LYONS & CALZO ACCOUNTANTS

Unit 2A, M4 Business Park,
Celbridge, Co. Kildare, W23 PW2K

(01) 601 2600

The Silent Costs of Inefficiency: Identifying Hidden Drains on Profitability

When businesses think about threats to profitability, they typically focus on the obvious: declining sales, rising costs, or increased competition. Yet one of the most damaging threats often hides in plain sight – inefficiency. Quiet and persistent, inefficiencies erode profit margins, demoralise staff, and slow growth if left unaddressed.

These issues may not always show up directly in financial statements, but their impact is felt through lost time, missed opportunities, and unproductive routines. Even small inefficiencies, repeated daily, can add up to substantial losses over time. Identifying and resolving these hidden drains is essential for any business aiming for sustainable success.

1. Wasted Time

Time is one of the most valuable resources in any business. However, inefficient processes – such as needless meetings, unclear priorities, and outdated manual tasks – consume hours that could be spent on more strategic work. Studies show employees can lose up to 20% of their time to inefficient practices.

To reverse this, businesses should regularly assess how time is spent. Streamlining workflows, reducing administrative tasks, and using automation can free up hours and increase productivity across teams. Even minor changes, such as limiting meeting lengths or using templates, can yield noticeable gains.

2. Poor Communication

When internal communication breaks down, mistakes happen, tasks get duplicated, and key decisions are delayed. Whether it's vague instructions, slow response times, or disjointed collaboration tools, poor communication quietly costs businesses time and money.

Implementing effective communication platforms, setting clear expectations, and encouraging open dialogue can eliminate confusion, align teams, and improve outcomes across all departments. Regular check-ins and shared project dashboards help keep everyone on the same page and accountable.

3. Inventory Mismanagement

Holding too much inventory ties

Contents: Page 1 & 2 The Silent Costs of Inefficiency: Identifying Hidden Drains on Profitability - Page 2 Win More Public Sector Contracts - Page 3 The Value of Scenario Planning: Preparing Your Business for the Unexpected - Page 4 The Psychology of Pricing - Trade Series: Selling into Northern Ireland - Page 5 How to Structure Staff Bonuses Without Breaking the Bank - Business Explorer One-to-One Session- Page 6 The Financial Health Check: Assessing Your Business's Vital Signs - Page 7 How to Turn Data Privacy Compliance into a Business Advantage - Funding and Grants - Page 8 Your Business, Your Pension: Smart Planning for Long-Term Financial Health - Supporting SMEs to achieve greater scale

up cash, raises storage costs, and increases the risk of spoilage. Too little stock can lead to lost sales and unhappy customers. Striking the right balance is essential.

Accurate forecasting, real-time inventory tracking, and integrated supply chain tools help businesses maintain optimal stock levels and respond more efficiently to demand. A proactive approach to inventory also reduces stress on staff and improves overall customer satisfaction.

4. Unoptimised Financial Processes

Slow invoicing, manual bookkeeping, and poor expense tracking not only increase the risk of errors but also delay cash flow. Financial inefficiencies can quietly drag down profitability over time.

Digital accounting tools and streamlined payment systems can help reduce admin work, speed up cash collection, and provide better financial visibility for decision-making. Regular audits of financial procedures also ensure compliance and reduce exposure to risk.

5. Talent Underutilisation

Your team is one of your biggest investments – but not if their skills aren't fully used. Staff bogged down by routine tasks, unclear goals, or misaligned responsibilities can't contribute at their full potential.

Regular performance reviews, skills audits, and clearer delegation can help ensure staff are engaged, focused, and adding real value to the business. When people feel their strengths are recognised and used effectively, morale and retention both improve.

Make Efficiency a Priority

Inefficiency doesn't always appear overnight – it builds slowly through outdated habits and unchecked processes. But when identified and addressed, it offers one of the most immediate paths to improved profitability.

A culture of continuous improvement – where waste is reduced, processes are refined, and performance is measured – not only strengthens the bottom line but creates a more agile, productive, and motivated organisation.

Businesses that focus on operational excellence are better equipped to adapt, compete, and thrive in any environment.

