



# Industry Insights

While CPE's organized and simplified RFP structure remains the same regardless of project type, the content, details, statement of work language, and cost evaluation processes are tailored to the specific type of service being procured. This document provides background information that procurement professionals should be familiar with when they interface with the industry sectors listed below.

## Information Technology

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*Examples: Software Implementation / ERPs, System Integrator, Hardware, Organizational Change Management, Professional Services*

- Highest Failure Rate of any Industry Sector
- Relatively New / Young Industry Sector
- Relatively "Busy" Industry Sector
- Wide Variation in Pricing Structures
- Buying a Mixture of Services (Impl/Support) + Product (Software/Hardware)
- Demonstrations are critical but widely misused.
- Temptation to match RFP/Eval complexity to Technology Complexity
- Vendors & Clients often fundamentally misaligned on SOW expectations

## Facility Management & Operations

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*Examples: Food / Dining / Beverage Services, Janitorial, Waste Hauling & Management, O&M (MEP/HVAC, Elevators, Pest Control, Snow Removal, Furniture, Security, Parking, Landscaping, Cleaning Products)*

- FMs must wear many "hats"
- Many "one-off" projects/services that occur every 5-10 years
- Revenue-Generating vs. Cost-Based Services
- Many repetitive, high-volume projects (i.e. renovation programs)
- SOWs can be tricky... lots of opportunities to "break up" with bid options.
- FMs often have a high degree of autonomy over their RFPs

## Business & Professional Services

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*Examples: Audio-Visual, Audit, Banking, Bookstore, Customs, Insurance, Marketing, Medical, Moving, Pensions, Printing*

- Challenging due to the infrequent and "one-off" nature.
- Wide range of scale and budget value.
- Must know how to handle Cost-Based vs. Revenue-Generating, both in terms of upfront evaluation and performance over live of the contract.
- Lots of variables in play.
- Financials can be complex.
- Most likely project type to have high political ramifications.
- Many opportunities for innovation.

## Design & Construction

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*Examples: Architecture / Engineering Services, General Construction, Roofing, Various Alternative Delivery Methods, IDIQ / JOC / On-Call / VoR / Standing Order*

- Oldest and Most Experienced Industry Sector with RFPs
- Lots of historical precedence!
- Low Bid, Design-Bid-Build, Qualifications-Based Selection, Brooks Act, etc.
- Oftentimes constrained by Public Policy and other Legal Precedent
- Alternative Project Delivery Methods
- Design-Build, CMAR, IPD, P3, IDIQ/JOC, etc.
- Level of SOW definition (and corresponding RFP approach) varies widely