



# Positioning for Success in Offshore Wind: Mastering Non- Price Proposals

By  
Nathan Meijer  
Douwe Velds





## Key takeaways

As global governments continue to incorporate minimum requirements, pre-qualification standards, and award non-price criteria (NPC) into offshore wind tenders, the focus is shifting towards enhancing societal value and driving the adoption of renewable technologies. For instance, the EU's Net Zero Industry Act mandates that 30% of renewable auction volumes in public tenders must address sustainability and resilience factors. This article delves into what this evolving landscape means for organizations and tender teams striving to maintain a competitive edge and deliver winning bids.

We present six essential recommendations for understanding and mastering qualitative criteria in offshore wind tenders:

- 1. Embrace NPC:** Recognize the increasing role of non-price criteria in offshore wind tenders and integrate them into your strategy to stay competitive.
- 2. Strategically integrate NPC:** Leverage NPC as a unique selling proposition (USP) by embedding them into your strategy from the outset.
- 3. Evaluate market attractiveness:** Consider the role of tender design in assessing market potential, including government openness, partnership opportunities, and visibility into tender pipelines.
- 4. Adopt a collaborative approach:** NPC can shift project risk profiles, necessitating enhanced collaboration and robust project controls beyond traditional wind farm development.
- 5. Tailor your strategy:** Despite commonalities in NPC across markets, crafting a tailored, project-specific strategy is vital for bid success. Local content, partnerships, and expertise in topical NPC (e.g., ecology) are invaluable.
- 6. Translate ideas into SMART deliverables:** Successful bids require not just great ideas but the ability to translate them into Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) bids — making bid management and bid writing indispensable skills.

# About the authors



**Nathan Meijer** is Partner based in **Amsterdam** and responsible for renewables. Nathan is lead on offshore wind tenders and expert on non-price criteria, having been involved in numerous successful tenders.

Contact at:

[n.meijer@flux.partners](mailto:n.meijer@flux.partners)



**Douwe Velds** is a bid management advisor in the **Copenhagen** office. He has a background in wind energy engineering and is an expert in data analysis and system integration.

Contact at:

[d.velds@flux.partners](mailto:d.velds@flux.partners)

Flux Partners brings more than a decade of experience in managing tenders, projects, contracts, and ESG topics for leading developers, investors, and contractors across the renewables and infrastructure markets. Founded in 2014 with bid management and bid writing for multibillion-dollar projects as our core business, we have continued to improve our tender management process to become what we are today: a leading advisory in the field of tendering, with a strong focus on streamlining tender processes, fostering collaborative environments, and providing topical expertise on non-price criteria, ultimately delivering winning proposals.

We continuously challenge ourselves and the tender teams of our clients to drive creative solutions, add value, and achieve bid excellence. Our people are just as eager to deliver the winning bid as the teams of our clients, providing tender teams with a competitive advantage. With Flux Partners as part of your tender team, we offer a competitive advantage across the renewables and infrastructure sectors.



# 1 Non-price criteria are here to stay

In the global shift towards sustainable energy, offshore wind power has become a cornerstone in achieving climate goals. Traditionally, offshore wind tenders have focused on price competitiveness. However, with the introduction of the Net Zero Industry Act (NZIA)<sup>1</sup>, non-price criteria are now recognized as crucial for ensuring project resilience, sustainability, and community benefits. The NZIA requires member states to include NPC in at least 30% of renewables tenders, covering 12 renewable technologies, including offshore wind. Although the use of qualitative criteria in public procurement goes back 30 years, the adoption of NPC in offshore wind marks a significant shift in how renewable energy projects are evaluated and awarded.

Under the NZIA, each member state is empowered to develop its unique set of NPC and sub-criteria, tailored to address specific challenges and goals for offshore wind projects. For instance, France is expected to emphasize citizen participation, reflecting its commitment to public engagement. Meanwhile, the Netherlands focuses on system integration solutions due to its congested grid, a priority since 2020. These tailored criteria ensure that each project aligns with the unique needs and objectives of the procuring country, fostering innovation and addressing local issues effectively.

