



QUALITY
information

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Martin Harrison, Management Consultant and Trainer

Martin Harrison is an independent management consultant who specialises in helping small businesses and social enterprises with between 5 and 50 staff to grow, develop, and improve their efficiency and profit. My work is split equally between helping businesses in North Wales and helping development NGO's and hospitals in less developed countries. Typical projects include:

- **Business Review.** These assignments are typically for 2 days during which I carry out a full review of the business. By comparing the business results and processes to the industry models, I define the areas in which the business can be improved, for example competitive strategy, cashflow, marketing, customer care or operational requirements.
- **Mentoring owner managers or NGO's.** The mentoring projects are from half a day to one day per month spread over a year or longer. The purpose of mentoring is to help the management and the business through a critical stage, for example growth or a financial crisis. The process starts with reviewing where the business or NGO is and where it wants to get to. This is written as an agreed action plan or business plan which I then assist the management to implement.
- **Modernising Hospitals in less developed countries.** The first stage of a modernising hospital project is to define where the hospital is, where it wants to go and what are the key issues. Typical key issues include high staff turnover, no computerisation, poor cash management, corruption, no delegation or management term culture, high infection or mortality rates etc. The second stage of the project is essentially a mentoring project, assisting the managers to put in place the attitudes, values and culture as well as the systems and processes to modernise and stabilise the hospital.
- **Business Growth.** The first stage of a business growth project is to define how to grow the business, whether it is by 10% or 50% per year and what are the key issues. Typical key issues include establishing a management team, delegating responsibilities, sales and marketing, profitability and gross margin, and cashflows. The second stage of the project is essentially a mentoring project, assisting the owner manager to achieve this growth.
- **Business Planning.** The assignments are normally for 3 to 5 days during which I review with the owners / managers where the business wants to go. I then write the business plan, including financial details, marketing plan and cashflow, and discuss it with them in detail.
- **Management Systems.** As a small business grows above £300k turnover, efficient management systems are vital to ensure profitability. Management systems include the accountancy system, sales order processing, design, purchasing, stock, manufacturing, dispatch, quality, ISO 9001, environmental, ISO 14001, HR and health and safety. I carry out a review of the systems and propose improvements. I can also carry out a review against the requirements of ISO 26000 (Corporate) Social Responsibility.
- **Management Training.** These training courses or workshops are written or adapted to meet the specific needs of the delegates and the organisation. Subjects include Strategic Reviews of Small Businesses, Project Management, Financial Awareness, Marketing and Customer Care.

Martin Harrison MA, MBA, CEng, FIMechE has been a management consultant for over 25 years and has assisted over 500 businesses. After obtaining his degree from Cambridge University, he worked in petrochemical engineering design and construction in various countries and qualified as a Chartered Engineer in 1979. In 1987-89 he was the Group Manager with overall responsible for the MOD projects (value £55m) for Kennedy and Donkin. He became a partner of Quality Information in 1989.