CADENCE · ROUTE ANALYTICS FOR GROCERY

PITCH · 20 MINUTES

Delivering the promise your ads make.

PREPARED FOR THE COO · HARVEST & CO. · 214 STORES

01 Promise kept

02 Cost known

03 People freed

04 Proof daily

The last mile is no longer a delivery problem. It is where grocery customers decide whether to order again.



ILLUSTRATIVE · INVENTED SCENE

SLIDEDOC

ROUTE OPS

A twenty-minute pitch, cover to close, for a grocery COO and two operations directors. It opens on a number they have not seen and ends on a date, not a decision.

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MARCH · LONDON

01 · The stake

A late drop doesn't cost you a delivery. It costs you the customer.



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ANNUAL BASKET AT RISK

INVENTED · PRICED FOR ILLUSTRATION

£14.2m

Priced on last year's miss rate and your own reorder curve. Two late drops in one month is where a regular becomes a lapsed customer.

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ROUTE OPS

The number this meeting hangs on: late drops are a churn cost, not a logistics cost. The figure is invented for the sample and labeled on the frame; slide 3 draws the retention curve behind it.

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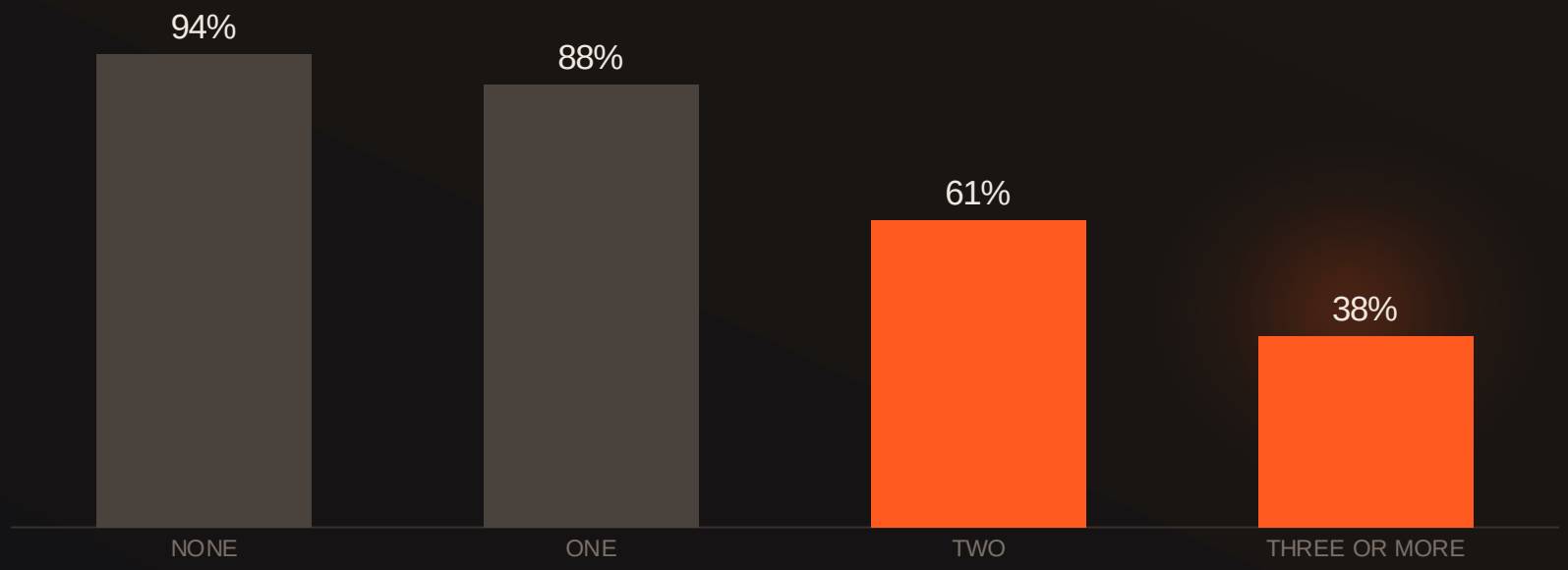
02 · The mechanism

Two late drops in one month is where a regular becomes a lapsed customer.



LATE DROPS IN ONE MONTH → SHARE STILL ORDERING 90 DAYS LATER

INVENTED CURVE · ILLUSTRATIVE ONLY

You are not losing baskets to price. You are losing them at the kerb.