The influence of NPC is not limited to the European Union (EU). In the UK, the Celtic Round implements Sustainable Industry Rewards as part of the bid evaluation process. Australia's 2023 Portland tender round required qualitative documentation to assess bids comprehensively. In Japan, feasibility criteria, including speed, business plan promptness, track record, and power supply stability, account for 30% of the evaluation. These examples underscore the growing importance of NPC in renewable energy tenders globally. The increasing prominence of NPC in tender evaluations, coupled with industry trends and competitive margins, highlights the necessity for developers to target the right markets. Success in these markets depends

not only on financial competitiveness but also on the strength of qualitative offerings. NPC, such as resilience, social, and environmental considerations, play a pivotal role in determining the long-term success and societal value of offshore wind projects.

This article explores how developers can strategically position themselves to excel in NPC-based bids across global markets. How can developers best prepare for the increased adoption of NPC? What is the impact on an organizational level and for tender teams? How can they consistently deliver winning bids? By understanding and leveraging NPC, developers can enhance their competitiveness across markets, identifying synergies, and realize their growth targets. We aim to provide insights into key considerations for determining market attractiveness based on regional and local NPC, ultimately guiding developers to identify synergies and navigate market differences effectively. Furthermore, as NPC become more decisive in determining the winning bid in renewables tenders, mastering the art of NPC is essential. This article serves as a comprehensive guide to understanding and excelling in this evolving landscape, ensuring that developers can contribute meaningfully to the global energy transition while achieving project success.



Figure 1: Overview of Non-Price Criteria

1 European Commission. (2023). *The Net-Zero Industry Act*. [Link](#)



## 2 Understanding non-price criteria

Even though each tender and NPC for each tender is unique, there are plenty of commonalities among the main categories of NPC. The NZIA brings together the main categories, each with a different title or slightly different interpretation in global markets. Below, we describe the main categories, their goals, and implications while providing case examples.

### 2.1. Minimum requirements, pre-qualification criteria, and award criteria

Non-price criteria can be found in three different stages of a bid. We distinguish three stages: minimum requirements, pre-qualification requirements, and award criteria. Firstly, minimum requirements are basic and essential requirements that must be met for a bid to be considered valid. These characteristics are mandatory for every bidder, set basic thresholds, and are objective and easily verifiable. Secondly, when set as pre-qualification requirements, they can be used to determine whether a bidder has the technical capability, experience, and reliability to perform

the contract. They shortlist bidders to increase competitiveness and success rates. Finally, when NPC are used as award criteria, a value-added focus can be integrated into the auction mechanism, such as in the recent IJmuiden Ver Alpha (ecology) and Beta (system integration) tenders. A well-defined<sup>1</sup> scoring scheme is required to avoid unnecessary administrative burdens. For instance, certification might be required to prove that bidders meet innovation and environmental standards. To score these criteria, they must be addressed at an early stage by the auctioning authority, in close collaboration with independent experts.

In some cases, as seen in the 2024 Danish 6 GW tenders, NPC are applied as stringent minimum requirements. These include nature-inclusive design, life cycle assessments (LCA), Environmental Product Declaration (EPD), recyclability of turbine blades, and corporate social responsibility (CSR).

1 Well-defined = quantifiable, measurable, observable, and comparable

## 2.2. Non-price criteria focus areas

In this section an overview is given of the focus areas per criterion. Although the name of a criterion might change per market, in this article we define five criteria: environment, system integration, feasibility, sustainability, and local content. In table 1, the criteria per market can be found.

### Environment

Wind farm installations could impact naturally occurring biodiversity (variety of life) both underwater and above water. For example, seabed disruption, piling noise, light pollution, and bird collisions are concerns that need to be mitigated to develop wind farms in harmony with nature. This NPC awards points for minimizing or mitigating the environmental impact of transport, installation, and O&M activities. Further implementation of nature-related NPC can contribute to a richer ecosystem, especially when applied to multiple wind farms to mitigate the so-called cumulative effects that come with further offshore wind growth. Ecosystems do not stop at borders, requiring a cross-border and collaborative approach. For example, if species migrate and there are mitigation measures applied in one project along their route, but further along the route, these mitigation measures are not applied, the problem remains. To address offshore wind projects, there is a need for collaboration, innovation, and research. Incorporating environmental NPC in offshore wind tenders accelerates ecological innovation. An example of a minimum requirement is the NYSERDA offshore wind solicitation rounds in the US, requiring proposers to implement lighting controls to minimize nighttime visibility and participate in New York State's offshore wind technical working groups<sup>2</sup>.

