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Capability Maturity Model® for Business Development, Version 1.0

Staged Representation

Sustainable Results in a Competitive World

BD-CMM Development Team and Steering Committee

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About the Business Development Institute International

The Business Development Institute International (BD-Institute) is a non-profit organization dedicated to promote excellence in business development (BD) through the Capability Maturity Model® for Business Development (BD-CMM). The BD-Institute mission includes the following elements:

- Maintain the BD-CMM as the industry's standard framework for achieving maturity in BD capability and leadership in BD results
- Provide industry leadership in measuring BD capability, innovation, and organizational transformation
- Bring together the diverse functions and specialties involved in business development to continuously identify and articulate BD best practices and benchmarks across industry
- Promote business development's role in organizations' ability to achieve high-performance business results
- Partner with organizations that adopt the BD-CMM and that serve the BD community with training, consulting, technology, and academic education, research and development

The BD-Institute provides training, services, and support and actively works with Government entities, adopters within industry, and others to help them maximize their capability and results.

- Training programs include training designed for executives and other decision-makers, those needing a general knowledge of BD-CMM and its best practices, and those process specialists who require an in-depth understanding of the model.
- BD-CMM appraisals help organizations maximize BD performance. Appraisals provide an opportunity for adopters to receive expert, independent feedback on the maturity of their operation.
- Specialized support for corporations that adopt BD-CMM allows training and certification of qualified, internal personnel as BD-CMM appraisers and as BD-CMM trainers.

The BD-Institute supports the BD community by sponsoring, licensing, and directly providing support to organizations that adopt the BD-CMM.

The BD-Institute trains organizations in BD-CMM key practices and helps them identify growth opportunities through BD-CMM appraisals. This partnership promotes major gains in BD process effectiveness and efficiency.

As part of our mission, the BD-Institute encourages broad participation in our growing “community of practice” in pursuing Business Development excellence and contributing to the Business Development Body of Knowledge. There are a number of ways in which you can become involved:



- **Corporate Members** are businesses that use the BD-CMM as their framework, path, and guide to managing and continuously improving their business development capability. They align themselves with the BD-Institute as a means to participate in BD-CMM benchmarking and to exchange ideas, concepts, and lessons learned with others.
- **Alliance Partners** are professional organizations and societies that align themselves with the BD-Institute and work with us to enhance knowledge and understanding of business development best practices and maturity.
- **Approved Providers** are companies and organizations with products and services validated by the BD-Institute to support application and implementation of the BD-CMM. They provide the business development community with consulting, training, technology, and academic education, research, and development.
- **Certified Appraisers** are individuals who are trained and certified to represent the BD-Institute. They help Corporate Members and other adopters by appraising their maturity levels against the BD-CMM, using the BD-Institute's official methodologies and tools.



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- Robert Winslow, Vice President, Training

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Preface

The BD-CMM is designed to guide BD organizations in selecting high-priority improvement actions based on the maturity of their current practices. Its benefit is in narrowing the scope of improvement activities to those key practices that provide the next foundational level for extending the organization's current BD capabilities.

Why is the BD-CMM Needed?

The fundamental value proposition underpinning the model is that greater process maturity is linked directly to improved results in terms of an organization's ability to predictably capture business and achieve high return on its investment in business development. As a result:

- Organizations that establish a strategy that supports BD adaptability and innovation as strategic values are able to drive customer-oriented solutions.
- Organizational performance can be improved by sharing and reflecting on improvement efforts under way and integrating the perspectives of all those associated with business development in the enterprise.
- Competencies in business development, when extended across the enterprise and management responses, can be continuously adapted to meet the ever-changing needs of a BD environment.

By concentrating on a focused set of practices and working aggressively to implement and institutionalize them, organizations can make lasting gains in their performance and competitiveness.

The BD-CMM is not envisioned specifically as a method for process certification, nor does it serve as a quick fix for those organizations that may have processes or projects that are "in trouble." Its framework provides a characterization for each level of maturity in business development and also establishes definitions of the improvements required to move to the next, higher level. In this way, the model highlights key elements of a specific facet of business development and identifies key practices that need improvement to elevate the organization's maturity ranking in that specific facet of business development.

Why was the CMM Approach Selected?

The CMM approach was selected in preference to other process improvement methodologies for two primary reasons.

First, most competing methodologies focus on how to analyze and understand processes within specific organizations and do not try to identify specific industry standards by which processes can be improved with predictable results. By comparison, CMMs attempt to define industry

practices that correlate with increasing levels of process maturity. The resulting CMMs seek to provide (a) an industry standard or “framework” by which relative maturity can be assessed, (b) a clear path to evolve processes to achieve increasingly mature states, and (c) specific guidance on best practices and their applicability and implementation.

Second, the CMM approach was chosen because of the level of industry acceptance of this model as a preferred approach to communicating process improvement within a “best practices” context. Currently, CMMs are widely accepted for software development, systems engineering, project management, and human resources, and industry literature validates that companies who apply these approaches derive specific process-driven benefits.

The SEI CMM began as a tool to improve the outcome of Department of Defense software development projects.

This combined focus on industry standards and industry acceptance of the CMM approach made it especially appropriate for business development and proposal professionals. Version 1.0 of the BD-CMM follows the structure for CMMs pioneered by the Software Engineering Institute (SEI) at Carnegie Mellon University in 1986, with the development of a software process maturity foundation. The Department of Defense (DoD) funded the SEI to develop a yardstick for evaluating contractor software development capabilities. Not only was the model to be important as a measuring device, the goal of DoD was to improve the ability of contractor organizations to meet goals for cost, schedule, functionality and product quality.

The Software Capability Maturity Model (SW-CMM) resulted from this original activity. The SW-CMM has since undergone several revisions and spun off a Systems Engineering CMM (SE-CMM), Software Acquisition CMM (SA-CMM), People CMM, and Integrated Capability Maturity Model (CMMI).

The Software CMM has inspired models for other key organizational functions affecting the outcome of DoD programs.

Since initial application of the SW-CMM as an evaluation tool for the Government, measurements of process maturity have been performed by trained evaluators conducting Software Capability Evaluations to qualify contractors for software development work. Resulting industry data established that using the model has significantly benefitted both the Government and industry in terms of both effectiveness and efficiency, and industry has realized notable return on investment from improving their processes.

Over time, contractors have begun self-assessment on a project-by-project basis in order to determine potential areas of improvement. They have also engaged organizations such as the Software Productivity Consortium to perform audits and assessments, whose results have become an integral part of company marketing materials.

Thus, it has become apparent that the CMM approach has added a significant level of professionalism to the processes to which it has been applied. In addition, there has been a notable level of industry acceptance of the approach in promoting process improvements that have benefitted both process users and corporate stakeholders. By applying the approach to business development, then, we seek broader acceptance of business development excellence as a meaningful endeavor.

What Background, Benchmarking, and Prior Studies Support the BD-CMM?

As highlighted in figure i, a number of industry studies have been conducted that showed the necessity for a BD-CMM. Beginning in 1993, Coopers and Lybrand reported data at the APMP Annual Conference that established industry baselines for “best-in-class” BD characteristics. This was followed at the 1995 APMP Annual Conference by a report from a Price Waterhouse study that led to the publication of best practices from capture planning to award. In 1996, APMP conducted a salary and compensation study, followed in 1998 by an APMP-sponsored study of bid and proposal (B&P) effectiveness.

In 2002, Shipley conducted an expansive industry benchmarking study on behalf of the APMP, known as APMP Benchmark Study 2002. This year-long effort created an updated and expanded database of industry metrics through which to identify BD best practices across the wide spectrum of businesses, industries, and marketplaces represented by the APMP membership. Specifically, the study goals were to:

- Revisit APMP organizational demographics, metrics, and best practices from prior studies
- Perform first-time comparisons of Government versus Business-to-Business and International data on member companies
- Beta-test the ability of the draft BD-CMM to assess process maturity and identify improvement opportunities at Levels 2 and 3
- Gain feedback on the applicability of BD-CMM Levels 2 and 3 to member companies’ process maturity

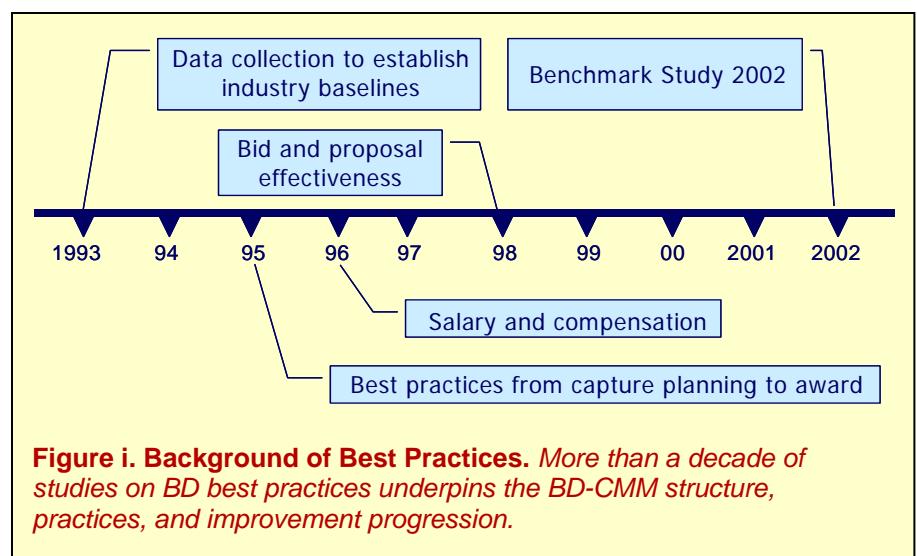


Figure i. Background of Best Practices. More than a decade of studies on BD best practices underpins the BD-CMM structure, practices, and improvement progression.

In May 2002, early results of APMP Benchmark Study 2002 were presented to the 13th Annual Conference of the APMP in Salt Lake City, UT.

The framework and guidance provided by the BD-CMM is for anyone interested in assessing BD capability, planning BD process improvements, and optimizing their BD performance.

APMP Benchmark Study 2002 focused on (a) business development from opportunity identification through contract award; (b) the establishment of industry baselines categorized by government, commercial, and international; (c) the identification of key practices that are applicable now and in the future; and (d) the collection of metrics that are industry standards and represent common and unique best practices.

By the time the study was completed, 62 companies/operating units participated. This represented a survey sample size capable of providing statistically significant correlations between performance metrics and appropriate best-in-class standards.

Who is the BD-CMM's intended audience?

The BD-CMM is relevant for anyone involved at the front end of the business cycle, where an organization's strategic direction is defined, presence in the marketplace is established, and existing or prospective customers are engaged to procure the organization's offerings. However, the model is especially targeted at those who are responsible to develop opportunities, manage BD/sales and marketing activities, implement BD practices, and assure continuing growth and viability in the organization's marketplace(s).

The BD-CMM offers special value to organizations that are experiencing critical changes, whether these are the result of downsizing, mergers, acquisitions, rapid growth, or major transitions in strategic direction. In addition, it is useful to managers who want to guide their organizations and personnel in industry best practices in business development, as well as to those attempting to understand the capability and maturity of their BD operations.

How is this document organized?

This document is organized into six chapters, which fall into three major portions:

- Chapter 1 provides background, context, and guidance for applying the BD-CMM.
- Chapters 2-5 present detailed characterizations for each of the growth levels of the BD-CMM (i.e., Levels 2-5). These descriptions address the key process areas that comprise each level, including extensive examples.
- Chapter 6 describes the future direction envisioned as the model is applied to companies throughout the world.

In addition to the six chapters, the document includes four appendices. Of these appendices, the last (Appendix D) is especially important, as it consolidates the model into a series of tables through which progression within the model may be more easily described, and specific process improvements may be more readily planned.

Where can you get more information?

Appendix A of this document provides a list of references and a bibliography applicable to improving BD process and related topics. However, the following sources may be especially helpful:

- To get more information on CMMs, please visit the Carnegie Mellon University's SEI website at www.sei.cmu.edu.
- For more about the BD-CMM, added-value resources, and details on performing business development appraisals, please go to the Business Development Institute International's website at www.bd-institute.org or contact one of the authors.
- For more information on APMP and its mission to "improve the arts and sciences of business development," please go to its website at www.apmp.org.

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Chapter 1. Overview of the CMM® for Business Development

Maturity, according to the *Random House Dictionary*, means “full development or a perfected condition.” It also suggests understanding as to why success occurs and as to ways to prevent common problems. In terms of business development (BD), this relates to capabilities that can produce repeatable success in an organization’s BD initiatives.

The Business Development Capability Maturity Model (BD-CMM) is depicted in figure 1. It creates a vision of excellence capable of guiding major process improvement in business development. It provides its users with a framework, path, and guide for achieving dramatic process improvement in

The BD-CMM was developed as a starting point for BD professionals to craft a robust outline of what promotes optimum performance across the broad range of industry types, sizes, and environments.

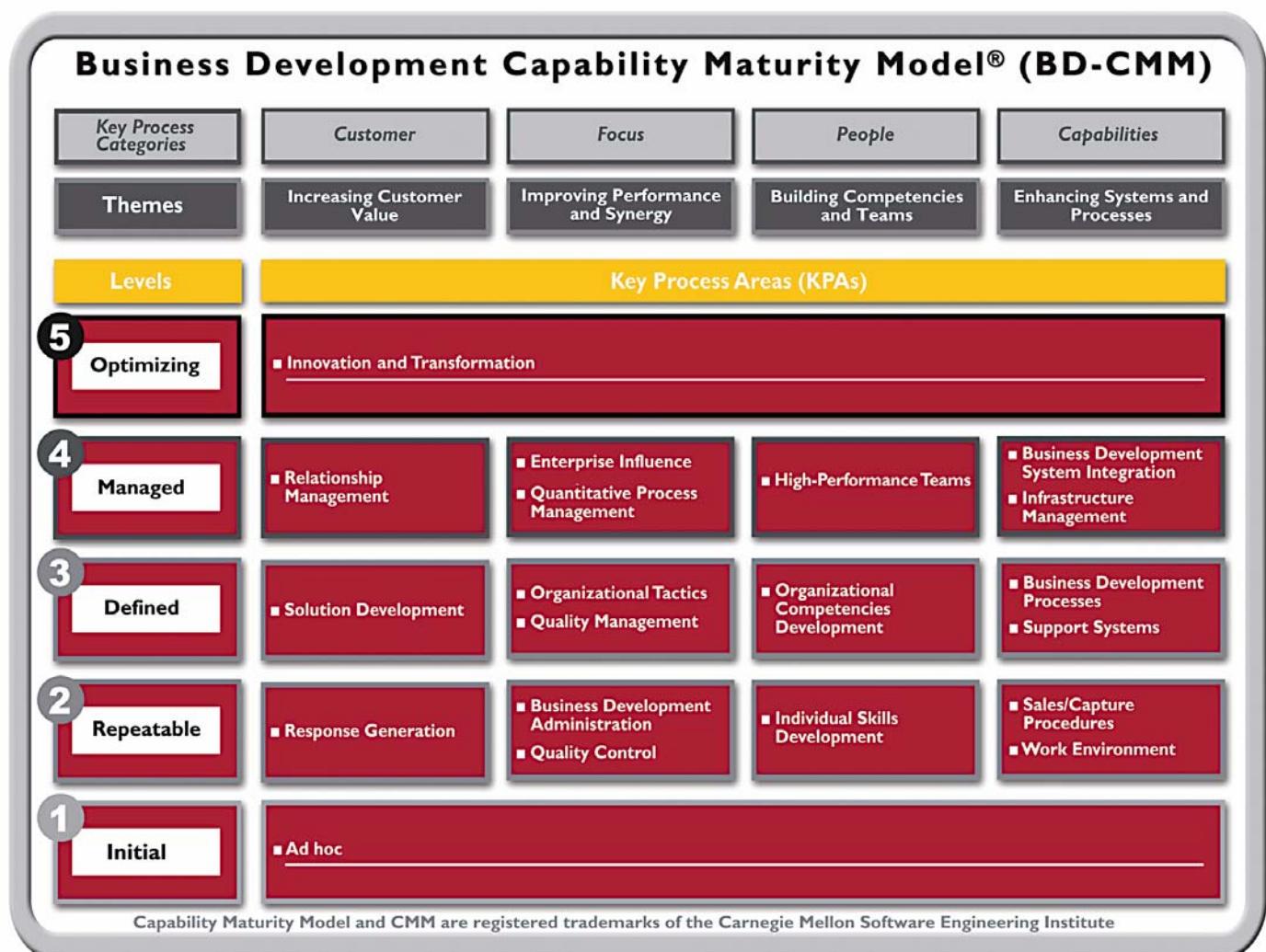


Figure 1. Overview of the CMM for Business Development. Version 1.0 of the BD-CMM addresses critical elements of BD capability growth.

their organizations. In addition, it provides a process improvement map that organizations can use to assess the effectiveness and efficiency of their BD operations. It is envisioned that the model will promote ongoing discussion and development within the BD profession.

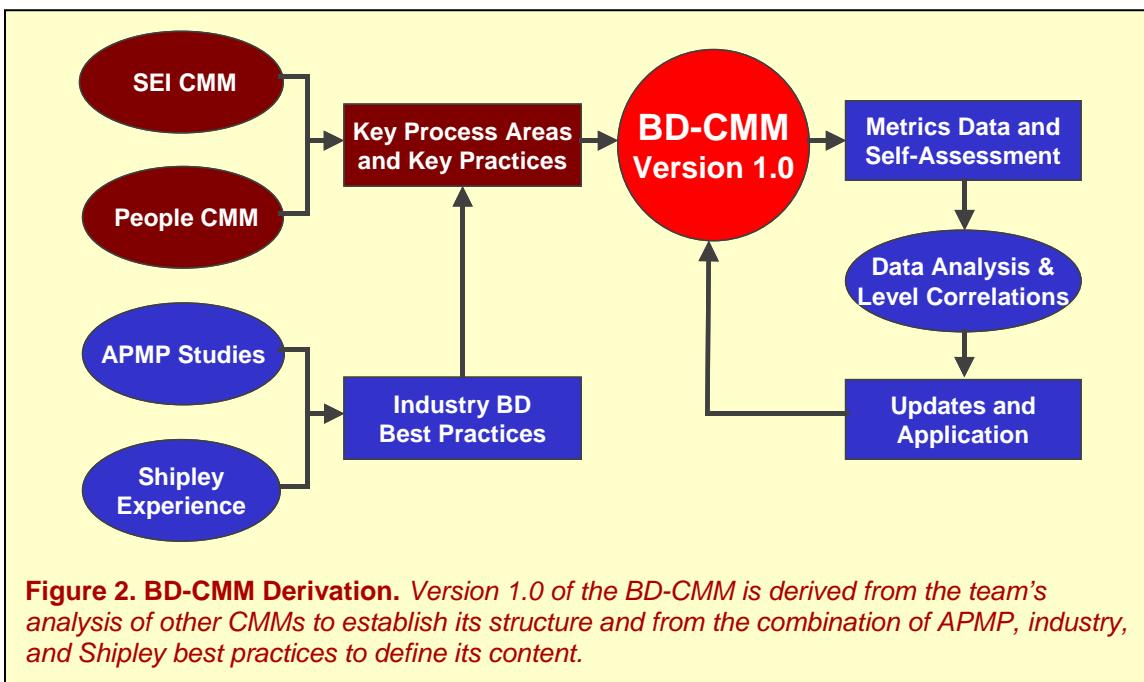
The model's scope encompasses the full BD life cycle and organizational components, including advance marketing, sales, sales account management, proposal development, and others engaged in the BD enterprise. The model acknowledges that no one component can exist very long in isolation, and that success, when realized, is the orchestrated result of teams.

The Software CMM is the most familiar of the models, but all CMMs rely on a framework of levels. Progress from level to level is achieved through evolutionary process improvements defined for each plateau.

The BD-CMM has been constructed based on the existing Carnegie Mellon Software Engineering Institute (SEI) capability maturity principles and existing models for software, software acquisition, systems engineering, and human resources (SW-CMM, SA-CMM, SE-CMM, and People CMM). In addition, it acknowledges current efforts for CMM IntegrationSM (CMMI[®]).

As illustrated in figure 2, development of the BD-CMM has had two main focuses – applying lessons learned from earlier CMMs (most notably, the SW-CMM and the People CMM) and applying candidate best practices from prior APMP studies, other industry benchmarking reports, and Shipley process consulting experience.

A major challenge in its development effort was the definition of Key Process Areas (KPAs) in a manner that allows them to be applicable to most companies. The APMP partnership provided an essential way to get broad industry involvement and to assure sensitivity to process issues that are meaningful to both large and small enterprises engaged in government, business-to-business (“commercial”), and international pursuits.



1.1 What is the Scope of the BD-CMM?

The BD-CMM defines “levels of maturity” from one to five, through which an organization must pass in order to ultimately achieve a fully optimized process. Each level is defined such that multiple areas of process improvement must take place within the level, all falling within the overall characterization, or definition, of that level. The definitions for each level are very broad, to allow for a wide variety of organizational types, but clearly describe a progression to increased maturity.

The BD-CMM defines “business development” in broad terms. It incorporates Key Process Categories (KPCs), KPAs, and best practices applicable to how companies in diverse industries and marketplaces acquire business. It is designed to be applicable to processes that have traditionally been called “business development” as well as those traditionally described as “sales and marketing.” The concepts, practices, and strategies embedded into the BD-CMM apply equally to operations that pursue many (often thousands) opportunities per year and to operations targeted to acquire a relatively small number of very large, strategic opportunities (often worth billions of dollars over decades).

1.2 What are the Format and Structure of BD-CMM?

An integrated view of the BD-CMM is provided in figure 3 to facilitate quick reference. This allows one to quickly note the vertical progression to higher maturity levels and the horizontal activities performed simultaneously to improve within a specific level.

The four major bands represent the four KPCs – i.e., major categories deemed appropriate for business development. In comparison, the SW-CMM is organized around three process categories (management, organizational, and engineering), and the SE-CMM includes three process areas (engineering, project, and organizational).

BD-CMM Version 1.0 is closely patterned after existing CMMs that have already demonstrated their applicability and efficacy.

Themes are associated with each KPC and are highlighted in italics within the respective bands. (For example, the theme for the KPC “Customer” is “Increasing Customer Value.”) The thematic definition is modeled after the People CMM, which uses a comparable construct (developing capabilities, building teams and culture, motivating and managing performance, and shaping the workforce).

It is also noteworthy that BD-CMM Version 1.0 adopts the SW-CMM nomenclature. The level definitions have been tailored to apply to the BD process, and the KPAs are aligned by KPC and level. For example, the KPA “Individual Skills Development” is seen as an area in which an organization should focus to improve its process to achieve Level 2 maturity.

	Level 1 Initial	Level 2 Repeatable	Level 3 Defined	Level 4 Managed	Level 5 Optimizing
Behavioral Characterization	Ad hoc, chaotic, dependent on individuals	Addressing individual opportunities by reusing past project management and business development practices	Using a standard, defined business development process consistently across the organization	Managing, controlling, and measuring a business development system integrated with enterprise operations	Continuously and predictably improving business development performance within the enterprise
Maturity Level Definitions	Process is characterized as ad hoc, occasionally even chaotic. Few processes are defined, and success depends on individual effort/heroics	Basic project management processes are established to track cost, schedule, and functionality. The necessary process discipline is in place to repeat earlier successes on project with similar applications.	Process for activities is documented, standardized, and integrated into a standard process for the organization. All projects use an approved, tailored version of the organization's standard process.	Detailed measures of the process and product quality are collected. Both the process and products are understood quantitatively and controlled.	Continuous process improvement is enabled by quantitative feedback from the process and from piloting innovative ideas and technology.
Management Visibility	Process is an amorphous black box. Management has visibility at beginning and end.	Process is a succession of black boxes. Management has visibility at transition points (project milestones) as activity flows between boxes.	Internal structure of boxes is visible. Management can prepare proactively for risks that may arise.	Process within boxes is instrumented and controlled quantitatively. Management can measure progress and problems.	Processes within boxes are improved. Management is able to estimate and quantitatively track the impact and effectiveness of change.
Customer <i>Increasing Customer Value</i>	<ul style="list-style-type: none"> • Response Generation • Solution Development • Relationship Management 			→	
Focus <i>Improving Performance & Synergy</i>	<ul style="list-style-type: none"> • Business Development Administration • Quality Control • Organizational Tactics • Quality Management • Enterprise Influence • Quantitative Process Management 			→	
People <i>Building Competencies and Teams</i>	<ul style="list-style-type: none"> • Individual Skills Development • Organizational Competencies Development • High Performance Teams 			→	
Capabilities <i>Enhancing Systems & Processes</i>	<ul style="list-style-type: none"> • Sales/Capture Procedures • Work Environment • Sales/Capture Processes • Support Systems • BD System Integration • Infrastructure Management 			→	
				→	

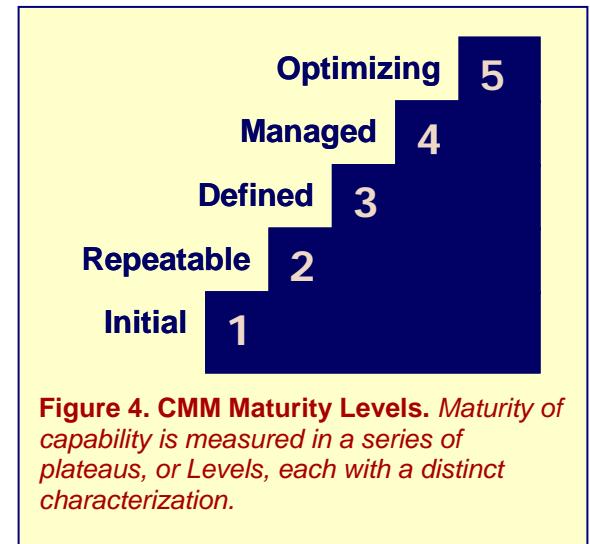
Figure 2. Integrated View of the BD-CMM. The BD-CMM articulates the behavioral characteristics of organizations as they mature and highlights the impact of increasing maturity on both BD processes and management visibility within those processes.

1.2.1 CMM Levels and Definitions

CMMs for all types of activities establish “levels” of maturity through which an organization must pass in order to achieve the next level. Each level is defined such that multiple areas of process improvement must take place within the level, but each area’s activities fall within the overall characterization, or definition, of that level. The definitions for each level are very broad, to allow for a wide variety of organizational behaviors, but clearly describe a progression of increased maturity.

The levels of maturity (figure 4) define specific goals that are to be achieved. The goals are presented as results statements that describe observable milestones to verify whether or not an organization has effectively implemented certain processes. As a progressive standard, this framework not only provides a characterization for each level but also defines the improvements required to move to the next level.

- The Initial level, characterized by *ad hoc* processes and limited management commitment, evolves to the Repeatable level through introduction of discipline to an otherwise chaotic process.
- Once some level of discipline is adopted at Level 2, *repeatability* replaces the chaos of Level 1.
- Logical evolution from the Repeatable level to the Defined level is the establishment of a *standard, consistent process*.
- The Managed level is reached by a process characterized as *predictable*.
- The Optimizing level results from a *continually improving process*.



Presenting the levels of a CMM as a series of plateaus does not necessarily reflect equal degrees of improvement. Just as introduction of a disciplined process is much less difficult than organizational adoption of that process, the progress from Level 1 to Level 2 is much more easily accomplished than the progress from Level 2 to Level 3.

The process improvement required to move to successive levels becomes increasingly more difficult to achieve. All organizations go through a maturity process, and this process precedes excellence. Accordingly, the learning curve for maturity typically is measured in years [Kerzner, 2001]. However, organizations that do reach higher levels of maturity and attain some degree of excellence, achieve and exploit a sustained, competitive advantage.

