



FROM PITCH TO PARTNERSHIP

A GUIDE TO INDUSTRY ENGAGEMENT



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A CALL TO PARTNERSHIP

Our vision is to deliver integrated lethality at the speed of relevance.

From the arctic ice to the Pacific's vast waters, and from the Mediterranean chokepoints to cyberspace's invisible battles, rivals press on every frontier - disrupting trade, testing alliances, probing for weakness.

PAE Mission Systems exists because mission readiness dies in the gaps between organizations, between requirements and engineering, between a promising pilot and a program of record. We're looking for partners who can help us close capability gaps so the warfighter never has to wait on the seams.

THE PAE MISSION SYSTEMS MISSION

Forging decisive combat power by unifying Naval acquisition to rapidly deliver superior information and warfare capabilities.



ACTION FOR SUCCESS

Review this book in its entirety for guidance on submitting a successful pilot proposal.



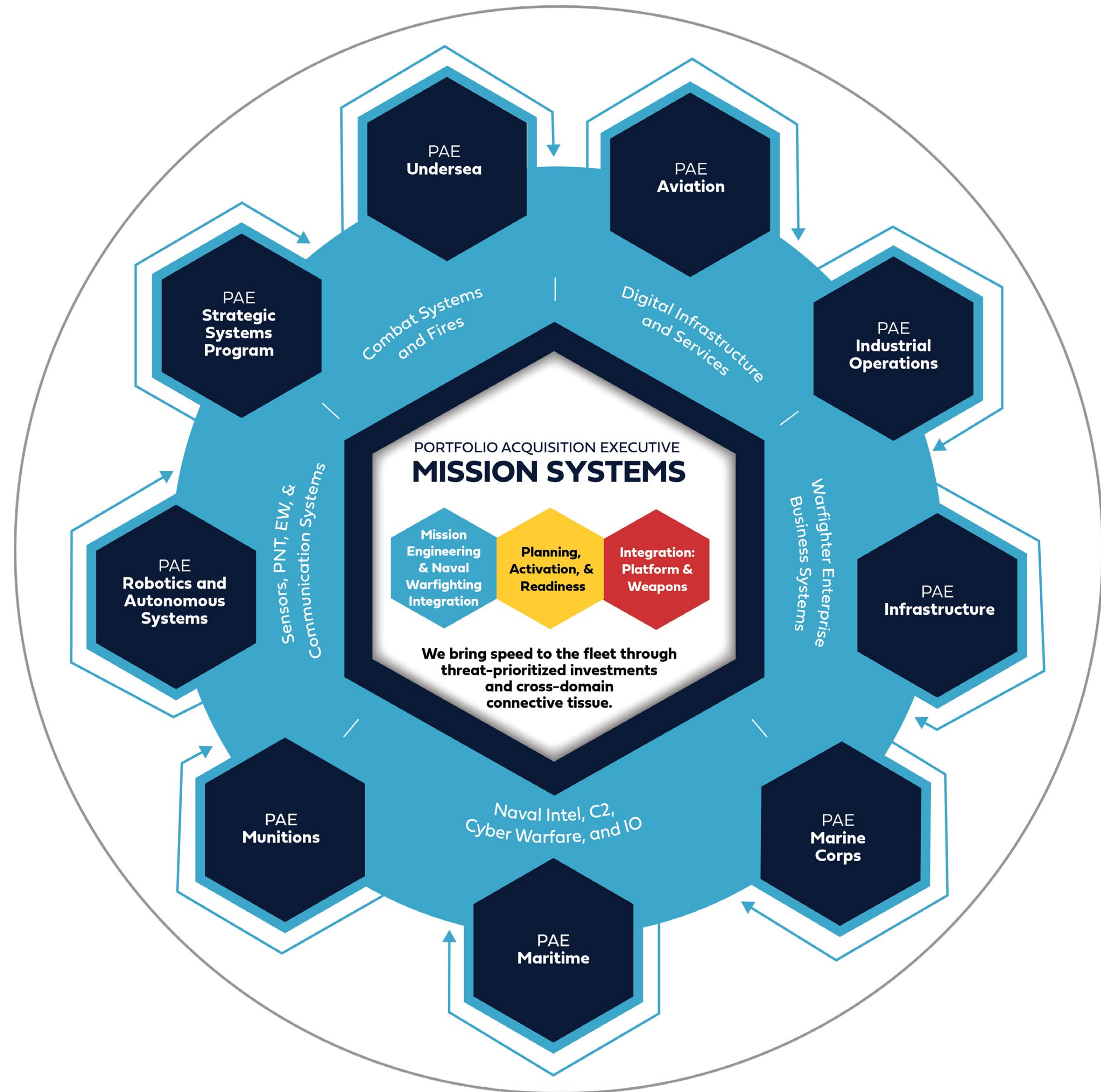
GET TO KNOW US

PAE Mission Systems (PAE MS) is a warfighting organization, bringing together once fragmented programs and portfolios under unified leadership, empowering teams to deliver critical capabilities and enhanced combat power at wartime speed.

Our strength comes from strategically fusing the combined expertise of the Program Executive Offices (PEO) for Command, Control, Communications, Computers and Intelligence (PEO C4I), Digital Enterprise Services (PEO Digital), Integrated Warfare Systems (PEO IWS), and Manpower, Logistics and Business Solutions (PEO MLB), as well as the Direct Reporting Program Managers (DRPM) for Manpower, IT, Logistics, ERP (DRPM MILE), Long Range Naval Fires Office (DRPM LRNFO), and Overmatch (DRPM Overmatch). These organizations specialize in the acquisition, development and lifecycle management of technology systems.

We're establishing PAE MS as the central, integrating Portfolio Acquisition Executive, ensuring effective kill chain closure, capability interoperability, maximum lethality, and adaptability, across the Department of the Navy.

PAE MS is currently functioning in an initial operating capacity as we finalize organizational changes. Some of the frameworks and concepts shared in this guide may change as we approach final operating capacity, so check back for updates.



MISSION SUCCESS DEPENDS ON PARTNERS LIKE YOU

