FLAGSHIP CASE STUDY 03

Strategic Procurement & Supplier Decision System

A generalized B2B decision system for comparing suppliers, exposing total cost, controlling risk, and governing onboarding.

AUTHOR	CASE TYPE	FOCUS
Nina Suico	Portfolio simulation	Procurement Operations | Supplier Analysis | Commercial Governance

01 / EXECUTIVE BRIEF

The lowest quote is rarely the lowest-risk decision

SCENARIO

A growing multi-market company buys business-critical services through email, spreadsheets, and informal approvals. Quotes are compared on price, but requirements, risk evidence, implementation effort, and supplier performance are not evaluated consistently.

MANDATE

Create a transparent procurement system that converts a business request into an auditable supplier decision, a controlled onboarding plan, and measurable post-award governance.

BUSINESS QUESTION

Which supplier creates the strongest risk-adjusted value, and what controls must be in place before commitment?

THE SYSTEM MUST ANSWER

Demand clarity

What is needed, why it matters, and which requirements are genuinely mandatory.

Supplier fit

Which vendors meet capability, security, service, and delivery criteria.

Total cost

What the organization will pay beyond the initial quote.

Decision integrity

Who recommends, validates, approves, and records exceptions.

Post-award control

How onboarding, service levels, risk, and renewal decisions are governed.

Evidence note. The method is informed by Nina Suico's documented work supporting vendor sourcing, quotation comparison, order documentation, requirements gathering, workflow testing, client coordination, and internal handoffs. The scenario, suppliers, prices, scores, and outcomes are synthetic.

02 / PROCUREMENT DATA MODEL

Make every decision traceable to evidence

The model connects the original business need to supplier evidence, commercial assumptions, approval decisions, and post-award performance.

REQUEST
Need, sponsor, urgency, budget, value at risk

REQUIREMENT
Mandatory, preferred, evidence type, owner

SUPPLIER
Capability, geography, status, dependencies

QUOTE
Price, scope, exclusions, validity, terms

RISK
Security, compliance, continuity, concentration

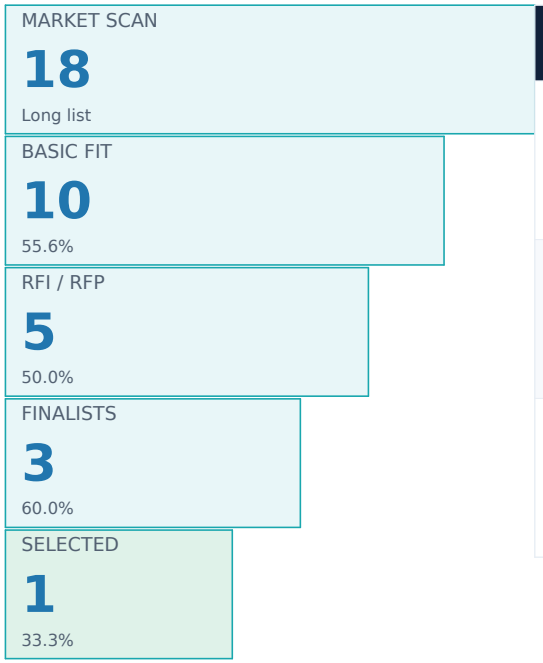
CONTRACT
SLA, obligations, renewal, termination, owner

Decision architecture

Management question	Evidence required	Decision enabled
Is the request decision-ready?	Business case, budget owner, scope, deadlines, and non-negotiables.	Approve sourcing, return for clarification, or stop unnecessary spend.
Can the supplier actually deliver?	References, capability proof, delivery model, capacity, and dependencies.	Qualify, conditionally qualify, or exclude.
What will the choice truly cost?	Price, implementation, support, internal effort, switching, and exit cost.	Compare total cost of ownership rather than headline price.
What could fail after award?	Security, compliance, continuity, concentration, SLA, and termination controls.	Mitigate, transfer, accept, or reject risk before commitment.

Control the request before comparing the market

Synthetic sourcing event for one business-critical service. The funnel distinguishes market availability from decision-ready supplier evidence.



Decision gate	Evidence test	Management action
Request readiness	Scope, sponsor, budget, timing, and evaluation team confirmed.	Launch, clarify, consolidate, or decline request.
Basic supplier fit	Capability, service geography, capacity, and mandatory compliance screened.	Invite only suppliers able to meet non-negotiables.
Finalist readiness	Comparable response, references, risk evidence, implementation plan, and commercial terms.	Score consistently, document exceptions, and prepare recommendation.

