ALDER SERVICE CO.

Q4 operating review

FY2026 leadership discussion

Decision: a six-week delivery pilot

Revenue grew as delivery slipped

$1.20m

Revenue

Q3 $1.00m / +20%

42%

Gross margin

Q3 46% / down 4 pp

82%

On-time delivery

Q3 92% / down 10 pp

Revenue rose while margin and delivery rates fell.

Q4 revenue rose 20% over Q3



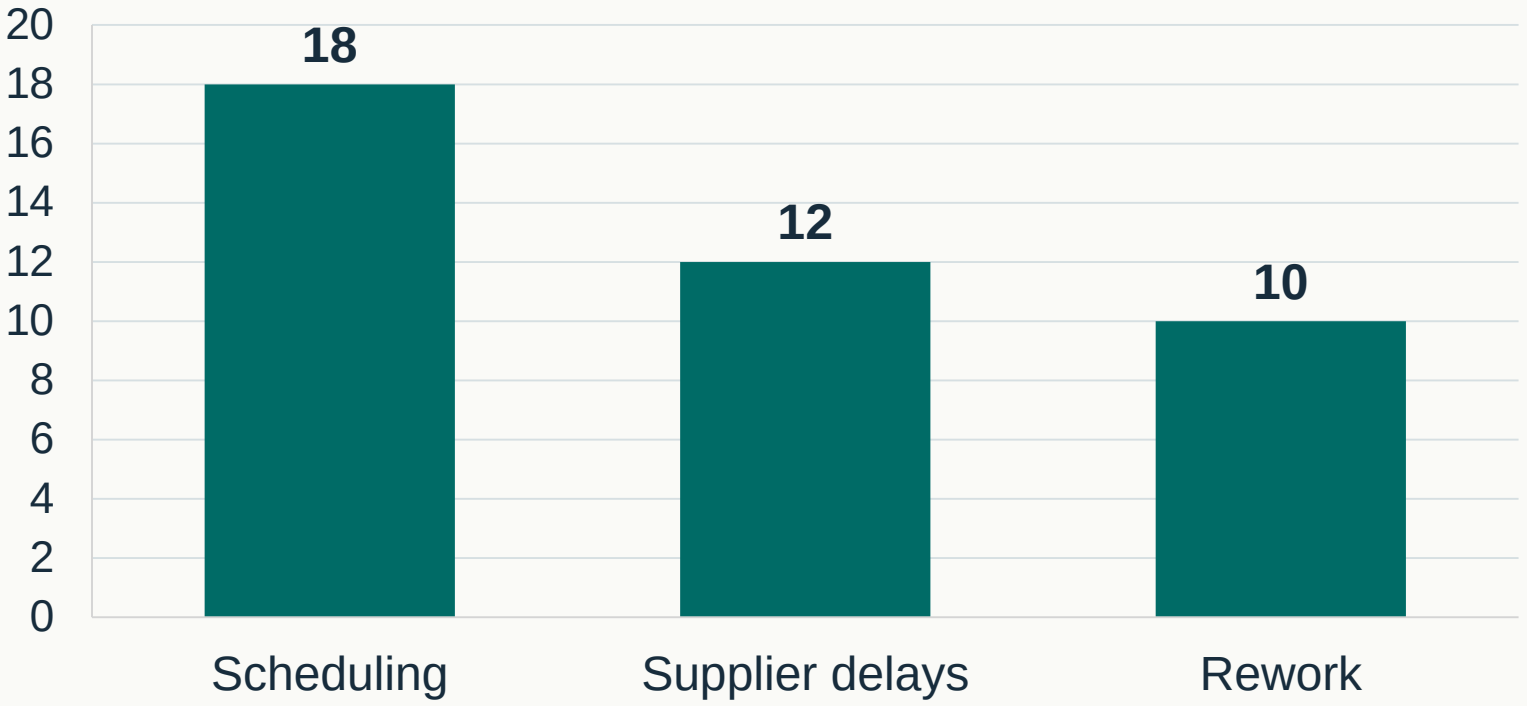
+$200k

Q4 versus Q3

Revenue growth alone does not establish better profitability.

Scheduling accounts for 45% of late jobs

Q4 late jobs, one primary cause per job



18 of 40

late jobs relate to scheduling

The pilot will test a daily scheduling review.

Delivery pilot over six weeks

01

Weeks 1–2

Set the baseline

Operations lead

Daily scheduling review

02

Weeks 3–5

Run with one crew

Dispatch lead

Trial the daily review

03

Week 6

Evaluate results

Finance lead

Check cost and outcomes

Proposed budget cap: $18,000

Approval requested: $18,000 pilot

Operations lead owns the pilot.
Leadership reviews results at the end of week 6.

Continuation criteria

On-time delivery ≥90% **Gross margin ≥42%**
Total spend ≤$18,000

If any criterion fails, pause expansion and revise the pilot.