

# Sourcing Small Cells and Fiber Deployment Services

How Vertix Consulting helped a top U.S. tower company mature its sourcing capabilities to support a growing demand for its services



## THE CHALLENGE

A major national US tower company and small cells implementation provider was maturing both its small cells and fiber capabilities while experiencing tremendous growth for its services. In order to support this growth and advancement, it needed to mature its sourcing capabilities to both increase the supply of quality construction and engineering vendors, while simultaneously driving down costs for vendor services. This needed to be achieved within the context of an organization that had geographically devolved its sourcing practices and was lower on the maturity scale in terms of its overall supply chain management capabilities.



## THE SOLUTION

Vertex initially developed a sourcing and vendor management strategy that concentrated on vendor capacity and capabilities, measuring performance, tracking crews, standardizing and maturing sourcing approaches, strengthening vendor management, and driving toward strategic agreements with the largest vendors across the Nation. This included:

- Developing a solution for tracking crews by skillsets and mobility, and tracking major civil equipment by yard location
- Strategy for enhancing spend data, including the ability to track parent-child relationships
- Creating a vendor intake process to identify and evaluate the potential of new vendors
- Developing an approach to evaluating vendor on-the-job performance
- Devising an evaluation framework and overall strategy to identify

vendors, leverage points and customized negotiation strategies for strategic spend agreements with major vendors

- Designing vendor spend reports to track the top 20 services vendors, as well as analysis of their spend by line of business and service type

## THE RESULTS

Our approach finally gave the Client:

- Accurate vendor spend data (aggregated by parent entity) in a dashboard format upon which vendor management and sourcing decisions could be made
- Usable vendor capacity data to assess and track the capacity of the market by geography
- A fully-fledged strategy for attracting, managing, and retaining engineering and construction crews



- A comprehensive strategy for building stronger relationships (and reducing cost) with its major vendors

The comprehensive supply chain strategy was adopted as the Client's approach for transforming its supply chain management capabilities. The strategy was approved by the Client's Board of Directors, and Vertex further advised the Client on that overall transformation approach, including advising on the org chart for that transformed SCM function.





## About Vertex Consulting

We are a highly specialized consulting firm that provides pragmatic and actionable insights on the most critical issues faced by providers and consumers of telecom, media services, and technology.

At Vertex, we pursue our collective passion for helping carriers, OEMs, tower companies, MSOs, network services vendors, equipment suppliers, and telecom and technology consumers resolve their most complex strategy, sourcing, and deployment challenges. From helping a carrier deploy a 4G network to negotiating an IoT services contract for a client in the manufacturing sector, we cover the entire TMT value chain.

Our focus and simplified model enables us to deliver an alternative vision for our clients: producing client-centered solutions in a way that only experienced and proven professionals can.

**For more information on Vertex and its services portfolio please visit [www.vertexconsulting.com](http://www.vertexconsulting.com) & follow us on twitter @vertexconsult.**