

NASPO ValuePoint®

Supplier Strategies

November 2025

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HOW TO USE THIS GUIDE

Congratulations!

Your organization has successfully navigated the public procurement process, and you are now a NASPO ValuePoint (NVP) Supplier. This is an exciting achievement, and we are thrilled to welcome you to the NASPO ValuePoint community.

This guide has been created to provide you with the strategic tools and resources you need to maximize your award. The NASPO organization is ready to help you begin your journey.

While other suppliers have found success in marketing their awards, fulfilling the contract requires a different skill set that may be new to your organization. Success demands a customized approach tailored to each marketplace and requires ongoing strategic thinking and sustained effort.

The purpose of this guide is to outline the fundamental building blocks that you will need to develop and integrate into your business plan and maximize your award potential. This guide represents best practices that will apply in various ways to all contract portfolios. However, each practice must be adapted to your unique business goals. Ultimately, your success depends on understanding the fundamentals and subsequently building a solid business plan that is both strategic and sustainable.

Building a strong plan takes time and dedication. You will get the most out of this guide by thinking carefully through each module and how it applies to your contract and organization. What's important is not how fast you cover the material, but how thoroughly you understand these concepts and integrate them into your overall strategy. NASPO provides tools, insight, and guidance to help you succeed. How you apply these resources will shape your level of achievement.

Thank you for your commitment and for joining us as a partner in the world of cooperative procurement. We look forward to your success as a NASPO ValuePoint Supplier.

The NASPO team is here to support you at every step of your journey as a NASPO ValuePoint Supplier. Below you'll find the key contacts ready to help you get started and maximize the success of your award.



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ASSIGNED SUPPLIER ENGAGEMENT MANAGER

As a NASPO ValuePoint Supplier, one of the most important advantages you receive is a designated **Supplier Engagement Manager (SEM)**. This individual is your direct connection to the NASPO ValuePoint program and a vital partner in helping you maximize the success of your Master Agreement.

If you don't know who your assigned SEM is, we encourage you to reach out to any of the NASPO ValuePoint personnel listed earlier in this guide, and we will promptly connect you. You can also find your SEM assignment on your Master Agreement's designated portfolio landing page at naspovaluepoint.org.

Your SEM is your go-to resource for everything NASPO ValuePoint. They provide invaluable support and insights, including:

Data Guidance – Assistance with submitting and interpreting sales data from your portfolio, helping you understand performance, identify high-usage states and regions, and inform your sales targeting strategy.

Marketing Support – Access to press release templates, the social media toolkit, customizable flyers, and best practices to strengthen your outreach.

eMarketPlace Integration – Guidance for incorporating the NASPO ValuePoint eMarketPlace into your business plan, ensuring you fully leverage this vital tool to connect with buyers around the nation.

Contract Management – Support in navigating mid-term contract adjustments such as price changes, in line with the requirements of your Master Agreement and working in tandem with the Lead State Administrator.

Supplier Advisory Group Connection – Information on opportunities to engage with the Supplier Advisory Group (SAG). The SAG plays a critical role in enhancing communication and collaboration between suppliers and NASPO ValuePoint.

These examples only scratch the surface. Your SEM is positioned to guide, connect, and support you throughout your journey as a NASPO ValuePoint Supplier. They are not just a resource at your fingertips; they are a strategic partner in your success.

If you have not yet built a working relationship with your SEM, we strongly encourage you to make them a central part of your planning and decision making. They are here to help you thrive in the world of cooperative procurement.



VALUEPOINT SUPPLIER TOOLBOX

To help Suppliers develop effective market expansion strategies and offer guidance in creating successful Go-to-Market campaigns, we have created the NASPO ValuePoint Supplier Toolbox. The Toolbox is a secure site with resources designed to help suppliers create effective business plans. From management templates, training materials, and educational videos, this Toolbox is continuously growing. Below is a description of some of the resources available through the Toolbox:

1. STRATEGIC PLANNING

- a. **2025 NASPO ValuePoint Supplier Strategies** – This guide is a commentary on the most important dimensions of a Supplier Business Plan and sets forth best practices used by other Suppliers. The most productive NVP Suppliers develop extensive business plans and are effective in implementing those plans. This guide highlights the critical challenges that Suppliers face and provides guidance to build a roadmap for success.
- b. **Individual State Descriptions** – Published by the Census Bureau, this report breaks down how each state is structured and lists the number of school districts, universities, towns, and other public and governmental entities. It is an invaluable resource for Suppliers making strategic plans on how to approach a given market once a Participating Addendum has been executed.

2. ORGANIZATION MANAGEMENT

- a. **Activities Prior to Participating Addendum (PA) Execution** – Identifies those issues and challenges that need to be addressed as you shepherd the Participating Addendum through your organization.
- b. **Activities After PA Execution** – Identifies activities that need to occur to properly onboard the organization and launch the contract.
- c. **Sample Contract Information Guide** – This template provides an effective way to communicate the contract essentials to the field sales department so they can quickly assimilate how the contract functions and operates. Since sales teams won't spend hours studying contract details, having a clear communication tool that explains the agreement's key elements and how it is applied to the marketplace is critical.

3. SUPPLIER MARKETING TOOLKIT

a. **Logo Agreement** - In 2024, more than \$24 Billion of total revenue flowed through NVP contract portfolios. Awarded Suppliers can use the NVP logo on their website, brochures, and other marketing avenues. To use the NVP logo, Suppliers need to execute the Logo Use Agreement. Contact your assigned SEM for support in this area.

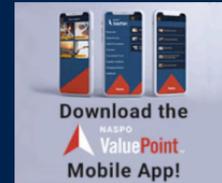
b. **Product Portfolios** - Suppliers can create Product Portfolios so customers can more easily understand their full offering. This is a great way to communicate your contract to potential customers.

4. TRAINING & SALES ENABLEMENT - Cost of Bidding - The State of Nevada conducted a study breaking down the bidding process and estimating the “cost of the bidding” depending on the complexity of the engagement. Understanding this process and being able to openly discuss it with a procurement official is key to promoting current agreements.

5. NASPO VALUEPOINT VIDEOS - This section highlights all NASPO ValuePoint videos to provide a deeper understanding of the cooperative.

6. PUBLICATIONS & ARTICLES - Various publications and articles addressing current market trends and competitive procurement practices in the state and local sector that will help enhance your understanding of how to maximize your opportunities effectively.

7. CONFERENCES & EVENTS - This calendar shows which conferences and tradeshow NASPO ValuePoint is supporting. Make sure to mark your calendars to attend the NASPO/PPA Exchange Conference, typically held annually in March or April.



Welcome

Supplier Marketing Resources

Supplier Academy

Strategic Planning

NEW! Submit Supplier Feedback Survey Here!

Welcome to the newly enhanced ValuePoint Supplier Toolbox!

As a valued Supplier, we want to provide you access to resources which reflect both sound marketing strategies and best practices to help you become successful. The key to Supplier success is the establishment of solid business plan which creates both a comprehensive market expansion strategy while developing effective go to market campaigns. As a ValuePoint Supplier you represent a contract supported by the nation's largest public procurement cooperative and the contracting arm of the National Association of State Procurement Officials.

Please Login to access the ValuePoint Suppliers Toolbox.

If this is your first time visiting the ValuePoint Suppliers Toolbox, please select the "Login/Sign up" below.

1. Please select the "Sign Up" link (located underneath the "Log In" button) where you will have a chance to enter the login credentials you desire.
2. After entering your desired email address and password (which will be used as Login credentials in the future) please select the "Sign up" button.
3. Shortly thereafter, your "Member Request" will be examined and if approved then you will have access to the ValuePoint Suppliers Toolbox and all its contents!

**Registrants must use their company email address for verification purposes.
Registrants using an email address with a @yahoo.com, @gmail.com, @comcast.net, etc will be rejected.**

Login/Sign up



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[Browse By Supplier](#)
[Browse By Participation](#)

[How to Participate](#)
[Info for Suppliers](#)
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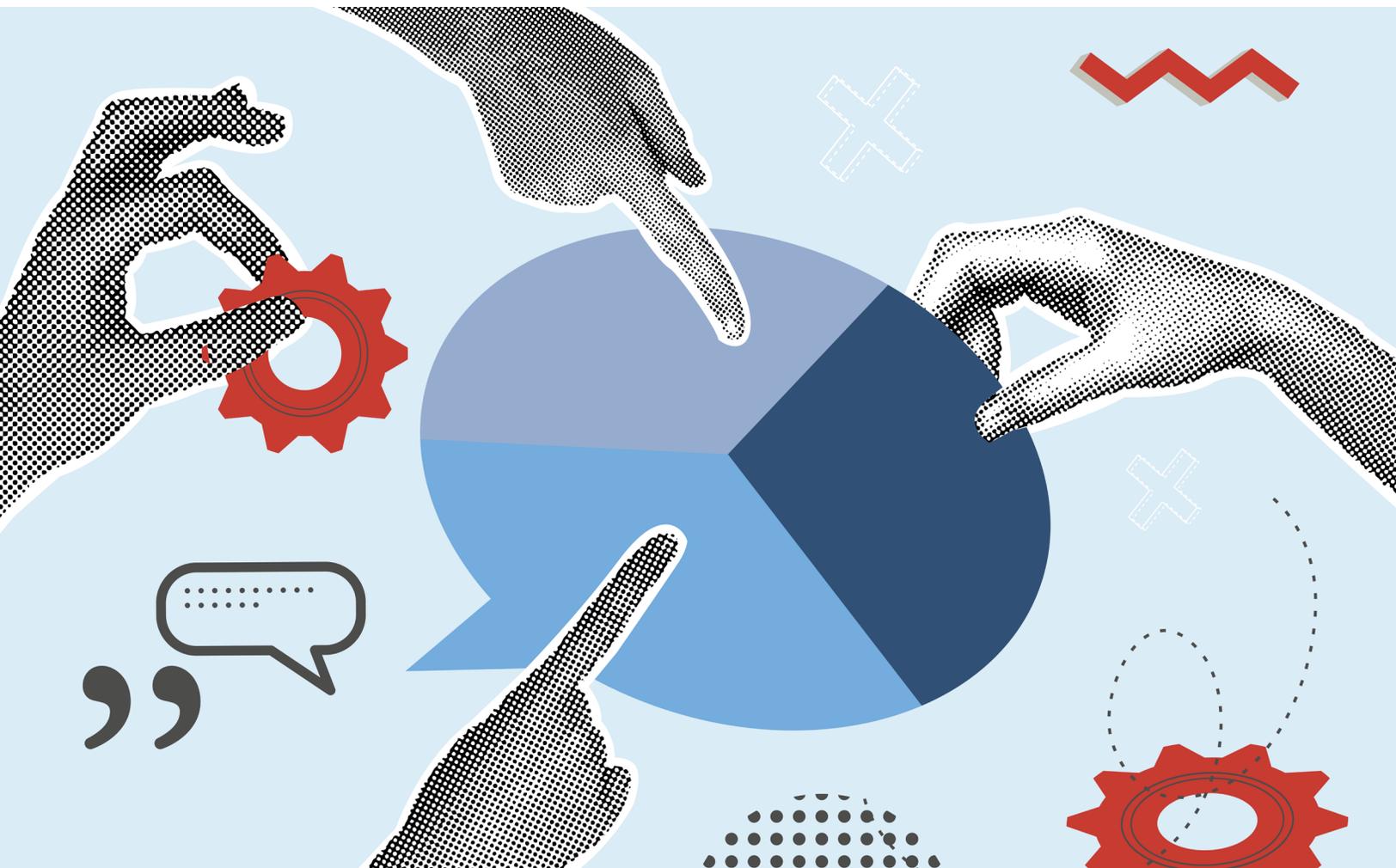
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ESSENTIAL ELEMENTS OF NASPO VALUEPOINT SUPPLIER BUSINESS PLANS



MODULE 1

PARTICIPATING ADDENDUM METHODS AND STRATEGIES



MODULE 1 - LEARNING OBJECTIVES

Success as a NASPO ValuePoint Supplier is inextricably tied to your ability to successfully secure Participating Addendums (PAs) with interested states or individual entities as allowed for by the state. Successfully promoting the agreement to an interested customer is the first aspect of your business plan and will open markets for your goods and services.

When discussing adoption of the PA with a Chief Procurement Officer (CPO) be respectful of their time as well as the process that they need to pursue internally to consider adoption of the agreement. Many CPOs are sensitive to excessive attempts by the Supplier community to market these agreements. We want you to be successful but also understand that complex agreements take time to consider, and respecting the CPOs timetable is the best long-term strategy.

In this module, you will learn how to:

- Construct a thoughtful strategy to engage the customers in a well-balanced and respectful way
- Understand various methods for securing PAs
- Effectively analyze existing contracting vehicles and draw distinctions with your offering
- Define the benefits of your agreement and what it means to potential customers
- Develop talk tracks to effectively communicate the value of your contract

NOTES

PARTICIPATING ADDENDUM OVERVIEW

A Participating Addendum (PA) is a bilateral agreement executed by the Supplier and a Participating Entity incorporating the terms and conditions included in the original solicitation and any other additional Participating Entity specific language or other requirements, e.g. ordering procedures, or other terms and conditions unique to the participating entity. The purpose of a Participating Addendum is to afford each party the protection of the solicitation's terms and conditions and to incorporate additional terms deemed appropriate.

