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THE BEST MAGAZINE SPECIFICALLY FOR BUSINESS OWNERS

THE BUSINESS OWNER MAGAZINE

THE COVID VACCINE

CAN YOU REQUIRE EMPLOYEES TO HAVE IT?

We take a look into whether or not, employers can make it a job requirement for employees to have the Covid vaccine - a great discussion.

LET'S TALK ABOUT GOAL SETTING?

Having goal in your business life, as well as your personal, is an excellent way to motivate yourself and your team to all work collectively towards a common target.



LIFE AFTER SPORT - WHERE ARE THEY NOW?

We interviewed 3 ex-sportsmen about their lives after retirement, and how they have found entering the business owner world. A really insightful interview with some great answers.

LETTER FROM THE EDITOR

Welcome to another packed issue of The Business Owner Magazine.

In this issue we have some fascinating interviews including three ex professional sportspeople on life after sport. We also have an interview with a one time CEO now running her own business in a real change in career.

The recent weeks in the UK have seen positive changes and it is so nice to see things finally opening up and business people able to meet face to face once more.

There is a new norm and we as a company have decided to stay with our home working options for our team, one that leads to a better work life balance, allows for staff savings on travel and ultimately makes us a greener company.

Where the world goes next is an interesting question and in the coming months we will be talking to more business owners on this subject, seeing how a business has changed through Covid and how the business will continue past lockdown, are there benefits and what are they? Any business owner who is successful sets goals and in this issue check out our article on goal setting.

Finally, do support fellow business owners, especially those who run a business in hospitality and do try to buy local and support local.



Business Owners come in all shapes and sizes and have a variety of different needs and wants, but what we all have in common is the desire to build something and share it with the world. This publication aims to share those stories, struggles, innovations, tips and glories, positively.

NO click bait, NO hard sells, NO doom and gloom, NO whining, NO rehashed PR content.

“

**BUSINESS IS THE ULTIMATE
SPORT. IN BUSINESS, AS
IN SPORT, THE ONE THING
YOU CAN CONTROL
IS EFFORT.**

- MARK CUBAN

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CAN EMPLOYERS REQUIRE EMPLOYEES TO HAVE A COVID-19 VACCINE?

Covid-19 has created many challenges for employers. Between the sudden need to accommodate homeworking and the introduction of furlough, most employers have had to make changes to their working practices.

Thanks to the new vaccines, it looks as though there is now light at the end of the tunnel, even if it's not entirely clear how long that tunnel is. It does seem, however, that the more people who are vaccinated, the shorter the tunnel becomes, and we can all get back to 'normal'.

**BUT THIS RAISES THE QUESTION – CAN EMPLOYERS
REQUIRE EMPLOYEES TO HAVE A COVID-19 VACCINE?**

The starting point is that there is nothing in law that can force anyone to have a vaccine. Any individual can refuse to be vaccinated. Indeed, the Public Health (Control of Disease) Act 1984 ensures that no one can be forced to have a vaccine. Of course, if any government tried to enforce this, there would likely be a breach of article 8 of the European Convention on Human Rights – the right to a private life.

As such, it would seem unlikely that employers can simply force employees to have a Covid-19 vaccination, as a general rule.

However, whilst employers cannot force employees to have a vaccine, the question

remains, can employers refuse to employ someone, or subject an existing employee to disciplinary proceedings for refusing to get a vaccination at their employer's request?

On one hand, it can be argued that the requirement to get a vaccine is a reasonable management instruction where there are health and safety reasons for requiring employees to be vaccinated. Under the Health and Safety at Work Act 1974, employers have a duty to provide a safe working environment for its employees, so there is an argument that by requiring employees to be vaccinated, the employer is fulfilling that health and safety obligation. As such, any refusal by an employee could be seen as a failure to follow reasonable management instructions.

Further, if employees are having contact with clinically vulnerable individuals (for example a retirement home, or other caring facility) employers have a responsibility to protect the health and safety of the people that are being cared for. Again, any refusal by an employee to get the vaccine at the employer's request could be seen as a failure to follow reasonable management instructions.



However, employers should be warned that if they do want to take action against employees who refuse to get vaccinated, there is a risk of a breach of human rights (as above) and discrimination legislation. For example, employees may refuse a vaccination due to religious reasons, or due to an existing long term medical condition. These scenarios could give rise to religious or disability discrimination claims. Further, 'anti-vax' beliefs could be protected as a philosophical belief under the Equality Act (although this is yet to be tested).

Age discrimination may also be another risk facing employers who want to insist on workers being vaccinated. This is because

younger workers will be last in line to be offered the vaccination, and as such, they will find it more difficult to comply with the employer's requirements, in comparison to their older colleagues, through no fault of their own.

Therefore, any requirement for employees to be vaccinated should be thoroughly considered and



balanced. Any action to compel an employee to have the Covid-19 vaccine should be proportionate to achieve a legitimate aim. Employers should consider – is it really necessary and justifiable? What are the risks if employees aren't vaccinated? Do these outweigh the rights of the individual refusing the vaccination?

Each case will come down to its own facts and should be approached with caution.

That said, from the figures we are seeing from the vaccination programme, it seems that only a very small group of individuals are refusing the Covid-19 vaccine. So, in reality, there may only be a very small percentage of employees who will refuse to be vaccinated and hopefully, not many employers will have to face this problem.

ACAS has recently updated its working safely guidance, with further information about workplace Covid-19 testing and vaccination.

It contains good practice advice about what to discuss with staff when implementing workplace testing – including how testing operates, how test results will be communicated, and how testing data will be used and stored in line with UK GDPR.

