

Expand the territory. Validate the demand.

Illustrative Focused Brief • October 30, 2026

FICTIONAL DEMONSTRATION. All companies, operating figures and scenario inputs below are invented. This is a worked decision example, not a market forecast or a client result.

Decision

Should a hypothetical Southwest Florida commercial service contractor add a second service territory now, or test demand using its existing team first?

Executive assessment

Run a bounded demand test before adding permanent capacity. In this example, the visible opportunity is attractive but neither repeat purchasing nor delivery economics has been established. A prospect list alone does not justify a new crew.

Illustrative inputs

Assumption	Invented scenario input
Buyer screen	12 apparently relevant commercial sites
Buyer conversations	4 conversations; 2 requests for pricing; no signed work
Expansion cost	\$18,000 per month in additional fixed operating cost
Job economics	\$1,500 contribution per completed job before expansion fixed costs
Existing capacity	A limited pilot can use available crew time; availability must be checked

What the numbers imply

$\$18,000 \div \$1,500 = 12$ additional completed jobs per month to cover the assumed incremental fixed cost. That is a contribution break-even illustration, not a full financial model. Travel, rework, payment timing and capacity constraints could increase the requirement.

Confidence and gaps

High confidence in the arithmetic under the stated assumptions. Low confidence in demand because the scenario contains no signed work or repeat-order history. A real engagement would verify buyer identity, purchasing authority, procurement timing and competing offers.

A practical validation plan

1. Define the comparison

Choose one service, one buyer type and one territory. Record what is included, response expectations, exclusions and the geographic boundary.

2. Check the public evidence

Compare official company service pages, dated project and permit records where relevant, and published procurement notices. Distinguish active projects from proposals; permits do not prove available subcontract work.

3. Validate buying intent

Ask the actual purchasing team about need, timing, incumbent arrangements and qualification requirements. Two pricing requests do not establish two jobs.

4. Test delivery economics

Use a limited pilot to measure travel, labor, rework, collection timing and contribution. Agree the maximum pilot spend internally before committing.

5. Decide against explicit criteria

Advance only if verified recurring demand and delivery capacity support the required contribution with a management-selected buffer. Otherwise narrow the territory, revise the offer or pause.

What would change the assessment?

Signed recurring work, realistic start dates and pilot results supporting the assumed contribution could justify expansion. Long procurement cycles, weak payment terms or substantial travel costs would favor waiting. These are decision conditions, not predictions.

How a real Focused Brief differs

The client's question and scope are agreed first. Public-source findings are dated and referenced; assumptions, assessment, confidence and unresolved questions are separated. Private interviews, paid datasets and specialist technical work require separate scope and access.

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