



Patricia Taylor

Operating Partner at Acresis LLC and Founder of CoAdAct & Mocheck

CONTACT DETAILS

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MEDIA COVERAGE

- Topsource Global on their Sale into Horizon Capital; [click here](#)
- Sapphire Systems Announces Significant Investment; [click here](#)
- Access Expands HR and Payroll with Acquisition of The Payroll Services Company [click here](#)

SKILLS

- Strategies leading to increase in enterprise value
- Global B2B Software and Services
- Founder planning and alignment
- Strategic management for exit/investment
- Fast paced growth/market changes
- Board development

EDUCATION

- The College of William and Mary – The Mason School of Business MBA, Strategy, Finance, Marketing
- University of Mary Washington Bachelor of Arts (BA) International Relations and Affairs

CAREER OVERVIEW

- Currently portfolio career as Board member and Advisor to Founder based businesses and Private Equity
- 20 years' experience leading B2B Saas/Cloud and services businesses as Board level CEO/MD – both global and UK focused

Ennis & Co were delighted to welcome Patricia Taylor as an Associate of Ennis & Co in October 2020. Patricia is a proven Board Adviser and P&L leader, harnessing 20 years' experience in leading organisations through high growth in fast changing markets from concept to profit to scale. She is an established Board member and advisor within the software and services markets, having advised over ten founder-based businesses and four private equity firms in the past five years.

Patricia's expansive expertise has allowed her to retain a strong presence in the Board room with the ability to expand global presence, support and guide entrepreneurial drive, understand drivers of product/market match, and innovate commercial models to accelerate profitable sales.

Unprecedented times have not been a stranger to Patricia in the business world – yet 2020 had truly shone a light on a great deal of challenges that she believes now present themselves as opportunities. We sought to find out more by taking a little time to gauge her thoughts...

On overcoming challenges in 2020...

"There have been two major revelations for me. First is that founders of well-run businesses in markets that are not directly impacted by COVID have even greater opportunities to obtain investment and/or sell their businesses in the next twelve months; there is more demand than supply in this regard." says Patricia. "Second, in some ways, COVID actually focused energy and efforts on basic disciplines of business management and incentivised rapid decision making. This unstable environment has triggered changes in leadership decisions and behaviour which are likely to remain post COVID. These changes will make businesses more dynamic and market-responsive and will ultimately result in stronger businesses and investors."

"In the world I work in, particularly within B2B software services, those who are strong and committed and had done what they needed to do before COVID will actually come out ahead – and will have come through this in a much better position."

On working life...

"I have such great admiration for my clients and the Boards I serve. I am lucky to work with well-run companies founded by great people. It has been reaffirming when I talk to current and former clients,

as they always base their decisions on what is right, what is fair and what has the most positive impact on customers and employees. They have consistently looked at opportunities more from a business perspective and less as a way to take unfair advantage of situations. I have seen the value of this behaviour and approach to business reinforced by the current environment – how important it is in a difficult time to have that baseline and sense of fairness, ethics and approach to treating customers, employees and suppliers decently. The leaders in the businesses I work with have been patient and relied on their own sense of good conduct."

"My heart goes out to businesses in travel, leisure, retail and hospitality-focused sectors. For these businesses especially, there will be a "long COVID", creating an emotional hangover that will stay with business owners forever. It really will be interesting to see how the Government and businesses that are currently better off can offer emotional support and mentorship that extends beyond money to these COVID impacted leaders."

"What we have experienced this year will certainly change business decisions, and the way leaders view the future. I know young adults do not see the future at all how I did when I was their age. I really believe that as this generation takes on leadership roles business behaviour will have been dramatically changed forever."

On doing things differently...

"One of the most significant aspects of my Board work is challenging founders, leaders and investors to think differently about their offering, their market, and current commercial models. It's easy to feel successful when you accomplish your goals and consistently grow year on year. However, this comfort can result in a lack of curiosity about the market and a blinkered view of challengers and different approaches to offerings and pricing. Is it really success if you are growing at 5% per year but the overall market growth is 15%?" Patricia continues, "Likewise, seismic shifts in a market or commercial models can leave founders and business

leaders frozen and tied to past decisions, investments and commitments. It's very difficult to agree to "write-off" years of commitment and emotional investment into an offering, to accept that there is a critical aspect of your business that requires fundamental change." Accepting the need for change, looking at the market with a cold eye and embracing reinvention are all critical to positioning a business for the future. However, fundamental results in top and bottom-line growth come from disciplined commitment to delivering to objectives and continuously measuring the impact of your actions on the dynamics of your business. I often introduce a completely different set of Key Performance Indicators to my clients, ones that track leading indicators of success and create accountability and strategic alignment throughout the organisation."

On advice for the future...

"Be alive to opportunity. Explore different approaches to pricing, sales, growth. Introduce and manage with data so that you are a reality-based risk taker. Think about your business as if you were an investor or potential buyer. Create a plan that reflects the perspective of a new owner excited by your market.

Look to the next 24 months and create sales targets with refreshed marketing materials and appropriate sales resources. Explore new sources of leads and delivery through partner channels, innovate your offering with cloud-first services, new pricing models and bundles and deliver reliable upsell/cross-sell of additional services.

Renew your ambition.