

Aryo Consulting Group

Industry Intelligence Report

[INDUSTRY / THEME GOES HERE]

Geography: [GEOGRAPHY GOES HERE] | Year: 2026

A 30-page industry intelligence report template combining secondary research, operator simulation, benchmark modeling, and strategic recommendations.

Synthetic data notice: the 957-operator panel is a simulation unless replaced with real interview or survey responses.

How to Read This Report

- Research layer: market claims, citations, third-party benchmarks, public data, and expert notes.
- Simulation layer: 957 modeled CEOs / business owners segmented by size, sophistication, margin, growth, and adoption behavior.
- Insight layer: patterns extracted from the simulated panel and reconciled against research claims.
- Strategy layer: practical recommendations for investors, founders, acquirers, agencies, and operators.

The report should be treated as a decision-support document, not as a replacement for primary diligence.

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What Matters Most

957 Simulated operators	\$2887.6M Modeled revenue	15.8% Avg. EBITDA margin
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- The simulated 957-operator panel represents approximately \$2887.6M of modeled annual revenue across [INDUSTRY / THEME GOES HERE].
- Median modeled revenue growth is 6.9%, while average EBITDA margin is 15.8%.
- The strongest strategic wedge appears to be the spread between high-margin operators and operators constrained by labor, acquisition cost, or weak digital infrastructure.
- 9.1% of simulated owners would consider selling under the model, suggesting potential M&A; relevance if verified with real market data.

Five Board-Level Takeaways

- The market should be viewed through operator archetypes, not a single blended average.
- Margin dispersion is the strategic story: the gap between best and median operators usually reveals the value creation playbook.
- Fragmentation creates opportunity for roll-ups, agency services, software adoption, training, recruiting, and premium positioning.
- Customer acquisition economics separate compounders from stalled operators.
- The highest-quality opportunity is where demand is durable, operations are repeatable, and local competition is unsophisticated.

Strategic Thesis

For [INDUSTRY / THEME GOES HERE], the central question is not simply market size. It is whether operators can convert demand into durable margin while navigating labor, local competition, pricing pressure, and channel efficiency.

- Best operators should be benchmarked against segment-level peers, not the market average.
- The cleanest value creation levers are pricing architecture, channel efficiency, labor productivity, service mix, and retention systems.
- M&A; attractiveness depends less on revenue alone and more on management depth, repeatable acquisition channels, margin durability, and customer concentration.

Industry Definition & Boundaries

This report defines the market as: [INDUSTRY / THEME GOES HERE].

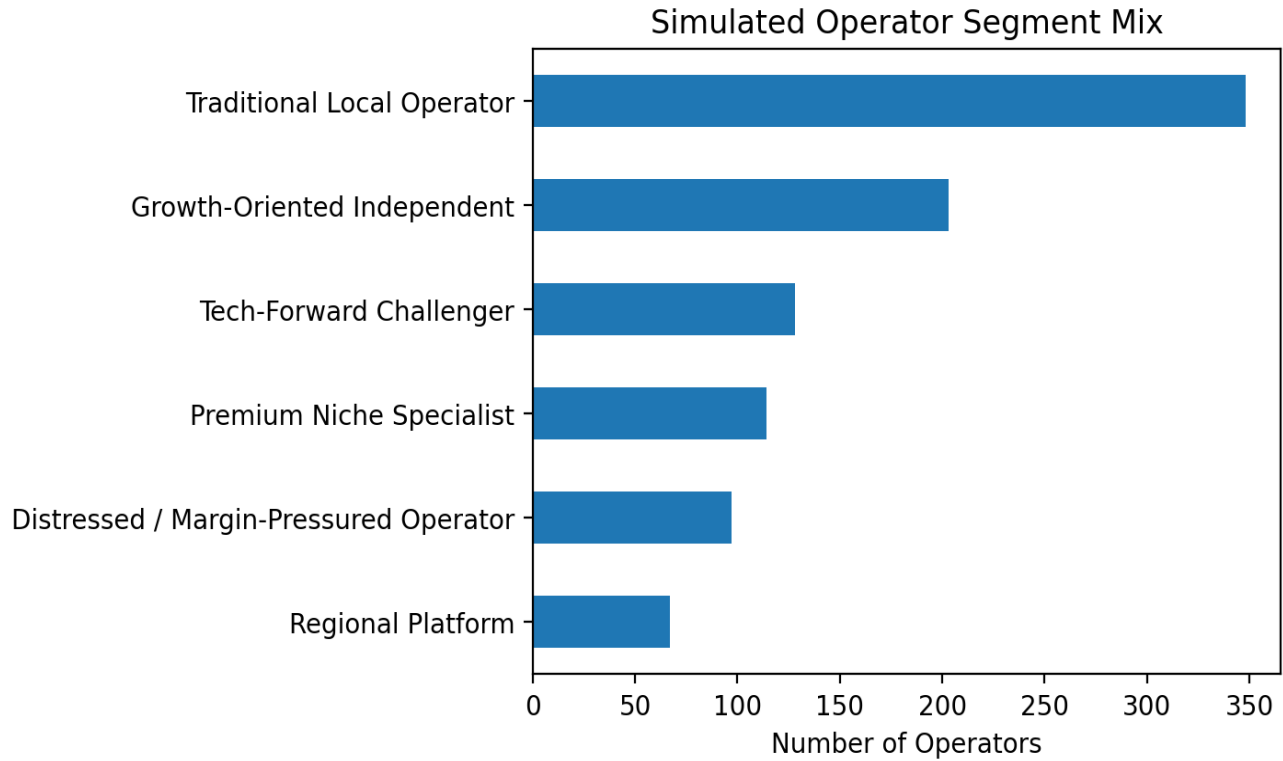
Geography: [GEOGRAPHY GOES HERE].

