

## Most growing businesses hit a ceiling. It's rarely the ambition that's missing.

I'm Michael. I work with founders and MDs in retail, e-commerce, and professional services who know something commercial isn't working but haven't had the right person in the room to fix it. I bring 15 years of senior commercial experience, work directly alongside your team, and leave you with something that runs without me.



### WHERE I WORK

#### Margins & Pricing

I find where you're leaking money and build a pricing structure that holds, even when the market gets tight.

#### Range & Product

I cut what isn't earning its place. Every SKU either makes money or it goes.

#### Operational Efficiency

I remove the drag so the business stops depending on you being in every decision.

#### Sourcing & Supply Chain

Better terms, tighter lead times, real cost savings in places most businesses walk past.

#### Cash Flow & Forecasting

Real models, real numbers. Decisions made on facts, not gut feel and crossed fingers.

#### Turnaround

Margin eroding, growth stalled? I come in fast, find the real problem, fix it.

### WHAT THIS LOOKS LIKE IN PRACTICE

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#### MARGIN PRESSURE

A DTC brand came to me with revenue growing but profit shrinking. Supplier costs had crept up, discounting had become habitual, and nobody had looked at the real cost-to-serve per SKU in two years. I rebuilt the pricing architecture from scratch, renegotiated the top five supplier relationships, and removed 23% of the range that was actively losing money.

Result: Gross margin up 11 points within six months. The founder stopped discounting entirely.

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#### OWNER DEPENDENCY

An MD at a professional services firm was involved in every client conversation, every proposal, every renewal. The business couldn't grow because he was the bottleneck. I mapped every process that ran through him, built a commercial playbook the team could own, and restructured how new business was handled so it no longer needed him in the room to close.

Result: Pipeline conversion held. The MD got his evenings back. Revenue grew 30% in year one.

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#### STALLED GROWTH

A retail business had plateaued at £4m for three years running. The team thought it was a marketing problem. It wasn't. The range was too broad, the buying decisions were reactive, and the cash tied up in slow-moving stock was starving the categories that actually had headroom. I ran a commercial audit, identified the three categories worth backing, and built a focussed range plan.

Result: Broke through £6m within 18 months. Stock turn improved by 40%.

### HOW WE'D WORK TOGETHER

01

#### A conversation

We talk through where you are, what's not working, and what you're trying to build. No charge, no agenda, no pitch. Just an honest conversation to see if there's a fit.

02

#### Commercial audit

A focused 2–3 week deep-dive into your commercial operations. I look at margins, range, processes, cash flow, and supplier relationships, and show you exactly where the leaks and the opportunities are.

03

#### Working together

Ongoing fractional support, typically 1–3 days a week, built around what the business actually needs right now. I work alongside your team, not above it.

04

#### Leaving you stronger

Every engagement ends with the business in better shape than when I arrived. Systems that work, a team that's capable, and processes that don't depend on me, or you, to keep running.