Lost tender debriefs — 11

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Fictional document — demonstration example

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Fictional document, produced for demonstration. **These eleven notes exist, are well written, and have never been reread.** That is their only defect — and it is enough to make them useless.

Tender	Year	Scope	Main criticism reported
Loiret Services	2022	Customer service	**"Too industrial, does not show who will do the work"**
Bertrand Groupe	2022	Organisation	**"We do not know who is involved"**
Sow Distribution	2023	Customer service	Price
Kane Industries	2023	Organisation	**"Off-the-shelf methodology"**
Mareuil Énergie	2023	Transformation	Timeline offered
Halbran Santé	2024	Customer service	**"Team not named"**

Tender	Year	Scope	Main criticism reported
Roux Logistique	2024	Organisation	**"Interchangeable proposal"**
Verne Distribution	2024	Transformation	Price
Aubel Conseil	2025	Customer service	**"No face on the engagement"**
Loiret Habitat	2025	Organisation	No sector reference
Kane Santé	2026	Customer service	**"We are buying a method, not a team"**

> **Seven of the eleven say the same thing, phrased differently by seven clients who do not know each other.** That is no longer client feedback: it is a pattern, and it has been stable for four years.

What the current outline does

Section	Position in the outline	What the debriefs say
Understanding of the need	1	—
Methodology	**2**	**"off-the-shelf", "interchangeable"**
Timeline	3	—
Team	**5**	**"we do not know who will do the work"**
References	4	—
Price	6	—

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The team appears fifth, after the methodology seven clients found interchangeable. That finding carries no decision: two engagements out of four were won with this outline, and positioning belongs to the firm.

What would be surfaced in future, on your approval

Trigger	Action	When
New tender response	Debriefs on a comparable scope surfaced	**Before drafting**
Tender lost	Reminder to write the debrief	15 days after the result

> **"Before drafting" is the whole point.** These eleven notes have always been available after the result, when all they are good for is being right.

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