



**O<sub>2</sub>**  
**business**

# Seven essentials for scale-up success

Seven challenges every growing business faces  
– and how your peers are tackling them

# The UK is a great place to start and build a business, but the next level of growth takes vision, determination... and the right support

Scale-up businesses have a huge role to play in the economy, but achieving consistent growth is hard. However, evidence shows that the more support you have, the faster and more sustainably you can grow.

At O<sub>2</sub> we've made it our mission to support growth businesses, working with organisations like [Enterprise Nation](#) and the [ScaleUp Institute](#), as well as through Telefonica's innovation hub, [Wayra](#).

Through that work, we've discovered that no matter what industry their business is in, or where they're located, the leadership team face seven key growth challenges.

Learning from business owners and leaders facing these challenges, navigating the all-important growth journey, as well as talking to people, we are here to help you on your journey.

Growing a business is one of the toughest things you can do, but also one of the most rewarding. If you need any help – whether it's advice, support, contacts or even just a high five for that next big win, we're here to help.

**Caroline Southall**  
Head of SMB Channels, O<sub>2</sub>



At O<sub>2</sub> we've made it our mission to support growth businesses.



# Seven essentials for scale-up success

The seven challenges every growing business faces – and how your peers are tackling them

Starting a business is one of the most exciting things you can do. Every entrepreneur remembers the thrill of landing their first customer and the satisfaction of bringing their idea to commercial life. Building something that engages people is incredibly rewarding.

But taking the next step requires more than good ideas. To grow the business from startup to scale-up, entrepreneurs must master seven things – not all of which always come easily.

## Stories, tips and advice from leaders of scale-up businesses

What we've got here are the thoughts (insight/learning) of business leaders who are on the scale-up journey, and the organisations whose mission is to support them on the way. Read on for their experiences, tips and advice on the seven things every growth business must do.

**1** Fiona Campbell-Howes, founder of copywriting agency Radix Communications, shares her experience of sourcing skilled writers in a highly niche industry.

**2** Ankur Modi, CEO of tech startup StatusToday, explains how he's created new senior management roles to help take the company global.

**3** Stephen Headley, partner at accountancy firm JWPCreers LLP, explains how the firm's technology platform supports growth.

**4** Kate Golby, founder of textiles firm Bothy Threads, describes how she turned her love of stitching into a thriving business with a global customer base.

**5** Tracy Fitchett, finance director of software house 3chillies, talks about how the firm manages its finances for growth.

**6** Emma Jones MBE, founder of Enterprise Nation, shares advice on five ways a growth business can develop the resilience needed to weather setbacks.

**7** Irene Graham, CEO of the ScaleUp Institute, provides tips on where small businesses can find the expert support they need to grow.

Growing businesses are getting more from technology than ever before – it's providing new opportunities to connect, develop and thrive. Ant Morse, Head of SMB Digital Solutions, O<sub>2</sub>, helps you find the right advice.

Finally, you'll find links to useful business support resources on the [back page](#) »



# Finding the right talent

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By **Fiona Campbell-Howes**

Founder and Managing Director

Radix Communications

## #1 – Finding the right talent

By Fiona Campbell-Howes, Founder and Managing Director, Radix Communications



Doing a huge amount of the work myself, while developing the team, running the business and raising two kids was tough to say the least!



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### Fiona Campbell-Howes

Founder and Managing Director  
Radix Communications

Radix is a copywriting agency specialising in the enterprise tech sector. Founder Fiona Campbell-Howes shares her experience of sourcing skilled writers in a highly niche industry.

When I started Radix in 2007 I didn't think about recruiting, because I wasn't planning to grow the business. I'd moved to Cornwall to work as a freelance copywriter and start a family.

But soon there was more work than I could do myself, so I had a choice: turn it away or hire more writers. I chose the exciting option and started an agency – though I had no idea how hard it would be to find people locally with the skills and experience to hit the ground running.

