Agenda

- Where we’ve been
- What we’ve learned and accomplished
- Why Version 2.0 is needed
- What Version 2.0 “looks like”
- Where Version 2.0 takes us
- How you can use this new version

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Where we’ve been:

Standard for BD Performance Growth

- Version 1.0 released in 2005 – thousands of copies in use
- Training programs deployed in USA, Europe, and India
- Appraisal programs developed and used by companies around the world
- Network of approved providers and corporate members established
Where we’ve achieved results:
Adoption around the World

<table>
<thead>
<tr>
<th>Adopter Profile</th>
<th>Industry and Region</th>
<th>Project Overview</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small Business</td>
<td>Software Development in Southern Europe</td>
<td>Guide structure of new BD operation and build Level-3 BD capability</td>
</tr>
<tr>
<td>Small Business</td>
<td>Commercial Outsourcing in Asia and Pacific</td>
<td>Restructure BD operations to position organization for growth</td>
</tr>
<tr>
<td>Small Business</td>
<td>Government Services in USA</td>
<td>Build BD capability to support graduation from primary business as subcontractor to prime</td>
</tr>
<tr>
<td>Mid-Size Company</td>
<td>Health Care Services in USA</td>
<td>Develop and deploy a process-improvement plan to improve BD return on investment</td>
</tr>
<tr>
<td>Mid-Size Company</td>
<td>Telecommunications Products and Services in USA</td>
<td>Define and manage process improvements as part of restructuring and merging BD operations</td>
</tr>
<tr>
<td>Major Sector of Global Corporation</td>
<td>Government Services in Western Europe</td>
<td>Restructure to increase competitiveness on export deals</td>
</tr>
<tr>
<td>Major Sector of Global Corporation</td>
<td>Telecommunications Products and Services in Western Europe</td>
<td>Build long-term roadmap for BD improvement planning and execution</td>
</tr>
<tr>
<td>Major Sector of Global Corporation</td>
<td>Defense and Security Services in Europe</td>
<td>Assess operations, then develop and deploy plan for Level-3 BD operations</td>
</tr>
<tr>
<td>Global Corporation</td>
<td>Aerospace/Defense Products &amp; Services in Global Market</td>
<td>Develop framework for standardized process across global operations</td>
</tr>
</tbody>
</table>
What we’ve accomplished:
Validation of Basic Value Proposition

BD-CMM Level-1/2 → BD-CMM Level-3 → BD-CMM Level-4/5

Legend:
- Win Rate = Number of Projects Won ÷ Number of Projects Bid
- Capture Ratio = Value of Projects Won ÷ Value of Projects Bid

Sustainability

BASE

30-35% Decrement

Win Rate  Capture Ratio

BD-CMM Level-3

Win Rate  Capture Ratio

200-300% Increases Reported

Typical 30-35% Increase

Win Rate  Capture Ratio

Base

Win Rate  Capture Ratio
What we’ve accomplished:

Significant Research Projects

- Metrics for Business Development Excellence
- Benchmarks in World-Class Proposal Writing Capability
- Benchmarks in Price-to-Win and Competitive Analysis Capability
- Continuing capability assessments
  - Win-rate and capture-ratio studies
  - Organizational maturity evaluations
Why Version 2.0 was needed:
Ten Years of Lessons Learned

BD-CMM Version 1.0 → Appraisal and Program Implementation Experience → BD-CMM Version 2.01

BD-Institute Research Studies → CMMI® Structure
Why Version 2.0 was needed:
Changing Needs of BD Organizations

- Incorporate insights gleaned from 10 years of industry application
- Align with CMMI® structure, format, and terminology
  - Facilitates seamless approach across BD and program delivery
- Enhance accessibility and ease of use
  - Especially important for more global reach
- Address more issues and provide additional guidance

Note: additional updates for Version 2.01 incorporated terminology consistent with the APMP Glossary
What Version 2.0 “looks like”:
CMM® for Business Development

<table>
<thead>
<tr>
<th>Maturity Levels</th>
<th>Process Areas (PAs)</th>
<th>Capability Categories</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 Optimizing</td>
<td>Innovation and Transformation</td>
<td>Customer</td>
</tr>
<tr>
<td>4 Quantitatively Managed</td>
<td>Relationship Management</td>
<td>Leadership</td>
</tr>
<tr>
<td>3 Defined</td>
<td>Leadership Integration</td>
<td>People</td>
</tr>
<tr>
<td>2 Managed</td>
<td>Collaborative Teaming</td>
<td>Process Management</td>
</tr>
<tr>
<td>1 Initial</td>
<td>Quantitative Performance Management</td>
<td>Support</td>
</tr>
</tbody>
</table>

