



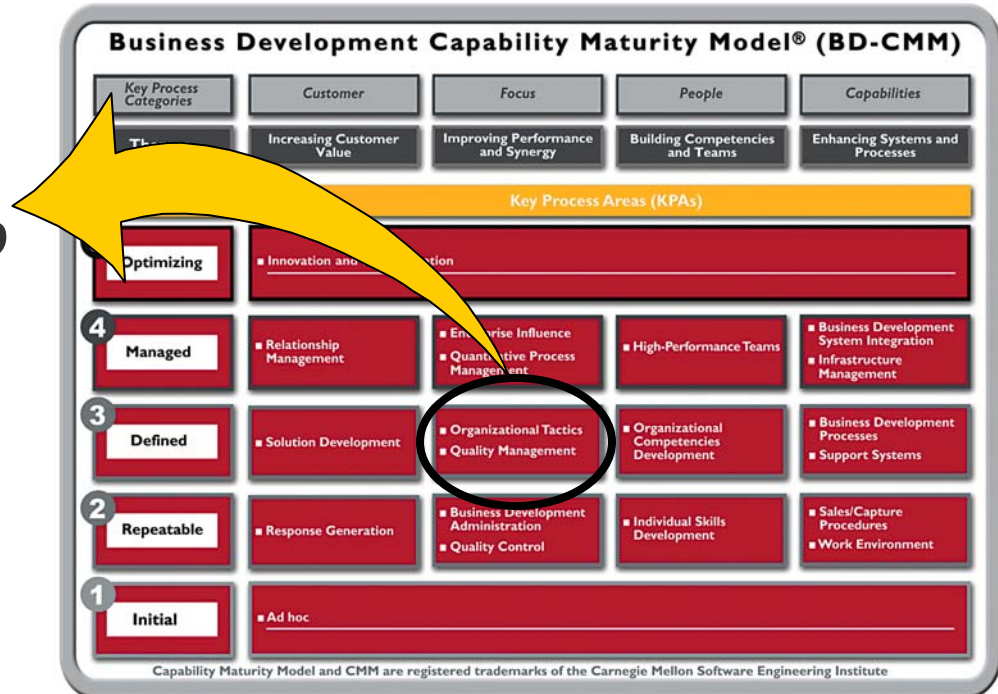
Importance of the BD Process Group: A Necessity for Achieving the Balance

Presented by
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16th Annual APMP Conference and Exhibits
June 10, 2005

BD-CMM Context

Level 3 KPA:
Organizational Tactics

- ❑ **Goal #1:** “Establish a *leadership role* for the BD organization in the growth of the company”
- ❑ **Goal #2:** “Establish and support a *BD process group* to coordinate and centralize BD activities across the organization and to assure that lessons learned are collected and used”



Organizational Tactics KPA

Commitment to Perform	The organization follows a standardized BD process and directs use of this process across the organization
	An organizational role is assigned to lead a BD process group and deploy organizational processes
	The organization follows a documented strategy to capture and apply lessons learned for continuous process improvements
Ability to Perform	The organization provides adequate resources and funding for process deployment
	An organizational role is assigned to support pursuits and all BD activities across the organization
	BD personnel receive guidance in process skills, tasks, and deliverables
	An orientation is provided to other people peripherally involved in BD initiatives
Activities Performed	A BD support strategy is deployed, with checklists used throughout the process to validate performance
	A structured approach is followed to capture and apply lessons learned for continuous process improvement
	Opportunities are selected based on well established pursuit criteria
	Pursuits are planned, performed, and managed in accordance with established methodologies
	Appropriate personnel are assigned and authorized to perform pursuit tasks in accordance with process requirements
	Pursuit managers are routinely assigned based on the size and complexity of the opportunity
Measurement	Measurements are made and used to predict needs and manage pursuit progress
Verification	Senior management reviews process compliance on a periodic basis

