

MEASURE · IMPROVE · REALIZE

Hawkins & Hayes

VALUE TRACKING & REPORTING

CASE STUDY

CLIENT BACKGROUND

The client, a 20-year-old industrial services company, had recently stabilized operations and improved efficiency but lacked visibility into how those improvements translated to enterprise value. As the owners prepared for outside investment, they needed to demonstrate clear cause-and-effect between operational initiatives and financial results. Hawkins & Hayes was engaged to design a value measurement system that converted internal progress into a credible investor-ready narrative.

OUTCOMES AND DELIVERABLES

The engagement transformed how management measured and communicated performance:

- **End-to-end value tracking system** linking operations to financial impact.
- **Automated dashboards** providing live margin and efficiency insight.
- **Monthly Value Creation Report** integrating commentary, variance, and forecast analysis.
- **Investor-ready presentation pack** substantiating valuation with defensible data.

EXECUTIVE SUMMARY

A $60 million industrial maintenance firm had completed major operational improvements but struggled to communicate results in financial terms. With a minority investment on the horizon, valuation discussions were stalling due to inconsistent reporting and weak linkage between operational gains and EBITDA growth. Hawkins & Hayes built a comprehensive *value tracking and reporting framework* that tied performance metrics directly to financial outcomes. Within 10 weeks, the company gained real-time transparency into its drivers of value, identified $1.2 million in incremental EBITDA, and secured a $14 million minority growth investment at a 6.7× multiple — one full turn above initial offers.

THE CHALLENGE

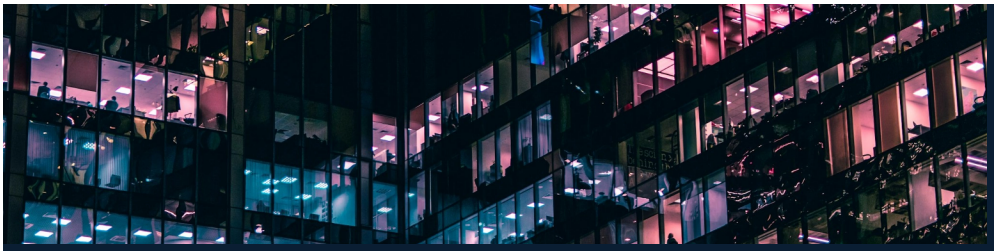
Operational success had outpaced financial storytelling.

- Reporting structures were fragmented across departments.
- Financial statements didn't reflect the impact of operational levers.
- Investors lacked clarity on what was truly driving EBITDA growth.

The challenge was to translate operational data into financial credibility — building confidence in both valuation and management capability.

HAWKINS AND HAYES APPROACH

We focused on bridging the gap between *internal performance* and *external perception* through disciplined value measurement and communication.



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WHY VALUE TRACKING & REPORTING MATTERS

Data without context limits credibility. Hawkins & Hayes helps companies transform operational progress into measurable financial outcomes, building investor-grade transparency and confidence. When leadership can prove value, not just claim it, enterprise worth accelerates — and so does opportunity.

LEARNING & NEXT STEPS

Quantified storytelling is the bridge between execution and enterprise value. By embedding a system for continuous value measurement, the client not only strengthened investor trust but also institutionalized performance transparency. The next phase ("Realize → Strategic Realization") will align these metrics with long-term shareholder value creation and governance reporting.

CLIENT REFLECTION

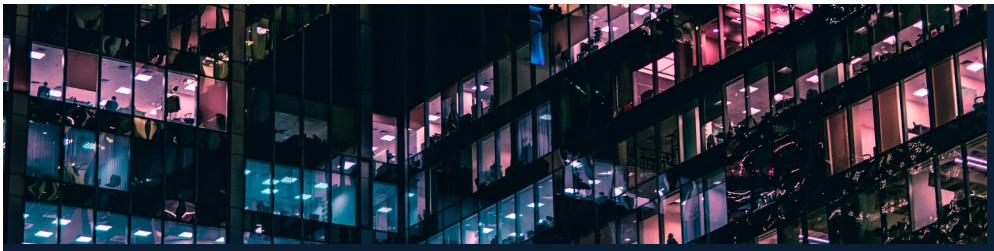
"Before Hawkins & Hayes, we were telling investors we were improving — but couldn't prove it. Their value reporting system made our progress visible, defensible, and ultimately bankable."

HAWKINS AND HAYES APPROACH CONTINUED

- **1. Value Driver Mapping**
- Reconstructed the P&L to align every major cost and revenue line with operational levers such as utilization, pricing discipline, and overhead efficiency.
- Defined a "Value Driver Tree" showing how daily activities influenced EBITDA.
- **2. Performance Dashboarding**
- Built dynamic dashboards visualizing performance against each value driver.
- Integrated ERP and accounting feeds to enable live margin tracking.
- Created a "Board View" highlighting trends in revenue quality, customer concentration, and working-capital efficiency.
- **3. Investor-Ready Reporting Pack**
- Produced a monthly *Value Creation Report* connecting initiatives to quantified financial impact.
- Designed standardized templates for investor data rooms and board governance compliance.

KEY FINDINGS

Insight	Description	Outcome
Quarterly Transparency	First-time visibility into margin progression and initiative impact.	Continuous tracking across all business units.
Untracked Value Identified	Operational gains previously buried in overhead	+$1.2 Million in incremental annual EBITDA.
Investor Confidence	Data-backed value narrative supporting valuation negotiations	$14 Million minority investment at 6.7x EBITDA (+1 turn uplift).



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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.