Headline Hazards
Assessing Recent Newsreel Trends

Paul Emanuelli
Managing Director
The Procurement Office
paul.emanuelli@procurementoffice.com
416-700-8528

www.procurementoffice.com
Copyright Notice

The following excerpts from Government Procurement (copyright LexisNexis Butterworths 2005, 2008, 2012 and 2017), The Laws of Precision Drafting (copyright Northern Standard Publishing 2009), Accelerating the Tendering Cycle (copyright Northern Standard Publishing 2012) and the Procurement Law Update newsletter (copyright Paul Emanuelli 2006-17) are reproduced with permission. The further reproduction of these materials without the express written permission of the author is prohibited.

© Paul Emanuelli, 2017

For further information please contact:
paul.emanuelli@procurementoffice.com
About the Author

Paul Emanuelli is the General Counsel and Managing Director of the Procurement Office. He was recognized by Who’s Who Legal as one of the top ten public procurement lawyers in the world. His portfolio focuses on strategic governance in public purchasing and on negotiating high-profile major procurement projects. Paul has an extensive track record of public speaking, publishing and training. He is the author of Government Procurement, The Laws of Precision Drafting, Accelerating the Tendering Cycle and the Procurement Law Update newsletter. Paul hosts a monthly webinar series and has trained and presented to thousands of procurement professionals from hundreds of institutions across North America through the Procurement Office and in collaboration with leading industry organizations including NIGP, SCMA, the University of the West Indies and Osgoode Hall Law School.
Headline Hazards
Global Currents, Local Tides

News reports have long served as an early warning system for tracking industry trends in public procurement. From international trade treaty intrigues to the latest tendering scandals and technology innovations, this presentation identifies the top global trends currently impacting public procurement at the local level.
Headline Hazards
Assessing Recent Newsreel Trends

Based on our extensive tracking of global media coverage, this presentation is divided into the following three sections of newsreel highlights:

1. Trade Treaty Intrigues
2. Scandals and Project Failures
3. Technology in the Tendering Cycle
Trade Treaty Intrigues
Main Developments

In our Trade Treaty Intrigues section we cover the following trilogy of lead stories impacting government procurement:

1. Trump Vetoes TPP, Reopens NAFTA Negotiations
2. Brexit Bashes European Trading Block
3. Canada Goes Against the Current with New Treaties
Trade Treaty Intrigues
TPP Veto: Trump Reverses the Tide on Treaty Expansion

Trade Treaty Intrigues
Canada in the Crossfire of a Mexican Standoff

Trump pulls U.S. out of TPP, will renegotiate NAFTA 'at the appropriate time'

President repeats campaign pledges on trade protectionism, business-friendly measures


Trade Treaty Intrigues
Trump Takes Aim at NAFTA

Canada and Mexico say they are ready and willing to reopen NAFTA – if that’s what Donald Trump wants.

Are they happy about it? Most definitely not.

The North American free-trade agreement has been the glue that has bound the economies of the three countries since 1994. And before that, there was the 1989 Canada-U.S. free-trade agreement. All three countries have gained in the arrangement by cutting tariffs and other barriers. The combined GDP of the three erstwhile amigos has tripled.

Trade Treaty Intrigues
Brexit Bashes European Trading Block

How will Brexit affect Britain's trade with Europe?

From the possibility of a new trade deal to higher tariffs and quotas, here are the key issues that will impact British businesses.

Britain will have to reach a new trade agreement with the European Union following its decision to sever links with Brussels. The task will be complex and will have to be carried out under the pressure of a two-year deadline.

Trade Treaty Intrigues
Canada Drawn into Euro Trade War

Stop comparing the Canadian Ceta deal to Brexit – we are going to suffer much more in our trade negotiations

Goodwill and good PR are powerful currencies and Justin Trudeau has lots of both, in stark contrast to Theresa May’s nasty and inward looking Tory administration

James Moore | @JimMooreJourno | Wednesday 25 October 2016 | 163 comments

Those Brexiteers who fondly believe that Britain will be able to have its cake and eat it too as regards trade with the EU often used to like to point to Canada as a potential model for our future relationship with our former partners.

