

Sample Tender Elements (Standard GSM Bid)

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1 The Bidder Structure

Summary on the Bidder Consortium

1.1 The Bidder and the Consortium Structure

Summary of the Bidder Company and the Consortium Structure, including partners, alliances etc.

- name of company
- Key facts (no. of employees, location, foundation, turnover, etc.)
- ownership (incl. state-ownership)
- (international) partners
- alliances, cooperations
- how consortium is organised
- registrations (legal docs, HR)

1.2 Relevant (available!) resources of the Consortium

Summary of all resources

- human resources (qualified employees etc.), particular focus on availability for rollout
- financial resources (letters of intent not sufficient, written commitments from financial institutions or shareholders mandatory)
- other resources such as antenna sites, distribution channels etc. and synergies with existing business of the consortium members

1.3 Impact on Competition

summary text

- potential stimulation on market (competitors, prices, product innovation)

- implications for competition if equipment manufacturers (infrastructure suppliers) belong to the consortium

1.4 Power of Attorney

(document to be supplied with signatures)

1.5 Contact Person

The BidCo's Contact Person is Name, First Name

- Name
- Address
- E-Mail
- Phone
- Fax
- Mobile

2 Experience of the Bidder Consortium

Summary of technical, marketing and management experience and skills in regard to implementation (rollout) and operations of mobile communications networks

General Experience:

- marketing expertise
- experience in other mobile communications markets (e.g. paging, mobile data, trunking networks, PMR etc.)
- experience in other telecommunications markets (e.g. fixed networks, satellite communications, cable TV etc.)

Rollout Experience:

- experience in other countries, particularly in same region: number of mobile network rollouts
- experience in rolling out a greenfield company, including marketing rollout, distribution rollout, IT setup, recruiting, etc.
- project management expertise (planning, organisation, recruitment of personnel)

Operational Experience:

- marketing expertise
- distribution management
- customer relations management, incl. retention management
- supplier management

3. Technical Planning

Summary on technical section

3.1 Reliability (to be rated low, but high penalties)

Summary (Company ensures compliance with all laws applicable in this country, in particular licensing conditions, data protection laws, employment legislation, copyright law, criminal law, competition legislation, and environmental legislation).

- licensing conditions
 - reference to legal documents (paragraph no.s)
 - measure to ensure compliance
- data protection laws
 - reference to legal documents (paragraph no.s)
 - measure to ensure compliance
- employment legislation
 - reference to legal documents (paragraph no.s)
 - measure to ensure compliance
- copyright law
 - reference to legal documents (paragraph no.s)
 - measure to ensure compliance
- criminal law
 - reference to legal documents (paragraph no.s)
 - measure to ensure compliance
- competition legislation
 - reference to legal documents (paragraph no.s)
 - measure to ensure compliance
- environmental legislation
 - reference to legal documents (paragraph no.s)
 - measure to ensure compliance

3.2 Technical Know-how (rather low valuation)

Summary on technical know-how and experience (specific, e.g. operations in x countries, staff no worldwide with tech know-how).

- Network design
- Radio cell design, planning and engineering
 - propagation analysis
 - coverage planning
 - capacity planning
 - frequency planning
 - real estate site acquisition
 - zoning and construction permitting
 - site engineering and construction
- transport and facility design
 - traffic engineering and network dimensioning
 - cost and performance optimization for choice of transport medium
 - optimization and utilization of trunk groups for routing and traffic
- system performance management
 - traffic analysis across all network elements
 - performance statistics analysis
 - quality assurance
- engineering, installation and maintenance of adjunct equipment including home location registers (HLRs), visitor location registers (VLRs), intelligent network platforms, messaging services, voice mail, location based services, real-time billing
- Mobile switch engineering, installation and maintenance
- base station engineering, installation and maintenance
- microwave engineering, installation and maintenance
- operations, administration and maintenance
- development of operation support systems (OSS) technology enhancements
- in-house billing and management of information systems design, operations and maintenance

