



Main Procurement Challenges, Lessons Learnt & Supplier Survey Results

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Co-financed by the European Union
Connecting Europe Facility

Procurement Challenges & Lessons

01

Planning

- Continuous improvement
- Must be sufficient
- Need to meet set deadlines
- Balance required not to over-plan
 - Lean vs Agile approach
 - Pre-set templates vs tailor-made document sets
 - Appropriate processes in place
- Strengthen common procurement standard deployment with all implementing bodies

02

Moving to the e-tendering system

- 2017 - Latvian government launches e-tendering system
 - Previously paper based process
- Learning Curve for all - learning the system whilst guiding Suppliers through the various stages
- Better approach
 - Less paper, submission process easier to administer
 - Fairness on submission time
 - Tender Opening simple & transparent – information available online
- **NOTE: do not leave anything to the last minute – take sufficient time to submit**

03

New Procurement Organisation

- Learning curve for Suppliers
- Communication & Clarity
 - *Example:* RB Rail met 30 Suppliers prior to launching the DTD procurement exercise
 - *Example:* Professional management of Q&A
 - Requirements & expectations must be clear and understandable
- Checklist for Suppliers – make sure all requested docs are submitted

Procurement Challenges & Lessons

Improving Market Research



- *Example:* Procurement exercises without liability capping raise questions
- Ongoing challenge ensuring the most optimum procurement approach
 - *Different suppliers & markets*
 - *Different countries*

High quality procurement



- Developing and maintaining a high quality procurement practice
- Average 4-5 proposals per procurement exercise
- Out of 28 procurement exercises launched in 2017
 - only 2 appeals

Developing Organisation



- Developing roles
- Changing responsibilities
- Increasing workload
- Ensuring adherence to legal requirements
- Growing the team

Supplier Survey Results



Supplier Survey Results

vi. Comments: _____ (optional)

d) Were you able to meet the procurement requirements?

i. Yes (both for application and proposal compliance stage)

ii. Yes, but only for the application stage

iii. No

iv. Comments: _____ (optional)

e) In your opinion, was the time allowed for undertaking and completing the services / works

i. Too much time was allowed

ii. The time allowed was reasonable, but challenging

iii. The time allowed was not sufficient to provide a quality delivery

iv. The time allowed was not sufficient to provide a quality delivery

v. Comments: _____ (optional)

f) In your opinion, were you treated fairly and equally throughout the procurement process?

i. Yes

ii. Mostly yes

iii. Mostly no

iv. No

v. Comments: _____ (optional)

g) Would you participate in RB Rail procurement exercises in the future?

i. Yes

ii. Not sure

iii. No

iv. Comments: _____ (optional)

Total 62 respondents

Area of business

Supply of Materials

27 %

Design

24 %

Construction

16 %

Commercial & Legal Services

13 %

Other

20 %

IT
Energy & Railway Systems
National / Trade Associations
Studies, Surveys
Other Consultancy
Manufacturing

Size of organisation

LARGE (250 or more employees)

52 %

MEDIUM (50 to 249 employees)

16 %

MICRO and SMALL (1 to 49 employees)

