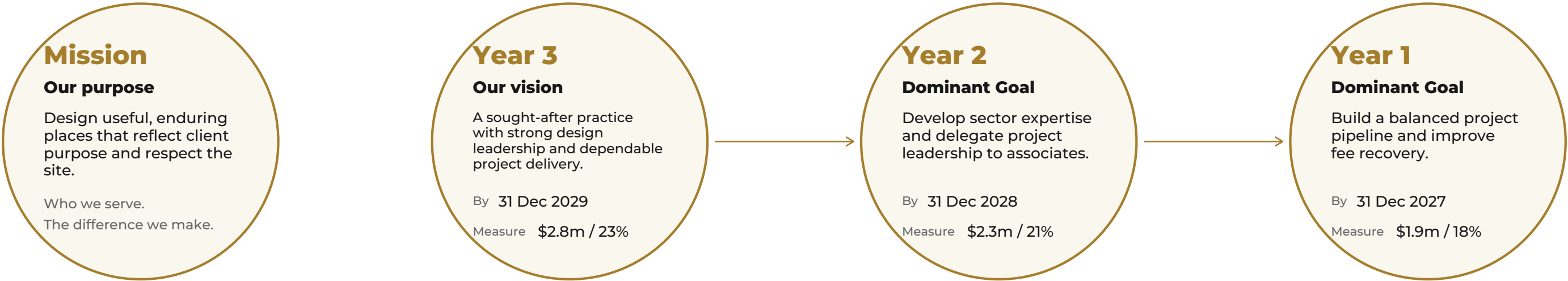


The BGEM Compass

Industry 2 of 3: Property and Construction | 10 staff. Baseline: \$1.5m revenue, 12% operating margin.

Member Morgan Lee, Principal **Business** Form Architecture **Period** Jan 2027 to Dec 2029 **Review** Every 6 weeks



The 4/16

Four critical outcomes required to achieve the Year 1 Dominant Goal.

Set four measurable milestones for each outcome. Give each milestone a due date.

Critical outcome 1 \$1.9m recognised fee revenue Target / owner Practice Principal	Critical outcome 2 Achieve 18% operating margin Target / owner Practice Manager	Critical outcome 3 Improve design delivery reliability Target / owner Technical Director	Critical outcome 4 Build associate-led delivery Target / owner Practice Principal
1.1 Secure well-scoped commissions Measure \$900k signed backlog Due 31 Mar	2.1 Set fees by stage and resources Measure 100% proposals costed Due 31 Mar	3.1 Introduce stage review criteria Measure 100% projects reviewed Due 31 Mar	4.1 Appoint project leadership roles Measure 2 associates accountable Due 31 Mar
1.2 Deliver first-half design stages Measure \$850k revenue YTD Due 30 Jun	2.2 Recover approved scope changes Measure 95% changes invoiced Due 30 Jun	3.2 Reduce internal rework Measure Below 5% of project hours Due 30 Jun	4.2 Transfer client coordination Measure 60% associate-led Due 30 Jun
1.3 Balance the next year's workload Measure No client above 25% Due 30 Sep	2.3 Improve project fee recovery Measure Write-offs below 4% Due 30 Sep	3.3 Improve agreed stage completion Measure 90% stages on time Due 30 Sep	4.3 Build project management depth Measure 4 staff assessed capable Due 30 Sep
1.4 Meet annual fee revenue target Measure \$1.9m recognised Due 31 Dec	2.4 Deliver operating profit target Measure \$342k profit Due 31 Dec	3.4 Deliver complete client handovers Measure 95% first-pass acceptance Due 31 Dec	4.4 Reduce principal coordination load Measure 80% associate-led in Q4 Due 31 Dec

Guiding principles

The behaviours that guide how we deliver.

Principle 1 Purpose guides design By this we mean Agree how the building must serve its users before exploring form.	Principle 2 Design within reality By this we mean Keep budget, site constraints and delivery capability visible.	Principle 3 Collaborate early By this we mean Resolve interfaces with clients and technical partners before rework grows.	Principle 4 Protect the craft By this we mean Review, learn and improve the quality of each project.
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Fictional example. NZD excluding GST. Circle measures: annual revenue / operating margin after owner salary. Milestone dates are in 2027.