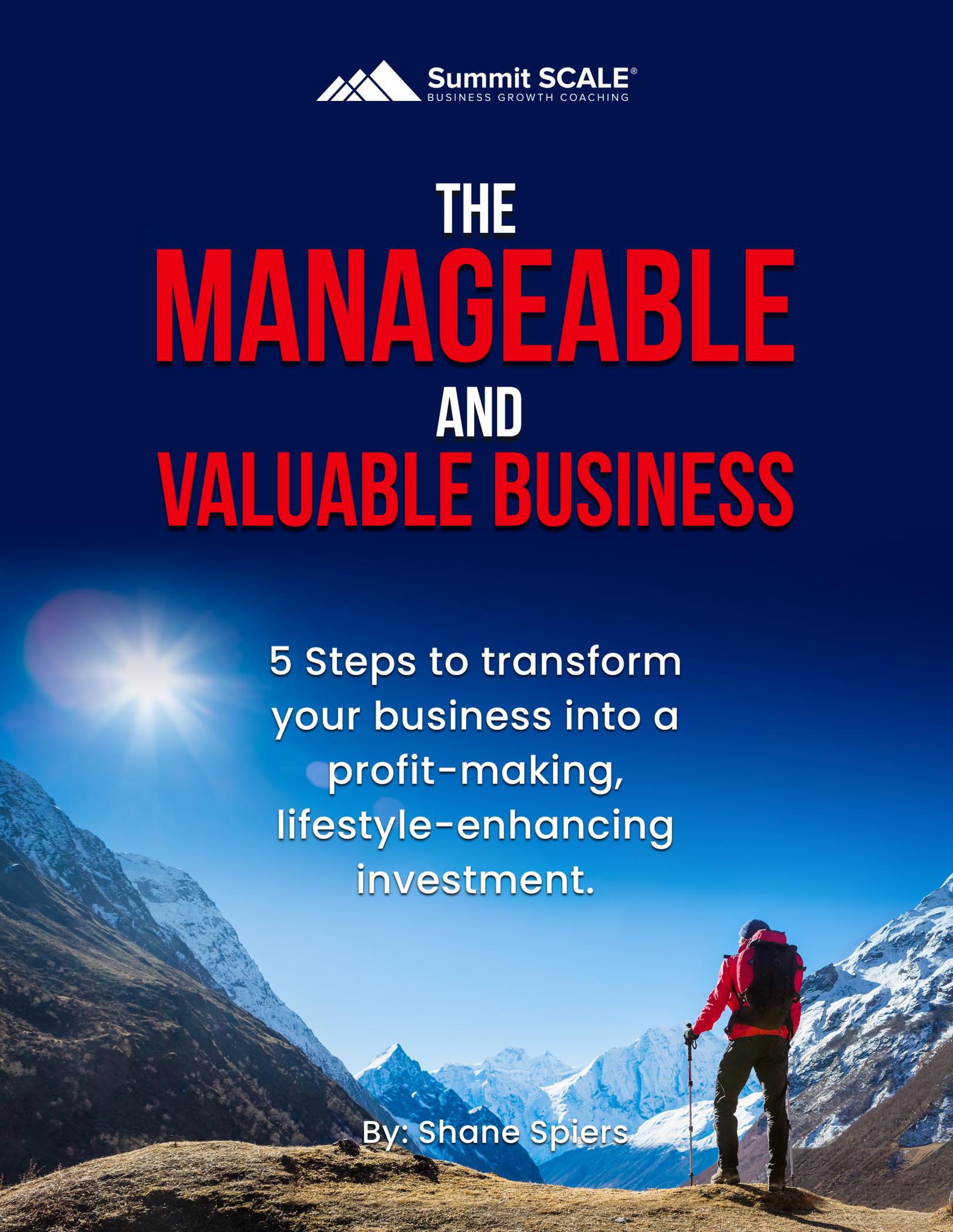


THE MANAGEABLE AND VALUABLE BUSINESS

5 Steps to transform
your business into a
profit-making,
lifestyle-enhancing
investment.

By: Shane Spiers



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Are you ready to make your
business work for you?

