



The CMM[®] for Business Development -- Setting the Stage for Successful Delivery

**Facilitated by
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at**

**European Software Engineering Process Group (E-SEPG)
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Workshop Objectives

- ❑ Understand the attributes of “successful delivery” and the extent to which success can be managed after contract award
- ❑ Learn how the Capability Maturity Model[®] for Business Development (BD-CMM) addresses key attributes needed to maximize delivery success
- ❑ Establish strategies that leverage the synergy between CMMI[®] and BD-CMM to promote end-to-end process improvement

Agenda

- ❑ **What constitutes “successful delivery”?**
- ❑ How does the pre-contract effort set the stage?
- ❑ What does the BD-CMM provide?
- ❑ How do BD-CMM practices engender “successful delivery”?
- ❑ How can BD-CMM be leveraged with CMMI[®]?
- ❑ Why should process improvement be end-to-end?

Attributes of “Successful Delivery”

- How do you gauge delivery success?

- What keeps delivery from being successful?

WARM-UP

Participant Introductions

1. Name and organization
2. Reason for being in the workshop
3. One enabler of 😊 or impediment to 😞 delivery success

Role of Customer Expectations

- Defines success criteria
- Links delivery to ultimate “mission need”
- Emphasizes use and usability
- Introduces complexity of a diverse community
 - Buyers
 - Developers
 - Users
 - Maintainers
 - Others

Impact on Success

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Cost and Schedule Realities

- Create dilemma of mission performance vs. technology maturity
- Require margins
 - Not necessarily consistent with customer needs and timeline
 - Subject to the unknown
- Impose limitations on delivery solutions

Impact on Success

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Concerns about Risk

- Must balance customer and organizational expectations
- Create tension between product and profit realization
- Introduce larger context of technical viability in the marketplace

Impact on Success

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Need for Contract Performance

- Establishes the customer relationship
- Pre-defines delivery options
- Sets opportunities and constraints

