Decision brief — Quintela flow-pack film LF-210

Continuity first, a market price for the recyclable film, and a second source from the start

Eschenfeld Nutrition · round one with Quintela Flexibles · situation as at 6 June 2026 · for the category lead and the approvers

Illustrative case, adapted from a real negotiation. Companies, people, places, product, dates and figures have all been changed, so that no real company or negotiation can be identified; statements attributed to people and companies are illustrative.

1 · Background and context

Eschenfeld packs its powdered nutrition products in a flow-pack film used on its lines in Germany, the Czech Republic and Mexico. **Quintela is the only qualified supplier, producing from a single plant in Valmora, Portugal.** Volume was 2.19 million metres in 2025; at today's price of **€566.54 per 1,000 metres** (delivered Germany; the May 2026 price under the agreed index formula) spend is about **€1.24 million a year**. No alternative film has passed qualification for several years, and a full cost rebuild failed against Quintela's resin know-how claim. The supply agreement runs from 1 July 2024 to 30 June 2028 (extension: Legal to confirm); either party may end it on 12 months' notice, and none has been given. It granted a **5% price reduction for the 12 months from 1 July 2025** and is silent on what follows.

2 · What this negotiation is about

Short term — today's film from 1 July. Quintela has not said what it will invoice. If the reduction lapses and today's price includes it, the price could rise to €596.36, about €65,000 a year more; neither point is established, and no increase is budgeted. **Medium term — the recyclable film.** Eschenfeld plans its first recyclable specification for mid-2027, to meet the EU Packaging and Packaging Waste Regulation (PPWR) in good time before 2030. Quintela has made no formal offer: it first indicated 10–15% more (base and date not stated), then that it might maintain the current film's price. Competing quotations are up to about 40% below today's price, but they are not like-for-like and none is qualified.

The key challenge: to secure continuity and today's price, and to set a market-based price for the recyclable film, while Quintela remains the only supply we can rely on — no alternative can yet be counted on before the end of February 2027.

3 · Our negotiation stance, in one paragraph

Continuity leads. We open by asking where Quintela's **continuity plan** stands — owed under the agreement since February 2026 — and for a qualified back-up site for today's film. The plan is owed, not a concession (whether a qualified back-up site is owed too is for Legal), and it sets the frame: we intend Quintela to be our recyclable supplier, but recommending it to Eschenfeld management will be uphill unless continuity, a back-up and transparency are secured on today's film. For the new film our business requires **a qualified alternative from the start**, so Quintela will not be alone in that race: we are looking at the market and hold quotations materially below today's price. On today's film we accept **no unbudgeted increase** (any other increase is judged on its basis and size) and trade nothing for volume or term; Quintela puts its July price and basis in writing, and Legal reads the clause. On the recyclable film we **open at €380 per 1,000 metres and aim for €424**, pay openly for Quintela's resin know-how if it is worth a premium, and offer volume only against a falling price with a release clause. This round alone will not reach the savings target; the decisive round follows the line results, about October 2026.

4 · Why — the strategic rationale

Marks: ✅ confirmed by Jonas or the agreement · 🌐 public source or market research, not a verification · ⚠️ estimate or still to validate.

Area	What the analysis shows	What it means for the negotiation
Continuity	Supply continuity is Eschenfeld's first must-protect: a line stoppage is not acceptable. One plant. Quintela's continuity plan, due in February 2026 under the agreement ✅ agreement (Eschenfeld evaluates and approves it), is overdue; no back-up site is shown qualified for this item. Contract remedies look thin (our reading, for Legal); usable stock cover is not established.	A critical, legitimate lever (Eschenfeld's direction). Asking first for what is already owed tests whether Quintela is the right partner for the recyclable film, and justifies qualifying an alternative for the new film from the start: competitive pressure without an empty threat. Never traded for price.
Supply market and second source	A single source, but not a thin market: NIO's market scan found at least nine credible European producers 🌐 of recyclable-ready polyethylene laminates, three already quoting on our requirements — a qualification constraint, not a market constraint. New samples from two suppliers about early August 2026 (earlier ones failed); line results about October 2026; shelf-life testing six to eight months (in total or in addition: to confirm). If the samples pass, testing could be complete in December 2026–February 2027 or in April–June 2027 (neither established).	No credible threat to leave today's film before then. For the new film, widen the field now (shortlist below): it keeps competitive pressure on Quintela and maximises the chance that at least one alternative is qualified by the time the recyclable specification is final.