Win More Public Sector Contracts

Tailored specifically for SMEs in Ireland and Northern Ireland.

Whether you're new to tendering or want to boost your success rate, this programme is designed to give you the tools and strategies needed to win public contracts—both locally and cross-border. The workshop will be delivered remotely via Microsoft Teams over two half-day sessions on Tuesday 3rd and Thursday 5th June 2025, running from 9:30am to 1:00pm each day. The cost is £50 + VAT (or euro equivalent).

What You'll Learn:

Participants will be guided through every stage of the public procurement process with expert-led sessions covering:

- Understanding how the public sector buys and what buyers look for
- Where and how to find suitable tender opportunities
- Deciding whether a tender is right for your business
- Writing clear, competitive, and compliant tenders
- Avoiding common mistakes and standing out from the competition
- Making tendering a repeatable and successful part of your growth strategy

In addition to structured learning, attendees will gain practical insights from guest speakers representing the Office of Government Procurement, CPD, and the Strategic Investment Board, who will share tips, updates, and expectations from a buyer's perspective.

Extra Support – 100% Funded Mentoring:

Businesses that complete the workshop and demonstrate a need are eligible for fully funded one-to-one mentoring, delivered by experienced tender professionals. This bespoke support can help you apply what you've learned directly to live tender opportunities, increasing your chances of success.

Who Should Attend:

This workshop is ideal for:

- SMEs considering tendering for the first time
- Businesses looking to improve their win rate
- Organisations seeking to expand into public sector contracts across the border

Register today to secure your place and unlock new opportunities in the public sector.

https://intertradeireland.com/events/go-2-tender-workshop-3-june-2025

The Value of Scenario Planning: Preparing Your Business for the Unexpected

In an unpredictable world, businesses face constant challenges that can disrupt operations, alter markets, or upend growth plans.

From global economic shifts and supply chain breakdowns to emerging technologies and changing customer behaviours, uncertainty has become a defining feature of modern business. Scenario planning is a vital strategy that helps business owners prepare for the unexpected, enabling them to adapt swiftly and maintain resilience in the face of evolving threats and opportunities.

What Is Scenario Planning?

Scenario planning is a strategic tool that helps businesses prepare for different possible futures by exploring a range of outcomes—both positive and negative. Unlike traditional forecasting, it goes beyond the most likely scenario to test assumptions, improve strategic thinking, and enhance decision-making under uncertainty.

Why Scenario Planning Matters

Risk Mitigation

Scenario planning enables businesses to identify vulnerabilities before they materialise and to implement strategies that reduce exposure. For example, if a business foresees rising fuel costs, it might adjust its logistics strategy or invest in more fuel-efficient technologies. Anticipating possible disruptions empowers organisations to act early and protect their core operations.

Agility in Decision-Making

In fast-changing environments, speed and clarity are essential. Businesses that have already explored alternative futures can respond more quickly and with greater confidence. Whether managing a crisis, pivoting to a new business model, or capitalising on a market surge, scenario planning provides a mental roadmap that accelerates response time.

Enhanced Strategic Vision

Looking at multiple futures compels leaders to lift their heads from day-to-day tasks and think more broadly. This wider perspective encourages innovation and aligns short-term tactics with long-term goals. It also uncovers hidden opportunities that may only emerge in specific scenarios.

Improved Communication and Collaboration

Scenario planning isn't just for senior leadership—it works best when it includes diverse perspectives from across the organisation. Involving different departments promotes collaboration, encourages shared ownership of strategies, and ensures alignment across teams. It creates a common understanding of what's at stake and what the priorities are.

How to Implement Scenario Planning

1. Identify Key Drivers

Pinpoint internal and external factors—like market trends, technology, or regulation—that could significantly impact your business.

2. Develop Scenarios

Create a few realistic scenarios (e.g. worst-case, best-case) based on key trends and potential developments.

3. Analyse Impacts

Assess how each scenario could affect your operations, finances, customers, and risks.

4. Create Contingency Plans

Prepare flexible action plans for each scenario to ensure a quick and effective response.

