

OPERATOR WORKSHOP — SAMPLE OUTPUT

A regional distribution company. One function, eight operators, ninety minutes, three questions. Ten candidates surfaced; the top five are here. The #1 decision had never appeared in any executive deck.

PROCUREMENT

RANKED BY FREQUENCY × PAIN

THE THREE QUESTIONS

- Q1 made ten times a week, flying blind
- Q2 deferred, no time to dig
- Q3 got wrong last quarter

#1 Vendor switching during stockouts

ALSO ON THE P&L WALK → TOP 10

Backup-supplier premium of 6–14% per order, dozens of times a week

■ Profit ~40× / week

#2 Expedited-freight approvals

NEW FIND — INVISIBLE AT C-SUITE

\$400–\$1,200 per shipment; deferred until approved by default

■ Profit ~15× / week