

NBI Statement of Requirements and Product Development Process

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Document Overview

Amendment Record

Revision No.	Changes	Author	Date
1.4	Published version	Product Management	January 2021

Terms & Definitions

Term	Meaning	Definition (where applicable)
BAT	Business Acceptance Testing	
DECC	Department of Environment, Climate and Communications	
End-User		End-Users are the business and residential customers whose retail service is provided over the NBI network but whose contractual relationship is with a Retail Service Provider
NBI	National Broadband Ireland	
NBP	National Broadband Plan	
PDP	Product Development Process	
RSP	Retail Service Provider	
SES	Symmetric Ethernet Services	
SLA	Service Level Agreement	
SOR	Statement of Requirements	
SRT	Statement of Requirements Tracker	
UAT	User Acceptance Testing	
VUA	Virtual Unbundled Access	
WSP	Wholesale Service Provider	

Introduction

The purpose of this document is to provide Retail and Wholesale Service Providers (RSPs / WSPs) with information on the NBI (National Broadband Ireland) Product Statement of Requirements and Product Development Process which is the formal process to manage the request, prioritisation, classification and implementation of all new or changes to products and/or services to the NBI Product portfolio.

References to products / services in this document shall also include changes requested to systems, processes, or customer experience.

This document should be read in conjunction with the following NBI published documentation which can be located [here](#):

NBI Published Documentation	
NBI Bitstream and VUA Reference Offer	
NBI Bitstream and VUA Process Manual	
NBI Bitstream and VUA Technical Manual	
NBI InterConnect and SES Reference Offer	
NBI InterConnect and SES Process Manual	
NBI InterConnect and SES Technical Manual	
NBI Co-Location Reference Offer	
NBI Co-Location Process Manual	
NBI Co-Location Technical Manual	
NBI Promotions Document	

Background

NBI is committed to a fully transparent and non-discriminatory Statement of Requirements and Product Development Process with a view to meeting market and industry demands to ensure optimum end-user and RSP/WSP customer experience. This process is applicable to all current and future NBI product suites:

The NBI Product Development Process (PDP) ensures that the relevant departmental and functional area stakeholders for all NBI products have undergone the necessary due diligence as part of the PDP to confirm that all products are ready for launch. Developments are managed through four internal process approval gates:

- Gate 0 – High level internal assessment of the Statement of Requirements
- Gate 1 - Commercial approval to proceed with initial assessment, design, scoping and planning phases
- Gate 2 - Approval to proceed to functional design, development, testing phase
- Gate 3 - Successful testing, trials where applicable, operational readiness confirmed, approval to Launch
- Where applicable, a post launch review will be conducted within 6 months of product or service launch

The NBI Statement of Requirements and Product Development process is managed through formal gate management processes as outlined in the sections below.

At all stages of the process NBI makes publicly available and keeps updated on the Service Provider Portal, all relevant documentation describing the Wholesale Product / Service in sufficient detail so that industry are aware of the key features and functionality proposed, and any relevant limitations of the proposed Product / Service.

NBI Product / Service Statement of Requirements Process

- Product / Service Statement of Requirements can originate from a number of sources, i.e. Industry, DECC, Internal Requests or as a result of a formal wholesale product benchmarking exercise.
- A Statement of Requirements can include new product or service introduction, changes to existing products or services and process or system enhancements.
- This process ensures all product / service Statements of Requirement are formally captured, assessed, and accepted or declined in a non-discriminatory manner.
- All Product / Service Statement of Requirements are conducted in a transparent manner with all¹ RSPs/WSPs
- All Product / Service Statement of Requirements are logged and tracked in the Statement of Requirements Tracker (SRT) as published on <https://nbi.ie/industry/service-provider/> and also reported upon at the NBI Industry Forums.

NBI Product Development Process

- The Product Development Process is the formal engagement process across NBI for all product and service developments to ensure compliance and cohesion across the wider organisation prior to product launch / changes. This is a process comprising four approval gates from initial assessment, commercial concept/request/design/planning, through implementation through development, product/process design, testing trials (where applicable) and into commercial launch.
- The Product Development Process is managed by the NBI Commercial and Product team with strong stakeholder engagement across Industry (via the Industry Forums and bilateral engagement), DECC and internal NBI divisions.
- The overarching purpose of the NBI Product Development Process is to ensure an efficient and highly collaborative approach to product introduction and change with a view to meeting customer and market demands in a timely manner.
- This Statement of Requirements and Product Development Process will be published on the NBI Service Provider Portal

¹ RSPs and WSPs who have signed the NBI Mutual Non-Disclosure Agreement and have registered to attend the NBI Industry Forums

Product / Service Development and Statement of Requirements Process

Once a Statement of Requirements has been received into the NBI Product / Service Statement of Requirements Process, each individual Statement of Requirements is delivered within the following defined steps to ensure transparency and non-discrimination. Note, all timelines detailed below are from date of receipt of the Statement of Requirements document from the requesting party.

