

A decorative frame composed of teal and dark blue lines. It starts with a teal L-shaped line on the left and top, then transitions to a dark blue line that continues around the right and bottom, with a small gap at the bottom center.

**2025 MSCA**

**BENCHMARK  
SURVEY  
RESULTS**



## 2025 Summary of MSCA Benchmark Survey Results

### Best Practices:

- Provide primarily air conditioning, heating, plumbing & controls services
- Focused on growing their service agreement base
- 75% have a separate P/L for service and construction
- Have dedicated service agreement sales personnel (38%)
- Bill service agreements in advance (65%)
- “Auto Increase” service agreements at renewal (3-5% increase most common, this was 1-3% in 2022)
- Service Agreement (PM) retention rate of 93% or greater (same as 2022)
- Bill quickly - Average is 6–8 days (upon completion of work) (same as 2019, and 2022)
- 75% of contractors average \$250,000 or more revenue per service vehicle (was 75% averaging \$250,000 or more in 2022)
- Allow service technicians to quote work in the field (average of 48% allowed)
- Hire salespeople from the field
- Annual scheduled preventative maintenance hours per service technician between 400 and 800
- Provide training for new service sales reps
- Have an average ratio of 3 to 5 field techs to one office staff (this was 2 to 3 field techs to one staff in 2022)
- Total non-billable technician time between 4-7% annually (was 5-10% annually in 2022)
- Track truck inventory manually
- Replace service vans based on mileage and years: on average 5 years or more, and 150K - 200K most common (same as 2022)
- 82% have deployed a mobile field solution (was 85% in 2022)
- 50% have upgraded their mobile field solution
- 50% are using AI in the office



## 2025 Summary of MSCA Benchmark Survey Results

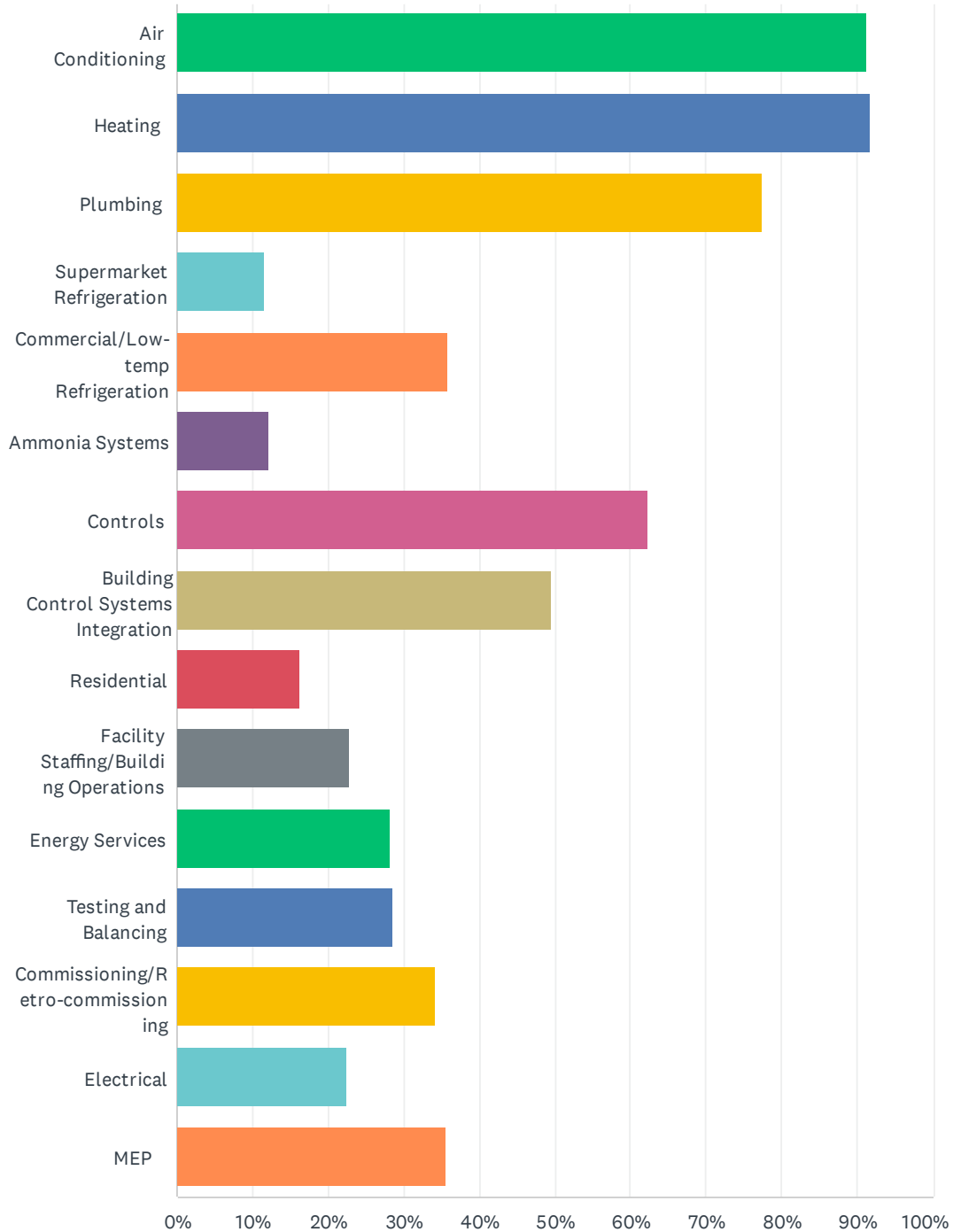
### AH-HA Revelations:

- 17% of companies have not deployed a mobile solution (was 15% in 2022)
- 43% of contractors do not have automatic renewal of PMs (it was 40% in 2022)
- 4% of companies auto-renewing at an increase of 1%-2% (this was 11% auto-renewing at 1%-2% in 2022) and 51% of companies are auto-renewing at 3%-are they keeping up with costs? 45% of companies are auto-renewing at 4% or more.
- 34% of companies missing out on a cash flow opportunity by not advance billing their service contracts (was 31% in 2022)
- 11% of companies do not track truck inventory (was 19% in 2022)
- 26% of contractors do not have a separate P/L for service – how do they know how they are performing? (was 23% in 2022)
- 49% of companies allow service techs to quote jobs in the field (was 46% in 2022)
- 97% of contractors have less than 16% non-billable time (was 96% of contractors have less than 16% non-billable time (in 2022)
- Contractors replacing vans about as frequently as in 2022 – 63% replace every five years or less
- 68% of companies still tracking tools manually or not at all (same as 2022)
- 64% of contractors do not have a sales training program (was 55% in 2022)
- 20% of companies take more than 15 days to bill once job complete (was 15% in 2022)
- 61% of companies do not employ dedicated maintenance sales personnel (was 68% in 2022)
- 45% of companies outsource fleet management and maintenance (was 48% in 2022)
- 69% of companies are not using cameras (internal and external) on their vehicles (was 86% in 2022)
- 89% of companies are not considering Electric Vehicles (was 84% in 2022)
- 21% of companies are using real time data for predictive maintenance
- 25% have an AI usage policy in their office
- 15% of companies are providing AI prompting training



## Q1 What types of service and maintenance work does your company perform? (Check all boxes that apply)

Answered: 323 Skipped: 0





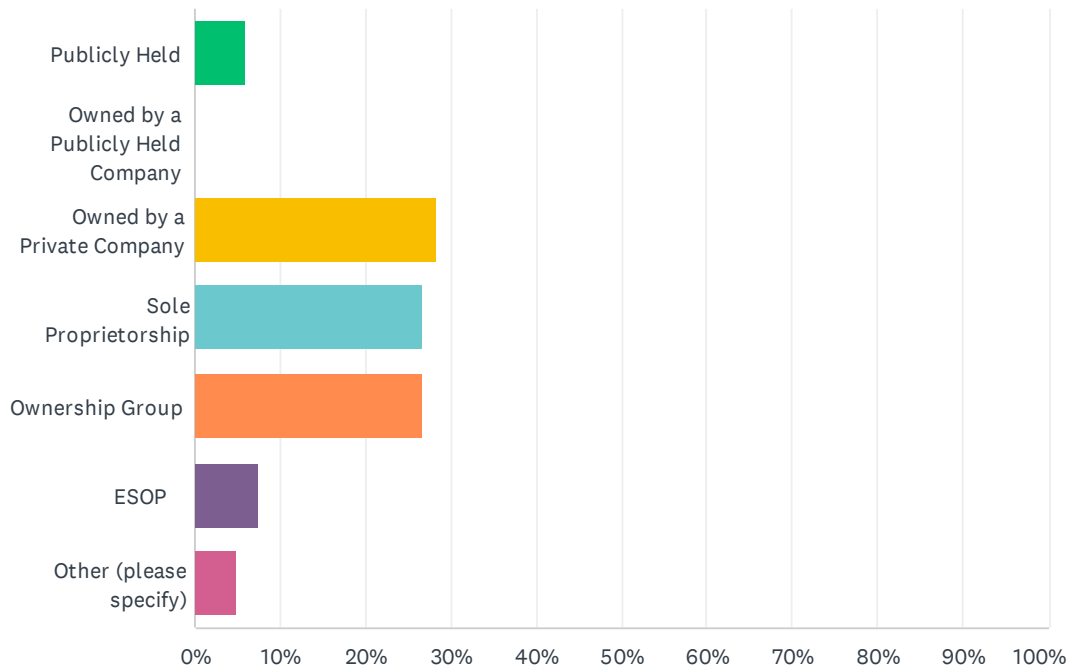
## Welcome to the 2025 MSCA Benchmark Survey

