

Fix the data behind your cost, cash and service problems.

Garnet River helps you find the operating failure, correct the records and rules behind it, and prove the financial result.

01

Make the records agree.

02

Change the daily decision.

03

Verify the dollars.

FOR YOUR BUSINESS

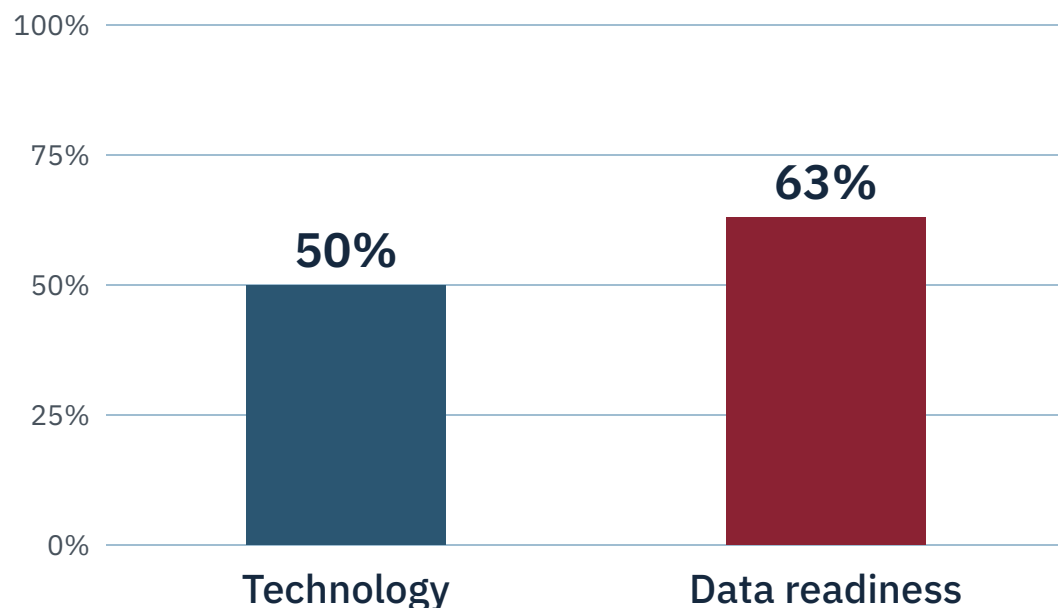
Bring us one costly decision. We will trace it back to its data.

Your systems can disagree while every team is busy.

Fix the handoffs that cause rework before you buy another tool.

EXTERNAL SURVEY EVIDENCE • SEPARATE POPULATIONS

TWO SEPARATE SURVEYS—NOT ONE POPULATION



50% of CEOs say rapid investment has left disconnected technology.

63% lack—or are unsure they have—the right data practices for AI.

Your test: trace one order across systems.

FOR YOUR BUSINESS

We will show you where the handoff fails and what it costs.

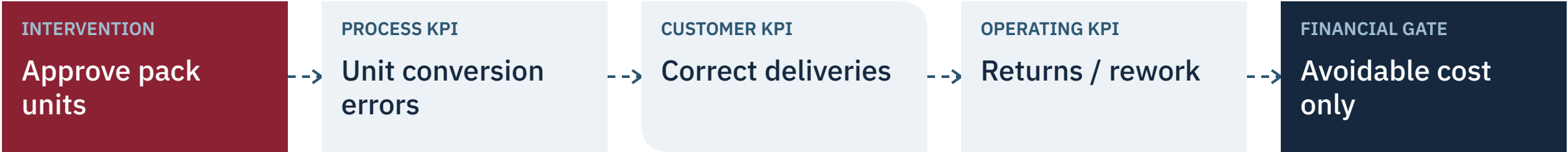
Sources: existing ledger S22 IBM CEO Study (2025); S04 Gartner AI-ready data Q&A (2025).

Different survey samples and questions; not combined. These results do not establish your company's baseline.

Do not jump from cleaner data to promised savings.

Connect the field you change to the decision, operating result and financial gate.

GARNET RIVER PROPOSED METHOD • VALIDATE WITH YOUR TEAM



Dashed arrows = mechanisms to test, not proven effects. Financial equations are shown separately.

Your baseline	Your test	What could break the link
Errors / checked lines	Matched item-site cohort	Supplier pack changes
Cost / corrected order	Invoices + labor evidence	Volume, mix, process changes

FOR YOUR BUSINESS We will name the owner, denominator and proof for every benefit.

Clean the data your people actually use.

Start with the decision and work back to the records. Keep source evidence.
Make every correction explainable.

FIND**CLEAN****TRANSFORM****LOAD****USE****FOR YOUR BUSINESS****We will follow one data slice from extraction to the decision it supports.**

Method: N01 Microsoft data flows; N03 AWS validation; N07 dbt tests.

ETL = extract, transform, load. AI-generated contextual image; not a client facility.

Know what a row means before you join anything.

A purchase-order header, receipt line and invoice line are different records.

ILLUSTRATIVE WORKED EXAMPLE • NOT CLIENT RESULTS

Source	Grain / key	Useful fields	Control total
ERP purchase orders	PO + line	item, qty, UOM	5 sample lines
Warehouse receipts	receipt + line	PO line, qty, date	4 sample receipts
AP invoices	invoice + line	supplier, net USD	3 sample lines
Item master	item + valid date	pack, base unit	2 approved items

PROFILE

Types • nulls • duplicates

RECONCILE

Rows • quantities • amounts

ASSIGN

Owner • access • retention

FOR YOUR BUSINESS

We will inventory your sources and agree the grain before extracting.

Make different columns describe the same business fact.

Keep each source key. Translate names, types and units into one contract.

