



HELP TO GROW.

MANAGEMENT COURSE

MODULE TWELVE

Implementing Growth Plans Case Study: Texthelp (now Everway)



HM Government

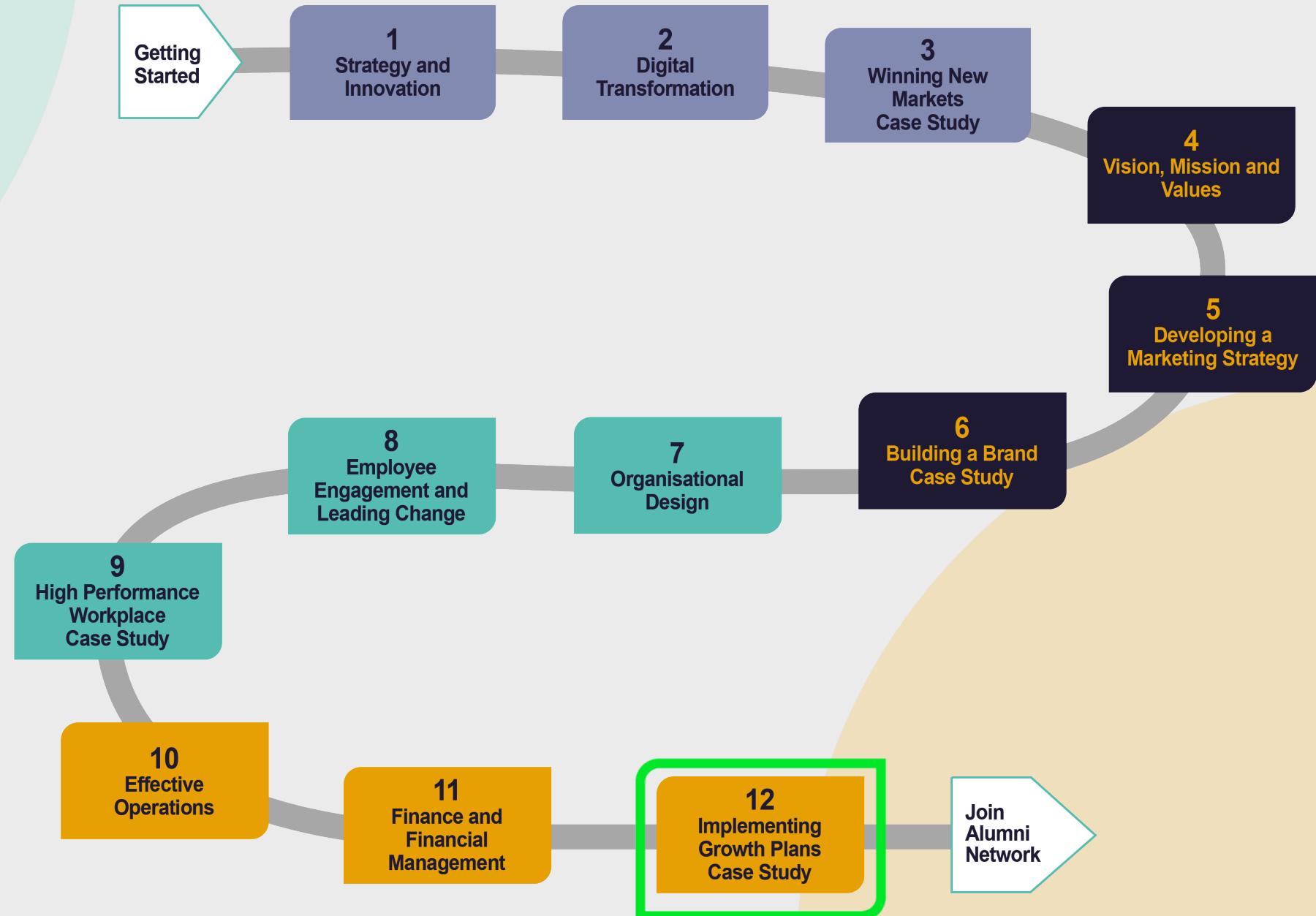


HELP TO GROW

MANAGEMENT COURSE

Your Journey Through the Programme

Fill in your GAP Workbook after each module and discuss it with your mentor at each meeting



MODULE TWELVE LEARNING AND ACTION OUTCOMES

Knowledge

I am familiar with a case study example of how a company planned, managed and resourced its growth

Mindset and Skills

I have shared my business's growth ambitions and key aspects of our plan with fellow cohort members

I am motivated to embed key management practices critical to growth and productivity in my business

Action

I have added an implementation timeline and some key goals to my Growth Action Planning using the GAP on a Page tool.

