



High Growth Ventures Storefront

Supporting ambitious high growth companies

2021



Businesses today are scaling faster
than at any other time in history.
The average age of the world's
largest business is now just 20 years.
In the 1950s, it was 60.

When a company grows at speed, having an advisor by
their side who can scale with them often creates value
for founders and shareholders.

The Deloitte Private High Growth team partners with the
multinational companies of tomorrow, providing advice and solutions
designed specifically for innovative enterprises scaling at pace today.

Foreword

We are living in a period of disruption, where the rise of innovative scale-ups is transforming the way industry operates. The business establishment is being challenged by ambitious entrepreneurial companies, who fill unexploited niches in the marketplace with agile, low-cost digital solutions.

The more successful disruptors can become multi-million-pound businesses very quickly, which often comes with challenges and risks. That's why Deloitte Private has launched High Growth Ventures. Combining the technical expertise of our network of specialists, with bespoke solutions. We're well placed to help support the unique growth challenges that scaling businesses face in their lifecycle, such as:

- Valuing and protecting your Intellectual Property
- Incentivising your workforce
- Building a resilient supply chain
- Maximising customer experience
- Managing cash burn
- Corporate governance
- Preparing for fundraising or exit

Our High Growth Ventures storefront provides a one-stop-shop to support UK-based companies who are growing at scale. We do this by leveraging the full portfolio of Deloitte Private's capabilities. Our global footprint means we can offer the best of our expertise, spanning across a diverse range of cross-functional offerings – including Technology & Supply Chain, Capital & Exit Preparation, Workforce Management, Risk, Legal & Compliance, and Tax & IP.

There are many different ways our involvement can act as a strategic partner in your growth journey, ranging from on-site expertise, providing experience in areas you may be lacking, through to assisting as and when you need us, as a strategic advisor.

