

## CLIENT SUCCESS STUDY

CONSTRUCTION PERFORMANCE TURNAROUND

### INCREASING EMPLOYEE UTILIZATION

#### The Situation

The client is a privately owned mid-market HVAC general contractor, sales, and service company, focused on both the commercial and residential markets. Contracting revenues had declined steadily over the past 24 months, while sales and service revenues stayed flat.

#### The Challenge

The consultants at Gordian Transformation Partners were asked to focus on sales performance; sales process; labor utilization; and supervisory skills.

During the analysis, the engagement team found that sales leads and closure rates were not tracked; and that the service contract sales team had not had any sales training. The sales process consisted solely of "taking orders".

In addition, employee utilization was extremely low, due to the lack of supervision and follow-up of work assignments. In fact, service calls were "missed" due to that same lack of follow-up by the supervisors. The supervisors had not been given any management training (many were promoted because they were good performers), and did not have any tools to plan and control the labor assigned to them.

#### The Approach

An integrated planning process was quickly developed and implemented. This gave the management team the ability to plan both project and service work on a monthly, weekly, and daily basis. Further integration of department planning, increased flexibility and utilization of labor.

Supervision under went intensive training

and workplace follow-up, to fully grasp the information that was being provided to management with, and how to use that information to assign and then follow-up on work activities.

A sales management system was implemented, in conjunction with new sales processes for new equipment and service contracts.

Performance metrics were developed for each department, and reviewed on a "real-time" basis by the senior management team, so that they could quickly respond to off-schedule conditions.

#### The Results

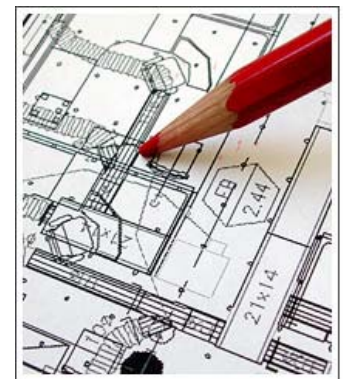
Within two months, the engagement team had assisted this client in achieving:

- Employee utilization increased by 45%.
- Overall productivity increased by 27%.
- Revenue increased by 18%
- 5.6:1 ROI



Employee utilization increased 45%.

*"focus on sales performance; the sales process; labor utilization; and supervisory skills"*



Supervision better understood how to use the information they had.

**SOLVING YOUR COMPLEX  
BUSINESS PROBLEMS**

Gordian Transformation Partners Inc.  
10 Glen Lake Parkway  
Suite 130  
Atlanta, GA 30328  
Phone: 678-353-3378  
Fax: 678-222-3401  
Email: sales@gtpsolutions.com

**S T R A T E G Y , T R A N S F O R M A T I O N S &  
P E R F O R M A N C E T U R N A R O U N D S**

**ABOUT GORDIAN TRANSFORMATION PARTNERS**

Gordian Transformation Partners is a boutique management consulting firm that integrates traditional management consulting disciplines with high-impact leadership practices and breakthrough thinking tools for mid-market clients. The result is a powerful consulting process that enables CXO's to solve their toughest business challenges with speed, efficiency, and economy.

Gordian Transformation Partners is headquartered in Atlanta, GA. We draw on the knowledge and experience of our consultants, whose skills span the initial generation of ideas and insights all the way through to detailed implementation. Gordian's consultants have lead transformation and turnaround initiatives for over 500 Global 1000 and mid-market companies in Australia, Belgium, Canada, Cyprus, Denmark, Finland, Hong Kong, Indonesia, Italy, Jamaica, Malaysia, Mexico, the Netherlands, New

Guinea, New Zealand, Norway, Portugal, Singapore, Spain, South Africa, Sweden, Trinidad, the United Kingdom, and the USA.

Gordian's consulting expertise addresses every area of your enterprise, from developing a transformation strategy to make your organization more customer-focused, to optimizing your supply chain investment, with the tools and expertise to help you reach your objectives.

Gordian draws on the knowledge and expertise of our consultants, whose skills span a wider range of capability than many other major consulting firms. The disciplines of Gordian's consulting specialists are underpinned by deep change management experience - managing risk, mobilizing staff and integrating initiatives to deliver sustainable change quickly.

Gordian Transformation Partners assists clients on a wide array of issues and problems, regardless of industry vertical. Gordian's

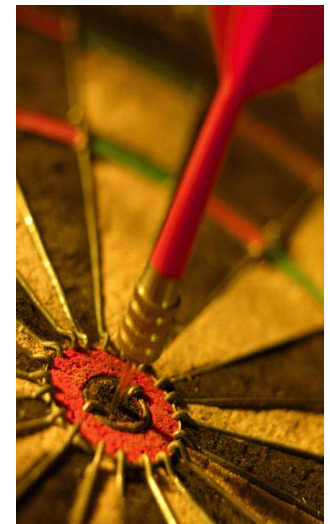
consultants' capabilities have been developed through years of experience creating solutions for the most complex, fundamental problems facing companies today.

Gordian Transformation Partners is focused on what is most important to senior executives and their organization:

- Enterprise Transformation
- Customer Driven Transformation
- Strategy
- Change Management
- Business Process Management
- Performance Turnaround
- Behavioral Development

Gordian Transformation Partners:

- *Help organizations produce extraordinary business results, while connecting and enriching the lives Gordian Transformation Partners touch.*
- *Works in a dynamic team environment, where you and your management team share substantially in the economic value that you help create.*
- *Trains and develops you and your management team, to realize your fullest potential.*
- *Transforms your organization to a collaborative, high-energy, and fulfilling work environment.*



***Is your business on target with your vision and customer expectations?***

**Contact Gordian at:  
sales@gtpsolutions.com**