- 1. ALL ELIGIBLE ENTITIES** - Participating Addendums may be signed by the state's Chief Procurement Official authorizing participation by **all eligible entities** of that state, including state agencies and political subdivisions.
- 2. POLITICAL SUBDIVISIONS ONLY** - Some states will not sign on behalf of their agencies but may sign a PA authorizing usage by **political subdivisions** within the state. Political subdivisions would encompass entities as counties, cities, towns, and universities.
- 3. INDIVIDUAL ACCOUNTS** - Should the state choose not to sign the Participating Addendum; political subdivisions may **execute their own PA** with the approval of the state's Chief Procurement Official (CPO). Please direct any such request to the NASPO ValuePoint support team. Also, please note that certain states that have granted blanket approval for suppliers to contract directly with political subdivisions. These approvals can be found in the **Marketing Toolkit** section of the **Supplier Toolbox**.

Typical Participating Addenda

Best Option

- Statewide
- CPOs may negotiate one PA authorizing all state agencies & poly-subs to use a NASPO ValuePoint contract

Second Best Option

- Statewide for poly-subs only
- CPOs may negotiate one PA authorizing all poly-subs to use a NASPO ValuePoint contract

Third Best Option

- No objections to poly-subs
- CPO may opt to "not object" to poly-subs negotiating their own PAs with NASPO ValuePoint contractors

Everybody wins with Option #1!

NEGOTIATING THE PARTICIPATING ADDENDUM

Participating states have the **flexibility of negotiating additional terms** and conditions to meet the unique needs of their state. States do have the discretion to choose which Suppliers to engage. Other participating entities permitted by the state's Chief Procurement Official to execute their own Participating Addendum also have considerable flexibility. Negotiations of the Participating Addendum are between the Participating Entity and the Supplier. The Lead State or NASPO ValuePoint generally **do not** become involved these negotiations. Once a Participating Addendum is executed, please send a signed PDF copy to pa@naspovaluepoint.org.

DRAFTING PRINCIPLES TO REMEMBER

When agreement terms are clear and comprehensive, the commitments can be easily ascertained and understood with relative ease. Since the PA reflects the final set of terms where both parties reach an agreement, the PA document should be carefully drafted as clearly and concisely as possible to mitigate misunderstanding and reduce possible conflict. **Clarifying language** and **defined terms** ultimately ensure a common understanding of terms and processes. Conversely, poor drafting may lead to ambiguity and possibly a contract dispute.

- **Defined Terms** – Your goal in drafting PAs is to strive for clarity and accuracy. Future readers should understand what your document means; a good way of achieving this is using defined terms. Outside of standard grammatical principles, please avoid random capitals, as only defined terms should be capitalized.
- **Challenges with Vagueness and Ambiguity – Vagueness** results when a term is stated so obscurely or in such general language that one cannot reasonably determine what it means. Ambiguity results when a term is capable of more than one meaning. Ambiguity can lie in a word itself, in the structure of a sentence, or result from inept sentence construction.
- **Be Concise and Clear** – Gray areas may result in customer disputes. Every state has a diverse user audience, so clarity should be a primary goal as you gauge the text for readability and effectiveness.
- **Industry Jargon** – Stay away from using jargon including industry terminology or acronyms unless clear definitions are included. Use clear, simple, business-like language. The Participating Addendum should make sense to a first-time reader.

- **Consistency** – Follow the definitions used in the main body of the Master Agreement or defined elsewhere in the RFP document.
- **Avoid Repetition** – Explaining the same requirement in more than one section is repetitive and may cause challenges in the future, so avoid repetition if possible.
- **References** – Cross-reference the PA to ensure references point to the appropriate places.

ANALYZING EXISTING CONTRACTING VEHICLES

Prior to scheduling a call to promote your agreement, it is suggested that you analyze current agreements and be ready to thoughtfully draw distinctions between the current contract vehicle and the newly awarded NASPO ValuePoint agreement. CPOs are motivated to consider agreements that they believe better serve their customer base. Preparing points that contrast the differences between an existing contract and the NVP agreement should be delivered thoughtfully and respectfully. Be careful not to criticize any contracting officer, but initiate an honest discussion as to why you feel it's in their best interest to adopt an agreement is fair game.

CURRENT CONTRACT STRUCTURE

- How is the current contract structured?
- Is it a Multi-Supplier award or a Sole Source award?
- Are there other contracts that agencies or other end users can use?
- Would changing the number of Awarded Suppliers enhance customer satisfaction?
- Are the products or services currently available adequate or should it be expanded?

TERMS & CONDITIONS

- Are there identifiable contract terms whereby customers would benefit from adoption of the terms of the NASPO ValuePoint agreement?
- How do the NASPO ValuePoint terms tangibly benefit the customer?
- Do the contract performance requirements reflect current acceptable industry standards?



MODULE 2

ONBOARDING & ORGANIZATION MANAGEMENT



MODULE 2 - LEARNING OBJECTIVES

NASPO ValuePoint Master Agreements are highly developed, multi-dimensional and result from a sourcing committee process. By nature, the agreements contain multiple facets and various levels of complexity. One of the challenges for each Supplier is to construct materials that **easily communicate** the contract to the rest of the organization. Operations, finance, legal, sales, and other departments will need to defer to "easy to understand" materials to quickly assimilate the agreement and determine how it will function and work. In this module, you will be able to:

- Implement a process to properly channel PAs through your organization
- Construct and issue Contract Information Guides summarizing the agreement
- Establish the proper framework to understand the agreement
- Address Order of Precedence and its application
- Outline essential elements for quick assimilation and guidance to stakeholders
- Effectively launch the agreement within your own organization
- Identify stakeholders that touch the PA process and develop a communication plan

NOTES

SHEPHERDING PAs THROUGH THE SYSTEM BEFORE & AFTER EXECUTION

Tracking your PAs through your internal system is a vital part of maintaining energy in the process. The worksheets below are examples that measure your progress both **PRIOR** to PA execution and **AFTER**. It also provides a useful management tool to determine issues that are outstanding and need to be addressed. Once PA versions have been exchanged three or four times between the parties, execution should be imminent.

Activities Prior To Participating Addendum Execution (Example)												
Prospective States	Current Contract Vehicle Reviewed?	ValuePoint Contract Presented	Active Negotiations Between Parties	Internal Legal Dept Review	Input From Other Internal Stakeholders	Input From Subs (if needed)	Document Exchanges With Customer				Executed PA	Other Notes
							1	2	3	4		
Alaska												
Alabama												
California												
Hawaii												
Idaho												
Kansas												
Kentucky												
Maine												
Minnesota												
Missouri												
Montana												
Nevada												
New Jersey												
New Mexico												
Oregon												
North Dakota												
Rhode Island												
South Carolina												
South Dakota												

Activities After Participating Addendum Execution (Example)

Prospective States	Effective PA Date	Contract Guide Generated	Pricing Schedule Generated	Website Updated	Operations Onboarded	Subs Onboarded (if needed)	Training Content Developed	Field Sales Training Scheduled	SWOT Analysis	Other Notes
Alaska										
Alabama										
California										
Hawaii										
Idaho										
Kansas										
Kentucky										
Maine										
Minnesota										
Missouri										
Montana										
Nevada										
New Jersey										
New Mexico										
Oregon										
North Dakota										
Rhode Island										
South Carolina										

CONTRACT INFORMATION GUIDES

CONTRACT INFORMATION GUIDES (CIG) are summary documents that outline the most essential elements of the Master Agreement, Participating Addendum, and your offering. As discussed, NASPO ValuePoint contracts are comprehensive and highly developed; therefore, the task at hand is to produce well-written and concise documentation conveying the primary contract elements so that they can be understood quickly and efficiently. This overview will provide a sample summary outline of the essential agreement functions. At a minimum, the CIG should address in some form the following:

1. NASPO VALUEPOINT BACKGROUND - NASPO ValuePoint (NVP) is the cooperative purchasing division of the National Association of State Procurement Officials (NASPO), facilitating cooperative public procurement solicitations using a Lead State Model™. NASPO aggregates the demand of all 50 states, the District of Columbia, the US territories, their political subdivisions, and other eligible entities, spurring best value, innovation, and competition in the marketplace. NASPO ValuePoint delivers high value, reliable, and competitively sourced cooperative contracts – offering public entities outstanding prices, favorable terms and conditions, and value-added services. Learn more at www.naspovaluepoint.org.

2. NASPO® is a non-profit association dedicated to advancing public procurement through leadership, excellence, and integrity. It is made up of the directors of the central purchasing offices in each of the 50 states, the District of Columbia, and the territories of the United States. NASPO is an organization that helps its members achieve success as public procurement leaders through the promotion of best practices, education, professional development, research, and innovative procurement strategies.

3. CONTRACT STRUCTURE - To the extent possible, the terms of the Master Agreement shall be consistent and complementary. Any conflict among the documents shall be resolved by giving priority to the documents in the order listed below. In the event of a conflict in terms, or between the terms and any applicable statute or rule, the inconsistency shall be resolved by giving precedence in the following Order of Precedence:

[Special Note: This may change given a State's preference as the PA is being drafted]

1. Participating State or Entity's unique terms set forth in the Participating Addendum
2. The Executed NASPO Master Agreement
3. A Purchase Order issued against the Master Agreement
4. Statement of Work
5. The Solicitation RFP including all attachments and amendments
6. Supplier response to the Solicitation RFP

4. CONTRACT TERM & USAGE - This agreement is effective through dates, with additional renewal year term options. The agreement is available for use by all state agencies and departments, institutions of higher education, political subdivisions, non-profit organizations, school districts, special purpose districts, and local service districts located in the Participatory State that are: (i) members of the Participatory State's Purchasing Cooperative (SPC) and (ii) authorized to purchase from Participatory State contracts by inter local agreements. These are also known as authorized participating entities.

[Special note: This section of the Contract Guide will reflect the actual language of the PA which outlines the scope of users and will vary by State.]



- 5. NASPO VALUEPOINT EDUCATION & OUTREACH EFFORTS** - In 2024, NASPO ValuePoint (NVP) administered over 60 contract portfolios, involving over 400 contract suppliers, which cumulatively generated \$24 Billion in annual sales. NVP is responsible for educating both current and potential customers as to the value of NVP contracts. If you are working on an opportunity where the NVP team can lend some assistance, please contact us at info@naspoalueoint.org
- 6. DESCRIPTION OF AVAILABLE GOODS OR SERVICES** - An outline of the goods and services available and not available through the award.
- 7. CONTRACT PRICING** - Description of the pricing components and how future pricing will be determined as set forth in the RFP.
- 8. ACQUISITION METHODS** - Listing of all acquisition methods and how the RFP defines each type of method.
- 9. PRICE REDUCTION MECHANISMS & TYPES OF DISCOUNTS AVAILABLE** - Listing of the discount mechanisms outlined in the RFP, approved by an individual state, and process utilized to extend a discount.
- 10. INITIAL IMPLEMENTATION & SUPPORT** - Brief description of what the customer can expect upon implementation and the initial support.
- 11. SERVICE PROVISIONS & WARRANTY INFORMATION** - Description of service program and any relevant warranty information.
- 12. BILLING OPTIONS & PROBLEM ESCALATION PROCEDURES** - Outline of all available billing options and outline for escalation.
- 13. ORDER DOCUMENTATION** - Specific verbiage required on Purchase Order and any other ancillary documentation that may be required.
- 14. END OF TERM ISSUES** - Description of what occurs at the end of term and options for the customer that may include contract extension.
- 15. INTERNAL AND EXTERNAL WEBSITES** - Website links available to internal support staff and the end-user customers.
- 16. CORPORATE CONTACTS SUPPORTING THIS AGREEMENT** - Listing of all corporate support staff and the assigned roles to ensure smooth contract performance.

Manage your company profile and choose from any combination of three primary options depending on your goods and/or services offering:

- Quoting: Suppliers may receive and respond to quote requests from buyers.
- Hosted Catalogs: Suppliers may load and maintain their product catalog directly in the eMarketPlace.
- Punchout Catalogs: Suppliers may provide punchout access to their own catalog system. Buyers then select items and return carts either to the eMarketPlace or the buyer's own eProcurement system.

Unlock opportunities to grow and support public procurement transparency and compliance by ensuring your contract is appropriately reflected.

