

BREAKING THE CHAIN OF BUSINESS UNSUSTAINABILITY

Understanding The Twelve Fundamental
Reasons Why Businesses Fail To Sustain

A summary tips-based report constructed
from over 20 years of helping businesses to
transform and sustain into the long-term



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Introduction

This report has been written to help you prevent your business from going out of business – accidentally or otherwise. Our intention is not to preach or patronise, so we hope that you'll read it in the spirit it is intended and take time to translate it into your own reality. Your business, as with all businesses, should be the fulfilment of human endeavor. We are all potentially better than the current statistics that only around 50% of VAT-registered businesses make it into their fifth year and less than half of those make it past their tenth year. If you include smaller businesses, only 4% make it into their tenth year! These shocking figures show that, even in the long-term, business owners are not learning how to grow and prosper. In fact, they are not even learning how to survive! We want to create the opportunity for everyone in business to win. Survival of the fittest is for animals. Survival of the smartest and synergy of the sustainable is, in our world, the best economic system available to us.

If you're reading this and thinking that all is well in the world because you're already past your tenth year or even past your hundredth year in business, don't pat yourself on the back quite yet. Even after ten years, approximately 5% of all VAT-registered businesses cease trading every year – often for reasons that the directors and shareholders could never have imagined. That's 1 in 20 businesses! Are you still feeling confident? Could your business survive 'the perfect storm'? Please read on, or print out this report to read later.

Approach

We could have written this document in an infinite number of ways. We could attempt to fill you with positive 'can do' outcomes or principles. But considering the title (and subtitle), many reading this report will not immediately engage with the positive message within; our summary and truth isn't yours yet! Equally, we could write a damning criticism aimed at the level of management and leadership in businesses from hands-on experience of working with businesses of all sizes. The exploitation, the incompetence, the criminal even. But this is not where most of us operate from. We are mostly trying to do our best. And anyway, Enrichyou is here to help, not to condemn, whatever the situation. So, this report is written in a way that shares the evidence of unsustainability with you. We'll share our conclusions and allow you to come to your own, as we take you through our twelve top tips and help steer you towards a brighter business future.

Self-awareness

If you Google the term ‘business failure’ you will find hundreds of shallow articles from journalists, or from business consultants creating a hook on the way to engaging you with their automated business health checks. In the first category, the level of advice that you find are obvious things like ‘businesses fail because they run out of cash’ and in the second, ‘if the score on our questionnaire is 7 or more give us a call’. This report, however, is for the professional business owner or director who is looking to be ‘the best’ in his or her industry and who wants to create the potential to hand on a valuable and sustainable trading business onto the next generation of leadership. This report is for the proactive and the humble. It is for those who want to find out what the primary risks are and, in the first instance, work out how to navigate those risks yourself. It is for those that want to succeed by doing something about it!

Relevance

We should also say that this report is not for those business owners that always planned to close their business after a lifetime of loyal and faithful service to its customers or clients. Typically, these smaller ‘lifestyle’ businesses reflect the natural life capacity and life purpose of its owners or partners and were always destined to close when their owners’ retired. Neither is this report aimed at the significant number of ‘chancers’ or ‘ill-prepared’ that should never be in business in the first place. There is a basic aptitude needed to run any business. Many businesses that don’t make it past the first year or so were never going to make it for a myriad of reasons; the wrong time, wrong place, wrong people, wrong choices. This report is for those business owners or directors who are in the category of ‘aspiring to be the best’ of business leadership and management and who are ready to face the challenges of success head on!

“Failure is simply the opportunity to begin again, this time more intelligently”

Henry Ford

Three Main ‘Trading’ Reasons

Why Businesses Fail To Sustain

1. Failure to manage client/supplier portfolios

Life works by flux, ebbs and flows, growth phases and decline phases. No one entity has control over anything that can sustain permanent profitability. The economy and your markets can change overnight. Key clients or suppliers can go bust without warning. Key customers may try to control you if you let them. Businesses that rely on just one or two major clients, or one or two routes to market, in the end go bust. Businesses that use just one distributor or agent in a whole market typically end up at risk. The best managed businesses operate across several markets and have trading policies such as not more than 5-10% of turnover from any one customer. This prevents any one customer having control over your business and misusing it because they find out that they can. It also reduces the risk of you going bust because your customer or market collapses. The same principles can apply to your supply-chain too.