	Submission		High Level Internal Assessment		Initial Assessment and Scoping	Planning	Development and Test	Launch
Objective	Submission of the Product Change / Service Request	Submission of the Product Change / Service Request	Publish Detailed Description of the Requested Product/Service changes	Confirmation with requesting party whether NBI agrees to provide the requested product / service	Publish SoR Product/Service description, Scope, Projected forecast timeline and Priority indication	Confirm Resources & Project Milestones	Complete Product, Process and Systems Development Work	Industry Notification of confirmed launch
Committed Response Time	5 working days	10 working days	30 working days	60 working days	75 working days	Subject to Product Development Plan	Subject to Product Development Plan	Subject to Product Development Plan
Product Development Phase			Gate 0		Gate 1		Gate 2	Gate 3
Notification to Requesting Party / Industry	Confirmation of receipt of SoR	Change Request Acceptance / Rejection, Update SoR Tracker, Move into Initial Assessment, Confirmation of New or Amended Product	Agree description of Requirements and Notification to Industry of Change Request	Confirmation to requesting party whether or not SoR will proceed	Notification to Industry of Product / Service Description, Assigned Priority, and forecast availability date	Notification to Industry of Project Milestones	Industry Notification Date - Confirm Proposed Launch Date	Launch Date

Table 1 – Product / Service SoR Engagement Process

Statement of Requirements - Origination

The function of this Product / Service Statement of Requirements Process is to capture and document Statement of Requirements to NBI products and/or services. Statements of Requirements can originate from various sources including:

- Receipt of Statement of Requirements (SoR) from RSPs/WSPs
- Arising from a Wholesale Benchmarking Rules Review where action is required to modify an existing Product or introduce a new Product in order to comply with the terms of the NBP Project Agreement
- Receipt of internal Statement of Requirements to a Product / Service for operational or commercial purposes

Product / Service Statement of Requirements governance ensures any potential conflicts relative to the Statement of Requirements are assessed to ensure there are no infrastructure, discriminatory, commercial or network implications which may negatively impact NBI, RSPs/WSPs and/or End-Users of the Products or Services.

In all cases, sensitive information will be removed from published SoR material to ensure anonymity and commercial sensitivity.

Statement of Requirements – Submission, High Level Internal Assessment, Initial Assessment and Scoping (Gate 0)

Step 1 – Statement of Requirements Form

An RSP / WSP defines and documents a new request via the RSP/WSP Statement of Requirements Form. This form is detailed in Appendix 1 of this document (RSP/WSP Statement of Requirements Form) or can be located [here](#).

It is important that the Statement of Requirements form is completed in full with all of the relevant details required for NBI to conduct a full assessment. The Statement of Requirements must include sufficient information to define new product / service or identify the impacted product / service and the nature of the proposed change. It is also important to ensure the requesting party has the full support of and the required authority within their organisation in submitting a Statement of Requirements to NBI. Requests may be submitted from those identified in the 'Statement of Requirements – Origination' section of this document. Note, all Statement of Requirements documents will be published to the NBI Service Provider Portal and maintained to ensure transparency.

Step 2 – Statement of Requirements Form Submission

Upon full document completion, the RSP/WSP Statement of Requirements Form must be submitted to SP_engagement@nbi.ie. Within five (5) working days an acknowledgement receipt will be issued from NBI via the SP_engagement mailbox to the requesting party which will include a Statement of Requirements ID for tracking and reporting purposes.

Step 3 – Submission Acceptance / Rejection and High Level Internal Assessment

All Statement of Requirements submissions will be assessed on a weekly basis by the NBI Product Development team comprising Product, Commercial, IT, Technology, Legal/Regulatory and Operations. Upon review of the Statement of Requirements submission, NBI will return one of the following likely outcomes to the requesting party within 10 working days, in addition to updating the Statement of Requirements Tracker (SRT):

1. Statement of Requirements accepted and approval to proceed to Initial Assessment and Scoping agreed

In this scenario, the Statement of Requirements has undergone review and appears reasonable to proceed to High Level Internal Assessment. At this stage, the NBI Product Development Team will complete Gate 0 and initiate the formal Product Development Process for this Statement of Requirements.

2. Statement of Requirements returned to the requesting party with a requirement for more information.

In this scenario, the Statement of Requirements has undergone review and is deemed incomplete and unable to be progressed to the next stage of assessment. At this point, NBI will engage with the requesting party with a view to confirming the required detail and updating the Statement of Requirements form as required. Subject to the Statement of Requirements Form being re-submitted by the requesting party, the NBI Product Development Team will reassess the Statement of Requirements Form at the next Product Development Team meeting.

