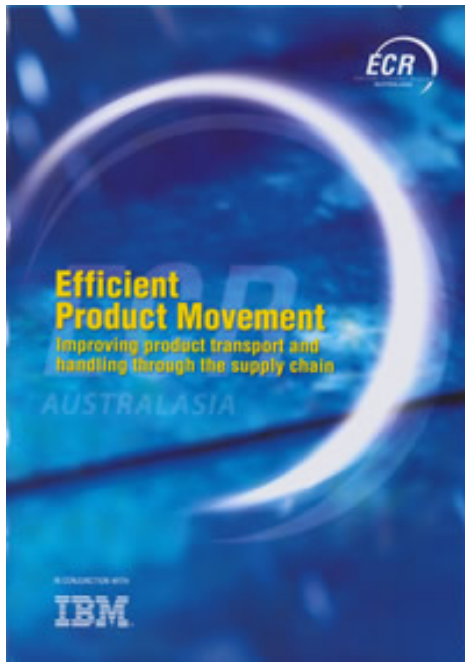


**NEW ZEALAND FOOD &  
GROCERY COUNCIL  
Supply Chain Sub-Committee  
Seminar  
14 June 2005**

**Cost to Serve**



# Two factors forcing attention on Cost to Serve



## 1. ECR AUSTRALASIA report “Efficient Product Movement”

First of 5 key recommendations:

“Understand Cost to Serve and use supply chain terms to drive efficient product movement”.... “Trading partners should separate supply chain terms from commercial terms”



## 2. Woolworths acquisition of Progressive

A quote from their website:

“Assess the benefits and costs of doing business with Woolworths, before entering into any trading arrangement”

# Seminar plan

**Charles Wilson**  
**AdvisorBase**

**Anthony Feneley**  
**SCA**

**John McBride**  
**Shieff Angland**

**Charles Wilson**  
**AdvisorBase**

**Chris Vernel**  
**Arnott's**

**James Robinson**  
**Masterfoods**

## Focus of the seminar = Cost to Serve

- Cost to Serve :
  - What is it?
  - Why do it?
  - How to do it?

### Morning Tea

- Using Cost to Serve to:
  - Improve efficiency
  - Develop price and discount structures
- Australian retailer supply chain issues

### Lunch

- Legal aspects of terms
- Terms of Trade – Potential problem areas

### Afternoon Tea

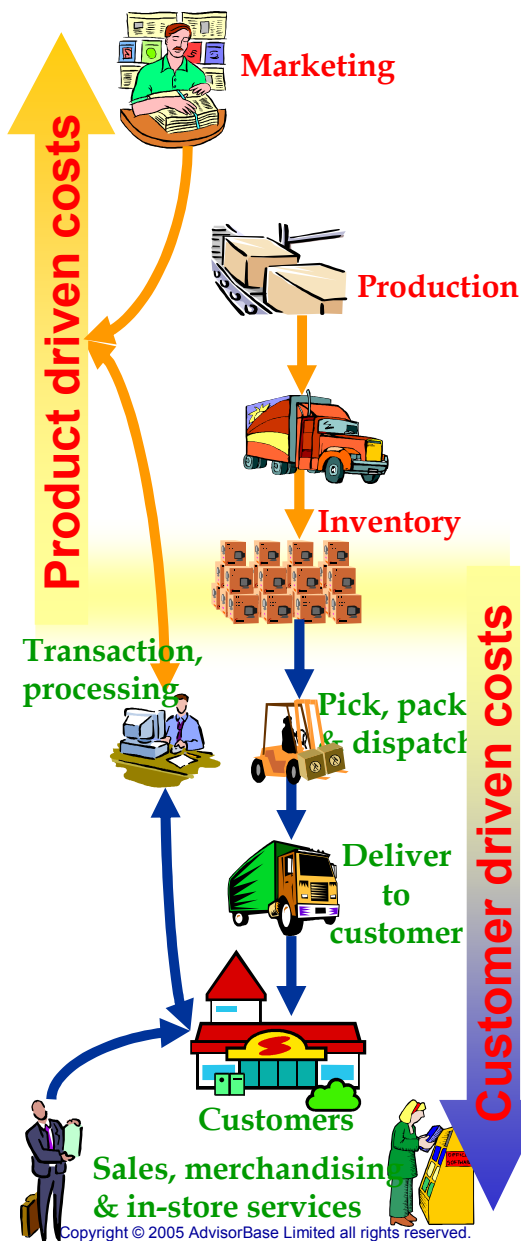
- Experiences with Cost to Serve
- Speaker contact details

# **Cost to Serve**

-

## **What, why and how**

# What is Cost to Serve?



**Cost to Serve** is about understanding the cost of servicing customers' needs and how this relates to business profitability.

Activity Based Costing (ABC) is a tool used to determine Cost to Serve – less than Cost to Serve

The scope of Cost to Serve is provided by the practical elements of business:

- Product flow from warehouse to customer
  - Sometimes from raw material to store shelf
- From taking the order to getting paid
- Growing the business, stimulating revenue and driving effectiveness

Cost to Serve can encompass the whole business ... the detailed scope should match the objective

# Cost to Serve is best understood by its outputs

SUMMARY LEVEL ACTIVITY P&L	
	TOTAL
<b>GGSV</b>	#####
Efficiency terms	#####
Efficiency terms % of GGSV	%
<b>Net Income</b>	#####
<b>% Net Income</b>	%
Promotional terms	#####
Promotional terms % of GGSV	%
Credits & nonsaleables	#####
Credits & Nonsaleables % of GGSV	%
<b>NSV</b>	#####
<b>NSV %</b>	%
Total product costs	#####
Product costs % of GGSV	%
<b>Gross Contribution</b>	#####
<b>Cont. % of GGSV</b>	%
Order processing	#####
Outwards handling	#####
Delivery	#####
Merchandising	#####
Key account management	#####
Field sales	#####
<b>Total cost to serve</b>	#####
Cost to serve % of GGSV	%
<b>Cont. after cost to serve</b>	#####
<b>Cont. % of GGSV</b>	%
<b>Business sustaining fixed costs</b>	#####
<b>Overhead %</b>	%
<b>Total Earnings</b>	#####
<b>Product costs</b>	
Cost of goods sold	#####
Advertising/ Marketing	#####
Inwards freight	#####
Inwards handling	#####
Warehousing	#####

**Cost to Serve is reported as a contribution statement, by customer and/or product group**

Outputs are usually divided into:

- Gross & net revenue by customer/product group
- Product driven costs
- Customer driven costs
- Operating overheads

... producing a contribution statement for the business, plus detail such as:

- The per unit cost rates of activities
- The drivers of cost for each activity
- Profitability analysis:
  - Customer profitability
  - Category profitability
  - Profitability by category by customer

# The fixed & variable cost trap

**Cost to Serve should be available by both variable and total (=fixed + variable) costs**

Unit activity costs are only really relevant if we know how they change with volume

- High fixed costs can mask beneficial volume changes
  - Fewer orders – higher processing cost per order
  - Warehouse pallet pick increases, costs unchanged
- As behaviours change among cost objects:
  - Fixed costs are redistributed
  - Variable costs change with volume by cost object

Being able to run Cost to Serve scenarios in either total or variable cost mode increases understanding

# Why do a Cost to Serve analysis

## Cost to Serve can't be an end in itself

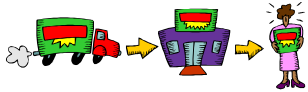
It is an investment that shows a return:

To fully capitalise on the investment requires the allocation of internal resource to provide continuity after the consultant led project