At Enrichyou we talk about a ‘three-legged milking stool’ as our metaphor for risk management at the trading end. The best risk management policy of all is to spread your trading risk.

Transition phases of business often require a calculated risk that relies more on one client or supplier or trading market than is sensible in the long-term. This type of risk decision should be made with your eyes wide open!

2. Failure to maintain product/service quality, diversity and life-cycles

The most invisible category of risk is often the creeping death of products or services. None of us know when a competitor is about to launch the next market success. None of us are fully informed about why sales are down or declining at any moment in time. A downward trend might emerge and a lag period of making sense about customer buying decisions, patterns and habits is common place. Woolworths started to become an irrelevant retail brand in the UK twenty years before it closed down. Many of today’s high street brands have found that their offer has become ‘out of date’ in the context of broader offers on the high street and the arrival of the internet. When electricity was invented, candlemakers for general lighting did not survive. Candlemakers specialising in candles for decoration and religion did. The question that matters is what is your business DNA?

What is your business *raison d'être*? What business are you *really* in? What do your customers *really* want?

The single greatest reason for business failure is lack of permanent innovation finding its way into a sustainably managed business. This business disease is mostly prevalent in corporate businesses where centralisation and cost reduction are often far removed and disconnected from the customer, innovation and the market. But it can also be prevalent in smaller, growing businesses as the founders introduce layers of management and end up taking their eye off the ball – losing sight of what made them successful to start with!

3. Failure to design in and manage a sustainable business margin

The primary motivation for being in business should not be ‘to make money’. This leads down the path of chasing money for money sake and an emptiness of life. The wisdom that ‘turnover vanity is profit insanity’ positions business health in a more appropriate way. Many businesses that fail do not track their business health at the level of ‘sustainable’ margin. Proper business accounting processes like ‘contribution accounting’ and ‘activity based costing’ are there to assure a sustainable business margin. However, many in the accountancy profession have grown up to deliver a month-end and to close the books within days to reduce the time-lag on historic trading figures. The true entrepreneur looks in the waste bins during the day to see what profit is being thrown away and stops poor practice as it is happening. More established businesses might introduce ‘lean’ production processes. The reasons for poor margins are infinite in the detail and include things like price-taking, poor product costing, lack of fully costed decision making, hitting volume and sales targets to achieve bonuses, etc. But who teaches business wisdom to the next generation? The businesses that don’t have a sustainable margin will never find the time to learn and pass on the wisdom of business sustainability.

“What we think, or what we know, or what we believe is, in the end, of little consequence. The only consequence is what we do.”

John Ruskin

In a nutshell...

All businesses that sustain have a relevant, value-adding offer that clients prefer and want through trust in a brand promise. These are the trading nuts and bolts basics of being in business. The three main trading reasons why businesses fail to sustain are:

1. over-reliance on a major client/market, or the business being taken advantage of by an overly dominant customer or supplier.
2. that the product/service range has become irrelevant, or where offer preference has gone and possibly trust too.
3. that the margin from the sale is insufficient to cover costs and recycle profit into innovation and sustainable business management.

Each of these situations will lead to a weakening of position, being on the back foot and potentially causing an overall loss making situation and cash-flow crunch. Even if you are making profits, the pressure of poor cash-flow can cause even the most successful of businesses to make poor strategic decisions that, in turn, can quickly send the business spiraling in the wrong direction.

What you can do about it – top tips

- Every business is only sustainable because it has something distinct as ‘an offer’ (not on offer!) that its customers continue to want. Innovation, quality and customer alignment is the substance of the engine under a sustainable business bonnet. Continual checking and development of these is key.
- Spread your business risk by serving a broader client base and/or developing a ‘three-legged milking stool’ approach to business, i.e. multiple markets, products and/or services that will help smooth out the ups and downs of seasonal variation.
- For sustainable business margin, there needs to be a culture of sustainable economic thinking throughout the business. Sustainable margin must be designed into products and services, delivered to cost through good business processes and checked by good financial practices – including cash collection. All people in the business must be able to do their own maths and understand their own contribution through relevant and well-designed performance KPI’s. Have they been shown and taught how/why?

