MONOSYN

The *Investigation.*

What you receive at the end of twenty-eight days.

AN ILLUSTRATIVE EXAMPLE

The business in this document does not exist. It is a composite, built from the kind of company the Investigation is designed for: a UK owner-managed business turning over between £500k and £5m.

Everything else is real. The method, the structure, the depth and the standard of the plan are exactly what a client receives. We publish it because nobody should spend £5,000 on a document they have never seen the shape of.

Prepared for	**Northgate Facilities Ltd**
Sector	Commercial cleaning and grounds maintenance
Turnover	£2.4m · 78 staff · owner-managed
Engagement	The Investigation · 28 days · fixed scope

01 / THE ANSWER

One thing is capping this *business.*

It is not the thing you asked us to look at. We put the answer first because you are paying for the answer, not for the reading.

THE CONSTRAINT

Your rate card does not carry the true cost of serving a small contract. Twenty-six of your sixty-four live contracts are priced below what they cost you to deliver. Every one you win in that segment makes the business poorer.

You are not short of demand. You are short of a price that works.

	FINDING	VALUE
01	Validated cost of failure, next twelve months	**£74,700**
02	Direct margin lost on under-priced contracts	£43,700 / yr
03	Supervisory capacity absorbed by 15% of revenue	38% of hours
04	Recoverable in year one from the plan overleaf	**£52,000**
05	Cost of the plan, mostly internal time	£11,400

THE QUICK WIN, ALREADY IMPLEMENTED

Before this document was delivered we repriced your six worst-performing contracts and installed a minimum contract value of £1,800 a month in the quoting sheet. Four of the six accepted the new price. Two were served notice.

Annualised effect: £19,200. Achieved in week four, before you read this.

02 / WHAT YOU ASKED, AND WHAT WE DID

The mandate.

IN YOUR WORDS, AT THE FRAME GATE

“We have grown every year for six years and I am taking home less than I did in 2021. Sales have gone quiet. I think we need to be generating more leads but I cannot afford to be wrong about it.”

The evidence base.

An investigation is only worth the evidence under it. This is everything we looked at, so you can judge the weight of what follows.

SOURCE	DETAIL
Interviews	14 conversations: you, both directors, 3 supervisors, 4 operatives, 2 office staff, 2 lost customers. Deliberately across levels, not just the top.
Financial	36 months of management accounts. Contract-level P&L rebuilt from payroll, kit and travel records, because it did not previously exist.
Commercial	All 64 live contracts. 3 years of quotes won and lost. Current rate card and its version history.
Operational	Rota and timesheet data, 12 months. Absence and cover costs. Supervisor route logs.
External	9 competitor price points, gathered as a buyer. Sector benchmarks for win rate and retention.

The contract-level profit and loss did not exist before this engagement. Building it is what made the constraint visible, and it stays with you.

03 / THE SWEEP

Six lenses. Five *cleared.*

The method requires all six to be filled before any conclusion is drawn. That is what stops an investigation finding whatever it went looking for. Your own hypothesis, that this is a demand problem, is tested first and explicitly.

LENS	WHAT WE FOUND	VERDICT
Market	Win rate 31% against a sector norm of 22%. Enquiry volume down 9% year on year, but you convert more of what you get. Pipeline is sufficient to hit plan.	**Cleared**
Customers	Retention 91%, up from 87%. Two losses in 24 months, both on price at renewal, both in the small-contract band. Satisfaction is genuinely high.	**Cleared**
Machine	Quoting runs off a 2019 spreadsheet with no cost-to-serve model and no minimum value. This is where the damage originates, but it is a symptom of the pricing decision, not the cause.	**Contributory**
Money	26 of 64 contracts sit below £1,800 a month. True cost to serve averages £1,290 against an average price of £1,150. Each loses £140 a month. Growth in this band destroys value.	**THE CONSTRAINT**
Capability	Supervisors are competent and well regarded. They are absorbed by the small-contract segment: 38% of supervisory hours serving 15% of revenue. Overload, not deficiency.	**Cleared**
Organisation	Nobody owns contract profitability. Sales is rewarded on won revenue, operations on delivery. The gap between them is exactly where the money leaks.	**Contributory**

WHY YOUR HYPOTHESIS WAS WRONG, AND WHY THAT MATTERS

You believed you had a lead generation problem. Had you acted on that, you would have spent money to win more of the contracts that are losing you money, and arrived next year busier, larger and poorer still.

