

## Advanced Software, Systems and Security Engineering Services



**Michael D. Janeway**  
President & CEO

When mission success is paramount, turn to APG for advanced software, systems, and security engineering services consistently delivered with high velocity and the utmost integrity. Our services help you turn vast amounts of data into information you can take action on with confidence.

**Interview conducted by: Lynn Fosse, Senior Editor, CEOCFO Magazine**

**CEOCFO: Mr. Janeway, what is the concept at APG Technologies?**

**Mr. Janeway:** We started the company almost six years ago. When we started the company we wanted to deliver the best Oracle consulting technical services out there on the market, but at federalized or at what I would call federal rates that are more affordable. I had spent six years at Oracle and ran about half of their intelligence P&L. We did well there during much of post 9/11 years and it was a great environment to work in. It was a great team we built there and we still partner with Oracle today. However, the rate structure made it very difficult to build and deliver the services that we really needed to for federal clients. In the federal space, it is hard for them to justify, spending one and a half or two times what they would probably be used to paying for a data engineer or a data architect from another company. So when we walked away we thought, "Let's take the best of Oracle and then incorporate lessons learned and best practices from other companies." So we started to "hire the best we could find". We have had several former Oracle employees join us along with some senior staff members from other technology firms and we pulled together an affordable federalized rate table. You are market competitive, have great resources, and that model has worked pretty well for us.

**CEOCFO: Would you tell us a little bit about the range of services that you offer? Some of the more basic situations that you work on and some of the areas that are a little more outside of the box?**

**Mr. Janeway:** It has changed a great deal in last several years. When we started the company, we were an Oracle services provider. As the years progressed we saw the need to provide a more product balanced approach to our clients who were interested in other product lines. We also saw the trend toward "as a service" and given our work on data and the middle tier stacks of mission critical IT systems a more balanced product delivery capability allowed us to better serve our clients who are looking for service providers that can do implementation across a variety of product lines and delivery staff with expertise in multiple functional areas. So we continued to hire the best and brightest we could. We were then asked by a client to architect and develop a Microsoft product based implementation. It was a product stack we had not worked on but our staff welcomed the challenge, made the small steps from Oracle and IBM to Microsoft and we ended up with a series of successful milestone deliveries. So by 2010 what had started as an Oracle centric small business was morphing into what I would call a "high performance data architecture" company. About the same time we started to see serious consideration given to cloud implementations. In fact long before it became a buzz word of sorts there were several federal clients we had worked with for years that were using single hardware and software platforms to host and support multiple programs. So Cloud discussions were nothing new to us. But we did look at how we market ourselves and saw we were doing a poor job of getting that experience and message out. We have strong software development skills at the cloud application layer, guru level data architecture capability, and an extensive amount of cyber secure IA implementations in the intelligence community (IC). So we decided we need to shake things up a little and starting talking less about product service delivery capability and more about solution delivery capability. It resulted in our talking only about IT approaches to solving client issues and not about our ability to delivery XYZ skills. It was all about Cloud, High Performance Data, and Cyber Secure Solution. To complete the picture we felt we needed to round out our partner approach so we teamed with Amazon Web Services who has trained and certified our staff and it has been a great partnership and given us cloud creditably so to speak we meet with new clients.

**CEOCFO: *When you are working with an agency do they know what they want? Are they coming to you to craft a solution or more to implement or both?***

**Mr. Janeway:** Yes. But there is a degree to that knowledge and in most cases needs clarity and refinement for there to be a successful solution. Every client I have met has a passion about their program and wants it to be the best. Sometimes there are issues with mission capability, cost overruns, schedule delays, or technical implementation challenges. In today's cost constrained environment it usually all but in general the client has a particular product line or a concept they are trying to implement that aligns with our past experience and delivery capability. Sometimes they have called us and other times we have heard about it and try to see them and how we might help. Clearly the last case is the hardest as the last thing some clients want to see is another contractor walking in the door with the latest and greatest story. So those meetings are hard to get but once in the door they are at least interested in investing their time with you and we have been successful in closing work.

