

FINAL

Procurement Through Commercial E-Commerce Portals

Commercial Online Models: Testing and Analysis

July 2022

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I. Executive Summary

The National Defense Authorization Act (NDAA) for Fiscal Year (FY) 2018, Section 846 “Procurement Through Commercial E-Commerce Portals” directed the General Services Administration (GSA) in partnership with the Office of Management and Budget (OMB) to establish a program to enable Federal agencies to procure commercial off-the-shelf (COTS) items through commercial e-commerce portals. Section 846 seeks to align Government purchasing to commercial practices and technology and to modernize the experience for the purchase of routine commercial items in partnership with multiple commercial online providers.

Section 846 was amended in the FY2022 NDAA to include Section 853 “Additional Testing of Commercial E-Commerce Portal Models”. This amendment directed GSA to provide additional testing and information regarding commercial online portal models previously defined by GSA in its initial implementation plan from 2018.

As required by Section 853, this report addresses the testing of commercial online portal models and an assessment and comparison of these models across several key dimensions. The report details GSA’s robust testing approach and conclusions, supported by the research and data analyses that were conducted in alignment with the direction of Section 853.

To meet the model testing requirements outlined in the Section 853 directive, GSA designed and deployed a data-driven testing methodology for the commercial online portal models. The methodology was composed of two major tasks:

Task 1: Define the ‘Commercial Models’ test criteria

Task 2: Develop and execute the ‘Commercial Models’ test

Each of these tasks utilized a comprehensive and robust set of Customer Experience (CX) data captured from thousands of program user interactions, which served as the basis for the testing structure and as a means to prioritize core program capabilities. Dozens of industry responses to a Request for Information (RFI), resulting in several hundred additional data points, were used to measure the ability of the different models to meet the needs of the program’s users across key personas including: buyers, program administrators, and agency executives.

The results of the testing highlighted two primary conclusions:

1. There is minimal differentiation between commercial online business models in their ability to meet core program capabilities.

2. Each of the three previously identified business models meets or exceeds the foundational capability needs of the program, with many offering sophisticated features that may or may not add value to the user experience.

These insights highlight that since the original Section 846 and GSA's initial market research, there has been significant innovation and evolution in this market space. The three models initially identified by GSA have converged, rendering the models themselves outdated and no longer relevant since commercial online providers, regardless of business model, are able to meet the needs and requirements of the GPC cardholder. Thus, utilizing the individual business models as a method for vendor selection and participation in future program contracts is now inconsequential.

As GSA works to grow this 'managed' open-market channel, the program commits to identifying meaningful ways for industry to participate by focusing on those core capabilities that enable enhanced competition, provide a modern and efficient purchasing experience, and ensure reasonable pricing of commercial products, as intended and outlined in the original Section 846.

II. Introduction

B. GSA and the Evolving Marketplace

GSA has long been focused on improving the acquisition of commercial items. Throughout its history, GSA has sought to leverage the best available technology to help agencies shorten the time to delivery, reduce administrative costs, make compliance easier, be a strategic thought leader and supplier of choice across the Federal Government, and be a good partner to industry. Bringing a managed channel to open-market spend is consistent with that long-term focus.

The National Defense Authorization Act (NDAA) for Fiscal Year (FY) 2018, Section 846 “Procurement Through Commercial E-Commerce Portals” directed the General Services Administration (GSA) in partnership with the Office of Management and Budget (OMB) to establish a program to enable Federal agencies to procure routine commercial items through partnerships with multiple commercial online portals.

Congress directed GSA to begin with a multi-phased approach, starting with an initial implementation plan due in March 2018. In this Phase I report ([link](#)) issued by the OMB Director and the Administrator of GSA, three major business models were identified (*‘e-commerce’*, *‘e-marketplace’*, and *‘e-procurement’*) operating in the online commerce space at that time. One year later, in its Phase II report ([link](#)), GSA outlined its findings from a year-long period of market research and industry engagement, and explained it would begin with an initial implementation of the ‘e-marketplace’ model in order to better understand the buying landscape, maximize competition, and to quickly get to an initial implementation.

Contracts in support of this approach were awarded to Amazon Business, Fisher Scientific, and Overstock Government in June 2020, and the Commercial Platforms program launched in mid-August 2020. The availability of a managed channel for open-market spend was welcomed by agencies, as they sought a way to mitigate risk with open-market spend in areas such as supply chain and data visibility, while also supporting agency and administration goals related to small business, sustainability, and the AbilityOne program.

