Real cost — per lane, per branch and per line delivered

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€6.2M allocated to 99.4 % · fictional document

Fictional document — demonstration example

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Fictional document, produced for the demonstration. **A total transport cost decides nothing.** Matching carrier invoices, transport-system orders and ERP order lines **allocates every euro to the lane, the branch and the line that actually consumed it — 18 months, 1.4 million movements, €6.2M allocated to 99.4 %.**

Where the cost goes

Scope	Share of cost	Amount	What it changes in steering
11 lanes	**74 %**	**€4.6M**	**That is where the arbitration lies**
30 lanes	26 %	€1.6M	Monitored, no action
3 branches	**11 % of cost for 4 % of volume**	—	**Each with its cause identified**

Scope	Share of cost	Amount	What it changes in steering
Total actionable	—	—	**14 lines carry 78 % of what can be acted on**

The cost of a line delivered, branch by branch

Measure	Value	Reading
Average cost of a line delivered	**€3.42**	Across the whole network
Best-served branch	**€2.14**	Dense lane, high fill
Worst-served branch	**€9.80**	**A ratio of 1 to 4.6 that nothing was measuring**

The three costly branches, and the cause of each

Branch	Measured cause	What is proposed
Vaubourg	**Served twice a week for 1.2 pallets each time**	**Move to one grouped weekly delivery, lead time unchanged for 94 % of lines**
Castevrin	**At the end of a lane, 74 km beyond the last drop**	**Reattachment to the neighbouring lane, tested over 18 months**
Trémeuse	**Dedicated run set up in 2019 for a customer that has since closed — €41,000 a year, 3 customers served today**	**Withdrawal: the 3 customers are delivered next-day by the existing lane**

Nobody had reopened the Trémeuse run in four years. That is not negligence: **nothing in the tools connects a run to the reason it was created**, and a €6.2M total shows up no €41,000 item.

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What is published from now on

Publication	Rhythm	Content
Real cost per lane	**Every week**	**Gap to the plan retained, up as well as down**
Cost per branch and per line delivered	Every month	Ranking and trend
Actionable items	**Every month**	**The 11 lanes and the 3 branches, with the month's costed proposal**

> **The breakdown saves no money on its own: it makes the arbitrations possible. The first item dealt with is crossed flows — €78,000 a year, detailed in its own attachment.**

For the logistics director to settle

Recipients of the weekly cost-per-lane publication: _____

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