



LLOYDS BANK
ACADEMY

Start-Up, Scale-Up

by Lloyds Bank Academy

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Welcome to Start-Up, Scale-Up by Lloyds Bank Academy

The online programme you can personalise to help your business set up and prepare for growth.

During your programme you'll:

- Learn how to take your business to the next level - with over 20 learning modules and webinars designed by our experts
- Unlock incentives to help you grow - from special offers on software to additional learning support
- Learn from likeminded businesses - join our growing network of alumni across the UK
- Access free business coaching - a one-to-one coaching session to help you implement your growth

By the end of the programme you will have:

- Built the business foundations you need in to grow
- Set goals for growth that enable your business strategy
- Decided which growth options can get the best results for your business
- Created a plan to help you implement growth
- Established your options for funding your growth

About this workbook

Use this workbook to capture your thoughts and start to apply your learnings to your business. Follow along as you complete each of the topics in the programme. You'll find activities to help you design your plan and space for notes.

About Lloyds Bank Academy

We aim to help create financial resilience for people and businesses across the UK. We want you to feel confident in achieving your business goals so you can adapt to changes and grow.

We provide free multi-channel learning across the UK. This means you can learn at a time, pace and place that suits you.

Contents

When you applied for the programme you chose one of two learning journeys – our Full programme or our Growth fast path. If you chose our Growth fast path, you can start with “Growth planning” and turn to page 24.

Core business essentials

Page 6

Full programme

Core business essentials is all about creating the strong foundations you’ll need to sustain and grow your business.

Digital and innovation essentials

Page 18

Full programme

Digital and innovation essentials will help you continue to build strong foundations. This time, you’ll be focusing on the impact digital and innovation can have on your business. With digital and innovation skills and tools you can design new customer experiences and business efficiencies. This means you can save time to focus on other things - including growth.

Growth planning

Page 24

Full programme

In this stage you’ll learn how to create a plan for growth.

Growth fast path

You’ll look at the options you could use to enable your growth options and start to understand which might be right for your business. There’s no one right way to grow. You need to understand each of the options and how they might work for your specific business needs.

Growth implementation

Page 32

Full programme

In this stage you’ll learn how embed your growth plan in your business.

Growth fast path

You’ll think about how to scale your governance, lead change and fund your growth. We’ll also cover how to implement this change in a sustainable way. This is an important step in growth, as it can help you to realise the plans you’ve created in practice.

Topic	Objectives	Page
Business purpose	<ul style="list-style-type: none">▪ Define your business vision, mission and goals▪ Identify your target customers▪ Find your unique selling point (USP)	7
Governance	<ul style="list-style-type: none">▪ Identify the laws and regulations your business should follow▪ Know how to meet data protection rules▪ Know the documents you need to have in place	9
Leadership and management	<ul style="list-style-type: none">▪ See the difference between leadership and management▪ Identify and self-assess skills in both areas▪ Plan your own skills development	10
Preparing your operations for growth	<ul style="list-style-type: none">▪ List the day-to-day tasks that keep your business running▪ Start to research the tools that may help▪ Identify people who help with the different areas of your business	11
Plan and manage your finances	<ul style="list-style-type: none">▪ Recognise the different financial records you need to keep▪ Start to build a financial plan▪ Know the different types of funding available	13
Risk management	<ul style="list-style-type: none">▪ Spot different types of risk▪ Identify tools and techniques to help assess and manage risks▪ Create a plan for what to do when risks cause issues	14
HR and people	<ul style="list-style-type: none">▪ Identify where HR can help you run your business▪ Recognise different HR roles, processes and policies▪ Plan how to set up HR in your business	16
Creating your marketing strategy	<ul style="list-style-type: none">▪ Work out the channels and tools that are right for your business▪ Know how you'll measure success▪ Start to build an effective marketing strategy	17

Core business essentials

Business purpose

My business goals

Write down 3 things that you would like to achieve:

1.



2.



3.



Vision

What is your vision for your business?

Mission

What is the mission of your business?

