



# **MAKAIS BUSINESS DEVELOPMENT OPERATIONS ANALYSIS**

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# BACKGROUND

Makais Energy Limited is an 100% Nigerian owned independent Indigenous oil servicing company incorporated in 2013 to provide (EPICOM) Engineering, Procurement, Construction, Project Management, Installation, Maintenance (E&I), Mechanical, Civil Structures and Consultancy services to the Oil, Gas and Power industry in Nigeria and the West African sub-region. Business development is key to landing 6 -figure projects, chasing down potential clients and tender opportunities and so its operational efficiency in carrying these out is worth analysing to explore ways to improve existing workflows to potentially drive revenue.

Makais Energy Limited faces challenges optimizing its business development processes. A poor documentation and record keeping standard, an inability to predict tender durations, analyse historical trends for opportunity timing, and isolate key clients while identifying potential leads. Additionally, the company lacks a comprehensive overview of its department's operational efficiency and struggles to evaluate its bid submission success rate. These challenges hinder strategic planning, resource allocation, and client targeting, negatively impacting growth and competitiveness in the oil and gas industry.

This report examines key operational and industry metrics of the business development and proposals department using its preexisting internal databases for in-depth data analysis to identify key factors for its operations success, areas of improvements while isolating key potential clients for future leads conversion and uncover trends and patterns from tender opportunities over the years. This aims to inform senior management on the best routes to achieve improved internal productivity while making strategic decisions about market analysis and predictions for the future.

Insights and recommendations are provided on the following key areas:

1. **Average tender duration:** Evaluating the length of time it takes an advertised tender opportunity to expire.
2. **Tender Opportunity yearly and monthly trends:** An analysis of the seasonality trends underpinning when tender opportunities are released.
3. **Bid Submission rate:** An assessment of the percentage of tender opportunities that were bid for over the years.
4. **Client Analysis:** Evaluating potential key clients based on volume of tender adverts released
5. **Platforms Activity:** An analysis of the most utilized mediums of receiving tender opportunities.
6. **Contracting entity activity levels:** An evaluation of the most active and least active entities based on volume of tender opportunities received.
7. **Tender Type Evaluation:** An analysis of the most prevalent tender advert types received.

Source data from internal database used for analysis can be accessed [\[HERE\]](#)

The Changelog documenting cleaning, reformatting and normalizing processes can be found [\[HERE\]](#)

An Interactive PowerBI dashboard used to report and explore key metrics and KPIs can be accessed [\[HERE\]](#)

## DATA STRUCTRE

Makais Energy database structure as seen in the sample below consists of seven (7) identical tables representing 7 years (2018-2024) worth of data but consisting of 19 unique columns described below as well.

