

Best Value Procurement

Big Picture, Big Impact

Thursday, September 13, 2018
By: Jan Siderius



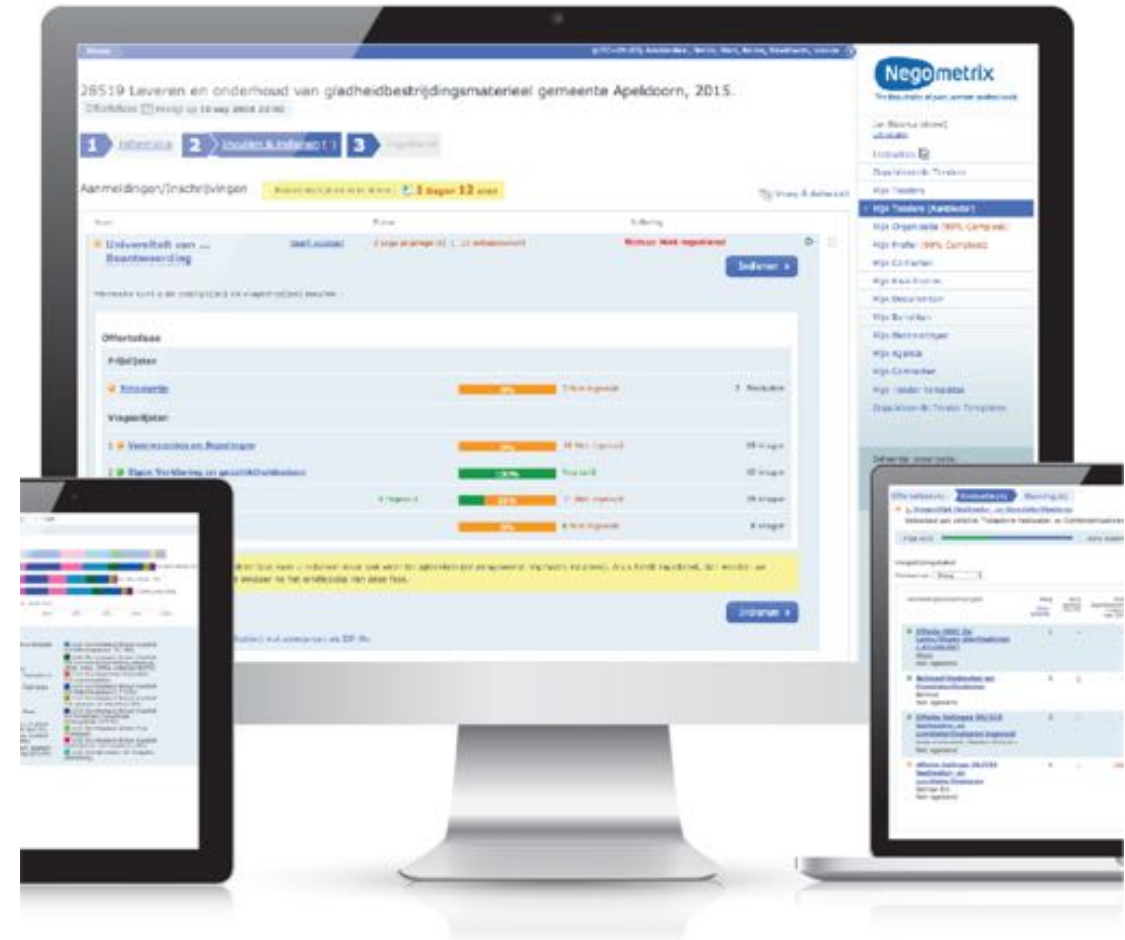


First 10 career years

- Medical Device Industry
- Avoid Purchasing!
 - Delays
 - Introduce competition
 - Price pressure
- Quit my job 18 years ago!

2000: web-based methodology for Hospitals

- jointly define buying criteria and weigh them
- vendor log in, see criteria and match
- evaluate offers
- award the best fit



..... rather than choose for what “the Doctor told me to order”



EU vs US Public procurement

- Same professionals: **experienced, high ethic**
- Same problems: **understaffed, under-appreciated, under funded**
- Same legal framework: **Create fair competition: transparency, objectivity, non-discrimination**

Difference

- Less Best Value
- Less digitization

POLL ??



Most important reason why not more Best Value?

- I have (too) little experience with it
- Will result in higher priced bids
- Worried to defend non-price criteria
- Against Agency policy
- It is not legal
- Difficult to change the way we have always done thing

Agenda

1. Why Best Value?
2. Early Procurement Involvement
3. How to determine the criteria
4. Importance of scale
5. Assigning weights
6. Scoring
7. Simulate! Before you engage
8. Don't be Scared paying too much
9. take home lessons



1. Why Best Value?

Align procurement with the strategy of your organization.

Choosing offers based solely on lowest price can conflict with a sustainable, quality community you intend to contribute to.





EU Case Example

..... terminology

EU

Before 2014:

“Most Economical Advantageous Tender”.

EU Now:

“Best price-quality ratio”

USA:

“Best Value”

The exact term “Best Value Procurement (BVP)” is used in Europe but is limited to Dean Kashiwagi’s / PIPS methodology.



EU Case Example

2020 horizon:

2014 – 2020

promoting sustainable
economic growth

"We encourage to use public procurement strategically as a tool to obtain better value for taxpayers money and to contribute to a more innovative, sustainable, inclusive and competitive economy"

Molded into legislation!

(Directive 2014/24/EU)

Since 2014: Best Value mandated by default in the EU

article 67: “**contracting authorities shall base the award of public contracts on Best Value.**” “In order to encourage a greater quality orientation of public procurement, countries can prohibit or restrict use of price only bidding”

Non-price Award Criteria are specified in legislation

- a) quality, including technical merit, aesthetic and functional characteristics, accessibility, design for all users, social, environmental and innovative characteristics....
- a) organization, qualification and experience of staff assigned to performing the contract, where the quality of the staff assigned can have a significant impact on the level of performance of the contract.
- a) after-sales service and technical assistance, delivery conditions such as delivery date, delivery process and delivery period or period of completion.

Also: exclude vendors which have proven unreliable, for instance because of violations of environmental or social obligations, including rules on accessibility for disabled etc.

What about USA?

