



Sustained Revenue Growth is not a Given

Addressing Revenue
Growth Challenges Facing
the Government Services
Industry

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MBDⁱ White Paper

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Introduction

Whether privately held, employee owned or a public corporation, revenue growth is generally the prime consideration for any business entity. Progress is continually monitored for indications of revenue growth. Of course the actual cycles vary depending on whether you're discussing revenue ramp-up for an 8a or start-up organization or the various stages of revenue growth or stagnation for more mature companies.

At each end of the scale, small firms and large conglomerates alike can be insulated from revenue growth challenges when their autonomous business units or "stovepipes" are working well to produce continuous revenue growth. However, many organizations eventually discover that the autonomous business unit model is hindering their business-building efforts. When this occurs, projected synergies evaporate, new business/organic growth is stagnant and sustained revenue development seems increasingly unattainable, unless through acquisition.

Over three decades of experience working with firms throughout a range of revenue cycles has put us in close proximity to these fluctuations and given us an increased understanding of this particular challenge. Over time, MBD' has completed a thorough study of the key indicators directly impacting revenue expansion. We accomplished this by establishing a system of periodic assessments, set at deliberate intervals and subsequently developed a proven methodology to address these revenue growth challenges. By first uncovering and addressing core revenue growth issues, we arrived at a decision making process that helps determine if and when to transition to a Business Development model that fosters both strategic and organic revenue advancement.

The following discussion identifies the key indicators of revenue growth stagnation or contraction, provides a methodology to address these issues, and presents a Business Development revenue growth model for your consideration.

Key Indicators of Revenue Growth Stagnation or Contraction

“Without continual growth
and progress, such words
as improvement,
achievement and
success have no
meaning.”

... Benjamin Franklin,
1706 – 1790, *American
Patriot and Entrepreneur*

Many government services organizations find that the autonomous business unit can be an effective structure for Business Development...to a point. A business unit is usually built around a contract or group of secured contracts and directed by strong divisional leadership. This model allows for recruitment of additional personnel resources and continued work on all contract vehicles, but only limited organic growth. The amount of time required to service today’s government contracts has greatly increased, thereby decreasing the time to focus upon Business Development efforts. Invariably, depending upon the management of the business unit and associated expertise in Business Development leadership, organic growth begins to stagnate due to this contract focus. The sector’s new contracts and new opportunities begin to slow down or dry up. The cure-all generally, is to make an acquisition or partner with another organization, and thus “beef up” the numbers. Inevitably, this is a temporary fix.

When discussing a small business, this may not be a problem. Perhaps the business is generating healthy profits and is well-managed. The appropriate business opportunities are being secured and the prospect for growth looks good. However, once the firm passes the \$100M revenue mark, the ability to sustain this level of growth without acquisitions or “priming” contracts, becomes a challenge.

Frequently, as a consequence of this expansion, we see the rise of the autonomous business unit, independent federation or silo. This type of business unit is typically personality and program-driven, combining strong leadership with the incentive to drive short term numbers. On the surface, things look fine, but what is often taking place is the proliferation of two, four or multiple autonomous business units which then compete for business and internal resources. It is virtually impossible to lead and coordinate a strategic and cohesive Business Development effort under these conditions.

From our experience, the end of the “continuous revenue expansion” Business Development life-cycle is evident when you begin to notice these significant symptoms.

Key Indicators of Revenue Growth Stagnation

1. The existence of disparate capture processes.
2. Autonomous business units hoard resources.
3. Limited synergy among business units.
4. In-house systems built around silos produce numerous capture management methods and Business Development procedures.
5. Independent business units compete internally and externally.
6. Lack of shared *Intel*
7. Employees experience frustration due to the components listed above.

1. **The existence of disparate capture processes.** The result: opportunities appear but it's difficult to coordinate any capture process that involves one or more business units.

2. **The autonomous business units tend to hoard resources.** These may be project/program delivery resources or Business Development resources. Either way, the emergent tendency is that separate Business Development teams reporting directly to the head of one specific business unit, focus their efforts *only* on that business unit.