The exact market boundary should be tightened by NAICS/SIC codes, revenue categories, service mix, customer type, and geography before investor use.

- Core operators: direct providers of the industry service/product.
- Adjacent operators: suppliers, software, agencies, staffing, equipment, financing, and training providers.
- Substitutes: DIY, lower-cost alternatives, new technologies, marketplaces, and integrated platforms.

Market Structure & Fragmentation

- The modeled market behaves like a fragmented, owner-operated category with a long tail of subscale businesses and a smaller set of sophisticated regional platforms.
- The fastest-growing simulated segment is: Tech-Forward Challenger.
- The highest-margin simulated segment is: Premium Niche Specialist.
- The most exit-ready simulated segment is: Regional Platform.



Value Chain Map

- Input suppliers: labor, materials, equipment, software, financing, facilities, compliance.
- Operators: independent firms, multi-location groups, niche specialists, regional platforms.
- Distribution: local search, paid media, referral channels, partnerships, marketplaces, repeat customers.
- End customers: consumers, SMBs, enterprises, government, or channel partners depending on industry.
- Profit pools: premium services, recurring revenue, financing, maintenance, data, upsells, and operational leverage.

Segment Attractiveness Map

segment	operators	median_revenue_m	median_margin	median_growth	median_tech
Distressed / Margin-Pressured Operator	97	0.87	0.06	-0.04	30.45
Growth-Oriented Independent	203	2.51	0.17	0.1	53.86
Premium Niche Specialist	114	1.84	0.26	0.09	63.61
Regional Platform	67	10.29	0.24	0.12	70.98
Tech-Forward Challenger	128	3.01	0.2	0.16	80.16
Traditional Local Operator	348	1.18	0.12	0.03	37.81

Use this page to decide which segment deserves deeper research, acquisition targeting, software sales, or marketing investment.

DEMAND

Demand Drivers

- Macro demand: population, income, construction, health, regulation, replacement cycles, or business formation depending on category.
- Local demand: density, competition, local income, climate, local culture, and search behavior.
- Trigger demand: emergencies, seasonal cycles, life events, regulatory deadlines, asset failures, or visible pain points.
- Premium demand: convenience, trust, speed, outcome quality, financing, brand, and customer experience.

