



# **Mentor-Protégé 26th Government Small Business Conference**

Dr. Donald L. Brechtel  
Supplier Diversity Business Lead  
Raytheon Mentor-Protégé Champion

May 1, 2013

# Mentor-Protégé Program



**Purpose:** Assist Small Disadvantaged Business, qualified organizations that employ Severely-Disabled, Women-Owned Small Businesses, Service-Disabled Veteran-Owned Small Businesses, and Historically Underutilized Business Zone (HUBZone) Small Businesses in transitioning from current state to their next level of capability

- Enacted in 1990 (Public Law 101-510) by former Senator Sam Nunn and former Secretary of Defense William Perry
- DoD presented first Nunn-Perry Awards in 1995
- Recognized outstanding and successful Mentor-Protégé relationships
- Raytheon has won 16 Nunn-Perry Awards as of 2013



**Raytheon has Six Active Mentor-Protégé Agreements**

# Active Mentor-Protégé Agreements

Protégé	Agreement Info	Core Competency	Raytheon Mentor
21st Century Technologies, Inc. 6011 West Courtyard Dr., Building 5, Suite 300 Austin, TX. 78730-5113 512-682-4708	NGA Reimbursement 09/11—09/14 CSDB / WOSB*	NAICS Code: 541511 (Primary) Other NAICS: 541712, 541512, 541519, 541513, 541611, 541690, 511210, 541330	Aaron Allen IIS (972) 205-8176
AERO Electronics Systems, Inc. 411 S. Park Ae Titusville, FL 32833 (321) 269-0478	MDA Reimbursement POP 08/11 – 05/14 WOSB / HUBZone*	NAICS Code: 334419 (Primary) Cable/Harnesses	Terry Downing IDS (951) 850-2622
Advanced Powder Solutions 1906 Southwood Ct Mitchellville, MD 20721-4241 (301) 218-5183	MDA Reimbursement 06/11 – 06/14 CSDB*	NAICS Code: 332117 (Primary) Powder Metallurgy Part Manufacturing Other NAICS: 332812, 336419, 339999	Jeff Krongaard RMS (520) 794-1925
Endeavor Systems, Inc. 8300 Greensboro Drive, Suite 950 McLean, VA. 22102-3031 (703) 992-0987	NGA Reimbursement 09/11—09/14 CSDB / WOSB*	NAICS Code: 541690 (Primary) Other NAICS: 517110, 541330, 541511, 541512, 541519, 541611, 541618, 541712, 611420, 611430	Aaron Allen IIS (972) 205-8176
Potomac River Group (PRG) LLC 801 Sycolin Road, Suite 210 Leesburg, VA 20175-5654 (703) 771-3003	DOS Credit 08/09 – 08/12 SB*	NAICS 611430 (Primary) Professional and Mgmt Dev. Training Other NAICS: 334220, 334511, 541611, 541614, 541690, 541990, 561320, 611699	Wendell Bradshaw RTSC (540) 644-0514
Sonju Industrials 245 South Complex Drive 2902 US Highway 93 North Kalispell, MT 59901-6859 (406) 752-4253	NAVY Reimbursement 09/11 – 09/13 SD-VOSB / HUBZ*	NAICS Code: 332710 (Primary) Machine Shops 332812 – Metal Coating 332721 – Precision Turned Prod Mfg	Jeff Krongaard RMS (520) 794-1925

