Habits of Highly Effective Service Advisors

With
Ray Branch
President of KEEPS Corp

Moderated by
Michael Bowers
Editorial Director, DealersEdge

Presented by DealersEdge
Vernon R. Branch ("Ray") has over 30 years of professional automotive industry experience. Ray is President and CEO of KEEPS Corporation located in Raleigh, NC. KEEPS is an acronym for "Key Employee Evaluation and Planning Systems". The KEEPS Corporation is a fixed operations business management and marketing consulting and training company. Ray is the founder of The KEEPS Corporation and also the inventor, designer and builder of the highly acclaimed ROAMS program. This program is the Automotive Industry's new Fixed Operations standard for measuring sales and net profit improvement performance in retail dealership service and parts departments across the country. ROAMS is a copyrighted and trademarked product.

Ray started in the automotive business, as a lot of technical people do, pumping gas and changing oil in a full service station while going to school. His automotive experience includes: Technician, Professional High Performance Engine Designer & Builder, Service Writer, Service Manager, Parts & Service Director, Factory DSM, Professional Seminar Designer & Trainer, Vice-President of Fixed Operations for an 11 Dealership Group, National Director of Fixed Operations for the Eleventh Largest Dealership Consolidator in the USA, Service Field Consultant for JM&A Group, and now Founder/Inventor/CEO for The KEEPS Corporation.

Ray can be reached by phone at (800) 948-9377 or by e-mail at vrbranch@aol.com.
Skills & Habits
Of Highly Effective Service Advisors

• What Does a Highly Effective Service Advisor Look, Sound and Act Like
• What Are the Real Skills Needed for Success
• What Are the Supporting Habits Needed for Success
• What Tools Does the Real Pro Use “Daily”

You Can Never Be Average to Succeed In This Job

Average is the BEST of the WORST!

By: Ray Branch
The Keeps Corporation
Skill Sets & Supporting Habits
Topics For Discussion

1) Highly Polished People Skills (17 Point Checklist Included)
2) Excellent Math & Written Communication Skills
3) Start Building Evidence Manual From Day One
4) Self Directed Accountability – NO EXCUSES
5) Fine Tuned [NO PRESSURE] Selling Skills
6) Integrity
7) Your Personal Appearance & Hygiene (BIGGIE)
8) Get Excited About An 85% to 100% Commission Pay Plan
9) You Must Be Organized to a Fault
Skill Sets & Supporting Habits
Topics For Discussion - Continued

10)  Insists on Writing Up Customers At the Car
    (walk around expert)

11)  Must Be Skilled at Using All Customer
    Communication Channels

12)  You Must Be Able To Apply “Customer
    Relationship Marketing” Techniques as second
    nature

13)  Have an 85% Email Capture Rate

14)  The Performance Numbers you Must Be Able
    to Produce

15)  Must Know How To Build Tech Relationships

16)  Need The Right Temperament To Survive Daily
    Road Blocks And Speed Bumps
Polished People Skills

1) If You Can’t Project Empathy With Feelings, Customers Will Never Trust You.
   • Workshops/Training Can Help
   • Your Personality & Attitude Make Up a Very Large Part of This Critical Skill Set
   • People Skills Check List (Next Page)

2) **MUST** Genuinely Love Serving Other People

3) Your Job is Not to Be A “Pretender”
   • Your CSI Scores Will Reflect the TRUE You!

4) Technical Skills vs. People Skills Discussion
   • How Much?
   • How Little?
   • Any At All?
People Skills Check List

• You Must Truly Love Helping People
• Pretenders Have High Stress Levels (Don’t Last Long)
• Must Have A Tiger Woods Smile!
• Be Polite, Courteous, Friendly
• High Empathy Level For People
• Customer Caring Temperament
• Not Talking Tech. Language To Customers
• Never Give Directions – Always Take The Customer To Where They Need To Go
• Never Cross Arms When Listening To Customers
• Make Lots of Eye Contact
People Skills Check List
Continued

• Never Walk Within 4 Ft. of A Customer Without Saying “Hi - May I Help You?”
• Voice Inflection – Learn To Slow Down Talk
• NO DEEP SIGH's Near Customers
• Ask lots of Questions – Critical For Tech Relationships Also
• No Short Fuses – Or Get Out of This Business NOW!
• If You Are In It Just For The Money (You Are Headed For A Heart Attack!)

