



Boardroom Advisors

SCALE UP YOUR BUSINESS: WHERE TO START SCALING UP YOUR BUSINESS

Vol. 1 of 8 in the
Complete Guide to Scaling Up Your Business

Every Business Scale Up Needs to Start Somewhere

Starting a business scale-up process can be an exciting yet challenging endeavour. Before beginning the journey, it's important to understand the current market and customer base comprehensively.

An effective scale-up plan should include milestones and objectives tailored to your particular goals. Once you clearly know what you'd like to accomplish, you can start laying out your strategies and tactics.

With this eBook as your guide, you'll gain the knowledge needed to make your scalability dreams come true.



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What You Need to Know to Start Your Scale-up Business

Scaling up a business is no small task. It takes lots of preparation to get your business ready. If you've never scaled a business before, it can be overwhelming.

This series of eBooks aims to make your life a little easier. Across the 8 volumes of this guide, the most important elements of scaling up will be broken down into more manageable parts.

It's recommended that you work through each eBook and think about what your business needs. Every business is different, so only you can know what's truly best for yours. Remember that sustainable growth needs a strong foundation, so don't dismiss any one part out of hand.



Where to Start?

When you've decided it's time to scale, you've got a lot of work ahead of you. This eBook aims to help you with getting the process started. Once you're underway, momentum will help you keep going.



So, what is the first step? Planning.

This probably doesn't come as much of a surprise. Before undertaking anything this important, you want to know what you're actually doing. Although there's a matter of size, scaling up isn't too different from regular day-to-day business, it's just more focused on getting bigger results faster.

You should write a business plan that outlines the changes you want to make to your business. You may only think about some things after more preparations; that's fine. Mainly, what you're aiming for here is to create your strategic direction.



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How To Write a Business Plan

For some businesses, their scale-up business plan is the first time they've sat down to write something formally. Having a real plan is invaluable to scaling up, and carries a lot of uses.

External parties involved in certain elements of the process will want to see what your plan is, having it to hand will make the communications much smoother. Scaling up can be a busy and almost chaotic time. It also helps to always have something you can go back to for reference.

SMART Goals

S Specific	Deal with a certain area without being broad and therefore vague.
M Measurable	Progress towards the goal can be observed objectively.
A Achievable	Within the means of your business to accomplish.
R Relevant	Will actually provide a benefit to your business.
T Timed	Assign a time that you want the goal completed by to maintain focus.

This applies as much to your overall mission as it does to the individual tasks that build your plan. Essentially, your goals should be beneficial to your business's growth and easy to stay on top of.

Set SMART Goals

The most important part of your business plan at this point is your mission. From this, the rest of your strategy is grown.

Your mission is a declaration of your end goals for scaling up. Why is it that you want to grow your business, and what does that really mean? There will be more information to help you write your mission statement later, but these questions are where to start.

Whenever you set a target at any level of your plan, some important factors must be remembered. SMART goals define a set of conditions to apply to your targets to make sure they're useful.

Asking the Right Questions

Whenever you're considering a strategy to try, it helps to be critical of it. Scaling up is about big growth but also about maintainable growth. When going over ideas, there are certain questions to ask yourself.

Relating to the earlier SMART goals, you want to check they're actually meeting the conditions.

- How long would this task take?
- Can your current team do it or would you need help?
- What direct benefit will this have?
- What are the signs of success?



Every action you take should be moving you towards your mission. Growth means expanding your business, so taking time and hiring new staff is fine. What you need to do is consider how it all fits together.

- What other tasks need to be completed first?
- What bottlenecks could affect this?
- Does this support other tasks?
- How many other tasks need similar investments?
- What priority is this?

When building your plan, you want to consider how everything works as a whole. Your strategies should support each other so that you can maintain the growth after you've finished. There's only so many changes that can realistically be done at once, so you'll need to prioritise time and resources.



What to Include

When writing a plan, it can be hard to know what's meant to be in it. There are some common elements that you should try to include.

Where are you going?

Your mission statement and overall time allotted.

What will you do?

What strategies will you try, and what is the process for meeting your objectives?

Tactics and deadlines?

Break down the actionable tasks and list them with who owns them and the time you expect them to complete it by.

Tools to Guide Strategy

Making use of a strategy toolkit helps you build a thorough planning process.

Instead of hoping you remember everything, tools can ensure you give time to all of the important parts of your plan.

Our tried and tested method uses 3 tools: SWOT, Crisis Analysis, and MOST Analysis.

The Business Strategy Toolkit is free to [download](#) on our website.

1. SWOT Analysis

asks you to list the internal Strengths and Weaknesses of your business. What do you do well and what could you use improving? It also asks what Opportunities are available from outside of your control, and what Threats are out there too.

2. Crisis Analysis

is about exploring what could go wrong for your business. From global events to local disturbances, what effects could a crisis have? Understanding your threats helps you prepare for them and find ways to become more resilient.

3. MOST Analysis

builds a plan in four steps. An overall Mission statement about where you want to go, the Objectives that you need to achieve for your mission, the options that you can use as Strategies, and the actionable Tactics that make up a strategy.

Planning Meetings

When you create your plan, include people with a range of useful skills and experiences. You shouldn't try to write something this complicated and important by yourself.

Business is a complex topic you would struggle to fully understand on your own. You don't want to miss anything important owing to lack of knowledge or experience, so ensure that every aspect of your business is represented.

And if you don't have a Board of Directors yet, or if it's not complete, include senior team members and specialists from those areas not covered. They know the technical parts of your business very well and can help ensure that the plan works for the business.

