

## WE TURN SUPPLY CHAINS INTO A COMPETITIVE ADVANTAGE

GRA is an expert consulting firm specialising in supply chain and logistics strategy, planning and execution. We offer professional services, supply chain planning and optimisation systems across a broad range of industries. We work with you until sustainable results are delivered.

**Supply Chain  
Strategy & Design**

**Operational  
Planning**

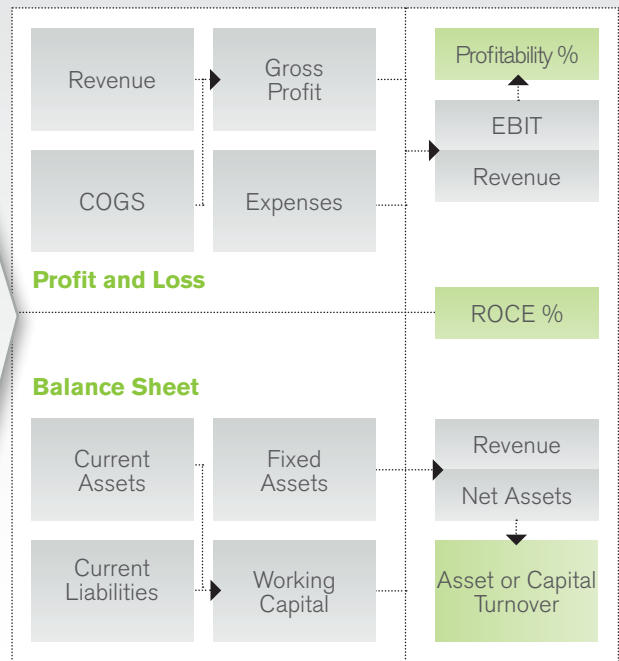
**Logistics  
Execution**

### Focus areas

» Demand » Inventory » Production » Procurement » Warehousing » Distribution » Transportation

### Benefits

- » increased service levels up to 99.9%
- » 20-40% inventory investment reduction
- » fund business initiatives from operating cash flow (OCF) improvements
- » improved return on capital employed (ROCE)
- » improved debt to equity ratios
- » 10-15% reduction in supply chain costs & improved operating efficiencies
- » 5-20% spend management savings
- » improved fixed asset (facilities) and current asset (working capital) efficiency
- » increased profitability
- » reduced fixed and variable operating costs, such as manufacturing, storage, distribution, inventory, transportation and procurement
- » increased supply chain responsiveness
- » improved relationships with suppliers and customers
- » integration of business goals and operational practices
- » unique end-to-end analysis, design & delivery capability





Supply Chain Strategy,  
Planning & Execution

## Overview

**GRA can define optimal supply chain strategies and structures, design high performance facilities and embed best-practice operating processes and systems.**

**Results focussed with proven approaches for quickly delivering sustainable improvements in working capital, cost and service level performance, we provide clients with a sustainable competitive advantage by significantly improving margins, asset efficiency and supply chain responsiveness.**

## Our team

GRA was founded in 1997 and is Australia's premier specialist supply chain consulting firm. Our team has extensive commercial supply chain and logistics experience across a broad range of industries and at all levels of the process, both strategic and operational. Having worked within industry as practitioners to implement supply chain initiatives, we have first-hand insight into our clients' requirements and challenges. This makes us uniquely qualified to help our clients achieve their goals.

## Our unique approach

The single most important factor in achieving sustained success from a solution is the effective management of the culture - in other words 'the people'. Recognising this, GRA has developed a unique approach to assist our clients with effective change management. We use techniques, including coaching, mentoring and performance measurement, to ensure people understand and embrace the new disciplines.

Importantly, our approach is practical. We work hands-on and side-by-side with our clients through the implementation process to transfer knowledge, upskill our clients' teams and ensure sustainable results are delivered. As a result, new behaviours are adopted and embedded in the business culture to ensure ongoing business improvement success.

GRA is uniquely positioned in the supply chain consulting market to offer success-based fee arrangements, where our remuneration is linked to our client's realisation of actual, documented improvements.

We guarantee results and aim for a minimum 3:1 ROI for work undertaken, with typical returns ranging from 10:1 to 30:1.

## Why we're different

### Results and value

Our customers are our partners. We work together to provide sustainable, tailored solutions to achieve desired outcomes and real results. GRA offer a minimum 3:1 return, with typical returns ranging from 10:1 to 30:1. Moreover, GRA is uniquely positioned in the market to offer success-based fee arrangements, where our remuneration is linked to our partners' realisation of actual, documented improvements.

### We've walked the walk

GRA take great care to ensure that we have an appropriate blend of industry experience. We have extensive commercial supply chain experience across a broad range of industries and at all levels of the process.

Having implemented supply chain management initiatives within industry as customers, GRA has first-hand insight into our partners' requirements and challenges. This perspective makes us uniquely qualified to help our partners achieve their goals.

### Powerful supply chain optimisation toolsets

Our service offerings are complemented by a range of powerful and proven supply chain optimisation toolsets and performance reporting toolsets. This enables us to find greater sustainable opportunities faster using fact-based analysis that enable our clients to act with confidence.

