I AM CFO

CFO-LEVEL INTELLIGENCE

Which jobs made money, and which ones ate the week.

Job-level profit after labor, truck and parts, so a call you priced off a rate sheet is not quietly costing you money every time you run it.

$63,400

of labor and parts that never landed on a job. Spread across a year it reads as overhead. Split by job, nine service types turn out to be priced below what they cost to run.

ILLUSTRATIVE EXAMPLE · A $2M HVAC CONTRACTOR

THE PROBLEM

Overhead is where unprofitable work goes to hide.

Three things drain a service business, and none of them shows up as a problem on a P&L, because none of them is an entry anybody made wrong.

$63,400

Labor and parts with no job attached.

Technician hours and truck stock booked to overhead instead of the call that used them. Every job then looks better than it was, and the average hides which ones.

$18,900

Warranty and callback work, unpriced.

A return visit logged as service rather than as rework, so the job that needed three trips reads exactly like the job that needed one.

$11,200

Parts bought twice.

The same part ordered against two tickets, or invoiced by the supplier twice. Small enough on a $2M book that nobody catches it by eye.

And you price next season on last season’s guess.

Job costing closes weeks after the work does, so the rate you quote in March is built on what you believed in December rather than on what the work actually cost.

ASK YOUR NUMBERS

Ask in plain English. Get a CFO’s answer.

An AI reads the books you already keep, and answers in sentences. Ask it the way you would ask a bookkeeper who knows your business.

Which service types actually made money last quarter?

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Six of your nine. Replacements and maintenance carry the business. Duct cleaning, warranty callbacks and after-hours diagnostics ran at a loss, together **$38,700**, once technician hours and truck stock sat against them.

How much of the cash in my account is actually mine?

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Of **$214,000**, **$96,500** is customer deposits on installs not yet done and **$22,400** is sales tax collected and owed. Yours is **$95,100**.

Can I put on two more trucks?

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Yes, from May. Two crews at your average add **$41,000** a month of revenue and **$27,500** of cost, and the slowest week of the year still leaves you above **$55,000**.

It reads your books. It does not change them. Anything that would post to your ledger is written up for you first, and waits until you say yes.

RECONCILIATION

Your tickets say one thing. Your books say another.

Every job checked against the invoice in your books and the money in your bank. What does not match is the finding, and it is never quietly absorbed into overhead.

412

Jobs matched to an invoice.

Each completed call tied to the invoice that billed it and the deposit that paid it, so the match is exact rather than a monthly total that lands close enough to ignore.

$7,800

Income with no job behind it.

Revenue in your books that no ticket explains. Usually a deposit booked twice, or a customer payment applied against the wrong account.

$14,600

Work done and never billed.

Calls your schedule says were completed, with no invoice anywhere in the ledger. An invoice that was never created leaves nothing behind to chase.

Maintenance agreements and financed installs settle in batches, so those tie at the deposit rather than at the job, and the report says which is which rather than implying a precision it does not have.

WHAT YOU GET

Your books, your numbers, and someone to ask.

- **Profit by job and service type**
  What each call earned after labor, parts, truck and warranty rework, not a company-wide average.
- **Deposits kept separate**
  Money taken for installs not yet done tracked as what it is: a customer's money you are holding, not revenue you earned.
- **Rates built on real cost**
  What a job actually costs to run, so next season's price list starts from your ledger rather than from last year's guess.
- **The checks nobody runs by hand**
  Parts invoiced twice, calls completed and never billed, deposits applied to the wrong account, found and fixed.

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