



# Marshall's

*Creating Better Spaces*







# Marshalls

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Martyn Coffey  
October 2015



## Marshalls An Introduction







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## **Health & Safety**

- Fire Exits & Routes are marked – please familiarise yourself with them.
- To raise the Fire Alarm – break glass on alarm.
- If Fire Alarm sounds – it is real – please make your way out of the building using the marked exits. Do not use the lift.
- The Assembly Point is in the Car park.
- Qualified first aiders are on site.
- Smoking – is not permitted in the building, if you wish to smoke please use the area marked outside.
- Please could you switch mobile telephones to silent.





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## This Morning

- |                           |                               |
|---------------------------|-------------------------------|
| • New Products            | Chris Harrop                  |
| • Our Commercial Business | Chris Harrop<br>Peter Hallitt |
| • Our Domestic Business   | Chris Harrop<br>Peter Hallitt |
| • Operations              | Tom Poole                     |

### Lunch

- Marshalls Street Furniture Tour
- Marshalls Premier Mortars & Screeds





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## Our Business Commercial & Public Sector







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## Our Business Domestic Consumers







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**New Product Developments**  
**For 2015**



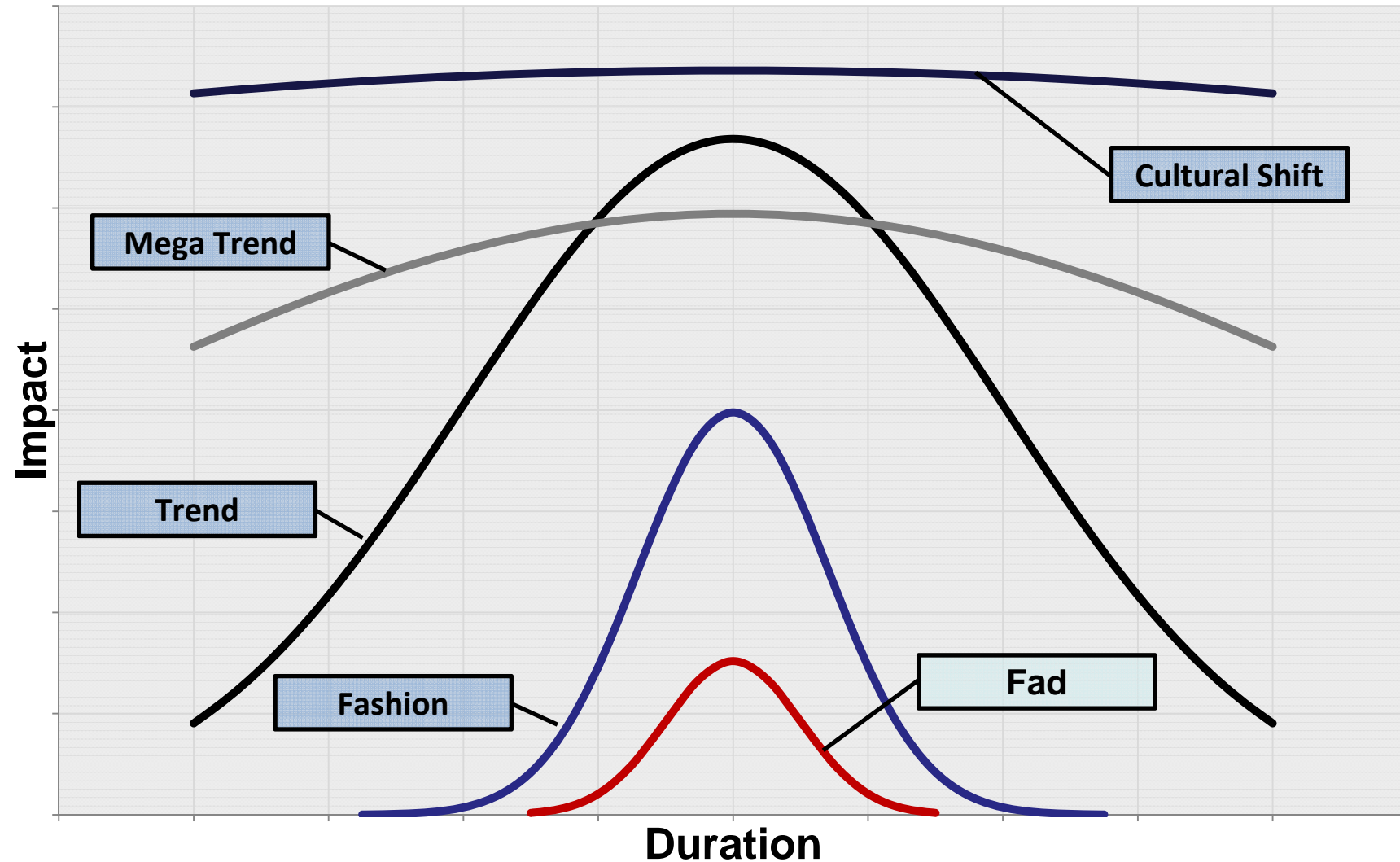




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## Fads ... Fashions ... Trends







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## Mega Trends







## A vibrant collage of colorful icons representing various aspects of life, including people, nature, technology, and emotions. The icons include a sun, stylized human figures, a pizza, hands, water droplets, a heart, a smartphone, a target, a cat, and a robot head.





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## Trend Impacts & Opportunities

POPULATION



ENERGY



WATER



FOOD



RESOURCES



CLIMATE  
CHANGE



POVERTY  
AND WEALTH



THE ECONOMY



EMPLOYMENT



HEALTH



PARTICIPATION



TECHNOLOGY



TRUST







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## Current trends in Gardens







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## Capitalising on the Trends



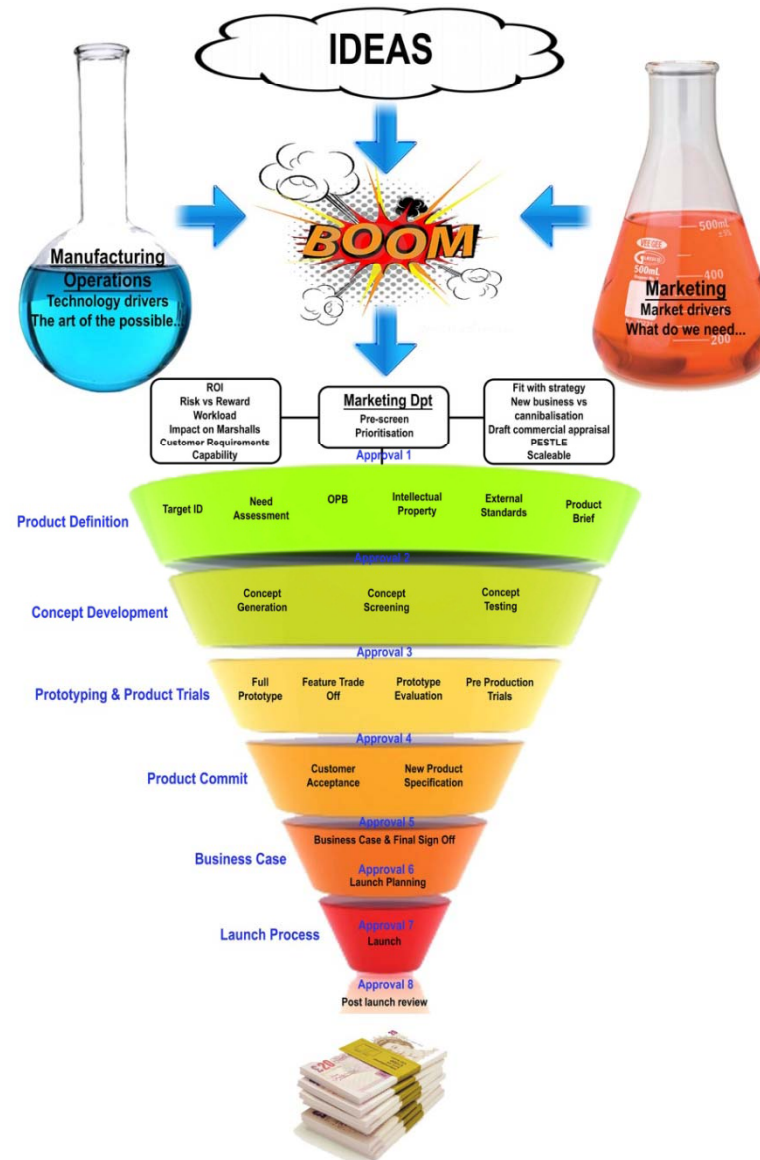




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## Marshalls NPD process







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## Domestic / Consumer New Products 2015







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## Drivesys® Patented Driveway System Riven Stone

- Using the Marshall's NV Patents
- Riven finish addition to Drivesys range
- 50% faster to install
- Technically superior
- Systems approach







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## Driveline Metro

- Distinctive streamlined shape
- Smart contemporary look
- Quick and easy to install





## Pavesys Heritage

- Next generation Heritage Paving
- Using the Marshall's NV Patents
- Paving to match Drivesys range
- 50% faster to install
- Technically superior
- Systems approach







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## Leyburn

- Extremely hardwearing paving
- Ideal for small house builders
- Matches with lots of property types







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## Symphony Vitrified Paving

- Ultra-performance paving
- Combines excellent strength and technical consistency
- Stylish, contemporary appearance
- Extensive colour range





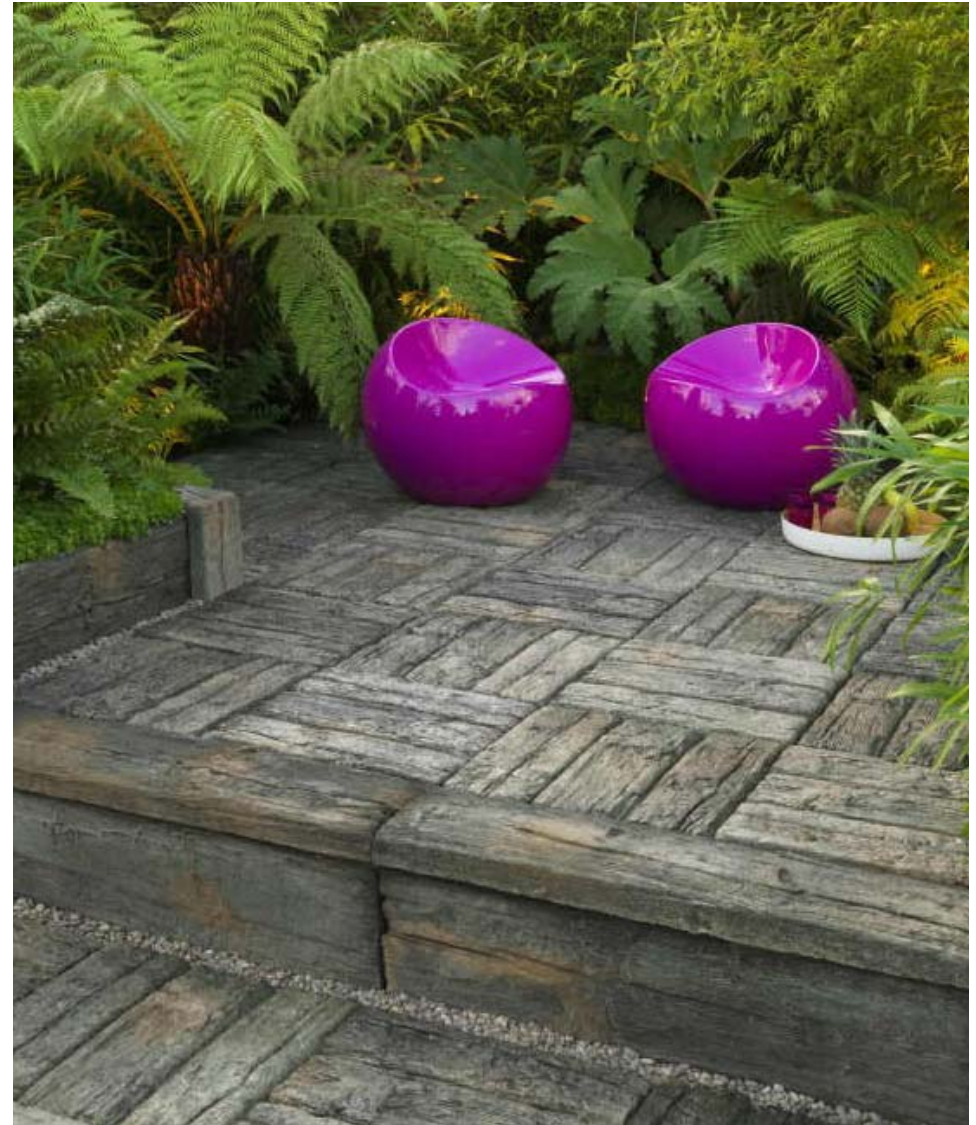


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## Timberstone Decking

- Realistic wood effect
- 2 colours, 1 size







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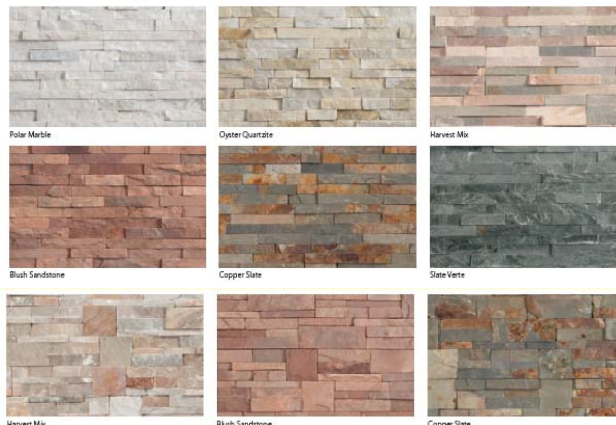
## New to Market Stones, Sizes and Finishes





## Stoneface Walling

- A natural stone walling system with outstanding looks, ease of installation and unbeatable cost effectiveness.
- The walling panels are veneers of real stone that can be quickly and easily installed onto new or existing walls







