

# Strategic Business Advice

**GROW**



**SUSTAIN**



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**ArmstrongWatson®**

Accountants, Business & Financial Advisers

[www.armstrongwatson.co.uk](http://www.armstrongwatson.co.uk)



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*Working with Armstrong Watson over many years has facilitated a sustainable pattern of growth for our business with solid foundations.*

*Their guidance and input to our business plans, with clear measurement of KPIs, through timely management information and data, have been immeasurable.*

*Most importantly, they are approachable and easy to work with, combined with a great deal of common sense thrown into the mix.*

Howard Speck -  
J&E Enterprises Ltd, Keswick

## HOW CAN STRATEGIC BUSINESS ADVICE HELP YOU AND YOUR BUSINESS?

There's no doubt that running a business is all-consuming. You live and breathe it. There's a great deal of pressure to make the 'right' decisions yet you might find you spend so much time working 'in' your business that you have little time to work 'on' it – and here's where we can help...

Whether you're looking for support around a specific business challenge, planning towards increased growth, keen to achieve sustainability or ready to start thinking about succession, our business advisory team are here to support you throughout your business journey.

## INVESTING TIME TO ACHIEVE YOUR BUSINESS GOALS

Business advice is an ongoing process rather than a single moment in time. The needs and challenges for any business, and business owner, constantly change.

In the same way that you have invested your time and money into your own business, we will invest our time in your business with a free initial meeting to help you formulate your business and personal goals.

What keeps you awake at night? Where would you like to be in 3 to 5 years? These are just a couple of questions we'd encourage you to consider.

With a clear understanding of the individual needs of your business, the challenges you face and the goals you have set, as well as the multitude of clients we work with in your locality, sector and stage of the business lifecycle, our experienced advisory team is perfectly placed to accompany, advise and support you at every step.

...we're with you.



# INTRODUCING OUR STRATEGIC BUSINESS ADVICE SERVICES

## ✓ FREE NO OBLIGATION INITIAL MEETING

We provide our initial meeting free of charge with no ongoing obligation. This time helps us to understand your business and how we can help you achieve your business and personal goals.

We can be your “financial sounding board” which is essential for any business during its life cycle.

## ✓ ADVISORY SUPPORT PACKAGES

We have advisory support packages according to your needs and the current circumstances of your business. You choose which package you need and any package can be tailored to your exact requirements.



### ACTION – PACKAGE 1

This support package provides the advice you need for a short-term or pending issue in your business. Although it is best when challenges can be foreseen and planned for in advance, (business) life doesn't always work this way. Examples of typical 'Action' advisory services are:

**Mid-year tax advice** – understanding the likely tax liabilities arising on the projected profits and exploring legitimate ways to reduce or defer those liabilities, allowing you to budget for and ensure you have sufficient cash to pay them as they become due.

**Remuneration planning** – understanding your personal tax position and how you can control those liabilities through the correct allocation of profits, dividends and discretionary spending, such as pension contributions.

**Mid-year business planning** – understanding the financial impact of a business decision is essential to the successful operation of any business. We can map out the impact on your profits, cash and taxation for decisions such as – taking on a new employee, moving or expanding premises, adding or removing a service or product from your business etc.

We'll begin by understanding the financial information available in your business so that we can provide you with the answers you need, and the advice described above.

PRICED FROM £500+VAT PER SESSION



### SECURITY – PACKAGE 2

This support package provides the advice you need on a regular basis – reviewing your financial information and planning for changes affecting your business.

With this service level, you will have a secure footing to face challenges and react to changes in your trading environment, supported by the financial input you need. Examples of typical 'Security' support and advice are:

**Monthly or quarterly meetings** with our business experts to review the financial performance of the business against previous periods and budgets.

**Monitoring, analysis and insights** based on the key drivers and performance indicators within the business.

**Predict future performance** to enable proper planning.

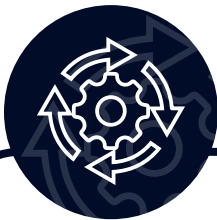
**Budget setting for the next financial year** to focus on improvements in performance and achieving business goals.

**Cashflow projections** to focus decision-making on expenditure and cash collection.

**Comparison of key performance indicators** with industry benchmarks.

To provide you with the appropriate advice we will understand the financial information available in your business, the current challenges you face together with your medium-term personal and business goals.

PRICED FROM £650+VAT PER QUARTER/MONTH



### PROSPER – PACKAGE 3

This package provides the ultimate level of support for your business – ensuring progress against your personal and business objectives is reviewed and challenged regularly. Examples of typical 'Prosper' advisory services are:

**Critical review** of the business Vision, People, Process, Data and Management Structure. This involves a deep-dive analysis of these fundamental, business building blocks to identify areas requiring change, clarification and greater communication.

**Quarterly Goal Setting** with interim monitoring and insights to remove bottlenecks impeding progress.

**Facilitating regular Management Team meetings** to ensure they stay focussed on the quarterly goals.

**Attendance at Board meetings** to provide financial and business insights, advice and challenge.

**Business Desktop Valuation** of the business with regular reviews to ensure the actions taken are delivering growth in business value.

**Preparation for a sale or exit** to ensure your business has the right systems, processes and documentation to make it attractive to a range of buyers.

With 'Prosper' support our role is to gain a deep understanding of your business, people and processes. Through this we'll help develop the fundamental building blocks to ensure all your business decisions are clear, focused and effective, enabling your business to flourish and prosper, and attain your ultimate goals.