There are also helpful suggestions about how to support staff to get the vaccine. You might consider offering paid time off for vaccination appointments, and full pay (rather than SSP) if staff are off ill with side-effects following a vaccine. The guidance is that, in most cases, it is best to support staff to get vaccinated rather than making it a requirement. However, if you feel it is important for staff to be vaccinated, you should consult with them.



The latest version of the ACAS guidance noticeably omits several points which previously featured.

The guidance no longer states that:

- employers cannot force staff to be vaccinated
- employers should only make it mandatory to get the vaccine if it is necessary for someone to do their job
- if an employer believes that an employee's reason for refusing a vaccine is unreasonable, this may in some circumstances be a disciplinary issue.

Rather than an implied admission that these statements are incorrect, the removal of these points is probably more simply an acknowledgement that they are not straightforward issues.

Willans' legal experts are on hand with practical, clear and commercially-sound support, whatever challenges your business may face in the months or years ahead. Get in touch for more information. If we can help you with any employment law-related issues, please get in touch.

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COMPANY OVERVIEW

- Name	Martyn Arnold
- Company	ABS Ltd
- Position	Managing Director
- Industry	Industrial and Commercial Heating



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What does your company do?

Supply and install Radiant and Warm Air heating in commercial buildings. We also do repairs and maintenance.

What changes or challenges do you foresee for your company in the next three years?

Recovering from the effects of the Covid-19 pandemic and we are also moving to a new premises which I am sure will come with its own stresses!

Are you optimistic, realistic or pessimistic about 2021?

Optimistic, the only way is up.

What is the most important task you carry out each day?

To obtain new business and meeting prospective clients.

What is your company's most important KPI?

To set reasonable targets given the current climate.

What positive effects has your company experienced during lockdowns?

Being able to visit areas that can be overlooked during the normal year.

What causes you the most stress in your business?

Nothing in particular, just the normal day to day of running a business!!

If you could instantly change one area or thing about your business, what would it be?

Seasonability

How would you rank the following in order of importance (1 most, 5 least)

Environmental, Strong financial data, Sales pipeline, Team communication & Social media..

They are all as important as each other, though we have noticed in the recent years how social media is now more prevalent than ever.

What do you do to unwind?

I am a season ticket holder at Arsenal, so watching football. Walking our boxer dogs and when restrictions allow visiting our static home in Bude, Cornwall.

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LET'S TALK ABOUT GOAL SETTING

In driving terms if you don't have a destination, you will drive around aimlessly. Goal setting is written about for sport, for business and in life coaching. Goal setting is the crucial area for any clay shooter. It is your very own plan of how far you really want to go with your business.

Let's look at the two most important aspects of goal setting; the first type of goal is an outcome goal - this is a goal that only has one of two options to it - win or lose/achieved or not. The second is a performance goal. Always regarded as the 'harder to define' goal, it is based on elements of the performance. Both types of goal are used - those at the very top level will be very focused on outcome goals, with a mix of performance goals. Those moving up through the ranks will be using performance goals and, less frequently, outcome goals.

In business there are too many people using outcome goals. If you solely use outcome goals, then negative times will occur as any unreached goals or bad days will lead to more mental downers - only the very strong minded will ever succeed using this goal type. The performance goal is based on all elements of your business; areas to improve on, areas of focus and, ultimately, if all

performance goals are reached then the outcome will be achieved.

SO, LET'S LOOK AT
'GOAL SETTING'
RULES.

Setting goals is based on a **SMART** principle:

S - Specific | **M** - Measurable
A - Achievable | **R** - Realistic | **T** - Timed

So, what does this mean for you?

The best concept is the Pyramid of Success model.

Outcome/Dream Goal
5-10 Years

Long Term Goals/Outcome Goal
3-5 Years

Mid Term Goals/Performance & Outcome Goals
1-3 Years



Short Term Goals/Performance Goals
6-12 Months

Micro Goals/Performance Goals
3 Months

Macro Goals/Performance Goals
4 Weeks

The goals you need to focus on for your business could look like this:

Consistent gains are based on performance goals.



The Short-Term Goals coupled with your Micro & Macro Goals are the building blocks for you to improve in you and your business. Let us look at the detail needed for you to use these effectively.

If you want to be a multi-national, say GymShark, then what do you need to concentrate on what is needed to operate at the very highest level? The areas would be sales, design, customer service, logistics, pricing, marketing.....

If you looked at these in even more detail you would start to break down each part - mystery shopping as a part of customer service.

To be the best you need to have dream goals, mostly unrealistic, then your long-term goals and then mid term goals. The most effective goals are your short term, micro and macro goals - these goals create the path to ongoing growth and success along with defining the evolution of the

business.

Make your goals, review your goals and always use SMART.



OVER TO YOU

WRITE DOWN SOME SPECIFIC GOALS

What is your Dream Goal for your business?

What is an Achievable Outcome Goal for you in 3-5 years' time?

What do you need to work on for this year?

What are you going to work on in the next 3 months?

What will you do this month?

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PHIL COLEY
SALES EXPERT

Phil Coley has been involved in B2B sales for over 30 years both in direct sales and telesales. From selling newspaper advertising through to large integrated software Phil has a varied background and knowledge to impart. Phil has worked with companies including Vodafone, Virgin, Daily Mail Group and many others.

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CAN SMART WATCHES IMPROVE YOUR WELLBEING?



Smart watches are taking an increasingly front and centre position when it comes to technology that promotes good health. A popular option for those who want to have easy access to multiple smart functions, read on to learn some of the benefits of these increasingly clever gadgets.

A STEP ABOVE A FITNESS TRACKER

Granted, it all depends on what you want from your device. But thanks to their larger screens, smart watches tend to be more comprehensive in their offering compared to the standard fitness tracker. As well as being able to monitor your fitness goals, they can give more detailed notifications on your sporting metrics, as well as text, call and email access, without needing to reach for your phone.