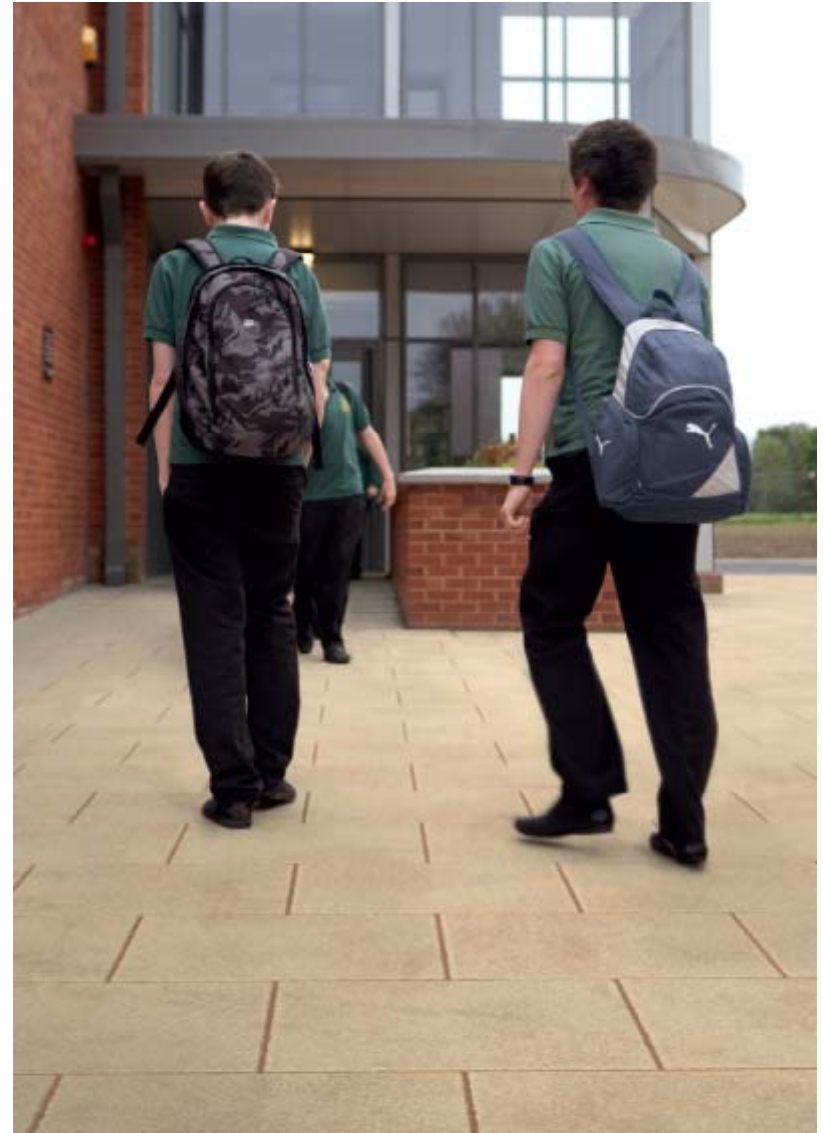
## **Commercial & Public Sector New Products 2015**





## Renaissance Paving

- Delivering the Circular Economy
- Elegant, lightly textured paving in a subtle colour palette
- Manufactured using over **80%** recycled content
- Ideal for projects where sustainability is key





## Railway Platform Combined Coping and Tactile Units



- 1 piece unit, easier and quicker to install
- Aesthetically pleasing product with improved durability
- Manufactured using innovative dual pour system



## Myriad Multi Size Paving



- Combined block & flag paving system
- 10 plan sizes, 4 colours
- Complete design freedom through plan sizes and colours





## Blister Paving



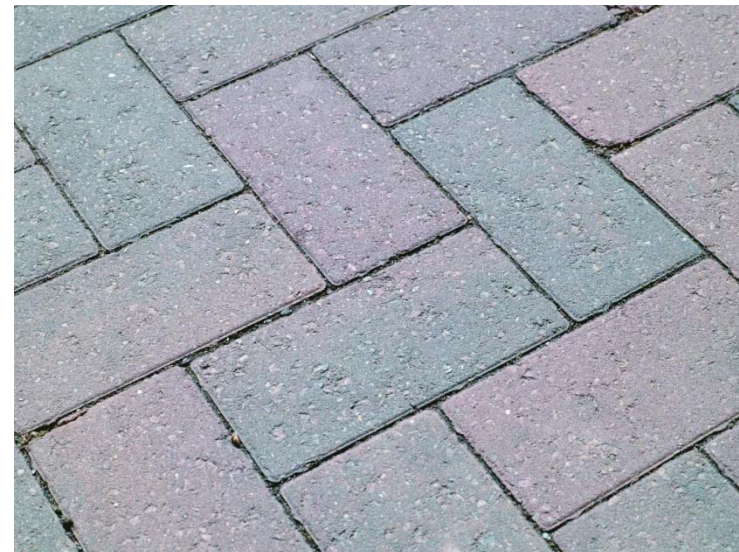
- Trafficable tactile paving
- Units designed to maintain DDA-compliant blister spacing
- Available in 3 DDA-compliant colours



## Priora Extension Pencil Edge



- “Flat Top” Priora block units
- Minimises noise and vibration for wheeled traffic
- Ideal for car parks or access roads





## Extending the Piora System Filtration Textile



- Latest addition to the “Piora System” of sub-base ancillaries
- Proven to improve water quality in large scale lab testing at Coventry University
- Unique UK specification performs better than the “market leading brand”



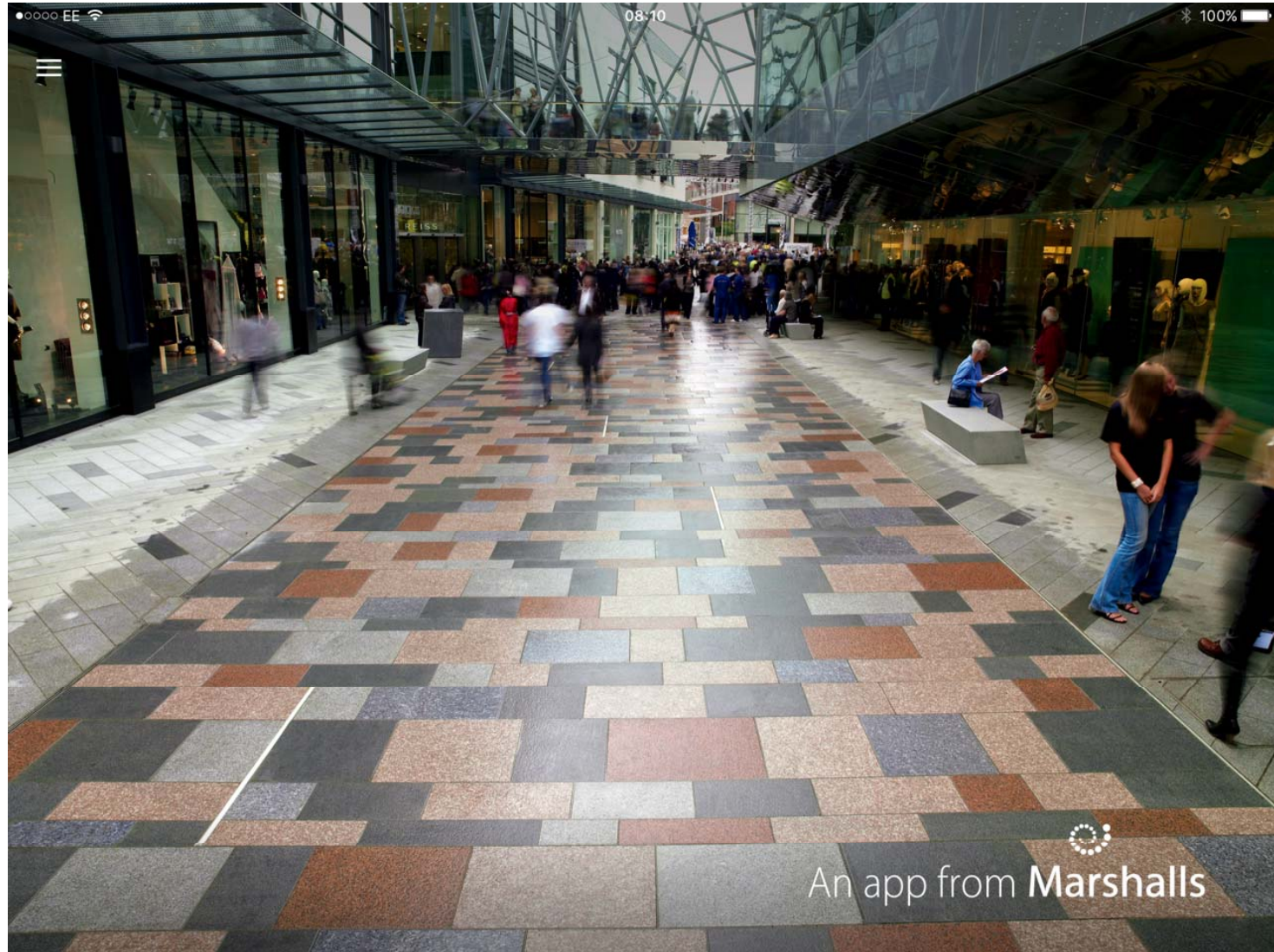
## New Granite range



- Greater range of grey's to respond to current demands
- Emphasis on a new warmer tone palette
- Multi Country range sourcing
  - Reduced lead times
  - Lower carbon footprints
- Launch of Stone App V2
  - Allows designers bespoke blends and designs



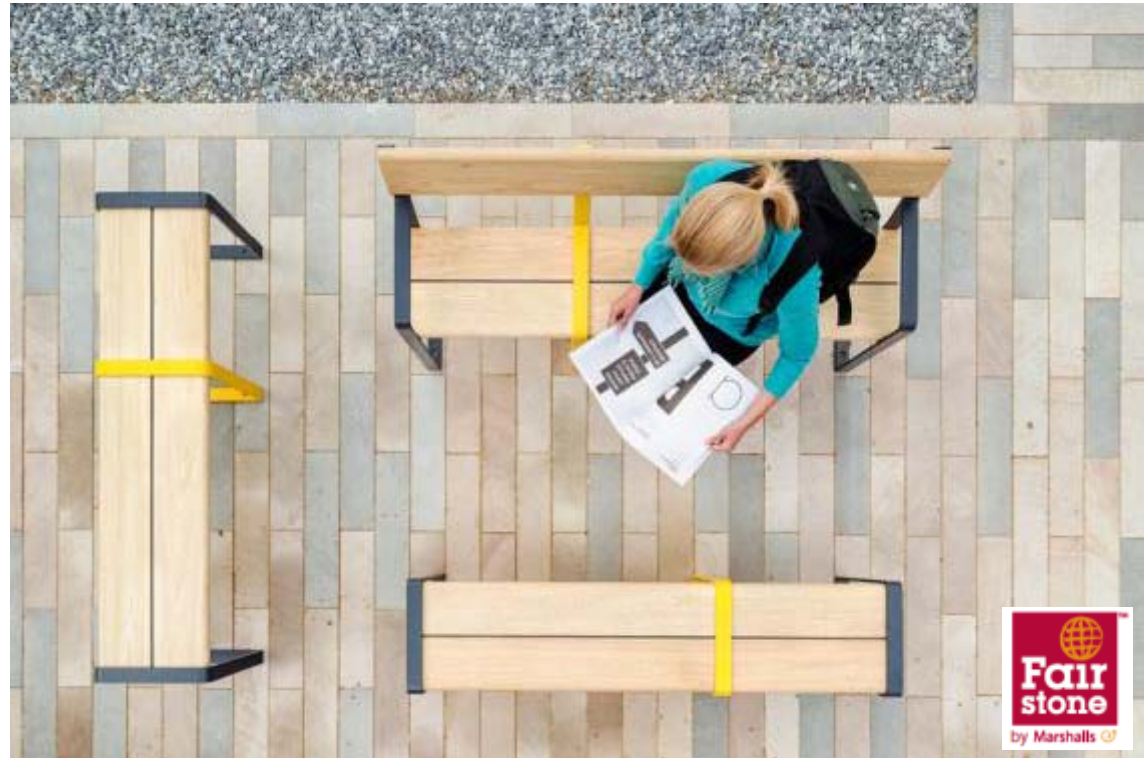
## The Natural Stone App





## Stonespar

- New concept for stone paving
- 6 exclusive stones and 6 pre-designed mixes
- Pre-blended crates minimise on site space





## Textured Yorkstone



- New Finishes in our Ingenious Yorkstone Paving
  - Flamed
  - Capital
  - Crested







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## Organic



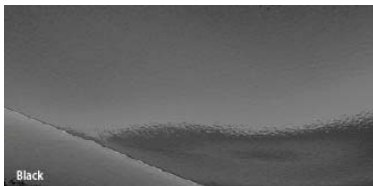
- Designed by Czech artist Matouš Holý.
- A range of 4 products including seat, bench, table & lounger
- Available in 4 colours
- Manufactured using aggregates and finished with polyurethane paint



Red



White



Black



White Granite



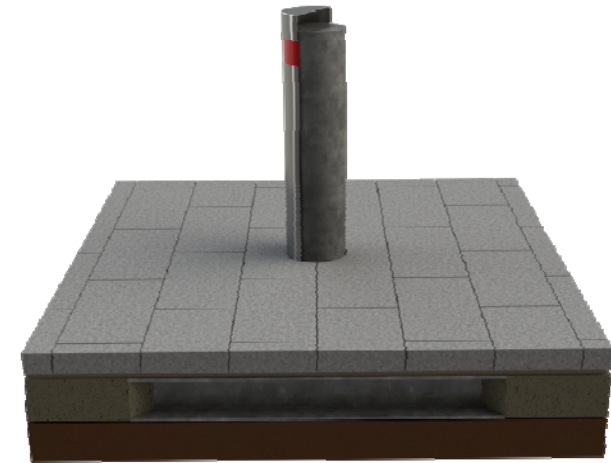


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## PAS68 Shallow Mount Bollard

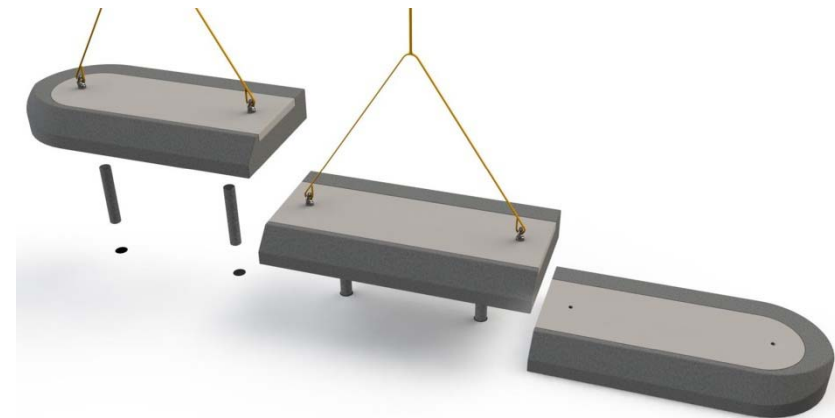
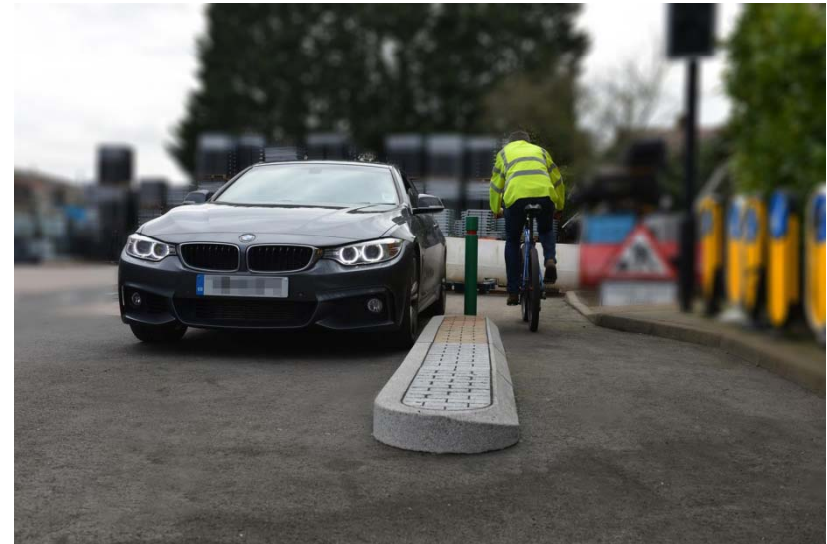
- High impact Protective Bollard requiring minimal foundation depth compared to standard protective bollards
- Capable of withstanding collisions of up to 50mph from vehicles weighing up to 7.2 tonnes
- Sleeve available in a variety of materials and colours





