

## CLIENT CASE STUDY



### THE PROBLEM

Viisage Technologies, later known as L-1 Identity Solutions and subsequently acquired by Safran (NYSE Euronext Paris: SAF), was a pioneer in biometric facial identification systems. Viisage worked with the US Department of Defense (DOD) and the Technical Support Working Group (TWSG) for several years to provide for DOD's biometric system needs. However, a study conducted by the National Institute of Standards & Technology (NIST) found that competing technologies were quickly being developed, threatening Viisage's position as the industry leader. Viisage understood it needed to leverage its advantage as the industry leader and begin aggressively marketing its technologies to establish dominant market share. It also needed to ensure that key government opinion leaders understood that the NIST study results were not indicative of the Viisage's current state of technology. We were retained to assist with this effort.

### THE STRATEGY

Understanding that many federal DOD and DHS biometric system business opportunities were still a year away from being released, we proposed a two-pronged approach: engage in a person-to-person informational campaign with senior DOD and DHS personnel to inform them of the changes to Viisage's technology since the publication of the NIST study results, while simultaneously working to secure immediate revenue from other government agencies to help make Viisage the dominant facial recognition biometric market player.

We arranged for meetings between the CEO of Viisage and key government biometric opinion leaders to discuss the NIST test results. At the same time, we provided the Viisage sales team with introductions to the directors of several state police departments and state departments of motor vehicles.

### THE RESULTS

The vast majority of key biometric opinion leaders in federal government were very receptive to Viisage's explanation of the NIST study's test results and continued to provide federal funding to help further develop the facial recognition technology.

An initial meeting with the director of the Arkansas State Police in Little Rock initiated an evaluation process resulting in the awarding of a \$10.4M contract to Viisage for a digital drivers license system in that state. We also arranged for meetings with the Director of Motor Vehicles and Deputy Attorney General in Rhode Island, where Viisage was awarded a \$3.2M contract.

In 2007, Viisage merged with a smaller fingerprint biometric company to form L-1 Identity Solutions. L-1 subsequently was awarded DOD's common access card (CAC) contract and was selected as the vendor for DOD's Next Generation ABIS system. Today, more than 80% of the nation's driver's licenses use L-1's biometric technologies. In 2011, Safran acquired L-1 Identity for \$1.09B.