

# **AMIDA ENTERPRISE EXPANSION – AVIATION**

# **FINAL REPORT**

**Defense Logistics Agency  
R&D Weapons System Sustainment Program  
March 2022**

**SP4701-20-D-9029**



## Table of Contents

|                                                                                |    |
|--------------------------------------------------------------------------------|----|
| EXECUTIVE SUMMARY .....                                                        | 1  |
| TASK 1: DEVELOP AND EXECUTE PROJECT MANAGEMENT .....                           | 2  |
| TASK 2: COORDINATE COMMUNICATION AMONG PROJECT STAKEHOLDERS .....              | 4  |
| TASK 3: RESEARCH AND DOCUMENT EXISTING MI BUSINESS PROCESSES &<br>SYSTEMS..... | 5  |
| TASK 4: DEVELOP AMIDA VALIDATION STRUCTURE .....                               | 10 |
| TASK 5: IDENTIFY INTERNAL & EXTERNAL MI DATA SOURCES .....                     | 13 |
| TASK 6: DEVELOP A “TO-BE” AMIDA BUSINESS PROCESS .....                         | 15 |
| TASK 7: ANALYZE INDUSTRY SEGMENT / SUPPLIERS FOR ACQUISITION ACTIVITIES.       | 17 |
| TASK 8: CREATE A BUSINESS CASE ANALYSIS .....                                  | 20 |
| TASK 9: DOCUMENT FINDINGS IN FINAL REPORT .....                                | 21 |
| APPENDIX A: AMIDA DEVELOPMENT PROCESS .....                                    | i  |
| APPENDIX B: AMIDA DEVELOPMENT PROCESS ACTIVITIES TEMPLATES .....               | ii |

# EXECUTIVE SUMMARY

## Background & Project Overview

Market Intelligence (MI) is defined as the insights developed from the continuous process of gathering and analyzing relevant industry, supplier, and pricing information to optimize spending strategies and business outcomes. This standardized approach to data collection and analysis can mitigate the information imbalance that typically favors suppliers, thereby driving increased business value and/or decreased supply chain risk through strategic decision making and strengthened negotiation power. Additionally, MI is an essential input to both Category Management (CM) and Supply Chain Risk Management (SCRM), which enhances the value of structured and repeatable MI processes, diverse data sources, innovative tools and technologies, and a specialized workforce.

The expansion of Applied Market Intelligence for Defense Acquisitions (AMIDA) across the DLA Enterprise requires systematic capability development within four core categories: Data, People, Process, and Technology. Development across these categories should consider key differences within each of DLA's supply chains. Throughout the 2019 **Pilot** with DLA Subsistence, the Accenture team focused primarily on the Data, People, and Process categories by introducing new data sources, basic market intelligence (MI) training & organizational awareness, and recommendations for change management including a new DLA MI Operating Model. During the Subsistence **Transition Support** project in 2020, Accenture emphasized People and Process by creating a comprehensive MI training curriculum, which included standard frameworks for MI research, analysis, and acquisition strategy formulation.

The project described in this Final Report took the lessons learned and recommendations from the DLA Subsistence work to start expanding AMIDA across the Enterprise. Because Subsistence manages items with overlapping demand in the commercial space, the expansion initiative began with DLA Aviation (a largely "non-commercial" supply chain) to identify new business areas for consideration within AMIDA's design.

Using its depth of DLA business knowledge, combined with its in-house Market Intelligence expertise, the Accenture team determined gaps and pain points in Aviation's existing MI capabilities, identified relevant external data sources, and developed recommendations for potential AMIDA-based solutions. In parallel, the Accenture team provided ad hoc MI research and analysis to DLA Aviation stakeholders for mission critical items, while also developing an Enterprise-wide strategy to facilitate the adoption of the AMIDA capability.

This Final Report presents task-level scope and accomplishments for the AMIDA Enterprise Expansion – Aviation Project. It provides DLA Stakeholders with an overview of the deliverables and work products that Accenture created to enable the implementation of the AMIDA capabilities within Aviation and across the Enterprise.

# TASK 1: DEVELOP AND EXECUTE PROJECT MANAGEMENT

## Scope

1. **Contract Kick-Off:** The Contractor shall prepare and present a project plan detailing how they will manage the research and development activities. The project plan will demonstrate the contractor's plans to manage scope, schedule, and cost for the contract. Contractor shall introduce key personnel to DLA J62LB management and plans for sustaining and if required replacing these key personnel. The contractor shall also meet with the designated DLA Technical Working Group during this time to discuss expectations and details of contract execution. Non-Disclosure Agreements shall be submitted for all Contractor personnel.
2. **Project Plan Development:** The Contractor shall develop a project plan to include, but not limited to, a project schedule, financial spend plan, success metrics for tasks and overall project, risk identification and mitigation strategies. The contractor and the Weapon System Sustainment Project team will collaborate on final success metrics for tasks and overall project. Any changes to proposed travel must be approved in advance by the COR.
3. The contractor will provide a **Monthly Status Report** that will:
  - a. Provide a summary of activities that occurred for each task during the previous month
  - b. List deliverables provided during the previous month
  - c. Report on performance to current approved schedule (all changes to project schedule must be approved by the Program Manager)
  - d. Provide a summary of planned activities for the upcoming month
  - e. Identify any potential risks or issues that will impact cost, schedule, or performance for the project
  - f. Report project success metrics performance
  - g. Report monthly and cumulative costs for labor, travel, subcontractor, and other direct costs incurred during the previous month (total monthly expenses that are greater than +/- 20% of planned expenses must include an explanation)
  - h. Report invoices submitted
  - i. Provide a CAC log detailing information on the status of team members

## Accomplishments

The Accenture team delivered the scope of the AMIDA Enterprise Expansion – Aviation Project on time and under budget. While the coronavirus pandemic continued to create travel restrictions, the team was still able to provide value through thorough analysis of existing MI business processes and recommendations for improvement (Task 3, 5, 6), development of an AMIDA Validation Structure (Task 4), research and analysis, as requested by DLA Stakeholders (Task 7), and a comprehensive business case analysis (Task 8).

## Project Plan & Kickoff

After the official project start on April 27, 2021, the Accenture AMIDA team prepared and presented a Project Plan during its Kickoff Meeting held on May 10, 2021. During the Kickoff Meeting, Accenture introduced key personnel to DLA stakeholders, reviewed the Project Plan schedule for Task delivery and milestones, a proposed engagement strategy, as well as an initial risk assessment and financial plan. Non-Disclosure Agreements were then submitted by all team members on May 19, 2021.

## Project Plan Development

In addition to the Kick-Off meeting, the Accenture team prepared and submitted a Project Management Plan on May 25, 2021 to the DLA R&D COR, which detailed an initial schedule of actions, project resource requirements, key milestones, deliverables, and risks and mitigation strategies.

## Monthly Status Reports

The Accenture team provided monthly administrative status updates to the DLA R&D COR, which focused on the status of, and updates to, Project Plan progress. Roadblocks were identified, new and existing risks were discussed, and financial and CAC reports were reviewed.

## Deliverables & Work Products Created

- Kick-off Meeting / Project Schedule (5/10/21)
- Non-Disclosure Agreements (5/19/21)
- Project Management Plan (5/25/21)
- Monthly Status, Financial, and CAC Reports<sup>1</sup>

---

<sup>1</sup> Delivered throughout the period of performance

## TASK 2: COORDINATE COMMUNICATION AMONG PROJECT STAKEHOLDERS

### Scope

1. **In-Process Reviews (IPRs):** The contractor key and non-key personnel will work with the DLA government Technical Working Group (TWG) members from Aviation, J6, J7 and other business areas for the duration of the effort to provide an update on task progress and contract status. In-Process Reviews (IPRs) shall provide for an interchange between the Government and contractor during the execution of the task order. Milestones and deliverables will be discussed along with performance to cost and schedule. The COR/COTR has the responsibility to monitor the progress of the work of the Contractor personnel assigned to the task.

### Accomplishments

The Accenture team maintained close communication and collaboration with DLA TWG members from Aviation, J6, J7, and other business areas by conducting frequent touchpoints which included project status updates, discussions on project next steps, and administrative decisions.

#### Monthly Technical Working Group (TWG) IPRs

The Accenture team held monthly In-Process Reviews with members of the Technical Working Group, which consisted of representation from DLA Aviation, J6, and J7. In addition to task progress, TWG status reports included updated delivery constraints, risks, and recommended mitigation strategies.

#### Quarterly Enterprise IPRs

In addition to the monthly TWG IPRs, the Accenture team held quarterly In-Process Reviews with representatives from each MSC, J6, J7, and other business areas to provide visibility into Enterprise Expansion efforts. These quarterly meetings focused on high-level project progress updates that were relevant to the Enterprise as whole.

#### Weekly AMIDA Touchpoints

The AMIDA Accenture Project Manager conducted weekly meetings with J68 / J74 Leadership to provide project progress updates, communicate any potential delivery risks, and address administrative activities.

#### Monthly WSSP COR Update Meetings

Accenture Leadership attended monthly WSSP COR Update Meetings to provide project progress and administrative updates for all R&D project efforts.

### Deliverables & Work Products Created<sup>2</sup>

- Monthly Aviation TWG Touchpoints
- Quarterly Enterprise Touchpoints
- Weekly Project Updates

---

<sup>2</sup> Delivered throughout the period of performance

## TASK 3: RESEARCH AND DOCUMENT EXISTING MI BUSINESS PROCESSES & SYSTEMS

### Scope

The contractor will research and document existing Market Intelligence (MI) business processes and systems, identify problem areas and the subsequent impact on cost and mission, and identify any pertinent laws, regulations and policies that will either require modification or constrain solutions.

