



Quintiq Optimization Software Solves Supply Chain Puzzle

Strategic Alliance Benefits USCCG Clients

When two firms like Quintiq and USC Consulting Group partner to bring to problem solving what they do best - innovative software development and business process improvement - the results for companies with complex processes and high volumes can be impressive.

Quintiq has developed a suite of software applications designed specifically to address the inefficiency and financial burdens these companies frequently experience because of their complex systems. Quintiq's Advanced Planning and Scheduling (APS) software is custom-designed to help companies produce and transport more product with fewer resources at lower costs and with faster delivery times. It has worked extremely well for such clients as Alcan Aluminum, Hydro Aluminum, Alcoa, Outokumpu, Railion, KLM and Budelpack.

USCCG, on the other hand, has a long-standing track record for delivering sustainable improvements with direct benefits to the bottom lines of many of

the Fortune 1000 companies.

"Combining the operations management expertise we've developed over four

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decades with Quintiq's unique Application Suite," explains Jim Ostrosky, USCCG's VP for product development and technology, "provides our clients a better way to

manage complex planning and optimizing tasks by automating key business processes through their entire companies."

In addition, USCCG and Quintiq share a culture of integrity and entrepreneurial spirit that allows them to focus on the best possible solution for each of their clients, most of whom need both better planning and scheduling systems and cultural change. And, because of the companies' complementary skill sets, clients benefit from a synergistic approach rarely found in other strategic alliances.

The Quintiq Genesis

Quintiq was named the third-fastest growing company in the Netherlands in 2004, having racked up a 1,780% growth rate in its first five years. Not bad for a group of five guys who told their previous employer they didn't want to split up their successful software development team and so started their own company to pursue their passion. And their passion, according to CEO

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Quintiq continued

Victor Allis, is solving puzzles.

“I’ve been solving puzzles my whole life,” says Mr. Allis. He even wrote his doctoral thesis, *Searching for Solutions in Games and Artificial Intelligence*, on the subject. And he views companies’ problems, whether they are poor delivery performance, high costs, too much inventory or workforce inefficiency, as big puzzles that can be solved.

Add to that passion a strong interest in planning and scheduling, expertise in artificial intelligence and software development, and the desire to help companies succeed through stronger performance and, *voila*, Quintiq was born. Even the company’s name is a little bit of a puzzle.

“The word *quint* means five and there were five guys who started this company. Add to that, IQ for intelligent software, and you’ve got Quintiq.”

The Strategic Alliance

In their initial work with some of Europe’s most well-known companies, it became apparent to Mr. Allis and his team that they really loved developing great planning and scheduling software, but they were not so great at the change management that is often required to get the best results from using the new software. That resulted in their initiating a quest for a partner that could provide both operational expertise and manpower. It was the most logical next step in expanding their own business, as well as allowing them to focus on what they do best.

“Our heart is in providing solutions to customers,” says Mr. Allis, “but we don’t want to fly out to see them all the time; we don’t want to work on change management face-to-face. We want to put together customized software for them

and say, ‘See, this is great stuff,’ and then hope that everything goes magically. But that’s not the way it is.”

Mr. Allis points out that there are many consulting companies, but few focus on bottom line benefits and on how a company really works so that they can help implement and sustain the change necessary for stronger performance. USCCG came highly recommended for operational excellence

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because of its successful hands-on approach to business process improvement, as well as its enduring reputation for integrity and commitment.

“From the beginning,” reports Mr. Allis, “USCCG’s top level management has given this strategic alliance their full support. We all want to make this work for our customers, which makes it worth the investment.”

Partnership in Practice

Quintiq’s CEO frequently tells

prospects very frankly that his company is there to help them make more money.

“You can make money in different ways. If your delivery performance is suffering because your puzzle is complex and you’re making promises you can’t keep or too often you didn’t even know you weren’t keeping, then improved delivery performance means you can attract and retain more customers.

“It could be that your throughput is suffering simply because you’re not using all your trucks or all your maintenance resources efficiently. In all cases, if you solve your puzzle better, you make more money or decrease costs. It all goes directly to the bottom line.”

The most important step in attaining that better bottom line is carefully analyzing the prospect’s situation to clearly identify the problems that can be addressed to best benefit the company’s financial health. That’s where USCCG comes in.

“They have the ability to really find bottom-line value for customers,” says Mr. Allis. “And they know how to manage the change required to make the best of our contribution, which is planning and scheduling.

