



SURVIVE AND THRIVE

Reset your business for growth

If you are a business owner who has done all the immediate crisis management like furloughing staff and deferring tax payments, you might well be asking, “What do I do next to keep my business going?”

Take heart, help is at hand. Our service is a quick, accessible and proven way to develop an action plan to see you through the next 18 months.

During the recession of 2009, we guided many businesses through a tough time. That was when the rate of business closures increased by around 20% in 2009 to 277,000 and remained 10% higher than in 2007.¹ Today’s situation is of course very different, with businesses having the benefit of hindsight, forewarning and time to prepare themselves properly.

Just as we helped safeguard businesses then, we are here to support you now.

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Equip yourself for uncertainty

Your action plan ensures you consider all immediate eventualities and do all the right things to protect your operation. Having weathered a crisis, it is often in the recovery period that businesses fail.

Working capital goes to postponed tax, rent, creditor expenditure, and loan repayments fall due.

Your action plan will make sure that you do not run out of cash while the recovery kicks in. You can then focus on getting your income back, knowing that you are in the best shape you can be. Businesses who do this will limit the damage of the current times and emerge stronger.

In expert hands

Our agile team comprises specialists in corporate finance, tax, HR, insolvency, management and strategy. Some of our team have run businesses themselves, with responsibility for finance, operations and people, so have walked in your shoes. We deliver bespoke future-proofing solutions that enable businesses to not only survive but to thrive.

We will help you challenge all assumptions, consider all options and prioritise those that are of greatest benefit to your business. Your action plan must be tailored to your business. It must be flexible and allow room for change. And it must be frequently monitored and adapted to ensure it remains fit for purpose.

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¹ Source: House of Commons Library Briefing Paper Number 06152 16 December 2019: *Business statistics*.

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Fast, economical and specific

Mindful of your budget and time restraints, we can mobilise a task force for you within days. Your action plan will only contain the aspects that your business individually needs and you will get a fixed costing upfront.

Five steps to underpinning your business's future

Where to start? To help businesses create their action plan, we have a clear five-step process that we guide you through methodically. Put simply, it lets you see the wood from the trees.

Step one – thorough review of where you are now

Every action plan is different because every business is different. Your plan has to be specific to your business.

We start with a detailed fact-finding exercise to really understand your business: your objectives, your ethos, your trading situation, your people, your assets and liabilities. We also explore the measures you have already taken to mitigate the pandemic's impact.

Step two – financial modelling of scenarios

Next, we look at forecasts based on different scenarios. We scrutinise your profitability, cash flow, asset base, Coronavirus loans, deferred tax and staffing structures. We highlight gaps between forecast inflows and outflows that threaten your liquidity, and work with you to decide how to bridge the gap.

Step three – scoping your priorities

This is where you draw out the essential elements of the modelling that you have identified as vital to your individual business. We help you decide what to prioritise and by when, so you can assign resources rationally and systematically.

Step four – implementing the changes

Here you start ticking off your to-do list. You can call on us as much or as little as you need at this stage. Some aspects likely to need your intervention include:

- cutting costs and working with zero-based budgeting to build financial headroom
- capitalising on all tax breaks available
- retaining key staff cost-effectively and preserving culture
- protecting directors' personal positions, requiring a solvency review to ensure full compliance with directors' duties.

Step five – regular monitoring

By now, some weeks later, you are in good shape to face the future square on. You will need to closely monitor your progress to make sure your business keeps on track. We will continue to check in with you regularly, establish whether any updates or modifications are needed and confirm everything is moving at the required pace.

Integrated offering

Our turnaround and restructuring service integrates all the strands of business consultancy. We have a deep – first-hand, even – understanding of entrepreneurial businesses combined with a full toolkit of **corporate finance**, **tax**, **HR**, **insolvency**, **management** and **strategy** expertise. For businesses in tough times, this ensures not only survival of the fittest but also successful longevity.



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Case study

Business A – a marketing services business

Business A approached us to help them deal with the current crisis. While their April income looked like it would hold up, they could see that beyond that their pipeline was falling away at a rapid rate. Projects were being cancelled or postponed and the directors were concerned that the business may not survive. They felt that, because they had furloughed many of their staff and deferred their quarterly VAT bill, they had limited options left, especially as their performance in 2019 had not been great.

Within a few weeks, we produced a detailed integrated financial model that quantified a forecast gap in liquidity of around £600,000 over the next 18 months.

Using our model, we helped them obtain a CBILS loan of approximately £500,000 and identify other measures to bridge the gap. We are now helping them to implement an EMI option scheme for their staff. Our financial modelling shows that, with these actions, the business can survive through to 2021 and afford to make its loan repayments, VAT catch-up and invest in its working capital as it returns to growth.

With their action plan now embedded, the directors of the business can return their focus to recovering their trading income safe in the knowledge that the business has the resources to see it through. The staff response has been very positive, despite the pay cuts. The directors believe that, following the implementation of the EMI scheme, staff will be more engaged than ever with the success of the business.

Need to talk it through first?

You have a lot to consider and we understand that. We offer a free consultation which is completely confidential and where you are under no obligation. You get to ask us all those burning questions and see if you like us.

Please click [here](#) to request a free initial assessment call or get in touch with your usual Moore Kingston Smith contact.

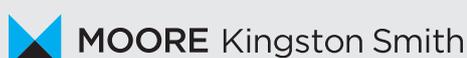
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Dan has over ten years' experience in providing strategic advice to clients and eight years as both Chief Operating Officer and Chief Financial Officer of SMEs. Having run a business himself, Dan is able to advise clients from a unique perspective.

He always starts by developing a thorough understanding of his clients' aspirations and their business's culture, clients, USPs, operations and staff. From this, he develops strategies to work with his clients collaboratively to deliver their goals and maximise shareholder returns.



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