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EVALUATION

Haringey High Business Growth Programme (HGBP)

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1. Executive Summary

1 Context and Project Brief

1.1 Context

- Haringey is a small business economy with 13,000 businesses, most of which are micro businesses and 91% of businesses employing less than 10 people.
- The London Borough of Haringey's new Inclusive Economy Framework, Opportunity Haringey, has identified “business support and supporting job creation” as key themes and priorities.
- It is well documented that growth businesses generate more new jobs and have a significant impact on local economies compared to average performing SMEs.
- The Council therefore sought a business support company with proven experience and track record of successfully developing/delivering business growth programmes to enable 25 growth Haringey SMEs to increase turnover and profitability and create new jobs.

1.2 Project Brief

The LBH brief called for high quality and practical expert business advice and support, using high-calibre business coaches, including successful entrepreneurs, company CEO/Directors and Non-Executive Directors (NED's). The scope of work for the Haringey High Growth Business Programme (HGBP) is summarised below:

- identify, engage and select eligible businesses/SMEs with growth/high growth potential to participate in the HGBP.
- have, or identify and recruit a pool of high calibre business coaches to provide business growth expertise and support for participating businesses.
- provide a structured programme of intensive coaching and specialist assistance
- have, or develop, programme management systems and procedures for recording and monitoring KPIs, outputs and outcomes.
- undertake monthly programme monitoring for the LBH Economic Development Manager across all programme delivery aspects.
- producing 10 case studies on participating businesses, and a final evaluation report summarising programme outputs, outcomes/impacts and lessons learned.

YTKO Ltd successfully tendered for the HGBP, and were contracted on 8th April 2024.

2 YTKO Ltd, team, approach and support delivered

2.1 **YTKO Ltd** has been supporting growth, high growth and scale up businesses of all sizes and from all sectors for over 40 years. Within our award-winning publicly funded growth programmes over the past 20 years, we have supported over 30,000 ambitious businesses from across the UK, and enabled the creation of over 17,000 new jobs for the economy.

2.2 Our credibility in, and understanding of, the high growth space is further amplified because we have been a high growth business ourselves, and know the challenges of managing rapid scale. This enables much quicker client engagement, respect and trust. In addition, we have raised over £100m for our high growth clients, private and public.

2.3 **Our core HGBP delivery team** have had first-hand experience of running and growing businesses, and/or significant P&L responsibility, and two as Chairs/NEDs.

2.4 Our cadre of 45 tried and trusted expert Associate Consultants also all have substantial first-hand experience of building businesses, or have operated at C-Suite level. They bring additional sectoral/functional expertise to our clients.

2.5 **Our approach**, agreed with LBH programme management team, was to avoid a public marketing campaign but adopt a tight focus and carry out significant due diligence processes via Beauhurst, LinkedIn, Companies House and web research.

2.6 Eligibility was agreed as a minimum turnover of £200k and trading for 3 years with 3 or more staff, with some flexibility on this if an individual case warranted it. Participants would have to have the ambition to grow by 10% or more.

2.7 We adopted a two-stage selection and onboarding process, incorporating our Growth Maturity Index (GMI) to provide a deep understanding of each clients' challenges. The GMI is our highly tailored suite of diagnostic tools that measure levels of business maturity, on five levels from Transactional to Optimal, and provides a substantial personalised report for each participant. For this project, we used our overarching Strategy Index.

2.8 **Support delivered** included over 20 hours 1:1 time, on a wide range of topics, including:

- Market, marketing, go-to-market and growth strategies
- Business and operational restructuring
- Investment readiness/pitch decks/financials
- Business strategy
- Competitor analysis and positioning
- Export market lead identification
- Leadership coaching, performance, teamworking
- Website reviews and rewrites

2.9 We incorporated our policy of aftercare - because when you engender transformational change, it can take a while to assimilate and become the new Standard Operating Procedure in those businesses. When businesses grow, there are always new opportunities and new challenges - change is the only constant. The HGBP businesses were advised that they could always come back for a phone call, or to ask an opinion, or discuss an issue, and many did.

3 Demographics and inclusivity

- The HGBP succeeded in the goal of reaching companies from all parts of Haringey. We are also supporting growth clients from a range of sectors, including hospitality, retail, health and social care, sound engineering, brewing, creative industries, environmental/food waste reduction, professional services, manufacturing, medical technology clothing and fashion.
- The average turnover of the participants is **£2,025,497m**, showing that the HGBP reached and engaged those businesses with real ambition and potential to grow.
- The Programme achieved high standards of inclusion, equality, and diversity:
- We supported 9 women-owned businesses, and 3 where the leadership team is jointly male and female. Given that the best estimates of female entrepreneurship in the UK is ~20%, and that women are significantly more under-represented in high growth businesses, we're very pleased with these results.
- Four businesses have declared being neuro-divers or having some kind of disability. **One third** are of non-White British ethnicity. Around one third are aged between 30-39, another third 40-49, with one sixth each in the 50-59 and 60-69 range. The HGBP was truly inclusive.

3 Outputs and Outcomes

3.1 Given that YTKO have delivered many such programmes in the UK, we feel in a position to say that the results are outstanding across the full suite of measures. Particularly as it was only a 1 year project, with a relatively small budget (<£100k), and with a cold start.

3.2 Especially noteworthy is **the creation of 30, and safeguarding of 9, jobs** within the project lifetime, **and a further 40 are being planned within the next six months** as a result of our specialist business growth support.

