

# The BGEM Compass

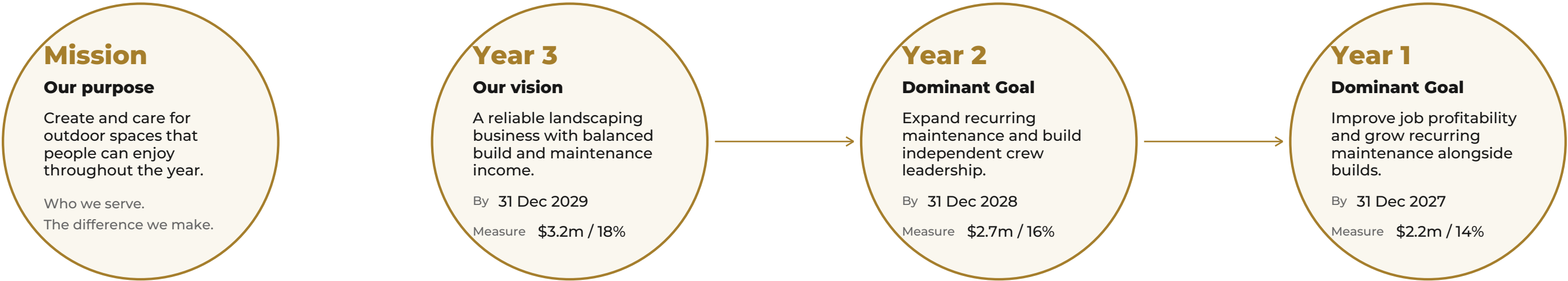
Open 3 of 3 | 16 staff. Baseline: \$1.8m revenue, 8% operating margin.

MemberCameron Blake, Owner

BusinessGreenline Landscapes

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                    |
|-----------------------------------------|----------------------------------------|--------------------------------------------|---------------------------------------|
| \$800k maintenance revenue              | \$1.4m landscape construction revenue  | Achieve 14% operating margin               | Build dependable crew-led delivery    |
| Target / ownerMaintenance Lead          | Target / ownerProjects Lead            | Target / ownerOwner                        | Target / ownerOperations Lead         |
| 1.1 Renew the contracted portfolio      | 2.1 Secure work matched to crews       | 3.1 Cost labour and materials per job      | 4.1 Appoint a leader for each crew    |
| Measure95% contract retentionDue 31 Mar | Measure\$600k signed backlogDue 31 Mar | Measure100% quotes costedDue 31 Mar        | Measure3 leaders appointedDue 31 Mar  |
| 1.2 Deliver first-half maintenance      | 2.2 Deliver first-half build stages    | 3.2 Reduce unplanned material spend        | 4.2 Agree plans before every job      |
| Measure\$350k revenue YTDDue 30 Jun     | Measure\$600k revenue YTDDue 30 Jun    | Measure95% within allowanceDue 30 Jun      | Measure100% pre-start plansDue 30 Jun |
| 1.3 Increase contracted sites           | 2.3 Maintain reliable project flow     | 3.3 Improve crew productivity              | 4.3 Improve completion reliability    |
| Measure40 active sitesDue 30 Sep        | Measure\$1m revenue YTDDue 30 Sep      | Measure75% productive site hoursDue 30 Sep | Measure90% jobs on timeDue 30 Sep     |
| 1.4 Complete maintenance target         | 2.4 Complete annual build target       | 3.4 Deliver operating profit target        | 4.4 Reduce owner scheduling work      |
| Measure\$800k recognisedDue 31 Dec      | Measure\$1.4m recognisedDue 31 Dec     | Measure\$308k profitDue 31 Dec             | Measure90% crew-led in Q4Due 31 Dec   |

## Guiding principles

The behaviours that guide how we deliver.

|                                                                                                                                                    |                                                                                                                                                            |                                                                                                                                                          |                                                                                                                                                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <div>Principle 1</div> <div>Respect the property</div> <div>By this we mean</div> <div>Protect the site and leave it safe and tidy each day.</div> | <div>Principle 2</div> <div>Plan before starting</div> <div>By this we mean</div> <div>Confirm access, scope, resources and risks before mobilising.</div> | <div>Principle 3</div> <div>Quality lasts</div> <div>By this we mean</div> <div>Choose appropriate materials and check the finish before handover.</div> | <div>Principle 4</div> <div>Lead from the crew</div> <div>By this we mean</div> <div>Give leaders clear authority and support them to solve problems.</div> |
|----------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|

Fictional example. NZD excluding GST. Circle measures: annual revenue / operating margin after owner salary. Milestone dates are in 2027.