# Raytheon Past Protégés

Protégé	NAICS Codes / Core Competency
Advanced Composite Technology, Inc.	541330 – Engineering Services / 325211 – Plastic Materials
AERO Electronic Systems	334419 – Cables/Harnesses
Banneker Industries	493110 – General Warehousing and Storage
Basic Electronics	334418 – Printed Circuit Assembly (Circuit Card Assembly) 334419 – Electronic Component Mfg (Electronic Circuits)
Choctaw Manufacturing & Development Corp.	332439 – Other Metal Container Mfg (Shipping Containers) 332710 – Machine Shop
Cristek Interconnects, Inc.	334417 – Electronic Connector Manufacturing
The ENSER Corporation	335912 – Primary Battery Manufacturing (Thermal Batteries) 335911 – Storage Battery Manufacturing
Engineering Systems Solutions, Inc.	541512 – Computer Systems Design Services
Genex Systems LLC	541511 - Custom Computer Programming Services
Geologics	541339 – Engrg Services / 561320 – Temporary Help Services
Herotek	334220/334511 – Microwave Communication Equipment
HBMG, Inc.	541512 – Computer Systems Design Services
Integrity Networking Systems	541512 – Computer Systems Design Services 423430 – Computer, Peripheral Equipment and Software
Interim Solutions for Government (ISG)	541512 – Meteorological support, air traffic controllers & investigation srvc
Magnaphone	541690 – Scientific and Technical Consulting
Mesa Robotics	333518 – Other Metalworking Machinery Mfg/Robotics
Minco Technology Labs	423690 – Electronic Parts and Equipment 334413 – Semiconductor and Related Device Manufacturing
Miratek Corporation	541611 – Management Consulting Services
Spirit Electronics	423690 – Electronic Parts and Equipment/Kitting
Tampa Brass and Aluminum	331528 – Nonferrous Foundry / 332710 – Machine Shop
Technology Research International, Inc.	335313/334515 – Switchboard Mfg/Power Circuit Breakers
UEC Electronics LLC	334419 – Electronic Component Manufacturing (Custom TE, Electronic Devices & Controls, PCB & PWB, Wire Harness & Cable Assy and Automation)

# Criteria for Selecting Protégés

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- Meet size standard and diversity category in System for Award Management (SAM) or SBA's Dynamic Small Business Search System:
  - Service-Disabled Veteran-Owned Small Business
  - Certified HUBZone Small Business
  - Small Disadvantaged Business
  - Woman-Owned Small Business and/or
  - Employs Severely Disabled Individuals
- Have potential for strategic Raytheon relationship
- Doing business with Raytheon or have significant business opportunity
- Has complementary technology to support Raytheon Customer requirements/interests
- Willing to cooperate with Mentor in developmental assistance areas
- Does not duplicate capabilities of Active or Past Protégés

# DoD Mentor-Protégé Nunn-Perry Awards

Raytheon Nunn-Perry Awards	
2012	UEC Electronics, LLC
2009	Tampa Brass and Aluminum
2007	The ENSER Corporation
2006	Product Manufacturing Corporation
2005	Banneker Industries, Inc.
2005	Tampa Brass and Aluminum
2004	Miratek Corporation
2003	The ENSER Corporation
2002	Basic Electronics Inc.
2000	RS Information Systems, Inc.
1999	Choctaw National Finishing Company
1999	Kuchera Defense Systems
1997	Kuchera Defense Systems
1997	SUMMA Technology, Inc.
1995	Advanced Composite Technologies
1995	Lau Technologies



**“I’m very impressed with UEC Electronics’ accomplishments resulting from Raytheon’s mentorship in the DoD Mentor-Protégé Program. My visit has confirmed the value of the DoD Mentor-Protégé Program.”**

*– Sean Crean, Director, Office of Small Business Programs, U.S. Navy, June 18, 2012*



# **Raytheon/UEC Electronics' Journey to the DoD Nunn-Perry Award**

# Nunn-Perry Award Winning Team!

## Mentors

- Jeff Krongaard, Mentor Manager
- Raytheon Missile Systems
- Tucson, Arizona
- Donald L. Brechtel
- Raytheon/Network Centric Systems
- Largo, Florida

## Sponsors

- Ms. Oreta Stinson, MP Manager
- Sean Crean, Director
- Office of Small Business Programs
- Department of the Navy
- Jill Moore, NAVAIR Small Business
- Marcus Lemke and Dan Haertle
- PMA 259–AIM-9X Program

## Protégé

- Rebecca Ufkes, President
- UEC Electronics
- Hanahan, South Carolina



## HBCU

- Dr. Morrison Obeng, Department Head
- Computer Science & Engineering
- Bethune-Cookman University
- Daytona Beach, Florida





