

Opportunity Evaluations: Preventing Pipeline Inflation

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Dr. Jack Bailey, Managing Director

- Business Development (BD) professional and business educator; 20 years experience
- Managing Director, The Kyle Group LLC The logo for The Kyle Group LLC, featuring the letters 'TKG' in a blue box with 'THE KYLE GROUP LLC' written in smaller text below it.
- Former Vice President of BD for Pacific Architects and Engineers (PAE) and DynCorp International – both now divisions of Amentum
- CF APMP and Shipley Associates Certifications



The Kyle Group LLC

- BD analysis and executive level training company
- We employ our proprietary *BD Forensics*^(SM) methodology for conducting a holistic analysis of the BD function
- TKG provides organizational solutions and leader training on organizing, resourcing, planning and executing the BD function

What is Pipeline Inflation?

- A situation when the pipeline..
 - Includes far more opportunities than can be pursued
 - Often outside the company's capability to perform
- Common in Customer Relationship Management (CRM) systems
- Creates an unrealistic pipeline, impacting business metrics and resources allocation

Solution: Opportunity Evaluations

- Make pipelines realistic and manageable
- Serve as "qualifiers" for entering an opportunity into the CRM
- Increase Metric Accuracy  **Projected win/loss data;**
factored contract values;
projected revenue
- Optimize Resources  **Bid & Proposal budget;**
Deconflicted assets/consultants;
schedule/time

Consideration One

Addressability - verifying an opportunity's bid eligibility

- Contract type
- Size standard limitations
- Socio-economic categories
- NAICS designation
- Acquisition policy

Example



2020 Department of Defense's Class Deviation—Justification and Approval Threshold for 8(a) Contracts adjustment significantly impacted sub-\$100M contracts' risk profiles, enabling the potential shift from full and open to 8(a) opportunities

Consideration Two

Organizational Fit - assessing alignment with capabilities

- Competency Match
- Past Performance Match
- Strategy Match

Example



Competency – titles of opportunities don't necessarily match the Statement of Work (SOW); its incumbent upon Business Developers to read the SOW and identify all implied tasks, and qualifiers, like OCONUS recruiting; out-of-the-ordinary shift work; using complex information systems; etc.

Questions

Thank You!