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# Robert Lee Distribution Ltd

Strategy Plan 2022



 **robertlee**  
bathrooms • showers • plumbing • kitchens

Exclusive distributors of

**ARLEY**  **synergy**  
water • power • energy

 **trisen**  
BRASSWARE

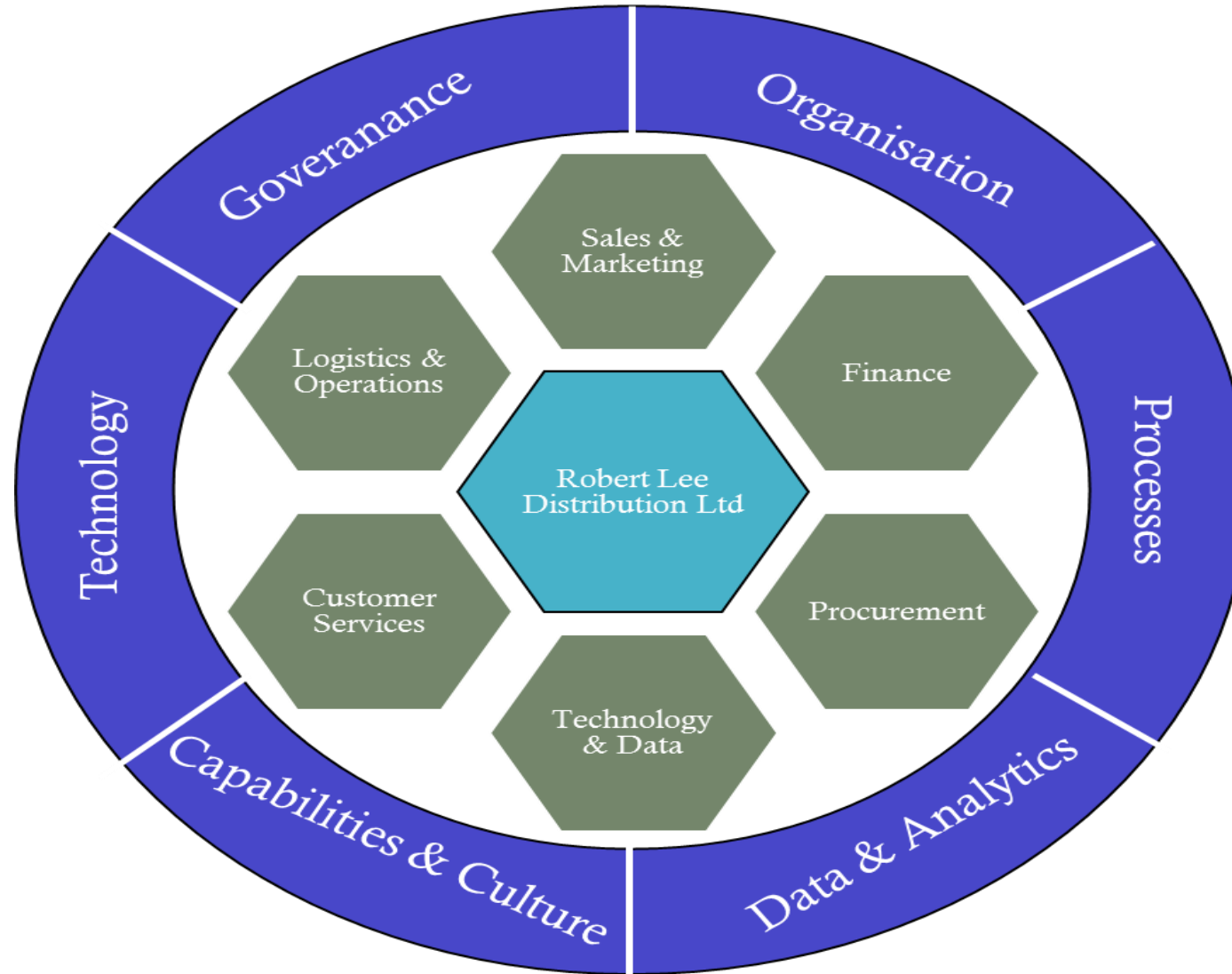
 **warmbase**

Over the last 5 years the potential of RLD has stalled due to poor communication with both customers, suppliers and staff. Historically the business has targeted turnover growth as its key objective, by adding brands and smaller customers to its portfolio. The lack of investment in IT infrastructure and process management has led to mixed product and service offering with staff unclear in the direction of the business.

