

Marketplace Capability Framework

for Quality Service Management Offices

Initial Baseline – July 2021

Purpose, Value, and Intended Use

Purpose of the Marketplace Capability Framework

- The Marketplace Capability Framework explains the description, impact, key considerations, and key roles and responsibilities for each of the marketplace capabilities as identified in the QSMO Business Architecture. This framework is intended to explain the common elements of each capability so that QSMOs establish their marketplaces in a similar manner.

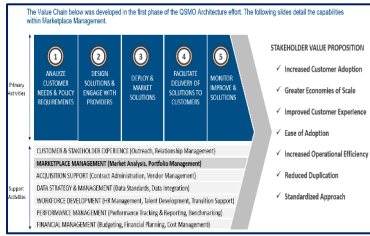
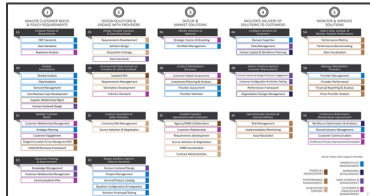

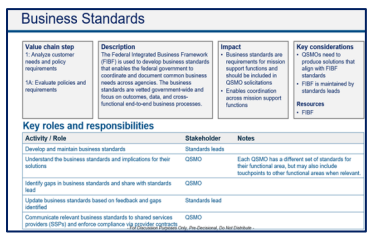
Value of the Marketplace Capability Framework

- The Marketplace Capability Framework can help QSMOs that are in the beginning stages of standing up their marketplace and are unsure where to begin. QSMOs will need to add functional area specifications relevant to their marketplace, but this framework is a starting point so that QSMOs know where to begin so that customers have a common experience when engaging with different QSMO marketplaces.

How to Use the Marketplace Capability Framework

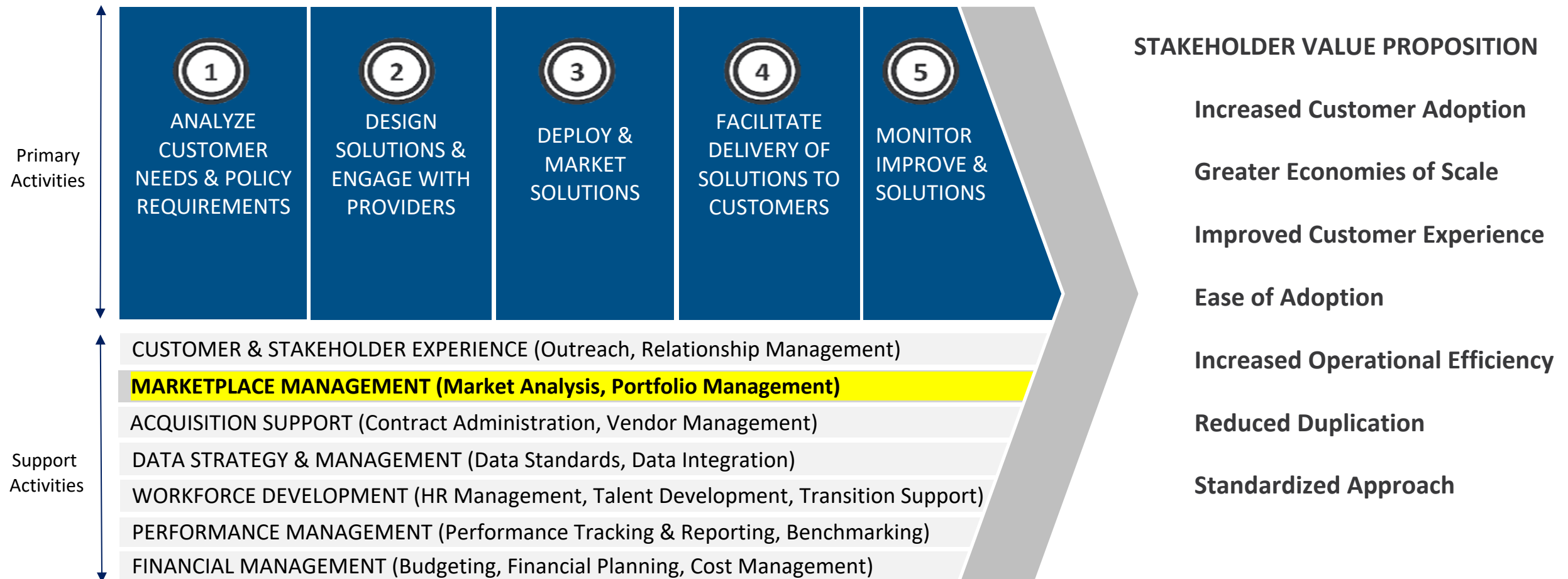
- QSMOs can use the Marketplace Capability Framework when standing up their marketplaces so they are aware of what steps to take and who to engage in the process.
- OSSPI can use the Marketplace Capability Framework as they are advising QSMOs by taking note that each QSMO marketplace has the same basic capabilities.

