



Business Consultants

FROM LOCAL TO GLOBAL

www.success-sculptors.co.uk



Success
Sculptors

Addressing the Elephant in the Room

Overcoming Barriers to Business Growth

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Agenda

09.15 – 09.30	Outcomes of the day and setting the scene
09.30 – 10.00	Group exercise
10.00 – 10.45	Emma Cole – Growth Coach
10.45 – 11.00	Quick Break
11.00 – 11.45	Claire Forth – Forth Accountancy
11.45 – 12.00	Quick Break
12.00 – 12.45	Elaine Tibbatts – Tibbsy Communications
12.45 – 13.00	Open discussion
13.00 – onwards	Lunch, networking and surgeries with speakers

What's going to
happen today?





CERTIFICATE OF PARTICIPATION

PRESENTED TO

"Addressing the Elephant in the Room"
Seminar and Workshop
13 May 2025

Meet Emma

Business

- Retail, Youngest Department Store GM on Oxford St, HRBP, Business Owner, Group Director Oxford University Retail Summer School, Mentor & Coach
- Over 10 years' experience running my own family business and 30 years in retail
- Awards – Won 11 awards

Columnist for

- A number of lifestyle magazines
- Industry magazines



What I'll be covering today

- Stages of business advancement
- Causes of business underperformance
- Your own business ambition and aim
- Some real-world examples of positive change



What common causes can you name that lead to mediocre business results?

TABLE 1

Marketing
activity
and results

TABLE 2

Sales
activity and
results

TABLE 3

Operational
activity and
outcomes

TABLE 4

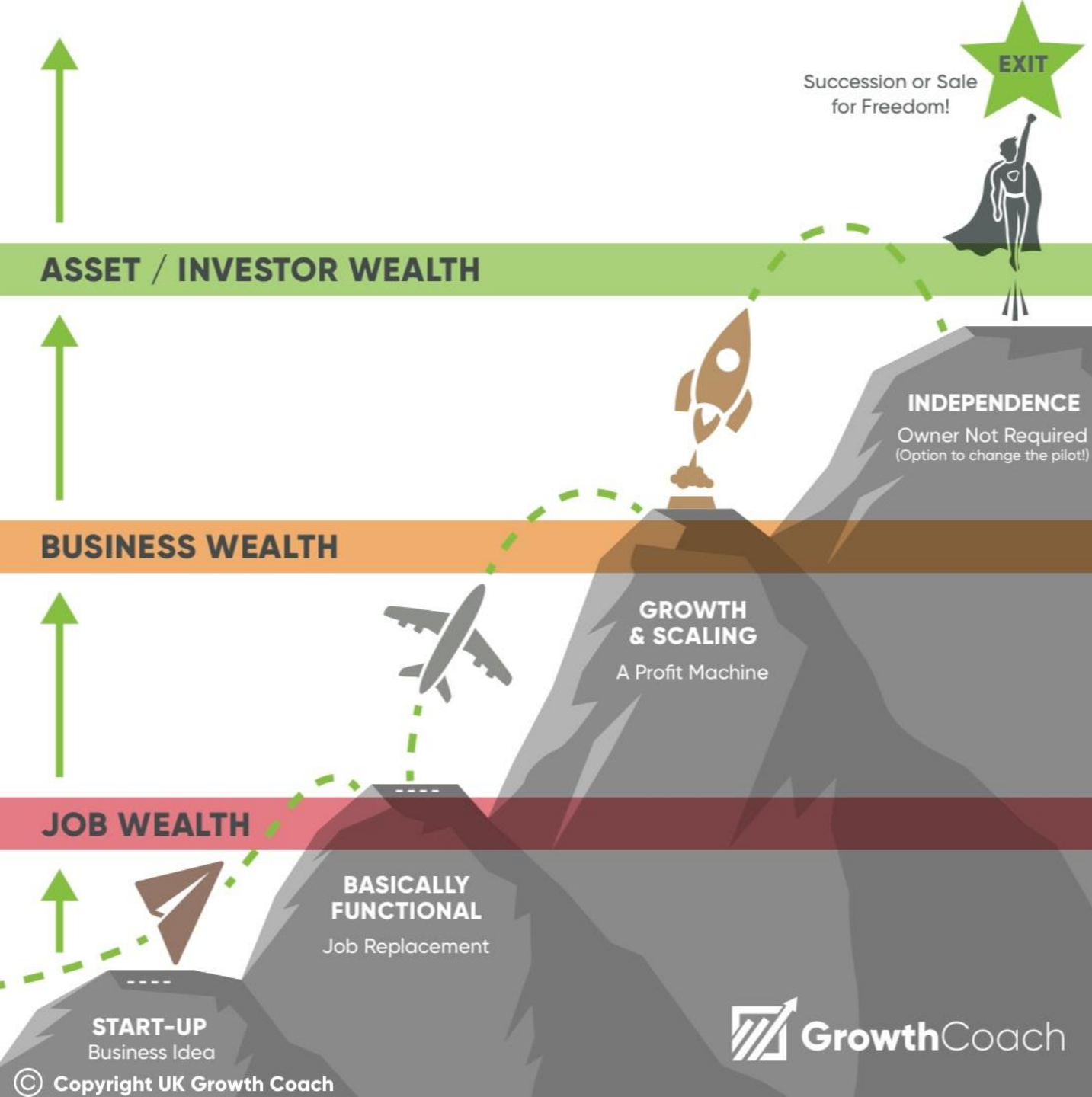
Financial
activity and
the
resulting
position

