

Business & Industrial Services Value Creation & Services Operating Intelligence™

Detect earlier. Connect finance and operations. Execute faster. Prove value over time.

An individual 10–12-week engagement for one investment-backed business and industrial services company.

The Program applies the ValueFabric Operating Intelligence methodology and Continuous FP&A capabilities directly to the company's own:

- operational and financial systems environment
- financial and operational data
- sites, branches and service-delivery model
- workforce, subcontractor and procurement information
- billing-cycle and working-capital position
- KPIs and baselines
- constraints and interventions
- investment thesis
- ownership endpoint

Unlike the Masterclass, which uses one generic services case, the Program is built entirely around the participating company's real situation and data. It follows the structure, ownership lenses, capability journey, faculty model and commercial architecture of the locked ValueFabric Executive Program.

WHY THE PROGRAM EXISTS

Services value creation can no longer depend primarily on financial engineering, isolated cost reduction, temporary procurement savings or disconnected technology initiatives.

Services companies already have significant data in field service management systems, ERP, scheduling and dispatch systems, job-costing systems, data warehouses and operational reports.

The challenge is connecting that information to:

Business Signals → Operating Intelligence → Decisions Architecture → Execution Support → Performance Outcomes

The Program helps investors and services leadership teams determine:

- where services performance is weakening
- which branches, service lines, contracts or customer segments require attention
- which constraints are limiting utilisation, margin and cash
- where billing-cycle and working-capital pressure are developing
- which operational and financial signals are connected
- which intervention is most likely to create value
- how interventions should be prioritised and sequenced
- where AI, automation and Continuous FP&A can create measurable impact
- how operational systems, finance, operations and data ownership should work together
- whether the expected value was actually created

THE PROGRAM

The engagement follows three phases.

Phase 1 — Detect and Interpret

Understand where services risk and value-creation potential are developing.

Phase 2 — Decide and Execute

Translate Operating Intelligence into prioritised interventions, accountable ownership and a 100-day execution plan.

Phase 3 — Measure and Prove

Compare expected and actual outcomes, assess attribution confidence and build defensible evidence for the ownership endpoint.

TEN CAPABILITY DOMAINS

	Program domain	Key output
1	Services Value Creation Economics and AI	Investment Thesis-to-Services Signal Map
2	Services Business Signal Pattern Intelligence	Services Company Signal Map
3	Services EBITDA and Margin Quality	Services EBITDA and Margin Quality Bridge
4	Billing Cycle, Working Capital and Capital Resilience	Billing Cycle and Cash Early-Warning Map
5	Demand, Quote and Revenue Quality	Demand, Quote and Revenue Quality Map
6	Services Intervention Outcome Learning	Services Intervention Prioritisation Matrix
7	Higher-Order Services Signal Relationship Intelligence	Connected Utilisation and Constraint Map
8A	Buy-and-Build and Post-Merger Services Integration	Services Integration Intelligence Blueprint
8B	Minority Ownership Services Value Creation	Influence and Intervention Rights Map
9	Decisions Architecture, Continuous FP&A and Execution Support	100-Day Services Decision and Execution Architecture
10	Verified Performance Outcomes and Endpoint Readiness	Verified Services Value Creation and Evidence Pack

WHAT THE ENGAGEMENT PRODUCES

The work resolves into five executive outcomes.

1. Services Signal Architecture

Built from:

- Investment Thesis-to-Services Signal Map
- Services Company Signal Map
- Demand, Quote and Revenue Quality Map
- Connected Utilisation and Constraint Map

2. Financial Value and Resilience Case

Built from:

- Services EBITDA and Margin Quality Bridge
- Billing Cycle and Cash Early-Warning Map

3. Intervention and Execution Plan

Built from:

- Services Intervention Prioritisation Matrix
- 100-Day Services Decision and Execution Architecture
- Operational Systems and AI Execution Deployment Plan

4. Ownership-Specific Blueprint

Built from either:

- Buy-and-Build Services Integration Intelligence Blueprint

or:

- Influence and Intervention Rights Map

5. Verified Services Value Case

Built from:

- Verified Services Value Creation and Evidence Pack
- Services Operating Intelligence Roadmap
- applied services capstone

THE THREE INTELLIGENCE LENSES

Business Signal Pattern Intelligence

What is changing, how unusual is it and how urgent has the signal become?

