

Successful bidding and tendering

Overview

A one-day introduction to the bidding and tendering process.

Learning objectives

This programme will:

- Give the participants a structured approach with which to identify genuine opportunities
- Highlight discriminators through win themes and value propositions
- Help participants structure and develop bid activities within a business unit ensuring resource
- Is used appropriately and efficiently.

Course participants are challenged to focus upon each specific opportunity to improve the win rate.

On completion of the programme participants will:

- Appreciate the key issues to be considered and evaluated at each stage of the bidding and tendering process and have a better understanding of their relevance and how they can be practically applied
- Have a better understanding of the importance of singling out winning opportunities
- Be able to identify and develop a consistent and coherent approach to proposal writing
- Have an understanding of the terminology, technical and procedural issues pertaining to the initial stages of an acquisition programme
- Be more commercially aware and able to target their resource where it may have the best outcome.

Who should attend?

This programme works best when all those involved in contributing to the bidding/tendering process are represented, eg:

- Business development staff
- Engineering, project and other staff involved in the development and writing of bids and tenders
- Contracts/commercial staff
- Managers involved in go/no go reviews

Course format

An inter-active one-day workshop.

Special features

For maximum benefit from the programme, we recommend that the trainer works with an organisation to tailor the programme to their specific processes and requirements.

The expert trainer

Alison is an independent consultant and trainer specialising in commercial, contractual and bidding issues. She has a particularly strong background in aerospace and defence.

Before starting her consultancy, in 2008, Alison was Commercial Director, Lockheed Martin UK INSYS Ltd where she played a key role in the integration of INSYS into the Lockheed Martin organisation at the same time as drafting and negotiating a wide range of contracts covering design, development and production, SLAs, software development, modelling and licensing, feasibility and research studies, evaluation and loan arrangements to customers in the UK, Europe and the USA. Prior to that she had spent eight years with Hunting Engineering, rising from Assistant Contracts Manager to Company Commercial Manager. While at Hunting she worked in the UK and internationally on contracts valued from several hundred thousand pounds to more than £300m and was deeply involved with all the commercial aspects of bid preparation, contract negotiation and management. Her career began at British Aerospace Dynamics Group (latterly as Contracts Manager – Procurement Contracts) where she spent ten years working on a range of UK and overseas bids and projects.

It was while she was with British Aerospace that she first began delivering training courses on commercial issues.

Alison's clients include the trade association ADS, ITT Defence, The Institution of Engineering and Technology, Morgan Armour, Britten Norman, Dytechna, MASS Consultants Ltd, Aircraft Research Association, Pankl Racing Systems, Aspire Consulting, Porchester Microtools, APP Ltd, EDF Energy, Drumgrange, LINCAD, Helmet Integrated Systems Ltd, Cambridge University (Department of Physics), Northrop Grumman, Supreme Group, Chemring, Raytheon and the Niteworks project (a collaboration between MoD and Industry led by BAe Systems).

As commercial consultant to the ADS Trade Association and as a member of the ADS Commercial and Legal Board, Alison is very up-to-date with commercial arrangements and issues between industry and MoD and, indeed, for ten years she was Chairman of the Defence Manufacturers Association (DMA) Commercial Committee and she is still a member of DMA Council, a member of the joint Industry/MoD Commercial Policy Group (a high level group reporting at Ministerial level) and industry co-chairman of the Project Management Reform Group (originally part of the 'More Effective Contracting' initiative but now subsumed into the DIS Commercial Issues group).

Course outline

1 Pre-bid activity

- Opportunities
- Know your customer
- Know your own business
- The process
 - Expressions of Interest
 - Pre-Qualification Questionnaires – ITTs

2 Bid proposal phase

- The importance of a Bid Go/No Go review
- Value propositions
- The creation of internal and external teams
- Structuring the response
- Identifying 'win themes'
- Capture planning
- Project planning
- Estimating
- Contractual and financial issues
- Intellectual property
- Internal bid review and approval processes

3 Legal elements of offer and acceptance

- Legal elements of bidding and tendering
- Non-compliance
- Customer changes
- Proposal review

4 Bidding process

- Tender documentation
- Competitive/non-competitive
- EU Public Procurement Regulations
- Standstill period – *Alcatel* ruling
- Iterative tendering

5 Issues with bidding overseas

- Currency issues
- Letters of credit
- Bank guarantees
- Business ethics
- Offset/industrial participation

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