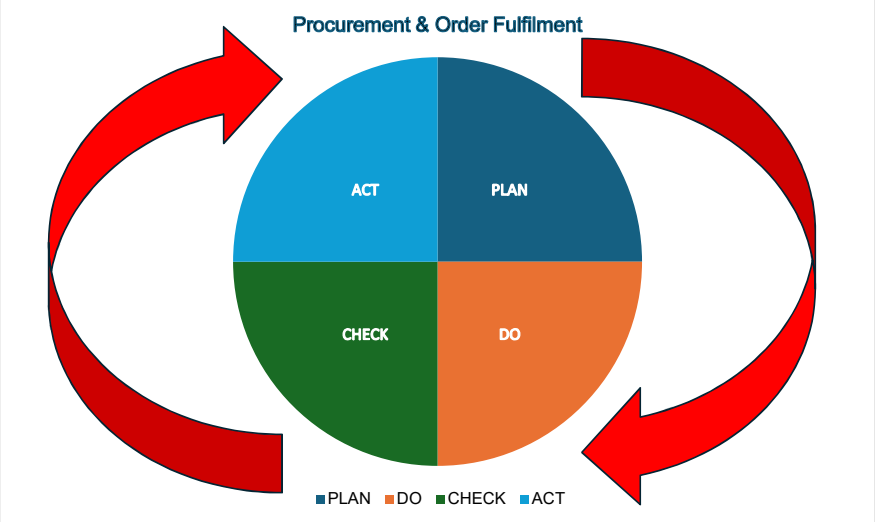
Procurement and Order Fulfilment — PDCA

Stage	Diagram weight
PLAN	1
DO	1
CHECK	1
ACT	1

Equal sections represent the four stages. They do not represent percentages of time, cost or workload. Read the cycle as PLAN, DO, CHECK, ACT, then return to PLAN.



Sourcing cycle and quotation follow-up

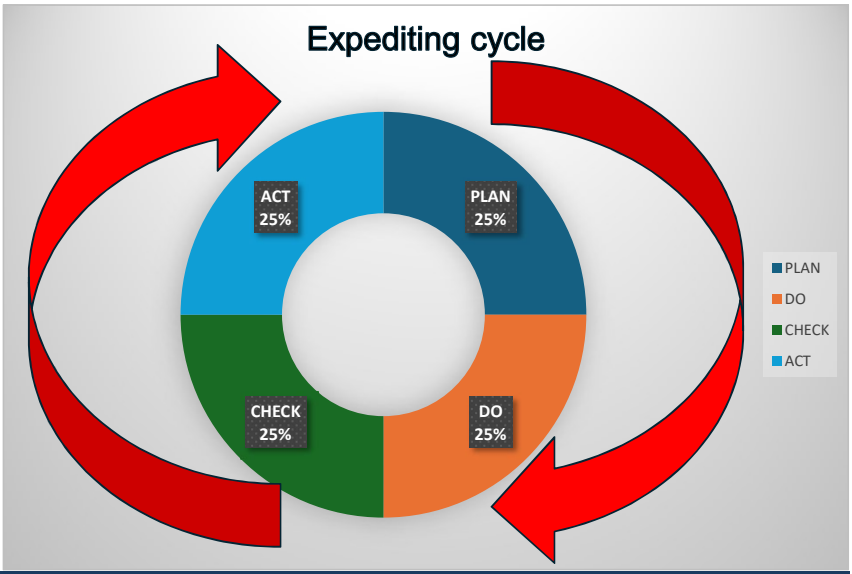
PLAN	Review customer specifications, quantities, approved manufacturers, certification, delivery and commercial requirements. Identify gaps and potential Angolan sourcing restrictions from available information. HS codes may only arrive with supplier quotations.
DO	Categorise the commodity and identify suitable suppliers. Consider Angolan sources and suppliers outside the USA for shipment to Angola via the customer's logistics hub where routing avoids US import tariff costs and improves landed cost. Send customer clarification queries as needed.
CHECK	Check supplier suitability against customer requirements. Review customer replies and identify unresolved gaps before issuing the RFQ. Once quotations arrive, check compliance, HS codes, sourcing restrictions, lead time, landed cost and export requirements.
ACT	Issue RFQs requesting lead time, HS code, origin and shipment location. Request FCA [named place], Incoterms® 2020, especially outside the USA. US EXW is acceptable if the supplier agrees to load the truck and provides EAR status and ECCN or EAR99. Return unresolved customer requirements to Plan.

Repeat PDCA for unresolved requirements, retaining confirmed work unless new information changes it. On receipt of quotations, assess classification, destination, end user and end use for export licensing; EAR99 does not automatically mean no licence is required. Use lessons learned to improve the next cycle.

Expediting — PDCA Overview

Stage	Diagram weight
PLAN	1
DO	1
CHECK	1
ACT	1

Equal sections represent the four stages. They do not represent percentages of time, cost or workload. Read the cycle as PLAN, DO, CHECK, ACT, then return to PLAN.



