

7 KEY **MRO** INSIGHTS EVERY **CPO** SHOULD KNOW

Introduction -

WHAT IS **MRO** AND WHY IS IT IMPORTANT

MRO stands for “Maintenance, Repair, and Operations.” It includes all of the goods and services required to keep a company running. While there is a difference in what is covered by this category of spend by company and industry, all companies have some form of MRO spend.

Defining the MRO category is often the first step to strategically managing the

associated spend and supplier relationships – in other words, how does it differ from indirect spend? Does it include uniforms? How about the gasses used by maintenance? There is no right answer to any of the above questions, but having clear answers to them is a critical starting point for defining the category and the scope of the sourcing project.

Having clear answers is a critical starting point for defining MRO and the scope of the project.

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The Tenzing MRO Framework





THE REAL COST OF MRO

MRO is the category of spend “everybody loves to hate,” or, at the very least, the category everyone would prefer just to leave alone, which is a shame – because MRO spend represents a significant sourcing opportunity.

The MRO market is estimated at \$1.7 Trillion annually - \$200 Billion of which is in the industrial segment.

The MRO market is estimated at \$1.7 Trillion annually – \$200 Billion of which is in the industrial segment. MRO often represents as much as one third of a manufacturing company’s spend, divided between parts costs (roughly 1/3) and the processes associated with supporting and utilizing those parts (roughly 2/3).

AN UNDENIABLE OPPORTUNITY

Because MRO goods and services do not usually come into direct contact with the customer, it is often considered non-strategic and often receives a lower management priority from procurement. As a result, distributed purchasing decisions are made on a local or plant level, leading to a high level of information complexity and close working relationships between the buyer and their local vendor(s).

The item level cost of individual MRO parts tends to be low, and

although these purchases quickly add up, they are likely to be overlooked during spend analysis and opportunity assessments.

In the moment of need, there is no amount a part could cost that would prevent it from being purchased if it is able to keep the operations running. At the same time, there is rarely an expectation that MRO spend will be formally managed, perhaps because of the lack of category expertise on both the shop floor and in the boardroom.

A HOLISTIC APPROACH

A holistic approach to strategically sourcing MRO offers the promise of significant value because it incorporates both parts costs and process costs.

With an **achievable savings target of 10-15% category-wide**, the opportunity is hard to deny.

In this eBook, we outline the seven key insights every CPO should know about the MRO spend category based on input from **Tenzing’s experienced subject matter experts**.

Insight 1 -



PRODUCTION IS KING



The golden rule of operations is that production must continue – no matter what. Any threat to production, whether real or theoretical, has to be eliminated. The risk of downtime is ever-present, and all decisions that bring operational stability into question are viewed with understandable suspicion.

Because of this highly risk-averse mindset, working with new, unproven suppliers is often deemed too risky, even in a “non-strategic” category like MRO.

Different parts of the company deal with their fear of downtime in different ways. The CFO may monitor metrics that track production downtime on a per-hour basis, while inventory managers hold more stock than is necessary based on gut feel rather than historical demand data.



DON'T LET FEAR GET IN THE WAY

Over time, this persistent fear of downtime leads to extremely loyal, long-term relationships between production facilities and their MRO supply partners. It is not unusual to find contracts in this category that extend back as many as 20 years, even when significant operational or demand changes have taken place over that time.

Unfortunately, a fear-driven management style does little to improve efficiency or optimize supplier capabilities. The only time many plant managers focus on MRO is when there is a problem. Then, regardless of the cost of the part, they tend to take whatever course of action will reduce friction and pain for the production team the quickest. This reactive, supplier-beholden approach to MRO may conceal a 10-15% savings opportunity, causing the company to overpay and under-receive year after year.

A reactive, supplier-beholden approach to MRO may conceal a 10-15% savings opportunity



THE 33 / 3 OF BITS AND PIECES

Unlike traditional direct materials spend, or the materials that are eventually delivered to customers as final product, there is often no predictable cadence to MRO purchases.

As a rule of thumb, **one-third of annual MRO spend is purchased on a recurring schedule**, but **only 3% of the third is purchased monthly**. This lack of predictability defies attempts at demand planning and adds to the overall complexity of the category.

Only 3% of the third is purchased monthly

Although there are some differences, **only approximately 25-50% of MRO category spend is consistent across companies**. The most common examples include valves, fittings, personal protection equipment (PPE), paint, vehicle maintenance, and complicated service relationships. With the right MRO provider relationships, it becomes possible – and effective – to identify the critical spare parts that should be stocked onsite and then partner to receive deliveries for the others.

AN MRO SUCCESS STORY

Avoiding the Single-supplier MRO Trap

Following a merger of two first tier automotive companies, the new enterprise needed to rationalize \$400 million of annual MRO spend across sixty global production facilities while ensuring continuity of operations. This initiative required an integration effort of unprecedented size and complexity for the team.

