

# 49

**“Clever people are very good at finding reasons why something won’t work. Try putting that negative energy into finding ways to make an idea work. See where that takes you.”**

Liz Evenden,  
Capability Consultant, ?What if!

# 50

“The world has become a much smaller place. Thirty years ago, personal and historical connections were extremely important. Now, be aware that size and cash can be king.”

Stephen Rouse,  
Co-owner, Hilka Tools

# 54

**“People have an interest in re-cycling, in the environment, in alternative sources of energy. So we invite people around and show them what we’re up to. It works.”**

Simon Little,  
Sales & Marketing Director, Powerday



# 51

“Most businesses have somewhere in the region of ten opportunities a day, but most people don’t see them”

# 52

“Don’t just concentrate on being experts in your end product, be experts in all parts of your business – we’re as much a logistics

# 53

“If you haven’t got decent staff, you haven’t got a business. Remember to take a long-term approach.”

Lance Forman,  
MD, Forman & Field

# 55

**“You have to constantly strive to be better than you are. Always regard yourself as being second best, and**

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# 55

**“You have to constantly strive to be better than you are. Always regard**

**56** "Too many people going into business think it's easy; it's not. If you want to start a business, do your research."

Michael Bernstein,  
Partner, Harris Lipman



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Michael Bernstein,  
Partner, Harris Lipman



**46**



"What makes technology businesses successful is someone having the light bulb come on in their head; the second is serendipity, which is to meet somebody like us who are prepared to fund them."

Harvinder Hungin,  
Executive Chairman, Orbitsound

**47**

"What makes us stand out? I'd say hard work... and good marketing."

Marion Rogers.

**48**

"The secret to our success is a result of the right people coming together at the right time."

Harvinder Hungin,  
Executive Chairman, Orbitsound

**47**

"What makes us stand out? I'd say hard work... and good marketing."

**48**

"The secret to our success is a result of the right people coming together at the right

**43** "Our belief is, let's just make a phenomenal product, and then the money will come. While our competitors are busy chasing the money, we're interested in making great bikes that people will ride."

William Butler-Adams,  
Managing Director, Brompton Bicycle

**44**

"You've got to be passionate about what you do to succeed in business. It's that passion that

William Butler-Adams,  
Managing Director, Brompton Bicycle

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"Attention to detail is key and every single element has to be right. Our success is being open 24/7. Having

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**57**

"Share the passion that you have for the business with every existing and potential stakeholder you can. Open doors, be honest and keep communicating with them. If your idea is strong enough, you'll touch enough people who'll want to share it with you."

Simon Little,  
Sales & Marketing  
Director, Powerday

with you.

Simon Little,  
Sales & Marketing  
Director, Powerday

**58**

"Look into the industry you want to be in, and whether you want to be in a niche market or a mass market. Do your research accordingly and follow your instincts."

Dion Kremer,  
Founder and MD, Mumbo Jumbo Toys

**59**

"Always get experience working for someone first. It's easy to think you can do everything yourself, but you need counterpoints when it comes to establishing financial ventures."

Sandeep Jaitly,  
Investment Manager, Analyst Investment  
Management plc [Monsoon Fund]

**60**

"You must have a trusted team – such as a good accountant, a good bank, a good solicitor – because but you need counterpoints when it comes to establishing financial ventures."

Sandeep Jaitly,  
Investment Manager, Analyst Investment  
Management plc [Monsoon Fund]

**60**

"You must have a trusted team – such as a good



61

"If you go into battle, make sure you've won the war. If you go into any business or negotiation, make sure that the end result will be in your favour."

Sej Sejpal,  
Managing Director,  
Motor Fuel Group Plc

63

"...The best people give the best advice and attract the best clients. We're in a people business. It is their skill and talent that shines through and gives you the edge..."

Andrew Denley,  
Managing Partner, Menzies



64

"The only three rules of business are make money, make money and retire. You can't believe how many people don't realise that."