Over the last five years, there have been major changes in this market space. The three models GSA identified have converged. As GSA prepares for the next generation solution, its acquisition strategy must evolve to keep pace.

GSA conducted extensive testing as part of this Congressional directive, analyzing thousands of customer experience data points, and dozens of industry responses to a Request for Information (RFI), and found that the features agency buyers and executives find most beneficial are readily available in the commercial market, irrespective of the business model or type of online platform they offer.

Customer agencies have asked GSA to expand and broaden the pool of participating providers, to include other online platforms. In preparing for a next-generation contract, GSA sought to use collected customer feedback to identify the features and processes that buyers need to efficiently and cost-effectively purchase in this space, and to allow those providers that offer those identified capabilities the ability to participate (regardless of business model).

C. Program Status and Results to Date

The Commercial Platforms program is midway through implementation and agency interest has been strong, with overwhelmingly positive feedback from agency buyers. Since launching in August 2020, the program has gone from 350 cardholders and 4 participating agencies to over 45,000 eligible cardholders across more than 2 dozen participating agencies. Program sales were \$11.7M in FY21, and sales for FY22 through April had already surpassed total FY21 volume, with end-of-year purchasing on the horizon in Q3/Q4.

A key focus of the program is assessing customer feedback through an innovative customer experience (CX) framework. This framework consists of the following touchpoints:

- Regular customer surveys (released bi-monthly, with over 1,500 responses)
- Customer interviews (2-3 interviews per week, with over 75 conducted)
- Customer demonstrations / monthly training sessions (3 per month, with several thousand attendees participating since inception to better understand the features and capabilities of each awarded platform)
- Agency program reviews (quarterly sessions with each participating agency to solicit feedback from Government Purchase Card (GPC) program managers and executive leadership)

Findings from the program's CX efforts have been highly positive, with a customer satisfaction score of 9.0 (out of 10), and high marks in the areas of time savings (92%) and price competitiveness (90%).¹ From the program's CX work, the buyer's perspective tells us there are core capabilities necessary to support a streamlined and modernized purchasing experience, regardless of channel or platform.

¹ For both the time savings and price competitiveness figures, the percentages are indicative of survey takers who agreed or strongly agreed with statements around the program saving them time and the prices being competitive.

III. Testing Methodology

The Commercial Platforms program took a rigorous testing approach to assess the capabilities of the commercial sector to meet the needs of agency buyers, particularly as it relates to the previously identified e-commerce business models. To meet the direction of Section 853, GSA took a systematic approach to testing in order to demonstrate the viability and capabilities of each of the old models.²

A. Testing Methodology Summary

In order to test the commercial e-commerce business models and how well they can meet the needs of the program, two primary tasks had to be completed:

- Task 1: Define the ‘Commercial Models’ test criteria
- Task 2: Develop and execute the ‘Commercial Models’ test

The program used a data-driven approach for both of these tasks. The visual below depicts the high-level process the program followed, along with the completed activities as part of the approach. Additional detail on each of the areas is provided in the subsequent paragraphs.