## Cycle Segregation Unit

- High performance concrete cycle delineation
- Demountable unit allowing for removal for major city events
- Customisable inserts from natural stone to standard grey concrete
- Different width options to suit varying road layout





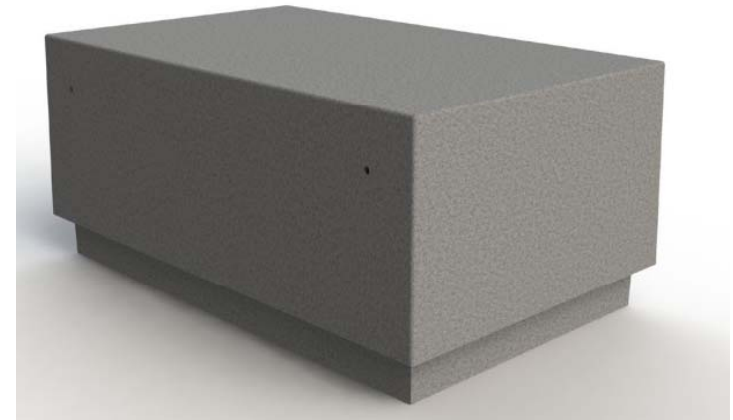
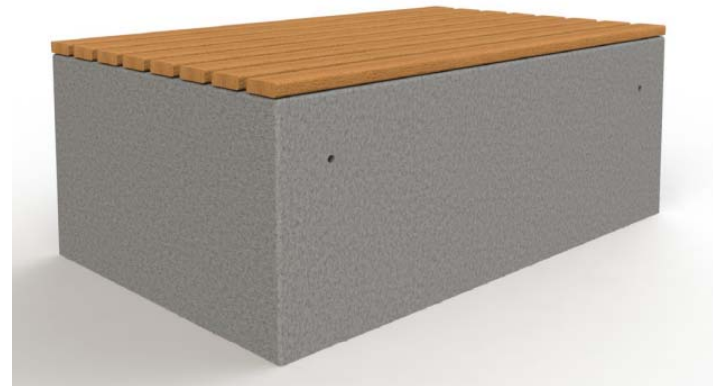


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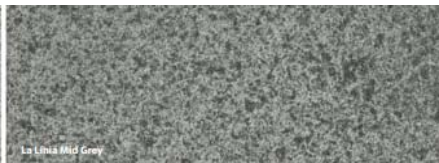
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## RhinoBlok

- Concrete seat with built in protective technology
- Available in a range of 3 colours
- Tested to IWA standards
- Available with or without a timber top



Conservation Silver Grey



La Lítica Mid Grey



Saxon Buff



## Intelligent Street Furniture

- Smart technology that can be built into existing products
- Offers additional function to users
- Users can be grouped by requirement
- Operated using a tag







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Chris Harrop  
October 2015



## The Commercial Market Dynamics





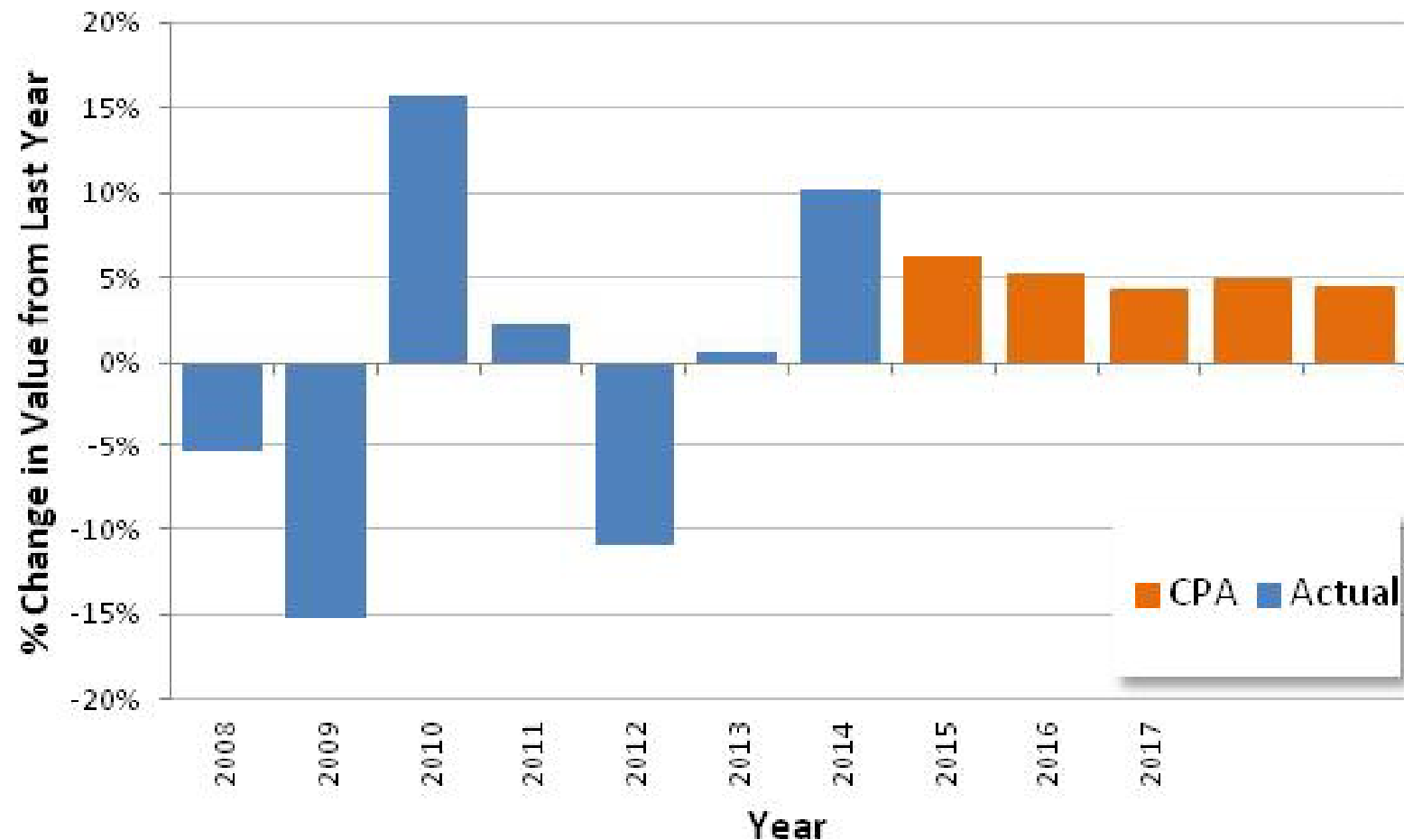


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## CPA Forecasts for Total New Work

CPA All New Work Forecast % Growth on LY





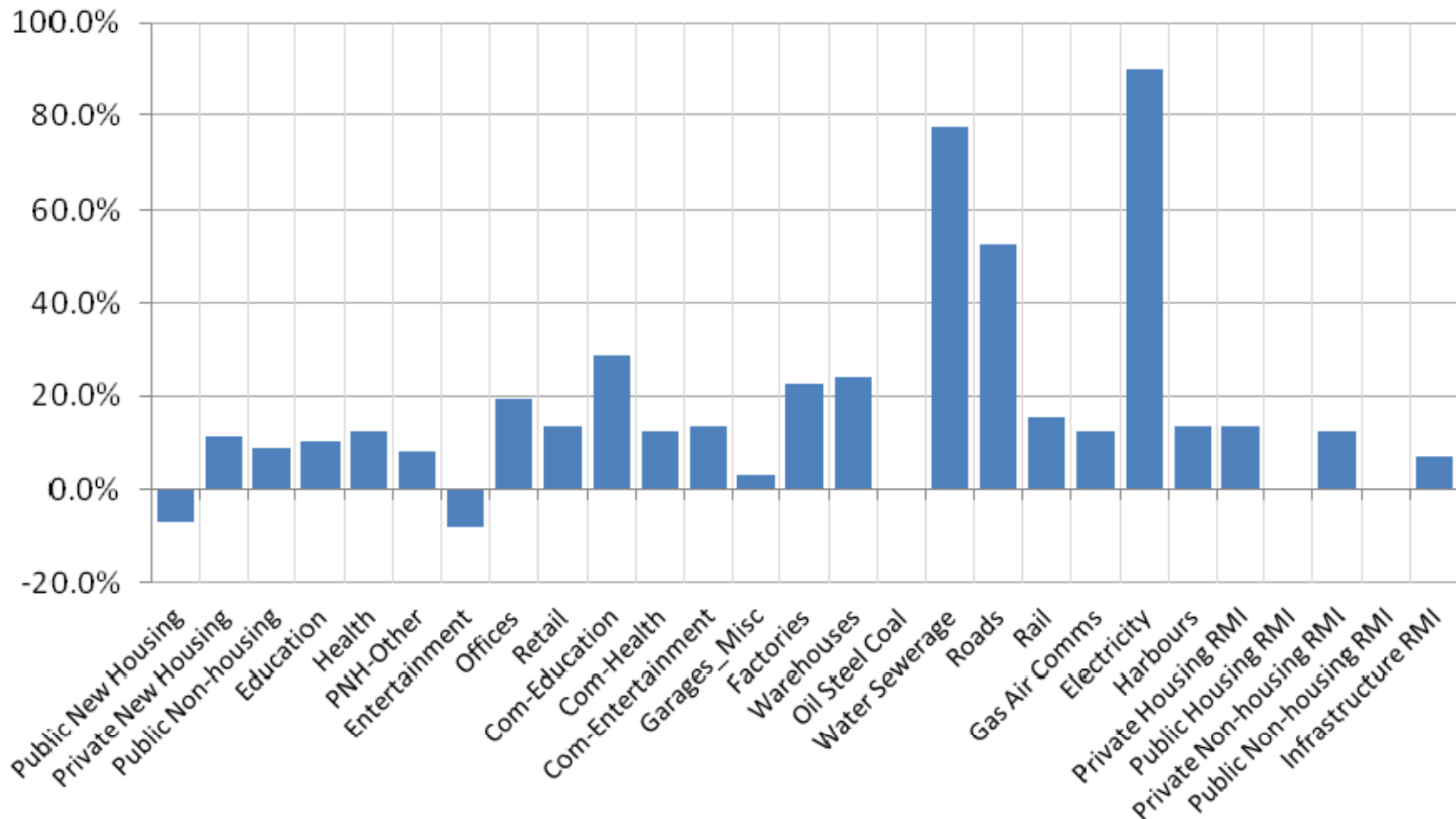


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## CPA Forecasts By Sector

**CPA 5 Year Cumulative Growth Forecast to 2019**





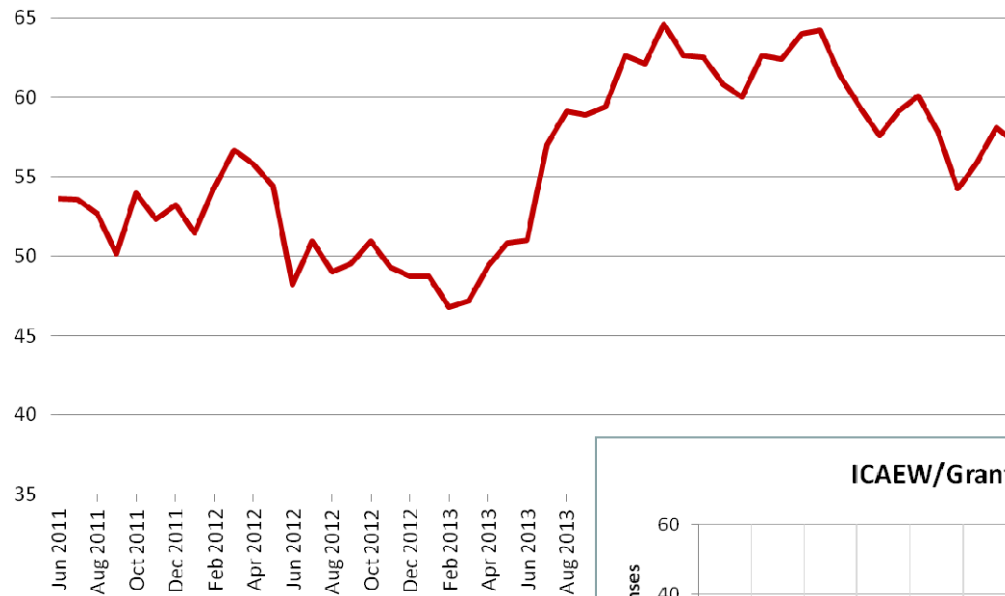


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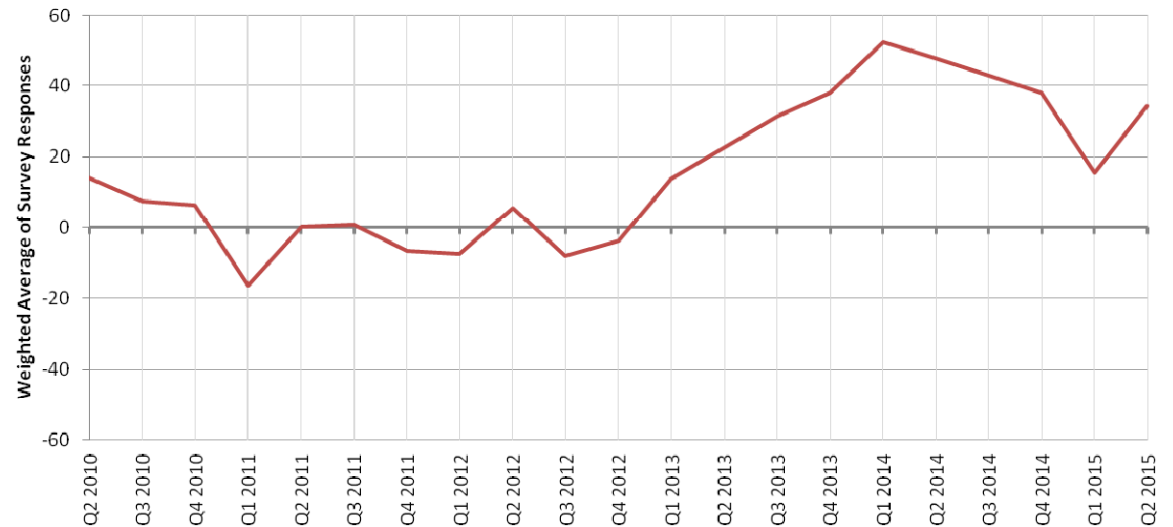
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## Commercial Construction Confidence