Our mission requires relentless innovation: rapidly exploring new ideas, scaling proven solutions, and decisively retiring legacy systems. We cannot do that alone.

Delivering the best solutions to our warfighters requires your expertise and a clear process for engaging with PAE MS.

We've developed a straightforward approach to make engagement easier, expectations clear, and outcomes more predictable. This ensures a fair, consistent process that's focused on surfacing the most impactful solutions.



WHAT CAN YOU EXPECT FROM PAE MS?

Transparency. We will clearly share our priorities and problem set so you understand what we are looking for and can align your solution accordingly.

Clear, direct guidance. We will provide straightforward direction, enabling innovation without unnecessary bureaucracy.

A path to classified conversations. Potential industry partners without existing clearances are not locked out. We introduce sponsorship arrangements so smaller firms and venture-backed partners can take part in classified road mapping sessions.

Regular engagement. We host recurring industry days to maintain an active, collaborative dialogue.

WHAT DOES PAE MS EXPECT FROM YOU?

Demonstrate mission impact. Show how your solution directly advances a warfighter outcome and aligns with our frameworks from day one.

Tell a clear, concise story. Your proposal must explain what the solution does, how it works, and the measurable value it delivers to the operator.

Identify what your solution replaces or fills. We seek solutions that close a real capability gap or displace something that no longer serves the mission. Show a viable path to scale.

Engage through the process. Follow our intake steps, respond promptly, and collaborate openly. Working within the process keeps your proposal moving.



FROM PITCH TO PARTNERSHIP

*Company A identified a solution to improve internal business processes for PAE MS. They reviewed this guide thoroughly and aligned their solution to our mission and metrics. Their proposal clearly explained what the solution does, how it works, and why it matters to Marines and Sailors. After submitting the **Industry Intake Form**, they responded promptly to the **Pilot Submission Form**.*

By following submission guidelines, aligning with our frameworks, and staying responsive, Company A enabled a smooth review and rapid onboarding process. Their solution is now enhancing collaboration across PAE MS.