ANSWER CHOICES	RESPONSES	
Air Conditioning	91.33%	295
Heating	91.64%	296
Plumbing	77.40%	250
Supermarket Refrigeration	11.46%	37
Commercial/Low-temp Refrigeration	35.91%	116
Ammonia Systems	12.07%	39
Controls	62.23%	201
Building Control Systems Integration	49.54%	160
Residential	16.10%	52
Facility Staffing/Building Operations	22.91%	74
Energy Services	28.17%	91
Testing and Balancing	28.48%	92
Commissioning/Retro-commissioning	34.06%	110
Electrical	22.29%	72
MEP	35.60%	115
Total Respondents: 323		



## Q2 Is your company...

Answered: 320   Skipped: 3

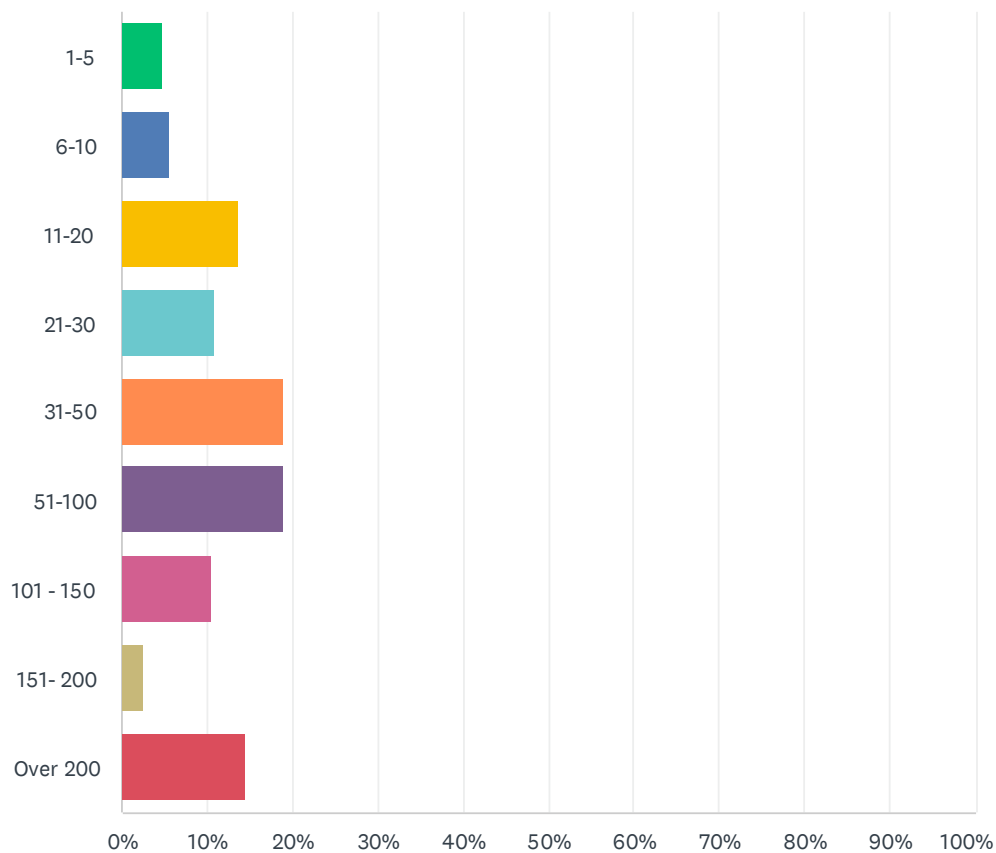


ANSWER CHOICES	RESPONSES	
Publicly Held	5.94%	19
Owned by a Publicly Held Company	0.00%	0
Owned by a Private Company	28.44%	91
Sole Proprietorship	26.56%	85
Ownership Group	26.56%	85
ESOP	7.50%	24
Other (please specify)	5.00%	16
TOTAL		320