What is graciously missing from these rankings is the rank of zero, which describes an organization that has no procedures, and none of its endeavors is ever near the success mark. One hopes that such an organization does not exist, although it is possible for an organization to merit a ranking of zero on one of the performance attributes. If this is the case, then the improvement plans that usually follow the maturity assessment will have the development of processes and procedures as the first step [Rad and Levin, 2002].

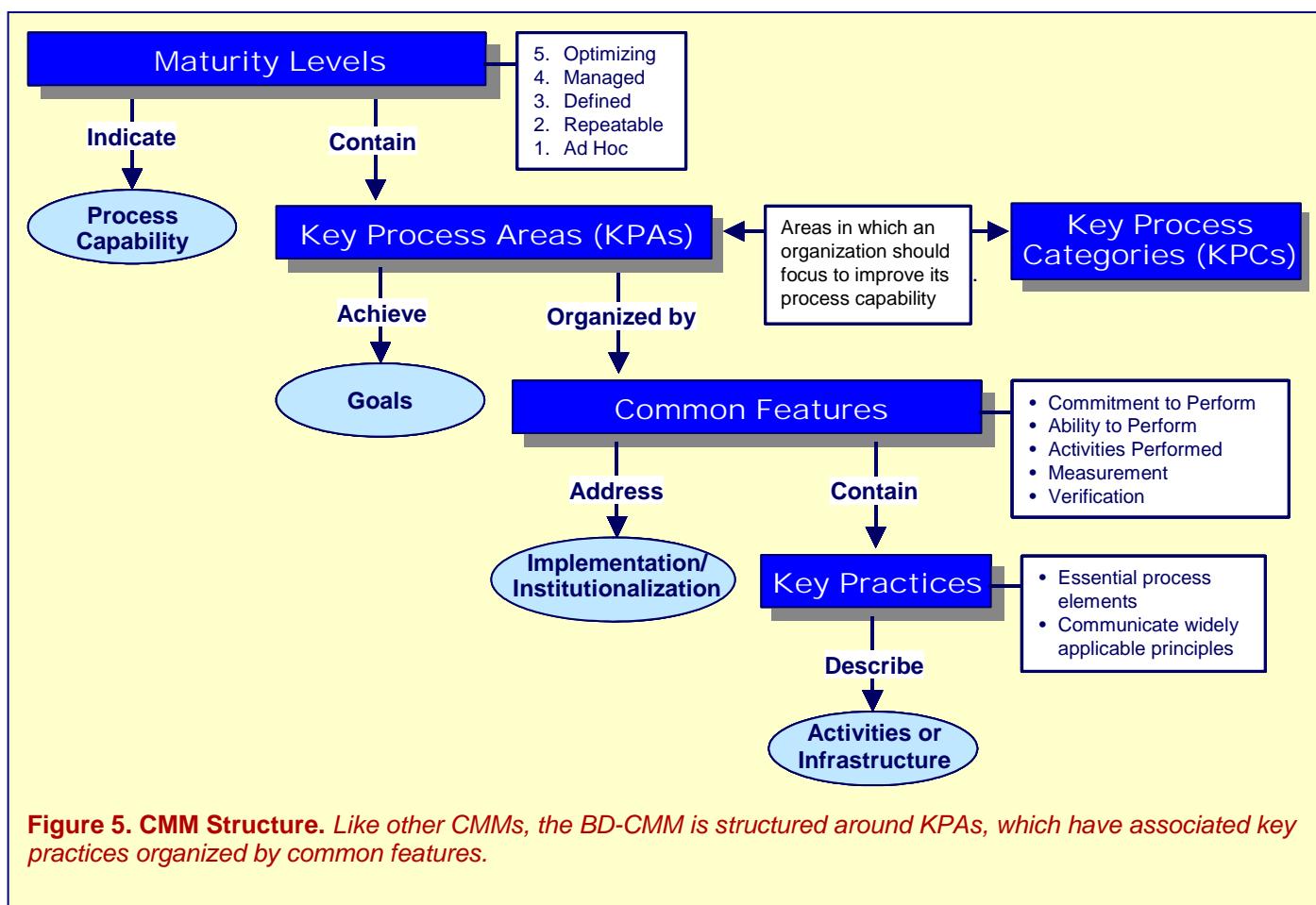
Key process areas are clusters of related activities that, when performed collectively, achieve a set of goals considered to be important for establishing process capability.

1.2.2 Process Areas, Common Features, and Key Practices

Maturity levels above Level 1 are composed of several KPAs, and each KPA is organized into five sections called *common features*. The common features contain the *key practices* that, when collectively addressed, accomplish the goals of the KPA. This is illustrated in figure 5.

KPAs are specifically associated with the capability being measured. They are building blocks that indicate what an organization should do to improve its process. KPAs identify the issues that must be addressed to achieve a maturity level.

Within each KPA, the common features represent attributes that indicate whether the implementation and institutionalization of a KPA are effective,



repeatable, and lasting. In this regard, the BD-CMM blends the nomenclature of the Software and People CMMs, resulting in the following common features:

- Commitment to Perform (policy and management support)
- Ability to Perform (resources, organizational structure, and guidance/training)
- Activities Performed (planning, performing, monitoring, and taking corrective action)
- Measurement (status and effectiveness of activities performed)
- Verification (reviews and audits)

Finally, the key practices provide the infrastructure and activities that contribute most to the effective implementation and institutionalization of a KPA. Key practices are intended to communicate principles that apply to a wide variety of environments and organizations, that are valid across a range of applications, and that will remain valid over time. Thus, the approach is to describe the principles and leave their implementation up to each organization, according to its culture and the experiences of the developers.

Representative key practices from the BD-CMM are provided in the shaded boxes in figure 6.

Level 3: Defined KPA: Solution Development	
COMMITMENT TO PERFORM	
	The organization follows a documented procedure for planning and managing its offerings to customers.
ABILITY TO PERFORM	
	Adequate resources and funding are available for participation with customers early in their purchasing cycle.
ACTIVITIES PERFORMED	
	Based on customer needs, a capabilities assessment is conducted, and an action plan is prepared to position the company favorably with its customers.
MEASUREMENT	
	Measurements are made and used to determine the effectiveness of the solution development process.
VERIFICATION	
	Senior management reviews solution development activities on a periodic basis.

Figure 6. Representative Key Practices of the BD-CMM. Sample practices from the Solution Development KPA illustrate their alignment to common features within the model.

1.3 How Can the BD-CMM Guide Improvements?

The BD-CMM provides two levels of guidance for implementing practices in an organizational improvement program:

- Strategy guidance for use in developing the organization over time
- Practical guidance that an organization can use to solve problems or shortcomings in its BD activities.

BD-CMM guidance does not specify explicit practices to be deployed. It sets a framework for selecting and tailoring practices to the organization's history, culture, and environment.

The BD-CMM also does not provide guidance on how to implement the improvement program itself. It is a roadmap for BD capability growth and can be coupled with various methodologies (e.g., Six Sigma) through which to implement actual improvements.

As embodied in its four KPCs, the BD-CMM's primary focus is on the progression within the overall model. That is, it provides the specific improvement paths needed to maximize the efficiency and effectiveness of a BD organization and related operation within each of the KPCs, as outlined in the following paragraphs.

1.3.1 Customer KPC: The Path to Increasing Customer Value

The "Customer" KPC focuses on how to increase customer focus in the BD organization. It shows the progression linking the KPAs across the four levels:

BD-CMM Levels	KPC: Customer
	Theme: Increasing Customer Value
5. Optimizing	● Innovation/Transformation
4. Managed	● Relationship Management
3. Defined	● Solution Development
2. Repeatable	● Response Generation
1. Initial	● Ad Hoc

- At Level 2, the "Response Generation" KPA represents a cluster of related activities aimed at achieving the ability to respond effectively and efficiently to customer-specified requirements. This encompasses responses ranging from sales letters to proposals to oral presentations or demonstrations.
- At Level 3, "Solution Development" indicates a higher maturity level in increasing customer value through collaboration with the customer in developing requirements and preferred solutions.
- At Level 4, "Relationship Management" implies an even closer working relationship between buyer and seller extending to the seller's understanding of the buyer's customers.
- Finally, at Level 5, in the "Innovation and Transformation" KPA, the emphasis is on partnerships with customers and on assuring seamless

boundaries in communications as the organization works to continually improve its customer collaboration activities.

1.3.2 Focus KPC: The Path to Improving Performance and Synergy

The “Focus” KPC addresses how to improve BD performance and organizational synergies and is provided in two parts, a “management thread” and a “quality thread.” It shows the progression linking the KPAs across the four levels:

- At Level 2, the combined management and quality threads include two KPAs, “Business Development Administration” and “Quality Control,” respectively. Together, they depict an organization that is beginning to make its BD activities more systematic by having defined procedures and consistent decision criteria for managing BD activities. Concurrently, the organization is defining initial quality techniques applicable to business development and is applying them to BD operations.
- Going beyond Level 2, the KPAs of the management and quality threads become “Organizational Tactics” and “Quality Management,” respectively. This progression reflects growth into a leadership role for the BD organization, establishment of a BD process group to lend consistency across the organization, and setting up a quality program to identify and implement improvements on a routine basis.
- As one looks beyond Level 3, the KPAs of the management and quality threads become “Enterprise Influence” and Quantitative Process Management.” At this level, an organization is actively integrating BD strategies with its overall strategic planning processes to assure alignment of organizational goals, values, resources, and investment. This includes giving business development a proactive leadership role across the enterprise and embedding BD perspectives into the organization’s quantitative process management program.
- At Level 5, the KPA “Innovation and Transformation” focuses on creating and maintaining an organizational vision that values and rewards continuous improvement and transforms BD operations, while extending quality practices across the enterprise in a dynamic environment.

BD-CMM Levels	KPC: Focus
	Theme: Improving Performance and Synergy
5. Optimizing	<ul style="list-style-type: none"> ● Innovation/Transformation
4. Managed	<ul style="list-style-type: none"> ● Enterprise Influence ● Quantitative Process Management
3. Defined	<ul style="list-style-type: none"> ● Organizational Tactics ● Quality Management
2. Repeatable	<ul style="list-style-type: none"> ● BD Administration ● Quality Control
1. Initial	<ul style="list-style-type: none"> ● Ad Hoc

1.3.3 People KPC: The Path to Building Competencies and Teams

The “People” KPC seeks to build competencies and teams within the BD operation. It shows the progression linking the KPAs across the four levels:

BD-CMM Levels	KPC: People
	Theme: Building Competencies and Teams
5. Optimizing	● Innovation/Transformation
4. Managed	● High-Performance Teams
3. Defined	● Organizational Competencies Development
2. Repeatable	● Individual Skills Development
1. Initial	● Ad Hoc

- The focus of organizations at Level 2 is on “Individual Skills Development.” As the organization seeks repeatability, it looks to develop and reward individual skills in those areas needed to support BD efforts. Most often, this means recognizing those individuals who perform well on given BD activities and leveraging their skills on subsequent efforts.
- As the organization progresses to Level 3, the focus changes to “Organizational Competencies Development.” That is, it seeks to build competence into the organization rather than simply relying on innately talented individuals, thereby offering career opportunities in business development as a key strategy for growing the business.
- Level 3’s emphasis on competence lays the foundation for Level 4 capability, as defined in “High-Performance Teams.” At this level, the organization uses high-performance teams as an integral part of its overall strategy to support business development across the business acquisition life cycle.
- Then, at Level 5, the KPA “Innovation and Transformation” characterizes a learning organization. In such organizations, people at all levels are continually increasing their capacity to produce beneficial BD results as participants in an ongoing cycle of adapting the BD enterprise to remain viable and competitive.

1.3.4 Capabilities KPC: The Path to Enhancing Systems and Processes

The “Capabilities” KPC plots a course for enhancing the systems and processes that must support BD operations. It is provided in two parts, a “process thread” and an “infrastructure thread,” that link the KPAs across the four levels:

- The Capabilities KPC has two KPAs at Level 2, “Sales/Capture Procedures” and “Work Environment,” which comprise the process and infrastructure threads, respectively. At this level, the organization is focused on gaining control of BD activities by defining procedures through which management can be involved at key points in the BD process. Along with this oversight comes the recognition that BD efforts must be supported in definitive ways.
- Moving to Level 3, the process and infrastructure threads focus on “Business Development Processes” rather than procedures and on “Support Systems” rather than fundamental aspects of the BD work environment. At this level, a standard BD process is used across the entire organization, yielding consistency and managed improvement. There is also strong emphasis on establishing and maintaining suitable infrastructure to promote successful BD operations across the business acquisition life cycle.
- Going beyond Level 3, the process and infrastructure threads at Level 4 become “BD System Integration” and “Infrastructure Management,” respectively. This is embodied in integrated processes and systems across all enterprise operations, supported by a coherent strategy for managing and adapting the BD infrastructure for maximum support.
- Then, at Level 5 the KPA “Innovation and Transformation” translates into a culture that emphasizes a process of ongoing optimization of both processes and infrastructure. This represents a dynamic environment focused on doing whatever is needed to transform organizational support and encourage flexibility and adaptability.

BD-CMM Levels	KPC: Capabilities
	Theme: Enhancing Systems and Processes
5. Optimizing	<ul style="list-style-type: none"> ● Innovation/Transformation
4. Managed	<ul style="list-style-type: none"> ● BD System Integration ● Infrastructure Management
3. Defined	<ul style="list-style-type: none"> ● BD Processes ● Support Systems
2. Repeatable	<ul style="list-style-type: none"> ● Sales/Capture Procedures ● Work Environment
1. Initial	<ul style="list-style-type: none"> ● Ad Hoc

1.4 How Can Organizations Benefit from BD-CMM?

The benefits of better workforce practices have been demonstrated empirically in numerous studies [Labor, 1993; Mavrinac, 1995]. Companies with the best workforce practices have been shown to outperform other firms in the growth of profits, sales, earnings, and dividends.

<p>Benefits reported from the SW-CMM include:</p> <ul style="list-style-type: none">➤ Return on investment of 7:1➤ Average gains in productivity of 37% per year➤ Reduced initial defects by 18% per year gain in defects found in pre-test➤ Reduced time to market of 19%➤ Reductions in filed error reports per year of 45% <p>Comparable results in BD capability would mean:</p> <ul style="list-style-type: none">➤ Dramatically improved win rates and capture ratios➤ Reduced percent cost of sales➤ Reduced labor costs and turnover rates➤ Managed growth and profitability

As an example, SEI CMMs have been shown to provide the following benefits:

- Improve the ability of an organization to meet goals for cost, schedule, functionality, and product quality
- Establish a yardstick against which it is possible to judge, in a repeatable way, the maturity of an organization's process and compare it to the state of the practice in the industry
- Improve productivity, quality, and time to market [Hersbsleb, 1994]
- Facilitate planning improvements to processes
- Improve management visibility into the process

The BD-CMM focuses on securing the same kind of improvements for BD practices within organizations. Best-in-class attributes, based on the APMP Benchmark Study 2002, indicate that improvements in BD processes will lead to:

- Enhanced effectiveness and efficiency
- Improved predictability
- More accurate projections of revenue
- Increased control
- More precise understanding of business development costs
- Improved management visibility into business development

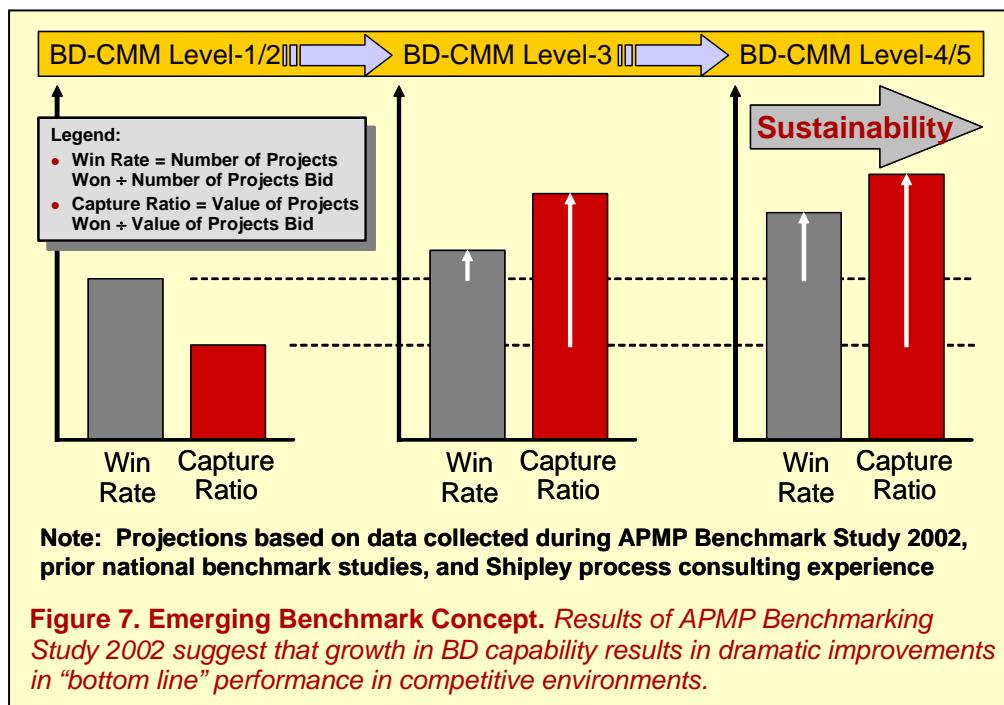
A good way to illustrate these benefits is to conceptualize how management visibility might be improved in the BD process. Immature BD processes typically result in the organization (a) being unable to control costs associated with pursuing business – a major management issue, and (b) having no management mechanisms through which to influence the probability of winning key programs.

- At risk in terms of cost control is the corporate “bottom line,” which is directly affected by the cost of sales.

- At risk in terms of ability to influence win probability is the short- and/or long-term viability of the business itself.

Increased management visibility (as part of overall growth in process maturity levels) leads to a proactive posture through which the future of the enterprise can be managed for both growth and profitability.

The most dramatic illustration of the benefit is highlighted in figure 7. Companies that invest in their BD capability in appropriate ways win more of the contracts they pursue (as evidenced in “win rate”); more importantly, they consistently win the high-value, strategic programs upon which their long-term viability is based (as evidenced in “capture ratio”).



In defining the “path” to higher levels of capability, the four KPCs of the BD-CMM define a progressive series of improvement initiatives that lead to higher performance. These initiatives are embodied in the KPAs and summarized in Table 1.

Table 1. Improvement Paths within the BD-CMM

BD-CMM Levels	KPC: Customer	BD-CMM path to increasing customer value:
	Theme: Increasing Customer Value	
5. Optimizing	● Innovation/Transformation	<ul style="list-style-type: none"> Increasing recognition of the customer as the basis for competitive discrimination
4. Managed	● Relationship Management	<ul style="list-style-type: none"> Growing reliance on value propositions as the basis for customer interactions
3. Defined	● Solution Development	<ul style="list-style-type: none"> Decreasing reliance on proposals in favor of solutions and innovations as bases for increasing value
2. Repeatable	● Response Generation	
1. Initial	● Ad Hoc	

BD-CMM Levels	KPC: Focus	BD-CMM path to improving performance and synergy:
	Theme: Improving Performance and Synergy	
5. Optimizing	● Innovation/Transformation	<ul style="list-style-type: none"> Progressing from reactive to proactive management involvement
4. Managed	● Enterprise Influence ● Quantitative Process Management	<ul style="list-style-type: none"> Increasing leadership role of the BD management team
3. Defined	● Organizational Tactics ● Quality Management	<ul style="list-style-type: none"> Growing influence of BD-related perspectives and needs on the process of running the business
2. Repeatable	● BD Administration ● Quality Control	<ul style="list-style-type: none"> Increasing reliance on data and emerging needs as drivers in management decision-making
1. Initial	● Ad Hoc	

BD-CMM Levels	KPC: People	BD-CMM path to building competencies and teams:
	Theme: Building Competencies and Teams	
5. Optimizing	● Innovation/Transformation	<ul style="list-style-type: none"> Increasingly sophisticated interactions within teams to promote winning solutions and long-term value
4. Managed	● High-Performance Teams	<ul style="list-style-type: none"> Decreasing reliance on “heroes” in favor of broader organizational competence
3. Defined	● Organizational Competencies Development	<ul style="list-style-type: none"> Growing emphasis on learning organizations as competitive drivers
2. Repeatable	● Individual Skills Development	
1. Initial	● Ad Hoc	

BD-CMM Levels	KPC: Capabilities	BD-CMM path to enhancing systems and processes:
	Theme: Enhancing Systems and Processes	
5. Optimizing	● Innovation/Transformation	<ul style="list-style-type: none"> Increasing use of resources and infrastructure to improve competitive performance
4. Managed	● BD System Integration ● Infrastructure Management	<ul style="list-style-type: none"> Growing capabilities based on meaningful systems and processes that continuously evolve in response to competitive environments
3. Defined	● BD Processes ● Support Systems	<ul style="list-style-type: none"> Increasingly sophisticated levels of integration of BD with enterprise systems
2. Repeatable	● Sales/Capture Procedures ● Work Environment	
1. Initial	● Ad Hoc	

Chapter 2. BD-CMM Level 2: Repeatable

The key practices contained in this chapter cover Level 2 of the BD-CMM: Repeatable. At this level, the following is usually true of process capability and management visibility:

- Basic processes are established to track cost, schedule, and functionality, and the necessary discipline is in place to repeat earlier successes on business development opportunities with similar applications.
- Management has visibility into the business development process only at transition points and major milestones.

BD-CMM Level 2 is characterized by a business development process that addresses individual opportunities through the reuse of past practices.

Key practices for the following KPAs in the BD-CMM, Level 2, Repeatable, are provided in this chapter.

- Response Generation (page 15)
- Business Development Administration (page 20)
- Quality Control (page 24)
- Individual Skills Development (page 27)
- Sales/Capture Procedures (page 32)
- Work Environment (page 35)

2.1 Key Process Category: CUSTOMER

The Customer KPC for BD-CMM Level 2 has one KPA, “Response Generation.”

2.1.1 Key Process Area: Response Generation

This KPA is characterized by the organization’s achieving the specific results stated as goals for this KPA.

Goals (KPA: Response Generation)

The goals for this KPA are as follows:

- Manage the generation of customer responses based on documenting, approving, and reviewing opportunities and their related response plans

The Response Generation KPA covers activities for understanding customer requirements and needs and for preparing a response to the customer as the basis for a transaction.

- Build on past successes by standardizing reuse data and training individuals in relevant techniques of customer response

Commitment to Perform (KPA: Response Generation)

To implement this KPA, an organization must have committed to the following elements of policy and management support:

- The organization follows a documented procedure for generating responses to customers.
- An organizational role is assigned responsibility for response generation.

Typically, documented procedures specify that:

- Responses are planned in accordance with specific guidelines.
- Requirements are reviewed and documented before responses are generated.

Examples of individuals who may be assigned responsibility for response generation are:

- Sales person
- Proposal specialist
- Capture manager
- Proposal manager
- Lead technologist
- Chief engineer
- Business manager

Typically, adequacy of resources and funding is defined in terms of response teams having the following available:

- Descriptions of the response process, standards, and methods
- Sufficient infrastructure resources (including office space, standard business support tools, and systems)
- Funding as part of an established, overall sales function that includes reserves for contingencies

Ability to Perform (KPA: Response Generation)

The preconditions that are necessary for an organization to implement this KPA involve:

- An individual is assigned responsibility to assure that responses are generated to customers.

Examples of individuals who may be assigned responsibility for various response-generation activities include:

- Subject matter experts
- Technical experts
- Customer service personnel
- Financial specialists
- Project managers
- Proposal support personnel
- Contracts/procurement specialists
- Cost analysts
- Production/graphics specialists

- The organization provides adequate resources and funding for generating responses to customers.
- Individuals receive guidance in methods relevant to response generation responsibilities.

Sample topics covered in such guidance include:

- Response generation process
- Available support systems and personnel resources
- Available tools and techniques
- Applications training (solutions training)
- Development of a win strategy and win theme statements
- Appropriate use of reusable materials
- Competitive positioning
- Writing techniques such as use of persuasive dialog, active voice, etc.
- Use of standards
- Use of proposal strategies

Activities Performed (KPA: Response Generation)

Actions that an organization must take in this KPA to assure that the process is established and will endure involve:

- Response teams document and review customer requirements before generating responses.

For example, such reviews may include the following:

- A solution worksheet is used to evaluate customer requirements.
- The account plan is reviewed for additional insight.
- A needs-benefit analysis is conducted.

- Response teams prepare and follow response plans for responses, based on documented procedures.

A sample response plan may have the following characteristics:

- A win strategy is developed.
- Necessary resources and funding are documented.
- A work breakdown structure (WBS) and WBS dictionary are prepared.
- A schedule is prepared.
- Risks are identified and analyzed to determine potential impact.

Types of formal reviews include:

- A bid review to make an informed decision about whether to continue positioning for the opportunity
- Initial management review to validate the win strategy and solution/cost approach
- A formal review toward the end of the process to validate that the proposal "sells"
- A final senior management review before response submission

Often, this involves such progressive reviews as pink, red, and gold teams.

- A thorough compliance checklist is included.
- Reusable materials (boilerplate) are used appropriately.

- Responses are prepared in accordance with customer needs, instructions, and requirements.
- Formal reviews are conducted at selected milestones to address initiation and progress of response development.

Sample objectives of the reviews may be to:

- Perform a legal review
- Monitor each volume, section, and subsection
- Keep team members informed of the proposal status
- Identify any problems early in the process
- Check compliance with customer and company requirements

- Peer review meetings are held regularly throughout the response generation process.

Peer reviews (or core team reviews) should be held at critical points in the process, such as during proposal update meetings and status and compliance review meetings. Sample objectives of such meetings are to assure:

- Compliance with customer requirements
- Implementation of the agreed-upon strategy
- Consistency among volumes
- Schedule adherence

- Kickoff meetings for response generation are held with the entire team.

Kickoff meetings may be either virtual or in person. They focus attention of all response generation participants on the task at hand. Sample objectives of this meeting include:

- Communicate the win strategy
- Initiate the proposal effort for all contributors
- Answer questions about the opportunity
- Make writing assignments
- Coordinate upcoming activities
- Create a cohesive team
- Foster team buy-in on the overall strategy, schedule, format, file management, resource management, outline, and the baseline offering

Sample participants include:

- Core team members
- Key managers
- Subject matter experts
- Customer service or account managers
- Key marketers
- Key engineers
- Cost analysts/cost engineers
- Selected members of the extended proposal team

The proposal manager, supported by the sales/capture or account manager, typically conducts the meeting

- Information from responses is collected in order to begin to develop a database for use on future solutions.

Sample elements of the database may include:

- Proposal lessons learned
- Checklists
- Templates for a solution development and other plans
- Reuse materials
- Indexed key words to facilitate future reference

Measurement (KPA: Response Generation)

Basic measurement practices necessary to determine an organization's status related to the process in this KPA include:

- Measurements are made and used to determine the status of activities for response generation.

Examples of measurements include:

- Staff utilization rates
- Status of activities for response generation
- Dollars spent on response generation versus dollars won
- Dollars spent on response generation versus dollars lost
- Win/loss statistics
- Production costs, i.e., cost per unit/cost per page
- Statistics by client size and industry type
- Funnel management statistics

- Overtime measures
- Cost of sales to revenue for business development
- Advance shipping and delivery compliance

Verification (KPA: Response Generation)

Actions necessary to validate that activities are performed in compliance with the capability established in this KPA include:

- Senior management reviews response generation activities on a periodic basis.

