Discussion of Supply Chain & Logistics Consulting

April 20, 2015
Company Profile

- Established in 1991, founding partners were principals of Coopers & Lybrand’s SysteCon division
- As of October 2014, a part of Crimson & Co global supply chain consultancy
- Focused on supply chain strategy, design and operations improvement
- Seasoned practitioners with pragmatic approach
  - Business leader & boardroom level advisory experience
  - Creative thinking and solid analysis without “boiling the ocean”
- Dedicated analytics group established in 2006 to support analysis, research, operations improvement and ongoing support
- Consulting versatility and readiness
  - Extensive knowledge across many verticals
  - Clients from small family owned to Fortune 50
Scope of services

Supply Chain Strategy
- Strategic Planning, Long Term Vision and Implementation Roadmaps
- Logistics Network Design and Optimization
- Inventory Management – Planning, Optimization, S&OP
- Logistics Outsourcing - Feasibility, Selection, Transition
- Transportation – Process Improvement, Cost Reduction

Facility & Operations Design
- Manufacturing, Distribution & Transportation Operations
- Facility & Operations Design - Greenfield, Retrofits, Rescue
- Integrated Material Handling Systems - Design, Specify, Implement
- WMS/WCS/TMS Design, Specifications & Selection
- Technology and Automation Assessments

Performance Excellence
- Cost & Service Level Improvement
- Process and Productivity Improvement Programs
- Labour Management Programs / LMS
- Lean Programs / Lean Operations
- Crowd Engineering / Labour Standards

Implementation Management
- Program Management Office (PMO)
- Project Management & Oversight
- Governance / Risk Management
- Change Management / Communications
- Project Rescue / Getting Back on Track
Global footprint

- Offices and consulting resources in Atlanta, London, Melbourne, Mumbai and Singapore
- We operate globally; we train together, use the same approaches and apply the same quality standards
- We provide leading global supply chain practices with local resources and knowledge of local market realities
- Additional Supply Chain Group (SCG) partners in Germany, UK and Poland
Clients & Industries

Retail
- Banana Republic
- Carter’s
- Coach
- Forever 21
- Future Group
- Gap Inc.
- J.Crew
- Limited Brands
- L’Oréal
- Nike
- OfficeMax
- Tanger Properties
- Tory Burch
- TJX Companies, Inc.
- Vitamin Shoppe
- Williams-Sonoma
- Walt Disney World

E-Commerce
- Avanti Press
- Avon
- Bath & Body Works Direct
- Carter’s
- Drugstore.com
- Eurosport (soccer.com)
- FlipKart
- Gap (3 brands)
- GSI (eBay Enterprise)
- iHerb
- Lands’ End
- LL Bean
- Norm Thompson Outfitters
- Toys R Us.com
- Uniform Advantage
- Victoria’s Secret Direct

Food & Beverage
- Alliance Beverage
- Brown-Forman
- Coca-Cola
- Glazers
- Southern Wine & Spirits
- Tampa Maid Foods, Inc

Auto/Industrial/Wholesale
- Allied Signal
- Amoco Corporation
- Bajaj
- Boise Cascade Office Prods
- Canadian Bearing
- CE Franklin
- Cintas Corporation
- Exide Technologies
- Ford Motor Company
- Genuine Parts Company
- Ingram Micro
- Manheim Auto Auctions
- Murray
- Noland Company
- Prestolite
- Siemens
- SP Richards
- Tech Data
- Trojan Battery
- Xerox Corp

Third Party Logistics
- All Cargo
- CSC
- Blue Dart
- CWC Logistics
- Ingram Micro
- IWLA
- Livingston Logistics
- ODW
- OHL
- Purolator
- Tech Data
- UPS Worldwide Logistics
- United Parcel Service
- Weber Logistics

Consumer Products
- Aerosoles
- Baby Togs
- Bose
- Elizabeth Arden
- Levi Strauss
- Maui Jim Sunglasses
- Monster Cable
- Philips Consumer Elec.
- Sabert
- Sara Lee/Hanes
- Sweetheart Cup, Inc.
- TVS

Grocery Retail
- Ahold/Peapod
- Aldi
- Bruno’s
- GroceryGateway.com
- Reliance Retail
- Sainsbury
- Schwan’s
- Spartan Stores
- Missa Bay

Other
- Ameren
- Baxter Healthcare
- BellSouth
- Cosmopolitan
- Green Dot
- Immucor
- Kenneth B. Ackerman
- Vanderlander Industries

Retail
- Banana Republic
- Carter’s
- Coach
- Forever 21
- Future Group
- Gap Inc.
- J.Crew
- Limited Brands
- L’Oréal
- Nike
- OfficeMax
- Tanger Properties
- Tory Burch
- TJX Companies, Inc.
- Vitamin Shoppe
- Williams-Sonoma
- Walt Disney World

