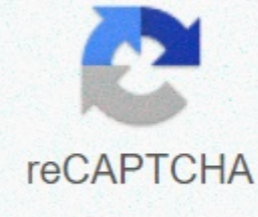




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Mr warburton baker

Keen observers of Warburtons television commercials will be noticing Jonathan Warburton, the chairman, in a cameo role. The Bolton bread company is pumping £22m into a marketing campaign to consolidate its position as market leader. In 2007 profits were down 13% to £48.8m sales of £414m. The deal is worth £300 million. Significant dividends since 1994 should take the family to £330m. This baker's kids need to work, says Jonathan Warburton telegraph.co.uk Jonathan Warburton of the fifth generation to lead the family bakery business, which sells more than £200 million in bread a year. He and two of his first cousins handed the company over from a medium-sized Lancashire store to the country's largest baker. She has three teenage children and says none of them will inherit a single stake in the family business unless they can prove they deserve it. My children have been told they're not going to sit anywhere and sit on their asses, he said. A university degree is desirable but optional, he says. However, holding down the right job is essential before they should be allowed to enjoy the considerable riches the bread company generates. Last year, the family paid itself a dividend of £5.4million. He took over the family business in his early 30s after spending years on the road as an Unilever agent. I want one of my children to be so interested in joining me. But none of the leaders will want to work for them if they are numpty regardless of their surname, he said. ----- the Warburton lifestyle - Jonathan Warburton's February 19, 2003 Warburton's company is not just a business chairman Jonathan Warburton, it's a way of life. It's a very privileged situation. The opportunity to do it is pretty unique. You have the potential to make big decisions, but you also have a huge responsibility, especially for those who work for you, he says. All four members of the last generation of Warburtons left work on the same day the three cousins took over. While proud of their heritage, Jonathan and the others don't live in the past. We don't have the kind of business that spends a lot of time looking at the past. Family businesses tend to do so, but today customers are worried about the here and now - and the future. It's a long tradition to have dynamnesis, but that's it, and we tend not to look behind us all the time, he says. Dedicated Jonathan remains committed to the philosophy of a family company selling traditionally baked bread freshness and quality you can taste - from vision to become Britain's favourite baker. When we took over the company 16 years ago, we decided to take it to a new level and turn it into a national brand, says Jonathan. In recent years, large supermarket chains have expanded enormously, as well as stores, and last December announced it was investing more than 30m in the first foray into the south-east. But while it sells a variety of bread products, 70 percent of the call is still on white bread and wax-paper wrapped in Toastie is still the bestseller. Jonathan says it's his personal favourite - and he even eats it smooth, un toasted, without butter. The power of the Warburton dynasty was its harmony - there is no courtroom stab in the back here. The three cousins are very close. We're good friends and colleagues, too, and we get along very well, he says. ----- --- The family company that blows its own trumpet - Jonathan Warburton Anthony Reuben Business reporter, BBC News When Jonathan Warburton went to an advertising agency in the late 1980s to discuss television commercials he wanted to put in the family bread business, his ideas were met with a lukewarm reception. Jonathan Warburton convinced his parents to be in the first commercials:We thought he was going to talk about Canadian wheat, and the creative director said, This is probably the most boring story I've ever heard - the only interesting thing about you is your family. Jonathan Warburton had to convince his parents to appear in the first commercials. This was the time when Bernard Matthews and a guy named Victor Kiam were doing commercials, he told the BBC. Mr. Kiam was the man who famously loved the Remington razor enough to buy the company. I was just a fading young man, too cheeky for my own good, and I think my mom and dad felt sorry for me, and I thought, Ah, bless him, we're going to do it. So cheesy Almost 20 years later, Warburtons is the UK's top baker and the second most valuable grocery brand after Coca Cola, according to consumer ratings firm ACNielsen. Part of the fifth generation of Warburton family bakers, Jonathan is now chairman of the company. The company's first national ad features his voice and dog. It caused a certain amount of confusion for the sixth generation, with contemporaries of the 15-year-old daughter describing the commercial as so corny. Nevertheless, putting in a nationwide ad is a sign of how far Warburtons have come. Less than a quarter of a century ago, the company had no bakeries outside Lancashire, and just a few years ago few people in the south of England heard of it. Flat cap and whippets The growth of a Lancashire local outfit by the national brand - ahead of the two other national giants, Hovis and Kingsmill, both owned by major food groups - has been down to a purposeful focus and a well-established strategy. 