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

Presented by Howard Nutt
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Session Objectives

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

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Agenda

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

<table>
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<th>Key Process Categories</th>
<th>Customer</th>
<th>Focus</th>
<th>People</th>
<th>Capabilities</th>
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<td>Themes</td>
<td>Increasing Customer Value</td>
<td>Improving Performance and Synergy</td>
<td>Building Competencies &amp; Teams</td>
<td>Enhancing Systems and Processes</td>
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<td>Key Process Areas (KPAs)</td>
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### Levels

- **Optimizing**
  - Innovation and Transformation

- **Managed**
  - Relationship Management
  - Enterprise Influence
  - Quality Management
  - High-Performance Teams
  - Business Development
  - Infrastructure Management

- **Defined**
  - Solution Development
  - Organizational Tactics
  - Organizational Competencies Development
  - Business Development Processes
  - Support Systems

- **Repeatable**
  - Response Generation
  - Business Development Administration
  - Individual Skills Development
  - Sales/Capture Procedures
  - Work Environment

- **Initial**
  - Ad Hoc
BD-CMM Strategic Objectives

Provide a **Framework**
- Description of key elements of business development

Describe a **Path**
- Evolutionary business development improvement path

Give support from a **Guide**
- Key practices for measuring and managing business development performance

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

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

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

- Create BD-Institute to manage BD-CMM and provide specialized services
  - Formal BD-CMM appraisal and benchmarking
  - Access to self-assessment tool aligned to benchmark database
  - Certified appraisers and approved partners

- Support BD-CMM adopters by providing guidance on expanded services from existing consultancies and providers
  - BD-CMM tools
  - Self-assessment training and support
  - Consulting and training for BD-CMM improvement paths (KPCs) and gaps (individual KPAs by level)
  - Business Process Reengineering for systems infrastructure improvement
BD-Institute Mission

Mission... sustainable results through business development excellence

- The BD-Institute mission is to promote an innovative community of practice in business development through appraisals and self-assessment, best practices, certifications, education, and benchmarking

- Founding sponsors:
  - Association of Proposal Management Professionals
  - Shipley Associates (including financial and infrastructure backing)
Vision of the Future

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

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

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

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

Independent BD-CMM appraisal and assessment

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

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

Industry Access to Tools and Databases

- **Self-assessments with benchmarking**
  - Use of BD-Appraise™ for analysis against benchmark database

- **Self-assessment without benchmarking**
  - Use of BD-Appraise™, with analysis and reporting against KPAs and KPCs
BD-Institute Services (continued)

BD-CMM Training Programs

- Executive Overview (2-4 hours)
  - Audience: general managers, BD executives, other decision-makers

- Introduction to BD-CMM (2 days)
  - Audience: practitioners and appraisers

- Interpretation and Application of BD-CMM (1 day)
  - Audience: practitioners and appraisers

- Introduction to BD-CMM Self-Assessment (1 day)
  - Audience: self-assessment team members and appraisers

- BD-CMM Appraisal Team Member (3 days)
  - Audience: appraisers

- BD-CMM Appraisal Team Leader (2 days)
  - Audience: lead appraisers

- Educational Projects in BD-CMM (various)
  - Audience: graduate students and professionals
Alliance Partners

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

Community of Practice

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

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

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

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

BD-CMM User Community

Approved Providers
- Consultancy, technology, and training services
- Initial target of 10, not including universities

Alliance Partners/Advisory Board
- APMP, Chair
- Relevant other professional organizations encompassing various aspects of business development
- International participation, initially targeted for US, Europe, and Australia

Governing Board
- Shipley, Chair
- APMP
- Other members
  - Representation from Alliance Partners
  - Other members, as appropriate

BUSINESS DEVELOPMENT INSTITUTE INTERNATIONAL
Operating Structure (continued)

Current Staffing:
- Howard Nutt, Executive Director
- Ginger Levin, Deputy
## Inauguration of Board of Directors

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

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

- Organizational planning session held on May 6th
- First official BoD meeting to be held on June 5th
Initiation of BD-Institute Services

- BD-CMM Leadership Conference held February 6-7
  - 40 attendees, with 18 participating in pre-conference training
  - Proceedings on BD-Institute website, www.bd-institute.org

- Beta version of BD-CMM training programs delivered as pre-conference training on February 2-5

- Pre-production version of BD-Appraise™ tested in both US and UK, December 2003 through March 2004
  - Substantial lessons learned incorporated
  - BD-Appraise™ Version 2.0 available in June 2004

- First group of candidate appraisers to be trained during 4th Quarter 2004
  - Initial operational capability available immediately

- Watch APMP Perspective for further updates
Recruitment of Alliance Partners

- Professional organizations targeted initially in North America and Europe
  - Secondary targets in Australia
  - Program defined and standard alliance agreement developed

- First contacts focused on standards bodies and groups that give access to decision-makers
  - Goal to build credibility of BD-Institute

- Major effort now shifting toward groups related to business development
  - Goal to broaden base of support for and input to BD-CMM

- BD-CMM Advisory Board/Configuration Management Team to be formed by end of 2004
Launch of Approved Providers Pgm

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

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

- Preliminary contacts being made for initial group of Approved Providers
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Critical Success Factors

BD-Institute success will be largely driven by:

- Acceptance by BD-CMM adopters
  - Sufficient base of appraisals and other services required for the organization to be self-sustaining

- Ability to secure key alliances with other professional organizations concerned with business development
  - Building on APMP sponsorship

- Buy-in from potential “approved partners”
  - Positive momentum and source of revenue
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