

Triumph Supply Chain Management Procedure

SCMP 9.1 Supplier Development

Revision Level: D

Effective Date: 20 August 2025

AS9100 Linkage: AS9100 Sections 8.4 & 8.5

1. Process Owner

- 1.1 Triumph Group Supply Chain Management

2. Applies To

- 2.1 Triumph Group Supply Chain Management, Triumph Group Supplier Quality Management and Triumph Operating Companies.

3. Purpose

- 3.1 Document Supplier Development process and procedure to establish supplier continuous improvement environment utilizing Lean and Six Sigma tools to improve cost, quality and delivery.

4. Reference Documents

- 4.1 SCMP 2.1 - Supplier Corrective Action
- 4.2 SCMP 2.2 - Supplier Performance Improvement Program
- 4.3 SCMP 3.3 - Supplier Capability Assessment
- 4.4 SCMP 5.2 - Supplier Performance Measurement
- 4.5 SCMP 7.4 - Sourcing Board Supplier Selection
- 4.6 SCMP 7.5 - Work Transfer
- 4.7 SCMP 8.1 - Supplier Product Conformity Assessments
- 4.8 SCMP 9.2 - Delivery Assurance

5. Definitions and Acronyms

- 5.1 SCLT - Supply Chain Leadership Team
- 5.2 SCM - Supply Chain Management
- 5.3 SD - Supplier Development
- 5.4 SDS - Supplier Development Specialist
- 5.5 SDM - Supplier Development Management
- 5.6 SQE - Supplier Quality Engineer
- 5.7 Activity- SD Project, SCMP 3.3 Supplier Assessment (b or d) or SCMP 9.2 Delivery Assurance
- 5.8 Supplier Development Project- Lean or Six Sigma Project designed to improve process, performance, quality or productivity.

6. Responsibilities

- 6.1 It is the responsibility of the buyer, commodity manager, SQE or SCM representative to initiate a request for SDS assistance. The supplier

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development management (SDM) team and stakeholders will meet on an as needed basis to review and prioritize the request(s) and determine appropriate resources (enterprise, operating company, regional office third party). The buyer or SDS will contact the supplier to coordinate a supplier development Activity. The SDS resource will then collect all pre-work and consult with all appropriate resources. The SDS will then conduct the Activity at the supplier's facility or virtually. Upon successful completion SDS will report out to the SDM team and stakeholders on findings.

7. Procedure

7.1 Supplier Development Request

7.1.1 The requesting Triumph Company shall complete the Supplier Development Form on the [Triumph Group Enterprise Supply Chain Sharepoint](#) or by requesting through Supplier Development group.

7.1.1.1 The request must include:

- i. Title (brief description)
- ii. Date Requested
- iii. Operating Company
- iv. Supplier TA# (or name if TA# is n/a)
- v. Supplier Contact
- vi. Supplier Contact Phone #
- vii. Supplier Contact E-mail Address
- viii. Issue Type (Capacity, Delivery Delay, Sourcing Board Request, Commodity Strategy Request, Customer Request or SCMP 3.3 On-Site Audit Request)
- ix. Triumph Contact Name
- x. Triumph Contact Phone
- xi. Description of Situation (potential project scope)
- xii. Program Name
- xiii. Description of Request; issues/impact to the business or a justification for Supplier Development engagement (i.e., Critical Component, Long Lead Time, High Volume, Directed Source Sole Source, etc.)
- xiv. Deliverables/Expectations

7.1.1.2 Identify the Issue/Trigger event; Delivery Delay, Quality Issue/Escape, Sourcing Board Request, Commodity Strategy Request or Customer Request

7.1.1.3 Requests may also include Supplier Commodity, Part Number and Part Revision Level, Purchase Order Details and Quantity Affected, Supporting Documentation as Required (i.e., define any e-SCARs, SIRs,

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e-SIRs and/or SPIPs issued, Open Order Reports, etc.)

- 7.1.2 The Request will be compiled into a database and an acknowledgement of the request will be provided to the originator within one business day.

7.2 Supplier Development Request Response

The SDM shall prioritize the Request List utilizing the data provided on the Supplier Development Request Form and Stakeholders inputs. Based on but not limited to impacts to programs, production, customer and other business considerations.

