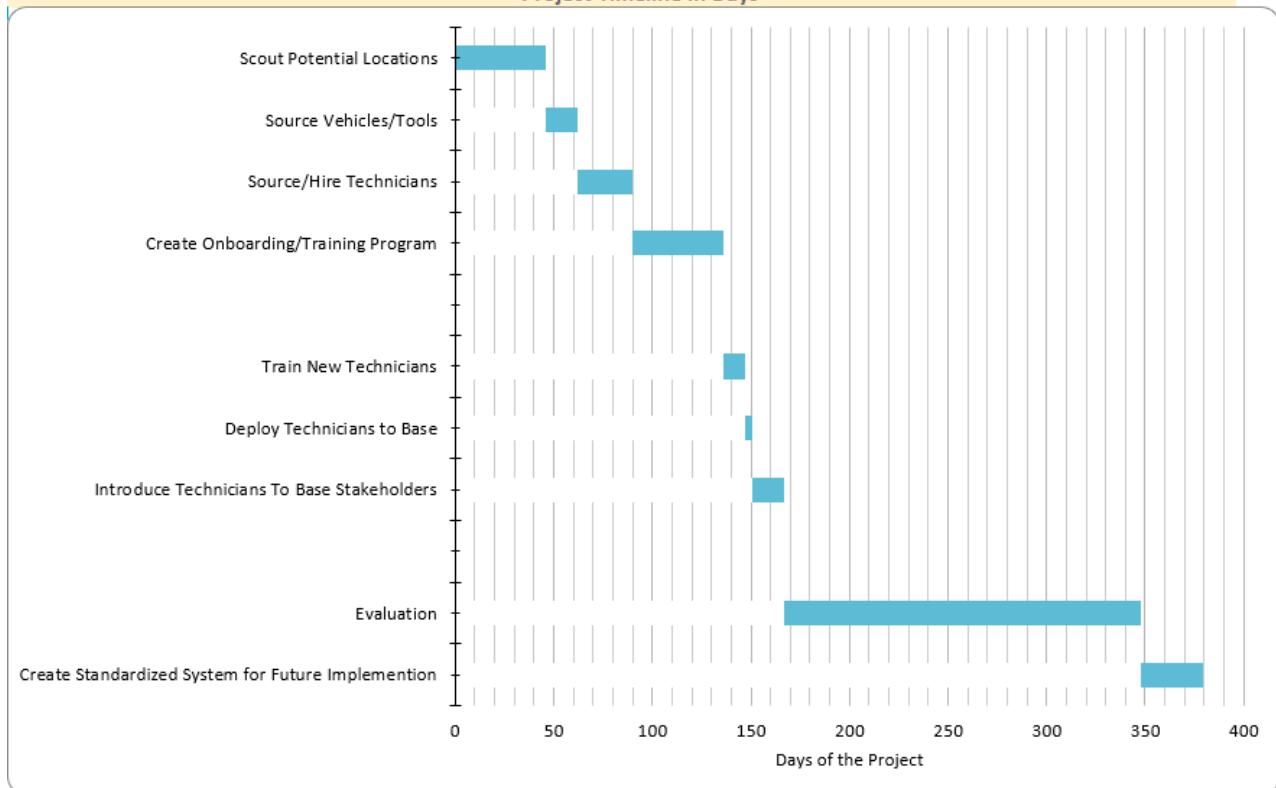
Timeline (Gantt)

Nasatka Technician Program

* = an automatically calculated cell

Task Name	Start Date	End Date	Start On Day*	Duration* (Work Days)	Team Member
Requirement Analysis					
Scout Potential Locations	12/1/21	1/15/22	0	46	USAF Program Director
Source Vehicles/Tools	1/16/22	1/31/22	46	16	USAF Program Director
Source/Hire Technicians	2/1/22	2/28/22	62	28	CEO/HR
Create Onboarding/Training Program	3/1/22	4/15/22	90	46	HR/USAF Program Director
Implementation					
Train New Technicians	4/16/22	4/26/22	136	11	Vendor
Deploy Technicians to Base	4/27/22	4/30/22	147	4	USAF Program Manager
Introduce Technicians To Base Stakeholders	5/1/22	5/16/22	151	16	USAF Program Director
Phase 2: Evaluation					
Evaluation	5/17/22	11/13/22	167	181	USAF Team
Create Standardized System for Future Implementation	11/14/22	12/14/22	348	31	USAF Team

Project Timeline in Days



Training Program and Contractor Licensing

Summary

This action plan is to coordinate a training program from original equipment manufacturers into bids for all technicians to learn installation and maintenance processes for barriers to ensure proper services in the future. The problem is that clients complain about longer troubleshooting time and they are not satisfied with the solution because of multiple visits to solve deficiencies. Every manufacturer has a different type of barrier and the service requirements for each may vary. The barriers often have different configurations depending on the manufacturer, which causes future problems requiring maintenance and troubleshooting. This action plan looks to reduce this problem by training technicians properly with each contract.

Who needs to be involved?

- Original equipment manufacturers are required to be part of this plan. The US Air force project manager will contact the manufacturer and request training for technicians.
- Manufacturers will need to work with Nasatka to accommodate training. Building good relationships and effective communication will be a key factor in this plan.
- The manufacturers will need to provide the training,
- Technicians will have to dedicate time to attend training, Nasatka needs to pay the technician to go get trained.

Benefits, Costs and Risks

Benefit:

The benefit of this plan is to increase troubleshooting efficiency, ensure proper installation in the future, and higher quality for better customer experience.

Costs:

Training for each barrier system is around \$3500 for up to 3 technicians and \$500 more for each additional technician. It will be a one-time cost for one contract. We are looking to implement this plan for all future contracts.

Risks:

Licensed technicians may get recruited by competitors and use the knowledge for their profit.

Metrics

The plan will be measured by the improvement of overall customer experience from proper installation and high-quality maintenance. Clients will have a faster troubleshooting process and the technician will get direct support from manufacturers. The goal of this action plan is to achieve a faster and more efficient troubleshooting process, reduce costs for inefficient maintenance, and gain higher customer satisfaction.

