AUSTRALIAN SECTOR FIELD GUIDE

Find the owners. Win the growth brief.

Client Acquisition for Business Growth & Marketing Strategy Consultancies

An Australian field guide to positioning, owner-led SMEs and measurable commercial improvement.

24	08	04
practical chapters	public offer examples	browser tools

Research, account selection, outreach, qualification and economics for consultancies serving business owners.

Official statistics, original public-source observations and explicitly fictional worked examples. No measured LeadScorer campaign benchmark is supplied.

Free to read. Includes an editable workbook, six working templates, eight messages and the underlying research tables.

START HERE

Use the guide around one owner decision.

Choose one campaign cell, one useful entry asset and one commercial next step. The workbook and web tools support the same decisions. They do not require a signup.

Understand the market

01 Choose the growth decision you want to sell

02 Read the business population correctly

03 Separate population growth from viable demand

04 Use industry data to set research priorities

05 What eight Perth service offers reveal

06 Build six campaign cells with different economics

Choose an entry play

07 Make positioning observable

08 Sell the right mix of project and recurring work

09 Turn quote follow-up into a defined improvement

10 Build repeat demand from a valid customer journey

11 Reduce the owner bottleneck with a measurable brief

12 Connect communication and implementation

Research and earn the conversation

13 Research owner-led accounts with an evidence trail

14 Turn signals into useful owner questions

15 Prioritise research and qualify meetings separately

16 Offer a small decision the owner can use

17 Write outreach around a commercial decision

18 Choose the right message and follow-up

Qualify, model and deliver

19 Make a first meeting worth the owner's time

20 Model client value without multiplying promises

21 Set fees against delivery and acquisition effort

22 Protect delivery and implementation capacity

23 Measure the whole acquisition path

24 Run a credible advisory acquisition programme

Companions: complete message bank; eight-row public research register; sources and methods; six-page working-template pack; ten-sheet Excel workbook.

01 / THE ADVISORY ACQUISITION MODEL

Choose the growth decision you want to sell

A business-growth consultancy sells the ability to make and implement a better commercial decision. The first conversation should therefore concern one decision: which customers to pursue, how to explain an offer, which quotes to follow up, or how to turn repeat demand into a manageable service programme.

The consultancy is the reader of this guide. Its prospects are business owners and operating leaders who may buy positioning, marketing strategy, communication, implementation or business-improvement support. Those are different engagements. A marketing execution brief should not silently become unlimited coaching, and a strategy workshop should not promise a complete campaign.

Start with an owner who can sponsor a change, a repeatable commercial process and a defined first output. Use public research to establish relevance. Confirm the problem and economics with the owner. Research gives you a reason to ask; a conversation establishes whether there is useful work to do.

Engagement	First useful output	Next commercial step
Positioning and offer	One buyer, offer and proof map	Paid strategy sprint
Lead-to-sale improvement	One enquiry-to-quote process map	Bounded implementation
Repeat business and retention	One eligible customer journey	Scoped ongoing support
Business-owner advisory	One goal, constraint and action plan	Defined advisory cadence

PUT IT TO WORK
Write a one-sentence offer with its buyer, decision, output and boundary. Agree the fee model before building the list.

02 / RESEARCH FINDING 01

Read the business population correctly

At 30 June 2026, ABS counted 2,814,778 actively trading Australian businesses. Of these, 996,203 employed people. The remainder were non-employing. Business totals describe an economic population, not a pool of owners ready to fund external consulting. [S01]

LeadScorer calculation: non-employing businesses account for 64.6% of the total. The 5-19 and 20-199 employee bands together contain 301,237 businesses, or 10.7%. These bands can help organise a research plan, but do not establish affordability, owner dependence or need.

The table uses matching employment-size counts for 2025 and 2026. Each business belongs to one band at each date. Changes include businesses moving between bands as well as entries and exits. A fall or rise in one band must not be interpreted as the success or failure rate of individual firms.

Employees	June 2025	June 2026	Net change
Non-employing	1,735,470	1,818,575	+83,105
1-4 employees	688,870	689,600	+730
5-19 employees	232,129	232,912	+783
20-199 employees	67,857	68,325	+468
200+ employees	5,322	5,366	+44

PUT IT TO WORK
Define an initial research cell, such as a service-led business with an operating team. Verify its economics in discovery; do not set a budget from employee count.

Evidence: S01, S02. Source links and scopes are listed in the research notes.

03 / RESEARCH FINDING 02

Separate population growth from viable demand

ABS reports net business growth of 85,130 in 2025-26. The non-employing count increased by 83,105 and the employing count by 2,025. Calculated from those figures, 97.6% of the net increase was in non-employing businesses. That is a composition of net change, not a share of newly founded firms. [S01]

Western Australia recorded 12,248 more businesses, a 4.6% increase, compared with 3.1% nationally. This supports a WA-focused research programme. It does not establish how many Perth employers can buy advisory work. No Perth, employment-size and industry cross-tabulation is supplied in this guide.

An owner can have a busy company and little discretionary cash. Another can have spare capacity and a clear, funded commercial decision. The campaign needs to discover which case it faces. Prioritise an identifiable operating model and a service you can improve rather than a headline regional growth rate.

Observed measure	Value	Use in campaign planning
National net change	+85,130	Context for market change
Employing net change	+2,025	Separate established-team research
WA total count growth	4.6%	Choose a geography to investigate
WA net change	+12,248	Do not label as ready buyers

PUT IT TO WORK
Do not multiply the WA growth rate by a national employer count. Build a named, deduplicated account universe before assigning market value.

Evidence: S01. Source links and scopes are listed in the research notes.