Unique Selling Point

Use this space to turn your SWOT into opportunity statements.

Turn your statements into SMART goals

Use this space to turn your statements into a few SMART goals.

Governance

Laws and regulations

Here's some space for you to note which laws and regulations might be applicable to your business.

Policies

Make a note of any policies you might need to add or change.

Leadership and management

Your skills development

Make a list of the skills you read about in this module that you'd like to develop. You can return to this when you have time to learn or want to add.

Skills to develop	What it will give your business	Link to any learning resources

Preparing your operations for growth

Activity 1

List the areas of your business. For example, Marketing, HR, Finance, Logistics, Sales, Procurement. Then mark the areas where you feel you already have operations and processes in place. This will leave the areas where you need to develop these.

Activity 2

Now, break down each business area into processes. For example, Logistics is all about the 'where' and 'when'. Processes may include: sourcing raw materials/ingredients, storing stock, delivering products to clients, sending email confirmations.

Activity 3

Are there any tools that may help streamline your process for each you have listed. Make a note of any types of tools you want to research to your development plan.

Business area	Process	Tools that could help

Plan and manage your finances

Make your notes below

Risk management

Identify risks

As you work through the lesson, make a note of any risks you think of while using the different techniques.

Score and plot your risks

Plot the business risks you've identified onto this risk matrix. For example, if you have good cashflow, you might rate this a 1 – highly unlikely. However, as low cashflow can lead to business failure, you might rate it 5 for potential impact – catastrophic. So, you'd write risk of low cashflow in the bottom left box where 'Highly unlikely' and 'Catastrophic' meet.

Likelihood	1 - Highly unlikely	2 - Unlikely	3 - Possible	4 - Unlikely	5 - Almost certain
Impact					
1 - Insignificant					
2 - Minor					
3 - Moderate					
4 - Major					
5 - Catastrophic					

Onward planning

You'll need to build a plan to help your start to reduce your risks and to plan for potential crises. Use the space below to capture your next steps you'll need to implement.

HR and people

Make a note

As you work through the lesson, make note of any HR roles, documents and tools you want to research later. You could also write down any follow up tasks you'll need to action to implement.

Creating your marketing strategy

Make a note

As you work through the lesson, make a note of any marketing channels or campaign ideas you'd like to use in your business.

Start your personas

Write down a few sentences about each one. Include information about demographics, lifestyle and personality.

Topic	Objectives	Page
Online and digital tools	<ul style="list-style-type: none">List the different types of online and digital toolsIdentify the benefits of these different types of toolsWork out which tools could help you reach your business goals	19
Technology and data	<ul style="list-style-type: none">Know your data and the tools to use, manage and store itExplore cloud platforms, AI and automation tools for business useKeep your business safe while using data and technology tools and practices	20
Getting started with customer relationship management	<ul style="list-style-type: none">See what Customer Relationship Management (CRM) tools can doKnow how to pick the best CRM system for your businessRecognise the steps to launch a CRM system	21
Fraud and online safety	<ul style="list-style-type: none">Be able to spot the signs of scamsKnow what you can do to protect your businessBe aware of the steps to take if you experience a scam	22
Product and service design	<ul style="list-style-type: none">Know if your goods and services are right for your customersDescribe the design processPick the right tools and methods to help you	23

Digital and innovation essentials

Online and digital tools

Make a note

As you work through the lesson, make a note on the different types of tools and any follow up research you might need to do.

Technology and data

Make a note

As you work through the lesson, make a note of any ideas and tools. Is there any learning you'd want to come back to later? Make a note of these here too.

Getting started with customer relationship management

Make a note

As you work through the lesson, make a note of any CRM features that might help your business plus any follow up research you'd like to do on CRM systems. You can also write down your top three takeaways here.

Fraud and online safety

Make a note

As you work through the lesson, make notes. Are there any policies or ideas you'd like to put into your business to help keep it safe?