FEATURES & FUNCTIONALITY

The image displays two screenshots of the NASPO ValuePoint eMarketplace interface. The top screenshot shows a navigation menu with categories: Services, Public Safety & Corrections, Facilities & Grounds, Information Technology, Fleet Related, Office, Education, & Business, and Health & Human Services. The bottom screenshot shows a quote request for 'Fire Trucks for Public Safety'. It indicates that 2 of 2 contractors have responded with quotes, and 3 resellers have responded. The table below lists the quotes:

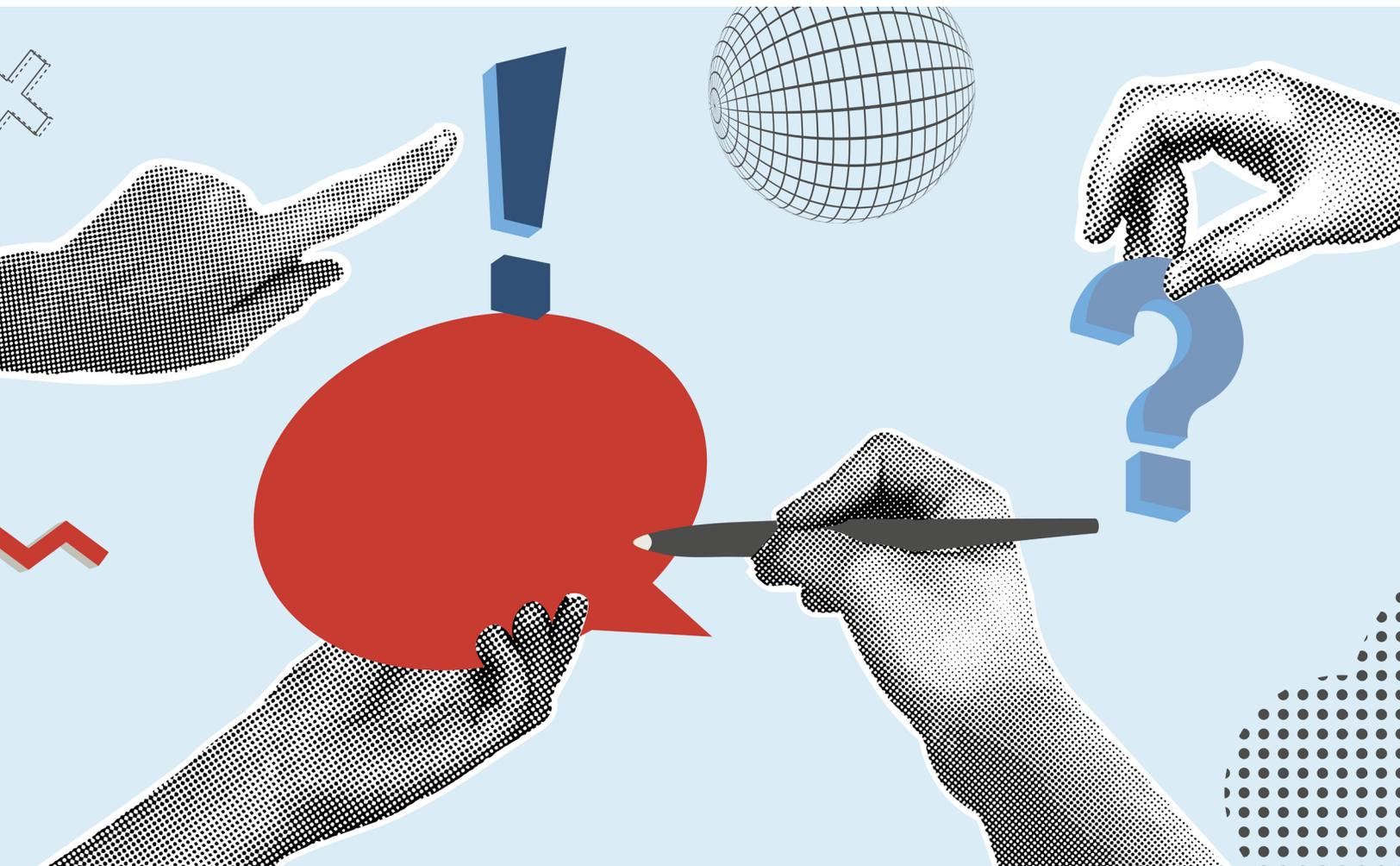
Company	Quote Valid Until	Estimated Delivery	Quote Amount	Status
E-One, Inc - Fire Trucks and Fi...	11/28/25	12/18/25	\$144,000.00	Reseller Responded
J.T.C. Spartan Fire, LLC - Fire Trucks ...	12/28/25	01/23/26	\$148,000.00	Pending Buyer Review
NASPO Sutphen Corporation - Fire Tr...	11/07/25	01/20/26	\$148,030.00	Pending Buyer Review
Skeeter Emergency Vehicles L...	12/28/25	01/23/26	\$164,000.00	Reseller Responded
Widjet Ferrara Fire Apparatus, Inc. - F...	11/28/25	12/18/25	\$170,000.00	Reseller Responded

The eMarketPlace is strategically designed to enhance both the buyer and supplier purchasing experiences through some key capabilities:

- All portfolios are available for quoting or shopping
- Accessible either as a punchout from a state's (buyer's) own eProcurement system or direct login
- Restrict buyers to specific portfolios and contractors based on approved Participating Addenda (PAs)
- Secured and controlled AWS environment with two-factor authentication
- Fully accessible from any mobile device
- Flexible buying options such as:
 - Buyers may shop catalogs or punchouts with potential for state specific pricing
 - Supplier or state managed catalog or pricing updates with approval processes
 - Buyers may obtain quotes with simple comparison and award features
 - Supplier support for reseller and distributor configurations
 - Comprehensive attachment and Excel integration capabilities
 - Approval rules and routing, chart of accounts use, and p-card use
 - Support for both NIGP and UNSPSC commodity codes
 - Electronic order submission as email or cXML
 - Buying entities may include their own contracts in the system using access restrictions
- Flexibility with system notifications via email
- Integration capabilities to state or supplier systems
- Public search shows portfolios and catalog items
- Optional features set at the buying entity level for maximum flexibility
- Dashboards and robust reporting for buyers and suppliers
- Account management:
 - Supplier accounts designed to be self-service for user management and catalogs maintenance
 - Administration of supplier and buying entity accounts can be delegated or managed by NASPO ValuePoint.

MODULE 3

MARKETING MATERIALS & COMMUNICATION PLATFORMS



MODULE 3 - LEARNING OBJECTIVES

Complex agreements require development of **marketing materials** and **communication platforms** that convey the value of the agreement, scope of offering, and set forth how the contract functions and operates. The goal for every Supplier is to structure contracts that perform seamlessly. Establishing communication platforms that impart understanding of how to work with the agreement is part of the infrastructure to support the agreement.

Every organization will have internal systems and repositories for corporate support staff to access information. However, the external platforms are equally important so that customers can find information and understand the contract. More information is not always better if it results in a negative experience for the customer. Think of your website as a garage and ask, ***“Can a customer easily find information, or is our website cluttered and difficult to navigate?”***

In this module, you will learn:

- Best practices to communicate Master & General Contract information
- How to handle Participating State information
- List of contacts to support the agreement
- Value of an FAQ in reducing commonly asked questions
- Marketing brochure options

NOTES

CUSTOMER FACING WEBSITES

Customer-facing websites should contain a main home page, which communicates general Master Contract information and state-specific content links, which outlines state-specific information such as scope of contract, qualified users, pricing, required documentation, ordering, and contact information.

ABOUT THE NASPO VALUEPOINT PROGRAM - This portion of the site should provide a description of the scope of services provided, contract, support information, and general information about the Supplier offering. Many Suppliers may also include links to the participating states.

PARTICIPATION LINK - This may direct users to the NASPO ValuePoint site (www.naspovaluepoint.org) and may indicate "If your State has executed a Participating Addendum (PA), and you are listed as an eligible agency or user under the PA, then you are able to participate in the NASPO ValuePoint contract."

CONTRACT INFORMATION - This section will provide specific information on the Master Pricing Schedule, the current list of services, defined terms, payment options, and other contract-specific information deemed appropriate.

EXAMPLE - The Hewlett Packard website is a good example of communicating general contract information.

The screenshot shows the HP NASPO ValuePoint website. At the top left is the HP logo, followed by navigation links: Explore, Shop, and Support. A search bar on the right contains the text "Search HP.com" and has a magnifying glass icon and a shopping cart icon. Below the navigation is the "NASPO ValuePoint" logo, which consists of a stylized triangle in red and blue, followed by the text "NASPO ValuePoint™". To the right of the logo is the text "2023-2028 Computer Equipment including related Peripherals & Services". Below the logo is the heading "Welcome to NASPO ValuePoint Computer" and the text "Contract Number: 23011". A red link says "For online orders, please use the map below to reach your state's portal." Below that, a blue link says "If you have an individual PA rather than one for your state, you should go either directly to the online store or for increased peripherals threshold click here." A grey box contains the text: "For the HP NASPO ValuePoint Computer Products & Services Schedule (PSS) Price List, you may download historical price files, or for more information, please contact Elizabeth Leach at elizabeth.leach@hp.com or 501.849.4740." On the right side, there is a box titled "To Participate" with the following text: "Please note: If your state is a participant and you are listed as an eligible agency under that Participating Addendum you do not need to sign a Participating Addendum." "Please feel free to contact (Elizabeth Leach) or visit the NASPO ValuePoint PC Contract website through www.naspovaluepoint.org to obtain information on 'How to Participate.'" "You can also email pa@naspovaluepoint.org and be sure to provide your entity name, contact name, address (including STATE in which your entity operates or is asking to use contract)."



STATE-SPECIFIC CONTENT

Each state should have their own individual link and provide a description outlining the scope of users as provided for in the Participating Addendum. Additionally, other special provisions, pricing, products and services, and links to the state website are identified here.

Pricing may be different for each state as the schedule may include any imposed state rebate fee. Products or services may also differ by state.

Basic ordering information should be provided and may read, "All orders should contain the following (1) Mandatory Language "PO is subject to ValuePoint Contract # & State Contract #_____" (2) Your name, address, contact, & phone number (3) Purchase order amount, itemized list of desired services, & any special instructions to be performed."

EXAMPLE – Below is an example from CISCO communicating state-specific information.

The screenshot shows the Cisco website page for 'Cisco-State of California - CMAS'. The page layout includes a navigation bar at the top with the Cisco logo and links for 'Products and Services', 'Solutions', 'Support', 'Learn', and 'Why Cisco'. A search bar on the right contains the text 'Trials and demos'. Below the navigation bar, the breadcrumb trail reads '... / Government Contracts and Funding Vehicles / State and Local Government Contracts /'. The main heading is 'Cisco-State of California - CMAS'. On the left side, there is a section titled 'STATE AND LOCAL GOVERNMENT CONTRACTS' with a list of links for various states: 'State of Alabama', 'State of California - CMAS' (highlighted in purple), 'State of Georgia', 'State of Indiana', 'State of Kentucky', 'State of Minnesota', 'State of New York', 'State of North Carolina', 'State of Texas', 'NASPO ValuePoint Cloud', and 'NASPO ValuePoint DataCom'. A prominent orange warning box with a triangle icon contains the text: 'NOTE THE FOLLOWING CHANGE! Per the State of California, Resellers do not need a Manufacturer Authorization Letter (MAL) from Cisco to include in your CMAS application. For further information about CMAS, go to [California Multiple Award Schedules](#)'. Below the warning box, there is a section titled 'CURRENT AUTHORIZED GSA SCHEDULES AVAILABLE' with a sub-heading 'Cisco Products and Services'. A list of four authorized GSA schedules is provided: 1. Synnex (also known as Westcon/Comstor) #GS-35F-0563U, 2. EC America (division of immixGroup / Arrow Electronics) #GS-35F-0511T, 3. Promark (division of Ingram Micro) #GS-35F-303DA, and 4. Tech Data Government Solutions #GS-35F-0349S. At the bottom left, there is a 'Related Links' section with links for 'Partner Locator' and 'CMO Contract Overview'. At the bottom right, an 'IMPORTANT' notice states: 'Go to www.gsaadvantage.gov to access the catalog and Terms and Conditions of the authorized GSA Schedule that you wish to reference in your CMAS application. Please do NOT contact the authorized GSA Schedule Holders above.'

NASPO VALUEPOINT MARKETING FILLABLE FLYERS

Flyers are an integral part of traditional printed marketing collaterals despite the increasing popularity of online marketing initiatives. Flyers capture the attention of potential customers and are especially useful as an insert into proposals. NASPO ValuePoint offers a flyer format that can be customized with a Supplier logo and contact information. Suppliers must sign a Logo Use Agreement before using the NASPO ValuePoint logo. The flyer file can be downloaded from the **Marketing Toolkit** folder in the Supplier Toolbox.



**LESS PAPERWORK, MORE PRODUCTIVITY.
READY-TO-USE CONTRACTS FOR OFFICES &
SCHOOLS**

[Company Logo]

WHO WE ARE | OUR KEY OFFERINGS

Company about us description.
Vision, mission, goals.

- Add High-Level Company Offerings

NASPO ValuePoint

COOPERATIVE CONTRACTS DELIVER

- **Flexible Solutions:** Access a range of products/services tailored to meet your agency's unique needs.
- **Budget-Friendly:** Save with competitive pricing on pre-negotiated contracts.
- **Streamlined Process:** Enjoy fast, simple purchasing with a contract ready for immediate use.

How to Get Started

Connect with [Company Name] to explore high-quality Office & School Solutions through NASPO ValuePoint.

🌐 Add Website 🌐 www.naspovaluepoint.org

✉ Add Company Email ✉ info@naspovaluepoint.org



SUPPLIER MARKETING TOOLKIT

The Marketing Toolkit is a comprehensive guide supporting your marketing efforts by illustrating best marketing practices of successful NASPO ValuePoint suppliers. This resource is housed within the *Supplier Toolbox* and should be reviewed with your marketing department as you construct your marketing campaign. Below is a summary of topics addressed in the Toolkit.