The ability to leave your mobile at home if you chose (or for it not to be the end of the world if it's forgotten) may appeal to those who are busy and want wearable tech that does it all.

MORE IN-DEPTH ANALYSIS AT THE TOUCH OF A BUTTON

Want to track your sleep? You got it. Want to check your heart rate? No problem. While the fitness trackers of old may have been limited to counting steps and recording running data, new advanced features such as heart rate monitoring, mean that smart watches can provide a much wider view on your health than previously possible.

Apple was the first company to develop the ability to provide an electrocardiogram (ECG) using a smart watch. The electrical heart rate sensor built into the back of the watch can detect irregular heart rhythms, something which can increase the risk of a stroke. You can then download the data to print off for your doctor. There are now several smart watches on the market with similar technology to provide ECGs.

But it's not just heart rates that can be tracked. Fitbit claims their new smart watch, Sense, can actually detect stress by providing electrodermal activity (EDA) readings. Launched last year, Fitbit says of the new feature, "EDA responses are tiny electrical changes on your skin which may indicate your body's response to stress." The idea is that the user can identify triggers and work to manage these, promoting a more proactive approach to dealing with stress.

PRACTICAL STEPS TOWARDS IMPROVING YOUR WELLBEING

Of course, there is no point in purchasing and tracking these features just for the sake of it. Instead, smart watches allow the user to take a hands-on approach to become fitter, in body and mind, by providing them data that can help to mitigate health issues before they arise.

It is well documented that exercise has a positive effect on mental health, as well as physical, so fitness apps are beneficial to wellbeing as whole. And having complied figures that illustrate, for example, that you're less stressed on a day where you've

completed 10,000 steps, or your sleep quality is improved on days where you've been better hydrated, allows you to turn data into results.

And that is the key to getting the best out of your smart watch; using your own personal health data to improve your quality of life. An increasing number of group policies are now providing discounts on smart watches.



To find out how you can take advantage of these offers, don't hesitate to get in touch with the team at **Brunsdon Financial.**

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WELCOME TO THE BUSINESS OWNERS MAGAZINE QUICK INTERVIEW – CONDUCTED IN A VERY SOCIALLY DISTANCED FASHION! HERE WE TRY AND GET AN INSIGHT INTO A COMPANY LEADER AND THEIR INDUSTRY TO FIND OUT WHAT MAKES THEM TICK AND HOW THEIR CHALLENGES AND LESSONS COULD HELP YOU IN YOUR BUSINESS.

PERFECT CANDIDATE

Thank you for agreeing to be interviewed by us and we are really looking forward to hearing your story and gain an insight into your business and the business journey you have been on. Where do we start?

You are owner and founder of Perfect Candidate, which is a recruitment firm, but before that you were CEO of a large multinational company.

TELL US ABOUT THE DECISION MAKING TO GO FROM CEO TO SETTING UP YOUR OWN BUSINESS.

The large multinational operates a decentralised structure that encourages entrepreneurial culture and allows their leaders to run their own businesses with support of the group. So, I was really fortunate to have worked in such an environment that enabled me to utilise my entrepreneurial spirit and my strong appetite for learning new skills, to build and grow a successful Group of businesses, that continue to go from strength to strength today. It is great to see the foundations I put in place being now taken to a new level under new leadership.

The decision to leave my position as CEO was taken on my 35th anniversary with the business, which was a very poignant time to take such a decision for both personal and business reasons. On the business side, it had reached a point of some key decisions on strategy, structure and skills required to continue the successes. On the personal side I had relocated down to beautiful Somerset and felt it was time to get the

work-life balance a bit more in order.

WHAT WAS YOUR ROLE AND RESPONSIBILITIES AS CEO?

It was a great mix of being strategic and hands-on. The group consisted of different sized businesses with operations based in the UK, Germany and North America. At top level, responsibilities were focused on the overall strategy of the group, ensuring that a helicopter view of all the aspects of the Group were in place. Being the main point of contact with strong communication with the Board of Directors.

It was also getting the balance between remaining externally facing, i.e., how to build and grow through organic initiatives and company acquisitions plus ensuring the internally facing financial reporting and regulatory compliance that comes as part of CEO territory was all to the high PLC standard. At the business unit level, my role, responsibilities and involvement within each business varied year on year. For example, the business in North America was a start-up project that I instigated right from market research to physical choice of location and premises etc.

I was actively involved as Managing Director of the business until the business was established and a new leader of the business selected. Another example would be the level of acquisition activity in any year which consisted of pre-acquisition negotiations and then the post-acquisition activity which for a couple of years would be

active hands-on involvement. This varied from engaging in detailed negotiations with key customers and suppliers, new marketing initiatives, new system/ERP implementations, process optimisations, property moves and succession planning for leadership or management changes going forward. For the more established businesses, it was ensuring the top team had a clear vision of the strategy and that the managers of these businesses were well motivated and incentivised to drive the businesses forward.

TELL US ABOUT YOUR CAREER PATH TO BECOMING A CEO.

I am an example of a late starter, and my learning style is pragmatic. Not being an academic, I just went through the motions of school, coming out with middle of the road grades. I went onto college to do a secretarial course with no real thoughts on where that might specifically lead.

Our head tutor was a true inspiration - she not only taught the practical side but also so many valuable insights into getting you ready for the real workplace. She shared her life stories and stories of the career paths of many of her pupils. When I reflect, this is where my ambition lightbulb started to flicker. Upon leaving college, I landed a secretarial job for a Sales Manager who was out of the office a lot and I had quite a lot of spare capacity, so I used to go and offer to help out in the sales office which was always super busy. When a full-time position came up as a Sales Co-ordinator I applied and was successful. Shortly after accepting this position, the division I worked for were involved in an MBO and I was selected by the new owners to join them. I was made an offer that I couldn't refuse to join them.... less pay, longer hours and less job security...but without any real rhyme or reason, I found the prospect of joining something new exciting, and this was my lucky break.

