

The Hyper Growth Insights Study

An in-depth study of elite
business performance



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What is Hyper Growth?

The commonly accepted definition of high growth is:

a business which achieves annual growth rates in turnover or number of employees of over 20% for three consecutive years¹

In the Hyper Growth Study we investigated 25 businesses that have achieved this scale of growth within just a single year.

Hyper Growth businesses:

- are GrowthAccelerator clients
- achieved 65% + increase in Gross Value Added (GVA)² and/or employment growth in year one of GrowthAccelerator (FY12/13)
- achieved GVA growth of >£500,000 or employment growth of > 10 people

Between them, these 25 businesses have added £25.5 million in GVA and created 453 jobs in just one year.

In total 34 businesses from a random sample of 500 GrowthAccelerator clients met the Hyper Growth criteria. Together, these 34 businesses created £41.9 million GVA and 571 jobs.

¹ Source: Organisation for Economic Co-Operation and Development

² Gross Value Added (GVA) is a measure in economics of the value of goods and services produced in an area, industry or sector of an economy.

Foreword



Stephen Peacock,
Director of Operations at GrowthAccelerator

The concept of Hyper Growth is a simple one, it is a business that has grown at a remarkable rate, far beyond what is commonly considered “high growth”. This rate of growth is not normal which is what makes those businesses achieving it so interesting.

Based on in-depth qualitative research with 25 businesses who have recently experienced Hyper Growth, as well as interviews with a number of leading business experts, this study seeks to provide new evidence, raise new questions and assess the implications for policy and action to stimulate and support business growth.

By looking at the characteristics, culture, nature and approach of the businesses and – in particular – the leaders who have presided over this period of exceptional growth, the hope is that this report makes a valuable contribution to the high growth debate.

GrowthAccelerator

A service provided by the country's leading business growth specialists, GrowthAccelerator is known for delivering uniquely tailored advice to high-flying businesses. It's a partnership between private enterprise and government. The service is now supporting over 15,000 businesses in achieving their growth ambitions. These businesses are growing and adding considerable value to our economy.

Join us

www.growthaccelerator.com

About The Research

The 25 Hyper Growth businesses were selected from a random sample of 500 GrowthAccelerator clients who participated in the service during 2012/13 and from whom we have collected growth data.

Adopting a multiple case study approach the research involved an in-depth interview with the 25 business leaders (Founder, Chief Executive or Managing Director) using structured questions around motivations, behaviours and ambitions.

Alongside the interview the research also involved:

- an analysis of demographic and financial data about the individual business;
- a psychometric profile of the business leader; and
- a case study of the business itself.

The emerging findings from this research were then discussed and debated with a panel of leading business experts from both the private sector and academia.

By speaking with 25 businesses that have achieved remarkable growth within a year, this exploratory work provides illumination on the nature and types of issues that are important to these businesses.

Caveats

Given the qualitative nature of this study and the intentionally small sample size, the findings reported are obviously not representative of the wider high growth business population in England.

In addition, for the majority of the findings we cannot currently compare what we are learning about the Hyper Growth businesses to the general business population or the high growth business population.

Finally, at this stage it is too early to know whether growth for these businesses will be sustained.

Further Research

In light of the above caveats the Growth Observatory intends to undertake further research in the future, including:

- A larger scale quantitative study looking at how Hyper Growth businesses compare to both the GrowthAccelerator population as well as to the wider SME business base;
- Tracking the growth and development of these 25 firms; and
- Identifying more Hyper Growth firms.

Summary: Key Findings

This study seeks to shed light on the attitude and approach of a select group of leaders from exceptionally high performing businesses. The findings are intended to contribute to the debate surrounding support for high growth businesses by expressing the challenges and motivations faced by leaders when managing rapid business growth.

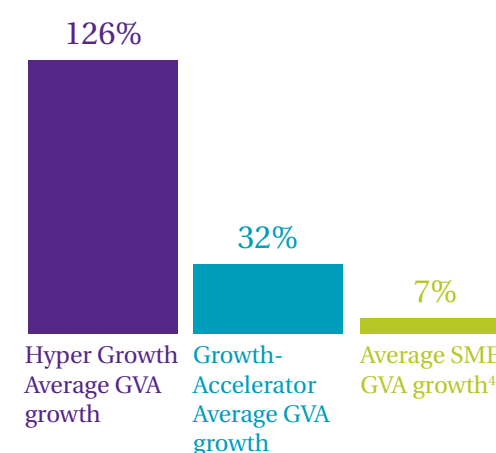
1. Hyper Growth businesses set ambitious targets for growth
2. Hyper Growth leaders have a positive attitude to taking on board advice
3. HyperGrowth businesses take a measured approach to pursuing relevant opportunities but like to be quick off the mark
4. Recruitment and retention are seen as the most important challenges facing Hyper Growth businesses
5. Hyper Growth leaders rate the effectiveness of their strategies to motivate and inspire as strong but are much less confident about their strategies for personal development and talent acquisition
6. Hyper Growth leaders are typically goal-orientated, demanding and competitive. They motivate and inspire their people
7. Hyper Growth leaders demonstrate an ability to compromise and collaborate
8. Hyper Growth leaders are more confident in entering new markets than the average SME
9. Hyper Growth leaders are more confident about introducing innovation than average SMEs and find creative ways to get their products and services quickly to market
10. Hyper Growth leaders are more confident in their ability to fund growth than average SMEs
11. Hyper Growth businesses have been funded by a wide range of sources, the most common of which were personal resources, reinvestment of profits and bank lending
12. Hyper Growth leaders are comfortable taking calculated risks and regularly do so
13. Having started the business, the bravest decision Hyper Growth leaders say they've made relate to the people they employ
14. When mistakes are made Hyper Growth leaders take positive action
15. Hyper Growth businesses find opportunity in difficult economic climates

Economic Impact

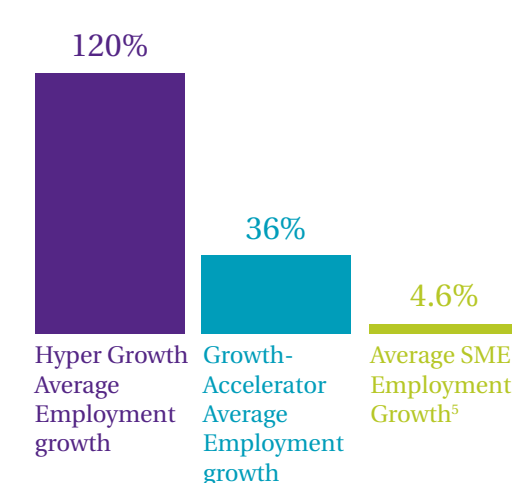
It is well documented that high growth businesses contribute a disproportionate amount to economic growth and it is for this very reason that there is such an interest in them. It is estimated that around 6% of the UK business population are high growth businesses³. Hyper Growth businesses are much rarer but their potential value to the UK economy is vast.