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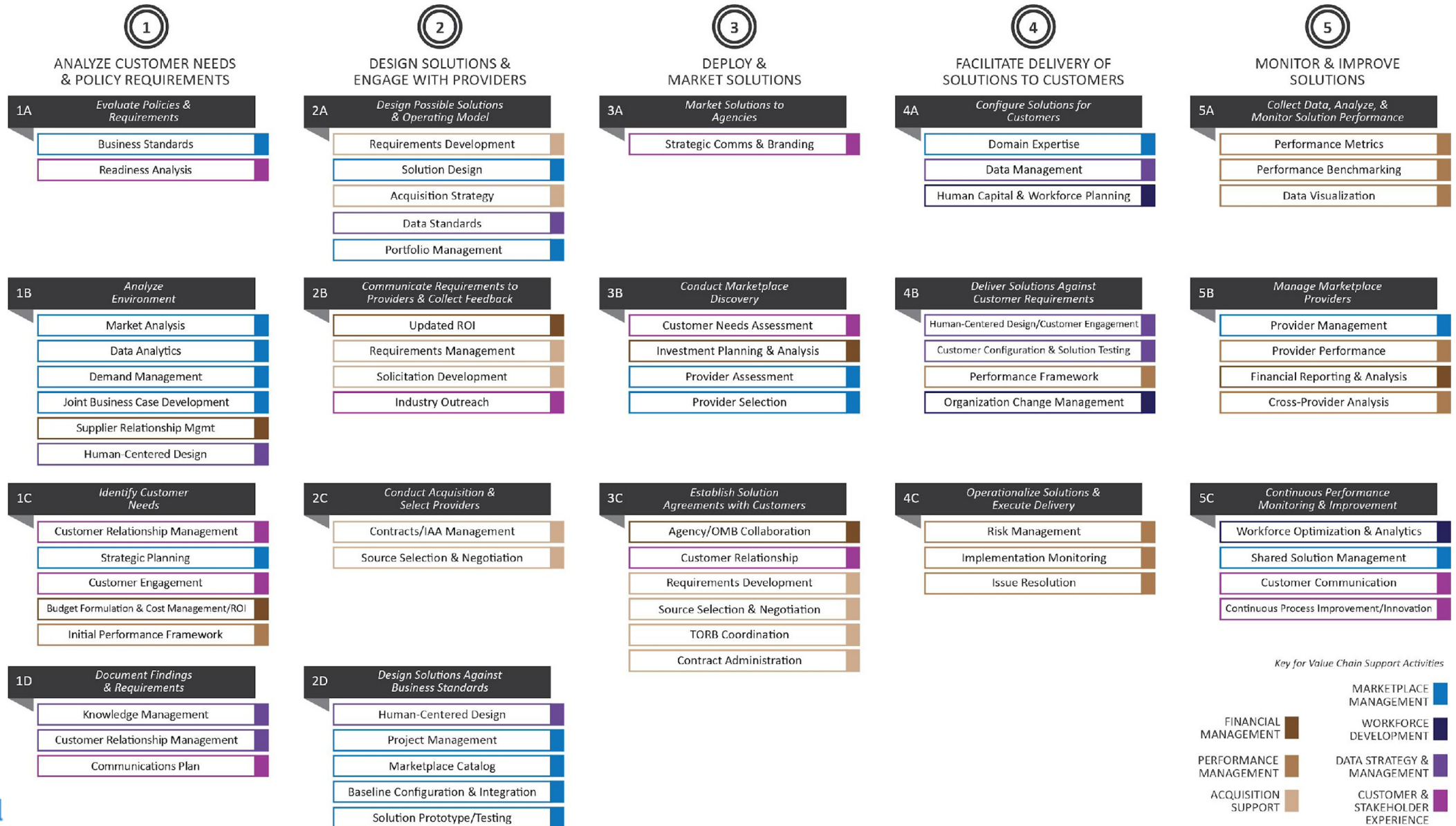
Component	Description	Depiction																										
Value Chain	The Value Chain provides the QSMOs and relevant stakeholders the high-level sequence of activities needed to bring a solution to customers, as well as insight into how resources are consumed to support the primary activities.	 <p>The Value Chain below was developed in the first phase of the QSMO architecture effort. The following sites detail the capabilities within Marketplace Management.</p> <p>Primary Activities:</p> <ul style="list-style-type: none"> 1. ANALYZE CUSTOMER NEEDS & REQUIREMENTS 2. DESIGN SOLUTIONS & TRADING WITH PROVIDERS 3. DESIGN & MARKET SOLUTIONS 4. ACQUIRE COLLECTOR OF SOLUTIONS TO CUSTOMERS 5. MARKET PRODUCT & SOLUTIONS <p>Support Activities:</p> <ul style="list-style-type: none"> CUSTOMER & STAKEHOLDER ENGAGEMENT (Outreach, Relationship Management) MARKETPLACE MANAGEMENT (Market Analysis, Portfolio Management) ACQUISITION/OPERATION (System Administration, Vendor Management) DATA STRATEGY & MANAGEMENT (Data Standards, Data Integration) WORKFORCE DEVELOPMENT (HR Management, Talent Development, Transition Support) PERFORMANCE MANAGEMENT (Performance Tracking & Reporting, Benchmarking) FINANCIAL MANAGEMENT (Budgeting, Financial Planning, Cost Management) <p>STAKEHOLDER VALUE PROPOSITION:</p> <ul style="list-style-type: none"> ✓ Increased Customer Adoption ✓ Greater Economies of Scale ✓ Improved Customer Experience ✓ Ease of Adoption ✓ Increased Operational Efficiency ✓ Reduced Duplication ✓ Standardized Approach 																										
Capability View	The Capability View provides a common framework by which each designated and future QSMO identifies, develops, and delivers solutions to customers.																											
Primary Activity Divider	The Primary Activity Divider lists the Marketplace specific capabilities (identified in the Capability View) and the overall outcomes of the Primary Activity.	 <p>1 Analyze Customer Needs and Policy Requirements</p> <p>1A: Evaluate policies and requirements</p> <ul style="list-style-type: none"> Business Standards Data Standards <p>1B: Analyze environment</p> <ul style="list-style-type: none"> Market analysis Data analysis Demand management Joint business case development <p>1C: Identify customer needs</p> <ul style="list-style-type: none"> Strategic planning <p>OUTCOMES</p> <ul style="list-style-type: none"> ✓ Through understanding of customer demand justified through data and information, business requirements for incorporation into QSMO solution design. ✓ Alignment with cross-QSMO requirements ✓ Identify early adopters 																										