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ROUTE OPS

The mechanism, drawn: share of customers still ordering 90 days later, by how many late drops they had in one month. The kerb claim lives here, where the curve proves it. Invented data, labeled on the caption row.

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03 · Why change

Nothing here is your team's fault. The rules under the last mile changed.

WHAT CHANGED	THEN		NOW
The window	**A day was a window**	→	**Two hours, chosen at checkout**
The promise	**Made by the shop**	→	**Made by the ad, kept by the van**
The cost of a miss	**A phone call and a refund**	→	**A customer who stops ordering**
The plan	**Rebuilt each morning, by hand**	→	**Still rebuilt each morning, by hand**

Doing nothing is now the risk.

Your dispatchers are running a 2015 method against 2025 expectations, and doing it well. That is exactly why the gap is invisible on the P&L.

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Why change, before why us. The operating rules of grocery delivery moved; the dispatch method did not. Nobody on the team did anything wrong — standing still is now the active risk.

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Leading grocers run dispatch as a system, not a shift.

WHAT THE CATEGORY BUYS

01 Promise kept

02 Cost known

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04 Proof daily

SYSTEM DISPATCH · THE CATEGORY



THE LOOP · RE-PLANNED THE MOMENT A VAN SLIPS

One plan, costed once, re-planned the moment a van slips. The promise is held by the system, so the person holding the radio can go back to the floor.

This is a category change, not a better route optimiser bolted onto your TMS.

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ROUTE OPS

The category, not the product. One loop that owns the promise from order to doorstep — the plan costed once, re-planned the moment a van slips. Cadence sells the loop.

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Four things change. Everything else is a detail.



01 Promise kept
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04 Proof daily

01

Promise kept

Every drop lands inside the two-hour window the ad sold.

02

Cost known

Every route is priced in fuel and hours before the vans move.

03

People freed

Every dispatcher is off the phone by eight, back on the floor.

04

Proof daily

Every miss is explained the same morning, not in next month's review.

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The value proposition, stated early and repeated at every turn of the argument (this rail returns on slides 7 to 10). Four benefits, not twelve — more than five dilutes the case.

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On-time went from 84% to 96%. Cost per drop fell 19%.

CATEGORY PILOT · INVENTED PEER

01 Promise kept

02 Cost known

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04 Proof daily

A 40-STORE CATEGORY PILOT · INVENTED PEER, NOT HARVEST & CO.

ON-TIME TO THE PROMISED WINDOW



+12 POINTS

COST PER DROP · FUEL, HOURS, RE-ATTEMPTS



−19%

We plan on six points, not twelve. If the pilot returns half of this, the case still stands — that is the point of quoting half.



SLIDEDOC

ROUTE OPS

The chart is the evidence; the headline is the claim. The pilot behind the numbers is a 40-store category pilot — an invented peer, not Harvest & Co. We then build the business case on half the measured gain, and propose the weaker bar as our own replication test: 30 days at 93%.

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07 · On the floor

The change shows up at 5:58am, not in the board pack.



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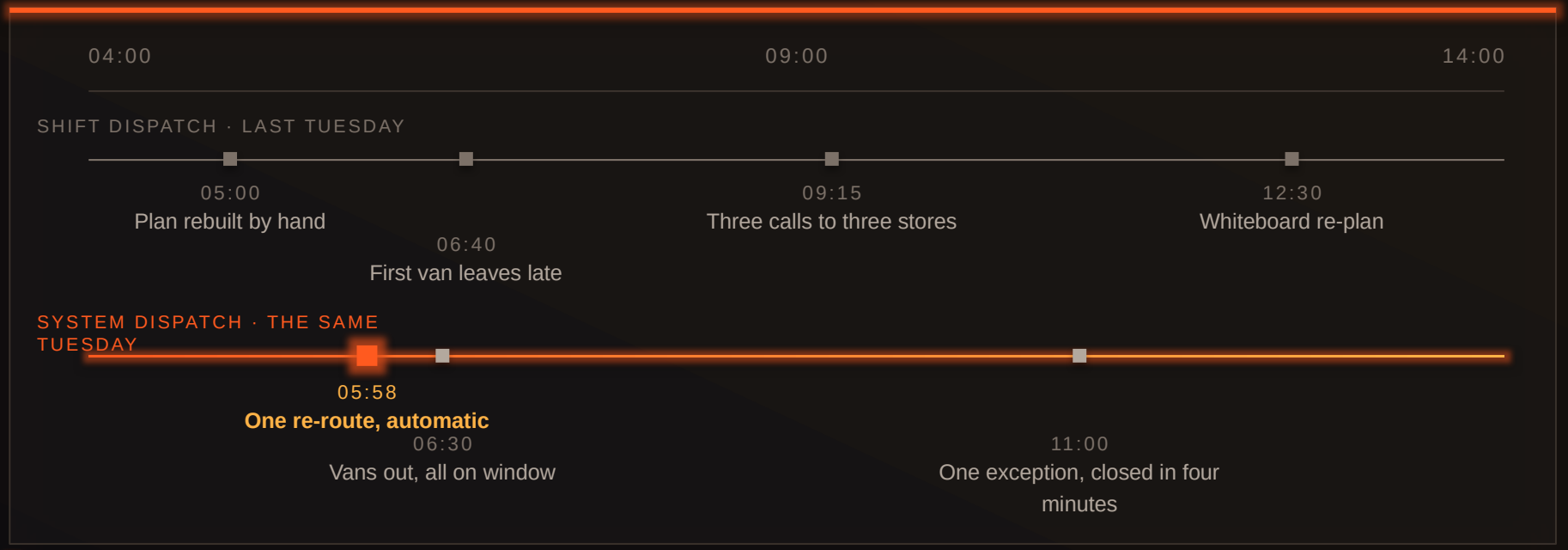