Presentation Overview

- ❑ **Understanding Why a BD Process Group Is Important**
- ❑ **Establishing BD Process Group Functions – Pursuit and Enterprise**
- ❑ **Determining What Functions the BD Process Group Should Perform**
- ❑ **Making the Transition to a BD Process Group**



Definition of a BD Process Group

Definition

- ❑ **The organizational entity with personnel dedicated to provide a focal point for BD process discipline**

Typical Names

- ❑ **Business Development Office**
- ❑ **Business Development Support Office**
- ❑ **Business Development Group**
- ❑ **Business Development Center of Excellence**
- ❑ **Directorate of Business Development**

Importance of a BD Process Group

The functions of the Group are evolving

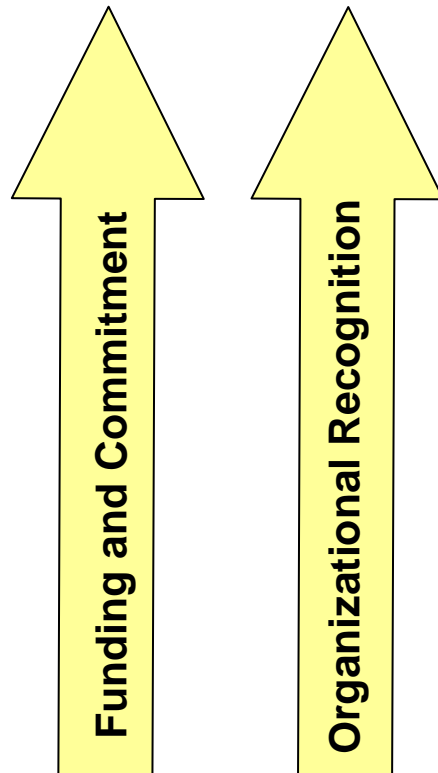
- ❑ **Not just an organization to support proposal development**
- ❑ **Becoming essential for the future success of the organization**
- ❑ **Provides services and organizational focus in core and supporting areas of business development**

Benefits of a BD Process Group

Helps to manage the organization's future

- ❑ **Emphasis on ensuring consistency and uniformity in BD pursuits and initiatives**
- ❑ **Organizational desire to excel**
- ❑ **Enterprise focus on improvement in BD competency**
- ❑ **Focus on metrics and improvement – for example,**
 - Increased win rates and capture ratios
 - Improved customer satisfaction
- ❑ **Infusion of best practices and lessons learned**
 - Greater confidence concerning customers and competitors
 - Leading-edge approaches and technology

Goals of a BD Process Group



- ❑ Set standards
- ❑ Show higher corporate profits
- ❑ Integrate Business Development into the organization
- ❑ Improve overall BD performance
- ❑ Have competent and productive BD teams
- ❑ Implement consistent, formalized BD processes
- ❑ Build tools and infrastructure

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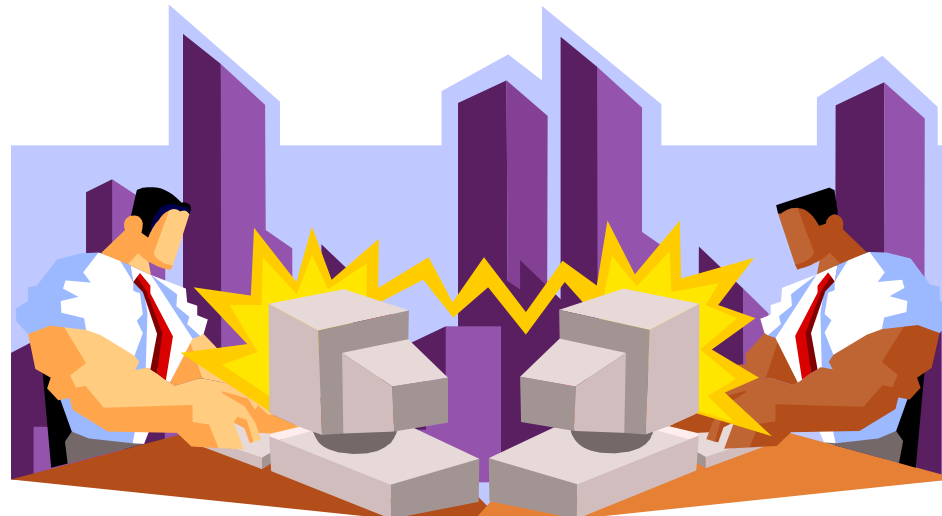
Functions of a BD Process Group