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WHY LISTEN TO ME?

Good Question!



My first degree was in Valuation and Property Management. I managed large scale residential rental portfolios on behalf of institutional investors.

I then became part of a team that pioneered a new asset class in the property sector. As we experienced hyper-growth, I quickly realized that I had to work on myself as a leader as much as we did on the business to both drive and keep up with our business success. I completed a master's degree in Coaching and Development.

The business grew 2000% in 8 years and as Managing Director of what became a £240m revenue per year operation, I led a team of 1200 employees serving 40,000 customers across 135 sites.

I went from there to become the CEO of a group of seven SME businesses with customers in both the private and public sectors. I managed the combined revenue growth of 300% in a single year and ultimately sold two of the companies for multi-million sums.

Through this journey, I was privileged to experience coaching and mentoring from world-class leaders and coaches and wouldn't have achieved nearly as much if I hadn't had that development.

Now here I am back coaching business leaders to see their business as an investment, not a job. To systematically grow themselves, their operations and turn their businesses into cash-generating assets.



"Shane has helped us transform our small business into a healthy, profitable, fast-growth company. The powerful strategies that he has given us have improved every aspect of our business. Shane has become an important part of our support network. He has really helped us to keep on track and make sense of what we need to do next."

Petra Mello-Pittman & Ella Spira
Founders & Owners, Sisters Grimm, Dubai & London

SYMPTOMS OF A BUSINESS IN TROUBLE

My clients have used statements
like these to describe their
situation.
Do any sound familiar?

“It’s exhausting! There’s not enough time in the day.”

“It feels like I’m busy all the time, but I’m not making any progress.”

“I’m working harder than ever just to keep my head above water.”

“I feel guilty due to long hours and lack of family time.”

“I can’t take time off. The place would fall apart without me.”

“I can’t seem to hire the right people.”

“Sometimes it’s just easier to do the work myself than manage my staff.”

“Managing employees has turned out to be one of the least favourite things about running my business.”

“I have sleepless nights worried about cashflow and making payroll”.

“Some months I don’t get paid because everything else comes first”.

“No matter how much is coming in, it’s never enough.”

COMMON PROBLEMS

If you're experiencing these issues, know that you're not alone.

These problems are common, solvable and expected at a certain stage of business growth.

Here's some examples of issues my typical clients are experiencing.

They're a business owner entrepreneur who wants to grow from around £500k - £1million, to £5 million, £10 million, £20 million or more revenue.

They have a great product or service but the things that made them successful in the past now no longer seem to be working.

They've figured out that they are not going to grow through increasing their personal production. Working harder and longer isn't working.

They can't seem to hire the right people but they know they need people in order to expand and make their business profitable.

They never have enough money – they struggling with sales & marketing – it's feast and famine, with potential customers and projects falling through the cracks.

They want to transform your business into something that is both more manageable and valuable.

The problem is they're stuck! They're doing all they can possibly do to grow the business but they're not growing.

They've tried a bunch of initiatives that haven't worked and now they're confused as to what are the most critical things they should be focused on.

They're feeling stressed & overwhelmed. They know they should create systems and streamline processes, but they're too busy putting out fires.

They know they need to spend more time focusing on the bigger picture or to adapt and innovate, but they never find the time to do it.

They know they need people in order to expand and make their business profitable but they can't seem to hire the right people.

All of this leads to confusion and frustration: **what am I doing wrong?**

WHAT MANAGEABLE AND VALUABLE LOOKS LIKE?

Picture this,
12 months from now...

It's Friday lunchtime; as you finish for the week you close the lid of your laptop, look out the window and feel a sense of elation as you reflect on what you've achieved.

You're smiling because you've had consistent growth in revenue since you systemised your lead generation and sales conversion.

