





APAC Shortlist Submission Summaries

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Operational Improvement Award

Team Downer Major Service Provider - Integrated Work Package refresh

Team Downer Major Service Provider is a consortium of companies with Downer's defence business - Downer Defence Systems - as the prime. As an MSP to the Australian Department of Defence's Capability Acquisition and Sustainment Group (CASG – the group that acquires and sustains defence materiel) Team Downer provides 'above the line' contracting services. The award submission is based on the work the MSP did to refresh an 'integrated work package' contract at CASG in the Critical Systems Branch to transform it into a long-term, performance-based, collaborative contract for an initial four years with additional contract terms being available.



Department of Communities and Justice - Procurement Central

The team established a new strategic partnership approach to Procurement and made doing business with NSW Government easier through the implementation of Procurement Central. Working tirelessly with suppliers and internal stakeholder to co-design a process and system which enabled the development of partnerships while ensuring compliance, benefits and performance would be measured and reported on. This engagement has led to over 85% of suppliers indicating that the system makes doing business with the Department easier has increased our performance management in contracts by over 80%. This has helped in attracting new suppliers, improving competitiveness and diversity in the tendering

EY Law and Optus - Improving Contracting Operating at a Major Telecommunications Company

With growing volumes of complex, bespoke contracts, Optus and EY Law teams worked together to redesign and standardize contracting processes to improve efficiency and Optus' ability to conduct business in a pragmatic, competitive and commercially effective manner. The teams created a repository of clauses and templates, streamlined processes, and established a continuous improvement strategy and dedicated EY Legal Managed Services team to assist with contracting needs. The improvements reduced potential risks and contract turn-around times, resulted in 65% cost savings and gave time back to Optus' in-house teams to focus on other strategic work.



Ashwini Suresh (Unilever) - Digitised Demand and Contract Change Management

UniOps drives IT and enterprise services for Unilever worldwide engaging with 800+ suppliers. Supplier Strategy and Performance (SSP) is the strategic enabler for UniOps managing the supplier ecosystem, contracts and relationships on a daily basis. To effectively monitor supplier spend and portfolio, an integrated view of

change management demand (including identification of supplier engagement, SoWs, etc.) is key. SSP realised that when demand is managed in silos, it results in lack of end-to-end visibility and value leakage. SSP then executed a swift automation pilot to link demand with change management. This improved forecast, increased supplier satisfaction and delivered cost benefit of ~€38mn by right supplier analytics and reducing discretionary spends.



Department of Foreign Affairs and Trade (Australia) - Delivering innovation through procurement - two step collaborative models

Australia's Official Development Assistance is complex. Delivering large multiyear programs supporting government partners in the region requires adaptive approaches in stable times. Australia's Foreign Policy White Paper (2017) though identified that change, unprecedented in its scale and pace, is the tenor of our times. This only increased with COVID-19. To meet this new normal DFAT designed, piloted and implemented a two-step collaborative procurement model. The model minimises barriers to entry and maximises responses and innovation. Noting it is still in the early stages of implementation, the immediate results are impressive with efficiency, market interest, and engagement all exceeding stretch targets.

Pieter Snyman (Department of Internal Affairs) - Company Insurance Renewals The Global Energy Contracting Team, DNV GL

With the formation of the Global Energy Contracting (GEC) Team, DNVGL Energy moved away from a siloed approach, to a virtual global team of 12 highly qualified legal and contracts professionals that work hand-in-hand across 8 locations to provide a truly world-class approach to contract handling. By unlocking the potential of professionals working as a virtual team, we see immediate improvements that enhance both the quality and the efficiency of contract handling, including increased quality of contract related support, increased collaboration and knowledge sharing across countries, global visibility over workload and a reduction in reliance on the corporate legal team.

ASC Shipbuilding (BAE Systems Australia), Charlotte Mulholland (Commercial Director) - Contract Awareness Training Program

Given the scale and complexity of the Hunter Class Frigate Program (HCFP), the Program workforce has been expanding with new team members on-boarded weekly, many of whom are recruited from non-Defence industries.

ASC Shipbuilding's Commercial team identified the need to raise awareness of specific HCFP contractual obligations and broader commercial issues. This represented a significant logistical challenge, with the current workforce sitting at ~900 individuals spread geographically across Australia and the UK.