3.3 Coverage Commitment (high valuation)

Summary of coverage (x% by 200x, y% by 200y)

- consortium's commitment for coverage (area/pop) over time, separated for rural, urban areas, and for selected regions
- minimum e.g. 75 % population coverage within 1 year
- coverage commitment will be evaluation criterion for license award
- examples of hot spots
- extensive coverage maps

3.4 Technical Planning Concept

Summary of Concept

- overall planning concept
 - approach for roll-out
 - data collection and evaluation (topographical, morphological, demographic and other data)
 - subscriber and traffic forecast
 - mobile network planning (planning tools and methodology, quality requirements, interference, site planning, frequency allocation and economy etc.) including cell evolution
 - fixed network planning (planning tools and methodology, major influencing parameters such as interconnection rates and points of interconnect etc., optimisation of network in regard to transmission capacity, routing, network access, numbering plans etc.)
 - roll-out phases (start, network extension, final configuration) with geographical breakdown
 - Phase I
 - Phase II
 - Phase III...
 - integration of new standards and technologies such as e.g. DECT, CDMA, PHS etc.
 - procurement procedures

- network planning: complete data set for the starting phase, at least two intermediate phases and the final configuration planned, i.e.:
 - subscriber and traffic forecast
 - base station sites (type, quantity)
 - frequency and channel requirements
 - switching sites (type, quantity)
 - type and quantity of transmission capacity
 - access to other telecommunications networks (type, quantity)
 - coverage in terms of both area and population
- detailed design for a sample city or region

3.5 Quality

- quality parameters and service quality
- network performance OPS AND MAINTENANCE failure security
- network redundancy
- network and fault management (organisation of network management, fault detection, service and maintenance concept, ABC systems, other operational issues)
- data security and confidentiality issues (technology, personnel, organisation)
- directory inquiry access
- emergency services access
- roaming
 - national (with other 2G, 2.5G, 3G networks)
 - international (with other 2G, 2.5G, 3G networks)
 - assumptions on availability of dual mode handsets

4. Business Planning

Summary (incl. key numbers) of Market Research, Marketing Plan and resulting Key Financials

Market size, forecasting, Research Base, Key Activities to reach market share, Key Figures of Financials.

4.1 Market Research (low valuation)

Summary on the market research (incl. specific numbers / findings), incl. efforts taken, with market research experience of consortium partners

4.1.1 Mobile Market Size and Shares, historic and forecast

Summary, incl. long-term penetration, comparison with other countries, need to show how they found it (by penetration, by technology, competition)

4.1.1.1 Market Size and Shares (subscriber numbers) over time: by technology (2G, 2.5G, 3G)

Summary of market size and shares (incl. key figures) by technology

- Market Size
- penetration, number of customers over time
- impact of other technologies such as Bluetooth, Wireless LAN, WiMax, DECT, xDSL, etc.
- impact of future licensing and market entry of additional mobile and fixed operators (e.g. fixed/mobile convergence etc.)
- churn: churn levels and projections for 2G / 2.5G/ 3G, definition of churn (is a customer a cherner when he changes from 2G to 3G?). Targets, reference to loyalty and retention programmes

4.1.1.2 Market Size and Shares (subscriber numbers) over time: by competitors

Summary of market size and shares (incl. key figures) by competitors

- comparison with competitive benchmarks (e.g. D2/Germany, Orange/UK, E-Plus/Germany, OPI/Italy, Bouygues/France etc.)

4.1.2 Usage, over time (historic and forecast)

Summary on usage research

- Voice
- Value Added Services, Roaming, Take-Up Rates
- Mobile Data, Internet, Multimedia
- Machine-to-machine, man-to-machine

4.1.3 Tariffs and Prices, historic and trends

Summary on research on tariffs and prices, maybe ARPU

- Voice
- Value Added Services
- Mobile Data, Internet, Multimedia
- Machine-to-machine, man-to-machine

4.1.4 Field Research

Summary of historic and future field research activities (incl. numbers on findings and e.g. numbers of interviews)

4.1.5 Segmentation

Summary on segmentation approach (macro, later micro segmentation) and resulting segments.