### Skilled graduates were available – but industry experience was in short supply

Falmouth University has a Professional Writing MA and I hired three graduates. Although they were very talented and trained in writing techniques, they didn't know the industry sector that Radix specialises in – so they weren't experienced enough to take on a lot of the work.

It meant I had to develop a team from scratch, while still delivering the (increasing amounts of) work clients were asking for. In the early days, doing a huge amount of the work myself, while developing the team, running the business and raising two kids was tough to say the least.

## #1 – Finding the right talent

By Fiona Campbell-Howes, Founder and Managing Director, Radix Communications

### The solution: hire raw talent and create a development programme

As we've matured, we've recognised we won't find experienced writers locally – our work is too niche. So we made a decision to hire raw talent when we find it, and train those new hires to write high quality copy for the enterprise tech industry.

Our aim is to reduce the time it takes to develop a fully-fledged copywriter from three years to one. We do that through intensive training, mentoring and coaching, including a QA model where all work is overseen by an experienced writer. In 2018 we launched an internship programme to incubate new talent – and we've just hired one of our first interns into a permanent position.

### Flexible working and generous perks mean we retain talent for the long term

Losing an experienced employee would be a huge blow. We do all we can to retain the talent we have, from generous pay and holiday to flexible hours and the ability to work from home using laptops and cloud apps. We also offer profit share bonuses and perks like film nights, coffee vouchers and Fitbits – plus every employee can take a paid three-month sabbatical after five years.

### A focus on talent has led to 20% annual turnover growth

The hard work has paid off: we're now a team of 17 people, with 20% average annual turnover growth. Best of all, every writer we've ever hired is still with us.

We couldn't have developed our hugely talented team without help. We're lucky to have a wealth of EU-funded support organisations here in Cornwall to help us plan, recruit and grow. If it weren't for programs like [Transform Cornwall](#) and [Unlocking Potential](#), we wouldn't be where we are today.



Our aim is to reduce the time to develop a fully-fledged copywriter from three years to one.



**Fiona Campbell-Howes**  
Founder and Managing Director  
Radix Communications



## #1 – Finding the right talent

By Fiona Campbell-Howes, Founder and Managing Director, Radix Communications

### At a glance

Company  
**Radix Communications Ltd**

Year founded  
**2007**

Location  
**Penryn, Cornwall**

Employees  
**17**

### Fiona's advice

Offering the ability to work flexibly and from any location is now key to attracting and retaining top talent. Mobile devices and cloud collaboration tools make it easy.





# Building a management team

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By **Ankur Modi**  
Founder and CEO  
StatusToday

## #2 – Building a management team

By Ankur Modi, Founder and CEO, StatusToday



The fastest way to grow someone is to get them trained by an expert, so we sought out experts in our social networks who could provide guidance.



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**Ankur Modi**  
Founder and CEO  
StatusToday

StatusToday is a tech startup using artificial intelligence to give companies insight into employee engagement, collaboration and wellbeing. He explains how he has created new senior management roles to help the business grow.

I'd been working at Microsoft in Ireland, but I felt I needed a new challenge. In 2015 I handed my notice in and moved to London, with a plan to start a company that would use AI to understand human behaviour.

I joined [Entrepreneur First](#), a startup incubator. That's where I met my co-founder Mircea, and we essentially built the company together. I'm the problem solver, the project manager. Mircea is the architect, he designs the system to work in a certain way so that it can handle the scale.

We're now around 25 people, across London, Ukraine and the US. As we've grown, expanding the leadership team has been essential, but it's a hard thing to do. We approached it by looking at the key functions where we need to grow or build leadership – like commercial development, international expansion, and specific areas of product development.

### **Train internal leaders by connecting them with experts**

We're strong believers in growing people internally, and our leadership team was partly created from people who have been with us from day one, who we trained and mentored.

