

Internal Contextual Interviews around Spare Parts process

Customer Service

Mismatching products numbers are an issue. If the product number has been updated, we put only the new number on the invoice and the customer is confused.

Master data material extensions is the biggest area for improvement. A lot of numbers have changed, and customers don't understand why we changed the number

“Biggest issue of ordering spare parts is identifying the correct parts.”

“We usually receive a request of a quotation because we have a lot of change in the item codes.”

“Our main responsibility is to challenge Root to be accurate and on time with deliveries.”

Sometimes customer only sends picture. Or they say this part is red and it's acting like this. Can you supply one? We have to call them or the technician.

When customer place order, they should use spare part number which is manual. If they send number and quantity I have to put it in SAP standard order. This is ideal. But usually they don't use numbers from manual and I have to find it. I have to figure out with them what they need. To avoid mistakes.

Bigger companies tend to reach out to me directly. The smaller companies don't have maintenance on site and need help, I think they go direct to the Field Engineer first and he flows the request for quotes / orders through

We use an internal quotation file. There were too many emails so we use an internal form for submitting quotes.

Field Engineers

Most of the time when I go to a customer there are a lot of problems, they don't do the required maintenance.

The customer will hire a local electrician to do the work and want me to walk the vendor through through an issue and then the other vendor will do the work.

They don't stop to do the maintenance. They fix it temporarily and then eventually have to stop a day to do the permanent fix.

Small customers don't have any technical people in the factory, they only know the stop and start button

I use the manuals, some of the best I've seen. But sometimes with older machines, it's still missing parts and I have to write an email to spare parts help in Switzerland.

Most customers, and especially the smaller ones, contact me...we need this and this part. Many don't look in the manual for the part number. They just say we need the ceiling wire or this blue or red component. I'm spending time order spare parts for customers.

Practically every site works differently.

I'm involved in trying to get the customer to upgrade old to new. Sales is classified as non critical, so it's hard for them to get on site. But we can see where the equipment is, what's obsolete.

Supply Chain

If material is not active for Root then we have to do some data cleansing research. Pricing and costing is deleted when a material is obsolete.

At the moment we do have around 30k active materials out of 120k

90 / 10 ratio to standard vs breakdown orders.

We don't extend to all plants because with extensions we are checking and maintaining sales price. It's one of our only tools to make sure sales price is up to date with exchange rates and other things.

So not all machines have proper info, 80% you can find production order.

We have about 40% of not justified requests, where the answer was readily available for the customer.

External

Maintenance Managers

Lots of to-ing and fro-ing with the UK for quotes and order parts

Keep a small stock on site for important parts. It's a manual process to track inventory.

It's time consuming to run through the steps, quote - order – receive

Other suppliers have training videos that we use occasionally. Use WhatsApp to send pictures to engineers to speed the process along.

If something breaks they (the team) can think of another time it happened. I then go back through emails of about when it broke and see if I can find what they did the last time it happened, order those spare parts and hope it works. The older manager was good about describing issues and solutions. Very

valuable to have that history

Small stock on site. Do everything on paper. Would like to create some sort of system to help him manage the ordering of spare parts

Identifying parts can be quite difficult. the manuals are not very clear and sometimes takes a long time to find the right part number

Will take a picture of an unknown part and send it to Johan to verify the part number. Sometimes you just need a person with some expertise.

Manuals are well laid out, in European format. Can be daunting when you first look at them. Some techs give up on them too easily.

If I need help identifying the part, will work with the Engineer and then he will put in the request for quote on my behalf.

The service guy sends me a list of parts I should order and have available for when he gets here to do the service. On various occasions, however, he doesn't use all the parts and we are left with stock in our stores that we will never use.

Paper manuals, guys don't have a computer on the floor. I call them to my office if I want them to validate something on the screen

Inventory Manager

Has scanned manuals in the past and created PDFs for the guys to access on the shared computer

I often make a note of what has been used so I can order

Submits orders via Fax if the order falls outside the automatic system. Always get the acknowledgement after the fax, matter of simplicity If emergency will pick up phone

CMMS has description, price and quantities to trigger a need for re-order. No validation or approval done for a standard stock order, "automatic replenishment"

Use an online system called Multivac. Is a small waste of time because have to do double entry. It is interesting though to have the price and lead times immediately and without the need to ask for a quotation

CMMS has prices, lead times, quantities, average consumption, etc. It must be approved by the technical/maintenance manager All this is set up based on the orginal quote tht was made when the part was created in the system. If we repurchase, say the leadtime has changed, it requires an update. Which is sometimes done sometimes not.

Purchaser

They are not specialists, but know how to maintain the machine. When we get a new machine the engineers get trained on that machine. And have a school in our company to train our technicians.

Biggest problem is where do you find good technicians?

We have an automatic system that tracks inventory and will send an email to CS when we need parts refilled. The issue we have with this system is when the price is different.

7,000 parts on site, automatic system that tracks that inventory Issue with the automatic system is everytime we order a spare part it's always a different price, have to adjust it in our inventory

Would not find a web shop useful. Our system is automatic. Engineers may use it if they were able to identify non-standard parts

On some, specific products there are a lot of delays

If a supplier gives us a profile that allows us to see price or maybe packaging, it allows us to consult, but only used to consult, not order. We don't place orders over the internet.