Implementing an Optimal Two-Tier MRO Supply Base

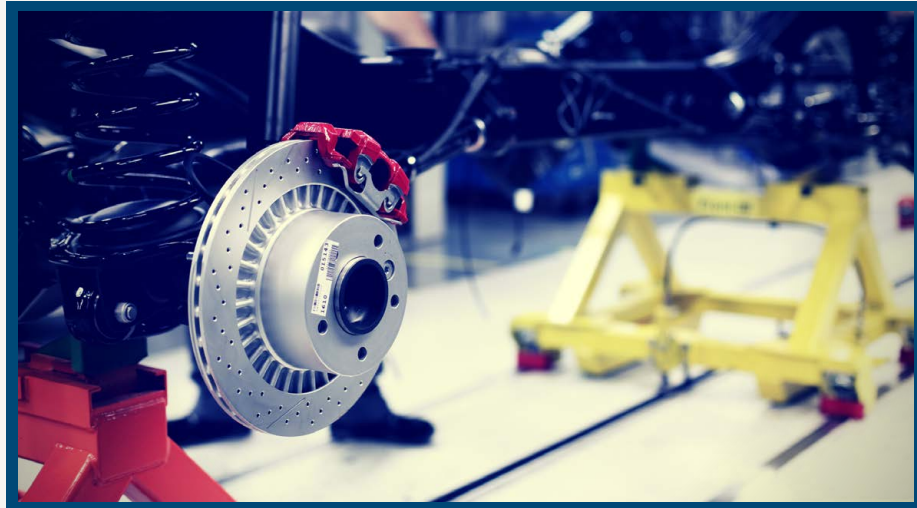
At the outset, there were over 100 MRO suppliers: 10% of the total supply base. This was the result of long-standing, autonomous purchasing at the plant level. Distributed buyers had been given free rein to purchase what they needed when they needed it, and to select the supplier(s) they wanted to buy it from. Historical spend was only available internally at the aggregate level, and while it was "directionally accurate," item level detail had to be collected from suppliers and then combined and cleansed before sourcing could begin.

The project objectives were:

- Standardize and combine the two MRO supply chains
- Maximize savings
- Complete the project as quickly as possible

Of critical importance is building credibility at the plant level on MRO issues. When the plant managers and production leads have confidence in the MRO supplier selection process, they will use the suppliers selected. Trust also helps facilitate knowledge transfer and company-wide adoption of best practices and process improvement approaches.

The team laid a foundation for long-term success by connecting leadership teams of strategic MRO suppliers with the company's executive leaders. With improved dialog, **everyone had a stake in the success of the MRO strategy.**



SUSTAINABLE RESULTS NOW AND FOR THE FUTURE

THE **MRO** TEAM ACHIEVED SUCCESS BY DOING THE FOLLOWING

Included Tenzing experts with **insight** into providing perspective on how the extensive list of MRO spend subcategories could be consolidated, keeping **in mind the needs of distributed buyers and centralized procurement.**

Assumed **full responsibility for the MRO sourcing effort**, including project management, internal communications, and transfer of responsibility as the client team reached full scale. Key stakeholders remained actively involved in the decision making so they felt a sense of ownership.

Planned for **long-term sustainability of MRO.** Set strategic (corporate) and tactical (plant-level) action plans in motion while establishing a clear set of expectations for the MRO suppliers awarded the majority of the spend.

The CPO was able to secure an actionable mandate and organization-wide support from the CEO and head of operations. This plus, proactive budget reductions, incited all teams to engage in the sourcing effort, ultimately generating over \$30M in annual savings.

The supply base of **several hundred suppliers** was rationalized to **5 strategic suppliers**

There were preconceived notions —about some of the largest players in the industrial supply industry. These assumptions needed to be addressed and overcome as part of the sourcing and supplier evaluation process. Several large suppliers played a critical role in achieving the intended scale and impact in the MRO category.

A TRIPLE WIN -

**Better supplier
performance**

Lower costs

Easier to manage

Many companies attempt to consolidate MRO into one or two strategic suppliers. This often results in those suppliers operating well outside their “sweet spot”—the suppliers are thereby over-committed and often under-deliver.

Key to success is finding outside experts’ with know-how and insights into the MRO market and individual suppliers’ capabilities, and avoid the single-supplier trap and find a more optimal solution.

The existing supply base of **several hundred suppliers was rationalized to 5 strategic suppliers, each playing to their strengths and about 20 specialty suppliers** with capabilities in critical niches. The new supply base is performing better at lower costs while being easier to manage—a triple win.



Above and Beyond

The team successfully **bridged the interests and cultures** of the company’s centralized, corporate procurement and its **distributed plant-level buyers**.



Insight 3 -

THE ARTISTRY OF DATA INTERPRETATION



MRO spend is already highly fragmented due to low price point items and distributed buying, and the associated data sets are usually no help. MRO data tends to be extremely large and is often plagued by nonstandard descriptions that hold no meaning to anyone other than the individual who entered them. Descriptions are created based on how each item is used by that production team rather than an overarching recognition of their function.