Pursuit-Focused

- ❑ Augment
- ❑ Mentor
- ❑ Consult

Enterprise-Oriented

- ❑ Promote
- ❑ Archive
- ❑ Centralize
- ❑ Train



Pursuit-Focused Functions

Augment

- ❑ **Fill the gaps in team resources**

Mentor

- ❑ **Work side by side with novice team members**

Consult

- ❑ **Provide occasional validation and assistance**

Pursuit Areas of Assistance

- ❑ Standards for response generation and solution development
- ❑ Standardized templates
- ❑ Workgroup software
- ❑ Proposal development methodology
- ❑ Proposal start-up assistance
- ❑ Kickoff meetings
- ❑ Risk assessment
- ❑ Visibility room
- ❑ Project workbook
- ❑ Timesheets
- ❑ Administrative assistance
- ❑ Color team reviews
- ❑ Issue resolution
- ❑ Proposal closeout support

Enterprise-Oriented Functions

Promote

- ❑ **Broad BD consistency and uniformity**

Archive

- ❑ **Pursuit performance data**

Centralize

- ❑ **Best practices and state-of-the-art capability**

Train

- ❑ **Specific skills and competencies needed by BD professionals and the rest of the organization**

What represents an “enterprise” in your organization?

Enterprise Areas of Performance

- ❑ Estimating
- ❑ Portfolio management
- ❑ Data/systems integration
- ❑ Reward and recognition
- ❑ Quantitative process management
- ❑ Metrics
- ❑ Communication facilitation
- ❑ Customer satisfaction

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Alignment of Organizational Goals

The organization's goals affect the functions that the BD Process Group will perform:

- ❑ **The BD Process Group can change the direction of the organization to one of enterprise business development**
- ❑ **It also can primarily assist individual pursuits**
- ❑ **It can serve as the interface between the various teams during new business live cycle**