Through clear objectives and timelines, this document will define the process of change the business will undertake to cement its position as the leading distribution partner for bathrooms in the UK.

# RLD FUTURE CAPABILITIES AND ENABLERS FOR SUCCESS

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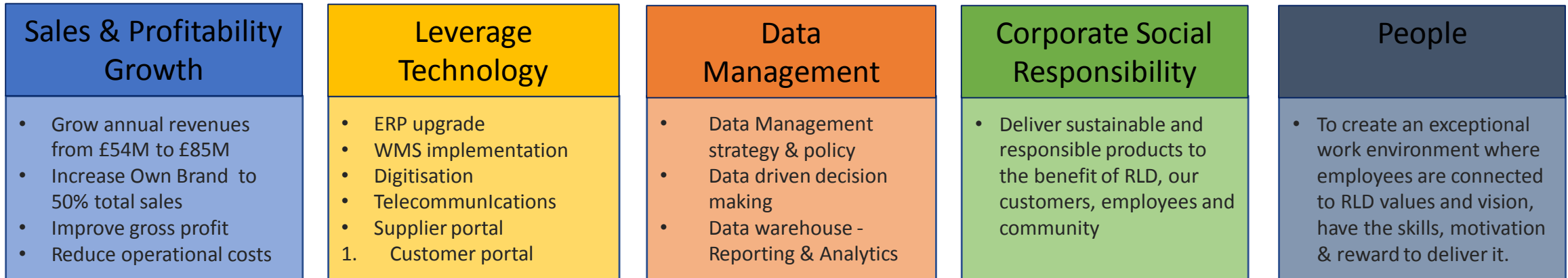
# RLD's Ambition and Strategy to support it..

**Ambition:** To become the premier distributor in our industry and to our customers in UK

**Mission:** To provide best value products and services to our customers whilst developing a profitable and inclusive environment for all our employees

