

VISION INTELLIGENCE PLAN

From heroic effort to disciplined performance.

Prepared for NorthForge Industrial Solutions

Professional example of a branded VIP report produced through the Digital Culture Advisors Clarity & Focus Workshop. Company and data are fictionalized for demonstration.

INDUSTRY	Industrial maintenance, custom fabrication, field service & plant reliability
WORKSHOP DATE	April 2, 2026
PRIMARY STAKEHOLDERS	Daniel Mercer (CEO) · Mia Torres (Operations) · Caleb Dunn (Sales) · Tina Brooks (Finance & HR) · Raj Patel (Project Coordination)
FRAMEWORK	DCA O.A.S.I.S. [™] — Observation · Analysis · Strategy · Implementation · Scale/Sell
STATUS	Prepared for executive review

CONTENTS

What this plan covers

01	Executive summary	03
02	Workshop context & VIP methodology	05
03	Company profile & leadership narrative	06
04	Current state analysis	08
05	External market analysis — PESTLE & competitive positioning	10
06	Strategic assessment — SWOT & gap analysis	13
07	Three-year vision & quantified objectives	15
08	The O.A.S.I.S.™ transformation roadmap	17
09	Phase 1 — Leadership alignment & Observation (Month 1)	19
10	Phase 2 — Analysis (Month 2)	21
11	Phase 3 — Strategy (Month 3)	23
12	Phase 4 — Implementation (Months 4–21)	25
13	Scale & value creation (Months 22–36)	27
14	Implementation considerations	29
15	Financial uplift model	30
16	Conclusion & immediate next steps	32
A	Org evolution & governance rhythm	33
B	90-day tactical calendar	35
C	Sample executive dashboard	36
D	Branded one-page summary	37

SECTION 01

Executive summary

NorthForge Industrial Solutions has achieved an impressive first chapter: roughly \$10 million in annual revenue, a respected market reputation, and a 15-person team trusted by manufacturers when uptime matters most. What the Clarity & Focus Workshop surfaced, however, is that the company's next level of growth will not be unlocked by harder work alone. It requires a redesign of the operating system that sits underneath the founder's effort, the leadership team's decisions, and the company's commercial execution.

In practical terms, NorthForge is no longer constrained by whether the market values its services. The market has already answered that question. The constraints now sit inside the company: fragmented systems, founder-centered decision-making, uneven role clarity, margin leakage, inconsistent handoffs between sales and operations, and leadership capacity that has not yet been fully institutionalized. Those issues are common in founder-led industrial businesses between \$5 million and \$20million in revenue – but they become costly when left untreated.

This report recommends a four-phase transformation shaped by the DCA O.A.S.I.S.™ framework. Leadership alignment is the gate. Once alignment is secured, the company moves through a disciplined front-end cycle – Observation in Month 1, Analysis in Month 2, Strategy in Month 3 – before entering a 9–18 month Implementation window that may include role redefinition, leadership changes, hiring, and the removal of roles that no longer fit the future-state model.

\$0.9M →
\$2.4M

EBITDA OVER 36
MONTHS

20% →
40%

RECURRING &
CONTRACTED
REVENUE MIX

–60%

FOUNDER-REQUIRED
MAJOR DECISIONS

36 mo

TRANSFORMATION
HORIZON

THE TRANSFORMATION THESIS

NorthForge does not need reinvention; it needs maturation. The primary business problem: the company is scaling demand faster than it is scaling leadership architecture, data visibility, and accountability. The primary value opportunity: improve revenue quality, margin discipline, recurring-revenue mix, and founder leverage simultaneously. The primary cultural opportunity: preserve the company's trust-based, blue-collar credibility while removing avoidable chaos.

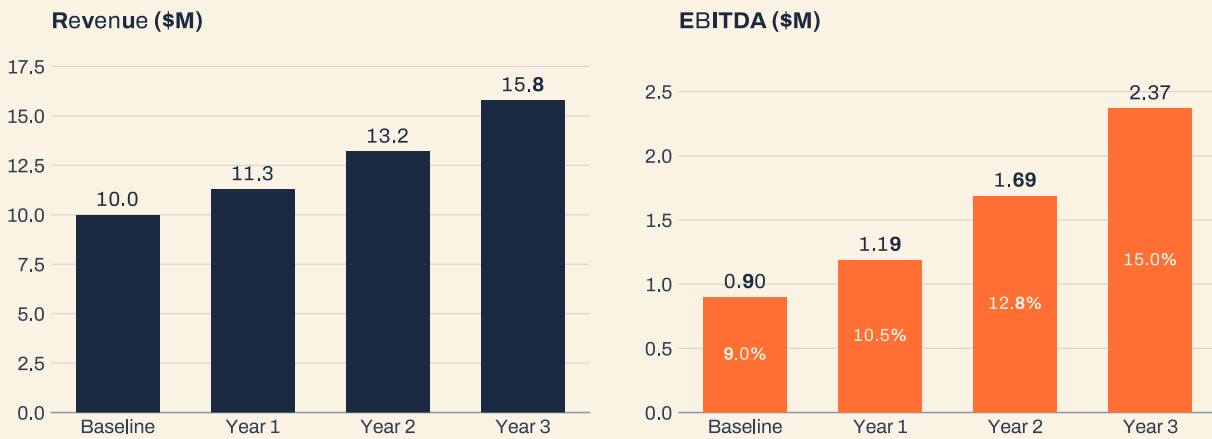


FIG 1 Projected three-year revenue and EBITDA uplift under the recommended transformation plan. EBITDA margin shown inside bars.

