

CAPABILITY BROCHURE

Nick Beecroft Consulting

Helping businesses become stronger, more profitable, better managed and ready for growth

After more than 30 years building, running and improving businesses, I now use that experience to help other organisations become stronger, better managed and ready to grow.

That experience has given me a practical understanding of how businesses operate, where improvements can be made and what supports sustainable growth.

Support can range from working strategically with owners and Boards, through to becoming involved in the operational, commercial and financial detail, or taking responsibility for implementing and managing change.

In simple terms, businesses get a **safe, knowledgeable and proven pair of hands**, with the experience to understand what is needed and help make it happen.

HOW I CAN HELP

Every business is different.

Some need an experienced outside view to understand what is working well, where the challenges lie and what needs to change to achieve their ambitions. Others already understand the issues but need help making change happen. Some simply benefit from experienced support on an ongoing basis.

Support generally falls into four areas:

Business Review

A thorough review of the business, its ambitions and how it currently operates.

The review considers the whole organisation — customers, products and services, people, operations, finance, commercial performance, systems, competition and management information — to identify what's working, what isn't, the risks and opportunities, and the priorities for improvement and development.

Business Improvement

Where the issues are already understood, or following a Business Review, the next stage is turning recommendations into action.

That might mean improving systems and processes, strengthening financial and management information, reviewing commercial performance, clarifying responsibilities, helping recruit or develop people, managing a particular project, or taking responsibility for delivering a specific priority or initiative.

Ongoing Support

For businesses that need experienced leadership without the cost or commitment of an additional permanent senior appointment, ongoing support can be provided to the owner, management team or Board.

This could be as a fractional Operations Director, Board Adviser or simply an experienced person to turn to when difficult decisions need to be made.

Non-Executive Director

Working with owners and boards to provide practical advice, constructive challenge and an experienced outside perspective on strategy, business performance, risk, growth and succession.

BUSINESS REVIEW

Before recommending anything, the business needs to be properly understood.

The starting point is getting to know the business leaders and understanding what they want to achieve — both for the business and for themselves. From there, the brief and objectives for the review can be agreed.

A thorough review then looks at the business as it operates in reality, typically considering:

- The business, its products and services
- Customers and markets
- Competition and market position
- People, roles and responsibilities
- Day-to-day operations and how effectively they work in practice
- Financial and commercial performance
- Systems, processes and management information
- Governance and decision-making
- Strengths and weaknesses
- Risks and opportunities

The result is a clear, practical report setting out the current position, the agreed objectives, the issues or opportunities that need addressing and the recommended priorities.

Recommendations are prioritised and, where appropriate, supported by timescales, responsibilities and **agreed KPIs or other measures that allow progress and outcomes to be assessed.**

The report isn't intended to sit on a shelf. It provides a practical basis for **agreeing priorities, making informed decisions and moving into implementation.**

BUSINESS IMPROVEMENT

Sometimes the issues are already clear. In other cases, they emerge from the Business Review.

Either way, identifying what needs to change is only part of the process. Effective implementation is then essential to turn that understanding into results.

Support can continue through implementation, either alongside the existing management team or by taking responsibility for particular areas of work.

That could include:

- Improving operational systems and processes
- Improving financial reporting and management information
- Establishing meaningful performance measures and KPIs
- Reviewing the commercial and operational factors that influence performance and profitability
- Reviewing costs and margins
- Clarifying roles, responsibilities and accountability
- Helping recruit, retain and develop key people
- Supporting employee welfare, engagement and job satisfaction, recognising the important part they play in productivity, efficiency and staff retention
- Supporting or mentoring managers
- Introducing or improving business systems
- Managing significant projects or programmes of change
- Improving Board and management reporting
- Turning plans and decisions into action

The level of involvement can be tailored to the situation — from strategic advice and Board-level support through to direct involvement in implementation and management.

The emphasis is on **practical involvement and delivery**, not simply recommending what should happen.

ONGOING SUPPORT

Not every business needs or wants the cost and commitment of an additional permanent senior appointment.

Sometimes an owner or management team simply needs flexible access to senior-level experience — someone who can provide an independent view, challenge thinking, help make difficult decisions and become involved when needed.

Ongoing support can include:

- Fractional Operations Director
- Board Adviser
- Ad hoc and on-call support to the senior leadership team
- Commercial and operational support
- Management and financial oversight
- Mentoring senior managers
- Project or change leadership

There can also be value in reviewing how effectively the business uses its resources — **people, external advisers, systems, suppliers and other overhead costs** — to ensure they remain appropriate, productive and proportionate to the needs of the business.

The arrangement is tailored to the needs of the business and can evolve as those needs change.

NON-EXECUTIVE DIRECTOR

Working with owners and boards to provide practical advice, constructive challenge and an experienced outside perspective on strategy, business performance, risk, growth and succession.

HOW I WORK

There is no ready-made answer that works for every business.

I work in a personable, accessible and collaborative way, getting to know the leaders, the people and how the business works in practice.

Where practical, this starts with face-to-face meetings and continues through regular, direct contact and hands-on involvement. The approach is straightforward:

Listen before advising

Understand the leaders, their ambitions and what they are trying to achieve.

Understand before recommending

Develop a clear picture of how the business really operates, the issues it faces and the opportunities available before recommending change.

