2014 NEBB Annual Conference
Delivering Building Performance and Energy Efficiency
Fort Lauderdale, FL
April 3-5, 2014 – Hyatt Regency Pier 66
Fifteen Things All Successful Companies have in Common
What is a Successful Company

• Covers **ALL** the “real” costs of doing business, from a cash flow standpoint including:
  a) Paying the owner a regular and reasonable salary
  b) Retirement plan for the owner/employees

• Meets, and hopefully exceeds, the customers expectations
What is a Successful Company

Satisfied Customers

- Satisfied: 32%
- Unsatisfied: 68%

Source: Remodeling Magazine

Building Profitable Businesses
What is a Successful Company

• Covers **ALL** the “real” costs of doing business, from a cash flow standpoint including:
  a) Paying the owner a regular and reasonable salary
  b) Retirement plan for the owner/employees

• Meets, and hopefully exceeds, the customers expectations

• Generates a 3% to 7% pre-tax net profit.
As Each Area Is Reviewed You Will Be Asked To:

- Rate your company based on point values for each category we review.
- Write down any “To-Do” that would help you help you grow and prosper.
Fifteen Things All Successful Companies Have in Common!

Summary Sheet

<table>
<thead>
<tr>
<th>Item Number</th>
<th>Points Earned</th>
<th>To Do</th>
</tr>
</thead>
<tbody>
<tr>
<td>#1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>#2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>#3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>#4</td>
<td></td>
<td></td>
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<td>#5</td>
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<td>#6</td>
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<td>#8</td>
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<td>#9</td>
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<td>#11</td>
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<td>#12</td>
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<tr>
<td>#13</td>
<td></td>
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</tr>
<tr>
<td>#14</td>
<td></td>
<td></td>
</tr>
<tr>
<td>#15</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Total Points =

---

Keep This Handy
1. CHARGE WHAT YOU NEED TO CHARGE
Charge What You Need To Charge

- Cover all the “REAL” costs of doing business
  From a cash flow perspective

- Generate a significant pre-tax net profit
Charge What You Need To Charge

• An Accurate Labor Rate Is The Basic Building Block For Profitability

• Number one failure of most companies today is failure to re-calculate profitable labor rates on a regular basis

• **REGULAR BASIS**
An Accurate Labor Rate Is The Basic Building Block For Profitability

Company started by basically charging what the rest of the market charged:

A. Little overhead, significant gross profit.

B. Company grows, rate stays the same, profitability SHRINKS!
You Need To Departmentalize

- When we first started, we did only one thing
  - Service, retrofit, new construction

- Now we do lots of things.

- One department can easily be subsidizing another and the owner not even know it!
### Overall Company Income Statement

<table>
<thead>
<tr>
<th>Sales:</th>
<th>$ 1,000,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost of Materials</td>
<td>- 300,000</td>
</tr>
<tr>
<td>Cost of Labor</td>
<td>- 200,000</td>
</tr>
<tr>
<td>Overhead:</td>
<td></td>
</tr>
<tr>
<td>Fixed and Variable Overhead</td>
<td>- 350,000</td>
</tr>
<tr>
<td>Profit =</td>
<td>$ 150,000</td>
</tr>
</tbody>
</table>

Everything “appears” to be in good shape. The company is producing a 15% overall profit.
It is important to look at departmental profitability.

<table>
<thead>
<tr>
<th>Department</th>
<th>Profit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service</td>
<td>$80,000</td>
</tr>
<tr>
<td>New Construction</td>
<td>&lt;$20,000</td>
</tr>
<tr>
<td>Retro-fit</td>
<td>$90,000</td>
</tr>
<tr>
<td><strong>Profit</strong></td>
<td><strong>$150,000</strong></td>
</tr>
</tbody>
</table>
What If A Department is Losing Money?

REMEMBER

Even if a department proves to be unprofitable, **DO NOT** automatically eliminate it!
### Eliminating Departments

Watch what can happen when a department is eliminated:

<table>
<thead>
<tr>
<th></th>
<th>Service</th>
<th>Retro-Fit</th>
<th>New Construction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>$150,000</td>
<td>$250,000</td>
<td>$200,000</td>
</tr>
<tr>
<td>Sales %</td>
<td>(25%)</td>
<td>(42%)</td>
<td>(33%)</td>
</tr>
<tr>
<td>- Labor</td>
<td>45,000</td>
<td>65,000</td>
<td>60,000</td>
</tr>
<tr>
<td>- Materials</td>
<td>30,000</td>
<td>85,000</td>
<td>85,000</td>
</tr>
<tr>
<td>- Dept. F / V-OH</td>
<td>20,000</td>
<td>15,000</td>
<td>12,000</td>
</tr>
<tr>
<td>- General F-OH</td>
<td>37,000</td>
<td>62,000</td>
<td>48,000</td>
</tr>
<tr>
<td>Net Profit</td>
<td>$18,000</td>
<td>$23,000</td>
<td>$ -5,000</td>
</tr>
<tr>
<td>% profit</td>
<td>12%</td>
<td>9.2%</td>
<td>-2.5%</td>
</tr>
</tbody>
</table>
## Eliminating Departments

Watch what can happen when a department is eliminated:

<table>
<thead>
<tr>
<th></th>
<th>Service</th>
<th>Retro-Fit</th>
<th>New Construction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>$150,000</td>
<td>$250,000</td>
<td></td>
</tr>
<tr>
<td>(32.5%)</td>
<td>(62.5%)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Labor</td>
<td>45,000</td>
<td>65,000</td>
<td></td>
</tr>
<tr>
<td>- Materials</td>
<td>30,000</td>
<td>85,000</td>
<td></td>
</tr>
<tr>
<td>- Dept. F / V-OH</td>
<td>20,000</td>
<td>15,000</td>
<td></td>
</tr>
<tr>
<td>- General F-OH</td>
<td>55,125</td>
<td>91,875</td>
<td>48,000</td>
</tr>
<tr>
<td>Net Profit</td>
<td>$- 125</td>
<td>$-6,875</td>
<td></td>
</tr>
<tr>
<td>% profit</td>
<td>- 0.08%</td>
<td>-2.8%</td>
<td></td>
</tr>
</tbody>
</table>

Watch what happens to this fixed overhead.
How Many Departments Do You Have?

