THE SUMMARY · WHAT ALL THREE SECTORS ARE SAYING

Three different sectors. The same dividing line.

Manufacturing is hiring into higher wages. Healthcare is growing into thinner payer margins. Services are raising rates into soft realization. In each case the market is fine — and the operators failing in it (small-business filings +50%, per Epiq AACER) mostly share one trait: they couldn't see their numbers in time to act.

Manufacturing & CPG

PAGE 1

Wages and freight are rising under the P&L while private label presses price from above. Blended margin hides which SKUs and channels still earn.

THE METRIC THAT DECIDES IT

Contribution margin per unit × channel

Healthcare

PAGE 2

A $6T sector growing 5.4% a year — with payer mix shifting toward Medicare and coverage thinning. Growth without payer-level economics is volume, not profit.

THE METRIC THAT DECIDES IT

Margin per encounter, by payer

Professional services

PAGE 3

Labor costs up 3.2% and demand diverging by practice. Averages flatter the strong lines and hide the weak ones.

THE METRIC THAT DECIDES IT

Realization & margin by service line

THIS IS WHY WE PUBLISH "METRICS THAT MATTER"

Know what each unit earns

Product, jar, encounter or hour — fully loaded, by channel or payer. Blended numbers made none of the decisions above.

See cash before it happens

A 13-week view and a rolling three-statement forecast, tied to your books. The +50% in bankruptcy court is mostly a visibility statistic.

Benchmark against the data

FRED, BLS, Census, CMS and SEC feeds — the same sources behind this report — grading your numbers against your sector.

FREE · SCORED AGAINST YOUR INDUSTRY'S DATA

Start with the Free GCA Business Health Score.

Your margins, cash and pricing power, scored against your industry's data. One upload, no call required. Then, if the gaps are real, our fixed-scope Metrics That Matter framework closes them — first deliverable in week one.

Get Your Free GCA Business Health Score →

SOURCES: BLS · EPIQ AACER · CIRCANA · CMS NHE PROJECTIONS · THOMSON REUTERS LFFI · GARTNER · US CENSUS BFS

NEXT STEPS

Three sectors, one fix: see your numbers in time to act.

Once you have your Free GCA Business Health Score, here's where to take it next.

RECOMMENDED NEXT STEP · PHASE 1

Foundation

See cash before it happens.

A three-statement forecast (P&L, balance sheet, cash flow) wired to your books, a 13-week cash view and a monthly variance package. The numbers your bank, board and investors ask for, in one place.

> **Why this one:** every sector in this read comes back to the same trait: operators who couldn't see their numbers in time. Foundation is the forecast and cash view that fixes that, and everything else builds on it.

- 3-statement forecast tied to QuickBooks / Xero
- 13-week cash flow view
- Monthly variance & reporting package
- First deliverable in week one

Ask about Foundation →

TALK TO A PRINCIPAL

Meet with GCA

Fixed scope, defined deliverables and the first one in week one. Every engagement is run by the two principals directly. No junior analysts, no open-ended retainers.

Tell us what you're working on and we'll come back with a time to talk.

Get in Touch →

01
SCOPE
Deliverables are defined on the first call. Fixed scope, no scope creep.

02
BUILD
First deliverable in week one, built by the principals on your own books.

03
RUN
Models tied to your accounting system, so plan and actuals reconcile every month.

Know Your Numbers. Know Your Customers.

OPERATIONAL FINANCE FOR GROWTH-STAGE COMPANIES

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