

# Logistics & Transportation Value Creation & Logistics Operating Intelligence™

## One day. One generic logistics case. Three signals you may not be connecting.

A logistics-specific one-day masterclass for private equity, growth investors, family offices and their investment-backed logistics and transportation companies.

The masterclass teaches the ValueFabric Detect and Interpret method through one generic logistics use case developed from ValueFabric's historical research, logistics-performance data and operating patterns.

Participants learn how to connect finance, fleet operations, network, dispatch and billing performance — without exposing confidential company data.

The masterclass leads into the Logistics & Transportation Value Creation Program, where the same method is applied individually to one logistics company using its own operational and financial systems environment, financial and operational data, KPIs, constraints and value-creation priorities.

### THE DAY

Four working sessions using one shared logistics case.

| Session | Focus                                                                                                                                 | Artefact                                     |
|---------|---------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|
| 1       | Logistics Business Signal Pattern Intelligence — what is changing, how unusual is it and how urgent is it?                            | Logistics Company Signal Map                 |
| 2       | Higher-Order Logistics Signal Relationship Intelligence — what emerges when financial, fleet, commercial and service signals connect? | Connected Utilisation and Network Map        |
| 3       | Logistics Intervention Outcome Learning — which intervention is most likely to create value, and which can realistically be executed? | Logistics Intervention Prioritisation Matrix |
| 4       | Decisions Architecture & Verified Outcome Evidence — turning connected signals into owned action and measurable value                 | —                                            |

Participants leave with three first-pass artefacts developed through the generic logistics case — not notes.

The masterclass teaches the method. Company-specific diagnostics, decisions, execution and outcome measurement begin in the Logistics & Transportation Value Creation Program.

### THE GENERIC LOGISTICS CASE

The masterclass uses one representative investment-backed logistics and transportation company operating in an operational and financial systems environment.

Participants work with connected movements across areas such as:

- demand and forecast accuracy
- dispatch and schedule adherence
- asset utilisation and operating constraints
- work in progress on loads and unbilled revenue
- driver and subcontractor availability
- on-time-in-full, claims and service failures
- fuel and fuel-surcharge lag
- lane, service and customer mix

- gross margin
- working capital and cash conversion

The case is informed by ValueFabric's historical research, logistics-performance patterns and diagnostic logic, combined with the ValueFabric Logistics Operating Intelligence™ operating model.

No participant is required to provide or disclose confidential company data.

**Learn the method on a generic logistics case.**

**Apply it to your own company in the Value Creation Program.**

### THE KPI THAT CONNECTS FINANCE AND OPERATIONS

Traditional performance management often optimises financial and operational KPIs independently.

Logistics Operating Intelligence™ connects them.

Asset utilisation is used as the integrating operating lens connecting:

**Demand → Capacity → Dispatch → Constraints → Utilisation → Rate → Margin → Cash**

The objective is not simply to maximise volume moved.

The objective is to understand how the logistics system converts customer demand, fleet capacity, network position, assets and capital into sustainable:

- EBITDA
- gross and contribution margin
- cash flow
- working capital
- asset utilisation
- forecast accuracy
- retained earnings
- enterprise value

### WHERE THE AI WORKS

The intelligence performs practical jobs that operations, network and finance teams recognise:

- detecting abnormal, persistent and urgent Business Signals
- connecting financial, fleet, commercial and service signals
- identifying performance trajectories no individual KPI reveals
- distinguishing symptoms from connected root causes
- comparing interventions under relevant operating conditions
- connecting operational actions to expected EBITDA, cash and working-capital outcomes
- learning from verified Performance Outcomes

The masterclass applies the ValueFabric methodology and three intelligence lenses as practical executive decision disciplines available today.

The corresponding algorithmic systems are on the ValueFabric product roadmap.

**Static intelligence describes what happened.**

**Adaptive intelligence improves because of what happened.**

### POWERED BY TWO COMPLEMENTARY DISCIPLINES

#### VALUEFABRIC — OPERATING INTELLIGENCE

ValueFabric connects Business Signals, Operating Intelligence, Decisions Architecture, Execution Support and verified Performance Outcomes.

It helps leadership identify emerging risks, prioritise interventions and determine whether measurable logistics value was created.

#### CONTINUOUS FP&A — THE FINANCIAL LAYER

A continuous FP&A environment connects financial modelling, planning, forecasting, consolidation and reporting within one continuous financial-management environment.

It provides the financial foundation that enables finance to respond at the speed of logistics operations. ValueFabric is FP&A-vendor-neutral and integrates with the company's existing or preferred FP&A environment.

#### TOGETHER

Logistics Operating Intelligence™ creates a connected decision environment where:

**Intelligence leads to action.**

**Action improves asset utilisation and network performance.**

**Improved performance creates measurable EBITDA, cash and enterprise value.**

## **FACULTY**

Each masterclass is led by the ValueFabric Founding Faculty and, where relevant, strengthened by selected ownership, logistics, fleet, network and route-planning, dispatch, TMS, FP&A and operational experts from the ValueFabric Tier 1 network.

### **FOUNDING FACULTY**

- Jeffrey Van der Eijk
- Robert Nürnberger
- Chris Young

Relevant featured faculty and guest experts are configured around the cohort profile and logistics case.

**One Core Faculty. Expertise Configured Around the Logistics Company.**

## **THE CASH AND BILLING SIGNAL**

Of the signals participants learn to recognise, the cash line moves first and forgives least.

**You can hit every EBITDA target and still run out of cash.**

A logistics company can remain close to its EBITDA plan while:

- unbilled and accessorial revenue absorbs liquidity
- detention and demurrage go unrecovered
- fuel-surcharge recovery lags rising fuel cost
- receivables age
- driver and owner-operator settlements become more urgent
- fleet capital expenditure and lease obligations continue
- empty miles and dispatch inefficiencies consume cash

Any participant who recognises their own company in that trajectory can request a complimentary two-hour 13-Week Liquidity Working Session, separate from the Masterclass and Program track.

## **FORMAT AND INVESTMENT**

| <b>Element</b> | <b>Detail</b>                                                                                                             |
|----------------|---------------------------------------------------------------------------------------------------------------------------|
| Duration       | One day, 09:00–17:00                                                                                                      |
| Delivery       | Live online, open enrolment · or private in-company, on location                                                          |
| Group          | Maximum 20 participants per session                                                                                       |
| Case           | One generic logistics case based on ValueFabric research and logistics-performance patterns                               |
| Preparation    | Short executive intake covering role, ownership lens, logistics context and operational and financial systems environment |
| Masterclass    | €1,450 per participant · online                                                                                           |
| Team of 3+     | €1,150 per participant · online                                                                                           |
| In-company     | From €18,000 · up to 16 participants · on location                                                                        |

The full Masterclass fee is credited against the Logistics & Transportation Value Creation Program for any firm or company that proceeds within 90 days.

## **START HERE**

Not another AI course.

Not another TMS training.

One day inside a practical operating system for logistics value creation.

**Detect and interpret in one day.**

**Decide, execute, measure and prove in twelve weeks.**

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**VALUEFABRIC AG**

**LOGISTICS OPERATING INTELLIGENCE™**