The specifics of what every client is looking is different but what they all want is the problem solved at the cheapest cost, has fast as possible, and with least amount of mission or political pain. So we tailor our responses to those needs. Some clients want a specific skill set for a set number of hours to address a unique problem or need. In that case we do what the client ask but in most every case we have found related and surrounding issues sometimes outside the scope of what the client ask for. One of our mores is providing "honest and direct assessments" so we look for that and drive it in our staff. So when that trait and practice comes out on the job we typically see broader and related issues which results in the client having a more complete picture of the issue and more satisfaction as those issues are addressed. In the end the client sees us delivering more than just a data engineer or a software developer. They see us as a true member of their team which in some cases as resulted in our staff being moved into more key roles.

**"Reaching challenging objectives requires disciplined execution, leadership and initiative, and dependable partners." - Michael D. Janeway**

**CEOCFO: *Is APG known throughout the federal community?***

**Mr. Janeway:** No. It's hard for a small company to have wide spread exposure that is maintained over time and since we mainly focused on the defense and intelligence market with past experience inside the FBI and DHS knowledge is outside those clients is not well known. However, inside our client base we are known and we work across a variety of recurring teammates and agencies such as the Air Force, NRO, NGA, DIA, and we have a new contract with an agency which I don't think I can mention which is helping us build recognition inside that new client.

**CEOCFO: *How do you get attention or is it bidding on jobs? Are there other ways to expand your presence?***

**Mr. Janeway:** First and foremost you have to have a great reputation of always over delivering on what you said you would do. Then we leverage that solid reputation and relationships we have into new ones that are going after work we are interested in and we use their knowledge and relationships as much as we can. You can't be in all places at all times so you have to do that and I see the same thing across every small company I talk to.

Outside of our recurring industry partners or with new managers and contract officers getting attention is a challenge as a small business. Everyone is busy and time is precious so unless you have a known reputation getting time with others takes focus. In general industry is pretty good at communicating but getting direct audience with federal managers and officers has been a challenge. I think there are a number of things that have attributed to that. In the second half of my Air Force career I held several Program Manager positions on large ACAT I acquisition programs and at that time we were encouraged to meet with industry to work through program issues as a team. I don't see that same push across the acquisition community today. Today's environment is more antiseptic in the communication process and it inhibits the effective flow of ideas and issues. It's not the fault of the managers and officer as much as it's a fear and symptom from working in a protest focused environment.

There are lots of ways to get the word out but the ones that work for us and fit our style are long and steady processes of sponsoring tables at recurring association luncheons, attending networks events, speaking at conferences, but the best of all, always, always over deliver.

**CEOCFO: *How do you go around the difficult times? Is there a plan or idea? Is there a way to get that attention or is it slow and steady- just keep doing great work?***

**Mr. Janeway:** It has been slow and steady for us. We are still a small company six years since we were founded in March 2008 even though we have grown and average of 30% annually. Even during the sequestration we grew 14%. Sequestration was hard and we did have some impact in that we had to left a couple of staff go. During sequestration environment if you are flat and holding your own you are doing okay, but we actually grew. I think what worked for us is we tend to be conservative so we don't over reach or over extend ourselves. So while that may limit slow our growth its

saved us when times were hard and persistence pays off so we keep knocking on those doors and do not take no for an answer.

We network as much as we can through executive levels within companies we are already under contract with and do the same with government clients. In the past, attending conferences and forums was a good way to meet new faces but when the government cut back in travel and conferences we shifted to doing more local networking through association boards, panels, and speaking engagements. In the end, when you are small you really have to allocate your resources with the best return. We don't have retired flag officers getting us appointments, and we don't have dozens of business development and sales reps. So you have to go after what you know you can do, do well, and then leverage that into something new.

**CEOCFO: *Would you tell us about giving back for the company, where your focus is and why it is so important for you?***

**Mr. Janeway:** Giving back is a personal decision and commitment. So I have tried to set up company policies to encourage our employees. We do funds matching for nonprofits and the staff can take days off with pay to do charity work. It goes in cycles of when and what the staff does but we have had some go to New Orleans after the hurricane and others to Topeka, Kansas after the tornado. Corporately, we sponsor a number of organizations such as the Boy Scouts, Wounded Warriors, Navy Seals Association, and we even bought, packed and wrapped ballistic protective eyewear for the 10<sup>th</sup> Mountain Division when they were deployed in Iraq and could not get the glasses through normal supply chains in a timely fashion.