# Guiding Mentor Principles Raytheon Follows

- Seeks company leadership commitment to supplier diversity and mentor-protégé program.
- Assigns experienced mentor with passion for supplier diversity and role of mentor-protégé.
- Mentor serves as a “coach” and “teacher.”
  - “Can do” attitude; know how to get things done!
  - Skills: Flexibility/creative problem solver with excellent people/networking skills.
- Protégé capabilities/core technology should complement mentor’s needs.
- Mentor must fully understand needs of protégé (needs assessment) and implement developmental strategy/plan to address protégé’s needs.
- Mentor-Protégé is a “team sport!”
  - Must have frequent physical presence with protégé; proximity to protégé very beneficial.
  - Treat protégé as an extension of mentor.
- Build trust relationship via goal alignment and open communication.
  - Be flexible since protégé’s needs change over time.
- Serve as an ambassador for protégé within own company and with other companies.
- Make continuous process improvements a foundation of developmental assistance.
- Follow rules for DoD mentor-protégé program (e.g., semi-annual reports).

**Keys for Mentor: Leadership, Commitment, Teamwork,  
Communication & Continuous Process Improvement**

# Guiding Principles Followed by UEC Electronics as Protégé

- Maximum leadership commitment to program by providing excellent quality, on-time delivery, at affordable prices.
- Leadership very responsive to mentor's process improvement recommendations.
  - Jointly develop goals, objectives and detailed, measurable technical developmental assistance plan.
  - Mentor and protégé must understand and develop strategic plan together.
  - Protégé must listen to mentor and follow-through on agreed actions.
- Mentor-Protégé is a “team sport!”
  - Protégé should find the “right” mentor (aligned in technology and culture).
  - Protégé must dedicate time to help mentor, learn protégé's business.
  - Constant, consistent communication (phone, e-mail good; physical presence better).
  - Mentor is the “coach” for the team.
- Build collaborative relationships through trust.
  - Mentor and protégé must be direct and honest with each other.
  - Must take risks together (and still make good business decisions).
- Continuous process improvements must be key strategy of mentor-protégé agreement.
  - Protégé must be open-minded and embrace necessary change.

