



## Government and Contractors Perspective:

Let's talk about how procurements begin. Procurements are initiated and owned by the government, of course – but as contractors *serving our government clients at every turn*, we are constantly watching, seeking and sharing information with our clients on their journey.

Government procurement starts with a need – one that can be filled either by the government themselves or outsourced to contractors. That's one of the key decisions our government clients make determining how to meet a need. They document the business case, seek funding, and conduct market research for an informed purchase, ultimately crafting a clear solicitation that enables a fair competition and transparent acquisition.

From the Contractor perspective, this lengthy process is one that usually provides ample views into government thinking and opportunities to anticipate key elements of upcoming solicitations.

The Contractor may also meet with government to share perspectives and try to shape priorities – for example, I'm meeting with a government client next week to share how IBM uses analytics in our own procurement process.

Teaming Partners: We cultivate good teaming partners who bring additional capabilities, insight and past performance. IBM may partner as a 'prime' or 'sub'. We are often particularly interested in Small Businesses, often referred to as SB, as procurements may have a designated or required percentage of work that is "SB set aside"