Three Main ‘People’ Reasons

Why Businesses Fail To Sustain

4. Failure to engage and retain staff from all levels of life

In the 1980s the ex-Chairman of ICI, Sir John Harvey-Jones identified in his assessment that, on average, a business only ever manages to harness about 30% of the capacity and potential of its people. Even today, despite the apparent sophistication suggested in HR profession magazines and by many business gurus, there is still a basic cold approach to people: hire them with a water-tight contract stacked in favour of the employer, pay them the market rate (or as little as you can get away with), manage performance and fire them if it doesn't work out – after all, we can always find someone else!

The business owner's smoke screen of ‘no skin in the game’ (cash investment) is seen through by most value-adding employees at some point in their career. Many leave before this point. Our question is not how much ‘skin’ but how much ‘life’ has someone put in the game? Engagement surveys in businesses still often discover engagement levels below 50%. Proper long-term people management and engagement of all walks of life is an art that is left woefully unattended in the business world. There is an invisible culture of disengagement which, in the end, leads to lack of market presence and will go a long way to destabilising most businesses in the long-term.

5. Failure to unlock business-wide innovation and natural leadership

One of the main business activities of Enrichyou is to develop leadership through individuals, layers of management and whole business leadership populations. We get to see and transform the evidence at a national scale. How some businesses get so far along a legacy path is often surprising given the symptoms that we find. The qualities of leadership need to be present in each and every person relevant to their own job. Proactivity, initiative, integrity, quality assurance and innovation are required on a cultural scale – not just in the few that will rise up in a meritocracy. Natural leadership is not about those that get to the top and manage scale, natural leadership is about those that manage with integrity at all levels. Leadership is about managing an economy for human beings with families, life given vocations and natural capacities that they want to contribute through the service of a working life. Leaders unite the collective life force present within the people into a fully effective ‘business force’. The symptoms of failure are more often than not the evidence itself; reactive management, discord, silos of responsibility, lack of

proactive and creative thinking, waiting to be told what to do, leaders forcing their will, arbitrary turnover and profit targets, etc. This is why businesses fail to sustain. This is why businesses run out of cash. This is why people fail to get on top of their business.

6. Failure to manage development and succession

It goes without saying that an evolution of business requires succession management. People move on to new roles. People retire. At the heart of succession is the life process of ‘letting go’. To let go, we must learn to trust an unknown future and an unknown world, and at the same time hand on the baton to those following behind, following along, or travelling in parallel. Our observation is that many businesses are self-limiting by not having a process of ‘letting go and moving onwards’ in their succession planning – whether this is at a role level, an era level, or a life level. A business that removes this level of misplaced security is a business that unlocks a much higher level of potential.

Larger businesses often have the opposite disease of unrealistic succession management: CEO’s trying to move people around as if they are chess pieces in a unilateral game played by one mastermind. Government bodies are masters at it. HR departments have also been known to contribute to the problem with fancy succession management systems rather than capacity management systems.

People have a life inside them and it is this level of life that also has free-will. The greatest form of succession is that in which the people envision the future individually and collectively and move towards that better future by a process of living it. People in business by their very nature then also design and implement ‘good business’ too.

“The function of leadership is to produce more leaders,
not more followers.”

Ralph Nader

In a nutshell...

Businesses that fail to sustain are always rooted in failures by the leadership – the very same people that run and work in the business. Businesses don't run themselves. The owners and leaders' role is to find what is best. Best for each person in the business, best for the customers and best for the long-term interests of everyone whose lives are served by and through the business.

4. businesses fail to sustain because leadership fails to unlock and engage the full life capacity and potential of its people.
5. businesses fail to sustain because leadership fails to unlock integrity leadership and fails to find the natural talent and leadership capacity in its people.
6. businesses fail to sustain because leadership fails to culturally build in the natural life process of succession, grounded in a culture of learning to 'let go and grow'.

Each of these elements will lead to a weakening of life force and a lesser presence being brought into the business.

What you can do about it – top tips

- Don't give way to the bureaucracy of things like performance reviews and appraisals. Implement frequent relationship-based, person-centred coaching and mentoring – but make sure that this isn't just a name change for 'managing by objectives'
- Expect the seeds of leadership from everyone - proactivity, initiative etc. Let those that have capacity and motivation find their way into the management of function and scale. But prevent a culture of 'top down management' from taking root. Train your leaders to become 'enabling leaders'.
- When recruiting new staff into the business, don't just 'give them the job'. Invite them to take up the level of responsibility and vision that you've fully outlined in the interview process. Ask them to come back when, with integrity, they can 'fully choose' the role and the conditions of taking on complete role responsibility and accountability. Be prepared yourself to 'let go and grow'.