1. **Interview Stakeholders & Identify Potential Problem Areas:** The contractor will interview DLA Aviation stakeholders to capture existing MI business processes and capabilities, as well as to identify operational pain points that could be minimized or eliminated through a targeted market intelligence approach.
2. **Prioritize Problem Areas and Review with DLA Stakeholders:** The contractor will rank the problem areas identified through stakeholder interviews by the strategic priorities of the supply chain's leadership, then by mission impact and cost based on the project team's analysis. A business problem or problems will be selected for improvement and implementation from the prioritized list based on their value and feasibility within the period of performance (i.e., based on the available data, tools, and timeline).
3. **Research Relevant Laws, Regulations, and Policies:** The contractor will research federal and local (state-level) laws, regulations, and policies that may impact the selected problem areas of focus within MI.

### Accomplishments

The Accenture team collaborated with key DLA Aviation personnel to explore and document existing Aviation MI data sources, processes, tools & technologies, and workforce composition. These interviews provided information about recurring business and operational challenges, concerns about overlapping business priorities, current research practices, and perceived MI gaps specific to the supply chain.

### Stakeholder Interviews and Problem Areas

The Accenture team began by conducting interviews with 18 different stakeholders across the Aviation supply chain including division chiefs, industrial specialists, contracting officers, contract specialists, and pricing team members (see Table 1). These interviews provided information about the supply chain's organizational structure, helped deconstruct how the business currently conducts market research, and aided in identifying and prioritizing problem areas as well as MI improvement opportunities.

Table 1 – DLA Aviation Interviewees

| Directorate | Division                             | Interviewee       | Role                          |
|-------------|--------------------------------------|-------------------|-------------------------------|
| A           | ASB – Program Management             | Michael Gargiulo  | Strategic Sourcing Specialist |
|             | AB – Strategic Contracting           | Anthony Howard    | Contracting Officer           |
|             | AC – Strategic Contracting           | Andrew Davitt     | Contract Specialist           |
| FA          | --                                   | Julia Roquemore   | Deputy Director Strategic     |
|             |                                      | Denise Prince     | Deputy Division Chief         |
|             | FAK – Electrical Components & Cables | Saugat Pant       | Branch Chief                  |
|             |                                      | Tracey Holt       | Team Lead                     |
|             |                                      | LaDonna Groven    | Strategic Buyer               |
|             | FAZD – Airframes                     | Brian Haines      | IST Chief, Quality Assurance  |
|             |                                      | Alan Clemmons     | Product Specialist            |
|             | FAWC – Post-Award                    | Meia Barnes       | Product Specialist            |
|             |                                      | Konni Small       | Branch Chief                  |
| BA          | --                                   | Spencer Shaffer   | Director                      |
|             | BAD – Sourcing & Analysis            | Michelle Mozzetti | Sourcing Strategy Specialist  |
| BP          | --                                   | Martha Tuck       | Director                      |
|             | BPAA – Pricing Branch                | Chase Miller      | Branch Chief                  |
| V           | VEC – Value Management               | Brodie Whitehead  | Branch Chief                  |

Unlike the DLA supply chains that highly overlap with the commercial sector, the business challenges faced by DLA Aviation are a direct result of the highly customized items they manage, the dwindling supply base for those items, changing regional policies and regulations, and interdependent customer and vendor relationships. Additionally, these business problems are exacerbated by process inefficiencies common in large procurement organizations.

The **process challenges**, summarized below, coincide with the issues identified at DLA Subsistence during the AMIDA Pilot project.

- **Research information is siloed** across several forms, spreadsheets, individual files, emails, and notes
- Current data sources, processes, and analyses are **not standardized between projects and across directorates**
- Conducting market research is **time-consuming and often inefficient** due to the complexity of some of these research projects (i.e., lacking knowledge of raw material composition in end products)
- Market research responsibilities are **divided across existing roles and directorates** limiting collaboration opportunities
  - Difficult to incorporate MI processes due to **overlapping priorities, changing responsibilities, and constant job rotation**
- Knowledge of data, systems, and commodities is held by data experts, with **no formal process of sharing** this information
- Market research is performed on a **reactive, event-driven basis**, such as F&R price assessments and ad-hoc supplier information requests

In order to identify AMIDA improvement opportunities and develop recommended next steps for the supply chain, the Accenture team grouped the business challenges into the different Market Intelligence Domains (Figure 1) to determine data gaps and evaluated the impact that the process challenges have on them. Interview findings for relevant DLA Aviation personnel were captured in the *DLA Aviation Market Intelligence Interview Notes* document using the *Stakeholder Interview Template*.

| INDUSTRY & MARKET INSIGHTS                                                                                                                                                                                                                                        | SUPPLIER INTELLIGENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | F&R PRICING DETERMINATION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>➤ Difficulty finding <b>commercial alternatives</b> that can be used as starting points for market research</li> <li>➤ Changes to <b>regional policies and regulations</b> impact existing items under contract</li> </ul> | <ul style="list-style-type: none"> <li>➤ Majority of items are <b>sole sourced by practice</b>:               <ul style="list-style-type: none"> <li>➤ <b>ESA</b> imposes supplier restrictions</li> <li>➤ Competitive items receive <b>limited or no bids</b></li> </ul> </li> <li>➤ Unable to identify reliable suppliers for <b>low demand items</b> (i.e., obsolete parts)</li> <li>➤ <b>Small Business set-asides</b> require a more restricted approach to MI, including assessing a company's <b>financial health and manufacturing capabilities</b></li> <li>➤ Unaware of <b>suppliers' operating statuses</b> (i.e., out of business) for certain transactional procurements</li> </ul> | <ul style="list-style-type: none"> <li>➤ <b>Data and resource availability</b> are major constraints               <ul style="list-style-type: none"> <li>➤ <b>Historical data and suppliers</b> are primary sources</li> </ul> </li> <li>➤ Supplier <b>cooperation and transparency is inconsistent</b></li> <li>➤ Without supplier support, current F&amp;R pricing research for new items is <b>limited</b> and <b>time-consuming</b></li> <li>➤ Unable to determine <b>raw material composition and manufacturing process</b> of end products</li> <li>➤ Procurements above \$2M require suppliers to abide by the <b>Truth in Negotiations Act</b></li> </ul> |

Figure 1 – DLA Aviation Business Challenges consolidated into the Market Intelligence Domains

### Prioritization of Improvement Opportunities and Problem Areas

Once business and process challenges were documented from stakeholder interviews, the Accenture team identified and analyzed improvement opportunities that would address DLA Aviation's problem areas from all different MI perspectives. The improvement opportunities were evaluated and ranked based on their potential impact on Aviation's overall mission and their implementation complexity. The results of this analysis are shown in Figure 22. The improvement opportunities analysis was used to collaborate with members of the TWG to determine problem area prioritization based on Aviation MI strategic priorities. The final ranked list of problem areas is provided in Table 2.

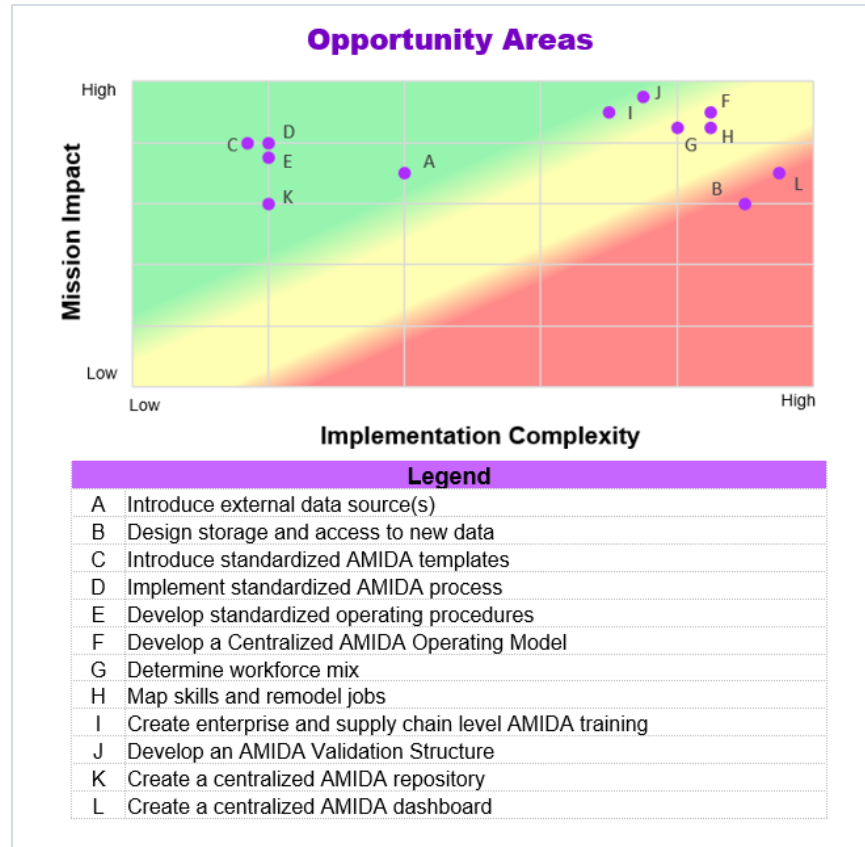


Figure 22 – DLA Aviation Opportunity Areas evaluated based on mission impact and complexity of implementation