3.3 Jobs created include Care Staff; Heads of Sales, Operations, HR, Health & Safety; Head Pastry Chef, Developers, Head Brewer, Recording Engineer, Service Technicians, Barista, and Sales/Marketing roles.

3.4 As a result of YTKO's coaching and consultancy, some businesses have seen new orders in **double figures**, and many clients have secured more profitable customers. **Over 105 new contracts** have already been won.

3.5 **19 businesses** are investing in new processes to increase productivity, and **14 are developing innovative new products to take to market, or are targeting new markets**, including export. Several new business collaborations and partnerships have been formed.

3.6 Four clients have been assisted to become investment ready. One has secured debt finance, the other an over-subscribed equity raise, (ie the businesses raised more than they initially asked for), and the other two are starting their investment rounds now.

3.7 An increase in mental health wellbeing and confidence has been reported by several business on the programme, who had felt overwhelmed by a variety of growth issues and challenges. They have used words like "transformational impact", that YTKO was like "Business Therapy", and that this was a "unique" programme in terms of impact.

3.8 Nearly half of the HGBP businesses retook the Growth Maturity Index at the end of the year. Every single client had increased their score, **by an average of 65%**. **Six clients** have moved up **one or two levels of business maturity**, demonstrating that the expert support and learning is really embedded in the way businesses think and manage their businesses.

4. Reflections and Learning

4.1 Demand generation and engagement proved as challenging as in other parts of the country, and we had to work really hard to overcome prospect resistance and cynicism and the understandable all-consuming focus on running their businesses.

4.2 Despite intensive due diligence, we discovered several of the HGBP businesses were in more difficult circumstances than their filed accounts and other research revealed. We utilised leadership coaching and patience to unpick issues, provide distance and independence, and shine a light on priorities, and restructured both businesses and operation teams.

4.3 Businesses were initially cynical that we could make an impact in the allotted time for 1:1 support, which we soon overcame. Once the huge value was demonstrated, they naturally would have like more of such support.

4.4 Some businesses, particularly those that were more encumbered by their issues, have already moved a long way in their capability and motivation, but are only now really at a stage when they can benefit from business growth support.

4.5 All the programme businesses would benefit from a monthly two hour strategic aftercare session for a further 12 months to talk through new issues, challenges and opportunities as they arise with someone they trust. This will help them stay on track and focused to fulfil their potential and able to create the additional jobs forecast.

4.6 Future high growth programmes should recognise that high growth businesses' needs can be complex (and of course, not known in advance), and that this pilot programme proves that the investment in budgeting for 1:1 support reaps substantial dividends.

5. Recommendations

5.1 That Haringey Council find a way **to continue support for any of the existing programme businesses who wish to take it up**, either as per 4.5 above, or possibly on a part-commercial, part funded basis. Public support would decrease on a sliding scale over a specific time period, or after a specific number of additional hours consultancy has been provided.

- New-found confidence, motivation, knowledge and mindsets can take a while to be embedded, and sometimes that this resilience and future planning can get shaken by external events (such as the National Insurance increase for employers), market changes or internal business or personal challenges.
- Not only this, but the challenges also change as businesses grow. Being able to continue in "supported aftercare" for an extended period would make the world of difference to clients and enhance those businesses' ability to achieve their potential.

5.2 That Haringey Council pilot an **additional 'growth readiness'** support service with lower eligibility criteria - for example, 2 years trading, 1 employee, or reaching VAT registration level. This would achieve two things:

Firstly, for those businesses who secured a place, it will address the **high business failure rate** by giving them high quality support at a critical time.

Secondly, after a year of operation, it would become a **feeder** cohort for successful businesses to come into future High Growth programmes, helping to reduce the cost and time of generating engagement from a cold base.

5.3 That Haringey Council consider this nascent economic development asset of high growth businesses as a building block for a highly connected, dynamic and collaborative peer2peer community of business leaders from different sectors.

Such an exclusive "5% Club" would deliver significant business value, social and economic capital; increased connection, innovation and collaboration; peer learning and development; and aspirational and inclusive role models.

Bev Hurley CBE, MSc, MIH, MIED
 Holder of the Queen's Award for Enterprise Promotion
 Executive Chair, YTKO Group
 YTKO Strategic Lead for the Haringey High Growth Business Programme

Testimonials and Case Studies

Although initial contact from YTKO did peak my interest, these “cold emails” come and go through my inbox on a weekly basis, and rarely lead to anything. Within days of completing an online form, I had all but forgotten about it. However, YTKO were persistent and reached out 3 more times before I had the head space to engage, which lead to a meeting, which I am very glad I attended. Our first face-to-face yielded a wealth of new ideas to grow our sales that seem to have real potential as well as the additional capacity to research them. The three in-depth business growth strategy sessions with the leadership team that followed were absolutely invaluable.

Bev and her team have given us a renewed energy and enthusiasm to push harder and worker smarter. We have been battling on a number of fronts since 2021, and a fresh perspective has helped us see the forest and the trees, rather than just grinding forwards with our heads down. YTKO came along just at the right time!”

Alex Shirley-Smith, CEO and Founder, Tentsile Ltd

“YTKO’s work has provided much greater visibility on cost structures following a dramatic period of change within my industry, requiring us to pivot the business. The work with Mark and Bev has been vital to the success of this transition – and it looks as though the new contract which they helped us with will go forward with more favourable pricing! Thank you from everyone at FEL”

Jenny Holloway, CEO Fashion Enter

“I’ve just started on the Growth Programme, but already found it really useful. Working with Bev and Mark has been invaluable in reframing current projects and challenges, and Bev’s input to our investment deck has been absolutely invaluable. They’ve worked across a broad range of sectors and businesses and their probing questions have enabled me to consider new options and view challenges through a different lens. I am very much looking forward to working with them as the programme continues“

Jacob Liddle, CEO, Jiddler’s Tipple.

