

BOARD-READY READOUT

15-Day Operating Read Readout

Sample Co. | The 15-Day Operating Read
Board readout, Day 15

October 2026 · Prepared by Shawn Gunn, Gunn International

15 days, one senior operator, and a running operating system at the end

Scope

- Sample Co.: fictional B2B commercial technical services company; ~\$40M revenue, 262 employees, 4 branches, 2 states.
- Question from the CEO and board: why has EBITDA margin fallen while revenue grew, and what is it worth to fix?
- Days 1–3: data intake and manager survey. Days 4–6: baseline and interviews. Days 7–11: value map and EBITDA bridge, numbers tested. Day 12: CFO sign-off. Day 15: readout, three moves, 90-day plan.
- Value is stated as run-rate EBITDA at month 12 plus one-time cash, sized conservatively and signed off line by line with the CFO.

How to read it

Every slide title is the finding. Sections: 01 current state · 02 value creation plan · 03 operating system · 04 roadmap and governance · appendix.

9

leadership interviews

20

data sets analyzed

36

months of financials

11,400

job tickets reviewed

8operating dimensions
scored**~25**hours of senior operator
time

Source: Gunn International assessment method. All company figures in this document are illustrative.

Sample Co. has outgrown its operating system; three moves worth \$2.6M of run-rate EBITDA fix it

SITUATION

Where the company is

- Revenue up from \$34.1M to \$40.2M in three years
- 92% gross revenue retention; strong technical reputation
- Committed, long-tenured leadership team
- Founder and investor aligned on a value-creation plan

COMPLICATION

Why it is not reaching EBITDA

- EBITDA margin down from 12.9% to 9.0%; peer median ~14%
- Rate card unchanged for 26 months; 31% of change orders unbilled
- Utilization 68% while overtime runs 9.8% of labor
- Invoices leave 9 days after job close; DSO 67 days
- No weekly leadership cadence or single scorecard

RESOLUTION

What we recommend

- Move 1: price for the work we do, worth \$1.1M
- Move 2: fill the schedule before we hire, worth \$0.9M
- Move 3: get paid in 48 hours with AI in the back office, worth \$0.6M plus \$1.9M cash
- Weekly operating system installed this week
- ~\$1.0M of run-rate captured by Day 90

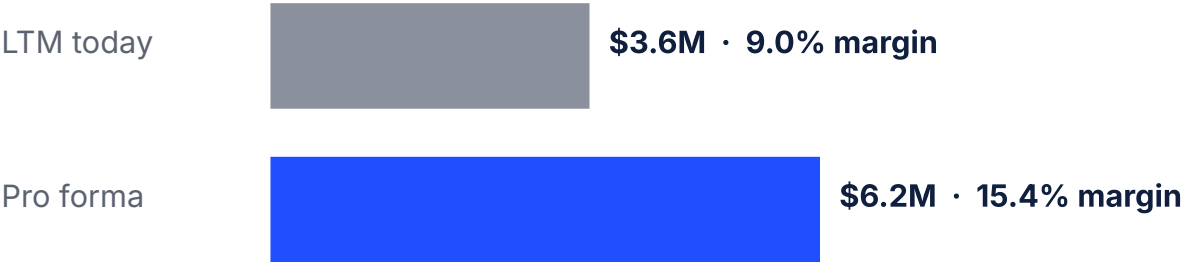
Bottom line: \$2.6M run-rate EBITDA (range \$2.1–3.1M) plus \$1.9M one-time cash, against a \$15K assessment fee: 173x. Decisions needed today are on the next-step slide.

Source: Company financials (LTM Sep-26), job-level data, leadership interviews. Illustrative.

\$2.6M of run-rate EBITDA and \$1.9M of cash are on the table: 173x the assessment fee



EBITDA, \$M: LTM vs. pro forma at month 12



The fee in context

Assessment fee	\$15K
Guarantee floor, signed off with the CFO	\$100K
Signed off with the CFO: run-rate EBITDA	\$2.6M
Signed off with the CFO: one-time cash	\$1.9M

Source: Gunn International analysis; run-rate at month 12; enterprise value at an illustrative 7.0x EBITDA multiple. Illustrative.

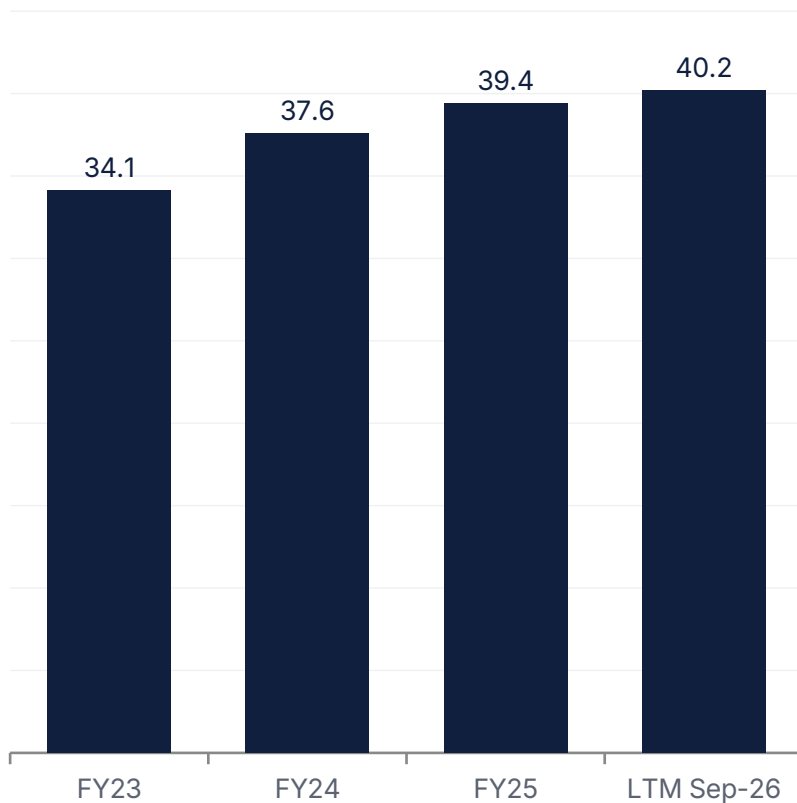
01

Current-state assessment

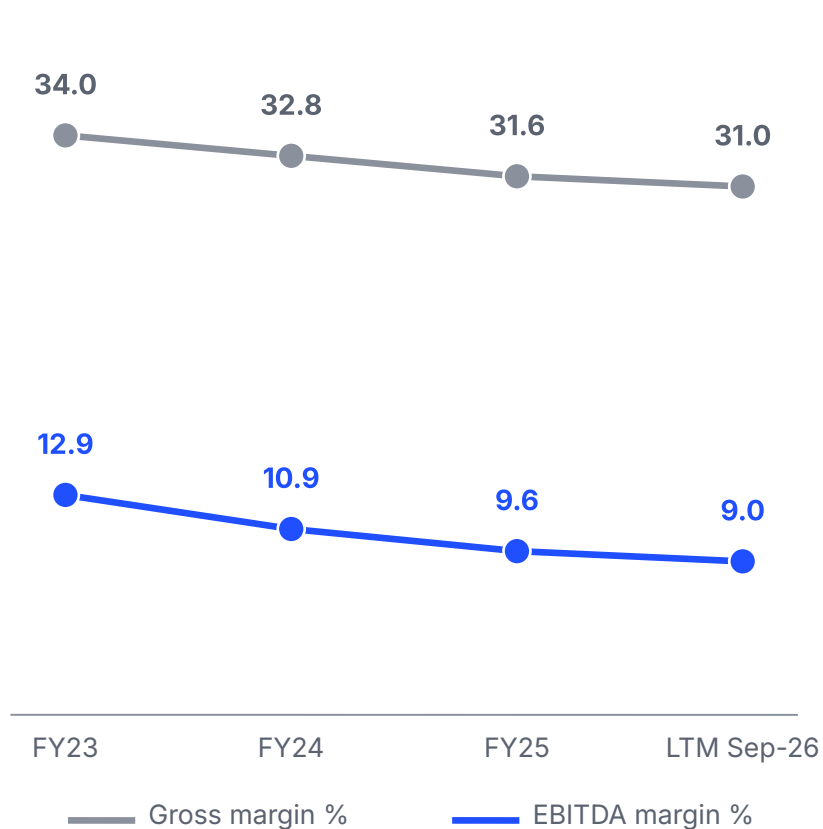
Financial profile, operating maturity across eight dimensions, peer benchmarks, and diagnostics on margin, growth, delivery, cash, cadence and team.

