

Six months in the life of a supplier record

Day one, and six months later. The same record, governed two different ways.

Supplier data is checked closely when a supplier is set up. It stops being checked the moment it changes. This is one supplier record, on both of those days.

For procurement, finance, master data and IT leaders in multi-ERP enterprises.

MEET THE CAST

THE SUPPLIER

RD

Ray Delgado

Finance contact,
Kestrel Industrial Supply, Inc.

Cleveland, Ohio. Has been asked for the same details by three different parts of your business.

"I sent it to the person who asked. I do not know if it arrived, or whether it was the right form."

YOUR TEAM

RO

Rachel Okoye

Vendor master analyst

Owens the supplier record. Verifies identity, tax and bank details by hand, alongside everything else.

"I just want someone to confirm this bank account is correct for this supplier."

THE RECORD

IDENTITY

TAX

BANK

ADDRESS

One supplier. Identity, tax, bank, address. Correct on the day it was created, and then nobody is watching.

09:00 - DAY ONE

A business unit raises a request to set up a new supplier.

The first invoice is due in three weeks. Everything below follows from that one request.

WITHOUT A GOVERNED FRONT DOOR

Email. Spreadsheets. Judgment.

YOUR SUPPLIER · Ray Delgado, Kestrel Industrial Supply

INBOX

FROM vendor.maintenance@

SUBJ New vendor form, please complete and return

new_vendor_form_v4.xlsx

The request starts in a system and then falls out into email. He is sent a form and asked to send it back.

YOUR TEAM · Rachel Okoye, vendor master

THREADS - KESTREL

RE: New vendor form 09:41

FW: Kestrel set up 10:07

RE: RE: New vendor form 10:52

Kestrel tracker (updated) 11:15

Rachel becomes the form, the chaser and the checker for every request that arrives.

■ NOT CREATED, IN EMAIL

WITH SUPPLIER REGISTRATION

One route. Validated. Evidenced.

SUPPLIER REGISTRATION Step 1 of 5

LEGAL ENTITY NAME

Kestrel Industrial Supply, Inc.

STATE OF INCORPORATION

Ohio

Only the fields that apply to your company are shown.

He is invited into one structured flow, and only asked for what applies to his company.

INTAKE QUEUE 1 request

SUPPLIER

Kestrel Industrial Supply

STATUS

IN PROGRESS

The request enters one flow, with the same fields asked in the same way every time.

■ NOT CREATED, IN ONE FLOW

09:40 - IS THIS ALREADY A SUPPLIER

YOUR SUPPLIER · Ray Delgado, Kestrel Industrial Supply

NO VISIBILITY

He has no way of knowing whether his company is already set up with you.

YOUR TEAM · Rachel Okoye, vendor master

VENDOR MASTER

kestrel

NAME	BANK
KESTREL INDUSTRIAL SUPPLY	4471
Kestrel Industrial Supply Inc	2210
KESTREL IND SUPPLY (OH)	8802
KESTREL INDUSTRIAL SUPPLY INC (new)	4471

Created 14:52 by R. Okoye

She searches by name, cannot tell which of three records is the right one, and creates a fourth.

■ FOURTH DUPLICATE CREATED

TAX DETAILS Step 2 of 5

TAX IDENTIFICATION NUMBER

34-2081557

Checking against existing records

His tax ID is checked against your existing records as he enters it.

POSSIBLE MATCH FOUND

EXISTING RECORD

Kestrel Industrial Supply, Inc.
TIN 34-2081557

SUBMISSION

Kestrel Industrial Supply, Inc.
TIN 34-2081557

Link to existing Create new

The submission is matched to known records before a new one is created, so the duplicate is prevented rather than merged later.

■ MATCHED, NO DUPLICATE

11:20 - IT COMES BACK INCOMPLETE

YOUR SUPPLIER · Ray Delgado, Kestrel Industrial Supply

INBOX

REJECTED

Missing signature and the routing number is not the right length, can you resend

Original sent Monday 09:52

He finds out what was wrong three days after he sent it.

YOUR TEAM · Rachel Okoye, vendor master

SENT ITEMS

Following up on the vendor form Tue

Following up on the vendor form Thu

Following up on the vendor form Mon

Record status: still waiting

The chasing cycle starts, and the record waits behind it.

■ INCOMPLETE, WAITING

BANK DETAILS Step 4 of 5

ROUTING NUMBER

04100012

Routing number must be nine digits

Submit

He cannot submit an incomplete or malformed record, so he fixes it while he is still in the form.

INTAKE QUEUE Fields 18 of 18

Kestrel Industrial Supply

COMPLETE

Nothing to return.

What arrives is complete, so there is nothing to send back.