Three Main ‘Governance’ Reasons

Why Businesses Fail To Sustain

7. Failure to manage a long-term strategy based on ‘a reason for being’ or business DNA

In business, in our early years we are often learning ‘the skills’ of business in something that has been created by someone else or the generation before. We learn the ropes. We make sense of it and come to understand business life in a particular way. In our observation, every business that goes out of business before its time or by accident, ‘at some level’, had a leadership and ownership which was out of touch with the reason for being, or the business DNA. Occasionally, it was also at the level of the DNA and reason for being of the people themselves. For this we use a collective phrase called ‘the seeds of corruption lie within’.

The truth is that people and leaders don’t create businesses in a vacuum or out of fresh air. People have a soul, hearts and minds and it is in alignment with these that businesses that last are created, managed and run. A long-term strategy is simply about developing a sustainable business model which is ‘the modus operandi’ for the substance under the bonnet, and of the people in the business going about offering and serving their customers from this core DNA. It is about ‘the reason for being’, without which there is no role in the economy which needs to be filled. A long-term strategy is simply a level of engagement which sets out the stall for a business and its role in the economy. “This is who we are, this is what we provide for our customers, this is how we go about it”. Unsustainable businesses do not have this basic economic engagement in place.

8. Failure to move beyond the business as an object for making money

The world is full of people who think that business is about making money. Experienced business people know that business is about providing service and that money is simply the measure of a job well-done. You might go about managing money, protecting it, or making further investments with it, but you must come to understand that money is simply the fuel that powers the vehicle (the business); it is not the reason for running the vehicle in the first place! The core purpose of running a business is to drive innovation and provide great products/services that customers continue to want and need.

With the exception of a few investment companies that have integrity as part of their *raison d'être*, many venture capitalists (and even some angel/guardian investors) have no real interest in the businesses that they 'invest in'. For some VC's, packaging the business for eventual sale is their end game. For others, it's about breaking up the business and picking at the bones for 'quick flip' profit with no understanding of the 'life' inside the business. For all the reasons we mentioned earlier, this level of 'vulture capitalism' often ends up with the sold off parts of the business going bust anyway! The most successful angel/guardian investors understand that their investment is far more secure (and useful to the world) when coupled up with the life inside a human being and with the *raison d'être* of the business itself.

9. Failure to exit the business without destabilising it or mortgaging its future

At the core and in a spiritual sense, no-one owns a business. Legally we own them, but as custodians and stewards we do not. We nurture and protect them to enable the life that happens in them and through them. We facilitate the process of business life, but we should not attach ourselves to the riches of it. We should take enough 'earned' wealth from the process for ourselves knowing that, when we die, we can't take it with us!

The culture of founders, owners and investors saddling a business with crippling debt and mortgaging the future for the next generation of ownership, rears its ugly head all too often. Sadly, the business often does not fail until this latent behaviour has been exposed and those responsible are long gone!

As founders, owners and investors, if you want to protect and assure the long-term future of the business, there are things you can do. You must care enough and be aware enough to make sure that the ability to 'mortgage the future' is removed as a risk.

“Maxwell, who had in earlier years been given a red card by the Department of Trade, dominated an entirely ineffective board of his own choosing and attempted to shore up his failing business by pillaging the company pension fund.”

Sir Adrian Cadbury

In a nutshell...

Founders, owners, investors and leaders of businesses all have responsibility of collective governance. The only form of governance that will sustain a long-term business is ‘integrity governance’.

7. businesses fail to sustain because governance fails to innovate and organise from a deep-rooted alignment to the business DNA and its reason for being.
8. businesses fail to sustain because governance fails to move away from a ‘making money’ mindset and a culture which defaults to mindless actions and reactions based around short-term thinking, instead of serving long-term customer needs.
9. businesses fail to sustain because governors fail to operate as custodians by mortgaging the future of the business upon exit and leaving behind a legacy of debt, which is impossible to trade out of.

Each of these elements are symptoms of a deep disconnect from life itself. These are the ignorant or ‘sharp practices’ which are not against any current laws, but are the shallow behaviours that will eventually lead to business failure.

