

CASE STUDY - REAL EXAMPLE

Hidden cost blind spot.

Increased price efficiency due to price
transparency at the moment of decision.

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THE ISSUE.

Over 70% of invoices did not match the input cost in our system.

The process

- The category manager negotiated the contracts and the SLAs.
- The transport planners maintained one overview containing prices per destination, per haulier, per loading meter, per mode of transport, in a local Excel file, and picked the carrier with the best rate.
- Audit team checked the invoices.
- Then it came to me.

THE REAL CHALLENGE.

We were selecting suppliers on a price that did not exist.

The planner's Excel file allowed one base price. One. So every carrier was compared on a base rate, and every surcharge stayed invisible until the invoice arrived weeks later.

The carriers that looked "most price efficient" on the base rate were often not the cheapest at all once every surcharge landed on the invoice.

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THE FIX.

Make rates comparable at the moment of decision.

The category manager renegotiated base prices with one standard fuel surcharge for every transport partner.

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THE RESULT.

**Invoice differences
dropped below 5%.**

Transport costs dropped.

The endless mail traffic between planners and invoice auditors quietly disappeared, because the numbers finally matched.

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INSIGHTS.

Your process is only as strong as the tool it actually runs on.

The real constraint was not the contract or carrier, but an Excel file that could only hold one price.

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INSIGHTS.

Local optimisation is not the same as performance.

Look at the chain and everyone is doing their part well. The fix was not a better contract or a better tool. It was one conversation with everyone in the room to make sure everyone can look at the same number.

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THIS IS THE KIND OF CHANGE LEF. BUILDS.

Curious what's hiding in your invoices? Let's talk.

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MAKING OPERATIONAL CHANGE STICK.

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