■ COMPLETE

14:05 - WHAT DID WE ACTUALLY CHECK

YOUR SUPPLIER · Ray Delgado, Kestrel Industrial Supply

EMAIL SIGNATURE

Ray Delgado

Finance contact
Kestrel Industrial Supply, Inc.

+1 216 555 0148

USED TO CONFIRM BANK DETAILS

The number used to confirm his bank details is the one printed in his own email footer.

YOUR TEAM · Rachel Okoye, vendor master

COMPANY REGISTER SEARCH

Kestrel Industrial Supply

1 result. Status active, Ohio.

NEW_SUPPLIERS_2024.XLSX		
12	Kestrel Industrial Supply	pending
13	Kestrel Ind Supply (OH)	check

spoke to Ray, looks fine

The control is one person's judgment, and no record survives of what was checked.

■ APPROVED, UNVERIFIED

SUBMITTED FOR REVIEW

Certificate of incorporation

Bank confirmation letter

W-9

He submits once, and can see what he has provided.

REVIEW - KESTREL INDUSTRIAL SUPPLY

CAPTURED DATA

Legal entity

Kestrel Industrial Supply, Inc.

TIN

34-2081557

Bank account

**** 4471

Address

Cleveland, OH

VALIDATION RESULTS

Sanctions screening

Match against the submitted entity name

BLOCKS APPROVAL

Tax ID

Does not match the registered business name

BLOCKS APPROVAL

Bank account name

Does not match the legal entity, ownership not confirmed

BLOCKS APPROVAL

Address verified

W-9 on file

Return to supplier Approve

She reviews the captured data alongside the validation results, and mandatory failures are flagged before anything can be approved.

■ BLOCKED, THREE FAILURES

16:30 - WHERE ARE THE DOCUMENTS

YOUR SUPPLIER · Ray Delgado, Kestrel Industrial Supply

SENT

Third request

Attaching the certificate again, let me know if you need anything else

certificate_final_v2.pdf

He sends the same certificate to the third person who has asked for it.

YOUR TEAM · Rachel Okoye, vendor master

SHARED DRIVE - SUPPLIER DOCS

kestrel_cert.pdf

kestrel_cert_final.pdf

certificate_final_v2.pdf

kestrel_cert_Live_this.pdf

expiry_tracker.xlsx Owner: unassigned

Certificates sit in a folder and expiry dates sit in a spreadsheet nobody owns.

■ EVIDENCE SCATTERED

COMPANY PROFILE - DOCUMENTS

Certificate of incorporation

W-9

Upload a document

Documents are uploaded against his company profile once, where they can be found again.

SUPPLIER RECORD DOCUMENTS

Certificate of incorporation

W-9

Tax forms and certificates are held against the supplier record rather than chased down later.

■ EVIDENCE ON FILE

THE SUPPLIER GOES LIVE

WITHOUT A GOVERNED FRONT DOOR

WEEKS

Around two hours of actual work, sitting in a queue.

Buyer research: procurement manager and indirect procurement operations manager.

The delay stays invisible until someone complains, and by then the business has already gone round the process.

■ LIVE, UNVERIFIED

WITH SUPPLIER REGISTRATION

Complete and validated when it is submitted.

The record is trusted from the moment it is created, because it could not be created any other way.

■ LIVE, VALIDATED

08:15 - A BANK CHANGE ARRIVES

YOUR SUPPLIER · Ray Delgado, Kestrel Industrial Supply

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08:40 - THE DETAILS DO NOT MATCH

YOUR TEAM · Rachel Okoye, vendor master

VENDOR_BANK_DETAILS.XLSX

41 Kestrel-****-4471 replaced

42 Kestrel - **** 9032 edited today

Checks run on this change

None

Paid on the next run.

updated per email

The record was verified once, at creation. It has now been changed with no check at all, and paid.

■ CHANGED, NO CHECKS RUN

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Certificate of incorporation

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■ EVIDENCE ON FILE

08:40 - THE DETAILS DO NOT MATCH

YOUR TEAM · Rachel Okoye, vendor master

INBOX RULE

Subject contains "bank account"

Move to Vendor updates

Mark as Read - 08:15

Nobody opened it before the payment run.

The request is indistinguishable from a real one, so it is treated as routine.

■ CHANGE ACCEPTED BY EMAIL

CHANGE TO BANK DETAILS

NEW ACCOUNT NUMBER

**** 9032

Submitted for validation

Bank details are changed in one place, as a change to the record rather than a message to a person.

CHANGE QUEUE HIGH RISK FIELD

Supplier

Kestrel Industrial Supply

Change type

Bank detail

Status

PENDING VALIDATION

Held, not applied.

Every change to a high-risk field is held as a change to be validated, whoever submits it.

■ CHANGE HELD FOR VALIDATION

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