

# The Price Ladder and the Real Market

INTERNAL · supersedes the single-price model in MKT-04. Market figures now sourced, not estimated.

**Three corrections. The market was understated by between three and nine times. One price point was wrong for a product that should be unbundled. And the geography constraint I modelled does not exist, because a 200 mile day is nothing to you.**

## 1. The market, properly sourced this time

These are published national figures for the start of 2025, not my estimates.

| Measure                               | Number    | Relevance                                                    |
|---------------------------------------|-----------|--------------------------------------------------------------|
| All UK private sector businesses      | 5,690,265 | The headline number, mostly irrelevant                       |
| ...with employees                     | 1,400,000 | No employees means no employer duty. This is the real filter |
| ...actively trading limited companies | 2,100,000 | Corporate subscribers. Legal to cold email without consent   |
| LIMITED COMPANIES WITH EMPLOYEES      | 1,200,000 | THE ADDRESSABLE UNIVERSE. Emailable, and they have a duty    |
| Sole trader employers                 | 180,000   | Must be screened out. Consent required                       |
| Ordinary partnership employers        | 81,000    | Must be screened out. Consent required                       |
| Construction businesses alone         | 885,000   | 16% of every business in the country                         |

**My previous figure was 133,800. The emailable universe is 1,200,000. I was out by nine times.**

## Narrowing to firms that actually have plant, vehicles, dust or a yard

Not all 1.2 million need this. An accountancy practice does not. Applying the national employer-company ratio of 21.1% to each sector, and discounting the parts of retail and support services that have no physical risk:

| Sector                                      | Businesses | Employer companies |
|---------------------------------------------|------------|--------------------|
| Construction                                | 885,000    | 186,635            |
| Manufacturing                               | 285,000    | 60,103             |
| Wholesale and motor trades                  | 547,000    | 51,910             |
| Transport and storage                       | 228,000    | 48,082             |
| Admin and support (landscaping, facilities) | 340,000    | 39,436             |
| Agriculture, forestry and fishing           | 170,000    | 21,510             |
| Water, sewerage and waste                   | 28,000     | 5,905              |
| TOTAL WITH PHYSICAL RISK                    |            | 413,580            |

**413,580 against my earlier 133,800. Three times bigger on the narrow definition, nine times on the broad one. <b>The market is no longer the binding constraint on this business.</b>**

*The sector splits are DERIVED by applying the national ratio, not separately published. The 1.2 million and 5,690,265 are published figures. Treat the sector rows as working estimates until pulled from the detailed tables by SIC code.*

## 2. The price ladder

You were right that £349 will not sell in volume, and the reason is not really the price. It is that £349 needs a decision, possibly a quote and possibly someone else's approval. £49 is a card payment nobody has to ask about. That is the mechanism.

| Tier | Product                        | Price             | What it is                                                                                                                                                             |
|------|--------------------------------|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| T1   | Single topic download          | £49               | One hazard, done completely: risk assessment, toolbox talk, training record, competence check, authorisation form. Abrasive wheels. Banksman. Silica. Manual handling. |
| T2   | Four topic mini bundle         | £149              | Pick any four. The 'sort the yard out' purchase.                                                                                                                       |
| T3   | Verified certificate, per head | £20               | They assess in house, submit the evidence, you verify it and issue a QR-checkable certificate. See the warning below.                                                  |
| T4   | Full sector bundle             | £349              | Everything for their sector. The pack that already exists.                                                                                                             |
| T5   | On-site operator assessment    | £195 per operator | Minimum four = £780. Six = £1,170. Machines are where an external assessor genuinely matters.                                                                          |

### Why the ladder wins, even though revenue per email barely moves

|                          | Old single-price model | New ladder |
|--------------------------|------------------------|------------|
| Revenue per 1,000 emails | £4,230                 | £4,323     |
| BUYERS per 1,000 emails  | 8.2                    | 25.4       |
| Addressable market       | 133,800                | 413,580    |
| Total opportunity        | baseline               | 3.2x       |

Revenue per thousand is almost identical. **The number that changes is customers: three times as many.** That matters because a customer is a relationship you can sell to again, and a £49 buyer is the cheapest possible way to find out who has a real problem. They become the list for everything above them.

### And the £49 range is already written

This is an unbundling job, not a writing job. Every single topic below already exists as a chapter inside a pack you have finished:

| £49 single topic             | Comes from                              |
|------------------------------|-----------------------------------------|
| Abrasive wheels              | CON-05 Hand and Power Tools, plus forms |
| Banksman and vehicle marshal | WTS-05, plus WTS-07 competence records  |
| Yard and workplace transport | WTS-02, WTS-03, WTS-08                  |
| Silica and stone dust        | STN-01 to STN-04, or CON-02             |
| Manual handling              | CON-04                                  |

|                                          |        |
|------------------------------------------|--------|
| Vibration and noise                      | CON-03 |
| Working at height and ladders            | CON-01 |
| Concrete, cement and mortar              | CON-06 |
| Excavations and buried services          | CON-07 |
| Electricity on site                      | CON-08 |
| Asbestos awareness                       | CON-09 |
| Vehicle lifts and working under vehicles | GAR-01 |
| Compressed air and workshop equipment    | GAR-02 |
| Fumes, COSHH and hazardous substances    | GAR-03 |
| Electric vehicle high voltage            | GAR-04 |

