

PRELIMINARY MARKET CONSULTATIONS IN PRACTICE – IRISH EXPERIENCE

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EU PROCUREMENT COMPLIANT COMMUNICATION



Treat all suppliers
equally

Be transparent, establish
clear need/demand **first**,
and establish process to
aid analysis

Ensure any requests for
information you make
are proportionate to
your needs

Share relevant
information from early
market engagement in
your requirements

Exclude a supplier if you
think they might have an
unfair advantage
because of their
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EU PROCUREMENT NON COMPLIANT COMMUNICATION



Discriminate against any suppliers, for example by writing your requirements in a way that unfairly excludes a particular supplier



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Share information about your requirements with one supplier if you're not going to share it with other suppliers, for example tell one supplier your budget if you're not going to publish it with your requirements for other suppliers to see



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requirements suppliers to
going to publish it with your
supplier your budget if you're not
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requirements with one supplier if
share information about your

Share a supplier's confidential information



information
Share a supplier's confidential

MARKET ENGAGEMENT FORMS



Informal Market
Sounding with industry
leaders

PIN preceding Market
Sounding

“Meet the buyer” events

Formal exercise with
Request for Information
Published

“Town Hall” meetings

Creation of project-
specific website, data
loaded

Industry Focus Groups

Meetings with the
private sector, either
individually or
collectively

Marketing project
objectives on social
media

Tender Advisory Service



Step B

It is published on the HSE's website and a copy is sent out to all suppliers on their database. database holds current and potential suppliers and is used to update potential tenderer lists.



SRO



Publishing on HSE



Step C

In the Competition of Ideas initiative, HSE identify and specify problems to be addressed, asking for innovative solutions from suppliers. These issues are published in the appendix of the SRO

Competition of Ideas

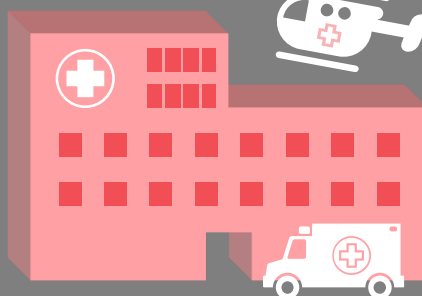


Review process



Step D

Suppliers are requested to send in a 3-page dossier, outlining their proposed solutions. A panel of HSE specialists review these proposals and determine which are worth taking forward



Specification



Step E

Whilst there is no guarantee of work at the proposal stage, those selected are worked up to a full specification in discussion with the supplier and contracted where:



Step F

The market responded well to this process, but to some extent it was a victim of its own success and it was put under a moratorium

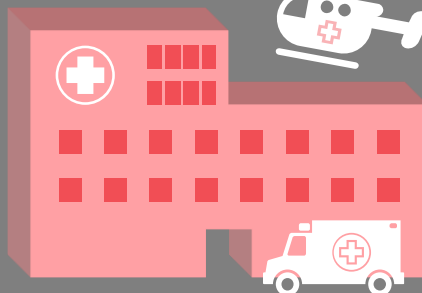


Market Response



priority business outcome; value for money and scientific quality can be achieved

COMPETITION OF IDEAS



REASONS FOR MORATORIUM



SCALE

publishing everything at once created a huge bottleneck in the workload in the planning year. To overcome this issue, the plan is to publish smaller groups of issues, throughout the year, thereby spreading the workload.



SCOPE

the previous organisation of the HSE meant that specialists would often include topics that were not necessarily business priorities.



COMPLEXITY

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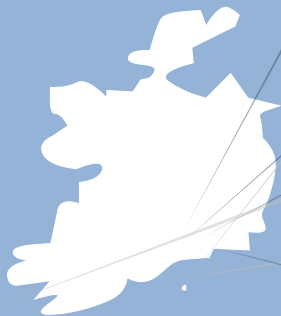
OPENNESS

HSE specialists often had their idea of the solution, creating a blinkered view. This is being tackled by ensuring proposals are evaluated more objectively by a panel of those with knowledge of HSE's business



Metro PPP Market & Stakeholder Engagement

CASE STUDY



Step A

Desktop research of industry, similar projects, suppliers, financial markets.