DEMAND

Customer & Buyer Behavior

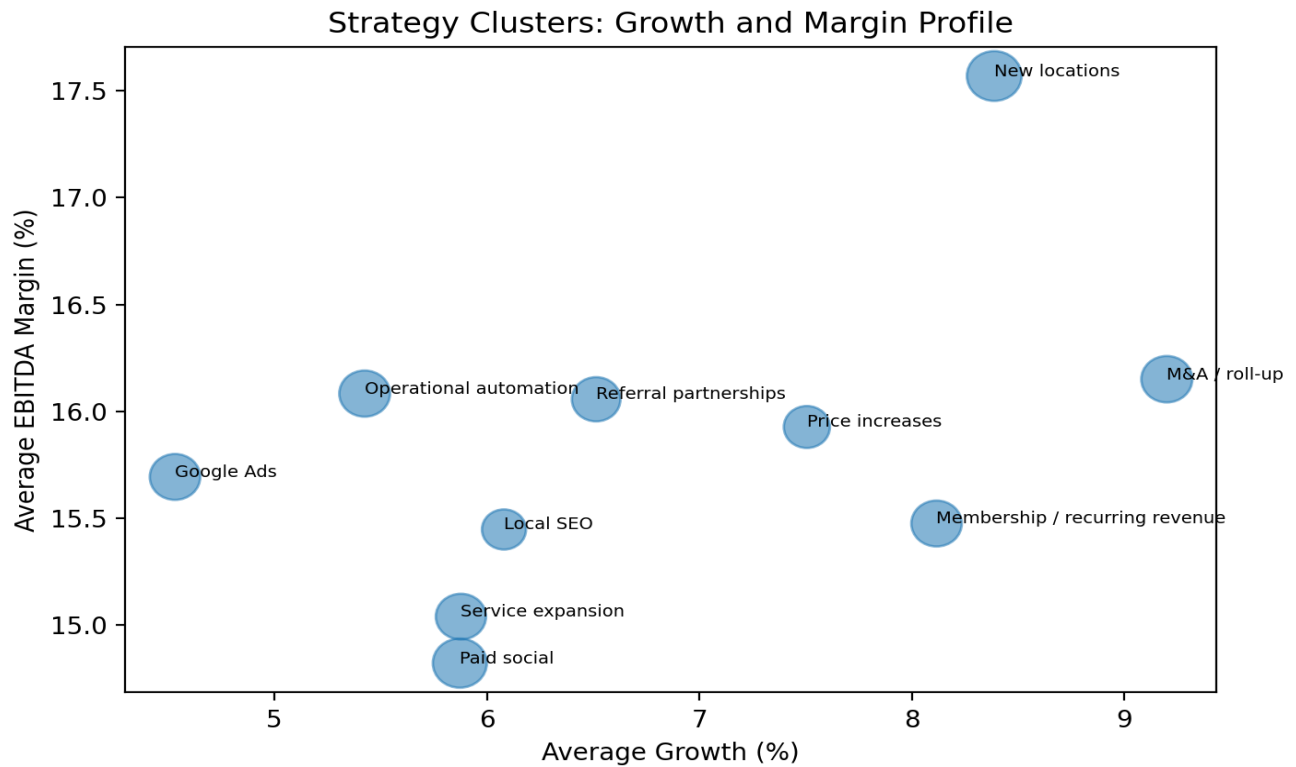
Primary buyer universe: Owner-operators, regional groups, private equity-backed platforms.

- Buying usually clusters around urgency, trust, price, availability, proof, convenience, and local reputation.
- High-performing operators reduce buyer uncertainty through reviews, education, guarantees, visual proof, and transparent next steps.
- The strongest operators tend to capture more demand before prospects price-shop the entire market.

DEMAND

Digital Demand & Channel Economics

- Map demand by Google search intent, local map pack visibility, paid search CPCs, paid social creative volume, and competitor landing pages.
- Separate high-intent demand from low-intent awareness traffic.
- Measure conversion economics by lead source, not by total lead count.
- Best-in-class operators usually compound through SEO, referral loops, retention, and paid acquisition only where LTV supports it.



COMPETITION

Competitive Landscape

- Mom-and-pop operators often compete on trust, convenience, owner involvement, and local familiarity.
- Regional platforms compete on scale, operating systems, recruiting, technology, and marketing sophistication.
- Premium specialists compete on niche authority, quality, outcomes, and brand perception.
- Marketplaces and aggregators may compress margins if they control lead flow.

Sources of Advantage

- Demand capture advantage: superior SEO, paid media, referrals, partnerships, reviews, and brand recall.
- Delivery advantage: trained labor, process standardization, utilization, scheduling, and quality control.
- Economic advantage: higher price realization, repeat revenue, lower churn, procurement leverage, and better capacity utilization.
- Data advantage: CRM discipline, attribution, call tracking, cohort reporting, and forecast accuracy.