04 / RESEARCH FINDING 03

Use industry data to set research priorities

Industry growth helps choose where to investigate; it does not measure the availability of marketing budgets. ABS industry divisions mix many business models. For example, an owner-led maintenance contractor and a large construction group can sit inside the same broad sector. [S01]

The selected changes below are national net changes in business counts during 2025-26. They are not WA growth rates. Health care has the largest increase in this selection, but its regulation, buyer pathways and sensitive information make it a distinct proposition. A specialist should choose it for actual capability, not a large percentage.

For a first advisory campaign, compare the ability to define a valuable offer, access an accountable owner, obtain a usable baseline and deliver a small improvement. Keep sector volume separate from your internal suitability judgement. The workbook includes all 19 national industry changes so readers can examine alternatives without hiding slower-growing sectors.

National division	Change	Decision to investigate
Construction	3.4%	Project mix, quotes and maintenance handover
Professional / technical	3.6%	Service positioning and owner-led sales
Administrative / support	2.6%	Recurring contract and site selection
Manufacturing	0.2%	Capability-led offers and quote discipline
Health care / social assistance	6.7%	Specialist scope and approval requirements
Retail	0.1%	Unit economics and repeat-purchase journey

PUT IT TO WORK
Select a segment because you can improve a specific commercial process. Do not describe a growing industry as automatically underserved.

Evidence: S01. Source links and scopes are listed in the research notes.

05 / ORIGINAL PUBLIC-SOURCE RESEARCH

What eight Perth service offers reveal

We reviewed eight named public service pages on 16 October 2026. They were deliberately selected to illustrate repeat or continuing service alongside project work in Perth. This is a purposive example set, not a random market survey. It cannot estimate how common an offer is across WA.

The useful observation is commercial structure. Four electrical examples describe maintenance in addition to project or inspection work. The air-conditioning example separates installation and ongoing servicing. Three cleaning examples show contract-based scope. A growth brief needs to establish which revenue stream the owner wants to build.

These companies are public research examples, not LeadScorer customers, endorsed suppliers or confirmed consulting prospects. No private performance, employee count, consent record, dissatisfaction or purchase intent was established. The downloadable register preserves the source, observed offer and a question to investigate.

Example	Publicly described work	Advisory question
KTA / GM / Perth Electrical & Data / ACwest	Electrical projects and maintenance	Which buyer and ongoing scope?
Ford & Doonan	Commercial systems and servicing	Which division and service owner?
Reset / Precimax / Marlow	Commercial cleaning contracts	Which site profile and contract economics?

PUT IT TO WORK
Use the eight-row register as a research pattern. Recheck the source before use. Keep every inferred issue as an unanswered question.

Evidence: P01, P02, P03, P04, P05, P06, P07, P08. Source links and scopes are listed in the research notes.

06 / SEGMENT SELECTION

Build six campaign cells with different economics

The unit of targeting is a business model inside a practical service area. Perth metro can support local relationships, but location is only the outer boundary. Within it, separate reactive trades, planned maintenance, recurring contracts and specialist professional work.

The six cells below are operating hypotheses, not measured market segments. Start with the cell closest to your strongest delivery experience. Decide what you can assess without confidential access and what would require a paid diagnostic.

Use a one-page comparison before buying contact data: customer type, average job contribution, repeat mechanism, sales cycle, available delivery capacity, owner access and the evidence you can show. Leave unknowns visible. A promising sector with an unprofitable offer should remain out of the launch.

Campaign cell	Decision for the owner	First asset
Trade service teams	Reactive jobs or planned maintenance?	Job-mix worksheet
Commercial site services	Which sites and contracts fit?	Site-profile comparison
Professional service practices	Which service and ideal client?	Offer clarity map
Specialist industrial suppliers	Which application and buyer?	Capability-to-buyer brief
Established retail / consumer services	Acquire, repeat or reactivate?	Customer-journey map
Owner-led B2B firms	What can sales delegate?	Owner-to-team handover

PUT IT TO WORK
Release one cell first. Do not combine these models in a single message or interpret them as verified capabilities of every consultancy.

07 / ENTRY PLAY 01

Make positioning observable

A positioning engagement becomes easier to sell when it addresses a buyer choice. Ask what one type of customer should choose the business for, which alternatives they compare, and what the business can prove. A slogan is an output of the decision, not the decision itself.

Review the public offer across the home page, service page and enquiry path. Record the customer named, the job promised, the next action and the evidence provided. A different phrase on two pages can be a question for the owner, but does not prove confused buyers or lost revenue.

In discovery, compare the last ten won enquiries with the last ten declined or lost ones, using records the owner is authorised to share. Keep the time window and inclusion rules. Identify whether poor fit, weak proof, price, response delay or delivery capacity explains the outcome. The sample is a diagnostic starting point, not statistical proof.

Positioning field	Evidence needed	Output
Priority customer	Won / lost records and owner choice	Explicit inclusion criteria
Valuable job	Buyer language and delivered scope	One offer statement
Reason to choose	Approved examples and limits	Relevant proof note
Next step	Buyer decision and required input	Bounded call or brief

PUT IT TO WORK
Offer a one-page buyer-and-offer map. State what the review covers and what it cannot determine from public information.

08 / ENTRY PLAY 02

Sell the right mix of project and recurring work

More enquiries can worsen a business if they arrive for work the owner does not want. A contractor may prefer maintenance agreements to small reactive jobs. A cleaning business may prefer a particular site type or minimum contract. The acquisition brief should reflect that decision.

