

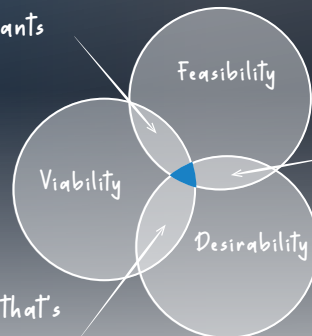
# TANG

HUMAN CENTERED. MISSION FOCUSED.

We are a team of problem solvers that leverages design and systems thinking methodologies to deliver front end innovation for national security challenges.

Our team is passionate about living where worlds collide. Ensuring the voices of viability, desirability, and feasibility are represented gives us the perspective to build the right thing and build the thing right. Together.

An awesome product that nobody wants



A great tool that never makes it to the fleet

An amazing idea that's science fiction

All this means we think differently about:



## People

We believe empathy is a superpower, and we strive to connect authentically and with humility.



## Teaming

We radically collaborate with our sponsors, the end users, and the experts throughout the journey.



## Discovery

We're relentlessly curious, diverging to explore so we can uncover unexpected insights and create novel ideas.



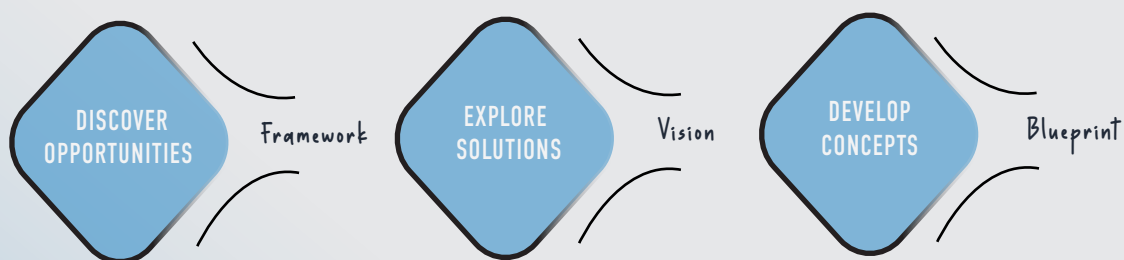
## Making

We converge to build prototypes so we can learn what the right solution might be.

Our team has been solving gnarly challenges since 2011, and now we're a Navy Program resourced through OPNAV N94 and executed through PEO-IWS 5. We are a cross-domain and multi-organizational team led by the Johns Hopkins Applied Physics Laboratory in Laurel, MD.

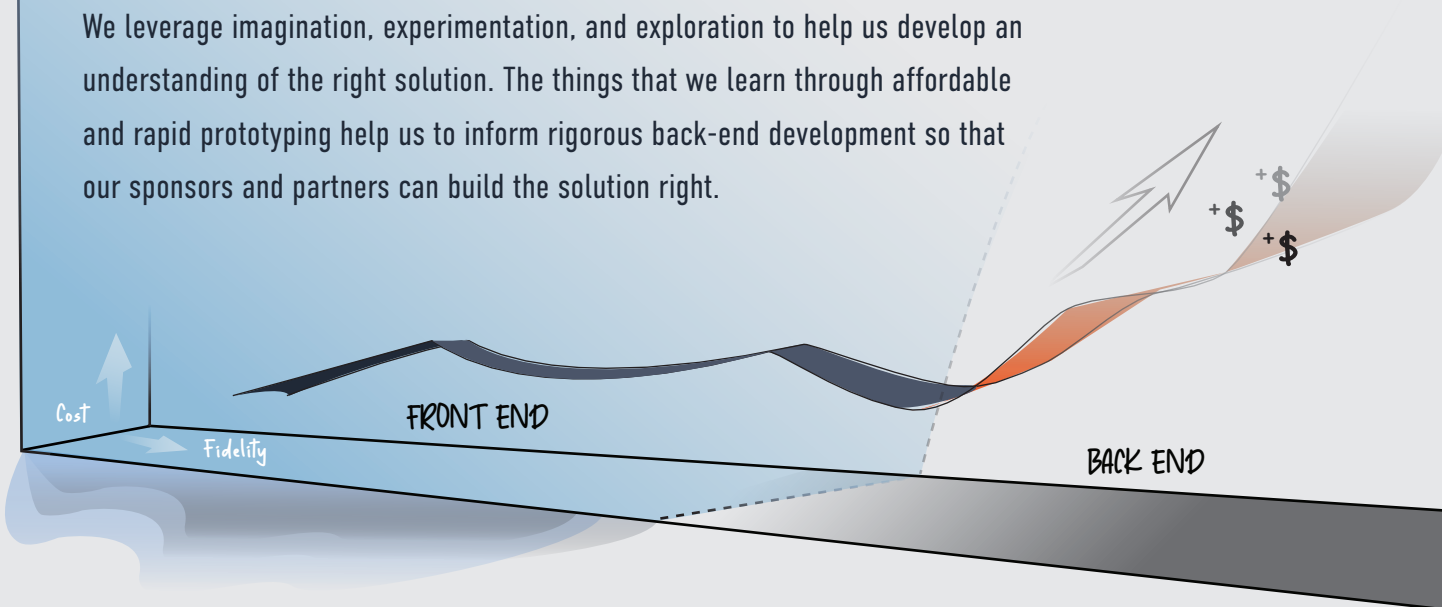
## How We Work

By diverging to discover and converging to focus, we think beyond the prototype to the whole innovation stack. Through uncovering user needs and rapid prototyping over three phases in the front end, we can steward the right design vision to delivery. In each of our phases, we look for ways to learn by making.



If we consider innovative concept development as a full stack, TANG is a complementary partner on the front-end of any process. Doing front-end innovation means we think differently about prototyping; we embrace ambiguity and hold the space to diverge widely to learn new things.

We leverage imagination, experimentation, and exploration to help us develop an understanding of the right solution. The things that we learn through affordable and rapid prototyping help us to inform rigorous back-end development so that our sponsors and partners can build the solution right.



Tactical Advancements for the Next Generation (TANG) is a hat tip to the World War II submarine, USS TANG (SS-306) led by CDR Dick O'Kane, a bold leader who believed in innovation.

### Have a challenge in mind?

Let's arrange a Trailblaze session to see if TANG might be a good fit. Drop us a line!

**JOSH SMITH**  
TANG DIRECTOR / PROGRAM MANAGER

[✉ JOSHUA.SMITH@JHUAPL.EDU](mailto:JOSHUA.SMITH@JHUAPL.EDU)

**EMILY MINTMAN**  
ASSISTANT PROGRAM MANAGER

[✉ EMILY.MINTMAN@JHUAPL.EDU](mailto:EMILY.MINTMAN@JHUAPL.EDU)

**LCDR JOSHUA MCCRIGHT**  
MILITARY DEPUTY

[✉ JOSHUA.MCCRIGHT@NAVY.MIL](mailto:JOSHUA.MCCRIGHT@NAVY.MIL)