Of course, rarely does luck act on its own, it



- KAREN CLAPP, MANAGING DIRECTOR AT PERFECT CANDIDATE

is usually how you use that luck. As with most start-ups it was a small close-knit team and it was literally all hands-on deck to support the customers, especially as the business was such a success from the get-go. One minute I could be quoting, pricing, entering orders, expediting orders and then the next minute out in the warehouse picking and packing the goods as the customer had an AOG (Aircraft on Ground), or a Formula One team had to get to the track. My path was learning everything from grass roots and every angle of the business - sales, warehousing, quality management, purchasing and credit control. The owners were great mentors, role models and inspirational which was the catalyst to further unlocking my ambition.

As the business was such as success, I found myself after a short space of time, leading my first team as Customer Service Manager. Eager to succeed as a new manager, I decided to enrol myself with the Open University on a Customer Service Management Certificate course. Initially my intention was just to complete this Certificate, but I got the learning bug and ended up completing the full MBA course in my spare time. I was fortunate that I was able to apply the MBA course in the workplace, which really suited my pragmatic learning style and was a key completing the MBA was a key contributor to me being

selected for promotions as the business itself grew. When the owners exited the business, I was selected to take the lead role initially as Managing Director and then later CEO as a result of the Group's growth from a single unit UK based business to a multi-unit international business.

YOU CAREER PATH NEVER INCLUDED RECRUITMENT, SO WHY CHOSE TO BE A RECRUITMENT COMPANY?

Whilst my career path never included specialist recruitment, people are the heart of the success of organisations so recruiting and retaining the right talent I see is one of THE key ingredients to my own success. I have chosen the recruitment sector as I believe I can make a real difference to the clients I work with by finding them talent that will have a positive impact on their business performance. From a candidate side, it is a great feeling to know you have had a positive impact on a candidates' life by finding them a job that matches their skills and requirements and then watch them realise their full potential and ambitions. With recruitment, I can use everything I have learned in business. I can sit in the shoes of a CEO, Director, Manager and not only look at the job description for matching hard skills, but work in unison with them to find the candidate with a view on the softer skills and cultural fit and business

strategy/plans.

HOW DIFFERENT IS IT BEING YOUR OWN BOSS VERSUS BEING A CEO?

The biggest differences are that there are no people management responsibilities and the level and detail around financial reporting and compliance. The rest as I see it is about scale.... having a Strategy, Business Plan, Financial Plan are as equally important in a smaller business than they are in a larger business. They are probably even more important especially if you are entrepreneurial in nature. I know I could be very easily distracted by so many opportunities that present themselves and having the Strategy and Plan in place, I personally find it invaluable to help guide decisions when opportunities are presented.

WHAT SKILLS DO YOU CONSIDER YOU HAD AS A CEO THAT YOU USE TODAY IN YOUR BUSINESS?

There are so many transferrable skills but to name a few. Passion to succeed, positivity, having a growth-mindset and being able to think outside the box is in my blood. A high level of ethics, strong values are all very important and top of my agenda. Associated with this are transparency and trust which comes hand in hand also with strong communication and collaboration with candidates and clients and is at the heart of building strong business relationships.

And last but not least, the ability to listen and keep an open mind which is obviously relevant in interviewing, when receiving a job briefing but also in keeping an eye on what new is emerging in the industry.

HAS IT BEEN A STEEP LEARNING CURVE AND WHAT HAS BEEN THE BIGGEST CHALLENGE OF BEING YOUR OWN BOSS?

Even with so many transferrable skills - YES it has been a steep learning curve but as I said earlier, I am a bit of a learning junkie, so it has also been an incredibly rewarding and enjoyable journey. My



weakest subject is IT, so my biggest challenge and frustrations are when the tech bits don't work. The contractual / legal / compliance side has also been a big learning curve, plus linked with this was selecting the right specialist recruitment software and configuring it. One of the first things I did was joined the REC (Recruitment and Employment Confederation) and went on a recruitment start-up course which was incredibly useful.

YOU STARTED THE COMPANY IN THE PANDEMIC, HAS THAT BEEN A GOOD OR BAD THING FOR YOU?

I had started before the pandemic but because of the learning curve and wanting to make sure all my foundations were in place, I had January 20 as my planned date for really starting in earnest with business development and acquiring new clients. In some ways the pandemic has been helpful, such as remote interviewing and all those tools have become mainstream now. You can be anywhere with a decent internet connection and still do quality interviews and screening and it allowed me extra time to get the recruitment software populated and my processes fine-tuned. The most difficult part particularly in the early days was the business development as key decision makers and HR Managers were largely focussed on what the pandemic meant for their business.

WHAT DOES PERFECT CANDIDATE DO DAY TO DAY AND WHAT IS YOUR VISION FOR THE FUTURE OF YOUR BUSINESS?

The focus is still on permanent and fixed-term placements. We are multi-sector; however, I draw on my sector knowledge to specialise in Aerospace, Defence, Motorsport, Energy, Construction and Industrial. I also draw on my extensive network in these sectors covering positions such as Executive and C-Suite positions, Mid/Senior Management, General Management, Sales & Business Development, Customer Experience, Procurement and Purchasing, Finance, Operations and Logistics, Distribution and

Manufacturing. The vision for the future is to build a group of carefully selected, like-minded individuals who want to be their own boss too working closely together in these sectors, effectively as a small select franchise. My crazy goal is to have a foot hold also in North America!