### Two sets of footprints

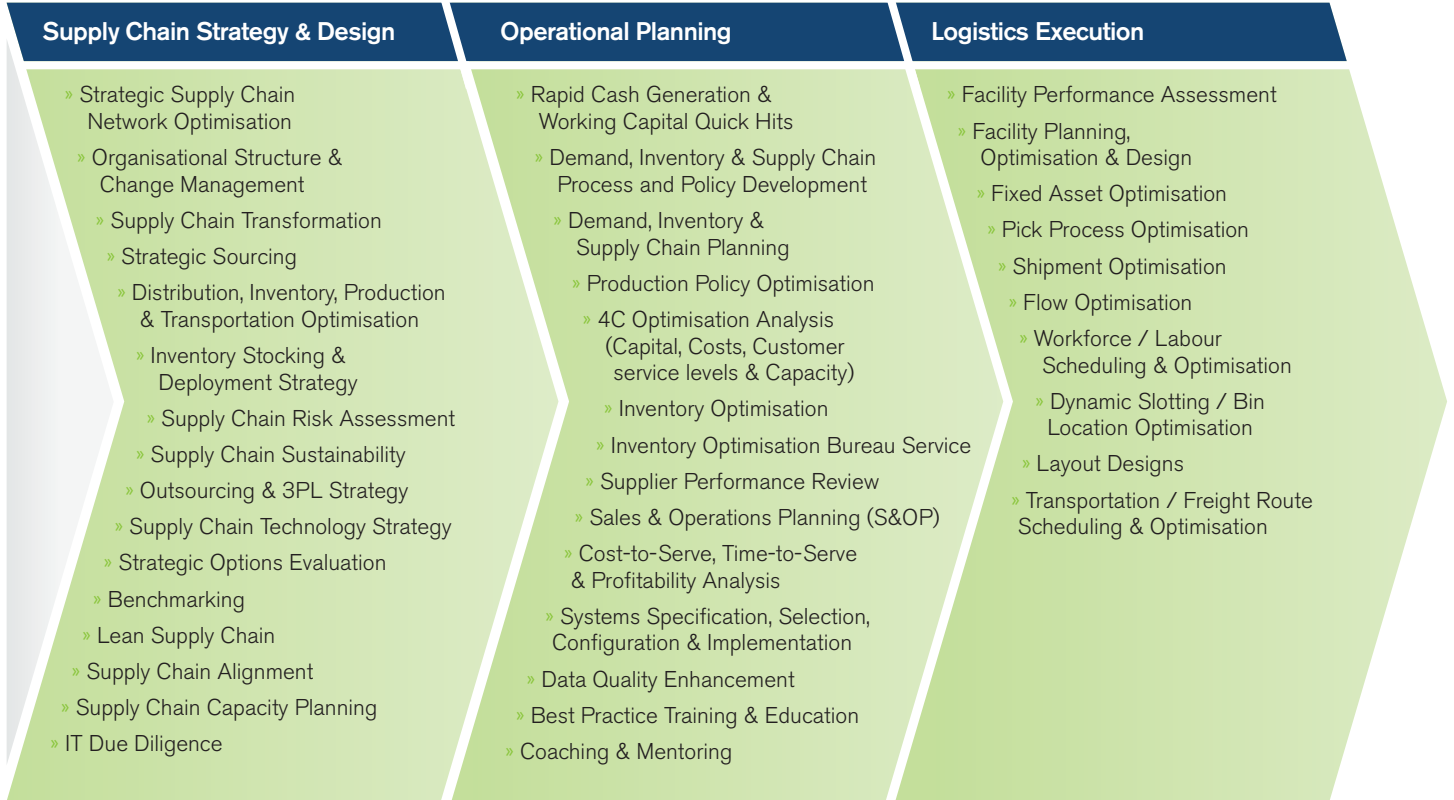
The single most important factor in achieving the sustained success of a solution is the effective management of the culture - in other words, 'the people'. If people issues are not effectively addressed, there is no chance of ongoing success and any investment in technology will be wasted.

GRA has developed unique approaches to assist our partners with effective change management. We use techniques including extensive coaching and mentoring, coupled with appropriate performance measurement, to ensure that people understand, embrace and enjoy learning the new disciplines. We work side by side with our partners during the implementation process.

### Unique end-to-end analysis, design & delivery capability

We provide a powerful and unique combination of skills and tools, and we are the only firm in Australia with this end-to-end analysis, design and delivery capability.

## GRA Professional Services



## GRA Toolsets



### ORion-PI® Supply chain optimisation

GRA has the exclusive Asia Pacific rights to ORion-PI®, a powerful and proven supply chain network optimisation tool.

