PLAYBOOK

Instruments Business Review (IBR)

IBR Overview:

The IBR helps customers drive compliance and achieve their full cost-savings potential while providing a forum to review performance, share project updates, and discuss future growth and potential pricing-tier opportunities.

It is meant to be less formal than the traditional QBR, led by the AM, supported by AE and utilizes a PowerBI IBR Report, that provides instrument spend data, specialty analysis, and OTIF information.

The IBR report can be run at both a facility and system level and provides insights into instrument spend by specialty and allows you to efficiently assess top accounts, growth opportunities, and at-risk facilities.

When to host an IBR:

IBRs are typically held once a quarter but can be hosted as frequently as requested by the customer. IBRs can be used to start compliance conversations or to track compliance on existing agreements

What is included in an IBR Deck?

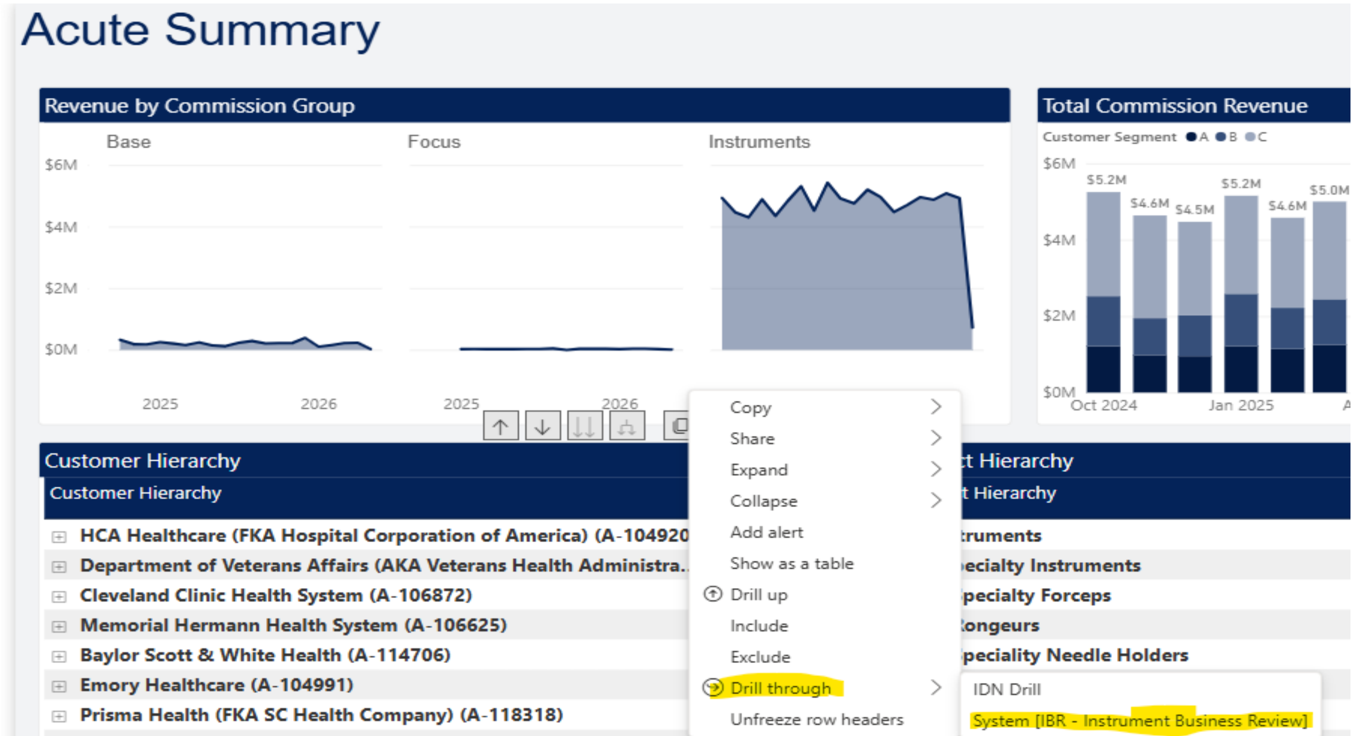
An IBR PPT template can be found on Sales Rep Central. The contents of the deck will vary for each customer based on the needs/requests for the IBR meeting.

