Assignment Brief for the position of

Export Manager

For Blakemore Wholesale, a division of A.F. BLAKEMORE & SON Ltd.

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Contents

1. Letter from Peter Blakemore, Group Managing Director

2. The Company

3. The Role and Organisational Structure

4. The Candidate

5. The Rewards
Dear Candidate

Re: Export Manager, Blakemore Wholesale

Thank you for taking an interest in our business.

Within this pack you will find a lot of relevant information that should help you understand our business in more detail. In addition to sharing this information with you I also wanted to take the opportunity to tell you about my personal belief in this organisation.

We have been around for nearly 100 years and my objective is that we have a sustainable future as a family owned business.

The **Purpose** and the **Values** that will secure this long-term success are outlined in what we refer to as *The Blakemore Way*:

**Our Purpose:**

*To grow a family business in ways that are profitable and sustainable for the benefit of our staff, customers and community.*

**Our Values:**

- Maximise staff potential and their contribution to the company’s success.
- Give great service to all our customers and add value to our trade partners.
- Make a significant, positive contribution to the community.
- Attain excellence in everything we do.
- Behave with honesty and integrity in all our relationships.

We introduced *The Blakemore Way* to ensure that the identity and unique culture of the company is maintained and to empower all of our team to play a role in the future success of our business – these are not just words on a mission statement but values that you will witness in our everyday work.

It’s a great time to be joining our business as we work towards our 2020 strategy, which includes looking at exciting new opportunities such as food exporting to add to an already diverse business portfolio.

Thanks for taking the time to get to know us and I look forward to meeting you in due course.

Yours sincerely

Peter Blakemore
A.F. Blakemore Group Managing Director
Candidate Recruitment Pack

*Export Manager*
2. The Company

A.F. Blakemore & Son Ltd began life in 1917 as a single counter service food store in Wolverhampton and has grown into a grocery wholesaling, distributing and retailing company that now employs 8,000 people with a turnover of almost £1.2 billion.

A.F. Blakemore has become one of the biggest and most successful family-owned enterprises in the UK, in part because of what it stands for and the way it does business. The Blakemore Way, which is the company’s official values statement, outlines the company’s longstanding commitment to developing a loyal and dedicated workforce that is focused on excellent customer service and behaving with integrity. The company has always emphasised the importance of building partnerships with suppliers and trade partners and never underestimates the role that it plays within the communities it serves.

Peter Blakemore, the current managing director, joined the business in 1965 and in 1975 took it into the SPAR UK organisation. Since then, through organic and acquisitive growth, A.F. Blakemore has become the biggest division of SPAR UK, owning 321 SPAR stores and serving more than 950 in total in England and Wales. A.F. Blakemore is the largest member of the Landmark Wholesale group and a significant supplier to the independent grocery sector across the UK.

A.F. Blakemore & Son Ltd is organised into divisions, each with its own managing director:

With a turnover of £340 million, Blakemore Wholesale is the third largest company of its kind in the UK market and the largest member of the Landmark Wholesale group. The division operates 14 cash & carry sites across England and Wales and has more than 400 retail club store members. Blakemore Wholesale also runs a national food distribution service which serves delivered customers across the UK via an 84,000 sq ft distribution depot at Apex II in Great Bridge, West Midlands. The division employs 700 people.
Owens and operates 321 SPAR stores and is the largest independent convenience store operator in the UK, with more than 5,700 employees and a head office in Willenhall, in West Midlands.

Serves meat traders, wholesalers, manufacturers and butchers across the UK and the rest of Europe; has 50 employees and operates from a facility in Featherstone in South Staffs.

Has 315 people servicing multi-temperature food service contracts across the public, multiple and free trade sectors from sites in West Yorkshire and the West Midlands.

Owns and operates 321 SPAR stores and is the largest independent convenience store operator in the UK, with more than 5,700 employees and a head office in Willenhall, in West Midlands.

Supports A.F. Blakemore’s independent SPAR estate, which comprises around 400 independent SPAR retailers who together own 630 stores.

Distributes to more than 950 SPAR stores across the UK, with 760 employees working across ambient, chilled, frozen and recycling operations, from warehouses in South Wales, East Sussex and the West Midlands.