This is the most expensive kind of mistake because it feels like progress the entire time it is happening.

04 / THE PLAN

Named. Costed. *Sequenced.*

Ordered by dependency, not by appetite. Each step has a single owner, a real cost and a date. Nothing here says "consider" or "explore".

	MOVE	OWNER	COST	BY
01	**Rebuild the rate card on cost to serve.** Price from the contract P&L we built, not from 2019. Includes travel, kit, absence cover and supervisory load.	You + FD	£2,400	Wk 2
02	**Install a minimum contract value of £1,800 a month.** Hard floor in the quoting sheet. Anything below needs your signature, not a supervisor's.	You	£400	Wk 2
03	**Reprice the remaining 20 sub-scale contracts in three waves.** Best relationships first to learn the objection cheaply. Expect to lose four.	Sales lead	£3,800	Wk 10
04	**Move sales reward from won revenue to won gross margin.** Removes the incentive that created the segment in the first place.	You	£1,200	Wk 8
05	**Give contract profitability a single owner.** Monthly contract-level P&L review, thirty minutes, one name against it.	Ops director	£2,100	Wk 12
06	**Redeploy released supervisory hours to the £3k-plus band.** The capacity freed by steps 02 and 03 goes where the margin already is.	Ops director	£1,500	Wk 16

Total cost of the plan	**£11,400**
Expected recovery, year one	£52,000
Payback	Week 14

05 / DISCIPLINE

What we are deliberately *not* doing.

A plan is defined as much by what it refuses. Each of these was raised, examined and set aside for a reason.

NOT DOING	WHY NOT
A lead generation push	Your original hypothesis. More demand into an unfixed rate card accelerates the loss. Revisit at week 20, once the floor holds.
A rebrand or new website	Win rate is nine points above sector norm. There is nothing here to fix.
A CRM implementation	Raised twice internally. It would organise the problem, not remove it.
Redundancies	The capability lens cleared. Your supervisors are not the issue and cutting them would deepen the real one.
Exiting all 26 contracts at once	Cash and reputation. Three waves, sequenced, so you learn the objection before it costs you the whole segment.

06 / HOW YOU WILL KNOW IT WORKED

One number.

Not a dashboard. One number, reviewed monthly, that tells you whether the constraint is actually moving.

THE NORTH STAR

Gross margin per supervisory hour.

It rises when you exit or reprice a loss-making contract. It rises when freed capacity moves to a better one. It cannot be gamed by winning more revenue, which is precisely the behaviour that got you here.

	TODAY	WEEK 26	WEEK 52
Gross margin per supervisory hour	£18.40	£24.10	**£27.80**

	TODAY	WEEK 26	WEEK 52
Contracts below the £1,800 floor	26	9	**0**
Turnover	£2.40m	£2.31m	£2.44m
Owner drawings	£61,000	—	**£98,000**

Note that turnover falls before it recovers. That is the plan working, not failing. Any adviser who cannot tell you in advance that the number will dip first has not modelled it.

MONOSYN

This is what £5,000 *buys.*

Twenty-eight days. Fixed scope, fixed price, not a retainer.

01	The primary constraint, explicitly named
02	The validated cost of failure, in pounds
03	A costed fix plan for the next 90 to 180 days
04	One quick win, implemented before we finish

THE GUARANTEE

If the depth of the investigation or the utility of the fix plan does not satisfy you, you get your money back. No fine print.

CONFIDENTIALITY

Nothing you share leaves the room. We will put a mutual NDA in place before any commercial or financial information changes hands, and we sign yours if you would rather use your own.

Lyle Heneke · Founder

lhj@monosyn.com · monosyn.com/book