BD Process Group and Maturity

**Level 5 – Supports business strategy
and enterprise resource allocations**

Level 4 – Supports the entire enterprise

Level 3 – Supports an organization

Level 2 – Supports pursuits on a targeted basis

Level 1 – No support... no BD process group

Function Versus Scope

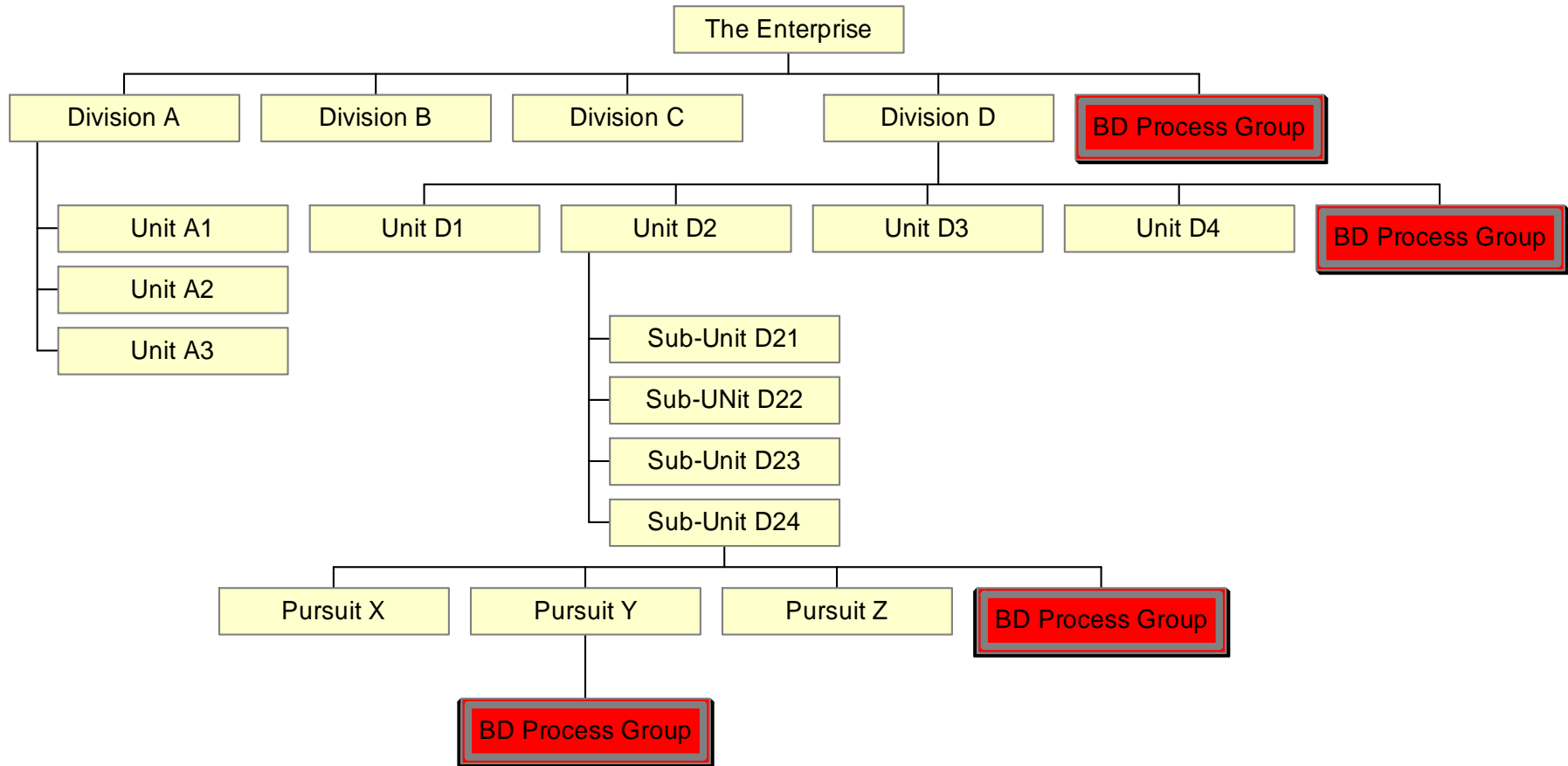
Identify basic functions

- ❑ **Project-focused functions**
- ❑ **Enterprise-oriented functions**
- ❑ **Functions may be phased in over time**

Define the scope (limits)

- ❑ **All organizational units or only certain units**
- ❑ **All new business opportunities or just a subset**
 - For example, only high risk, high budget or recompetes
- ❑ **Complete BD life cycle or only support of capture and proposal and not campaign planning**