When having a meeting, it can be useful to include an independent chair to help facilitate the meeting and keep things on track. It's tempting to jump straight into analysing an idea or planning a strategy, but you want to get everything on the table before jumping ahead.

"Too often, businesses with ambitions to scale are looking for a 'growth hack' and investing in technology or services that make bold claims but fail to deliver.

The bottom line is that scaling a business is hard work and requires thoughtful planning and development of the sales strategy that is tailored to how YOU do business and the outcomes that YOU'RE seeking."



- Vinit, Board Advisor

Where Do You Want To Go?

This is your business's mission, as seen in MOST Analysis. This is the core around which everything else develops. A mission should include a hard business target.

You want to grow your business, but by how much? You're planning to grow rapidly, but how long is that?

How ambitious you are is up to you, but be realistic. A 5% increase in value is much more manageable in a quarter than doubling it. Don't just pick numbers out of the air.

Go over your business's history with your Board and arrive at your mission from the data. Considering what you've done before, what do you think you could actually do? Scaling up should be big, but what that really means depends on the business.



Where Are You Now?

Just as you want to look over your history to see where you want to go, you also want to understand the present. Knowing your business's current state and its place within your market is important to growing.

Understanding exactly how your business currently shows you where you have space to improve. It shows you what you do well and can build from, so it suits SWOT Analysis. Only make changes once you know what is needed.

How is the landscape of your market or industry? Do you have a big competition to increase your market share or smaller ones waiting to take yours away? Knowing your competition means you know where to aim your growth.

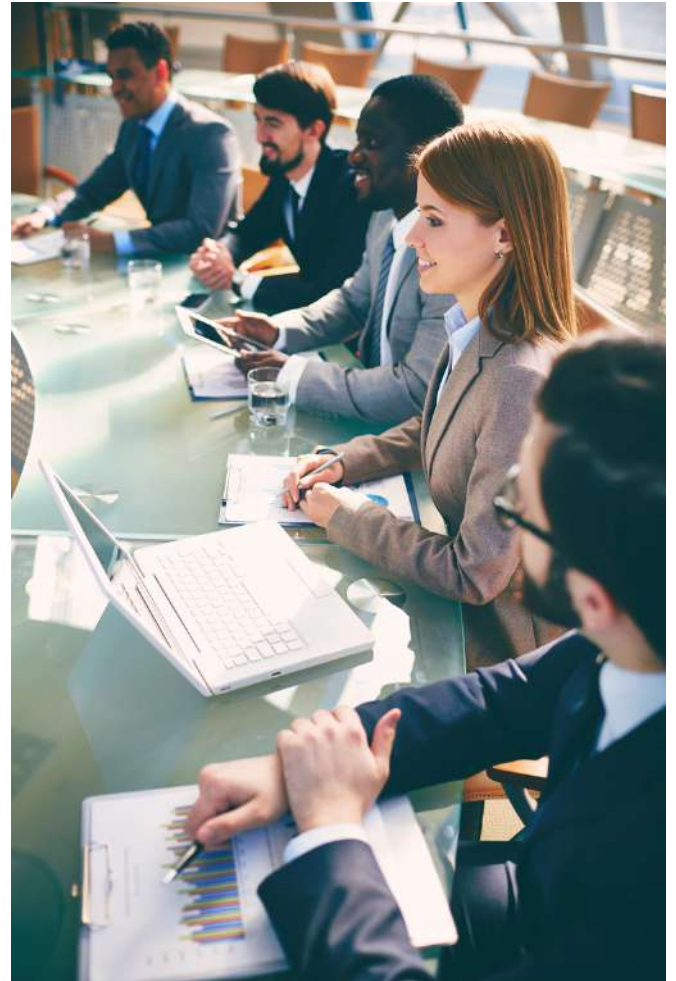
If there's a weakness that others do better, you risk losing customers to them. If one competitor is very good at something, maybe you should focus on something else.

Are You Ready to Scale Up?

When scaling up, you want to make big changes to your business. You don't get big growth from a couple of minor changes. The rest of the series outlines major preparations and changes your business may need.

If you think your business will genuinely benefit from these changes and you're ready to start them now, it could be time to take the next step. When to scale up is different for every business, so take the time to read and think about what's best for you.

You might find that bringing someone onto your team that's scaled a business before can help your process. If you think this could be something you would like for your business, there are various [Fractional Directors](#) available that could help your business without needing to work full-time.



"The road isn't straight when you're scaling up."

You need to be flexible, mindful of obstacles, take the highs with the lows, whilst leading your people, maintaining traction, cashflow and profitability, being absolutely focussed on where you are heading, and being unwaveringly determined to achieve."

- Adrian, Regional Director



Boardroom Advisors

Do You Need Help With Challenges Facing Your Scale Up Business?

Boardroom Advisors can help you with challenges your business is facing.
Examples of challenges you may be experiencing include:

Strategic Challenges

Financial Challenges

Management Challenges

Operational Challenges



Book A Free Health Check

To explore the particular challenges your business is facing

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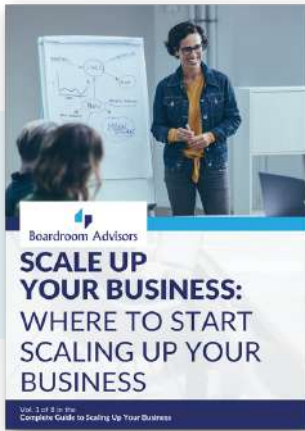
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The Scale-Up Series

1

START



2

BUILD



3

SCALE



4

EXPAND



5

GROW



6

MARKET



7

SELL



8

EXIT

