



Operational Excellence

Helge Jacobsen – Vice President, Operational Excellence



Introduction

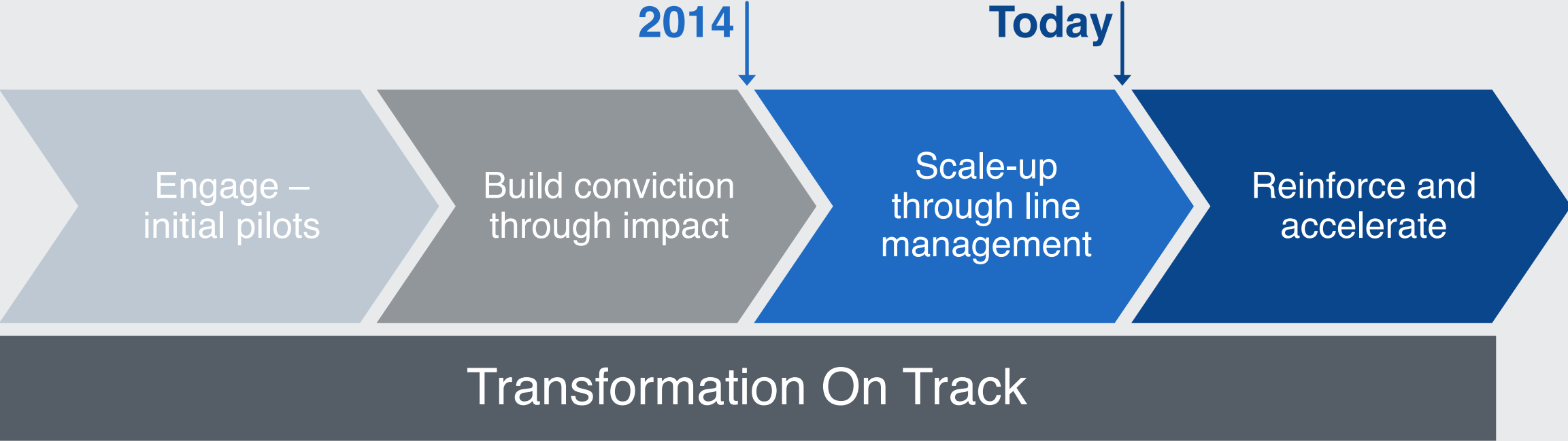


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Vice President, Operational Excellence

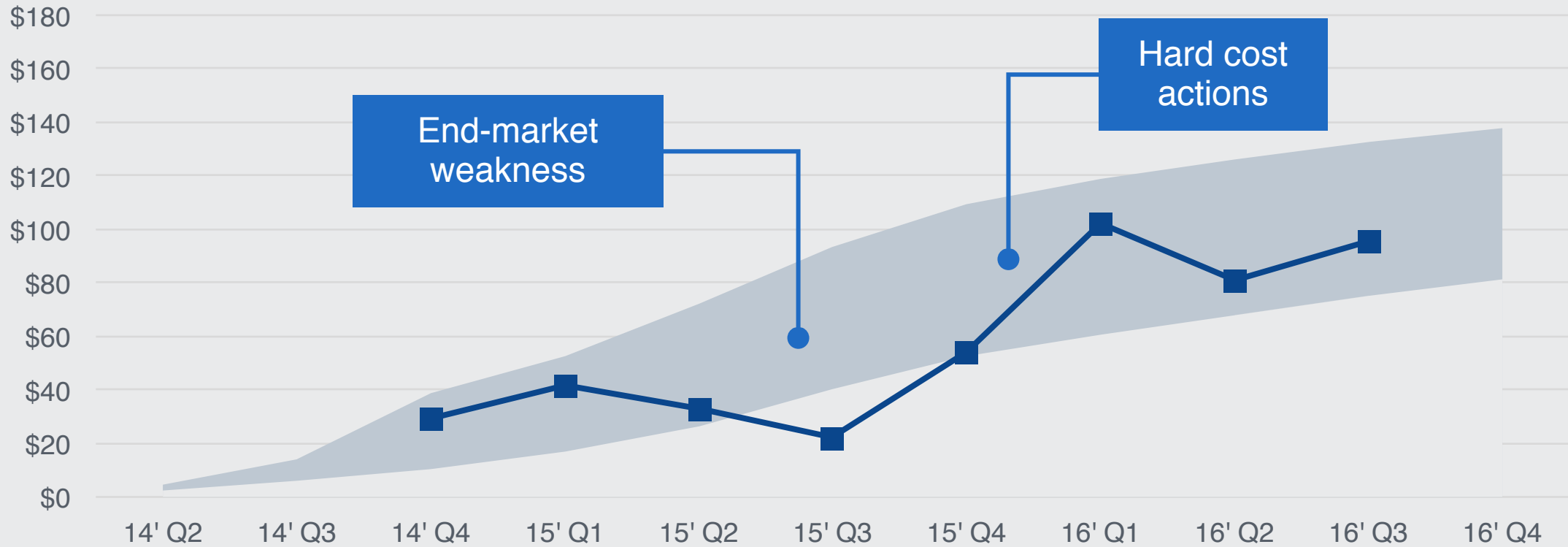
- Joined the company as VP of Internal Audit in in 2012
- Prior to joining, Helge accumulated 16 years of experience in global sales and manufacturing operations in Avaya, Cerberus and GE
- Leading 30 person team focused on:
 - Operational Excellence – LEAN Transformation
 - Telematics and innovative technologies
 - Applying supply-chain analytics