5. Monitor and Revise

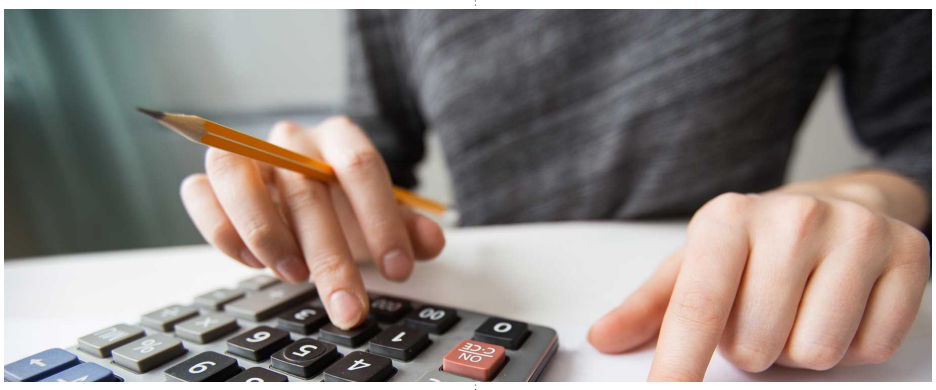
Review and update your scenarios regularly to reflect changing conditions and new insights.

Conclusion

Scenario planning isn't about predicting the future—it's about preparing for it. In a world where uncertainty is constant, this structured approach helps businesses stay ahead of change rather than react to it. By thinking through multiple possibilities, organisations can better safeguard their operations, remain agile, and seize opportunities that others might miss. Ultimately, scenario planning builds strategic confidence, improves organisational resilience, and positions businesses to thrive—no matter what the future holds.

The Psychology of Pricing

Pricing isn't just about numbers—it's about perception. How your customers feel about your prices can have as much impact on your bottom line as the prices themselves. We believe that that's where the psychology of pricing comes in: the study of how consumers perceive value, make decisions, and respond to different pricing strategies.



One well-known psychological principle is price anchoring. When customers are presented with a higher-priced option first, they're more likely to view subsequent options as better value. For instance, listing a premium service at the top of a pricing page can make mid-range services appear more reasonable—even if they haven't changed.

Another key concept is charm pricing—using prices that end in .99 or .95. Despite being just a cent less, €9.99 is consistently perceived as significantly cheaper than €10. This technique works because consumers tend to read prices from left to right, and the first number carries the most weight in their judgement.

Bundling is another tactic that influences perception. Grouping products or services together at a single price can reduce the mental effort involved in decision-making and make the overall offer seem more cost-effective. This is particularly effective when the perceived value of the bundle exceeds the sum of its parts.

Pricing can also signal quality. A higher price is often associated with higher value—even when no objective difference exists. This is especially true for professional services, where pricing can influence trust. In some cases, underpricing can backfire by creating doubt about competence or effectiveness.

However, transparency remains critical. While psychological pricing can be powerful, customers today are more informed and sensitive to manipulation. Misleading tactics can damage trust and long-term profitability. The goal should be to reinforce the value of what you're offering—not disguise it.

Finally, context matters. Small changes in how prices are presented—such as showing the cost per day rather than per month—can make offerings feel more accessible. Likewise, providing a clear comparison or justification for price differences can help customers feel confident in their decision.

Understanding how perception influences pricing gives business owners a strategic edge. By aligning your pricing structure with the way customers think, you not only enhance value perception but also drive more confident purchasing—ultimately improving your profitability.

Trade Series: Selling into Northern Ireland

Free Webinar: Selling into Northern Ireland

Date: Tuesday 17th June 2025
Time: 11:00am – 12:30pm
Location: Online

Thinking of expanding your business into Northern Ireland? This free webinar offers practical advice for businesses based in Ireland looking to enter the NI market.