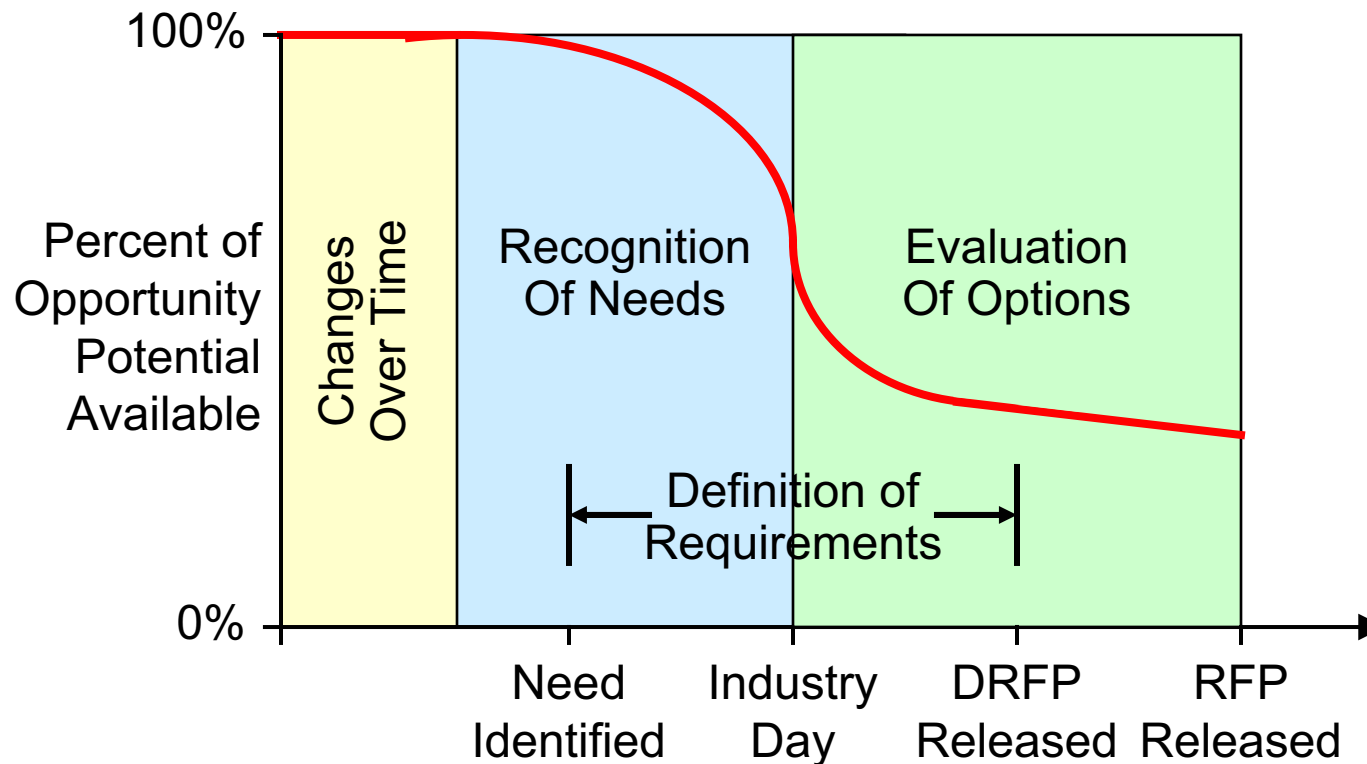
Impact on Success

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Agenda

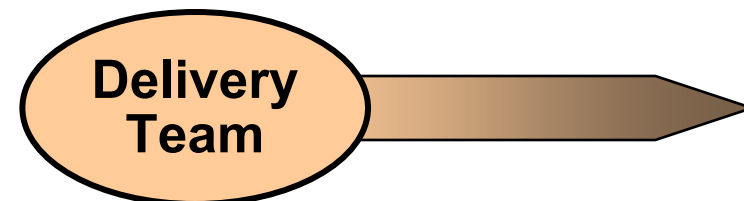
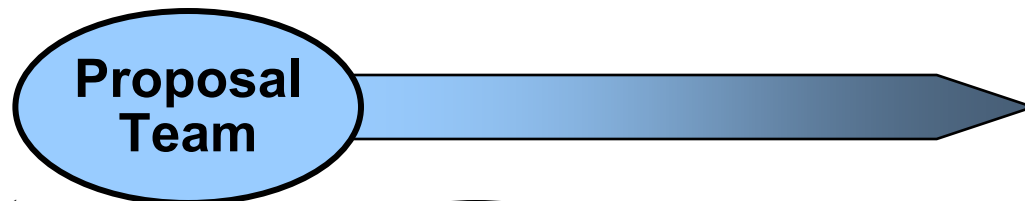
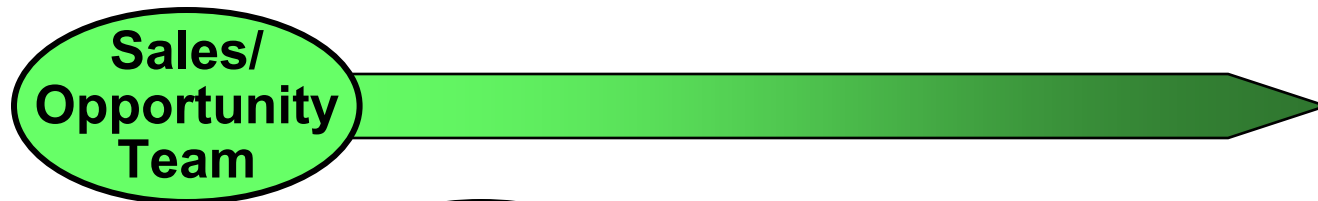
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The “Opportunity Paradigm”



Note: Based on studies conducted by the U.S. Defense Logistics Agency in support of Life Cycle Cost modeling

Business Development Process



- Includes traditional sales and marketing
- Acknowledges different benchmarks applicable based on process goals
- Seeks common best practices

Relationship to Product Success

Business development cycle offers unique opportunities to pre-determine success

- Shape customer expectations**
- Collaborate on success criteria and requirements**
- Build working relationship with customer**
 - **Involvement with multiple customer communities**
- Participate in defining delivery “trade space”**
 - **Concept of U.S. DoD’s “Cost as an Independent Variable”**
 - **Definition of “best value”**
 - **Agreements on “targets” and “parameters”**

Value of an End-to-End Approach

- Aligns delivery and business development
- Aligns and integrates business development functions to address delivery quality and risk