### Q3 Please identify the amount of service vehicles the company operates:

Answered: 323 Skipped: 0

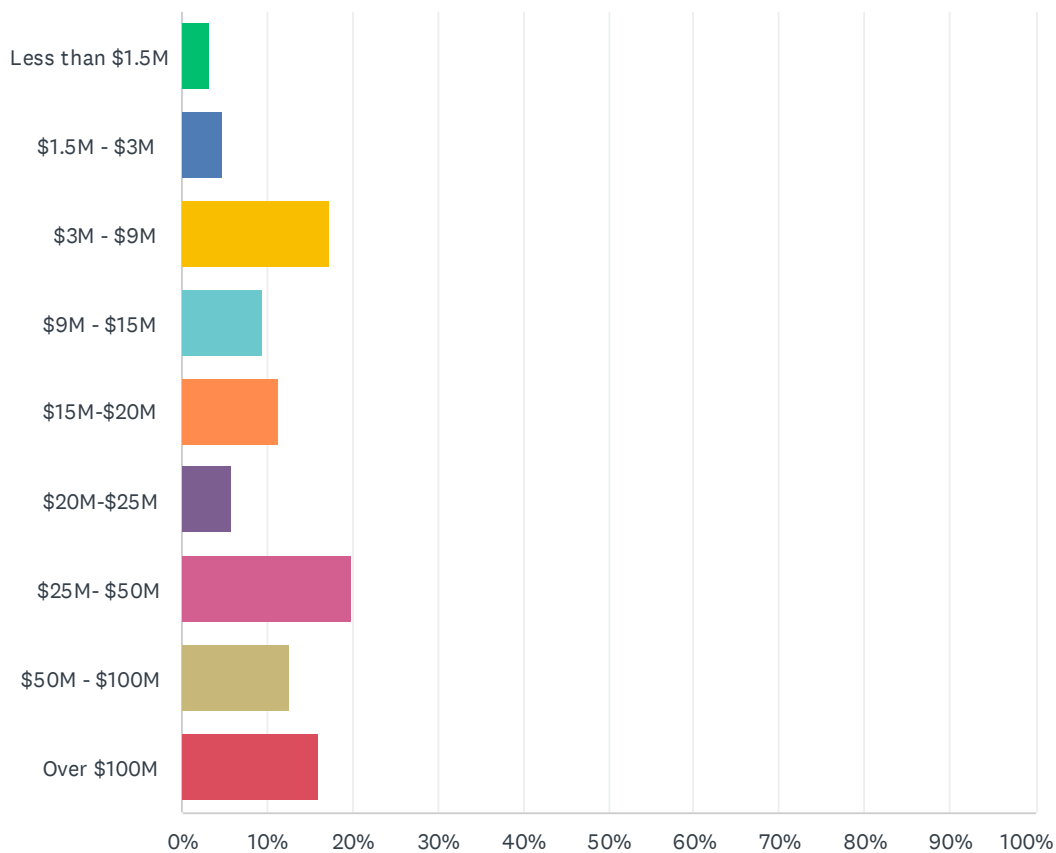


ANSWER CHOICES	RESPONSES	
1-5	4.64%	15
6-10	5.57%	18
11-20	13.62%	44
21-30	10.84%	35
31-50	18.89%	61
51-100	18.89%	61
101 - 150	10.53%	34
151- 200	2.48%	8
Over 200	14.55%	47
<b>TOTAL</b>		<b>323</b>



## Q4 Total Annual Service Revenues (all categories) in dollars (\$)

Answered: 318    Skipped: 5

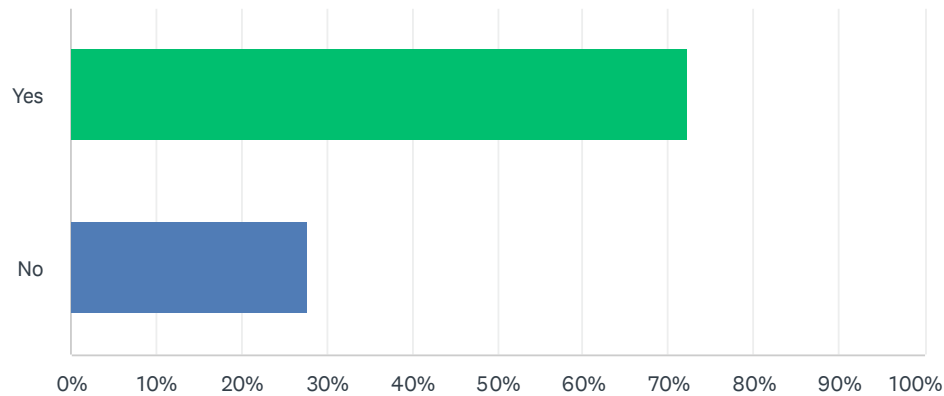


ANSWER CHOICES	RESPONSES	
Less than \$1.5M	3.14%	10
\$1.5M - \$3M	4.72%	15
\$3M - \$9M	17.30%	55
\$9M - \$15M	9.43%	30
\$15M-\$20M	11.32%	36
\$20M-\$25M	5.66%	18
\$25M- \$50M	19.81%	63
\$50M - \$100M	12.58%	40
Over \$100M	16.04%	51
TOTAL		318