LEAN transformation roadmap



Updated run-rate chart

Annualized EBITDA impact (\$MM yearly run-rate)



Delivering on promises...

...but large variance between locations



Next phase: Consistent adoption across network:

- Leverage best practice roll-out kits and training
- Continue to embed execution in operating management structure
- Developing “connected operations” - mobile technology to enable and reinforce best practices

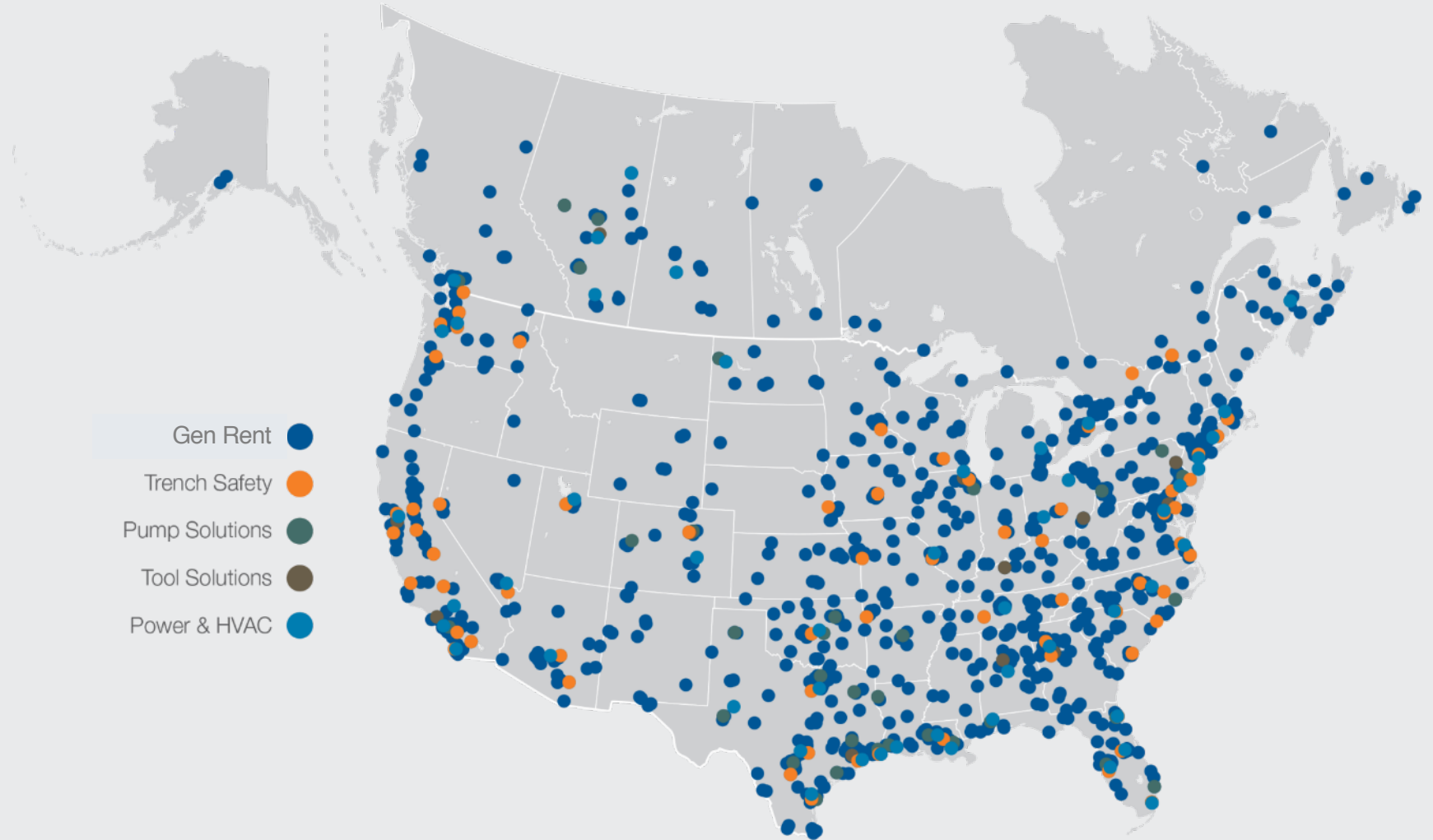
Project XL focus to drive consistent adoption

