

Goldman  
Sachs

10,000  
small  
businesses

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# BUILDING SMALL BUSINESS BRITAIN

A man in a dark grey suit, white shirt, and patterned tie is seated in a blue auditorium. He is looking to his left and speaking, with his right hand raised in a gesture. The background consists of rows of empty blue seats.



**EQUIPPING SMALL  
BUSINESS LEADERS WITH  
THE **SKILLS AND TOOLS**  
THEY NEED ALLOWS THEM  
TO TURN POTENTIAL  
GROWTH INTO **REAL  
SUCCESS**, TO THE BENEFIT  
OF THEMSELVES, THEIR  
EMPLOYEES AND THE  
ECONOMY AS A WHOLE**

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# EXECUTIVE SUMMARY: AMPLIFYING GROWTH

*This impact report summarises the collective progress of nearly 1,000 small business owners who have completed the programme.*

**With the fullest sample size to-date, the analysis shows that 10,000 Small Businesses (10KSB) UK graduates are consistently growing their revenues and creating jobs, following the behavioural and strategic changes they implement as a result of the programme.**

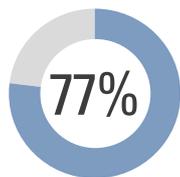
**The report looks at who the 10KSB UK participants are, the changes they make upon graduation from the programme and their impact on generating additional growth.**

**The wider question of their overall impact on the UK economy is also addressed.**

# THE 10,000 SMALL BUSINESSES UK EFFECT

## GRADUATES MAKE KEY BEHAVIOURAL AND STRATEGIC CHANGES

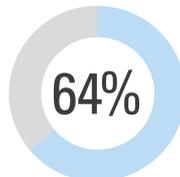
Having been equipped with new tools and strategies for managing their businesses, 10KSB UK participants make clear changes to their businesses after graduating.



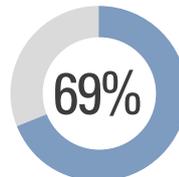
of participants increase the training opportunities they provide to their staff after graduating.



more 10KSB UK participants seek external finance than UK small business owners.



launch a new product or services in the year after completing the programme.



are still developing new products and services three years after graduating.



93% are more confident managing growth



92% introduced new processes

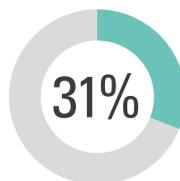


84% use financial data more in decision-making

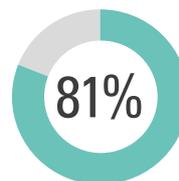


84% sourced new suppliers

## LEADING TO INCREASED PERFORMANCE AND FASTER GROWTH



Participants are three times more likely than other UK small businesses to create new jobs after graduating, and report **higher employment growth averaging 31% a year.**<sup>1</sup>



Participants are **twice as likely to increase their turnover** as UK small businesses, **growing turnover on average at 81% a year.**<sup>1</sup>

As a direct result of the programme, **job creation is 17% higher** than graduates would have otherwise expected.<sup>1</sup>

As a direct result of the programme, **revenue growth is 19% higher** than graduates would have otherwise expected.<sup>1</sup>

<sup>1</sup> ONS Business Structure Database (2015).

N.B. This report builds on the 2013 and 2014 reports, with a significantly larger sample size and looking at the changes participants make over a longer period of time than was previously possible.

# PROGRAMME BACKGROUND

**10KSB UK is a comprehensive programme of business development and leadership support for small businesses with high growth potential, designed to help them achieve that potential. Piloted in late 2010 and launched in early 2011, to date, 933 entrepreneurs from across the country have graduated from the programme. The 10KSB UK programme is a partnership between Goldman Sachs, the Goldman Sachs Foundation and leading UK universities.**

## 10KSB UK 2010–2015

The core programme comprised 100 hours of expert tuition over 12 one-day curriculum sessions spread over four months, covering topics including finance, marketing, operations and leadership.

Each session featured education, discussion and peer-group work to enable individual participants to define their growth goals and pool their experiences.

**The result has been a close knit community of business leaders who inspire, support and learn from each other.**

  
UNIVERSITY OF LEEDS  
Leeds University Business School

Leeds University  
Business School  
Yorkshire and the Humber



Manchester  
Metropolitan  
University

Manchester Metropolitan  
University  
North West



Aston Business School  
Birmingham

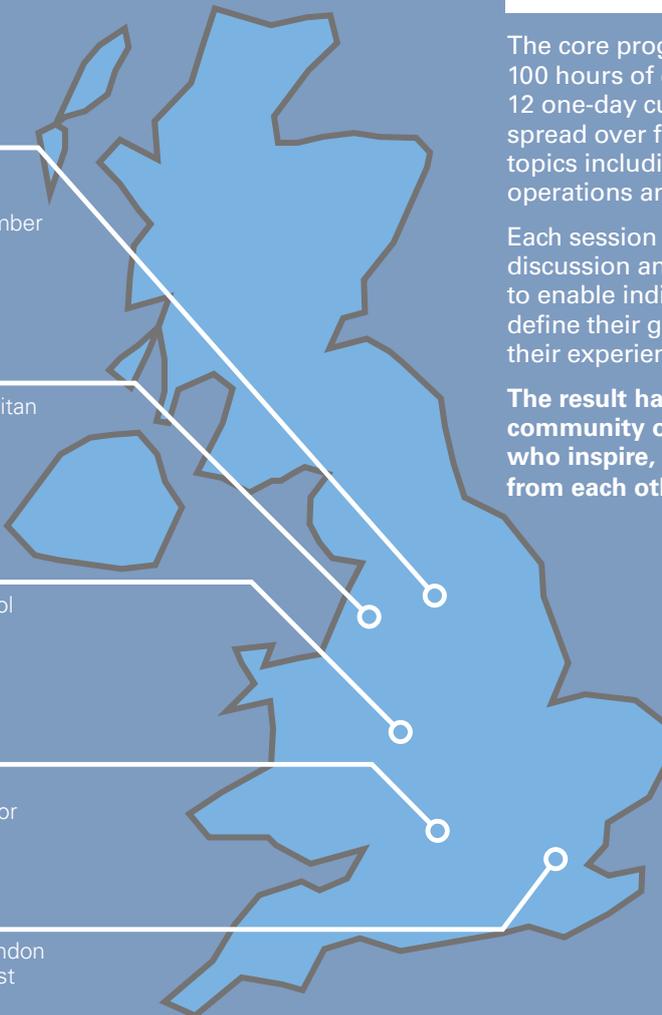
Aston Business School  
Midlands



Saïd Business School  
Curriculum co-ordinator



University College London  
London and South East



10KSB UK is one of several programmes developed and supported by Goldman Sachs and the Goldman Sachs Foundation that aim to stimulate the growth of high potential small businesses, create jobs and grow economies. Building on the success of the Goldman Sachs 10,000 Women initiative,

which provides a business education to women entrepreneurs in emerging economies, 10KSB first launched in the United States in 2009.

