



BD-CMM and Business Development Institute Int'l -- The Way Forward

*Presented by Howard Nutt
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Hollywood, Florida
June 1-4, 2004*

Session Objectives

- ❑ Understand how the Business Development Institute International (BD-Institute) will champion the BD-CMM
- ❑ Discuss the products, services, and support that is being made available to BD-CMM adopters
- ❑ Gain insight into what to expect as BD-Institute begins to assist BD-CMM adopters in the pursuit of “sustainable results in a competitive world”

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Agenda

- Introduction
- Why has the BD-Institute been created?
- How will BD-CMM adopters benefit from BD-Institute?
- Where do we go from here?
- Summary

BD-CMM Structure and Overview

Key Process Categories	Customer	Focus	People	Capabilities
Themes	Increasing Customer Value	Improving Performance and Synergy	Building Competencies & Teams	Enhancing Systems and Processes
Levels	Key Process Areas (KPAs)			
5 Optimizing	<ul style="list-style-type: none"> ■ Innovation and Transformation 			
4 Managed	<ul style="list-style-type: none"> ■ Relationship Management 	<ul style="list-style-type: none"> ■ Enterprise Influence ■ Quantitative Process Management 	<ul style="list-style-type: none"> ■ High-Performance Teams 	<ul style="list-style-type: none"> ■ Business Development Systems Integration ■ Infrastructure Mgmt
3 Defined	<ul style="list-style-type: none"> ■ Solution Development 	<ul style="list-style-type: none"> ■ Organizational Tactics ■ Quality Management 	<ul style="list-style-type: none"> ■ Organizational Competencies Development 	<ul style="list-style-type: none"> ■ Business Development Processes ■ Support Systems
2 Repeatable	<ul style="list-style-type: none"> ■ Response Generation 	<ul style="list-style-type: none"> ■ Business Development Administration ■ Quality Control 	<ul style="list-style-type: none"> ■ Individual Skills Development 	<ul style="list-style-type: none"> ■ Sales/Capture Procedures ■ Work Environment
1 Initial	<ul style="list-style-type: none"> ■ Ad Hoc 			

BD-CMM Strategic Objectives



- *Developed primarily as a framework, guide, and path for managing and improving business development processes*

Provide a Framework

- ❑ Description of key elements of business development

Describe a Path

- ❑ Evolutionary business development improvement path

Give support from a Guide

- ❑ Key practices for measuring and managing business development performance

Agenda

- ❑ Introduction
- ❑ **Why has the BD-Institute been created?**
 - New business development environment
 - Organizational mission and vision
 - Primary organizational strategies
- ❑ How will BD-CMM adopters benefit from BD-Institute?
- ❑ Where do we go from here?
- ❑ Summary

A New BD Environment

Completion of BD-CMM Version 1.0 has led to need for an industry-based entity -- Business Development Institute Int'l

- ❑ **Create BD-Institute to manage BD-CMM and provide specialized services**
 - Formal BD-CMM appraisal and benchmarking
 - Access to self-assessment tool aligned to benchmark database
 - Certified appraisers and approved partners
- ❑ **Support BD-CMM adopters by providing guidance on expanded services from existing consultancies and providers**
 - BD-CMM tools
 - Self-assessment training and support
 - Consulting and training for BD-CMM improvement paths (KPCs) and gaps (individual KPAs by level)
 - Business Process Reengineering for systems infrastructure improvement

BD-Institute Mission

Mission... sustainable results through business development excellence

- ❑ **The BD-Institute mission is to promote an innovative community of practice in business development through appraisals and self-assessment, best practices, certifications, education, and benchmarking**
- ❑ **Founding sponsors:**
 - Association of Proposal Management Professionals
 - Shipley Associates (including financial and infrastructure backing)

Vision of the Future

Vision ... a community of practice among diverse business development organizations and interests

- ❑ **BD-CMM will be acknowledged as industry's standard framework for how to achieve maturity in BD capability and leadership in BD results**
- ❑ **BD-Institute will become industry's preferred source for measuring BD capability and setting the path toward innovation and organizational transformation**
- ❑ **Through BD-CMM, BD-Institute will become the vehicle to bring together the diversity of BD functions and specialties in identifying and articulating BD best practices and benchmarks across industry**
- ❑ **Through BD-Institute advocacy, BD's role in organizations' ability to achieve high-performance business results will be broadly understood to foster enterprise-wide improvements**
- ❑ **Partnership with BD-Institute will emerge as a strategic value for organizations that serve the BD community with training, consulting, technology, and academic programs, research and development**