Canada, you see, was in the process of negotiating a trade deal that would have eliminated nearly all the tariffs between the two sides.

It would have thus facilitated access to the European single market for the country without it being a member and having to accept lots of Europeans turning up and looking for work in Toronto.

Everything was going swimmingly until, that is, the Walloons of Belgium kicked up a fuss and threatened to derail the deal, the future of which is now hanging on a knife edge.

http://www.independent.co.uk/voices/ceta-canada-eu-wallonia-brexit-trade-deal-justin-trudeau-a7380751.html
Trade Treaty Intrigues
In the Trenches of Treaty Approval

Hold the CETA celebration: There’s a lot in the way to stop us cementing the Canada-EU deal

CANDACE SIDER, SPECIAL TO FINANCIAL POST | January 25, 2017 4:01 PM ET

With little fanfare in Canada, a key vote took place in Europe this week in favour of the Canada-European Union Comprehensive Economic and Trade Agreement (CETA). The European parliament’s Committee on International Trade (INTA) threw its support behind the agreement, with the committee’s rapporteur noting the backing was a rejection of spreading global protectionism and a move toward trans-Atlantic economic harmony.

Even a favourable vote from the EU parliament next month will not necessarily guarantee CETA’s future. Because of a decision last spring to classify CETA as “mixed agreement,” the trade deal will still need to be ratified by 27 of the union’s 28 states.

Ottawa and the provinces are preparing to announce a sweeping new deal to slash internal trade barriers as soon as the next few weeks that would take effect on July 1, Canada’s 150th anniversary.

Federal and provincial officials confirmed to The Globe and Mail that negotiations have concluded and the final deal is currently being approved by cabinets across the country.

“’I’m very confident that we’ll have something to announce very soon,’ federal Innovation Minister Navdeep Bains said in an interview. “I would say right now it’s a matter of weeks.’”

Mr. Bains said one factor that is adding a sense of urgency to the issue is the fact that some provisions of the Comprehensive Economic and Trade Agreement (CETA), between Canada and the European Union, could be coming into effect this year.

One of the points of conflict that surfaced last year was Alberta’s position that it should be allowed to protect some public procurement from competition from outside the province. An Alberta government spokesperson would only say Wednesday that they look forward to seeing the deal signed.

Saskatchewan Economy Minister Jeremy Harrison said he would have preferred a final deal with fewer protections on procurement. He said several provinces were focused on protecting government contracts, particularly when it comes to large Crown corporations such as energy producers.

“’It would be fair to say we would have liked to have seen more ambition on procurement,’’ he said. “That’s the nature of a negotiation is that on some of these things you don’t always get what is ideal, but I think we’re moving in the right direction.’”

Scandals and Project Failures
Main Developments

In our Scandals and Project Failures section we’ve selected the following stories from the world of government procurement as a sampler of larger industry trends:

1. Malawi Stifles Tractorgate Scandal Report
2. Raids and Convictions in Quebec Corruption Saga
3. UN’s WIPO Wipeout
4. Korean Fighter Jet Failure
5. Australian AG Slams Immigration Detention Contracts
6. Hong Kong Cracks Down on Confidentiality
7. Major Meltdown in UK Nuclear Bid Evaluation
Scandals and Project Failures
Malawi Stifles Tractorgate Scandal Report

Malawi: Tractorgate Scandal - Malawi Govt Wants Ombudsma Report Quashed

By Collins Mtika

The Malawi government is expected to put up a vigorous fight in defending its actions, omissions and commissions regarding the disposal of farm equipment meant to benefit subsistence farmers but ended up in the backyards of the politically connected persons.

The infamous 'Tractorgate' scandal revolves around the government's decision in 2014 to sell off 177 tractors and 144 maize shellers intended as drought relief for small farmers to civil servants for a song.

The tractors, purchased for R740 000 each, were sold for R100 000 each, raising a paltry R12-million. The scam was allegedly disguised as a routine public auction of government equipment.