BID NO.	CLIENT	BID DESCRIPTION	DATE REC'D	DUE DATE dd/mm/yyyy	BID DURATION	DUE TIME	CONTRACTING ENTITY	PLATFORM RECEIVED	TYPE OF PARTNERSHIP	NIPEX NO.	ITT NO.	FORM OF ACKNOWLEDGEMENT DUE DATE	PRETENDER CLARIFICATION MEETING	PRETENDER SITE VISIT	TENDER TYPE	RANK / NO OF DAYS LEFT	TENDER STATUS	PROJECT STATUS
1	HERITAGE	2000 LPS VERTICAL TURBINE PUMP PROCUREMENT AND INSTALLATION PROJECT	21.12.2023	12.01.2024	16		HEEL	NPFI MAIL			HEEL-000130-00-0000-CMT 7-000206				EX	2	NOT SUBMITTED	
2	CHEVRON	PROVISION OF AUTOMATION AND CONTROL SYSTEM SERVICES	15.01.2024	07.03.2024	20		HEEL	NPFI PORTAL		CNL-00000210		Full			DOUBLE ENVELOPE	2	SUBMITTED	
3	HERI ENERGIES	PROVISION OF FACILITIES (MECHANICAL MODIFICATION AND UPGRADE WORK) IN DMS-07	29.01.2024	18.03.2024	35		HEEL	NPFI PORTAL		HEPFI-00000042	HEPFI-000-0000-000	Full			DOUBLE ENVELOPE	2	SUBMITTED	
4	INPECO	THE PROVISION OF WELLHEAD EQUIPMENT & ASSOCIATED SERVICES FOR INPECO	06.02.2024	15.03.2024	38		HEEL	NPFI PORTAL		INPECO-00000236	CV000045				DOUBLE ENVELOPE	2	NOT SUBMITTED	
5	HERI ENERGIES	PROVISION OF LIGHT VEHICLE LOGISTICS SERVICES	05.02.2024	16.03.2024	38		HEEL	NPFI PORTAL		HERI00L-00000040					DOUBLE ENVELOPE	2	SUBMITTED	
6	INPECO	PROVISION OF ISSUES CONTROL SERVICES FOR INPECO	29.02.2024	15.03.2024	16		HEEL	NPFI PORTAL		INPECO-00000020	CV000003				DOUBLE ENVELOPE	2	SUBMITTED	
7	HERITAGE	MAINTENANCE TO TENDER (TT) FOR LIFT FIELD RETAILMENT UPGRADE IN OAL-10 - HEOL-000130-00-0000-CMT 7-000045	29.02.2024	02.04.2024	33		HEEL				HEEL-000130-00-0000-CMT 7-000045	Full			DOUBLE ENVELOPE	2	SUBMITTED	
8	HERI ENERGIES	PROVISION OF PLYWOOD SUBSTITUTES FOR CONSTRUCTION AND WORK-UP WORKS BY OAL-1	01.03.2024	15.03.2024	14		HEEL								DOUBLE ENVELOPE	2	DECLINED	
9	ESIO	FLUID ENGINEERING SERVICES	01.03.2024	09.04.2024	38		HEEL	NPFI PORTAL		E110-00000005	E110-00000008				DOUBLE ENVELOPE	2	NOT SUBMITTED	

- **CLIENT** – Names of respective clients who send out tenders i.e. IOCs (International oil companies) and NOCs (National oil companies)
- **TENDER DESCRIPTION** – Detailed names of tender received
- **YEAR** – Year the tracker was compiled
- **DATE REC'D** – Date tender was received by Makais
- **DUE DATE dd/mm/yyyy** – Deadline for submission of the tender
- **TENDER DURATION** – Difference between the due date and the received date indicating the length of time in days given to submit said tender.
- **DUE TIME** – Time of day the tender submission expires
- **CONTRACTING ENTITY (See Note 2)** – The entity that received the tender
- **PLATFORM RECEIVED**- The platform on which the tender is received
- **TYPE OF PARTNERSHIP** – The type of partnership leveraged to qualify to submit a bid for the received tender
- **NIPEX NO.** – Unique identifier for tender on NIPEX platform
- **ITT NO.**- Unique identifier for the tender given by the client issuing the tender
- **FORM OF ACKNOWLEDGEMENT DUE DATE** – Deadline for submission of the form of acknowledgement document to confirm interest of Makais in bidding for the tender
- **PRETENDER CLARIFICATION MEETING** – Indicating whether the meeting set up to give further details on received tender would hold.
- **PRETENDER SITE VISIT** - Whether there will be a facility inspection
- **TENDER TYPE**- Indicates the type of tender that was received
- **RANK / NO OF DAYS LEFT** – Tracks the number of days left to deadline
- **BID STATUS** – Indicates whether a bid was submitted or not
- **PROJECT STATUS** – Indicates whether a project was awarded or not.