### Case study: best practices in offshore wind ecology and environmental non-price criteria

To illustrate, the Dunkerque offshore wind tender in France awarded qualitative points for minimizing the physical footprint of the wind farm. In Denmark, environmental considerations and the obligation to take care of nature are included as minimum requirements. The Danish criteria include nature-positive initiatives, life-cycle assessments (LCA), Environmental Product Declarations (EPD), recyclability of turbine blades, and Corporate Social Responsibility (CSR). An LCA maps the total environmental cost of a project, allowing for measurable evaluation and optimization.

In the Netherlands, the contribution of the wind farm to the ecosystem of the Dutch North Sea has been an award criterion for the Hollandse Kust West and IJmuiden Ver tenders. This ecology criterion received heavy weighting in deciding on the winning bidder for both wind farms. Ecowende, a joint venture of Shell and Eneco, won the permit for Hollandse Kust West, with a strong focus on nature and nature-inclusive design. Investments include extra space between wind turbines to allow for safe bird passage, innovative piling techniques to minimize underwater noise and vibrations, as well as placement of reef structures on the seabed to strengthen marine habitats. The 2024 ecology-focused tender in the Netherlands, IJmuiden Ver Alpha, was won by Noordzeker, an initiative of pension fund ABP, pension fund APG, and SSE Renewables. Noordzeker's aim is to minimize the ecological footprint and have a positive effect on biodiversity. To do so, Noordzeker will collaborate intensely with the Naturalis Biodiversity Center. It will also introduce a range of other measures, such as artificial reefs, switching off wind turbines during periods when there are many birds flying around, and removing litter from the sea.

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2 NYSERDA. (July, 2024). *2024 Solicitation - NYSERDA*. [Link](#)

## System Integration

A major and rising challenge in several offshore wind markets is solving grid congestion. Renewable energy sources, notably offshore wind, cannot easily be ramped up and down in sync with energy consumption, as most traditional energy sources can to some extent. To put it simply: there is a mismatch between the timing of renewable energy production (electricity) and consumption. Grid systems need to be reliable, stable, and affordable. With rising dependency on renewable energy sources and the growing mismatch between energy production and energy demand, grid systems are having trouble complying with these goals.

The goal of the system integration NPC is to avoid further grid congestion by changing the timing of renewable electricity consumption. Typical solutions include green hydrogen production, battery-energy storage solutions, and large-scale e-boiler installations. Each technology has its own advantages and disadvantages. Green hydrogen and BESS are becoming more scalable, offering larger potential to integrate (read: take off the grid) large amounts of MW for later usage (read: at moments of high demand and/or grid availability). It is expected that the integration of renewable energy will become increasingly important across markets with high energy demand, grid expansion challenges, and significant growth and share of renewable energy.

For bidders to be successful on the system integration criterion, it is key to show how they will integrate electricity into the national grid system while minimizing potential negative impacts. Typically, the assessment is based on viability (permits, land, timelines), feasibility (how mature and scalable is the technology, risks), and scale (how many MW can be integrated without affecting the grid). In the Japanese Offshore wind round 2 case study, the criteria of a feasibility assessment are explained<sup>3</sup>.

Vertically integrated developers have a natural advantage with system integration since they can, in some cases, leverage their existing local assets to become “green” and are less dependent on third-party PPAs. This advantage can be offset, though, by entering into local partnerships with large energy consumers or technology providers. Notably, it is key for governments as procurement authorities to ensure a level playing field on system integration NPC. A good example is the IJmuiden Ver tender in the Netherlands, where the tender requirements included the condition that the system integration investments cannot be part of a previously granted permit and subsidy grant. These conditions do not, however, offset the fact that bidders with local assets are less dependent on external PPAs and find it less challenging to finalize a business case in time.