Buyer responsibility: supplier follow-up, delivery and recovery

PLAN	The buyer reviews the customer's required delivery date, supplier acknowledgement and committed delivery date, allowing for logistics via the customer's hub. Identify critical, long-lead and high-risk items and set follow-up frequency. Use milestones only where progress payments are involved.
DO	The buyer follows up with suppliers against committed delivery dates, obtains progress and readiness updates, and maintains the order tracker. Follow up outstanding documents, inspections, packing and collection arrangements. For orders with progress payments, follow the agreed payment milestones and obtain supporting evidence.
CHECK	The buyer compares supplier progress with the original supplier commitment and the customer's required delivery date. Verify supporting evidence, documentation and shipment readiness, and identify delays or recurring issues. Where progress payments apply, verify milestone achievement and required evidence before payment approval.
ACT	The buyer agrees recovery actions and due dates with suppliers, escalates material delays and communicates their impact to the customer and logistics team. If commitments are at risk or clarification is needed, return to Plan for the affected items. The buyer checks recovery progress in the next cycle.

Keep original commitments visible alongside revised forecasts. Do not extend lead time simply to improve reported performance. Use root causes and supplier performance to improve future planning and sourcing, and build relationships with suppliers that consistently support the business.

Procurement and Order Fulfilment – PDCA Process

PDCA repeats through sourcing, quotation, purchase order placement, expediting, receiving and delivery. Return unresolved requirements to Plan; retain confirmed work unless new information changes it.

PDCA	Sourcing	Quotation	Purchase Order	Expediting	Receiving / Delivery
PLAN **Identify / Understand**	Review the customer's RFQ, specifications, quantities, approved manufacturers, certification, delivery and commercial requirements. Identify missing or unclear information. Flag potential commodity restrictions or Angolan sourcing requirements using the product description and available information. The HS code may only be available with supplier quotations.	On receipt of supplier quotations, review offers against the customer's requirements, required delivery date and quotation due date. Identify missing technical, commercial, classification or logistics information for follow-up.	Review the customer PO against our quotation. Confirm scope, pricing, delivery requirements and commercial terms. Confirm that the customer PO delivery date is aligned with the supplier commitment and realistic logistics lead time.	The buyer reviews customer delivery requirements and supplier committed dates, allowing for logistics lead time. Identify critical, long-lead or high-risk items and set follow-up frequency. Use milestones only for orders involving progress payments.	Confirm delivery requirements, shipping documents, delivery location, receiving instructions and any customer-specific requirements.
DO **Execute**	Categorise the commodity and identify suitable suppliers against the customer's requirements. Consider Angolan sources where local sourcing may be required. Explore suppliers outside the USA for shipment to Angola via the customer's logistics hub, where the routing avoids US import tariff costs and improves total landed cost. Send clarification queries to the customer where needed.	Obtain missing information and resolve quotation queries. Prepare the quotation using supplier offers, freight, duties, commercial requirements and agreed mark-up. Submit after the Check review and respond to customer technical or commercial queries.	Issue the PO to the selected supplier and obtain acknowledgement, confirmed scope and committed delivery date.	The buyer follows up with suppliers against committed delivery dates, obtains progress and readiness updates and maintains delivery status. For orders with progress payments, follow agreed payment milestones and obtain supporting evidence.	Supplier ships or delivers the material with the required commercial, shipping and delivery documents.
CHECK **Verify / Evaluate**	Check that the identified suppliers match the customer's requirements. Review customer replies and their impact on specifications and supplier selection. Identify remaining gaps or sourcing questions before issuing the RFQ.	Verify technical compliance, certification, deviations, price, payment terms, lead time and delivery terms. Verify the proposed HS code and restrictions, including required Angolan sourcing or an eligible Angolan supplier. Compare total landed cost via the customer's logistics hub. Assess EAR status and ECCN/EAR99 with destination, end user and end use for any licence requirement. EAR99 does not automatically mean no licence is required. Check quotation accuracy before submission.	Check the supplier PO against the customer requirement and approved quotation before release. Identify any mismatch between the customer delivery date and supplier commitment.	The buyer compares supplier progress against original commitments and customer requirements. Check documentation and shipment readiness, measure delivery performance and identify delays or recurring issues. Where progress payments apply, verify milestone achievement and required evidence before payment approval.	Verify material received against the PO, packing list and delivery documents for correct part, quantity, condition and unit of measure. Record any discrepancy.
ACT **Correct / Improve**	Issue the RFQ requesting lead time, HS code, country of origin and shipment location. Request FCA [named place], Incoterms® 2020, especially outside the USA. In the USA, PGI can accept EXW [named place], Incoterms® 2020, if the supplier explicitly agrees to load the collecting truck and provides EAR status and ECCN, or EAR99 where applicable. If customer clarification is still needed, return to Plan for the unresolved requirements.	Resolve gaps and obtain customer acceptance of proposed deviations before finalising the quotation. Return unresolved requirements to Plan. Capture lessons from unsuccessful quotations and recurring pricing, delivery, technical or turnaround issues to improve future quotations.	Resolve supplier acknowledgement, pricing, delivery or scope discrepancies. Where the customer PO delivery date is not achievable, address the misalignment early rather than simply extending internal lead time.	The buyer agrees recovery actions and due dates with suppliers, escalates material delays and communicates significant changes. Return affected items to Plan when clarification or replanning is needed. Use supplier performance to improve future sourcing and build relationships with reliable suppliers.	Resolve shortages, damages or documentation discrepancies with the supplier. Complete delivery to the customer and use the results to improve future supplier, logistics and order fulfilment performance.

Continuous Improvement Principle: KPIs should identify where the process is not performing as expected and support root-cause analysis, corrective action and measurable improvement. Targets should not be adjusted simply to improve the reported result.