



Assignment Profile	<b>Gardman</b>	Mar - Jun 12
Role	Programme Manager – Business Change	

**Value delivered**

- Outsourced blending plant, reducing operating costs by £550k pa and most importantly increasing flexibility and withdrawing from fixed costs.
- Delivered 50% saving on primary transport.
- Moved in-house packaging to co-locate with warehouse operations, saving £150k pa on inter-site transport.
- Stock reduction exercise, combined with improvement of information used for sales/purchasing planning enabled withdrawal from excess warehousing, releasing £170k pa.
- Moved Mail Order & Internet channel operation into main warehouse, allowing increase in range available, whilst reducing stocks required to service demand.



**Project Profile**

**Outsource** – Exit from a blending mill in Devon, movement of production to outsource partner in Lincs. Reduced batch sizes and reduced travel delivered savings that overcame the slight increase in production costs. A further reduction was gained through backhaul, and stacking to vehicle capacity.

**Packaging** – movement of smaller retail seed packs packaging to the warehouse consolidated 96% of activity to one location, significantly reducing transport and raw material costs.

**Stock reduction** – £2.5m of slow/dead stock disposed, releasing significant storage. Better information allows more flexible purchasing for imported goods from China/EMEA.



**Features**

**Opportunity assessment and prioritisation** - to identify areas of change and expected benefits – several alternatives for each area suggested for review & solution generation.

**Design** – using spreadsheet models with existing teams.

**Delivery of agreed changes through local management team** – planning, negotiation and delivery of changes to plan and budget.

**Measurement of benefits gained vs P&L performance** – ensuring planned benefits achieved or exceeded. Reporting to Bank (owners).



**Client Profile**

**Gardman** – UK's leading supplier of 4,000 growing, garden living, wild bird care and pet care products to garden centres. Products range from seed and meal worm bird feed, to greenhouses and 'Garden Art' imported mainly from China, and wood products imported mainly from Norway. Owned by Barclays Private Equity, managed by Equistone.



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