GETTING STARTED: The Supplier Onboarding Document addresses the fundamental building blocks needed to develop and integrate into your business plan and proposed next actions a Supplier should consider after receiving an award. This plan also details executive personnel involved in implementation and a timetable for the completion of each step.

MARKETING RESOURCES: Here you will find logos, badges, sample press release templates, sample social posts, and customizable fillable flyers. When feasible, NASPO ValuePoint will issue a statement to support your press release.

WEBSITE RESOURCES: The Supplier Portal details how to become an awarded Supplier and the benefits of being a NASPO ValuePoint Supplier, additional FAQs, active solicitations, and access to the Supplier Academy and Supplier Toolbox. The Supplier Academy is available to gain a competitive advantage and confidently sell with a contract award.

STATE APPROVALS: For states that do not use a Participating Addendum, or use a Participating Addendum covering only certain entities, other eligible entities may participate in a Master Agreement as described in an Eligible Entity Participation Document provided by NASPO ValuePoint.

SEARCH ENGINE OPTIMIZATION: Any announcements/press releases online should include a link to your website containing more information about the contract and the portfolio page on naspovaluepoint.org. This makes the information more relevant and will improve your search engine rankings. Please see all the tips outlined in this section on the website.

PARTNER EVENTS, CONFERENCES, AND TRADE SHOWS: You'll find best practices for partner events, conferences, and tradeshow success. This section will detail upcoming events, what suppliers can hope to achieve at tradeshow, the useful materials suppliers have found helpful at events and conferences, and exhibitor strategies.

SOCIAL MEDIA SITES

Social media marketing is one way to gain awareness and attention with potential buyers. Many of our Suppliers have robust social media channels and campaigns, and NASPO ValuePoint is placing an increased effort in this area. 2024 delivered explosive growth across our social media landscape, and we've witnessed increased engagement across all platforms – LinkedIn followers are climbing rapidly, Instagram and Facebook impressions have surged, and our YouTube subscriber base continues to expand. We strongly encourage your sales teams to connect with us across all of our social media channels as NASPO ValuePoint will continue to use these venues to broaden awareness of our cooperative contracts, events we are attending and hosting, and more:

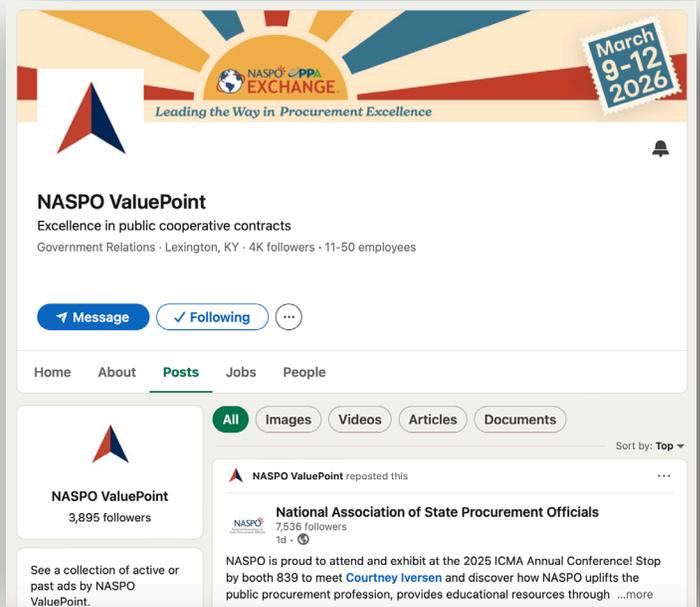
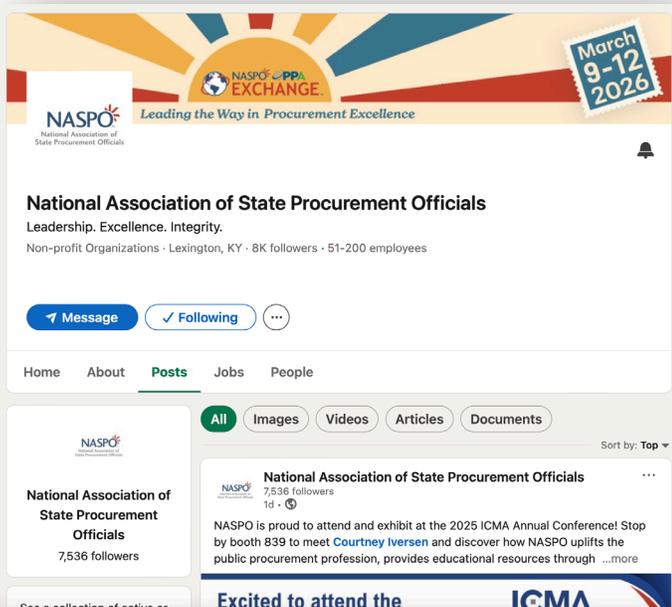
LinkedIn: @NASPO ValuePoint and @National Association of State Procurement Officials

Facebook: @NASPO

Instagram: @Official NASPO

YouTube: @NASPO-NVP

Below are screen shots of our social media pages:



facebook

NASPO ANNUAL
 SEPTEMBER 18-OCTOBER 1, 2025 MODERNIZING THE PROCUREMENT LANDSCAPE

NASPO
 National Association of State Procurement Officials
 697 followers · 12 following

Posts About Reels Photos

Intro

NASPO 2h · 🌐

Instagram

officialnaspo
 NASPO
 308 posts 154 followers 95 following
 Your Strategic Partner for Public Procurement Solutions®

EVENTS FAQ TIPS ABOUT US

Events FAQ Tips About Us

NASPO @PPA EXCHANGE

this free webinar, you'll see

NASPO
 National Association of State Procurement Officials

NASPO
 @NASPO-NVP · 730 subscribers · 162 videos

The National Association of State Procurement Officials (NASPO), Inc. was formally estab...more

naspo.org and 3 more links

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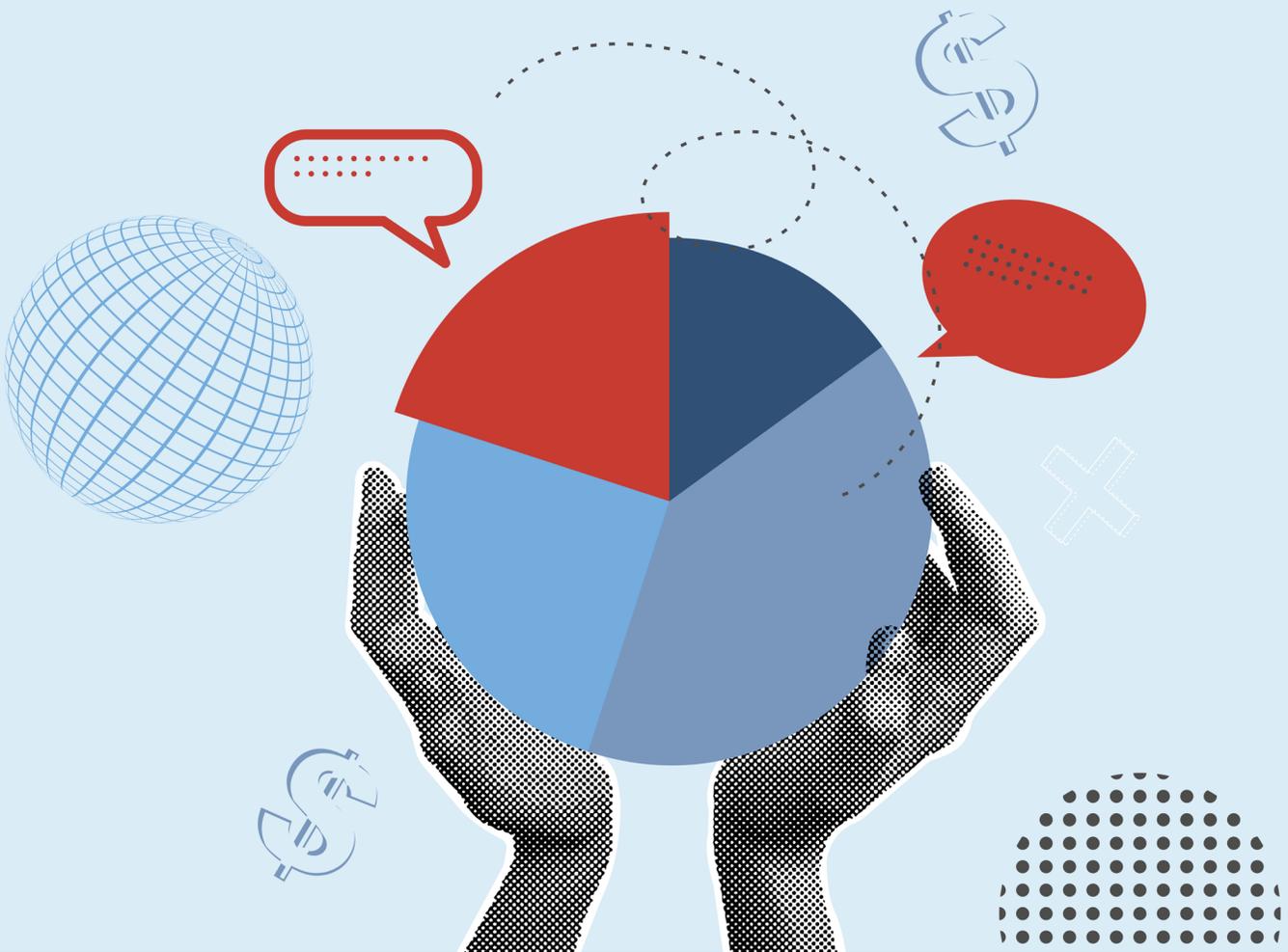
The National Association of State Procurement Officials
 660 views · 2 years ago

At NASPO, We're your strategic partner in public procurement solutions, bringing together the procurement community to learn, grow and succeed.



MODULE 4

TRAINING & SALES ENABLEMENT



MODULE 4 - LEARNING OBJECTIVES

The skill of securing government contracts is inseparably tied to grasping the entire picture of contracting options available to a Procurement Officer. Like any picture, there is depth, nuance, varying shades, and subtleties. Familiarizing your sales force with various options available in a marketplace will better equip them as they prepare for their sales calls in the future.

Providing an in-depth internal training program to promote your award effectively is one of the most critical aspects of your business plan. It is here that salespeople acquire tools to be more effective with existing and potential accounts. They receive a framework and a base understanding of the dynamics at work and how they can successfully navigate and focus their selling efforts.

To be successful, salespeople must possess at least an average knowledge base and skill level, but to excel, their knowledge and skills must surpass those of their colleagues. Training is the key!

In this module, you will learn:

- Develop materials to promote the new agreement
- Discuss why adoption of the current agreement may be preferable to issuing a solicitation
- Better understand how to work with political subdivisions and accommodate account specific terms
- Quantify the potential cost of bidding
- Respond to Request for Offer (RFO) or Best and Final Offer (BAFO) Requests
- Understand the RFP Process and become more effective in both analysis and response

Value of Coop Purchasing

- Why should I use this?
- Should we issue a bid?

Promotion of Current Contract

- Layered Documentation
- Becoming Conversant & Adept

Negotiated Procurements

- Accomodate T & C's
- Fills perceived language GAPS

Aggregating Demand

- Deviate from Standard Pricing
- Volume Discounts

Dealing with RFP's

- Providing Input
- Analyze RFP Fact Patterns

I. PROMOTION OF THE CURRENT AGREEMENT

Complexity is a common theme with NASPO ValuePoint contracts. Every sales organization must develop materials and strategies to effectively promote its agreement. One of the most critical elements is creating a comprehensive **Contract Information Guide** to impart knowledge and understanding of the PA, Master Agreement, and your offering. Salespeople cannot intelligently discuss the offering without knowing how the agreement functions in a participating state. At a minimum, the training launch packet should include the following materials for each state:



1. **Contract Information Guide**
2. **State Participating Addendum**
3. **NASPO ValuePoint Master Contract**
4. **State Specific Special Provisions**

5. **Frequently Asked Questions**
6. **Order -Documentation**
7. **Contract Brochure**
8. **Reference to All Relevant Website Links**

NOTES

SHOULD WE ISSUE A BID?

It is simply not practical for government entities to issue individual bids to procure everything. The rise of cooperative purchasing is evidence that many procuring agencies seek to achieve economies of scale by joining the procurement efforts of others. Procurement officials will ask the fundamental question, “*Do we issue our own bid or do we utilize another contract?*”

NASPO ValuePoint contracts allow customers to receive lower than standard contract pricing by aggregating requirements and seeking volume discounts, even though NASPO ValuePoint contracts are blanket ordering agreements that do not commit states to order minimum quantities. The agreements do permit states in the **Participating Addenda** to standardize on one supplier or even commit to minimum quantities as a way of achieving deeper discounts in pricing. For most states, because the Master Agreement was competitively awarded, they receive the benefits of competition without starting all over with a new competitive bidding process.

Salespeople need to be able to address this issue in a well-balanced, thoughtful, and intelligent way. Having thorough knowledge and understanding of your own contract offering helps manage objections. Other resources can also be of help as you make an argument as to why the procurement official should consider adoption of NASPO ValuePoint contracts.