# EXECUTIVE SUMMARY

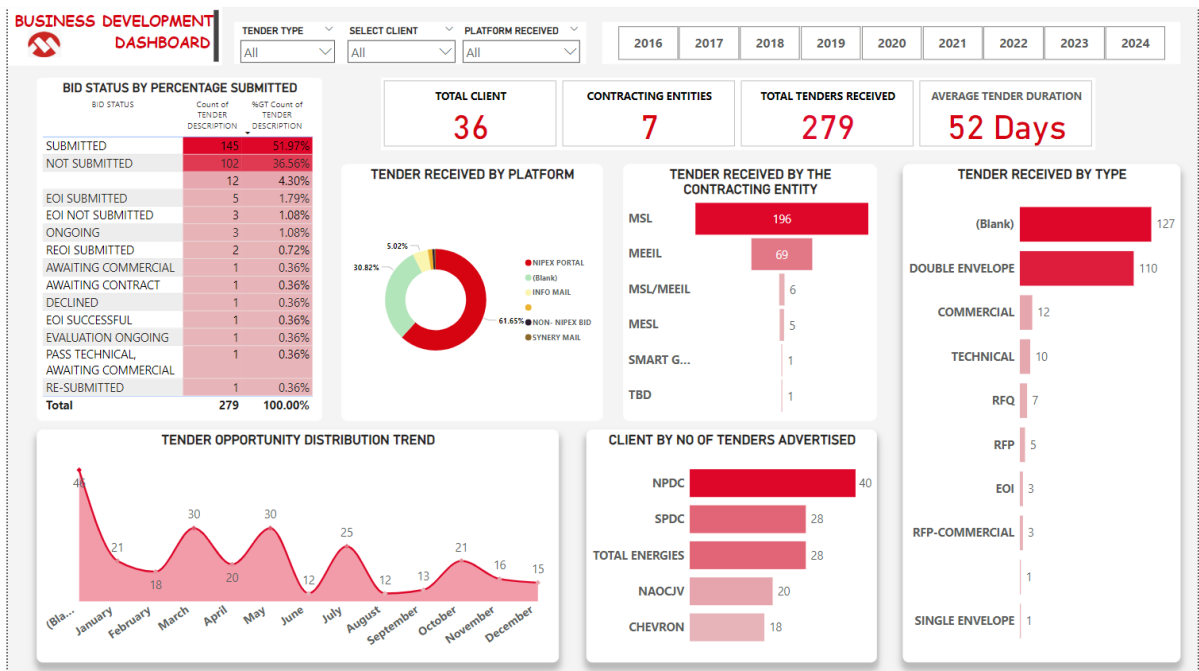
## Overview of findings

Over the years, Makais' bid submission rates were at an average of about 51% but dropped significantly below the statues quo to 32% in 2024 most probably due to operational inefficiencies or an experience gap caused by unavailable of the necessary product codes.

CHEVRON stood out as a high-potential partner, having advertised 8 tenders in 2024 alone—44% of their historical total (18).

Additionally, tender opportunities historically peak during the months of March, May, and July, a trend that held true in 2024 with the average tender duration at 52 days historically dropping to 23 days in 2024 alone.

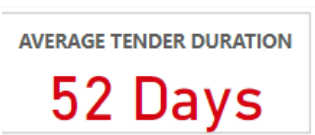
Below is an overview page from my PowerBI dashboard, more examples are included throughout the report. The dashboard can be downloaded [\[HERE\]](#)