32 %

Participated in RB Rail AS procurement

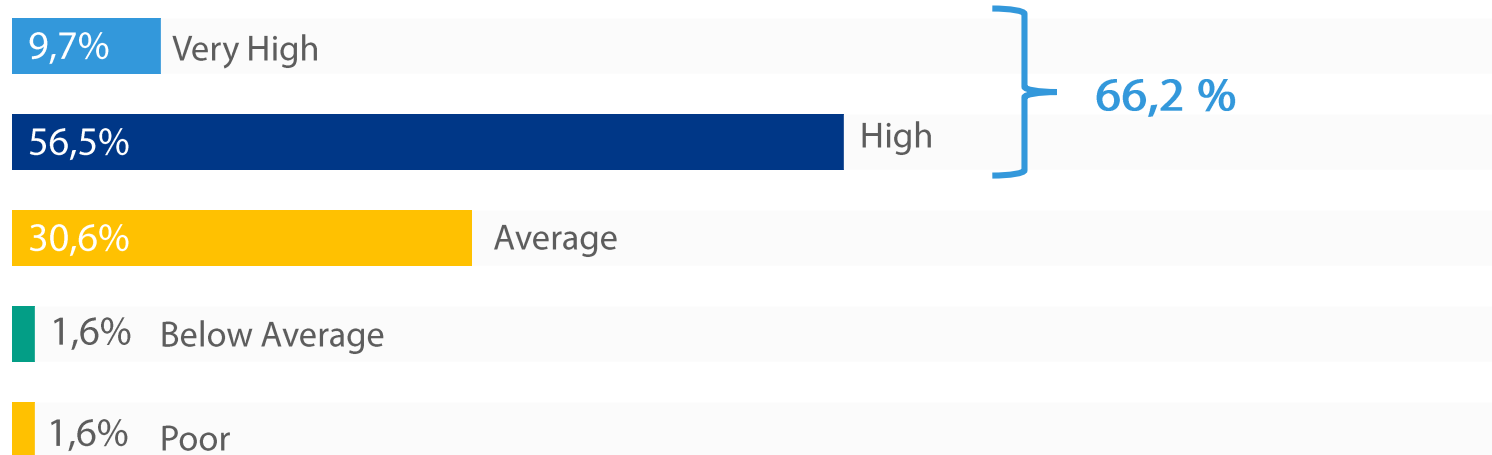
Yes

68 %

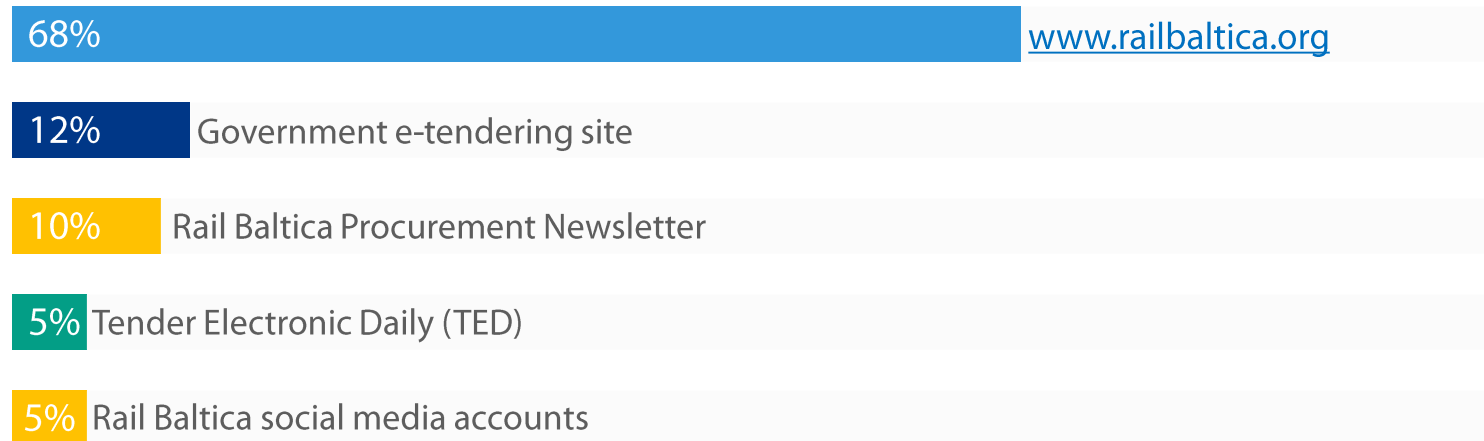
No

32 %

Overall quality of RB Rail tendering process

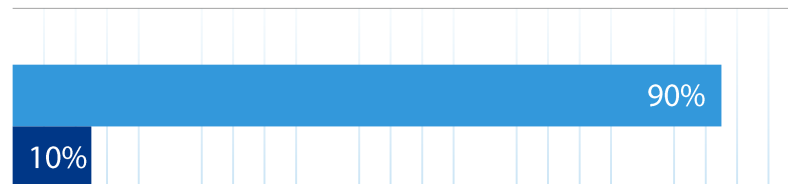


Finding information regarding upcoming RB Rail AS procurement exercises

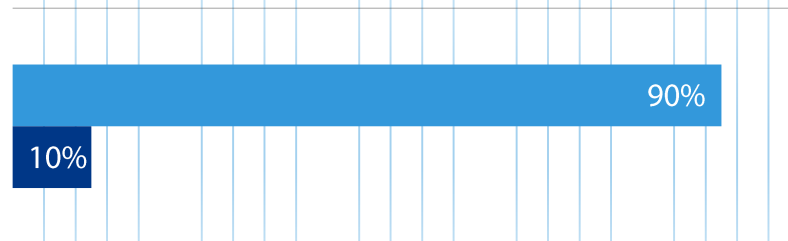


Accessibility of Information & Clarity Regarding Approach

Do you have clarity regarding how to express your interest in any of the upcoming procurement exercises?

