

# FEDERAL CONTRACT BUNDLING

A FRAMEWORK FOR  
MAKING AND JUSTIFYING  
DECISIONS FOR  
PURCHASED SERVICES

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# Federal Contract Bundling A Framework For Making And Justifying Decisions For Purchased Services

**William Michael Hix**



## **Federal Contract Bundling A Framework For Making And Justifying Decisions For Purchased Services:**

**Federal Contract Bundling** Laura H. Baldwin, Frank A. Camm, Nancy Y. Moore, 2001 An organization bundles the services that it purchases when it consolidates activities previously provided by separate sources and purchases the services through a single contract from a single provider The Department of Defense is giving increasing attention to this practice because commercial firms report that bundling offers the potential for significant performance and cost benefits However the goals of the federal government differ from those of commercial firms in that federal regulations commit the Air Force and other federal organizations to place a fair proportion of purchases and contracts with small business enterprises and to maintain free and open competition among prospective providers of services to the federal government Small businesses typically do not have the scale of operation or scope of expertise to provide bundles of services as prime contractors The authors of this report discuss recent legislation designed to protect small businesses by ensuring that bundling occurs only when it is likely to generate measurably substantial increases in performance or reductions in cost to the federal buyer After reviewing potential sources of such benefits the authors propose a methodology that buying agencies could use to gather information on when and how to bundle the services they buy and justify those decisions in a way that satisfies the legislative requirements Rand abstracts      The Healthcare Value Chain Lawton Robert Burns, 2022-10-19 This volume analyzes group purchasing organizations GPOs and pharmacy benefit managers PBMs in order to better understand the significant roles that these entities play in the healthcare supply chain It examines who they contract with on what terms and who they represent and answer to while charting their historical development The analysis reveals that the current roles of both players have historical roots that explain why they behave the way they do Finally the book reviews the evidence base on the performance results of these two players This work fills a void in our understanding about two important and controversial players in the healthcare value chain Both organizations are cloaked in secrecy partly by virtue of the private sector contracts they negotiate partly by virtue of the lack of academic attention Both play potentially important roles in controlling healthcare costs albeit using contracting strategies and reimbursement mechanisms that arouse suspicion among stakeholders This timely text explicates how these organizations arose and evolved to shed more light on how they really operate

*Implementing Purchasing and Supply Chain Management* Nancy Nicosia, Nancy Y. Moore, 2006 The U S Air Force plans to improve procurement through the implementation of additional purchasing and supply chain management practices This monograph begins with background information organized around the process for conducting market research and proceeds through the how to steps for conducting this research The authors highlight lessons learned from both a literature review and from interviews with personnel at leading commercial enterprises      Strategic Appraisal Zalmay Khalilzad, Jeremy Shapiro, 2002-07-31 Change in international relations in technology and in society as a whole has become the idiom of our age One example of these changes has been an increasing recognition of the value of air and space assets for handling nearly

every contingency from disaster relief to war and onsequently increasing demand for such assets These developments have created both challenges and opportunities for the U S Air Force This the fourth volume in the Strategic Appraisal series draws on the expertise of researchers from across RAND to explore both the challenges and opportunities that the U S Air Force faces as it strives to support the nation s interests in a challenging technological and security environment Contributors examine the changing roles of air and space forces in U S national security strategy the implications of new systems and technologiesfor military operations and the role of nuclear weapons in U S securitystrategy Contributors also discuss the status of major modernizationefforts within the Air Force and the bill of health of the Air Force asmeasured by its readiness to undertake its missions both today and in thefuture

### **The F100 Engine Purchasing and Supply Chain**

**Management Demonstration** Mary E. Chenoweth,Clifford Anthony Grammich,2006 The authors describe spend analyses they conducted in 2002 for the first phase of a purchasing and supply management demonstration at the Oklahoma City Air Logistics Center for of F100 jet engine spares and repair services and jet engine bearings The authors detail required data and processes for a spend analysis and discuss the implications of their findings for F100 purchasing and supply chain management for future spend analyses *Small Business and Strategic Sourcing* Nancy Y. Moore,Clifford A.

Grammich,Judith D. Mele,2014-08-28 Department of Defense DoD goals may conflict as DoD attempts to apply strategic sourcing practices to reduce total costs and improve performance while maintaining a goal of spending about 23 percent of prime contract dollars with small businesses

### **Rethinking Governance of the Army's Arsenals and Ammunition**

**Plants** William Michael Hix,2003 With its large industrial base of ammunition plants and arsenals the Army has more ordnance manufacturing capacity than it needs This study proposes a strategic vision for this capacity and explores four options for managing it privatization creation of a federal government corporation consolidation and recapitalization on multifunction posts It weighs the options from different perspectives including feasibility economic viability and risk posed to national interests ISBN 0 8330 3322 0 Price 30 00 Page count 350

### **Implementing Best Purchasing and Supply**

**Management Practices** Nancy Y. Moore,2002 Because the U S Air Force spends over one third of its budget on nonweapons purchased goods and services such purchases are a prime target area in which to seek performance improvements and cost savings Prompted by a need for improved performance from its supply base the Air Force has become increasingly aware of the advantages of using market research contract consolidation supply base rationalization and other leading purchasing and supply management PSM practices in its dealings with suppliers To aid the Air Force in its PSM efforts RAND examined how innovative commercial firms implement such practices in their purchases of goods and services After a review of the academic and trade literature the study team conducted a series of elite interviews using a structured questionnaire to gather primary data from best in class commercial firms The key findings are that 1 innovative commercial firms are moving to a strategic goal oriented approach to PSM 2 implementing new PSM practices can take a number of years and often

requires significant permanent change throughout the organization and 3 the Air Force needs strategies to sustain continuity of support for serious PSM change from one leadership team to the next