## INSIGHTS DEEP DIVE

### 1. AVERAGE TENDER DURATION:

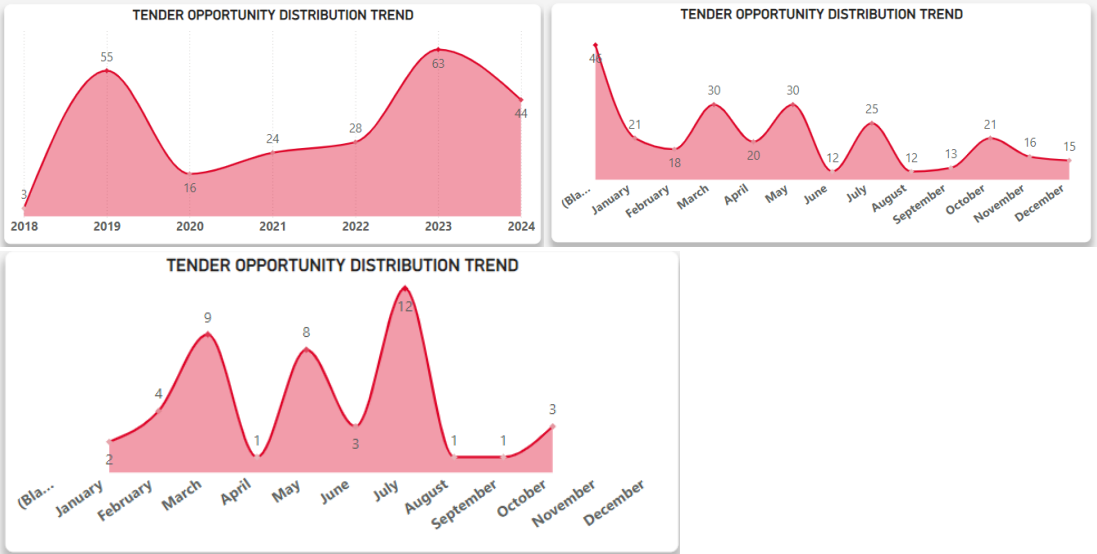
The average time between tender advertisement and the corresponding bid submission deadline is 52 days which dropped even lower to 23 days in 2024. This insight underscores the importance of optimizing internal workflows to meet submission timelines.



2. TENDER OPPORTUNITY YEARLY AND MONTHLY TRENDS:

On record 2023 had the highest tender influx volume (63), showing consistent recovery since the COVID pandemic-induced low of 16 in 2020. This growth may be attributed to Makais’ increasing expertise and expanded product code inventory.

In 2024, on a month-on-month basis, July recorded he highest volume of tender opportunities at 12 closely followed by peaks in March (9) and May (8) this pattern conforms to monthly historical peaks in the months of May (30), March (30) and July (25).



3. BID SUBMISSION RATE:

Makais has submitted bids for 52% of advertised tenders, with 37% not addressed and 5% left blank due to incomplete documentation.

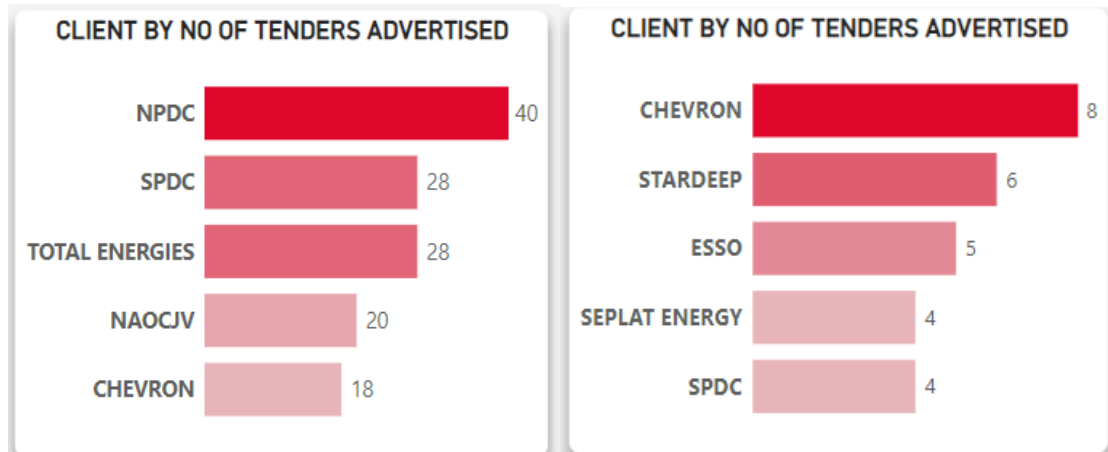
In 2024 submitted bids for advertised tenders dropped significantly to 32%, while 61% of received tenders were not addressed. This deviation from the historical trend warrants deeper analysis to identify operational bottlenecks or external influences.