Be practical

Recommendations have to work in the real world, with the people, resources and time available. I work alongside people to turn them into practical action.

Operate at the appropriate level

Support can range from Board-level strategy and senior management advice through to detailed operational involvement, depending on the circumstances and what will deliver the greatest value.

Implement, not just advise

Where required, recommendations can be taken through into implementation, with direct involvement in managing the change and ensuring actions are completed.

Measure success

At the outset, the client and I agree what success looks like and the KPIs or other metrics that will be used to measure it. These provide an objective basis for reviewing progress and determining whether the work is delivering the intended results.

EXPERIENCE

Practical experience gained over more than 30 years ranges from the leadership of a substantial multi-studio organisation to building a small business from the ground up and providing long-term support to business owners.

HLM Architects

Over 30 years with HLM, progressing from student to Executive Board Director.

Ultimately responsible for operational strategy across six UK studios, within a business employing more than 250 people, together with working with local leadership teams to establish and support two studios in the UAE and one in South Africa.

Experience included:

- Operational and business strategy
- Board-level leadership
- Governance and management reporting
- Organisational change
- Business performance
- Acquisitions and business integration
- International expansion
- People and leadership development
- Major project management
- Helping lead the transition to Employee Ownership

People and culture were also an important part of my leadership at HLM. Building a positive working environment, developing people and maintaining a happy and engaged team contributed to consistently low staff turnover and strong long-term retention.

Alongside these operational roles was extensive project experience, including major and complex projects valued in the hundreds of millions of pounds.

Specialist POS & Display Ltd

Specialist POS & Display was formed with the Creative Director, with responsibility for building the operational and financial infrastructure needed to support the business from start-up.

This included operations, finance and management reporting, business systems, IT infrastructure, employment and consultant arrangements, policies and procedures, property and leases, CRM and project management systems, Board reporting, commercial management, key account management and winning new work.

Within three years the business grew from start-up to approximately **£1.3 million turnover**.

This provides a very different example from HLM — applying senior-level experience directly within a small, growing business and being involved in the detail required to make it work.

Springlab Ltd

For around 15 years, ongoing operational and financial support has been provided to Springlab and its directors.

This includes management information, financial reporting, business systems and commercial decision-making, together with providing an experienced sounding board when issues, opportunities or important decisions arise.

THE EXPERIENCE I BRING

Experience isn't confined to one particular business discipline.

It includes:

Operations — building structures, systems and processes that allow businesses to operate effectively and grow.

Finance — management accounts, reporting, cash flow, profitability, commercial decision-making and understanding what the numbers are actually saying.

Business Growth — helping put the structure behind ambition and ensuring the organisation is capable of supporting sustainable growth.

People — organisational structures, recruitment, mentoring, management development and helping people understand their responsibilities.

Systems & Information — introducing practical business systems, improving management information and making better use of technology.

Technology & AI — using AI practically to create useful business tools, improve processes and strengthen management information and decision-making.

Governance — Board structures, reporting, accountability and helping management teams make better-informed decisions.

Projects — leading and managing complex projects and making sure plans turn into delivery.

Commercial Management — clients, contracts, margins, costs, pricing and winning work.

WHO I CAN HELP

Particularly relevant are businesses with a **sound proposition and ambition to grow or improve**, but where the owners understandably want to concentrate on their product, service, customers or specialist expertise rather than becoming consumed by the mechanics of running the business.

Typical situations might include:

- A business that has grown quickly and its systems and management structures haven't kept pace
- An owner who is spending too much time running the business rather than developing it
- A business where the level of commercial return doesn't reflect the effort, activity or potential within the organisation
- A management team that needs better financial or operational information
- A business that wants to use technology and AI practically to improve processes, management information or decision-making
- A business preparing for its next stage of growth
- An organisation going through significant change
- Owners who want an experienced independent view of the business
- A business that needs senior operational experience without the cost or commitment of an additional permanent senior appointment
- A Board or Managing Director that needs additional experience around the table
- A good business that simply knows it could be better

Sometimes there is a specific problem to solve. Sometimes there isn't.

The starting point can simply be a conversation about the business, its ambitions and the opportunities or challenges involved in getting there.

WHAT SUCCESS LOOKS LIKE

Success should be defined with the client at the beginning of the work rather than assumed afterwards.

That means agreeing the **KPIs and other relevant metrics** that matter to the particular business and establishing how progress will be measured and reviewed.

Depending on the brief, these might relate to:

- Profitability and margins
- Revenue and growth
- Cash flow
- Operational performance
- Productivity and resource utilisation
- Project performance
- Customer retention or development
- Management information
- Delivery against agreed actions and timescales
- Employee engagement, satisfaction and staff retention

Not everything that matters can be reduced to a number, so qualitative improvements — such as clearer responsibilities, stronger management, better decision-making and a more engaged and satisfied team — can also form part of the agreed measures.

The aim is to help create a stronger, better-managed business, with the right people, systems and information in place to perform effectively and achieve its ambitions — while minimising unnecessary bureaucracy, paperwork and day-to-day management effort.

Nick Beecroft

Board Director | Non-Executive Director | Operations & Finance Director | Business Growth Adviser

More than **30 years' experience** in operations, finance, commercial management, business growth, major projects and Board-level leadership.

I understand how businesses work. I know how to build them, how to improve them and how to help them grow.

NICK BEECROFT CONSULTING