



# Veil Operations

## Case Study | Restoring Service, Trust, and Profitability

An anonymized prior operator case from the founder's General Manager role in a large Southern California municipal transportation operation.

Client Profile	Starting Point
Large Southern California municipality   Unionized transportation operation   Newly awarded service contract   Multi-function local business unit	Brought in with full P&L responsibility after service instability, client tension, inventory breakdowns, labor inefficiency, and a business unit running \$480K behind operating income budget.

When the turnaround began, the city relationship had become confrontational and the operation was relying on reactive heroics instead of disciplined routines. No repricing, contract amendment, or relief was granted. The recovery had to come from stronger leadership cadences, tighter operating controls, and full use of the contract economics already available.

Challenge	What Changed
<ul style="list-style-type: none"> <li>Repeated leadership turnover eroded trust before and after go-live.</li> <li>Inventory stockouts, subcontractor overload, and weak labor routines damaged customer experience.</li> <li>Inflated labor, fuel, and vendor costs increased pressure on an already underperforming contract.</li> </ul>	<ul style="list-style-type: none"> <li>Installed daily operating reviews and weekly functional cadences to create control and accountability.</li> <li>Built inventory discipline, workforce-planning rhythm, and clearer subcontractor communication and prioritization.</li> <li>Reviewed the contract in detail and pulled every legitimate pricing and extra-service lever already available.</li> </ul>

### Results

Measure	Outcome
<b>90-day service reliability</b>	Service commitments improved from 90% to 98%; missed pickups dropped from 0.24% to 0.07%.
<b>Inventory control</b>	Three stockouts occurred early in the contract, then were eliminated by October.
<b>Client pressure</b>	Municipal escalations fell from 4,330 per month in August to 3 per month by December.
<b>Budget recovery</b>	The business unit returned to operating income budget by mid-November and hit budget again in December.
<b>180-day performance</b>	NPS improved from -23 to 30; safety frequency improved from 8.0 to 4.0; temporary labor was eliminated.
<b>12-24 month outcome</b>	At 12 months the contract reached 9% operating income margin and 15% EBITDA; by year two it exceeded 20% operating income margin and 28% EBITDA.

**Why this matters** This case shows what happens when a high-pressure operation stops relying on heroics and installs leadership cadences, operating controls, and financial discipline. For organizations facing service instability, cost pressure, and strained customer relationships, disciplined routines create the conditions for operational recovery and margin improvement.

*Veil Operations installs execution systems, KPI operating rhythms, and leadership cadences that turn instability into measurable performance.*