- **A quick task at your tables**
- Work together in your group to create a list of 5 attitudes and behaviours that would lead to poor outcomes in each named area of a business (see left)
- **For each attitude of behaviour you identify, note why you believe it would be problematic to that area.**

Let's hear your answers...

- **Each table in turn...**
- ID a speaker to present your top answers.
- Give your brief reason for each behaviour/attitude being a problem.
- **MAXIMUM 2 mins per speaker please!**





Where are
you now,
and where
do YOU
want to
reach?

Barriers to progression tend to be primarily either...

People
Based

OR

System
Based

...let's explore
them both...



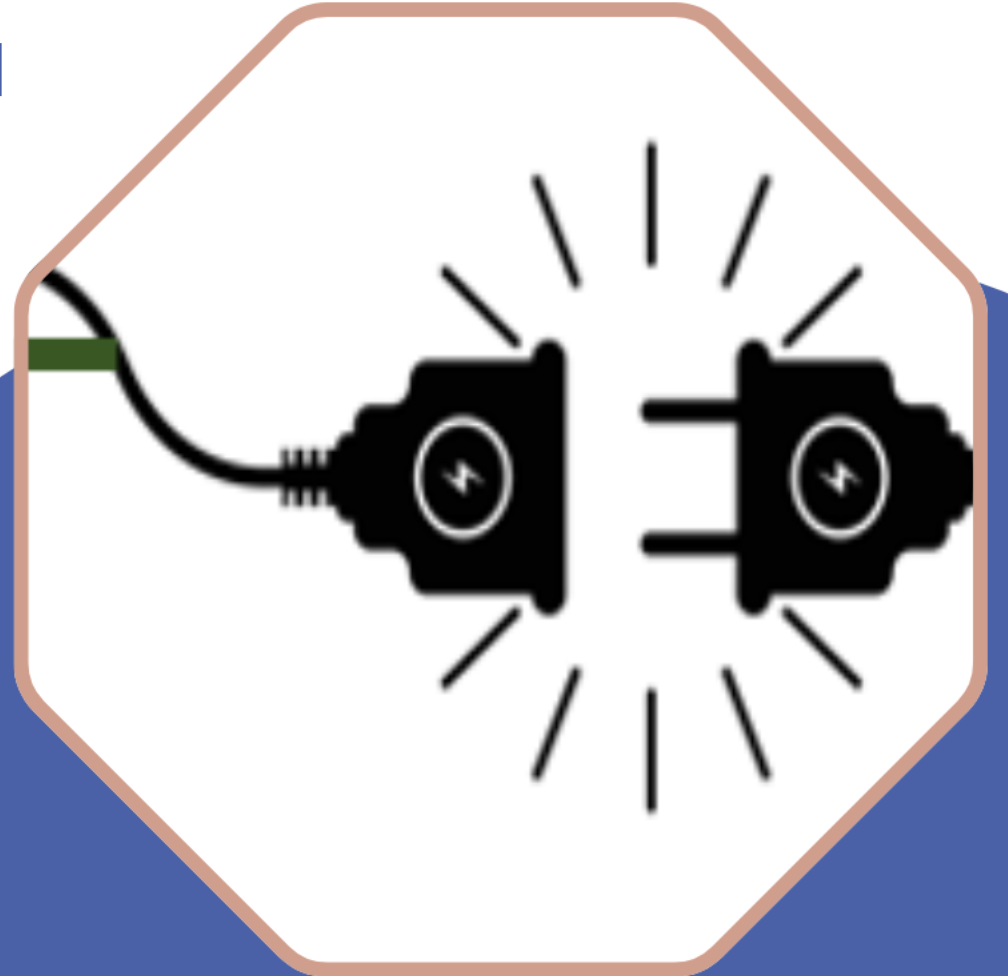
Common People Based Problems

1. A disconnect between business and personal goals

- Unclear Purpose
- Unclear Vision

Failing to “Plug In” - yourself & the team

- A disconnection between values and behaviours
- No defined “progression status” intent and timeline



Common People Based Problems

2. Adopting or tolerating a mediocrity mindset

- Herd mentality = the natural fear of standing out!
- Benchmarking by average rather than excellent
- A frustrated focus on perfection rather than progress