Markit Construction PMI



ICAEW/Grant Thornton UK Business Confidence Monitor







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## The Specification Process



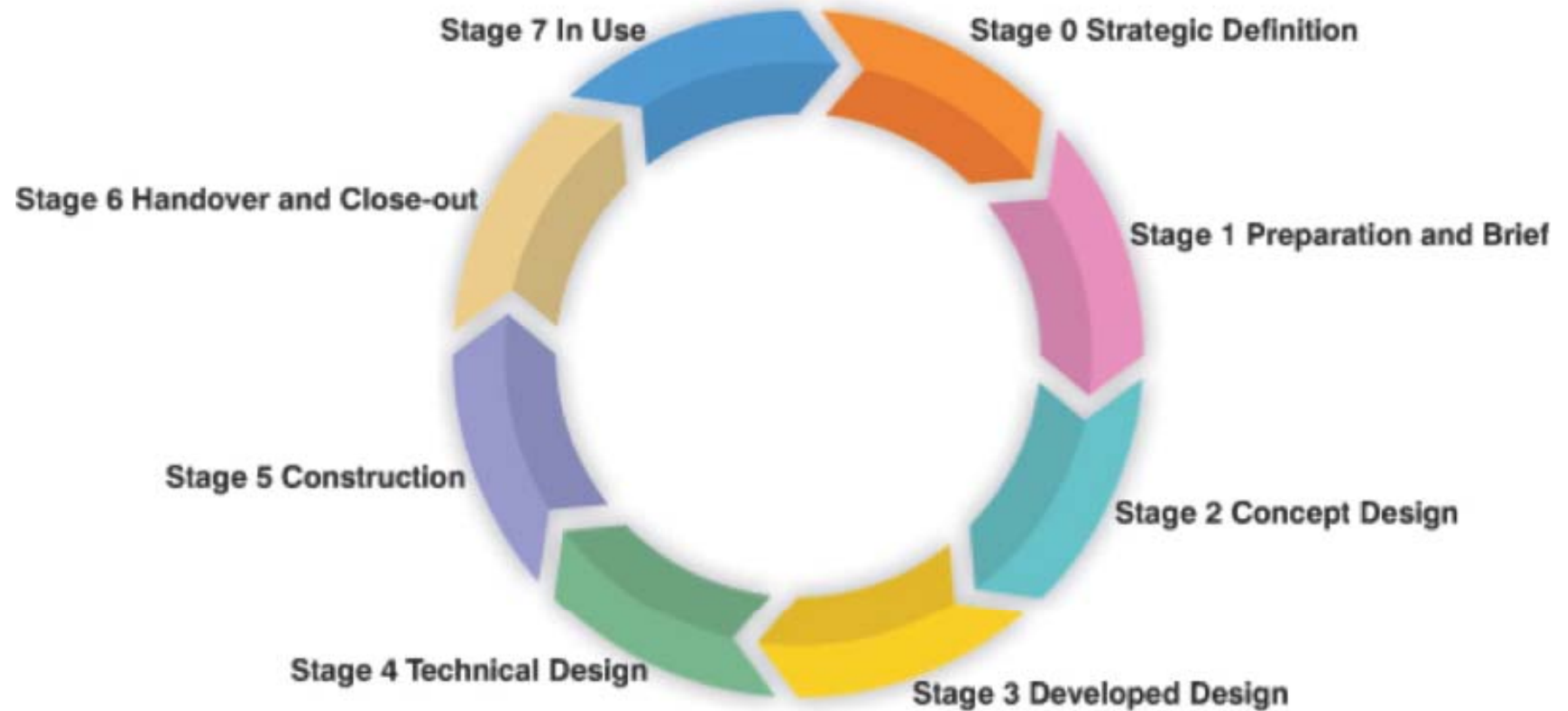




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## RIBA – Plan of Works



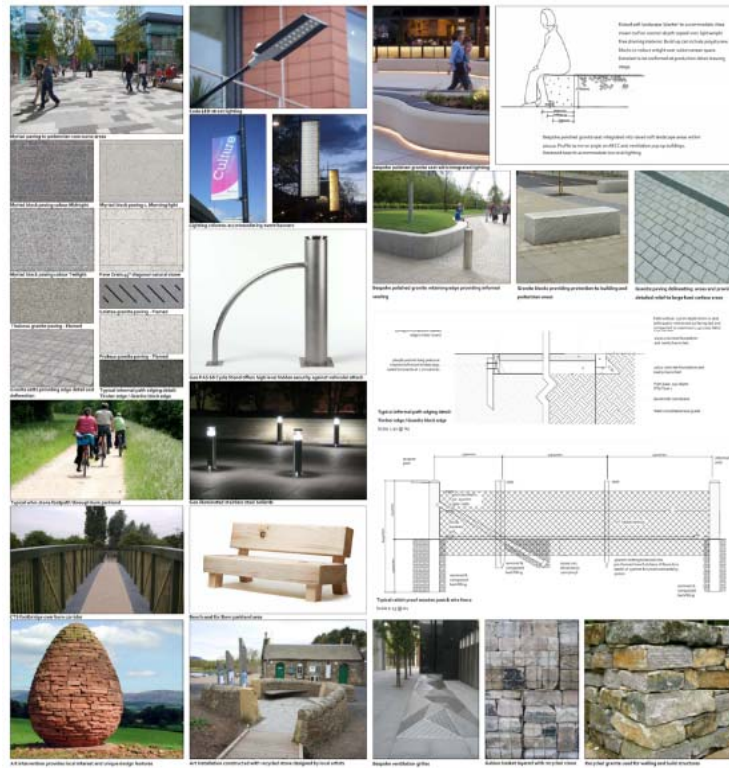
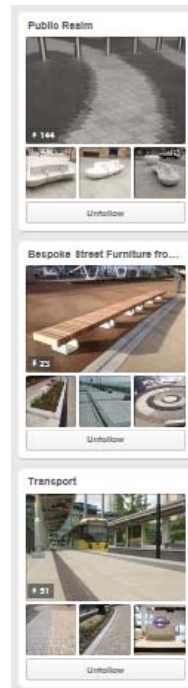




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## The Specification Role







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## Specification Customers

**AECOM** Aedas ARUP



**MORGAN  
SINDALL**



**ATKINS** **BDP.**



**BLOOR HOMES**

BroadwayMalyan

**CAPITA**

millar construction

**SKANSKA** **LOVELL** **Taylor Wimpey**

**GILLESPIES**



**Bellway**  
miller homes  
the place to be®





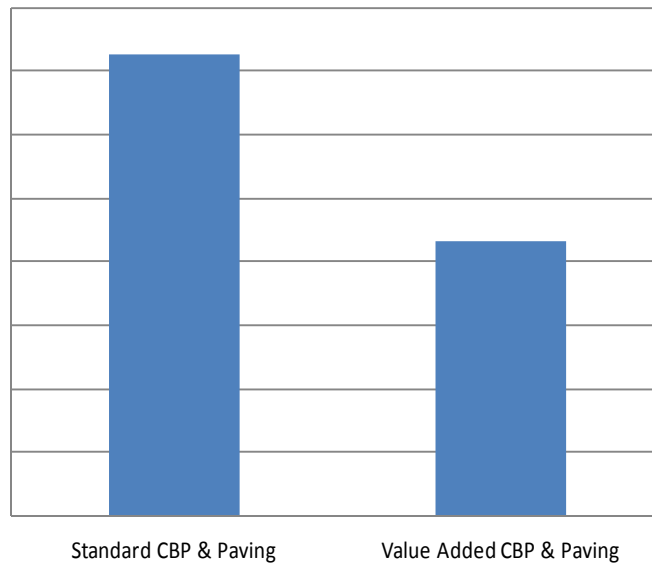


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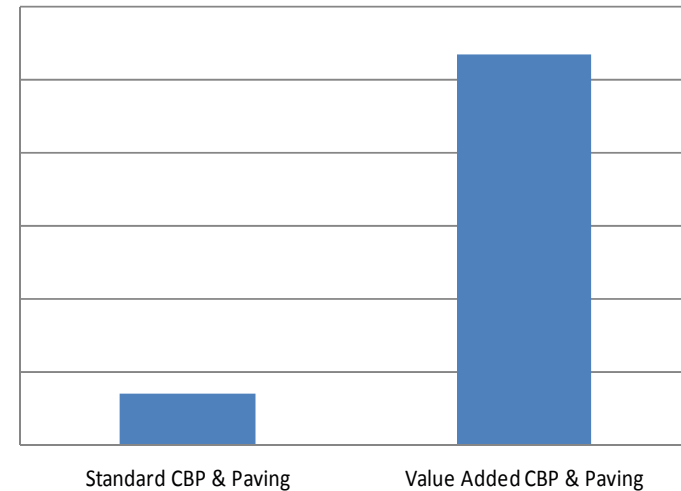
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## The Value of Specification

**Standard v Value Add 2015 Volumes**



**Standard v Value Add £s Margin per Sq m sold**



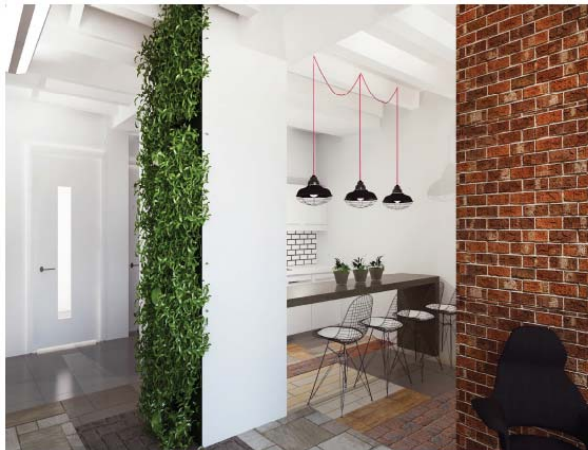
- Standard Product sales have little, if any, specification support.
- Value Added Sales are generally linked to a Specification.
- Additional margin from Value-add versus Standard is significant.



## Marshall's Design Space Clerkenwell



- Drive engagement with existing customer base
- Opportunity to target new architectural practices
- In the heart of the action of our key customers
- Show casing our brand leading abilities
- Immediate access to samples and advice
- The ability to sell all the services Marshall's
- Supported by 12 Specification Sales Members in SE





## Marshalls Design Space Clerkenwell



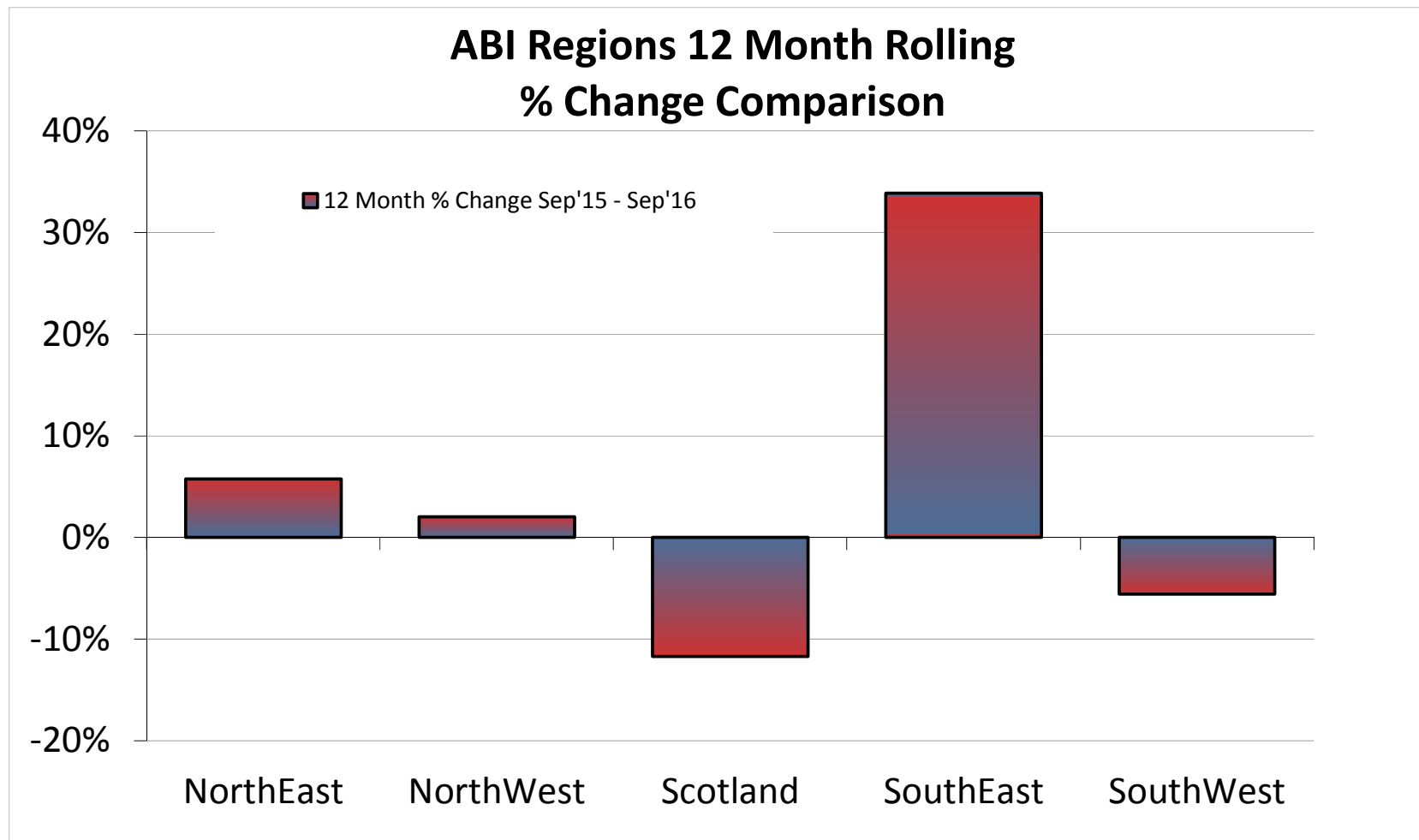




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## Why focus on the SE?