BID STATUS BY PERCENTAGE SUBMITTED			BID STATUS BY PERCENTAGE SUBMITTED		
BID STATUS	Count of TENDER DESCRIPTION	%GT Count of TENDER DESCRIPTION	BID STATUS	Count of TENDER DESCRIPTION	%GT Count of TENDER DESCRIPTION
SUBMITTED	145	51.97%	NOT SUBMITTED	27	61.36%
NOT SUBMITTED	102	36.56%	SUBMITTED	14	31.82%
	12	4.30%	ONGOING	2	4.55%
EOI SUBMITTED	5	1.79%	DECLINED	1	2.27%
EOI NOT SUBMITTED	3	1.08%	Total	44	100.00%
ONGOING	3	1.08%			
REOI SUBMITTED	2	0.72%			
AWAITING COMMERCIAL	1	0.36%			
AWAITING CONTRACT	1	0.36%			
DECLINED	1	0.36%			
EOI SUCCESSFUL	1	0.36%			
EVALUATION ONGOING	1	0.36%			
PASS TECHNICAL, Awaiting Commercial	1	0.36%			
RE-SUBMITTED	1	0.36%			
Total	279	100.00%			

#### 4. CLIENT ANALYSIS:

NPDC (Nigerian Petroleum Development Company) has been the most active client over the years with 40 bids advertised till date closely followed by SPDC at 28 and CHEVRON ranking the least at just 18. IOCs are seen more active than NOCs overall as 3 out of the top 5 oil companies are international based.

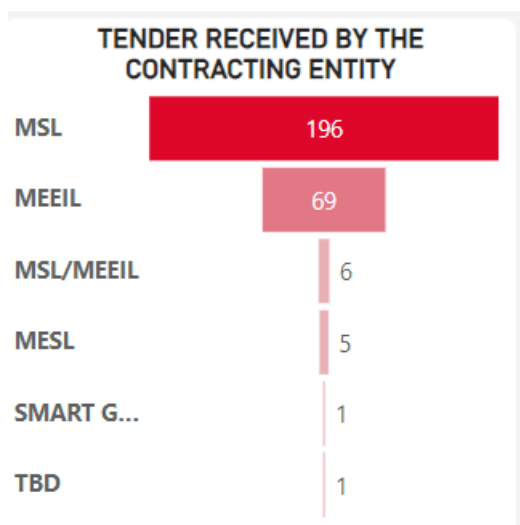
In 2024 alone CHEVRON showed significant activity, advertising 8 tenders (44% of its historical total). This positions it as a key client with considerable growth potential. The IOCs still advertised more tender opportunities overall probably due to having more infrastructure in the oil sector.



#### 5. CONTRACTING ENTITY ACTIVITY LEVELS:

Makais Synergy has been the most active entity over the years, by receiving a total of 196 tenders (70% of the total tenders ever received) demonstrating its extensive expertise in form of products codes over the other entities like Makais Engineering and International Limited (MEEIL) with just 69 tenders (just over 24% of the total)

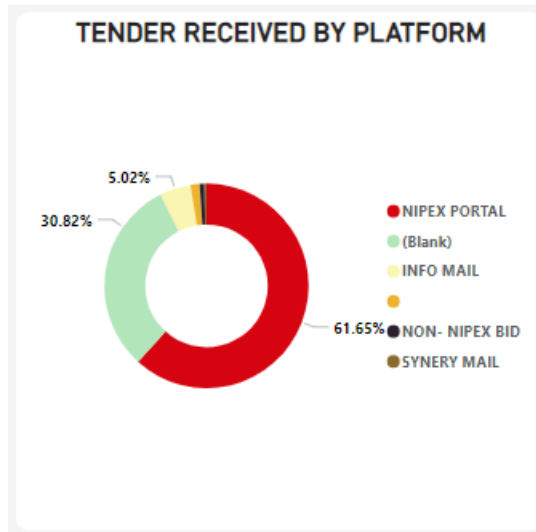
In 2024 Makais Synergy retained its lead with 26 (59%) tenders, reinforcing its role as the flagship entity.