ILLUSTRATIVE WORKED EXAMPLE • NOT CLIENT RESULTS

ERP A	ERP B	Canonical field
part_no	material	item_id: string
vendor_cd	supplier	supplier_id: string
order_qty	quantity	qty_base: decimal
uom	pack_uom	base_uom: enum
need_by	req_date	due_date: date

GRAIN

One row per PO + line + schedule

Key	Join rule
item_id	Approved alias only
supplier_id	Legal entity + site
valid_from	As-of transaction date

Do not join on a product description or drop leading zeros from an identifier.

FOR YOUR BUSINESS

We will agree the canonical schema with the people who own each field.

Fix what you can prove. Quarantine what you cannot.

The same three source rows remain traceable after cleaning.

ILLUSTRATIVE WORKED EXAMPLE • NOT CLIENT RESULTS

Row	Raw item / quantity	Raw unit / price	Disposition
R1	0012 / 10	CS / \$24 per CS	Trim; preserve ID
R2	A-12 / 120	EA / \$2 per EA	Approved alias
R3	0012 / null	CS / \$24 per CS	Quarantine quantity

Lineage	item_id	qty_base	USD / EA
R1	0012	120 EA	2.00
R2	0012	120 EA	2.00

3 inputs = 2 accepted +
1 quarantined

No quantity invented.

FOR YOUR BUSINESS

We will publish the rule, correction and unresolved exception for each row.

Method: N30 Microsoft assertions; N07 dbt tests; N09 GS1 governance.

R1 and R2 are distinct transactions, not duplicates. Identical items and quantities do not prove a duplicate.

Do the unit and currency math before comparing prices.

Two quotes can look different and still mean exactly the same unit cost.

ILLUSTRATIVE WORKED EXAMPLE • NOT CLIENT RESULTS

Source offer	Quantity	Conversion	Normalized cost
A: \$24 / case	10 cases	12 EA / case	120 EA × \$2
B: €18 / pack	10 packs	10 EA; 1.10 USD/EUR	100 EA × \$1.98
Accepted total	220 EA	\$240 + \$198	\$438 / 220 EA

\$1.9909 / EA

Weighted cost—not the mean of quote prices.

Store rate date, rate source, pack validity and rounding rules beside the result.

FOR YOUR BUSINESS

We will give you a comparable cost without losing the original quote.

Do not let a clean file become a dirty database.

Stage the load. Check the keys. Reconcile the target. Keep a rollback.

ILLUSTRATIVE WORKED EXAMPLE • NOT CLIENT RESULTS



Dashed arrows = mechanisms to test, not proven effects. Financial equations are shown separately.

Control	Failure behavior	Owner
Unique source + row + batch	Reject duplicate replay	Data engineering
Foreign key / required fields	Quarantine; no silent default	Business steward
Count + value reconciliation	Stop publish; recover batch	IT + Finance

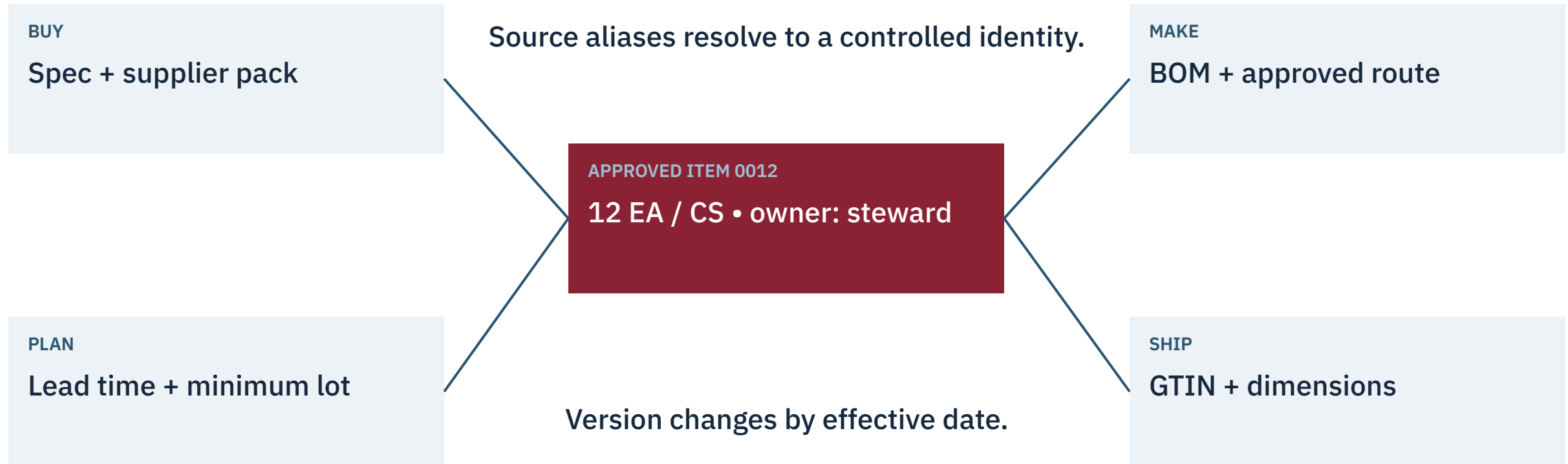
FOR YOUR BUSINESS

We will make failures visible and keep a rejected record out of production.

Make one item mean the same thing everywhere.

One governed identity; different views for buying, planning, making and shipping.

GARNET RIVER PROPOSED METHOD • VALIDATE WITH YOUR TEAM



FOR YOUR BUSINESS

We will standardize the item once, then maintain the views your teams need.

Method: N09/N10 GS1 data quality; N26 Microsoft star schema.