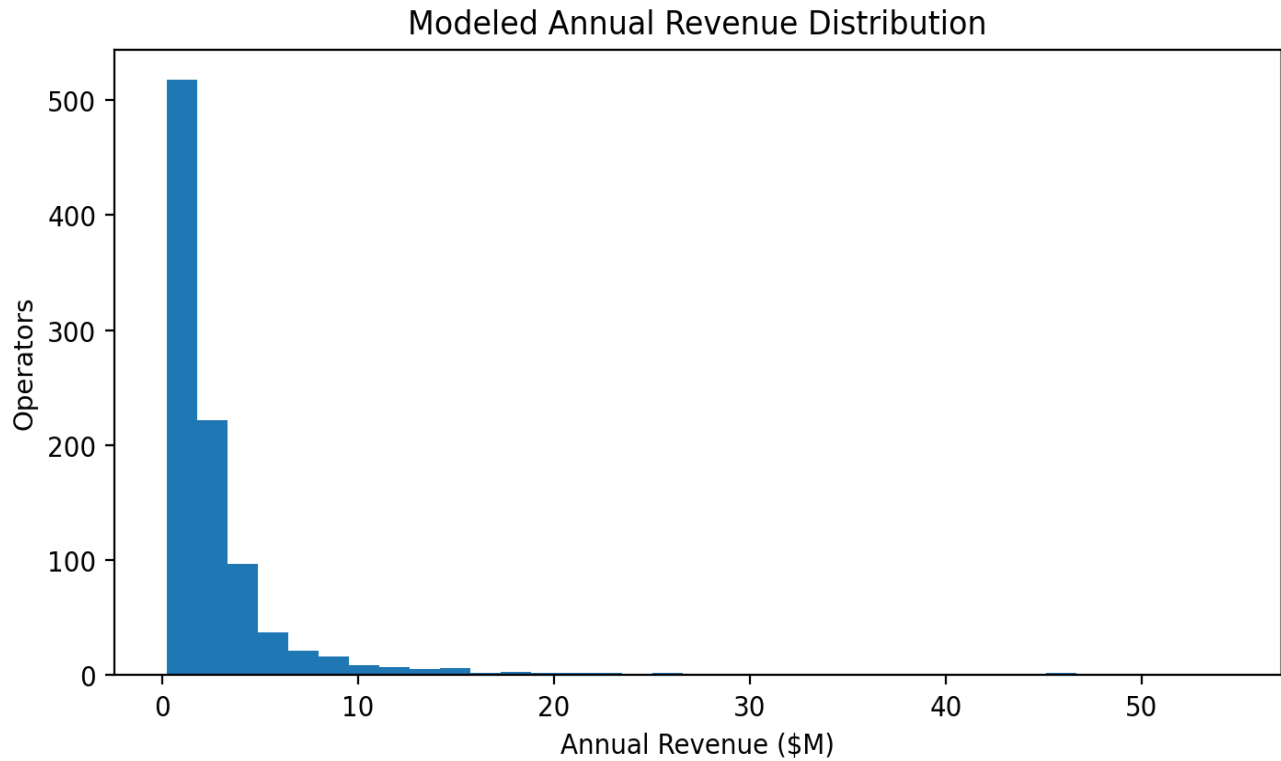
COMPETITION

Disruption Watchlist

- AI-driven lead qualification, quoting, scheduling, customer support, and workflow automation.
- Private equity and search-fund consolidation where seller demographics and margin structure support roll-up logic.
- Marketplace pressure where customers view providers as interchangeable.
- Labor productivity tools that let smaller teams produce platform-level output.

957-Operator Simulation Overview

The simulation models CEOs / owners across revenue, growth, margin, staffing, pricing power, technology adoption, labor pressure, acquisition cost, AI openness, and exit readiness.