STEPS TO ENGAGE WITH PAE MS

Here is our engagement process. Please follow the process as outlined; deviating from it can cause delays.



STEP 1

LEARN About PAE Mission Systems

Familiarize yourself with PAE Mission Systems to see if your solution aligns to our priority missions and technologies.

Review the From Pitch to Partnership Guide

Use this guide to determine if your solution aligns to our mission needs and priorities.

RESOURCES:

- From Pitch to Partnership Guide
- PAE MS Industry webpage and FAQs

STEP 2

INTRODUCE Yourself and Your Solution

This form is your entry point to PAE Mission Systems. Share information about you, your organization, and your solution so we can evaluate alignment and engagement options.

Complete the Industry Intake Form

Ensure your solution contributes to advancing the PAE MS mission and delivers measurable impact



Thank you for sharing your solution



Receive the Pilot Submission Form by email

If you have a pilot in mind, submit your proposal through the Pilot Submission Form.

RESOURCES:

- PAE MS Industry Intake Form
- PAE MS Industry webpage and FAQs

STEP 3

PROPOSE Your Pilot

This form is your opportunity to share how your proposed pilot will drive key Mission Outcome Driven Metrics.

Complete the Pilot Submission Form

Provide key information about your proposed pilot and how it will drive World-class Alignment Metrics (WAM)



Thank you for sharing your pilot



Receive pilot status update

RESOURCES:

- PAE MS Pilot Submission Form
- PAE MS Industry webpage & FAQs

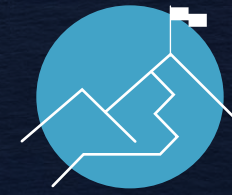
Chances of a successful engagement are higher with a high quality pilot proposal



WHAT'S NEXT:

Your submission has been entered into our repository. We will evaluate it for alignment to our organizational priorities. The PAE MS team will reach out if we have any questions.





ADVANCING THE MISSION

OUR CHALLENGE

Imagine an operator forced to make a split-second decision, dependent on systems that were never designed to talk to each other. Meanwhile, the mission will not wait for the org chart to catch up. Every day a capability sits unintegrated is a day the warfighter carries the risk we were supposed to remove.



ACTION FOR SUCCESS

Identify the PAE MS frameworks your solution aligns with.

***This information is required to complete Step 1: Industry Intake form.**





HERE'S WHERE YOU CAN MAKE A DIFFERENCE

PAE MS is built to align technology, processes, and people to close the gap between capability ideation and delivery.

To make that a reality, we have four focus areas:

- A Unified Enterprise Architecture
- Driving Superiority as a Software-Defined Force
- Establishing a Common Transport Architecture
- Forging a Lethality-Focused Workforce

FOCUS AREAS

A UNIFIED ENTERPRISE ARCHITECTURE

We are moving away from isolated systems toward a fully connected and interoperable fleet. We aim to eliminate platform silos, drive enterprise-level engineering, and enforce open, standardized data architectures.

DRIVING SUPERIORITY AS A SOFTWARE-DEFINED FORCE

We are decoupling hardware and software to enable rapid capability updates without physical refits. Our focus is on scaling Development, Security, and Operations (DevSecOps) to push emerging technologies directly to the tactical edge, ensuring continuous cyber adaptation to outpace adversary threats.

ESTABLISHING A COMMON TRANSPORT ARCHITECTURE

We are building a resilient, transport-agnostic backbone to ensure secure, uninterrupted data flow in contested environments. Leveraging Zero Trust principles, we will break down network silos for true plug-and-play connectivity.

FORGING A LETHALITY-FOCUSED WORKFORCE

We are cultivating an acquisition workforce that operates with relentless urgency and tactical focus. We will modernize our business tools and shift our culture to reward calculated risk-taking and innovation that brings capability to the warfighter faster.





PRIORITY TECHNOLOGIES

Priority technologies are critical enablers for our organization. Your solution should demonstrate how it advances a priority technology to operationalize outcomes.