Organizational Placement Options



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Discussion #1 - Perceptions

Current perceptions of
your BD/proposal group

- _____

- _____

- _____

- _____

Education needed for
being a BD Process Group

- _____

- _____

- _____

- _____

Discussion #2 - Roles

Current responsibilities
of your BD/proposal group

- _____

- _____

- _____

- _____

Additional responsibilities
as a BD Process Group

- _____

- _____

- _____

- _____

Discussion #3 - Competencies

Current skill sets of
your BD/proposal group

- _____

- _____

- _____

- _____

Additional skills needed
as a BD Process Group

- _____

- _____

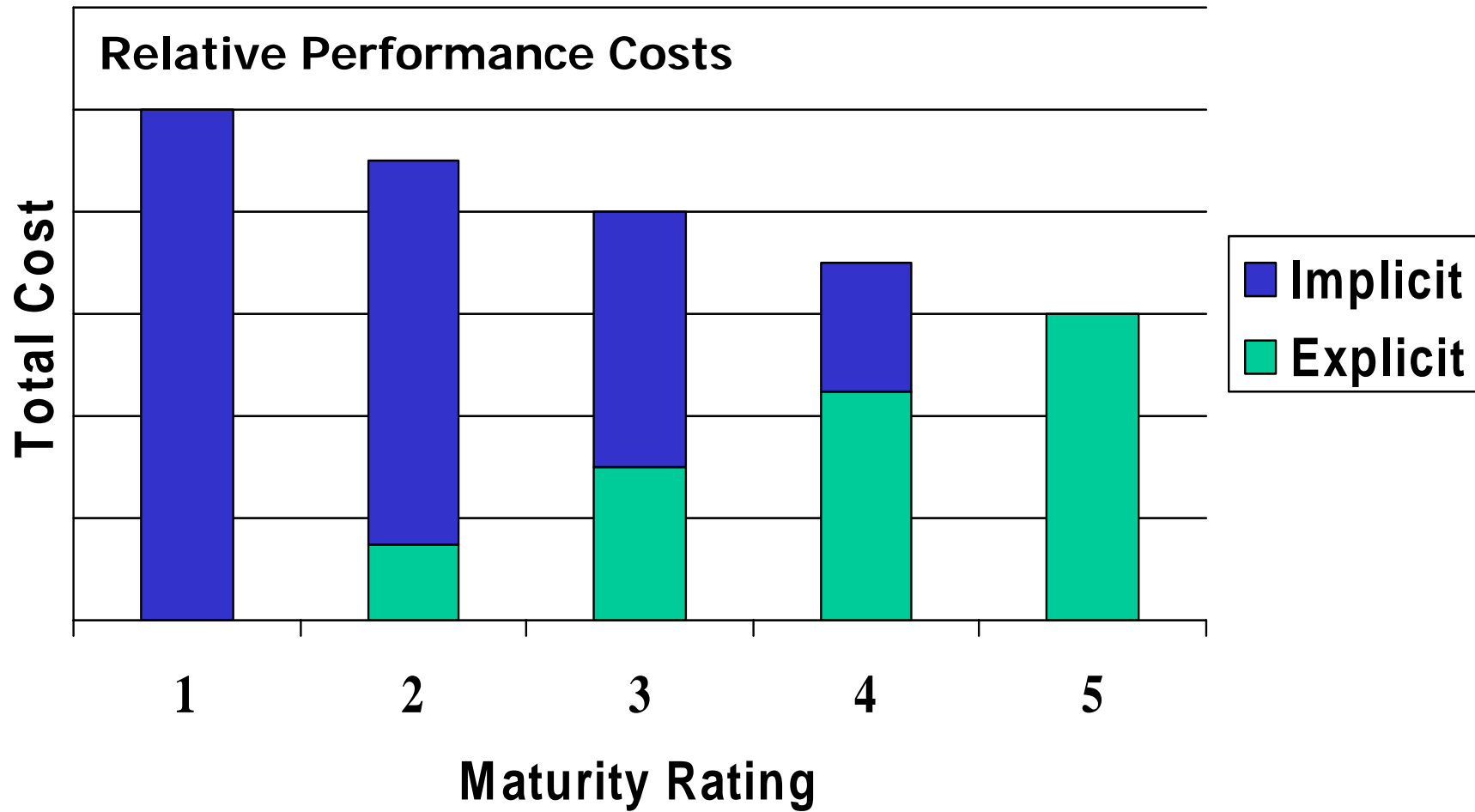
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BD Process Group Charter

Director, BD Process Group	Phone	Fax	E-Mail
VP of Business Development	Phone	Fax	E-Mail
Objectives			
Scope			
Assumptions			
Constraints			
Major Risks			
Major Milestones			
Approvals:			

Focus on Results



Organizational Success