

Your Terms in Order with Andy Hallett

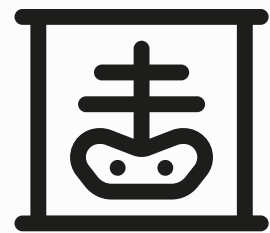
A practical playbook for founders who
want to scale with confidence.



Meet Your Trainer

Andy Hallett

Strategic Advisor | NED | Community Founder



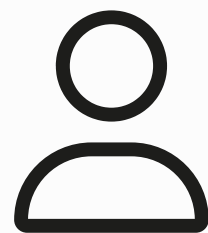
Strategic Advisor

Supports startups, scale-ups, and enterprise firms with growth & exits



NED

Former top biller at Huxley Associates (SThree)
Built & ran contracts across UK, Europe & US



Community Founder

Co-Founder of RecWired, a global community of recruitment leaders



What You'll Learn:

- How to define your “why” and set a long-term vision
- Building strong finances, tech, and agreements from the start
- Collect cash faster, pay smarter, and protect working capital
- Understanding P&L, ratios, and profitability
- How to create contracts that safeguard your fees and reputation
- Developing a contract desk for recurring revenue and sustainable scale





GOAL SETTING

Every business starts with **why**.

Define your North Star early.

Away from motivation

- Leaving a bad boss
- Financial need

Towards motivation

- A bigger vision for life & work



Ask:

Where do I want to be in 10 years?
Then map backwards to today.

STABLE FOUNDATIONS

Build right from the start.

Finances: Understand finances & budget for growth

Agreements: Shareholder agreements protect the future

Terms: Strong terms & conditions = respect + cash certainty

Technology: Invest in tech stack & website early



Foundations aren't a cost, they're an investment in scale.



CASH FLOW

Turnover = Vanity

Profit = Sanity

Cash = Reality

- Negotiate strong payment terms
- Collect fast, pay slow (fairly)
- Treat credit control like sales – relationships get you paid
- Always keep 3-6 months working capital



Good businesses fail if they run out of cash. **Don't.**



KNOW YOUR NUMBERS



Turnover



Cost of Sales



Gross Profit



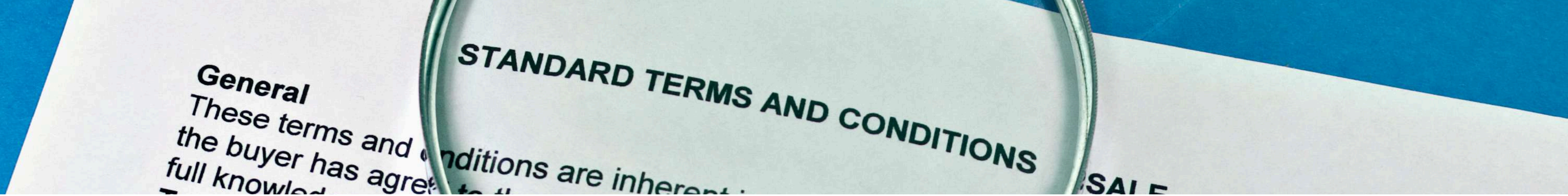
Operating Costs



Operating Profit (EBITDA)

Taxes & loans come after EBITDA. **Aim for 20% conversion ratio: £1m gross profit = £200k EBITDA.**





TERMS OF BUSINESS

Your terms are your armour.

Originality

Never borrow or copy, create your own.

Introductions

Define what counts as an introduction
& its lifespan

Payment

Payment terms must be clear
& enforceable

Protection

Protect against unfair liabilities,
backdoor hires, and weak rebates

Good terms win respect, speed payment, and protect your value.

CONTRACT RECRUITMENT

Contracts = recurring revenue + long-term growth.

Client Strategy



- Convince clients on speed & flexibility
- Know your ratios: contractors, margins, extensions

Contractor Management



- Keep contractors happy: pay on time, stay compliant
- Relationships drive referrals & renewals

A strong contract desk = predictable, scalable success.

KEEP LEARNING



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