FIXING SUPPLY CHAINS TO WIN IN BUSINESS
TRANSFORMATION
We want you to be well-known for your outstanding success, so please do not hesitate to get in touch.

At Global Supply Chain Group, we are the business transformation experts. Using our knowledge, experience and proven methodologies, we work with our clients to carefully reshape paths and help them through the ascent.

With project work spanning 83 countries, our network has always been global just as how supply chains are now. From the very beginning, we have created a seamless organisation that transcends national boundaries to serve global clients with elegance and panache. Not burdened by legacy issues inherent in larger organisations, we are able to grow strong yet flexibly along with our ever-expanding network.

With over 400 large and small projects since 2000, we have helped companies multiply their profits by leveraging the full power of global business networks.

We are passionate about the success of our clients who are the key executives responsible for strategic decisions and transformations. Our clients trust us that we genuinely care about their challenges and burdens.

Continually pushing the boundaries of supply chain management, we know that only by being the global thought leaders could we deliver the highest value, which are typically in excess of ten times the project costs.

We want you to be well-known for your outstanding success, so please do not hesitate to get in touch, and let us help you get there.

Vivek Sood
Managing Director and Co-Founder
BUSINESS TRANSFORMATION SUCCESS

As executives respond to fundamental shift in global economics and technologies with wave after wave of transformation - today, most companies are grappling with massive resistance, skepticism, and change fatigue.

EVERY BUSINESS TRANSFORMATION PROJECT IS A MASSIVE CHALLENGE.

1 Internal teams are not enough
Tactical approach, missing objectivity, biases, and too close to the problem - just takes too long to get results.

2 Big brand consultants miss critical details of the real picture
Junior teams, inflated billing, PhD level effort to prove the obvious, lack of in-depth knowledge and senior staff not spending enough time to understand the problems, and finding pragmatic workable solutions - may never get beyond a thick report on things you already know.

3 IT and Tactical consultants miss the big picture while adding marginal value
Lack of business knowledge, and narrow vision leads to marginal solutions with little real value. They may lead you down the wrong track despite good intentions.

If you can find a fast and effective path - to get over resistance, overcome change fatigue, process the complexity, clarify ambiguity, and engage the skeptics - you will succeed.

SUCCESS COMES FROM MIXED TEAMS OF INTERNAL EXPERTS AND EXTERNAL SPECIALISTS.
Global Supply Chain Group is a selective boutique transformation consulting company with over 400 projects and a 100% success rate. Started in January 2000, Global Supply Chain Group is a boutique supply chain strategy consulting firm. We are made up of one of the inventors of Supply Chain Management (SCM), and current thought leaders in Global Supply Chain Management.

We have a global network of around 200 top-tier strategy consultants and contractors who all invest their time, care and passion in our clients’ transformation paths.

We are selective about the projects we work on. With a proven track record - over 400 successful SCM based business transformations, 100% success rate - we are trusted for our approach and loved for our care factor.

Companies and executives who keep asking “What next?” They acknowledge internal and external challenges and changes in the marketplace.

Supply Chain Businesses with large manufacturing, distribution, logistics, purchasing and inventory footprints.

They know that business transformation is the way, which can unleash the real power of their supply chain while:

- Minimising RISK
- Maximising PROFITABILITY
- Leveraging long term partnerships with best-of-breed SCM thought leaders

“Global Supply Chain Group is the first top-tier level strategy company focused entirely on supply chains.”
WHAT MATTERS FOR SUCCESS

When you are serious about business transformation, only one thing matters.

NET POSITIVE IMPACT of the team’s effort

Brand name consulting teams are no longer assurance of results
PhD approach to deploy maximum number of learn-on-the-job staff adds little value. The only sure thing is a thick report and a hefty bill.

Discussions and ideas are necessary, but not sufficient for results
It is easy to get bogged down in endless discussions. Countless ideas generated within the company sometimes never go anywhere - many such ideas contradict each other, while others are just plain wrong. How would anyone know till they are properly analysed and assessed.