**Vision:** To make people the centre of our business

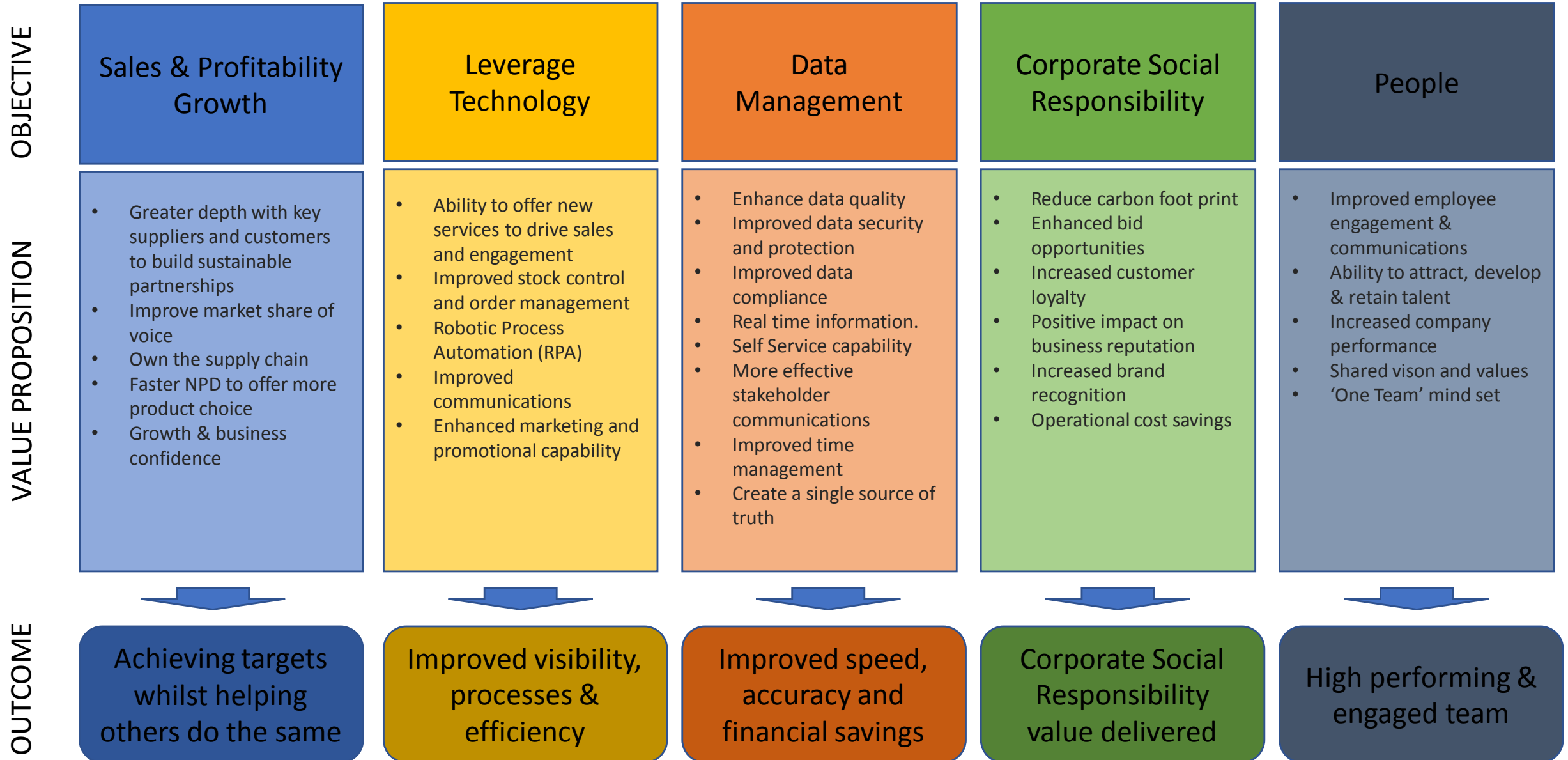
## Company Strategic Objectives



## Key Dependencies

- |   |   |  |
|---|---|--|
| <ul style="list-style-type: none"> <li>Communications strategy</li> <li>Stakeholder engagement</li> <li>Investment in Technology</li> </ul> | <ul style="list-style-type: none"> <li>Project execution &amp; delivery</li> <li>Talent development program</li> <li>Employee engagement</li> </ul> | <ul style="list-style-type: none"> <li>Supplier relationship management</li> <li>Customer engagement</li> <li>Performance development</li> </ul> |
|---|---|--|