Remember - if you think you've been scammed:

1. Report it to Action Fraud on 0300 123 2040 or online at <http://www.actionfraud.police.uk> .
If you're in Scotland, you can contact Police Scotland on 101.
2. Take steps to stop further damage. If the scam affects your bank account, you should contact your bank or phone 159. This is a number you can call to be directed to your bank's fraud team.
3. If you think someone has one of your passwords, take action to change your passwords.

Product and service design

Make a note

As you work through the lesson, make a note of any design techniques you'd like to try. You could also store the links of any of the resources we included in the lesson so you can return later.

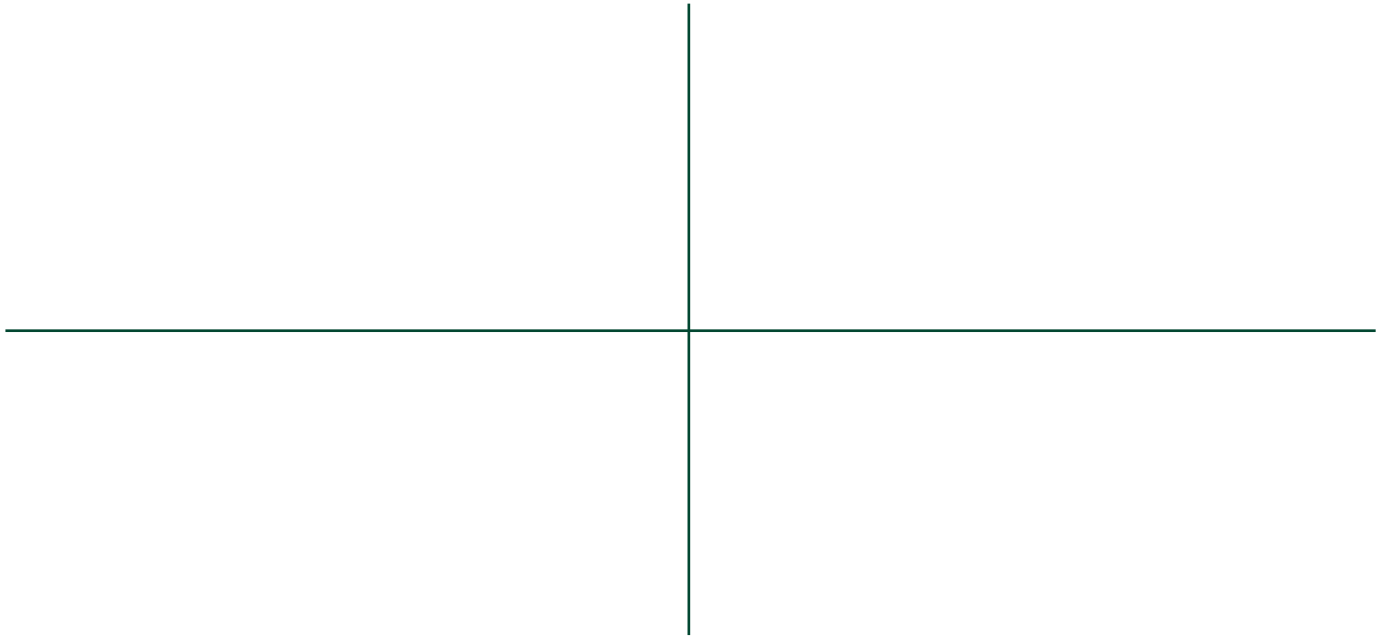
Topic	Objectives	Page
Build your growth plan	<ul style="list-style-type: none">▪ Know how to plan and prepare for growth▪ Set achievable growth goals▪ Start to build a sustainable growth plan	25
Reshape your target market	<ul style="list-style-type: none">▪ Evaluate the markets you're in▪ Explore growth within and outside of your current market▪ Map your market strategy to your growth plan	27
Use marketing to grow	<ul style="list-style-type: none">▪ Learn marketing techniques for growth▪ Know the impact of customer relationships▪ Explore how these can help you achieve your goals	29
Use digital tools to grow	<ul style="list-style-type: none">▪ Identify the benefits of using digital skills and tools▪ Learn which tools could help achieve your goals▪ Map which areas of your business would benefit	30
Use innovation to grow	<ul style="list-style-type: none">▪ Learn ways to innovate your products and services▪ Practise and generate ideas for innovation▪ Recognise how innovation could help your business grow	31

Growth planning

Build your growth plan

SWOT analysis

Write down 1-3 strengths, weaknesses, opportunities and threats:

A large empty 2x2 grid for SWOT analysis. The grid is formed by a horizontal line and a vertical line intersecting in the center, creating four equal quadrants. The lines are thin and dark green.