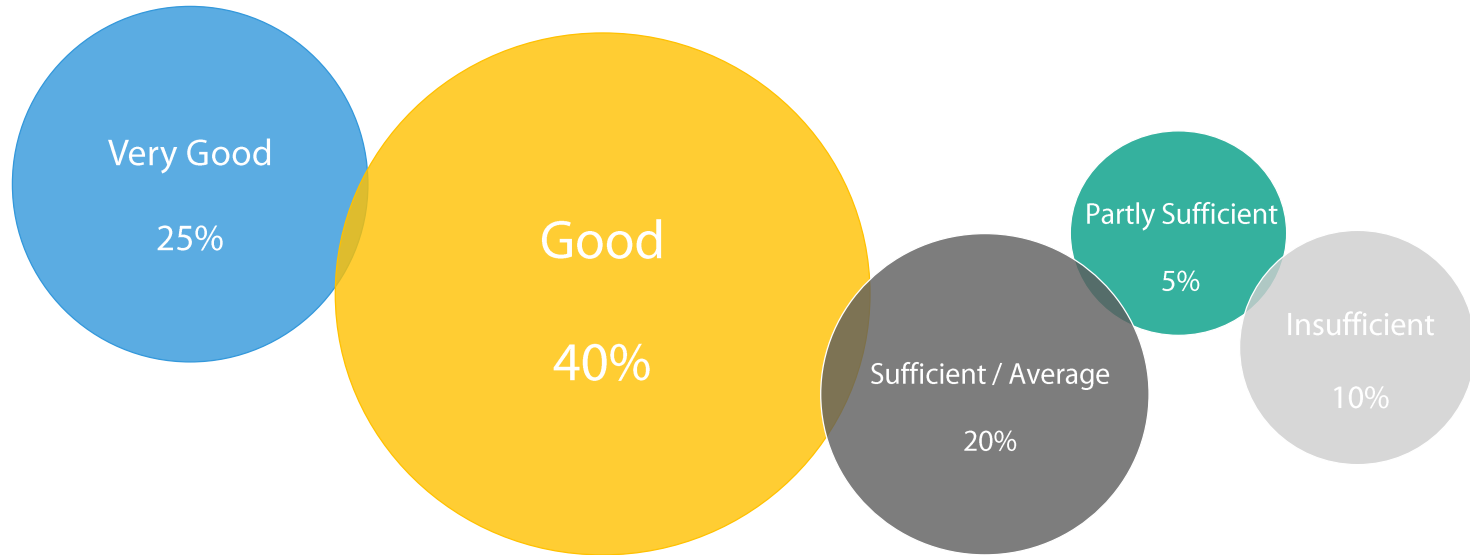


Is all the necessary information easily accessible on the website www.railbaltica.org?