Note: Personal Appearance & Hygiene Section Will Round Out This Check List
Math and Written Communication Skills

1) Use A Secondary Testing Process – Don’t Trust What You Think

2) This Skill Set Can Run As High As 15% of The Job Success Factor

3) Please don’t guess – TEST
   • All Types Of Web Based Testing Available
   • Practice Talking/Writing With As Few Words As Possible
   • Don’t Forget Typing Skills
Building An Evidence Manual

1) Repair Order Copies of **BIG** Unnecessary Repair Jobs Where Maintenance Could Have Prevented the Repair

2) Articles On Maintenance To Answer "Why Do it" Questions (Internet Has Millions)

3) Photos of Good Verses Bad Parts
   • Timing Belts, Brake Pads Etc…

4) Keep Bad/Broken Part Examples in A Box At Work Area
Self Directed Accountability

1) Develop Career Goals
2) Have A Daily Plan To Succeed
3) Only Thing Missing – The Shop Specifics
4) **You** Must Fill In The Details Quickly
5) A Burning Desire To Succeed
   - You can see it in Your eyes and feel it in Your handshake
6) Somewhere During the First Interview Ask the Question – “Do You Have a Job Description?”
7) Set Sales Goals Higher Than You Usually Would
8) You Must Never Stop Studying & Getting Ready For Higher Performance Levels.
   - There Is Always Someone Looking to Be Your Replacement.
NO PRESSURE Selling Skills

1) Stop Using a variable selling system
2) YOU must change the variable to a consistent rock solid selling system
3) Must be in writing
4) A suggested selling system – See Next Page - EXAMPLE
5) Use a controlled empathy level – Be Careful Here
6) Use SHOW & SELL not TELL & SELL
7) Find & Develop Your Own selling props – More Evidence Manual
   • Air Filter
   • Belts
   • Engine drive belts
   • Tires
   • Fluid Samples
8) Use the “Customer Education” selling technique
   • In depth discussion
9) **Zero** prejudging of customers willingness or ability to purchase Maintenance services and repairs
10) Insist on doing walk around write ups
RELATIONSHIP MARKETING
The 6 Over 2 Model

The Twin Bridges

1. Friendly meeting and greeting
   2. Identify the prime item(s)
   3. Confirm your understanding of the prime item(s)

4. Present a service menu
   5. Close the sale - get the "OK"

Active delivery and prep for the next sale

Happy Service Experiences = Return On Investment

HSE=ROI

It Happens Through Professional Selling and Communication Skills

Fixing the Customer

Fixing the Car

A Professional Sensitive Selling System for Today's Competitive Market
RELATIONSHIP MARKETING
THE 6 OVER 2 MODEL QUICK REFERENCE OUTLINE

Step 1  FRIENDLY MEETING AND GREETING
- Smile - must be genuine/real
- Watch your pace - slow down - "Just A Little"
- Handshake - firm, but comfortable (not always)
- Don’t get in too tight
- Voice inflection - evidence sincerity
- Repair order pad, keep down by your side

Step 2  IDENTIFY THE "PRIME ITEM"
- Open questions - helps establish rapport
- Leading questions -
  Use heavy inflections
  Used to narrow conversation
  Listen for customer to specifically answer question
- Closed Questions -
  Used to stop dialogue. The logical answer (yes or no)

IMPORTANT - mileage qualifier - so you can start planning your menu presentation.

