

Supplier Financial Viability and Risk Assessment Training Course

25 – 29 January 2027
Tokyo

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Ref: 2095_253437 **Date:** 25 – 29 January 2027 **Location:** Tokyo **Fees:** 12000 Euro

Overview

Supplier Financial Viability and Risk Assessment Training Course is a one-week intermediate course for procurement and finance professionals who leave with a Supplier Viability Decision Pack. Participants apply supplier financial viability assessment, supplier financial statement analysis, supplier cash flow risk analysis, economic and financial standing evaluation, supplier distress monitoring, and supplier risk mitigation planning. The course uses evidence checklists, ratio dashboards, trend reviews, dependency tests, risk bands, and monitoring triggers. Agile Leaders Training Center delivers this course in supplier financial viability.

Who Should Attend

- Procurement teams responsible for bidder qualification and supplier selection
- Finance teams responsible for financial evidence, ratios, and risk interpretation
- Commercial teams responsible for contract exposure and risk mitigation
- Supplier-management teams responsible for ongoing financial monitoring
- Risk and audit teams responsible for evidence, escalation, and continuity controls

The course assumes participants review supplier information or procurement risks at work and leaves out investment advice, credit ratings, statutory audit, insolvency law, and universal ratio thresholds.

Departments and Industries

The course supports departments that assess and monitor supplier capacity across sourcing and contract delivery.

- Procurement and strategic sourcing
- Finance and commercial management
- Risk, audit, and compliance
- Construction and industrial operations
- Healthcare and technology services

Learning Objectives

By the end of this course, participants will be able to:

- Analyze supplier financial evidence and reporting quality.
- Apply liquidity, leverage, profitability, and cash-flow measures.
- Compare trends, peers, groups, and contract exposure.
- Build proportionate supplier viability risk bands.
- Prioritize mitigations and monitoring triggers.
- Evaluate distress signals and continuity responses.

Course Agenda

Day 1: Frame the Viability Assessment

- Supplier Financial Viability Assessment Lifecycle
- Contract Criticality and Proportionality Matrix
- Financial Evidence Request Checklist
- Supplier Structure and Group Support Map
- Assessment Governance and Decision Record

Day 2: Read Supplier Financial Evidence

- Supplier Balance Sheet Review Grid
- Income Statement Quality Scan
- Cash Flow Statement Diagnostic
- Accounting Policy and Exception Checklist
- Financial Data Normalization Worksheet

Day 3: Measure Capacity and Exposure

- Liquidity and Working Capital Ratio Dashboard
- Leverage and Debt Service Test
- Profitability and Margin Trend Analysis
- Operating Cash Conversion Review
- Contract Dependency and Capacity Stress Test

Day 4: Score, Mitigate, and Monitor

- Economic and Market Exposure Register
- Supplier Viability Risk Band Model
- Financial Risk Mitigation Options Matrix
- Supplier Distress Early-Warning Indicators
- Monitoring Trigger and Escalation Plan

Day 5: Practice Supplier Viability Decisions

- Suggested Exercise: Validate a Supplier Evidence File
- Suggested Exercise: Diagnose a Ratio and Cash-Flow Pattern
- Suggested Exercise: Test a Contract Dependency Scenario
- Suggested Exercise: Select Proportionate Risk Mitigations
- Capstone Exercise: Complete a Supplier Viability Decision Pack

Practical Exercises

The course uses suggested activities with fictional supplier accounts, forecasts, group structures, contract values, and market evidence.

- Suggested activity: normalize financial evidence for an industrial bidder with exceptional items.
- Suggested activity: compare liquidity, leverage, margin, and cash patterns for healthcare suppliers.
- Suggested activity: stress-test contract dependency and delivery capacity for a technology provider.
- Suggested activity: document risk bands, mitigations, monitoring triggers, and escalation decisions.

FAQs

Who suits supplier financial viability assessment, and what does the course assume?

Procurement, finance, commercial, supplier-management, risk, and audit professionals responsible for qualification or continuity suit supplier financial viability assessment. The course assumes experience reviewing supplier information, sourcing decisions, contracts, or financial risks.

How does supplier financial viability assessment differ from general financial statement analysis?

Supplier financial viability assessment links financial evidence to contract capacity, proportionality, dependency, mitigations, monitoring, and continuity decisions, while general financial statement analysis serves broader accounting, investment, lending, or performance purposes.

Which ratios support supplier financial viability assessment?

Supplier financial viability assessment may use liquidity, working capital, leverage, debt service, profitability, and cash-flow measures. Teams should select proportionate metrics, verify source data, examine trends and context, and avoid treating one ratio as a universal decision rule.

How should procurement teams treat a high-risk supplier?

A high-risk supplier requires documented review of evidence, explanations, contract criticality, feasible mitigations, group support, monitoring, and contingency options. A risk band informs judgment; it does not automatically require rejection.

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What are supplier financial distress indicators?

Supplier financial distress indicators can include weakening liquidity, persistent losses, negative operating cash flow, overdue obligations, covenant pressure, auditor warnings, ownership changes, delayed reporting, unusual financing needs, declining orders, and operational disruption.

Conclusion

Participants take back a Supplier Viability Decision Pack. It combines an evidence request, normalized financial review, ratio dashboard, trend analysis, dependency test, economic exposure register, risk-band model, mitigation matrix, monitoring triggers, and contingency actions. The pack helps teams connect supplier financial evidence to transparent sourcing and contract-continuity decisions.