Table 2 – DLA Aviation Ranked Problem Areas

| Rank | Problem Area                                                                                                    |
|------|-----------------------------------------------------------------------------------------------------------------|
| 1    | Data sources, processes, and analyses are not standardized                                                      |
| 2    | Market research is time-consuming and inefficient                                                               |
| 3    | Limited data sources (i.e., historical data) to perform market research                                         |
| 4    | Research information is siloed                                                                                  |
| 5    | No formal process of sharing knowledge of data, systems, and commodities                                        |
| 6    | Small business set-asides require additional supplier data (i.e., financial health, manufacturing capabilities) |
| 7    | A supplier's business status (i.e., out of business) is unknown until re-procurement                            |
| 8    | Changes / additions to regional policies & regulations                                                          |
| 9    | Unable to identify commercial alternatives                                                                      |
| 10   | Inconsistent supplier cooperation and transparency                                                              |
| 11   | Market research is reactive and event-driven                                                                    |
| 12   | Limited resources (i.e., staff) for the entire supply chain                                                     |
| 13   | Responsibilities are divided across existing roles and directorates                                             |
| 14   | Unable to determine raw material composition and manufacturing processes                                        |
| 15   | Limited suppliers meet ESA requirements                                                                         |
| 16   | Limited or no bids for competitive items; Incomplete TDPs                                                       |
| 17   | Unable to identify suppliers for obsolete parts                                                                 |

### **Documentation of Relevant Laws, Regulations, and Policies**

The Accenture team researched guidelines that could potentially have an impact on DLA Aviation's chosen MI focus areas. Other than constraints set forth by the Federal Acquisition Regulation (FAR), there were no relevant laws, regulations, or policies that would affect the acquisition support projects.

### **Deliverables & Work Products Created**

- Stakeholder Interviews
- Improvement Opportunity Assessment
- Analyzed and Ranked Problem Areas

## TASK 4: DEVELOP AMIDA VALIDATION STRUCTURE

### Scope

Accenture will build on the MI Training Modules delivered throughout the Subsistence Pilot and Transition Support projects in order to identify the required actions to develop an effective AMIDA Validation Structure that considers the specific needs of each supply chain. A detailed, step-by-step, AMIDA implementation plan will guide Enterprise Expansion efforts, help define unique supply chain requirements, and facilitate the evaluation of MI capabilities over time. The team will take the following steps to accomplish this task:

1. **Develop an AMIDA Validation Structure Decision Matrix:** Accenture will create a Decision Matrix intended to guide the adoption of the AMIDA capability and track the MI maturity at each supply chain. The Decision Matrix will include high-level questions that will be completed by each supply chain during any AMIDA project and will help track adoption over time.
2. **Develop an AMIDA Validation Structure Roadmap:** Accenture will create a Roadmap with major actions that must be completed in order to establish an Agency-wide AMIDA capability. The Roadmap will track supply chain progress over time.

### Accomplishments

To ensure the workforce is equipped with the knowledge, technology, tools, and skills necessary to conduct Market Intelligence, Accenture leveraged its MI and Human Capital subject matter expertise to establish a Validation Structure to evaluate the MI maturity of any given DLA supply chain. In addition, the team provided a corresponding step-by-step actions roadmap to fill MI gaps through the introduction of the AMIDA capability and to track capability progress over time.

#### Developed an AMIDA Validation Structure Decision Matrix

The Accenture team created an AMIDA Validation Structure Decision Matrix intended to guide the adoption of the AMIDA capability and track the MI maturity at each supply chain. The checklist shown in Table 3 is a snapshot of the Decision Matrix which consists of 26 high-level questions that should be completed in succession during any AMIDA project kick-off, assessment, implementation, and sustainment periods. The full matrix is included in the *Detailed AMIDA Validation Structure Decision Matrix* document paired with the *AMIDA Validation Structure Decision Matrix Dashboard*, a user-friendly Excel dashboard used to track supply chain progress over-time.

Table 3 - AMIDA Validation Structure Decision Matrix

| Checklist                                                                   | MSC |
|-----------------------------------------------------------------------------|-----|
| Has DLA leadership been briefed on the AMIDA capability?                    | Yes |
| Have AMIDA Champion(s) for each supply chain been identified?               | Yes |
| Have AMIDA Champions been trained to become AMIDA Aware / Conversant?       | Yes |
| Has a supply chain-specific Technical Working Group (TWG) been formed?      | Yes |
| Has the supply chain's TWG been briefed on the AMIDA capability?            | Yes |
| Has the supply chain's TWG been trained to become AMIDA Aware / Conversant? | Yes |

|                                                                            |     |
|----------------------------------------------------------------------------|-----|
| Have supply chain MI functions been assessed and documented?               | Yes |
| Has the supply chain's current workforce composition been documented?      | Yes |
| Have supply chain-specific problem areas been identified?                  | Yes |
| Have AMIDA improvement opportunities been identified?                      | Yes |
| Have major category / product focus areas been identified?                 | Yes |
| Have acquisitions support projects been completed?                         | Yes |
| Have AMIDA recommendations been generated?                                 | Yes |
| Has the ideal workforce composition been determined?                       | No  |
| Have existing jobs been remodeled based on industry best practices?        | No  |
| Have resources been acquired to fill critical skill gaps?                  | No  |
| Have resources been borrowed through contracting and outsourcing?          | Yes |
| Have overall supply chain MI goals and objectives been identified?         | Yes |
| Have metrics used to track organizational change been determined?          | Yes |
| Have AMIDA Champion(s) advocated for the adoption of the AMIDA capability? | Yes |
| Has the existing workforce been trained to become AMIDA Job Ready?         | No  |
| Has the AMIDA Development Process been implemented?                        | Yes |
| Have new data sources been introduced?                                     | Yes |
| Have existing tools and technologies been improved?                        | Yes |
| Does the MSC have AMIDA metrics?                                           | Yes |

### Developed an AMIDA Validation Structure Roadmap

To supplement the AMIDA Validation Structure Matrix, The Accenture team created an AMIDA Validation Structure Roadmap consisting of 8 building blocks necessary for establishing an Agency-wide AMIDA capability. Project progress was tracked with each building block and Enterprise Expansion lessons learned were then taken into consideration to develop the final Roadmap shown in Figure 3. The Roadmap begins with cultivating leadership awareness, which is an essential step to ensuring the Validation Structure's success, as it fosters an environment that advocates for Change Management.



Figure 3 - AMIDA Validation Structure Roadmap

## Deliverables & Work Products Created

- AMIDA Validation Structure Roadmap
- AMIDA Validation Structure Decision Matrix

## TASK 5: IDENTIFY INTERNAL & EXTERNAL MI DATA SOURCES

### Scope

The contractor will identify internal and external data sources that will be needed for the Aviation AMIDA capability. The contractor will provide cost estimates to obtain external data and assist users to access the data as required. The contractor will obtain internal data sources through J67 and respective data owners.

### Accomplishments

The Accenture team leveraged the prioritized Aviation Problem Areas list to drive its research into additional internal and external data sources that may be required to conduct future prototyping activities. Details of these findings are provided below.

#### Documentation of Internal MI Data Sources

Following the stakeholder interviews (Task 3), the Accenture team identified 12 data sources currently being used across DLA Aviation to conduct market research. These data sources and their functions are shown in Table 4, some of which are also being developed by other ongoing DLA MI efforts (e.g., Source ID STP is leveraging Pin Point to identify alternate suppliers of weapons system parts). The 'Awareness' and 'Usage' levels were determined based on the stakeholder interviews conducted with DLA Aviation.

Table 4 – DLA Aviation Internal Data Sources

| Data Source | Description                                                                                                                                                                  | Awareness | Usage    |
|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|----------|
| SRC         | Product material composition database                                                                                                                                        | Low       | Low      |
| DECAF       | DLA Enterprise cast and forge database that allows search by NSN                                                                                                             | Low       | Low      |
| Pin Point   | Part information aggregator from government portals (i.e., GSA, DOD Email)                                                                                                   | Moderate  | Moderate |
| WebFLIS     | Supply item information (i.e., NSN, part numbers) and procurement history                                                                                                    | Moderate  | Moderate |
| ILS MART    | Inventory of Aerospace parts and repair services; catalog for surplus items                                                                                                  | Moderate  | Moderate |
| DIBBS       | Vendor onboarding and validation database                                                                                                                                    | High      | Moderate |
| Haystack    | Leading defense parts and logistics management system, with the most current pricing, technical and availability data on 190+ million parts and references in 70+ databases. | High      | Moderate |
| AAA         | Tool to update and track LTCs and view data from AAA capabilities                                                                                                            | High      | High     |
| SAM         | Vendor registration database                                                                                                                                                 | High      | High     |
| EBS         | Data base for technical drawings (CV04N); procurement history; market research notes                                                                                         | High      | High     |

#### Documentation of External MI Data Sources

The Accenture team also identified 5 external data sources that could help bridge existing DLA Aviation data gaps. An assessment of these data sources to compare pros and cons across each platform and their applicability to DLA Aviation is shown in Table 5. A high-level snapshot of each data source along with detailed descriptions of functionality are included in the *External Market*

*Intelligence Data Sources* document. Initial findings were presented during September's TWG Touchpoint.

