

ACQUISITION REFORM TRAINING MODULE
Streamlining Acquisition of Commercial Items

- Key Definitions & Commerciality Determination
- Key Definitions & Commerciality Determination Exercise
- **Market Research & Describing Agency Needs**
- Market Research & Describing Agency Needs Exercise
- Streamlined Acquisition of Commercial Items
- Streamlined Acquisition of Commercial Items Exercise

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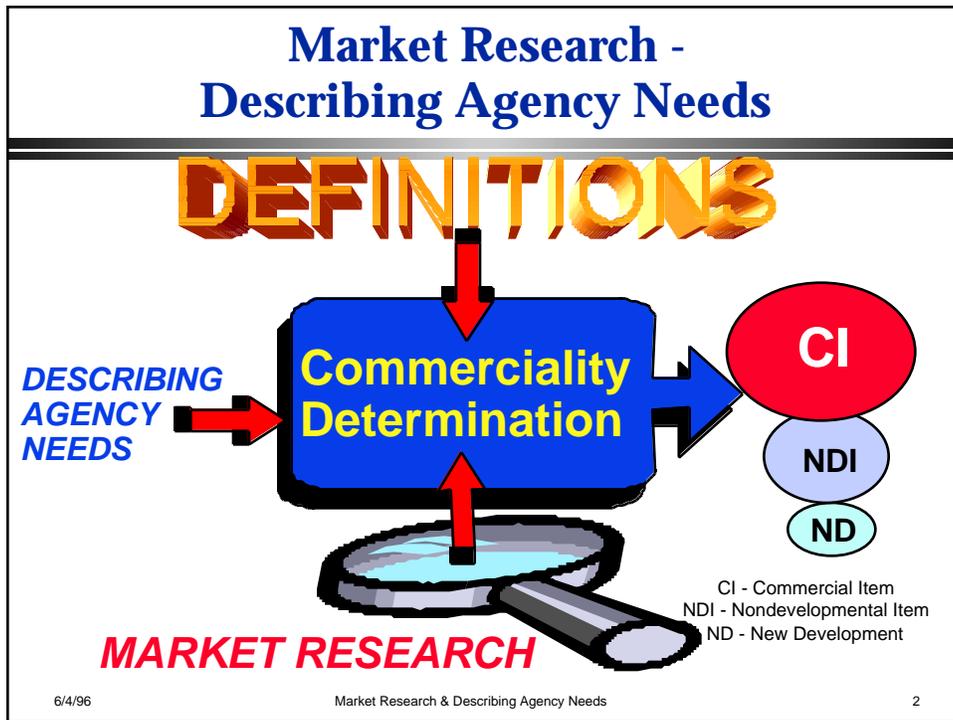
Market Research & Describing Agency Needs

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Welcome back!

We will now commence the second lesson -- Market Research & Describing Agency Needs.

We have reviewed the definitions key to the emphasis on commercial items and conducted an exercise on commerciality determination. We were provided a tremendous amount of information so that the focus of the exercise could be on our understanding of the definitions as applied to the commerciality determination. Now we are going to develop the information we need to make an informed commerciality determination. To find out what we need to do we jump right back into the FAR --- Parts 10 (Market Research) and 11 (Describing Agency Needs).

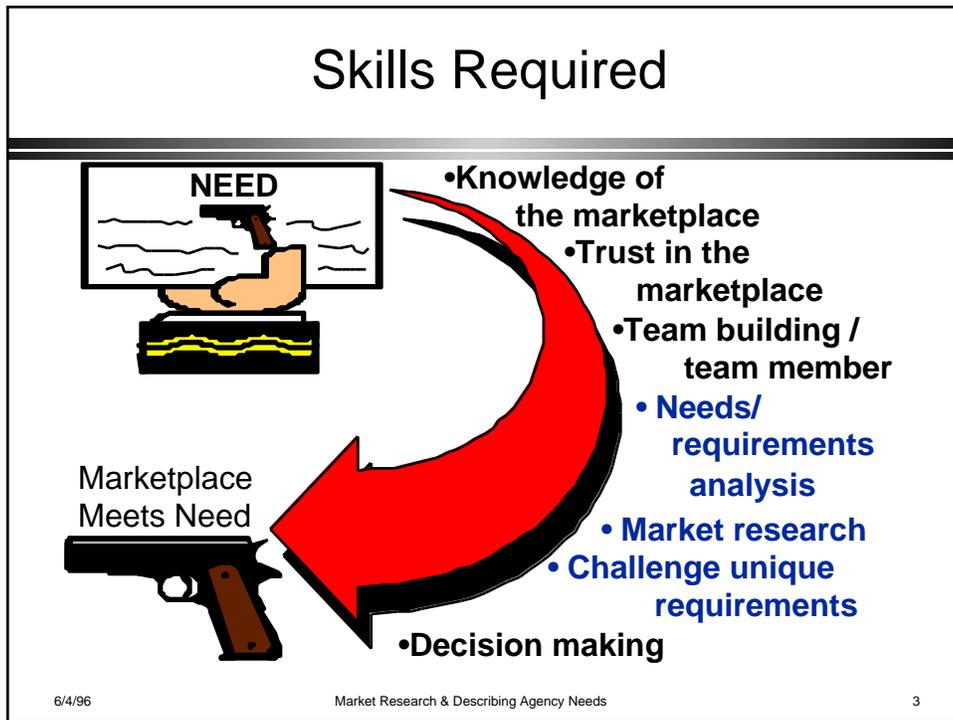


The objectives of this lesson are to :

- Understand the activities associated with market research.
- Understand the activities associated with describing agency needs (DAN).
- Understand how to relate the two to make a commerciality determination.