APPLIED AI & COGNITIVE COMPUTING

Leveraging machine intelligence to accelerate decision-making and optimize warfighter response in complex environments.

QUANTUM INFORMATION SCIENCE

Exploring quantum principles to provide unprecedented capabilities in secure communications, sensing, and computation.

ADVANCED NETWORKING & DATA TRANSPORT

Ensuring the resilient and rapid flow of critical data across the battlespace to connect sensors, shooters, and commanders.

ELECTROMAGNETIC SPECTRUM OPERATIONS (EMSO) TECHNOLOGY

Dominating the electromagnetic spectrum to enable friendly operations while denying adversary capabilities.

DIGITAL/MISSION ENGINEERING & INTEROPERABILITY

Rapidly designing, testing, and deploying interoperable systems to deliver cutting-edge capabilities to the warfighter faster.



PRIORITY EFFECTS

Priority effects represent the critical operational capabilities that our organization requires to maintain Naval superiority. Mapping solutions to these priority effects demonstrates a clear understanding of immediate operational gaps and requirements for PAE MS.



LONG RANGE FIRES

Delivering precise and overwhelming firepower at extended ranges to hold any target at risk.

COUNTER-C5ISR

Disrupting and defeating adversary Command, Control, Communications, Computers, Cyber, Intelligence, Surveillance, and Reconnaissance capabilities.

SEA CONTROL/SEA DENIAL

Ensuring maritime dominance by controlling key waterways and denying their use to adversaries.

EXPEDITIONARY

Enabling forces to rapidly deploy, operate, and sustain themselves in austere and contested forward locations.

NUCLEAR NC3-NAVY

Providing assured and resilient command, control, and communications for the nation's strategic naval assets.

TERMINAL DEFENSE

Protecting critical assets and forces from incoming missile and projectile threats.

FORCE-LEVEL COORDINATION

Synchronizing joint force operations across all domains to achieve unified and decisive effects.

OFFENSIVE COUNTER-AIR

Gaining air superiority by actively neutralizing enemy aircraft and air defense systems.

FIGHT FROM THE MOC

Enabling sustained, coordinated combat operations from resilient and distributed Maritime Operations Centers.

RESILIENT C3

Guaranteeing command, control, and communications can withstand and recover from adversary attacks and degradation.

ELECTRONIC WARFARE

Using the electromagnetic spectrum to detect, deceive, and disrupt enemy electronic systems.

CYBER WARFARE, OPERATIONS, & SECURITY

Defending friendly networks and projecting power within cyberspace to achieve mission objectives.

BUSINESS OPERATIONS & READINESS

Streamlining enterprise processes to maximize resource allocation and ensure the force is always prepared to fight, deceive, and disrupt enemy electronic systems.





CAPABILITY PORTFOLIO EXECUTIVES

Capability Portfolio Executives (CPEs) are the operational segments of PAE MS responsible for executing our focus areas and sustaining warfighter capabilities.

DIGITAL INFRASTRUCTURE & SERVICES (DIS)

Providing the foundational cloud, data, and network infrastructure for modern warfighting systems.

WARFIGHTER ENTERPRISE BUSINESS SERVICES (WEBS)

Modernizing business systems to directly improve readiness, logistics, and support to the warfighter.

NAVAL INTELLIGENCE, C2, CYBER WARFARE, & INFORMATION OPERATIONS (NIC³IO)

Integrating intelligence, command, and cyber effects to provide information dominance for naval forces.

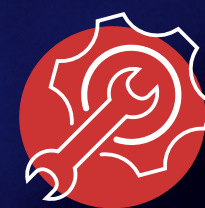
SENSORS, PNT, EW, & COMMUNICATION SYSTEMS (SPECS)

Delivering the systems that allow warfighters to sense the environment, navigate accurately, communicate securely, and control the spectrum.

COMBAT SYSTEMS & FIRES (CSF)

Developing, integrating, deploying, and sustaining the complete kill chain--from target detection to weapons engagement--while ensuring the cyber-survivable edge our Sailors and Marines need to win.