*Table 5 – DLA Aviation External Data Source Recommendations*

| Data Source | Description                                                                                                                                                                                                                                              | Awareness | Usage    |
|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|----------|
| IAQG-OASIS  | Provides a comprehensive list of members, certified suppliers, approved training providers by location and ISO certification free of charge                                                                                                              | Low       | Low      |
| EXOSTAR     | Provides a secure connection for small suppliers to identify and reach potential contract opportunities with private/government entities                                                                                                                 | Low       | Low      |
| ThomasNet   | Identifies potential suppliers through a search engine filterable by categories such as product, services, or qualifications and access to supplier product catalogs                                                                                     | Moderate  | Low      |
| FactSet     | Compiles company profiles complete with entity structure, supply chain, financials, news, data and insights to understand a company's investment potential. Also provides industry benchmarks all this advantages come with a license/subscription price | Moderate  | Low      |
| IHS Markit  | Provides a database of sources of supply, supplier contact information, pricing, alternative suppliers, resources, and parts with real-time news and podcast updates from reliable sources.                                                              | Moderate  | Moderate |

## Deliverables & Work Products Created

- Internal Data Sources
- External Data Sources

## TASK 6: DEVELOP A “TO-BE” AMIDA BUSINESS PROCESS

### Scope

The contractor will develop a “to be” high level AMIDA business process with alternative approaches as appropriate. The contractor will define IT functional requirements and make recommendations for an IT solution. The approach to developing a future state AMIDA business process will follow the high-level process steps below.

1. **Document Existing MI Processes & Systems:** The contractor will conduct stakeholder interviews to document existing capabilities.
2. **Identify Improvement Opportunities:** The Task 3 business problem prioritization activities will help identifying pain points and gaps that can be improved or redesigned with MI.
3. **Design High-Level, To-Be Process:** For long-term success, the team will develop recommendations on potential MI solutions including the technology components needed for an Enterprise-level AMIDA capability.

### Accomplishments

The Accenture team documented DLA Aviation’s existing Market Intelligence business processes during the interviews with key stakeholders (Task 3). Upon analysis of the interview findings, improvement opportunities were identified to serve as a basis for the high-level, to-be process.

### Documentation of Existing MI Processes & Systems

The business challenges identified in Task 3, shown in Figure 1, were documented by the Accenture team and consolidated into the four Market Intelligence Domains. These business challenges were found to be exacerbated by the process challenges shown in Task 1.

### Improvement Opportunities

Once problem areas were documented from stakeholder interviews, the Accenture team identified improvement opportunities that would address DLA Aviation’s business challenges from all different MI perspectives shown in Figure 4. An analysis of these improvement opportunities was conducted to evaluate the mission impact compared to the complexity of implementation of potential solutions. The results of this analysis are shown in Figure 22.

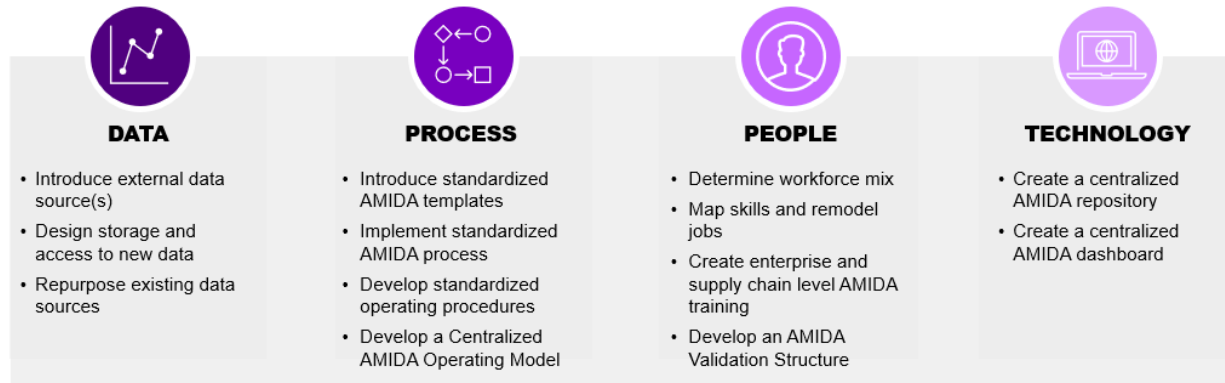


Figure 4 – DLA Aviation Improvement Opportunities

### High-level, To-Be Process

The Accenture team generated recommendations for potential AMIDA solutions / capabilities by leveraging the improvement opportunities identified during the stakeholder interviews. These recommendations were delivered in the *AMIDA Enterprise Expansion – Recommendations Report* and center around the People, Data, Process, and Technology framework.

### Deliverables & Work Products Created

- Existing Business Process
- Improvement Opportunities
- “To-Be” Process

## TASK 7: ANALYZE INDUSTRY SEGMENT / SUPPLIERS FOR ACQUISITION ACTIVITIES

### Scope

The contractor will offer acquisition support through MI data gathering and analysis to the Aviation supply chain by providing up to three (3) analyses. When supply chain stakeholders propose / request an analysis, the contractor team will collaborate with those stakeholders to:

1. Understand the analytical requirements: the business problem, objectives, definition of ready, measures of success/definition of done, and timeline for completion
2. Identify and communicate any initial risks/constraints
3. Seek DLA concurrence before undertaking research and analysis

Previous acquisition support analyses generally align to one of two categories: (1) supplier profiles, and (2) market/industry profiles. If a particular analysis is determined to be infeasible after preliminary research (e.g., due to lack of available data), or if the scale of a specific analysis creates risk for the successful delivery of other project Tasks, the contractor will collaborate with stakeholders and the DLA COR to either (1) redefine the definition of done, (2) modify the contract to increase resources (e.g., extend the period of performance or add project funding), or (3) modify the contract to reduce the total number of required analyses.

### Accomplishments

The Accenture team supported DLA Aviation with three (3) acquisition support projects proposed by Aviation stakeholders: Gas Cylinder Supplier Analysis, Landing Gear / Forging Market & Industry Deep Dive, and Boeing 767 Market & Industry Deep Dive. For each of these projects, the Accenture team conducted initial meetings with Aviation POCs to discuss and evaluate the business problems, research objectives, measures of success, definitions of done, and timelines for completion. Accenture leveraged the AMIDA Development Process (APPENDIX A APPENDIX A) as well as AMIDA tools (Appendix B) to demonstrate the value of a standardized, repeatable process to gather, analyze, and disseminate Market Intelligence.

#### Gas Cylinder Supplier Analysis (Discontinued, by DLA request)

The Accenture team developed eight (8) high-level Supplier Overviews to support the acquisition of ISO and Department of Transportation (DoT) certified gas cylinders through a European Command (EUCOM) regional contract.

The Supplier Overviews included a brief description of the individual companies, primary products & services, company type, number of employees, key financial information, HQ locations, distribution areas, and contact information.

#### Landing Gear / Forging Market & Industry Deep Dive

The Accenture team developed a Market & Industry Deep Dive to determine the root causes of long lead times and price increases that DLA Aviation has been experiencing for forged landing gear components. By following the AMIDA Development Process, the team was able to:

1. *Define* – collaborated with DLA Aviation POCs to define the problem statement, scope of work, and its associated objectives.

2. *Research* – collected, gathered, and documented both internal and external, as well as qualitative and quantitative data related to trends in the landing gear, aircraft maintenance, and forging industries, highlighting the top suppliers in each respective category.
3. *Analyze* – performed product, supplier, and industry specific analyses to understand a forged component's importance to DLA Aviation, DLA's negotiating power with other suppliers, the competitive pressures within the forging industry, and cost inputs / drivers as well as risk mitigation strategies at each level of the forging supply chain.
4. *Disseminate* – developed key insights around Industry & Market, Supplier Intelligence, and F&R Pricing Determination to summarize the research and analysis phases. Developed recommendations for additional analysis and prioritization of key product categories along with tactical actions that can be taken to improve long-term procurement strategies.

### **Boeing 767 Market & Industry Analysis**

The Accenture team developed a Market & Industry Deep Dive to highlight the market and industry conditions affecting the Boeing 767 and subsequent sustainment of the KC-46. By following the AMIDA Development Process, the team was able to:

1. *Define* – collaborated with DLA Aviation POCs to define the problem statement, scope of work, and its associated objectives.
2. *Research* – collected, gathered, and documented external qualitative and quantitative data related to trends in the Boeing 767 market and the associated aircraft maintenance market, identifying the different types of Boeing 767 variants as well as the different aircraft maintenance options.
3. *Analyze* – performed supplier and industry specific analyses to understand DLA's strengths, weaknesses, opportunities, and threats around the three maintenance options, and cost inputs / drivers as well as risk mitigation strategies at each level of the Boeing 767 supply chain.
4. *Disseminate* – developed key insights around Industry & Market, Supplier Intelligence, and F&R Pricing Determination to summarize the research and analysis phases. Developed recommendations for additional analysis and prioritization of key product categories along with tactical actions that can be taken to improve long-term procurement strategies.

### **Lighting & Electrical Market Analysis**

The Accenture team developed a Market Analysis to identify key item characteristics (i.e., profit center, FSC, raw material, manufacturing process, common supply base) to facilitate the grouping of lighting and electrical components. By following the AMIDA Development Process, the team was able to:

1. *Define* – collaborated with DLA Aviation POCs to define the problem statement, scope of work, and its associated objectives.

2. *Research* – collected, gathered, and documented both internal and external, as well as qualitative and quantitative data related to the lighting & electrical industry, identifying key trends in DLA's procurement history as well as industry key players.
3. *Analyze* – performed product, supplier, and industry specific analyses to understand a lighting & electrical component's importance to DLA Aviation, DLA's negotiating power with other suppliers, potential risk mitigation strategies for certain items, and the competitive pressures within the lighting & electrical industry.
4. *Disseminate* – developed recommendations for additional analysis and prioritization of key product categories along with potential procurement strategies for Acquisition Method Suffix Codes (AMSC) groupings to summarize the research and analysis phases. Developed recommendations for alternative procurement strategies related to supplier collaboration, inventory assessment, and contract terms to improve long-term procurement strategies. Presented potential LTC groupings utilizing the Strategic Item Grouping (SIG) capability.

