
Overview

This standard is for you if you are involved in evaluating and developing your organisation's ability to bid.

It is relevant to in-house bid professionals and those advising and supporting them.

**Performance
criteria**

- You must be able to:
- P1 gather and analyse market intelligence and information on the activities of potential customers and competitors
 - P2 assess the organisation's bidding strengths, differentiators, and any unique selling point(s)
 - P3 develop appropriate relationships with potential customers / funders
 - P4 develop and implement an opportunity management system in order to ensure that appropriate opportunities to bid are identified
 - P5 ensure that key bid target groups and specific targets are in line with the organisation's business strategy and the organisation's attitude to risk
 - P6 develop a bid library of past bids and outcomes, case studies and wider supporting materials and ensure that it is regularly updated
 - P7 evaluate the organisation's ability to bid taking into account the probability of success, the available budget, skills and capacity to deliver both the bid and the contract
 - P8 ensure that self and others involved in bidding have the appropriate skills and support
 - P9 ensure that appropriate processes and procedures for bid development are in place and are regularly reviewed in line with changing best practice

Knowledge and understanding

You need to know and understand:

- K1 appropriate legal, regulatory and ethical requirements that relate to bidding and delivery
- K2 current best practice and appropriate bodies of knowledge relevant to bidding
- K3 the organisation's position in the market and strategy
- K4 procurement frameworks, including EU procedures and purchasing thresholds and minimum buyer standards, policies and preferences
- K5 methods of gathering and analysing market intelligence and information on potential customer and competitor activity
- K6 techniques for assessing an organisation's bidding strengths, differentiators, and any unique selling point(s)
- K7 how to develop and implement an opportunity management system for an organisation
- K8 the links between the bidding process and wider organisation, and the importance of these in identifying opportunities to bid
- K9 how to structure and develop a bid library and ensure that the information is kept up to date
- K10 the factors that must be considered when evaluating an organisation's ability to bid
- K11 how to source appropriate skills and support relevant to bid tasks
- K12 how to ensure that processes and procedures for bid development are in place and remain fit for purpose

Additional information**Skills:**

- Analysing
- Data collection
- Information management
- Planning
- Reporting
- Strategic thinking

Glossary:

Procurement: a system in which organisations seeking a product or service allow other companies or individuals to submit competing offers in order to win the right to provide the requested product or service or be on the framework to provide a product or service. The process may involve a number of stages including: expression of interest, pre-qualification questionnaire, invitation to tender, request for proposal and best and final offer.

Expression of Interest (EOI): is used to identify potential suppliers interested in, and capable of, delivering the required goods or services. Potential suppliers are asked to provide information on their capability to do the work. It is usually the first stage of a multi-stage tender process.

Pre-qualification questionnaire (PPQ): is a questionnaire assessing the suitability of an organisation's commercial, technical and financial capability and provides a method of shortlisting interested parties meeting the required minimum qualification criteria.

Invitation to Tender (ITT) or Request for Proposal (RFP): is a formal invitation to make an offer for the supply of goods or services.

Best and Final Offer (BAFO): a customer request for a document that describes an organisation's final price. The customer will request this after the bid has been submitted to help select the final companies to negotiate with. (*Source: APMP – Glossary of terms – amended*)

Commissioning: is a structured way of deciding how and on whom public money should be spent.

Bid (tender or proposal): refers to the documents required to be submitted in response to a formal invitation to bid (ITB). These may include the prescribed bid response form/questionnaire, drawings, specifications, time lines, charts, price

breakdowns, etc.

Purchasing guidelines or procedures: a set of steps that an organisation follows when making purchases of goods or services, which may also include contract value thresholds, triggering different levels of process detail.

Bid library: a repository of texts and resources which can be used in bids, usually stored and searched electronically.

Links to other NOS:

- CFASLS12 Analyse competitor information
- CFASLS13 Use databases to support sales activities
- CFASLS22 Develop responsible sales strategies and plans
- CFAM1.3.3. Establish and understand potential market segments
- CFASLS97 Develop strategic relationships with major clients

External Links:

OJEU: Official Journal of the European Union (<http://www.ojec.com/>)

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