**Fifteen products at £49, all of them already drafted. The work is packaging, a landing page and a payment link.**

### 3. The certificate tier — get this exactly right or do not do it

**T3 is the strongest recurring product on the ladder and the easiest one to turn into a false instrument. The line is simple.**

- The certificate must say what actually happened. If the employer assessed their own operative and you verified the paperwork, it must read as an IN-HOUSE ASSESSMENT VERIFIED BY PHW SERVICES. It must never read as though you assessed the person.
- You must actually verify. Real signed assessment records, real test papers, photographs where relevant. Verification means checking the evidence and rejecting it when it is thin. A rubber stamp for £20 a head is a fraud, and it is the kind that ends up in a prosecution bundle after somebody is hurt.
- Keep the evidence. If you certify it, you must be able to produce what you relied on.
- This is internal verification, which is precisely what your V1 award is for. Done properly it is legitimate, defensible and genuinely useful to the client. Done lazily it is the single biggest risk in this whole business.

**Everything else here is a marketing decision. This one is not.**

### 4. The on-site day, repriced

I had this wrong twice. I priced it as a site audit at £1,250, and I capped it at two a week on a geography assumption that does not apply to you.

| What I assumed                         | Reality                                                                                                                                           |
|----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|
| Geography limits you to about 30 miles | 200 miles in a day is nothing, and the cost of it is low. Effectively the whole country is in range for a day rate you are happy with.            |
| Two visits a week maximum              | Three a week is comfortable. That changes the ceiling.                                                                                            |
| Sell a £1,250 site audit               | Sell an assessment day priced PER OPERATOR. Four at £195 is £780, six is £1,170. The client with more people pays more for the same day of yours. |
| The audit is the premium product       | The MACHINE ASSESSMENT is the premium product. That is the part that genuinely needs an external, and it is your actual trade.                    |

Per-operator pricing also beats the training centre on the client's own arithmetic. They pay per head either way, but with you there is no travel, no overnight, no lost day of production, and the assessment happens on their machine on their site, which is what familiarisation requires anyway.

*Worth being precise on the claim: an external assessor is **<b>not</b>** a legal requirement. What is true is that a site safety officer, a principal contractor or an insurer will take an external assessment seriously and an unqualified in-house one much less so. Sell it on that, not on a legal duty that does not exist.*

## 5. What it produces

| Per 1,000 tailored emails                    | Sales          | Revenue      |
|----------------------------------------------|----------------|--------------|
| T1 single topic at £49                       | 12.0           | £588         |
| T2 mini bundle at £149                       | 4.2            | £626         |
| T3 certificates, 5.4 firms averaging 8 heads | 43 heads       | £864         |
| T4 full bundle at £349                       | 2.1            | £733         |
| T5 on-site days                              | 1.7 days       | £1,512       |
| DIGITAL SUBTOTAL — zero time, zero cost      |                | £2,811 (65%) |
| ON SITE SUBTOTAL                             |                | £1,512 (35%) |
| TOTAL                                        | 25.4 customers | £4,323       |

### Annual, with three site days a week available

| Sends /mo | Days demanded | Days done | Digital /mo | On site /mo | CONSERVATIVE /yr | BASE /yr |
|-----------|---------------|-----------|-------------|-------------|------------------|----------|
| 4,000     | 6.7           | 6.7       | £11,243     | £6,048      | £103,745         | £207,490 |
| 8,000     | 13.4          | 12.0      | £22,486     | £10,800     | £199,714         | £399,427 |
| 12,000    | 20.2          | 15.0      | £33,728     | £13,500     | £283,370         | £566,741 |
| 20,000    | 33.6          | 15.0      | £56,214     | £13,500     | £418,284         | £836,568 |

**Note what happens past 12,000 sends a month: the on-site column stops growing because the diary is full, and everything after that is digital. **<b>Above about 12,000 a month this stops being a services business and becomes a publisher.</b>** That is the direction you said you wanted.**

### And the list no longer runs out

| Send rate      | To work the 413,580 physical-risk firms | To work all 1.2m emailable employers |
|----------------|-----------------------------------------|--------------------------------------|
| 4,000 / month  | 8.6 years                               | 25.0 years                           |
| 8,000 / month  | 4.3 years                               | 12.5 years                           |
| 12,000 / month | 2.9 years                               | 8.3 years                            |
| 20,000 / month | 1.7 years                               | 5.0 years                            |

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**The finite-market warning in MKT-04 was an artefact of my undersized list. Withdraw it. At any sensible send rate you have years of runway.**

## 6. What to do

- Unbundle. Fifteen £49 products out of content that already exists. Landing page and a payment link per topic. This is a week of packaging, not a build.
- Lead with abrasive wheels and banksman. Both are near-universal, both are cheap to say yes to, and both are things every yard and workshop in the country has and almost none document.
- Add the £20 per head certificate at checkout. It is the recurring revenue and it costs you minutes per head. Read section 3 twice before you issue one.
- Reprice the site visit per operator, minimum four, and drop the 30 mile assumption entirely.
- Keep the £349 bundle. It is the natural upsell for anyone who buys two or three singles, and some firms will just want the lot.
- Verify the sector splits against the detailed tables by SIC code before spending money on list building. The 1.2 million is solid. The sector rows are derived.

**The headline: same revenue per email, three times the customers, three times the market, and two thirds of it arrives without you leaving the house.**