

**Competition Management  
Case Study: Electronic Commerce Initiatives  
Within the DoD  
(Defense - Federal)**

**Solutions**  
For A Highly Competitive  
**World**

**Case Study: Electronic Commerce Initiatives within the DoD**

One of our defense sector clients had invested heavily in publishing software and training to deliver a high volume of proposals to a variety of government customers. Some government customers, under an initiative started in 1996, began to require electronic delivery of proposals in a format that would preclude use of the in-use publishing software.

SM&A was engaged to document an appropriate justification to allow submittal of the soft copy proposal in a universal electronic reader format, rather than the incompatible standalone software. SM&A was able to obtain permission to use the universal reader software (Adobe Acrobat Reader) for the client, resulting in significant time and cost savings.

The client, not wanting to repeat the exercise throughout the federal government, engaged SM&A to prepare a comprehensive study on the Electronic Commerce Initiative (ECI), analyze and recommend specific electronic format alternatives, identify all the federal acquisition executives and deliver it to the decision-makers. SM&A's client-directed effort paid dividends when a senior defense department official praised the client in an formal letter for taking the time to study the matter and for providing the report to hundreds of federal acquisition officials.