“YTKO are the real deal. As a chartered accountant with over 20 years of business experience, I can be skeptical when it comes to consultants. Bev quickly understood our business, shared our enthusiasm for its potential, and brought impactful solutions to some of our most pressing issues. I can’t wait to work with YTKO on the next phase of our growth story!”

Mark Sinjakli, CEO, MyBaker

“YTKO support has been fantastic for my business stage. Bev and Mark are very helpful in terms of listening deeply to understand what my business needed in order to progress, adapting support as my plans and circumstances shifted, and proactively offering support

and time. Their clear and consistent communication, technical expertise and practical hands-on support really helped me know I was not alone.”

Ella Shone, Founder, TopUp Truck

“The YTKO team have been exceptional in their support of our marketing efforts. Their expertise, responsiveness, and knowledge have significantly enhanced our outreach and engagement. In her first report, Bev did more in terms of creating a practical action plan to drive customer acquisition than our marketing team did in two years. Highly recommended!”

Luca Sarri, Partner, CSS Investments

“We recently started working with YTKO and are thrilled with the support Bev, Liz and the YTKO team have provided so far. Great ideas, excellent business experience which they are able to translate into actionable ideas, and strategic insights which have been invaluable in helping us step back and gain a comprehensive overview of our business. We’ve already noticed a positive impact on our business, so are really looking forward for more“

Justin Samuels, MD, Vital Hospitality

““Bev and the team at YTKO have shown an excellent understanding of our company and strategic goals, and have helped us develop clear and actionable steps into accelerating its growth across a range of different areas. We’re thrilled to work alongside them on the program and excited to see where it takes our business”.

Ian Flood, Co-founder, Skyline Chess

“The support we received was incredibly detailed, practical, and insightful. It gave us a fresh perspective on how we connect with our audience and build our community authentically. We’re excited to roll out many of the recommendations and build stronger, more ethical growth in the months ahead.”

Janan Leo, founder, Cocorose

“The support we received was transformative. It’s helped us understand how to communicate our impact and position Nwando Care not just as a service provider, but as a true partner to local authorities and healthcare organisations. We’ve already begun implementing the recommendations and feel confident in our ability to secure new growth opportunities.”

Emmanuel Akubue, CEO, Nwando Care

“The analysis and advice we received was invaluable and incredibly insightful - it has been inspirational in helping us chart a path to growth. The recommendations were thoughtful, practical, and highly relevant to our industry. We’ve already begun implementing the many

suggested changes and are excited about the direction we're heading."

Roland Heap, CEO, Sound Disposition

"Working with Bev and her team has been transformative. As a technical founder, I often struggled to separate myself from my product. Bev's expert guidance helped me reframe my business offering, refine our messaging, and conduct comprehensive analyses that established our commercial direction. She also offered valuable insights into our current stage and pinpointed key areas for improvement to better position us for external investment. I now feel more prepared and confident in communicating our commercial vision and the strategies we plan to implement to achieve it."

Ben Marinic, Founder, Rock Technology"

"I wanted to take a moment to express my deep gratitude for all the invaluable support Beverly has given me. Beverly has played a crucial role in helping me better understand my business needs, and has significantly contributed to my ability to think outside the box when considering the future of The Decorium.

What has truly made this experience exceptional is her gentle and caring approach. She provided invaluable insights with such kindness and patience, and I have been truly inspired by how she has helped me face my challenges with newfound confidence. Beverly's ability to listen and guide without overwhelming me has been a source of strength and encouragement.

Her coaching has not only helped streamline our processes and improve our internal structure, but it has also inspired me to make key decisions that will allow us to grow and thrive. The insight she provided into areas like leadership development, sales strategy, and internal training has been transformative, and I am now more confident in our ability to create a lasting impact. I'm deeply appreciative of all her hard work and thoughtful guidance."

Razia Rafiq, Co-owner, The Decorium

"Partnering with the YTKO team has been incredible. Their understanding of our vision and ability to turn it into actionable strategies was exceptional. Thanks to their support, we've strengthened our identity, increased bookings, and further established Ten87 as a hub for creativity and sustainability."

Rob Burn, Founder, Ten87

Case Studies



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Dunns Bakery

Dunns Bakery is a family-owned and run high street bakery with two retail stores and a production facility, and has been trading in the Borough for 200 years. The current owner, Lewis Freeman, runs a team of 45 staff, made up of bread bakers, pastry chefs, a cake decorator and retail staff including Team Leaders and a store manager for the Crouch End site. Dunns is popular with locals in both Muswell Hill and Crouch End, focussing on fresh products, great customer service and high quality. These values are summed up as Quality, Service & Freshness.



Lewis has had a policy of ensuring he is easily accessible for all staff but had come to learn that this also meant that his work and focus would frequently be interrupted as the solver of issues and answerer of all questions! He asked for YTKO's help to enable his Team Leaders to manage their teams more effectively and overcome these and other issues before he took the big step of opening their third store.

To be able to focus on growing the business, Lewis needed to ensure he had a team that could lead their own areas of work, manage their own teams and make decisions based on the way the business operated and the core values.