Marketplace Capabilities	The Marketplace Capabilities provide a description of each capability, as well as the impact, key considerations, and roles and responsibilities within the Marketplace Capability. QSMOs can use these capabilities to ensure marketplaces are developed in a common manner.	 <p>Business Standards</p> <table border="1"> <thead> <tr> <th>Value chain step</th> <th>Description</th> <th>Impact</th> <th>Key considerations</th> </tr> </thead> <tbody> <tr> <td>1. Analyze customer needs and policy requirements</td> <td>The Federal Integrated Business Framework (FIB) is used to develop business standards that enables the federal government to coordinate and document common business needs across agencies. The business standards are called governmentwide and based on common, data, and cross-functional end-to-end business processes.</td> <td>Business standards are requirements for reuse support functions and should be included in QSMO capabilities. Enables coordination across mission support functions.</td> <td>Business standards are product enablers that align with FIB standards. FIB is maintained by standards leads. Resources: FIB</td> </tr> </tbody> </table> <p>Key roles and responsibilities</p> <table border="1"> <thead> <tr> <th>Activity / Role</th> <th>Stakeholder</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>Develop and maintain business standards</td> <td>Standards leads</td> <td></td> </tr> <tr> <td>Understand the business standards and implications for their solutions</td> <td>QSMO</td> <td>Each QSMO has a different set of standards for their functional area, but may also include functions to other functional areas where relevant.</td> </tr> <tr> <td>Identify gaps in business standards and share with standards lead</td> <td>QSMO</td> <td></td> </tr> <tr> <td>Update business standards based on feedback and gaps identified</td> <td>Standards lead</td> <td></td> </tr> <tr> <td>Communicate relevant business standards to shared services providers (SSPs) and ensure compliance</td> <td>QSMO</td> <td></td> </tr> </tbody> </table>	Value chain step	Description	Impact	Key considerations	1. Analyze customer needs and policy requirements	The Federal Integrated Business Framework (FIB) is used to develop business standards that enables the federal government to coordinate and document common business needs across agencies. The business standards are called governmentwide and based on common, data, and cross-functional end-to-end business processes.	Business standards are requirements for reuse support functions and should be included in QSMO capabilities. Enables coordination across mission support functions.	Business standards are product enablers that align with FIB standards. FIB is maintained by standards leads. Resources: FIB	Activity / Role	Stakeholder	Notes	Develop and maintain business standards	Standards leads		Understand the business standards and implications for their solutions	QSMO	Each QSMO has a different set of standards for their functional area, but may also include functions to other functional areas where relevant.	Identify gaps in business standards and share with standards lead	QSMO		Update business standards based on feedback and gaps identified	Standards lead		Communicate relevant business standards to shared services providers (SSPs) and ensure compliance	QSMO	
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Value Chain