Gary Beckwith,  
Proprietor, City Cruises

65

"You come to me with a plan to be a stand up comedian. I'd say let's look at how many are doing it, what standard they're at, and maybe we'd say 'this is a bit tough, perhaps you should think about being an estate agent. Better chance of success, but fewer people would love you. Actually, nobody would love you.'"

Gary Beckwith,  
Proprietor, City Cruises

41

"Success is a global company with a family feel."

41

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42

"With innovation, the right behaviours are more important than the right tools. You've got to nurture new ideas. That doesn't mean no idea is a bad idea. It's just that you can't tell if it's a bad

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Gary Beckwith,  
Proprietor, City Cruises

**36** "Success is partly about having a mindset of being really outward looking."

Sir Eric Peacock,  
Serial entrepreneur and former founder, Chairman and Chief Executive of Babygro PLC which he took to a London Stock Exchange listing



**38**

"Branding is about being real – it's us, how we work, what we do, real people in real situations."

Alistair Rynish,  
Director, First Point Group Ltd

**37**



"Business success is about doing the right thing and delivering it, even if it is not what the client expects. The norm is often not the right way."

Ian Wilson,  
Finance Manager, Expatriate

**37**



"Business success is about doing the right thing and delivering it, even if it is not what the client expects. The norm is often not the right way."

Ian Wilson.

**39**

"The one thing successful companies have in common is enthusiasm. If you don't have that you

**39**

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"If you want to start your own tourism business, you can start with very little as long as you understand the route to market."

Rita Beckwith,  
MD, City Cruises



**66**

"Have a very clear mission statement with a very clear goal. It must be understood by all and shouldn't need to be softened for different audiences."

Jane Archer,  
Executive Director of Policy, London First

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Jane Archer,  
Executive Director of Policy, London First

**67**

"Get your product right and your service right first. Then give it 10 or 20 years and you'll be able product right and your service right first. Then give it 10 or 20 years and you'll be able

"When you get it wrong – because you never know what's going to be in or out of style – move on quickly."

Dr Oliver King,  
Director, Z-3

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Dr Oliver King,  
Director, Z-3

69

**"Every client is different. It's important to adapt your approach to reach out to every client and ensure that the correct advice is not just delivered, but understood and appreciated."**

Jon O'Shea,  
Partner, Haslers



32

**"In this global marketplace we see instant replication of products or services, but you can't replicate that culture. It's about a leadership culture, an innovation and creativity culture, an engagement culture which means people going the extra mile, and obsessive customer service. These are the things that you can't replicate."**

**Sir Eric Peacock,**

Serial entrepreneur and former founder, Chairman and Chief Executive of Babygro PLC which he took to a London Stock Exchange listing

33

**"The golden four-point rule in retail is to see if it's clean, available, fast and friendly. If you deliver that, then you won't go wrong. What a customer expects doesn't change... across the globe."**

Sej Sejpal,  
Managing Director, Motor Fuel Group Plc

70

**"Pride yourselves on the fact that customers expect a difference when they deal with you."**

Imran Shah,  
Financial Controller,  
Eland Cables

71

**"Too many people wait for their clients to come to them with problems. By then it's too late."**

John McNeilly,  
Owner, Carnaby ERP

72

**"We believe that no customer is too small or too big to get the same level**

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34

**"Don't underestimate and don't prejudge. A lot of people underestimate their counterpart when they do business overseas. It's about having an open mind."**

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35

**"The world's got smaller over the last twenty years, and we're getting goods from overseas that weren't thought of before."**

Raj Patel,  
Director, Newport Industries Ltd

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Raj Patel,  
Director, Newport Industries Ltd

29

"Do not compete with Asia head on. The Far East is the biggest work-force in the world, and has the advantages of both cost and location. British manufacturers must find the specialities and precision that make it cost effective for Asian markets to import that expertise."

Michael Jennings,  
General Manager  
and Finance Director,  
Spheric Trafalgar Ltd



Spheric Trafalgar Ltd



30

"Look at iPhones, designed by Brits. Our innate creativity is something that stands head and shoulders around the world."

