

# LOOKING TO THE FUTURE

BY LEARNING  
FROM THE  
PAST

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Findings from the Straight plc  
brand and business review 2011.



**straight**<sup>plc</sup>  
for tomorrow's world



**Straight plc leads the field in supplying waste and recycling products and services to local authorities, waste management companies, utilities, corporate businesses, facilities management companies, hospitals and educational facilities.**

**We continuously push boundaries with innovative designs and quality products, coupled with competitive prices and outstanding levels of customer service, allowing us to maintain our position at the forefront of the waste and recycling industry.**

We fully understand that we are only as good as our last product and that no business can be guaranteed future success. We are equally aware of the increasingly competitive and demanding nature of our market and the need to stay close to our customers and their organisations as we all adapt to new conditions, demands and opportunities.

So, earlier this year we commissioned an independent review of our business and brand to better understand the needs and perceptions of our customers. We have used our findings to identify what makes us unique, to benchmark our performance and to inform our future brand development and business strategy. Through it, we listened to and learned from honest feedback to better understand where we currently perform well but more importantly to identify the areas where we have opportunities to do more.

We thank everyone involved for their time and their candid responses. The Board welcomes the feedback and it has been instrumental in informing and shaping our business planning process.

**Here's what the Brand Discovery™ research revealed.**

WHEN YOU'RE  
THROUGH  
CHANGING

**YOU'RE  
THROUGH**

**Change is an inevitable factor of life and the world in which we live will keep on changing, despite our efforts to control it. The trick is to know how to pre-empt life's endless fluctuations and to adapt to them before they even happen.**

As an organisation specialising in the delivery of resource and recycling efficiency solutions, we have seen our industry undergo considerable challenges and significant change in recent years. Businesses can no longer rely on the responses of the past if they expect to survive today and on into tomorrow.

A far greater understanding of, and desire for, environmentally responsible solutions has combined with the ever-present commercial demand to constantly perform more effectively and efficiently, which in turn places our customers under enormous pressure.

It is this pressure that drives our continual search for new ways to further improve our products and support solutions across all of our business functions. We are always looking to provide our customers with more effective answers, better results and continuous progress. It's how our solutions help our customers adapt to an environment that is in a state of constant flux.

The research showed us that this is recognised and appreciated and the Board has committed further resources to ensure this continues throughout the business. We'll keep you abreast of all progress that we make over the coming months.

.....  
*William Somerset Maugham:*

**LIFE IS CHANGE.  
GROWTH IS OPTIONAL.  
CHOOSE WISELY.**



# KNOWLEDGE, AND NOT OUR EYES **GIVES US** **INSIGHT**

**Straight plc's strong reputation is built on our considerable experience of the sector. It's a reputation that our customers trust and value as much as they rely on the informed opinions of our team. It acts as the firm foundation of our ongoing business partnerships and allows us to deliver against the challenges of a changing world.**

It's this knowledge that allows us to take an informed and educated view of the future, leading to the creation of truly multi-dimensional innovations. These involve all people, processes, products and technology across our entire business and aren't simply meaningless product or service developments.

These innovations lead our market, causing real and lasting changes and setting new benchmarks for performance, service and the delivery of results for the whole sector. By putting

.....  
Doug Larson:

WISDOM IS THE REWARD  
YOU GET FOR A LIFETIME  
OF LISTENING WHEN  
YOU'D HAVE PREFERRED  
TO TALK.

insight, knowledge and process at the very heart of the business, Straight plc continues to lead the way and help customers address the new challenges and demands that emerge.

We are seen as being well placed to do this. Whilst the Board is greatly encouraged by this feedback, Straight plc is committed to making sure that we continually share our insight and knowledge of upcoming market trends via a strong and expert team.

**The service that we provide is based on relationships. We know that “partnership” is probably the most overused term in business, but as we provide a service individually tailored to meet each customer’s needs, our partnerships continue to form the heart of our business.**

It’s only by communicating with our customers that we are able to gather a clear and consistent blueprint of what they need and work collaboratively to provide appropriate products and solutions. We use our broader experience to provide our partners with solutions and plan jointly for the future in a spirit of trust, listening and mutual respect.

We’re also extremely enthusiastic about our products, services and the difference that we can make. We proactively develop innovative solutions and new initiatives to constantly meet our partners shifting objectives, circumstances and drivers.

The feedback told us that our customers appreciate their relationship with Straight plc and want it to develop in order to further benefit from our insights. So, our customer teams will be working harder to identify opportunities to build even stronger partnerships in the future.

.....  
*Thomas Watson, Sr :*

**HAVE YOUR HEART IN  
YOUR BUSINESS AND  
YOUR BUSINESS IN  
YOUR HEART.**

**THE JOURNEY’S  
EASIER WHEN  
YOU’RE IN GOOD  
COMPANY**



**AN  
EXPERT IS  
SOMEONE**

WHO'S  
MADE EVERY  
MISTAKE

**No business wants to let its customers down or deliver below expectations, but it's a simple fact of life that mistakes do happen. What's important is the way that you deal with them and that you learn from any mistakes you make.**

The research demonstrated that Straight plc currently performs strongly in dealing with any issues but we know that this is an area where we must reject complacency and continually look for ways to improve and to minimise errors and their impact.

Your feedback has given us a clear impression of how issues should be dealt with and we are currently reviewing all of our processes to ensure we continue to deliver best practice in this area.

.....  
Oscar Wilde:

EXPERIENCE IS THE  
NAME EVERYONE GIVES  
TO HIS MISTAKES.

**As the market to provide resource and recycling efficiency solutions grows ever more competitive and challenging, Straight plc is committed to building a business that leads the agenda within all of the markets that we serve. Our innovation and insight allow us to provide a future focused service that makes a serious difference to our customers.**

We constantly reassess the services that we provide in a dynamic and meaningful manner and our progressive business model has facilitated targeted acquisitions to give us greater control of supply, product quality and customer delivery.

This is just one part of our ongoing commitment to constantly evolve our offering in line with the needs of the market. A vital part of this policy is ensuring that our brand communications relay the fluctuations and trends within the market, to better reflect our market position and ethos. Basically, it's time we started to talk about our market leading position.

**STANDING OUT**  
FROM THE  
CROWD

.....  
Rowan D. Williams:

BAD COMMUNICATION  
LEAVES US LESS ROOM  
TO GROW.



NOT  
FORGETTING  
**OUR ROOTS!**



**Customers appreciate and respect Straight plc's ambitions to grow and evolve in the future, but we need to ensure that the essence of what makes us different today is not lost as we grow tomorrow.**

The research told us that you would be disappointed if the entrepreneurialism, enthusiasm and passion we display currently were lost in the quest for growth and expansion.

We are extremely proud of our people and our culture here at Straight plc. For this reason, we work with a cross-functional team within the business to build on the programmes already in place and to ensure our current business culture is nurtured and developed, rather than side-tracked, through future growth. We fully intend to remain true to our roots.

.....  
Antonio Gaudi:

ORIGINALITY CONSISTS  
OF RETURNING TO THE  
ORIGIN.

**SUMMARY** We invested in this programme because we value the opinions and experiences of our people, customers, investors and business partners.

As well as moulding the way we operate in the long-term, the implications of the programme will be rolled out over the coming months and I've committed to implementing its findings and involving our customers and partners in that process.

Thank you for your continued support of Straight plc.



**Jonathan Straight**  
Chief Executive  
Straight plc



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**STRAIGHT PLC**

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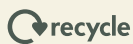
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