Primary Organizational Strategies

- ❑ Provide independent appraisal services
- ❑ Establish and maintain benchmark database and associated metrics
- ❑ Develop and manage alliances with professional organizations and academia
- ❑ Maintain configuration control of and manage improvement to the BD-CMM, certification standards, and tools
- ❑ Establish and maintain standards and tools surrounding use of the BD-CMM within industry, to include:
 - Certifying appraisers
 - Approving products and services of partners
 - Maintaining records and assuring quality and currency of services among Certified Appraisers and Approved Partners
- ❑ Sponsor BD-CMM Leadership Conference and other events

Agenda

- ❑ Introduction
- ❑ Why has the BD-Institute been created?
- ❑ **How will BD-CMM adopters benefit from BD-Institute?**
 - Direct services from BD-Institute
 - Expanded best practices through Alliance Members
 - Validated products and services through Approved Partners
- ❑ Where do we go from here?
- ❑ Summary

BD-Institute Services



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Independent BD-CMM
appraisal and assessment

□ Formal appraisal

- Performed by BD-Institute certified appraisers
- Use of BD-Appraise™ with extensive analysis and benchmarking

□ Interim self-assessments

- Conducted by company with BD-Institute support
- Use of BD-Appraise™ to status progress against targeted KPAs and KPCs

Industry Access to
Tools and Databases

□ Self-assessments with benchmarking

- Use of BD-Appraise™ for analysis against benchmark database

□ Self-assessment without benchmarking

- Use of BD-Appraise™, with analysis and reporting against KPAs and KPCs

BD-Institute Services (continued)

BD-CMM Training Programs

- ❑ **Executive Overview (2-4 hours)**
 - Audience: general managers, BD executives, other decision-makers
- ❑ **Introduction to BD-CMM (2 days)**
 - Audience: practitioners and appraisers
- ❑ **Interpretation and Application of BD-CMM (1 day)**
 - Audience: practitioners and appraisers
- ❑ **Introduction to BD-CMM Self-Assessment (1 day)**
 - Audience: self-assessment team members and appraisers
- ❑ **BD-CMM Appraisal Team Member (3 days)**
 - Audience: appraisers
- ❑ **BD-CMM Appraisal Team Leader (2 days)**
 - Audience: lead appraisers
- ❑ **Educational Projects in BD-CMM (various)**
 - Audience: graduate students and professionals

Alliance Partners

- Domain expertise in articulating BD-CMM body of knowledge
- Input to maintenance and future versions of BD-CMM
- Interaction with constituents of their professional organizations



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Community of Practice

- Sales and marketing
- Business development
- Project management
- Special interest groups
- Standards bodies

Approved Providers

- ❑ Validated knowledge of BD-CMM and related best practices
- ❑ Demonstrated support of specific products or services
 - BD-CMM best practices
 - Specific capability growth elements
- ❑ Compliance with BD-Institute code of conduct



