



# SHOW DAILY

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## Marines Shift to 'Sustain and Save' In Training

The US Marine Corps is shifting from a "buy, build, and field" approach to its training systems, which has characterised the 11 years since 9/11, to a more fiscally conservative "sustain and save" approach. Col Michael Coolican, Program Manager for Training Systems (PM TRASYS) within Marine Corps System Command (MCSC), spoke with the *Show Daily*.

"We are coming down from a training high. The Marine Corps has really taken advantage of the available funding over the past 11 years in order to upgrade as well as increase the fidelity within our training systems. Not only the myriad simulators and training devices, but also our live training facilities and ranges. During the past 11 years, PM TRASYS answered the call of the Marines for more immersion training by building a tremendous number of MOUT [military operations on urbanized terrain] facilities and other types of ranges throughout the world in order to provide a more realistic training environment for our Marines globally. These facilities provided an excellent opportunity for small through large scale immersive training. An entire regiment can attack into the Combined Arms Military Operations on Urbanized Terrain facility, 1,500-1,600 buildings, at Twentynine Palms [CA] and disappear into the environment."

"The Marines have done a tremendous job of taking advantage of the available funding over the past decade to better train them for the battles they were fighting. This includes our live training continuum, training ranges, facilities and MOUTs. It also includes our virtual and

constructive training continuums, tactical vehicle and convoy simulators, vehicle and helicopter egress training systems, and many infantry weapons simulated training systems. Now we are moving into a period of fiscal austerity. What that means in specific detail we don't know right now. However, staying in context with Deputy Secretary of Defense Dr. Ashton Carter's Better Buying Power 2.0 memo from November 2012, we must 'do more without more.'"

"We must control cost throughout the product lifecycle. We need to eliminate redundancy within warfighter portfolios, institute a system to measure the cost performance of programs and institutions and to assess the effectiveness of acquisition policies, and we need to improve tradecraft in acquisition services. That is exactly what PM TRASYS' focus is for future acquisitions and management." Col Coolican believes this new era of austerity poses a number of challenges. "We have kept pace with the Warfighter's operational tempo by acquiring, building, fielding and managing high fidelity training simulators, services, training areas and facilities. There is a cost of maintaining these critical programs and keeping them relevant so that Marines can get appropriate, yet safe, training. There are many ways we use strategic acquisition processes to sustain ranges, the MOUT facilities and the life of our training simulators to save money while ensuring we meet the training needs of the Fleet Marine Forces. One such example is consolidating contracts so that we have less management overhead. Another is through more virtual technology. I don't believe we have taken complete

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# I/ITSEC Pays Off for Heartwood

For Heartwood [Booth 2307] chief executive officer Raj Raheja, there was no question about returning to I/ITSEC 2012 as a second year exhibitor.

"The Navy contract we just received originated from I/ITSEC 2011," Raheja said. "The point of contact we developed here gave us another point of contact that led to the contract. But if I go to that original thread it runs straight back to I/ITSEC."

"What Heartwood does is a niche," he explained. "We don't do everything but what we do, we do very well: We empower companies to build, operate and maintain their products using 3D interactive training – just that. We don't do cultural training. We don't do first person shooters. We don't do immersive training."

***"We not only attribute the contract to I/ITSEC but it may end up becoming our largest customer apart from Raytheon right now,"***

"What we found out there is that existing software available tends to be 'one size fits all," he added. "Since the software has already been designed they expect the customer to use that 'as is.' But we understand that every training requirement is different, so we decided not to build 'ready to go' software. Instead, we build a base and then customizes the software for every customer."

During their inaugural appearance at I/ITSEC 2011, company representatives stressed their innovative capabilities while describing a goal of becoming "the Apple of the simulation world." Coincidentally,

the company leadership received an unsolicited invitation to Apple corporate headquarters in early 2012.

"The reason is that Apple wants to differentiate themselves from all other platforms," Raheja offered.

"And nothing differentiates them more than the 3D graphics capability of their devices versus everyone else, because they are more robust; more definable."

"Not just that Heartwood only does one platform," he cautioned. "We do all platforms."

Raheja said that the corporate meeting resulted in a pilot program under which a half dozen Apple sales executives are currently carrying Heartwood offerings as part of their sales package.

While the Apple meeting could be seen as fortuitous, Raheja emphasizes the direct connection between I/ITSEC and the company's recent receipt of a US Navy contract to support the Naval Surface Warfare Center Carderock Division (NSWCCD).

"We not only attribute the contract to I/ITSEC but it may end up becoming our largest customer apart from Raytheon right now," he continued. "Everyone has their 'flagship customer' and ours was Raytheon. But we have always looked for 'a big one.' And I think this could be it. Given that it originated from I/ITSEC I don't think there is any way we could not be at I/ITSEC. It may have been a mix of a little business development together with serendipity but if we didn't have the booth I don't think we would have the Navy contract right now."

The NSWCCD contract will provide 3D maintenance training capabilities surrounding a ship-based actuator/valve system located on an aircraft carrier.

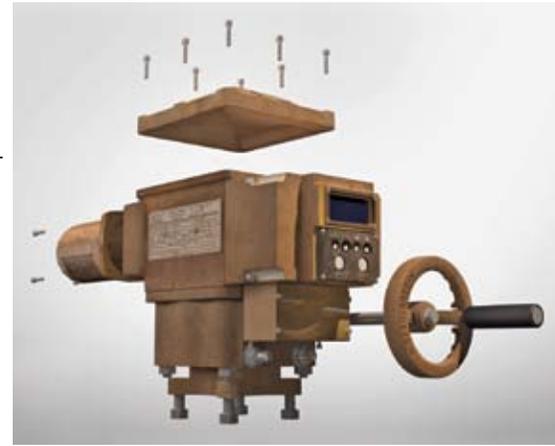
"The US Navy chose Heartwood to support NSWCCD Philadelphia in the development of Enlisted Engineering Training solutions, using the latest 3D interactive and gaming technologies," acknowledged Steve Dutter, NSWCCD Philadelphia Code 942 Waterfront Training Lead. "They will be designing and developing 3D interactive training applications tailored specifically for the US Navy, that run on PCs, tablets, tough books, interactive smart boards, and DVDs."

"We are building full immersive equipment maintenance training," Raheja said. "It's going to be done on the first time for all devices – so it's going to go straight to web, PC, mobile, and interactive smart boards."

"This division had never done anything apart from Powerpoints before," he added. "So they have never touched 3D before. This is their first step into 3D."

The approach leads directly to his takeaway messages about Heartwood: "If an organization has any kind of equipment and they have ever thought of making their training more visual, immersive or scalable, then we are the right company. We are not burdened by the limitations of any one software. We will give you the right mix of technologies."

He concluded, "Steve Jobs once said, 'It's about what not to do.' And we have taken that stand. We are not doing anything else."



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