COSTS ASSOCIATED WITH THE BIDDING PROCESS

State procurement offices understand there is a cost of bidding associated with a procurement. Typically, this concern is shared with political subdivisions that may not be aware of the overall cost of this activity.

The bidding process can be complex and complicated with many moving parts. The larger the procurement, the more nuance and challenges associated with that procurement. An issuing entity will need to address all steps of the bidding cycle (outlined below) when issuing an RFP. It takes time, effort, and resources to go through the process. Various studies have been conducted attempting to place a cost on this activity (See Appendix).

The key question here is, *“Does a government entity gain a benefit by issuing a solicitation that exceeds the cost associated with the procurement?”*

RFP PROCESS & DIMENSIONS



II. SELLING THE VALUE OF COOPERATIVE PURCHASING

The NASPO ValuePoint Purchasing Cooperative program is led by State Procurement Officials from member states elected by their peers. In contrast to other purchasing cooperatives, NASPO ValuePoint is considered a pure cooperative. A multi-state team of procurement and subject matter experts (SMEs) cooperate in the creation of the solicitation, which is conducted by a Lead State™, in full compliance with that state's laws and procedures, including public notice requirements. The cooperative awards no contracts but rather assists the states in their collaboration on solicitations and resulting contracts. NASPO ValuePoint contracts are among the most successful and highest volume contracts in the US, with administrative fees significantly lower than other cooperatives. With the purchasing leverage of all 50 states and US territories, NASPO ValuePoint contracts consistently offer better contracts at lower costs.

Significance of Sourcing Committee

- Collective Expertise from State Procurement Officials
- Team collaboration means more thoughtful analysis
- Thoughtful contract construction results in heightened contract quality

Underscore Comprehensiveness Aspects

- Broad product offering
- Variety of finance options
- Service Level Agreement Protections
- Contract provisions provide bilateral protections

Highly Developed Contract Benefits

- Processes are more clearly defined
- Less ambiguity in the text leads to less disputes
- Clear paths to problem resolution results in less frustration

III. NEGOTIATED PROCUREMENTS & RECOGNIZING ADDITIONAL TERMS

Negotiated Procurements are a very common procurement method among political subdivisions as these types of accounts have guidelines and/or policies that they wish to incorporate in an agreement. In all negotiated procurements, there is give-and-take on certain provisions. Performance requirements and cancellation provisions are usually at the center of many negotiations and may need to be more fully addressed.

As an example, in the State of California, the Administrative Office of the Courts (AOC) is the entity that oversees the California Superior Court System. The AOC has developed the Judicial Branch Contracting Manual which contains terms deemed important to the AOC that they attempt to attach to their contracts. These terms, once agreed to by both parties, will **supersede and control over all terms**.

Court Systems are different branches of state government and therefore can be deemed “convenience users” of a State-sponsored contract. All government entities have procurement needs so they can either develop and issue individual bids **OR** use an existing agreement, such as NASPO ValuePoint, and may attempt to integrate their own terms into the procurement.

IV. AGGREGATING DEMAND

Some customers may seek better pricing by issuing Request for Offers (RFOs) or Best and Final Offers (BAFOs). Both of these methods use **an existing award** as the agreement baseline, but they also provide flexibility, allowing customers to achieve a customized pricing schedule by aggregating purchases. There are multiple benefits to the customer using these approaches as opposed to building a Request for Proposals (RFP) from scratch. You can find examples of these types of procurements posted in the Supplier Toolbox Training and Sales Enablement section. Below are a few of the benefits:

- **UTILIZATION OF A VALUEPOINT CONTRACT** – NASPO ValuePoint contracts contain terms and conditions that are highly developed, including multiple financing methods, extensive service guarantees, broad product offerings, comprehensive insurance protections, and many other contract features.
- **ADMINISTRATIVE EXPENSE** – Government entities spend a tremendous amount of time and resources to build an RFP from scratch. Utilizing an existing contract minimizes these expenditures and reduces the overall time spent on the solicitation.
- **REDUCES NUMBER AWARD CHALLENGES** – The underlying procurement is tied to an existing award and therefore, the likelihood of a contract award protest is lessened.



V. SUPPLIER'S PERSPECTIVE ON RFPS

When you are dealing with an RFP, you are entering a world that contains several dimensions and moving parts. It's where the complexity of terms, contract structure, performance mandates, and bid evaluation systems all come together. Three important things are occurring that will determine your success.

First, **technical and performance requirements** are established. Secondly, **avenues of company revenues** can be shaped and realized. Third, **risk and liability** are set forth and ultimately conferred upon an awarded Supplier. Effectively mitigating contract risk may determine whether you win or lose. These considerations have parallel considerations on the government's side: procurement officers must create the technical and performance requirements; contract types with pricing and payment mechanisms must be defined and determined; and the procurement needs to mitigate contract risk.

These issues largely are resolved with a Master Agreement, and the topics in this module more fully explain the complexities that governments deal with in competitive bidding.

In this module, you will be able to:

- Better understand General Bidding Guidelines
- Analyze and break apart the fact pattern of a bid
- Work within the corporate structure to address key elements
- Develop strategies to effectively work through the bidding process

NOTES

BIDDING GUIDELINES

The purpose of competitive bidding is to secure the public objectives in the most effective manner and avoid the possibilities of graft, fraud, and collusion. **Competitive bidding is primarily designed to benefit the public body** and is not for the benefit of the bidders. The process is administered to accomplish its purposes with sole reference to the public interest. It is based upon full and free bidding to satisfy specifications, and acceptance by the issuing entity of the most effective solution to the stated requirements, as determined by the evaluation criteria contained in the RFP. General procurement standards have formed partly due to a compendium of post-award protest rulings. From such decisions, the following general guidelines have emerged among others:

1. Request for Proposals must provide a basis for full and fair competitive bidding among bidders on a common standard, free of restrictions tending to stifle competition.
2. The issuing entity may modify the RFP, prior to the date fixed for Contract Award, by issuance of an addendum to all parties who are bidders. Consequently, potential bidders must closely monitor the website used to publish solicitations.
3. To have a valid bid, the bid must respond and conform to the solicitation, including all the documents which are incorporated therein. A bid response which does not literally comply may be rejected.
4. For a variance between the solicitation and the bid to be such as to preclude acceptance (the bid must be rejected), the variance or deviation must be material; materiality may be defined differently in invitations for bids and requests for proposals where proposal revisions may be permitted. It's important to carefully read the solicitation in this regard.
5. Issuing entities usually have the express or implied right to reject all bids in the best interests of the State. Bids cannot, however, be selectively rejected without cause.
6. Bids cannot be changed after the time designated for receipt and opening thereof. Other than allowed by law, no negotiation as to the scope of the work, amount to be paid, or contractual terms is permitted unless expressly allowed for in an RFP. However, this does not preclude the Issuing entity from clarifying the bidder's intent by asking questions and considering answers.
7. A competitive bid, once opened and declared, is an irrevocable option and a contract right of which the public agency cannot be deprived without its consent, unless the requirements for rescission are present. All bids become public documents.

8. Bids cannot be accepted “in part,” unless the solicitation specifically permits such an award.
9. Contracts entered through the competitive bidding process cannot later be amended, unless the Invitation for bids includes a provision, to be incorporated in the contract awarded, providing for such amendments. Most do, but amendments typically must be in the general scope of the contract.

ANALYZING THE RFP DOCUMENT & DEFINING THE ISSUES

By far, dealing with bids is the most complicated of all contracting options. It is an arduous and difficult process, as outcomes can turn on a single concept or a single word. It requires insight into the objectives of public acquisition, knowledge of competitive procurement standards, and an acute awareness of your own business model and risk profile. Once the bid is issued, you will need to analyze and break apart the bid fact pattern into various sections and have it reviewed by internal departments or other interested stakeholders prior to **drafting questions** at the Q&A stage. The questions below will give you a good place to start and help you determine how to approach this bidding opportunity.

I. GENERAL QUESTIONS

- A. Does the contract structure make sense, or should the procuring agency consider changes?
- B. Do terms and conditions need additional input or refinement?
- C. Are technical specifications in line with industry standards or are they too narrowly written?

II. SALES FIT & FEASIBILITY

- A. Does the scope of the solicitation need to be altered or widened?
- B. Are the technical specifications standard or does it limit, stifle, or frustrate competition?
- C. Are delivery mandates in line with industry standards?
- D. Are there special invoicing requirements?
- E. Are there special challenges that impact resellers or subcontractors?

III. RISK MANAGEMENT & SYSTEM BURDEN

- A. Can performance requirements be performed without placing an undue burden on our system?
- B. Can we fully comply with the products and services requested or is beyond our capability?
- C. Are the Service Level Agreement requirements overly burdensome or inconsistent with industry standards?
- D. Are there challenges with limitation of liability, indemnification, or warranty obligations?

- E. Does proposed contract termination language pose challenges?
- F. Are non-performance penalties and cure periods acceptable?

IV. FINANCIAL MANAGEMENT & CONTRACT ADMINISTRATION

- A. Are all available acquisition methods addressed?
- B. Are there ways to maintain acceptable contract margins and remain competitive?
- C. If leasing is an option, does the solicitation embody the necessary leasing language?
- D. Are there considerations impacting the accounting department or order management?
- E. Is there investment required to perform?
- F. Are all issues impacting end of term outlined?

CONSTRUCTING YOUR QUESTIONS DURING THE Q&A

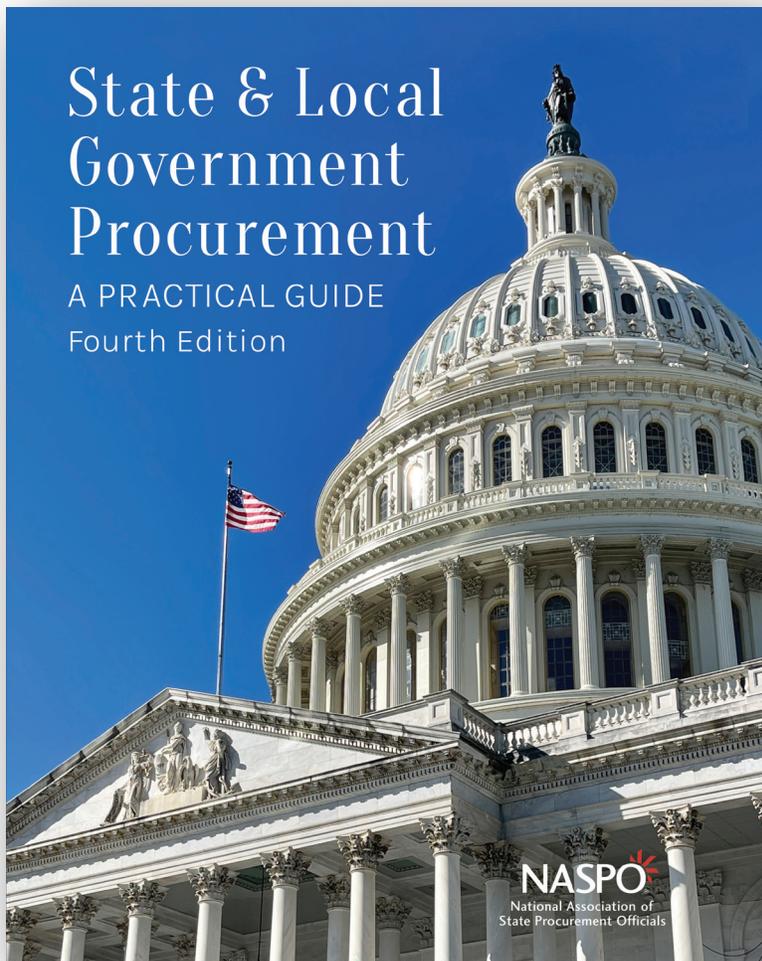
Sufficient time and thought should have been given in preparing the RFP to attract competition and to reduce or avoid any problems that might arise after the bids are opened. There are always questions that arise and it's here where specifications may be relaxed and where terms and conditions may be altered. It is also where Suppliers determine whether to compete. Bid departments have limited resources to devote to bid preparation. Suppliers are unlikely to invest the effort should they become discouraged due to perceived problems that still exist in the bid, such as perceived gaps in contract language or unclear requirements.

Constructing questions is very similar to batting in baseball. Some are just better at it than others. Many questions fail during this stage, not because they don't raise good points; instead, because the questions themselves are poorly written. To enhance the overall quality and precision of the question, we suggest you consider the **following principles** with each question you write.

- **PURPOSE & UTILITY**– Does the question advance a company objective?
- **FRAMING & FORMATTING** – Is the question well-reasoned and easy to answer?
- **CUSTOMER BEST INTEREST** – Is the question couched to advance customer interest or promote competition?
- **FOUNDATIONAL SUPPORT**– Have we offered an industry standard as a supporting foundation?
- **REVISE & REFINE** – Can the question be shorter by making it more succinct?
- **TONE & EDITING** – Has the tone and readability been reviewed and edited by others?