Given user need statements and market research information:

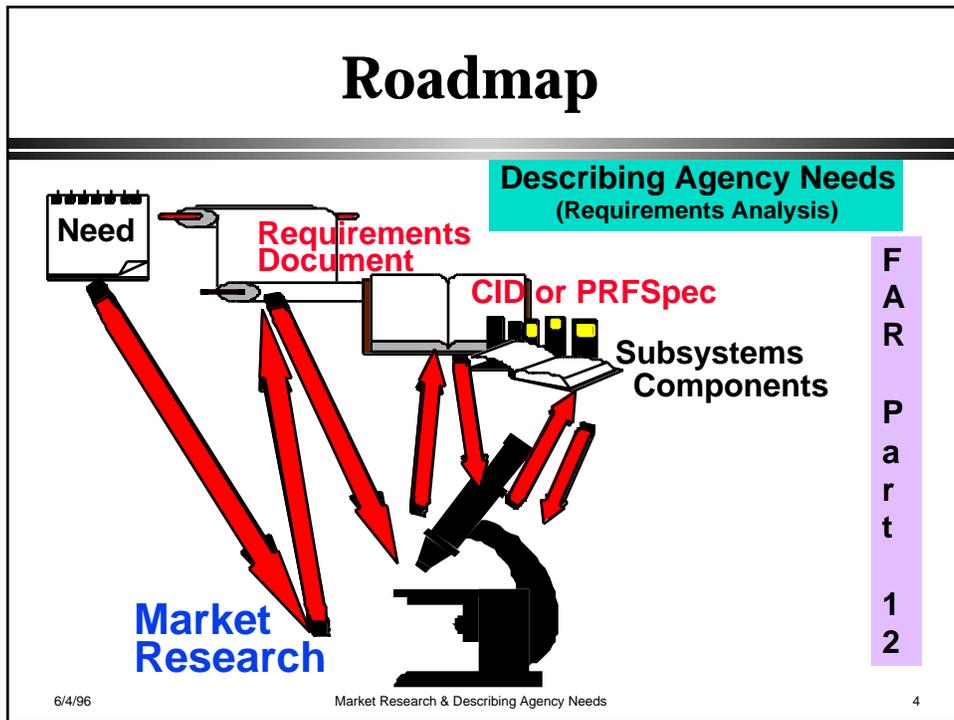
- Identify key functional/performance and mission environment characteristics, and schedule and quantity requirements from user need statements.
- Identify product attributes, industry production and delivery capabilities, and commercial business practices from market research activities.
- Compare the market research and DAN information to make a commerciality determination.
- Recommend an acquisition strategy using commerciality determination and commercial business practice information.



We will add to our streamlining acquisition of commercial items skills: requirements analysis, market research, and challenging unique requirements. Requirements analysis and market research are going to give us the information we need to both make the commerciality determination and to tailor the solicitation to meet our acquisition strategy. Requirements analysis provides the information which is then captured in various types of requirements documentation. The combination of requirements analysis and requirements documentation is the basis of describing agency needs. In our last exercise, we sometimes chose a procurement path that involved modifying the need. This choice is a direct result of the empowerment an individual or team now have to challenge the requirement. And, challenging the requirement to maintain a potential commercial item solution to meet a need is part of the mandate of FAR Part 7 that is fully supported by FAR Part 11 as we shall see.

These skills tie directly to the following Acquisition Reform Principles:

- Empower people to manage--not avoid risk.
- Reduce cost of ownership.
- Expand use of commercial products and processes.
- Use performance specifications and nongovernment standards.
- Procure goods and services with best value techniques.



Market Research (FAR Part 10) and Describing Agency Needs (FAR Part 11) have been crafted as an interactive process that requires that every acquisition keep the doors open to a commercial item solution as long as possible. Our reward for selecting a solution from the commercial industrial/technology base is FAR Part 12. FAR Part 12 empowers us to streamline significantly the solicitation of commercial items by allowing us to use commercial business practices to the maximum extent possible. Far Part 12 will be covered in detail in the next lesson - Streamlined Acquisition of Commercial Items.

Customer satisfaction is our objective as we execute this interactive market research-describing agency needs process. The key benefit of this process to us as individuals or teams is empowerment. We have been empowered to streamline the acquisition process to deliver, on-time, quality products that meet our customer's needs. Our maximum empowerment comes from strategies that allow us to execute a procurement using FAR Part 12. To use FAR Part 12, the product or service that will meet our customer's needs must be a commercial item. Keep in mind the mandate of Part 7: commercial items first choice, nondevelopmental items second choice, and new development third choice. The FAR incentivizes us to seek solutions in the commercial marketplace.



Empowerment

If you are procuring a commercial item, you are empowered to:

- use commercial practices to tailor solicitations
- use the commercial inspection and testing procedures and processes
- use the commercial warranties
- use the commercial distribution and support capabilities
- use commercial

The only limit is your knowledge of the commercial marketplace

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The Government is intent on reaping the benefits of the procurement of commercial items that meet its needs. Some of those benefits are:

- Advanced technology products and processes.
- Affordable products and services.
- Timely delivery.
- High quality products and services.
- In place support.
- Focus on customer satisfaction.

For the remainder of this discussion, we are going to focus on market research, describing agency needs, and the interaction of the two in the commerciality determination. The empowerment that you have is directly related to these skills and how you use them to achieve an acquisition strategy.

Market Research The First Step



FAR Part 10 (Market Research)

FAR Part 11 (Describing Agency Needs)

FAR Part 12 (Acq of Commercial Items)

FAR Part 13 (Simplified Acq Procedures)

FAR Part 14 (Sealed Bidding)

FAR Part 15 (Contracting by Negotiation)



FAR Part 10 completely revised

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After an agency expresses a need, FAR Part 10 makes market research the first step in any acquisition.

In addition to promoting commercial and nondevelopmental items to the forefront of acquisition, the new FAR has been reorganized. Although intended to emphasize a clean break from the past, the new organization reflects the chronological and logical steps in the contracting process. The new order is highlighted in the viewgraph, but our focus for the remainder of this session will be market research and describing agency needs.

Market Research Definition



**Market Research means
collecting and
analyzing information
about the capabilities
within the market to
satisfy agency needs**



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Note that the definition restates what was just said. Once an agency need is expressed, it must be followed by market research. Market research is the first action taken to satisfy a need.

Market research identifies what is available in the commercial marketplace, and under what terms and conditions it is being acquired.

Market research is the key to determining whether a need can be met by a commercial item or a nondevelopmental item. Remember, Part 7 requires that commercial items be the first choice and nondevelopmental items the second choice in acquisition planning to the maximum extent practicable.

Key terms are:

- Need (the beginning).
- Collecting & analyzing (think & compare).
- Capabilities within the market (what is available in the market, what the market can do - have to be surveying the market, its products, its business approaches, etc).
- Market capabilities vs. agency needs (know where your agency is going, what your agency wants so as to relate your market knowledge to your agency's needs, an iterative relationship between need and marketplace).

