

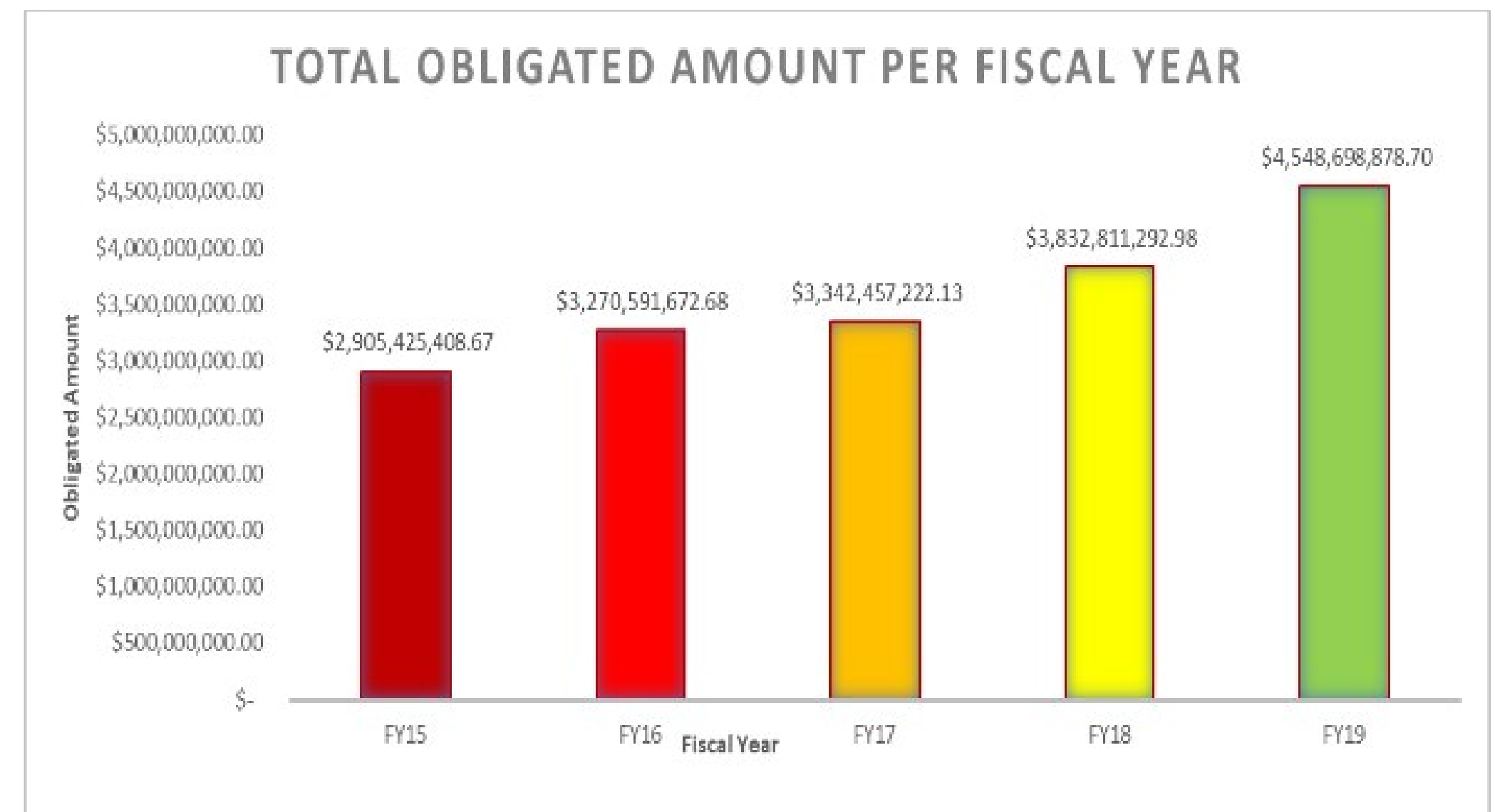
Implementing Category Management Across United States Operations Command