The tractors and shellers were part of a $50-million (R695-million) development scheme known as the Green Belt Initiative, which was set up to buffer millions of peasant farmers from drought.

Funded by a loan from the Export-Import Bank of India (Exim Bank), the scheme sought to put about a million hectares of farmland under irrigation and improve food security for peasant farmers, who make up 70% of Malawi's population.

The government's move to file for a stay order to stop the implementation of key recommendations of the Ombuds report and its push for a judicial review, is largely seen as last ditch attempt to shield the named culprits.

http://allafrica.com/stories/201701090597.html
Scandals and Project Failures
Quebec Municipal Corruption Saga

Nathalie Normandeau, ex-Quebec deputy premier, arrested by UPAC

High-profile Liberals, PQ member with ties to Pauline Marois among those arrested by anti-corruption unit

By Benjamin Shinger, CBC News  Posted: Mar 17, 2016 7:56 AM ET  |  Last Updated: Mar 17, 2016 10:38 PM ET

Nathalie Normandeau, former second-in-command in the Quebec Liberal government of Jean Charest, was among seven people arrested Thursday as part of a sweep by the province's anti-corruption unit, UPAC.

- PROFILE: Nathalie Normandeau: Rise and fall of a political star

The multiple arrests targeted members of the Quebec Liberal Party and the Parti Québécois and are related to illegal campaign financing.

"These offences are serious not only because they’re against the law, but because they threaten the principles of democracy and the sound management of public funds," Robert Lafrenière, the head of UPAC, said at a news conference.

"It is unjust and unfair to use public contracts as a political tool."

Scandals and Project Failures
Quebec Municipal Corruption Saga

Former Montreal mayor Michael Applebaum found guilty of corruption and fraud charges

Michael Applebaum, the former shoe salesman and real estate agent who ascended to the highest political post of Canada’s second largest city in November 2012, promising to erase the municipality’s “stain” of corruption, now faces a maximum of five years in prison.

Hugo Tremblay, who served as Applebaum’s political aide and then chief of staff, testified Applebaum coached him on how to ask for and collect money. Bribes were delivered in empty DVD cases and handed over in three instalments in local cafés or the businessmens’ offices. Tremblay said Applebaum told him to leave the money in his car for a bit before taking it indoors to count it. Applebaum took two-thirds of the proceeds, while Tremblay received the rest.

Tremblay’s testimony was corroborated by Stein and Keeler, although they noted that they never discussed or dealt directly with Applebaum when it came to illicit affairs.

Tremblay also testified during the 10-day trial that he and Applebaum colluded to extort $25,000 from businessmen with the firm SOGEP, a subsidiary of Dessau, in exchange for ensuring the company would win a multi-year, multi-million dollar sports centre maintenance contract.

Scandals and Project Failures
UN WIPO Wipeout

Secret UN report finds WIPO chief 'broke procurement rules'

Demands to view redacted document

The document, marked *Strictly Confidential for Member States*, seen by *The Register*, is an excerpt of the investigation by the Office of Internal Oversight Services. It reduces the 1,000-page probe to just three pages, with names and financial details redacted.

Investigators looked at two areas of alleged misconduct by Mr Gurry— one concerning a computer procurement process and one concerning the theft of DNA samples from staff.

They found Gurry stopped a procurement process in order to include a bid from a company run by an acquaintance of his.

After the new bids were in, Gurry told the chair of the evaluation team to base their decision purely on the technical evaluation, despite the fact that his favoured bidder was only one point better than the nearest rival but cost almost twice as much as the nearest competing bid.

OIOS investigators found that ignoring the financial aspect of the evaluation was a breach of WIPO procurement rules. The redacted report says that Gurry and the company's founder had been acquainted since 1997 — Gurry previously denied knowing him. However, investigators found no evidence that Gurry profited directly or indirectly from the deal.

http://www.theregister.co.uk/2016/04/25/wip_boss_francis_gurry_secret_report/
Scandals and Project Failures

Korean Fighter Jet Failure

ALL HEADLINES

Seoul arms procurement agency mismanaged KF-16 upgrade: auditor

SEOUl, June 16 (Yonhap) -- South Korea's state auditor said Thursday the country's state arms procurement agency mismanaged the upgrade program for the country's KF-16 fighter jets that resulted in huge losses and delays.

