

## CASE STUDY

**Client:**

Roger Ramsey Building, specialist renovations business, Waikato

**Relationship commenced:**

2016 - ongoing

**Client consent:**

Full consent to name and publish

### The Situation

Roger Ramsey Building was already a successful family business when we started working together in 2016. A well-regarded specialist renovations business with a loyal repeat-business client base and a reputation built on quality and honest relationships. But success at that level often comes with a hidden cost: the owner becomes the business. Revenue was in the high six figures, but the operational structure to support serious growth wasn't there. Systems, processes, and disciplines were largely informal. Roger was hands-on in every corner of the business, both on the tools and in the office, and there was no clear strategic framework for where the business was heading.

### What We Did

We started with the fundamentals. A regular operations and management meeting rhythm was established, giving Roger a structured forum to step back from the day-to-day, assess what was working and make considered decisions rather than reactive ones. From there we introduced operational and administrative processes designed to reduce owner-dependency and improve efficiency across the business.

A client feedback survey was commissioned to test the business's values and reputation in the market, and to identify where the experience could be sharpened. This gave Roger objective data to work with rather than gut instinct and anecdotal feedback.

When COVID hit in 2020, the preparation paid off. With clear financial visibility and a structured approach to decision-making, Roger navigated the disruption without losing a single staff member, maintaining cashflow through a period that devastated large and small businesses in the sector, many not surviving.

Over time, the advisory relationship expanded to include marketing strategy. We oversaw two complete website rebuilds as the business evolved, introduced social media as a brand-building tool, and developed video case studies of completed projects. A significant shift for a business that had previously relied almost entirely on organic referral and word of mouth. We also worked on Roger's adoption of technology tools in business operations, including the current integration of AI-powered tools to drive further efficiencies.

The scope of our work has also extended to Roger's agricultural diversification. What started as a bull-leasing operation on his farm has developed into a specialist pedigree sheep DNA up-breeding enterprise (Majestic Sheep Breeders) which now exports semen and embryos internationally. Advisory support across the marketing and positioning of this business has been part of our ongoing engagement.

### **The Outcome**

Roger Ramsey Building has grown from a high-six-figure revenue business to a \$2 million+ operation. More meaningfully, the business now runs with the staff, systems, processes, and structure that allow Roger to be less hands-on in day-to-day operations, freeing him to develop his farming business and pursue a better balance between business and lifestyle. He is more confident and capable with technology than at any point in his career, and continues to evolve the business with a clear strategic intent rather than simply responding to demand.

Our relationship, now in its tenth year, remains active across both business management and marketing for Roger Ramsey Building and Majestic Sheep Breeders.

*“The greatest advantage of having Breton on board was realized during 2020 when things got very confusing for everyone with COVID-19. We were able to leave it up to Breton to bring us current information around requirements, regulations, and subsidies. He essentially took over, and that was invaluable to us.”*

— Roger Ramsey, Roger Ramsey Building