Through 10KSB, participants identify and execute the steps necessary to enable them to scale their ventures, create employment and expand

to new markets. The course is a highly intensive applied method of learning that directly relates to their businesses. Participants develop their own business growth plan throughout the course to implement back in their businesses.

## EQUIPPING SMALL BUSINESS LEADERS WITH THE SKILLS AND TOOLS THEY HAVE NOT LEARNED BEFORE ALLOWS THEM TO TURN POTENTIAL GROWTH INTO REAL SUCCESS, TO THE BENEFIT OF THEMSELVES, THEIR EMPLOYEES AND THE ECONOMY AS A WHOLE.



### 10KSB UK

#### 2016: The national cohort model

From 2016, 10KSB UK has been run nationally, led by Oxford Saïd Business School, with support from Aston University, Manchester Metropolitan University and Leeds University Business School.

To make the programme accessible to businesses regardless of location, the world-class curriculum is delivered through an innovative blend of online and in-person

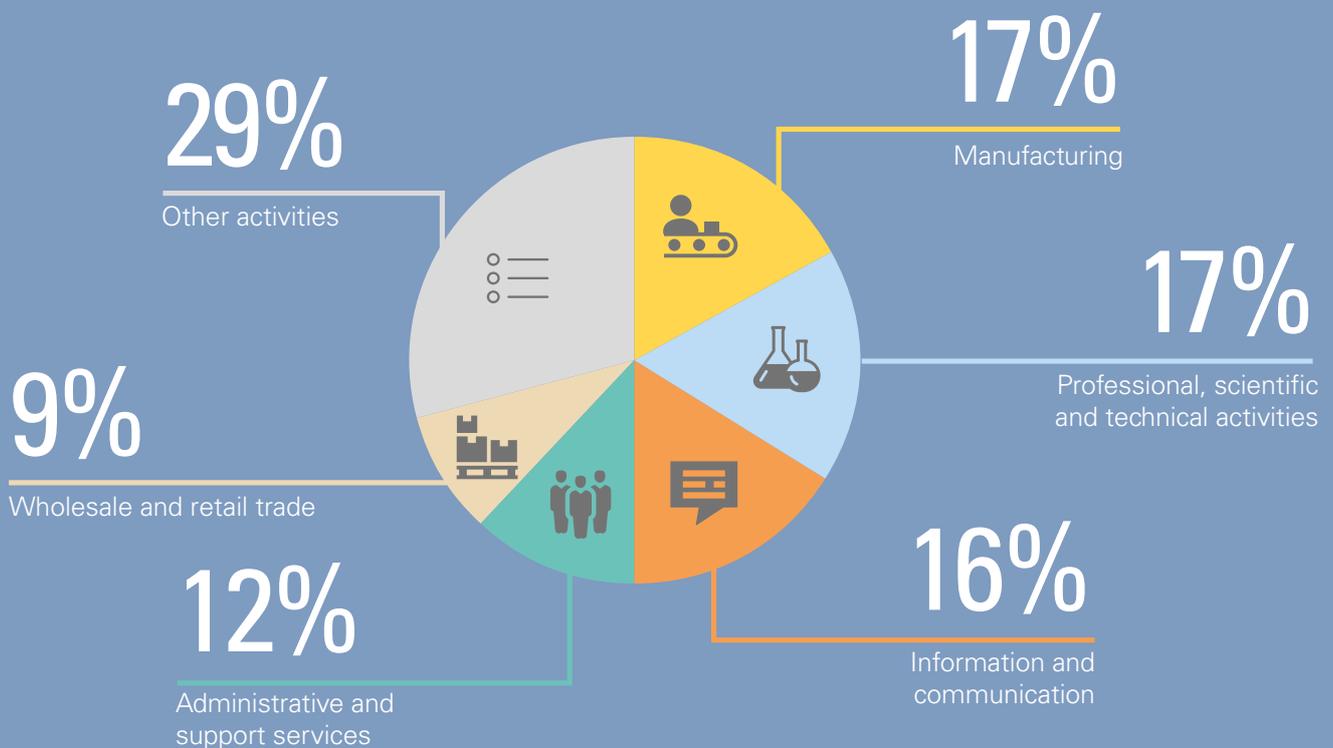
sessions, with over 100 hours of high-quality tuition. Throughout the 4-month programme, participants attend three residential sessions over 7 days, and undertake 5 full weeks of online learning.

The robust and stimulating peer-to-peer learning environment allows participants to share their journeys and build on one another's experience.

After they complete the course, graduates enter into a global community of fellow business leaders where they receive ongoing educational support and guidance. They continue to benefit from the rich network of their peers.

# WHO ARE THE 10KSB UK PARTICIPANTS?

**10KSB UK participants are selected based on their ambition and business strength, and represent the diversity of the UK small business population.**



## ELIGIBILITY CRITERIA

Recruitment for *10KSB UK* is a rigorous and selective process. Participants must be leaders of established small businesses, have chosen to apply for the programme, and demonstrate in an interview that they have the desire to grow their business in a peer-learning environment.

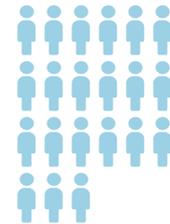
The criteria for joining *10KSB UK* are:

- > businesses operating for at least three years
- > have between 5 and 50 employees
- > applicants should not have extensive or recent management education
- > businesses should have turnover of at least £250,000 in the previous financial year
- > applicant should be primary owner or main decision maker of the business.



of participants have no university-level degree

## BUSINESSES ENTERING THE PROGRAMME HAVE



An average of 21 employees



An average of £1.2m revenue

## BACKGROUND

*10KSB UK* participants are a microcosm of the SME community, coming from a wide variety of sectors.

Growth is demonstrated across all business sectors, and is not limited to any particular industry.

*10KSB UK* cohorts are more gender-balanced than the leadership of small businesses in the UK. **Over 30% of participants are women**, compared to 21% of business owners for the UK as a whole.<sup>2</sup>

**73% of participants are between 30 and 50 years old**, and over three times as many participants are over 50 as under 30, showing ambition is not limited to younger business owners.

**37% of participants have no university-level degree** which shows the programme is giving access to university-level management education to those who had not had access before.

Business partnerships and single-ownership businesses represent a greater proportion of the population than the UK overall. Far fewer participant businesses are family-owned.

There is no single profile of a *10KSB UK* participant aside from **an ambition to grow and the confidence to make changes to improve their business**. *10KSB UK* participants are not only technology or digital firms, they span all sectors, sizes and geographies.

## SOCIAL ENTERPRISE

One in six *10KSB UK* participants run social enterprises, and they collectively employ over 2,500 people with a combined turnover of £112m.<sup>3</sup>

Social enterprises grow faster than other *10KSB UK* participants, with a mean employment growth rate of 43%, compared to 29%.

These social enterprises are twice as likely small businesses to be led by women than men.



1 in 6 *10KSB UK* participants run social enterprises

<sup>2</sup> BEIS Small Business Survey 2015.

<sup>3</sup> ONS Business Structure Database (2015).