In the event that a Statement of Requirements is deemed to be unrealistic or unreasonable, the NBI Product Development Team will decline the Statement of Requirements at the weekly Product Development Team meeting².

In the case of all eventualities detailed above, NBI will revert bilaterally to the requesting party but, where applicable, will also update the Industry Forum, via the SRT, with the outcome and/or progress of the Statement of Requirements. Submission and Initial Assessment detailed in the process flow illustrated below.

Note, where a requesting party is not satisfied with the outcome of a Statement of Requirements decision, they should refer to their NBI account manager or NBI peer contact. Where the requesting party still feels that they are not satisfied with the outcome of the Statement of Requirement, they should follow the NBI Discrimination and Complaints Process which can be found [here](#)

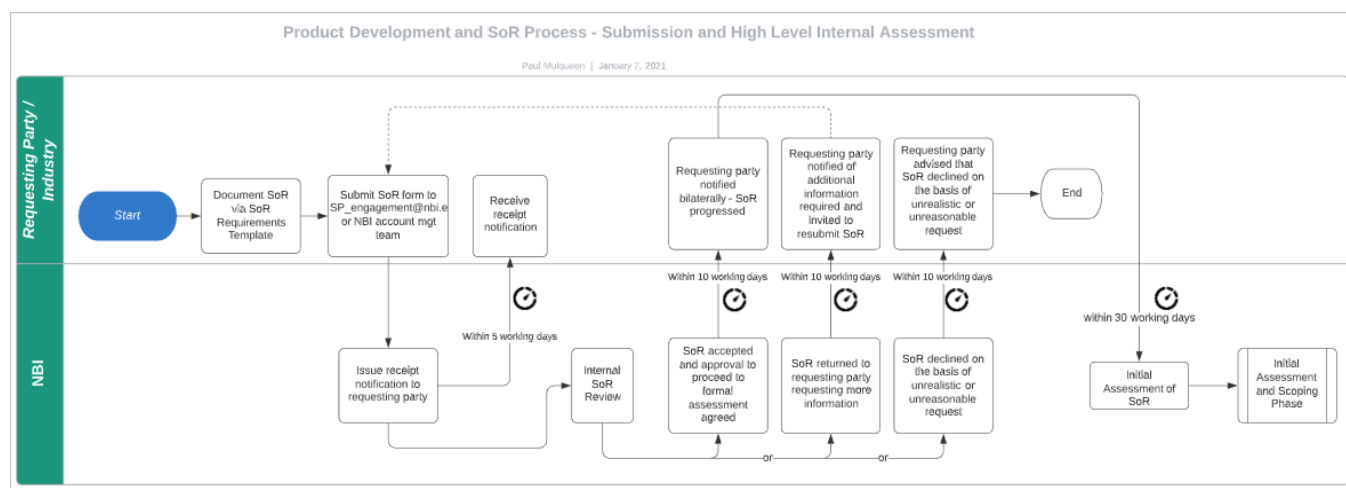


Figure 1 – Product Development and Statement of Requirements Process – Submission and High Level Internal Assessment

Following initial review and acceptance into the NBI Product / Service Statement of Requirements and Product Development Process, the Statement of Requirements will then undergo a more comprehensive High Level Internal Assessment and scoping phase with a view to publication of a detailed description of the Statement of Requirements and subsequent notification to Industry of the change at the next upcoming Industry Forum. This phase will take place up to 30 working days from receipt of the Statement of Requirements.

Following completion of the High-Level Assessment phase, NBI will revert to the requesting part within 60 working days with confirmation of whether or not the Statement of Requirements will proceed in the Product Development Process. This confirmation will also be provided to Industry via an update to the SRT.

² Where the request is refused in full or in part NBI will provide the requesting party with a full explanation for the full or partial refusal. Where the product or service proposed by NBI differs from the original request, NBI will provide the objective reasons for such differences in the published scope document

Statement of Requirements – Initial Assessment and Scoping (Gate 1)

Delivery scope, feasibility, prioritisation and indicative delivery timelines of the Statement of Requirements are assessed and communicated during the Initial Assessment and Scoping phase. The NBI Product Development Team together agree the high level delivery scope, technical and commercial feasibility which is then fed back to the requesting party and subsequently for consultation with Industry at the NBI Industry Forum and Industry Council as appropriate. In addition update the SRT as published on the Service Provider Portal. At this point, NBI will complete the necessary product development gate (Gate 1) as part of internal due process.

Compliance with NBI's contractual obligations in the Project Agreement or legal / regulatory compliance will take precedence over all requesting party Statement of Requirements.

