

CASE STUDY · 2025

Building with Intention

From Inconsistent Profit to Transferable Enterprise



+6%

Revenue Rebound

+11%

Gross Profit

8×

Net Income Growth

0

New Providers Added

OVERVIEW

The Challenge of Profitable Independence

*Multi-doctor veterinary hospital ·
Independently owned*

After a period of declining revenue and compressed margins, an independently owned, multi-doctor veterinary hospital reached a defining moment when inconsistent financial performance began limiting reinvestment, increasing owner strain, and constraining long-term valuation.

The owner — committed to paying her team well, delivering outstanding patient care, and maintaining a flexible schedule — recognized that independence without profitability is fragile.

She chose to engage a strategic growth advisor to build the business with the end in mind: strengthening margins, stabilizing cash flow, reducing operational variability, and transforming the practice into a durable, transferable asset.

" A business you love to run should also be one that can run without you while achieving your financial and lifestyle goals. "

A Profitable Practice Hidden Behind Busy Days

-7%

Revenue YoY Decline

Revenue fell year-over-year, eroding financial stability and limiting reinvestment capacity.

<1%

Profit Margin

Compressed margins left little cushion for operational improvement or owner compensation.

~81%

Appt. Utilization

Suboptimal schedule fill left revenue untapped and cash flow unpredictable.



Operational Gaps

Inconsistent clinical recommendations and unevenly adopted systems across providers.

The practice was busy — but not consistently profitable. This created emotional and financial strain for the owner.

A Strategic Partnership Built Around Three Drivers

In March 2025, the owner began meeting with Purpose First Advisors biweekly to review schedule utilization, revenue per visit, gross margin, expense trends, and net operating income. Rather than pursuing scattered initiatives, three measurable drivers were prioritized:

01

Schedule Utilization

Moving average utilization from ~81% upward through smarter booking, online scheduling, and cancellation policy enforcement.

02

Average Invoice Value

Capturing more value per visit through standardized intake, care plan consistency, and reduced missed charges.

03

Workflow Consistency

Aligning all providers around shared clinical and operational standards to reduce variability and increase accountability.

"Almost immediately, the practice KPIs and financial statements showed positive results."

STRATEGIC ACTIONS

*Five targeted levers
drove measurable
financial results
without adding
providers or hours.*

1

Launch Online Scheduling

Updated website positioning to increase utilization without expanding provider hours.

2

Implement Cancellation Policies

Protected revenue consistency and reduced appointment volatility.

3

Standardize Intake Forms

Reduced missed charges and ensured care plan consistency across all providers.

4

Reinstate Follow-Up & Newsletter

Increased client retention, recurring visits, and lifetime client value.

5

Clarify KPIs & Accountability

Set performance expectations linked directly to revenue goals and cost controls.

A Financial & Structural Turnaround

+6%

Revenue Rebound

After prior year decline of 7%

+11%

Gross Profit

Year-over-year improvement

8x+

Net Income Growth

Compared to the prior year

0

New Providers Added

No hours extended

Results were achieved without adding providers or extending hours. Monthly revenue exceeded internal targets while net profit margins strengthened into the high single / low double digits.

Discipline, Data, and Leadership Alignment

1

Disciplined Execution

Strategic actions were implemented consistently, not sporadically. Execution quality drove measurable outcomes.

2

Data-Driven Accountability

Monthly KPI reviews connected utilization, invoice value, and workflow directly to profitability and business transferability.

3

Leadership Alignment

Daily operational decisions were reframed as financial decisions — linking team behavior to enterprise value.

" By building with intention, the owner strengthened her business and restored her confidence and peace of mind. "

Grow Your Business

With Intention.

Purpose First Advisors helps owners build profitable, transferable businesses — on their terms.

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