A.F. Blakemore’s shop fitting division, which supports Blakemore Trade Partners offering concept design and project management to the independent convenience store industry.

A unique business which serves local suppliers, delivering their products on their terms to their customers. With only ten dedicated employees, this is a community-driven enterprise, not a profit-driven one.
Purpose and Values

The purpose and values of A.F. Blakemore were redefined by the Main Board in 2008 within The Blakemore Way, to ensure that its identity as a family business with a strong ethical heritage is maintained for future generations.

The purpose of the company is:

“To grow a family business in ways that are profitable and sustainable for the benefit of our staff, customers and the community.”

The five core values, which are very much in evidence within the business and are integral in achieving its ambitious growth plans, are:

1. Maximise staff potential
2. Give great customer service
3. Contribute to the community
4. Attain excellence
5. Behave with honesty and integrity

These values have driven A.F. Blakemore’s corporate commitment to positive and friendly relations between its staff, its customers and the communities it serves. One expression of this commitment, which is unique in its application, is the Blakemore Foundation, which donates at least 2% of the company’s pre-tax profits to a range of small, local good causes in the company’s trading area.

The values of the company are also captured within its Corporate Responsibility programme, as an increasingly recognised exponent of responsible business practice across the territory it serves. Business performance is measured through separate objectives for the workplace, marketplace, community and environment as part of this commitment to growing a sustainable business.

A.F. Blakemore’s sales have almost tripled from £446m in 1998, and the growth momentum has accelerated in the past two years. The family business is well funded, ambitious and well placed to continue to grow in the short, medium and long term.
3. The Role

Title: Export Manager, Blakemore Wholesale

Location: Wolverhampton Science Park, Wolverhampton

Reporting to: Sales and Marketing Director

Direct reports: None

Main Purpose of the Role:

To work as a member of the management team within the Wholesale Division, reporting directly to the Sales & Marketing Director taking responsibility for delivering the company export strategy. The primary purpose of this role is to develop and manage long-term strategic partnerships (distributors, customers, partnerships).

Key Responsibilities:

1. Responsible for creating a strategy in each country of interest
2. Responsible for implementation, monitoring and evaluation of AFB’s international strategy
3. Responsible for all contract negotiations and legalities in setting up strategic partnerships abroad. Also responsible for negotiating business plans, targets and royalties
4. Providing strategic leadership, with ultimate accountability for achievement of agreed sales targets by the team, for each country and actively contributing to the achievement of wider company’s objectives
5. Identifying the budgetary requirements of the function and managing delivery of objectives/targets within agreed budget
6. Reporting on a regular basis to the Board of Directors
7. Responsible for liaising with other Departments in order to achieve Financial, Technical and Operational objectives
8. To monitor distributors and partners, to ensure that they deliver against targets
9. Responsible for assessing potential international partnership and business proposals
10. Review and develop Marketing strategies in each country
11. Responsible, as a member of the senior management team, for representing AFB when abroad and within the UK
12. To develop and maintain links with Chamber of Commerce, Embassies, UKTI and any other associated parties
13. To undertake international travel as and when necessary
14. To liaise with Shipping Companies and Suppliers, managing orders and stock requirements related to export activity
15. Any other such duties as are within the scope of the spirit of the job purpose and the title of the post.
Blakemore Wholesale Cash & Carry
Organisational Structure

Wholesale Managing Director

Foodservice Sales & Marketing Director

Stores Group Director

Operations Director

Trading Director

Finance Director

Export Manager
4. The Candidate

Qualifications:

1. A formal qualification in relation to export is preferred but not essential

Experience:

1. Experience of international business B2B
2. Track record of successfully establishing partnerships, distributorships or other joint activity with overseas international businesses and organisations

Core Competencies:

1. Self-starter, quick to take the initiative and spot new opportunities
2. Commercially focused, capable of delivering results in a cost effective manner
3. Entrepreneurial and innovative with a delivery focus
4. Strong organisational and planning skills
5. Strong management and leadership skills
6. Capable of building working relationships and networks with people from a range of backgrounds and cultures
7. Skilled negotiator