Ask the owner to separate revenue streams and calculate direct contribution for each using matching cost bases. Include service labour, travel, materials, subcontracting and likely rework where relevant. A recurring contract can still have poor economics or create concentrated delivery risk.

Create a commercial rule for the campaign: named buyer, service scope, minimum viable work and available capacity. Keep one-off quote requests on a quote route and broader recurring decisions on a scoping route. The consultancy should avoid receiving every small enquiry as a full strategy prospect.

Revenue stream	Measure before growth	Useful entry discussion
Reactive service	Contribution after travel / dispatch	Which jobs should be accepted?
Planned maintenance	Service effort and renewal basis	Which customer profile repeats well?
Project installation	Scope, quote effort and delivery slots	Which projects merit pursuit?
Contract services	Monthly contribution and staffing	Which scope can be sustained?

PUT IT TO WORK
Ask for an authorised, anonymised job mix before recommending more volume. Published company offers are examples of models, not evidence of their margins.

Evidence: P01, P02, P03, P04, P05, P06, P07, P08. Source links and scopes are listed in the research notes.

09 / ENTRY PLAY 03

Turn quote follow-up into a defined improvement

An enquiry-to-quote review can open a useful growth conversation without pitching a complete rebrand. Choose one service line and map enquiry receipt, qualification, quote issue, follow-up, decision and outcome. Use one identifier for the same enquiry across stages.

Before calculating conversion, define the cohort. Count valid, qualified quotes issued in one period and allow an agreed time for decisions. Keep duplicates, reissued quotes, open decisions and excluded jobs visible. Comparing this month's wins with this month's newly issued quotes can misstate the close rate when sales cycles cross months.

Investigate missing steps rather than assuming poor selling. A quote may wait on drawings, a site visit, a third-party approval or a buyer decision. Assign the next action to a real owner. The consulting deliverable can be a simple process and outcome register with a weekly review.

Stage	Record	Diagnostic question
Qualified enquiry	Fit, need and owner	Should this reach quoting?
Quote issued	Version, scope and date	Can the buyer compare it?
Decision pending	Next action and due date	What is preventing a decision?
Won / lost / deferred	Reason and supporting reply	What should change next?

PUT IT TO WORK
Price the review around a named service line, a bounded record sample and an agreed output. Do not guarantee a conversion increase.

10 / ENTRY PLAY 04

Build repeat demand from a valid customer journey

A repeat-business engagement begins with the service lifecycle. For maintenance, identify the appropriate next service and who is responsible for it. For professional work, identify a recurring review or changed client requirement. For retail, distinguish a relevant repeat purchase from an unrelated cross-sell.

Map eligibility, contact permissions, service timing, message purpose, fulfilment capacity and outcome. A list of past customers is not automatically available for a new marketing campaign. ACMA states that commercial electronic messaging requires consent; a one-off purchase does not by itself establish inferred consent. [S03]

The consultancy can sell a permission-aware journey design and approved implementation. Separate the owner's decision to offer a programme from the right to contact each recipient. Measure additional completed work and contribution over an appropriate comparison period, including opt-outs and delivery effort.

Journey stage	Working output	Measure
Eligibility	Service and permission criteria	Eligible records
Offer	Relevant scope and terms	Valid responses
Delivery	Scheduling and accountable owner	Completed work
Review	Matched cohort and cost basis	Incremental contribution

PUT IT TO WORK
Use only approved customer information. Start with a journey map, not a bulk database export.

Evidence: S03. Source links and scopes are listed in the research notes.

11 / ENTRY PLAY 05

Reduce the owner bottleneck with a measurable brief

Owner time is often the language that makes a growth discussion relevant. Translate it into a workflow: who handles enquiries, approves quotes, explains the offer and makes follow-up decisions. Ask which steps genuinely require the owner and which remain there because the rules are undocumented.

Measure a typical week before proposing savings. Record tasks, counts, time per task, decision authority and rework. Hours released are capacity, not automatic cash savings. A financial saving needs evidence that a real cost is avoided or profitable work can use the capacity.

A bounded engagement could standardise initial qualification, a quote handover and a weekly commercial review. Make the owner responsible for decisions that cannot be delegated, and nominate an implementation owner. Growth advice without that person can become another set of recommendations the owner has no time to use.

Task	Decision to document	Evidence after change
New enquiry	Fit and routing criteria	Correctly routed records
Quote approval	Value / scope authority	Approval time and rework
Follow-up	Next action and timing	Complete decision records
Weekly review	Owner vs team decisions	Actions completed

PUT IT TO WORK
Sell a decision and handover map with a small trial. Report released time separately from any evidenced cash effect.

12 / ENTRY PLAY 06

Connect communication and implementation

Some owners have a strategy document, a website, email activity and several suppliers that operate separately. A marketing-touchpoint review can be useful when it asks one question: does each touchpoint support the same buyer decision and lead to a handled next step?

Review a bounded set: one service page, one enquiry route, one approved message and the handover to sales. Identify what is actually visible, what the owner reports and what remains unknown. Public website inspection cannot establish attribution, campaign performance or the quality of private follow-up.

Define who will implement each approved change. Strategy, copy, design, technical changes, campaign operation and reporting can have different owners and fees. When a consultancy also supplies email marketing, keep the acquisition of its own clients separate from the email service it later delivers for them.

Touchpoint	Review question	Implementation owner
Service page	Which buyer and outcome?	Owner / strategist
Enquiry route	What information and next action?	Sales / operations
Approved message	Is the offer and proof consistent?	Marketing owner
Follow-up	Who handles the response?	Named sales owner

PUT IT TO WORK
Return an action list with dependencies, owners and acceptance criteria. Avoid a free audit of every channel and supplier.