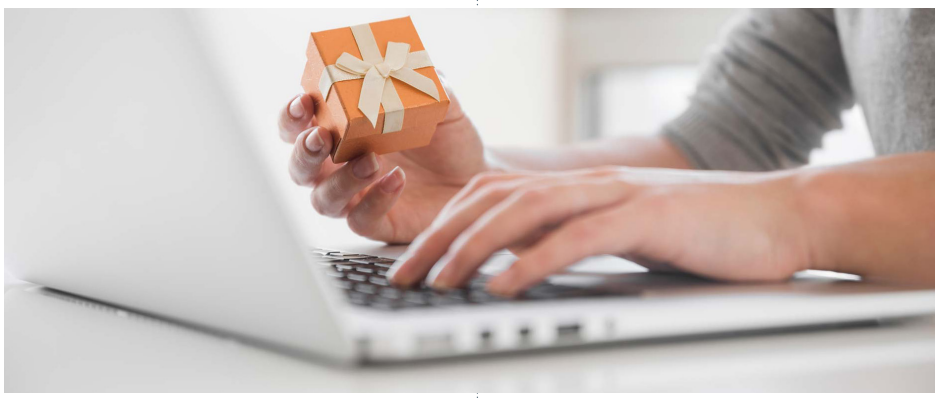
Topics include:

- Assessing readiness to trade
- Identifying and targeting customers
- Market opportunities
- Effective sales techniques
- Retaining customers

The session also outlines fully funded supports available to help businesses get started. Register early to secure your place. **https://intertradeireland.com/events/trade-series-selling-into-northern-ireland-17-june-2025**

How to Structure Staff Bonuses Without Breaking the Bank

Rewarding staff is one of the most effective ways to boost morale, drive performance, and retain key talent — but for many small business owners, the idea of bonuses can feel financially daunting.



The good news? A well-structured bonus scheme doesn't have to break the bank. We believe that by thinking strategically, you can implement a bonus system that's motivating for your team and manageable for your business.

Link Bonuses to Business Goals

Bonuses should be earned, not expected. The most effective schemes are tied to clear, measurable goals — whether that's hitting sales targets, reducing errors, increasing customer satisfaction, or improving productivity. Aligning rewards with business objectives ensures your bonus budget is being used to drive the outcomes that matter most.

Use Tiered or Scaled Bonuses

Instead of a flat amount, consider a tiered system based on performance thresholds. For example, reaching 90% of a target might earn a base bonus, while exceeding 110% could unlock a higher reward. This creates an incentive for staff to push beyond the minimum, while keeping your costs predictable.

Consider Non-Cash Incentives

Bonuses don't always have to come in the form of cash. Extra annual leave days, flexible working arrangements, vouchers, or team experiences can often have just as much impact — sometimes more. These types of perks are often more cost-effective and can foster stronger team engagement and loyalty.

Make It Fair and Transparent

A good bonus scheme is clear, consistent, and fair. Staff should understand exactly what they need to achieve and how their bonus is calculated. Transparency builds trust, and trust builds motivation.

Plan and Budget for It

Bonuses should never come as a surprise — to you or your accountant. Set aside funds in advance and include potential bonus payouts in your annual budgeting process. This ensures that when the time comes, you're not scrambling to meet commitments.

Celebrate the Wins

When bonuses are awarded, celebrate them openly. A simple announcement or team gathering can amplify the positive effect, making employees feel valued and recognised.

Bonuses are more than just an expense — they're an investment in your people. With careful planning, you can build a system that motivates your team, aligns with your business goals, and stays within budget. Everyone wins.

Business Explorer One-to-One Session

Free One-to-One Business Explorer

Date: Thursday 5th June 2025
Time: 30-minute slots between 10:00am and 4:00pm. Location: Online via Microsoft Teams. Cost: Free
InterTradeIreland is offering free 30-minute one-to-one sessions with its Business Explorer team to help SMEs tackle technical challenges or progress innovative ideas. These personalised meetings will explore how your business could benefit from the Business Explorer Programme, which offers up to £25,000/€29,000 in funding for academic or specialist support. If the programme isn't the right fit, the team will guide you to other suitable supports. Limited slots available – register now to reserve your place.

https://intertradeireland.com/events/business-explorer-one-to-one-session-3

The Financial Health Check: Assessing Your Business's Vital Signs

Running a successful business requires more than a good product or service—it demands strong financial health.