When? **Market Research**

The first step



Before 

Developing new requirements documents
 Soliciting offers estimated to exceed Simplified Acquisition Threshold (SAT)
 Soliciting offers estimated to be under SAT when

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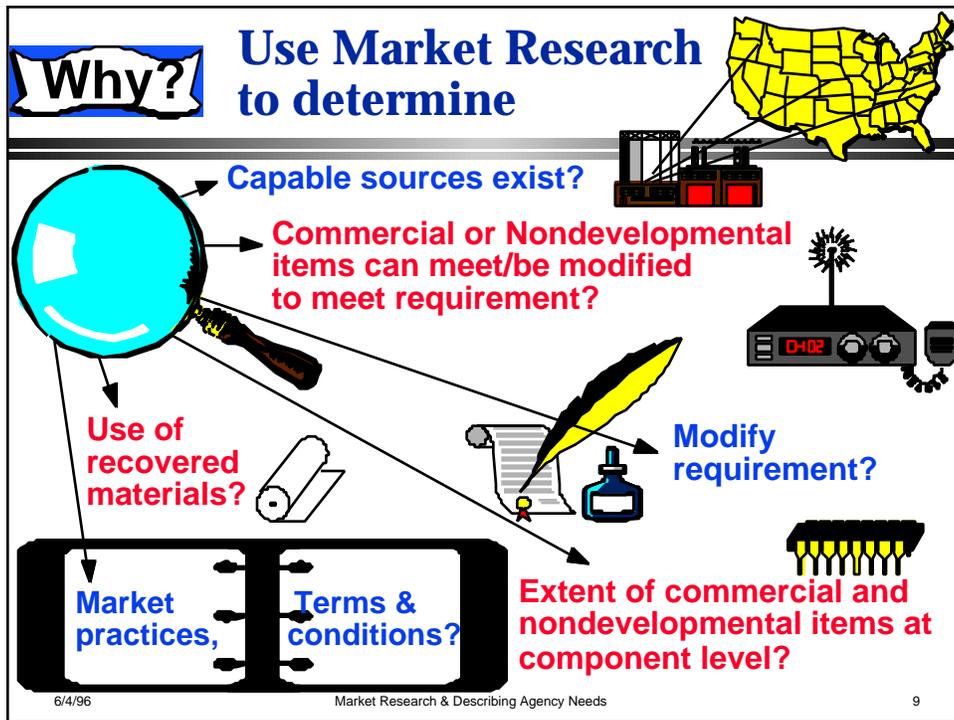
The objective of market research “**before**” is to identify available commercial items or nondevelopmental items that:

- Can meet requirements (product currently available that meets agency’s functional/performance and schedule needs).
- Can be modified to meet requirements (product will/would be available that meets agency’s functional/performance and schedule needs).
- Could meet the requirements if the requirements where modified to a reasonable extent (challenge requirements, bring requirements in line with commercial market capabilities, can need be modified).

These statements sound like a restatement of the commercial or nondevelopmental item definitions.

Market research is required under the Simplified Acquisition Threshold (\$100,000 unless Presidential certified contingency operation (\$200,000) only when: “adequate information is not available and the circumstances justify its cost.”

This condition is recognition that market research takes time and money. For situations under SAT, existing knowledge about the market should be used to make your decisions as even limited additional market research will seldom prove to be beneficial. Another case-by-case decision for you or your team to make.



The purpose of market research is to arrive at the most suitable approach to acquiring, distributing, and supporting supplies and services. So, we want to focus on business practices as much as on the attributes of the product. We want to understand how the commercial sector with which we are dealing handles:

- Warranties.
- Maintenance.
- Marking.
- Buyer financing.
- Packaging.

Market research is conducted to determine if commercial or nondevelopmental items are available to meet the Government's needs or could be modified to meet the Government's needs. It should also lead to a clear understanding of the business practices, and commercial terms and conditions of the industry sector. These commercial terms and conditions will be used to facilitate tailoring of a commercial item solicitation.

Note how each of the factors above relates to capabilities of the contractors, capabilities of the product, challenge the requirement, or industry sector business practices.

Who? **Market Research**



FAR Part 7: “Agencies shall ... conduct market research for all acquisitions”

FAR Part 10: “Agencies shall ... conduct market research appropriate to the circumstances, ... and use market research to ---.”

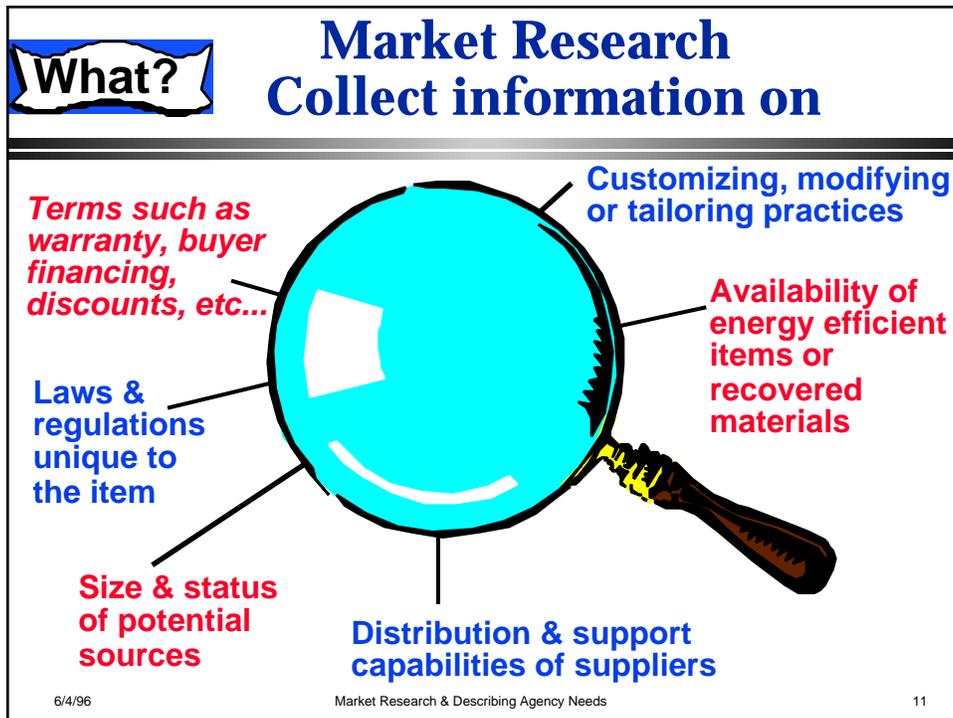
FAR Part 11: “Agencies shall specify needs using market research”

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Who does market research? You do.

It is up to your agency what your role is, but everyone in acquisition does market research. Sometimes it might be a one person effort. Other times a team effort.