Proposed architecture with illustrative item. Shared identity does not mean every local field must be identical.

Give every data exception an owner and a next action.

A dashboard does not correct a record. An authorized person does.

GARNET RIVER PROPOSED METHOD • VALIDATE WITH YOUR TEAM

Exception	Evidence	Accountable owner	Release condition
Unknown item alias	Source + candidate match	Item steward	Confirm exact item
Conflicting pack	Label + supplier document	Purchasing / Quality	Approve pack validity
Missing bank detail	Verified supplier contact	Finance	Independent verification
Invalid promise date	Order + capacity check	Planning	Confirm feasible date

CONTROL

Owner • age • next action

CONFIRM

Authoritative record changed

PREVENT

Track the repeat failure

FOR YOUR BUSINESS

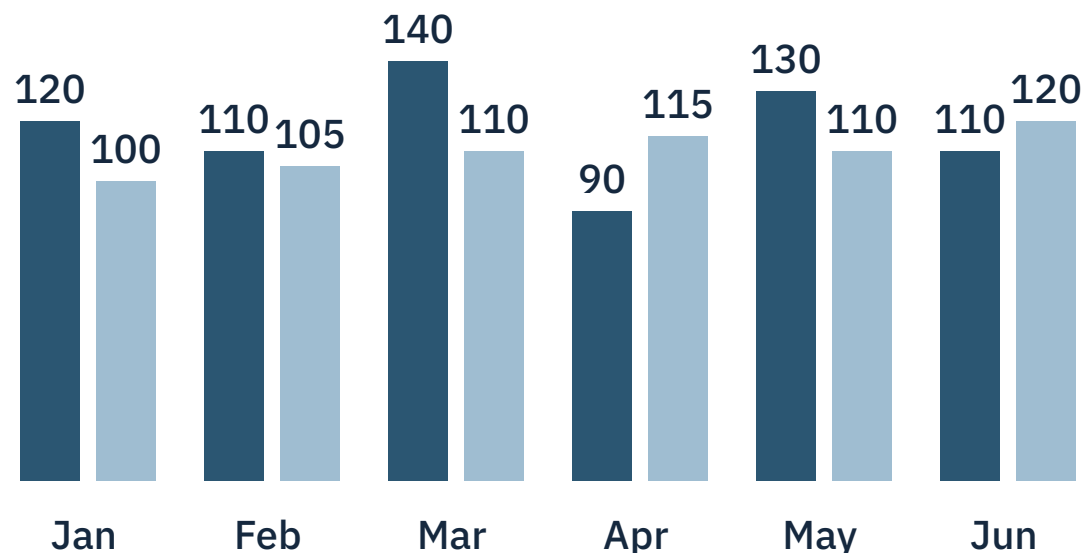
We will build your exception queue around decisions—not red status dots.

Separate what you bought from what you actually used.

Receipts can exceed consumption while spend rises and inventory accumulates.

ILLUSTRATIVE WORKED EXAMPLE • NOT CLIENT RESULTS

QUANTITY (EA) • BLUE RECEIPTS / LIGHT BLUE USAGE



Inventory bridge	EA
Opening	200
Receipts	+700
Usage	-660
Closing	240

40 EA × \$20 = \$800

More stock—not more consumption.

FOR YOUR BUSINESS

We will reconcile purchases, receipts, usage and stock before sizing savings.

Method: N25 SAP consumption definitions; N19 ASCM SCOR; original inventory reconciliation.

Opening + receipts – usage = closing. Real analyses must include disposition, returns, transfers and valuation changes.

Do not call lower spend a sourcing saving.

First separate buying less, changing the mix and paying a different price.

ILLUSTRATIVE WORKED EXAMPLE • NOT CLIENT RESULTS

Item	Baseline qty × price	Current qty × price	Spend change
A	100 × \$10 = \$1,000	120 × \$9 = \$1,080	+\$80
B	100 × \$20 = \$2,000	80 × \$21 = \$1,680	−\$320
Total	200 units / \$3,000	200 units / \$2,760	−\$240

MIX AT OLD PRICES

−\$200

PRICE AT NEW QUANTITY

−\$40

TOTAL SPEND CHANGE

−\$240

FOR YOUR BUSINESS

We will isolate like-for-like price changes before calling them savings.

Method: N22/N23 McKinsey procurement methods; original price/mix decomposition.

Total quantity is unchanged, so this example has no aggregate volume effect. Specification and landed-cost changes excluded.

Make your planning system earn the inventory it asks you to carry.

Fix the demand history, test the forecast, remove harmful overrides and give planners a feasible supply response.

Test the overrides your planners make.

Research across ~147,000 forecasts: adjustments improved only just over half of SKUs.

Six historical studies; effects varied. Not a universal improvement target. N15, 2025.

FOR YOUR BUSINESS

We will test one item-site cohort from forecast to customer delivery.

Keep the forecast change only if it improves the result.

Compare all forecasts with the same actuals, horizon, item cohort and cutoff.

ILLUSTRATIVE WORKED EXAMPLE • NOT CLIENT RESULTS

Week	Actual	Naive	System	Override
1	100	90	95	110
2	120	110	115	130
3	80	100	85	90
4	110	100	105	120
5	90	100	95	100
6	100	100	105	110

WAPE: NAIVE → SYSTEM

10% → 5%

OVERRIDE WAPE

10%: 5 points worse

Override bias = +10%

$\Sigma(\text{forecast} - \text{actual}) / \Sigma \text{actual}$

FOR YOUR BUSINESS

We will show your planners which overrides help and which add error.

Method: N15 forecast-value-added study; N27 SAS FVA method; N13 SAP measures.

System FVA = +5 percentage points vs naive; override FVA = –5 points vs system. Not a causal or statistical inference.