In one year [FY13/14]

GVA Growth



Employment Growth



453

Total jobs created by Hyper Growth Companies



£25.4m Total GVA created by Hyper Growth Companies

18

Average 18 jobs created per Hyper Growth Company



£1m Average GVA created per Hyper Growth Company

³ ERC Insight 2014, "Moving on from the Vital 6%"

⁴ Source: BVD FAME

⁵ Source: ONS Business Structure Database (extracted by ERC)

Characteristics Of Hyper Growth

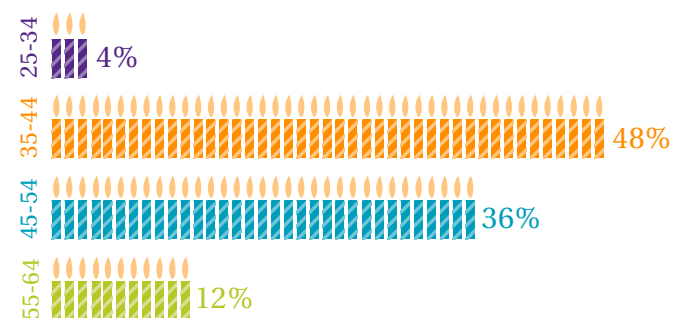
In order to set some context about Hyper Growth we have outlined the characteristics of the business leaders and of the businesses themselves. Though this sample is not representative it broadly reflects the GrowthAccelerator population as whole and therefore reinforces the general conclusion from our 2013 Annual Report 'Where High Growth Happens' that rapid business growth can come from any location or sector, it is the ambition and focus of the people involved that drives success.

Characteristics of Hyper Growth leaders

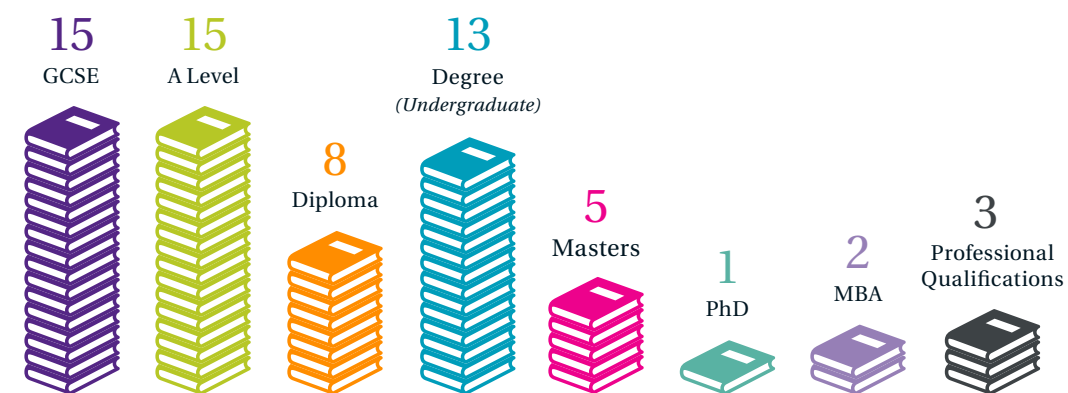
Gender



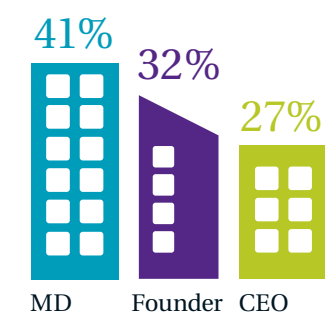
Age



Qualifications held



Position in business



Business leader experience

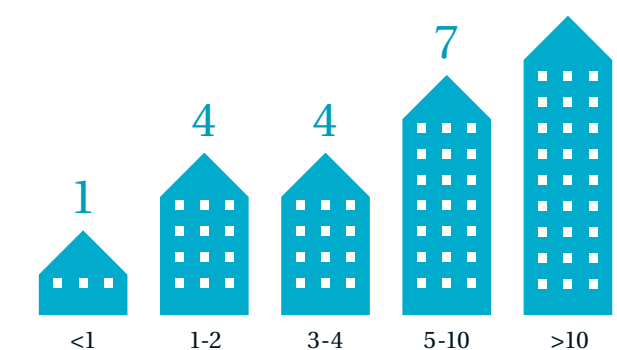


Characteristics of Hyper Growth businesses

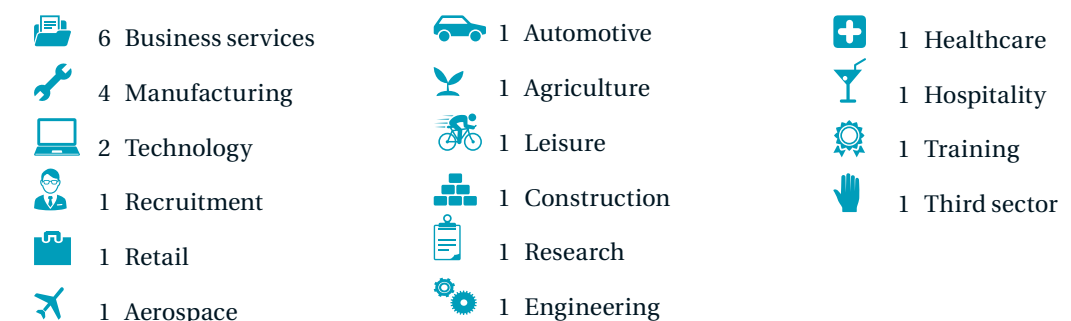
Size

- 1 is a start up
- 5 are Micro businesses⁶
- 12 are Small businesses⁷
- 7 are Medium⁸

Years trading



Sectors



Geography

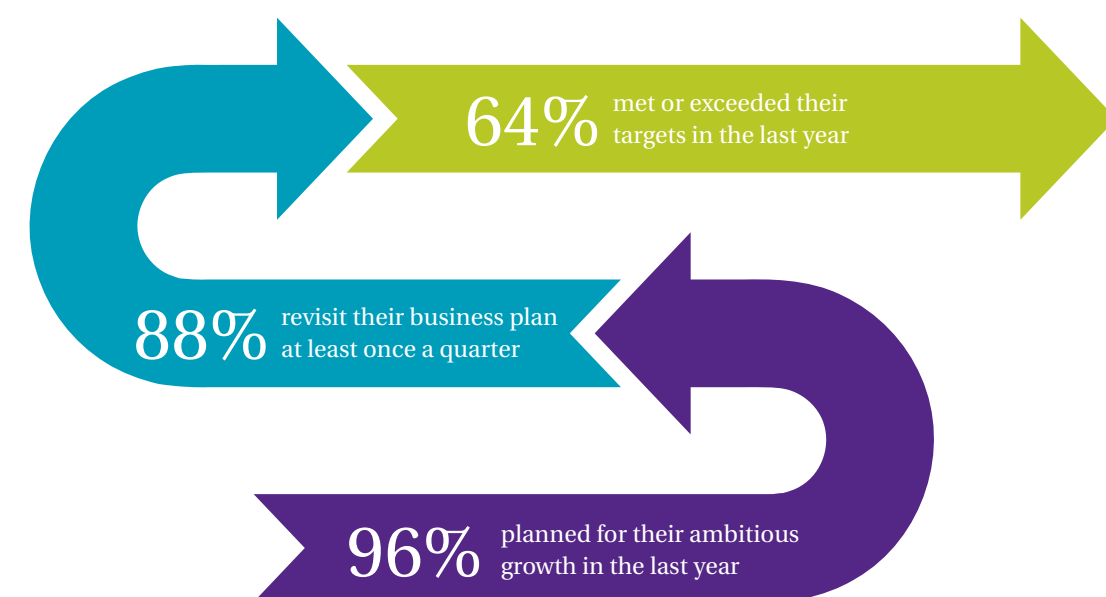


⁶ employing less than 5 people and turnover of less than £2million
⁷ employing less than 49 people and turnover of less than £10 million
⁸ employing less than 249 and turnover of less than £50 million

Planning For Growth

Hyper Growth is not accidental. The leaders of the businesses studied had a clear line of ambition which translated in to growth. Hyper Growth leaders are able to recognise where they need support and seek advice to help them achieve their goals.