Just as you'd schedule regular health checks to ensure your wellbeing, your business needs periodic financial assessments to thrive. We know that a financial health check allows you to identify strengths, spot weaknesses, and take proactive steps to address issues before they escalate.

Here's how to assess your business's vital financial signs and ensure it's operating at peak performance.

Profitability: The Lifeblood of Your Business

Profitability is the ultimate measure of a business's success. Regularly reviewing your profit margins helps ensure your business generates sufficient returns to sustain and grow.

What to check:

- **Gross profit margin:** This reflects the profitability of your core operations.
- **Net profit margin:** This accounts for all expenses, giving you a clearer picture of overall profitability.

How to improve: Identify areas where you can increase efficiency or cut costs without sacrificing quality. Review pricing strategies and look for opportunities to increase revenue streams.

Cash Flow: Keeping the Heart Beating

Even profitable businesses can fail if they don't manage cash flow effectively. Cash flow represents the actual movement of money in and out of your business, and monitoring it is vital for day-to-day operations.

What to check:

- Are you consistently meeting payment obligations such as rent, wages, and supplier invoices?
- Do you have enough cash reserves for unexpected expenses?

How to improve: Create a cash flow forecast to anticipate periods of surplus or shortfall. Encourage prompt payments from customers and consider flexible terms with suppliers to ease short-term pressure.

Debt Levels: Managing the Weight

Carrying manageable levels of debt is normal for most businesses, but excessive borrowing can strain financial health. Assessing your debt-to-income ratio ensures your business isn't over-leveraged.

What to check:

- Are loan repayments eating into cash reserves?
- Is your debt increasing faster than your revenue?

How to improve: Focus on paying down high-interest debts and explore ways to reduce borrowing by increasing internal efficiency or securing alternative funding sources.

Expenses: Trimming the Fat

Unchecked expenses can erode your profits and hinder growth. Reviewing your outgoings regularly is essential for maintaining a lean and efficient operation.

What to check:

- Are there recurring costs that no longer add value?
- Are you paying too much for essential services?

How to improve: Negotiate better terms with suppliers, eliminate wasteful spending, and adopt cost-saving measures such as energy efficiency or automation.

Future-Proofing: Building Resilience

A robust financial strategy isn't just about current health—it's about planning for the future.

What to check:

- Do you have a financial buffer for unforeseen challenges?
- Are you reinvesting profits in areas that drive long-term growth?

How to improve: Build an emergency fund and invest in staff development, technology, or marketing to strengthen your business's foundation.

Conclusion

A financial health check is a powerful tool for keeping your business on track. By regularly assessing your profitability, cash flow, debt, expenses, and future readiness, you can ensure your business remains resilient and prepared for challenges. Take the time to examine your business's vital financial signs today. A healthy business is a thriving business, and a proactive approach to financial management is the best investment you can make in its future.

How to Turn Data Privacy Compliance into a Business Advantage

For many businesses, data privacy compliance is seen as a legal obligation – a necessary, but burdensome, exercise to avoid fines and penalties.

However we believe that forward-thinking businesses are recognising that compliance can offer far more than just regulatory protection. When approached strategically, strong data privacy practices can become a genuine competitive advantage, helping to build trust, strengthen customer loyalty, and differentiate your brand in an increasingly crowded market.

Building Customer Trust

Consumers are more aware than ever of how their personal data is collected, stored, and used. Studies consistently show that customers prefer to do business with companies that demonstrate a commitment to protecting their privacy. By communicating your data protection measures clearly and transparently, you can establish a foundation of trust that leads to deeper, longer-lasting customer relationships.

Enhancing Brand Reputation

In today's digital world, reputation is everything. A data breach or a scandal involving mishandled information can have devastating effects on a company's brand image. On the other hand, businesses that actively champion privacy and security are seen as responsible and ethical – traits that can attract not just customers, but also partners and investors who value corporate responsibility.