DO YOU WISH THAT YOU BECAME YOUR OWN BOSS SOONER?

Yes - definitely.

LASTLY, WHAT ADVICE WOULD YOU GIVE TO ANYONE CONSIDERING GIVING UP A WELL-PAID CORPORATE ROLE AND GOING ON THEIR OWN?

Be clear about your reason for wanting to go it alone. Make sure you have the full support of your family/friends, have a clear vision, plan and timescale. Decide what you can do or want to do yourself and be realistic in your planning about this. Main thing is - What does success look like, taste like and feel like to you outside of the corporate world and don't lose sight of this on your journey.

Thank you again for your time and being interviewed by The Business Owner Magazine.



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IS EMAIL MARKETING REALLY DEAD?

Phil Coley shares his sales knowledge with you in this months Business Owner Magazine.

There has been much talk that email marketing is dying or dead, but is that really true? The world of sales has not really changed, but the world of marketing has been turned upside down over the last 15 years. In the 1980's you could only grow your business nationally by print media, both print advertising and print direct email or tv advertising, the 1990's added radio to that mix, then came the new millennium.

Email was actually the precursor to the internet, sending a communication from one computer to another via an email. For me I really became focused on emails in the early 2000's and could see the power of reaching out to an individual through this medium as a cost-effective direct sales tool. Many people have recently said that email marketing is dead and digital marketing should fully focus on paid advertising



through Facebook and Google. For me personally I don't agree that email marketing is dead, I believe, it is growing for those who are forward thinking and prepared to commit for consistent email marketing. So, let's look at some of the ways that you can use email marketing for your business. I want to share my experience and methods that I use for our own customers at iPlus and for those I work closely with when consulting.

Email marketing is the quickest and easiest way to reach thousands of people within seconds, done right it is the most powerful tool to use, used wrongly it is the quickest way to lose customers or potential customers. Email marketing is the use of email addresses and reaching out to those people through an email or an email form. The use of email forms are the most common for email marketing campaigns and people are familiar with Hubspot, Mailchimp, Constant Contact or other email marketing tools.

To do any email marketing campaign you need:

- Email Addresses
 - Targeted Data
 - Personalised
- Clear Message
 - An Offer
- No images
 - PS
- Opt Out

Let's look at each of these and explain why.

Email Addresses

The most obvious thing, but you need email addresses to run a campaign, but it doesn't matter if you have 5 or 50,000 email addresses, so quantity is not the number 1.

Targeted Data

You need as much information as possible on each person on the email list, you need to be able to segment the data to be even more targeted.

Personalised

The best emails are personalised and not only using the person's name but are written

and signed off by the sender.

Clear Message

A clear message comes from what you want to achieve from your email being sent out, do you want more opens, more clicks, more responses or more unsubscribes. Messaging begins with the email subject through to your sign off.

An Offer

It is important to have an offer, it does not need to be a give-away, but it needs to give the recipient something of value, be it a case study, and discount, a video but giving information or educational to the person.

No Images

Many people will argue that you need to have imagery, I disagree and will always say words over images on an email campaign, unless the recipient is an ongoing customer. Images can lead to spam; images can make a message very long on a mobile device.

PS

A PS is hugely powerful if you personalise your emails, over 60% of people will read a PS before the main message.

Opt out

When you have an email list, the most important figures to get to are high open rates, high click rates and low unsubscribes. To achieve the above you need to get rid of those who never open or never engage - the best way is to ask people to unsubscribe. Never ever get upset if you get unsubscribes, they will never buy from you!

Check out the free Sales Bootcamp available here - <https://bit.ly/sales-boot-camp>

Phil Coley is a Director of iPlus Group and heads up the iPlus Sales and Lead Generation division. Phil has vast experience in direct and telephone sales having worked in both B2B and B2C. Phil works closely with clients in outsource sales solutions, sales training and speaking. Find out more at iPlus Sales.

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LIFE AFTER SPORT

“

SPORTS DO NOT BUILD
CHARACTER. THEY
REVEAL IT.

- JOHN WOODEN

SHANE MONAHAN



Sporting Credentials: Former professional rugby player (Irish u20's 2007 Grand slam winning squad) ex Leinster, Connacht, Rotherham Titans, Gloucester & Munster rugby

Retired: November 2015

Current Job/Business: Founder & CEO of the social audio platform Limor - www.limor.ie

JOHN FINNIGAN

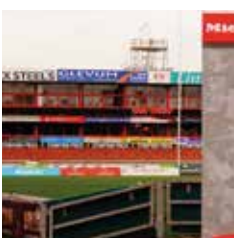


Sporting Credentials: Former Pro Footballer: Nottingham Forest, Lincoln City, Cheltenham Town, Kidderminster Harriers

Retired: November 2011

Current Job/Business: Brand Ambassador for Jonny-Rocks Luxury Chauffeur Services. Just left Cheltenham Town FC as Commercial Manager after 6 years in post - www.jonnyrockschauffeurs.co.uk

ANDREW HAZELL



Sporting Credentials: Former Gloucester Rugby player for 17 years - 7 caps for England

Retired: February 2014

Current Job/Business: Managing Director & Smart Home Sounds - www.smarthomesounds.co.uk

When did you know it was time to retire?

Shane: It was not one thing it was an accumulation of things over the course of my last season in Gloucester. During that difficult year I feel out of love with playing the game professionally. Not getting to play combined with a shoulder injury had a very negative impact on my stock value when trying to get signed by a new club. After having 3 great years playing in the UK at 28 years old within the space of 8 months, I was basically back in the same position I was in when I left Ireland at 23, time and age was against me, and I didn't want to have to try climb the rugby ladder again. After a short-term contract in Munster I didn't look for another club again.

