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Glossary Of Bid And Procurement Terminology

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Introduction to the Glossary of Bid and Procurement Terminology

Bid Perfect has written and produced this document to provide a guide to terminology commonly used in bid and tender documents. At 61 pages, it covers the large majority of references, but as is the nature of these types of documents, it will age. New descriptions, acronyms and terminology appear often, while other language falls away.

This is the fourth version we have published and it will not be the last. If you find something missing, please email enquiries@bidperfect.co.uk, and we will update this document.

We hope that you find the glossary useful.

The Bid Perfect Team.



Marcus



Neal



Linda



Livvy



**Empowering you to
build better bids.**

Overview

The use of precise terminology that is appropriate and relevant is a fundamental skill in bid writing. With the ongoing evolution of practices, methodologies, and regulations, and shifting focus for bids, it can be quite challenging to navigate the extensive lexicon that encompasses the bid and procurement landscape.

This Glossary of Bid and Procurement Terminology has been compiled to address this challenge and provide a comprehensive resource for professionals, practitioners, and individuals interested in this field. We expect it to be particularly useful for newcomers to bidding.

We know that everything can be looked up online but believe there is still a place for a document such as this.

For the first time in our production of this glossary, we also thought we would share a few thoughts.

1. The Transformation of Procurement

Over the years, procurement has undergone a significant transformation, shifting from a transactional and strictly cost-focused function into a strategic and value-driven process. Organisations, whether public or private, have increasingly recognised the pivotal role that procurement plays in their overall success. Consequently, the procurement and bidding landscape has become more sophisticated, giving rise to a (seemingly) excess of terminology that reflects this transformation.

This glossary aims to guide readers through the intricacies of modern procurement by offering explanations and definitions for the terminology used in various aspects of the procurement and bidding lifecycle. Whether you possess extensive experience in this area or are newly entering the field, this resource intends to bridge knowledge gaps and facilitate effective communication.

2. The Global Character of Procurement

Procurement is no longer confined to local boundaries; it has evolved into a nation-wide, and even global undertaking.

Organisations source goods, services, and expertise from around the world, necessitating a common language to facilitate international trade and collaboration. This glossary acknowledges the global nature of procurement and bidding by encompassing terminology used in various regions and industries. It acknowledges the diversity and subtleties within procurement and bidding practices, making it a valuable reference for a wide range of audiences.

3. Legal and Regulatory Frameworks

The processes of procurement and bidding are often governed by numerous legal and regulatory frameworks. These frameworks are designed to ensure fairness, transparency, and accountability in the procurement process. Nevertheless, deciphering the legal terminology can be a daunting task. This glossary strives to demystify the legal aspects by providing clear and concise definitions for terms related to procurement laws, regulations, and compliance.

4. Technology and Innovation

The emergence of technology has revolutionised procurement, introducing new tools, platforms, and methodologies that have streamlined processes and increased efficiency.

Concepts such as electronic procurement, electronic reverse auctions, and procurement automation are now integral to the procurement landscape. This glossary incorporates the latest technological advancements and innovations, ensuring that users are well prepared and understand new procurement practices

5. Sustainability and Social Responsibility

In an era where sustainability and social responsibility occupy a central position in organisational priorities, procurement plays a pivotal role in promoting ethical and environmentally conscious practices. Concepts such as sustainable sourcing, environmentally conscious procurement, and social value are becoming increasingly significant. This glossary includes terminology related to sustainable and responsible procurement, assisting organisations in aligning their procurement and bidding strategies with ethical and environmental objectives.

6. Risk Management

The procurement and bidding process inherently involves risks, whether they are related to supply chain disruptions, market volatility, or customer communications. Understanding and mitigating these risks are crucial for successful procurement outcomes. This glossary encompasses risk management terminology, aiding professionals in identifying, assessing, and managing risks effectively.

7. Collaboration and Stakeholder Engagement

Procurement and bidding is a collaborative effort that involves various stakeholders, including internal teams, suppliers, and partners. Effective communication during collaborative projects is essential for achieving desired outcomes. This glossary includes terminology related to stakeholder engagement, negotiation, and communication, fostering a deeper understanding of the interpersonal dynamics within procurement and bidding.

8. Professional Development

As the field of procurement and bidding continues to evolve, it demands continuous learning and development. Professionals seeking to advance their careers and stay current in the industry can benefit from this glossary as a foundational resource. It supports professional development by providing a comprehensive understanding of the terminology used in procurement and tendering.

We hope you will find this document a valuable tool and please don't hesitate to let us know how it can be improved in the next version.

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ABC Analysis

An inventory management system that breaks down the value of inventory items based upon their importance to the business. Usually, the most important 'A' items are fewer than the 'B' and 'C' items, which is based on the Pareto Principle (sometimes referred to as the 80/20 rule) that 20% of efforts in any system bring about the highest value results. ABC analysis reveals that, typically, about 20% of inventory goods deliver 80% of the value.

ABC Categorisation (or Classification)

The simplest system for grouping items into categories in order of importance. As with ABC Analysis, this method of classification is closely associated with the Pareto Principle, which assumes that 80% of outputs are determined by 20% of inputs. Typically, ABC Categorisation reflects A as extremely important things, B as moderately important things, and C as relatively unimportant things. The objective of using this categorisation technique is to identify where most attention is focused, because it produces the greatest return and is therefore of the highest value.

Absorptive Capacity

This is the capacity or ability of an organisation to recognise the value of new or updated external information, and how to assimilate and apply it so that it adds value to the organisation effectively and efficiently.

Accelerated Open Procedure

Condensed timeframes for open procedures. (See also: Open Procedures.)

Accelerated (Restricted, or Negotiated) Procedure

The length of time of the tender/bid or procurement response process may be shortened to accommodate extraordinary or emergency circumstances.

Acceptance

An agreement between parties to receive or to undertake an offer that has been proposed. Acceptance may also be a formal understanding that a product or service is appropriate, and conforms to the purchaser's requirements.

Acceptance Criteria

Acceptance criteria (sometimes written as an acronym: AC) are the conditions that must be satisfied for a product, service, or increment of work to be accepted. Usually, acceptance criteria are a pass/fail scenario, meaning they are either met (PASS) or not met (FAIL).

Acceptance Letter

A letter notifying a supplier that their bid has been successful and their proposition accepted. An acceptance letter may define the conditions and criteria of acceptance (e.g. date of service commencement, scope of service delivery, terms and conditions, etc.).

Acceptance Testing

Testing carried out by a buying organisation to ensure that the specifications or requirements in the contract agreement have been met by the supplier.

Accordion Process

This is a process that takes a flexible view of bidding that allows for a contraction of process steps when timeframes are tight and an expansion to encompass every possible step when time is not an issue.

Accounts Payable

Accounts payable (AP) are amounts owed by a company or organisation to vendors or suppliers for goods or services received (that have not yet been paid for). The sum of all outstanding amounts owed to vendors is shown as the accounts payable balance on a company's balance sheet.

Accounts Receivable

The money owed to a supplier for goods or services delivered but not yet paid for.

Accredited Investor

A person, business, trust, organisation, or entity that meets the requirements of an accredited investor under financial regulation laws, which allows them to deal in securities.

Accretive

Adjective form of Accretion. Gradual or incremental growth.

When a company acquires another business, the deal is 'accretive' if the company's earnings per share (EPS) improve after the acquisition.

Accrual

This is an accounting term and it means to record and allow for income (or expense) at the point of doing the work but before invoicing or being paid. A company's accounts can therefore show income and expenses, or interest earned, before receipt of payment or payment of expenses.

Action Caption

The accompanying title of a bid graphic that explains its relevance to the narrative.

Active v. Passive Voice

If you write bids for a living, then understanding the difference between the active and passive voice in a narrative is a critical skill. Active narrative is easier to read (and therefore better for the bid evaluator) and delivers information more succinctly. We have provided a few examples here of active v. passive narrative so that you have a basic understanding but the subject is worthy of further investigation.

(We recommend this article by Candace Osmond: <https://grammarist.com/grammar/active-voice-passive-voice/>).

The basic difference between a passive and active sentence is the way in which the sentence is constructed.

The passive voice:

Tell us what is done to someone or something. The subject is being acted upon (Object+Verb+Subject.)

The active voice:

Tell us what a person or thing does. The subject performs the action (verb) on the object. (Subject+Verb+Object)

Examples:

- **Passive:**
All systems are monitored by our personnel.
- **Active:**
Our Personnel will monitor all systems.
- **Passive:**
In the event of failure, our business continuity protocols will be actioned.
- **Active:**
Our business continuity protocols will be actioned in the event of failure.
- **Passive:**
Within one hour all complaints will be actioned.
- **Active:**
All complaints will be actioned within one hour.

Activities

All actions and tasks carried out during the procurement process, or in the delivery of a service.

Activity Schedule

The client and contractor may agree a schedule or list of activities. An activity may trigger a payment instalment either upon commencement or completion.

Activity System

A group of people who are all working towards the same end goal by a division of labour and resources.

Activity / Time Analysis

Analysing the time an employee spends

on a task to apportion overhead costs by breaking down how much time overall is spent on a specific output. For example, comparing how much time a bid writer spends on researching and interviewing, versus time spent on writing.

Activity-Based Costing (ABC)

A method of accounting that ensures the cost of the overheads or indirect activities required to produce a product or service are priced into the direct cost of the product. It enables a company to see the how cost effective their activities are, and links indirect activity costs to the result or direct product costs.

Activity-Based Management

Activity-based management uses information from activity-based costing to identify a company's strengths and weaknesses. For example, if an activity is losing the business money, it can be changed or cut. This information enables cost-effective decision-making.

Acquisition

When one organisation or business takes control of another usually by either buying it entirely, or acquiring a majority shareholding.

Active External or Internal Integration

External integration is a method to ensure business continuity by creating close collaborative links across the supply chain, e.g. between supplier and customer, to better share information and resources. Internal integration uses the same principles within one organisation, focusing upon open communication between departments / teams.

Ad Valorem

Ad valorem means 'according to value', and is a way of applying a tax or levy onto items according to their value, e.g. as a percentage of their value. VAT is an example of an ad valorem tax.

Adaptability

The ability to adjust or have the capacity for modification. For example, being able to change a supplier or design in accordance

with market or environmental changes, or to ensure business continuity.

Adaptive Change

To make incremental changes to overcome a problem or challenge that has no obvious direct solution. This can also apply to a business operating in a fast-changing market that requires the business to be prepared to make regular changes to meet the demands of that market.

Added Value Services

Services or outcomes that exceed the mandatory or expected objectives of a requirement and, in doing so, increase the measurable value of the service or outcome.

Addressability Of Spend

The part of the cost or spend that is under the control of procurement through negotiation, competition, and other cost-reducing strategies. Not all spend is addressable, so often procurement teams seek to maximise the proportion of spend that is negotiable.

Adjudication

A final, legally binding ruling or judgement, or the process by which that judgement is made in the courts.

Advance Payment

When full payment is made before the delivery of goods or services takes place.

Advanced Quality Planning (AQP)

Ensuring customer satisfaction with the end product or service through the planning process. This entails creating methods and procedures that assure the quality of product before it goes into production - for example, reflecting customer requirements in the product's technical specification, and enabling teams from design, marketing, engineering etc to communicate effectively.

Advisory, Conciliation And Arbitration Service (ACAS)

The Advisory, Conciliation and Arbitration Service (ACAS) is an impartial service that works with employers and employees to solve disputes and improve relations

and performance, improving the overall organisation. ACAS is an executive non-departmental public body, sponsored by the Department for Business and Trade. (See: <https://www.acas.org.uk/>)

Affirmation

Affirmation is the indication of the intention to continue with a contract. For example, an innocent party opts to continue with a contract despite a breach of contract by the other party.

Aggregation

Consolidation of the value of separate contracts for the same supply contract or service.

Agile Procurement

Agile procurement values speed and flexibility, often requiring systems and teams that can work together fluidly to speed up the process.

Analytic Hierarchy Process (AHP)

There are multiple criteria used to evaluate and select a supplier, which can make comparisons difficult. AHP is a system that helps decision-makers to choose the best supplier using a multi-criteria analysis of cost, flexibility, quality, delivery, and variety.

Artificial Intelligence (AI)

We have inserted here an article written by the Bid Perfect team, which takes up a several pages but gives a full account of (our view of) the state of AI as it relates to bid writing in 2023. This section may well be revised in future versions of this glossary. Here are two quotes on artificial intelligence (AI). One takes a reasonably optimistic view, while the other is somewhat pessimistic.

“Some people call this artificial intelligence, but the reality is this technology will enhance us. So instead of artificial intelligence, I think we’ll augment our intelligence.”

Ginni Rometty (former executive chairman of IBM)

“I’m increasingly inclined to think that there should be some regulatory oversight, maybe at the national and international level, just to make sure that we don’t do something very foolish. I mean with artificial intelligence we’re summoning the demon.”

Elon Musk (speaking at MIT’s Aero Astro Centennial Symposium)

An internet search for quotes about AI reflects these opposing views, with enthusiastic supporters willing to be early adopters and others remaining deeply cautious. There is no universally accepted point of view.

Your view of AI is probably linked to your personal perspective. It will be positive if you see it as potentially enhancing your job; being more efficient, more effective, and empowering you to produce improved work outcomes. The flip side is that if you believe AI in some way threatens your role, then you are likely to have a negative opinion. Regardless of where your sensibilities lay, the inescapable truth is that AI is not going away and will eventually be fully integrated into just about every aspect of human interaction(s) with technology.

Therefore, the question confronting us is how we will react when AI comes knocking at our professional door. For the community of bid professionals, that time is just about upon us.

ChatGPT was launched in November 2022, and an enhanced version – Chat OpenAI – is now available for ChatGPT Plus subscribers. The team at Bid Perfect created a paid for account to try to understand the benefits and the limitations of the platform. We wanted to know just how easy it is to write bid narrative (or parts of a bid) using AI, even with this early version of the technology. (The technology is improving exponentially. Soon, there will be several AI platforms from which to choose.)

We conducted extensive testing using two random questions from a social care bid we were working on. Here are some results and our conclusions.

The two questions we used AI to answer are:

1. How will your service drive social value during the contract? (250-word limit)
2. How do you ensure maintaining a diverse staffing complement when recruiting. (250-word limit)

As we familiarised ourselves with the user interface, we quickly realised that AI writes the best answer when the question is rewritten to include the information you want the platform to incorporate in your answer. You need to determine the number of words to be used. Also, we understood that the question should remain largely generic and that adding organisational identity will be a manual intervention after the answer is generated.

What did ChatGPT come up with? We have reproduced (exactly) the question we posed and the response generated.

Question 1

Write 250 words about the ways in which social value can be ensured when caring for vulnerable people in their homes.

AI-generated response:

1. Ensuring social value when caring for vulnerable people in their homes is crucial for fostering a sense of dignity, respect, and well-being for those individuals. There are several ways in which social value can be maintained and even enhanced in such settings.
2. Person-centred care: Tailoring care to the unique needs, preferences, and values of the individual helps to create a sense of control and autonomy for the person receiving care. This involves actively listening to their concerns and involving them in decision-making processes, which ultimately contributes to a higher quality of life.
3. Cultural competence: Understanding and respecting the cultural, religious, and linguistic backgrounds of vulnerable individuals is essential for promoting social value. Care providers should be trained in cultural competence to ensure they are able to adapt their care approach to each person's unique

- background, fostering a sense of inclusion and trust.
4. Empowering relationships: Building strong, empowering relationships between care providers and vulnerable individuals is vital for ensuring social value. This can be achieved through consistent, open communication, mutual respect, and empathy. By forging strong connections, care providers can better understand the individual's needs and develop tailored support plans.
5. Community involvement: Encouraging and facilitating connections with the local community is another way to foster social value. This can be achieved by providing opportunities for social interaction, encouraging participation in community events, and promoting access to local resources and services. In turn, this strengthens social networks and promotes a sense of belonging.
6. Collaboration with family and friends: Involving family members and friends in the care process strengthens support networks and ensures that the individual's social needs are met. This collaboration helps to create a more comprehensive support system that respects the individual's values and preferences.
7. Professional development: Providing care providers with ongoing training and development opportunities ensures they are equipped with the skills and knowledge necessary to deliver high-quality care. This includes education on best practices, emerging trends, and relevant legislation, which in turn leads to better outcomes for vulnerable individuals.
8. Accountability and transparency: Regular monitoring and evaluation of care practices, as well as open communication with vulnerable individuals and their families, ensures that care providers remain accountable for their actions. This level of transparency contributes to a culture of trust and helps to maintain social value.