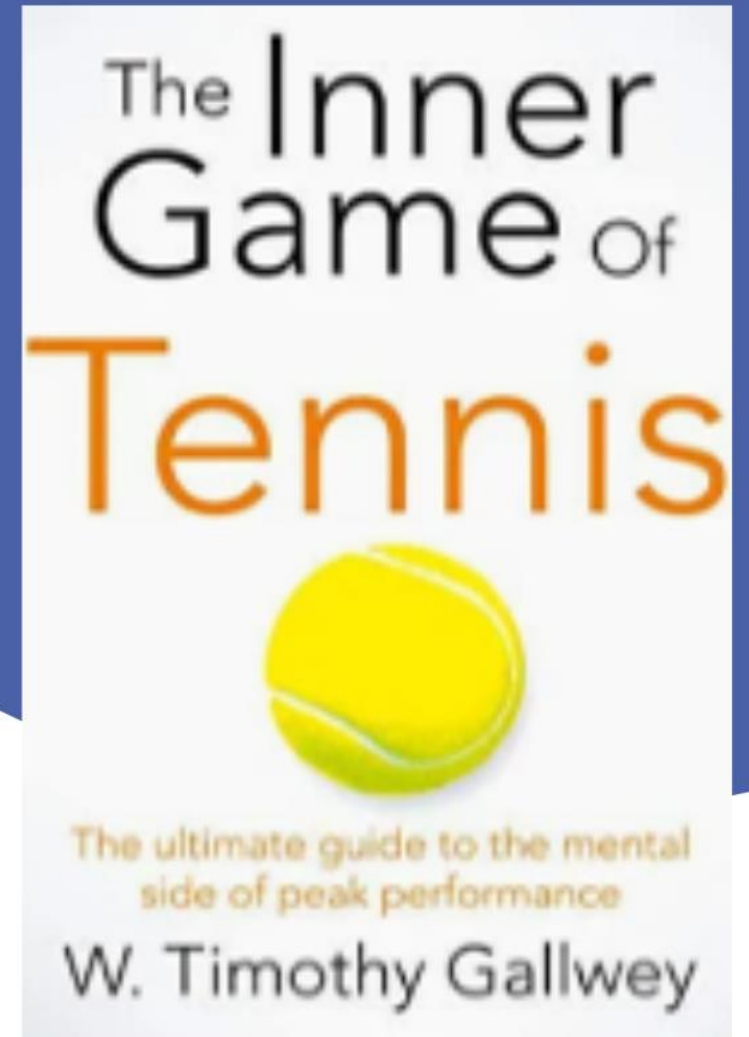
**Your Current
performance**

=

**Your
Potential**

-

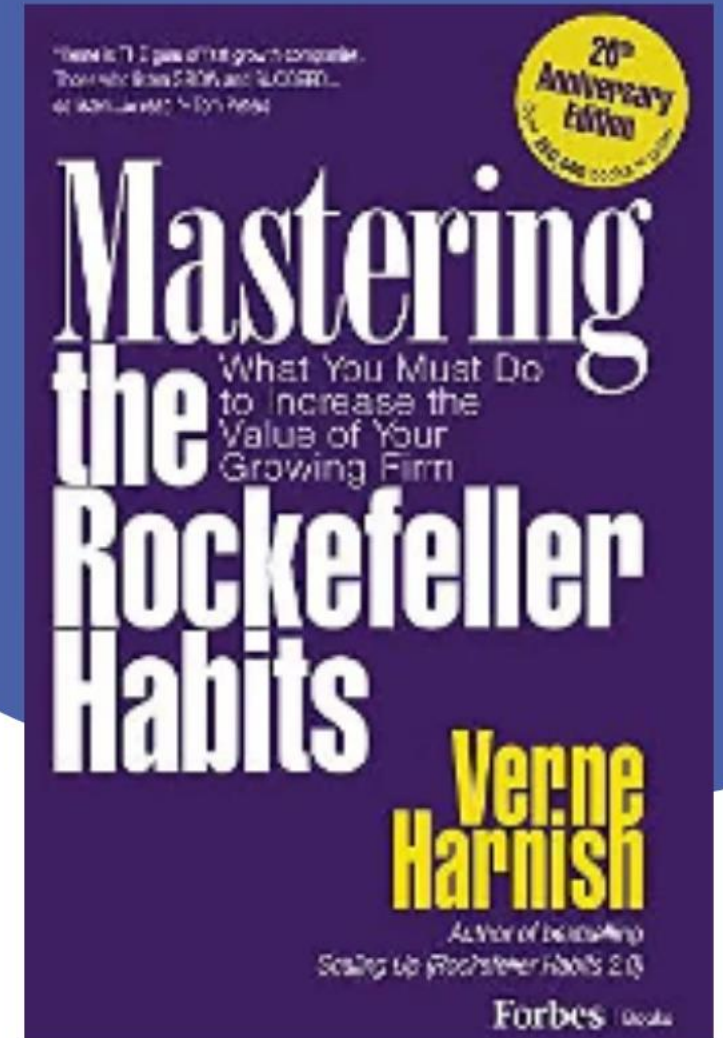
Interferences



Common People Based Problems

3. A lack of performance clarity & management

- **IN vs ON** prioritisation – what is your **real job** as an owner?
- Lack of team roles definition and outcome focus.
- Poor meeting rhythm – The Rockefeller Habits
- Lack of KPI clarity & focus – people, team, & business



Don't try and “find the time”...plan it in and make it happen!