We've found the fastest way to grow someone is to get them trained by an expert, so we sought out experts in our social networks who could provide guidance. It's hard because connecting these people is non-trivial, but the network has worked pretty well. We also do a lot of hands-on training, finding projects that allow people to be accountable for things like Profit & Loss (P&L) or managing budgets.

## #2 – Building a management team

By Ankur Modi, Founder and CEO, StatusToday

### Three signs of an exceptional external leadership candidate

With other positions, we've brought in people with significant expertise in key areas. That's hard to do – you often see people who seem right but it's misleading. We've found the right people by looking for three things:

1 The culture they've evolved in. Are they outcome-driven or effort-driven? When there's a problem, are they the kind of person who just takes care of it? Or do they need a lot of external support and momentum? Cultural fit is critical.

2 Their level of expertise in our part of the tech industry. There's a lot of innovation we need to do that's not supported by existing research, but rather by new research we are doing ourselves. To have the mindset that allows them to create something that doesn't exist and not ask for validation from external sources is a big part of our leadership process.

3 Their references. We have extensive background conversations to understand how this person gets the job done. Are they a team player, or a solo anarchist? Our business operates as a team; there are no heroes. I need people who understand they need to enable others.

### Building a leadership team means founders can focus on strategy

As we've grown the leadership team, it's allowed Mircea and me to step back from the nitty gritty and focus on the strategy. On the product side for example, instead of focusing on bugs and minor features, we now focus on the product roadmap; where the product and the vision need to go.

We're trying to become the world's largest people analytics company – to understand employees better than anyone has ever done, at scale, continuously and consistently. For that we need to grow, we need to strategically invest in certain things, and we need to accept we will lose in certain things. That kind of oversight would be almost impossible if we were still involved in the day-to-day.



Our business operates as a team; there are no heroes. I need people who understand they need to enable others.



**Ankur Modi**  
Founder and CEO  
StatusToday



## #2 – Building a management team

By Ankur Modi, Founder and CEO, StatusToday

### At a glance

Company  
**StatusToday**

Year founded  
**2015**

Location  
**London HQ**

Employees  
**22**

### Ankur's advice

When bringing in senior hires from outside, remember the law of the shining star. When you see someone with an incredible profile, it's tempting to bring them in. But it's not about the person with the best profile; it's about the best fit with what you're trying to do.





# Choosing the right infrastructure

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By **Stephen Headley**

Partner

JWPCreers LLP

### #3 – Choosing the right infrastructure

By Stephen Headley, Partner, JWPCreers LLP



For us it's all about goodwill and client relationships. At partner level, being contactable makes it more likely that a client will stick around for the long term.



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**Stephen Headley**

Partner

JWPCreers LLP

JWPCreers is a thriving accountancy firm servicing business and private clients from offices in York and Selby. Partner Stephen Headley explains how the firm's technology platform supports growth.

Our firm has grown consistently since inception, but at different rates. In 2004 we merged with another firm, which added 50% to our turnover and took us from one office to two – one in Selby and one in York.

In the accountancy business, growth is all about keeping existing clients and winning new ones. Clients retire or go out of business, so you've got to keep winning new clients to stand still, let alone grow.

We have the advantage of being recognised specialists in certain areas. For me, that's the agricultural and landed estate sectors, and also auditing. If somebody's looking for specialist knowledge, that's how we'd usually attract new clients. But it's our high standard of service that keeps them and drives growth.

#### Cloud has created a platform for client retention and growth

Technology is key to keeping clients. We moved our main packages to the cloud a few years ago. Our audit team, for example, can access the auditing software when they're out at a client. If they have a problem and want my help, I can go in and see the same document they're looking at. The team is based in York, but I can run them from Selby because we're all working real-time with the same data.

We can also offer flexible working. One of our specialists moved away, but because we're cloud-based she can work one or more days a week at home. If she hadn't been able to access the IT as if she was sat at her office desk, she would have left – and we would have lost a valuable team member. Continuity is important to our clients, so it's great to have a setup that lets us keep skilled people.