THE “GOBBLEDYGOOK” OF MRO DATA

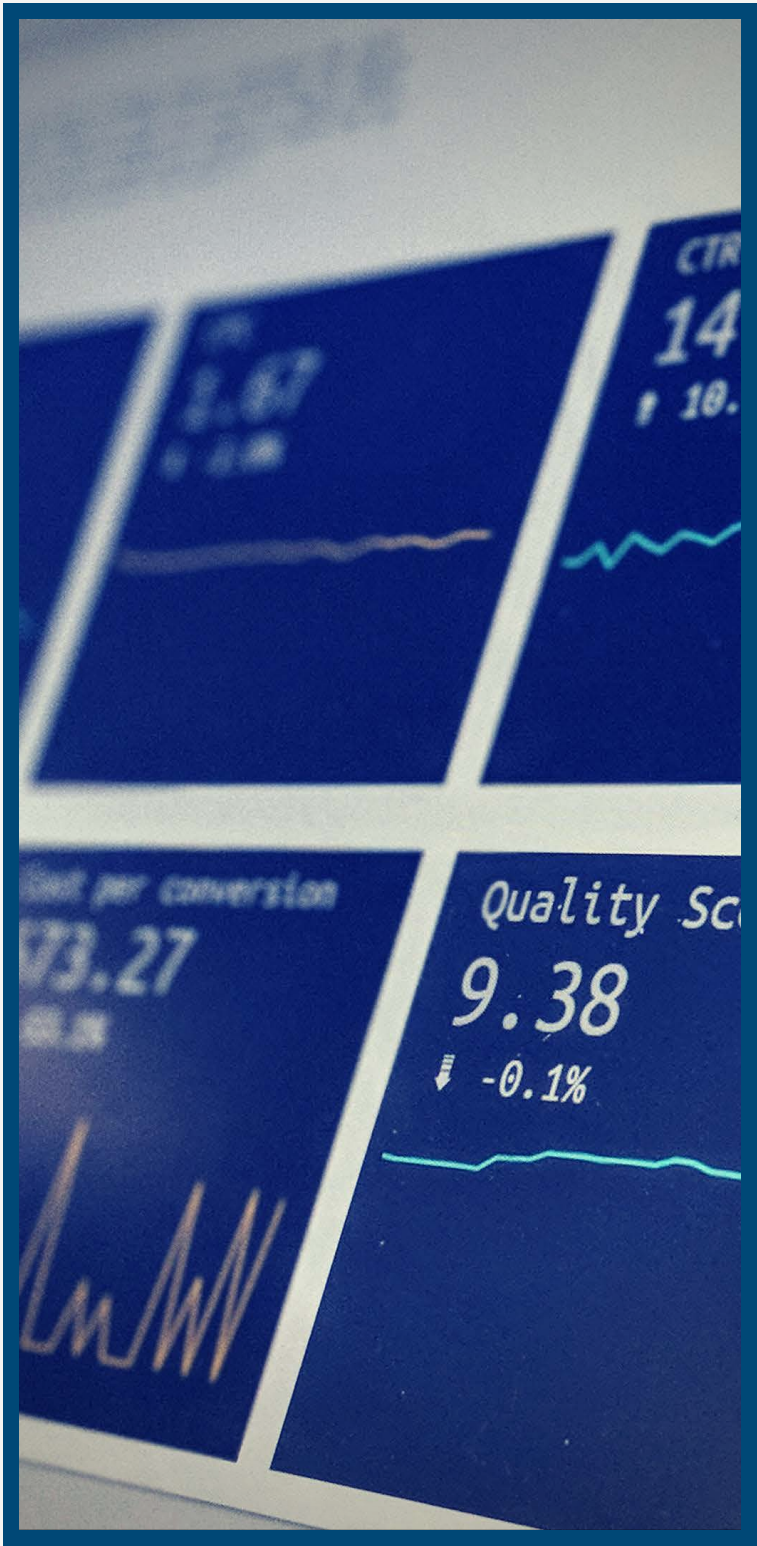
Gobbledygook – information that is meaningless or made unintelligible by excessive use of obtuse technical terms or nonsense.

Anyone who has been exposed to MRO data knows that it is a collection of random SKUs, terms and descriptions. Each production facility has its own unique jargon to describe a specific part, often without a SKU associated with it. The MRO item may be described in technical terms, or with long, descriptive definitions based on use or location. There is no consistency from plant to plant.

After scanning the data gobbledygook, many often throw their hands in the air in frustration and push MRO until next year. Some companies take the easy route and go to market with simplified market baskets.

An expert with working knowledge of production floors and employees knows how to navigate through the data morass. They can systematically organize and categorize the data so that opportunities – both short-term and long-term – can be identified and implemented.

Item descriptions are inconsistent from person to person, plant to plant, and company to company. The lack of a gatekeeper or generally accepted set of industry standards has prevented the creation of an MRO dictionary and standardized product descriptions. **This inconsistency functions as a tether, holding companies to their current supplier because the thought of transitioning and potentially losing their legacy knowledge is too painful.**



IT'S ALL ABOUT EFFICIENCY

To effectively manage MRO spend, item descriptions and demand/purchase volume need to be sorted and grouped both horizontally (across facilities or business units) and vertically (by MRO sub-category).

A category breakthrough is unlikely to happen until detailed MRO data is matrixed and standardized across all locations.

CLEAN-UP OF ENTERPRISE MASTER DATA

The first step towards this point is a clean-up of master data across all enterprise systems, allowing users to be self-sufficient and improving the quality of future purchase decisions. Too many companies view the time spent optimizing MRO spend (facilitating standardization and supplier/item rationalization) as pure overhead. And yet eliminating duplicates can often stand alone as an initiative to save money on MRO.

Data inconsistency functions as a tether, holding companies to their current supplier because the thought of transitioning and potentially losing their legacy knowledge is too painful.

