

## WHY TOFFLER ASSOCIATES CONDUCTED THIS STUDY

"We excel at identifying drivers, such as budget changes, culture shifts and new competitors, that will likely impact the future of an industry. Based on the drivers we found at the DoD, we gave our client a list of options and recommendations that allowed them to make informed versus speculative changes to their strategic long-term business plans."

-Toffler Associates  
Engagement Leader

## Toffler Associates Helps Aerospace Leader Expand DoD Business

### MAKING INFORMED DECISIONS ABOUT THE UNPREDICTABLE FUTURE

The term "business cycle" is misleading. It implies a predictable, cyclical pattern of economic activity that allows businesses time to prepare for future ups and downs in the marketplace. The reality is that business activity fluctuates—sometimes wildly and with no advance warning. In the case of companies that contract with the federal government, these fluctuations take the form of budget changes and shifting future needs of federal agencies, Congress and other government entities. "If a contractor makes a business decision today to, let's say, spend X amount of dollars to research and develop a tank that meets the combat needs of the Army ten years from now," said the Toffler Associates Engagement Leader, "and five years from now those needs change, that contractor could have wasted millions if not billions of dollars."

That's exactly the situation a leading global aerospace company faced in its business with the U.S. Department of Defense (DoD). It was time to update the company's long-term strategic plans and make investment decisions that would affect its multibillion-dollar business with the DoD. "They wanted to understand how the defense market was going to change over the coming years," continued the Engagement Leader, "so they could win new contracts and accurately allocate their research and development (R&D) dollars." Specifically, the aerospace company needed to find new DoD business opportunities, identify the projects and plans they should continue to fund and the ones they should stop funding. To achieve these goals, the company called on Toffler Associates.

### WHY TOFFLER ASSOCIATES?

Toffler Associates' expertise in the federal marketplace includes decades of combined experience and an intimate knowledge of how the business side of government works. In addition, the aerospace company contracted with Toffler Associates because of its strong and extensive network in the defense and intelli-

gence communities, its position as market leader in assessing future trends, and its skill and thoroughness in interviewing key industry leaders. "Over the years," stated the Engagement Leader, "we have proven to companies around the world that they can trust Toffler Associates to gather information from leaders across the spectrum, from heads of state to heads of armies, and in the process discover the information they need to make strategic, long-term business decisions. In addition, we do this by representing their companies in these sensitive situations with integrity and professionalism."

Toffler Associates conducted more than 100 interviews with DoD personnel, analyzed the Department's budgets from the previous ten years to determine its past spending priorities in order to help predict how they might suggest future priorities, and evaluated the DoD's existing budget for information such as which programs were losing funding and which ones were gaining. In addition, Toffler Associates conducted an in-depth study of leaders within the DoD as well as Congressional leaders who could affect the DoD's budget. This study shed light on the leaders' past spending behaviors and decisions, which gave insight to their future DoD spending, goals and priorities. Based on this vast quantity of information, Toffler Associates pinpointed new business opportunities for the aerospace company plus programs that had a high probability of changing in the next ten years.

#### **LIST OF OPTIONS HELPS TOFFLER ASSOCIATES CLIENT TO WEATHER US \$90 BILLION BUDGET CUT**

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just to keep their existing market share much less grow their business. We provided our client the means to do just that.”