VALUEFABRIC MASTERCLASS

Business & Industrial Services Value Creation & Services Operating Intelligence™

One day. One generic services case. Three signals you may not be connecting.

A services-specific one-day masterclass for private equity, growth investors, family offices and their investment-backed business and industrial services companies.

The masterclass teaches the ValueFabric Detect and Interpret method through one generic services use case developed from ValueFabric's historical research, services-performance data and operating patterns.

Participants learn how to connect finance, field operations, workforce, scheduling and billing performance — without exposing confidential company data.

The masterclass leads into the Business & Industrial Services Value Creation Program, where the same method is applied individually to one services company using its own operational and financial systems environment, financial and operational data, KPIs, constraints and value-creation priorities.

THE DAY

Four working sessions using one shared services case.

Session	Focus	Artefact
1	Services Business Signal Pattern Intelligence — what is changing, how unusual is it and how urgent is it?	Services Company Signal Map
2	Higher-Order Services Signal Relationship Intelligence — what emerges when financial, operational, workforce and commercial signals connect?	Connected Utilisation and Constraint Map
3	Services Intervention Outcome Learning — which intervention is most likely to create value, and which can realistically be executed?	Services Intervention Prioritisation Matrix
4	Decisions Architecture & Verified Outcome Evidence — turning connected signals into owned action and measurable value	—

Participants leave with three first-pass artefacts developed through the generic services case — not notes.

The masterclass teaches the method. Company-specific diagnostics, decisions, execution and outcome measurement begin in the Business & Industrial Services Value Creation Program.

THE GENERIC SERVICES CASE

The masterclass uses one representative investment-backed business and industrial services company operating in an operational and financial systems environment.

Participants work with connected movements across areas such as:

- demand and quote-to-work conversion
- scheduling and dispatch adherence
- workforce utilisation and operating constraints
- work in progress and unbilled revenue
- technician and engineer availability
- first-time-fix, rework and callback quality
- subcontractor premium cost
- service-line and contract mix

- contribution margin
- working capital and cash conversion

The case is informed by ValueFabric's historical research, services-performance patterns and diagnostic logic, combined with the ValueFabric Services Operating Intelligence™ operating model.

No participant is required to provide or disclose confidential company data.

Learn the method on a generic services case.

Apply it to your own company in the Value Creation Program.

THE KPI THAT CONNECTS FINANCE AND OPERATIONS

Traditional performance management often optimises financial and operational KPIs independently.

Services Operating Intelligence™ connects them.

Billable utilisation is used as the integrating operating lens connecting:

> **Demand → Workforce Capacity → Scheduling & Dispatch → Constraints → Utilisation → Billing → Margin → Cash**

The objective is not simply to maximise activity.

The objective is to understand how the services system converts customer demand, workforce capacity, assets and capital into sustainable:

- EBITDA
- contribution and service-line margin
- cash flow
- working capital
- billable utilisation
- forecast accuracy
- retained earnings
- enterprise value

WHERE THE AI WORKS

The intelligence performs practical jobs that field, operational and finance teams recognise:

- detecting abnormal, persistent and urgent Business Signals
- connecting financial, operational, workforce and commercial signals
- identifying performance trajectories no individual KPI reveals
- distinguishing symptoms from connected root causes
- comparing interventions under relevant operating conditions
- connecting operational actions to expected EBITDA, cash and working-capital outcomes
- learning from verified Performance Outcomes

The masterclass applies the ValueFabric methodology and three intelligence lenses as practical executive decision disciplines available today.

The corresponding algorithmic systems are on the ValueFabric product roadmap.

Static intelligence describes what happened.

Adaptive intelligence improves because of what happened.

POWERED BY TWO COMPLEMENTARY DISCIPLINES

VALUEFABRIC — OPERATING INTELLIGENCE

ValueFabric connects Business Signals, Operating Intelligence, Decisions Architecture, Execution Support and verified Performance Outcomes.

It helps leadership identify emerging risks, prioritise interventions and determine whether measurable services value was created.

CONTINUOUS FP&A — THE FINANCIAL LAYER

A continuous FP&A environment connects financial modelling, planning, forecasting, consolidation and reporting within one continuous financial-management environment.

It provides the financial foundation that enables finance to respond at the speed of services operations. ValueFabric is FP&A-vendor-neutral and integrates with the company's existing or preferred FP&A environment.

TOGETHER

Services Operating Intelligence™ creates a connected decision environment where:

Intelligence leads to action.

Action improves billable utilisation and operational performance.

Improved performance creates measurable EBITDA, cash and enterprise value.

FACULTY

Each masterclass is led by the ValueFabric Founding Faculty and, where relevant, strengthened by selected ownership, services, field-operations, workforce and dispatch, job-costing, FSM, FP&A and operational experts from the ValueFabric Tier 1 network.

FOUNDING FACULTY

- Jeffrey Van der Eijk
- Robert Nürnberger
- Chris Young

Relevant featured faculty and guest experts are configured around the cohort profile and services case.

One Core Faculty. Expertise Configured Around the Services Company.

THE CASH AND BILLING-CYCLE SIGNAL

Of the signals participants learn to recognise, the cash line moves first and forgives least.

You can hit every EBITDA target and still run out of cash.

A services company can remain close to its EBITDA plan while:

- work in progress absorbs liquidity
- unbilled revenue and retention build
- subcontractor premium cost rises
- receivables age
- subcontractor and payroll obligations become more urgent
- fleet and equipment capital expenditure continues
- operational and scheduling inefficiencies consume cash

Any participant who recognises their own company in that trajectory can request a complimentary two-hour 13-Week Liquidity Working Session, separate from the Masterclass and Program track.

FORMAT AND INVESTMENT

Element	Detail
Duration	One day, 09:00–17:00
Delivery	Live online, open enrolment · or private in-company, on location
Group	Maximum 20 participants per session
Case	One generic services case based on ValueFabric research and services-performance patterns
Preparation	Short executive intake covering role, ownership lens, services context and operational and financial systems environment
Masterclass	€1,450 per participant · online
Team of 3+	€1,150 per participant · online
In-company	From €18,000 · up to 16 participants · on location

The full Masterclass fee is credited against the Business & Industrial Services Value Creation Program for any firm or company that proceeds within 90 days.

START HERE

Not another AI course.

Not another field-service-software training.

One day inside a practical operating system for services value creation.

Detect and interpret in one day.

Decide, execute, measure and prove in twelve weeks.

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SERVICES OPERATING INTELLIGENCE™