“You can have the right problem and the right software to tackle that problem and still make a mess of it,” claims Mr. Allis. “But because USCCG is so good at change management our alliance really clicks. They think about the processes, the people involved, the culture of the client company, and we can provide the software that allows them to focus on their part.”

Case Histories

Victor Allis points to two early successes that fortified Quintiq’s belief that their product was the real thing. The

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Quintiq CEO Victor Allis

Mr. Allis studied computer science at Amsterdam's Vrije Universiteit. After a year in New Zealand, where he learned to play golf, he returned to the University of Maastricht, where in 1994 he earned his Ph.D. He worked as an assistant professor at Vrije Universiteit for two years before joining Bolesian, the Netherlands' leading knowledge technology company. In 1997 he and four partners established Quintiq, which was named Netherlands' third fastest-growing company in 2004. Mr. Allis has been married for 16 years and has two young daughters.



Quintiq continued

first was an engagement with the world's largest aluminum rolling factory, which produced over one million metric tons annually. Their delivery performance was running around 40% and they had a huge inventory. After implementing Quintiq's software application for a couple of years, the company reported that their throughput went up 24%, their inventory decreased 26% and their delivery performance was well over 90%.

Characteristically, Mr. Allis downplayed Quintiq's role in the success. "They did a lot of things right, including doing more maintenance and hiring a great plant manager. But we did remove the planning and scheduling bottleneck and allowed them to run better and more smoothly across the board."

In another engagement with a food service provider at Amsterdam's major airport, a similar story played out. The company was required to make deliveries to 20 different airlines and rapid response was required when a plane was delayed, a gate changed, a flight cancelled or myriad other problems arose. They had to deliver meals and, when they didn't, they were fined by the airlines. By implementing Quintiq's software application, they were able to reduce their fines by nearly \$1 million a year and reduce the number of meals they delivered late each day by a factor of

four, which resulted in huge savings.

"I go home proud when a company's processes work better and the customer is really happy," says Mr. Allis.

The Future

"Our biggest challenge will be to continue what we've done well for the past five years, which is being exceptionally focused on making our projects work. If you look at the Advanced

Planning and Scheduling market during the 1990s, you'll see a lot of promises about APS software and a lot of failed projects. We've set out to be a company that always delivers value and that means making sure our processes are more organized, that we know exactly what we're doing, but also hanging in there when a project takes more time than anticipated.

"The focus on quality, on really delivering results, on getting the right partners, like USCCG, is the key to the future."

"The focus on quality, on really delivering results, on getting the right partners, like USCCG, is the key to the future. It's not so difficult to sell our software based on referrals right now, but turning those projects into new referrals over the course of the next two years is crucial if you want to ensure your rightful place among the highly successful planning and scheduling companies."



Q&A With Margaret Wilson, Senior Project Manager

Margaret Wilson earned a BS in civil engineering from the United States Military Academy at West Point. After three years with the U.S. Army Corps of Engineers as a project officer and construction manager and retiring as a captain, she joined the American Tobacco Company as operations engineer. In 1994 she became one of the first women on Frito Lay's maintenance operations team. She came to USCCG in 1999 after a stint with Mervyn's California, Plano, TX, where she played a pivotal role in their process improvement initiatives as facility engineer. Here she shares her perspective on life and her advice for success.

Q: What attracted you to the delivery side of operations management consulting?

I spent about ten years in manufacturing operations and saw a lot of consulting companies come in, look at the operation, ask the people on the floor what they would do differently and then, three months later, deliver a three-ring binder filled with recommendations that really came from the shop floor. There was no how-to, no explanation on how to execute the recommendations. So, I figured, if you can't beat 'em, join 'em.

I heard that USCCG was a roll-up-your-sleeves kind of company, which really interested me. I was looking for a place where individual performance really drives growth, versus the standard organizational structure, so that combination was very attractive.

Q: What's your advice for those pursuing a management consulting career?

Read a lot. Get some life experiences.

Take one or two supervisory jobs where you're down on the floor, where you can empathize, but not necessarily sympathize, with the kinds of companies we work with.

Read copiously and then figure out, based on that reading, what you'd do differently. And don't read just nonfiction; read fictional books about life so that you can relate to many different situations. Too often we try to learn everything on the job when there is a whole library of information available to us in magazines and books.