John: After a number of recurring calf injury setbacks at the age of 34, although it was extremely difficult to accept, I knew my body was telling me that it was time to bow out.

Andrew: I suffered from a series of concussions and as I was 36, I felt it was the right time.

Were you able to prepare for life after sport, if so, what did you do?

S: Yes, throughout my whole career I had many instances where I encountered road blocks to achieving my goals in professional rugby, be that injury or lack of opportunity. I was constantly aware that my career could be over at any stage and almost was a few times. With this in mind, I completed a degree in Product Design while in the Leinster academy. I also started an art and clothing business while playing in Gloucester. I must give a shout out to Josh Frape and the RPA who were a fantastic help and support to me when it came to my business ideas and networking. They are still helping me today in regard to my tech business Limor.

J: I gained some football coaching

qualifications whilst still playing, Level 1, Level 2 and my UEFA B licence which would allow me to coach around Europe at the time. I, and many others imagined that coaching and management in football would be a natural progression for me but when I tried my hand at it, I didn't feel it suited me which was quite a shock, but I chose not to follow that path having realised I wouldn't feel happy doing so.

A: Yes, I prepared a few years before by setting up the company and doing lots of research into eCommerce. I studied SEO a lot, which has paid off now.

Why did you choose to do what you do now?

S: There are many reasons, to begin with Limor is a brilliant, creative and innovative idea that allows me to meet and work with some amazing people. In this business I can tap into my artistic side as well as my business and product design experience which I love. Another reason why I chose this path is, it is mine, there are many variables but, in the end, I am in control of whether I succeed or fail, that was not the case in my rugby career. But I must say the main reason is I have a real passion for it, I have a set a goal and I am determined to make it become a reality and a success. This approach is what I know, and I am used to from my previous rugby career.

J: The truth is I didn't, I have been fortunate that opportunities have fallen my way, partly due to luck and timing but also because I always tried to help and support people in my playing days and I have found those people I helped back then are more than willing to help me now. I feel my strengths are in developing relationships and trust with people and that has served me well in my role as a Commercial Manager with my focus on Partnerships, account management, sponsorships and hospitality sales.

A: I have a passion for music, and I was always giving advice to friends & family on what audio / TVs to buy so it seemed like a natural progression. I also wanted a completely different challenge from rugby.

What is the biggest challenge you face being in business?

S: Other people believing in my vision for Limor. I know that it will be success but people who are not involved in the day to day of the business often don't understand that or have the ability to see it. However, I do have some brilliant people in the Limor team who do share my vision. Ultimately it will be this strong team environment that will make the business succeed.

J: Competition, being a small fish in a large pond and living and working in an area where football is not the number 1 sport. Cheltenham Racecourse, Gloucester Rugby Club, Gloucestershire county Cricket club are looking for partnerships and sponsorships in the sporting arena and they are all premium brands. It's tough to compete but it has been an enjoyable challenge. Attracting more regular supporters is the biggest challenge, hopefully one day we will see the fan base grow.

A: I think it's just being in business itself. We are in a very competitive market, competing against big corporations with huge marketing spends. On the flip side this is also one of the most satisfying parts of the business when we can react quickly and offer customers a genuine reason to choose us.

What is the number one thing you learnt from your professional sport career that you use today?

S: I can't say one thing, it's a combination of things, you can't make a great meal without a number of different ingredients, lessons

learnt from professional sport is the same. Top of the list is you have to have passion for what you do, it gives you a reason to get out of bed in the morning, If you can find that you are very lucky. But passion alone is not enough you need to have complete belief in what you are doing and the work ethic to match it in order to succeed. The importance of having good like-minded people around you to support you on your journey is also essential, that was the beauty of playing in a rugby environment all the great teammates and friendships that I made along the way.

J: That you have to be mentally strong and believe in what you are doing, you have to be resilient. Work hard and you will reap the rewards. You are only as strong as your weakest link and the team is always more important than any individual. Be the best you can be and always be willing to listen and learn. There are ups and downs, but you have to always know that change and success stories can be just around the corner when times are tough, you just have to be willing to get your head down and make things happen. Never Ever give up on what you believe in. The same philosophies i try to live by apply in sport, business and life in the most part.

A: Managing people. The best coaches I had managed to get the most out of their players and knew that what motivates one person can be completely different to another. Also, the most talented person may not be the best choice for the team.

Which is harder - sport or work? And why?

S: Sports most definitely, for a start you can literally be killed every time you walk onto a rugby field or very seriously injured, I sustained that many serious injuries many times during my career. You don't have that risk turning on your laptop. As an entrepreneur you have a lot more control over your own destiny, you can choose your teammates and what arena you

want to play in, in sport almost every decision is made for you in one way or another. This has both positives and negatives, but I feel you can only do that for so long as a person, especially if you are an independent minded person.

J: Sport became work for me, but it was a huge privilege to do what I loved for a living, so it very rarely felt like work. I don't think there is a correct answer to that question. They are both hard if you want to reach the top, nobody is given anything, you have to earn it. Cristiano Ronaldo for example probably works harder than anyone in world football and he is reaping the rewards and deserves his success. It's the same in business, if you want to reach the top and be the best you must do the same. All high achievers work hard even though for some it may come more naturally than others.

A: 100% work. When I was playing rugby, I always thought the coach had the toughest job as he has to have a good game plan as well as motivate the players and also be able to react when things go wrong. As a player your main worry is making sure you do everything in your power to make you the best player you can be. Running a business is very different.

How can people follow you?

