Three complete network organisations

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

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41 lanes, 3 distribution centres, 22 branches · fictional document

> **Fictional document — demonstration example**
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> **Fictional document**, produced for the demonstration. **These are not three variants of the current plan: they are three complete organisations of the network**, built on the same volumes and the same constraints, **each optimising an explicit criterion and stating what it concedes elsewhere.**

A lane is a regular run between two points of the network: a distribution centre and a branch, or two centres. Ardenor's network holds **41** of them, across **3 centres** and **22 branches**. The reading covers **18 months and 1.4 million movements**.

The three gaps that carry the gain

Measured finding	Value	Why nobody could see it
Lanes carrying most of the transport cost	**11 out of 41 — 74 % of €6.2M**	**Cost was only tracked as a total**
Lanes running half empty	**2, at 51 % fill, every day for 18 months**	**Fill was measured on no lane at all**

Measured finding	Value	Why nobody could see it
Identical part numbers travelling both ways in the same week	**63 tonnes a year**	**Each movement is justified on its own; nothing brings them together**

The three plans, on the same constraints and the same volumes

Plan	Criterion optimised	Annual transport cost	What it achieves	What it concedes
Cost plan	**Transport cost**	**€5.74M**	**The lowest cost of the three**	**6 lanes below 4 % of capacity margin, average lead time 1.9 days**
Lead-time plan	**Average lead time**	**€6.08M**	**Average lead time 1.4 days, commitments met 99.1 %**	**€340,000 more than the cost plan**
Robustness plan	**Resistance to disruption**	**€5.91M**	**No critical lane below 9 % margin, two carriers on every major lane**	**€170,000 more than the cost plan**

All three plans are complete: they cover the 41 lanes, respect the capacities of the 3 centres and tie every promised lead time to the branch concerned. **None of them is a recommendation:** they are three calculations made on your data, **and the logistics director retains the one that matches the company's service policy.**

What each plan carries, line by line

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Element of the plan	Content	What it is for in committee
Criterion optimised	**Cost, lead time or robustness, stated up front**	**Comparable intentions are compared**
Constraints retained	The network's 118 constraints, applied identically in all three	No plan is favoured by a forgotten constraint
Costed concession	**What the plan loses on the other two criteria**	**The arbitration is made on three figures, not on a preference**
Margins per lane	**All 41, with the thinnest flagged**	**You know where the plan is thin before retaining it**
Load per centre	Daily volume against sustainable capacity	An overrun is visible before it happens

The time this moves

Task	Before	With the agent	What the time returned becomes
Building a complete plan	**70 % of the exercise — 3 weeks**	**9 % — one day**	**The arbitration between cost, lead time and robustness**
Number of comparable organisations	**1, adjusted from month to month**	**3, complete**	**You choose instead of rolling forward**

> **Before any arbitration, the three plans are rebuilt on the capacities the centres actually sustain** — and one of the three is not what the load-plan spreadsheet declares. **The detail is in the “sustainable capacities” attachment.**

For the logistics director to settle

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Plan retained and date it takes effect: _____

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