

Top 10 GWAC Best Practices

1. *Maintain segregated B&P funding exclusively for task orders under the IDIQ/GWAC PMO*
2. *Assign a dedicated BD/Outreach resource to market IDIQs and GWACs*
3. *Establish clear communications between the PMO and the broader business*
4. *Develop an automated process for sending task orders to teammates*
5. *Maintain constant communication with team members and current data call information on hand*
6. *Develop an easily accessible portal for current and archived task orders and responses*
7. *Implement an accelerated, agile bid decision approach*
8. *Stand up a dedicated or "on call" team with quick response capabilities for task order turnaround*
9. *Designate clear roles and responsibilities and delegate authority for capturing and bidding TOPRs*
10. *Do not bid every task order – IDIQ awards are more than a Random Walk*

The Purgatory of IDIQ/GWAC PMO

- ☛ With roughly half of federal IT and professional services coming via IDIQs, GWACs, and Schedules, these contract vehicles cannot be ignored
- ☛ Government resource constraints favor the continuation – and likely growth – of these relatively efficient procurement avenues
- ☛ Scarcity of resources in industry also increases the appeal of these vehicles' broad customer reach and streamlined proposal requirements
- ☛ Before bidding on or buying an IDIQ or GWAC, it is critical to understand how to leverage the vehicle effectively in order to estimate ROI
- ☛ Far too many companies toil in IDIQ/GWAC Inferno, ceaselessly tormenting their employees with little hope of winning task orders
- ☛ PMO Paradise takes dedicated resources, delegated authority, agile decision-making, open communication, and robust response capabilities

Limbo

Due to budget and workforce constraints, agencies continue to leverage IDIQs, GWACs, and Schedules to provide the flexibility, cost savings, and speed needed to meet critical IT and professional services requirements. As bid and proposal resources stretch ever thinner, the appeal of these contracts to bidders has never been greater. For all the attraction, the unfortunate reality is that most companies are not prepared to succeed on these vehicles. Far more companies hold these contracts than are able to leverage them. Too many companies spend time, resources, and money to secure a prime award on an IDIQ/GWAC vehicle, but do nothing with them after award. These contracts are stuck in Limbo – not costly to maintain, but also unlikely to lead to salvation.

Inferno

Far worse than those in Limbo are the poor souls toiling ceaselessly in Inferno. Having invested in winning IDIQs, GWACs, and Schedules, these companies are determined to yield value from them at any cost. Their approaches vary, but most labor in some form of "churn and burn" environment. They bid blindly without any prior marketing efforts, customer intimacy, or formal task order processes. These PMOs are "walking with their heads on backwards, unable to see the future" – unaware of what task orders are coming out, they are forced into a reactive posture with little hope of improving their lot. Their employees generally work full time on programs and moonlight nights and weekends on task order responses. Morale in these companies is low and employees are burned out from their fruitless labors. Resentment also flourishes among subcontractors who have little insight into the task order flow.

Purgatorio

Companies operating in PMO Purgatory appear to outsiders very similar to those in Inferno, but are critically different in that they have a chance that their efforts will win work. There may be the occasional fire drill, but there is also gradual forward progress and the hope that the ultimate prize is attainable. These PMOs have set up processes to push task orders throughout the company and to teammates upon release. The Program Manager is generally engaged and understands the nuances of "what good looks like" in IDIQ/GWAC management, but the PMO may still be resource constrained and may lack the full buy-in of the executive team. These teams have

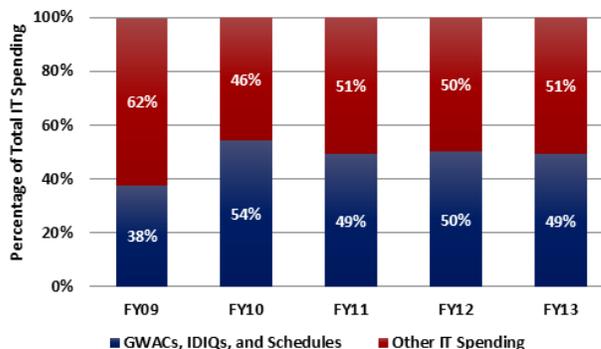
the capacity to perform as top competitors on these vehicles but lack the resources and maturity required to consistently win task orders.

Paradiso

Few companies climb to the lofty ranks of IDIQ/GWAC beatification. In this realm of PMO Paradise, employees, management, and the executive team are able to effectively leverage

vehicles to win new work. To reach this happy place, companies have invested in dedicated IDIQ/GWAC resources. They have well-defined corporate priorities, clearly delineated roles and responsibilities, senior executive sponsorship of the PMO, established TOPR templates, an accelerated bid/no bid model to keep pace with short task order turns, and a central opportunity portal that facilitates collaboration. The most sublime instantiation of IDIQ/GWAC management is achieved when prime contract holders empower subcontractors to bring work to the vehicles through transparent task order sharing, clear communication, and fair rules of engagement. This is the state of perfection to which all awardees aspire.

Federal IT Spending Trends (GWACs, IDIQs, and GSA Schedules)



Total GWAC obligations have grown 50% CAGR from 2009-2013 and together IDIQs, GWACs, and Schedules account for nearly half of all federal IT spending.
Source: FPDS.gov, USASpending.gov, GovWinIQ