VongMala

SELECTED CASE STUDIES · 2026

Building the operating structures growing companies actually need.

Operating certainty for founder-led companies running complex, multi-entity, or highly regulated operations — spanning construction services, real estate operations, and aviation compliance.

IN THIS DOCUMENT

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FLAGSHIP CASE STUDY · OPERATING INFRASTRUCTURE BUILD

Building the operating spine of a $3.7M first-year construction company.

From formation through first-year scale — a founder-led construction and building-materials company that closed year one at approximately $3.7M in revenue across 150+ customers, with a service delivery network expanded from three initial providers to more than 20 local service partners.

$3.7M	150+	3 → 20+	34	5
FIRST-YEAR REVENUE	DISTINCT CUSTOMERS	SERVICE PARTNERS	CONCURRENT PROJECTS	STATES TAX-COMPLIANT

> *The build was sequenced by dependency: ownership documentation and entity structure first, so that every hiring, contract, and compliance decision downstream could rest on infrastructure already in place — not infrastructure invented under pressure.*

SITUATION

A founder-led construction and building-materials company launched with a controlling owner focused on sales and business development, and one operations partner — VongMala's founder — brought on as founding operations leader and equity partner from formation. The business was authorized under a national retailer's installation programs, delivering countertop, outdoor living, and adjacent trade services.

Growth arrived immediately. The company closed its first operating year at approximately **$3.7M in revenue across 150+ distinct customers and 34 concurrent active projects**, with a delivery network that grew from three initial local service providers to more than 20. Growth of that shape, at that speed, in year one, without operating infrastructure to hold it, is where most first-year construction companies collapse.

OPERATING CHALLENGE

No entity documentation to transact against. No bookkeeping. No HR infrastructure. No formal accountability structure. No coordinated adviser relationships. No management reporting. Multi-state sales activity with no tax registration in the states where sales were occurring. Subcontractor relationships operating on handshake terms. Payment activity mixed across personal and business channels. The controlling owner's attention correctly on customer acquisition; the operational reality unattended.

The company needed operational architecture, not administrative support. Not a bookkeeper. Not an office manager. An operating partner who could build the systems the business would actually run on — from formation forward, while the business was already scaling.

THE OPERATING ROLE

VongMala's founder joined as founding operations leader and equity partner from company formation. Her mandate: build the operating infrastructure required for the business to survive and scale through its first year of activity, while the controlling owner focused on sales and business development.

> *She did not merely administer the company's growth. She built and coordinated the operating infrastructure required to support it.*

FIVE SYSTEMS BUILT

1. Organizational and Entity Infrastructure

Formation documents, operating agreement, equity partnership registers, and ownership documentation established at formation rather than reconstructed after the fact. Bank accounts, credit facilities, and vendor accounts opened in the company's name with clear authority designations. Ownership records, capitalization tracking, and partner authority framework designed to survive future partnership decisions.

2. Workforce and Accountability

Full HR onboarding infrastructure built from scratch: subcontractor blanket agreements, bilingual crew rosters, badge acknowledgment protocols, role definitions, and performance evaluation frameworks covering both W-2 staff and 1099 crews. The service delivery network scaled from three initial service partners to more than 20 during the operating year, each onboarded under a formalized agreement structure. Worker classification reviewed and documented as one component of the workforce infrastructure.

3. Project, Purchasing, Billing, and Payment Controls

Full-cycle bookkeeping in QuickBooks Online — accounts payable, accounts receivable, job-level cost tracking, vendor payment review, bank reconciliation, and month-end close support across 34 concurrent active projects. Purchasing discipline established through vendor authorization, PO controls, and invoice review, replacing handshake-based procurement with documented approval chains.

4. Risk and Compliance

Multi-state sales and use tax registration and ongoing filing established across five states — **Pennsylvania, New Jersey, Florida, Maryland, and Georgia** — covering the geographic footprint of first-year sales activity. Contract review process established for customer, vendor, and subcontractor documentation. Insurance coverage reviewed and coordinated. Worker classification framework documented.

5. Management Reporting and Adviser Coordination

External adviser network — CPA, attorney, industry specialists — brought into a coordinated reporting cadence for the first time. Executive reporting for the controlling owner established, including operational dashboards, financial summaries, and pipeline visibility. Adviser deliverables tracked against decisions rather than treated as episodic consultations.