Step 3  CONFIRM YOUR UNDERSTANDING OF THE PRIME ITEM
- Confirmation - statement of fact
  Don't make a question out of confirmation
  Eliminate misunderstandings
  Get solid commitment
- Customer - "yes" you understand why I brought my car into the dealership
- Bridge #1
  Sell value of warranty
  Sell diagnostic procedure
  Relieve customer emotion and reassure
  Start building the bridge
  Take away the three questions:
  1. What - are you going to do to my car?
  2. How much - is it going to cost?
  3. When - do I get it back?
• Administrative break - Get the name, address, phone, etc.
  Critical: Ask specifically where customer may be reached today
  Input data into computer
• Review Service History File

Step 4 PRESENT A SERVICE MENU
• Use the “Columbo” Technique
• Use the menu presentation Word Track
• Sell - don't sell
• Hand customer service menu
• Let in fall into customers' hands
• Mileage interval must be highlighted
• Sell engineers' recommendations
• Know your competitive market

Step 5 CLOSE THE SALE - GET THE “OK”
• Use the “Alternate of Choice” closing technique
• Get the OK -
  Don't ask the customer to "sign", ask them to OK the R.O.
  Call your customers - do not ask them to call you
  Thank the customer for the opportunity to serve them

Step 6 ACTIVE DELIVERY - PREP FOR THE NEXT SALE
• Meet customer prior to them going to cashier
• Explain R.O. in detail - further develops credibility
  In person - best (phone second best)
  Cover “no charge” warranty/repairs
• Must be no surprises for cashier
• Bridge #2
• Hand customer fresh service menu - remember!
  Train - Train - Train
  Next service due (highlighted) prepping for the next sale
• Use the “Business Card Reminder” Technique
• Teach CSI Service Survey -
  Use presentation aid as you teach the customer “how to”
  respond to the factory survey
• Thank the customer for the privilege of serving them
  Give firm, but comfortable handshake
TEACHING THE CSI SURVEY

Hand the customer a “highlighted” service menu (to remind them of their next service due) and make sure the “no charge” warranty repairs are covered in detail. Use the following suggested presentation:

1. “Mr. Customer, we stand behind all the work 100%. We like to take the time at the end of each visit to make sure you are very satisfied with our service so that you want to recommend our dealership to your friends.”

2. While showing a copy of the service survey aid to the customer say: “This is our official ___________ report card. It gives you an opportunity to let ___________ know how we’re doing. You will be receiving one (not exactly but very similar) in the mail shortly and we would really appreciate you filling it out and letting ___________ know how very satisfied you are with our Service Department.”

3. If there is anything that would prevent you from marking “definitely recommend,” please be sure to call me personally. My name is ___________.

4. Your survey score is very important to us. When it returns to us, we may review your recommendations.

NEVER FORGET

Happy customers responding to your factory survey produce the highest scores.
CSI
And Your Personal Income All Wrapped Up In One Powerful Process

“The Messenger” Technique

• 100% Of The Time
• Not Just When You “Feel Like It”
• Each Car Is Driven Under Unique Circumstances
• Each Customer Has the Right To Know
• Not Your Job To Decide Who Gets Your Message
• This Technique Alone Will Put You In The Top 10% of Service Advisors In The Country
Integrity

1) Will it pass the MOM Test?
   • Very Important Discussion
Your Personal Appearance & Hygiene

1) Let’s get tough here
2) Invest in clothes
3) Hair cut every other week – needed or not!
4) NEVER eat in your work area
5) Mouthwash always close by
6) Clean fingernails
7) I could go on & on – you know exactly where I am coming from here!!

