



# The Power of Tangible™

Credentials & case studies



# The history

Founded in 2020 by Paul Allen, Red Dots is a collaboration of likeminded consultants with extensive experience in the marketing services sector.

Paul is a professionally qualified Accountant who has held senior financial positions in agencies such as Naked, Edelman and Jackie Cooper. For the 7.5 years before launching Red Dots, Paul was a Partner at the Consultancy and M&A advisory practice SI Partners.

Red Dots was formed to deliver tangible change with a promise that your agency will be in a better place after you work with us than it was before. We are driven to provide insight and perspective and give you the confidence to accelerate growth.

We collaborate with CEOs and Founders to build the best version of their agency and support them on the journey to realise their potential and achieve value from an exit.

## EXPERIENCED

Over 20 years experience within international agencies coupled with extensive M&A involvement.

## INNOVATIVE

We believe in driving tangible success, which means thinking creatively to design new business models and implement change.

## SKILLED

Delivering value above and beyond a financial and commercial partner to create simpler and more effective businesses.

## SPECIALIST

Expert experience of working within, or as an adviser to creative services businesses.



## Growth Planning



Help Founders to build a robust and achievable growth plan that the team can align and share in the success of:

- Commercial behavioural change
- Organisational design
- Succession planning
- Compensation and incentives
- Planning for exit

## Advisory Services



Acting in your best interests to collaborate and deliver improved results:

- Business partner & commercial leadership
- Conflict resolution
- Setting priorities and goals
- Structuring commercial accountability
- Strategic planning

## Business Review



Identifies the barriers to growth and the opportunities to achieve your objectives quicker and easier than you thought possible:

- Commercial review
- Market context and KPI benchmarking
- Focus on high growth opportunities
- Business planning in the context of your culture and risk profile

## Innovation & Challenge



Pushing you to think and act differently:

- Challenge and external voice
- Board advisory / CFO services
- Innovation and business transformation
- New business models and fee structures
- Simplification of your business

What we do....

## Our methodology – The Power of Tangible™



### REALISATION

It's important to realise that by implementing change, you require employees to step outside of their comfort zone. They aren't going to do so willingly unless you can.



### DESIRE

Understanding that there's a need for change and wanting change to happen are two different things. When people honestly want to see positive change, they'll embrace it with desire.



### DISTRIBUTE

Re-educating individuals via a learning process by sharing of reflections and experiences with others. This is how we make sense of what we have learned and put new knowledge into practice.



### TALENT

Enabling talent is all about how you get things done. Identify and remove potential barriers, prioritise their tasks, encourage them to believe in their abilities and as a leader allow them the to fail safely.



### SUPPORT

Sustain the change. Continuously share messages and stories to ensure people understand how the change is working and what still needs to be done.

# TIN MAN.

## Our client

A consumer PR agency formed in 2013 which has grown consistently each year. They are proud to have been awarded “**Creative PR agency of the year**” and “**Number 1 fastest growing UK PR agency**” (PRovoke 2020). They currently employ a team of over 30 strategists and creatives in their London HQ.

## Initial scope

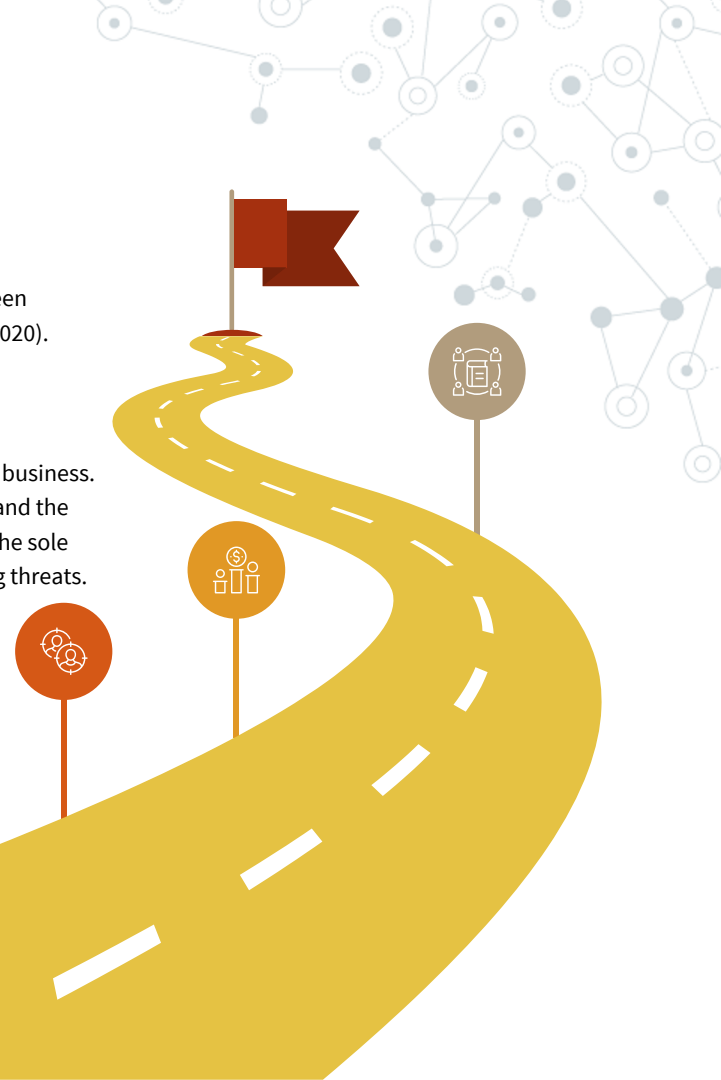
Tin Man was experiencing pains of fast growth and reliance on the Founder left a void in some areas of the business. The decision was made to align the Management Team behind a tangible strategy that would allow them and the agency to develop and deliver sustainable and profitable growth. Paul Allen is now a business partner to the sole Founder and assists in the strategic development of the business harnessing opportunities and minimising threats.