Revenue grew 18% in three years while EBITDA fell 18%: growth has been bought with margin

Revenue, \$M



Margin, %



262

employees (198 billable)

410

active customers

92%

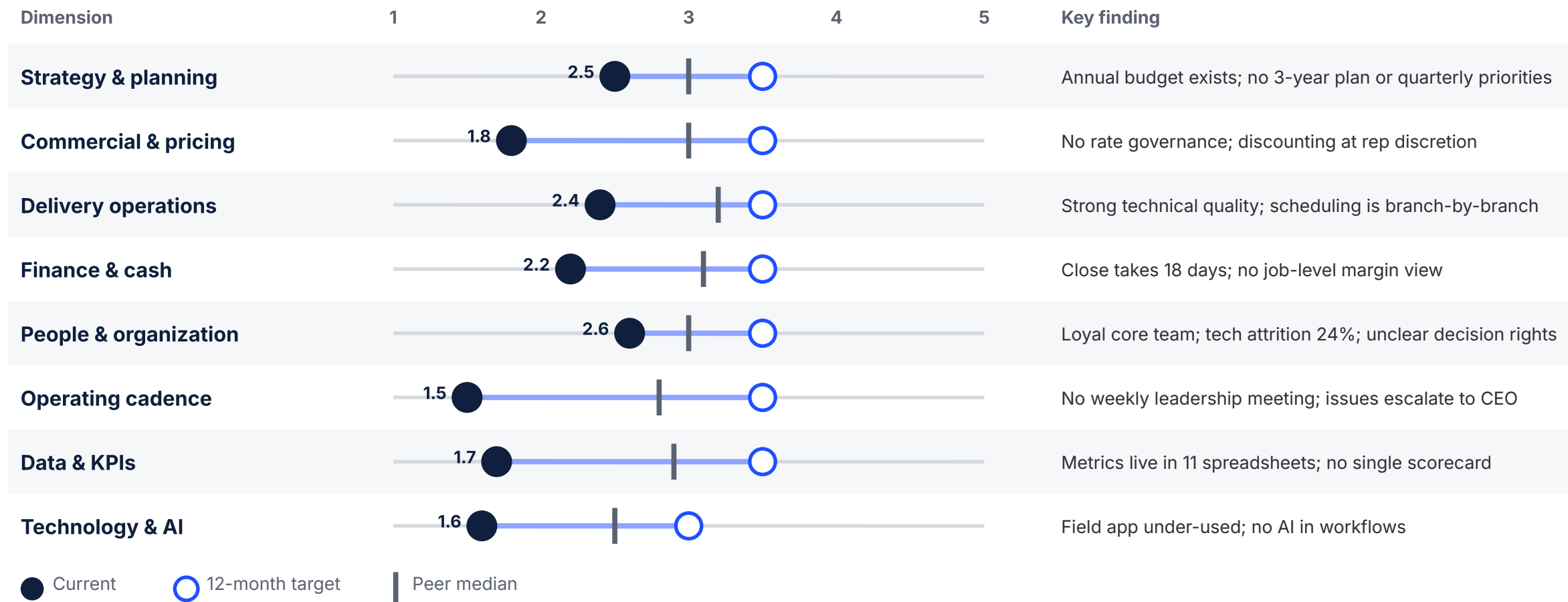
gross revenue retention

\$153K

revenue per FTE (peer ~\$175K)

Source: Company financials FY23–LTM Sep-26. Illustrative.

Overall maturity is 2.0 of 5; cadence, data and pricing are the weakest links and the biggest levers



Source: Gunn International 8-dimension maturity rubric (appendix A3). Peer view is an illustrative benchmark for \$25–75M B2B services.

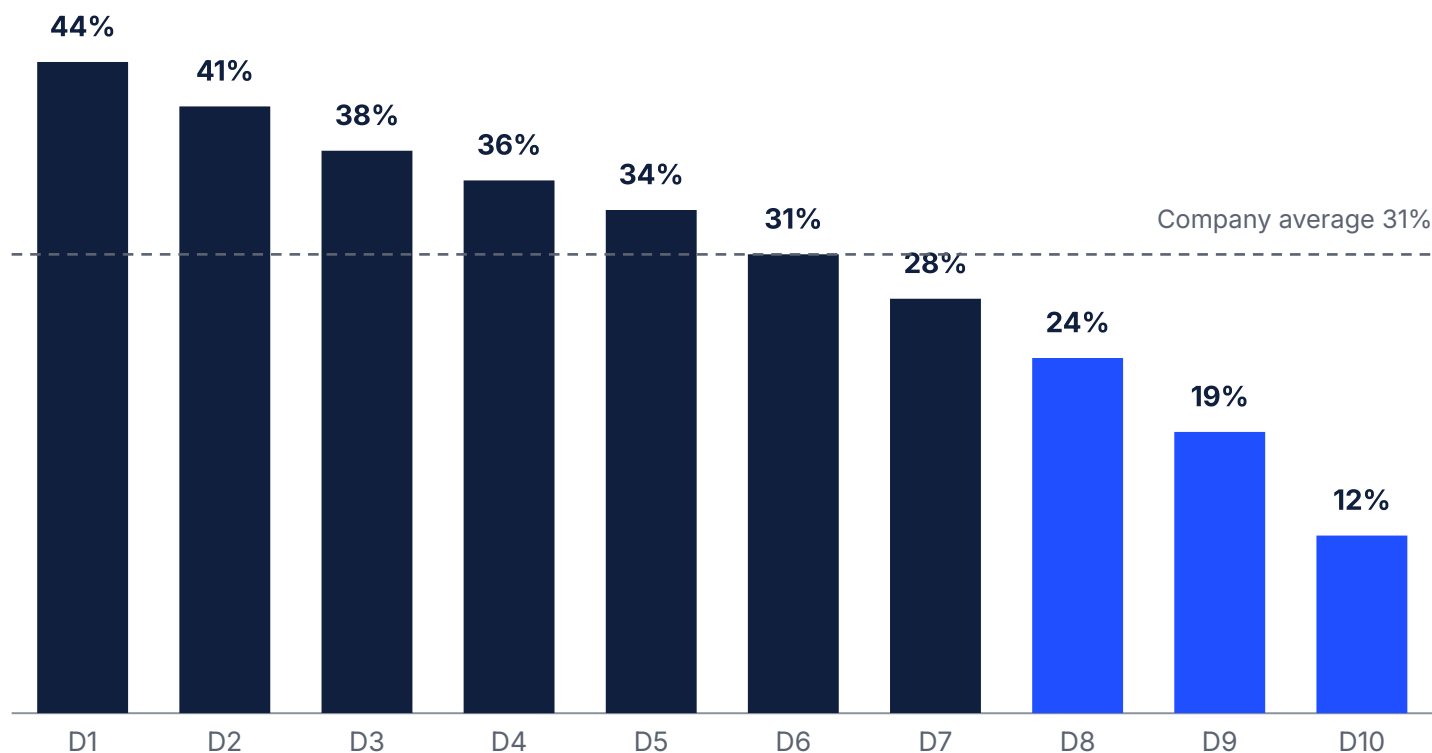
Sample Co. trails the peer median on all ten operating metrics; closing half the gap is the plan

Metric	Sample Co.	Peer median	Top quartile	Gap to median	Position
Gross margin	31.0%	36%	40%	−5.0 pts	● Below median
EBITDA margin	9.0%	14%	18%	−5.0 pts	● Bottom quartile
Billable utilization	68%	74%	80%	−6.0 pts	● Below median
Overtime % of labor	9.8%	6%	4%	+3.8 pts	● Bottom quartile
DSO (days)	67	48	38	+19	● Bottom quartile
Invoice lag (days from job close)	9	3	1	+6.0	● Bottom quartile
Revenue per FTE (\$K)	153	175	200	−22	● Below median
Win rate (qualified)	22%	28%	35%	−6.0 pts	● Bottom quartile
Technician attrition	24%	16%	11%	+8.0 pts	● Bottom quartile
Top-10 customer concentration	48%	35%	25%	+13 pts	● Bottom quartile

Source: Illustrative benchmark ranges for \$25–75M B2B services companies, compiled for this sample. Not survey data.