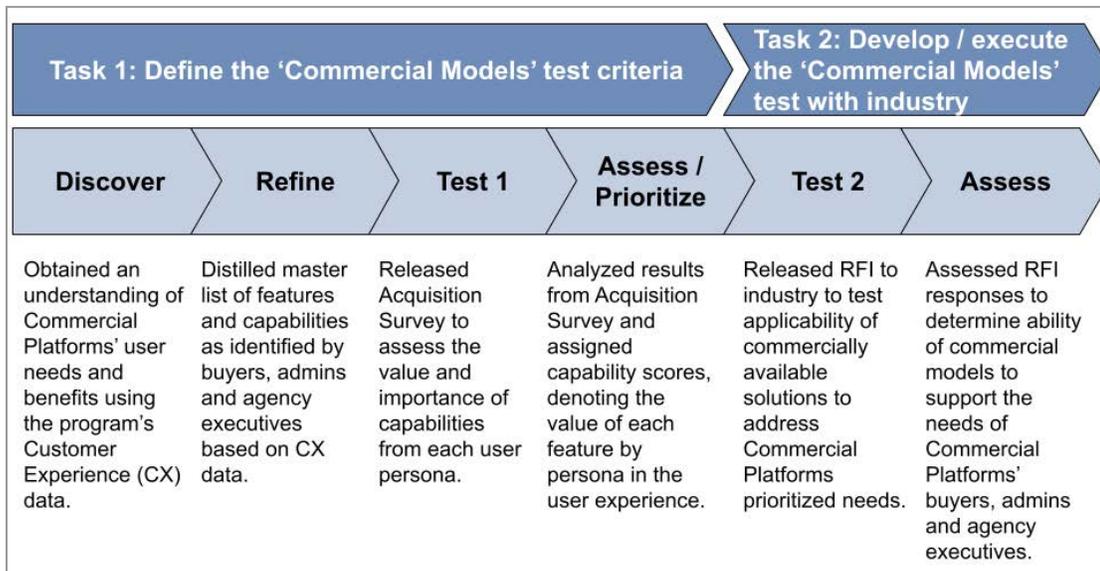


Figure 1: Overview of GSA’s Commercial Models test

For Task 1 (*Define the ‘Commercial Models’ test criteria*), the program relied heavily on its CX framework to identify the appropriate evaluation criteria. These buyer surveys

² Reference FY2022 NDAA, Section 853.

and user interviews contained detailed information on agency buying needs. Key capability requirements for the program were pulled from the framework and organized across the three phases of the buyer journey (market research, purchase, and post-purchase), with an additional area added to align with the overall management by program administrators. Distilling this information across these different data sources generated 69 capabilities for the program. (See Appendices 1, 2, and 3 for the capabilities by persona).

To prioritize and determine the ‘core’ program capabilities versus ‘nice-to-have’ features, the program released an Acquisition Survey to buyers, administrators, and agency executives to assess and measure the importance of each identified capability. From these responses, the 69 capabilities were scored based on value to the agency or buyer and further narrowed down to 30 priority areas, referred to as ‘core’ capabilities.

For Task 2 (*Develop and execute the ‘Commercial Models’ test*), the next step was to assess the commercial sector’s ability, across all three previously identified e-commerce models, to meet these “core” capabilities. The program released a Request for Information (RFI) on SAM.gov as a mechanism for the commercial sector to articulate their abilities and alignment.³ The program received more than two dozen responses with representation across all commercial e-commerce business models, resulting in a comprehensive view of the market. Each of the responses were then grouped by model across all of the identified core capabilities to determine their ability to support the Commercial Platforms program.

B. Detailed Testing Methodology

Task 1: Define the Commercial Model Test Criteria

In this Task, the program’s goal was to outline the criteria for testing the identified business models, using the program’s CX findings as the foundation. The Task was completed by following a Discover, Refine, Test, Assess/Prioritize framework, further detailed below.

Discover Core Program Requirements and Capabilities



At the end of FY2020 (after the program launch in August 2020) and throughout FY21, seven distinct CX surveys were released, targeted at any Commercial Platforms user

³ The Commercial Platforms RFI can be found at <https://sam.gov/opp/8c48d9a0bde74558b69abe8e16ec309c/view>

that had made a purchase on a participating platform in the previous eight weeks. These surveys generated 1000+ survey responses across 15 participating agencies. Within the survey, respondents were asked about their willingness to discuss specific experiences on the e-marketplace platforms. This request generated 60+ one-on-one in-depth interviews.

These interactions resulted in a deep understanding of:

- The key capabilities required by GPC cardholders to streamline and modernize the online purchasing process for commercial items
- The gaps in the capabilities and functionality of existing purchasing channels
- The benefits to both the user and their respective agencies through the utilization of the Commercial Platforms program

Refine Commercial Platforms Requirements



Key platform capabilities required by purchasers throughout the CX data spanned the complete buyer journey - Market Research, Purchase, and Post Purchase. Additionally, through interactions with agency executives and GPC program coordinators, additional capabilities were identified to efficiently manage buyers and agency buying policies on the platforms.

Through this analysis, program capabilities were defined across three user personas as shown below.

User Persona	Number of Key Capabilities Identified
Buyers (GPC Cardholders)	26
Agency Executives	25
Agency/Organization Program Coordinators (A/OPCs)	<u>18</u>
Total	69

Test the Importance of Key Capabilities



To test the importance of key capabilities across these user personas, the Acquisition Survey was released to measure the priority and significance of each capability. The survey was tailored to each of the above-identified user personas and was open from December 2021 to February 2022 for agency respondents to provide their input.

The Acquisition Survey utilized a methodology that involved a fixed number of "points" that could be allocated across the capabilities by the survey respondent based on the value it provided in the platform user experience. (See Appendix 4 depicting the Acquisition Survey buyers took) This methodology required the survey taker to prioritize and evaluate trade-offs across the capabilities, providing greater insight into how the respondents would value each capability thus allowing for an effective means to judge each capability's importance in the acquisition process.