I have arranged to meet with colleagues to discuss implementing and monitoring our Growth Action Plan

I have considered how to continue engaging with my cohort and the Help to Grow network after the programme

Welcome to the session

Module 12 – Implementing Growth Plans

Texthelp Case Study

Workshop Agenda

- **SECTION 1: Welcome and Introductions**
 - Where have you got to on your 'growth reset'?
- **SECTION 2: Case Study – Texthelp and Martin McKay**
 - Start-up and early growth
 - Growth and new markets
 - 3 Phases of company growth
 - Achieve strategic growth
 - Discussion and key takeaways
- **SECTION 3: Growth Action Planning**
 - Tools and tips for implementation
 - Time to reflect
 - Leave with completed GAP on a Page
- **Wrap up and Actions**
 - Next steps after the session and programme



A Word on Case Studies

A case study gives a real-world example of how the concepts we talk about on the programme have played out for one business

- Our case studies are not exemplars, just a non-judgmental description of what happened for one business, drawing out aspects which are pertinent to our discussions on the programme.
- We chose businesses from across the UK, looking for an interesting story and a founder or leadership team happy for us to film in their business. They gave us their time and agreed to describe the ups and downs of their journey so others could learn from their experience.
- Please be aware that the case study describes a snapshot in time and the story of each business has continued since. This module may not reflect recent developments in the business, but new growth, new challenges or other events may be found by searching online.

Recent Developments for Texthelp

In 2024 Texthelp merged with n2y, a company specialising in education solutions for students with special needs. In April 2025, Texthelp changed its name to Everway. A new CEO, Craig Powell has taken over from Martin McKay who remains actively involved as Executive Chairman.

SECTION ONE
YOUR GROWTH RESET

GAP - Progress to date?

- Selecting your growth opportunity
- What issues have been the most challenging to deal with?
- Why was that – senior team resistance; lack of clear vision etc? – and have they been resolved?
- What have been key successes so far and what was the key factor?

Why the GAP (Growth Action Planning) is great

Use your GAP to record key goals and take-aways from each module

- Writing down your goals increases your likelihood of achieving them
- Planning high priority, high impact actions increases your growth further
- The GAP uses a coaching framework to push your growth forwards
- We will take some time today to record and share priorities using the GAP on a Page.
- You will leave today with a completed high-level Growth Action Plan for your business

The power of GAP – a coaching framework

- What is your desired outcome or goal?
- What targets/KPIs could be set for this outcome?
- How are the targets going to be tracked?
- Who is responsible for managing this?
- What resources could you use: data, evidence, models, tools, equipment, tech?
- How could you apply these resources?
- What other contributing actions might assist?
- Can any of these actions be digitised?
- What are the potential barriers to these growth actions?

SECTION TWO

**CASE STUDY - TEXTHHELP &
MARTIN McKAY**

VIDEO ONE
The Beginning

WORKBOOK ACTIVITY 1

Creating your long-term compelling vision

- **What stood out as characteristics of Texthelp and the way business was done before 2015?**
- **Growth needs a long-term vision.**
 - What is your ambitious 10–20-year target?
 - How will you measure success for your business?
- **What if you had a magic wand?**
 - and could achieve anything you like, with no restrictions on time, people, place, resources and finances?

Break (1)

VIDEO TWO

**Growth and Developing
New Markets**

Some initial reflections on critical success factors for growth

- Relationships with early customers
- Competitor intelligence to displace competitor offerings and channels
- Taking advantage of initial established channel networks
- Stronger investment

