



AT A GLANCE:

Customer:

The Royal Society for the Protection of Birds (RSPB)

Industry:

Charities

Project:

Insource branded product fulfilment to increase revenue and cross selling opportunities

Services Provided:

Logistics consultancy, change management, project management, key staff recruitment, supplier evaluation

Outcome:

Smooth change to in house operations, ahead of time and below budget, greater future revenues

RSPB, Europe's largest wildlife conservation charity, changed the way it markets branded products in order to increase income and customer service, while making more of brand opportunities.

The **LOGISTICS**
Business



“We recognised that there were benefits to our own control over the brand and customer service levels,” states Karen Rothwell, director of marketing for RSPB, an organisation whose 1 million individual members represent a significant trading opportunity. “We also saw the opportunity to get the RSPB brand more into people’s everyday lives and make more of cross selling and extra donative support.”

Merchandise under the RSPB brand has been available for some time through a number of channels. The service had been set up using a number of licensees, who operated the services in return for providing income to the charity. However it was decided to bring operations in house and make more of fundraising opportunities represented by such a strong brand, including distributing merchandise such as bird feeders and books through supermarkets and garden centres.

“Right from the outset we knew we didn’t have all the expertise in house to implement the programme, or to be certain we would be doing the right things.”

It was decided to look for outside consultants to verify the business case and help manage the change process. “We have to justify the expenditure and the project to the trustees. However when trying to implement our own commercial trading operation we

knew we had a requirement for people who had worked from a commercial angle.”

“We needed people who could work with and challenge us. We also wanted outside experience with setting up operations from sourcing to packing and shipping, basically the logistics end of things as we already had good knowledge of our customers and market,”

observes Rothwell.

Further requirements were for some robust project management and people who were able to understand the cultural changes required for a successful trading operation. “After a tender

process we chose help from The Logistics Business,” Rothwell continues. “They ticked all the right boxes, had the specific business knowledge we needed and added value with constructive challenges to our ideas.”

Organising responsibilities, developing management capability and recruiting staff have also been supported by The Logistics Business, who have worked with the RSPB at senior and junior level to drive the major change project. Indeed they were able to speed up the implementation and “have saved a huge amount of time.”

One of the areas of focus was customer service levels. “This is of course important to every business, but the long term implications of good or bad service are far higher for a

charity like us,” observes Rothwell.

Rothwell also has praise for the way the two principal consultants on the project have managed to work very closely with staff without losing their outside perspective. “The way they have worked with us is one of the best parts of the project. They have not ‘gone native’, but we don’t feel they have acted like outside people cracking the whip either.”

The change to in house trading is already underway and Rothwell is convinced it will bring significant revenue to RSPB, as well as profile raising and brand building benefits. “We will be generating more income, which we need every year for our conservation activities. I am sure we are going down the right road.”

The **LOGISTICS** Business

Old Court House
The Crescent
Bromsgrove B60 2DF
United Kingdom

Telephone: +44 (0)1527 889060
Email: info@logistics.co.uk
www.logistics.co.uk