

A STRATEGY FOR SUCCESS

HOW ADVISORY WORKS HELPED MOLEMAP EXECUTE STRATEGY

“We want to give our customers complete peace of mind by achieving one of two outcomes – “Great, I know that I don’t have melanoma”, or “Thank goodness it was found early and can be treated!” – Adrian Bowling (CEO)

As a nation, New Zealanders love to explore the great outdoors, whether it’s hiking, swimming, cycling, or simply lying around on the beach. The only problem is that there’s no ozone layer protecting the country from the sun’s harmful rays. As a result, kiwis have one of the highest rates of melanoma skin cancer in the world, and this is costing around 300 lives every year.

The sad thing is, if caught early, many of these deaths could be avoided. However, most GPs lack the technology or skills to recognise melanomas in their early stages, and many people wouldn’t think to visit a dermatologist or skin specialist to check out a small mole. In 1997 a team of dermatologists decided something could be done, and they formed a team of scientists, engineers, software developers and highly skilled melanographers. Together this team pioneered a thorough programme that detects melanoma earlier and more accurately– a system that ultimately helps to save lives.

Since 1997 Molemap have seen over 120,000 patients, assessed over 4 million lesions through their 50 clinics across New Zealand, Australia and United States; but most importantly, thanks to their pioneering programme, up to 10 times more melanomas are being diagnosed at an earlier stage than would have been identified by doctor based visual examinations.

As an organisation, Molemap has been growing from strength to strength, expanding into Australia and the US. But even a thriving, stable company can do with a shakeup.

Molemap were looking to improve execution capability for their topline business goals. “We know we provide a great service,” explains Andrew Maslin, Molemap’s General Manager. “But we felt we weren’t realising our full potential.”

When Molemap CEO Adrian Bowling heard Advisory Works Executive Director Simon Mundell speaking at a conference – he knew he wanted to apply Simon’s energy and evidence-based-approach to the company’s strategic direction. Andrew employed Advisory Works to help Molemap improve profitability and team effectiveness.

“The Advisory Works approach is to get our hands dirty by actively working with the senior leadership team to help them achieve execution of a manageable number of clear goals aligned to their long-term strategic plan,” explains Ben Bernstone, one of the consultancy’s business strategists. “We do this while also building structure and cadence to allow a business to continue executing.”

Together with Advisory Works, Molemap worked on four key areas: understanding their competitive advantage to align their business model with, quarterly planning and progressing toward longer-term strategic objectives, visibility and accountability through effective weekly meetings, and a stronger focus on acquisition costs as a path to successful scaling.

So were these new strategies successful? “We’ve become more focussed around our core competencies.” explains Andrew. “This in turn has given us the confidence to increase the value we receive from each customer. We have become more decisive when evaluating new opportunities and have stopped chasing rainbows.”

CASE STUDY: MOLEMAP

This has translated into some exciting new initiatives. Recently, Molemap introduced a new service – the MoleMap Skin Check. Instead of the full body mole map which monitors every one of a customer’s lesions over time, the MoleMap Skin Check gives the customer a thorough head to toe dermoscopic exam, with diagnosis of only concerning lesions, as a lower-cost option. “This was designed to cost effectively meet the needs of a larger portion of the market. It has proved to be very popular. We aim to increase the availability of this service in Australia and New Zealand to help our customers better manage their skin cancer risk.

“In New Zealand we have reached maximum capacity in most centers, so looking ahead we will be increasing this with additional staffing and clinic facilities. In Australia, we are focusing on building the MoleMap brand to support continued growth in the main centers in Victoria, NSW and Queensland.

“Both markets have a growing opportunity in workplace skin check services – we have developed services to specifically help employers fulfil their H&S obligations and keep their employees safe.”

“Our growth is dependent on the ability to source and train nurses to deliver our services. We are developing partnerships with certified training providers to accredit our training programmes while also investing in new training technology and techniques to streamline the training processes.

“The result of this is that over the past two years we have increased patient numbers by close to 10,000 additional patient visits each year, and increased profitability by close to 300%.”

Results like that directly translate to more lives saved. That’s just what the partnership between Advisory Works and Molemap is all about. ■

SIMPLIFY YOUR BUSINESS

Advisory Works has helped thousands of business owners globally to simplify their business, and we can do the same for you. We will support, teach and motivate you to put in place the tools, processes and systems that you and your business need to maximise performance.

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