A particular type of work is considered a department if:

- It makes up a significant overall portion of gross sales (minimum of 5%)
- Has it’s own unique hourly rate
It could be any department of any trade (service, retrofit, new construction, etc.). The principles are the same:

**Service Department**

The service department has three (3) vehicles:

- 2007 Chevy Van – Last three more years and will cost $24,000 to replace
- 2008 Pickup – Last four more years and will cost 28,000 to replace
- 2010 Ford Van – Last 6 more years and will cost $30,000 to replace
The service department has three (3) technicians:

- Technician #1 – Makes $21.50/hour
- Technician #2 – Makes $18.50/hour
- Technician #3 – Makes $17.50/hour

Average Non-Billable Time is 45%

- State Unemployment Rate = 3%
- Parts Sales = Cost is $50,000 with average 100% markup
## John’s Heating & Cooling

<table>
<thead>
<tr>
<th>Fixed Overhead Costs:</th>
<th>Variable Overhead Costs:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dispatcher: $28,500</td>
<td>Small Tools: $2,000</td>
</tr>
<tr>
<td>Advertising: 15,000</td>
<td>Gasoline: 14,000</td>
</tr>
<tr>
<td>W/C Insurance: 5,300</td>
<td>Uniforms: 2,400</td>
</tr>
<tr>
<td>Health Insurance: 9,000</td>
<td></td>
</tr>
<tr>
<td>Bad Debt: 2,500</td>
<td></td>
</tr>
<tr>
<td>Credit Card Fees: 5,000</td>
<td></td>
</tr>
<tr>
<td>Loan #1: 9,600</td>
<td></td>
</tr>
<tr>
<td>Loan #2: 7,800</td>
<td></td>
</tr>
</tbody>
</table>

**Total General Overhead Cost of the Company:**

Total overhead is $230,000 and service picks up 20% or $46,000

*(not the way to spread overhead costs!)*
EQUIPMENT REPLACEMENT COSTS
Equipment Replacement Costs

1. All companies have some type of equipment

2. Some day each and every piece of equipment will wear out and need to be replaced

Remember:
Equipment replacement costs take the place of depreciation and will always be significantly higher!
3. Question - “When it is time to replace equipment, how are you going to pay for it?”

4. The cost of replacing equipment is a very real and very large cost of doing business!
Equipment Replacement Costs

How Do Equipment Replacement Costs Relate To The Dollars/Hour Charged The Customer?

**Example:**

You have 3 men who are able to charge an average of 30 hours a week to the customer.

Total billable hours charged to the customer for the year:

\[
= 3 \text{ men} \times 30 \text{ hours/week} \times 52 \text{ weeks}
\]

\[
= 4,680 \text{ hours/year}
\]
Total equipment replacement costs for the year - $ 42,000

Equivalent dollar per hour figure (of the final hourly rate):

= $ 42,000 / 4,680 hours

= $ 8.97 / hour

By the end of the seminar every cost of doing business will eventually relate back to $xx.xx/hour of the final hourly rate.
Unique Situations

Leased Equipment:

• **Do not** put the leased equipment on the Equipment Replacement List

• Normal lease dollars will be covered as overhead

• If there is a large buy-out at the end of the lease then *do* put that cost on the equipment replacement list
Unique Situations

Equipment being purchased on a loan now:

- Loan will be picked up in overhead costs
- ALSO, list equipment on replacement list in addition to the loan
Unique Situations

Equipment that needs to be replaced within 1 year:

• If the total cost were spread over the next twelve months, it would create an unrealistically high hourly rate

• Spread it over 3 years
Unique Situations

List only equipment of SIGNIFICANT value: *(normally more than $1,000)*

- We are primarily talking about mobile equipment (trucks, vans, flatbeds, etc.)
- You could include items like computers, large copy machines or shop equipment

Include any item of significant value that the company replaces on a routine basis.
### Worksheet #1
Calculation Of Annual Equipment Replacement Cost

<table>
<thead>
<tr>
<th>Equipment Description</th>
<th>Years Till Replacement</th>
<th>Estimated Replacement Purchase Price (Net Cost)</th>
<th>Average Annual Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007 Chevy Van</td>
<td>3 years</td>
<td>$24,000</td>
<td>$8,000</td>
</tr>
<tr>
<td>2008 Pickup</td>
<td>4 years</td>
<td>$28,000</td>
<td>$7,000</td>
</tr>
<tr>
<td>2010 Ford Van</td>
<td>6 years</td>
<td>$30,000</td>
<td>$5,000</td>
</tr>
</tbody>
</table>

Total Annual Equipment Replacement Cost = $20,000 (A)
FIELD LABOR
Field Labor

- These are the employees who are actually doing the work and whose hours are charged **DIRECTLY** to the customer.

**Owner**
If the owner works in the field he/she is considered field labor.
Field Labor

Non-Billable Time:

- These are the hours that you pay FIELD LABOR for but **CANNOT CHARGE THE CUSTOMER FOR DIRECTLY**
  - shop time, vacation pay, travel time, working on vehicles, etc.

*Non-Billable Time Is Not Necessarily Non-Productive Time!*
Typical Non-Billable Time

**Vacation - Holiday - Sick**

- 80 hours --- Two weeks vacation (3.8%)
- 72 hours --- Nine (9) paid holidays (3.5%)
- 40 hours --- Five (5) sick days (1.9%)

= 192 hours / 2080 hour year

= 9.2 % Non-Billable time
Model Employee

Assume the “Model” employee has a minimum of only one hour a day that is non-billable:

\[
= 1 \text{ hour / day} \times 47 \text{ working weeks}
\]

\[
= 235 \text{ hours per year (11.3%)}
\]
Model Employee’s non-billable time:

3.8% --------------------- Vacation
3.5% --------------------- Holidays
1.9% --------------------- Sick Pay
11.3% --------------------- One hour a day
20.5% Non-Billable Time
Non-Billable Time Norms

• Non Billable Time is Expensive!

