



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

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

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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.

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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