Financial Impact

Year	2021	2022	2023	2024	2025
Revenue	\$ 962,516.72	\$ 1,155,020.06	\$ 1,386,024.08	\$ 1,663,228.89	\$ 1,995,874.67
Cost of the program	\$ 35,000.00	\$ 11,550.00	\$ 12,705.00	\$ 13,975.50	\$ 15,373.05
Operating Income	\$ 927,516.72	\$ 1,143,470.06	\$ 1,373,319.08	\$ 1,649,253.39	\$ 1,980,501.62
PV Interest Factor @ 8%		0.9259	0.8573	0.7938	0.7350
Discounted Cash Flows	\$ 927,516.7200	\$ 1,058,768.58	\$ 1,177,399.76	\$ 1,309,230.52	\$ 1,455,727.81
NPV	\$ 5,928,643.39				

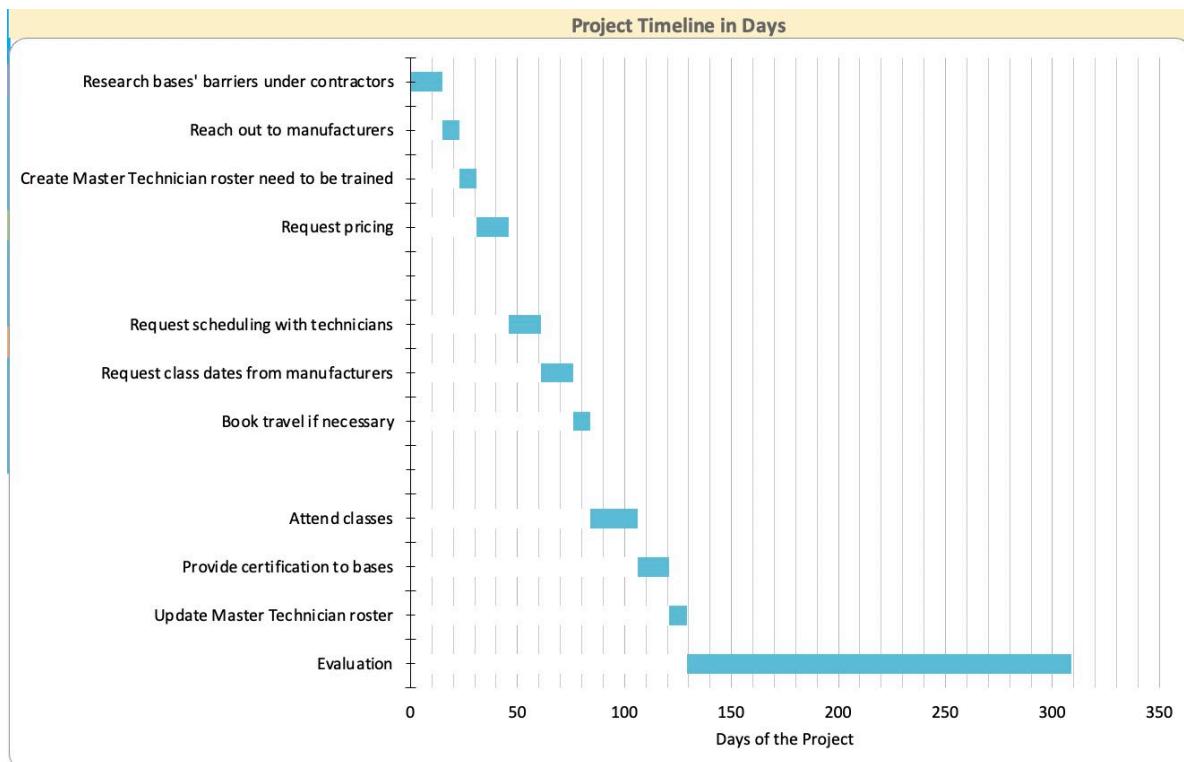
The financial impact of this action plan incorporates the total revenue of all Air Force service contracts combined from 2021, which is \$ 962,516.72 in total. We project a 20 percent increase in revenue every year. We considered the projected total cost of the program for the 10 bases in the first year of implementation. The cost decreases in the second year because the program is a one-time cost per barrier type. It gradually increases because of the 10 percent inflation we consider each year. The Net Present Value of this plan will come to \$ 5,928,643.39 in total.

Timeline (Gantt)