By the end of the 36-month horizon, NorthForge should operate as a larger and healthier enterprise: stronger revenue quality, better EBITDA, a more balanced revenue mix, an executive team that runs the day-to-day business with far less founder dependency, and a clearer value proposition centered on reliability, responsiveness, and disciplined execution.

SECTION 02

Workshop context & VIP methodology

The Clarity & Focus Workshop is designed to deliver more than insight. It creates alignment, surfaces pain, frames opportunity, and produces an actionable Vision Intelligence Plan that gives leadership a practical path forward.

In the NorthForge case, the workshop discussion revealed a company with clear purpose, real market traction, and real internal strain. This report converts that discussion into a board-quality transformation narrative and implementation blueprint.

Methodological approach

- The report combines workshop insights, operating-model interpretation, market-analyst synthesis, and executive transformation planning logic.
- Statements about NorthForge's current environment are based on the workshop narrative developed with Daniel Mercer and his leadership team.
- Recommendations are sequenced through the O.A.S.I.S.™ lens so the company does not rush into software or personnel changes before it has enough clarity to make the right decisions.
- Emphasis is intentionally placed on the first 90 days, because those months determine whether the organization gains traction or falls back into old habits.

What this VIP is intended to do

A strong VIP helps leadership see three things at once: the truth about the current state, the opportunity available if the right changes are made, and the sequence in which those changes should happen. It should also reduce emotional fog. Many founder-led teams know they are under pressure but struggle to distinguish symptoms from root causes. This report translates symptoms into a structured plan.

NORTHFORGE DESIGN PRINCIPLE

The future-state organization must preserve NorthForge's reputation for responsiveness while reducing its dependence on urgency. The right operating model does not remove hustle from the culture — **it makes hustle a competitive advantage instead of a survival mechanism.**

SECTION 03

Company profile & leadership narrative

ATTRIBUTE	CURRENT PROFILE
Company	NorthForge Industrial Solutions
Core services	Industrial maintenance, emergency repair, fabrication, conveyor rebuilds, retrofit work, plant reliability support
Primary customers	Food processing plants, regional manufacturers, distribution facilities, uptime-critical industrial operations
Scale	~\$10M revenue · 15 employees
Geographic posture	Regional, relationship-driven, service-intensive
Differentiator	Fast response, ownership under pressure, trusted execution in operationally stressful situations

Leadership reality

Founder and CEO Daniel Mercer built NorthForge as a corrective to the kind of industrial service culture he disliked in prior employers: slow approvals, poor accountability, weak communication, and a lack of respect for the people doing the work. That purpose still energizes the company. Yet the same instincts that helped him build the business — stepping in, taking ownership, solving problems personally, protecting customers at all costs — have also created a dependency pattern that now limits scale.

REPRESENTATIVE WORKSHOP THEMES

- **Daniel** remains the default final approver on too many commercial and operational decisions.
- **Mia Torres** carries a major operating burden but does not yet sit inside a fully clarified authority structure.
- **Caleb Dunn's** growth potential is real, but sales discipline and pricing governance still lean heavily on the founder.
- **Tina Brooks** provides stability in finance and HR, yet the finance function has outgrown basic bookkeeping and requires more management visibility.

- **Raj Patel** supports project flow, but the workload implies the need for stronger project ownership and tighter cross-functional coordination.

NorthForge is not a weak culture. It is a stressed culture. Weak cultures lack values, trust, or pride. NorthForge has those assets — what it lacks is enough operating clarity for the culture to breathe.

Without that clarity, strong people compensate by working harder, holding more in their heads, and relying on direct access to the founder. Over time, that dynamic turns values into fatigue.

SECTION 04

Current state analysis

The current-state snapshot in one sentence: NorthForge has already proven that customers want what it does, but it has not yet proven that its internal operating model can scale cleanly beyond the founder.

The workshop narrative showed a business with high trust externally and high friction internally. That combination often creates deceptive stability, because customers continue to buy while the internal system silently absorbs more strain.

Current-state strengths

- Strong customer trust in high-pressure situations.
- Real technical capability across maintenance, fabrication, and emergency field service.
- Values-based leadership identity and a credible founder story.
- Solid market reputation with room to grow share in core accounts.
- Several internal leaders who can grow into larger seats if properly supported.

Current-state constraints

- Founder-centered approvals create bottlenecks in pricing, scheduling, escalation handling, and high-value commercial decisions.
- Data lives across multiple systems, spreadsheets, and informal channels rather than one integrated management view.
- Role boundaries between sales, operations, finance, and project coordination are not consistently codified.
- Job costing and gross-margin visibility lag operational reality, allowing leakage to persist longer than it should.
- The work mix is still too dependent on reactive demand instead of a larger base of planned and recurring revenue.

Founder dependence	HIGH	MED	MED	LOW	LOW
Data visibility	HIGH	MED	LOW	LOW	LOW
Margin control	HIGH	MED	MED	LOW	LOW
Leadership bench	MED	MED	LOW	LOW	LOW
Customer trust risk	LOW	LOW	LOW	LOW	LOW
	Current	90 days	12 mo	24 mo	36 mo

FIG 2 Risk severity by domain — where exposure is highest today and how it should decline as the transformation lands. Scale reads risk, so LOW is the goal in every cell.