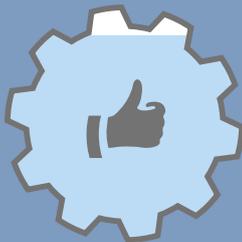
# HOW DO *10KSB* UK PARTICIPANTS CHANGE FOLLOWING THE PROGRAMME?

The *10KSB* UK programme increases participants' growth by encouraging the development and application of key management practices and business strategies within their businesses.

This section reports these strategic and behavioural changes, and the performance of participant businesses following their completion of the programme.

93%

more confident  
managing growth



92%

introduced new  
processes



84%

use financial data more  
in decision-making



84%

sourced new  
suppliers



## STRATEGIC CHANGES SINCE GRADUATING FINANCING

Many small business owners are intimidated by the process of seeking external finance.

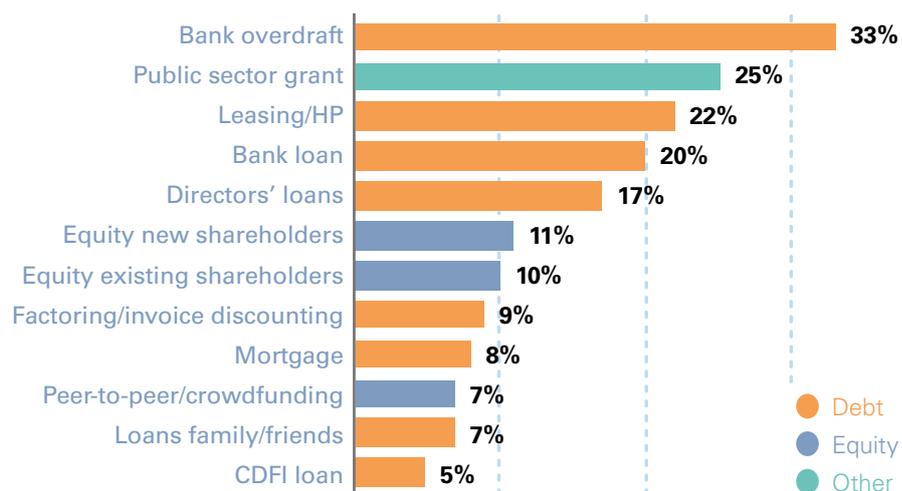
The *10KSB UK* programme helps participants understand financing and succeed in securing the financing that is right for their business.

72% of men seek finance, compared to 65% of women.

Participants under 35 years old seek external financing more often than older participants, despite traditional barriers to financing reported by young borrowers.

**OVER 70% OF PARTICIPANTS SOUGHT EXTERNAL FINANCING AFTER FOLLOWING THE PROGRAMME, WHICH IS FOUR TIMES HIGHER THAN ALL UK SMALL BUSINESSES.**

### TYPES OF FINANCING SOUGHT BY *10KSB UK* PARTICIPANTS



**10KSB UK graduate**  
**Jim Griffin**  
**Autins Group**



the autins group

Operating globally, Autins Group manufactures acoustic and thermal insulation materials for the automotive industry and other markets.

The business has an annual turnover of just under £20m and employs 120 people. Autins Group PLC successfully floated on the London Stock Exchange AIM market on 22 August 2016.

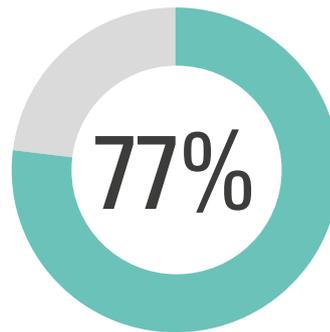
“The first major challenge to my thinking came at the interview as I had to justify why I needed to come on the programme. Having to set out and defend the potential growth opportunities for the business was a major step for me. On the first day I was excited to meet all the other participants who thought like I did, had passion for business and had the same problems as me!”

“Following *10KSB UK*, the business quadrupled its revenues, listed publicly on the London Stock Exchange AIM market in August 2016, and my passion and drive for the business has been reignited. I still keep my business growth plan up to date for each of the businesses and it really helps knowing how to understand the numbers.”

## TALENT DEVELOPMENT

The 10KSB UK programme has a strong focus on the employees of the small businesses that attend the course. From recruiting, training and retaining the best talent, to building an organisation with a coherent core structure, the programme encourages participants to consider their place in the business and how they should structure their team to maximise growth.

77% of participants increase the training opportunities that they provide to their staff after graduating. Participants clearly consider investing in their staff a priority as they go back to their businesses.



of participants increase the training opportunities they provide to their staff after graduating.



**10KSB UK graduate**  
**Angela Middleton**  
**MiddletonMurray**

MiddletonMurray

MiddletonMurray develops great careers for the next generation of employees and builds future-proof workforces for SME clients. Since completing the programme the business has become targeted on finding young people their first job, and this focus has been the main driver of their growth.

After graduating from 10KSB UK, Angela introduced an LLP entity so that high performers within her company could become partners, and share ownership of the business. She also made significant improvements to monitoring key performance indicators, with their customer service rating now being measured objectively, and more than doubling since the system was introduced.

The business has won several industry awards including the Mayor's Fund for London's 'Best Pre-Employment Brokerage' and Apprenticeship4England's 'Best Apprenticeship Provider' awards. This is as a result of significant innovation which sees the business transform young people and place them into work in an efficient but effective way.

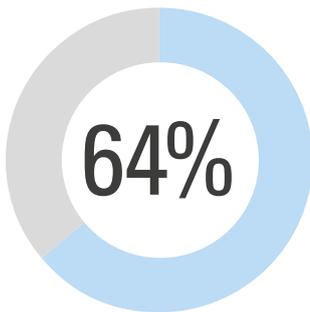
"Our recruitment, induction and performance management of staff has really improved aided by the implantation of a system called breathehr – a cloud-based HR product designed by a fellow 10KSB UK graduate. We've been approached by several interested buyers and investors, and are approached by people wanting to work for us on a daily basis."

## INNOVATION

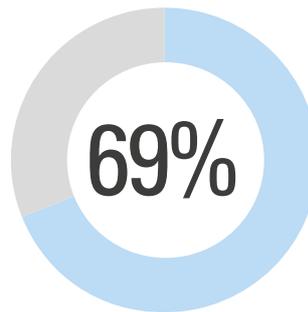
64% of 10KSB UK participants launched a new product or service in the year after joining the programme.

**The level of innovative business behaviour is almost twice that of the small business sector overall in the UK.<sup>4</sup>**

One in six participants starts a new venture alongside existing business following graduation. Despite running two or more businesses, they exhibit turnover growth at the same rate as other participants. Their businesses employ 24 people on average, and report growth rates 10% higher than fellow participants.



launch a new product or services in the year after completing the programme.



are still developing new products and services three years after graduating.



**10KSB UK graduate  
Rana Harvey  
Monster Group UK**



Monster Group (UK) is an online retailer based in York, established in 2007. It has experienced exponential growth and now includes several privately-held companies supplying a diverse range of products to customers and business all over the world.

