Fox Healey & Co
COMMERCIAL PERFORMANCE CONSULTANCY

ILLUSTRATIVE COMMERCIAL STUDY / 01

From specification to order

Protecting value across the project buying journey

A clearer route from commercial questions to decisions

1. Retain the specification
2. Connect the buying chain
3. Test the service economics

THE BUSINESS CONTEXT

a specialist building-products supplier selling through a project and stockist network.

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
Project history	Trace enquiry, specification, quotation, order and loss records using a consistent project ID.	Avoid counting several quotes for one project as separate wins.
Customer explanation	Interview a balanced sample of designers, buyers, installers and stockists.	Separate documented reasons from internal assumptions.
Technical continuity	Review document versions, alternative approvals and handover requirements.	Qualified personnel must establish technical suitability.
Service economics	Estimate support hours, order contribution, freight and stock implications.	Check whether improved retention covers the added service cost.

Match the response to the evidence

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

Higher specification retention / higher contribution after support

Support is effective; maintain the standard and monitor changes.

Higher specification retention / lower contribution after support

Demand is retained but support is costly; simplify the process.

Lower specification retention / higher contribution after support

Service is efficient but orders are lost; investigate buying decisions.

Lower specification retention / lower contribution after support

Both retention and economics are weak; redesign before expanding.

Where specification value can be lost

The buying journey involves several organisations. A product can remain technically suitable yet lose the order when information, responsibility or availability breaks down.

PROPOSED JOURNEY | RESPONSIBILITIES TO VALIDATE

01 Design & selection	Designer / specifier Need: Application, performance and evidence requirements Action: Record the selected solution and decision basis.
02 Tender & procurement	Contractor / purchaser Need: Approved alternatives, cost and lead time Action: Confirm who can authorise a change.
03 Supply & installation	Stockist / installer Need: Availability, correct selection and installation guidance Action: Connect the order to the project and current documents.
04 Handover & support	Client / asset owner Need: Product records and ongoing support information Action: Provide an agreed handover record and named contact.

This is a proposed information flow, not a universal construction process. Responsibilities and approval routes must be confirmed for the application. Commercial follow-up never replaces technical approval.

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.

How could a supplier improve its chances of remaining the preferred solution from initial design through purchasing, installation and handover?

THE PROPOSED TEST

Select one application and a manageable group of projects. Create a shared project record with named owners, decision stages, approved document versions and a clear supply route. Test coordinated follow-up and a simple handover pack before investing in a larger portal. Technical suitability and product claims remain with qualified technical personnel.

What the work should produce

A buying-chain map, evidence-backed loss themes, a prioritised improvement proposal and a pilot scorecard. The intended value is a clearer decision on where coordinated customer support could protect demand and margin.

Three checks before expanding

Customer value	Do stakeholders use the information and find it useful?
Operational fit	Can the team maintain records and technical responsibilities?
Commercial return	Does retained contribution justify the additional support?

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

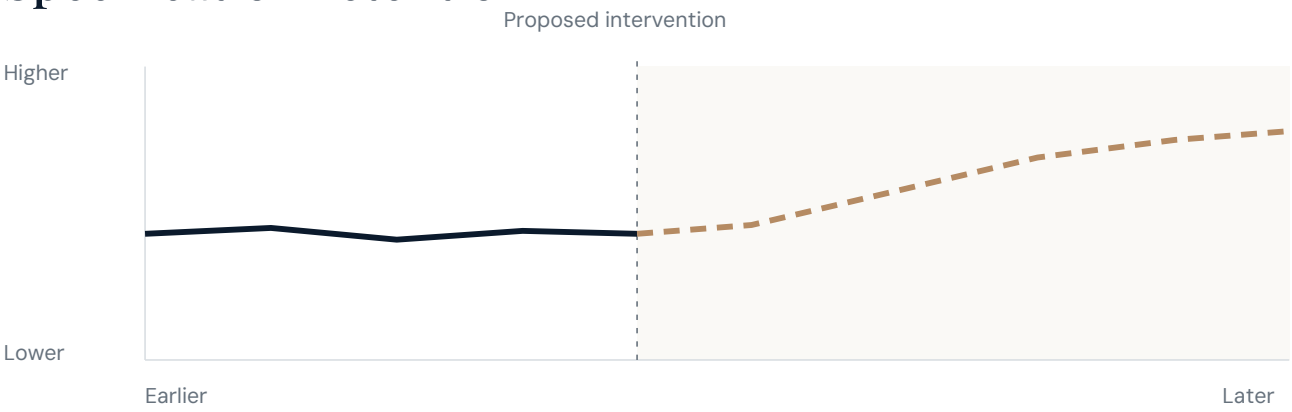
Start with the free Commercial Performance Snapshot

