THE DOCUMENTED OPERATING PATTERN

The Pattern Has a Timeline. 100 Days.

A documented operating pattern applied across every revenue recovery engagement — stabilise, systematise, scale. Three phases, measurable outputs, 5x to 25x return on engagement cost. The same pattern PE operating partners run inside portcos, adapted to the data constraints of SMB-scale businesses where much of what matters lives in the founder's head before it lives in any system.

"The operator who arrives with a documented pattern — specific retention levers, quantified stabilisation costs, a 100-day recovery timeline — is the one who earns the partner's trust in the first meeting."

— Greg Head, Founder Advisor

Mike Reardon
Revenue Operator · bEffective

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WHAT THIS PATTERN DOCUMENTS

Not a Strategy Deck. A Controlled Operational Intervention.

Every SMB that underperforms does so for one of three reasons, or a combination. Revenue is owner-dependent — the business stops when the founder steps back. Operations run on institutional knowledge instead of documented process — delivery quality is person-dependent, not system-dependent. Margins are inconsistent — costs and revenue vary quarter to quarter without a clear structural explanation.

These three variables are not unique to any sector. They appear in professional services, manufacturing, construction, and technology businesses with remarkable consistency. The pattern that fixes them is documented and the same every time. What varies between engagements is the 20 percent that is sector-specific — the particular way the leak shows up in your business and the specific component that closes it.

> *The operative work: Reduce entropy in the revenue engine. Stop the bleeding. Build the machine. Prove the return. In that order, on that timeline.*

This brief documents the operating pattern Mike Reardon applies across every revenue recovery engagement — the documented sequence of what gets diagnosed, what gets built, in what order, and what each phase produces. Forty years of pattern application across every macro cycle since 1983. The pattern adapts to sector context, but the structural backbone is identical.

THE THREE PHASES

Stabilise. Systematise. Scale.

Following the Blueprint, a structured 100-day operating sequence begins. This is not a consulting engagement. An operator installs and runs each component until it is functioning independently. Every phase produces a written output and a measurable metric before the next phase begins.

01

DAYS 1–30

Stabilise

Stop the bleeding.

THE WORK

The first 30 days are about stabilisation, not optimisation. The priority is identifying the two or three leaks costing the most revenue right now and closing them before anything new gets built. Founders have typically been managing around these leaks for years — the damage is real but invisible because it has become the baseline.

- Map the revenue motion across the seven Blueprint diagnostic areas.
- Identify the top three revenue leaks by cost, not by symptom.
- Establish baseline metrics for conversion, pipeline coverage, margin variance, and owner dependency.
- Install a weekly revenue operations cadence — a 60-minute structured review.
- Implement SPICED qualification across the active pipeline — standardise the language.

PHASE OUTPUT

A written stabilisation report documenting the three priority leaks, their quantified cost, and the 60-day action plan. This is the first deliverable a PE partner or investor can read.

SUCCESS METRIC: Revenue leak identified and quantified within 30 days.

02

DAYS 31–65

Systematise

Build the machine.

THE WORK

With the most expensive leaks identified and initial containment in place, the second phase installs the system components that make revenue motion repeatable. This is where the operator role is most distinct from consulting — components are built and operated, not recommended and handed over.

- Document the top five core delivery processes at the level where any qualified hire can execute them.
- Configure or reconfigure CRM to match the documented revenue motion — process first, technology second.
- Build the pipeline reporting layer — real-time view of demand, pipeline, and conversion.
- Install the client onboarding sequence — documented, timed, role-assigned, not person-assigned.
- Define performance scorecards for every revenue-generating role.
- Identify the one GTM lever most likely to reduce owner dependency in the next 90 days.

PHASE OUTPUT

A documented operating system covering the five core delivery processes, a configured CRM with live pipeline data, and a client onboarding sequence that runs without the founder. At this point, a buyer's operations due diligence would find documented evidence of a system.

SUCCESS METRIC: Process documentation coverage above 80%; CRM adoption above 70%.

03

DAYS 66–100

Scale

Prove the return.

THE WORK

The final phase converts the installed system into measurable financial outcomes. By day 100, the business should be able to demonstrate — with data — that revenue is more predictable, margins more consistent, and the founder less central to daily revenue generation than on day one. These are the three outcomes a buyer prices into a multiple.

- Activate the GTM lever identified in phase two — launch, measure, adjust within a 30-day sprint.
- Run the first full strategy performance review against the KPIs established in phase one.
- Document the first 90-day outcomes — conversion, pipeline coverage, margin variance, owner dependency at day 100 vs day one.
- Identify the top three expansion opportunities in the existing client base.
- Produce the 100-day outcome report — the document that answers the four questions every buyer asks in diligence.