<table>
<thead>
<tr>
<th>Employee Type</th>
<th>% Non-billable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Tech</td>
<td>40% - 55%</td>
</tr>
<tr>
<td>Installation crew</td>
<td>20% - 35%</td>
</tr>
</tbody>
</table>

• If your not tracking it – Much higher!
Look at **NEXT** year realistically:

1. Biggest error most companies make is **overestimating** the number of billable hours that are charged to the customer.
2. **Be Conservative** - underestimate
# Worksheet #2 - Projected Labor Hours

<table>
<thead>
<tr>
<th>Employee Name/Number</th>
<th>Rate/Hr.</th>
<th>JAN</th>
<th>FEB</th>
<th>MAR</th>
<th>APR</th>
<th>MAY</th>
<th>JUN</th>
<th>JUL</th>
<th>AUG</th>
<th>SEP</th>
<th>OCT</th>
<th>NOV</th>
<th>DEC</th>
<th>Total Hours</th>
<th>Total Dollars</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technician #1</td>
<td>$21.50</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2,080</td>
<td>$44,720</td>
</tr>
<tr>
<td>Technician #2</td>
<td>$18.50</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2,080</td>
<td>$38,480</td>
</tr>
<tr>
<td>Technician #3</td>
<td>$17.50</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2,080</td>
<td>$36,400</td>
</tr>
</tbody>
</table>

Total Hours Paid for by Company: 6,240 | $119,600

Estimated Non-Billable Hours: 2,808 (U)

Net Estimated Hours Charged to Customer: 3,432 (E)

45% non-billable

Average Hourly Rate = Gross Wages (C) / Gross Hours (B)

= $19.17 (F)

Cost of non-billable time:

= Average Hourly Rate (F) X Non-Billable Hours (D)

= $53,829 (G)
Your Single Highest Cost

Average service tech at $16.00/hr. + matching taxes costs the company:

1 tech ------------------ $ 18,000/year
2 techs ----------------- 36,000/year
3 techs ----------------- 54,000/year
4 techs ----------------- 72,000/year

Must find ways to reduce the cost of non-billable time!
MATERIALS
Materials, Equipment and Spare Parts:

Materials are normally sold in one of three ways -

1. Wholesale
2. Retail
3. Some combination of the two

The question is:

“What part do materials play in your business?”

- Pass through with minimum markup and profit
- Have significant markup and profit
Worksheet #3
Projected Retail MATERIAL Dollars For The Year

(Pick Option One or Two - Not Both)

Option #1:

Total material COST to the company ......................  $ 50,000 (H)
Plus normal markup (above cost x markup %)........  50,000 (I)
Estimated retail MATERIAL sales dollars
To The Customer For The Year ....................... = $ 100,000

Option #2:

It may be easier to break materials down by areas and then add them together, if markups are significantly different on equipment and spare parts. To do this we the following:

\[
\text{Material Cost} + \text{Markup (Cost x % markup)} = \text{Retail Cost To Customer}
\]

Equipment...........  
Spare Parts ...........  
Totals ..............
OVERHEAD
What Is Overhead?

- What it costs the company to do business
- What it costs to simply “open the doors” each day
Labor Rate Breakdown

Breakdown Of A Completed Hourly Rate For The Installation Department:

$ 19.00 - Average base hourly rate

76.01 - Fixed overhead rate/hour

18.75 - Variable overhead rate/hour

20.00 - PROFIT per hour

$133.76 - Hourly rate charged the customer

The above rate was arrived at based on charging out 6,000 billable man-hours to the customer for the year.
Labor Rate Breakdown

• What happens if **LESS** than 6,000 man hours are charged out?

• What happens if **MORE** than 6,000 man hours are charged out?
Company Matching Taxes

- FICA - Social security and Medicare (7.65%)
- FUTA - Federal unemployment tax (.8%)
- State Unemployment tax (1%-15%)

These are taxes the company pays over and above what the employee pays. It’s another cost of doing business!

“It’s a constant battle covering all the real costs of doing business while still generating a profit”
Example:

- **FICA Tax** --------------------------- 7.65 %
- **FUTA Tax** -------------------------- .80
- **State Unemployment Tax** ---- 3.00

Total Matching Tax Rate = 11.45 %

For every $100 in gross wages a company pays out, it costs them another $11.45 in matching taxes (another cost of doing business!)

**Sole Proprietorship?**

You get to pay 15.3% for Social Security and Medicare!
Decimals are sometimes difficult to understand. Seven percent is shown as a percent as 7% but as a decimal as .07. The decimal is moved over two spaces. The FICA and FUTA tax rates are shown below, in decimal form. All you have to do is fill in your State Unemployment Rate and then total the three numbers. If your unemployment rates is 1 1/2% it would be .015 in decimal form. If it were 3.5% it would be .035.

<table>
<thead>
<tr>
<th>Decimal Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>FICA .................. + .0765</td>
</tr>
<tr>
<td>FUTA Tax ............... + .0080</td>
</tr>
<tr>
<td>State Unemployment Rate ...... + .0300</td>
</tr>
<tr>
<td>Total matching Tax Rate = .1145 (K)</td>
</tr>
</tbody>
</table>

NOTE: If you are a sole proprietorship you will normally not have FUTA tax or State Unemployment but your FICA will jump to 15.3%.
What Do We Know About Estimating?