*Implementing Performance-based Services Acquisition (PBSA)* John A. Ausink, 2002 The U S Air Force is implementing performance based practices in its service contracts to improve quality and reduce costs Earlier Project AIR FORCE research examined implementation in installation support services The project has now examined purchased services that support weapon system development and sustainment systems services Under performance based services acquisition PBSA buyers should 1 describe what service is desired not how to do it 2 use measurable performance standards and quality assurance plans 3 specify procedures for reductions in fee or price when services do not meet contract requirements and 4 include performance incentives where appropriate The authors conducted interviews at an Air Logistics Center and a Product Center to learn whether and how service contracts included these performance based practices Many at the two Centers felt that it is difficult for systems service contracts to satisfy all four of the PBSA criteria To satisfy the requirement to use measurable performance standards for example some personnel believe that the desired result of a service must be known in advance and objective data must be collected frequently to measure performance against that result This cannot be easily done for many systems services such as engineering support and advisory and assistance services Despite this difficulty however both Centers use a performance based approach applying the other three criteria to purchase many services and many personnel felt that they can determine and convey whether the contractor met their needs The authors conclude that many of the approaches used by the Centers satisfy the intent of the criteria

*Estimating the Benefits of the Air Force Purchasing and Supply Chain Management Initiative* Jeremy Arkes, Mary E. Chenoweth, 2008 However the model may be useful both with other factors and for estimating the benefits of other initiatives

BOOK JACKET *Enhancing Small-business Opportunities in the DoD* Nancy Y. Moore, 2008 Impediments may exist that hamper small business contracting opportunities Among the issues examined in the report are federal goals for small business purchases the unique purchase needs of the Department of Defense and how they affect opportunities for small businesses The study also examines contract bundling subcontracting in professional services and research and development opportunities in the Small Business Innovation Research and the Mentor Protege Programs electronic payment systems and whether firms graduate from the programs or increase in size from small to larger businesses as a result of various small business preferences including those for procurement

**Selected Rand Abstracts** Rand Corporation, 2001 Includes Reports R series Rand Memorandums RM series papers P series and Books

**A Framework for Making and Justifying Decisions for Purchased Services**, 2001 The Department of Defense DoD is giving increasing attention to bundling the services that it buys from external sources asking single sources to provide multiple services at a single site for example or to provide a given service at multiple sites Commercial buyers recognized for their successful purchasing practices are increasing their use of bundled contracts for services very much like those that the

DoD buys to improve performance and reduce costs Available historical evidence within DoD indicates that such bundling is likely to reduce the costs of these services in the DoD context as well Is increased bundling appropriate in DoD and other federal agencies facing similar decisions The federal government has clearly stated socioeconomic goals to help small businesses by giving them opportunities to provide goods and services to government agencies How would DoD and other federal agency bundling affect small businesses How should these agencies balance potential benefits from bundling against the potential negative effects that bundling might have on small business providers The federal small business and acquisition policy communities are currently giving these questions their close attention

**Using a Spend Analysis to Help Identify Prospective Air Force Purchasing and Supply Initiatives** Nancy Y. Moore, 2004 This briefing summarizes research on how the Air Force might use an analysis of its spending to develop better supply strategies improve its relationships with suppliers and better manage its supply base Best practices offer many ways by which the Air Force can improve performance and save money Such techniques include consolidating multiple contracts with existing providers selecting the best providers and offering them longer contracts with broader scopes of goods and services and working with selected strategic partners to improve quality responsiveness reliability and cost There are many challenges to conducting an Air Force wide spend analysis primarily the lack of detailed centralized data on all expenditures as well as questions about data quality for those data that are available Nevertheless the data that do exist point to many prospective sources of savings and performance improvements The authors analyze the most complete centralized source available on Air Force expenditures known as DD350 data Transactions in the DD350 data constitute 96 percent of all Air Force contract dollars spent directly Among the actions that the Air Force might wish to take are consolidation of a large number of contracts with similar or the same supplier grouping contractor ID codes having multiple contracts with the Air Force and many purchase office codes associated with the same contractor so that the Air Force does not have to pay for the contractor's repetitive bidding and contract administration costs examining contracts for goods or services available from only one supplier which gives the Air Force only limited opportunities to gain leverage over such suppliers Conducting a detailed Air Force spend analysis would require information on the needs preferences and priorities of commodity users not available in the DD350 data Because the Air Force needs to balance prospective savings performance improvements risks socioeconomic and other goals and other regulations not always present in the private sector not all best commercial practices may be appropriate for it

**Escaping the Price-Driven Sale: How World Class Sellers Create Extraordinary Profit** Tom Snyder, Kevin Kearns, 2007-11-16 From the creators of SPIN Selling a groundbreaking strategy for selling at a premium price every time Do you frequently discount to win business Do your customers ignore the differentiators you believe you bring to the marketplace Does your brand seem to matter less to customers today Great products stellar service and a strong brand are just prerequisites today They no longer differentiate If you don't do something radically different soon you will become

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