

EXECUTIVE SUMMARY

This report examines a critical organizational challenge: vendor negotiations happen without historical data.

Our analysis found that started as a quick fix during rapid growth and somehow became permanent policy. Previous attempts to fix this addressed symptoms rather than root causes. We've designed a 5-part human-AI collaboration model to transform this workflow.

Key Findings

- *Universal consensus confirmed — this isn't one person's complaint, it's a shared organizational pain point.*
- *Root cause identified: started as a quick fix during rapid growth and somehow became permanent policy.*
- *Multiple previous fix attempts addressed symptoms rather than the underlying structural issues.*
- *The real goal is faster delivery, but the process has become the focus instead.*
- *A 5-part human-AI collaboration model can transform this workflow using delegating, supervising, approving, consulting modes.*

Recommended Approach

We recommend a 5-part collaboration model focused on data gathering and initial analysis, communication and stakeholder updates, quality assurance and compliance. AI fully handles 2 outcomes within defined guardrails. 1 outcome run on AI with human oversight. Humans lead 2 outcomes with AI assistance. Run a 30-day pilot with the morning shift.

THE PROBLEM

"Vendor negotiations happen without historical data"

Why This Problem Matters

Universal agreement:

This isn't one person's complaint — it's a shared organizational pain point that everyone recognizes.

WHY IT PERSISTS

Started as a quick fix during rapid growth and somehow became permanent policy. The retail industry had different pressures then, and the process reflected that reality.

The belief that 'this is how it's always been done' has prevented anyone from questioning it. Meanwhile, people have built workarounds: scripts that automate parts nobody talks about.

The real goal is faster delivery, but the process has become the focus instead. The real goal is faster delivery, but the current process has become an end in itself.

THE SOLUTION

Target Outcomes

1. Data gathering and initial analysis
2. Communication and stakeholder updates
3. Quality assurance and compliance
4. Process coordination and scheduling
5. Documentation and knowledge capture

Human-AI Collaboration Model

1. Data gathering and initial analysis

Delegating Mode

AI handles:

Collects data from multiple sources, runs initial analysis, flags anomalies

Human handles:

Validates findings, adds context AI can't access, makes final calls

Why: AI excels at this type of work. Human relationships matter here.

2. Communication and stakeholder updates

Supervising Mode

AI handles:

Drafts communications, maintains consistency, handles routine updates

Human handles:

Reviews for tone, handles sensitive messages, manages relationships

Why: Routine enough for AI with this type of work. Judgment calls are frequent.

3. Quality assurance and compliance

Approving Mode

AI handles:

Runs all standard checks, compares against requirements, documents findings

Human handles:

Reviews exceptions, makes judgment calls, signs off on final output

Why: Quality requires this type of work. Judgment calls are frequent.

4. Process coordination and scheduling

Delegating Mode

AI handles:

Manages calendars, resolves conflicts, sends reminders, tracks completion

Human handles:

Handles escalations, makes priority decisions, manages exceptions

Why: AI excels at this type of work. Judgment calls are frequent.

5. Documentation and knowledge capture

Consulting Mode

AI handles:

Suggests templates, organizes information, maintains consistency

Human handles:

Provides expertise, validates accuracy, decides what matters

Why: Human judgment needed for this type of work. Human relationships matter here.

MAKING IT HAPPEN

Change Management

Start with the highest-volume use case. Get operations aligned before expanding.

Pilot Strategy

Run a 30-day pilot with the morning shift. Measure before and after, then scale based on results.

Continuous Improvement

Track throughput weekly. Feed human corrections back to improve AI recommendations. Review collaboration modes monthly and adjust based on what's working.

How You'll Know It's Working

- You identified clear metrics during our conversation — track these weekly and compare against your baseline.
- For delegated tasks like "data gathering and initial analysis", measure volume handled and exceptions flagged.
- For approval workflows, track review time and approval rates.

NEXT STEPS

You identified "vendor negotiations happen without historical data" as a critical organizational challenge.

We traced its origins and found it was designed for constraints that no longer apply.

The 5-part solution assigns 2 delegating, 1 supervising, 1 approving, 1 consulting collaboration modes to match each outcome with the right human-AI balance.

Start with the pilot approach outlined above, then scale based on what you learn.

Ready to implement?

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