# Business Development Management: Business Development Director/ Capture Management Director/ Strategic Pursuits Director

Responsible for identifying, evaluating, developing, and pursuing new business opportunities and market initiatives. Directs research and analysis, and develops capture plans and strategies to win new business. Works closely with market researchers to identify and evaluate opportunities and staff to convert leads into sales. Acts in a peer marketing role by establishing customer contacts, understanding their problems, developing solutions, and delivering technical and marketing presentations describing those solutions. Emphasizes capture and understanding of the voice of the customer and integrates into all subsequent BD activities. Leads or participates in the development of strategic business direction and business plans. Maintains technical competence and an understanding of the technical component of the organization by participating in technical meetings, proposal reviews, and in some cases working directly on technical programs. Understands financial/budgeting and procurement processes for government agencies. Develops new concepts and solutions for inclusion in the Congressional initiatives activity. Attends conferences, workshops, industry days, trade shows and association events.

## **Policy and Strategy**

BD Development Director: Leads development of product strategies; actively involved in development of company strategy for assigned area. Establishes operating policies and procedures that affect subordinate organizational units. Manages opportunity capture activities. Manages proposal development activities for major proposals. Responsible for all projects assigned to the organizational unit. Acts as an advisor to subordinate supervisors or staff members to meet schedules or resolve technical or operational problems. Directly participates in establishing and administering many centralized functional projects. Develops and administers budgets, schedules, and performance standards, Capture Management Director: Leads development of opportunity strategies; actively involved in development of product and company strategies. Develops opportunity capture strategy based on RFP and company objectives. Recommends modifications to operating procedures. Works with other managers, directors, and VP levels in support of business strategies. Manages small to intermediate proposal efforts. Functions as an advisor to a unit regarding tasks, projects, and operations. Becomes actively involved in daily operations only when required to meet schedules or to resolve complex problems. Strategic Pursuits Director: Leads development of cross business and/or divisional pursuits and product strategies for an assigned market or technology area. Identifies opportunity and captures strategies for strategic pursuits defined as early stage market entry, advanced technology development and/or cross business opportunities. Develops opportunity capture strategies based on divisional strategic plan actions, customer hard problems, pursuit and technology roadmaps and corporate strategic initiatives. Works with other managers, directors, and VP levels in support of business strategies. May manages small to intermediate proposal efforts.

## Scope

**BD Development Director:** Primary Function: Develops and implements BD and proposal processes; responsible for development and maintenance of BD and B&P budgets for assigned area; leads capture efforts for major opportunities. Supervises one or more BD Managers, and/or Capture Managers, and/or BD Domain Managers. Develops key business relationships. Has primary responsibility for identifying and developing opportunities for business expansion. Captures and understands voice of the customer at the first-to-upper-tier management levels by having direct interactions with these customers. Works closely with technical staff to develop solutions to customer problems. Develops marketing strategies and provides input into long range business plans. Coordinates with group and business unit management to ensure adequate resources are available. May have Sr. BD Managers, BD Manager and/or the Proposal team as direct reports. Capture Management Director: Primary Function: Develops and implements strategy for strategically-significant and major opportunities; may serve as proposal manager for significant opportunities; may manage B&P for BATs Defines unique strategies and tactics that include competitive analysis and "ghosting" teaming, price to win, and leverages product and capability innovations Leverages internal organizational competencies, synergies and strengths of each COE to execute effective win strategies. Executes effective win strategies through the capture and proposal process-may serve as proposal manager. Strategic Pursuits Director: Primary Function: Captures and understands voice of the customer at the first-to-upper-tier management levels by having direct interactions with these customers in domestic and/or international government or commercial markets. Defines customer hard problem sets, identifies, qualifies and prosecutes new opportunities with an emphasis on strategic pursuits, new market entry strategies, and cross business areas offerings. Works closely with technical staff to develop

solutions to customer problems and program management/BD staff to align supporting technical roadmaps with pursuit roadmaps and develop solution. Develops key business relationships with industry partners and conducts briefings and technical meetings for internal and external representatives. Responsible for identifying and developing opportunities for business expansion. Provides input into long range business plans and may lead divisional pursuit are campaigns and support Corporate Campaigns. May serve as domain and/or capture manager on certain opportunities.

#### Impact

**BD Development Director:** *Critical* —Exerts influence in the development of overall objectives and long-range goals of the organization that can critically impact the overall success of the assigned business unit. Erroneous decisions or recommendations will result in failure to win major contracts, critical delays and modifications to projects or operations; cause substantial expenditure of additional time, human resources, and funds or jeopardize future business activity. **Capture Management Director / Strategic Pursuits Director:** *Highly Significant* —Ensures that projects and proposals for large/strategic pursuits are completed on schedule and within budget utilizing approved business development and capture management processes. Development of effective capture/win strategies can significantly impact the company's Pwin for major opportunities, and timely development of high quality proposals that effectively implement capture strategy will significantly impact the company's ability to win large amounts new business.

#### Liaison

*External (can include):* Senior Management, Executive Management, PMs *Internal (can include):* Direct reports, subordinates, peers, BA Senior Management; Division Senior Management; HQ Management Frequent contacts may include the following: Equivalent level managers and customer representatives concerning projects, operational decisions, scheduling requirements, or contractual clarifications. Internal personnel and outside customer representatives at various management levels concerning operations or scheduling or specific phases of opportunities. Conducts briefings and technical meetings for internal and external representatives. Coordinates teaming partners activities.

### **Minimum Education and Experience**

Mid-career position with 15+ years experience in a technically related field of business with 10+ years business development and/or equivalent project, program or technical program management experience; with BS Marketing, Engineering, Science or related field of study, plus 3+ years capture management experience. MBA desired. Completed commercial training in related area of focus, which may include: oral proposal management, price-to-win, proposal management, and writing executive summaries.