

Developing Winning People – The Return on Investment

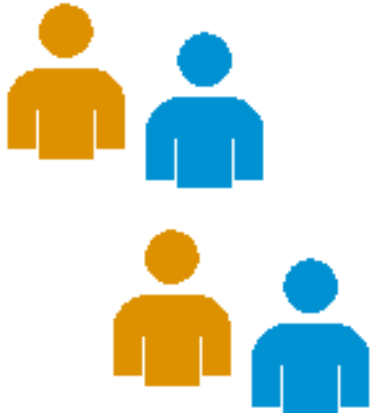
Heather Beeby



Overview

- Business winning capability
 - Developing indigenous capability
- Obtaining investment
 - How we approached it
 - What we did
- What has been the Return on Investment?
- Learning

Business Winning Capability

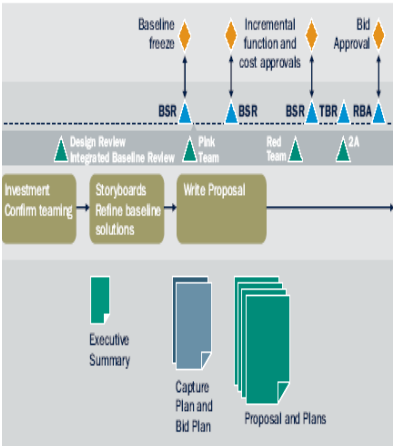


The Right People

The Right Processes

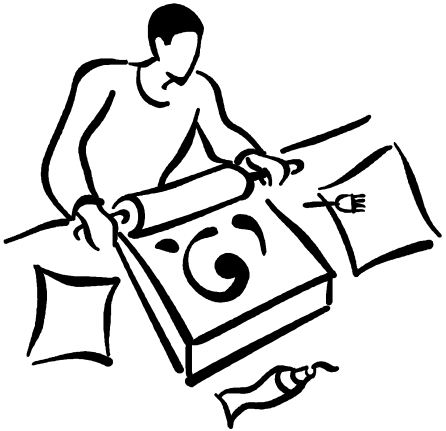
2A Phase

Bid Development and Approval



The Right Place

The Right Infrastructure



Business Winning Capability - Indigenous Capability

Kingdom of Saudi Arabia



The Right People

- Recruitment & Selection
- Training & Development

The Right Processes

- Consistent & applied
- Regulatory implications

The Right Place

- Regulatory implications

The Right Infrastructure

- Cost effectiveness

Obtaining Investment – Step 1

BD-CMM Audit

People

- Skills needed to be improved
- 'Hero' culture
- Proposals not seen as important
- Unclear roles & responsibilities

Focus

- Compliance orientation
- Lack of senior engagement

Capabilities

- Fragmented
- No value proposition

Customer

- Tactical responses
- Good spread of relationships

Operating at Level 2

Defence Sector average 2.43

Key Process Categories	Customer	Focus	People	Capabilities
Themes	Increasing Customer Value	Improving Performance and Synergy	Building Competencies and Teams	Enhancing Systems and Process
Levels	Key Process Areas (KPAs)			
5. Optimising	- Innovation and Transformation			
4. Managed	- Relationship Management	- Enterprise influence - Quantative process management	- High-performance teams	- Business development Systems Integration - Infrastructure management
3. Defined	- Solution development	- Organisational tactics - Quality Management	- Organisational competencies development	- Business development processes - Support systems
2. Repeatable	- Response generation	- Business Development administration - Quality control	- Individual skills development	- Sales/Capture procedures - Work environment
1. Initial	- Ad Hoc			

Obtaining Investment – Step 2

- Business Case
 - Focused on outputs and benefits
 - Improvement Plan
 - Measureable and Quantifiable
 - Reportable
- Customer Value
- Management Focus
- Team & Individual Competencies
- Business Winning Process & Handbook
- Capture Centre
- Continuous Improvement

Return on Investment

- Costs

- Development Centres
 - Design
 - Attendance
- Other training
 - Course costs
 - Attendance
- Infrastructure
 - Equipment
 - Licences
- Process & Handbooks
 - Design, Development & Production

- Benefits

- Labour savings
 - Reduced duplication
 - Access to information
 - Improved cross functional skills
- Productivity increases
 - Reduced turnover/absenteeism
 - Faster turnaround times
 - Quality outputs
- Improved
 - Forecasting
 - Resource planning
 - Budget planning
 - Senior engagement

Learning

- Time
- Be brave, focused & structured
- Keep the end point in view
- Set backs happen
- Communicate
 - Quick wins
 - Long term gains

Questions?

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