Copying of approaches from elsewhere does not guarantee results
Some people try and copy a successful example from elsewhere, without realising some critical differentiating factors.

The outstanding results can only be created by experienced internal and external people, who have the know-how and capability, spending a significant time to think about and analyse the situation.

REQUIRES SUSTAINED AND FOCUSED APPLICATION OF INTERNAL AND EXTERNAL EXPERTISE, WITH DEADLINES.
Our key people have worked on projects on all continents

“When I engaged Vivek’s services for supply chain transformation in one of the companies I was heading, we expected the careful and methodical approach that he was famous for. I was already convinced that critical business turnaround can only be achieved by taking an end-to-end supply chain approach to this transformation. I was pleased to note that the original target set for 3 years was surpassed by almost 70% in just 18 months – providing graphic evidence of the full power of these ideas in action.”

Philippe Etienne
Managing Director & CEO
Innovia Security Pty Ltd

From:
FOREWORD - OUTSOURCING 3.0
www.outsourcing3.com
SUCCESSFUL BUSINESS TRANSFORMATIONS ARE DIFFICULT, YET VERY REWARDING

There are no more than 50 people on the planet who do it well enough to cover all five levels of value drivers

Supply Chain Management has helped integrate businesses since it was co-invented by one of our senior partners in Germany - Dr Wolfgang Partsch. National to regional to global - today’s businesses have morphed into global B2B networks and they need exceptional know-how, experience and a global mind-set for successful transformation.

THE MODERN BUSINESS TRANSFORMATION

Team building is not complacency. 20 years ago team building exercises would be enough to release positive emotional change in the group. Today, hard reality of looming mortgage payments and job insecurity hits the moment people are back in office, and they are back to information hoarding.

Systems and process excellence are not enough, soft power of persuasion and engagement is even more important. 15 years ago ERP and other similar systems were quite the rage. These were enough to show the flaws in process and enable basic planning and control. Today flexibility and adaptability are more important.

Agile corporations are increasingly driven by information and collaboration.

Modern corporations collect pertinent information at each node along their vast network. This rich data is methodically analysed to optimise demand, supply, inventory, costs and service levels to create the best profit results. Not many people know this art - while there might be many pretenders.

"Modern Supply Chain Management" allows you to take control of the five key organisational levers (see page 15), and move them to where they optimise profits.
SAVVY EXECUTIVES AND CEOs WILL USE US TO BE PART OF THEIR STRATEGIC MIX

WHY US? – WE ALWAYS DELIVER RESULTS
HIGH CARE ENGAGEMENT WITH WORLD CLASS EXPERTISE

REAL BUSINESS TRANSFORMATION EXPERTISE INCLUDES:
- Business Strategy (beyond competitive advantage)
- **Customer centric segmented SCM** (beyond market positioning)
- Supply Chain Information **Systems** (beyond cloud)
- **Physical Infrastructure** and Equipment (beyond low cost sourcing)
- **Process Excellence** (beyond six sigma)

TESTIMONIAL

“I have experience with many of the well-known top-tier strategy firms but chose Global Supply Chain to support me on my supply chain projects. They always meet and exceed my expectations due to the quality of the work, the ability to work collaboratively with internal teams and the flexibility to adjust the project approach when required.”

Garry Baddock
Chief Operating Officer
Graphite Energy
REWARDS FOR SUCCESSFUL BUSINESS TRANSFORMATION ARE VERY HIGH; PENALTIES FOR FAILURE ARE SEVERE
We ensure executives, CEOs and their companies get ahead and stay ahead in the competitive market, using our unique 5-STAR Business Network (Page 15) approach. We serve and protect CEOs and executives through risk minimization and results orientation built into our unique approach.