NIGP “promotes conscientious consideration of all factors that lead to good value at every stage of procurement, not only price or other single factor”

A shorter version of the same goals (and less legally rooted)





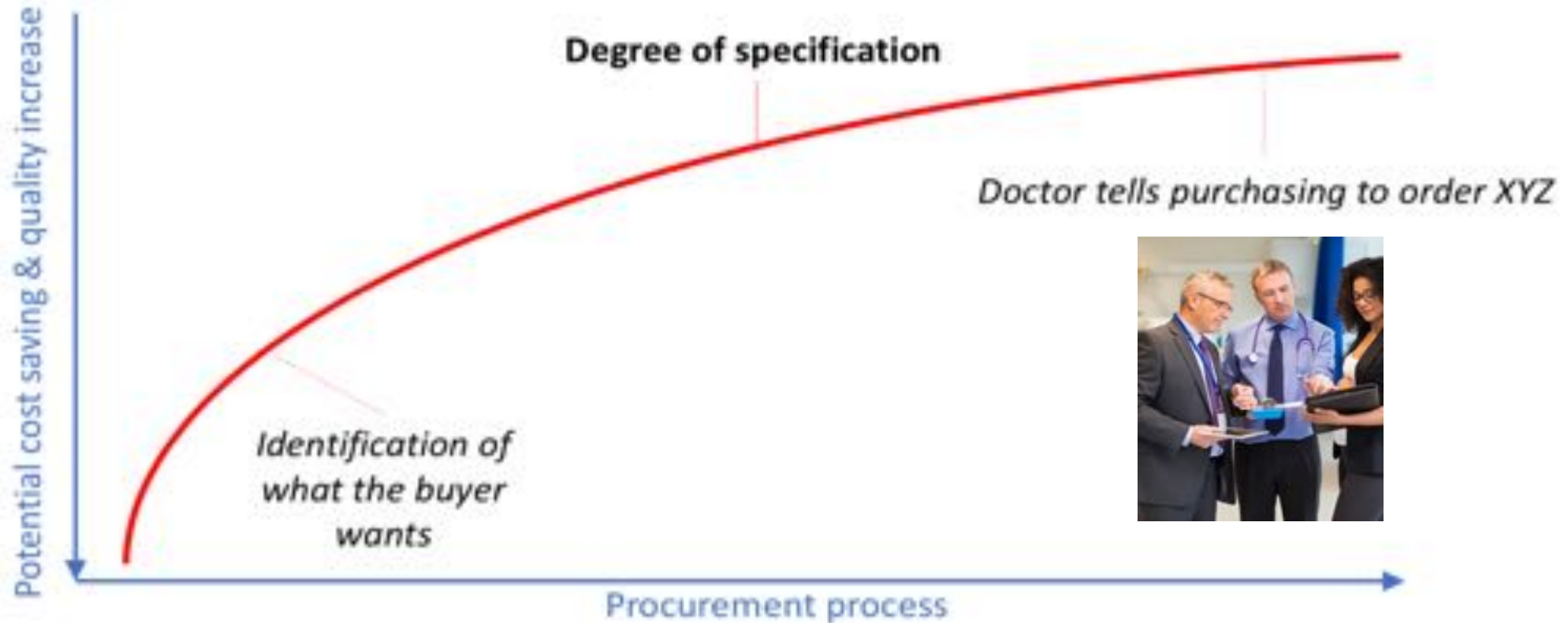
Okay,
we all think Best
Value is a good
idea and should
be used more,
what's next?

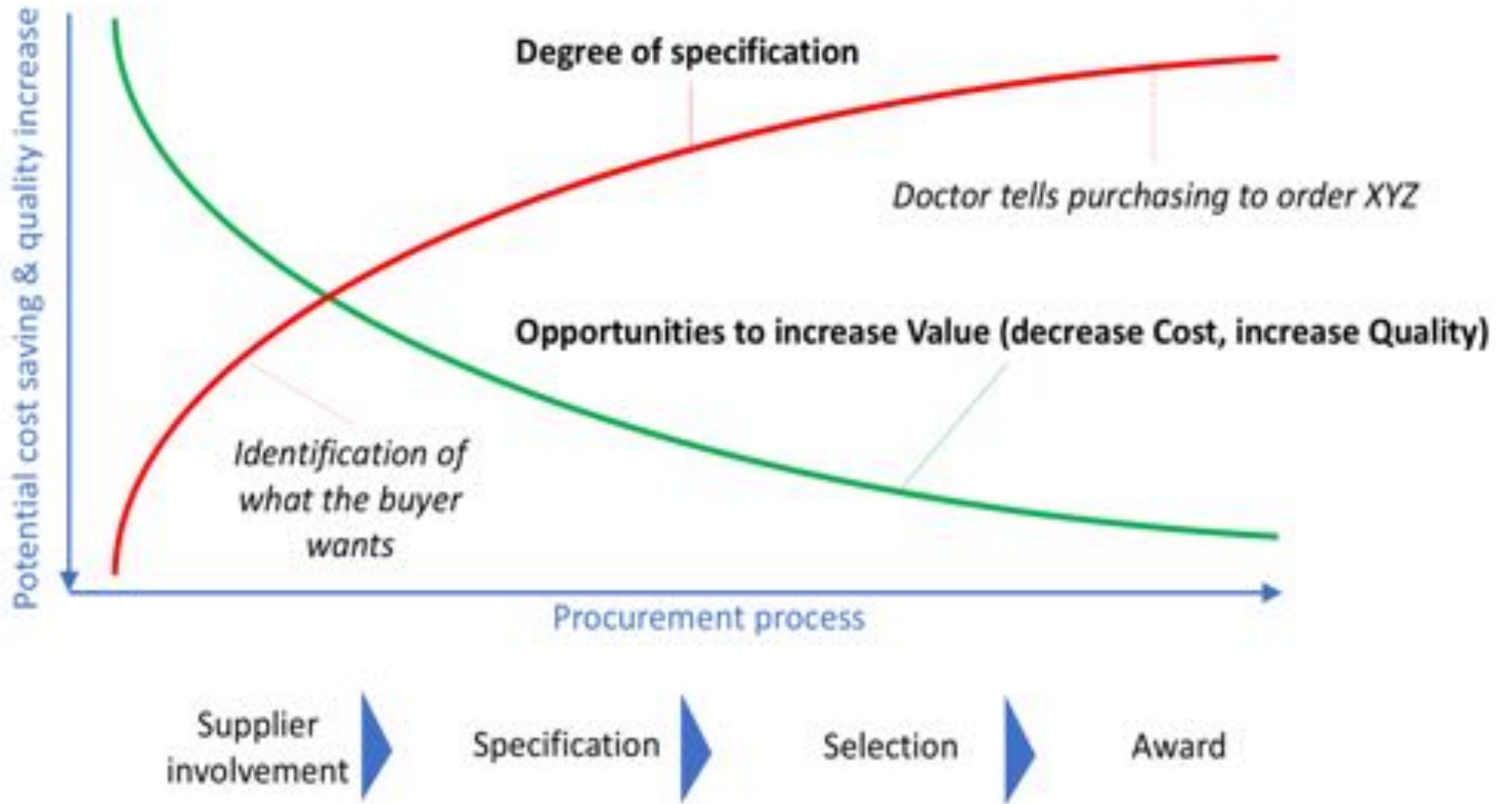
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2. Early Procurement Involvement





the effect of the graph is strongest for new solutions / areas where the agency has little experience.