3. **There is limited synergy among business units.** This is one product of the previous limitation. A representative of one division is seldom able to understand and leverage the capability, service knowledge or product/service delivery capacity of another division. This disparity results in both internal constraints within the corporation and external limitations to the government department or agency involved.

4. **The in-house systems and processes built around an independent federation (stovepipe or silo), give rise to a disproportionate number of capture management methods as well as Business Development and project management procedures.** This unwieldy proliferation of processes and resultant management distraction eventually takes its toll on revenue.

5. **Independent business units compete internally and externally.** Whether with an agency, department or among priming/partnering vehicles, these unproductive rivalries represent the useless squandering of resources.

6. **There is a lack of shared *Intel*. Information gleaned about opportunities and people remains imbedded within a business unit.** There is no central repository of critical Business Development information or intelligence data. Pressure for business unit growth is so internally focused that critical "Intel" is "squirreled away" and there is little willingness to share. Ultimately, the autonomous business unit structure suppresses strategic growth. Rather than implementing a strategy that fosters a Business Development mindset or applying a process and discipline capability that drives organic growth across business units, many organizations opt for the "quick fix": an acquisition.

7. **Work environment frustration.** Employees faced with revenue targets are frustrated by the previous components. Instead, they could be empowered by working in a proactive Business Development organization. This is an environment fostered by a principle-driven Business Development culture, directed by forward thinking leadership, utilizing a strategic growth Business Development process centered upon Opportunity Identification and Qualification.

Stovepipe to Strategic: Restructuring the Business Development Model

Whether your organization is small and insular or a large conglomerate posting multi-millions annually, provided the business is on track, delivering good numbers consistently, and responsive to opportunities and challenges, the attitude in the vernacular is...“don’t fix what ain’t broke.” If, however, revenue growth has slowed or is stagnant and you’ve lately considered making changes, we recommend you explore transitioning from the autonomous business unit model to a strategic growth Business Development structure. This will require the establishment of a corporate strategic business unit charged with growing a strategic revenue pipeline that in turn will position your organization as a leader in the your industry, integrating the appropriate services, client base and Business Development capability.

If it is possible to cite more than one or two of the seven tell-tale signs just listed, trouble may loom on the horizon in the form of diminished revenue growth potential.

What follows is a fundamental set of guidelines that will facilitate your company’s making the bold shift from an autonomous business unit model to a strategic growth Business Development model. We have developed these benchmarks in large part, due to years of experience working with successful organizations in the government services industry. You are likely familiar with some of these recommendations and even realize you should be embracing them, while others may require more reflection. Corporate-led revisions to the autonomous business unit culture and structure are commonly met with “push back”. Perseverance is key to gaining the support of the autonomous units and their constituents, thus reaping the rewards of the strategic model.

Steps for Implementation

The following steps establish the groundwork, conceptually and practically, for transforming a Business Development culture and structure from that of autonomous business units to a fully integrated strategic growth Business Development model:

Assess the Present State of your Business Development Organization

Build a Strategic Business Development Organization

Integrate a Proactive Business Development Organization and Identify Business Development Talent

Establish and Foster a Business Development Driven Culture

Evaluate, Restructure and Install a Business Development Process

Value Client *Intel* as an Asset to Your Business Development Relationships and Bottom Line

Assess the Present State of a Business Development Organization

The first step in addressing revenue growth issues is to perform a Present State assessment of the Business Development capability of your sectors, groups or divisions. This appraisal is intended to answer the following questions:

Is there a singular, cohesive and unified Business Development planning process?

Do the plans include unified objectives?

Do the operational and tactical Business Development plans provide any synergy of resources?

Are these plans primarily focused on organic growth?

What percentage of the plan is focused on strategic growth?

The goal of this evaluation is to gain an understanding of the focus of the current Business Development strategy. Is it corporate or federation led? The answer may surprise you.