In November 2015, Rana purchased a 90,000 square foot warehouse in North Lincolnshire to run alongside the premises in York, allowing her to drastically increase the group's product offerings. She also set up a Research and Development (R&D) centre in York, resulting in more efficient product development and increasing the company's competitiveness in the market.

"I had never dreamed of developing an R&D site before I started the programme – I was focused on driving international sales. The strategy and operations management modules changed all that. Ansoff's matrix showed me that faster growth would come from product diversification. The Japanese continuous improvement model revolutionised our innovative capability; something doesn't have to be broken to fix it! Then drawing out our process map identified where we could automate and add real value to win more sales."

"We now constantly ask our customers for feedback, and our customer services team are in frequent dialogue with the supply chain, to develop faster and save us money. It can be simple things, like strengthening the feet on a shelving rack, integrating a thermometer into the system, or just making the power cables longer, but it works exceptionally well."

## INTERNATIONALISATION

The 10KSB UK programme encourages participants to think about internationalisation in all aspects of the course – from building opportunities to developing markets for their products and services. Exporters, even those who became so by ‘chance’, can use the tools in the course to clearly structure and grow their international activity.

Following graduation, 35% of exporting businesses increase the amount they export, and these businesses are also creating jobs twice as fast as other 10KSB participants, and six times as fast as UK small businesses.<sup>4</sup>

The strategic benefit of internationalisation is clear.



**10KSB UK graduate**  
**Byron Dixon**  
**Micro-Fresh**



“Taking part in the programme has helped me to form a joint venture with fellow 10KSB UK participants, set up a joint venture with another, independent business partner and develop, test and launch a new product range, all while expanding the business’ global footprint.”

Micro-Fresh is a leading brand for antibacterial and odour inhibiting properties in footwear, sportswear, the medical bedding, health and hygiene sector, and homeware and construction industries.

Since graduating, Byron has increased the global footprint of Micro-Fresh further, launching the product in the Chinese children’s footwear market. It has recently secured a contract with one of China’s largest laundry chains, Josephine Laundry Co. and now has offices in India and Singapore, with distribution agents in Italy, Portugal, Vietnam, Indonesia and Jamaica. Micro-Fresh will soon be expanding into Turkey, Pakistan, Brazil and Hong Kong.

“Micro-Fresh is enjoying growth at around 40% year-on-year now with the right tools, strategy and plan as a result of the 10KSB UK programme.”

## PRODUCTIVITY

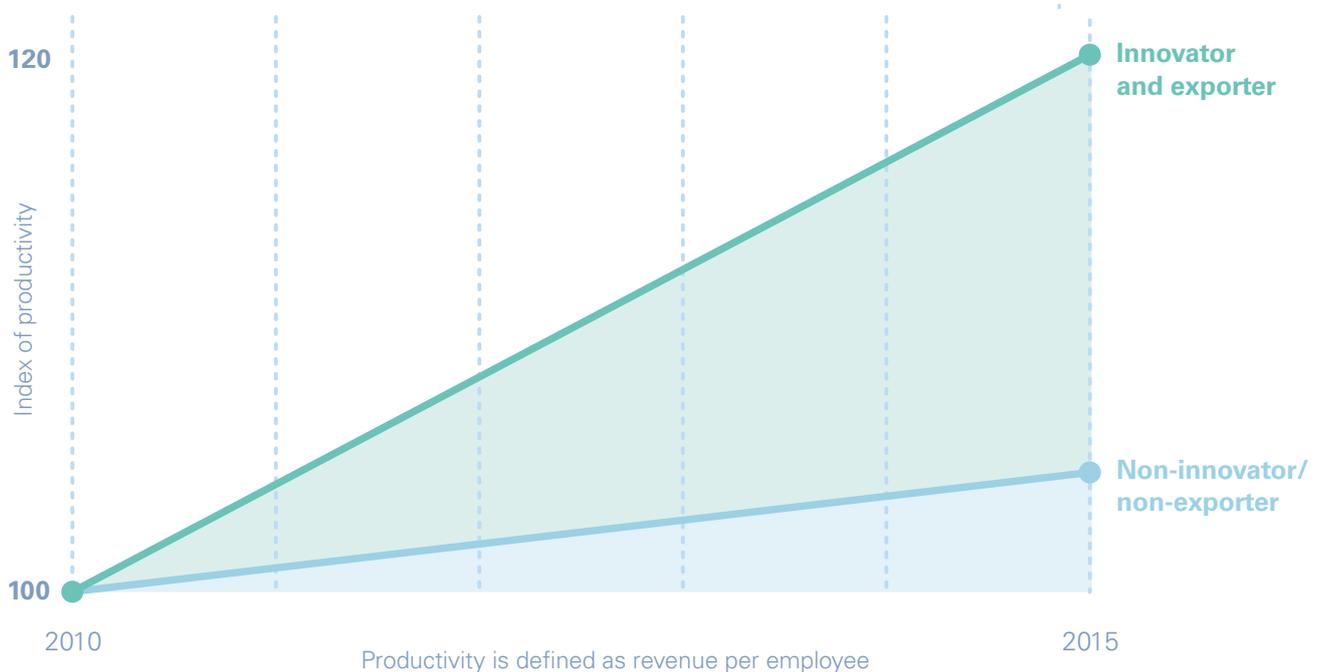
Some of these measures work in tandem to compound the effects of the programme. In particular, productivity has been linked to innovative, internationalising behaviour when undertaken simultaneously.

10KSB UK participants are more likely to be engaged in innovative and international behaviour.

The evidence from these fast-growing 10KSB UK businesses is that there is a positive association between innovation, internationalisation and growth. Productivity growth among 10KSB UK participants is being driven by engagement in global markets and innovative practices.

It is clear that supporting small businesses with the aim of internationalising and innovating further has a positive effect on their productivity. Investment targeted at these businesses could have a tangible impact on the UK economy and support further job creation.

### INCREASING INTERNATIONALISATION AND INNOVATION HAS A POSITIVE EFFECT ON PRODUCTIVITY<sup>5</sup>



4 BEIS Small Business Survey 2015. All 10KSB UK participants have been linked to the official ONS firm-level datasets in the UK to allow annual tracking of their employment and revenues. This analysis is undertaken for the period 2010–2015. Sample size = 120 (83 10KSB UK innovators and exporters and 37 10KSB UK non-innovators and non-exporters).  
 5 ONS Business Structure Database (2015).

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# WHAT IS THE IMPACT OF *10KSB* UK?

**Business growth is affected by innumerable factors ranging from the macroeconomic climate to the individual entrepreneur's mindset.**

**However, there is a significant, tangible impact delivered by *10KSB* UK, which this section identifies.**

The analysis shows that *10KSB* UK participants are more likely to report significantly higher employment and turnover growth when compared to small businesses across the UK.<sup>6</sup>

On average, three times as many participants are creating jobs as other UK small businesses, at an average rate of 31% per year.<sup>6</sup>

Twice as many *10KSB* UK participants grow turnover, at a rate that is on average 13 times greater – 81% per year – than the broader small business population in the UK after they graduate.<sup>6</sup>

Participants of the 10KSB UK programme have also been shown to make a number of strategic changes in their businesses after graduating and are more likely than other small businesses to do so.