Problem statement

Use this space to turn your SWOT into problem statements.

Opportunity statement

Use this space to turn your SWOT into opportunity statements.

Turn your statements into SMART goals

Use this space to turn your statements in a few SMART goals.

S	
M	
A	
R	
T	

Now put all parts of the SMART goal together below

Reshape your target market

Questions to ask about your current market:

- Who buys from your business?
- Why do they buy from you?
- What factors influence their buying decisions?
- Where do they buy from you (e.g. online or in person)?
- Have their buying habits changed over time?
- What are their expectations? Look at quality, price and service.
- Is there a similar audience elsewhere?

Consider these four market strategies:

Market penetration

Segmentation

Expansion

Diversification

Which of these could help with each of your growth goals?



How could they help?



What areas of the business would they impact?



Use this space to note down any follow-up research or other actions to do

Use marketing to grow

Consider the tools and techniques you have seen in this lesson

Which of these could help with each of your growth goals?



How could they help?



What areas of the business would they impact?



Use this space to note down any follow-up research or other actions to do

Use digital tools to grow

Consider the tools you have seen in this lesson

Which of these could help with each of your growth goals?



How could they help?



What areas of the business would they impact?



Use this space to note down any follow-up research or other actions to do

Use innovation to grow

Consider these innovation techniques:

**Product and service
development**

Vertical integration

Open innovation

Co-creation

Which of these could help with each of your growth goals?



How could they help?



What areas of the business would they impact?



Use this space to note down any follow-up research or other actions to do

Topic	Objectives	Page
Fund your growth plan	<ul style="list-style-type: none">▪ Prepare for your funding application▪ Assess your funding options▪ Apply for funding	33
Scale your governance for growth	<ul style="list-style-type: none">▪ Assess the suitability of your selected methods▪ Look at the governance requirements you'll need to think about▪ Start to research and plan your activities	35
Lead change in your business	<ul style="list-style-type: none">▪ Learn to communicate your growth plan▪ Be able to lead change and embed your plan▪ Create skills and accountability in your team	36
Grow a sustainable business	<ul style="list-style-type: none">▪ Know what Environmental, Social and Governance (ESG) is▪ Spot how ESG practices can benefit your business▪ Find practical ways to adopt these practices	37