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3 METI. (2023, March 20). *Selection results of offshore wind power generation business in “offshore Happa-cho and Noshiro-shi, Akita Prefecture”* (Translated) [Link](#)



## Case study: Japan Round 2

In Japan's Round 2 offshore wind tender process, non-price criteria played a decisive role in determining bid outcomes. The process evaluated bids based on both price (120 points) and feasibility (120 points), with the latter being a qualitative assessment across 10 criteria related to the project's technical and financial viability.

The criteria included the promptness of the business plan, a funding and expenditure plan, stable power supply as well as coordination with government, and industry, and the degree of regional and domestic economic impact.

Most participants scored the maximum 120 points in the price criterion, making the feasibility criterion the key differentiator. For example, in the Happo-Noshiro tender, the winning consortium—comprising Japan Renewable Energy (a subsidiary of ENEOS Corporation), Iberdrola Renewables Japan, and Tohoku Electric Power—secured a feasibility score of 83.13, which was converted to 120 points, setting them apart from competitors. The Saikai-Enoshima tender was different; the winning group of Sumitomo and TEPCO Renewable Power won despite a lower feasibility score, thanks to a stronger price bid.

From a business case and risk management perspective, the investments and proposed measures for system integration also leads to an increased risk profile due to dependencies with third parties, usage of less mature technologies, and the costs associated with the investments. The good news is that this risk premium should be compensated with a higher score on the bid evaluation, and thus the chance of making the winning bid. In short, system integration as a non-price criterion is impactful for the developer's overall organization as well as for the tender team responsible for delivering the proposal, considering that new technologies, partners, and considerations are part of the day-to-day tender process. Strategically positioning on a regional or

global basis for system integration can lead to a competitive edge across offshore wind and other renewable technology tenders.

### Feasibility

Feasibility or the ability to deliver refers to the technical and financial ability of companies or consortia to realize the wind project. A typical pre-qualification criterion, bidders must demonstrate relevant experience, capabilities, and resources to be allowed to bid. From a financial perspective, companies are typically asked to provide proof of their ability to raise debt and funds. This criterion, however, should not limit the ability of new entrants with smaller balance sheets to compete in the tender. Additionally, the ability to deliver can refer to delivery timelines, as long as the timeline remains realistic and robust. The Japanese tender rounds include feasibility scoring in which points are awarded for experience and track record, the business plan, and a funding and expenditure plan. In the US, NYSERDA awards 20% of points to project viability, for which tenderers must demonstrate and substantiate how their project can be expected to be in service on time. An excellent score requires a developed plan that convinces NYSERDA of the technical and logistical maturity of the development phase of the wind farm. Australia's non-price criteria assessment will involve evaluation against its national policy objectives for local jobs and project deliverability, as outlined in the following case study.

### Sustainability and circularity

This pre-qualification or non-price criterion evaluates the extent to which a proposal takes circularity (maximum use and reuse of raw materials), environmental impact, and value retention into account in the design, construction, operation, and decommissioning (removal/disposal) of the wind farm. Examples of this criterion can be found as a minimum requirement in the recent Danish 6 GW tenders, where it is set that the blades shall be at least 75% recyclable<sup>4</sup>.

<sup>4</sup> [Link](#) The Danish Energy Agency. (2024, April 24). *Denmark's largest tendering procedure for offshore wind power is launched.*



## Local content

Another category of non-price criteria relates to broadening access to renewables for more consumers. It awards points to projects that reach out to renewable energy communities, citizen energy communities, or other social entities, or more generally allow consumers to purchase a stake in the project and benefit directly from it. The Princess Elisabeth Zone tender in Belgium is a pioneer by allocating up to 10% of points to citizen participation. Including the wider society as stakeholders in renewables projects comes with challenges such as informing the public about the legal aspects, risks, and opportunities of participation.