Step B

Early engagement with funders, government agencies, to secure financial budgets and bankability



Step C

Produced PIN and invited interested bidders to attend an "Metro Launch" event



Step D

Set up communication channel (email, web, database) & identified key milestones for reporting



Step E

Published RFI by sector (operational, asset development and banking sector)



Step F

Derived several concepts of "Willingness to Bid" and "Willingness to Participate" by asking the right questions



Step G

Published the Outline Business Case and published the Technical & Operational Plan on the web



Metro PPP Market & Stakeholder Engagement

CASE STUDY

CONT'D



Web channel of upcoming procurements to facilitate “enabling works” development



Engaged with bidders with formal of communication via document development and exchange, seeking input on technical and contractual development



Informed the ITN documentation, and sense checked it with Financing Institutions



Established an ongoing communication portal for stakeholder engagement (industry SMEs, local TDs)



Regularly published progress on all project aspects on “Metro Newsletter”



At selection stage, engaged formally with the Tenderers and set up secure access “data room” for tenderers to use and access



Published heavily on you tube and social media



Result: Gained excellent feedback, excellent engagement, and reduced challenges to planning by 50% compared to the previous rail project.

LESSONS LEARNED



**Always focus on the positive message/outcome of the process:
“The strategy worked, so proud of the team, but we didn’t win”**

..... ● ● ● ✓

**Spend time to outline the background work/process to achieve
decision – it secures “procedural justice”**

..... ● ● ● ✓

**If you can demonstrate the steps taken in the process and the
amount of work delivered to reach a decision, less likely you to,
be challenged**

..... ● ● ● ✓

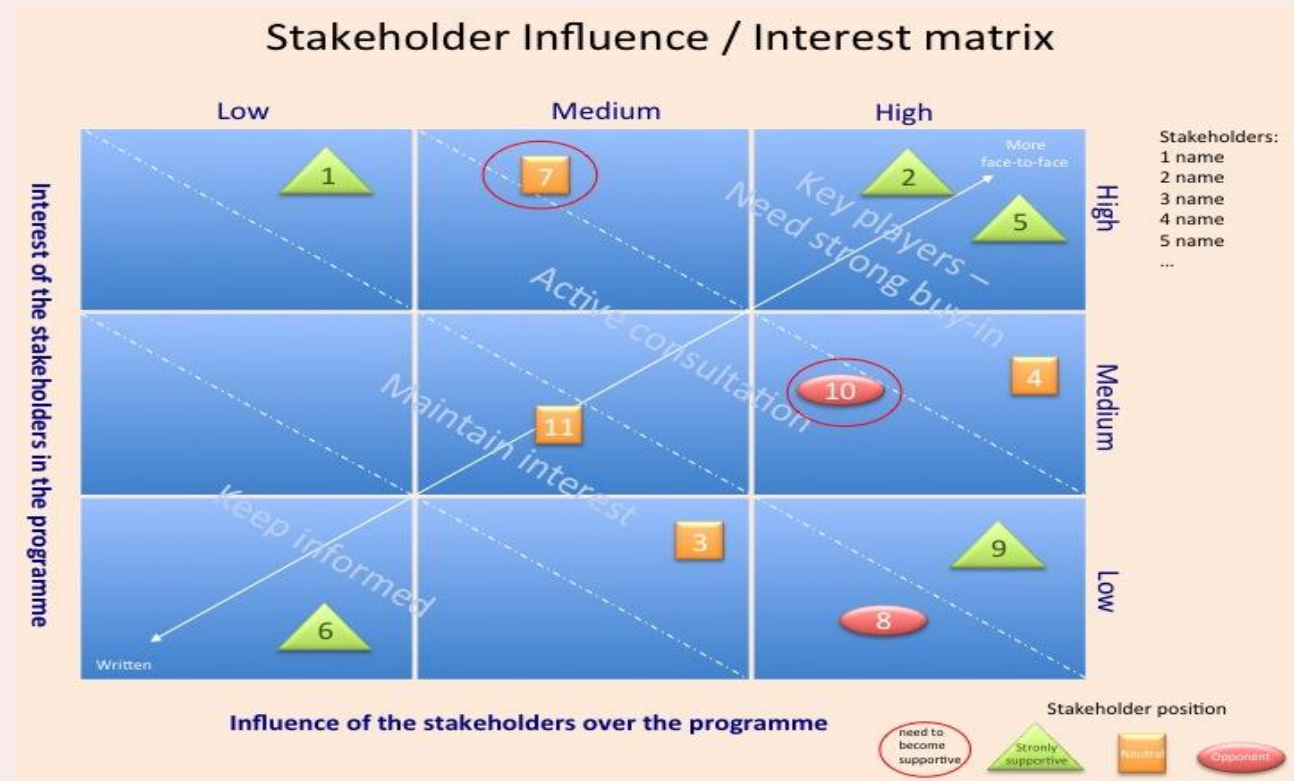
**Have a project champion – with energy, enthusiasm, and passion
for the project (and some media support)**

..... ● ● ● ✓

**Apply rigours project management procedures for the
communication platform**

..... ● ● ● ✓

STAKEHOLDER MANAGEMENT MATRIX



KEEP EFFORTS, RESOURCES AND TIME COMMENSURATE WITH THE STAKEHOLDERS "TYPE"

THANK YOU

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