The training program has significantly improved overall contract and commercial awareness and acumen across the Program, equipping the project team with a basic understanding of key contractual concepts.

ASC Shipbuilding (BAE Systems Australia), Charlotte Mulholland (Commercial Director) - Commercial Flow Downs to Subcontractors

ASC Shipbuilding's Hunter Class Frigate Program (HCFP) contract relies on sizeable supply chain input to support Program delivery. The team established multiple templates to allow for engagements with a diverse supply base, but that still met the Program's Head Contractual requirements and commitments. The team also went to additional considerable effort to: formulate and hold training sessions for the Supply Chain and Customer teams, to supplement creation of the templates and make certain those using them understood their implementation. The tools and templates that have been established will support continued development of Contract and Commercial capability through the lens of proficient compliance.

ASC Shipbuilding (BAE Systems Australia), Charlotte Mulholland (Commercial Director) - Strategic Relationship Management with Customer and Subcontractors

ASC Shipbuilding's Hunter Class Frigate Program (HCFP) Commercial team has driven and delivered initiatives and workshops to clarify areas of ambiguity in contractual requirements and support other functional areas to enable the delivery of the Program's contractual milestones. The initiatives and workshops sought to collect data to allow ASC Shipbuilding's Commercial team proposals to make formal changes to the Head Contract to enable streamlined contract management for all parties. The workshops and initiatives also enabled more honest and open communication, which lead to more productive collaboration and commitment from all team members.

ASC Shipbuilding (BAE Systems Australia), Charlotte Mulholland (Commercial Director) - Commercial and Contract Management Plan Architecture

ASC Shipbuilding's Hunter Class Frigate Program (HCFP) is a large and complex program, and the Commercial Director recognised and advocated the need to establish a comprehensive and robust Commercial Management Plan (CMP) to support the Programs' balance of risk and reward throughout project execution. This vision looked to improve existing CMP guidelines and architecture for Commercial governance to enhance how Commercial teams regulate and manage issue identification and obligations delivery. It is a single source of truth for HCFP Commercial guidance and tools, and provides clarity on the intricacies of the contract.

ICT Commercial and Procurement, (Inland Revenue) – Evolution of the Commercial Partnership with Assurity Consulting Ltd

IR and Assurity Consulting Ltd have agreed a bespoke relational contract model after focused dialogue on what a successful partnership could look like, respective guardrails and barriers to implementation. With support from senior IR stakeholders, IR have risen to the challenge, simplifying and reducing the cost of doing business with tangible, measurable benefits for both parties. The relationship has evolved from piecemeal to strategic and is characterised by high trust, flexibility and value.

This relational contract model establishes a firm foundation from which to continue the partnership evolution.

eBMS Nimblex - YVW's Corporate Strategic Procurement and Contract Management System by Nimblex

Simplification, Standardisation with flexible digitisation: Yarra Valley Water (YVW) used to manage their procurement and contract management activities in an inconsistent and uncoordinated way by using multiple systems and manual processing. This resulted in a lack of corporate visibility and governance. The operational objective was to simplify, standardise and to digitise policies and procedures in a single solution. This was achieved by using Nimblex, an innovative no-to-low code platform. It resulted in a single enterprise system which offers full visibility of all purchasing and contract activity, increased compliance to YVW procurement policy, the elimination of manual data entry into several different systems, the automation of several manual processes (which were time consuming and error prone) and simplifying YVW's divergence policy and process. Overall, this project resulted in the significant improvement of operational efficiency across the organisation relating to all aspects of Procurement and Contract Management activities.

Strategic Direction Award

Sterlite Technologies Limited - Automated Hindrance Management Process

STL has created a mobile based automated hindrance management platform with an objective to create complete transparency in delays of execution of large Fiber/FTTX Projects spread over thousands of Km. Master data has been mapped into the tool creating parent/child relationship of each span (each project will have 3K~5K spans) so that impact of a hindrance in any span can be projected on multiple other spans by the tool.

The delay in project execution at every span is categorised under customer, partner or internal reasons (with drop-down sub-categories) on daily basis by hundreds of engineers for their respective sites. An automated hindrance register for the complete project gets created by the tool, project contract manager maps these hindrances against the overall project delays and shares it with customer/ partners based on hindrance attributability. The automation has not only helped STL arrest value destroyers to the tune of x%-y% of TCV by capturing the missing hindrances but also helped in smoother governance and increased transparency/trust with customer and partners.