### **Deliverables & Work Products Created**

- Gas Cylinder Research (Discontinued, by DLA request)
- Landing Gear / Forging Market & Industry Deep Dive
- Boeing 767 Market & Industry Deep Dive
- Lighting & Electrical Market Analysis

## TASK 8: CREATE A BUSINESS CASE ANALYSIS

### Scope

The contractor will assess rough order of magnitude (ROM) costs associated with developing and implementing the agreed upon AMIDA solutions based on the Task 3 business problem prioritization activities. The ROM will account for the relative scale and complexity of implementing the agreed upon solution based on existing capabilities. It will also factor in the cost of any new technology including hardware or software assets and their associated licensing and/or maintenance costs (if any).

The ROM estimate will enable a high-level return on investment (ROI) calculation and a cost benefits analysis (CBA). The Performance Metrics, ROM, ROI, and CBA will be assembled into a Business Case Analysis (BCA) for consideration by DLA. All estimates developed in support of this project will include stated assumptions and will be strictly for DLA planning and decision purposes – they should not be considered binding commitments on the part of the contractor.

### Accomplishments

The Accenture team created a BCA for the full implementation of the AMIDA capability across the DLA Enterprise, where the scope of each individual project will be expanded to follow the entire AMIDA Validation Structure Roadmap created in Task 4. A detailed report is included in the *AMIDA Enterprise Expansion – Aviation Business Case Analysis* document.

### Deliverables & Work Products Created

- Business Case Analysis

## TASK 9: DOCUMENT FINDINGS IN FINAL REPORT

### Scope

The contractor will utilize its established R&D Final Report framework to summarize project activities for project stakeholders and the DLA COR. An In-Progress Review (IPR) with key stakeholders will be conducted at the request of the COR to discuss all contents of the Final Report.

### Accomplishments

The Accenture team created a Final Report (this report) summarizing and documenting activities conducted throughout the AMIDA Enterprise Expansion's Period of Performance, capturing corresponding results / deliverables, and lessons learned.

### Deliverables & Work Products Created

- Final Report (this report)

APPENDIX A: AMIDA DEVELOPMENT PROCESS

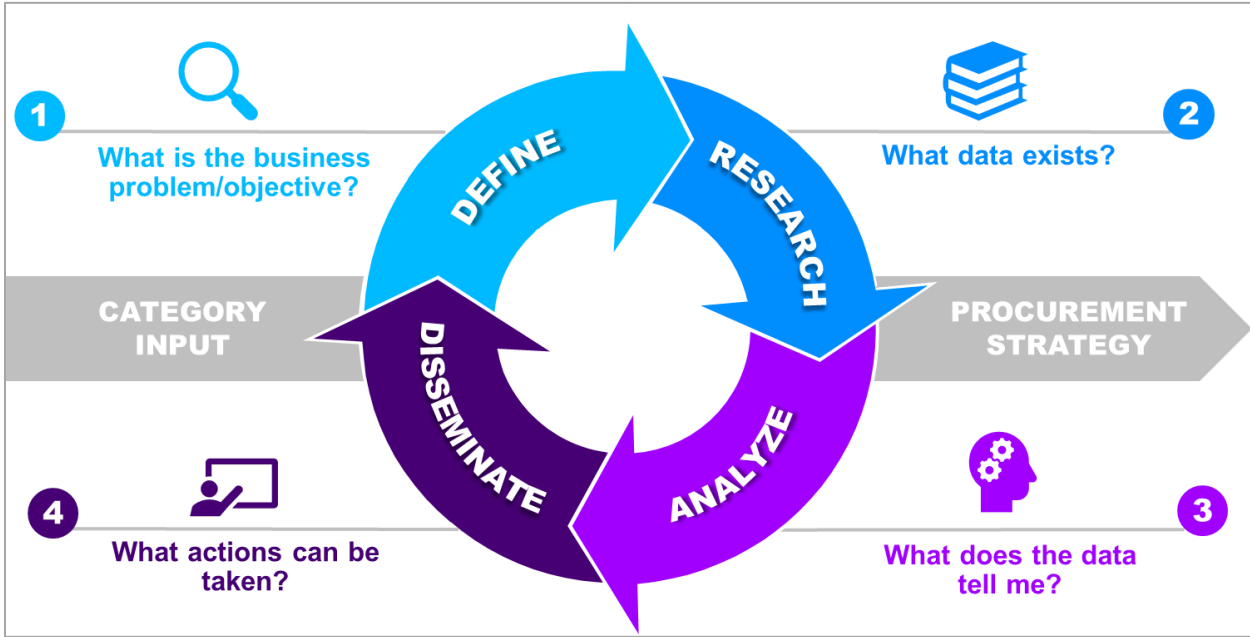


Figure 5 - AMIDA Development Process

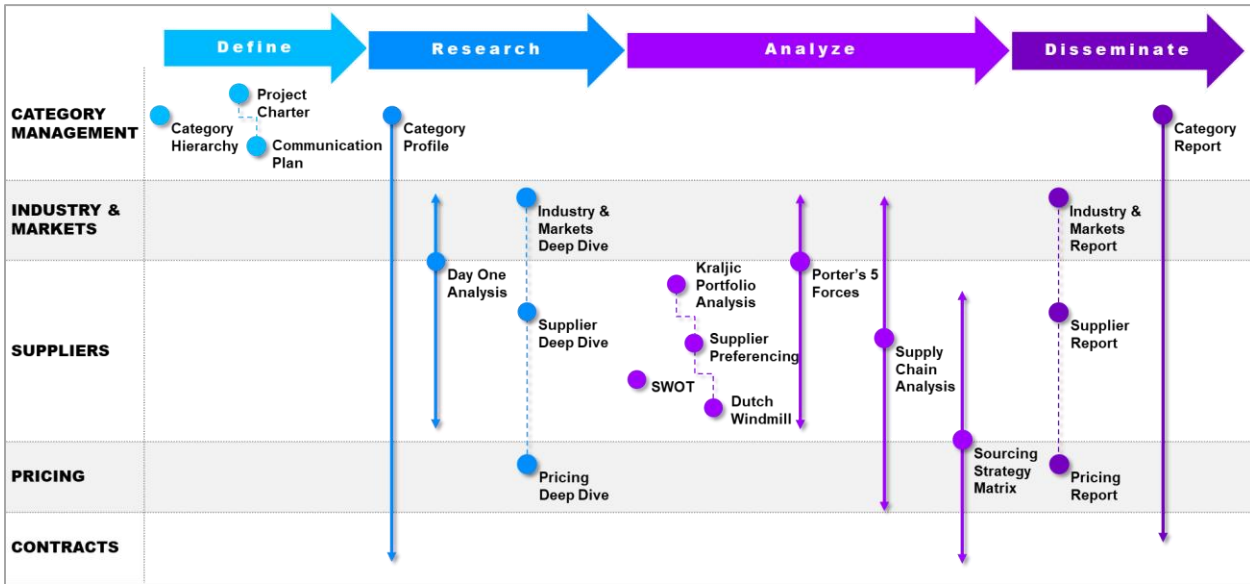


Figure 6 - AMIDA Development Process Activities

## APPENDIX B: AMIDA DEVELOPMENT PROCESS

### ACTIVITIES TEMPLATES

The following AMIDA templates were used to conduct the acquisition support projects from Task 7. Each template is aligned to a specific phase from the AMIDA Development Process and their corresponding activities. These tools are meant to provide a standard, repeatable process that minimizes time and effort invested in gathering Market Intelligence.

| MI Project Charter |               |
|--------------------|---------------|
| Problem Statement  | Objectives    |
|                    |               |
| Constraints        | Project Scope |
|                    | In Scope:     |
|                    | Out of Scope: |
| Stakeholders       |               |
|                    |               |

Figure 7 - MI Project Charter Template (MS Excel). This template acts as a starting point guide for any MI-focused project undertaken within the supply chain and ensures that all project stakeholders are aligned on the objectives.

| Communication Plan |               |
|--------------------|---------------|
| Owner              |               |
| Method             |               |
| Frequency          |               |
| Stakeholders       | Communication |
|                    |               |

Figure 8 - Communication Plan Template (MS Excel). Closely related to the Project Charter, a Communication Plan is essential to ensuring that the correct stakeholders and decision-makers are updated at an agreed upon frequency.

| Category Profile Template |                                                                                                                                                                                                                                   |                         |                                            |
|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|--------------------------------------------|
| Research Area             | Research Questions                                                                                                                                                                                                                | Key Takeaways           | Source Link                                |
| Organizational Spend      | <ul style="list-style-type: none"> <li>•What is the spend history by category and subcategories?</li> <li>•What is the forecasted spend?</li> </ul>                                                                               | Summary of major points | Link to article / report or FS report name |
| Price History             | <ul style="list-style-type: none"> <li>•What is the unit price?</li> <li>•What is the price history?</li> <li>•What are the price drivers?</li> <li>•What is the unit price variability?</li> </ul>                               |                         |                                            |
| Supplier & Customer Bases | <ul style="list-style-type: none"> <li>•How many suppliers are used?</li> <li>•What is the spend by supplier?</li> <li>•Top 3 suppliers by category/sub-category?</li> <li>•Supplier pareto analysis</li> </ul>                   |                         |                                            |
| Historical Demand         | <ul style="list-style-type: none"> <li>• What is the average monthly demand (AMD)?</li> <li>• What is the Mean, Std. Variation, Min, Max, CoV?</li> <li>• How many months of history are available?</li> </ul>                    |                         |                                            |
| Existing Contracts        | <ul style="list-style-type: none"> <li>• How long is the contract duration(s)?</li> <li>• What are the volume commitments?</li> <li>• Are there termination provisions?</li> <li>• Are there any other restrictions?</li> </ul>   |                         |                                            |
| Additional Considerations | <ul style="list-style-type: none"> <li>• Compliance to standards</li> <li>• Compliance to regulations</li> <li>• Specific customer requirements</li> <li>• Organizational boundaries</li> <li>• Product specifications</li> </ul> |                         |                                            |

Figure 9 - Category Profile Template (MS Excel). Standard operating procedure for targeted market intelligence development includes guiding research questions to form an as-is picture of the relevant product category.

