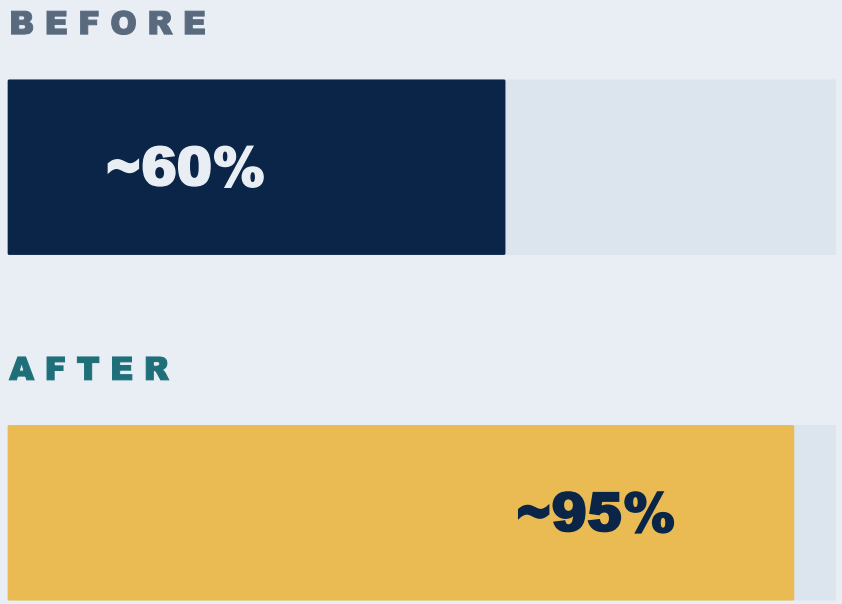
CASE STUDY · MATERIALS AND MASTER DATA

# Ordered by description.
# Invisible ever after.

When spare parts are ordered through a description rather than chosen from a catalogue list, no one can tell what was bought, whether it fits, or what is already sitting in the warehouse.

How a national energy company closed that gap across a whole asset.




*of parts ordered from the catalogue*

SWIPE →

THE SITUATION

# When ordering a part was harder than it looked

- The catalogue held around 23,000 material records across 900 equipment items — but it was incomplete and difficult to navigate. Finding the right entry **took expertise most requesters didn't have**, and often the entry wasn't there at all.
- So, people did the sensible thing: they described what they needed in their own words and sent it on. **Around two in five orders arrived that way** — clear to a human being, meaningless to the system.
- Once a part was ordered that way, nothing downstream could recognise it. It couldn't be analysed, matched against what was already held, or properly recorded when it arrived at the warehouse.
- Underneath sat a second gap. **Without an agreed view** of which spares an asset should hold, the choice between a small part, a larger assembly and a complete unit was left to whoever raised the request — and the consequences only appeared much later.

**WHAT A CATALOGUE HAS TO DO**

Name every part unambiguously · connect each part to the equipment it belongs to · say which spares an asset should hold — and be usable by someone who isn't a materials specialist.

**23,000** material records across 900 items of equipment

**~32%** of procurement specialists' time spent clarifying what had been requested

## THE RESULT

# ~95%

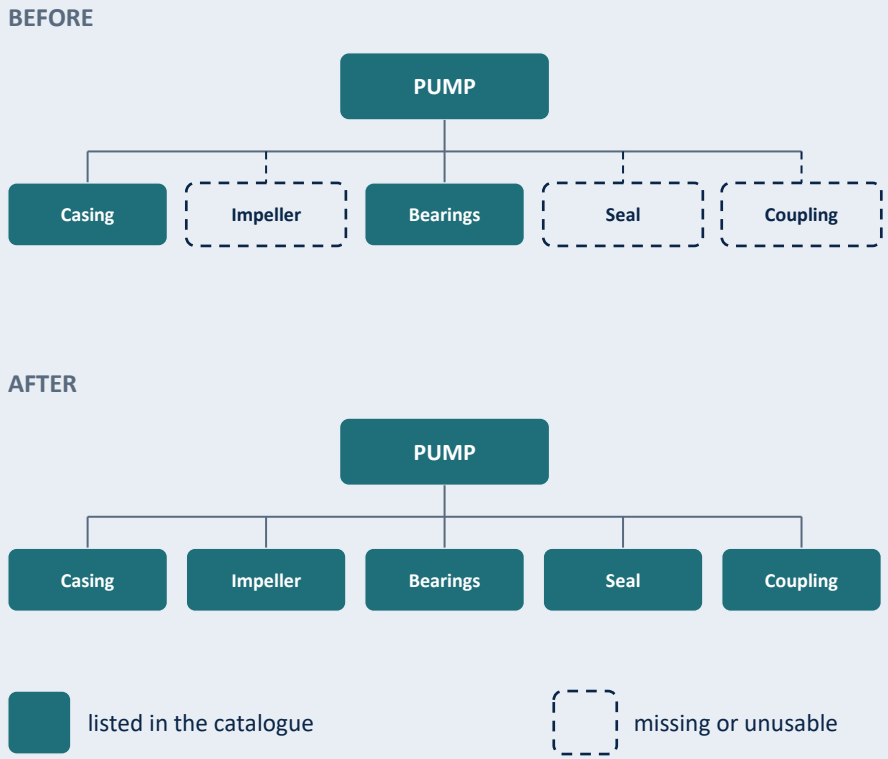
**of parts now ordered from the catalogue**

| BEFORE | AFTER |
|---|---|
| ~60% | ~95% |

**~85%**
of equipment now connected to a verified parts list

**23,000 records**

*One pump's parts list, before and after*



THE APPROACH

# Three of the changes that mattered most

## 01

### A catalogue people could actually use

Every part can be found by name, by someone who isn't a materials specialist. Choosing the right entry became **easier than typing a description** — so people simply stopped typing descriptions.

## 02

### Equipment that knows its own parts

Each piece of equipment now carries a checked list of what it is made of. What used to live in **the heads of a few experienced people** is now held by the organisation, and available to anyone who needs it.

## 03

### An agreed view of what to keep in stock

Whether to hold a small part, a larger assembly or a complete spare unit is now something **the organisation has decided in advance** — not something left to whoever happens to raise the request.

WHAT IT TAUGHT

# You cannot manage what you cannot name.

An organisation that describes its parts instead of identifying them loses more than tidiness. It loses the **ability to see** what it owns, to know whether the right thing was bought, and to **plan for what will be needed next**.

Every downstream decision inherits that uncertainty — and the cost surfaces far from where it started, as a **maintenance job that waits, or production that falls short of plan.**

*Naming things properly is unglamorous work. It is also the foundation that everything built on top of it depends on — and the organisations that do it early are the ones that can **rely on their own information later**.*

**IF THIS RESONATED**

**→ Decisions being made on information no one fully trusts? Let's talk.**

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