# Q5 Is your company signatory to the National Service and Maintenance Agreement

Answered: 318    Skipped: 5

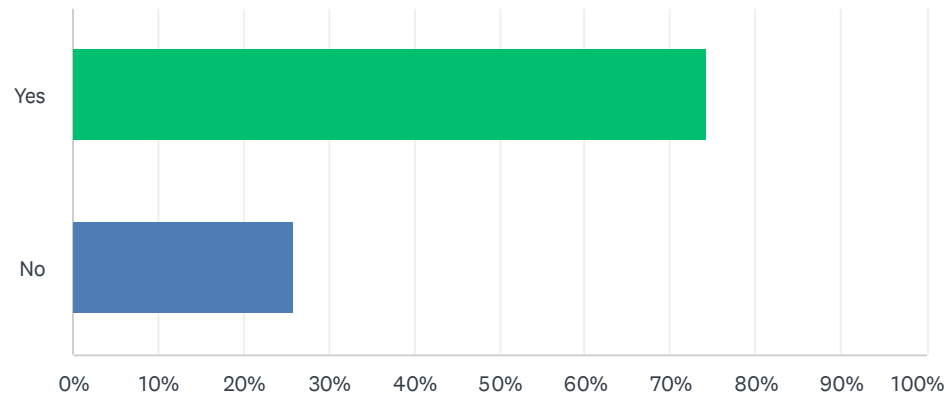


ANSWER CHOICES		RESPONSES	
Yes		72.33%	230
No		27.67%	88
TOTAL			318



Q6 Does your company have a separate Profit and Loss Statement for construction vs. service?

Answered: 268    Skipped: 55

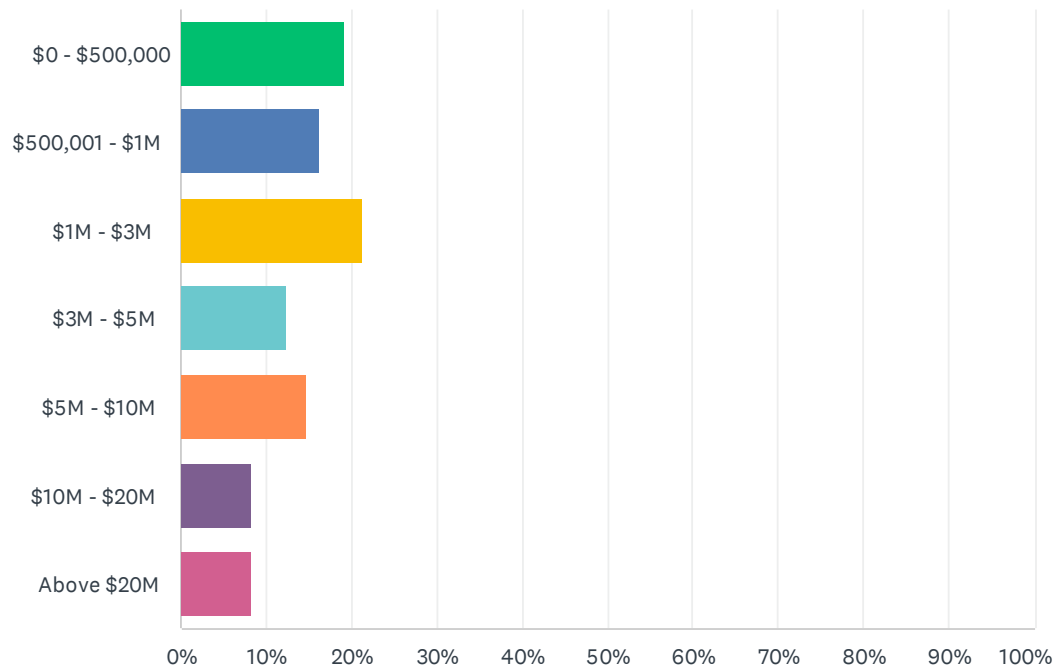


ANSWER CHOICES	RESPONSES	
Yes	74.25%	199
No	25.75%	69
TOTAL		268



**Q7 Please identify the dollar amount of the company's annual Preventative Maintenance Agreements revenue.** Definition: “Service Agreements” are roughly defined as a written contract to perform regularly scheduled preventive maintenance inspections on specified mechanical and/or plumbing equipment/systems (aka Service Contracts & PM Contracts). The term (duration) varies, but most commonly, 1 - 5 years.