Finding: *Hyper Growth businesses set ambitious targets for growth*



Planning itself is more important than writing down a plan. You need a vision of where you want to go. Written plans are truly necessary at later stages when you're trying to convince an institutional investor about where the road map leads but at early stages the vision and the overall plan of direction is more important.

Kai Peters, Chief Executive, Ashridge Business School

There can be no overestimating the importance of a business plan. First there needs to be a vision. Then a plan about how you will reach that vision. All of this is underpinned by the understanding that this plan of how to get there will evolve and change, but that the destination remains the same.

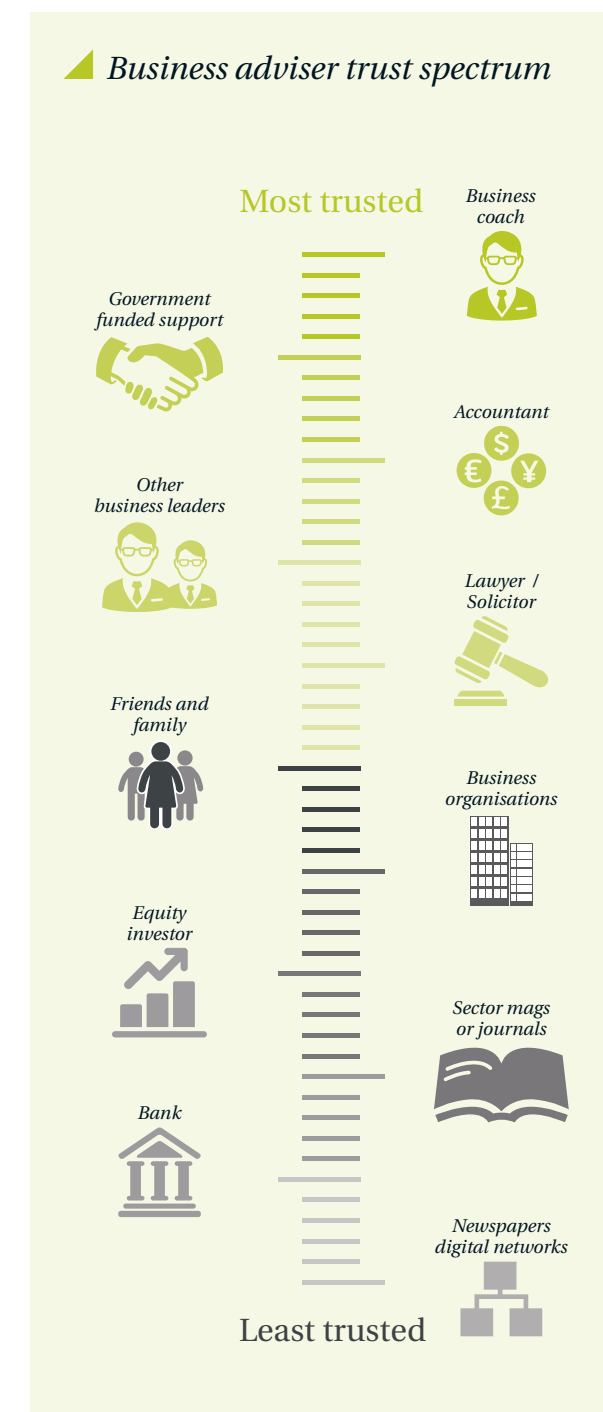
John Williams, Head of Breakthrough, Santander

I love plans that answer the question "why would we need to be created if we didn't already exist?" This gives you clarity of purpose. The next component is understanding the important things you need to do get there. So many businesses manage by lists rather than by priorities. I believe you can only have three key priorities at any one point in time. If you're really clear about executing against those then you're able to make these huge steps forward that you see in high growth businesses.

Sacha Romanovitch, National Leadership Board, Grant Thornton

Finding: *Hyper Growth business leaders have a positive attitude to taking on board advice but they are careful about who they go to*

94% of Hyper Growth leaders have a positive attitude to taking advice. They are open to collaboration with those they view as having relevant experience.



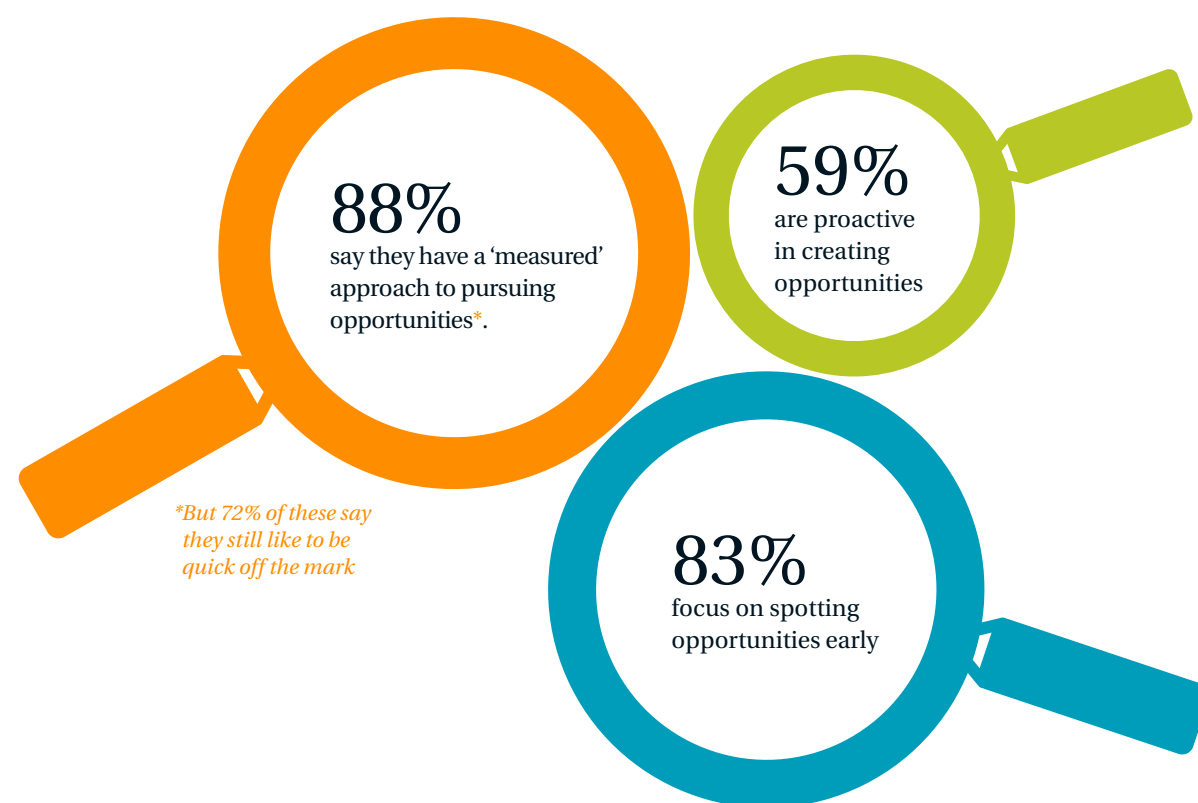
GrowthCommunity brings together high growth entrepreneurs both through our digital platform and events. We carefully curate this so that we can match people together with others that they'll really relate to. It's a really powerful way of prolonging the experience of GrowthAccelerator for our clients.