Training Program and Contractor Licensing

* = an automatically calculated cell

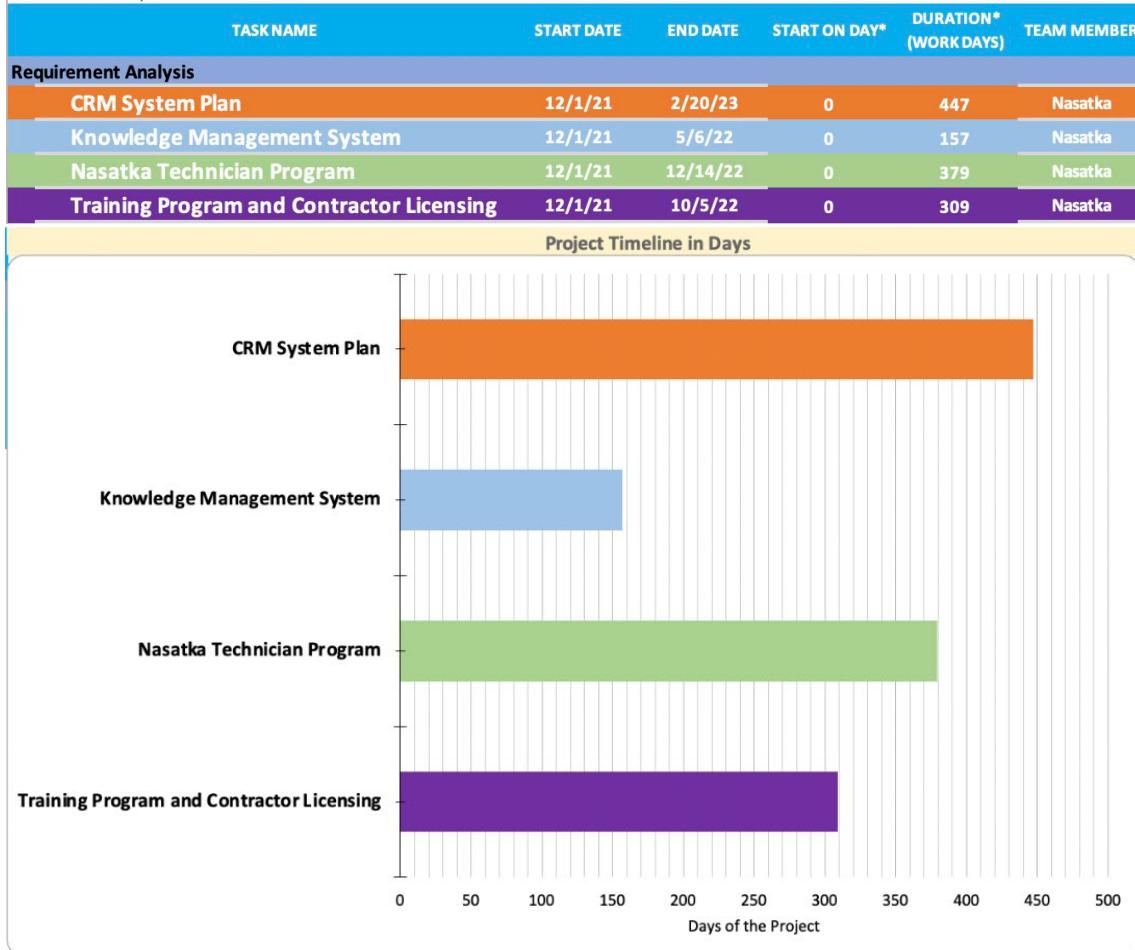
Task Name	Start Date	End Date	Start on Day*	Duration* (Work Days)	Team Member	Percent Complete
Requirement Analysis						
Research bases' barriers under contractors	12/1/21	12/15/21	0	15	AF Program Director	0%
Reach out to manufacturers	12/16/21	12/23/21	15	8	AF Program Director	0%
Create Master Technician roster need to be trained	12/24/21	12/31/21	23	8	AF Project Manager	0%
Request pricing	1/1/22	1/15/22	31	15	AF Project Manager	0%
Implementation Phase						
Request scheduling with technicians	1/16/22	1/30/22	46	15	Manufacturers	0%
Request class dates from manufacturers	1/31/22	2/14/22	61	15	Project Manager	0%
Book travel if necessary	2/15/22	2/22/22	76	8	NASATKA	0%
Plan in Action						
Attend classes	2/23/22	3/16/22	84	22	Technician	0%
Provide certification to bases	3/17/22	3/31/22	106	15	Manufacturers	0%
Update Master Technician roster	4/1/22	4/8/22	121	8	Project Manager	0%
Evaluation	4/9/22	10/5/22	129	180	AF Program Director	0%



Overall Impact

All Action Plans Gantt Chart

* = an automatically calculated cell



Overall Financial Impact

	NPV
All action plans 3 year projection	\$ 3,132,415.50
Knowledge Management Systems	\$ 119,243.00
Nasatka Technician Program	\$ 3,163,685.05
Training Program and Contractor Licensing	

Updated Business Model Canvas

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
	<ul style="list-style-type: none"> Installation of new units Service call of existing units Preventative maintenance of existing units Repairs of existing units. Fabrication of new units Engineer drawings Annual Training 	<ul style="list-style-type: none"> Reliable Security systems Protection of key resources Reduction in overall security costs Single point of contact for subcontractors and clients Timely and professional Worldwide network of vendors and service technicians Capable of quality work in high stress situations 	<ul style="list-style-type: none"> First party barrier vendor/fabricator Prime contract holder for USAF barrier program Liaison for maintenance program including first and third party barriers between subcontractor and client Customer friendly platform for services and sales requests (CRM) Multiple locations across the U.S. to service clients better (Nasatka Technician Program) 	<ul style="list-style-type: none"> Air Force
	Key Resources	Key Resources	Channels	Revenue Streams
	<ul style="list-style-type: none"> Sub-Contractors Suppliers Installers Air Force Contracting Officer Contracting Officer 	<ul style="list-style-type: none"> One of four approved bidding organization in Airforce contracts. Unique and durable product line that is crash-tested. Been in business for 46 years. (Industry experienced) Strong business partners 	<ul style="list-style-type: none"> Established contractor network Word of mouth sales from existing clients 24/7 emergency call center Traveling estimator/engineers 	<ul style="list-style-type: none"> Government Service Contracts Change orders Out of scope maintenance (large scale repairs past \$3500) New Barrier Sales
		Cost Structure		
		<ul style="list-style-type: none"> Transportation Cost Salaries of employees Travel compensations Distribution Material Cost Product Assembly Cost 		

Alternative Action

Purchase a private jet

Summary

Nasatka sends its' core team to Air Force bases across the United States. We found out that the team members often travel on a commercial flight with a first-class fare. We looked at factors such as the timing, number of team members, and premium of each ticket. Based on number of trips taken each year with the team members, we considered purchasing a private jet for Nasatka.

Benefits

- Cost saving in the long run.
- Faster travel with minimal, if any, layovers in multiple locations.
- Work access on the plane where computers and other personal equipment can be set up.
- Tax deductions.

Master Subcontractor Service Map

Summary

Build an informative map that is consistently updated to include information for and locations for all known subcontractors and what bases they can provide service. This map must ensure that all subcontractors meet Air Force response requirements and lead technician skillsets.

Benefits

- Reduces turnaround times for bids.
- Increases key partner network.
- Creates competition between multiple subcontractors that operate in the same area.