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## London Design Community



Postcode	ZC2 Customers
EC	327
W	252
WC	75
W	252
SE	254
SW	224
W	252
N	175
NW	161
E	134
	2016





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## Major SE Projects in the Pipeline







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**CRM**





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## The Domestic Market Dynamics



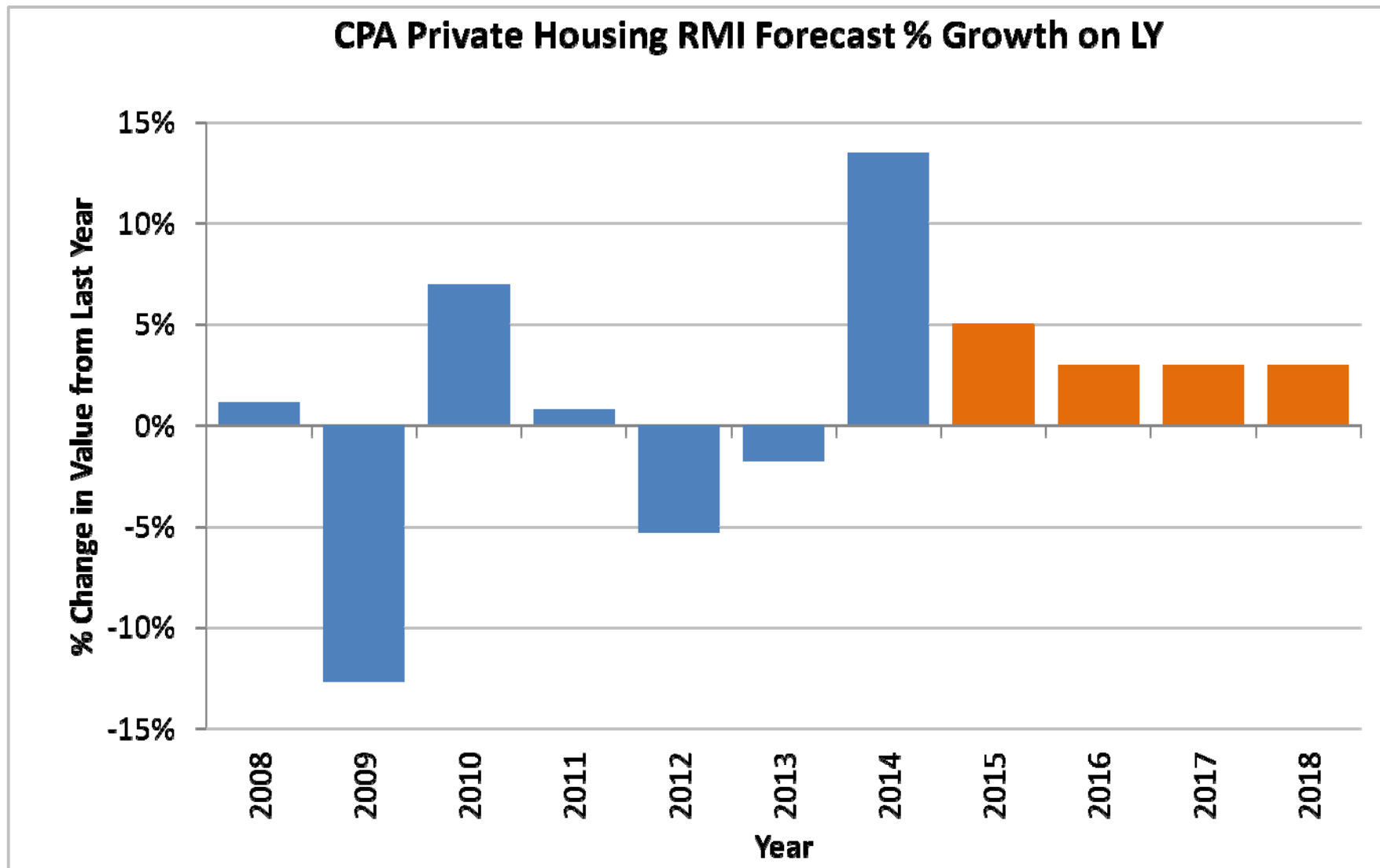




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## CPA Forecasts for Private Housing RMI





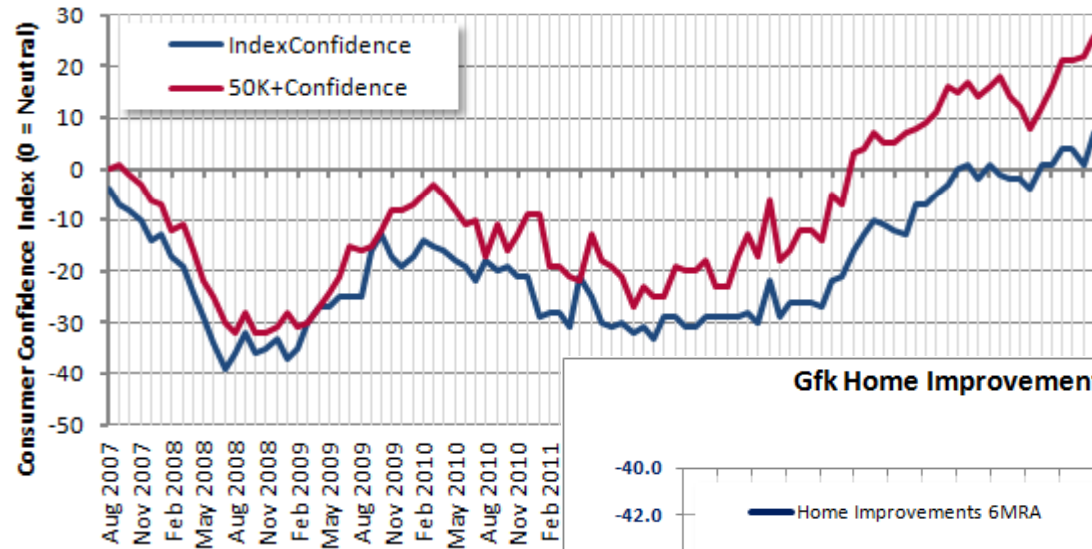


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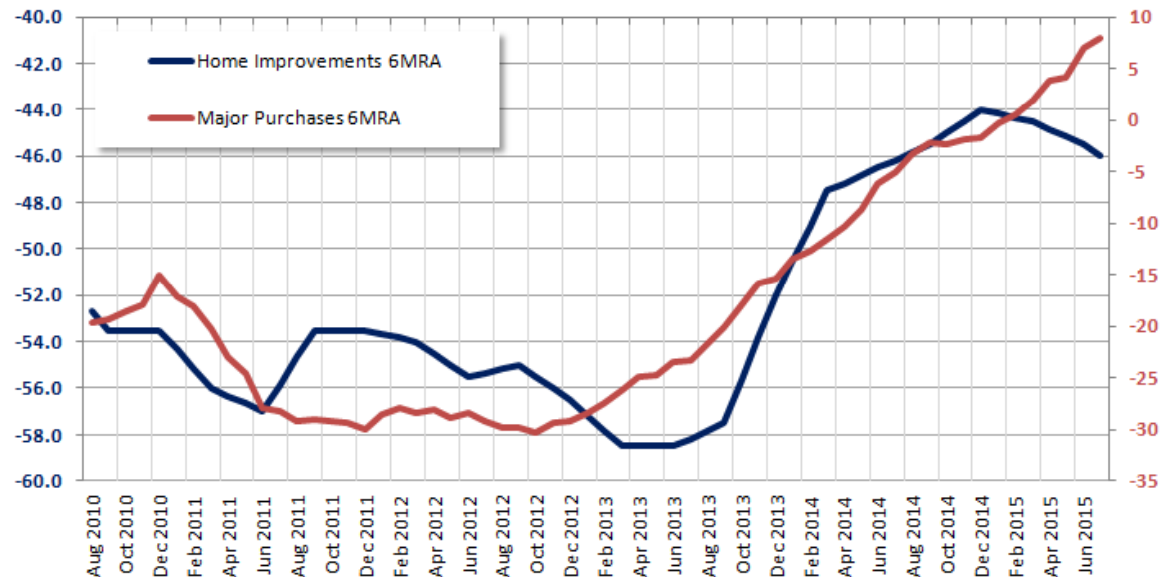
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## Consumer Confidence

**GfK Consumer Confidence Index**



**GfK Home Improvements Index & Climate for Major Purchases**



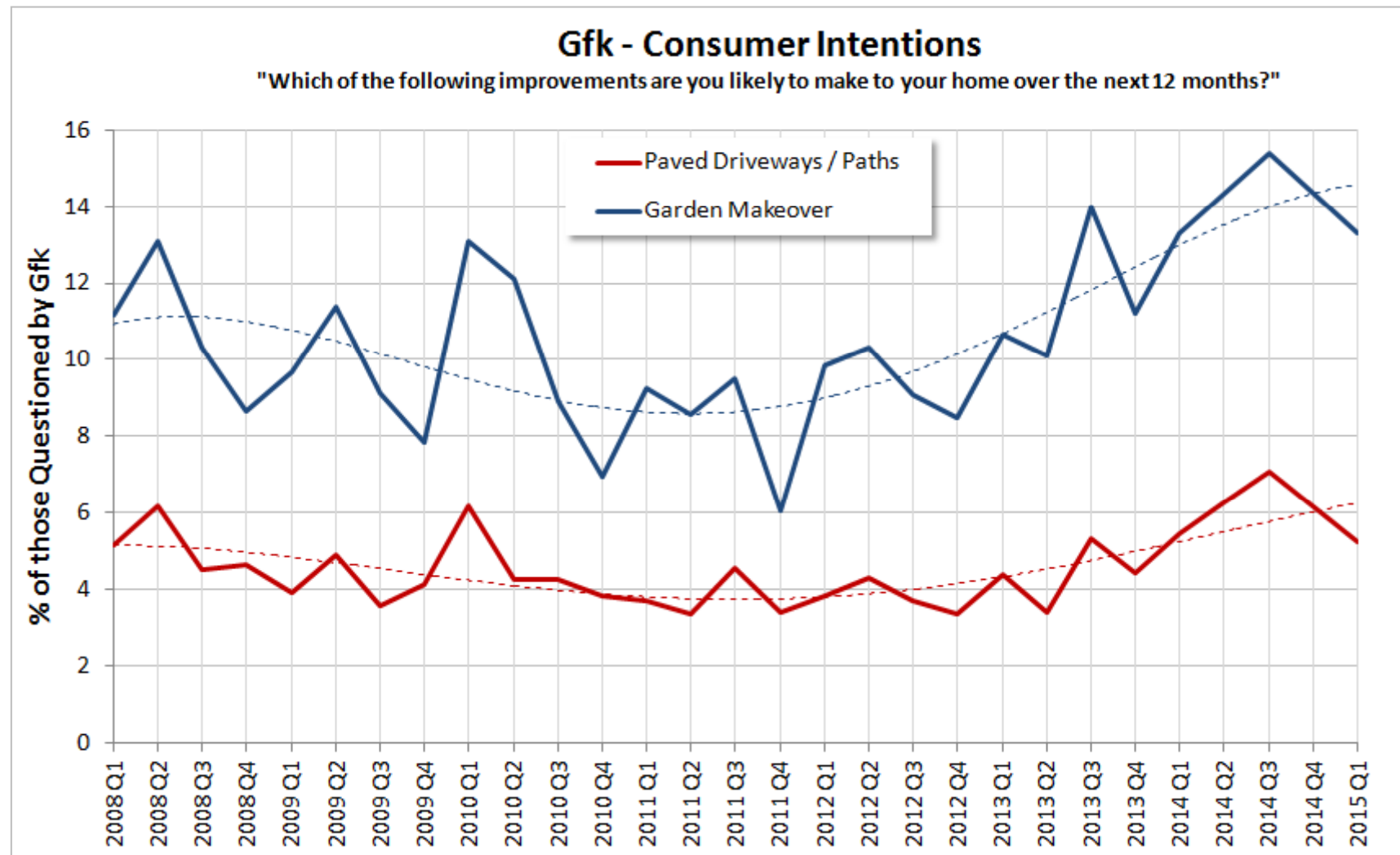




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## Consumer Intentions



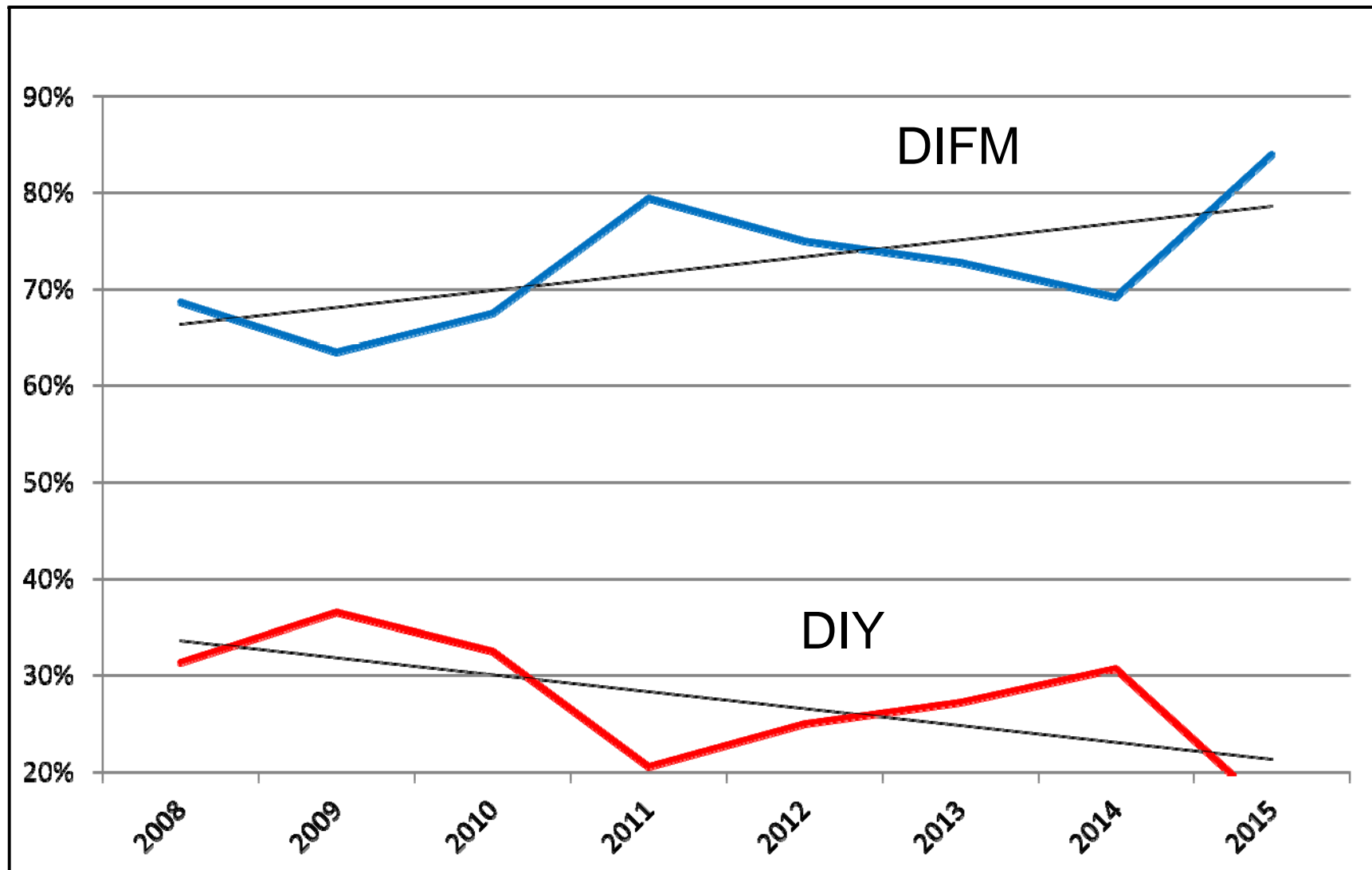




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## Consumer Installation Trends