Stephen Peacock, Director of Operations, GrowthAccelerator

We want entrepreneurs to believe us when we say we understand how businesses work. The services that we offer growing businesses are geared towards demonstrating this. Santander has developed the Breakthrough programme to offer support with all the core functions of a business, and aims to work alongside businesses long term throughout their growth.

John Williams, Head of Breakthrough, Santander

Finding: *Hyper Growth businesses take a measured approach to pursuing relevant opportunities but like to be quick off the mark*



These businesses are clearly ambitious and focussed on growth but at the same time think carefully about how this growth can be achieved.

Stephen Roper, Director of Enterprise Research Council, Warwick Bu

The majority of Hyper Growth business have very high opportunity alertness but I'm not surprised to see that they take a very measured, calculated approach to creating and seeking opportunities. This is an active and continual process that needs to adapt and grow with the business.

Clare Schofield, Deputy Director of Enterprise Research Council, Manchester Metropolitan University

Where have opportunities for Hyper Growth come from?

★	New markets	56%
👥	Existing customers	20%
🔗	Expansion	16%
🎯	Marketing	16%
🤝	Partnerships	16%

A Culture For Growth

The success of Hyper Growth businesses is largely down to the people that drive them forwards. Our study found that the leaders of these businesses highly value their teams, fostering a culture of creativity, empowerment and ambition. The people in these businesses work hard but smart, and are led by passionate, inspirational leaders who have clear visions and goals for the future.

Finding: *Recruitment and retention are seen as the most important challenges facing Hyper Growth businesses*



60% of Hyper Growth leaders say that they're worried about losing good people.

- This is compared to 8% who worry about losing customers, 20% who are concerned about competition and 24% who are anxious about cash flow.

56% say that attracting and retaining talent is a challenge.

- This is compared to 16% who said their biggest challenge was resourcing growth was a struggle, 12% who said sales and marketing and 12% who said cash flow.

I found it surprising and comforting that recruitment and retention was a primary concern for Hyper Growth businesses. As an investor I always look at the people running the business. If the team doesn't have the ability and dynamism to drive the business forward it's never going to be a great success.

*Eliot Kaye, Director,
Puma Investments*

In our organisation we hire slowly. It's like bringing someone in to your family. You need to make sure that they're the right fit, that they understand where you're going as a business and they need to meet as many of the team as possible. If you invest the time at recruitment phase you'll get the pay back in the long run. If you're not sure it's probably best not to proceed for both parties because if you get it wrong you'll be in a very difficult situation.

*Paul Devoy, Head of Investors,
Investors in People*

Finding: *Hyper Growth leaders rate the effectiveness of their strategies to motivate and inspire as strong, but are much less confident about their strategies for personal development and talent acquisition*

Strengths

- Positive workplace culture
- Fostering creativity
- Positive team dynamic
- Opportunities for CPD
- Recognition and reward

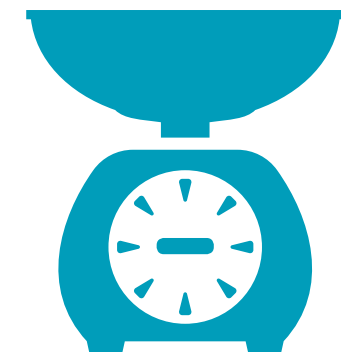


One of the questions I get asked all the time by businesses of all sizes is 'how can I retain really good people?' People tend to leave a business for one of three main reasons: they can't get on with their boss, they're not being challenged or they're being asked to do too much for nothing in return. Finding the balance between ensuring that your people are committed to your objectives and balancing their work with their other commitments is vital. The best way to do this is to listen and talk to them. This sounds simple but so many leaders make the mistake of thinking that their view is best.

*Mel Wombwell,
Head of Leadership and Culture,
Grant Thornton UK LLP*

Weaknesses

- Talent acquisition
- Team health and wellbeing
- Team work/life balance
- Performance management



There's been a lot of research done in the US going back decades which shows that once financial remuneration gets above a certain level it doesn't act as a motivator anymore, particularly in roles where you're asking people to bring their personality to the work place. As long as you play a fair rate for that work money is a hygiene factor. In order to get the best from your people you need to engage them, invest in them, make them feel valued and have a culture that makes them perform at their best. As we've seen with the banking sector for example, financial rewards often create the wrong kind of behaviours.

*Paul Devoy, Head of Investors,
Investors in People*

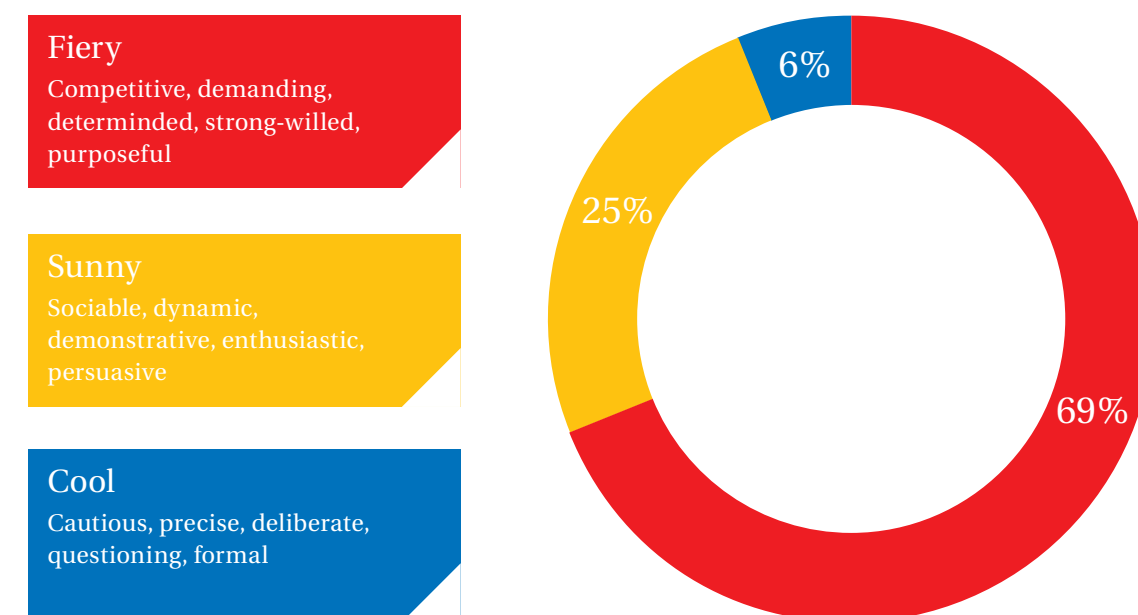
A Culture For Growth

Finding: Hyper Growth leaders are typically goal-orientated, demanding and competitive, they motivate and inspire their people