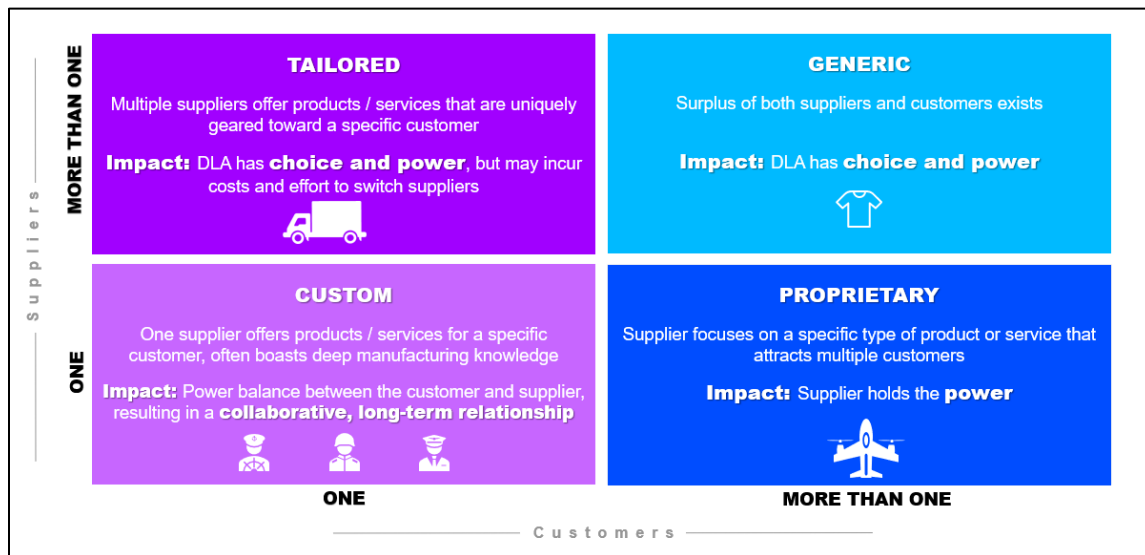


Figure 10 - Day One Analysis Template (MS Word). The Day One analysis is a quad chart framework for quickly identifying the high-level supply/demand characteristics of an item.

| Industry & Market Deep Dive |                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                         |                                            |
|-----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|--------------------------------------------|
| Research Category           | Research Questions                                                                                                                                                                                                                                                                                                                                                                                                                                  | Key Takeaways           | Source Link                                |
| Insights                    | <u>Domestic</u> <ul style="list-style-type: none"> <li>• What is the industry supply chain structure?</li> <li>• What are the primary production inputs?</li> <li>• How volatile are input prices? Do they move with the commodity?</li> <li>• What does the competitive landscape look like?</li> <li>• Is domestic demand increasing or decreasing?</li> <li>• Are there any risk factors that could impact domestic supply or demand?</li> </ul> | Summary of major points | Link to article / report or FS report name |
|                             | <u>Global</u> <ul style="list-style-type: none"> <li>• Is global demand increasing or decreasing?</li> <li>• Are there any risk factors that could impact supply or demand?</li> <li>• What are the primary production inputs?</li> <li>• How volatile are input prices? Do they move with the commodity?</li> </ul>                                                                                                                                |                         |                                            |
| Consumption                 | <ul style="list-style-type: none"> <li>• Is consumption expected to increase or decrease in the future?</li> <li>• What consumer trends are driving changes in consumption?</li> <li>• Are any markets major consumers?</li> <li>• Is there high expected consumption growth in any markets?</li> </ul>                                                                                                                                             |                         |                                            |
| Production                  | <ul style="list-style-type: none"> <li>• Is production expected to increase or decrease in the future?</li> <li>• Are there any states or regions where production is concentrated?</li> <li>• Are any markets major producers?</li> <li>• Is there high expected production growth in any markets?</li> </ul>                                                                                                                                      |                         |                                            |
| Drivers and Constraints     | <ul style="list-style-type: none"> <li>• What geographic regions are major importers/exporters?</li> <li>• Are tariffs or trade disputes impacting the industry?</li> </ul>                                                                                                                                                                                                                                                                         |                         |                                            |

Figure 11 - Industry & Market Deep Dive Template (MS Excel). The research questions provided for the Industry & Market Deep Dive Template guide users through the SOP for its incorporating into MI development.

| Supplier Deep Dive Template |                                                                                                                                                                                                                                                                                                 |                         |                                            |
|-----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|--------------------------------------------|
| Research Area               | Research Questions                                                                                                                                                                                                                                                                              | Key Takeaways           | Source Link                                |
| Business Overview           | <ul style="list-style-type: none"> <li>What is the overall business description, history, and mission of the company?</li> <li>Where is the company located?</li> </ul>                                                                                                                         | Summary of major points | Link to article / report or FS report name |
| Organizational Structure    | <ul style="list-style-type: none"> <li>What is the organizational structure of the company and its parent / child company counterparts?</li> <li>Who are the principal officers of the company and what business relationships do they possess, if any?</li> </ul>                              |                         |                                            |
| Capacity                    | <ul style="list-style-type: none"> <li>What is the company's production process?</li> <li>What is the maximum output the company can sustain to deliver its product?</li> </ul>                                                                                                                 |                         |                                            |
| Financials                  | <ul style="list-style-type: none"> <li>What are the company's financial KPIs (i.e. revenue, net profit, gross profit, operational cash flow, etc.)?</li> </ul>                                                                                                                                  |                         |                                            |
| Performance                 | <ul style="list-style-type: none"> <li>What are the company's overall KPIs (i.e. number and dollar value of new contracts / customers)?</li> <li>What do the financial KPIs reveal about the company's performance?</li> <li>What is the company's employee / customer satisfaction?</li> </ul> |                         |                                            |
| Market Positioning          | <ul style="list-style-type: none"> <li>What is the company's brand?</li> <li>Who are the company's top competitors?</li> <li>Does the company have an advantage over its competitors (i.e. characteristics, price, quality, etc.)?</li> </ul>                                                   |                         |                                            |
| Sustainability              | <ul style="list-style-type: none"> <li>How is the company managing sustainability efforts to create stakeholder value (i.e. environmental, governance, and social issues)?</li> </ul>                                                                                                           |                         |                                            |
| Motivation                  | <ul style="list-style-type: none"> <li>Why would / wouldn't the company want to do business with my organization?</li> </ul>                                                                                                                                                                    |                         |                                            |

Figure 12 - Supplier Deep Dive Template (MS Excel). Like the Industry & Market Deep Dive Template, the Supplier Deep Dive Template provides guiding questions that users should answer as part of the SOP.

| Pricing Deep Dive Template |                                                                                                                                                                                                                                                                                                                                               |                         |                                            |
|----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|--------------------------------------------|
| Research Area              | Research Questions                                                                                                                                                                                                                                                                                                                            | Key Takeaways           | Source Link                                |
| Material Cost              | <ul style="list-style-type: none"> <li>What are the direct materials used to manufacture this product or provide this service?</li> <li>What factors impact the cost of the materials?</li> <li>What is the cost of each of these materials?</li> </ul> Fixed vs. Variable Costs<br><br>*Exclude indirect materials (cleaning supplies, etc.) | Summary of major points | Link to article / report or FS report name |
| Labor Cost                 | <ul style="list-style-type: none"> <li>What factors impact the cost of labor?</li> <li>Are there any external factors affecting labor availability?</li> <li>What is the total sum of wages paid to employees?</li> <li>What are the costs associated with employee benefits? Payroll taxes?</li> </ul> Fixed vs. Variable Costs              |                         |                                            |
| Production Cost            | <ul style="list-style-type: none"> <li>What equipment / machinery is necessary to produce this good or service?</li> <li>What factors impact the cost of procuring or operating the equipment?</li> <li>What is the cost of procuring this equipment?</li> </ul>                                                                              |                         |                                            |
| Logistics Cost             | <ul style="list-style-type: none"> <li>How is this product / service stored or transported from one location to another?</li> <li>What factors impact the cost of transportation / storage (i.e. distance)?</li> <li>What is the cost of transporting / storing this product / service?</li> </ul>                                            |                         |                                            |
| Overhead Cost              | <ul style="list-style-type: none"> <li>What additional costs are incurred throughout the supply chain (i.e. marketing, insurance, rent)?</li> <li>What factors impact the cost of these overhead expenses?</li> <li>What are the costs to maintain these services?</li> </ul>                                                                 |                         |                                            |
| Profit                     | <ul style="list-style-type: none"> <li>How profitable is this industry (i.e. profit margin, trends)?</li> <li>How do the different cost buckets impact profitability?</li> </ul>                                                                                                                                                              |                         |                                            |

Figure 13 - Pricing Deep Dive Template (MS Excel). Analogous to the Market & Industry and Supplier Deep Dive Templates, above.