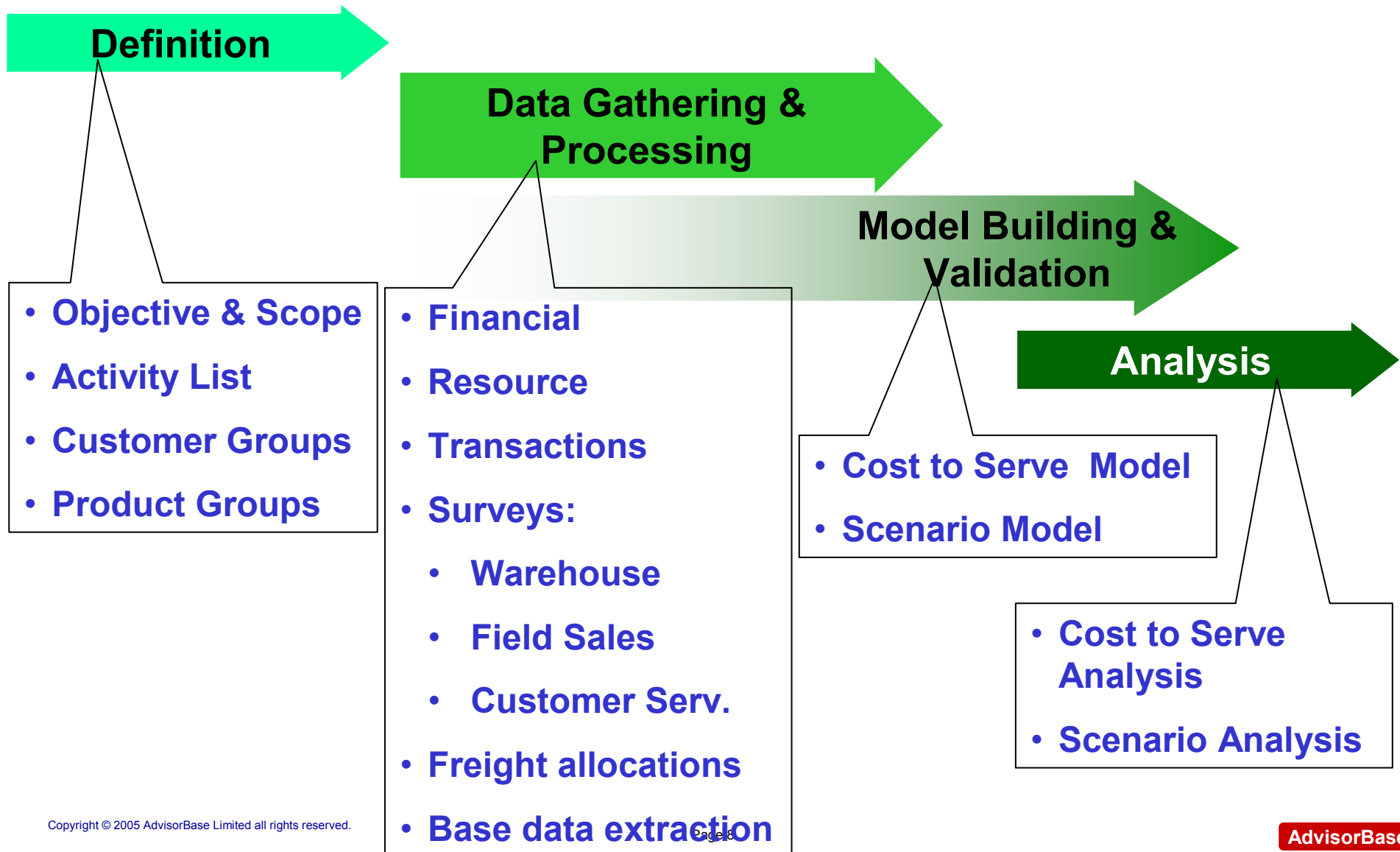
- Reduced costs:
  - Alternative operating models
  - Streamlined process
  - More efficient customer behaviour
- More effective terms of trade:
  - Cost based efficiency terms
  - Separated revenue and efficiency terms
- Informed to negotiate terms of trade:
  - Know the cost implications of changes
  - Know what works for your business
- Enable route to market decisions:
  - Customer/channel profitability
- Manage product promotion and mix:
  - By product profitability by customer group and channel



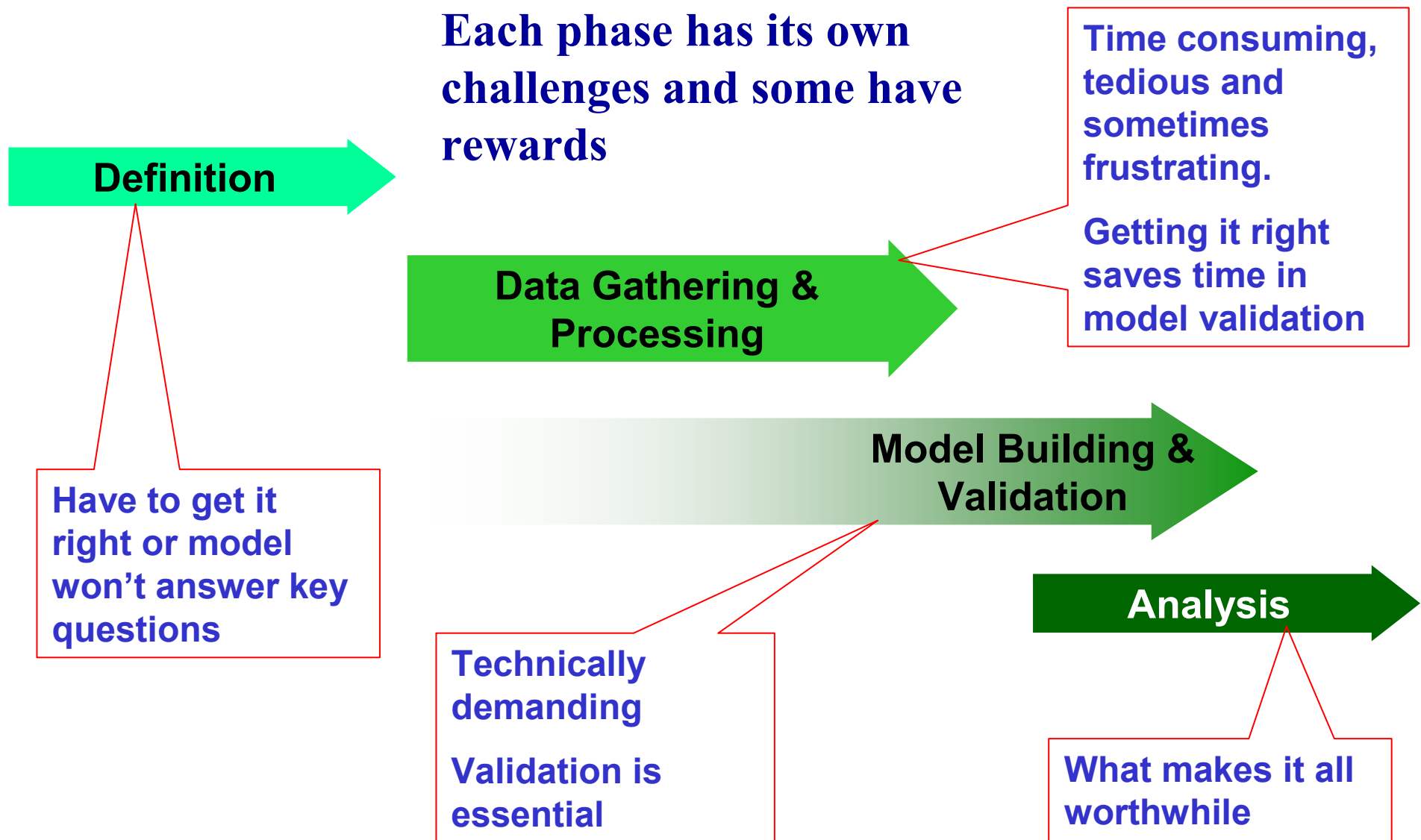
# Establishing Cost to Serve - Process overview



There are four main stages involved in the development of Cost to Serve



# Data gathering, processing and validation drives Cost to Serve timeline



# Cost to Serve makes financial data meaningful

## SUMMARY LEVEL ACTIVITY P&L

<b>GGSV</b>
Efficiency terms
Efficiency terms % of GGSV
<b>Net Income</b>
<b>% Net Income</b>
Promotional terms
Promotional terms % of GGSV
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<b>Overhead %</b>
<b>Total Earnings</b>
<b>Product costs</b>
Cost of goods sold
Advertising/ Marketing
Inwards freight
Inwards handling
Warehousing

The heart of Cost to Serve is re-presenting financial data to focus on supplying product to customers