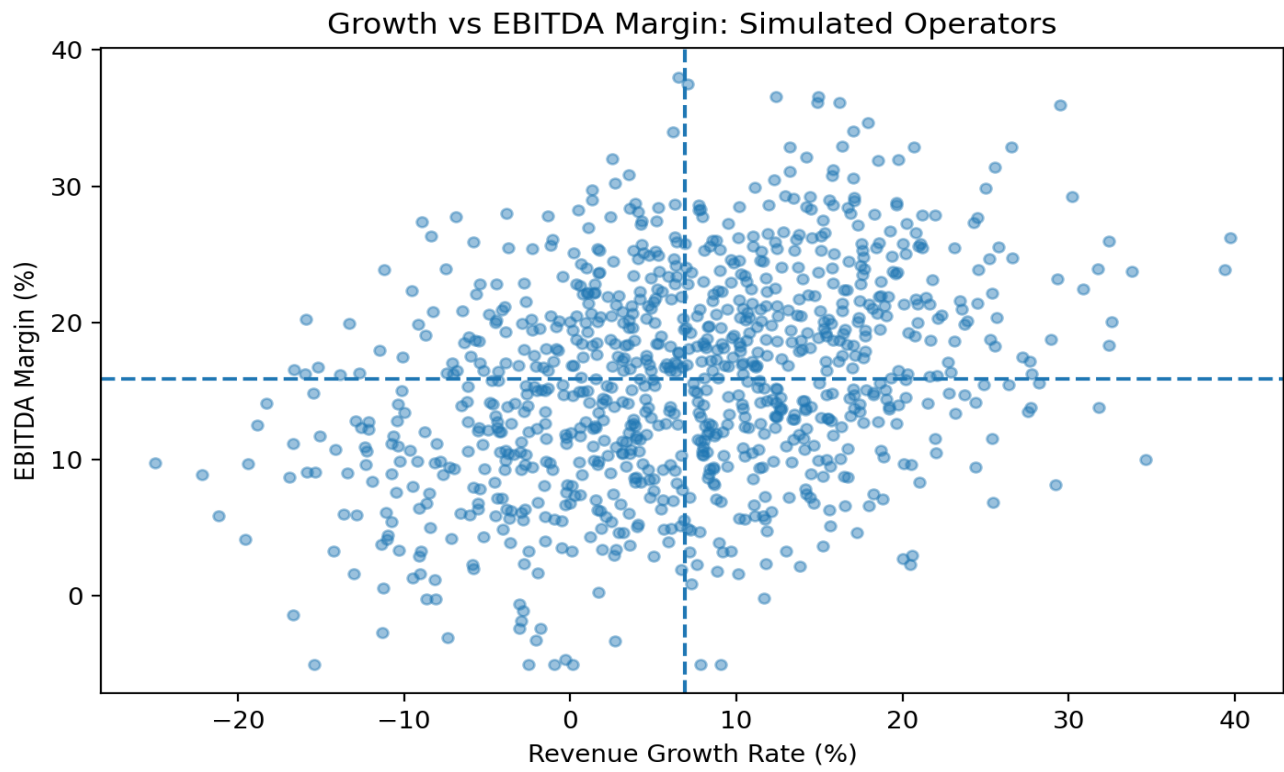


This distribution is synthetic and should be calibrated with real market data before external use.

Operator Archetypes

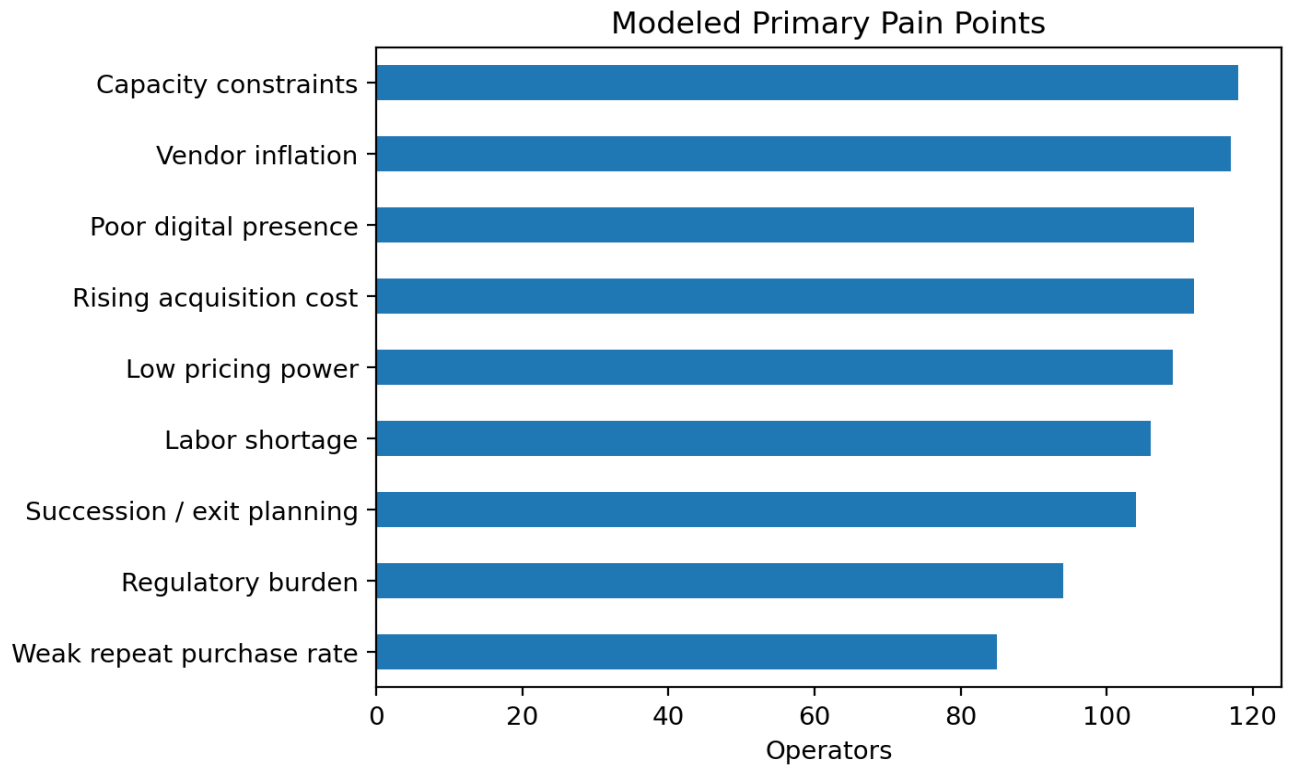
segment	operators	median_revenue_m	median_margin	median_growth	median_tech
Distressed / Margin-Pressured Operator	97	0.87	0.06	-0.04	30.45
Growth-Oriented Independent	203	2.51	0.17	0.1	53.86
Premium Niche Specialist	114	1.84	0.26	0.09	63.61
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Growth vs Margin Dispersion



