

Primero Business Solutions Limited

Would you like an experienced career banker in your team?

Do you much prefer to be treated as an individual rather than a number?

Do you seek an honest pro active and value for money service based on many years of good advice and excellent reputation?

..... Well Ken Stewart at Primero Business Solutions is firmly committed to providing that level of professional expertise and service and is keen to help businesses overcome daily challenges, achieve steady sustainable growth and plan for the future.

Ken Stewart is a Chartered Banker and has a wealth of knowledge and experience in the financial world gained at the sharp end having worked for many years in Commercial Banking during which time he built up an excellent reputation for openness and honesty. The challenges owners and managers face are fully appreciated and Primero offers that missing value for money link between owner, stakeholders, Bank and other professional advisers.

Primero offers a unique service to businesses covering all management challenges and functions but with a specific leaning towards financial agendas seeking out best service, response and terms from Banks and other key service providers.

Benefits to your business:-

- Professional & Confidential service
- Totally Independent
- Value for money service working in conjunction with your other professionals.
- Knowledge of appropriate funding packages including terms, structure and covenants.
- Focus on provision of best short to long term results including succession planning
- Strong Network of Financial Contacts.
- Mentoring and overview on business structure, systems and control.

The following customer comments may help convince you....

'It was really nice to be freed up from the difficulties and pressures of negotiating with financial institutions'

'No sales tactics just sound advice well explained even if the answer wasn't what I really wished to hear'

'A bespoke service which resulted in substantial savings on my overhead costs'

'For once an adviser with a wide range of business knowledge thinking proactively'

'We would never have purchased these new premises and grown the business without your involvement throughout the process'

'An excellent facilitator who has brought a structure to our business meetings and started long term succession planning moving'

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## The Initial Review Meeting

At our initial meeting I would look to draw up a list of immediate challenges faced by or within the business. An early assessment of cash flow, banking and funding structure would be undertaken along with an overview of the day to day trading and operational controls leading through to the medium to long term goals and succession planning considerations. In the early stages information would also be sought on Compliance Issues, Professional support and Contingency Planning. These findings in turn would lead into a discussion on wealth preservation and tax planning considerations.

Thereafter a staged action plan would be discussed which either could relate to a one off area of immediate concern or a series of mentoring, long term planning issues or change implementation programme. The initial fact find meeting is totally free of charge and any charge thereafter would be agreed in advance and be time based.

In summary Primero will help set out and agree a route and time plan through the undernoted whether this is by way of regular monitoring and encouragement or a more hands on and direct involvement all as would be agreed at the outset. All in all I look to get you ahead of the professionals in thinking terms and thereby improve your relationships and reduce your overall change costs.

- Corporate Strategy short and long term
- Strategic Planning and Implementation
- Marketing Strategy
- Financial Structure & Planning
- Business Expansion or Exit Options and Succession Planning
- Regular Review and Improvement Delivery

Primero does not operate a tick box service nor does it provide standard responses which you perhaps would prefer to hear. Openness and honesty are important cornerstones of the relationship at all times. A range of tried and trusted specialist contacts are held within the financial world with whom I work hand in hand to achieve best results either over a suite of services or in one specific area should this be most appropriate for your needs.

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Corporate Strategy

'To stand still is to go backwards'

What is strategy?

A business has a life cycle: a dormant phase and a development phase. As strategic issues are not considered through periodic review, many organisations spend most of their time in a relatively dormant but trading phase. When a company has a product in demand that is worth developing then there is justification for investment in the company's future. However there is likely to be a need for a fundamental reappraisal of where the business is going if the Company is to set a course towards sustainable and improved profitability.

Most large firms employ whole departments to monitor the strategic management of their businesses. Small and medium sized businesses or owners cannot afford this; neither can they afford the time necessary to carry out these functions themselves due to daily pressures and administration. In any case, if Strategic Planning and Management is done internally owners often find it difficult to be fully objective. This is where a part time outside Consultant can be of real benefit.

Strategic Planning & Implementation

'Where am I now and where do I wish to be?'

Strategy health checks can cover the whole business or, in more depth, a critical function such as marketing, business development, exporting, market research, funding, acquisition and merger, purchasing, communications, management or HR.

Strategy Health Check Stages include:-

- Corporate Mission
- Corporate Objectives
- Tactics, timescales, responsibilities
- Monitoring and Control procedures
- Internal Strengths & Weaknesses, External Opportunities & Threats
- Strategic Options

Marketing Strategy

'I've been meaning to work on marketing but I can't find time to get round to it'

In order to convert ideas into strategies and strategies into action, it is recommended that a structured Marketing Plan be prepared. This would include a full evaluation of client and competitor analysis, product and pricing strategies, market segmentation and positioning strategies as well as clearly targeted promotional, exhibition and PR activity. Marketing can be cost effective providing it is focused and evaluated properly and the Strategic Marketing Plan provides that focus.

