

Sample memo from Athena. QuickFix Appliance Repair is a house case built on synthetic operating records so the analysis can be shared. The memo below is Athena's output as delivered to the client.

QuickFix: keep the current van and measure the work it cannot serve

1. **Keep the current van as your operating plan.**
2. Improve one-van scheduling and scheduled appointment retention during a six-week check.
3. **Hold off on the second technician, van, and proposed CAD 10,000 subcontractor budget.**

Sam, you said emergency demand is “outgrowing me.” The job spreadsheet shows more emergency visits but does not establish enough new paying work to justify another van.

More emergencies have not meant more valuable work

Measured emergency visits rose from 64 in January–March to 140 in April–June. Scheduled visits fell from 133 to 80. That left just 23 more first visits overall. The pattern suggests some emergency growth replaced scheduled work; the spreadsheet cannot show how much was genuinely new or caused by the April ad.

You described the 50 percent emergency labor premium and said that work felt like your “best money.” The billing arithmetic supports the premium. The measured average emergency invoice was about CAD 337 per first visit, about CAD 19 below the scheduled average of CAD 357. After recorded parts and linked free callbacks, emergency repairs brought in about CAD 79 per recorded owner hour, against about CAD 117 for scheduled repairs. Those amounts still have to cover labor, the van, and overhead.

Driving took about 46 percent of recorded time on emergency first visits. Emergency repairs also had a recorded callback rate of about 27 percent, against about 3 percent for scheduled repairs. The disadvantage remains within Fairview: about CAD 84 per recorded owner hour for emergency work, against about CAD 118 for scheduled work. Westbrook trips deserve careful routing, but they are not the whole cause. Across all visits, driving was about 30 percent of recorded onsite-plus-drive time; that does not measure its share of your full working week.

Emergency first-visit parts were billed at CAD 1,217 below recorded purchase cost in total. Callbacks linked to emergency repairs used about 160 recorded owner hours on the callback visits themselves and CAD 1,173 in parts. Your account of buying urgent parts at retail while pricing from a trade list fits the shortfall.

The invoices rose; spendable cash is still unknown

You said the bank balance “isn’t growing the way the invoices suggest it should.” The operating figures explain part of that puzzle. Invoices rose by about CAD 5,761 between the two quarters, while recorded parts costs rose by about CAD 3,574. Invoice income after those parts costs rose by only about CAD 2,186, despite about 88 more recorded owner hours.

That increase consists of about CAD 18,540 more from emergency visits, offset by about CAD 15,817 less from scheduled visits and about CAD 537 of additional callback costs. They do not explain the bank balance: payment dates, taxes, other expenses, and owner drawings are absent.

You report about CAD 85,000 set aside for expansion. Preserve the proposed CAD 25,000 cash reserve; do not commit the reported fund to permanent expansion without confirming available cash and quoted costs.

Next actions

Record demand and protect scheduled bookings — Sam Turner, starting now.

Log each request, appointment offered, booking, and declined job over six weeks. Mark a job as extra work only when the customer would otherwise have been turned away; keep moved appointments separate. Review scheduled jobs completed and owner hours each week. Restoring the 53 scheduled visits lost between the quarters would represent about CAD 14,700 over the observed half-year at historical contribution, but whether those bookings can be won back is unknown.

Keep it if scheduled bookings recover without reducing profitable emergency work; change the schedule if the request log shows a better mix.

Fix urgent-parts pricing and callback causes — Sam Turner, starting with the next job.

Price urgent parts from their actual purchase cost, and record the supplier trip when one is needed. Link every free callback to its original repair and write down the fault, parts, and time used. Preserve your 30-day free callback promise.

Keep it if cash left from jobs improve and callbacks do not rise; revise the pricing or repair process if either worsens.

Reconcile cash and decide whether to use a subcontractor — Sam Turner, at the six-week checkpoint.

Match invoices to cleared payments and the costs of serving those jobs. Seek a qualified subcontractor's fee and terms only if the request log shows work you truly could not serve. Your reported two to three lost requests would yield an estimated CAD 472–707 a week at historical emergency contribution, *before* a subcontractor or other added costs. Even three jobs billed at the measured maximum first-visit invoice would total CAD 1,732.98 before costs. Defer the proposed CAD 10,000, six-week subcontractor test because reported overflow cannot support that target.

Keep the one-van plan if extra work will not cover its full cost in cleared cash. Consider a priced, limited subcontractor trial if it will, with a spending limit and stop conditions agreed before assignments begin.

Basis for the recommendation

Why this option

Emergency visits grew while scheduled visits fell. Scheduled repairs yielded more after recorded parts and callbacks per owner hour. Urgent parts under-recovery and free callbacks consume capacity that another van would otherwise add.

Assumptions

The reported lost-call estimate is a useful starting point, not a counted pipeline. The working-cash floor and proposed trial target are decision assumptions. The job spreadsheet's recorded costs and time describe contribution, not complete profit.

Why not the alternatives

We rejected an immediate technician and van because durable extra demand, full costs, and cleared cash have not been shown. We rejected authorizing the proposed subcontractor budget now because reported overflow cannot support its weekly net cash target.

Open questions and owners

- **Extra demand:** Sam's request log and advertising history must show which calls were lost and whether the ad brought new customers.
- **Full returns and test terms:** Supplier quotes and job costs must show subcontractor pay, owner time, van costs, and callbacks before a trial limit or permanent break-even workload is credible.
- **Cash:** Payment and bank records must establish cleared cash and the available expansion fund after obligations.

- **Quality and staying power:** Linked callbacks and advertising history must show whether repair quality and demand hold beyond a short trial.

When to reconsider

Test scheduled appointment recovery and one-van scheduling first. Revisit a capacity pilot only if logged, genuinely lost jobs establish a plausible incremental pipeline. Apply the proposed six-week gate of CAD 2,000 weekly net cash and observe the full 30-day warranty tail. Passing that gate would still require quoted permanent costs and enough cleared cash to preserve the working-cash floor.

Measurement note

The comparison uses January–June job visits, ending June 27. Contribution is first-visit invoices less recorded parts on those visits and linked callbacks. Owner hours include recorded onsite and driving time. The spreadsheet cannot establish complete profit, campaign causation, or cleared cash.