STATE & LOCAL GOVERNMENT PROCUREMENT: PRACTICAL GUIDE, 4th EDITION

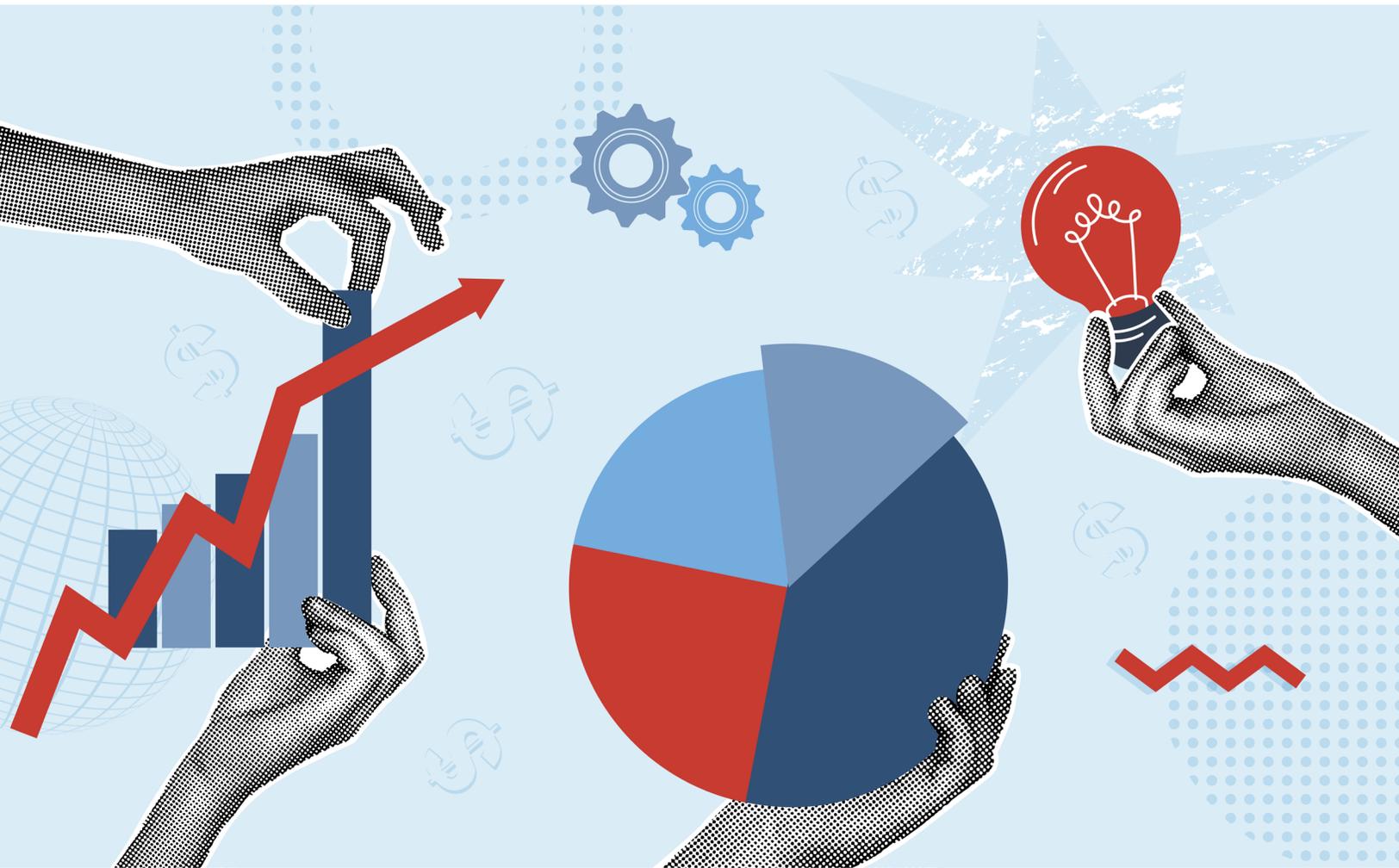
Keeping pace with changes in procurement trends, the fourth edition of the Practical Guide has several new features, including IT procurement, sustainable purchasing, and the use of eProcurement systems. The latest guide also includes expanded narratives on procurement planning, source selection methods, evaluation of bids and proposals, quality assurance and contract management. We recommend making this a centerpiece of your ongoing training and education curriculum. You may purchase this as a digital eBook through Amazon, Apple, Kobo and Redshelf. Visit www.naspo.org/research-and-innovation/practical-guide/ or scan the QR code for more information.



Scan here for more information!

MODULE 5

VALUE PROPOSITION & MARKET ANALYTICS



MODULE 5 - LEARNING OBJECTIVES

Establishing your value proposition will require a **State by State** review and the completion of a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. SWOT is a method of assessing a business, its resources, and its environment. Performing this analysis is a good way to understand the marketplace, your strengths, and weaknesses, and, ultimately, the best way to position and market your award. It will enable you to pinpoint core activities and identify what you do well and why. It should result in action plans to correct Weaknesses, eliminate Threats, exploit Strengths, and take advantage of Opportunities.

- **STRENGTHS** - Existing capability that provides a competitive advantage, such as product breadth, quality, company stability, etc.
- **WEAKNESSES** - Internal force that serves as a barrier to achieving an advantage, such as response to customers, inventory management, sales force training, etc.
- **OPPORTUNITIES** - Existing external force that if leveraged provides an opportunity, such as technology, solutions, web-based resources, etc.
- **THREATS** - External force resulting in a competitive disadvantage, such as shortage of skilled employees, competitive strengths, etc.

In this module, you will be able to answer these questions:

- What value do we deliver?
- Which one of our customer's problems are we helping to solve?
- What bundles, or products or services are we targeting in each state?
- What differentiates your offer against competitive contracts or your competitors?

NOTES

STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS (“SWOT”)

The essence of the SWOT is to discover what you do well, what you can do to improve, whether you are making the most of your opportunities, and how you should adapt to the marketplace. The value of the analysis is to give you suggestions to improve and ameliorate your marketing plans and maximize your opportunities. Answering these questions will help you determine how to position your award and reach your goals. This is not the time to perform an exercise simply out of a sense of duty, but rather a time to be honest, straightforward, and circumspect. The end game here is to develop thoughtful and winning strategies for your company, resulting in the most effective return possible on the time invested in the agreement.

STRENGTHS

- What advantage does your company have in each marketplace compared to the competition?
- What do you do better than others and how do you communicate that?
- What are your unique resources?
- What do customers in your marketplace view as your strengths?

WEAKNESSES

- Are there things you can improve that impact contract performance?
- What perceptions or activities should you avoid?
- What would your customers say are your weaknesses and how are you addressing this?

OPPORTUNITIES

- What trends have emerged in your marketplace that result in opportunities to expand?
- How are you furthering your relationships with your current customers?
- Are there customers willing to provide your testimonials for delivering superior service?

THREATS

- What are your obstacles to maximizing your sales?
- How is your competition beating you and what are you doing about it?
- How are changes in the market threatening your position?

NASPO VALUEPOINT CONTRACT PURCHASE - ALL STATES

STATE	POPULATION	POPULATION AS % OF US	2024 PURCHASES	2024 PER CAPITA PURCHASES	CHANGE FROM 2023	2023 PURCHASES
Alabama	5,024,279	1.50%	\$304,546,120.89	\$61	24%	\$245,610,072.85
Alaska	733,391	0.22%	\$325,490,452.12	\$444	14%	\$284,660,040.13
Arizona	7,151,502	2.13%	\$787,860,776.55	\$110	6%	\$744,881,329.17
Arkansas	3,011,524	0.90%	\$257,717,944.15	\$86	5%	\$246,610,806.01
California	39,538,223	11.80%	\$2,939,983,775.35	\$74	-2%	\$2,994,446,175.67
Colorado	5,773,714	1.72%	\$912,301,083.27	\$158	8%	\$841,175,195.38
Connecticut	3,605,944	1.08%	\$197,474,214.50	\$55	-12%	\$224,724,780.21
Delaware	989,948	0.30%	\$152,671,496.05	\$154	40%	\$109,383,843.58
District of Columbia	689,545	0.21%	\$53,732,942.92	\$78	6%	\$50,902,572.84
Florida	21,538,187	6.43%	\$1,324,324,769.17	\$61	-1%	\$1,337,664,728.48
Georgia	10,711,908	3.20%	\$219,136,209.98	\$20	60%	\$136,912,849.70
Hawaii	1,455,271	0.43%	\$306,057,641.00	\$210	2%	\$300,489,736.72
Idaho	1,839,106	0.55%	\$234,662,495.31	\$128	16%	\$202,797,752.44
Illinois	12,812,508	3.82%	\$268,441,358.41	\$21	-7%	\$287,928,653.97
Indiana	6,785,528	2.02%	\$117,549,972.35	\$17	10%	\$106,569,960.70
Iowa	3,190,369	0.95%	\$205,143,984.81	\$64	30%	\$157,336,926.79
Kansas	2,937,880	0.88%	\$248,746,347.98	\$85	8%	\$229,541,141.53
Kentucky	4,505,836	1.34%	\$352,467,483.98	\$78	4%	\$338,265,600.50
Louisiana	4,657,757	1.39%	\$625,244,045.64	\$134	6%	\$591,228,768.89
Maine	1,362,359	0.41%	\$79,060,387.54	\$58	15%	\$68,538,142.72
Maryland	6,177,224	1.84%	\$227,906,251.95	\$37	1%	\$225,543,717.09
Massachusetts	7,029,917	2.10%	\$135,335,305.46	\$19	17%	\$115,849,294.43
Michigan	10,077,331	3.01%	\$248,328,036.30	\$25	-15%	\$291,597,386.03
Minnesota	5,706,494	1.70%	\$676,043,581.84	\$118	1%	\$668,830,909.46

Mississippi	2,961,279	0.88%	\$132,299,545.81	\$45	21%	\$109,608,800.06
Missouri	6,154,913	1.84%	\$404,060,061.82	\$66	-4%	\$420,749,525.45
Montana	1,084,225	0.32%	\$274,562,921.44	\$253	-4%	\$284,590,268.48
Nebraska	1,961,504	0.59%	\$165,621,815.25	\$84	6%	\$155,860,274.71
Nevada	3,104,614	0.93%	\$331,316,940.68	\$107	-1%	\$334,928,766.87
New Hampshire	1,377,529	0.41%	\$58,672,652.40	\$43	26%	\$46,510,880.50
New Jersey	9,288,994	2.77%	\$822,789,923.88	\$89	-2%	\$842,210,469.52
New Mexico	2,117,522	0.63%	\$350,073,259.71	\$165	9%	\$322,365,974.25
New York	20,201,249	6.03%	\$260,946,356.97	\$13	109%	\$124,597,736.35
North Carolina	10,439,388	3.12%	\$110,088,886.53	\$11	-11%	\$123,104,127.10
North Dakota	779,094	0.23%	\$53,501,333.18	\$69	5%	\$51,168,561.77
Ohio	11,799,448	3.52%	\$197,147,225.82	\$17	-11%	\$220,298,419.85
Oklahoma	3,959,353	1.18%	\$270,421,724.73	\$68	-24%	\$357,611,105.63
Oregon	4,237,256	1.26%	\$746,747,425.13	\$176	-7%	\$803,765,662.83
Pennsylvania	13,002,700	3.88%	\$429,364,171.01	\$33	-2%	\$440,132,382.50
Rhode Island	1,097,379	0.33%	\$64,850,886.16	\$59	-11%	\$72,619,057.43
South Carolina	5,118,425	1.53%	\$350,930,458.88	\$69	23%	\$285,551,924.92
South Dakota	886,667	0.26%	\$76,693,751.51	\$86	-10%	\$85,285,663.08
Tennessee	6,910,840	2.06%	\$620,128,124.82	\$90	23%	\$504,911,674.21
Texas	29,145,505	8.70%	\$170,721,845.41	\$6	-3%	\$175,836,473.45
Utah	3,271,616	0.98%	\$858,607,499.85	\$262	-3%	\$885,692,089.36
Vermont	643,077	0.19%	\$50,631,756.57	\$79	-7%	\$54,631,226.96
Virginia	8,631,393	2.58%	\$137,761,702.75	\$16	-1%	\$138,734,435.22
Washington	7,705,281	2.30%	\$1,868,378,261.00	\$242	3%	\$1,818,521,865.27

West Virginia	1,739,716	0.54%	\$67,203,174.67	\$37	-22%	\$86,684,067.98
Wisconsin	5,893,718	1.76%	\$945,633,491.96	\$160	4%	\$909,330,168.70
Wyoming	576,851	0.17%	\$61,276,296.82	\$106	38%	\$44,291,705.84
<i>Territories</i>						
American Samoa	49,761	0.01%	\$1,016,773.80	\$20	23%	\$825,506.08
Guam	162,158	0.05%	\$2,448,382.12	\$15	33%	\$1,836,275.66
Northern Mariana Islands	47,528	0.01%	\$527,983.34	\$11	1%	\$521,816.60
Puerto Rico	3,285,874	0.98%	\$34,925.76	\$0.01	53%	\$22,760.92
Virgin Islands	106,290	0.03%	\$847,123.87	\$8	-37%	\$1,345,528.44
Totals	335,100,892		\$21,085,260,451.00	\$63	3%	\$20,505,535,581.00

2022 CENSUS OF GOVERNMENTS

A census of governments is taken at 5-year intervals as required by law under Title 13. The most recent Census was taken in 2022. Governmental services in the United States are provided through a complex structure made up of numerous public bodies and agencies. In addition to the federal government and the 50 state governments, the Census Bureau recognizes basic types of local governments.