> preliminary RFI's essential (or a PIPS method can be chosen.)

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3. How to determine the criteria?

Today's focus is on Best Value criteria only

Off course and RFP covers much more



3. How to determine the criteria?

1. Is there an agency policy?

example



Thank you!

“Best interests of the County to allow factors other than price to award”

- Quality of the good or service;
- Operational costs incurred by the County if the bid is accepted;
- Life-cycle costing;
- Reliability of delivery and implementation schedules;
- Maximum facilitation of data exchange and systems integration;
- Warranties, guarantees, and return policy;
- Vendor financial stability;
- Consistency of proposed solution with County’s planning documents and strategic direction;
- Quality and effectiveness of the business solution and approach;
- Industry and program experience;
- Prior record of vendor performance;
- Vendor expertise with projects of similar scope and complexity;
- Consideration of potential product acceptance by all user groups;
- Proven development methodologies and tools;
- Innovative use of current technologies and quality results.



3. How to determine the criteria?

1. Is there an agency policy?
2. Involve the Market (RFI)



3. How to determine the criteria?

1. Is there an agency policy?
2. Involve the Market (RFI)
3. **Standard criteria list**

Criteria Checklist

- Speed of delivery / implementation / completion
- Security requirements
- Mobilization plan
- Minimal downtimes of operation
- Measures to minimize nuisance for community while down / constructing
- Technical excellence
- Management capability
- Personnel qualifications
- Prior experience
- Past performance
- Track record of price stability
- Track record of product availability
- An upgradeable solution for longer time (less obsolescence)
- Value adding features
- Optional features offered
- Mitigation measures in risky project
- Possible costs outside of contract to remedy poor outcomes
- Products with no toxic ingredients
- Advancement of socioeconomic policy
- Storage, maintenance, insurance and other operational costs
- Disposal fees (add to cost?)
- End of life cycle plan (add to cost?)
- Risk to the government



3. How to determine the criteria?

1. Is there an agency policy?
2. Involve the Market (RFI)
3. Standard criteria list
4. Review expiring contract(s)



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5. Other RFP's (different agency)



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6. Specialists e.g. Energy, Hospital Linen, ERP



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7. **Buyers need to talk with users > go out in the field!**



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5. Other RFP's (different agency)
6. Specialists e.g. Energy, Hospital Linen, ERP
7. Buyers need to talk with users > go out in the field!
8. **Quantifiable?**

WARNING
Your keyboard can NEVER
look like this!



3. How to determine the criteria?

1. Is there an agency policy?
2. Involve the Market (RFI)
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4. Importance of Scale

- If you cannot scale criteria : useless
- Best practice: scale before weighting (scale influences weight)
- Share scale in RFP
- Be very explicit on scale to your Evaluation Committee

Scale can be:

- Yes / No
- or any other multiple choice
- or a grading scale e.g. 1-10

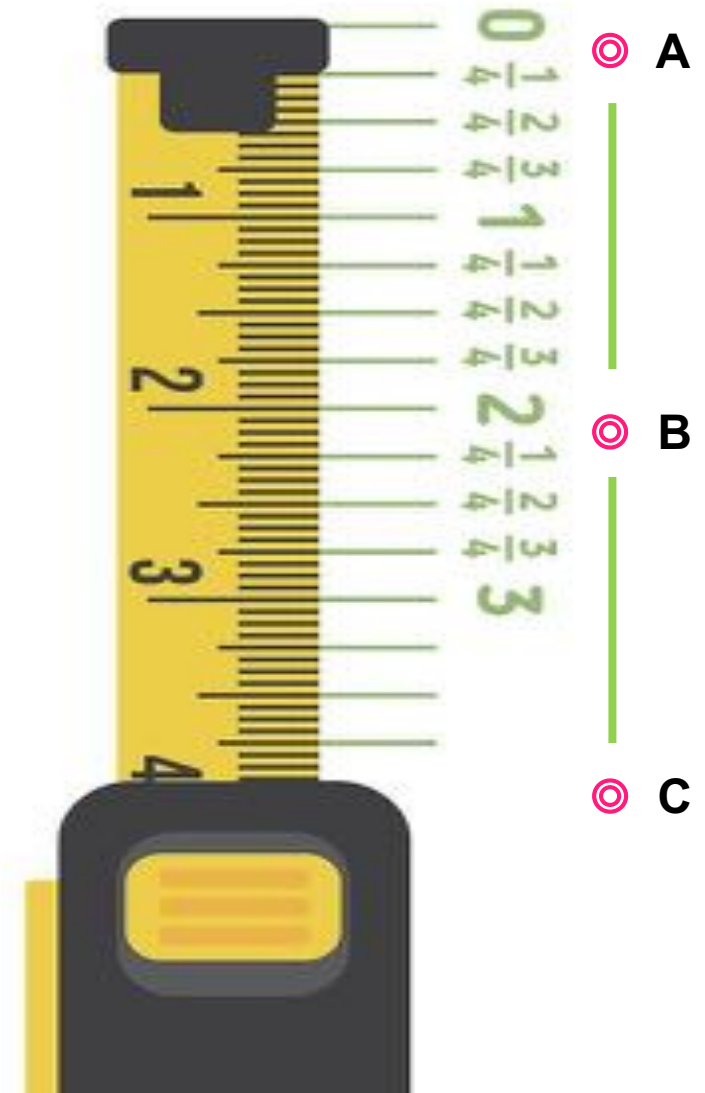
big difference!

e.g. 3 multiple choices (*excellent/ good/ minimal*)

compared to 1-10 score (*as people stay away from the extremes 1 and 10*)

