- 12.2 Conduct procurements
  - Getting proc. doc's to seller, answering Q, reviewing & selecting a seller
  - Request changes
  - Select seller
    - Techniques
      - Weighting System
        - Rates sellers according to predefined selection criteria
      - Screening System
        - Eliminates sellers that do not meet minimum requirements
      - Past performance history
      - Presentations
        - Getting to know the needs of buyer
        - Resolving open issues
    - Sellers response to proc. doc's
      - Seller proposal
        - Response to RFP
      - Price quote
        - Respons to RFQ
      - Bid
        - Response to IFB
    - Proposal review
      - Buyer uses source sellection criteria defined in the proc. mgmt. plan
  - Tools/Techniques
    - Bidder conference
      - Getting understanding
      - Getting buy-in
      - Results as part of proc. doc's
      - Benefit both buyer / seller
      - Watch out for...
        - Collusion [Absprachen]
        - Sellers not asking Q
        - All sellers receive Q&A
    - Proposal Evaluation Technique
    - Independent estimates
      - Comparing to in-house / external estimates
    - Expert Judgement
    - Advertising
      - to attract sellers
    - Qualified sellers list
      - Part of OPA
    - Negotiations
      - Obtain a fair/reasonable price
      - Develop a good relationship with seller
      - Tactics
        - Attacks
        - Personal insults
        - Good guy/bad guy
        - Deadline
          - "we have a flight at 5pm..."
        - Lying
        - Limited authority
        - Missing man
        - Fair & reasonable
        - Delay
          - "Lets revisit that issue the next time we get together..."
        - Extreme demands
        - Withdrawal
        - Fait accompli
          - must be
      - Items to negotiate
        - Scope
        - Schedule
        - Price
        - Responsibilities
        - Authority
        - Applicable law
        - PM processes to be used
        - Payment schedule
  - Input
    - PP
    - Proc. doc's
    - Source Selection Criteria
    - Qualified Seller List
    - Seller Proposal
    - P doc's
    - MoB Decision
    - Teaming Agreement
    - OPA
  - Output
    - Selected Sellers
    - Proc. Contract Award
    - Resource Calendar
    - Change Requests
    - Updt. PP / P doc's