To understand the impact of 10KSB UK on graduates and the broader UK economy, three control groups of similar small businesses were built.

1. Businesses that applied to the programme and were selected for interview, but were not ultimately selected to participate ('near misses'). This is the most robust control group.

2. Businesses drawn randomly from the wider small business population whose prior turnover growth distribution, business age, size and sector were similar to that of the 10KSB UK programme participants. Two separate control groups of this type are used which each take a different, equally-sized random selection of businesses against which to compare 10KSB UK graduates, labelled 'Control A' and 'Control B'.<sup>7</sup>

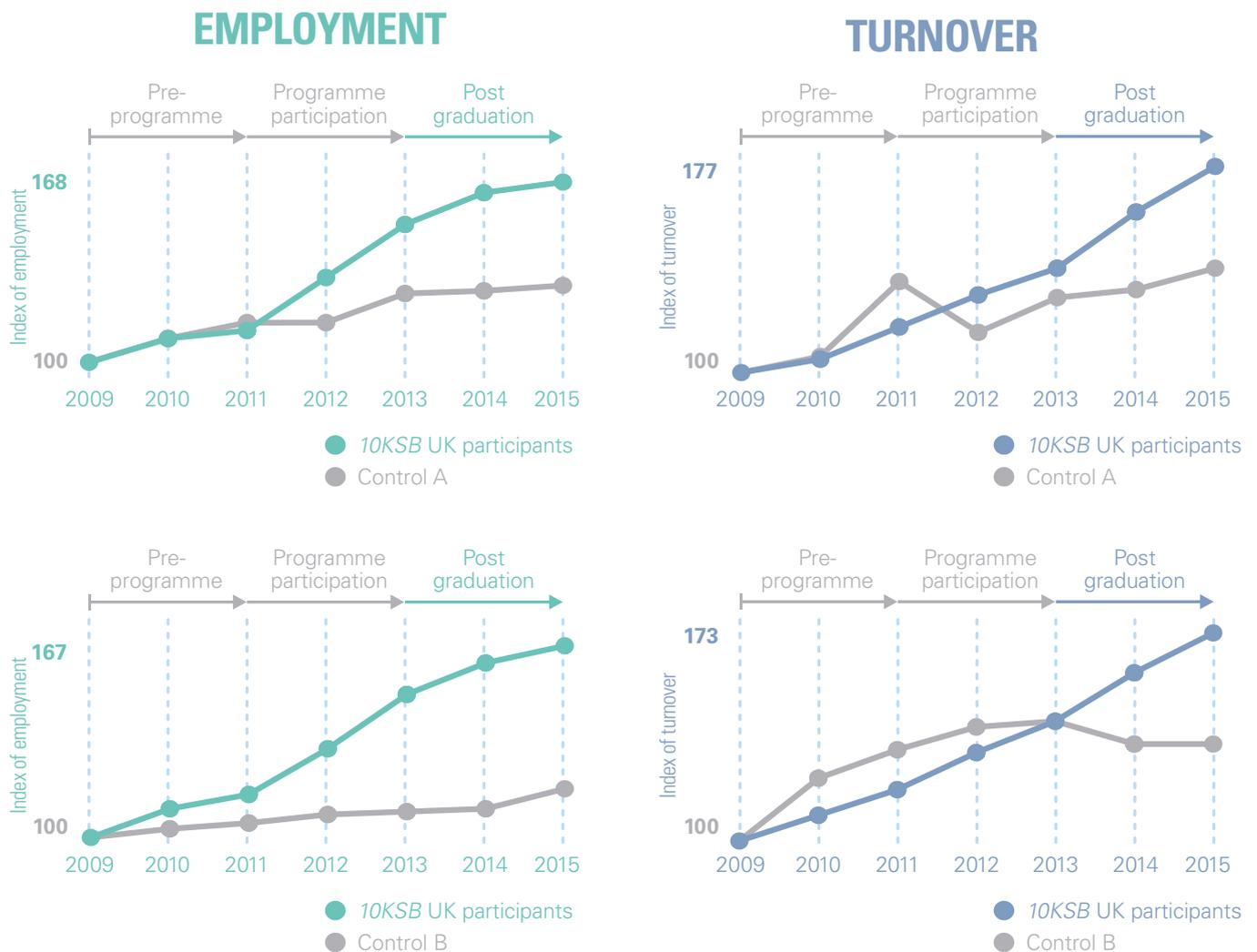
The analysis of the economic impact of the programme – the 'programme effect' – uses a subset

of 285 participants who completed the programme between 2011 and 2013 and analyses their growth from 2013 to 2015.<sup>8</sup>

The analysis of the growth performance of 10KSB UK participants against random control groups has revealed a clear programme effect.

These two control groups produce a positive and significant employment effect, ranging from 29% to 33% over two years, and turnover effect, ranging from 25% to 26% over two years.

**10KSB UK participant employment and turnover growth compared to two randomly selected control groups:**



6 ONS Business Structure Database (2015).

7 Many different control groups were run, with these two (which were the strongest-performing control groups) chosen to illustrate the programme's effect. Each control group contains a random selection of around 285 UK small businesses which exhibited a comparable growth trajectory pre-programme to the 10KSB UK businesses. The businesses selected for the control groups are distributed across geography, size, employment, revenue to be as close as possible in make-up to the 10KSB UK group.

8 In due course all participants on the programme will be analysed over the 2010–2015 period when sufficient years have elapsed, but currently there is an earlier pre-treatment, treatment and post-treatment period to enable the effect of the programme to be investigated for the largest number of participants.

N.B. Scientifically isolating the effect of 10KSB UK would require deliberately excluding a random control group of businesses who would have normally been accepted onto the programme, simply to monitor their performance relative to participants. However, adopting such an approach would be against the guiding principle of the programme to grant access to all eligible high-potential entrepreneurs.

The graphs below show the growth trajectory of 10KSB UK participants in terms of employment and turnover against the 'near misses'.

These charts show that the subset of 285 10KSB UK participants who undertook the programme in the 2011–2013 period grew faster than the near-misses control group in terms of turnover and employment after their participation in the programme.

There is a strong and significant boost to employment and turnover in the group of participants – 17% and 19% respectively over two years when compared with the closest control group of the 'near misses'.

