

# Case Study: Hanover Housing



Hanover is one of the UK's leading providers of affordable housing and services for the over 55s. Founded in 1963, it manages approximately 19,000 properties in over 600 locations.

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The organisation is recognised for the high quality of design, development and management of housing, alongside a range of associated services and support to its residents. Hanover also manages a 24 hour, 365 days a year emergency response service to approximately 27,000 residents.

Hanover is an Investors in People Gold employer with a staff of over 900 people, over 50% of whom are front line estate managers.

With the aging population in England expected to face a significant housing shortage over the next few years, Hanover plans to develop new, age-exclusive homes by 2016.

## The Sourcing Challenge

While Hanover's investment in housing and services for the over 55's was good news for the aging population, the organisation's quick growth caused new pressures on the procurement team and challenged the sourcing systems that were in place. Hanover's procurement team faced two primary challenges:

- 1. An inefficient, paper-based procurement model.** Hanover's sourcing process was manual. Buyers had to rely on email, fax and post to advertise bid opportunities and communicate with suppliers. This made the process resource intensive.
- 2. Transparency and governance mandates.** Hanover Housing Association is an Industrial & Provident Society with Charitable

aims, and procurement had to meet public-sector reporting and audit standards. Because Hanover's sourcing process was completely manual, and supplier communications and event organisation's information was scattered across the procurement department, the reporting mandates put significant stress on the organisation.

## The Solution & Benefits

In order to overcome these challenges, Hanover partnered with supply management provider BravoSolution.

BravoSolution recommended that Hanover make the switch from manual sourcing to an eSourcing and Contract Management tool. Hanover quickly experienced the business impact of each tool:

- 1. Process standardisation, automation and efficiency.** Emails and faxes were eliminated and all RFQs, ITT's, supplier communication, bid submissions and evaluations were consolidated into one system. This reduced Hanover's tender cycle time for both Hanover and its suppliers.
- 2. Improved transparency during the sourcing process.** The eSourcing system automatically created an audit log of all supplier communication and bid evaluations, giving Hanover the transparency and governance it needed. The tool also made it easier for procurement to defend decisions when challenged by suppliers.



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**3. Increased visibility.** The system allows the procurement team to have full overview of all quotes and tenders published by various departments.

**4. Increased supplier participation.** The new eSourcing tool made it easier for suppliers to participate by creating one standardised process for submitting bids and allowing suppliers to store profile information in the system. A single website gives potential suppliers 24 hour a day access to view all tender opportunities including contract renewal dates, tender deadlines, status of tenders and the rationale for the eventual contract award.

“Ensuring that we work with the most qualified suppliers allows us to provide the best facilities and services for our community. BravoSolution’s sourcing tools give us an easy method to continuously monitor, reassess and improve our services and supplier relationships.”  
- Hanover spokesperson



## The Future

“We are building new developments and adding more services every year,” said a Hanover spokesperson. “The new procurement system has streamlined sourcing operations, enabling our team to more effectively and efficiently manage these new projects. The BravoSolution consultants continue to support us by offering recommendations on how to use the technology in new, more robust ways.”



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