What the agent does alone, and what lives in a mandate

LINDBERGH FORMATION — 16 rue de Maillé, 91310 Montlhéry, France · Companies register (RCS) Evry 817 946 114

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3 gestures, all inside the plan retained · fictional document

Fictional document — demonstration example

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Fictional document, produced for the demonstration. **Three gestures, and all three stay inside the plan the director retained. Anything that commits means or money lives in a written, capped, dated mandate — withdrawable in one word.**

The three gestures

Gesture	Limit	Half-year result	Withdrawal
Replan inside the plan retained when something goes wrong	**Without leaving the 118 constraints or the envelope, and saying so**	**214 replans, 0 outside constraints, 0 outside budget, every one decided by a controller**	In one word

Gesture	Limit	Half-year result	Withdrawal
Flag a capacity overrun 48 hours before it happens	**A flag, never a correction of its own accord**	**31 flags, 28 handled before the date — overruns move from one week in three to 2 weeks in 26**	In one word
Publish the real cost per lane every week	**Including when it rises**	**26 publications, 4 of them reporting a rise — it was one of those four that uncovered the changed customer window**	In one word

Publishing a rise is the most useful of the three gestures, and it is the one no dashboard does of its own accord: **four rises flagged were worth a cause found in 48 hours instead of six weeks.**

What the mandate covered in six months

Measure	Value
Spot movements executed under mandate	**238**
Above the €4,500 per-movement cap	**0**
Outside the monthly envelope	**0**
Quotes compared before each choice	**2 at least, every time**
Median time from signing the plan to orders leaving	**8 minutes**

The widening proposed, costed

Parameter	Today	Proposed	Measured effect
Per-movement cap	**€4,500**	**€7,000**	**Movements needing approval: 18 → 4 per half-year**

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Parameter	Today	Proposed	Measured effect
Approval delay observed across the 18	**4 h 20 on average**	—	**Twice the best quote was no longer available at signature — €2,900 lost**
What the director keeps	—	**The four largest movements**	**And recovers the €2,900**

The five decisions that stay with your people, and the file handed over for each

Act	Whose it is	What the agent hands over
Retaining a plan	**The logistics director's**	**Three complete organisations, with cost, lead time, margins and concessions costed**
Opening a lane	**The logistics director's**	**The twelve-month commitment and its monthly payback**
Hauling above the cap	**The logistics director's**	**Two quotes compared and the price gap**
Settling a replan	**The controller on duty's**	**Three costed answers in 90 seconds**
Approving a sustainable capacity	**The centre managers'**	**390 production days measured**

> **The log answers in one page:** who retained which plan, changed which constraint, covered which movement, to the second. **It is the document a statutory auditor and an insurer ask for, and it keeps itself.**

For the logistics director to settle

New per-movement haulage cap retained: _____ €

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