The Value Chain below is the premise of the QSMO Business Architecture. The following slides detail the capabilities within Marketplace Management.



QSMO Business Architecture – Capability View





1A: Evaluate policies and requirements

- Business Standards

1B: Analyze environment

- Market analysis
- Data analysis
- Demand management
- Joint business case development

1C: Identify customer needs

- Strategic planning

Analyze Customer Needs and Policy Requirements

OUTCOMES

Thorough understanding of customer demand justified through data and information
Identification of pertinent federal requirements for incorporation into QSMO solution design
Alignment with cross-QSMO requirements
Identify early adopters

Business Standards

Value chain step

1: Analyze customer needs and policy requirements

1A: Evaluate policies and requirements

Description

The Federal Integrated Business Framework (FIBF) is used to develop business standards that enables the federal government to coordinate and document common business needs across agencies. The business standards are vetted government-wide and focus on outcomes, data, and cross-functional end-to-end business processes.

Impact

- Business standards are requirements for mission support functions and shall be included in QSMO solicitations
- Enables coordination across mission support functions

Key considerations

- QSMOs need to produce solutions that align with business standards
- Business Standards are maintained by standards leads

Resources

- [FIBF](#)

Key roles and responsibilities

Activity / Role	Stakeholder
Develop and maintain business standards	Standards leads
Understand the business standards and implications for their solutions	QSMO
Identify gaps in business standards and share with standards lead	QSMO
Update business standards based on feedback and gaps identified	Standards lead
Communicate relevant business standards to shared services providers (SSPs) and enforce compliance via provider contracts	QSMO

Market Analysis

Value chain step

1: Analyze customer needs and policy requirements

1B: Analyze environment

Description

Market analysis captures information and insights about the current solutions available in the market. Through this ongoing activity, QSMOs gain a greater understanding of new, innovative, and best in class solutions to ensure that their marketplace considers and includes solutions that are at pace with the private/commercial sector.

Impact

- Enables QSMOs to identify and engage best in class solution providers
- Critical to QSMOs' competitive advantage over other solutions in the market

Key considerations

- What questions do you need to ask/answer about each solution?
- What factors are critical to your QSMOs decision to engage a provider for inclusion in the marketplace?