The finer the scale, the less differentiation between offers

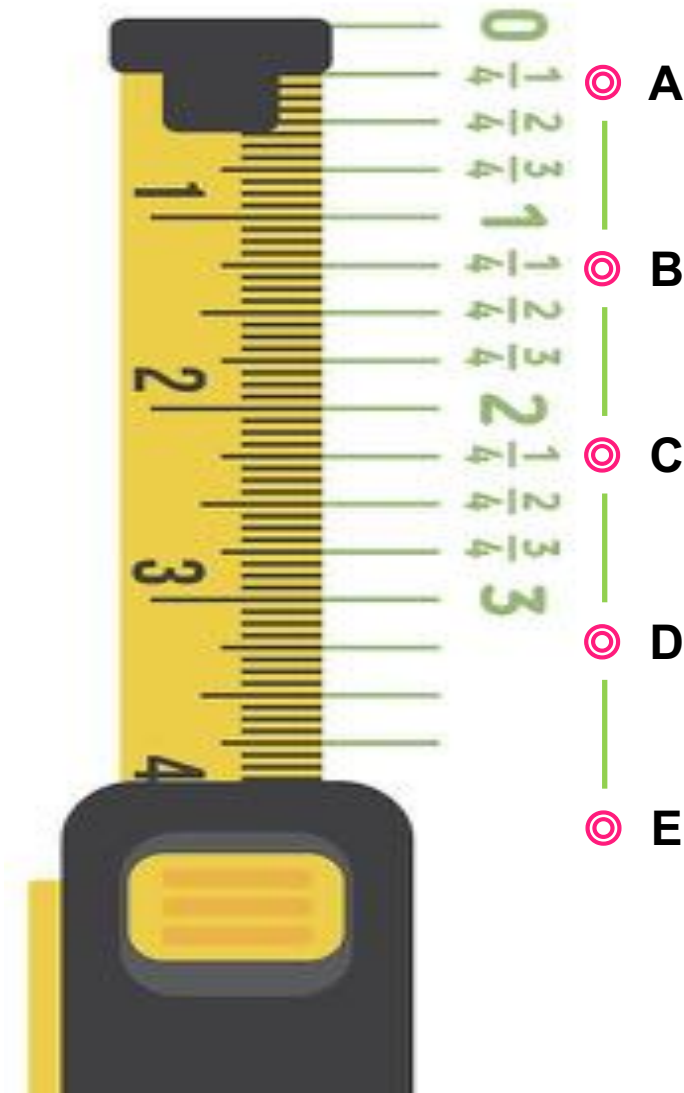
For an evaluation committee I recommend a 5 scale detailing all 5 options



Team composition and CVs of team members

Describe the personnel composition of the project team and attach a CV for each member. Experience mentioned in the CVs with more complexity and / or size will be valued higher than simpler and / or smaller projects.

- Convincing experience with similar, more and larger projects*
- Convincing experience with similar, more or larger projects*
- Convincing experience with similar projects*
- Limited experience*
- Minimal experience*



1.1.4. ● not filled Document attachment is missing Weight: 11.11%

Q: Describe the personnel composition of the project team and attach a CV for each member. The project team must have the experience described in the RFP demonstrated by successful completion of at least 2 similar projects.

The degree to which the composition of the team gives confidence that the execution of the project will lead to the desired result is evaluated. Experiences mentioned in the CV of team members with projects of comparable complexity and / or size will be valued higher than simpler and / or smaller projects.

No questions through Question & Answer

[Pose a question to the buyer](#)

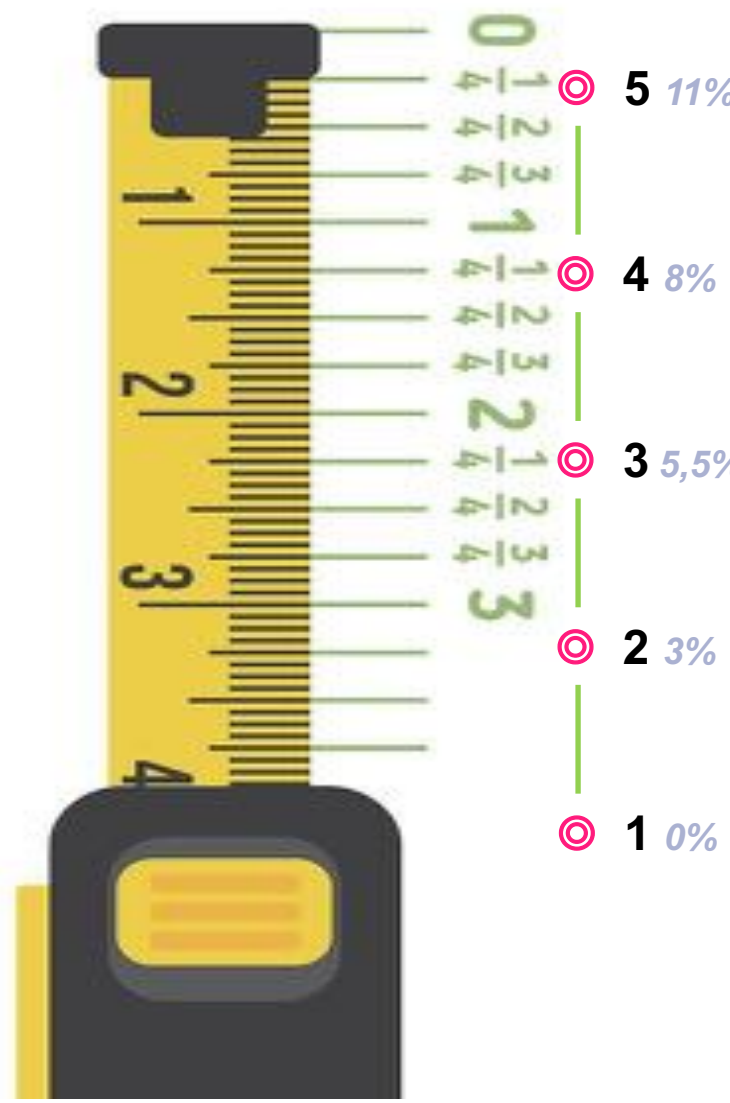
A:

Attached documents by supplier:

[Select from Documents](#) | [Upload from my PC](#)

Evaluation method:
Multiple-choice

Name	Value	Weight
Convincing experience with more and larger projects	5	11.11%
Convincing experience with more or larger projects	4	8.33%
Convincing experience with similar projects	3	5.56%
Limited experience	2	2.78%
Minimal experience	1	0%



For an evaluation committee I recommend a 5 scale detailing all 5 options

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5. Assigning weights

1. We all have experience from our every day life!

The house you live in, where your kids go to school, every grocery visit

2. Minimum qualifications /“Must-Haves”: no weight.

They are responsive – not responsive criteria. Counter-intuitive?

