

# Business Development

**We need clarity, transparency and commercial rigour in our business processes to compete successfully for those contracts that add most value for our customers and investors. We will ensure that our proposals focus on the customer's known needs and combine operational realism with innovation.**

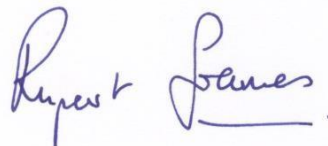
We will achieve this by applying a formal governance processes, standardised programme management frameworks and sharing best practice, aimed at delighting our customers from bid through transition. This will enable us to win more business, balance risk with innovation, assure the operational viability of our proposals and retain objectivity.

**We will:**

- select and bid for those opportunities that create the most value for customers and investors, deliver our strategy and align with our values
- follow a governance framework and business development process that manages risk, uses resources effectively and enables transparent and well-informed decision-making, while maximising value across the business
- fully apply operational expertise and other emerging best practice to business development decisions
- apply principles of good programme and project management to all of our bids, sharing best practice and applying lessons learned
- balance innovation and our entrepreneurial spirit with robust risk management at all stages of business development

- manage business development through organisational structures in which responsibilities are clearly defined and allocated to people with the right skills and capabilities ensure all business activities consistently pass through checkpoints (gates), with effective review and challenge to enable robust decision making
- ensure the transition of contracts is effective, implement the agreed solution and delivers agreed customer requirements
- retain and grow contracts by investing in account management and delivering continuous improvement

We will put this policy into practice by applying effective standards, operating procedures and processes; supported by training and best practice activities, to ensure we select, secure, deliver, retain and grow the business in a managed and responsible way.



**Rupert Soames**  
*Group Chief Executive, Serco Group plc*