Gareth worked with Lewis to create an organisation chart based on roles and tasks and then aligned these to the values of the business. The next stage was to run a series of interactive workshops for the whole team over two days. During these sessions, the staff explored values-based decision making in practice, identified and understood tensions and conflicts in the group, learning how to reduce defensiveness, and how team leaders and all staff could be empowered with more confidence.

For Lewis, future recruitment will be based on skills, knowledge and behaviours that reflect Dunn's Bakery values, and a stronger learning and development culture. He commented that having the expertise from Gareth has been so valuable to give his team leaders and him the confidence to encourage structural changes to the way they work, and address challenges together, with a values-based approach for looking at the way in which they carry out tasks.



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The Decorium

The Decorium is a majestic venue in the heart of Haringey with a unique heritage - it started life in 1911 as new public swimming pool! This had quickly become a cherished community facility, drawing swimmers from far and wide for many years. In the 1990's this wonderful building benefited from the vision of new owners Mr. and Mrs. Rafiq and a substantial investment in extensive renovations and sympathetic transformation into the stylish and elegant venue it is today, with its heritage quietly residing beneath the regal expanse of the Emperor Suite.



With its fully equipped professional kitchen, The Decorium provides the perfect sophisticated backdrop for a wide range of events, from weddings to corporate functions.

Ambitious to get the venue back to capacity following the impact of the pandemic, Razia Rafiq joined the Haringey Growth Programme for a number of reasons. She was looking for external support on her growth strategy, sales and marketing, leadership and team skills development.

We established regular coaching sessions with Bev, combining leadership coaching with unpicking the different challenges in the business. Having come fully up to speed with how the business currently works, we started by creating a more effective and streamlined process for inbound enquiries and sales. This led to Razia seeing the need to recruit a sales executive to enable the existing sales manager to perform to a higher level and increase occupancy rates.

Coupled with this, another member would benefit from internal training and mentoring so that she could add more value to the business in terms of her role, and this will be implemented in the new year. Razia appointed an existing employee to take on the Head of HR role to provide more hands on support with this and building a collaborative culture in the team, which in turn will enable Razia to play to her own strengths more effectively, and focus on strategy, growth and financial performance.

Another area of support was around the health and safety and compliance aspects of the business, crucial to a public venue such as The Decorium. This function needed strengthening and improving, and our coaching led to the appointment of a new Head of Health & Safety role for the company, commencing in January 2025. Now that the business has transitioned to a clearer structure and is on a firm footing for growth, the final part of our support will be to look at several promising new opportunities to drive revenue.

Razia says: "I want to express my deep gratitude for all the invaluable support Beverly has given me. She has played a crucial role in helping me better understand my business needs, and has significantly contributed to my ability to think outside the box when considering the future of The Decorium.

What has truly made this experience exceptional, though, is her gentle and caring approach. Beverly provided invaluable insights with such kindness and patience, and I have been truly inspired by how she has helped me face my challenges with newfound confidence. Her ability to listen and guide without overwhelming me has been a source of strength and encouragement.

Beverly's coaching has not only helped streamline our processes and improve our internal structure, but it has also inspired me to make key decisions that will allow us to grow and thrive. The insight she provided into areas like leadership development, sales strategy, and staff training has been transformative, and I am now more confident in our ability to create a lasting impact as we implement her recommendations."



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Tentsile

Tentsile, is a family owned and run business that was started by founder and CEO, Alex Shirley-Smith, to introduce a groundbreaking concept merging camping with conservation. Pioneers in flat-lay hammocks and tree tents that are suspended between trees, Tentsile's innovative product range sells around the world to outdoor enthusiasts, families, and anyone who loves to be in nature, in comfort. Designed to protect and preserve global forests, Tentsile's range even includes tents that can be stacked vertically for maximum fun in the forest. Since starting a decade ago, they've planted over 1m trees around the world.



Alex, like many business owners, was initially (understandably) cynical about what the High Growth Programme could do for his business. When he met with Bev for the first time, he asked what new markets she thought Tentsile could enter. Her response was enough to convince him that engagement would quickly deliver value to him and the Tentsile team, and the first of three leadership team strategy meetings were set up.

Over the course of the next two months together we discussed marketing, existing and new markets and metrics, distributors, operations, business strategy, product naming, new product development, competitors and much more. A survey of both prospects and clients was developed and executed, providing a wealth of customer intelligence to inform decision making. A renewed sense of pace and urgency led to a number of strategic activities being put in train across the business, with a particular focus on increasing sales conversion rates online.

The final stage of YTKO's work entails supporting Tentsile to get investment ready in order to raise growth capital to bring more innovation to market, and invest in stock, people and markets. This will include the pitch deck, business plan, financial and indicative valuation.

Alex commented: “Bev and her Team have given us a renewed energy and enthusiasm to push harder and worker smarter. We have been battling on a number of fronts since 2021, and a fresh perspective has helped us see the forest *and* the trees, rather than just grinding forwards with our heads down. YTKO came along just at the right time!”



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Topup Truck

Topup Truck is the brainchild of Ella Shone, who was on a mission to reduce the amount of plastic waste we consume as shoppers. She embarked on a program to convert an old electric milk float to an EV mobile shop, which follows a weekly route around different parts of North London with designated stops for loyal customers to refill their stocks.

The company delivers a service for new and experienced 'top up' shoppers. Providing a wide range of larger foodstuffs, plus cleaning and bathroom products, Topup Truck removes the plastic barrier and fulfils customers orders directly from dispensers into the customers own glass or multiuse plastic containers. The company current makes over 30 stops each week and has an increasing customer base who are supporting both the environment and Ella and her team via a quick and easy scan, weigh and pay refill process.