MANAGEMENT IMPLICATIONS

The business does not need a motivational push; it needs management mechanics. If leadership keeps addressing symptoms one at a time — late invoices, pricing confusion, schedule changes, burnout, reporting uncertainty — without redesigning the system, the company will continue paying a **complexity tax** every month: avoidable stress, under-realized EBITDA, and reduced strategic optionality.

SECTION 05

External market analysis

NorthForge operates inside a broader industrial ecosystem shaped by cost inflation, labor scarcity, technology modernization, supply uncertainty, and customer expectations for greater transparency.

Macro forces matter not only because they affect demand, but because they change what customers value in a partner. In uncertain environments, buyers become less tolerant of vendor ambiguity and more sensitive to responsiveness, documentation quality, and the ability to support operational resilience.

PESTLE overview

FACTOR	KEY FORCES	IMPLICATIONS FOR NORTHFORGE
Political	Domestic manufacturing support, regional infrastructure activity, policy volatility	Capex timing may swing, but resilience work remains relevant; ROI framing grows in importance.
Economic	Input inflation, energy cost pressure, labor tightness, uneven manufacturing sentiment	Margin discipline and pricing governance become strategic rather than administrative.
Social	Skilled-trade scarcity, rising expectations for leadership quality and career progression	Retention improves when culture is supported by clarity and development.
Technological	Smart manufacturing, connected assets, AI-assisted workflows, customer reporting expectations	Digital maturity becomes a practical differentiator even for field-service businesses.
Legal	Safety obligations, contract complexity, HR compliance	Stronger documentation and governance reduce leakage and risk.
Environmental	Efficiency pressure, waste reduction, resilience planning	Package retrofit and maintenance work around reliability plus efficiency outcomes.

What each force means in practice

POLITICAL

Manufacturing and industrial-support policies generally favor capacity investment and domestic resiliency, which supports long-term service demand. The risk is timing volatility: customers may delay discretionary projects when sentiment softens, making NorthForge's ability to sell ROI and reliability critical.

ECONOMIC

The most important economic force is cost pressure. In that environment, poor quoting and weak job costing destroy profit faster than leaders realize. NorthForge should assume that every percentage point of avoidable margin leakage matters more over the next three years than it did over the last three.

SOCIAL

Skilled labor remains scarce and expensive. Companies that are easier to work for — and easier to succeed inside — hold an advantage in retention and recruiting. The founder's commitment to dignity and craftsmanship can become a talent differentiator if it is supported by structure rather than heroics.

TECHNOLOGICAL

Customers increasingly expect vendors to communicate with more transparency and speed; digital maturity now affects customer confidence, not just internal efficiency. NorthForge does not need to chase every tool. It needs one coherent data and operating environment that supports daily management and strategic reporting.

LEGAL

Industrial service firms operate in high-liability settings. Better process discipline protects both people and economics. Contract hygiene, change-order rigor, and safety governance should be treated as revenue-protection mechanisms, not compliance exercises.

ENVIRONMENTAL

Customers under energy and sustainability pressure increasingly value reliability and efficiency together. NorthForge can use this trend to strengthen service packaging around uptime, retrofit value, and waste reduction.

Competitive positioning & benchmarking

NorthForge competes most often against three archetypes: smaller local repair shops that are relationship-driven but operationally informal; regional service contractors that are broader and

more systematized but sometimes less responsive; and OEM/specialist providers that bring technical depth but less flexibility. NorthForge's current advantage is **trust plus responsiveness**. Its current vulnerability: stronger-system competitors will increasingly look easier to buy from if NorthForge does not improve visibility, reporting, and coordination.

BENCHMARK DIMENSION	NORTHFORGE TODAY	TOP-QUARTILE FUTURE STATE
Customer trust	High	High – and documented through consistent customer communication
Data visibility	Low to moderate	High, with weekly dashboard and job economics
Leadership leverage	Low	High, with real decision rights across the team
Recurring revenue mix	Low to moderate	Materially expanded through service agreements and planned work
Operational excellence	Moderate	High, with predictable handoffs and margin discipline
Enterprise readiness	Low	Moderate to high

SECTION 06

Strategic assessment

SWOT summary

STRENGTHS	WEAKNESSES
Trusted reputation under pressure	Founder bottleneck across too many key decisions
Technical versatility across multiple industrial service needs	Fragmented systems and weak management visibility
Values-driven culture with loyalty and pride	Margin leakage hidden inside handoff and pricing variability
Strong founder story and customer credibility	Reactive revenue mix creates stress and unpredictability
Team members with growth potential	Leadership roles are not fully codified
OPPORTUNITIES	THREATS
Expand recurring maintenance and reliability contracts	Leadership burnout and attrition in a stretched system
Improve pricing discipline and change-order capture	Competitors with better systems gain credibility
Install dashboards and KPI cadence	Labor scarcity makes operational chaos more costly
Deepen share in high-fit regional accounts	Economic softness may delay discretionary projects
Build a stronger org structure and enterprise value story	Margin erosion compounds if not made visible quickly

Gap analysis

The gap between NorthForge's current state and its future-state ambition is not best described as a talent gap. It is an **operating architecture gap**. The company already has market proof and cultural assets. What it needs is a designed way of running. Until that exists, the business will keep

performing below its true capability while asking too much of the founder and its strongest leaders.