THE HARD REALITY IS TRANSFORMATION WINNERS TAKE AWAY THE BIGGEST SLICE, LEAVING CRUMBS FOR REST OF THE COMPETITION

WINNERS’ BUSINESS TRANSFORMATION JOURNEY TO THIRD GENERATION KNOW-HOW

Modern supply chain management (SCM) takes the companies through three big transformations. Dr Wolfgang Partsch (our senior partner based in Munich, Germany) co-invented SCM in early 1980s to knit together operational groups in a Swiss-German company. Since then SCM has been used to integrate rest of the departments, and even outside companies - suppliers and customers - tighter and tighter into one cohesive unit, reaping huge profits for the winners.

Supply Chain laggards barely make any profit unless they have some other advantage.
At 3.3% they are struggling to break-even despite high revenues.

Supply Chain 2.0 earns average margin of 8.3%, which is barely HALF of the winners.
A bigger problem is that their margin is falling steadily in a systemic decline.

Supply Chain 3.0 creates average margin of 16.7%, which is five times that of SCM laggards.
The margin comes from SCM efficiencies, pricing power due to SCM segmentation, and using supplier innovation.
GLOBAL MANUFACTURING FOOTPRINT OPTIMISATION

OUT-DATED MANUFACTURING FOOTPRINTS IN LARGE MULTINATIONALS IMPOSE SIGNIFICANT COSTS

01
Global FMIG company, #1 in a speciality chemicals segment, dozen manufacturing plants around the world, produced **4,000 products in 17 key families**, large industrial customers in over 100 countries.

02
Out-dated manufacturing footprint leaked money as a result of historical legacies, and several haphazard transformation attempts.

03
Competition won market share due to lower costs as a result of their tighter supply chains.

04
Each plants manager’s judgement clouded by subjective viewpoints. Even HQ unclear on right strategy as central employees have biases as well.

05
Complex cost modelling of plant & the supply chain footprint for the entire network model.

06
Evaluated benefits, and verified benefits to report objectively.

SITUATION

DATA MODELLING

DISGUISED CASE STUDY

01
Verifiable face based analysis of capability and capacity of each plant.

02
Implemented, closely monitored and assessed progress.

03
Assessed supply chain and created a future state model and developed strategies to implement.

04
Complex data modelling
- 17 product families
- 12 source locations, over 100 destination locations

05
Returns = $12 M pa
Investment = $410K

RESULTS

By implementing supply chain strategies, savings of $12 M pa were realised.

Further benefits such as high value real estate, regulatory compliance, modernisation and a happy workforce were realised and verified in each plant.
**Situation**

01. The business had all four main drawbacks of poor transportation planning, geographical mismatch of distribution centres, double handling of goods, customer demand too far away, and third-party logistics providers milking the weak supply chain operational controls.

02. CEO/CFO were not aware of the problems of their weak supply chain operational controls so the opportunities for cost savings were not apparent.

03. Little strategic thinking due to lack of cohesive supply chain planning.

04. A lot of confusion and firefighting reigned in the operations.

05. Due to external economic conditions, the company faced severe reduction in demand and profitability.

**Actions**

01. Manually plotted geographical demand on a map

02. Manually configured each movement to nearly 1000 delivery locations

03. Created the best optimisation network for the future

04. Modeled scenarios for different distribution networks and selected the best scenario

**Results**

- Reduced transportation movements by 47%
- Corresponding increase in the profits due to reduction in cost and internal activity
Company was registered as E-novations & E-investments Pty Ltd with the intent of creating value in the supply chains through e-commerce related activities.

2000 January
Company was registered as E-novations & E-investments Pty Ltd with the intent of creating value in the supply chains through e-commerce related activities.

2003
With the tech collapse the focus of the company changes to supply chain consulting. The name was shortly changed to Business Intelligence Group.

2004 – 2005
Several greenfield installations for large scale manufacturing clients. Shipping and airlines deals and logistics mergers and acquisitions.

2005
Name of the company changed to Global Supply Chain Group to better reflect its focus and business activities. This also cleared confusion from marketplace where the company was regarded either as a data mining software company, or a competitive intelligence provider.

2006 – 2007
Global Supply Chain projects for fast moving consumer goods market players. Continued deal flow for shipping and logistics players in the overseas markets.

