The Halden illustrative example. How the interviews reshape what the data suggests.

Halden is an illustrative case with no client behind it: a $300M device maker with $140M of supplier spend and four buyers. It shows what an assessment produces, and why the list changes once a company's own people and outside experts are heard.

$300M
revenue, a device maker
ILLUSTRATIVE

$140M
of supplier spend, on one view for the first time
ILLUSTRATIVE

4
buyers, and no contract calendar
ILLUSTRATIVE

2.5 pts
of gross margin lost in two years
ILLUSTRATIVE

THE METHOD, FIRST

From the data alone

- The ledger, payables, card and purchase orders, then the contracts and the costed bills of materials, cleaned and put on one view.
- The full library of analyses run against it, each finding traced back to the invoice line and the contract clause.
- Out: a list of hypotheses, each sized from the data. A good list, and nobody yet knows who is ready to act on it.

After the interviews

- AI-moderated interviews with people inside the company, at every level, and with outside experts in each category, each guide written for that person's role and background.
- Each hypothesis is tested against what people know and the ledger can't hold. Some grow, most narrow, some shrink.
- Out: the opportunities ranked by what the team is ready to do, a preliminary business case for each priority, each with an owner inside the company, and a quick-wins list.

ONE EXAMPLE OF THE LIST CHANGING

THE DATA SAID
Five supplier names on the ledger for circuit boards. Read together, they were one supplier on one contract, with a cost-review clause that had never been used. ILLUSTRATIVE

THE PEOPLE SAID
The buyer believed the five were separate brokers charging a premium. The engineer said one board had come in higher, and nobody had challenged it. ILLUSTRATIVE

SO THE CASE
Grew, on evidence the ledger couldn't hold, and went to the buyer who already owned the relationship. ILLUSTRATIVE

HOW THE INTERVIEWS MOVED THE CASES

SCHEMATIC, NOT TO SCALE



Grew
The circuit-board case, on evidence only the people had.

Narrowed
Most of the others: a range the team can plan against.

Shrank
Sterilization, once outside experts showed the cheaper option wasn't one for these products.

WHAT THE TEAM HOLDS

$3.7M to $6.6M a year ILLUSTRATIVE

Nine preliminary business cases, a twelve-month range, each with an owner inside the company. A result counts only when it shows up on invoices for live orders.

WHY IT MATTERS

Data tells half the story. People tell the other half. The people interviewed are the people who will do the work, so the conversations that test each number also show what the team is ready to go after.