

# The BGEM Compass

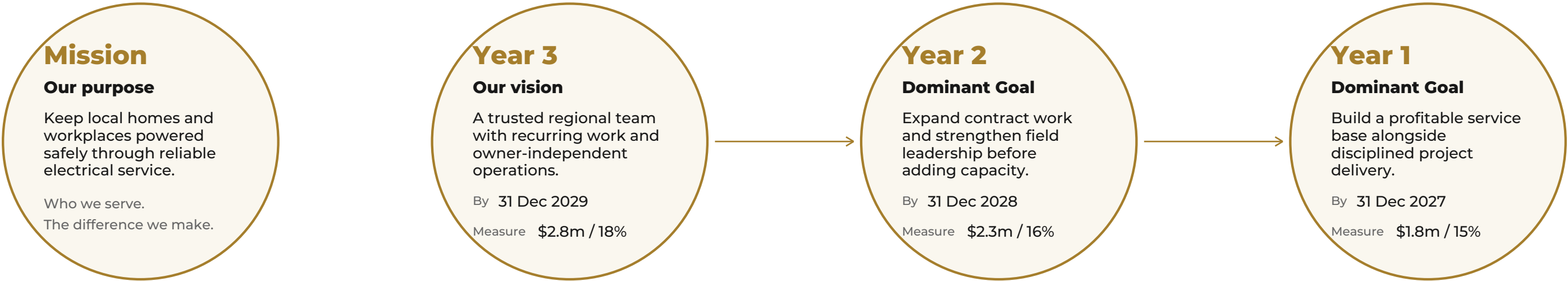
Industry 3 of 3: Property and Construction | 10 staff. Baseline: \$1.4m revenue, 9% operating margin.

MemberJamie Wilson, Owner

BusinessCurrent Electrical Services

PeriodJan 2027 to Dec 2029

ReviewEvery 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                     | Critical outcome 2                     | Critical outcome 3                        | Critical outcome 4                        |
|----------------------------------------|----------------------------------------|-------------------------------------------|-------------------------------------------|
| \$600k service and maintenance revenue | \$1.2m in installation project revenue | Achieve 15% operating margin              | Delegate reliable field operations        |
| Target / ownerService Manager          | Target / ownerEstimator                | Target / ownerOperations Manager          | Target / ownerOwner                       |
| 1.1Secure repeat commercial customers  | 2.1Win work within proven capability   | 3.1Cost labour and materials on every job | 4.1Appoint a lead for each workstream     |
| Measure6 signed agreementsDue 31 Mar   | Measure\$250k recognisedDue 31 Mar     | Measure100% job costingDue 31 Mar         | MeasureService + projects leadsDue 31 Mar |
| 1.2Deliver recurring and call-out work | 2.2Deliver the first-half programme    | 3.2Reduce avoidable return visits         | 4.2Check completed job records            |
| Measure\$250k recognised YTDDue 30 Jun | Measure\$550k recognised YTDDue 30 Jun | MeasureRework below 3% of jobsDue 30 Jun  | Measure100% weekly file checksDue 30 Jun  |
| 1.3Grow the contracted customer base   | 2.3Maintain a deliverable pipeline     | 3.3Improve labour recovery                | 4.3Transfer dispatch and purchasing       |
| Measure12 active agreementsDue 30 Sep  | Measure\$850k recognised YTDDue 30 Sep | Measure75% billable field hoursDue 30 Sep | Measure90% without owner inputDue 30 Sep  |
| 1.4Meet the annual service target      | 2.4Complete annual project target      | 3.4Deliver the annual profit target       | 4.4Prove operations can run unaided       |
| Measure\$600k recognisedDue 31 Dec     | Measure\$1.2m recognisedDue 31 Dec     | Measure\$270k operating profitDue 31 Dec  | Measure4 weeks without coverDue 31 Dec    |

## Guiding principles

The behaviours that guide how we deliver.

|                                                                                                                                                                          |                                                                                                                                                                |                                                                                                                                                                             |                                                                                                                                                                   |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <div>Principle 1</div> <div>Safety before speed</div> <div>By this we mean</div> <div>Stop unsafe work. Check the risks, competence and isolation before starting.</div> | <div>Principle 2</div> <div>Do it right once</div> <div>By this we mean</div> <div>Test the work, complete the records and leave the site ready for use.</div> | <div>Principle 3</div> <div>Keep customers informed</div> <div>By this we mean</div> <div>Confirm arrival times, explain changes and gain approval before extra work.</div> | <div>Principle 4</div> <div>Own the result</div> <div>By this we mean</div> <div>Finish the job, resolve defects promptly and improve the process together.</div> |
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Fictional example. NZD excluding GST. Circle measures: annual revenue / operating margin after owner salary. Milestone dates are in 2027.