The Board of Audit and Inspection (BAI) said the Defense Acquisition Program Administration (DAPA) is suspected of giving favors to a certain company while breaking regulation set out by the U.S. authorities. The amount of losses is estimated to hover around 100 billion won (US$85 million), it said.

In the 1.8 trillion won project aimed at improving the warfare capabilities of the Air Force's main fleet of 134 KF-16s, DAPA tapped British multinational defense firm BAE Systems to carry out the job. The 2012 contract called for changes to the electronic systems on the planes.

The arms procurement agency originally decided to proceed with the project through foreign military sales, known as FMS, which require the United States government to overseas the selection of the contractors and guarantees quality of work to the foreign government.

DAPA, however, went on to ink a deal with BAE in the face of objections raised by the United States.

http://english.yonhapnews.co.kr/news/2016/06/16/0200000000AEN20160616009600315.html
Scandals and Project Failures
Australia’s AG Slams Immigration Detention Contracts

Missing documents, unskilled staff, poor value for money: Auditor-General lashes immigration detention

Henry Belot and Markus Mannheim

The Immigration Department failed to rein in spending on Australia’s overseas immigration detention, which costs taxpayers more than half a million dollars a year for each asylum seeker, an audit has found.

Auditor-General Grant Hehir’s searing report also shows officials could not explain how they selected the businesses that received more than $3 billion to build and run the detention centres in Nauru and Papua New Guinea’s Manus Island.

The audit noted "significant skill and capability gaps" at all levels of the department, as well as poor planning, procurement and record-keeping. It also criticised the department’s treatment of suppliers and failure to prove value for money.

It found the department failed to check whether the officials who awarded lucrative contracts to companies had any conflicts of interest.

A government-commissioned consultancy has been penalised for breaching contract and leaking confidential internal data to a private developer involved in a Wang Chau housing development.

Engineering giant Arup will be temporarily barred from bidding on government projects for three months, the Development Bureau confirmed yesterday.

“The public works consultancy contract makes clear provisions regulating a consultant’s known or potential conflicts of interest,” a bureau spokesman said.

“Without written approval from the relevant government departments, a consultancy shall not engage in, or make any contact with a third party that would relate to or affect [the contract].”

Scandals and Project Failures
Major Meltdown in Nuclear Bid Evaluation

UK nuclear agency ‘manipulated’ £7bn clean-up contract
High Court ruling exposes government to potential £200m damages claim

JULY 28, 2016 by: Catherine Belton

Britain’s Nuclear Decommissioning Authority “manipulated” and “fudged” a tender process for a £7bn contract to clean up the country’s nuclear power plants, the High Court has ruled.

The judgment, handed down on Friday, raises fresh questions over the way government entities hand out multibillion-pound contracts and casts further doubt on the UK’s nuclear industry a day after the government’s decision to launch a review of the £18bn Hinkley Point project. It could eventually cost the government hundreds of millions of pounds in damages.

https://www.ft.com/content/7f11f174-55ad-11e6-9664-e0bdc13c3bef
March Webinar: 
Major Meltdown in Nuclear Bid Evaluation

Covering the critical defects in group evaluations highlighted in the recent *Energy Solutions EU Limited v. Nuclear Decommissioning Authority* decision, this webinar will provide a checklist of remediation measures aimed at mitigating the major exposures present in complex government procurement projects. This is a must-attend session for all government procurement professionals and government evaluators involved in major procurement projects using group evaluations and consensus scoring.

