

CASE STUDY

# NIWC Pacific Cyberspace Engineering IDIQ

## \$800M Strategic Capture & Portfolio Development

Strategic IDIQ capture, disciplined customer engagement, and aligned teaming to build a long-term Navy growth platform at Naval Information Warfare Center Pacific.

Contract: N66001-19-D-3409

NIWC Pacific

ICF International — General Manager

2017–2020

**\$800M**

IDIQ CEILING VALUE

**5+**

CAPTURE PILLARS

**700+**

FTE GTM TEAM LED

**3 YRS**

ACTIVE BD EXECUTION

**\$103M**

P&L AT PEAK (ICF)

### STRATEGIC CONTEXT

## Background & Challenge

The NIWC Pacific Cyberspace Engineering IDIQ (Contract N66001-19-D-3409) was a multiple-award vehicle designed to support cyber engineering, systems integration, cyber operations, and rapid prototyping across the Navy Information Warfare enterprise — one of the most competitive and strategically important contracting vehicles in the Navy market.

### THE CHALLENGE

Winning a position on this vehicle required more than technical capability. NIWC Pacific was flooded with proposals from major defense primes and specialized cyber firms. The challenge was to differentiate ICF's positioning, align to NIWC Pacific's most critical buying lanes, and build a credible capture strategy that could deliver both vehicle access and a disciplined task order pipeline post-award — in a highly competitive multi-award environment.

### MY ROLE

## Executive BD & Capture Leadership — ICF General Manager

■ Capture strategy and pipeline positioning for NIWC Pacific IDIQ award

■ Customer engagement across NIWC Pacific directorates and program leads

■ Teaming alignment with FSI and small business partners

■ Win strategy development and solution positioning

■ Post-award task order pipeline development

■ Cross-functional GTM team leadership (700+ FTE)

■ Cybersecurity Engineering & RMF / ATO support

■ C4ISR Architecture & Systems Integration

■ Rapid Prototyping & R&D; (AI/ML, cyber tools)

■ Cyber Operations & Training Environments

■ DevSecOps Pipeline Engineering

### APPROACH

## Win Strategy & Execution

Built pre-proposal relationships across NIWC Pacific directorates. Mapped program leads, identified priority requirements, and shaped ICF's technical approach around NIWC's most pressing cyber engineering and integration gaps.


Positioned ICF as a mission-first cyber integrator — not just a staffing vehicle. Emphasized AI/ML-enabled cyber analytics, Zero Trust prototyping, and fleet experimentation transition to differentiate from larger primes on technical depth.


Built a teaming structure combining ICF's advisory and technology capabilities with NIWC-native small businesses and cleared technical specialists — improving past performance alignment and competitive pricing structure.

Treated vehicle award as a starting line, not the finish line. Immediately launched structured task order pursuit process: mapped 5–15 TO opportunities across NIWC Pacific directorates, prioritized by deal size and strategic alignment.

## OUTCOMES

### Results & Strategic Impact

  
**Vehicle Award**  
Positioned ICF for award on NIWC Pacific's \$800M Cyberspace Engineering IDIQ — strategic Navy market access secured

  
**Task Order Pipeline**  
Developed and executed against 5–15 active task order pursuits across cyber engineering, C4ISR, and rapid prototyping

  
**Portfolio Growth**  
Contributed to \$69.8M → \$103.3M P&L; growth at ICF across a 3-year period through vehicle & account expansion

  
**Navy Relationships**  
Established C-level relationships with NIWC Pacific directorates and program leads that generated repeat capture opportunities

  
**Market Intelligence**  
Built deep fluency in NIWC Pacific buying patterns, vehicle structures, and competitive landscape — institutional knowledge that compounds

  
**Team Leadership**  
Led 700+ FTE cross-functional GTM organization through capture, proposal, and delivery — driving accountability at every stage

*This capture was a masterclass in treating an IDIQ vehicle as a strategic platform, not a transaction. Winning the vehicle mattered. But building the task order machine that turned vehicle access into revenue — that was the real work. You win IDIQs by working them after award, not before.*

— Randy James, reflecting on NIWC Pacific IDIQ strategy

## KEY TAKEAWAYS

### Lessons Applied to Every Navy Capture

- Customer-first positioning before proposal submission
- Small business teaming for competitive differentiation
- AI/ML technical depth that separated from pure staffing shops
- Immediate post-award task order pipeline discipline
- Cleared analyst bench ready for rapid deployment

- Shape early → build the right team → execute with discipline
- Vehicle access ≠ revenue; structured TO pursuit is the job
- Mission-first positioning beats capability-first positioning
- Partner alignment is a competitive weapon, not logistics
- CRM discipline and pipeline hygiene from Day 1

**CAPABILITY AREAS**

- Cyber Engineering
- C4ISR Integration
- Zero Trust
- AI / ML Analytics
- RMF / ATO
- DevSecOps
- IDIQ Capture
- SeaPort-NxG
- Rapid Prototyping
- NIWC Pacific
- Navy IW Enterprise
- Pipeline Management

**Ready to discuss how this translates to your Navy program?**  
 20+ years of Navy and DoD BD execution. Active TS/SCI.

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