Insight 4 -



"PPV" IS NOT THE ISSUE

Many companies have historically managed their MRO spend based on the belief that it is more important to keep production going than to pay the lowest price in town. This often leads to fewer, broad MRO supplier relationships that fail to recognize and leverage the unique capabilities of each supplier. But managing MRO on a more granular level does not necessarily mean that 'PPP' or the 'price per part' has to become the sole focus.



BEYOND THE WIN-LOSE APPROACH FOR MRO SUPPLIERS

Historically, MRO procurement has focused on PPV (unit costs) at the organization's national, regional and local levels. Because of this focus, MRO buyers have predictably managed MRO spend with a "Win-Lose" approach. Procurement would periodically take spend to market and "beat-up" suppliers for large unit price discounts.

This approach has negative consequences for the organization and production facilities. When a buyer's primary goal is to continually push the prices down, the win-lose PPV events push suppliers to find creative ways to retain margin. To ensure profitable margins, suppliers may cut service levels, reduce quality or lower support inventory levels. Suppliers may also de-prioritize the relationship, so they can focus on more profitable customers rather than

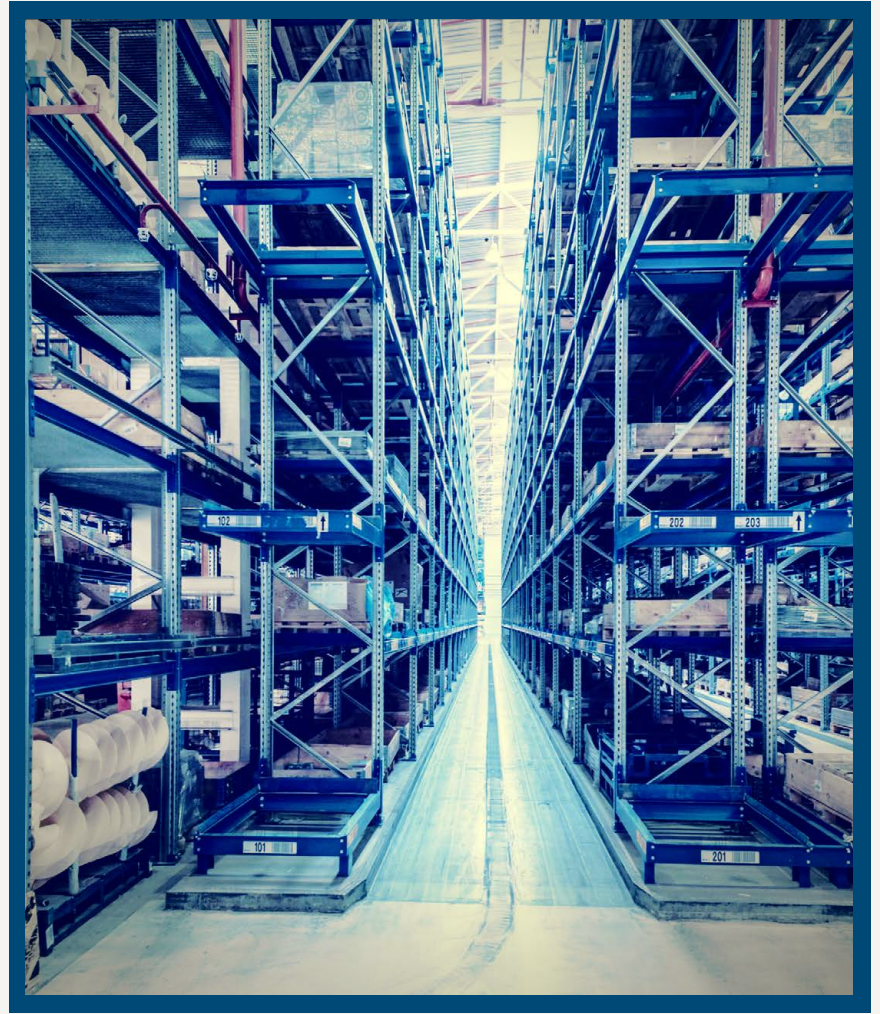
make investments to improve product life-cycle performance or increase supply chain efficiencies that help lower total costs. **In other words, PPV MRO management is simply not long term sustainable procurement model.**

"The stuff you need to ensure you can make the stuff you sell in the most competitive market position."

THERE'S AN EASIER WAY

MRO - The Stuff You Need to Make sure the stuff you sell is **Excellent**

Facilities must have supplier relationships in place so that any needs that arise are fulfilled with minimal (translation: no) impact to production. Production must know who their suppliers are and when to use them. If procurement wants to be a hero to production, they should match suppliers and business needs. This ensures that the plant can live with the supplier selection and the company can meet their fiduciary responsibilities.



Companies should select suppliers that demonstrate a philosophy of going the extra mile for their clients. This, in turn, unleashes access to continuous improvement that can deliver far more return than a limited focus on PPV reductions.

World-class organizations excel by ensuring all teams (management, finance, operations, procurement, etc.) are committed and focused on the Total Cost of Ownership (TCO). The fundamentals of TCO transcend all areas of materials management including MRO. **“The Stuff you need to ensure you can make the stuff you sell in the most competitive market position.”**

Most world-class corporations have implemented or are implementing a robust cost savings tracking system that rewards TCO performance across the entire organization including suppliers, not just procurement buyers.

Select MRO experts with deep experience with MRO suppliers and global MRO sourcing perspectives. They understand the MRO supply market and directly relate to MRO stakeholder requirements on the floor at the production facility.