Common People Based Problems

4. Lack of solid implementation

- Lack of motive clarity = stasis i.e. no need to move
- Procrastination/poor personal management
 - **Tim Urban** – inside the mind of a master procrastinator
 - The rational decision maker
 - The instant gratification monkey
 - The panic monster

**If your goals lack a deadline...
what insists that you deliver on
them?**



Common System Based Problems

1. It's all in your head...or theirs...

- **Too much is person reliant**
 - It means a lack of organisational resilience
 - Can cause dependence / inability to challenge
- **Too much tortoise, not enough hare**
 - Lack of focused / prioritised development intent
 - Competitors catch up when you nap or don't allow others to help!

Keep moving and involve the team!



Common System Based Problems

2. Technological resistance / hesitancy

- Fear of the unknown
- Lack of **true** adoption
- “It’s good enough for now” mindset
- Team resistance / comfort zone barriers

Failure to lead for beneficial / necessary change



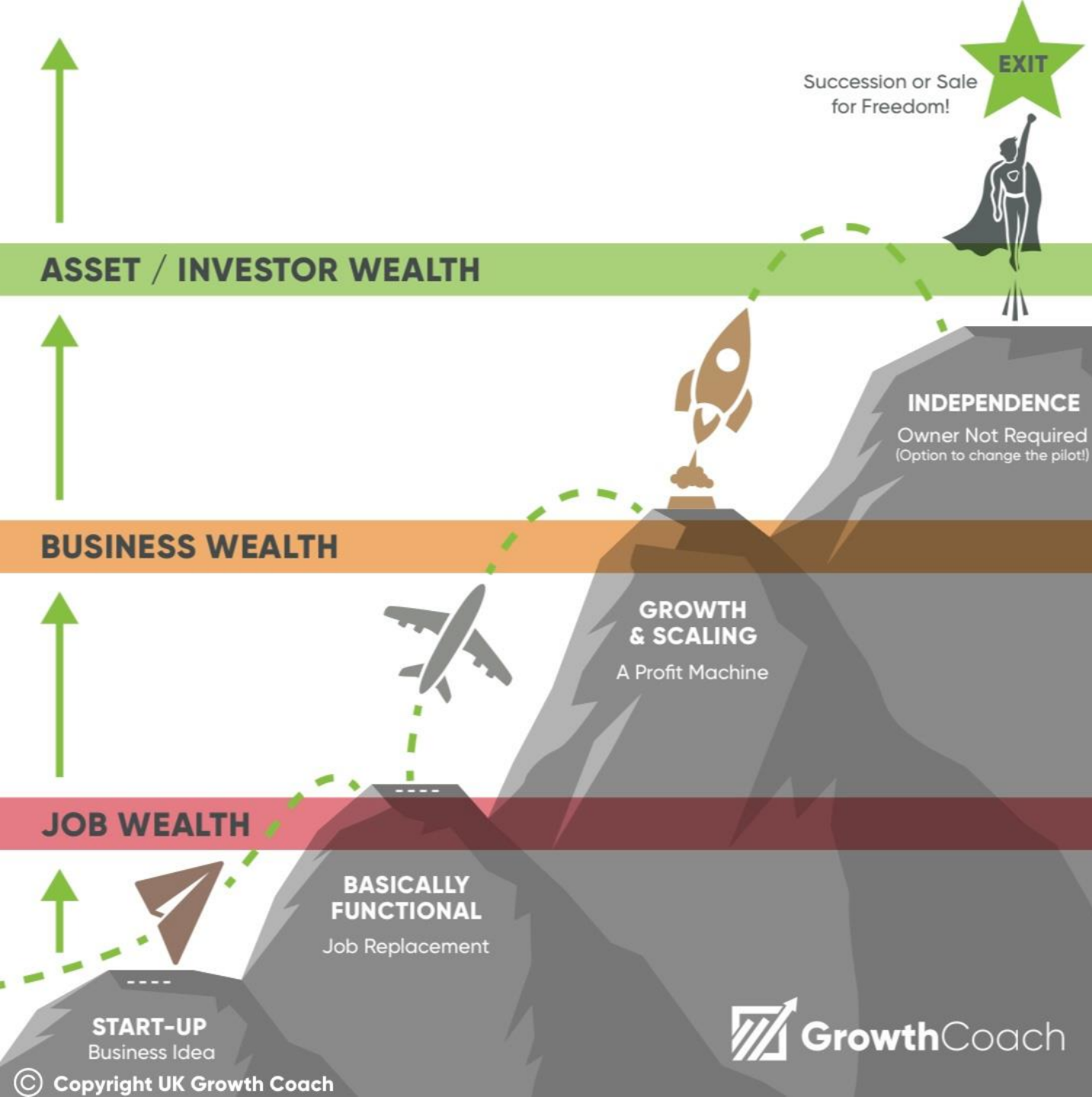
Common System Based Problems

3. Lack of awareness / wilful ignorance

- The market is moving – whether we like it or not!
- What is your R&D approach?
- If not you, then who?