Priority assignment

Priority is identified through a combination of technical and commercial feasibility, Service Provider and End-User benefit and NBI resource availability. Each priority definition is assigned a weighting as illustrated below. As part of the prioritisation process, in consultation with the requesting party and also Industry via the Industry Forums for elements of the prioritisation process, NBI will score each priority definition a value between 1 and 5 based on pre-defined priority criteria as outlined below.

All priority definition values are then combined to achieve a Priority Assignment which is then used to assign priority to the delivery of the proposed Statement of Requirements. Note, delivery timelines are subject to contractual obligations in addition to ensuring sufficient time for RSPs/WSPs to develop any required capabilities to support optional or mandatory network or IT changes.

The priority weighting matrix is illustrated below. Note, this is an example for illustrative purposes only.

		Priority Scale	%
Weighting Values	Priority Definition	1 = Low 5 = High	Weighting Result
25%	Technical Feasibility	5	25
25%	Commercial Feasibility	4	20
20%	Service Provider Benefit	3	12
20%	End User Benefit	2	8
10%	NBI Resource Requirement	3	6
		Total Weighting	71 %

Table 2 – Example Priority Weighting Matrix

Pre-Defined Prioritisation Criteria

Pre-Defined Priority Criteria					
Pre-Defined Priority Criteria	1	2	3	4	5
Technical Feasibility (NBI)	Technical feasibility for each Change Request will be assessed internally by NBI to include potential efficiencies based on parallel system and network deliveries. Following the assessment, a priority weighting will be assigned. Complexity will be weighted with 1 as maximum complexity and 5 as minimum complexity				
Commercial Feasibility (NBI, 3 year)	€0 - €10,000	€10,000 - €99,000	€100,000 - €499,000	€500,000 - €999,000	€1m +
Service Provider Benefit (service providers) (Including Process Simplification, Customer Experience improvements etc)	0	1	2 - 5	6 - 10	10 +
End User Benefit (end users) (Including improved ordering to installation experience for end users)	0	1 - 100	101 - 1,000	1,001 - 5,000	5,000 +
NBI Resource Requirement (resource days)	501 days +	101 - 500 days	21 - 100 days	11 - 20 days	0 - 10 days

Table 3 – Pre-Defined Prioritisation Criteria

Technical Feasibility

The Technical Feasibility assessment phase will be undertaken by the NBI Product Development Team across IT, Product and Operations & Technology while following the formal NBI Internal Statement of Requirements assessment process. As part of this assessment phase, the relevant areas will assess the complexity of the requirement in addition to any efficiencies which can be leveraged across other requests and/or developments. Once confirmed, 1 – 5 priority weighting will be assigned based on the outcome, with 1 being technical delivery may be more complex therefore requiring an elongated delivery timeline and 5 being minimal development required (or efficiencies aligned due to delivery of another release or development).

Commercial Feasibility

The Commercial Feasibility assessment phase will be undertaken by the NBI Commercial Team to assess both the commercial impact on NBI in delivering a Statement of Requirements but also on the commercial viability of introducing the new or changed product / service. This will require internal high level business case and commercial approval before assigning a priority weighting. Once the business case has been completed and approved, the priority weighting will be assigned based on the criteria set out in Table 3.

Service Provider Benefit

Service Provider benefit will be determined by the number of Service Providers impacted by the change. For the purpose of prioritisation, the weighting assigned will be based on the number of potential Service Providers who may benefit from the proposed Statement of Requirements either commercially, through process improvement / efficiency, or through end-user customer experience improvement. The priority weighting will be assigned based on the criteria set out in Table 3.

End-User Benefit

End-user benefit will be determined by the number of end-users impacted by the change. For the purpose of prioritisation, the weighting assigned will be based on the number of potential end -users who may benefit from the proposed Statement of Requirements either through process improvement / efficiency or through end-user customer experience. The priority weighting will be assigned based on the criteria set out in Table 3.

NBI Resource Requirement

The NBI Resource Requirement will be determined as part of the overall Statement of Requirements assessment which will include the requirement for resources spanning all divisions across the company. The priority weighting will then be assigned based on the criteria set out in Table 3.

Assignment to IT / Network Release

Depending on the nature of the requirement a change to IT or network systems may be needed.

In such cases and following prioritisation, and inclusion in the scoping phase, the Statement of Requirements will be assigned to an indicative software / network release as part of the NBI IT / Technology release schedule. Assignment to a release schedule will take account of the following inputs:

- Contractual notification timelines
- Timelines associated with mandatory data contract changes to permit time for RSP/WSP development
- Prioritisation Criteria
- Release Schedule availability

Following is the schedule of NBI Network / IT Release timelines:

Large IT Release	Bi - Annual
Small Works Release	Quarterly
Emergency / Bug Fixes (non-service impacting)	Monthly

Table 4 – NBI Release Schedule Timelines

Once the Statement of Requirements prioritisation and proposed release has been forecast as part of the scoping phase, the detailed product / service description and priority will be assigned. This detail will be published at the Industry Forum and updated via the SRT on the NBI Service Provider Portal. This process can take up to 75 working days from receipt of the Statement of Requirements.

