

Sample Report — Wholesale Distributor, 26 Employees

Prepared by Michael, Founder & Managing Member · October 2026 · SAMPLE — fictional client; every figure is illustrative

Executive summary

We inventoried every report this company runs on, traced each headline number back to its source, and compared four weeks of outputs across the sales deck, the operations tracker, and the books. The source data is sound — QuickBooks is clean and the team's KPI vocabulary is consistent. The reporting layer built on top of it is not: the company's two most-quoted numbers are produced two different ways, one key calculation has been silently broken for months, and the entire system depends on one person's Fridays.

None of this is unusual, and all of it is fixable in one Build Sprint. Detail, severity, and a fixed-price fix plan follow.

Scorecard

Area	Status	What we found
KPI definitions	At risk	Revenue is defined two ways; every other KPI has one agreed definition.
Data accuracy	Needs work	Headline totals differ between reports; one broken formula found.
Automation	Needs work	Top 5 reports are rebuilt by hand each week (~11 staff-hours).
Validation	Missing	No checks anywhere. Errors are caught by whoever reads the report.
Documentation	Missing	No written process for any report.
Continuity	At risk	One employee builds all reporting; no backup, no notes.
Source data quality	Sound	QuickBooks data is clean and current — a good foundation.

What we audited

- 19 reports inventoried: 11 Excel workbooks, 5 Tableau dashboards, 3 QuickBooks standard reports.
- Each headline KPI traced from report to source and recomputed independently.

- Four consecutive weeks of outputs compared across teams.
- Interviews: owner, operations manager, bookkeeper (45 minutes each).

Findings

#	Severity	Finding	Why it matters
F-01	Critical	Revenue is reported two ways. The sales deck shows \$482,310 for last month; the operations tracker shows \$481,970 — returns are netted in one and not the other.	Leadership is making decisions on two versions of the company's most important number.
F-02	Critical	The gross-margin tab contains a broken formula (#REF). Margin has not actually been calculated since June; the figure used in meetings is typed in by hand.	Four months of margin discussions rested on an estimate nobody knew was an estimate.
F-03	High	Fiscal-period logic is off by one month in 3 reports; September figures include orders from October 1.	Month-end comparisons — and any bonus math tied to them — are skewed.
F-04	High	Single point of failure: the operations manager builds all reporting. No documentation, no trained backup.	When she is out, reporting stops. If she leaves, it has to be reverse-engineered.
F-05	Medium	≈11 staff-hours per week across 3 people rebuilding the same data by hand.	≈\$29,700/year at a blended \$52/hr loaded rate (illustrative) — spent on copying, not analysis.
F-06	Medium	6 duplicate or overlapping reports. Two 'inventory' reports disagree on stock cover by up to 9 days.	Buyers can't tell which cover figure to order against.
F-07	Medium	The freight-cost reference table was last updated 7 months ago; margins are understated by roughly 0.8 points.	Pricing decisions are being made against stale costs.
F-08	Low	No change log or version control on any workbook; files named 'final_v7' and	Nobody can say which file is authoritative, or

		'final_v7_USE_THIS'.	what changed last week.
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What we found that's healthy

- QuickBooks source data is clean, current, and consistently coded — the foundation is good.
- The Tableau environment is well organized; the problem is definitions and validation, not tooling.
- The team already agrees on KPI names. The fix is one shared definition each, not a culture change.

Recommended fix plan

Phase 1 — Build Sprint (fixed quote for this sample: \$5,200).

- One canonical definition per KPI, agreed and written down; revenue fixed first (F-01, F-03).
- The top 5 reports automated end-to-end — no hand rebuilding (F-05).
- Margin calculation rebuilt with automated validation checks that fail loudly (F-02, F-07).
- Everything documented; a second person trained as backup (F-04, F-08).

Phase 2 — optional, quoted separately: consolidate the 6 duplicate reports into one inventory view (F-06) and add the weekly executive brief. The \$950 Health Check fee credits in full toward Phase 1 if you proceed within 30 days. After the build, the Care Retainer (\$2,000/month, founding rate) keeps the system monitored, validated, and documented as your business changes.

Next step

A 30-minute readout call: we walk this report together, you keep it either way, and the Phase 1 quote is fixed — it does not move if the build takes longer than estimated. Book at mjrintelligencegroup.com/contact or call 314-492-3431.