Key roles and responsibilities

Activity / Role	Owner
Develop analytical framework to guide market analysis	QSMO
Conduct research to identify solutions in the market that align with customer needs	QSMO
Engage with solution provider or conduct secondary research to navigate through the analytical framework	QSMO

Data Analytics

Value chain step

1: Analyze customer needs and policy requirements

1B: Analyze environment

Description

Data analytics entails translating data to insights. This includes creating and implementing a methodology for collecting, organizing, and analyzing customer needs to help inform QSMO marketplace solutions and operations. Data analytics enables QSMOs to ask and answer the right questions.

Impact

- Key follow up to understanding business standards
- Enables QSMOs to use data standards to inform decision making
- Opportunity to influence customer experience

Key considerations

- What questions do we need the data to answer?
- Who is the audience for this analysis? How will they use it?
- What data points/sources exist to inform the analysis?

Key roles and responsibilities

Activity / Role	Owner
Define standard/common data management processes	QSMO / OSSPI
Use data standards to identify data related to customer needs and policy requirements that require analysis	QSMO
Determine what questions the QSMO needs to answer through analysis	QSMO
Validate and cleanse data to align with standard/common data management processes and reveal unseen data patterns	QSMO
Leverage a Customer Relationship Management tool, advanced analysis, and data visualization techniques to better understand the story the data is telling / extract insights from the data (Reporting)	QSMO

Demand Management

Value chain step

1: Analyze customer needs and policy requirements

1B: Analyze environment

Description

Demand management is the process an organization puts in place to internally collect new ideas, projects, and needs during the creation of a strategically aligned portfolio. It reflects an understanding of the customers' desire for QSMO solutions. It considers customer needs and pain points, as well as how the agency plans to prioritize investments.

Impact

- Understanding of customer demand will influence the supply made available through the marketplace
- Opportunity to influence or shape customers' expectations and desire

Key considerations

- What are customers asking for? What functionality or support do they need?
- How urgent or time sensitive is the customer need?
- What (new) policies may influence demand in the future?

Key roles and responsibilities

Activity / Role	Owner
<i>Plan demand:</i> Use data analytics to forecast / map out anticipated demand for QSMO solutions; consider engaging OSSPI for support in measuring demand and determining investment areas	QSMO
<i>Communicate demand:</i> Share internally and among other QSMOs via the monthly QSMO roundtable	QSMO
<i>Influence demand:</i> Execute strategic communications and marketing to shape future demand	QSMO
<i>Prioritize demand:</i> If there is an imbalance in supply and demand, prioritize demand to determine how the available supply will be distributed	QSMO

Joint Business Case for Legacy Providers

Value chain step

1: Analyze customer needs and policy requirements

1B: Analyze environment

Description

[OMB Memo 19-16](#) directs legacy shared services providers (SSPs) offering services covered by a pre-designated or designated QSMO to propose a joint business case with the QSMO to accept any new customers, expand services to existing customers, or make investments in technology or services for these functions. These joint business cases must be approved by OMB in consultation with the SSGB. Not all QSMOs will have applicable legacy SSPs to engage.

Impact

- Opportunity for legacy SSPs to affirm desire to be included in the marketplace
- Explains how legacy SSPs plan to participate in the marketplace
- Identifies exceptions to the marketplace

Key considerations

- What role will the legacy SSP have in the future Marketplace as a provider? Does the role align with the strategic direction of the Department/Agency the SSP is in? Is the SSP committed to being an early adopter?

Resources

- [Investment Planning Guide](#) (See page 18, Appendix B)

Key roles and responsibilities

Activity / Role	Owner
Collaborate with legacy SSP on joint business case	Legacy SSP and QSMO
Share initial thoughts on future marketplace role, accepting new customers, expanding services to existing customers, or making investments in technology or services based on the legacy SSP's existing solution(s) and solution early adoption	Legacy SSP and QSMO
Develop initial business case to justify requested action and submit to QSMO	Legacy SSP
Review and edit initial business case as needed	QSMO
Submit the joint business case and supporting documentation to OMB	Legacy SSP and QSMO
Inform the Investment Review Board (IRB) for legacy SSP's involvement in the marketplace	Legacy SSP and QSMO

Strategic Planning

Value chain step

1: Analyze customer needs and policy requirements

1C: Identify customer needs

Description

Strategic planning helps organizations chart a long term vision and actionable plan for achieving business goals. QSMOs should develop an annual strategic plan, conferring with other QSMOs and the Office of Shared Solutions and Performance Improvement (OSSPI) for input.

