

# Business Development and the Contracts Professional

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# Agenda

- Introductions
- Background on seminar
- Where we're going
  - BD role
  - Value of the relationship
  - Beneficial interaction
- Summary

# Traditional Business Development Role

- Overall customer-focused responsibility
- Provide a company presence locally
  - Listen to the customer & be the voice of the customer
  - Monitor customer satisfaction or dissatisfaction
  - Provide assessments of customers and their needs
- Serve as a single point of contact for the customer - - 2-way street
  - Establish a good working rapport; develop a feeling of mutual respect
- Know the customer organization(s) and how it operates
  - The value of knowing who you're dealing with
- Advise companies about the best way to work with customers
  - What you're trying to accomplish/problem you're trying to solve
- Keep customer informed on company products and capabilities
  - Offer new products for review and evaluation
  - Technology roadmaps and feedback on IR&D efforts

# Value of the BD Professional

- Honest brokers
  - Many have been in your shoes
- Serve as the “voice of the customer”
  - Companies are laser focused on satisfying the customer - - can be unfiltered feedback mechanism
- Assist in understanding capabilities - - and limitations
- Can assist in your vendor engagement strategy
- Local support
  - Coordinate meetings and arrange visits
    - Provide continuity between visits by the company
    - Avoid duplication and deconflict repetitive requests
  - Deliver proposals, product data, bailment units

# How BD Can Help You

- Enable your market research
  - Clarify responses, bolster your understanding, validate contract strategies
  - Vendor outreach efforts provide opportunities to understand the market place, emerging technologies and vendors' capabilities
- Single entry point into entire company
  - Recent examples
  - Help eliminate the fog and friction of market research
- Can act as a “cross enterprise advisor”
  - Provide lessons learned from other HAFB programs
- Source of feedback on proposed strategies and actions
  - It's more than the SRD
  - Feedback on contract structure, incentives, terms and conditions, evaluation criteria and contract administration matters
  - Schedule and milestones
- Insight into industry practices and requirements
  - Internal reviews and approvals
  - “If I only Knew Then What I Know Now”
- Typically work “outside” PM chain
  - Unbiased pathway
  - Facilitator/coordinator you can always count on for sending messages or obtaining information

# The importance of clearly communicating requirements



How the Business Consultant described it



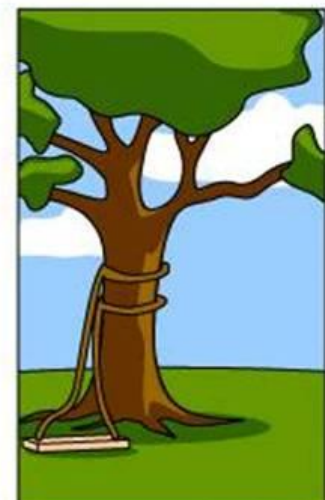
How the customer explained it



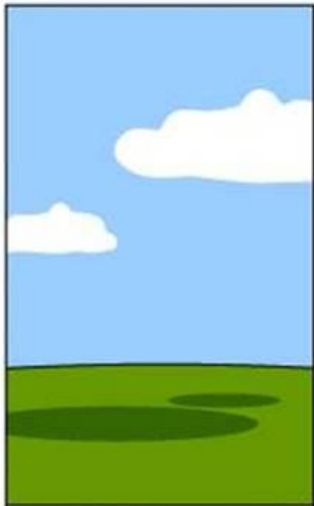
How the Project Leader understood it



How the Analyst designed it



How the Programmer wrote it



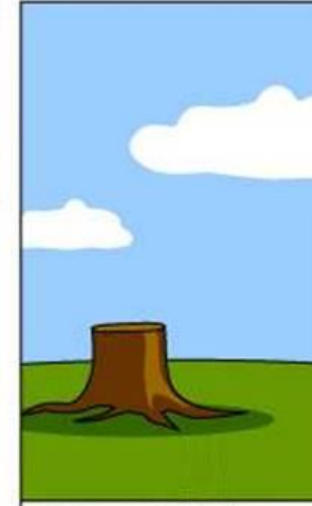
How the project was documented



How the customer was billed



What operations installed



How it was supported



What the customer really needed

# Some Thoughts for Discussion

- Opportunity for contracts to be the business leader
- Well organized industry days benefit both government & industry
  - Communicates requirements
  - Industry evaluates the opportunity
  - Industry “acts on actions”
- More interaction early, with frequent engagements between the program office and industry
  - Consider recurring vendor outreach efforts
- Consider allowing much more time....60 days or more for proposal preparation and delivery
  - Consider a face-to-face meeting during that time
  - Consider ENs face-to-face as well as in writing

# Senior Leaders on Collaboration

*“First, it’s vital to acknowledge the critical importance of collaborating with industry. In years past, we’ve walled ourselves off from industry under the presumption that we can’t accomplish both imperatives at the same time. That approach hasn’t worked and has alienated us from the very people we rely on to meet the needs of our airmen.”*

Air Force Secretary Deborah Lee James, Defense One, 13 January 2016



*“It’s always better when ... you’re used to working together on common problems, so when a difficult challenge comes up you know each other and know how to work together.”*

Dr. William LaPlante, NDIA Magazine, 17 September 2014



# Closing Thoughts

- Communication is the lifeblood of:
  - A program
  - A relationship
  - A task
  - A project
  - An issue
- Essential to know and understand the position of each



# Questions