Included in that notification will be a scoping document outlining the proposal for SoR implementation. The scope will comprise a published standalone product / service description which will be aligned with the Statement of Requirements. This document will be published on the Service Provider Portal on <https://nbi.ie/industry/service-provider/>.

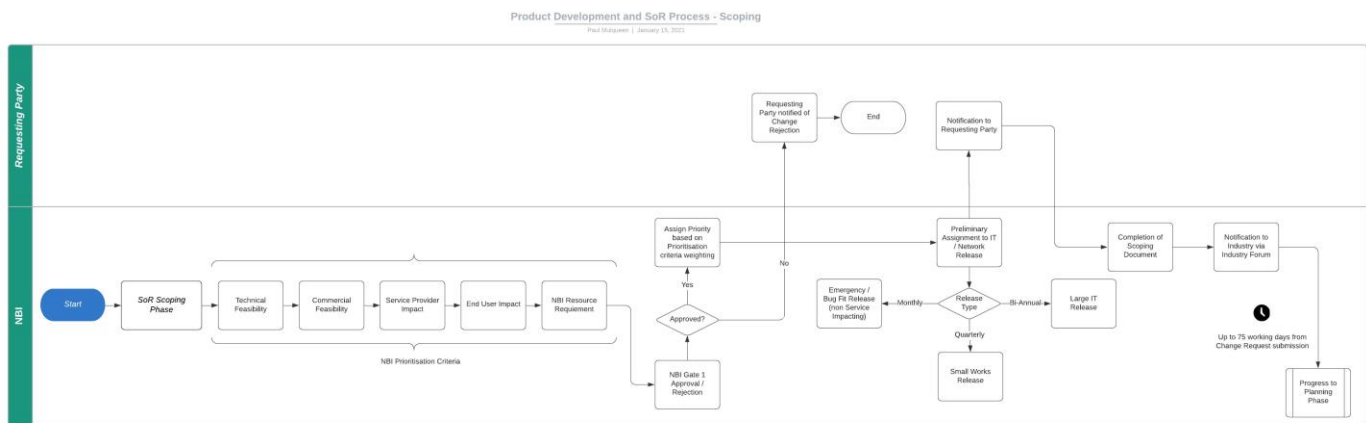


Figure 2 – Product Development and Statement of Requirements Process – Initial Assessment and Scoping phase (Gate 1)

Statement of Requirements – Planning (Gate 1)

When a Statement of Requirements enters the planning stage, it is then formally accepted as a project or programme delivery and will include notification to Industry of project milestones. From this point, the management and implementation of the project / programme delivery becomes included in the gated NBI Product Development process. Due to commercial sensitivities, the NBI internal Product Development gated documentation is not shared with Industry, instead milestone updates are shared, with both the requesting party and also with Industry Forums as appropriate. Where the requesting party is not a Service Provider, this information will be made available at the same time and in the same format.

In all cases the key objective is to deliver a Statement of Requirements as early as possible, subject to following the formal change control and Industry notification processes. Various factors can impact delivery as follows:

1. Compliance with NBI's contractual obligations in the Project Agreement or legal / regulatory compliance will take precedence over all requesting party Statement of Requirements.
2. The scoping document and ultimate solution assessment will include the effort and resources required in order to deliver the Statement of Requirements. Scheduling may be impacted if the required resources are already fully allocated to other initiatives or if an IT/Network release is fully subscribed.
3. As outlined in the scoping section, technical complexity is a key factor in the prioritisation and/or delivery of a Statement of Requirements. Statement of Requirements with minimal resource and system impacts may be delivered more quickly within a small works or monthly release while Statement of Requirements which require a co-ordinated development or a number of development cycles before they can be delivered may require inclusion in a large release.

Conversely, a Statement of Requirements which may appear to be small in nature may include a mandatory data contract / API change resulting with a prolonged notification period to Industry to ensure sufficient time is allowed for RSPs to develop their own systems accordingly.

Within the planning phase, the requesting party agrees the scope as published as part of the scoping section. Once agreed, an end-to-end milestone plan is published. Included in this milestone plan is the contractual notification timeline associated with the change in addition with the associated target launch date.

