

# Case Study

## Sherwood Truck & Van Limited

### *The Company*

Sherwood is one of the UK's leading independent dealer groups and the best-known name for Trucks and Vans throughout the East Midlands and beyond. From sites at Blackwell, Sheffield, Nottingham and Stoke-on-Trent, their mission is to service the needs of operators in Derbyshire, South Yorkshire, Nottinghamshire, Staffordshire and parts of Cheshire.

The company was founded on 1st May 1978 when current chairman Terry Waterfall established a DAF dealership at a small site in Underwood, Nottinghamshire. "Back then it was a division of a PLC," explains Terry. In 1984, the company was acquired via a management buyout by Terry and his business partner Frank Holmes.

Under their guidance, Sherwood experienced rapid growth throughout the late Eighties, and in the wake of the Leyland DAF merger it became the franchised Leyland DAF dealer for Nottinghamshire. It was during this time that Sherwood acquired Kirby Trucks of Sheffield – the Leyland DAF dealer for south Yorkshire..

### *Background*

Sherwood Truck and Van has experienced major change over the past ten years, including changing manufacturer from DAF to Iveco and acquiring other businesses in order to increase market share. As a result of these changes, mergers, and a reducing turnover it was decided that a new, more directed, strategy be implemented.

This was essential for both the future of the company, but also to maintain Chairman Terry Waterfall's values to "base the company's philosophy on a high level of service to the operator." He continues, "It's a philosophy that's been fundamental to Sherwood from day one, and I believe it's paramount to our overall success."

### *Objectives*

- To implement a proactive, more directed strategy in the face of a weakening economy
- Define Business Strategy
- Upskill management team
- Develop a more cohesive structure across the group
- Improve internal communications
- Improve internal accounting procedures
- Improve working capital
- Develop HR programme
- Develop cross-sales programme
- Improve waste reduction

## TAM<sup>UK</sup>

TAM is an advanced Change and Leadership Advisory business, focusing on mid-sized companies and larger Public Sector organisations.

We have a strong track record built over 40 years, underpinned by our focus on developing long term relationships with clients, a reputation for integrity, and offering an independent programme that is knowledge transferred to your Senior Management team upon the Instructions of your Board or CEO.

These core principles help us to sustain effective business relationships with our clients and are consistent with our aim - to be the Change Advisors of choice in our specialist sectors.

Our focus is on providing a clear development path for our clients to enable them to outperform in their markets. Our Specialist Advisors are experts in their chosen sectors and work closely with our Clients to help them deliver their strategic goals.

## The Benefits

- Guaranteed facilitated change
- Strategically align and optimise your organisation
- Create a cultural platform for efficient and effective change
- Develop effective leadership
- Cut costs before jobs
- Improve productivity
- Maximise employee inclusion
- To deliver the change to a financial outcome

## Contact Us

Call us on 01246 456304  
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Leading **Organisational** Change

# TAM<sup>UK</sup>

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- Increase gross profit margin

## *The Results*

- Savings in excess of £20,000 per annum
- Introduction of staff development and training programme with possible funding from the LSC
- Employee engagement encouraged
- Weekly update on KPIs
- Management team significantly strengthened
- Administration centralised
- Efficient robust CRM system implemented
- New sales and products to a stronger customer base
- Renegotiation of contracts with existing suppliers