The Individual State Descriptions provides information about the organization of state and local governments. There is a separate summary for each state, that are divided into basic types of local governments recognized for the US Census Bureau's classification of government units – county, municipal, township, school district, and special district governments. Each government type is described in detail in the report. Source: Individual State Descriptions: 2022: 2022 Census of Governments.

Individual State Descriptions: 2022

2022 CENSUS OF GOVERNMENTS

Released April 2024

G22-CG-ISD



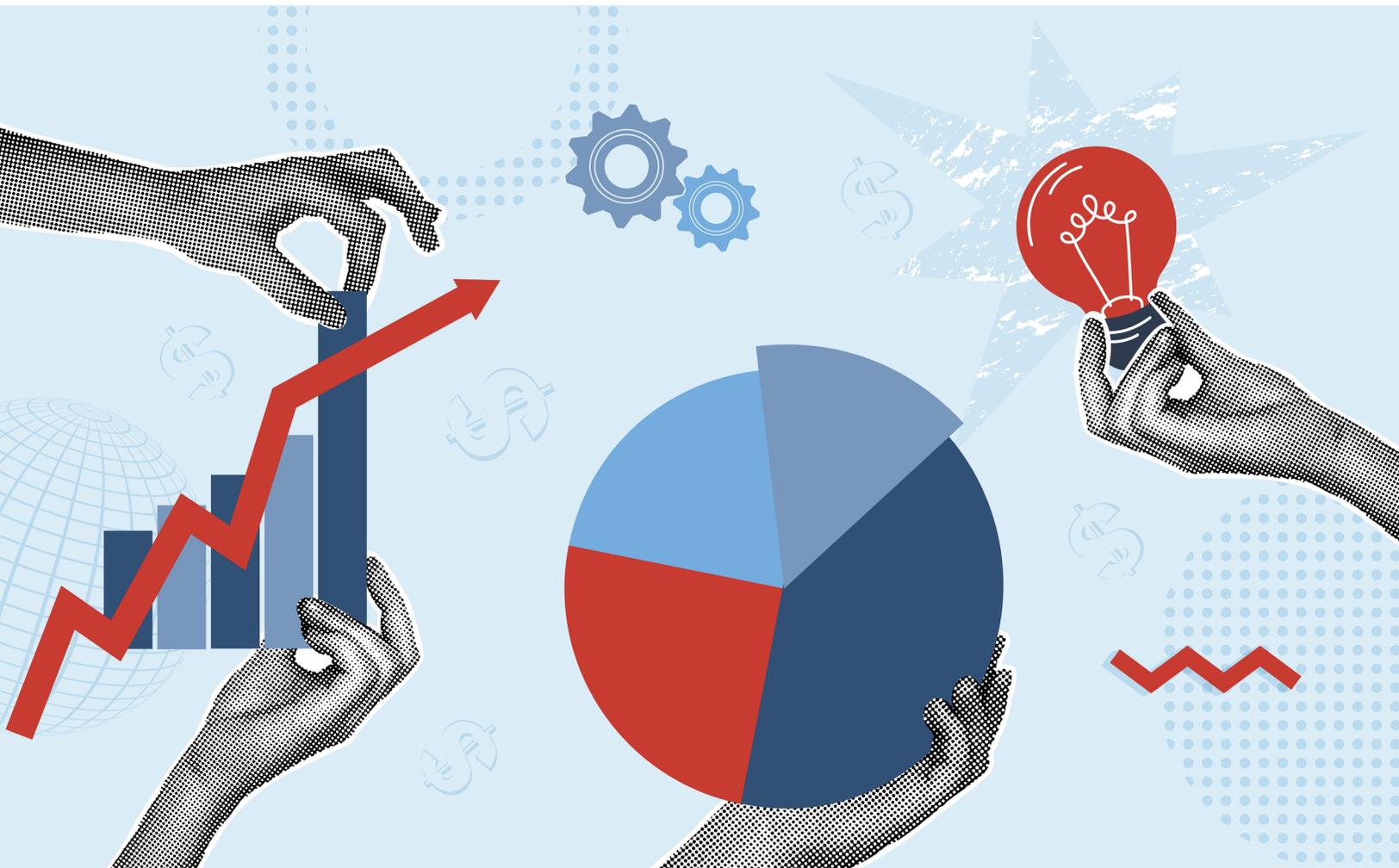
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MODULE 6

STRATEGIC PARTNERSHIPS & DISTRIBUTORS



SUPPLIER RESELLERS

Many organizations distribute goods and services using an **Indirect or Dealer Business Model**. Suppliers that utilize this approach create a whole host of additional issues to be addressed that will impact contract performance of NASPO ValuePoint agreements. Beyond simply fulfilling the order, some states allow Supplier Resellers the option to invoice and collect payment on a contract held by the Supplier.

To properly manage these interconnected relationships, Suppliers will need to construct Reseller participation agreements, establish proper conduits for reporting, and provide extra layers of training for their Reseller partners. Though NASPO ValuePoint Suppliers will differ slightly in how they handle this subject, there seem to be common elements amongst the Supplier community. Below is a summary of how the more seasoned Suppliers address this topic:

COMMON RESELLER CONSIDERATIONS USED BY NASPO VALUEPOINT SUPPLIERS

- Authorized Provider in good standing
- Threshold amount established of previous public sector sales demonstrating experience
- Commitment to establish internal training
- Completion of Supplier public sector training
- Minimum number of dedicated public sector sales reps
- Submission of Business Plan outlining the Reseller approach to the market and commitment to promote the agreement

COMMON ELEMENTS IN RESELLER PARTICIPATION AGREEMENTS

- Commitment by Reseller to follow contract guidelines
- Acceptance to be bound by Contract Award terms and conditions
- Commitment to submit mandatory reports as required under the Master Agreement
- Commitment to assign single point of contact responsible to furnish reports and ensure compliance
- Parameters established ensuring proper order management
- Customer POs will note proper contract numbers and will not include non-approved items
- Reseller documentation (orders, invoices, sales quotes) are subject to audit by the Supplier
- Reporting process subject to ongoing review and process improvement

COMMON REQUIREMENTS FOR STATE APPROVED RESELLERS

- Registration with Secretary of State office
- Reseller must be in current standing with the state and approved
- State vendor registration
- Physical presence in the state

MODULE 7

ACCOUNTING MANAGEMENT & PERFORMANCE REVIEWS



LEAD STATES

It is strongly suggested that you meet the Lead State™ on an appropriate and mutually agreeable basis to develop a strong relationship. Lead States are in a unique position to provide feedback on how your agreement is perceived and working in the field. This is also an opportunity for you to review pricing, potential promotions, and other aspects of your marketing efforts as you seek ways to maximize your potential. Lead States will act as a resource for you, and it's prudent to develop a solid relationship with them.

PARTICIPATING STATES

Participating states are concerned with three primary issues. **First**, that state terms as set forth in the PA are complied with. **Second**, if there are questions regarding interpretation of state terms, then the state will interpret the application of terms to reduce any ambiguity and lessen potential conflict. **Third**, participating states desire smooth contract performance with their customers. We suggest that Suppliers use a Commitment Action Document (see appendix) to identify problems and track resolution of those problems.

NATIONAL CONTRACT MANAGEMENT

Managing a national contract is difficult and requires tremendous focus. Negotiating terms, ensuring compliance, and maximizing financial and operational performance for many Suppliers is a full-time job. Managing a national program boils down to **effective time management**. First, it is helpful to break down the available time by determining available days per quarter. Secondly, allocate your time based on the **Market Index** chart as outlined on Page 52.

Category	Days
Year	365
Weekends	104
Public Holidays	11
Vacation Time	20
Sick Days	10
Office Administration	48
Available Field Allocation	172
Field Allocation Days by Quarter	43

NASPO/PPA EXCHANGE CONFERENCE

This annual meeting is a MUST for Suppliers who wish to expand their footprint into the world of state government. The conference is a place where partnering, networking and learning come together to develop business relationships that support public procurements that are effective, efficient, transparent, and fair. This meeting should be attended by all those who support the agreement and want to garner a better and deeper understanding of how to move the ball forward with their marketing plans. You can find the location of the yearly meeting by visiting the NASPO website (www.naspo.org) and clicking on the link for Events and Webinars.

NASPO VALUEPOINT SUPPLIER ACADEMY

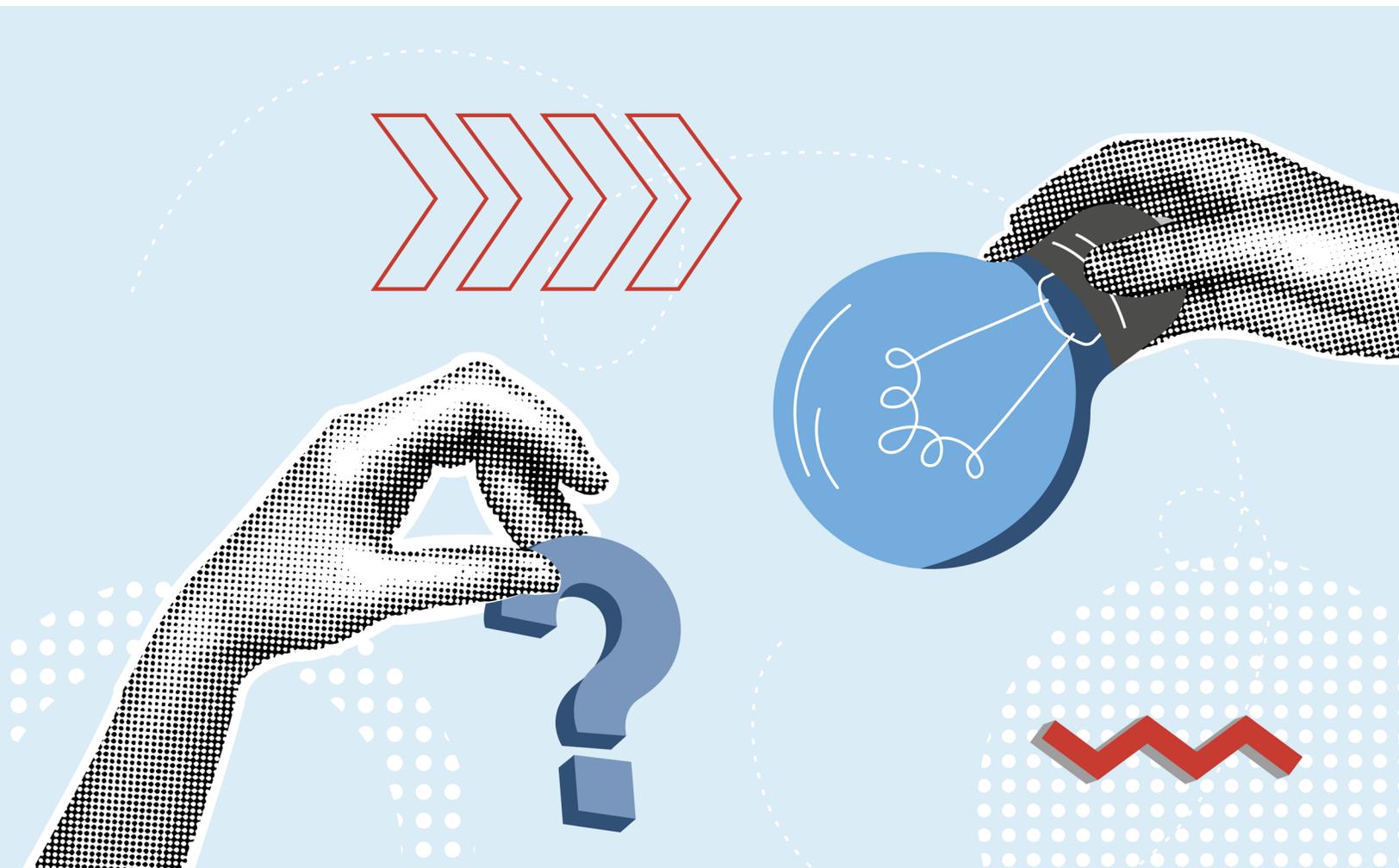
There are over 400 NASPO ValuePoint Supplier Contract Holders and many people within the Supplier community that support these awards. In addition to those that actually manage the contract key departments, such as legal, operations, and sales, all serve a role in the contract success. Many Suppliers maintain a Learning Management System (LMS) in order to train internal personnel or their reseller channels. In support of these efforts, NASPO has developed online courses to supplement your LMS using content based on **proven business strategies** and **best practices** used by our most productive Suppliers. The Supplier Academy is a resource to help YOU become more productive. We encourage you to take full advantage of this resource in your business development efforts.

PERFORMANCE REVIEW MEETINGS

Getting the most out of your award will take time, energy, and effort. NASPO ValuePoint is here to help and will **schedule meetings to review your business initiatives and measure your progress**. During the review, we will provide counsel on the building blocks outlined in this guide and discuss areas where you would like to see improvement.

We greatly appreciate your ongoing efforts to promote NASPO ValuePoint in the public marketplace!