3. When weighting, consider the scale.

- E.g. you expect the vendors to score between 95% and 99%, scale 0-100% or 90-100%
- A 0-100% scale needs 10 times more weight compared to a 90-100% scale in order to have the same effect on the score. **0-100% with 20% weight = 90-100% with 2% weight**

4. Criteria versus sub criteria.

- Creating sub criteria helps high-level thinking and decision making: The more criteria to weight, the more difficult to do this meaningful; Stick to 6 - 10 Criteria

5. Can weights be too low? Not really

AHP / Analytic Hierarchy Process

by Prof. Thomas L. Saaty

Which criterion with respect to *AHP priorities* is more important, and how much more on a scale 1 to 9?

A - Importance - or B?		Equal	How much more?
1	<input checked="" type="radio"/> Experience and authority of key individuals or <input type="radio"/> Extent of quality control/quality assurance	<input type="radio"/> 1	<input type="radio"/> 2 <input checked="" type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input type="radio"/> 8 <input type="radio"/> 9
2	<input checked="" type="radio"/> Experience and authority of key individuals or <input type="radio"/> Time to completion	<input type="radio"/> 1	<input type="radio"/> 2 <input checked="" type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input type="radio"/> 8 <input type="radio"/> 9
3	<input checked="" type="radio"/> Experience and authority of key individuals or <input type="radio"/> Aesthetics/Visual Quality	<input type="radio"/> 1	<input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input checked="" type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input type="radio"/> 8 <input type="radio"/> 9
4	<input checked="" type="radio"/> Experience and authority of key individuals or <input type="radio"/> Geometric and structural enhancements	<input type="radio"/> 1	<input type="radio"/> 2 <input type="radio"/> 3 <input checked="" type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input type="radio"/> 8 <input type="radio"/> 9
5	<input checked="" type="radio"/> Experience and authority of key individuals or <input type="radio"/> Public Outreach/Involvement	<input type="radio"/> 1	<input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input checked="" type="radio"/> 8 <input type="radio"/> 9
6	<input checked="" type="radio"/> Extent of quality control/quality assurance or <input type="radio"/> Time to completion	<input checked="" type="radio"/> 1	<input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input type="radio"/> 8 <input type="radio"/> 9
7	<input checked="" type="radio"/> Extent of quality control/quality assurance or <input type="radio"/> Aesthetics/Visual Quality	<input type="radio"/> 1	<input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input checked="" type="radio"/> 8 <input type="radio"/> 9
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These are the resulting weights for the criteria based on your pairwise comparisons

Category	Priority	Rank
1 Experience and authority of key individuals	38.8%	1
2 Extent of quality control/quality assurance	24.5%	2
3 Time to completion	18.1%	3
4 Aesthetics/Visual Quality	5.7%	5
5 Geometric and structural enhancements	10.7%	4
6 Public Outreach/Involvement	2.2%	6

2,2 %
include?

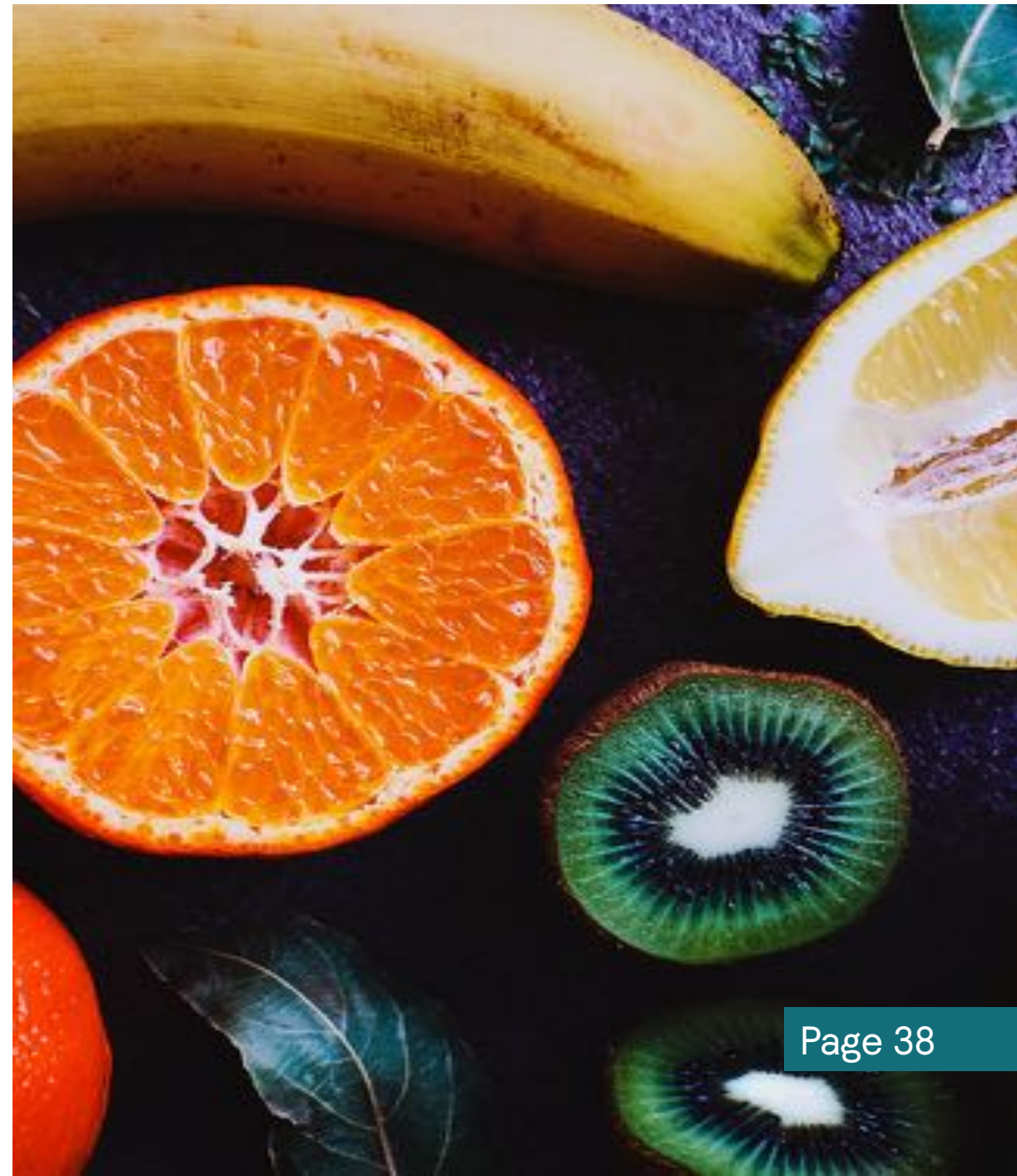
You will end up with a table looking like this:

points		percentages	Criteria
150		15%	Experience
	60		6% References
	50		5% CV of team assigned to execution
	40		4% interview with key employee
100		10%	Extent of quality control / quality assurance
75		8%	Time to completion
75		8%	Geometrical and structural enhancements
50		5%	Aesthetics / Visual Quality
50		5%	Decrease nuisance during constructing
			PRICE
500		50%	Price score:
1000		100%	total