With over 86,000 pieces of plastic saved from landfill so far, Ella had also been looking at an app for clients to help maximise client time and shopping needs. The company aims to grow to three trucks and seek investment.

Ella had been working successfully to build the brand, having attracted some high profile clients, but was facing a number of challenges before she could add more trucks and deliveries to enable scale and profitability. Work with Bev and Mark has included looking at the go-to-market value proposition, a refocus on increasing total order value and setting targets for maximising the profitability for each stop. We then helped to get the company more ready for investment. The team reviewed and updated the pitch deck, helping to magnify the reasons to invest and the growth potential. Additionally the financial modelling was re-assessed and a clearer model was built for the investment documents and for Ella's business use.

Once the financials and pitch deck were complete the team were involved with investors, with one taking a number of exploratory meetings. During that period a number of other potential commercial investors approached the business to see whether there was a possibility to buy into or acquire the business.

The company has now narrowed its focus to exclusive talks with another business who deliver an alternative to Topup Truck in another borough in London, and a potential investor is currently doing due diligence. This partnership and the investment of capital would quickly leverage TopUp Truck's market position and aid its longer term sustainability and growth.

Ella said: "YTKO support has been fantastic for my business stage. Bev and Mark are very helpful in terms of listening deeply to understand what my business needed in order to progress, adapting support as my plans and circumstances shifted, proactively offering support and time, which conveyed a sense of knowing I am not alone with this, clear and consistent communication, technical expertise and practical support to translate Innovate learnings into commercial outcomes in spite of shifting circumstances."



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Fashion Enter

Fashion Enter is a social enterprise, which strives to be a centre of excellence for sampling, grading, production and for learning and development of skills within the fashion and textiles industry.

approach. Founded by Jenny Holloway in 2008, bringing over 30 years experience in the fashion industry, Fashion Enter has a fantastic factory for large scale producing, and a smaller studio for grading, sampling and small production runs. Jenny soon realised that there was a significant



skills gap in the industry, and so established her Fashion Technology Academy to run alongside. This provides accredited training qualifications and is a leading provider for the Fashion and Textiles Apprenticeship Programme, and has seen significant growth.

Fashion Enter Ltd had been through a tough time, not least due to Covid and consumer buying shifts, and was facing a range of challenges, but she has determination, resilience and nimbleness, a strong ambition to recover lost ground, and a really loyal and diverse team, all essentials for growing a company to the next level. Having taken the business through a transformation process to streamline and reduce costs, she talked to Mark and Bev about opportunities and challenges, and it was agreed that the first essentials were to sort out the whole financial structure and functioning of the business.

Mark started by understanding the current Xero Chart of Accounts and the apportionment of charges to different parts of the business. He worked with Jenny and Callum to reassess the apportionment and build a template profit & loss chart for more departments in the business, in order to understand how each department is adding value. These templates will enable the company to assess risk and deliver management intervention in real time, which has been difficult so far. The company will implement these new processes immediately. This work has enabled the team to build more robust budgets for the next financial year and also report variance analysis.

There was also a need to review current financial team resources, where training and an additional fractional CFO/ Financial controller were considered. Our support also included Mark working with the team on their current dilapidations schedule, and consultancy on a specific pricing issue they had with a big tender for a potential two year contract.

The company now have a strong financial platform for reporting and budgeting strategy to enable the directors to make informed decisions faster, they are able to compete for new contracts with confidence, and in a stronger position to raise future investment into the business.

Steph comments: " *"The work has provided much greater visibility on cost structures following a dramatic period of change within the industry. The company has had to pivot away from bulk production to repairs, and as a result of this, the entire costing of the business has changed. The work with Mark and Bev has been vital to the success of this transition - and it looks as though our new contract will go forward with more favourable pricing! Thank you from everyone at FEL"*



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Skyline Chess

Skyline Chess design and manufacture unique chess sets inspired by iconic city skylines around the world. The company was founded in 2013 by two London architectural designers and avid chess players, Chris Prosser and Ian Flood. They bring over 35 years collective international experience, impeccable design and an unequivocal commitment to high quality craftsmanship to all components of Skyline's product range.

Having started the business from home, they gradually built up a range of city skylines, increasing their range of materials including bronze, acrylic and stainless steel, added personalised boards, and built a global client base, largely through trade show activities, organic web search and word of mouth.



One of the first businesses to successfully apply to the Haringey Business Growth Programme, Ian explained their challenges to programme lead, Bev Hurley, which centred around sales and marketing. Having grown the business to this stage, Ian was looking for strategic consultancy to take them to the next level, and particularly to increase their penetration in the corporate market and High Net Worth individuals.

To get the best foundations in place, we first reviewed their corporate collateral, website and analytics, making comprehensive enhancements to the messaging, navigation, keywords, and content structuring to enhance SEO. We recommended that Skyline invested in a CRM system to underpin their future new marketing activities and extract value from their customer list, and provided decision making support on which system would be best to integrate with Shopify, Xero and social media.

This was followed by detailed consultancy, strategy and practical steps on how to develop the corporate and bespoke market, including campaigns, list providers, audience segmentation, events, ads and influencers, and maximise their reach through emarketing and great content.

Ian and Chris have been delighted with how participation on the programme has really helped them move forward. Chris comments *"Bev and the team at YTKO have shown an excellent understanding of our company and strategic goals, and have helped us develop clear and actionable steps into accelerating its growth across a range of different areas. We've been thrilled to work alongside them on the program and excited to see where it takes our business"*.