You're relieved that you now have stable cash flow and considerably more profit.

You feel relaxed because your team are focused and on the same page, consistently driving execution and results.

Not all day-to-day decisions are coming to you and you're happy getting your life back.

You're reassured that you have a clear plan to build the value of your business with priority next steps.

You are more energized and confident that you're on track to building that business of you always dreamed of.



"Shane's real industry leadership experience along with his amazing coaching system have given me both the capability and the self-belief that I needed to build my business. I now have more focus and time to work 'on' my business instead of continually 'in' it and are implementing the proven systems Shane has taught me to accelerate the growth of my business."

Gavin Pereira
MD & Owner, Travel & Trade Worldwide Ltd, London

IT'S TIME TO STEP INTO YOUR ROLE AS A BUSINESS OWNER!

Instead of being the person who works **IN** the business, you now have to step into your role as the **LEADER** of your team and spend your time working **ON** the business.

Here's why you're in this situation. In my experience of over 25 years of building successful businesses and coaching others to do so, the problem always boils down to 2 things.

1. Lack of business education and training

You are awesome at what you DO. You have great customer service and an excellent product.

You're less excellent at business – because you never had the education or training. You've managed to get this far without it...and now you're faced with issues you're not prepared to handle.

This leads to problems with managing time and money, developing business systems and, of course, sales and marketing.

2. Inexperience leading a team.

You started off as a one or two person operation and now you have employees to manage.

Your team is growing and you need to make the adjustment from being the person who does the work into the person who leads the people who do the work.

You have spent so much time and effort to learn about the service or product your business provides. Now is the time to develop your leadership, delegation, recruiting and training skills. After all you don't get the team you want, you get the team you deserve. If you want a better team, now is the time to grow YOUR skills so that you can get and keep better people to make your business flourish.



"Shane demonstrated great skill in working with our management team to build a very clear business growth plan and then hold us to account in the delivery of that plan. Our team has performed at their very best and delivered outstanding results."

Nihal Singh
MD & Owner, Pavitramenthe Organic, India

YOUR CHOICE OF PATH TO FOLLOW

Decision time!

Growing a business is like climbing a mountain. You can't go straight to the top.

There is rugged terrain and obstacles to overcome.

There are peaks and valleys to traverse.

And there is changeable and extreme climate to contend with.

You need to go step by step. And each level is progressively harder than the previous one.

You need a series of basecamps to refuel along the way.

The higher you go, the thinner the air gets, and the more tired you are. You need new skills and strategies to keep going higher.

It's the same thing in business.

Each stage of business growth has its own set of problems you must solve before you can move to the next level of revenue.

And if you want to reach £1 million, £5 million, £10 million or £20 million, and more, you can follow one of two paths:

You can take the long path, which can take you several years to complete.

This is the path of trial-and-error, of figuring things out as you go along. You may luck out and transition from one stage of growth to another without much effort.

Or more likely, you could hit a plateau and languish there, wondering why what's been working is not enough to get you to the next level.

Owner entrepreneurs tend to think growing their business is only about developing specific skills. If you believe this, then you'll find yourself on a treadmill, running endlessly after the one thing you think you need and never getting off.

Or you can take the short path.

And that involves recognizing what stage of business growth you're in and making the specific high-quality decisions - to avoid the steep routes - for that stage.

THE 5 STEPS TO FREEDOM



OUR ROADMAP: The 5 STEPS TO FREEDOM

As I mentioned earlier, feeling “in over your head” or like things are spinning out of control, is a common situation in a growing business.

To explain what’s happening, let me introduce you to a powerful framework for understanding the phases of business growth.

It’s called the Five Steps to Freedom, and this is the roadmap I use to help my clients build a true business asset - a company that continues to progress and produce profits even without your day-to-day involvement.

While these steps show a linear progression, it’s normal for businesses to move back and forth between stages as they grow.