Impact

- Opportunity for QSMOs to align long term plans and garner requisite support from OSSPI
- Enables QSMOs to remain competitive

Key considerations

- What are your marketplace maturity goals?
- What business architecture capabilities drive your business forward?
- What do customers expect?

Key roles and responsibilities

Activity / Role	Owner
Establish or reconfirm a mission, vision, and guiding principles for your QSMO	QSMO
Leverage customer data, market analysis, and other research to conduct an analysis or equivalent and understand current position in the market	QSMO
Use analysis to identify business goals and accompanying actions for achieving goals	QSMO
Share strategic plan with other QSMOs and OSSPI for feedback and support	QSMO

2

2A: Design potential solutions and operating model

- Solution design
- Portfolio management

2D: Design solutions against business standards

- Project management
- Marketplace catalog
- Baseline configuration and integration

Design Solutions and Engage with Providers

OUTCOMES

- Access to innovative solutions that meet business standards and requirements
- Leverage preferred contract vehicles for customer agency ease of use and quick delivery
- Align QSMOs and customer agencies on acquisition strategies
- Validation that services and solution are performing as designed
- Accelerate adoption through appropriate configuration and testing

Solution Design

Value chain step

2: Design solutions and engage with providers

2A: Design possible solutions and operating model

Description

Use ideation techniques to translate customer needs, system requirements, and policy/compliance mandates to design solutions that offer customers greatest value

Impact

- Produces innovative solutions that meet customer requirements and work in government settings
- Enables QSMOs to remain competitive

Key considerations

- Who should be involved in solution design?
- What makes the QSMO marketplace the first choice for customers seeking solutions?
- What do your customers need/expect?

Key roles and responsibilities

Activity / Role	Owner
Organize data on customer needs, policy mandates, and system requirements into a cohesive report	QSMO
Use human centered design (or equivalent) ideation techniques to develop creative solutions that meet customer needs	QSMO
Identify key use cases for the solution and validate market demand	QSMO

Portfolio Management

Value chain step

3: Deploy and market solutions

3A: Market solutions to agencies

Description

Centralized management of processes, methods, and technologies to analyze and collectively manage current or proposed QSMO solutions.

Impact

- Provides data and analysis required for decision making and adequate oversight of the QSMO solution portfolio
- Contributes to customer experience; ability to retain customers and attract new ones

Key considerations

- What is the expected value and impact of each QSMO solution?
- How will we manage potential risks and issues for QSMO solutions?

Key roles and responsibilities

Activity / Role	Owner
Identify a Portfolio Manager to manage current and proposed QSMO solutions	QSMO
Establish a strategy, inclusive of a vision and/or guiding principles, for managing QSMO solutions	QSMO
Manage solutions that align with vision and guiding principles	QSMO
Monitor and analyze evaluate solution and provider based on performance management framework to ensure high quality service and customer experience	QSMO
Make recommendations for on-boarding, amending, and off-boarding solutions and providers as needed	QSMO

Project Management

Value chain step

2: Design solutions and engage with providers

2D: Design solutions against business standards

Description

Employ agile project management techniques to establish a cohesive marketplace that includes shared solutions that are compliant with business standards and meets functional requirements.

Impact

- Supports timely and fiscally responsible prototype development
- Agile development enables speedy delivery of value to the end user

Key considerations

- What resources are available for prototype development and managing the project?
- What agile framework makes the most sense for your organization? Scrum? Kanban?

Key roles and responsibilities

Activity / Role	Owner
Define project vision/objectives and initiate project	QSMO
Develop the product roadmap, backlog, and release plan	QSMO
Conduct sprint planning, kick off sprint cycle, and accompanying ceremonies	QSMO
Test and iterate on potentially usable product increment or minimum viable product	QSMO

Marketplace Catalog

Value chain activity

2: Design solutions and engage with providers

2D: Design solutions against business standards

Description

The marketplace catalog is an online resource that allows customers to retrieve product information required to make a buying decision. The marketplace catalog is a communication vehicle that enables QSMOs to share content that supports a customers' decision to procure QSMO products and services.