Ideally, contracting officers or a procurement team should partner with using/ requiring activities on market research as soon as needs are forecast and as part of acquisition planning. If not possible prior to this point, contracting officers and their technical representatives should begin market research upon receipt and acceptance of purchase requests. Market research is not new. Its impact on the Government’s planning and procurement processes is new. FAR Parts 2, 7 and 10, and 11 have made it a primary activity that directly impacts the acquisition process through the commerciality determination and the commercial item solicitation. Market research continues throughout the presolicitation, solicitation and evaluation phases, as new information becomes available and as more decisions are made. Market research never ceases.



Thorough market research will be of critical importance in describing the agency need, developing the overall acquisition strategy, and identifying terms and conditions appropriate for the item being acquired. Identifying “terms and conditions” is something totally new. It relates to a Part 12 requirement that specifies that, absent a waiver, any clause (over and above those prescribed by Part 12) must be consistent with standard commercial practice for the acquisition of the item as identified in market research. We will cover the empowerment to tailor clauses in the next lesson -- Streamlined Acquisition of Commercial Items.

One thing to remember as we develop this new capability - your investment in researching the marketplace will help you achieve the benefits of commercial item acquisitions. As we discussed these benefits are seen:

- By your customer, the user, as timely delivery of quality products that meet the need.
- By your customer, your agency, as timely delivery of affordable, quality products that meet the need.
- By you, as a streamlining of the acquisition process, especially the acquisition of commercial items.

How? Market Research Techniques



Contacting knowledgeable individuals regarding market capabilities
Obtaining source lists
Reviewing the results of recent market research
Querying Government data bases
Participating in interactive, on-line communication
Publishing formal requests for information
Reviewing catalogs/product literature
Conducting interchange meetings or presolicitation conferences

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Here are some of the skills acquisition professionals will have to cultivate to make market research an effective tool. Note that these tools use all forms of communication from written to phone to computer databases to information networks to meetings. Information originates from both Government and commercial sources.

Agencies may have to:

- Create, modify or upgrade technical libraries.
- Promote active participation in professional societies.
- Subscribe to on line services.
- Promote attendance at technical/marketing symposia.
- Look for ways to train their acquisition professionals in market research techniques.
- Seek other ways to keep their acquisition professionals current in the market place.

Remember we are not just seeking information. We are seeking to be knowledgeable about the marketplace so we can streamline the acquisition process. The objective is to meet the user's need with a reasonable product, in a reasonable time, and at a reasonable cost.

Market Research Information Sources



Surveillance (An ongoing function -- Should not be dependent on requests for information) Accomplished by:



Trade Journals
Manufacturer Catalogs
New Product Announcements
Industrial Shows/Conferences
Unsolicited Proposals
On Line Market Information

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Investigation (Determine, with a high degree of confidence, what technology or products can satisfy user needs)



On Line Product Information
Catalog Systems
Professional Associations
On Site Inspections
Requests for Information
Test Reports

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Market research has 2 parts: Surveillance & Investigation

Sources of information vary between the two with some overlap.

Surveillance can be characterized as active and continuous participation in your profession. Investigation can be characterized as focusing market knowledge to meet a specific maturing requirement or as directed research.

Some potential sources of information are:

- Active membership in professional organizations such as the National Council of Systems Engineering (NCOSE), etc.
- GSA Advantage on line services.
- Federal Catalog System.
- General Services Administration catalogs.
- Defense Logistics Agency catalogs.
- Dun & Bradstreet.
- Thomas Register.
- On site inspections.

NEED

Market Research

**Contractor
Production &
Delivery
Capabilities**

**Commercial
Terms
& Conditions**

Product Attributes

Functions

- *What* does the product do?
- *How* well are the functions performed?
- *Where* is the product used?
- *Under what* conditions is the product used?
- *How often?* *How long?*
- *Who* uses the product?

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Market research gives us knowledge in four areas:

1. Functional/performance capabilities of the product and interfaces of the product with the operating environment (which relates to ability to meet the user's functional/performance/interface requirements).
2. Production capability of the industry sector/contractor (which relates to ability to meet user quantity requirements).
3. Delivery capability of the industry sector/contractor (which relates to ability to meet user schedule requirements).
4. Business information that can be used to identify customary commercial terms & conditions for that industry sector.

The most visible factor to the user is the performance of the product, where performance is defined by the functions performed, how well they are performed, and under what conditions. So, it is imperative that during market research we ask lots of questions about the attributes of the product.

Eventually, we will have to compare the attributes of the product to the capabilities needed by our user.

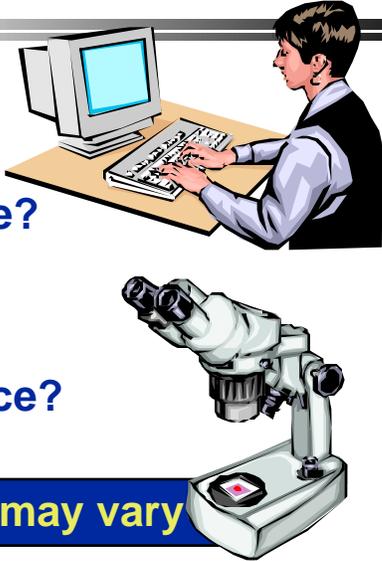
We will also have to compare our user's quantity and schedule needs to the capability of the contractor to produce and deliver the product .

One of the most important factors to the contracting officer is the business information that will be used to tailor the solicitation.

How Much? **Market Research**

Urgency?
Estimated \$\$\$\$ value?
Complexity?
Past experience?

Extent of research may vary



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The extent of market research will vary depending on factors such as urgency, the estimated dollar value of the procurement, complexity, past experience, and the amount of information already available.

We don't do market research for the sake of market research. We do it to provide information which we use to compare to other information. From the comparison we are going to make a decision. This means the extent of market research will vary based on what the decision maker feels he or she needs to know and when they need to know it.

The extent of market research is a case by case decision.

Market research is a flexible tool.

Market Research Policy

Minimize
information requests to
potential sources to only
what is necessary
for market research

FAR 10.001(b)



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Market research is the responsibility of the Government and should not be passed to the contractor. The Government must actively monitor the marketplace and be capable of researching the market without making unwarranted requests for documentation from potential sources. This restriction was placed in the FAR because market research is a proactive and continuous effort on the part of the Government. Government agencies may have to promote active participation of their personnel in professional societies, to upgrade technical libraries, and to provide on line access to their market researchers.