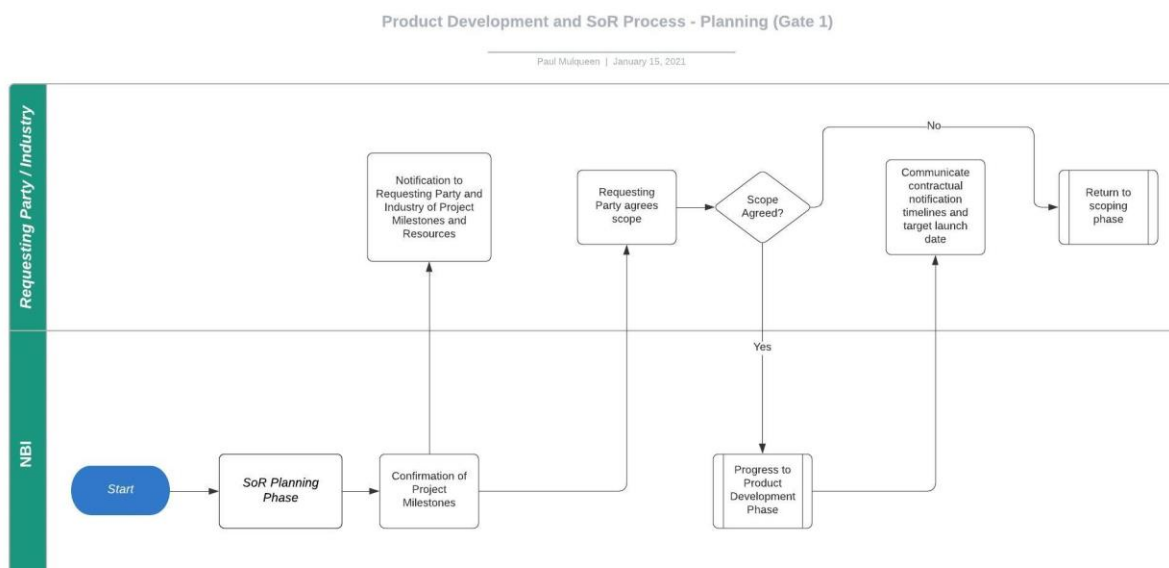


Figure 3 – Product Development and Statement of Requirements Process – Planning phase

Key outputs from Gate 1 include notification to Industry and publication of the Product/Service description, delivery scope, indicative delivery timeline and priority indication.

Statement of Requirements – Product / Service Development (Gate 2)

When the Statement of Requirements enters the Product / Service Development phase, NBI commences development on the relevant systems, network, processes and / or products. It is at this stage of the process that the IT release is confirmed, as up to this point the IT release assignment would have been indicative subject to approval of scope by the requesting party. At this point, NBI will publish the relevant contractual documentation required to support the launch of the Statement of Requirements where applicable. This may include an update to the Reference Offer, Product Description, Process Manual, Technical Manual and / or SLAs.. Testing will also be completed at this point including BAT and UAT, along with trials as appropriate. In addition to any contractual published documentation, NBI will also complete the necessary product development gate (Gate 2) as part of internal due process.

Ongoing developments with the progress of the Statement of Requirements delivery will be tracked bilaterally and at the Industry Product forums. All progress notifications and relevant documentation updates will be published on the NBI Service Provider Portal.

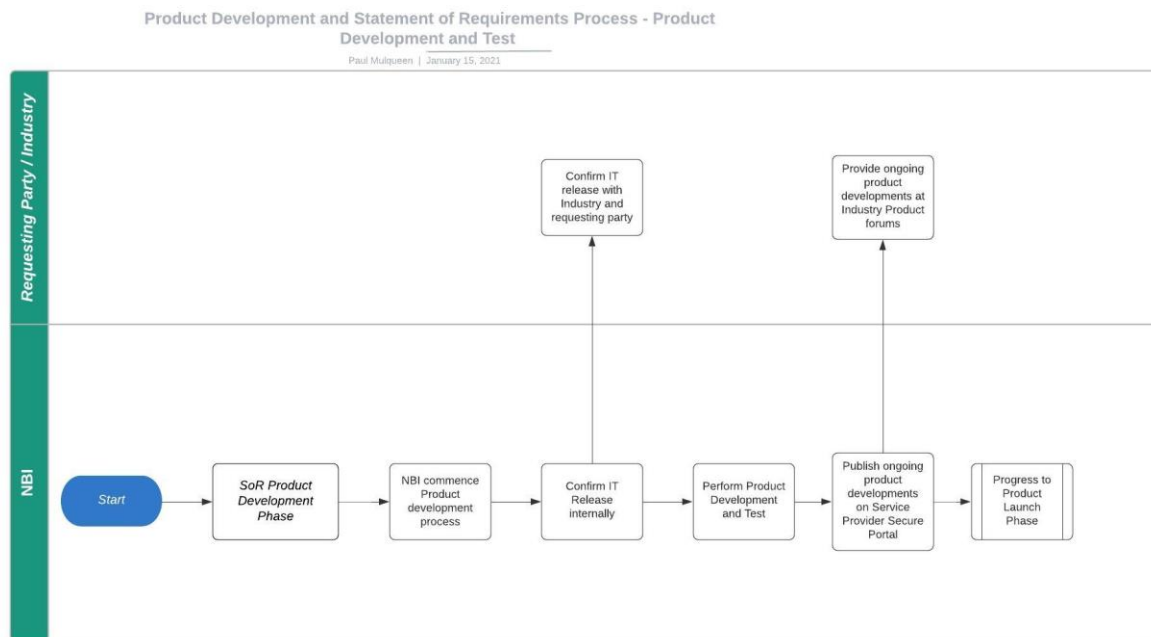


Figure 4 – Product Development and Statement of Requirements Process – Product Development phase (Gate 2)

