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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