

Next-Gen Streaming Analytics and Cybersecurity



William Van Vleet, III
CEO

CEOCFO: *Mr. Van Vleet, your website indicates Haystax is a new kind of analytics and cyber security company. How so?*

Mr. Van Vleet: We are a new company that is focused on streaming analytics and cybersecurity. Whereas most companies in the analytic space are focusing on connecting the dots from large volumes of data that has been recorded or stored, our focus is on analyzing the large volume of information and data that is coming in and expanding in real time. This allows you to make decisions to avoid future threats or risks to your enterprise.

CEOCFO: *What fundamentally do you understand about this arena that allows you to have an offering that is better, faster, cheaper, easier and more effective?*

Mr. Van Vleet: The issue in the past was getting access to information. The challenge now is that information sources are exploding every day, becoming larger and more frequent. The challenge is not in looking backward as much as dealing with information overload. How do you sort out the needle from the haystack and sort out the signal from the noise? That is our expertise and what we do. Most companies that are trying to help you with a big data problem will ask for access to all of your data and allow them to bring it into their systems to have their software or algorithms operate on it. Our approach is different. We take our analytics to your data wherever that data exists. We combine all the information and process it to allow the decision maker to minimize the threats to the enterprise. That enterprise can be anything from a country, company or school system to a public event.

CEOCFO: *What is involved on your end in integrating data from various sources?*

Mr. Van Vleet: The first thing is that you have to develop an app that will interface to multiple sources of data very quickly. You also need an architecture that allows taking large volumes of data and combining them with other sources in real time. We use a similar architecture to Twitter. We then apply our internal approaches and algorithms to put the information in context for your specific mission, such as protecting a large public event. All of that information is put together into the context of your event, which means prioritizing risks with respect to all the resources and assets you are trying to use and manage at the event. The potential threats are prioritized in order, so you can focus your attention and responses more quickly.

CEOCFO: *Would you give us an example of a typical engagement?*

Mr. Van Vleet: Let's take the Super Bowl as an example. We've provided the enterprise threat management for the last six Super Bowl events. That is a good use case because it is a large media event that gets worldwide attention. The coordination will begin up to several months in advance, but the primary activity heats up two weeks before the main event. What happens for a large media event like that is that 50 different agencies come together from across the country. Some are state and local, and some are federal agencies. They will descend on that city and come to work together to protect the event. We will work with the local authorities to retrieve all the information from those 50 different agencies, hook up our applications to them to be able to allow them to monitor and share information, and then combine them into one Watch Board information display for real-time protection. As a result, these events played out safely, as have others we have been involved in where public safety is a major concern.

CEOCFO: *Would you tell us where NetCentrics fits into the company?*

Mr. Van Vleet: A key element of our strategy is to complement our analytics capability with cybersecurity solutions to protect valuable information. The acquisition of NetCentrics last year added great depth, good employees with these skill sets and an expanding customer base in the Department of Defense (DoD). The NetCentrics skills in cybersecurity and

network monitoring, as well as their access to defense community networks, gives us significantly more capability as a company. The combination also means we have experience in managing and securing some of the largest information networks in the world. Together, we can access and monitor a wide range of networks and assess potential threats in real-time as they emerge.

CEOCFO: *How does that fit with your recently announced contract to support the office of the chief of the Army Reserves?*

Mr. Van Vleet: This effort is similar to the work NetCentrics provides for the Office of the Secretary of Defense. With this new contract, we will be providing engineering, architecture and network management support for the Office of the Chief of the Army Reserves.

CEOCFO: *What are some of the challenges working with government agencies?*

Mr. Van Vleet: Government agencies are different from commercial businesses primarily in their cycle time. Government timelines are typically a lot longer. To be successful as a company, you need to understand the government procurement cycles. Your business systems have to match the government procurement systems. In order to be successful with the government business you also need to have an intimate understanding of their core missions and the resulting objectives and priorities they are trying to achieve.