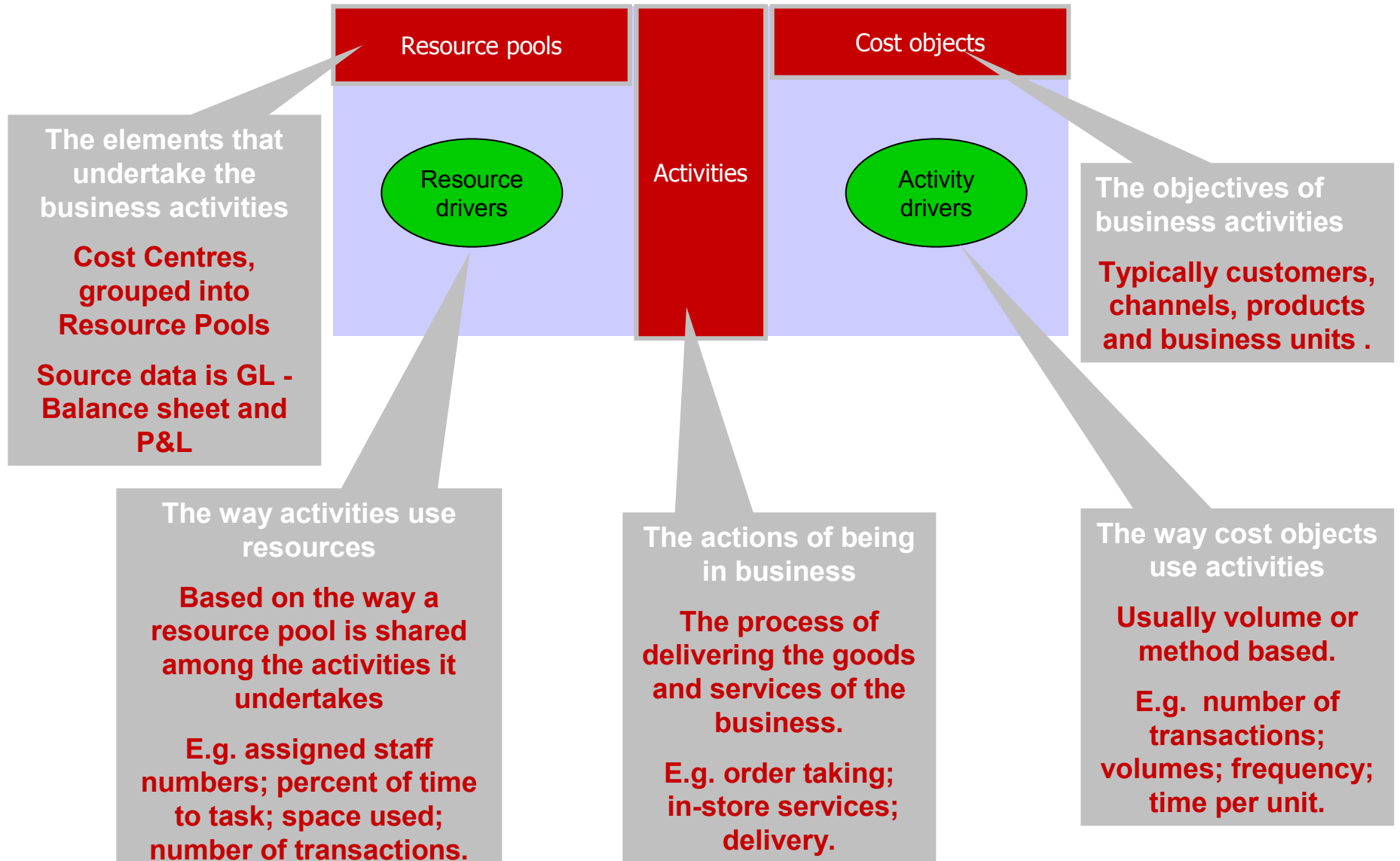
Traditional financial reporting does not highlight the drivers of individual customer profitability

Cost to Serve presents an alternative view ...  
... similar to a P&L

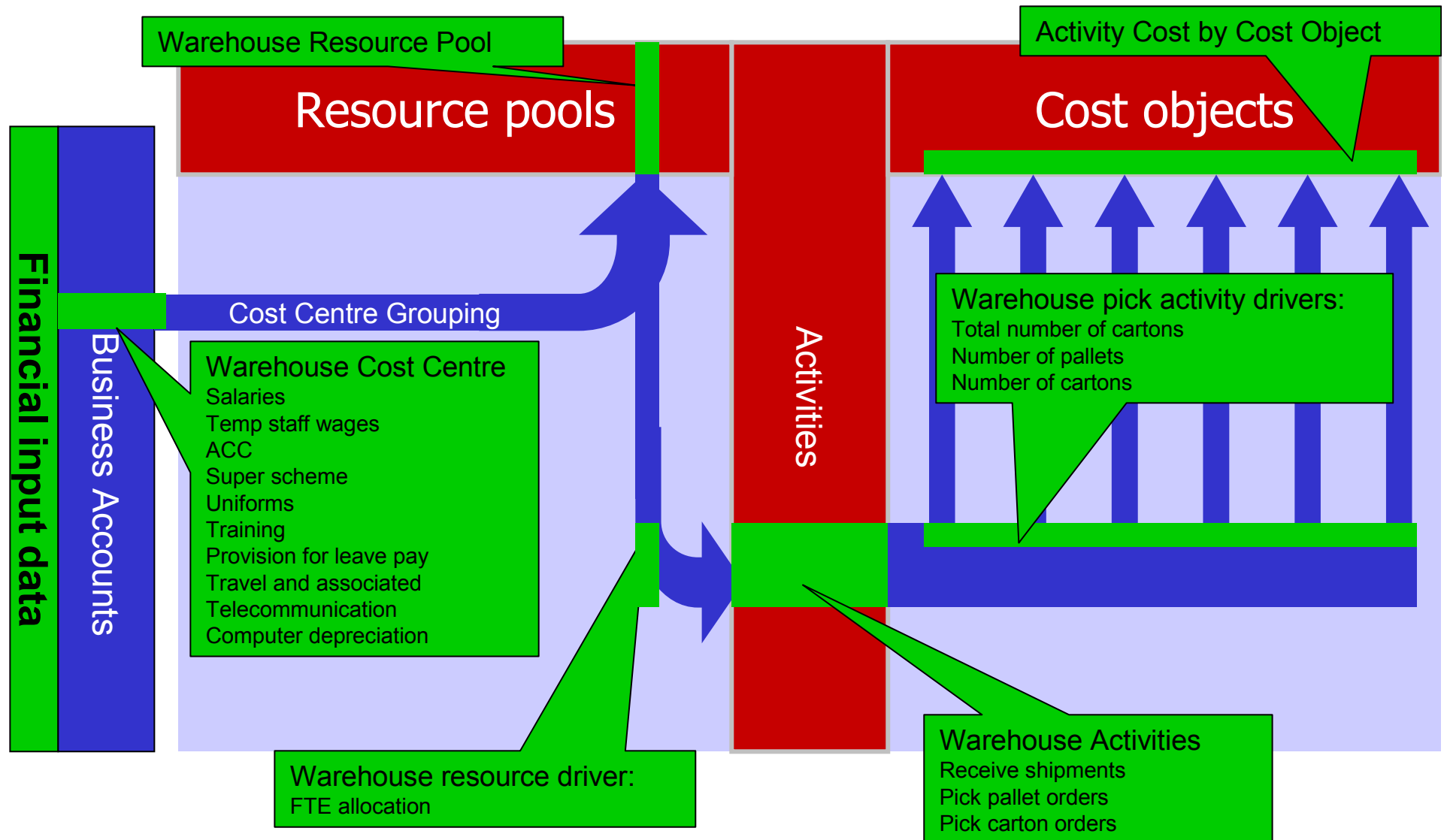
- Contribution by customer by product:
  - P&L plus some balance sheet items
- Rearrange line items to highlight customer & product driven areas of business
  - Apportion revenue by customer by product
  - Separate discounts by purpose and apportion by customer by product
  - Assign costs by customer and product driven activities

# Cost flow mechanism

**AdvisorBase uses its “T” framework to restructure financial data and enables the conventional ABC elements to be used.**



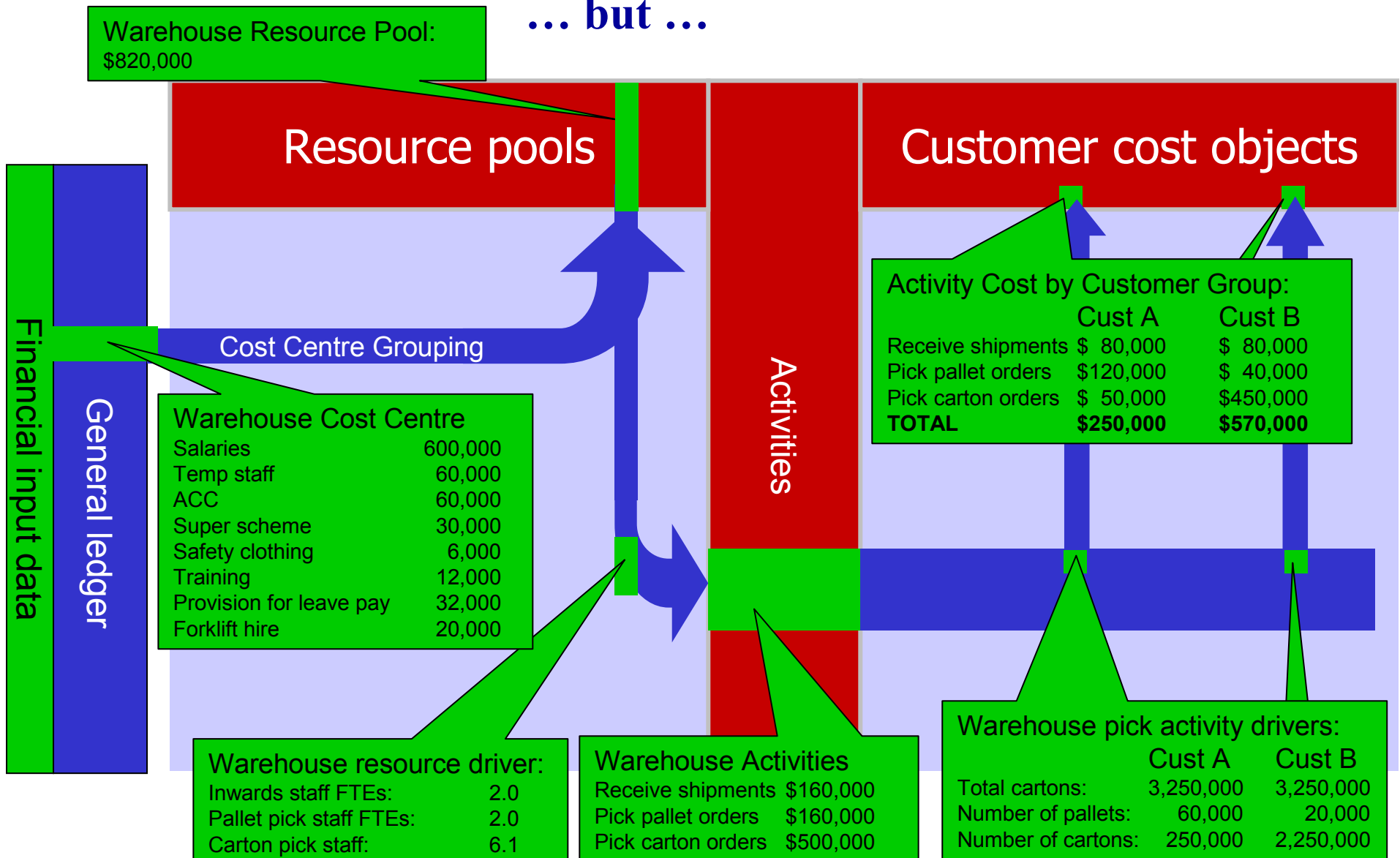
# A warehouse cost centre illustrates the cost flow