# RLD's Value Proposition & Business Outcomes..



# What does the future look like ?



**Why?**

**What?**

**How?**

**When?**

# WHY? - BUSINESS MATURITY ASSESSMENT

	Sales & Marketing	Finance	Procurement	Logistics & Operations	Technology & Data	Customer Services
<b>Low Maturity</b>	<ul style="list-style-type: none"> <li>No defined sales structure</li> <li>Minimal alignment on goals and KPI's</li> </ul>	<ul style="list-style-type: none"> <li>Fragmented use of tools</li> <li>Poor digital literacy</li> <li>Some processes defined but tasks are manual</li> </ul>	<ul style="list-style-type: none"> <li>Ad-hoc supplier /customer alliances</li> <li>Digital engagement low</li> </ul>	<ul style="list-style-type: none"> <li>Logistics processes manual with limited governance</li> </ul>	<ul style="list-style-type: none"> <li>Ad Hoc IT planning</li> <li>Outdated IT systems</li> <li>Reactive to IT issues</li> </ul>	<ul style="list-style-type: none"> <li>No CRM</li> <li>Low focus on performance/metrics</li> <li>Poor on-boarding process</li> <li>Areas are solely working from paper.</li> </ul>
<b>Medium Maturity</b>	<ul style="list-style-type: none"> <li>Operational in nature, reacting to requests</li> <li>Some sales and marketing alignment on key processes</li> </ul>	<ul style="list-style-type: none"> <li>Investment in Technology with increased access to data</li> <li>Greater efficiency in data output and reporting</li> </ul>	<ul style="list-style-type: none"> <li>Greater supplier engagement &amp; ownership</li> <li>Supplier development with agreed KPI's</li> <li>Cost ownership</li> </ul>	<ul style="list-style-type: none"> <li>Acceptance of process refinement and change</li> <li>Digital initiatives engaged to align with strategy</li> </ul>	<ul style="list-style-type: none"> <li>Clearer, but not executed IT priorities</li> <li>Basic automation</li> <li>Understanding of data impact</li> </ul>	<ul style="list-style-type: none"> <li>Standardisation of business offering</li> <li>Better understanding of targets &amp; impact on business</li> <li>Use of existing tools to maximise efficiency</li> <li>Focus on training &amp; quality</li> </ul>
<b>High Maturity</b>	<ul style="list-style-type: none"> <li>Working to a plan, balanced between strategic and operational</li> <li>Two way communication</li> <li>Goals &amp; KPI's have been set</li> </ul>	<ul style="list-style-type: none"> <li>Connective data across the organisation</li> <li>Finance strategy is aligned and continually improved</li> </ul>	<ul style="list-style-type: none"> <li>Comprehensive information visibility</li> <li>Full service suppliers</li> <li>Goals and metrics standard practice</li> </ul>	<ul style="list-style-type: none"> <li>Digital engagement for scalable processes</li> <li>Comprehensive governance in place</li> <li>Optimised customer experience</li> </ul>	<ul style="list-style-type: none"> <li>Digital led business strategy</li> <li>Scalable IT automation</li> <li>Clean useable data set</li> <li>UX value proposition for all stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>CRM &amp; supported service</li> <li>Customer insights &amp; CSAT</li> <li>Workforce Management</li> <li>Team objectives defined/set/rewarded</li> <li>Centralised knowledge base</li> </ul>
<b>Potential Benefits</b>	<ul style="list-style-type: none"> <li>Improved effectiveness of communication</li> <li>Increased stakeholder engagement</li> </ul>	<ul style="list-style-type: none"> <li>Valuable strategic incites to business metrics</li> <li>Greater knowledge sharing</li> </ul>	<ul style="list-style-type: none"> <li>Increased supplier engagement and aligned business strategies</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced customer experience and communications</li> </ul>	<ul style="list-style-type: none"> <li>Increased effectiveness of individuals and teams</li> <li>Increased organisational flexibility and resilience</li> </ul>	<ul style="list-style-type: none"> <li>Increased efficiency of order processing</li> <li>Opportunity to engage in 'Sales'</li> <li>Reduction of interactions per sale.</li> </ul>



## Communications:

- To facilitate clear communication of the business strategy and the progress of business activities to all employees, customers and supply partners. RLD will set out a calendar of communications for all stakeholders commencing with this RLD strategic plan but also leveraging other communication channels, company newsletter, intranet, management briefings etc.
- An internal Intranet will be set up as a point of contact for all staff to view company and department documents, learning facilities and required company and department information.
- Matt Earle CEO will be initialling a bi-annually address to all employees to present updates on progress and direction of the business. ( *16<sup>TH</sup> & 17<sup>TH</sup> August 22* )
- A Monthly Management briefing pack with updates from each department has been created and will be used by managers to brief their teams and solicit feedback.

