

SOURCING — EXECUTIVE BRIEFING

# Supplier Qualification Briefing

A northern Portuguese knitwear mill — qualify before the first bulk order

FOR

Sourcing & production

THE QUESTION IT SETTLES

The certificate you were shown has expired.

DOCUMENT

SQB-27-041

PREPARED

May 2027

OWNER

Sourcing — Knitwear

PAGES

9

STATUS

Illustrative sample

## The read

Qualify with conditions. Capability and compliance both clear our bar; the two things that do not are a minimum order quantity above our first-season plan and a certification that expires inside the production window.

|                                                                                      |                                                                |                                                                              |                                                                        |
|--------------------------------------------------------------------------------------|----------------------------------------------------------------|------------------------------------------------------------------------------|------------------------------------------------------------------------|
| <h3>Qualify</h3> <p>Subject to the four conditions on page 6<br/>with conditions</p> | <h3>14/18</h3> <p>Capability score against our requirement</p> | <h3>300</h3> <p>Minimum order quantity, units per colour<br/>plan is 180</p> | <h3>Nov 27</h3> <p>Earliest certification expiry<br/>inside window</p> |
|--------------------------------------------------------------------------------------|----------------------------------------------------------------|------------------------------------------------------------------------------|------------------------------------------------------------------------|

#### CLEARs OUR BAR

- 01 Knitting, linking and finishing capability.
- 02 Certification held and audit passed today.
- 03 Sample and bulk lead times inside our calendar.

#### DOES NOT, YET

- 04 Minimum order of 300 against a plan of 180.
- 05 Organic certification expires inside the window.

#### THE FOUR CONDITIONS

| CONDITION                                   | OWNER              | BEFORE      |
|---------------------------------------------|--------------------|-------------|
| Garment-dye quote received and costed       | Sourcing Lead      | First order |
| Certification renewal evidenced             | Compliance Manager | First order |
| First-season minimum-order exception agreed | Sourcing Lead      | First order |
| Dye house approved separately               | Quality Manager    | Bulk        |

**SO WHAT** Neither blocking item is about whether they can make the product. Both are commercial and both are negotiable, which is what makes this a conditions conversation rather than a decline.



#### BEFORE THE NUMBERS

## What the order is

Six knitwear bodies, one mill, first season. Everything argued in the pages after this - the minimum, the dye house, the certificate expiry - is argued about these.

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6

Bodies in the first order

180

Units per colour we planned to buy

300

Units per colour the mill will run

# 1 The supplier



## PROFILE

|               |                                                                   |
|---------------|-------------------------------------------------------------------|
| Established   | 1974, second generation, family held                              |
| Employees     | 142 across knitting, linking and finishing                        |
| Capability    | Full-fashion knitting, 3-12 gauge; linking and finishing in house |
| Capacity      | Approximately 26,000 units per month at current staffing          |
| Minimum order | 300 units per colour, 900 per style                               |
| Lead time     | Sampling 3 weeks; bulk 9-11 weeks from yarn in-house              |
| References    | Three contactable accounts supplied; two reached and confirmed    |

Where a fact was not supplied it is marked as such rather than assumed — an assumed capacity is how a plan is built on a number nobody has confirmed.

|                                     |                                              |                                   |                                  |
|-------------------------------------|----------------------------------------------|-----------------------------------|----------------------------------|
| 26,000                              | 7x                                           | 9-11 wks                          | 2 of 3                           |
| Units per month at current staffing | Their capacity against our first-season need | Bulk lead time from yarn in-house | References reached and confirmed |

### What they already make

Their own book, not ours: fine-gauge bodies with linked necks and a washed finish. The capability question is whether that hand survives at our weight, not whether they can knit.

**SO WHAT** Capacity is roughly seven times our first-season requirement, which means we would be a small account. That is the context for the minimum-order conversation, not an obstacle to it.

## 2 Capability against our requirement

### REQUIREMENT AGAINST DEMONSTRATED CAPABILITY

|                          | REQUIRED | DEMONSTRATED | VERDICT     |
|--------------------------|----------|--------------|-------------|
| Gauge range 5 - 12       | 5 - 12   | 3 - 12       | CLEAR       |
| Full-fashion linking     | REQUIRED | IN HOUSE     | CLEAR       |
| Undyed yarn handling     | REQUIRED | LIMITED RUNS | CONDITIONAL |
| Garment-dye finishing    | REQUIRED | OUTSOURCED   | GAP         |
| Piece-level traceability | REQUIRED | BATCH ONLY   | CONDITIONAL |
| Sample turnaround 3 wks  | REQUIRED | 3 WKS        | CLEAR       |

Scored against our own requirement rather than against a general standard. A supplier can be excellent and still not clear a requirement that is specific to us, which is why the left column is ours and not theirs.

#### CLEAR WITHOUT CONDITIONS

- 01 Gauge range, linking and sample turnaround.
- 02 In-house finishing on everything except garment dye.

#### NEEDS A CONDITION OR A SECOND SUPPLIER

- 03 Garment dye is outsourced and unapproved by us.
- 04 Traceability is batch level where we need piece level.

**SO WHAT** One genuine gap and two conditionals. The gap is garment dye, which they outsource — acceptable for our first season, and a second supplier decision rather than a reason to decline this one.

### 3 Commercial



ROUTE A

Piece-dyed

One stock body, colour decided late. The minimum can be argued down because the greige is the same whatever we finally dye it.



ROUTE B

Yarn-dyed

Colour committed at the yarn, nine weeks earlier. Cleaner shade, no minimum relief, and unsellable if the colour is wrong.