Points or percentages, it comes down to exactly the same

You cannot change criteria!
Not even after the award,
well into the contract

Succhi di Frutta case law:
literally about Apples & Oranges for drinks
and preserves production. After the award,
the supplier asked if he could deliver peaches
instead of apples. He argued that it had the
same value to the buyer (which was true).
After EU appeal: unacceptable



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6. Scoring

“Scoring” the price:

- Best practice is that evaluators do not see price when evaluation the other aspects.
- Usually, the lowest bid is assigned the maximum price score (in example 500 points or 50%)
- Other bids get their score proportional to the lowest bid score. (*“Low bid scoring” LBS method*)
- Price score of offer =
 $\text{Weight of the Price} \times \text{lowest \$ price} / \text{\$ price of offer}$

Scoring of all other criteria:

$\text{Weight of the (sub) criteria} \times \text{Score of offer}$

Add scores of Price to all criteria (and sub criteria)

Proposal with highest score = rank number 1 etc.



6. Scoring EXAMPLE



points		percentages	Criteria		score (0-10)	score A	score (0-10)	score B
150		15%	Experience					
	60		6%	References	7	42	8	48
	50		5%	CV of team assigned to execution	7	35	8	40
	40		4%	interview with key employee	7	28	8	32
100		10%	Extent of quality control / quality assurance		7	70	9	90
75		8%	Time to completion		6	45	7	52,5
75		8%	Geometrical and structural enhancements		6	45	7	52,5
50		5%	Aesthetics / Visual Quality		5	25	6	30
50		5%	Decrease nuisance during constructing		8	40	6	30
			PRICE		\$500.000		\$540.000	
500		50%	Price score: (max points X P lowest / P)			500		463
1000		100%	total			830		838

6. Scoring EXAMPLE

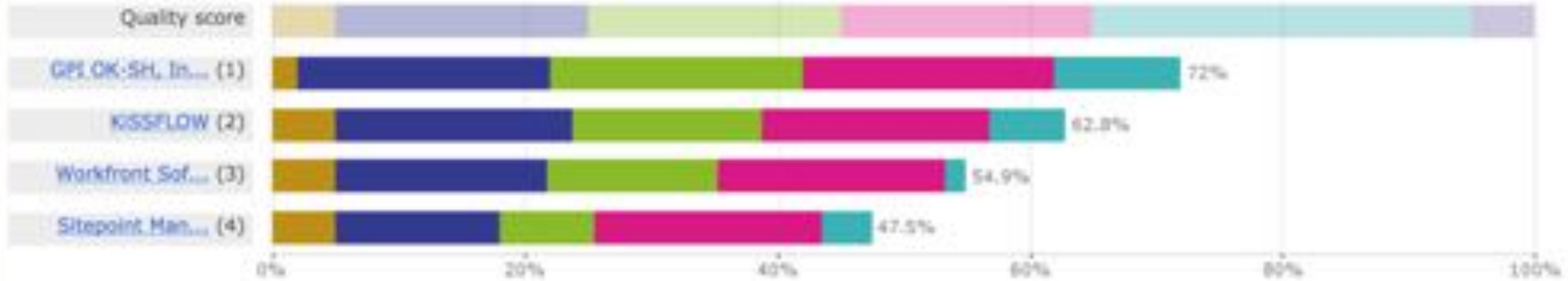


points		percentages	Criteria	score (0-10)	score A	score (0-10)	score B
150		15%	Experience				
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	40		4% interview with key employee	7	28	8	32
100		10%	Extent of quality control / quality assurance	7	70	9	90
75		8%	Time to completion	6	45	7	52,5
75		8%	Geometrical and structural enhancements	6	45	7	52,5
50		5%	Aesthetics / Visual Quality	5	25	6	30
50		5%	Decrease nuisance during constructing	8	40	6	30
			PRICE	\$500.000		\$540.000	
500		50%	Price score: (max points X P lowest / P)		500		463
1000		100%	total		830		838

B is more expensive but is ranked number 1 with 838 point (or 83,8%)

6. Scoring EXAMPLE

Compare by: Survey groups Questions



Survey groups:

- 1.1. Company Information (5%)
- 1.2. Purchase and Payment (20%)
- 1.3. Delivery Service (20%)
- 1.4. Website and Online Ordering (20%)
- 1.5. Product Quality and Selection (30%)
- 1.6. Overall Impression of Proposal (5%)
- 1.7. Accept Terms & Conditions (0%)

Request a zip-export for this Solicitation

Export surveys, answers and scores suppliers

Export offered pricing sheets of all suppliers

Scoring ANOTHER EXAMPLE

15/01/2017

15%	Price	Price
15%	Experience and authority of key individuals	Quality 85% (all non-price)
15%	Work plan	
15%	Extent of quality control/quality assurance	
10%	Safety measures and guarantees	
10%	Measures to evaluate performance during contract	
10%	Aesthetics	
10%	Public Outreach/Involvement	
100%	<i>total</i>	

→ 15% !!

Lets call all none price criteria "Quality".
total Quality weighs 85% Price 15%

IF the quality score of bidder A is 15% better than the second-best bidder, bidder A can ask ANY PRICE and will always win. **Dangerous**

Even if A is better by 10% than the next best bidder on Quality, he can win with almost **double the price** of the next best bidder
... these are realistic scenarios ...

Be careful with any RFP with a weight of price of more than 50%

Reminder: there is a lot of "quality" in the minimum specifications / must-haves

RFP with > 50% price weight can have a price cap

6. Scoring

“Low Bid Scoring” / LBS,
has criticized effects

4 bidders

\$ 100 \$ 110 \$ 150 \$ 160

There are 500 points to win on Price:

bid \$ 100 gets all the 500 price points

bid \$ 110 gets 455 points ($500 \text{ pts} \times \$100 / \110) 45 point less, to make up in quality

bid \$ 150 gets 333 points ($500 \text{ pts} \times \$100 / \150) 167 point less, to make up in quality

Bid \$ 160 gets 313 points ($500 \text{ pts} \times \$100 / \160) 188 point less, to make up in quality

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Bid \$ 160 gets 313 points (500 pts X \$100 / \$160) 188 point less, to make up in quality

\$ 10 difference between \$ 100 and \$ 110 translates to a 45 points difference

\$ 10 difference between \$ 150 and \$ 160 translates to a 21 points difference

For the agency: 10 \$ spent = 10 \$ spent. The method “favors” high priced bids.