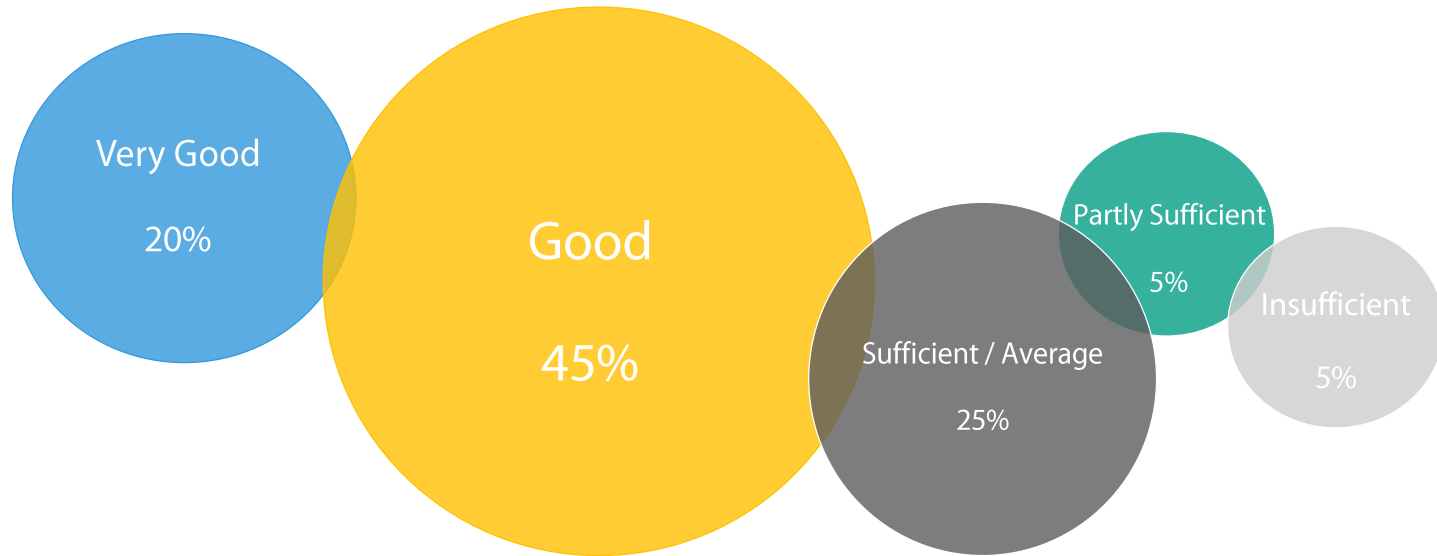


■ Yes ■ No

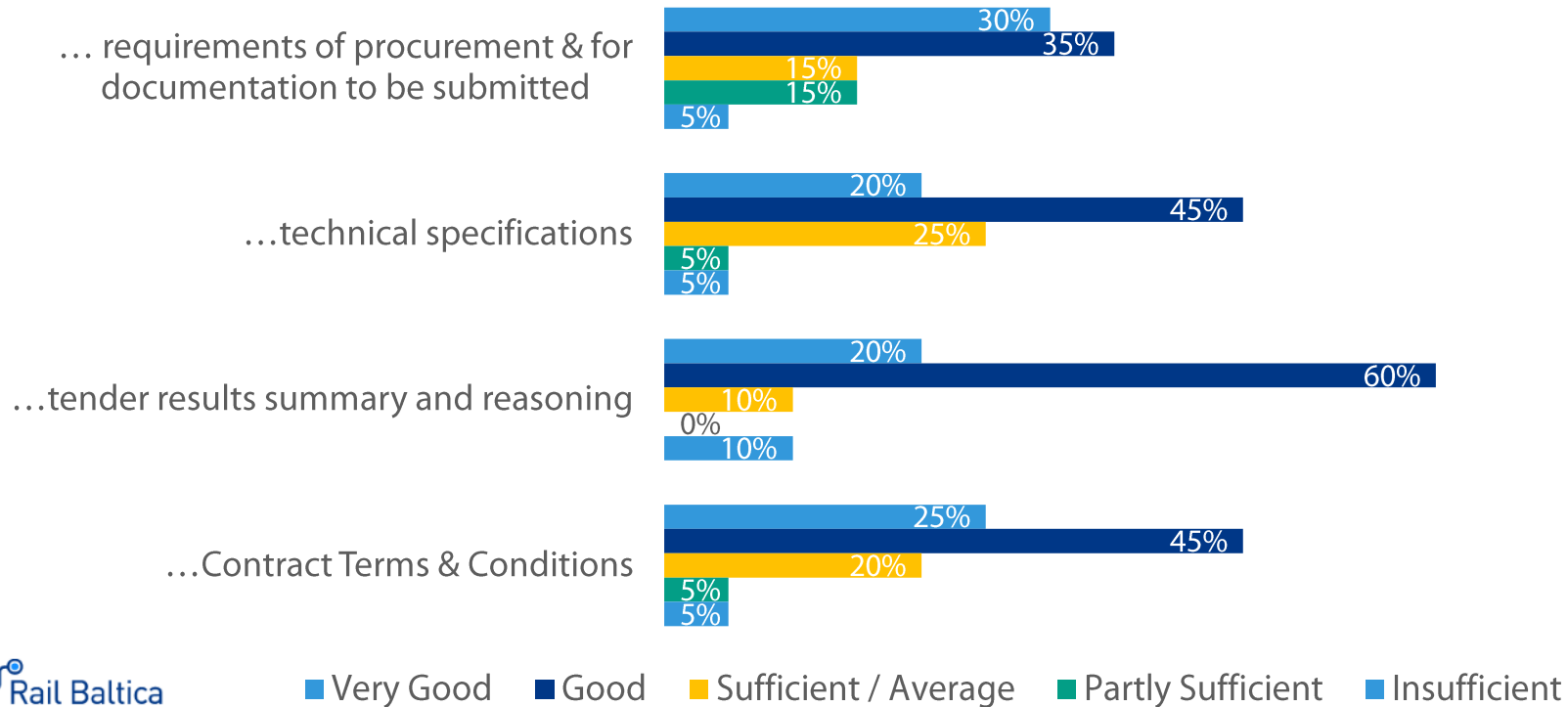
Service quality of tender process administration