WHAT BECAME POSSIBLE

By the end of the first operating year: a company generating approximately $3.7M in revenue across 150+ customers, operating on documented systems, with a scaled service delivery network, sales-tax-compliant across five states, and running against a management reporting cadence the controlling owner could actually use to make decisions.

The scale metrics are the surface. What supported them was an operating spine built from formation: entity documentation the company could transact against, workforce infrastructure that scaled with the delivery network, project controls that made per-job cost tracking possible, risk and compliance framework that kept multi-state activity legitimate, and management reporting that let leadership see the business it was building — not administer the business it thought it was building.

WHERE THIS APPLIES

Founder-partner operating architecture from formation through scale. The ability to build five operating systems in parallel — organizational, workforce, project controls, risk and compliance, and management reporting — while the business is already generating revenue and adding customers. Multi-state operating discipline. External adviser coordination. Executive reporting for owners who need to see the business, not administer it. Equity-partner-caliber commitment to the operating outcome.

> Applicable to founders launching new operating entities, taking on new majority ownership, standing up a new business line, or preparing to scale a first-year business past the point where founder attention alone can hold it together.

CASE STUDY · EXECUTIVE REPORTING & RECONCILIATION

Making a fragmented retail program visible to leadership.

A founder-led construction and building-materials company delivering countertop, outdoor living, and bath-shower work under three separate national retail installation programs — with real volume but an opaque operating picture.

$200K	14	10–40%	14 / 38	15+
RECONCILED REMIT	ACCOUNTS MATCHED	TAKE-RATE RANGE REVEALED	STALE LEADS FLAGGED	MISROUTED CATEGORIES

> *The design started from an observation: if the vendor's data model doesn't provide per-job attribution natively, the missing attribution is itself the finding — and executive visibility depends on building the reconciliation the vendor didn't.*

SITUATION

The company held authorization under three separate installation programs from a national retailer, delivering countertop, outdoor living, and bath-shower work through the retailer's service-provider network. Volume was real — 36 active orders and 38 pipeline leads at last reconciliation, spread across the three authorized programs — but the operating picture was opaque.

Contracts arrived through one retailer system. Leads flowed through another. Remittance advices arrived by email in a different format entirely. Payments were batched at the bank as bulk ACH deposits from the retailer's payment subsidiary, with no per-job attribution. Contract Lead numbers on the front end and PO numbers on the remittance end shared no cross-reference in any vendor-provided system.

Leadership could see revenue at the aggregate level. Per-job margin, category-level take rate, and pipeline aging were structurally unknowable.

THE ENGAGEMENT

VongMala's founder built a live executive operations dashboard reconciling contract-source data, pipeline data, remittance advices, and bank-deposit data into a single operational view. The work included:

- Manual reconciliation of contract Lead numbers against remittance PO numbers, with structural notes documenting the cross-order rollup logic where the vendor's data model didn't natively cross-reference.
- Ingestion of remittance data from inbound vendor email, matched against bank-batched ACH deposits from the retailer's payment subsidiary.

- Scope-of-work analysis comparing the retailer's program keying against the actual trade categories delivered, surfacing 15+ trade categories misrouted through two program codes.
- Category-level take-rate reconciliation, exposing material variance between job categories previously assumed uniform.
- Standard operating procedures for ongoing per-job reconciliation, handed off to the operations team as a repeatable weekly rhythm.

WHAT BECAME POSSIBLE

Leadership gained a real-time operational picture across active orders, pipeline leads, and reconciled remit. The dashboard surfaced findings that changed how the partnership was managed:

- A new program authorization detected from inbound pipeline data before it was formally announced by the retailer.
- Category-specific vendor take-rate variance made visible for the first time, informing proposal pricing on subsequent bids.
- Pipeline aging exposure documented, with 30-plus-day stale leads flagged automatically for weekly disposition review.
- A structural accounting gap between contract Lead numbers and remittance PO numbers formally documented, driving a managed-account restoration with the vendor's collections team.

