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Entrepreneur Profile:

FRANCES DOHERTY



RÉSUMÉ

Name: Frances Doherty.

Title: President/CEO.

Company: Doherty Painting & Construction Inc. in San Francisco.

2001 revenue: \$2.5 million.

Number of employees: 30.

Year founded: 1987.

Source of startup capital: \$200 in personal savings and a lot of moxie.

Background: I was educated in Ireland. I came to America 20 years ago and worked in a lot of different areas prior to starting my business, from hotelry to business management, and I worked in a painting company. I started my own company out of frustration because I couldn't depend on having work every day.

Age: 42.

Residence: Millbrae.

Web site: www.DohertyPaint-const.com

BIG PICTURE

Reason for starting business: Out of frustration, not being challenged enough and wanting to have control of my own future.

Hardest part of the decision: Fear of failure.

Biggest plus of ownership: Independence. We can do the quality of the work to our own frustration, not being challenged enough and wanting to have control of my own future.

Hardest part of the decision: Fear of failure.

Biggest plus of ownership: Independence. We can do the quality of the work to our own standards.

Biggest drawback of ownership: Especially in a small business, you tend to have to take on every role so you don't have the luxury to do what you do best.

Biggest misconception about ownership: That it would be easier. You have to know more, know everything. I didn't know that, I learned it as I went along.

Biggest business strength: Organizing people and getting the job done.

Biggest business weakness: Not delegating.

Biggest risk: Purchasing our own location warehouse and office space at a time when the economy was not booming. We asked for more money from the SBA than we needed just for

the purchase and they gave it to us.

Biggest mistake: Holding on to employees who were non-performing.

Smartest move: Buying our warehouse location. It gave us credibility and we were able to do the larger jobs.

Biggest worry: Employee safety, both for financial reasons and moral issues.

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Top source of inspiration: My husband.

DAILY ROUTINE

Most challenging task: The paperwork; it multiplies, it mutates.

Favorite task: Dealing directly with our customers because I get an immediate reward, especially at the end of the job.

Least favorite task: Apart from paperwork? Probably having to deal with an employee that's non-performing. I'm not very confrontational.

Greatest frustration: Probably lack of time, not enough hours in the day.

Sources of support in business crisis: My husband first and a person who's in a similar

field: Joe Cassidy of Granite Excavation & Demolition Inc.

DREAMS

Goal yet to be achieved: To raise my daughter and son to be healthy participating adults — I can't think of anything bigger.

First move with capital windfall: I think I'd first squirrel some of it away so I'd have my own line of credit. I'd probably upgrade our equipment, and share some of it with a favorite cause of mine: The Whitney Young Child Development Center.

Five-year vision: The same but sharper. We're at our prime this year financially and in quality of our work, in our safety record and our repeat business. We have quality control; I know all my employees and clients individually and personally. I want my job to be not just a number. I want to know what it is. I don't want double sales and quadruple profits. Having repeat clients is my yardstick of success.

Inducement to sell: I thought that question would be so easy. Just come with a big fat check. Right now, at 42 with an 11-year-old and a 13-year-old, it's not for sale.

First choice for new career or venture: Work with underprivileged children.

PERSONALS

Most-admired entrepreneur: Oprah Winfrey because she had enough luggage in her life to make excuses to not succeed — but she went out against all odds to tremendous success.

Most interested in meeting: Eleanor Roosevelt.

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Stress reducer: I run. I don't like to run, but I run with a couple of friends who don't like to run either.

Favorite pastimes: Spending time with my family, kayaking, reading.

Favorite book: "No Ordinary Time," by Doris Kearns Goodwin.

Favorite film: Pay It Forward.

Favorite restaurant: Fiddler's Green in Millbrae.

Favorite destination: Donegal, Ireland. We have a house on a farm there.

Automobile: Black Toyota Sequoia.