The bottom three customer deciles earn 12–24% gross margin and absorb most of the decline

Gross margin % by customer decile (D1 = best)



31%

of change-order work goes unbilled (~\$0.6M a year)

26 mo.

since the last rate-card update; labor cost up ~11% since

22

accounts below 20% gross margin (\$5.8M of revenue)

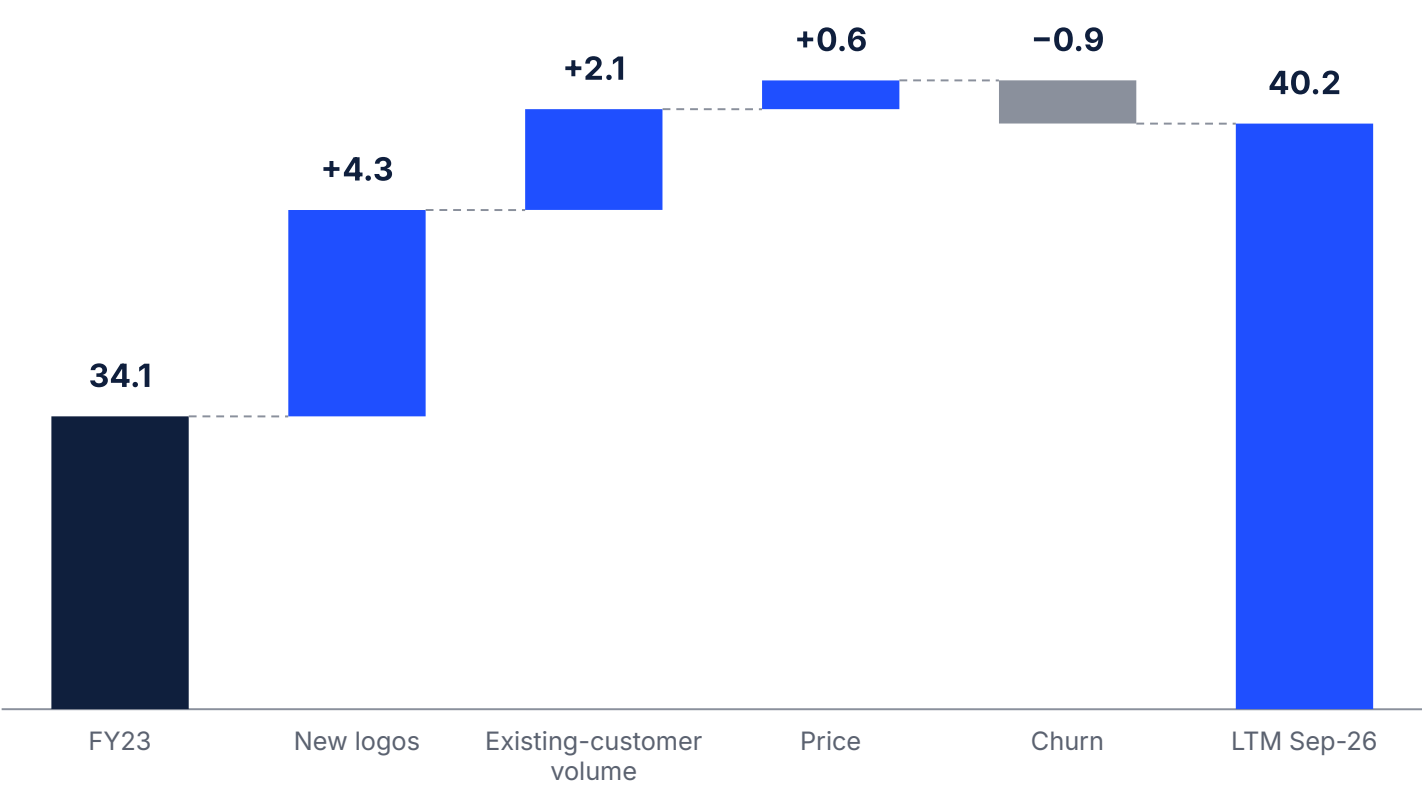
14%

average discount on new work; no approval threshold

Source: Job-level revenue and cost, 12 months to Sep-26; 410 customers ranked by gross margin. Illustrative.

Growth came from new logos, not price: price added just \$0.6M of the \$6.1M revenue increase

Revenue bridge FY23 → LTM Sep-26, \$M



22%

qualified win rate (peer ~28%)

2.4x

pipeline coverage vs. a 3.0x target

48%

of revenue from the top-10 customers

1.5%

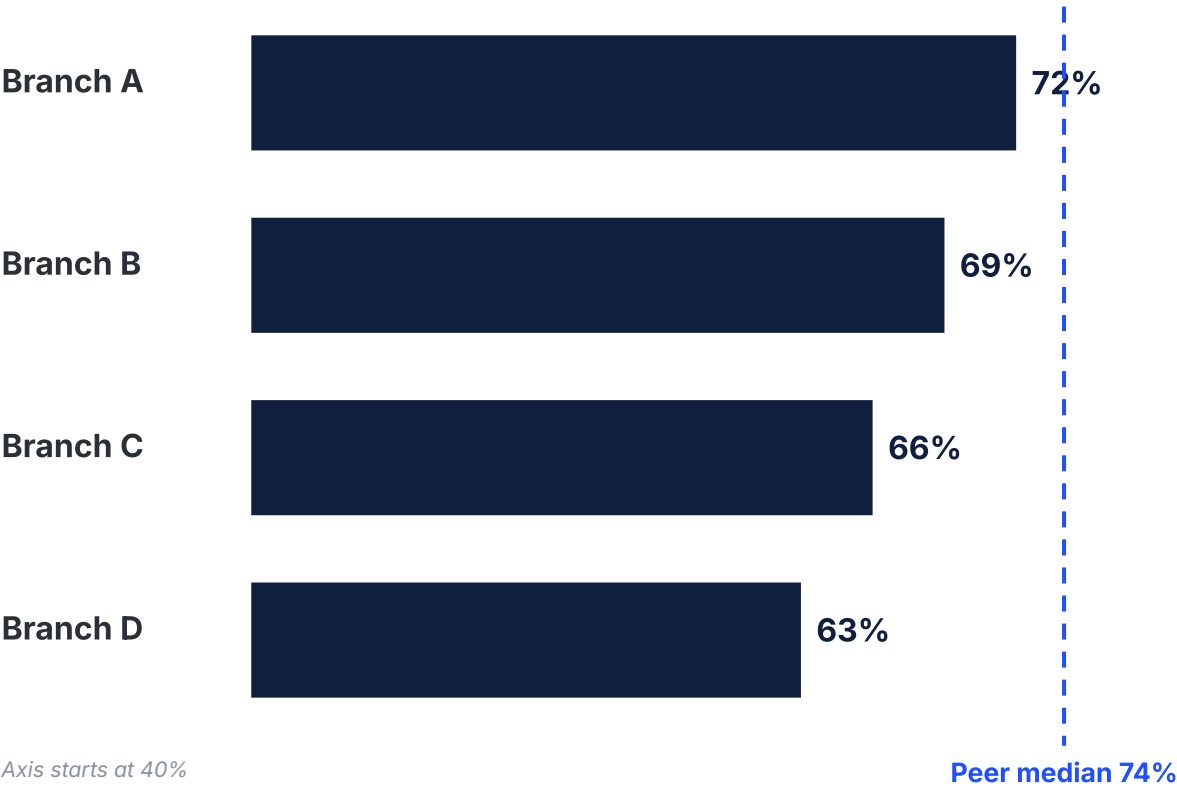
average annual price realization

Axis starts at 28

Source: Customer revenue file FY23-LTM; CRM export. Illustrative.