March 1, 2017, 1:00 pm EST

Fair Evaluations – Consensus Scoring – Evaluation Records
Technology in the Tendering Cycle
Main Developments

Our Technology in the Tendering Cycle section covers the following stories that reflect wider industry challenges in procuring IT and using IT in procurement:

1. Dumbing Down Government with Outdated IT
2. No Metrics, No Evidence of Return on Investment
3. Modernizing Procurement the Key to IT Success
4. IT Head Calls for Vendor-Driven Solutions
5. Canadian Expert Leads Cayman’s “Monumental Change”
6. E-Procurement: Necessary, Not New Age
7. IT Procurement Requires Expertise
Technology in the Tendering Cycle
Dumbing Down Government with Outdated IT

Cyber personnel, procurement problems plaguing government IT efforts

By Meredith Somers | @msomersWFED
September 7, 2016 5:37 pm

Could the federal government’s cybersecurity woes be solved with a trip to Best Buy?

Though Rep. Jason Chaffetz (R-Utah) was kidding about the shopping spree, the ranking member said he’s serious about bringing the government into the 21st century to avoid another Office of Personnel Management-level data breach.

Speaking at a Sept. 7 panel hosted by AEI in Washington, Chaffetz said outdated infrastructure and a deficit of cyber personnel continue to plague federal agencies.

“What I see a lot of happening, is we take people who are good, educated, they’re excited and they’re getting jobs. Then we’re dumbing them down to 1960’s technology,” Chaffetz said. “We're trying to recode and play defense. We have literally thousands of people that would be better deployed with newer technologies. And the acquisition process … we’re slow; we’re slow to get to the next generation of things. It’s a problem, it’s a real problem.”

Technology in the Tendering Cycle
No Metrics, No Evidence of Return on Investment

Councils are not tracking e-procurement successes or risks

A report by Blur Group has revealed that councils are not sufficiently implementing best practice when it comes to procuring new technologies, nor are they producing detailed enough reports to demonstrate the savings provided by new innovations.

This leaves them open to procurement fraud, because they are unable to identify if they have been subject to such activity.

"Some 15-20 per cent of organisational spend is unmanaged, often uncontracted and so uncontrolled," Philip Letts, CEO of Blur Group, said. "That's an incredible amount of public money. When looking at their procurement strategy, councils can no longer consider going digital as optional...This shift to digital will allow councils to tap into bigger and better supply bases, speed up sourcing and delivery of services, whilst immediately cutting costs without cutting public services."

Research has shown that councils have failed to implement best practice for choosing suppliers and are not tracking the savings

http://www.itpro.co.uk/public-sector/26773/councils-are-not-tracking-e-procurement-successes-or-risks
Technology in the Tendering Cycle
Modernizing Procurement the Key to IT Success

How Government IT Projects Can Avoid Repeating the Same Mistakes By Looking at Procurement

An innovative project in Guelph shows a way to avoid some common IT pitfalls.

By Bianca Wylie

Phoenix, the Canadian federal government’s recent information technology debacle, has been a brutal experience for tens of thousands of government employees. The project was a large-scale IT overhaul intended to upgrade and improve the software systems used to manage payroll. The failure? The new system was rolled out and employees were underpaid, overpaid, or not paid at all, for months on end. “Some public servants maxed out their credit cards, went on stress leave, or quit because they could no longer afford to pay for their child’s daycare bill,” wrote the CBC.

Another example of big-time government IT project failure was the 2013 launch of healthcare.gov in the U.S. In the wake of these failures, subsequent dissection of the problems tended to focus on the tech and the way the project was managed, sometimes including the way the project was sourced and bought.

The reality is, the way that governments shop for IT solutions is a fundamentally flawed process. This, coupled with the incorrect rhetoric that standalone IT can create boundless efficiency, has most governments, at all levels, well positioned for the next Phoenix to occur.

Sadly, what’s most damaging to the quality of core service delivery from our governments are the countless mediocre and outdated IT systems and solutions that we’ve been buying, building, and maintaining for decades. They don’t blow up or make headlines. They cost hundreds of millions annually. They are the direct result of outdated procurement processes. And they fail to improve lives daily. We should be angrier about this.

Tony Scott welcomes unsolicited IT proposals from industry

WILLIAMSBURG, Va. — Tony Scott is fed up with the overly prescriptive federal IT procurement process.

After serving as the U.S. CIO for the past 21 months, Scott said Tuesday at ACT-IAC’s Executive Leadership Conference “the really terrible way we deal with — or don’t deal with — unsolicited proposals” is one of the “things that still bugs the heck out of me that I would like to see change.”