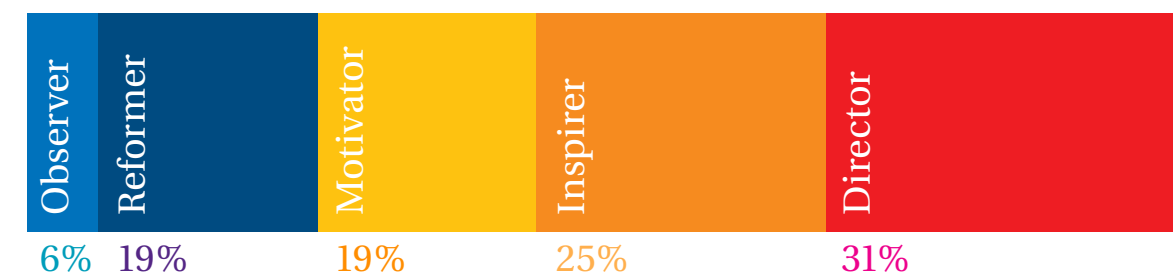
We asked our Hyper Growth leaders to complete the Insights Discovery® Personal Profile, a personal development tool which offers recipients a detailed understanding of their personal style, and how this can impact on their relationships

in a personal and professional environment. The model allows people to learn to adapt and connect with others to create strong and effective leadership teams.

Hyper Growth leaders interviewed demonstrated the following characteristics:



Hyper Growth leader personality types:



Finding: Hyper Growth leaders demonstrate an ability to compromise and collaborate



Hyper Growth leaders are energised by setting themselves and others challenges, being efficient and effective in achieving them, keeping focus on the task and end result. However, it is of course not your personality type that determines your chances of success as a leader, but how you carry yourself on a daily basis.

Giles Miskin, Managing Director, The Colour Works

Peers offer real life advice. They can say 'I've been through it before and I understand what you're going through.'

Robert Hannah, Partner, Grant Thornton UK LLP

Hyper Growth businesses are agile and creative in achieving growth. Whether accessing finance, entering new markets or developing products and services Hyper Growth leadership teams focus on 'getting it done' – they understand what actions they need to take to achieve growth and then find the most efficient way to get there.

Finding: *Hyper Growth businesses are more confident in entering new markets than average SMEs⁹*

Rate their ability to enter new markets as strong



42%
of Hyper Growth leaders say export has driven business growth in the last year



40%
of Hyper Growth leaders say export is important to the future of the business



19%
of SME employers exported goods or services in the last year⁹

Innovation is a strategic necessity. In today's global economy competition is fierce and fast so being effective in business is about keeping ahead. True innovation goes far beyond new product development. The most successful businesses demonstrate creative but strategic focus, embedding innovation within the culture of the organisation, its business practices, processes and organisational structure.

Nicky Lees, Growth Through Innovation Team Leader, GrowthAccelerator

⁹ **Comparator:** BIS Small Business Survey 2012

Finding: *Hyper Growth businesses are more confident about introducing innovation than average SMEs and find creative ways to get their products and services to market quickly¹⁰*

Introduce new products and services in the last 12 months



Rate their ability to enter new markets as strong



IP is important for these business, particularly in certain sectors, but it's just one part of the picture. From being first to market or through continued product evolution, Hyper Growth businesses look to protect by leading. I see businesses like these using smart and creative ways of protecting knowledge – whether that's through clever design or branding, by simply getting to market first without IP protection, or using platforms like Kickstarter to raise funds, market their product and create 'prior art' all at once.

Ben Wilson, Head of Organisational Innovation, Pera Training

28% say that protecting Intellectual Property (IP) is vital to their business

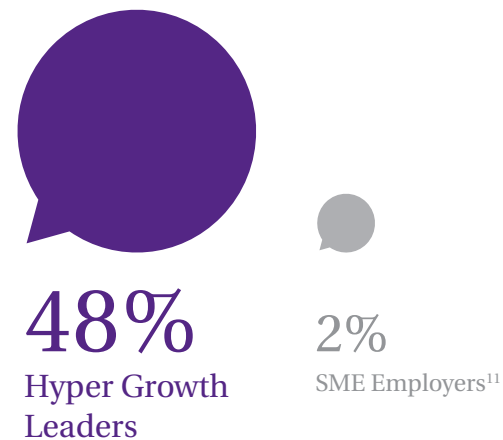
20% say getting to market quickly is more important than protecting IP

20% say protecting IP isn't important to them

¹⁰ **Comparator:** BIS Small Business Survey 2012

Finding: Hyper Growth businesses are more confident in their ability to fund growth than average SMEs¹¹

Sought external advice on how and where to obtain external finance in last 12 months



Rate their ability to access finance as strong



46%

went to the bank for advice about finance, more than any other source

- 31% spoke to friends and family
- 23% approached their business network

Good coaching and advice really helps you to understand not just what types of finance are most suitable but also to help you adjust your approach and presentation to the perspective of the investor as you'll need to demonstrate what's in it for them.

Jenny Tooth, Chief Executive, UK Business Angels Association

3%

of all GrowthAccelerator clients and no Hyper Growth clients have taken advantage of the Enterprise Investment Scheme (EIS)