DOMAIN	CURRENT STATE	DESIRED FUTURE STATE	PRIORITY
Decision rights	Informal and founder-centered	Explicit and distributed	Critical
Dashboards / BI	Fragmented and backward-looking	Weekly, decision-ready, role-owned	Critical
Job costing	Inconsistent visibility	Standardized, timely, reviewed	Critical
Sales-to-ops handoff	Variable	Structured and auditable	High
Leadership cadence	Inconsistent or ad hoc	Weekly / monthly / quarterly rhythm	Critical
People architecture	Partly personality-based	Seat-based with scorecards	High

SECTION 07

Three-year vision & strategic objectives

NorthForge's three-year vision is not simply to be larger. It is to be stronger, cleaner, and more durable – the region's most trusted mid-market industrial reliability partner, known not only for urgent response, but for disciplined execution, visibility, professionalism, and commercial confidence.

Target condition by Month 36

- Revenue in the **\$15.5M–\$17.5M** range with a healthier mix and higher confidence in job economics.
- EBITDA margin improved into the **14%–16%** range through better pricing, better handoffs, stronger reporting, and more recurring work.
- A leadership-led operating model in which Daniel Mercer remains strategically important but is no longer the default processor of all key decisions.
- At least **35%–40% of revenue** generated from recurring or contract-like service relationships rather than predominantly reactive calls.
- A more investable enterprise with stronger governance, documentation, reporting cadence, and reduced key-person risk.

Strategic objectives

OBJECTIVE	36-MONTH TARGET
Grow revenue quality	Increase recurring / planned revenue mix to 40%
Improve profitability	Raise EBITDA from roughly \$0.9M to \$2.3M+
Reduce founder dependence	Cut founder-required major decisions by >60%
Increase visibility	One executive dashboard with weekly adoption
Strengthen leadership capacity	Role scorecards and operating cadence in every key function

Increase enterprise value

Reduce key-person risk and improve governance readiness

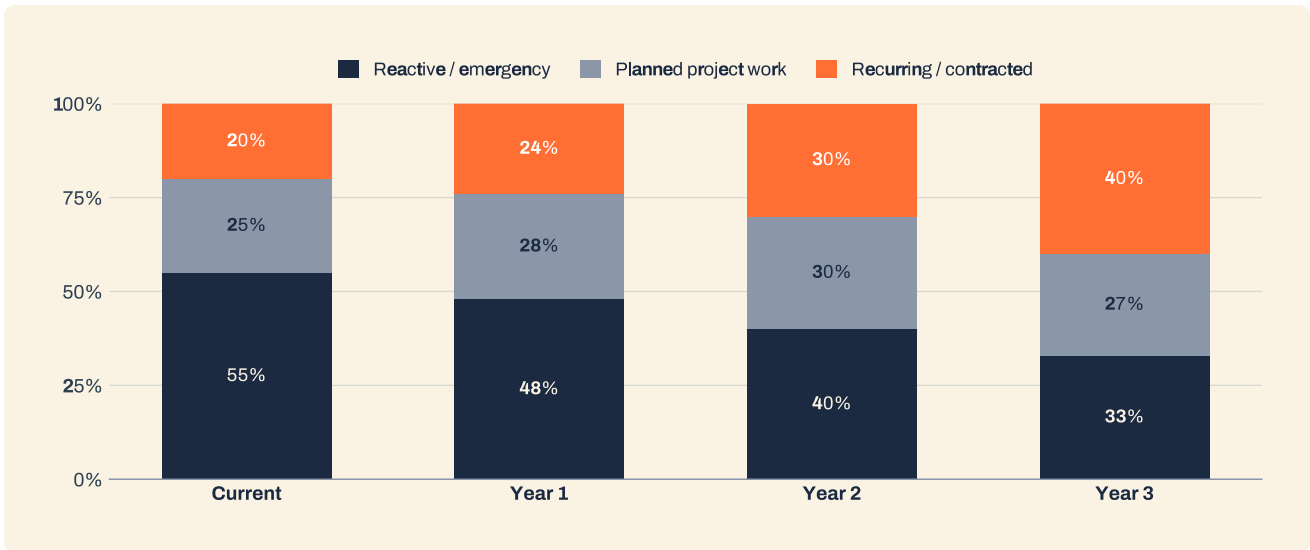


FIG 3 Recommended revenue-mix shift over the three-year horizon — reactive work funds the transition while recurring and contracted revenue doubles.

SECTION 08

The O.A.S.I.S.™ transformation roadmap

PRE · ALIGNMENT OBSERVATION ANALYSIS STRATEGY IMPLEMENTATION SCALE / SELL

NorthForge's roadmap should be sequenced as a disciplined transformation, not a collection of unrelated initiatives. The O.A.S.I.S.™ framework provides that sequence — and leadership alignment is the entry condition.

Once the leadership team is aligned, the company moves through a defined front-end cycle — Observation in Month 1, Analysis in Month 2, Strategy in Month 3 — before entering a 9–18 month implementation window. Implementation is expected to include role redefinition, leadership changes, hiring, role consolidation, and, where necessary, the removal of roles that do not align with the future-state structure and standards.



FIG 4 Months 1–3 complete the O.A.S.I.S. front-end design cycle; Months 4–21 execute the strategic plan; Months 22–36 scale and create value.

