Fox Healey & Co
COMMERCIAL PERFORMANCE CONSULTANCY

ILLUSTRATIVE COMMERCIAL STUDY / 03

Choosing growth worth pursuing

Connecting technical capability with commercial discipline

A clearer route from commercial questions to decisions

1. Validate the buying need
2. Prove delivery readiness
3. Commit resources selectively

THE BUSINESS CONTEXT

a specialist engineered-components manufacturer serving demanding technical applications.

An anonymised example of approach, adapted from independent research and strategy preparation. No commissioned engagement, implementation or achieved results are claimed.

Build the evidence before investing

Combine records, customer explanations and operational evidence. Where these disagree, record the uncertainty and test it before recommending investment.

Evidence area	What to establish	Interpretation check
Buying need	Validate applications, decision makers, procurement routes and competing options.	A large addressable market is not proof of accessible demand.
Capability gap	Classify repeat, modified and first-of-kind requirements.	Include test evidence and qualification effort in the estimate.
Execution exposure	Review engineering capacity, suppliers, testing and delivery dependencies.	Check the effect on committed customer programmes.
Commercial quality	Model contribution, development cost, payment terms and cash milestones.	Use documented assumptions and downside sensitivity.

Match the response to the evidence

Illustrative combinations. Define thresholds from the business baseline; no company performance is plotted here.

Higher technical & delivery readiness / higher commercial attractiveness

Strong fit and economics: progress subject to the agreed approval gates.

Higher technical & delivery readiness / lower commercial attractiveness

Strong fit but weak economics: reprice, reshape scope or decline.

Lower technical & delivery readiness / higher commercial attractiveness

Attractive economics but weak readiness: fund validation only if justified.

Lower technical & delivery readiness / lower commercial attractiveness

Weak readiness and economics: defer or decline; preserve capacity.

Turning technical capability into choice

Opportunity selection starts with a customer problem and an achievable route to delivery. Market size and technical fit are useful inputs, but neither is sufficient to justify development or bid expenditure.

PROPOSED JOURNEY | RESPONSIBILITIES TO VALIDATE

01 **Customer need**	Sales / application specialist Need: Problem, buying reason and decision process Action: Confirm an accessible customer and a relevant need.
02 **Technical fit**	Engineering / quality Need: Specification, qualification and development effort Action: Distinguish proven capability from work still required.
03 **Delivery readiness**	Operations / supply chain Need: Capacity, testing, lead time and dependencies Action: Establish a feasible route to fulfilment.
04 **Commercial decision**	Sales / finance / management Need: Contribution, terms, cash and risk ownership Action: Approve, defer or decline with explicit conditions.

These gates may be revisited as evidence improves. A market score cannot override a failed mandatory requirement. Safety, quality, qualification and contractual issues need review by the appropriate specialists.

Read across each stage: who is involved, what evidence is needed and what action makes the next decision easier.

Start small. Make the decision clear.

Which opportunities make best use of existing technical strengths without exposing the business to disproportionate development, delivery or financial risk?

THE PROPOSED TEST

Shortlist two or three application areas and build named-account hypotheses. Hold customer discovery discussions and a joint sales, engineering, operations and finance review. Use explicit bid/no-bid criteria covering technical readiness, evidence requirements, delivery feasibility, contribution and payment exposure. Validate the buying need before funding development.

What the work should produce

A prioritised application shortlist, customer and partner maps, an agreed bid-review framework and a staged action plan. The intended output is a defensible choice about where to pursue growth and what evidence is needed before committing.

Three checks before expanding

Customer value	Is there a validated buying need and access to decision makers?
Operational fit	Can qualification, engineering and delivery be achieved?
Commercial return	Do contribution, terms and cash justify the commitment?

Decision: expand, refine or stop. Record the evidence, owner and next review point.

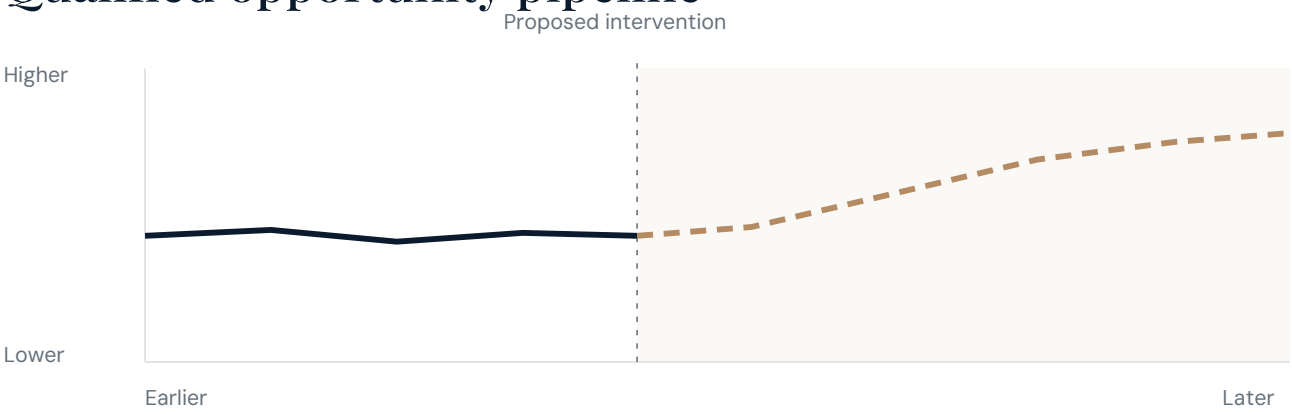
Start with the free Commercial Performance Snapshot