The following table details the responses received from each of the three personas:

Survey Audience	Number of Responses
Buyers (GPC Cardholders)	478
Agency Executives	15
Agency A/OPCs	7

Assess and Prioritize Key Capabilities



The list of capabilities was measured across two dimensions to provide a more nuanced prioritization:

1. Average capability score, denoting the value of that feature or function
2. Average capability score based on the number of respondents that gave the capability a score, denoting a 'weighted' value score

As an example to this methodology, consider two buyer capabilities:

- A. Accurate product descriptions and images
- B. Ability to allow different shipment delivery windows

Individually, those capabilities had scores of 7.63 and 4.41, respectively, with ‘accurate product description and images’ having the highest overall score. However, each capability had a different number of respondents. After weighting the capabilities based on this number, the scores shift (one more dramatically than the other) to 7.51 and 3.97 respectively, demonstrating the impacts of the weighting.

	A	B	C	D	E
Buyer Capability	Average Survey Score for Capability	Number of Respondents Scoring this Capability	Total Number of Survey Respondents	Weighting Factor (B ÷ C)	Weighted Capability Score (A × D)
Accurate product descriptions and images	7.63	471	478	.985	7.51
Ability to allow different shipment delivery windows	4.41	430	478	0.899	3.97

Through this weighting approach, out of the 26 buyer capabilities, 19 were deemed a priority requirement and included in the RFI. Agency Executive and A/OPC capabilities were combined together; of the 43 capabilities included in the surveys, 13 were prioritized and included in the RFI. (As noted above, Appendices [1](#), [2](#), and [3](#) identify the capabilities by persona, including those that were prioritized based on weighting)

Task 2: Develop and Execute the ‘Commercial Models’ Test

In Task 2, the program’s goal was to use the criteria identified in Task 1 to conduct the testing of the identified business models. Task 2 was completed by following a Test and Assess framework, further detailed below.

Test Commercial Models through an RFI



In mid-March 2022, the program released an RFI soliciting industry feedback on a number of key areas and capabilities associated with the Commercial Platforms program, as identified by agency buyers through the previously CX framework. The RFI was not restricted to any single commercial online model, rather the RFI was open to any company that desired to submit a response. By eliminating the constraint of the

business model, the test was solely focused on the specific capabilities that aligned with the requirements of the Commercial Platforms program users.

Assess Commercial Models



Once the RFI closed in mid-April 2022, each vendor's response was evaluated on a comparable scale:

- Capability not provided
- Capability partially provided or required additional development work or configuration
- Capability provided "off the shelf"

RFI vendors were categorized by their primary business model of:

- E-Marketplace
- E-Commerce
- E-Procurement
- Other (industry associations, software developers, etc.)

To ensure that the evaluation of the RFI responses took into account the unique needs and requirements of the Commercial Platforms program, each capability was given an indexed value score based on the following formula:

Capability "Importance" Index

Weighted Acq. Survey Score of Capability ÷ Highest Weighted Acq. Survey Score

multiplied by

RFI Score of Models' Ability to Meet the Capability

The first part of the equation identifies the relative importance of an individual capability compared to the most important capability as identified by users. This creates an 'importance' index that allows for more refined prioritization when looking across two similarly-scored capabilities.

When multiplying that 'importance' figure by the average model score from industry, this provides an additional weighting to more accurately identify industry's ability to meet those core capabilities in the areas that matter most to the program's users.

The table below shows an example below using the capabilities from page 10:

	Acquisition Survey Data			RFI Data	
	A	B	C	D	E
Capability	Weighted Score from Acquisition Survey	Highest Weighted Capability Score from Acquisition Survey across all Capabilities	Acquisition Survey Weighting Factor (A ÷ B)	Average Model Score based on Industry RFI Responses	Weighted RFI Score (C × D)
Accurate product descriptions and images*	7.51	7.51	1.00	4.67	4.67
Ability to allow different shipment delivery windows	3.97	7.51	0.53	4.00	2.11

**Note: This capability had the highest weighted capability score*

By utilizing the RFI vendors' responses, this measurement provides a marketplace self-assessment of matching industry capabilities to Commercial Platforms user needs.

IV. Data Analysis and Testing Results

The results of the Task 2 test showed a large overlap between the capability needs of the Commercial Platforms program (identified in red) and the abilities of each of the commercial models. The radar charts in Figures 2 and 3 below depict each commercial model's ability to meet the program's core capability areas. This includes Onboarding/Account Management, Market Research, Purchase, and Post-Purchase areas for Buyers as well as Compliance, Data Capabilities, Risk Management, User Management, and Workflows/Hierarchy for Administrators and Executives.