Each implementation multiplied by 890 branches

Dispatches
3,290,330

Rental
invoices
4,559,447

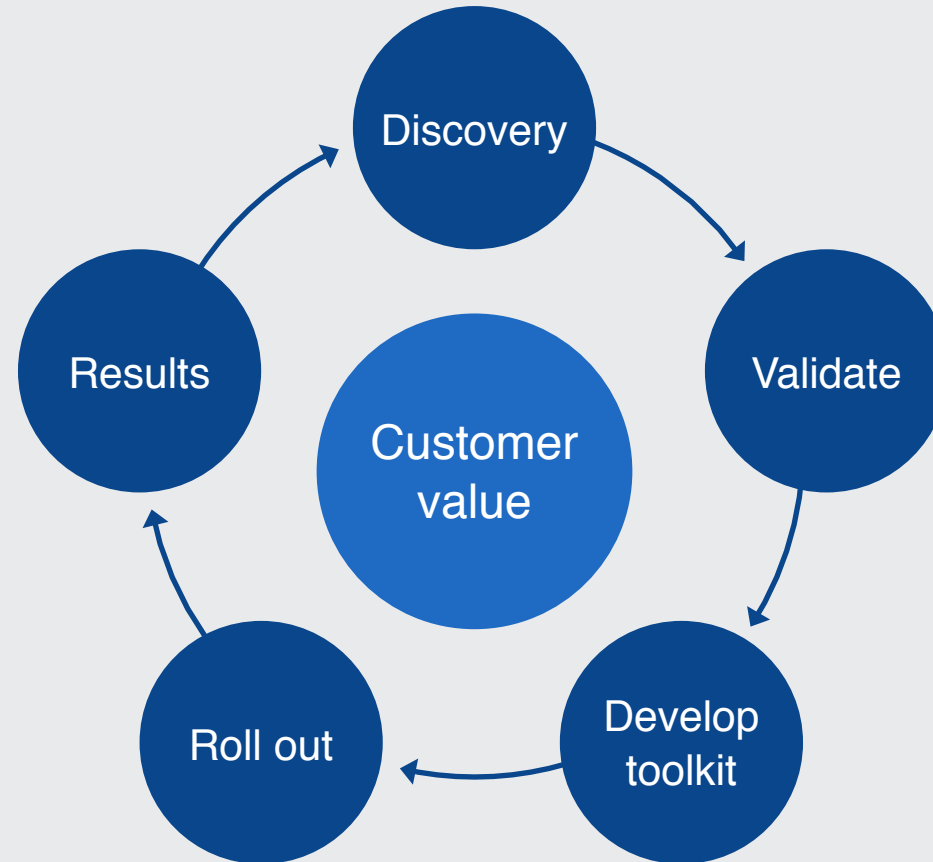
Active charge
accounts
182,496



Ops excellence embedded in operating structure

Field resources

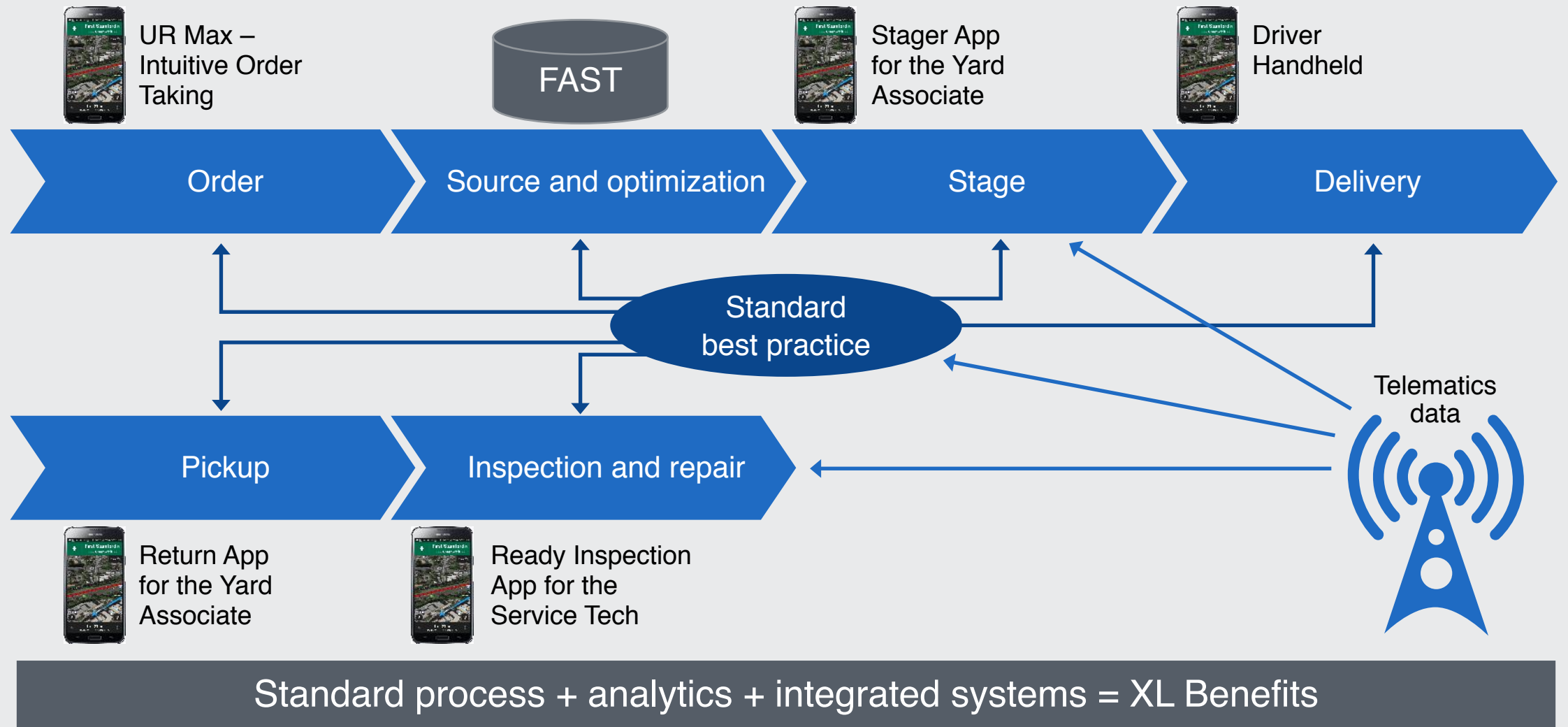
- Dedicated Regional Ops Excellence Directors
- 100% District Managers trained and incentivized