Four phases at a glance

PHASE	TIMING	PRIMARY OUTCOME
1 — Leadership alignment & Observation	Month 1	Alignment, truth, baseline metrics, and clear visibility into current-state operations

2 — Analysis	Month 2	Observed issues translated into root causes, quantified gaps, and decision-ready findings
3 — Strategy	Month 3	Future-state structure, priorities, sequencing, KPI system, and change agenda
4 — Implementation & value creation	Months 4–21 core; 22–36 optimization	Execute the new strategic plan, redesign seats, change roles where needed, and convert discipline into enterprise value

SECTION 09 · PHASE 1

Leadership alignment & Observation (Month 1)



Month 1 has two jobs. First, it locks leadership alignment so the transformation is not treated as Daniel's personal improvement project. Second, it executes the Observation stage of O.A.S.I.S.™ by making the business visible.

Observation is not passive watching. It is a structured truth-finding exercise designed to expose where time, money, decisions, and trust are being lost.

Phase 1 objectives

- Confirm the leadership team's shared understanding of NorthForge's current pain, goals, and transformation priorities.
- Map how work currently moves from lead to quote to execution to billing and collections.
- Create a baseline KPI set and launch a simple dashboard with weekly management visibility.
- Document where Daniel remains the bottleneck and identify the first decisions that can be delegated safely.
- Surface role ambiguity and recurring cross-functional friction – without prematurely redesigning the org chart.

Month 1 alignment-workshop outputs

OUTPUT	PURPOSE	OWNER
Leadership charter	Define what the leadership team owns together and how decisions will be made	CEO + facilitator
Transformation scorecard	Clarify the 6–8 metrics that will indicate whether traction is real	Finance + Ops
Issue register	Capture the current list of repeated pain points and escalations	Ops + CEO

Decision log	Track major decisions that currently route through Daniel	CEO office
Current-state process maps	Make handoffs visible and identify friction points	Cross-functional team

First 30 days — weekly cadence

WEEK	CRITICAL ACTIONS	PRIMARY OWNERS	EXPECTED OUTCOMES
1	Transformation kickoff, leadership alignment session, issue register launch, KPI list draft	CEO, Mia, Tina, facilitator	Shared language, urgency, and governance for the change effort
2	Map lead-to-cash process; interview every leader on pain points and bottlenecks	Leadership team	Visible current-state flow and recurring friction patterns
3	Review last 20 jobs for pricing, scoping, billing, and gross-margin variance	Finance + Ops	Early visibility into leakage and where to focus analysis
4	Publish dashboard v1; define founder delegation candidates; standardize weekly executive meeting	CEO + Finance	Data discipline begins and decision load starts to shift

PHASE 1 QUICK WINS

One weekly executive meeting with a fixed agenda becomes non-negotiable. A standardized quote-handoff checklist is introduced before any larger process redesign. Billing packets are reviewed for completeness within 24 hours of job closeout. And founder-required approvals are *counted* rather than merely complained about.

SECTION 10 · PHASE 2

Analysis (Month 2)



If Observation creates visibility, Analysis creates understanding. Month 2 converts raw information into findings, root causes, and decision-ready priorities.

The purpose of Analysis is to stop the leadership team from treating every problem as equally important. It identifies which issues are structural, which are behavioral, which are tool-related, and which are caused by poor role design.

Month 2 analytical workstreams

WORKSTREAM	QUESTIONS ANSWERED	DECISION VALUE
Operational	Where are handoffs failing? Which job types create the most variability? Where does schedule churn begin?	Shows where process redesign will generate the fastest relief
Financial	Which customers, job types, and conditions generate the best or worst margin outcomes?	Protects EBITDA and pricing discipline
Leadership	Which decisions should stay with Daniel, which should move, and who can credibly own them?	Reduces key-person risk
People / seats	Which roles are underspecified, overloaded, duplicated, or misaligned?	Supports role redefinition and personnel decisions
Systems	What tools are actually used, duplicated, ignored, or mistrusted?	Prevents expensive software decisions made too early

Expected outputs by the end of Month 2

- A quantified view of margin leakage and its primary drivers.
- A leadership bottleneck map tied to actual decision categories and frequency.
- A role heatmap showing clear seats, weak seats, and overloaded seats.
- A tech-stack simplification brief with immediate, medium-term, and deferred changes.
- A prioritization matrix separating urgent fixes from strategic redesign items.

MONTH 2 EXECUTIVE DECISIONS

By the end of Month 2, leadership should be ready to make several important calls: whether to strengthen finance with higher-level support; whether project management needs to become a true ownership function rather than a coordination function; which decisions can shift away from the founder immediately; and where role redesign or personnel change may be necessary to support the strategy phase.

SECTION 11 · PHASE 3

Strategy (Month 3)



Month 3 is where NorthForge decides what it will become — and what it will stop being. The strategy phase must not be theoretical: its purpose is to convert analysis into a future-state design, a management cadence, a people plan, a systems blueprint, and an implementation sequence the company can actually execute.

Strategic design priorities

- Define the future-state org structure: which seats must be strengthened, redefined, added, or removed.
- Design the commercial model NorthForge wants to grow into, including a larger base of recurring and planned work.
- Set the KPI architecture: weekly executive dashboard, operating scorecards, financial reviews, and customer performance measures.
- Define the founder's role for the next 12 months so the business stops defaulting to old decision patterns.
- Convert the transformation into an implementation charter with owners, milestones, budget, and decision checkpoints.

