



CONSULTING SERVICES FOR MANUFACTURING & DISTRIBUTION COMPANIES

Biggins Lacy Shapiro & Company offers a wide variety of services for manufacturing and distribution operations, ranging from location strategy to site selection to incentives negotiation. All services are designed to be customized to the exact needs of our clients. Services for manufacturing and distribution operations are outlined below.

LOCATION STRATEGY & SITE SELECTION

BLS & Co. helps clients determine the most strategic location for manufacturing plants and distribution centers to optimize operational efficiencies. Our studies are designed to find locations that balance optimal supply chain network designs with locations that also meet other operating requirements and minimize risk. Services for location strategy and site selection include:

LOGISTICS/SUPPLY CHAIN NETWORK OPTIMIZATION

Evaluation of transportation costs, shipping methods, and service levels for existing and proposed manufacturing, assembly, and warehousing locations. BLS & Co. helps companies answer questions related to supply chain strategies such as:

FACILITY LOCATION STRATEGY

- Where should we locate our new operation?
- Do we need one or two plants or more?

CAPACITY EXPANSION

- Should we expand here or into another facility?
- Supply Chain Modernization: Are our facilities in the most efficient locations?

FACILITY RELOCATION

- Where is the lowest cost location that meets our needs?

NETWORK OPTIMIZATION

- Is our network optimized to balance cost and speed to delivery?

COMPANY ACQUISITION

- How do we rationalize and optimize two independent networks?



FEASIBILITY ANALYSIS

- Evaluation of geographically variable operating costs and subjective factors affecting “Stay or Go” or expansion decisions.

ENERGY SERVICES:

- Assessment of utility infrastructure (electricity, gas water, sewer, telecom) for specific operating needs, and available capacity.
- Analysis of reliability and redundancy requirements and utility options to meet that requirement, including for business continuity.
- Overall utility cost analysis including initial capital and annual delivery and commodity cost.
- Work with utility service providers to determine capacity and transmission changes, deposit requirement and refunding agreements.
- Design and facilitation of utility installation.

LABOR MARKET ANALYSIS

- Analysis of the labor pool, including wages, education/skill level, labor market stress, labor-management relations, productivity and training resources to meet current and future needs.

PROPERTY DUE DILIGENCE

- Management of the site due diligence process including collection of critical property information and coordination of professional engineering studies. Aligned with the Incentives Negotiation process to ensure all site development incentives objectives are achieved.

INCENTIVES NEGOTIATION

BLS & Co. provides the full range of services required to plan and execute incentives transactions, from initial evaluation of potential inducements, through structuring of incentives transactions, negotiation of documentation and the administration and claiming of benefits. BLS & Co services for incentives negotiation include the following:

PLANNING AND EXECUTION OF INCENTIVES STRATEGY

PRELIMINARY INCENTIVES ASSESSMENT

Review incentives impact on consolidation or expansion, and related capital investment and staff movements. Impacts may be positive in “go to” locations and negative in “come from” locations.

EVALUATION OF INCENTIVE PROGRAMS

Analyze likely range of incentives values as part of cost/benefit analysis for each affected business unit. Anticipate incentives positioning issues in preparation for potential new “project.”

INTEGRATION OF INCENTIVES WITH SITE SELECTION

SERVICE INTEGRATION

Integrating incentives throughout the pre-engineering and site selection process, from scenario development, through planning, due diligence and execution.

STRATEGIC PLANNING

Alignment of incentives with the larger corporate real estate decision process enabling clients to achieve maximum value and flexibility.

INCENTIVES COMPLIANCE AND ADMINISTRATION

MANAGEMENT OF APPROVALS

Manage formal approvals and finalize incentives agreements; provide post-closing “roadmap” of reporting & claiming requirements, including “claw-back” provisions.

REPRESENTATIVE CLIENTELE

A select list of current and former clients includes:

Amy’s Kitchen	Celebration Foods	Fresh Express	QVC
Avon Products	Dole Fresh Vegetables	Graze Nature	Raybern
Bristol-Myers Squibb	D&H Warehouse	Delivered	RX Solutions
Colgate Palmolive	Fanatics	Pearson	Sierra Nevada Brewing Co.
		PGP International	

SELECT CASE STUDIES



BLS & Co. recently completed an assignment for a 500,000+ sf manufacturing facility with 300 new jobs and \$200 million capital investment. The search geography included the southeastern and mid-Atlantic United States. BLS assisted the client in narrowing the field of potential sites based on labor availability, labor quality, labor cost, supply chain considerations, tax climate, operational costs, and a number of other factors. BLS & Co.’s energy services group performed infrastructure due diligence on the preferred site, identifying several critical issues to be remedied. The negotiated incentive package was comprised of various tax credits for job creation, investment, and port usage; a closing fund grant award; sales and use tax exemptions, training assistance, and property tax reductions.



BLS & Co served as site selection and incentives consultant for a high highly competitive nationwide search for a \$1 billion, large-scale multi-product bulk biologics campus in Devens, MA. The facility (the largest capital investment in BMS history) supports the production of ORENCIA®, the company’s biologic therapy for rheumatoid arthritis. The project benefitted from an incentives package worth more than \$107 million (NPV).



Graze Nature Delivered, a UK health snack food e-commerce company, was seeking an office and distribution location to enter the US market. BLS was engaged to evaluate multiple location strategies in the NY/NJ metro area. Working as an integral member of the real estate team, BLS evaluated capital and operating costs, taxes, labor availability and cost, and available incentives at sites in New Jersey and Pennsylvania.

The company will begin its US expansion by establishing a mail order distribution center and leased approximately 112,000 sf existing space. In addition to immediate warehousing and distribution, the company plans to add manufacturing by securing additional space or a second site.

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