BUILDING EFFECTIVE SOLUTIONS

OUR WAY FORWARD

Solutions advance through a disciplined lifecycle, from early evaluation through scaled adoption and, eventually, retirement in favor of what comes next. Each new pilot should show a credible path to scale, enabling PAE MS to responsibly sunset legacy capabilities.



INVESTMENT HORIZONS

DELIVER SOLUTIONS BUILT TO SCALE

Investment Horizons define how solutions advance across their lifecycle.

Investment Horizons act as a funnel, helping us assess where to spend time and money. They ensure we evaluate new technologies, sustain effective ones, and encourage divestment.



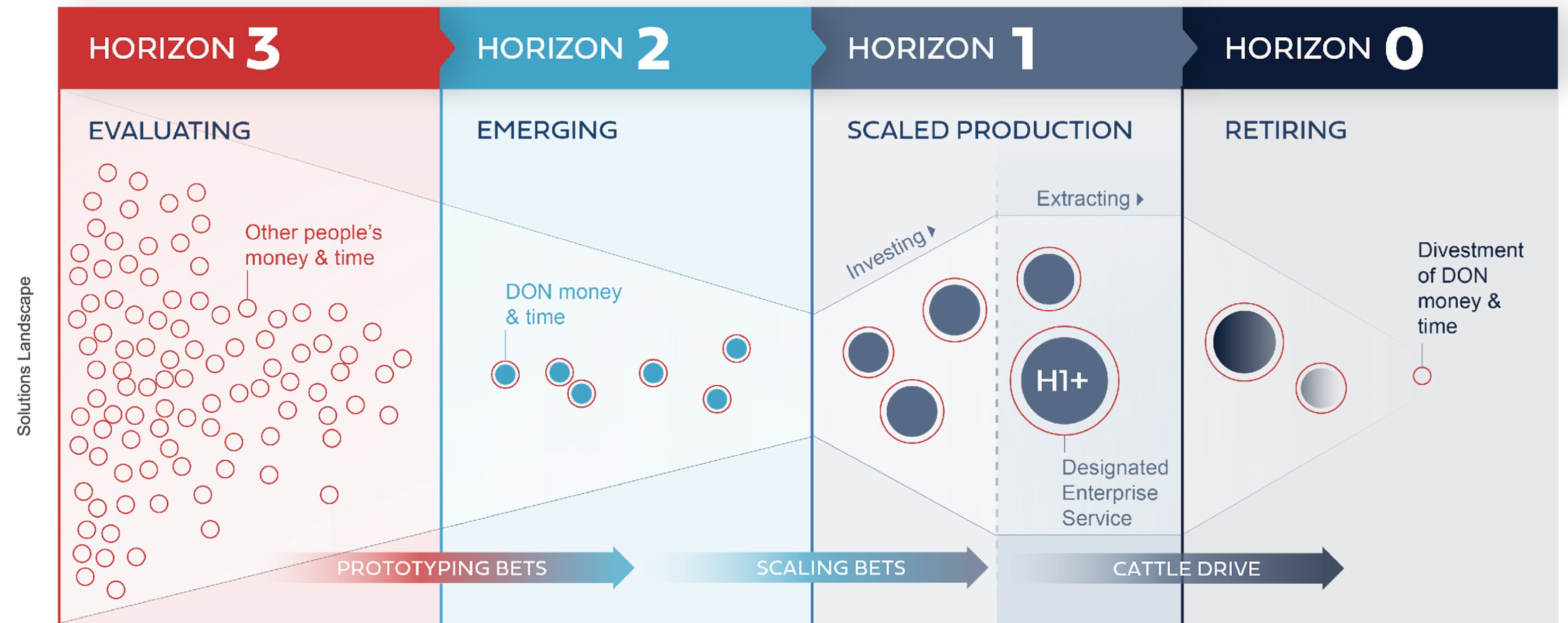
EXPECTATIONS

ADVANCING THE MISSION

EFFECTIVE SOLUTIONS

MEASURABLE IMPACT

GET STARTED



MODERN SERVICE DELIVERY

POWERED BY NEXT-GEN TECH

Modern Service Delivery (MSD) defines how the Navy delivers capabilities and proposed solutions need to adhere to its guidelines.