Tenders may also be designed to include requirements benefiting local communities and contributing to increased competence and development in the supply chain. In Norway, the Sørlige Nordsjø II tender included positive

ripple effects as a minimum standard to be met. In offshore wind auctions in Germany for centrally pre-investigated sites, a contribution to securing skilled workers in the offshore wind industry is included. The Celtic Round 5 tender in the UK asks for a range of plans for skills development, including an apprenticeship plan, skills development plan, and volunteering plan. To deliver high scoring on this criterion, strong local engagement before and during tenders is required in order to enter into partnerships and make investments.

The Japanese tender rounds include feasibility scoring in which points are awarded for regional and domestic impact. In the US, NYSEERDA awards 10% of points to New York Economic Benefits, encouraging developers to procure wind farm components and make other associated investments in New York state, resulting in a developed in-state supply chain.

Table 1: Summary table of NPC per market

	Belgium	Denmark	Finland	Germany	Netherlands	Norway	Poland	UK	Brazil	Canada	USA	Australia	India	Japan	Philippines	South Korea	Taiwan
	Europe						Americas				APAC						
Price	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Environment		✓			✓				✓	✓	✓	✓	✓				✓
System Integration					✓												
Feasibility												✓		✓			
Sustainability		✓	✓	✓	✓	✓								✓			
Local content	✓					✓	✓	✓	✓		✓	✓				✓	✓
CSR		✓		✓	✓					✓				✓	✓		
Supply chain								✓	✓			✓		✓			

### Case study: Australia's feasibility licenses

In Australia, the offshore wind procurement process starts with the granting of feasibility licenses to shortlisted candidates. The licenses were assessed based on comprehensive applications, including schedules, funding, and key risks, leading to a higher merit score. Experience weighs positively, as well as the technical and financial capability of developers to carry out the proposed project, the viability and suitability of the proposal, and having a positive impact on Australia's economy and national interests (Australian content). In May 2024, the first six preliminary feasibility licenses were granted. Before commencing feasibility license activities, each developer must prepare and submit a management plan. After assessing the merits of the eligible candidates, the auction process of the Australian government involves an Expression of Interest phase, evaluating the readiness of developers against a set of minimum requirements, followed by a Proposal phase in which developers submit bids with price and non-price elements. These NPC will support the Australian government's wider policy objectives for local jobs and evaluate the projects' deliverability.

### CSR

CSR relates to responsible business conduct, enhanced community welfare and engagement, and stakeholder management. The Celtic Round 5 tender in the United Kingdom by the Crown Estate includes a stakeholder and consenting management plan, underscoring the importance of listening to stakeholder needs and wishes and, to the extent possible, integrating these into wind farm developments. The IJmuiden Ver Alpha and Beta tenders in the Netherlands awarded points for exercising due diligence compliance with the OECD Guidelines and United Nations Guiding Principles. In Germany, the law governs companies to address human rights-related and environmental-related due diligence in their supply chains. The Japanese tender rounds include feasibility scoring, in which points are awarded for coordination with surrounding industries (fisheries, shipping, and others) and government and authorities.

In the EU, responsible business conduct and CSR are captured in legislation. This includes requirements for companies to carry out corporate sustainability due diligence with regard to deforestation, so-called conflict minerals, and batteries, as well as requirements to disclose sustainability-related information to investors, consumers, and other stakeholders.



## Supply chain

A strong supply chain is a key pillar of successful offshore wind markets. Supply chain development can include port infrastructure, vessels, and access to a skilled labor force. To increase supply chain resilience and build competitive industries across offshore wind markets, domestic and regional investments are needed. To illustrate, the UK Celtic Round 5 tender includes an Integration Ports criterion, requiring bidders to provide evidence on which port(s) infrastructure will be utilized, a plan for port usage, and timely and sufficient capacity and access. To deliver winning proposals for the supply chain criterion, a detailed supply chain strategy, supplier engagement, vessel availability, and local content are key.

Another example of stringent supply chain requirements can be found in Brazil. Here, a local content policy is stimulated by the BNDES FINAME program. This caused Western wind turbine manufacturers to open facilities in the country. BNDES previously had a local content requirement that at least 60% of the materials used should be produced in Brazil, though this requirement has dropped to 30% in recent years<sup>5</sup>.