“I used to be the one person who knew where every van was. Now the board knows, and I'm on the floor by seven.”

COMPOSITE OF PILOT FEEDBACK · NOT A REAL QUOTE, AND NOT A CLIENT OF OURS

SLIDEDOC

ROUTE OPS

The believability layer. Instead of a client quote we do not have, the same Tuesday drawn twice — what a dispatch desk looks like before and after, with the 05:58 re-route as the story detail.

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08 · What you will ask

Three things you'll ask. One we can't answer well yet.



ASK US THE FOURTH ONE IN THE ROOM

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GAP WE OWN

Will it run on our WMS?

Not out of the box. Harvest's WMS is a two-week connection — our engineering, inside the pilot, at our cost.

SIX WEEKS

How long until the desk uses it?

Six weeks. Week one is two dispatchers — the ones who'll tell you it's wrong before we do.

FIXED, CREDITED

What does it cost?

Fixed fee, agreed before we start, credited against year one if you continue.

The honest gap is the integration. Everything else in this deck we can show you running.

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Objections, pre-empted — the anti-indecision move. Three questions the room is already forming, one honest gap admitted up front, and the answer to each in the same breath.

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09 · The recommendation

Start with forty stores. Thirty days. One number.



BOUNDED DOWNSIDE

01 Promise kept

02 Cost known

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RECOMMENDED · AND THE ONLY OPTION WE PRICE 01 / 01

The 40-store pilot

We install the plan engine and the tracking board, train the desk for two days, and sit in a weekly review with your ops director. Your fleet and your WMS stay as they are.

DEFAULT START

Most teams begin with forty; thirty still proves it — we'd rather start smaller than start late.

SCOPE	DURATION	SUCCESS TEST	IF IT FAILS
40 stores	**30 days**	**93%**	**You stop**
South East, one depot	Fixed end date, fixed fee	on-time at day 30, agreed now	data and plan stay yours

PILOT FACTS INVENTED · ILLUSTRATIVE

WHAT YOU ARE NOT BUYING

- **No fleet change**
- **No WMS replacement**
- **No annual contract**
- **No lock-in to find out**

The downside is bounded: if the pilot misses, you stop — and the data and plan stay yours.

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ROUTE OPS

One option, not a menu — the jam experiment, applied. This is the recommended start for this customer specifically, with a default marker and a downside that is bounded before anyone signs.

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10 · The next step

The next step is a date, not a decision.

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THURSDAY

12 March

09:00 · 90 MINUTES · YOUR OFFICE

A scoping session with your dispatch lead, not a second pitch.

YOU BRING

The South East store list and the two dispatchers who would run it.

WE BRING

The pilot plan, costed, and the engineer who would do the WMS work.

BY THE END

A start date, or a reason to wait — both are useful.

If March is wrong, say so on the day and we will move it. We would rather start when the desk is ready than win the date.



ILLUSTRATIVE · INVENTED SCENE

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The close: the same four promises, then one dated next step with named attendees and named deliverables. No 'any questions' — the room leaves with a diary entry.

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