

Dispatch



National Events

SA – Seminar

Wednesday September 8

Speaker: Steve O'Keefe, Deputy Commandant, Warfare Doctrine & Training Centre, Australian Defence Force

Topic: Navy Supply - Ensuring the Team Works

Cost: \$20 members \$40 non-members

QLD – Site Visit

Wednesday September 15

Venue: Coles Supply Chain Group Distribution Centre

Cost: \$25 LAA members

NSW – Seminar

Thursday September 16

Speaker: Steven Thacker, Benchmarking Success

Topic: REAL Supply Chain Savings

Cost: \$200 members \$250 non-members

VIC – Corporate Golf Day

Wednesday September 22

Venue: Kingston Links Golf Course

Cost: \$100 per player

WA – Site Visit

Friday September 24

Venue: Corporate Express (Kewdale)

Cost: Free to LAA members

Notice of AGM on back...

NSW – AGM Dinner Meeting

Wednesday September 29

Speaker: Jason McGregor, Sydney Ports

Topic: Sydney Ports: trends, trade operations and the expansion project

Cost: \$66 members \$90 non-members

Book online at www.laa.asn.au or email events@laa.asn.au

Tel: 1300 651 911

Website: www.laa.asn.au

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Woolworths - On Track

Introduction

It is an exciting time to be working in the Australian Supply Chain industry. Challenges are being presented at a greater rate than ever before in the form of increased environmental awareness, community impact from road and traffic congestion, an ageing workforce, fluctuating fuel prices and changing regulatory regimes. There is greater pressure on financial results following the Global Financial Crisis and the subsequent fall in demand and economic activity. However, these challenges also create opportunities; in particular there is an increased willingness to challenge the status quo and evaluate alternatives. It was in this environment and context that Woolworths developed its National Transport Strategy in 2008/9 to provide direction for the next five to ten years. One significant element that came from the strategy was a desire to increase the use of rail as a transport mode for the retailer. The development of that strategy and subsequent delivery of the capability on its first corridor is the subject of this paper.

The initiative

Woolworths developed a National Transport Strategy that aimed to achieve many outcomes; key among these were improving safety, improving the impact its supply chain has on the environment and the community, maintaining or improving cost and service to the customer (Woolworths' stores). A major initiative identified in the strategy to help deliver these outcomes was the need to increase the amount of freight moving on rail. The scope of the initiative was to not only deliver the required change of mode from road to rail, but to do so with an appropriate business model to increase operational control and strategic influence in order to make the change a success where previous use of rail had not been able to support required service levels.

The first part of the initiative was to develop a business model for rail freight, building on the current industry model but seeking to improve service, reliability and accountability. Woolworths identified five key levels in the intermodal rail industry. First is the customer, the owner of the freight who determines what must be shipped, where it travels and when. Secondly is the freight forwarder who will work to consolidate volumes within freight networks to optimise containers or wagons and balance corridors. Thirdly is the rail operator who will manage rail operations, locomotives, wagons and terminals to achieve acceptable returns from asset intensive businesses. Fourthly is the track and infrastructure owner who must maintain the physical track network and manage access to it. Lastly is the Government, be it Federal or State, which in most cases has overall ownership of the rail infrastructure corporation and control of the relevant regulatory bodies that govern rail operations and safety. Woolworths believes that where the freight owner has sufficient scale and size and has freight moving in complementary directions on a corridor, the freight owner could largely replace the role of the freight forwarder and take on a direct relationship with the rail operator. Also underpinning these decisions is growing confidence in rail infrastructure and its reliability, following significant work performed by the ARTC with funding injections from a number of Federal Government initiatives over the last three years.

The second part, following the creation of a business model, was its implementation. The existing rail freight corridor from Adelaide to the Northern Territory was chosen as the first corridor for the new model. The project required the procurement of new rail containers, the introduction of new systems to Woolworths, the establishment of an operations team, the establishment

Director's Message



Brad Harrison

In this edition of Dispatch you will find the Notice of Annual General Meeting to be held on Wednesday 29

September 530pm AEST at Rydges Hotel, Parramatta NSW. Nominations for Committee and Director positions have now closed and I encourage you all to elect those best to drive the LAA forward.

