



IBS INDUSTRY CASE STUDY – IT / SOFTWARE

- Summary:** Turning the business around from break even to making profit
- The Client sector:** IT Hardware/software/installation/repairs and maintenance
- Goals:** To measure and improve productivity. To increase the profit margin for work delivered
- Business in profile:** The business was in operation for 10 years, has staff and a turnover of €2.4m
- Challenges:** The business was only breaking even and there were some serious issues with staff. The productivity was poor as it had never been managed. The management function lacked focus. The business owner was primarily concerned with the provision of the best service to clients regardless of cost. Maintenance contracts were being over serviced. There was no sense of commercial reality in looking at the cost of providing service vs. the maintenance fee being paid.
- Strategies:** They started measuring how much work they were doing per day (time sheets which were checked, measured and assessed). They compared some of the high performers to some of the more average performers to see where there was potential for more efficiency. Tracking and reporting was conducted by the maintenance team.
- Outcome:** There is increased commercial awareness and productivity.
- Productivity for Build Engineers improved from a level of 60% increased to 75%. That is an increase of 25% - from 24 chargeable hours to 30 chargeable hours per week. Service Engineers also showed an increase in productivity: from 60% increased to 67.5%. That is an increase of 12.5% - from 24 chargeable hours to 27 chargeable hours per week. The overall impact of these two items was to increase profitability by 12.5%
- Specific tasks were defined and services improved internally and externally.
- Staff that had issues were “moved on” with no loss in revenue or productivity.
- The client has publicly stated how happy and satisfied he is with the process and how much value he has gained from his business advisor.



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