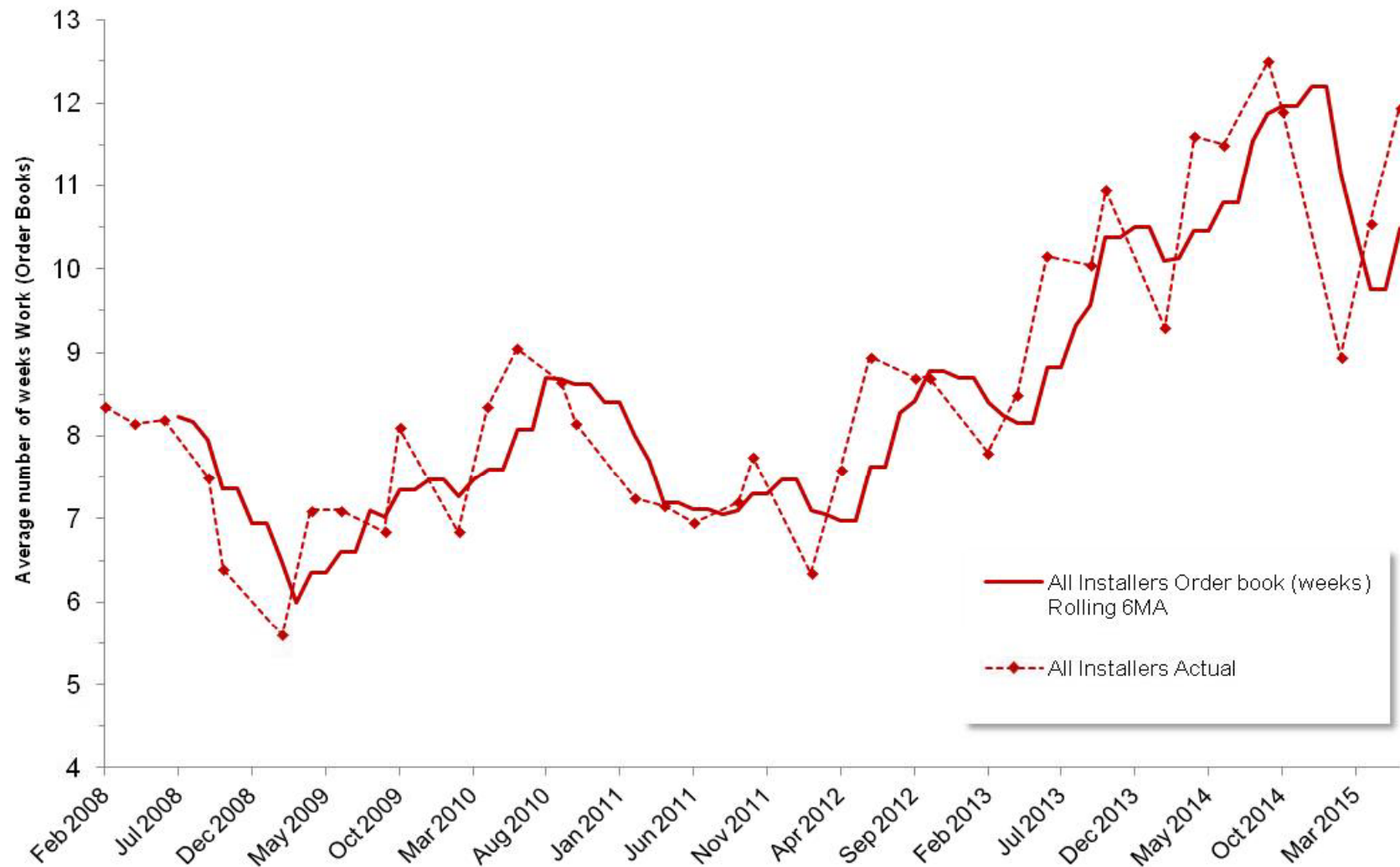




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## Installer Order Books







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## Marshalls Register







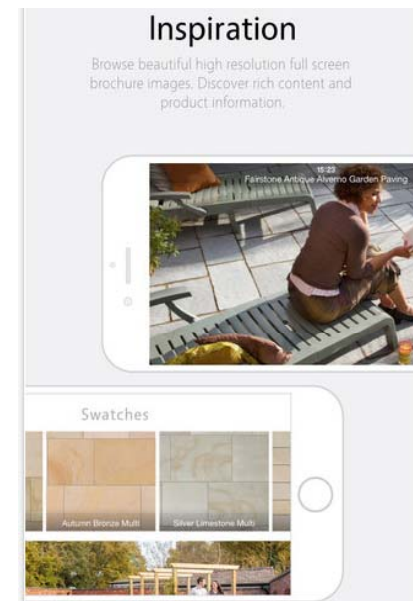
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## The Consumer's Project Journey



**HOMEOWNER INTERACTS WITH  
WEBSITE OR APP FOR INSPIRATION  
AND TO FIND INSTALLER**







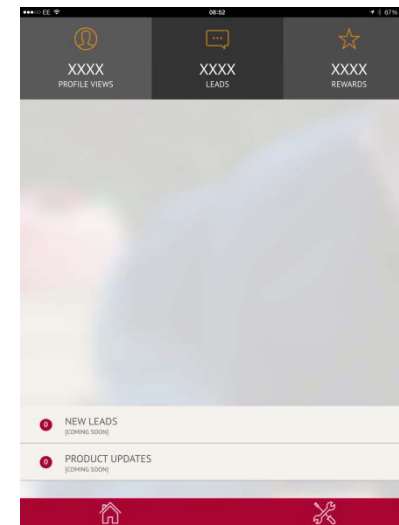
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## The Consumer's Project Journey



**INSTALLER RECIEVES LEAD  
THROUGH REGISTER APP**





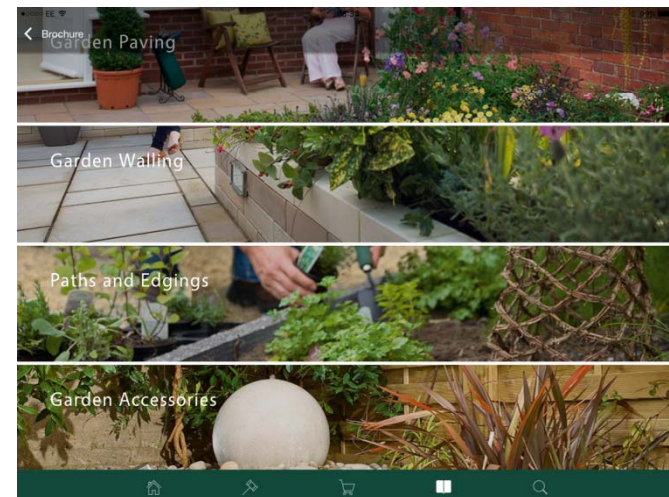


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**INSTALLER USES THE  
BROCHURE APP**

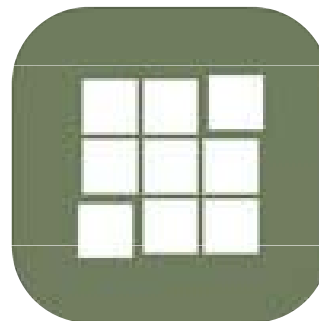




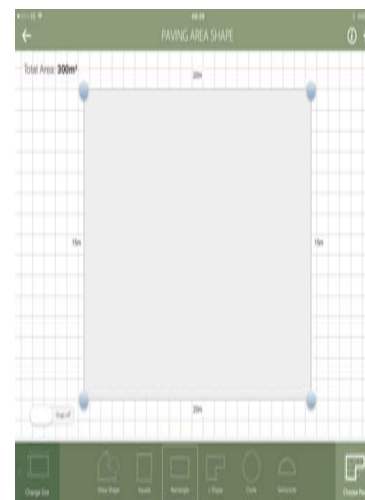


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**INSTALLER USES THE OUTLINE  
PROJECT COSTING APP AND  
DESIGN TOOLS**





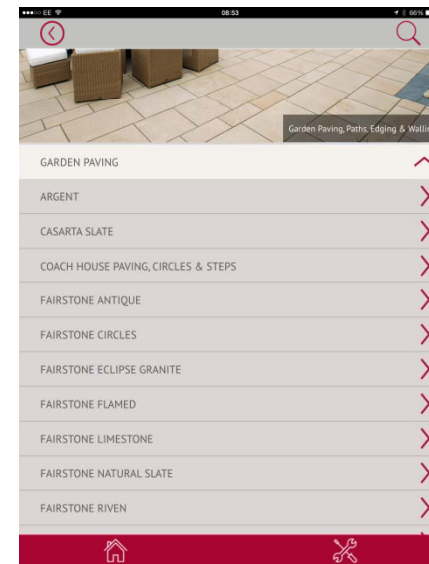


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**INSTALLER CREATES A QUOTE  
CHECKING STOCK AVAILABILITY**







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**HOMEOWNER CONFIRMS THAT  
THEY WANT TO PROCEED WITH  
THE PROJECT**



**INSTALLER SCHEDULES THE  
WORK**





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**USING THE SCAN FUNCTION HE SCAN  
THE PRODUCT LABEL FOR LAYING  
PATTERNS AND INSTALLATION  
INSTRCTIONS**





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**INSTALLER ASKS THE  
CUSTOMER FOR A REVIEW**



**INSTALLER TAKES A PHOTO  
AND UPLOADS TO THEIR  
PROFILE**





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**CRM**





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Tom Poole  
Oct 2015



## Operations







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## **Objectives**

- Facilitate and fuel the profitable growth of the business.
  - Ensure there is the capacity to supply foreseeable demand
  - Continue to build our service capability
  - Focus on costs
  - Fuel NPD through enhanced R&D capability





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# **Process & Capability**



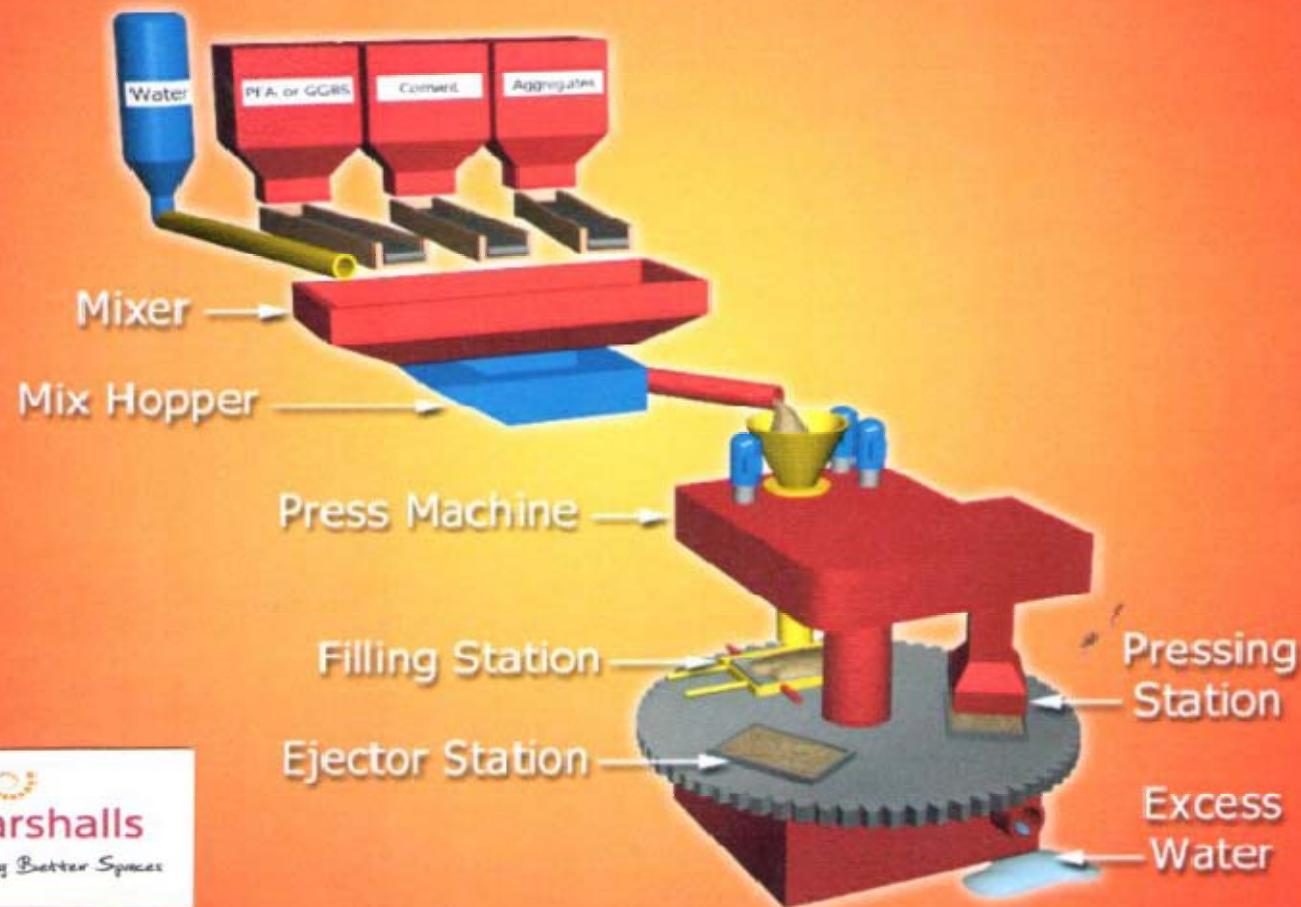


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## Mainly 'Grey' Flags & Kerbs