Sir Eric Peacock,  
Serial entrepreneur and

that stands  
head and  
shoulders  
around the  
world."

Sir Eric Peacock,

31

"When I started in Italy, I spent so much time there that the supplier considered me part of the family. I learned to speak Italian too. They looked after me so I looked after them."

Maurice Kindler,  
Chairman, AAK Ltd



"Small players can listen, they can respond, they can react, hands on, day in, day out. That's how you build a relationship over time."

Dinesh Mody,  
Imbibe (Gandhi Wines)

now you build a  
relationship over  
time."

Dinesh Mody,



**"Do a good job for the client and get the right result for them. If we can do that, we'll be a successful, profitable company that can attract more people to do the same."**

**Jeremy Nixon,**  
Partner, Thring Townsend Lee & Pembertons

**75**

"...Our competitive advantage is devoting more partner time to clients... We're in a service industry. It's

**76**

"Your customer comes first. They pay your wages."

Dolar Popat

**77**

"You have to listen to your clients. It's not just about doing work but about listening to what is really important to

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Dolar Popat,

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"You have to listen to your clients. It's not just about doing work but about listening to what is really important to

**26**

"We are in a globalised world and globalised markets. Nobody today goes forward without honesty and integrity, and a passion and a feel that you show people for your work. You will be remembered, and people will look at you as the difference."

**Michael Ellis,**  
Business Development Manager  
CLS Communication

**27**

"Lots of people outsource to India and China, but the problem is that while they've got the language, they struggle with the cultural communication. Instead, we're planning to open up in the Indian Ocean islands. They are much more culturally in tune with the European mentality."

**John McNeilly,**  
Owner, Carnaby ERP

**28**

**"It's very easy to quickly do business in China, India, South America**

**"It's very easy to quickly do business in China, India, South America and South Africa"**



23

"The accountant is never really the substitute for the proper management of the company, because the entrepreneur knows his business best – but the accountant can be very useful to get the internal controls established, to be able to guide the business in their dealings with the outside world."

Naresh Samani,  
Partner, HW Fisher

24

"Think about where you want to get to at the end of the day. You have to spend a lot of time planning. It starts with understanding what you want to do; why you want to do it; doing a lot of research; and basically trying to implement what you've found out. Then everything follows."

Navin Thaker,  
Partner, HW Fisher

25

"The moment you take on staff, make them feel part of the company because that's how you get real business growth. Use the term 'us' and 'we'

"The moment you take on staff, make them feel part of the company because that's how you get real business growth. Use the term 'us' and 'we'

78 "Be an ambassador for your company. You need to work hard, and don't think you can get away with getting through by the seat of your pants."

Sally Casterton,  
Financial Director, Kay International plc

79

"When you are buying from overseas, make them feel as if they're dealing with a local customer. When you're selling overseas, make them feel as if they're dealing with a local supplier."

80

"We aim to become part of the client's organisation. When we start working with them, we hope they will remain a client for 15 years."

79

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**81**  
“If a client phones up today, they get an answer today. The larger firms have lost touch with their clients. Today, there is no fobbing their clients. Today, there is no fobbing”



**82**

“We don't do mission statements – we are not that corporate. If somebody wants to hear that corporate stuff, they go somewhere else. They come to us because we can deliver what they need fast.”

Mark H Shaw,  
Director, Strettons  
Surveyors

**83**

“No two clients have the same problem – they all have different ideas, and have different ways of working. I can help”

**83**

“No two clients have the same problem – they all have different ideas, and have different ways of working. I can help”



Robert Sear

**20**

“Look at the people you work with. Understand how they work and see what drives them. Take on board what they're doing, learn from them and grow on that basis.”

Robert Sear,  
Partner, Thriving Townsend  
Lee & Pembertons

**21**

“...Relax, be yourself and sell yourself more than anything. Then you'll find like minded people who will want to do business with you...”