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.

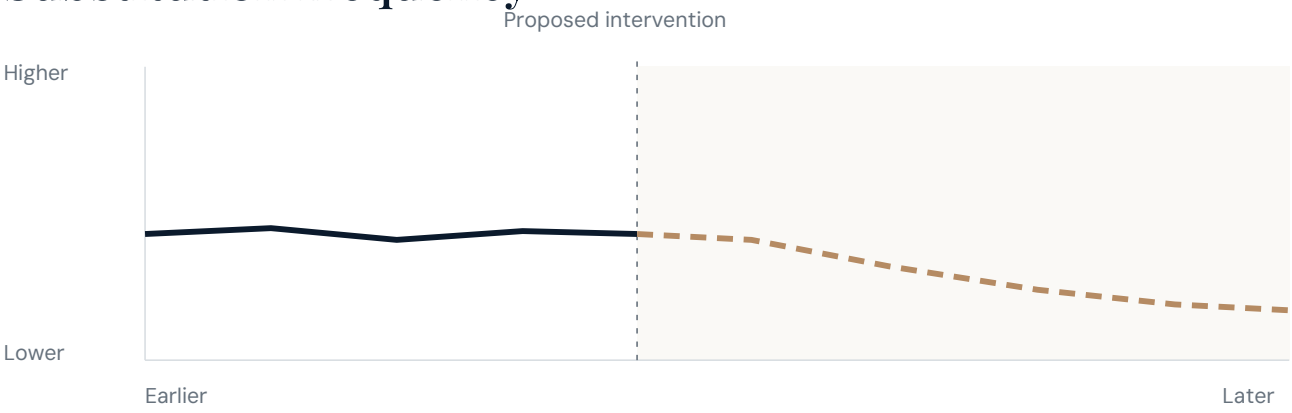
Illustrative baseline — Potential direction following improvement

Specification retention



A potential improvement would depend on earlier stakeholder contact, current technical documentation and a clear route to supply. Confirm retention using comparable projects reaching a buying decision.

Substitution frequency



A reduction would depend on understanding why alternatives are chosen and addressing avoidable information or availability gaps. Some substitutions may remain appropriate for the application.

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

Baseline

Choose an application and define the project cohort. Reconcile records and document missing evidence.

Gate: comparable projects and usable identifiers.

02

Design

Agree owners, mandatory fields, document control and a light-touch handover process.

Gate: technical and commercial responsibilities are clear.

03

Test

Follow live projects, log substitutions and interview users about information gaps.

Gate: adoption and support effort are visible.

04

Review

Compare conversion, retention, customer feedback and support economics with the baseline.

Gate: expand, revise or stop with a recorded reason.

Ownership and measurement

Commercial lead owns project follow-up. Technical personnel own suitability and approved documentation. Stockist and operations contacts confirm supply information. Management reviews economics and the decision to scale.

Conversion	Won eligible projects / eligible projects reaching a recorded buying decision.
Retention	Orders retaining the specified solution / traceable specified projects reaching a buying decision.
Support return	Order contribution after agreed incremental support and fulfilment costs.

HOW THE DECISION COULD CHANGE

If the pilot records fewer substitutions but significantly more support hours, the next decision is to simplify the handover or narrow eligibility before expanding. A better retention rate alone does not establish a better commercial outcome.