NOTE: It almost seems by instinct you know you are an actor on stage each day…

** It is such a privilege to watch these pro’s perform on stage !! ( Ray Branch )
Get Excited
About 80% to 100% Commission
Pay Plans

1) You want no part of **CAPPED** pay plans

2) Why a 100% commission pay plan is not a 100% commission pay plan

3) Go into service managers office one week prior to end of month to find out what the Spiffs for next month will be

4) “Behavioral Focused” pay plans will take your powerful skill set and habits to the next level
Organized To A Fault

1) If service department does not have a daily route sheet system – build your own
   • See Next Page - EXAMPLE

2) You need at least 2 cell phones
   • One for Customers
   • One for Personal

3) Keeps daily notebook on “MUST DOs”
   • Franklin planner – many others…
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<th>Phone Number</th>
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Fixed Operation Profitability Systems For the 21st Century
Insist On Writing Up Customers At The Car

1) Become a “Walk Around Expert”
2) You Are Now In The Top 2 or 3% Of Service Advisors In The Country
3) Don’t Skip This Technique – It’s Worth Its Weight In Gold!!
Become Skilled at Using All Customer Communication Channels

1) Email – Remember Your 85% Collection Rate
2) Instant Messaging
3) Text Messaging
   • Quickly becoming main stream customer contact of choice
   • WOW! Really speeds up repair approval process
4) Use all possible channels to speed up amount of work done in a day
5) Always Cell, Home & Office Numbers!
Apply

“Customer Relationship Marketing”

Techniques As Second Nature

1) Greets customers by name
2) Use the RO Pre-write function in DMS
3) Reviews history file for each customer appointment for next day
4) Reviews customer history file with EACH customer – EACH Visit – 100% of the time
5) Actively delivers 100% of all customers
6) Sends “Thank you” emails/text messages/cards to all customers
7) Fills in slow periods with email blasts to customers who may need service
85%
Email Capture Rate

1) View email capture rate as a must, not because Boss says so
2) Use email as productivity and customer relationship development tool
3) A little extra work – You can e-mail blast a large group of your customers for specials or for filling in no-show appointments
The Performance Numbers You Must Deliver

1) You must have high if not the highest CSI scores
   - Know how to ASK for survey to be sent in
   - The trust and confidence from your customers will be off the Richter scale

2) Very high effective labor rates
   - You very seldom discount beyond your coupon programs

3) 35% or less one line Customer Pay ROs

4) 65% or greater closing ratio on Menu Selling Opps

5) 75% or greater usage of Multi Point Inspections

6) You Should be $15.00 to $35.00 in labor sales above other Service Advisors per Customer Pay RO

7) Share Value at shop standard – (writing large quantities of Ro’s is Not the answer)

8) Just to name a few
   - See Next Page Example
### Dealer 4
**Key Performance Indicators (#4)**

|   | ROIs: CP/Why/Int/Total | Avg. Days RO Open | Share Value / Avg. ROs Per Day | VIP Reinspection | ELR Ops/Done/% Pent | Avg. FRHs per Day / Total | Competitive FRHs/$ELR | Maintenance FRHs/$ELR | Repair FRHs/$ELR | Total FRHs/$ELR | Maint/Repair Mix | 1-Item ROs% | Avg. Items per RO | Menu Ups/Cls,% | Menu Pot./Cl.$/LOTT | Menu Sold FRHs | FRHs per Menu Cls | FDCl Ups/Done% | FDCl Pot./Cl.$/LOTT | FDCl Up Sold FRHs | FRHs per FDCl Done | Total FRHs per RO Avg. | Total Parts Sales | Parts Sts./GP% per RO | Total Labor Sales | Labor Sts./GP% per RO | Total Sts./GP% per RO | TS Expenses per RO | Parts to Labor Ratio | Avg. Car Age | Avg. Car Mileage |
|---|------------------------|-------------------|---------------------------------|------------------|---------------------|-----------------------|--------------------------|------------------------|-------------------|----------------|-------------------|-------------|------------------|----------------|----------------|----------------|----------------|----------------|----------------------|-------------------|-----------------|-----------------|-----------------|-----------------|------------------|----------------|------------------|
|   | 232 / 21 / 37 / 280   | 1.4 Days          | 11.4 % / 13.8                   | 0                | 79 / 67 / 95.7 %    | 29.5 / 620.2         | 19.8 / $1,381.2 / $74.25 | 399.0 / $23,985.67 / 67.91 | 100.3 / $10,049.77 / $100.20 | ($102,47 / 100%) | ($76,29 / 100%) | 78.56 % / 23.44 % | 78 / 33.6 % | 2.7              | 183 / 135 / 73.8 % | $17,794 / $19,903 / ($2,169) | 160.8          | 1.19              | 68 / 56 / 68.4 % | $3,346 / $1,081 / $7,285 | 8.40           | 0.15              | 1.84             | $20,198.43       | $67.06 / $49.77 / 57.2 % | $32,416.56 | $139.73 / $112.56 / 80.6% | $226.78 / $162.33 / 71.6% | $6.00           | 0.82 to 1.00       | 4 Year(s), 11 Month(s) | 62,674 Miles     |