Impact

- Primary point of customer engagement
- Provides customers with information required to procure QSMO products
- Opportunity to improve customer experience through automated functionality

Key considerations

- What data/information will customers need?
- How much will customers know when they visit the catalog?
- What is the best way to format and organize information?

Key roles and responsibilities

Activity / Role	Owner
Conduct research to understand customer needs and expectations and align with QSMO customer experience strategy	QSMO
Document functionality requirements; align with <i>key catalog elements</i> and <i>marketplace maturity framework</i> within the Marketplace Implementation Guidebook	QSMO
Document content requirements and align with QSMO communication strategy	QSMO
Develop wireframe or prototype and test with users	QSMO

Baseline Configuration and Integration

Value chain step

2: Design solutions and engage with providers

2D: Design solutions against business standards

Description

Configure solutions to meet business standards. The baseline configuration should be based on the business standards and government-wide customer needs for the solution.

Impact

- Supports development of a minimum viable product that broadly meet customer requirements and aligns with business standards

Key considerations

- What resources are available within the QSMO to support adequate customer engagement and research?

Key roles and responsibilities

Activity / Role	Owner
Leverage business standards to identify initial requirements for baseline configuration	QSMO
Engage potential customers to understand needs for government-wide configuration and augment configuration requirements	QSMO
Validate baseline configuration requirements with potential solution providers	QSMO
Finalize baseline configuration requirements and integrate into solution design	QSMO



3B: Conduct marketplace discovery

- Provider assessment
- Provider selection

Deploy and Market Solutions

OUTCOMES

Market awareness of solutions and success stories to increase adoption
Secured funding to invest in shared solutions
Signed agreements with customers (if applicable)
Interoperability across QSMO solutions

Provider Assessment

Value chain activity

3: Deploy and market solutions

3B: Conduct marketplace discovery

Description

QSMOs evaluate both providers and their solutions to determine if the solution is suitable for inclusion in the QSMO marketplace. This includes ensuring capabilities align with customer needs/demand, compliance regulations, and industry best practices.

Impact

- Supports supply of competitive solutions in the marketplace
- Opportunity to create consistency in provider requirements across QSMOs

Key considerations

- What factors contribute to a potential provider's suitability for your marketplace?
- What gaps/risks are acceptable?

Key roles and responsibilities

Activity / Role	Owner
Develop an evaluation process to assess a potential provider's alignment with customer needs and QSMO priorities	QSMO
Conduct assessment to determine provider suitability for inclusion in the QSMO marketplace; this may include provider demos	QSMO
Identify gaps in provider alignment	QSMO
Collaborate with the potential provider to identify potential impacts and mitigation strategies for gaps in alignment	QSMO

Provider Selection

Value chain activity

3: Deploy and market solutions

3B: Conduct marketplace discovery

Description

A consistent approach for assessing solution providers and solutions and admitting new solutions to the marketplace.

Impact

- Efficiency of selection process will impact ability to maintain a competitive selection of providers
- Onboarding will impact provider experience and speed to market for new solutions

Key considerations

- Who should be involved in the selection process?
- Who needs to approve the final selection?

Key roles and responsibilities

Activity / Role	Owner
Develop a governance process for reviewing and finalizing the provider assessment	QSMO
Identify key stakeholders (individuals and organizations) who need to be involved in the final selection process	QSMO
Conduct provider selection that will comprise of the commercial vendors in the marketplace	QSMO
Gather requisite feedback and approvals to admit provider to the marketplace	QSMO
Conduct provider onboarding	QSMO



4A: Configure solutions for customers

- Domain expertise

Facilitate Delivery of Solutions to Customers

OUTCOMES

- Customer migration to shared solutions
- Customer satisfaction with provider performance and QSMO support services
- Improved agency performance
- Successful solution implementation through effective program, risk and change management

Domain Expertise

Value chain step

4: Facilitate delivery of solutions to customers

4A: Configure solutions for customers

Description

The QSMO will be uniquely positioned to offer expert guidance on its functional domain. To prepare the solution for delivery to customers, the QSMO should collaborate with providers to configure the solution per business standards and customer needs. The QSMO supports this process by providing domain expertise.

