

# Going National — Three Structures, One That Works

INTERNAL · recruiting delivery people, modelled properly rather than assumed

**You can certainly recruit people. The question is what they would do, and the obvious answer turns out to be worth nothing. Two others are worth a great deal, and the best one has them paying you rather than the reverse.**

## 1. Model A — subcontract assessors to serve cold email demand

The obvious version. Recruit freelance assessors, send them the site work the campaign generates. Here is why it earns nothing.

|                                                          | Per site day |
|----------------------------------------------------------|--------------|
| Revenue (4 to 6 operators at £195)                       | £900 average |
| Freelance assessor day rate                              | £300         |
| Expenses                                                 | £50          |
| Margin on a delegated day                                | £550         |
| Margin if YOU do the day                                 | £900         |
| So every delegated day below your own capacity COSTS you | £350         |

**A network therefore only adds anything ABOVE your own fifteen days a month. And the sending cannot get you there.**

| Site days per month    | Sends per month needed | Burns the 413,580 list in |
|------------------------|------------------------|---------------------------|
| 15 (your own capacity) | 15,625                 | 26.5 months               |
| 30                     | 31,250                 | 13.2 months               |
| 60                     | 62,500                 | 6.6 months                |
| 120                    | 125,000                | 3.3 months                |

**At 8,000 sends a month, site day demand is <b>7.7 days</b>. That is half your own capacity. <b>A network built to serve cold email demand would sit idle, and every day you did give away would cost you £350.</b> Model A is worth zero.**

## 2. Model B — multi-site clients, which is what a network really unlocks

This has nothing to do with capacity. It is about being able to bid for work you have to turn down today, because one man in Derby cannot service depots in Glasgow, Bristol and Norwich inside a sensible timescale.

| Client                     | Sites | Days | Revenue | Assessor cost | YOUR MARGIN |
|----------------------------|-------|------|---------|---------------|-------------|
| Regional builder, 6 depots | 6     | 12   | £10,800 | £4,200        | £6,600      |

|                                 |    |    |         |         |         |
|---------------------------------|----|----|---------|---------|---------|
| National plant hire, 14 depots  | 14 | 28 | £25,200 | £9,800  | £15,400 |
| Waste group, 22 sites           | 22 | 33 | £29,700 | £11,550 | £18,150 |
| Facilities contractor, 40 sites | 40 | 40 | £36,000 | £14,000 | £22,000 |

These are single sales worth five to twenty times a normal one, and here the £350 you give up per day is irrelevant because without the network the whole deal is unwinnable. **Recruit for reach, not for capacity relief.**

Three of these in year one is roughly £33,000 of margin on work you currently cannot quote for at all.

### 3. Model C — licence the system to assessors, and they pay you

Flip the whole thing. Do not hire freelance assessors. Licence them the system and the verification, let them keep their own day rate, and let them bring their own clients.

| Licensees | At £5/cert | At £8/cert | At £12/cert | At £15/cert |
|-----------|------------|------------|-------------|-------------|
| 5         | £14,940    | £22,140    | £31,740     | £38,940     |
| 10        | £29,880    | £44,280    | £63,480     | £77,880     |
| 20        | £59,760    | £88,560    | £126,960    | £155,760    |
| 30        | £89,640    | £132,840   | £190,440    | £233,640    |
| 50        | £149,400   | £221,400   | £317,400    | £389,400    |
| 80        | £239,040   | £354,240   | £507,840    | £623,040    |

Assumes each licensee works 8 days a month at 5 operators a day, plus a £49 monthly platform licence. Annual figures.

#### Why an assessor would pay you 4% rather than just doing it themselves

This is the only question that matters, and the answer is genuinely strong.

| They charge their client | £195 per operator                  |
|--------------------------|------------------------------------|
| They pay you             | £8, which is 4.1% of their revenue |
| They keep                | £187                               |

- A lone freelancer's certificate has **no third party verification behind it**. Nobody is going to ring them to check.
- They cannot build a QR verification platform, and it is the thing a site safety officer actually looks at.
- They have no document system, no test bank and no assessment records. They are working off whatever they were given years ago.
- They have no internal verifier, so everything they issue is self-certified, which is exactly the weakness a principal contractor probes.

**You supply all four. That is what the 4% buys, and it makes THEIR certificate worth more to THEIR client. That is the entire reason this model works, and it is why it is a better business than hiring them.**

## And it is the only model that grows without more sending

Models A and B both need you to generate the demand. A licensee arrives with their own customers already. That breaks the link between revenue and your email list, which is the constraint everything else runs into.

## 4. The risk, and it is the same one as always

| Licensees | Certificates a year issued IN YOUR NAME |
|-----------|-----------------------------------------|
| 10        | 4,800                                   |
| 20        | 9,600                                   |
| 50        | 24,000                                  |

**Every one of those is signed by somebody you are not standing next to. Your whole moat is that a scan returns a real answer. One licensee rubber-stamping and the database is worth nothing, and you are the one who issued the certificates.**

<b>Your V1 internal verifier award is precisely the control for this</b>, and it is the structure an awarding body would use. You ran an accredited provider for sixteen years, so this is not new machinery to you:

- Sample a fixed percentage of every licensee's work, weighted heavily towards new ones and anyone whose pattern looks odd.
- Standardisation meetings so everybody is marking to the same line.
- Suspend on the first sign of rubber-stamping. No second chance, and say so in the agreement before they sign it.
- Licensees carry their own PI and PL insurance and you verify it annually.
- Written licence agreement, self-employed status handled properly, and the right to withdraw the ability to issue at any time.

| Sampling rate at 20 licensees | Checks per year | Your time      |
|-------------------------------|-----------------|----------------|
| 5%                            | 480             | 16 days a year |
| 10%                           | 960             | 32 days a year |
| 20%                           | 1,920           | 64 days a year |

**Start at 5%, which is about a day and a half a month, and raise it for anyone new or questionable. At 10% you are giving up roughly £28,000 of site-day earnings to protect an £88,000 line, which is still clearly worth doing but is not free. <b>Budget the sampling time. Do not pretend it is zero.</b>**

## 5. Side by side

| Model | What it is                                  | Year one | Verdict                                                                |
|-------|---------------------------------------------|----------|------------------------------------------------------------------------|
| A     | Subcontract assessors for cold email demand | £0       | NO. Demand never exceeds your own capacity at any achievable send rate |

|   |                                             |                          |                                                                                                 |
|---|---------------------------------------------|--------------------------|-------------------------------------------------------------------------------------------------|
| B | Network to serve multi-site clients         | £33,000 on three clients | YES. Recruit for reach. Unlocks deals you cannot bid for today                                  |
| C | Licence the system to independent assessors | £88,560 at 20 licensees  | YES, and it is the best of the three. Near-zero delivery cost and it grows without more sending |

## 6. Do this

- Do NOT recruit assessors to take site work off your hands. You do not have enough of it and each day given away costs you £350.
- DO build a licensee network, because that is the version where they pay you and bring their own clients.
- Start with three to five licensees you already know from the training world. Small enough to verify properly while you learn what the sampling actually takes.
- Price at £8 a certificate plus £49 a month. Test £12 once you have proof the verification is worth something to their clients.
- Write the licence agreement before the first one signs, with suspension on rubber-stamping stated explicitly.
- Use the network to go after one multi-site client in year one. That is model B, it pays well, and it is the thing that proves the network is real.

**The short version: <b>recruiting people to do your delivery is worth nothing. Recruiting people to buy your verification is worth £89,000 at twenty of them and £221,000 at fifty.</b>**