

Background and Problem

The organisation is a successful day care nursery with over 80 children, from baby to pre-school age. The nursery is run by a husband and wife team supported by a manager overseeing 20+ staff.

Having been in business for over 5 years and reliant on word of mouth referrals for occupancy, the organisation was in need of a marketing strategy, a management team and a review of operational systems and processes.

Actions Taken

It was clear from the initial meeting in September 2003 that the organisation was operating in a fire-fighting mode and did not have enough hours in the day to deal with the continual requests from the staff.

The initial step was to “stop the action” for the husband and wife team, take them out of the environment and attempt to break this cycle by reviewing the multitude of “things to do” piles that existed. A plan was derived to address all the outstanding backlog of issues through prioritising, time lining, delegating and identifying the appropriate person responsible for each action to ensure successful completion.

This was then followed up on a weekly basis and a weekly plan was generated and monitored until this habit was established, allowing the management team to be responsive rather than reactive.

To generate future ongoing clients, the TVBA Business Advisor, alongside the management team, developed a marketing outline to identify potential target areas and how to address them. The idea to establish a volunteer parent group to raise the nursery’s profile was also proposed and targeted for implementation in 2004.

In order to reduce the amount of paperwork generated, various processes were simplified, saving time and effort, e.g. room allocation: staff/children and milk monitoring for grant reclamation.

The Result

The husband and wife team are now generating their weekly plan themselves and have since cascaded this philosophy to their operations manager, who has subsequently found new motivation through the clarity of knowing her daily tasks.

Support is ongoing, looking at individual projects within the nursery to improve performance and reduce any wasteful processes and procedures as well as weekly coaching sessions.

If you want to find out more about any of the areas covered in this case study and how we can support your business – contact us today.