



### reFaceit - The Business

reFaceit is a specialist kitchen, bathroom and shop cabinets refurbishment business operating in the Brisbane area. reFaceit founder, Chris Goerlitz, has been rejuvenating tired kitchens, bathrooms and shop cabinets since establishing the business in 1998.

reFaceit provides an alternative to full kitchen or bathroom replacement at between 50% to 70% of the cost of a new installation. Using existing cabinet carcasses allows costs to be kept to a minimum. The result is a sparkling new kitchen or bathroom with new cabinet doors, handles, relaminated bench tops and relocated stoves and sinks.

reFaceit's specialist offering is unrivalled in Brisbane with virtually no competitors and a referral base of clients that reflects the quality workmanship and attention to detail for which reFaceit is known.



### Building referral networks

Trades people are typically not good marketers, further relying on the development of a referral network to grow the business

### The Challenge

reFaceit's reputation for prompt service, attention to detail and value for money have resulted in a backlog of work of up to 10 weeks at times. The business only undertakes minor advertising and virtually no active marketing.

reFaceit was looking for a strategy to grow the business but repeated attempts at an employee model had failed to successfully replicate the passion for quality for which Chris is so well regarded. reFaceit was looking for a model that ensured the owner operator had the highest commitment to quality and service. Some of reFaceit's challenges to achieving its objectives were:

- Developing the necessary systems and internal controls for a mobile operation
- Sourcing appropriately trained and qualified trades people to join the reFaceit system
- Developing a suitable operational framework and systems for tradespeople

**Maintaining Control**

Its important to ensure the business system allows control over critical issues but allows flexibility where appropriate

**The Solution**

reFaceit had the desire to grow and engaged DC Strategy, a distribution and franchising specialist, to assist in developing the franchise model to take to market. Together, reFaceit and DC Strategy developed the franchise system and developed the method, economic model, commercial policies and recruitment framework for reFaceit to launch its offer in the national market.

DC Strategy's thorough understanding of franchising and reFaceit's business combined to create an offer which appeals to the market and provides reFaceit with significant potential to grow its business into a valuable and saleable asset. Maintaining control over customer service and workmanship standards was a key element of the franchise commercial policies. reFaceit needed to ensure it had the ability to monitor all work performed and if necessary remedy faulty workmanship. This resulted in a prescriptive requirements around workmanship but other elements of the systems maintained a high level of flexibility.

**Quality, Quality, Quality**

Finding people who share the commitment to unwavering quality is the greatest challenge

**The Outcomes**

reFaceit is well positioned to undergo significant growth across Queensland and the nation with the confidence it has invested sufficient time and effort in developing the process, systems and understanding to support a national network.

The outcomes of the development of reFaceit's franchise business model and growth strategy included:

- The identification of the required head office structure and infrastructure to drive growth
- Development of the network rollout and management strategy as the business expands into other geographical regions
- Development of the processes and systems to recruit, train and retain appropriately qualified tradespeople
- A detailed understanding of the challenges and responsibilities associated with operating a growing network

reFaceit has laid the necessary foundations to embark on the next phase of exciting growth ensuring all objectives are achievable and ultimately the business continues to grow its profitability.

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