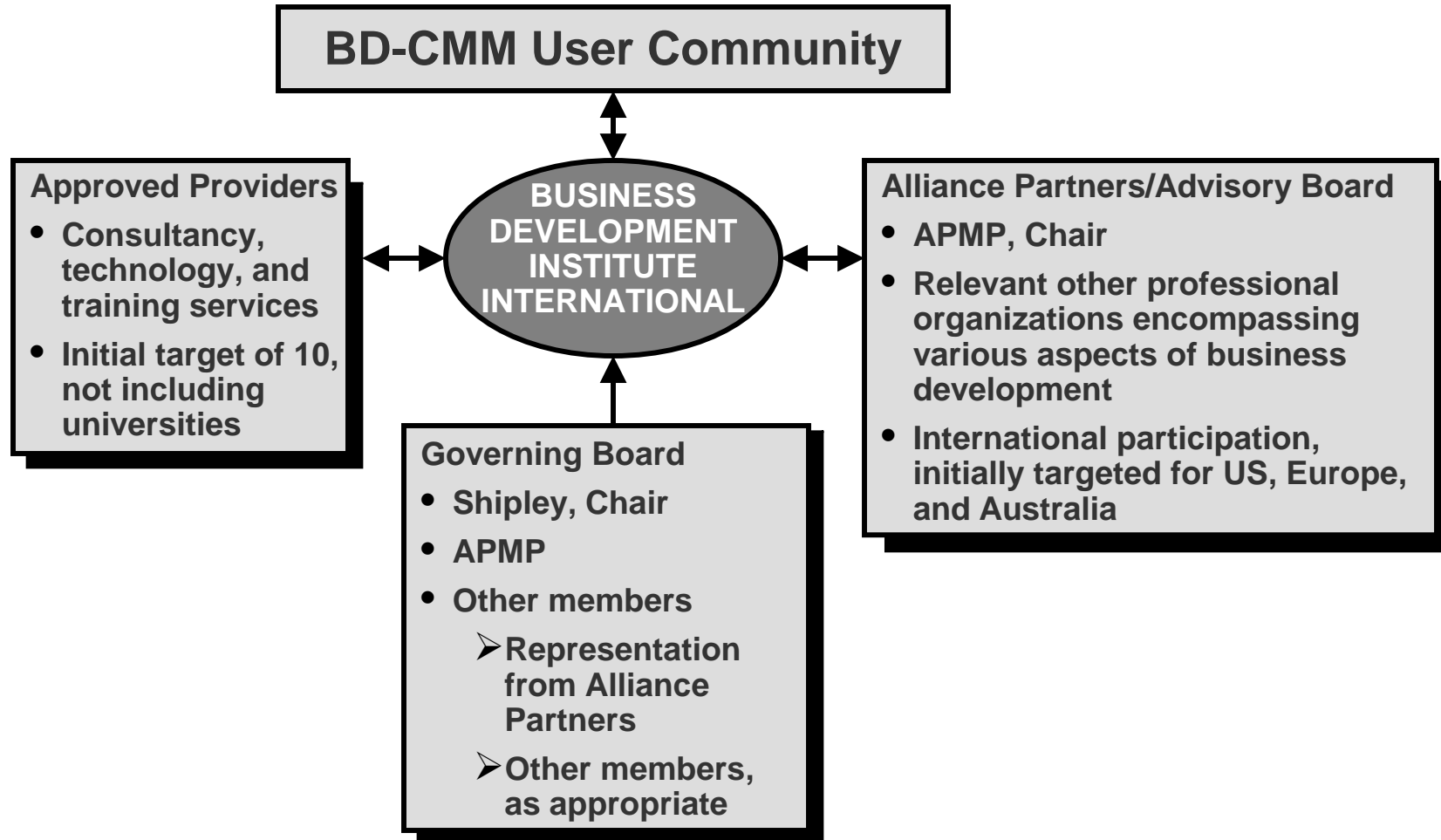
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- ❑ Training (Companies)
- ❑ Consulting
- ❑ Technology
- ❑ Academic (Universities)

