**Large Government Contractor**

**Raytheon-Case Study**

Raytheon has several very large programs and many smaller programs. For each of these smaller programs, a program manager manages the program 90% of which are for the Federal Government. Raytheon wanted these program managers to grow their programs with their current programs.

 ASHER started by assessing the program managers, deputy program managers, other seven technical people for natural aptitude for BD. The results empowered a number of decisions within one program:

 1. In some cases, the PM did not have a natural talent for BD, but the deputy PM did

 have a high aptitude. So the deputy took charge of BD for their program.

 2. In other cases, neither the PM nor the deputy PM had a high talent for BD. Then, at

 the VP level, people were transferred between programs so that each program had a

 PM or deputy PM with a talent for BD.

 3. In other cases, a senior technical person was identified with a high natural talent for

 BD. In many cases, these technical people were given more time for BD and another

 technical person assumed some of their technical responsibilities.

 Secondly, ASHER developed a customized BD training program for the program managers and all other customer-facing people within their programs including technical people.

 Third, ASHER developed a compensation program for the program managers that consisted of three parts:

 1. Up-selling (more of the same products and services) to the customer

 2. Cross selling (selling new products and services) to the customer

 3. Obtaining referrals from their customer. These referrals are giving to the company's

 corporate BD team that pursues them. If the corporate BD team closes one of these

 referrals, the PM got part of the first year's commission.

In the first year after providing these sales advisory services to Raytheon, average revenue for the company's program's increases by 17%.