**Don't be a dinosaur –
evolution is critical!**





To get
to **YOUR**
target level...
...what will
need to
change in
YOUR
business?

Habits for Excellence - Individuals

- Ensure a purposeful connection
- Manage for excellence not mediocrity
- The key is in **enablement OR extraction**

“Hire slow, fire fast”



Habits for Excellence - Team

- Set unifying team goals
- Develop symbiosis, not isolation / silos
- Create shared accountability



vs



Adopt a “S.E.A.L. selection”
mindset

Habits for Excellence - Business

- Lead with, & communicate a clear vision
- Ensure values become lived behaviours
- Set performance mindsets & manage them
- Make numbers-based decisions (use KPIs)

**Insist on constant evolution -
Kaizen**



Habits for You – Business Owner

- Progression status clarity, intent and plan
- Allow time for **ON** as well as **IN**
- Apply brutal self-discipline & time management!
- Develop yourself too – you're not done yet!

Accept help where needed and available!



Developing Successful Habits

Success Sculptors Workshop Action Plan

- **Objective: Driving Excellence Across Individuals, Teams, and Businesses**
 - Spend time either today or post the event to fill in your thought and commitments to driving successful habits.



How this manifests success

A few of my recent client results

- A construction company has grown from £1.4 M two years ago, to now being on track for **more than £2 m this year**, while their **gross margin increased from 24% to 33%!**
- An accountancy practice owner has significantly **improved his working hours, work/life balance (from 80+ to 45 per week!)**, and still achieved growth of profit and turnover.



Questions?



Work with a Business Coach

Today's Special Offer

- A 90-minute business strategy session with me
- Fill in the form and hand back to me



“Most people use statistics like a drunk man uses a lamp post; more for support than illumination.”

Andrew Lang



Break and Networking



Meet Claire

Finance

- Chartered Management Accountant
- Chartered Tax Adviser
- CIMA Member in practice
- Sustainable Business BA Hons





The Elephant in the Room?

Knowing your financials – determining your success

- Help to make better decisions
- Helps to spot problems early and fix them quickly
- Keep your business healthy and growing
- Meet your personal income requirements
- Builds confidence around money
- Gets you ready for investment/ borrowing/ business sale





Financials for Non-Financial People

Breaking down financial barriers

Key financial concepts – Profit & Loss

- Revenue = Total money earned
- (IF Vat registered then total money earned = net Vat)
- Direct costs = costs associated directly with revenue
- Expenditure/overheads = costs associated with running the business



Key financial concepts – Accruals basis

- Why do my statutory accounts look different to my day-to-day financials?.....
- The accruals basis is where you record income & expenditure **when they happen**, not when money is actually paid or received.



Example:

- You deliver a job in **March** but the client pays in **April**.
 - Under accrual accounting, you count that income in March, when the work was done.
- You receive a bill for electricity in **June**, but pay it in **July**.
 - You record the expense in June, when the electricity was used.



Cash

Accrual

Revenue is recorded when cash is received

Revenue is recorded when it is earned

Expenses are recorded when cash is spent

Expenses are recorded when they are incurred

Income is taxed only when cash has been received

Income is taxed even if cash has not been received

Depreciation

- Depreciation spreads the cost of a big purchase (like equipment) over its useful life
- It reflects wear and tear or aging of the asset
- It reduces profit each year to match usage of the asset
- It does **not** involve actual cash leaving the business
- Example: A £1,000 computer used for 5 years = £200 expense per year



Balance Sheet – Your Company Health

- What you own = fixed assets
- Who owes you = aged receivables (customer)
- What you temporarily own = stock
- Who you owe = aged payables (suppliers)
- What you owe within 12 months & > 12 months



What does this show?

- The money owed to you short term $>$ money you owe short term
- The value of your total assets $>$ total owed



Forecasts & Budgets

Are they worth it?

&

Should you use them?