Area	What the analysis shows	What it means for the negotiation
Agreement	The 5% is a contract question: granted for 12 months, silent after; our reading is that the index formula has already passed resin and energy movements through. Quintela already holds 100% of the targeted volumes of each product group listed. The transition clause (Article 11) gives Quintela a first right if it meets our written price expectation within 30 days.	Hold the index formula; trade nothing on today's film for a price that may already be ours. Volume is a weaker give than it looks. Legal reads Articles 4 and 11 before our written expectation (planned August 2026).
Economics and target	Competing quotations: €300.42 to €380.02 ✅ Jonas's file (second quarter 2025; not like-for-like; validity unconfirmed). No validated cost model: the plan's unverified estimate of Quintela's cost base is €523 to €578 ⚠️. The €424 target (25% below today) is our judgement of what a qualified incumbent is worth: **a reasoned negotiating ambition, not a cost entitlement.**	Argue from the market, not from Quintela's costs. While no alternative is qualified, a realistic first-round outcome is €509.88 to €566.54 (our estimate).
Counterpart	Quintela has moved on price only for significant extra volume and uses its resin know-how to deflect cost arguments (Jonas's experience). Rui Teixeira (account manager) presents limited authority but shapes Quintela's position; Inês Barros is Key Accounts Director. Likely plays (our estimates): a know-how price defence, or a fast "hold today's price" for 100% of every item over three years. A deal keeps Quintela in place through the switch to its own recyclable design.	Treat Rui as the one who will recommend the deal internally; ask early who else signs. Price the know-how openly. "Hold today's price" is the most dangerous moment.
Mandate	Jonas's positions (a 20–30% saving ambition, a 10% minimum) are working estimates, not approved; their base is not stated. Approval routes are reported, not exercised.	Commit nothing in the room. Jonas states the base of his percentages before any figure is used.

Second source for the recyclable film — recommended shortlist and screening path (🌐 *NIO market research, to be confirmed in the screening*)

Candidate	Why it is on the shortlist	Next step
Harlund Laminates	Quoted €300.42 (second quarter 2025, own specification against our requirements, lower volume); mono-polyethylene laminate range; in testing per the 1 June intake, sample status to confirm; delivery to Mexico unconfirmed	Refreshed quotation on one specification sheet (July)
Orvetta Films	Quoted €352.00 (second quarter 2025, own specification, lower volume); in testing per the 1 June intake, sample status to confirm; site unconfirmed	As above
Kalden Verpackung	Quoted €380.02 (after an unexplained −€72 adjustment; lower volume); mono-polyethylene flow-pack range; already involved in the project; no public data for applications like ours	As above
Pellato Flexibles	Recyclable barrier film range; already considered by Eschenfeld; all criteria open	Request for information (third quarter)
Merivane Packaging	Recyclable polyethylene film range with a high-barrier variant; found by NIO, not on Eschenfeld's list; fit on our form-fill-seal lines to verify	As above
Tegrion Films	High-barrier laminates; a plant close to our main German site; found by NIO; recyclable mono-material capability still open	As above
Ostavia Pack	Converter approached by Eschenfeld at a trade fair; not followed up then, in favour of stronger leads	As above

Reserve: Brisola Films, Vantor Flex, Corelyn Packaging. Declined or excluded on Eschenfeld's own list: Altovia Films, Lumea Pac, Delmare Films, Ternholm Packaging. The scan is a floor: association directories, the Czech and Italian converter clusters and Mexican converters near our Mexico plant are still unsearched. **Path:** quotations and information requests on our own requirements, within the agreement's confidentiality clause (Legal confirms what may be shared) → screen against the binding criteria (recyclable mono-material, EU food contact, our form-fill-seal lines in all three countries, barrier and seal performance, 520 mm reels, about 2.19 million metres a year, delivery to all three sites) → samples and line trials for the candidates that pass the screen → shelf-life test.