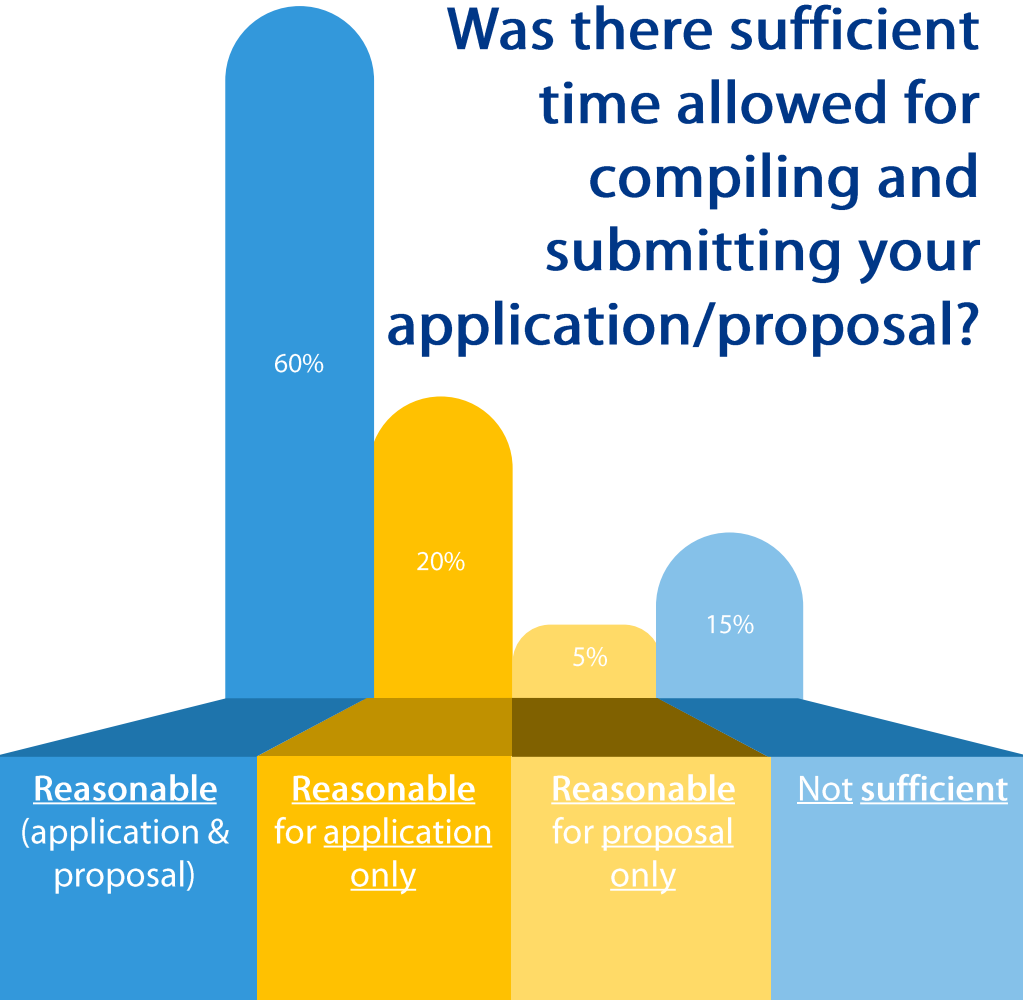
Service quality of technical questions & responses