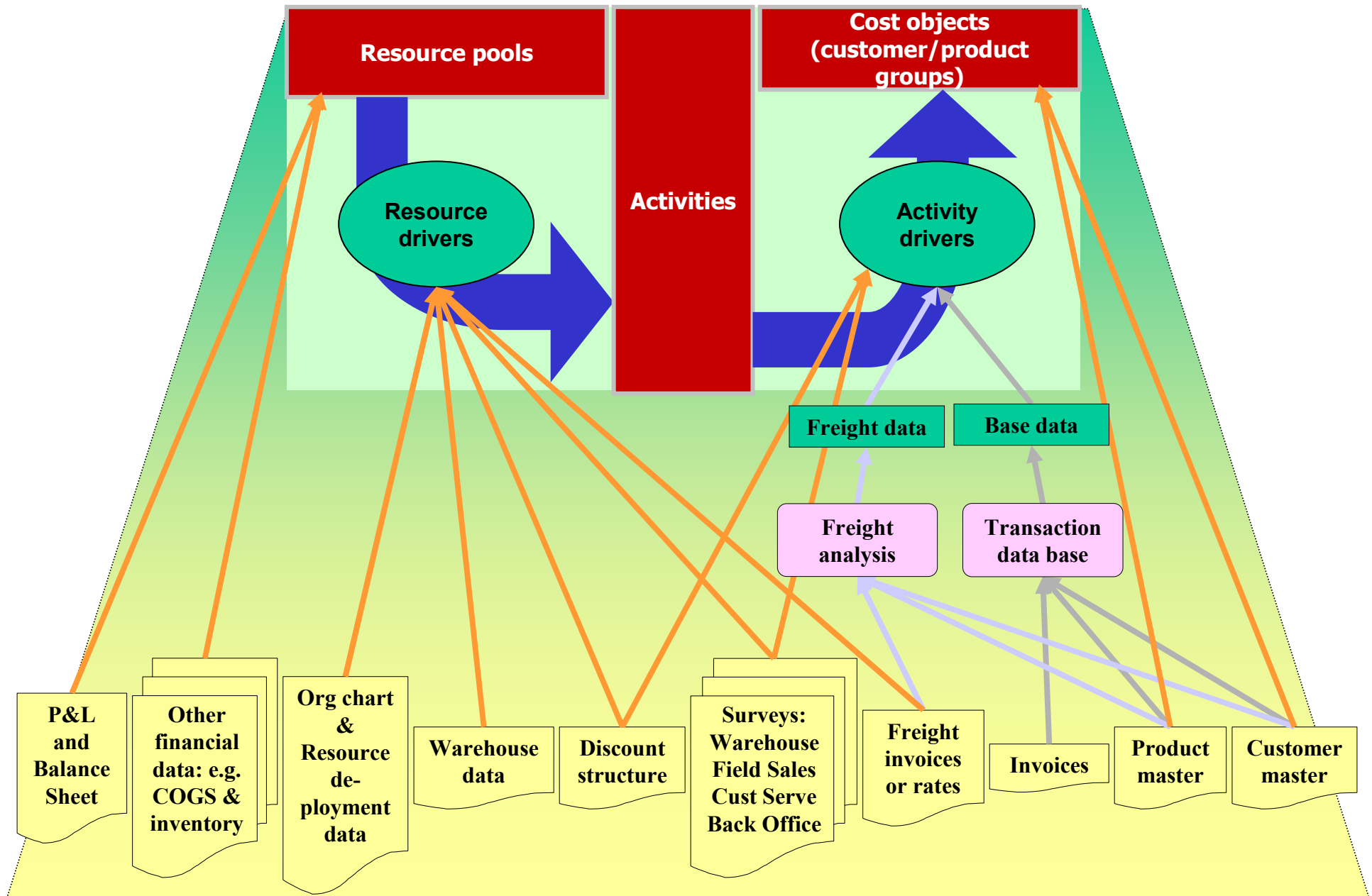
# Some numbers further illustrate the flow

**Note: Customers A and B buy same total quantity**

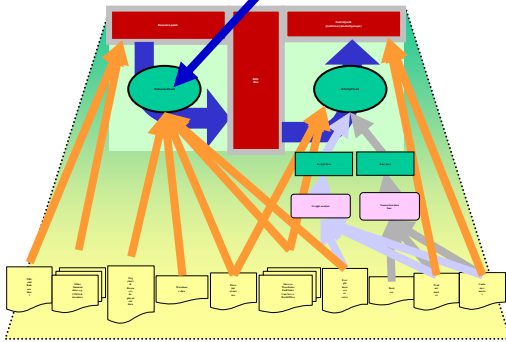
**... but ...**



# Data gathering is limited to the essential model inputs



# Most of the data collected is used to determine drivers

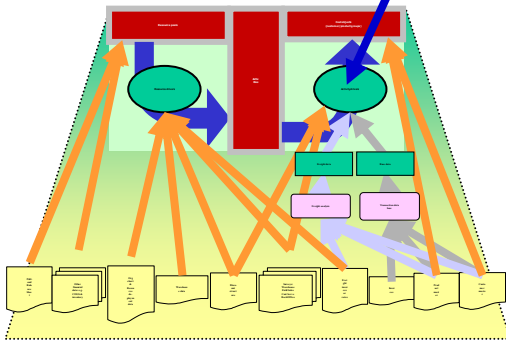


Resource drivers are usually determined by business practice:

- Selling:
  - Time/cost by activity e.g.:
    - Merchandise
    - Arrange promos
- Freight:
  - Cost by delivery channel and region e.g. courier
- Warehouse
  - Time/cost by activity e.g.:
    - Pick units/cases/pallets
    - Store product & hold inventory
- Customer services:
  - Time/cost by activity e.g.:
    - Process orders
    - Manage accounts receivable
    - Respond to customer queries



# Activity drivers tend to be volume related



Activity drivers are required by cost object, e.g.:

- For customer or channel based Cost to Serve , e.g.:
  - FSA Pak n Save metro
  - PEL DC Akl
- For product based Cost to Serve , by category
- For profitability by customer by product – need both

Activity driver data is mainly derived from transaction data, such as:

- Logistics:
  - Number of full cases ordered
  - Consignment numbers by size range
- Selling:
  - Store visit roster
- Customer service:
  - Number of orders
  - Number of queries

# Defining activities is key to a meaningful Cost to Serve

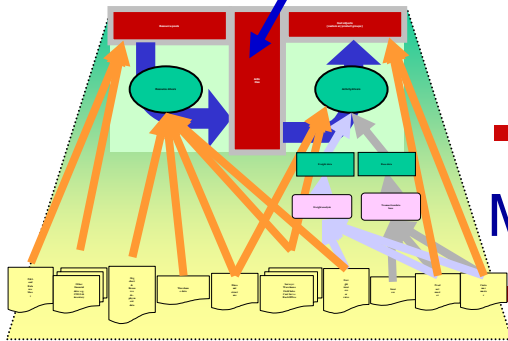
The activity list used as the basis for a Cost to Serve analysis is determined by the objective of the analysis

- High level where possible
- Detail as required:
  - Focus on objective
- Level of detail drives cost of exercise

Main areas of interest for Cost to Serve :

Logistics

- Customer service
  - Transaction processing
  - Customer queries
- Selling:
  - Field sales
  - In-store services
  - Account management



# Focus on activities that are real and variable

- Distinguish between customer and product driven activities
  - If the purpose is customer Cost to Serve or product profitability the activity list will be different, e.g.:
    - Pick full cases: Auckland if customer centric
    - Pick full cases: Auckland - Category food if product centric
- Focus on activities that vary between customers and/or products, e.g.:
  - Field selling
  - Transaction processing
  - Freight
- Some activity lists contain unnecessary activities:
  - E.g. “truck waiting to unload” is unnecessary if you your freight contract is not time based

Email us for a typical activity list

[advisors@advisorbase.com](mailto:advisors@advisorbase.com)

**Cost to Serve**  
—  
**Used to drive efficiency gains**

# Using Cost to Serve to improve cost effectiveness

Cost to Serve provides the analytic base from which questions can be asked

- Big costs:
  - Field sales
  - Freight
- Next biggest
  - Warehouse
  - Transaction processing

What drives the costs?