Answered: 267   Skipped: 56

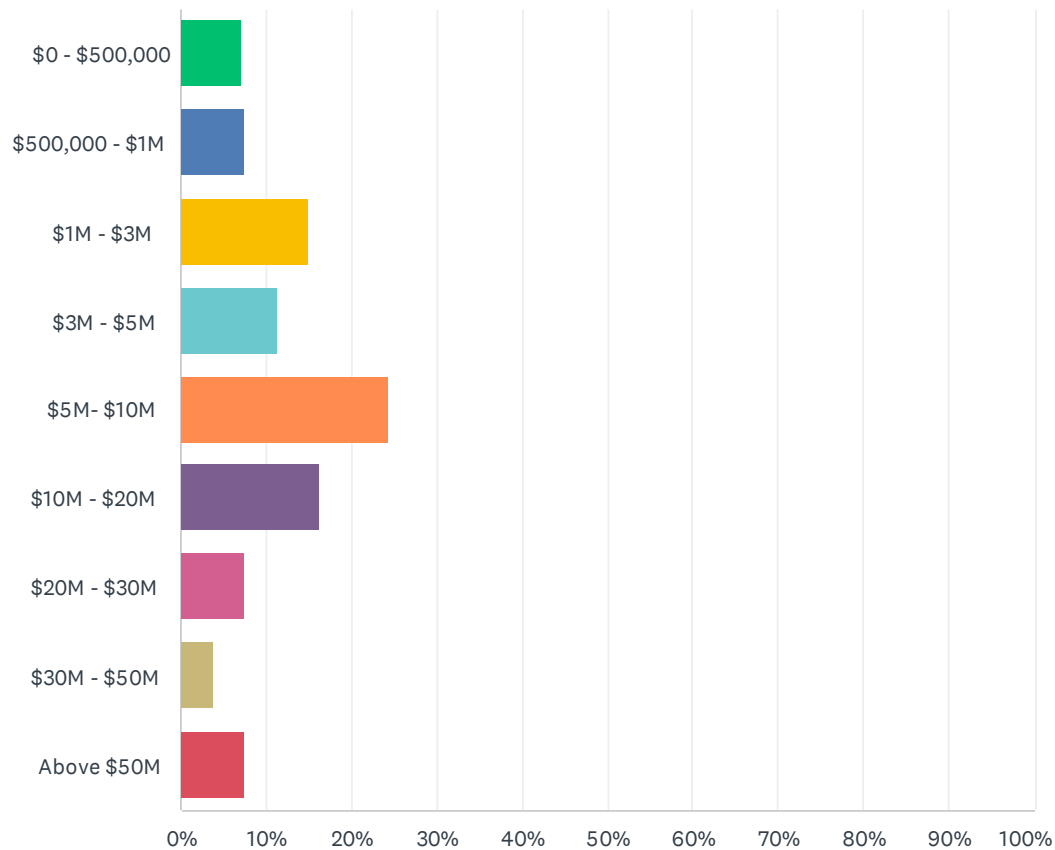


ANSWER CHOICES	RESPONSES	
\$0 - \$500,000	19.10%	51
\$500,001 - \$1M	16.10%	43
\$1M - \$3M	21.35%	57
\$3M - \$5M	12.36%	33
\$5M - \$10M	14.61%	39
\$10M - \$20M	8.24%	22
Above \$20M	8.24%	22
<b>TOTAL</b>		<b>267</b>



**Q8 Please identify the dollar amount of the company's annual Service Projects revenue. Definition: “Service Projects” include Service client based projects that typically utilize Service HVAC Technician & Service Plumbing labor as well as other Service Field Labor expertise. This may include equipment/system retrofit work and/or replacement work of existing systems.**