- Estimate field labor hours (sales) conservatively.
- Estimate overhead expenses on the high side.
### Worksheet #5

**Fixed Overhead Cost - (continued on next page)**

<table>
<thead>
<tr>
<th>Administrative Salaries/Benefits:</th>
<th>Annual Dollars</th>
</tr>
</thead>
<tbody>
<tr>
<td>Owner's Salary</td>
<td></td>
</tr>
<tr>
<td>Secretary/Clerical</td>
<td></td>
</tr>
<tr>
<td>Dispatcher</td>
<td>$ 28,500</td>
</tr>
<tr>
<td>Cost of Non-Billable time</td>
<td></td>
</tr>
<tr>
<td>Matching Taxes on all above items</td>
<td>53,829</td>
</tr>
<tr>
<td>(11.45% x above)</td>
<td></td>
</tr>
<tr>
<td>Health Insurance</td>
<td>9,426</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Advertising:</td>
<td>15,000</td>
</tr>
<tr>
<td>General Advertising</td>
<td></td>
</tr>
<tr>
<td>Yellow Pages</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Insurance/Taxes/Contributions:</td>
<td>5,300</td>
</tr>
<tr>
<td>Workman's Compensation</td>
<td></td>
</tr>
<tr>
<td>Liability Insurance</td>
<td></td>
</tr>
<tr>
<td>Life Insurance</td>
<td></td>
</tr>
<tr>
<td>Health Insurance's</td>
<td>9,000</td>
</tr>
<tr>
<td>Inventory Tax</td>
<td></td>
</tr>
<tr>
<td>Property Tax</td>
<td></td>
</tr>
<tr>
<td>Contributions</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Retirement Costs:</td>
<td></td>
</tr>
<tr>
<td>Owner's Retirement</td>
<td></td>
</tr>
<tr>
<td>Employee Plans</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Building/Utilities:</td>
<td></td>
</tr>
<tr>
<td>Utilities</td>
<td></td>
</tr>
<tr>
<td>Rent/Loan Payment</td>
<td></td>
</tr>
<tr>
<td>Building Repairs</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Dues/Subscriptions:</td>
<td></td>
</tr>
<tr>
<td>Trade Association Dues</td>
<td></td>
</tr>
<tr>
<td>Subscriptions</td>
<td></td>
</tr>
</tbody>
</table>

Add the owner's salary, secretary/clerical help and the cost of non-billable time together and multiply the total by your matching tax rate on Worksheet #4, item (K).

---

**Fixed Overhead Continued On Next Page**

**Worksheet #6**
### Worksheet #6

**Fixed Overhead Cost - (continued from last page)**

<table>
<thead>
<tr>
<th>Office Expenses:</th>
<th>Annual Dollars</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telephone</td>
<td></td>
</tr>
<tr>
<td>Office Supplies</td>
<td></td>
</tr>
<tr>
<td>Postage</td>
<td></td>
</tr>
<tr>
<td>Misc. Expense</td>
<td></td>
</tr>
<tr>
<td>Bad Debt</td>
<td>$ 2,500</td>
</tr>
<tr>
<td>Total Estimated Cost of Customers Using Credit Cards for year</td>
<td>$ 5,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Professional Fees:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting</td>
<td></td>
</tr>
<tr>
<td>Legal</td>
<td></td>
</tr>
<tr>
<td>Consulting</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Travel/Entertainment:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Conferences</td>
<td></td>
</tr>
<tr>
<td>Meals For Clients/Staff</td>
<td></td>
</tr>
<tr>
<td>Travel - General</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Loans/Leases:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Loan #1</td>
<td>$ 9,600</td>
</tr>
<tr>
<td>Loan #2</td>
<td>$ 7,800</td>
</tr>
<tr>
<td>Loan #3</td>
<td></td>
</tr>
<tr>
<td>Loan #4</td>
<td></td>
</tr>
</tbody>
</table>

| Lease #1                              |                |
| Lease #2                              |                |
| Lease #3                              |                |
| Lease #4                              |                |

| Worksheet #1, Item (A)                |                |

<table>
<thead>
<tr>
<th>Equipment Replacement Cost:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Equipment Replacement Cost (average annual cost)</td>
<td>$ 20,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Computers:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Leases</td>
<td></td>
</tr>
<tr>
<td>Maintenance</td>
<td></td>
</tr>
<tr>
<td>Training</td>
<td></td>
</tr>
<tr>
<td>Repairs</td>
<td></td>
</tr>
</tbody>
</table>

**General Overhead from rest of company (20% of $230,000)** 46,000

**Total Fixed Overhead Cost (All items on Worksheets #5 and #6)** $ 211,955 (L)
Worksheet #7

Variable Overhead Cost

<table>
<thead>
<tr>
<th>Description</th>
<th>Annual Dollars</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payroll Taxes:</td>
<td></td>
</tr>
<tr>
<td>Payroll taxes on CHARGEABLE Field Labor</td>
<td>$ 7,533</td>
</tr>
<tr>
<td>Small Tools and Equipment:</td>
<td></td>
</tr>
<tr>
<td>Small tools used on job</td>
<td>2,000</td>
</tr>
<tr>
<td>Supplies used on job (company cost - not passed on to customer)</td>
<td></td>
</tr>
<tr>
<td>Auto/Truck Expenses:</td>
<td></td>
</tr>
<tr>
<td>Gasoline</td>
<td>14,000</td>
</tr>
<tr>
<td>Maintenance</td>
<td></td>
</tr>
<tr>
<td>Rentals:</td>
<td></td>
</tr>
<tr>
<td>Rental of Equipment (not passed on to customer)</td>
<td>2,400</td>
</tr>
<tr>
<td>Uniform Rental</td>
<td></td>
</tr>
<tr>
<td>Misc.:</td>
<td></td>
</tr>
</tbody>
</table>

Total Variable Overhead Cost $ 25,933 (M)

Chargeable payroll tax calculation:

- Average hourly rate x Chargeable labor hours x Matching tax rate
- Worksheet #2, item (F) x Worksheet #2, item (E) x Worksheet #4, item K
- $ 19.17 / hour x 3,432 hours x 11.46 percent

Total Overhead Cost

Fixed Overhead (Worksheet #6, item L ........... + $ 211,955

Variable Overhead (Worksheet #7, item M ...... + 25,933

Total Overhead (fixed and variable) = $ 237,888 (N)
“Net Profit” is
Profit after all materials, labor and overhead costs are paid.