- Results owned through normal operational cadence (monthly/quarterly operating reviews)
- 4,000 employees formally trained



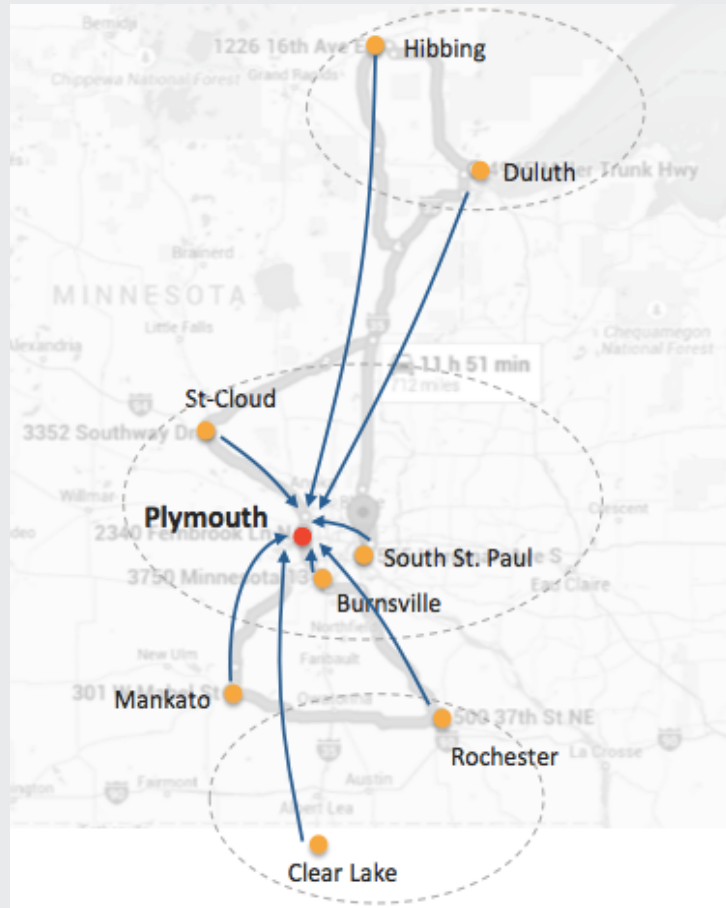
Corporate resources

- Developed training relationship with Georgia Tech
- Oversees the development and validation of best practices
- Conduit to other corporate departments and ensures alignment
- Develop toolkits
 - Best Practice Roll-Out (B-PRO)
 - Process Improvement Team (PIT)