The further the line is from the center of each radar graph, the more sophisticated the feature set offered by that model in that capability area. The closer the lines of the individual commercial models to one another highlights less differentiation between the models and their ability to meet the core capability areas.

Below are the models' abilities to meet the identified **Buyer** 'core' capabilities:

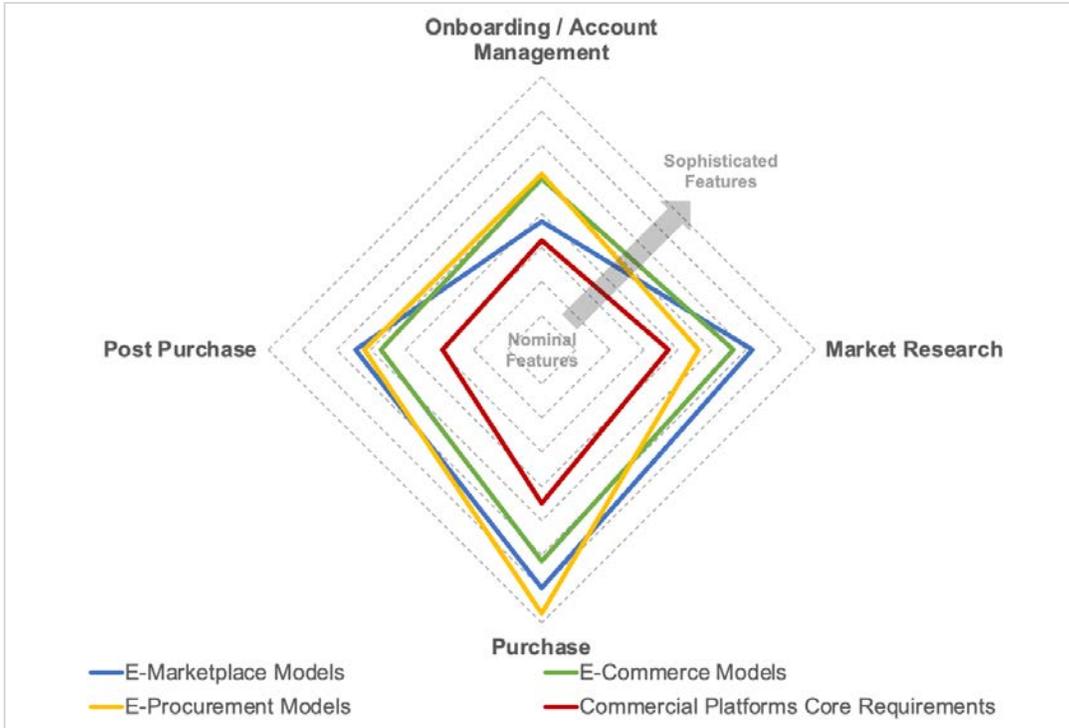


Figure 2: Average Model Score Across Buyer 'Core' Capability Areas

Below are the models' abilities to meet the identified **Administrator and Executive** 'core' capabilities:

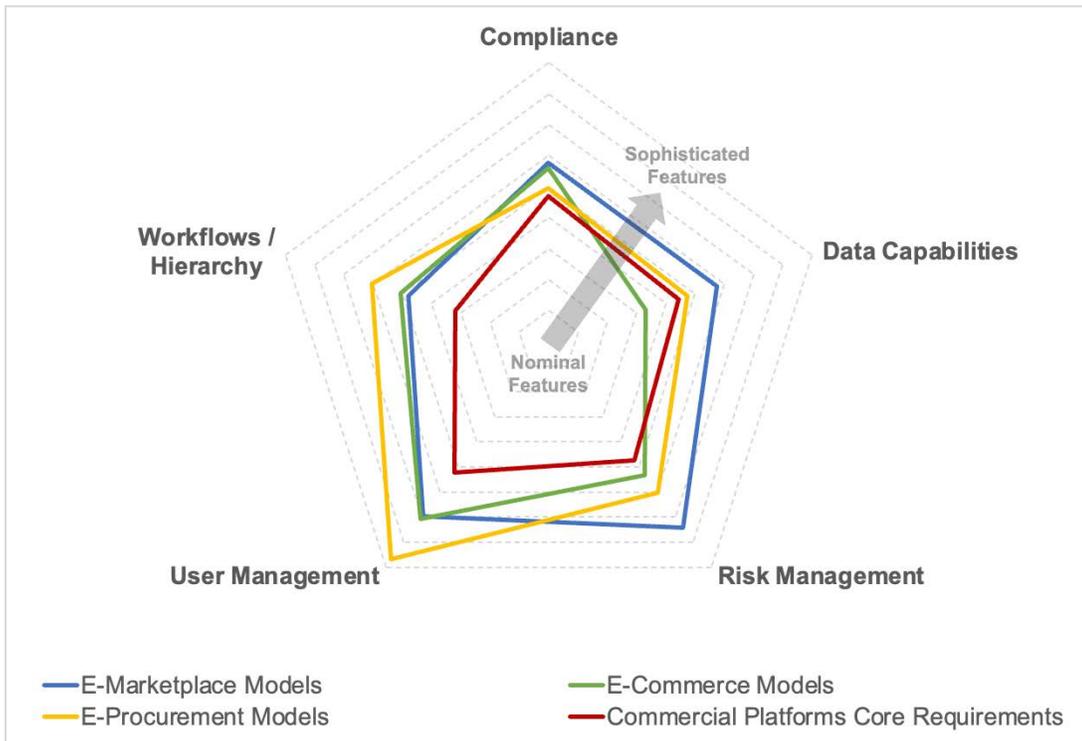


Figure 3: Average Model Scores Across Administrator and Executive ‘Core’ Capability Areas

Analysis Findings

From this analysis, it is clear that, on average, each of the commercial business models can meet the needs of the Commercial Platforms buyers. The ability to meet the needs is variable based on the specific vendors, with some having a stronger match than others. But the results of the test show that the ability of a platform vendor to meet the needs of the Commercial Platforms program is not based on their commercial model, but rather on the strength and robustness of the individual feature sets of a given vendor.

V. Model and Market Evolution

At the initial implementation of the Commercial Platforms program there was a clear delineation between the various online B2B commercial e-commerce business models. However, the results of the tests (Task 1 and Task 2) show that this has changed and the models have converged.

This convergence is due, in large part to a significant acceleration of spend within the marketplace. The Business-to-Consumer (B2C) market has grown during the past decade with a compound annual growth rate (CAGR) of 14.8% but during the past 3 years, the CAGR has shifted to 16.1%⁴. In fact, McKinsey (“Five Fifty: The quickening”, 2020)⁵ estimates that ten years of e-commerce growth occurred in a three-month window at the beginning of 2020 due to the marketplace disruption of the COVID-19 pandemic.

Over the past three years, strong competitive pressures forced the rapid evolution of capabilities and requirements to best meet the needs of online consumers and shoppers. This digital transformation of the user experience at home soon migrated to the workplace, with employees desiring the same high-level user experience with their work applications as they had in their personal lives. The net result has been a shift in the Business-to-Business (B2B) online purchasing environment to more closely align with the capabilities and user experience found in the B2C space. As an example, e-procurement software providers developed “punch out” capabilities to replicate offerings available on existing e-commerce and e-marketplace platforms. In the

⁴ Data Source: Statista “Retail e-commerce sales in the United States from 1st quarter 2009 to 4th quarter 2021”. CAGR calculated from Q1 2012 through Q4 2021.

⁵ McKinsey. (2020, July 28). Five Fifty: The quickening. Retrieved from <https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/five-fifty-the-quickening>.

e-commerce space, a number of platform providers shifted to offering virtual marketplaces with third-party suppliers to capture a greater share of the spend.

Within the B2B purchasing and procurement space, the shift to B2C experiences highlighted a differentiated set of personas that can best be described as a “shopper/buyer” persona and a “procurement” persona. The nuances and characteristics of each persona are outlined in the following chart:

Persona Characteristics	
“Shopper / Buyer” Persona	“Procurement” Persona
<ul style="list-style-type: none"> ● Limited market research ● Single items/low volume ● Purchasing is <i>not</i> primary job responsibility ● Price is set by seller ● Commercial items 	<ul style="list-style-type: none"> ● Market research ● Large dollar amounts ● Purchasing is primary job responsibility ● Price negotiated ● Custom/tailored item

As the chart above depicts, there are two very distinct personas that interact with the online purchasing market. The most typical interaction with the Commercial Platforms program is made by the Shopper/Buyer persona. The buyer knows what products they need, the products have limited complexity or configuration requirements, and the purchases are generally considered routine, non-strategic spend. The primary goal of the Shopper/Buyer is to quickly and efficiently purchase what they need so they can get back to their primary duties (in which purchasing falls very low on the list). Based on the program’s CX research, on average buyers spend 33% of their time conducting purchasing activities. Contrast that with the Procurement persona who typically spend 75%+ of their time managing acquisition and conducting larger dollar procurements, whether it be for highly complex or to-specification items, or for large volume buys over the micro-purchase threshold where additional rules and buying requirements come into play. Each of these personas requires a significantly different experience with one focused on convenience, speed, and compliance and the other focused on maximizing control and oversight as part of the contract negotiation process. The segment of the market being addressed by the Commercial Platforms program is most closely aligned with the Shopper/Buyer persona, who does not require the same level of sophistication or rigor in the user experience.