### Manufacturing Process - Hydraulically Pressed





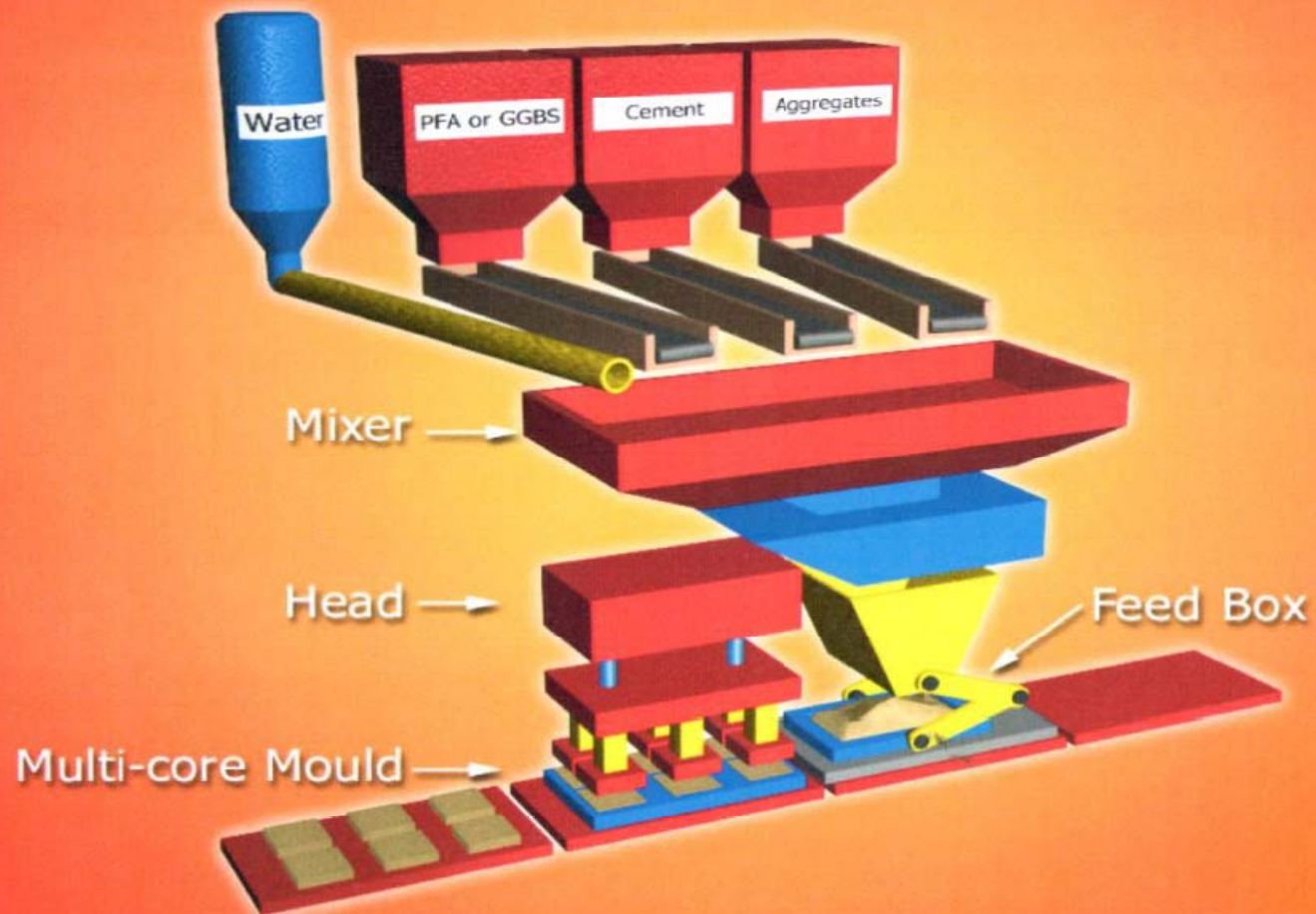


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## Mainly Concrete Block Paving

### Manufacturing Process - Semi Dry Process





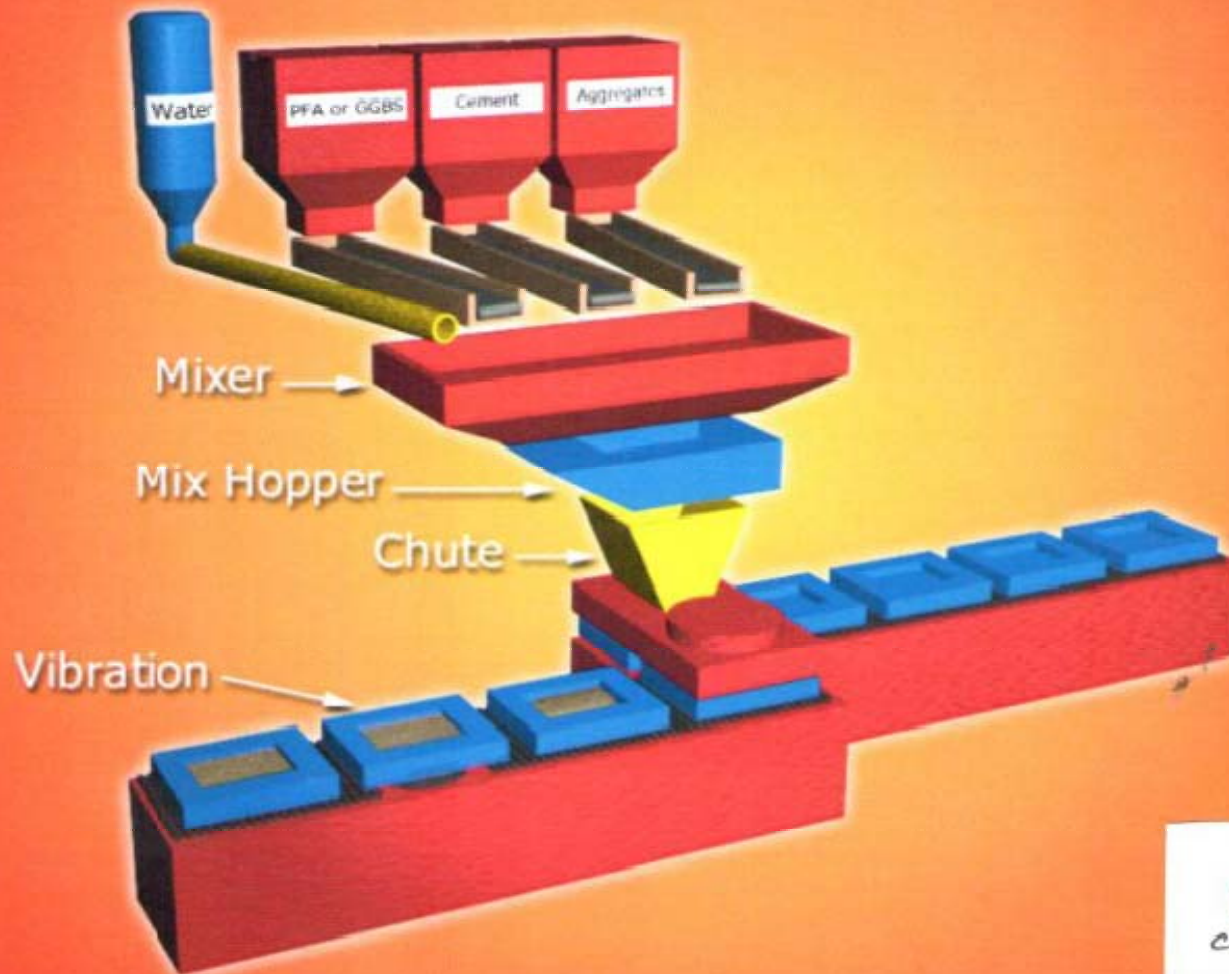


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## Mainly Decorative Domestic Flags

### Manufacturing Process - Wet Cast



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## Extensive Logistics & Manufacturing Footprint



- Manufacturing footprint supplemented by 'staging posts' to maximise crane vehicle efficiency
- Benchmarked against 'logistics specialists'
- 97% of population within 2 hours drive time



## Further expansion of logistics – Control of cost and service



Largest crane fleet in the UK  
operating at 44 tonnes

Own fleet increased by 29 to 176  
vehicles

Articulated 'Drawbar' vehicles also  
provide flexibility to service  
small/tight sites



*'Chartered Institute of  
Logistics & Transport national  
safety award finalist 2015'*



## Service Fulfilment – Resilient & Stable

OTIF (on time in full) service levels averaging 98%



***Closer to our customers***

***Stock availability***

***Logistics are Brand ambassadors***

***We do what we say as well as say what we do***

Quality levels show YOY improvement a high bases – 28% reduction in complaints over two years

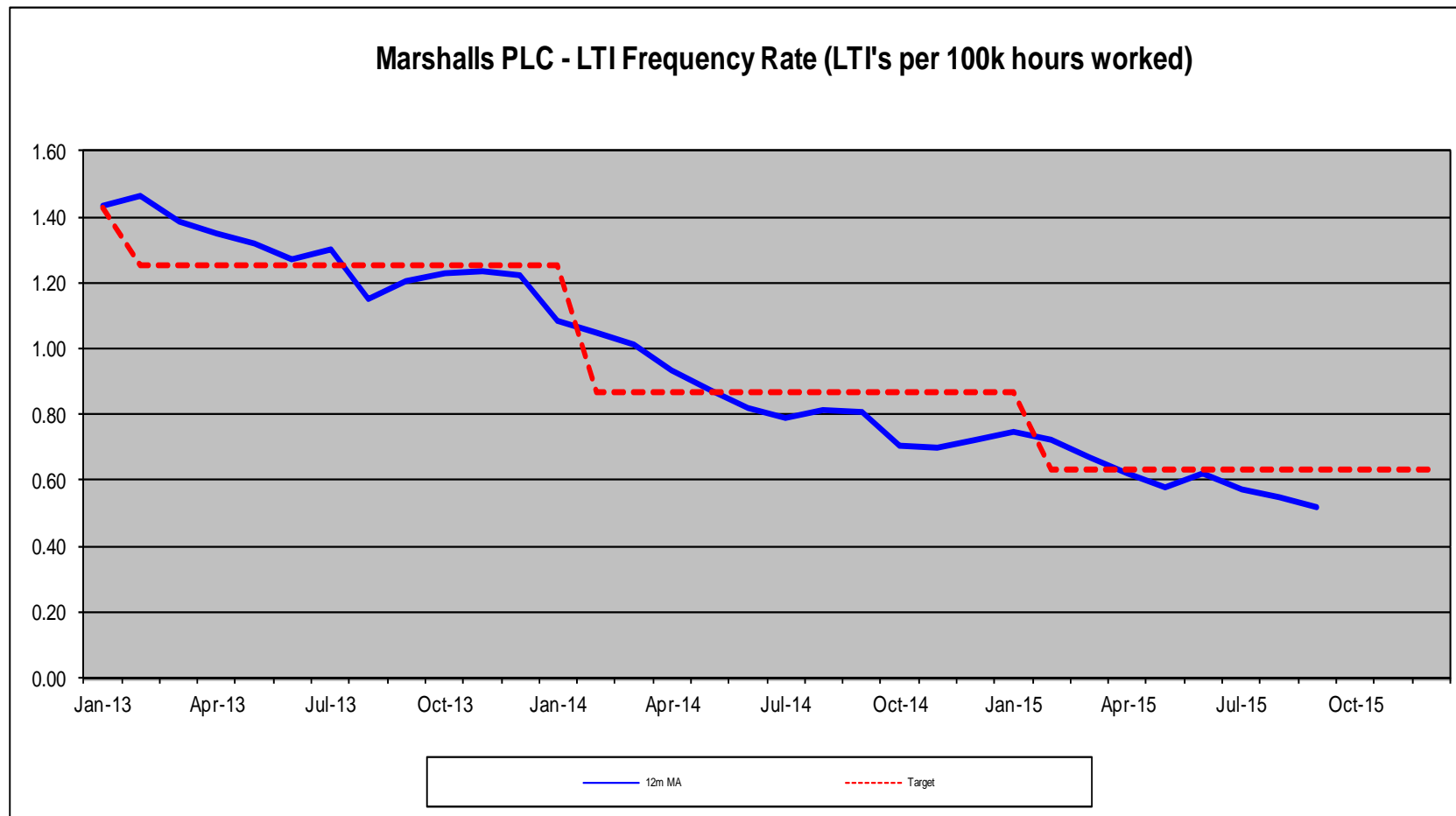




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## Health & Safety – Maintain Performance



Great progress, more to do





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**In All We Do**







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## **Capacity Management**

- Sufficient capacity to safeguard service levels and growth aspirations
- Network has options to flex further through investment, working patterns and productivity





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## Capacity – Recent Investments Sandy Plant Recent Upgrade







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## Capacity – Recent Investments Sittingbourne Plant Recent Investment







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## **Focus on Cost**

- Leverage existing cost base
- Improve manufacturing capability in the South East
  - Capital Investment
- R&D projects on raw materials
- People, Plant & Process efficiency projects.
  - New Manufacturing Director in place
  - Engineering improvements identified
- Reducing complexity and indirect costs



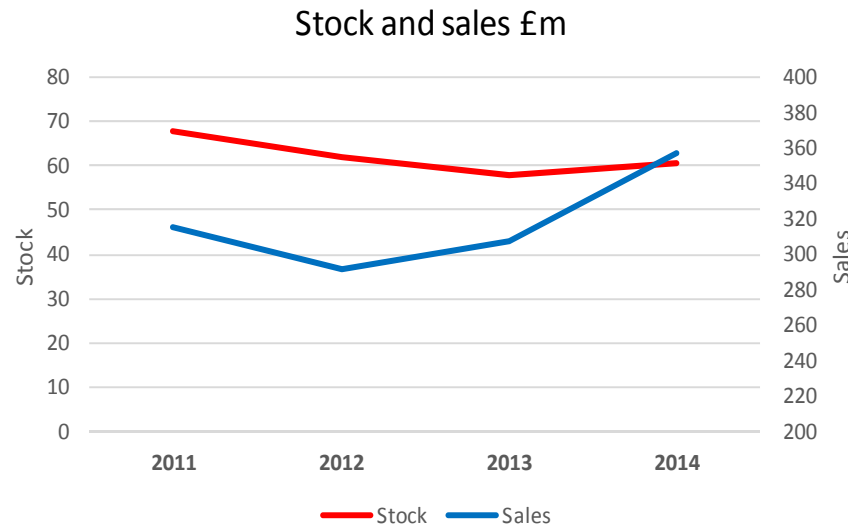




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## Inventory – Strong Sales Growth, Stock Reduced & Service Maintained

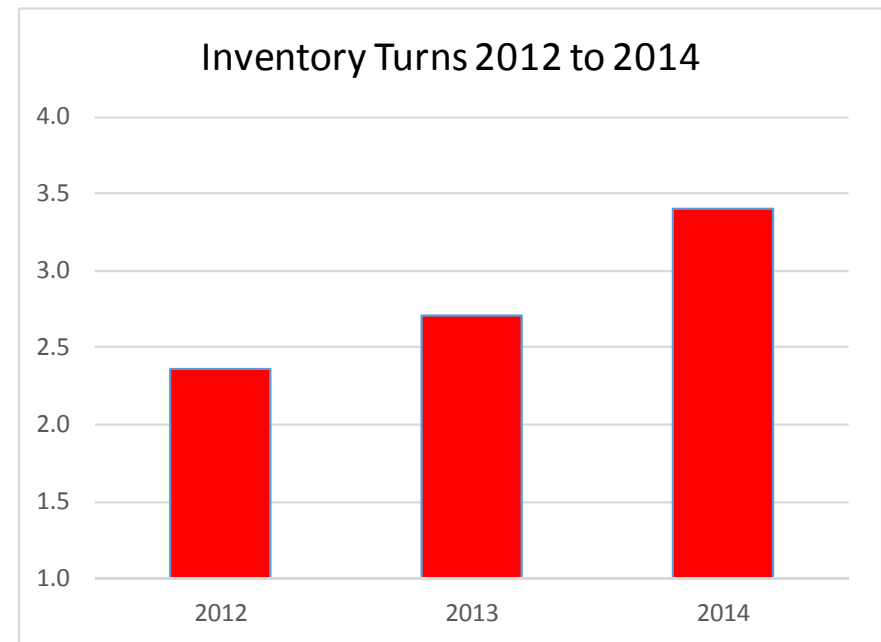


*Indicative Only*

30% reduction in SKU's in last 3 years.  
44% reduction in stocking locations.