RESEARCH | MODEL | LAUNCH

In the CREATION stage, you're beginning as an unknown in the marketplace.

Your work in this stage is to research a viable niche or approach for your business, develop a working prototype of your business model, and launch the enterprise.

While this is the first step in our model, sometimes even established business haven't taken the time to put together a solid business model or research an exact market niche.

A key part of the CREATION stage is creating a simple business plan. Most of the clients I work with either don't have a business plan or have a plan that is out of date.



INVEST | GROW | TEAM

The CHAOS stage is every bit as chaotic as it sounds!

As you may have already guessed, this is the stage where things start to feel out of control and the symptoms we looked at earlier start to appear.

You may also experience "feast and famine" - an influx of clients and money, followed by a drought of not enough clients and a scramble to do some marketing - followed by an influx of clients and the cycle begins again.

Your goal in this stage is to begin to create systems.

Marketing systems. Team-building systems. Budgeting systems. Management systems.

Putting these into place will take you into the next stage and alleviate a LOT of the stress and anxiety.



MEASURE | INCENT | EXPAND

In the CONTROL stage, you convert cash flow into profit by stabilizing and organizing your operations, measuring well-chosen performance metrics, and fine-tuning and adjusting your business model.

This step involves more systems: organizing the business in such a way that YOU aren't needed for every decision, every sale, every day-to-day interaction with staff and customers.

When you reach the CONTROL stage, you'll be able to devote more time to working ON your business instead of IN it - so that you can move it to the next stage.



ECONOMIZE | SYSTEMATIZE | SPECIALIZE

When you reach the PROSPERITY stage you can really start to enjoy the fruits of your labours.

Your practice becomes more efficient. You have plans and systems and a competent team to run them.

You feel in charge and in control, confident in your ability to run the business.

You can take time off and enjoy life outside of work without worrying about how things are going back at the office.

You can grow your business in a manageable and sustainable way by taking on bigger contracts, growing your team and enjoying higher profit margins.

Most of my clients are happy to remain in the prosperity stage indefinitely.

For those who think bigger or dream of selling one day, there is one more stage in this model.



IMPLEMENTING THE 5 STEPS

**The 5 Steps to Freedom is our
roadmap.**

REPRODUCE | ACQUIRE | HARVEST

Your final act is to reproduce yourself and develop a strong core of leaders who will continue to grow the business through partnerships, joint ventures, and acquisitions.

In the FREEDOM stage, other people are busy growing the business. You have free time and free cash flow.

This stage can allow you to retire and keep the business, while at the same time, making it attractive to a buyer should you decide to sell.

Under each of the steps are specific implementation projects - 21 in total - that I refer to as “silver bullets”. These silver bullets fall into the 3 major categories that ALL business problems boil down to: time, team and money.

The first thing I do with my clients is a full diagnostic assessment to determine which projects they need to work on, and in what order of priority.

We develop an overall strategic business plan and tactical plans for all areas of the business, identify and track KPIs.

Then we get to work on creating systems - developing and documenting systems for sales & marketing, team & operations, financial.

Why? Check out the next page.

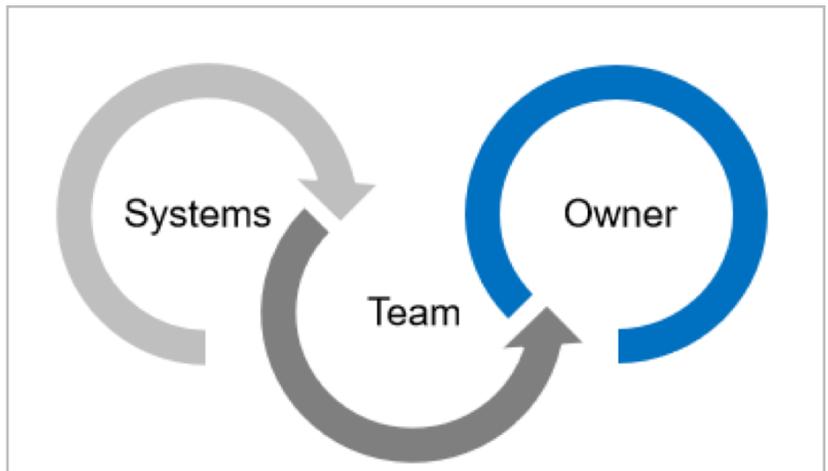
THE SOLUTION TO CHAOS LIES IN SYSTEMS

A well-managed business
runs on systems.

