



Commercial-as-a-Service

Supporting Australian Industry

Requirement:

The 2018 Defence Industrial Capability Plan (DICP) identified the Australian Defence industry as a “*critical national strategic asset for Australia*”¹, even going so far as to say that the ability of the Australian Defence Force to meet its current and future strategic objectives, is reliant on a secure, sustainable, and robust Australian Defence industry.

In 2020-21, the value of Defence contracts awarded to Australian companies totalled \$18.2 billion, across 23,463 contracts². The maximisation of Australian industry involvement as detailed in the DICP, presents an exceptional opportunity for Australian organisations wishing to operate within the Defence procurement framework.

The Government’s goal is to achieve an Australian defence industry that has the capability, posture and resilience to meet Australia’s defence needs by 2028. The successful execution of this goal will also require the successful realisation of three complementary elements:

- Provision of the best capability to the Australian Defence Force.
- Maximisation of Australian industry involvement in the acquisition, operation, and sustainment of our defence capability.
- Optimisation, innovation, international competitiveness, and cost effectiveness within our industrial base.

The Australian Government is committed and focused on the utilisation of Australian industry to further its strategic goals. However, it also concedes that Australian industry will need to grow and upskill to be more internationally competitive to meet defence capability needs.

Industry Challenges:

As Defence capability grows, industrial capability must also grow in concert. To support Australian Defence Force operations, the DICP calls for a larger, more capable and prepared Australian Defence industry with the technology, expertise, skills, intellectual property and infrastructure. There is no doubt that future industry capability will require time and support to mature. However, it is just as important to support the extant capabilities of Australian industry already involved in the process of commercialisation and sale of products into Defence.

¹ 2018 Defence Industry Capability Plan

² Australian Government Department of Defence Annual Report 20-21





Businesses are required to have a solid understanding of the specific demands and processes that apply to how government buys goods and services *before* selling to Defence. Whilst guides are freely available, industry feedback from both new and established Defence vendors often suggests frustration at the procurement processes.

Preparing a response to an Approach to Market (ATM), can be a costly, complex and time-consuming undertaking for both new and established businesses. ATM must be prepared to the exact specifications of the relevant entity and failure to do so in most cases can result in a submission not being considered. For organisations focused on the core business of supporting Australian Government initiatives, successfully navigating the product commercialisation and tender response process often requires the support and guidance from experienced external advisors.

The complexities of synthesizing requests for large amounts of information and compliance documentation, in addition to understanding the nuances of the Defence environment, can often reduce the likelihood of successful bids. For Small-to-Medium Enterprises (SME) challenges are further compounded by diverting resources from core business activities to gather, prepare and audit tender documentation. Despite Government commitments, Australian Defence industry and SME, face significant hurdles as they strive to support Defence initiatives through the provision of goods and services.

EMA Advisory's Approach – Commercial-as-a-Service

EMA Advisory's mission is to contribute to the unified approach in achieving a long-term sovereign Defence industry, by helping to mature and advance the commercial capabilities of industry. In support of industry operating within this field, EMA Advisory have developed a business unit, Commercial-as-a-service (CaaS), which enables our clients to access support from our commercial advisors as required. Our team of qualified and experienced commercial Subject Matter Experts, work with industry to ensure services and products are commercially optimised, enhancing the prospects of being procured by Federal Government.

Our CaaS team provides on-demand advice and executes procurement activities on behalf of industry clients. This model facilitates the engagement of commercial, procurement & legal resources for the provision of ad-hoc and on-demand advice, without having to permanently stand up an enduring team for a short-term or ad hoc requirement. Our approach can be tailored to meet the operational demands of our customers and generally fall into one of the below three categories:

- Proactive – The alignment of products and service with distinct commercial pathways.
- Advice – On demand support as commercial issues arise.
- Strategic Partnerships – Ongoing support to provide commercial and procurement activities on behalf of our clients.



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Case Study 1

An SME approached EMA to provide advice on a high-profile Defence tender submission. Although the supplier is a market leader in their field, they expressed concerns over the complexity of their submission and the challenges involved in appropriately responding to the tender. Upon engagement, the EMA Advisory team worked with the SME to understand the procurement process in depth, providing targeted and detailed advice that culminated in the delivery of a compliant, succinct appropriately structured submission. EMA Advisory have now been engaged as strategic partners going forward.

Contact the EMA Advisory team at caas@emaadvisory.com.au to discuss support for your organisation to mature your procurement strategy, contract execution and management.

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- [Selling to the Australian Government Guide](#)
- [Guides to selling](#)