Implementation Steps for a New Business Development Model

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Build a Strategic Business Development Organization

Critical to constructing a cohesive Business Development strategy is the establishment of a strategic Business Development function, led by a Senior or Executive VP reporting to the President/CEO. This individual will be singularly responsible for strategic revenue growth. It is crucial to draft a clear position analysis for this role. This executive's primary function is to develop the strategic pipeline in conjunction with the efforts of others on the Business Development team. In addition, this senior leader will have direct responsibility for recruiting, mentoring, coaching, and developing strategic Business Development leaders...those charged with building a revenue pipeline made up of highly qualified opportunities. Collectively, the function of the entire team is to drive strategic revenue growth.

To build a proactive Business Development organization, senior leadership must have a strategic vision for the company. Leadership must know where they want to go, understand how they plan to get there, how long it will take to accomplish it, and who they will rely upon to help them obtain their goals. Mapping the strategic direction is the first test for the leadership. There must be consensus on what the future looks like, what obstacles need to be overcome to get to that future, as well as agreement about the most expedient route to take. If no strategic vision exists, much less a top-down commitment to reach it, countless internal and external obstacles will block any forward progress toward the goal.

Conduct a Gap Analysis. Utilizing backlogs and forward projections, leadership can quickly assess what revenue will be generated through (a) passive organic growth, (b) potential acquisition, and (c) building a strategic Business Development organization. Once gaps have been identified, short, mid-term and long-term revenue growth goals need to be put in place. The strategic vision must always be documented and "rolled" into a strategic plan. Revenue generation will be just one component of this plan and should detail how these objectives will be reached and who will assist in meeting them.

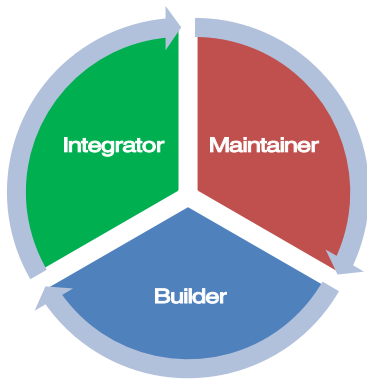
Once the plan is documented and distributed, it will become quickly evident that not everyone supports the newly established corporate goals. Active resisters as well as passive resisters will abound. Typically the business units, whether they are sectors, groups, divisions, or other in name, are satisfied with their current revenue growth and particularly satisfied with the status quo. Often, at this point, control issues develop about where the Strategic Business Developers should be located, an example of the classic corporate vs. line power struggle which generally results in some active and passive “push-back”. This conflict is likely rooted in a lack of understanding about strategic Business Development, especially if it is viewed from a position of scarcity, or possibly a fear of losing influence and control. This resistance has to be anticipated and managed in order to successfully shift to a proactive Business Development organization.

Integrate a Proactive Business Development Organization and Identify Business Development Talent

The most vital element in any organization is always the human component. The prevailing Business Development competence and commitment of your leadership and personnel will determine whether the organization’s goals are achieved. The best plans and process cannot compensate for a poorly skilled assemblage of staff. In fact, the opposite is true; educated and capable Business Development professionals may sometimes compensate for the lack of plans and process.

Since the Business Development Operations function is critical to the success of both the strategic Business Development organization and the company as a whole, there is a need to establish a clearly understood delineation of authority and responsibility for the entire Business Development organization. The strategic Business Development organization is primarily responsible for developing the strategic revenue pipeline with the help of other members of the team, involved either directly or indirectly with Business Development. This includes capture management, proposal management, stage-gate reviews as well as all out-facing marketing functions. Every aspect that could influence the performance of the Business Development leadership and other key positions must be reviewed and if necessary, adjusted to accurately reflect their primary

responsibilities, including job descriptions, compensation plans, accountability and relationships with other key leaders within the organization.



Leader Types Successful in Standing up a Business Development Operation

The candidate selected for building a strategic Business Development organization must possess the confidence and sound judgment of a leader. He or she must be a seasoned individual, capable of commanding the full support of senior management. The line organization will defer to a leader, but not to a manager. The adept leader will be able to execute Business Development on a strategic level and lead by example, in addition to having the ability to select, mentor, coach and develop other individuals. The three types of leaders who are successful in standing up a Business Development operation are: the *turnaround integrator*, the *builder* and the *maintainer*. An outstanding leader can often perform two of the three roles successfully. However, from our experience it's very rare to find someone who can perform effectively in all three roles.