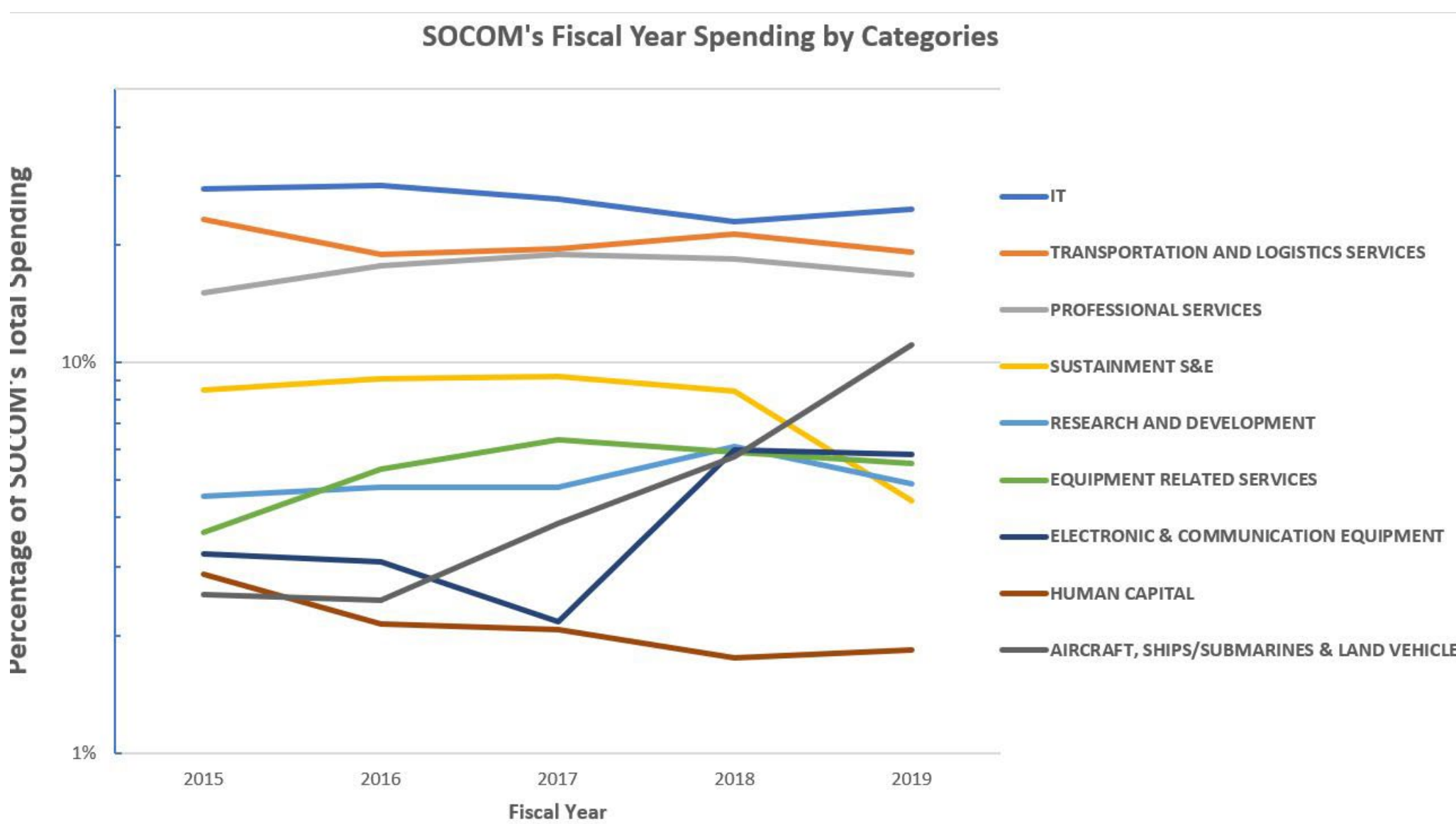
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Abstract

- The purpose of this research is to implement category management (CM) in the United States Special Operations Command (SOCOM) enterprise. It also examines, classifies, and analyzes expenditures and spending trends for SOCOM. A spend analysis was conducted to identify spending trends and provide opportunity analysis to leverage buying power. Our methodology includes analyzing spend reports for SOCOM as a whole and conducting a gap analysis between the current CM state and the two future states: initial desired state and future ideal state. These analyses provide visibility and insight into SOCOM's expenditures and facilitate recommendations to close the gap and effectively implement CM. Our recommendations include spend-related actionable items for SOCOM to consider when implementing CM, immediate actionable items for SOCOM to stand its initial small-scale CM function to operate at initial operating capability (IOC), and future actionable items for SOCOM to implement CM at full operating capability (FOC).



SOCOM's Total Obligated Amount per Fiscal Year. Source: FPDS-NG (2020).