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Conclusion

We would like to say, “Thank you”, to all the staff members of Nasatka, especially to the CEO John Scolaro. Working with your team has been a very educational experience. Also, we take this opportunity to thank like to thank Professor Dr. Andrew Artis, who guided us throughout the process and helped us to draft the final plan.

We evaluated past success and future goals towards growth and achievements. Our recommendations and action plan look to give Nasatka an edge in a highly competitive market segment and gain an advantage over their competitors. Incorporating the proposed action plan outlined in this business plan will help Nasatka in their future endeavors within the Air Force service contract segment.

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Slide Deck

NASATKA™ SECURITY

MEMBER: BRADLEE BARLOW, KUANHSIEN LEE, SEYIT ALI GUZEL, PERNEDITHRAVINDRANBELAVENDRAGEORGE

MEET THE TEAM

Ali

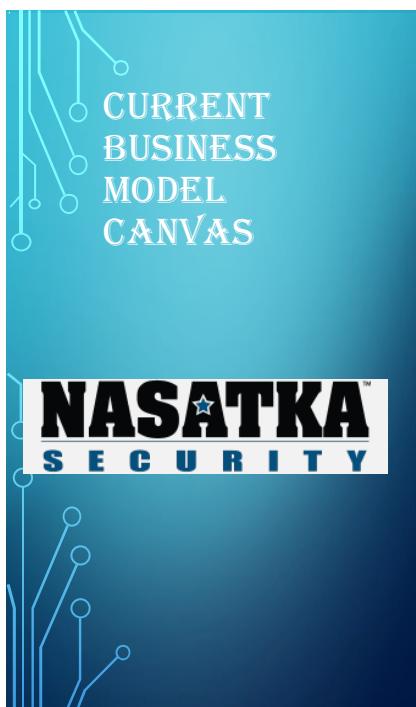
Sam

Brad

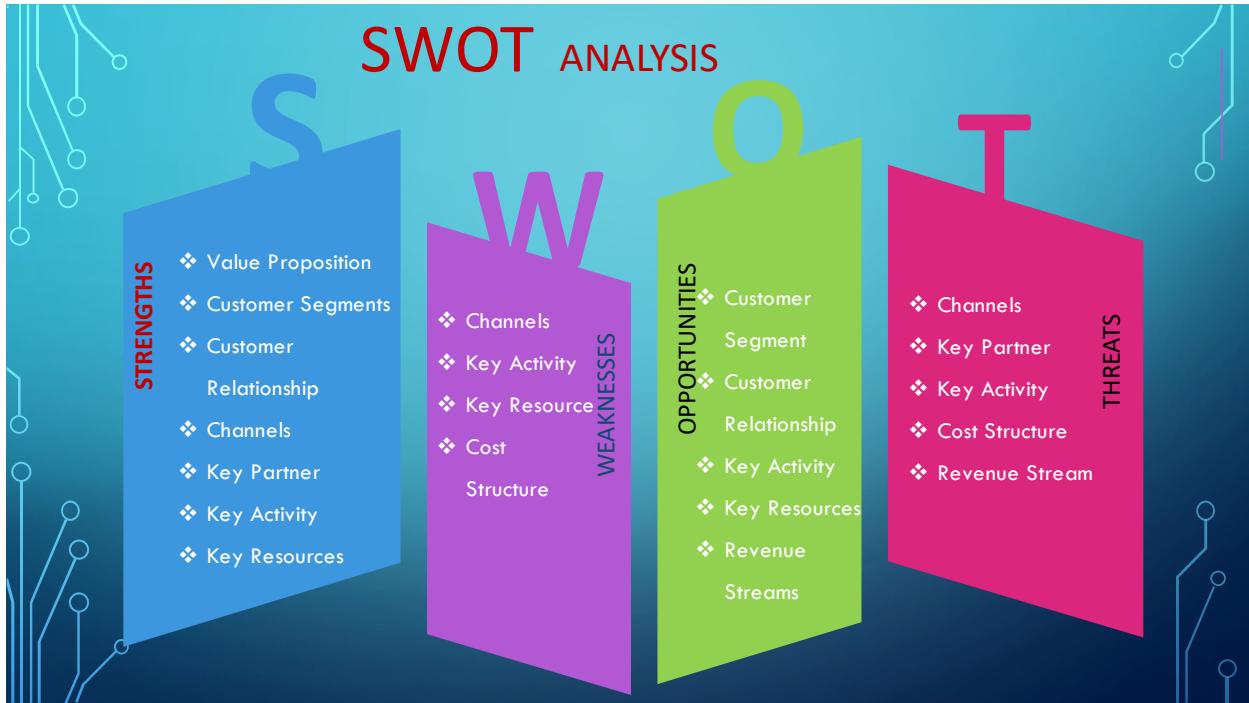
Bradlee Barlow

Ravi

Pernedith Belavendra George



Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
<ul style="list-style-type: none"> • Sub-Contractors • Suppliers • Installers • Air Force Contracting Officer 	<ul style="list-style-type: none"> • Installation of new units • Service call of existing units • Preventative Maintenance of existing units • Repairs of existing units • Fabrication of new units • Engineer drawings • Annual Training 	<ul style="list-style-type: none"> • Reliable Security systems • Protection of key resources • Reduction in overall security costs • Single point of contact for subcontractors and clients • Timely and professional • Worldwide network of vendors and service technicians • Capable of quality work in high stress situations 	<ul style="list-style-type: none"> • First party barrier vendor/fabricator • Prime contract holder for USAF barrier program • Liaison for maintenance program including first and third party barriers between subcontractor and client 	<ul style="list-style-type: none"> • Air Force
Cost Structure	Key Resources	Channels		
<ul style="list-style-type: none"> • Transportation Cost • Salaries of employees • Travel compensations • Distribution • Material Cost • Product Assembly Cost 	<ul style="list-style-type: none"> • One of four approved bidding organization in Airforce contracts. • Unique and durable product line that is crash-tested. • Been in business for 46 years. (Industry experienced) • Strong business partners 	<ul style="list-style-type: none"> • Established contractor network • Word of mouth sales from existing clients • 24/7 emergency call center • Travelling estimator/engineers 		
	Revenue Streams			
	<ul style="list-style-type: none"> • Government Service Contracts • Change orders • Out of scope maintenance (large scale repairs past \$3500) • New Barrier Sales 			



CRITERIA

Maintain active status for being able to bid Air Force contracts in the future.

