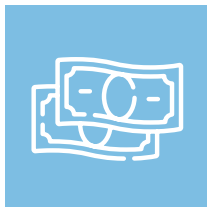


How Developing and Leading With A Strong Purpose and Values Led to 2x in Yearly Revenue and a 35% Profit Margin

INTRODUCTION

When Motivo, a leading pipe repair and rehabilitation company for the oil & gas, petro-chemical and power industry, was just starting out, they turned to 3MKJ Consulting for guidance. Darren Billings, the President, and Blake DeRango, the Operations Director of Motivo, both of whom had decades of experience in the industry, developed a multi-faceted approach to thoroughly diagnose pipeline issues. In this case study, we explore how Motivo and 3MKJ Consulting worked together to establish and escalate Motivo as a leader in the industry.

CHALLENGES



Start-up and scale-up financial resources

A major hurdle for Motivo and many organizations is having the capital, people and equipment resources to get a head start in opening a new venture or significantly scaling an existing business. And without losing a major ownership stake in their business.



Seeing the value and usefulness of defining a clear and meaningful company purpose and values

Billings, President of Motivo had done similar work in previous companies and talked about mission and vision. But, he felt it was never emphasized or authentic. For many companies, purpose and values can fall short when they're not consistently communicated, not linked to the greater company purpose, lack accountability and feedback, lack specific definition or are seen as separate work.



Growth pains when scaling the business

In 2022, Billings and DeRango were getting overwhelmed trying to keep up with the tremendous growth only a few years after starting. They both were overloaded and wondered how they could continue keeping pace with the demands of the business. Both felt they spent more time working in the business, rather than on their business. Billings stated "You know this concept of the man who chases many rabbits goes hungry. We were trying to do it all and everything was important and we were not focused. And that focus is a big deal."

SOLUTIONS

Ownership Driven Model

3MKJ Consulting provided Motivo a half million dollars to start up and some initial back office services to get off the ground. 3MKJ provides both start-up and scale-up financial resources to businesses we partner with. Ownership control stays 100% with the owner/leader and 3MKJ shares in the success of the organization via a small % of revenue and exit/sale proceeds.

Defining an Authentic Company Purpose and Values Through Workshops

President of 3MKJ Consulting, Matt Smith worked with Motivo's leadership through several purpose and values workshop meetings to help extract, refine, and solidify their company's purpose and values that felt truly authentic to their business. Billings said this about their workshops, "What was most profound was that we actually did the work to come up with something that was real for us. And I think a good way to describe it is when Michelangelo sculpted David. Michelangelo's quote was, "The sculpture is already complete within the marble block, before I start my work. It is already there, I just have to chisel away the superfluous material." And I think that was what happened when Matt led. We were trying to get what was there and then spend the time to develop the right language so that it was usable."

Billings felt similarly when working alongside Matt in development of their company's core values. He stated that, "Core values are really about leadership. All problems are leadership problems. But when things get tough. Why are we here? What is this for? It changes the game. Our values carry us through and help us perform at a high level. It's easy to perform at a high level when it's easy, but how do you perform when it's hard?"



Matt Smith, President of 3MKJ Consulting (left), Randy Mason, Division President of Insta-Pipe (center), Phil Harris, Finance and Information Systems Manager of 3MKJ Consulting (center-back), and Darren Billings, President of Motivo in a discussion about the Queen Bee function of business to proven process for brand.

"Our values carry us through and help us perform at a high level. It's easy to perform at a high level when it's easy, but how do you perform when it's hard?"

- Darren Billings, President of Motivo

Developing Strategy Through the Entrepreneurial Operating System, or EOS®

3MKJ Consulting helped Motivo gain traction in their business by helping clarify their vision so that everyone in the company could see where they were going and determine if they wanted to go with them. The Entrepreneurial Operating System, or EOS®, is a set of concepts and tools that comprises a complete business management system that empowers entrepreneurs to reach their business goals and improve the lives of every individual the business affects. EOS doesn't treat symptoms – it helps cure the "whole body" by strengthening the Six Key Components™ of a business – Vision, People, Data, Issues, Process, and Traction.



Developing An Effective and Efficient Operating System

After 3MKJ Consulting helped Motivo set their Purpose and Values and developed an aligned strategy, they began developing and documenting an operating system to help them grow at the speed of their vision. 3MKJ utilized simple EOS® tools to help them build a scalable process and map key business functions such as their operational and accounting processes. Billings said of the value of the EOS® process and tools, "Just some basic things that we've done with EOS have created so much headroom. We are doubling our revenue again this year, but without EOS and without getting some bandwidth from some of the basic processes that we put in place it would not be happening. It would be broken."



Matt Smith, President of 3MKJ Consulting opening the U360 Quarterly Leadership Meeting. Day one opened with the leader's progress on implementing process using EOS® tools. Day two's focus consisted of an Enneagram Workshop.

RESULTS

After only a few years Motivo has seen tremendous growth and will continue to use 3MKJ Consulting as a valued partner and their resources in helping them meet their big, hairy and audacious goals.



Motivo Reach the \$5 million Revenue Mark The Second Year With 35% Net Profit

Billings said this about his journey thus far with 3MKJ Consulting, "To get this kind of growth, keep the company together, and to keep the quality intact without Purpose and Values and EOS® we wouldn't get to where we are now. If we fulfill the work that we have this year, we will finish this year at about \$11 million. And we'll probably drop 40% to the bottom line."



Operating More Efficiently With Fewer Resources

3MKJ has helped and continues to work with Motivo in building out their processes. So far it has resulted in using fewer people and resources to deliver a higher quality service more consistently. Billings stated this about 3MKJ Consulting and the implementation of EOS® process and tools, "If business owners are trying to figure out how to justify how someone can come and pay 3MKJ 5% of my revenue. At Motivo we are at \$11 million in business this year. And without processes and systems I cannot imagine that we wouldn't have convinced ourselves that we needed three or four more people. And then you think about the cost of a full-time employee, both in terms of bandwidth for leadership and then the dollar costs. It is not hard to think about four people costing \$350,000 to \$400,000 dollars."

Take Your Business to New Heights

The demands of solving complex infrastructure renewal problems for your clients and supporting your team can be taxing. At 3MKJ, we provide consulting services tailored to infrastructure renewal companies.