Streamlining Operations

Investing in robust data privacy practices often requires reviewing and improving internal systems. This process can uncover inefficiencies, redundancies, or outdated technologies. By streamlining how data is collected, stored, and managed, businesses can not only enhance compliance but also reduce costs, increase efficiency, and improve data accuracy – all of which contribute to better decision-making.

Differentiating Your Business

In industries where many competitors offer similar products or services, privacy can become a key differentiator. Positioning your business as a leader in data protection gives customers a clear reason to choose you over less secure alternatives. In sectors like finance, healthcare, and e-commerce, privacy leadership can be a particularly powerful selling point.

Future-Proofing Against Regulation

Data privacy laws such as GDPR are only the beginning. Regulations are evolving rapidly across the globe, and businesses that build strong compliance frameworks now will be better prepared for future changes. Taking a proactive approach reduces the risk of costly last-minute adjustments and positions your business as a leader, not a follower, in the privacy landscape.

By reframing data privacy compliance as an opportunity rather than a burden, businesses can strengthen their market position, foster loyalty, and drive sustainable success in an

Funding and Grants

The home of Funding and Grants with Enterprise Ireland

Whether you're a start-up or an established company, Enterprise Ireland supports can help fund your expansion and your investment in becoming a world class company.

Enterprise Ireland offers equity investments and tailored grants for businesses throughout their growth journey. From research and innovation, to employment and sustainability, our range of funding and grants enables businesses to grow and become more productive.

https://www.enterprise-ireland.com/en/supports/funding-and-grants

Your Business, Your Pension: Smart Planning for Long-Term Financial Health

As a business owner, you spend countless hours building a successful company, ensuring your clients are happy, and keeping the day-to-day operations running smoothly. But how much time have you invested in planning for your own financial future?

We know that while it's easy to focus on the immediate needs of your business, pension planning is one of the smartest financial decisions you can make — both for your long-term well-being and for the financial health of your company.

Why Pension Planning Matters

Unlike employees who may benefit from workplace pension schemes, self-employed individuals and company directors often overlook retirement planning. Yet, the advantages of contributing to a pension as a business owner are significant:

- **Tax Efficiency:** Pension contributions made through your limited company are typically considered an allowable business expense. This means they can reduce your corporation tax liability while building your personal retirement fund.
- **Wealth Diversification:** Investing in a pension allows you to grow your wealth outside the business, offering financial protection in case your company faces future challenges.
- **Future Security:** A well-funded pension gives you the freedom to step back or retire on your terms, without relying solely on the value of your business as your nest egg.

Options for Business Owners

Depending on your structure, you have a few powerful pension options:

- **Personal Pension Plans:** Suitable for sole traders or self-employed individuals. Contributions are made from post-tax income but are eligible for income tax relief.
- **Executive Pension Plans (EPPs):** Designed for company directors, where the business makes contributions directly. This approach often allows for higher annual contributions than a standard personal pension.
- **PRSA (Personal Retirement Savings Account):** Flexible and portable, a PRSA can work for many business owners, especially those starting out or in transition.

Get Professional Advice

Pension planning doesn't have to be complex, but it should be strategic. Working with a qualified accountant or financial adviser ensures your pension contributions are aligned with your business goals and tax position.

Start Sooner Rather Than Later

The best time to start pension planning is now. Even modest, regular contributions can grow significantly over time thanks to compound interest. Think of it as paying your future self — a reward for the years of hard work you've already put in.

Your business is a source of income today. Make sure it also supports your lifestyle tomorrow. A strong pension strategy helps turn business success into personal financial freedom.

Supporting SMEs to achieve greater scale

The aim of this initiative is to help Irish-owned SMEs achieve greater scale and realise their full potential on the global stage.

Through tailored support, businesses can access expert guidance on market strategy, funding for expansion, and job creation. Whether they are in the early stages of scaling or preparing for international growth, Irish SMEs benefit from a broad range of services designed to boost competitiveness, strengthen capabilities, and open doors to new markets. By standing beside businesses at every stage of their journey, the goal is to enable more Irish companies to thrive locally—and lead globally.

https://www.enterprise-ireland.com/en/supports/for-smes