PHASE OUTPUT

The 100-day outcome report: cost of the problem at day one, cost of the intervention, measurable return at day 100, projected trajectory at 12 months. This document is the leave-behind for any M&A or investment conversation.

SUCCESS METRIC: Measurable improvement in at least two of three core variables by day 100.

THE COST OF THE PROBLEM

Before the Recovery Math, the Underperformance Math.

Before a single dollar is spent on fixing the revenue system, the cost of *not* fixing it has to be quantified. This is the calculation that converts an operations conversation into a capital allocation conversation. It has two components: what the leak costs annually, and what those same variables cost at the point of transaction.

Revenue Leak Estimate

What underperformance is costing the business every year — below visibility, inside payroll already paid, inside pipeline already built.

LEAK SOURCE	TYPICAL RANGE	HOW IT IS MEASURED
Pipeline leakage Leads not converting due to owner dependency	**15–30%** of addressable pipeline	Conversion rate vs. industry benchmark; pipeline coverage ratio
Capacity leakage Delivery bottlenecks capping revenue	**10–25%** of potential revenue	Utilisation rate; revenue per billable head vs. benchmark
Expansion leakage Clients not retained or expanded	**20–40%** of existing client revenue over 24 months	Net Revenue Retention; expansion revenue as % of total
Process leakage Cost overruns and rework due to undocumented delivery	**5–15%** of gross margin	Rework rate; margin variance quarter to quarter
TOTAL ESTIMATED LEAK $5M–$10M revenue business	**$750K–$2.5M** **annually**	*Confirmed at Blueprint diagnostic*

Exit Multiple Impact

For a business generating $1M EBITDA, the difference between a 4x and a 6x multiple is $2M in transaction value. The same three variables that leak revenue today compress the multiple at exit. Buyer diligence teams price each one as a risk premium subtracted from the offered multiple.

RISK FACTOR	TYPICAL MULTIPLE IMPACT	ON A $1M EBITDA BUSINESS
Owner-dependent revenue >60% of pipeline tied to founder	**−0.5x to −2.0x** EBITDA	−$500K to −$2M in transaction value
No documented operating processes	**−0.25x to −1.0x** EBITDA	−$250K to −$1M in transaction value
Inconsistent EBITDA margins >15% variance quarter to quarter	**−0.5x to −1.5x** EBITDA plus normalisation	−$500K to −$1.5M in transaction value
TOTAL RISK AT EXIT All three variables present	**−1.25x to −4.5x** **EBITDA**	−$1.25M to −$4.5M on a $1M EBITDA business

> *On a $5M valuation with all three variables present, the cumulative hit can exceed 40% of transaction value — compressed not by the market, but by the absence of an operating system.*

THE CAPITAL ALLOCATION CASE

Cost of the Intervention vs. Return on the Intervention.

The question a PE partner or CFO asks is not whether revenue operations matter. It is whether the cost of fixing them is justified by the return — in operating performance today and in transaction value at exit. The answer, in every documented engagement, is yes by a significant margin.

100-Day Stabilisation FIRST QUARTER	COST $15K–$40K Blueprint + Phase 1	RETURN $75K–$500K identified and recovered leak	**5x–25x** RETURN MULTIPLE
12-Month Operating Return FIRST YEAR	COST $60K–$250K full Core Build	RETURN $300K–$2M additional operating profit	**5x–15x** RETURN MULTIPLE
Exit Multiple Recovery AT TRANSACTION	COST Included in 12-month engagement	RETURN $1M–$4.5M in recovered transaction value	**7x–30x** ON ENGAGEMENT COST

REFERENCE ENGAGEMENT

VT Controls: 25:1 return. $9M in revenue grown from a $4M baseline in 36 months. Engagement cost recovered in the first 90 days of new pipeline. The full $5M of additional revenue earned over the 36-month engagement window. The pattern documented in this brief is what produced that outcome.

PROOF OF PATTERN

The Pattern Has Been Applied. Here Is What It Produced.

Three representative engagements across manufacturing, professional services franchise, and technology software. The same pattern, the same phases, sector-specific expression of the 20% — and outcomes a PE diligence team can model against the multiple.

BUILDING AUTOMATION · MANUFACTURING

VT Controls Ltd

36-month engagement

SITUATION

A building automation systems integrator with strong technical capability but no formal sales function. Revenue entirely dependent on the founder's relationships. No documented delivery process. Project margins varying 20%+ across similar work.

