



APMP- DACH – Building effective Bid Teams

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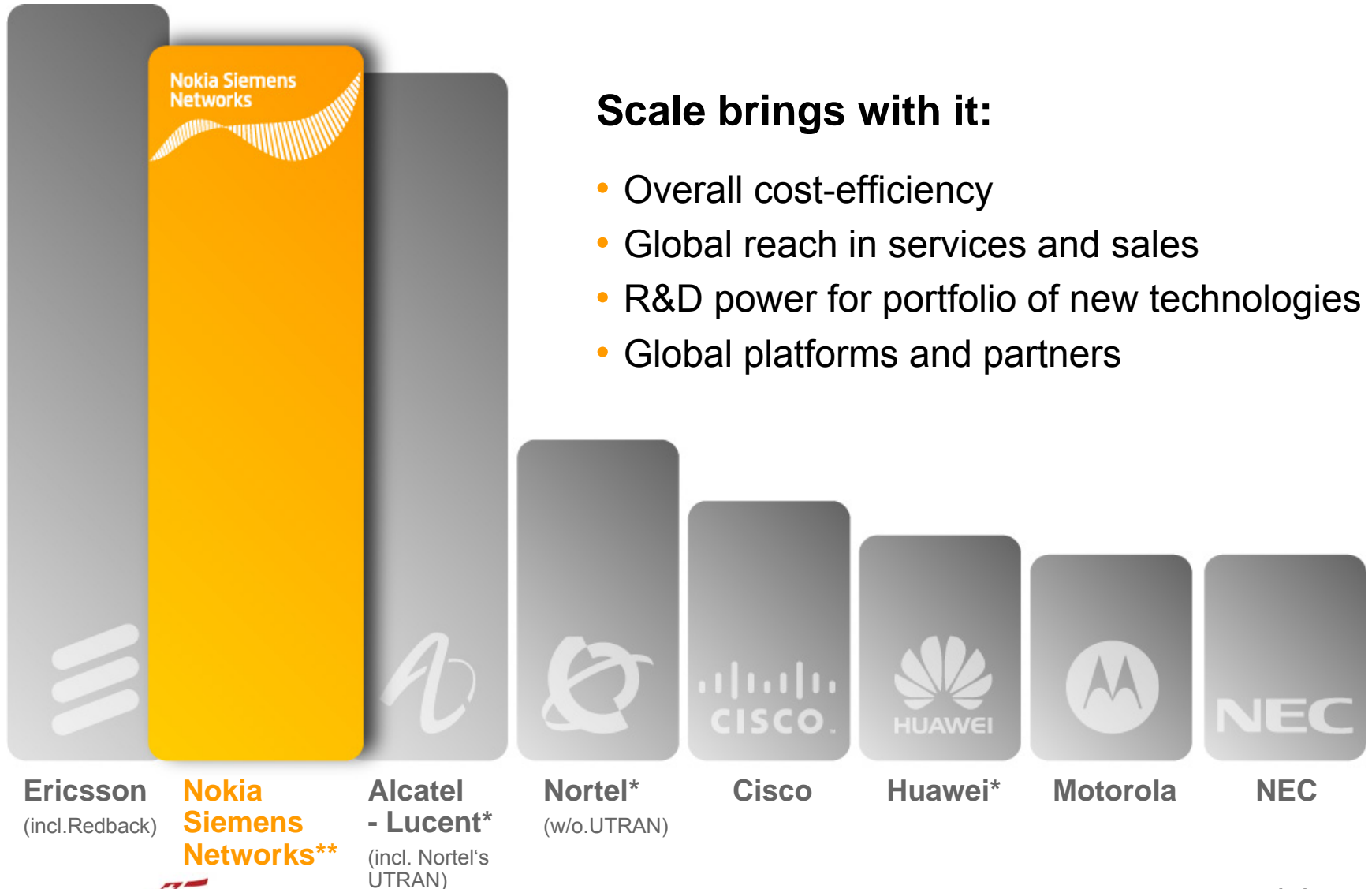
Nokia Siemens Networks

APMP-DACH – Building effective Bid Teams

- **Blueprint for scalable bid team organisation design**
- **Making Roles Clear**
- **Resource Guideline**
- **Identifying Competence Requirements**

Leading global enabler of communications services

Based on carrier business 2006 revenues



Scale brings with it:

- Overall cost-efficiency
- Global reach in services and sales
- R&D power for portfolio of new technologies
- Global platforms and partners

All companies with comparable carrier business revenues. * estimated figures ** unaudited calendarised numbers

For internal use

A full portfolio to meet customer needs



Services for Operators

Operations &
Business Support Systems

Service Core
&
Applications

IP Networking
& Transport

Multi-access Cellular, Broadband
Fixed & Wireless



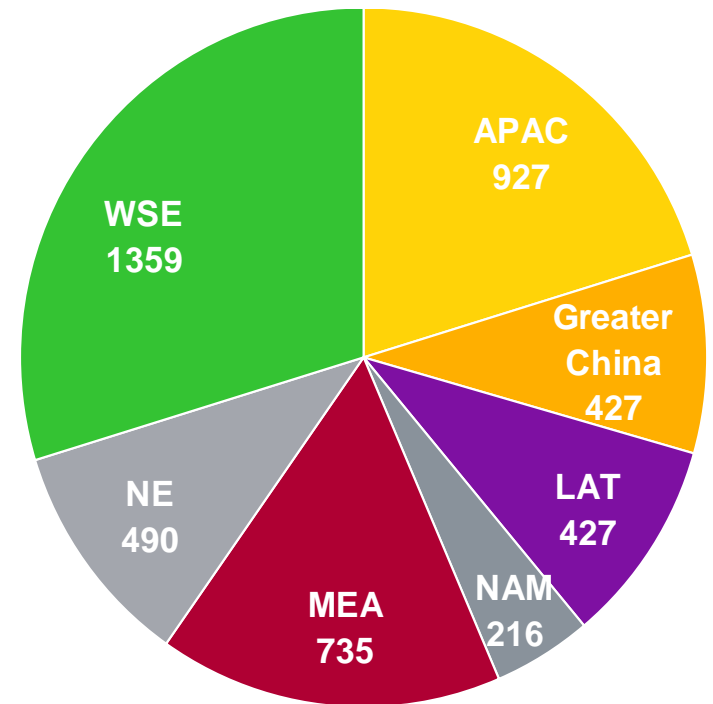
Q4 – Another quarter of improved financial performance