Benefits of an Integrated Approach

- ❑ Improves revenue realization
- ❑ Improves cost performance
- ❑ Applies the CMM[®] for Business Development, using many of the same enablers as CMMI[®]

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Top-Level View of the BD-CMM

Key Process Categories	Customer	Focus	People	Capabilities
Themes	Increasing Customer Value	Improving Performance and Synergy	Building Competencies and Teams	Enhancing Systems and Processes
Levels	Key Process Areas (KPAs)			
5 Optimizing	<ul style="list-style-type: none"> ■ Innovation and Transformation 			
4 Managed	<ul style="list-style-type: none"> ■ Relationship Management 	<ul style="list-style-type: none"> ■ Enterprise Influence ■ Quantitative Process Management 	<ul style="list-style-type: none"> ■ High-Performance Teams 	<ul style="list-style-type: none"> ■ Business Development Systems Integration ■ Infrastructure Management
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BD-CMM Fundamentals

BD-CMM key terms

- Maturity Levels
- Key Process Categories
- Themes
- Threads
- Key Process Areas
- Goals
- Common Features
- Key Practices

Key Process Categories	Customer	Focus	People	Capabilities
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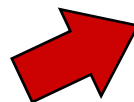
Maturity Levels

❑ Well defined evolutionary plateaus that lead to achieving a mature business development process

❑ There are five (5) **Maturity Levels**

- Optimizing
- Managed
- Defined
- Repeatable
- Initial

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Level-1 Characteristics

- ❑ Process characterized as ad hoc and occasionally chaotic
- ❑ Few processes defined
- ❑ Success dependent on individual effort and heroics

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Level-2 Characteristics

- ❑ Necessary process discipline in place to repeat earlier successes
 - Still associated with individuals rather than organizational BD competencies and systems
- ❑ Focus on proposals and other activities at the point of sale as primary drivers of their BD process
- ❑ Basic management efforts to control cost, schedule, and functionality of customer responses

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Level-3 Characteristics

- ❑ BD approach documented, standardized, and integrated into the organization
 - Supported by commitment to BD professionalism
- ❑ Focus on capture/pursuit management and related activities
 - Positioning for the sale as primary drivers of their BD process
- ❑ Approved, tailored version of standard process for all BD pursuits

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Level-4 Characteristics

- ❑ Focus on end-to-end management of pursuits
 - Driven largely by customer relationships as process drivers
- ❑ Detailed measures of the BD process and results collected
 - Both the BD process and its products quantitatively understood and controlled
- ❑ Enterprise view of business development, with corresponding systems integration

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Level-5 Characteristics

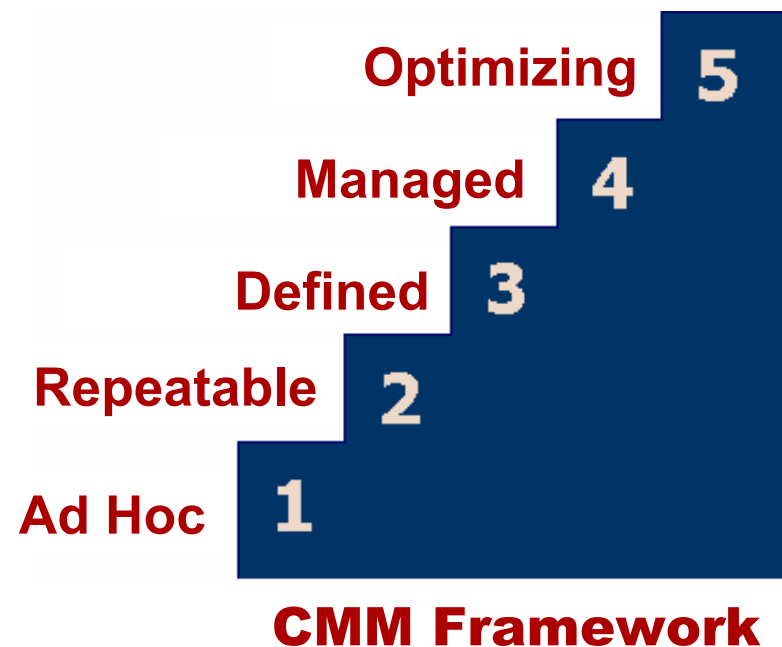
- ❑ Culture of continuous process improvement and business transformation
- ❑ Focus on long-term partnering with customers as a primary BD strategy
 - Collaboration with customers on emerging needs
 - Innovative approaches to broad solutions
- ❑ Continuous BD process improvement enabled by:
 - Quantitative feedback from the process
 - Piloting innovative ideas and technology

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Maturity Progression

A Maturity Level is achieved when...