5 · How we will negotiate

- **Two tracks.** Track 1 negotiates now (below). Track 2 builds the second source (section 4) and awards Quintela's other film item to a competitor once that product is qualified for it — saving estimated at about €45,000 (Jonas's figure; period not stated; unreconciled with the item's ~€120,000 annual spend; the item is outside the agreement).
- **Before 1 July:** Quintela's price from 1 July and its basis in writing; the index formula and the 5% continuing until the switch; nothing on today's film traded for volume or term. Secondary: the surcharge step-ups added through the index formula in recent months (about €16,000 a year at 2025 volume) withdrawn or justified — Eschenfeld has objected to them.
- **In the meeting:** (1) continuity first — the plan due in February and a qualified back-up site for today's film; (2) the message — we want Quintela for the recyclable film, but recommending it to our management will be uphill without continuity, the back-up and transparency secured on today's film, and our business requires a qualified alternative for the new film from the start; (3) our direction, **€380 per 1,000 metres delivered Germany from go-live**, stated directly, without referring back to Quintela's earlier signals. On alternatives we say only that we hold quotations materially below today's price and, for continuity, are looking at the market and qualifying an alternative for the new film — no name, figure or claim that anything is qualified.

Positions for the recyclable film, € per 1,000 metres. € a year = difference from €566.54 × 2.19 million metres (2025 volume, all sites at the German price): 12-month figures, not forecasts.

Recyclable film	€ per 1,000 m	What it means
Opening	€380.00	Matches the highest competing quotation (€380.02, after an unexplained −€72 adjustment); no acceptance of it is recorded
Target	€424.00	What we aim to agree: about €312,000 a year below today's spend
Reassessment point	€452.00	If Quintela goes no lower, we stop and reassess with Jonas — never offered
Deferral point	€509.88	Jonas's 10% minimum, on today's price at most (base and item not stated); short of it, defer the award and keep qualifying, if leadership accepts a later switch (not confirmed)
Authority limit	€566.54	Today's price; Jonas's working limit (reported, not approved). Above it, we escalate
Walk-away	not determined	No source qualified; Quintela's floor unknown; it would stop an agreement, never supply

- **What we offer and what we want:** three equivalent packages, tabled once Quintela has shown its recyclable structure and answered the resin question in writing — **A**, €424 for 36 months; **B**, volume for a falling price (€452, €424, €396), only if Jonas confirms it, as its every-item scope goes beyond the item-only scope he confirmed on 5 June; **C**, €396 plus a €40 know-how premium that ends when a second source qualifies. All three carry the same eight continuity protections.
- **Never traded:** supply continuity · meeting the 2030 packaging requirement in time · this film item only · no unbudgeted increase without a basis and a size we accept.

If Quintela says no — the decision rule (all responses: meeting sheet, section 6)

If Quintela...	We...
confirms in writing that the 5% ends	hold; ask for the basis and escalate in writing; a reservation-of-rights letter, drafted for Legal, once Legal has read Article 4; keep ordering under the agreement and trade nothing on today's film
offers to "hold today's price" for 100% over three years	give no answer in the room; ask which price it means (€566.54, or one without the 5%) and what the recyclable price would be under it
refuses the continuity plan and the protections	move nothing on price; hold today's price and supply under the agreement and reconvene within 30 days (holding needs approval: see section 6); say that without the plan, recommending Quintela for the recyclable film will be hard to defend internally
will not bring the recyclable price down	at €452 stop and reassess with Jonas; short of €509.88, defer the award and keep qualifying (only if leadership accepts a later switch)
signals termination, suspension, allocation or a capacity cut	take a break; Jonas escalates at once; check stock the same day; no new commitment