Net sales (operative): 4.6 bn €

Operating profit (pure operational)*: 232 mio €

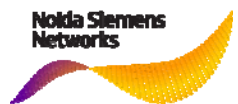
- **Positive trend in collecting overdue receivables**
- **Cash flow still a key issue**
- **Need to further reduce operating expenses**

Net Sales by regions**:

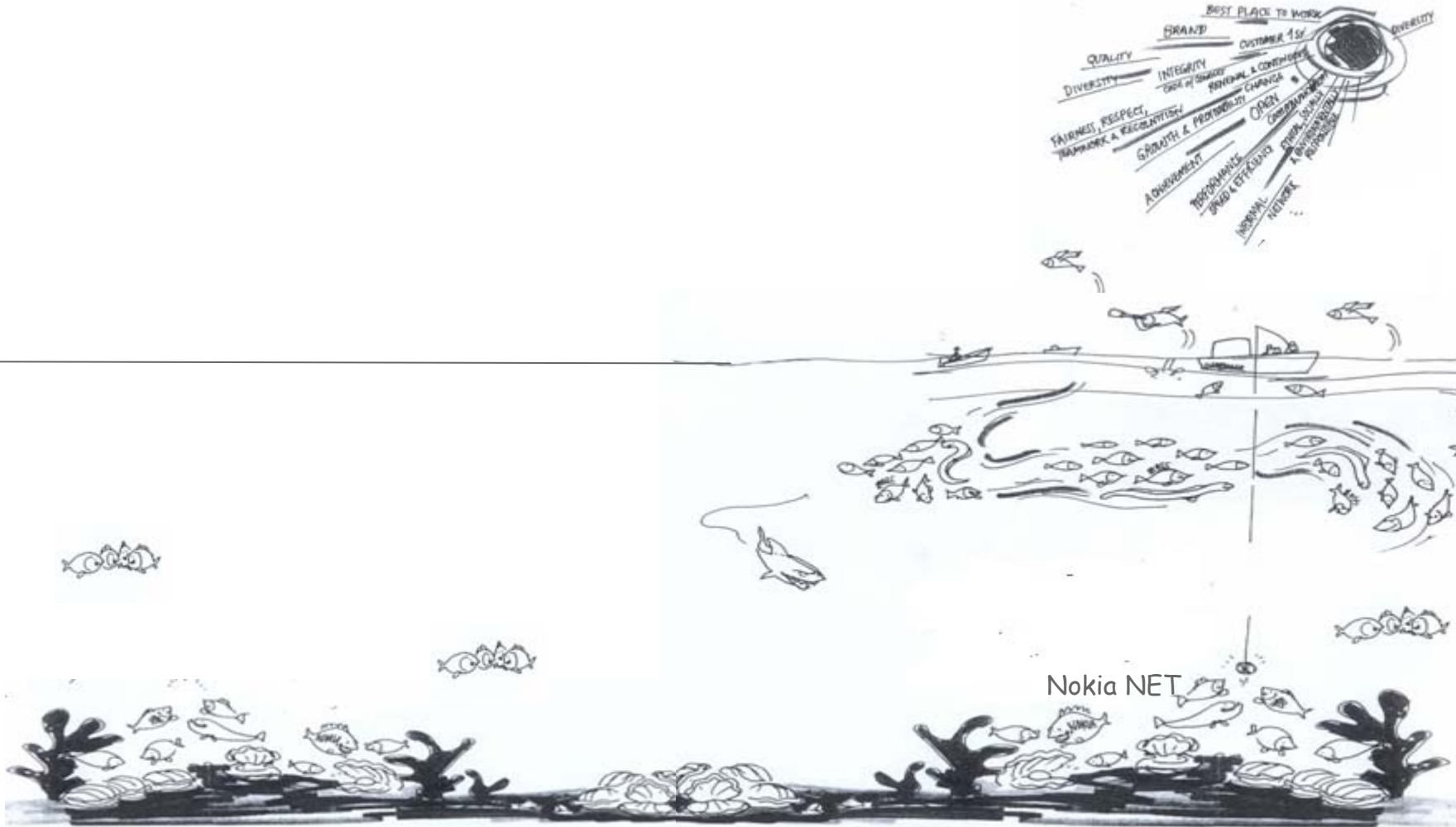


* Operating profit without restructuring and associated one-time charges

** According to NSN internal reporting



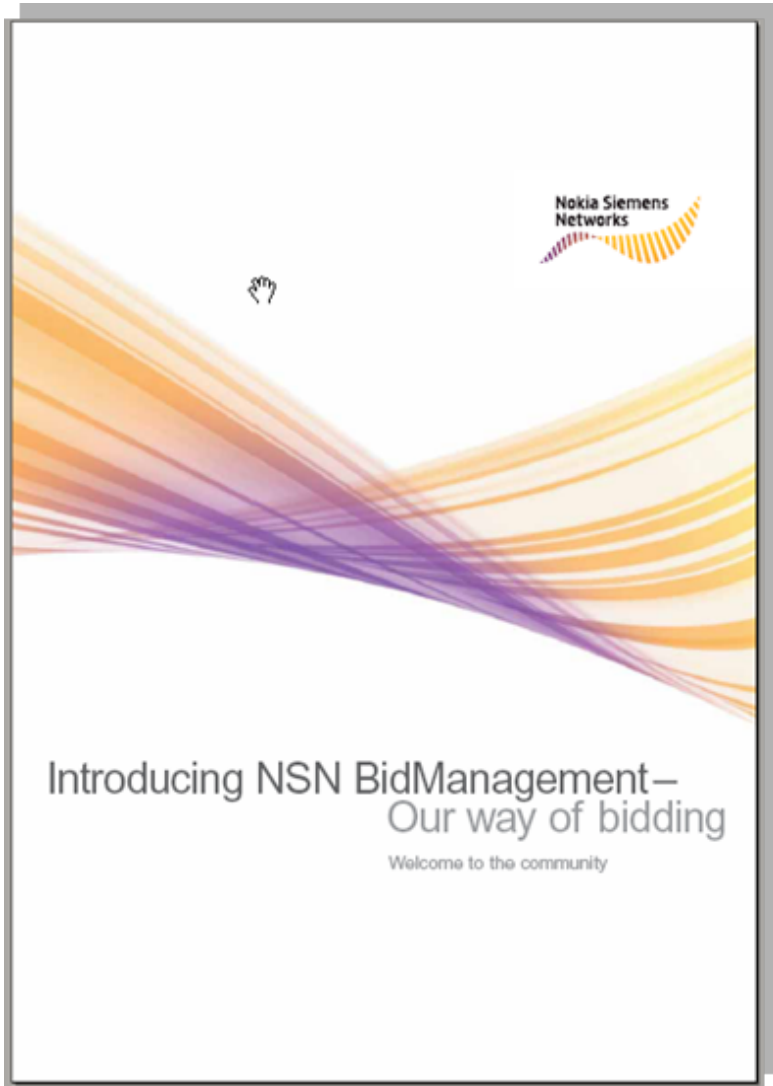
The Issue: merging some very different cultures



Solution - Defining the blueprint

Integration, take the best out of 3, synergies

Common Way of Bidding



THE NSN BidBox



Roles enable scaleable team design:

1. Definition of key players required in a Bid Team
2. Roles can be combined:
 - One person with multiple roles => small bid team
3. Roles can be split:
 - Roles split over multiple people => large bid team
