

Relative to start of the sales season	Sourcing region	Supplier latitude for change once order is placed					
		Order volume change (%)			Order mix change (%)		
		None	Some	Substantial	None	Some	Substantial
Before	Asia	66	22	12	70	19	11
	Africa	58	19	23	62	20	18
	Central America	41	38	21	46	34	20
	Europe	29	43	28	37	38	25
	North America	16	49	35	21	49	30
	UK	9	52	39	21	46	33
	Other	34	40	26	30	37	33
After	Asia	70	21	9	86	12	2
	Africa	66	16	18	73	8	19
	Central America	52	33	15	63	30	7
	Europe	35	38	27	41	35	24
	North America	39	33	28	47	29	24
	UK	19	46	35	28	39	33
	Other	32	42	26	39	37	24

SOURCE: Based on Lowson, R.H. (2001) 'Offshore sourcing: an optimal operational strategy?', Business Horizons, November–December, pp. 61–6

**EXHIBIT 9.15** Suppliers' latitude for volume or mix change before and during the sales season, by geographical region