With new markets planned, a new member of staff recruited, and the underpinning technology investment made, the business is set to grow rapidly - the sky's (line) is the limit! As always, the proof is in the pudding, and they've already secured five new contracts since enrolling on the programme.



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Vital Hospitality

Vital Hospitality is at the forefront of providing solutions that help commercial kitchens and bakeries reduce operating costs and carbon footprints. Among their innovative products is Spectank, a stainless steel tank that removes carbon buildup, fats, and grease from metal cookware and equipment and Beyond Oil, a patented breakthrough solution that eliminates free fatty acids from oils, extending oil life and reducing overall consumption by up to 70%. With these solutions, Vital Hospitality enables large food chains and food processing companies to operate more sustainably while cutting costs.



Vital Hospitality recognised that their website and marketing collateral was not effectively showcasing their full range of services. Through the Haringey Business Growth Programme they worked with Liz Ratcliffe, who started by conducting a comprehensive audit of their marketing materials and a competitor analysis.

This work revealed several areas for improvement so Liz then undertook a complete review of the website, particularly around crafting an improved value proposition and better customer persona alignment with the product offering. She recommended how the website structure should be improved with more prominent and easy access to key product information and benefits to help inform purchasing decisions.

The last area of her work focused on how the new website will integrate with other digital marketing tools, such as a regular newsletter and social media platforms, to expand Vital Hospitality's online reach. This will help foster stronger relationships with existing clients and attract new business by sharing valuable content, case studies, and product updates.

Julian Samuels, CEO of Vital Hospitality, expressed his delight with her service.

"Liz Ratcliffe's recommendations have been incredibly valuable, and the work on the new website is exciting. We're confident that the improved design, with clearer communication of our products like Spectank and Beyond Oil, will help us better engage with our clients and grow our business. The integration with digital tools will also allow us to stay connected with our customers in more meaningful ways."

With the website redevelopment about to start and the integration of digital tools, Vital Hospitality is well-positioned to continue supporting the hospitality sector to save cost, reduce their carbon footprints and operate more sustainably.



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Collins Sarri Statham Investments

Collins Sarri Statham (CSS) was born out of the frustration of its founders, who had had enough of the lack of personalised service and client focus in the stockbroking industry. Founded in the heart of the recession in 2008 by Luca Sarri, Wayne Collins and Brian Statham, CSS are trusted family advisors. They help their clients invest wisely through an individually tailored and personalised approach. The business has expanded steadily through word of mouth recommendations, and is now based in a family friendly office in Muswell Hill.



Luca explained their issues to Bev, which centred around needing an effective marketing strategy and action plan to improve their ability to generate new clients, whilst not having much capacity or resource to make the time to think about how best to do this and or create an effective strategy for growth. A familiar issue for many growing businesses! CSS have a multi-award winning market newsletter produced internally twice daily, but were not leveraging the value of their subscriber list and other assets to their full advantage.

It was agreed that the first consultancy activity would be to deliver a detailed competitor review so that we could understand strengths and weaknesses as a prospect would perceive them.

The results of this body of work then fed into a comprehensive rewrite of the content, structure and messaging of the corporate website for their web developer. This will make it easier to navigate, allow for better prospect data gathering and enhancing all opportunities to demonstrate CSS' advantages and key messages.

Bearing in mind the lack of internal marketing capacity, the final piece of work centred on creating an easily actionable plan for the immediate future. This included how to maximise and monetise the value of their newsletter subscription list, improving and extending the content that resonates most with readers, incentivised surveys of both clients and subscribers to inform future marketing, events and seminars, and utilising their shop window as prime adspace in the community.

Luca comments: " *The YTKO team have been exceptional in their support of our marketing efforts. Their expertise, responsiveness, and knowledge have significantly enhanced our outreach and engagement. In her first report, Bev did more in terms of creating a practical action plan to drive customer acquisition than our marketing team did in two years. I highly recommend them!*

Following Bev's invaluable input, we are preparing the team to implement a range of key enhancements. A new series of posters will be displayed in our shop front, the website is undergoing a complete overhaul, and we're upgrading our newsletter to better engage our audience. We're also in the process of recruiting an admin assistant to allow the directors to focus more on strategic marketing efforts, and we're bringing in a marketing consultant to drive our online and social media presence."

Jiddlers Tipple

Jiddlers Tipple was founded by Jacob Liddle back in 2019 initially as a home-brewing operation. Jacob wanted to create a perfectly balanced, great tasting session strength range of craft beers that were also vegan and gluten free. Jiddler's Tipple beers are also carbon positive - the core range are made with 40% solar power and the business offsets 25% more carbon than it produces through afforestation programmes. His business model was to outsource production and logistics to reduce overheads and capex, stay nimble and flexible, and focus on sales and marketing via On Trade, Off Trade and D2C channels.

Jacob used vintage shirt patterns from his own wardrobe to create a unique vintage design brand for his beers. The beers have now won more than 30 prestigious awards, including at the World Beer Awards, Great Taste Awards and Great British Beer Awards!



When Jacob joined the Haringey Growth Programme, he had already managed to get his beers listed in Ocado, Sainsbury's, Tesco and Whole Foods. He was looking for a 'board you can't afford' type of support, with monthly coaching sessions to discuss the growth strategy, any current challenges and guidance on how best to approach resolving them. A safe space and regular investment of time to work on the business, not in it.