Synthetic screening exceptions

4	3	2	1
Failed mandatory requirement	Insufficient delivery evidence	Commercial response not comparable	Risk exception required

Weight value, risk, and deliverability before price

Three synthetic finalists are scored against evidence-based criteria. A high score does not erase a failed mandatory requirement or an unapproved risk exception.

QUALITY & FIT
25%
Functional match, evidence, references

COMMERCIAL
20%
Price, terms, transparency

SECURITY & COMPLIANCE
20%
Control evidence, obligations

SERVICE
15%
SLA, support, governance

IMPLEMENTATION
10%
Plan, effort, dependencies

RESILIENCE
10%
Continuity, concentration, exit

Weighted decision matrix

Supplier	Quality	Commercial	Security	Service	Implementation	Resilience	Weighted	Status
Northstar	88	76	91	84	78	80	84	Recommend
BluePeak	82	92	68	76	86	70	79	Conditional
Veridian	75	84	86	72	69	91	80	Reserve

84 / 100

Recommendation: Northstar
Highest evidence-weighted score with the strongest quality, security, and service profile. Commercial terms remain subject to final validation.

Guardrail
BluePeak cannot win on price alone until its security gap is remediated or formally accepted by the authorized owner.

Separate quoted price from economic commitment

Synthetic three-year scenario. Total cost includes implementation, support, internal effort, change, and exit assumptions.

Supplier	Quoted fees	Implementation	Support & change	Internal effort	Exit provision	3-year TCO
Northstar	$310K	$44K	$38K	$29K	$12K	$433K
BluePeak	$282K	$61K	$52K	$41K	$18K	$454K
Veridian	$298K	$53K	$46K	$35K	$11K	$443K

$28K	$21K	9.6%	2
BluePeak headline advantage	Northstar TCO advantage vs BluePeak	BluePeak hidden-cost uplift	Open commercial conditions

Risk conditions

Risk	Supplier	Exposure	Control before award
Security evidence gap	BluePeak	High	Independent validation or formal risk acceptance.
Transition dependency	All	Medium	Named migration owner, entry criteria, rollback plan, and acceptance tests.
Service concentration	Northstar	Medium	Capacity commitment, escalation path, continuity evidence, and exit assistance.

The supplier decision is the start of control, not the end

Award approval activates a governed transition with named owners, entry criteria, evidence checkpoints, and post-launch review.

1 INTAKE
Business need and sponsor

2 SOURCE
Market evidence and shortlist

3 EVALUATE
Score, TCO, risk, references

4 APPROVE
Recommendation and exceptions

5 ONBOARD
Contract, access, testing, launch

6 GOVERN
SLA, risk, value, renewal

Decision rights

Decision / control	Business owner	Procurement	Risk / SME	Finance	Supplier
Requirements and value case	A/R	C	C	C	I
Sourcing and comparable response	C	A/R	C	I	R
Risk validation and exception	A	C	R	I	C
Commercial approval	A	R	C	R	I
Onboarding acceptance	A/R	R	C	I	R
Performance and renewal	A	R	C	C	R

07 / 90-DAY DELIVERY ROADMAP

Build comparability before chasing savings

The sequence establishes intake discipline and supplier evidence before adding automation or advanced performance analytics.

DAYS 1-15	**BASELINE**	Map request paths, stakeholders, spend categories, approval thresholds, and evidence gaps.	Output: baseline, issue log, decision inventory.
DAYS 16-35	**STANDARDIZE**	Define intake, requirement classes, screening gates, scorecard, TCO model, and exception rules.	Output: templates, definitions, ownership model.
DAYS 36-60	**PILOT**	Run one controlled sourcing event and calibrate scoring, evidence, and approval behaviors.	Output: recommendation pack, lessons, control changes.
DAYS 61-90	**OPERATE**	Launch supplier onboarding governance, performance reviews, risk tracking, and renewal calendar.	Output: operating cadence, dashboard requirements, SOP.

WHAT A HIRING MANAGER CAN INFER	ROLE ALIGNMENT
Nina can translate an ambiguous purchase request into a structured sourcing process, compare suppliers using evidence, expose total cost and risk, coordinate approval and onboarding, and define the governance needed after award.	Procurement Operations Vendor Management Commercial Operations Business Analysis Project Coordination

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