4. Roles are defining the work to be done (Role responsibility)
 - Defined in a Role Description
 - Skill Areas defined to perform the tasks

Clear Roles and Accountabilities

Roles:

- Defined functions that have to be performed on any bid.
 - Documented as tasks, deliverables and responsibilities
 - Define skills and knowledge required to perform a
- Bid Manager
 - Case Owner
 - “Why NSN?” Stream Leader
 - Bid Steering Group Member
 - Red Team Member
 - etc...

Jobs:

- Positions that people hold
 - Defined in a Job Description
 - Need **Proficiency** in various roles
- Bid Manager (Line org.)
 - Service Solution Manager
 - Sales Director
 - Account Manager
 - Solution Manager
 - etc...



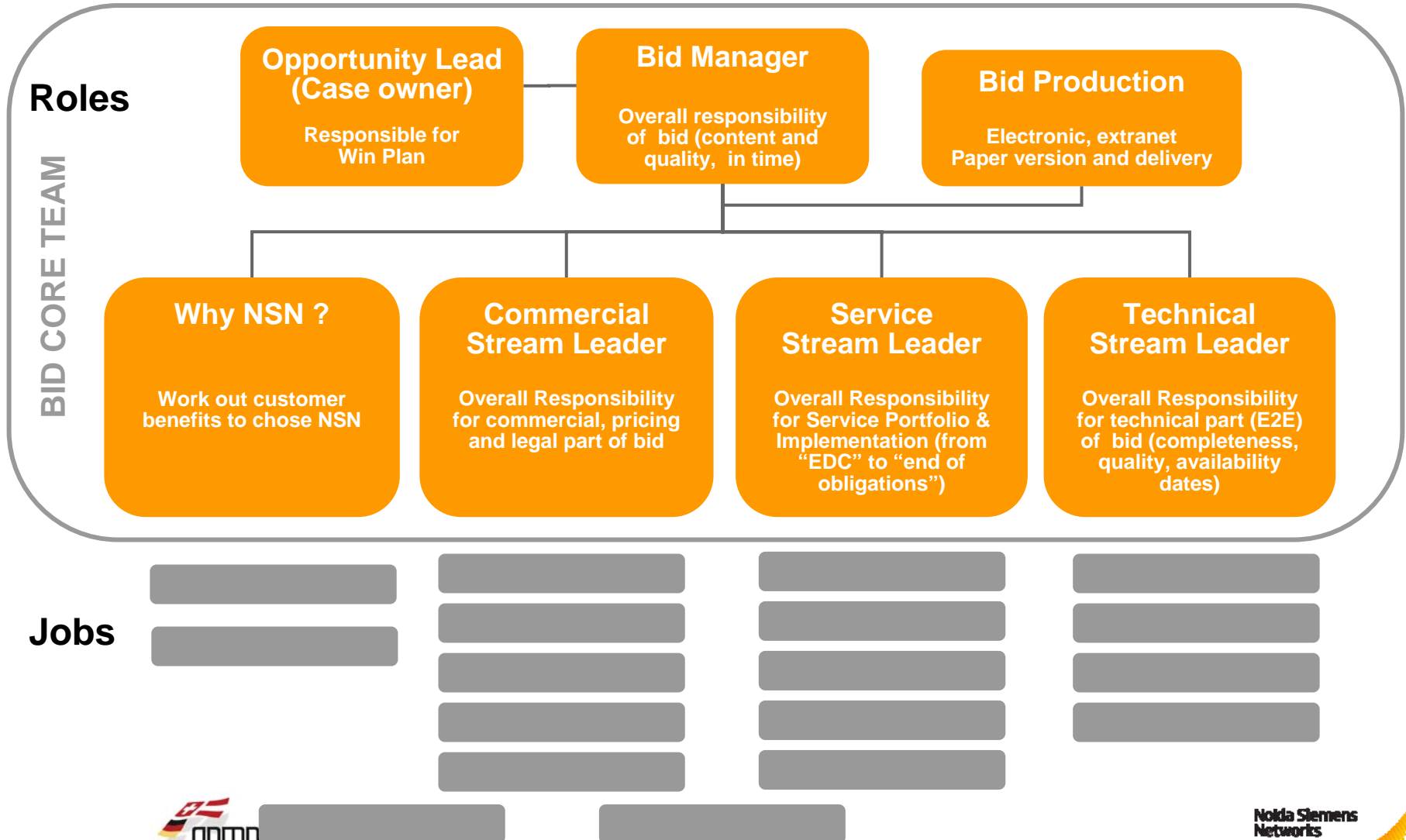
Bid Team Setup Blue Print

Bid Steering Group

Support core team, find decisions that cannot be agreed upon within bid team. Not in each bid necessary!