In the event where a product or service trial is required or proposed as part of the Product / Service Development process, NBI will ensure all trials are notified to all RSPs/WSPs via the Industry Forums to ensure all service providers have the opportunity to participate. All trials will include a 3 months notification period to RSPs/WSP as part of the Product / Service Development Process.

NBI will provide relevant information to enable RSPs/WSPs to make an informed decision regarding their participation in specific trials, including:

- Trial objectives and requirements for participation
- Product / Service Description
- Geographic scope of the trial
- Description of any new equipment involved in the trial
- New features / functionality included in the trial
- Commencement date and duration of trial

Key outputs from Gate 2 will include completed development and test with successful trials as applicable, the finalised Product / Service description and processes, updated documentation as required in addition to notification of the Product / Service launch date.

Document publication and launch notification will be in accordance with timelines as outlined in figure 6 below.

Statement of Requirements – Product / Service Launch (Gate 3)

Approaching launch, NBI will complete the required development on the relevant systems, processes and products. Notifications will be provided to both DECC, the requesting party and also to Industry at the Industry Forums in advance of the launch date in line with the contractual notification timelines. Updates will also be published to the SRT and uploaded to the Service Provider Portal.

In addition to any contractual published documentation required for launch, NBI will also complete the necessary product development gate (Gate 3) as part of internal due process.

Confirmation that all required processes will be published to the relevant Process Manual (where applicable), all required product and/or pricing amends (where applicable) will be published to the relevant Reference Offer (may be performed during Gate 2 phase depending on notification timeline), and all required technical updates (where applicable) will be made to the relevant Technical Manual.

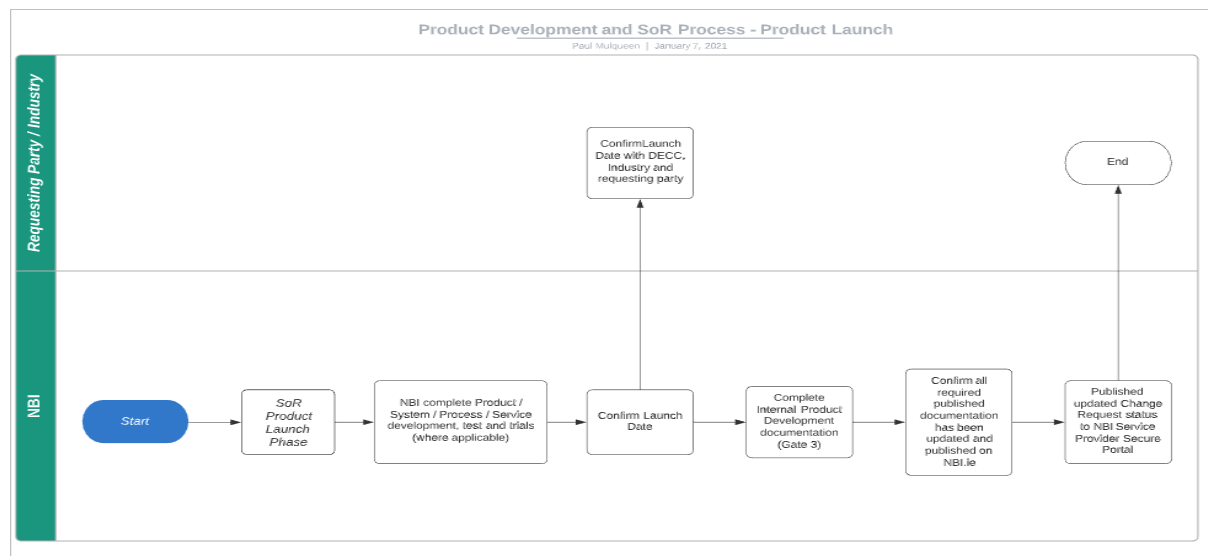


Figure 5 – Product Development and Statement of Requirements Process – Product Launch phase (Gate 3)

Key outputs from Gate 3 include confirmation of launch date and authority to launch in addition to confirming any updates to Reference Offer(s) published processes, SLA's or technical documentation as agreed with Industry and the requesting party.

