DECISION NOTE

Defer the tooling deposit.

Fictional training example. All parties, documents and findings are illustrative.

Buyer’s question

Should we release the tooling deposit for a new battery-pack enclosure before the first production trial?

Recommendation · C / Defer pending clarification

Hold the deposit. The quotation identifies the proposed supplier, but the payment request names a separate export company. The documents reviewed do not establish its authority to collect this payment.

Conditions for release

Procurement should obtain a signed instruction from the contracting company that identifies the beneficiary, order and amount. Finance should confirm the instruction through a previously established contact and reconcile the contract, quotation and invoice.

Decision owner

The buyer’s finance lead can reconsider payment once procurement supplies the reconciled documents. A change of beneficiary reopens the check.

EVIDENCE AND COMMERCIAL CONSEQUENCE

Who can collect the payment?

Fictional training example. All parties, documents and findings are illustrative.

Finding 01 · Commercial integrity

In this fictional example, Company A signed the quotation and Company B appears on the payment instruction. The buyer has visited the assembly site.

Verified records · V

The example file contains registry extracts for both entities, the quotation from A and the invoice naming B. These records establish the identities and the discrepancy. Registration does not establish collection authority.

Single source · S

A sales manager describes B as the group’s export company. No independent source has confirmed the arrangement for this order.

Open question · U

The file contains no order-specific mandate from A to B. Confidence is high that the names differ. Authority to collect remains unverified.

Commercial consequence

If the relationship is genuine, a written mandate may resolve the issue without changing the supplier. Until then, a payment to B could leave the buyer in a dispute over whether it has paid A.