Month 3 strategic deliverables

DELIVERABLE	DESCRIPTION
Future-state org design	Seat-based chart showing leadership roles, PM depth, field/shop ownership, finance maturity, and support structure
Transformation charter	The 9–18 month execution plan with milestones, budget, and accountability
Commercial growth design	Target accounts, service packages, recurring-revenue strategy, and pricing guardrails
Operating system design	Meeting cadence, scorecards, escalation rules, and dashboard architecture

People action plan

Leadership coaching, hiring, seat changes, exits, and role redefinition roadmap

STRATEGY PHASE DESIGN PRINCIPLE

NorthForge should leave Month 3 with one clear answer to a difficult question: **what must change inside the company so customers keep experiencing the best of NorthForge without requiring Daniel to personally absorb every gap?** The answer will likely include redesigned roles, stronger management layers, more explicit accountability, and selective people changes – treated as part of building the future-state company, not as isolated HR events.

SECTION 12 · PHASE 4

Implementation of the new strategic plan (Months 4–21)



Once the first three O.A.S.I.S. stages are complete, NorthForge enters the most operationally demanding portion of the transformation. Implementation is expected to take 9–18 months following the front-end cycle, depending on the pace of leadership adoption, the number of people changes required, and the complexity of the systems roadmap.

This is the period in which the company transitions from diagnosis and design to structural change.

Phase 4 implementation agenda

WORKSTREAM	LIKELY ACTIVITIES AT NORTHFORGE
Role redefinition	Clarifying commercial authority, redesigning operations leadership, turning project coordination into true project ownership where needed
Personnel & leadership changes	Coaching leaders into stronger seats, hiring missing capabilities, and removing roles that block the future-state culture
Management cadence	Weekly executive meetings, weekly production rhythm, monthly business review, quarterly priorities
KPI & BI rollout	Dashboard adoption, metric ownership, gross-margin reporting, job-level visibility, backlog and AR visibility
Commercial discipline	Pricing matrix, change-order rigor, account segmentation, recurring-service packaging
Execution standards	Standard job kickoff, closeout, billing readiness, and escalation rules
Systems streamlining	Consolidating tools into a practical source of truth with high usability

PEOPLE-CHANGE PHILOSOPHY

The implementation stage should be candid about people. Some individuals will rise when expectations become clearer; others will not. The objective is neither aggressive turnover nor artificial loyalty to old structures — **the objective is seat fit**. A healthy process gives people clarity, support, scorecards, and time-bound expectations. It also recognizes when the business has outgrown a role, a capability level, or a recurring behavior pattern.

Implementation governance checkpoints

CHECKPOINT	WHAT LEADERSHIP VALIDATES
Month 6	Whether the leadership cadence is being used honestly or cosmetically
Month 9	Whether key seat redesigns and talent decisions are producing measurable relief in decision load and execution
Month 12	Whether dashboards, pricing discipline, and billing changes are affecting EBITDA and cash conversion
Month 18	Whether the new operating model is stable enough to support the next growth wave rather than simply surviving it

SECTION 13 · PHASE 4 (CONT.)

Scale & value creation (Months 22–36)



After the implementation window stabilizes the new operating model, NorthForge enters a value-creation phase focused on scaling what now works — converting improved leadership discipline, reporting, pricing, and service mix into durable enterprise value.

The purpose is not to chase growth at all costs. It is to grow in a way that compounds the economics of the business and creates strategic optionality for the founder.

Priority outcomes in the value-creation window

- Increase recurring and planned revenue share while protecting service quality for urgent work.
- Reduce earnings volatility by narrowing job-margin variance and improving planning accuracy.
- Strengthen customer-concentration quality by deepening share in high-fit strategic accounts.
- Create an enterprise-ready management package: monthly reporting, governance cadence, documented systems, reduced key-person risk.
- Clarify Daniel Mercer's long-term role in the company's next chapter.

Scale-stage scorecard

METRIC	CURRENT DIRECTION	SCALE-STAGE ASPIRATION
Recurring revenue mix	~20% baseline	35–40%+
EBITDA margin	~9% baseline	14–16%
Founder-involved major decisions	Very high	Low to moderate
Dashboard adoption	Low	Embedded in weekly and monthly routines
Leadership coverage	Thin	Redundant and durable across critical functions

Enterprise readiness

Low

Board- and lender-ready

SECTION 14

Implementation considerations

Implementation success will depend less on whether the company can create a thoughtful plan and more on whether it can protect the plan from old habits.

Critical considerations for executive attention

- **Founder behavior will be watched more closely than founder intent.** Daniel must model delegation, clearer boundaries, and a willingness to let the new cadence work.
- **Leadership meetings must remain decision-oriented.** If they become update meetings without ownership, the organization relapses into informal behavior.
- **Data should become useful before it becomes elegant.** A simple dashboard used weekly beats a perfect system adopted late.
- **Every personnel change should tie back to future-state seat requirements** — never personal frustration.
- **Communicate change in a way that preserves dignity.** NorthForge's culture is a strategic asset and should not be damaged by avoidable ambiguity.

RECOMMENDED EXTERNAL SUPPORT MODEL

For a company at NorthForge's stage, outside support is most valuable when it combines facilitation, operating rigor, and execution follow-through: a fractional COO, a DCA implementation lead, targeted leadership coaching, and limited project-based analytics support. The key criterion is not presentation quality — it is whether the support function can help the team **build rhythm, make hard decisions, and maintain momentum** when normal business pressure returns.

SECTION 15

Financial uplift model

This model is intentionally pragmatic. It does not assume a dramatic step-change in market conditions or an unrealistic overnight revenue jump. It assumes NorthForge captures value from a handful of disciplined improvements: pricing, change-order capture, better handoffs, faster billing, a better mix of recurring work, and less organizational friction.