COST BUILD-UP, PER UNIT

| LINE                     | VALUE             | BASIS                                        |
|--------------------------|-------------------|----------------------------------------------|
| Yarn                     | 18.40             | Quoted, undyed lambswool, current yarn price |
| Knitting and linking     | 11.20             | Quoted                                       |
| Finishing                | 3.60              | Quoted                                       |
| Outsourced garment dye   | [[quote pending]] | Not supplied — placeholder                   |
| Overhead and testing     | 2.10              | Quoted at 6% of prime                        |
| Ex -works, excluding dye | 35.30             | Target 34.00                                 |

The dye line is a marked placeholder because no quote has been received. It is not estimated: an invented cost here would propagate straight into a margin decision.

|                                                                                                                                                                                           |                          |          |             |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|----------|-------------|
| 35.30                                                                                                                                                                                     | 34.00                    | 1 of 5   | 52%         |
| SO WHAT We are 1.30 over target before the missing line, so the dye quote decides whether this clears commercially. That quote is the first of the four conditions and it gates the rest. |                          |          |             |
| Ex -works per unit, Our target ex -works Cost lines still a marked placeholder Yarn as a share of quoted                                                                                  |                          |          |             |
| +1.30 vs target                                                                                                                                                                           |                          |          |             |
| SQB-27-041                                                                                                                                                                                | COMMERCIAL IN CONFIDENCE | MAY 2027 | PAGE 6 OF 9 |

## 4 Compliance



**Fabric and trim reference**  
The physical set held against the certificate: cloth, lining and hardware, each traceable to its own supplier.



**Sealed swatch, second colour**  
Organic content is certified per LOT, so a second colour from the same mill is a second piece of evidence, not the same one.



**Wear test, week four**  
Worn and washed by our own team. A certificate covers the fibre; it says nothing about how the garment survives use.

### CERTIFICATIONS HELD

| STANDARD                  | SCOPE                | STATUS                 | EXPIRES  |
|---------------------------|----------------------|------------------------|----------|
| Organic content standard  | Knitting and linking | Held                   | Nov 2027 |
| Recycled content standard | Knitting             | Held                   | Mar 2028 |
| Social compliance audit   | Site                 | Passed, minor findings | Aug 2028 |
| Chemical management       | Finishing            | Held                   | Jan 2029 |
| Traceability to fibre     | Full chain           | Not held               | -        |

### WHAT OUR MARKET WILL REQUIRE OF THEM

|          |                                                                                                                                |
|----------|--------------------------------------------------------------------------------------------------------------------------------|
| Nov 2027 | <div></div> <b>Organic certification renewal</b><br>Falls inside our first production window. Renewal evidence is a condition. |
| 2028     | <div></div> <b>Extended producer responsibility registration</b><br>Their obligation, our exposure if unregistered.            |
| 2030     | <div></div> <b>Digital product passport, textiles</b><br>Requires the fibre-level traceability they do not hold today.         |

**SO WHAT** Compliance is sound today and thin against 2030. That is a development conversation to open now rather than a qualification issue, but it should be written into the relationship at the start.

## 5 Risk

### RISK REGISTER

| RISK                                      | LIKELIHOOD | IMPACT    | MITIGATION                                                  |
|-------------------------------------------|------------|-----------|-------------------------------------------------------------|
| Certification lapses mid - window         | Medium     | High      | Renewal evidence as a condition of first order              |
| Minimum order exceeds first - season plan | High       | Medium    | Negotiate a first - season exception or consolidate colours |
| Outsourced dye adds an uncontrolled step  | Medium     | Medium    | Approve the dye house separately before bulk                |
| We are a small account at peak            | Medium     | High      | Book capacity in writing ahead of the season                |
| No fibre - level traceability             | High       | Low today | Development plan agreed at onboarding                       |

#### ADDRESSED BY A WRITTEN FIRST-ORDER AGREEMENT

**01** Certification renewal evidence as a condition precedent.

**02** First-season minimum - order exception.

**03** Capacity booked in writing ahead of the season.

**04** Separate approval of the dye house.

#### NEEDS A DEVELOPMENT PLAN INSTEAD

**05** Fibre - level traceability, against the 2030 requirement.

**SO WHAT** Four of the five risks are addressed by the same instrument — a written first - order agreement. That is cheaper than a second supplier search and it is the recommendation.

# Decisions

## DECISIONS ARISING FROM THIS BRIEFING

| DECISION                                                   | OWNER              | BY     | IF IT IS NOT TAKEN                               |
|------------------------------------------------------------|--------------------|--------|--------------------------------------------------|
| Request the garment-dye quote and re-run the cost build-up | Sourcing Lead      | 16 May | Commercial clearance cannot be established       |
| Obtain certification renewal evidence before any order     | Compliance Manager | 30 May | We produce against a lapsed certificate          |
| Negotiate a first-season minimum-order exception           | Sourcing Lead      | 30 May | First-season volume is bought at the wrong depth |
| Approve the outsourced dye house separately                | Quality Manager    | 20 Jun | An uncontrolled step enters the chain            |

## SOURCES AND BASIS

Supplier profile, capacity and quotations — supplied by the mill and recorded as supplied.

Certification status and expiry — certificate copies provided; two verified against the issuing body register.

Regulatory dates — published implementing regulation.

### ILLUSTRATIVE SAMPLE

This document is a rendered **SAMPLE** of the **Supplier Qualification Briefing** template, produced to show its structure, exhibit inventory and register. The figures in it are illustrative and are not market intelligence. A real run of this template researches and cites its figures with an as-of year for each, or marks them as modelled and states the basis — the rule the template itself carries.