6 · Open points, approvals and next steps

Still to establish	Why it matters	How it gets resolved (as planned on 6 June)
Leads, because it is dated: whether the 5% continues after 30 June, and whether today's price includes it	Up to about €65,000 a year (if included); the base of every target	Quintela's price and basis in writing (8 June); Legal on Article 4 (16 June); invoices against the index formula
The base of Jonas's percentages, and who approves	Every target, minimum and walk-away	Jonas states it before any figure is used; approval before any commitment
Whether, and when, a second source qualifies	The decisive round; whether deferral is safe	Samples, line results, shelf-life test; R&D's dates by supplier and site

Who decides (as Jonas reported on 5 and 6 June; the routes are not reconciled and nothing is approved yet). A price increase: the Executive Vice-President Operations ("depending on the cost magnitude", 6 June), or the Chief Operating Officer or an appointed Operations Vice-President (5 June). Term up to three years and volume up to 100% of this item: Jonas's conditional working authority; beyond that, payment terms, protections and holding price and supply in a pause: the Procurement Vice-President or an Operations Vice-President (no delegation inferred; Finance is consulted on payment terms; Legal reviews the wording but does not approve). A decrease: probably Stefan, the Chief Procurement Officer. The other-film award: Jonas, once the competitor's product is qualified, with the technical team's agreement (confirmed on 14 June, after the plan date). Still to settle: who signs what (before round two), and whom Jonas escalates to if Quintela threatens supply (before the meeting).

Next steps (as planned on 6 June; historical, not known to have been done). 8 Jun: Jonas asks Quintela in writing for its July price and basis · 9 Jun: meeting request (dates before 1 July), R&D's test dates, team briefing · 13 Jun: Jonas backs the two tracks and decides on package B and its scope · 16 Jun: Legal on Articles 4 and 11, continuity-plan chase, stock check, who holds the 2027 date · August: written price expectation under the transition clause, with Legal.

Negotiation play — round one with Quintela

For use in the room · situation as at 6 June 2026 · the reasoning is in the decision brief

1 · Set-up, team and counterpart

Format. Our main German plant, in person, 90 minutes; break fixed at 60 minutes. **Team.** Jonas leads; a Procurement colleague logs concessions live and watches for signals to change course; the packaging technical expert attends if confirmed and discloses no test results or alternative suppliers' names. **Agenda.** Relationship and purpose · the continuity plan and back-up site (first) · today's film from 1 July, with our surcharge objection · recyclable specification, resin, shelf-life test, timeline · recyclable price · protections · next steps in writing. **Visual aid:** the eleven delivered-Germany prices, July 2024 to May 2026.

Counterpart. Rui Teixeira, account manager: presents limited authority but, in Jonas's experience, shapes Quintela's position — a relationship-steady account steward with more influence than he claims (our estimate). Likely plays (estimates): know-how price defence (~35%) · volume-led play for 100% of every item (~30%) · cooperative trader (~25%) · relay without authority (~10%). **Under pressure, slow down** — Quintela will offer "hold today's price" quickly.

2 · Opening — spoken, not read

- **Relationship.** "Thank you for the reliable supply on this film. We want this relationship to continue into the recyclable format, and we haven't seen the July prices yet."
- **Continuity first.** "Before prices, continuity. The continuity plan under our agreement was due in February — where is it, and what is the status of a qualified back-up site for this film? Securing today's film — the plan, the back-up and transparency on the structure — is what will let us recommend Quintela to our management for the recyclable film. For the new film our business requires a qualified alternative from the start, so we are looking at the market and qualifying an alternative as well."
- **Position.** "On today's film, our reading of the index formula's own series is that it has already carried the resin and energy movements — does that match what you see? What remains is what the agreement says after 30 June; let's settle that in writing. We expect the index formula to continue as agreed. On the recyclable film, we hold quotations on our own requirements materially below today's price. If your resin is worth a premium, we are open to naming it and paying for it, tied to performance. **Our direction is €380 per 1,000 metres, delivered Germany, from go-live** — and we would like Quintela to be our recyclable supplier."
- **Invitation.** "We'd like to hear your drivers on the recyclable format, your exposure to them and what you would need from us." If interrupted: "Allow me to finish our opening — then the floor is yours." If he states a number first, go straight to ours without acknowledging his.