Make a better forecast change the supply decision.

Lower error matters only when your policies and execution respond.

GARNET RIVER PROPOSED METHOD • VALIDATE WITH YOUR TEAM



Dashed arrows = mechanisms to test, not proven effects. Financial equations are shown separately.

Tool / function	Change the work	Measure the consequence
Demand history	Separate stockouts and promotions	Comparable forecast error
Planning parameters	Review lots and safety buffers	Inventory units + shortages
Planner workbench	Own aged exceptions and overrides	Schedule adherence + OTIF

FOR YOUR BUSINESS We will connect forecast accuracy to the decisions your planners can change.

Method: N12 SAP planning; N19 ASCM SCOR; N15 forecast-value-added research.
Confounders: lead-time variability, allocation, new products, supply outages, demand mix and promise-date changes.

Release cash without buying a service problem.

Hold the same item cohort and valuation basis. Watch OTIF as stock comes down.

ILLUSTRATIVE WORKED EXAMPLE • NOT CLIENT RESULTS

Inventory component	Baseline	Scenario
Cycle stock	800 EA	800 EA
Safety stock	600 EA	450 EA
Excess stock	400 EA	250 EA
Total	1,800 EA	1,500 EA

\$3,000 annual carrying-cost proxy

\$15,000 × 20% assumed rate. Not all of this becomes avoidable expense.

\$15,000

one-time cash release if 300 EA are removed at \$50/EA

Service gate	Result
Baseline OTIF	92 / 100
Scenario target	≥92 / 100

FOR YOUR BUSINESS

We will test the stock reduction against service—not forecast error alone.

Method: N19 ASCM SCOR; N12 SAP planning; modeled policy assumptions.

Cash and annual cost are different benefits; financing cost is not EBIT. No OTIF improvement is assumed or monetized.

Find the transitions that consume your production day.

Compare approved transition times—not a single average setup allowance.

ILLUSTRATIVE WORKED EXAMPLE • NOT CLIENT RESULTS

ILLUSTRATIVE APPROVED SETUP MINUTES • FROM ROW → TO COLUMN

	A	B	C
A	—	20	45
B	25	—	30
C	50	35	—

Loss in current sequence	Minutes
A → C	45
C → B	35
B → A	25
A → B	20

125 minutes across four transitions

Start with A → C: validate cleaning, tooling and material readiness.

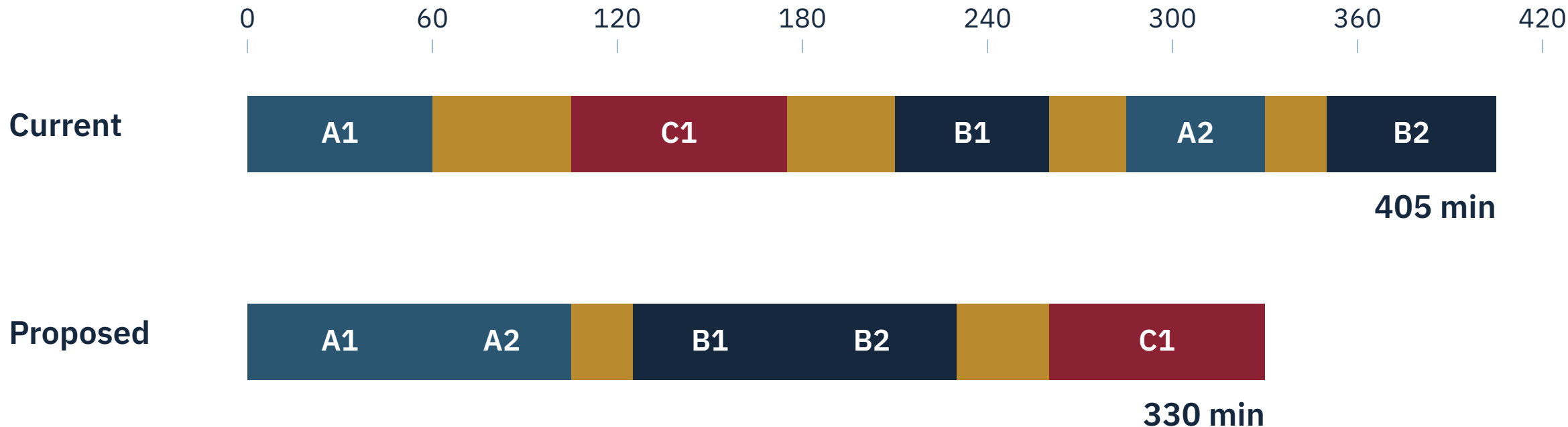
FOR YOUR BUSINESS

We will measure transition losses and separate required work from waiting.

Run the same jobs with fewer changeovers.

A feasible sequence releases 75 minutes. It does not automatically sell more product.

ILLUSTRATIVE WORKED EXAMPLE • NOT CLIENT RESULTS



A BLUE • B NAVY • C GARNET • GOLD SETUP / CLEANING • ELAPSED MINUTES FROM SHARED START

FOR YOUR BUSINESS

We will test a sequence against your real due dates and cleaning rules.

Method: N16/N18 Lean Enterprise Institute; original finite-schedule model.

All jobs released at 0, due at 420; no precedence, labor or material constraints beyond stated assumptions. Feasible—not proven optimal.

Use clean spend data to negotiate the same thing at a better total cost.

First resolve suppliers, items and units. Then compare eligible offers. Count savings only when the new terms reach your invoices.

Your data → sourcing analysis → approved award → invoice evidence

QUIDI can support the supplier/procurement/AP workflow; integrations and scope require validation.

FOR YOUR BUSINESS

We will define the data slice, supplier decision and evidence needed to prove value.

