

Avoid the Surprises That Undermine Results

How DecisionNext's Prescriptive Governance
Platform Improves Commodity Execution at Scale



Executive Summary

In commodity-driven organizations, the difference between strong performance and missed opportunity rarely comes down to access to data. Most teams already have forecasts, dashboards, and reports. What they lack is a clear, market-adjusted view of how well decisions are actually being executed—and whether outcomes reflect skill, timing, or market luck.

DecisionNext Governance closes this gap. It transforms market intelligence into executive alignment by making decision quality visible, comparable, and actionable across the entire organization. Instead of relying on backward-looking results, leadership gains a forward-looking understanding of where value is being captured, where it is leaking, and how execution can improve while options still exist.

This paper outlines why traditional performance management fails in volatile commodity markets and how Governance enables organizations to measure execution against opportunity—not just budget.

The Execution Blind Spot

Commodity markets move faster than internal reporting cycles. Prices shift daily, volatility compounds quickly, and yet performance is still evaluated after the quarter closes—when opportunities are already gone.

Without a governance layer that connects decisions to market context, leaders see results but not execution quality. Strong outcomes can hide poor timing in favorable markets. Weak outcomes can obscure disciplined decisions made in adverse markets. In both cases, organizations struggle to learn and improve.

Common symptoms include late visibility into performance gaps, siloed decision-making, and an inability to distinguish market movement from decision impact. Over time, teams manage to

budget rather than to market opportunity, slowing decision cycles and allowing value leakage to persist.

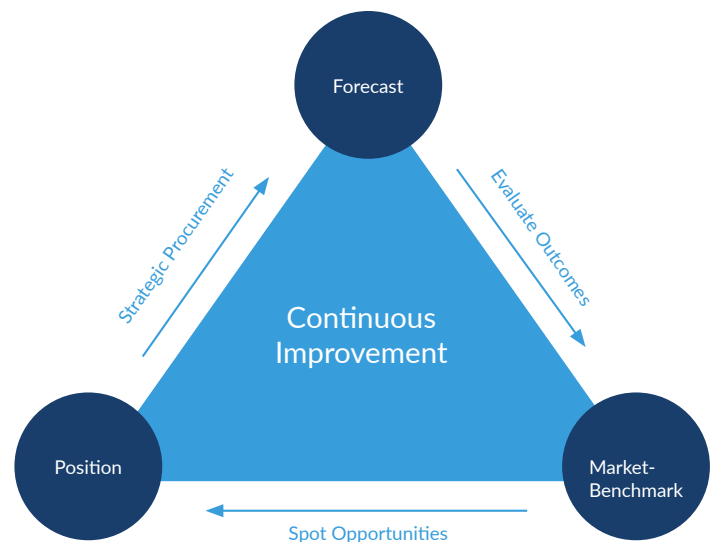
Governance: From Oversight to Advantage

Governance is often associated with compliance or reporting. DecisionNext Governance is fundamentally different. It is designed to improve execution, not police decisions.

By making decision quality measurable and comparable, Governance gives leaders a shared, market-adjusted view of how the organization is performing—and where it can improve. It enables faster alignment, clearer accountability, and continuous learning across teams.

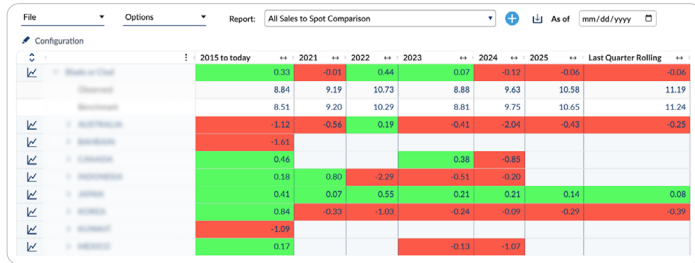
At its core, Governance helps leaders answer three questions consistently:

- Are we executing better or worse than the market allows?
- Where are we aligned—and where are we exposed?
- How do we improve execution before value is lost?

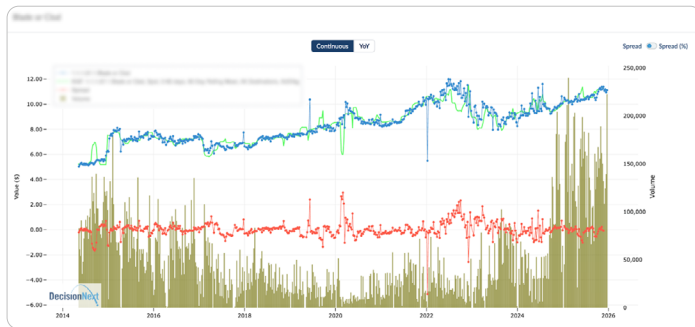


Measuring Execution Against the Market – MarketBenchmark

MarketBenchmark is the Governance app that measures execution directly against market conditions. It moves performance evaluation beyond outcomes and into decision quality—showing how buying, selling, and positioning decisions performed relative to market timing and alternative scenarios. Instead of asking whether results were good or bad,



MarketBenchmark answers a more useful question: *Did we execute better or worse than the market allowed?* Leaders can see where value was captured, where it was missed, and why.



