



Greater Prairie Business Consulting, Inc.

CASE STUDY

KY Design-Build Mechanical & Electrical Subcontractor -

Industry Best Practices Implementation.

Project Name:

Industry Best Practices Implementation.

Client Description:

Business Type: Design-Build Mechanical & Electrical Subcontractor.

Annual Revenues: \$13,000,000.00.

Employees: 80.

Project Description / Duration:

This Company is a profitable, fast growing mechanical & electrical contractor focused on design build work in KY and IN. It has repeatedly made Louisville's Fast 50, and, since the project, INC Magazines' list of fastest growing privately held businesses in the US.

The focus of this project was on helping this successful business implement the necessary systems, procedures & controls and industry best practices to allow it to continue its growth trajectory and maximize its performance.

This project was completed in 13 weeks.

Engagement Outcome:

During this consulting project, we implemented the following improvements:

1. We successfully implemented add-on software to improve the company's estimating capabilities, sales management, sales reporting, e-marketing & CRM capabilities, service management reporting & invoicing and project management in the construction division.
2. Improved the company's field management and customer service focus by creating a Field Superintendent position.
3. Updated the company's overhead allocator to help the company maintain its profit margins, which resulted in a small price increase.
4. Created an in-house recruiting / HR administrator to reduce the company service fees for temporary employees, which exceeded \$300,000 per year.

5. Reduced costs with respect to small tool management, rental equipment, vehicle maintenance, and safety by introducing several new policies and procedures.
6. Created an outside sales rep. job description, commission structure, and sales approach, which facilitated the hiring of an Outside Sales Rep. position shortly after the consulting project ended.
7. Established level I, II, III skills criteria to strengthen technician training and improve hourly field compensation in both the construction and service divisions.
8. Introduced a performance-based incentive plan to improve job profits, technician productivity, teamwork and field cost controls.
9. Put together an improved cross-selling and upselling program.
10. Improved field PPE, by: (i) introducing Kevlar gloves, (ii) purchasing harnesses for each technician, and (iii) offering a prescription safety glass allowance.

Engagement Obstacles And How They Were Resolved:

There were no issues on this job.

There was tension in the accounting department and one employee was let go for performance, which resolved this issue.

There was also some tension between the purchasing manager and project managers about small tools. To resolve this issue, we built a budget for small tools into the estimate for each project and this change solved the problem with the purchasing manager not wanting to furnish small tools to the field.

Results Achieved:

The client informed us that the project more than paid for itself one year after we concluded the project.

The client continues to look back positively on this consulting project as improving many organizational efficiencies, which has helped the company double in size just two years following our consulting project and the owner of Excel Services, Inc. stated to us that virtually all our recommendations remain in place.