Method: N28 Garnet River QUIDI; N31 catalog; N32 sourcing; N33 AP.

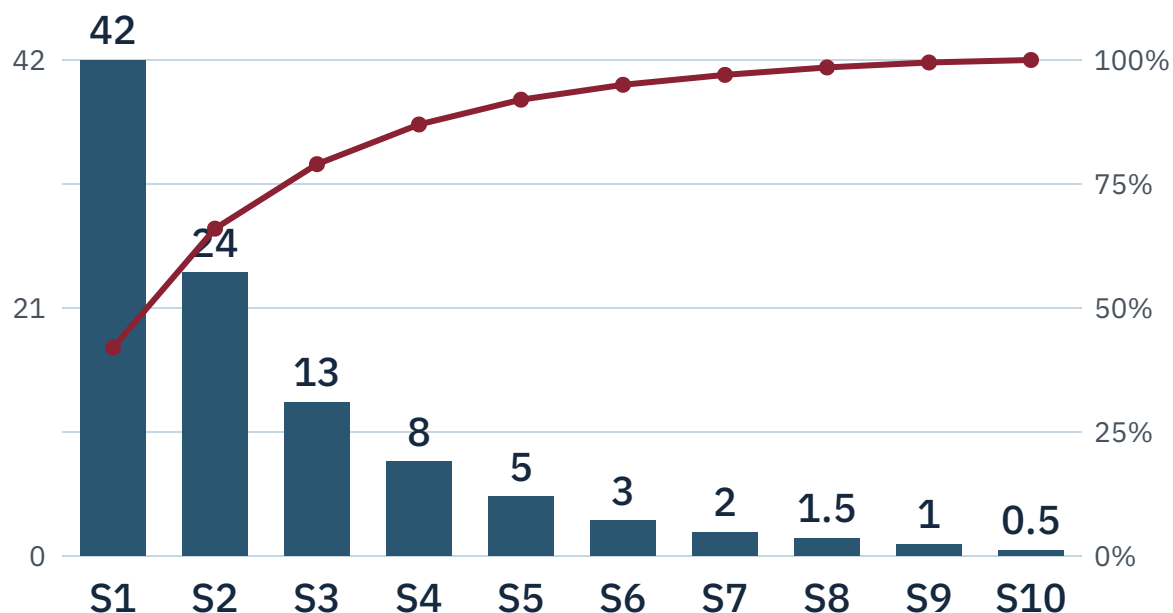
No autonomous awards, bank changes or production ERP integration claimed. AI-generated contextual photograph.

Separate spend concentration from supplier count.

Start where the dollars are concentrated. Investigate the tail for process cost and risk.

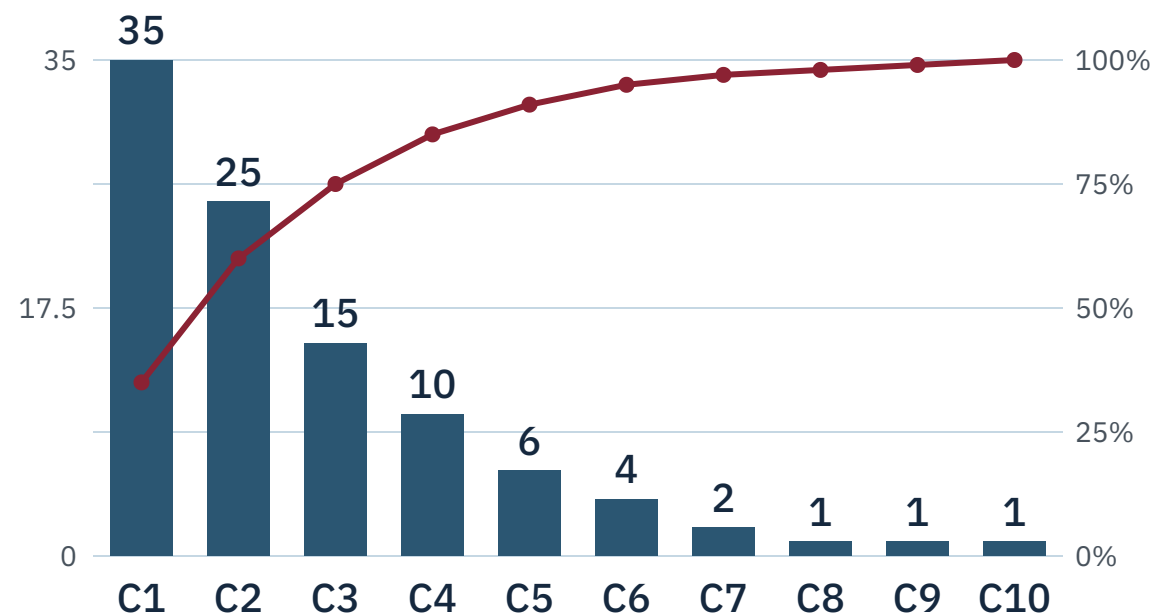
ILLUSTRATIVE WORKED EXAMPLE • NOT CLIENT RESULTS

LEFT: INDIVIDUAL SHARE (%) • RIGHT: CUMULATIVE (%)



Top 3 suppliers = 79% of spend

LEFT: INDIVIDUAL SHARE (%) • RIGHT: CUMULATIVE (%)



Top 3 categories = 75%

FOR YOUR BUSINESS

We will select a sourcing wave using spend, specification, risk and timing.

