

Business Transformation at the Intersection of Origination, Execution, and Measurement

For an owner-led growing construction company, performance improves when the front end, field execution, and financial visibility are managed as one connected system not as separate functions.



ORIGINATE	EXECUTE	MEASURE
<p>Find the Right Work</p> <p>We help clarify where the company should compete, which opportunities deserve pursuit, and how work should be qualified before estimating resources are committed.</p>	<p>Deliver with Discipline</p> <p>We help strengthen the handoff from sales and estimating to operations, so the team can deliver the project that was sold with fewer surprises and stronger margin protection.</p>	<p>Know the Score Early</p> <p>We help owners see job performance while the work is still in motion, so margin, cash flow, and execution issues can be corrected before it is too late.</p>

A Practical Diagnostic Framework for Contractors

Pillar	Client-Facing Diagnostic Question	Key Metric to Watch
Find Work	Are we consistently winning the right work at the right margin?	Bid-hit ratio by job type; estimated vs. actual margin by lead source
Do Work	Are we delivering the work with the same discipline and assumptions used to sell it?	Variance between estimated job cost and final job cost
Keep Score	Does ownership know the score while the game is still being played?	Time lag between job completion and knowing actual margin

Why Measurement Is the Keystone: when an owner cannot keep score in real time, it becomes difficult to know whether the breakdown is coming from how work is being originated, how it is being executed, or both.

Shapcott Lauber | Originate. Execute. Measure. | shapcottlauber.com