



MONTHLY REPORT SAMPLE · CONSULTING / PROFESSIONAL SERVICES

# What we'd see in your business.

コンサルティング・専門サービス

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## DOCUMENT CONTEXT

This is a representative sample audit prepared from a fictional Japanese boutique consulting practice operating at approximately ¥55M annual revenue, with 4 consultants delivering project-based work to mid-market companies — strategy, operations, and occasional executive coaching.

All names, figures, and individuals shown are fabricated. The methodology, formulas, structure, and analytical depth are *identical* to those used in a live engagement.

If this is what you'd want to see for your business — request a free assessment at [meridian.tokyo/assessment](https://meridian.tokyo/assessment). Within 48 hours, you'll receive a written diagnosis specific to your business.

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# What this business looks like through our lens.

Key operational metrics, each benchmarked against industry. The table shows where your business currently sits versus targets and recovery potential. The numbers are a summary — the substance is in which metrics are dropping, why, and how to fix them. The analysis on the following pages is the value.

## What we'd surface first

This practice is healthy on the work side — clients are happy, projects deliver, team is engaged. The leaks are entirely in the commercial structure: pricing, scope creep, and the absence of recurring revenue.

Project pricing is inconsistent across consultants. The same scope of work is being sold for ¥800k by one consultant and ¥1.4M by another — same client profile, similar deliverables. *Underpricing is leaving ~¥9M on the table annually.*

Scope creep is the second silent leak: 60% of projects deliver more than was scoped, with no additional billing. Small additions add up to ~30 unbilled days per year.

## Key metrics this month

Metric	Weight	Current	Target
Revenue (monthly)	15%	¥4.6M	¥5.5M
Avg project size	10%	¥1.1M	¥1.4M
Pricing variance (inverse)	15%	1.75×	1.2×
Recurring revenue %	15%	12%	30%
Utilization rate	10%	71%	70%
Project margin	15%	42%	35%
Time-to-proposal (inverse)	10%	5d	3d
Client satisfaction (NPS)	10%	62	50

# What's actually wrong — right now.

Three issues this business is bleeding money on. Each one has a specific cost, a specific fix, and a specific way to measure whether the fix worked. This is what the monthly action plan looks like, condensed.

## 01

HIGH IMPACT

Pricing

### Same project, different prices — depending on who quotes.

#### What we see

Across 23 projects sold in the past 6 months with comparable scope (operations review, 30-45 days of work), prices ranged from ¥780k to ¥1.4M. The pricing has nothing to do with client size or project complexity — it's about which consultant did the proposal.

#### Estimated cost

~¥9M/year in foregone revenue, assuming all projects were priced at the higher end where 60% of comparable projects already are.

#### Recommended action

Build a written pricing matrix: scope X complexity = anchor price. All proposals go through a 15-minute peer review before sending. Document the rationale for any deviation. Review pricing variance monthly — if the spread is >20%, the matrix needs work.

## 02

HIGH IMPACT

Scope creep

### Every project delivers ~30% more than was scoped — for free.

#### What we see

Time tracking shows 14 of 23 recent projects exceeded original scoped hours by 25-50%. Reasons logged: 'client added a workstream', 'we found something during audit', 'scope expanded organically'. Zero of these resulted in change orders or additional billing.

#### Estimated cost

~30 days of unbilled consultant time annually. At standard daily rate, ~¥6M of foregone revenue.

#### Recommended action

Build a written change-order template. Any addition that adds 5+ hours of work must go through a written change order before work begins — even with existing clients. Track change orders issued vs. accepted as a monthly KPI.

## 03

RECURRING

Revenue model

### 12% recurring is not a service business — it's a project shop.

#### What we see

Recurring revenue (retainers, ongoing advisory) is ¥6.6M of ¥55M total. Industry benchmark for boutique consultancies aiming for stable scale: 25-40% recurring. Currently each year starts at zero — a brutal sales calendar.

#### Estimated cost

Beyond revenue, the cost is psychic: high anxiety in slow quarters, no compounding, no client mastery beyond a single engagement.

#### Recommended action

Convert 3-5 of the strongest project clients into a quarterly retainer this year. Productize an 'ongoing operations review' — ¥150k/month for written monthly briefs plus 2 calls/quarter. The product structure forces the recurring conversion.

# What changed after the work.

After 6 months, the operational picture had shifted measurably. Each result corresponds to one of the red flags identified in the audit. Plausible, conservative, and tracked monthly.

## 01 Pricing consistency

BEFORE

1.75× spread on similar projects



AFTER

1.2× spread, peer-reviewed proposals

+¥5.4M/year captured revenue

## 02 Scope creep recovery

BEFORE

30 days/year unbilled work



AFTER

Change orders on 80% of additions

after change-order process

## 03 Recurring revenue conversion

BEFORE

12% recurring



AFTER

27% recurring

3 retainer conversions

Numbers reflect outcomes from comparable engagements, anonymized for confidentiality. Individual results vary; benchmarks are realistic averages, not best-case scenarios.

# How an engagement actually runs.

A live engagement is structured. Not consulting hours, not “we’ll figure it out as we go”. Four phases of setup, then monthly delivery on a calendar.

## WEEK 1

### Discovery & data audit

We examine your existing data — CRM exports, finance sheets, ad reports, sales records. Format and condition don’t matter. We identify the highest-leverage gaps.

## WEEKS 2-3

### Sector calibration

We configure benchmarks, metrics, and red-flag thresholds against your industry and your prior periods. Custom-fit, not template.

## WEEK 4

### First diagnosis

First written diagnosis delivered. Three priorities to act on this month, with the cost of inaction quantified for each.

## MONTH 2+

### Monthly action plans

Each month, a written action plan. What’s broken, where the leaks are, and the prioritized playbook for next month. Asynchronous — reply by email when convenient.

## Engagement tiers

### Foundation

¥90k + ¥90k/mo

Single business, simple structure

### Standard **RECOMMENDED**

¥130k + ¥130k/mo

Multi-channel, growing business

### Extended

from ¥200k + ¥220k/mo

Multi-business-unit, group structure

Setup guarantee: if within 3 months the improvement opportunities we identify total less than what you’ve paid us in retainers, we refund the entire setup fee. The retainer is cancellable monthly — the guarantee covers identification of opportunities, not implementation.

## NEXT STEP

### Request a free assessment.

Visit [meridian.tokyo/assessment](https://meridian.tokyo/assessment) and tell us briefly about your business. Within 48 hours you’ll receive a written initial diagnosis: typical leakage patterns in your industry, three likely problems specific to your situation, and the hardest questions you should be answering.

No commitment, no sales call. If after the diagnosis we both agree it’s a fit, we propose terms. If not, you keep the diagnosis and this sample.