In conclusion, ensuring social value when caring for vulnerable people in their homes

involves a multifaceted approach that encompasses person-centred care, cultural competence, empowering relationships, community involvement, collaboration with family and friends, professional development, and accountability. By implementing these practices, care providers can help to create a dignified, respectful, and inclusive environment for those in their care.

Question 2

Write 250 words on how to ensure a diverse staffing complement when recruiting.
AI-generated response:

Maintaining a diverse staffing complement when recruiting is essential for fostering an inclusive work environment and promoting creativity, innovation, and productivity.

Organizations that value diversity often benefit from a broader range of perspectives and experiences, which can lead to improved decision-making and problem-solving. Here are several strategies for ensuring diversity in the recruitment process:

1. **Inclusive job descriptions:** Craft job descriptions that focus on essential qualifications and avoid jargon, gendered language, or other elements that may discourage diverse applicants. Ensure that qualifications and requirements are relevant and necessary for the role to minimize potential barriers for underrepresented candidates.
2. **Diverse advertising channels:** Advertise job openings through a variety of channels, including websites, social media platforms, and publications that cater to diverse audiences. Partnering with organizations or associations that represent underrepresented communities can help extend the reach of job postings and attract a diverse applicant pool.
3. **Unconscious bias training:** Provide unconscious bias training for all staff involved in the recruitment process to raise awareness about potential biases

- and their impact on decision-making. This will help to create a more equitable selection process and minimize the influence of biases in hiring decisions.
4. **Standardized evaluation criteria:** Develop clear, objective criteria for evaluating candidates based on relevant skills, experience, and qualifications. This will ensure that all applicants are assessed fairly and consistently, reducing the potential for bias.
 5. **Diverse interview panels:** Assemble diverse interview panels that include members from different backgrounds, genders, ethnicities, and ages. This can help to minimize biases and ensure a more comprehensive evaluation of candidates.
 6. **Blind recruitment:** Implement blind recruitment practices, such as removing names, gender, and other identifying information from resumes, to reduce the potential for bias. This approach enables hiring managers to focus solely on the skills and qualifications of applicants.
 7. **Mentorship and internship programs:** Establish mentorship and internship programs that target underrepresented communities, providing opportunities for these individuals to develop skills and gain exposure to the organization. This can help to create a pipeline of diverse talent for future recruitment efforts.
 8. **Set diversity goals:** Establish clear diversity goals for the organization and track progress towards these objectives. This can include setting targets for the representation of underrepresented groups within the workforce and monitoring hiring practices to ensure they align with these goals.
 9. **In conclusion,** maintaining a diverse staffing complement when recruiting requires a proactive and multifaceted approach. By implementing inclusive job descriptions, diverse advertising channels, unconscious bias training, standardized evaluation criteria, diverse interview panels, blind recruitment, mentorship and internship programs, and setting diversity goals, organizations can attract and retain a diverse workforce that reflects the richness and complexity of our global society.

Our observations

- Both the AI-generated answers contained nearly twice the number of words we requested. This will, of course, not be a problem for a competent bid writer or editor to reduce the word count to achieve compliance.
- The content was, as anticipated, highly generic. This is because the AI generator received no specific organisational identities with which to work. We then incorporated our client's name and the commissioning entity in our questions but have not included them here to maintain confidentiality. When adding in more granular detail (e.g. organisational names, locations, etc.), the generator included some relevant detail in the answer.
- AI formatted the answers in a similar pattern: introductory paragraph, bullet-pointed list, concluding paragraph. We did not request bullet points but the format can be changed when incorporating any of the text into a bid template.
- The text was generally competent, relevant, and logically presented. It became rapidly apparent that the nuanced phrasing of the question is critical to achieving a quality answer.

Our conclusion

AI is not to be 'feared' – not at this early stage. We don't envisage it replacing excellent bid writers any time soon. It is not a million miles away from bid software that has been around for many years (extracting information from bid libraries and previously used narrative). The principal difference between the two is that AI draws from an infinitely deeper well of information. But in both cases, it is the skill of the bid writer that will shape the output into a relevant, compelling answer that addresses the reader more effectively.

AI's primary benefit is using relatively generic questions to produce generic answers that will prompt and fire the bid writer's imagination. This may be helpful for a novice writer staring at an empty page, or for small companies that cannot hire an interim bid professional.

A cautionary note is that AI technology will rapidly evolve and while it can be justifiably considered as just another tool to drive efficiency and save time, it won't stay that way forever. Keep ahead of the curve and follow its developmental trajectory (as a bid enabler) so that you can continue to assess its ability to help you. And don't be afraid to embrace the future; Blockbuster Video did that once – and look at what happened to them.

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Alcatel Letter

Also called a standstill letter, the Alcatel letter is another name for the award decision notice.

Alcatel Mandatory Standstill Period (or just 'Standstill Period')

Minimum 10-day period following a decision to award a contract. Its aim is to allow unsuccessful bidders the opportunity to challenge the decision before the contract is signed. Named after a European Court of Justice case known as the Alcatel case. (See also: Standstill Period).

(https://en.wikipedia.org/wiki/Standstill_period)

Alternative Bid/Proposal

A solution which deviates in some degree from the tender specification. This will be offered because the achieved outcomes will offer the client an improved or increased value outcome or solution. It may, for example, provide them with increased cost efficiency. Alternative bids should be offered in addition to the required solution.

Alternative Dispute Resolution (ADR)

Any method of resolving a dispute between two parties without having to go to court. Common forms of ADR include mediation, adjudication, and arbitration. In the UK, regulated sectors like telecoms, energy, and financial services have well-established ADR schemes.

Ancillary Purchasing Activities

Procedures, infrastructure, and advice that provides support to purchasing activities.

Answer Analysis

The process of analysing an answer given in a bid to evaluate it against the scoring criteria of the bid. (See also: Red Review and Coloured Review Process).

Approved List

This is a list of all the suppliers that have been evaluated and approved by an organisation for the purchase of goods, materials, or services. Alternative names include the approved vendor or approved supplier list (AVL or ASL). (See also: Preferred Supplier List).

Arbitration

When an independent third party is appointed by the contracting parties to consider all the facts in a dispute. They will make a decision that is often binding for one or both parties.

Arms–Length Relationship

The opposite of a collaborative or integrated relationship, this is when a supplier and buyer have a formal, independent, transactional relationship that consists of the exchange of purchase orders and invoices.

Articles Of Incorporation

A legal document created when a new commercial company is established, setting out its purpose and the rules for running the company.

Audit

A systematic inspection of a process or procedure to assess compliance with requirements or regulations.

Audit Trail

An audit trail is a record of the changes made to a file, document, or database, but also refers to the record of transactions made by accounts.

Authority

The body, company, or organisation (especially relevant to the public sector) to

which you are submitting a bid to supply goods or services.

Authorised Officer(s)

An individual (or individuals) who has been authorised by the client to manage and approve orders and contracts.

Automatic Suspension

This happens when a claim has been submitted in court challenging the decision to award a contract to a winning bidder. The suspension prevents the winning bidder from being contracted until the claim has been resolved, or the court lifts the suspension.

Award

When a purchasing entity awards a contract to a supplier, they are initiating the process of procuring goods or services from them. A contract awarded after a competitive bidding process may be awarded to the lowest bidder, or the most qualified bidder.

Award (or Evaluation) Criteria

The criteria by which a contract is to be awarded. (See also: Evaluation Criteria).

Award Decision Notice

Also known as contract award notice, this is a notice publishing the name of the winning bidder alongside other details of the winning bid. (See Also: Contract Award Notice).

Bb

BAFO (Best And Final Offer)

The detailed and fully priced offer submitted by a respondent for a contract, which represents their lowest price, which will not be reduced further.

BATNA (Best Alternative To A Negotiated Agreement)

In the event of negotiations failing or reaching an impasse, knowing your BATNA (or being able to ascertain the other party's BATNA) is a useful tool to reach the most profitable agreement possible. Understanding and analysing alternative options ensures that you reach the best agreement available to you. When negotiations fail, you are looking for an agreement where the best alternative for you overlaps with the best alternative for the other party. For example, if you are buying a product, your best alternative to the negotiated agreement may be a maximum price you are willing to pay, and your aim is to get the vendor to agree to that maximum cost – both parties are therefore reaching a BATNA.

Benchmarking

A process of continuously measuring and comparing an organisation's processes against comparable organisations. It is used to gain information to help performance improvement e.g. "best-in-class" achievement.

Benefit(s)

A benefit is a positively valuable outcome a customer will receive because of using a product or service. Benefits typically can be defined as having four key attributes:

- A benefit can be expressed as a value. For example, a benefit might be a reduction in cost, which can be expressed as a cash amount saved, or an increase in revenue, which can be expressed as a percentage increase in cash income.
- A benefit can be measured. The method of measurement should be defined and agreed between supplier and customer to avoid disagreement at a later stage in the contract.
- A benefit can be quantifiable. This means that instead of using a generic phrase like 'this will save you money', you should be able to state, 'this will save you £10,000 each year'. A claim that is quantified is more compelling to a bid evaluator.
- A benefit must be entirely predictable, assuming the pre-determined conditions for its achievement have been met.

Sometimes, a bid may mistakenly claim a 'feature' to be a benefit. (See also: Feature(s)).

Best Practice

Proven and documented working approaches and methodologies that ensure optimum operational performance and outcomes.

Best Value

There is much more to consider than the price of the bid to determine its comparable value. Best value means considering the additional value or benefits that a supplier may offer alongside the price of their bid. A bid can be won because of the added value the supplier is able to provide; the lowest price is not always the highest value bid. For example, Supplier A may be offering a software product at 15% less than Supplier B. However, Supplier B offers free upgrades for the life of the product, which is a greater value than a 1% discount. Overall, Supplier B is offering the best value, despite being more expensive at the point of sale. (See also: MEAT/MAT Bids)

Best Value Review (BVR)

A best value review is focused upon ensuring that there is good governance

and effective management of resources, with a concentration upon continuous improvement, to deliver the best possible outcomes for the public. (See also: MEAT/MAT Bids)

Bid

A bid is a written document that details an offer by a supplier to provide goods or services to a customer. A typical bid will comprise three principal sections, which are the operational/quality response, the commercial (pricing etc.) response, and the terms and conditions/legal compliance sections.

Within a bid, a supplier will usually be required to answer a series of questions that explore its approach to providing the service or product, its qualifications and experience, and the technical aspects of the operational delivery. The supplier will also be required to provide evidence of their capability and accreditations in respect of the supply. The same questions will be asked of all bidders.

A bid response may be any length ranging from a few pages to many hundreds of pages. It may be required to be submitted electronically (usually through some procurement online portal/platform) or submitted as a written hard copy document (although this becoming rarer).

The work required to plan and write a bid is relative to the complexity and technicality of the service or product required. For example, a bid to supply vending machines is likely to be significantly less technical than a bid to supply a guided missile system.

A bid will be a blend of compelling narrative and specially prepared graphics. (See also: All entries starting with the word 'Bid', also see: Proposal, Tender, Submission, Response).

Bidder

The entity making a formal offer for the provision of goods or services.

Bid Capture

Bid capture planning is the generalised process organisations use to identify

new business opportunities and position themselves within a specific market landscape, primarily, this will include researching key elements such as political climate, environmental considerations, economic factors, etc. (See PESTLE).

A capture plan is intended to ensure your potential customer is given every opportunity to prefer you over a competitor in advance of proposals being submitted. Capture planning is linked into your overall business planning. Different companies interpret capture planning in varying ways and the definition given here should not be taken to be definitive.

Capture planning is interchangeable with other sales related processes such as business development, account planning or sales budgeting and if determined to be a separate endeavour, then it links into all disciplines.

Well thought through capture planning can result in (amongst other things):

- Greater efficiencies in the bid management and development phase.
- More collaborative bid teams with clear and unified objectives.
- Better informed bid/no bid decisions.
- Better developed empathy with the customer.

Bid Kick-Off Meeting

The bid kick-off meeting is the first time all (or as many as possible) of the stakeholders in a specific bid gather to discuss, analyse and create the initial strategy for the bid. In summary, the aim is for everyone involved to:

- Be of one mind and to have agreed the general strategy (the specific details may be covered but this is more likely to be an agreed set of post-meeting tasks).
- To have agreed the division of work and the roles and responsibilities of all concerned.
- To have agreed the timelines, key milestones, and bid project deadlines.
- To have identified and provisionally agreed the key win themes for the bid.

- To agree further actions which will take place prior to the next meeting of the bid team.
- To have conducted a joint read through of key areas of the ITT/RFP.
- Agree clarification questions which may need to be asked of the client.

A qualitative bid kick-off is critical to taking the first step on the road to a producing a winning document.

A sample agenda is published on the next page.

Bid Library

The place on your server where you keep everything you may need to write your bid. It is a repository for constantly used documents (e.g. insurance certificates, quality accreditations, CVs, case studies, etc.) and benchmarked answers to commonly posed questions.

The judicious use of previously written answers improves efficiency when writing bid responses and reduces the time required. The content in a bid library should be continuously evolving in response to the feedback you receive from customers who have received one of your bids and all official documentation and information should be current.

You can find a list of typical bid library content here: <https://bidperfect.com/en/bid-consultancy/bid-library/>

Bid/Tender Management

Unsurprisingly, the process of managing a tender submission for a contract and managing the bid team.

Bid Plan

Your plan to research, structure and write your bid, including understanding the bid requirements, creating a bid strategy, the creation of a schedule and a document outline with instructions for how to complete each section.

Bid Pursuit

Bid Pursuit is the process followed to win a specific opportunity and, like the definition of Bid Capture, can be (and often is) defined flexibly by different organisations. For our purposes, we will define the pursuit element of winning bids as the entire process from initial opportunity identification through to award.

Bid Review

A bid scrutiny that identifies the weaknesses in a bid and suggests measures to correct the issue(s). If carried out correctly, an expert review can transform an average bid (i.e. a probable loser) into a possible winner (or a strong contender). Please note: a bid review is not editing or proofreading. These are separate functions. (See also: Colour Review Process).

Bid Rigging

If there is an agreement that a supplier will be awarded a contract before the bid process has taken place, this is known as bid rigging, and is a form of fraud.

Bid Security (Bid Bond)

Some contracts require a bid security or bid bond to be in place to protect the contracting party from losses incurred should the bid winner fail to fulfil their contractual obligations. They take the form of a cash deposit or a letter of credit that may be forfeited if the supplier fails to perform as agreed. The amount required may be determined as a percentage of the contract value.

Bid Software

Bid software products are, essentially, content management databases which help you to be more efficient when writing bids. Typically, bid software will automatically create a bid template and prepopulate it with standard sections and suggested (previously used material) for answers to generic questions (e.g. What is your environmental policy?). However, there is a relatively compelling argument to suggest the use of software for writing bids leads to more formulaic and generic bids.