Tim Herbert,  
Business Advisory Divisional  
Manager, Littlejohn LLP



**19**

“Women's growth is going to be in the entrepreneurial world. More and more women are starting their own businesses – and we have some huge success and more women are starting their own businesses – and we have some huge success”

**17**

“If you have the will and resilience to do the right thing you stretch the boundaries of what you are capable of in business.”

Ian Wilson,  
Finance Manager, Expatriate  
Management Services Ltd

**18**

“There are a lot of risks in the mar-”

Ian Wilson,  
Finance Manager, Expatriate  
Management Services Ltd

**18**

“There are a lot of risks in the mar-”

**22**

“Make sure that you have a good spread of customers, and look after your staff. If you invest in your staff, they will look after you.”

Lance Forman,  
MD, Forman & Field

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Lance Forman,  
MD, Forman & Field

13

**"Cash is king – small businesses really need to manage their debts and their payments."**

Nick Monger-Godfrey,  
Chief Executive, Park Royal Partnership

14

**"Create a good working environment for your staff by making sure they are motivated and rewarded."**

John Burwood,  
Principal, MacIntyre Hudson Accountants

15

**"We want to sell stuff and make profits. But we're always looking for new ways to do things. Above all, business should always look for new ways to do things. Above all, business should"**

16



**"Game-changing innovation' is a phrase that people get excited about, but for established businesses, the majority of growth**

16



**"Game-changing innovation' is a phrase that people get excited about, but for established businesses, the majority of growth**



84

85

86

**"If businesses want to keep their young female talent, they have to accept that these women will want a different way or working – whether its based around families or an environment that more or working – whether its based around families or an environment that more"**

**"Never take your eye off the costs – ever. You need flare and passion for your business to succeed, but if you're not watching your costs as well, things could go pear shaped."**

Balvinder Kalsi,  
Joint Owner, Select Enterprises

**"You have to have 100% belief in what you're doing. You can wake up and have a fantastic idea. The difference is if you're going to do something about it. Some of us are doers and others are dreamers."**

Mike Foster,  
CEO, Aroma Home Ltd

87

**"You need to be honest in business, which is about telling the client how it is whether they like it or not, rather than telling the them what they think they want to hear."**

Mark H Shaw,  
Director, Strettons Surveyors

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Mark H Shaw,  
Director, Strettons Surveyors



91

88

"I met a man who had a very nice manufacturing business. I told him he didn't have a life. He was working long hours, having lunch at his desk, and never took his wife out to dinner. No matter how much money you have, you need to have a life as well."

Gary Beckwith,  
Proprietor, City Cruises

89

"Be a 'high roader' – somebody who thinks more than others, feels more than others, works more than others, risks more than others, and who lives their life more than others."

**Michael Ellis,**  
Business Development  
Manager  
CLS Communication

90

"I get sucked into doing a job and, from day one, I'm looking to find someone who's much better at it. I have guys that work for me that have so many letters

Proprietor, City Cruises

90

"I get sucked into doing a job and, from day one, I'm looking to find someone who's much better at it. I have guys that work for me that have so many letters after their name we've had to design wider

**"Make sub-contractors and suppliers feel part of the business and work closely with them – the feel good factor this creates does nothing but good for your company."**

Martin Benton,  
Finance Director,  
Just Jamie & Paulrich Ltd

**good for your company."**

Martin Benton,  
Finance Director,  
Just Jamie & Paulrich Ltd



**"Make your people come first, from the MD all the way to the last operator."**

Imran Shah,  
Financial Controller,  
Eland Cables

10

"I would say to our staff, that you get what you go in for. The harder I work the luckier I get. You can do what you want to do if you try hard enough."