These reviews verify that:

- The response generation procedure is followed.
- Response plans (content) are followed.
- Non-compliance issues are addressed.

- The response manager reviews response generation activities on a periodic and event-driven basis.

These reviews verify that:

- The response generation procedure is followed.
- Response generation plans are followed.
- Customer requirements are documented.
- Appropriate metrics are collected and reported.
- Formal reviews are conducted for each response.

2.2 Key Process Category: Focus

The Business Development Administration KPA defines the administrative infrastructure necessary to maintain the required discipline in the business development process and to monitor performance and manage resources across multiple opportunities.

The Focus KPC for BD-CMM Level 2 includes two KPAs, “Business Development Administration” and “Quality Control.”

2.2.1 Key Process Area: Business Development Administration

This KPA is characterized by the organization’s achieving the specific results stated as goals for this KPA.

Goals (KPA: BD Administration)

The goal for this KPA is as follows:

- Plan and administer BD activities in accordance with defined procedures and consistent decision criteria.

Commitment to Perform (KPA: BD Administration)

To implement this KPA, an organization must have committed to the following elements of policy and management support:

- The organization follows a documented procedure for BD administrative management.

This procedure typically specifies that:

- Senior management provides oversight of business development administration.
- Under-capacity issues are recognized and addressed.

- An organization role is assigned responsibility for managing BD administration activities.

Examples of individuals who might perform this function are:

- Vice President of Marketing
- Vice President of Sales
- Vice President of Business Development
- Branch Managers
- Channel Managers
- Product Managers

Ability to Perform (KPA: BD Administration)

The preconditions that are necessary for an organization to implement this KPA involve:

- The organization provides adequate resources and funding for BD administration activities.

Sample indicators of resource and funding adequacy include:

- Established tools are available to support required business development tasks.
- Funding mechanisms are established to support business development.
- Appropriate levels of authority and accountability are assigned to those designated to lead pursuit efforts.

- Individuals are assigned responsibility for assuring that BD administrative activities are performed.

Examples of individuals who might perform this function are:

- Sales Manager
- Human Resources or Personnel Manager

Typical tools for BD administration include account planning software, sales management software, budget planning software, and response generation spreadsheets.

In addition, most organizations employ standardized methods for sales & marketing budget planning, revenue forecasting, etc.

- Operations Manager
- Sales Planning Manager
- Proposal Center Administrator
- Facilities Manager
- Business Development Administrators
- Market Researchers/Analysts
- Business Intelligence Analyst
- Business Developers

- Individuals responsible for performing BD administrative activities are trained in the organization's BD administration practices.

Typical topics covered in this training include:

- Product development management
- Funnel management
- Proposal generation
- Managing the sales force
- Tracking tools
- Customer acquisition processes
- Report generation processes

Activities Performed (KPA: BD Administration)

Actions that an organization must take in this KPA to assure that the process is established and will endure involve:

- Objective new revenue (sales) criteria are established for each sales/business/selling unit.

Examples of such criteria include sales quotas, revenue quotas, and product quotas or product mix.

- Potential improvements in process, tools, or resources, which could enhance sales performance, are identified, and actions are taken to provide them.

Sample actions might include:

- Gap closure and sales competency training is provided.
- Databases, archival tools, and sales tracking tools are available.
- Sales opportunities and internal funding are tracked, subjected to management approval, and reviewed periodically.

Samples of items to be tracked include:

- Capital and expense budgeting
- Funding authorization for individual pursuits
- Discretionary project budgeting

- Progress against unit sales plans is periodically evaluated, discussed, and documented.
- Those responsible for managing BD practices maintain an awareness of each sales unit's performance.

An example of techniques to maintain such awareness is sales funnel/pipeline analysis.

- Those responsible for managing sales units maintain ongoing communication about sales performance from those performing sales activities within their unit.
- A consistent method is defined and documented for reviewing and providing formal feedback on sales performance on a periodic or event-driven basis.

Common criteria for guiding selection are:

- "Top 10" opportunity lists
- Funnel management
- Target customer lists
- Corporate strategies

Sample methods might include:

- Opportunity-specific checklists are used to track procedural compliance of individual pursuits.
- Results of sales review meetings are summarized and disseminated from the account to the branch to the segment to the enterprise, as applicable.
- Debriefs, both internal and external, are conducted.

- The organization periodically reviews its new revenue criteria to determine their appropriateness under changing business or organizational conditions and, if necessary, revises them.
- Competitor awareness is maintained on an opportunity-by-opportunity basis.

Measurement (KPA: BD Administration)

Basic measurement practices necessary to determine an organization's status related to the process in this KPA include:

- Measurements are made and used to determine the status of the activities for BD administration.

Examples of measurements include:

- Lead tracking
- Bid/no-bid tracking

- Revenue targets, both actual or projected
- Revenue gap analysis
- Delivery log
- Timeliness of bid/no-bid decisions
- Funnel analysis
- Effectiveness of win-ratio, as it relates to the tools used to uncover opportunities

Verification (KPA: BD Administration)

Actions necessary to validate that activities are performed in compliance with the capability established in this KPA include:

- Senior management reviews BD administration procedures and activities on a periodic basis.

These reviews verify that:

- Administrative activities are planned and executed.
- Tools are available to support required business development tasks.
- Non-compliance issues are resolved.

The Quality Control KPA encompasses activities for controlling quality of business development outputs, both internal and external to the performing organization.

2.2.2 Key Process Area: Quality Control

This KPA is characterized by the organization's achieving the specific results stated as goals for this KPA.

Goals (KPA: Quality Control)

The goal for this KPA is as follows:

- Define quality standards applicable to business development and apply them to BD operations

Commitment to Perform (KPA: Quality Control)

To implement this KPA, an organization must have committed to the following elements of policy and management support:

- The organization follows a documented procedure for implementing BD quality control activities.

For example, this procedure might specify that:

- The business development manager promotes quality management actions.
- A representative from the organization's quality assurance/control department is aligned with business development initiatives.
- Reviews are undertaken to see whether results conform to requirements.
- A quality certificate is signed off at each hand-off point.
- A packing checklist is supplied to the client with the proposal, and a copy is retained.
- An organizational role is assigned responsibility for assuring that BD quality control activities are performed.

An example of individuals who might assist or advise units on quality control activities is representatives from the organization's quality assurance or quality control department.

Ability to Perform (KPA: Quality Control)

The preconditions that are necessary for an organization to implement this KPA involve:

- The organization provides adequate resources and funding to support quality control activities.
- Training is provided for quality control personnel relevant to BD activities.
- Business development team members receive an orientation on quality control.

Sample topics covered in orientation sessions include:

- Performance of quality assurance and quality control throughout the response generation process
- Overview of quality assurance tools and techniques; i.e., benefit-cost analysis, benchmarking, standards, checklists, and packing lists
- Overview of quality control tools and techniques; i.e., inspections, internal and external reviews, and charts derived from root-cause analysis

Activities Performed (KPA: Quality Control)

Actions that an organization must take in this KPA to assure that the process is established and will endure involve:

Typically, it's important for quality personnel to understand the following aspects of business development:

- Sales methodology
- Proposal procedures
- Best and final strategies
- Applicability of quality control policies and procedures

- Activities affecting BD quality are identified.

For example, these activities might include:

- Customer requirements are assessed for quality requirements.
- Documentation requirements for quality management are specified.

- Quality control activities are planned and conducted routinely.

Sample issues to be addressed include:

- An objective is to review lessons learned that may improve future performance and performance on this specific initiative.
- Standards are established to determine whether the response conforms to specifications.
- Quality control tools are used to assure that results conform to customer requirements.
- Data collected using quality control tools are analyzed and evaluated.
- Causes of nonconformance are identified, researched, and resolved.
- Corrective action is performed as appropriate.
- An internal, post-mortem is held, and lessons learned are documented.

- Historical metrics are maintained for individual opportunities.

For example, metrics might include:

- Costs associated with each response are maintained.
- Effectiveness (win/loss) statistics are maintained for each pursuit.

Measurement (KPA: Quality Control)

Basic measurement practices necessary to determine an organization's status related to the process in this KPA include:

- Measurements are made and used to determine the cost and schedule status of quality control activities.

Examples of measurements include:

- Amount of rework required
- Number of inspections and audits conducted
- Compliance with sales team requirements

Verification (KPA: Quality Control)

Actions necessary to validate that activities are performed in compliance with the capability established in this KPA include:

- Senior management reviews quality control activities relative to business development on a periodic basis.

These reviews verify that:

- Inspections and audits are conducted according to plans and using established procedures.
- Non-compliance issues are resolved.

2.3 Key Process Category: PEOPLE

The People KPC for BD-CMM Level 2 includes one KPA, “Individual Skills Development.”

2.3.1 Key Process Area: Individual Skills Development

This KPA is characterized by the organization’s achieving the specific results stated as goals for this KPA.

Goals (KPA: Individual Skills Development)

The goals for this KPA are as follows:

- Develop and reward individual skills in areas required to acquire new business
- Recognize outstanding individual performance in BD efforts and leverage such individual skills on subsequent BD efforts

Commitment to Perform (KPA: Individual Skills Development)

To implement this KPA, an organization must have committed to the following elements of policy and management support:

- The organization follows a documented procedure for its BD training program.

For example, as part of the program, the procedures followed might include:

- Training activities serve the business objectives and stated values of the organization.
- Training requirements for critical business development skills are identified.

The Individual Skills Development KPA focuses on providing participants in business development with the individual training necessary for them to complete assigned tasks.

Typical items included in a documented procedure for BD training include:

- Criteria for attendee selection
- Evaluation of course quality and applicability
- Identification of internal/external courses required for specific skill levels
- Success rate

- The organization's business development training schedule is developed and published.
- Individuals are made aware of the training that is offered in a timely manner.
- The organization's training budget is established.
- Training to support the performance of assigned responsibilities is provided in a timely manner.
- Training opportunities are provided to support individual development activities.
- Training time is allocated for each individual.
- The organization's BD training program is reviewed and periodically revised as appropriate.

- An individual or group is assigned responsibility for fulfilling the business development training needs of the organization.

Examples of individuals who might be assigned responsibility for various training activities include:

- A business development manager
- A training committee
- An empowered, high-performance team
- A member of the human resources group
- A proposal manager (just-in-time training)

- The organization follows a documented procedure concerning individual performance recognition and rewards.

For example, appropriate recognition and reward procedures might be defined, documented, and used for items such as:

- Identifying those responsible for recognition and reward activities
- Defining the purposes of recognition and rewards
- Defining the basis for awarding special recognition or making rewards
- Communicating the structure of the recognition and reward system
- Determining appropriate recognition and rewards
- Providing recognition and reward information to individuals
- Establishing and maintaining equity in the recognition and rewards system
- Publicizing recognition and rewards

Typical procedures for recognition and reward specify that:

- Performance is to be measured, where possible, against objective criteria
- Outstanding performance is recognized, and rewarded, when appropriate
- Recognition and rewards can be made on a periodic or occasional basis
- Recognition and rewards are made to reinforce the skills and behaviors that the organization values

Ability to Perform (KPA: Individual Skills Development)

The preconditions that are necessary for an organization to implement this KPA involve:

- The organization provides adequate resources and funding for individual BD training.

Examples of such resources include tools and instruments to support training activities, such as:

- Templates for training needs analysis
- Skill inventories
- Lists of training opportunities available
- Materials for developing training

Other examples address support for implementing training activities, such as:

- An established training budget
- Training materials
- Development or procurement of training
- Delivery of training
- Training facilities and equipment
- Evaluation of the quality and effectiveness of the training and maintenance of training records
- Time allocated for training

- Individuals in the training organization receive guidance on the necessary skills and knowledge to assess requirements regarding needed BD training.
- The organization provides adequate resources and funding for individual recognition and reward activities.

One important resource is experienced individuals who have expertise in recognition and reward programs to guide these activities. Such individuals might add the following values:

- Designing and revising a recognition and reward program
- Determining criteria for making rewards
- Participating in recognition and reward decisions

Another important resource is tools to support recognition and reward activities, such as:

- Recognition and reward guidelines

Ideally, experienced individuals who have expertise in both business development and training methods and procedures are made available to conduct training or training-related activities.

Contributions that could be made by those with special skills include:

- Assistance in training needs analysis
- Knowledge of sources for relevant training opportunities
- Application of instructional system design principles, course development processes, and methods to effectively develop and conduct training
- Evaluating learning, the transfer of learned skills to the BD environment, and the return on investment

Critical skills are those that, if not performed effectively, could jeopardize the successful performance of a critical task.

- A critical task is one that could jeopardize the successful performance of the assignment.
- The identification of critical skills is updated periodically.

Typical guidelines for developing a training program include:

- Training alternatives are evaluated to determine which one provides the most effective mechanism for developing the required knowledge and skills.
- Training content is evaluated to assure it covers all the knowledge and skills needed by the individual or group.
- To the extent possible, training is provided to improve knowledge and skills for their timely application in performing assigned tasks.
- Individuals and groups provide feedback on the quality and usefulness of the training they receive.

- Repositories of previously defined recognition and reward criteria; i.e. space for recognition announcements in organizational media and standard forms for documenting recognition and reward activities
- Funding for recognition and reward activities

Activities Performed (KPA: Individual Skills Development)

Actions that an organization must take in this KPA to assure that the process is established and will endure involve:

- The organization identifies critical BD skills and training needs.

For example, a gap analysis might be conducted so that the knowledge, skills, and competencies of those persons assigned to BD initiatives are compared to those required to determine whether training is needed. Such methods for evaluating training needs may include:

- Individual training needs assessment
- Review of individuals' previous experience
- Review of performance versus training needs
- Knowledge, skills, and competency assessment tests

- Individuals and/or groups receive the training they need to perform their business development tasks.
- Those responsible for training develop and maintain a plan specifically for BD training, and training is tracked against the plan.

The purpose of this plan and training program is to:

- Support the development of business development knowledge, skills, and competencies in the organization
- Increase the skills and capabilities of capture and proposal teams to achieve higher levels of success
- Enhance competencies in business development
- Support individual career development

Sample principles for tracking progress against the BD training plan include:

- Performance is routinely reviewed against the training plan.
- When performance deviates significantly from the plan, corrective action is taken.

- Potential improvements that could enhance individual performance are identified, and actions are taken to provide them.

- Objective performance criteria are documented to provide feedback on individual performance on a periodic or event-driven basis.

Sample principles for performance criteria include:

- The criteria for each individual's job performance might include both individual criteria and team criteria, as appropriate.
- Criteria for each individual's job performance are not in conflict with the team's performance criteria.
- Individuals participate in developing their performance criteria.
- Individuals agree to and approve their performance criteria.
- Individual performance criteria are documented.

Implementation of these principles might include preparing development plans for individuals in BD functions. Such plans might be created jointly between the individual and their managers, using the following information:

- Career objectives
- Knowledge, skills, and competencies to enhance performance in the current assignment
- Skills needed to progress toward career objectives
- A plan for developing the skills required for the potential next assignment

Measurement (KPA: Individual Skills Development)

Basic measurement practices necessary to determine an organization's status related to the process in this KPA include:

- Measurements are made and used to determine the status of individual skill development.

Examples of measurements include:

- Evaluation of skills against information received during internal debriefs
- Evaluation of individual skills against the job description
- Evaluation of training completed against the training plan

- Measurements are made and used to assess the effectiveness of the BD training that is provided.

Examples of measurements include:

- Productivity factor improvement (learning curve)
- Evaluation of how individuals apply new skills
- Training scheduled versus training completed

- Quality of training as rated in student evaluations
- Knowledge, skills, and competencies assessments
- Retention of trained skills
- Improvements in learned skills

Verification (KPA: Individual Skills Development)

Actions necessary to validate that activities are performed in compliance with the capability established in this KPA include:

- Business development management periodically reviews the organization's training activities to determine if they are being conducted in accordance with established procedures and quality expectations.

These reviews verify that:

- All team members are making progress in fulfilling their commitments.
- Training is provided as required.
- Training activities comply with the organization's policies and stated values.
- Training activities are performed according to plans.
- All actions related to developing and implementing training plans are periodically reviewed to assure they conform to the documented policies
- Non-compliance issues are resolved.

- Business development management periodically and on an event-driven basis reviews the performance of individuals in accordance with the individual development plans.

These reviews verify that:

- Personal development plans are prepared.
- Performance achievements conform to plans.
- Non-compliance issues are resolved.

2.4 Key Process Category: CAPABILITIES

The Capabilities KPC for BD-CMM Level 2 includes two KPAs, “Sales/Capture Procedures” and “Work Environment.”

2.4.1 Key Process Area: Sales/Capture Procedures

This KPA is characterized by the organization’s achieving the specific results stated as goals for this KPA.

Goals (KPA: Sales/Capture Procedures)

The goal for this KPA is as follows:

- Gain control of BD activities based on obtaining management approval for each pursuit and by documenting and reviewing sales/capture plans

Commitment to Perform (KPA: Sales/Capture Procedures)

To implement this KPA, an organization must have committed to the following elements of policy and management support:

- The organization follows a documented procedure for its sales/capture activities.

This procedure typically specifies that:

- The objectives are to identify opportunities, assess the environment, and implement winning strategies.
- Action-oriented pursuit plans are prepared and scaled as appropriate, for each opportunity.
- Pursuit planning will lead to improved bid decisions.
- Pursuit plans and procedures provide greater consensus and information transfer among individuals pursuing each opportunity.
- Senior management approval is obtained for each plan that is prepared.
- Regular reviews are held to assess progress, resolve conflicts, obtain feedback, make adjustments, and reevaluate the pursuit and bid decisions.

- An organizational role(s) is assigned responsibility for sales/capture procedures, including decision-making and support.

The Sales/Capture Procedures KPA covers the documented and repeatable techniques employed for making a sale and developing business.

Examples of individuals who might perform this function include:

- Sales Vice President
- Business Development Director or equivalent
- Sales Team Manager

Ability to Perform (KPA: Sales/Capture Procedures)

The preconditions that are necessary for an organization to implement this KPA involve:

- The organization provides adequate funding and resources for performing sales/capture activities.
- Sales/capture leaders receive training in methods in leading sales/capture efforts.

Examples of typical topics covered in this training include:

- Capture management
- Funnel management
- Communications techniques
- Strategic selling
- Consultative selling
- Assessing opportunities
- Strength, weakness, opportunity, and threat analysis
- Competitive assessment
- Price-to-win
- Customer relationship analysis
- Action planning
- Team leadership
- Effective facilitation
- Internal processes

- Non-BD participants in the BD process receive an orientation to the objectives, principles, and methods of sales/capture techniques.

Examples of typical topics covered in this orientation include:

- Capture methodology
- Strategic selling
- Consultative selling
- Communications techniques

- Internal capture process
- Just-in-time approaches
- Storyboarding
- Reviews
- Strategies
- Background on opportunities

Activities Performed (KPA: Sales/Capture Procedures)

Actions that an organization must take in this KPA to assure that the process is established and will endure involve:

- Sales/capture plans are prepared according to the documented procedure.

Sample guidance for such procedures includes:

- The objective is to position the organization and solution to the exclusion of all competitors.
- The plan is realistic and specific, detailing the objective, the action, who is responsible, the schedule, and the frequency of reviews.
- Senior management approval is obtained.

- The sales/capture plan is issued and executed.
- Lessons learned are documented on the conduct and results of each sales/capture effort through forums such as post-mortems and team reviews.

Measurement (KPA: Sales/Capture Procedures)

Basic measurement practices necessary to determine an organization's status related to the process in this KPA include:

- Measurements are made and used to determine the status of sales/capture activities.

Examples of measurements include:

- Compliance with the procedure
- Win/loss statistics
- Bid/no-bid analysis
- Completion status of call plan milestones
- Progression through the project qualification process
- Dollars spent versus dollars won and lost

Verification (KPA: Sales/Capture Procedures)

Actions necessary to validate that activities are performed in compliance with the capability established in this KPA include:

- Senior management reviews the sales/capture procedures on a periodic basis.

Typically, these reviews verify that

- Sales/capture plans are prepared.
- Approval is obtained for each pursuit opportunity.
- Non-compliance issues are addressed.

2.4.2 Key Process Area: Work Environment

The Work Environment KPA focuses on establishing and maintaining the physical infrastructure necessary to support a repeatable business development process.

This KPA is characterized by the organization's achieving the specific results stated as goals for this KPA.

Goals (KPA: Work Environment)

The goal for this KPA is as follows:

- Provide workspaces and resources needed for BD projects

Commitment to Perform (KPA: Work Environment)

To implement this KPA, an organization must have committed to the following elements of policy and management support:

- The organization follows a documented procedure concerning the BD work environment.

Such guidance might include:

- Workspaces are reserved for business development activities.
- Resources are available for business development activities; i.e., hardware, software, and networking.
- Security measures are in place.

- An organizational role is assigned responsibility to coordinate workspaces and necessary resources.

Examples of individuals who might have this role are:

- A facilities/environmental resources project manager
- Proposal administrator or manager
- Administrative staff

Ability to Perform (KPA: Work Environment)

The preconditions that are necessary for an organization to implement this KPA involve:

- The organization provides adequate resources and funding for an effective BD work environment.
- BD personnel receive guidance in the effective use of workspaces and resources.

Examples of typical topics covered in this guidance include:

- Evacuation procedures
- Housekeeping rules
- Disaster recovery/business contingency plans
- Security procedures
- Network operating procedures
- File structures
- Software programs

Typically, assuring adequate resources and funding requires that:

- Responsibility is assigned to analyze the environment in order to allocate appropriate resources.
- Funding is provided for managing the resources allocated.
- Production facilities are available and reserved.

Activities Performed (KPA: Work Environment)

Actions that an organization must take in this KPA to assure that the process is established and will endure involve:

- A plan is prepared and maintained for BD workspace and resource requirements.

Sample guidance for such plans might specify that:

- A team reviews and documents specific requirements relative to each pursuit.
- Changes to the requirements are reviewed and addressed on an as-needed basis.

- Resources needed to accomplish business development processes are made available in a timely manner.

Sample resource issues critical to success include:

- Effective team communication and access to shared information are maintained for all participants.
- Workspaces and resources are supported at a level (24x7, prime shift, etc.) appropriate to the need.
- Sufficient offices/cubicles and work stations are provided for pursuit team needs.
- Publishing tools are appropriate to the need.
- Adequate electronic resources are available to support team needs.

Measurement (KPA: Work Environment)

Basic measurement practices necessary to determine an organization's status related to the process in this KPA include:

- Measurements are made and used to determine the status of BD work environment activities.

Examples of measurements include:

- Percent of first draft prepared from reuse materials
- Status against the plan
- Capacity utilization
- Network availability and frequency of backups

Verification (KPA: Work Environment)

Actions necessary to validate that activities are performed in compliance with the capability established in this KPA include:

- Senior management reviews the BD work environment procedures and activities on a periodic basis.

For example, such reviews might verify that:

- There is effective operation and utilization of workspaces and resources.
- Plans are prepared and maintained for workspace and resource requirements.
- Non-compliance issues are addressed.

Chapter 3.

BD-CMM Level 3: Defined

The key practices contained in this chapter cover Level 3 of the BD-CMM: Defined. At this level, the following is usually true of process capability and management visibility:

- All business development activities use an approved, tailored version of the standard process.
- Management has visibility into individual activities and can prepare proactively for any risks that may arise.

BD-CMM Level 3 is characterized by use of a standard business development process consistently across the organization.

Key practices for the following KPAs in the BD-CMM, Level 3, Defined, are provided in this chapter.

- Solution Development (page 39)
- Organizational Tactics (page 46)
- Quality Management (page 50)
- Organizational Competencies Development (page 54)
- Business Development Process (page 59)
- Support Systems (page 62)

3.1 Key Process Category: CUSTOMER

The Customer KPC for BD-CMM Level 3 has one KPA, Solution Development.

3.1.1 Key Process Area: Solution Development

This KPA is characterized by the organization's achieving the specific results stated as goals for this KPA.

The Solution Development KPA covers developing and managing the process of tailoring solutions to customer needs and requirements.

Goals (KPA: Solution Development)

The goals for this KPA are as follows:

- Deploy and use a standard approach to solution development that fosters customer collaboration and assures resultant customer value and competitive discrimination
- Promote early solution development teams and support them through meaningful engagement of senior management

Commitment to Perform (KPA: Solution Development)

To implement this KPA, an organization must have committed to the following elements of policy and management support:

Typically, the objectives of this procedure are to:

- Emphasize and facilitate proactive collaboration with customers
- Set forth a standard solution development process to follow that includes a bid/no-bid question list

- The organization follows a documented procedure for planning and managing its offerings to customers.

For example, this procedure might specify that:

- Resources and costs for solution development are estimated and managed.
- A schedule for solution development is prepared and managed.
- Resources are assigned and allocated before receipt of the Request for Proposal (RFP).
- Risks are identified, assessed, documented, and managed for each solution.
- Historical solutions and other baselines are applied.
- Project performance measurement techniques are used.
- Non-disclosure agreements are prepared and executed.
- Customers are contacted, and the competitive environment is assessed before the actual receipt of the RFP.
- A win strategy and win themes are developed before the RFP is released, as it is the documentation that describes what the organization must say in response and do to win.
- Periodic reviews are conducted throughout the solution development process.

- An organizational role(s) is assigned for solution development.

Examples of individuals who might assist or advise units on solution development include:

- Proposal managers
- Program managers
- Product engineers and “competency” managers
- Sales teams
- Subject matter experts (SMEs) and domain experts
- Business developers
- Market analysts
- Capture managers
- Chief Information Officer
- Chief Technology Officer

Ability to Perform (KPA: Solution Development)

The preconditions that are necessary for an organization to implement this KPA involve:

- An individual(s) is assigned responsibility for solution development.

Examples of individuals who might be assigned responsibility for solution development include:

- SMEs
- Business development leads
- Technical design experts

- The organization provides adequate resources and funding to manage solution development using the defined process and to participate with customers early in their acquisition cycle.

Examples of sales/capture costs include:

- Research and development (R&D)
- Visits to customer premises
- White papers/briefings
- Demonstrations
- Advertising
- Trade shows
- Speeches and presentations
- Telephone calls
- Direct mail and e-mails
- Identifying teaming partners
- Product/service trials or prototypes
- Market research
- Competitive intelligence
- Trade studies
- Segmentation studies

Examples of costs that may be allocated include:

- Funding the solution development team as a separate entity reporting to unit management
- Design or engineering development
- Customer demonstrations
- Customer presentations

Typically, adequacy of resources and funding is defined so that

- Sales/capture team personnel can assure customers of solution viability through SMEs and marketers
- Funding and personnel resources are allocated in advance of the RFP release or as a need is identified.
- Current product/service application information is available
- SMEs are available for initial needs assessment

- Customer requirements definition
- Facilities and equipment
- Production and reproduction
- Oral and written proposal preparation and rehearsal
- Language translations
- Travel
- Shipping/delivery

In managing solution development, adequacy of resources and funding is defined as having the following available:

- Experienced personnel with a BD orientation and with expertise in customer solutions
- Estimating guidelines
- Database servers, software, and documentation management systems
- Senior management for decision making
- People to serve as reviewers who will remain constant throughout the process
- A Bid Board or Opportunity Review Board, who's members may include senior managers, technical experts, business owners, and proposal, operations, marketing, and sales managers.

- Responsible individuals receive guidance in tailoring the organization's standard solution development process to meet specific customer needs and in the use of related process assets.

Sample topics covered in such guidance include:

- Tailoring the win strategy
- Identifying and articulating the "hot buttons"
- Performing competitive analysis
- Identifying customer business

- BD managers receive required guidance in managing solution development based on the defined process.