Sample agenda for a bid kick-off meeting

Person	Subject Matter
Bid Manager	<ul style="list-style-type: none"> • Welcomes everyone and introduces participants if they are not known to one another • Clarify and confirm any specific roles for the meeting • Confirm anticipated length of meeting and the objectives to be achieved.
Senior sponsor of bid project	<ul style="list-style-type: none"> • Confirms organisational (senior) commitment to project • Confirms availability to discuss project and the provision of advice/support • Confirm appropriate resourcing
Sales or Capture Lead	<ul style="list-style-type: none"> • Gives an overview of the project • Customer and status of relationship with customer, including and key customer personnel who have been engaged with • Understanding of incumbent relationship - if appropriate • Customer's competitive landscape • Customer's primary objective and how the proposed solution will meet the objectives • Areas of specific empathy • Possible challenging questions • Understanding of key win themes
Bid Manager	<ul style="list-style-type: none"> • Conducts a page turning read through of the ITT. This may include sections of the ITT which are not questions but part of an overview or pre-ambles, which are pertinent to all project participants understanding • Distribute and discuss the Bid Value matrix (BVM), or other Bid Project Plan - pre-populated with objectives/questions, if possible. • At each juncture, the SME is appointed and agreed, with deadlines for the first draft also agreed • Any specific challenges are discussed and worked through • Storyboarding sessions agreed (if taking place) • Project timelines and key milestones proposed and agreed • Non-response responsibilities discussed and owners agreed (e.g., executive summary, graphics, review process/schedule/personnel. editors, proofreading) • Communication plan and further meeting scheduled • Availability of all personnel
Individual SME contributions	<ul style="list-style-type: none"> • Each Subject Matter Expert (SME), who will be contributing content for the bid will be provided with an opportunity to discuss their role and allocated sections/questions • Any support they require will be discussed and agreed • SMEs will confirm their understanding of the deadlines and commit to delivery within that timeframe • Discussions will be held about win themes and how they may link into their section of the bid • It may be appropriate that all SMEs are not required to attend the entire meeting - but should be there for the opening and anything involving their sphere of operations
Bid Manager	<ul style="list-style-type: none"> • Any Other Business (AOB) and contributors' questions and closes meeting • Confirms next meeting date.

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Bid Strategy

Winning bids are normally the product of a carefully considered and well executed bid plan. Bid plans come in all shapes and sizes and there is no 'standard' approach. However, a good bid plan typically will have, as a minimum, the following elements:

- A robust Bid/No Bid governance process which has correctly identified the 'winability' of the opportunity.
- The right people working on the bid (including bid manager, sales personnel, narrative writer(s), subject matter experts, graphic designers, commercial evaluators etc.).
- A qualitative Bid Kick-Off meeting is held and is fit for purpose.
- Clear project milestones (e.g. storyboarding sessions completed, first drafts produced, different review stages completed, second drafts completed, bid-specific graphics designed and produced, editing, proofreading etc.).
- Researching and the gathering of business intelligence roles and responsibilities allocated.
- The identification of appropriate win themes and winning differentiators for your bid.
- The correct review stages identified and appropriate personnel appointed to carry out the review(s).

Bid Value Matrix (BVM)

A unique tool developed by Bid Perfect for planning and managing a bid project. The BVM develops the value argument in a logical and compelling way and allows the easy identification of bid weaknesses, allowing them to be addressed. The BVM is also used as a differentiator in written bids/proposals to summarily capture the value of the entire bid (to the customer) in just a few pages, using a simple grid format. The BVM has been adopted by several large organisations as a complementary process for traditional storyboarding work and bid planning.

Bid/No Bid

The decision process an organisation deploys to decide if the opportunity is appropriate to bid for. Key factors may

include elements such as: timeline/deadline, available resource, fitness of solution to meet customer objectives, pricing models and sustainable margins, and level of relationship.

Bid Perfect provides a free Bid/No Bid app, which is available here: <https://bidperfect.com/en/bid-apps/bid-no-bid/>

Bilateral Agreement /Contract

An agreement in which both parties share equal responsibilities and rights.

Bill of Lading

This is a document issued by the carrier of goods to acknowledge the receipt of cargo from the entity shipping them. It will detail the contents of the cargo and specifies the receiving party as the owner of the goods.

Bill of Materials

A list of all the component parts that make up an item.

Bill of Quantities

An itemised list of materials, parts and labour, and their costs.

Binding Origin Information (BOI)

In the EU, a BOI is a written declaration that binds the holder to certify the origin of their goods.

Blanket Purchase Order

When a customer predetermines a recurring need for certain goods, they may issue a blanket purchase order that covers multiple delivery dates. This helps them capitalise on a fixed price.

Body Governed By Public Law

Also known as a contracting authority, bodies governed by public law are authorities that are non-commercial, general interest and are in some way financed, managed or administrated by government authorities, and governed by public law.

Boilerplate

A repeatedly used template for writing bids with standard sections and content.

Brokerage

A company of brokers who buy and sell goods and services to others for a fee. They are experts in their industry. For example, an insurance broker will acquire insurance on behalf of a third party, and will charge a fee on top of the insurance premium for their service.

Business Continuity Plan (BCP)

A policy and process that identifies threats to business, and the procedure the company will take to recover from the disruption they cause. For example, a BCP may outline how you would continue to operate in the shortest possible timeframe if your supply chain was disrupted, if key staff were unavailable, or you suffered a loss of data.

A BCP will also analyse the risk or likelihood of a particular event happening and the severity of the disruption that will occur. (See also: Risk Register).

Buyer

The person or entity issuing the bid documents as part of a procurement exercise

Call-Off Contract

A long-term, umbrella-like contract for specific goods or services (for example, ongoing repairs) that set out a framework agreement between the contracting authority and the provider.

Candidate

A supplier prior to submitting their bid, after which point, they are called a 'bidder' or 'tenderer'.

Catalogue

A business may create a catalogue of the goods and services that may be purchased.

Cartels

Suppliers who dominate a market by restricting competition and colluding with one another to keep prices high. (See also: Collusion.)

Central Government Authority

These are contracting authorities that are listed in Schedule 1 of the Public Contracts Regulations 2015 legislation. They include government departments and their subsidiaries, for example, the NHS Trusts, Cabinet Office, National Gallery, etc.

Central Purchasing Body

A body that works within the contracting authority on all purchasing activities.

Centralised Purchasing Activities

These are permanent activities carried out by contracting authorities in the acquisition of goods and services, or in awarding and concluding contracts and agreements for the goods and services supplied.

Civil Financial Penalty (or Fine)

A civil penalty or civil fine is a financial penalty imposed by a government agency as restitution for wrongdoing. The wrongdoing is typically defined by contract terms and conditions or legislation.

Classic Directive

Another name for the Public Sector Directive 2004/18/EC. This law guarantees an open market for public procurement and fair application of the rules for the award of public supply contracts.



Call For Competition

When a contract notice or Prior Information Notice (PIN) is published, which kicks off the start of the procurement process.

Clinical Services

Services relating to health care, for example falling within the scope of the NHS.

Collaboration

Collaboration means different (and sometimes diverse) parties working together effectively to achieve a common goal.

Collaborative Procurement

Collaborative procurement is a strategy to bring greater value into a company by working in collaboration with suppliers to, for example, streamline a supply chain or build a strong and trusted relationship. The focus is upon increasing the benefits to both buyer and supplier by making procurement more efficient and valuable.

Collusion

Collusion is the hidden and sometimes illegal cooperation between two companies to gain an unfair market advantage. For example, two rival companies agree to set equally high prices for greater profits on both sides, disrupting the market equilibrium and creating a non-competitive environment.

Coloured Review Process

The following definitions are the standard but many companies have variations and different names or functions for teams.

- **Purple Team:**
Assesses the probability of winning and alignment with organisational goals
- **Blue Team 1:**
Reviews initial capture strategy and capture plan.
- **Black (Hat) Team:**
Predicts competitor's probable bid/solution/pricing.
- **Blue Team 2:**
Reviews updated capture plan and solution architecture.
- **Pink Team:**
Reviews storyboards to confirm solution and validate proposal strategy.
- **Green Team:**
Reviews commercial aspects of bid.
- **Red Team:**
Reviews final draft of bid to predict how the evaluator will score the bid.

- **Gold Team:**
Approves final commercial model and pricing.
- **White Team:**
Compiles lessons learned from initial capture planning, through proposal development to contract award.

Common Buying Motives (Rational and Emotional)

The Emotional and Rational Common Buying Motives (ECBM and RCBM) are a simplified reduction of the reasons why procurement decisions are made. The theory has been largely developed for winning bidding by Bid Perfect and is a central tenet of our bid training.

Common Procurement Vocabulary (CPV Codes)

Codes used throughout the European Union to generically describe products or services, aimed at standardising references across in public procurement. The use of CPV codes by public sector purchasers to define their requirements in a Contract Notice is mandatory. CPVs can also be used in Non-OJEU Contract Notices to classify expenditure.

Competitive Bidding / Tendering

A process of identifying the needs of a business or organisation and inviting potential suppliers to bid to offer those goods or services required.

Competitive Dialogue

A variation of the normal tender negotiated process that allows different options to be discussed before a particular solution is selected. It can be used in complex contracts where technical solutions are difficult to define or where the buyer needs the best solution to be developed.

Competitive Procedure With Negotiation

Once all bids have been received, this process enables a contracting authority to negotiate with several bidders before deciding on the winning supplier and awarding the contract.

Compliance Matrix

A document that summarises all mandatory and advisory requirements in a customer's bid document and your levels of compliance in all aspects. The point is to offer an at-a-glance overview of how compliant you are.

Consignment

A consignment is a delivery of goods from a supplier to a third-party vendor who receives a proportion of the profits, either on commission or for a flat fee.

Consortium

An affiliated group of firms or individuals (unincorporated or legally incorporated as a company) which has been formed to pool their strengths and resources to win contracts that they would not be able to win on their own. (See also: Special Purpose Vehicle – SPV).

Consultant

An individual recognised as an expert or specialist in their field, who offers guidance and advice to organisations for a fee.

Contextuality

A way of writing that uses phrasing and general language that will be familiar to the reader making your document a more comfortable reading experience. Good use of contextuality means you are reflecting the customer's view of the world.

Contract

As a noun, a legally binding written or verbal agreement. As a verb, to enter into such a legally binding agreement. A contract binds two or more parties in specific obligation(s) towards one another, for example, in the provision of goods or services.

Contract Administration

Managing the entire contracting process from a request for proposal (RFP), through negotiations to the final contract agreement. A contract administrator will act as the liaison with external suppliers and will ensure conditions of the contract are met.

Contract Award Decision

After all bids have been received and considered, this is the decision to award

the contract to the successful bidder. Other bidders are notified through an award decision notice / standstill letter.

Contract Award Notice

Once a procurement team have decided upon the winning bid, they issue a contract award notice. This is a public, formal announcement that the contract has been awarded. The announcement will detail the winning supplier, start and end dates, and contract value.

Contract Documents

The documents, digital or physical, that make up the agreement that forms the contract.

Contracting Authority

Any authority awarding a contract. Within the public sector, this refers to public bodies including the state, regional and local bodies, or any other body subject to public law. Contracting authorities are subject to regulations outlined in the Public Contracts Regulations 2015 (and are further categorised as 'central government authorities' and 'sub-central contracting authorities'). (See Also: Body Governed By Public Law)

Contracts Finder

This is a database that lists all contract opportunities with the government and its bodies. You can search contracts finders for current and future opportunities and to see details of past tenders. Bid Perfect's preferred supplier of this service and our recommendation is Stotles, who free version is excellent. <https://www.stotles.com/>

Contract Management

Managing a contract from the initial request, through the drafting, negotiations and review, agreement, performance and analysis. This process also includes amending and renewing or closing contracts when they come to an end.

Contract Modification

A modification to a contract is a change to the agreement made by negotiation, the change must be agreed by all parties. These modifications should not change the original purpose.

Contract Notice

A formal public announcement of a contract opportunity.

Contract Value

The contract value is a metric that totals the value of a contract to a business over its lifetime. For example, you may multiply the monthly recurring revenue by the number of months in the contract duration and add any other one off fees to obtain the contract value. Often though, you will be cautioned that previous financial performance of a contract is not a guarantee of future revenues.

Contractor

An external individual, business or organisation that undertakes to provide goods or services.

Core Competencies

What an organisation does well – its key business – as opposed to other products or services that it can or could offer.

Corporate Contract

A form of contract between a corporate entity and another party.

Corporate Governance

An organisation's system of rules, procedures, and checks and balances used to manage and fulfil its legal, financial and ethical obligations.

Corporate Social Responsibility (CSR)

A business model a company uses to self-regulate their operations to ensure they enhance rather than degrade both the environment and society. They are often broken down into four categories: environmental impact, philanthropic endeavours, ethical responsibility, and financial responsibilities. (See also: Social Value.)

Cost Estimate

A cost estimate is an evaluation of the funding or total cost required to complete a project or process, and it is used as a point of comparison in bids.

Cost Plus

Cost plus means to add a profit margin on top of the cost of producing a good or providing a service to reach a sale price. This will include the cost of materials, labour, and overheads, with an added percentage for profitability. (See also: Mark Up.)

CPV Codes

Refer to Common Procurement Vocabulary



Dd

Daily Rate

When an individual or organisation is paid based on the number of days that they work, the amount they are paid per day is their daily rate. Daily rates will form part of the contract agreement.

Dayworks

A means of payment based on the hours or days worked, priced by inclusion of materials, labour and overhead with a percentage profit applied. This method of payment may be used when usual wage structures cannot be used.

DBFM (design, build, finance, and manage)

A project delivery method in which a business will design, build, and finance a project, and then have a long-running contract to manage it post-completion. This is a form of facilities management contract to keep the asset in running order.

DBFO (design, build, finance and operate)

As with DBFM, this enables a business to design, build and finance a project, but the long-term agreement is to operate the project to meet business objectives, rather than to maintain an asset.

Debrief

The provision of feedback to losing bidders on the reason(s) their bid failed to secure a contract. The nature of the feedback should be constructive and help the supplier to improve bidding performance in the future. In public sector procurement, a debrief is a legal obligation but there is no such obligation in private sector procurement.

Default

To default on an agreement means to fail to fulfil the obligations of a contract. Default can also mean a pre-selected option.

Defensive Bid

A defensive bid is a bid (tender response or proposal) prepared and submitted by the incumbent supplier to a contract and intended to ensure the supplier retains the contract. Preparing a compelling defensive bid is different in several key ways to preparing a bid for a new prospective customer. For example, the customer is fully aware of the suppliers abilities, products, and processes. Therefore, the narrative of a defensive bid must be rooted in the customer's experience of the supplier in order to be plausible.

Deliverables

A collective term for the tangible goods and/or services that the supplier or contractor is required to supply under contract.

Delivery Time

The delivery time is the amount of time it will take for a supplier to fulfil a contract and complete the work. This will usually be broken down into stages in a schedule to ensure that milestones are being met and the delivery time will be achieved as anticipated.

Direct Call-Off

When a contracting authority directly awards a contract to a supplier already

under a framework agreement, without a competitive process.

Disposal

Disposal means to relinquish ownership of something (typically, an asset in order to realise its value). For example, a disposal of shares means to sell shares in a company, property, or other asset.

Diverse Procurement

Diversity in procurement, benefits both buyer and supplier by widening the pool of potential suppliers. For the procurement team, this promotes competition, enables the consideration of fresh approaches and ideas that can help an organisation better understand or represent their customer base, and ultimately improves the product or service offering. For suppliers, it opens new windows of opportunity and helps businesses to thrive. Diverse procurement strategies also contribute to a fairer and more equal society, and improve workplace morale by fostering a sense of fairness and belonging.