## Sales & Marketing

- RLD had the goal to increase sales from **£50m to £84m** by October 2025, through 5 key channels - *Buying Groups, Contracts, E-Commerce, Direct Containers and Showrooms & Independents* .
- *To grow “own brand” to 50% of total sales by 2025*
- Establishing formal quarterly Sales forecast reviews to continually review progress to plan, and assess internal and external influences, implement mitigation plans as necessary
- We will continue to invest in joint marketing activities to increase both awareness and “share of voice” for our own brands, our branded partners and our service level offering.
- The marketing team will set out a calendar of events and campaigns to proactively communicate the RLD value proposition aligning with Sales and Procurement.

## Data & Technology:

- Investment in our IT infrastructure, development and data management capabilities, ensuring we have the required technologies, resources and organisation to deliver on our business strategy and objectives.
- NAV 2015 will be upgraded to cloud based Business Central ERP by Microsoft by Q4 2023; we will also implement a new WMS, and conducting an evaluation of the current TMS.
- Develop RLD's Project and Change Management capabilities to fully leverage the potential of our technology investments and projects
- The internal Intranet website will be scoped and delivered by end of Q3 2022.
- Voice and Data technology upgrades to support Customer Services in delivering efficiencies and an enhanced customer experience.
- Enhanced Data Management, through implementation of a Data Management strategy & policies. Analytics and Reporting.
- Build a Data Warehouse to consolidate and enhance RLD data and reporting capabilities utilising a common Power BI interface.

## Logistics & Operations

- RLD is fundamentally a logistics business and as such the service level requirements for our business are defined by the pure play market leaders. Through IT and infrastructure investment RLD will grow to define the value proposition for distribution within the UK.
- The implementation of the new Warehouse Management system is scheduled to commence in spring of 2023 will drive efficiencies
- Real time stock visibility across all stakeholder platforms.
- On site re-packaging facilities to reduce stock wastage and facilitate improved drop shipping capabilities.
- With the growth in ecommerce, we will introduce new processes and SLA's to deliver, in partnership with external carriers (DPD) a "drop shipping" service direct to consumers.
- TMS real time order traceability

## Finance:

- In order to support the evolution of the business is it essential that the capitol necessary for chance is aligned with the time scales and requirements of the company strategy.
- Cash provision to pay suppliers and maximise the return on capitol employed.
- There is a FX strategy (hedging foreign currency) to help build own brand sales and improve margin.
- Regular monitoring of department KPI's to maintain debtor days and stakeholder satisfaction.
- Risk assessments providing mitigation of potential financial risk from external forces.
- Funding for IT infrastructure upgrades that are currently under way.

## Procurement:

- A review of the Procurement function has been undertaken to better define the organisation, roles and responsibilities needed to support RLD goals and objectives.
- Appointing dedicated resources to develop our category and supplier performance management, business engagement and procurement operations capabilities & competencies.
- Developing a Procurement Performance Dashboard to identify and monitor industry recognised KPIs / metrics to improve bottom line performance and meet customer and stakeholder expectations.
- To improve supplier performance management we are enhancing our supplier contractual terms and supplier reviews, establishing SLA's / KPIs to drive increased supplier performance and service levels.
- Utilising the procurement operations team to identify and evaluate opportunities to streamline existing procurement processes.
- We will review the contributions of all brands in line with the company strategy and continue to work closer with our chosen partners.

