

Case Study – Building Materials

Programme Director - Transformation



Programme Director to develop a blue print for transformed profitable business

The Client* :

Rugby Cement, part of the FTSE 100 listed RMC Group plc a Cementitious manufacturer with a Turnover of £220m producing 3.5m tonnes of product from 4 Cement Kilns, 7 Import Terminals and 5 Fly Ash plants.

The Challenge needing a Solution :

The business was making a loss of £7m, its cost base was too high and plant reliability poor. Being a large energy user it was being heavily impacted by the Climate Change Levy. The market was demanding sustainable products and solutions. Although it was a heavy industrial, asset and capital intensive business there was no forward strategy to manage assets, investment and raw material reserves.

The Solution Delivered :

I was appointed as Programme Director / Director of Strategic Change and was asked to lead a 9 months programme of 45 projects in 5 streams with the aim of developing a blue-print for a profitable business which met the RMC UK Cement Strategy Objectives (ROCE, profit, industry position) and put in place the key organisational enablers for (a) performance improvement to-day and (b) long term implementation :-

- New shift patterns, organisation design & headcount reduction.
- Developed new products and services.
- Invigorated SHEQ culture
- Long term asset and investment strategy
- New Logistics and Supply Chain Strategy
- £7m Loss to £25m Profit

At a Glance :

Sector :

Cement / Building Materials

Role :

Programme Director

Duration :

9 Months

Delivered :

45 Projects
5 Streams
Asset Strategy
Cost reduction
NPD Process
New Org Design
£7m Loss to
£25m Profit

What the Client* says :

"I worked with Clive at Rugby Cement and am pleased to give him credit for the innovation and drive that he brought to his roles, including Programme Director, during my time there as MD."
- Stewart Davies – Managing Director

* Role undertaken as a Secondment whilst employed as the Supply Chain Director – Rugby Cement

SPECIALIST EXPERTISE

Liquid Chemicals

Liquid Foods

Bulk Raw Materials

Minerals

Building Materials

Multimodal Logistics

Fleet Utilisation

UK, EU, Global

Procurement

KEY TRANSFORMATION ACTIVITIES

Change Projects

Contract Management

Growth Planning

Restructuring

KPI Implementation

Performance Management

Continuous Improvement

Turnaround

Post Merger Integration

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