Staffing the Business Development organization can be a major challenge. Identifying talent outside the organization is difficult. Because sales personnel are generally gregarious and have “the gift of gab”, even the most seasoned Business Development managers occasionally have difficulty distinguishing fact from fiction. It is often more tempting to take the candidate at face value. This is understandable given that most Business Development managers are looking for a “quick fix”, someone who can impact their short-term revenue numbers. For this reason, some managers are desperate to believe almost anything they hear in an interview for a Business Development position. How do you ensure that the right people are on board? *Look within* the organization for Business Development talent.

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Some of the most successful Business Development professionals have never held a Business Development title. They come to their positions from within the ranks of program managers, division managers and other personnel who are responsible for assuring that client challenges and problems are resolved. These are the individuals within the company who have regular contact with the client and are consistently successful in identifying issues and positioning themselves with influencers. It's important to realize that these same individuals are probably capable of transitioning smoothly from an operational role to a Business Development role.

The key to sourcing Business Development talent, wherever it may originate, is to seek out individuals who are problem-solvers, people oriented, have business thinking and are externally focused. Specifically, these individuals are focused on the client and the market, rather than themselves and their own needs. In our experience, for example, extroverted engineers make great Business Development people.

By and large, successfully integrating a strategic Business Development function into an organization and identifying internal Business Development talent requires a change of thinking. This translates, in part, to a change in culture. The culture, thinking and behavior that has positioned an organization where it is today, will seldom take it where it really wants to go tomorrow. Growing a Business Development organization within an existing business structure requires strategic leadership, strong commitment and sound business judgment coupled with an understanding of the thinking and behavior needed to execute successfully in the role of Business Development. Establishing a strategic Business Development organization is not a one-time event, but an on-going process.

Establish and Foster a Business Development Driven Culture

Culture is the sum of individuals' attitudes, beliefs, values, and feelings and is manifested in the behavior of each person as they carry out all of their roles within the organization.

When we talk about a culture in an organization, whether it's the Business Development culture or the overall culture, what we're really talking about is the aggregate of each individual's thinking as it shapes that culture. Culture is the sum of individuals' attitudes, beliefs, values, and feelings and is manifested in the behavior of each person as they carry out all of their roles within the organization. Cultural components can be positive or negative. For example, many organizations don't really understand and value Business Development and, as such, it's taken for granted. The very definition of "culture" implies that a particular attitude will be pervasive throughout a distinct "population".

If it can be argued that Business Development is the life-blood of any organization, why is it that very few companies have an inherent Business Development culture? As we already mentioned, the reason is that Business Development is typically not well understood within organizations.

It's assumed that since products or services exist and markets are available, the business must be there and somehow revenue will be generated. Little or no thought is given to exactly how that process takes place or the thinking that is required by the individuals assigned to generate that revenue on a consistent basis. As long as there is a pulsing revenue stream and projects and jobs are abundant, no one looks below the surface. It's only when revenue falls, that the glaring spotlight is immediately fixed on the Business Development function. *By then, it can be too late!*

An organization's culture is all about its combined level and type of thinking...the sum of its parts in business thinking, entrepreneurial thinking, and employee thinking. Fostering a business thinking, *intrapreneurial* culture within a firm is critical to successful Business Development. What's more, this type of thinking must be embraced and modeled in the leadership. A given Business Development 'culture' is not a "stand-alone" entity in any organization. Just as the overall culture of an organization is reflected in the principles, values and ethics of its leaders, at its best, the Business Development "sub-culture" ought to reflect the sound principles, values and ethics of the Business Development leadership as well as the Business Development staff.

Leadership will strategically acknowledge, reward and model the pervading "brand" of culture within an organization. If Business Development, whether proactive or reactive, is acknowledged and rewarded for the revenue growth in an organization it sends a message that this behavior is valued. In turn, the thinking that drives this behavior is also valued. Conversely, a common occurrence in organizations that don't understand or foster the Business Development function or are unfamiliar with the thinking, discipline and process of Business Development is that the cultures within these organizations become particularly resistant to change. Initiating a culture is far easier than changing an embedded culture simply because people don't give up their beliefs, attitudes, or perceptions easily.

