



Tightened plan A — dependency brought from 63 % to 41 %

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+ €14,000 for €28,000 less risk · fictional document

Fictional document — demonstration example

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Fictional document, produced for demonstration. **Supplier service level is the share of orders delivered complete on the promised date.** It is computed here on **three years of real goods receipts** — promised dates against recorded dates — and not on the commitments written into the contract.

What your top two suppliers are worth

Supplier	Service level	Share of plan A volume	Stoppage hours attributed
Sorenca	97.1 %	34 %	0 h
Halbrand	89.4 %	29 %	7 h of 11
Third referenced source	96.3 %	6 %	0 h

The tightened plan A, line by line

Effect	Plan A	Tightened plan A
Quarter amount	€4.42M	€4.44M · + €14,000
Volume moved	—	11 % of Halbrand volume to the 3rd source
Concentration on the top 2	63 %	41 %
Expected shortage	Baseline	divided by 2.4
Stoppage risk valued	€47,000	€19,000 · – €28,000
Saving of plan A retained	100 %	87 %

€14,000 of extra spend removes €28,000 of risk computed on the company's own service levels. The calculation is reproducible: it uses no outside data and no sector loss rate.

A service level of 89.4 %, documented line by line, is first of all a negotiating lever. Halbrand carries €2.9M of annual volume: the measurement opens the discussion on the rebate, on the service commitment and on consignment stock.

Share of volume procurement agrees to move: _____ %

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