**Keys for Protégé: Leadership, Commitment, Teamwork,  
Communication & Continuous Process Improvement**

# Plan: UEC Electronics, Hanahan, SC

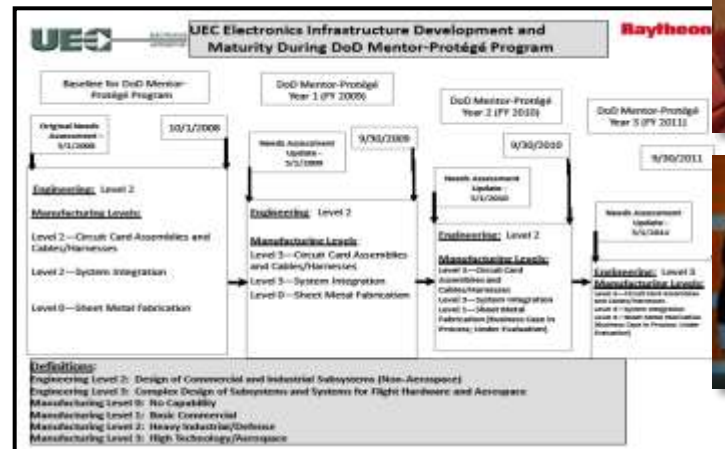
Milestone Schedule												
Mentor-Protégé Schedule	YEAR 1				YEAR 2				YEAR 3			
	Q4 '08	Q1 '09	Q2 '09	Q3 '09	Q4 '09	Q1 '10	Q2 '10	Q3 '10	Q4 '10	Q1 '11	Q2 '11	Q3 '11
<b>WBS T.1 Strengthen Eng/Design, MFG. &amp; Testing Capabilities</b>												
WBS T.1.1 Mature UEC Technology and Manufacturing Roadmap	X	X	X	X	X	X	X	X	X	X	X	X
WBS T.1.2 RF Design, Development, Manufacturing, and Test	X	X	X	X	X	X	X	X	X	X	X	X
WBS T.1.3 Develop Surface Mount Technology (SMT) Capability	X	X	X	X	X	X	X	X	X	X	X	X
WBS T.1.4 Fiber Optics Design and Manufacturing					X	X	X	X	X	X	X	X
WBS T.1.5 Advanced Electronics Development & Manufacturing Dev.	X	X	X	X	X	X	X	X	X	X	X	X
WBS T.1.6 Enhance Test Capability (Environmental Stress Screening, Vibration Testing, etc.)		X	X	X	X	X	X	X	X	X	X	X
<b>WBS T.2 Improve Quality Processes &amp; Certifications</b>												
WBS T.2.1 Software Development Processes (CMMI Level 2)					X	X	X	X	X	X	X	X
WBS T.2.2 AS9100 Deployment Strategy	X	X	X	X					X	X	X	X
WBS T.2.3 Technical and Manufacturing Readiness Assessments				X	X			X	X		X	X
WBS T.2.4 Logistics System Enhancements (Kanban, Material Tracking, etc.)				X	X	X	X	X	X			
WBS T.2.5 Environmental, Health, and Safety Program				X	X	X			X			
<b>WBS T.3 Improve Dev. Proc. to Enable Increased Prod. Reliability &amp; Qual.</b>												
WBS T.3.1 Develop & Doc. Eng., Mfg., & Bus. Processes	X	X	X	X	X	X			X	X	X	X
WBS T.3.2 Dev. & Implement Lean/Visual Factory (Mat. Flow for Make Categories)	X	X	X	X	X	X	X	X	X			
WBS T.3.3 Dev. & Implement UEC Cont. Improvement Prog. for Dev.	X	X	X	X	X	X	X	X	X	X	X	X
<b>WBS T.4 Internal Employee Dev.(Training--Technical, Bus., Process, &amp;Mgt.)</b>												
WBS T.4.1 Organization Development (Structure, Roles & Responsibilities, Communication)			X	X	X	X			X	X	X	X
<b>WBS B.1 Manufacturing/Supplier Management Optimization</b>												
WBS B.1.1 Dev. Mfg. Capability for Rapid Prototypes/LRIP					X	X	X	X				
WBS B.1.2 Develop and Implement Lean/Visual Factory	X	X	X	X	X	X	X	X	X	X	X	X
WBS B.1.3 Dev. & Implement UEC Cont. Improvement Program	X	X	X	X	X	X	X	X	X	X	X	X
WBS B.1.4 Enterprise Resource Planning (ERP)	X	X	X	X	X	X	X	X	X	X	X	X
WBS B.1.5 Develop/Implement Supplier Management Process (Supplier Corrective Actions)					X	X	X	X				
<b>WBS B.2 Expand Limited Cust. Base (MFG. Reps., Cust. Dev.)</b>	X	X	X	X	X	X	X	X	X	X	X	X
<b>WBS B.3 Facility</b>	X	X	X	X	X				X			
<b>WBS B.4 Business Development</b>												
WBS B.4.1 IT	X	X	X	X	X	X	X	X	X	X	X	X
WBS B.4.2 Dev. Marketing Plan, Tools, & Capture Mgt. Process					X	X	X	X	X	X	X	X
WBS B.4.3 ERP System Enhancements	X	X	X	X	X	X	X	X	X	X	X	X
WBS B.4.4 Govt. Contract Accounting & Govt. Property Training		X	X	X	X							
WBS B.4.5 SBIR/STTR Proposal							X	X	X	X	X	X
WBS B.4.6 Pursuit, Est., Bidding, & Cost Proposal Dev. Support	X	X	X	X	X	X	X	X	X	X	X	X
WBS B.4.7 Human Resources		X	X	X		X	X			X	X	X
WBS B.4.8 5-Year Strategic Plan Dev.; Strategic Forecasting (Sales & Manpower)		X				X				X	X	X
WBS B.4.9 Business Continuity Planning				X				X		X	X	
WBS B.4.10 Total Business Assessment					X			X			X	
WBS B.4.11 Earned Value Mgt. System & Risk Mgt.				X	X				X	X	X	X

Agreements start with "Best Practice 5 yr planning"