- 7.2.1 The SDM may use the following for criteria:

- 7.2.1.1 Evaluate/Prioritize Supplier Development Request in regard to:
- i. Triumph Companies currently doing business with the supplier (Stakeholders)
 - ii. Enterprise Spend with the supplier
 - iii. Supplier's 12 Month Quality Yield
 - iv. Supplier's 12 Month On-Time-In-Full
 - v. Supplier Risk Level & Scorecard
 - vi. Previous SD Projects completed with the supplier

- 7.2.2 Identify appropriate resources

- 7.2.3 Define initial Project Scope, SCMP 3.3 Capability Assessment, Capacity Analysis.

- 7.2.4 Assign Priority Activities to a Supplier Development SpecialistLead

7.3 Supplier Development Specialist

- 7.3.1 Conduct the SCMP 3.3 Assessment utilizing current version found in [Enterprise Supply Chain Sharepoint](#), define the baseline for each Project from the data and complete the SD Project Charter or appropriate Delivery Assurance activities.

- 7.3.2 The SDS shall identify any special skills or resource for each Activity assigned to them and communicate to the SDM

- 7.3.3 The SDS shall inform the SQE when engaging a supplier for an SD Activity if the request is quality related.

- 7.3.4 Procurement or SDS must obtain the supplier's buy-in for each Activity If the supplier rejects the invitation, then Procurement or SDS shall escalated the rejection to the SDM for action/response.

- 7.3.5 The SDS must contact the supplier and provide the following:

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- 7.3.5.1 Agenda for the Activity
 - 7.3.5.2 SD Toolsets to be utilized for the Activity, the SD toolsets and standard work guidelines can be found on the [Triumph Group Enterprise Supply Chain SharePoint](#) site.
 - 7.3.5.3 SDS may request the supplier provide a SCMP 3.3 Capability Assessment or other self-assessment using the SD Tools provided.
 - 7.3.6 The SDS shall provide the supplier an In-brief that includes Activity, Scope, Baseline and any assumptions
 - 7.3.6.1 If the Activity is a SD Project, SDS shall evaluate the Project Scope with the supplier, if necessary, the SDS will amend the Project Scope and/or reset the Baseline.
 - 7.3.6.2 If the required skills or resources are not available to complete the redefined Project Scope the SDS shall escalate to the SDM for action/response
 - 7.3.7 During the Project event the SDS shall record:
 - 7.3.7.1 Findings and initiate an e-SCAR for each by contacting the appropriate organization.
 - 7.3.7.2 Lessons Learned
 - 7.3.7.3 Benchmark opportunities
 - 7.3.7.4 SD Tools used and results
 - 7.3.8 The SDE shall conduct an out brief for each Project with the supplier that includes:
 - 7.3.8.1 SD Project Storyboard
 - 7.3.8.2 SD Tools used and results
 - 7.3.8.3 Observation
 - Findings Note: Findings are both positive and negative results
 - 7.3.9 The SDS shall provide the SD Project results to the SDM and all identified stakeholders

SD Project records shall be archived in SharePoint [Supplier Assessments](#) Supplier may be added if not available on tracker with all applicable data

