

AGENT 1 – BID QUESTION EVALUATOR

International Digital Coaching Development Programme

Cormorant Coaching Ltd · Ref: BQE-2026-0001 · 30 April 2026 · EXEMPLAR

This report is an illustrative exemplar. The organisation, opportunity, and all data are fictional. Agent outputs inform decision-making; all submission decisions remain the responsibility of the human reviewer.

OVERALL ASSESSMENT

Conditional Proceed

The opportunity is strategically aligned and the bid is viable, but two pre-conditions must be met before committing to submission. One is non-negotiable compliance; the other is a credible response to a significant scale differential. Both are resolvable within the published timeline.

CONDITIONAL
PROCEED

01

Opportunity Summary

The Global Professional Standards Association (GPSA) seeks a provider to design and deliver an International Digital Coaching Development Programme across 12 countries over 18 months. Learner volume: 800–1,200 professionals. Contract value: approximately £2.4m. Award anticipated Q3 2026; mobilisation required Q4 2026. Multi-lot tender.

02

What — Explicit and Implicit Requirements

EXPLICIT REQUIREMENTS – ESSENTIAL

Carbon Reduction Plan Documented policy with measurable targets — cited as pass/fail	ESSENTIAL
ISO 9001 Certification Scoped to coaching programme design and delivery	ESSENTIAL
Cyber Essentials Plus Covering all platforms handling learner data	ESSENTIAL
Professional Indemnity Insurance Minimum £5m — must cover international delivery	ESSENTIAL
International Delivery Capability Demonstrable multi-country track record — self-declaration insufficient	ESSENTIAL

DESIRABLE AND IMPLICIT

Multilingual programme materials English primary — translation not mandated but scored	DESIRABLE
Financial stability at scale Evaluators will probe cashflow resilience for a £2.4m contract	IMPLICIT

Cultural competence across cohorts 12-country scope makes intercultural delivery a de facto requirement	IMPLICIT
Quality at volume Smaller-scale case studies will face scrutiny without a scaling narrative	IMPLICIT

03 Why — Scoring Logic and Evaluator Intent

Credibility at Scale
GPSA is a professional body; reputational risk is high. Evaluators are buying assurance that programme quality will hold across 12 countries and 1,200 learners. Any provider without comparable-scale delivery faces a high evidence threshold.

Values Alignment
The carbon reduction requirement signals the kind of organisation GPSA wants to be associated with. A tick-box response will be visible. Evaluators will be looking for genuine commitment, not a document produced last week.

Risk Management
An 18-month international programme cannot afford provider failure at month six. Evaluators will assess financial resilience, mobilisation realism, and depth of delivery infrastructure throughout.

Inferred evaluator priority weighting: (1) Capability and quality assurance at scale — 35%; (2) Methodology and approach — 30%; (3) Compliance and values alignment — 20%; (4) Commercial and mobilisation — 15%. The carbon plan sits in band 3 but a fail here is binary — it blocks band 1 and 2 scoring entirely.

04 Compliance Layer Analysis

Carbon Reduction Plan	Documented policy with targets — pass/fail	GAP	CRITICAL
ISO 9001 Certification	Scoped to programme design and delivery	MET	—
Cyber Essentials Plus	Covering all platforms handling learner data	MET	—
Professional Indemnity Insurance	£5m minimum — international scope confirmation required	REVIEW	WATCH
Public Liability Insurance	£10m minimum	MET	—
International Delivery Track Record	Multi-country case studies — self-declaration insufficient	GAP	CRITICAL

Hard Veto Assessment: Hard veto is NOT triggered at this stage. The carbon reduction plan gap is a pass/fail compliance item but the published contract timeline provides sufficient window for development — if initiated immediately. Both gaps must be resolved before submission; neither removes the bid option if actioned now. Delay on the carbon plan closes this option.