Improved focus on stock profiles and turns

Service levels maintained circa 98% OTIF



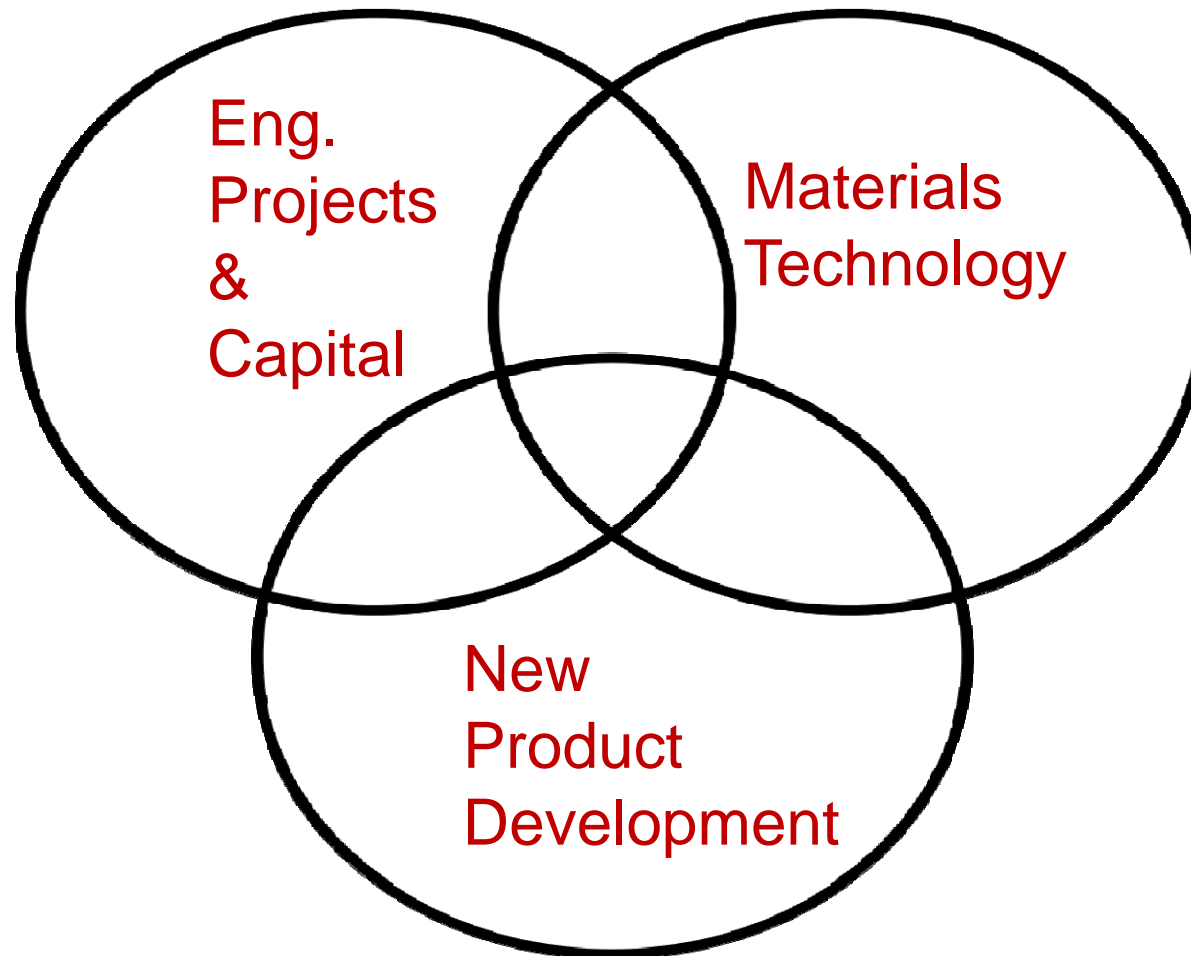




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## Further Investment in Research & Development







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## Further Investment in Research & Development

### Eng. Projects & Capital

Building our project engineering capability.

Working closely with the sites to deliver major efficiency projects and capability investment

Innovation within processes

**Cost & Capability**

### Materials Technology

Including concrete technology team, working hand in hand with Procurement to reduce raw material cost, develop replacement materials, and provide additional strategic options for supply

**Cost & Strategy**

### NPD & Process

Working closely with the Marketing team to deliver the new product pipeline. In addition, creating opportunities through developing the manufacturing technologies present and future to provide opportunities through innovation

**Margin & Growth**

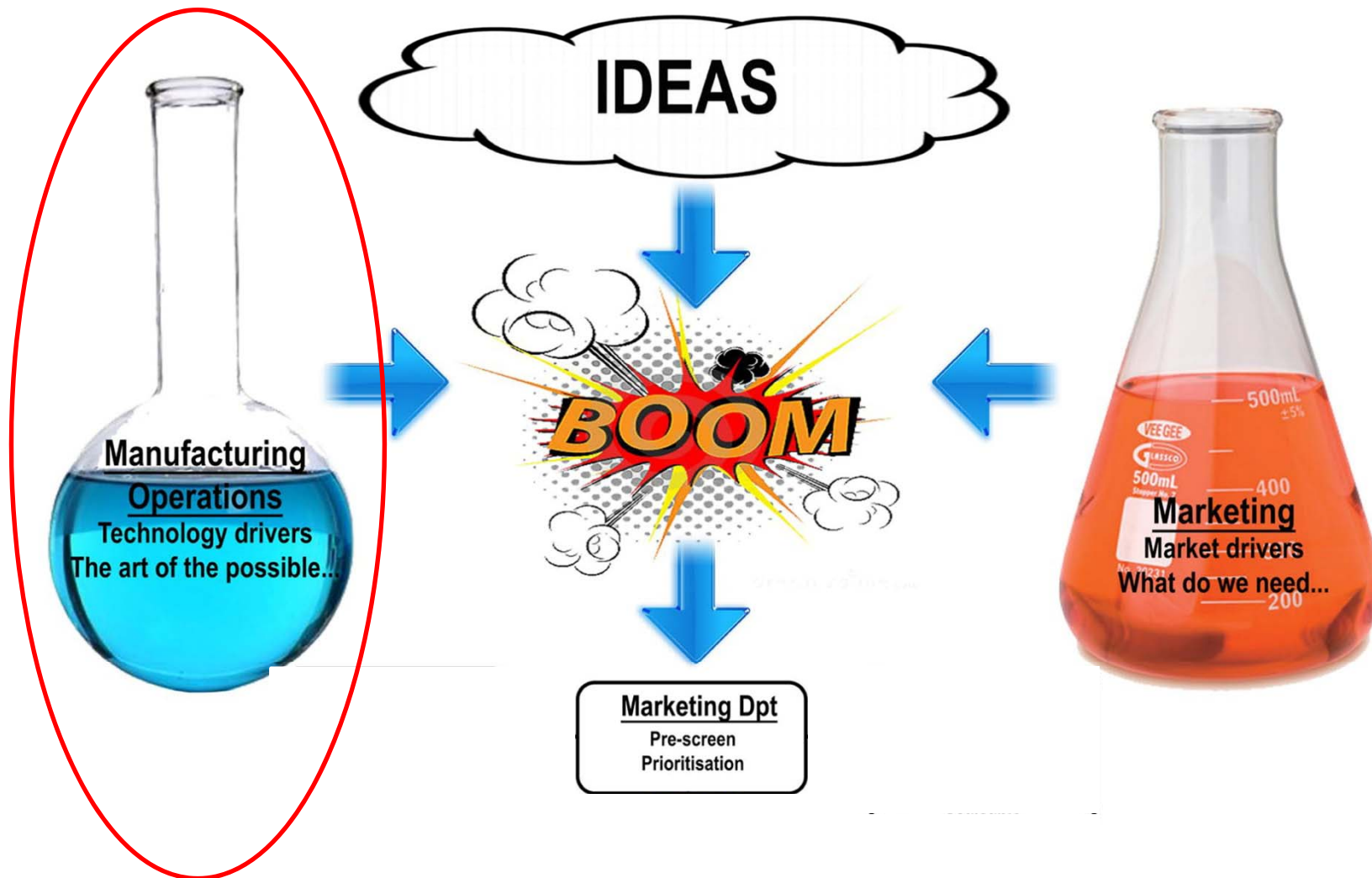




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## Capitalising on the Trends







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October 2015



## Marshall's Premier Mortars & Screeds







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## Business Summary

- Premier Mortars was acquired by Marshalls in 2004.
- We employ circa 70 people
- The business specializes in the supply of ready-to-use mortars (RTU) and screeds
- Continuing recent expansion results in us now having 12 plants with a 13<sup>th</sup> due by year end.
- Turnover had increased by 40% since 2013
- Potential to become a £25-£30m business
- Business is being rebranded 'Marshalls Premier Mortars & Screeds'





# Marshalls

*Creating Better Spaces*

## Salford Mortar Plant







# Marshalls

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## What We Do

- Specialist suppliers of high quality ready to use mortars, renders, screeds and coloured sands into new housebuilding and commercial floors markets
- Expanding business aiming for national coverage whilst offering a personal level of service from a multi-skilled, flexible and committed team
- Producing short-life products to instantaneous demand from a broad customer base; our success is dependent on solid customer relationships underpinned by excellent service
- Innovation driven product range tailored to individual customer requirements
- Large multimodal delivery fleet offering a wide range of haulage solutions to meet our customers' needs

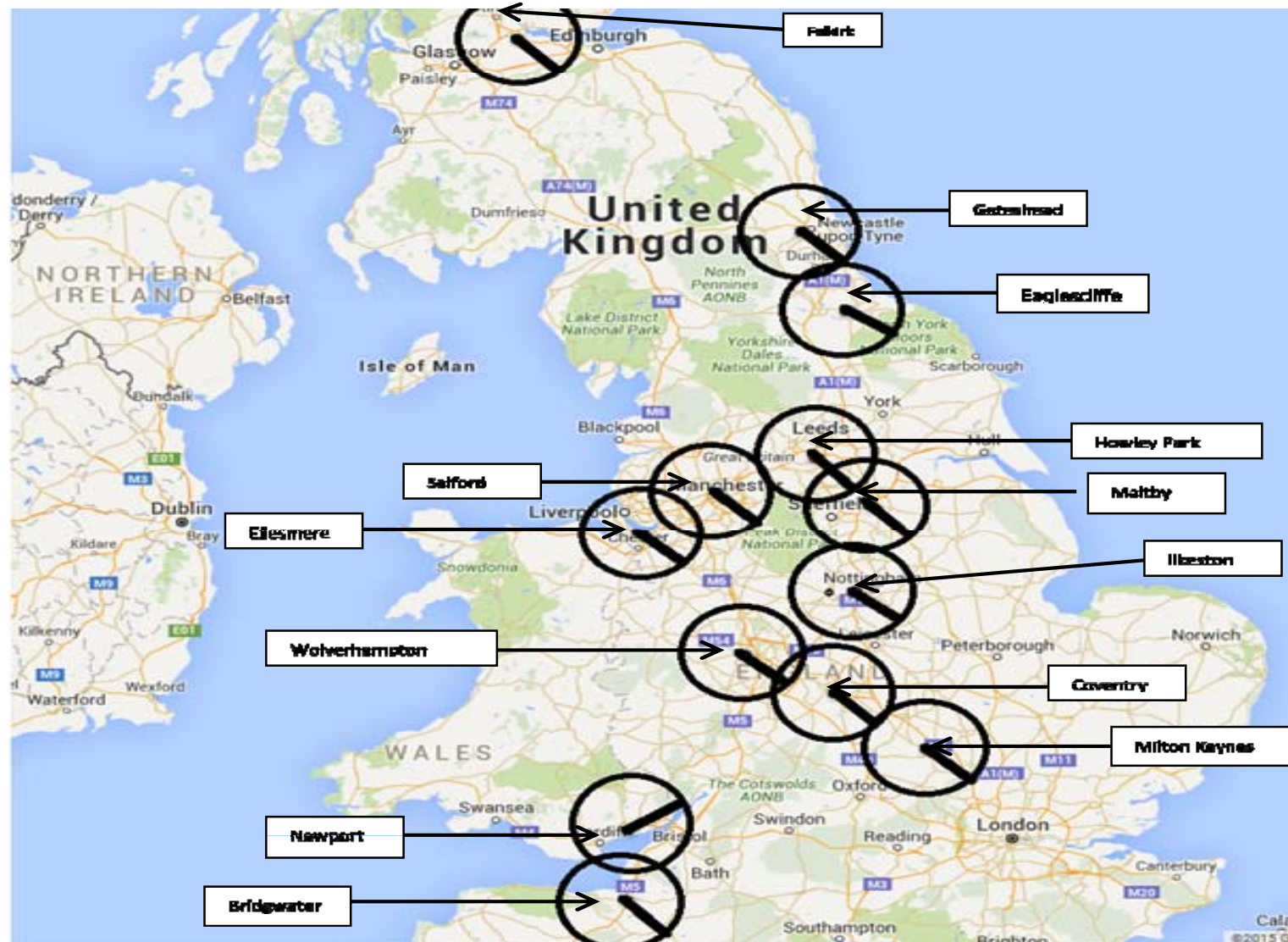




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## Plant locations







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## **Keys to Success**

- Focused on Customer Service –customer service charter updated 2015
- Low cost capital start up and flexible model to find the right locations
- Low cost operation at site level – staff multi-skilled
- Good locations to enable us to ‘multiple’ drop mortar within 25 miles with good quality products
- We are specialists in mortar and screed





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## **Opportunities**

- Further selective growth opportunities in both RTU and Screed through geographical expansion
- Build on the strong relationships we have regionally with National Housebuilders
- Bolt on new product development opportunities nationally
- Continue to enhance service proposition





# Marshall's

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Jaz Vilkh  
October 2015



## Marshall's Street Furniture







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## What is Street Furniture?

### DEFINITION (WIKIPEDIA)

*Street furniture is a collective term for objects and pieces of equipment installed on streets and roads for various purposes. It includes benches, traffic barriers, bollards, post boxes, streetlamps, traffic lights, traffic signs, bus stops, tram stops, taxi stands, public lavatories, fountains, watering troughs, memorials, public sculptures and waste receptacles.*







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## Natural Fit with Marshalls Product Portfolio

- In all scape types, street furniture sits alongside other Marshalls products
- Specified by same architects & installed by the same contractors
- One brand, one provider, one contact, one contract
- Enhanced “buildability, maintainability & life cycle” when designed together
- Complete end-to-end product offer differentiates us from all other competitors



























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