*Includes Warranty & CP ROs, High Priority Standards, ALL Repair Orders, and all ROs for Share Value. Incl. Comp. Labor / Incl. F&M.*
How To Build Technician Relationships

1) Trust Until Proven Otherwise
2) Learn to Write A “Technical Facts” Report
3) Ask For Help Understanding Complex Systems
4) Manage Work Mix
5) Quick Call Back for Upsell’s
6) Lunch – (enough said)
7) Show Respect
8) *** Let Them Observe Your Sales Presentations & Ask For Feedback (Wow…. this really works)
Tips On How To Survive Roadblocks & Speed Bumps

1) When service manager over promises and under delivers
2) Service manager sets unbelievable and unachievable goals
3) They think you are so good you need No Training
4) Service department has no job description
5) You have to sell from outdated service menus
6) They provide poor/inconsistent leadership
7) They have no performance review process
8) There is no performance measuring process to give you daily motivational feedback
9) There is Lots of low accountability for other employees
10) There is no attention (or just lip service) to speed bumps and road blocks through out daily operations

NOTE: All Service managers can use a little dose of “Miracle Grow” every once in a while!

Be Patient – Work With Them
“THEY ARE WORTH IT”
Service Advisor WalkAround Training

With

Tyler Robbins
President of Automotive Training International

Moderated by

Michael Bowers
Editorial Director, DealersEdge

Presented by DealersEdge
Tyler Robbins  
President, Automotive Training International

Based in Canada, Tyler is a charismatic speaker with the proficiency to interface with North America’s top Manufacturer Executives, Retail Dealers and Dealership staff from General Managers to Lot Attendants with the utmost respect.

With a 20+ year Automotive career thus far, Tyler served as Dealer Principal of a high volume Import Dealership, and in domestic dealerships throughout his career served in the capacities of; General Sales Manager, Fixed Operations Director, Service Manager, Sales Manager, Body Shop Manager, Service Advisor, Appointment Coordinator, Sales & Leasing Consultant and Fleet Manager.

Over the past 5 years, as a Professional Facilitator, Consultant & Trainer, Tyler has delivered both, formal workshops and in-dealer Implementation & Training for numerous Manufacturers and a number of North America’s largest Dealer Groups and Dealers. He has also been a special guest motivational teacher/speaker at Manufacturer Conventions & National Meetings.

Although his knowledge is vast, his specialty is Fixed Operations; specifically, Service Management Development, Accessory Advantage, service financial analysis and dispatching methods. He is often quoted in Auto Industry Publications, writes a monthly article for Fixed Ops Magazine and is a regular contributor to several other Industry publications.

As President of Automotive Training International, ATi has grown significantly and Tyler has become one of the most sought after Automotive Facilitators in North America, for both speaking engagements and In-dealership Consultations and Training.
Service WalkArounds
WHY SERVICE WALKAROUNDS

- Customer Satisfaction

- Increased Sales

- Increased Retention
SERVICE WALKAROUNDS HOW-TO

1. Greet Customer at Vehicle

2. Verify Appointment and acknowledge timeliness

3. Verify Primary Concern & Customer Contact Information utilizing Pre-RO

4. Determine if any additional concerns have surfaced since making the appointment

5. Invite Customer into the Drive (out of their vehicle)

6. Gain permission from Customer to get in their vehicle to obtain mileage

7. While in vehicle:
   - Verbally announce the mileage to the Customer
   - Release the hood
   - Cut the wheels to the right
   - Visually check for anything to identify for the Customer

