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American Blue Ribbon Holdings, LLC, Procurement

American Blue Ribbon Holdings, LLC, (ABRH) is committed to attracting diverse suppliers and business partners who are able to provide quality goods and services. As such, ABRH Procurement has identified the supply chain management philosophy and attendant business practices as central to its efforts to further its business and competitive objectives. In order to fully take advantage of supply chain management and to consistently provide outstanding service to its customers, ABRH Procurement must have a world-class chain of excellent suppliers who are agile, responsive, and effective. With 269 restaurants and 2 dessert manufacturing facilities throughout the nation, we seek suppliers who are committed to continuous improvement and who reflect our philosophies.

ABRH Procurement supply chain philosophy is built on the following three guiding principles:

- We make our requirements known to the marketplace.
- We tell suppliers how we will evaluate proposals.
- We award contracts based on best value.

By adhering to these principles, we provide a level playing field for all of our suppliers within the chain. In return, we expect to receive the best value for every dollar we spend.

At ABRH we have a varied set of supply needs that translate to hundreds of contract opportunities, each worth several thousand to a couple of million dollars per year. Purchases range from bacon to toothpicks and plateware to background music. ABRH Procurement depends on suppliers like you to provide top-quality equipment, facilities, services, and supplies to meet our needs. Our vision is to have a world-class-supplier base that reflects the philosophy of American Blue Ribbon Holdings, LLC, by broad, inclusive supplier participation.

We recognize that in order to maintain and improve our ability to provide universal, cost-effective goods and services to our customers, it is essential that we use both large and small suppliers that provide performance excellence and that strive for continuous improvement. In promoting and developing a diverse supplier base, we will continue to ensure that no supplier is excluded from opportunities or given preference to compete. The purpose of this publication is to tell you what, where, and how we buy, in addition to how you can do business with us.

Let us know what you can offer, and let's do business!



Purpose

To maintain a strong supplier base that includes a commitment to “ensure that all suppliers have the opportunity to compete for our contracts and that our procurement policies support the business community and encourage economic development.”

Vision

A world-class supplier base that reflects the diversity of the business community and is marked by broad, inclusive supplier participation in all ABRH Procurement activities.

General Philosophy

In order to maintain and improve our goods and services at cost-effective and competitive prices, it is essential that we use both large and small suppliers that provide performance excellence. In promoting and developing a diverse supplier base, we will continue to ensure that no supplier is excluded from opportunities or given preference to compete.

Responsibility

Providing opportunities to suppliers able to meet American Blue Ribbon Holdings, LLC’s needs is the responsibility of all ABRH Procurement employees who generate a requirement, approve a purchase, commit American Blue Ribbon Holdings, LLC’s funds, identify or select suppliers, or who manage a supplier relationship.

Development and Opportunities

We will openly communicate and actively discharge our obligations in a proper, timely, and professional manner, address and resolve contractual and performance issues promptly; and work with suppliers to help them develop and enhance their capabilities to do business with us.

Performance

Our immediate objectives are to identify and do business with suppliers who can compete effectively, provide the best value, perform reliably, and work with us to reduce costs and cycle time.

Goals and Measurement

Our goal is to become a recognized leader in Supply Chain Management. We will strive for continuous improvement by establishing effort-based indicators and will benchmark ourselves against “best practices” and track performance over time.



Our Needs: What We Buy

In operating restaurants and dessert manufacturing, we buy a great variety of goods and services. These are grouped into the following five portfolios:

- Edibles – Groceries
- Equipment – Food Preparation
- Services – Pest Elimination, Music
- Supplies – Paper Items, Disposables, Tabletop
- Transportation – Product Distribution

How We Buy

Now that you know what we buy, you also need to know how we buy. Before you read about how to market goods or services to ABRH Procurement, you should understand the way that we solicit and award our agreements.

We Are Different

Like any large private or public-sector institution, we are aware of our socioeconomic responsibilities. One of the main objectives of our supplier program is to continually seek out and foster contract opportunities for all businesses.

Our Procurement Manual is focused on using the procurement process to further American Blue Ribbon Holdings, LLC's business and competitive objectives. The intent is to bring ABRH Procurement a combination of private-sector innovations and efficiencies to enhance our traditional commitment to fairness and accountability. Our policies emphasize business practices such as supplier prequalification and streamlined procurement procedures that reflect our business-like approach. The result is a procurement policy unique in the restaurant industry -- one that offers you ample opportunity to do business with us.

Business Ethics

We are also committed to the highest standards of ethical conduct in all of our business dealings. Our employees are limited to accepting only nominal gifts of a business nature and prohibited from accepting gratuities from our suppliers or from persons seeking contracts or other types of business.



Our Procurement Process

Our Procurement Manual establishes a general procurement process that contains elements common to our purchases regardless of the commodity or service being purchased. American Blue Ribbon Holdings, LLC's agreements are awarded through a single framework of solicitation, evaluation, discussion, selection, and award. The framework is designed to ensure three important results:

- ABRH Procurement obtains the best value.
- All parties are treated fairly.
- ABRH Procurement and our suppliers establish mutually beneficial relationships.

Competition

A basic foundation of our procurement policy is competition. We competitively bid the majority of our contracts valued at more than \$25,000. Our policy is "adequate competition," which means that we seek a sufficient number of qualified suppliers to ensure that the required quality and quantity of goods and services are obtained when needed and that the price is fair and reasonable.

Evaluation

Under our procurement process, we evaluate supplier proposals in order to determine the best value. Awards are not based exclusively on lowest prices, although price can be a significant factor in the evaluation. To determine best value, we evaluate such factors as past performance, the capability of the supplier to perform the work, and other proposal-specific performance factors. We may invite suppliers to provide oral presentations of their proposals and submit product samples to allow the opportunity for meaningful two-way communication.

E-Purchasing

For several years, we have conducted business electronically with numerous suppliers and we are continually expanding our use of this purchasing method. E-Purchasing benefits both buyer and supplier by reduced time in evaluating and awarding contracts and prompt payment.



Payment

The payment method depends on the type of agreement involved. Some service contractors (such as background music) are paid once a month while others are paid after goods are delivered and accepted. We are encouraging suppliers to use e-Purchasing approaches whenever practical.

How To Market To Us

There are many points of entry into American Blue Ribbon Holdings, LLC's procurement arena. You may wish to market your product to ABRH Procurement for use in an area as small as your local trade area or as large as the entire country.

Your procurement contacts for marketing locally or nationally are the members of ABRH's Procurement Department located in the Denver headquarters of American Blue Ribbon Holdings, LLC.

Summary

Because the needs of ABRH Procurement are so diverse, it is no surprise that our suppliers are just as diverse. We contract with some of America's largest corporations, but we also contract with individuals in some of America's smallest towns. Regardless of size, location, or line of business, if you can provide quality goods or services -- on time and at a fair price -- we welcome you to compete for one of our contract opportunities.

If you have questions, please contact us at the following address:

American Blue Ribbon Holdings, LLC
400 West 48th Ave.
Denver, CO 80216
purchase@abrholdings.com

Additional information about American Blue Ribbon Holdings, LLC, can be found on our website at www.abrholdings.com.