When you have systems in place: well-documented procedures, job descriptions, accounting and marketing systems – these systems run the business. You're no longer the bottleneck (the only person who can make a decision or who knows what's going on).

Well-established systems mean that your team knows what to do and how to do it. They run the systems.

Your job is to lead those people.



- Systems run the business
- Your team runs the systems
- You lead the people.



"Shane helped us transform the way we develop performance across our business. His approach enabled us to build a values-driven culture and create an organisation where our people perform at their very best."

Dr Jonathan Hiscock
MD & Owner, Fundamentals Ltd, Swindon, UK

THE 5 STEPS TO FREEDOM



SUMMARY

The Five Steps to Freedom is a roadmap you can follow to build a company that continues to progress and produce profits - even without your day-to-day involvement.

Feeling stressed, overwhelmed and like things are starting to spin out of control are signs that you're in the Chaos Stage of growth.

Implementing systems will help you move out of the Chaos Stage and into the more pleasant (and profitable!) Control and Prosperity stages.

The time and effort required will more than make up for itself.

My clients who have done this work report increased profits, smoother day-to-day operations and the ability to take well-earned holidays without worrying that everything will fall apart while they're away from the office.

If you'd like some support to do the same, read on to learn more about how business coaching can help you too.



WOULD YOU LIKE SOME HELP WITH THIS?

Moving your business from chaos to control is a journey that sounds simple when looked at from the 30,000 foot view in a guide like this, but feels a little more daunting at ground level on Monday morning.

Implementing the plans and systems covered in this guide will take time - and when you're in the "chaos" stage of business growth - time is what feels shortest in supply.

Business coaching can accelerate the process by providing an outside perspective to pinpoint the exact problems and help you create a specific custom-tailored action plan.

Coaches also provide the support and accountability to get the work done. Because these projects are important, but not urgent, they are the most likely to be put off.

The next few pages will provide some insight into how coaching with me works so you can see what it would look like if we work together.

If coaching with me sounds like something you'd like to explore,

I invite you to book a confidential 15-minute call so we can each assess whether or not it will be a fit.

HOW BUSINESS COACHING WORKS

I won't tell you what you "should" do.

It's your business and you get to decide what to do. I'll provide feedback, perspective and ask questions to help you explore your options.

My role as a coach is to help you figure out the answer that is right for YOU. Since it is your answer and not mine you are much more likely to embrace and act on those ideas.

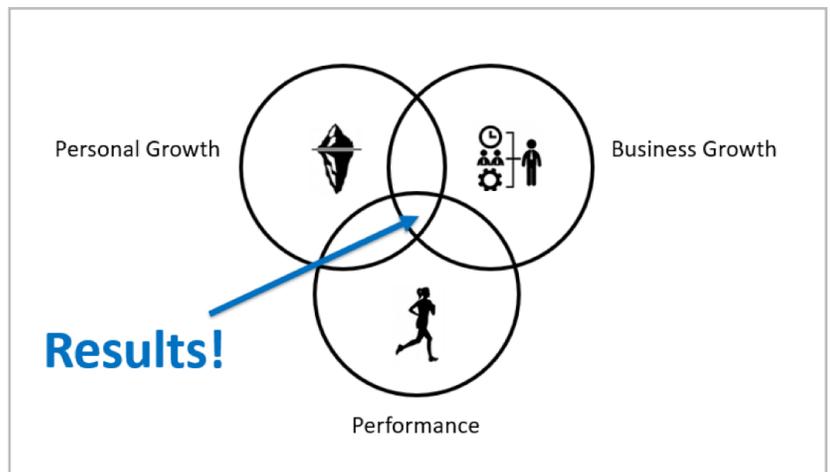
And when you do, you'll get results!