6. Scoring

“Low Bid Scoring” / LBS,
has criticized effects

4 bidders

~~\$100~~ ~~\$110~~ \$150 \$160

There are 500 points to win on Price:

~~bid \$100 gets all the 500 price points~~

~~bid \$110 gets 455 points (500 pts X \$100 / \$110) 45 point less, to make up in quality~~

~~bid \$150 gets 333 points (500 pts X \$100 / \$150) 167 point less, to make up in quality~~

~~Bid \$160 gets 313 points (500 pts X \$100 / \$160) 188 point less, to make up in quality~~

\$10 difference between \$100 and \$110 translates to a 45 points difference

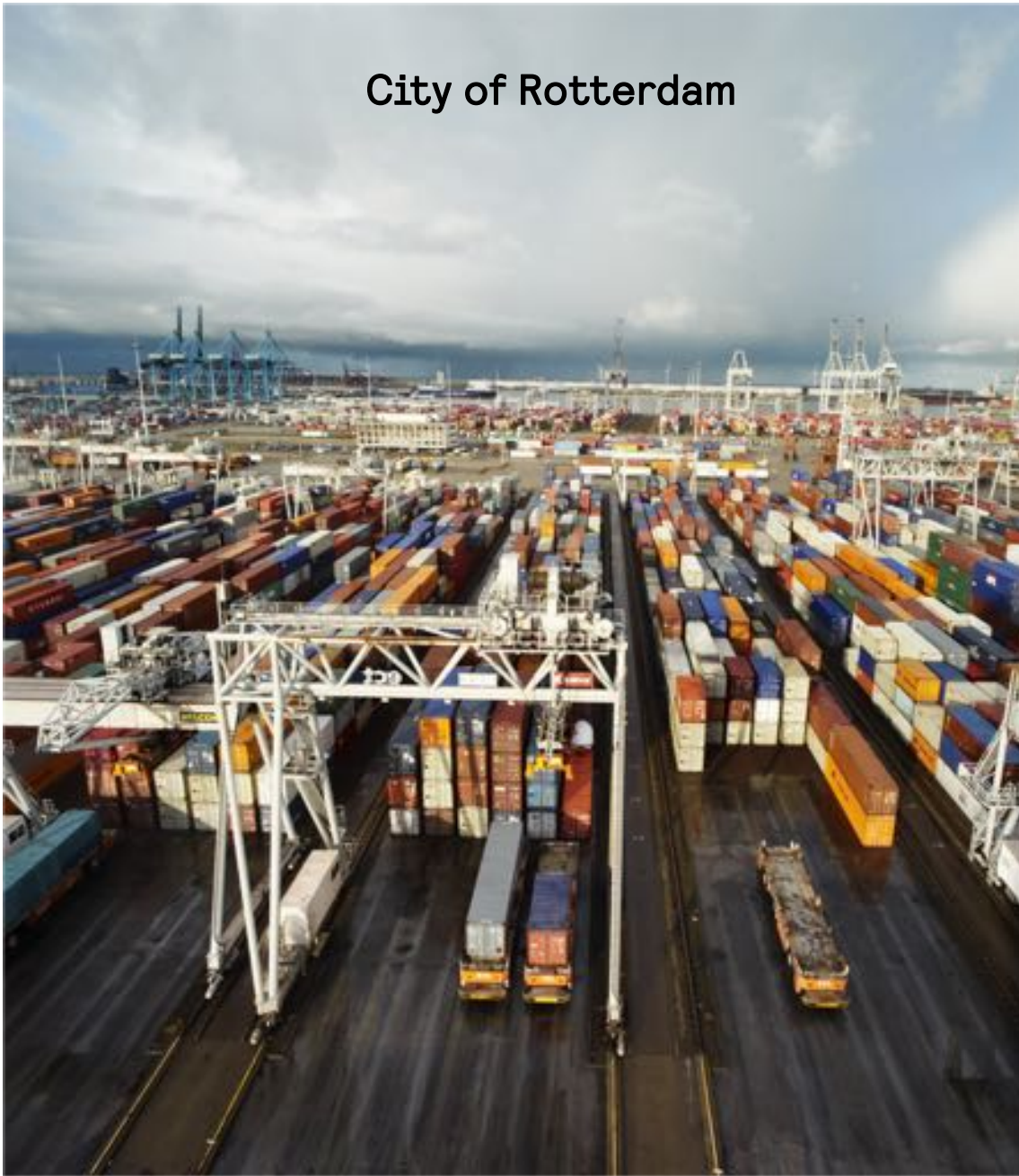
\$10 difference between \$150 and \$160 translates to a 21 points difference

For the agency: 10 \$ spent = 10 \$ spent. The method “favors” high priced bids.

Second debated effect:

If bid \$100 and \$110 are **out**, the difference between the \$150 and \$160 bid is **31** points (instead of **21**) while their bids stayed exactly the same

City of Rotterdam



One of the alternative methods.

(I have studied 38)

“quality-per-dollar index”

QUALITY score / Price (in \$)

Bid with highest index, is ranked no. 1

Fair Reasoning:

a 10% higher quality score,
can offset 10% higher price

Mathematically:

Q / P :

$$\begin{aligned} 70 \text{ Q points (out of 100)} / \$70 &= 1 \\ &= 77 \text{ q points out of 100} / \$77 \end{aligned}$$

(the problems of LBS are solved)

My favorite: Value Based Award

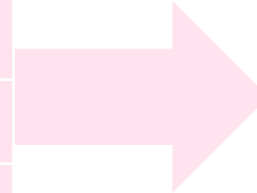


6. Scoring

Reasoning:

- The agency pays money to a vendor, the **less** the better
- A vendor gives value back to the agency, the **more** the better.
- **Subtract their value from their price**

\$150.000	Experience
\$100.000	Extent of quality control / quality assurance
\$75.000	Time to completion
\$75.000	Geometrical and structural enhancements
\$50.000	esthetics / Visual Quality
\$50.000	Decrease nuisance during constructing
\$500.000	Total (extra) value delivered



Need to quantify a **dollar amount to each criteria** (instead of points or %)

In this example bidders can vary in giving (from \$0 to) \$ 500,000 in value back to the agency.