This policy is intended to reduce the paperwork burden on both Government and industry. Objectives to reduce mounds of paper are established. These objectives then provide a framework for discussions. The Government promotes early communication with industry through meetings and draft documentation reviews in order to improve the quality of requests for proposal and specifications. We must continue to be even-handed and impartial in our dealings with potential sources and contractors, and to guard internal source selection information.

Clearly, it is the intent of the new FAR that market research be part of your daily responsibility.



Technical & Business Information

Market Research Summary

Functions/Performance/Interfaces - What the product does, how well it does it, and in what environment (Product Attributes).

Schedule - Delivery capability of each company.

Quantity - Production capability of each company.

Commercial Terms & Conditions - Standard business practices of the industry sector.

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Market research provides the technical and business information we need to know about the commercial technology/industrial base to the depth that we need to have knowledge to support the acquisition decision process.

Once we understand the capabilities of the contractor, the attributes of the product, and the commercial practices of the industry sector, we have acquired the first half of the body of knowledge needed to make a commerciality determination. Without this knowledge, it would be impossible for us to understand and compete in the commercial market place. Note that regardless of how we conduct market research, i.e... on line services, catalogs, site visits, professional symposia, we are always looking for four key things:

1. *Functions/Performance/Interfaces* as a measure of product attributes.
2. *Schedule* as a measure of contractors in house capabilities to deliver the product be it a test or production item, or a service.
3. *Quantity* as a measure of production capability.
4. *Industry sector commercial business practices* to provide information for possible tailoring of the solicitation.

We now have half the information we need to make a commerciality determination.

Describing Agency Needs The Second Step

FAR Part 10 (Market Research)

FAR Part 11 (Describing Agency Needs)

FAR Part 12 (Acq of Commercial Items)

FAR Part 13 (Simplified Acq Procedures)

FAR Part 14 (Sealed Bidding)

FAR Part 15 (Contracting by Negotiation)

User's
NEED



FAR Part 11 completely revised



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Like FAR Part 10, Part 11 has been completely revised.

As stated earlier, the reason we are covering Parts 10 and 11 in the same lesson is because they are closely related. Only through an iterative process of market research and describing agency needs can we maximize our use of the commercial marketplace. As we march through Part 11, we will discover that we can't leave Part 10 behind.

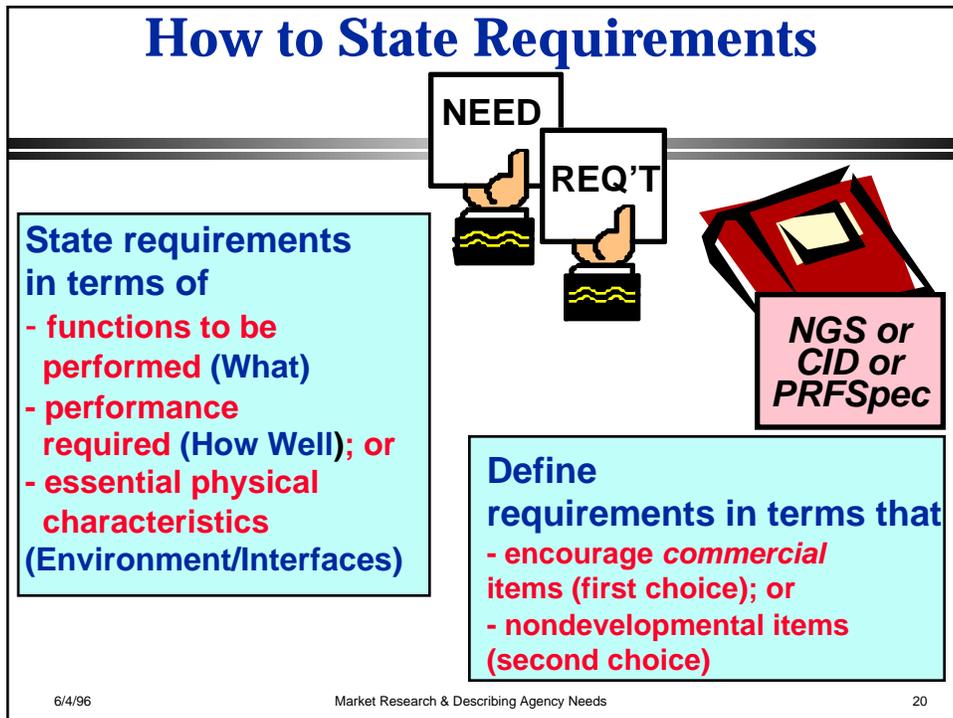
In fact the FAR states "Acquisitions begin with a description of the Government's needs stated in terms sufficient to allow conduct of market research." **(10.002(a))**



Once the user establishes a need, two actions occur. One is market research to identify the capability of the marketplace to meet the need. Following the preliminary market research is the second, requirements analysis. Requirements analysis is the process used to identify what key characteristics a yet-to-be-identified item or service must possess to meet the user's need. From requirements analysis, these key characteristics are captured in various forms of documentation used to describe an agency's need. Note that market research is identifying the attributes of existing or evolving products or services. Requirements analysis is identifying the key characteristics a yet-to-be-identified product or service must have to meet the user's need. Describing agency needs is the capturing of the requirements analysis information in an appropriate type of requirements documentation. Remember, it is an iterative process where market research is to influence the requirements documentation at each step along the path.

Through market research, we have identified the product attributes, and contractor production and distribution capabilities, available in the marketplace to meet the user's needs as well as commercial business practices. We will use requirements analysis to establish the key characteristics a yet to be identified item or service must have to meet the user's need.

First let's look at some policies from FAR Part 11.

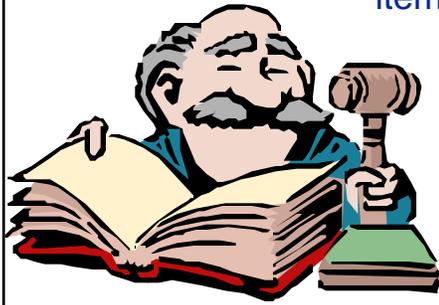


FAR Part 11 stipulates that agency needs will be stated in performance terms to the maximum extent practicable so as to encourage offerors to supply commercial items. Remember, we have said there is an iterative relationship between market research and the development of requirements documents. In order to encourage commercial items, the user must express needs in terms of key characteristics that are related to functional performance. Then, as the needs become better defined through the process called requirements analysis, market research should be a guide to insure that the requirements documentation drives the procurement planning to the best decision for the Government. This is defined by FAR to be commercial item first, nondevelopmental item second, and new development third.