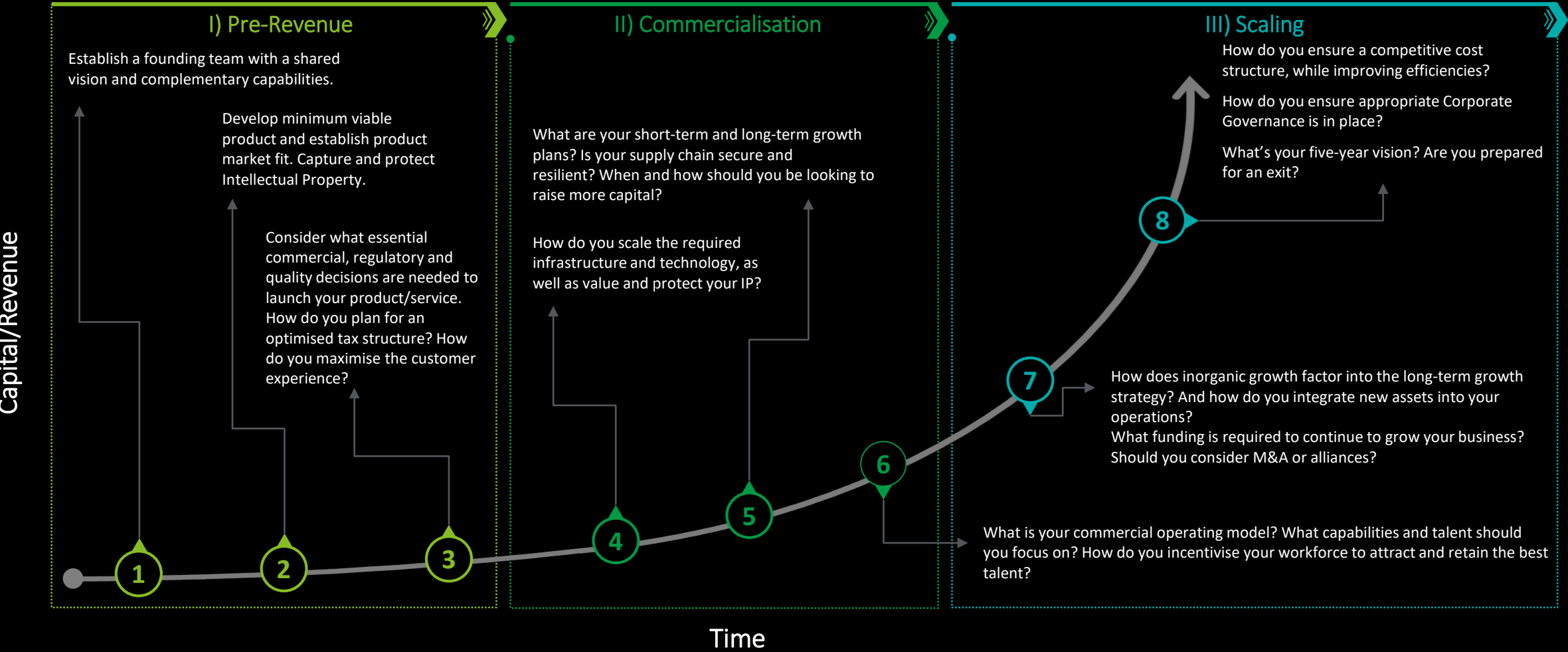


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UK Deloitte Private High Growth Segment Lead Partner

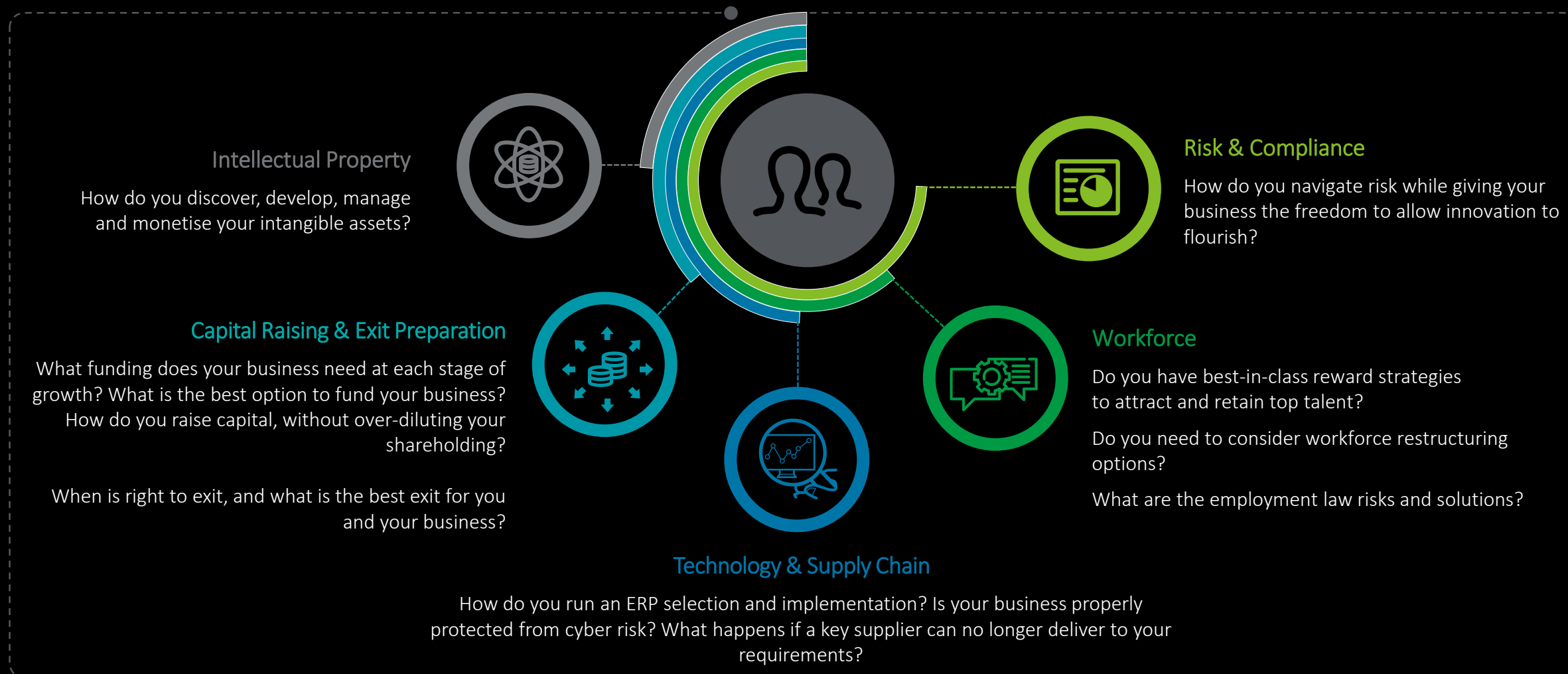
Evolutionary Stages of a High Growth Company