VIDEO THREE

Innovation and Product Development

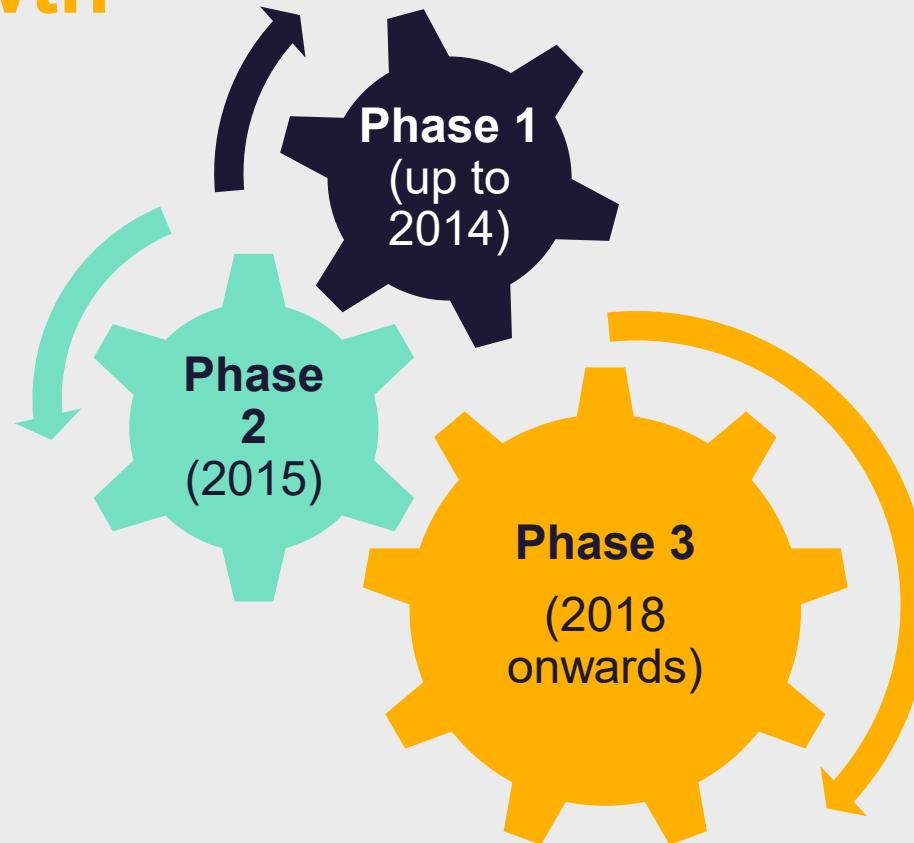
Some further reflections upon Innovation

- Becoming more strategic about innovation and product development
- Better use of analytics
- Methodologies of development and internal working
- Awareness and responsiveness to competitor and disruptor entry

VIDEO FOUR

**Market Development and the
Internationalisation Journey**

Phases of Growth for Texthelp



**Workbook
Activity 2**

WORKBOOK ACTIVITY 2

Comparing the Three Key Phases of Growth

Compare the three key phases for Texthelp – 1994 to 2014; 2015 to 2018 and 2018 to present day

- What differentiates each of these phases?
- What are the common features across all three phases for Texthelp?
- Did Texthelp change significantly from 1994 to 2023? In what ways?

Workbook
Individual
Activity 1

INDIVIDUAL ACTIVITY 1

Financial Performance Across the Three Growth Phases

Reflecting on the financials from 2014 to 2021:

1. What were the key financial challenges Martin faced during this period?
2. What kinds of discussions would have taken place with external funders?
3. Do you think at any time the company was financially unstable/vulnerable?

Rapid fire round of ideas – 5 minutes



Workbook Activity 3

WORKBOOK ACTIVITY 3

Time to reflect: Market Development and Growth

- Texthelp went through three phases of growth during their journey to date. What went well in each of these phases and facilitated growth? What were the risk factors that could have jeopardised that growth and achievement?
 - Split across facilitators of, and challenges to, growth
- What does growth look like for your company?
 - Split out different areas of your business: product, staffing, finance, marketing, operations, digitisation and data creation/need.
- What are the challenges to growth in your company and how can you overcome these? How can you minimise and overcome resistance?

**There are also two further videos
available on the VLE**

- Video Five
 - The Challenges of Growth
- Video Six
 - Looking back to Move Forward
 - What does the future hold for Texthelp?

LEARNING SUMMARY

Headlines from Texthelp

- Growth is a journey which can take time
- Growth has many constituent parts which can vary across companies
- Vision is critical
- Leadership is a key ingredient along with a suitable team that can flex and adapt as the company grows and changes
- Use partnerships, innovation, acquisition, competitor intelligence and marketing efforts in different ways at different stages to facilitate growth
- Acquiring the appropriate financial and human resources is central to achieving the vision for growth
- Achieving a strategic fit between opportunities and the resources needed to exploit is a priority
- Learning and acquiring new skills by the team and leader along the growth journey can be a game changer

LEARNING SUMMARY CONTINUED

Headlines from Texthelp

- Step change may be needed in mindset, practices, direction and company make-up/team - as Texthelp grew they moved from organic to strategic
- Confidence to make a step change and shift is critical and can be supported by:
 - Internal drivers and skills for example team members, leadership, new directions and innovation
 - External drivers for example market dynamics, competitors, investors and intelligence

Workbook
Individual
Activity 2

INDIVIDUAL ACTIVITY 2

Goal Timeline

- Draw a line or use the GAP on a Page to identify 'now, soon and later'
- Define key dates for soon and later on your GAP on a Page
- Draw in your priority goals and start to define your Key Actions: (Make them SMART)
- Don't worry if your sheet gets messy!