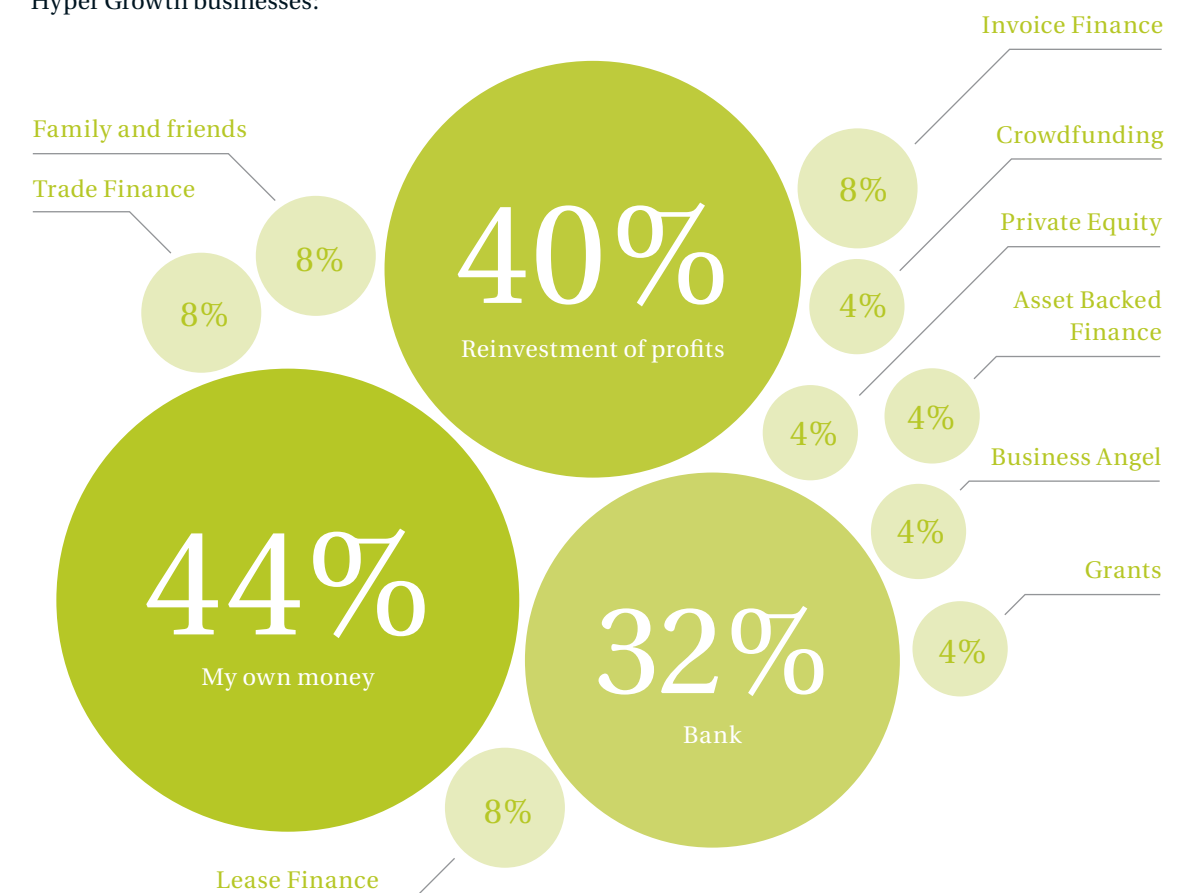
Enterprise Investment Schemes (EIS) and Venture Capital Trusts (VCT) are Government backed initiatives to encourage investment into SMEs by offering individuals significant tax breaks when they invest. As a VCT and EIS manager, I have a pot of money raised through these initiatives that I have available to invest in the SME space - and it has to be invested.

Eliot Kaye, Director, Puma Investments

Visit www.eisa.org.uk for more information

Finding: The most common sources of finance for Hyper Growth businesses to date are personal funds and the bank

Types of finance used by Hyper Growth businesses:



A lot of the mistrust in Banks is unfounded and could hold back businesses from achieving far greater rates of growth. I could never have achieved something on the scale of Coffee Nation without the backing of a big financial institution. Fear of finance is always a big issue for entrepreneurs but really ambitious entrepreneurs get over it.

Martyn Dawes, Entrepreneur, founder of Coffee Nation

People go to banks because that's where they think the money is. In very many cases that's not the way that you should start your business. You need to be open to other forms of finance as well.

Jenny Tooth, CEO, UK Business Angels Association

¹¹ Comparator: BIS Small Business Survey 2012

The Brave & The Bold

Hyper Growth leaders are pragmatic. They believe that in order to be successful risks must be taken, mistakes must be made. They define the risks they take as “calculated”, meaning that they have taken a considered opinion that the possible benefits outweigh the potential hazards.

Finding: Hyper Growth businesses are comfortable taking calculated risks and regularly do so

All of the Hyper Growth leaders say they regularly take risks



80%

of Hyper Growth business say they are comfortable taking calculated risks and regularly do so

20%

say risk is essential to achieving growth

It's only when you experiment that you learn what will work and won't work – so a healthy attitude to taking risk is important in growing a business.

Kai Peters, Chief Executive, Ashridge Business School

Your profile and attitude to risk changes. The smart entrepreneur will spend a little amount of money testing and proving the idea – designing out risk. As you build the company the aim is to understand the business in so much detail that you know what it will cost to make and sell your products, and can therefore rely on the proven core function of the business and at the same time, at minimal risk, innovate and experiment with new markets around the edges to stay in front of the competition. Good entrepreneurs have a laser focus on what they're good at and where they're going.

Martyn Dawes, Entrepreneur, Founder of Coffee Nation

Finding: Having started the business, the bravest decisions Hyper Growth leaders say they've made relate to the people they employ

Bravest decisions Hyper Growth leaders say they've made:



Finding: When mistakes are made Hyper Growth leaders take positive action

88%

say they've learnt more from their mistakes than their successes

When mistakes are made Hyper Growth leaders:

- Change business objectives
- Invest more time in strategy and planning
- Seek advice
- Delegate so they can spend more time to work on not in the business

Finding: Hyper Growth businesses find opportunities in difficult economic times

12%

My business started to fulfil an opportunity created by the recession.

16%

The recession had no impact on my business.

40%

The recession forced my business to re-evaluate our approach in order to survive.

32%

The recession created opportunities for my business.



Entrepreneurs don't think in terms of what's happening in the economic backdrop. They think in terms of opportunities and deal with the environment whatever it may be.

Robert Hannah, Partner, National Leadership Board, Grant Thornton

What opportunities did the recession create?

36%

Become more efficient

32%

Diversified to increase customers

16%


Started the business

8%

Hired new people

What are the bravest decisions that you've made as a business leader?




Against the advice of my colleagues I led the business in to the pet insurance market, a market in which we had no expertise so it was a steep learning curve. This risk paid off and pet insurance is now one of our main offerings which we're looking to expand further. 




I created my business in 2008 with no customers and no team – just 100 per cent belief and commitment. We also decided not to sell the business early to some big names, as we've been approached many times. 




We created a new associate director position within the business and promoted another to the same level. These roles were high salaries and big positions so it was a bold move – but it was necessary for growth. 




When I opened my first restaurant I used my own credit card to finance it. 

What are the things that worry you most as a business leader?




I like to know that my staff are happy and not too stressed as it's important to keep everything running smoothly. As we get bigger there is more at stake and more people relying on you, which is a lot of pressure. 




I worry about the pace of innovation from the USA in particular. The mobile technology sector is fast paced so if we don't keep pace our business could become obsolete. 



Recruiting and retaining staff is a big concern for me as is keeping the culture of the business as we grow. 



Up until 12 months ago I was most worried about losing key contracts. That fear has now been replaced with some balance as I have a very strong team behind me. I've kicked off a transformation project that brings in better systems which rewrite all our processes, our roles and streamlines what we do. Once this is complete it puts in a strong position to continue growth. So I'm not that fearful. 



I don't consider leading a company as brave. I just do what needs to be done. 

Hyper Growth Business Profiles

For further information about the Hyper Growth businesses,
including leader profiles, coach opinion and more please visit
www.growthaccelerator.com/hypergrowth-2014

Aeromet International

London
www.aeromet.co.uk

An international business which manufactures and provides castings to the aerospace and defence industries. The business has patented and trademarked a number of its products and has won numerous awards within the aviation industry.

Alva

London
www.alva-group.com

Provides reputation business intelligence to help companies understand which reputational issues present the greatest risks or opportunities. It works with Corporate Affairs, Corporate Risk and Boardroom and Executive teams for clients including The National Grid.

Ast Signs

North West
www.astsigns.co.uk

The UK's leader in vehicle graphics and vehicle wrapping with offices across the North West in Manchester and Cumbria. The company has built its business and reputation around a tight-knit team of highly experienced managers, designers, sign-makers and fitters.