Increase the number of bids and/or win rates.

Increase profit margin.

Develop more key partners.

GOALS



Optimize customer experience.



Minimize service issue.



Increase productivity.



Minimize costs.

GOALS AND CRITERIA METRICS

Criteria Goals	Maintaining active status for being able to bid Air Force contracts in the future	Increasing number of bids and win rates	Increasing profit margin	Developing more key partners
Optimize Customer Experience	X			X
Minimize service issue	X		X	X
Increase productivity		X	X	X
Minimize Costs		X	X	



BENEFITS OF CRM SYSTEM FOR NASATKA

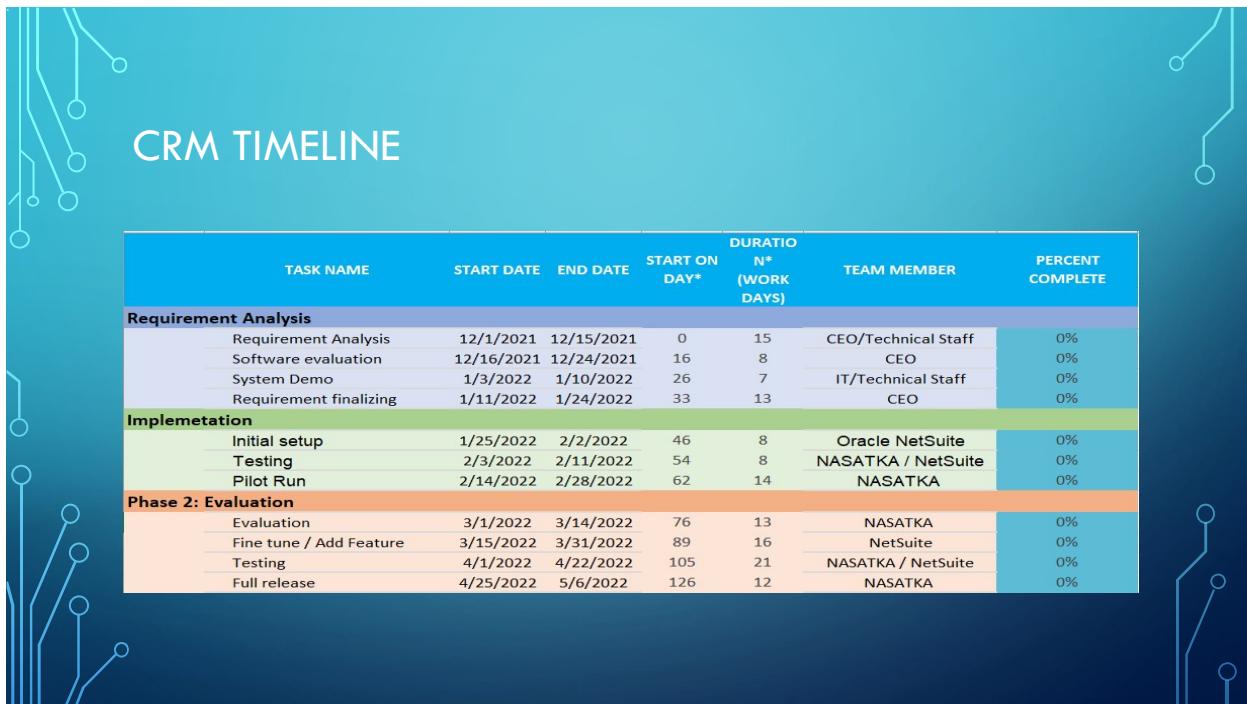
- Eliminate bad customer service through generic call centers.
- Easily accessible from user-friendly phone app (Android and IOS).
Allowing Nasatka team to have access to the critical information without the need of using a PC or Laptop.
- Keep track of success.
- Faster and safer communication through clients and partners.



METRICS

- Success of the CRM system will be measured by quarterly performance in Customer satisfaction, order & service response times, and overall business operations.





OVERVIEW

- This action plan is the build the Knowledge Management System to support Call center and service technicians. The user manuals have more than 200 pages. The technicians are not able to go through the manual and trouble shoot quickly, senior technicians generally have more knowledge to fix the issues quickly than the junior technicians. The knowledge is not shared & if the experienced technician leave the job, Nasatka loses the expertise in that field.
- This system will capture all the trouble shooting techniques and known problem solutions. With the help of this system new technicians will be able to give solutions in a quick turnaround time. It will also help call center to provide quicker solutions over the phone.
- The chatbot based AI solution will add more advantages to Nasatka.

WHY KNOWLEDGE MANAGEMENT IS AN IMPORTANT PILLAR OF YOUR DIGITAL WORKPLACE

Increase customer service and support

With an integrated knowledge management system, customer support and service agents can gain quick access to a rich knowledge base.



Boost productivity

Your employees can build a rich knowledge base and whenever they're looking for information, they can use the search functionality to easily find what they want.



KNOWLEDGE MANAGEMENT

Reduce duplicated knowledge

An integrated knowledge management system will help avoid data loss and duplicated knowledge.



Facilitate employee onboarding and continuous learning

A knowledge management system to store all types of knowledge in a single location and to revisit training material at any time.



exo

WHO NEEDS TO BE INVOLVED?