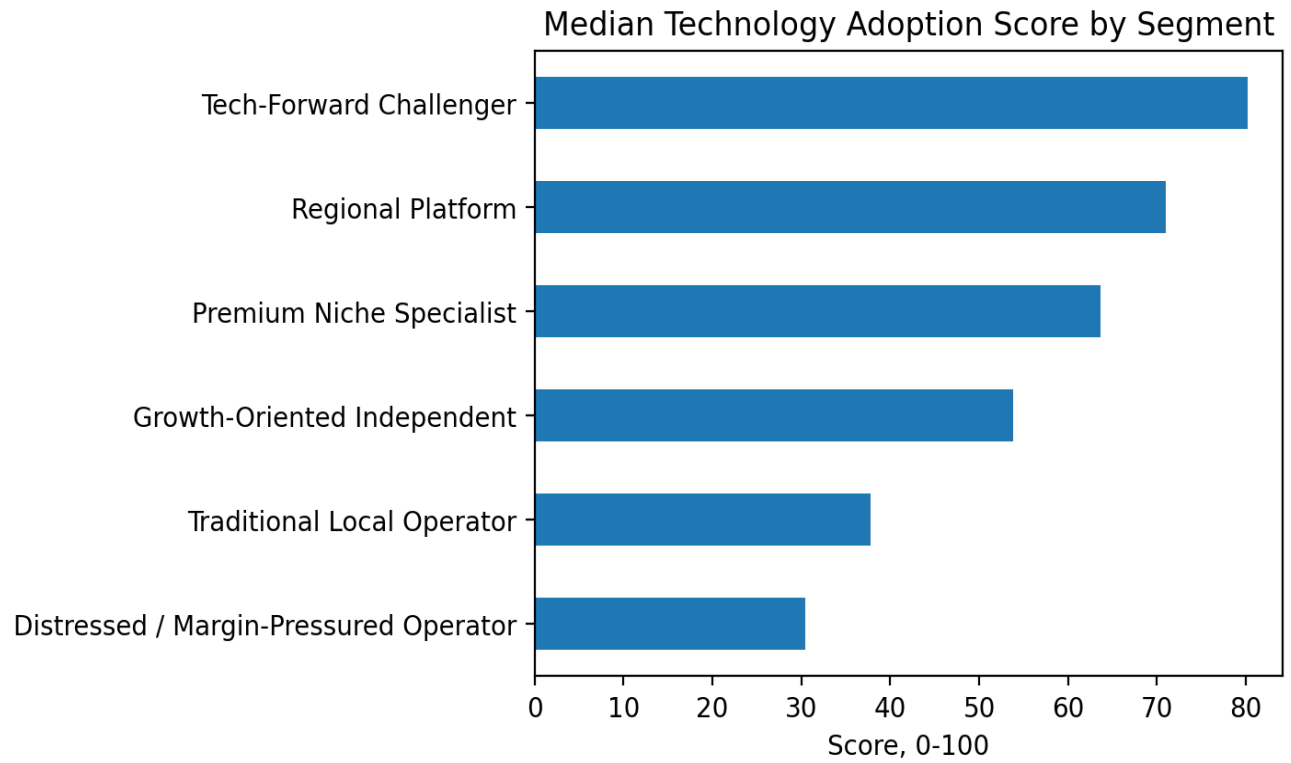
- Upper-right operators are the strategic benchmark: high growth with durable margin.
- High-growth / low-margin operators may be buying revenue through paid demand or underpricing.
- High-margin / low-growth operators may be attractive acquisition targets if demand generation can be improved.