Every branch runs below peer utilization while paying \$1.9M in overtime and \$2.4M to subcontractors

Billable utilization by branch, %

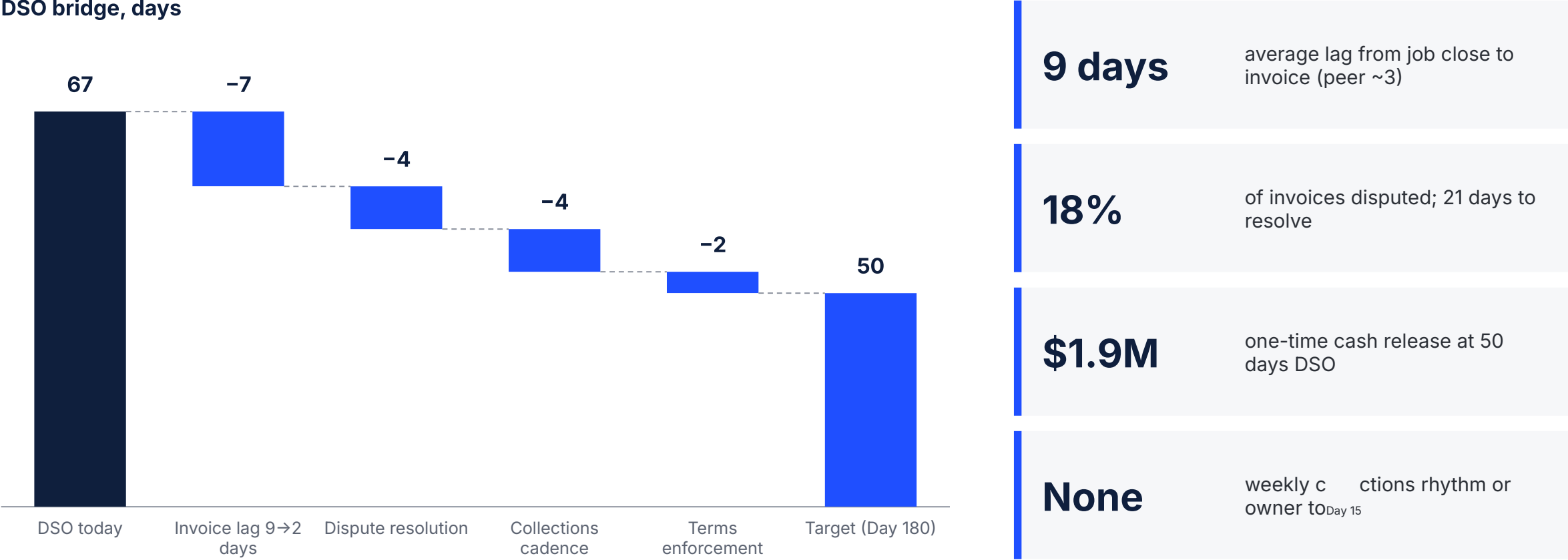


\$1.9M	overtime: 9.8% of labor (peer ~6%)
\$2.4M	subcontractor spend, up 38% in two years
14%	of scheduled hours idle or unassigned
0	branches with a forward capacity view

Source: Scheduled vs. billable hours by technician, 12 months; payroll and AP detail. Illustrative.

Cutting DSO from 67 to 50 days releases \$1.9M of cash, most of it by invoicing faster

DSO bridge, days



Axis starts at 30

Source: AR aging and invoice timestamps, 12 months; \$110K revenue per day. Illustrative.

Leadership meets often but decides little: 71% of decisions over \$5K wait for the CEO

Current forum	Frequency	Attendees	Decisions made	Verdict
Monday operations call	Weekly, 75 min	14	Rarely; status only	Replace with weekly leadership meeting
Monthly financial review	Monthly, day 20	CEO, CFO	Backward-looking	Move to Day 12; add value tracker
Sales pipeline review	Ad hoc	VP Sales + reps	Unstructured	Fold into weekly scorecard
Branch manager call	Bi-weekly	4 branch leads	Some, local	Replace with daily dispatch huddle
Annual offsite	Annual	Leadership	Budget only	Keep; add quarterly priorities reset

71%

of decisions over \$5K
escalate to the CEO

9

direct reports to the CEO;
no COO-level seat

11

spreadsheets used for
KPIs; none weekly

6.5 hrs

per leader per week in
meetings

Source: Meeting calendar audit (4 weeks); 2-week decision log; org chart. Illustrative.

Nine interviews, one consistent message: the team wants a scoreboard and clear ownership

Raised in 9 of 9 interviews

Growth has outrun the operating system

"We doubled the customer count and kept running it like a 15-person shop." — CEO

Raised in 7 of 9 interviews

Nobody owns price

"Every rep has their own rate card. Some of them are from 2023." — VP Sales

Raised in 6 of 9 interviews

The schedule is a branch-level craft

"I fill my guys' week from memory and a whiteboard." — Branch manager

Raised in 6 of 9 interviews

Billing is a month-end event

"We invoice when the paperwork shows up, and it shows up late." — Controller

Raised in 8 of 9 interviews

Decisions bottleneck at the CEO

"If it's over \$5K or touches a customer, it comes to me." — CEO

Raised in 7 of 9 interviews

People want a scoreboard

"Tell me the three numbers I'm judged on and I'll hit them." — VP Operations

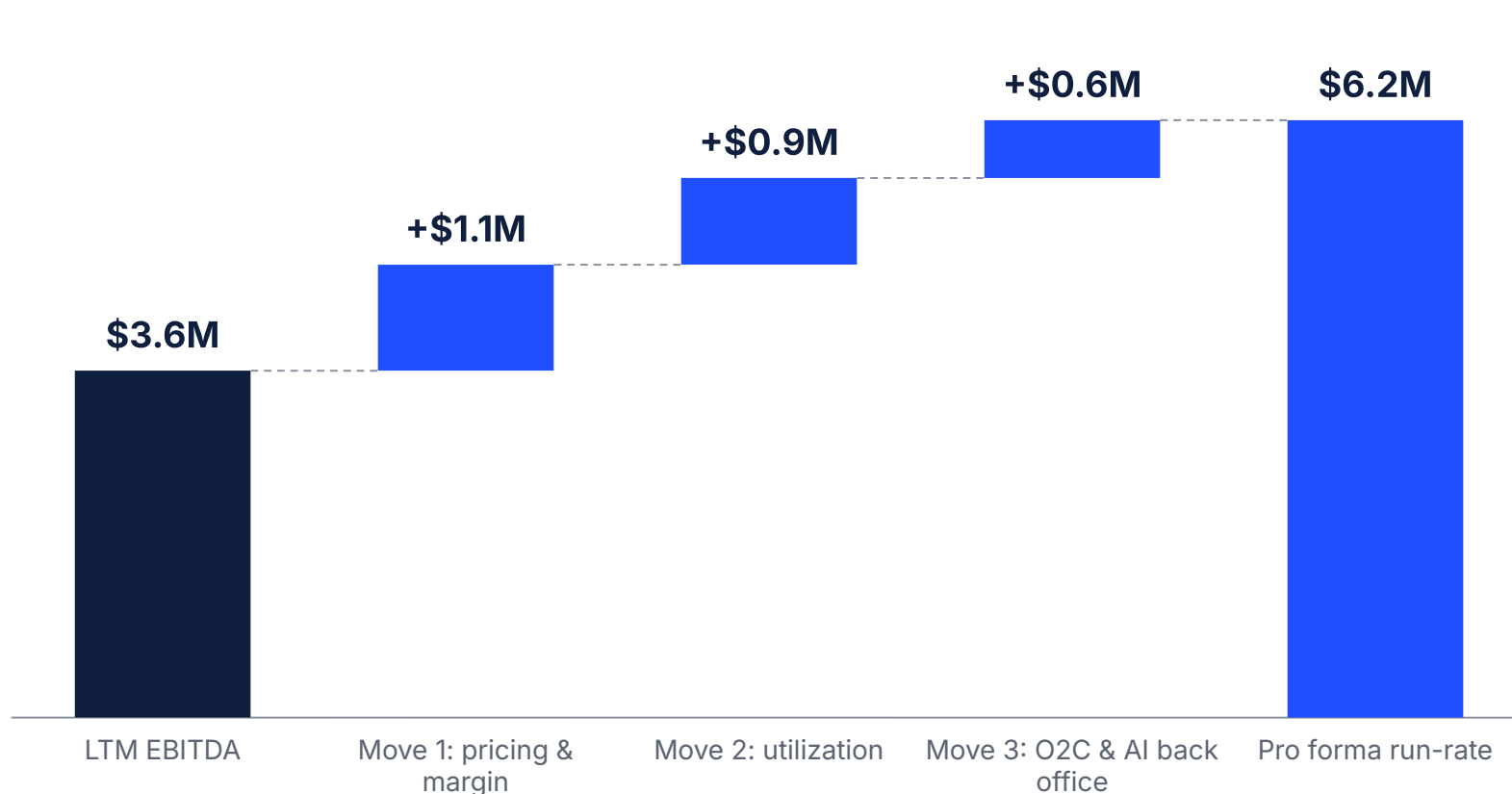
Source: 9 structured leadership interviews, 45–60 minutes each; quotes paraphrased and fictional. Illustrative.