13 / ACCOUNT RESEARCH

Research owner-led accounts with an evidence trail

Start with the business and its offer. Search its service pages, project examples, location pages and dated announcements. Establish a buying entity, service area, customer type and visible commercial model before looking for a person.

The eight-company register shows the minimum standard: a source URL, observation, research question and date checked. It deliberately does not fill ownership, company size, budgets or agency arrangements from guesswork. A sole director on a register is not necessarily the person managing a growth project.

Use a second source where identity or scope is unclear. Keep similar trading names separate until the buying entity is confirmed. A company with several branches may buy centrally; a franchise may make local decisions. Ask for the correct route rather than approaching every contact at once.

Field	Acceptable evidence	Do not substitute
Commercial model	Named service and purchase route	Industry label alone
Change signal	Dated first-party announcement	Undated directory text
Relevant person	Current role and ownership context	Seniority alone
Contact route	Recorded lawful basis and channel	A published address alone
Next question	Observation tied to the offer	A guessed performance problem

PUT IT TO WORK
In a first batch, review ten records manually. Repair duplicate entities and unsupported inferences before expanding the universe.

14 / TIMING AND RELEVANCE

Turn signals into useful owner questions

Use a change only when the source explains what happened and when. A new service, a second location, a commercial project or a changed offer can justify a question about the next growth decision. None proves dissatisfaction with the existing strategy.

Record both the event date and your check date. Set a review date appropriate to the event. A branch opening already completed may no longer support an opening campaign. An old recruitment advert does not prove current growth or spare capacity.

The strength of the approach is the question it earns. Mention one verified fact, ask about one decision and offer one useful asset. If the owner says the issue is handled, accept that information and update the record.

Observed fact	Question to test	Unknown
New commercial service announced	Who is the intended first customer?	Demand and budget
Project and maintenance offers coexist	Which stream should grow next?	Preferred mix
Second location announced	Who owns the local offer and follow-up?	Buying rights
New operations role filled	What can the owner delegate next?	Authority and capacity
Owner confirms a review date	What decision must the review support?	Approved scope

PUT IT TO WORK
Delete any signal that has no source or no connection to the service you can deliver. Record an ordinary use-case question instead.

15 / ACCOUNT GATES

Prioritise research and qualify meetings separately

A research priority score can allocate effort, but cannot confirm a buyer's problem. Apply fit, permitted contact route, suppression and capability gates first. A failed gate stops the record. An unknown required fact keeps it on hold.

For records that pass, use the proposed 0-2 scale below. It is an editable operating rubric, not a model trained on campaign performance. Do not convert its total into a win probability. Check which factors correlate with accepted opportunities once your own outcomes exist.

Keep meeting qualification separate. A high-scoring company may not want a discussion. A smaller company may have a specific, funded decision. The meeting gate requires owner or sponsor relevance, a named topic, informed agreement, fit with your scope and a useful next step.

Research dimension	0	1	2
Offer relevance	Unclear	Plausible service match	Specific decision match
Evidence	Unsupported	Current public offer	Buyer-confirmed issue
Ownership	Unknown	Likely sponsor	Sponsor confirmed
Implementation	No path known	Possible owner	Responsible owner agreed

PUT IT TO WORK
Sort by evidence and reason. Use 6-8 only as a proposed first-review band, 3-5 for more research and 0-2 for low priority. Override with written evidence when needed.

16 / FIRST-CONVERSATION ASSETS

Offer a small decision the owner can use

A useful free asset reduces uncertainty and remains valuable without a purchase. It should also fit a real preparation budget. Choose one of the six worksheets included with this kit and make the input and output clear before the call.

A public offer review can compare buyer, scope, proof and next action. A commercial diagnosis needs owner-approved records. Do not request account credentials, unrestricted customer exports or detailed financial statements just to establish whether a first conversation is useful.

When the question needs interviews, data cleaning, internal analysis or implementation, write a paid scope. State the sample, deliverables, exclusions, client inputs, completion test and fee basis. A clear boundary helps an owner understand the difference between a useful introduction and consulting work.

Entry asset	Required input	Boundary
Buyer-and-offer map	One service and target buyer	No full brand strategy
Job-mix worksheet	Approved job categories	No margin estimate without costs
Quote-path map	One workflow and owner	No CRM rebuild
Repeat-service journey	Eligible lifecycle and permissions	No bulk send
Owner handover	One recurring task	No whole-business redesign
Touchpoint brief	One offer across four assets	No channel performance audit

PUT IT TO WORK
Set a preparation allowance and track actual time. Change the scope if the free asset repeatedly consumes delivery capacity.

17 / EIGHT EDITABLE MESSAGE EXAMPLES

Write outreach around a commercial decision

A useful free asset reduces uncertainty and remains valuable without a purchase. Specify its buyer, output, preparation time and next decision before writing the message. The first request should be small enough for an owner to answer without buying the full engagement.

The templates assume the contact is eligible for the selected channel and every capability statement is true. Add the correct sender identity, contact details and a functional stop-contact route. A free resource offer can still be a commercial message. A contact published online is not blanket permission to send. [S03]

The structure is deliberately simple: context, question, bounded help and a proportionate next step. A reply requesting the worksheet is not an agreement to a sales meeting. Deliver the asset, answer the question and ask whether a relevant discussion would help.

Message component	Working rule	Avoid
Context	One current, verified fact	Invented growth or dissatisfaction
Question	One owner decision	Diagnosis from website appearance
Help	A defined worksheet or review	Guaranteed revenue improvement
Next step	Send asset or agree purpose	Calendar link without context
Follow-up	Add decision-relevant information	False urgency or repeated chasing

PUT IT TO WORK
Templates 1-6 start a specific conversation. Templates 7-8 continue a real request or an agreed follow-up. Do not reuse them as invented history.