PRICED FROM £750+VAT PER MONTH

Call 0808 144 5575 for a free no obligation initial meeting or email [help@armstrongwatson.co.uk](mailto:help@armstrongwatson.co.uk)

# CLIENT CASE STUDY - MCGOWAN MILLER LIMITED, SOUTH WEST SCOTLAND



## PROSPER – PACKAGE 3

Essential guidance and support through, transition, merger and succession planning

McGowan Miller Limited are Construction Consultants based in the South West of Scotland. They invested in our level 3 Longevity strategic advisory services, and utilise Armstrong Watson’s expertise for Annual Accounts, Corporate and Personal Taxation, Board Advisory support, Financial modelling and Succession planning, Company Secretarial, Xero advisory support, Payroll, Financial Planning and Wealth Management.

### What was their situation?

The business has gone through a significant transition over the last 10 years moving from a traditional partnership to a structure with a corporate partner, and then to full incorporation as a limited company. Four years ago, the company merged a smaller local practice into the business, allowing the provision of expanded services, reduced local competition and a critical mass to take full advantage of opportunities in the market. During this period, they also had to manage the process of some director/ shareholder retirements, and the appointment of new directors and shareholders as part of a wider succession and financial plan for the business.

The underlying growth of the business, supplemented by the recent merger, also increased the workloads within the accounts department and information was needed more promptly and accurately to support business decision-making.



We have all appreciated the guidance of Armstrong Watson during a period of significant transition in the business with particular reference to our recent merger and the changes in shareholders following retirements and new appointments. There have been some tricky issues involved which Armstrong Watson has helped us steer our way through. We also now have a Succession Planning Model that Armstrong Watson has helped us to develop, and which can be easily adapted as we look to the future. We value the team’s input as a sounding board and their quick responses to our queries.

Cameron Graham -  
Director of McGowan Miller Limited



### How did we help?

Armstrong Watson have been accountants and advisers to the business for many years, and in addition to providing recurring services for accounts, tax returns, payroll and financial planning, the directors have enlisted us to advise on various projects including:

- 1 Assisting in negotiating and agreeing the financial terms of retiring directors and shareholders, and incoming Directors and Shareholders, in the most tax-efficient manner possible for all concerned.
- 2 Advising on the process of conversion from the partnership to a limited company.
- 3 Assisting with the creation of a Step Plan for their merger negotiations and implementation and supporting the process.
- 4 Managing the implementation of Xero Cloud Accounting software and providing all initial training and ongoing support.
- 5 Assisting with the creation of a Succession Plan and a related Valuation, Financial Planning and Forecasting model to monitor cash flow and budgeting.
- 6 Attending regular board meetings to advise the directors generally.
- 7 Ongoing tax and financial planning advice to the directors individually.



# CLIENT CASE STUDY - JOHN W. LAYCOCK LTD, KEIGHLEY, YORKSHIRE



## SECURITY – PACKAGE 2

Why we invest in Armstrong Watson’s Strategic Business Advice

Established in 1810, John W. Laycock Limited. is a family-run business, proud to be one of the longest established firms in Keighley, and one of the oldest steel service providers registered with the National Association of Steel Service Centres (NASS). The firm is built on the values of integrity and fair play and is committed to providing a first class service to its customers.



In our annual/half-year account reviews we have always spoken about ‘the numbers’ being just part of the picture. We’ve clearly understood the importance of knowing what they mean in context, however, for Laycock’s what does this actually mean? For me, with the help of Armstrong Watson, it means we challenge ourselves to fully understand what people in the business are doing and thinking. There is a critical interplay between what the numbers say and how our people behave – it also works both ways.

With training, analysis, experience, and applied time, the bare numbers can be calculated, financial mechanisms can be learned, understood and then applied. All this is meaningless to a business if they are not applied in the context of what is actually going on and this is where people play a huge part.

There needs to be an understanding of what people are doing, thinking and feeling, and this is where we require Armstrong Watson to challenge us. To gain this understanding depends on a trusting relationship, and our relationship with Armstrong Watson is truly unique.

It’s a relationship that looks at the beating heart of our business and assesses the health and condition of everything we do.

This is an enormously important factor for our business and to have a dependable and trusted relationship with Armstrong Watson means that as a business owner I know that our joint assessment of the health of the business can be clear and unbiased.

It is about working on how to get key information and understanding what you want whilst maintaining trust in the relationship. It’s about asking the right questions in the right way. It’s about acknowledging that this is a two-way relationship between people and all parties which must understand that we are all in it ‘together’ for a shared purpose. We have trust in our accountant and business advisers Armstrong Watson as they understand our business and our people and have our very best interests at heart, helping us achieve the prosperity and security we crave, and giving us the peace of mind we need.



Mark Sugden -  
Managing Director of  
John W. Laycock Limited



Strategic Business  
Planning

Accounting &  
Business Services

Audit & Assurance

Strategic Tax  
Planning

Financial Planning

Wealth Management

Asset & Fund  
Management

Client Tech Services  
& Cyber Security

Payroll &  
Employee Services

Corporate Finance

Funding & Finance  
Solutions

Forensic Accounting

Restructuring &  
Insolvency

Dispute & Debt  
Resolution

Outsourced Financial  
Management

Tax Compliance

## Our Quest

To help our clients achieve  
prosperity, a secure future  
and peace of mind.

*...we're with you*

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or email [help@armstrongwatson.co.uk](mailto:help@armstrongwatson.co.uk)

# ArmstrongWatson®

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