In our experience, CxO's of rapidly growing businesses face a distinct set of challenges throughout their growth lifecycle...



How we can help throughout your business lifecycle

...and each challenge requires a flexible and agile approach, depending on the needs of your business





Intellectual Property

How do you discover, develop, manage and monetise your intangible assets?

Intellectual property is the most valuable asset for most scaling technology companies, and so it must be built, protected, and valued.

We can help implement end-to-end IP strategies for your business. Which, along with our data-driven innovation insights and analysis, enables organisations to plan, protect and profit through the strategic management of any IP assets. We use patent filing data to compare IP portfolios of competing companies. By looking at filing histories, we can get a better understanding of competitive strategies around specific innovation areas.

Offering	How we can help
IP Strategy	<ul style="list-style-type: none">• IP strategy, management and transactional services across a wide range of market and technology sectors.• Comprehensive IP strategies, as well as implementation of effective processes that build portfolios and strengthen your IP positioning. We provide insights, based on deep data analysis, to assess and value intellectual assets. We can help you to understand your competitive position, build value, manage risks, and unlock additional income streams. An end-to-end added-value service that supports you at each stage of your IP journey, ensuring you use your intellectual assets to make sound business decisions.
Business Model Optimisation	<ul style="list-style-type: none">• Where should IP be held within your business? Is this properly documented? What arrangements need to be put in place such that other group companies can benefit from the IP? The answers to these questions feed not just into your ability to transact externally, but will help you to maximise R&D tax credits, as well as the comments which will be produced as part of due diligence exercises.
Grants	<ul style="list-style-type: none">• Helping you to build a compelling application and support end-to-end delivery, aided by our work with successful CIFC applicants and a range of assets and accelerators. Our level of support ranges from application build through to advising your internal team.
Innovation Taxes	<ul style="list-style-type: none">• Preparing robust and optimal R&D. Although Patent Box, or grant claims, can be a complex task, they can also generate significant benefits. We have a team of tax and tech experts with industry experience, who can help develop and execute an effective incentives strategy for your business.
Inherent Structural Costs	<ul style="list-style-type: none">• Depending on how your IP is held, the group may be more inclined to suffer irrecoverable tax costs, such as withholding taxes and in certain cases, VAT. Even where these costs can be avoided, the objective should be to reduce administration costs, complexity and risks. Again, how the IP is held and managed feeds directly into this.
Internationalisation	<ul style="list-style-type: none">• Expanding internationally requires a large commitment of time and resources from senior management, but failure to address even some of the small points can have a huge impact on the success of the expansion. We have supported numerous clients on this journey and can work with you to agree key issues and how to best develop your IP in the process.
Transfer Pricing	<ul style="list-style-type: none">• As your business grows and opens in new geographies, we can help you to design and implement transfer pricing operating models that are not only practical to implement and maintain, but compliant with international tax rules too. The team do not look at transfer pricing in isolation, but also consider wider tax positions to maximise tax opportunities while minimising risks.