The net result of the conducted commercial model tests and resulting analysis is that the needs and requirements of the GPC cardholder are able to be addressed by a large number of commercial enterprises with a variety of business models. Online platforms

have innovated and adapted to market needs and can now provide the capabilities required for the Commercial Platforms program regardless of the commercial models as originally identified by GSA.

The key conclusion is that utilizing the models as a method for vendor selection and participation in future program contracts is now irrelevant and unnecessary.

VI. Additional Section 853 Requirements

Within Section 853, Congress also directed GSA to review a number of areas as part of the model assessment. Those findings are below.

Product Availability

GSA was asked to provide the following, “*a list of the types of commercial products that could be procured using models tested...*”. Based on the RFI responses, the types of products that could be procured from the responding vendors fell within a wide variety of North American Industry Classification System (NAICS) Codes.

In general, the typical offerings fell across the below categories offering routine products, with minimal configuration and limited complexity:

- Cleaning Supplies and Protective Apparel
- Domestic Appliances and Supplies
- Information Technology Peripherals
- Laboratory/Measuring, Observing and Testing Equipment
- Office Equipment and Supplies
- Office Furnishings
- Printing, Photographics, Audio and Visual Equipment and Supplies
- Printed Publications
- Sports and Recreational Equipment

The convergence in the market has resulted in an abundance of online marketplaces that can offer every imaginable product to customers, often referred to as ‘endless aisles’ where the product catalogs are only limited by the platform provider’s ability to source the product from the millions of available suppliers. As a result, there is limited differentiation between the types of products that can be procured across the various models.

Market Size

In Section 853, GSA was asked to provide the following, “...an estimate of the amount that could be spent by the head of a department or agency under the program, disaggregated by type of commercial e-commerce portal model”. As part of GSA’s ongoing assessment of the commercial market, the program estimates that the potential addressable market for the commercial online space is approximately \$1-2B. This figure includes roughly \$500M in spend made on the GSA SmartPay® purchase card where the merchant names end in a .com or .net, and a less-quantifiable secondary pool of spend where merchants have both an online and brick-and-mortar presence, making it more difficult to pin-point online-only spend. Regardless, this \$1-2B in spend is occurring today, outside of existing strategic channels, and presents a significant opportunity for agencies to obtain better insights and management capabilities through the Commercial Platforms program’s ‘managed channel’ approach. In its initial market research 5 years ago, GSA had previously estimated this market at closer to \$6B, which incorrectly overstated the market size by including spend through existing strategic channels that would not typically be purchased via the open-market.

Lastly, while the total addressable spend in this market is significant, bringing it (in its entirety) under management will be challenging given how dispersed it is across many online providers. Reaching that level of spend will have more to do with brand awareness and buyer preference, more so than the model by which the buyer accesses the market. Thus, dividing the market size or addressable spend by model type is not a valid analysis criteria and does not fully acknowledge the innovation and evolution within the online commerce market space.

VII. Conclusion and Program Next Steps

As the program looks across all the feedback received (from both customers and industry), the evolving nature of online commerce is evident. It is clear that many in industry, including those who responded to the Commercial Platforms RFI, currently provide significant and meaningful support to Government agencies both through commercially available channels, as well as existing Government-owned channels. The testing conducted and the resulting analysis also support this narrative. As the program works to grow this ‘managed’ open-market channel, GSA commits to identifying meaningful ways for industry to participate and reach the Government market across the available channels.

The comments and insights received will help to inform the program’s upcoming acquisition efforts. GSA will also continue to engage with industry in both one on one meetings and other outreach sessions.

The culmination of the feedback received and the meetings with industry will be the release of a Request For Proposal (RFP). With this information, GSA will then consider, assess, and report to the appropriate Congressional committees on those additional areas identified in Section 853:

- Price and quality of the commercial products supplied
- Supplier reliability and service
- Safeguards for the security of Government information and third-party supplier proprietary information
- Supply chain risks
- Adherence to Federal procurement rules and policies
- Costs and benefits of the convenience to the Federal Government of procuring commercial products from each model

The Commercial Platforms program appreciates the opportunity to share this update and testing assessment with Congress. GSA looks forward to continuing the progress made with partner agencies, offering them a 'managed' channel for their open-market spend, and expanding the opportunities to additional platforms in the future.