APPENDIX





ACCOUNT MANAGEMENT MATRIX

ACCOUNT TYPE	CONCERNS	SUGGESTED TOOLS	OTHER
LEAD STATE	Contract Scope	Regular Face-to-Face Meetings	
	Interpretation of Master Terms	Record of Contract Interpretations	
	Contract Usage	Discuss State Prospects	
PARTICIPATING STATE	State Terms Followed	Internal Matrix for Affected Departments	
	Interpretation of State Terms	Update Contract Information Guides	
	Smooth Contract Performance	Commitment Action Documents (CAD)	
END USERS	Delivery, Warranty, Installation	Website Links for Easy Accesibility	
	Performance as Represented	Problem Resolution Clearly Outlined	
	Invoicing & Ongoing Customer Service	CAD for Larger Accounts & Customer Surveys	

ESTIMATED RFP COSTS STATE OF NEVADA

Rough Staff Time and Cost Analysis of Request for Proposal (RFP) Process

Standard RFP	Avg Cost Per	Planning, Development, & Release		Questions & Answers		Proposal Opening & Distribution		Evaluation & Selection		Contract Negotiation & Compilation		Contract Submission & Award		Administrative Appeal		
	Hour	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	
Agency Staff																
Agency Head	\$49.85	1.5	\$74.78		\$0.00		\$0.00		\$0.00	4	\$199.40		\$0.00	4	\$199.40	
Professional Staff	\$25.52	32	\$816.64	8	\$204.16		\$0.00		\$0.00	20	\$510.40	2	\$51.04	4	\$102.08	
Evaluation Committee - 5 members at professional level	\$127.60		\$0.00		\$0.00		\$0.00	41.5	\$5,295.40		\$0.00		\$0.00	4	\$510.40	
															\$0.00	
Purchasing Division Staff																
Deputy Administrator	\$38.46		\$0.00		\$0.00		\$0.00		\$0.00	0.5	\$19.23	0.5	\$19.23	4	\$153.84	
Professional	\$28.29	32	\$905.28	4	\$113.16	4	\$113.16	20	\$565.80	40	\$1,131.60	2	\$56.58	6	\$169.74	
Support	\$19.31	32	\$617.92	4	\$77.24	4	\$77.24	2	\$38.62		\$0.00	2	\$38.62		\$0.00	
															\$0.00	
Attorney General Staff																
Deputy Attorney General	\$43.70	1	\$43.70		\$0.00		\$0.00		\$0.00	2	\$87.40		\$0.00	16	\$699.20	
Sub Totals		99	\$2,458.32	16	\$394.56	8	\$190.40	63.5	\$5,899.82	66.5	\$1,948.03	6.5	\$165.47			
Grand Total Cost															\$11,056.60	
Grand Total Man Hours															259.00	
															\$1,834.66	

Rough Staff Time and Cost Analysis of Request for Proposal (RFP) Process Cont.

Complex RFP															
Agency Staff															
Agency Head	\$49.85	16	\$797.60		\$0.00		\$0.00		\$0.00	16	\$797.60		\$0.00	8.00	\$398.80
Professional Staff	\$25.52	80	\$2,041.60	16	\$408.32		\$0.00		\$0.00	40	\$1,020.80	2	\$51.04	8.00	\$204.16
Evaluation Committee - 7 members at professional level	\$178.64		\$0.00		\$0.00		\$0.00	113	\$20,186.32		\$0.00		\$0.00	8.00	\$1,429.12
Purchasing Division Staff															
Deputy Administrator	\$38.46	1	\$38.46		\$0.00		\$0.00		\$0.00	2	\$76.92	0.5	\$19.23	8.00	\$307.68
Professional	\$28.29	80	\$2,263.20	8	\$226.32	6	\$169.74	40	\$1,131.60	80	\$2,263.20	8	\$226.32	20.00	\$565.80
Support	\$19.31	32	\$617.92	4	\$77.24	6	\$115.86	5	\$96.55		\$0.00	6	\$115.86		\$0.00
Attorney General Staff															
Deputy Attorney General	\$43.70	1	\$43.70		\$0.00		\$0.00	4	\$174.80	16	\$699.20		\$0.00	40.00	\$1,748.00
Sub Totals		210	\$5,802.48	28	\$711.88	12	\$285.60	162	\$21,589.27	154	\$4,857.72	16.5	\$412.45		
Grand Total Cost															\$4,653.56
Grand Total Man Hours														582.50	92.00



Assumptions:

- This analysis assumes that the project is >\$100,000 and Purchasing is facilitating the RFP
- This analysis is an estimate of state staff time only; does not include operating costs such as travel, rent, supplies, etc.
- This analysis does not include any estimated vendor time and expenses
- Agency Head average cost per hour determined as the average hourly wage between Directors of Energy, DHHR and DPS; Purchasing Administrator; and PEBP Executive Officer
- Agency Professional Staff average cost per hour determined as the average hourly wage between pay grade 30-1 and 39-10 using Classified Employer Paid Compensation Schedule 7-2009
- Unable to estimate Agency support staff costs since we primarily work with one agency contact
- Purchasing Deputy Administrator average cost per hour based on actual hourly wage.
- Purchasing Professional Staff average cost per hour determined as the average hourly wage between pay grade 37-1 and 39-10 using Classified Employer Paid Compensation Schedule 7-2009
- Purchasing Support Staff average cost per hour determined as the average hourly wage between pay grade 27-1 and 31-10 using Classified Employer Paid Compensation Schedule 7-2009
- Deputy Attorney General time determined as the average hourly wage between Deputy AG and Sr. Deputy AG using Unclassified Employer Paid Compensation Schedule 7-2009
- Standard Evaluation Committee comprised of 5 members; average evaluation 1.50 hours per day per member plus evaluation meeting; average of 5 proposals
- Complex RFP Evaluation Committee comprised of 7 members; average evaluation 3 hours per day per member plus evaluation meeting; average of 5 proposals
- Complex RFP figures estimated considering regular experience with high dollar, high profile projects such as PEBP & Medicaid contracts, Good of the State Energy projects, Design/Build contracts, etc. There may be exceptions such as MMIS, which are not considered due to the exorbitant amount of time.
- Administrative Appeal costs are estimated on RFPs which are appealed and go through an administrative hearing. The estimates do not include Hearings Division charges



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**COMMITMENT
ACTION
DOCUMENT**

ACCOUNT	Date	Issue	Person Assigned	Proposed Action	Next Step	Result	Completion Date	Account Communication Method	Notes
AGENCY #1									
AGENCY #2									
AGENCY #3									
AGENCY #4									
AGENCY #5									
AGENCY #6									
AGENCY #7									
AGENCY #8									
AGENCY #10									
AGENCY #11									
AGENCY #12									

Note: CAD Reports are useful management tools to address perceived account challenges such as billing or customer service challenges.

Color code: **GREEN = COMPLETED** **YELLOW = ONGOING** **RED = NOT COMPLETED/ASSISTANCE NEEDED**



DEFINING THE ISSUES

CURRENT CONTRACT & RFP ANALYSIS CHECKLIST

I. Examining Current Agreement or Issued RFP

A. SALES FIT & FEASIBILITY

REVIEWED BY:

1. Does Product or Services scope need to be altered/expanded?
2. Are Technical Specs standard or does it stifle full competition?
3. Are there solution-related issues that need to be addressed?
4. Are delivery mandates acceptable?
5. Are there special invoicing or payment requirements?
6. Are there challenges that impact our distributors or subcontractors?

B. CONTRACT RISK & SYSTEM BURDEN

REVIEWED BY:

1. Can we perform without placing an undue burden on the system?
2. Can our system reasonably comply with all performance mandates & reporting requirements?
3. Are the Service Level Agreement requirements overly burdensome or inconsistent with industry standards?
4. Are there challenges with Limitation of Liability, Indemnification, or Warranty Obligations?
5. Are there issues with Termination Provisions?
6. Are Non-Performance penalties & cure periods acceptable?

C. FINANCIAL MANAGEMENT & CONTRACT ADMINISTRATION

REVIEWED BY:

1. Are all available acquisition methods addressed and does agreement allow Supplier to capture full ranges of revenues?
2. Are there ways to maintain contract profitability and still remain competitive?
3. If leasing is involved, does text address leasing companies?
4. Is there language impacting accounting considerations or order management?
5. Is there additional investment required to perform?
6. Are all issues impacting end of term clearly outlined?

II. Examining Bid Evaluation Systems

1. Would changing the # of awards benefit the customer? If so, how?
2. Does the Bid Evaluation System capture the proper elements or are there additional factors that should be considered?
3. Are there issues with the relative percentages assigned to the evaluation factors?
4. Are there services or products we can offer that are not evaluated?
5. How does the account view the incumbent and how are we viewed?
6. Are there special circumstances such as Small Business Initiatives or MWBE mandates?

III. Responding to RFP's - Drafting Questions & Proposing Modifications

A. GENERAL GOALS & APPROACH

REVIEWED BY:

1. Purpose & Utility - Question should advance a company objective
2. Framing & Formatting - Question should be well-reasoned and easy to answer
3. Revise & Refine - Attempt to shorten the question making it succinct and clear

B. DRAFTING PRINCIPLES TO REMEMBER

REVIEWED BY:

1. Customer Best Interest - Couch questions as to advance the customer interest
2. Foundational Support - Offer industry standards or other customer experiences as supporting foundations
3. Tone & Editing - Check tone and have others review questions for readability and comprehension

OVERVIEW

Our goal is to support our supplier community and provide you with tools and expertise that will help you sell more effectively to state governments and other eligible entities. This document provides a step-by-step guide that outlines our onboarding recommendations. Following these basic guidelines will allow you to reach your target audiences and ensure your products and services are easily accessible.

What	How	Who	When
Step 1: Register for our “Supplier Toolbox”	Register all stakeholders and sales personnel for our Supplier Toolbox and review available resources Download the “ValuePoint Strategies” manual	<ul style="list-style-type: none"> • Contract Administrator • Sales Directors • Marketing • Legal 	Week 1
Step 2: Dedicated Landing Page	Develop a dedicate landing page to link from the NASPO ValuePoint supplier page directly to your products/services, pricing and ordering details Strategies Guide, pp 22-23	<ul style="list-style-type: none"> • Website design • Marketing • Contract Administrator • Your Internal Stakeholders 	Within 2 weeks
Step 3: Field Announcement	Write an internal “Field Announcement” describing the major elements of the agreement (customizable for each state once PA’s are signed) Strategies Guide, pp 17-19	<ul style="list-style-type: none"> • Contract Administrator 	Within 2 weeks
Step 4: Logo Use Agreement	Develop customized collateral (ValuePoint brochure and presentation) Sign the ValuePoint Logo Use Agreement Strategies Guide, p 24	<ul style="list-style-type: none"> • Marketing • Sales Director • Contract Administrator 	Within 30 days
Step 5: Sign up for “Supplier Academy”	Supplier Academy can be accessed via the Supplier Portal Research available dates for in-person and online Supplier Workshops and participate when possible	<ul style="list-style-type: none"> • Contract Administrator • Sales Director • Marketing • Legal • Field sales 	Within 30 days
Step 6: Share your landing page link	Send the link to your ValuePoint landing page to the Lead State and to NASPO ValuePoint	<ul style="list-style-type: none"> • Contract Administrator 	Within 30 days
Step 7: Define your targets	Identify a list of target states for your marketing and sales efforts Research current contracting vehicles used by those states Develop a State-by-State strategy and value proposition	<ul style="list-style-type: none"> • Contract Administrator • Sales Director • Internal stakeholders 	Within 45 days
Step 8: Start Selling	Begin setting appointments and making sales calls Strategies Guide, pp 12-13	<ul style="list-style-type: none"> • Your sales team 	Within 60 days

2025 TOP 10 PRIORITIES for State Procurement

1  **Modernizing the Procurement Process**

Digitization of solicitations, bids, contracts, and record keeping; automation of processes.

2  **eProcurement**

Start-to-finish system creation and adoption; increased statewide agency utilization of eProcurement/ERP solutions.

3  **Talent Management and Succession Planning**

Recruiting and retaining skilled procurement professionals; remote work capacity; succession planning; talent management strategies.

4  **Training and Certification**

Promoting training and certification programs that elevate the procurement profession and develop skillsets for the future.

5  **Central Procurement Office as a Strategic Leader**

Strategic leadership; active participation in policy setting and statewide planning; comprehensive governance and oversight; centralized data gathering and analysis for increased business insight and responsiveness to stakeholder needs.

6  **Continuous Process Improvement**

Continuous review and improvement of current procurement processes to eliminate waste and gain new sources of value and efficiencies.

7  **Customer Service to Agency Stakeholders**

Responsiveness to agency stakeholders' needs; maintaining trust, compliance with service level agreements, and high satisfaction levels.

8  **Analytics for Data-driven Decision Making**

Using data analytics and tools to drive better procurement decisions state-wide.

9  **Artificial Intelligence in Procurement**

Implementing A.I. technologies into procurement processes; understanding data and security implications for A.I.-enabled products.

10  **Change Management**

Managing organizational change (process, administrative, new technologies or systems) and ensuring successful adoption and buy-in once implementation is completed.

NASPO is a nonprofit association dedicated to advancing public procurement through leadership, excellence, and integrity.

www.naspo.org