A principle-driven Business Development culture focused on helping prospects understand their challenges and find solutions, regardless of whether they purchase from your firm, cultivates an ethical approach to Business Development.

This principle-driven commitment encourages all team members to contribute to the Business Development cause, which in turn promotes a culture that is balanced between the purpose of the business and the goals of the business, a critical component to long-term sustainability.

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Correspondingly, the Business Development process that is utilized in an organization, (provided there is one) is driven by the existing culture within that organization. A process that is structured, disciplined, focused, accountable, and documented communicates that the culture of Business Development is important and valued. For that reason, the Business Development process that is instituted must discipline the thinking of the individuals who use it, as well as help formulate the thinking of the overall culture.

Within a Business Development culture, there are two sub-cultures that are distinctly different and mutually exclusive. These are familiarly recognized as the Business Development *hunter* and *farmer* sub-cultures. The Strategic Business Development 'hunter' is one that proactively seeks out and develops new opportunities, while the 'farmer' tends to be more passive or reactive, playing off opportunities that already exist or appear in the market. A major challenge results when an organization with a tradition of farming, attempts to add a hunting culture to the mix.

While it is possible for these sub-cultures to coexist and produce revenue growth, they have distinctly different thinking, behaviors, processes and types of personnel associated with them. From our experience, blending these cultures results in a confusing combination. As a case in point, when an organization anticipates expanding its strategic Business Development efforts, it is far more efficient and effective to start from the bottom up and build a Business Development hunting team complete with its own culture than to try to merge it with an existing 'farming' culture.

The corporate culture is the measure upon which everything the company does can be evaluated. A sound, dynamic culture typically signifies a cohesive team with strong motivation to pursue a collective set of accomplishments. Fragile, less stable cultures, on the other hand, often splinter into subsets, each pursuing their own agenda.

The presence of a stable Business Development culture that permeates the entire organization reinforces the value that the organization attaches to revenue generation and business growth.

Because everyone that may come into contact with clients functions in a Business Development role, whether they recognize it or not, a healthy Business Development culture becomes the responsibility of the entire organization. The presence of a stable Business Development culture that permeates the entire organization reinforces the value that the organization attaches to revenue generation and business growth. A robust, shared culture is the common blood that courses throughout an organization. A diluted culture, Business Development or otherwise, results in a fragile, dysfunctional and weaker organization. This translates to reactive sales activity and squandered revenue growth efforts.

So what does a strong, authentic Business Development culture look like? It's a culture that ensures a Business Development team capable of building long-term relationships, invested in partnering with your clients and passionate about providing clients the best solutions to their problems, *even if those solutions are not offered by your company*. This is a significant Business Development concept to embrace. From our experience however, if a firm and its leadership are serious about its revenue growth efforts, the strong Business Development focused culture that we describe, is a requisite.

Evaluate, Restructure and Install a Business Development Process

Business Development revenue generation needs to be instilled as a 'bottom-up' process that stimulates revenue growth throughout the organization. Anyone in the company who interacts with potential or existing clients has to understand that they are in a Business Development role. With that role comes responsibility and established processes that need to be followed. This ideology needs to be instituted to assure that the right individuals are identified to carry out Business Development responsibilities and that they are provided the training necessary to be successful in executing their roles. It's essential that this Business Development message be communicated across business units, and that joint, collaborative opportunities are identified. By putting a bottom-up Business Development process and culture into effect, no one group is made vulnerable by the departure of Business Development leadership or team members.

Further, this process ought to be centered upon *Opportunity Identification and Qualification* (OIQ) and married to the capture/proposal process. This facilitates both strategic and organic growth by aligning strategic Business Development leaders with others who have both strategic and organic responsibility for Business Development within the business unit. A universally understood, shared level of thinking about Business Development, in combination with an institutionalized Business Development process and discipline, is essential for sustained revenue growth.