Normal Range - 5% to 15%
What Are Realistic Expectations Of Profit?

A well run company \textit{should} shoot for:

- New Construction 1\%-2\%
- Retro-fit Work 10\%-12\%
- Remodeling 10\%-12\%
- Service 15\% - 20\%
- Flat Rate Pricing Service 20\% to 25\%

\textbf{Published} industry average is 3\%-5\% profit
Worksheet #8
Absorption of Fixed and Variable Overhead

Materials:
Estimated retail material sales dollar to the Customer
for the year (from Worksheet #3, item (J)).......................... $100,000

Less total material cost to the company
(from Worksheet #3, item (H))........................................... - 50,000

Less desired profit (desired company net profit X Retail
Material Sales)................................................................... - 15,000

Remaining material gross profit that
can absorb some overhead .............................................. = 35,000

Subcontractors:
Total subcontracted work (Retail Price to Customer)................. $...

Less company cost to subcontract........................................... -

Less desired profit (desired company net profit X Subcontracted Sales)......................................................... -

Remaining subcontractor gross profit that
can absorb overhead ....................................................... =

Overhead dollars left that DIRECT LABOR hours must absorb:
Total Fixed and Variable Overhead (from
Worksheet #7, item (N)).................................................... $237,888

Less overhead absorbed by subcontractors.............................. - 35,000

Less overhead absorbed by materials.................................... -

Remaining overhead direct labor must absorb = 202,888

------------- (O)
Worksheet #9
Calculation Of Labor Overhead Rate and Breakeven Rate

Basic Average Hourly Rate (recopy from Worksheet #2, Item (F)):
   = $ 19.17 / hour (P)

Calculation of Labor Overhead Rate:
   = Remaining Overhead to be absorbed by Labor / Net Chargeable Hours
   = Worksheet #8, item (O) / Worksheet #2, item (E)
   = $ 202,888 / 3,432 hours
   = $ 59.12 / hour (Q)

Breakeven Hourly Rate:
   = (P) + (Q)
   = $ 78.29 / hour (R)
Worksheet #10

Calculation Of Required Hourly Rate

Determine Reciprocal for Company:

- Desired Net Profit in percent form: .................................................. 15 %
- Net Profit above expressed as decimal: ............................................ .15
- Reciprocal = (1.00 - Decimal net profit)
  = 1.00 - .15
  = .85 (S)

Determine What Hourly Rate To Charge

Hourly Rate = Breakeven Rate / Reciprocal for Company

  = (Worksheet #9, item (R) / Worksheet #10, item (S))
  = $78.29 / .85

  = $ 92.11 / hour
#1

Know Your Hourly Rate By Department

1. Have no idea what hourly rate needs to be -- 0 points

2. Know your hourly rate:
   a) Re-calculated within 3 years --------------- 25 points
   b) Re-calculated within 2 years --------------- 50 points
   c) Re-calculated within 1 year --------------- 75 points
   d) Calculate more than once a year --------- 100 points
2. DEVELOP A CASH FLOW BUDGET
Cash Flow Vs. Accounting

There are significant differences in cash flow and accounting. Most contractors have already experienced the differences!

Cash flow deals with the “real” dollars that flow in and out of a company on a daily basis. Accounting tends to work with “paper” dollars.
Cash Flow Vs. Accounting

Cash flow and accounting will show significantly different bottom-line profit margins!

Two major differences in cash flow and accounting:

1. Equipment replacement costs vs. Depreciation
2. How loan payments are handled
Equipment Replacement Vs. Depreciation

- **Depreciation** deals with what a piece of equipment cost several years ago.
- **Equipment Replacement** deals with what it will cost to replace it several years from today and builds the costs into today’s pricing.
Loan Payment Differences

If you have a $500 loan payment and $100 is interest, what shows up on the P&L?

• Accounting only shows the $100 interest on the Income Statement.
• Cash Flow shows “all” $500 as flowing out of the company.
## Cash Flow Vs. Accounting

<table>
<thead>
<tr>
<th></th>
<th>Accounting</th>
<th>Cash Flow</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales:</td>
<td>$ 800,000</td>
<td></td>
</tr>
<tr>
<td>Cost of Materials</td>
<td>- 320,000</td>
<td></td>
</tr>
<tr>
<td>Cost of Labor</td>
<td>- 160,000</td>
<td></td>
</tr>
<tr>
<td>Overhead:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td>- 20,000</td>
<td></td>
</tr>
<tr>
<td>Equipment Replacement cost</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Interest on five loans</td>
<td>- 6,000</td>
<td>-</td>
</tr>
<tr>
<td>Full loan payment on five loans</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Other overhead costs</td>
<td>- 280,000</td>
<td></td>
</tr>
<tr>
<td>Profit</td>
<td>+ $14,000</td>
<td></td>
</tr>
</tbody>
</table>

That is a bottom line difference of $33,000!
Time To Create A Budget

To really understand what is going on within a company, you have to create a budget.

What will a budget do for you?