### #3 – Choosing the right infrastructure

By Stephen Headley, Partner, JWPCreers LLP

#### Mobile connectivity encourages long-term client loyalty

The other big thing for me is my phone. At partner level it's really important to be contactable. Clients ring me on the mobile, and if I'm out of the office I can still give them my initial thoughts on something. Even on holiday, I turn my data off, but if somebody needs to get hold of me, they can ring the mobile. For us it's all about goodwill and client relationships, and being instantly contactable makes it more likely that a client will stick around for the long term.

The cloud platform also means that adding new offices in future isn't a problem. We used to have a fixed line between the two offices because our servers were in York. Now, if we acquire another firm or we move offices, we're not dependent on a fixed line. All we need is an internet connection.

#### IT that 'just works' means we can focus on the future

Cloud computing means we've saved money on IT, but that wasn't our aim. It's all about reliability. Take the tax return deadline at the end of January. In the old days, if the software had crashed in January, it could have caused us massive problems. IT used to be the number one issue at every partners' meeting. Now we never talk about it. It's just not a problem any more.



IT used to be the number one issue at every partners' meeting. Now we never talk about it. It's just not a problem any more.



**Stephen Headley**

Partner  
JWPCreers LLP



### #3 – Choosing the right infrastructure

By Stephen Headley, Partner, JWPCreers LLP

#### At a glance

Company  
**JWPCreers**

Year founded  
**2004**  
**(from the merger of  
JW Pickles & Co and Creers)**

Location  
**Selby and York**

Employees  
**65**

#### Stephen's advice

If your business relies on the skills of individual people, the ability to offer flexible working has real value. When your people can work from anywhere, you're much better placed to keep them with you even if their personal circumstances change.





# Accessing markets

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By **Kate Golby**

Founder

Bothy Threads

## #4 – Accessing markets

By Kate Golby, Founder, Bothy Threads



One day I took the plunge and approached John Lewis. They loved the designs and placed an order.



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**Kate Golby**

Founder  
Bothy Threads

Bothy Threads creates cross-stitch and tapestry kits and sells them worldwide. Founder Kate Golby explains how she turned her love of stitching into a thriving business with a global customer base.

I've always loved to stitch – my mum says I started sewing when I was three years old! But it was always just a hobby, until a visit to Reading Museum in 1993.

On show was a Victorian copy of the Bayeux Tapestry, and my parents suggested I could make some sewing kits of scenes from it and sell them in the museum gift shop. The museum said yes, and I haven't looked back since. My husband, parents and I each put in £1,000 and the business was born.

### The turning point: winning the first big customer

I started by making up kits from my own designs, and selling them through local shops and mail order catalogues. Then one day I took the plunge and approached John Lewis. We were in luck: they loved the designs and placed an order.

The support of a major retailer gave me the confidence to grow further. Bothy Threads was a hobby business at first, but when we reached £250,000 turnover we decided we could 'retire' from the day job and focus on the business full-time.

Things really took off when I started asking artists I liked if I could use their work as a basis for designs. We now use about 20 artists' work under licence and produce about 300 different designs.

## #4 – Accessing markets

By Kate Golby, Founder, Bothy Threads

### Growth has meant larger premises – but each kit is still lovingly handmade

Every Bothy Threads kit is made with genuine love and attention, and that's been key to our success. We always use the best quality fabric and threads, and we constantly try out new designs to see which ones are popular.

We used to make all the kits in a bothy in our garden, hence the name, but as we've grown, we've moved to larger premises. But each kit is still made up by hand, and we include clear, thoughtful instructions so they're enjoyable to stitch. We also ship promptly, which customers appreciate.

### Trade shows and online platforms are key routes to market

Most of the business is wholesale, supplying mail order firms and online retailers. We've found new wholesale buyers mainly by exhibiting at two annual trade shows: CHSI at the NEC and H&H in Cologne (which we attend with the help of a grant from the [UK Fashion and Textile Association](#)). We also sell direct to consumers – at RRP – through our website and Facebook page.