- There are multiple over the shelf products available.
- If Nasatka wants to this solution as the SAS [service as solution], the provider will support the maintenance.
- Nasatka can hire or outsource the work to implement the solution based on their need.
- The manufacturers need to provide all supported manuals and FAQ trouble shooting materials
- Nasatka's technicians or service personal need to key in the trouble shooting techniques & solutions
- Nasatka's senior management should take a call in allocating the budget & assigning the right resources to implement the system
- System training needs to be provided

BENEFITS, COSTS AND RISKS

Benefit:

- The benefit of this plan is to increase troubleshooting efficiency, Reducing the time and cost of the technician. Reduce the false alarm calls/ticket

Costs:

- For Implementing service as a solution (**SAS**): starts at **25/user per month**
- For Custom Implementation: Depends on the Nasatka's requirement and software it will vary. Over all 700-hundred-man hours estimated

Risks:

- Technicians' willingness to share the knowledge is the success of the system.

METRICS

The plan will be measured by the improvement of overall customer experience from high-quality support.

Technicians Trouble shooting timeline.

Reducing number of false alarm calls.

WHAT DO WE NEED TO PUT THIS IDEA INTO ACTION?



Gathering the basic requirements.



Evaluate the over the self-products in the market.



Ask them to show the demo.



Implementation Cost negotiation.



Requirement Analysis with the implementation team.



Customization and implementation.



Pilot implementation on one base.

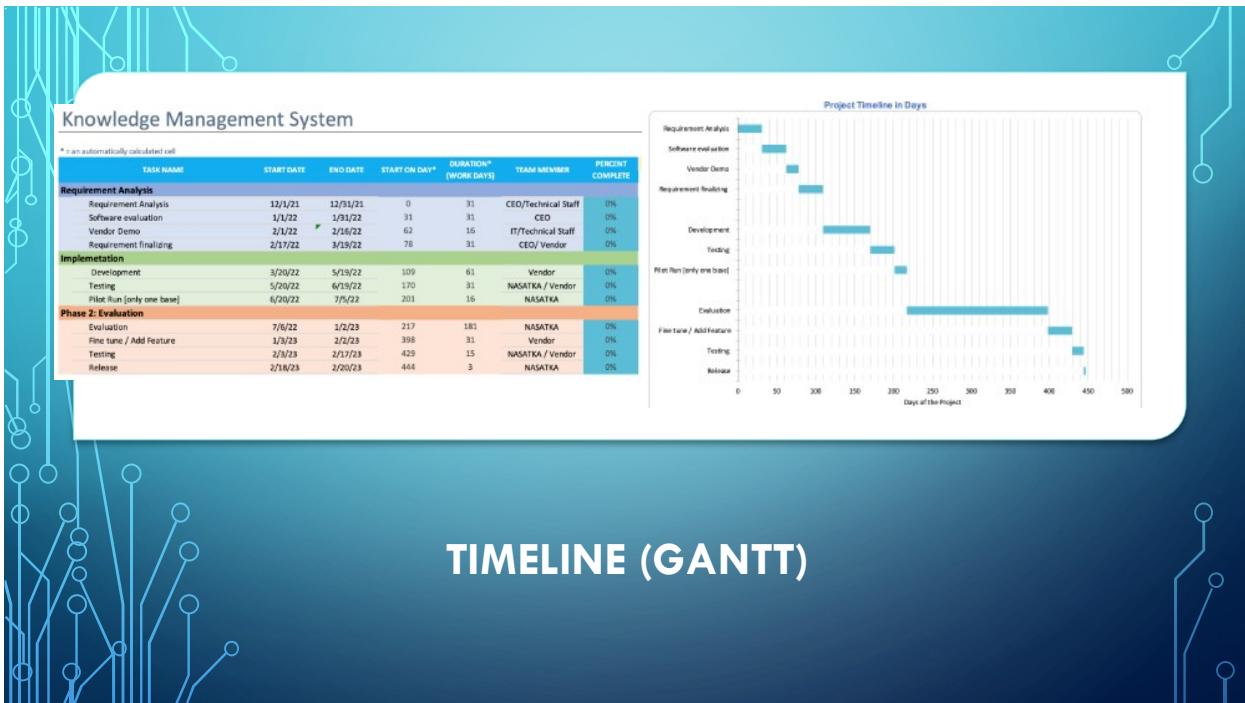


Rollover into another base.



Year	2021	2022	2023	2024	2025
Revenue for Arizona Base	\$ 962,516.72	\$ 1,155,020.06	\$ 1,386,024.08	\$ 1,663,228.89	\$ 1,995,874.67
Implementation Cost / Maintenance Cost	\$ 43,000.00	\$ 14,190.00	\$ 15,609.00	\$ 17,169.90	\$ 18,886.89
User License	\$ 6,000.00	\$ 6,600.00	\$ 7,260.00	\$ 7,986.00	\$ 8,784.60
Operating Income	\$ 913,516.72	\$ 1,134,230.06	\$ 1,363,155.08	\$ 1,638,072.99	\$ 1,968,203.18
PV Interest Factor @ 8%		0.9259	0.8573	0.7938	0.7350
Discounted Cash Flows	\$ 913,516.7200	\$ 1,050,213.02	\$ 1,168,685.77	\$ 1,300,355.15	\$ 1,446,688.09
NPV	\$ 5,879,458.76				

Cost Calculation		Hours	Rate	Total
Implementation		600	\$ 70.00	\$ 42,000.00
Testing		100	\$ 40.00	\$ 4,000.00
User License /Month [10 base+10 employee]		500	\$ 12.00	\$ 6,000.00
				\$ 52,000.00



TIMELINE (GANTT)



NASATKA TECHNICIAN PROGRAM

3

OVERVIEW

- Create a sustainable network of Nasatka employed technicians. Creating this program Nasatka will analyze potential regional center locations that can service multiple bases then acquire technicians to operate this regional center. These regional centers will allow Nasatka to control the quality of work provided by the technicians while simultaneously reducing the costs associated with subcontracting another company to respond to service calls.

WHO NEEDS TO BE INVOLVED?

- Nastaka CEO will need to be involved as he has the final say on how the program will need to operate to stay profitable
- The USAF team at Nasatka will have to research optimal locations, source maintenance vehicles and tools, and handle the introductions between base point of contacts and new technicians.