05 Win Themes and Differentiation Opportunities

- THEME 01

Practitioner-Led Design — Depth of Methodology

Position the programme as genuinely designed by coaches, not adapted from generic L&D; content. This addresses the evaluator’s concern about quality at scale — a practitioner-led design is more robust to delivery variance than a platform-dependent one.
- THEME 02

Digital-First Delivery — Scalability Without Physical Constraint

Digital delivery is not an adaptation for Cormorant — it is the core model. The absence of physical infrastructure to manage across 12 countries is a strength in this context. The response should make this case explicitly rather than implicitly.
- THEME 03

Honest Growth Narrative — Credibility Through Transparency

The scale differential between previous delivery and this opportunity is visible and will be probed. An honest scaling narrative is more compelling to experienced evaluators than an inflated track record.
- THEME 04

Quality Assurance Rigour — ISO 9001 as Operational Evidence

The win is not citing the certification — it is showing what it means in practice: how quality is maintained across distributed delivery and how the QMS has been stress-tested.
- THEME 05

Cultural Calibration — Built Into Delivery, Not Added On

Show that cultural calibration is embedded in the programme design methodology — not a translation exercise or an optional extra. This addresses the evaluator’s implicit concern about international cohort quality without being asked.

06 How — Response Architecture and Strategic Positioning

- A RECOMMENDED

Lead with Methodology, Acknowledge Scale Honestly

Structure every response around the What/Why/How of practitioner-led coaching design. Address the scale differential directly and early. Positions Cormorant as a high-quality challenger. Highest win probability for this profile.
- B

Digital-First Positioning as Scale Enabler

Lead with the digital-native delivery model as the mechanism that makes international scale viable. Best integrated into Option A rather than used as a standalone approach.

C **Consortium or Partnership Structure**
 Identify and formalise international delivery partners to address the geographic reach gap directly. Feasible within the timeline but adds coordination risk. Consider only if Options A and B leave an unresolvable gap.

07 **Risk Register**

CRITICAL	Carbon reduction plan — essential compliance gap. Not yet developed. Cited as a pass/fail criterion. Must be initiated immediately; any delay removes this bid entirely.	ACT NOW
CRITICAL	Scale differential — previous delivery vs. requirement. Largest previous cohort: 60 learners. Requirement: 800–1,200 across 12 countries. A credible scaling plan must be developed before writing begins.	PRE-WRITE
HIGH	Financial viability — marginal at contract value. Pricing analysis indicates just-viable margin. Full financial modelling required before pricing is confirmed.	MODEL
HIGH	Mobilisation timeline — Q4 2026 is a tight start. Contract award Q3 2026 leaves approximately 8–10 weeks before mobilisation is required. Plan now.	PLAN NOW
HIGH	Professional indemnity scope — international coverage unconfirmed. Current policy covers domestic delivery. International liability requires insurer confirmation in writing.	CONFIRM
MEDIUM	New module development capacity — partial resource available. Some additional module development is required. Current capacity supports this but leaves limited contingency.	RESOURCE
MEDIUM	Competitive field — larger providers likely to bid. This contract value will attract established international providers. Quality differentiation on Lot 1 is the primary path to competitive advantage.	POSITION

08 **Opportunity Assessment Summary**

Capability Alignment	Capability exists; scale gap requires explicit response	Qualified	Weighted 0%
Compliance Readiness	One essential gap outstanding — retrievable but urgent	Conditional	Weighted 5%
Cultural Fit	Values alignment and organisational approach — good fit	Strong	Weighted 5%
Financial Viability	Just-viable; pricing discipline and scope control essential	Marginal	Weighted 0%

Win Probability	Achievable with quality positioning; scale gap is main exposure	Moderate	W 15%
Strategic Value	Win would transform international footprint and reference base	High	W 15%

09 Conditions for Proceeding

- 01 Initiate carbon reduction plan development immediately.** This is an essential pass/fail requirement. The plan must be substantive — measurable targets, baseline data, implementation timeline. Allow a minimum of four weeks for a credible first version.
- 02 Develop a credible international scaling narrative before writing begins.** The scale differential is the single greatest vulnerability in the bid. A specific plan showing how practitioner network, quality systems, and digital infrastructure translate to this volume must be developed and internally validated before any response writing starts.
- 03 Confirm professional indemnity insurance scope with your insurer.** International delivery coverage, multi-jurisdiction data liability, and the required indemnity level must be confirmed in writing before submission.
- 04 Complete financial modelling before pricing is set.** Marginal viability at headline contract value means there is no room for underpriced risk. Full cost modelling including mobilisation, module development, and currency exposure must be completed before any pricing commitment.

Human Decision Required: This analysis informs but does not make the bid/no-bid decision. The strategic value of this contract is high — an international win at this scale would be transformative for Cormorant's market position. The conditions above are resolvable. The decision to commit resources to a full submission, and to accept the financial and delivery risk that entails, rests with the senior leadership team.