



The Transformation of an Established Business

BACKGROUND

Hada Grullon is a bulldog — a tenacious, talented, self-made woman who turned an idea into a thriving business called Roy's Delivery Service (www.roysdelivery.com). Hada started her company over 20 years ago as a traditional, local courier company. While Roy's Delivery Service was profitable, it had been through some rough times with the advent of the Internet, as was the case with just about every courier type service. But ever the innovator, Hada found a niche in delivering something that could not be digitized: tissues and organs. With her business at a critical inflection point, Hada turned to SCORE and Pigs on the Roof for help.

THE CHALLENGE: Company Transformation

The medical delivery business was growing like weeds, but the traditional courier business still contributed to Roy's bottom line. At the same time, the medical delivery business had an enormous potential that Hada wanted desperately to capture. Caught in the middle, Hada was unsure how to proceed. She wanted to transform the business, but Roy's could not afford to abandon its traditional courier customer base. After all, the company's name and reputation was built on the traditional courier business. It was the courier business and the established customer base that provided the initial opportunity for medical delivery.

THE SOLUTION: Operational Overhaul and Rebranding

From the initial meetings, some issues were evident. First and foremost, as a successful entrepreneur, Hada was making the mistake of taking on more and more work. This kept her from focusing on the things that really mattered for growing the business. Secondly, there was branding "confusion". Medical delivery was fueling the company's growth and setting it apart from its competitors, but no one could tell based on the company's branding. Via the engagement, the following recommendations were made:

- ✦ The addition of an operations manager to manage the day-to-day operations
- ✦ Rebranding of the company with the inclusion of an added focus on medical delivery, resulting in a new logo, website and collateral materials
- ✦ Restructuring and changes in policies and procedures in order to allow for more business development and scalability