• Forces you to understand the “real” costs of doing business
• Provides accountability within the company
• Helps you make good economic decisions
• Helps the company begin to PLAN for the future - not simply evolve
# My Company Cash Flow Budget

**ABC Sample Company**

<table>
<thead>
<tr>
<th></th>
<th>JAN</th>
<th>FEB</th>
<th>MAR</th>
<th>APR</th>
<th>MAY</th>
<th>JUN</th>
<th>JUL</th>
<th>AUG</th>
<th>SEP</th>
<th>OCT</th>
<th>NOV</th>
<th>DEC</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gross Sales</strong></td>
<td>2</td>
<td>1</td>
<td>3</td>
<td>12</td>
<td>30</td>
<td>25</td>
<td>20</td>
<td>10</td>
<td>18</td>
<td>22</td>
<td>10</td>
<td>3</td>
</tr>
<tr>
<td><strong>Less Cost of Sales</strong></td>
<td>6</td>
<td>5</td>
<td>7</td>
<td>10</td>
<td>20</td>
<td>18</td>
<td>16</td>
<td>9</td>
<td>16</td>
<td>17</td>
<td>9</td>
<td>6</td>
</tr>
<tr>
<td><strong>Net Profit/Loss</strong></td>
<td>-4</td>
<td>-4</td>
<td>-4</td>
<td>2</td>
<td>10</td>
<td>7</td>
<td>4</td>
<td>1</td>
<td>2</td>
<td>5</td>
<td>1</td>
<td>-3</td>
</tr>
<tr>
<td><strong>Cum. Profit/Loss</strong></td>
<td>-4</td>
<td>-8</td>
<td>-12</td>
<td>-10</td>
<td>-</td>
<td>7</td>
<td>11</td>
<td>12</td>
<td>14</td>
<td>19</td>
<td>20</td>
<td>17</td>
</tr>
</tbody>
</table>
#2 - Develop a Cash Flow Budget

1. Do not have a budget----------------------------- 0 points
2. Create an annual budget------------------------ 25 points
3. Create an annual budget and its month-by-month --------------------------------- 50 points
4. Create an annual budget, month-by-month AND department-by-department---------------------- 75 points
5. All of #4 PLUS you track your budget monthly --------------------------------------------- 100 points
3. BUSINESS PLAN IN PLACE
Business Plan In Place

Need to have a **BUSINESS PLAN** in place no matter what size your company is.

If you don’t know where you are going, any road will get you there.

**BUT**

You will never know when you arrived!
A Business Plan Will:

• Set the direction of your company (where you are going).
• It will “spell out” how you are going to get there.
• It will detail the cost of meeting your goals:
  a) Labor
  b) Equipment needs
  c) Cash flow needs
  d) Required funding

A written business plan is an excellent document to take to your banker if funding is required.
Business Plan Outline

1. Executive Summary:
   a) History of your company
   b) General market conditions
   c) Status of competition
   d) Company goals

2. Financial Plan:
   a) History of company from a financial standpoint
   b) Current financial statements
   c) Capital expenditure forecast (what equipment will be needed and when)
   d) Month-by-month cash flow budget for the next two years
   e) Cash flow projections for the next five years
Business Plan Outline

3. Marketing Plan
   a) How you will “market” your company (radio, TV, yellow pages, etc.)
   b) Show the cost of each and the expected results
   c) What will be done when and by whom?
   d) What is the “cost” of the plan, your budget?

4. Production Needs:
   a) Labor needs
   b) Material forecast including inventory
   c) Assets - what equipment will be needed?

5. Organizational Plan:
   a) Organizational chart
   b) Training - salaried and technical
#3 - Business Plan

1. No business plan ----------------------------- 0 points
2. Written business plan for the coming year ---- 25 points
3. Written business plan for the next two years --35 points
4. Written business plan for the next five years --50 points

Give yourself **50 BONUS POINTS**

if you share your business plan with your banker at least once a year.
4. MARKETING PLAN IN PLACE
Marketing Plan In Place

A customer needs to hear or see something nine times before they buy!

How long does it take before a really good, consistent marketing plan has “measurable” results?
How are you going to get the word out about your company?
Suggestions:

1. Track where your leads and/or sales are coming from (find out what’s working).

2. Have a continuous and overlapping plan. It will help minimize slow times.

3. Unless you are a large company and can devote someone full time to marketing, have an outside firm:
   a) Design and print literature
   b) Do the physical mailings for you.
Consistency Is Important

When it comes to marketing, consistency is what’s important!

When the customer is ready to buy it’s who they

REMEMBER

that counts!
#4 - Marketing Plan

1. No “marketing” is done outside of yellow pages ----------------------------------------------- 0 points
2. Have an informal plan in place (not written)-------------------------------------------- 25 points
3. A formal, written, plan is in place and it’s part of your annual budget --------------------- 50 points
5. BASIC MARKETING TOOLS IN PLACE
Basic “Marketing Tools” In Place

Presentation Book

- Referral list of past customers with comments
- Copy of insurance certificates
- Pictures of past jobs
- Pictures of your building and people
- List of associations/organizations you are members of
- List of licenses you have
- Product literature
Basic “Marketing Tools” In Place

Company Brochure

• Be sure to include your company “slogan” on everything you print
• Tells the customer everything you have to offer
• Leave one on every call, provide with each proposal and direct mail to your current customer base
#5 - Basic “Marketing Tools” In Place

1. Presentation book -------------------------------- 20 points
2. Have and use a “Company Brochure”-------- 10 points
3. Send out annual letter -------------------------- 10 points
4. Mail company newsletters to:
   a) Current customers----------------------------- 10 points
   b) Potential customers-------------------------- 10 points
6. TRACK SERVICE TECHS PERFORMANCE
Track Service Techs Performance

Basic Key Performance Indicators to Track:

- Set daily goals and measure against those goals, by tech

- Under-Billing

- Track sales leads generated by age of equipment (KPI: 12% of all calls and 33% on old equipment)
Track Service Techs Performance

Basic Key Performance Indicators to Track:

- Maintenance Performance:
  a) Actual time vs. predetermined wrench time
  b) Additional repairs and/or add-on sales (KPI: $40.00 per hour)

- Maintenance agreement sales (KPI: 42% of those that don’t already have a M/A)

- Number of non-billable hours and the source
Track Service Techs Performance

Basic Key Performance Indicators to Track:

- Number of non-billable hours and the source
- Number of callbacks per tech, filtered (KPI: 2.75%)
- First time completion ratio (KPI: 95%)
- Average revenue generated per hour (who is most and least productive tech)
Track Service Techs Performance

1. Do not measure at all ------------------------------------- 0 points
2. Measure at least 5-10 KPI ------------------------------- 50 points
3. Measure at least 5-10 KPI and tie it into a bonus system for your techs --------------------- 100 points
7. MAINTENANCE AGREEMENT PROGRAM
Maintenance Agreement Program

- The foundation stone for profitable growth in the 21st century!
Why Maintenance Agreements?

