



The network's constraints — 118 formalised

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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

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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