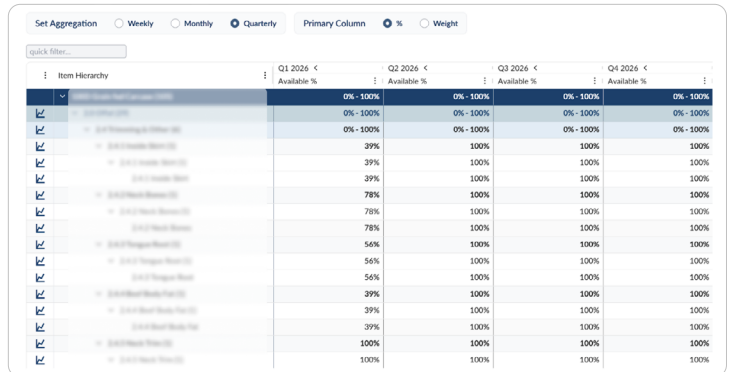
MarketBenchmark supports analysis across regions, products, customers, and time periods, creating a consistent, market-adjusted scorecard for decision-making. Execution becomes visible, comparable, and improvable—rather than anecdotal or personality-driven.

Aligning Position Across the Enterprise – MarketPosition

MarketPosition is the Governance app that provides enterprise-wide visibility into commodity exposure. In large organizations, exposure is often fragmented across procurement, sales, inventory, and production—leaving no single view of overall risk and opportunity.

MarketPosition consolidates these exposures into a unified, market-aware view. Leaders can see how positions stack across business units, stress-test them against scenarios, and identify concentration risk before it becomes costly.

With shared visibility, teams move from isolated execution to coordinated strategy. Procurement understands downstream risk, commercial teams see how pricing interacts with supply exposure, and finance gains clarity into earnings volatility.



Why Organizations Use Governance

Organizations adopt Governance because it improves execution before results are locked in. Instead of discovering issues after the quarter closes, leaders identify value leakage early and adjust while flexibility remains.

Typical outcomes include earlier gap detection, stronger cross-team alignment, data-based accountability, and sustained improvement in decision quality. Customers commonly see **2-4% enterprise margin improvement**, faster executive decision cycles, and reduced risk through better alignment.

What Success Looks Like

When Governance is working, leadership conversations change. Gaps are identified in days, not quarters. Teams align on strategy instead of operating in silos. Performance is measured against the market—not just the budget.

The question shifts from “*What happened?*” to “*Where are we leaving value—and how do we win more often?*”

How Governance Fits in the DecisionNext Platform

DecisionNext operates across three integrated layers:

- **MarketView:** Forecasts and market intelligence
- **Enterprise:** Scenario modeling and decision optimization
- **Governance:** Executive alignment, benchmarking, and accountability

MarketView provides the foundation. It delivers day-one value through market forecasts and intelligence that give teams immediate visibility into price direction, volatility, and uncertainty. MarketView equips decision-makers with a trusted, explainable forecasting baseline they can act on immediately.

Enterprise expands that foundation. It unlocks full access to the platform's modeling, scenario, and optimization tools—allowing organizations to apply forecasts in multiple ways across pricing, contracts, margin analysis, and strategic planning. Enterprise turns insight into structured, repeatable decision workflows across functions.

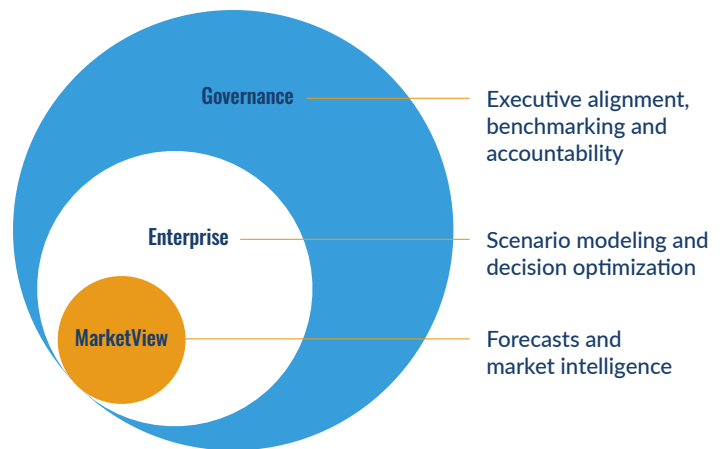
Governance brings these layers together into a single view of performance and opportunity. It enables entire organizations to compare results to the market, spot gaps early, and drive accountable improvement.

Implementation of Governance requires an active Enterprise deployment, with typical onboarding completed in **8–12 weeks**, supported by strategic advisory and cross-team alignment.

The Takeaway

Governance isn't about reporting. It's about improving execution, reducing risk, and consistently capturing market opportunity.

With DecisionNext Governance, leadership moves beyond reacting to results and begins shaping them—confidently, transparently, and decisively.



Multi-Model Forecasting You Can See and Trust

Rather than relying on a single methodology, our platform delivers multiple complementary forecasts for each commodity. Each model brings a distinct perspective on where the market may be headed:

- **Machine learning models** that capture historical patterns, trends, and seasonality.
- **Futures-based ratio models** that reflect market expectations embedded in traded curves.
- **Fundamentals models** grounded in supply-and-demand economics and producer cost structures.
- **Cutout-based ratio models** (where applicable) that link upstream fundamentals to downstream product pricing.

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