Examples of topics covered in solution development guidance include:

- The importance of focusing on customer needs
- Items required in order to effectively respond to opportunities
- Industry best practices
- Project and production management emphasizing the technical, administrative, and personnel aspects of solution development
- Proposal writing, storyboarding, key exhibits, and other graphics
- Publishing techniques, mock ups, and validation
- Team building and team leadership
- Project and performance measurement techniques, including use of earned value
- Risk management planning, identification, analysis, response planning and monitoring and control
- Use of the historic database for planning and estimating
- Conducting periodic formal reviews

Activities Performed (KPA: Solution Development)

Actions that an organization must take in this KPA to assure that the process is established and will endure involve:

- Solution development teams routinely analyze, document, and review customer preferences, needs, and requirements as a basis for customer interactions and responses.

One purpose of this activity may be to review both stated and derived requirements to determine the degree to which the proposed solution has been validated or accepted.

- Solution development teams prepare, issue, and follow documented solution development plans based on documented processes.

Typically, the solution development plan:

- Is prepared before the kickoff meeting in order that it can be reviewed and distributed at that time
- Includes the proposal strategy based on program intelligence and knowledge of strengths and weaknesses

Examples of general guidelines often considered in defining standard content of solution development plans include:

- A capture manager and a core team are assigned.
- The solution development manager and other appropriate personnel sign off on the plan.
- The plan is maintained and kept current to reflect changes, such as ones involving the RFP, dates, and contributors.
- A milestone-driven process is followed, which leads to a pursuit decision.
- Customer requirements, both stated and derived, are assigned to specific members of the solution development team.
- Any non-compliances are submitted for senior management concurrence.
- Solution development is tracked and monitored through to submission.
- Formal, periodic reviews are held throughout the process to determine the actions needed to bring the solution in line with the current and projected needs of the business customer and end user as appropriate.
- The formal reviews simulate the customer's process.

- Customer solution preferences are documented and communicated throughout the solution development process to the response team.

The objectives of customer analysis and its corresponding action plan may be to:

- Work with customers to clarify issues and root causes
- Validate customer needs and requirements

Objectives of the solution development plan are to assure that:

- Resources and costs are estimated
- A schedule is prepared
- Risks are identified, assessed, and documented
- Expectations for those involved are known
- Roles and responsibilities are identified
- Deliverables are identified

Members of a core solution development team typically include the:

- Proposal manager
- Marketing representative
- Manufacturing manager
- Volume leader
- Production coordinator
- Proposal specialists
- Business developers

- Each solution is reviewed to determine whether it should use a tailored version of the standard solution methodology.

For example, the solution team might use techniques such as gap analysis to assess what solution components are reusable versus the amount of customization that is required.

- BD personnel collaborate with customers in developing and evaluating alternative solutions to customer needs.

The purpose of such collaboration may be to determine:

- The degree to which the proposed solution is acceptable
- The compatibility of the opportunity in terms of the corporate strategic plan
- Benefits as to how the solution will integrate into the customer environment

- Customer interaction is maintained as long as possible to assure understanding of the value sought.

- A database of historic solutions is maintained and used for standard offerings and for planning, scheduling, and estimating.

An example of information to be included in the database is records of subcontractor performance/quality and history of their competitive relationships.

- Marketing capability is developed based on customer needs, and action plans are prepared for favorable customer positioning.

- Data are routinely collected on competitor's insights and strategies to establish a library on competitors so that probable competitors for each opportunity are known.

Some guidelines that may be followed are to:

- Hold discussions on a regular basis with customers, key suppliers, subcontractors, and other competitive intelligence sources to establish this library
- Collect data on areas such as competitors' technical capabilities, quality, cost competitiveness, and production methods

- Intelligence gathering systems are established to provide marketplace and competitive information.

The purpose of these systems may be to collect data for:

- Analyzing potential markets and customers
- Predicting customer behavior on upcoming pursuits

Measurement (KPA: Solution Development)

Basic measurement practices necessary to determine an organization's status related to the process in this KPA include:

- Measurements are made and used to determine the effectiveness of the solution development process.

Examples of measurements include:

- Determination as to whether the process assures that the product/service fits with customer needs
- Adherence to schedule/budget

- Measurements are made and used to evaluate the usefulness of the solution development information system.

Examples of measurements include:

- The usefulness of the system in terms of meeting the customer requirements
- The ease of use of the reuse database
- A determination concerning early obsolescence of the solution

Verification (KPA: Solution Development)

Actions necessary to validate that activities are performed in compliance with the capability established in this KPA include:

- Senior management reviews solution development activities on a periodic basis.

These reviews verify that:

- The standard solution development methodology is followed.
- Non-compliance issues are addressed.

- The solution manager reviews the solution development activities on a periodic and on an event-driven basis.

These reviews verify that:

- The solution development plan is followed.
- The solution development plan is maintained and current.
- Non-compliance issues are addressed.

- Senior management reviews competitive analysis activities on a periodic basic.

These reviews verify that:

- The competitive assessment strategy is followed.
- Marketplace and competitive information systems are useful.

3.2 Key Process Category: Focus

The Focus KPC for BD-CMM Level 3 includes two KPAs, “Organizational Tactics” and “Quality Management.”

3.2.1 Key Process Area: Organizational Tactics

This KPA is characterized by the organization’s achieving the specific results stated as goals for this KPA.

Goals (KPA: Organizational Tactics)

The goals for this KPA are as follows:

- Establish a leadership role for the BD organization in the growth of the company
- 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

Commitment to Perform (KPA: Organizational Tactics)

To implement this KPA, an organization must have committed to the following elements of policy and management support:

- The organization follows a standardized BD process and directs use of this process across the organization.

For example, this process might specify:

- Defining and integrating funding, decision criteria, and interactions with related processes and other support aspects with process steps
- Guidance to tailor the process to individual pursuits based on pursuit requirements and customer buying cycles
- Assurance of process compliance through alignment with management processes
- An emphasis on an early planning focus for proposal activities
- Incorporation of suitable tools and methods into the organization’s standard business development process
- Open discussion and sharing of lessons learned for subsequent opportunities

- An organizational role is assigned to lead a BD process group and deploy organizational processes.

The BD group may perform functions such as:

- Facilitating the establishment and maintenance of the organization's BD methodology
- Collecting performance measurement data and analyzing these data for areas of needed improvement
- Supporting senior management in pursuit selection decisions
- Evaluating, selecting, and introducing standard tools and techniques to facilitate business development
- Coordinating BD training and orientation sessions
- Assuring that product management and development resources are appropriately deployed
- Promoting senior management participation and support in business development improvement
- Establishing for the organization a repository of best practices in business development

- The organization follows a documented strategy to capture and apply lessons learned for continuous process improvements.

Ability to Perform (KPA: Organizational Tactics)

The preconditions that are necessary for an organization to implement this KPA involve:

- The organization provides adequate resources and funding for process deployment.

For example, tools and techniques may include:

- Desktop publishing tools
- Database management systems
- Databases for standard language
- Standard templates
- Collaborative information management tools

- An organizational role is assigned to support pursuits and all BD activities across the organization.
- Business development personnel receive guidance in process skills, tasks, and deliverables.

Typically, adequacy of resources and funding is defined in terms of:

- Appropriate tools, techniques, and other aids to institutionalize best practices and achieve consistent performance
- Guidelines to tailor the process to individual pursuits
- Systems to support reusable materials
- Available funding before pursuit decisions are made

Sample topics covered in such guidance include:

- Business development practices and methods
- Process analysis and documentation methods
- Use of different types of review teams

- An orientation is provided to other people peripherally involved in BD initiatives.

Sample topics covered in orientation sessions include:

- The corporate business development process
- The company's strategic response plan
- The interface between other units and the response system
- Key measures and critical success factors

Activities Performed (KPA: Organizational Tactics)

Actions that an organization must take in this KPA to assure that the process is established and will endure involve:

- 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.

Sample guidelines to follow may be to:

- Openly share and discuss lessons learned
- Apply lessons learned to subsequent opportunities as appropriate

- Opportunities are selected based on established pursuit criteria.

For example, possible criteria may include:

- The potential for additional business
- Product and market match
- Return on investment
- Corporate risk
- Knowledge of the marketplace and the competition
- Market costs
- Strategic penetration of accounts
- Maintaining incumbency

- Pursuits are planned, performed, and managed in accordance with established methodologies.

For example, sample guidelines to follow may be to:

- Assure alignment of pursuit activities and products with a balance of internal and customer goals
 - Apply appropriate techniques to estimate requirements and budgets, schedule tasks, monitor progress, and mitigate risks
 - Assure reusable materials are available
 - Review each pursuit to determine whether it should use a scaled version of the business development process
 - Iterate sales plans so that they include proposal management plans
- Appropriate personnel are assigned and authorized to perform pursuit tasks in accordance with process requirements.
- For example, sample objectives may be to assure that:
- An assigned process “owner” and other process specialists are available to support pursuits.
 - Budgets are allocated to all participants before actual pursuit assignments are made.
 - Account teams are staffed with appropriate resources to pursue identified opportunities.
 - Funding is available to cover direct labor employees.
- Pursuit managers are routinely assigned based on the size and complexity of the opportunity.

Measurement (KPA: Organizational Tactics)

Basic measurement practices necessary to determine an organization’s status related to the process in this KPA include:

- Measurements are made and used to predict needs and manage pursuit progress.

Examples of measurements include:

- Milestones in the plan that were met and those that were missed
- Adequacy of staffing and resource requirements and their actual availability
- Access to and usefulness of tools and resources
- Win ratio
- Cost per page
- In-house versus consulting resources used

Verification (KPA: Organizational Tactics)

Actions necessary to validate that activities are performed in compliance with the capability established in this KPA include:

- Senior management reviews process compliance on a periodic basis.

These reviews verify that:

- Process compliance is assured through alignment with management processes.
- The business development process group is effective.
- Established methodologies for planning and managing pursuits are followed.
- Non-compliance issues are addressed.

The Quality Management KPA involves the assurance of quality business development outputs and products through activities for tracking, measuring, and reporting on business development performance.

3.2.2 Key Process Area: Quality Management

This KPA is characterized by the organization's achieving the specific results stated as goals for this KPA.

Goals (KPA: Quality Management)

The goal for this KPA is as follows:

- Establish a quality program for business development that assures consistent application to BD opportunities and identifies and implements quality improvement for inclusion in the BD process

Commitment to Perform (KPA: Quality Management)

To implement this KPA, an organization must have committed to the following elements of policy and management support:

- The organization follows a documented procedure for implementing quality management in BD activities.

This procedure typically specifies that:

- Management provides proactive guidance for quality management activities.
- A quality plan is developed early in the process and is reviewed by affected groups and individuals.
- There is recognition of the importance of quality control, quality assurance, and quality improvement activities for business development.
- The importance and use of quality assurance and quality control tools and techniques is recognized.

- Results are monitored to verify them according to quality standards and to take appropriate corrective action as required.
 - Responsibilities for quality improvement initiatives are identified.
 - Objective measurements and data are used to continuously and simultaneously improve quality, cost, and delivery time.
 - Quality is viewed as valuable in terms of customer satisfaction, enhanced supplier relations, and employee recognition.
 - Quality is considered as a responsibility of every business development team member.
- An organizational role is assigned lead responsibility for maintaining and implementing quality management procedures across all BD activities.

Ability to Perform (KPA: Quality Management)

The preconditions that are necessary for an organization to implement this KPA involve:

- The organization provides adequate resources and funding to manage the quality of the BD process, including provision for improving the quality function.
- Quality personnel receive required guidance in performance tracking, process assessment, and audit methodologies relative to the BD process.

Examples of typical topics covered in such guidance include:

- Business development skills and practices
- Roles and responsibilities of the business development process group
- Standards, procedures, and methods for business development

- Business development team members receive guidance in quality management.

Examples of typical topics covered in such guidance include:

- Discussing proven benefits of quality
- Promoting quality management principles
- Determining quality costs
- Measuring quality
- Promoting a customer focus
- Using quality tools and techniques.

In quality management, adequacy of resources and funding is typically defined as having the following available:

- Standardized performance measurement tools that can provide guidance across the BD process
- Assigned responsibilities for quality management activities

In quality improvement, adequate resources and funding involves having the following available:

- Separate funding for quality improvement initiatives
- Training to educate BD team members in the principles, techniques, and tools that support the improvement process

- Quality assurance and quality control are structured so that they are distinct yet complementary activities.

Differences may be explained by considering:

- Quality control as a responsibility of all BD team members.
- Quality assurance as comprising the planned and systematic activities implemented to provide confidence that relevant quality standards are satisfied.
- Quality assurance as a responsibility of management that depends on management's involvement for its attainment and verification.
- Quality control as involving monitoring specific results to determine whether they comply with quality standards.

Activities Performed (KPA: Quality Management)

Actions that an organization must take in this KPA to assure that the process is established and will endure involve:

- A quality plan is developed and used as the basis for the business development quality management activities.

A sample quality plan may include:

- A description as to how the BD team will implement the organization's quality management policy
- A description as to various quality planning, quality control, quality assurance, and quality improvement activities
- Roles, responsibilities, processes, and procedures needed for quality management
- Use of audits, inspections, measurements, and other processes to meet customer requirements

- Quality management activities are performed in accordance with the quality plan.

Sample guidelines to follow are to assure that:

- Activities performed are monitored and tracked against the plan.
- Corrective actions are taken as required.
- Quality indicators are developed to help determine potential areas of improvement.
- Quality measurement results are displayed openly for all team members to review.
- The quality plan is updated as required.

For best results, the organization's quality assurance staff, or a BD team member with specific responsibility for quality assurance, should participate in the preparation, review, and approval of the BD quality plan.

Moreover, the plan may be developed in compliance with such criteria as International Organization for Standardization (ISO) 9000, ISO 10006, Baldrige Award, Six Sigma, and other internal policies.

- Quality improvements are implemented according to integrated change control procedures.

These change control procedures may include:

- Following specific documentation requirements to implement improvements
- Obtaining specific approvals before improvements are implemented
- Updating other documents as appropriate

- Quality audits are conducted on a periodic basis.

Sample guidelines may be to:

- Use the quality audits to improve quality, cost, and delivery.
- Display the results from the quality audits openly for all team members to review.

Measurement (KPA: Quality Management)

Basic measurement practices necessary to determine an organization's status related to the process in this KPA include:

- Measurements are made and used to evaluate the status of BD quality management activities.

Examples of measurements include:

- Completeness of standard assessments on activities
- Number and type of revisions to the BD quality plan
- Number of people involved in BD quality planning
- The win/loss ratio
- Overruns of bid and proposal budgets
- Not following steps in the process in order to meet the delivery deadline, such as not conducting a senior management review
- Appropriate assignment of team members
- Number of problems discovered through quality inspections and audits
- Completion of BD quality management activities compared to the plan
- Effort and funds expended in quality activities compared to the plan
- Processes established to verify that the improvements are in fact in place

Verification (KPA: Quality Management)

Actions necessary to validate that activities are performed in compliance with the capability established in this KPA include:

- Senior management reviews quality management activities relative to business development on a periodic basis.

These reviews verify that:

- BD quality plans are developed and followed.
- Activities are in place to manage risk and produce winning solutions.
- The status of quality activities is tracked.
- BD quality management tools and techniques are adequate.
- Appropriate guidance on quality tools and techniques is conducted.
- BD quality audits are conducted as scheduled.
- Non-compliance issues are resolved.

- BD management reviews results of quality assurance audit activities on a periodic basic.

These reviews verify that:

- Quality assurance and quality control activities are completed according to the plan.
- Non-compliance issues are resolved.

3.3 Key Process Category: PEOPLE

The Organizational Competencies Development KPA focuses on career development and professional certification for business development personnel.

The People KPC includes one KPA, “Organizational Competencies Development.”

3.3.1 Key Process Area: Organizational Competencies Development

This KPA is characterized by the organization’s achieving the specific results stated as goals for this KPA.

Goals (KPA: Organizational Competencies Development)

The goals for this KPA are as follows:

- Define core competencies needed for effective business development and communicate them throughout the organization
- Offer career opportunities across the organization that provide growth in business development

Commitment to Perform (KPA: Organizational Competencies Development)

To implement this KPA, an organization must have committed to the following elements of policy and management support:

- The organization follows a documented procedure concerning opportunities for career development and professional advancement consistent with its goals for organizational competency development.

For example, this procedure might specify that:

- Career development activities serve the business objectives and stated values of the organization.
- Roles and responsibilities are defined to work effectively on capture and proposal teams.
- Knowledge, skills, and competencies required to perform defined business development tasks are identified.

- An organizational role is assigned responsibility for defining a business development career path.

For example, individuals who might assist or advise units on a business development career path may include:

- Human resources staff
- Training staff
- An empowered high-performance team
- Marketing professionals
- Senior business development management
- Program management

Ability to Perform (KPA: Organizational Competencies Development)

The preconditions that are necessary for an organization to implement this KPA involve:

- The organization provides adequate resources and funds to support and motivate career development and professional advancement.

For example, support may include maintaining:

- Career development records
- Graduated career paths
- Listings of open positions

- New BD process users receive orientation and mentoring during opportunity response activities.

In Organizational Competencies Development, the following definitions may be used:

- Knowledge – the information or understanding that someone needs to perform a task successfully
- Skills – the activities that must be developed to perform a task or an activity successfully
- Competency – a characteristic that is casually related to effective, superior performance

Adequate resources and funding is defined as having the following available:

- Individuals to perform needs assessments
- Collaborative tools to facilitate exchange of information and lessons learned
- Support for implementing career development activities
- Funding for appropriate rewards and recognition for both full-time business developers and virtual or occasional team members

Activities Performed (KPA: Organizational Competencies Development)

Actions that an organization must take in this KPA to assure that the process is established and will endure involve:

- The organization identifies core competencies to be developed and sustained for its BD functions.

Sample guidelines to follow are to:

- Prepare and periodically analyze the knowledge, skills, and competency profiles against the actual work of BD personnel to determine their relevancy to assigned tasks
- Analyze on an event-driven basis changes in BD methods, processes, or technologies to determine whether related knowledge, skills, and competencies need to be updated

- Training is provided on core competencies in support of career growth.

Sample actions might include:

- Individuals' personal development plans describe activities for increasing their knowledge and skills in appropriate core competencies.
- Information is made available to individuals on the organization's core competencies and learning opportunities related to their development.

- Training in core competencies is scheduled, evaluated, and tracked against achievement of increased competencies and certifications.

Sample guidance may specify that:

- Methods for developing the core competencies are identified.
- Graduated training and development activities are defined for each core competency.
- Resources for delivering the training and development activities are identified and made available.
- Learning activities are periodically reviewed.
- The training program is updated as changes are made to the profiles of the organization's core competencies.

- Training is augmented through work assignments aimed at enhancing competencies or fulfilling career development criteria.

Sample actions might include:

- Whenever possible, individuals receive assignments that support the new competencies acquired through training.

To track competency development, records may be maintained on:

- Delivery of training opportunities
- Individual achievement of increased competencies and certifications
- Effectiveness of incentive programs

For example, records may be used to refine curricula based on:

- Student/instructor feedback
- Changes in methods, processes, and technologies

- The extent to which the work assignment actually enhances personal and career objectives is discussed during performance management and related activities.
- Individual performance assessments are linked to increased BD competency and professionalism, and individuals actively identify and pursue learning opportunities.

Learning opportunities may include:

 - Participation by BD personnel in professional organizations and certification programs
 - Activities outside of normal work responsibilities that support an individual's development needs
 - Attendance by BD professionals at trade shows
 - Paper presentations by BD professionals at professional organizations' seminars and symposia
- Staffing decisions are based in part on developing careers through appropriate, graduated career opportunities.

For example, it may be appropriate to:

 - Assure that graduated career opportunities include not only promotion opportunities within the organization but also career broadening or lateral assignments to gain experience or to increase the individual's capabilities in business development
 - Prepare job descriptions for business development positions and use them to foster career progression
 - Identify available positions, and assure that people in the organization are aware of possible opportunities
 - Use individual development plans and career objectives as inputs when selecting among candidates for open positions
 - Make staffing decisions in part to achieve the competency-development goals and career objectives of qualified candidates
 - Use the level of knowledge and skills evident in the performance of individuals as one of the bases for advancement through their career options
- Individuals understand their roles and responsibilities on sales/capture and proposal teams.
- Incentive programs are implemented to encourage increased competencies.

Examples of professional organizations include:

- Association of Proposal Management Professionals
- Chartered Institute of Marketing
- International Project Management Association
- National Association of Sales Professionals
- National Contract Management Association
- Society of Competitive Intelligence Professionals
- Strategic Account Management Association

Measurement (KPA: Organizational Competencies Development)

Basic measurement practices necessary to determine an organization's status related to the process in this KPA include:

- Measurements are made and used to determine the status of competency development activities.

Examples of measurements include:

- Individual achievement of increased competencies and certifications
- Amount of time spent in developing knowledge and skills related to core competencies
- Number of people involved in developing competency development activities
- Rate of progress in competency development activities

- Measurements are made and used to determine the progress of the training curricula to enhance the core competencies of the organization.

Examples of measurements include:

- Sufficiency of available funds to provide needed training
- The number and frequency of changes to curricula
- The ratio of courses taken to a change in the organization's win/loss ratio

- Measurements are made and used to assess progress toward increased core competencies and career development.

Examples of measurements include:

- Actual progress toward development objectives
- The percent of milestones completed in the schedule in the career development plan
- Ability of personnel to take on roles of increasing responsibility

- Measurements are made and used to assess each unit's performance status.

Such measurements may be aggregated at the organizational level and analyzed periodically to assess results. This may be achieved through the use and maintenance of a historical database of performance criteria and performance data.

Verification (KPA: Organizational Competencies Development)

Actions necessary to validate that activities are performed in compliance with the capability established in this KPA include:

- Senior management periodically reviews the status and effectiveness of activities for organizational competency development.
- Senior management periodically reviews BD effectiveness in implementing competency-based training and compensation and rewards.

Typically, management reviews verify that funds reserved to increase professionalism and certification are used appropriately.

These reviews verify that:

- Career opportunities are available for business development professionals.
- Training is provided and is effective on the business development core competencies.
- Senior management periodically reviews the career development and professional advancement initiatives, including funding for increased professionalism and certification.

3.4 Key Process Category: CAPABILITIES

The Capabilities KPC includes two KPAs, “Business Development Process” and “Support Systems.”

3.4.1 Key Process Area: Business Development Process

This KPA is characterized by the organization’s achieving the specific results stated as goals for this KPA.

The Business Development Process KPA covers standard techniques for customer interface and sales that are integrated into the overall business development process.

Goals (KPA: BD Process)

The goals for this KPA are as follows:

- Deploy and use a standard BD process throughout the entire organization
- Maintain consistency across BD work products by integrating methods, tools, and disciplines and by systematically analyzing BD performance and direct customer feedback

Commitment to Perform (KPA: BD Process)

To implement this KPA, an organization must have committed to the following elements of policy and management support:

- The organization follows a documented process for all BD activities across the organization.

For example, this procedure might specify that:

- The standard process is used throughout the organization.
- The process includes a common business development vocabulary.
- The process satisfies standards commonly imposed on the organization by its customers as appropriate.
- Suitable tools and methods are incorporated into the organization's standard process as appropriate.
- Changes proposed to the standard BD process are documented, reviewed, and approved by the group responsible for the organization's business development activities before they are incorporated.
- Plans for introducing changes to the business development process are defined as appropriate.

Ability to Perform (KPA: BD Process)

The preconditions that are necessary for an organization to implement this KPA involve:

- The organization provides adequate resources and funding for performing BD activities.

Examples of resources may include:

- Business development practices and methods
- Process analysis and documentation methods
- Process modeling

- BD personnel receive guidance in all aspects of the BD process.

Guidance should address marketing, sales, customer service, solution design, quality processes, technical writing, and graphics to assure both staff and managers have the knowledge and skills required to fulfill their assigned roles.

Sample topics covered in this guidance may include:

- Marketing process
- Business development process
- Analysis of customer needs and requirements

Typically, adequacy of resources and funding is defined in terms of having:

- A group responsible for the development and maintenance of the organization's standard BD process assets
- Tools to support process development and maintenance

- Proposal writing
- Effective communications
- Solution development
- Capture planning process

- An orientation is provided to other members of the organization in the BD process.

A sample topic covered in the orientation sessions may include ways to assist BD personnel in securing new business.

Activities Performed (KPA: BD Process)

Actions that an organization must take in this KPA to assure that the process is established and will endure involve:

- Appropriate sales/capture methods and tools are integrated into the defined business development process.
- BD methodologies are developed, maintained, documented, and verified by systematically analyzing business development performance and direct customer feedback.

Sample objectives to consider are to:

- Develop action plans based on analysis and customer feedback in order to improve methodologies used
- Identify potential improvements in processes, tools, or resources to enhance performance

- Consistency is maintained across business development work products, including planning, marketing, advertising, sales, and solution development.

For example, this may be accomplished through development and review of market plans, account plans, sales plans, and opportunity-specific pursuit plans.

Measurement (KPA: BD Process)

Basic measurement practices necessary to determine an organization's status related to the process in this KPA include:

- Measurements are made and used to determine the functionality and quality of the BD process.

Examples of measurements include:

- Timeliness and quality of account plans, marketing plans, and sales plans
- The extent of rework that is required

- The applicability to each business unit's environment, both internal and client focused

Verification (KPA: BD Process)

Actions necessary to validate that activities are performed in compliance with the capability established in this KPA include:

- Senior management reviews the effectiveness of the BD process on a periodic basis.

These reviews verify that:

- The standard business development process is followed.
- Consistency is maintained across business development work products.
- Non-compliance issues are addressed.

3.4.2 Key Process Area: Support Systems

The Support Systems KPA include standards for physical facilities, communications, collaborative work environments, and other systems supporting business development.

This KPA is characterized by the organization's achieving the specific results stated as goals for this KPA.

Goals (KPA: Support Systems)

The goal for this KPA is as follows:

- Define, establish, use, and maintain a suitable infrastructure to support BD operations throughout the business acquisition cycle and across the organization.

Commitment to Perform (KPA: Support Systems)

To implement this KPA, an organization must have committed to the following elements of policy and management support:

- The organization follows a documented procedure for providing infrastructure elements associated with BD operations.

This procedure typically specifies that:

- Senior management participates in assessments of changing requirements.
- Work environment, communications, and systems are available. These may include dedicated proposal development workspaces, wall space, printers, fax machines, copiers, scanners, hardware and software.

Ability to Perform (KPA: Support Systems)

The preconditions that are necessary for an organization to implement this KPA involve:

- The organization provides adequate resources and funding to support specific infrastructure elements associated with the BD function.
- BD personnel receive training in the use of software and other tools identified in the BD process.
An example of such training might include technologies for communications and interactions with virtual teams.
- An orientation is provided to those members of the organization who support BD tasks but are not part of the BD staff to enable them to effectively perform assigned tasks.

Sample topics covered in orientation sessions include:

- Roles and responsibilities
- Available tools and templates
- Overall business development process

Typically, adequacy of resources and funding is defined in terms of having the following available

- Physical facilities, equipment, and systems
- Technical support staff

Activities Performed (KPA: Support Systems)

Actions that an organization must take in this KPA to assure that the process is established and will endure involve:

- Support systems for the BD function are planned, designed, and implemented based on defined operational requirements.

For example, it may be helpful to:

- Use established support systems to provide for both routine and surge aspects of BD operations
- Address geographic, teaming, virtual operations, and other barriers to operating efficiently throughout the BD cycle in terms of planning and provisioning of support systems
- Assess and routinely consider specific support requirements of individual projects as part of BD planning and implementation

- Support systems and related operations are differentiated in accordance with the varying support issues associated with the phases of the BD process.
- Analysis of support system adequacy is included in assessments of the BD process and in general lessons learned.