BENEFITS, COSTS AND RISKS

Benefit:

- The process of deploying, managing, and training technicians will be centralized under Nasatka. This will allow consistent service delivery that can be iterated on and improved based on customer feedback.

Costs:

- Technician salary, Barrier specific training, Maintenance vehicle cost, Vehicle upkeep, Insurances, Tools calibration/upkeep

Risks:

- Loss of bases in area reducing profit margins, Understaffed offices cause maintenance response issues, Large geographic regions cause communication breakdowns

METRICS

Number or rejected or revised service reports

Reduction in number of trips required to complete service

Increase in customer satisfaction.

Profit margin from service contracts

FINANCIAL IMPACT

Year	2021	2022	2023
Revenue	\$ 194,370.00	\$ 198,206.00	\$ 202,137.00
Technicians	\$ 143,500.00	\$ 140,000.00	\$ 140,000.00
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Implementation					
Train New Technicians	4/16/22	4/26/22	136	11	Vendor
Deploy Technicians to Base	4/27/22	4/30/22	147	4	USAF Program Manager
Introduce Technicians To Base Stakeholders	5/1/22	5/16/22	151	16	USAF Program Director
Phase 2: Evaluation					
Evaluation	5/17/22	11/13/22	167	181	USAF Team
Create Standardized System for Future Implementation	11/14/22	12/14/22	348	31	USAF Team

TIMELINE (GANTT)

4





TRAINING PROGRAM AND CONTRACTOR LICENSING



OVERVIEW

- Coordinate a training program from original equipment manufacturers into bids for all technicians to learn installation and maintenance processes for barriers to ensure proper services in the future. The problem is that clients usually complain about longer troubleshooting time and they are not satisfied with the solution because it always takes too long. Every manufacturer has a different type of barrier and not all the technicians install the product in the same way. The barriers often have different configurations depending on manufacturer which causes future problems requiring maintenance and troubleshooting.

WHO NEEDS TO BE INVOLVED?

- IT support is normally not required for this action plan.
- Relationship with the manufacturer is required for this plan. The US Air forceprogram director will be the person to contact the manufacturer and request training for technicians.
- Manufacturers need to work with Nasatka to make training happens. Building good relationships and effective communication will be a key factor in this plan.
- The manufacturers need to provide the training, the technicians need to use their time to get trained, Nasatka needs to pay the technician to get trained.

BENEFITS, COSTS AND RISKS

Benefit:

- The benefit of this plan is to increase troubleshooting efficiency, ensure proper installation in the future, higher quality for better customer experience.

Costs:

- Training for each barrier system is around \$3500 for up to 3 technicians and \$500 more for each additional technician. It will be a one-time cost for one contract. We are looking to implement this plan to all future contracts

Risks:

- Licensed technicians might get recruited by competitors and use the knowledge for their profit.

METRICS

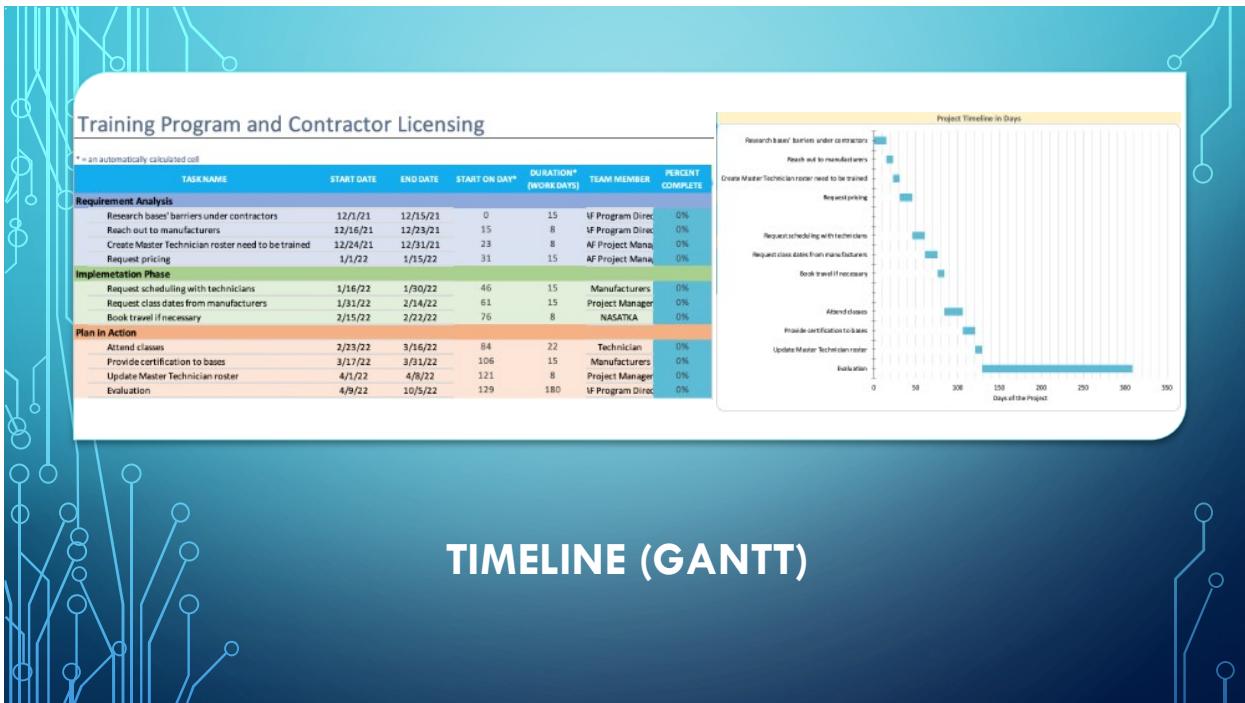
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Clients will have a faster troubleshooting process and the technician will get direct support from manufacturers.