2008 – 2009
Project flow shifted to cost reduction exercises through logistics cost management. Projects in food manufacturing, FMCG, agribusiness, solar, engineering and logistics industries.

2009
Book Green Supply Chains – An Action Manifesto released and gained massive acceptance by business leaders, non-profit players, and other change leaders.

2010
Pick-up in business activity. Projects in green energy, other energy, logistics expansion, and other deal flow in logistics resumed.

2013
Released the book Outsourcing 3.0 – Outperform Outsource Outprofit, following the success of our previous book. Finished the book Unchain your corporation.

2015
Released the book 5-Star Business Network, quintessential of our cutting edge knowledge on Supply Chain Management.
Vivek Sood is one of the world’s foremost authorities on Global Supply Chains which are the commercial engines sitting deep within modern economies and driving them. He is a Chartered Financial Analyst (CFA), and has done post-MBA courses from Harvard, MIT, and University of London.

As the Managing Director of Global Supply Chain Group, he works as a consultant to CEOs and boards of directors of large global corporations, and helps them multiply profits by using the full power of global supply networks.

From humble beginnings as a sea cadet, in his first career Vivek rose to become a Master Mariner and a leader of excellence and integrity. After completing an MBA from Australia’s leading management school, The Australian Graduate School of Management, he started his second career at the Sydney office of Booz Allen & Hamilton, a global strategy consulting house.

In January 2000, he co-founded Global Supply Chain Group which he continues to steer with a single passion – creating, configuring and formulating effective, secure and sustainable global supply chains. This passion has taken him to more than 100 countries to work with clients ranging from Fortune 500 companies to some of the most innovative brands on earth today.

With more than 400 large scale transformation projects to his credit, he has led operational and business network transformation in diverse industries such as Fast Moving Consumer Goods, Retail, Heavy Machinery, Mining Services, Chemicals, Oil and Gas, Industrial Explosives and Beverages. Each project has successfully made a real difference and added value to the client’s business.

Vivek is also an award winning author of three cutting edge business books on his area of specialization and continues to deliver workshops, keynote speeches and lectures around the world to spread his ideas.

Dr. Wolfgang Partsch is widely acclaimed as the person who originally coined the phrase “Supply Chain Management” in the early 80’s when on his way to a Swiss industrial company factory driving through the snow using snow chains. Most of the original thinking, methodologies and terminology of Supply Chain Management were developed by Wolfgang and his team in the 1980s while he was at one of the 3 Bs.

There is a saying in the European supply chain circles – “if Wolfgang does not know it – then it is not worth knowing.” A refrain in the world of Malcolm Gladwell’s “The Tipping Point”, Wolfgang is constantly thinking about the technologies, the economics and the emerging trends in Global Supply Chains. Based at Munich, Germany, Wolfgang concentrates his effort on advising select senior executives of European industrial houses on creating outstanding supply chains.

His client base include supply chain leaders such as Volkswagen, Audi, Daimler Chrysler, Aventis, Nestle, Coca Cola, and many other global leaders. Dr. Partsch is a co-author of the seminal text on supply chain management ‘Supercharging Supply Chains’

Prior to joining Global Supply Chain Group as the senior partner in Munich, Dr Partsch was the global head of the Ernst & Young supply chain board, and build a team of several thousand consultants from scratch. He was also on the global board of the firm that was responsible for management and oversight of the consulting services.

He continues to serve CEOs, Boards of Directors and other senior executives of companies around the world with this single-minded passion. He is fluent in English and German.

Lin Giralt is based in Houston Texas and covers business and supply chain strategies in the Americas. He has over 30 years work experience of which 19 years have been in consulting. For four years, he has been a Lecturer and Adjunct Professor of Management at the Jones Graduate School of Business at Rice University where he has taught in the Action Learning Project.

He started his consulting career with McKinsey and Booz-Allen & Hamilton. His main foci are in corporate strategy, organization, processes and M&A. He has strong experience in the financial, IT, telecom and restaurant-tourism sectors. He is an expert in new business development, market entry and establishment of business models for new businesses.