Shane Monahan:

Limor: @ShaneMonahan
Instagram: @Shanemonahandesigns
Linkedin: Shane Monahan
Twitter: @themainmanmono

John:

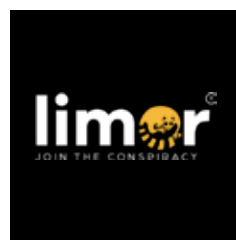
Linkedin: John Finnigan

Andrew:

Instagram: @smarthomesounds
Linkedin: Smart Home Sounds
Twitter: @smarthomesounds
YouTube: Smart Home Sounds

SHANE MONAHAN

WWW.LIMOR.IE



Sporting Credentials:

Former professional rugby player (Irish u20's 2007 Grand slam winning squad) ex Leinster, Connacht, Rotherham Titans, Gloucester & Munster rugby

Retired: November 2015

Current Job/Business: Founder & CEO of the social audio platform Limor - www.limor.ie

JOHN FINNIGAN

WWW.JONNYROCKSCHAUFFEURS.CO.UK



Sporting Credentials:

Former Pro Footballer: Nottingham Forest, Lincoln City, Cheltenham Town, Kidderminster Harriers

Retired: November 2011

Current Job/Business: Brand Ambassador for Jonny-Rocks Luxury Chauffeur Services. Just left Cheltenham Town FC as Commercial Manager after 6 years in post - www.jonnyrockschauffeurs.co.uk

ANDREW HAZELL

WWW.SMARTHOMESOUNDS.CO.UK



Sporting Credentials:

Former Gloucester Rugby player for 17 years - 7 caps for England

Retired: February 2014

Current Job/Business: Managing Director & Smart Home Sounds - www.smarthomesounds.co.uk

IMPROVEMENTS IN EMPLOYEE WELLNESS

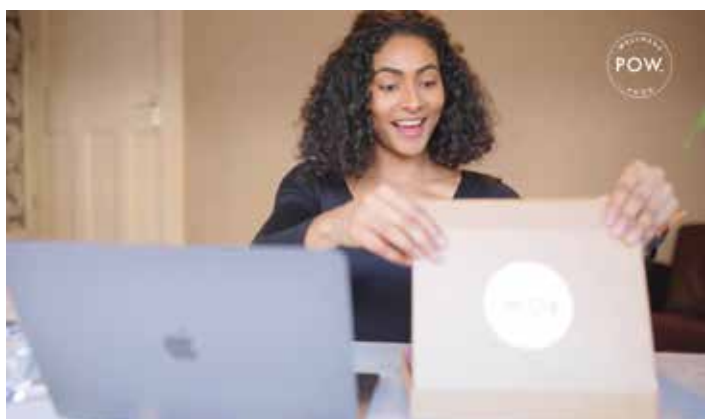
DRIVE UP LEVELS OF **PRODUCTIVITY & PROFITABILITY**

Mental health has become one of the biggest challenges for employees and employers to manage with the continuously evolving work dynamic and the hybrid working at home and the office.

According to Oracle, 2020 findings, three-quarters of 12,000 employees believe their company should be doing more to protect the mental health of their workforce.

Ali Warburton, CEO & Founder at POW FOOD, explains, *"For employees to feel valued, their employers need to demonstrate that they care about their wellbeing. We think people want to be liked but we need to be needed - the pandemic has highlighted how important it is for us humans to have a purpose and feel valued. This new normal presents us all with an opportunity to rethink wellbeing strategies for employees."*

According to Gallup's recent meta-analysis, the business that scored the highest on employee engagement showed 21% higher levels of profitability than businesses in the lowest quartile. Companies with a highly engaged workforce also achieved 17% higher on productivity.



Emily Warburton, Co-Founder & Head of Sustainability, champions, *"Through my work with MQ Mental Health, Head Talks and Mind Labs, I understand the huge importance of addressing mental health and its role in the workplace. At POW FOOD we work to support companies help their employees on a daily basis through our offerings, and one way we strongly believe this can be delivered is through our 'Bring Back your Lunch Hour' campaign."*

POW FOOD CHAMPIONS 'THE BRING BACK YOUR LUNCH HOUR' CAMPAIGN

Emily continues, *"Many employees don't leave their desk and may well feel guilty taking a lunch break. At POW, we understand that a work-life balance is elusive for many business owners, entrepreneurs, and their employees and a poor diet is likely to impact productivity. According to Allwork, workplaces that don't support wellness reduce productivity by 17.5%. Pre-Covid, in the office, companies would, for example, feed their employees 1-3 times a week but this has not been easy now that they're working from home and providing aggregator vouchers can mean employees are opting for unhealthy options and not receiving a parity offer."*

According to Oracle, 2020 findings, 35% of remote workers say they've been putting in significantly more hours since the pandemic started.

Emily enthuses, *"We aim to encourage leadership to bring back the lunch hour. We aim to actively encourage employees to take*

a meaningful break. We aim to provide an easy-to-use solution for employees to nourish themselves with nutritious food and encourage wellness 'move and mindful' solutions at lunchtimes. Our aspiration is to assist employees to eat well, reduce stress and anxiety. We have introduced EmPOWER. We work with our nutritionists and wellness/fitness specialists to ensure our POW Food and EmPOWER workplace offerings help support performance, mental clarity and focus as well as the physical benefits of energy and wellbeing."

The EmPOWER solution delivers nationwide the POW Food award-winning** POW ready meals. Each meal is made from scratch, designed by POW nutritionists and made by Creative Head Chef Charles 'Charlie' Merrington. The POW wellness workouts are delivered by POW fitness partners and offer a range of workouts from Mindful Movement, Cardio Burn to Breathe meditation classes.

POW FOOD champions the 'EmPOWER - Reclaim your lunch hour' with these three easy steps:

- Pop the ready meal in the oven.
- As the nutritious ready meal is heating up, an employee scans a QR code to select one from a range of workouts.
- Once completed, it's time to change, eat and be sociable at the desk or the dining table to enjoy your meal with your team or mindfully on your own.