I thank the 2009-2010 committee and Directors for their hard work, and look forward to serving the LAA members again in the forthcoming year.

I also thank sponsoring partners, CHEP Asia-Pacific, Dexion and Logistics Bureau for their continued support of respectively, the Logistics Development Award, the Supply Chain Mentoring Program and the Supply Chain Report. Thanks also to ITLS - Sydney University, CSIRO and JFKM consulting for partnering us in the development of our short courses. There are many others, members, Friends of the LAA, Sponsoring Partners, volunteers and staff that provide a great deal of financial and in-kind support to bring together the many programs and development offerings. Without your assistance we would not be able to achieve so much.

Brad Harrison
President, LAA Ltd
bharrison@laa.asn.au

Report Continued

of a pick up and delivery fleet with an existing service provider and the development of a direct relationship with the rail provider, FreightLink.

The value

There are two main drivers of value in the model; firstly the increased control and ability to influence the rail operator given the direct relationship, and secondly the ability to reduce cost by controlling all cost elements and improve container utilisation. Controlling each of the component costs allows for the direct removal of any overhead or management fee that may be applied to a full service offering.

The value of control is difficult to quantify in financial terms but delivers in the longer term and through service. Woolworths implemented a model that has a direct relationship with the rail operator; this allows inclusion in discussions such as rail timetable changes, direct notification of disruptions or delays and the ability to establish direct accountability with one party. Such tangible benefits were not available to Woolworths while operating under the freight forward model. The increase in control puts Woolworths' personnel in charge of all planning decisions and gives them the ability to control the cost service trade off, balancing delivery performance with cost decisions. These decisions can be made mutually between stores and logistics to directly impact cost and service. Assuming this commercial risk through utilisation, Woolworths required an increase in capability and new skills that did not exist under previous business models. It is this new capability that allows Woolworths not only to drive the value it seeks, but also to address concerns of existing rail models where there is a lack of

accountability by any party overall and a lack of understanding by Woolworths to drive different outcomes from rail freight. The direct control also allows for an improvement in the security of the product. Containers are sealed at the Woolworths distribution centre and only opened again at the Northern Territory store, removing any third party interaction with the freight. Woolworths has also chosen to invest in technology for the satellite tracking and monitoring of both the refrigerated and dry containers.

The change of model breaks what was previously a full service rate into control of several component charges. The management of each of these individual cost items requires additional management time and effort, but removes any overall margin and management cost. The direct control of cost elements enables greater focus to be applied to each, and provides the ability to deliver different outcomes.

The issues

A change of this nature and size is always going to meet with some resistance. The move to develop a direct rail relationship puts rail operators in a position where their customers' customer is seeking to bypass the customer. For an industry that is effectively a wholesale industry, this risks putting existing customers at odds. In the specific case of FreightLink, ACCC undertakings prohibit them from refusing to deal with any one group.

Another issue faced was the amount of capability that needed to be developed by Woolworths. Moving from a full service supply agreement to a direct model required the development of operational capability to enable the required control and interact with a



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Report Continued

rail operator. In addition to the new capability, a change in mindset was required to manage transport that occurs over a 6000 km round trip over one week versus planning and managing a store delivery 20 km down the road.

The final issue of significance was the logistical task and required lead time to have new rail containers built, delivered and commissioned. Initial planning suggested that the time allowed for the delivery of containers was sufficient; however shipping delays and complications put this at risk. Container delivery was the most significant critical path item for the project to manage around; as much contingency should be included as possible for equipment delivery.

The learnings

Firstly, change is always difficult, no matter what size or shape it takes and resistance is to be expected. When the change appears to challenge the very need for an industry, such as freight forwarding, it can be daunting. The learning is to carefully manage the change and the communication with the many parties involved.