Benefits of Forecasting

- Confident decision making
- Setting targets & goals
- Seeing growth
- Identifying seasonality
- Planning for tax payments

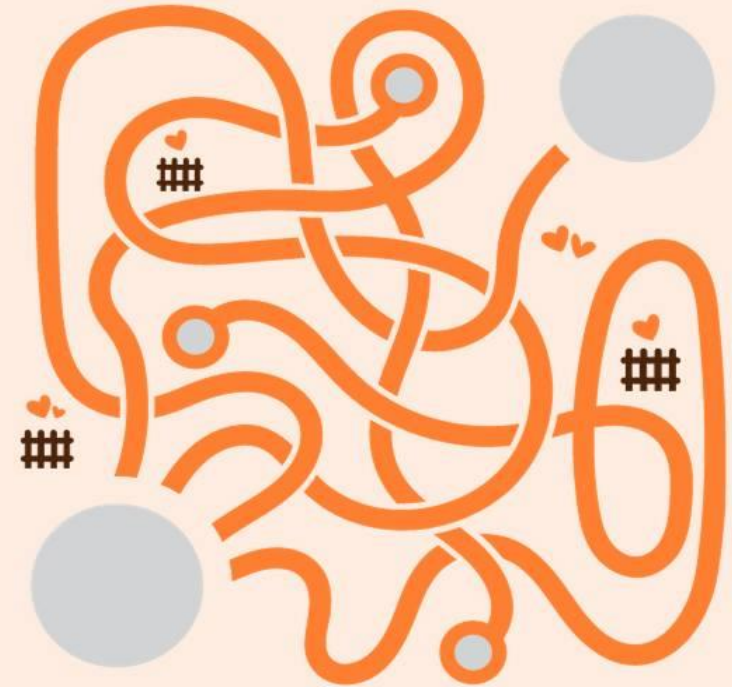


What are your numbers telling you?

- Is your business making enough money
- What is your breakeven = what do you need to take in income each month to meet your costs
- Are your costs too high?
- What is your return on investment = for each £1 you put into the business what £revenue are you getting in return?
- Do you have enough cash
- Are your customers paying you on time
- Can you meet your commitments

Understand your
taxes

6
**Need help navigating
HRMC?**



Sole Trader

- Personal Allowance of £12,570
- Taxed at 20% on first £37.7k
- Taxed at 40% on next £87,439k
- Taxed at 45% above £125,140
- Dividends – 8.75%, 33.75%, 39.35%
- Earnings over £125,140 = no personal allowance
- NI at 6% >£12,570
2% >£50,270

Partnership

- Transparent for tax purposes.
- Partnership profits are charged to income tax through self-assessment.

Corporation

- 19% Profit < £50k (no associated companies)
- Associated Companies
- 25% Profit > £50k with marginal relief for profits < £250k
- File accounts within 9 months (6 months public co)
- Pay Corporation tax within 9 months and one day of year end (>£1.5m then instalments)
- File tax return within 12 months of year end.

Tax on a Directors Loan

- Where you owe your company money at year end it must be repaid within 9 months of the year end.
- If you borrow >£10k at any time during the year interest must be paid by you and treated as income for the business.
- If you don't pay your director's loan down then corporation tax at 32.5%.
- Loan can be written off but this becomes employment income subject to tax.
- Dividends can be issued to reduce director's loan so long as it has made a profit and has positive balance sheet.
- Recommend reviewing quarterly to see if dividend can be made and dividend vouchers issued for reference.



Next Level Information – Tech Time



Look Outside...



Summary

- Financial data doesn't have to be scary
- Small habits = big results
- You are the best person to understand your business



Get a Good Accountant

- Work with someone who provides you with good communication
- Ensure they understand your business and goals
- Ensure you will get proactivity
- Ensure they are suitably qualified
- Ensure your account manager is someone you can talk to and be honest with



**FORTH ACCOUNTANCY
& TAX ADVICE**



CIMA®

Practising Certificate Holder



**Chartered
Tax Advisers**

Questions?



Post Seminar Surgery



Break and Networking



Rethinking Marketing in Modern Business



Meet Elaine

Marketing

- Experienced marketer with 25+ years
- Worked for 2 FTSE 100 companies and a charity
- Dedicated to delivering excellence and customer-focused marketing
- CIM qualified

Winning at

- Young Enterprise Business Mentor
- Double award winner



What is The Elephant in The Room?

- How do we achieve excellence in marketing?
- Strategy vs tactics – understand the difference
- Investment or expense
- Anyone can do marketing
- Measure, track, analyse, adapt



What Is Marketing?

Marketing is not just advertising or social media. It's the **entire process of communicating value** to your customer from product development to brand voice to post-sale experience.



Difference Between Strategy and Tactics

Strategy is planning the road trip (where you're going, why and the route)

Tactics are choosing whether to drive, fly, or take a train and booking the tickets.



Marketing vs Sales



Marketing

- Builds awareness and interest
- Long-term brand value
- Strategic, customer-focused

Sales

- Converts interest to sales
- Short-term revenue
- Tactical relationship focused

Is Marketing an Expense or an Investment?

Marketing is often the first budget to get cut in a downturn

Strategic marketing *generates revenue*

It builds brand equity, customer trust, and market share



ROI Driven Thinking

Measuring Returns:

Customer Lifetime Value (CLTV)

Cost per Acquisition (CPA)

Return on Ad Spend (ROAS)

Brand Lift



Skills Gap

“Anyone can run our social media.”