To accomplish this, we want to refrain from telling the contractor how to meet the requirement. We only want to identify what the item is to do, how well it is to do it, and what it has to interface with --- nothing more. We are looking for the minimum requirements to meet our need. We want to use market research to guide us in stating the minimum requirements.

How to State Requirements

Restate requirements in appropriate cases to ensure *commercial* or nondevelopmental items can meet the requirements



Challenge Unique Requirements

Require prime contractors and subcontractors to **incorporate *commercial* or nondevelopmental items as components** of items supplied to the agency

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We said at the beginning of this discussion that one of the skills we needed to develop was “Challenge Unique Requirements.” Unjustified, uncommon or fringe needs /requirements tend to drive an acquisition from commercial to new development solutions and are to be challenged. There must be consistency between the mission to be performed and the key characteristics (requirements) identified to achieve the mission. This analysis can be considered a reasonableness check. Have we overstated what it takes to meet the mission? Have we stated characteristics that are not required to meet the mission? It is also appropriate to ask these questions about schedule and quantity needs. Overstating requirements is a way to avoid the commercial marketplace which is why FAR Part 11 stipulates that requirements are to be challenged when appropriate.

If it is determined that a new development is the only way to meet the agency’s need, we want the contractor to incorporate commercial and nondevelopmental items as components of the new development. This means that contractors must promote access to the commercial marketplace as well as the Government. If the Government can’t access the commercial market directly, an indirect approach is to be mandated.

Requirements Documents Order of Precedence



1. Mandated by law

Example - Resource Conservation & Recovery Act - recovered materials, energy efficient products & services

Performance means:
*What functions need to be performed?
How well?
In what environment?*

2. Performance-oriented

Nongovernment voluntary STDs
Commercial item descriptions
Federal SPECs & STDs
Defense SPECs & STDs

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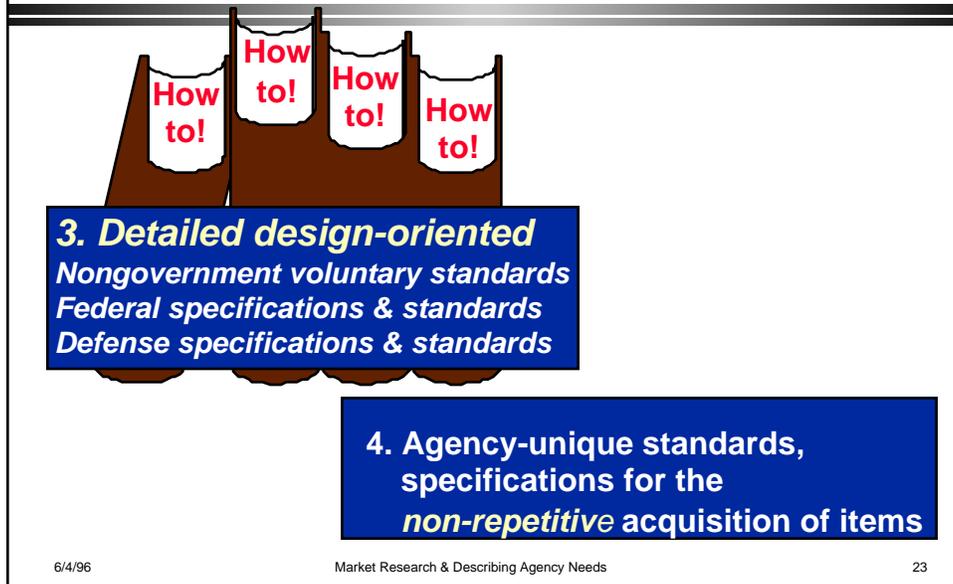
Requirements are captured in requirements documentation. FAR Part 11 establishes an order of precedence for requirements documents. This order of precedence emphasizes performance-based documents over detailed-design documents. We tell the contractor what we want in functional terms. The contractor determines how best to provide what we want.

A performance document is a document of few pages compared to a detailed-design document.

Examples of requirements documents mandated by Law are those concerning nuclear power, pollution controls, food and drug safety, etc.

Examples of NGS (Nongovernment Standards) are those adopted by professional societies such as IEEE, ANSI, SAE, ASME, etc. to establish standards for products, processes, and materials.

Requirements Documents Order of Precedence



A detailed-design document tells the contractor what the requirements are and how to meet them. It should be an exception, not the rule. Telling people how to do something takes volumes while killing innovation and creativity. Telling people what you want an item to do takes fewer words and allows them to use their ingenuity to satisfy your need.

Performance specifications include functional and physical interfaces. Functional and physical interfaces have a certain amount of detail in their description which is all right. What is not all right is telling the contractor how to meet the interface.

Sometimes a detailed-design document is required. A good example is the Presidential Seal. The specifics of color, size, symbol, material, etc., have to be stated in detail to meet the need.

Agencies sometimes have unique requirements but they should not be going off willy-nilly on their own for repetitive purchases. The requirements document for a repetitive purchase should find its way into the federal or defense specifications and standards indexes.

Requirements Analysis

Key Characteristics

- *What does the yet to be identified item have to do?*
- *How well does it have to do it?*
- *Where will it be used?*
- *Under what conditions will it be used?*
- *How often? How long?*
- *Who will use it?*



Schedule

Quantity

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We use requirements analysis to identify the key characteristics that are then captured in the most appropriate of the requirements documents just covered. These key characteristics give us the functional/performance factors the user expects of this yet unidentified item as well as information on the operational environment in which the user will use it.

Note that in requirements analysis we are trying to determine what a yet-to-be-identified item or service has to do to meet a user's need.

We are **not** trying to decide which item/product will meet the user's need.

That is an important distinction. Because the only way to compare requirements analysis to market research is by comparing functions, performance and interfaces. That is why we ask the same questions in both market research and requirements analysis. In market research, we ask what functions does the product perform. In requirements analysis, we ask what functions need to be performed to meet the need/requirement.

We are also assessing the reasonableness of the user's schedule and quantity needs.

Requirements Analysis

Functions/Performance/Interfaces -

What an unidentified item must do, how well it must do it, & in what environment (Key Characteristics).