Objectives of this analysis may be to:

- Support continuous process improvement
- Identify improvements so that actions can be taken to provide them, such as maintenance and update of the proposal library including past proposals, lessons learned, reuse materials, resumes, past RFPs, competitor information, and past performance contract summaries
- A specific plan for periodic review of the adequacy of current support systems and the infrastructure implications of emerging process requirements is prepared and issued.

Measurement (KPA: Support Systems)

Basic measurement practices necessary to determine an organization's status related to the process in this KPA include:

- Measurements are made and used to assess support system adequacy, responsiveness, and ability to provide timely support.

Examples of measurements include:

- System loading
- System downtime
- Frequency of backups

Verification (KPA: Support Systems)

Actions necessary to validate that activities are performed in compliance with the capability established in this KPA include:

- Senior management reviews support system adequacy on a periodic basis.

These reviews verify that:

- Support systems procedures are followed.
- Analyses of support system adequacy are performed.
- Non-compliance issues are addressed.

Chapter 4. BD-CMM Level 4 -- Managed

The key practices contained in this chapter cover Level 4 of the BD-CMM: Managed. At this level, the following is usually true of process capability and management visibility:

- Detailed measures of the business development process and results are routinely collected and used for process management.
- Both the process and its products are quantitatively understood and controlled.

BD-CMM Level 4 is characterized by a business development process that is routinely measured and managed both quantitatively and qualitatively.

Key practices for the following KPAs in the BD-CMM, Level 4, Managed, are provided in this chapter.

- Relationship Management (page 65)
- Enterprise Influence (page 70)
- Quantitative Process Management (page 74)
- High-Performance Teams (page 78)
- Business Development System Integration (page 82)
- Infrastructure Management (page 84)

4.1 Key Process Category: CUSTOMER

The Customer KPC for BD-CMM Level 4 has one KPA, “Relationship Management.”

The Relationship Management KPA addresses the process of building customer focus and collaborative customer relationships that drive solutions to customer needs and requirements in a decidedly proactive way.

4.1.1 Key Process Area: Relationship Management

This KPA is characterized by the organization’s achieving the specific results stated as goals for this KPA.

Goals (KPA: Relationship Management)

The goals for this KPA are as follows:

- Maintain and extend customer relationships throughout the business acquisition cycle to maximize value offered and delivered to the customer
- Integrate customer relationship management (CRM) with all aspects of internal BD processes end-to-end

Commitment to Perform (KPA: Relationship Management)

To implement this KPA, an organization must have committed to the following elements of policy and management support:

- The organization follows a documented strategy for customer collaboration.

For example, this strategy might include:

- An emphasis on numerous, targeted customer meetings
- A focus on situational awareness
- An emphasis on providing confidence concerning the company with the customer
- Efforts required to reach an understanding of customer concerns, issues, and hot buttons, and documenting that understanding
- Frequent and meaningful customer interaction
- Positioning with the customer, both vertically and horizontally, in the organization
- Understanding the customer's business plan

- An organizational role is assigned to coordinate customer collaboration activities.

Examples of types of people who could assist in coordination of customer collaboration activities, including providing advice on strategies for customer collaboration, include:

- A formal, standing business development team
- Outside consultants
- Sales executives

Ability to Perform (KPA: Relationship Management)

The preconditions that are necessary to implement this KPA completely involve:

- Individuals are assigned responsibility for customer collaboration.

Examples of individuals who might be assigned responsibility for customer collaboration are:

- Business developers
- Program managers
- Chief technologists
- Finance managers
- Contracts managers

- Chief Executive Officer
 - Chief Operating Officer
 - Vice Presidents of Sales, Marketing, and Operations
 - Sales management account executives
 - Subject matter experts, as required
- The organization provides adequate resources and funding for collaborative interactions with customers throughout their purchasing/business acquisition cycle.
 - Individuals receive guidance in CRM.

Sample topics covered in this guidance may include:

 - Developing and maintaining a customer focus
 - Promoting effective marketing and sales communication
 - Developing solutions collaboratively
 - Developing contingency plans
 - Adapting the defined process to manage customer relationships proactively
 - Promoting ethical business practices
 - Fostering team building and team dynamics for internal and external teams
 - Updating continuously the win strategy when customer and competitor environments change
 - Tailoring solutions using the defined process in accordance with the goals of the customer relationship
 - Assuring use of effective sales techniques
 - Executives and managers receive guidance in collaborative leadership and CRM.

Sample topics covered in this guidance may include:

 - Nurturing customer relationships over the long term
 - Mentoring the organization in relationship management
 - Leading the organization in implementing approaches and strategies for customer focus and collaborative solutions
 - Knowledge management
 - Encouraging professional responsibility in all activities
 - Sales training

Typically, assuring adequate resources and funding requires that:

- BD personnel have access to a full range of enterprise resources.
- BD personnel have the required skills and expertise.
- The “best and the brightest” personnel are available.
- Senior management participates in customer interaction
- Funding is provided for the BD team and for ongoing collaboration.
- Response management systems, archival systems, and content repositories are available.
- Current product/service information is readily available.

- Members of the organization receive an orientation on collaborative leadership, CRM, and the organization's CRM mentoring program.

Sample topics covered in orientation sessions may include:

- The interface with and use of virtual team members
- The value added by virtual team members
- Marketing training
- Sales training
- Customer analysis and response

Activities Performed (KPA: Relationship Management)

Actions that an organization must take in this KPA to assure that the process is established and will endure involve:

- High-performance teams strategize, plan, and develop solutions in proactive, iterative ways in accordance with the organization's documented approach.

Sample objectives may be to:

- Tailor solutions based on the defined process and the goals of the customer relationship
- Assure that any non-compliant responses are ones that will not be a surprise to the customer
- Include mitigation plans and cost-benefit analyses as appropriate in the response
- Have senior management routinely review progress to determine actions needed to adequately collaborate with the customer in resolving the full ranges of issues associated with the solution
- Assure that solutions are based on customer business plans

- CRM plans are prepared and issued following the documented procedure.

For example, this procedure may include:

- Senior management responsively supporting corrective action when needed
- Sharing plans, assigning responsibility, and tracking activities through the sales organization

- Customer feedback is routinely obtained on solution effectiveness, appropriateness, and fit in the customer environment.
- The customer environment and unique processes are assessed through established processes.

Typical ways that customer environment and unique processes are assessed include:

- Sales teams recommend to the customer the benefits of establishing partner relationships.
- Risks are analyzed to improve offerings and methods of delivery.
- Customer mission statements, business plans and budgets, acquisition/evaluation processes, and technology and trends are continuously reviewed.

- A variety of tools and techniques are used and applied in support of customer and organizational objectives.

Examples of tools and techniques may include:

- Cost/schedule control, project performance measurement, and risk assessment methods
- Development of contingency plans and management reserve for any unknowns.

- Mentors are selected, prepared for their assignments, and assigned to individuals and/or teams.

Sample guidelines to consider are to:

- Define the objectives and structure of the mentoring program
- Define different types of mentoring relationships depending on the stated objectives
- Train selected mentors in responsibilities
- Assign mentors based on specific requirements of individuals and teams
- Have the mentors establish basic agreements with the individuals or teams they will support

- A CRM information system is established.
- The objectives and structure of the CRM mentoring plan are defined.

Typically, criteria for selecting mentors are:

- Experience and knowledge
- Interpersonal and communication skills
- Availability
- Ability to serve as a successful role model
- Ability to provide personal support
- Commitment to developing and guiding others

Measurement (KPA: Relationship Management)

Basic measurement practices necessary to determine an organization's status related to the process in this KPA include:

- Measurements are made and used to determine the effectiveness of the CRM process.

Examples of measurements include:

- Frequency of "surprise" solicitations
- Frequency that the solution is not already defined
- Customer satisfaction

- Measurements are made and used to determine the status and value of the CRM mentoring activities.

Examples of measurements include:

- Number of mentoring relationships established
- Progress of mentoring activities versus objectives

- Evaluation of the program by the mentors and mentored individuals
- Number of problems identified and improvements made

Verification (KPA: Relationship Management)

Actions necessary to validate that activities are performed in compliance with the capability established in this KPA include:

- Senior management reviews the activities for managing customer relationships on a periodic basis.

These reviews verify that:

- The customer relationship management plans are followed.
- Non-compliance issues are addressed.

- Senior management reviews progress to determine the actions needed to adequately collaborate with the customer on a full range of issues on a periodic basis.

These reviews verify that:

- The strategy for customer collaboration is followed.
- Customer collaboration activities are coordinated.
- Training is received in collaborative leadership and customer relationship management.
- Customer feedback is routinely obtained.

- Senior management reviews the mentoring program in CRM to assure it is meeting its intended objectives.

These reviews verify that:

- Mentoring objectives are established for each mentoring engagement.
- The mentor, and the individual or team to be mentored, periodically reviews progress toward meeting their objectives.
- Mentoring relationships are voluntary and are not imposed on individuals.
- Non-compliance issues are resolved.

4.2 Key Process Category: Focus

The Focus KPC for BD-CMM Level 4 includes two KPAs, “Enterprise Influence” and “Quantitative Process Management.”

4.2.1. Key Process Area: Enterprise Influence

This KPA is characterized by the organization’s achieving the specific results stated as goals for this KPA.

Goals (KPA: Enterprise Influence)

The goals for this KPA are as follows:

- Integrate BD strategies with the organization’s overall strategic planning to assure alignment of organizational goals, values, resources, and investments
- Practice proactive management leadership of both strategic goals of the organization and the progress of individual customer initiatives and pursuits

Commitment to Perform (KPA: Enterprise Influence)

To implement this KPA, an organization must have committed to the following elements of policy and management support:

- The organization follows a documented policy that BD objectives are integrated with all long-term activities and investments associated with offerings and other elements affecting customer relationships.

For example, this policy may include:

- Viewing business development as critical to organizational success
- Providing detailed guidance to permit tailoring to specific customer objectives
- Evaluating the extent of enterprise influence needed to support objectives
- Considering broad organizational impacts in the selection and prioritization of each opportunity
- Emphasizing exploiting existing market strengths, identifying new strategic markets, and developing new products or services as well as abandoning markets that provide limited potential for profit
- Exposing the entire enterprise to business development in order that every individual is responsible for BD opportunities within his or her own sphere of influence

The Enterprise Influence KPA focuses on business development as an integral part of the organization’s overall strategic planning as well as the practice of proactive management leadership in all endeavors.

- An organizational role is assigned to coordinate customer feedback and advocacy across the organization as part of both strategic and operational management.

For examples, groups that could perform this role may include the:

- Business development process group
- Sales group
- Marketing group

- The organization's strategy for continuous process improvements provides ongoing feedback into the enterprise's strategic direction and tactical operations.

For example, this strategy might include:

- Use of a mid-term review to assess necessary changes in conjunction with customers to the BD process
- Regular meetings between senior managers and customers

Ability to Perform (KPA: Enterprise Influence)

The preconditions that are necessary to implement this KPA completely involve:

Typically, adequacy of resources and funding is defined as an integrated set of tools, templates, and other aids in order to:

- Institutionalize lessons learned
- Quantitatively and consistently manage the application of strategic BD goals to specific pursuits

- The organization provides adequate resources and funding to support and manage the application of strategic BD goals to specific pursuits.
- BD personnel are empowered to champion broad-based organizational strategies to position the organization for strategic business growth.
- Individuals responsible for both tactical and strategic BD activities receive training to enhance skills and competencies.

Activities Performed (KPA: Enterprise Influence)

Actions that an organization must take in this KPA to assure that the process is established and will endure involve:

- Enterprise-wide strategies are applied to define business development needs, requirements, and budgets.
- Data are collected and maintained on activities involving continuous improvement.
- Opportunities are selected and prioritized based on established business development strategies that include consideration of broad organizational impacts.
- Broad customer strategies and individual pursuits are planned, performed, and managed in accordance with defined best practices and ongoing organizational lessons learned.

A review of customer strategies and individual pursuits may be performed routinely to assure alignment of pursuit activities and “products” with a balance of:

- Customer goals
- Enterprise strategies
- Broad operational implications

- Personnel are assigned and authorized to perform pursuit tasks and coordinate necessary enterprise interactions, as tailored to individual customer strategies and as required to achieve both tactical and strategic enterprise goals.

Sample objectives to consider may include:

- Completing the work in accordance with process objectives
- Tailoring the work to individual customer strategies
- Focusing on achieving both tactical and strategic enterprise goals
- Assuring that all personnel participate in business development as appropriate, as each individual is responsible for business development opportunities within his or her own sphere of influence

Measurement (KPA: Enterprise Influence)

Basic measurement practices necessary to determine an organization’s status related to the process in this KPA include:

- Measurements are made and used to predict needs, manage pursuit progress, and guide an ongoing process of refining organizational objectives.

Examples of measurements include:

- Customer feedback reports
- Customer satisfaction studies

- Enterprise-level metrics are established, collected, and evaluated routinely.

Verification (KPA: Enterprise Influence)

Actions necessary to validate that activities are performed in compliance with the capability established in this KPA include:

- Senior management reviews broad customer strategies and individual pursuits to assure alignment of pursuit activities with a balance of customer goals, enterprise strategies, and broad operational implications.

These reviews verify that:

- Process compliance is assured through alignment with management processes across the enterprise.
- Performance is validated according to checklists that are used throughout the BD process.

4.2.2 Key Process Area: Quantitative Process Management

The Quantitative Process Management KPA encompasses developing and managing the business development process through a well-defined system of metrics, internal and external feedback, and quality management initiatives.

This KPA is characterized by the organization's achieving the specific results stated as goals for this KPA.

Goals (KPA: Quantitative Process Management)

The goal for this KPA is as follows:

- Establish and maintain a quality baseline for the organization's business acquisition life cycle that deploys quantitative process management in pursuit of continuous improvement

Commitment to Perform (KPA: Quantitative Process Management)

To implement this KPA, an organization must have committed to the following elements of policy and management support:

- The organization follows a documented policy for measuring and quantitatively controlling the performance of the defined business development process.

For example, this policy might specify that:

- Organizational expectations for quantitative management are defined.
- Relevant stakeholders are identified and involved in the process.
- Results are used to support future use and improvement of the organization's business development process and process assets.
- Sensitive data relating to individuals' performance are protected, and access to these data is appropriately controlled.
- Measurements of process performance are analyzed to establish and maintain a process capability baseline for the organization's standard business development process.

- An organizational role is assigned responsibility for coordinating the business development quantitative process management activities.

Examples of organizational units that may be assigned this responsibility are:

- BD process group
- Another organizational entity that has activities closely coordinated with those of the BD process group

- The organization follows a documented strategy to capture and apply lessons learned for continuous process improvements and ongoing feedback into enterprise direction and tactical operations.

Ability to Perform (KPA: Quantitative Process Management)

The preconditions that are necessary to implement this KPA completely involve:

- The organization provides adequate resources and funding for the quantitative process management activities.

Examples of tools and techniques may include:

- System dynamics models
- Statistical process and quality control packages
- Statistical analysis packages
- Database systems

- Individuals implementing or supporting quantitative process management receive required training to perform these activities.

Sample topics covered in such training include:

- Process modeling and analysis
- Process measurement data selection, definition, collection, and validation
- Design and conduct of experiments
- Application of basic quantitative methods and analysis techniques, such as estimation models, Pareto diagrams, and control charts

- Members of the BD organization and sales/capture teams receive an orientation on the goals and value of quantitative process management.

Typically, adequacy of resources and funding is defined in terms of:

- Support for collecting, recording, and analyzing data identified for selected process and product measurements
- Expertise in statistics and statistical process controls
- Tools and techniques for quantitative process management

Activities Performed (KPA: Quantitative Process Management)

Actions that an organization must take in this KPA to assure that the process is established and will endure involve:

- A plan for quantitative process management is developed according to a documented procedure.

Sample contents for this plan are to include:

- The goals and objectives of the quantitative process management activities
- The tasks or other activities to be measured and analyzed
- A schedule of the activities to be performed
- The groups and individuals responsible for the quantitative process management activities
- The procedures to be followed in performing the quantitative process management activities

Typically, the quantitative process management plan should:

- Undergo peer review
- Be reviewed by the group responsible for the organization's BD activities

- Quantitative process management activities are performed in accordance with the quantitative process management plan.

Sample objectives to consider are to:

- Assess performance
- Take corrective actions as required

- A strategy for data collection, quantitative analyses, and reporting to be performed is determined based on the defined business development process.

For example, this strategy might specify that:

- The data collected support the measurement goals and objectives of the organization and the BD units.
- Specific measurement data to be collected, their precise definitions, the intended use and analysis of each measurement, and the process control points at which they will be collected are defined.
- Data are uniformly collected across business development projects. Measurements are selected to support predefined analysis activities.

- Trends in the organization's capabilities in business development are compared quantitatively to its business development goals.

For example, trends may be analyzed in order to:

- Establish and maintain a process capability baseline
- Predict likely problems or opportunities for improvement
- Track changes to the organization's standard business development process and analyze them to assess their effects on the capability baseline

- Reports documenting results of quantitative process management activities are prepared and distributed.

Sample objectives may be to:

- Maintain reports as part of the process audit files for each opportunity
- Review the results of the data analysis with those affected by the data before they are reported to others
- Assure that business development managers and senior management receive regular reports appropriate to their needs
- Assure that the business development process group members receive regular reports appropriate to their needs

Measurement (KPA: Quantitative Process Management)

Basic measurement practices necessary to determine an organization's status related to the process in this KPA include:

- Measurements are made and used to determine the status of the activities for quantitative process management.

Examples of measurements include:

- The cost over time for the quantitative process management activities compared to the plan
- The accomplishments of schedule milestones for quantitative process management activities compared to the approved plan

Verification (KPA: Quantitative Process Management)

Actions necessary to validate that activities are performed in compliance with the capability established in this KPA include:

- Senior management reviews the activities for quantitative process management on a periodic basis.

These reviews verify that:

- The plans for the quantitative process management activities are followed.
- The procedures for quantitative process management are followed.
- Needed data exist and are collected.
- The data collected support the goals and objectives of the measurement program.
- The cost of data collected is justified by the usefulness of the data.
- Data are accurate, timely, and correct.
- The confidentiality of the data is properly protected.

4.3. Key Process Category: PEOPLE

The People KPC for BD-CMM Level 4 includes one KPA, “High-Performance Teams.”

4.3.1 Key Process Area: High-Performance Teams

The High-Performance Teams KPA focuses on developing and maintaining BD-related competencies across the entire organization, thereby permitting effective use of teams across the enterprise and throughout the business acquisition cycle.

This KPA is characterized by the organization’s achieving the specific results stated as goals for this KPA.

Goals (KPA: High Performance Teams)

The goals for this KPA are as follows:

- Use high-performance BD teams as an integral part of overall organizational strategies across the business acquisition life cycle
- Authorize, deploy, empower, support, hold accountable, and reward experienced sales/capture and proposal teams

Commitment to Perform (KPA: High Performance Teams)

To implement this KPA, an organization must have committed to the following elements of policy and management support:

- The organization follows a documented procedure requiring routine assignment of experienced sales/capture and proposal teams based on the size and complexity of opportunity.

For example, this procedure might specify that:

- Sales/capture and proposal team members are rotated for continuous knowledge sharing and dynamic versus static teaming.
- Individuals are available to participate on capture and proposal teams whenever required.
- Sales teams are staffed with customer-trained individuals, noted for taking a long-term approach to customer development.

- An organizational role is assigned responsibility for assisting and advising capture and proposal teams.

Examples of individuals who might assist or advise capture and proposal teams are:

- Representatives of appropriate functional areas
- Consultants
- Business development senior managers

- Experienced proposal managers
- Proposal center senior management

- The organization follows a documented procedure to recognize and reward high-performance teams.

Ability to Perform (KPA: High Performance Teams)

The preconditions that are necessary to implement this KPA completely involve:

- The organization provides adequate resources and funding for sales/capture and proposal teams to function as high-performance teams.
- Individuals responsible for BD activities receive training in relevant evaluation methods and continuous improvement techniques.
- The compensation system rewards team members for team performance.

Typically, adequacy of resources and funding includes considering virtual and/or physical collocation of capture and proposal teams for all work activities

Activities Performed (KPA: High Performance Teams)

Actions that an organization must take in this KPA to assure that the process is established and will endure involve:

- Continuous team development is based on analysis of the team's performance.

Sample objectives may be to:

- Identify development needs at the team level
- Include team-based development objectives in team planning and individual development objectives
- Track progress against team-based development objectives by the team

- Institutionalized best practices and just-in-time process improvements are collaboratively applied in accordance with pursuit requirements.

Sample guidelines to consider are to:

- Document the application of process and process improvements in real time to communicate modifications as performance quality records
- Perform activity-based costing and/or revenue tracking
- Update process documentation based on effective process improvements

- Teams employ collaborative tools and communications within the development environment.
- High-performance teams reuse best practices in accordance with pursuit requirements.

- Team performance is evaluated on a periodic and event-driven basis.

The purpose of this evaluation may be to:

- Assure that if performance problems occur, they are discussed with the team, and the results of the discussion are documented
- Assess team performance against the performance improvement plan and the performance criteria
- Openly discuss performance issues and seek solutions to performance problems

- Sales/capture and proposal teams are assigned to selected pursuits based on prior successes in related pursuits.

Sample guidelines may be to:

- Assign sales teams to the customer for the long term
- Assemble proposal teams from the best talent to support the specific opportunity
- Experienced process owners and specialists lead pursuit activities.
- Rewards and recognition are based on team performance and individual contributions to team activities.

Ideally, rewards and recognition are part of a compensation system designed, in part, to reward the team members for the team's performance. Sample guidelines to consider may be to:

- Review the impact of the system periodically on the relationship between capabilities in the core competencies and the organization's performance
- Design the system in part to improve team performance and its contribution to performance at the unit and organizational levels
- Administer the system in a way that optimizes the relationship of team performance with unit and organizational performance
- Review the system periodically to assure that it has achieved its intended impact on stimulating team formation, motivation, and performance
- Revise the system when necessary to improve the impact of team performance on unit and organizational performance

- Appropriate levels of authority and accountability are assigned to those designated to lead pursuit efforts.

Typically, in evaluating high-performance teams, the teams themselves:

- Review their performance against internally and externally defined performance measures
- Use the results in administering performance-related workforce activities

Examples of the impact of the compensation system on team development and performance include the ability to:

- Stimulate the development of teams
- Motivate individuals to develop capabilities in team-based competencies
- Promote team cohesion and coordination
- Attract and retain talent in team-based skills

- Team members consistently adhere to allocated budgets and schedules and anticipate requirements for deviation and waiver.

Measurement (KPA: High Performance Teams)

Basic measurement practices necessary to determine an organization's status related to the process in this KPA include:

- Measurement are made and used to assess the performance of each sales/capture and proposal team.
Examples of measurements include cost, quality, and cycle time reports concerning each pursuit.
- Measurements are made and used to baseline process improvements.
- Measurements are made and used to evaluate sales/capture and proposal teams across the organization to assure high performance

Verification (KPA: High Performance Teams)

Actions necessary to validate that activities are performed in compliance with the capability established in this KPA include:

- Senior management periodically reviews the organization's effectiveness in implementing high-performance teams for each pursuit.

These reviews verify that:

- Experienced teams are used.
- The procedures for assigning teams are followed.
- Teams consistently generate high quality products.

- Senior management periodically reviews the appropriateness of the compensation and reward systems in place for sales/capture and proposal teams.

These reviews verify that:

- Team performance improvement plans are followed.
- Performance is evaluated against the plans.
- The compensation system for team performance is effective.
- Non-compliance issues are addressed.

- Senior management periodically reviews the effectiveness of high-performance teams to respond to current competitive and customer environments.

4.4 Key Process Category: CAPABILITIES

The BD System Integration KPA focuses on the extent to which the BD process has established linkages with other relevant enterprise processes to facilitate efficient, effective interchanges between BD process needs and input/feedback from ancillary enterprise processes.

The Capabilities KPC for BD-CMM Level 4 includes two KPAs, “Business Development System Integration” and “Infrastructure Management.”

4.4.1 Key Process Area: Business Development System Integration

This KPA is characterized by the organization’s achieving the specific results stated as goals for this KPA.

Goals (KPA: BD System Integration)

The goals for this KPA are as follows:

- Integrate all processes and systems relevant to business development throughout the business acquisition cycle and across all enterprise operations
- Maintain consistency in BD activities and products through systematic assessment of their ability to advance customer relationships and the extent of their integration with other enterprise processes

Commitment to Perform (KPA: BD System Integration)

To implement this KPA, an organization must have committed to the following elements of policy and management support:

- The organization follows a documented procedure that integrates the BD process with related processes across the enterprise.

Ability to Perform (KPA: BD System Integration)

The preconditions that are necessary to implement this KPA completely involve:

- The organization provides adequate resources and funding for operating the BD process and system integration across the enterprise.
Examples may be to:
 - Establish an enterprise level team to promote continuing system analysis, improvement, and deployment
 - Use an automated BD support system
- The organization assigns and empowers process champions across the enterprise to promote process improvement and assure appropriate BD system integration.

Typically, procedures specify that the BD process be considered as an enterprise-level system of operations.

- Business development professional staff receive appropriate guidance both to execute BD leadership and to interact across the enterprise as strategy and system integrators.

Examples of typical topics covered in the guidance may include:

- The relationship of the enterprise process to that of the functional/core organizational processes
- Extensive training in the selected business development and sales system that is used

- BD support staff receive an orientation in the appropriate tools, disciplines, and processes, as well as in fundamental aspects of system operations and enterprise-level integration.

Examples of typical topics covered in orientation sessions may include:

- The relationship of the enterprise process to that of the functional/core organizational processes
- The selected business development/sales support system

- All participants in BD-related operations across the enterprise receive an orientation in key aspects of customer relationship management, solution strategies, and related topics relevant to integrated system operations.

Examples of typical topics covered in orientation sessions include:

- High-performance team concepts
- Business development system of choice
- Customer interactions

Activities Performed (KPA: BD System Integration)

Actions that an organization must take in this KPA to assure that the process is established and will endure involve:

- Appropriate BD methods and tools are integrated into the defined process and flowed into related enterprise processes as needed to assure integration.
- Specific enterprise-level methodologies are developed, maintained, documented, and verified by systematically analyzing customer feedback, business development performance, and operational integration.

Sample objectives may be to periodically review quantitative and qualitative metrics to gain customer feedback in order to:

- Define and apply lessons learned to continuously improve the business development process

- Enhance the level of system integration
- Promote broader enterprise influence
- Appropriate levels of consistency are maintained across the enterprise for BD products through systematic assessment of both their ability to advance customer relationships and the extent of their integration with other enterprise processes

Measurement (KPA: BD System Integration)

Basic measurement practices necessary to determine an organization's status related to the process in this KPA include:

- Measurements are made and used to determine the customer focus and related quality of process tools and methodologies.

Verification (KPA: BD System Integration)

Actions necessary to validate that activities are performed in compliance with the capability established in this KPA include:

- Senior management reviews efficiency and effectiveness of BD processes and the level of their integration and influence across the enterprise on a periodic basis.

These reviews verify that:

- The business development process is integrated with related enterprise processes.
- Enterprise-level methodologies are used.

4.4.2 Key Process Area: Infrastructure Management

The Infrastructure Management KPA addresses the organization's ability to manage the complete range of resources needed to maximize both the performance and efficiency of BD process operations, including feedback into process improvement.

This KPA is characterized by the organization's achieving the specific results stated as goals for this KPA.