The second learning has been that there is a great deal of work performed by freight forwarders to fill the gap between rail operator and customer. The level of effort and capability required to manage the freight forwarder operational elements should not be underestimated.

Thirdly the procurement of containers, in particular the specialised refrigerated containers, is a time-consuming process and significant contingency time should be allowed in any schedule.

Fourthly the success of any project is

only as good as the partners chosen to support the initiative and the team assembled to deliver it. The selection of supporting suppliers will make or break any change of this scale and complexity.

Conclusion

Woolworths is a group with clear strategic direction and the executional ability to deliver on that strategy. The decision to become more directly involved in the rail industry and to increase the volume of freight moved by rail is a big part of the logistics strategy. The move to establish a model of dealing directly with rail operators is intended to give Woolworths the ability to shift significant volume of freight from road onto rail over coming years. This change will deliver reduced environmental and community impact, fewer heavy vehicles on the roads, reduce urban congestion while improving safety. The change is not a ploy to remove the freight forwarding industry but rather change the way it services Woolworths. The direct model is aimed at overcoming the observed shortcomings of rail in the past with a lack of accountability and issues of service. Moving volume to rail is the objective and taking a direct relationship with the rail operator has been deemed the best way to realise that objective.



Ben Newton,
2010 Logistics
Development Award
(LDA) winner.



2010 LDA Winners Announced

We are pleased to announce that the 2010 Logistics Development Award, sponsored by CHEP Asia Pacific, has been won by Ben Newton, Transport Strategy Manager, Woolworths Limited (NSW).

The runner-up was Matthew Lowe, Merchandise Logistics Specialist, Woolworths Limited (VIC). And two \$200 book prizes, were also awarded to: Justin Mackedie, Operations Shift Manager, Woolworths Limited (QLD) and Leorey Marquez, Research Scientist, CSIRO (VIC).

Congratulations to all the winners. We express our gratitude to CHEP Asia-Pacific for sponsoring this valuable award and to the judges Jo Buchanan, John Mak, Brad Harrison and Mark Clarke, Director Supply Chain, CHEP Asia-Pacific.



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Supply Chain Mentoring Program



Expressions of Interest 2011.

The Supply Chain Mentoring Program sponsored by Dexion actively seeks to bring together successful professionals with supply chain practitioners who are seeking guidance in their career path. The LAA and apics are proud to present this opportunity to their members.

The program entails matching a less experienced supply chain practitioner (mentee) with an experienced and professional manager (mentor), enabling them to meet on a regular basis to discuss supply chain related issues and challenges.

This program will be offered in NSW, VIC and QLD.

If you are interested in becoming a mentor or a mentee please contact:

email: mentor@laa.asn.au,
Tel: 1300 651 911.



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CPL Awarded

Congratulations to the following member who has recently been accredited as a Certified Professional Logistician.

- Stewart Freeman, Wing Commander, RAAF has been newly awarded the standard of CPL status.

The CPL program is a measure of capability and proficiency within the profession of Logistics and Supply Chain Management.

For Further Information or our 'How To' Guide and application form please contact the LAA Office on 1300 651 911 or visit us on line at www.laa.asn.au and click on CPL.



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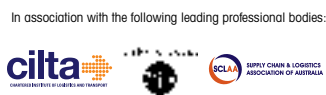
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09/10 Committee ❖❖❖❖

The LAA would like to thank the committee members serving throughout 2009 - 2010. The committee is comprised of volunteers contributing their time and effort to bring together the many member services delivered to LAA members.