E-Commerce
- Avanti Press
- Avon
- Bath & Body Works Direct
- Carter’s
- Drugstore.com
- Eurosport (soccer.com)
- FlipKart
- Gap (3 brands)
- GSI (eBay Enterprise)
- iHerb
- Lands’ End
- LL Bean
- Norm Thompson Outfitters
- Toys R Us.com
- Uniform Advantage
- Victoria’s Secret Direct

Food & Beverage
- Alliance Beverage
- Brown-Forman
- Coca-Cola
- Glazers
- Southern Wine & Spirits
- Tampa Maid Foods, Inc

Auto/Industrial/Wholesale
- Allied Signal
- Amoco Corporation
- Bajaj
- Boise Cascade Office Prods
- Canadian Bearing
- CE Franklin
- Cintas Corporation
- Exide Technologies
- Ford Motor Company
- Genuine Parts Company
- Ingram Micro
- Manheim Auto Auctions
- Murray
- Noland Company
- Prestolite
- Siemens
- SP Richards
- Tech Data
- Trojan Battery
- Xerox Corp

Third Party Logistics
- All Cargo
- CSC
- Blue Dart
- CWC Logistics
- Ingram Micro
- IWLA
- Livingston Logistics
- ODW
- OHL
- Purolator
- Tech Data
- UPS Worldwide Logistics
- United Parcel Service
- Weber Logistics

Consumer Products
- Aerosoles
- Baby Togs
- Bose
- Elizabeth Arden
- Levi Strauss
- Maui Jim Sunglasses
- Monster Cable
- Philips Consumer Elec.
- Sabert
- Sara Lee/Hanes
- Sweetheart Cup, Inc.
- TVS

Grocery Retail
- Ahold/Peapod
- Aldi
- Bruno’s
- GroceryGateway.com
- Reliance Retail
- Sainsbury
- Schwan’s
- Spartan Stores
- Missa Bay

Other
- Ameren
- Baxter Healthcare
- BellSouth
- Cosmopolitan
- Green Dot
- Immucor
- Kenneth B. Ackerman
- Vanderlander Industries
Network Strategy
Finding the right balance between low cost and high service

Existing DC Locations

Low Cost Network
w/5 Distribution Locations

Automotive Aftermarket Supplier

High Service Network
Co-Located With DC Locations
Network Strategy

Where to Locate? Time is often the priority factor …
Automotive Service Parts

The Solution - Hybrid Distribution Center Network

- **Regional DC**: Forward warehouses for highest volume products - next day delivery
- **High Cube DC**: Centralized warehouse for large items - 2nd day delivery
- **Low Volume DC**: Centralized warehouse for low volume/small items - next day air shipments

One Size Does Not Fit All
Distribution Layout and Potential Improvements

- **Dispatching rules**
- **Replenishment procedures, timing**
- **Batching strategies**
- **Manage slug completion**
- **Integration of Digital CD with Small Retail order fulfillment**
- **Synchronization (timing, reduced cycle) to feed downstream processes.**
- **Relieve transportation issues from 3rd level – Conveyor routing/control; Assign slow mover product here**
- **Zone & Slotting Logic, Tools, SKU families, Ongoing Location Management**
- **Pack Station Design**
- **Improve Tote control & Identification issues**

Confidential layout
“Ask 100 people to make a decision and the average decision will be at least as good as the most [intelligent] person. We are programmed to be ‘collectively smart.’”

James Surowiecki
The Wisdom of Crowds, 2008
What Do You Want To Be When You Grow Up?

1. Professional Student
2. Teacher/College Professor
3. Married to a very rich spouse
4. Engineer
5. Supply Chain Manager
6. CEO
7. Professional Athlete
8. Prison Guard
9. Tax Collector
10. Supply Chain Consultant!!???
Definition of Consultant

Someone who borrows your watch to tell you the time
... and then keeps your watch.
Why Do People Hire Consultants?

Make me look smart

Keep me out of trouble

Reduce the excruciating pain I’m in

Make me believe that this crazy idea I have can come true
Key Skills for Consulting Excellence

Listening
Selling ideas
Quantitative
Understanding that every problem is a “people” problem
Good writing and speaking
Professional involvement
Well rounded
Team player - Collaborative
Some Consulting Challenges

Maintaining life/work balance
A client who already knows the (often wrong) answer
A client not willing to take the time or spend the money to do it right

Preparing for all types of clients:
- Family management
- Private equity influence
- I want one like Joe
- Uninformed
- Overly conservative
- Market leader
- Market wannabe
- Smart
- Not so smart
Should I become a consultant now
... or should I get some experience first?

Some (typically big) firms like young, fresh consultants who can earn lots of hours at high rates and high profits
Other firms (like The Progress Group) like experience and street savvy
Clients prefer to pay for experience

It's different for everyone:

- The firm and the experience you will get
- Your personal situation, now and future
- Commit to getting some ground experience sometime
And remember …

If you see a consultant on a bicycle, why should you never swerve to hit him?

*It might be your bicycle.*
Thank You

good luck in your careers!!!