ORion-PI's capabilities include:

- » Network optimisation – optimal supply chain analysis and design
- » Advanced planning and scheduling – inventory and production optimisation
- » Facility optimisation – facility design, layout and process optimisation
- » Workforce optimisation – workforce scheduling and optimisation

Using ORion-PI, we can conduct fact-based analysis to support supply chain decision-making and deliver superior cost, capital, service and asset efficiency improvements resulting in superior Return on Capital Employed (ROCE)



### GAINS Inventory optimisation

GAINS is a sophisticated, easy-to use tool that consistently and rapidly delivers benefits to clients. It offers:

- » best-of-breed advanced demand planning system (APS)
- » integrates demand, inventory and supply chain planning
- » optimises the relationship between costs, constraints, risks and service levels
- » provides multi-dimensional performance measurement
- » enables management by exception and provides powerful fact-based decision support at the strategic, tactical and operational levels
- » powerful 'what-if' simulation tool
- » enables businesses to optimally balance the 4C's - Capital, Costs, Capacity and Customer service levels.

For the past 40 years GAINS has worked with over 750 companies across a range of industries managing in excess of \$100 billion worth of inventory across 100 million items. It has delivered inventory reductions in excess of \$50 billion whilst sustainably increasing service level performance.



### Ariba Procurement

GRA works with Ariba, the global leader in procurement and spend management software solutions, to deliver superior procurement results.

Software solutions include:

- » spend management
- » contract management
- » supplier management

Used by more than 340,000 companies around the world, Ariba's solutions combine industry-leading software as a service (SaaS) commerce technology with the world's largest web-based global trading community and expert capabilities to help companies buy, sell and manage cash more efficiently and effectively.

## What our clients say

“GRA helped us reduce inventories and improve operating cash flow by \$12 million within 12 months whilst improving stock availability in stores. All the more impressive considering we were growing rapidly but experiencing tough retail trading conditions at the time. Pleasingly, we’ve been able to sustain and improve on these results since then.”

- **Peter Birtles, Managing Director, Super Cheap Auto Group.**

“From a balance sheet perspective, the key take-aways are our significant reduction in inventory per store number, down to below \$500,000 per store, and that’s resulted from our continuous improvement in relation to our supply chain area and in particular our forecasting and replenishing systems. The key point to note there is that we’ve actually improved our in-stock position while managing down our overall inventory level.”

- **Gary Carroll, Chief Financial Officer, Super Cheap Auto Group**

“We saved \$14 million in six months. We’re used to being promised these kinds of numbers; we’re just not used to having them delivered.”

**Wing Commander, Royal Australian Airforce (RAAF)**

“As a high volume wholesaler to the competitive pharmacy market, getting our inventory mix right is critical. GRA helped us increase our service levels to over 97% and reduce inventories by 26%. A great result for our customers and our balance sheet. We continue to improve on these results, increasing our competitive advantage.”

- **Terry Hayes, Demand Manager, Symbion Pharmacy Services**

“Qantas is moving towards 15% cost and efficiency savings on its supply chain distribution for one million meals a month produced at its value-adding in-flight Snap Fresh offshoot. Mark Trundle, General Manager of Snap Fresh, told FMN that four to five per cent savings had already been achieved and another five per cent was “close”. Trundle said GRA assessed Snap Fresh’s stock holding procedures, its revenue information and handling/delivery costings. He said that following the GRA advice, the 15 per cent savings were achievable.”

- **FMN Magazine**

## Our clients include:

- » Alesco
- » Allegro Private Equity
- » Amcor Australasia - Paper Division
- » Amcor Fibre Packaging
- » Atlas Speciality Metals
- » Australia Post
- » Australian Aerospace
- » Australian Defence Force (Army, Navy, Airforce)
- » Australian Envelopes (Envotec)
- » Automotive Parts Group (Repco)
- » Babies Galore
- » BASF
- » Baxter Healthcare
- » Beaumont Tiles
- » Boating Camping Fishing (BCF)
- » Bonlac Foods
- » Bonland Dairies
- » Bosch
- » British American Tobacco Australia (BATA)
- » Cadbury Schweppes
- » Catalyst Investment Managers
- » Cement Australia
- » Clifford Hallam Healthcare (CH2)
- » Cognos
- » Corporate Express
- » CPI Group
- » CSR Gyprock
- » Cummins Engine
- » Downton & Dyer
- » Ericsson
- » Fantastic Holdings Limited
- » Foster’s Brewing Group (CUB)
- » General Mills
- » Globe International
- » Gold Cross Cycles
- » Grace Construction Products
- » Honda Australia
- » Honeywell
- » Hunter Valley Coal
- » IBM
- » KPMG
- » Lagardère Services (Newslink Retail)
- » The Laminex Group
- » Marathon Tyre
- » Mayne Pharmacy
- » Micador Group
- » Mitre 10
- » Monash University
- » Monza
- » Nestlé
- » OneSteel
- » Pacific Dunlop
- » Panduit
- » Parchem
- » The Perfume Connection
- » Peter Stevens Importers
- » QANTAS
- » Reece
- » Repco
- » Rio Tinto
- » RMIT
- » Sara Lee Australia
- » Sigma Pharmaceuticals
- » Smorgon Steel
- » SnapFresh
- » Stanley Tools
- » Super Cheap Auto
- » Super Retail Group
- » Symbion Pharmacy Services
- » TDG Logistics
- » Toyota Australia
- » United Laboratories
- » Volvo Truck Australia
- » Wesfarmers Industrial & Safety (Blackwoods)
- » Western Power
- » Wollongong City Council
- » ZF Group