Red team

Review of Planning and Bid Deliverables



Bid Team Setup Blue Print

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Red team

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Roles

BID CORE TEAM

**Opportunity Lead
(Case owner)**

Responsible for Win Plan

Bid Manager

Overall responsibility of bid (content and quality, in time)

Bid Production

Electronic, extranet
Paper version and delivery

Why NSN ?

Work out customer benefits to chose NSN

Commercial Stream Leader

Overall Responsibility for commercial, pricing and legal part of bid

Service Stream Leader

Overall Responsibility for Service Portfolio & Implementation (from "EDC" to "end of obligations")

Technical Stream Leader

Overall Responsibility for technical part (E2E) of bid (completeness, quality, availability dates)

Key Tasks

Three empty grey rectangular boxes for key tasks under the 'Why NSN ?' role.

Five empty grey rectangular boxes for key tasks under the 'Commercial Stream Leader' role.

Four empty grey rectangular boxes for key tasks under the 'Service Stream Leader' role.

Four empty grey rectangular boxes for key tasks under the 'Technical Stream Leader' role.



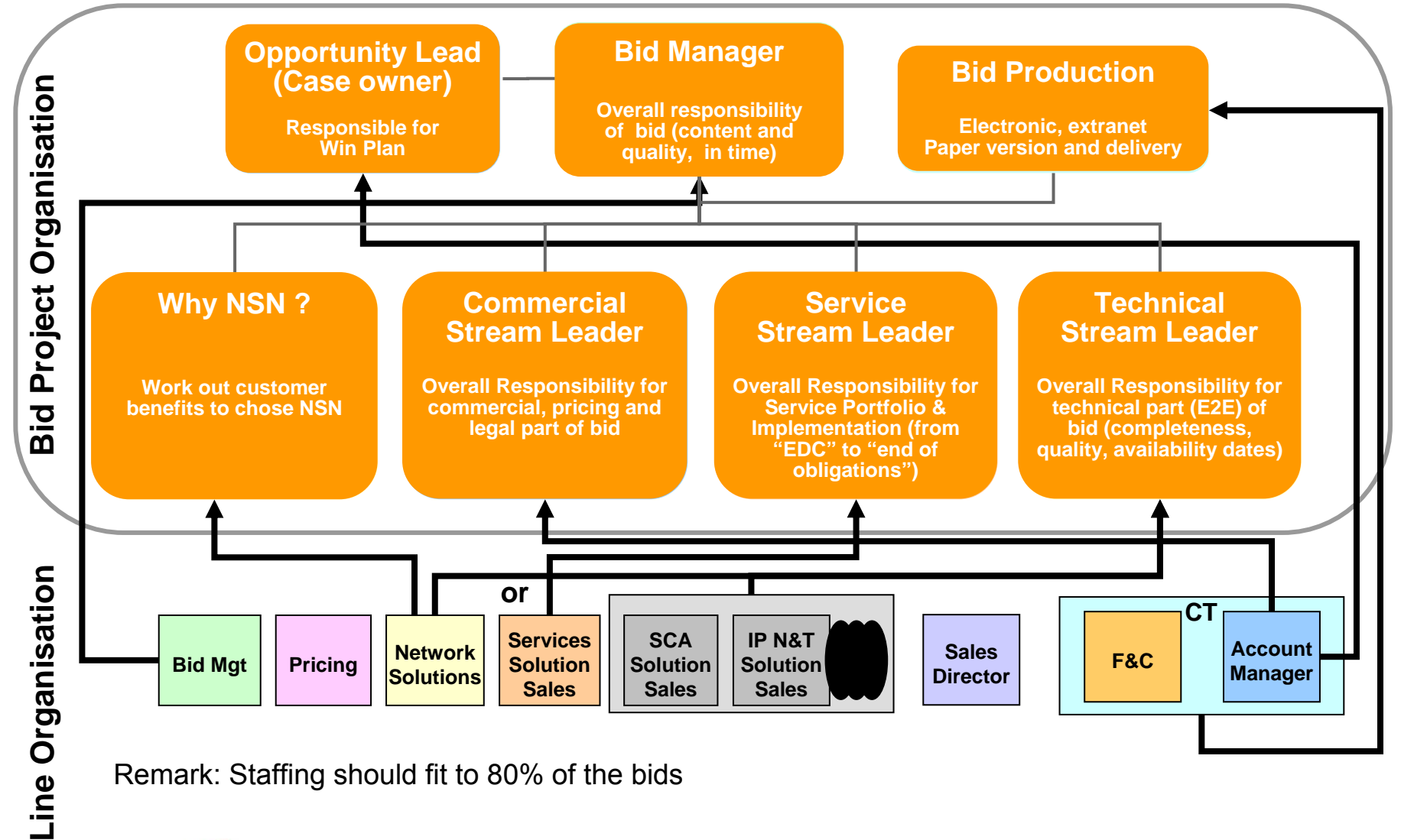
NSN Bid Manager - Resource Guideline

Type of offer	Requirements	Bid Management Case Lead	Organization
Advanced	• Sales and other	Bid Manager	Bid Management
Standard	• Sales and other	Solution Manager	Solution Management
Normal	• Sales and other	SM/AM certified for Bid Management	

