

Playing the Game

Results

In the company's first year of implementing the Great Game, their net profit grew to \$112,000—which they topped the following year with a net profit of \$152,000. Over the past five years, the company has also doubled its gross revenue while increasing gross profit margin from 50.18% to 60.21%.

"The GGOB has also made us aware of our cash," says Michael Redman, the company's president, whose father founded the company. "By focusing on cash, we were able to change our process of how we invoice from time and materials to value-based milestones. This allowed us to control the process and dictate when we order software from vendors having a huge impact on our cash position."

By opening the books and teaching the entire team how the business made money, they also discovered that half of their clients were from one industry—local government—that accounted for 75% of their revenue. That realization helped them focus on diversifying by bringing different solutions into the same sector.

"Getting on the same page, pushing in the same direction, fighting for what we want our business to be has led to us becoming closer—both as a team, and with our clients," says Redman.

"The more we get into the Great Game of Business, learning what it's about and how to execute it in our business, the more refined our direction as a company becomes. We can more clearly articulate our purpose & core values as a team which in turn helps us to deliver better outcomes to our clients and help them achieve their outcomes." – Jake Carnall, Support Lead



Company Background

Founded in 2006, Redman Solutions provides software solutions and consulting services to local government agencies. The company's purpose is to help people in local government thrive, so that communities can flourish.

Challenge

While the company had good people, good clients, and good solutions, it was losing money: it had cumulatively lost more than \$400,000 in the three years prior to implementing the Great Game of Business. The team was also geographically dispersed, which made it difficult to get everyone on the same page and working together on common goals.

Solution

Start by sharing information and connecting the team to the company's results—while lightening the load and stress that rested solely on the owner's shoulders.

MiniGame™ Spotlight

The Redman team has used MiniGames to change behavior and to encourage and motivate the team. “We have found it difficult with many of our team working on site with our clients and working remotely to our office,” says Redman. “MiniGames are something we want to focus on more in the future and see them as a great way to get new team members involved as we grow.”

“Everyone wants to be rewarded for their hard work but when you engage a team in a way that connects them to the overall performance of the company, and you foster an ownership mentality amongst employees, something magical happens.” – Fiona Cullen, Marketing

“I would not want to work in a business that operates any other way and I know the team feels the same way. We know rules, we keep and know the score and we have a Stake in the Outcome.”

Matthew Pearce, Head of Solutions

What's Next?

“The journey has been one continual improvement,” says Redman. “The way we play The Game now is nothing like we did at the start and I’m sure in a few years from now it will have evolved even more. Looking back the key takeaway is to ‘start’ and be open to adapt as required. I am truly excited about the future.”

The team also has a goal of doubling sales in the business over the next three years—and they know the Great Game will play a key role in helping them get there.