Our international business has grown steadily. We didn't force it; just responded to requests from buyers who found out about our kits online. Now, 15% of our business is outside the UK.

### From hobby beginnings to a £1m turnover business

From small beginnings, we now have 13 employees and a turnover of over £1m, so it's been a very successful venture. But most importantly, my passion for stitching is as strong as ever – I still love finding new designs to interest our loyal customer base.



We've found new buyers by exhibiting at two annual trade shows, in Birmingham and Cologne.



**Kate Golby**  
Founder  
Bothy Threads



## #4 – Accessing markets

By Kate Golby, Founder, Bothy Threads

### At a glance

Company  
**Bothy Threads**

Year founded  
**2007**

Location  
**Cockermouth, Cumbria**

Employees  
**13**

### Kate's advice

We had the luxury of growing sales to £250k before giving up the day job. It would have been much harder if we'd had to take a living income from the start. I'd advise anyone thinking of starting down this route to do the same if possible!





# Mastering finance

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By Tracy Fitchett

Finance Director

3chillies

## #5 – Mastering finance

Finance Director, 3chillies



Hiring a finance director has freed the directors up to focus on winning new business, delivering key projects, and running the company.



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### Tracy Fitchett

Finance Director  
3chillies

3chillies is a software house building websites and apps for well-known UK brands. Part-time Finance Director Tracy Fitchett explains how the firm manages its finances for growth.

3chillies specialise in creating high-performing websites, cross-platform mobile apps and bespoke business software solutions. It was founded in 1999, but its present form dates from 2006 when a new director joined, and the company rebranded to 3chillies.

We've grown organically since then, helped by some high-profile client projects. We've built systems for Xbox, GAME, QA, RM Education and a number of legal organisations.

### Lack of a finance director was holding the business back

It's an incredibly competitive market, so achieving that growth has been challenging. In 2013, the owner engaged a business mentor to help with business strategy, planning and growth. The mentor recognised that in order to grow and meet its targets, 3chillies needed a much better handle on its finances, and recommended they hire a finance director.

Since joining, I've introduced monthly management reports and controls freeing up the other directors to focus on winning new business, delivering key projects, and running the company.

## #5 – Mastering finance

Finance Director, 3chillies

### Mastering the essentials: cash, budgeting and planning

The biggest risk for all small businesses is cash. Large clients can be slow to pay, and that creates pressure. I've helped 3chillies to forecast and manage cash flow – implementing regular monthly invoicing and chasing debtors to make sure the money comes in.

The other side of cash management is budgeting. Together we produce the annual budget, so we know how much the business should be spending on different line items from month to month, and this planned expenditure feeds into the cash forecast.

The budget also works as a decision-support tool. You need a budget as a roadmap of where you want to be, in order to make the right decisions on how you're going to get there. We review and update the budget to support large business decisions like new premises and key additional resource hires.

Commentary and narrative supporting the monthly accounts gives the business a solid view of current performance. This helps planning and responding to new business opportunities and tenders, and guides future strategy.

### Financial discipline creates a strong platform for growth

The company now has the financial discipline in place to grow further. As well as management accounts, budgets and forecasts, we have a robust time recording tool that ensures we resource projects efficiently, invoice promptly, and keep on top of project profitability.

As we grow and hire new project managers, it's important that they take more ownership, responsibility and accountability, working closely with the Finance Director (FD) and Head of Delivery. The FD role is currently part-time, and that's fine for the size we are now, but it could become a full-time role as the business continues to grow.



The biggest risk for all small businesses is cash. Large clients can be slow to pay, and that creates pressure.