For me personally, I enjoy giving back and find I get more than I put in. I was a member of the board of directors for the American Red Cross, National Capital Region and I have been on a variety of association boards and even for my alma mater, Miami University in Ohio. Of all those, I enjoyed running the most the Friday morning Breakfast Club at my daughters high school where for four years I served breakfast any student who wanted it. Right now, I am on the AFCEA International Small Business Committee and on the NDIA Washington Chapter Board of Directors.

**CEOCFO: *What has surprised you as the business has grown and developed?***

**Mr. Janeway:** The complexity of running a small company, while providing benefits and services that a large company does so we can attract senior engineers and technologists. It surprised me in how hard it is and how everything and every day is a learning experience. There is not a day that goes by that I don't learn something new, screw something up, back off and fix it but keep moving forward. For example, we operate in multiple states so our state filings are tough. We have state unemployment tax, workman comp, corporate tax, and employee withholding tax in each and every state we operate in and they are all different. We have a payroll service and accountant that helps keep it all straight but it's not easy when you start out knowing none of it. The amount of laws and constraints and restrictions related to 401K and health plans are also a challenge and that says nothing about the impacts the Affordable Healthcare Act had on the insurance market and our rates. I know it sounds like I am complaining but I enjoy the challenges and I have a lot of help. We have an insurance broker that's one of the best in the small business market, a fantastic attorney, a tireless Business Manager with an HR and accounting background, a great business partner that's second to none with sales and technology, a seasoned accountant that keeps us straight and compliant, and employees that are self-starters and eager to hone their tech skills.

**CEOCFO: *What do you look for in your people over and above technical skills?***

**Mr. Janeway:** I was having this conversation with someone the other day. I am not an engineer like my business partner. So most of the tech screening he does in a form, fit, function to ensure they are current, certified, and can performance to our high level of expectations. When I interview, I interview for culture, interpersonal skills, how they response under pressure and can they get along with difficult people. Can they maintain their cool respond and have an objective view and keep things moving forward when times are tough. It's also extremely important to hire honesty, integrity, and staff that are self-starters that show initiative.

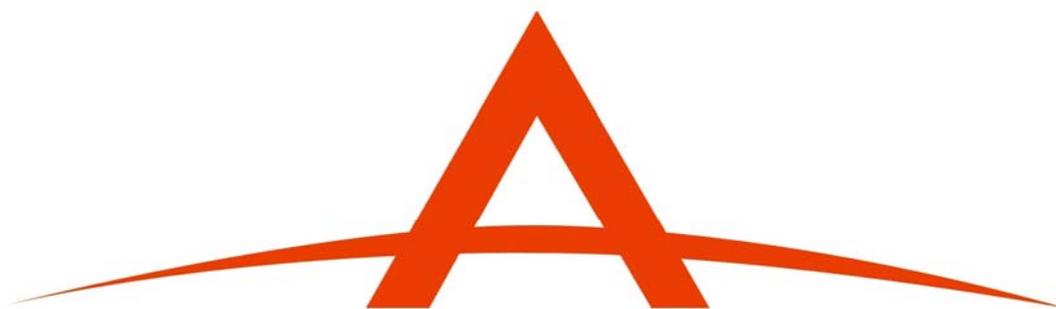
**CEOCFO: *Why is APG Technologies an exceptional company?***

**Mr. Janeway:** Everyone says this, but I am going to say it, too. It is our people. They care about what they are working on. The company cares about what they are working on. The leadership cares about what they are working on. We care about it getting done right. We are very open and have nothing to hide. I think it's our people, our work ethic, our honesty, and our ethics towards the mission. We have been there, we have done that; we have lived on those missions. We want them to work well.

**BIO:** Mr. Janeway is the founding member and president of APG Technologies, LLC. Founded in 2008 as a Service Disabled Veteran Owned small business headquartered in Potomac Falls, Virginia, APG maintains locations in several key markets across the U.S. to best serve its customers.

Prior to forming APG, Mr. Janeway was Vice President and Client Executive of the Sapient Corporation headquartered in Cambridge, MA. While there he managed federal client engagements, including several located in Iraq, in support of coalition operations.

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