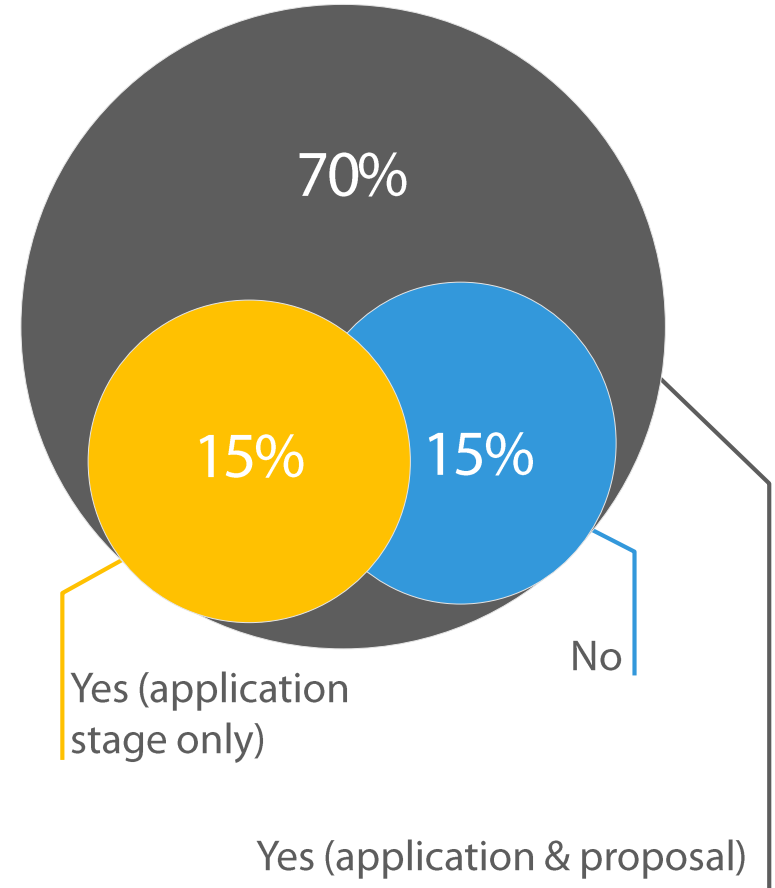
Quality of procurement documentation



**Was there sufficient
time allowed for
compiling and
submitting your
application/proposal?**

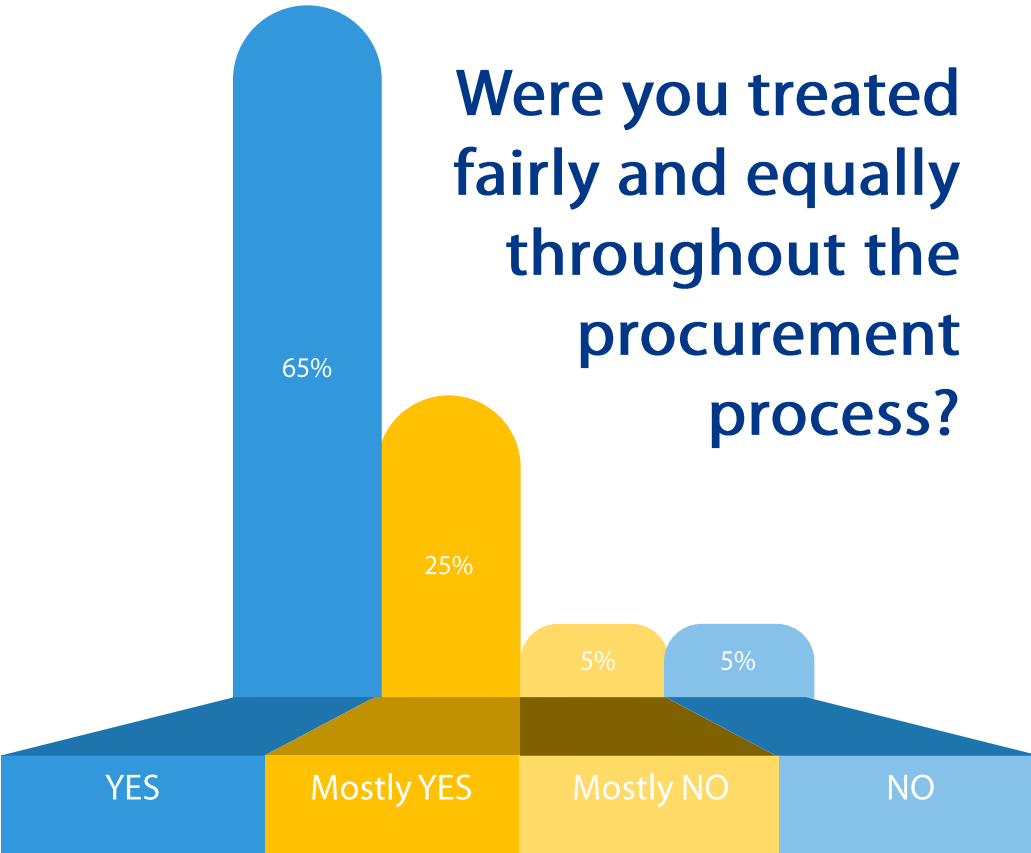


**Were you able to meet the
procurement requirements?**



10% MAYBE

Were you treated fairly and equally throughout the procurement process?

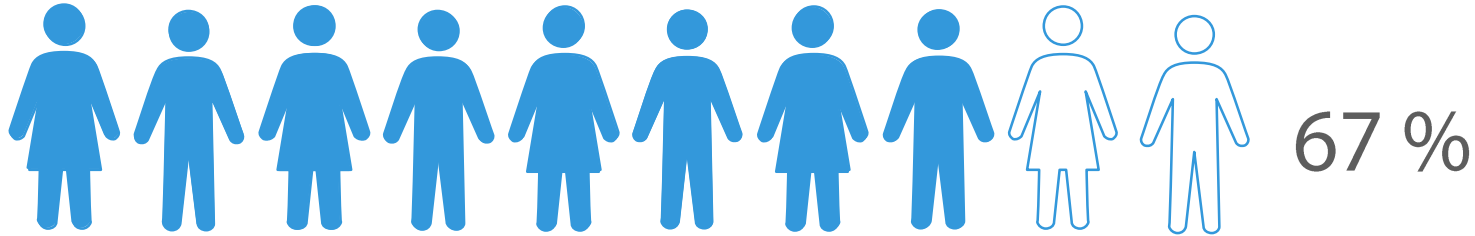


Would you participate in RB Rail procurement exercises in the future?

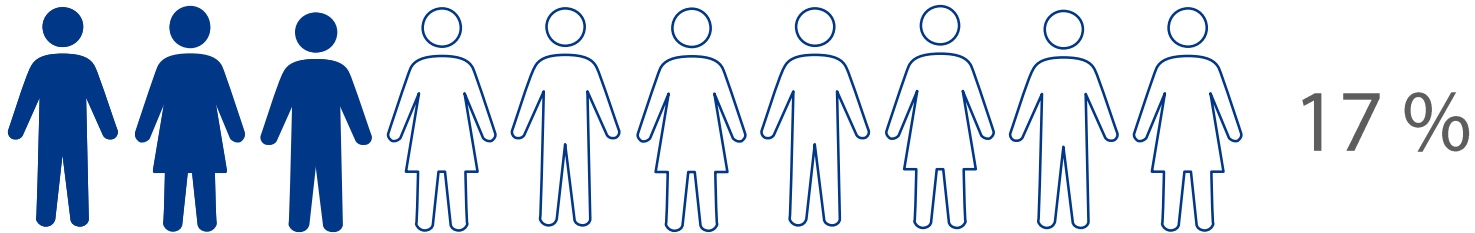
90%
YES

Please tell us why you have not participated in the RB Rail AS procurement exercises?

There have not been any suitable opportunities



We have not found the information regarding procurement exercises in sufficient time

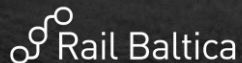




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RB Rail AS is a multi-national joint venture of the Republics of Estonia, Latvia and Lithuania, which has been established to implement Rail Baltica



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