- segmentation approach
- Sources of data for segmentation
- key conclusions, reference to product and services bundles, offering
- Table showing segments and their needs, description, with sizes, by needs and by regions, buying decision, awareness of mobile services etc.

4.2 Marketing Plan (lower rating!, except tariff commitments)

Summary: The overview of the entire plan, including share and positioning.

4.2.1 Marketing Strategy and Positioning

Summary on Marketing Strategy

Business Targets:

- IRR
- Break-even
- [x]% market share within [y] years

Strategy Overview:

- Target Customers and Segments: Reference to Segmentation
- how to get to above mentioned positioning.
- 4P-Overview
- Competitive positioning, Core competencies
- Gantt Chart with marketing plan overview

4.2.2 Products and Services

Summary on Products and Services (incl. number of services)

Text, including basic principles (such as ease of use, transparency etc.) Products and Services (incl. development over time)

- Portfolio, USP, Differentiation
- tailored to (stated) target groups

4.2.2.1 Voice

Summary (incl. key figures)

Summary text

- Services
- Quality (specific)
- Pricing (reference to Pricing Section)

4.2.2.2 Value Added Services (telecom specific, Unified Messaging etc.)

Summary (incl. key figures)

Summary Text with VAS overview incl. timeline

- Services: Machine-to-Machine, Man-to-Machine, Multimedia Services, Telemetry Services, PIM, MIM etc.
- For each category or service
- Service description
- Quality
- Target Segment (reference to Segmentation Section)
- Pricing (reference to Pricing Section)
- Timeline, launch offering

4.2.2.3 Data Services

Summary Data Services

- Overall Customer Needs
- Technology Trends
- Lifestyle Trends

4.2.2.4 Portal, M-Commerce

Summary (incl. key figures)

Summary Text with table overview incl. roll-out timeline, experience from consortium partners in portals, M-Commerce

WAP, Portal, xML, xHTML, Info Services, Content etc.

For each category or service:

- Service description
- Quality
- Target Segment (reference to Segmentation Section)
- Pricing (reference to Pricing Section)

- Timeline, launch offering

4.2.2.5 Corporate Services

Summary (incl. key figures)

Summary Text with table overview incl. roll-out timeline

Services such as Mobile Office, Commerce Enabling Services, Bundles, Telemetry, Content, Convergent Services etc., VPNs

For each category or service:

- Service description
- Quality
- Target Segment (reference to Segmentation Section)
- Pricing (reference to Pricing Section)
- Timeline, launch offering
- (maybe partners?)

4.2.2.6 Roaming Services

Summary (incl. key figures)

Summary Text with table overview, general roaming issues, particularly related to UMTS, leverage consortium partners' network

National roaming

- 2G: Voice
- 2.5G: Voice and IP
- 3G: Voice and IP

International roaming

- 2G: Voice
- 2.5G: Voice and IP
- 3G: Voice and IP

4.2.2.7 Number Portability (if applicable)

Summary (incl. key figures)

Summary Text with table overview

- Technical solution
- Partners involved
- Expected volumes (in and out)

4.2.2.8 Handsets

Summary (incl. key figures, such as number of launch bundles)

Summary Text, leverage consortium partners' buying power (specify volumes)

- Type of handsets
 - handset categories (smart phones, PDAs etc.)
 - Price ranges and price development
 - features (UMTS, dual mode etc.)
- Offered bundles
- SIM lock?
- Handset subsidies (reference to pricing)

4.2.3 Pricing (high rating!!!)

Summary (incl. number of price plans)

Summary Text: Include philosophy and overview of subsections, High Price / Low Price, Value for money etc., reference to market research, Cost based or market based, competitive based, value based etc.