SMART Goals Worksheet

S.M.A.R.T GOALS WORKSHEET

Creating SMART Goals are designed to assist you in identifying what are the key priorities for your organisation and determine which are realistic and can be achieved in the timescales suggested with the resources that your organisation has at its disposal. When writing the goals, ensure that the language is as concise as possible but should only include the relevant information.

INITIAL GOAL	Description of the goal. Make this as detailed as required for other people to understand.
S SPECIFIC	Why do you need to do this? What needs to be accomplished? Who needs to be included? Why is this a goal?
M MEASURABLE	How can you measure progress to determine if the goal has been achieved?
A ACHIEVABLE	Does your organisation have the required skills or knowledge to achieve the goal? If not, how do you obtain them? What is the motivation for this goal?
R RELEVANT/ REALISTIC	Why is this goal being set for the organisation? Is it aligned with the organisation's strategic goals and objectives?
T TIME-BOUND	What is the deadline and is it realistic?

Break (2)

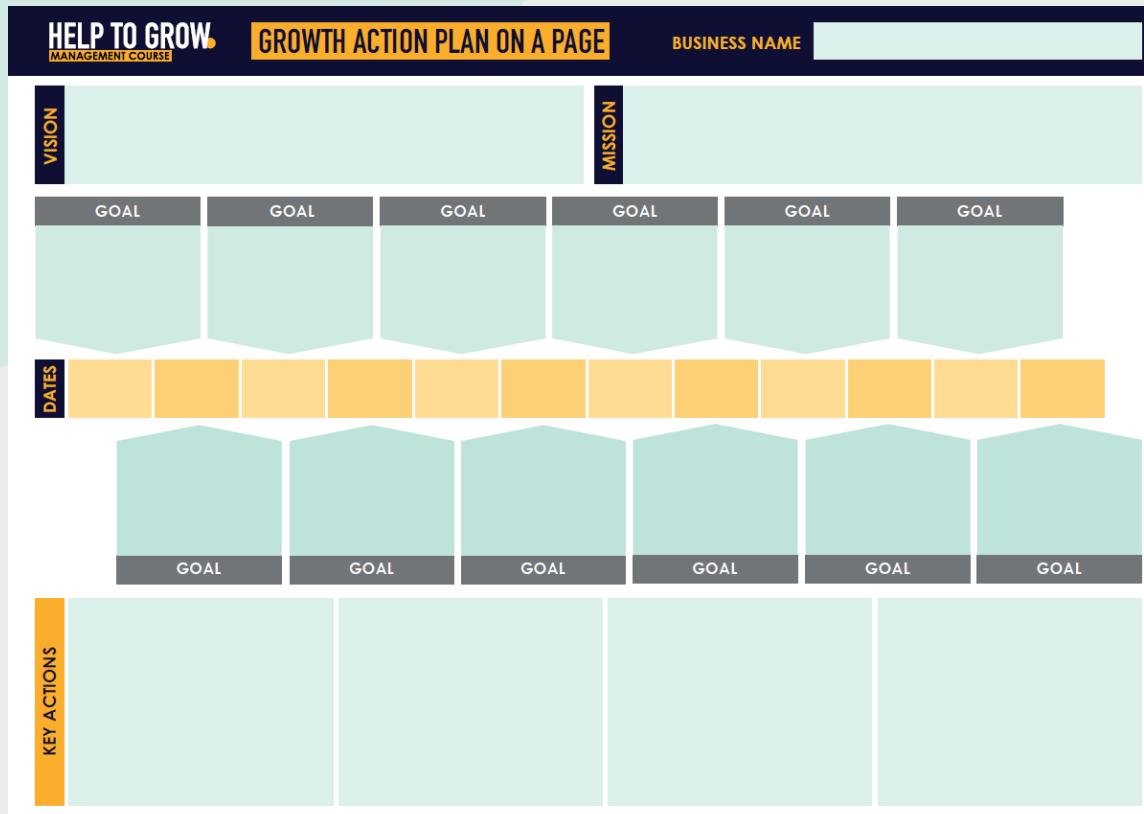
SECTION THREE
GROWTH ACTION PLAN

GROUP ACTIVITY 4

Discussion: Selecting your area of growth to implement

- Thinking about your visioning task – Activity 1
- What is your key area of growth to make happen?
- Think back to the Business Model Canvas
- Examples could include a sustainability strategy, new AI tools or creating an inclusive workplace?

