



## Information Lifecycle Solutions for the National Intelligence Community



**Ted Davies**  
President &  
Chief Executive Officer

**CEOCFO: Mr. Davies, what is the focus at Altamira Technologies?**

**Mr. Davies:** Altamira is a technology company focused on the national intelligence community. We provide very innovative solutions across the information lifecycle including open source software development and big data analytics. We build tools and provide solutions and we also assist customers in cloud migration, perform multi-intelligence analysis and deliver cyber security and mobility solutions.

**CEOCFO: What are some of the challenges with this industry that people would not ordinarily recognize?**

**Mr. Davies:** As I think everyone knows, the national security mission is a very complex and every changing one. The threats change hourly. Therefore, the priorities of our customers tend to change rapidly and we have to be very adaptable to those changes. The environment in the federal market is extremely stressful today, particularly around sequestration and the overall fiscal environment. While there continues to be budget pressure there also continues to be exciting advancements in technology, which can be adapted for this environment. Complicating things is the more recent debate over privacy issues and the national debate that has gone on ever since Snowden. As a result, this is a high-pressure environment and it is ever changing.

**CEOCFO: Would you give us an example of a typical engagement and one outside the box?**

**Mr. Davies:** The vast majority of Altamira employees are on customer site. For example, we have people working with the National Air and Space Intelligence Center out in Dayton, Ohio. We just won a large contract out there. Those folks are working side by side with customers to provide intelligence analysis. We build software applications that help the customers meet their mission, perform analyses and implement sophisticated tools.

An “outside the box” example of the work we do is the development work we have done around Lumify, our unique open source big-data fusion, analytics and visualization platform.

**CEOCFO: Are there many companies that specialize the way you do?**

**Mr. Davies:** We work in a diverse field. If you think of the federal market in general and apply it to the national security marketplace you find very large global defense contractors, very specialized, dedicated federal contractors and some very small niche players who have very specific capabilities that they try to bring into a targeted part of the market. Where Altamira sits is in the middle. We bring the best of both larger company and smaller company environments. We have plenty of capability that we can leverage and in fact we have forums in which we share our new developments as well as solutions we are delivering today with people across the organization. We are big enough to have some scale, but are small enough to have high touch for our customers and an environment that attracts great people who want to work for a smaller company. Therefore, we provide the best of both worlds.

**CEOCFO: What attracted you to Altamira and what are your plans for changing the company?**

**Mr. Davies:** What really attracted me here was the mission focus and amazing technical capabilities. In our market, you find companies that are all over the map and this company really has a very strong focus on a very important mission - national security. The second big thing was that I looked at the capabilities of the company. For a company this size to have all of the innovations going on that we have was really exciting! I also liked the fact the that backers of the company were taking a long term view on how to have this organization be successful, so that it is not a constant quarter to quarter focus. It is more about how can we grow the company and increase its impact? How do you add value to your customers,

add value to your employees and as a result have a value add to the owners of the company? Therefore, I like the long-term view here.

All of those things were attractive. The other piece that was attractive was the ability to look out into 2016 and 2017 to see how we could diversify into other parts of the national security community and how we can continue to bring in new “non traditional” partners to solve their mission challenges. The longer term is how we are to going take some of these really unique solutions with very big mission impact into other marketplaces. That is part of our 2015-2017 strategy.

**CEOCFO: *What makes your solutions unique? When you are doing analysis what might you look at that other people do not realize should be into the mix?***

**Mr. Davies:** I think that one of our big differentiators is the fact that we rely on open source solutions for just about everything that we do. As you may know, the open source software market continues to get bigger and bigger every year with a diverse set of very unique technologies. Therefore, we are constantly scanning that market to figure out what tools we can put together to solve the evolving customer mission needs. We pride ourselves on being agile and we are able to grab different tools, combine them in ways that maybe have not been combined before and integrate them in ways that make them successful. The result is a solution focused on meeting customer mission. Because our solutions are also adaptable, you can drop one tool out and add a new tool in when you have to change capability or as a threat evolves or a requirement changes. So I think both our adaptability and ability to develop or integrate open source solutions quickly and accurately and bring them to satisfy a real customer need that differentiates us.

**CEOCFO: *Are your customers confident with open source?***

**Mr. Davies:** I think that people are getting more and more comfortable with open source solutions. OSS has been around for quite a while. I think that the economics are driving people there. People are accepting that in the right environment and managed the right way open source solutions can be secure. Therefore yes, customers are getting more and more comfortable. There are still parts of the federal market that are less comfortable, but generally we see much bigger adoption than even a few years ago.

**“To be a successful leader in this market, you have to have an eye on the horizon but both hands on the wheel every day.”  
- Ted Davies**

**CEOCFO: *Do you see additional offices? What are the plans for the next year or so?***

**Mr. Davies:** We are based in McLean, Virginia. We have a relatively small headquarters team and we are trying to be where our customers are. I mentioned Dayton, Ohio. We just won a large contract and are expanding out there. We have taken on new office space and we are going to take on a much bigger role in that community. We are very excited about that! We also recently won a contract with the Army Intelligence Systems Command that is based down in Alexandria. Therefore, we are taking on space down there. We have an office out in New Mexico on the campus of New Mexico State University. We are a long-time partner with NMSU and we have an innovation lab on campus. The rest of our geography is really dictated by where our people are located. We do not really see physical offices growing in other places, but we do see growth in other places, based on our customer needs.