02

Value creation plan

EBITDA bridge, prioritization of ten candidate moves, the three moves selected, initiative charters and sensitivity.

Three moves take run-rate EBITDA from \$3.6M to \$6.2M, above the peer-median margin



What changes

EBITDA margin

9.0% → 15.4%

Gap to peer median

-5 pts → +1 pt

Risk-adjusted uplift

\$1.9M

One-time cash (outside EBITDA)

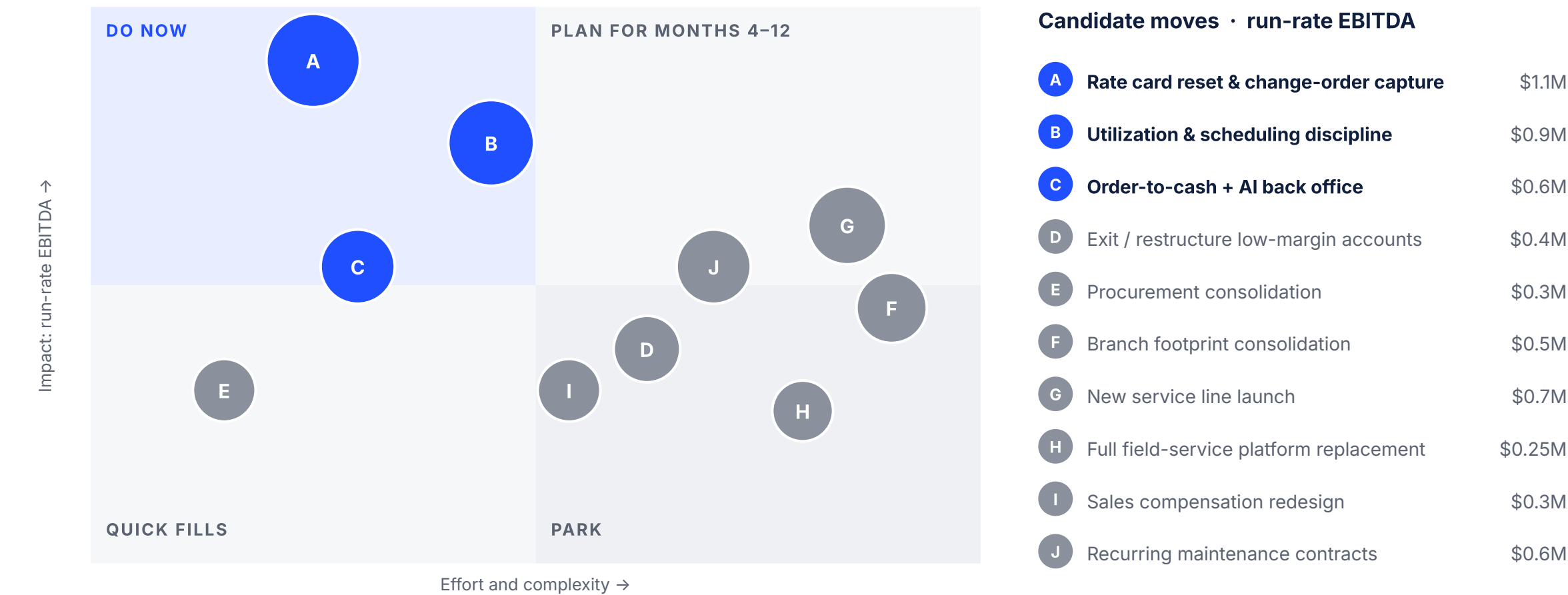
\$1.9M

Captured by Day 90

~\$1.0M

Source: Gunn International value sizing (appendix A4); run-rate at month 12, before any revenue growth. Illustrative.

Ten candidate moves screened on impact and effort; three clear the bar for the first 90 days



Source: Impact = run-rate EBITDA (\$M); effort = 1–5 composite of cost, time, change load and dependencies. Illustrative.

Three moves, three owners, one KPI each: the whole value plan fits on one page

#	Move	Run-rate EBITDA	One-time cash	Confidence	Time to value	Owner	Lead KPI: today → target
1	Price for the work we actually do Pricing & margin discipline	\$1.1M	—	High	60–90 days	CFO + VP Sales	Gross margin %: 31.0% → 33.8%
2	Fill the schedule before we hire Utilization & labor productivity	\$0.9M	—	Medium-High	90–120 days	VP Operations	Billable utilization %: 68% → 73%
3	Get paid in 48 hours, not 67 days Order-to-cash & AI-enabled back office	\$0.6M	\$1.9M	Medium	30–90 days	CFO / Controller	DSO (days): 67 → 50
	Total	\$2.6M	\$1.9M	Risk-adj. \$1.9M	~\$1.0M by Day 90	CEO	173x the \$15K fee

Source: Gunn International value sizing (appendix A4). Illustrative.

Move 1: Price for the work we actually do

Pricing & margin discipline · Accountable owner: CFO + VP Sales

WHAT WE FOUND

List rates unchanged for 26 months while labor cost rose ~11%. 31% of change-order work is unbilled. Bottom-quartile accounts run at 18% gross margin vs. 39% top quartile.

WHAT WE WILL DO

- Reset rate card (+4–6% blended) on renewals and new work
- Mandatory change-order capture in the field app; weekly unbilled-scope review
- Reprice or restructure the 22 accounts below 20% gross margin
- Discount authority matrix: >5% needs CFO sign-off

MILESTONES

D30 rate card approved; change-order rule live

D60 50% of renewals on new card; top-10 low-margin accounts repriced

D90 GM run-rate $\geq$ 32.5%

Source: Gunn International analysis; value sizing in appendix A4. Illustrative.