Insight 5 -



50/50

A best-in-class MRO strategy aligns production's maintenance needs with supplier capabilities. The goal is to find the optimal supplier mix, not to single-source for the sake of simplicity or economies of scale. MRO supplier relationships should mirror the intimate supplier relationships seen in direct materials.

Most companies have not fully explored the capabilities of each of their MRO suppliers. Without access to this knowledge, they are prevented from tapping into value beyond what they can negotiate on parts prices. Many members of corporate procurement don't completely understand the situation on the plant floor.

When contracts are primarily cost-driven, companies are unable to form partnerships for managing their MRO spend, and they deny themselves an opportunity to achieve both straight-line cost savings and sustained relationship-driven value.

50%
of savings are derived from leveraging (or grouping) MRO spend across production facilities

50%
of savings are derived from strategic partnerships that deliver value beyond the part price

SUSTAINED RELATIONSHIP-DRIVEN VALUE

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AN MRO SUCCESS STORY

Transforming MRO: From Zero to Hero

Ensuring the structural integrity of highly distributed MRO

A leading building products manufacturer with \$2.5B in annual revenue made the decision to bring their MRO spend under management once and for all. Their distributed North American facilities regularly purchased electrical supplies, safety supplies, lubricants, mills supplies, and more – a category of spend representing \$25M a year.

At the outset, there were **over 100 MRO suppliers: 10% of the total supply base**. This was the result of long-standing, autonomous purchasing at the plant level.

Distributed buyers had been given free rein to purchase what they needed when they needed it, and to select the supplier(s) they wanted to buy it from. Historical spend was only available internally at the aggregate level, and while it was "directionally accurate," item level detail had to be collected from suppliers and then combined and cleansed before sourcing could begin.

All **45 sites were managing their MRO spend independently**. There was little to **no useable line item data**, which served as a wall between the company and opportunities for improvement. **Lack of governance had allowed the MRO supply base to swell to over 1,600 suppliers, with no standards for performance or inventory management.**

The company established the following objectives for the effort – in priority order:

- **Achieve consensus across the sites**, no matter how hard that might be
- Reduce spend while **increasing long-term value** to the business
- **Rationalize the supply base** and put consistent supplier performance standards in place

A KEY CHALLENGE

Creating a critical, but elusive, company-wide consensus while also building a usable data set and rationalizing the supply base.

To meet the challenge, a “MRO Initiative Team” was created by elevating key players from multiple facilities to drive all communication, feedback and strategic decision making. They partnered with Tenzing MRO experts that brought deep experience in process, team communication and MRO category management to anchor the internal team.



OVERCOMING MRO COMPLEXITIES

With Strategic Analysis and Time in the Field

THE MRO TEAM ACHIEVED SUCCESS BY DOING THE FOLLOWING

The team included Tenzing experts with **insight to mine field** sites for quantitative information that would serve as the basis for strategic decision making in the absence of an actionable centralized data set.

They worked collaboratively to **build consensus around new supplier performance criteria**, reining in the haphazard and inconsistent frameworks in place.

The collaborative team established repeatable processes that recognized the priorities of each category and plant and **equipped local management with pricing and inventory management tools**.

The company realized exceptional savings and value-based improvements across the entire MRO category:

- **18-22% savings** on existing parts and approved substitutes.
- **60% supply base reduction**, consolidating the bulk of the spend and line items to a single primary supplier across 5 major MRO categories.
- **Redundant specifications were drastically reduced**, emphasizing useful life and optimal performance. For example, safety supplies were reduced from 1,000 to 100 – without compromising the health and welfare of employees.
- The procurement process was **streamlined to ensure control**, guarantee pricing stability, and provide ongoing data visibility to help further reduce inventory levels.

With focused purpose and a robust team, the company optimized the MRO supply chain and created greater business value by capitalizing on internal customer input and investing in a fact-based strategy.

Insight 6 -



THE 4TH DIMENSION OF TCO



MRO is one of the most misunderstood and highly emotional spend areas for any business. MRO Strategic procurement often takes a back seat to the company's internal users / stakeholders who are passionate about obtaining their materials / services from "local" friends, and historical relationships. They "shop daily" focusing almost exclusively on the lowest unit cost. **Procurement is often told, "If you mess with my suppliers, you will be responsible for shutting the plant down!"**

There is, however, simply too much at stake in both reduced operations costs and organizational performance. MRO spend can and should be strategically sourced as all other direct and indirect spend is addressed.

Supply Chain's procurement team should identify and engage appropriate internal stakeholders then walk them through identifying and quantifying the value-added services and technical support stakeholders need or currently being received through outside suppliers.

Building those criteria into an MRO strategic sourcing initiative encourages a needed stakeholder collaboration while proactively bridging gaps between procurement and internal stakeholders.

TCO Total cost of ownership

TCO is a modern procurement metric that focuses on an item's holistic, lifetime cost (or lifecycle costs), not just its unit price. Cost elements may include but limited to: unit price, freight, inventory carry costs, insurance, risk management, life cycle performance, disposal costs, etc.

PPV Purchase Price Variance

PPV is a procurement metric that measures a procurement organization, or individual's effectiveness to achieve cost savings targets. It measures the unit price difference from present price to future price. The better (lower) the future price, the better the PPV metric becomes. Other total cost components are typically not measured or are ignored as they are considered sunk costs within an organization's finance and management hierarchy.