**ALL cases follow company Bid Management guidance
incl. offer material used**

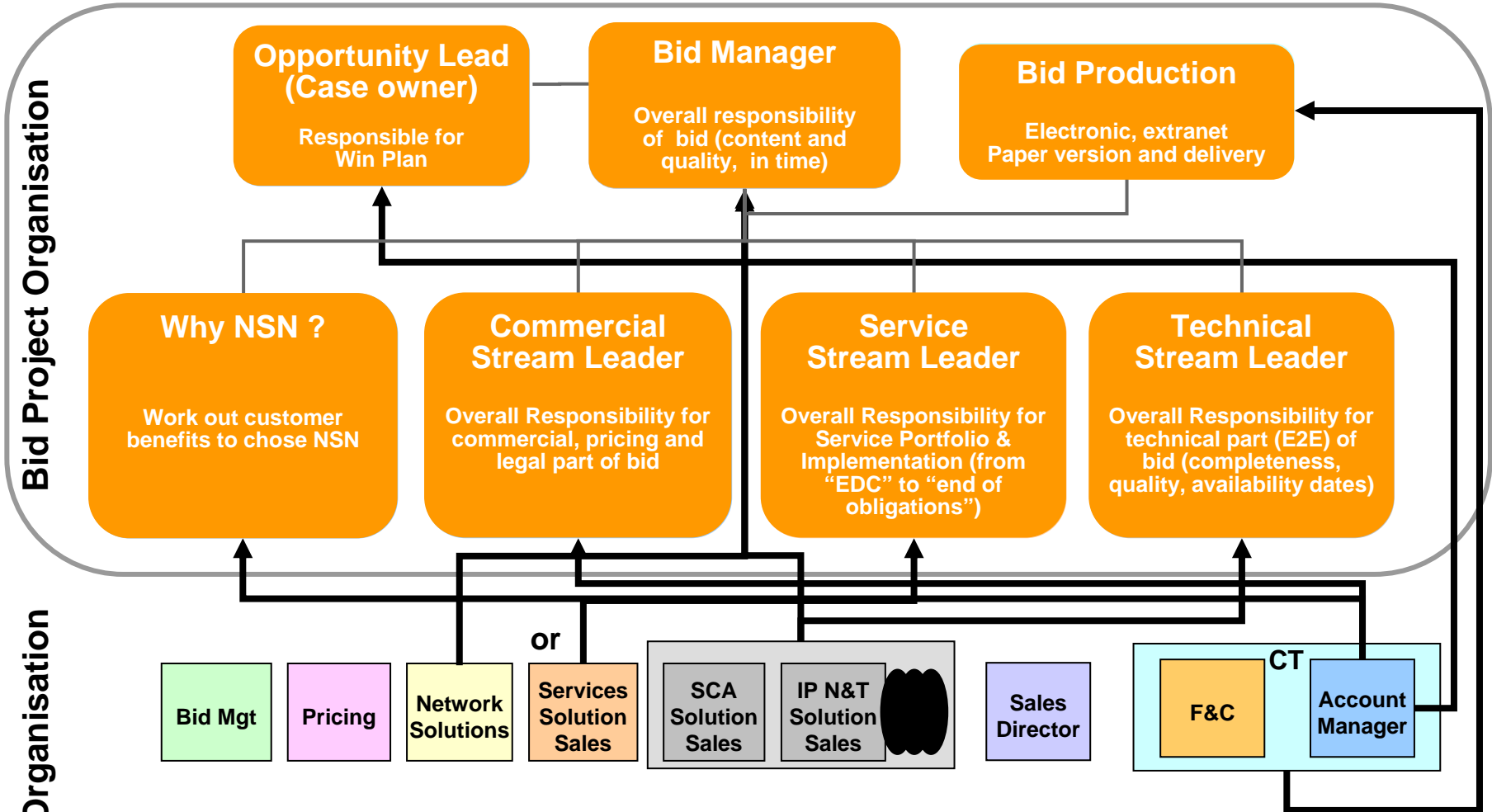
Staffing of Core Roles

Advanced bid (e.g. high volume, > EUR 50m)



Staffing of Core Roles Standard and Normal bid

No dedicated Bid Manager from Bid Management !



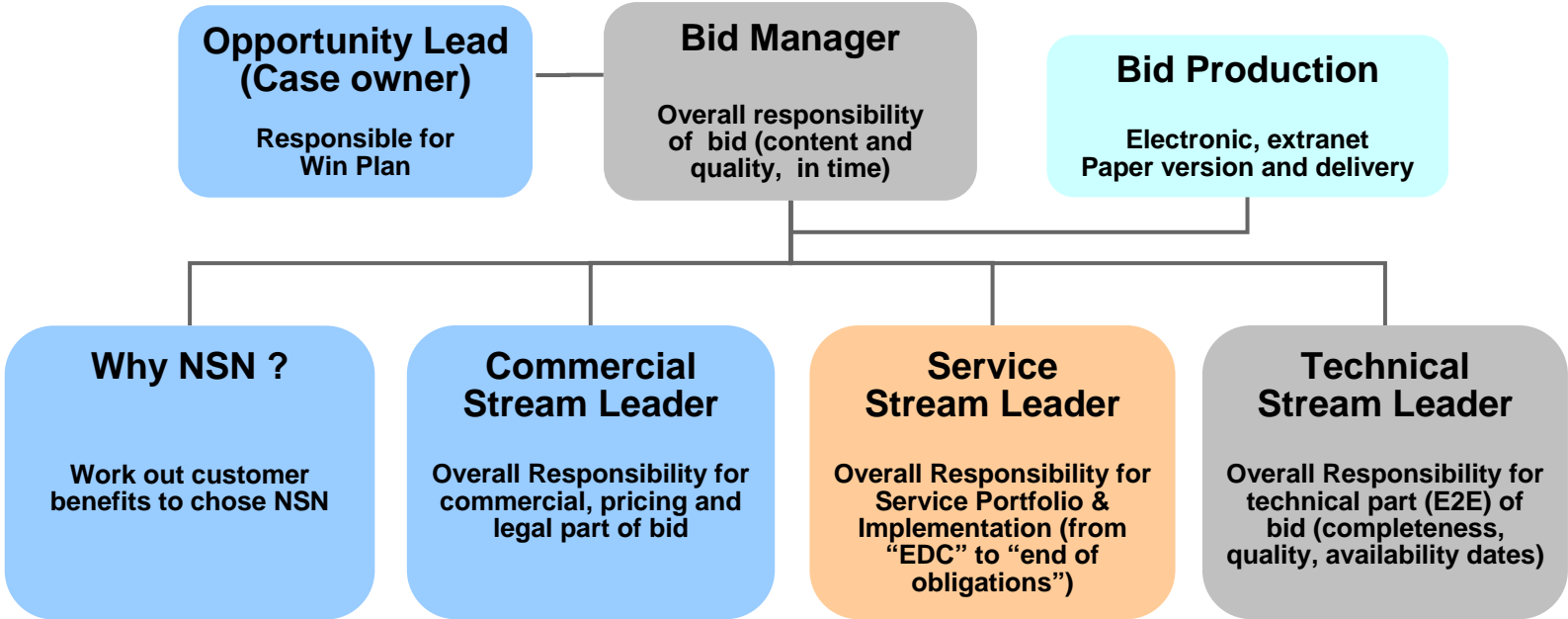
Remark: Staffing should fit to 80% of the bids



