

## CASE STUDY

**Client:**

Cambridge Dental Practice, Cambridge, Waikato

**Relationship commenced:**

2020 - ongoing

**Client consent:**

Full consent to name and publish

### **The Situation**

Dr Bernard Andersen is no stranger to running a dental practice. Over a 30-year career, the majority of it as a practice owner in South Africa, he built the kind of experience that only comes from actually doing it: managing staff, running a business, and delivering excellent clinical care simultaneously. When he arrived in New Zealand and decided to establish his own practice in Cambridge, the clinical skills came with him. What didn't was the local context.

New Zealand's business environment, financial frameworks, employment law, and healthcare market are meaningfully different from what Bernard had known. He needed someone who could help him navigate those specifics quickly, building a business model suited to the NZ market, establishing sound financial management practices, getting to grips with local HR requirements, and developing a marketing strategy in a region where he had no existing profile or patient network. He was referred to us by an existing client in 2020.

He started as a solo practitioner with a dental assistant, operating from shared premises,

building his patient base from scratch in a community he was new to.

### **What We Did**

We worked alongside Bernard across the areas where local knowledge and fresh perspective were most needed. Financial management structures were established to give him clear visibility of practice performance from the outset: cashflow, revenue targets, and the metrics that matter in a service business growing from zero. HR guidance helped him navigate New Zealand's employment environment with confidence. And a marketing and brand strategy put Andersen Dental on the map in Cambridge, building awareness, growing the patient database, and establishing a reputation in a market where word of mouth takes time to build.

The practice grew steadily. Then an unexpected complication emerged. The shared premises Bernard operated from harboured serious internal tensions within the other tenant's operations. The dysfunction was increasingly affecting his team and his patients. It became clear that staying was not viable.

At almost exactly that moment, a well-established Cambridge dental practice came up for sale. We recognised it immediately as an opportunity that could solve every problem at once, providing dedicated premises, removing the shared-space toxicity, bringing an established patient base, and accelerating Bernard's growth by years rather than months.

We worked closely with Bernard through the entire acquisition process: evaluating the opportunity, supporting negotiations, managing the transition to new premises, integrating the incoming staff and patients, and developing a marketing and brand programme around the change of ownership. A key strategic decision was made to retain the Cambridge Dental name, the acquired brand had strong local recognition, an established Google presence, and a legacy that would have taken years to replicate. Andersen Dental became Cambridge Dental, and the transition was managed to be seamless for patients and staff alike.

### **The Outcome**

Cambridge Dental is today a thriving, growing practice, a long way from the solo startup of 2020. The 2023 acquisition was transformational: it resolved the premises issue, expanded capacity, and gave Bernard the platform for sustainable growth that his experience and clinical reputation deserved.

An experienced dentist and seasoned business owner, Bernard is now fully at home in the New Zealand market — with the financial management, HR practices, and marketing strategy to match his clinical capability. Our advisory relationship remains active, ensuring the practice continues to grow with clear intention and strategic direction.