Growth implementation

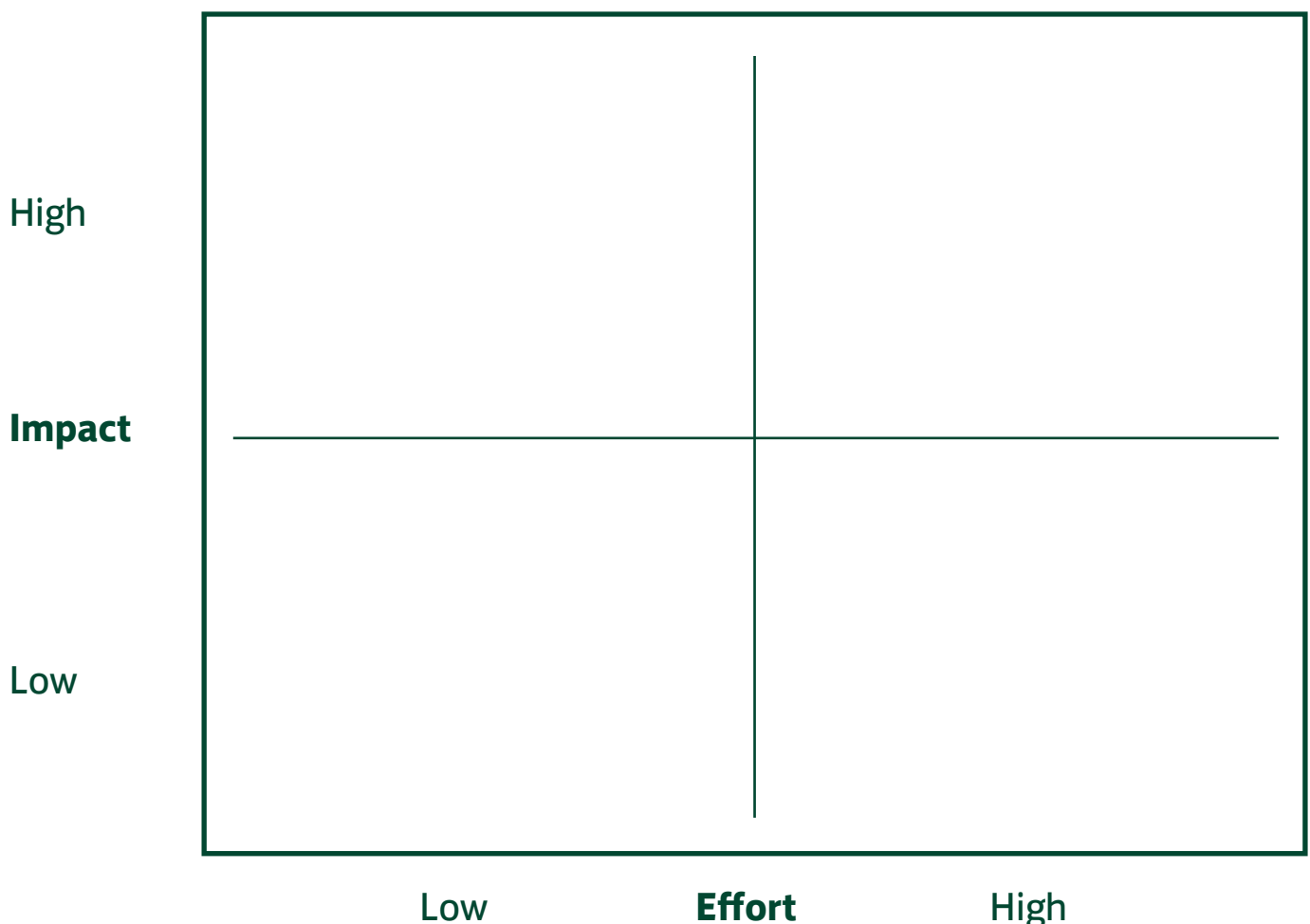
Fund your growth plan

Create your action priority matrix

This activity will help you create a high-level list of actions.

Use the Action Priority Matrix to identify:

- Fill ins (Low Impact, Low Effort)
- Thankless Tasks (Low Impact, High Effort)
- Quick Wins (High Impact, Low Effort)
- Major Projects (High Impact, High Effort)



Funding options

Consider each of the funding options you have seen.

Which of these do you think may help you achieve your growth goals?



Use this space to note down the growth methods and specific areas which will need funding.

Scale your governance for growth

Create your governance checklist

Growth Method	Business area	Related laws and regulations	Policies to update	Other actions

Lead change in your business

Create your skills matrix

Team/ employee	Skill / competency 1	Skill / competency 2	Skill / competency 3	Skill / competency 4

Skill levels:

0 = no knowledge

1 = beginner

2 = competent

3 = expert

Grow a sustainable business

The four-pillar strategy

Make a note of the top actions you'd like to do against each of the pillars

Pillar 1 Reduce your own emissions	Pillar 2 Reduce your value chain emissions	Pillar 3 Integrate climate into your strategy	Pillar 4 Influence climate action in society

Space for notes

Make a note of any of the ideas or follow-actions you'd like to come back to. This might help you to come back to actionable ways to improve ESG in your business.

Space for notes, thoughts, feelings and contacts



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