Description of Services and Approach

December 12th, 2022

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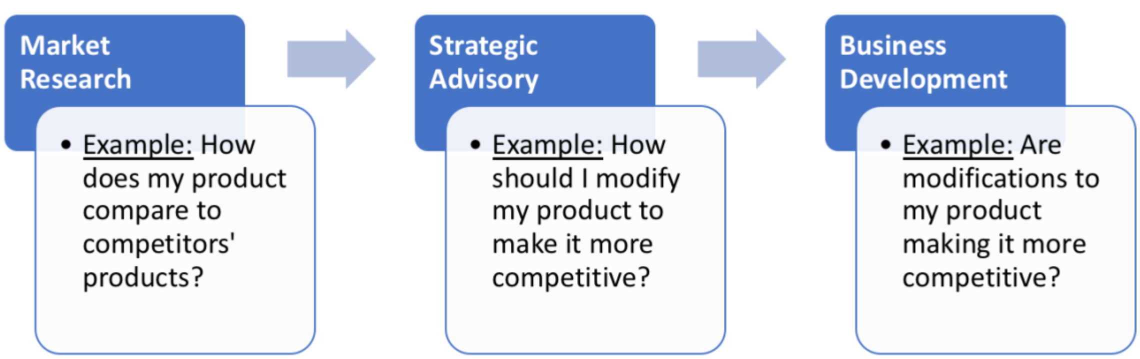
This document describes typical services that Rotoiti provides to its clients, as well as the approach Rotoiti uses when providing those services. Please see below for further information.

Background of Rotoiti

To help space-industry clients make intelligent decisions, Rotoiti conducts human source inquiries and synthesizes findings from the inquiries into succinct analytical takeaways. Clients are in the private sector, academia, and government and engage with various industry segments. Rotoiti's projects often have a New Zealand dimension, though not always. Dr. Nicholas Borroz, who founded Rotoiti, also chairs Aerospace Auckland, a society that fosters networking within Auckland's space ecosystem and with other ecosystems elsewhere. He maintains a global network of over 1,000 space industry experts via invitations to fortnightly space kōrero and via distribution of briefs that cover different aspects of business in space. More information about the projects, kōrero, and briefs can be found on Rotoiti's website.

Types of Services

Rotoiti provides three types of services that progressively build off each other: market research, strategic advisory, and business development. Regardless of the service, the approach – conducting inquiries and reporting back findings – remains the same. The differences between the services is that they are progressively more applied. Market research builds contextual awareness, strategic advisory devises strategies based on contextual awareness, and business development helps implement strategies. Topics of focus vary by project, but often the same topic can flow from one service type to the next, as shown below:



Typical Deliverables

Deliverables typically include scheduled verbal briefs, a dashboard that allows clients to monitor inquiries, a final report, and sometimes interim reports. The descriptions of these deliverables below are illustrative only; deliverables are defined on a project-by-project basis.

- **Regularly scheduled verbal briefs.** Briefs usually occur fortnightly and summarize findings from inquiries to date. Analytical points from inquiries are organized into categories, which are in turn organized into meta-categories. Besides providing updates on findings, briefs allow for checking in on Rotoiti's and the client's expectations. Rotoiti encourages reviewing expectations to identify any divergence and, if so, to harmonize expectations. Relatedly, briefs allow for redirecting remaining inquiries as appropriate. See below for example notes from inquiries that Rotoiti uses to guide verbal briefs.