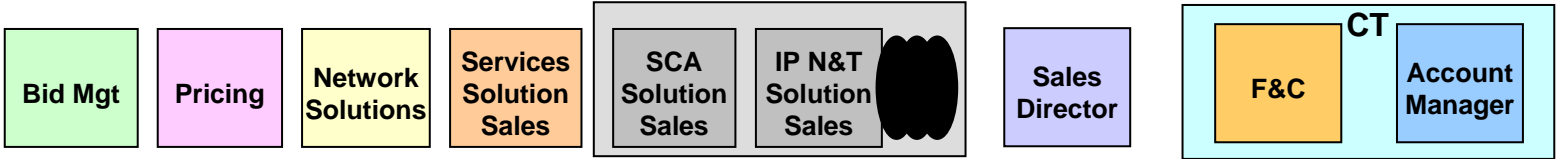
Staffing of Core Roles Standard and Normal bid

**No dedicated Bid Manager
from Bid Management !**

Bid Project Organisation



Line Organisation



Remark: Staffing should fit to 80% of the bids



Building effective Bid Teams

Global Way of Bidding

Process, Tools, Competence

Define Blueprint

Deploy global

Scalable Organisation

Large and small bids

Role, Jobs + Responsibility

Flexible, mobile employees



Defining a competence framework

David Warley

Bid Team Roles define required skills:

Team Blueprint
Role Accountabilities
LoA rules
Process knowledge
Solution skills

**Internal
process
training**
**Tools and
techniques**

Licence to Sell™

BIDBox training

Soft Skills:

Project Management
Risk Management
Facilitation skills etc

Bid Products
Bidding Activities
Split of work
Best Practices
Bid Skill Areas

**External
Best
Practice
Benchmark**



Role content defines the necessary skill areas:

A	B	C	D	E	F	G
	Steering Group Member	Case Owner	Bid Manager	Why NSN Stream Leader	Commercial Stream Leader	Tech Stream Leader
Bid Management Skill Area:	Skills / Knowledge Requirements					
Management:						
•Proposal Process Management	x	x	x			
•Opportunity Qualification	x	x	x	x	x	x
•Winning Price Development	x	x	x	x	x	x
•Risk Management (Governance)	x	x	x		x	
•Negotiation Management	x	x	x		x	
•Teaming Identification	x	x	x		x	x
•Win Strategy Development	x	x	x	x	x	x
•Bid Validation Management	x	x	x	x	x	x
•Lessons Learnt Analysis & Management	x+	x	x			
Information Research and Mgt.						
•Information Gathering		x	x	x	x	x
•Knowledge Management		x	x	x	x	x
Proposal Development						
•Sales Participation			x	x	x	x
•Proposal Strategy Development			x	x		
•Executive Summary Development			x	x		
•Requirements Identification			x	x	x	x
•Compliance Checklist Development			x	x	x	
•Outline Development			x			
•Storyboard Development			x	x	x	x
Planning						
•Schedule Development			x		x	x
•Resource Estimation			x		x	x
•Organisation Design						
Proposal Management						
•Storyboard Review Management						
•Kick Off Meeting Management						

Skill Areas define the content of a **competence development programme**



Are team members equipped for their roles?

We need a 'skills passport'

Thank you HMG!

- OGC Successful Delivery Skills
- Provides ready made framework

Defines role **Proficiencies:**

- Relates to role content
- Simple intuitive description
- Basis for self assessment
- 5 Proficiency levels defined



OGC framework defines Proficiencies:

Proficiencies provide an intuitive and useful description of competencies that can be related to specific skill areas:

Level		Description
0	Not required/ not tested	You are currently not involved in programme or project delivery
1	Awareness	Describes someone who is dependent on others for direction, is learning the skill and when facing something new or unusual has to refer to procedures, manuals, other team members, etc. for guidance. You may only ever need awareness of particular skills or may be gaining experience in the skill.
2	Practitioner / Capable	Describes someone who can cope with standard problems/common situations, is competent at day-to-day application of the skill and is able to present, concepts information and solutions.
3	Expert	Describes someone who can cope with unusual/non-standard problems and issues, is aware of alternative options and approaches to situations, can guide or advise others in this skill and is able to look ahead and anticipate
4*	Innovator	Describes someone who is seen as setting an example to others, is a recognised expert and visionary in the field, provides broad guidance to others in the application of their skills to related areas is a "thought leader" in their field (shows advanced thinking, develops innovative approaches) and stretches others thinking and challenging them to excel.

