



U.S. COMMERCIAL HVAC / ILLUSTRATIVE SAMPLE

Executive Intelligence Report

Deeper analysis organized around one consequential decision

SAMPLE PROFILE

ILLUSTRATIVE COMPANY	Meridian Commercial Mechanical
DECISION QUESTION	Recurring revenue and margin quality
PREPARED BY	WealthOps Engine LLC

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EXECUTIVE
DECISION INDEX

64

Decision Brief

Meridian Commercial Mechanical is evaluating whether to accelerate regional expansion while improving the quality of cash flow and reducing dependence on project revenue. The central decision is not simply whether demand exists; it is whether the operating and financial platform can support expansion without weakening margin discipline, liquidity, or service quality.

64

EXECUTIVE DECISION INDEX

RECOMMENDED POSTURE

CONDITIONAL GO

Proceed only after margin visibility, working-capital controls, and service capacity thresholds are established.

Executive conclusion

The evidence supports controlled expansion rather than a broad geographic push. Leadership should first establish contribution-margin reporting, a 13-week cash forecast, service-agreement economics, and explicit capacity gates. A staged expansion can then be tested without committing the organization to irreversible fixed cost.

VERIFIABLE EDI CALCULATION

Growth 6 + Financial 7 + Operational 6 + Market 7 + EV readiness 6 = 32 / 50

$32 / 50 \times 100 = 64$

Evidence Map

Signal	Observed or estimated evidence	Confidence	Decision relevance
Demand	Visible hiring and established regional presence indicate continuing demand.	High	Supports a controlled growth test.
Service mix	Recurring-revenue penetration is not publicly confirmed.	Low	Material unknown for valuation quality.
Margin quality	Core reporting appears present; service-line contribution is unverified.	Medium	Must be resolved before expansion.
Capacity	Key-leader dependence and field-management depth remain constraints.	Medium	Creates execution risk if growth accelerates.
Liquidity	Receivables and project timing may create cash pressure during growth.	Medium	Requires forecasting and escalation rules.

Evidence discipline

Facts, estimates, and analytical judgments are kept distinct. Company-provided backlog, margin, cash, and service-agreement data would increase confidence and may change the recommended posture.

Strategic and Financial Analysis

Driver	Current implication	Value-creation test
Recurring revenue	Predictability and retention quality are not yet visible.	Measure agreement penetration, renewal, churn, and contribution margin.
Margin visibility	Aggregate profitability may conceal weak work types or customers.	Report gross margin by service, project, and customer segment monthly.
Working capital	Growth may consume cash before accounting profit is realized.	Run a 13-week cash forecast with AR and backlog sensitivity.
Management depth	Dependence on a small leadership group limits scalability.	Define decision rights and capacity thresholds before adding territory.

ILLUSTRATIVE ECONOMIC SENSITIVITY

A 200-basis-point margin variance on \$10 million of analyzed revenue equals \$200,000 of annual operating impact.

This is a sensitivity illustration, not a forecast. Actual revenue, margin, timing, and cost structure require company data.

Decision implication: measurement quality can be economically material before any expansion spend occurs.

Risk and Opportunity Matrix

Item	Type	Impact	Recommended response
Project-margin opacity	Risk	High	Establish job and service-line contribution reporting.
Service-agreement growth	Opportunity	High	Segment installed base and launch renewal/penetration targets.
Working-capital strain	Risk	High	Use cash forecasting and aging escalation before expansion.
Regional density	Opportunity	Medium	Test adjacent density before opening a new fixed-cost branch.
Key-person dependence	Risk	Medium	Document operating cadence and decision rights.

Portfolio view

The highest-value near-term actions improve both downside protection and upside readiness. Margin visibility, recurring-revenue measurement, and cash forecasting should therefore precede larger capital or geographic commitments.

Decision Scenarios

Scenario	Trigger	Implication	Executive action
Controlled expansion	Margin and cash gates met; leadership capacity confirmed.	Growth can proceed in measured increments.	Approve one adjacent-market pilot with stop conditions.
Strengthen first	Economics are attractive but reporting or capacity is incomplete.	Delay fixed-cost expansion while closing control gaps.	Run a 60-day readiness sprint and reassess.
Pause	Margin deterioration, liquidity stress, or weak recurrence is confirmed.	Expansion would amplify operating risk.	Protect cash, correct economics, and revisit later.

CURRENT ILLUSTRATIVE POSTURE

Strengthen first, then run a controlled expansion test.

The decision should change when evidence changes - not merely when growth feels available.

Sequenced 90-Day Decision Agenda

Timing	Decision work	Required output
Days 1-30	Validate margin definitions, service-agreement economics, backlog quality, receivables, and capacity.	Baseline decision pack with owners and data gaps.
Days 31-60	Model controlled expansion economics and downside sensitivities.	Scenario model with cash, margin, and staffing gates.
Days 61-90	Choose proceed, strengthen-first, or pause posture; document stop conditions.	Signed decision record and pilot operating cadence.

Decision gate

Proceed only when leadership can state the acceptable downside, identify the evidence that would stop the initiative, and assign accountability for the first measurable operating milestones.

Methodology, Scope, and Limitations

The Executive Intelligence Report organizes company, market, labor, financial, and operating signals around a defined strategic decision. It distinguishes observable evidence from estimates and analytical judgments, applies human executive review, and translates findings into decision scenarios and a sequenced agenda.

What a purchased report includes

A company-specific decision brief, expanded evidence profile, strategic and financial analysis, risk and opportunity mapping, scenarios, decision gates, and a practical 90-day agenda.

Important limitations

This sample is illustrative and does not describe a real company. It is decision support, not an audit, attestation, appraisal, valuation, legal opinion, investment recommendation, or guarantee. Public information may be incomplete or outdated, and company-provided information may change conclusions.

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