1. Consistent cash flow
2. Work is pre-scheduled (reducing non-billable time)
3. Nearly guarantees service work during the year
4. Eventual equipment replacement work
5. Improved job security
6. Happier customers
7. If tech learns to sell S/A they can sell other things as well
8. Ability to increase the size of your customer
9. Increases the selling price of the company
#7 - Maintenance Agreement Program

1. Do not have a M/A program ---------------------------------- 0 points
2. 1% to 10% on program -------------------------------------- 10 points
3. 11% to 25% on program ------------------------------------ 25 points
4. 26% to 50% on program ------------------------------------ 50 points
5. Over 50% on program -------------------------------------- 100 points
8. EFFECTIVE COLLECTIONS POLICY
Effective Collections Policy

Collect as much as possible, as soon as possible, at the least possible cost, without losing important customers you wish to keep ..... with little or no stress!

- Fear of loss (afraid to tell our customers how we want to be paid)
- If you don’t spell out the payment policy, guess who will!
Create An “Internal” Collections Policy

Have a written policy.

• Have a stated time for invoicing to take place.

• When payment is past due, a second notice should be sent out **IMMEDIATELY**.

• If no payment in 10 days, then call the customer
  – Get a commitment of payment date
  – accounting person should make the initial call
Create An “Internal” Collections Policy

• Second call if payment is not received as promised
  – owner or manager should call
• Begin use of an attorney or collections agency
The Cost of a Late Payment

Your Shrinking Credit Dollar
(based on the time value of money)

30 days past due -------------- $ .97
60 days past due -------------- .90
90 days past due -------------- .83
120 days past due -------------- .75
Six months past due ------------ .67
One year past due -------------- .45
Two years past due -------------- .23
Three years past due ------------ .05
Five years past due -------------- .01

Source: U.S. Dept. of Commerce
Your Collections Policy

Needs to include:

- When payment is expected
- How often reminders will be sent out
- Explain late fees.  
  - amount and when they will be added
- Tell them at what point the account will be turned over to collections.
- Name of contact within your organization should problems develop.

- Explain your collections policy when the job is being sold
- Have Customer sign it noting they understand the policy
- Include a copy of the signed policy with the invoice
#8 - Effective Collections Policy

1. Do not have a collections policy  --------------  0 points
2. Developed a detailed Collections Policy  ------  50 points
3. Developed and enforce your collections policy -------------------------------  100 points
9. NETWORK WITH OTHER CONTRACTORS
Networking With Other Companies

Networking Is A Very Powerful Concept

Why are we called “independent” contractors?
Networking With Contractors

• Create a “mixed group” from across the state/country and meet on a regular basis (2-4 times a year)

• Share ideas and mutual problems

• Become best friends, call often!
Networking With Other Trades

Set up a small “mixed trade” group in your city, town and/or area to:

• Share leads
• Recommend each other
• Handout each others literature (company brochures, coupons, etc.)
• Do “Direct Mail” and “Home Shows” together and split the cost
Networking With Other Trades

How the Elite Service program works:

• Companies are committed to extending VIP treatment to cardholders
• Cardholders receive an exclusive VIP discount
• Contact each company directly at the appropriate phone number listed on the reverse side of this card
• Card must be presented at time of service
• Card privileges may not be combined with other discounts or promotions
• Participating companies are independently owned & operated

www.EliteServiceGroup.net
Elite Service Group is a close-knit network for providing trusted contracting service referrals in Hampton Roads.

At its core, Elite Service Group is comprised of five highly-regarded and reputable professional contractors united to provide valued customers with premium quality service. Each of these Elite Service professionals understands that his referral will provide you with the same caliber of service that he so strongly believes in. If you have ever used one of these companies, you have high expectations for the services it provides. Rest assured, you can hold those same expectations when you use any Elite Service company.

Elite Service Group Cardholder Benefits:
- VIP Treatment
- Priority Appointments
- Exclusive Discounts

ELITE SERVICE PROFESSIONALS – STANDING OUT FROM THE CROWD
- EXCELLENCE Each Elite Service professional is the leader in his respective field
- COMMITMENT Taking customer satisfaction seriously – and to heart
- LONGEVITY Solid reputation based on years of excellent service
- RELIABILITY Respecting your time by honoring appointments and meeting deadlines
- TECHNOLOGY Using the latest equipment and resources available

Elite Service Card must be presented at time of service
Card privileges may not be combined with other discounts or promotions
Each participating company is independently owned and operated.
#7 - Network With Other Contractors

1. If you occasionally meet with other contractors to share ideas and/or problems .................................................. 10 points

2. If you meet with other contractors on a "regular" basis ................................................................. 20 points

3. If you network with other contractors and other trades .......................................................... 30 points
10. PLAN THE GROWTH OF THE COMPANY
Plan The Growth of the Company!

Three Points Of Growth That Can Put You Out Of Business!

- Owner moves from the field into the office
Plan The Growth of the Company!

Three Points Of Growth That Can Put You Out Of Business!

- Gross sales reach roughly $1 million per year

Sales Up! Profits Down!
Plan The Growth of the Company!

Three Points Of Growth That Can Put You Out Of Business!

- Any period of rapid growth
Plan The Growth of the Company

1. No plan in place ------------ 0 points
2. Have a formal plan in place ------ 50 points
11. SEND OUT A COMPANY NEWSLETTER
Send Out A Company Newsletter

- 80% of the newsletter should simply be fun information to read
  - Not about your company or products
- Objective: To keep your name in front of the customer.