- ❑ All goals for that maturity level are fully met
- ❑ All lower maturity levels have been achieved



Key Process Categories

- ❑ A grouping of Key Process Areas that build on one another to develop a particular aspect of capability
- ❑ There are four Key Process Categories
 - Customer
 - Focus
 - People
 - Capabilities

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Themes

- ❑ The overall objective of a Key Process Category (KPC)
- ❑ There are 4 Themes, one for each KPC
 - Increasing Customer Value
 - Improving Performance and Synergy
 - Building Competencies and Teams
 - Enhancing Systems and Processes

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Threads

- ❑ A grouping of KPAs within a KPC
- ❑ Within the Focus KPC there are two “threads”:
 - Management
 - Quality
- ❑ Within the Capabilities KPC there are two “threads”:
 - Process
 - Infrastructure

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Key Process Areas

- ❑ Clusters of related activities (Key Practices)
- ❑ 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 Level

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Goals and Common Features

Goals

- ❑ Summary of key practices of a KPA that can be used to determine whether a KPA is effectively implemented
- ❑ Signify scope, boundaries, and intent of each KPA
- ❑ One or more goals for each KPA

Common Features

- ❑ Attributes within a KPA that indicate whether the KPA is effective, repeatable and lasting

Key Process Area

Goals

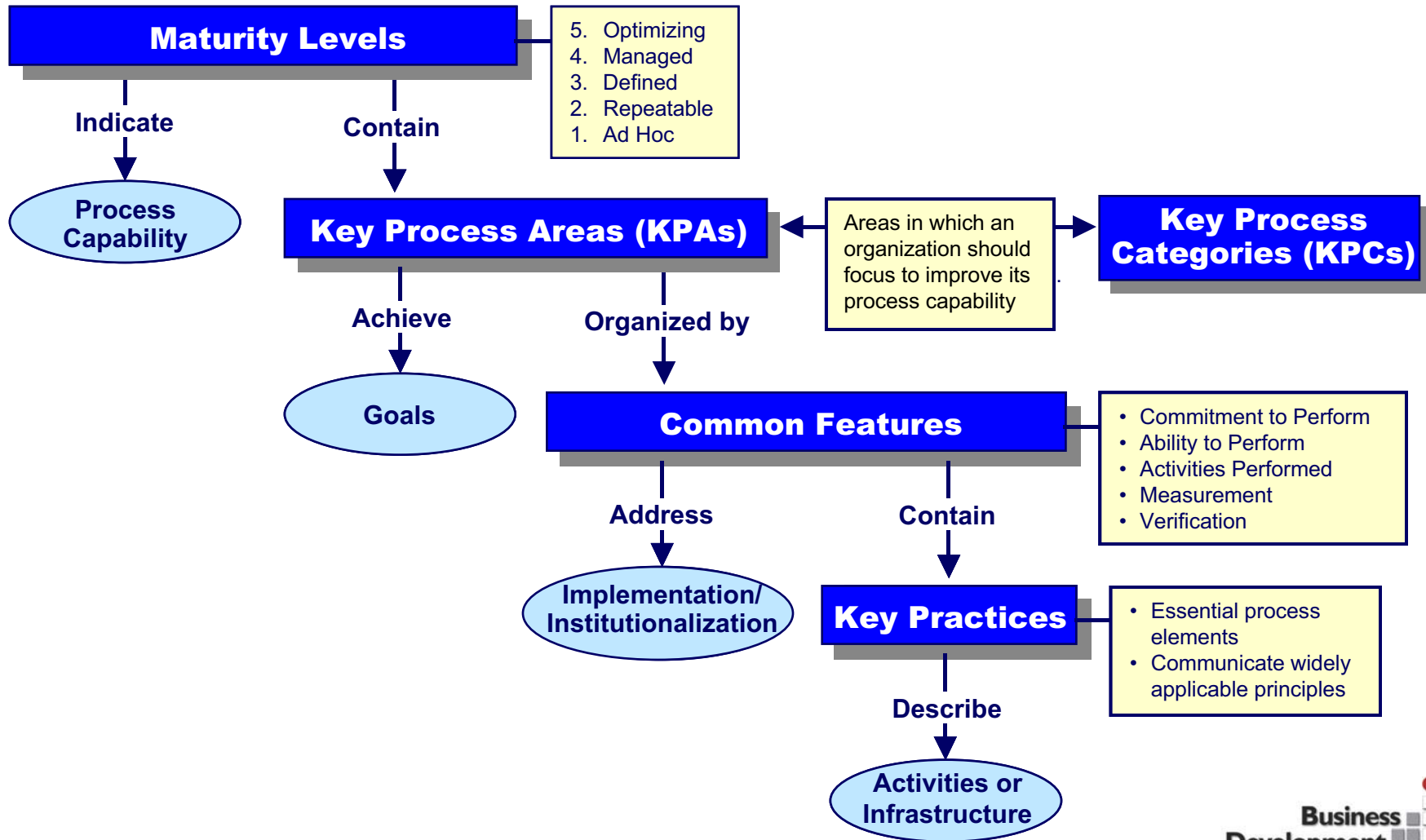
Common Features

- Commitment to Perform
- Ability to Perform
- Activities Performed
- Measurement
- Verification

Key Practices

- ❑ Infrastructure and activities that contribute most to the effective implementation and institutionalization of a Key Process Area
- ❑ 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

Summary of Overall Structure



Agenda

- ❑ What constitutes successful delivery?
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BD-CMM Focus on Delivery Success

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KPA: Solution Development

KPA Goals

- ❑ 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

Relevant Activities

- ❑ Early solution teams collaborate with customers in developing and evaluating alternative solutions
- ❑ Customer interaction is maintained as long as possible to assure understanding of the value sought

