The network's constraints — 118 formalised

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Document issued on 09/11/2026

41 of which were written down nowhere · fictional document

Fictional document — demonstration example

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Fictional document, produced for the demonstration. **A constraint that is not written down cannot enter a plan** — and those living in the heads of two controllers left the network with them as soon as they took three weeks off. **They now carry their names and the date they were last verified.**

What the plan holds together

Family of constraints	Content	Source of the measurement
Driving and rest times	**Applied run by run, breaks included, as road transport regulation requires**	Route sheets and duty times
Customer receiving windows	**34 customers have a narrower window than the transport system assumed**	**Read off 18 months of refusals and redeliveries, not declared**
Dock slots per centre	Number of docks, measured average loading time, overlaps	Dock plans and timestamps

Family of constraints	Content	Source of the measurement
Product compatibilities	Items subject to particular transport rules, which do not travel with just anything	Item master
Return runs and equipment collections	**14 % of the network's kilometres**	**They appeared in no plan**

What poorly known customer windows were costing

Measure	Value	Reading
Customers with a narrower window than declared	**34**	Read off the refusals
Redeliveries a year	**210**	**€41 each — €8,600 a year**
After formalisation, replaying the 18 months	**48 a year**	**€6,600 a year, and above all 162 customer appointments kept**

The 41 constraints written down nowhere

Example recorded	Who applied it	What happened without it
« This customer takes no delivery on Friday after 14:00 »	**One controller, from memory**	**A redelivery on Monday**
« Dock 3 at Centre takes no articulated lorries »	One controller, from memory	A vehicle held up and a slot lost
« The Vaubourg branch closes between 12:00 and 14:00 »	One controller, from memory	A run reorganised in a hurry
Total tacit constraints recovered	**41 out of 118**	**Three weeks of absence by one of them cost €11,000 in redeliveries last year**

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Those 41 lines are operational knowledge, not an organisational failing. Writing them down takes nothing away from the people who held them: **it makes their knowledge visible, usable by the plan and measurable — the 14 constraints supplied over six months are worth €9,400 of redeliveries avoided.**

What each formalised constraint carries

Field	Content	What it is for
Statement in plain language	**One sentence, as a controller would say it**	**It can be discussed in a meeting without translation**
Author	**The name of whoever supplied it**	**The knowledge is attributed**
Date last verified	**Carried on every line**	**An out-of-date constraint stands out**
Costed effect	What applying it changes on cost and redeliveries	Adding a constraint is measured like everything else

> **Monthly review of the 118 constraints, run by the controllers. Every constraint added is costed** — that is a result that belongs in an annual review, **and the knowledge no longer goes on holiday with the person who holds it.**

For the logistics director to settle

Date of the monthly constraints review and the controller who runs it: _____

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