5 Brazil's local content requirement. (2019, February 6). International Trade Administration | Trade.gov. [Link](#)

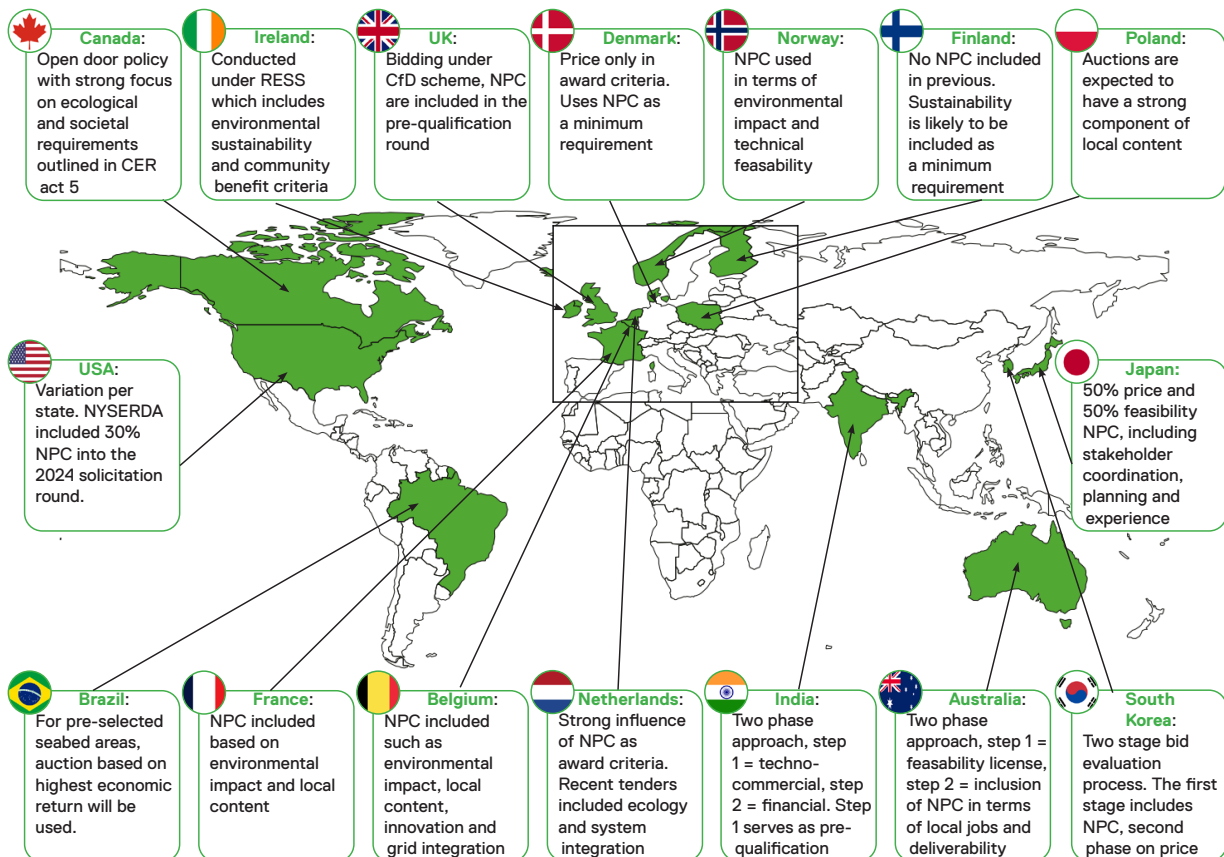


Figure 2: World map describing the auction mechanisms per country



## 3 Positioning for non-price bid excellence

### 3.1. Assessing market attractiveness

As qualitative criteria become increasingly critical in securing project pipelines, prioritizing these factors in market assessments is essential. Key considerations include:

- **Government policy and openness:** A favorable regulatory environment is essential. Developers should seek markets where the government is supportive of renewables and open to industry consultations. For example, the Dutch government regularly engages with industry stakeholders, including Nedzero, as seen in the case study on the right, to refine tender processes and integrate lessons learned from previous auctions. Interaction with tender authorities helps to better understand their policy dynamics, can create a more favorable regulatory environment, and should ultimately lead to better non-price proposals.

