

**Better  
equipped**

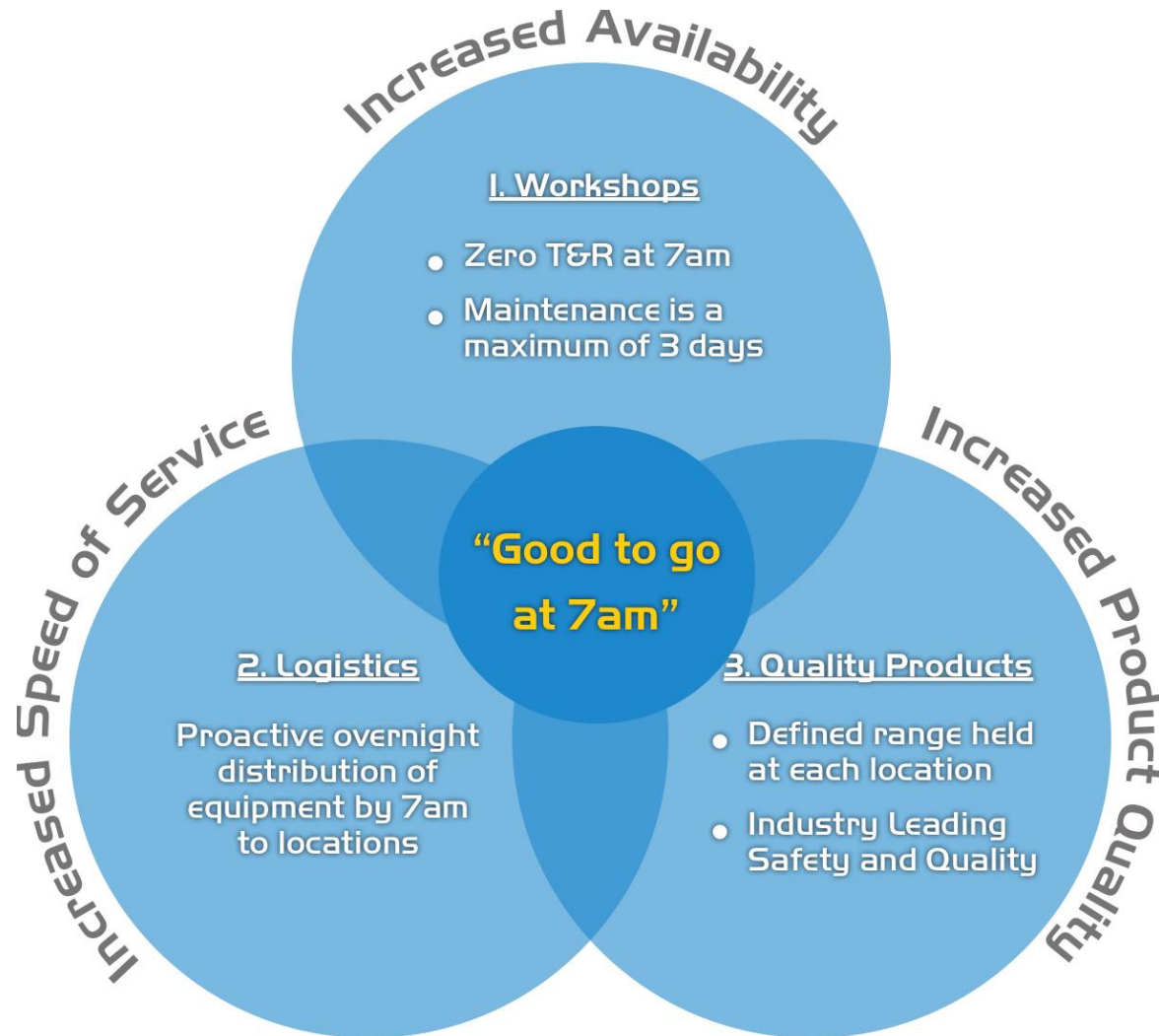
to provide  
hire service

**Ashley Bates**

Supply Chain Director

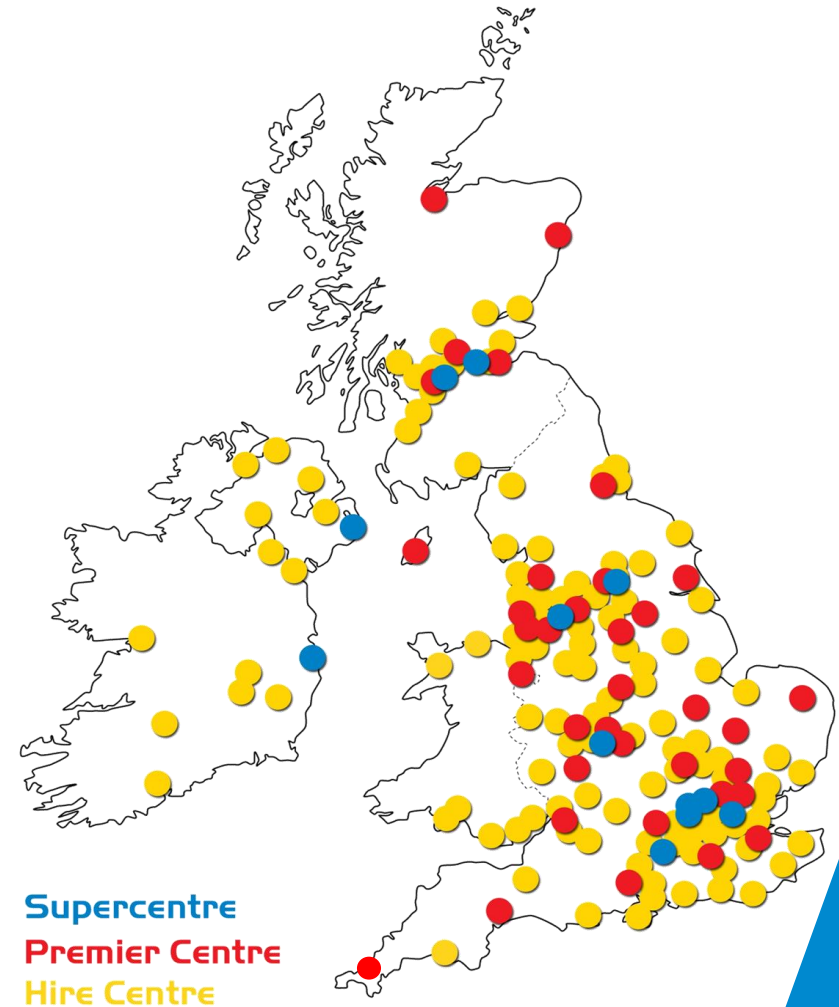
- **Improved customer service**
  - total demand fulfilment: on time, every time
  - outstanding quality and safety
  - increased value and flexibility
  
- **Operating efficiencies**
  - consolidated operating network
  - more efficient and effective use of vehicles and resources
  - higher utilisation of equipment
  - reduced CapEx requirements

# What does that look like?



## “Old World”

- 230 branches across UK & Ireland including Supercentres
- 123 Transport Locations
- 41 Workshop Locations
- Equipment distributed throughout our network
- 19.7% of available equipment nationwide accessible within 24 hrs
- Reactive System



