

“From Paris to Crewe...”

- Ian Dobbie
- BSB Spring Conference
- Wednesday 6th April 2022



Agenda

- Introduction
- Achievements at Délifrance
- Arrival at Wrights Food Group (WFG)
- The Wrights Journey to The Compleat Food Group (CFG)
- Summary / Key Learnings

Introduction

Introduction

- Graduate of the Royal Society of Chemistry / Chartered Chemist
- But I've always been a “foodie”
- Started working life as a food technologist at Manor Bakeries in 1985
- 16 years in bakery, prepared chilled foods and meat-based products :
 - RHM / Northern Foods / CPC Bestfoods / Allied Bakeries / British Bakels
- Joined as MD of Délifrance UK in 2001 at the age of 38
- Eventually became first non-French CEO of the global Délifrance Group
- After 18 incredible years, left at end of 2019 to start my own consultancy business
- Joined WFG in February 2020; initially as NED and then as MD from October 2020
- Following the successful sale of WFG to Compleat, looking for my next project
- Passionate about food outside of “core” commitments –
 - Active Liveryman for The Worshipful Company of Bakers
 - Past President; Alliance for Bakery Students and Trainees (ABST)

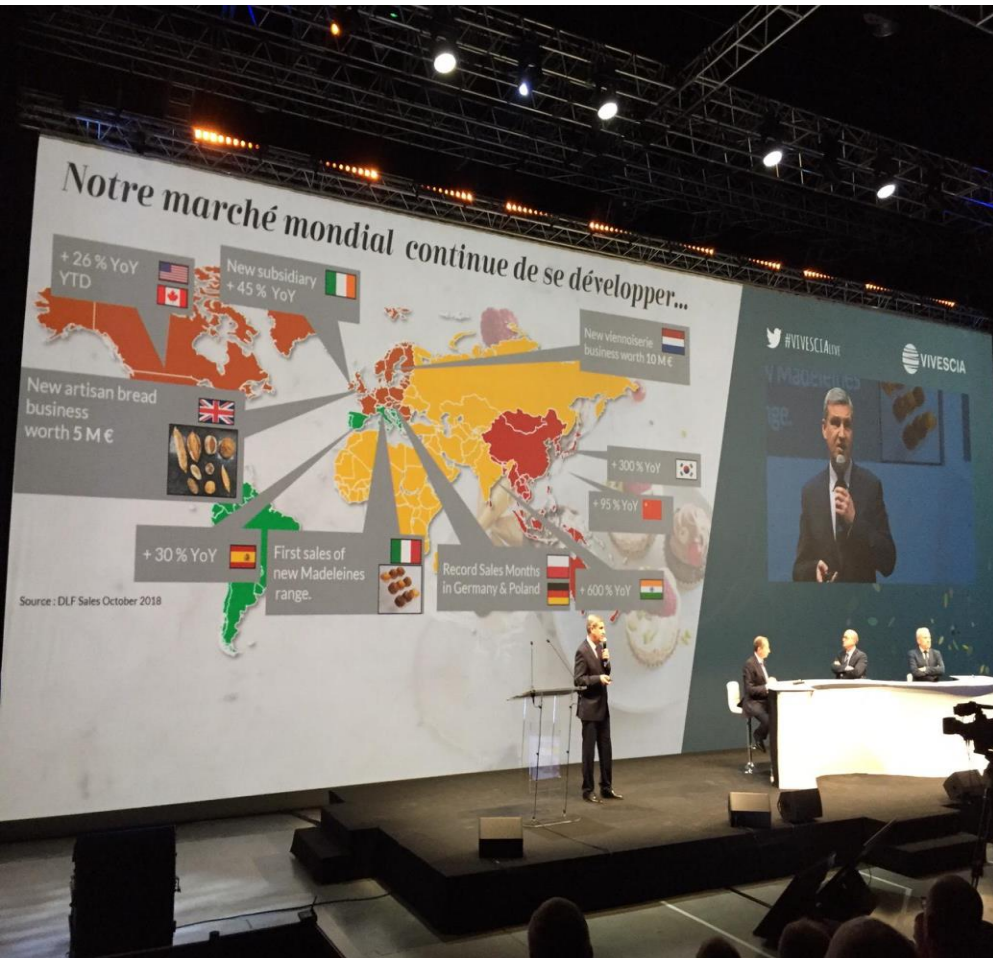
So what have I been through in the last three decades...?

- Three recessions:
 - 80's stock market crash / “Black Monday”
 - Early 90's
 - Credit crunch of 2008
- BREXIT
- Global pandemic
- Unprecedented supply chain crisis
- The tragedy of Ukraine...

Délifrance

LIVE EVERYDAY DELICIOUS

Achievements at Délifrance



Year	Achievement
2008	Opening of new Fresh Bakery at Wigston (UK)
2009	Acquisition of Le Pain Croustillant and Sofrapain (UK & France)
2015	Investment of new Rustic Bread line at Southall (UK)
2016	Acquisition of La Rose Noire (China)
2017	Acquisition of Heinz Bakery (Germany)
2019	Investment of new Viennoiserie line at Romans France)
2019	Sale of Délifrance Home Bake business (Holland)

Wrights Food Group

Arrival at Wrights Food Group

- NED appointment:
 - Develop strategic longer-term vision for business
 - Support and mentor Board of Directors
 - Support for Chairman/CEO

“ It can be a lonely place running a business ”

Peter Wright (Chairman/CEO of Wrights Food Group) February 2020

- COVID-19:
 - Challenged traditional trade channels:
 - Foodservice Wholesale and Airlines
 - Quickly repositioned/repivoted business into retail channel
 - All delivered virtually by a fantastically agile and proactive team



Coming home to work with a great team

Wrights Journey to The Compleat Food Group (CFG)

Wrights Food
Group

THE
COMPLEATFOOD
GROUP

The Wrights Journey to Compleat

- Soul-searching to make the right decision
- Finding the right partner
- Making it happen
- The successful end result:

“

I would like to put on record my personal thanks to Ian for his crucial role during the sale process for which I am eternally grateful.

The board welcomed Ian's professional leadership and experience and, in a short space of time, he accomplished incredible achievements driven by his passion and collective drive for success.

”

Peter Wright (Chairman of Wrights Food Group) March 2022

2022 and beyond...

- Accelerate CFG's entry into frozen foodservice and retail
- Build frozen capabilities and diversify product portfolio into sweet bakery sector
- Significant cross-selling opportunity with respective customers and channels

“ We are delighted to welcome the Wrights Food Group into our Pastry Division. This move enables us to better serve our customers and offer a greater range of products, helping the group to further strengthen its position in UK retail and foodservice. ”

Paul Monk (Executive Chair of The Compleat Food Group) December 2021

Summary

My key learnings from the last three decades



To deliver the best results:

- **Always have a very clear strategic vision**
 - Constantly share it with your employees and key customers
 - Don't be hesitant to adapt to ever-changing market conditions
- **Build the very best team around you – people are your most important asset**
 - Never stop listening to them, even if you don't always like what they are telling you...
- **Work as hard as you can and be transparent**
 - It earns trust which is priceless in any business
- **But have some fun along the way as well...**

Questions

- Business Transformation
- Interim CEO/MD
- Non-Executive Director
- M&A's



ian dobbie
consulting group