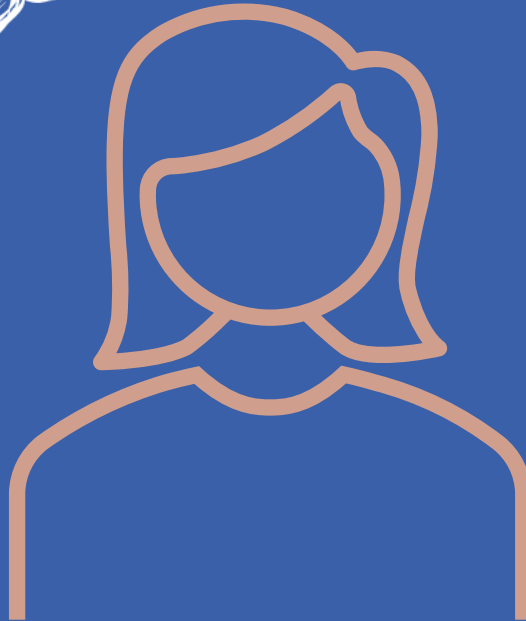
“Let’s hire a junior and expect strategic results.”

“If it doesn’t go viral, it’s a failure.”

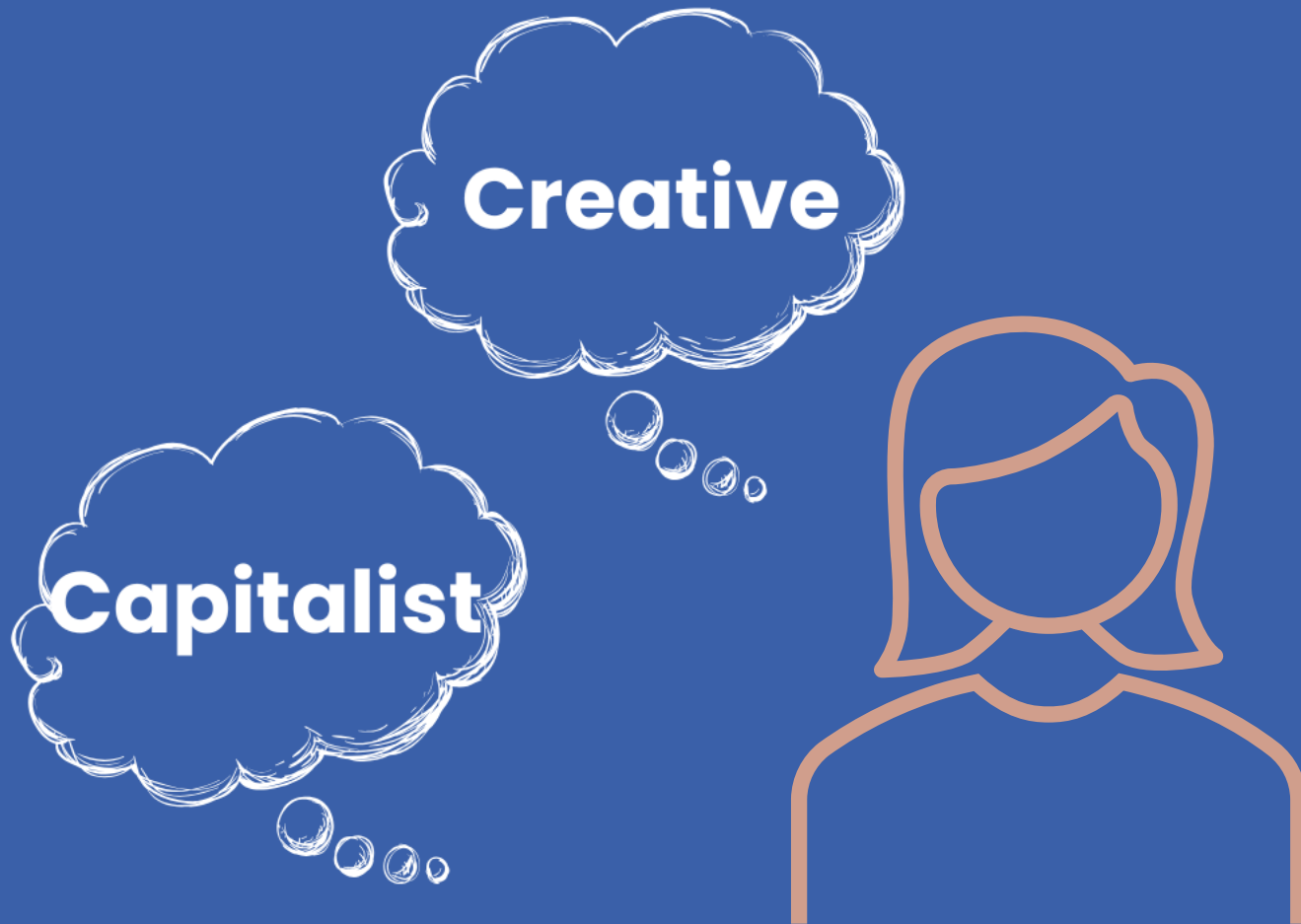
“Why are we paying for someone when 2, 4, 6 weeks in nothing is happening”



Multi-Disciplinary Profession



Multi-Disciplinary Profession



Multi-Disciplinary Profession



Multi-Disciplinary Profession



What does Mediocrity Look Like?