Schedule -

User's desired delivery schedule

Quantity -

User's desired quantity



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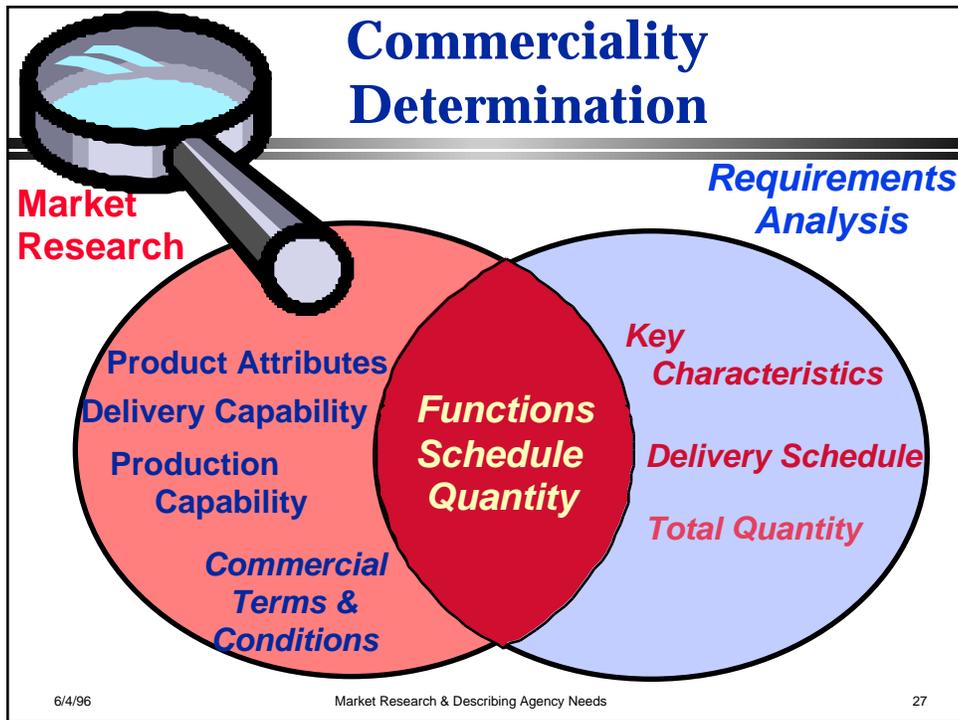
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After we complete our requirements analysis we will be ready to capture the essential functions a system must perform to meet a need, and how well each function must be performed. We will also have a better understanding of the environment in which these functions are performed. We will now have a better ability to translate these requirements into a commercial item description or a performance specification. Additionally, we will have determined the user's schedule and quantity requirements so they can be captured in an acquisition strategy and eventually a contract. By combining requirements analysis and requirements documentation we have described the agency needs.

Describing agency needs gives us the second half of the information we need to make a commerciality determination.

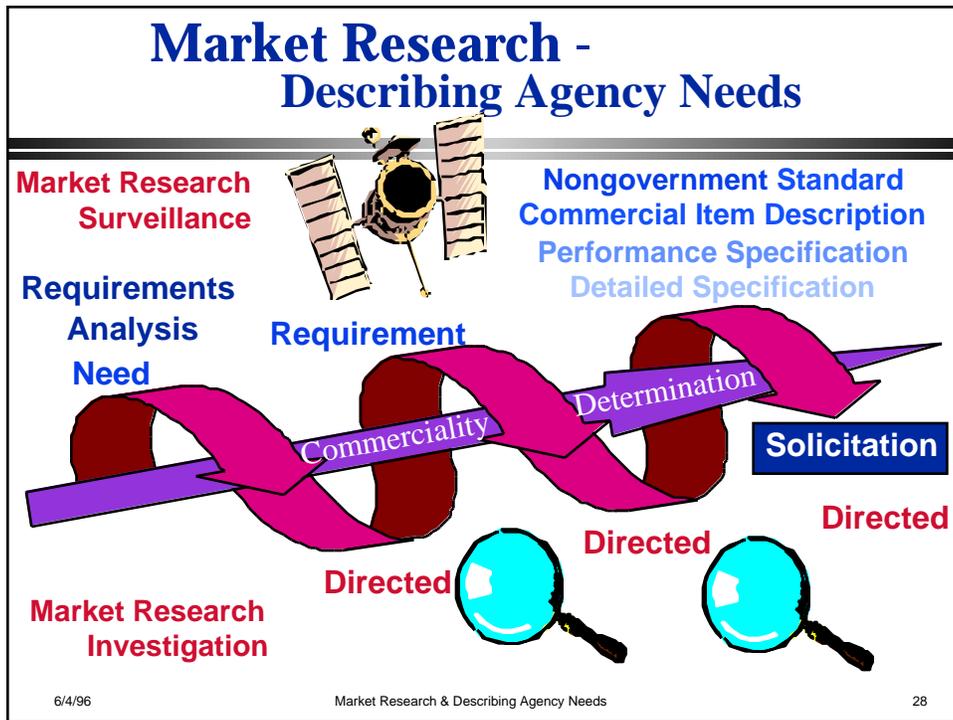


Remember, both halves resulted from the same need. One half analyzed the capabilities of the marketplace to meet the need, the other half analyzed the key characteristics an item must possess to meet the need. Now it is time to compare the results.



We now put the halves together and compare our market research and requirements analysis. Market research tells us what the commercial market place can provide and how the commercial market place conducts business. Requirements analysis tells us what an unidentified item must do to meet a need and when the user wants the need met. The greater the overlap between our information from market research and our information from requirements analysis, the stronger is the case for a commercial item. If there is no overlap, or only a slight overlap, we must revisit the need with the user (modify the need? restate the requirement?, challenge unique requirements?) We are to challenge requirements that exclude commercial items. If a commercial item procurement is not possible, market research provides data on the possibility of a nondevelopmental item procurement. Of course, as a last resort we have a new development procurement option. But even here we expect market research to provide us with the capabilities of the contractor(s) to integrate commercial items at the subsystem and component levels of development. We must remember that whatever procurement path is chosen, it must satisfy the agency's need.

