



Half-year review — €470,000 annualised

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And lead-time performance at 98.7 % at the same time · fictional document

Fictional document — demonstration example

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Fictional document, produced for the demonstration. **Cost falls and service rises at the same time, not one against the other** — and the figure that does not flatter the agent sits in the same document, followed by what corrects it.

The four sources of gain, each tied to its attachment

Source	Annualised gain	Origin
Crossed flows removed	€74,000	44 occurrences out of 47
Reorganisation of the 11 lanes carrying 74 % of the cost	€164,000	Including the two lanes at 51 % fill
Opening the Saturday dock at Centre	€78,000	Net of the dock's cost — €112,000 of gain, €34,000 of cost
Carrier negotiation	€154,000	Alignment obtained on two of the three levers

Source	Annualised gain	Origin
Total	€470,000	—

What service gained at the same time

Indicator	Before	After six months
Promised lead-time performance	96.2 %	98.7 %
The 3 branches furthest behind	84.1 %	97.9 %
Redeliveries	210 a year	52 a year
Capacity overruns	One week in three	2 weeks in 26

The time, on the three measured tasks

Task	Before	After	What it allows
Building a complete plan	70 % — 3 weeks	9 % — one day	Three organisations compared instead of one rolled forward
Checking site capacities	40 %	5 %	390 real days per centre
Assessing margins	30 %	6 %	All 41 lanes, not three

The figure that does not flatter the agent

Finding	Scale	Measured cause	What was done
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Lead-time performance dropped at 2 branches	– 1.4 points for six weeks, in February and March	A customer of those two branches had changed its receiving window — it no longer took delivery before 09:00 — and that change came through no channel at all	Automatic reading of refusals and redeliveries from the transport system; three refusals on the same customer within a fortnight trigger a check of its window
Detection time	Six weeks	—	48 hours
Effect measured over the last ten weeks	—	—	4 customer windows corrected, 0 lead-time drops

The constraints were up to date with what the company had said; they were not up to date with what the customer had decided. The detection rule now covers all 34 narrow-window customers, not just that one — the correction matters more than the incident.

The framework measurements

Indicator	Half-year
Replans decided by a controller	214 out of 214
Replans outside constraints or outside budget	0
Spot movements above the per-movement cap	0 out of 238
Data transfers outside the European Union	0

€470,000 and 2.5 points of lead-time performance, at unchanged headcount and without changing a single tool. The calculation can be redone on the company's carrier invoices, transport system and warehouse system — which

is what makes it defensible before a board.

For the logistics director to settle

Date for presenting the review to the board: _____

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