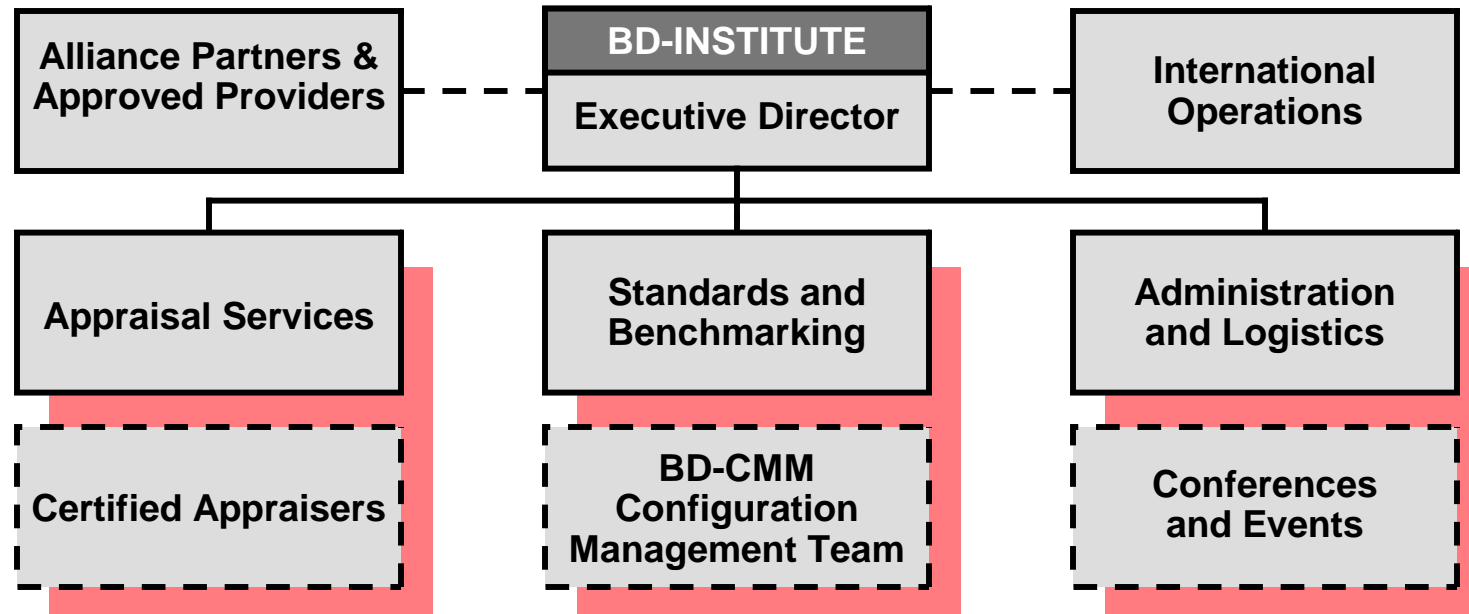
Agenda

- ❑ Introduction
- ❑ Why has the BD-Institute been created?
- ❑ How will BD-CMM adopters benefit from BD-Institute?
- ❑ **Where do we go from here?**
 - Inauguration of BD-Institute Board of Directors
 - Initiation of direct services to BD-CMM community
 - Recruitment of alliance members
 - Launch of Approved Partners program
- ❑ Summary

Operating Structure



Operating Structure (continued)



Current Staffing:

- ❑ **Howard Nutt, Executive Director**
- ❑ **Ginger Levin, Deputy**

Inauguration of Board of Directors

Board Members

- ❑ Tony Birch, Shipley Limited
- ❑ Eric Gregory, CACI
- ❑ Howard Nutt, Shipley Assoc.
- ❑ Karen Shaw, BAE Systems
- ❑ Steve Shipley, Shipley Assoc.
- ❑ Two openings

Board Advisors

- ❑ Don Beynon, CMU SEI
- ❑ Ginger Levin, Consultant
- ❑ Miles Shepherd, IPMA
- ❑ Jack West, ISO
- ❑ David Winton, APMP

- Organizational planning session held on May 6th
- First official BoD meeting to be held on June 5th

Initiation of BD-Institute Services

- ❑ **BD-CMM Leadership Conference held February 6-7**
 - 40 attendees, with 18 participating in pre-conference training
 - Proceedings on BD-Institute website, www.bd-institute.org
- ❑ **Beta version of BD-CMM training programs delivered as pre-conference training on February 2-5**
- ❑ **Pre-production version of BD-Appraise™ tested in both US and UK, December 2003 through March 2004**
 - Substantial lessons learned incorporated
 - BD-Appraise™ Version 2.0 available in June 2004
- ❑ **First group of candidate appraisers to be trained during 4th Quarter 2004**
 - Initial operational capability available immediately
- ❑ **Watch APMP Perspective for further updates**

Recruitment of Alliance Partners

- ❑ **Professional organizations targeted initially in North America and Europe**
 - Secondary targets in Australia
 - Program defined and standard alliance agreement developed
- ❑ **First contacts focused on standards bodies and groups that give access to decision-makers**
 - Goal to build credibility of BD-Institute
- ❑ **Major effort now shifting toward groups related to business development**
 - Goal to broaden base of support for and input to BD-CMM
- ❑ **BD-CMM Advisory Board/Configuration Management Team to be formed by end of 2004**

Launch of Approved Providers Pgm

❑ Details of program now available

- Application criteria and process in place
- Business arrangements being solidified for various types of Approved Providers -- training, consulting, technology, academia
- BD-CMM mapping format defined to display partner offerings
- Protocols for access to BD-Institute tools and data being prepared

❑ Selected BD-CMM training programs being offered for licensed delivery

❑ Preliminary contacts being made for initial group of Approved Providers

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Critical Success Factors

BD-Institute success will be largely driven by:

- ❑ **Acceptance by BD-CMM adopters**
 - Sufficient base of appraisals and other services required for the organization to be self-sustaining
- ❑ **Ability to secure key alliances with other professional organizations concerned with business development**
 - Building on APMP sponsorship
- ❑ **Buy-in from potential “approved partners”**
 - Positive momentum and source of revenue

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