

What Business Development (Actually) Exists to Do

Business Development breaks down when teams lack a shared, standardized understanding of what BD exists to do for the enterprise — and how their daily work supports profit creation.

At its simplest level, business development exists for one reason:

To create the programs that deliver the revenue and earnings the business is seeking.

That's it.

Yet most BD teams do not operate from a shared definition of what BD exists to produce. Teams are built by hiring experienced people from different organizations, each carrying their own assumptions about how BD works.

The result is experience — without standardization.

Without a shared baseline, business development cannot function as a system, even when everyone is capable and working hard.



When Effort Doesn't Add Up

When business development lacks a standardized definition, effort fragments.

People stay busy.

Activity increases.

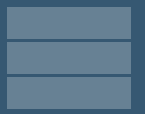
But alignment does not.

In practice, this looks like:

- Work focused on opportunities the business doesn't actually want
- Overlap alongside critical gaps
- Frustration across BD and adjacent teams
- Burnout without clarity

No one is doing the “wrong” thing individually.

But without a shared standard, effort cannot compound — and business development becomes a bottleneck.



High Capability, Missing Context

Organizations that serve government customers often recruit veterans into BD roles — for good reason.

Veterans bring discipline, program familiarity, and operational experience.

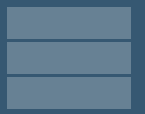
They also expect:

- Clear roles
- Defined purpose
- Effort tied to intent

When veterans enter BD teams without a standardized understanding of what BD exists to do — and how daily work supports profit — friction appears immediately.

Veterans don't create the problem – **They expose it.**

What feels like individual frustration is usually a systemic gap that already existed.



A Blind Spot That's Hard to Name

Leaders often sense something is off in their BD organizations.

They see:

- Uneven pursuit quality
- High activity with limited return
- Confusion around priorities
- Misalignment between BD and the rest of the business

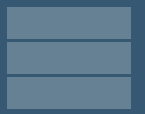
Because BD is rarely standardized as a function, leaders respond with more process, reporting, or experience.

But structure without shared understanding doesn't fix the problem.

Effort continues.

Noise increases.

Outcomes remain uneven.



Why This Matters

Business development doesn't fail because people don't care or work hard.

It fails when teams are never given a clear, standardized understanding of:

- What BD exists to do
- How the enterprise makes money
- And how daily BD work supports that outcome

PreVeteran exists to make that context explicit.

By establishing a shared baseline, BD teams can align effort, reduce inefficiency, and focus on the work the business actually needs.

If this sounds familiar...

A short discovery conversation can help determine whether lack of standardization — not talent or effort — is the constraint you're experiencing.

»»»» Book a Discovery Call