## Needs Assessment Results in Strategic Roadmap

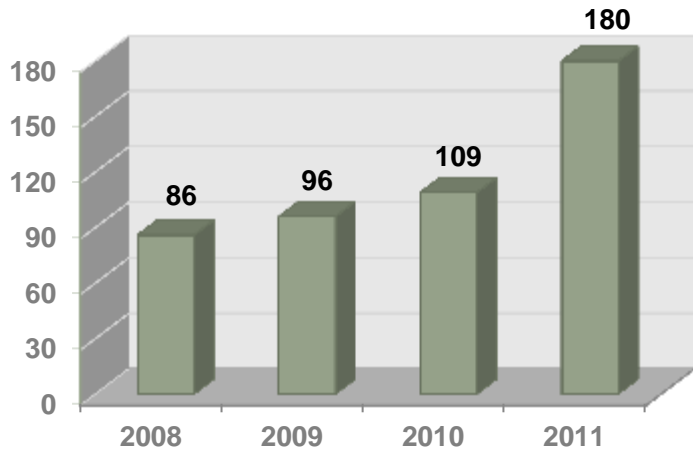
# Key Milestones During Journey

- **June 2005:** UEC presentation at SPAWAR/Met Glen Delgado
- **January 2006:** Raytheon's baseline assessment visit
- **May 1, 2008:** Initial needs assessment
- **September 25, 2008:** Navy awarded mentor-protégé agreement
- **February 18-19, 2009:** First five-year strategic planning session
  - Two follow-on planning sessions engaged all Raytheon businesses
- **March 4, 2009:** First PMR with Navy (conducted every 6 months)
- **April 4, 2009:** Strategic roadmap developed for UEC Electronics
- **May 18, 2009:** Bethune-Cookman interns assigned
  - College provided 5-year strategic planning assistance, interns, Sharepoint and Leadership training, Marketing/Branding
- **Sept. 2008 to 2011:** Mentor activities: CMMI, supplier assessments equipment donations, roles and responsibilities defined, trained on APICS, ITAR, time management, FOD, ESD, Six Sigma: Added as Preferred Supplier
- **March 7, 2012:** DoD Nunn Perry
- **June 18, 2012:** Sean Crean visit
- **May 1, 2013:** Mentoring continues

