

Proposal Writing Benchmark Study

Other Factors

SOW Description (from BAE RFP)

Miscellaneous

- Controls used to verify positioning (product, brand, offer, etc.) and control costs
- How are proposal strategies/themes enforced in the proposal process
- How/when are resources allocated in the process
- An understanding of any variations in process to address different levels of proposal complexity or types of proposals
- An understanding of the impact of process on efficiency, effectiveness, and potentially win rate

Background (Issues, other considerations)

- Improve ability to “tell our story” while maintaining, if not improving, win rates
- Reinforce brand messages with customer communities
- Reduce cost of producing proposals and reduce employee stress associated with proposal development

Prerequisites and Enabling Conditions:

- Commitment to perform – i.e., providing adequate funding and resources.
- Ability to perform – i.e., having sufficient training to assure that proposal participants have needed competencies.
- Ability to perform – i.e., having proposal teams organized to support writers through a well-planned hierarchy of writing assignment: and leadership roles.

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Benchmark Criteria/Success Factors

Study Area (BAE Required and Others)	Benchmark Criteria	Success Factors
Using controls to verify positioning (product, brand, offer, etc.) and manage costs	<ul style="list-style-type: none"> Extent to which product, brand, offer satisfy customer's requirements 	<ul style="list-style-type: none"> Track methods for securing appropriate Account Team and SME validation of product, brand offer for customer. Track methods for reviewing costs at prescribed intervals. Track process for securing management validation of costs at prescribed intervals.
Enforcing proposal strategies/themes in the proposal process	<ul style="list-style-type: none"> Extent to which BD-CMM KPC capabilities are used, including process actions that connect win strategies to proposal content Extent to which senior management actively involved Degree of standardized and documented processes Extent to which funding for proposal project matches expectations of win Extent to which prerequisites are satisfied (strategies and capture plans) Extent to which ongoing process improvement programs exist Extent to which metrics and verification are used 	<ul style="list-style-type: none"> Record use of process actions that assure win strategies thoroughly penetrate proposal content. Record degree, frequency, and substance of senior management review and response regarding proposal content. Track process for assessing cost needed proposal resources and for securing adequate funding for project. Record existence, use, and sufficiency of process improvement programs. Track existence, use, and sufficiency of metrics and verification methods.
Allocating resources in the process: how and	<ul style="list-style-type: none"> Extent to which BD-CMM KPC capabilities are 	<ul style="list-style-type: none"> Record what methods are used to

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Study Area (BAE Required and Others)	Benchmark Criteria	Success Factors
when	<p>used to allocate resources</p> <ul style="list-style-type: none"> • Extent to which core competencies are defined and training is provided • Use of standardized and documented processes for staffing • Extent to which resource forecasting guidelines/templates are used • Extent to which proper assignment of staff is based on the size and importance of the opportunity • Extent to which roles and responsibilities are clearly defined and understood • Extent to which team performance is evaluated on a periodic, event-driven basis • Extent to which compensation is tied to team performance • Extent to which career development is supported • Extent to which proposal operations plans are used • Extent to which resources are ramped up for responses • Proportion of baseline (full-time) and specialty (i.e. reviewers) roles • Extent to which budgets (cross charge, central funding, incentives) are managed • Degree of management involvement • Extent to which personnel transitions from customer facing sales/BD roles to proposal roles. • Extent to which proposal team dependent on staffing model (contracted vs. permanent) 	<p>allocate resources and correlate with appropriate BD-CMM KPC capabilities.</p> <ul style="list-style-type: none"> • Verify use of standardized and documented processes. • Record degree of use of these tools. • Record method for sizing staff based on size/importance of opportunity. • Record method for explaining roles and responsibilities. • Record how team is evaluated, compensated, and supported in career development. • Determine degree of use of proposal operations plans. • Record timeliness and adequacy ramp-up of resources. • Determine ratio of baseline personnel versus specialty personnel. • Track breadth and depth of budget management. • Record degree and level of management involvement. • Record transition and tenure of personnel moving from sales to proposal positions. • Determine proportion of contract versus permanent proposal

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Study Area (BAE Required and Others)	Benchmark Criteria	Success Factors
	<ul style="list-style-type: none"> Extent to which best practices guided by knowledge management system 	<p>personnel and over time correlate staffing model to proposal success</p> <ul style="list-style-type: none"> Record which best practices are supported by knowledge management system, and track effectiveness of its guidance.
Understanding of any variations in process to address different levels of proposal complexity or types of proposals	<ul style="list-style-type: none"> Extent to which guidelines for proposal tailoring are used 	<ul style="list-style-type: none"> Track methods and guidelines for proposal tailoring.
Understanding of the impact of process on efficiency, effectiveness, and potentially win rate	<ul style="list-style-type: none"> Extent of use of benchmarks that relate efficiency and effectiveness (and potentially win rates) to BD-CMM Capabilities - Process KPA Level Assessment 	<ul style="list-style-type: none"> Record which benchmarks are used that associate efficiency and effectiveness with BD-CMM Capabilities – Process KPA Level Assessment.