Goals (KPA: Infrastructure Management)

The goals for this KPA are as follows:

- Manage and adapt the BD infrastructure in accordance with a formalized strategy at the enterprise level
- Define and deploy BD systems and infrastructure across the enterprise in response to the full range of user needs and relevance in addressing the full spectrum of customer relationships to be supported

Commitment to Perform (KPA: Infrastructure Management)

To implement this KPA, an organization must have committed to the following elements of policy and management support:

- The organization follows a documented procedure to manage, maintain, and improve infrastructure elements associated with BD operations across the enterprise.

For example, this procedure may specify that:

- Infrastructure management is a formalized strategy within the BD operating system.
- Infrastructure management includes the ability to influence deployment at the enterprise level.
- The infrastructure serves to enable creativity and innovation in business development.
- Infrastructure elements include operating environments, communication systems, and integrated systems.
- Senior management participates in an assessment of changing infrastructure needs across the enterprise.

Ability to Perform (KPA: Infrastructure Management)

The preconditions that are necessary to implement this KPA completely involve:

- The organization provides adequate resources and funding for infrastructure management activities to support continuous improvement objectives across the enterprise.
- BD personnel receive guidance in both fundamental and advanced concepts and applications in the deployment of software and other tools identified in the BD process and needed to support system integration.

Sample topics covered in this guidance include:

- Adapting technology solutions to specific efforts
- Security requirements

- Members of the organization who support BD strategies and tasks but are not part of the BD staff receive guidance, tools, and assistance to maximize their performance.

Typically, adequacy of resources and funding is defined in terms of:

- An integrated system for BD and sales tracking support
- Needed equipment and systems
- Support staff
- Technical support personnel to maintain and continuously improve the BD system and its infrastructure across the enterprise

Typically, guidance covers implementation of the business development/ sales tracking system

Activities Performed (KPA: Infrastructure Management)

Actions that an organization must take in this KPA to assure that the process is established and will endure involve:

- Infrastructure elements for the BD process are managed, maintained, and continuously improved based on a defined strategy to efficiently and effectively support the needs of system users.

If use of a virtual team is deemed appropriate, a guideline to follow may be to:

- Deploy a standard virtual technology strategy for business development efforts throughout the organization

- Infrastructure elements are defined and deployed in accordance with a thorough understanding of the range of user needs to be supported throughout the business acquisition cycle, in response to varying levels of customer relationships, and in recognition of the range of user needs across the enterprise.
- The infrastructure is established such that it can respond to both routine and surge requirements associated with business development operations and their integration with related enterprise processes.

- Infrastructure strategies address known barriers to operational efficiency and effectiveness and include provision for adaptability to internal needs across the enterprise, unique customer needs as they relate to individual pursuits, and challenges associated with specific customer relationships.

A sample objective may be to:

- Develop, deploy, and periodically review specific strategies and plans intended to assure the adequacy of current and future infrastructure elements

- Assessment of infrastructure requirements is an integral and routine part of business development planning and implementation.

This assessment may help assure that:

- Lessons learned are documented concerning infrastructure adequacy for consideration for future needs.

Measurement (KPA: Infrastructure Management)

Basic measurement practices necessary to determine an organization's status related to the process in this KPA include:

- Measurements are made and used to assess the infrastructure adequacy, responsiveness, and ability to provide efficient, effective, and timely support of both individual pursuits and specific customer

relationships as part of the organization's continuous improvement program.

Examples of measurements include:

- Responsiveness
- Lag time

Verification (KPA: Infrastructure Management)

Actions necessary to validate that activities are performed in compliance with the capability established in this KPA include:

- Senior management reviews specific strategies and plans intended to assure adequacy of current and future infrastructure elements on a periodic basis.

These reviews verify that:

- The infrastructure management procedure is followed.
- Infrastructure management influences deployment at the enterprise level.
- The infrastructure is able to respond to both routine and surge requirements effectively.
- Assessment of infrastructure requirements is an integral and routine part of business development processes.

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Chapter 5. BD-CMM Level 5 -- Optimizing

The key practices contained in this chapter cover Level 5 of the BD-CMM: Optimizing. At this level, the following is usually true of process capability and management visibility:

- Quantitative feedback from the process and from piloting innovative ideas and technology enables a culture in which process improvement is a primary driver of business development.
- Business development activity is fully embedded in the enterprise management system, giving management clear visibility into its operation.

BD-CMM Level 5 is characterized by a business development process that continues to optimize performance based on continuous improvement.

Key practices for the following KPAs in the BD-CMM, Level 5, Optimizing, are provided in this chapter.

- Innovation & Transformation – Customers KPC (page 89)
- Innovation & Transformation – Focus KPC (page 92)
- Innovation & Transformation – People KPC (page 95)
- Innovation & Transformation – Capabilities KPC (page 98)

5.1 Key Process Category: CUSTOMER

The Customer KPC for BD-CMM Level 5 has one KPA, “Innovation and Transformation.”

5.1.1 Key Process Area: Innovation and Transformation

This KPA is characterized by the organization’s achieving the specific results stated as goals for this KPA.

Goals (KPA: Innovation and Transformation)

The goal for this KPA is as follows:

The Innovation and Transformation KPA highlights that an organization that is continually optimizing its BD operation proactively seeks to innovate how it adds customer value, manages performance and quality, and builds competencies and teams.

- Deploy an effective CRM-management system and related processes that assure customer focus and are institutionalized within the organizational culture and behavior

Commitment to Perform (KPA: Innovation and Transformation)

To implement this KPA, an organization must have committed to the following elements of policy and management support:

- The organization follows a documented strategy for continuously improving its customer collaboration initiatives.

For example, this strategy might include:

- A total commitment throughout the organization to meet customer needs
- An extension of organizational competencies across the enterprise

- The organization establishes a strategy that supports business development adaptability and innovation as strategic values of the organization to drive a customer-oriented solution.

For example, this strategy might include:

- A customer-oriented solution that benefits both the customer and the organization
- An emphasis on adapting its management response to a changing BD environment
- A methodology to incorporate innovations into processes and tools

Ability to Perform (KPA: Innovation and Transformation)

The preconditions that are necessary to implement this KPA completely involve:

Typically, adequacy of resources and funding is defined in order that:

- Funding for the BD team is based on contributions to the corporate revenue stream.
- Current product/service information is available to customers online with collaborative connections to experts.
- Supply chain management systems are used.

- An individual is assigned responsibility to facilitate innovations and partnerships among customers, suppliers, and other stakeholders.
- The organization provides adequate resources and funding to develop a customer infrastructure that facilitates innovations and partnerships among customers, suppliers, and other stakeholders.
- Individuals receive guidance in the use of quantitative and qualitative data in order to create BD innovations and to be able to validate them in terms of their ability to enhance customer value.

Sample topics covered in such guidance are:

- Evaluation methodologies
- Continuous improvement techniques

Activities Performed (KPA: Innovation and Transformation)

Actions that an organization must take in this KPA to assure that the process is established and will endure involve:

- Enterprise-wide strategies are developed based on assessments of evolving customer requirements, technology, and company product lines.
- BD teams deploy best practices and plans in partnership with customers to develop innovative solutions to customer issues.
- BD leadership regularly keeps its customers aware of newly implemented innovations and their benefits.
- BD teams regularly suggest innovative methods to meet emerging market and customer needs.

A sample objective may be to continuously monitor customer needs in order that solution development strategies can be adapted accordingly.

- BD teams actively research innovative response generation processes and tools to improve the cost effectiveness and flexibility of the solution development process.

Sample guidelines to consider are to:

- Analyze and pilot innovative practices before they are introduced into standard operational use
- Disseminate those innovative practices and technologies that are both efficient and effective throughout the organization as appropriate
- Assess the use of innovative earned value tools in predicting problems early while corrective actions are minor and achievable.

- A program of continuous improvement is established and maintained to encourage individuals and teams across the enterprise to propose improvements and innovations.

Samples objectives of this program may be to:

- Encourage personnel across the enterprise to submit proposals for improvements and innovations
- Promote participation in improvement initiatives organization-wide

Measurement (KPA: Innovation and Transformation)

Basic measurement practices necessary to determine an organization's status related to the process in this KPA include:

- Measurements are made and used to assess activities of continuous improvement and innovation in terms of customer collaboration.
Examples of measurements include:
 - Number of proposals submitted for continuous improvement
 - Number of design of experiment opportunities completed
- Measurements are made and used to validate innovative practices and technologies to assess the value-added benefit to customers.
Examples of measurements include:
 - Number of initiatives involving response generation innovation
 - Ability of practices in terms of value-added benefit to the customer
 - Effort associated with evaluating and implementing new technologies
 - Timeliness in transferring new technology into normal practice throughout the organization
 - Benefit-cost analysis of new technology

Verification (KPA: Innovation and Transformation)

Actions necessary to validate that activities are performed in compliance with the capability established in this KPA include:

- Senior management reviews the activities for customer collaboration initiatives on a periodic basis.

5.2 Key Process Category: Focus

The Capability KPC for BD-CMM Level 5 has one KPA, “Innovation” and “Transformation”.

5.2.1 Key Process Area: Innovation and Transformation

The Innovation and Transformation KPA focuses on how capability growth and related changes in structures, systems, and processes are planned and managed to support a fundamental ability to respond to emerging opportunities for process improvement and innovation.

This KPA is characterized by the organization’s achieving the specific results stated as goals for this KPA.

Goals (KPA: Innovation and Transformation)

The goals for this KPA are as follows:

- Management Thread – Create and maintain an organizational vision that values and rewards continuous improvement and innovation and that drives organizational transformation
- Quality Thread – Extend quality practices through continuous improvement across the enterprise and all its processes based on

accepting that a stable environment is one of continuing change through innovation and transformation

Commitment to Perform (KPA: Innovation and Transformation)

To implement this KPA, an organization must have committed to the following elements of policy and management support:

- The organization follows a documented strategy in which BD innovation and adaptability are articulated as strategic values.

For example, this strategy may include:

- Emphasizing the importance of continuously adapting management responses to a changing BD environment
- Validating innovations in terms of their ability to enhance customer value, management efficiency and effectiveness, and organizational competencies
- Emphasizing sponsorship by senior management of the organizational activity for managing transformation initiatives and their participation in overseeing transformation activities

- An organizational role is assigned responsibility for coordinating activities for ongoing business development innovation.

Ability to Perform (KPA: Innovation and Transformation)

The preconditions that are necessary to implement this KPA completely involve:

- The organization provides adequate resources and funding to evaluate needs for innovations and to support transformation of organizational functions.

Activities Performed (KPA: Innovation and Transformation)

Actions that an organization must take in the Management Thread of this KPA to assure that the process is established and will endure involve:

- Activities for ongoing innovations are evaluated, selected, planned, and adapted in accordance with established methods.
- Innovative practices and technologies are routinely identified and selected for evaluation.

Sample objectives may be to:

- Conduct evaluations of trial efforts of innovative practices or technologies where appropriate before these innovations are introduced into standard use

Typically, adequacy of resources and funding is defined as follows:

- A staff charged specifically to coordinate ongoing BD innovation
- Funds for planned and contingency-based activities for BD innovation
- Support for collecting and analyzing needed data on BD processes and work products to support analyses performed to evaluate candidate changes

- Disseminate innovative practices and technologies that demonstrate their efficiency and effectiveness in trial efforts throughout the organization and across enterprise processes as appropriate

- Opportunities are considered in a way that incorporates past process improvements and evaluates potential innovations.
- Areas throughout the BD operation are analyzed systematically, and the organization maintains a defined transformation strategy.

Sample objectives may be to:

- Assure that the group responsible for the transformation activities works directly with the business development process group to identify areas to be targeted for assessment as candidates for possible obsolescence
- Inform staff of new practices, technologies, and infrastructure elements that are appropriate for consideration as transformation candidates

Actions that an organization must take in the Quality Thread of this KPA to assure that the process is established and will endure involve:

- Activities for ongoing innovations are evaluated, selected, planned, and adopted in accordance with established methods.
- Innovation practices and technologies are routinely identified and selected for evaluation.
- Data are collected and analyzed on activities involving continuous improvement and innovation to identify areas that could benefit from new practices, technology, and/or infrastructure elements.

Measurement (KPA: Innovation and Transformation)

Basic measurement practices necessary to determine an organization's status related to the process in this KPA include:

- Measurements are made and used to determine the status and efficacy of innovations in practices and technologies at the enterprise level.
- Measurements are made and used to assess transformation efforts in progress.

Verification (KPA: Innovation and Transformation)

Actions necessary to validate that activities are performed in compliance with the capability established in this KPA include:

- Senior management reviews innovation and transformation activities on a periodic basis.

These reviews verify that:

- Activities for innovation and transformation are conducted in accordance with the organization's documented guidance.
- Non-compliance issues are addressed.

- Senior management reviews progress in implementing technological improvements on a periodic basis.

These reviews verify that:

- A plan is in place and followed for technology improvement.
- Progress is made against the plan.
- Timeliness exists in implementing technological improvements that are recommended and approved throughout the organization.
- The improvements are useful in terms of the organization's stated values and strategic objectives.

5.3 Key Process Category: PEOPLE

The People KPC for BD-CMM Level 5 has one KPA, "Innovation and Transformation."

5.3.1 Key Process Area: Innovation and Transformation

This KPA is characterized by the organization's achieving the specific results stated as goals for this KPA.

Goals (KPA: Innovation and Transformation)

The goals for this KPA are as follows:

- Establish and maintain a learning organization in which people at all levels, individually and collectively, are continually increasing their capacity to produce BD results
- Engage all those associated with business development across the enterprise in the ongoing cycle of innovating and transforming the BD enterprise

The Innovation and Transformation KPA highlights that an organization that is continually optimizing its BD operation proactively seeks to innovate how it builds competencies and teams.

Commitment to Perform (KPA: Innovation and Transformation)

To implement this KPA, an organization must have committed to the following elements of policy and management support:

- The organization follows a documented strategy that emphasizes extending its organizational competencies in business development across the enterprise.

For example, this strategy may include:

- Articulating business development adaptability and innovation as strategic values of the organization
- Emphasizing the importance of continuously adapting the management response to a changing business development environment as competencies are extended across the enterprise
- Assuring that a method of validating business development innovations in terms of their ability to enhance organizational competencies is available
- Identifying the competencies the organization uses to perform business development for each position
- Assessing the results of knowledge, skills, and competency-analyses activities to identify any needed interventions

Ability to Perform (KPA: Innovation and Transformation)

The preconditions that are necessary to implement this KPA completely involve:

Typically, adequacy of resources and funding is defined by assigning a leadership role to business development personnel to coordinate activities for ongoing BD innovation across the enterprise.

- The organization provides adequate resources and funding to enable people to learn consciously and proactively in pursuit of business development goals.
- All individuals responsible for performing activities in BD innovations receive training in relevant evaluation methods and continuous improvement techniques.

Sample topics covered in such training include:

- Use of quantitative and qualitative data to evaluate needs for innovations
- Evaluation methodologies
- Continuous improvement techniques
- Knowledge management

Activities Performed (KPA: Innovation and Transformation)

Actions that an organization must take in this KPA to assure that the process is established and will endure involve:

- Individuals and teams are empowered to continuously improve their performance.

Sample guidelines to follow may include:

- Establishing a program for individual and team competency development for voluntary participation
- Communicating the availability of support for competency development throughout the organization
- Including activities for competency development in the organization's strategic and near-term workforce plans
- Making changes to individual or team development plans based on the activities performed to improve work processes and the results of these activities
- Having individuals and teams define the processes they use to perform their work, if they are the process owner
- Having individuals and teams establish measurable personal goals for continuous improvements in their work processes
- Recognizing the accomplishments of individuals and teams in continuously improving their work processes

- People continually learn from their own experiences and past history as well as those experiences and best practices of others.

Sample objectives may be to assure that:

- Individuals and teams continuously measure, analyze, and improve their work processes and definitions.
- Individuals and teams take corrective action as needed.

- Networks of relationships are strengthened and expanded in order to create new opportunities for cooperation and joint action in business development.
- A sense of commitment based on shared principles and guiding practices is established.

Measurement (KPA: Innovation and Transformation)

Basic measurement practices necessary to determine an organization's status related to the process in this KPA include:

- Measurements are made and used to assess performance in terms of overall organizational learning.

Verification (KPA: Innovation and Transformation)

Actions necessary to validate that activities are performed in compliance with the capability established in this KPA include:

- Senior management reviews organizational initiatives to create, acquire, and transfer new knowledge concerning business development on a periodic basis.

5.4 Key Process Category: Capabilities

The Innovation and Transformation KPA translates into a culture focused on a process of ongoing optimization of both processes and infrastructure in a dynamic environment that encourages flexibility and adaptability.

The Capabilities KPC for BD-CMM Level 5 includes one KPA, “Innovation and Transformation”.

5.4.1 Key Process Area: Innovation and Transformation

This KPA is characterized by the organization’s achieving the specific results stated as goals for this KPA.

Goals (KPA: Innovation and Transformation)

The goals for this KPA are as follows:

- Process Thread – Sustain a culture focused on innovation throughout the organization, consciously discarding what is no longer useful and assuring transformation to higher levels of efficiency and effectiveness
- Infrastructure Thread – Create a dynamic environment in which innovations in systems, technologies, and other infrastructure elements are incorporated on an ongoing basis to transform operational support and encourage organizational flexibility and adaptability

Commitment to Perform (KPA: Innovation and Transformation)

To implement this KPA, an organization must have committed to the following elements of policy and management support:

- The organization follows a documented strategy to manage innovation and transformation across the enterprise.
- An organizational role is assigned responsibility to manage innovation and transformation efforts enterprise wide.

Ability to Perform (KPA: Innovation and Transformation)

The preconditions that are necessary to implement this KPA completely involve:

- The organization provides adequate resources and funding to support BD innovations and to transform the organization, as needed to meet enterprise objectives.
- Individuals responsible for guiding and monitoring innovation and transformation efforts receive guidance to perform these activities.

Typically, adequacy of resources and funding is defined by ensuring that individuals with the necessary expertise staff a group responsible for the organization's innovation and transformation efforts.

Activities Performed (KPA: Innovation and Transformation)

Actions that an organization must take in this KPA to assure that the process is established and will endure involve:

- The organization develops and maintains a coherent strategy for innovation analysis and transformation management.
- Practices, technologies, and infrastructure elements are selected and acquired for the organization according to the transformation strategy.
- Appropriate new practices, technologies, infrastructure elements, and changes are incorporated into standard and targeted processes through a documented procedure.

Measurement (KPA: Innovation and Transformation)

Basic measurement practices necessary to determine an organization's status related to the process in this KPA include:

- Measurements are made and used to determine the status of transformation changes.

Verification (KPA: Innovation and Transformation)

Actions necessary to validate that activities are performed in compliance with the capability established in this KPA include:

- Senior management reviews the organization's activities for managed change on a periodic basis.

These reviews verify that:

- Appropriate focus and scope are maintained.
- The speed of innovation is geared to the customer business cycle.

- Resources and funding are appropriate for the opportunities pursued.
- The appropriate culture is maintained as evidenced by freedom to try new things, acceptance of mistakes, and a positive approach to problems.

Chapter 6.

Future Directions of the BD-CMM

Development of the BD-CMM had led to the establishment of a new organization, Business Development Institute International (BD-Institute) in 2004. Its mission is to “promote an innovative community of practice in business development through appraisals and self-assessment, best practices, certifications, education, and benchmarking.”

The BD-Institute has established a range of products and services, as well as a network of Approved Providers, to support BD-CMM adopters. However, with regard to the BD-CMM itself, BD-Institute is undertaking to manage the future growth and development of the model through three major strategies:

- Expand the base of participation beyond exclusive involvement from Shipley Associates and the Association of Proposal Management Professional
- Integrate more best practices from the business-to-business and international marketplaces into future versions of the BD-CMM
- Build a “Business Development Body of Knowledge” to increase the understanding of specific best practices in BD-CMM and their understanding in specific organizations

This chapter discusses what the BD-CMM does not cover and outlines near-term and longer-term activities being undertaken to maximize its applicability as the BD continuous improvement standard throughout industry.

6.1 What the BD-CMM Does Not Cover

While the BD-CMM serves as a framework, a path, and a guide for process improvements in business development, there are a number of areas that it does not cover.

The BD-CMM does not prescribe best practices, processes, assessment methodologies, or implementation requirements.

The BD-CMM does not prescribe how key practices are to be implemented. It describes an organization at each maturity level without identifying specific means for getting there. For example, it may take several years for an organization to move from one maturity level to the next. It also does not advocate any specific technology or tools to use, nor does it suggest how to select, hire, motivate, and retain competent people committed to business development excellence.

Secondly, the BD-CMM is not a process or a process description. Actual processes used in an organization depend on many factors including organizational structure and size. The KPAs in the BD-CMM may not map one-to-one with the actual processes used in a specific organization. Even with adoption of the BD-CMM practices, each organization will need to adjust them to improve their effectiveness with an understanding of how the practices work in a particular business context.

Further, the BD-CMM does not prescribe an assessment methodology. Under the auspices of the BD-Institute, an appraisal methodology has been prepared that validates that an organization has achieved a given maturity level in terms of BD-CMM criteria. This allows appraisal teams to use the BD-CMM to guide them in identifying and prioritizing findings, which then are used by the organization's BD process group to plan and implement improvement strategies.

The BD-CMM must be interpreted flexibly, especially when applying it to smaller organizations or unusual circumstances so that unreasonable or needlessly bureaucratic activities are not implemented.

As a result, professional judgment is critical in using of the BD-CMM. Each KPA must be interpreted in light of an organization's business environment and specific circumstances. That is, KPAs define what is to be done, but they cannot mandate how the goals should be achieved. Implementation decisions thus are left up to each organization according to its culture and the experience of its staff. For the same reason, the model does not stipulate that each organization must have the same definition of roles and responsibilities for its BD staff, nor does it imply that a specific organizational structure is mandatory.

Finally, the BD-CMM does not specify detailed guidance as to explicit BD practices that must be implemented. Instead, it sets a framework to select and tailor practices according to the organization's history, culture, and environment. The BD-CMM is a roadmap for organizational growth; and through the services of the BD-Institute, a model for planning and implementing improvement programs is available.

6.2 Near-Term Activities

For the near term, the most important activities of the BD-Institute involve expanding the base of industry involvement in the model, developing needed services, and creating an Approved Provider Network to assist BD-CMM adopters to implement the model.

The BD-Institute is focusing heavily to expand the base of involvement and support for BD-CMM and its adopters in two key areas:

- Establish alliances with professional organizations with relevant domain expertise needed to enhance the current BD-CMM and articulate an appropriately broad "Business Development Body of Knowledge"
- Create an Approved Provider Network to offer products and services – i.e., training, consulting, technology, and academic education, research and development – appropriate for BD-CMM adopters to leverage as they implement improvement programs.

In addition, the BD-Institute is actively providing presentations and training programs on the BD-CMM at conferences and professional development days around the world. These programs are also being made available upon request for delivery to interested organizations.

At the same time, the BD-Institute has developed an appraisal and self-assessment tool, BD-Appraise™, for use by BD-CMM adopters through the BD-Institute and selected Approved Providers. Organizations can contact the

BD-Institute or its Approved Providers to obtain access to this tool and or can work with the BD-Institute to obtain and be certified in use of the self-assessment tool directly.

For its full appraisal services, the BD-Institute has developed a rigorous appraiser training program. This is offered periodically for people interested in working as appraisers directly for the BD-Institute or working internally as appraisers for their own organizations.

6.3 Longer-Term Activities

In the longer term, BD-CMM expects to be able to help organizations compare the maturity of their BD practices with the state of practice across industry. Using the BD-CMM as a benchmark can be done through the BD-Institute's common repository of data collected on organizations using the BD-Appraise™ assessment tool or through maturity appraisals. These data then can indicate BD industry trends.

Another key component of the BD-Institute's longer-term focus is to further refine and expand the BD-CMM based on its experience in BD continuous improvement. The BD-CMM will continue to undergo extensive testing through the ongoing BD appraisals that BD-Institute conducts, as well as though continuing industry experience in implementing the model's framework and best practices.

The BD-Institute will maintain configuration control of the BD-CMM and will work with adopters, Alliance Partners, Approved Providers, Certified Appraisers, and industry representatives to develop BD-CMM Version 2.0. While all levels of the model may be revised, the emphasis specifically will be on Levels 4 and 5, for two major reasons:

- Less is known at this time about organizations at these maturity levels
- These are primary areas of best practice in which the BD profession needs to advance and grow

The practices for these two levels will be refined as the BD-Institute works closely with those organizations that are striving to understand and achieve Levels 4 and 5.

The BD-CMM is a living document that will be improved, but it is anticipated that Version 1.0 will remain the baseline until at least 2006. This provides an appropriate and realistic balance between the needs for stability and for continuing development.

As the emerging standard for BD continuous improvement, the BD-CMM must balance the need for stability and evolution of its framework, path, and guidance.

6.4 Conclusion

The BD-CMM is emerging as the continuous improvement standard for business development. However, continuous improvement also applies to the BD-CMM and its associated practices. The potential impact of changes to the BD-CMM on the BD community must be carefully considered, so that the BD-CMM, the BD-Institute, and products and services for BD-CMM adopters will continue to evolve as experience and expertise grow. The BD-Institute will work closely with adopters, Alliance Partners, Approved Providers, Certified Appraisers, government, industry, and academia in continuing this evolution.

The BD-CMM provides a conceptual framework for improving business development practices in a disciplined and consistent way.

- It does not guarantee that all BD initiatives will be successful or that all problems will be resolved adequately.
- It identifies practices for a mature BD capability and provides examples to assist in recognizing key components to consider, but it is not meant to be exhaustive, dictatorial, or bureaucratic.

The BD-CMM will continue to inform and refine the characteristics of an effective and efficient BD capability. However, only maturing organizations can address all issues that are essential to their ultimately optimizing their capability and assuring their leadership through continuous innovation and transformation.

Appendix A.

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Appendix B. Acronyms Used in BD-CMM

The following list of acronyms is provided to clarify how they are defined throughout this document.

APMP Association of Proposal Management Professionals

BD Business Development

BD-CMM Business Development Capability Maturity Model

B&P Bid and Proposal

CIM Chartered Institute of Marketing

CMM Capability Maturity Model

CMMI Integrated Capability Maturity Model

CRM Customer Relationship Management

DoD Department of Defense

IPMA International Project Management Association

ISO International Organization for Standardization

KPA Key Process Area

KPC Key Process Category

MIS Management Information Systems

NASP National Association of Sales Professionals

NCMA National Contract Management Association

PMI Project Management Institute

R&D Research and Development

RFP Request for Proposal

SA-CMM Capability Maturity Model for Software Acquisition

SAMA Strategic Account Management Association

SCE Software Capability Evaluation

SCIP Society of Competitive Intelligence Professionals
SE-CMM Capability Maturity Model for Systems Engineering
SEI Software Engineering Institute
SME Subject Matter Expert
SOW Statement of Work
STC Society for Technical Communication
SW-CMM Capability Maturity Model for Software
SWOT Strengths, Weaknesses, Opportunities, and Threats
WBS Work Breakdown Structure

Appendix C.

Glossary of Terms

The following list of terms is provided to clarify how they are defined within this document, recognizing that many of these terms carry different connotations in various markets, industries, and countries.