Product Impact: Architecture established as part of proactive, value-based solutions

KPA: Relationship Management

KPA Goals

- ❑ 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

Relevant Activities

- ❑ High-performance teams strategize, plan, and develop solutions in proactive, iterative ways
- ❑ Customer feedback is routinely obtained on solution effectiveness, appropriateness, and fit in the customer environment

Product Impact: Customer relationships that make solutions needs-based and lower risk

KPA: Innovation & Transformation

Customer KPC Goal

- ❑ Deploy an effective CRM management system and related processes that
 - Assure customer focus
 - Are institutionalized within the organizational culture and behavior

Relevant Activities

- ❑ Enterprise-wide strategies are developed based on assessments of evolving customer requirements, technology, and company lines of business
- ❑ BD teams deploy best practices and plans in partnership with customers to develop innovative solutions to customer issues

Product Impact: Customer partnerships that encourage joint analysis and product planning

Customer KPC Contributions

- Architecture established as part of proactive, value-based solutions
- Customer relationships that make solutions needs-based and lower risk
- Customer partnerships that encourage joint analysis and product planning

Benefits to Product

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KPA: Organizational Tactics

KPA Goals

- ❑ 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
 - Assure that lessons learned are collected and used

Relevant Activities

- ❑ Opportunities are selected based on well established pursuit criteria

Product Impact: Pursuit criteria that align technical capabilities to customer product needs

KPA: Enterprise Influence

KPA Goals

- ❑ 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 progress of individual customer initiatives and pursuits

Relevant Activities

- ❑ Opportunities are selected and prioritized based on established BD strategies that consider 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

Product Impact: Proactive leadership that sets and hones enterprise product strategies

Focus KPC Contributions

- Pursuit criteria that align technical capabilities to customer product needs
- Proactive leadership that sets and hones enterprise product strategies

Benefits to Product

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KPA: Org. Competencies Develop.