Diversity

Diversity in business refers to the incorporation of individuals from a broad spectrum of backgrounds, demographics, and perspectives within an organisation. It encompasses various dimensions, including but not limited to race, ethnicity, gender, age, sexual orientation, disability, religion, nationality, and socioeconomic status.

Embracing diversity in the workplace transcends mere representation; it entails creating an inclusive and equitable environment where each employee feels valued and empowered to contribute their unique perspectives and skills. Diversity stimulates creativity, innovation, and problem-solving by bringing together individuals with different life experiences and viewpoints.

Businesses that prioritise diversity often enjoy several advantages. Firstly, they are better equipped to understand and cater to the diverse needs of their customer base, leading to increased market share and customer loyalty. Secondly, diverse teams

are more likely to make sound decisions by avoiding groupthink and considering a broader range of possibilities. Thirdly, a diverse workforce can enhance employee engagement, retention, and overall satisfaction, as employees feel more at ease and supported in their workplace.

To achieve diversity in business, organisations should implement inclusive hiring practices, provide diversity and inclusion training, establish equal opportunities for career progression, and cultivate a culture that values and respects differences. Ultimately, embracing diversity not only makes good business sense but also contributes to a more just and equitable society in the British context. Also see Equal Opportunities.

Dynamic Purchasing Systems (DPS)

An entirely electronic process used by contracting authorities and central purchasing bodies, to purchase works, goods, and services commonly available on the market. Suppliers can join the DPS at any time, but there are a specific set of requirements. The DPS should be set up using the restricted procedure and some other conditions set out in Regulation 34 of the Public Contracts Regulations 2015.

https://assets.publishing.service.gov.uk/media/5a80275e40f0b62305b897f0/Guidance_on_Dynamic_Purchasing_System_-_Oct_16.pdf

Ee

e-Procurement

This refers to a procurement process taking place entirely digitally / online, such as by using a specific software.

The European Court of Justice. (ECJ)

The European Court of Justice, formally just the Court of Justice, is the supreme court of the European Union in matters of European Union law.

Economic And Financial Standing

Indicators used by a contracting authority to help in the decision making process when determining whether a bidder can manage the financial risks that come with fulfilling the contract.

Economic Operator

The supplier of works, goods or services offered – any individual or body making a bid, or selling within a particular market.

Electronic Procurement

Sales and purchases made online / electronically.

Enterprise Resource Planning (ERP)

Enterprise Resource Planning (ERP) is a comprehensive software solution that integrates and automates various business processes and functions within an organisation. It serves as a central hub for collecting, storing, managing, and interpreting data from different departments or divisions, enabling businesses to streamline operations, improve efficiency, and make informed decisions.

ERP systems are designed to address the complexities of modern businesses,

which often involve multiple departments, locations, and functions. These systems provide a unified platform that facilitates the flow of information and collaboration across an organisation.

Here are some key aspects of ERP:

Integration:

ERP software connects various business functions, such as finance, human resources, manufacturing, supply chain management, customer relationship management, and more. This integration eliminates data silos and ensures that information is consistent and up-to-date across the organisation.

Centralised Data Repository:

ERP systems serve as a centralised database that stores all relevant data, including customer information, inventory levels, financial transactions, and employee records. This central repository enables real-time access to critical information, reducing the need for manual data entry and minimising errors.

Automation:

ERP automates routine tasks and processes, reducing manual effort and minimising the risk of errors. For example, it can automate financial transactions, order processing, inventory management, and payroll calculations.

Standardisation:

ERP encourages the adoption of standardised processes and workflows across an organisation. This helps ensure consistency, compliance with industry regulations, and best practices, which are crucial for efficient operations.

Reporting and Analytics:

ERP systems offer robust reporting and analytics tools that enable users to generate customised reports and gain insights into their business performance. These tools help organisations make data-driven decisions, identify trends, and optimise operations.

Scalability:

ERP systems are scalable and can adapt to

the changing needs of an organisation. As businesses grow or diversify, ERP software can accommodate new processes, departments, and functionalities.

Improved Customer Service:

ERP systems often include customer relationship management (CRM) modules that help organisations manage customer interactions, track sales leads, and provide better customer service. This enhances customer satisfaction and loyalty.

Cost Savings:

By streamlining processes, reducing manual work, and optimising resource allocation, ERP systems can lead to cost savings in various areas, including reduced inventory holding costs, lower labour expenses, and improved supplier management.

Regulatory Compliance:

Many industries have strict regulatory requirements. ERP systems can assist in compliance by providing tools for tracking and reporting on relevant data and processes, helping organisations avoid penalties and legal issues.

Competitive Advantage:

Implementing an ERP system can give an organisation a competitive edge. It allows companies to respond quickly to market changes, deliver products and services more efficiently, and adapt to customer demands.

ERP systems are essential tools for modern businesses looking to thrive in a highly competitive and rapidly evolving marketplace.

EOI – Expression of Interest

A preliminary document used to gauge interest from potential suppliers or contractors before the formal tendering process begins.

Equal Opportunities

Equal opportunities refers to a set of principles, practices, and guidelines that ensure fairness, non-discrimination, and inclusivity in the workplace. Such policies

(when they are implemented) create a work environment where all employees, regardless of race, gender, age, religion, disability, sexual orientation, or other protected attributes, have an equal chance to succeed, advance, and contribute to the organisation's success.

Here are key components and explanations of equal opportunities policies in business:

Non-Discrimination:

Equal opportunities policies emphasise that all employees should be treated fairly and without prejudice. This means that decisions regarding recruitment, hiring, promotion, compensation, training, and any other aspect of employment should be made solely based on merit, skills, qualifications, and performance, rather than factors like race, gender, or disability.

Diversity and Inclusion:

These policies encourage diversity in the workforce, recognising that a diverse group of employees can bring a variety of perspectives, ideas, and skills to the organisation. Inclusion ensures that individuals from diverse backgrounds feel valued and included.

Accessibility:

Equal opportunities policies often address the need for physical and digital accessibility in the workplace to accommodate employees with disabilities.

This includes providing reasonable accommodations such as wheelchair ramps, accessible restrooms, and assistive technologies to ensure that all employees can perform their jobs effectively.

Harassment and Discrimination Prevention:

These policies typically include provisions to prevent and address harassment, bullying, and discrimination in the workplace.

Affirmative Action:

In some cases, businesses may implement affirmative action programmes as part of their equal opportunities policies. These programmes aim to rectify historical

disadvantages faced by certain groups by actively seeking to increase their representation in the workforce.

Training and Education:

Equal opportunities policies often require companies to provide training and education to employees and managers on topics such as diversity, inclusion, unconscious bias, and harassment prevention. These programmes are designed to raise awareness and promote a more inclusive workplace culture.

Compliance with Legal Requirements:

Equal opportunities policies must adhere to local, national, and international laws and regulations that prohibit discrimination and promote equal opportunities in employment. Violations of these laws can result in legal consequences for the business.

Accountability and Monitoring:

Businesses typically establish mechanisms for monitoring and assessing the effectiveness of their equal opportunities policies. This may involve collecting and analysing data on the composition of the workforce, employee satisfaction, and incidents of discrimination or harassment. Regular reporting and accountability mechanisms help ensure ongoing progress.

Leadership Commitment:

Successful implementation of equal opportunities policies often requires leadership commitment and support. Executives and managers should demonstrate their commitment to these principles and lead by example in promoting diversity and inclusion.

Equal opportunities policies are essential for fostering a positive workplace culture, attracting a diverse talent pool, and maintaining a competitive advantage. By promoting fairness and inclusivity, businesses can create an environment where all employees can thrive and contribute to their fullest potential.

Equalities Impacts Needs Assessment (EINA)

A practice that helps a company ensure its policies, practices, operations, and decisions are fair and do not create barriers or discriminate against protected groups. Assessing proposed actions through the EINA helps ascertain the different ways groups of people may be impacted and whether any those impacts have adverse effects.

Estimate

A rough calculation or judgement of numerical value, quantity, or cost.

EU

The European Union is a political and economic union of 27 member states primarily within Europe. It was established in attempts to integrate Europe after World War Two, to provide security and economic growth.

EU Procurement Threshold

This is a specified financial threshold, different for both central government authorities and sub-central contracting authorities, after which certain conditions set out in the Public Contracts Regulations 2015 must be followed.
https://single-market-economy.ec.europa.eu/single-market/public-procurement/legal-rules-and-implementation/thresholds_en

EU Rules

Legislation that originates from the EU; laws that operate within the member states of the European Union.
https://european-union.europa.eu/institutions-law-budget/law_en

EU Threshold

Contracts originating from within EU member states with a value that equals or exceeds thresholds set by the EU must be published on OJEU. The UK government has set its own list of procurement thresholds. Contracts that meet or exceed these are governed by regulations for the process of awarding high value contracts.

https://single-market-economy.ec.europa.eu/single-market/public-procurement/legal-rules-and-implementation/thresholds_en

EU Treaty

The European Treaty establishes the internal market and free movement between EU Member States, which in turn was the foundation for the Procurement Directives for procurement by public authorities.
https://european-union.europa.eu/principles-countries-history/principles-and-values/founding-agreements_en

European Single Procurement Document (ESPD)

This document is used by a bidder to self-certify that they meet the selection criteria set out by the contracting authority. It is a standard form recognised across the EU.
https://single-market-economy.ec.europa.eu/single-market/public-procurement/digital-procurement/european-single-procurement-document-and-ecertis_en

Evaluation

1. Goods and services are evaluated for their suitability against specific criteria before an award decision is made.
2. Bid evaluation is made when all bids have arrived with the customer and the deadline has passed.

Evaluation Criteria

Tender/bid evaluation criteria are the method(s) by which a tender response is marked. Related to award criteria. Evaluating bids and tenders is a crucial process in procurement and contract management.

Various methods are employed to ensure fair and effective selection of suppliers or contractors. These methods can vary depending on the complexity of the project, industry regulations, and organisational preferences. Here are some common methods used:

Price-Based Evaluation:

In many cases, the lowest bid that meets the specified requirements is selected. This

method is straightforward and focuses primarily on cost considerations. However, it may not always lead to the best value or quality.

Quality-Based Evaluation:

Some tenders prioritise quality over cost. Evaluators assess factors such as the supplier's reputation, past performance, technical expertise, and proposed methodologies. Quality-based evaluation aims to ensure that the chosen bidder can deliver the desired outcomes effectively.

Best Value Evaluation:

This method combines both price and quality considerations. It involves assigning weights to various evaluation criteria and calculating a weighted score for each bid. The bid with the highest overall score is typically selected.

Two-Envelope System:

This approach separates the technical and financial aspects of a bid. The technical envelope is evaluated first to ensure compliance with requirements and quality standards, and only then is the financial envelope opened for price assessment.

Qualification-Based Selection:

In this method, suppliers or contractors are prequalified based on their qualifications, experience, and capabilities. Only prequalified entities are invited to submit bids, streamlining the evaluation process.

Competitive Dialogue:

Common in complex projects, this method involves discussions with shortlisted bidders to refine requirements and proposals collaboratively. The final selection is based on negotiated terms and value.

Reverse Auctions:

Online platforms are used to facilitate real-time bidding competitions, driving prices down as suppliers compete to offer the lowest price.

Past Performance Evaluation:

Bidders are assessed based on their track record and previous project performance, considering factors like on-time delivery,

budget adherence, and client satisfaction.

Life Cycle Costing:

This method considers the total cost of ownership over the life of a product or service, including acquisition, maintenance, and disposal costs, rather than just the initial price.

The choice of evaluation method depends on the specific project's goals, budget, and desired outcomes. Organisations often adopt a combination of these methods (most typically Cost and Quality) to strike the right balance between cost, quality, and risk mitigation in their procurement processes.

Evidence

Evidence or proof is the material you provide to support your claims in a bid. People generally buy what they believe in, so the more compelling your evidence, the more likely they are to believe you.

Typical evidence includes accreditations, audits, surveys, trial periods, third party examinations, testimonials, awards and references. Evidence from independent sources is always the best to use if you have it available. (see also: Proof)

Exclusion Grounds

Exclusion Grounds are the reasons for a supplier to be excluded from competing for a contract and are typically set out in the ITT/RFP paperwork.

Exclusion grounds in UK public sector bidding are criteria that may disqualify a supplier or contractor from participating in public procurement processes.

These grounds are typically outlined in procurement regulations to ensure fairness, transparency, and integrity in the procurement process. While specific criteria may vary depending on the procurement authority and the type of contract, here are some typical grounds for exclusion in the UK public sector bidding:

Criminal Convictions:

Suppliers or individuals associated with

the supplier may be excluded if they have been convicted of certain offenses, such as fraud, corruption, money laundering, or other serious crimes.

Insolvency:

Suppliers may be excluded if they are declared bankrupt, subject to insolvency proceedings, or have not paid their taxes or social security contributions.

Grave Professional Misconduct:

Suppliers may be excluded if they have been found guilty of professional misconduct, which could include violations of professional codes of conduct or ethics.

Conflict of Interest:

Suppliers may be excluded if they have a conflict of interest that could compromise the impartiality and integrity of the procurement process.

Breach of Obligations:

Suppliers may be excluded if they have previously failed to fulfil their contractual or legal obligations in previous public contracts.

Anti-Competitive Behaviour:

Suppliers engaging in anti-competitive practices, such as bid rigging or collusion, may be excluded.

Non-Payment of Taxes or Social Security Contributions:

Suppliers who have not paid their taxes or social security contributions as required by law may be excluded.

Environmental and Social Responsibility Violations:

Suppliers may be excluded if they have violated environmental or social responsibility standards, such as environmental regulations or labour laws. Terrorism and Sanctions: Suppliers or individuals associated with the supplier may be excluded if they are subject to sanctions related to terrorism or other international restrictions.

False Declarations:

Providing false or misleading information

in the procurement process can lead to exclusion.

It is important to note that the specific exclusion criteria and their application can vary depending on the procurement authority and the type of contract. Bidders should carefully review the procurement documentation and regulations for each specific procurement opportunity to understand the applicable exclusion grounds and requirements. Additionally, some procurement processes may allow for self-cleaning measures, where a supplier can demonstrate that they have taken corrective actions to address past issues and become eligible for participation once again.

Executive Summary

The Executive Summary is a document that normally precedes the main bid and which is designed to effectively summarise your entire bid offering. The executive summary is, in effect, a sales pitch and must contain certain key elements:

A description of the customer's primary objectives

- Your key solutions elements
- Compelling elements of your commercial model
- Examination of your key win themes
- Key value/benefits highlighted with quantification
- Reference to particularly compelling evidence you are providing
- What happens in the next steps, should you be awarded the contract

As well as the above, you should also be using a narrative style that talks to the customer and is focused upon them. A good tip is to start by writing a paragraph about their business and not your own.

An executive summary is typically two to four pages in length but a good rule is to try to build a document that is about one page for every 35 pages of bid.

Exigency

Describes an urgent need.

Ff

Feature(s)

In the context of bidding (and selling in general), “features” refer to the specific characteristics or attributes of a product or service. Features are the factual and tangible aspects that describe what the product or service is and what it does. They provide essential information to potential customers about the product’s specifications, capabilities, and functionality. Features are typically objective and can be quantified or measured.