6. Scoring



value range in \$		Criterion	score (0-10)		score (0-10)	
\$0	\$150.000	Experience	7	\$105.000	8	\$120.000
\$0	\$100.000	Extent of quality control / quality assurance	7	\$70.000	9	\$90.000
\$0	\$75.000	Time to completion	6	\$45.000	7	\$52.500
\$0	\$75.000	Geometrical and structural enhancements	6	\$45.000	7	\$52.500
\$0	\$50.000	Aesthetics / Visual Quality	5	\$25.000	6	\$30.000
\$0	\$50.000	Decrease nuisance during constructing	8	\$40.000	6	\$30.000
total	\$500.000	total (extra) value delivered		\$330.000		\$375.000
	PRICE			\$500.000		\$540.000

6. Scoring



value range in \$		Criterion	score (0-10)		score (0-10)	
\$0	\$150.000	Experience	7	\$105.000	8	\$120.000
\$0	\$100.000	Extent of quality control / quality assurance	7	\$70.000	9	\$90.000
\$0	\$75.000	Time to completion	6	\$45.000	7	\$52.500
\$0	\$75.000	Geometrical and structural enhancements	6	\$45.000	7	\$52.500
\$0	\$50.000	Aesthetics / Visual Quality	5	\$25.000	6	\$30.000
\$0	\$50.000	Decrease nuisance during constructing	8	\$40.000	6	\$30.000
total	\$500.000	total (extra) value delivered		\$330.000		\$375.000
	PRICE			\$500.000		\$540.000
		comparison price based on value (bid - value)		\$170.000		\$165.000
		Bid B has the lowest and wins				

6. Scoring

value range in \$		Criterion	score (0-10)		score (0-10)	
\$0	\$150.000	Experience	7	\$105.000	8	\$120.000
\$0	\$100.000	Extent of quality control / quality assurance	7	\$70.000	9	\$90.000
\$0	\$75.000	Time to completion	6	\$45.000	7	\$52.500
\$0	\$75.000	Geometrical and structural enhancements	6	\$45.000	7	\$52.500
\$0	\$50.000	Aesthetics / Visual Quality	5	\$25.000	6	\$30.000
\$0	\$50.000	Decrease nuisance during constructing	8	\$40.000	6	\$30.000
total	\$500.000	total (extra) value delivered		\$330.000		\$375.000
	PRICE			\$500.000		\$540.000
		comparison price based on value (bid - value)		\$170.000		\$165.000
		Bid B has the lowest and wins				

Scoring in points or % also means you “translate” to a dollar value but you do not realize it.

The method makes agencies see and feel it

the problems of LBS are solved

= excellent alternative: used more and more in Netherlands

JOURNAL
OF
PUBLIC
PROCUREMENT

A scholarly journal of
NIGP, The Institute for Public Procurement,
International Public Procurement Conference, and
ASPA Procurement and Contract Management Section

A COMPARATIVE STUDY
OF FORMULAS FOR
CHOOSING THE
ECONOMICALLY MOST
ADVANTAGEOUS
TENDER

VOLUME 17
NUMBER 1
SPRING 2017

Przemyslaw S. Stilger,
Jan Siderius and
Erik M. Van Raaij*

There is more

Article in which we
studied the 38 methods
we found in public
procurement.

Agenda

1. Why Best Value?
2. Early Procurement Involvement
3. How to determine the criteria
4. Importance of scale
5. Assigning weights
6. Scoring
- 7. Simulate! Before you engage**
8. Don't be Scared paying too much
9. take home lessons



7. Simulate

strongly suggest simulating in Excel (or software) and enter **realistic** bids to see what outcome could be. Better **now** than when bids have come in!


points		percentages	Criteria	score (0-12)	score A	score (0-12)	score B
150		15%	Experience				
	60		6% References	7	42	8	48
	50		5% CV of team assigned to execution	7	35	8	40
	40		4% interview with key employee	7	28	8	32
100		10%	Extent of quality control / quality assurance	7	70	9	90
75		8%	Time to completion	6	45	7	52,5
75		8%	Geometrical and structural enhancements	6	45	7	52,5
50		5%	Aesthetics / Visual Quality	5	25	6	30
50		5%	Decrease nuisance during constructing	8	40	6	30
			PRICE		\$500.000		\$540.000
500		50%	Price score: (max points X P lowest / P)		500		463
1000		100%	total		830		838

7. Simulate

strongly suggest simulating in Excel (or software) and enter **realistic** bids to see what outcome could be. Better **now** than when bids have come in!

Simulate price/quality

1. RFP Responses
Linked to pricing sheet "Janitorial Supplies Price List"

Price: %  % Quality

Offers/Applications	Rank	Price	Quality score	Price to be best buy	Distance from no. 1	Quality simulation	Price simulation
Busy_Bee_Cleaning_Services	1	\$71,000	72%	\$71,000	\$0	<input type="text" value="72.00"/>	<input type="text" value="71000.00"/>
Greenhouse Eco Cleaning	2	\$69,000	62.8%	\$61,202.00	\$7,798.00	<input type="text" value="62.80"/>	<input type="text" value="69000.00"/>
Cappellino Cleaning Supplies	3	\$61,064	54.9%	\$52,788.50	\$8,275.50	<input type="text" value="54.90"/>	<input type="text" value="61064.00"/>
Genesee Valley Ford LLC (Fictive 3)	4	\$64,780	47.5%	\$44,907.50	\$19,872.50	<input type="text" value="47.50"/>	<input type="text" value="64780.00"/>



8. Don't be Scared paying too much

Data of 400 RFPs with 2000 bids:

In 93% of the solicitations,
the bid with the highest quality score
did NOT have the highest price.

In 72% of the solicitations,
The price of the bid with the highest
quality score was lower than the
average bid.

High quality \neq high price

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9. Take homes

1. Early involvement
2. Policy helps remember EU & James City County
3. Pay attention to scale
4. AHP
5. Quality of minimum requirements > weight of Price
6. Low Bid Scoring
7. SIMULATE
8. High quality ≠ high price
9. Software (!)



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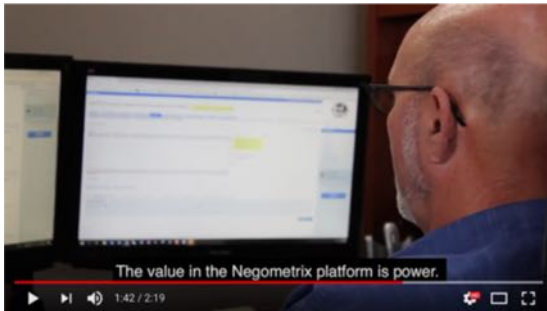
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Glad to do sessions for local chapters or even for an agency