- Bradley Harrison, Rhaisorn Pty Ltd - LAA President, Friends of the LAA convenor, Membership convenor
- Suzanne Marshall, Ceva Logistics - LAA Treasurer, Smart Awards Committee
- Mark Barraclough, Dexion (Australia) Pty Ltd - LAA Director, Smart Chairperson & Director, Dispatch Newsletter
- Joanne Buchanan, Growth by Design Pty Ltd - LAA Director, Book Club convenor, Smart Awards Judge
- Denis Horder, Denis Horder & Associates Pty Ltd - LAA Director, Smart Conference Program Director & Organising Committee, Supply Chain Report convenor
- George Hodgson, RAAF - LAA Committee, Queensland Mentoring Program convenor
- John Mak, Sydney Institute TAFE NSW - LAA Committee, LDA Awards & CPL Panel member
- Sue McGready, RAAF - LAA Committee
- Conor O'Malley, Red Group Retail - LAA Committee, Supply Chain Mentoring VIC Program convenor, Supply Chain International Development Program convenor
- Mike Owen, AirRoad - LAA Committee, Supply Chain Mentoring NSW Program convenor, Training convenor
- Kim Rothwell, Eclipse RDM Pty Ltd - LAA Committee, Site Visits Program convenor, Smart Organising Committee
- Karla Ogg, Bluescope Distribution Pty Ltd - LAA Committee
- Claudine Soosay, University of South Australia - LAA Committee
- Michael Watkins, Premia Handling Systems Pty Ltd - LAA Committee, Smart Conference Organising Committee chair person
- Dirk Bauerfeld, Toll Global Forwarding - LAA Committee

Thankyou!

LAA MEMBERSHIP RENEWALS CLOSING SOON.

We would like to remind all members that membership subscriptions were due for renewal at the end of June 2010.

Go to www.laa.asn.au and click on 'Membership Renewals', email admin@laa.asn.au or call 1300 651 911.



NSW GOLF DAY - WEDNESDAY OCTOBER 27

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The Logistics Finance Interface

PRESENTER: David Walters BA (Alberta), MSc (Bradford), PhD (Cranfield) is Professor of Logistics and Supply Chain Management in the Institute of Transport and Logistics Studies, University of Sydney.

OVERVIEW: Course participants can expect to develop a good understanding of the how Logistics and Supply Chain Management activity can influence the financial performance of an organisation and its customers.

The sessions will include:

- Understanding financial statements
- Understanding how Logistics and Supply Chain decisions impact on the organisation and customers' accounting and financial performance
- A Supply Chain Financial Model.

WHEN: 22-23 February 2010.

WHERE: NSW: ITLS Campus, Newtown.

COST: Members \$1400, Non-members \$1650.

Early Bird Rate applies: 10% discount for registrations received by 7th January 2011.

To register for more information Visit www.laa.asn.au/training.htm or email at admin@laa.asn.au



Humanitarian Logistics

PRESENTER: Jersey Seipel, Adjunct Lecturer at Sydney University's Institute of Transport and Logistics, Massey University New Zealand and Member of Trans-Tasman Middlebank Consulting Group.

OVERVIEW: This course offers an introduction into the complex and challenging world of logistics in humanitarian aid projects by case studies of real emergencies, group exercises and discussion of mission parameters based on experience from the field.

It focuses on the main elements of logistics and supply chain management in two theatres of operation: humanitarian aid in zones of conflict and relief assistance in natural disaster areas.

WHEN: 17-19 November 2010.

WHERE: NSW: ITLS Campus, Newtown.

COST: Members \$1400, Non-members \$1650.

Early Bird Rate applies: 10% discount for registrations received by 1st October 2010.

To register for more information Visit www.laa.asn.au/training.htm or email at admin@laa.asn.au



World Class Manufacturing

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PRESENTER: Jay Dixit, Management Consultant and Director of JFKM Pty Ltd (Business Enhancement Services).

OVERVIEW: Course participants can expect to gain a good understanding of the principles behind WCM which go beyond Lean Manufacturing, and most important of all how to engage employees. Participants will be able to look critically at their organisations and processes, decide what they need to do and help them formulate strategies to reduce and eliminate waste, meet customer requirements, save working capital and have a committed and engaged workforce that continuously refines and improves all processes within their organisations to improve profitability.