Here are a few examples of features in different products:

Smartphone:

- Screen size and resolution
- Processor speed and type
- Camera specifications (e.g., megapixels, lens quality)
- Operating system (e.g., Android, iOS)

Car:

- Engine size and horsepower
- Fuel efficiency (miles per gallon)
- Safety features (e.g., airbags, anti-lock brakes)
- Infotainment system capabilities

Software:

- Supported platforms (e.g., Windows, macOS)
- Number of user licenses included
- Integration with other software or systems
- Data storage capacity

In the sales process, it is important to communicate the features of a product to potential customers because these

details help them understand what the product can do and whether it meets their needs or requirements. However, it is equally important to go beyond features and describe the benefits of the product, explaining how those features drive out a specific value (that can be measured and quantified). Combining features and benefits effectively in your bid will help you make a compelling case for why a customer should choose your product or service. (See also: Benefits)

Feedback

The provision of feedback to losing bidders on the reason(s) their bid failed to secure a contract. The nature of the feedback should be constructive and help the supplier to improve bidding performance in the future. In public sector procurement, a debrief is a legal obligation but there is no such obligation in private sector procurement.

Firm Price

A pre-arranged price that will not change.

Fixed Price

As above, a price that has been agreed and will not change.

Force Majeure

A clause in a contract that releases the parties from the obligations of the contract should a catastrophic event occur that neither side can be held accountable for, which means they can no longer fulfil those obligations.

Freedom of Information Act (FOIA)

The Freedom of Information Act 2000 is legislation that gives the public right of access to information held by public authorities.

<https://www.legislation.gov.uk/ukpga/2000/36/contents>

Framework Agreement

A framework agreement (most used in the public sector) is a procurement arrangement used to streamline and simplify the process of purchasing goods, services, or works from suppliers. These agreements are designed to make the

procurement process more efficient, cost-effective, and transparent.

Here's how a public sector framework agreement typically works:

Establishment:

The government or public sector organisation identifies a specific category of goods, services, or works that they anticipate needing over a defined period, often several years.

Procurement Process:

The organisation conducts a competitive procurement process to select a group of pre-qualified suppliers or contractors.

Framework Agreement:

Once the suppliers are selected, the organisation enters into a framework agreement with these suppliers. This agreement defines the terms and conditions, pricing structures, and other relevant details that will govern future purchases within the specified category.

Call-off Contracts:

When the public sector organisation needs specific goods, services, or works within the category covered by the framework agreement, they can issue "call-off contracts" to the pre-qualified suppliers without the need for a new competitive procurement process. These call-off contracts are often subject to the terms and conditions set out in the framework agreement.

Benefits of a public sector framework agreement include:

Efficiency:

It streamlines the procurement process by reducing the time and effort required to select suppliers for individual purchase(s).

Cost Savings:

By aggregating demand and negotiating favourable terms, public sector organisations can often secure better pricing and value for money.

Flexibility:

Framework agreements provide flexibility to adapt to changing needs while maintaining a consistent procurement process.

Transparency:

The competitive nature of the initial selection process and the terms of the framework agreement promote transparency and fair competition.

Compliance:

Framework agreements help ensure that public sector organisations adhere to procurement regulations and policies.

Public sector organisations typically have guidelines and procedures they must follow when using framework agreements to ensure transparency, fairness, and compliance with legal requirements .



General Conditions Of Contract

A set of terms and conditions that form part of the contract.

Ghosting

Ghosting is the way of calling into question the abilities and solution offered by your competition using an indirect and subtle narrative approach. Without

naming them, you can use your text to undermine competitors by highlighting their weaknesses (perhaps poor track record, lack of experience, poor financial position, etc.) ultimately creating doubt in the mind of the evaluator(s). You can also use the technique as a way of drawing attention to your strengths in any given area. Ghosting is generally an advanced bid writing practice which, when used expertly can be an extremely effective counter measure against competitors.

Global Compact (The United Nations Global Compact)

The United Nations Global Compact, often referred to as the UN Global Compact or simply the Global Compact, is a voluntary initiative launched by the United Nations in 2000. It is the world's largest corporate sustainability initiative and is designed to encourage businesses and organisations to adopt sustainable and socially responsible policies and practices.

The UN Global Compact operates on the principles of corporate sustainability and responsible business conduct. It invites companies and organisations to commit to ten fundamental principles in the areas of human rights, labour, environment, and anti-corruption. These principles are based on existing international agreements and standards, and they serve as a framework for promoting ethical and sustainable business behaviour.

The ten principles are as follows:

Human Rights:

1. Businesses should support and respect the protection of internationally proclaimed human rights.
2. They should make sure they are not complicit in human rights abuses.

Labour:

3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.
4. They should eliminate all forms of forced and compulsory labour.
5. They should abolish child labour.

6. They should eliminate discrimination in respect of employment and occupation.

Environment:

7. Businesses should support a precautionary approach to environmental challenges.
8. They should undertake initiatives to promote greater environmental responsibility.
9. They should encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption:

10. Businesses should work against corruption in all its forms, including extortion and bribery.

Companies and organisations that participate in the UN Global Compact are expected to integrate these principles into their strategies, operations, and culture.

They are also encouraged to engage in partnerships and collaboration with other stakeholders, including governments, civil society organisations, and other businesses, to advance sustainable development goals.

Participation in the UN Global Compact is voluntary, but once a company or organisation joins, they are expected to report on their progress and efforts to implement the principles through an annual Communication on Progress (COP).

This transparency and accountability mechanism helps track and promote responsible business behaviour and sustainability practices worldwide.

The UN Global Compact plays a significant role in promoting corporate social responsibility, sustainability, and the alignment of business practices with broader societal and environmental goals. It has thousands of participants from various sectors and regions around the world, making it a crucial platform for advancing responsible and sustainable business practices on a global scale.

<https://unglobalcompact.org/>

GPA (Government Procurement Agreement)

An agreement between members of the World Trade Organisation to ensure fairness in government procurement.

Guarantee

A guarantee is a promise to fulfil certain requirements or standards, or to fix, replace or reimburse if the transaction fails to meet those standards.



Hot Buttons

Customer hot buttons are essentially the emotional and practical factors that drive a customer's decision-making process when considering a product or service. These buttons can vary greatly and are often influenced by their personal experiences, values, and priorities. Understanding and addressing these hot buttons effectively is a fundamental skill for bid professionals.

Here are some common examples of customer hot buttons:

Price Sensitivity:

For some customers, the price of a product or service is a primary hot button. They may be on a strict budget and are looking for the best value for their money. Bid writers can

address this hot button by highlighting cost-saving features or offering discounts.

Quality and Reliability:

Other customers may prioritise the quality and reliability of a product. They want assurance that what they purchase will last and perform well. Emphasising the product's durability, warranty, or track record can appeal to this hot button.

Convenience and Time Savings:

Time-strapped customers often value convenience and time savings. If a product or service can simplify their life or save them time, this becomes a critical hot button. Bidders should highlight features that make life easier.

Social Responsibility and Ethics:

Most customers are concerned about the ethical and environmental aspects of a product. They may be willing to pay more for products that align with their values, such as those produced sustainably or with fair labour practices. Demonstrating your commitment to these principles can resonate with this hot button.

Personalisation and Customisation:

Many customers appreciate products or services tailored to their specific needs. Bid writers can tap into this hot button by offering customisation options or highlighting how a product can be personalised to meet individual preferences.

Trust and Credibility:

Building trust is a universal hot button. Customers want to know that they can trust a supplier. Providing testimonials, references, or demonstrating industry expertise can help establish trust as a key hot button.

Fear of Missing Out (FOMO):

Some customers are motivated by the fear of missing out on a great deal or a unique opportunity. Limited-time offers, exclusive discounts, or highlighting product scarcity can leverage this hot button effectively. Effective bid writers conduct thorough research and ask insightful questions to identify the specific hot buttons that resonate with each customer. Once

identified, they tailor their bid to address these hot buttons directly, making the customer feel heard and understood. By aligning the product or service with what matters most to the customer, bidders can increase the likelihood of a submitting a successful bid. (See also: Win Themes).



Incoterms

These are a set of 11 rules published by the International Chamber of Commerce that define the responsibilities of buyers and sellers for such things as the management and payment of shipping, insurance, documentation, and customs clearance. <https://iccwbo.org/business-solutions/incoterms-rules/>

Incumbent Supplier

The incumbent supplier is the current supplier of goods or services to a customer. Being the incumbent supplier is a double-edged sword during a bid procedure. An incumbent obviously has a great deal of 'inside' information to inform their bid but, at the same time, the customer is familiar with their abilities and approach, so is likely to be more sceptical of claims of innovation.

Indirect Procurement

When a company buys materials or service that do not contribute directly to its production and process revenue, but facilitate the process - this might include overheads such as utilities and office rent, or the cost of computers and technology. Conversely, direct procurement is the purchase of materials that contribute directly to the company's primary revenue.

Ineffectiveness

Grounds for ineffectiveness are set out in the Public Contracts Regulation 2015 and are used when an unsuccessful bidder believes that a contracting authority has awarded a contract under circumstances that breach the requirements of the Regulation. <https://www.legislation.gov.uk/uksi/2015/102/regulation/99/made>

In-House Contracts

A contract awarded by a contracting authority to a body that can be a legally distinct entity, but which it exerts a control over similar to that of its own departments.

In-house contracts do not have to follow the same Public Contracts Regulations if they fulfil the criteria of an in-house contract as set out in Regulation 12.

Initial Expression of Interest – IEO

High value public sector contracts usually start with asking suppliers to express their interest in bidding. This is different to a Periodic Indicative Notice (or Prior Information Notice). (See also PIN). Also referred to as an Expression of Interest.

Injunction

A court order that either prevents certain acts from being carried out, or requires them to be carried out by an individual or organisation.

Innovation Partnership

A partnership agreement that enables innovative goods and services to be researched, developed, and purchased within the same procurement process.

Inputs

These are the resources required to produce goods or provision of a service that contribute directly to desired outputs.

Instructions To Tenderers

The section within a procurement document that provides the bidding suppliers with the rules and procedures they must follow to submit their bid. This also includes the criteria each bid will be evaluated against.

Intellectual Property (IP)

Intellectual property or IP refers to unique work outputs designed and created by an individual or company. This might be an invention, a process, narrative, artwork, or symbol. It describes an intangible asset and is protected from use by third parties without permission.

Interim Associate (Interim Bid Writer, Freelance Bid Writer, Bid Consultant, etc.)

Essentially, any professional brought into a bid project to add depth of resource and/or specific expertise, generally on a short-term contract. Interim personnel are normally charged for on a daily rate. Bid related skills include writing, editing, proofreading, graphic management, media creation and bid project management.

Inventory

A list of items, e.g. the contents of a building, or goods for sale.

Invitation To Bid (ITB)

When an organisation requires goods or services from a third party, they will issue an invitation to bid to potential suppliers calling for them to submit proposals or express interest. The invitation may be received directly or, more typically, will be published in an online procurement portal.

Invitation To Confirm Interest

When a potential supplier has expressed an interest in a contract in response to a Prior Information Notice (PIN), additional information about the contract and its requirements will be sent to them along with an invitation to confirm their continued interest in bidding.

Invitation To Negotiate (ITN)

An invitation sent to a shortlist of bidders that sets out the terms of negotiations between the potential supplier and contracting authority, prior to an award decision or an innovation partnership.

Invitation To Participate In Dialogue (ITPD Or IPD)

This is an invitation that sets out terms for shortlisted bidders to participate in a dialogue about the contract and its requirements.

Invitation To Provide A Proposal (IPP)

This is similar or the same as an Invitation to Tender (ITT) or a less formal process.

Invitation To Submit Detailed Solutions (ITSFB Or ISDS)

A rarely used term (most likely to be found in OJEU). During the dialogue stage, and potentially following an Invitation To Submit Outline Solutions (ISOS), bidders may be asked to provide full details of their proposed solutions for evaluation. This helps to remove some bidders from competition before progressing.

Invitation To Submit Final Bids / Tenders (ITSFB Or ISFB / ITSFT Or ISFT)

After the dialogue stage has been completed, the shortlisted bidders that remain in competition are invited to submit their final bid / tender.

Invitation To Submit Outline Solutions (ISOS)

During the dialogue stage, potential suppliers may be asked to submit an outline of their proposed solutions for evaluation. This may be followed by an invitation to submit detailed solutions.

Invoice

An invoice is a bill that lists the actions undertaken, services or goods supplied as items, and a cost for each one, alongside the number of units for each item. It will detail the net and gross costs including tax such as VAT and any discounts applied providing a total cost due for payment.

Alongside this, it will include the date of issue, payment information, a date that payment should be made by, and include the contact information for both the supplier and client or customer. It may also include a reference or PO number provided by the client or customer.

Invitation to Tender (ITT)

Exactly that. An invitation to take part in a tender (or bid) process. The paper or electronic documentation issued to organisations invited to tender for a contract. Typically, it includes a background, rules of tender, contract specification, forms for completion, questions or information required and a draft contract.

Invoice Item

An invoice breaks down a total cost into line-items, stating what they are, how much they cost and how many were provided. The unit on each line-item may indicate the quantity of goods purchased or number of days worked. For example, a contractor may itemise all the separate parts required to complete a service, how many were used, and itemise their labour as a unit of time. Each line therefore adds up to a total cost for that item, whether goods or services. Together these add up to the total invoice value.

Invoice Payment Terms

The payment terms on an invoice tell you when payment should be made, usually a timeframe agreed to in the contract.

ISO – Organisation for Standardisation

ISO stands for the International Organisation for Standardization. The organisation is based in Geneva, Switzerland, and is composed of representatives from member countries. In collaboration, groups of experts determine the international standards industries should conform to across a range of disciplines. This includes quality management, energy and environmental management, health and safety, food safety and IT security. A procurement team may require adherence to ISO standards from their suppliers. They are essentially an internationally agreed 'best way of doing things'. <https://www.iso.org/home.html>



JV – Joint Venture

A Joint Venture (JV) refers to a strategic partnership between two or more independent companies or entities that collaborate to pursue a specific business opportunity or project. In a JV, the participating companies pool their resources, expertise, and capital to achieve common goals and objectives while maintaining their individual identities and legal structures.

The goals of a Joint Venture when bidding for a project or business opportunity may include:

Risk Sharing:

Sharing the financial and operational risks associated with a particular project or venture. This allows the participating companies to spread the potential losses and minimise individual exposure.

Access to New Markets:

Expanding into new markets or geographic regions where one or more of the participating companies may have limited or no presence. This can help in reaching a broader customer base.

Capital and Resource Efficiency:

Leveraging the combined financial resources, technologies, and capabilities of the partner companies to efficiently execute the project. This often includes reducing capital expenditure and operational costs.

Technology Transfer:

Gaining access to specialised technologies, intellectual property, or proprietary knowledge held by one of the partners, which can enhance the project's success.

Synergy and Expertise:

Combining the unique skills, expertise, and industry knowledge of the participating companies to create a more competitive and innovative team.

Regulatory Compliance:

Ensuring compliance with local regulations and legal requirements, which may be easier to achieve through a partnership with a local or established entity.

Market Penetration:

Entering a competitive market more effectively by leveraging the established reputation and customer base of one of the partner companies.

Profit Generation:

Generating profits and maximising the return on investment (ROI) for all parties involved in the Joint Venture.

Long-Term Growth:

Building a sustainable business relationship that extends beyond the immediate project, with the potential for future collaborations and ventures.

Strategic Objectives:

Aligning the Joint Venture with the strategic objectives of each partner company, such as diversification, innovation, or market leadership



Knowledge Library

A document or collection of documents that form a library of information to be shared with everyone working on a specific project or within an organisation. It provides all the users with the most accurate and up to date information and knowledge about the organisation and its activities. (See also: Bid Library)

KPIs – Key Performance Indicators

Key Performance Indicators (KPIs) are essential tools for measuring and evaluating the success of contract and business service delivery. They provide organisations and their suppliers with a structured and shared framework to assess supplier performance, track progress, and make informed, forward looking decisions.