WHAT IS THE 4TH DIMENSION?

Guaranteed Continuous Improvement Savings

A comprehensive program that holistically manages MRO's total life-cycle costs (unit price, freight, inventory/stores assets, standardization, reliability, efficiencies, repairs, and disposal).

Instead of a one-time event during the sourcing activities, continuous emphasis of all aspects drives optimal organizational performance.

Continuous improvement savings are derived from improvements to processes, better inventory management, new training programs, and many others.

Continuous improvement requirements that proactively engage internal stakeholders and strategic suppliers throughout the life of a supplier agreement is absolutely crucial for an organization to obtain and maintain its competitive advantage. Do not confuse continuous improvement requirements for year-after-year supplier price reductions. Continuous improvement targets engage suppliers in a mutually beneficial partnership while dictated price reductions encourage suppliers to use short-cuts to cut costs to meet arbitrary targets.

The days of price shopping every day are becoming ancient history.

MRO strategic partnership agreements contain 8% – 12% guaranteed year-over-year cost savings

KEEPING COSTS WHERE YOU CAN SEE THEM

Those organizations that do attempt to strategically source MRO typically do so by attempting to address the usual three (3) TCO (Total Cost of Ownership) dimensions.

- Leveraging Spend to lower Unit Cost
- Lifecycle Cost – freight, storage, disposal
- Materials Standardization / Rationalization

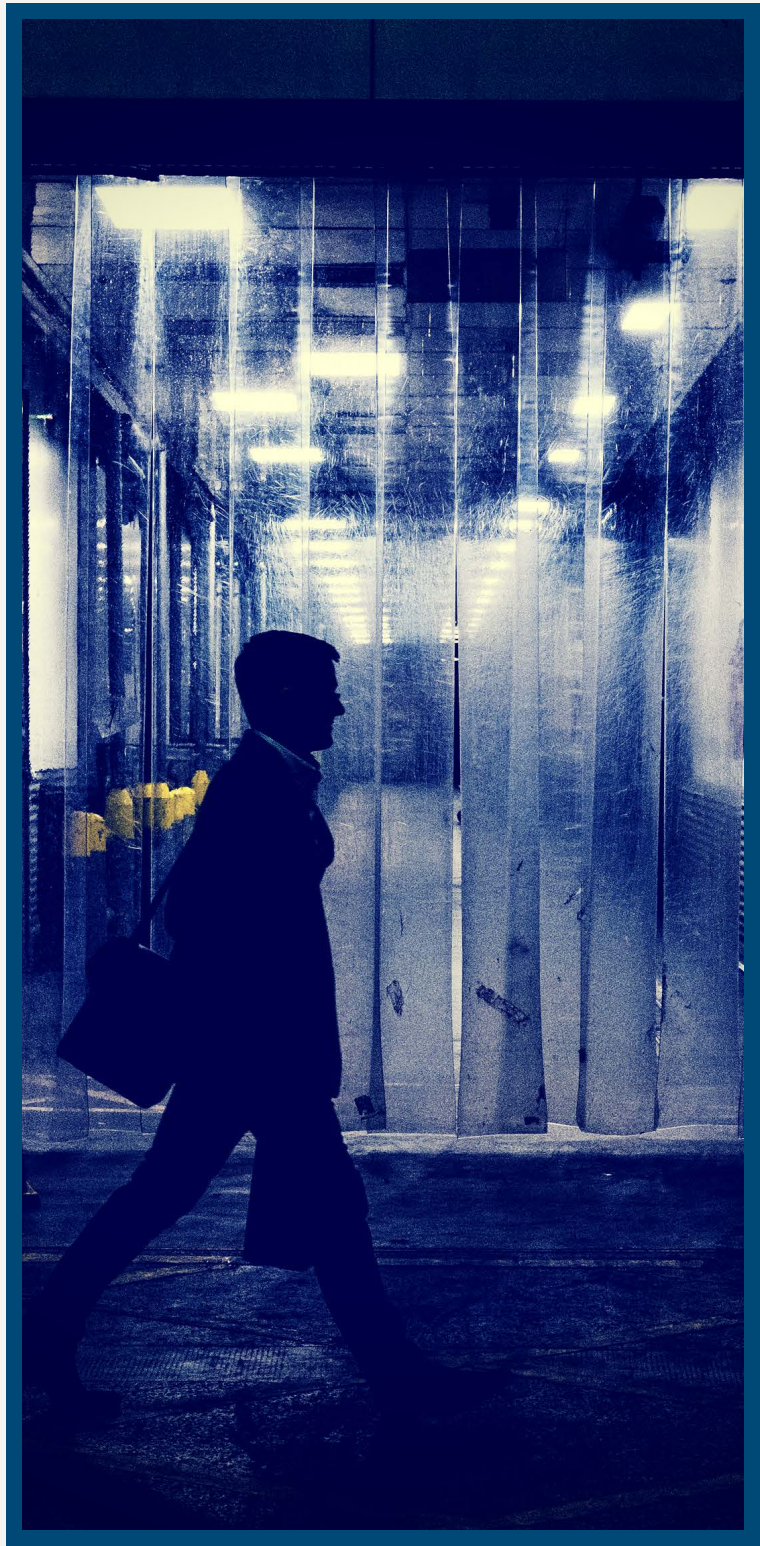
What has quickly emerged as a prominent savings TCO opportunity in the past few years is what we call the 4th Dimension. The 4th Dimension is what actually drives a significant percentage of a total overall on-going MRO program savings.

