

# EOA Annual Conference

EMPLOYEE OWNERSHIP  
BEST IN CLASS

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for  
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Advice Investment Growth

# Letting Go and Enabling Effective Succession

Facilitator: Adam Campbell, Telos Partners

Contributors: Ralph MacLeod, Galloway and MacLeod  
Alan Nuttall, Nuttall Partnership

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# Ralph MacLeod

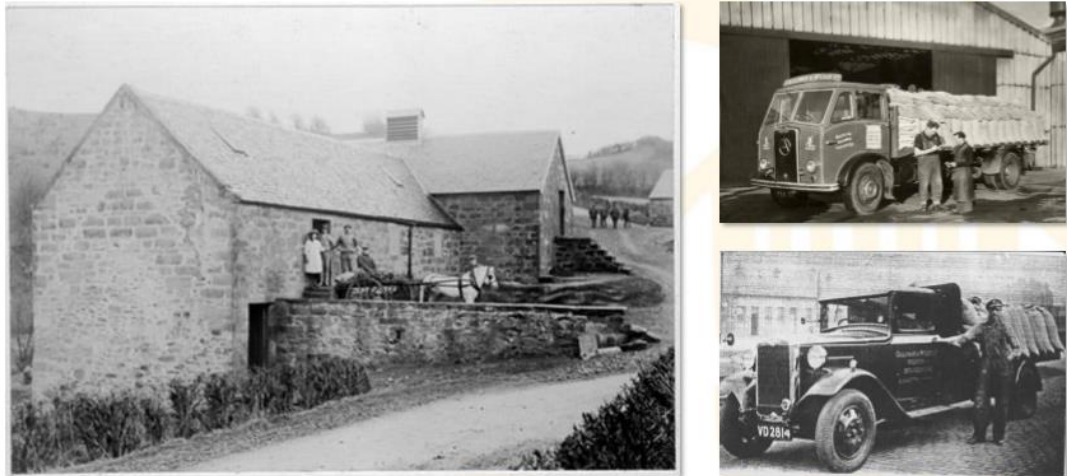
Galloway MacLeod


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**GALLOWAY & MACLEOD**  
GRAIN MILLERS AND AGRICULTURAL MERCHANTS  
EXPERIENCE. THE DIFFERENCE

*Intelligent Agriculture – Customer Focused, Results Driven*

## WHAT'S THE STORY?



 Galloway & MacLeod *Intelligent Agriculture*

- G & M overview 1923 to 2010
- Investor in People 1999 – new culture
- EO Project commenced January 2010 Transition on 1<sup>st</sup> December 2010

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**PERSONAL EXPERIENCE**

Galloway & MacLeod Intelligent Agriculture

## Dealing with leadership succession during transition

- Our transition period very short.
- Selecting new MD was start of process.
- Ensuring good communication to ensure management team kept informed and encourages to buy-in to process.
- Management team decision to say yes to EO and commit to personal investment.

## How to support future leaders

- ‘Keep Out’ of business management.
- ‘Suggest’ instead of ‘do’.
- Work in background, process is important.
- Share knowledge.
- Help prepare business for 2<sup>nd</sup> generation E O succession.

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## ADVICE

# ESCAPE!..



 Galloway & MacLeod *Intelligent Agriculture*

### How to let go

- Promote yourself to OBSCURITY.
- Single person conduit to business.
- Personal choice to stay involved.
- Opportunity to look from outside.
- Personal freedom.

# Alan Nuttall

Alan Nuttall Partnership

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# Our History



## The Alan Nuttall Partnership Ltd timeline

**1966** Alan D Nuttall launched his shopfitting business with £137, specialising in the design and manufacture of fixtures and display equipment and delivering shopfitting services for retailers and restaurants.

**1975** Developed the first ever self-service system for fruiterers, which was adopted by supermarkets nationwide.

**1976** Fruity Fruits was launched, to become a very successful retail business. When sold to The Co-op for £3.5m in 1989, it was the largest independent fruit and vegetable business in the UK, with 67 stores employing over 650 staff.

**1986** Acquired CWS shelving factory in Dudley and launched the Store Fitting manufacturing division, a major supplier of retail fixtures and fittings for many High Street brands.

**1993** Fresh Food Solutions division was launched at the Dudley site to become a major supplier of hot, cold and ambient food display equipment.

**1997** Launched Project Solutions division to offer main and principal contracting and project management services for major retailers and commercial clients.

**1999** Acquired Premier Signs in Rugby to offer signage, graphics and acrylic manufacture.

**2004** Launched Foodservice Concepts division to offer design and manufacture of restaurant counters and complete foodservice solutions.

**2005** Nuttalls won the Queen's Award for Enterprise for outstanding achievement in innovation with the invention of the pioneering TurboServe®, a self-serve hot cabinet utilising Patented technology.

**2013** Foodservice Concepts division amalgamated into Fresh Food Solutions.

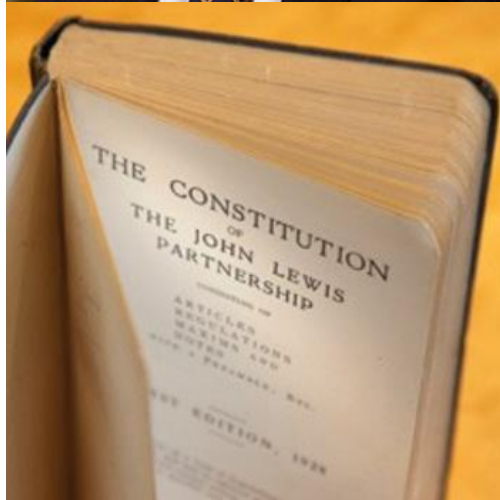
**2015** The Alan Nuttall Partnership Ltd was established, making Nuttalls an employee owned business that cannot be sold.

## Today

The Alan Nuttall Partnership Ltd is the largest, most diverse, employee owned shopfitting and interior solutions business in the UK. The Partnership is made up of 5 divisions namely Foodservice Solutions, Project Solutions, Refrigeration, Signage & Display and Store Fitting.



# Enabling legacy



Happiness! How often do we ask our people “Are you happy?”

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# Key Takeaways

## Partnership requires

- Relationships
- Trust
- And, Patient Capital

## Succession requires

- A real step back – it is hard not to say *“I wouldn’t do it that way”*, but it is a must
- *“The person who never made a mistake, never made anything”*
- Promote from within, understand the culture
- Pick them young, train them well, give them a taste at the sharp end.

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# Questions and Discussions

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**Thank you.**

Please make your way to the Palace Suite to hear the Keynote speech from Jack Stack.