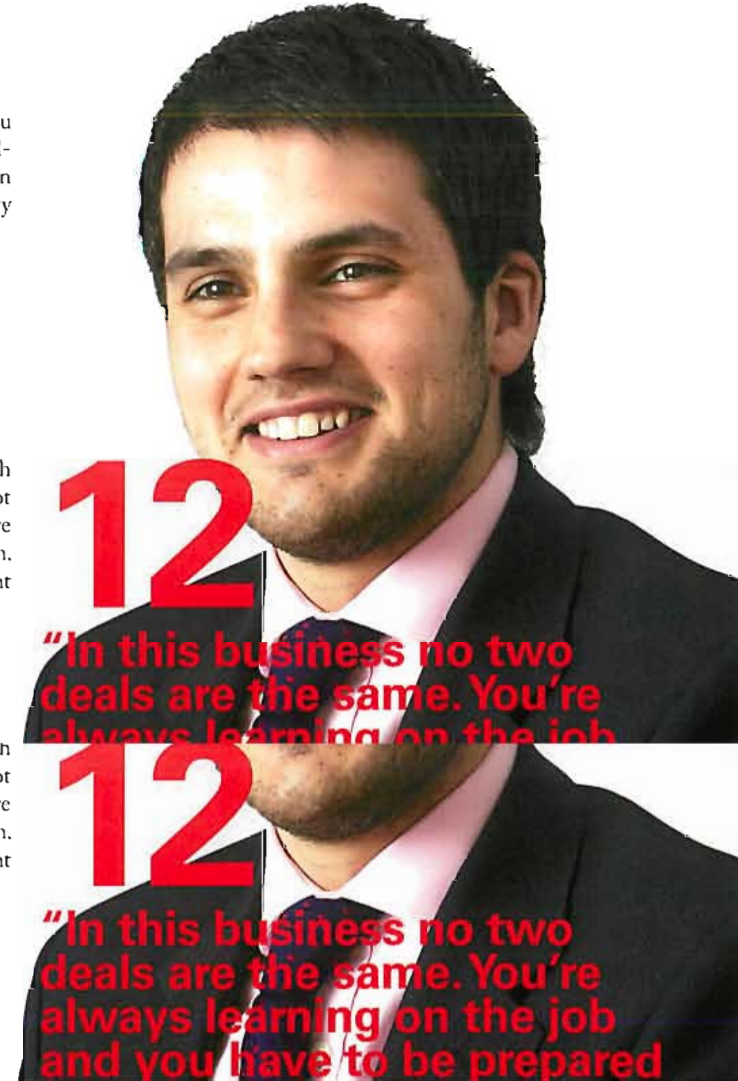
John Foundling,  
Director, Menzies

11

"We build up relationships with people. We hear when they've got itchy feet. We make sure we have a few beers with them or a lunch. As a result, I've cut my recruitment costs by 80 per cent."

Sir Eric Peacock,  
Serial entrepreneur and former founder, Chairman  
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Sir Eric Peacock,  
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**12**  
**"In this business no two deals are the same. You're always learning on the job"**

**12**  
**"In this business no two deals are the same. You're always learning on the job and you have to be prepared"**

04

"The managing director's position stands on how much money they have made for the group. Whether I am one or one hundred shareholders, the question is not could you have done better, it is how well have you done."

Gary Beckwith,  
Proprietor, City Cruises

05

"Keep focused on what you are good at, leave the peripherals to people who are better at them than you are."

Ronnie Clucas,  
Finance Director, ERA  
(Expense Reduction Analysts)

"The key to giving good business advice is the ability to make complex issues sound simple."



"Someone often comes up with an idea and someone else shouts it down because he's got a bigger personality. What we do is get them to say 'yes and...'. That

Andy Crook,  
Partner, Mercer & Hole

08

"To succeed, you have to



"Someone often comes up with an idea and someone else shouts it down because he's got a bigger personality. What we do is get them to say 'yes and...'. That way you get a crescendo

Andy Crook,  
Partner, Mercer & Hole

08

"To succeed, you have to employ people who are

92 "Listen. Every client has different needs and different thoughts on what they need to get done."