Extract from OGC self assessment tool for project and programme delivery skills

The Blueprint maps Jobs to Roles and the skills required for them

Proficiency defines the level of skill required by **Job** in **Role**

A		B	C	D	E	F	G	H	I
Job	Role	Steering Group Member	Case Owner	Bid Manager	Why NSN Stream Leader	Commercial Stream Leader	Technical Stream Leader	Services Stream Leader	Bid Production Manager
Required Proficiency / Knowledge of Role									
Global Bid Management Owner		Innovator	Aware	Innovator	Expert	Aware	Aware	Aware	Aware
Regional Head of Bid Management		Expert	Aware	Expert	Expert	Expert	Aware	Aware	Expert
Regional Bid Operations Manager		Capable	Aware	Expert	Expert	Capable	Aware	Aware	Innovator
Bid Manager		Capable	Aware	Expert	Expert	Capable	Capable	Capable	Expert
Solution Manager		Aware	Aware	Capable	Capable	Capable	Expert	Expert	Capable
Regional Head of Solution Sales		Expert	Aware	Aware	Expert	Expert	Innovator	Innovator	Aware
Sales Director	+	Expert	Innovator	Aware	Aware	Aware	Aware	Aware	N/A#
Customer Team Head		Expert	Expert	Aware	Expert	Aware	Aware	Aware	Aware
Account Manager		Capable	Capable	Aware	Expert	Capable	Aware	Aware	Aware
Sales Assistant		Aware	Aware	Aware	Aware	Aware	Aware	Aware	Capable
Regional Management Team Member		Capable	Aware	Aware	Capable	Capable	Aware	Aware	Aware
Business Excellence Manager		Expert	Aware	Aware	Aware	Aware	Aware	Aware	Aware
Marketing Manager		Aware	Aware	Aware	Aware	Aware	Aware	Aware	Aware

E.g. Solution Managers need to be **Capable** of running normal bids



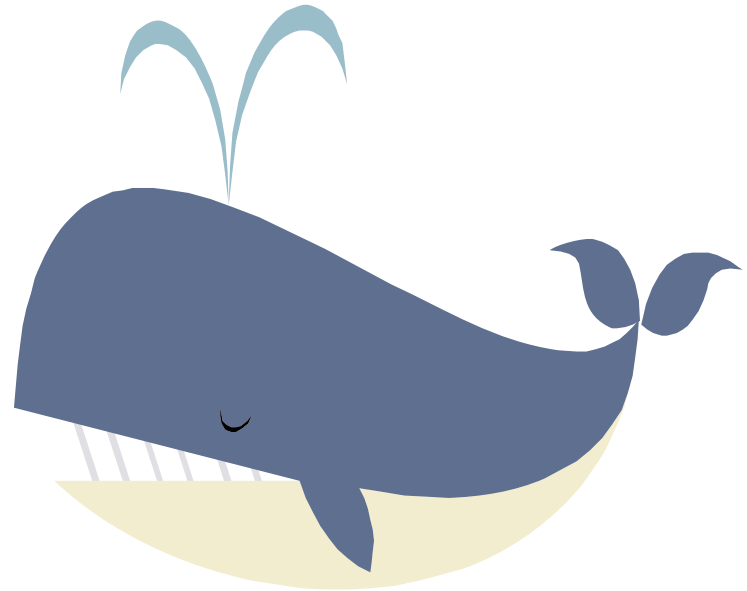
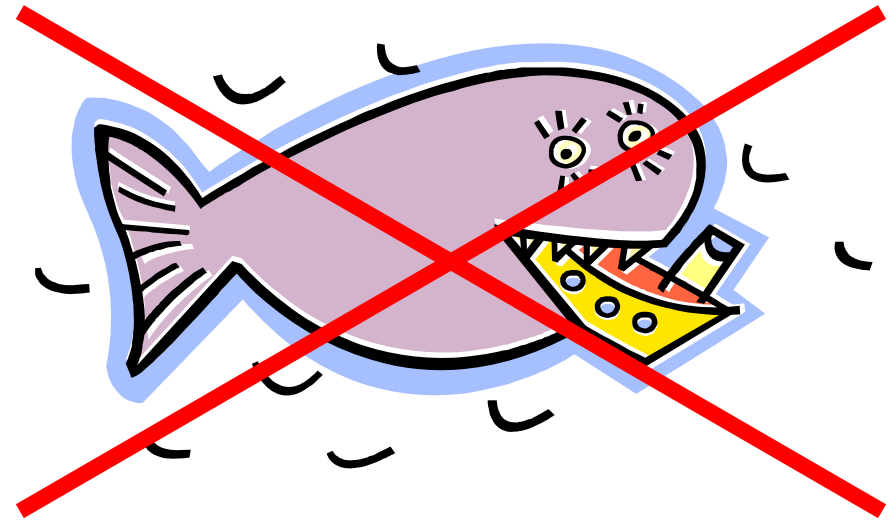
From which we can plan a portfolio of competence development packages:

	Proficiency Level										
Skill Area	Aware			Capable				Expert			
Governance	Bid Board Briefing	Unlocking Bid Box (NSN Bid Mgmt)	Introduction into Bid Management (ROI, KPIs, rationale)	Exploring Bid Box Bid Management Skills Development, Exercises in Live Cases	Negotiation Skills	APMP Foundation Qualification	Quality Management	Change Control in a Bid Environment	Strategic Thinking	Value Analysis	APMP Practitioners
Processes									Strategy Tools	VBA	
Strategy								Leadership Skills	Facilitation Skills	Risk Management	
Planning								Story-boarding	Compelling Executive Summaries		
Management								Word for Proposal authors	Using Proposal Graphics		
Techniques		+			MS Office Adobe etc.	Presentation Skills					
Production						Production Management					

We survived 'Day 1'



Another deadline, another miracle!