After graduating from Rice in 1982, he began his professional career as a Construction Manager, supervising the construction of several office buildings, industrial plants and a TV studio and worked as Exec. VP of a multi-million USD integrated agribusiness concern, handling sales, marketing and operations.

Lin holds an Interdisciplinary B.A. degree from Duke University, the Master of Architecture degree from Rice University and an M.B.A. in Finance and Real Estate from the University of Pennsylvania’s Wharton School.

Lin has been interviewed on Houston television and radio concerning business and is in demand as a speaker for professional organizations on topics such as Innovation, Diagnostics for Businesses and Start-ups. He is fluent in English and Spanish.
In 2008, **Global Supply Chain Group** was approached by a client in the Solar Thermal industry. This was a $200 million business with very sophisticated technology. Even though the client had spent nearly 15 years in perfecting the new technology, they had virtually no supply chain. Sood and his team **created the whole supply chain from scratch**, which involved scouring through all suppliers on earth to manufacture parts that had never been manufactured before.

Due to very **high technical requirements**, no more than 10 vendors on earth could do contract manufacturing. The prospects were bleak at many points, with suppliers refusing to engage with a low-key startup energy company at the time. Finally, out of 16 potential vendors, the team picked suitable vendors and successfully created a **multi-billion dollars’ worth of supply chain**. That was after some strenuous economic and technical due diligence processes, where Sood and his team drove in the European mid-winter to assess manufacturing sites that could be up to 900 miles away. Nonetheless, the total project time was **18 months instead of 5 years** as it would have normally taken other companies.
In the last 30 years, since supply chain was invented, it has had three major upgradations - almost akin to three generations of supply chain management. Each generation was a major advancement, designed to solve the big problems of the previous generation. More sophisticated problems need more esoteric solutions.
OUR UNIQUE 5-STAR METHOD FOR BUSINESS TRANSFORMATIONS

FIRE-AIM-READY INNOVATION
Because innovation is no longer a solo sport.

SEED-TO-STORE EFFICIENCY
Because cash rules.

TRANSACTION OPTIMISATION PROFITABILITY
To co-multiply your profitability by using the full power of your suppliers.

ADVANCED PRODUCT PHASING
Because long term matters equally.

RESULTS-FOCUSED OUTSOURCING & MODULARISATION
To outperform, outsource and outprofit - learn when to do it and how to do it well.

SUPPLY CHAIN MANAGEMENT 3.0 (THE FLYWHEEL)

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FOR BUSINESS TRANSFORMATIONS, PEOPLE TRY THREE MAIN PATHS

None of these are sufficient any more.

MANY PEOPLE DO NOT HAVE ACCESS TO MODERN SUPPLY CHAIN KNOW-HOW, SO THEY TRY TRADITIONAL SOLUTIONS.

Traditionally one of these three life-lines would suffice to temporarily create enough momentum for change. Yet, each one of these obvious options could also easily lead the entire company down a black hole, from which it would be difficult to emerge. By themselves, these are rarely enough anymore.

1. IT Systems Upgrades

Good IT Systems are essential tools for successful transformations. Yet, by itself, even a good tool is never enough. And, there are far too many bad systems being touted by self-serving parties. For example, if you google “demand management software” - you will get over 19 million hits! Which one is the right tool for you?

When you look at how many different systems are required for a modern corporation - for inventory management, for S&OP and many other similar tasks - you see the complexity multiply.

2. Cultural Adjustments

There are many culture aficionados who swear to solve all organisational ills by the use of cultural adjustments and team building exercises. It is true that such exercises release a lot of positive emotions and create bonding.

Yet, when the same people fall back into their regular office routines, the importance of job protection hits home. Information hoarding is back, and collaboration is out of the window. It is difficult to make the cultural changes stick, without verifying mechanisms that are part of the modern supply chains.

3. Lean / Six Sigma Processes

Lean processes and six sigma controls are essential for well functioning and efficient systems.

Yet effectiveness, doing the right thing, is far more important than efficiency.