Evidence: S03. Source links and scopes are listed in the research notes.

18 / MESSAGE SELECTION

Choose the right message and follow-up

Each message has a specific job. An owner considering positioning needs a different opening from an owner reviewing a quote workflow. Use only verified observations, remove placeholders and keep the next step small. The complete editable texts sit immediately after this chapter in the web edition and in Outreach_Templates.txt.

For a live sequence, record the purpose of each touch. A second message can explain the worksheet or show a relevant example. A later message should respect a buyer-stated review date. Do not manufacture an opening announcement, an earlier discussion or a referral.

Use one clear request in each message. Write in plain language, keep sentences short and stay below 100 words including the subject, sender details and opt-out. Budget up to 80 words before the real sender details are inserted. Every line should explain why the next line belongs. A worksheet request is interest in the asset; deliver it and clarify whether a service discussion would help.

Template	Use when	Next step
1. Positioning and offer	One buyer / offer decision	Offer map
2. Project and recurring work	Two verified service streams	Job-mix sheet
3. Quote process	Relevant quote workflow	Quote-path sheet
4. Repeat service	Verified repeat-service model	Journey map
5. Owner delegation	Defined commercial task	Handover sheet
6. Referral partner	Permitted partner discussion	Fit criteria
7. After a real worksheet request	Real request received	Deliver the asset
8. Agreed later review	Buyer agreed the timing	Confirm timing

PUT IT TO WORK
A proposed first test can use one opening and one useful follow-up. Stop when the owner replies, declines or withdraws contact permission; no universal cadence is claimed.

19 / DISCOVERY AND ACCEPTANCE

Make a first meeting worth the owner's time

An accepted first discussion needs a suitable business, a relevant sponsor, a named commercial topic and informed agreement to the purpose. It does not require a fully costed implementation plan before discovery. Keep meeting acceptance separate from proposal readiness.

Use the first 25 minutes to understand one decision. Ask what the owner wants to change, what the current process looks like, what evidence exists and who will implement an agreed action. Clarify the consequence of doing nothing without amplifying fear.

Close with a decision: no fit, more information, a paid diagnostic, a proposal or an agreed later review. A friendly conversation is not a qualified opportunity unless there is a defined need, sponsor and credible next commercial step.

Minutes	Focus	Output
0-5	Owner goal and decision	A clear objective
5-12	Current workflow and baseline	Facts and unknowns
12-18	Impact, constraints and capacity	Commercial context
18-22	Sponsor, inputs and implementation	Responsible people
22-25	Next decision and owner	Agreed action and date

PUT IT TO WORK
For relevant replies, acknowledge, answer or deliver the promised asset, connect it to the owner's stated decision, then offer a next step. Offer two real times only after the owner wants to meet. Keep the timezone explicit and the same lead owner through booking.

20 / WORKED EXAMPLE: CLIENT ECONOMICS

Model client value without multiplying promises

The following monthly example is fictional. An owner issues 80 qualified quotes, wins 30%, invoices AUD 2,500 per job and incurs AUD 1,750 of direct cost per job. Baseline expected jobs are 24 and direct contribution is AUD 18,000. These are assumptions for arithmetic, not observed sector benchmarks.

Test one mechanism first. If close rate becomes 35% with the same quote volume, four additional jobs fit within an assumed six spare delivery slots. At unchanged unit economics, incremental direct contribution is AUD 3,000. Deduct AUD 1,800 advisory and implementation fees plus AUD 200 additional fixed implementation cost: AUD 1,000 remains before shared overhead and tax.

A price change is a separate mechanism. Test its effect on close rate, direct costs and capacity rather than stacking assumed improvements. Model the combined future state once against one baseline. Do not add separately calculated conversion and pricing uplifts if the same jobs appear in both.

Monthly measure	Baseline	Illustrative change
Qualified quotes	80	80
Close rate	30%	35%
Expected completed jobs	24	28
Contribution / job	AUD 750	AUD 750
Incremental direct contribution	-	AUD 3,000
Net incremental amount	-	AUD 1,000

PUT IT TO WORK
The client-case tool allows job capacity, price, direct cost and fees to change together. Revenue is not profit; invoicing is not collection. This is a monthly steady-state comparison, not a cash forecast.

21 / WORKED EXAMPLE: CONSULTANCY ECONOMICS

Set fees against delivery and acquisition effort

A practice can create a crowded diary while losing money on preparation and proposals. Include data, outreach, sales time and delivery effort when judging a campaign. Price the work on its actual scope and contribution, rather than the prospect's total revenue.

Fictional cohort: 200 eligible accounts generate 12 positive account replies, six meetings booked, five held, four accepted held meetings and one signed diagnostic. At AUD 3,000 fully loaded acquisition cost, the cost per accepted held meeting is AUD 750 and acquisition cost per signed diagnostic is AUD 3,000. These ratios describe the fictional completed cohort; they are not a forecast.

A separate illustrative planning model uses an AUD 4,500 diagnostic fee and AUD 1,800 direct delivery cost. Contribution before acquisition is AUD 2,700 per diagnostic. At an assumed 25% win probability per accepted meeting, expected diagnostic contribution is AUD 675 per accepted meeting. That is below the fictional cohort's AUD 750 cost. A future retainer must be supported by a separate conversion and delivery case, not added at full contract value.