In addition, every EmPOWER purchase helps provide underprivileged children with weekly meals through POW FOOD's support of the charity City Harvest. City Harvest offers nourishing food for vulnerable, homeless, and through a range of children programs.

Ali informs, "We have listened to, and carried out extensive research with our clients. Many company leaders and HR roles are tasked with tracking the fluctuations within their workforces in motivation, happiness and productivity. They need a solution to improve motivation, demonstrate they care about their employees' wellbeing, and keep their employees engaged through perks that are inclusive and accessible to those working from home and the office. These leaders then need to keep track and report. EmPOWER ticks all these boxes. Through this research, we know the paramount impact a good food offering has within a company on its culture and how valued and looked after employees feel."

"Through implementing EmPOWER and making it central to the business wellbeing policy, we strongly believe that employees will feel valued and more motivated to do the best at work and will be more engaged. This can only help drive productivity and profitability and drive reputation as employees at companies that support wellbeing initiatives are more likely to recommend their company as a good place to work."



If you are looking to improve the wellbeing and productivity of your workforce to create a positive impact within your company, learn more here:

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- Name	Richard Godfrey
- Company	Syncity Ltd
- Position	Managing Director
- Industry	IT

What was your first job or role after education?

My first 'real' job was in Cheltenham for a company that sold refurbished catering equipment to the trade.

Although I started in a Sales role, I moved to Operations in a small reshuffle, before moving to London to open a new showroom for them. Prior to this I had had various jobs working in pub kitchens, McDonalds and petrol stations whilst studying.

Could you describe your career path for the reader?

After moving to London, I decided to move on from catering equipment. Like most people I walked into a temp agency and took the first role offered. It was a month contract with Westminster City Council, that turned into a five-year stay.

Following this I went back to the private sector working for an automotive subsidiary of DHL, working on a contract with Volvo, and getting to play in lots of different cars. I then returned to local government with Peterborough City Council, in a similar role to Westminster. After about a year an opportunity arose to contract manage their IT service, that had been recently outsourced. I got the job, and from no real IT background joined the industry at the right time as technology was being seen as more than just a back-office tool.

Ten years later, and many incredible opportunities, I left to join one of our suppliers at the time and after a further three years decided to take the plunge to go it alone and set my own business up, which is where I find myself today.



RICHARD GODFREY

What is your current role and what is your favourite part about it?

I work for myself, so although I have a fancy Managing Director title, I manage a team of one. I genuinely love the flexibility that I now have in my life. I have some amazing customers that I work with.

The best part is realising the improvements in their own ability when it comes to technology. Many customers are not technophobes, but they do not really understand technology or what it can do for their business. They have had bad experiences in the past and these are stopping them from making the most of the tools available to them. Giving them the confidence to unravel their problems and then to search for solutions is hugely powerful. More so than having a consultant come in and tell them what solutions to use.

The enthusiasm that they show for technology projects after I have worked with them is genuinely why I do what I do, and I know it is a skill then can use repeatedly into the future.

Are you optimistic, realistic or pessimistic about 2021?

I would say realistic but with a hint of optimism. I do not think things will be as bad as last year and many of my customers are now on a recovery path. I have recently worked with a Cathedral

that for centuries has had a huge monolithic building at the heart of everything they do. With covid, they suddenly became a Cathedral without a cathedral. Moving forwards, they are now in a much better position both technically and personally to adapt to whatever the future brings.

What is the most important task you carry out each day?

Making tea. I could not work without it. I drink far too many cups a day. Aside from that I do not really have a set routine of tasks. I diarise most things that I need to do and spread them over the week. My downtime is probably the most important task, I always give myself an hour a day to sit quietly and work out the answers to questions that have posed themselves either that day or week.

What advice would you give to your 21-year-old self about your career journey?

Do not be afraid to stop and start again. I think I stayed in roles that were ultimately dead-end jobs, but they paid well. Having the confidence to step away from just seeing the salary and to focus on working in a role that you enjoy is valuable. Too often I stayed an extra couple of years because I focused too much on earnings. It is probably why it took me too long to go it alone.

Have there been any positives about 2020 and lockdown for you?

I used the time to really figure out what the business was and what I was doing and enjoyed doing. Although I reduced my customers for a while, the lockdown forced me to gain clarity in the business.

I was not even a year old at that point. I also used the time to write a book, that explains my methodology and the benefits of technology. Which is not only great for customers and leads, it also cemented my own thinking.

What causes you the most stress at work?

Last year I would have said where the next £ is coming from. This year I think it would be ensuring the website content is correct and is working as a lead generator. I am not sure it is today, but it's on the list. I'm not really a person that gets too stressed though; I see it more as an annoyance that I can't always put into words what I want to say. If in doubt, have a cup of tea and a think!

If you could instantly change one area or thing about your business, what would it be?

I'm currently working on providing my knowledge as part of an accelerator or foundation programme. This takes quite a lot of work, so if I could change anything it would be to have someone else do all this. The rest of my work I really enjoy.

What do you do to unwind?

I live in Hove and have a beachfront flat, so relaxing usually involves a beach, a bottle, and some sunscreen. Either that or its watching or playing sport. I'm getting a bit old for playing competitively these days, but I still enjoy it as much as ever, until the following morning.

If you could give a single piece of advice to a start-up entrepreneur what would that be?

Never stop learning. I read constantly, I listen to podcasts, audiobooks, I read LinkedIn and industry publications. I've attended business courses and do at least one bitesize (2-3 hours) course a month. If you stop learning and trying to improve yourself then you will struggle. I have to wear so many different hats, it's sometimes difficult to find the time to do everything well but learning what you can do and what you enjoy goes a long way to finding out what to outsource.

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