What Version 2.0 “looks like”:
Simplified and More Accessible

Version 1.0 Categories
- Customer
- Focus
  - Management (Thread)
  - Quality (Thread)
- People
- Capabilities
  - Process (Thread)
  - Infrastructure (Thread)

Version 2.0 Categories
- Customer
- Leadership
- People
- Process Management
- Support
## What Version 2.0 “looks like”:
### CMMI-Compliant Organization

<table>
<thead>
<tr>
<th>Model</th>
<th>BD-CMM Version 1.0</th>
<th>BD-CMM Version 2.0</th>
<th>CMMI-ACQ, CMMI-DEV, and CMMI-SVC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Terms</td>
<td>Common Feature:</td>
<td>Sustainability Objectives (SOs)</td>
<td>Generic Goals (GGs)</td>
</tr>
<tr>
<td></td>
<td>• Commitment to Perform</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Ability to Perform</td>
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<td></td>
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<tr>
<td></td>
<td>• Measurement</td>
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<td></td>
<td>• Verification</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sustainability Factors (SFs)</td>
<td>Sustainability Factors (SFs)</td>
<td>Generic Practices (GPs)</td>
</tr>
</tbody>
</table>


Where BD-CMM V2.0 takes us:
New Insights for Capability Growth

- **Leadership**

  “Leadership” as Category for “Vision and Performance”

  **Level 2 Goal**
  - BD project oversight

  **Level 3 Goal**
  - Strategic leadership for business growth

  **Level 4 Goal**
  - BD leadership of campaigns for long-term market growth
Where BD-CMM V2.0 takes us: New Insights for Capability Growth

- Leadership
- BD Organizational Optimization

**Level 3 Goal**
- BD organization that supports strategic objectives
Where BD-CMM V2.0 takes us:
New Insights for Capability Growth

- Leadership
- BD Organizational Optimization
- Stakeholder Involvement

**Level 3 Goal**
- Involvement of senior managers and other project stakeholders early in solution development

**Level 4 Practice**
- Business executives as contributors to planning & execution of campaigns

**Sustainability Factor**
- Identification and involvement of relevant stakeholders
Where BD-CMM V2.0 takes us:
New Insights for Capability Growth

• Leadership
• BD Organizational Optimization
• Stakeholder Involvement
• Competitive Intelligence

Level 2 Goal
• Competitive awareness of customer opportunities

Level 3 Goal
• Competitive discrimination developed and utilized

Level 4 Goal
• Competitive intelligence gathered and shared across the entire business
Where BD-CMM V2.0 takes us:
New Insights for Capability Growth

- Leadership
- BD Organizational Optimization
- Stakeholder Involvement
- Competitive Intelligence
- Knowledge Management

**Level 2 Goal**
- Standardized re-use materials

**Level 3 Goal**
- BD knowledge management capability established and maintained

**Level 4 Goal**
- BD knowledge management exploited across the entire business
Where BD-CMM V2.0 takes us:
New Insights for Capability Growth

- Leadership
- BD Organizational Optimization
- Stakeholder Involvement
- Competitive Intelligence
- Knowledge Management
- Sustainability and Use of Technology
  - Process Management
  - Virtual Operations

Sustainability Objective #2
- Organizational policy
- Accountability and responsibility
- Resource allocation
- Stakeholder involvement
- Objective evaluation
- Management oversight

Sustainability Objective #3
- Defined process
- Improvement feedback
How you can use this new version: Simple Approach to Self-Assessment

- Use the “Summary of Goals within the BD-CMM” provided in the model
- Estimate the maturity level of your organization based on goals achieved
- Also consider the process maturity and level of sustainability
- Calculate your organization’s “probable maturity rating”
- Test your findings against specific BD-CMM practices

 Fuller descriptions and additional guidance found in the full model (https://apmp.site-ym.com/store/ViewProduct.aspx?id=1771338)
Questions
APMP Staff Contacts

- Rick Harris, Executive Director
  rick.harris@apmp.org
  +1.240.308.0143

- Charlie Divine, Director – Certification Program
  AccreditationDirector@apmp.org
  +1.314.223.3822

- Howard Nutt, Director – Center for Business Development Excellence
  howard.nutt@apmp.org
  +1.602.502.5100

- Patrice Scheyer, Director – Marketing and Communications
  patrice.scheyer@apmp.org
  +1.703.281.1686

- Lauren Williams – Membership and Chapter Coordinator
  lauren.williams@apmp.org
  +1.443.691.8810