The days of price shopping every day are becoming ancient history.

Most new MRO strategic partnership agreements contain **8% – 12%** guaranteed year-over-year cost savings throughout the life of the agreement including well-defined innovative rigorous criteria and documentation processes installed.

In many cases, these guaranteed cost savings represent **50% of the total overall MRO budget** impact savings.

Strategic, flexible, MRO supplier partnerships address the mutual commitment and investment that both the internal stakeholder and supplier partners seek in the new era. Let the MRO experts at help you develop a sustainable path towards MRO excellence for your organization.



Insight 6 -

CODIFYING TRIBAL KNOWLEDGE

A key issue facing today's manufacturers is that the people who have kept their plants running for the past three decades are retiring. With each retirement, the facility loses access to critical information because it is not recorded anywhere outside of those employee's minds. This is also commonly known as "**tribal knowledge.**"

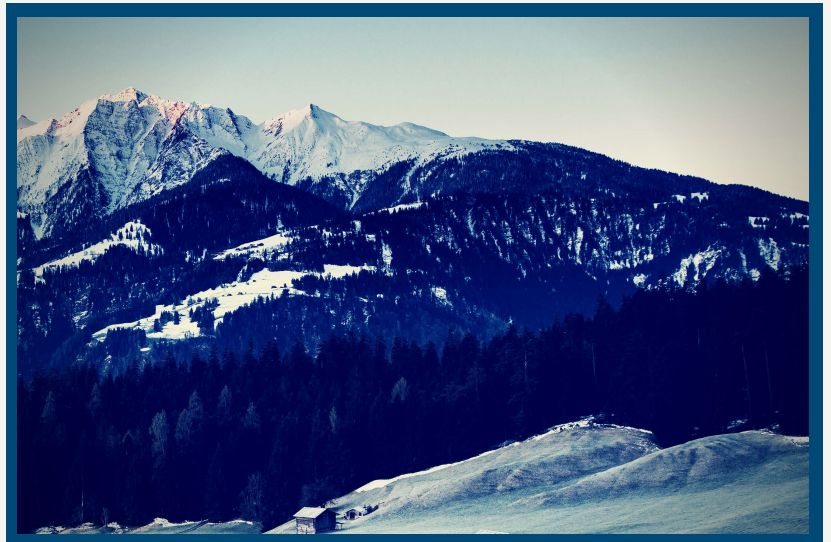
Tradesmanship is in limited supply, and the portion of the labor market available to fill these open positions is getting smaller and smaller.

Responding to a Shift in the Workforce

Younger generations are not flocking to careers in manufacturing. With fewer trained candidates available, those with hands-on manufacturing experience are in high demand, and therefore they command a salary premium. Even with inflated compensation, top talent can easily be lured away with even higher salaries and better benefits, leading to yet more turnover and more loss of tribal knowledge.

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HOW TO BETTER ADDRESS MRO SPEND?



Tenzing MRO experts are able to deliver results in MRO because they have spent years walking the shop floor. They know what to look for and what questions to ask, and have the knowledge to align commodity expertise, program leadership, and world-class processes.

**MRO is a category that must be managed on two levels in parallel:
at the corporate level and on the plant floor.**

An effective MRO strategy meets the objectives of the Boardroom and the plants, while offering good opportunities for suppliers as well. For example, a \$7B+ company that had over 60 operations on 3 continents. With the help of MRO experts, they were able to reduce vendor complexity from thousands to less than a dozen, reduce PPV in excess of 3%, and line up Continuous Improvement savings worth at least 10% of MRO purchases annually for the next 3 years.

MRO experts can integrate great practices and form solid partnerships . . . equal in merit to those in place on the direct spend side.

Procurement is often told, *“If you mess with my suppliers, you will be responsible for shutting the plant down!”*

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CONCLUSION - PARTNERING WITH TENZING EXPERTS

Tenzing MRO experts have instant credibility at the storeroom, maintenance, and production level because they can walk-the-walk and talk-the-talk; they have lived all dimensions of MRO management.

They understand what parts are for and how they are used. There is no sense in establishing supplier relationships that the plants aren't going to use – it is critical to **evaluate spend, identify critical onsite spares, and establish strategic partnerships for other parts so that production can continue unabated**.

At the same time, MRO experts have an executive level of comfort that allows them to tie together plant level requirements and corporate objectives into one seamless plan. It is a common practice to include an assessment of each client's needs when conducting an optimization initiative – and this includes identifying critical leaks of tribal knowledge so that they can be stopped and supplemented.

Tenzing derived a best-in-class MRO Framework from years of experience at many organizations. By following this framework, companies can successfully manage the complexities of MRO. Tenzing MRO experts are also available to help organizations navigate the nuances of the model.

Though often an afterthought, your MRO approach takes on strategic importance, especially in competitive markets. Work with experts have deep experience with both MRO suppliers and

MRO global sourcing perspectives. Find experts that understand the MRO supply market and directly relate to MRO stakeholder requirements.

