

# Program Management and Commercial Support

## Australian Maritime Entity

### 1 SITUATION

An Australian maritime entity was seeking support to restructure existing maritime programs and renegotiate extant contracts to optimise capabilities. Deloitte led the Program Management and Commercial workstreams for the project.

### 2 SOLUTION

Deloitte worked alongside the entity's leadership and personnel to provide the following commercial support:

- Analysing the existing contractual landscape and working alongside legal support to identify commercial issues and key parameters for renegotiation;
- Assessing commercial constructs and contracting approaches to address shortfalls in extant contracts and developing options into a coherent and holistic commercial strategy;
- Assessing current governance arrangements to optimise the operating model (e.g. roles and responsibilities, reporting lines and governance);
- Drafting a negotiation strategy to support structured stakeholder engagement

Activities in the program management workstream included:

- Supporting business case development and investment appraisal for the program;
- Analysing industry provided cost models and developing an independent cost estimate to include the full scope of the equipment programs, inherent risks, and liabilities;

### 3 OUTCOME

Deloitte worked closely with senior stakeholders to provide a clear understanding of the commercial strategy for the program, enabling effective engagement with key stakeholders and enterprise partners. The delivery of revised commercial arrangements ensured the program was delivered on schedule and within budget.

