



BUSINESS GROWTH AUDIT · FINDINGS

You asked for twenty hours back and a business that does not need you in it. **Both are possible. This is what currently prevents them.**

THE STANDARD THIS REPORT IS MEASURED AGAINST

"If I'm spending 20 hours less a week acting operationally, and yet our P&Ls haven't changed, that is a success. Actually, that's a really big success."

THE OWNER

FINDING 1 · THE CONSTRAINT IS NOT THE TEAM. IT IS YOU.

You are the fourth most billable person in your own company.

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FINDING 2 · HOW IT BECAME THIS WAY

You did not lose two technicians. You lost the only accountability system this business has ever had.

[Redacted text block]

"They were the process. We didn't need process because we had the process in them. We just didn't know how lucky we were until they went."

THE OWNER

[Redacted text block]

[Redacted text block]

[Redacted text block]

FINDING 3 · WHY EFFORT HAS NOT CONVERTED

Nothing that gets missed carries a consequence.

[Redacted text block]

[Redacted text block]

[Redacted text block]

FINDING 4 · WHY IT WILL NOT CORRECT ITSELF

The escalation rule exists. It is bypassed roughly fifteen times a day.

The following information is provided for the purpose of illustrating the use of the system. It is not intended to be a complete description of the system, and it is not intended to be a limitation on the scope of the invention. The system is described in terms of a specific embodiment, but it is understood that the system may be implemented in other embodiments.

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FINDING 5 • WHAT THE NUMBERS DO AND DO NOT SAY

The business is sound. It became more expensive to run, and most of that was a decision.

	Year	Percentage
Overall population	2019	78%
Male	2019	76%
Female	2019	80%
Age group 18-24	2019	82%
Age group 25-34	2019	79%
Age group 35-44	2019	77%
Age group 45-54	2019	75%
Age group 55-64	2019	73%
Age group 65+	2019	71%
Educational level High school or above	2019	85%
Educational level Below high school	2019	68%
Occupation White collar	2019	88%
Occupation Blue collar	2019	72%
Income level \$10,000 or more	2019	90%
Income level Less than \$10,000	2019	65%

[illegible]

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FINDING 5, CONTINUED · THE BALANCE SHEET

And the balance sheet is telling you something that is not true.

[Redacted text]

[Redacted] [Redacted]	[Redacted] [Redacted]	[Redacted] [Redacted]
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[Redacted text]

[Redacted text]

FINDING 6 · THE RESULT THAT LOOKS LIKE PROGRESS

Your strongest ten weeks in years were produced by you, not by the business.

[Redacted text]

[Redacted text]

[Redacted text]

[Redacted text]

[Redacted text]

[Redacted text]

FINDING 7 · WHAT THE DIVISIONAL NUMBERS SHOW, NOW THAT WE HAVE THEM

The accounts cannot see it. Halo can, and no division carries its own labour cost.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Once the labour is allocated, retail loses money.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

FINDING 8 · WHERE THE WORK ACTUALLY COMES FROM

Eleven percent of your opportunities were created deliberately. The rest walked in.

[Redacted text block]

TWO DECISIONS THIS AUDIT CANNOT MAKE FOR YOU

What you hire next

[Redacted text block]

Whether the wrong people stay

[Redacted text block]

THE THING UNDERNEATH ALL OF IT

The business works. What it costs to run is you, and that price has been rising for three years.

[Redacted text block]

"What I do every day is the grunge of work that no one else wants to do. I do very little that I actually enjoy doing anymore."

THE OWNER

[Redacted text block]



THE RECOMMENDATION · THE ROAD FORWARD

You do not need more process. You need agreement on where this is going, then consequence underneath it.

01 Foundation Direction, structure, and who decides what.

02 Standards & Process What good looks like, and what happens when it is not met.

03 Stop the Leak Where time, capacity and margin are going.

04 Rhythm & Accountability Whether the system holds without you holding it.

05 Growth on Solid Ground Last, not first. Only once the base holds.

HOW WE WILL KNOW IT WORKED