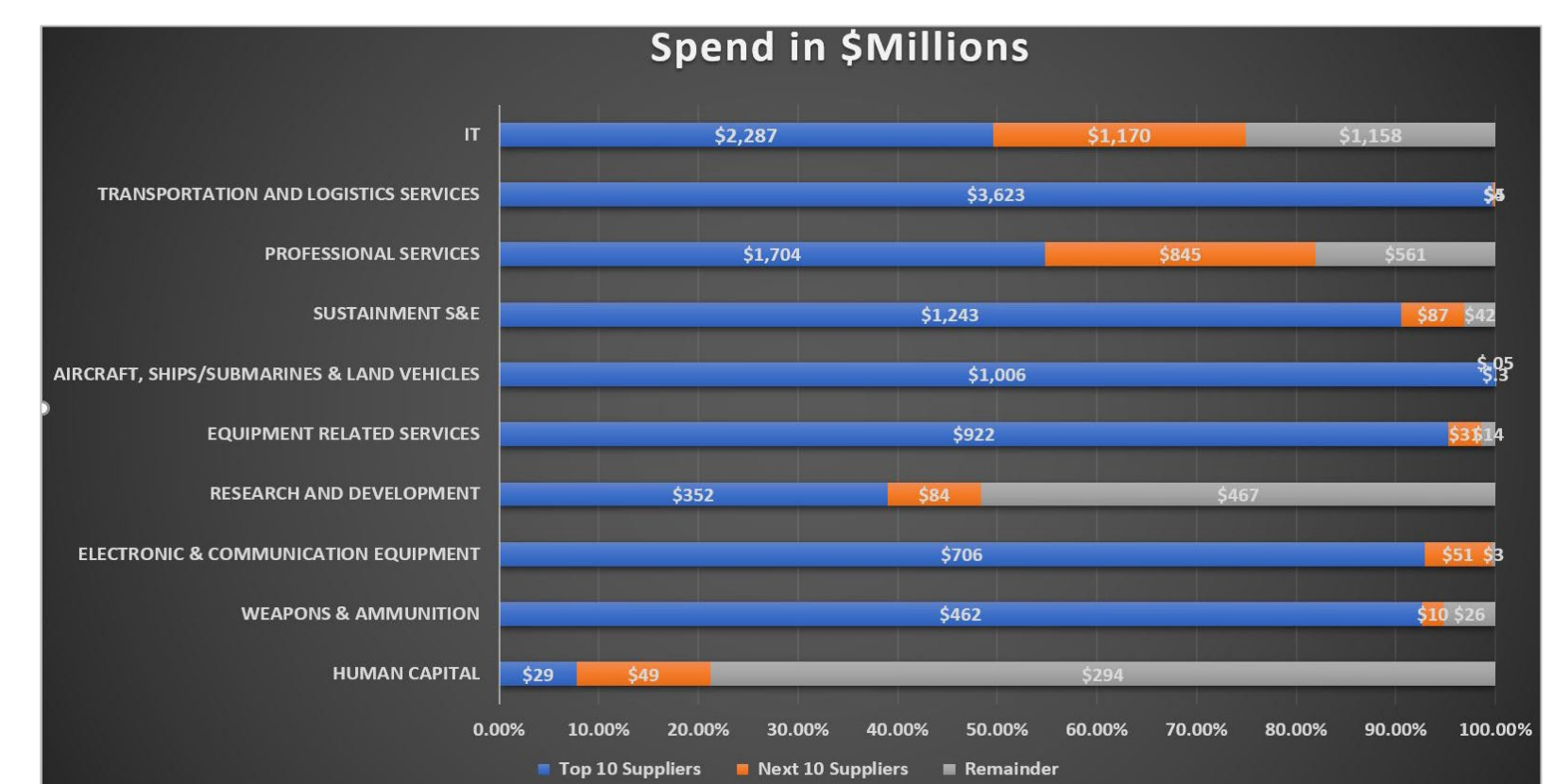
Fiscal Year Spending by Categories. Source: FPDS-NG (2020).

Methods

- Spend Analysis**
 - Conducted to identify spending trends and provide opportunity analysis to leverage buying power
- Gap Analysis**
 - Constructed a **framework** adapted from the GAO to assess a CM function at a federal agency
 - Identified **SOCOM's current CM state**
 - Identified **Best Practices** from the USAF
 - Provided recommendations for SOCOMs two end states to close gap: **initial desired state and future ideal state**

Results

- Spend Analysis**
 - Top 3 Categories of Spend: IT, Transportation and Logistics services, and Professional Services
 - Appear to be using effective contracting vehicles for top suppliers
 - IT, Professional Services, and Human capital ripe for consolidation
- Gap Analysis**
 - Very Early stages of adoption



Category Supplier Rationalization. Source: FPDS-NG (2020).

Recommendations

- Spend Analysis**
 - Assign Category Managers for the High Categories of Spend
 - IT, Transportation and Logistics, Professional Services
 - Consolidate Contract Actions
 - Look at suppliers that have high numbers for code B (Purchase Order) and code D (Definitive Contract)
 - Category Supplier Rationalization/Consolidation
 - IT, Professional Services, and Human Capital are ripe for consolidation
- Gap Analysis**
 - Near-Term**
 - Data Analysis
 - CM Talent Development
 - Data Integrity
 - Commitment from Leadership
 - Alignment of CM and Agency's Mission Needs
 - Strategic Planning
 - CM Process Management
 - Long-Term**
 - Structural Design of Expertise and Capability
 - CM Talent Development
 - Change Management
 - Data Storage and Safety