METRIC	BASELINE	YEAR 1	YEAR 2	YEAR 3
Revenue (\$M)	10.0	11.3	13.2	15.8
Gross margin %	27%	29%	31%	33%
EBITDA %	9.0%	10.5%	12.8%	15.0%
EBITDA (\$M)	0.90	1.19	1.69	2.37
Recurring / contracted mix	20%	24%	30%	40%

Sources of uplift

VALUE LEVER	ILLUSTRATIVE ANNUAL IMPACT BY YEAR 3
Pricing discipline and change-order capture	\$350k – \$550k
Reduced rework and better handoffs	\$250k – \$400k
Improved scheduling and utilization	\$200k – \$350k
Recurring-revenue expansion	\$300k – \$550k
Faster billing and tighter cash discipline	\$75k – \$150k

INTERPRETATION

The point of the model is not to imply that every dollar of upside is guaranteed. It is to show that NorthForge's biggest opportunities are hidden inside **management mechanics rather than heroic sales assumptions**. When visibility improves and leadership becomes more intentional, the business should earn more from work it is already close to winning and already capable of performing.

SECTION 16

Conclusion & immediate next steps

NorthForge Industrial Solutions is at a classic but consequential inflection point. The founder has built a respected business through commitment, grit, technical credibility, and a standard of care that customers feel. The next chapter depends on whether that standard can be institutionalized.

The answer should be yes — but only if the company treats leadership alignment, observation, analysis, strategy, and implementation as a serious operating sequence rather than a set of inspiring conversations.

Immediate next steps — the next 14 days

#	ACTION
1	Confirm executive sponsorship and lock a recurring weekly leadership meeting.
2	Open the Observation phase with an issue register, decision log, and KPI baseline.
3	Map the current lead-to-cash process and select the first 20 jobs for margin review.
4	Define founder-delegation candidates and make them visible in the scorecard.
5	Set expectations that role redefinition, hiring, and personnel changes may be part of the implementation plan.

From heroic effort to disciplined performance. From founder dependence to leadership leverage. From reactive growth to strategic growth. From a strong business that feels heavy to a stronger business that compounds value.

That is the real promise of the O.A.S.I.S.™ framework when it is executed with honesty and follow-through.

APPENDIX A

Org evolution & governance rhythm

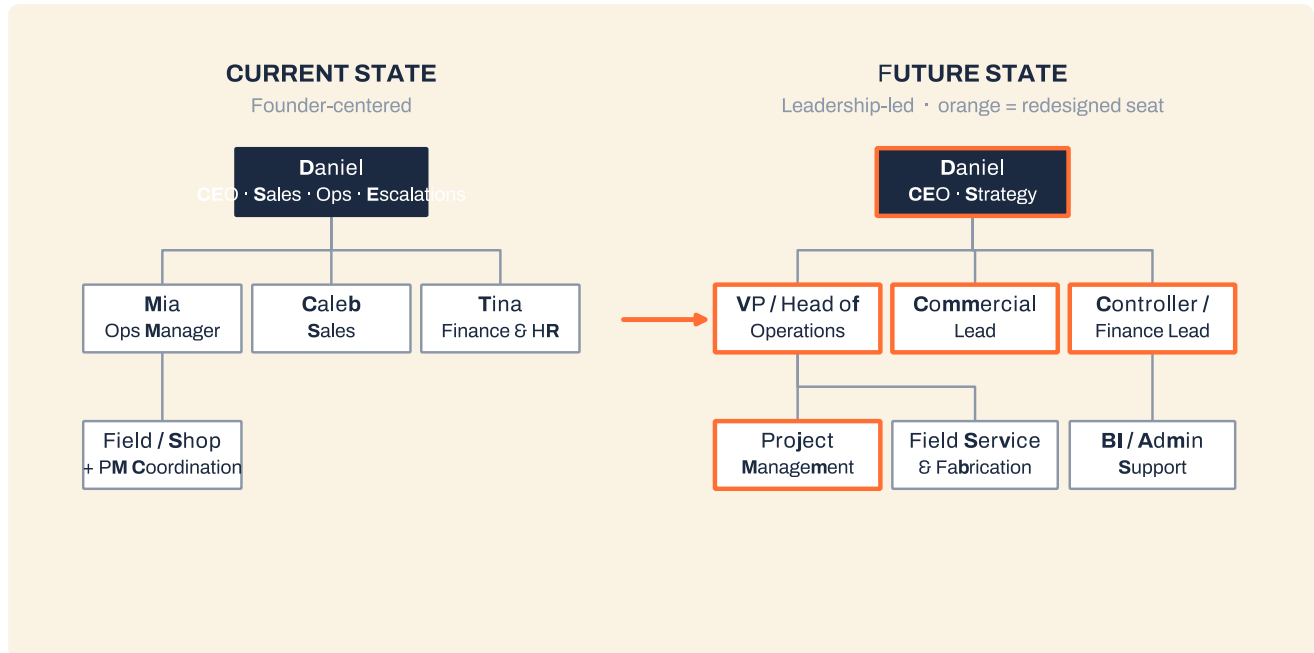


FIG 5 Illustrative evolution from a founder-centered structure to a leadership-led structure. Orange outlines mark redesigned or new seats.