#### Case Study: the Netherlands.

NedZero, the Dutch branch organization for offshore wind, has successfully held dialogues with the Dutch government for previous and current offshore wind tenders to find effective and efficient solutions to combat grid congestion. The strength of this approach is that it brings together the perspectives of market participants with the challenges of the government in tendering, while effectively addressing offshore wind farm-specific challenges and national strategic priorities. This approach has led to a strong focus of bidding entities in the Netherlands on system integration, hydrogen, BESS, and other electrification measures without burdening the national grid system. Winning bidders include RWE (2022) with a broad portfolio of innovative system integration investments, and as recently as June 2024, a consortium of Vattenfall & CIP (2024), investing in a 1 GW electrolyzer located in the port of Rotterdam.

- **Tender pipeline visibility:** Long-term visibility on tender pipelines allows developers to plan effectively. The EU Commission’s recommendation for member states to announce auction pipelines five years in advance is an excellent example of how clarity in timing and capacity can aid in strategic planning.
- **Downstream demand and market potential:** Consider the market’s demand for electricity and related products like hydrogen and P2X. Markets with attractive electricity prices and robust support for downstream projects present significant opportunities and lay a favorable foundation for system integration investments.
- **Supply chain and partnerships:** A strong existing supply chain and opportunities for local partnerships are vital. Developers can conduct gap analyses to identify potential partners who can help meet qualitative requirements and complement in-house expertise while providing invaluable local insights.

### 3.2. Developing Organizational Excellence

To succeed in markets that emphasize NPC, developers need to cultivate excellence at the organizational level:

**“Qualitative criteria impact the overall organization, allowing for strategic positioning and determining market attractiveness.”**

- **Align organizational goals and strengths align with NPC demands:** To make an impact and deliver excellence in NPC-driven tenders, your organization’s goals should be aligned with the specific demands of non-price criteria. By embedding NPCs into your organizational strategy, you not only enhance

your competitive edge and USPs in terms of expertise and experience but also demonstrate to evaluators that your bid is grounded in the core strengths of your business. In the current tender landscape, key factors to leverage include expertise in areas such as environmental sustainability, circularity, and ecology, as well as strong planning capabilities and citizen participation experience. These attributes are particularly valuable in markets like the Netherlands, Denmark, Belgium, and France.

**“Strategically developing a select set of pre-qualification and non-price criteria can lead to a significant competitive advantage in selected markets.”**

- **Building the right teams:** In comparison to the relatively compact tender teams of price-led tenders, non-price criteria require a multidisciplinary approach involving expertise in the topic at hand, as well as risk management, stakeholder engagement, and technical expertise. Stakeholder engagement is key for managing relationships with key local and regulatory players, adding depth and credibility to your proposals. The aim of qualitative criteria is to maximize value while minimizing cost and risk. Achieving the most effective measures and investments demands creativity, innovative thinking, and strong collaboration across disciplines, leveraging collective intelligence.
- **Partnerships and synergies:** Strategic partnerships and local alliances are critical for bolstering your NPC proposals. Collaborating with local firms and organizations not only enhances your bid’s relevance but also meets local content and regulatory requirements. By forming these partnerships, you can access resources and expertise that might otherwise be out of reach, creating synergies that lead to innovative and competitive solutions.

Gap analyses can help identify areas where external partnerships can fill expertise or resource gaps, ensuring that your non-price proposals are robust and comprehensive.

### 3.3. Crafting winning bids

With a clear understanding of the market and your strategic position, a winning approach to tender submissions can be developed. This involves several key components:

**“Good ideas only lead to high-scoring bids when they are clearly expressed in well-written, SMART bid documents.”**

- **Bid Management:** Preparing for NPC-heavy tenders requires a well-structured approach. Early assessment of strengths and weaknesses in relation to the qualitative criteria is essential identify the need to form strategic alliances. This includes early setup of tender teams, gap analyses to identify deficiencies, and detailed analysis and content-creation phases to meet qualitative requirements. A key aspect of a structured bid process is effective bid writing. Your bid should be Specific, Measurable, Achievable, Relevant, and Time-bound (SMART). Clearly defining what your bid will deliver, including specific project outcomes and benefits, leads to higher scoring potential. Ensure that the outcomes you promise are realistic and achievable based on available resources and timelines. Additionally, developing robust bid management capabilities is critical for success. This includes assembling a cross-functional team with expertise in project management, engineering, finance, and legal aspects, establishing a clear timeline with key milestones for bid preparation, and implementing thorough risk management practices.
- **Topical expertise:** Developers should focus on building expertise in areas of

strategic importance, such as environment, sustainability and system integration. Markets like the Netherlands and Denmark place a high value on these attributes. For instance, in the Netherlands, successfully handling grid congestion issues has led to a strategic focus on system integration, resulting in winning bids that incorporate innovative solutions like hydrogen production and BESS.

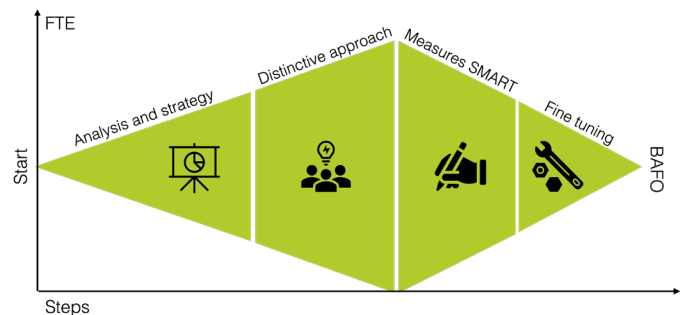


Figure 3: Flux Partner’s proven bid management process

### Flux’ way of working

Flux has identified four main steps of a controlled tender process (also see figure 2.1):

- **Preparation:** set up the project, estimate costs, and establish the tender approach through a kickoff meeting.
- **Analysis:** Thoroughly understand the project and client requirements to focus the proposal effectively.
- **Content Creation:** Collaborate with specialists to develop and select the best solutions that align with the tender authorities’ needs.
- **Writing and Evaluation:** Draft and refine the proposal with SMART measures and substantiated arguments, followed by a review and final evaluation post-submission.

### 3.4. Continuous Improvement and Strategic Positioning

Winning in NPC-driven markets is not a one-time achievement but requires ongoing refinement and strategic positioning:

- **Continuous evaluation:** Debriefs and collecting lessons learned from past tenders are best practices for improving future bids. Developers should continuously reassess their non-price scoring and supporting documentation, organizational setup, governance processes, and partnerships to stay competitive.
- **Strategic positioning:** To maintain a competitive edge, developers need to align their NPC strategies with market demands and regulatory frameworks. This involves a comprehensive understanding of the competitive landscape, including the strengths and weaknesses of key players, and strategically positioning the company based on its unique capabilities.



# About Flux Partners

Flux Partners is a leading advisory firm specializing in tender and project management. We provide comprehensive bid and project management services across the full spectrum of offshore wind projects. We have in-depth market knowledge and expertise on analyzing and advising our partners on the impact of market-specific non-price criteria. We combine seasoned professionals with emerging talents to foster a collaborative and innovative environment. We are committed to ambition, hard work, critical thinking, and creative problem-solving, delivering lasting impact for our clients.

## Your keys to winning non price proposals

Since 2014, we've specialized in bid management and writing for multibillion-dollar projects. Today, we're a leading advisory in tendering, focused on streamlining tender processes, creating collaborative tendering environments, and mastering non-price criteria. In 2024 alone, we've delivered over \$5 billion in successful tenders in the infrastructure and renewables sectors.

## Project management advisory

Our project management advisory team, consisting of 80 professionals, ensures project excellence and risk mitigation. We specialize in project control and risk management, sustainability and ecology, stakeholder management and permitting, contract management and procurement, and more.

## Environment and sustainability

Our team collaborates with your organization to create customized strategies for legal and sustainability matters, aligning with your goals and values. We offer comprehensive sustainability services, including supply chain decarbonization, LCA, GHG emissions calculations, ESG framework design, and environmental performance monitoring, adding value from project initiation to tendering, execution, and beyond.