What improvement could look like

Directional illustrations help explain the intended change and its conditions. The line shapes are schematic; they do not imply a rate, timing or size of improvement.

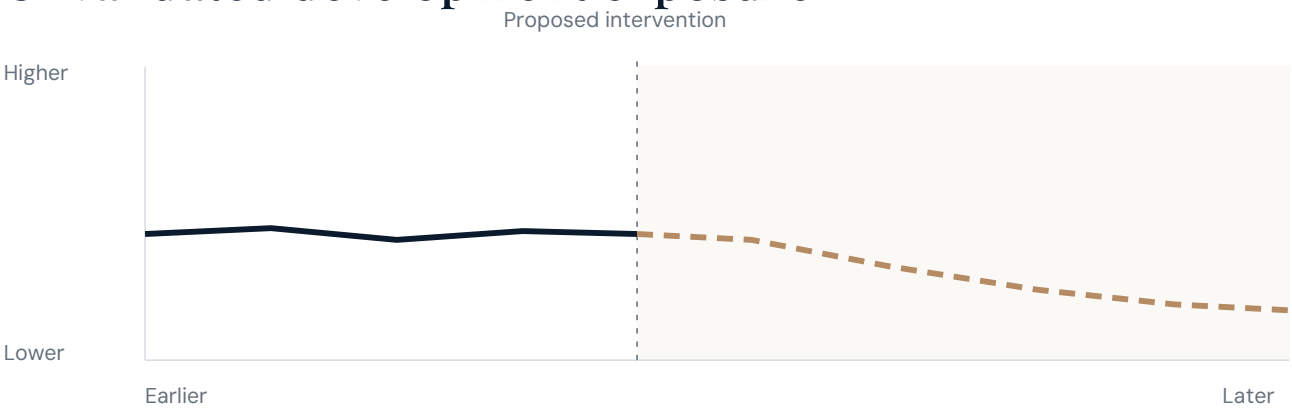
Illustrative baseline — Potential direction following improvement

Qualified opportunity pipeline



Improvement would depend on access to relevant buyers and evidence of a viable application, qualification route and delivery plan. Track opportunity quality as well as volume.

Unvalidated development exposure



Earlier customer validation and explicit bid gates could reduce resources committed to unproven needs. This does not imply that total development investment should fall; justified investment may increase.

Conceptual illustration only. Does not represent measured performance or a forecast. Actual outcomes may improve, remain unchanged or worsen.

Turn the plan into accountable action

Sequence work by evidence gates. Timing depends on access, buying cycles and data quality; this is a proposed plan rather than a delivery commitment.

01

Screen

Shortlist applications using customer need and existing strengths. Make assumptions explicit.

Gate: named buying roles and a credible customer problem.

02

Validate

Test the buying need and map qualification, development and delivery requirements.

Gate: evidence supports a viable route to supply.

03

Shape

Build the offer, delivery plan, contribution estimate and cash profile together.

Gate: cross-functional bid approval and clear limits.

04

Commit

Approve a staged pursuit plan with owners, review points and stop conditions.

Gate: continue only while the investment case holds.

Ownership and measurement

Sales owns customer access and opportunity quality. Engineering and quality own technical evidence. Operations and purchasing assess delivery feasibility. Finance validates contribution and cash. Management authorises risk and resource commitments.

Qualified opportunity	A documented buying need with customer access, an owner and an agreed next decision.
Bid conversion	Won bids / bids reaching a recorded decision; analyse by application and work type.
Expected contribution	Forecast revenue less the agreed delivery and opportunity-specific costs; show assumptions.

HOW THE DECISION COULD CHANGE

If a promising application requires substantial unproven development, separate a limited validation phase from a full sales commitment. If qualification cost or cash exposure changes, reopen the approval decision rather than protecting a sunk bid effort.