- Bundling philosophy
- Promotions pricing, handset kits (SIM, phone), examples
- Billing Concept (reference to IT, Billing Systems)
 - airtime based
 - IP based (data volume)
 - content/ transaction based

- Overview of plans, including launch offers (incl. roaming tariffs)

4.2.3.1 Price Plans (STRUCTURE DEPENDING ON PACKAGE STRUCTURE)

(Incl. big overall table, philosophy behind price plans)

- Activation Charge
- Change of address
- Disconnection / Reconnection
- Deposits
- Late Payment
- Suspension of Service
- Unblocking blocked SIM card
- SIM replacement

4.2.3.2 Value Added Services Pricing

Clusters of VAS and their pricing at launch, compared to competitors' pricing

4.2.3.3 Launch Offers

Summary (incl. key figures)

- Offers such as free minutes, etc.

4.2.3.4 Roaming Tariffs

Summary

include voice / IP, incoming and outgoing, national and international, consortium partners' networks.

4.2.3.5 Handsets

Summary

- reference to products and services
- Handset pricing and trends

- Handset subsidies

4.2.4 Distribution

Summary (incl. key figures, such as dealers, volumes)

distribution strategy, differentiators, speed of distribution network roll-out

4.2.4.1 Channel Mix

Summary (incl. key figures, such as channel split)

Summary text with overview of channel mix development over time, according to network rollout

4.2.4.1.1 Direct Channels

Summary (incl. key figures of channels/volumes), eventually over time

- Internet (show example page)
- Direct Sales Force
 - organisation, numbers of direct sales staff,
 - rollout plan
- Call Center
- Flagship stores
- Shop-in-the-shop outlets

For each channel: organisation, numbers, investments, resources, timeline

4.2.4.1.2 Indirect Channels

Summary on Indirect Channels (incl. key figures)

- Types of dealers:
 - Retail chains,
 - Independent electronics shops
 - Mass retailers
 - Discounters
 - Kiosks

- Dealer acquisition:
 - How many shops by region over time (reference to coverage)
 - Acquisition activities (dealer database (examples), acquisition team etc.)
 - Already signed dealer LOIs and contracts
 - Selection criteria
- Co-operation with dealers (dealer support programmes)
 - Partner Strategy
 - Dealer contracts
 - Distribution logistics, warehousing, delivery, handset repair centres
 - Dealer training
 - Goals
 - Training programme (specific)
 - Investments
 - Dealer commissioning
 - Commissioning scheme (specific!)
 - Commissioning system (software, reference to IT section)

4.2.4.2 Point of Sales Activation System (for dealers, flagship stores, call center)

Summary (incl. key figures, number of terminals)

- Suppliers, systems, specification
- Process
- Investment
- Timeline of implementation

4.2.5 Advertising and Promotion

Summary (incl. key figures, spendings over time)

- Targeted awareness
- Media spending over time (rough overview)
- Leveraged experience of consortium partners

- Leveraged experience of selected advertising agency (name dropping)
- Summary of following three subsections

4.2.5.1 Branding and Corporate Identity

Summary on Branding

Summary Text (reference to Positioning), including PR agency partner

- Logo
- Targeted Image, brand attributes
- CI rules
- CI appearance
- Examples, pictures, graphs: Flagship store design, Internet site, collaterals etc.

4.2.5.2 Communication Strategy

Summary (incl. key figures)

Strategy description

4.2.5.3 Promotional Activities

Summary (incl. key figures, such as number of phases)

Summary Text with Phased Approach (graphics overview). Examples of promotional items.

4.2.5.3.1 Launch Campaign

Summary (incl. key figures)

4.2.6 Loyalty and Retention

Summary (incl. key figures)

- Spending on L&R Offers vs. Acquisition costs
- Planned programmes (specific numbers)
 - Bonus miles
 - Free or subsidised handsets, accessories

- Deferred volume discounts

4.2.7 Customer Service

Summary (incl. key figures)

- Experience in this area
- Customer orientation: Customer Charta
- Differentiator
- Performance Standards: List of performance standards, with (specific) minimum performance levels. Measurement and Control (who, how often, results, enforcement), frequency of measurements

reference to Activation System (POS) in distribution section

4.2.7.1 Organisation Structure and Processes

Summary (incl. key figures, eg Call Center Agents etc.)