Ability to Perform	One of the five common features. The preconditions that must exist in a unit or organization to implement workforce practices competently
Account Manager	Person responsible for all business aspects of an account, typically including responsibility to identify individual opportunities and focusing the offer
Account Plan	Documented strategy for development and management of an individual account, most often established on the basis of an individual customer or a particular line of business, including allocation of the organization's revenue objective
Acquisition Notebook	Pursuit documentation, including decision planning, supporting data, research, customer and competitor intelligence, offer, records of the customer interaction, strategy development, records of negotiation, customer debrief, and lessons learned
Activities Performed	One of the five common features. A description of the roles and procedures necessary to implement a key process area
Archival Systems	Organized collection of historical documentation of past pursuits, past performance on contracts, and similar data, including information typically requested by customers in support of new business opportunities
Assessment	Appraisal by a trained team of professionals to determine the state of an organization's current processes, to determine the high priority process-related issues facing an organization, and to obtain organizational support for process improvement
Bid Board	Group of managers or executives delegated responsibility and authority within the organization to review opportunities for the purpose of making bid decisions, allocating resources to support approved pursuits, and defining parameters for solution, price, and risk (Also see "Opportunity Review Board")
Bid Decision	Making an informed decision about whether to continue positioning the prospect for the opportunity and obtaining the resources for proposal development

Bid Manager	Person responsible for an individual pursuit. Synonymous with capture manager in various industries and geographies, especially in Europe
Bid Validation Decision	Identifying any requirements that preclude bidding and assuring that the proposal development plan is current
Black Hat Reviews	Review of competitors' likely strategies and solutions by people who are independent of the pursuit team and are experts on the customer and competitors
Blue Team Reviews	Review of the capture plan to validate the win strategy by people who are independent of the proposal team and are knowledgeable about the prospect, the offering and capabilities, and the competitors' offering and capabilities
BD Administration	Key Process Area in Level 2 of the BD-CMM that emphasizes the administrative infrastructure necessary to maintain the required discipline in the BD process and to monitor performance and manage resources across multiple opportunities
BD Personnel	Professionals dedicated within an organization to development, pursuit, and capture of new business, often including sales, marketing, proposal, and other individuals with the skills needed to implement the BD process
BD Process	Key Process Area in Level 3 of the BD-CMM that covers standard techniques for customer interface and sales that are integrated into the overall business development process
Business Strategy	Organization's plan to achieve overall business objectives
Call Plan	Documented strategy to manage interaction with customers as part of the pursuit of a new opportunity
Campaign Manager	Person responsible for the marketing activity before handoff to a capture manager. Also used in some parts of industry as a person responsible for multiple, connected pursuits, and in other parts of industry to be synonymous with capture manager.
Campaign Plan	Documented strategy to manage pursuit of a multi-faceted market area or group of opportunities, including allocation of the organization's revenue objectives associated with the various aspects of the campaign
Capital Budgeting	Financial planning associated with the acquisition of physical assets, including those needed to support the organization's ability to win new business identified within its marketing plans
Capability KPC	Key Process Category in the BD-CMM that emphasizes enhancing systems and processes through the increasing use of resources and infrastructure to improve competitive performance, growing capabilities based on

	meaningful systems and processes that continuously evolve in response to competitive environments, and increasingly sophisticated levels of integration of business development with enterprise systems
Capture	Positioning individuals in the prospects' organizations to help assure that the solution and the organization are preferred over that of the competition
Capture Manager	Person responsible to manage a pursuit from bid decision to contract award (Also see "Pursuit Manager")
Capture Plan	Documented analysis, strategies, and actions initiated following the pursuit decision that details customer issues, considerations relating to competitor and internal positioning, approaches to be implemented, and management tasks to be implemented to guide the capture of a particular opportunity (Also see "Pursuit Plan")
Capture Planning	Process of assessing the customer and competitive environment, and implementing strategies oriented toward capturing a specific business opportunity
Capture Strategy	Plan to win a specific, defined opportunity
Capture Team	Small group of individuals within an organization who are delegated responsibility to manage a pursuit from the pursuit decision to contract award, typically including a capture manager, a technical lead, and the prospective program manager as a minimum, depending on the specific requirements of the pursuit
Channel Manager	Person responsible to manage how a product or service is to be sold and delivered to a given market segment
Collaboration	Process of working jointly within teams, used in terms of both working in teams within the organization to create customer solutions and working jointly with customers in order to maximize customer input into proposed solutions
Commitment to Perform	One of the five common features. The actions that an organization must take to assure that a process is established and will endure
Common Features	Attributes within each Key Process Area that indicate whether the implementation and institutionalization of a Key Process Area are effective, repeatable, and lasting
Consultative Selling	Method of interacting with customers that emphasizes collaboration and seeks to define solutions based on clear understanding of customer issues, needs, and acquisition goals
Content Repositories	Systems and databases where information about product and services are stored for reuse in responding to customer requests

Cost Bogeys	Target prices established against the price to win for designated items
Critical Skills	Skills that, if not performed effectively, could jeopardize the successful performance of a critical task
Critical Task	Task that is essential to the success of a given pursuit and that could jeopardize the successful performance if not accomplished in accordance with plan
Customer KPC	Key Process Category in the BD-CMM that focuses on increasing customer value through recognition of the customer as the basis for competitive discrimination; growing reliance on value propositions as the basis for customer interactions, and growing reliance on solutions and innovations as bases to increase customer value
Customer Relationship Analysis	Process of assessing the organization's position with a customer, typically based on identifying key aspects of a successful relationship and analyzing perceived gaps as a means to build a winning customer relationship
Customer Response	Any of many possible reactions to requests from a given customer, including requests for information (RFIs), requests for quotation (RFQs), requests for proposal (RFPs), invitations to bid (ITBs), or similar solicitations
Customer Service Manager	Person responsible for delivering services to a given customer, who in many organizations also has responsibility for solution development during the business acquisition cycle
Defined Level	Level in the BD-CMM that is characterized by use of a standard business development process consistently across the organization
Discretionary Budgeting	Process of financial planning in an organization to establish funding levels for projects or tasks not mandated by customer contract
Enterprise Influence	Key Process Area in Level 4 of the BD-CMM that focuses on business development as an integral part of the organization's overall strategic planning and the practice of proactive management leadership in all endeavors
Expense Budgeting	Process of allocating an appropriate portion of a company's annual expenditures among competing projects
Focus KPC	Key Process Category in the BD-CM that emphasizes improving performance and synergy through progression from reactive to proactive management involvement, an increasing leadership role of the BD management team, a growing influence of BD-related perspectives and needs on the process of running the business, and increasing reliance on data and emerging needs as drivers in management decision-making

Funnel Analysis	Process of assessing the level of new business anticipated to be contracted, based on a sales management system that assigns varying probabilities to given opportunities and thereby calculating probable future revenues
Funnel Management	Organized system for managing the sales pipeline through analyzing the funnel, assigning algorithms to projected revenues, and working with the sales force to accurately predict future revenue
Gap Closure Meeting	Discussion held among members of a team to develop and implement action plans to bring actual revenue up to the level of anticipated or budgeted revenue
Goal	Summary of the key practices of a key process area that can be used to determine whether a key process area is effectively implemented. The goals signify the scope, boundaries, and intent of each key process area
Gold Team Review	Review conducted to confirm that the offer in the proposal entails acceptable profit and risk by senior managers in the bidding organization who are directly responsible for the offer and its execution
High-Performance Teams	Key Process Area in Level 4 of the BD-CMM that focuses on developing and maintaining business development related competencies across the entire organization, thereby permitting effective use of teams across the enterprise and throughout the business acquisition cycle
Hot Button	Singularly important issue or set of issues that are likely to drive decisions, usually associated with customer buying decisions
Individual Skills Development	Key Process Area in Level 2 of the BD-CMM with the purpose to provide participants in business development with the individual training necessary for them to complete assigned tasks
Infrastructure Management	Key Process Area in Level 4 of the BD-CMM that addresses the organization's ability to manage the complete range of resources needed to maximize both the performance and efficiency of business development process operations, including feedback into process improvement activities
Innovation and Transformation	Key Process Area at Level 5 in the BD-CMM that highlights that an organization is continuously optimizing and improving its business development operation in a proactive fashion, focusing on doing whatever is needed to transform organizational support and encourage flexibility and adaptability
Keep Cost Order	Accounting records that are used to track the actual cost of a project
Key Practices	Infrastructure and activities that contribute most to the effective implementation and institutionalization of a KPA; the purpose is to communicate principles that apply to a wide variety of environments and

	organizations that are valid across a range of applications and that will remain valid over time
Key Process Areas	Clusters of related activities that, when performed collectively, achieve a set of goals considered to be important for establishing process capability. Key process areas have been defined to reside at a single maturity area
Kickoff Meeting	Meeting that serves to initiate the proposal effort for all contributors, answer questions about the opportunity, make writing assignments, coordinate upcoming activities, and create a cohesive team
Lessons Learned Review	Review by people from the sales/capture and proposal teams to determine how processes, strategies, and people can be improved
Managed Level	Level in the BD-CMM that is characterized by a business development process that is routinely measured and managed both quantitatively and qualitatively
Market Strategy	Organization's plan to achieve specific market objectives, typically involving multiple sales
Maturity	The organizational state in which its processes are fully developed or perfected for desired effectiveness and efficiency
Maturity Level	Well-defined, evolutionary plateau toward achieving a mature business development process
Measurement	One of the five common features. A description of the need to measure the process and analyze the measurements
Mentoring	Process of using experienced members of the organization to provide personal support and guidance to less experienced members of the staff
Mock-ups	Page-for-page representations of the actual pages in the finished proposal
Operations Manager	Person responsible to oversee an organization's performance in fulfilling customer commitments under contract
Opportunity Review Board	Group of managers or executives delegated responsibility and authority within the organization to review opportunities for the purpose of making bid decisions and allocated resources to support approved pursuits (Also see "bid board")
Optimizing Level	Level in the BD-CMM that is characterized by a business development process that continues to optimize performance based on continuous improvement
Organizational	Key Process Area in Level 3 of the BD-CMM that

Competencies	focuses on career development and professional certification for business development personnel
Organizational Tactics	Key Process Area in Level 3 of the BD-CMM that focuses on establishing a leadership role for business development in the growth of the organization
People KPC	Key Process Category in the BD-CMM that emphasizes building competencies and teams through increasingly sophisticated interactions within teams to promote winning solutions and long-term value, decreasing reliance on “heroes” in favor of broader organizational competence, and a growing emphasis on learning organizations as competitive drivers
Pink Team Review	Review conducted to validate the deployment of the strategy and to verify compliance by people independent of the proposal team
Pipeline Call	Discussion held between a sales manager and the sales team to determine the status of potential sales, typically categorized by time to close and used to forecast expected revenue over a given timeframe
Pipeline Management	Managing the quantity and quality of opportunities to maximize the strategic fit, return on investment, and the appropriate allocation of resources to response generation
Positioning	Marketing activities to establish the organization’s presence and capabilities, aimed at identifying ways to improve the organization’s ability to win a given program
Pre-Proposal Conference	Meeting sponsored by a customer regarding a specific acquisition project, in which prospective bidders are invited to meet with the customer to gain current information on project status and discuss issues related to the acquisition
Price-to-Win	Methodology designed to assist an organization in deriving the “right” price to be bid on a given opportunity and providing the greatest probability to meet the customer’s program budget target
Process	Sequence of steps performed for a given purpose
Process Assets	Resources available within an organization that support process goals and tasks
Process Capability	Range of expected results that can be achieved by following a process; the ability of a process to meet goals and requirements
Process Maturity	Extent to which a specific process is explicitly defined, managed, measured, controlled, and effective. Maturity implies a potential for growth in capability and indicates both the richness of an organization’s process

	and the consistency with which the process is applied throughout the organization
Process Performance	Measure of the actual results achieved by following a process
Process Tailoring	Activity of creating a process description by elaborating, adapting, and/or completing the details of process elements or other incomplete specifications of a process
Production Lead	Person who supervises all aspects of production, including word processing, graphics, desktop publishing, and production
Product Manager	Person within an organization who is responsible for developing, maintaining, sustaining, and improving a given product or other standard offering routinely made available to customers
Product Mix	Organization's desired combination and relative proportion of offerings, managed based on the organization's strategic goals
Product Quota	Targeted proportion of specific products or other standard offerings of an organization, used as sales goals in managing the organization's sales team
Program Manager	Program and customer focused; frequently reviewing resumes for program personnel, program organization and functions, teammate coordination and resolution of teaming agreements, coordinating with customer and subcontractors. Focused on aspects outside the proposal
Project Manager	Person who is responsible for developing a winning solution that complies with the organization's objectives; generally is responsible to the strategic business unit manager for profitability and risk management
Proposal Center	Support organization dedicated to generating proposals and other responses to customer requests during the business acquisition cycle
Proposal Coordinator	Person who helps the proposal manager control the proposal development process. Typical tasks include helping develop and update all plans, schedules, materials, and files; coordinating with other process specialists; and helping with all reviews
Proposal Manager	Person responsible for proposal development, including maintaining schedules; coordinating inputs, reviews, and strategy implementation; resolving internal problems; and providing process leadership
Proposal Management Plan	Document that describes the roles, responsibilities, tasks, and deadlines before writers start developing proposal sections, volumes, and ultimately the complete proposal
Proposal Planning	Process for scoping and defining a proposal effort while sales efforts continue

Proposal Response	Process through which an organization analyzes customer requirements, defines a solution, and delivers a proposal to a given customer
Proposal Specialist	Member of the proposal team who understands and often prepares compliance checklists, outlines, cross-reference matrices, WBS, WBS dictionaries, and schedules
Proposal Strategy	Plan to write a persuasive, winning proposal; a subset of the capture strategy
Pursuit	Acquisition project selected by the organization to be won, typically selected based on assessing newly identified leads to determine the organization's interest and whether they are winnable
Pursuit Criteria	Basis for determining whether a given opportunity aligns with the organization's goals for new business capture
Pursuit Decision	Making an informed decision about the opportunity to pursue effectively and to allocate appropriate resources for capture planning
Pursuit Manager	Person responsible to manage a pursuit from bid decision to contract award (Also see "capture manager")
Pursuit Plan	Documented analysis, strategies, and actions initiated following the pursuit decision that details customer issues, considerations relating to competitor and internal positioning, approaches to be implemented, and management tasks to be implemented to guide the capture of a particular opportunity (Also see "capture plan")
Quality	Degree to which a system, component, or process meets specified requirements; the degree to which a system, component, or process meets customer requirements
Quality Control	Key Process Area in Level 2 of the BD-CMM that emphasizes the activities for controlling the quality of business development outputs, both internal and external to the performing organization
Quality Management	Key Process Area in Level 3 of the BD-CMM that includes the assurance of quality business development outputs and products through activities for tracking, measuring, and reporting on business development practices
Quantitative Control	Use of appropriate quantitative or statistically-based techniques to analyze a process, identify special causes of variations in the performance of the process, and bring the performance of the process within well-defined limits
Quantitative Process Management	Key Process Area at Level 4 of the BD-CMM that encompasses developing and managing the business development process through a well-defined

	system of metrics, internal and external feedback, and quality management initiatives
Red Team Review	Review to evaluate the proposal for customer focus, completeness and clear communication of the win strategy and solution by people who are independent of the proposal team and offer different perspectives, typically by experts on the prospect, the prospect's industry, competitors, the organization, technology, approach, and on preparing and presenting winning proposals
Relationship Management	Key Process Area at Level 4 of the BD-CMM that addresses the process of building customer focus and collaborative customer relationships that drive solutions to customer needs and requirements in a decidedly proactive way
Repeatable Level	Level in the BD-CMM that is characterized by a business development process that addresses individual opportunities through the reuse of past practices
Response Generation	Key Process Area in Level 2 of the BD-CMM that addresses activities for understanding customer requirements and needs and for preparing a response to the customer as a basis for a transaction
Response Standards	Set of criteria established by an organization to guide proposal responses in accordance with defined quality measures
Review Criteria	Set of standards established by the organization to guide review of solutions and incremental products of the BD process based on stated content and quality measures
Revenue Gap Analysis	Method to understand the organization's progress toward attaining specific revenue goals, by systematically assessing projected revenue versus what can be substantiated in the sales pipeline
Revenue Quota	Targeted proportion of specific products or other standard offerings of an organization used as sales goals in managing the organization's sales team to deliver specific levels of revenue during a given period of time
Revenue Target	Goal established by an organization to define the level of contract revenue to be delivered by the organization during a specified period of time
Reward	Variable amounts of money or other considerations provided to individuals or groups at random times without any prior agreement as to conditions of receipt; made to reinforce the skills and behaviors that the organization values
Sales/Capture Procedures	Key Process Area in Level 2 of the BD-CMM that covers the documented and repeatable techniques employed for making a sale and developing business

Sales Criteria	Standards established by an organization to define the parameters for selecting opportunities and managing the sales process
Sales Manager	Person responsible to manage an organization's sales force
Sales Quota	Level of sales defined by an organization as the minimum acceptable quantity of business to be booked by its sales force, individually and as a group
Sales Review	Assessment of current status of the sales process in terms of contracted deliveries, booked sales not yet delivered, and projected sales in the pipeline
Should Costs	Assessment of the costs of individual elements to comprise the price to win
Solution Development	Key Process Area in Level 3 of the BD-CMM that covers developing and managing the process of tailoring solutions to customer needs and requirements
Solution Development Manager	Person within an organization's technical function who is assigned responsibility to lead development of the solution for a specific pursuit with a given customer
Solution Development Plan	Document describing the roles, responsibilities, tasks, schedule, and risks associated with developing a solution for a specific pursuit with a given customer
Stated Value	Set of documented principles that are intended to guide decisions that the organization makes about how it conducts its business, how it treats its workforce, how it interacts with its environment, and other important issues
Storyboarding	Conceptual planning tool used to help writers plan each section before drafting text; contains assignments, bid request requirements, strategies, preliminary visuals, and contents
Strategy	Method or plan for achieving a goal
Strategic Selling®	Sales methodology developed by Miller Heiman that emphasizes that every sale begins with selling a concept (defined as the prospective customer's "solution image") before selling a specific solution, and that provides a set of disciplines by which to manage the sales process
SWOT Analysis	Approach used to examine the proposal from the perspective of strengths, weaknesses, opportunities, and threats

Support Systems	Key Process Area in Level 3 of the BD-CMM that includes standards for physical facilities, communications, collaborative work environments, and other systems supporting business development
System	Collection of components organized to accomplish a specific function or set of functions
System Integration	Key Process Area in Level 4 of the BD-CMM that focuses on the extent to which the business development process has established linkages with other relevant enterprise processes to facilitate efficient, effective interchanges between business development process needs and input/feedback from ancillary enterprise processes
Tactics	Actions taken to implement a given strategy
Tailoring	Approach to modify a process, standard, or procedure to better match process or product requirements
Task	Sequence of instructions or activities treated as a basic unit of work
Team	Small number of people with complementary skills committed to a common purpose, performance goals, and work processes for which they hold themselves mutually accountable
Technology	Application of science and/or engineering in accomplishing some particular result
Training	Activities undertaken to assure that all staff members have the skills required to perform their assignments
Unit	Single, defined organizational component (e.g., a department, section, or project) within an organization
Verification	One of the five common features. The steps to assure that the activities are performed in compliance with the process that has been established
Work Breakdown Structure	Deliverable-oriented grouping of project elements that organizes and defines the total work scope of the project; each descending level represents an increasingly detailed definition of the project work
WBS Dictionary	Collection of work package descriptions that includes, among other things, planning information such as schedule dates, cost budgets, and staff assignments
Work Environment	Key Process Area in Level 2 of the BD-CMM that focuses on establishing and maintaining the physical infrastructure necessary to support a repeatable business development process

Appendix D. Key Practice Area (KPA) Matrices by BD-CMM Goals and Key Process Categories (KPCs)

This appendix provides views of the BD-CMM in terms of the overall goals of the levels/KPCs and the four KPCs. In these views, the primary focus is on the progression within the overall model, as well as the specific improvement path needed to maximize the efficiency and effectiveness of a business development (BD) organization and related operation within each of the KPCs.

The matrices provide the following views of the BD-CMM:

- Summary of Goals within the BD-CMM (page 122)[\(page 122\)](#)
- Summary of KPA Common Features within the Customer KPC (page 124)[\(page 124\)](#)
- Summary of KPA Common Features within the Management Thread of the Focus KPC (page 126)[\(page 126\)](#)
- Summary of KPA Common Features within the Quality Thread of the Focus KPC (page 128)[\(page 128\)](#)
- Summary of KPA Common Features within the People KPC (page 130)[\(page 130\)](#)
- Summary of KPA Common Features within the Process Thread of the Capability KPC (page 132)[\(page 132\)](#)
- Summary of KPA Common Features within the Infrastructure Thread of the Capability KPC (page 134)[\(page 134\)](#)

The KPA goals and KPC matrices provide a particularly efficient way to define improvement strategies, in that they view improvement “paths” separately.

Summary of Goals within the BD-CMM

KPC	BD-CMM Goals by KPA and Level			
	LEVEL 2 Address new, individual opportunities by reusing past, successful project management and business development processes	LEVEL 3 Use a standard, defined business development process consistently across the organization	LEVEL 4 Manage, control, and measure a business development system that is integrated with enterprise operations	LEVEL 5 Continuously and predictably improve business development performance within the enterprise
Customer	<p><u>KPA: Response Generation</u></p> <ul style="list-style-type: none"> • Manage the generation of customer responses based on documenting, approving, and reviewing opportunities and their related response plans • Build on past successes by standardizing reuse data and training individuals in relevant techniques of customer response 	<p><u>KPA: Solution Development</u></p> <ul style="list-style-type: none"> • Deploy and use a standard approach to solution development that fosters customer collaboration and assures resultant customer value and competitive discrimination • Promote early solution development teams and support them through meaningful engagement of senior management 	<p><u>KPA: Relationship Management</u></p> <ul style="list-style-type: none"> • Maintain and extend customer relationships throughout the business acquisition cycle to maximize value offered and delivered to the customer • Integrate customer relationship management (CRM) with all aspects of internal business development processes end-to-end 	<p><u>KPA: Innovation and Transformation</u></p> <ul style="list-style-type: none"> • Deploy an effective CRM-management system and related processes that assure customer focus and are institutionalized within the organizational culture and behavior
Focus: Management	<p><u>KPA: BD Administration</u></p> <ul style="list-style-type: none"> • Plan and administer BD activities in accordance with defined procedures and consistent decision criteria 	<p><u>KPA: Organizational Tactics</u></p> <ul style="list-style-type: none"> • Establish a leadership role for the BD organization in the growth of the company • 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 	<p><u>KPA: Enterprise Influence</u></p> <ul style="list-style-type: none"> • Integrate BD strategies with the organization's overall strategic planning to assure alignment of organizational goals, values, resources, and investments • Practice proactive management leadership of both strategic goals of the organization and the progress of individual customer initiatives and pursuits 	<p><u>KPA: Innovation and Transformation</u></p> <ul style="list-style-type: none"> • Create and maintain an organizational vision that values and rewards continuous improvement and innovation and that drives organizational transformation
Focus: Quality	<p><u>KPA: Quality Control</u></p> <ul style="list-style-type: none"> • Define quality standards applicable to business development and apply them to BD operations 	<p><u>KPA: Quality Management</u></p> <ul style="list-style-type: none"> • Establish a quality program for business development that assures consistent application to BD opportunities and identifies & implements quality improvement for inclusion in the BD process 	<p><u>KPA: Quantitative Process Mgmt</u></p> <ul style="list-style-type: none"> • Establish and maintain a quality baseline for the organization's business acquisition life cycle that deploys quantitative process management in pursuit of continuous improvement 	<p><u>KPA: Innovation and Transformation</u></p> <ul style="list-style-type: none"> • Extend quality practices through continuous improvement across the enterprise and all its processes based on accepting that a stable environment is one of continuing change through innovation and transformation

People	<p><u>KPA: Individual Skills Development</u></p> <ul style="list-style-type: none"> • Develop and reward individual skills in areas required to acquire new business • Recognize outstanding individual performance in BD efforts and leverage such individual skills on subsequent BD efforts 	<p><u>KPA: Organizational Competencies Development</u></p> <ul style="list-style-type: none"> • Define core competencies needed for effective business development and communicate them throughout the organization • Offer career opportunities across the organization that provide growth in business development 	<p><u>KPA: High-Performance Teams</u></p> <ul style="list-style-type: none"> • Use high-performance BD teams as an integral part of overall organizational strategies across the business acquisition life cycle • Authorize, deploy, empower, support, hold accountable, and reward experienced sales/capture and proposal teams 	<p><u>KPA: Innovation and Transformation</u></p> <ul style="list-style-type: none"> • Establish and maintain a learning organization in which people at all levels, individually and collectively, are continually increasing their capacity to produce BD results • Engage all those associated with business development across the enterprise in the ongoing cycle of innovating and transforming the BD enterprise
Capabilities: Process	<p><u>KPA: Sales/Capture Procedures</u></p> <ul style="list-style-type: none"> • Gain control of BD activities based on obtaining management approval for each pursuit and by documenting and reviewing sales/capture plans 	<p><u>KPA: BD Processes</u></p> <ul style="list-style-type: none"> • Deploy and use a standard BD process throughout the entire organization • Maintain consistency across BD work products by integrating methods, tools, and disciplines and by systematically analyzing BD performance and direct customer feedback 	<p><u>KPA: BD System Integration</u></p> <ul style="list-style-type: none"> • Integrate all processes and systems relevant to business development throughout the business acquisition cycle and across all enterprise operations • Maintain consistency in BD activities and products through systematic assessment of their ability to advance customer relationships and the extent of their integration with other enterprise processes 	<p><u>KPA: Innovation and Transformation</u></p> <ul style="list-style-type: none"> • Sustain a culture focused on innovation throughout the organization, consciously discarding what is no longer useful and assuring transformation to higher levels of efficiency and effectiveness
Capabilities: Infrastructure	<p><u>KPA: Work Environment</u></p> <ul style="list-style-type: none"> • Provide workspaces and resources needed for BD projects 	<p><u>KPA: Support Systems</u></p> <ul style="list-style-type: none"> • Define, establish, use, and maintain a suitable infrastructure to support BD operations throughout the business acquisition cycle and across the organization 	<p><u>KPA: Infrastructure Management</u></p> <ul style="list-style-type: none"> • Manage and adapt the BD infrastructure in accordance with a formalized strategy at the enterprise level • Define and deploy BD systems and infrastructure across the enterprise in response to the full range of user needs and relevance in addressing the full spectrum of customer relationships to be supported 	<p><u>KPA: Innovation and Transformation</u></p> <ul style="list-style-type: none"> • Create a dynamic environment in which innovations in systems, technologies, and other infrastructure elements are incorporated on an ongoing basis to transform operational support and encourage organizational flexibility and adaptability