“The notion that somebody in either an IT or procurement organization in government is going to think of the best way to do something and is then going to put out [a request for proposals], and that’s going to generate the best ways for us to approach any problem I think is a silly notion,” said Scott, who received ACT-IAC’s Leadership Award at the conference.
Technology in the Tendering Cycle
Canadian Expert Leads Cayman’s “Monumental Change”

The Canadian procurement expert told a small audience of business owners that the law would affect every government department and every supplier of goods and services. Milley said the law’s success would require a significant amount of training for government workers and public awareness campaigns for the local business community.

(CNS): A new law to manage government contracts and the purchase of goods and services is in the works and will bring “monumental change” to the current failing system, according to the new procurement director, Craig Milley. Accounting for more than 27% of public spending, how government buys things and awards major contracts will fall under the new legislation next year, officials have said. Milley maintained the new law will herald a simpler, much more transparent, accountable and fairer system, giving value for money and greater opportunities for local businesses.

With a significant amount of changes to the system, starting with the need for a business case for all major purchases all the way through to debriefings for unsuccessful suppliers and the introduction of more accountability and transparency, Milley described entirely new methods of procurement and an end to tailor-made requests for proposals (RFPs).

The Canadian procurement expert told a small audience of business owners that the law would affect every government department and every supplier of goods and services. Milley said the law’s success would require a significant amount of training for government workers and public awareness campaigns for the local business community.

The new regime will pave the way for entirely different types of procurement than the current open tender. It will allow conversations with possible suppliers before an RFP, and the publication of all contracts and much more transparency.

Milley said that the public “is the best policeman” when it comes to preventing potential abuse of government contracts and address the criticisms that have been made of the regime, from the risk of fraud and corruption to the failure of the current system to provide value for money.

The objectives of the new law, which is still being formulated, is to improve governance, transparency and reporting and to limit political involvement. It will also provide for different ways of awarding contracts, make contracts more accessible to more local businesses as well as create a regime that collects and publishes data on public contracts. Milley said that at present no statistics or information about procurement and which business are reviewing what is routinely collected, which he said was “unacceptable”.

In a comprehensive and detailed presentation of the law, the new procurement office, future procurement committees and a procurement code of conduct for companies coing business with government; Milley said the new regime would be fairer, more reasonable and, above all, much more transparent, including undertakings by winning bidders, such as employing local workers, so that they can be more easily held to account if they break conditions of contracts.

https://caymannewsservice.com/2015/09/monumental-change-in-works-for-procurement/
Cayman’s first public procurement specific law aimed at protecting the public purse from corruption takes effect.

The procurement law, assented to by the Governor last week, was gazetted Friday. It outlines the process and procedures to ensure value for money is obtained from all goods and services procured by public entities.

The law removes the Central Tenders Committee and replaces it with a new entity called the Central Procurement Office. That entity will provide external oversight of awarding contracts. It also introduces reverse electronic bidding and enshrines local contractors as part of the process while mandating public procurement training for personnel and reporting of contract awards.

http://cayman27.ky/2016/12/procurement-law-gazetted/
E-Procurement: Necessary, not New-Age

By Julia Mills

E-procurement is not new technology. In fact, it’s one of the top seven due diligence measures discussed in our December 2016 online webinar Closing Time: How to Avoid Being a Late-Bid Case Study. Increasingly, e-procurement is becoming the standard to which private and public organizations are doing business, including in developing economies, as a report published by the World Bank Group in 2016 details: of 77 developing economies surveyed, 73 had websites set up for procurement with varying degrees of advancement, from handling bids and awards to simply providing information.

But there are still entities that are not adopting the new technology and processes. For example, according to a report by Blur Group, councils in the UK are not following best practices for e-procurement, despite the National Procurement Strategy of 2014, which required that public organizations introduce e-procurement portals and e-tendering to make the processes more time and money efficient.