**CEOCFO: *What is the key to really working well with people that are spread across the country?***

**Mr. Davies:** That is a great question, one that leaders in business are facing every day. I would say that communication has to be a priority. It has to be constant and it has to be consistent. People in our company have been surveyed to find their most comfortable mediums by which we should communicate and they keep going back to, “Send a nice email out once in a while and let us know what is going on.” Therefore, every two to three weeks I have an email that I send out with an update on what is going on in the company; both tactical updates and also how we are evolving the organization. That’s one key mechanism. The second one is on-site visits: just getting out and seeing folks, and taking the opportunity to get face to face with people. We live in a world where there is social medial and multiple channels for communication. I have found that people still like it when you show up. I think just being face to face with folks is critical. Therefore, we try to get out as much as possible to talk to our people. We have also implemented quarterly town hall meetings. I did a town hall meeting in September, letting folks know after I had been here about six weeks how we were going to be aligned and how we were going to focus moving forward. I actually did it from our Dayton office and we had people in the room, people on a webcast and we had people dial in from telephones because they could not get to a computer. We will do another one in a couple of weeks before the end of the year. People have appreciated this focus on communications.

We are also building a technology integrator and innovator community here where people will do monthly meet-ups. We have one happening this evening with people in multiple offices and at home connecting to share information and

knowledge. A constant focus on communicating with folks as to what is going on, in multiple forums and also building a culture of collaboration that is absolutely critical when you have a geographically distributed staff.

**CEOCFO: *What have you learned about the company since you have taken over that surprised you? What do you know now that you did not realize when you took the position?***

**Mr. Davies:** When I looked at coming here I was really excited by an extremely innovative tool that we had developed called Lumify - our data analytics platform. What surprised me after I got here was how much other innovation has going on across the organization. As I got out and talked to folks and saw what they were doing, I found that there is a very strong innovative spirit across the organization. Therefore, the opportunity and challenge for us today is how to get those ideas out on the table and how to best take advantage of them and how to invest wisely around what we are calling these seedlings, where people have spent a short period of time to demonstrate that they have got a new solution that might help a customer. The question now for us is: How do we get these ideas out and invest in them wisely and then how do we take them to market in a way that benefits both the customers and the company?

So I guess that my biggest surprise is just how much innovative spirit there is here across the organization.

**CEOCFO: *How do you decide what jobs to go for and what government contracts to look at? Is there a particular type or size agency or is it almost anything that comes your way?***

**Mr. Davies:** That is a great question and I will say, unequivocally, it is not the latter. In some companies it is kind of “chase whatever moves” or chase “whoever you know”. We made some conscious decisions early on around our core customers. We have five customer areas whom we have decided to focus on for right now. That is the starting point. We go after work in a marketplace where we have domain knowledge. We understand their mission. We understand the challenges of their organization and the people in their organization. In most cases, we have people on the ground that know them very well. So the first question we ask is: Is this a customer that we have some knowledge about? The second thing we look at, as I described our core capabilities earlier on, is the work in one of those areas where we have some core capability. We really try and target our business development efforts against those two things. The only exception that we are making is while 2015 is very focused on our core customers, as we look at 2016 and 2017 there are some other prospective customers that we want to start to take a look at. That is because they have similar missions, we have some relationships there and we know that our capabilities can be brought to that market. Therefore, we are keeping an eye on those new market areas and we are building a network there. We are making sure we have the opportunity to see what is going on and possibly bid and win in the future.

**CEOCFO: *What do you bring to the table from Unisys - what to do as well as what not to do when running a company?***

**Mr. Davies:** That is a question I have been asked before. First of all, I think Unisys is a great company. I spent almost eleven years there and really had a wonderful time. I think that the capabilities they have are outstanding. They have deep technology capability (both hardware and software), as well as a customer-centric services focus. I learned there the power of having differentiation around both of those areas. I also learned about and was able to successfully execute leverage. When I say leverage, I mean taking something that has been built for one customer and figuring out how to adapt it and take advantage of it with another customer. Therefore, rather than doing twenty-five one-off solutions, you try to build five that you deliver five times. This allows you to build depth around core capabilities so you can get leverage from your investments. That was a critical lesson. Maybe the last one that I would say is combining the strategic with the tactical view. You always have to be looking out as to what is going to happen over the next couple of years and how you want to position the organization. However, if you are not driving tactical progress every single day you are never going to get to where you want to be. Therefore, to be a successful leader in this market, you have to have an eye on the horizon but both hands on the wheel every day.

**CEOCFO: *Why should people choose Altamira Technologies?***

**Mr. Davies:** What I would say is that these are very exciting times. As I said earlier, our customers are going through both challenging and changing times; but they are exciting times. Technology is advancing dramatically, there are great people out in the marketplace and we have been able to attract some great talent. We continue to attract people that really understand how to take innovations and technologies into a specific customer area and help them solve mission challenges that they could not solve without us. We do not have the one silver bullet we are trying to bring to market. Rather, we have people that really understand how to take very new technologies into some very exciting mission areas. We like to find people that dream big, get things done and know how to have fun. For technologists that fit that description, Altamira is the place for them.

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



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