By the end of the reconciliation window, approximately $200K in remit had been matched to specific customer engagements — 14 in total — with structural notes documenting the cross-order rollup logic where the vendor's data model made attribution ambiguous. Category-level take rates were shown to range from single-digit percentages on labor-only jobs to nearly 40% on countertop installations — variance previously assumed to be non-existent, now available to price against on future proposals. Fourteen of 38 confirmed pipeline leads were flagged as aged 30 days or more, representing material conversion exposure the prior operating rhythm had made invisible.

WHERE THIS APPLIES

Multi-source operational data reconciliation across systems with no shared key. Executive reporting design that turns fragmented commercial activity into a legible operating picture. Standard operating procedures for the ongoing reconciliation work the dashboard exposed. Vendor relationship management from a data position rather than a relationship one.

> Applicable to founder-led operators running installation partnerships, franchise networks, dealer channels, subcontractor networks, or any commercial infrastructure where per-job attribution is structurally opaque.

CASE STUDY · FORENSIC RECONSTRUCTION & DEFENSIBLE REPORTING

Reconstructing cross-entity capital flow for a partnership transition.

Ownership transitions and multi-entity restructurings need numbers defensible under contest. This engagement reconstructed 13 months of cross-entity capital flow — shared crews, cross-entity vendor payments, and intercompany wires without consolidated books — to produce a defensible range with an audit trail.

$589–844K	13	3	28	134
DOCUMENTED RANGE	MONTHS RECONSTRUCTED	CONVERGENT METHODS	MODEL SHEETS	ADDRESSES CLASSIFIED

> *The methodology accepted a constraint: perfect data would never exist for the reconstruction, so defensibility had to come from method-agreement across three independent methods rather than method-choice — and every dollar in the model had to carry its own evidentiary status.*

SITUATION

The founder-led construction and building-materials company operated in parallel with a related real estate holding entity. Crews were shared. Vendor payments crossed between the two. Intercompany wires moved capital in both directions with limited documentation. Neither entity carried consolidated books, and the CPA's cash-basis annual return understated economic activity by capturing only what closed through the calendar year.

A partnership renegotiation required numbers defensible enough to anchor a legal Notice — not a feel, not a summary, and not a number the counterparty could dismiss with a spreadsheet of their own.

THE ENGAGEMENT

VongMala's founder built a 28-sheet forensic ledger — 368 linked formulas across the model — covering the 13-month operating period across both entities. The methodology included:

- A master-property-list classification framework spanning 134 distinct addresses, with explicit override rules designed to prevent pattern-matching errors on address-collision cases and multi-project customers.
- A four-tier confidence framework distinguishing transaction-traced flows (fully documented) from estimated (defensibly reconstructed) and unquantified activity, so every dollar in the model carried an explicit evidentiary status.
- Triangulation across three independent valuation methods — cash-position analysis, bottom-up margin reconstruction, and forensic transaction tracing — deliberately structured so method-agreement, not method-choice, would produce the defensible range.

- Coordination with outside legal counsel on document structure, and with the CPA on cash-basis versus accrual reconciliation.

WHAT BECAME POSSIBLE

The controlling owner had a document defensible enough to support a partnership-renegotiation Notice with binding sections, including a buyout floor and trust-fund tax indemnification language reflecting the responsible-person doctrine.

Method validation came not from any single calculation but from three independent methods converging on the same defensible range — approximately **$589K to $844K in cross-entity capital movement** over the 13-month window, with each figure carrying its own evidentiary tier. The audit trail supported line-by-line defense of each dollar. The range itself proved more defensible than any single point estimate would have been: three methods agreeing on the neighborhood is harder to contest than one method producing a single number.

WHERE THIS APPLIES

Financial reconstruction under adversarial conditions. Multi-entity book work across related parties without consolidated statements. Confidence-framework design for defensible reporting where perfect data doesn't exist. Coordination with outside legal counsel and tax advisers to produce documents that survive contest.

> Applicable to founder-led operators facing partnership disputes, buyout negotiations, restructuring, tax exposure with intercompany or related-party activity, or transactions requiring defensible historical financial statements where the books themselves are the problem.

CASE STUDY · REGULATORY COMPLIANCE & CROSS-FUNCTIONAL COORDINATION

Airworthiness compliance coordination for a Part 121 commercial airline fleet.