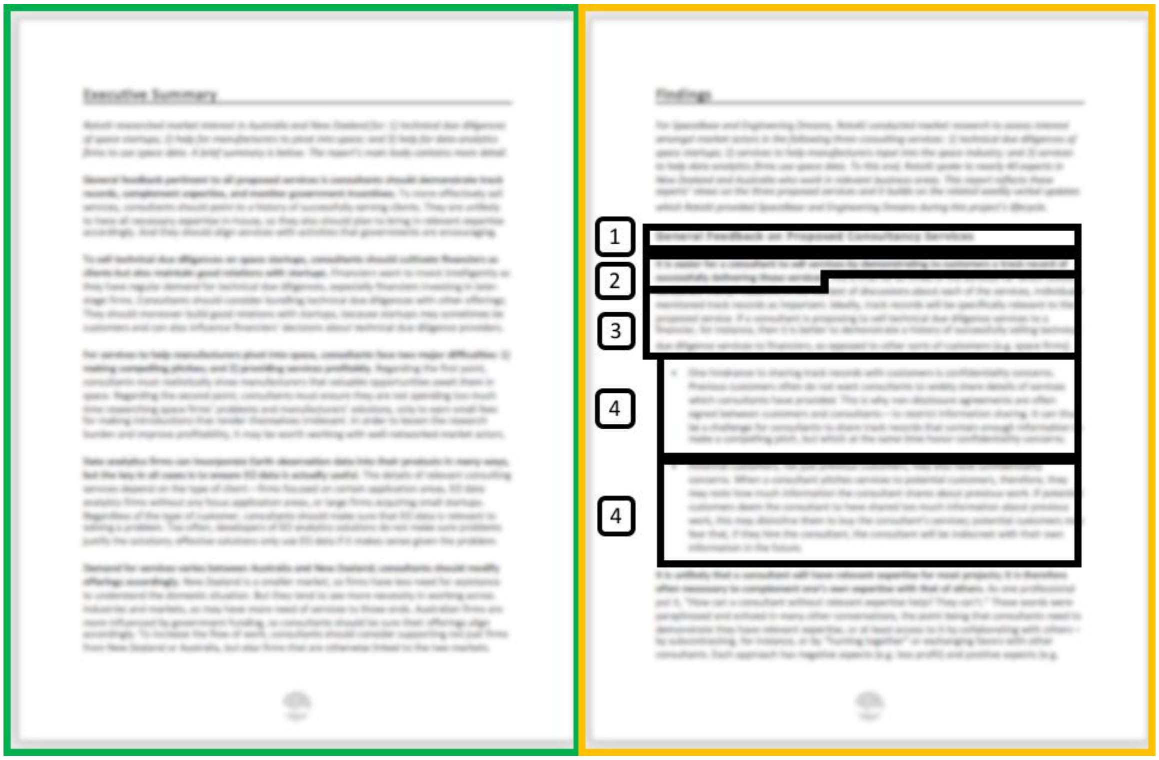
The above is a typical set of notes used to guide verbal briefs about findings to date. Analytical points from inquiries (highlighted yellow] are divided into categories (dotted green), which are in turn divided into meta-categories of analysis (solid purple). All analytical points are attributed to a source that is listed in the inquiries dashboard.

- **Dashboard for monitoring inquiries.** Rotoiti provides the client with access to a regularly updated dashboard that shows the status of inquiries. It provides information about the total number of inquiries made to date, the number of inquiries scheduled, the number of experts who have declined to speak with Rotoiti, etc. Rotoiti provides anonymized biographies for each subject matter expert who has been contacted.

	ID	Source descriptions	Contacted?	Pinged?	Denied?	Arranged chat?	Chatted?
Totals		115	84	24	9	16	22
	C1	Anonymized biography					
	C2	Anonymized biography	x	x		x	x
	C3	Anonymized biography	x	x	x		
	C4	Anonymized biography	x	x	x		
	C5	Anonymized biography	x	x	x	x	x
	C6	Anonymized biography					
	C7	Anonymized biography	x			x	x
	C8	Anonymized biography	x	x	x		
	C9	Anonymized biography	x	x			
	C10	Anonymized biography	x		x		
	C11	Anonymized biography	x			x	x
	C12	Anonymized biography	x	x		x	x
	C13	Anonymized biography	x	x			
	C14	Anonymized biography	x	x			
	C15	Anonymized biography	x	x		x	x
	C16	Anonymized biography	x	x	x		
	C17	Anonymized biography	x	x			
	C18	Anonymized biography	x	x	x		

The above shows a typical dashboard for an ongoing project. With the dashboard, clients can keep track of the number of sources: that have been contacted; that have been pinged (i.e. re-contacted if communications have stalled); who have declined to speak (e.g. sources who have rejected conversations); with whom discussions have been arranged; and with whom conversations have occurred. Anonymized biographies are provided for all sources.

- **Final report.** A final report summarizes analysis from inquiries, building on verbal briefs to date. Reporting style is bottom line up front (BLUF), with a main findings section comprising increasingly detailed levels of information. Also included are a cover page, a table of contents, an executive summary, and as appropriate an appendix. The executive



The above shows the first four pages of a typical final report. The opening pages are a cover page (red), a table of contents (blue), an executive summary (green), and the main findings section (yellow). The findings section comprises increasing levels of detail to allow for skimming: headers (1); bolded topic sentences (2); paragraphs (3); and bulleted subpoints below paragraphs (4). As appropriate an appendix is also included after the findings section.

summary enables clients to quickly focus on which aspects of the report to read. It is best for the project lifecycle to schedule time for amending the final report – for clients to review the report and provide feedback, and for Rotoiti to make amendments in response to that feedback. Such amendments typically should be based on inquiries that have been conducted to date, since inquiries will have usually ended by this time.