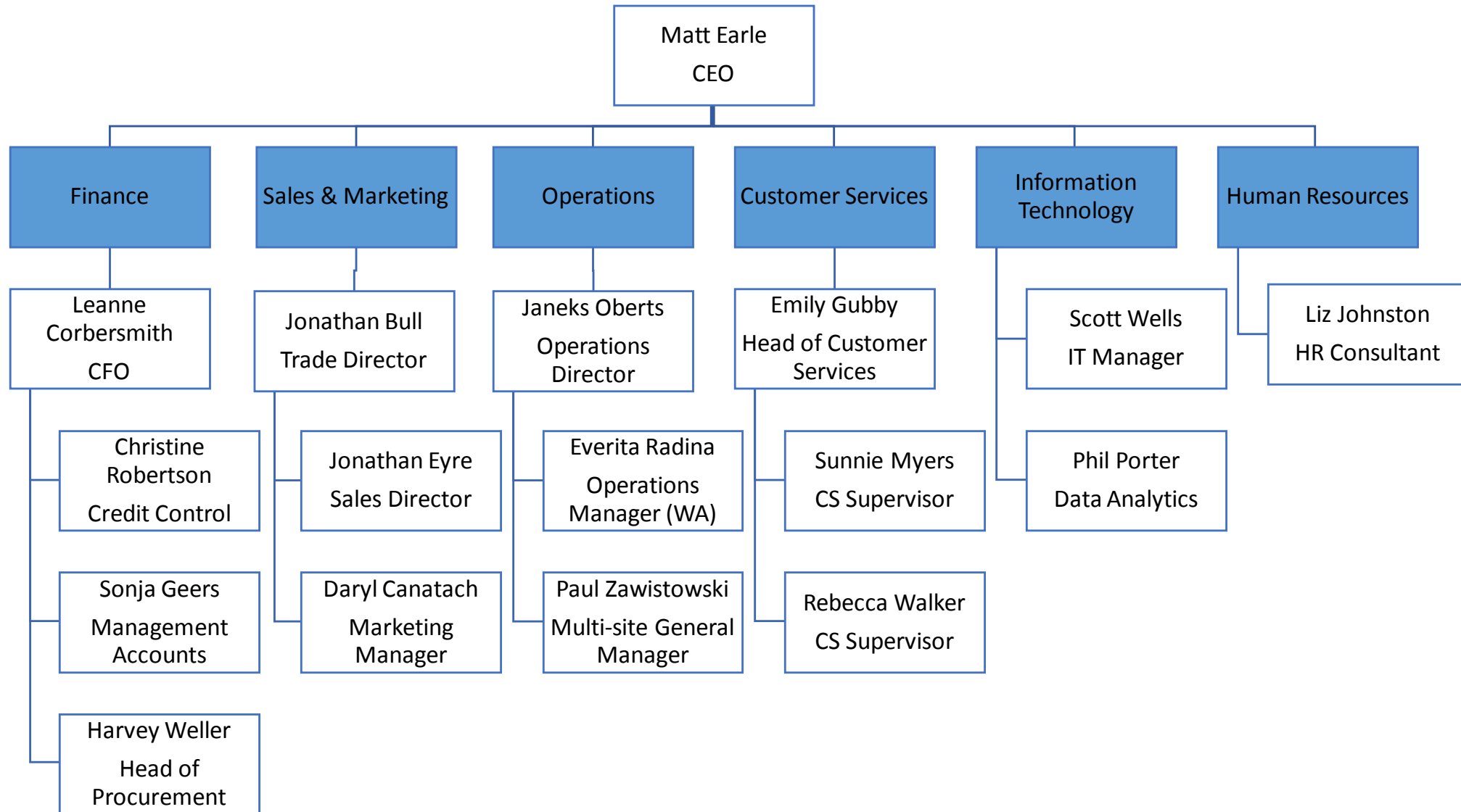
## Customer Services:

- Customers Services are the front line point of contact for our clients on a daily basis, as such we will be investing in resources and training to further development of our staff improving customer and stakeholder engagement.
- We will be reviewing and developing new processes and procedures to ensure continuous operational improvement enhancing to enhance our customer experience.
- All Customer Services team members will have clearly defined training, coaching and development plans to enable and support them in the delivery of service levels and performance targets.
- We will introduce CSAT (Customer Satisfaction Score) capabilities to aid business development to build a complete picture of customer satisfaction and drive continuous improvement.
- We will establish dedicated Customer Service forums for improved collaboration across departments to discuss / evaluate opportunities to improve overall customer service.
- There will be investment in technology to improve Voice & Email system capabilities, including a new CRM system.
- We will become Omni-channel able.