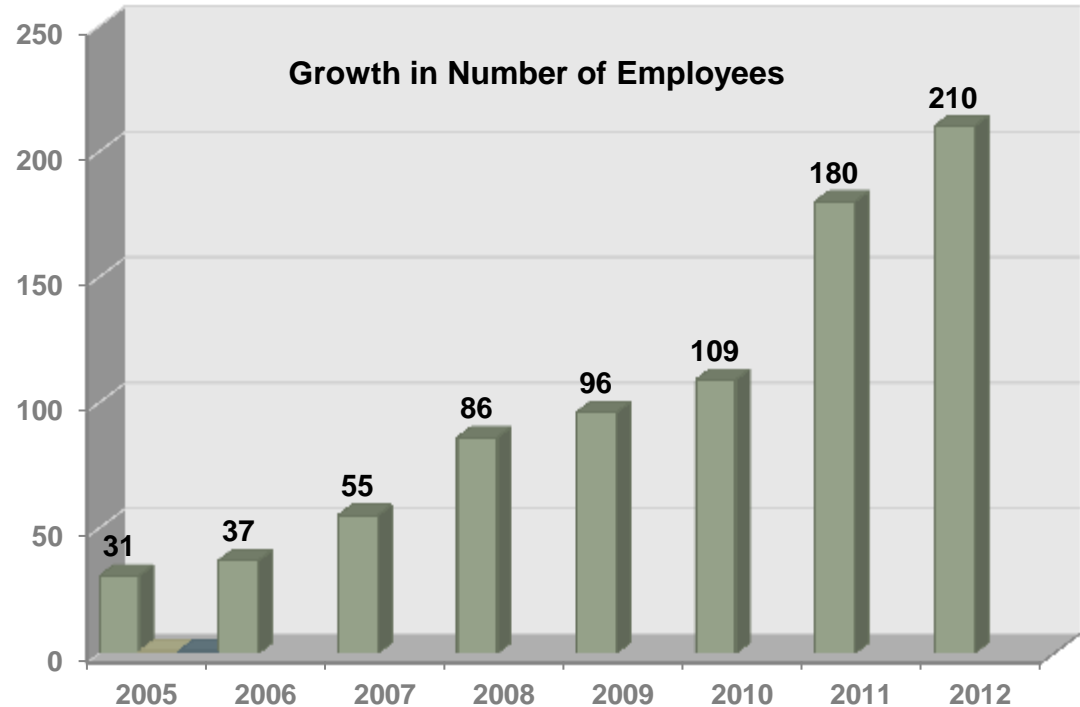


# UEC Electronics' Growth in Number of Employees

### Number of Employees



### Controlled and Managed Growth



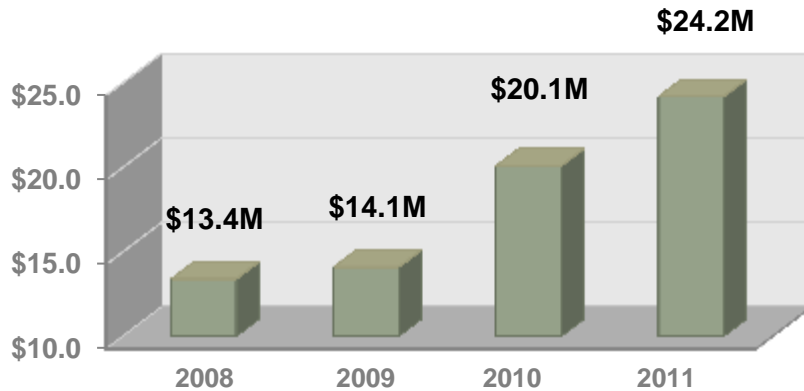
\*2012 Based on Actuals and Projections

**Employee Growth During the Mentor-Protégé Program**

**Year Over Year Managed and Controlled Growth**

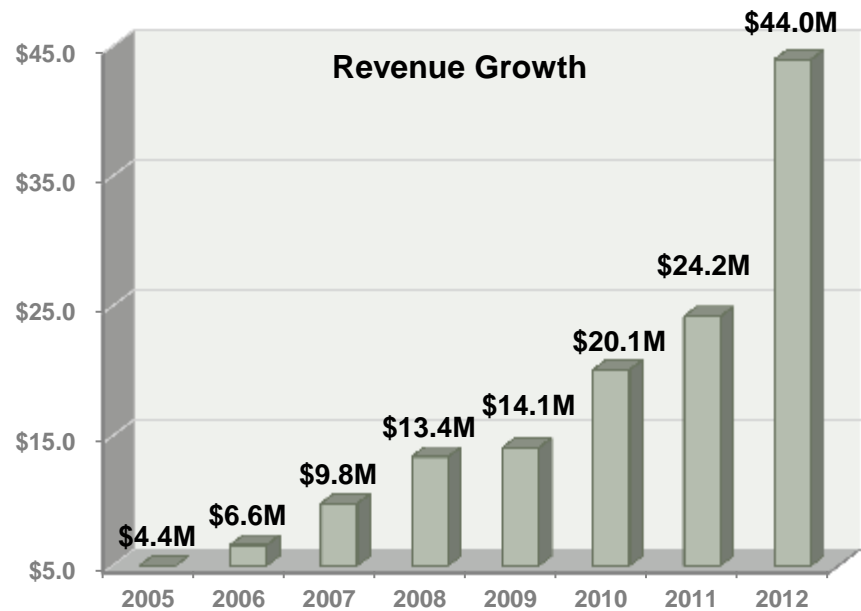
# UEC Electronics' Growth in Annual Revenue

**Annual Revenue**



**Revenue Growth During the Mentor-Protégé Program**

**Controlled and Managed Growth**



\*2012 based on actuals and projections.

**Year Over Year Managed and Controlled Growth**

# How UEC Electronics Looks Today Supporting Customers!



**UEC Electronics Embarked on Lean Journey to Improve Processes, Quality, and Delivery Performance at Lower Costs**

# Sean Crean Visits UEC Electronics

Hanahan, South Carolina

“I’m very impressed with UEC Electronics’ accomplishments resulting from Raytheon’s mentorship in the DoD Mentor-Protégé Program. My visit has confirmed the value of the DoD Mentor-Protégé Program.”

– Sean Crean, Director, Office of Small Business Programs, U.S. Navy,  
June 18, 2012





# UEC Electronics: The Awards Continue



**Raytheon/Network Centric Systems Awarded UEC Electronics 3-Star Excellence Award – August 3, 2012**

# **DoD Mentor-Protégé Conference Scheduled For September 10-12, 2013, in Long Beach, California**