



Consulting Services for Coffee Shop and Learning Centre

Client Issue

This small enterprise has been in operation for several years and has undergone a very successful expansion and a transition into profit. The client requested etc4CA to review the following areas of concern:

- Clarification of the vision, mission, strategy and values for the organisation to achieve alignment of all of their resources to that strategy;
- Restructuring of the funding for the business, including its pricing strategy and the financial reporting mechanisms; and
- Design a performance management process to be established for all employed staff including a regular review process for contractors.

etc4CA Approach

etc4CA took a discussion approach to work through the areas of concern with the client:

- Review of the existing vision, mission and values, providing challenge to sharpen the messages.
- Developing a transformation map to identify key strategic thrusts, activities, resources and timeframes in order to move from the current or "as-is" position to the vision or "to-be" position.
- Training of management team regarding staff development techniques.

Value Delivered

Working with our client, we have developed a strategy and designed a business model that has enabled:

- The Board of Directors to become aligned to the revised vision, mission, values and strategic thrusts;
- The Board of Directors to identify areas where they can more actively assist the business in its growth;
- A clearer direction for the business including a plan of how to achieve the vision and communicate it with its staff and contractors;
- The setting of individuals' goals and objectives derived from the strategy;
- Proposals on pricing strategy, loan repayment, staff year-end bonuses to be drawn up in line with business performance and cash flow;
- Re-financing of loans in line with local legislation;
- A performance review with the Director, setting 2012 objectives and establishing a development plan as a model for other staff reviews; and
- A meeting to take place with contractors to talk through business issues, opportunities and feedback mechanisms, including a process for ongoing reviews.

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