



MANAGEMENT
Research & Solutions
INCORPORATED

C.R.I.S. Camera Services Inc.

C.R.I.S. Camera Services is one of the premier photographic and digital imaging equipment service companies in the United States. After moving to Chandler, Arizona from southern California in 1990, its services had grown to include wholesale equipment repair, camera tester equipment sales, exclusive accessory sales, and camera parts sales. It is currently one of the top 5 camera repair services in the country.



Benchmarking

Analysis showed that the rate at which the existing number of technicians were working made it challenging to process the number of cameras being received, creating a 3-4 week backlog of work and impacting customer service and revenue. A limited ability to train, manage and expand the business was also hindered by the lack of profit and expense controls and by the absence of a middle management team.

“By creating a better system of triaging the flow of camera repairs to the technicians we were able to increase production by 20%. This improved our ability to forecast resources and increase our net profit from 3% to 11.5%.”

Mark Treadwell
President
CRIS Camera Services Inc.

Implementation

- Installed production triage system to classify and prioritize workflow based on the repair complexity and the technical expertise of the technician
- Designed a comprehensive compensation incentive plan to reward loyalty, company and individual performance
- Developed a flex budget to connect practice to financials
- Implemented an activity budget for each department to monitor performance of key metrics that would support the company's financial goals
- Created sales and marketing plan to support business expansion
- Prepared software specification for new management information system



Results

- Production increased by 20%
- Profits increased from 3% to 11.5%
- Company could forecast resources including labor and capital requirements
- Management could articulate company direction and align it with the company mission
- The new systems allowed the President to focus on the planning and direction of the company