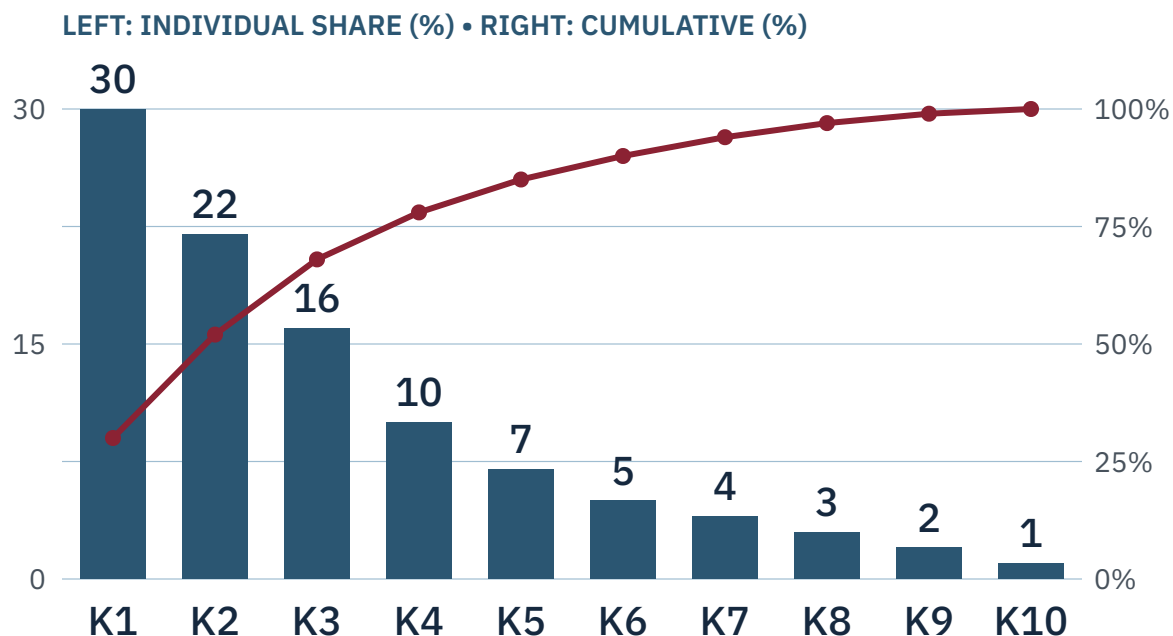
Method: N22/N24 McKinsey procurement analysis; original Pareto construction.

S1-S10 / C1-C10 are synthetic identifiers. Exact bar shares shown; cumulative line has a separate 0-100% scale.

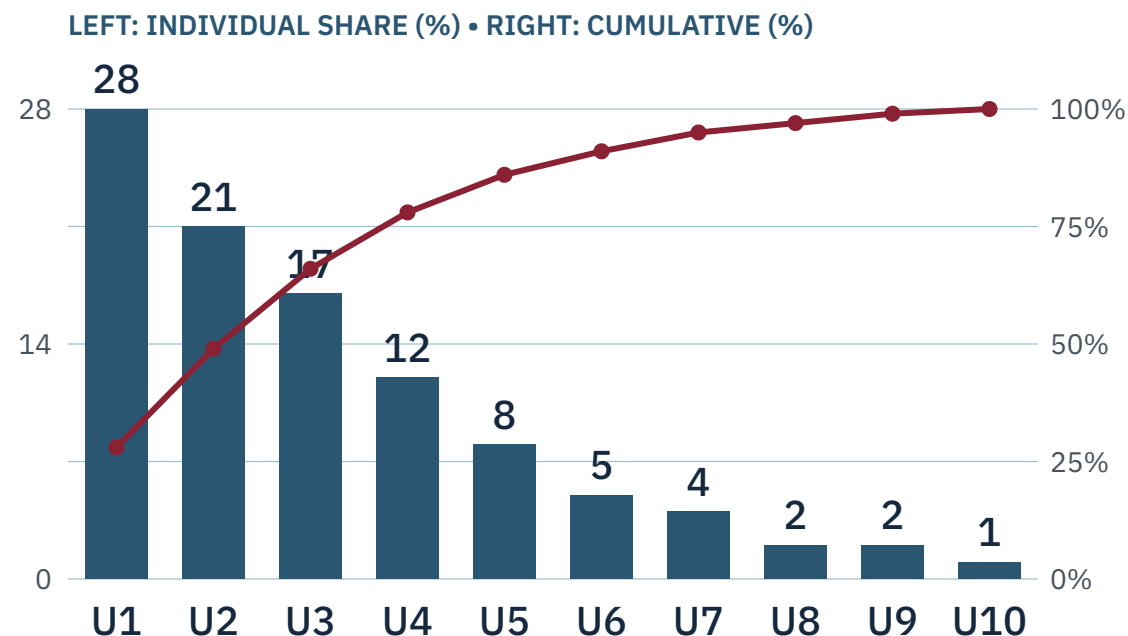
Do not delete the tail just because it is small.

Compare concentration, then test contribution, complexity and strategic role.

ILLUSTRATIVE WORKED EXAMPLE • NOT CLIENT RESULTS



Top 3 SKUs = 68% of revenue



Top 3 customers = 66%

Low volume can still protect a contract, fill a basket or support a strategic customer.

FOR YOUR BUSINESS

We will identify candidates to reprice, standardize or retire—with Sales.

Method: N22 McKinsey procurement context; original illustrative revenue partitions.