MSD follows proven industry methods, promoting standards-based services that connect securely across networks.



EXPECTATIONS

ADVANCING THE MISSION

EFFECTIVE SOLUTIONS

MEASURABLE IMPACT

GET STARTED

ALL DON ENTERPRISE SERVICES ADHERE TO THE FOLLOWING GUIDELINES:



Buy instead of build commodity technologies (As-a-service preferred)



Maximize use of commercial cloud services



Create an Application Program Interface (API) economy; design for integration, data sharing, and reusable resources



Use Representational State Transfer (RESTful) architecture standards, focused on caching and layering for disconnected users



Ensure RESTful APIs support service calls from Integrated Navy Operations Command & Control System (INOCSS) manager of managers



Design to enable the National Institute of Standards & Technology (NIST) attributes of cloud for both on and off-premise consumers



Design loosely coupled services to operate across network and security boundaries (build once, use often)



Adopt Zero Trust principles as the basis for security and user experience



Acquire integrated suites of capabilities instead of integrating many best of breed products



Enable self-service provisioning in development and production environments



Design for mobile access



Design for resiliency



Ruthlessly automate everything



DOES YOUR PILOT SUPPORT THESE MSD CAPABILITIES?

Demonstrating your pilot's alignment with MSD helps PAE MS assess its compatibility with existing DON technology and potential to integrate and scale.





DELIVERING MEASURABLE IMPACT

RESULTS THAT MATTER

Your solution should help the warfighter close the gap between decision and action, with systems that integrate cleanly and hold up under contested conditions. Reduced integration time, greater interoperability, stronger operator confidence, and measurable mission outcomes: these define success for PAE MS.



ACTION FOR SUCCESS

Confirm that your pilot advances at least one World-class Alignment Metric (WAM).*

***This information is required to complete Step 2: Pilot Submission Form**



WORLD-CLASS ALIGNMENT METRICS (WAMS)

HOW WE MEASURE MISSION SUCCESS

PAE MS evaluates every submission against a set of mission outcomes and supporting metrics that show how well a solution connects to the mission thread it supports. The strongest submissions state the outcomes they advance and back them with quantitative data.