Fortunately, there are reports of e-procurement successes cropping up in the media with increasing regularity.
Technology in the Tendering Cycle

IT Procurement Requires Expertise

By Julia Mills

Procurement of information technology (IT) is often touted as a cost-saving endeavour that will lead to innovation and reported as a necessary process to mitigate cyber security breaches. But getting IT procurement wrong can be an expensive exercise in futility, which can make organizations gun-shy. And if organizations do purchase the tech, their problems can be further exacerbated when they don’t measure the success of the procurement. Such incidents are reportedly occurring in the UK – according to an article by ITPro, Blur Group has published a report detailing the lack of accountability beyond IT procurement. The report posits that councils are not implementing new technologies using best practices and are not producing detailed reports on the anticipated savings achieved by the innovations. Blur Group also contends that due to this lack of oversight, councils are leaving themselves open to fraud, which may go undetected.

Costly IT procurement mistakes

There are countless examples in the media of governments getting IT procurement wrong, with initial budgets being blown within a few years of inception.
Technology in the Tendering Cycle
20/20 Vision in Procurement Automation

Project Hot Launch Service

Seven Steps to Success

While technology will never allow us to replace human intelligence with procurement automation, it can make the difference between success and failure in your major projects. If you’re looking to leverage the 20/20 vision of strategic wisdom and applied technology, our SWAT Team’s seven-step Project Hot Launch Service provides the right formula for delivering on time and on budget:

1. Automated RFX Design
2. Automated RFX Drafting and Assembly
3. RFX Posting, Pre-Bid Q&As and Electronic Bid-Receipt
4. Automated Compliance Screening and Consensus Scoring
5. Final Evaluations and Rankings (Optional BAFOs and Reverse Auctions)
6. Contract Award Negotiations
7. Executive Briefing and Contract Award

The Procurement Office leverages leading technologies, including our proprietary Orbiddet drafting system, along with a carefully selected set of industry leading bid-evaluation platforms, and combines those tools with the strategic wisdom gained through decades of project experience. By taking care of the technology and guiding you through RFX drafting, Q&As, electronic bid-receipt, automated consensus scoring, online reverse auctions and advanced contract award negotiations, we can help navigate your projects from the drawing room to the contract award boardroom with unprecedented speed and precision.

Please contact us today to find how the Orbiddet SWAT Team can hot launch your projects to a higher level of success.

http://procurementoffice.com/project-hot-launch/
Tracking Industry Trends
Join Us on Twitter

Check out our Recent Tweets on procurementoffice.com (scroll down to the footer)

Go to twitter.com and follow @PaulEmanuelli1
Introducing the Live Online Learning Series

We are pleased to announce the launch of our new Live Online Learning series. These webinars offer the best of both worlds, combining the interactivity of in-person training with the accessibility of online learning. Whether you book a single ninety-minute session, select a full training stream, or build a custom program, Live Online Learning offers exclusive access to the leading-edge training your team needs to excel in its tendering cycle. Please see our training catalogue and contact us for more details.

Contact us for pricing and to book your Live Online Learning dates!

DOWNLOAD THE LIVE ONLINE LEARNING CATALOGUE
Upcoming Free Webinars

Year in Review Annual Global Risk Rating
January 4, 2017 @ 1:00 pm - 2:00 pm EST

Headline Hazards: Assessing Recent Newsreel Trends
February 1, 2017 @ 1:00 pm - 2:00 pm EST

Major Meltdown in Nuclear Bid Evaluation
March 1, 2017 @ 1:00 pm - 2:00 pm EST
The Procurement Office

Procurement Advisory Office | Procurement Training Office

For more information please contact:

Paul Emanuelli
Managing Director and General Counsel
Procurement Office
paul.emanuelli@procurementoffice.com
416-700-8528

Marilyn Brown
Senior Counsel
Procurement Office
marilyn.brown@procurementoffice.com
416-700-8531

Jennifer Marston
Legal Counsel
Procurement Office
jennifer.marston@procurementoffice.com
416-700-8537

Heather Baker
Executive Assistant and Procurement Advisor
Procurement Office
heather.baker@procurementoffice.com
416-700-8535

www.procurementoffice.com