



An Australian Government Initiative



Shaping Business, Transforming Industry

## CLIENT JOURNEY

# HEATHER BRAE SHORTBREADS

Thomastown VIC 3074

## Background

Heather Brae Shortbreads has been baking traditional family favourite treats since 1941. From humble beginnings, in the war years, this family business has developed into a professional medium size business based in Melbourne, VIC.

They produce a range of decadent baked-goods for the café, food service and retail markets, including gourmet biscuits, tarts and cakes. Their products are found in airlines, quality cafés, and large coffee chains. They also supply a range of “Private Label” bakery products to all major Australian supermarket chains.

Relocation to larger and refurbished premises provided the business with opportunities to expand into new markets and increase the product range. In 2008, the company undertook capital investments of \$772 000 to facilitate greater productivity, streamlined processing, elimination of manual handling operations, and improved quality, flexibility and process consistency.

Having made the large capital investment in plant and equipment, Heather Brae Shortbreads faced the challenge of recovering the expenditure through sales growth and expansion.

On learning of the support available through an Enterprise Connect business review, Managing Director Bass Wakim welcomed the opportunity to gain outside analysis on their business efficiency.

“While we’d done our own planning and evaluations, we were very happy to have expert assistance to check we were on the right track.” Mr Wakim said.



Heather Brae’s Choc Viennese fingers

## Outcome

Business Adviser, Paul Smarrelli, conducted a full Business Review, benchmarking Heather Brae Shortbreads against other businesses and identifying key strategic strengths and issues. The Business Review report provided the firm with a full industry analysis, market analysis, operational analysis, and implementation plan to put recommendations into action.

“He listened to us carefully, got to know our business, looked at all our processes and spoke with key members of our staff. We found Paul to be excellent—very professional and extremely thorough.” Mr Wakim said.

Paul’s key recommendations focused on continuous improvement cycles and finding further production efficiencies. Paul also recommended that the firm increase their customer base through stronger sales activities, such as advertising and participation in trade shows. Heather Brae Shortbreads found the Business Review and recommendations to be helpful in ensuring they recover their investment in plant and equipment and prepare for expanding output levels.

“I found it to be relevant, focused, professional and ultimately effective. I can’t recommend Enterprise Connect highly enough.” – Mr Wakim, Managing Director, Heather Brae Shortbreads

## Further Information

Visit [www.enterpriseconnect.gov.au](http://www.enterpriseconnect.gov.au)  
or call the hotline **131 791**