Answered: 267 Skipped: 56





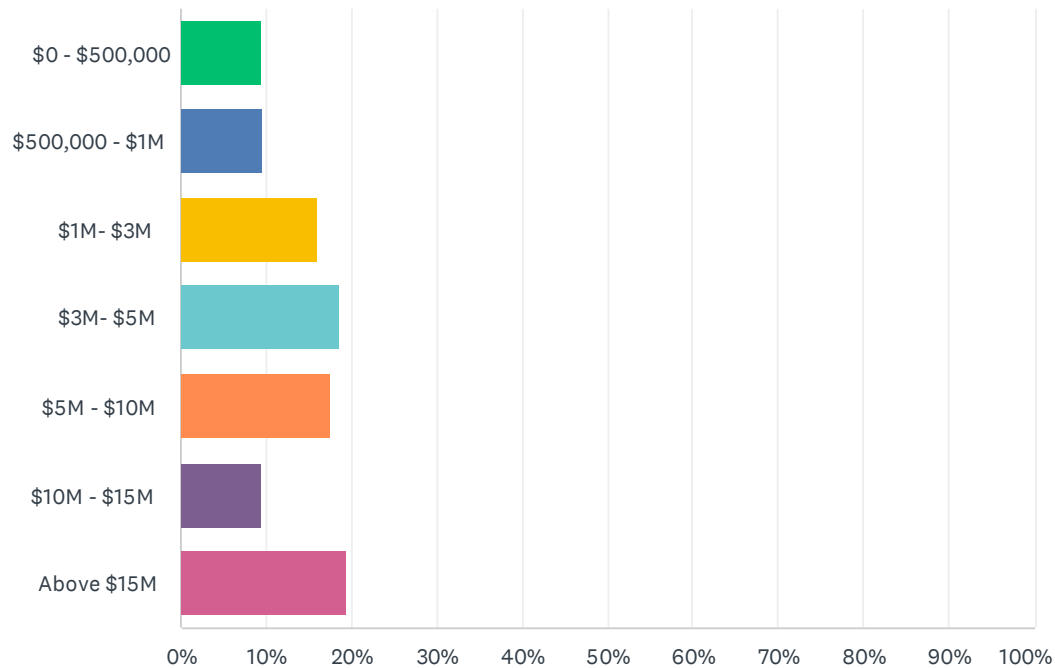
## Welcome to the 2025 MSCA Benchmark Survey

ANSWER CHOICES	RESPONSES	
\$0 - \$500,000	7.12%	19
\$500,000 - \$1M	7.49%	20
\$1M - \$3M	14.98%	40
\$3M - \$5M	11.24%	30
\$5M- \$10M	24.34%	65
\$10M - \$20M	16.10%	43
\$20M - \$30M	7.49%	20
\$30M - \$50M	3.75%	10
Above \$50M	7.49%	20
TOTAL		267



## Q9 Please provide the annual Service Call and Repair revenue.

Answered: 268 Skipped: 55

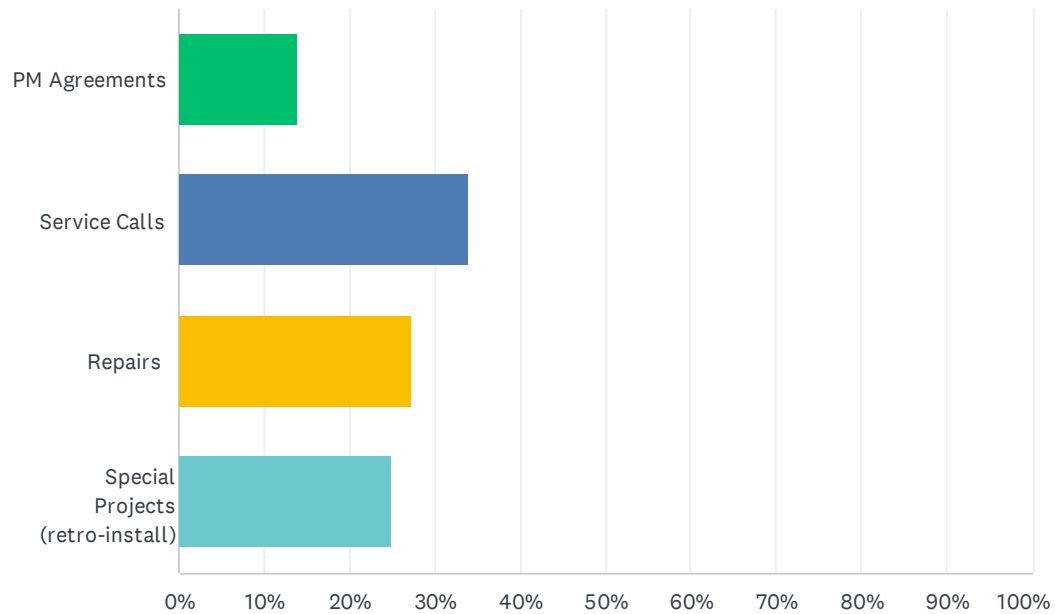


ANSWER CHOICES	RESPONSES	
\$0 - \$500,000	9.33%	25
\$500,000 - \$1M	9.70%	26
\$1M- \$3M	16.04%	43
\$3M- \$5M	18.66%	50
\$5M - \$10M	17.54%	47
\$10M - \$15M	9.33%	25
Above \$15M	19.40%	52
TOTAL		268



