



Client Case Study:

# Brandon Global IT

Crafting a growth transformation strategy

## Client Case Study

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### Brandon Global IT, Tom O'Neill CEO

Brandon Global IT provides best-in-class IT services to a range of clients across the globe. The company operates in Ireland, the UK and the US.

Tom O'Neill founded the company in 1998, and is its CEO.

#### What was your goal at the start?

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We set up Brandon Global IT in 1998, and slowly set about growing the team. Because we were experts in the IT field, we knew we were providing value for clients. The whole team was always very technically capable, and we were consistently focused on maintaining that.

Most of the business we won was through relationships and referrals. We built relationships with people and, as they moved, we won their business elsewhere. It wasn't a very scalable approach but it worked and got us to a certain point.

#### What was holding you back?

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We were a lot of things to a lot of different people, and worked on a range of projects. Before we met Select Strategies, if you asked two different people in the company to tell you what we did, you'd have gotten two completely different answers.

In Ireland, you'll get away with it if you're a jack of all trades, as the market is so small. It's about survival, after all. When we set up an office in New York, we found it tough initially to get customers because our message wasn't clear.

We'd approach potential clients and ask them what they needed done, instead of telling them what we did. In the States, you need to tell someone what you're doing within seven seconds or it's game over. We needed a clear, sharp message, and a clear idea of what it is we did. That leads nicely into our work with Select Strategies.

#### What did the process entail?

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I first came across Paul O'Dea's name through David Walsh in NetWalsh Systems (include link to David's case study in online article). David told me how Select Strategies had helped them to find their sweet spot for service delivery, and encouraged me to talk to Paul.

From there, everything fell into place. Select Strategies understood the pain we were going through, and their approach made sense to us. Our revenues had been flatlining for a few years – we really couldn't get out of our own way.

Select Strategies brought focus and helped us to implement a nice, structured approach – their road map helped us to plan what we needed to do. Crucially, they involved the whole leadership team so everyone took part in the diagnosis of what was going wrong, and what we needed to do. We all agreed the strategy going forward. We had buy-in from everyone. This was key.

#### What were the results ?

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We held meetings with Select Strategies every couple of weeks – the schedule was very clear. Most of us from each of our offices were there. The commitment was there from the entire team.

The results were immediate. There are two areas to our financial performance: recurring revenue through managed services, and time and materials for ad hoc projects. As soon as everyone focused on goals, we could accurately clarify what needed to be done to hit our targets. We set targets and we beat them well – in the July 2017-June 2018 year, our target was 5% of margin and we ended up hitting 7%.

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Our management of the company has totally changed and we clarified the roles of our leadership team. This helped all of us to avoid dabbling in other areas. Everyone was now clear on what they were responsible for, which is the case to this day. There's no overlap, and nothing falls through the cracks.

### What was different about Select Strategies?

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Paul O'Dea and his team have seen similar situations to ours, realised our pain and knew how to take us out of it. That's a big thing. Bring in someone else who hasn't been there and it won't work – it doesn't matter how many books they've read. You need to have hands-on experience, and that's what the Select Strategies team have in spades.

There wasn't one step that Select Strategies took that made the difference; it was the whole process that paid dividends. They cut through the fog and challenged us in a way that brought out the right answers. They took all our ideas and comments, and framed them in such a way that resonated with everybody. It was a very good approach.

### What advice would you give to the leaders of a growing business?

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Figure out what it is you're good at – and do that really well. It sounds so obvious but sometimes it's tough when other opportunities come up and you want to win business. If it's not your core strength, then you shouldn't be getting involved. It will probably turn out to be a distraction that will end up badly, making your customer unhappy. Also, if your employees are doing something they like and the outcome is successful, they'll be happier, too.