Automotive Insulations ltd

West Midlands
www.autins.co.uk

A specialist in the design and manufacture of innovative noise reduction systems and thermal management solutions. It supplies customers across the automotive, commercial vehicles, marine and industrial sectors.

Avant Healthcare Ltd

London
www.avanthealthuk.co.uk

A provider of professional care and support services to both adults and children, both in their own homes or in a care setting. Its mission is to provide care and support services to enable people to remain living in their own homes as long as they wish to.

Blue Logic Computer Systems Ltd

Yorkshire and Humber
www.bluelogic.co.uk

A full service IT solutions provider offering that offers quality IT support and advice to companies throughout Yorkshire. Services include IT installation, helpdesk, software support and data and web support.

BriefYourMarket.com

www.briefyourmarket.com

An award winning multi-channel marketing software platform creating customer journeys utilising email, intelligent newsletters, SMS, direct mail, letters, online surveys and social media. Clients include Visit Scotland, Legal & General, Your Move and Old Mutual.

Cause4

London
www.cause4.co.uk

Launched as a social business in May 2009, Cause4 works with charities, philanthropists and social enterprises across the charity, arts, sports and education sectors to support them in developing strategy, new business models and exciting programmes to increase fundraising and income generation.

Dv8 Sussex

South East
www.dv8sussex.com

The place for young people who want to get ahead in creative industries. It offers a range of free, award-winning training programmes for 16 to 18 year olds, plus paid Apprenticeships for 16 to 23 year-olds.

Heritage Commercial Finance

Yorkshire and Humber
www.heritagecommercialfinance.co.uk

A self-funded principle lender providing short-term finance primarily to the bridging and development market. It also provides asset and invoice finance services to its growing client base.

Mailway Packaging Solutions

Yorkshire and Humber
www.mailway.co.uk

A leading UK based supplier and Manufacturer of Innovative Contract Packaging Solutions. The company has worked with an array of high-profile clients such as Coca-Cola, Next, Kelloggs, PG Tips and Sainsbury's.

M-EC

Midlands
www.m-ec.co.uk

A leading firm of multi-disciplinary consulting engineers that operates on a nationwide basis for both the private and public sector, including residential, commercial, industrial, retail, leisure, education and healthcare. Key disciplines include civil and structural, transport, flood/hydrology, noise & air quality, geo-technical and topographical surveying.

NCI Vehicle Rescue PLC

Yorkshire and Humber
www.ncionline.co.uk

A group of businesses providing roadside vehicle rescue, car and pet insurance and fund management. It also includes a call management business that supports both NCI and its white label customers.

PGE Landscaping

Midlands & South West
www.pgelandscaping.com

Offers a complete range of landscaping, fencing, tree surgery and grounds maintenance to the construction, commercial and private sectors, throughout the Midlands and beyond.

Hyper Growth Business Profiles

Proxama

East of England
www.proxama.com

Describes itself as “the next generation mobile marketing, loyalty and mobile wallet company.” It has expertise in three key areas – mobile proximity marketing, loyalty and secure mobile contactless payments. Clients include retailers, brands, Out-of-Home media and stadia owners.

Raw AD

London
www.rawad.co.uk

‘Anaerobic Digestion’ (AD) is a natural process using the methane released from animal slurry and bio waste to create electricity and fertilizer. Raw AD raises investment for installing ADs on UK farmers’ lands in order to help turn the bio-waste into an income stream.

Repose Furniture

Midlands
www.reposefurniture.co.uk

Designs and supplies specialist seating solutions such as rise recliners and healthcare chairs, providing comfortable and supportive seating for homes, hospitals, care homes and hospices across the UK.

Reuben Sinclair

London
www.reuben-sinclair.com

An established specialist recruitment consultancy with four divisions: Sales & Marketing, IT, HR & Training and PR & Communications. It works with a huge range of businesses of all sizes and has evolved to offer a broad range of solutions to its their clients.

Rosa’s Thai Cafe

London
www.rosasthaicafe.com

Established on the site of an East London ‘caf’, Rosa’s is a celebration of homeland and home. Offering mouth-watering Thai food inspired by locally sourced ingredients, restaurants are located in Spitalfields, Soho, Westfield Stratford City and Carnaby Street and will soon open a site in Angel.

Sandcroft Avenue (trading as PayasUgym)

London
www.payasugym.com

Helping Britain live an active lifestyle, PayasUgym partners with over 1,800 UK gyms and health clubs, offering flexible gym passes to be used whenever and wherever customers want. The online gym network is the first of its kind globally. From 1 June customers can also attend classes, which can be booked online.

Severn Partnership

West Midlands
www.severnpartnership.com

A firm of Chartered Geospatial Surveyors with a reputation established over 30 years. Solution driven with high tech instrumentation taking laser scanning from 3D Modelling to Building Information Modelling. Sister company Seeable offers visualisations and bespoke app programming for mobile devices. Clients include, Arup, Mott MacDonald, Crossrail, Balfour Beatty, Babcock, Keir, HS2, E.A., and National Trust, as well as universities and Local Councils.

Stirling Dynamics

South West
www.stirling-dynamics.com

Provides specialist engineering design services for the aerospace and defence, space, marine and energy sectors. From offices in the UK and US, Stirling Dynamics delivers world-leading technologies and engineering capabilities to a global customer base.

Synexus Ltd

North West
www.synexus.com

Through its global network of Dedicated Research Centres (DRCs) Synexus provides a pioneering patient recruitment solution to the clinical trials industry, providing top quality patients and data to Pharma, Biotech and CRO (Contract Research Organisation) clients.

urbanbubble

North West
www.urbanbubble.co.uk

A residential property management company providing block owners with premium service charge management, ensuring more efficient running of the property and a better place for the tenants to live. It also provides a broad, high quality range of additional services, including cleaning, concierge, caretaking and maintenance services.

XPD Ltd

Based in Middlesex and Yorkshire, operating nationally
www.xpd.co.uk

Supports the development of B2B businesses through the provision of corporate marketing, e-marketing, telemarketing and e-commerce solutions. Also specialises in the creation and production of printed marketing materials. Has a corporate entertainment division which provides hosts, speakers, comedians, music and cabaret acts for awards, dinners and conferences.

It takes a wide range of expertise to provide the best possible service for growing businesses. Our experts span sectors and disciplines but each is committed to supporting entrepreneurial organisations in achieving their ambitions. Many thanks to the people who've given their time to provide expert insight for this report and for our video series which you can view at www.growthaccelerator.com/hypergrowth-2014



Martyn Dawes

Entrepreneur, founder of Coffee Nation

Martyn is one of the most successful consumer business entrepreneurs of the last decade in the UK. As Founder of Coffee Nation he created a new category that went on to sell over 100 million cups of coffee. He sold his business in 2008 for £23 million and now supports other entrepreneurs who have the ambition to do the same. Martyn's book "Wake up and sell the coffee!" was published last year. www.martyndawes.com



Giles Miskin

Founder, The Colour Works

Giles established The Colour Works in 2003. He is an ILM-qualified coach and experienced practitioner of the Discovery model of behaviour. Giles has over 20 years' prior management and leadership experience in the public, private and voluntary sectors, including five as MD of a £6m plastic injection moulding and distribution company. www.thecolourworks.com