Capital Raising & Exit Preparation

As you continue to grow, you need to have access to the right mix of funding for your business.

There are numerous ways of funding. Each differs depending on where you are in your growth lifecycle. And each comes with their own pros/cons and layers of complexity. We will work with you through each stage of growth, helping you to understand, explore and ultimately decide on the best funding option for your business.

Our team can help you to navigate through the complexities and considerations that come with raising capital and executing transactions.

Offering	How we can help
Fund Raising	<ul style="list-style-type: none">• We have developed strong and trusted relationships with a broad range of investors in the UK. Our in-depth understanding of the high growth sector enables us to provide valuable insight and innovative solutions across the entire lifecycle of your high growth business.
Debt Advisory	<ul style="list-style-type: none">• We provide independent advice and execution resource across the full spectrum of debt markets.• Also provide in depth knowledge and understanding of the debt markets, underpinned by an extensive network of contacts within banks and financial institutions.
Exit Readiness	<ul style="list-style-type: none">• One of the key components in supporting companies through an exit process is the completion of a Readiness Review, which quickly assesses your readiness for an exit and provides detailed practical recommendations built into a tailored exit timetable.
IPO Assist	<ul style="list-style-type: none">• If you think an IPO exit is in your future, it's never too early to start planning. We can help tailor an approach that fits your specific needs when preparing for your IPO — regardless of the stage of your readiness.• As investment is typically focused on operations during phases of rapid expansion, our approach seeks to develop people, processes and systems to be 'exit ready' — particularly in the organization's back office.
Valuations	<ul style="list-style-type: none">• Often 'traditional' valuation houses aren't fit for purpose for a High Growth company. Our service is different: as well as providing valuation opinions, the team has a deep track record in delivering complementary services - such as assurance, buy/sell-side due diligence and strategy input as part of a multi-disciplinary 'cross-Deloitte' team.
Transaction Support	<ul style="list-style-type: none">• Transaction support can be used for a variety of services, such as: project management, producing an integration plan, prospectus support, conversion of accounting standards, and diligence support.• Depending on the needs of your business, our support ranges from secondment of personnel or undertaking specific workstreams on your behalf.
Budgeting & Forecasting	<ul style="list-style-type: none">• We have a dedicated business modelling team who can support you in developing a fully integrated, assumption driven financial forecast model to support your capital raising or exit process. This can be done flexibly through either a secondment option or we can build the model and handover once complete.



Technology & Supply Chain

As your business grows at pace, you need a technology infrastructure that can scale seamlessly. Financial reporting needs to be flexible as strategies tilt and pivot, futureproofing for international growth and acquisitions.

Our team can help you make the right decisions at the right moment in your growth lifecycle, from ERP selection and implementation to data visualisation and cyber risk.

Offering	How we can help
Tech Strategy	<ul style="list-style-type: none">• Providing industry insight and leading-edge technology thinking to define business strategy and lead transformation. We advise CIOs and CFOs how to transform their IT function and help the business innovate for the future.
Analytics & Visualisation	<ul style="list-style-type: none">• Unlocking the power of data can transform a business. We can support across the full lifecycle of data analytics, utilizing our tools and the people to:<ul style="list-style-type: none">◦ Consult on where and how data is used and what tools to use to get the best value from the data◦ Extract and transfer data securely using standard and bespoke tools, from different systems and in different formats◦ Validate and reconcile data to report on completeness, accuracy and consistency◦ Identify and correct errors and inconsistencies◦ Transform data into useable formats to create a single version of truth◦ Combine sources to derive additional information including third-party data to complete the picture◦ Visualise data to gather insights through a range of different lenses◦ Embed these capabilities in your business to avoid convoluted processes which impact costs and reporting deadlines, resulting most importantly in confidence behind data-driven decisions
Cyber Risk	<ul style="list-style-type: none">• As your business grows rapidly, you may not realise where you're vulnerable. You need a cyber strategy that's fit for your business, allowing you to scale securely. Our team can quickly identify your most critical assets and build a strategy around these. We can protect your business using various capabilities such as cloud, data, appsec, and identity capabilities. We also conduct managed detection of threats and breaches, and help you respond and recover from cyber incidents through our incident response and enterprise recovery capabilities.• Unique to our High Growth clients, we can also provide a Virtual CISO capability which is an affordable way to tap into our global expertise, build security into your business early, and bring in and coordinate additional cyber capabilities described above as required.
ERP Strategy, Selection & Implementation	<ul style="list-style-type: none">• By creating an ERP strategy, you can save time and costs by guaranteeing that you know exactly what you need from an ERP solution ahead of any selection process. We support high growth businesses in their selection process with our tools, accelerators and intimate knowledge of the ERP vendor market. Once you have selected a vendor, we can also offer end-to-end implementation services to ensure that you successfully embed an ERP system that will successfully support and optimise your business processes.