\$1.1M

run-rate EBITDA
range \$0.9–1.3M

$+2.75 \text{ pts gross margin} \times \$40.2\text{M revenue} = \$1.1\text{M}$

Confidence

High (85%)

Time to value

60–90 days

Lead KPI

Gross margin %

Today → target

31.0% → 33.8%

Move 2: Fill the schedule before we hire

Utilization & labor productivity · Accountable owner: VP Operations

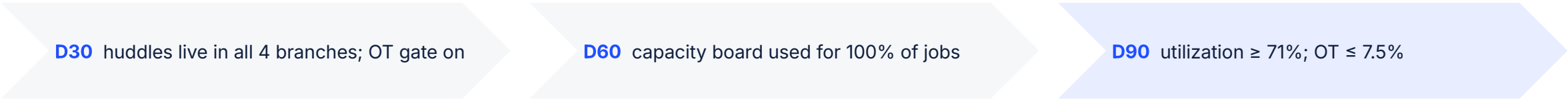
WHAT WE FOUND

Billable utilization is 68% vs. ~74% peer median. Overtime is 9.8% of labor (\$1.9M) while 14% of scheduled hours sit idle. Subcontractor spend grew 38% in two years.

WHAT WE WILL DO

- Daily 15-minute dispatch huddle by branch
- Capacity board: 2-week look-ahead, filled before subcontracting
- Overtime pre-approval gate above 5% per crew
- Skills matrix to cross-deploy techs between branches

MILESTONES



Source: Gunn International analysis; value sizing in appendix A4. Illustrative.

\$0.9M

run-rate EBITDA
range \$0.7–1.1M

Overtime -\$0.5M + subcontractor in-sourcing -\$0.4M = \$0.9M

Confidence

Medium-High (70%)

Time to value

90–120 days

Lead KPI

Billable utilization %

Today → target

68% → 73%

Move 3: Get paid in 48 hours, not 67 days

Order-to-cash & AI-enabled back office · Accountable owner: CFO / Controller

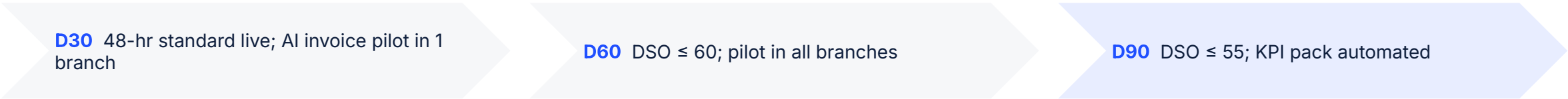
WHAT WE FOUND

Invoices go out 9 days after job completion on average; DSO is 67 days vs. ~48 peer median. Billing, collections and reporting consume ~510 staff hours a week, mostly re-keying.

WHAT WE WILL DO

- 48-hour invoicing standard from job close
- AI-assisted invoice build from job tickets; human approve
- Weekly collections cadence with AI-drafted follow-ups
- Automated weekly KPI pack replaces manual spreadsheets

MILESTONES



Source: Gunn International analysis; value sizing in appendix A4. Illustrative.

\$0.6M

run-rate EBITDA
range \$0.5–0.7M
+ \$1.9M one-time cash

*DSO -17 days x \$110K revenue/day = \$1.9M cash; AI
back-office savings \$0.6M*

Confidence

Medium (60%)

Time to value

30–90 days

Lead KPI

DSO (days)

Today → target

67 → 50

Even the low case is \$2.1M of CFO-signed run-rate EBITDA, far above the \$100Kguarantee floor

Move	Low	Base	High	Confidence	Risk-adjusted
1. Pricing & margin discipline	\$0.9M	\$1.1M	\$1.3M	High · 85%	\$0.94M
2. Utilization & labor productivity	\$0.7M	\$0.9M	\$1.1M	Medium-High · 70%	\$0.63M
3. Order-to-cash & AI-enabled back office	\$0.5M	\$0.6M	\$0.7M	Medium · 60%	\$0.36M
Total run-rate EBITDA	\$2.1M	\$2.6M	\$3.1M		\$1.9M
Multiple of the \$15K fee	140x	173x	207x		128x

How we sized it

- Run-rate at month 12; no revenue growth assumed
- Every dollar traced to a company data set and signed off by the CFO
- Cash release counted once, outside EBITDA
- Overlaps removed (AI scheduling sits in Move 2 only)
- Low case: half the rate increase holds; adoption is slower

Source: Confidence weights: High 85%, Medium-High 70%, Medium 60%. Run-rate EBITDA at month 12. Illustrative.

03

Operating system

Operating rhythm, the weekly leadership meeting, KPI tree, scorecard v1 and the AI leverage map.

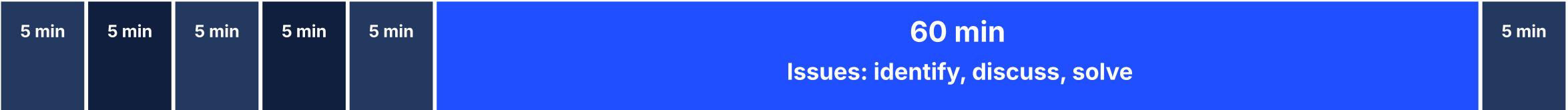
A five-beat operating rhythm replaces ad-hoc escalation; the weekly beat started this week

DAILY	WEEKLY	MONTHLY	QUARTERLY	ANNUAL
Dispatch huddle	Leadership meeting	Business & value review	Priorities reset	Plan & 3-year picture
15 min · branch lead + crew leads	90 min · CEO + 6 leaders	2 hrs · leadership + CFO	1 day · leadership	2 days · leadership + board
• Today's jobs and gaps • Overtime requests • Change orders logged	• Scorecard: 12 metrics • Quarterly priorities on / off track • Solve the top 3 issues	• P&L by Day 12 • Value tracker vs. plan • Board / investor pack	• 3–5 company priorities • One owner per priority • Scorecard goals reset	• 3-year targets • Annual plan and budget • Org and seat review

Installed in readout week: accountability chart (one owner per seat) · first weekly leadership meeting · scorecard v1 with baselines · issues list · move owners named

Source: EOS-style operating cadence, adapted to Sample Co. Illustrative.

The weekly 90-minute meeting spends two-thirds of its time solving issues, not reporting



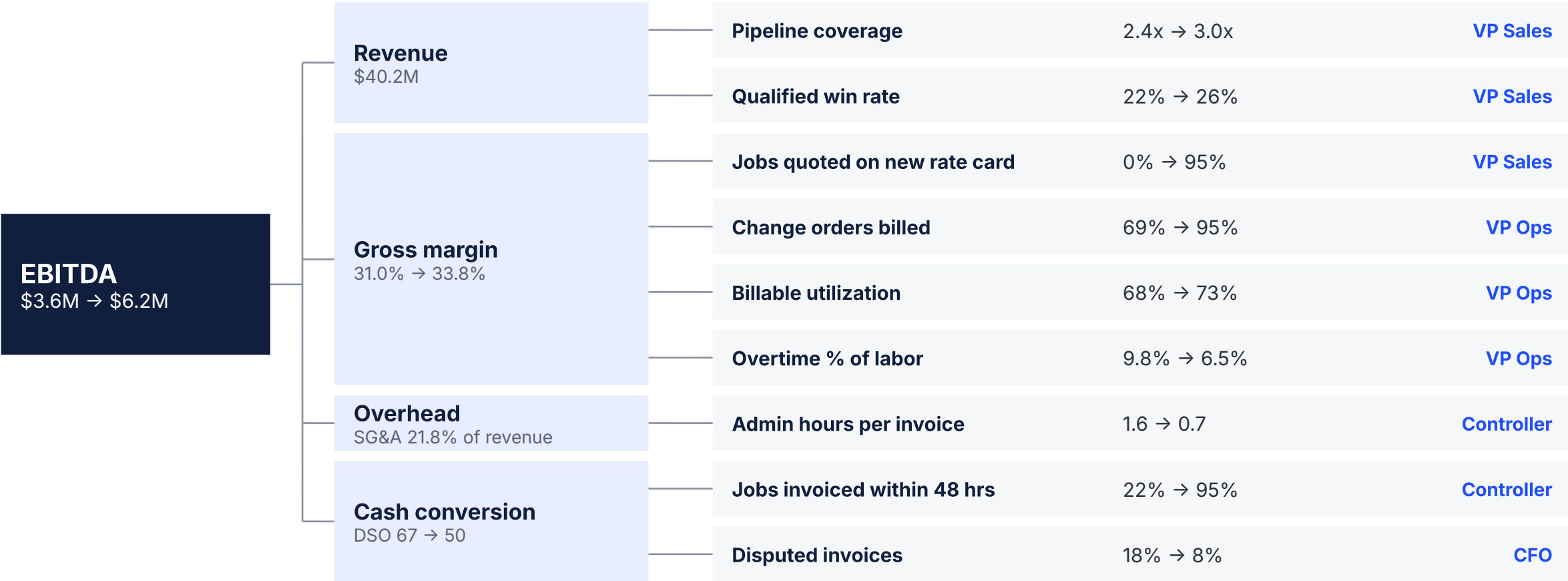
Segment	Time	What happens
Check-in	5 min	One personal and one business win
Scorecard	5 min	12 metrics, on / off only; off-track drops to issues
Priorities	5 min	Quarterly priorities: on / off track
Headlines	5 min	Customer and employee news
To-dos	5 min	Last week's 7-day to-dos: done / not done
Issues: identify, discuss, solve	60 min	Top 3 first; one decision and one owner each
Conclude	5 min	Recap to-dos, cascade messages, rate the meeting 1-10