Modeled Operator Pain Points



- The top modeled pain points are: Capacity constraints, Vendor inflation, Rising acquisition cost.
- 70.4% of simulated operators are modeled as planning a price increase, implying pricing power may be a key profit bridge.
- 33.5% of simulated operators are modeled as open to AI or automation tools, with adoption concentrated among higher-growth operators.

Technology Adoption & AI Openness



segment	AI tool buyer share %
Tech-Forward Challenger	64.06
Regional Platform	56.72
Growth-Oriented Independent	39.41
Premium Niche Specialist	37.72
Traditional Local Operator	18.39
Distressed / Margin-Pressured Operator	14.43

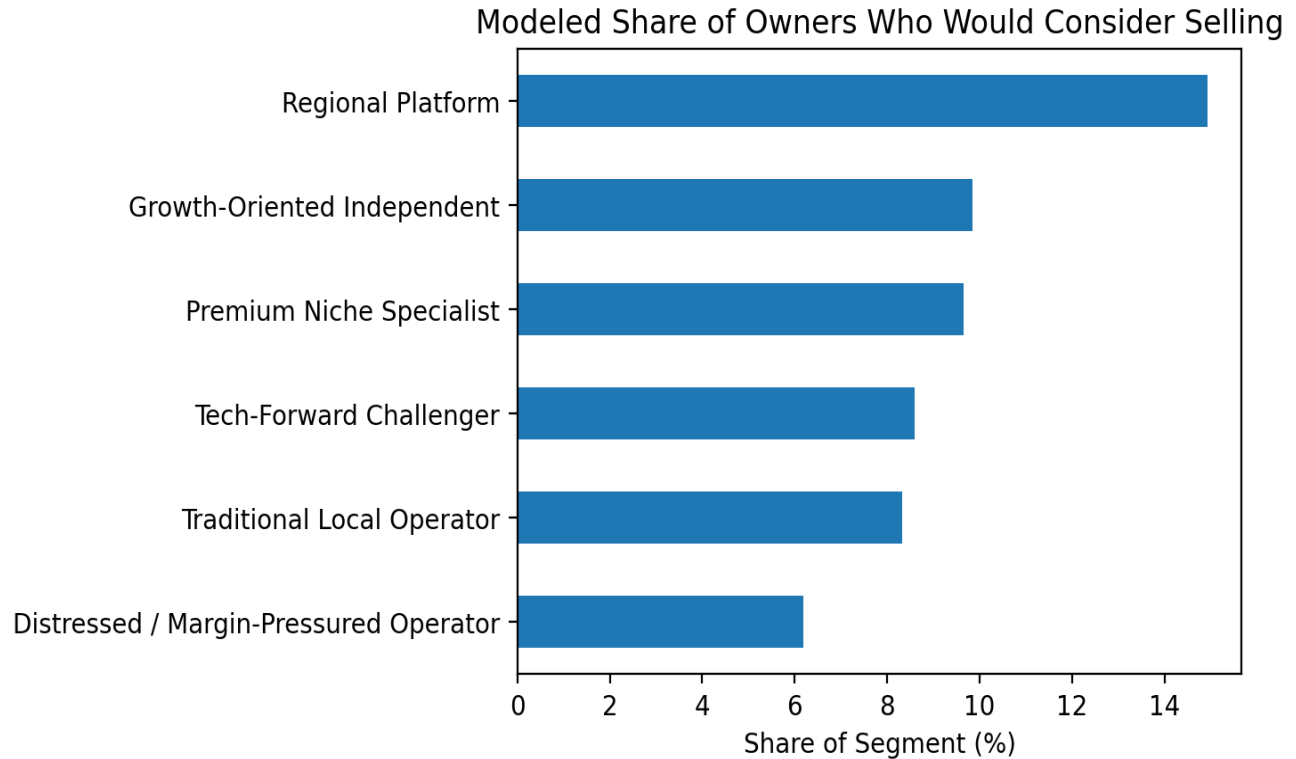
Revenue, Margin & EBITDA Benchmarks

segment	median_revenue_m	p75_revenue_m	median_ebitda_margin	median_ebitda_m
Distressed / Margin-Pressured Operator	0.87	1.3	0.06	0.05
Growth-Oriented Independent	2.51	3.81	0.17	0.4
Premium Niche Specialist	1.84	3.0	0.26	0.51
Regional Platform	10.29	17.27	0.24	2.4
Tech-Forward Challenger	3.01	4.64	0.2	0.56
Traditional Local Operator	1.18	1.76	0.12	0.14

Unit Economics Framework

- Revenue = number of customers x average order value x purchase frequency x retention duration.
- Gross profit = revenue minus direct labor, materials, merchant fees, freight, and variable fulfillment costs.
- Contribution profit = gross profit minus channel-specific customer acquisition costs.
- EBITDA = contribution profit minus fixed labor, rent, admin, software, insurance, vehicles/equipment, and management overhead.

M&A; and Valuation Lens



- Attractive acquisition targets usually combine stable demand, clean books, management continuity, recurring/repeat revenue, and low customer concentration.
- Owner age and exit readiness can create deal flow, but buyer appetite depends on transition risk and scalability.
- A roll-up thesis is strongest when back-office standardization and demand generation improve margin without damaging local trust.

Where the Money Is

- Pricing: repackage offers, tier services, increase minimum ticket, and introduce financing or membership models.
- Demand capture: own local SEO, high-intent paid search, retargeting, referral systems, and proof-heavy creative.
- Operations: scheduling, utilization, training, QA, procurement, and automation.
- Expansion: adjacent services, niche premiumization, new geographies, or tuck-in acquisition.
- Software / AI: quoting, call scoring, booking, customer support, field operations, reporting, and retention workflows.

ICP and Sales Angles

- Traditional Local Operator: sell trust, simplicity, done-for-you implementation, and fast ROI.
