

## CASE STUDY I: The Manufacturer

### BACKGROUND

Successful business creating popular light metal assembly products. Owners wanted to grow business to at least double the current turnover

### THE PAIN

Employee problems manifesting as:

- The need to micro manage every operational aspect of administration
- Senior management spending 30-40% of time fire fighting and in damage control
- Opportunities for new business not able to be pursued

### THE APPROACH

- Analysis of existing processes for performing work
- Interviews with management to ascertain bottlenecks to performance
- Review of Marketing Strategies and Plans

### ACTIVITIES

- Define recruitment process
- Define position description
- Coordinate recruitment agencies in sourcing candidates
- Develop Marketing Strategy and implementation plans
- Define Review mechanisms

### OUTCOMES

Productive and effective employees now take up expected responsibilities allowing management resources to be allocated to marketing and direct customer visits resulting in:

- 80% Increase in sales and profits
- Smoother administrative processes (productivity increase)
- Reduced stress on owners
- Higher contribution rate from employees
- Planned and scheduled marketing and sales activities
- Business is on track to double turnover over twelve months

These activities were conducted over a twelve month period. Brian Bijdeveldt met with the owners once a week for one to two hours.



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## CASE STUDY II: The Engineering Firm

### BACKGROUND

This was a busy business with lots of repeat work from a diverse client base. There were four full time engineers plus the owner (also an engineer) and two administration staff. Jobs were for concept and design services in the commercial property market.

### THE PAIN

- Protracted job commencement and completion timelines
- Owner spending >30% of time reworking designs
- Lumpy Cash flow
- High percentage of turnover in debtors
- Client complaints (mostly time taken to complete jobs)

### THE APPROACH

- Analysis of existing processes for performing work
- Interviews with management to ascertain bottlenecks to performance
- Review of Balance Sheet and Profit & Loss
- Client interviews

### ACTIVITIES

- Adjustments to job acceptance criteria
- Define communication and responsibilities matrix
- Fast Track review and authorisation stages to speed up workflow
- Implement debtor management process

### OUTCOMES

Job completion times reduced by 18% resulting in:

- 35% Increase in sales
- Customer complaints reduced
- Owner workload and hours reduced
- Debtor days cut and cash flow now smoother
- Other market opportunities being pursued to grow business further
- Business is more profitable, easier to run and has capacity to expand

These activities were conducted over a four month period. Brian met with the owner once a week for one to two hours.



## CASE STUDY III: The Computer Retailer



### BACKGROUND

Operating out of rented commercial premises this retail computer business employed three full time and two part time employees. The owner managed the shop front sales and occasionally installed networks for corporate clients. The majority of sales were for laptops and PCs and the servicing of these products. Peripherals and accessories accounted for twenty percent of sales.

### THE PAIN

- Times for basic repairs and service too long (money being lost)
- Owner could not leave the store for fear of mistakes being made
- Poor Cash flow
- Low owner drawings and profit levels insignificant
- Discounting to maintain traffic rampant

### THE APPROACH

- In depth diagnostic performed
- Analysis of existing operating processes and management systems
- Interviews with employees and owner to identify opportunities for improvement

- Review of financial reporting
- Customer interviews

### ACTIVITIES

- Employee productivity measured benchmarked
- Define communication and responsibilities matrix
- Revamped operations and management reporting systems developed
- Marketing Strategy and plan developed and implemented

### OUTCOMES

Service and repair times cut by 30% as well as:

- 42% Increase in profits
- Owner workload reduced and drawings increased to commercial rates of compensation
- Cash flow stabilised – no more discounting
- Owner in control of finances
- Employees now taking more responsibility and owner happy to delegate

These activities were conducted over a six month period. Brian met with the owner once a week for one to two hours.