8. Upon exiting the vehicle:

   Provide customer with a copy of the maintenance menu, opening to and identifying the appropriate mileage interval, due at this time
9. Briefly overview the ‘Walk-Around' procedure to the customer, inviting them to participate with you

10. Starting at the left front wheel, walking around the vehicle, with the customer, check each tire as well as the vehicle in general for any obvious concerns that should be addressed, ending at the hood.
   (Note: This is NOT to be a 'Damage Control' Walk-Around)

11. While under the hood:
   - Present customer with Complimentary Inspection Sheet
   - Present any specials/features/accessory promotional items
   - Identify any under-hood obvious concerns and ask for the sale
   - Any identified concerns from the walk-around – ask for the sale
   - Ask for the sale of the recommended maintenance

12. Overview Repair Order from scratch for verification of all concerns, both those from the appointment and those added operations from the walk-around.

13. Determine status update timing, estimated completion time and alternative transportation requirements

14. Escort the Customer to the waiting lounge/loaner vehicle/etc, assisting the Customer with the transfer of any items from one vehicle to the other
SERVICE WALKAROUNDS
Walk-Around Tools

The following items, at a minimum, are to be assembled together in a Pre-Service Package.

This Pre-Service Package is utilized by the Service Consultant during the Write Up/Reception Process.

1. Pre-Written Repair Order (Pre-RO)
2. Vehicle History
3. Manufacturer Warranty/Recall Printout
4. Service Maintenance Menu
5. Complimentary Inspection
6. Special Order Parts Order Slip/Receipt
7. Service Consultant Business Card

OTHER Pre-Service Package Options

- Accessory Brochure/Menu
- Service Special(s)
- Extended Service Contract Brochures
- New/Used Vehicle Flyers
- Detailing Brochure/Menu
- Service Consultant/Technician Biographies
- Informational Handouts
  - What to do in the event of an accident
  - What your Check Engine Light really means
  - The importance of Wheel Alignments
# SERVICE WALKAROUNDS

## DO’s & DON’T’s

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SERVICE WALKAROUNDS

WHEN TO IMPLEMENT

- Once you’ve established Service-By-Appointment as the primary process within your Service Operation.

- Once you’ve established how you will handle the Non-Appointment Customers at Service arrival

- Once you are prepared to honour the Appointment/Reservation process, and not simply handle Customers in the order in which they arrive

- Once you’ve worked through the required contents within your Pre-Service Package
Why most Service Advisor Pay Plans fail and how the best dealer groups are focusing on process rather than performance!

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10 CARDINAL RULES FOR PAY PLANS

- No pay plan is designed to last forever.

- No pay plan is ever a substitute for management.

- Do not compensate people in a major way on things beyond their control.

- Study what you want the individual to control, what you want him to be responsible for, and what you want accomplished.

- Set up specific review dates to be sure your plan is accomplishing what you want it to.

- Simple plans get simple results – don’t be afraid to go outside the box.

- Set standards and values for minimum, average, and excellent performance. Test your standards.

- Do not incentivize minimum performance.

- Avoid percentages. Pay bonuses.

- Employee should know the paycheck value before “YOU” DO!
WHY
A 100% COMMISSION PAY PLAN
IS NOT A 100% COMMISSION PAY PLAN
FOR
SERVICE CONSULTANTS

NOTES:
WHO
MOVED MY CHEESE?
DISCUSSION

EMPLOYEE INCOME
# Income Distribution Worksheet

## Yearly

**Client**

**Date**

**Target Income**

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<th>% of Yearly Income</th>
<th>Income Per Year-Month-Week</th>
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**NOTES/Summary**

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*Fixed Operations Profitability Systems for the 21st Century*  
*Management by Measurement*
### SC Menu Major Interval Commission Income