KPA Goals

- ❑ 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

Relevant Activities

- ❑ The organization identifies core competencies to be developed and sustained for its BD functions
- ❑ Training is augmented through work assignments aimed at enhancing competencies or fulfilling career development criteria

Product Impact: BD competencies that address and institutionalize product delivery team roles

KPA: High-Performance Teams

KPA Goals

- ❑ 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

Relevant Activities

- ❑ Sales/capture and proposal teams are assigned to selected pursuits based on prior successes in related pursuits
- ❑ Rewards and recognition are based on team performance and individual contributions to team activities

Product Impact: Team-based BD environment that engages delivery team throughout process

KPA: Innovation & Transformation

People KPC Goals

- ❑ 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

Relevant Activities

- ❑ Individuals and teams are empowered to continuously improve their performance
- ❑ Networks of relationships are strengthened and expanded in order to create new opportunities for cooperation and joint action in BD

Product Impact: A learning organization in which product innovation is valued & rewarded

People KPC Contributions

- BD competencies that address and institutionalize product delivery team roles
- Team-based BD environment that engages delivery team throughout process
- A learning organization in which product innovation is valued and rewarded

Benefits to Product

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KPA: BD Processes

KPA Goals

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

Relevant Activities

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

Product Impact: Standard process for solution development as part of customer interaction

KPA: BD System Integration

KPA Goals

- ❑ 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
 - Extent of their integration with other enterprise processes

Relevant Activities

- ❑ Specific enterprise-level methodologies are developed, maintained, documented, and verified by systematically analyzing customer feedback, BD performance, and operational integration

Product Impact: BD processes that are aligned with product delivery system to maximize value

Capabilities KPC Contributions

- Standard process for solution development as part of customer interaction
- BD processes that are aligned with product delivery system to maximize value

Benefits to Product

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Strategic Integration

If CMMI is institutionalized, leverage into business development

- Build on in-place infrastructure**
 - Culture of continuous process improvement
 - SEPG
 - Other
- Extend the infrastructure for business development**
- Implement improvements at incremental costs**

CMMI Level 2 Process Areas

CMMI Process Area (Level 2)	Supports BD-CMM Process Area	Comment
Requirements Management (REQM)	Response Generation, Solution Development	Use REQM practices to drive proposal content
Project Planning (PP)	Response Generation, Solution Development	Use PP practices to help to plan the delivery of proposals and solutions
Project Management & Control (PMC)	Response Generation, Solution Development	Use PMC practices to help manage and control the delivery of proposals and solutions
Measurement & Analysis (M&A)	All BD-CMM KPAs	Use M&A practices as guidance for the 'measurement' common feature of all BD-CMM KPAs
Process & Product QA (PPQA)	Quality Control, Quality Management, Quantitative Process Management	Quality + Process Management
Configuration Management (CM)	Business Development Administration	Use CM practices to configuration manage BD products
Supplier Agreement Management (SAM)		Use SAM practices to help define partnerships when providing joint proposals or solutions

CMMI Level 3 Process Areas

CMMI Process Area (Level 3)	Supports BD-CMM Process Area	Comment
Risk Management (RSKM)	Response Generation, Solution Development	Use RSKM practices to identify and mitigate risks identified at the pre-contract stage and ensure handover to delivery phase
Requirements Development (RD)	Solution Development, Relationship Management	Use RD practices to establish operational scenarios to enable a solution to be provided to operational requirements
Technical Solution (TS)	Solution Development, Relationship Management	Outline Technical Solutions provide the basis for proposal and solutions
Product Integration (PI)	Response Generation, Solution Development	Use PI practices to define integration plans as part of proposal and solution documents
Verification (VER)	Response Generation, Solution Development	Use VER practices to define verification plans as part of proposal and solution documents
Validation (VAL)	Response Generation, Solution Development	Use VAL practices to define validation plans as part of proposal and solution documents.

CMMI Level 3 Process Areas, cont'd

CMMI Process Area (Level 3 cont'd)	Supports BD-CMM Process Area	Comment
Organisational Process Focus (OPF)	Enterprise Influence, Business Development Systems Integration	Use OPF practices to ensure BD community represented in Organisation 'Process Group'
Organisation Process Definition (OPD)	Business Development Processes, Sales/Capture Procedures	Use OPD practices to define BD processes & procedures
Organisational Training (OT)	Individual Skills Development, Organisational Competencies Development, High Performance Teams	Use OT practices to provide training and competency development opportunities
Integrated Project Management (IPM)	Response Generation, Solution Development	Use advanced project management practices to help to plan the delivery of proposals and solutions and feedback worked examples for use by others
Decision Analysis & Resolution (DAR)	All BD-CMM KPAs	Use DAR practices to support decision making throughout the BD phase