What you can do about it – top tips

- Form the board and executive leadership in ‘sustainable business’ practices. This is a complete education process to include development of a long-term sustainable business strategy based on *raison d’être* and to demonstrate why looking after the business, its customers and the supply chain will assure the sustainability of wealth and prosperity into the long-term.
- Unlock the natural capacities of ‘integrity governance’ in directors. Just like in the army where all ranks, regiments and corps, are trained to be soldiers first, directors need to become ‘enabling leaders’ first, who are masters of running the business and hold systemic authority but do not collapse into becoming ‘a suit’ or enforcers of an inanimate system.
- Work up sustainable business policies, practices and protocols. The process of laying down ‘guidelines’ and ‘best practice’ can often lead to ‘the beginning of the end’ if the root-purpose for these is not reviewed regularly. A living system requires an adaption of principles and policies where leadership can apply local discretion and judgement. Look to have both: ‘the spirit’ and ‘the letter’ of the law.

Three Main ‘Root Cause’ Reasons

Why Businesses Fail To Sustain

10. The disconnect between the vocation of the people and the business they work in

Businesses often fail to sustain because there is a deep disconnect between the people, their purpose and their fulfilment in life. They are simply ‘going through the motions’. The practice of Management By Objectives does not sort this out, but simply leads to a merry-go-round of people moving around employment and ‘the industry’. Nestling somewhere inside us all is the work we are born to do – our vocation.

Usually kept for doctors, nurses, vicars and teachers, the word ‘vocation’ is replaced by ‘jobs and roles’ in a business environment. Businesses fail because people are generally not in touch with their vocation. Leaders manage for outcomes and performance only. They don’t very often have the capacity to enable people to reach deep inside themselves and come back out more aligned, more purposeful and more self-directed towards the business and its raison d’être. Whilst people apply for ‘jobs’, they need to be recruited – from their vocation – into a culture of ‘being the best’ in business. The onus and responsibility being firmly left with each person the day they cross the threshold of the business. The consequence and opportunity here is the ability to practice ‘light-touch’ management.

11. The seeds of corruption lie within

There is a wisdom in the Dutch business community of ‘clogs to clogs in three generations’. This means the first generation break their backs to move out of poverty. The second generation put in a good innings and build up the business to become successful. The third generation blow it all and end up poor again! The point of this wisdom is that it is only one example of how ‘animal human nature’ has a natural ability to self-corrupt. Power, greed, dictatorship, manipulation, mistruth, control over fellow mankind, modern-slavery, fraud, wrongful trading and so on. All these can be avoided with self-awareness, self-control, integrity, humility, becoming ‘a custodian’ and with proactive engagement in the quest to run a truly lasting business in something we are each passionate about. A business that will bring life to its customers!

12. The self-interest and unilateral nature of the animal-level human condition

In the economic writing of Adam Smith's *The Wealth Of Nations* (1776), Smith observes that regulated self-interest enables wealth to end up in the right hands. Over 200 years later it is evident that regulated self-interest is not the same as 'common interest'. The tug and tension between unilateral self-interest is not the way in which the highest level of business life will manifest itself. The capitalist economy self-limits because each entity wants the best for itself only: the customer wants lowest prices, irrespective of sustainability and hidden immoral practices such as modern slavery and child labour. Unions want highest wages for their people, irrespective of affordability. Managers want scale to pay themselves bonuses. Owners and investors want control over the whole system. The Government of the day want to stay in power.

The 'self-interested system' has found its own restless level. But it is not at peace with itself. The hidden tensions of revolution bubble away with Adam Smith's 'invisible hand'.

Self-interest plays into the hands of those who are prepared to force their will individually and corporately to breach your free-will in the process. Since the late twentieth century, big supermarkets in the UK (and no doubt in other countries too) have found a way to force their will on the communities they purportedly serve. And whist dairy farmers around the UK went bankrupt, the supermarkets had the audacity to tell us that it was our demanding of low-price milk that they were responding to. Everyone will seem to blame everyone else in a system designed for self-interest. There is a better way.

“It is not from the benevolence of the butcher, the brewer, or the baker that we expect our dinner, but from their regard to their own interest.”

Adam Smith

In a nutshell...