The org-evolution diagram is intended to show design logic, not prescribe titles. Daniel's future role should emphasize strategic direction, key relationships, and enterprise development. Operational decisions should increasingly sit with a strengthened operating leader and a clearer rhythm between commercial, financial, and execution functions.

Governance rhythm

CADENCE	PURPOSE	PARTICIPANTS
Weekly executive meeting	Scorecard, decisions, issues, priorities	CEO + leadership team
Weekly production meeting	Capacity, schedule, jobs at risk, materials, safety	Ops + field/shop leads
Weekly sales pipeline review	Pipeline health, quote speed, high-priority accounts	CEO / Sales / Ops
Monthly business review	Financials, margin, cash, strategic issues	Leadership team

Quarterly planning session	Priorities, people decisions, roadmap adjustment	Leadership + facilitator
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APPENDIX B

90-day tactical calendar

The first 90 days should be managed visibly. A transformation that remains verbal will quickly lose credibility. This calendar should be treated as a living executive management tool.

WEEK	MILESTONE	OWNER	KPI / EVIDENCE
1	Kickoff and leadership alignment	CEO + facilitator	Transformation charter approved
2	Issue register and current-state interviews	Leadership team	Top recurring pain points documented
3	Lead-to-cash process map completed	Cross-functional	Process map published
4	Dashboard v1 launched	Finance	Weekly scorecard active
5	Margin review on recent jobs completed	Finance + Ops	Leakage findings delivered
6	Decision-rights matrix drafted	CEO + leadership	Major decision categories assigned
7	Quote-handoff template live	Sales + Ops	Every new job uses standard handoff
8	Billing closeout checklist live	Ops + Finance	Invoice lag begins to fall
9	Role ambiguity workshop	Leadership	Seat conflicts identified and resolved
10	Pricing guardrails drafted	CEO + Finance	Pricing exceptions decline
11	Talent / seat review	CEO + leadership	Keep / coach / replace decisions
12	90-day review and Month 4 readiness gate	Leadership team	Implementation readiness decision

APPENDIX C

Sample executive dashboard

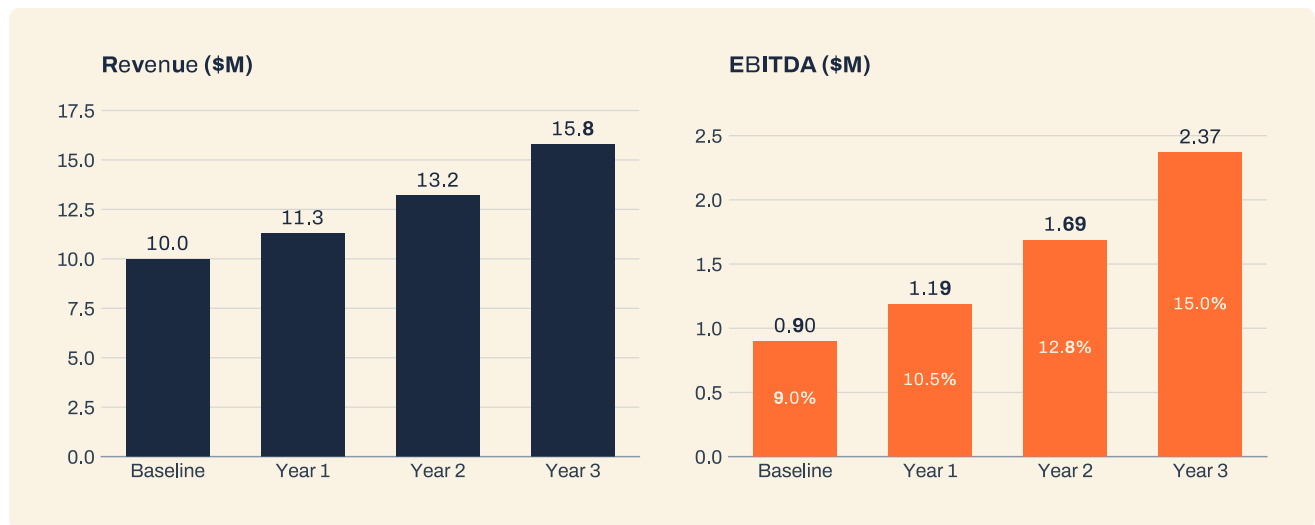
A minimum viable executive dashboard for NorthForge should fit on one page and be used every week. It should not be an analyst's dashboard – it should be a **leadership dashboard**.

DIMENSION	METRIC	OWNER	FREQUENCY
Commercial	Quotes issued, hit rate, quote turnaround, recurring pipeline value	Sales	Weekly
Operations	Backlog, schedule adherence, jobs at risk, utilization	Ops	Weekly
Financial	Gross margin, invoice lag, AR aging, cash	Finance	Weekly
People	Open seats, safety notes, attendance, key-employee risk	HR / Ops	Weekly
Leadership	Founder-required decisions, unresolved issues, priority completion	CEO office	Weekly

APPENDIX D

Branded one-page summary

Use this page separately as a leave-behind when presenting the full VIP to a client or internal leadership team.



UPLIFT Three-year revenue and EBITDA trajectory.

NorthForge's path forward is straightforward in principle even if demanding in execution: **align leadership, observe the truth, analyze root causes, design the future-state company, implement the new strategic plan rigorously, and convert that discipline into enterprise value.** The company already has the market trust. The next chapter is about building the management engine worthy of that trust.



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WEB digitalcultureadvisors.com

EMAIL dca@digitalcultureadvisors.com

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