



INTERNATIONAL CIVIL AVIATION ORGANIZATION

**TWENTY NINTH MEETING OF THE ASIA/PACIFIC
AIR NAVIGATION PLANNING AND IMPLEMENTATION
REGIONAL GROUP (APANPIRG/29)**

Bangkok, Thailand, 3 to 5 September 2018

Agenda Item 3: Performance Framework for Regional Air Navigation Planning and Implementation

3.4: CNS

ACQUISITION EXCELLENCE FOR ANSPs

(Presented by CANSO)

SUMMARY

As air traffic continues to rise in the Asia Pacific Region, ANSPs need to ensure that air traffic capacity can keep pace with demand by investing in ATM systems and other related infrastructure. Acquisition excellence is therefore vital for ANSPs that want to achieve the most from its procurement budget and supply chain relationships. And in order to maximise purchasing power in the ever-changing ATM environment, a tailored, focused and flexible approach to acquisition is essential. This paper highlights the CANSO Acquisition Excellence Manual that was published this year to share and promote best practices in acquisition management for ANSPs.

1. INTRODUCTION

1.1 Each year Air Navigation Service Providers (ANSPs) spend significant sums of money to procure air traffic management equipment and services in order to fulfil their mandates and provide the best possible service to their customers. Buyers and sellers both experience enormous challenges in doing business in the air traffic management sector and it can often be difficult to break established mind-sets, secure funding and introduce new solutions. Acquisition excellence is therefore important for any organisation that wants to achieve the most from its procurement budget and supply chain relationships.

1.2 At an ICAO workshop held in conjunction with CNS SG/21 last year, CANSO informed participants that it had formed an Acquisition Excellence Workgroup (AEWG) in late 2016 to collect, develop, share and promote best practices in the acquisition management of CNS/ATM systems. The Manual has since been published and can be downloaded at the CANSO website www.canso.org.

2. DISCUSSION

2.1 The objective of the CANSO Acquisition Excellence Manual is to share and promote best practices for acquisition management throughout the supply chain. It serves as an essential guide for systems acquisition and will help prepare the ANSPs for future changes in business and purchasing models. By breaking down the walls to often complex and time-consuming processes and

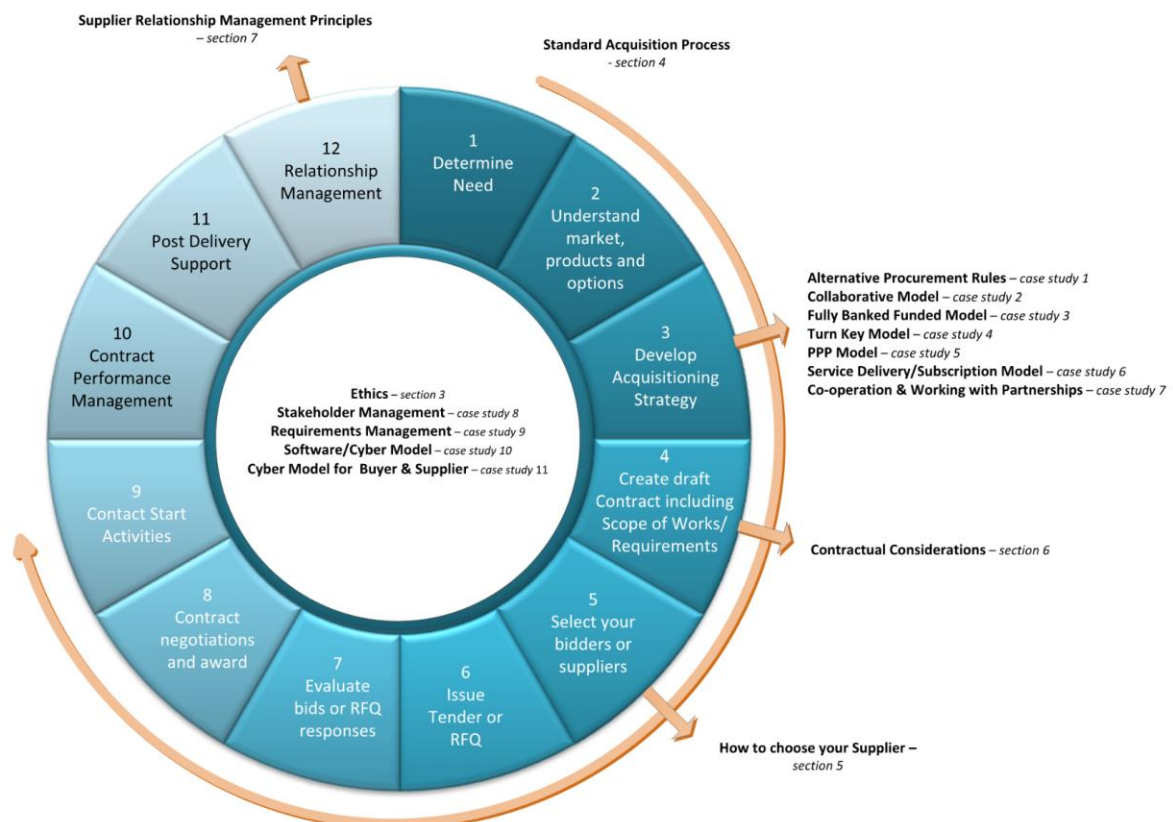
procedures; it provides insight and guidance on acquisition best practice from both sides of the table. CANSO's Associate Members, typically the sellers will be able to better understand ANSP thinking and also their requirements in the purchasing process while CANSO's Full Members, the ANSPs, will be able to improve their buying skills.

2.2 This manual has been designed with real-time practical application in mind. It has a series of case studies and, where appropriate, 'how to' guides which draw from the experience and expertise of CANSO Members, providing guidance as to how these cases can be applied within organisations regardless of corporate structure.

2.3 It examines the acquisition process and life cycle (see diagram below) with a focus on sub-areas of primary interest to CANSO Members so that ANSPs can use it:

- As a reference guide to help cost effectiveness, continuous improvement, corporate strategic alignment, operational efficiency and engagement with internal stakeholders and between buyers and sellers.
- To review and adopt appropriate models and practices described in the manual which can enhance, complement or ultimately change processes within organisations striving to reach acquisition excellence.
- To look in depth at supplier partner relationships as a more mature form of acquisition management which can be used to target continuous improvement within your organisation.
- To analyse stakeholder management and requirements management to demonstrate how mismanagement in these areas can quickly derail an acquisition and erode the business benefits.

ACQUISITION LIFE-CYCLE



2.4 To demonstrate real-life applications of acquisition excellence, the Manual provides a number of case studies which highlight the areas to consider, pitfalls to avoid and opportunities to grasp, using examples of a number of different models for acquisition. Each situation and model represents a different set of circumstances and a unique situation or challenge and is based on real-life situations. Collectively, they show that a range of different models, and aspects within those models, can be applied to help ANSPs procure more effectively.

3. ACTION BY THE MEETING

3.1 The Meeting is invited to:

- a) Note the information contained in the paper;
- b) Encourage States and ANSPs to avail themselves of the CANSO Acquisition Excellence Manual; and
- c) Discuss any other matters as appropriate.

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