

IFI Bidding Success Factors and Support Needs

- Developing expertise in China and then building on that from project to project has been key to the company's success in this market. [25]
- In the company's view, it is important to be carefully selective of the countries in which it is willing to work. The Board controls where the firm will bid by categorizing countries into several groups: [28]

A+++ main countries of work, no special approval needed to pursue work
A countries of work [a current project and perhaps an office]
A- countries from which the firm is withdrawing

countries in which the firm is not currently working but where it may bid depending on the project [an international operations committee decides], and countries that the firm is watching but not actively bidding.

- The company looks for projects with \$us3 million in fees and above. It is reluctant to pursue projects smaller than \$us1 million in fees, or \$us500,000 if the project is sole source and is a close follow-on to existing work in a preferred country. [28]
- The key factor is being able to establish, finance and maintain a continuous presence in a particular market. Field offices are not enough, and occasional visits are not enough. What it takes is almost establishing a small foreign subsidiary company with a long-term commitment to the market. [32]
- To be consistently successful, the firm has to develop a good network of satisfied clients, alliances with other firms and "*country presence*". [40]

Comments on goods/equipment – targeting and country knowledge:

- Focusing on a limited field in terms of topic and expertise, but pursuing opportunities anywhere in the world they might arise. [42]

Comments on professional services – targeting and country knowledge:

- The winning strategy is different at the ADB and the WB because the first prefers multi-consultant contracts with a single firm, while the second prefers to put together teams itself with consultants from various firms. "The World Bank is an old boys club." [22]
- CIDA bilateral contracts can be useful as an introduction to a new country. [39]
- Country experience, probably through CIDA or IDRC projects, is invaluable for IFI bids. [42]