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

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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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