Intervention Outcome Learning

Which intervention worked, under which conditions, with what impact and what should happen next?

Higher-Order Signal Relationship Intelligence

What new risk or opportunity emerges when services signals, sequences and patterns are connected?

These are applied today as practical executive decision lenses.

The corresponding algorithmic layers are part of the ValueFabric platform roadmap.

POWERED BY VALUEFABRIC

ValueFabric — Operating Intelligence

Connects:

- company context
- Business Signals
- connected patterns
- decisions
- interventions
- execution
- KPI movements
- financial outcomes
- verified learning

Continuous FP&A — the financial layer

Connects:

- financial modelling
- planning
- forecasting
- consolidation
- reporting
- performance management

ValueFabric is FP&A-vendor-neutral and integrates with the company's existing or preferred FP&A environment.

Together

The Program connects the company's existing operational and financial systems environment to a governed decision and outcome architecture.

Operational and financial systems provide the data.

The Continuous FP&A layer creates the continuous financial-management environment.

ValueFabric connects signals, decisions, execution and verified outcomes.

Management and field teams create the value.

THE APPLIED SERVICES CAPSTONE

The final capstone is not a general AI strategy presentation.

It is a decision-ready services value-creation case built from the company's own data.

It includes:

- investment thesis and downside risks
- EBITDA and margin quality
- billing cycle, working capital and liquidity
- priority Services Business Signals

- connected utilisation and constraint analysis
- prioritised intervention portfolio
- 100-Day Decisions Architecture
- operational-systems and execution requirements
- measurement and attribution architecture
- ownership-endpoint readiness plan

OWNERSHIP LENSES

The Program is applied through one of three ownership realities:

Control ownership

Private equity and majority ownership, focused on EBITDA, cash conversion, leverage, MOIC, IRR and exit readiness.

Minority ownership

Growth and venture ownership, focused on contribution margin, burn, runway, capacity scalability and next-round readiness.

Permanent ownership

Family offices and direct holdings, focused on cash yield, resilience, retained earnings, capital preservation and long-term competitiveness.

FACULTY

The Program retains the existing ValueFabric faculty structure.

Founding Faculty

- Jeffrey Van der Eijk
- Robert Nürnberger
- Chris Young

Featured Executive Faculty

- Raman Julka
- Dr. Alexis Owtscharov
- Johanna von Herman
- Narendra Cherlopalli
- Dr. Mark Eger

Guest Experts

- Carsten Wittmann
- Eric Mouilleron
- Frank Petermann
- Nitin Madan

Selected services, field-operations, workforce and dispatch, job-costing, FSM, FP&A and operational experts are added according to the company's sector, operating model and value-creation priorities.

One Core Faculty. Expertise Configured Around the Services Company.

FORMAT AND INVESTMENT

Element	Detail
Model	Individual engagement delivered per services company
Duration	Typically 10–12 weeks
Data	The company's own operational, financial, workforce and billing-cycle data
Delivery	ValueFabric-led, with selected experts where relevant
Confidentiality	One company, one engagement
One company	From €45,000
Five companies	From €175,000 — €35,000 per company
Ten companies	From €300,000 — €30,000 per company

Element	Detail
Portfolio-wide	On request

Continuous FP&A implementation, licensing and broader technical rollout are scoped separately where applicable.

The full Business & Industrial Services Masterclass fee is credited against the Program when the firm proceeds within 90 days.

FOUNDING PARTNERSHIP

The first engagements are founding partnerships.

Founding partners help shape:

- services signal definitions
- KPI architecture
- intervention taxonomy
- decision logic
- evidence standards
- platform capabilities

Their verified outcomes may contribute to the intelligence base, subject to governance, consent and confidentiality.

Client-owned data remains client-owned.

Participation in shared benchmarking, learning or Cross-Company Intelligence is opt-in.

START HERE

Not bespoke consulting.

Not a generic course.

Not another field-service-software implementation project.

A practical services value-creation engagement that connects:

Operational and Financial Data → Business Signals → Operating Intelligence → Decisions Architecture → Execution Support → Performance Outcomes

Detect earlier.

Connect finance and operations.

Decide better.

Execute faster.

Measure rigorously.

Learn continuously.

Prove value at the ownership endpoint.

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VALUEFABRIC AG

SERVICES OPERATING INTELLIGENCE™