Paul Devoy

Head of Investors in People

Prior to joining Investors in People (IIP) in 2011, Paul was Assistant Director at the UK Commission for Employment and Skills where he led on the development of the £90m Growth and Innovation Fund which has been invested in sustainable new skills solutions. He also led on the Licensing of the Sector Skills Council. Paul's professional background is in organisational development. He was previously Head of Organisational Development at the Scottish Prison Service. During his tenure all 17 prisons in Scotland were awarded IIP recognition. www.investorsinpeople.co.uk



Stephen Peacock

Director of Operations at GrowthAccelerator

As part of his role overseeing operations for Grant Thornton UK LLP's Business Growth Services division, Stephen has overall responsibility for the delivery of GrowthAccelerator. He has extensive international blue chip commercial and managerial experience in three industry sectors, covering M&A, business development and contract negotiation. www.growthaccelerator.com



Robert Hannah

Partner, National Leadership Board, Grant Thornton UK LLP

As a member of the National Leadership Board with specific responsibility for Regions, Robert manages office performance, partner and senior resource development, client service and the approach to the marketplace. www.grant-thornton.co.uk



Kai Peters

Chief Executive, Ashridge Business School

Ashridge is one of the world's leading and largest providers of executive education, including open programmes, tailored programs, MBA programmes and consultancy. Kai writes and lectures on cognitive sciences, leadership and strategy for government, business and academic audiences. www.ashridge.org.uk



Eliot Kaye

Director, Puma Investments

Puma Investments is a trading name of Shore Capital Limited, a leading provider of tax-efficient investments. Puma Investments has a strong track record in providing asset-backed funding to established businesses across the UK. Eliot is responsible for managing the Venture Capital Trust (VCT) qualifying investment team, overseeing the structuring and exiting of VCT qualifying investments. www.pumainvestments.co.uk



Stephen Roper

Professor of Enterprise and Director of Enterprise Research Council, Warwick Business School

The Enterprise Research Centre is an independent research centre which conducts policy relevant research on SME growth and development. Stephen's main research interests are in innovation, enterprise growth and development, regional development, and industrial policy evaluation.



Sacha Romanovitch

Partner, National Leadership Board, Grant Thornton UK LLP

Sacha has specific responsibility for People and Culture at Grant Thornton UK LLP. Her role is to lead the firm's activities to attract, recruit, motivate and retain talented people to deliver on the firm's strategic and operational goals. www.grant-thornton.co.uk



John Williams

Head of Breakthrough, Santander

Former Chief Executive of Gateway to London, John Williams was appointed by Santander to head up Breakthrough, its small business support programme. John holds responsibility for developing the regional strategy to ensure the Breakthrough programme can best meet the needs of fast-growth businesses across the UK. www.santanderbreakthrough.co.uk



Clare Schofield

Deputy Director, Centre for Enterprise, Manchester Metropolitan University

The Centre for Enterprise is a team of enterprising academics within the Business School specialising in business growth, entrepreneurial leadership, enterprise and sustainability. Its research informs North West regional economic growth, UK and European policy development and international academic advances. www.mmucfe.co.uk



Ben Wilson

Head of Organisational Innovation, Pera Training

Ben has considerable expertise in helping organisations create a successful strategy for innovation built around creativity, people and supportive business processes and structures. Over the last 18 years he has focused on the building and leading of successful, creative and innovative organisational cultures. Ben is responsible for the management and delivery of the innovation training, coaching and facilitation services at Pera Training. www.peratraining.com



Lawrence Tomlinson

Chairman, LNT Group

Lawrence Tomlinson is the founding Chairman of the LNT Group which employs over 2000 people across its five diverse core businesses; Ideal Care Homes, LNT Construction, LNT Software, LNT Solutions and Ginetta. In 2012 Lawrence was awarded overall UK Director of the Year by the Institute of Directors. He was appointed from 2013-14 to advise Government Ministers about the role of SMEs in kick starting the economy in his role of Entrepreneur in Residence with the Department for Business Innovation and Skills. www.lntgroup.co.uk



Mel Wombwell

National Director, Leadership and Culture Practice at Grant Thornton UK LLP

Mel leads Grant Thornton's Leadership and Culture practice which offers cultural audits, board and leadership coaching and development, coach accreditation programmes and cultural change consultancy. Mel was also responsible for building the firm's talent acquisition programme. Before joining Grant Thornton, as founder and MD of Results International, Mel built a successful people transformation practice achieving a turnover of £4m. www.grant-thornton.co.uk



Jenny Tooth

CEO, UK Business Angels Association

The UK Business Angels Association is the trade body for angel and early stage investing. Jenny has been providing strategic support to the organisation since its establishment in 2004, supporting both policy and interfacing with Government, as well as developing the trade body's major annual events. Jenny has over 20 years' experience of supporting SMEs access to investment, both in the UK and internationally. www.ukbusinessangelsassociation.co.uk

Our Partners

At GrowthAccelerator we're committed to supporting the leaders of growing businesses in whatever they need to achieve their growth ambitions. In order to deliver the best possible service we work in partnership with many different organisations, across the public and private sectors.



Business is GREAT Britain

When you are growing and running your business, you never have enough resource. It always feels like that. You don't have time to look around.

GrowthAccelerator is part of the government's 'Business is GREAT' Britain campaign which offers information, inspiration and advice to SMEs looking to take the next step in their growth.

www.greatbusiness.gov.uk



GROW: OffshoreWind

Shaped by industry leaders, GROW:OffshoreWind offers businesses looking to expand in the offshore wind market direct access to market experts, technological know-how and funding support.

www.growoffshorewind.com

Manufacturing Advisory Service (MAS)

MAS is a business support service for manufacturing SMEs in England. Funded by the Department for Business, Innovation and Skills, MAS has an 80-strong team of expert Manufacturing Advisors on the ground working with management teams to plan long-term strategies, improve processes, bring new products to market and develop supply chains.

www.mymas.org



Technology Strategy Board (TSB)

The TSB offers support and funding to help businesses develop new products and services - and bring them closer to market. It works with business, research and policymakers to bring people together to share ideas, tackle challenges and make new technological advances. It invests in commercialising new ideas with business by targeting technologies and areas with the greatest scope to improve business, the economy and society

www.innovate.org



UK Trade and Investment (UKTI)

UKTI works with UK based businesses to ensure their success in international markets through exports. It encourages and support overseas companies to look at the UK as the best place to set up or expand their business. It is responsible for: international trade and investment; helping UK companies achieve their potential overseas through exporting, and; encouraging investment in the UK by overseas businesses.

www.gov.uk/government/organisations/uk-trade-investment

Partner with us to deliver support for high growth businesses

Lisa Taylor, Partnerships Manager, GrowthAccelerator

GrowthAccelerator is committed to building strong, lasting partnerships with other organisations dedicated to business growth.

We're looking to partner with organisations who have a shared aspiration to help SMEs grow and who offer a service or product that is of value and interest to our GrowthAccelerator clients.

Partnership packages are available for a range of budgets and offer a unique opportunity for businesses reach our rapidly expanding client base of high growth businesses. Our packages can also provide you with the tools to introduce your clients to GrowthAccelerator.

For more information please contact Lisa Taylor on lisa.taylor@uk.gt.com or call 020 7728 2514.

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