

A founder who had become the operations department

BUSINESS	Meridian Interiors — commercial interior fit-out
SIZE	Founder-led • 18 staff across sales, design and site delivery
STARTING POINT	Growing order book; founder approving every quote, drawing and variation
ENGAGEMENT	Ops audit → Discovery → Systems Build → Re-score
BUILD WINDOW	10 weeks, scoped after Discovery

Meridian Interiors was winning more work than it could comfortably deliver. The order book was healthy — but every quote, every drawing revision and every on-site variation routed through the founder before it could move. When she travelled, projects stalled. When two jobs peaked at once, handovers between the sales team and the site team slipped, and work had to be redone. The business could not grow past what one person could personally hold.

The founder didn't need advice on what good looked like. She needed the knowledge in her head turned into systems her team could run without her in the room.

THE DIAGNOSIS

Symptoms in, root cause out

We work like an operations GP — we diagnose the real cause before recommending anything. A complimentary Ops audit gave the first read; paid Discovery went deeper, interviewing the team rather than only leadership, because the picture from the founder's seat alone is rarely the full one. Mapping how the business actually ran surfaced the true cause beneath the symptoms:

- No defined handover between winning a job (Lead Conversion) and delivering it (Customer Fulfillment) — each project was re-explained by memory.
- No standard route for approving variations, so margin leaked on work that was done but never billed.
- Financial visibility arrived weeks late, so pricing decisions were made on feel rather than numbers.

The root cause wasn't the people or the workload. The business ran on the founder's availability instead of on documented, repeatable systems.

THE BUILD

Systems the team can run on its own

Discovery defined exactly what to build and in what order — sequenced for the client's outcomes, not for a template. Over ten weeks we designed and installed the priority systems, each documented so the team owns it:

- **Lead Conversion → Customer Fulfillment handover:** a single, documented path from accepted quote to delivered project, so nothing depends on the founder re-explaining it.
- **Variation approval built into Finance:** every change to scope is captured, approved and billed as standard — closing the margin leak.
- **Management rhythm:** a weekly operating cadence and clear ownership, so problems surface and get solved without escalating to the founder.

Our real value is in the *how* — the judgement underneath the plan: what to build, in what order, and why. That is what makes the systems hold once we step back.

THE PROOF · SYSTEM MATURITY SCORECARD

Measured, not assumed

1.7 → 3.5 OVERALL MATURITY
BASELINE → RE-SCORE

SYSTEM	BASELINE	RE-SCORE	LIFT
Marketing	 2	 3	+1
Lead Generation	 2	 3	+1
Lead Conversion	 1	 4	+3
Customer Fulfillment	 2	 4	+2
Finance	 2	 4	+2
Management	 1	 3	+2
Overall maturity	1.7	3.5	+1.8

The largest gains sit precisely where Discovery pointed — Lead Conversion, Customer Fulfillment and Finance — because the build was sequenced for those outcomes rather than for an even-looking scorecard.

THE OUTCOME

Room to Lead

- Quotes go out and projects run to a documented standard without the founder's sign-off on every step.
- Variations are now captured and billed as standard — closing a margin leak that was quietly costing the business every quarter.
- The founder is freed for the work only she can do: setting direction, building the relationships that matter, and growing the business at a pace its operations can actually carry.

This is sustainable growth — growth the business can hold, not growth that outruns it.

“For the first time, a quote can go out and a project can run without landing on my desk. I set direction now — I'm not the bottleneck.”

— FOUNDER, MERIDIAN INTERIORS

START HERE

Give your business room to lead.

Every engagement starts with a complimentary Ops audit — a clear read on where your business stands.

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