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**Tracy Fitchett**  
Finance Director  
3chillies



## #5 – Mastering finance

Finance Director, 3chillies

### At a glance

Company  
**3chillies**

Year founded  
**1999**

Location  
**Reading**

Employees  
**26**

### Tracy's advice

It's easier to sell to an existing customer than to win new business. Make sure to balance the time spent chasing a new opportunity versus maintaining existing customer relationships.





## Growing businesses may also need access to finance

While access to finance is not seen as the main obstacle, a notable four in ten scale-ups do not feel they currently have the right amount of funding in place for their current ambitions. Three-quarters of scale-ups rely on external finance to support their growth, drawing it from a wide variety of sources.

Regional disparities in the UK continue to be noticeable, with scale-ups in London and the South East much more likely to be using equity finance than those elsewhere. Reservations about the use of equity finance remain as regards its unsuitability, fears of having to 'give up control' or a simple lack of knowledge.



# Developing resilience

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By Emma Jones MBE

Founder

Enterprise Nation

## #6 – Developing resilience

By Emma Jones MBE, Founder, Enterprise Nation



Big retailers are increasingly looking to buy from small, entrepreneurial firms, because consumers value authentic products with a great story behind them.



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**Emma Jones MBE**

Founder

Enterprise Nation

Hundreds of thousands of businesses start up each year in the UK, with a small proportion going for growth from the outset.

Those that do flourish share one common quality – resilience.

Resilient businesses can power through bad times as well as good. They're able to weather internal setbacks, like key people leaving, and external challenges like economic downturns, political upheavals and new competitors.

In our work supporting high-growth businesses nationwide, we've noticed five things that leaders of resilient businesses do particularly well.

### Seek out new markets

To ensure they stay ahead, resilient businesses continuously seek out new markets. They tap up opportunities that others miss or find too daunting – like big corporates and government buyers.

That gumption pays off. Big retailers, for example, are increasingly looking to buy from small, entrepreneurial firms, because consumers value authentic products with a great story behind them.

That's why we started running our Exchange events: to connect thousands of small businesses to corporate buyers. One recent match was Professor Scrubbingtons, a haircare range for teenagers started by two mums, which is now stocked in Boots stores across the country.

### Look outside the UK

Resilient businesses aren't put off by the prospect of going global. Instead, they offset the threat of political and economic uncertainty at home by exporting and expanding internationally.

There are tons of programs available to help businesses take the first step into exporting, and to establish operations and supply chains around the globe.

Enterprise Nation's own Go Global programme has helped businesses like Wow How, an AR-based make-up tutorial app, reach global buyers through trade trips and support networks.

## #6 – Developing resilience

By Emma Jones MBE, Founder, Enterprise Nation

### Make the most of digital

A huge advantage for modern businesses is connectedness. Billions of people around the world use social media, and resilient businesses make the most of that digital marketplace.

Knowing which platforms to use, and how to approach them, can be tricky – but initiatives like #SheMeansBusiness and Amazon Academy can help entrepreneurs maximise the digital opportunity.

### Make time to work on the business

A business is more resilient when its leaders look ahead, rather than just at what's happening now. That's why smart founders set aside dedicated time to work on the business, rather than in it.

Those who step back and look at where the business is going, and what they need to do to get there, stand a much greater chance of survival and growth.

Whether they're looking at formulating a five-year plan, structuring the organisation for the next phase of growth or getting the right tech infrastructure in place, resilient entrepreneurs make sure they have a clear idea of what needs to happen – and then they make it happen.

### Get help

Startup founders are often tempted – at least initially – to try to do everything themselves. But that can quickly lead to burnout, which can be fatal for the business.

Leaders of resilient businesses know they need help, and seek out appropriate support – whether it's local peer networks, business support organisations, domain experts or government programs.

Our mission at Enterprise Nation is to help growing businesses get that support. Whatever you need, we almost certainly know someone who can help.