- **Interim report.** Depending on the length of the project, Rotoiti and the client may decide it is best for Rotoiti to also deliver an interim report (formatted in the same way as the final report, though in a less polished state). This helps ensure that expectations are in alignment with regards to the final report. An interim report, for example, may draw attention to the fact that a certain aspect is being underreported, which can lead to clients and Rotoiti deciding to redirect remaining inquiries. Clients should review the interim report and provide feedback on what information gaps they feel need to be addressed, referring back, where possible, to specifications from the original contract.

Approach to Inquiries

The number of inquiries is usually defined at the beginning of a project. Usually this is identified as a range, not a requisite number, because the positive response rate of outreach is variable. Typically, the final number of successful inquiries ranges from 20 to 30 individuals. To achieve that number, Rotoiti may reach out to anywhere between two to five times that many experts. Success rates are higher when Rotoiti has more experience with the subject matter.

Rotoiti typically acts as an identity "airlock" between clients and subject matter experts. Rotoiti provides some flavor of each party's backgrounds to the other, but not so much information as to determine each other's identities. This benefits both clients and sources. In rare cases, Rotoiti may agree with clients to reveal their identities to subject matter experts. Rotoiti will not, however, provide sources' identities to clients without the sources' consent, and will only offer this option to sources if the client requests it after the project is complete, and if Rotoiti deems that making such offers will not harm the source network's sustainability. This discretion is critical for maintaining a network of experts who are comfortable providing honest commentary, beyond the scope of any particular project on which Rotoiti is working.

Suggested Timelines

Rotoiti typically advises three months for projects. The reason for this is that there is usually a slow buildup in terms of scheduling and carrying out interviews. As more inquiries are conducted, the pace speeds up as Rotoiti "snowballs" interviews while learning about the subject and being introduced to experts. There is also a tail towards the end of a project in terms of wrapping up inquiries because inquiries are often scheduled weeks in advance.

Information Requested from Clients

To provide a product that is useful to clients, Rotoiti typically asks clients the following questions; answers to these questions are used as a starting point to scope projects:

- **What is the decision to be made?** It is critical that the project help a client make a decision. If there is no decision to be made, then there is no point to supporting clients. The decision can take many forms – deciding what customers or markets to pursue, what aspects of products or services to modify, or assessing the merits of different strategies, for instance. The decision can also be more conceptual – helping clients identify what relevant trends are that they should be monitoring, for instance, or understand how their product or service relates to the activities of other market actors.

- **What are some questions or information gaps that need to be addressed to make this decision?** Questions or information gaps should clearly flow from the decision at hand. What lack of information is hindering intelligent decision-making? What sort of information would best support decision-making? The level of specificity is important – specific questions will result in specific answers, whereas general questions will result in general answers. Different levels of specificity will be more or less useful depending on a client's objectives, and they will also affect which sources make sense to approach.

- **What sorts of individuals have relevant expertise, and what are example profiles?** A significant portion of Rotoiti's efforts is spent reaching out to and having conversations with individuals. It is therefore important that these individuals have relevant expertise. The client and Rotoiti usually brainstorm what expertise areas are relevant (e.g. "thrusters") and what sorts of profiles individuals with relevant expertise are likely to have (e.g. "engineers working at firms developing thrusters"). This provides a starter that Rotoiti uses to identify and populate the dashboard with experts to contact.

- **How should those individuals be approached?** When Rotoiti is approaching sources for commentary, it is important to discuss with clients how approaches should be made. Clients have different sensitivities in terms of how much they want to be publicly known about their business plans. Approaches can be modified to provide more or less detail, or to frame inquiries in a way that does not draw attention to the intended actions of a client. Rotoiti does not lie to sources about clients or their objectives. Rotoiti will, though, certainly withhold such information during inquiries, sometimes explicitly explaining this during inquiries – e.g. "We are not allowed to discuss such details."

- **What is a useful mode and frequency to present findings?** Rotoiti typically provides fortnightly verbal briefs, an interim report, and a final report. But this schedule is of course modifiable. Whatever the schedule is for such touchpoints, they should be used by Rotoiti and the client to regularly confirm mutual expectations are in alignment. If they are not in alignment, then Rotoiti and the client will discuss how to ensure the trajectory of remaining work can be modified so that both parties will be satisfied.