

ROLE PROFILE

Position Title: Senior Manager Commercial Bids	Reporting to: Assistant Director Commercial & Project Management
Business Unit: Business	
Division: Business Solutions	Department: Commercial & Project Management

A. ROLE AND CONTEXT

<p>Purpose: The role is responsible for leading and directing the strategic execution of the bidding process for commercial opportunities within the organization. This role ensures that all bids align with the company's objectives, capabilities, and market demands, while also driving revenue and profitability. The role collaborates closely with cross-functional teams, including sales, product development, finance, and legal, to gather essential insights and ensure cohesive bid responses. They oversee the entire bid lifecycle, from initial analysis and decision-making to final submission and post-bid evaluation, ensuring compliance with customer requirements and regulatory standards. Additionally, this role involves analyzing market trends to develop competitive bidding strategies, managing stakeholder relationships, and implementing continuous improvement practices based on feedback and lessons learned. Ultimately, establishes key performance indicators to monitor bid success, positioning the organization for sustained growth in a competitive landscape.</p>	<p>Functional Context: Ooredoo's Business BU is a critical part of the company's first line customer facing activities for all Business Accounts and has a significant role to play in long term business value creation through product design, achievement of sales revenue, profit and customer satisfaction, as defined in the annual business plans. The Commercial and Project Management department is an integral part of the Business Solutions Division. Its mandate is to enhance commercial focus and ownership during the proposal management process, ensuring that OQ can compete for more deals and improve the conversion rate with favourable conditions. The department oversees the delivery of larger, complex deals (known as Mega Projects) by adhering to rigorous project management practices that encompass the technical, commercial, and operational aspects of the customer-proposed solution. The team is also charged commercial and project/program management frameworks and tools to ensure high-quality outcomes, mitigate risks, and provide progress reports to management. They produce high-quality RFX responses and proposals within deadlines, ensuring OQ's market competitiveness. Additionally, they manage client solution pricing, incorporating OQ products, managed services, bespoke solutions, advisory and consulting, partner offerings, support, and various SLA levels. Achieving these goals involves extensive internal and external collaboration and stakeholder management.</p>
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B. ROLE ACCOUNTABILITIES

<ul style="list-style-type: none"> • Strategic Leadership. • Formulate and implement the strategic vision for commercial bids management, ensuring alignment with organizational goals and market opportunities. • Oversee the entire bidding process, including opportunity assessment, bid/no-bid decisions, proposal preparation, and post-bid evaluations. • Conduct ongoing market research to identify trends, customer needs, and competitive positioning, informing bid strategies. • Build and maintain strong relationships with key internal and external stakeholders to ensure clear communication and alignment of expectations. • Establish and monitor key performance indicators (KPIs) to assess the success of bids and drive continuous improvement. • Identify potential risks in the bidding process and develop strategies to mitigate these risks, ensuring compliance with regulatory and organizational standards. • Regularly report insights and progress to senior leadership by collecting performance data, defining KPIs, utilizing analytical tools, and providing actionable insights to enhance bid effectiveness. • Assign bids to team members based on their strengths, expertise, past performance, and current workload to optimize outcomes and ensure efficient submissions.