Summary of KPA Common Features within the Customer KPC

Common Features	Key Practices			
	Response Generation	Solution Development	Relationship Management	Innovation/Transformation
	Level 2	Level 3	Level 4	Level 5
Goals	Manage the generation of customer responses based on documenting, approving, and reviewing opportunities and their related response plans	Deploy and use a standard approach to solution development that fosters customer collaboration and assures resultant customer value and competitive discrimination	Maintain and extend customer relationships throughout the business acquisition cycle to maximize value offered and delivered to the customer	Deploy an effective CRM management system and related processes that assure customer focus and are institutionalized within organizational culture and behavior
	Build on past successes by standardizing reuse data and training individuals in relevant techniques of customer response	Promote early solution development teams and support them through meaningful engagement of senior management	Integrate customer relationship management (CRM) with all aspects of internal BD processes end-to-end	
Commitment to Perform	The organization follows a documented procedure for generating responses to customers	The organization follows a documented procedure for planning and managing its offerings to customers	The organization follows a documented strategy for customer collaboration	The organization follows a documented strategy for continuously improving its customer collaboration initiatives
	An organizational role is assigned for response generation	An organizational role is assigned for solution development	An organizational role is assigned to coordinate customer collaboration activities	The organization establishes a strategy that supports BD adaptability & innovation as strategic values of the organization to drive customer-oriented solutions
Ability to Perform	An individual(s) is assigned responsibility to assure responses are generated to customers.	An individual(s) is assigned responsibility for solution development	Individuals are assigned responsibility for customer collaboration	An individual is assigned responsibility to facilitate innovations/partnerships among customers, suppliers, other stakeholders
	The organization provides adequate resources and funding for generating responses to customers	The organization provides adequate resources and funding to manage solution development using the defined process and to participate with customers early in their acquisition cycle	The organization provides adequate resources and funding for collaborative interactions with customers throughout the purchasing/business acquisition cycle	The organization provides adequate resources and funding to develop a customer infrastructure that facilitates innovation and partnerships among customers, suppliers, & other stakeholders
	Individuals receive guidance in methods relevant to response generation responsibilities	Responsible individuals receive guidance in tailoring the organization's standard solution development process to meet specific customer needs and in use of the related process assets	Individuals receive guidance in CRM	Individuals receive guidance in the use of quantitative and qualitative data in order to create BD innovations and to be able to validate them in terms of their ability to enhance customer value
		BD managers receive guidance in solution development based on the defined process	Executives and managers receive guidance in collaborative leadership and CRM	
			Members of the organization receive an orientation on collaborative leadership, CRM, and the organization's CRM mentoring program	
Activities Performed	Response teams document and review customer requirements before generating responses	Solution development teams routinely review, document, and review customer preferences, needs, and requirements as a basis for customer interaction and response	High-performance teams strategize, plan, and develop solutions in proactive, iterative ways according to the organization's documented approach	Enterprise-wide strategies are developed based on assessments of evolving customer requirements, technology, and company lines of business
	Response teams prepare and follow response plans for customer responses, based on documented procedures	Solution development teams prepare, issue, and follow documented solution development plans based on documented processes	CRM plans are prepared and issued following the documented procedure	BD teams deploy best practices and plans in partnership with customers to develop innovative solutions to customer issues

	Responses are prepared in accordance with defined customer needs, instructions, and requirements	Customer solution preferences are documented and communicated throughout the solution development process to the response team	Customer feedback is routinely obtained on solution effectiveness appropriateness and fit in the customer environment	BD leadership regularly keeps its customers aware of newly implemented innovations and their benefits
	Formal reviews are held at selected milestones to address initiation and progress of response development	Each solution is reviewed to determine whether it should use a tailored version of the standard methodology	The customer environment and unique processes are assessed through established processes	The BD team regularly suggests innovative methods to meet emerging market and customer needs
	Peer review meetings are held regularly throughout the response generation process	BD personnel collaborate with customers in developing and evaluating alternative solutions to customer needs	A variety of tools and techniques are used and applied in support of customer and organizational objectives	The BD team actively researches innovative response processes and tools to improve cost effectiveness and flexibility of the solution development process
	Kickoff meetings for response generation are held with the entire response team	Customer interaction is maintained as long as possible to assure understanding of the value sought	Mentors are selected, prepared for their assignments, and assigned to individuals and/or teams	A program of continuous improvement is established and maintained to encourage individuals & teams across the enterprise to propose improvements and innovations
	Information from responses is collected in order to begin to develop a database for use on future solutions	A database of historic solutions is maintained and used for standard offerings and for planning, scheduling, and estimating	A CRM information system is established	
		Marketing capability is developed based on customer needs, and action plans are prepared for favorable customer positioning	The objectives and structure of the CRM mentoring plan are defined	
		Data are routinely collected on competitor's insights and strategies to establish a library on competitors so that probable competitors for each opportunity are known		
		Intelligence gathering systems are established to provide marketplace and competitive information		
Measurement	Measurements are made and used to determine the status of activities for response generation	Measurements are made and used to determine the effectiveness of the solution development process	Measurements are made and used to determine the effectiveness of the CRM process	Measurements are made and used to assess activities of continuous improvement and innovation in terms of customer collaboration
		Measurements are made and used to evaluate the usefulness of the solution development information system	Measurements are made and used to determine the status and value of the CRM mentoring activities	Measurements are made and used to validate innovative practices and technologies and to assess the value added benefit to customers
Verification	Senior management reviews response generation activities on a periodic basis	Senior management reviews solution development activities on a periodic basis	Senior management reviews the activities for managing customer relationships on a periodic basis	Senior management reviews the activities for customer collaboration initiatives on a periodic basis
	The response manager reviews response generation activities on a periodic and event-driven basis	The solution manager reviews the solution development activities on a periodic and an event-driven basis	Senior management reviews progress to determine the actions needed to collaborate adequately with the customer on a full range of issues on a periodic basis	
		Senior management reviews competitive analysis activities on a periodic basis	Senior management reviews the mentoring program in CRM to assure it is meeting its intended objectives	

Summary of KPA Common Features within the Management Thread of the Focus KPC

Common Features	Key Practices			
	BD Administration Level 2	Organizational Tactics Level 3	Enterprise Influence Level 4	Innovation/Transformation Level 5
Goals	Plan and administer BD activities in accordance with defined procedures and consistent decision criteria	Establish a leadership role for the BD organization in the growth of the company	Integrate BD strategies with the organization's overall strategic planning to assure alignment of organizational goals, values, resources, and investments	Create and maintain an organizational vision that values and rewards continuous improvement and innovation and that drives organizational transformation
		Establish & support a BD process group to coordinate and centralize BD activities across the organization and to assure that lessons learned are collected and used	Practice proactive management leadership of both strategic goals of the organization and the progress of individual customer initiatives and pursuits	
Commitment to Perform	The organization follows a documented procedure for BD administrative management	The organization follows a standardized BD process and directs use of this process across the organization	The organization follows a documented policy that BD goals are integrated with all long-term, strategic activities & investments associated with offerings and other elements affecting customer relationships	The organization follows a documented strategy in which BD innovation and adaptability are articulated as strategic values
	An organization role is assigned responsibility for BD administration activities	An organizational role is assigned to lead a BD process group and deploy organizational processes	An organizational role is assigned to coordinate customer feedback and advocacy across the organization as part of both strategic and operational management	An organizational role is assigned responsibility for coordinating activities for ongoing BD innovation
		The organization follows a documented strategy to capture and apply lessons learned for continuous process improvements	The organization's strategy for continuous process improvement provides ongoing feedback into the enterprise's strategic direction and tactical operations	
Ability to Perform	The organization provides adequate resources and funding for BD administrative activities	The organization provides adequate resources and funding for process deployment	The organization provides adequate resources and funding to support and manage the application of strategic BD goals to specific pursuits	The organization provides adequate resources and funding to evaluate needs for innovation and transform organizational functions
	Individuals are assigned responsibility for assuring BD administrative activities are performed	An organizational role is assigned to support pursuits and all BD activities across the organization	BD personnel are empowered to champion broad-based organizational strategies to position the organization for strategic business growth	
	Individuals responsible for performing BD administrative activities receive guidance in the organization's BD administration practices	BD personnel receive guidance in process skills, tasks, and deliverables	Individuals responsible for both tactical and strategic BD activities receive guidance to enhance skills and competencies	
		An orientation is provided to other people peripherally involved in BD initiatives		

Activities Performed	Objective new revenue (sales) criteria are established for each sales/business/selling unit	A BD support strategy is deployed, with checklists used throughout the process to validate performance	Enterprise-wide strategies are applied to define BD needs, requirements, and budgets	Activities for ongoing innovations are evaluated, selected, planned, and adopted in accordance with established methods
	Potential improvements in processes, tools, or resources, which could enhance sales performance are identified, and actions are taken to provide them	A structured approach is followed to capture and apply lessons learned for continuous process improvement	Data are collected and maintained on activities involving continuous improvement	Innovative practices and technologies are routinely identified and selected for evaluation
	Sales opportunities and internal funding are tracked, subjected to management approval, and reviewed periodically	Opportunities are selected based on well established pursuit criteria	Opportunities are selected and prioritized based on established BD strategies that consider broad organizational impacts	Opportunities are considered in a way that incorporates past process improvements and evaluates potential innovations
	Progress against sales plans is periodically evaluated, discussed, and documented	Pursuits are planned, performed, and managed in accordance with established methodologies	Broad customer strategies and individual pursuits are planned, performed, & managed in accordance with defined best practices and ongoing organizational lessons learned	Areas throughout the BD operation are systematically analyzed, and the organization maintains a defined transformation strategy
	Those responsible for managing BD practices maintain an awareness of each sales unit's performance	Appropriate personnel are assigned and authorized to perform pursuit tasks in accordance with process requirements	Personnel are assigned and authorized to perform pursuit tasks and coordinate necessary enterprise interactions as tailored to individual customer strategies and as required to achieve both tactical and strategic enterprise goals	
	Those responsible for managing sales units maintain ongoing communication about sales performance from those performing sales activities within their unit	Pursuit managers are routinely assigned based on the size and complexity of the opportunity		
	A consistent method is defined and documented for reviewing and providing formal feedback on sales performance on a periodic or event-driven basis			
	The organization periodically reviews its new revenue criteria to determine appropriateness under changing business or organizational conditions and, if necessary, revises them			
	Competitor awareness is maintained on an opportunity-by-opportunity basis			
Measurement	Measurements are made and used to determine the status of activities involving BD administration.	Measurements are made and used to predict needs and manage pursuit progress	Measurements are made and used to predict needs, manage pursuit progress, and guide an ongoing process of refining organizational objectives	Measurements are made and used to determine the status and efficacy of innovations in practices and technologies at the enterprise level
			Enterprise-level metrics are established, collected, and evaluated routinely	Measurements are made and used to assess transformation efforts in progress
Verification	Senior management reviews BD administration procedures and activities on a periodic basis.	Senior management reviews process compliance on a periodic basis	Senior management reviews broad customer strategies and individual pursuits to assure alignment of pursuit activities with products with a balance of customer, goals, enterprise strategies, & broad operational implications	Senior management reviews innovation and transformation activities on a periodic basis
				Senior management reviews progress in implementing technological improvements on a periodic basis

Summary of KPA Common Features within the Quality Thread of the Focus KPC

Common Features	Key Practices			
	Quality Control	Quality Management	Quantitative Process Management	Innovation and Transformation
	Level 2	Level 3	Level 4	Level 5
Goals	Define quality standards applicable to business development and apply them to BD operations	Establish a quality program for business development that assures consistent application to BD opportunities and identifies and implements quality improvement for inclusion in the BD process	Establish and maintain a quality baseline for the organization's business acquisition life cycle that deploys quantitative process management in pursuit of continuous improvement	Extend quality practices through continuous improvement across all enterprise processes based on accepting that a stable environment is one of continuing change through innovation and transformation
Commitment to Perform	The organization follows a documented procedure for implementing BD quality control activities	The organization follows a documented procedure for implementing quality management in BD activities	The organization follows a documented policy for measuring and quantitatively controlling the performance of the BD process	The organization follows a documented strategy in which BD innovation and adaptability are articulated as a strategic values
	An organization role is assigned responsibility for assuring that BD quality-control activities are performed	An organizational role is assigned lead responsibility for maintaining and implementing quality management procedures across all BD activities	An organizational role is assigned responsibility for coordinating the BD quantitative process activities	An organizational role is assigned responsibility for coordinating activities for ongoing BD innovation
			The organization follows a documented strategy to capture and apply lessons learned for continuous process improvements and ongoing feedback into enterprise direction & tactical operations	
Ability to Perform	The organization provides adequate funding and resources to support quality control activities	The organization provides adequate resources and funding to manage the quality of the BD process, including provision for improving the quality function	The organization provides adequate resources and funding for the quantitative process management activities	The organization provides adequate resources and funding to evaluate needs for innovation and transformation of organizational functions
	Guidance is provided for quality control personnel relevant to BD activities	Quality personnel receive required guidance in performance tracking, process assessment, and audit methodologies relative to the BD process	Individuals implementing or supporting quantitative process management receive required guidance to perform these activities	
	BD team members receive an orientation to quality control	BD team members receive guidance in quality management	Members of the BD organization and sales/capture teams receive an orientation on the goals and value of quantitative process management	
		Quality assurance and quality control are structured so they are distinct yet complementary activities		

Activities Performed	Activities affecting BD quality are identified	A quality plan is developed and used as the basis for BD quality management activities	A plan for quantitative process management is developed according to a documented procedure	Activities for ongoing innovations are evaluated, selected, planned, and adopted in accordance with established methods
	Quality control activities are planned and conducted routinely	Quality management activities are performed in accordance with the quality management plan	Quantitative process management activities are performed in accordance with the quantitative process management plan	Innovative practices and technologies are routinely identified and selected for evaluation
	Historical metrics are maintained for individual opportunities.	Quality improvements are implemented according to integrated change control procedures	A strategy for data collection, quantitative analyses, and reporting to be performed is determined based on the defined BD process	Data are collected and maintained on activities involving continuous improvement and organizational transformation to identify areas that could benefit from new practices, technology, and/or infrastructure elements
		Quality audits are conducted on a periodic basis	Trends in the organization's BD capabilities are compared quantitatively to its BD goals	
			Reports documenting results of quantitative process management activities are prepared and distributed	
Measurement	Measurements are made and used to determine cost and schedule status of quality control activities	Measurements are made and used to evaluate the status of quality management activities	Measurements are made and used to determine the status of the activities for quantitative process management	Measurements are made and used to determine the status and efficacy of innovations in practices and technologies at the enterprise level
				Measurements are made and used to assess the transformation efforts in progress
Verification	Senior management reviews quality control activities relative to business development on a periodic basis.	Senior management reviews quality management activities relative to business development on a periodic basis	Senior management reviews the activities for quantitative process management on a periodic basis	Senior management reviews innovation and transformation activities on a periodic basis
		BD management reviews results of quality assurance audit activities on a periodic basis		Senior management reviews progress in implementing technological improvements on a periodic basis

Summary of KPA Common Features within the People KPC

Common Features	Key Practices			
	Individual Skills Develop	Org Competencies Develop	High-Performance Teams	Innovation/Transformation
	Level 2	Level 3	Level 4	Level 5
Goals	Develop and reward individual skills in areas required to acquire new business	Define core competencies needed for effective business development and communicate them throughout the organization	Use high-performance BD teams as an integral part of overall organizational strategies across the business acquisition life cycle	Establish/maintain a learning organization in which people at all levels, individually and collectively, are continually increasing their capacity to produce BD results
	Recognize outstanding individual performance in BD efforts and leverage such individual skills on subsequent BD efforts	Offer career opportunities across the organization that provide growth in business development	Authorize, deploy, empower, support, hold accountable, and reward experienced sales/capture and proposal teams	Engage all those associated with business development across the enterprise in the ongoing cycle of innovating and transforming the BD enterprise
Commitment to Perform	The organization follows a documented procedure for its BD training program	The organization follows a documented procedure concerning opportunities for career development and professional advancement consistent with its goals for organizational competency development	The organization follows a documented procedure requiring routine assignment of experienced sales/capture and proposal teams based on the size and complexity of the opportunity	The organization follows a documented strategy that emphasizes extending its organizational competencies in BD across the enterprise.
	An individual or group is assigned responsibility for fulfilling the BD training needs of the organization	An organizational role is assigned responsibility for defining a BD career path	An organization role is assigned responsibility for assisting and advising sales/capture/proposal teams to function as high-performance teams	
	The organization follows a documented procedure to recognize and reward individual performance		The organization follows a documented procedure to recognize and reward high-performance teams	
Ability to Perform	The organization provides adequate resources and funding for individual training in business development	The organization provides adequate resources and funding to support and motivate career development and professional advancement	The organization provides adequate resources and funding for capture and proposal teams to function as high-performance teams	The organization provides adequate resources and funding to enable people to learn consciously and proactively in pursuit of BD goals
	Individuals in the training organization receive guidance on the necessary skills and knowledge to assess requirements regarding needed BD training	New BD process users receive orientation and mentoring during opportunity response activities	Individuals responsible for BD activities receive training in relevant evaluation methods and continuous improvement techniques	All individuals responsible for performing activities in BD innovation receive guidance in relevant evaluation methods and continuous improvement techniques
	The organization provides adequate resources and funding to recognize and reward individual BD activities		The compensation system rewards team members for team performance	
Activities Performed	The organization identifies critical BD skills and training needs	The organization identifies core competencies to be developed and sustained for its BD functions	Continuous team development is based on analysis of team performance	Individuals and teams are empowered to continuously improve their performance
	Individuals and groups receive the guidance they need to perform their BD tasks	Guidance is provided on core competencies and in support of career growth	Institutionalized best practices and just-in-time training and process improvements are applied collaboratively IAW pursuit requirements	People continually learn from their own experiences and past history as well as the experiences and best practices of others
	Those responsible for training develop and maintain a plan specifically for BD training, and training is tracked against the plan	Training in core competencies is scheduled, evaluated, and tracked against achievement of increased competencies and certifications	Teams employ collaborative tools and communications within the development environment	Networks of relationships are strengthened and expanded in order to create new opportunities for cooperation and joint action in BD

	Potential improvements that could enhance individual performance are identified and actions taken to provide them	Training is augmented through work assignments aimed at enhancing competencies or fulfilling career development criteria	High-performance teams reuse best practices in accordance with pursuit requirements	A sense of commitment is established, based on shared principles and guiding practices
	Objective performance criteria are defined and documented to provide feedback on individual performance on a periodic or event-driven basis	Individual performance assessments are linked to increased BD competency and professionalism, and individuals actively identify and pursue learning opportunities	Team performance is evaluated on a periodic and event-driven basis	
		Staffing decisions are based in part on developing careers through appropriate, graduated career opportunities	Sales/capture and proposal teams are assigned to selected pursuits based on prior successes in related pursuits	
		Individuals understand their roles and responsibilities on sales/capture and proposal teams	Experienced process owners and specialists lead pursuit activities	
		Incentive programs are implemented to encourage increased competencies	Rewards/recognition are based on team performance & individual contributions to team activities	
			Appropriate levels of authority and accountability are assigned to those designated to lead pursuit efforts	
			Team members consistently adhere to allocated budgets and schedules and anticipate requirements for deviation and waiver	
Measurement	Measurements are made and used to determine the status of individual skill development	Measurements are made and used to determine the status of competency development activities	Measurements are made and used to assess the performance of each sales/capture and proposal team	Measurements are made and used to assess performance in terms of total organizational learning
	Measurements are made and used to assess the effectiveness of the BD training that is provided	Measurements are made and used to determine progress of training curricula to enhance core competencies of the organization	Measurements are made and used to baseline process improvements	
		Measurements are made against plans and used to assess progress toward core competencies and career development	Measurements are made and used to evaluate sales/capture and proposal teams across the organization to assure high performance	
		Measurements are made and used to assess each unit's performance status		
Verification	BD management periodically reviews training activities to determine if they are conducted in accordance with established procedures and quality expectations	Senior management periodically reviews the status and effectiveness of activities for organizational competency development	Senior management periodically reviews the organization's effectiveness in implementing high-performance teams for each pursuit	Senior management reviews organizational initiatives to create, acquire and transfer new knowledge concerning business development on a periodic basis
	BD management periodically and on an event-driven basis reviews the performance of individuals in accordance with individual development plans	Senior management periodically reviews BD effectiveness in implementing competency-based training and compensation and rewards	Senior management periodically reviews the appropriateness of the compensation and reward systems in place for sales/capture and proposal teams	
		Senior management periodically reviews the career development and professional advancement initiatives, including funding for increased professionalism/certification	Senior management periodically reviews the effectiveness of high-performance teams to respond to current competitive and customer environments	

Summary of KPA Common Features within the Process Thread of the Capability KPC

Common Features	Key Practices			
	Sales/Capture Procedures	Business Development Processes	Business Development System Integration	Innovation and Transformation
	Level 2	Level 3	Level 4	Level 5
Goals	Gain control of BD activities based on obtaining management approval for each pursuit and by documenting and reviewing sales/capture plans	Deploy and use a standard BD process throughout the entire organization	Integrate all processes and systems relevant to business development throughout the business acquisition cycle and across all enterprise operations	Sustain a culture focused on innovation throughout the organization, consciously discarding what is no longer useful and assuring transformation to higher levels of efficiency and effectiveness
		Maintain consistency across BD work products by integrating methods, tools, and disciplines and by systematically analyzing BD performance and direct customer feedback	Maintain consistency in BD activities and products through systematic assessment of their ability to advance customer relationships and the extent of their integration with other enterprise processes	
Commitment to Perform	The organization follows a documented procedure for its sales/capture activities	The organization follows a documented process for all BD activities across the organization	The organization follows a documented procedure that integrates the BD process with related processes across the enterprise	The organization follows a documented strategy to manage innovation and transformation across the enterprise
	An organizational role is assigned responsibility for sales/capture procedures, including decision-making and support			An organizational role is assigned responsibility to manage innovation and transformation efforts enterprise wide
Ability to Perform	The organization provides adequate funding and resources for performing sales/capture activities	The organization provides adequate resources and funding for performing BD activities	The organization provides adequate resources and funding for operating the BD process and system integration across the enterprise	The organization provides adequate resources and funding to support BD innovations and transform the organization as needed to meet enterprise objectives
	Sales/capture leaders receive guidance in methods in leading sales/capture efforts	BD personnel receive guidance in all aspects of the BD process	The organization assigns and empowers process champions across the enterprise to promote process improvement and assure appropriate BD system integration	Individuals responsible for guiding and monitoring innovation and transformation efforts receive guidance to perform these activities
	Non-BD participants in the BD process receive an orientation to the objectives, principles, and methods of sales/capture techniques	An orientation is provided to other members of the organization in the BD process	BD professional staff receive appropriate guidance both to execute BD leadership and to interact across the enterprise as strategy and system integrators	

			BD support staff receive an orientation in appropriate tools, disciplines, and processes as well as in fundamental aspects of system operations and enterprise-level integration	
			All participants in BD-related operations across the enterprise receive an orientation in the key aspects of customer relationship management, solution strategies, and related topics relevant to integrated system operations	
Activities Performed	Sales/capture plans are prepared according to the documented procedures	Appropriate sales/capture methods and tools are integrated into the defined BD process	Appropriate BD methods and tools are integrated into the defined process and flowed into related enterprise processes as needed to assure integration	The organization develops and maintains a coherent strategy for innovation analysis and transformation management
	Sales/capture plans are issued and executed	BD methodologies are developed, maintained, documented, and verified by systematically analyzing BD performance and direct customer feedback	Specific enterprise-level methodologies are developed, maintained, documented, and verified by systematically analyzing customer feedback, BD performance, and operational integration	Practices, technologies and infrastructure elements are selected and acquired for the organization according to the transformation strategy
	Lessons learned are documented on the conduct and results of each sales/capture effort through forums such as post-mortems and team reviews	Consistency is maintained across BD work products including planning, marketing, advertising, sales, and solution development	Appropriate levels of consistency are maintained across the enterprise for BD products through systematic assessment of both their ability to advance customer relationships and the extent of their integration with other enterprise processes	Appropriate new practices, technologies, infrastructure elements, and changes are incorporated into standard and targeted processes through a documented procedure
Measurement	Measurements are made and used to determine the status of sales/capture activities	Measurements are made and used to determine the functionality and quality of the BD process	Measurements are made and used to determine the customer focus and related quality of process tools and methodologies	Measurements are made and used to determine the status of transformation changes
Verification	Senior management reviews the sales/capture procedures on a periodic basis.	Senior management reviews the effectiveness of the BD process on a periodic basis	Senior management periodically reviews the efficiency and effectiveness of BD processes and the level of their integration and influence across the enterprise	Senior management reviews the organization's activities for managed change on a periodic basis

Summary of KPA Common Features within the Infrastructure Thread of the Capability KPC

Common Features	Key Practices			
	Work Environment	Support Systems	Infrastructure Management	Innovation and Transformation
	Level 2	Level 3	Level 4	Level 5
Goals	Provide workspaces and resources needed for BD projects	Define, establish, use, and maintain a suitable infrastructure to support BD operations throughout the business acquisition cycle and across the organization	Manage and adapt the BD infrastructure in accordance with a formalized strategy at the enterprise level	Create a dynamic environment in which innovations in systems, technologies, and other infrastructure elements are incorporated on an ongoing basis to transform operational support and encourage organizational flexibility and adaptability
			Define and deploy BD systems and infrastructure across the enterprise in response to the full range of user needs and relevance in addressing the full spectrum of customer relationships to be supported	
Commitment to Perform	The organization follows a documented procedure concerning the BD work environment	The organization follows a documented procedure for providing infrastructure elements associated with BD operations	The organization follows a documented procedure to manage, maintain, & improve infrastructure elements associated with BD operations across the enterprise	The organization follows a documented strategy to manage innovation and transformation across the enterprise
	An organizational role is assigned responsibility to coordinate workspaces and necessary resources			An organizational role is assigned responsibility to manage innovation and transformation efforts enterprise wide
Ability to Perform	The organization provides adequate resources and funding for an effective BD work environment	The organization provides adequate resources and funding to support specific infrastructure elements associated with the BD function	The organization provides adequate resources and funding for infrastructure management activities to support continuous improvement objectives	The organization provides adequate resources and funding to support BD innovations and to transform the organization as needed to meet enterprise objectives
	BD personnel receive guidance in the effective use of workspaces and resources	BD personnel receive guidance in the use of software and other tools identified in the BD process	BD personnel receive guidance in both fundamental and advanced concepts and applications in the deployment of software and other tools identified in the BD process and needed to support system integration	Individuals responsible for guiding innovation and monitoring innovation and transformation efforts receive guidance to perform these activities
		An orientation is provided to those members of the organization who support BD tasks but are not part of the BD staff to enable them to effectively perform assigned tasks	Members of the organization who support BD strategies and tasks but are not part of the BD staff receive guidance, tools, and assistance to maximize their performance	

Activities Performed	A plan is prepared and maintained for BD workspaces and resource requirements	Support systems for the BD function are planned, designed and implemented based on defined operational requirements	Infrastructure elements for the BD process are managed, maintained, and continuously improved based on a defined strategy to efficiently and effectively support the needs of system users	The organization develops and maintains a coherent strategy for innovation analysis and transformation management
	Resources needed to implement the BD process are made available in a timely manner	Support systems and related operations are differentiated in accordance with the varying support issues associated with the phases of the BD process	Infrastructure elements are defined and deployed in accordance with a thorough understanding of the range of user needs to be supported throughout the business acquisition cycle, in response to varying levels of customer relationships, and in recognition of the range of user needs across the enterprise	Practices, technologies and infrastructure elements are selected and acquired for the organization according to the transformation strategy
		Analysis of support system adequacy is included in assessments of the BD process and in general lessons learned	The infrastructure is established such that it can respond to both routine and surge requirements associated with BD operations and their integration with related enterprise processes	Appropriate new practices, technologies, infrastructure elements, and changes are incorporated into standard and targeted processes through a documented procedure
		A specific plan for periodic review of the adequacy of current support systems and the infrastructure implications of emerging process requirements is prepared and issued	Infrastructure strategies address known barriers to operational efficiency and effectiveness and provide for adaptability to internal needs across the enterprise, unique customer needs related to individual pursuits, and challenges associated with specific customer relationships	
			Assessment of infrastructure requirements is an integral and routine part of BD planning and implementation	
Measurement	Measurements are made and used to determine the status of BD work environment activities.	Measurements are made and used to assess support system adequacy, responsiveness, and ability to provide timely support	Measurements are made and used to assess infrastructure adequacy, responsiveness, and the ability to provide efficient, effective, and timely support as part of the organization's continuous improvement program	Measurements are made and used to determine the status of transformation changes
Verification	Senior management reviews the BD work environment procedures and activities on a periodic basis	Senior management reviews support system adequacy on a periodic basis	Senior management reviews specific strategies and plans intended to assure adequacy of current and future infrastructure elements on a periodic basis	Senior management reviews the organization's activities for managed change on a periodic basis

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