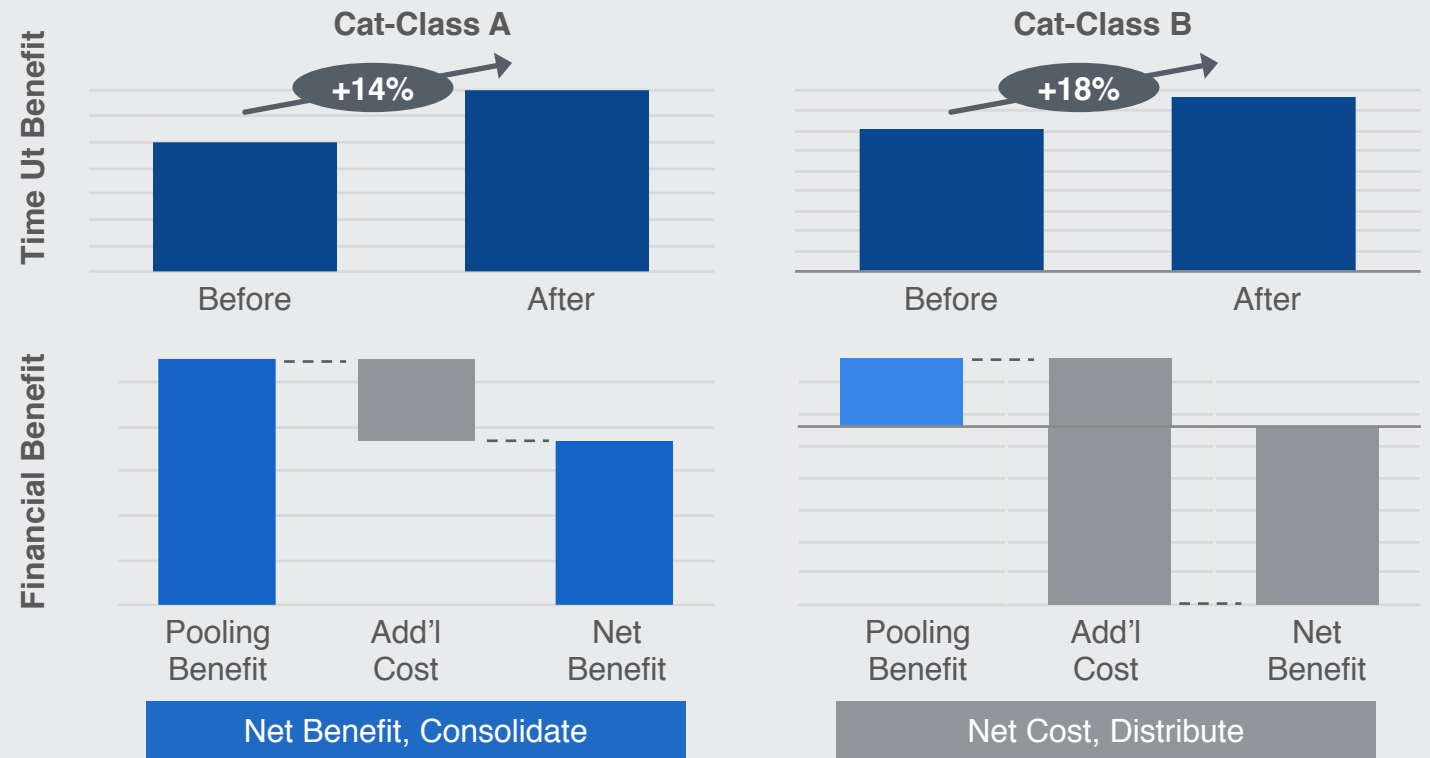
Project XL: Roll out “connected operations”



Metro 2.0: Inter-connected operations



Simulated fleet consolidation shows stocking models must account for cat class and geography



Next iteration of Metro model guided by analytics

Summary

- Operationalized ops excellence – \$100MM on track
- Consistent adoption with “connected operations” will continue to deliver results
- Next frontier: Inter-connected operations leveraging analytics