Growth Action Plan on a Page



Objectives	The steps to achieving the goal Try to make them SMART
Key Actions	A set of individual tasks that will deliver that objective – relate to goals
Dates	Timeline (start & end)
Other details	Name of person responsible RAG Progress, challenges and risks

REFLECTION

Growth Action Plan

- Review your learning across the 12 modules of the programme
- What are the goals and key actions you have captured on your GAP on a Page?
 - What is in your comfort zone which you are definitely going to do?
 - What are you ignoring in your blind spots that you should be doing?

Next steps

- What are you taking away to action and implement?
- What happens after the programme?

WORKSHOP SUMMARY

SECTION 1: INTRODUCTION

We introduced the Case Study business

SECTION 2: THE JOURNEY OF TEXHELP

We looked in more detail at the journey of Texhelp and how this can be used in your own organisation

SECTION 3: GROWTH ACTION PLANNING

We looked at Growth Action Planning in more detail, completed the GAP on a Page and discussed tools and advice you could use with your own organisation

NEXT STEPS – APPLY THIS TO YOUR BUSINESS

Complete this Module on the VLE

Workbooks

In the Workbook, there are activities based on creating your vision, operational and financial strategies, drivers of implementation, growth areas and tools to consider

GAP Workbook

Answer the Module 12 questions and access the GAP on a Page if you wish to refine your version.

Module Resources

Weblinks on the module resources page will take you to additional information on the module topics

Module Feedback Surveys

Please complete the Module Feedback Survey on the VLE for Part 4

After the Programme – Evaluation Survey

Six months after completing the course, Ipsos will invite all eligible participants to take part in a follow-up survey. To be eligible, you must have completed nine or more modules.

You'll receive an advance email from UK-PA-HelpToGrow@ipsosresearch.com, inviting you to take part in the 15-minute telephone survey.

In addition to the survey, Ipsos conducts one-to-one interviews with a number of participants each year. If you're interested in sharing your experience in more depth, please contact UK-PA-HelpToGrow@ipsosresearch.com.

These activities help us understand how the Help to Grow: Management Programme has influenced how you manage your business. Your feedback is vital for improving the programme and assessing its impact.

Your responses will be kept strictly confidential and used for research purposes only.

After the Programme – Local support

Local Enterprise Partnerships: advice, programmes, resources, links, event

School of Business

- t:
- e:
- w:

Alumni Programme

Following the completion of the Help to Grow Management Programme, you will be sent an email confirming your membership of the alumni network. The following benefits, resources and activities will be available to you.

In-person events and activities:

- Fully funded conferences delivered nationwide and an annual national conference with world-class speakers.
- Further opportunities to learn and develop your skills via free to attend, masterclasses and development programmes delivered by business schools in your region.
- Access to exclusive offers from alumni network partners.

Online articles and resources:

- Immediate access to the alumni content hub at helptogrowalumni.org which contains all curriculum material covered in the Course.
- Webinars, podcasts, articles and signposting to SME business support agencies.
- A monthly alumni newsletter.

After the Programme- National support

Further national support and details about other programmes you can take part in:

- Help to Grow: Management Alumni Network
- British Business Bank: <https://www.british-business-bank.co.uk/>
- CPD: <https://cpduk.co.uk/>
- Department for Business and Trade (DBT): <https://www.gov.uk/government/organisations/department-for-business-and-trade>
- Goldman Sachs 10,000 small businesses: <https://www.goldmansachs.com/citizenship/10000-small-businesses/UK/index.html>
- Federation of Small Businesses (FSB): <https://www.fsb.org.uk/event-calendar.html>
- Intellectual Property Office (IPO) : <https://www.gov.uk/intellectual-property-an-overview>
- Growth Advantage Programme: <https://www.strath.ac.uk/business/huntercentreforentrepreneurship/gap/>
- ScaleUp Institute: <https://www.scaleupinstitute.org.uk/>
- Institute of Directors: <https://www.iod.com/>
- Innovate UK: <https://www.ukri.org/councils/innovate-uk/>

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This slide deck has been created for the Help to Grow: Management course, all images, exercises, theories and ideas are from a number of sources referenced throughout the document.

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Thank you for your attention and participation.
I hope you have enjoyed this session.

Thank you to Texthelp for their contribution

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