



Three complete network organisations

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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

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

Plan retained and date it takes effect: _____

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