Pre-sales reconstructed

LINDBERGH FORMATION — 16 rue de Maillé, 91310 Montlhéry, France · Companies register (RCS) Evry 817 946 114

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11 engagements · fictional document

Fictional document — demonstration example

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Fictional document, produced for demonstration. **These figures come from diaries, not time sheets.** They are a reconstruction and say so: they exist to pose a question, not to compute a margin.

Engagement	Meetings	Pitch	Estimated pre-sales days	Gross margin
Mareuil Distribution	3	No	**2**	51%
Kane Conseil	4	No	2.5	46%
Sow Industries	5	Yes	4	41%
Bertrand & Associés	4	No	3	38%
Halbran Groupe	6	Yes	5	36%
Roux Habitat	5	No	3.5	34%
Loiret Services	7	Yes	6	31%
Mareuil Santé	6	No	4	28%

Engagement	Meetings	Pitch	Estimated pre-sales days	Gross margin
Aubel Logistique	8	Yes	7	24%
Verne Énergie	11	Yes	**12**	**17%**
Kane Distribution	12	Yes	**14**	**12%**

The two least profitable engagements are the two with the longest pre-sales. The correlation is clear and proves nothing: long pre-sales may cause the low margin, or may signal an undecided client who stays undecided during delivery.

What this table allows, and does not

Use	Possible?
Raise the question at go / no-go	**Yes**
Set a threshold beyond which the case gets questioned	**Yes**
Recompute the margins of the 11 engagements	**No — these are diary estimates**
Conclude that long pre-sales should be declined	**No**

What would be offered, on your approval

Trigger	Action	Who decides
Diary entry naming an opportunity	**Suggested** attachment, one click	**The consultant**
Booking 7 days late	Reminder to the consultant	—
Booking 14 days late	Flagged to the engagement director	—

Nothing is booked on the consultant's behalf. A suggestion they approve or correct is still a booking; an automatic attachment becomes a figure nobody recognises and everybody disputes.

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