Meeting rules

- Same day, same time; starts and ends on time
- Scorecard and issues list sent 24 hours ahead
- No status reports; discussion only on issues
- Every issue ends with a to-do, an owner and a date
- Average meeting rating of 8 or better by week 6

Source: EOS-style (L10) weekly agenda, adapted. Illustrative.

Every weekly metric ladders up to EBITDA or cash, so the scorecard is the value plan



Source: Gunn International KPI tree; baselines LTM Sep-26, targets at month 12. Illustrative.

Scorecard v1 is live: 12 weekly metrics, each with one owner and a 90-day goal

Metric	Owner	Baseline		90-day goal	Status
Revenue booked (\$K/wk)	VP Sales	742	781	≥ 800	● Off track
Qualified pipeline coverage (x)	VP Sales	2.4	2.5	≥ 3.0	● Off track
Jobs quoted on new rate card (%)	VP Sales	12	34	≥ 90	● Off track
Change orders captured (\$K)	VP Ops	6	11	≥ 25	● Off track
Billable utilization (%)	VP Ops	67.8	68.4	≥ 72	● Off track
Overtime % of labor	VP Ops	9.9	9.4	≤ 7.5	● Off track
Jobs invoiced ≤ 48 hrs (%)	Controller	22	41	≥ 90	● Off track
DSO (days)	CFO	67	66	≤ 55	● Off track
Cash on hand (\$M)	CFO	1.6	1.7	≥ 2.5	● Off track
Gross margin, jobs closed (%)	CFO	31.1	31.4	≥ 32.5	● Off track
Open tech requisitions	HR lead	11	10	≤ 6	● Off track
Safety incidents	VP Ops	0	1	0	● Off track

Source: Scorecard tab of the Operating Dashboard workbook. Day 15 captured in readout week. Illustrative.

AI leverage is concentrated in finance documents, sales drafting and field scheduling

Function	Document automation	Drafting & comms	Scheduling & routing	Forecasting & analytics	Knowledge assistant
Sales	2	5	1	3	2
Operations	4	2	5	4	3
Service desk	3	4	2	1	4
Finance	5	4	1	3	2
People	2	3	3	1	4
Leadership	4	2	1	4	2

Score: 1 = low · 5 = high value and ready now

Source: AI Leverage Map workbook; score 1–5 = value x feasibility in the next 6 months. Illustrative.

What it means

~510 hrs / week

of staff time in billing, quoting, inbox and reporting work today

\$0.6M

run-rate savings from 9 workflows, inside Move 3

Human in the loop

on every customer-facing output; 10% weekly audit

No new platform

pilots run on the existing ERP, field app and email

Nine AI workflows free ~240 staff hours a week and fund the \$0.6M in Move 3

Workflow	Function	Pattern	Hrs / wk freed	\$K / yr	Effort	Days to value	Sits in
Invoice build from job tickets	Finance	Automate	60	140	Low	30	Move 3
Proposal & quote drafting	Sales	Assist	40	95	Medium	45	Move 3
Customer inbox triage & routing	Service	Assist	30	65	Low	30	Move 3
Job-ticket QA & completion notes	Operations	Automate	30	70	Low	45	Move 3
Collections follow-up drafting	Finance	Assist	25	60	Low	30	Move 3
Contract scope-creep flagging	Sales / Finance	Analyze	10	55	Medium	60	Move 3
Month-end reconciliations	Finance	Automate	20	50	Medium	60	Move 3
Recruiting screen & scheduling	People	Assist	15	35	Low	30	Move 3
Weekly KPI pack & scorecard	Leadership	Automate	12	30	Low	21	Move 3
Dispatch scheduling & routing	Operations	Optimize	35	120	High	90	Move 2
Demand & capacity forecasting	Operations	Analyze	8	60	High	120	Phase 2
Technician knowledge assistant	People / Ops	Assist	20	45	Medium	90	Phase 2

Source: AI Leverage Map workbook; loaded cost \$45/hr; effort: Low = configure existing tools, High = new integration. Illustrative.

04

Roadmap & governance

90-day plan, 12-month view, governance and RACI, risk register and the recommended next step.

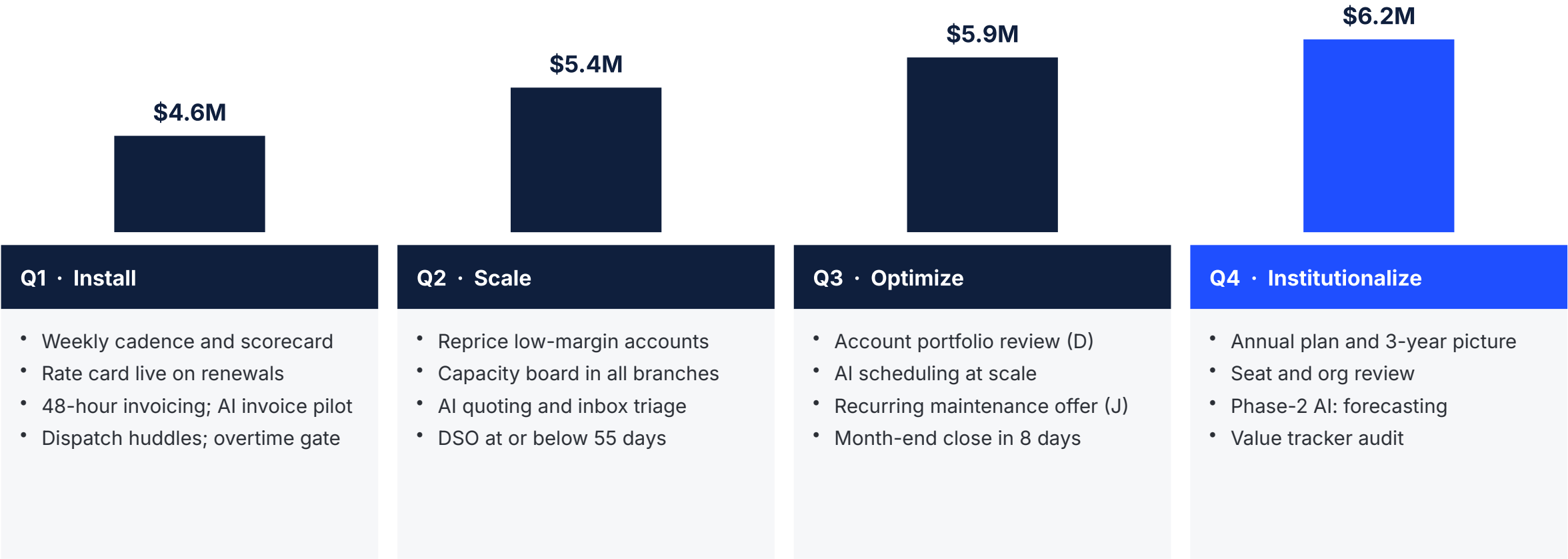
The 90-day plan front-loads cadence and cash, then scales pricing and scheduling



Source: 90-Day Plan template. The plan starts after the Day 15 readout. Illustrative.