Mark Simister (Sydney Water) - Partnering for Success

To keep pace with our growing city, Sydney Water is undergoing an enterprise wide transformation from a transactional operating model to a collaborative partnering model called Partnering for Success (P4S) that was mobilised on 1 July 2020.

P4S is driven by Sydney Water's corporate strategy for high performance in a complex environment through active management, a strategic planning partner, three regional delivery consortia and Shared Purchasing.

P4S integrates the supply chain across the asset lifecycle, bringing together planning, asset delivery, maintenance and facilities management functions under decade-long contracts using the NEC4 contract suite and Project 13 enterprise delivery principles.



Thisis Nicolas (Department of Internal Affairs) - State of the Nation - Commercial Services dashboard

To engage Senior Leaders and have them gain more commercial value, Thisis considered 4 questions to determine our approach to a report: "What keeps Senior Leaders awake?", "What is our own agenda?", "Which platform/committee will help us most?", "Which format is easiest to consume?". We ended up with something that looks a bit like a newspaper and deals with: what do our Senior Leaders care about most, what we think they need to know about and why (including what's in it for them) and presented in a catchy, inviting, easy to understand and informative way. Now it's provided quarterly.



Dan Boulton (AusNet Services) - Enterprise Procurement Excellence

When a business review identified that the existing de-centralised procurement operating model at AusNet Services was inadequate for addressing strategic requirements, the opportunity was taken to implement a full transformation. The change environment allowed deployment of best practice category management, strategic sourcing, procurement policies and analytical toolsets. Within a year the program utilised sophisticated analytics to drive annualised savings of \$36m and greatly enhanced processes including P2P efficiencies. The team has established the credibility and the capability to drive further benefit in the next area of focus, which is developing mutually beneficial strategic partnerships with key vendors.

eBMS Nimblex - YVW's Corporate Strategic Procurement and Contract Management System by Nimblex

Achieving Improvement while overcoming the challenges of change: Yarra Valley Water (YVW) used to manage their procurement and contract management activities in an inconsistent and uncoordinated way by using multiple systems and manual processing. This resulted in a lack of corporate visibility and governance. At the same time, the water industry is subject to ongoing policy changes from Victoria Government and YVW also have a strong culture of continuous improvement. YVW used a no-to-low-code Procurement and Contract Management platform called Nimblex to configure their dream solution resulting in the following statement from their auditors: "Significant improvements have been made to the YVW Procurement function over the last 2 years. We also observed that considerable work has been undertaken to align policies, processes and systems with the complex regulatory changes recently introduced within the Victorian public sector including Local Jobs

First, Social Procurement and the Ministerial Directions for Public Construction Procurement

Outstanding Service Provider Award

Icertis - Icertis and KPIT – Streamlining Obligation Fulfilment

KPIT is a global automotive technology leader, specialising in autonomous and networked car technology. Headquartered in India, with offices across APAC, Europe, and the US, KPIT turned to Icertis for its leading CLM software.

With the Icertis Contract Intelligence (ICI) platform, KPIT can access every contract, in every country it does business, in one place. It has made a real difference to operations, with contract administration now following clear repeatable and transparent steps, with additional functions automated. As a result, the company has seen a 50% reduction in the time it takes to get contracts created, negotiated, and executed.



WINNER

Telstra - 2020 COVID19 Pandemic

In March 2020, in response to the COVID-19 pandemic, AGL needed to transition more than 5,000+ employees and outsourced partners to working from home in a very short timeframe, reducing risk to our people and ensuring business continuity.

AGL worked closely with one of our material partners Telstra, enabling us to stand up our contact centre technology platforms globally, by:

- Transitioning 300 onshore Contact centre agents to work from home
- Tailoring a bespoke telephony solution leveraging AGL contact centre platform technologies; including extensive E2E testing & education of bespoke technology
- Enabling AGL to transition 5,000+ employees to work from home with zero performance issues.