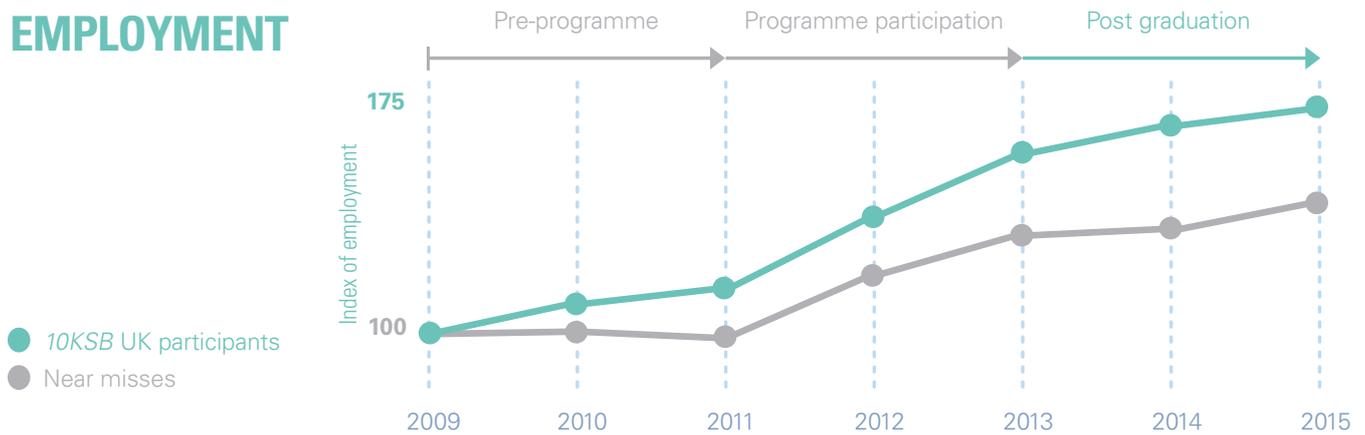
The 10KSB UK programme has had a statistically significant boost to the employment and turnover growth trajectory of participants over and above what they would have experienced.

This is clear evidence that practical, theory-informed peer-learning develops participants' core business skills and equips them with the tools to make significant strategic changes so they can deliver further growth on their already strong business potential.

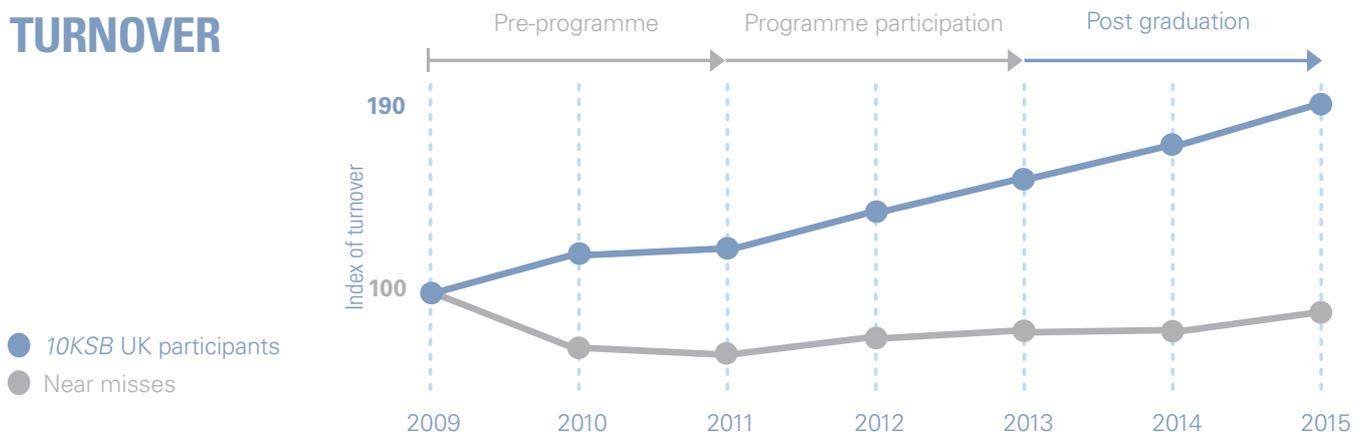
This effect holds true for social enterprises as much as other for-profit small businesses.

## Employment and turnover growth

### EMPLOYMENT



### TURNOVER



## ESTIMATING POTENTIAL ECONOMIC IMPACT

Small businesses are the engine of the UK economy. Small and medium firms with fewer than 250 employees account for 15.6 million (60%) of all private sector jobs in the UK and £1.75 trillion (47%) of revenue.

Whilst the success of *10KSB* UK is measured in the individual

impact on the participant with businesses, the collective economic contribution to national economic growth is also crucial.

*10KSB* UK participants today collectively produce over £2.1bn of revenue and sustain more than 39,000 jobs in the UK.<sup>9</sup>

The *10KSB* UK programme is designed to help accelerate businesses with high-growth potential. Looking at the UK small business environment, this population can be identified and targeted with greater support:<sup>9</sup>

**5,094,082** all small business private sector population

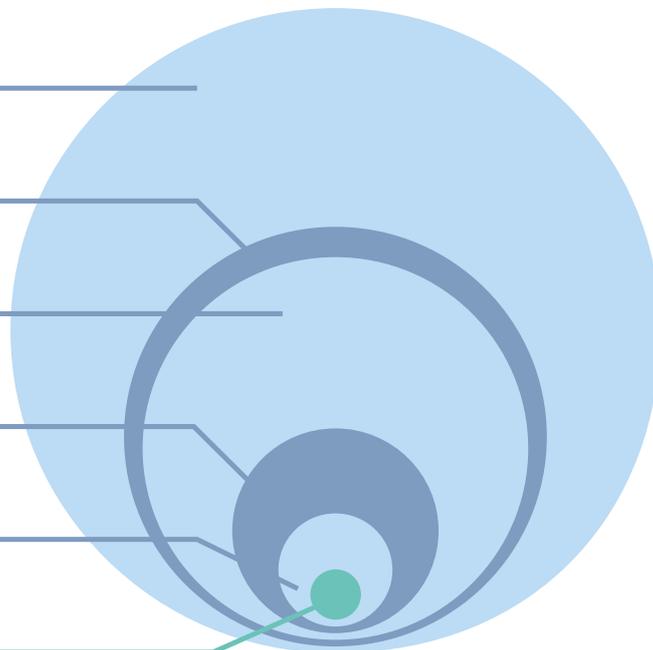
**2,156,546** with employees

**1,867,095** not born in 2015

**513,483** with 4–50 employees

**156,811** that grew size of employment 2014–2015

**38,055** with same employment growth distribution as *10KSB* participants



It is more pressing than ever that investment in education of small business entrepreneurs is supported to sustain the population of job creators and keep them growing.

As the programme transitions to a national model by recruiting businesses from more diverse geographies, these results of programme impact demonstrate that *10KSB* UK is a vehicle for net additional growth to both local and national economies.

Using an average GVA (gross value added) per job filled figure of £51,947, it is possible to work out the potential for the UK economy of extending useful business education to small business leaders.<sup>10</sup>

**IF ALL 38,055 BUSINESSES THAT EXHIBIT A COMPARABLE GROWTH AND PROFILE TO 10KSB UK PARTICIPANTS WERE GIVEN THE OPPORTUNITY TO ENGAGE WITH THE PROGRAMME AND CONSEQUENTLY INCREASE THEIR EMPLOYMENT BY 17%, IT WOULD RESULT IN AN ADDITIONAL 83,388 JOBS WITH A GVA BOOST TO THE UK ECONOMY OF £4.3BN.**

<sup>9</sup> ONS Business Structure Database (2015).

