

The Business

An IT support business employing seven staff and providing primarily remote support, upgrade projects and return to base repairs to customers across the country. Customers typically have around twenty seats but ranged from one to a hundred seats.

The owner had a strong technical background and no management or business development experience.

The Problem

The business owner had some family health issues that meant he needed the business to be less reliant upon him. He had previously tried to delegate some managerial responsibilities to one of his long-standing employees but this initiative had withered.

Business growth was not a primary aim but there was a feeling that existing clients were not getting as good a service as they had previously enjoyed and that the business was exposed to losing clients without being able to replace them.

Attempts to implement response tracking and time tracking so that customer service and profitability could be measured had come to nothing, even though the company had a good service management application in place.

The Solution

Following initial review and discussions we helped the owner to:

1. Recognise the changes that he needed to make to his own mindset and priorities before he could hope to change the beliefs of his staff. Previously, fixing something took precedence over running the business;
2. Create the necessary framework for delegation (an Orgchart, Job Descriptions and KPIs);
3. Restructure the business so that reporting lines and accountabilities are clear;
4. Create regular, routine management reviews where his direct reports and he work on business performance;
5. Develop a business development process that ensures that all clients are cared for and their value to the business maximised and that new clients are added.

The Result

The client now has a management team in place and together they are able to measure and control performance in the key areas of support and sales. He is able to spend less time in the business and be confident that it is still being managed.