

S I S T E R A C T



Wanda Michaels (L) and Sandra King: "Every project we've had has been successful." Photo by John Chandler

Wanda Michaels and Sandra King look fresh out of university. Yet these 32-year-old Calgary twins have 10 years of experience as successful consultants in the burgeoning field of business re-engineering.

Even more surprising, the two partners in Kogawa Consulting Ltd. are raising a total of seven children, aged one to six. How do they do it? With lots of support from their husbands and parents as well as unusual schedules.

"We work a lot late at night, often from about 10 o'clock until two in the morning," says King, whose husband Don is one of two additions to the business. "If we're going to a client's site, we also work regular hours. We don't get a lot of sleep." Still, careful time management and nanny sharing usually allow

the two sisters to spend a day or two each week with their children.

At the same time, the women have built a growing list of happy Alberta clients ranging from telecommunications and transportation companies to hospitals and government departments. Kogawa's primary service is re-engineering, which basically involves rethinking a business from the ground up to ensure all work adds value to the company.

"It's really easy to lose focus, especially if you're in more of a support role," says Michaels. Thus someone in, say, a human resources or payroll department can quickly

lose sight of the company's core business of serving their customers.

Kogawa has developed its own re-engineering method, called Structured Work Analysis Technique, which hastens the process of helping clients reorganize their business. "Every project we've had has been successful," says Michaels. "For clients, it's a low risk investment with high returns."

Perhaps the greatest compliment has come from several competing consulting firms, which paid to be taught Kogawa's highly successful methodology. Still, some hurdles remain to be overcome. "The biggest challenge is our age," says King. "Some people still think we're in our early twenties. We've had to really prove ourselves."

Bill Corbett

