"Have more time"

Client Profile

Category:	Small Business Consulting
Industry:	Medical Services
Age of business at start:	15+ years
Stage of lifecycle:	Maturity
Assignment length:	18 months then ongoing
Enterprise summary:	10+ employees, 3 owners

The owners of this business approached us to help them balance their work and home lives. In particular, they wanted to spend more time with their families. The catch was that they didn't want to reduce their income. Their ideal scenario was to work for 3 days a week but earn as if they were working 5.

We began by looking at what the owners did and where they were really needed. They were all experts in their field – medical examination and diagnosis, and this was where they were of most use to the business. Of less use (and less enjoyable for the owners) was all the other things they were doing.

We helped the owners to reallocate resources so that they could concentrate on what they did best, and then moved on to assessing the production capacity of the business. The owners were busy partly because they were working with a broad range of clients, some of whom were taking up a lot of time for marginal return.

We helped the owners profile their ideal clients, and developed a programme to recruit and manage them. Not all clients were rich – it was important for the owners to contribute to their community and we made sure they were able to do that. But we did identify "nuisance clients" and helped the business to reduce their number.

One of our key strategies for refining the client base was to improve service and increase price. This had the double effect of decreasing marginal demand (non-core clients moved on) and increasing revenue from ideal clients (who were happy to stay because of the lift in service levels).

The result of this was that the business generated the same revenue from fewer clients, enabling the owners to take their extra time and still enjoy the same level of income.

Key Learning: You don't have to work more to earn more.