

Insights Conclusions & Recommendations

Executive-Level Insights

- **Total Jobs:** 1,500
- **Completed Jobs:** 1,037 (69.1% completion rate)
- **Completed but Not Invoiced:** 73 jobs
- **Unbilled Revenue Exposure:** \$563.21K
- **Oldest Unbilled Job:** 344 days pending

Key Business Insights

1. Invoicing Breakdown Is Creating Material Revenue Risk

- 73 **completed jobs** remain uninvoiced, representing **\$563.21K** in delayed revenue.
- This equals ~7% of all completed jobs, a non-trivial leakage point.
- The oldest uninvoiced job is **344 days old**, indicating failures are not occasional - they are systemic.

Insight:

The issue is not billing speed, but missing operational handoff discipline. Jobs are completed but never formally transitioned into the invoicing workflow.

2. Collections Performance Is Healthy

- **Average DSO:** 29 days, better than the target of <35 days.
- **Total Outstanding Amount:** \$2.34M
- **Overdue Invoices:** 290
- **Largest Aging Bucket:** 90+ days

Insight:

DSO looks healthy because fully paid invoices dominate the average, but 290 overdue invoices and a heavy 90+ day aging bucket reveal concentrated collection risk that averages hide.

3. Cost Control Is the Largest Silent Margin Killer

- **Jobs with Cost Overruns:** 817 jobs
- That is ~79% of **completed jobs**
- **Highest Cost Variance:** \$23,670.31

Insight:

Indicates:

- Weak estimating accuracy
 - Late visibility into cost escalation
 - No operational “early warning” mechanism
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4. Operational Cycle Time Is Stable - But Not Optimized

- **Average Job Cycle Time:** 61 days
- **Longest Cycle Time:** 63 days
- **Region with Highest Cycle Time:** Central
- **Difference Between Fastest & Slowest Region:** 3 days

Insight:

Execution consistency exists, but efficiency is capped.

The narrow variance suggests process standardization, but also lack of regional optimization - best practices are not being transferred.

Root Cause Summary

Area	Root Issue
Invoicing	No enforced job-to-invoice trigger
Collections	Aging risk hidden by average DSO
Cost Control	Reactive cost review, not proactive
Operations	No cycle-time benchmarking by region

Recommendations (Actionable & Prioritized)

1. Enforce a Mandatory Job Completion

Action

- Introduce an automated exception list:
 - *Completed jobs with no invoice after 5 business days*

Impact

- Immediate reduction in \$563K+ unbilled exposure
 - Eliminates long-tail cases like the 344-day delay
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2. Stop Using DSO Alone - Add Aging-Driven Controls

Action

Pair DSO with:

- Overdue Invoice Count
- 90+ Day Aging Amount

Impact

- Early warning before receivables turn into write-off risk
 - Focus collections where it matters, not where averages look good
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3. Introduce Cost Overrun Threshold Alerts

Action

- Flag jobs when:
 - Actual cost exceeds estimate by **10–15%**
 - Before job completion

Impact

- Prevents margin loss on **hundreds of jobs**, not just outliers
 - Shifts Finance from forensic review to prevention
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4. Operational Benchmarking Across Regions

Action

- Use Central vs fastest region as benchmark
- **Investigate:**
 - Scheduling delays
 - Resource availability
 - Service mix

Impact

- Even a **2–3 day cycle reduction** accelerates invoicing and cash realization across hundreds of jobs
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Final Conclusion

ServiceFlow Analytics reveals that **GreenScape does not have a cash problem - it has a visibility and control problem.**

- Revenue exists but is **not being captured on time**
- Costs are incurred but **not being challenged early**
- Collections appear healthy until **aging tells a different story**

The implemented dashboards convert **operational noise into financial clarity**, enabling leadership to act **before revenue leaks, margins erode, or cash slows down.**