



Negotiation file — 5 carriers

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18 % measured gap, €151,000 at stake · fictional document

Fictional document — demonstration example

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Fictional document, produced for the demonstration. **A carrier is compared with itself and with the others on matched lanes** — same distance, same vehicle type, same time window. **It is the only comparison that stands up in front of them, and it is built on 4 lanes.**

What the file holds, carrier by carrier

Element	Content	What it lets you say in the room
Volume placed	From €2.1M to €190,000 a year, and the share of total cost	« Here is what you represent, and what I represent to you »
Measured service level	Promised dates against actual dates over 18 months — from 98.7 % to 91.4 % depending on the carrier	Measured, never declared

Element	Content	What it lets you say in the room
Cost per kilometre on matched lanes	4 comparable lanes: same distance, same vehicle, same window	The comparison that cannot be argued with
Disruptions	Number, emergency haulage cost attributed, customer commitments missed	The provider's real cost, not their tariff

The gap the comparison brings out

Finding	Value	Annual stake
Carrier on the Centre → East lane	18 % above the median of the other four, at identical conditions, across 4 matched lanes	—
Annual volume placed with that carrier	€840,000	—
Alignment to the median	—	€151,000

The three levers, costed

Lever	Content	Costed effect
Tariff alignment	To the median of comparable lanes	€151,000 a year
97 % service-level commitment with a penalty	Penalty indexed on the cost of emergency haulage	Disruption cost brought from €31,000 to €8,000
A longer contract against a volume rebate	Term against a tonnage commitment	To be costed in the room, on real volume

The tender, ready should the market be opened

Document	Status	Content
5 lots built on the real lanes	Written	Actual volumes attached, lane by lane
Service commitments and penalties	Drafted	Service level, time to provide a vehicle, cost of emergency cover
Weighted scoring grid	Ready	Price, service level, emergency capacity — change a weighting and the ranking is rebuilt in front of you

Simply showing this file moves a negotiation: a carrier who discovers that their service level has been measured over eighteen months no longer defends the same tariff. **Launching the tender remains a decision for the director — and the file serves in either case.**

For the logistics director to settle

Levers retained for the January renegotiation: _____

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