Pre-sales as a competitive advantage: from reactive tasks to an orchestrated, intelligent engine that drives revenue and personalization at scale

From "responding to RFPs" **to orchestrating growth**: this is how B2B pre-sales in telecom evolves when it is measured, governed, and enhanced through AI and strategic partnerships.

	1 Reactive	2 Standardized	3 Orchestrated	4 Intelligent
	Ad hoc response model with no governance or standards	*Basic process structure supported by consistent templates*	*Dedicated team and formal governance with predictable end-to-end execution*	*Pre-sales as a business growth driver powered by AI, insights, and co-innovation*
Organization and governance	○ No dedicated team ○ No defined RACI model	○ Partially dedicated team with defined responsibilities	○ Dedicated pre-sales department ○ Bid Manager role for large opportunities and bid/no-bid committee	○ Cross-functional governance involving Sales, Product, Marketing, and Operations ○ Defined OKRs and real capacity measurement by FTE and opportunity
Processes	○ *Ad hoc* processes with no documented procedures or templates	○ Standardized processes ○ Basic templates	○ End-to-end process execution with internal SLAs ○ Post-mortem reviews ○ Process and template ownership	○ Continuous improvement framework ○ Solution and vertical-specific playbooks with advanced personalization
Tools	○ Basic office tools	○ Collaborative licenses and online working environments	○ Generative AI support, centralized repository, and basic CPQ ○ Automation for smaller bids	○ AI tools specifically designed for pre-sales ○ Advanced CPQ and modular solution libraries ○ Win-rate analytics
Partnerships and strategy	○ Occasional and reactive partnerships	○ Growing partner ecosystem	○ Proactive partner program by vertical market	○ Joint co-development and go-to-market initiatives ○ Sourced/influenced pipeline metrics

Maturity level