Workforce

Do you have best-in-class reward strategies to attract and retain top talent?

From competitive remuneration, to benefit packages that include pensions, stock option plans, health and wellness benefits, there's a lot to consider. Often an agile and flexible approach to staffing will help you to engage the best talent.

Additionally, you may be looking to expand internationally, which brings new challenges. Employee mobility is often key to strategic plans. Businesses need to organise and coordinate international transfers of employees, including material needs, remuneration and legal matters, quickly and cost-effectively.

Our team of experts can help you design a best-in-class reward and compensation strategy to attract and retain the talent your business needs to succeed.

Offering	How we can help
Contract Management and HR Policy Design	<ul style="list-style-type: none">• We can support by drafting, reviewing and amending your employment and HR policy documents, including contracts of employment at all levels across your business, independent contractor agreements and Employee Handbooks and HR policies. We will ensure these are tailored and appropriate for your business, are kept regularly up to date with any employment law changes and make sure that the correct contracts are used for all individuals (i.e. employees and contractors) working across your business.
Compensation & Benefits Design	<ul style="list-style-type: none">• Securing the best talent for your business is fundamental to your long-term growth. You need to establish a competitive reward framework to support your future growth strategy. This will often involve equity based compensation, working with businesses from set up, through growth/investment phases and to exit/IPO. We advise on market practice, plan design, tax, legal, accounting and valuation, for domestic and international arrangements.
Employee Relations Management	<ul style="list-style-type: none">• Scaling businesses don't always have the budget for an in-house HR team, often leaving HR responsibilities to fall into the hands of busy CxOs. We can support you by providing a dedicated hotline to advise on tricky employee relations issues such as performance management, sickness absence, bullying and harassment, grievances and disciplinaries.
Protecting Your Business	<ul style="list-style-type: none">• It's important for high growth companies to protect the business from employee competition. We can help by drafting post termination restrictions, such as restrictive covenants and confidentiality provisions that are tailored to your business. We can also advise on and assist with any employee threats to the business that may arise.
Payroll Management	<ul style="list-style-type: none">• We offer many payroll related services ranging from delivery to advisory across the entire payroll life cycle. By integrating the services of the UK firm and that of our global member firms, not only can we provide UK industry and payroll services expertise, we are also able to deliver our end-to-end service as you grow internationally.
Mobility Strategy	<ul style="list-style-type: none">• In a rapidly changing global landscape, with an increased scrutiny to deliver cost reduction and talent alignment, organisations are evaluating how to best transform their global mobility services to meet these challenges. Our team can help you plan ahead and ensure your Global Mobility is aligned to your talent and business strategies.
Workforce Restructuring	<ul style="list-style-type: none">• As your business develops, evolves and adapts, you may find that an original workforce structure is no longer suited to fit your growth strategy. Workforce restructuring is a challenge for most and can be a complex and difficult decision. We can work through all the options available to you, while simultaneously considering the employment law risks and solutions.