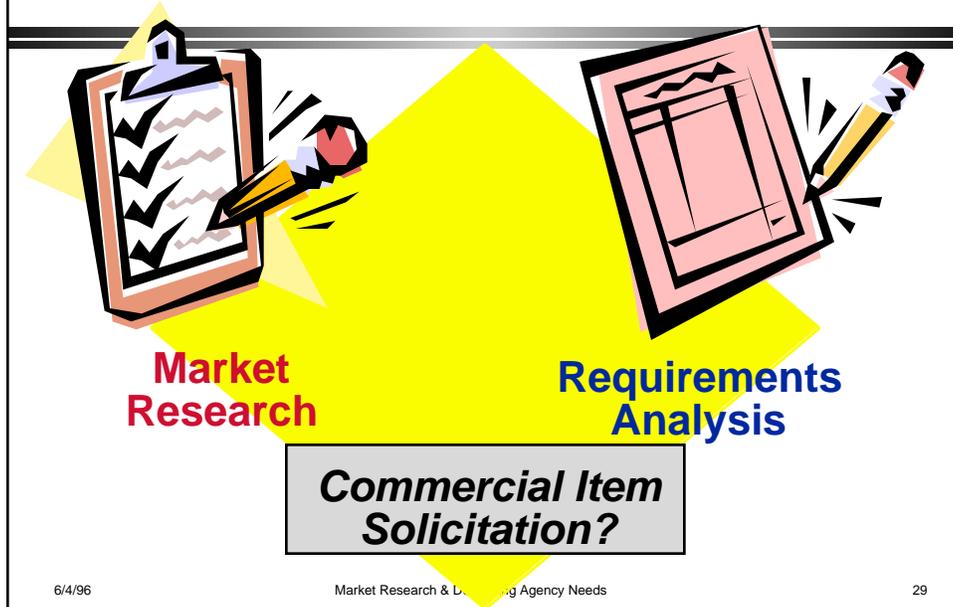
The overlap can be enhanced by refraining from the use of restrictive provisions, and by inviting industry to comment on the requirements before any requirements document is finalized.



Hand-in-hand, market research and requirements analysis will encourage agencies to take an acquisition path that will meet the user's need more quickly and more efficiently. Prolonged and costly development efforts must become a relic of the past. Presolicitation activity must define the capability of the marketplace to meet the user's need and challenge the user to make the trade-offs necessary to promote commercial item procurements.

The Government is committed to making commercial item procurements the preferred way of conducting acquisition. Nondevelopmental item procurements will be the second choice and new development procurements the final choice. The user's need is paramount but not to be stated in ways to avoid commercial items. Market research is mandatory to define the capabilities of the marketplace to meet the need with commercial or nondevelopmental items, or to define ways to restate the need to promote commercial or nondevelopmental items. New development procurements are the choice of last resort. Even there, market research must provide the information on the capability to integrate commercial items into subsystems and components.

Market Research-Describing Agency Needs Practical Exercise

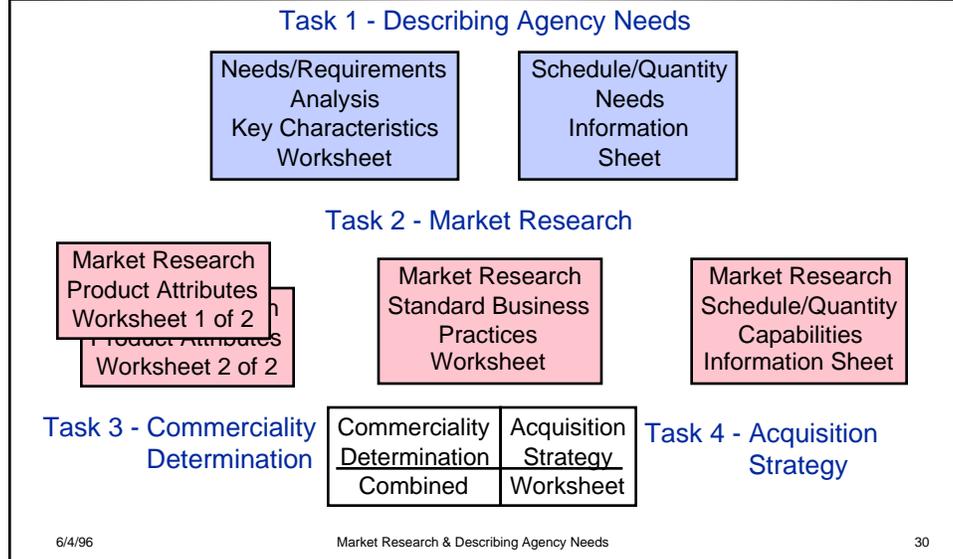


Now we will break into work groups. Each work group will develop the information needed to make a commerciality determination and to recommend an acquisition strategy.

The objectives of this exercise are:

- to identify key characteristics from user need statements,
- to identify key product attributes from market research,
- to make commerciality determinations, and
- to recommend acquisition strategies.

Market Research-Describing Agency Needs Practical Exercise



There are four tasks in this exercise. Task 1 on describing agency needs consists of one worksheet, and a schedule and quantity information sheet. Task 2 on market research has two worksheets that require the identification of similar information, plus a worksheet on commercial business practices, and a distribution, production capability information sheet. From the information you develop in Tasks 1 and 2, you will make a commerciality determination (Task 3) and recommend an acquisition strategy (Task 4), and record them on the worksheets provided. The commerciality determination and recommended acquisition strategy will be briefed to the class using the describing agency needs and market research worksheets to support your rationale.

Recommended time schedule: The first 45 minutes of the exercise will be devoted to describing agency needs (requirements analysis). The following 45 minutes will be devoted to market research. The next 30 minutes to commerciality determination and acquisition strategy. Take breaks as appropriate during these 120 minutes. Work groups will reassemble at _____. The final 30 minutes will be work group presentations. Each work group will have eight minutes to report their results in plenary session.

(Describing Agency Needs Worksheet)
NEEDS/REQUIREMENTS ANALYSIS

Source Water		Key Characteristics				Potable Water			
User	Sea TDS, mg/l	Brackish	Fresh	NBC	Functions			Quality	
					Draw (Pump in) <input type="text"/>	Filter ... <input type="text"/>	Production Rate from		
					Purify NBC water	Sea	Brackish	Fresh	
ARMY		Y	Y		Measure/Display turbidity, TDS, Temp, pH, pot water		n/s	125gph	
USMC		Y	Y		Dispenser (Pump out) <input type="text"/>		1000/d	1000/d	
NAVY		Y	Y		Dispenser 1 gph, fm 2 pts		100gph	100gph	
USAF		Y	Y		Operate 12 hours, self-stored, semi-automatic		75gph	75gph	
					Store 800 - <input type="text"/> g				

Mission Environment					Operated (Hours)		Ballistic - NBC Surv/ HAEMP
User	Load/ Unload/ Emplace	Loaded or Carried by	Weight (LBS)	Set Up	by	MTBEFF	
ARMY							
USMC			<1500?	n/s	n/s	est600	unk
NAVY			<6000	n/s	n/s	n/s	n/s
USAF			n/c	n/c	n/c	n/s	n/s

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This sample worksheet resembles the first worksheet in this exercise. Don't Panic. As you can see much of the information is provided. Acquaint yourself with the worksheets before you read the exercise. Good luck.