Metric	Calculation	Meaning
Cost / accepted held	3,000 / 4	AUD 750
Diagnostic contribution	4,500 - 1,800	AUD 2,700
Expected contribution / meeting	2,700 x 25%	AUD 675
Gap before overhead	675 - 750	AUD -75 / meeting

PUT IT TO WORK
The workbook separates a completed cohort from an editable planning funnel. Review each cohort after its real decision window. Do not mix open opportunities with completed wins.

22 / CAPACITY AND LAUNCH

Protect delivery and implementation capacity

A strategy practice has several queues: research, replies, owner calls, preparation, diagnostics, implementation and reviews. Growth is viable only if those stages can absorb the work. Use observed task times where available, and label planning assumptions when they are not.

Illustrative fortnight: six first calls at one hour including preparation, three proposal reviews at two hours and two diagnostics at eight hours require 28 hours. If 20 productive delivery and sales hours are available, the workload exceeds capacity by eight hours. More booked calls would add pressure without resolving the constraint.

Set a release rate for new accounts and a cap for free preparation. During a first 30-day test, choose the cell and offer, verify a small account batch, run approved outreach, handle replies and review accepted conversations. The plan is a learning cycle; a consultancy sale can take longer.

Phase	Work	Exit evidence
Days 1-5	Choose segment, offer and scope	Approved campaign brief
Days 6-10	Research and verify first batch	Traceable account records
Days 11-20	Outreach and asset delivery	Real replies and routing
Days 21-30	Discovery and commercial review	Written continue / change / stop decision

PUT IT TO WORK
The capacity sheet converts task volumes and hours into workload. Owner availability on the client side belongs in qualification as well as your own delivery plan.

23 / DEFINITIONS AND EXPERIMENTS

Measure the whole acquisition path

Use a cohort keyed to when an account first enters the campaign. Track accounts, positive replies, booked meetings, held meetings, accepted held meetings, scoped diagnostics, proposals, signed work and collections. Keep reschedules linked to the same meeting record.

Choose one test variable and one primary measure. If comparing two entry assets, keep the segment, eligibility rules and review period aligned. Report counts beside rates. A small difference from a handful of replies is a reason to investigate, not proof that one message is superior.

Use client feedback to improve the system. A rejected meeting should have a reason: wrong service, no sponsor, unclear purpose, no implementation owner or commercial mismatch. Those reasons tell you whether to change research, qualification, messaging or scope. Downloads and worksheet completions remain resource activity until a real buying conversation establishes more.

Metric	Definition	Denominator
Positive account reply	Unique account gives relevant interest	Eligible accounts reached
Attendance	First meetings actually held	First meetings due
Acceptance	Held meetings meeting written criteria	Held meetings
Diagnostic win rate	Signed diagnostics from accepted cohort	Accepted held meetings
Acquisition cost	Fully loaded cohort cost	Signed clients or accepted meetings

PUT IT TO WORK
Use the experiment log for observed counts and costs. Keep model assumptions out of observed campaign results.

24 / EVIDENCE, PERMISSIONS AND FINAL CHECKLIST

Run a credible advisory acquisition programme

Separate four evidence types throughout the programme: official population data, observed public company facts, buyer-reported information and model assumptions. Anonymised case evidence needs a genuine underlying project and appropriate approval. Public research examples are not past client work.

Australian commercial electronic messages require a documented consent basis, accurate sender identification and an unsubscribe route. You cannot send a marketing message simply to request consent. Purchased data does not remove the sender's responsibilities. Privacy and Do Not Call requirements depend on the entity and channel; check the relevant guidance before launch. [S03, S04]

Use ATO benchmarks only with the matching industry, turnover range, definitions and data year. They are a comparison aid, not proof of an owner's inefficiency, private profit or marketing performance. This guide supplies no universal conversion, margin or improvement benchmark. [S05]

Before launch	Required output
Segment and offer	One defined owner decision
Research	Sources, dates and unknowns
Contact route	Permission and suppression records
Meeting	Sponsor, purpose and informed agreement
Commercial model	Fees, costs and capacity
Delivery	Implementation owner and acceptance test
Review	Cohort outcomes and next decision

PUT IT TO WORK
Build credibility through useful research, clear decisions and work readers can inspect. Keep the resource free to use and the next sales step proportionate.

Evidence: S03, S04, S05. Source links and scopes are listed in the research notes.

EDITABLE OUTREACH / 01-02

One decision in each message.

01 / Positioning and offer

Subject: the buyer for [service]

Hi [first name],

Your [verified page or announcement] describes [specific service]. Is the priority to win more [buyer type], or are you still deciding which customers that offer should focus on?

We help owners clarify the buyer, offer and proof before building more marketing around it. I can share a one-page offer map if useful.

[Sender name, business and contact details] Prefer no further messages? Reply to let me know.

02 / Project and recurring work

Subject: [service] projects and maintenance

Hi [first name],

Your site lists both [verified project service] and [verified ongoing service]. Which stream would you most like the next stage of growth to support?

We use a short job-mix worksheet to connect targeting with contribution and delivery capacity. Would a blank copy be useful?

[Sender name, business and contact details] Prefer no further messages? Reply to let me know.

Use the stated history only when real. Replace every bracket and confirm the contact route. A request for a worksheet is not agreement to a meeting.

EDITABLE OUTREACH / 03-04

One decision in each message.

03 / Quote process

Subject: the next step after a [service] quote

Hi [first name],

For [relevant service], does your team already have a consistent way to record what happens between quoting and the customer decision?

We help owners map that process and give each next action an owner. A one-page quote-path checklist may be useful if this is on your agenda.

Shall I send it?

[Sender name, business and contact details] Prefer no further messages? Reply to let me know.