Risk & Compliance

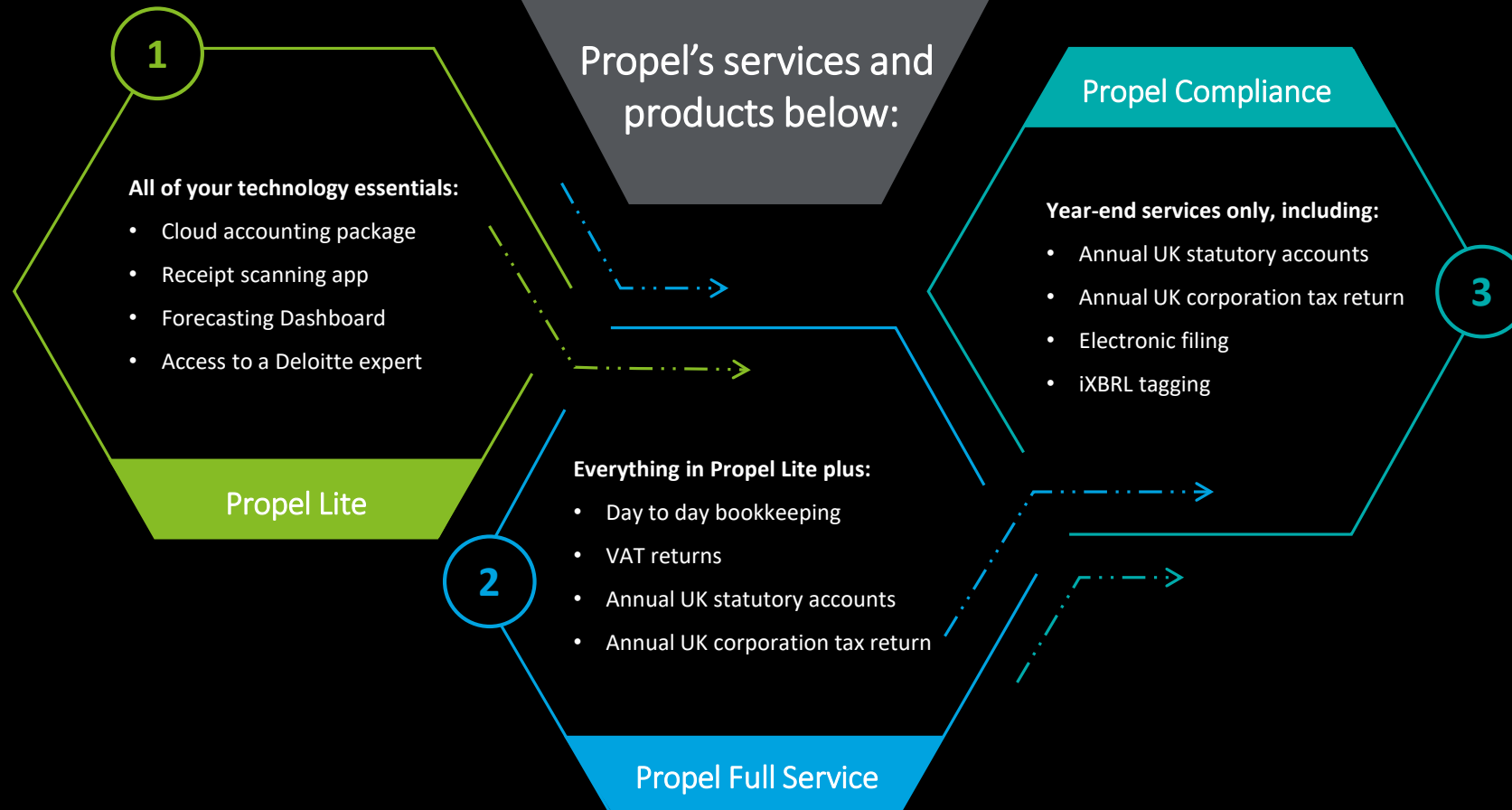
How do you navigate risk while giving your business the freedom and space to allow innovation to flourish?

