The three numbers

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1 Where you are today

Actuals from last quarter, not targets. If you are estimating any of these, that is the first thing to fix.

Trips per day (average)		Margin last quarter	
Vehicles you can run		Trips per vehicle per day	
Operating days per week		Margin per completed trip	

2 The three numbers for next year

Set them, then reconcile. If the arithmetic does not tie, change a number rather than the arithmetic.

```
vehicles × trips per vehicle per day = trips per day
```

Number	Target	Reconciles? Show the arithmetic
Trips per day		
Margin you will not go below		
Fleet size that gets you there		
If they do not tie, which one bends?		

3 The margin floor, written as a rule

Something dispatch can apply in ninety seconds without seeing your books. Hand this page to them.

Rule	The number	Who applies it
Minimum per loaded mile		
Minimum per trip, by type		
Accounts accepted on sight		
Accounts that need a call first		
Rule last reviewed (fuel, wages, rates move)		

Break-even and the buyer question

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4 Your break-even week

Costs that arrive every week whatever you run, loans and your own pay included. Put the answer next to the trips you actually ran.

```
weekly fixed costs ÷ profit per trip = break-even trips per week
```

Insurance		Vehicle loan and lease payments	
Office rent, internet, phones, software		Dispatcher and office payroll	
Your pay, at what the job is worth		Anything else every week	
Weekly fixed costs		Profit per trip	
Break-even trips per week		Trips run, average of last four weeks	

5 The two-week test

If you were unreachable for two weeks, what breaks? Not slows down. Breaks. The first three answers are next quarter's work.

What breaks	Who owns fixing it	Fixed by

6 Quarterly check

Thirty minutes, four times a year. Two questions only: are we tracking, and has anything structural changed. A bad month is weather.

Date	On track?	What actually changed	Decision

7 The test that matters

Ask your dispatcher, with no warning. If they cannot say it, the target is not shared yet.

Could your dispatcher state the trips-per-day target?		Score this component (1–10)	