Modern B2B networks have created the need for super-specialisation across the supply chains and unless deeper business transformations are carried out, redundant processes survive in more efficient format. As a result businesses lose collaborative advantage, profits and sustainability of business model.

TODAY, YOU NEED SOMETHING MORE; OTHERWISE, YOUR PROBLEMS WILL MOST LIKELY PERSIST.
YOUR 5 STAR BUSINESS NETWORK ALLOWS YOU TO:

REGAIN CURRENT PROFITS AND ENSURE FUTURE SUSTAINABILITY:
Develop new products faster. Work with key suppliers to build a pipeline of next-G products.

THINK AND ACT STRATEGICALLY:
Move beyond cost reduction into profit optimization for each and every customer on every transaction.

COLLABORATE EARLY AND OPTIMALLY:
Build a global network of reliable suppliers who work closely with you to achieve YOUR business objectives – because it suits them.

OVERCOME THE SEVEN TRANSFORMATION FLAWS:

- Diffused Leadership
- Too Much Cost Focus
- Cookie Cutter Supply Chain Models
- Going Too Slow
- Outsourcing Tactically
- Late Supplier and Customer Inputs
- No Cutting Edge External Expertise

“No profit grows where is no pleasure ta’en; In brief, sir, study what you most affect.”

William Shakespeare 1564-1616, “The Taming of the Shrew”, Act 1 Scene II
MODERN SUPPLY CHAINS INTEGRATE BUSINESSES FOR HIGHER PROFITS

They break down the constraints for collaborative and systematic integration.

Structural bridging is aided by systemic integration and executional collaboration.

Business leaders recognise the constraints that hamper higher levels of integration and optimisation: structural constraints, systemic constraints, executional constraints and external constraints are addressed methodically.

WHAT IT MEANS

Re-purposed Structures

Old structures rarely fit modern business reality. To breathe new life into business models, you need to configure new, fit-for-purpose structures based on the new reality. Technologies such as robotics, and economic changes such as globalisation of supply chains can rapidly make old structures redundant. New, purpose-built business structures, infrastructure and supply chain networks release massive waves of profitability.

Collaborative Processes

Streamlined, lean processes are not enough. These will lead to successful business transformation only if verifiable collaboration is embedded into the processes, and match the re-purposed structure. While internal collaboration between departments is now taken for granted, it does not always happen as imagined. External collaboration with suppliers and customers is even more rare in reality.

Tightly Integrated Execution

Business transformation must take into account that faultless execution is never an accident or fluke. It is engineered for excellence. Re-purposed structures, and verifiable collaborative processes, enable tightly integrated execution. But this is only possible if a fool-proof feedback loop is embedded in the processes and is used regularly to monitor the execution. Exceptions must be highlighted and rectification steps taken to prevent repeat failures of execution.

Recognised External Constraints

Chains that hold back modern corporations are not all necessarily internal structural or systemic constraints. External constraints must be recognised and vigilance is required to watch for time and events where these chains can be broken away. Political, legal and sociocultural environment changes, and technologies keep evolving to break these chains in due course, releasing massive floodgates of profits.
Dr. Wolfgang Partsch led the team that built a complete outsourcing-based supply chain strategy for the energy drink company Red Bull, which was merely a marketing platform at the time. The company was able to re-invent itself from the initial assessment by a market research firm as a sure failure. Red Bull’s co-creator Dietrich Mateschitz, who recognised his lack of supply chain knowledge, enlisted the help of Dr Partsch. Adding to the challenge was the company’s wish to keep manufacturing within Austria, even though it would have been much cheaper to outsource it to local units. Dr. Partsch was finally able to help create the supply network from purchasing to production, logistics and retained control for a small team at the Austrian headquarters.

The company was able to gain traction in 100 markets in a matter of 2 decades. This was no small feat considering the fact Red Bull went up against the large competitors who took 7 decades to accomplish the same goal.
THE VALUE OF “MODERN SUPPLY CHAIN MANAGEMENT”
Transform your business, modernise to B2B Network – Innovate, Sustain, Profit

Multiply business profits by progressively ramping up cohesion and collaboration of all moving your B2B network to achieve tighter integration.