High growth businesses create value at pace, which can erode quickly when risks are overlooked. A risk strategy that also provides room for innovation can be instrumental in protecting customers, employees and shareholders.

Our team can help you to create scalable processes & controls to reduce vulnerabilities and mitigate value erosion throughout both your business lifecycle and during an exit, whether it be trade, private equity or an IPO.

Offering	How we can help
Corporate Governance	<ul style="list-style-type: none">Through the application of our proprietary governance framework model, we support high growth companies to prepare for success. To establish the appropriate tone-from-the-top and key operating procedures and accountabilities to help build a sustainable and scalable business.
Statutory Audit	<ul style="list-style-type: none">An audit is more than just numbers. It's also about attesting to accomplishments and challenges and helping to set up a strong foundation for future aspirations. We illuminate the what, how, and why of change, so you're always ready to act ahead.
Regulatory Compliance & Monitoring	<ul style="list-style-type: none">We can help design, assess, or transform the process, controls, and infrastructure needed to address the wide variety of specific regulations and risks. More holistically, we assist clients in designing, assessing, and transforming their enterprise compliance programs to preserve organisational value and create competitive advantage.
Accounting Advisory	<ul style="list-style-type: none">We assist companies with accounting and financial reporting needs that often result from changing accounting and regulatory requirements, capital markets transactions, acquisition and divestiture transactions, as a result of inquiry or findings. Robust accounting and financial reporting are complemented, by sound financial integrity/efficiency and transparent management reporting.
Risk Management and Internal Controls	<ul style="list-style-type: none">We offer support with the development of sound risk management frameworks, helping identify principal risks and establishing processes to measure and monitor them.In alignment with identified risks, we can also support the development of controls frameworks to manage these risks, within organisational appetite.
Reputational Risk	<ul style="list-style-type: none">Our client's reputations represent a significant asset, built through strong performance and progressive behaviours. Our Reputation Management team can support them with the measurement, protection and enhancement of their reputations.
Regulatory Risk	<ul style="list-style-type: none">Our approach seeks to develop the regulatory management capability of our clients and unlock value. As clients face increasingly complex regulations and higher costs of compliance, we can help clients to assess, design, deploy and monitor global regulation compliance capabilities. In turn, we support the management of these complexities and optimisation of compliance processes.
Operational Resilience and Crisis Management	<ul style="list-style-type: none">We can support our clients both outside and within the crisis lifecycle, from developing internal capabilities to support managing live crisis response.
Deloitte Propel	<ul style="list-style-type: none">Bespoke accounting and tax solutions for ambitious start-ups and smaller SMEs, together with more strategic advice on technology and cash flow.
Third Party Assurance	<ul style="list-style-type: none">Organisations are increasingly focusing on their core competencies and strategically outsourcing non-core activities to service providers to reduce costs and increase margins. We can provide a variety of assurance services to reduce regulatory and stakeholder's risks, audit fatigue, and cost operational disruption; thereby helping them to assurance in their outsourced services.

Deloitte Propel provide start-up and SME accounting and tax services, together with more strategic advice on technology and cash flow



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We have extensive experience helping high growth companies across all key business areas

...and have published a range of thought leadership pieces to support our clients and demonstrate our breadth of knowledge and experience:



The Deloitte CFO Survey

The CFO Survey is one of Deloitte's flagship products, firmly established with media and opinion formers as the authoritative barometer of UK corporates' sentiment and strategies. It is the only survey of major corporate users of capital that gauges attitudes to valuations, risk and financing.

www.deloitte.co.uk/cfosurvey



Fast 50 Founder's Insights Report

This annual report produced by Deloitte Private's Technology Fast 50 team is based on interviews with, and survey results from, the high growth industry's leading CEOs and Founders. Each year investigates a different theme pertinent to the high growth sector. More than 100 CEOs participate each year.