Run-rate EBITDA reaches ~\$4.6M by Day 90 and \$6.2M by month 12

Run-rate EBITDA at quarter end, \$M (LTM start: \$3.6M)



Source: Run-rate EBITDA at quarter end; value tracker reviewed monthly with the CFO. Illustrative.

One accountable owner per move; the CEO chairs the cadence and the Operating Partner runs it

Activity	CEO	CFO	VP Sales	VP Ops	Controller	HR lead	Operating Partner
Weekly leadership meeting	A	R	R	R	I	R	R
Scorecard upkeep	I	A	R	R	R	R	C
Move 1: pricing & margin	C	A	R	C	I	I	C
Move 2: utilization	C	C	I	A	I	C	C
Move 3: order-to-cash & AI	I	A	C	C	R	I	C
Monthly value tracker	A	R	C	C	R	I	R
Board / investor pack	A	R	I	I	C	I	C
Quarterly priorities reset	A	R	R	R	I	R	R

Forums: weekly leadership meeting (decisions) · monthly business & value review (value capture, CFO sign-off) · quarterly priorities reset (board informed).

Source: R = responsible · A = accountable · C = consulted · I = informed. Illustrative.

Eight risks to the plan, each with a mitigation and an owner; none is a reason to wait

#	Risk	Likelihood	Impact	Mitigation	Owner
1	Customer pushback on rate increases	M	H	Phase by renewal date; lead with service data; protect top-20 accounts with tailored terms	VP Sales
2	Leadership bandwidth during install	H	M	Weekly cadence replaces ad-hoc meetings; Operating Partner carries facilitation	CEO
3	Field adoption of change-order capture	M	H	Make it a 2-tap step; branch leaderboard; tie to manager scorecard	VP Ops
4	Data quality in job-ticket system	H	M	2-week data clean-up sprint; define single source per KPI	Controller
5	Tech attrition rises with schedule changes	L	H	Co-design huddles with lead techs; protect OT for top performers	HR lead
6	AI pilot errors on invoices	M	M	Human-in-the-loop approval; sample audit 10% weekly	CFO
7	Pipeline slips while sales focuses on repricing	M	M	Separate renewal desk; track booked revenue weekly	VP Sales
8	Value capture tracked inconsistently	M	M	Value tracker in monthly review; CFO signs off on each \$ claimed	CFO

Source: Likelihood / impact: H = high · M = medium · L = low. Reviewed in the monthly value review. Illustrative.

Keep the operating system running: start the Operating Partner retainer within 30 days

OPERATING PARTNER RETAINER

\$24,000 / month

\$15,000 Assessment fee credited toward month one

- Run the weekly leadership meeting alongside the CEO
- Coach the three move owners; clear blockers every week
- Monthly value tracker: \$ captured vs. this plan, signed off by the CFO
- Board / investor pack each month
- Oversee AI pilots from design to scale

Lighter option: Operating Advisor at \$12,000 / month, same credit.

Book a fit call: calendly.com/shawn-jck/new-meeting-1

Decisions we need today

- 1 Approve the three moves and their owners
- 2 Lock the weekly leadership meeting slot
- 3 Approve the rate-card work and discount authority matrix
- 4 Choose the retainer start date

Who does the work: Shawn Gunn, operator

- Running LaunchX (founder-funded), drove +85% EBITDA in 12 months
- Operating Partner to the CEO (COO-level) at Sysdig: AI transformation across 400+ employees in 9 countries
- EOS-style operating systems installed at 7+ companies

Source: Gunn International offer ladder. The \$15K Assessment fee is credited toward month one if a retainer starts within 30 days.



Appendix

A1 Data request · A2 Interview synthesis · A3 Methodology · A4 Value sizing

Data request: 20 data sets requested in Days 1–3; 18 received in full by day 2

Area	Item	Status
Financial	Monthly P&L, balance sheet, cash flow (36 months)	Received
Financial	Budget / forecast for current year	Received
Financial	AR aging, DSO history, top-20 customer terms	Received
Financial	Job-level revenue and cost detail (12 months)	Received
Commercial	Customer list with revenue, margin, tenure (24 months)	Received
Commercial	Rate cards, discount approvals, pricing history	Partial
Commercial	Pipeline / CRM export with stages and win/loss	Received
Commercial	Top-20 contracts and MSAs	Received
Operations	Scheduled vs. billable hours by tech (12 months)	Received
Operations	Overtime and subcontractor spend by branch	Received

Area	Item	Status
Operations	Job-ticket / field-app export	Received
Operations	Quality, callback and safety logs	Partial
People	Org chart, roles, spans and layers	Received
People	Headcount, attrition, open requisitions	Received
People	Compensation bands and incentive plans	Received
Cadence	Current meeting calendar and leadership agendas	Received
Cadence	Existing KPI reports and dashboards	Received
Technology	Systems inventory (ERP, CRM, FSM, payroll) and licenses	Received
Technology	Current AI / automation tools in use	Received
Strategy	Board / investor materials (last 4 quarters)	Received

Source: Full data request list in the Assessment Playbook. Illustrative.

Interview synthesis: six themes coded across nine leaders, from the CEO to the branch floor

Theme	CEO	CFO	VP Sales	VP Ops	Service lines	Controller	HR lead	Branch mgr 1	Branch mgr 2	Count
Growth has outrun the operating system	●	●	●	●	●	●	●	●	●	9/9
Nobody owns price	●	●	●	●		●		●	●	7/9
The schedule is a branch-level craft	●		●	●	●			●	●	6/9
Billing is a month-end event	●	●	●	●		●		●		6/9
Decisions bottleneck at the CEO	●	●	●	●	●		●	●	●	8/9
People want a scoreboard	●		●	●	●		●	●	●	7/9

Program: 9 leaders, 45–60 minutes each, one structured guide per role (CEO, CFO, sales, operations, product / service lines), with the same five closing questions in every interview.

Source: Structured interview guide (Playbook section 5). ● = theme raised unprompted. Illustrative.

Maturity is scored 1–5 on evidence, not opinion, with one rubric across all eight dimensions

1	Ad hoc	Depends on individuals; no defined process or data
2	Emerging	Some process; inconsistent across teams; data is manual
3	Defined	Documented process, clear owner, measured monthly
4	Managed	Measured weekly; issues solved in cadence; targets hit
5	Optimized	Continuous improvement; automated data; AI in the workflow

- 15-day method
- Day 0
NDA, kickoff and read-only access
 - Days 1–3
Data intake and manager survey
 - Days 4–6
Baseline and leadership interviews
 - Days 7–11
Value map and EBITDA bridge drafted, numbers tested
 - Day 12
CFO sign-off session
 - Day 15
Readout, three moves, 90-day plan

Source: Gunn International assessment method.

Value sizing: every dollar traces to a baseline, a target and a formula the CFO signed

Move	Driver	Baseline	Target	Formula	Value
1	Gross margin %	31.0%	33.75%	+2.75 pts x \$40.2M revenue	\$1.1M
2	Overtime % of labor	9.8% (\$1.9M)	6.5%	Overtime premium removed, net of added straight time	\$0.5M
2	Subcontractor spend	\$2.4M	\$2.0M	In-source ~1,600 hrs/quarter at the margin differential	\$0.4M
3	Back-office hours	~510 hrs / wk	~270 hrs / wk	9 AI workflows at \$45/hr loaded, plus billing leakage	\$0.6M
3	DSO (one-time cash)	67 days	50 days	17 days x \$110K revenue per day	\$1.9M cash
	Total run-rate EBITDA	\$3.6M	\$6.2M	Sum of moves 1-3, overlaps removed	\$2.6M

Rules: run-rate at month 12 · no revenue growth assumed · cash counted once, outside EBITDA · confidence weights H 85% / M-H 70% / M 60% · each line owned by a named executive.

Source: Value Map workbook (formulas live). Illustrative.