CMMI Level 4 Process Areas

CMMI Process Area (Level 4)	Supports BD-CMM Process Area	Comment
Quantitative Process Management (QPM)	Quantitative Process Management	Use QPM practices to provide guidance for BD-CMM Quantitative Process Management KPA
Organisation Process Performance (OPP)	All BD-CMM Level 2-4 KPAs	Use OPP practices to provide guidance for using data to manage all BD-CMM KPAs from Level 2-4

CMMI Level 5 Process Areas

CMMI Process Area (Level 5)	Supports BD-CMM Process Area	Comment
Organisation Innovation and Deployment (OID)	Innovation and Transformation	Use OID practices to provide guidance for the Innovation and Transformation KPA across all KPCs
Causal Analysis and Resolution (CAR)	All Level 2-5 BD-CMM KPAs	Use CAR practices to support causal analysis in all BD-CMM KPAs

Agenda

- ❑ What constitutes successful delivery?
- ❑ How does the pre-contract effort set the stage?
- ❑ What does the BD-CMM provide?
- ❑ How do BD-CMM practices engender successful delivery?
- ❑ How can the BD-CMM be leveraged with CMMI®?
- ❑ **Why should process improvement be end-to-end?**

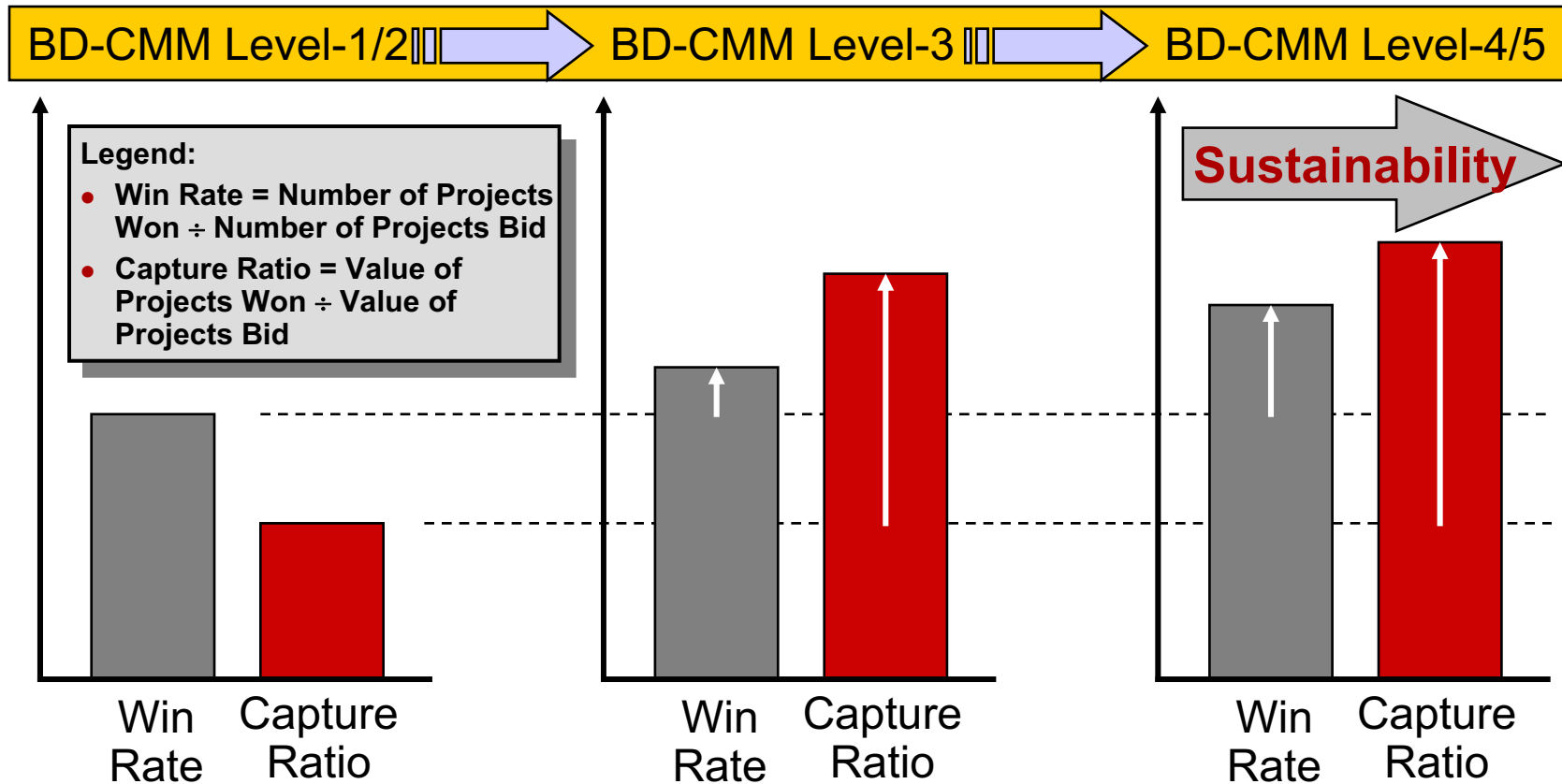
Possible Uses

- Basis for business development process improvement
- Gap analysis
- Professional body of knowledge
- Reuse/modification of existing templates and techniques
- Transformation of the business development culture as part of the CMMI[®] change process

Benefits

- ❑ Aligns delivery and business development
