



Feisty Competitor Changes a Policy

and Opens an Entire Market



Technology Company Changes Policy Opens Up \$100-Million Dollar Market

This is a case study.

It's about a small technology company that developed an underwater communication system for the Navy. Although there was interest from commercial companies, government rules prohibited commercial sales when the government participates in the research and development effort of a capability.

In working with this technology company, we were able to find a work-around that led to government leaders approving an exception to policy, thereby opening up an entirely new commercial market.

If you are a company that develops new technologies, their story will be of interest to you.

Situation

A small technology company developed an innovative communication system that would help Navy SEALs communicate digitally underwater at great distances in extreme conditions. Commercial companies wanted access to the technology, but government rules controlling dual use of technology jointly developed with the government prohibited such commercial sales.

Intervention

Formulating a unique government engagement plan, the technology company developed a highly effective message and orchestrated a legal and effective exception to the dual use policy. This carefully crafted message persuaded senior government leaders and decision makers to approve an exception to policy. This creative work-around allowed the company to adapt a commercially viable alternative that did not require the highest end of military capability.

— Outcome —

This official exception
opened up a \$100
million-dollar commercial
market that would otherwise
not have been available.



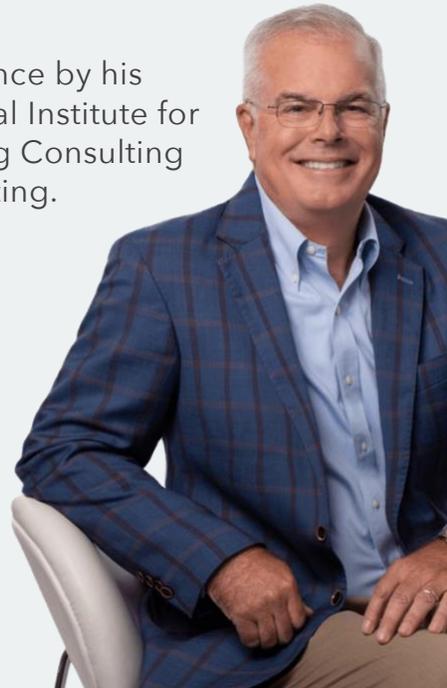
ABOUT THE AUTHOR

Gene Moran transitioned from the Navy in 2008 as a Captain after 24 years of service, commanding ships and advising senior leaders. He spent five years in a corporate role before recognizing his lack of fulfillment for what it was—a failure to invest in himself. Moran subsequently transitioned to a new adventure in entrepreneurship as founder and president of his consulting firm, Capitol Integration.

In 2020, Moran's work as a consultant was recognized for excellence by his industry peers when he was named a Top Lobbyist by the National Institute for Lobbying and Ethics and recognized by the Society for Advancing Consulting with the Corrie Shanahan Memorial Award for Advancing Consulting.

In 2021 Moran was inducted into the Million Dollar Consulting Hall of Fame®, and his firm, Capitol Integration, was identified as a Top Lobbying Firm by Bloomberg Government, one of few solo-practitioners so recognized.

Moran maintains a working presence in Washington, DC, but resides in sunny Florida with his wife, Julie, and their boats. He completed licensing to become a 200-ton Masters-level USCG Captain and is currently pursuing a PhD in Public Policy and Administration.



If a new Government policy is inhibiting
your sales, let's have a conversation.
Email me at

gene@capitolintegration.com



capitolintegration.com | gene@capitolintegration.com

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