

Case study – Contractor #11

This client has for over twenty years been a provider of commercial flooring products and services primarily to businesses throughout eastern MA, northern RI and southern NH, and is now generally targeting hospitals, but has also regularly served new retail locations and educational institutions. The business's many strengths have allowed it to weather a few major setbacks over the years; and these strengths and setbacks together have stimulated key strategic changes along the way that now form the foundation of its distinctive position in the marketplace. The client's workforce is an efficient, well-managed team of skilled professionals, knowledgeable about their products and effective in their sales efforts. They maintain a positive attitude and work together harmoniously and cooperatively; these efforts are not unnoticed by their customers who are generally well satisfied with their staff's professionalism and the excellent quality of their work. Management attests to a successful product strategy that incorporates the diversity of needs of their target audience as well as new technological developments in their field. And finally, through all, the leadership team has been generally able to preserve high energy levels while maintaining order and efficiency throughout the business and its books.

Despite this client's many strengths, there are two primary areas that our evaluation indicates are in the most evident need of enhancement to nudge this business back into a more stable and durable trajectory:

-  ***A system that will serve to identify new directions for market growth***
-  ***Appraisals of and incentives for performance and skills improvement***

Externally, the client has a history of success in adopting new ideas and products while refining its target audience by culling from the segments found to be most profitable, they are currently seeking an infusion of creativity or a new system of data collection that will allow them to update their strategy for acquiring new business. From an internal standpoint and in comparison to other business models, there is a lacking system of appraisal of their employees' skills or performance that can be used to incentivize accomplishment and accelerate them along the path of growth and long term sustainability.

While the points above will be the issues given highest priority in composing our solution, we cannot ignore a number of secondary points that we suggest may also deliver significant measurable improvement. A statistical analysis of the deviations between the assessments we conducted have allowed us to identify a list of somewhat more subtle issues, presumably worth considering in constructing a more complete solution. This set of concerns includes:

-  *Prevention of employee fatigue / burnout*
-  *Strengthen the development portion of the strategy process*
-  *Improve systemization, particularly vis-a-vis inventory & estimating systems*
-  *Investigate the tax benefits of varying the corporate designation*

In the first two cases, these points can be woven into the fabric of the thought processes regarding the client's two primary obstacles but they will add significant apropos to the solutions ultimately offered. There is likely to be additional effort required to thoroughly address the systemization of their inventory and estimating processes and this will be reported as a third issue, separate from the two so far. The final topic of tax benefits will also require separate investigation to determine the extent of questions that will need to be answered to satisfy the nature and scope of the client's query.