EXPECTATIONS

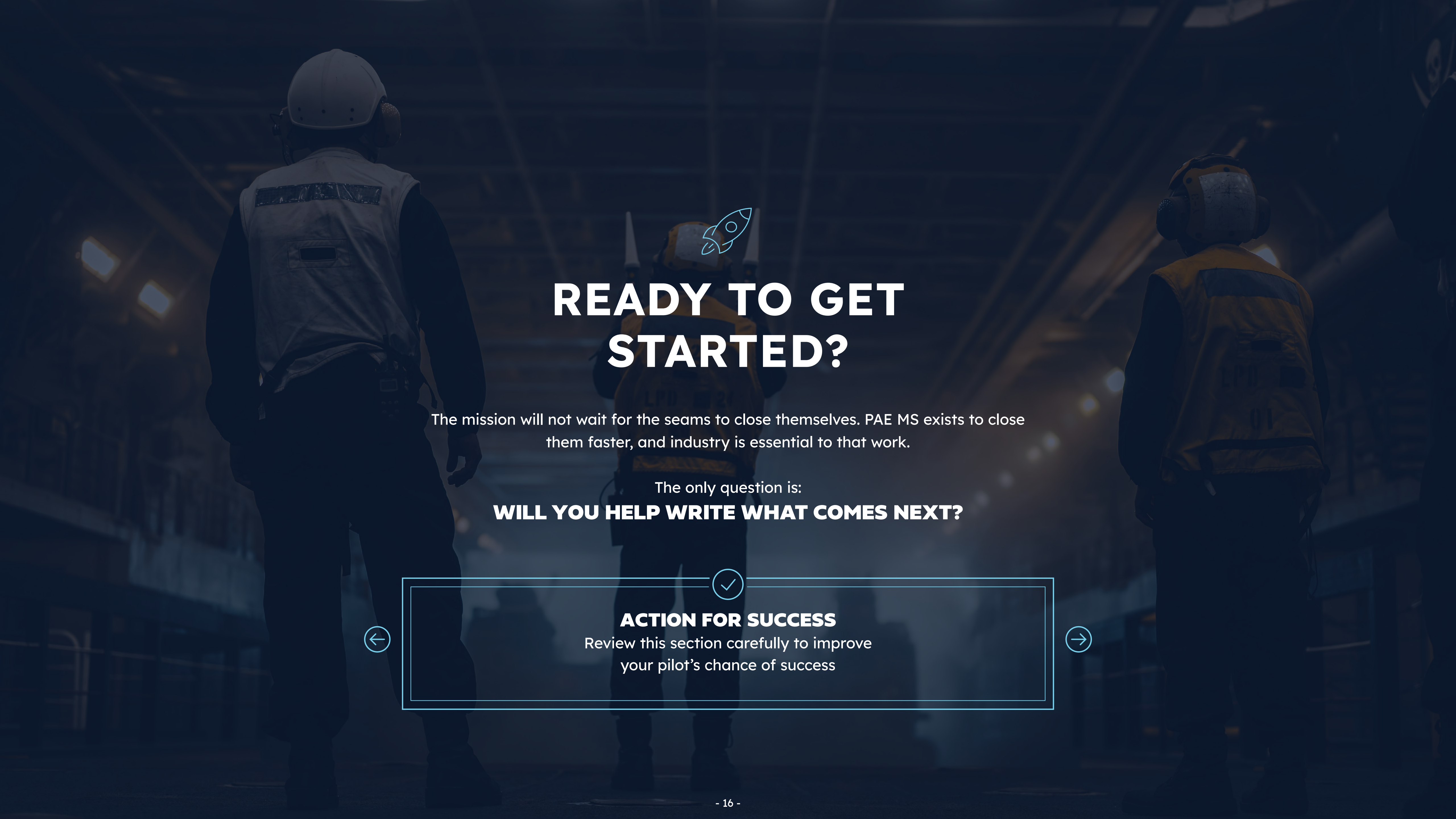
ADVANCING THE MISSION

EFFECTIVE SOLUTIONS

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GET STARTED





READY TO GET STARTED?

The mission will not wait for the seams to close themselves. PAE MS exists to close them faster, and industry is essential to that work.

The only question is:

WILL YOU HELP WRITE WHAT COMES NEXT?



ACTION FOR SUCCESS

Review this section carefully to improve
your pilot's chance of success





CREATE A STRONG SUBMISSION

Before you revisit our engagement process on the next page, consider these tips to refine your submission and maximize your chances of success.

SUBMISSION TIPS

- Save your responses. Download a copy of each completed form before submitting.
- Check for spam. Email invitations to the remaining form can land outside your inbox.
- Keep your reference ID. You will need it for every subsequent step.

STRENGTHENING YOUR SUBMISSION

- Articulate your value and alignment clearly. Map your solution directly to the frameworks in this guide.
- Include clear, quantifiable mission outcome metrics. Back your claims with data.
- Prove what you can integrate and what you can retire. The strongest submissions show a credible path to scaled integration and identify the legacy capability they would displace.



FOLLOW THE STEPS TO ENGAGE

To the right is the engagement process we introduced on page 5. Now that you've reviewed this engagement guide, you've completed Step 1. If your solution aligns with our problem space and frameworks, you are ready to begin Step 2. For the Industry Intake Form, have the following ready:

- Point of contact
- Reliable email address
- Understanding of the capability gap your solution addresses

Once you have submitted the Industry Intake Form, you will receive an email invitation to complete the Pilot Submission form.



Chances of a successful engagement are higher with a high quality pilot proposal

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