<sup>10</sup> ONS sub-regional productivity: August 2016: GVA per filled job in England, 2014, Table B3. The 2015 GVA of £51,947 is calculated by taking average annual growth 2011–2014 and increasing the 2014 value by the average rate of 2.4%.

# EXCEPTIONAL GROWTH STORIES

**A selection of *10KSB* UK participants have used the tools, processes and skills they learned on the course to successfully drive extraordinary further growth in their businesses.**

**They have all at least doubled their turnover and taken on new staff since graduation.**



**Shakoor Ahmed**  
**MyLahore**

Location: Bradford  
Graduated: 2011

**+744%**  
Revenue since  
graduating

**213**  
New jobs  
created

MyLahore runs a chain of restaurants that provide a unique style of Asian food with 'wow' factor. Since graduating, the company has opened a number of popular restaurants in Bradford, Leeds, Manchester and Birmingham.



**Amanda Ball**  
**AD Sprinkler Protection Ltd**

Location: Denton  
Graduated: 2013

**+293%**  
Revenue since  
graduating

**22**  
New jobs  
created

AD Sprinkler Protection designs, installs, project manages and maintains sprinkler and fire protection systems across the UK. Since completing the programme, AD Sprinkler Protection is constantly evolving each year to better itself. Its turnover has increased from £1.5m to £4.4m, and it now has 37 employees.



**Natalie Blakely**  
**Light Touch Clinic**

Location: Weybridge  
Graduated: 2011

**+483%**  
Revenue since  
graduating

**7**  
New jobs  
created

LightTouch is an award winning Cosmetic Medicine Clinic, providing high-quality anti-ageing treatments and skincare. Following the programme, Natalie has developed a new strategy to include the wellness market, by opening a boutique gym.



**Alison Bowcott-McGrath**  
**PinPointer**

Location: Manchester  
Graduated: 2012

**+217%**  
Revenue since  
graduating

**8**  
New jobs  
created

After a major rebrand PinPointer, formerly known as Bo-Concepts, is one of the UK's largest place consultants. Since graduating Alison has experienced significant turnover growth and taken on eight new staff members.



**WOODBANK**  
Office solutions

**Janet Bowden**  
**a Ltd**

Location: Cheshire  
Graduated: 2012

**+284%**  
Revenue since  
graduating

**10**  
New jobs  
created

Woodbank Office Solutions is one of the UK's largest suppliers of digital, multi-functional photocopiers and network printers. After graduating, Woodbank opened up a new branch in Liverpool, and negotiated a new agreement allowing it to tender for corporate accounts.



**Steve Day**  
**Contract Flooring Solutions Ltd**

Location: Rubery  
Graduated: 2014

**+296%**  
Revenue since  
graduating

**119**  
New jobs  
created

Contract Flooring Group supplies and installs many types of flooring primarily to the new house build sector. After participating, it is investing in a new premises, which is part externally-financed. Steve would not have considered exploring financing options before taking part in the programme.



**Byron Dixon**  
**Micro-Fresh**

Location: Leicester  
Graduated: 2013

**+464%**  
Revenue since  
graduating

**3**  
New jobs  
created

Micro-Fresh is the go-to brand for antibacterial and odour inhibiting properties in footwear, sportswear, bedding and homeware. Since graduating, Micro-Fresh has internationalised further, launching Byron's product in China in the children's footwear market.



the autins group

**Jim Griffin**  
**Automotive Insulations**

Location: Rugby  
Graduated: 2012

**+331%**  
Revenue since  
graduating

**48**  
New jobs  
created

Automotive Insulations manufactures acoustic and thermal insulation materials for the automotive industry. The group has expanded from one to seven sites across Europe, and Jim has partnered with Indica Automotive, to expand the reach of the group.



**Rana Harvey**  
**Monster Group (UK)**

Location: York  
 Graduated: 2012

**+331%** 14  
 Revenue since New jobs  
 graduating created

Monster Group distributes a range of products as diverse as kitchenware, store dummies, clothing racks and popcorn dispensers, throughout the UK and globally. Business growth has been exceptional since the programme, with the group expanding to new sites and increasing the range of products offered.



**Andrew Hudson**  
**G&H Sustainability Ltd**

Location: Leeds  
 Graduated: 2013

**+1167%** 110  
 Revenue since New jobs  
 graduating created

G&H reduces its customers' energy use and carbon footprint by installing renewable energy systems in schools and commercial buildings. Since graduating, G&H has been bought out by a larger company, allowing the business to grow more rapidly within a broader group.



**Damian Kenefick**  
**Click On Tyres Ltd**

Location: Bradford  
 Graduated: 2013

**+379%** 10  
 Revenue since New jobs  
 graduating created

Click on Tyres sells car tyres across the UK and into Europe, providing automotive industry expertise directly to end consumers. The enterprise has increased its services, opened more offices and gained online sales.



**Alexis Krachai**  
**Counter Context Ltd**

Location: Sheffield  
 Graduated: 2013

**+348%** 8  
 Revenue since New jobs  
 graduating created

Counter Context is a leading communications company that specialises in helping clients to consult, engage and promote. Since completing the programme the company has grown in scale and confidence, with an increased focus on customer value, longer-term client support, and investment in new systems.



**Tim Landreth**  
**The Natural Childcare Company Ltd**

Location: Solihull  
 Graduated: 2014

**+292%** 15  
 Revenue since New jobs  
 graduating created

The Natural Childcare Company runs two nurseries offering outstanding childcare for children. Since completing the programme, the company has moved one nursery and opened in a new larger setting.



**Susanna Lawson**  
**OneFile**

Location: Manchester  
 Graduated: 2012

**+317%** 47  
 Revenue since New jobs  
 graduating created

OneFile makes education and training simpler by replacing paperwork with its digital technologies. It implemented a sales CRM which allowed for complete oversight of the sales pipeline. This has increased business intelligence about sales won and lost.

**MiddletonMurray**

**Angela Middleton**  
**MiddletonMurray**

Location: Sidcup  
 Graduated: 2013

**+261%** 44  
 Revenue since New jobs  
 graduating created

MiddletonMurray develops careers for the next generation of employees and builds future-proof workforces for SME clients. The company has had an increase in contracts, been accredited as a 'Good' Ofsted provider and has had media appearances on BBC Radio Kent, Sky News and London Live.



**Gareth Roberts**  
**Comply Direct Ltd**

Location: Skipton  
 Graduated: 2011

**+584%** 10  
 Revenue since New jobs  
 graduating created

Comply Direct helps other businesses to meet environmental standards in the UK and overseas. Since completing the programme, the company is now offering an international compliance service in addition to a UK-based service.

