

# case study

Improved efficiency, reduced supplier risk and waste — achieved through requirements being closer matched to the supply chain's scope of supply

## Optimising requirements to gain through life cost savings

### the Challenge

A major UK defence supplier had made the strategic decision to converging its bespoke product lines into a set of common equipment, which was fit for purpose and fit for the environment. To achieve this it needed a common and more effective approach to specifying the equipment.

The specifications for equipment were divided between the functional requirements (what it needs to do) and the Non-Functional requirements (the constraints, standards and quality considerations). The Client realised that its legacy Non-Functional requirements baseline was large, overly prescriptive and with a provenance that had been lost over time. This set now inhibited supplier innovation and incurred additional supplier/programme risk due to the difficulty in achieving acceptance and 'sign-off'.

Previous client attempts, over the last few years, to address this issue had floundered due to a period of significant business growth and arising business priorities. Eventually the business reached a critical point when it projected a need to issue 70+ ITT's to suppliers during a six month period. As a result an alternative procurement approach was sought.

Harmonic were engaged, on a fixed price basis, to deliver a requirements toolset which could quickly generate draft NF ITT specifications for the client's specialists to then perform final tailoring and reviews, to suit the scope of supply.

### the Harmonic impact

Working closely with client specialists we:

- Developed and agreed a plan of actions and deliverables that would give the client progressive assurance of the final deliverables.
- Analysed baseline comparator Defence Standards to identify the key mandatory NF requirements appropriate to the client's business
- Improved provenance by using DOORS to create a requirements library that linked out to the latest defence standards and provided the traceability to customer/end-user requirements
- Held 70+ technical meetings to agree how the requirements in the library were to be measured and accepted
- Established a mechanism for the specialists to take ownership of the requirements and a culture of taking responsibility for keeping them fresh and relevant as the product line evolved
- Captured invaluable learning from experience and a mechanism to help embed that learning into the client's corporate knowledge

### the Outcome

"Working with Harmonic meant that I could rely on them being focussed on meeting their milestones. They managed our range of different specialists and I now have a queue of internal teams eager to benefit from the delivered library and toolset. We estimate that this will save us £10's m over the life of the project across our supply chain. We finally now have a comprehensive set of common NF requirements to support our business going forward. Many thanks for all the team's efforts and we look forward to Harmonic helping us with some of our other business challenges"

Client Technical Authority and sponsor.