



Stewart-Buchanan Gauges Ltd
AN EMPLOYEE-OWNED COMPANY

POSITION PROFILE

Sales Director



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Welcome Note from Managing Director, Derek Rae



My name is Derek Rae, and I am the Managing Director of Stewart-Buchanan Gauges Ltd, having joined the business in September 2022.

Throughout my working career, I have always aspired to meet three values in both my personal and professional life, namely:-

- Morals – what we do both personally and professionally must be morally the right thing to do
- Legal – everything we do must be legal, above board and transparent
- Ethical – again, everything we do must be ethical including the decisions we make each and every day

One of the main attractions for me joining the business was employee ownership, and this has proven to be a good decision, with everyone benefitting from the success of the business. I believe in being open, honest and transparent with all employees, and sharing the news both good and bad to ensure that everyone has the opportunity to express themselves and feel a valued part of the business.

I am a metrics driven person, and have spent a lot of time implementing meaningful KPI's which track our business on a daily, weekly, monthly and annual basis. These are shared with all employees by way of a monthly presentation given by myself, giving people the opportunity to ask questions and discuss a range of topics. As a business we are trying to breed a culture which is open and inclusive, where everyone has the opportunity to put forward suggestions and ideas, so everyone feels valued and rewarded each and every day.

Longer term, the aim is to diversify and explore new market opportunities, growing the business year over year, whilst maintaining our existing customer base. We invest in both our people and our processes, and have significant capital spending plans for the coming years, including the implementation of a new IT system.

Each and every day, we hold each other accountable, allowing us to improve our processes and procedures on an ongoing basis, with everyone helping to support each other to improve the business and implement a range of improvements.

The person coming into the Sales Director role will have the opportunity to join a thriving company which has been built over many years but is also looking to change and adapt moving forward. They will have the opportunity to lead their own team, implementing their own ideas and suggestions, as well as implementing and delivering a strategic sales growth plan ensuring the ongoing success of the business.



Derek Rae – Managing Director





Established in 1870, Stewart-Buchanan Gauges (SBG) is a long-established manufacturing business with a highly skilled workforce and strong reputation for quality products delivered on time. We have thrived over our long history because we put our customers at the heart of everything we do. Whilst SBG is a well-established business, we are also dynamic, and speed of response has been the cornerstone for much of our success. This is due to being a well organised business top down and bottom up.

SBG is a company that likes to stay one step ahead and our commitment to innovation has led to an enviable reputation as a manufacturer of market-leading, technically advanced products. This reputation has enabled us to grow in highly competitive markets across Europe and around the world.

Primarily, SBG manufactures gauges, valves and manifolds for a multitude of sectors including oil & petrochemical, power generation and food & drink. We also provide specialized products and services and can deliver respond quickly to bespoke requests.

Over many years, we have remained true to our core belief of dealing with our customers and our workforce openly and fairly. It is one of the reasons we became an employee-owned company in December 2011. With all our employees focused on the success of our business, we work together to deliver products of exceptional quality and to provide our customers with excellent levels of service.

We employ approximately 115 people at our 4,000 square metre production facility located in Kilsyth near Glasgow. The plant is home to state-of-the-art machinery, including the Manufacturing Resource Planning system (MRP II) and 3D design and CNC machines, enabling us to use the very latest manufacturing techniques.

As an employee-owned business, an entrepreneurial mindset is an asset throughout the company. Every employee's contribution matters to the overall success and needs to be cultivated.

Vision Statement

An employee-owned company responding to customer demands while setting the standards for Safety, Quality and Reliability.

Mission Statement

To recognise and exceed customer expectations. To build a strong ownership culture to create sustainable employment and the opportunity for each employee to contribute and succeed.



SBG has performed consistently to date working with a diverse range of customers across the world and offering exceptional customer service whilst remaining a business that people are proud to say they work for, which is reflected by our extremely high employee retention levels.

As an employee-owned business it is proud of the partnership culture it has established and maintained based on the following principles:

- Having regard to the interest of the company's employees in general;
- Encouraging the Company's employees to assume responsibility for maximising their contribution to the company having regard to the interests of future as well as the present employees;
- Providing employees with information concerning major policies and actions of the company; and
- Affording the employees opportunities individually or through representatives to influence major policies of the company.

With the impending retirement of John O'Donnell, SBG is looking to appoint a new Sales Director who will develop, embed and deliver a new sales strategy to deliver significant growth over a sustainable period of time. Focused on identifying routes to new markets, the diversification of customer portfolios and the extension of products/services in response to the external environment and evolving demand, the successful candidate will also ensure that SBG, as a business, always exceeds customer expectations.

The incumbent will be required to undertake a comprehensive review of all sales activities, across both the external and internal sales teams, assessing both current capability and existing processes before making necessary recommendations and implementing changes / best practice as appropriate.

As a member of the Executive Management Team and board, you will contribute, influence and inform the strategic decision-making and planning processes and ensure the continued sustainability and ongoing growth and development of SBG.

The role demands a commercially minded operator and perhaps most importantly someone who buys into the overall ethos of SBG, as an employee-owned business.



