

## BD-CMM White Paper #2: How Technology Can Enhance BD Results

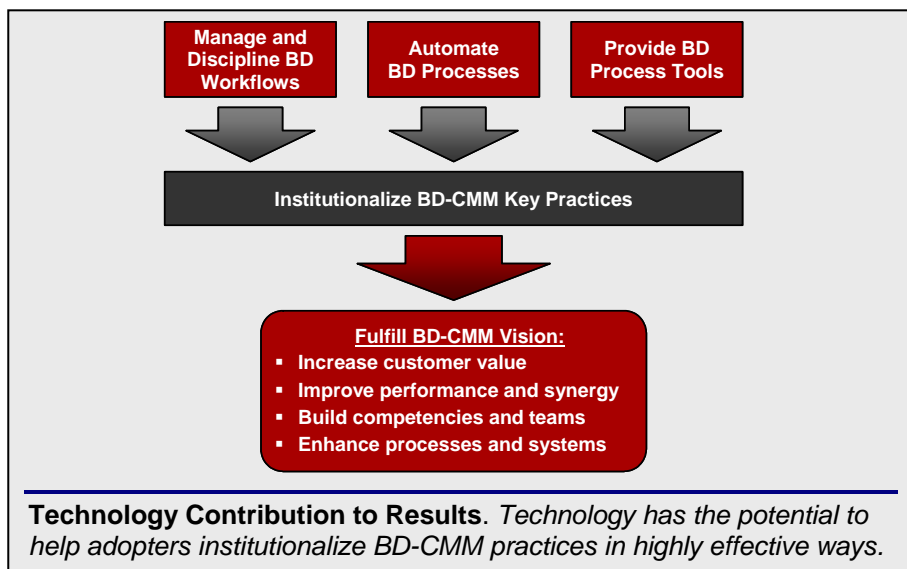
<b>THE CHALLENGE</b>	Since the release of the Capability Maturity Model® for Business Development (BD-CMM) in 2004, organizations have been using the model to improve business development (BD) performance. However, they know that they can extend performance significantly if they can achieve higher levels of BD-CMM conformance through broad institutionalization of these practices.
<b>THE SOLUTION</b>	One important key to broad institutionalization of BD-CMM practices is available through technology. Technology can help organizations cross the chasm between initial deployment of key practices and institutionalizing those practices for long-term results.
<b>THE PAYOFF</b>	Automating BD processes and tools has been linked to many benefits, including higher win rates and greater profitability. However, its direct payoff is its allowing tasks and organizational behaviors to be made more consistent across an organization, even a large, complex corporation. And technology offers the best approach to give immediate access to information and resources that support better decision-making and greater competitiveness across a range of markets and competitive environments.

Use of technology and automation is a key element to facilitate BD-CMM key practices and their institutionalization across an organization. Of course, BD-CMM key practices do not require the use of technology, and technology cannot be a substitute for sound practice. Still, it is an important tool for BD capability, just as each of us relies on technology as part of everyday business automation, from spell checkers to analytical programs; it does not change the requirement for fundamental competence and know-how, but it does benefit quality, effectiveness, and efficiency.

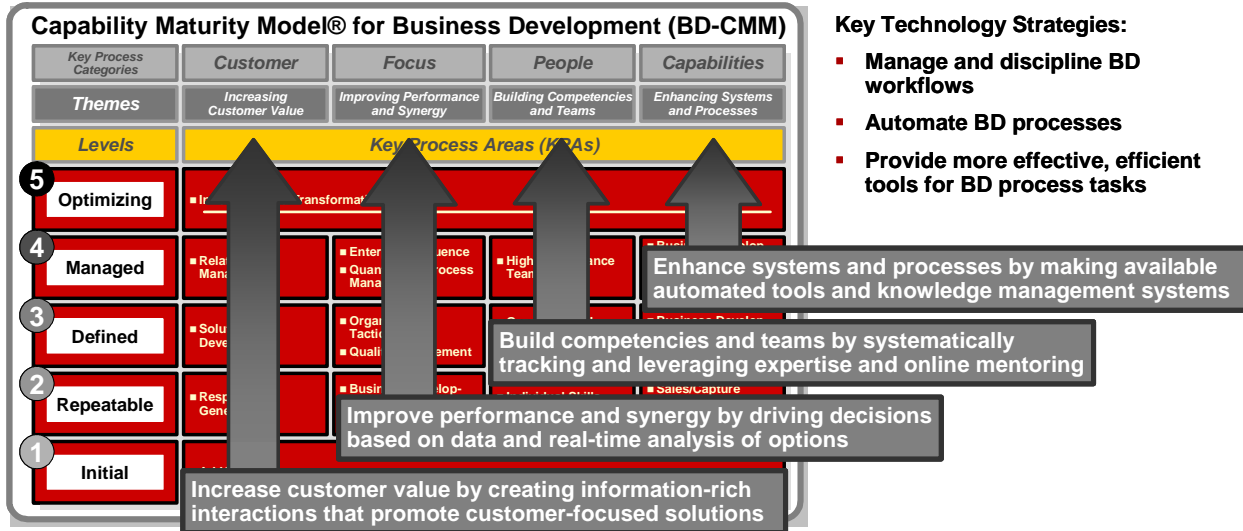
Technology can play an important role in capturing information about the customer, developing strategy and capture plans, and executing successful

*There are three primary technology strategies that can be leveraged effectively within the BD-CMM framework:*

- *Manage and discipline BD workflows*
- *Automate BD processes*
- *Provide more effective, efficient tools for BD process tasks*



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**Technology Strategies Summary.** Applying automation strategies across the BD-CMM offers unique opportunities to increase the effectiveness and efficiency of the business-development process.

customer interactions. Technology offers the ability to manage customer information in ways that support improved decision-making and more robust analysis of customer needs and issues.

Automation also allows information to be easily captured, stored, and shared across the organization. This enables the use of standard measurements to predict needs, manage pursuit progress, and guide ongoing refinement of organizational objectives. The result is better positioning of opportunities in terms of business fit, as well as greater success with pursuits

In addition, automated BD tools can make the BD job easier while raising the overall skill set of each member of the BD team. They can guide business developers through the BD process by providing guidance on what to do and resources to help BD teams perform effectively. At the same time, automated tools and infrastructure can streamline tasks and provide a robust, information-rich environment that promotes consistent, predictable success.

### About the BD-Institute

The BD-Institute is a non-profit organization dedicated to promoting leading-edge results in business development through the BD-CMM. Our mission is to promote and extend best practices in business development, and we provide training, appraisal services, research, knowledge management, and support to small and large businesses around the world. Through alliances with professional societies, collaboration with service providers, and partnering with both government and industry, we maintain an innovative Community of Practice that transforms business-development organizations and produces high performance and long-term value for stakeholders.

For further information, please visit our website at [www.bd-institute.org](http://www.bd-institute.org) or contact us by email at [info@bd-institute.org](mailto:info@bd-institute.org).

*The BD-CMM is based on the original Carnegie Mellon® Software Engineering Institute (SEI) capability maturity models (CMMs).*

*The BD-CMM was validated as part of a study sponsored by the Association of Proposal Management Professionals (APMP) that found significant correlation between performance results and BD-CMM key practices.*