It soon became apparent that, as the face of the brand and leading the sales drive, Jacob was at capacity, but as with many owners of small businesses, had been burnt by previous hires that just didn't deliver the revenues required. With the support of Gareth and the coaching team, we helped Jacob overcome his concerns about trying again, helping create and define the role, job ad and suite of interview questions for a new head of on trade sales. An ideal candidate was found and starts in the business in the New Year giving Jacob much needed capacity to drive growth in 2025.

As we continued our sessions with Jacob, he started to realise that he would need to raise growth investment to get him to his next goal of £1m turnover by the end of 2025, and double that the following year. This would help Jiddler's Tiddle produce more SKUs and bigger production batches to unlock economies of scale and improve margins.

Bev and Mark worked on the investment deck to help present the opportunity as effectively as possible, focused on the key things that investors look for in the initial deck and the supporting business plan and financials. Having done a small family and friends round, Jiddler's Tipple is now ready to go to the equity market with every possibility of success, despite the current climate.

Jacob says: ***"The support from YTKO team has been invaluable over the past months. As a founder in a small business, it can be hard to "get your head out the sand" and think outside the box of your business. Having regular sessions to sound out ideas, opportunities and challenges has been a breath of fresh air. I am massively grateful to Bev, Mark and Gareth for their support. They have been catalysts for new growth and opportunities in 2024. Thank you!"***



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Gravity Well Brewing Company

Gravity Well Brewing Company, founded by Ben Duck, is a unique microbrewery inspired by cosmic themes and the mysteries of the universe. With an innovative range that includes New England-style IPAs and experimental smoothie beers, Gravity Well has carved out a niche in the craft beer market and established a popular Tap Room. Their commitment to delivering high-quality, space-inspired brews has garnered a dedicated following, but the craft beer sector is a very competitive marketplace.

Ben explained to the Haringey Growth Programme team that they wanted to enhance their online sales, streamline customer interactions, and modernise their brand identity. Specific goals included upgrading their website to create a more engaging digital experience, improving their social media reach, addressing the underdeveloped brand storytelling on their website, and the need for an improved CRM system to foster customer loyalty and manage data efficiently.



We started by conducting a competitor audit to determine the current areas of strengths and weakness, and from this work, devised a comprehensive digital marketing strategy for Gravity Well. This plan focused on improving brand visibility, increasing customer engagement, and aligning Gravity Well's digital identity with its cosmic theme.

The strategy included three key components, firstly a website redesign with a revamped layout to improve user experience, featuring high-quality imagery, enhanced storytelling, more prominent product descriptions, a detailed "Our Story" section, and an intuitive e-commerce interface. We then recommended AI tools to enhance the visual design elements and facilitate better content creation, such as development of blog posts on space-inspired themes, beer trends, and brewing insights, predictive content suggestions and social media scheduling. This will help maintain brand consistency and streamline production, saving time for Gravity Well's team. As part of this work we also recommended improving their social media presence on Facebook and Twitter, and created an outline content calendar as a practical aide to getting this in place.

Finally, we encouraged Ben to invest in a CRM system such as Hubspot, which would integrate seamlessly with their existing Shopify and XERO platforms. HubSpot's robust email marketing, customer segmentation, and automation capabilities align well with Gravity Well's needs to nurture customer loyalty through personalised and targeted email campaigns. The CRM will also allow for tracking customer preferences, optimising marketing efforts, and improving customer engagement.

The collaboration with YTKO has set Gravity Well on a path toward digital transformation. Ben Duck, the founder of Gravity Well, shared his excitement about the positive changes ahead:

"Working with YTKO has been an eye-opener. Their insights into both traditional and digital marketing strategy have given us a clear direction to bring our brand's vision to life online. We're looking forward to unveiling a website that not only reflects our values and creative vision but also makes it easier for our community to stay connected and engaged."



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Nwando Care

Nwando Care is a respected provider of domiciliary and supported living services in North London. With a team of over 120 care professionals across seven locations, the organisation delivers culturally competent, person-centred care to vulnerable individuals. Despite its strong track record with service users, Nwando Care sought to strengthen its commercial positioning and build more strategic relationships with local authorities and NHS partners.



Through the Haringey High Growth Business Programme, we worked closely with the organisation's leadership to support its ambition to secure larger contracts, improve visibility, and better align with local commissioning priorities.

Our support began with an in-depth competitor analysis, examining how leading care providers across London used digital marketing, accreditations, and branding to build credibility with commissioners. The analysis revealed several practical ways Nwando Care could stand out more effectively, including developing content that showcased its measurable impact, expanding its digital presence, and improving search engine visibility.

We also provided a tailored partnership strategy focused on engagement with local authorities, NHS discharge teams, and integrated care boards. This included aligning Nwando Care's services with specific regional strategies—such as the Haringey Health and Wellbeing Strategy, the North Central London Integrated Care System (ICS) plan, and the borough's Joint Strategic Needs Assessment (JSNA). With this insight, we helped shape approaches to potential pilot programmes that would demonstrate the organisation's capacity to reduce hospital readmissions, support independent living, and improve outcomes for patients with long-term conditions.

A key part of the work involved strengthening how Nwando Care presented itself to potential partners. We supported the team to articulate a compelling value proposition, positioning the organisation as a trusted, culturally aware provider delivering cost-effective and community-driven care. We also made practical recommendations for improvements to their website, including the creation of a dedicated section for local authorities, as well as suggestions for content that would speak directly to commissioners—such as case studies, impact stories, and insights into how the organisation helps reduce pressure on NHS services.

