

MEASURE · IMPROVE · REALIZE

Hawkins & Hayes

SUSTAIN AND SCALE

CASE STUDY

CLIENT BACKGROUND

The client had modernized operations through prior efficiency and system-integration initiatives, but rapid success created pressure to scale. As new regional contracts emerged, leadership sought a structured approach to growth — one that preserved profitability and discipline. Hawkins & Hayes was engaged to embed sustainable systems, leadership bandwidth, and capital planning ahead of a medium-term recapitalization.

OUTCOMES AND DELIVERABLES

The engagement provided a clear, scalable framework for disciplined growth:

- **19% improvement in working capital utilization** freeing internal funds for expansion.
- **Blueprint for regional replication** with standardized playbooks and balanced scorecards.
- **Validated financial models** supporting capital strategy and bank readiness.
- **Sustained margin performance** despite 40% top-line growth.

EXECUTIVE SUMMARY

After completing a two-year transformation that doubled EBITDA, a leading construction firm faced a new challenge — how to scale growth without losing control. With multiple major contracts pending, leadership recognized the risk of overextension. Hawkins & Hayes was engaged to design a *growth architecture* that aligned people, systems, and capital to sustain performance through expansion. The engagement improved working-capital efficiency by 19%, strengthened organizational readiness, and enabled a 40% revenue increase while maintaining stable margins.

THE CHALLENGE

Having achieved operational stability, the company risked overextension as new projects outpaced management capacity.

- Rapid growth strained working capital and leadership oversight.
- Organizational design lagged behind the pace of expansion.
- Replicating success across new regions required formalized playbooks and governance.

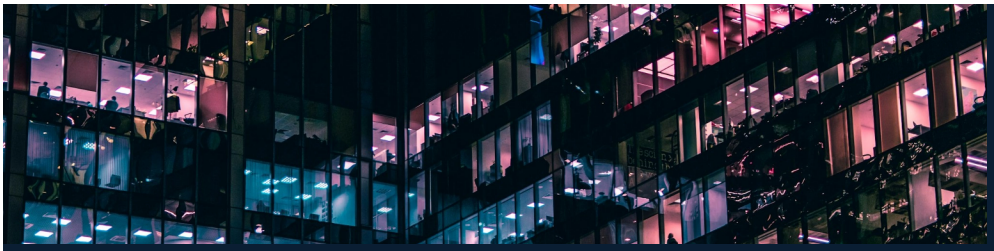
The goal was to scale *intelligently* — extending capacity without diluting performance or culture.

HAWKINS AND HAYES APPROACH

We focused on building a structured *growth architecture* — ensuring that expansion was deliberate, data-informed, and sustainable.

1. Scalability Assessment

- Evaluated organizational bandwidth across finance, operations, and delivery functions.
- Modeled headcount and working-capital requirements for 25%, 50%, and 100% growth scenarios.



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WHY SUSTAIN & SCALE MATTERS

Unstructured growth can erode hard-won progress. Hawkins & Hayes equips companies with the systems, metrics, and decision frameworks to expand confidently while preserving performance integrity. By embedding scalability discipline, organizations can grow faster, safer, and stronger — building enterprise value that lasts.

LEARNING & NEXT STEPS

Scaling success demands structure, not speed. This engagement demonstrated that sustainable growth depends on governance, capital foresight, and leadership alignment. The next phase ("Realize → Value Tracking & Reporting") will measure how scalability initiatives translate into enterprise value and long-term investor confidence.