Building the global community



BidNavigation

Navigation: Bid Navigation, Bid Schedule, Bid Members, Bid Organization, Bid Worksplit, QA towards Customer, Bid Action Points, Scope of Offer, Assumptions, Estimation

BidInfo

Customers: To Fill

Country: <insert customer name>

RFI Name: <insert country>

Tender Arrival date: <insert name>

End of Question Period: 10/06/2007

Tender Submission date: 10/07/2007

Common Tender drive: http://Sharenet(MS)

Local Tender drive: SMVF12345

Core BidTeam Members

Opportunity Lead	Name
Bid Manager	
Why NSN Stream Leader	
Commercial Stream Leader	
Service Stream Leader	
Technical Stream Leader	

Customer Key Issues

<<Customer Key Issue 1>

<<Customer Key Issue 2>

<<Customer Key Issue ...>

<WinStrategy>

Supportive Information

Request New Bid Structure | Sales WorkFlow ID | BidDirective to Store | NSN Intranet Links

Service BidDirective | BidBox Homepage

Navigation: BidNavigation / BidMembers / BidOrganization / BidWorksplit / QA towards customer / BidActionPoints / ScopeOfOffer / Assumptions

NSN BIDBox

You are here: Work > Sales > The Bid Box

THE BID BOX

THE BID Box concept will help us to win more profitable business by creating best in class, most efficient and most effective Bid Management in the Industry.

Overview

- + BID-News
- + BID-Communication
- + BID-Management Community
- + BID-Management Education
- + BID-Management a Profession

BID-News

You urgently look for BidTool-Box material to prepare your first NSN offer? Then download

Bid Management Material

Shortcut to the latest available Bid-Management and Bid Management tools:

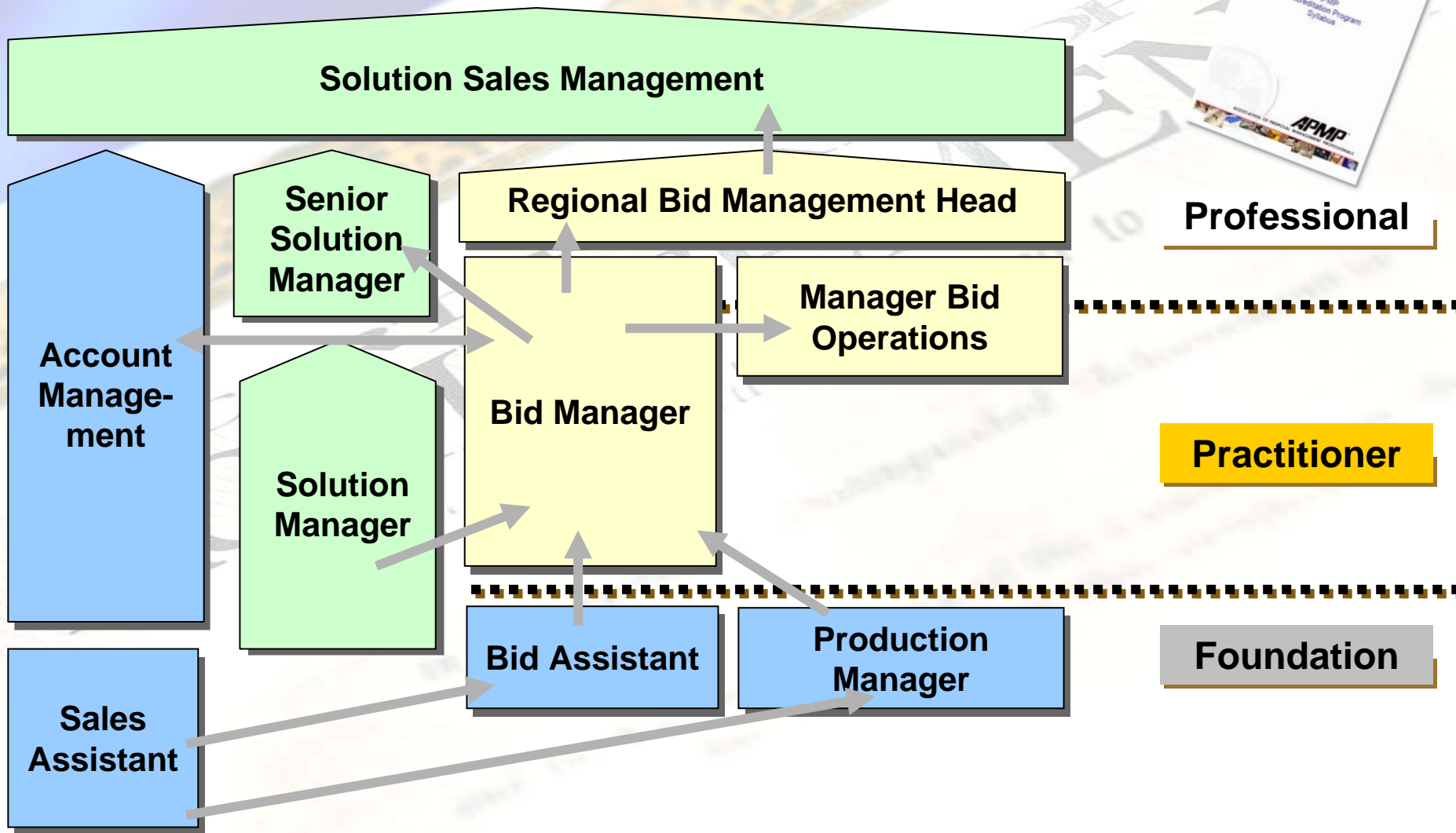
- + NSN BidTool Box
- + Bid Directive - Services

To order the Bid-Bag package

Bid-Bag is available in 3 different sizes (L,M,S) and it contains branded folders, dividers, CDs. Please send E-mail to: + bidbox-material.order@nvn.com



From competence to career and professional development





Certification

Accreditation

....

Licence to Sell

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