3 · Questions, in this order

(1) Where is the continuity plan due in February, and what is the back-up site's status? (2) From which date and index month do you measure the cost movement? (3) What price will you invoice from 1 July, and what in the agreement sets it? (4) How does the recyclable structure compare with today's film, layer by layer? (5) Which polyethylene basis do you actually buy on? (6) Which film routes is Valmora qualified to run for the 30 µm layer? (7) Does the recyclable format need new equipment at Valmora, and who funds it? (8) Who approves pricing on this account, and when could they join us? (9) Which part of the recyclable structure is bought in, from whom — dual-sourced? (10) Is the resin your own grade or bought in — what does it add per metre? (11) What would 100% of this item for three years be worth in price, stepping down each year, with a release if a qualified competitor is materially cheaper? (12) How are conversion surcharges set — could they follow a public index both ways?

4 · The three packages — recyclable film

Open at €380 with no volume promise. **A** and **C** go on the table together once Quintela has shown its recyclable structure and answered the resin question in writing (if Quintela will not name the resin, C waits until it does); **B** only once Jonas confirms it and its scope. Jonas's 6 June willingness (36 months at €496 if the next alternative samples fail) approves no 100% share, no every-item scope and not package B.

Package	Recyclable price	What Quintela gets	What we get	Net value to us, € a year
A — market price, open allocation	€424.00, held for 36 months	the recyclable award; it keeps 100% until June 2028, as the agreement already provides	the target price; free to move 30% to a qualified second source after June 2028	€318,637
B — volume for a falling price	€452.00, then €424.00, then €396.00 — one step a year	100% of every item for 36 months — scope to confirm (wider than the item-only scope of 5 June; valued on this item)	€424.00 over the three years; if a qualified competitor offers more than 10% below the price then in force, Quintela matches within 30 days or 30% of the volume is released	€315,265
C — the know-how priced openly	€396.00 + €40.00 performance premium (€20.00 from month 25)	a premium that recognises its resin know-how	a performance warranty; the premium ends, and 15% moves, once a second source qualifies	€316,147

Before tabling. The recyclable film replaces today's only after successful trials and both parties' technical and commercial approval (Article 4). Package prices are base prices on the re-based index formula with a ±5% yearly collar, not fixed cash prices; write into B whether a released 30% returns to Quintela. The three are valued within €3,372 a year of each other on a purchase-cost model with assumptions to validate (qualification costs not valued).

In every package, never given: the same base terms and eight continuity protections — allocation priority in a shortage · capacity reserved at Valmora for our volume plus 20% · the consignment stock in writing · Quintela's notice extended from 12 to 24 months · the 3% component clause replaced by the index formula alone (the index formula's unusual-cost note — a raw-material move over 10% above its six-month average, passed on with 30 days' notice — and the agreement's pass-through of government charges for recyclability and sustainability stay open; whether to ask that the note go too is Jonas's call) · no suspension of supply during a dispute · the continuity plan delivered and approved, with a qualified back-up site before go-live · change-of-control protection. Note: Quintela already holds 100% of the targeted volumes per product group; Eschenfeld must buy the safety stock Quintela holds for it; growth under 4% a year entitles Quintela to a pricing discussion.