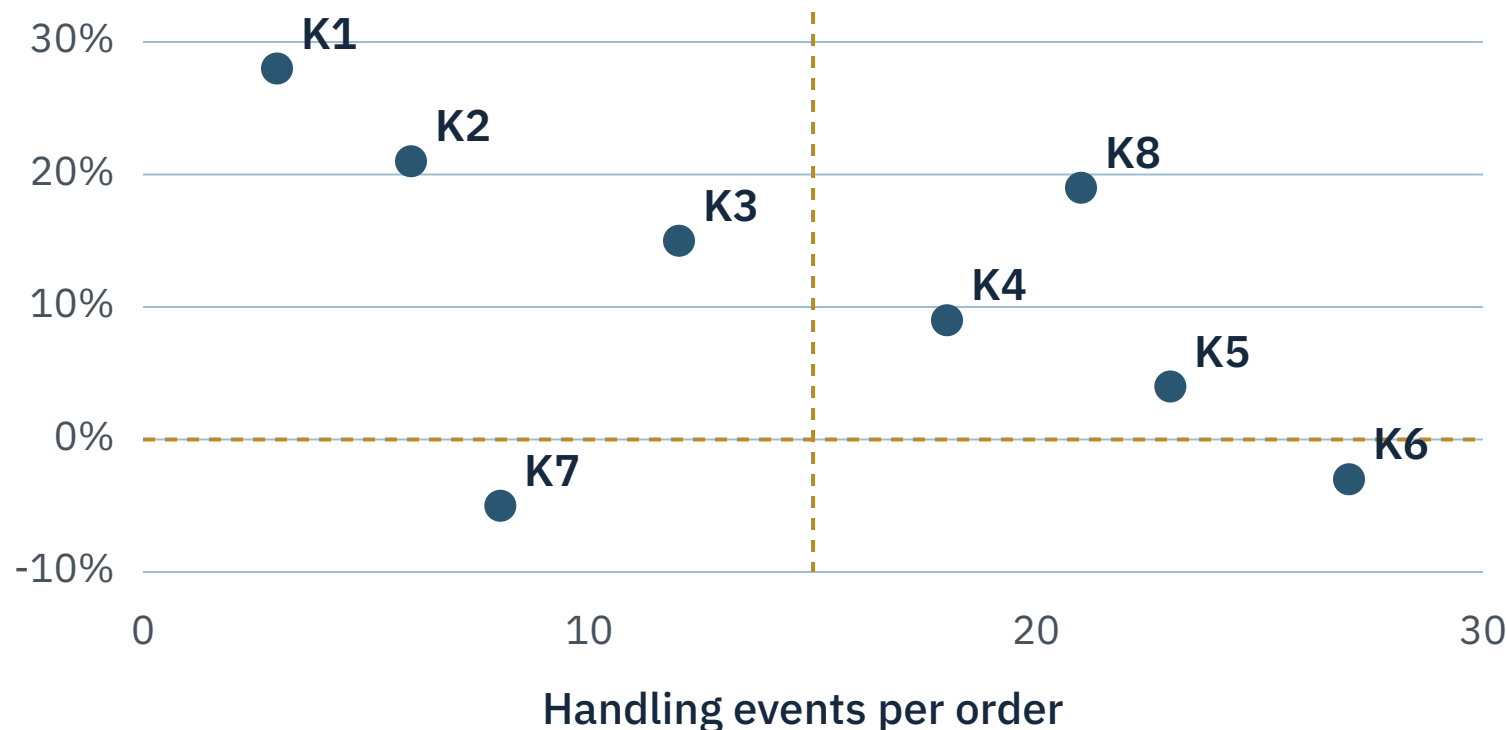
K1–K10 and U1–U10 are synthetic. Check contract commitments, substitution, stranded costs and customer loss before action.

Remove avoidable complexity—not useful revenue.

Use contribution after service cost, then ask what cost would actually disappear.

ILLUSTRATIVE WORKED EXAMPLE • NOT CLIENT RESULTS

CONTRIBUTION AFTER COST-TO-SERVE (%)



KEEP / FIX

Protect K8's contribution

TEST FIRST

Reprice or simplify K6

Thresholds are illustrative screening rules, not automatic decisions.

FOR YOUR BUSINESS

We will test alternatives with the account owner before removing a SKU.

Method: N22/N24 McKinsey cost context; original decision screen.

Cost-to-serve must be attributable. Allocated fixed overhead does not become savings just because a SKU is removed.

Compare suppliers on the same promises and denominators.

A low quoted price is not a good score if deliveries fail or quality costs rise.

ILLUSTRATIVE WORKED EXAMPLE • NOT CLIENT RESULTS

Supplier	OTIF orders	Accepted lots	Lead-time σ	Landed \$/EA
A	92 / 100	98 / 100	2 days	2.00
B	47 / 50	49 / 50	5 days	1.94
C	19 / 20	18 / 20	1 day	1.90

A: RELIABLE VOLUME

92% OTIF • 98% quality

B: CHECK VARIABILITY

94% OTIF • 98% quality

C: SMALLER SAMPLE

95% OTIF • 90% quality

FOR YOUR BUSINESS

We will build your scorecard around comparable orders and corrective action.

Method: N19/N20 ASCM SCOR definitions; Garnet River proposed vendor cohort design.

No composite score: weights need your category strategy. σ = standard deviation of measured lead times, not delivery lateness.

Give the buyer a supplier decision—not another rating.

Bring performance, dependency, terms and open actions into one review.

ILLUSTRATIVE WORKED EXAMPLE • NOT CLIENT RESULTS

ILLUSTRATIVE SUPPLIER B

94% OTIF

47 / 50 orders

Check why lead times vary before shifting more volume.