WHAT WAS INSTALLED

Blueprint diagnostic mapped three primary leaks: owner-dependent pipeline, no repeatable sales motion, delivery margin variance. Documented sales function, pipeline management system, and delivery process with margin controls installed.

RESULT

$4M → $9M in 36 Months

125% growth. 25:1 return on engagement cost. Business now operates with a sales team. Founder no longer the sole revenue driver.

PROFESSIONAL SERVICES · FRANCHISE TURNAROUND

Dale Carnegie Quebec & Eastern Ontario

26-month engagement

SITUATION

A struggling franchise with 80% annual staff turnover, declining revenue, and no structured go-to-market motion. Franchise at risk of losing its territory licence.

WHAT WAS INSTALLED

Documented GTM strategy targeting SMBs in professional services, contracting, retail, and manufacturing. Outbound prospecting system rebuilt. French-language training introduced to capture 60% of addressable market. Management approach restructured to reduce turnover.

RESULT

2,900% Inbound Lift · 36% Revenue Growth

$1M annual revenue forecast achieved for the first time in a decade. Top 30 of 200+ global offices. 15% operating margin improvement. Territory retained.

PROCESS INTELLIGENCE SOFTWARE · TECHNOLOGY

Trisotech

12-month engagement

SITUATION

A process intelligence software company with strong product but no structured outbound motion. Revenue came from inbound marketing. The business could not predictably source or close new enterprise clients.

WHAT WAS INSTALLED

Inbound sales and outbound prospecting strategies defined. Account-based outreach executed into healthcare, financial services, and manufacturing. Weekly in-person sales presentations run to key business and IT leaders.

RESULT

27 New Opportunities · $1M+ Recurring

11 deals closed in 8 months. Wins included a Fortune 500 military shipbuilder and a publicly funded health services provider. Individual transactions $350K–$500K+ annually.

Full case studies including financial detail, timeline, role attribution, and client attribution available at beffective.ca/case-studies alongside the Operator Economics Through-Line.

FOR M&A ADVISORS AND PE PARTNERS

The Pre-Exit Operating Layer.

The most common gap in M&A preparation is the 12–24 months before a business is taken to market. Founders who are not yet exit-ready — because of owner dependency, undocumented process, or inconsistent margins — need an operator, not an advisor.

This is the referral relationship that creates value for all three parties. An M&A advisor encounters a founder whose business is not yet ready to transact at the right multiple. The advisor refers the founder to Mike Reardon as the operator who installs the system that fixes the three variables compressing the multiple. When the business is ready — typically 12–24 months later — the advisor takes it to market at higher value. Everyone earns more because the asset is worth more.

THE ADVISOR PROVIDES	THE OPERATOR PROVIDES	THE FOUNDER RECEIVES
M&A Relationship and Market Intelligence	Documented Recovery and 100-Day Pattern Execution	Operator-Backed Recovery Toward Exit
• Warm introduction to a founder who is 12–24 months from exit-readiness • Industry context and buyer landscape intelligence • Signal when exit-readiness criteria are met	• Blueprint diagnostic within four weeks of introduction • 100-day operating plan with quantified stabilisation costs and return • Ongoing operations management until the business is diligence-ready	• A clear picture of what the business is worth today vs. at exit-readiness • An operating partner paid on outcomes, not hours • A business that transacts at 1.25x–4.5x higher multiple

THE CONCRETE NEXT STEP

One Warm Introduction. One 30-Minute Conversation.

The concrete next step for an M&A advisor or PE operating partner is a single warm introduction to one current client or portco who is not yet exit-ready. A 30-minute Discovery Chat with that founder confirms whether the three variables are present and what they are costing. No commitment required beyond that first conversation.

THE NEXT STEP

Three Commitments. None Larger Than the Last Was.

You've read the Brief. You know the pattern. Three commitment levels follow — each reducing ambiguity by one degree.

30 MINUTES

Discovery Chat

Live conversation with Mike. Walk the seven Blueprint areas. Identify which one or two are bleeding most. Leave with a working hypothesis you can defend internally.

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DEFAULT ENGAGEMENT

Blueprint

Four weeks or less. Documented diagnostic across the seven Blueprint areas. Surfaces $100K+ in recoverable revenue plus the specific Core Build pricing for your scenario.

beffective.ca/revenue-blueprint-conversation

BEFFECTIVE · OPERATING BRIEF

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The operator that installs and runs the revenue system most companies never built.