

Business Development Management

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.

Level 1	Level 2	Level 3	Level 4	Level 5	
	Associate Business Development Manager	Business Development Manager/ Business Development Domain Manager	Sr. Business Development Manager/ Sr. BD Domain Manager/Sr. Capture Manager	Business Development Director/ Capture Management Director/ Strategic Pursuits Director	Senior Business Development Director
Policy and Strategy	Collects market and competitive information to assist in development of capture, product and company strategies. Supports the development of capture strategies by collecting customer, market and competitive intelligence information. Translates capture strategy into written proposal sections.	Collects market and competitive information to assist in development of capture, product and company strategies—recommends effective strategies for captures and products. Supports the development of company, product and capture strategies by collecting and synthesizing customer, market and competitive intelligence information. Actively supports the development of effective capture strategies for specific opportunities, and authors key portions of proposals.	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. BD Domain Managers and Capture Managers will also collect market and competitive information to assist in development of capture, product and company strategies—actively involved in (often leads) the development and implementation of effective capture and product strategies. Recommends strategies for incorporation at company level.	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	Leads the development of company strategy for assigned Business Area. Establishes organizational policies for an ES Business Area. Establishes BD processes; ensures BD team training. Responsible for the successful operation of activities of major significance to the organization. Capture Manager for major efforts that will significantly affect the company's bottom line. Rarely becomes involved in daily operational activities (more concerned that overall budgets, schedules, and performance standards are realistically set and attained).

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				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	Primary Function: Identifies and Qualifies New Opportunities; Supports BD and Proposal Processes Identifies and qualifies new opportunities for the company's products and services through the development and maintenance of customer business relationships in government and/or commercial markets. Provides technical and business development support to assigned area. Captures voice of the customer at the technical levels by having direct interactions with customers. Works closely with technical and program management staff to identify potential solutions to customer requirements. Supports development and implementation of tactical marketing initiatives. Develops proposal sections as assigned.	Primary Function: Identifies and Qualifies New Opportunities; Leads BD Processes; Supports Proposal Process (Domain Managers are responsible for specific areas, such as Specific customers, markets or regions of the world) Identifies and qualifies new and follow-on opportunities for the company's products and services through maintenance of existing, and development of new customer business relationships in government and/or commercial markets. Develops and maintains customer business relationships at the technical and middle-management levels in government or commercial markets. Captures and communicates voice of the customer at the technical levels by having direct interactions with customers. Works closely with technical and program management staff to develop solutions to customer requirements. Identifies opportunities for business expansion. Supports	Sr. BD Manager/Sr. BD Domain Manager: Primary Function: Identifies and Qualifies New/Strategic Opportunities; Leads Business Development Processes; Identifies, qualifies and prosecutes new opportunities with an emphasis on large and/or strategic opportunities. Develops and maintains customer business relationships at mid-top level management in domestic and/or international government or commercial markets. Captures and synthesizes voice of the customer at the high management levels by having direct interactions with customers. Manages efforts by technical and program management staff to develop solutions to customer requirements. Identifies opportunities for business expansion. Develops and implements tactical marketing initiatives and provides input into marketing strategies. Coordinates with department management to ensure adequate resources are available. May function as	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	<i>Primary Function:</i> Operates at the Business Area level—leads development of BD and proposal processes; responsible for BA marketing and B&P budgets Identifies, investigates, develops, evaluates and makes pursuit decisions on new business development opportunities and alliances that promote the organization's objectives. Captures and understands voice of the customer at the mid-to-upper-tier management levels by having direct interactions with these customers. Develops and implements marketing strategies and long range business plans. Guides company-wide IR&D programs. Business Development managers may report directly or indirectly in to this position. Mentors and coaches BD Managers. Direct reports may include BD Directors, Sr. BD Managers, BD Managers and/or the Proposal team.