Figure 14 - SWOT Template (MS Excel). The Strengths, Weaknesses, Opportunities, Threats (SWOT) template enables the evaluation of existing and potential suppliers to provide perspective on DLA's leverage/negotiating position.

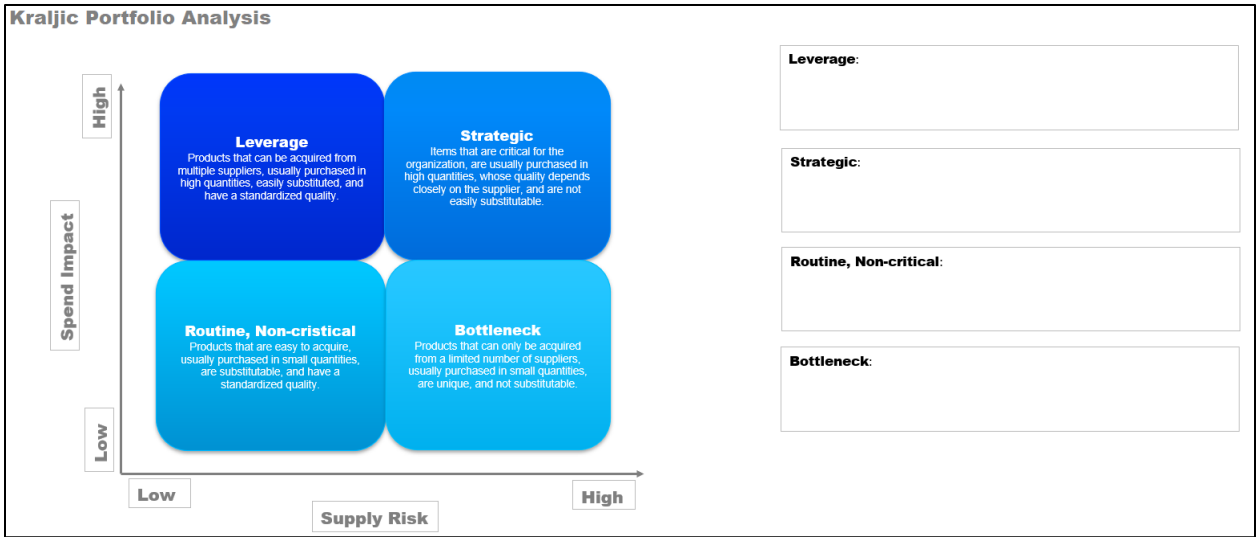


Figure 15 - Kraljic Portfolio Analysis Template (MS Excel). Kraljic Portfolio Analysis helps buyers understand a product’s importance based on its criticality to DLA and the underlying risks to its supply.

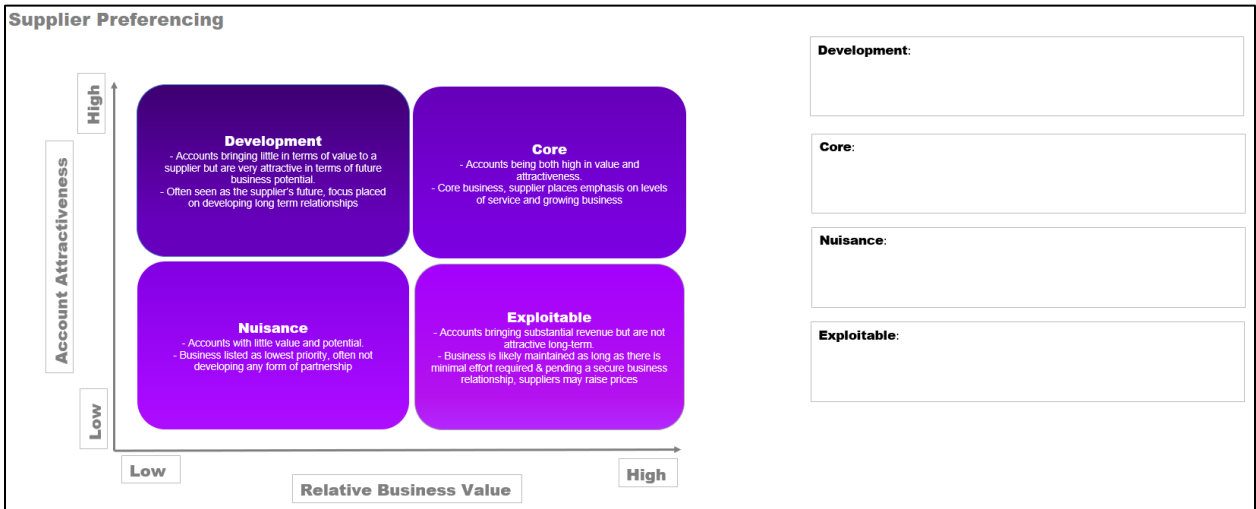


Figure 16 - Supplier Preferencing Template (MS Excel). Supplier Preferencing enables procurement organizations to understand how a supplier might value conducting business with them, i.e., it acts as a counter perspective to Kraljic.

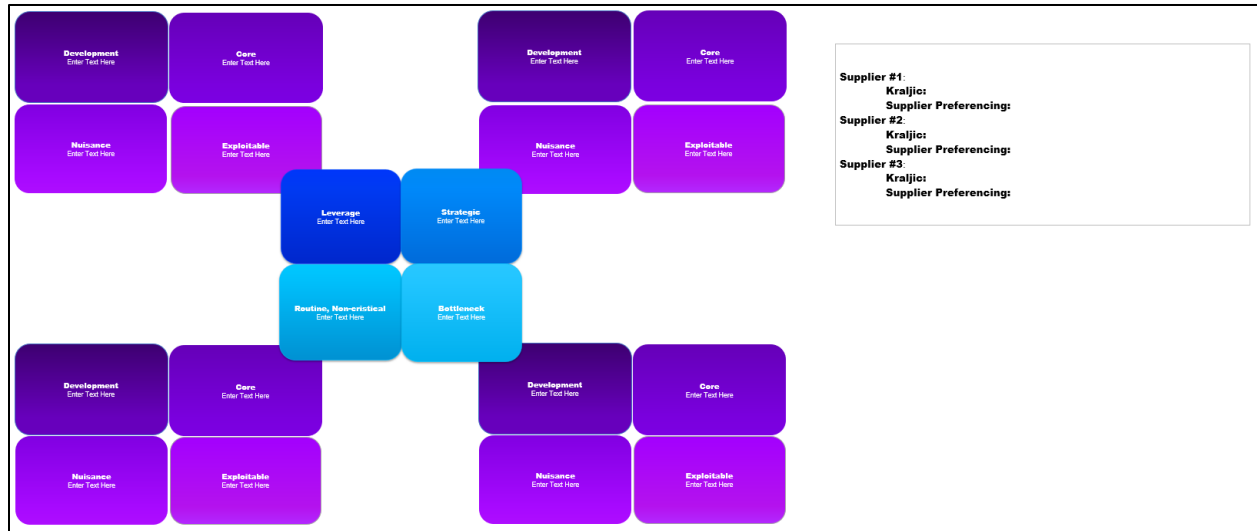


Figure 17 - Dutch Windmill Template (MS Excel). Combines the Kraljic Portfolio and Supplier Preferencing analyses to assess buyer-supplier interdependencies and the impact that they have on procurement strategy.

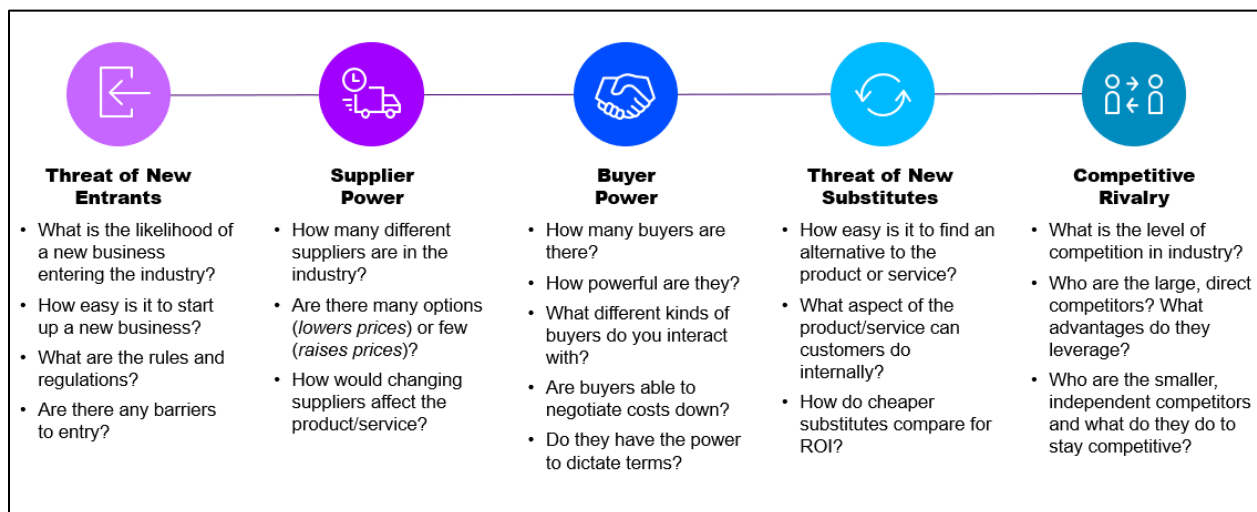


Figure 18 - Porter's Five Forces Template (MS Word). Identifies and assesses the level of competitive pressures that shape an industry.

| Supply Chain    |                 |                 |                 |     |     |     |     |     |     |     |
|-----------------|-----------------|-----------------|-----------------|-----|-----|-----|-----|-----|-----|-----|
|                 |                 |                 |                 |     |     |     |     |     |     |     |
| Cost Inputs     |                 |                 |                 |     |     |     |     |     |     |     |
| Material Cost   | Material Cost   | Material Cost   | Material Cost   |     |     |     |     |     |     |     |
| Labor Cost      | Labor Cost      | Labor Cost      | Labor Cost      |     |     |     |     |     |     |     |
| Production Cost | Production Cost | Production Cost | Production Cost | ... | ... | ... | ... | ... | ... | ... |
| Logistics Cost  | Logistics Cost  | Logistics Cost  | Logistics Cost  |     |     |     |     |     |     |     |
| Overhead Cost   | Overhead Cost   | Overhead Cost   | Overhead Cost   |     |     |     |     |     |     |     |
| Cost Drivers    |                 |                 |                 |     |     |     |     |     |     |     |
|                 |                 |                 |                 |     |     |     |     |     |     |     |

Figure 19 - Supply Chain Analysis Template (MS Excel). Facilitates the systematic breakdown of the primary supply chain in order to identify and mitigate risks.