You'll get coaching in 3 areas:

Business Tools: getting things done using proven tools, strategies and techniques.

Personal Growth: if the owner (YOU) wants to have a better business, first the business needs a better owner (YOU)!

Action & Performance: while a coach can't do your push-ups, the coach can help you to do more and better quality push ups!



THE PROGRAM BEGINS THE MOMENT YOU COMMIT TO IT.

Coaching is an investment that usually begins to pay off immediately and will continue paying off over the life of your business.

Assessment & Plan

You will fill out a comprehensive assessment – so that we know exactly where you are, what the problems are and where we need to focus next. This way we can make the most efficient use of our time and get the fastest results for you.

At our first meeting, we will go over the assessment and create a 90-day plan.

Weekly Meetings

Then we will meet every week to review your progress and work through any issues you are experiencing.

You will get one-on-one, personalized education on whatever you need: time management, goal setting, planning, sales and marketing, business systems, team management or success mindset strategies.

Our Agreement

I won't work with anyone who isn't actively working on their business and therefore getting a return on their coaching investment. It's a waste of time and money for both of us. I'm just as invested in the relationship as you are.

I don't lock people into long-term contracts. Coaching only works if both parties work – if it's not working out, either one of us can decide to pull the pin.



"I have been working with Shane for a while now. His observations and feedback are always very insightful, and he provides plenty of encouragement as well as practical solutions to tackle the tough situations. Most of all he has helped me get the results I want!"

Aryeh Rapaport
Founder & CEO, Findable, New York

NEXT STEPS: DO YOU QUALIFY TO WORK WITH ME?

I won't work with anyone who isn't actively working on their business and therefore getting a return on their coaching investment. It's a waste of time and money for both of us. I'm just as invested in the relationship as you are.

My reputation is based on happy clients and positive results, so I only work with businesses who meet a specific set of criteria.

This might be you if:

- You have a professional advisory practice. (I also work with some construction and manufacturing businesses.)
- You are an intelligent, ambitious, high achiever. You want to grow a successful business.
- You're willing to accept feedback, make changes and explore the world outside of your comfort zone. (This is where change happens!)

If coaching with me sounds like something you'd like to explore, I invite you to book a confidential 15-minute call so we can each assess whether or not it will be a fit.

If it looks like it will be a fit for both of us, we'll schedule a longer complimentary coaching session so that you can experience what coaching is like before you commit to a longer program.

To learn more about me and my coaching programs, you can visit my website: www.summitscale.biz

If you'd like a reference, feel free to contact anyone on my testimonials page to ask them about their experience.

OTHER NEXT STEPS:

Resources to help you build a better business.

1. Make sure you've read this brief guide so you have a better understanding of the fundamentals of building a true business asset.
2. Register for my next live webinar and I'll walk you through step-by-step, how we bring the 5 Steps to Freedom to life in our clients' businesses.
Go to <http://summitscale.biz/webinar/>
3. Visit my Vlog and watch my bite sized business education videos to help you become a better business owner.
www.summitscale.biz/vlog/ While you're there, why not subscribe?
4. Consider visiting our website to poke around and see different resources available to you.
www.summitscale.biz



"Shane has helped me take my business to the next level. I can say without hesitation that he is one of the most valuable resources for my business and me personally. When I met Shane it happened when I was at a point of transition in my business. I wanted to go from being a good business to a great business and beyond. Shane really understands the issues that a business owner goes through. I'm excited about the future more and more every day."

Sam Bisgrove
Owner, Proactive People, Bristol, UK