Impact

- The QSMO's expert domain guidance supports delivery of solutions that meet business needs and are appropriate for use in government settings

Key considerations

- What environmental nuances or policy requirements must the provider consider during configuration?

Key roles and responsibilities

Activity / Role	Owner
Collaborate with customers to determine how to support solution configuration in a consultative capacity	QSMO
Provide ongoing insight and guidance throughout configuration to ensure solutions are in line with business standards and customer needs	QSMO
Identify new requirements for baseline configuration (based on new/emerging customer needs and policy requirements)	QSMO
Document lessons learned and best practices for shared services integration and share with customers, the QSMO community, and OSSPI	QSMO



5B: Manage marketplace providers

- Provider management

5C: Continuous performance monitoring and improvement

- Shared solution management

Monitor and Improve Solutions

OUTCOMES

Customer solutions advance with market dynamics
QSMO Marketplace evolves in alignment with customer demand
Supplier performance is effectively monitored and adjusted, if needed, to maintain customer satisfaction

Provider Management

Value chain activity

5: Monitor and improve solutions

5B: Manage marketplace providers

Description

The QSMOs exist to support consistent delivery of high quality shared services across the government. Managing providers entails tracking performance, facilitating customer relationships, and providing feedback to support quality and compliance.

Impact

- Opportunity to support consistent service quality and customer experience
- Reduces administrative burden on customers

Key considerations

- What systems, processes, or tools can be leveraged to support provider management?
- Is there an opportunity to create consistency across the QSMOs?

Key roles and responsibilities

Activity / Role	Owner
Develop and implement repeatable approach/methodology for monitoring provider performance and identifying opportunities for improvement	QSMOs
Provide feedback on solicitations/RFPs and other QSMO business interactions	Providers
Continuously conduct market analysis to remain abreast of best in class providers and industry leaders	QSMO
Conduct analysis to determine whether we need additional providers	QSMO
Complete CPARS assessment(s) and provider satisfaction surveys if applicable to evaluate provider performance	QSMO Customer

Shared Solution Management

Value chain activity

5: Monitor and improve solutions

5C: Continuous performance monitoring and improvement

Description

Conduct ongoing portfolio management and shared solution management. Identify opportunities to integrate new solutions, update existing solution functionality, or sunset aging solutions.

Impact

- Contributes to customer experience; ability to retain customers and attract new ones
- Requires ongoing monitoring, which support performance management

Key considerations

- Align approach with performance management framework

Key roles and responsibilities

Activity / Role	Owner
Continuously monitor market alternatives to remain abreast of best in class solutions and industry best standards	QSMO
Establish an ongoing cadence for evaluating solution performance, customer satisfaction, and customer performance based on the QSMO performance management framework	QSMO
Incorporate customer feedback to make recommendations for new solutions, updates to existing solution functionality, or sunset aging solutions	QSMO

Appendix

Notes

Capability	Notes
Business Standards	<ul style="list-style-type: none"> • Data standards fall within the FIBF • Each QSMO has a different set of standards for their functional area, but may also include touchpoints to other functional areas when relevant • Communicate across QSMOs as applicable
Market Analysis	<ul style="list-style-type: none"> • Consider developing a guiding principle to conduct market analysis annually
Strategic Planning	<ul style="list-style-type: none"> • Who do we want to be? • Who are we now? • How do we get closer to our ideal? • How can we work together to achieve these goals?
Provider Assessment	<ul style="list-style-type: none"> • Review FAR 15.1 for source selection and techniques
Provider Management	<ul style="list-style-type: none"> • Reference <i>Provider Selection</i> as needed

Glossary of Terms

Acronym	Term
QSMO	Quality Service Management Office
FIBF	Federal Integrated Business Framework
OSSPI	Office of Shared Solutions and Performance Improvement
SSP	Shared Service Provider
OMB	Office of Management and Budget
SSGB	Shared Services Governance Board
IRB	Investment Review Board
CPARS	Contractor Performance Assessment Reporting System