Product Launch Notification Timelines

The NBI Product Development process is obliged to adhere to contractual notification timelines to both DECC and to Industry when launching new products, price amendments or product amendments. These contractual notification timelines are detailed below.

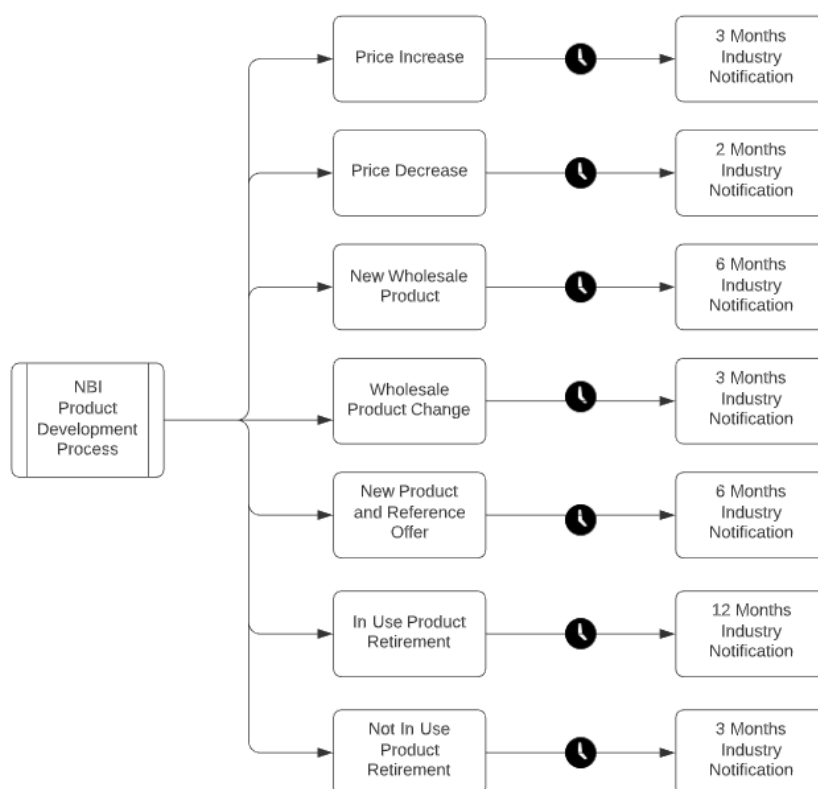


Figure 6 – Contractual Industry Notification Timelines

Appendix 1

Statement of Requirements Template

NBI Statement of Requirements Template (Requesting Party)	
Statement of Requirements Origination	
Statement of Requirements Party	
Statement of Requirements Title	
Statement of Requirements Description	
End User Impact / Benefits	
Service Provider Impact / Benefits	
Commercial Impact / Benefits	
Demand Forecast Impact / Benefits (Y1 and Y2)	

Statement of Requirements Template (Example)

NBI Statement of Requirements Template (Requesting Party)	
Statement of Requirements Requesting Party	RSP Name – RSP ID 25000
Statement of Requirements Title	Introduction of new notification via UWG to allow service providers to manage customers more effectively
Statement of Requirements Description	For this (example) SoR, the requirement is to add a new notification from the NBI technician back to the service provider which indicates when the technician has arrived on site. This will allow service providers to manage technician adherence to arrival time and as such effectively manage customer experience as part of the installations journey. Requirement is for an automated notification to pass back to the service provider once the technician makes contact with the end user and they have walked the job and agreed the installation detail.
End User Impact / Benefits	This will allow the service provider to proactively manage the end user on the day of installation
Service Provider Impact / Benefits	Benefits to the service provider include more granular awareness of 'on the day' end user installations
Commercial Impact / Benefits	No direct commercial impact – Impact is improved customer experience
Demand Forecast Impact / Benefits (Y1, Y2 and Y3)	N/A

Statement of Requirements Solution

NBI Statement of Requirements Solution (NBI)	
Statement of Requirements ID	
Statement of Requirements Status	
Statement of Requirements Solution Description (High Level)	
Statement of Requirements Solution Description (Low Level)	
Indicative Launch Date (if applicable)	
Last update provided to Requesting Party	

Statement of Requirements Tracker (SRT)

NBI Statement of Requirements Tracker (SRT)	
Statement of Requirements Title	
Statement of Requirements ID	
Statement of Requirements Description	
Statement of Requirements Status	
Statement of Requirements Received Date	
Statement of Requirements Assessment Date	
Statement of Requirements Indicative Launch Date (if applicable)	
Statement of Requirements Priority Assigned	
Date by which Service Providers can notify NBI of priority of Statement of Requirements	
Statement of Requirements Final Amends Accepted	
Statement of Requirements Completion Date	