## The Journey to date

- Development of Management team
- Development of strategic growth plan
- Salary and equity incentive schemes
- Buy back of equity from angel investors
- Talent mapping
- Formation of complimentary content production subsidiary

## Results

- Shift in client profile to fewer, larger clients
- YoY revenue growth of +30%
- Consistent profit margin of above 20%
- Investment in creative capabilities
- Product development (analytics tool)
- Aligned and motivated team



# blurred

## Our client

A strategic and creative advisory firm formed in 2018 which has grown to +£2m revenue. They are proud to have been awarded **“Best new consultancy”** (PProvoke 2020). They currently employ a core team and work with their clients via a unique cohort ecosystem accessing industry experts to solve their clients’ problems

## Initial scope

Paul Allen advised Founder Nik Govier at her previous agency, Unity, and then from the inception of the Blurred. Blurred works with clients in a progressive way, by having a small core team supported by a network of cohorts. The commercial model is akin to management consultancies and all work is value based rather than on a time and hours basis.

## The Journey to date

- Incorporation of the business
- Strategic planning
- Equity structuring
- Incentive mechanisms
- Commercial leadership
- Investment in partner businesses (e.g. advertising)
- Investor buy back negotiation and execution
- Board attendance

## Results

- Base of large blue-chip clients
- Over £2m revenue in first full years trading
- Profit margin of above 30%
- Aligned and motivated team





## Our client

A corporate communications agency formed in 2016 which has grown annually to deliver revenues of +£2m. They have built a core team of 10 corporate comms specialists from diverse background who approach client problems from a management consultancy perspective.

## Initial scope

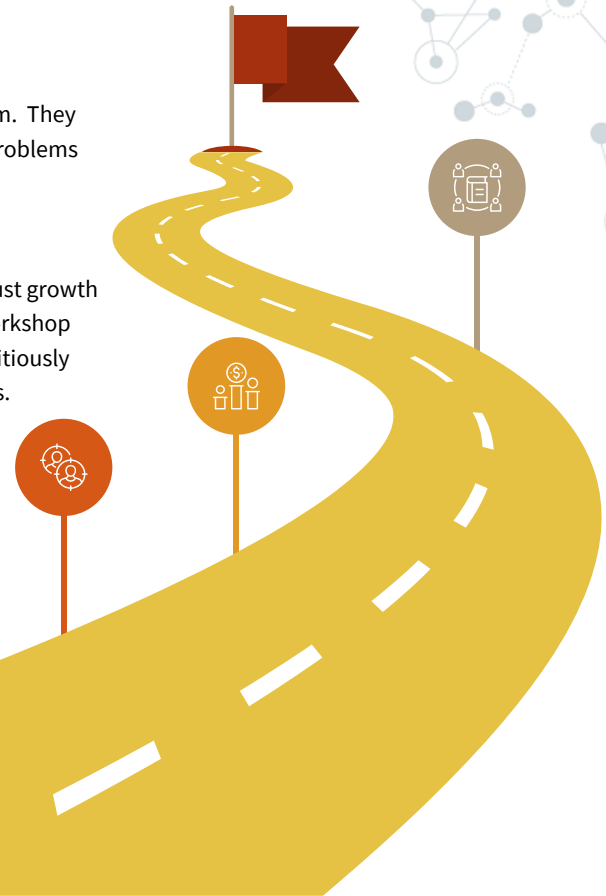
Paul Allen was engaged by Founder, Gabe Winn shortly after the agency was formed to put together a robust growth plan focusing on commercial KPIs, positioning, client profile and organizational design. Following that workshop Paul has continued to work closely with the senior team and as a Board advisor. The business is now ambitiously creating a marketing services group of complimentary businesses to build out capabilities and specialisms.

## The Journey to date

- Strategic planning
- Equity structuring
- Incentive mechanisms
- Management & Board reporting
- Commercial leadership
- Acquisition strategy
- Board attendance / Corporate governance

## Results

- Targeted client portfolio of client
- Profit margin of above 30%
- Aligned and motivated team
- Organic & Inorganic growth plan



## Recent client testimonials

“Paul’s been a godsend. He’s a bit weird for someone who trained as an accountant in that he gets people and empathy and emotion, which tend to be lacking in the financial crowd but are crucial in comms. He’s smart, strategic, and creative and picks up on things we haven’t noticed. He continues to provide outstanding advice and support to us; but, when we’re big enough, we’re going to hire him - so you’d better get in quick if you want his advice.”

**Gabe Winn, Founder and CEO, Blakeney**

“How can I move faster? That’s the question that I posed to Paul when I started working with him. Rather than answer that question straight-away, we looked at all of the insights and data together, leaving no stone unturned. Then he created a plan and a compelling business case to make moves that I’d never had the courage to do previously. He’s put in place targets, structures and frameworks that have challenged me to perform better. As a result, we’re transforming and growing faster than we have done in the last three years.”

**Adrian Ma, Founder, Fanclub PR**

“I whole heartedly endorse Paul. He’s been with us since day one and his cool head, clear consultancy and blatant care for our business has shone through. He pushes us to think differently and provides surprisingly creative thinking for a trained accountant. We wouldn’t be without him.”

**Nik Govier, Founder and CEO, Blurred**