KPIs are indispensable tools for measuring success, hold stakeholders accountable, drive continuous improvement, and facilitate data-driven decision-making. By carefully selecting and monitoring KPIs, suppliers can enhance their service quality, meet contractual obligations, and ultimately thrive in a competitive marketplace.

KPI indicators are typically specific, relevant, and aligned with the goals and objectives of the contract or service being provided. KPIs help stakeholders, including businesses, clients, and regulators, to gauge whether agreed-upon targets and Service Level Agreements (SLAs) are being met.

The Importance of KPIs in Contract and Business Service Delivery

Measuring Success:

KPIs serve as a means to assess the success

of a contract or business service. They provide tangible data that can indicate whether the desired outcomes and objectives have been achieved. For example, in a service contract, a KPI might be the percentage of customer issues resolved within a specified timeframe. If this KPI consistently meets or exceeds the agreed-upon target, it suggests successful service delivery.

Accountability:

KPIs help assign responsibility and accountability to various stakeholders involved in contract or service delivery. By clearly defining the metrics that need to be monitored, KPIs ensure that everyone understands their role and the expectations placed upon them. This promotes transparency and encourages teams to work towards common goals.

Continuous Improvement:

KPIs are not only retrospective but also forward-looking. By regularly tracking KPIs, businesses and suppliers can identify areas that require improvement and take corrective actions promptly. This process of continuous improvement ensures that service quality and contract performance evolve, meeting changing customer needs and market demands.

Decision-Making:

KPIs provide data-driven insights that enable informed decision-making. When a KPI indicates a performance issue, businesses can analyse the root causes and make strategic adjustments to rectify the situation. Conversely, when KPIs demonstrate exceptional performance, it can inform decisions to invest further in successful strategies.

The choice of KPIs can vary depending on the nature of the contract or service being provided. However, some common KPIs in contract and business service delivery include:

Customer Satisfaction:

Measured through surveys, feedback, or Net Promoter Score (NPS), it reflects the

level of satisfaction and loyalty of clients or customers.

Service Response Time:

Indicates how quickly service requests or inquiries are addressed.

Service Level Agreement (SLA) Compliance:

Tracks whether contractual obligations are met within specified timeframes.

Quality Metrics:

Evaluates the quality of service provided, often through error rates, defect counts, or adherence to quality standards.

Cost-Efficiency:

Measures the cost-effectiveness of service delivery, including factors like cost per transaction or cost per unit of service



Label

Labels are applied to a good or service to help categorise technical specifications that apply, and to prove that these specifications have been met. Sometimes, a contracting authority will require a product or service to have a specific label.

Late Tender

A tender (or bid) received after the deadline for receipt of tenders, or only partially received by the deadline. In most cases, a late submission will result in the supplier being eliminated from the bidding process unless the customer is prepared to take mitigating circumstances into account.

Lead Time

The time it takes to complete a process, i.e. the time between the start and end point of a production process.

Lean Procurement

Lean procurement is the process of streamlining the supply chain for optimum efficiency and customer satisfaction, improving the result while lowering costs.

The result should be an elimination of waste (wasted time, costs, or inventory) and enhanced performance. Knowing what adds value to an organisation is key, reducing all else that does not. For some companies this may mean reducing inventory, for others it is reducing staff numbers.

Lean Writing

A way of writing that removes unnecessary words and narrows down the text to its minimum requirement. This is particularly important when you are writing an answer (in a bid) which only allows for certain number of words to be used (i.e. word count).

Here is an example of an unnecessarily wordy paragraph:

This document is for the purpose of giving the reader a detailed explanation of the inventory process. It describes the activities we currently do in the majority of instances on a daily and weekly basis. In order to provide an introduction to the process for employees who work on a temporary basis, we also have prepared an overview, which describes the highlights of the inventory process in just two pages.

Here is the same paragraph when lean writing techniques have been applied:

This document explains the inventory process in detail, describing our usual daily and weekly activities. We have also prepared a two-page overview for temporary employees.

In the above example, the first paragraph contains 70 words and the second 26. However, they both say the same thing.

Letter Of Intent

A letter between two or more parties that signifies the formal intention to enter into a legally binding agreement.

Liability

If you are liable for something, you are legally responsible for it. For example, you may be liable to cover overspends or for other financial sacrifices in order to fulfil your obligations under the contract.

Life-Cycle Costing (Whole Life Cost, Total Cost Of Ownership)

A costing assessment that considers all the costs of a product over its entire life-cycle. This includes acquisition (e.g. the cost of the procurement), use (e.g. energy consumption), maintenance (e.g. the cost of fixing a breakdown), and end of life (e.g. recycling / collection).

Light-Touch Regime

This regime applies to services that are allowed lighter regulations than other services. Formally named 'Part B Services', services that fall under the Light-Touch Regime are allowed a more flexible procurement process and only need be advertised in the OJEU (Office Journal of the European Union) if the value of the contract is over a set EU threshold.

Liquidated And Ascertained Damages

This is an amount pre-agreed and specified in the contract that an injured party can claim from the other as compensation for a specific breach of the agreement.

Logistics

Logistics may comprise the organisation and implementation of a process, or in supply chain management, the efficient

transportation of goods and services for commercial purposes.

Long Term Agreement

A contract that covers an extended period.

Lot(s)

A lot is one of a series of categories for the provision of different goods or services which are covered by a single procurement process.

Mm

Marginal Gains

At the start of a bid project, there is, essentially no real difference between making strategy and writing choices that are 1% worse or 1% better. But as the bid progresses, these seemingly insignificant improvements or declines can suddenly amount to a big gap between winning and losing. Marginal Gain Theory calls upon you to seek every small improvement you can make to your answers to give an accumulative larger increase in your overall score.

Market Research

A business will (or should) carry out market research to gather information on their target market's needs and preferences,

to find out who they are and try to better understand what they are looking for. This is an important part of any business.

Market Testing

Testing how well a product performs in a specific market. Types of market testing include focus groups and small scale product launches.

Maverick Buying

Unauthorised purchasing outside of established policies and procedures. Maverick buying is usually the result of a need being unfulfilled, or the process to getting that need being unclear.

MEAT – Most Economically Advantageous Tender

A bid or tender that provides the optimum combination of whole life costs and benefits assessed against pre-determined evaluation award criteria which will normally be detailed in the Invitation to Tender (ITT) or equivalent documentation.

MAT – Most Advantageous Tender

The government recently proposed a change of procurement terminology in the public sector: changing MEAT to MAT. The elimination of the word 'Economically' is to signify a reduced emphasis on the commercial aspect (i.e. the pricing) of a bid and a drive to also consider other critical factors (for example, social value).

Memorandum Of Understanding (MOU)

An MOU is a written agreement between two or more parties that signifies intent to enter into a contract, or lays out terms in good faith between the parties entering into a shared enterprise, working towards a common goal or otherwise establishing a working relationship. It may or may not be legally binding depending upon the wording in the document.

Method Statement

The document used in a tender process which sets out questions for the suppliers to answer which helps the purchaser or procurement officer to understand how the goods or services will be delivered.

Mini-Competition

A competition between suppliers already on a multi-supplier framework agreement with a contracting authority that meet the requirements of the contract. Mini-competitions culminate in a call-off contract and the terms under which they may be used and contracts awarded will be set out in the framework agreement.

MIS - Management Information System

The mechanism for measuring and reporting information relevant to the management of service delivery. Information that assists both the supplier and customer.

Nn

NAO - National Audit Office

Its role is to audit the financial statements of all government departments, agencies and many other public bodies. It reports on how well the expenditure of public money achieves value for money (VFM) and improvements in the delivery of public services.

<https://www.nao.org.uk/>

NSV - National Supplier Vocabulary (Codes)

CPV numbers developed by the European Union for public procurement. Their main purpose is to provide standardised terms to

help procurement classify contract notices (in the Official Journal of the European Union – OJEU). They also help suppliers find those of interest to them. (See also: CPV Codes)

Needs Assessment

To help plan for the future of an organisation or service provision, a needs assessment is a process that looks for the gaps between the current conditions and the desired conditions to establish the organisation's 'needs'. It helps to identify problems and outline solutions.

Negotiated Procedure

For high-value public sector contracts, suppliers are invited to negotiate for a contract(s). This has limited use only e.g. extreme urgency, failure of open/restricted procedures or repeat of similar contract.

Net Present Value

This is a metric to determine the current value of future cash flows. Cash flow is less valuable the further into the future it is. NPV applies a discount rate to cash flows occurring at different times to work out their current value to the organisation.

Nomenclature of Statistical Territorial Units – NUTS

A hierarchical classification of administrative areas, used across the European Union for statistical purposes. (This no longer applies to the UK since Brexit and the term now applied in the UK is International Territorial Level (ITL))

Oo

Offer

To offer is to present an opportunity or express the readiness to act, for example, to offer a supplier a contract is to express your readiness to enter into an agreement with them – typically based on an offer they presented in the form of a bid.

OGC – Office of Government Commerce

The OGC has now been replaced by the Crown Commercial Service, but was the former body responsible for government procurement. (See also: Crown Commercial Service)

Official Journal of the European Union (formerly OJEC) – OJEU

The publication in which all high-value public sector contracts in the EU must be advertised.

OJEU Notice

A notice placed in the Official Journal that formally announces the start of a procurement process by advertising that a contracting authority is seeking potential suppliers to bid for the provision of goods, services or works.

Open Procedure

An open procedure means that any supplier can take part in a procurement opportunity. All submitted bids should be considered evaluated in compliance with the criteria set out in the issued procurement documents.

Option

Aside from the usual meaning of ‘option’, it can also mean to obtain, without obligation, the right to buy or sell a particular asset by a set date. Usually the option is purchased from the rights owner for a specific period.

After that time, a new arrangement may be negotiated based on the success of the option holder in monetising the asset.

Outcome

The/a result.

Outputs

Something or things produced by an organisation, individual, machine, or industry.

Outsourcing

To hire a third party to provide goods or services. This is the opposite to ‘in-house’

Pp

Parent Company Guarantee (PCG)

This is a form of security that protects a customer if a supplier (that is a subsidiary of a larger company) defaults on the contract agreement. It is a guarantee given by the supplier’s parent company or ultimate holding company that they will ensure the contract is fulfilled. The obligations of the guarantor depend upon the wording in the underlying contract, and ends if the contract is terminated.

Part A Services

A list of services that once fell under Schedule 3 Part A of the previous Public Contracts Regulations 2006, now replaced by the Public Contracts Regulations 2015 which has removed the distinction between Part A and Part B services, and has instead listed most former Part B Services under a 'Light-Touch regime'.

Part B Services

As above, these services were listed in Schedule 3 Part B of the old Public Contracts Regulations 2006. However, Part A and Part B services have now been recategorised under the Public Contracts Regulations 2015, and many Part B services now fall under the 'Light-Touch regime'.

<https://www.gov.uk/government/publications/the-european-union-defence-and-security-public-contracts-regulations-dsPCR-2011/dsPCR-chapter-6-classifying-contracts>

Partnering Contracts

A formal contract between two companies who have agreed to work together on a project. The contract may set out a framework for how they will work together.

Partnerships

A working relationship between two or more parties either creating added value for the customer or to win contracts that individually they may not be successful with. Partners can include suppliers, distributors, joint ventures, and alliances. Note: Suppliers may not always be recognised as formal partners. (See also: Joint Ventures.)

Performance Security (Performance Bond)

A performance security bond is a financial guarantee issued by a bank or insurance company to guarantee the performance of a supplier. There may also be a specific cash deposit made in good faith, intended to be paid out as compensation should the supplier not meet the terms of the contract.

PESTLE (Political, Economic, Social, Technological, Legal and Environmental)
Acronym describing the factors to consider

when strategising your bid response or conducting your initial evaluation of the opportunity. It is also helpful to remember this acronym when you are researching a customer in preparation for writing a bid response.

PIN – Periodic Indicative Notice, Prior Information Notice

An advance warning of a public sector contract to be tendered at some time in the future. The issue of a PIN does not guarantee that a contract will be placed. This is different to an Initial Expression of Interest.

Portal

A website that provides employees, customers, and suppliers a single access point to required information, often only accessible by those with a log in name and password. As a supplier submitting a bid, you may be required to input the information or upload documents to a portal.

PQQ – Pre-Qualification Questionnaire (or Standard Selection Questionnaire – SSQ)

A filtering mechanism employed by procuring organisations to decide who to invite to participate in the tender. A PQQ is most likely to be primarily a series of questions about your company, your experience, your financial standing, and your acceptance of the terms and conditions of the contract. (See also: SQQ).

Preferred Supplier List

This is a list of suppliers who have been previously vetted and approved by an organisation, proving they are reliably capable of delivering the service or goods to the standards and other criteria required. (See also: Approved List).

Pricing Schedules

A pricing schedule is an itemised list of goods and service offered by an organisation and their prices. This is a document that can be used internally or sent to customers or displayed publicly, such as on a website.

PRINCE2

Projects IN Controlled Environments (PRINCE 2) is an internationally recognised project management system that emphasises breaking down projects into manageable stages. It is a useful tool for project managers and offers training courses and certifications.

<https://www.prince2.com/uk>

Private Finance Initiative (PFI)

A UK government procurement initiative that enables financing of large public sector projects via private organisations. The government then repays the private organisation over a fixed period. The concept is designed to enable projects to go ahead without placing enormous burden on the public purse.

Procurement

The process of purchasing or otherwise obtaining a required good or service.

Procurement Directive

The EU Directive 2014/24/EC is a directive on the procurement of goods between Member States, from which the Public Contracts Regulations 2015 are derived. Since Brexit, there have been large areas of public procurement in the UK which have laws and procedures that now deviate from EU standards.

<https://www.gov.uk/government/news/350-eu-rules-to-be-ditched-creating-simpler-more-flexible-and-transparent-procurement>

Procurement Documents

Any document produced by the contracting authority in relation to the procurement process, this includes such documents as the contract notice, prior information notice, technical specifications, descriptive document, proposed conditions of contract and formats for the presentation of documents by candidates alongside others.

Procurement Review Committee

A committee of independent individuals who review the procurement process to ensure that it complies with relevant policies, laws, and regulations.

Procurement Strategy

The way an organisation decides to manage its procurement process, aligning with the primary aims of the organisation. A procurement strategy will document each stage of procurement and how it is managed or governed.

Proof (See Evidence)

Proof or evidence is the material you provide to support your claims in a bid. People generally buy what they believe in, so the more compelling your evidence, the more likely they are to believe you.

Typical evidence includes accreditations, audits, surveys, trial periods, third party examinations, testimonials, awards and references. Evidence from independent sources is always the best to use, if you have it available.

Proposal

Although broadly the same as bid or tender, a proposal may include fewer questions and a supplier given freer rein to create a solution.

Project Definition Statement (PDS)

A document that is written and agreed upon by all stakeholders prior to the commencement of a project. It defines the purpose, scope, deliverables and criteria for success for a new project, which in turn defines risk, project assumptions, budgets, schedules and other important information.

Public Concession Contract

A contract awarded by a public body to a private supplier, which gives them the exclusive right to operate, maintain and carry out maintenance on a public utility or service for a set length of time.

Public Contracts Regulations 2015

UK legislation governing public procurement processes. This regulation supersedes the former Public Contracts Regulations 2006.

<https://www.legislation.gov.uk/uksi/2015/102/contents/made>

Public Private Partnership (PPP)

A collaboration between a public body, e.g. a government agency, and a private organisation, which helps to fund large scale infrastructure projects.

Public Service Contract

A contract between a public body as the contracting authority and the supplier of services.

Public Supply Contract

A contract between a public body as the contracting authority and the supplier of goods.

Public Works Contract

A contract between a public body as the contracting authority and the supplier carrying out works.