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To determine the level of Opportunity Identification and Qualification (OIQ) taking place, evaluate your current Business Development system by taking a hard look at your step review process. This is where the audit process of the strategic and tactical organic Business Development process takes place. A review will tell you whether the right opportunities have been identified, qualified and correctly positioned to feed the capture and proposal process. Another function of the step review process is to audit and support the strategic revenue growth of the divisions, groups and sectors and to assure that all resources are allocated to qualified opportunities representing the greatest likelihood for revenue growth. A well developed and refined step review process ensures that each opportunity has been well qualified, and that all of the data is present to make an informed decision about whether to proceed with or to drop a given “opportunity”.

Value Client Intel as an Asset to Your Business Development Relationships and Bottom Line

A significant outcome of a successful Business Development process and the resulting effective behavior is the ability to develop client “Intelligence”. Think about client or prospect *Intel* as legitimately obtained collateral, a product of your firm’s Business Development efforts. Client *Intel* can be defined and differentiated on two levels. The first type is research intelligence gathered on an opportunity, client or business RFP. But there is also *personnel Intel*, which is information about specific individuals who experience problems, allocate money and make purchase decisions. Both types of Intel should be valued as company assets given their impact on revenue. When compiled and stored properly, *Intel* drives Business Development and strategic revenue growth.

There's a wealth of good information about how to develop intelligence around a technical opportunity, a business opportunity, or a financial opportunity. But little data exists concerning how to gather Intel about the actual individuals involved in the Business Development relationship. It's important to understand that a good Business Development system or process continuously develops and validates personnel Intel. An effective Business Development professional focuses on individual relationships, by making every effort to understand prospects and their problems from the prospect's perspective, not their own. The Business Development professional understands the importance of gathering specific information relating to the individual and how that information affects the manner in which the purchase is made.

Remember:
 Departments and
 agencies don't buy.
People buy!

Remember. Departments and agencies don't buy. People buy! It stands to reason then, that Business Development relationships are built around people and the resulting "human" relationships. For successful Business Development to take place, it isn't so important how much the prospect or client knows about you. It's quite the opposite; it's how much you know about the prospect or client.

That being said, individuals charged with the Business Development role, support, or in any way engaged with a prospect or client, must be trained to think and appreciate Intel as the valuable asset that it is. They have to be taught how to seek and collect Intel as well as how to validate it. Finally, they need to know what Intel to store and how to store it so that it is accessible for individual and collective use. If Business Development Intel, like real estate or capital assets should be treated as a thing of value, the notion is never more exemplified than in the government services industry where successful Business Development literally depends upon who knows whom, who knows what and who owns the individual relationships with key decision-makers. In these circles, Business Development Intel is an industry norm if not its stock and trade.

Responsibility for seeking, storing, accelerating and using Business Development Intel must be delegated to the appropriate people. Anything assigned value is by definition vulnerable. So it is with Business Development Intel. Because this data has the potential of being accessed hundreds, if not thousands of times a day, it is vulnerable to mismanagement. This exposure, over time, can effectively diminish its value as an asset.

Set policies and procedures covering company Intel must be understood by all involved and govern who owns, manages, monitors and validates this invaluable information. As in any intelligence gathering operation, the collecting of Business Development Intel will be flawed but management must rise to the challenge of protecting it.

Although many Business Development operations come upon it later, rather than sooner, there is a straightforward answer to the issue of capturing client Intel. It's readily available, off the shelf (in many cases), plug-in, and user friendly. It even comes in a box, with directions; it's a CRM or Customer Relationship Management application. The really important thing to take away from this, however, is that every call your Business Development team makes, every piece of data gathered about a client, as well as all action items and commitments made to a potential buyer will, at last, be recorded.

Much has been written about CRM programs, some of it implying that these programs can structure an individual's thinking and responsibility around Business Development. In fact, a CRM program is nothing more than an electronic file drawer, a tool for storing quantitative and qualitative information. A CRM program cannot and will not discipline Business Development personnel in the thinking and behavior necessary to gather the correct information.