- Growth-Oriented Independent: sell scale, marketing efficiency, hiring support, and management systems.
- Tech-Forward Challenger: sell automation, dashboards, integrations, AI workflows, and competitive speed.
- Regional Platform: sell standardization, reporting, procurement, labor productivity, and multi-location consistency.
- Premium Niche Specialist: sell brand authority, price realization, luxury positioning, and conversion optimization.

Go-To-Market Playbook

- Lead with the operator's biggest profit leak, not generic market size.
- Use benchmark gaps: show where the operator sits versus segment peers.
- Package around one measurable business outcome: more booked jobs, higher AOV, lower CAC, better retention, faster quoting, or less owner dependency.
- Turn the report into segmented sales collateral: one version for operators, one for investors, one for vendors, one for lenders.

RISKS

Risk Register

Risk	Why It Matters	Mitigation
Labor shortage	Caps growth and damages service quality	Training systems, recruiting funnels, automation
CAC inflation	Weakens contribution margin	SEO, referrals, retention, creative testing
Price competition	Compresses margins	Differentiation, premium tiers, proof, niche focus
Regulatory change	Can alter cost structure	Compliance monitoring and flexible operating model
Simulation error	Synthetic panel may misrepresent reality	Calibrate with real data and sensitivity cases

Scenario Planning Framework

- Base Case: current demand continues; winners gain share through better operations and demand capture.
- Upside Case: premiumization, technology adoption, and consolidation expand margins faster than expected.
- Downside Case: CAC inflation, labor constraints, price competition, or regulation compress growth and margins.
- For investor-grade work, replace these qualitative cases with a five-year revenue, margin, cash flow, and valuation model.

RECOMMENDATIONS

Final Recommendations and Next Steps

- Validate market size with public and paid sources before using the report externally.
- Replace synthetic operator data with real survey, interview, CRM, or transaction data wherever possible.
- Create industry-specific benchmarks for revenue, margin, CAC, LTV, retention, labor productivity, and owner dependency.
- Use the simulation to generate hypotheses, then test them with operators, customers, lenders, investors, and competitors.
- Package the report into sales collateral, investor memos, landing pages, ad creative, and acquisition screens.

Appendix placeholder: insert source list, detailed methodology, survey questions, prompt logs, and model assumptions here.