Eason Davis,  
Manager, financial services,  
Mazars

93

"Corporate finance is the art of the possible. So we have clients who articulate a vision that we help them to

94

"Having a bit of joyfulness in what we do is what makes us different. It's what gets you up at seven in the morning, and makes you work through the weekend and not take

95

"When we relax, our brain allows us access to our subconscious, and that's where new connections happen. The more rigid and time-pressured we are, the less likely we

93

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"Having a bit of joyfulness in what we do is what makes us different. It's what gets you up at seven in the morning, and makes you work through the weekend and not take holidays."

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"When we relax, our brain allows us access to our subconscious, and that's where new connections happen. The more rigid and time-pressured we are, the less likely we are to have new thinking."

96

"Although what doesn't kill you makes you stronger, don't learn the hard way – keeping it simple REALLY works."

Ronnie Clucas,  
Finance Director, ERA  
(Expense Reduction Analysts)

97

"What makes me tick personally is change. Wherever there's change, I'll thrive on it."

Adam Maxwell,  
Finance Director,  
?What if!



98

"If I woke up one morning and found I didn't want to go to work, I'd sell."

Steve Mody,  
Director, Imbibe (Gandhi Wines)



Director, Imbibe (Gandhi Wines)

99 "We work for each other, are accountable to each other,



99 "We work for each other, are accountable to each other, we don't want to let each other down"



"I spend two weeks a year where I source out companies that I think are doing something excellent that I can blag my way into, and spend some time with the leadership team. Then I can adapt with glee for my own environment and pragmatically implement."

Sir Eric Peacock,

Serial entrepreneur and former founder,  
Chairman and Chief Executive of Babygro PLC  
which he took to a London Stock Exchange listing

02

"You can take a very good management team and an average idea and they'll make a success of it. But a very good idea and a not so good team



03

"I am quite happy to go around the offices every day and ask the question 'Why isn't

02

"You can take a very good management team and an average idea and they'll make a success of it. But a very good idea and a not so good team



03

"I am quite happy to go around the offices every day and ask the question 'Why isn't that happening?'. It is important to ask that

# 100 thoughts

Global Perspectives | Local Opportunities

of London  
Business

## Thinking business

Welcome to this special edition of 100 Thoughts, a collection of the best business thinking we've found in the London area.

The following pages reveal a wealth of entrepreneurial insight from some of the Capital's most exciting ventures – whether it's reflecting the global thinking of businesses involved in translation services and telecommunications; or demonstrating the obsessive quest for first-rate customer service among companies working in sectors as diverse as medical conferences, bicycle manufacturing and high fashion.

London remains one of the world's largest and most dynamic city economies, and HSBC is actively supporting these 'thinking businesses', providing help with everything from financial planning to funding for investment, working capital, cashflow and more.

Part of our Business Thinking campaign is to share the insights and thoughts of businesses like yours and help put our global experience and expertise to work for you, locally.

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Why not get in touch with us to discuss your own business thinking?

# 100

**“The value of trust capital is huge. You have to be prepared to give clients honest advice, even if that means you will not be doing business with them in the short term. That trust will pay back 20 fold later on.”**

**short term. That trust will pay back 20 fold later on.”**



**Kelvin Forrester,**  
Professional Services Director

Download '100 thoughts' from  
businesses across the UK at  
[www.100thoughts.hsbc.co.uk](http://www.100thoughts.hsbc.co.uk)

## Thought No.101

All that remains is for us to thank you for your interest and make a suggestion for Thought No.101 – that maybe now is the time to call us.

If you're already a customer, it may be valuable for us to share our business thinking. If you're not a customer yet then it's probably worth talking to see how we might help you put your thoughts into practice.

Either way, we think it would be great if our businesses could help each other.

**Call us on 0800 783 1164\***

\*Lines are open 8am to 8pm Monday to Friday (excluding public holidays).  
Communications may be monitored for security and service improvement purposes.

The views and opinions expressed by contributors are their own and not necessarily  
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# thoughts

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**London's best business thinkers**

**London's best business thinkers**