Appendix 1: Key Capabilities for Commercial Platforms: Buyer/GPC Cardholder

Persona	Capability Area	Capability	Prioritized
Buyers / GPC Cardholders	Account Management / Onboarding	Automatic rollover of existing / consumer accounts	✓
		Ability to receive automated platform invitation	
		Ability to create and save multiple ship-to addresses	✓
		Ability to allow different shipment delivery windows	✓
		Ability to allow different shipping speeds based on mission needs	
	Market Research	Accurate product descriptions and images	✓
		Accurate product availability	✓
		Accurate and easily accessible vendor contact information	✓
		Accurate shipping timeframes	✓
		Access to Section 889 Part B certifications	
		Ability to manually filter search results to only show agency-level priorities (e.g., AbilityOne, Green Products)	✓
		Ability to have platform automatically filter search results to only show agency-level priorities (e.g., AbilityOne, Green Products)	✓
		Ability to purchase products with no minimum order quantities	✓
	Purchase	Automatic tax exemption	
		Ability to include unique order identifiers (e.g., PO number)	
		Ability to save and/or share shopping cart	✓
		Easy to access purchase history for repeat purchases	✓
		Ability to ship CONUS and OCONUS	
	Post Purchase	Automatic shipment notifications	✓
		Ability to perform real-time shipment tracking	✓
		Timely product delivery	✓
		Easy to access invoice and purchase history	✓
		Ability to print invoices	✓
		Ability to email invoices	
		Timely resolution to customer service issues	✓
		Easy to facilitate return process	✓

Appendix 2: Key Capabilities for Commercial Platforms: Agency A/OPCs (GPC Program Coordinator)

Persona	Capability Area	Capability	Prioritized
Agency A/OPCs	User Management	Ability to bulk upload cardholders	
		Ability to bulk update full user list (to add or delete cardholders)	✓
		Ability to bulk update changes to cardholder details (e.g., purchase thresholds)	
		Ability to easily search for individual users	✓
		Ability to add/remove individual users	✓
		Ability to send invite to new users to activate account	
		Ability to select multiple roles for user	
		Ability to easily move user to a new group	
		Ability to customize individual cardholder buying thresholds	
	Workflow	Ability to add at least 3 levels of user hierarchy	✓
		Ability to create groups and subgroups	✓
		Ability to delete and edit groups	
		Ability for non cardholders to build a cart for purchasers	✓
		Ability to send a cart forward for approval prior to purchase (based on agency policies)	✓
	Data	Ability to track non-activated users	
		Ability to identify credit card used for purchase in reports	
		Ability to identify ship-to address in reports	
		Ability to search or obtain report on spend using platform's category structure (i.e., personal items such as "ski boots", or prohibited such as "drones")	✓

Appendix 3: Key Capabilities for Commercial Platforms: Agency Executives

Persona	Capability Area	Capability	Prioritized
Agency Executives	Compliance	Availability of AbilityOne products within the platform	
		Punch out to AbilityOne products from the platform	
		Direct access to Section 889 Part A and Part B certifications	
		Suppression of non-compliant Section 889 Part A products	✓
		Suppression of non-compliant Section 889 Part B suppliers	✓
	Administration Priorities	Green Purchasing	
		Diversity, Equity, Inclusion and Accessibility	
		Economic Recovery (support of small business)	
		Made in America	
	Admin Functions	Ability for buyers to search for products based on Administration Priorities	
		Ability for your Agency to define preference for Administration Priorities in search	
		Ability to capture spend of products that are considered to be part of an Administration Priority	✓
	Data	First vs. Third-Party Sales	
		AbilityOne Sales	
		Sales Distribution by Platform	
		Spend Under Management	
		Market Share (spend on Commercial Platforms vs. total Purchase Card spend)	
		Price Competitiveness	
		Customer Satisfaction	
		Time Savings	
		Buyer Adoption	
	Data Flagging	Flag "Essentially the Same" available from AbilityOne distributors	
		Flag items bought in Video Surveillance and Telecom category	✓
		Flag all items from brands that are identified in statute within Section 889, Part A	✓
		Flag all products with keywords "drone" or "firearm"	

Appendix 4: Acquisition Survey (Sample Screenshots)