From Income Distribution Worksheet

\[
\text{Inc. Per PP} \div \text{Days Per PP} \div \text{Dly Std.} = \text{Comm. Per Major Menu}
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<th>Difficulty to sell</th>
<th>100% Comm.</th>
<th>50% Comm.</th>
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<td>&quot;Weighted%&quot;</td>
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<td>15-K</td>
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<td>80%</td>
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<tr>
<td>140%</td>
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<tr>
<td>150%</td>
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\[
\text{Total Comms.} \div \text{# of Intervals Calculated} = \text{Weighted Avg. Comm. Per Major Menu}
\]

### SC FDCI Commission Income

(With 1 FRH or More Sold)

From Income Distribution Worksheet

\[
\text{Inc. Per PP} \div \text{Days Per PP} \div \text{Dly Std.} = \text{Comm. Per FDCI}
\]
# Service Consultant Daily/M.T.D.
## Income Tracking System

**Components**

<table>
<thead>
<tr>
<th>Items Sold</th>
<th>Income Date</th>
<th>Items Sold</th>
<th>Income Date</th>
<th>Items Sold</th>
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<td>Mo. Qualifier</td>
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**TOTALS**
<table>
<thead>
<tr>
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<th>Full Max Price</th>
<th>Comm. @100%</th>
<th>85% Of Max Price</th>
<th>Comm. @50%</th>
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<tr>
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<td>30-K</td>
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<td>90-K</td>
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</table>

<table>
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<th>Comm. @100%</th>
<th>85% Of Max Price</th>
<th>Comm. @50%</th>
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</thead>
<tbody>
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<td>15-K</td>
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<tr>
<td>90-K</td>
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</tbody>
</table>
# GROUP TECHNICIAN

## FRH PERFORMANCE BONUS PLAN WORKSHEET

**Technician**

Current FRH Average Per Day

<table>
<thead>
<tr>
<th>Comm. Level</th>
<th>FRH Average Per Day Improvement Scale From</th>
<th>Daily FRH Average Improvement (Calculated Weekly)</th>
<th>*Money Per FRH Increase</th>
</tr>
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<tbody>
<tr>
<td>1</td>
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<tr>
<td>2</td>
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<tr>
<td>5</td>
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</tbody>
</table>

**NOTE:** Exclude Company Holidays, Training Days and Vacation Days from “Average Day” Calculation.

**DO NOT EXCLUDE SICK DAYS.**

This performance-based Bonus Plan is subject to review on an as-needed basis to be sure it is fair for the Technician and the Company.

*Retro-active back to first FRH turned for the week.*
### Service Consultant Income Distribution Worksheet

#### Example

<table>
<thead>
<tr>
<th>Rec.%</th>
<th>% of Yearly Income</th>
<th>Income Per Year-Month-Week</th>
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<tr>
<td></td>
<td></td>
<td>Yr.</td>
</tr>
<tr>
<td>15%</td>
<td>15%</td>
<td>7,500</td>
</tr>
<tr>
<td>15%</td>
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<td>25%</td>
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<tr>
<td>+5%</td>
<td>5%</td>
<td>2,500</td>
</tr>
<tr>
<td>+15%</td>
<td>15%</td>
<td>7,500</td>
</tr>
</tbody>
</table>

#### Totals

| Totals | 100 | 52,500 | 4377 | 629 |

**NOTES/Summary:**

All Calculations Rounded Up To Next Dollar

---

Fixed Operations Profitability Systems for the 21st Century

Management by Measurement

8/22/00
# Service Consultant
## Daily/M.T.D.
### Income Tracking System

<table>
<thead>
<tr>
<th>Client</th>
<th>Items Sold</th>
<th>Income Date</th>
<th>Items Sold</th>
<th>Income Date</th>
<th>Items Sold</th>
<th>Income Date</th>
<th>Items Sold</th>
<th>Income Date</th>
</tr>
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<tbody>
<tr>
<td><strong>Components</strong></td>
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<td>15-K 100%</td>
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*Fixed Operations Profitability Systems for the 21st Century*