

ILLUSTRATIVE SUPPLIER REVIEW | VALUES ARE NOT COMPANY DATA

Bring demand, performance, cost and risk into one decision view.

This demo shows the structure I would use to prepare a category review. Supplier codes and signals are illustrative. The method mirrors documented sourcing judgement: verify the evidence, compare total value and risk, make the decision owner clear and follow the action.

CATEGORY REVIEW MATRIX

Supplier / scope	Delivery	Quality / gate	Capacity	Commercial / cost signal	Decision input
Source A recurring core	Stable	Stable	Tight	Price stable; volume leverage available	Protect core volume; negotiate capacity and cadence
Source B secondary	Mixed	Stable	Available	Higher price; shorter lead time	Use as resilience / peak option; validate total value
Source C new source	Not yet mature	Qualification pending	Available	Attractive commercial basis	Complete qualification before larger allocation
External service specialist	Mixed	Recurring issues	Available	Service price movement	Fix process and controls before expanding share

Decision questions

What changed? Which evidence is trusted? What is the cost and continuity impact? What alternatives are real? Who owns the decision and approval? What action and review date follow?

Control principle

A dashboard does not decide. It makes evidence, assumptions, trade-offs, ownership, approvals and next actions visible so the responsible people can make and execute a sound decision.

ILLUSTRATIVE RECOMMENDATION

Keep the stable core source for base demand, secure capacity and delivery cadence through negotiation, retain a credible secondary source for resilience, complete qualification before scaling any new source, and use supplier performance and market signals to decide when allocation should change.

Decision owner: category/procurement owner within authority; exceptional or longer-term commitments follow the required approval.

COMMERCIAL STRUCTURE AND FUTURE-PRICE SCENARIO

Use recurring demand as leverage,
not as an excuse to overstock.

A transparent commercial view separates the historical evidence from forward-looking assumptions. The example below is a methodology demo, not a claim of historical savings or a food-ingredient should-cost model.

NEGOTIATION PREPARATION

01

Demand

Consumption, stock, future need, seasonality / forecast confidence.

02

Supplier

Capability, capacity, lead time, service level / SLA and quotation basis.

03

Market

Commodity / index direction, external-service cost and competition.

04

Leverage

Expected volume, alternatives, cadence, payment and commitment flexibility.

05

Structure

Framework, call-off, index logic or split source with review triggers.

FUTURE-PRICE SCENARIO VIEW

Driver	Base case	Upside pressure	Downside / opportunity
Demand / volume	Expected recurring need	Peak or stronger demand	Lower demand / better consolidation
Commodity / input	Stable to modest movement	Input inflation / constrained supply	Input easing / stronger competition
Capacity / lead time	Normal supplier loading	Capacity tightness / longer lead	Available capacity / shorter lead
External service / logistics	Current commercial basis	Service or freight increase	Process or route efficiency
Supplier performance	Meets service baseline	Recovery cost / disruption risk	Stable execution supports leverage

GenAI-assisted research

Use approved public/internal sources to accelerate commodity and market research, supplier or quotation comparison, cost-driver identification, scenario preparation and first-draft assumption summaries.

Human commercial ownership

Validate sources and units, challenge assumptions, choose the negotiation position, decide the supplier recommendation, accept risk and obtain the required approval. GenAI supports analysis; it does not own the decision.

SCALING METHOD | CLEARLY ILLUSTRATIVE

Scale the sourcing discipline into a multi-market category system.

The following is a transparent scaling method. It combines the documented sourcing, supplier, planning and data discipline with the additional structure required for broader international category ownership.

CATEGORY STRATEGY SEQUENCE



MAKE-OR-BUY LENS | ILLUSTRATIVE METHODOLOGY



SUPPLIER PERFORMANCE LOOP

MEASURE -> UNDERSTAND -> ACT -> REVIEW -> FEED BACK INTO STRATEGY

Track delivery / OTIF, quality, cost, capacity, responsiveness, service and risk. Diagnose the cause, choose recovery / development / reallocation / dual source / replacement, set owners and dates, and use recurring performance evidence to improve the next sourcing or commercial decision.

EVIDENCE BOUNDARY

Documented experience proves supplier ownership, negotiation, framework/call-off logic, commodity monitoring, supplier development, food operations and data discipline. Multi-market category strategy, formal food cost models and make-or-buy are presented here as scaling methods.