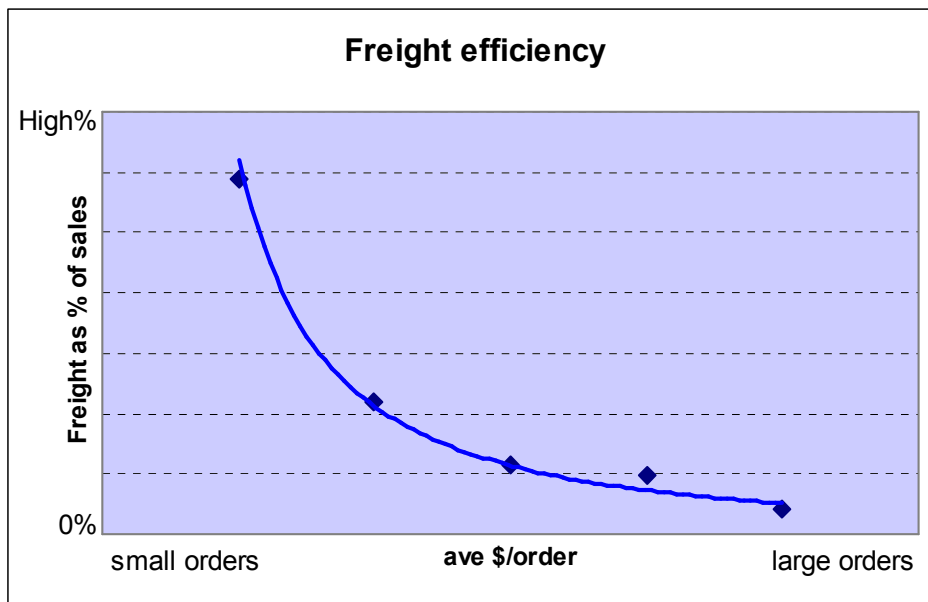
What can we change?

- Order profiles
- Freight efficiency

# Freight efficiency

## Drivers of Freight efficiency:

- Load efficiency, use what you pay for:
  - On tonnage base avoid additional packaging & pallets
  - On volumetric base fill pallet footprint, avoid additional pallets



- Rate effectiveness:
  - Avoid consignments at minimum charge
  - Use courier where appropriate
  - Use mezzanine trucks where practical
  - Differentiate rates by location and consignment size
  - Benefit from full load rates

- Planned efficiency:
  - Benefit from pre-booked full loads
  - Synchronize small order routes
  - Joint small order freight from shared 3PL DCs

# Warehouse efficiency

Mainly driven by individual order line size

- Pick largest unit – a pallet
- Travel as small a portion of pick time as possible:
  - Warehouse layout
  - Pick as much as possible at each stop
- Avoid repacking & additional pallets per SKU

Customer cross docking can increase warehouse costs:

- XDC – retailer places consolidated orders and picks to store on receiving dock
  - Lowest cost for supplier – not for retailer
  - Simialr to current DC orders, but frequency may increase implying smaller consignments
- XDSD – retailer places store orders for consolidated delivery and true cross docks to dispatch area
  - Higher cost to supplier – not to retailer
  - Similar orders to DSD, but larger consignments

# Selling efficiency

**Selling efficiency relates the value of an order to the cost of taking and processing it**

**Supplier behaviour is factor:**

- Call cycle
- Promised service level
- Route to market strategy

**Customer behaviour is a factor**

- Centralised ordering
- Supply channel (DC or DSD)
- Order frequency:
  - Inventory management
  - Supply channel & storage space

Field sales costs  
are often more  
than double  
freight costs



# Alternative models challenge thinking

Pizza companies can deliver made to order product individually to tens of thousands of customers ...

... with order values less the \$50.00

... and make money

Outsourcing – what are your core competencies ...

... some FMCG companies outsource selling

Alternative route to market ...

... direct or distributor

... joint venture

... field sales or outbound call centre

**Cost to Serve**

-

**Used to develop price and discount structures**

# Linking Cost to Serve to Terms of Trade

**Cost to Serve provides the basis for a cost (or activity) based pricing and/or discount structure**

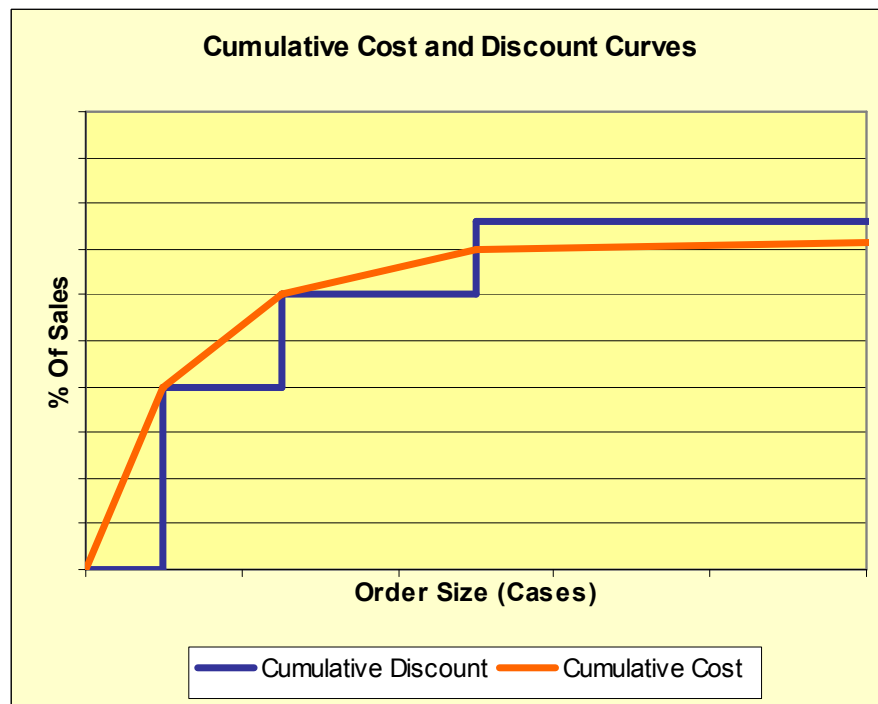
- Pricing structure can be used where customer service/product is directly linked to discrete activities, such as, for a warehouse operator:
  - Pallet storage (*what difference between large and small customers*)
  - Pick a pallet etc
- Where discount structures are used to reflect cost differences it is more complicated

*Consider a cost difference of 1% between picking an integral pallet and a mixed pallet – what discount to give for integral pallet purchases?*

- *What if customer behaviour does not change?*
  - *How is the 1% discount funded?*
- *What if it does:*
  - *Impact of more integral pallets?*
  - *Impact of fewer integral pallets?*

# With volumetric discounts the cost curve determines cost:saving balance

The first discount step establishes the relative spacing of the curves - after that it is the relative shape that matters



1. Discount curve inside the cost curve:
  - Savings across all order sizes
  - Increased savings as orders tend to maximum
2. Discount curve outside the cost curve
  - Losses across all order sizes
  - Increased losses as orders tend to maximum
3. Discount curve crosses cost curve
  - Usually result of trying to increase rewards for maximum size orders
  - Costs outweigh savings as order size maximises

# How savings & discounts are calculated matters

**Some DC operators prefer a functional DC discount to volumetric terms.**

- DC discount required may not relate to supplier savings
- Fixed DC discount does not encourage supplier cost effective DC order patterns
- Supplier discounts should reflect supplier benefits

The weighted true cost approach provides a good solution:

- Volumetric based
- Effectively distinguishes between DSD and DC based on:
  - Order size profiles
  - Customer location
  - Supplier freight rates and contract

