

Making Continuous Improvement Part of the Process

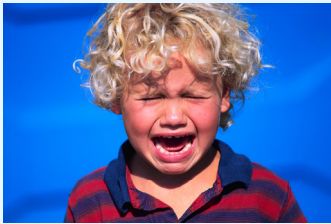
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BD-CMM

1. Initial
 - Ad hoc
2. Repeatable
 - Response generation
3. Defined
 - Solution development
4. Managed
 - Relationship management
5. Optimizing
 - Innovation and transformation

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The 2005 Ad hoc Poster Child

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2005: Starting at Ground Zero

- Hired 5 people for in-house staff
- Brought in 8 consultants
- Process was “in our heads” – we knew what to do next but didn’t communicate it
- Reluctant subject matter experts
- No storyboarding
- Expected SMEs to write first draft

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The Results

- Burned out staff
- Costly production fees
- Disgruntled subject matter experts
- Luckily – a huge win!



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The Aftermath

- Lessons learned with Executives
- Lessons learned with Finance team
- Lessons learned with SMEs
- Lessons learned with BD team
- Very tired of lessons learned!

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Putting the “learn” into Lessons Learned

→ **Continuous Improvement**

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First Steps

- Objective step back
 - Cooling off period / venting among ourselves
 - Honest analysis of the feedback
 - Commitment to make changes for next time
- Asked for help
 - Called in BD Institute for Quick Look
 - Asked follow-up questions from internally debriefs
- Set aside time for process review
 - Off site sessions
 - Multiple reviews of our proposed changes

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Solutioning

- Build in time for solutioning / storyboarding
 - Section Leads meet with subject matter experts for individual section sessions
 - Green Team review
 - Create staffing model before you write
- Hold follow up strategy/clarification meetings after amendments or cost reviews/changes
- Involve Finance Team in solution development

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Managing the Process

- Kickoff meeting
 - Give examples of what's responsive
 - Give examples of "connecting the dots"
 - At kickoff, define high-level approach/strategy to bid team
- Bring new members up to speed / circle back to train them
- Obtain Action Captions from subject matter experts / original writers
- Schedule daily touchbase meetings
- Coordinate bid response calendar with other support units (finance, contracts)

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Reviews

- Have a "contrarian" be the Black Hat for every review
- Include Section Leads in the Review Debrief
- Review, review, review
 - Implementation Project Plan often overlooked

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Cost Volume

- Highlight references in written document that relate to level of effort and/or staffing
 - Make SME aware these items are affected by BOE activities
- Include operational owners in cost reviews
- Review assumptions during cost review

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Metrics

- Content development
 - Create score sheet based on evaluation criteria
 - Track Section score from each review
- Win themes
 - Track strengths/weaknesses cited in debrief related to win themes

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Our Results

- Maintained market share in tough procurement environment
- Reduced bid development costs
- Received positive feedback from subject matter experts

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