THE VALUE PROPOSITION

For senior executives grappling with massive resistance, skepticism, change fatigue, complexity, and ambiguity during business transformation:

- Who are responsible for creating positive results, and expect to get these results.
- Who recognise the challenge posed by floodgates of bandwidth, digitization, globalisation and other fundamental shifts.
- Who engage highly selected teams of internal and external resources in collaborative business transformation.
- Who are not beholden to outdated transformation tools and business models.

“MODERN SUPPLY CHAIN MANAGEMENT” provides a fast and easy way of thinking about the challenge and the way forward.

It is backed by vast research, real life experience in successful business transformations, and toolkit. It reduces the risks, increases success potential and pay-offs, helps take control, and builds momentum progressively.

This is real business transformation. This takes care of the business model being out of sync with the current market reality, latest technology or globalised hyper-competitive economy. This cuts through the complexity, clarifies ambiguity and builds flexibility during volatility.

HOW TO CREATE VALUE FROM MODERN SUPPLY CHAIN MANAGEMENT

STEPS IN CRITICAL PATH DURING THE INTEGRATION JOURNEY OF GLOBAL B2B NETWORKS
Most companies waste a lot of money when procuring logistics.

Logistics costs can be as high as 25% of the overall company cost. Most companies have an incomplete understanding of procuring logistics and pay a far higher price than necessary.

**SITUATION**

01 Corporate Procurement using standard procurement techniques on specialised freight.

02 Freight is the toughest commodity to buy because it is very volatile (fluctuating +300% to -50% within weeks).

03 Shipping companies still use opaque contracts and archaic language from 300 years ago when ships were made of wood.

04 Business units unhappy due to high logistic costs and poor logistic services.

05 Executives accept high logistics costs as inescapable without resorting to strategic options.

**CONCEPTUAL**

**ACTIONS**

01 Identified procurement horizon of logistics operations.

02 Identified which procurement were techniques used.

03 Benchmarked against global best practice developed over 3 years of proprietary projects and experience.

04 Identified improvement opportunities.

05 Identified cost savings and performance improvement.

06 Analyzed the supply chain security, sustainability and resilience opportunities.

**RESULTS**

- Overall Cost reduction between 8% and 26%
- Better logistics procurement
A leading agri-commodity company had maintained the same very costly ‘archaic’ supply chain for decades.

Due to the intense pressure of the competitors, margins were pushed and profits decreased.

Overreliance on 3rd party brokers, freight forwarders and other conflict of interest intermediaries meant that the internal staff was getting poor quality advice.

Internal staff was willing to reduce costs however due to inability to implement/plan these changes, massive business transformations were not undertaken.

End-to-end supply chain modelling was done for all current as well as potential suppliers.

Cost-quality trade off were made in order to identify the most appropriate suppliers.

Identified 15 potential new suppliers from all around the world.

Created a new operating structure for the business.

Implemented the new operating structure.

Disguised Case Study

RESULTS

Overall cost reduction of 18%

Improved supply chain security and options

Supply chain sustainability and resilience improved

(c) GLOBAL SUPPLY CHAIN GROUP, 2015
The board were highly complementary of the presentation and result and commented that they were surprised at the level of detail and quality of analysis contained in the report. This speaks to the fact that Vivek is a very capable practitioner, grasps the key issues early, uses highly effective methodologies, people and communication skills to identify where and how to gather the critical information.

I got to know Vivek when he was working on an assignment with Orica several years ago and was impressed then by his capabilities and how he engaged with people at every level of the organisation and our customers. The quality and validity of the work generated then left me with a full knowledge that I would be knocking on his door if and when the need next arose. This recent experience with Vivek has only reinforced that respect.

If you are considering using Vivek and Global Supply Chain Group for a project within your company I can confidently recommend them to you. Please feel free to contact me if you would like to discuss this in any more detail.

Jeremy Barrett
General Manager and President
Apache Nitro Inc.
Arizona