5 · Give and get — we move only on evidence or against something new

Stage	We give	We get	Condition
1	Six-month rolling forecast — already our practice under the agreement: not a concession	the 5% continuing on today's film until the switch (€65,306 a year, if today's price includes it)	none

One settlement move exists, never scheduled: A from €424 to €432 with nothing new in return (€17,521 a year).

6 · If Quintela responds like this

Lines marked internal are never said aloud.

Quintela says or does	Our response	Condition for our next move
"We can hold today's price if you commit 100% for three years" — the most dangerous moment	no answer in the room; ask which price "today's" means (€566.54, or one without the 5%) and the recyclable price under it — "let's understand the full package before we react"	*internal:* volume only inside the three packages — never at a recyclable price above €452 — and with the protections
Insists the 5% reduction ends	hold; ask for the basis in writing; pause the point and escalate in writing	Legal's reading of Article 4; reservation-of-rights letter if confirmed in writing
Raises our lower volumes or the volume index	the agreement's own process applies (an extended counting period or another remedy; a pricing discussion if growth is under 4%); no answer in the room; claim and basis in writing	—
Holds the recyclable price at €566.54 and refuses the structure breakdown	hold; pause until the July quotations; propose an indexed recyclable price	the structure, fixed layer and bought-in component disclosed
Answers every price point with its resin know-how; will not name the resin	stop the cost discussion; offer to price the know-how openly; move to process, continuity and the next meeting	Quintela names the resin — then package C; otherwise pause until the line results
Discloses a real cost (bought-in component or Valmora investment)	a valued, time-limited step may be considered	the cost's size and duration disclosed
Names a competitor customer's terms, or asks for a written offer first	no number; ask what the offer would contain; take a break	—
Asks for our written price expectation now	we set its timing with Legal	*internal:* planned for August 2026, after refreshed quotations; Legal's reading of Article 11 first
"I need to check with Inês" twice; "who can say yes?"	ask who decides and when they can join; everything we table is a proposal subject to our internal approval	plan round two with the decision-makers
Objects to our qualifying an alternative for the new film	"A second source protects you as much as us." Continuity is our requirement, not a variable	—
Refuses the continuity plan and the protections	nothing moves on price; hold price and supply under the agreement; packages open; reconvene within 30 days (holding needs approval). Say that without the plan, recommending Quintela for the recyclable film will be hard to defend internally	minimum, in order: approved plan and qualified back-up site before go-live · 24-month notice · no suspension in a dispute · change of control
The recyclable price will not come down	*internal:* at €452 stop and reassess with Jonas; short of €509.88, defer the award and keep qualifying. In the room: commit nothing and take it back	leadership accepts a later implementation (not yet confirmed); today's film stays on the agreement
Signals termination, suspension, allocation or a capacity cut	break; Jonas escalates at once (whom to call: to be named before the meeting); check the stock position the same day	no new commitment until that call is made

7 · Protected terms, what not to say, and the close

Never traded: supply continuity · the 2030 packaging requirement met in time (our plan: first recyclable specification in mid-2027) · no unbudgeted increase without a basis and a size we accept · this film item only · food-contact compliance (EU Regulation 10/2011) · our right to collect quotations, and to source elsewhere if Quintela declines or does not reply within 30 days of our written notice (an offer missing our expectation is for Legal to read) · our freedom to qualify a second source at any time, even inside a 100% commitment.

Not to be said. On alternatives, only that we hold quotations on our requirements materially below today's price and that, for continuity, we are looking at the market and qualifying an alternative for the recyclable film — no supplier name, competitor figure, test result or claim that anything is qualified. Never show the cost reconstruction, our price points, limits or concession path; no figure before our opening; no re-arguing the cost model against the know-how claim; no sign of giving up; no reaction to the 1 July deadline; no early splitting.

Close. Commit nothing in the room — every package and give is a proposal subject to internal approval (Marketing approves any reference-customer offer). Record each conditional understanding with its conditions; numbers in writing only inside a labelled proposal. Partial acceptance of the protections moves nothing on price; the stock bridge is not secured supply until signed.