The result of this support was a clearer growth strategy and stronger understanding of how to approach local authority procurement frameworks and NHS contracts. Nwando Care is now better equipped to present itself as a strategic partner, with a plan in place to improve its visibility, build relationships with key stakeholders, and demonstrate the value of its services through evidence-based approaches.

Emmanuel Akubue, Director of Nwando Care, commented:

“The support we received was transformative. It's helped us understand how to communicate our impact and position Nwando Care not just as a service provider, but as a true partner to local authorities and healthcare organisations. We've already begun implementing the recommendations and feel confident in our ability to secure new growth opportunities.”



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Cocorose

Cocorose London is an award-winning, London-based footwear brand known for its stylish, comfortable, and ethical vegan trainers. With a strong commitment to sustainability and cruelty-free fashion, Cocorose serves a growing audience of consumers who value both design and purpose.



Through the Haringey High Growth Business Programme, we worked with Cocorose to enhance its marketing strategy and customer engagement, helping the business stand out in an increasingly competitive sustainable fashion sector.

The support began with a detailed review of Cocorose’s current marketing channels, customer personas, competitor positioning, and digital performance. Although the brand had strong values, high-quality products, and a loyal customer base, it needed a refreshed approach to reach new audiences, grow its subscriber base, and convert awareness into repeat sales.

We provided a comprehensive email marketing and audience-building strategy, focused on ethical data collection and high-value lead generation. This included practical recommendations such as downloadable style guides, personalised quizzes, webinars with ethical fashion influencers, and sustainability-led content—designed to attract high-intent subscribers and increase engagement while remaining fully GDPR-compliant. Rather than relying on purchased lists, we encouraged Cocorose to grow its database through authentic value exchange.

To complement this, we delivered a competitor analysis and strategic marketing roadmap, identifying how leading vegan footwear brands leveraged influencer relationships, user-generated content (UGC), and community-based marketing. We advised Cocorose on ways to compete cost-effectively—such as targeting mid-tier and micro-influencers, running styling challenges, and amplifying customer stories across social media.

We also explored opportunities for retail partnerships, collaborations with aligned ethical brands, and PR activity with sustainability and fashion media outlets. These recommendations were tailored to Cocorose’s brand values and resource constraints, offering low-cost, high-return actions that could be phased over time.

The impact of this work has been significant. Cocorose now has a clear, actionable plan to grow its brand presence, deepen customer loyalty, and reach new market segments. The strategies provided offer a sustainable path to increase ROI across email, social media, and digital advertising channels.

“The support we received was incredibly detailed, practical, and insightful. It gave us a fresh perspective on how we connect with our audience and build our community authentically. We’re excited to roll out many of the recommendations and build stronger, more ethical growth in the months ahead.”— Janan Leo, Founder and Creative Director, Cocorose London

This case study demonstrates how tailored, values-led marketing support can empower ethical brands like Cocorose to scale their impact without compromising their mission. By focusing on community, storytelling, and smart digital tactics, Cocorose is now poised to thrive in the sustainable fashion space.



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Sound Disposition

Sound Disposition is an award-winning sound post-production company based in London, delivering high-quality services to the film and television industry. With a reputation for technical excellence and creative precision, the studio has worked on major feature films, documentaries, and television series. As the business looked to expand its client base and secure more consistent bookings for its ADR and post-production facilities, it recognised the need to enhance its marketing strategy.



Through the Haringey High Growth Business Programme, we worked with Sound Disposition to identify growth opportunities and refine its approach to marketing—especially towards TV and film producers, directors, and post-production supervisors.

Our support began with a detailed competitor analysis, benchmarking Sound Disposition's online presence, testimonials, service positioning, and social media activity against other leading studios. While the business had a high-spec website and a strong portfolio of past work, we identified several areas to strengthen: notably the absence of client testimonials, a lack of case studies, minimal use of video content to showcase the facilities, and limited engagement on platforms like LinkedIn.

To address these gaps, we provided a set of tailored, actionable recommendations. These included the creation of a dedicated ADR page on the website with detailed studio specifications, showcasing the company's unique capabilities such as remote recording, accessibility, and custom workflow solutions. We proposed the introduction of case studies to highlight successful past projects—demonstrating Sound Disposition's ability to meet tight deadlines & solve complex sound challenges. We recommended gathering testimonials to build trust and credibility with prospective clients.

We also focused on relationship-building and outreach. Suggestions included hosting open studio events for post-production professionals, offering behind-the-scenes tours, and creating thought leadership content to position Sound Disposition as an expert in its field. We advised on a targeted social media strategy, with a focus on LinkedIn, where Sound Disposition could engage with industry stakeholders through a regular series of content including behind-the-scenes posts, staff introductions, workflow showcases, and success stories.

From a strategic perspective, we helped define how Sound Disposition could better differentiate itself from competitors—by promoting its remote ADR capabilities, accessibility features, and commitment to sustainable practices. These elements could be integrated into all communication touchpoints, from the website to social media to pitch materials. This support has given Sound Disposition a clear roadmap for increasing its visibility, growing its reputation among key industry decision-makers, and converting interest into bookings.

"The analysis and advice we received was invaluable an incredibly insightful - it has been inspirational in helping us chart a path to growth. The recommendations were thoughtful, practical, and highly relevant to our industry. We've already begun implementing the many suggested changes and are excited about the direction we're heading." - Roland Heap, Director, Sound Disposition