

IAP Services: higher profit margins, lower turnover

Background

IAP Services is a small worker co-operative set up by IT specialists from the private sector who wanted more control over their working lives. They provide a range of hardware, software and support to clients across the South West and achieve a turnover in excess of £200K.

Motivations for involvement in C3

Despite being aware of performance improvement from their time in the private sector the IAP workers were drawn into C3 more by their interest in the innovative approach of the project rather than any specific need or problem within the organisation.

Process

IAP is a small organisation with three workers so going through Perform was a very straightforward process. However, given the limited resources it was clear that IAP only wanted to focus on some areas of the excellence model. There was an initial meeting looking at an early version of Quick Perform which was used to identify what those areas were. At the second session some of the discussion prompted by Quick Perform had already inspired some administrative improvements leading to immediate overhead reductions. The focused Perform session prompted debate and discussion amongst the workers while the facilitator noted the improvement ideas. This information was left with IAP who assigned one of the workers some time to establish an action plan and oversee the improvements.

Improvements made

- Set short, medium and long term objectives
- Developed Project Manager role for the worker left in charge of overseeing improvement actions
- Changed client relations from 'ad hoc' to 'maintenance' contracts and have developed customer monitoring systems, enabling improved planning, cashflow management and customer satisfaction.
- Have introduced some monitoring processes, which has resulted in an increase in both profitable and enjoyable work.
- Consequently turnover has decreased but profit margins and staff morale have increased.
- Have introduced financial processes enabling improved reporting and analysis.

Feedback from participants

IAP have said that the C3 process gave them the opportunity and impetus to 'stop and think' and to move from 'doing the business to running the business' while retaining the workers control over the business and improving their job satisfaction.

Next steps

Are about to send out a customer survey which was designed with support from their C3 advisor and using resources available on the website.

Improving their website

Are willing to consider paying for Performance Improvement support in the future