## CYCLE CONFIDENT

### David Showell Cycle Confident

Location: West Molesey  
Graduated: 2012

**+1200%** 141  
Revenue since  
graduating New jobs  
created

Cycle Confident gives children and adults the qualifications and confidence they need to cycle safely on the roads. Since graduating, it has developed a new mechanics training centre and developed partnerships with the freight industry to improve road safety education.

## apadmi

### Howard Simms Apadmi Ltd

Location: Manchester  
Graduated: 2013

**+600%** 8  
Revenue since  
graduating New jobs  
created

Apadmi creates mobile experiences for the world's most renowned businesses. As a result of the programme, the company has performed three investments and one acquisition to date, with one investment recently raising £11m in funding.

## Bluesmith

INFORMATION SYSTEMS

### Rich Smith Bluesmith Information Systems Ltd

Location: Leeds  
Graduated: 2012

**+435%** 26  
Revenue since  
graduating New jobs  
created

Bluesmith builds bespoke IT applications and business intelligence systems for Blue-chip and government clients. Using the tools of the 10KSB UK programme, Bluesmith developed three key business areas: training programmes, targeting customers, and marketing approaches.

## STALEY

### Jonny Staley J Staley Stonework Ltd

Location: Richmond  
Graduated: 2012

**+350%** 15  
Revenue since  
graduating New jobs  
created

Staley Stonework specialises in bespoke stonework, construction and restoration throughout the North East. Being part of the programme gave Jonny the confidence to grow the business where previously he had been hesitating, purchasing two new offices and storage facilities.

## Care First™

Living and learning for a brighter future.

### Neil Thorgood Care First Management Services Ltd

Location: Birmingham  
Graduated: 2013

**+240%** 27  
Revenue since  
graduating New jobs  
created

Care First helps adults with learning difficulties, disabilities or challenging behaviour to develop skills in new ways. The company has opened two new sites, and is now a member of Birmingham Charter for Social Responsibility.

## Save & Protect with EnergyAce

### Gary Vizard EnergyAce

Location: Skelmersdale  
Graduated: 2014

**+286%** 8  
Revenue since  
graduating New jobs  
created

EnergyAce is a manufacturer and solution provider of energy saving and energy efficient solutions for industrial, commercial and residential applications. Recently, the business has internationalised further, with a plan to generate a global distributorship through new offices in Saudi Arabia and Bahrain.

# METHODOLOGY

## Data sources

There are two main data sources used in this impact report.

First, for monitoring and evaluation purposes standardised interviews are conducted with *10KSB* UK participants by BMG Ltd when they begin the programme (the 'baseline' survey) and then approximately 6, 18 and 30 months after core programme completion. Interviews are conducted by CATI (telephone), which has proven to deliver the highest response rates and best data quality.

Second, *10KSB* UK participant data as well as data from those who applied but were not successful and control groups, were linked to official ONS data contained in the Inter-Departmental Business Register (IDBR). Special permission has been granted by the ONS for *10KSB* firm-level data to be linked to this data source under strict disclosure protocols in the UKDS. All employment and revenue data used to estimate the impact of the programme as well as data on firm characteristics (size, sector, age) and prior growth is sourced from the longitudinal ONS Business Structure Database (BSD) which is based on annual extracts from the IDBR. This database covers all registered businesses (i.e., VAT and/or PAYE) in the UK.

## Measuring programme impact

To identify the *10KSB* UK impact on turnover and employment growth a series of Ordinary Least Squares (OLS) models were used to estimate the impact (between 2013 and 2015) for a group of participants who had already completed the programme (i.e., in the 2011–2013 period). Growth was measured as the log difference –

a method for standardising a range of values – in employment and turnover between 2013 and 2015 to reduce the impact of extreme values in the analysis. The *10KSB* UK programme impact is differentiated by a binary variable within the model.

To understand the impact of *10KSB* UK on graduates and the broader UK economy, three control groups of similar small businesses were built:

- > those firms who applied and were interviewed for the programme but were unsuccessful in gaining a place ('near-misses');
- > two randomly selected control groups of non-participants from the wider small business population who had a similar turnover growth distribution (between 2009 and 2011 – in the two years prior to participation) as the *10KSB* UK participants.

In all models the growth data on employment and turnover was taken from an official ONS longitudinal dataset – the BSD – which is based on annual snapshots from the IDBR. Additional variables in the OLS estimation using the 'near-misses' control group included personal characteristics of the owner (such as age, gender, education level, and ownership stake amongst others) and firm characteristics (such as size, age, type of business, and sector).

Econometric treatment models, which are widely used in evaluation studies, were run to estimate the effect of the *10KSB* UK programme. These models correct for any selection bias associated with businesses applying for the programme or being selected onto the programme. The results indicated no selection bias when

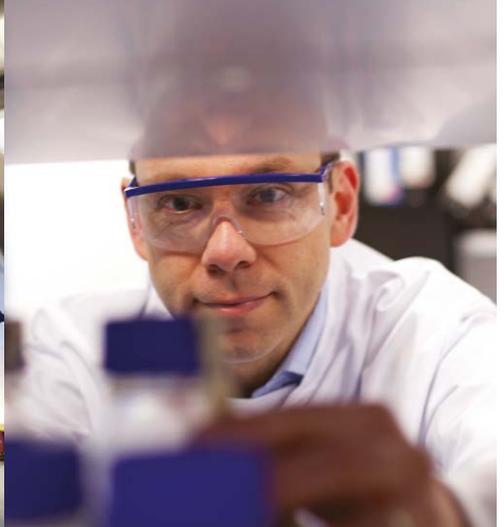
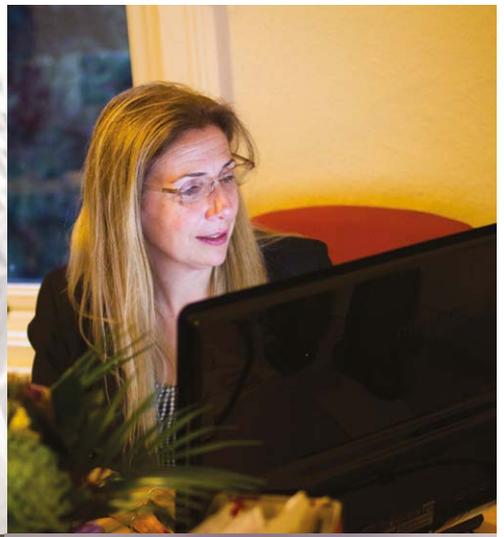
using the 'near-misses' as the control group, and therefore the OLS regression method was used for all three control groups.

The coefficients generated by the model identifying the programme impact equate to a 17% increase in employment and a 19% increase in turnover.

## Acknowledgements

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The statistical data used here are from the Office of National Statistics (ONS) and are Crown copyright and reproduced with the permission of the controller of HMSO and Queen's Printer for Scotland. The use of the ONS statistical data in this work does not imply the endorsement of the ONS in relation to the interpretation or analysis of the statistical data. The analysis upon which this report is based uses research datasets which may not exactly reproduce National Statistics aggregates.





[gs.com/10ksb-uk](https://gs.com/10ksb-uk)