We have excellent contacts in the Marketing and Business Promotion world and would look to bring together a full value for money programme set to take your business to the next level utilising internal and external resources.

Financial Planning and Strategy

Long Term Options & Succession Planning

Business Plan

'A Business Plan is something we prepare for the Bank then we bury it in a drawer isn't it?'

Why do I need a business plan?

A business plan is necessary for three primary reasons:-

- It gives business owners a current assessment of the business as well as a road map for the future
- It helps a business grow, both organically and through outside funding
- It is essential to have an up to date business plan in order to secure finance, ranging from an overdraft facility or bank loan to venture capital funding

A Business Plan is a tool for decision making – remember this and remember who it is written for - then make a decision to suit.

The business plan is a living document that should be continuously reviewed in light of the business environment and actual performance. This enables the owners/directors to oversee business performance.

For a business plan to be effective those who will have to implement it should own it. It cannot just be delegated to a consultant. But an experienced business facilitator can add value to the process whilst ensuring that ownership remains in-house.

Financial Health Check

'Cash is King'

Control of the finances of a business is critical to a company's survival, growth and profitability. Key requirements include setting out trading and cash flow budgets for the business over the twelve month cycle and regular monitoring of performance and updating of budgets. However, many businesses are too busy with day to day activities and administration to do this thoroughly, if at all.

In order to take appropriate management decisions, the Directors of a company need to have accurate, up to date and realistic forecasts of their sales, purchases, overheads, gross margins, net margins and cash flow. Critical decisions about the future of the company such as levels of employment, investment, salaries, sales, stock levels, debtors and creditors, overdraft requirements etc should be made with up to date financial information, not just based on gut feeling and instinct. Without enough cash in the system even performing companies can have serious trading problems or can see their growth restricted.

A Bank will expect to see robust forward planning matched against regular trading figures and a regular review of progress against these projections and targets. Any deviations should be investigated, acted upon and regular communication with your Bank or Funders will improve the long term relationship. Your relationship with your Bank should be two way and open with no last minute surprises.

Business Funding

'I only speak to the Bank once a year and I don't know my Relationship Manager'

Is your funding package appropriate and do you have the time and courage to challenge your provider to review the structure? As an independent consultant with a wide range of funding knowledge I am ideally placed to provide a two way reassuring and pro active link between business and lender. In particular I would look to review the requirements under the following headings:-

- Day to day banking
- Funding mix and Repayment Terms
- Interest Costs and Exposure
- Asset Finance and Leasing
- Property Finance
- Factoring & Invoice Discounting
- Government Support Schemes
- Grant Sourcing
- Target Businesses
- Corporate Recovery
- Revenue & Trade Creditor Relationship
- Business Angels

Primero has close lines of communication with Business Gateway, Scottish Enterprise, local Councils plus SFBA and other areas supplying funding or support whether by way of loan or capital. It is the ongoing wish that the correct funding mix at the most attractive terms is procured without losing sight of the need to be able to have a long term working relationship with all your providers.

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## Summary

I would be delighted to meet up with you for an informal meeting to firstly discuss your challenges and aspirations and to suggest how Primero can help you unlock more from your business. The first meeting will be a non chargeable fact find and I am confident that following on from this meeting a strong relationship will be formed which will be of benefit to you and your business in the short, medium and long term.

I will work with your existing professional team to obtain best all round service for you, your family, your business and employees. I will give you clear concise answers and suggestions and most importantly devote time to overseeing implementation thus improving your own time management.

**Ken Stewart** is a Member of the Chartered Institute of Bankers in Scotland and has held Chartered Banker status since 1998. He was employed for 35 years by Bank of Scotland working mainly in the Commercial Banking sector retiring latterly from the post of Area Director of Tayside & Angus having had direct responsibility for over 1200 business accounts and 12 Relationship Managers. He takes a keen interest in all things relating to business being Chair of Forfar Business Initiative and is a committee member of The Forfar and Area Partnership and a Trustee of St Andrews Links Trust as well as being a past president of Forfar Rotary Club.

Primero is registered under the Consumer Credit Act 1974 and also the Data Protection Act 1998. Company registration number SC282049 and the registered Office is 28 Hillside Road, Forfar, Angus DD8 2AY.



***Traditional Values, Modern Day Solutions***