All businesses that sustain with any level of integrity, must overcome the very essence of their animal nature and become 'enlightened' to serve the common interest. Employees and customers alike must find a value-adding partnership relationship which engage the free-will of all the people in the process of evolution. The root causes that prevent this from happening are:

10. people who look for jobs often want the system to provide for them rather than them asking 'what they can do for their country', as President Kennedy said when he put his finger on this dependency mindset.
11. the seeds of corruption lie within. We are all on a life journey and must all face our own demons, limitations and insecurities. We must all learn to let go and grow with a high moral code that protects 'the whole'.
12. the economic system is rooted in self-interest where each person potentially collapses into their own level of life and self-interest which can ultimately lead to business churn and failure.

These are the root cause and fundamental things that bring businesses down in the long term. Is it the essence of the human being itself? Some say this is nothing to do with business. We would say, through our own observation and experience, that anything that brings a business down is in the frame for transformation. Maybe the nature of mankind needs to be transformed too!

What you can do about it – top tips

- Introduce a language of natural capabilities and vocation. Allow yourself and others to be their 'authentic self' at work. Foster alignment and connection between the people and their role in the business, so that engagement levels across the organisation are high.
- Learn to manage out any behaviours that are outside of the common-law, moral code and integrity of life. Instruct people that these types of behavior only lead to 'corrosion and divisiveness' and are always borne out of self-interest. Reward honesty and transparency when encountering error or failure.
- As part of frequent one-to-one's with staff, check in with people regarding their own enjoyment, fulfilment and work-life balance. Help people to work smart not hard – including yourself.

What next?

Summary

Awareness is half the battle. If we know ‘about’ something we can decide if it’s relevant and matters to us. If this awareness of what makes businesses fail is important to you, then the good news is that there is a way to navigate beyond all the obstacles. In a nutshell...

1. **Trading Failures** are overcome by business wide ‘education’ in its broadest sense by developing the leaders to lead culturally in ‘sustainable business practices’.
2. **People Failures** are overcome by developing ‘enabling leadership’. All people will learn to contribute from their full life capacity then ‘let go and grow’.
3. **Governance Failures** are overcome by the proper business education and formation of owners, investors and business leaders to become custodians of their businesses and adopt the standards of ‘Integrity Governance’.
4. **Root Cause Failures** are overcome by the journey of edification that leads to becoming an ‘enlightened business leader’ who operates from a high moral code of integrity. We can then be part of an economy in which everyone is moving towards ‘the common interest’. As Ruskin put it ‘for the good of all and by the help of all’.

Enrichyou UK... provides leadership & management development, training and consultancy to a level that enables business management teams to dramatically improve commercial performance in the here and now, whilst driving team alignment, culture and organisation-wide leadership - creating profitable, sustainable and strategic value into the long-term. Our approach to enabling sustainable performance is simple: one person at a time, one team at a time, one business at a time. Since 2001, Enrichyou has worked with businesses of all sizes and delivered over £350M of client recorded value-add, with a 100% record on agreed commercial outcomes.

Contact us for more information and to book a FREE, no-obligation consultancy meeting and test drive – where we will take you through a unique, individual and exclusive process of understanding the long-term sustainability of your business – or view our website to find out more about what we do at www.enrichyou.co.uk

About The Authors

Richard Uglow left the Armed Forces as a Second Lieutenant in 1986 and started his early career working in some of the largest companies in the UK. He was heading a production unit within Cadbury by the time he was 23 and achieved the role of Commercial Director at Geest UK by his early-30s. Richard is a qualified accountant, holds a BSc.Hons and is an NLP Master Coach, with experience in production and financial management, plus extensive understanding of both scale-up and turnaround businesses. In 2001, Richard founded Enrichyou which specialises in sustainable business management through improved leadership and management development.

Andrew Whittaker started at the other end of the business spectrum by co-founding his own direct marketing business straight out of college, where he qualified with an HND in business administration. Andrew profitably grew his business from nothing to over £2.5M turnover before successfully selling his stake in 2005. During this time, he further qualified as a Member of the Chartered Institute of Marketing (MCIM) and was a founder member of the UK Direct Marketing Association (DMA). Andrew now works as a business coach-consultant and applies his extensive experience to help businesses grow sustainably by developing their commercial success through 'value-chain' and customer-focused strategies.

It is from this history and combined commercial know-how that both Richard and Andrew now work together and aim to transform the way we do business into one founded on principles of integrity and long-term sustainability. Their experience and vision is utterly unique and pioneering.



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