Purchasing Card (Procurement Card)

A card issued to employees for the purchase of goods relevant to the business. They can be linked to software that helps track expenditure, and the employer may set the spend limit. They can be used to purchase items without needing to go through the usual procurement procedure.

Purchase Order (PO)

A document, often abbreviated to PO, which is issued by a buyer to a supplier detailing the quantity of goods or services that they have agreed to purchase, and the terms of purchase. The PO reference will often be quoted on subsequent invoices.



Qualified Tender / Bid

Qualified tenders are tenders that include caveats or statements that limit the supplier's liabilities should they enter a contract.

Quality Assessment / Assurance (QA)

Quality assurance describes the process applied to ensure that an outcome (result) or product is delivered according to the required standards and expectations in design, performance, reliability and maintainability. Products may undergo testing after production to demonstrate that they have met these requirements.

<https://www.iso.org/standard/62085.html>

Question Analysis

The process used to ensure every part of every question is fully identified, evaluated and answered. Missing elements of a question will generally mean losing marks during the evaluation process.

Quotation

A document that details the expected costs to fulfil a service or deliver requested goods.

Rr

Receipt Of Goods

A document issued by the supplier to accounts payable that demonstrates delivery so that an invoice can be issued and paid.

Reconciliation

Comparing an invoice amount to the amount paid into company accounts.

Regulation 84 Report

As set out in Regulation 84 of the Public Contracts Regulation 2015, this is a report that a contracting authority issues following each procurement process.

<https://www.legislation.gov.uk/ukxi/2015/102/regulation/84>

Remedy

A remedy is a compensation offered to the aggrieved party in a breach of contract. Remedy is not always a cash recompense but can be in the form of free services, a future discount, or replacement of products.

Remedies Directive

If a supplier decides that the public contracting authority has breached any of the regulations and that they have suffered loss or damage as a result, they are entitled to remedies as outlined by the Directive 07/66/EEC and Part 3 of the Public Contracts Regulations 2015.

Reserved Contracts

There are specific circumstances under which a public contracting authority can restrict the candidates eligible for a contract. The conditions for a reserved contract are set out under Regulations 20 and 77 of the Public Contracts Regulations 2015.

Restricted Procedure

Usually reserved for high-value public sector contracts. Suppliers are selected by an open first-round invitation e.g. a Pre-qualification Questionnaire (PQQ). Any prospective supplier can apply to be included in the restricted list for the contract. Those suppliers who then meet the required criteria or 'qualify' will then be invited to tender. NB This is the most common type of tender for high-value contracts.

RFI – Request For Information

A customer document used at an early stage of a procurement project to create a list of viable bidders. An alternative term for Pre-Qualification Questionnaire (PQQ).

RFP – Request for Proposal

A document from a customer or funding source calling for proposals to provide specific services or goods. This is essentially the same thing as an Invitation to Tender (ITT), but is an expression used in the commercial sector and/or outside of the UK.

RFQ – Request for Quotation

Usually a brief RFP with few key requirements but focusing more on the provision of a price or commercial solution.

Requisition

A request for goods or services from an employee or department, made to the person responsible for procurement.

Residual Value

The value of an item after the lease agreement comes to an end or the item is no longer needed. This may be estimated at the point of purchase as a percentage of the purchase cost.

Review (see Bid Review or Red Review)

Risk

As with all activities, procurement carries risk that needs to be assessed at all points of the procurement process, with mitigating actions performed to reduce or eliminate these risks.

Risk Register

A risk register is a structured document utilised in project and risk management to

systematically identify, assess, and manage risks associated with a project, initiative, or business endeavour. It serves as a central repository for recording and tracking potential risks throughout the project's lifecycle.

Components of a Risk Register:

Risk ID:

A unique identifier assigned to each identified risk.

Risk Description:

A clear and concise description of the risk event or situation.

Likelihood:

An assessment of the probability that the risk will occur, often expressed on a scale (e.g., low, medium, high).

Impact:

An evaluation of the potential consequences or impact on project objectives if the risk materialises.

Risk Owner:

The individual or team responsible for monitoring and mitigating the risk.

Mitigation Plan: Strategies and actions to reduce or eliminate the risk's likelihood or impact.

Contingency Plan:

Measures to be taken if the risk materialises despite mitigation efforts.

Status:

The current state of the risk (e.g., open, closed, in progress).

Risk Priority:

A calculation that considers both likelihood and impact to prioritise risks for focused attention.

Date Identified:

The date when the risk was initially identified.

Date Updated:

The date of the most recent update to the risk information.

Comments:

Additional notes or remarks related to the risk.

Purpose of a Risk Register:

The primary purposes of a risk register are as follows:

Risk Identification:

To systematically identify and document potential risks and uncertainties.

Risk Assessment:

To evaluate the likelihood and potential impact of identified risks.

Risk Management:

To develop and implement mitigation and contingency plans to address risks.

Communication:

To facilitate communication among project stakeholders regarding risks and their management.

Monitoring:

To track the status of risks and update risk information as necessary throughout the project's lifecycle.

Documentation:

To provide a historical record of risk-related decisions and actions taken.

The risk register is an essential tool for proactively managing risks and enhancing the likelihood of project success by reducing the adverse impacts of unforeseen events or issues.

Risk Transfer

The practice of managing risk by transferring it to another party, for example, taking out insurance to contractually cover the risk of a specified loss.

Ss

Scoring Methodology

The scoring methodology is the foundation process for evaluating bids against a set of criteria, resulting in a score. Scoring methods will often contain a weighting mechanism to ensure appropriate pre-eminence of critical factors.

Schedule Of Rates

A list, often included in the contract, that details the rate of pay for things such as labour and equipment hire. Especially useful for dayworks.

Sealed Offer

This is the offer of a contract at an irrevocable fixed price, but which is not yet binding until it has been accepted by the other party, at which point it is non-negotiable. There may be competing sealed offers submitted.

Segregation Of Duties

This means to break down a process that might be conceivably carried out by one person, into smaller stages that can be managed by multiple people. It reduces the risk of errors, fraud, or mismanagement.

Select List

A select list is a list of approved contractors or candidates for a specific function.

Selection Criteria

Applied to the individual or organisation submitting the bid and not the bid itself, these criteria ensure that bidders selected to proceed to the next stage have both the technical and professional capability, and the financial and economic standing to fulfil the contract.

Selection Stage

The first stage of the process, at which the selection criteria are applied.

Self-Cleaning

Where a supplier can demonstrate that they have addressed an issue, which previously excluded them from participating in a procurement process. This is either because the grounds for exclusion were more than a specified number of years ago, or that the problem has been demonstrably rectified.

Service Manager

An employee who manages the service team and customer / client relationships.

Service Level Agreement

A Service Level Agreement (SLA) is a binding contractual document that establishes the agreed-upon standards, responsibilities, and parameters governing the provision of services by a service provider to a customer. Example elements that may be included within a Service Level Agreement (SLA) can encompass:

Service Description:

A detailed description of the services to be provided, including scope and limitations.

Service Levels:

Specific performance metrics such as uptime percentage, response times, and resolution times.

Availability:

The hours of operation and expected availability of the service.

Responsibilities:

Clear delineation of the responsibilities of both the service provider and the customer.

Escalation Procedures:

Procedures for escalating issues or complaints to higher levels of management.

Service Reporting:

Frequency and format of service performance reports, including Key Performance Indicators (KPIs).

Penalties and Remedies:

Consequences for failure to meet agreed-upon service levels and the remedies to be applied.

Termination Clause:

Conditions under which the agreement can be terminated by either party.

Confidentiality:

Provisions regarding the confidentiality of sensitive information shared during the service provision.

Dispute Resolution:

Procedures for resolving disputes between the service provider and the customer.

These elements are tailored to the specific needs and requirements of the parties involved, ensuring that the SLA serves as a robust framework for a successful and mutually beneficial business relationship.

Services

The provision of an intangible need, as opposed to a product or item, for example, the maintenance of technology.

Shared Services

This is when an organisation consolidates its support services used by various parts of the business to make it more efficient and streamlined.

Shortlist

A list of suitable prospective suppliers that has been drawn up through a preliminary evaluation exercise for a particular contract or procurement activity.

Single Procurement Document (SPD) (Scotland)

A standard questionnaire issued at the selection stage that enables buyers to identify bidders who have the relevant experience and qualifications. The questions relate to both selection and exclusion criteria and must be filled out by potential bidders to demonstrate their reliability to ensure that public funds are spent with capable providers. SPDs are issued when the contract value exceeds a set threshold and

may be used as part of single or multi-stage procedures. From 2024, all SPD completion will be online (rather than the Word version being available).

<https://www.procurementjourney.scot/>

Single Voice

Making sure that a bid comprised of content from a range of contributors is edited to ensure consistency of style and language.

SME

SME – Definition 1:

Subject Matter Experts

Personnel required to provide specific contributions/content to bids due to their expertise in a given area. For example, questions about delivery may be dealt with by the Logistics Manager, who will be defined as a Subject Matter Expert.

SME – Definition 2:

Small and Medium-sized Enterprises

The current definitions for an SME are:

- Micro Business = Fewer than 10 employees & turnover under £2 million
- Small Business = Fewer than 50 employees & turnover under £10 million
- Medium Business = Fewer than 250 employees & turnover under £50 million

Social Enterprise

A social enterprise is a business that uses commercial strategies with the aim of supporting a cause, e.g. helping people or communities (perhaps a community centre, or a business that supports a local economy, the environment, or marginalised groups).

Social Value

In recent years, there has been a growing recognition of the importance of considering social value in procurement decisions in the UK. Procurement, traditionally viewed as a straightforward process focused solely upon obtaining goods and services at the best price, has evolved to encompass a broader perspective that includes social, environmental, and economic impacts. This paradigm shift reflects a commitment to achieving more than just cost savings; it emphasises the creation of positive outcomes for society as a whole.

The UK government has played a pivotal role in promoting social value by integrating it into procurement policies, emphasising the need for public sector organisations to consider social value when making purchasing decisions.

Understanding Social Value:

In bidding terms, social value refers to the benefits that a supplier can (and will commit to) bring to the community and society beyond the immediate goods or services it provides. These benefits encompass a wide range of outcomes, such as job creation, workforce development, environmental sustainability, and community engagement.

Economic and Social Benefits:

One of the key reasons why social value is essential in procurement decisions is its potential to generate significant economic and social benefits. By prioritising suppliers that demonstrate a commitment to ethical labour practices, fair wages, and employee development, organisations can contribute to reducing income inequality and enhancing economic stability. Additionally, procuring goods and services from local businesses can stimulate economic growth within communities, leading to job creation and increased tax revenue.

Environmental Sustainability:

Another critical aspect of social value is its role in promoting environmental sustainability. Sustainable procurement practices prioritise suppliers that adhere to eco-friendly standards, reducing the environmental impact of products and services. This helps combat climate change and improves public health and well-being by reducing pollution and conserving natural resources.

Community Wellbeing:

Social value also plays a vital role in enhancing community well-being. Organisations that engage with the local community through their procurement decisions can foster stronger relationships, trust, and a sense of belonging. This engagement can lead to improved social cohesion, reduced crime rates, and a higher quality of life for residents.

Public Perception and Reputation:

In an era of increasing transparency and social responsibility, organisations that prioritise social value in their procurement decisions are likely to enjoy a more positive public perception and reputation. Consumers and stakeholders increasingly expect organisations to act ethically and contribute positively to society. Demonstrating a commitment to social value can differentiate a company or public sector entity as a responsible and trustworthy partner.

Legal Requirements:

The UK government has introduced legislation that makes it mandatory for public sector organisations to consider social value in procurement decisions. The Social Value Act 2012 requires public bodies to factor in social, economic, and environmental well-being when awarding contracts. This legal framework underscores the significance of social value and reinforces its importance in procurement decisions.

The importance of social value in procurement decisions in the UK cannot be overstated. It represents a shift towards a more holistic and responsible approach to procurement, one that considers the broader impact of purchasing decisions upon society, the environment, and the economy. By prioritising social value, organisations can create lasting positive effects, contribute to sustainable development, and enhance their reputation. This shift in perspective is here to stay, bringing about a more socially responsible and sustainable approach to procurement.

Social Value Model

A document that details the social value priorities for the government or an organisation, which helps them decide the questions they should ask of potential suppliers to determine how they will achieve the social value they're seeking. Their answers are then marked against the criteria in the social value model.

<https://www.crowncommercial.gov.uk/news/social-value-procurement-ccs>

Social Value Offering

This is the social value that an organisation offers in their bid.

Sole Source

The only supplier of a particular item or service.

Solicitation

Another term for procurement – the act of requesting bids or tenders for required goods or services.

Solicitation Documents

An official request for bids to be submitted in response to a government's or organisation's needs.

Sourcing

This is the process of selecting reliable suppliers to fulfil a contract.

Specific Contact

Often a reference to a call-off contract.

Specification

A description of requirements and standards to which the goods, works or services should conform. Also known as a statement of needs, a statement of requirement, an operational requirement, or a brief. Its purpose is to present prospective suppliers with a clear, accurate and full description of the organisation's needs, to enable them to propose a solution to meet them.

SPV – Special Purpose Vehicle

Typically, a company, partnership or organisation formed by one or (more usually) several partners to bid for a contract as a single entity.

Standard Selection Questionnaire – SSQ

A filtering mechanism employed by procuring organisations to decide who to invite to participate in the tender. A PQQ is most likely to be a series of questions about your company, your experience, your financial standing, and your acceptance of the terms and conditions of the contract. (See also: PQQ).

Stage Payments

These are payments made at pre-agreed stages of a project. Release of funds is therefore dependent upon progress and adequate fulfilment of each stage.

Stakeholders

Individuals, groups, or organisations that are affected by and/or have an interest in a particular issue or organisation e.g. customers, partners, employees, shareholders, owners, government, and regulators.

Stand Down Notice

A notice which requires work on a bid to stop, this may be due to several factors such as a suspension of the entire bid.

Standard

Where a national, European, or international standard is specified, it is referring to a technical specification that must be met as a requirement.

Standardisation

Ensuring that all the processes and components that go into the production of an item are the same means that a purchaser can be relatively certain of the standard and quality they can expect. Standardising processes in the provision of a service achieves the same reassurance.

Standing Orders

An order placed on a regular basis for the provision of goods. It may also refer to an instruction made to a bank to make regular fixed payments to an organisation or individual.

Standstill Letter

A letter sent to all bidders explaining the outcome of the procurement process, including the name of the winning bidder, after which follows the standstill period.

Standstill Period

A standstill period, in the context of a contract or business transaction, typically refers to a specific period during which

certain actions or activities related to the contract are temporarily halted or restricted. This period is often put in place to allow parties involved in the contract to assess their options, negotiate, or consider alternatives before taking any further steps.

The specific terms and conditions of a standstill period can vary depending on the nature of the contract and the parties involved. Here are a few common scenarios where standstill periods might be used:

Mergers and Acquisitions (M&A):

In the context of a potential merger or acquisition, a standstill period may be implemented to prevent the target company from seeking other offers or taking actions that could interfere with the proposed deal. This period allows the acquiring company to conduct due diligence and negotiate terms without disruptions.

Competitive Bidding:

In government procurement or competitive bidding processes, a standstill period may be required by law. After the submission of bids, there is a period during which unsuccessful bidders are informed of the contract award decision, and they may request additional information or challenge the decision before the contract is formally awarded.

Shareholder Activism:

In corporate governance, a standstill agreement can be used to temporarily restrict a shareholder from taking certain actions, such as launching a proxy contest or attempting a hostile takeover, in exchange for specific concessions or negotiations with the company's management.

