Sustainable capacities — the 3 distribution centres

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

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390 production days measured · fictional document

Fictional document — demonstration example
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Fictional document, produced for the demonstration. **Capacities are not copied from the spreadsheet: they are measured across 390 production days. It is the gap between the two that explains a plan breaking one week in three.**

Sustainable capacity is the volume a site holds day after day without degrading its lead times or resorting to overtime — not its record. **A plan built on a record is caught up the next day; a plan built on sustainable capacity holds.**

Declared and measured, centre by centre

Centre	Declared in the spreadsheet	Sustainable, measured	Gap	What production says

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Centre	**3,200 parcels/day**	**2,750**	**− 450**	**The declared rate was held on only 4 days out of 390, and all 4 were followed by a catch-up the next day**
North	4,000 parcels/day	**4,150**	**+ 150**	**It is worth more than the spreadsheet credits it with — the margin is used in all three plans**
South-East	2,400 parcels/day	2,380	− 20	Almost right

What happens at Centre above 2,750 parcels

Indicator	Below 2,750	Above	Consequence
Picking time	**4 hours**	**9 hours**	**Evening departures are missed**
Picking error rate	**Baseline**	**Doubled**	**Returns and redeliveries the next day**
Catch-up the following day	None	**4 times out of 4**	The next day's capacity is cut by as much

What the correction changes on the cost plan

Version	Annual transport cost	Does it hold?	Reading
Cost plan on declared capacities	**€5.74M**	**Overrun one week in three**	**The plan is cheaper on paper**
Cost plan on sustainable capacities	**€5.79M**	**It holds**	**€50,000 more, and a plan that does not break**

Those €50,000 were already being paid, in overtime and catch-ups: **they simply never appeared in the plan.** Bringing them into view costs the company nothing extra — **it moves spending that was suffered into spending that is decided.**

The time this moves

Task	Before	With the agent	What the check covers
Checking site capacities	**40 % of the exercise**	**5 %**	**390 real days per centre, instead of a figure declared once and for all**

> **Recomputation proposed every quarter, approved by the three centre managers. They are their figures, measured at their sites** — the argument about Centre's capacity has been running for two years, **and it is settled in one meeting on measurements rather than impressions.**

For the logistics director to settle

Sustainable capacities approved by the centre managers on: ______

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