04 / Repeat service

Subject: the next service for [customer type]

Hi [first name],

Your [verified source] includes [ongoing service]. Is the next customer contact driven by a planned service journey, or handled case by case?

We can map eligibility, timing, permissions and ownership before any marketing activity is added. Would the worksheet help you review the process?

[Sender name, business and contact details] Prefer no further messages? Reply to let me know.

Use the stated history only when real. Replace every bracket and confirm the contact route. A request for a worksheet is not agreement to a meeting.

EDITABLE OUTREACH / 05-06

One decision in each message.

05 / Owner delegation

Subject: who handles [commercial task]?

Hi [first name],

Who owns [specific enquiry, quoting or follow-up task] in the business today?

We work with owners on the rules and handovers that allow a team to handle repeat decisions consistently. The first output is a task-and-decision map.

Is that relevant to something you are reviewing, or should I leave it here?

[Sender name, business and contact details] Prefer no further messages? Reply to let me know.

06 / Referral partner

Subject: a useful introduction for [defined service]

Hi [first name],

For owners who [specific situation], we offer [accurate, bounded service]. The useful starting point is [one decision and output].

If that overlaps with a business you already support, would you be open to reviewing the fit criteria? Any introduction would be with their knowledge and agreement.

[Sender name, business and contact details] Prefer no further messages? Reply to let me know.

Use the stated history only when real. Replace every bracket and confirm the contact route. A request for a worksheet is not agreement to a meeting.

EDITABLE OUTREACH / 07-08

One decision in each message.

07 / After a real worksheet request

Subject: the [worksheet] you asked for

Hi [first name],

Here is the [worksheet or link] you requested. Start with [one concrete step]. You can use it with your team as it stands.

If it exposes a decision you would like help with, a short discussion can focus on [specific scope]. No need to prepare a full business presentation.

[Sender name, business and contact details] Prefer no further messages? Reply to let me know.

08 / Agreed later review

Subject: your [confirmed period] review

Hi [first name],

You asked me to return in [confirmed period] about [agreed topic]. Is that review still on your agenda?

The useful first decision would be [specific decision]. I can resend the worksheet or leave it with you if the timing has changed.

[Sender name, business and contact details] Prefer no further messages? Reply to let me know.

Use the stated history only when real. Replace every bracket and confirm the contact route. A request for a worksheet is not agreement to a meeting.

PUBLIC RESEARCH REGISTER / 1-4

Public offers. Specific questions.

Purposive sample checked 16 October 2026. These are public examples, not clients or confirmed prospects. Company size, ownership, private results, marketing arrangements and intent remain unverified.

P01 / KTA Electrical / Electrical

Observed: Commercial maintenance programmes for building, retail, commercial and industrial properties.

Question: Which customer segment and maintenance scope should a growth campaign prioritise?

https://www.ktaelectrical.com.au/services/electrical-maintenance/

P02 / GM Service Group / Electrical

Observed: Commercial fit-outs, electrical upgrades and ongoing maintenance are listed together.

Question: Should project work and ongoing maintenance have separate buyer briefs?

https://www.gmservicegroup.com.au/commercial

P03 / Perth Electrical & Data / Electrical

Observed: Commercial construction and fit-out work sits alongside scheduled maintenance.

Question: Who owns the relationship after a completed fit-out, and is there a planned next service?

https://www.perthelect.com.au/

P04 / ACwest Electrical / Electrical

Observed: A commercial maintenance page offers one-off checks and ongoing plans.

Question: Which customers fit a continuing service arrangement rather than a single inspection?

https://www.acwestelectrical.com.au/commercial-electrical-services/maintenance/

PUBLIC RESEARCH REGISTER / 5-8

Public offers. Specific questions.

Purposive sample checked 16 October 2026. These are public examples, not clients or confirmed prospects. Company size, ownership, private results, marketing arrangements and intent remain unverified.

P05 / Ford & Doonan / Air conditioning

Observed: Commercial design, installation and servicing include regular maintenance contracts.

Question: Does the commercial division need a different offer and account owner from residential sales?

https://www.fordanddoonan.com.au/commercial-air-conditioning/

P06 / Reset Commercial / Commercial cleaning

Observed: Regular after-hours cleaning is scoped by site and frequency, with a published starting hourly rate.

Question: What site profile and service frequency produce the right contribution and staffing fit?

https://resetcommercial.com.au/commercial-cleaning-services-perth/

P07 / Precimax Clean / Commercial cleaning

Observed: Commercial contract services span offices, industrial facilities and other site types.

Question: Which site category should receive a distinct proposition and proof example?

https://precimaxclean.com.au/cleaning-contractors-perth/

P08 / Marlow Facility / Commercial cleaning

Observed: A fixed monthly scope, minimum monthly fee and notice terms are presented publicly.

Question: How should a growth brief qualify the minimum contract and ongoing delivery workload?

https://marlowfacility.com.au/commercial-cleaning-perth/

THE REPLY DESK

Turn a useful reply into an agreed next step

A positive reply needs a named owner and a recorded next action. Separate interest in the worksheet from interest in the service. Answer the actual request first, then ask the one question needed to decide whether a discussion would help.

Proposed operating target: acknowledge or answer high-intent replies within five staffed minutes. Measure the time to a useful human response separately from automatic acknowledgement. Assign a backup and publish staffed hours; this is an internal service target, not a measured conversion benchmark.

For individual strategic accounts, verify the offer against the current website and relevant professional profile. For a repeatable campaign, use a narrow segment with checked fields. Missing evidence holds the record. The relevance should come from the customer, service and decision, not an unrelated compliment.