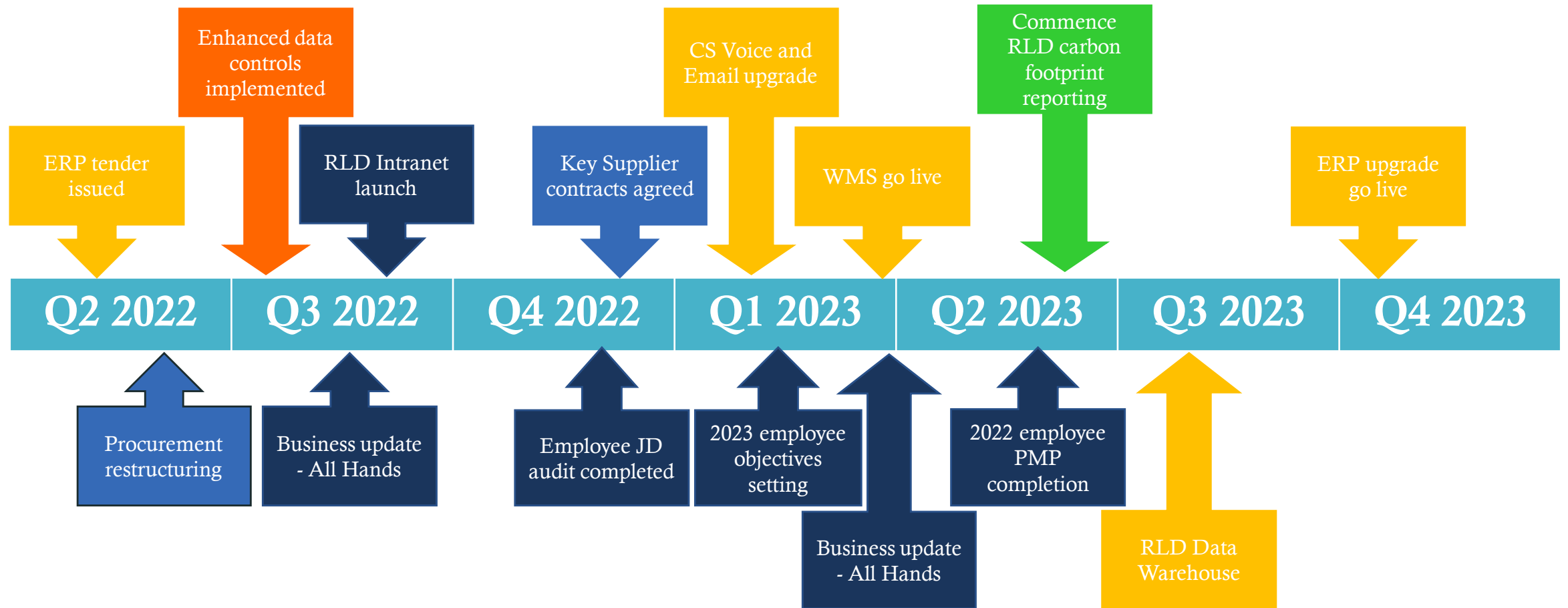
## People:

- We want to ensure that all employees have a clear understanding of their role and responsibilities which aids personal and company performance. Working with our external HR partners we will be undertaking an audit to ensure all role have adequate job descriptions.
- To ensure that employees have the skills, tools and training to do their jobs. Establish RLD training portfolio consisting of in house and external training as appropriate.
- Establish annual employee performance reviews, to foster greater manager / direct report interactions, setting expectations with objective setting and development planning. Working with our HR partners we will be establishing a formal employee performance management process
- Developing and publishing an RLD employee handbook to communicate RLD values and company policies.
- Improve our talent acquisition and retention – RLD will be reviewing our recruitment & screening, reward and recognition policy and processes.

# RLD LTD - MANAGEMENT TEAM



# WHEN? – KEY EVENTS



Key:

Comms
Technology
Data
CSR
People