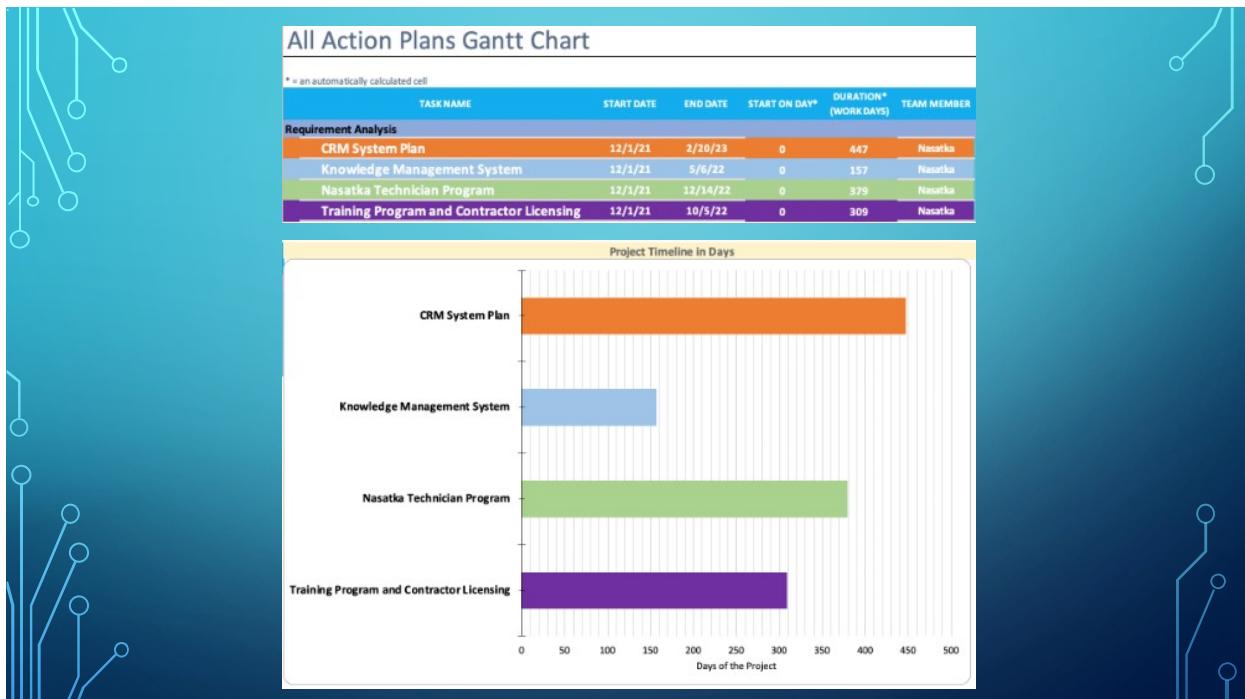
Reduce cost for inefficient maintenance.



Year	2021	2022	2023	2024	2025
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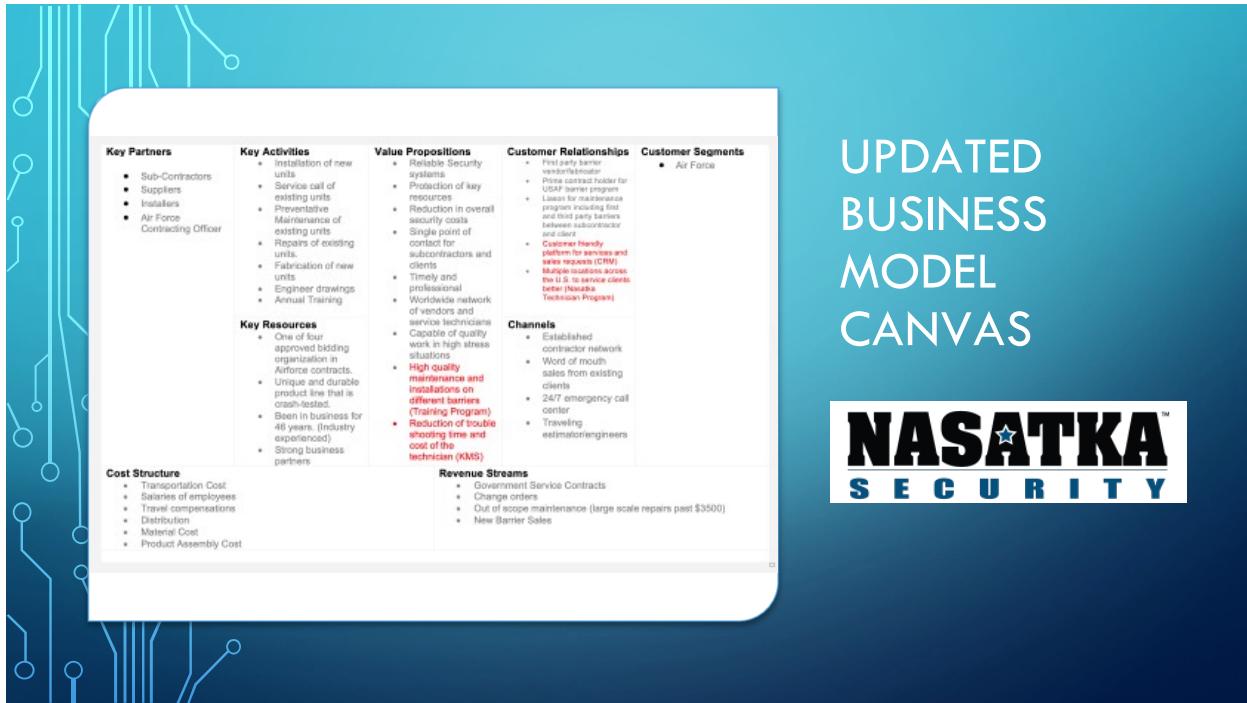


TIMELINE (GANTT)



All action plans 3 year projection

	NPV
Knowledge Management Systems	\$ 3,132,415.50
Nasatka Technician Program	\$ 119,243.00
Training Program and Contractor Licensing	\$ 3,163,685.05



UPDATED BUSINESS MODEL CANVAS

NASATKA™
 SECURITY



Questions?