**Either way the discount should be cost based**

# Weighted true cost approach – quick overview

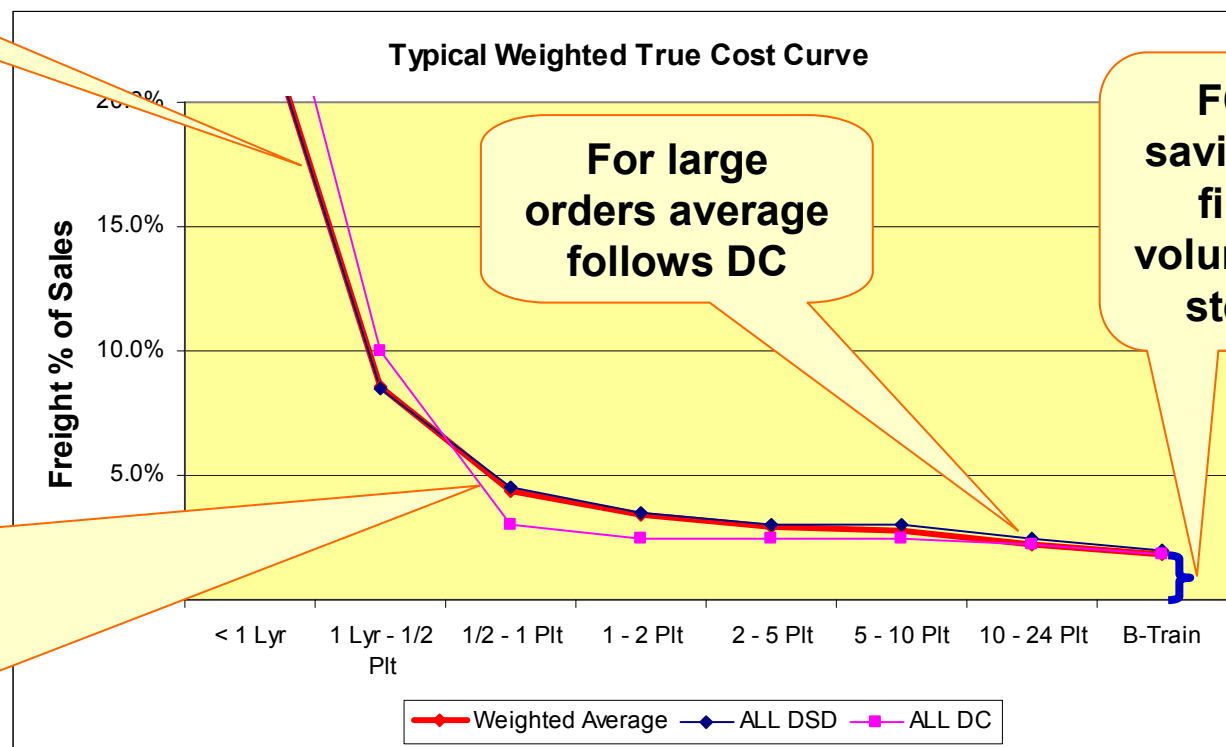
Relevant costs need to be extracted by customer group by activity by order size range:

- Freight
- Transaction processing
- Warehouse if included in volumetric discounts

For small orders average follows DSD

Freight curve reflects

- Consignment efficiency
- Delivery location
- Consignment size
- Freight rates



FOB saving as final volumetric step?

The cost curve provides the reference points for the discounts

# Defining volumetric discounts can be tricky

How should volumetric breaks be defined?

- Order value \$Gross
- Order quantity (Cases, Pallets (or pallet equivalents))
- Order metrics (tonne, cube, lifts)

Where should the breaks be drawn – in logical places?

What is impact of product mix and characteristics:

- Average (and range of) \$/Pallet
- Average (and range of) Cases/Pallet
- Average (and range of) m3 or tonne/pallet

If ...

- The range of product characteristics is large
- The variance in product mix between customers is large

... consider discounts structured by product category

# Scenario modelling is essential to testing impact of terms

**Price and discount structures are usually applied across all customers – an averaging approach ...  
... but few customers are average**

What happens if:

- No customers change behaviour
- Customer with lowest Cost to Serve makes major behaviour changes
- Customer product mix changes
- Sales grow/decline by category and/or by customer
- New product characteristics, say change to 12/case
- Customer channel switching occurs say route to distributors:
  - Volume to channel with different cost structure
  - Volumes in new/old channel change significantly
- Promotional spend/mix changes overall or by channel
- List price is changed to retain revenue neutrality



# Scenario modelling is a key component of Cost to Serve

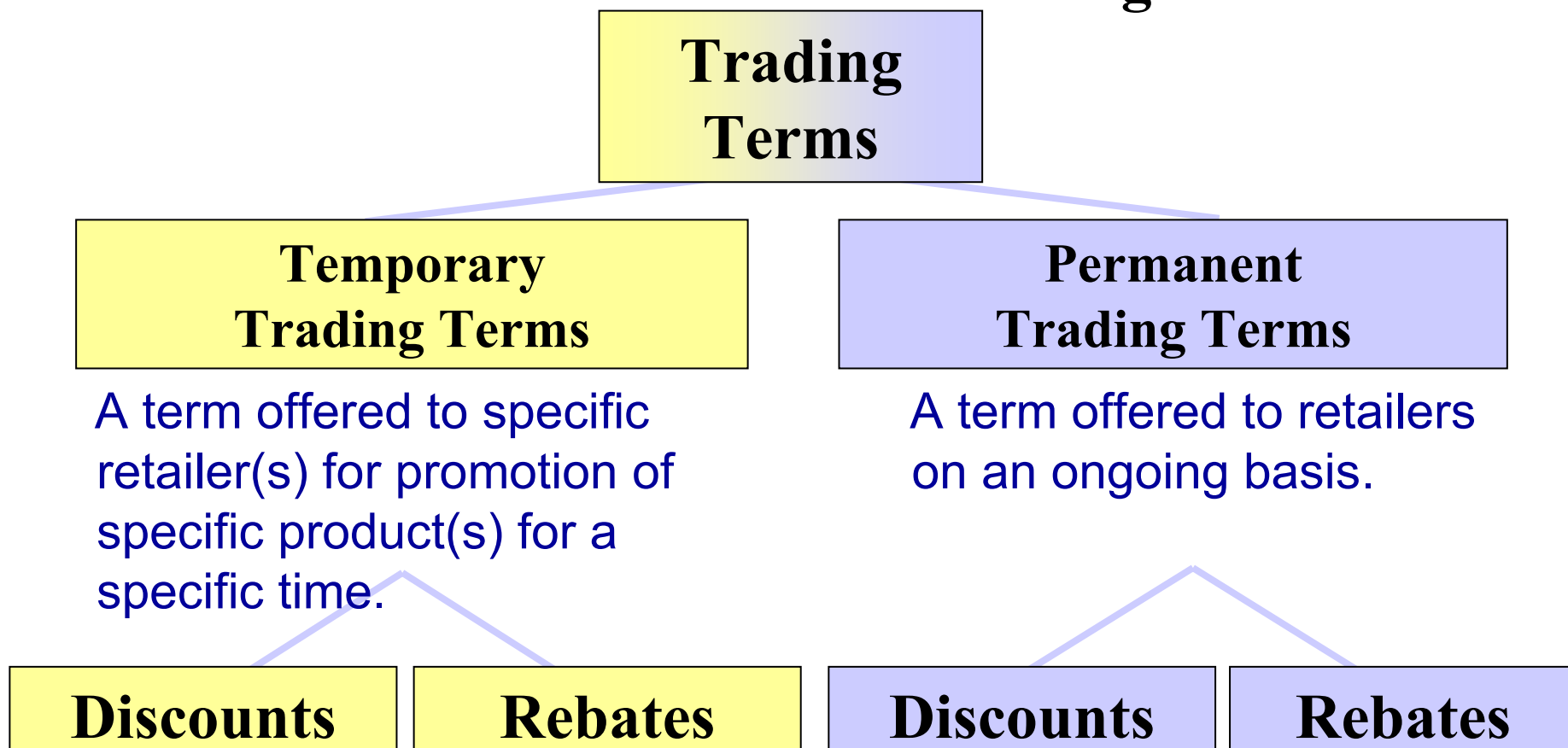
In addition to validating terms scenario modelling supports decision making and avoids double counting between cost effectiveness initiatives:

- Route to market
- Supply chain infrastructure
- Field sales deployment
- Outsourcing
- Pricing strategy
- Promotional strategy

To be effective scenario variables should include:

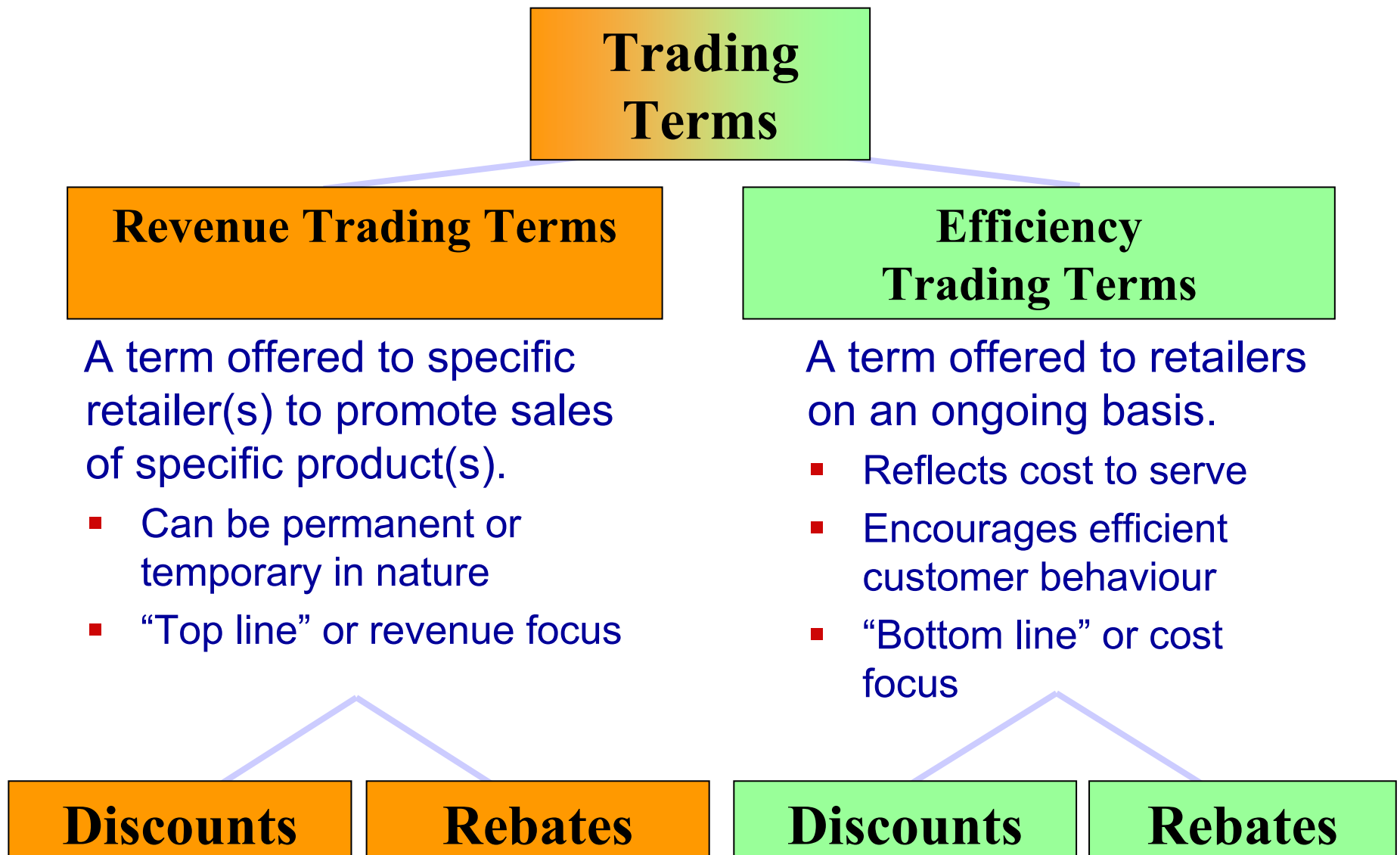
- By customer and product group:
  - Sales volume
  - Promotional spend
- Channel switching
- Order size/frequency
- Terms of Trade and List Price by product group
- Point of supply

# There are traditional definitions of trading terms ...



- Discounts: A deduction from the list price made in arriving at the invoice value; calculated on invoice.
- Rebate: A deduction from the amount to be paid (invoice value) or a return of part of an amount given in payment; calculated off/after invoice.
- NB: Some discounts are structured to be applied as rebates.

## ... and more valuable definitions



Revenue and efficiency terms may be presented as either discounts on invoice, on statement, or as rebates

# There are a number of approaches to structuring discounts

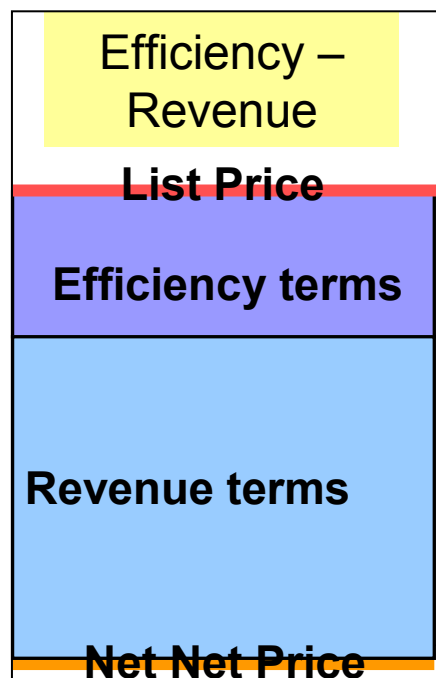
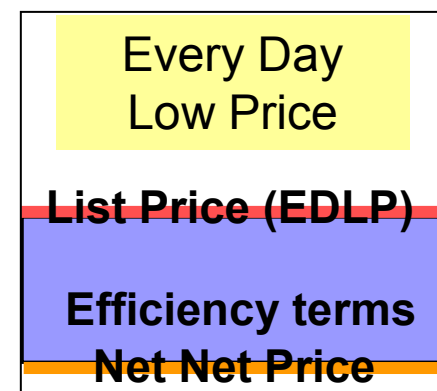


History has led many suppliers to a mix of fixed and temporary terms where:

- Fixed terms without an identified pay back
- Terms are commercially risky – not even handed
- Temporary terms correct imbalance in fixed terms

Alternatives are:

- EDLP:
  - List price only tool to respond to market changes



Efficiency – Revenue Split

Terms of trade should be targeted to either:

- Drive cost efficiencies – efficiency terms
- Drive sales revenue - promotional terms

# The Efficiency – Revenue discount structure

There is scope for flexibility in both types of terms:

	Efficiency Terms
Objective	Drive costs
Fixed terms	Yes
Temporary terms	No
On invoice	Yes
On statement	Yes
Rebated	Yes

- Efficiency terms may reflect:
  - Pick efficiency – whole pallet and/or case
  - Freight efficiency – volumetric
  - Transaction processing efficiency:
    - Volumetric
    - Processing type (e.g. EDI)
  - Selling efficiency – e.g. centralised ordering
  - Financial efficiency – prompt payment
  - Specific activities, such as:
    - Backloading – FOB/Factory gate pricing
    - Container delivery
    - Mechandising

**Consult with  
retailers during  
development of  
terms to  
understand their  
expectations**



# The Efficiency – Revenue discount structure

	Revenue terms
Objective	Drive revenue
Fixed terms	Yes
Temporary terms	Yes
On invoice	Yes
On statement	Yes
Rebated	Yes

**Consult with  
retailers during  
development of  
terms to  
understand their  
expectations**



There is scope for flexibility in both types of terms:

- Revenue terms may include:
  - Usual promotional and trade spend
  - Growth incentives
  - Sales target payments
  - Core ranging criteria
  - In stock on shelf
  - Other initiatives

## Caution

- Retailers may not welcome pressure to perform
- Compliance may be hard to define and measure
- Keep it simple is a good rule

**Cost to Serve**

-

**Helps address Terms of Trade problem areas**

# Terms of Trade – Potential problem areas

**Some elements of a menu of terms are likely to be more contentious than others:**

Transparency of terms

National pricing

Use of DC channel:

- Logistics
- Selling

In-store merchandising

FOB

Non-transparent Trans Tasman pricing

- Trans Tasman volume pricing

Net-net pricing

Listing / range fees





# National pricing has positive and negative implications

## National Pricing: One national list price and terms of trade

- Implies same price for same size order anywhere in the country.
- Implies transparency of list price and terms of trade
  - If you price nationally you should discount nationally
- Raises some interesting questions:
  - If you provide a full container discount to SI customers does it mean:
    - You have to offer a similar discount to NI customers?
    - Your sell price in the SI may be lower than the NI

# Discounts to retailer DC operators can be a thorny issue

Some  
retailers are  
opposed to  
DC discounts  
per se



Arriving at a discount that is cost based and satisfies DC operators is not easy

There are two aspects to this question:

DSD vs DC – what it costs/saves **suppliers**:

- Warehouse pick costs
- Freight
- Selling and transaction processing costs

DSD vs DC - what it costs/saves **retailers**:

- Warehouse handling
- Warehouse storage
- Warehouse inventory holding
- Freight
- Store back door
- Store storage space
- In/out of stock at store
- Transaction processing

# DC operators expect to see the benefits of its DC reflected in terms

## DSD vs DC – what it costs/saves suppliers

- Specific activity discounts can cover warehouse and selling considerations
  - Warehouse full pallet pick is usually small <1%
  - Selling cost (in-store orders) is only a factor if a change to DC will reduce field selling costs
- Freight and transaction processing costs can be built into a volumetric discount:
  - Freight is the biggest single cost
  - Transaction processing is only material for small orders

The big issue is that supplier cost savings do not cover DC operators direct DC costs

# DC vs DSD – what it saves suppliers

**The Cost to Serve difference between DC & DSD is driven by freight.**

These numbers are illustrative. Individual company data depends on many variables.