## “New World”

### 1 x National Distribution Centre

- Proactive Overnight Trunking Routes using 18T Trucks

### 8 x Regional Distribution Centres

- Operating 24hrs
- All product ranges available
- Workshop onsite

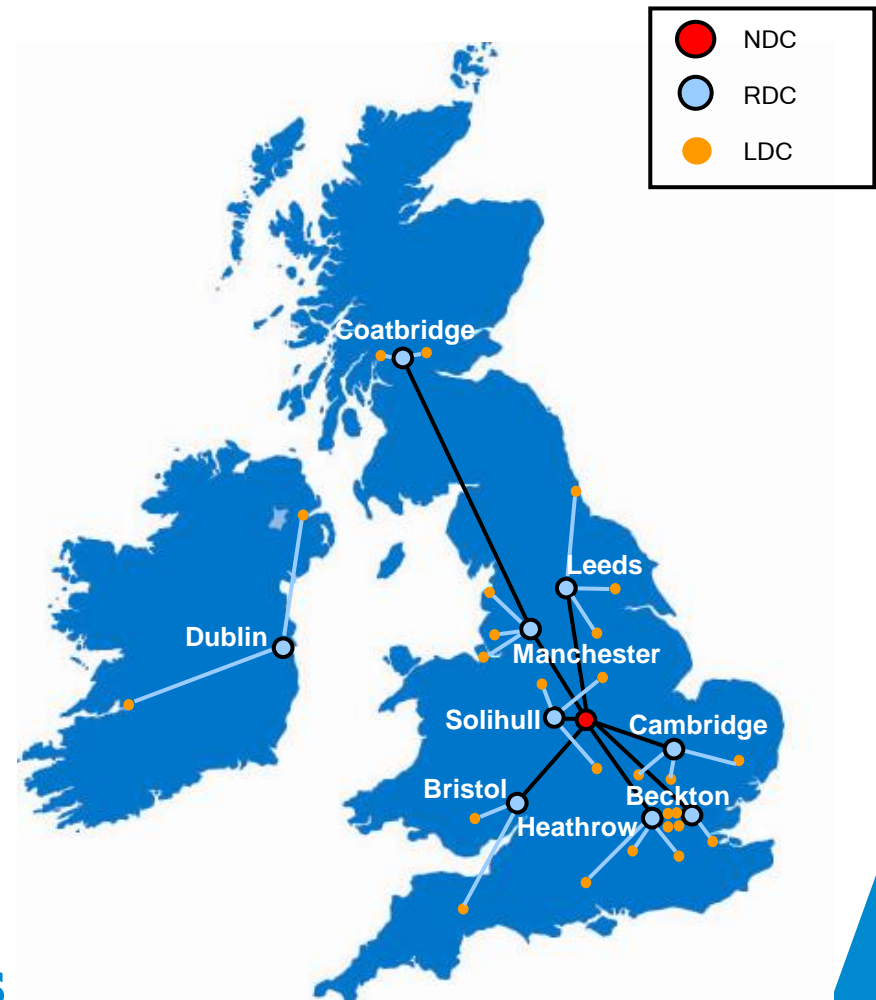
### 24 x Local Distribution Centres

- Operating extended hours
- Extended product range available

### 200+ “Selling Branches”

- Focused on customers
- Some product stockholding

**100% of available kit accessible within 24hrs**



## How have we done it?

- **New distribution network**
  - next generation 'hub and spoke' network
  - National Distribution Centre
  - overnight movement of kit
- **Consolidated workshops**
  - skills and expertise in key locations
  - improved spares management
  - 24 hour operation
- **Investment in systems**
  - evolution of our operating system to enable even more sophisticated sourcing and route planning
  - vehicle tracking and PDAs

## How have we done it?

- **Fleet transition**

- More large vehicles for powered access equipment, more efficient distribution and site clearances
- Trucks built to spec to include powered access charging points, vehicle tracking, low MPG

- **Investment in people and training**

- dedicated Stock Integrity teams
- more skilled fitters and engineers
- new working patterns

## The Results

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- Clear contrast in Transport Performance between regions operating to new model and those that were not: **all are now working to new model**
- All equipment accessible within 24hours
- Higher utilisation across our equipment fleet
- Company 'Sourcing' rate has almost halved
- Jobs per Vehicle per Day improved +30%
- Repair times significantly reduced leading to almost 50% reduction in kit "offline"

**More equipment available when our customers want it**



# Good to Great – Product Availability