- No clear brand identity
- Inconsistent messaging
- Chasing trends
- Lack of measurement
- Disconnected from customer needs
- Not being individual

Wasted budget

Missed opportunities

Market irrelevance



Why does it Happen?

- Lack of strategic oversight
- Short-term thinking
- Poor hiring decisions
- Overreliance on tactics (e.g., SEO, paid ads) without strategy
- Leadership not valuing marketing expertise



How to Have Excellence

- Start with Strategy
- Hire Properly
- Upskill Your Team
- Integrate Marketing Into Leadership
- Create Feedback Loops



The Opportunity

- Clearer market differentiation
- Deeper customer trust
- Higher margins
- Sustainable growth



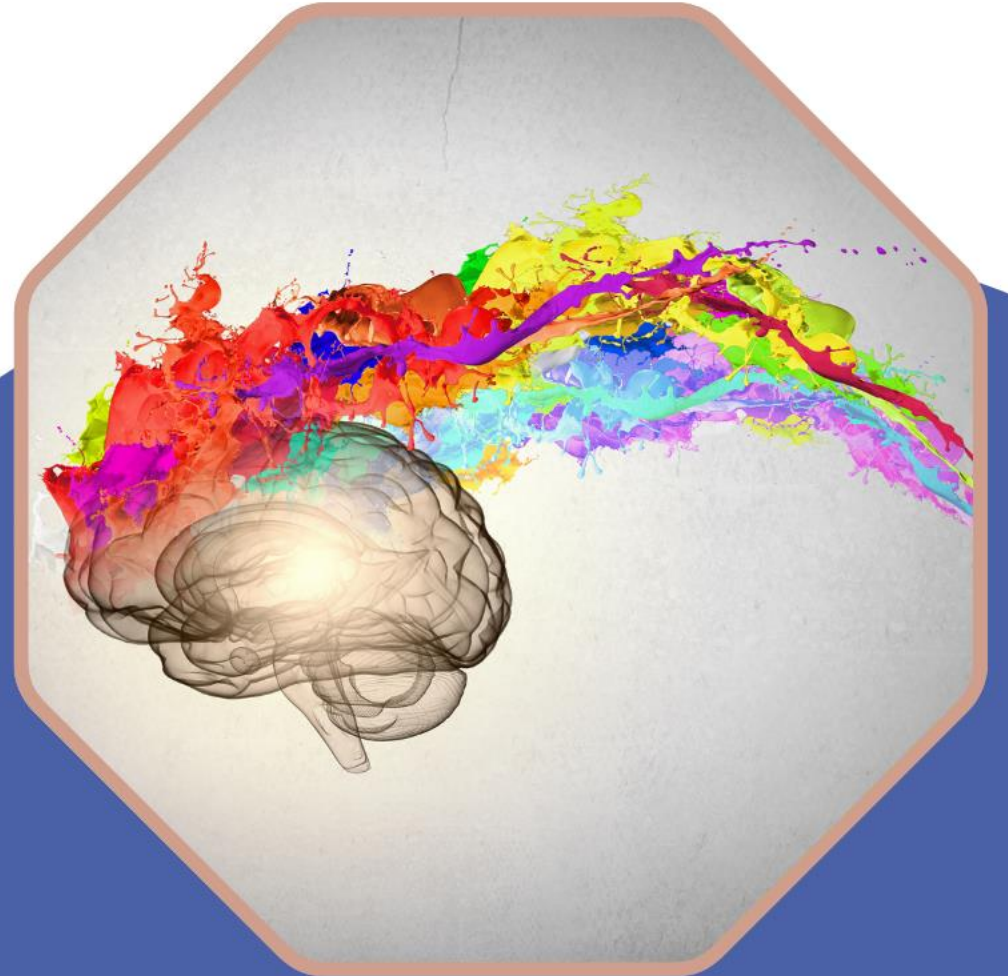
Stop pretending
marketing is just ads
and logos.

Treat it as the growth
engine it truly is.



What Great Marketers Do

- Understand human behaviour
- Align marketing with business goals
- Build scalable systems (automation, analytics)
- Balance brand-building with performance
- Test, learn, optimise



Work with a Marketing God/Goddess

- Understand your business
- Aligns the marketing to your objectives
- Know which channels to tweak and when
- Analysis
- Advises you on Stop, Start, Continue
- Reports on ROI/MROI



Our Next Event

Systemise for Success

Building Scalable Systems for
business Growth

Tuesday 16 September 2025

9am – 1pm



Lunch, Networking and Surgeries





Thank You!



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