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CEOCFO: *How are you reaching out for potential customers?*

Mr. Van Vleet: We have a broad customer set. Currently, we are mostly focused on providing government solutions. Our largest customer is the DoD, with the Army and the Pentagon representing the largest customers in that community. The US Coast Guard in the Department of Homeland Security is also a major customer. Our focus is to build upon the depth and strength we have with government missions, which give us the credibility to work on large-scale networks and security credentials, and apply these solutions to emerging commercial markets. Technology crossover, or transfer, is a major opportunity for us, as analytics and cybersecurity needs apply to multiple markets.

CEOCFO: *How are you able to find people with the right technical skills and the right people skills?*

Mr. Van Vleet: We have an excellent recruiting team that is always actively working to recruit and develop good candidates. We have relationships with other expert recruiters to assist us in that process. Longer term, our approach is to develop our employee skill sets. The best employees are the ones who understand our customers' missions and can learn new technology solutions to meet their emerging needs. We have an active development program that we are building to expand the skills of our employee base and continuously expose them to new and emerging technologies.

CEOCFO: *What did you learn at Boeing that has been most helpful here at Haystax?*

Mr. Van Vleet: Boeing is a great company with extensive resources. It is one of the few major corporations that is effective at selling both to commercial and government markets. They also are proficient at developing people to run good businesses. They did a great job helping me from the early part of my career to start thinking of customer needs in a broad business perspective. They have an excellent executive development program, and they involve potential leaders in the fundamentals of program management and strategic business planning. Those were core foundational skills that have helped me throughout my career and most recently in building Haystax Technology.

CEOCFO: *How do you choose what government projects to bid on?*

Mr. Van Vleet: When you are a small to medium-size company, focus is critical. We focus all of our activities and pursuits around our core competencies. Those core competencies are analytics, network management and monitoring, and cybersecurity. We seek out opportunities for us to bring these skill sets to customers and expand our business base. Our objective is to be known as the best company providing analytics and cybersecurity product and service solutions.

CEOCFO: *How do you stay on top of the technology and how do you know what to keep on the radar screen?*

Mr. Van Vleet: We have a dedicated technology accelerator group that helps keep us current as a company. The job of that research and development team is to stay abreast of current techniques, tools and technology that can be used in the

marketplace. We have broad partnerships with other emerging technology companies to learn some of those techniques. Our technology accelerator team transfers this new knowledge to our staff through internal lunch-and-learn sessions, where we will bring in either our existing technologists to talk about these emerging technologies or some of our partners to discuss and address these emerging technologies.

CEOCFO: *How is business these days?*

Mr. Van Vleet: Business is good. We are in an opportunity-rich environment. We have a good growth rate and are growing at 15% to 20% percent a year organically. With a number of new business opportunities available, our current challenge is in focusing on which ones to pursue. A couple years ago when budgets were uncertain, it was a more challenging environment, but now I think we are in a much stronger budget environment both in government and commercial markets.

CEOCFO: *Do you see additional acquisitions in the future or is it more opportunistic?*

Mr. Van Vleet: We definitely are seeking to compliment our organic growth strategy with acquisitions. When we set out to form the company two years ago, our model was to create the next generation mid-cap technology company. Our objective is to create a company that will have annual revenues of \$500 million to a \$1 billion in annual revenues in the next five years. We believe that comes through good operational management with a good organic growth rate and good strategic acquisitions.

CEOCFO: *Are people looking to you because they understand the depth of your offering or is it a pleasant surprise to find out how deep and wide your arena is at Haystax?*

Mr. Van Vleet: People come to us for our advanced technology but have been surprised at the depth and breadth of our total capabilities. I think that is because we are a relatively new and emerging company. As customers get to know us more broadly, use our products and engage with our people and services, I think they are pleasantly surprised.

CEOCFO: *What should our readers remember when they read about Haystax Technology?*

Mr. Van Vleet: Haystax is a new emerging technology company that is focused on analytics and cybersecurity, and we are developing next-generation disruptive technology solutions that are going to be transformational in the marketplace for the next decade. I am excited about the future of our company. We have grown quickly during the past two years and have never lost our resolve to deliver top-notch results for our customers while satisfying investors with positive returns.

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