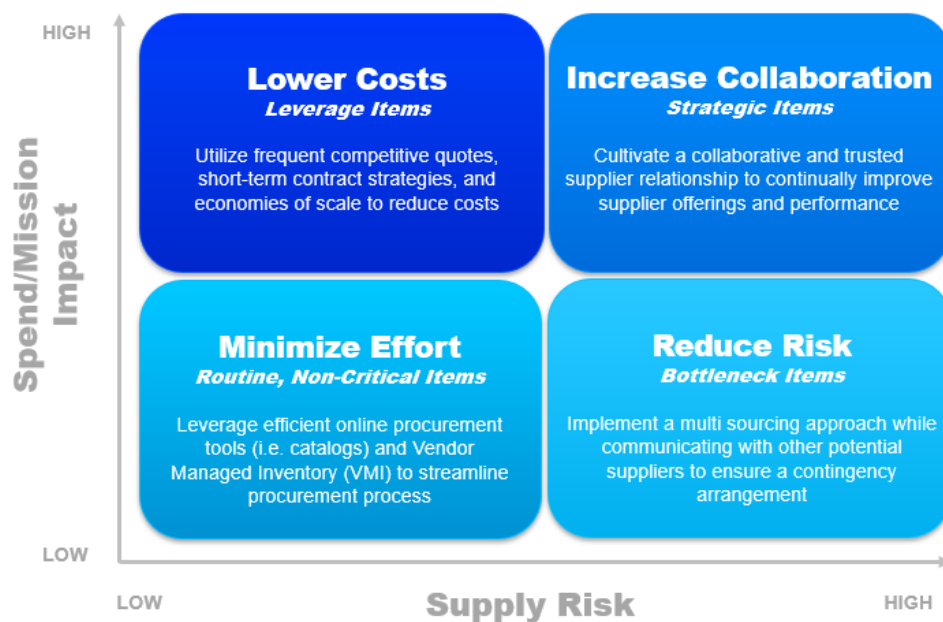


Figure 20 - Sourcing Strategy Matrix Template (MS Word). Builds on the Kraljic Portfolio Analysis to identify actionable, high-level procurement strategies.

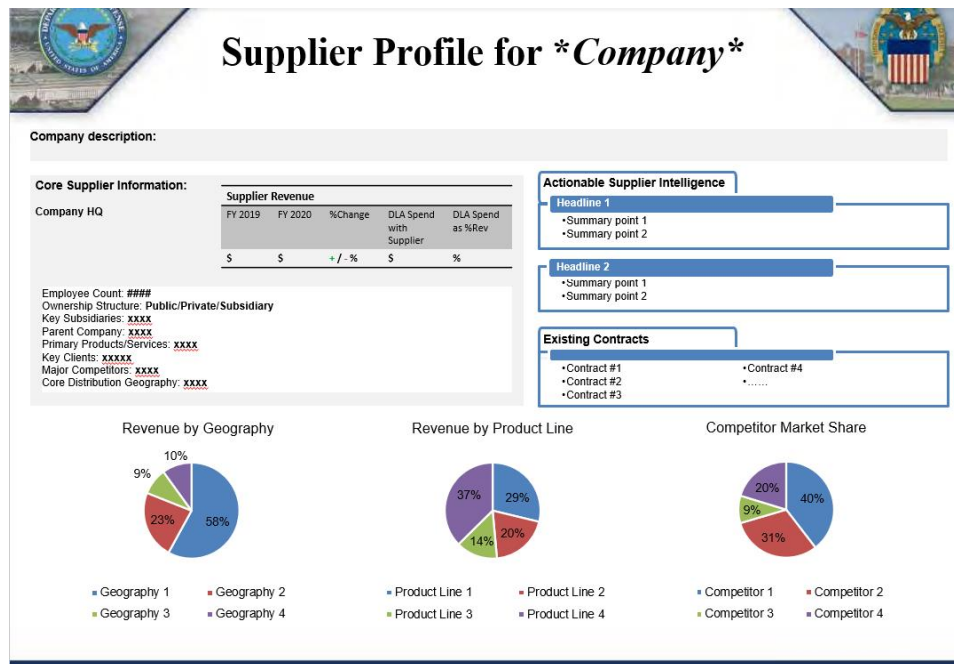


Figure 21 - Supplier Profile Report Template (MS PowerPoint). Standardized template for capturing key supplier data and intelligence.

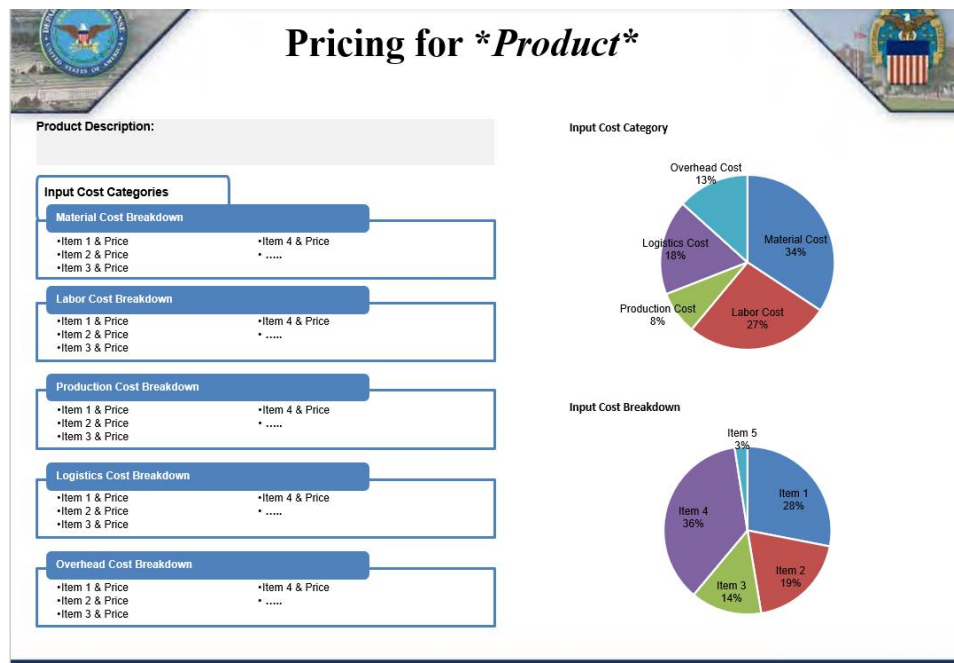


Figure 22 - Pricing Report Template (MS PowerPoint). Standardized template for capturing key cost inputs and price drivers for a given item or item category.



Figure 23 - Industry & Market Report Template (MS PowerPoint). Standardized template for capturing key industry & market data, drivers, and intelligence.

## CATEGORY REPORT

**SUCCESSFULLY COMMUNICATE KEY INFORMATION COMPILED THROUGHOUT THE DIFFERENT PHASES OF THE MI DEVELOPMENT PROCESS.**

The following high-level outline provides a starting point to developing a comprehensive report:

### Project Objective

- Includes business case, value proposition, and project objectives defined in the Project Charter during the Define Phase

### Key Insights

- Summarizes relevant Industry & Market, Supplier, and Pricing information gathered and analyzed during the Research and Analyze Phases

### Potential Risks and Mitigation Plans

- Highlights high-likelihood, high-impact supply chain risks identified during the Analyze Phase
- Includes corresponding mitigation plans to address, minimize, or eliminate such risks

### Strategic Options

- Details potential procurement strategies developed during the Analyze Phase

### References

- Lists research and data sources

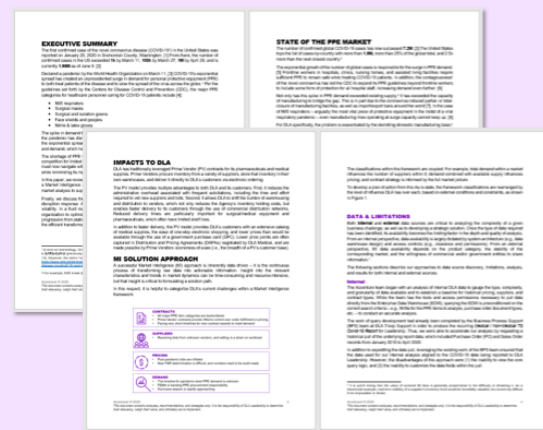


Figure 24 - Category Report Template (MS Word). Standardized template for aggregating market intelligence across the various domains (industry/supplier/pricing/contracts).