GNOMON PARTNERS

Most of the value in a deal is decided before anyone negotiates.

In the requirement, in who carries the risk, and in the mandate behind the table. That's also where value quietly leaks away. Nine situations we see again and again, plus one that cuts across all three.

PROCUREMENT, SUPPLY CHAIN & AI

Costs nobody has questioned

Some of your biggest costs come from requirements nobody has challenged in years, so the effort goes into squeezing the price instead.

We work through each requirement with the people who set it, and separate real needs from buffers that have built up over time. In one case, a five-day delivery requirement turned out to be 25 days, air freight became ocean freight, and cost fell five to six times.

Read the case at gnomonpartners.com

One supplier, no plan B

When your product depends on one component from one supplier, a market shortage can stop production, and the contract pays out far less than you lose.

We bring procurement and the technical team together to define what the part must do, and approve alternatives before you need them. Production keeps running when one supplier can't deliver, and more suppliers compete for your business.

A procurement team built for yesterday

Your team still spends most of its time on purchase orders, quote chasing and spreadsheets, while AI tools promise to automate exactly that work. Without a plan, you either buy tools nobody uses or keep a team that can't keep up.

We look at where your team's time actually goes, decide which work to automate, and redesign roles around supplier strategy, risk and the business. We have done this at scale, setting up a 400-person sourcing organisation managing €6B of spend.

COMMERCIAL & DEAL STRATEGY

Risk priced in by the wrong party

When a tender or contract leaves risks unclear, or puts them on the party that can't control them, suppliers either add a buffer or underprice and claim more later.

We ask suppliers which risks and cost drivers they see, then give each one to the party able to manage it. You get offers you can compare like for like, at prices that hold after signing. In one rig contract, moving customs risk to the client, who could act on it, took a 30-day buffer out of the price.

Read the case at gnomonpartners.com

Guarantees that don't protect what matters

A contract may promise to replace failed equipment quickly, but if the supplier can't deliver, compensation arrives while your operation stands still.

We test every remedy against what it has to restore and whether the supplier can realistically perform it, with repaired and refurbished units as a backup. You get protection that brings you back into operation, not just a claim for compensation.

Gaps your investor finds first

When you raise capital or finance a project, weak spots in your contracts surface late and get fixed under pressure, on the investor's terms.

We review your key contracts and governance the way an investor or lender would, before the process starts. You fix the gaps on your own timetable, and close on time with fewer conditions.

NEGOTIATION & TRAINING

Separate targets, one costly deal

When each part of the company negotiates for its own target, a deal can meet every target and still cost the company more.

We align everyone on one goal and one mandate before the negotiation starts. Everyone gets what they need, and the company gets the best deal.

The deal stalls after the customer says yes

Your contact is convinced, then the deal sits with procurement, legal and finance for weeks. Every buying organisation has its own process, criteria and approvals, and most sales teams only see the first step.

We map how the buyer actually decides, from budget and supplier approval to commercial terms and sign-off, and prepare your team to bring what each step needs before anyone asks.

Price increases passed straight on

A supplier buys materials at a price peak, on the date the contract set, and expects you to pay the difference.

We build market monitoring, early warning and joint purchasing decisions into the contract, and test every request for more money. Price peaks are avoided or shared fairly, instead of arriving as a bill you didn't see coming.

ACROSS ALL THREE

Bought as one, run as three

After acquisitions, the businesses in a group often still buy, contract and negotiate separately, so suppliers face one large customer while the group negotiates as several small ones.

We bring requirements, contracts and negotiations together across the group. The group captures the value it paid for and negotiates from its real size.

Procurement, deal strategy and negotiation, from both sides of the table.
Christopher Riel and Eric Dubern

Book a 20-minute call at **gnomonpartners.com**