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		development and implementation of tactical marketing initiatives. Develops proposal sections as assigned; may serve as author for significant proposal sections.	proposal manager. May serve as domain and/or capture managers on certain opportunities. Capture Manager: Primary Function: Develops and implements strategy for multiple 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 Execute effective win strategies through the capture and proposal process—may serve as proposal manager. This BD career level is expected to pursue higher value, more strategic, and/or a larger quantity of opportunities than the previous level.	as direct reports. Capture Management Director: <i>Primary Function:</i> 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: <i>Primary Function:</i> 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	

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				and support Corporate Campaigns. May serve as domain and/or capture manager on certain opportunities.	
Impact	<i>Minor</i> —Ensures that projects are completed on schedule following established policies, procedures and schedules. Follows up with opportunity contacts in a timely and consistent fashion. Important that quality of work is high and schedules are met, or funnel size and quality could be impacted; and/or proposal deadlines and resource requirements could be impacted.	<i>Moderate</i> —Ensures that projects are completed on schedule following established policies, procedures and schedules. Follows up with opportunity contacts in a timely and consistent fashion. Important that quality of work is high and schedules are met, or funnel size and quality and velocity could be impacted; and/or proposal deadlines and resource requirements will be impacted.	<i>Significant</i> —Ensures that projects and proposals are completed on schedule and within budget, utilizing approved business development processes. Sr. BD Manager/Sr. BD Domain Manager: Aggressively pursues new, large and/or strategic opportunities to ensure funnel health/metrics are maintained at highest levels. Ensures continuous contact and flow of information with key customers to maximize company's Pwin. Failure could result in loss of significant business opportunities. Capture Manager: Development of effective capture/win strategies can significantly impact the company's Pwin, and timely development of high quality proposals that effectively implement capture strategy can significantly impact the company's ability to win new business.	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.	<i>Critical</i> —Decisions can affect the financial, employee, and/or public relations posture of the division. Erroneous decisions or recommendations would result in failure to achieve major goals and objectives of the organization.

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Liaison		<i>External:</i> Technical and PMs <i>Internal:</i> Peers and BA Middle Mgmt Majority of liaison is with peers at equivalent level or higher. Liaison normally involves specific phases of a project or operation. External contacts are frequent. Coordinates with internal and external team members.		<i>External:</i> Technical, PMs and Middle Management <i>Internal:</i> Subordinates, Peers and Business Area Middle and Senior Management Majority of liaison is with peers at equivalent level or higher. Liaison normally involves specific phases of a project or operation. External contacts are frequent. Coordinates with internal and external team members.		<i>External:</i> Technical, PMs, Senior Management. Also includes senior decision makers in assigned domains for Sr. BD Domain Manager. <i>Internal:</i> Subordinates, peers, BA Senior Management; Division Management Frequent contacts with internal personnel and outside customer representatives at various management levels concerning operations or scheduling or specific phases of projects or contracts. Conducts briefings and participates in technical meetings for internal and external representatives concerning specific operations. Coordinates teaming partners activities.		<i>External (can include):</i> Senior Management, Executive Management, PMs <i>Internal (can include):</i> 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		Entry-level position with 0 - 5 years experience in a technically related field of business or military experience with 0 - 2 years business development and/or project, program or technical program management experience w/BS Marketing, Engineering, Science or related field of study. Complete training in proposal authoring from commercial provider.		Early-career position with 5 - 10 years in a technically or domain related field of business or military experience with 5+ years business development and/or project, program or technical program management experience w/BS Marketing, Engineering, Science or related field of study.		Mid-career position with 10 - 15 years in a technically or domain-related field of business with 10+ years business development and/or project, program, capture management or technical program management experience with BS Marketing, Engineering, Science or related field of study. Completed commercial training in price-to-win, proposal management, writing executive summaries.		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.	
								Minimum 20 years experience in a technically related field of business with 13+ years business development experience; with BS Marketing, Engineering, Science or related field of study, and 5 years capture management experience. MBA desired. Completed all available commercial training in capture/proposal activities.	