WHEN: 25-26 October 2010.

WHERE: VIC: RACV Club

COST: Members \$995, Non-members \$1195.

Early Bird Rate applies: 10% discount for registrations received by 24 September 2010.

To register for more information Visit www.laa.asn.au/training.htm or email at admin@laa.asn.au



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- 02/10 Viking Group

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- 07/01 The Intermedia Group
- 06/09 University of Sydney, Institute of Transport & Logistics Studies
- 10/09 Bean Media Group

MATERIAL HANDLING + EQUIPMENT AND SYSTEMS INTEGRATORS

- 01/98 CHEP Asia-Pacific
- 10/98 Dematic
- 02/00 Swisslog
- 08/00 Dexion
- 05/01 Cascade Australia
- 04/06 Crown Equipment
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- 04/09 CenturyYuasa Batteries
- 11/09 BCS
- 12/09 Linde Materials Handling

PACKAGING

- 06/08 Signet
- 11/08 Integra Packaging

REAL ESTATE SERVICES

- 06/07 Colliers International
- 06/10 Vaughan Constructions

RECRUITMENT

- 07/00 Logistics Executive Recruitment
- 02/01 AAAI Logistics
- 05/07 Hays Logistics Personnel
- 09/09 Bluestone Recruitment

SUPPLY CHAIN AND LOGISTICS CONSULTANTS

- 01/98 Logistics Bureau
- 11/02 Core Logistics Consulting
- 03/06 Benchmarking Success
- 07/08 GRA
- 07/10 Peter J Ellis and Associates

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- 02/98 TallShips Solutions
- 08/98 RedPrairie
- 11/98 Translogix
- 12/98 Infor Global Solutions
- 02/01 Manhattan Associates
- 02/06 Pulse Logistics Systems
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- 09/08 Axima Logistics
- 06/09 Costa Logistics
- 07/10 Centurion Transport

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- 05/07 AWH Pty Ltd
- 07/10 FDC Construction & Fitout

OTHER

- 04/10 Corporate Express



Visit our website www.laa.asn.au and click Friends of the LAA to find out more.

WEBSITES

Tools:

CARB-EN - The Carbon and Energy Action Quick Check for Business:
www.tec.org.au/component/docman/doc_download/355-carbon-and-energy-business-quick-check

ARTICLES AND REPORTS

Sustainable Government Procurement:

An assessment of current policies, practices and opportunities for improvement.
www.tec.org.au/recent-tec-reports

Strategic Grain Network Review:

A report on emerging transport infrastructure issues in the export grain supply chain (Western Australia).
www.transport.wa.gov.au/mediaFiles/freight_Strategic_Grain_Network_Report.pdf

National Heavy Vehicle Regulator Newsletter:

This newsletter seeks to keep you informed as work progresses toward implementation of the NHVR on January 1, 2013.

Go to www.laa.asn.au/legislation.htm

Quote of the month

"When everything seems to be going against you, remember that the airplane takes off against the wind, not with it."

Henry Ford

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Notice of Annual General Meeting 29 September 2010

The 12th Annual General Meeting of the Logistics Association of Australia Ltd will be held on Wednesday 29 September 2010 from 5.30pm AEST at Rydges Hotel, 116-118 James Ruse Drive, Rosehill, NSW.

Agenda

5.30pm	Meeting Open <ol style="list-style-type: none"> 1. Election of Office Bearers 2. Confirmation of election of committee members 3. Minutes of the 11th Annual General Meeting of the LAA Ltd 30/09/2009 4. Business arising from the previous Minutes 5. President's Report 6. Finance Report 7. Other Business
6.00pm	Dinner Meeting Guest Speaker: Jason McGregor, Sydney Ports Topic: Sydney Ports - trends, trade operations and the expansion project

Reserve your place

To reserve a place at this event please call the LAA Office on 1300 651 911 or email admin@laa.asn.au



VIC GOLF DAY WED 22 SEPTEMBER

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