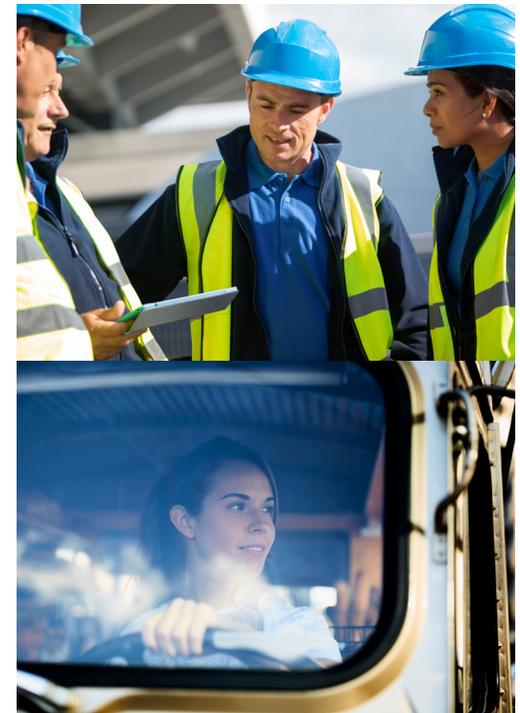
Find out more at  
[www.enterprisenation.com](http://www.enterprisenation.com) »



A huge advantage for modern businesses is connectedness.



**Emma Jones MBE**  
Founder  
Enterprise Nation





# Getting support

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By Irene Graham

CEO

ScaleUp Institute

## #7 – Getting support

By Irene Graham, CEO, ScaleUp Institute

### The UK scale-up gap

3<sup>rd</sup>

in the world  
for starting a business

13<sup>th</sup>

in the world  
for business growth

Scale-up businesses are economic powerhouses. Collectively, they add 3,000 jobs a week to the economy. They are not only engines of wealth creation, they also create the skilled jobs that will help to assure Britain's future on the global economic stage.

Scale-ups are more productive, diverse, innovative and international than their non-scaling peers however there exists a scale-up gap in the UK. According to OECD research, the UK is the third best place in the world for starting a business – but it only ranks 13th for business growth.

Only a fraction of UK companies achieve the kind of growth rates we associate with scale-up businesses: increasing revenue and/or headcount by 20%+ each year over a three year period.

This is because a series of barriers are faced by UK scale-up and scaling businesses which need to be addressed at a local and national level if we are to achieve the fullest potential.

#### Breaking down barriers with specific scale-up support is key to growth

So how can we generate more scale-ups and help those that are scaling grow further? One way is through the private and public sector collaborating better, providing joined-up solutions that break down barriers to scaling up and actively ensuring business leaders know what support is available and where. Not every business owner knows where to look, or even what to look for.

At the ScaleUp Institute, we seek to make sure the UK is more 'scale-up-centric,' placing more emphasis on the types of support and solutions that fast-growing businesses really want – and to help businesses better understand which of the available solutions provide meaningful impact.

#### Peer networks

When tackling challenges like finding talent, building a leadership team and managing work/life balance, it's helpful to have access to a network of people facing the same hurdles.

Tapping into a local peer network can be hugely beneficial to entrepreneurs and scale-up CEOs in their quest to take their business to the next level. It's a ready source of guidance, experience and empathy – and it doesn't just help in practical ways, but also with a safe environment to use as a sounding board and place to air sensitive issues.

You can learn more about the peer networks that we have endorsed [here](#).

## #7 – Getting support

By Irene Graham, CEO, ScaleUp Institute

### Leadership development programmes

Developing a leadership team is one of the biggest challenges a founder can face – but it's vital to sustainable growth.

Identifying the right people and ensuring they have the right skills to take the business forwards is essential, and a formal leadership development programme can make a huge difference.