Many of us spend at least four hours a week on an airplane. If you don't read during those four hours, you're really shortchanging your professional development. Reading the newspaper, for instance, allows you to converse with your client about sports or business or just an article you found interesting. It helps you establish contact.

Q: As a female in a traditionally male-dominated profession, have you been presented any special challenges?

I've always been a female working in a male-dominated environment, so I don't really know the other side. What I do is market some of my unique military, maintenance and engineering background up front, so that everyone understands that I'm not naïve about manufacturing. Everybody has to establish credibility one way or another.

Q: Has your military experience served you well in this position?

Absolutely. I wouldn't take back my military experience for anything. It definitely taught me that when you're

the person up front, there are no excuses. Gender isn't an excuse, size isn't an excuse, and lack of education isn't an excuse. You have to lead your group with the resources you have.

Q: What other lessons did you take out of your experience at West Point?

I learned quickly that there were enough pressures in place that I didn't have to add any artificial restraints. I constantly watch to make sure my gender doesn't create any obstacles, but it's never been a driving force behind my motivation. I just want to do a good job because that's who I am. If you're constantly trying to prove yourself, you're being very self-conscious and not focusing on what you need to do.

Q: What has most surprised you during your six years with USCCG?

Nothing has really surprised me, but I've been delighted that our company shares information. No one allows anyone to hoard information. And there is no one who has done a good thing who isn't allowed to share that. We're competitive, but we don't inhibit other people from being successful.

Q: What would you change?

One thing I'd like to go back and improve is the way I worked with junior project consultants. I'd really spend more time developing them. Often the demands of a project are considered the most important thing, but simply taking a half hour out of every day to better develop those human resources would make a big difference for the company.





USCCG Welcomes Supply Chain Management Expert

Gary M. Acromite has joined USCCG as director of supply chain management and client enabling technologies. He was most recently with Swift Foods Inc. in Greeley, CO, where he was vice president, customer supply chain, and chief information officer.

He began his career with Honeywell, Inc. in Minneapolis, where he worked his way up to director of information systems in one of the company's major Defense Department contracting divisions. In 1995 Mr. Acromite joined Wolverine Worldwide, Inc. in Grand Rapids, MI, as vice president and chief information officer. From there, he spent several years at ConAgra Foods, Inc., in Omaha, NE,

where he was VP, customer supply chain.

"Mr. Acromite," according to Jim Ostrosky, USCCG SVP, product development and technology, "brings an impressive background in both logistics and technology to USCCG. His 25 years of experience in these areas makes him the ideal person to manage our suite of automated business solutions and our e-learning platform, M-Abler. In addition, he will be responsible for further developing USCCG's supply chain practice across all our businesses."

"Our clients," says Mr. Acromite, "are facing enormous pressure to deliver shareholder value, which resides in untapped aspects of their business model. By coupling the strength

and history of USCCG's operational improvement capabilities with an integrated comprehensive supply chain management and client technology solutions offering, we can give our clients new levels of insight into these hidden areas of value that will positively impact their bottom line results".

Mr. Acromite earned a BS/BA in finance and economics from the University of Minnesota. In addition, he is certified in performance management systems by the Defense Systems Management College and holds a Mini-Masters of software design and development from the College of St. Thomas. He currently resides in Fort Collins, CO.

USCCG Addresses Changes And Challenges At 2005 International Poultry EXPO

Six of USCCG's most prominent poultry processing experts were on hand at the 2005 International Poultry Exposition, January 26 - 28, at the Georgia World Congress Center in Atlanta. The team assembled every day at Booth #5162, in Exhibit Hall B.

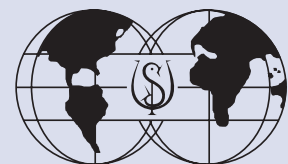
USCCG is well known for improving live operations through further processing of whole, bone-in and ground formed product. They have also developed a live production planning

system to facilitate key buying and selling decisions for eggs, young and mature birds; managing breeder stocks, hatchery set, and bird placement schedules; and the grow-out cycle.

This explains why USCCG has worked with ten of the top 20 poultry producers and over 45% of the top food processing companies in North America.

To learn more about how to

significantly improve the operating effectiveness and financial performance of your company, please call (800) 888-8872 to schedule an appointment with USCCG's business development team.



**INTERNATIONAL
POULTRY EXPOSITION**





First we make it work. Then we make it last.®

For more information contact us at 800-888-8872 or www.usccg.com

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