Variable Cost to Serve per Pallet Equivalent	Akl DC	DSD UNI	Difference
Storage & inventory holding	Equal	Equal	0
Pick pack admin & dispatch	0.4%	0.6%	0.2%
Freight	1.6%	3.2%	1.7%
<b>Total Supply chain cost</b>	<b>1.9%</b>	<b>3.8%</b>	<b>1.9%</b>
Processing	0.0%	0.3%	0.3%
Field sales	2.0%	2.1%	0.0%
<b>Total Selling</b>	<b>2.1%</b>	<b>2.4%</b>	<b>0.3%</b>
<b>Total cost</b>	<b>4.0%</b>	<b>6.2%</b>	<b>2.2%</b>

- Many suppliers have a very flat freight curve
- Economies may emerge for DC channel from:
  - Metro location (lower freight rates) except P’Nth
  - Freight efficiency for store orders is sometimes less than for DC orders

The cost differential, for example, in the upper NI, of DC and DSD to a typical supplier supply chain is 1.9%, 2.2% after selling and processing

# DC operators may want to recover their DC operating costs as a discount

DC Cost per Pallet Equivalent	% of product cost
Receive & Putaway	0.1%
Storage (2.5 weeks)	0.2%
Inventory holding (2.5 weeks)	0.5%
Pick, pack & dispatch cases (70%)	0.3%
Pick, pack & dispatch Pallets (30%)	0.0%
Freight UNI	1.3%
<b>Total DC cost</b>	<b>2.5%</b>

DC Savings per Pallet Equivalent	
Processing store orders cf DC orders	0.9%
Back of store costs DC cf DSD delivery	0.1%
<b>DC Direct Savings per Pallet Equivalent</b>	<b>1.0%</b>
<b>Net DC Cost per Pallet Equivalent</b>	<b>1.5%</b>

Typically supplier logistics savings don't cover this

Retailers should acknowledge their own cost benefits from running a DC – mainly store costs

Savings shown do not include benefits to retailers of:

- Reduced store inventory space = more retail space at store level
- Improved shelf fill rates = higher customer satisfaction & sales

There are further savings in DCs available by adopting XDC cross-docking of around 1% (more for XDSD)

Fully costed, running a DC makes sense for a retailer

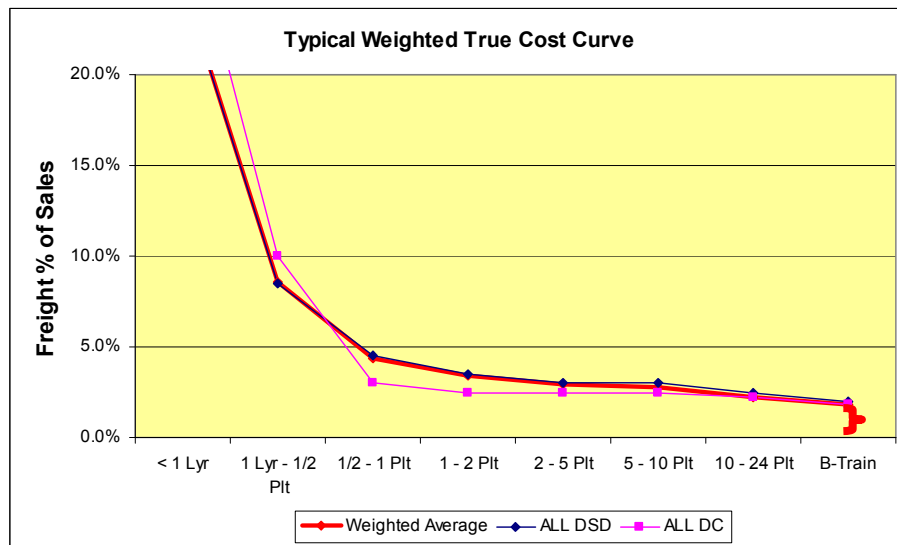
# Factory gate pricing

**Is it just the cost of delivering product?**

If so is it the cost of :

- Delivery to backloading DC
- Average cost of all deliveries (DC and/or DSD?)

It is the conclusion of the freight cost efficiency curve



On top of volumetric discounts:

- The final step in on the freight cost reduction curve
- Base on actual freight charges not mythical costs
- Caution! Customer specific or national average – check implications

Without a freight cost curve its hard to calculate

- Averaging – all customers/destinations treated the same?
  - A consequence of national pricing
  - By destination deals
  - Where is advantage of being a DC operator

# Trans-Tasman pricing - again

**A number of retailers have trod this path without success ... but never one with real trans-Tasman power**

- Risk of stripping value out of value brands in NZ

**Questions:**

- Should some products sell at different prices in different market?
- Is a product priced for where it is bought or sold?
  - Bought in Australia but supported in NZ?
- What is a fair price for product support:
  - Shipping
  - Inventory holding
  - Sales support
  - Market intelligence

**It gets back to knowing the true Cost to Serve + the value of the brand in the specific market**

# In-store services

## A contentious issues between retailers

Is it about more than Cost to Serve ?

- Quality of displays
- Shelf fill rate
- In-store QA

... or is it about ...

Centralised ordering is a key cost advantage of dealing with the DC operators ... it could be a specific activity discount



# Again alternative models?

**We can improve a system – or change systems**

Cost to Serve points to what drives costs

Discount structures change behaviour and costs

... but why tweak the cost driver – get a new one

Supply chain improvements can be:

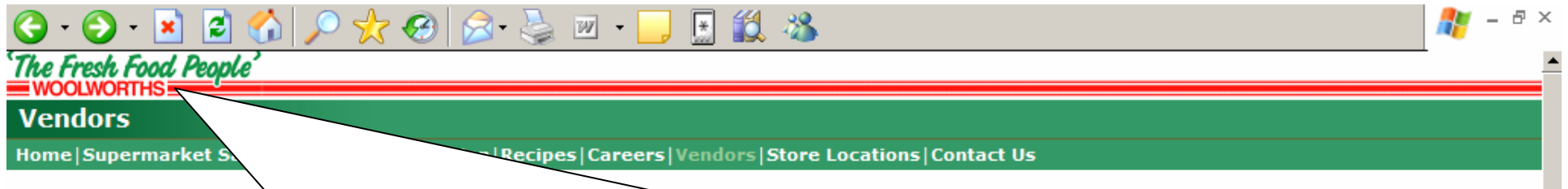
- Incremental – save a \$ here and there:
  - Better scheduling
  - Improved freight efficiency
- Step changes
  - Direct ship Akl to Chch & close Chch warehouse

# Likely impact of new players in NZ

## Issues ...

... everyone has heard of a few, how about:

- Bundled terms
- Ranging/listing fees
- New product fees
- Cross-docking
- Rebate
- Separation of retained & passed on discounts
  - Focus on gross sales &
  - Gross margin
- EDLP
- Trans Tasman pricing
- Factory gate pricing



## Woolworths FAIR TRADING POLICY

**Woolworths' policy is to deal fairly and honestly with all vendors, irrespective of their size, the nature of their product or the amount of business that they do. Woolworths is willing to negotiate terms and conditions of supply with vendors to meet mutual needs and ongoing relationships.**

**Woolworths strongly encourages its vendors to take sufficient time and opportunity to:**

- consider the proposed terms and conditions of supply to Woolworths;**
- obtain independent advice; and**
- assess the benefits and costs of doing business with Woolworths, before entering into any trading arrangement.**

# Review of day

- We covered Cost to Serve :
  - Why do it – its an investment
  - Methodology
- We linked Cost to Serve to improving profitability
  - Cost effectiveness
  - Discount effectiveness
- We linked Cost to Serve to Terms of Trade:
  - Identified potential 'Hot Spots'
- We looked legal points to remember with terms of trade:
  - No legal requirement to treat customers the same
  - Commercial imperative to get it right
- We talked about Woolworths coming to New Zealand
  - Supply chain initiatives in Australia
  - Need to be prepared to talk turkey on terms
- We heard of the experiences of two companies with Cost to Serve



**AdvisorBase**



## Speaker contact details

### Anthony Feneley

- 0061 3 9258 0637
- [Anthony.Feneley@sca.com](mailto:Anthony.Feneley@sca.com)

### Charles Wilson

- 021 899 166
- [Charles.Wilson@AdvisorBase.com](mailto:Charles.Wilson@AdvisorBase.com)

### Chris Vernel

- 09 524 3962
- [Chris.Vernel@arnotts.com](mailto:Chris.Vernel@arnotts.com)

### James Robinson

- 09 261 0900
- [James.Robinson@ap.effem.com](mailto:James.Robinson@ap.effem.com)

### John McBride

- 09 336 0838
- [John.Mcbride@shieffangland.co.nz](mailto:John.Mcbride@shieffangland.co.nz)