The discipline of regulatory compliance transfers across industries — from FAA scrutiny to state building departments. This engagement demonstrates it under the most demanding version of the pattern: tracking, translating, and coordinating regulatory compliance across a mixed narrow-body fleet, where a single missed directive can ground aircraft and regulatory timelines routinely compress inside the company's operational planning window.

10 days	4–10	5	Zero
EMERGENCY COMPLIANCE WINDOW	CONCURRENT ENGINE AUDITS	EXECUTIVE FUNCTIONS COORDINATED	MISSED DEADLINES

> *The compliance function was engineered around a first principle: regulatory failures compound silently, so cross-functional risk had to surface at executive level before regulatory windows compressed inside the operational planning cycle — not after.*

SITUATION

The compliance function tracks regulatory directives issued by the FAA and IATA, evaluates OEM service bulletins from Boeing and Airbus, and drives the operational response required to keep the fleet in continuous airworthiness compliance. Volume is meaningful and continuous — dozens of active Airworthiness Directives against the fleet at any given time, alongside ongoing IATA safety audit requirements and recurring engine-build compliance verification across concurrent maintenance cycles.

The core operational problem: regulatory timelines do not align with company planning cycles. A directive can be issued with a 10-day effective date while standard operational planning runs on a 30-plus day cycle. Compliance has to catch that gap early — and drive emergency coordination when the gap is unavoidable.

THE ENGAGEMENT

VongMala's founder held the compliance systems management role, with responsibility for the full regulatory-to-operational translation pathway:

- Tracked and recorded upcoming Airworthiness Directives from the FAA and IATA against the fleet's current inventory of affected aircraft, engines, and components — establishing the working record of what applied, to what, by when.

- Convened cross-departmental briefings with executive stakeholders — Vice President level, Operations, Planning, Maintenance & Engineering, and Records — to present new regulations and coordinate compliance responses across functions that would otherwise learn about them at different times.
- Audited compliance across four to ten concurrent engine builds — verifying Life-Limited Part (LLP) accuracy, build correctness, and coordination across national and international stakeholders including Engineering, MRO facilities, and OEM manufacturers.
- Cleared engines for removal-and-service dispatch, or for return-to-line installation, based on compliance verification against directive and service-bulletin requirements.
- Authored the SOPs governing the compliance component of engine builds — aircraft-type-specific — and the ongoing compliance reporting cadence to Boeing and Airbus as OEM correspondents.

> **NOTABLE INCIDENT · THE TEN-DAY DIRECTIVE**
>
> ### A regulatory window shorter than the planning window.
>
> A regulatory directive was issued affecting a specific landing gear component on one of the fleet's aircraft types. Affected serial numbers required immediate pull-from-service maintenance. The directive's effective date fell inside the company's standard 30-day planning window — meaning the fleet had approximately ten days to accomplish what would normally take a month to schedule.
>
> VongMala's founder notified key decision makers upon directive publication, convened an emergency cross-departmental planning meeting, and coordinated with Planning and Technical Operations to identify affected aircraft, pull them from the flight schedule, and route them to maintenance ahead of the effective date. The fleet met the compliance deadline. No affected aircraft flew past the deadline without the required maintenance completed.

WHAT BECAME POSSIBLE

A regulatory compliance function that could operate at the speed of the directive rather than the speed of the standard planning cycle. Cross-departmental coordination that treated compliance as an operational priority requiring executive attention, rather than an administrative afterthought handled at the technician level. SOPs that captured the compliance workflow per aircraft type — reducing key-person risk and providing durable training material for succession.

WHERE THIS APPLIES

Regulatory compliance operations in one of the most demanding compliance environments in industry — commercial aviation, Part 121, FAA-regulated, with international OEM stakeholders where documentation errors cascade into grounded aircraft, financial exposure, and safety consequences. Cross-functional coordination up to executive level. Emergency response protocols under compressed regulatory windows. Technical writing and SOP authoring. Multi-source data reconciliation across records systems — turning fragmented compliance data into actionable operational decisions.

> Applicable to founder-led operators facing OSHA compliance, workers' compensation audits, contractor licensing renewals, environmental permits, multi-state tax compliance, or any regulated activity where documentation errors compound into operational and legal exposure.