The MRO team should have expertise in developing, coaching, and implementing business-specific sustainable TCO programs from spend analysis, rationalization, standardization, total costs identification, stakeholder engagement, cost savings program development, supplier alignment, strategic sourcing, supplier partnership negotiations, and TCO supply partnership implementations.

so that production continues unabated, of critical importance is to -

- **evaluate spend**
- **Identify critical onsite spares**
- **establish strategic partnerships for the other parts**

THE NEXT STEP IS YOURS - THE MRO FRAMEWORK

Contact Tenzing so we can help you find senior experts you need to tackle your MRO spend. We will roll-up our sleeves and work shoulder-to-shoulder with you and your production employees while transferring our know-how along the way.



DEFINE	MEASURE	ANALYZE	IMPROVE	CONTROL
ACCESS & ALIGN	STAKEHOLDER ENGAGEMENT	OPPORTUNITY VALUATION & ANALYSIS	AWARD & ALIGNMENT	CONTINUOUS IMPROVEMENT VALUE CAPTURE
<ul style="list-style-type: none"> Define scope (depth & breadth) of MRO optimization opportunity Data acquisition & data cleansing Bucketing - rationalization / standardization / prioritization Expert resources ID MRO optimization strategies & organizational alignment 	<ul style="list-style-type: none"> Engage internal stakeholders (Board, Procurement, Finance, Plant Ops) Launch cross-functional collaborative optimization team Identify & document stakeholder requirements Validation of spend activities with stakeholders 	<ul style="list-style-type: none"> Develop client-specific optimization strategy Engage external supplier stakeholders Execute RFI / RFP processes Quantify financial & operational improvement opportunities 	<ul style="list-style-type: none"> Align & award stakeholders with optimization opportunities Negotiate sustainable supplier agreements focused on Total Cost of Ownership (TCO) Align & award suppliers & implement supply partnerships across stakeholder operations 	<ul style="list-style-type: none"> Install formal supplier partnership collaboration program Install cost savings value capture tracking program Monitor supplier partner compliance & performance Adjust partnership goals as needed to assure alignment with ongoing corporate objectives

ABOUT TENZING

Founded with a vision to build the most powerful network of Experts in the world, Tenzing is the fresh alternative to traditional consulting that many clients have been waiting for.

We are senior experts that roll-up our sleeves and get our hands dirty working shoulder-to-shoulder with our clients while transferring our know-how along the way.

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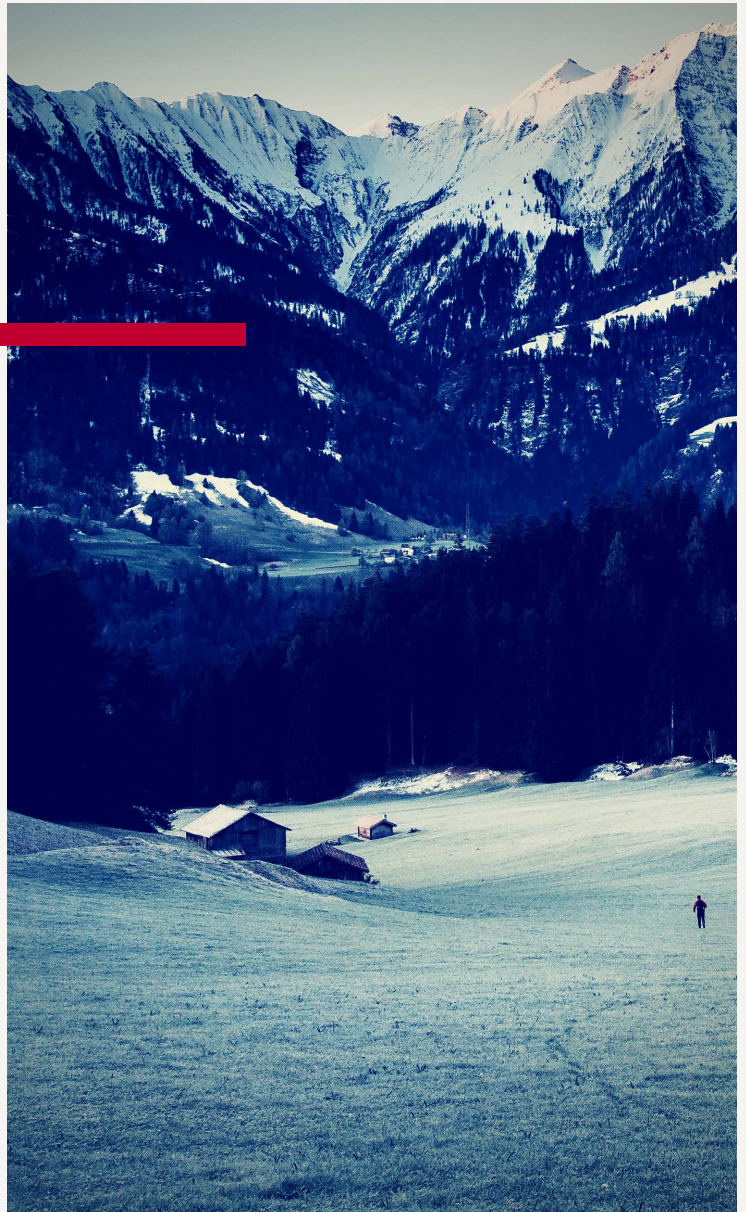
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