<https://www.deloitte.co.uk/fast50/insights/>



Alternative Lender Deal Tracker

This quarterly report produced by Deloitte's Debt Advisory team is based on dialogue with the leading European alternative lenders and monitors the primary European mid-market deal activity (up to €350m of debt) involving these lenders. More than 30 alternative debt funds currently participate.

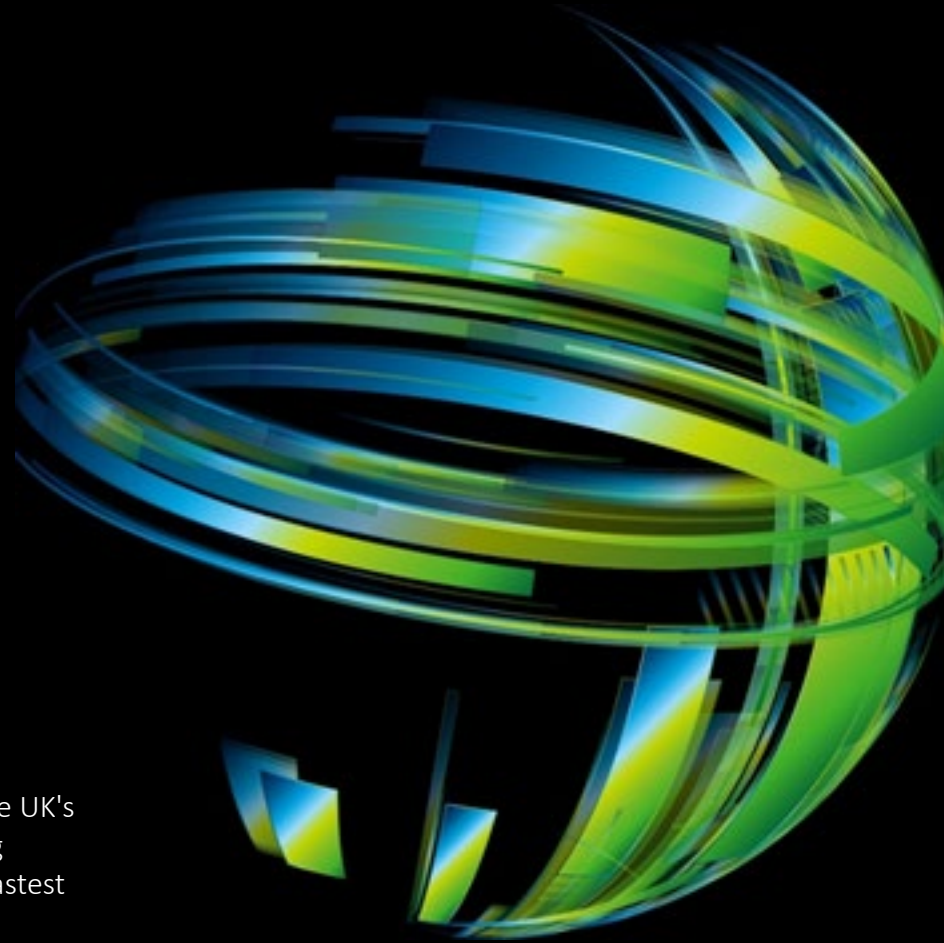
www.deloitte.co.uk/dealtracker



M&A Index

The Deloitte M&A Index is a forward-looking, quarterly indicator that forecasts future global M&A deal volumes and identifies the factors influencing conditions for deal-making.

www.deloitte.co.uk/maindex



UK Technology Fast 50

The Deloitte UK Tech Fast 50 Programme is one of the UK's foremost technology award programmes, celebrating innovation and entrepreneurship amongst Britain's fastest growing technology companies.

Visit our website to sign up to our Fast 50 Community list and be the first to receive updates on the programme, latest industry insights and for information on upcoming networking events.

Find out more at fast50.co.uk

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