



Company Name

Tuplin Group

Location

London, Gatwick, Stansted,
Royston, Newmarket

Services

Specialist packing, shipping
and storage

Website

www.tuplin.co.uk

“Ian is a professional adviser and good ‘sounding post’ to bounce ideas off. Because he is independent of Tuplin, he offers an objective viewpoint and ideas from other industries. He is hands-on in his approach and helps in a practical sense with the delivery of a number of key projects. His ongoing input has made sure that plans have not only been laid, but implemented, completed and analysed. Ian is an invaluable asset to our business.”

Background

Tuplin has been providing specialist and bespoke packing and shipping services across the globe for over 40 years. The team at Tuplin, led by MD Alistair Henderson, has high levels of expertise in understanding the exacting requirements of their clients, who entrust Tuplin with moving multi-million pound items. Packing and transporting a multi-ton flight simulator with dimensions in excess of 5m across the world to a remote facility in Bolivia is no simple matter. Likewise transporting a valuable sculpture across the globe to a fine art exhibition takes care and expertise.

The business had been growing steadily and Alistair wanted to put in place a plan that would accelerate growth whilst building the capability for him and his wife Lisa to begin the process of stepping back from day-to-day activities.

Alistair takes up the story: “The business is being purchased from its former owner via phased payments. A combination of these payments nearing the end and my requirement to plan the next phase of the business prompted an interest in getting some support. I spoke with the company’s legal advisers who recommended I meet Ian Parker from Henchards.”

How it worked

The initial phase of work focused on understanding the personal and family requirements of Alistair and Lisa and what was needed from the business to meet these requirements. A plan was developed that identified senior management vacancies, improvements in business processes, better financial controls, development of the fine art division and growth through acquisitions.

Growth in the core business has been achieved organically through client development and referrals, and through the acquisition of carefully targeted, complementary businesses. In 2015 Tuplin acquired APB, a Newmarket based packing and transport business and successfully integrated it into the group. In 2016 Tuplin made a second acquisition when it purchased Fleetwood, another packing and transport business, based in Royston.

Tuplin's Fine Art division has been developed with investments in the team, specialist storage facilities and vehicles. This part of the business has also made an acquisition to expand its presence in the key London art market.

To achieve Alistair's and Lisa's longer term plans the management team needed to develop and take on additional responsibilities. The senior management team has been strengthened with two key appointments and the roles of the production managers have been enhanced to give more weight to the team.

In addition business processes needed some attention to ensure the measurement and controls were appropriate for the next phase of the company's journey. Processes have been improved in finance through recruitment and with the support of a virtual finance director. In HR there has been an improved focus on role descriptions and the performance review process, and in sales and marketing through the development of the marketing plan and the use of a CRM system.

As Alistair comments: "The business has undertaken a huge amount of change since we started working with Henchards. We have purchased three businesses, expanded our storage premises, recruited senior managers and improved the way the company manages and controls what it does. Whilst undertaking all this the core business has grown. It has been an exciting and rewarding period."

The business will continue to focus on its core strengths of delivering service excellence in specialist markets. The integration of the new acquisitions will require work on facilities, processes and management to ensure that the high standards of the Tuplin group are delivered to all clients and that all employees experience the benefit of being part of a successful, service focused business.

During the next phase the new management team will be taking on more of the operational and commercial responsibilities of running the group, allowing Alistair and Lisa to take a more strategic view of the next few years' growth prospects.