Most manufacturers will co-op the cost with you!
Send Out A Company Newsletter

Newsletters are one of your best marketing tools
#11 - Send Out A Company Newsletter

1. Do not have a newsletter ---------------------     0 points
2. Send out newsletter two or more times a year --------------------------------------------   25 points
3. Send out newsletter two or more times a year to your customer base AND potential customers ---------------------------------------   40 points
12. SERVICE DEPARTMENT ON FLAT RATE PRICING
Upfront (Flat Rate) Pricing is going to become the standard of the industry

- Cost of labor going up
  - To hire and retain techs
- Cost of benefits is increasing (again to hire and retain techs)
- Cost of doing business in increasing

When time and material rates get to $75.00 to $100.00 per hour we are forced (by the customer) into upfront pricing.
“How It Works”

• Customer calls
• Tech goes to location, finds problem (charge diagnostic fee)
• Quote “Total Price” to customer from book
• Customer decides whether to have it repaired or not
• Do job
• Collect money - go home
Customer Concerns/Benefits

Customer’s Concern:
How long will it take, therefore, how much is it going to cost me!

- Eliminates worries
  - How long job takes
  - How many trips to the truck
  - How “fast” is the tech therefore, “How much will it cost?”
- Customer knows “Total Cost” BEFORE the job is done.
Company Benefits

• No longer have to quote an hourly rate
• Better cash flow
• Tends to weed out problem customers
• Excellent vehicle for selling agreements
• Higher hourly rate

Increased Profitability
(not a license to gouge the customer)
# The Right Manual Makes a Difference

## QSP Residential Technician Guide

<table>
<thead>
<tr>
<th>Kinnard Heating &amp; Cooling</th>
<th>HVAC COMPRESSOR REPAIRS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Repair #</strong></td>
<td><strong>Description</strong></td>
</tr>
<tr>
<td><strong>COM-CAQ</strong></td>
<td><strong>CAPACITOR START ASSIST</strong></td>
</tr>
<tr>
<td>017830-004</td>
<td>MOUNTING STRAP FOR OVAL CAPACITORS</td>
</tr>
<tr>
<td>032190-0032</td>
<td>RUN CAPACITOR 3-10 MFD 370V Oval</td>
</tr>
<tr>
<td>021122-0032</td>
<td>RUN CAPACITOR 4 MFD 370V Oval</td>
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<tr>
<td>021120-0032</td>
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<tr>
<td>021124-0032</td>
<td>RUN CAPACITOR 5 MFD 440V</td>
</tr>
<tr>
<td>017895-0032</td>
<td>RUN CAPACITOR 10-17.5 MFD 440V</td>
</tr>
</tbody>
</table>

---

Building Profitable Businesses
Mobile Solution

PROFIT STRATEGIES presents...

coolfront

THE ZERO-COST, FLAT RATE PRICING APP

For HVAC, Plumbing, and Electric

Building Profitable Businesses
#12 - Flat Rate Pricing

1. Not on Flat Rate and do not intend to go to it --- 0 points

2. We intend to get on a Flat Rate System within the next 6-12 months ------------ 50 points

3. We are currently on a Flat Rate System ------------ 100 points
13. CUSTOMER RESPONSE CARDS
Customer Response Cards

Highest Benefit To Dollar Invested Ratio Of Anything You Do:

You Gets:

1. Feedback on the quality of work in the field.
2. Positive comments for referral lists.
3. Referrals for additional sales.
### How Did We Do?  

<table>
<thead>
<tr>
<th>Service Aspect</th>
<th>Excellent</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Timely Manner of Service</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overall Quality of Work</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Value of Work Done</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technician’s Neatness/Cleanliness</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Courtesy of Technician</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Courtesy of Office Personnel</td>
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How did you hear about us? _________________________

Would you be interested in a Maintenance Agreement?  □ Yes □ No

Would you call our company again?  □ Yes □ No

Email Address_____________________________________

**Comments (Praises/Problems):** ____________________

**Referrals (Name and Telephone number):** ____________
#13 - Customer Response Cards

1. Do not use response cards -------------- 0 points
2. Send cards out on at least 50% of the jobs you do ------------------------------- 25 points
3. Use cards on over 75% of the jobs done ---------------------------------------- 50 points
14. FORMAL & ACTIVE CUSTOMER SERVICE TRAINING PROGRAM
Your customers are your bread and butter. Without them, there is no reason for you to exist!
Defining Customer Service

Customer Service – Bare minimum

Customer Satisfaction – Makes the customer feel good about their contact with your company

Customer Experience – This is what will bring the customer back again and again!
Why Can’t Customers Just be Satisfied

• Today’s customer is smarter...

• Today’s customer is better informed...

• Today’s customer never seems to be satisfied...
Communication is Key

In order to understand our relationship with others we must first understand ourselves.

You must communicate with your customer in the same way that they communicate.

Assessments can help employees understand the differences in communication.
Provide Customer Service Training once per year --- 10 points
Provide continuous Customer Service Training ------ 25 points
Provide continuous Customer Service Training and use assessments to determine communication styles -------------------------- 50 points
#15 - A Few More Things

- Get a deposit on every install job (10 Points)
- Provide vacations and holidays for their employees (10 points)
- Have an Employee Handbook (10 points)
- Job cost every job (10 points)

Total Your Points ....
How Did You Do?

How did your company do?:

- Add up all your points (possible 1000 in all)
- Make a summary of your To Do List and prioritize it so you know where to begin
How Did You Do?
(There are a possible 1000 points)

<100  Don’t bother to go home, you’re out of business!
101 - 200  Need improvement.
201 - 400  Average. Doing some things right, keep working!
401 - 600  Good. A little more effort will put you in great shape!
601 - 800  Excellent!
over 801  Get in touch with me. You can help with the next presentation!!!

Building Profitable Businesses
Thank You

Fifteen Things All Successful Companies Have in Common

Grandy & Associates