Team Downer Major Service Provider

Team Downer Major Service Provider is a consortium of companies with Downer's defence business - Downer Defence Systems - as the prime. As an MSP to the Australian Department of Defence's Capability Acquisition and Sustainment Group (CASG – the group that acquires and sustains defence materiel) Team Downer provides 'above the line' contracting services. The award submission is based on the work the MSP did to refresh an 'integrated work package' contract at CASG in the Critical Systems Branch to transform it into a long-term, performance-based, collaborative contract for an initial four years with additional contract terms being available.

eBMS Nimblex - YVW's Corporate Strategic Procurement and Contract Management System by Nimblex

Fast, Flexible low-code solution: Yarra Valley Water (YVW) used to manage their procurement and contract management activities in an inconsistent and

uncoordinated way by using multiple systems and manual processing. This resulted in a lack of corporate visibility and governance. YVW opted to use Nimblex, an Australian made and owned software technology. This no-to-low code technology allow for the creation of digitised procurement and contract management processes without using hard-coding languages resulting in a best fit solution with the following statement from auditors: "Feedback from staff interviewed regarding the Nimblex system was positive and indicated that the system was being well received. Users reported that they have seen significant improvements in procedural adherence with key procurement policy and greater transparency over procurement decisions and contract management processes

Delivering Social and Economic Benefit Award



AusNet Services - Compliance with Australian Modern Slavery Act 2018 (Cth) - multi-organisation pilot, led by AusNet Services

This submission by AusNet Services showcases the multi-organisation pilot approach to compliance with the Australian Modern Slavery Act 2018 (Cth) ("Act") adopted by Ausgrid, AusNet Services, Energy Queensland, Jemena, TransGrid and Western Power.

With a shared common goal, we have developed a framework for compliance with the Act that will benefit both our supply chain and our own organisations. By standardising communications, templates, tools and forthcoming implementation of shared technology, we aim to reduce time and resource requirements for compliance. Ultimately, this enables focused and accelerated efforts to reduce the incidence of modern slavery within our supply chains.



Auckland Transport - Sustainable Procurement at Auckland Transport

AT spends over \$1billion p/a. Using procurement as a lever, AT is pushing to make a real difference to the environment and community beyond the delivery and operation of the transport network. Whether it be creating jobs or enabling access to a diverse supply market, ensuring ethical supply, using impactful businesses such as social enterprises, addressing systemic social and economic inequalities, or through environmental stewardship, AT's procurement activities are being leveraged to provide broader outcomes that all Aucklanders can benefit from. We are incredibly excited to be nominated for this award which is a recognition of how we have been approaching our procurement decisions and process in order to create a fairer and equitable economy in Auckland.



GROW Gippsland (Latrobe Valley Authority / ArcBlue)

Following feedback from the Gippsland community around the need to increase local and social procurement opportunities, procurement specialist, ArcBlue

Consulting commenced a partnership with the Latrobe Valley Authority in 2018 to deliver GROW Gippsland.

Based on G21 Regional Opportunities for Work (Geelong), the program sees local businesses and businesses operating in the region formally commit to take action to increase local and social procurement, and inclusive employment outcomes.

More than 90 organisations are now participating, redirecting expenditure back into the local economy, creating more than 60 inclusive employment and work exposure opportunities for local people and collaborating with like-minded organisations across Gippsland.

Jemena, Deloitte and AWS - JAWS Platform - Deloitte - Jemena - AWS

Over 4 months Jemena, Deloitte and AWS had discussions to provide customers with a real-time view of their electricity energy consumption. This included the development of a cloud based analytics platform known as JAWS, enabling:

- An understanding consumption data against a range of parameters segmented by customer based on energy usage.
- Near real time modelling of how consumption behaviour changes to external factors (e.g. COVID-19, temperature).
- Proactive targeted communications to customers.

These benefits were demonstrated during COVID-19 especially during the work from home period. Customers were notified of their increased usage via SMS and empowered with information to enable changes to their consumption behaviour and help avoid the potential for bill shock.

ASC Shipbuilding (BAE Systems Australia), Charlotte Mulholland (Commercial Director) - Establishment of Digital Technologies Program

During the ramp down of the Air Warfare Destroyer (AWD) program in Adelaide it was identified that some trade employees deployed to that program would be unable to immediately transition to the Hunter Class Frigate Program (HCFP) due to the timing of HCFP mobilisation. To avoid redundancies and support continuous naval shipbuilding at ASC Shipbuilding (the HCFP Prime Contractor), Flinders University Adelaide and partners worked collaboratively to develop and deliver a brand new one year Digital Technologies Program, ending in the award of a Diploma in Digital Technologies. This collaboration mitigates the perennial shipbuilding issue of skills fade between major shipbuild programs.