## 6. PLATFORMS ACTIVITY:

The NIPEX portal accounts for 62% of all tenders received, solidifying its role as Makais' primary source of opportunities. However, with a large number of blank data (31% incomplete entries) it introduces some uncertainty in the analysis.

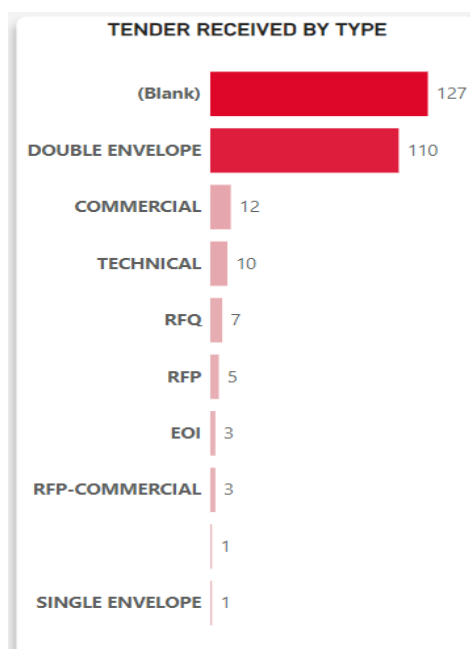
In 2024, NIPEX usage surged to 81%, confirming its dominance. Other platforms like INFO and SYNERGY Mail remain marginal contributors.



## 7. TENDER TYPE EVALUATION:

Double envelope tenders are the predominant type though records started in 2020, it likely represents the industry tender standard. While blanks exist in the data, it is reasonable to assume double envelope tenders account for the majority.

In 2024 the trend was not any different as double envelope tenders remained dominant (91% of all tenders received), aligning with historical patterns.





## RECOMMENDATIONS

Based on the uncovered insights, the following recommendations have been provided:

1. With IOCs ranking higher than NOCs based on the volume of opportunities they provide, focusing on strengthening relationships with the key IOCs and growing partnerships with high-potential clients like CHEVRON have a higher likelihood for substantial financial returns due to access to more opportunities to pick from.
2. The average tender duration shows a potential of shrinking (52 to 23 days) and should be used to set benchmarks for how strategies put up to optimize and streamline the bidding process are structured.
3. The poor submission rates need to be addressed to identify operational bottlenecks in bid submission processes by revising submission workflows to improve its rates and reduce missed opportunities.
4. Maintain resource readiness and optimize bidding capacity during high-opportunity months (March, May, July) to capitalize on cyclical trends.
5. Further strengthening of Synergy's capabilities while enhancing the capacity of less active entities like MEEIL by investing in purchasing product codes to diversify Makais' capabilities and potential revenue streams.
6. Prioritize NIPEX as the main platform for tender opportunities tracking while improving data entry processes for better documentation completeness to ensure accurate usage tracking of other platforms.
7. Optimize and align operational workflows to handle the nuances of the dominant double-envelope tender type, to ensure compliance, operational efficiency and competitiveness.

## ASSUMPTIONS AND CAVEATS

Throughout the analysis, multiple assumptions were made to manage challenges with the data. These assumptions and caveats are noted below:

1. A disproportionate number of missing data in key columns
  - a. 32% of platform received
  - b. 45% of tender type
  - c. 23% of Tender duration columns

Which could potentially affect the final analysis; I went ahead with it nonetheless but prefixed the issue in my insights' the higher the percentage of missing values the less reliable the final analysis would be.

2. A fair amount of nonsensical data (scenarios where the due date is earlier than the tender received date) i.e. in the date received and due date columns which affected 23% of the tender duration column and had to be excluded from the analysis as a result.
3. Conflicting information from other similar datasets like 'GENERAL TENDER - NPDC ONLY (SUBMITTED)'
4. There were a lot of redundant data sets that carried very slightly different but incomplete information I had to reconcile with the source data before discarding.
5. Bloated use of similar names in the Clients name column