- ❑ Aligns and integrates business development functions
- ❑ Improves revenue realization
- ❑ Improves cost performance
- ❑ Applies CMM[®] for Business Development, using many of the same enablers as CMMI[®]

Benefit of BD Process Maturity



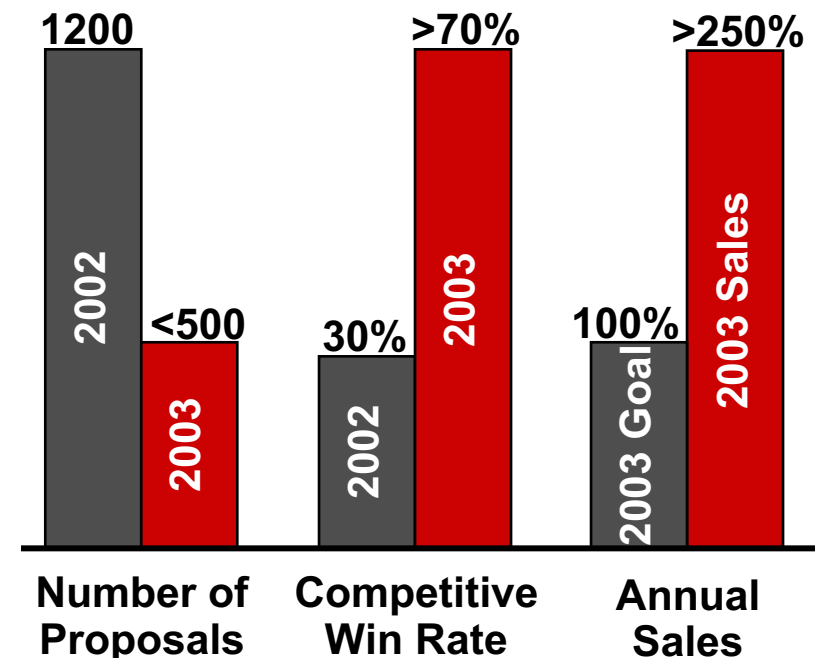
Note: Projections based on data collected during APMP Benchmark Study 2002, prior national benchmark studies, and Shipley process consulting experience

Value Proposition... Real Results!

Managed Implementation:

- ❑ Mid-size company in the Washington DC area
 - IT services industry
 - Federal, state, and local government markets
- ❑ Aggressive growth targets
- ❑ Broad-based process development in partnership with Shipley
- ❑ Effort begun in January 2003
- ❑ Implemented BD-CMM
 - Level 1 in January 2003
 - Level 3 by end of July 2003 (not certified)

Results:



For details, see presentation "Leading-Edge Results: Commitment to Capability Beyond Just Process" at www.bd-institute.org/conference/conference_event.html

Reasons to Implement BD-CMM

- ❑ Improved profitability
- ❑ Improved predictability
 - More accurate projections of revenue
- ❑ Increased control
 - More precise understanding of business-development and proposal costs
- ❑ Enhanced efficiency and effectiveness
- ❑ Improved management visibility into business development
 - Framework and tools for management oversight

For additional information:

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