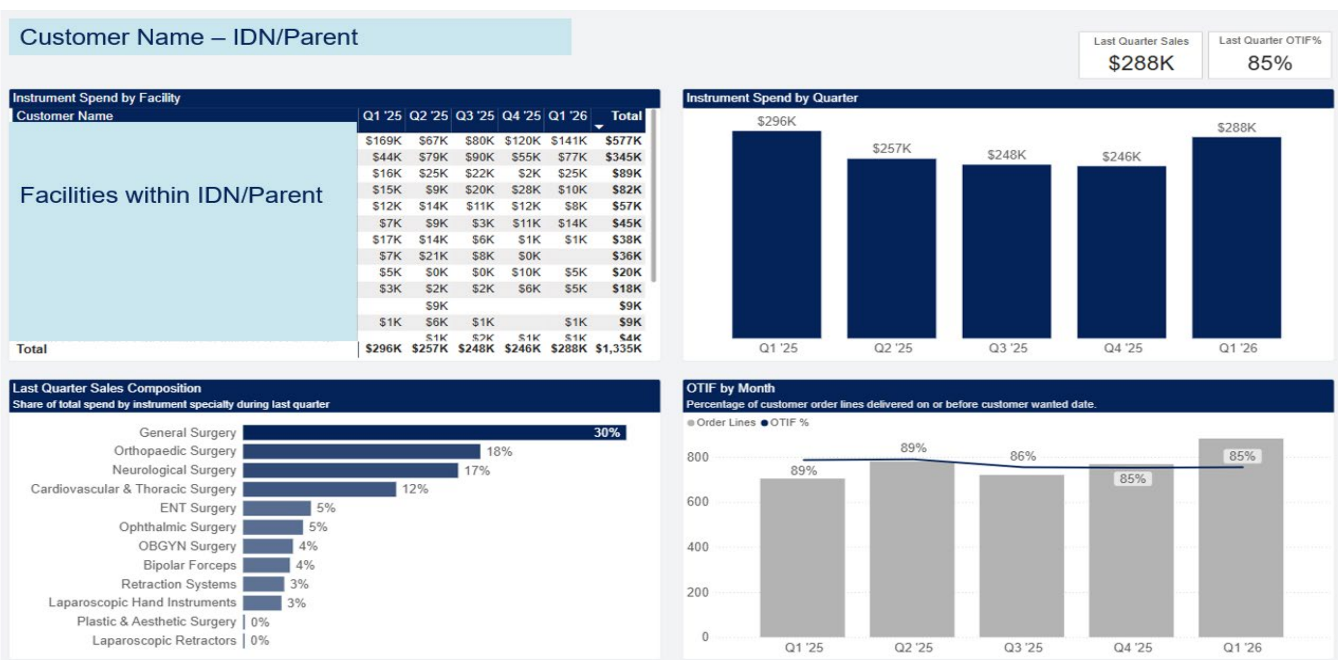
Common topics include:

- Aspen and customer business updates (e.g. acquisitions, relevant structure changes, etc.)
- Instrument spend/commitment review – IBR Report
- Compliance analysis
- Growth Opportunities (based on lack of compliance and/or gaps in specialty spend)
- Project updates (e.g. retractor checkups, back wall projects, SPD360™, etc.)

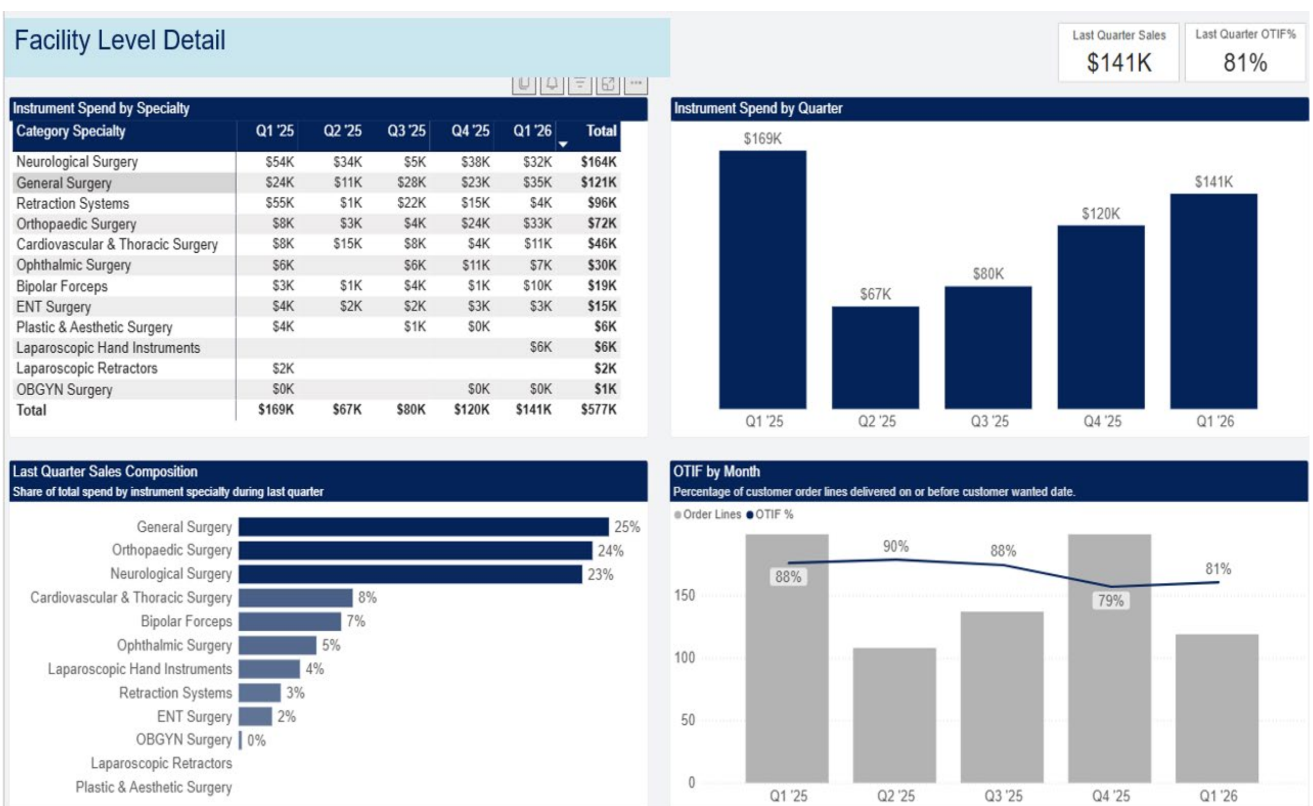
How to access the IBR report in PowerBI:

Within PowerBI right click on the customer and hoover over the “Drill through” option. Select **System (IBR – Instrument) Business Review**.





From the IDN level report you can right click and “Drill through” to the facility level IBR report.



Category Specialty	Q1 '25	Q2 '25	Q3 '25	Q4 '25	Q1 '26	Total
Neurological Surgery	$54K	$34K	$5K	$38K	$32K	$164K
General Surgery	$24K	$11K	$28K	$23K	$35K	$121K
Retraction Systems	$55K	$1K	$22K	$15K	$4K	$96K
Orthopaedic Surgery	$8K	$3K	$4K	$24K	$33K	$72K
Cardiovascular & Thoracic Surgery	$8K	$15K	$8K	$4K	$11K	$46K
Ophthalmic Surgery	$6K		$6K	$11K	$7K	$30K
Bipolar Forceps	$3K	$1K	$4K	$1K	$10K	$19K
ENT Surgery	$4K	$2K	$2K	$3K	$3K	$15K
Plastic & Aesthetic Surgery	$4K		$1K	$0K		$6K
Laparoscopic Hand Instruments					$6K	$6K
Laparoscopic Retractors	$2K					$2K
OBGYN Surgery	$0K			$0K	$0K	$1K
Total	$169K	$67K	$80K	$120K	$141K	$577K

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How to think about sales by specialty:

Customer buying behaviors and sales opportunities can be interpreted by analyzing the % of total instrument spend by surgical specialty categorization.

Baseline:

- Hospitals spend ~ 20%–30% of their total instrument budget on General instruments. A contract committed large hospital's target range for General will be 20-25% because they typically offer a full range of surgical specialty procedures (Neuro, Ortho, Cardio, Opthalmic, etc.). For small or rural hospitals General will be ~ 25-35% due to the reduced offering specialty procedures.

For larger hospitals offering a full range of surgical specialties:

- If General instruments are below 20–25%, the account may be expanding in specialty areas where there are higher-priced products, but they could be sourcing General instruments from another vendor or repair van. To determine the cause, review quarterly spend trends for big increases in overall % specialty purchases that coincide with decreases in the general %.
- If General instruments are above 25%–30%, the General business is locked in, but a larger percentage of specialty spend is likely going to competitors. This is a good opportunity to dig into during an IBR.
- Cardio/Ortho/Neuro are three specialties where Aspen has an extensive portfolio, and the average price of instruments is higher than others. 15% of total instrument spend for each of these categories would be the minimum you should expect.

Use this as a quick diagnostic check: understand what types of surgeries are being performed at the hospital. Ask where they source instruments outside of Aspen and develop a plan to close the spend gaps (convert general or expand specialty share, depending on the mix).

Closing the spend gaps ensures the customer is realizing their cost savings by driving contract compliance, meeting their contract commitment to Aspen, and potentially realizing additional discounts by qualifying for better GPO pricing tier.

What is OTIF:

OTIF is a supply-chain metric, depicting the percentage of customer orders that ship **O**n-**T**ime (ships on or before agreed date) and **I**n-**F**ull (no missing items). OTIF is a quick indicator of service reliability—used to spot issues, set expectations, and reinforce customer trust.

- **OTIF clock starts at order release:**
  - Made-to-Stock (MTS) items:
    - Domestic orders: 5 days from order release
    - International orders: 7 days from order release
    - Distributor orders: consolidated ship date (may impact distributor OTIF/backorder views).
  - Made-to-Order (MTO) items: release date + lead time.

Aspen's current goal for OTIF is 87%+ across all customers but Prime Vendors are 90%+. The operations team is focused on delivering strong performance to these goals in order to provide consistent customer experiences.

Here are a few ways **you** can help strengthen OTIF performance for your customers.

- Proactively forecast new business opportunities and large one-time orders to the marketing team.
- Check stock levels before quoting and guide the customer toward available inventory when possible.
- Monitor open orders and recommend in-stock alternatives when they can help complete orders.

Note: Credit holds, pricing discrepancies, ship complete orders, etc. will delay an order's release date and will not adversely affect the OTIF.