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<ul style="list-style-type: none"> • Guide the team to effectively collaborate with cross-functional teams—such as business accounts, product hubs, and technical teams—to gather essential insights for informed bid/no-bid decisions. • Oversee the drafting, reviewing, and finalizing of bid documents, ensuring they meet customer requirements and are error-free. • Guide the solution pricing analyst in developing, validating, and refining pricing models and cost estimates for competitive bids. • Lead client negotiations alongside the contract team for the high value bids to secure commercially viable terms that meet revenue and profitability goals. • Ensure that the team maintains compliance with all regulatory and organizational standards throughout the bidding process. • Ensure the maintenance of a centralized repository for bid documents, templates, and historical data to enhance efficiency in future bid processes. • Oversee the documentation of all bidding processes and decisions to establish a clear audit trail and facilitate thorough reviews. • Monitor and track the progress of ongoing bids, providing timely updates to stakeholders to ensure compliance with deadlines. • Lead post-bid reviews to capture lessons learned, improve future conversion rates, and advocate for customer needs. • Evaluate the performance of commercial activities against established KPIs and metrics. • Continuously assess and optimize bid management workflows to identify bottlenecks, facilitating streamlined operations. • Implement technology and tools to enhance collaboration, tracking, and reporting of bid statuses. • Promote a culture of continuous improvement by gathering feedback from team members and stakeholders following each bid submission. • Lead and mentor the bids management team, fostering a collaborative and high-performance culture. • Conduct regular performance reviews and provide constructive feedback to team members to support their professional development. • Organize team meetings to discuss bid progress, challenges, and opportunities for improvement, encouraging open communication. • Set clear goals and objectives for the team aligned with organizational priorities, ensuring everyone understands their role in the bidding process. • Promote knowledge sharing within the team, encouraging the documentation of best practices and lessons learned from previous bids. • Lead and guide the team in collaborating with cross-functional groups, including sales, product development, and technical experts, to ensure comprehensive insights for effective bid preparation. • Act as the main liaison for the team, facilitating clear communication between internal teams and external stakeholders regarding bid requirements and expectations. • Oversee the coordination with the solution pricing analyst and finance team, ensuring that competitive and profitable pricing strategies are effectively integrated into bid submissions. • Direct the team in engaging with customers to clarify bid requirements and ensure alignment with their expectations. • Organize and lead regular team meetings with cross-functional groups to review bid statuses, address challenges, and identify opportunities for improvement.

C. SCOPE AND INTERACTIONS

Direct Revenue Responsibility: Yes Direct Budget Responsibility: Yes Direct People Management Responsibility: Yes	Primary Interactions (Internal/External)	
	Internal Relationships: Cross Functional	External Relationships: Business Partners Customers Vendors

D. KEY PERFORMANCE INDICATORS (KPI)

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- Bid Success Rate: Percentage of submitted bids that result in winning contracts, reflecting the effectiveness of bid strategies and execution.
- Time for Bids: Average time taken from opportunity assessment to bid submission, indicating efficiency in the bidding process.
- Compliance Rate: Percentage of bids that meet all regulatory and organizational standards, ensuring adherence to necessary guidelines.
- Revenue Growth from Bids: Increase in revenue generated from successful bids over a specified period, demonstrating the financial impact of bidding efforts.
- Cost Variance: Difference between estimated costs and actual costs of winning bids, reflecting the accuracy of pricing models and cost estimates.
- Team Engagement Score: Measurement of team morale and engagement levels through surveys to assess job satisfaction and commitment.
- Training Completion Rate: Percentage of team members who have completed required training programs to ensure skill readiness.
- Goal Achievement Rate: Percentage of team objectives met within a specified timeframe, reflecting alignment with organizational priorities.
- Post-Bid Review Effectiveness: Percentage of actionable insights implemented from post-bid reviews that lead to improved future bid performance.

E. EXPERIENCE, QUALIFICATIONS AND SKILLS

<p>Minimum Experience, Essential Knowledge & Skills 10 years' experience in a similar role. Expertise in commercial bids management within a telecommunications or ICT vendor organization. Experience in managing large and complex projects, pricing and large bids, procurement for government or large enterprises, or within the commercial team of a system integrator are essential.</p>	<p>Minimum Entry Qualifications Bachelor's Degree in Business Administration or Marketing or Engineering Preferred Certifications / Other Qualifications Any relevant certifications, Project Management certification</p>
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<u>Technical Competencies</u>	<u>Required Level</u>	<u>Behavioural Competencies</u>	<u>Required Level</u>
PARTNER MANAGEMENT	Advanced	Building Customer Value	Intermediate
PRODUCT DEVELOPMENT & MANAGEMENT	Advanced	Delivering Results & Fostering Collaboration	Intermediate
CYBERSECURITY	Expert	Shaping Strategy	Intermediate
BID MANAGEMENT	Advanced	Driving Change	Basic
PRICING	Advanced	Networking and Influencing Collaboratively	Basic
		Leading Teams	Basic
Competency Level (Reference Range)	Basic	Intermediate	Advanced
	Low	>----->	>----->High