Melbourne Water and Aqua Metro Services - The Wara Paring Aboriginal Civil Construction Project

The Wara Paring (Come Walk the Path) Aboriginal Civil Construction Project is an outcome of the collaboration between Melbourne Water, a Victorian Government Agency and their capital delivery partner Aqua Metro Services.

We sought to “raise the bar” on delivering social value in the water sector and broaden our contractual expectations to create a legacy of positive change.

With no Aboriginal businesses providing many of the services we use in delivering capital work, it was decided that together we would embark on a structured training

program to develop a first of its kind 100% Aboriginal owned civil construction business.

Personal Initiative Award

Jacqualin Baldwin (AGL)

In mid-2019, Jacqualin Baldwin led the AGL Telstra renegotiation, introducing the innovative idea of a partnership model rather than a traditional supplier negotiation model. Jacqualin involved Telstra from the beginning of the project, including them in requirements workshops, driving aligned strategies, values and encouraging both parties to own the solution of a new contract and partnership rather than a supplier contract model.

Jacqualin uplifted a good supplier relationship between AGL and Telstra, to a strong partnership, allowing both parties to prosper across business changes and COVID-19 impacts. Jacqualin has brought integrity to the partnership, driving both parties to display the right behaviours such as respect, open communication, transparency, and accountability.



Hanelie Lategan (Kainga Ora Homes and Communities)

Hanelie Lategan has shown outstanding leadership in the New Zealand procurement industry by creating an atmosphere of openness and cooperation in all her commercial activities.

She recently established New Zealand's first World Commerce and Contracting Commercial Management Accreditation Cohort and is training its 12 members on the fine art of being an exceptional commercial manager.

As Procurement Excellence Manager at New Zealand's largest state housing provider, Hanelie is passionate about commercial training and development. She has designed several online procurement training courses. During the last twelve years, Hanelie has also coached more than twenty procurement graduates.

In 2017, Hanelie contacted Quest and several of her commercial friends to put together the first GOVProcurement New Zealand Conference. View highlights of this successful event here: [GovProcurement New Zealand Conference](#).



Stanley Pope (Department of Internal Affairs)

Stan coached and mentored the team on the added value that could be returned to the supply market and how we could go beyond expectations and be truly leading. Initially some were concerned about over sharing, with some robust debate on what to release, these concerns were easily dismissed by applying a different lens. Would we share this information in an Official Information Act request? If yes, then we should share it. Recent guidance from the Office of the Auditor General, reinforces our approach. We've received unsolicited feedback from five different processes on how wonderful this is for unsuccessful respondents!

Dr. Lakshman Singh (Hindustan Aeronautics Limited)

Dr. Lakshman Singh is a technologist with specialization in Optics Engineering, ToT Project Management and Data Analysis. His research in Transfer of Technology in Indian Defence Public Sector Units can be exploited in defence manufacturing in developing countries for economic development. He has outstanding technical and program leadership in opto-electronics avionics system of fighter aircraft. The achievements and leadership across a broad spectrum of Transfer of Technology based projects and its commercialization, is comprehensible for the entire Engineering Technologist community. He won best research paper award in IEEE Int. Conference in Oct'17(India) and "Young Researcher Award-2020" from InSc (India).



Michelle Robinson (Department of Communities and Justice)

Michelle Robinson is the Manager, Supplier Excellence in the Procurement team at the NSW Department of Communities and Justice. Michelle has made outstanding contributions towards the State's Objectives developing innovative approaches to contract and supplier management:

- Rolling out digital transformations like digital tendering, contracts
- Developing inter-agency collaboration, mobility and capability in NSW
- Increasing sustainable procurement practices generating better employment outcomes for aboriginal people and people living with disability
- Enabling the delivery of \$10M sustained savings for the State to meet its budget pressures
- Reducing red tape making it easier for suppliers to do business with government through digital channels.

Marie Thompson (ASC Shipbuilding - BAE Systems Australia)

Marie Thompson, Commercial Manager at ASC Shipbuilding (BAE Systems Australia) took over as lead for a customer required significant contract change in late 2019. Her persistence, attitude and patience on such a long, disrupted activity resulted in customer agreement in September 2020 (~16 months). Noting the relationship-based contract, more focused collaborative workshops and earlier stakeholder engagement were initiated to jointly develop a more comprehensive set of requirements and understand the change implications. Key areas that Marie managed was ensuring focus and performance, which required persistence and resilience from all team members, and the drive to push the change towards resolution.