2006 BREAD SALE Rank Hovis truck from Warburtons Warburtons: £514.3m Hovis: £403.1m Kingsmill: £282.3m Source: ACNielsen/Checkout In-store bakeries vs sliced bread bags There's this kind of flat cap and whippet routine, says Jonathan Warburton, where he's gone out and said Don't worry about us, we're just a little Bolton bakery - we're not going to cause anyone any trouble. The first step to getting into a new market is to open a warehouse where you can heat the bread to keep it fresh. If the move to the new region is successful, the company will build a bakery there. The £250m they have invested this past six years has taken them into second place in ACNielsen's top 10 grocery brands, with Hovis in fourth place and Kingsmill falling behind in ninth place. I hope it will eventually become a dominant brand, Jonathan Warburton says. It would be nice if it was ours. Our goal obviously is, but so is theirs. Another factor in Warburtons' strategy, Jonathan says, is his reluctance to make aggressive price promising - something he says his competitors are much more willing to do. Instead, the company managed to convince supermarkets to pay three times more for their products in three years as rising wheat and energy prices raised costs. When you say we're going to raise our prices, if you have a strong case, you have to stick to it, because once you get hit back, every time you leave, they tell you to come back in a week. Warburtons seems to have got away with raising prices because the innovation and popularity of its products means that supermarkets have been unable to withstand price increases the way they do with commodity products like milk. In and out of crates of bread bread goes in crates at Tesco and various well everyone else still has, relationships with the big retailers are still sometimes a bit sticky. You have to accept that on one occasion you're next to one and you've fallen out with another, Jonathan Warburton says. The trick is to make sure you're in favor and fall out in equal quantities. Looking around the Back o'th' Bank bakery next to the company's headquarters in Bolton, the importance of supermarkets is easy to see. Bacased, sliced bread is delivered in plastic crates from your production line, which are ready for shipment. Everything except bread goes to Tesco, which must be removed from the standard bins and put in different, Tesco bins. Mr Warburton says that he is pulled from kicking and screaming with the help of new crates, but now sees health and safety benefits and wishes other retailers could use them as well. Encouraging hard work with Jonathan Warburton's father, two uncles and cousins all retired on the same day in 1988. Breadbreads The gaps in these breads are made from a jet of water that has been fired at the dough ever since, run by Jonathan and his cousins Ross and Brett. Last year, the company appointed a new managing director, Robert Higginson, who came from within the company but not within the family. The president's decisions will ever give him family events? If we didn't do it too well, I'm sure we would have had those unspoken things at family reunions - It was all because we wouldn't let little Johnnie in - he really would have run the business. But it's a very good incentive to work hard, I'm telling you. ----- Bread winner - Jonathan Warburton enforbusiness.com - Tuesday, 08 May 2007 Family-owned bakery company Warburtons has just been named as the UK's second most popular brand. Jonathan Warburton explains that the Bolton-based business has grown into a small regional player in Britain's Favourite Baker. When the business partnership organisation - set up to promote best practice in the North West - was looking for someone to advise on branding, Jonathan Warburton was the obvious choice. Warburtons' distinctive wax-paper loaves have long been the favourite in the great Manchester heartland, but when cousins Jonathan, Brett and Ross took over in 1989, his reputation wasn't all that well established in other parts of the region, let alone the country. Since then, the company has started an expansion strategy focused on different sets of brand values. Founded in 1876, the business is increasingly becoming a national player and has spent more than £300million over the past six years opening new bakeries and upgrading the existing plant, the best-invested food business in the country bar, according to Jonathan Warburton. Looks like he's paying dividends. Over the same period, the company's share of the UK bread market increased eight or ninefold, with turnover rising from just over £200m in 2001 to £420m this year. The Guardian recently described it as the equivalent of a stealth bomber in the food trade, due to its rather ubiquitous presence north of the M25, largely unknown in the capital. Warburtons was recently named as the country's second most popular brand with more than 74,000 coffers checked in the annual Checkout survey, beaten only by Coca Cola. Yet in london's field, the chairman of a bakery business with 4,500 employees still faces ignorance. Now here we are, that's your new answer, given that the company has finally started selling its goods in the capital. We call it missionary work. Jonathan, Brett (now managing director) and Ross (now non-executive) are the fifth generation Warburtons to run the deal. They were taken over together when the fathers (who had to deal with the intervention of the previous generation) took the bold step of resigning collectively on the same day - a lesson Jonathan says they'll hopefully remember when the time is nearing the end. Although professional leaders with wet ent-nanny are the first Year 20, Jonathan says he had a clear idea of what to do with a business that had already begun to exasperate his