Debt Restructuring:

In financial agreements, a standstill period may be included to provide a temporary reprieve to a borrower facing financial distress. During this period, creditors agree not to take legal action or enforce debt covenants while negotiations for debt restructuring or refinancing take place.

The purpose of a standstill period is to create a window of opportunity for parties to engage in meaningful discussions, explore alternatives, or resolve disputes without immediate legal or financial consequences. It can help maintain stability and allow for more informed decision-making in complex contractual or business situations. The duration and terms of a standstill period should be clearly outlined in the contract or agreement to ensure that all parties understand their rights and obligations during this period.

Statement Of Work (SOW)

This is a written, narrative description of the work to be carried out, defining the scope, purpose, schedule, deliverables, acceptance criteria and other vital management areas. This forms a legally binding part of your agreement with the customer.

Stewardship

Stewardship is the practice of safely and securely managing the entire supply chain, ensuring the safety of the goods themselves, but also of the people involved at all stages, and the environmental impact of the supply chain. A third-party logistics company can be employed to provide this stewardship. This can be especially critical when dealing with hazardous substances.

Storyboard

The storyboarding process refers to the creation of a visual and narrative outline or plan for a proposal or bid document. Storyboarding is a valuable tool for organising and presenting information in a clear and compelling manner, helping to communicate your message effectively to potential clients or stakeholders.

Typically, each question will be the subject of its own storyboard, with key elements including: solution explanation, relevant features linked to specific benefits and value outcomes, the quantification of the value to be gained, evidence you will be providing to support your claims, differentiators that help you to stand apart, and graphics you may include to illustrate information more effectively (such as data expressed as infographic).

Storyboard sessions tend to be collaborative, with the opportunity given to a range of stakeholders in the bid to offer a point of view.

Storyboarding helps you structure your proposal effectively, ensuring that it tells a cohesive and persuasive story that resonates with the client or decision-makers. It can also serve as a valuable communication tool within your team, helping everyone understand their roles and contributions to the bid.

An example of a storyboard format is shown on the next page.

Submission

The final document that the customer receives.

Sub-Central Contracting Authority

Any public contracting authority that is not a central government authority. Their status as sub-central contracting authorities enables them to vary certain aspects of the procurement process.

Subcontractor

An individual or organisation that is contracted by another company to provide a service required for a larger-scale project.

Supplier (Vendor)

The individual or organisation that sells their goods or services to the purchaser.

Supplier Diversity

An aspect of general diversity, supplier diversity means to contract with minority-owned businesses as suppliers.

Supply Chain

The flow of resources into and out of the enterprise's collective operations e.g. an IT supply chain is the flow of resources into and out of its IT operations. The chain can be said to start with the suppliers of your suppliers and ends with the customers of your customer.

Sustainability

There are two meanings here - the first is the ability to continue a process or action for the long-term. The second is to take precautions not to be wasteful, deplete natural resources or adversely impact the environment.

Sustainable Development

A widely-used and accepted international definition is: 'development which meets the needs of the present without compromising the ability of future generations to meet their own needs'. e.g. the environmental and social impact of today's actions that may affect the ability of future generations.

Sustainable Procurement

Ensuring that you embed your social responsibility into all stages of your procurement and supply chain. This means complying with sustainable policy while also ensuring the procured services or goods attain the necessary criteria and quality, without negatively impacting the environment or society

Sample Storyboard Question Analysis

Reference	Question:
ITT Section 3 Q1.1.2	We require a clear understanding of how you will save cost for us year on year throughout the contract. How will you measure the cost savings and report on them. What guarantees will you offer that we will achieve the savings?
Are we compliant?	How many parts to the question are there?
Who?	<p>What are the answer headings?</p> <ol style="list-style-type: none"> How will we save cost? How will we measure the cost savings? How will we report on them? Will we guarantee the savings?
Who?	<p>What are the client's needs?</p> <ol style="list-style-type: none"> Cost savings year on year for the life of the contract A form of assurance the savings will be achieved Confidence in our methodology
Who?	<p>Are there unidentified sub-needs?</p> <ol style="list-style-type: none"> No
Who?	<p>What are we proposing as a feature/solution?</p> <ol style="list-style-type: none"> Proven cost savings programme achieved through delivery efficiencies, ordering rationalisation and product switches Monthly KPI reports and gap analysis reports Yes, shortfalls in savings will result in a rebate on spend to the equivalent value
Who?	<p>How are we defining the benefits?</p> <ol style="list-style-type: none"> Product switches: reduction in ticket price of c.10% per annum Delivery efficiencies: reducing soft cost by c.4% per annum Ordering rationalisation: reducing administration costs by c.0.5%
Who?	<p>How are we measuring the benefits?</p> <ol style="list-style-type: none"> System spend reports for product switches will analyse the monthly spend and extrapolate the annual savings based on previous year spend Delivery efficiencies will be monitored by comparing consolidated delivery distribution compared to transactional deliveries
Who?	<p>What is the value (quantification) of the benefit(s)?</p> <ol style="list-style-type: none"> Product switches: reduction in ticket price - 10% per annum (£40,000) Delivery efficiencies: reducing soft cost - 4% per annum (£2,200) Ordering rationalisation: reducing admin costs - 0.5% per annum (£720)
Who?	<p>Do we have a differentiator? Why is this a winning answer?</p> <p>The KPI reports can be accessed on an ad-hoc basis by the client, which is currently a unique selling point. Also, the centralised control of the delivery fleet allows for coordination to be coherent and implementable.</p>
Who?	<p>What is the evidence we are providing?</p> <p>A sample KPI report. Guest access to the report system to trial an ad-hoc report. Case study example in same market demonstrating savings achieved.</p>
Who?	<p>What is the overall win theme(s) for this answer/section?</p> <p>We will demonstrate realistically achievable savings which are also sustainable and evidenced</p>
Who?	<p>Do we need to write a winning statement to introduce our answer?</p> <p>Yes</p>
Who?	<p>Do we need specific graphics?</p> <p>Yes. Typical annual savings chart, formatted on the client's current spend <i>Caption: Guaranteed savings reporting for XYZ Ltd, will be captured graphically in KPI reports</i></p>
Who?	<p>Has this been reviewed?</p> <p>Comments/Trial Score/Available Score</p>
Who?	<p>Are we at the final draft stage?</p> <p>Yes/No</p>

Tt

Technical Or Professional Ability

One of the selection criteria used at the selection stage, a bidder may only be shortlisted if they can prove they have the required technical and professional ability.

Technical Specification

See specification.

Tender

Same as a bid.

Tender Documents

Issued by the buyer, these documents are a request for bids or proposals outlining the scope of work, the schedule or timetable for proposals, and the criteria against which they will be evaluated.

Tender Evaluation Panel

The group of people responsible for evaluation the proposals that are submitted by potential suppliers in response to a formal request for proposals.

Tender Library

See: Bid Library

Terms Of Reference

The terms of reference define how a project will be structured and managed, including how decisions will be agreed upon.

Third Sector Organisation (TSO)

A third sector (also referred to as the voluntary sector) organisation in the UK is a non-profit entity operating independently of the government and the private sector. These organisations serve as essential pillars in addressing diverse social, environmental, and community needs.

Third sector entities typically have missions that revolve around improving the well-being and quality of life for vulnerable and marginalised individuals and communities. Their focus areas can span a wide range of social and community issues, including but not limited to:

Elderly Care Services:

Providing support to the elderly through residential care homes, home care services, and programs tailored to address age-related challenges.

Disability Support:

Helping individuals with physical challenges and mental health issues, promoting independence and social inclusion through day centres and support programmes.

Community Outreach:

Active involvement in community outreach programs, such as food banks, youth engagement initiatives, and support for homeless individuals, helping to address immediate needs and foster community cohesion.

Advocacy:

These organisations often engage in advocacy efforts to influence policy changes at local and national levels, with a focus on improving the welfare of their target populations. Awareness campaigns are also common.

Fundraising plays a pivotal role in sustaining their operations. Donations from individuals, businesses, and grants from foundations are vital sources of funding. Third sector organisations actively encourage community members to volunteer their time and expertise. Volunteers contribute significantly to their success, whether by providing companionship, assisting with fundraising efforts, or participating in advocacy campaigns.

The impact of the third sector is gauged by the enhanced well-being and quality of life of the individuals and communities they serve. Measurable outcomes often include improved independence, reduced social

isolation, better access to essential services, and positive community development. Governance typically involves a board of trustees responsible for overseeing the organisation's operations. They ensure alignment with charitable objectives, legal compliance, and financial transparency.

Funding sources vary but may include government grants, public donations, income generated from services (such as care services), and other sources of financial support. Maintaining financial sustainability is crucial for fulfilling their missions effectively.

Total Aggregated Value

The total value of smaller sums added together to be treated as a single value.

Transparency

This means being honest, or 'see through' - not hiding any relevant information, but instead disclosing information to enable people to make informed decisions. This helps to strengthen trust in leadership and customer relationships.

TUPE - Transfer of Undertakings (Protection of Employment)

These regulations are designed to protect the rights of employees in a transfer situation e.g. when there is a change in supplier or when a facility is first outsourced. This enables affected employees to enjoy continuity of employment keeping the same terms and conditions. Often referred to as the TUPE regulations.

<https://www.acas.org.uk/employee-rights-during-a-tupe-transfer>



Value

What the customer will receive by choosing you as a supplier. Value as a term is vague and undefined by the evaluator. Value should be clearly explained and be measurable, quantified, and proven.

Variant Bids (see Alternative Bids/Proposals)

Visual Branding:

Creating a consistent visual identity for bids through the use of logos, colour schemes, typography, and design elements that represent the company or proposal.

Ww

Waiver

A document stating that an individual or organisation voluntarily gives up a specified right or privilege.

Warranty

A written guarantee of customer satisfaction in the quality of a product or service.

White Glove

An editing process that is the closest scrutiny of your text to ensure the highest level of quality.

Whole Life Costs

A mechanism to analyse the total cost of owning an item from purchase to disposal.

Win Rate(s)

We have replicated an article written by Bid Perfect and published on LinkedIn to cover Win Rates:

Meaningless data or drivers for change? When we are training or consulting, we will ask people if they know the win rate for their company. Occasionally, we receive a very specific and informed answer but at other times we are given answers that are, at best, guesswork. In any event, it is the follow-up questions about win rates (for example, do they factor in fiscal variables, or unknown results, or quality of pre-bid relationship) where the wheels typically come right off. The killer question is usually: 'How do you use your win rate data to drive change?' and rarely, if ever, does the answer survive proper scrutiny.

Seemingly, many organisations collate win rate data to complete a periodic KPI pack with no serious analysis taking place or an action(s) plan being determined

and implemented. It does not matter how carefully curated the data is; it is ultimately meaningless if you are not doing anything with it.

Data behind the top-line rates:
'There are three types of lies; lies, damned lies, and statistics.'*

Firstly, let's examine what we collect as win rate data and how we interpret it.

We will assume a company has submitted 100 bids in 2019. Of these bids, they have won 20, lost 50, and have no definitive answer for the remaining 30. This means there are currently two possible win rates: 20%, which is number of wins v. total bids submitted, or 29% (rounded up) when wins v. known results (70) is used as the comparative factors. Which method does your company use?

The most obvious metric to use is the latter (because you can only work with definitive outcomes), although the former will give you a better understanding of the return on the investment you have made in producing the bids (assuming you know your total bid costs).

Let's now consider a different way of calculating win rates; based on fiscal spread (and we will keep this simple). For this exercise, we will assume that a company has written ten bids, nine of which have a value of, say, c.£100K and a tenth which has a value of £500K (a total revenue opportunity of £1.4m if they won all the bids). They know the results of all these bids and won five, so, on the face of it, they have a 50% win rate. But if the five they won were all £100K bids and they missed the £500K bid, then, based on revenue won v. revenue opportunity, the win rate is actually 36%. So then, in the two above scenarios, we are faced with statistical analyses that produce different results depending upon how you apply your form of measure. Of course, it does not stop there; there are so many ways to slice and dice win rates that it can almost lead to 'paralysis through analysis'.

Once you have your top-line rate, you may then want to consider, as a minimum, your win rates for:

- New contracts v. defending existing contracts
- Different values of contracts
- Product or service groupings
- Customer type
- Geography
- Different bid project processes or personnel involved

Using win rates to drive change:

However you determine and analyse the data, it is ultimately a pointless exercise unless you are going to do something with it. In other words, you are going to use it to initiate process or behavioural change, identify peaks of excellence upon which you can build (or deficiencies that requires corrective action), or to recognise training needs.

Here are three different scenarios where win rates can be used to identify the need for change:

1. 1. Win rates v. Bid/No Bid robustness
One of the best ways to increase win rates (however you measure them) is to stop writing bids you are probably going to lose. You can map your win rates back onto your Bid/No Bid records to see how closely your initial governance process predicted the actual outcomes. Win rate analysis and Bid/No Bid are at opposite ends of the bid process but, in a circular model, they meet on the other side. One informs the other.
If, during your win rate analysis, you compare individual bid outcomes with predictions made during the initial Bid/No Bid evaluation, and the result was not what you anticipated, then it may be that you can identify deficiencies in your opportunity evaluation methodology. Your win rates are a mechanism for validating the integrity of your Bid/No Bid model.
2. Win rates used to identify areas of excellence
If you track win rates for individual bid managers, writers, and/or bid teams, you easily see where the 'pockets of

excellence' are. For example, you might have a bid manager who maintains a consistently higher win rate when compared to their colleagues. In this instance, you can investigate why this might be (skill levels, previous training, approach to bid strategy, excellent collaboration with SMEs, etc.), identify the best practice, and share it with others. Our experience is that the larger and more siloed the organisation, the more likely it is that variations in skills levels and approach will occur; especially if there is no real central quality governance or exemplars of bid methodology. Comparing win rates across people or divisions can be illuminate the teams that need to level up.

3. Win rates used to build 'ideal customer' profiles
Win rates will gradually enable you to build up a picture of your most likely winning scenario against specific customer profiles. For example, you may find that your win rates are optimised when you are dealing with a customer of a certain size range, in a particular geographic location, with a defined product solution, and with the bid written by a specific project team. Understanding how customer profiling can be driven by analysis of win rates promotes a better understanding of your sales pipeline and your ideal customer. It may help you to re-direct your business development focus.

A final thought:

We encourage our clients to think about their loss rates. A 20% win rate is also an 80% loss rate. When you consider this as a factor of the resources you have invested in bidding, it can be alarming. Where else in your business would you tolerate this lack of return on investment?

How much does it cost you to produce a bid? Let's assume that, on average, a bid costs you £20K (a hugely conservative figure for many companies) to produce. If we further assume you have written ten bids, then you have invested £200K in your bidding activities. If you have a 20% win rate,

then you have effectively spent £200K to capture two contracts. The profit in those two contracts must be enough to cover the cost of bidding in the first place. Careful analysis of win rates and the things we have discussed here could be a way of improving that equation.

A final, final thought:

John Wanamaker (1838–1922), an American businessman and politician once said: “Half the money I spend on advertising is wasted; the trouble is I don’t know which half”. Some companies could equally say: “Half the money we spend on bidding is wasted; the trouble is we don’t know which half”. Using win rates effectively could resolve that issue for you.

Win Themes (or Hot Buttons)

Win themes are the main reasons why you believe that your potential customer will choose you. There may not be many of them and they will be woven into the fabric of your bid narrative. You will return to key win themes as often as the text allows you to, without making them looked ‘shoehorned’ in. You may choose to identify them in your Bid Value Matrix Hot buttons

Word Limits / Word Counts / Character Limits

The maximum number of words or characters a customer allows you to use in your answer.

Works

Works usually refers to civil engineering or construction from third party suppliers. This includes the building of new structures and the reconstruction or renovation of existing ones.

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