Innovation In Crisis Award

The Australian Department of Defence - Defence Marine Support Services Program (DMSSP)

The Australian Department of Defence, through its Defence Marine Support Services Program, is conducting a procurement of diverse marine services across Australia. Negotiations for three contract work packages were due to commence when

COVID-19 struck. The Program quickly pivoted to a full virtual environment to meet COVID-19 restrictions, navigating complex security requirements, significant process and technology (home office) change, as well as delivering a rapid cultural shift while maintaining a focus on team wellbeing in the process. Early adoption of the virtual environment allowed negotiations to proceed with minimal disruption and, most importantly, maintained positive tender relations and staff wellbeing during a time of significant upheaval.



SA Health Procurement & Supply Chain Management - Local Manufacturing of Personal Protective Equipment

SA Health is committed to protecting and improving the health of all South Australians. The COVID-19 pandemic created supply chain challenges particularly impacting Personal Protective Equipment supplies. To future proof South Australia's stock availability, SA Health partnered with several local manufacturers including Detmold Medical who built a state of the art face mask manufacturing facility in Adelaide within 18 weeks. Detmold are now capable of manufacturing 1 Million masks per day employing more than 240 staff.

An agile procurement process and focused project management were critical. Trust, collaboration and support from a large range of stakeholders, including SA Health Infection Control, WHS, clinicians and a range of external departments, ensured success. Detmold Medical have shown professionalism and passion. The contract is a risk sharing model based on cost plus arrangement, whilst encouraging the supplier to improve on price and quality.

In the time of crisis it is possible to find innovative solutions quickly

Department of Communities and Justice - Covid19 Warehouse

In March 2020 Department of Communities and Justice developed an innovative approach to supply and delivery of personal protective equipment. Emu Plains Private Sector Business Unit was repurposed into Logistics Hub to warehouse and supply PPE, Critical Goods.

Setting up warehouse saved \$500,000 in storage, distribution while providing employment for 4 female offenders and increasing safety across range of public services - courts and corrections, family and community services, housing and sports, venues. It has stored 2.6M items and distributed 1M items to 400 locations while increasing reach, capability of inmate industries through ongoing collaboration between corrective services and procurement teams.

Translink Customer Solutions Contracts Team - Managing essential contracts through COVID-19

At the height of the pandemic response in April 2020, South East Queensland public transport patronage dropped by 80%. With less people travelling, there was an unprecedented drop in demand to commercially unviable levels for the supplier. Faced with the risk of losing a critical customer service, TransLink worked with the supplier to urgently review and renegotiate contract provisions. Negotiations were undertaken in two stages, the initial response and longer-term strategy. This

resulted in securing continuity of service and staff retention, achieving quality performance improvements and ensuring financial sustainability for both supplier and purchaser during a period of continued uncertainty.

Koushik Sivaraman (Unilever) - Operational Resilience and Business Continuity during COVID Challenge

UniOps drives IT and enterprise services for Unilever worldwide engaging with 800+ suppliers. Supplier Strategy and Performance (SSP) is the strategic enabler for UniOps managing the supplier ecosystem, contracts and relationships on a daily basis. As a strategic response to the impact created by COVID-19, SSP led a multidisciplinary team to formulate and execute UniOps' supplier BCP strategy. With a set of innovative and structural changes to contracts and rigorous supplier engagement, SSP formalized 'work from anywhere' model while ensuring zero business disruption and, leveraging digital SSP platform and relationship with suppliers to unlock benefits and agility savings of ~€47Mn.

MFAT Commercial Team - Repatriation Flights for Getting Kiwis Home

During New Zealand's COVID-19 response, the Ministry of Foreign Affairs and Trade (MFAT) issued a recommendation for Kiwi's around the world to return home. A vast number of people had to be repatriated quickly, both returning to NZ, and to their home countries. Commercial specialists embedded in MFAT's Emergency Coordination Centre provided 24/7 support to achieve this. Unique procurements were delivered in days, rather than the usual months, working with a fluid market that was changing almost hourly. This dynamic approach ensured all commercial and international issues were addressed, and the first flight departed just 12 days after the procurement process began.