Job Title:	Sales Director
Reports to:	Managing Director
Location:	Kilsyth, Glasgow

Through excellent leadership and influencing skills this role will provide strategic direction to the teams within both External and Internal Sales functions and be a key figurehead of the business to its customers. Responsible for leading the Sales teams to deliver revenue, profit and business goals whilst also identifying new opportunities, the role will be focused on building the established customer base and delivering first class customer service.

NB: It is anticipated that this role will involve travel with approximately 60% of time based on site in Kilsyth and 40% travelling.

Key responsibilities include:

- Provide strategic and operational leadership to both the external (one Sales Manager, two Sales Representatives & one Export Sales Manager) and internal (seven Sales staff) sales teams ensuring all staff are motivated, coached, encouraged and developed through training, development meetings and day to day management/supervision
- Ensure SBG maintains its approach to delivering the highest level of customer service that ultimately provides competitive differentiation
- Preparation of annual sales strategy, budgets and targets – develop and present annual sales strategies/plans to the Board and ensure execution of strategy to deliver and exceed agreed sales revenue and margin targets (c20% annual growth)
- Directly support the specification and selection of a new ERP system with particular focus on the development and utilisation of an internal CRM system
- Implement and monitor sales related KPIs and regular reporting whilst also embedding a culture of both individual and collective ownership / accountability in terms of delivering sales growth
- Prepare and present monthly and quarterly sales reports at Board meetings
- Establish and maintain strong relationships with target customers, key suppliers and customers by leading on all sales activities
- Develop and maintain effective relationships with distributors in the USA and Australia, identifying opportunities to diversify and expand current product lines
- Maintain strong knowledge of competitor activity, the external environment and existing customer base to identify new / target markets and proactively respond to new opportunities
- Work closely with all departments to ensure efficient development and implementation of sales and operational processes that promote a positive team culture



- Act as an effective ambassador for SBG undertaking external networking activities and engaging with relevant trade associations to raise awareness of the SBG brand
- Lead by example to ensure SBG's culture remains constant

The role is all encompassing, and it is not possible to outline every accountability. The appointed candidate must be prepared to work in a dynamic environment with a "can do" approach to any challenge presented.





With relevant sales leadership experience gained within a manufacturing or engineering services business focused on delivering the highest levels of customer service, the successful candidate will be an inspirational leader able to lead from the front and carry a team forward.

A strategic thinker able to evaluate the market and business climate, recognise opportunities as the market shifts and make decisions with vision, you will be empathetic and focused on ensuring SBG continues to be an open and empowered workplace by encouraging employee participation.

Skills and Experience:

- Excellent sales leadership experience including the ability to develop and deliver against an effective and target driven sales strategy; carry out business generation and increase service provision
- Proven experience of developing, managing and motivating people and teams by empowering others to take decisions and deliver for the customer
- Previous accountability for generation of new relationships, as well as development of opportunities within an existing client base
- Relevant experience of delivering significant change and business transformation programmes, resulting in tangible benefits and outcomes
- Strong financial acumen coupled with the ability to understand the balance sheet, and the interaction of costs, sales, profitability and asset management
- Strong business solutions design experience – particularly on cost modelling and awareness of profitability ensuring a robust ability to engage all individuals within the business
- Strong commercial awareness and market knowledge and the ability to understand industry specific trends and their impact on the business
- The ability to prioritise and focus on set goals and objectives

Personal Characteristics:

- Well-developed management skills with the ability to build excellent working relationships, both internally and externally
- An agile and resilient individual, able to respond to internal or external factors to remain flexible in approach
- Highly effective communicator and leader, who fosters partnerships, works collaboratively and achieves results through others
- Strong influencing and negotiating skills
- Detail conscious with a focus on the key metrics that measure business performance
- Self-directing and able to work under pressure to achieve problem resolution
- High levels of emotional intelligence and self-awareness
- Task and results driven
- A self-starter, able to take the initiative and push projects forward



The role offers a salary of £70,000 – 75,000 plus £7,000 car allowance, stakeholder pension (employer contribution 4.5%) and 30 days holiday.

NB: As an employer owned business and subject to overall business performance, all staff receive the same annual bonus. Currently there is a tax-free limit of £3,600 per year.

Partnership Shares Scheme

Each employee also has the option to purchase shares under the Partnership Shares Scheme. The scheme rules are defined by HMRC and allow employees to purchase SBG Ordinary Shares up to maximum share value of £1,800 per tax year, or 10% of salary, whichever is the lower. The lowest amount that can be purchased is £120 (i.e. just £10 per month). Payment for Partnership Shares is made by deduction from monthly salary before deduction of tax and NIC, making it highly tax advantaged.

Each year on Dealing Day and depending on the overall demand for shares, the Employee Benefits Trust (EBT), who must own not less than 50.1% of all shares, will determine how many shares are available each year. Only current employees can hold shares and all shares must be sold when an employee's employment ends.

The Recruitment Process

Interested candidates should provide a CV and cover letter, outlining interest and suitability, to kirstysim@livingstonjames.com

First stage interviews will be conducted by Livingston James, our retained recruitment advisors.

Shortlisted professionals will be invited to interview with SBG. Further detail will be provided on this stage throughout the process.

All third-party applications, enquiries and direct approaches to SBG will be referred to Livingston James.