CLIENT REFLECTION

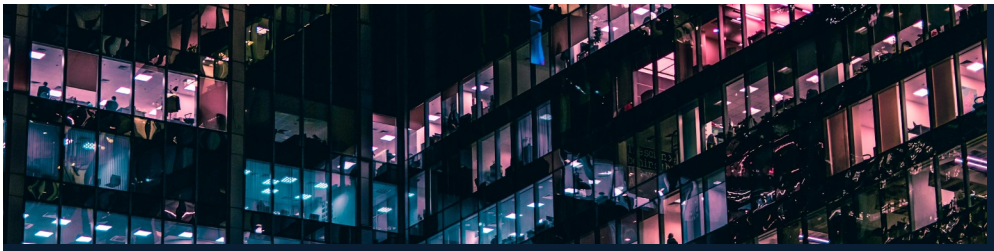
"We learned that scaling doesn't just mean growing — it means growing safely. Hawkins & Hayes gave us the blueprint to expand without unraveling the gains we'd fought for."

HAWKINS AND HAYES APPROACH CONTINUED

- **2. Structural Readiness**
- Redesigned the organizational chart to clarify decision rights and reporting lines.
- Developed growth playbooks to replicate high-performing regions and service lines.
- Introduced balanced scorecards tracking consistency in performance and culture during scale-up.
- **3. Capital & Capacity Alignment**
- Built a three-year capital plan linking liquidity and project pipeline forecasts.
- Developed bank-ready financial models to support expansion financing and investor confidence.

KEY FINDINGS

Insight	Description	Outcome
Scalability Index	Overall growth readiness socre on Hawkins & Hayes' assessment model	Improved from B- to A
Working Capital Efficiency	Cash Utilization improvement via optimized project flow and billing cadence	+19% efficiency; expansion funded without new debt.
Regional Expansion	Launch of standardized playbooks and governance frameworks	Two new regional offices opened within six months
Revenue Growth	Controlled Scaling maintaining prior margin levels	+40% revenue year-on-year with stable profitability.



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TIMELINE & WORKING WITH HAWKINS & HAYES

WEEK

1-2 · Week 1–2 · Orientation & Alignment
We begin with clarity — defining objectives, stakeholders, and value metrics. A kick-off workshop establishes scope, data access, and cadence of communication.

3-6 · Week 3–6 · Discovery & Diagnostics
Our team maps current-state performance through data analysis, stakeholder interviews, and benchmark comparisons. Early findings highlight where value is created, lost, or hidden.

11-14 · Week 7–10 · Design & Recommendation
Insights become solutions. We develop targeted initiatives — operational, financial, and leadership — prioritized by impact and feasibility.

7-10 · Week 11–14 · Implementation & Enablement
Change is embedded, not imposed. We standardize workflows, train teams, and integrate dashboards for visibility and accountability.

15+ · Week 15+ · Realization & Ongoing Support
Once improvement is sustained, we help clients track enterprise value, communicate results to stakeholders, and prepare for strategic options such as growth, transition, or exit.

START THE CONVERSATION

Start the conversation to discover how Hawkins & Hayes helps business owners quantify, protect, and grow enterprise value — from baseline clarity to strategic realization.

Hawkins & Hayes

Transforming operational progress into measurable enterprise value.

A STRUCTURED PATH FROM INSIGHT TO ENTERPRISE VALUE

When clients engage Hawkins & Hayes, they experience a disciplined, transparent process built to convert performance improvement into measurable enterprise value. Every engagement follows a clear execution rhythm and a proven methodology — ensuring focus, alignment, and accountability from day one.

THE HAWKINS & HAYES METHODOLOGY

Measure → Improve → Realize

A continuous cycle designed to identify opportunity, build capability, and convert progress into long-term enterprise value.

Phase	Focus	Modules
MEASURE	Establish truth before change	Operational Baseline Data & Diagnostic Analysis Opportunity Identification
IMPROVE	Embed systems, structure, and scale	Process Optimization System Alignment & Automation Capability & Accountability
REALIZE	Convert progress into enterprise value	Sustain & Scale Value Tracking & Reporting Strategic Realization

OUR PRMOISE

Clarity — Independent insight revealing where and how value is created.

Discipline — Systems and structure that sustain performance beyond engagement.

Results — Tangible financial and organizational impact that enhances valuation readiness.