



## Case Study: Automation Solution

# Harris Farm Markets: Australian Grocery Chain

Navigating unprecedented growth during the global pandemic.

### PROJECT SUMMARY

#### LOCATION

Oceania

#### INDUSTRY

Grocery

# TMX navigated COVID-related order surges and growth uncertainties, optimizing a complex fulfillment center for Harris Farm Markets.

## Client Challenges

A fast approaching lease expiry, in a tight leasing market, created significant time pressure, with exponential on going and future growth targets (volumes, stores, etc.). This challenged Harris Farm in determining the sizing of their future fulfillment center.

Adding to the challenges, Harris Farm also faced a spike in online fulfillment orders through the global pandemic, requiring their current online fulfillment center to be optimized. Due to the nature of industry, the facility required flexibility of building configuration to adapt frozen/chilled zones for future requirements.

## Approach

The process involved determining the optimal future state from a people, processes, infrastructure, systems, and financial aspect. By collaborating with Harris Farm, the most suitable MHE/automation vendors and solutions were identified and aligned with present and future business needs. This encompassed a comprehensive property procurement process, including detailed financial analyses, market insights, and negotiation of terms.

A highly detailed technical design brief and architectural drawings were developed to integrate bespoke Harris Farm requirements into the base building definition. Coordinating the integration of technical documents into legal agreements ensured Harris Farm's protection throughout their lease.

TMX also managed the construction phase, overseeing building delivery and automation integration for the operational go-live. Project management included overseeing internal and external work stream leads, facilitating the start-up and successful launch of the operation.

## Solution

TMX quantified and recommended an appropriate automation solution with a carton sortation system. This provided Harris Farm with the highest service level and financially viable outcome, with the greatest degree of flexibility. The solution created significant rental savings (AUD\$3.4million) between the first and final offer during the RFT process.

Additionally, the base building definition included over AUD\$1.1 million in provisional sums, reducing Harris Farm's set up costs (allowing full utilization of incentive), lessee obligations throughout tenure and future make good costs.

TMX also managed the legal and approval process in record time to avoid the risk of rising property and construction costs between the execution of non-binding HOA and legally enforceable documentation, whilst also ensuring a smooth transition to go-live within a tight timeframe.

***“This was a once in a generation opportunity to make a significant step change in our business operation. There was no room for errors so having the end-to-end expertise from TMX was invaluable.”***

Angus Harris, CEO, Harris Farm Markets

## Transform your supply chain

TMX Transform is an end-to-end supply chain consultancy, providing expert advice and practical, innovative solutions to businesses globally.