A proactive, strategic and organic growth oriented Business Development process that trains personnel to know what questions to ask, how to ask them and, as a result, how to solicit useful information, is the only guaranteed way to instill right thinking, process and discipline into your Business Development team. Strong Business Development relationships are trust-based and as such, endure. When a foundation of trust has been laid, individuals feel comfortable sharing information. Implicit to that trust is the knowledge that the exchange is valued and respected. Because establishing confidence-based relationships is an acquired ability, it is the organization's responsibility to train their Business Development personnel to think and execute in this manner. For example, your contacts within any given client organization are likely, over time to move and/or change positions. If properly managed, the Intel you have gathered about these individuals can remain in your Business Development organization and follow those contacts to their new assignments.

It's fairly easy to test the integrity of your Business Development process and accompanying CRM tool. A question we like to ask is, "If one of your professionals suddenly disappeared, renouncing Business Development as entirely too mundane and leaving no forwarding contact information, how long would it take you to make sense of their accounts or pick up the thread that weaves through their client relationships?"

Companies in which client contacts and the resulting Intel are viewed as a corporate asset will respond to this with the "short answer" something like, "we will need to review the shared company information in our database". Frequently, these companies can provide examples of how this has been managed previously. Conversely, Business Development organizations in more awkward circumstances respond with, "that is a good question" followed by, "all we need to do is find and read the former employee's client emails". Unfortunately, that could take some time since there may be a few thousand messages to scan. And it's downhill from there considering that the last thing a Business Development enterprise wants to be faced with is the need to call the client to find out from them where things stand.

Of course it's always in the company's best interest to regard Business Development Intel as a corporate asset, to protect the connections forged and the proprietary information discussed. People leave companies every day and will take all of your Business Development Intel with them, if you let them. If company Intel is not protected, each and every Business Development individual has carte blanche to develop a "great rolodex" which can then be "shopped" to the highest bidder. We have seen this happen time and again. It's tough enough to lose a good Business Development person, much less all of the Business Development Intel that has been bought and paid for over time.

Bottom line: Information is currency. The strength of your Business Development Intel in combination with the carefully cultivated relationships that have been documented in your CRM program can only boost your revenue growth efforts.

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Conclusion

A number of companies in the Government Services arena have experienced phenomenal revenue growth over the past few years. Prevailing wisdom, however, is that current and future dynamic political and economic forces will impact many government services firms and their Business Development efforts, conceivably in the near term.

The information we've shared in this white paper is based on three decades of experience in guiding firms in the Government Services industry through multiple economic cycles and their attendant revenue generation ramifications. Now is the time to check the milestones and assess your company's current and future revenue growth prospects. Your Business Development model, culture, process, organizational structure and Intel are crucial components for scrutiny right now. Experience has shown that if you identify any shortcomings among the key elements that we have outlined *and* make the needed changes *without delay*, these restructuring initiatives will reward you with vigorous strategic revenue growth for the imminent and foreseeable future.

About MBDⁱ

Who We Are

MBDⁱ is a Business Development services company, focusing exclusively on Business Development & Revenue Generation. We are specialists to the Government Services Industry. Our consultants average 30+ years of Business Development leadership experience and expertise.

Mission

Our Mission is to drive revenue growth through organizational change by providing Business Development resources, elevated thinking, knowledge, processes and skills, while remaining committed to the core values of accountability, integrity, trust and mutual respect.

What We Do for Government Services Companies:

- Specialize in Turn-Key Business Development Assessment & Implementation
- Conduct Present State (Current Structure) Assessments
- Build, Integrate and Turn Around Business Development Organizations
- Develop and Implement Strategic and Tactical Business Development Plans
- Evaluate and Source Business Development Leaders and Teams
- Design, Build and Implement Business Development Processes for Guaranteeing Revenue Growth
- Design, Develop and Deliver Business Development Curricula

We Assist Government Services Companies to Attain Accelerated Revenue Growth by Partnering with Us to:

- Protect Their Current Revenue Base and Create Organic Growth
- Drive Strategic Growth to Assure a Full Pipe-line
- Merge and Integrate Diverse Business Operations and New Acquisitions
- Leverage Existing Personnel, Capital, Client Relationships and Resources



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