Reply type	Owner action	Record
Wants a discussion	Confirm purpose and offer two real time options with timezone	Sponsor, topic and explicit agreement
Requests the worksheet	Send it before asking another question	Asset delivered; service interest still unknown
Asks about price or scope	Answer within the true scope; identify the missing input	Question answered and next decision
Says later	Use the buyer's stated date and allowed contact route	Review date, topic and permission
Refers another person	Confirm a suitable introduction or authorised route	New contact evidence; no assumed consent
Declines or asks to stop	Close or suppress across the account and tools	Stop reason and completed action

PUT IT TO WORK
Track reply received, useful response, asset delivered, meeting agreed, held and accepted. Keep the same account and meeting identifiers. A missed response target triggers review of staffing or routing; it never justifies unapproved channel escalation.

RESEARCH NOTES AND METHODS

Make every claim traceable.

As-of date: 16 October 2026. The ABS edition is July 2022 - June 2026, released 18 August 2026. The guide uses the published national size-band counts and industry growth figures. Calculated shares and differences are LeadScorer arithmetic, not additional survey findings.

Population controls: the five 2026 size bands sum to 2,814,778. Employing bands sum to 996,203. The matching 2025 total is 2,729,648. Net change reconciles to 85,130. Net growth does not equal entry volume; band changes also reflect movement between sizes.

S01 / ABS: Counts of Australian Businesses, July 2022 - June 2026

30 June 2026; flows in 2025-26. Business counts, size bands, industry changes and WA growth. Actively trading market-sector businesses; not every ABN.

https://www.abs.gov.au/statistics/economy/business-indicators/counts-australian-businesses-including-entries-and-exits/latest-release

S02 / ABS: Counts of Australian Businesses methodology

July 2022 - June 2026. Population, units and scope. Industry division and state aggregates do not identify a consultant-addressable list.

https://www.abs.gov.au/methodologies/counts-australian-businesses-including-entries-and-exits-methodology

S03 / ACMA: Avoid sending spam

Current guidance checked 16 October 2026. Consent, sender identity and unsubscribe requirements for commercial electronic messages.

https://www.acma.gov.au/avoid-sending-spam

S04 / OAIC: Direct marketing

Guidance published 1 May 2019; checked 16 October 2026. Privacy coverage and interaction with Spam Act and Do Not Call rules. A small-business exemption must not be assumed.

https://www.oaic.gov.au/privacy/privacy-guidance-for-organisations-and-government-agencies/organisations/direct-marketing

S05 / ATO: Small business benchmarks methodology and ratio calculations

Page last updated 16 March 2025. Use matched industry and turnover ranges when benchmarking. No ATO ratio is used as a sales conversion benchmark.

https://www.ato.gov.au/businesses-and-organisations/income-deductions-and-concessions/small-business-benchmarks/small-business-benchmarks-methodology-and-ratio-calculations

Official figures establish population context. Public pages establish what a business describes. Neither establishes a confirmed need. Worked financial and funnel examples are fictional. The research CSVs preserve values, units, dates and URLs.

RESEARCH NOTES AND METHODS

Make every claim traceable.

P01 / KTA Electrical: public service offer

Public page observed 16 October 2026. Commercial maintenance programmes for building, retail, commercial and industrial properties. Public offer only; size, ownership, financials, marketing arrangements and purchase intent unverified.

https://www.ktaelectrical.com.au/services/electrical-maintenance/

P02 / GM Service Group: public service offer

Public page observed 16 October 2026. Commercial fit-outs, electrical upgrades and ongoing maintenance are listed together. Public offer only; size, ownership, financials, marketing arrangements and purchase intent unverified.

https://www.gmservicegroup.com.au/commercial

P03 / Perth Electrical & Data: public service offer

Public page observed 16 October 2026. Commercial construction and fit-out work sits alongside scheduled maintenance. Public offer only; size, ownership, financials, marketing arrangements and purchase intent unverified.

https://www.perthelect.com.au/

P04 / ACwest Electrical: public service offer

Public page observed 16 October 2026. A commercial maintenance page offers one-off checks and ongoing plans. Public offer only; size, ownership, financials, marketing arrangements and purchase intent unverified.

https://www.acwestelectrical.com.au/commercial-electrical-services/maintenance/

P05 / Ford & Doonan: public service offer

Public page observed 16 October 2026. Commercial design, installation and servicing include regular maintenance contracts. Public offer only; size, ownership, financials, marketing arrangements and purchase intent unverified.

https://www.fordanddoonan.com.au/commercial-air-conditioning/

P06 / Reset Commercial: public service offer

Public page observed 16 October 2026. Regular after-hours cleaning is scoped by site and frequency, with a published starting hourly rate. Public offer only; size, ownership, financials, marketing arrangements and purchase intent unverified.

https://resetcommercial.com.au/commercial-cleaning-services-perth/

P07 / Precimax Clean: public service offer

Public page observed 16 October 2026. Commercial contract services span offices, industrial facilities and other site types. Public offer only; size, ownership, financials, marketing arrangements and purchase intent unverified.

https://precimaxclean.com.au/cleaning-contractors-perth/

P08 / Marlow Facility: public service offer

Public page observed 16 October 2026. A fixed monthly scope, minimum monthly fee and notice terms are presented publicly. Public offer only; size, ownership, financials, marketing arrangements and purchase intent unverified.

https://marlowfacility.com.au/commercial-cleaning-perth/

Official figures establish population context. Public pages establish what a business describes. Neither establishes a confirmed need. Worked financial and funnel examples are fictional. The research CSVs preserve values, units, dates and URLs.