Promised lead-time performance — the 22 branches

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

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18 months of promised and actual dates · fictional document

> **Fictional document — demonstration example**
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Fictional document, produced for the demonstration. **The four commercial commitments enter all three plans as hard constraints:** no plan is proposed if it degrades them. **The measurement below covers 1.4 million movements.**

The four commitments, as written in the commercial terms

Commitment	Scope
Next-day delivery	**Core catalogue, the 22 branches**
Day-after delivery	Extended catalogue
In-branch collection within 4 hours	**The 22 branches**
Site delivery in a confirmed slot	**On request, with an hourly commitment**

Performance measured over 18 months

Scope	Performance	Reading
Overall	**96.2 %**	**Across 1.4 million movements**
19 branches out of 22	**97 % or better**	No action
3 branches	**84.1 %**	**They concentrate 61 % of lead-time complaints**

The cause, and it is mechanical

Fact	Value	Consequence
Departure of the Centre → East lane	**19:00**	—
Commercial *cut-off* of those 3 branches	**18:00**	**An order placed at 17:50 reaches picking at 18:10 and misses the departure by an hour**
Actual gap between the two schedules	**10 minutes of handling**	**It is not a question of means: it is a mismatch nobody had compared**

The cut-off is the latest hour at which an order is taken for next-day delivery. **Two schedules written in two different systems, never placed side by side: that is what matching promised dates against actual dates brings out in a single reading.**

The two corrections, both costed

Correction	Performance obtained	Cost	Commercial effect measured on history
Move the 3 branches' cut-off to 17:30	**98.3 %**	**None**	**2.1 % of the orders concerned would move to the next day — €210,000 of revenue displaced**

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Correction	Performance obtained	Cost	Commercial effect measured on history
Move the lane's departure to 20:00	**99.4 %**	**€26,000 a year in shifted picking hours**	**No order lost**

> **Recommendation: the second, and the arithmetic is yours. €26,000 keeps €210,000 of revenue same-day at those three branches**, and takes their performance from 84.1 % to 99.4 %. **The decision belongs to the director, and it is made on those two lines.**

For the logistics director to settle

Correction retained for the 3 branches on the Centre → East lane: _____

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