The ScaleUp Institute has endorsed a number of programmes such as Goldman Sachs 10,000 Small Businesses UK, Cranfield Business Growth Programme, British Library's Innovating for Growth and London Stock Exchange's ELITE which have had a proven impact on building leadership capacity. [You can learn more here.](#)

### Access to the right growth finance

A growing number of funding options are available to high-growth companies. The challenge is to identify the right type of capital which is best suited for your business in what is a large and complex market. The ScaleUp Institute has worked with the British Business Bank to produce their [Finance Hub](#) which helps businesses understand and discover the finance options that could enable them to grow.

To learn more, visit  
[www.scaleupinstitute.org.uk](http://www.scaleupinstitute.org.uk) »



Developing a leadership team is one of the biggest challenges a founder can face – but it's vital to sustainable growth.



**Irene Graham**  
CEO  
ScaleUp Institute



### 🗨 Irene's advice

Check out the [ScaleUp Institute website](#) to learn about the programmes that have been endorsed for their proven impact for scaleup businesses. These cover national and local leadership programmes, peer networks, markets and finance options.

# Finding the right advice

By Ant Morse, Head of SMB Digital Solutions, O<sub>2</sub>

Growing businesses are getting more from technology than ever before – it's providing new opportunities to connect, develop and thrive.

We've been working with growing business for over 30 years, helping them get the technology they need to achieve their goals, throughout their entire business journey.

Even from startup, modern technology massively lowers the barriers to entry, thanks to cost-efficient subscription-based software and cloud infrastructure. And our team of Digital Advisors are experts in finding the right tech solutions to boost your business growth.

When a business is developing, digital platforms and mobile devices make location almost irrelevant, opening up opportunities to find new channels, markets and partners on a worldwide basis.

And for growing businesses, technology opens up the scope to find new talent, new contacts, potential future leaders and expert support as it allows them to connect to a global audience.

From our years of experience helping customers get the best from technology and facing their challenges with them, we understand where you're at – and we're with you every step of the way.



## Mobile first

Coming from the mobile world, we know how much mobility matters in businesses today.

We also know that businesses want to be connected and productive wherever they are, which is why we're focused on working around how people live, and how businesses operate.

We deliver technology suited for your business to help you collaborate, connect securely and work seamlessly around other life commitments.

Whether you're in the office, travelling to a meeting or working at home, we help you keep working with productivity tools like Microsoft Office 365 and Box.



Even better, you can work on any device, and easily manage your mobile workforce with our Mobile Device Management service. And you can do it all safely thanks to our end-to-end security solutions.

We help you achieve, collaborate and innovate with effortless connectivity using solutions built for the always-on, mobile world.

## Finding the right advice

By Ant Morse, Head of SMB Digital Solutions, O<sub>2</sub>

### Customer led

When we work with growing businesses, we don't focus on the technology – we focus on what you want to achieve, so we can help you get there.

We work closely with you to understand your goals and how your business works, and then identify innovative ways technology can help you evolve.

But we understand that business is not always about growth, and there can be challenging times where employing new technology is not the best solution – so we make flexibility a priority in our services. We tailor services to your needs, and can adapt to the challenges you face.

As a customer-led business, we also make our customers a starting point for innovation. The more we understand about how you want to work, the more we can innovate to make things easier.

Whether it's faster connectivity with 5G, meaningful use of new technologies like the Internet of Things and virtual reality, or easier flexible working – we get people the work experiences they want.





## Why O<sub>2</sub>?

When you choose O<sub>2</sub>, you become connected to the always-on world. We work for you, on your terms, to help you grow in the modern business landscape.

We're at the heart of the digital revolution, we understand where you're at, and we're here to help.

### Want to know more?

Call us on **01235 433 507**  
or visit **[o2.co.uk/business](https://o2.co.uk/business)** »

## Useful Resources

Every business needs help to grow – and luckily, there’s a lot of support out there. Here are just a few of the many organisations and resources that can help take your business to the next level:

[ScaleUp Institute »](#)

[Enterprise Nation »](#)

[Wayra »](#)

[British Business Bank »](#)

[Small Business Charter »](#)