Summary text with numbers, investments, timeline for organisation, number of customers per customer care agent, reference to experience in other countries from consortium partners

4.2.7.1.1 Standard Call Center structures (depending on service structure)

- Prepaid
- Postpaid
- Business
- Corporate
- Internet
- Multimedia

4.2.7.1.2 Processes

- Telemarketing
- Netmarketing
- Billing methods and procedures

- Bill presentation (invoice, CD-ROM, Internet) based on focus groups
- Billing system (reference to IT section)
- Bad dept management
 - Experience from other countries, consortium partners
 - Organisation
 - Processes
 - Software support
- Churn Management (reference to loyalty programs)
 - Experience from other countries, consortium partners
 - Organisation
 - Processes
- Fraud Management
 - Experience from other countries, consortium partners
 - Organisation
 - Processes
 - Software support

4.2.7.2 Billing & Customer Care Systems

Summary (incl. key figures)

with reference to IT section, TOM

- State-of-the-art Billing and Accounting System with Customer Care Clients
- Workflow management (reference to previous sections)
- Document management systems
- Internet Self Customer Care System

4.2.7.3 Training

Summary (incl. number of trainings)

Detailed Training programme (who is going to be trained, what training, timeline, investments)

4.3 Financial Plan

Summary Message (incl. key figures)

detailed business plan for a 5 year period, rough business plan for 10 years

Assumptions:

- description of major assumptions, with special emphasis on assumptions on which the consortium has minor or no influence
 - usage stimulation (e.g. combined services, incentives such as "minutes and more", "friends & family" etc.) and loyalty rewards (e.g. air miles, free minutes etc.)
 - involvement of service providers
- investment and financial plan
 - profit/loss calculation
 - financial sources (equity/debt funding)
 - revenues (subscription fee, airtime, activation fee etc.)
 - costs (leased lines, site costs, personnel, license fee, operating costs etc.)
 - forecast on income from operations, break even, RoI including sensitivity analysis
- sensitivity analysis
 - price levels
 - usage levels
 - number of subscribers
 - interconnection fees
 - market shares

5. Organization Structure

Summary (incl. figures), creation of jobs, no. of direct and no. of indirect jobs by year, proven org structure

- org chart
- phases (graphic, Gantt Chart)
- indirect jobs

5.1 Organisation

Summary (incl. numbers of empl over time, evtl. customers)

5.1.1 Roll-out Organisation

Summary (staff no., expertise)

- org chart
- key tasks of team

5.1.2 Operational Organisation in Year x

Summary on organisation in Year x (number of employees, locations etc.)

- org chart
- key tasks of team
- established processes
- key departments' sub org charts
 - Sales
 - Marketing
 - Tech Ops
 - IT
 - Fin
 - HR
 - legal

- Management
- locations

5.2 Direct Staff

Summary on direct staff (numbers)

- list of positions over time in categories

5.2.1 Foreign expert staff

Summary on expats

5.2.2 Local Employment

Summary on job creation

- high-level jobs
- Call centers
- know-how transfer: technology skills etc.
- specifics: disabled, apprenticeships

5.3 Indirect Employment

Summary on estimated creation of indirect employment (numbers) over time

- indirect jobs in categories, over time
- investments (e.g. in dealers), over time

5.4 Senior Management

Summary on senior management team

- names
- experience of people (specific)

5.4.1 Chief Executive Officer

5.4.2 [same for other key positions]

6. Roll-out Plan

Summary (ensure operational readiness)

6.1 Phased Project Approach

for each phase

- Goal of phase
- Key tasks
- Key performers
- Milestones (penalties!)

6.2 Project Management

Summary on Project Management

- Organisation and People
- Experienced Project Managers (CV in Appendix)
- Methodology
- Similar Projects done before

6.3 Project Timeline

Detailed Project Plan

7. Benefits for the Country

individual for each RFT