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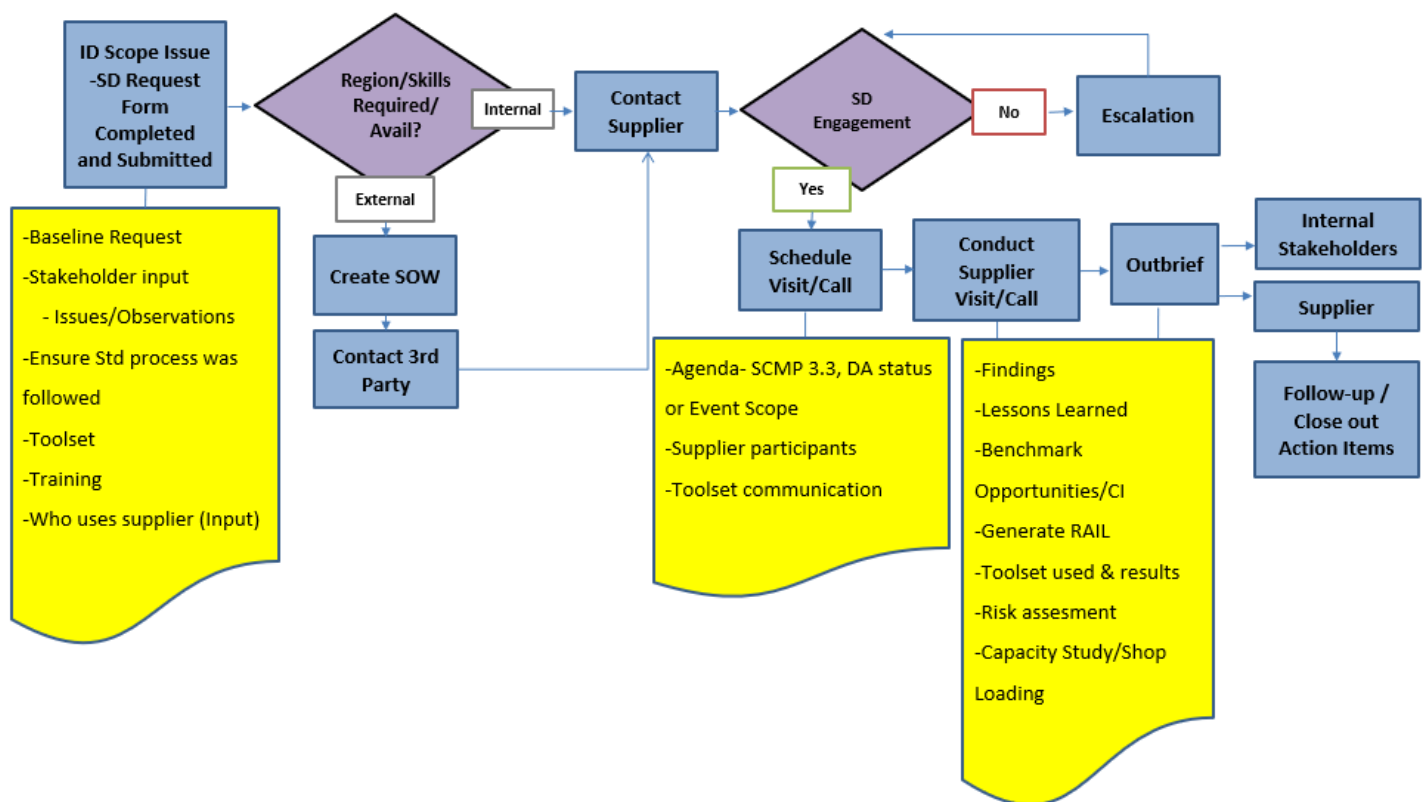
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8. Appendices and/or Flowcharts

8.1 Flowchart



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9. Supplier Development DMAIC Toolbox

The SDE shall have available a set of DMAIC Tools to utilize with the Supplier to help with Supplier Engagement and problem identification and resolution. Tools are located on the Triumph Group Intranet Site: [Supplier Development Tool Box](#)

Define ➡

- **Problem Definition:** Critical manufacturing & assembly process variability is driving 60% FPY & Cost of Quality 30% above Plan

Measure ➡

- Multi-level **Pareto Analysis** sharpened the team's focus & pointed to the biggest contributors

Analyze ➡

- **Process mapping, fishbone diagram, & graphical analysis** identified the critical few causes

Improve ➡

- **Regression Analysis & Design of Experiments** quantified the relationship between the causes & the effects & yielded a low-cost solution

Control ➡

- **Standard work** was revised to institutionalize the process improvements
- **Metrics** impact was **validated** over time
- Improvements were **leveraged** to other products

9.1 Risk Assessment /Rate Readiness

9.1.1 SCMP 3.3(aa) - Supplier Capability Risk Assessment and Tools

10. Training Document- Link

[SCMP 9.1 Training](#)

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11. Revision History

Revision Level	Description of Change	Effective Date
Original	New Document	30 January 2018
A	References-Added 9.2. Definitions- Added Activity and Supplier Development Project, 7.1.1 Remove: or by requesting through Supplier Development email and revised required input into Request Form Requirements, 7.2- Revised optional inputs to decision and options used to address requests 7.3.5.2 Add: Standard work Guidelines, 7.4 Removed Quarterly Review requirement, updated flowchart, removed out-dated RACI, Updated training link	01 December 2020
B	Clarification added for quality related issues Revised/simplified flow chart	03 February 2021
C	Replacement of reference to Business Units with Operation Companies Replacement of references to SDE (Supplier Development Engineers) with SDS (Supplier Development Specialists)	
D	Replaced all hyperlinks Revised working to align with current processes	07/30/2025

12. Approvals (Authorizing Signatures on File)

/s/ Todd Mahaney, Director Supply Chain, Triumph Group

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Bobby Blevins, Director, Supplier Development, Triumph Group	01 December 2020
Deb Trailor, Director, Supplier Development, Triumph Group	01 March 2021
Deb Trailor, Director, Supplier Development, Triumph Group	01 October 2021