AI-generated context



Decision evidence	Buyer’s next action
Same spec / \$1.94 landed	Confirm quote validity
5-day lead-time deviation	Review late-order causes
Upstream dependency unknown	Map common site / input
Recovery terms not approved	Agree escalation / backup
Proposed award increase	Gate on corrective evidence

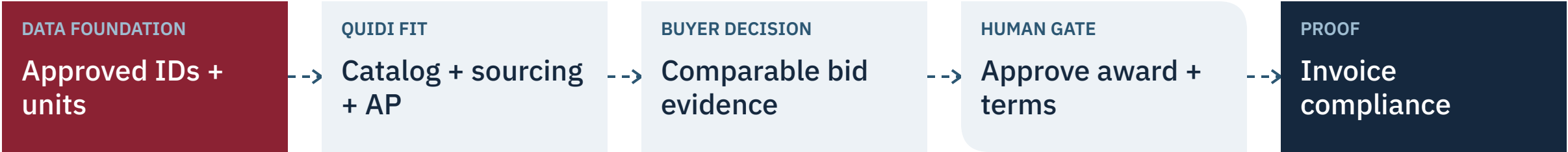
FOR YOUR BUSINESS We will turn supplier data into a review agenda with owners and due dates.

Method: N19/N20 ASCM SCOR; N32 QUIDI sourcing context.
No supplier approval or sourcing recommendation can be inferred from a price/performance table alone.

Use QUIDI to connect the evidence—not bypass approval.

Separate current positioning from the workflow we would prove with your team.

GARNET RIVER PROPOSED METHOD • VALIDATE WITH YOUR TEAM



Dashed arrows = mechanisms to test, not proven effects. Financial equations are shown separately.

Publicly described scope	Proposed next proof	Must be validated
Catalog / UOM normalization	One category / approved export	Interfaces and permissions
Matching + sourcing context	Human-reviewed comparison	Specification equivalence
AP review + matching	Trace one award to invoices	Security, recovery and ownership

FOR YOUR BUSINESS We will verify product fit on your records before committing to deployment.

Count the saving after freight, adoption and leakage.

A negotiated price is the start of the value case—not its finish.

ILLUSTRATIVE WORKED EXAMPLE • NOT CLIENT RESULTS

Annual normalized case	USD
1m EA × \$2.00 baseline	\$2,000,000
1m EA × \$1.90 new landed cost	\$1,900,000
80% adoption × \$100,000	\$80,000
Less compliance leakage	-\$10,000
Less recurring support	-\$10,000

\$60,000

annual net cost reduction

\$30,000 one-time transition

\$30,000 first-year net

Only count invoiced volume under approved, equivalent terms. Finance verifies the baseline.

FOR YOUR BUSINESS

We will reconcile the business case to the price and volume on your invoices.

Method: N22/N23 McKinsey procurement methods; N32 QUIDI sourcing; original cost model.

First-year net assumes full annual run-rate immediately; ramp, tax, financing and discounting excluded. Not additive to CFO case.

Build a cost plan your CFO can sign.

Show the cost you will remove, the service you will protect, the investment required and the evidence Finance will accept.

Recurring earnings $\neq$ working-capital cash $\neq$ released capacity

Separate them. Assign one owner. Count each benefit once.

FOR YOUR BUSINESS

We will build a cost-removal case—not a collection of efficiency claims.

Show exactly how the run-rate cost comes down.

Three non-overlapping cost pools; implementation and support remain visible.

ILLUSTRATIVE WORKED EXAMPLE • NOT CLIENT RESULTS

ANNUAL OPERATING COST • USD THOUSANDS • ZERO-BASED MAGNITUDE



\$450k recurring reduction • \$200k implementation cash • \$250k first-year net at full run-rate

FOR YOUR BUSINESS

We will tie each bridge step to an account, action and Finance-approved owner.

Method: N22/N24 McKinsey procurement methods; original non-overlapping financial model.

Material, external freight and overtime are distinct pools. One-time implementation expense/cash shown separately; timing unmodeled.

Keep cash, earnings and capacity on separate lines.

Make the realization gate more demanding than the opportunity estimate.

ILLUSTRATIVE WORKED EXAMPLE • NOT CLIENT RESULTS

Benefit class	Illustrative case	Evidence Finance accepts	Owner
Recurring EBIT	\$450k / year net	GL reduction, net support	CFO
One-time cash	\$200k outflow	Implementation payment	Sponsor
Working capital	Not sized in this case	Stock + purchases + valuation	Supply chain
Capacity	Not monetized	Hours released + actual use	Operations
Service protection	No dollar claim	OTIF + quality by cohort	Commercial

No headcount, revenue, cash-release or retention saving is inferred from time saved.

FOR YOUR BUSINESS

We will agree the savings rules before the team starts counting benefits.

Method: N19 ASCM SCOR; original Finance acceptance design.

Annual run-rate is not current-year realized value. Cash flow, accounting treatment and ramp must be reconciled separately.

Fund the next proof—not the entire wish list.

Move to the next horizon only when the decision, control and economics work.

GARNET RIVER PROPOSED METHOD • VALIDATE WITH YOUR TEAM

DIAGNOSE

Trace one costly failure

Source inventory + baseline

Is the problem worth fixing?

SPRINT / PROTOTYPE

Test one controlled slice

Clean records + changed work

Does the result survive review?

SUSTAIN

Transfer the operating control

Owner + checks + Finance proof

Can your team keep it working?

Stop or redesign if reconciliation fails, users cannot act, controls weaken or costs exceed value.

FOR YOUR BUSINESS

We will scope the next decision with you and put acceptance criteria in writing.

Bring us the report you do not trust—and the decision it is holding up.

We will work with your Finance, operations and data teams to find the failure, prove a correction and decide what to scale.

BRING 01

One decision to improve

BRING 02

One representative data slice

BRING 03

One accountable business owner

FOR YOUR BUSINESS

Start with your data and your operating problem. We will define the proof.

Garnet River proposed next step • Contact through your Garnet River relationship owner.

Illustrative analytical examples are not client results or promised savings. AI-generated contextual photograph.