Margins per lane — the network's 41 lanes

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Where the cost plan is thin, and what tightening it costs · fictional document

Fictional document — demonstration example
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Fictional document, produced for the demonstration. **Every plan exposes its margins lane by lane — which is what allows a plan to be retained in full knowledge of where it is thin, and tightened before it is retained rather than after a disruption.**

Capacity margin is the gap between the volume planned on a lane and what that lane can absorb before it overflows. **Of 41 lanes, 35 have more than 9 % margin and call for no action: the subject fits in six lines.**

The cost plan's margins

Situation	Lanes	What it means in practice
Margin below 2 %	**3**	**One extra pallet puts you outside the plan**
Margin between 2 % and 4 %	**3**	**An average disruption absorbs the margin**

Situation	Lanes	What it means in practice
Margin above 9 %	**35**	No action
Critical lanes depending on a single carrier	**3**	**They carry 31 % of the network's volume**

What history says about the risk — 14 disruptions in 18 months

Nature of the disruption	Number	Recorded cost
Vehicle breakdown	6	—
Carrier failure	**5**	—
Dock closure	3	—
Total	**14**	**€96,000 in emergency haulage and missed deliveries**
of which on the 3 single-carrier lanes	—	**€71,000**

The tightened cost plan, already built

Measure	Content	Effect
A second carrier on the 3 critical lanes	**Volume split 70/30**	**One provider's failure no longer cuts 31 % of the volume**
Margin raised to 8 % minimum	**On the 6 thin lanes**	**An average disruption is absorbed without emergency haulage**
Cost of tightening	**€5.83M, that is + €38,000 a year on the corrected cost plan**	—

What tightening would have given on your 14 disruptions, replayed

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Measure	Without tightening	With tightening	Difference
Extra cost on the 3 single-carrier lanes	**€71,000**	**€19,000**	**− €52,000**
Annual cost of tightening	—	**€38,000**	—
Net	—	—	**€38,000 of spend against €52,000 of risk, on your own disruptions**

The time this moves

Task	Before	With the agent	Scope covered
Assessing margins	**30 % of the exercise**	**6 %**	**All 41 lanes, instead of the three there used to be time for**

> **The committee now arbitrates between four plans** — cost, lead time, robustness and tightened cost —, **each with its annual cost, its lead-time performance and its margins. It is a service-policy choice, and it is made on four lines.**

For the logistics director to settle

Minimum margin required on a critical lane: _____ %

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