## Q10 Please identify your most profitable service offering:

Answered: 268 Skipped: 55

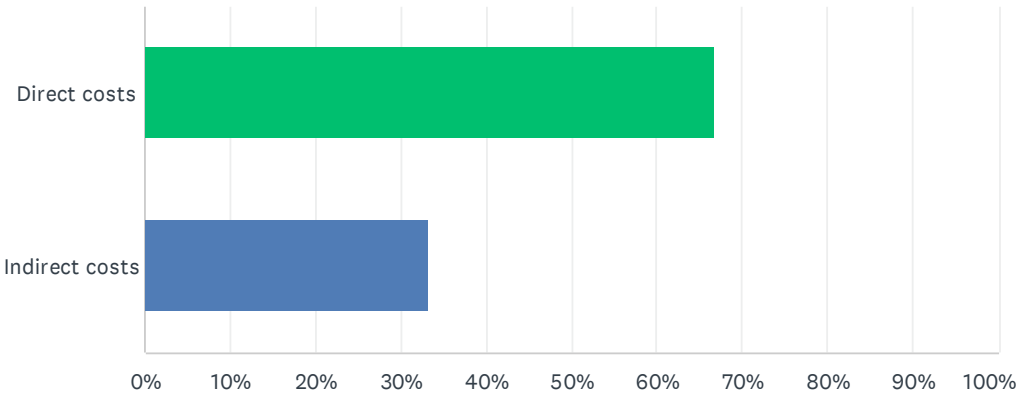


ANSWER CHOICES	RESPONSES	
PM Agreements	13.81%	37
Service Calls	33.96%	91
Repairs	27.24%	73
Special Projects (retro-install)	25.00%	67
TOTAL		268



Q11 Where is your burden cost (fringe benefits, vehicles, insurance, cost etc.) allocated:

Answered: 267    Skipped: 56

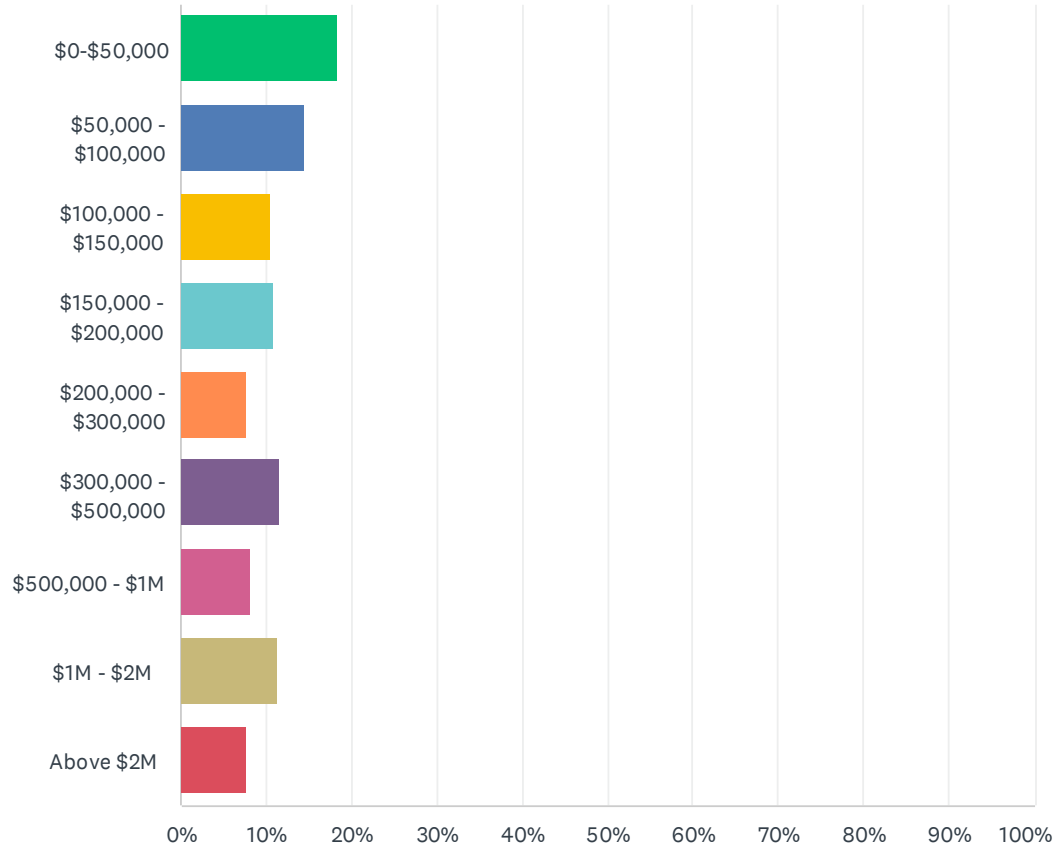


ANSWER CHOICES	RESPONSES	
Direct costs	66.67%	178
Indirect costs	33.33%	89
TOTAL		267



## Q12 Average annual amount of new Service Agreements sold cumulatively by your sales representatives in dollars

Answered: 250 Skipped: 73

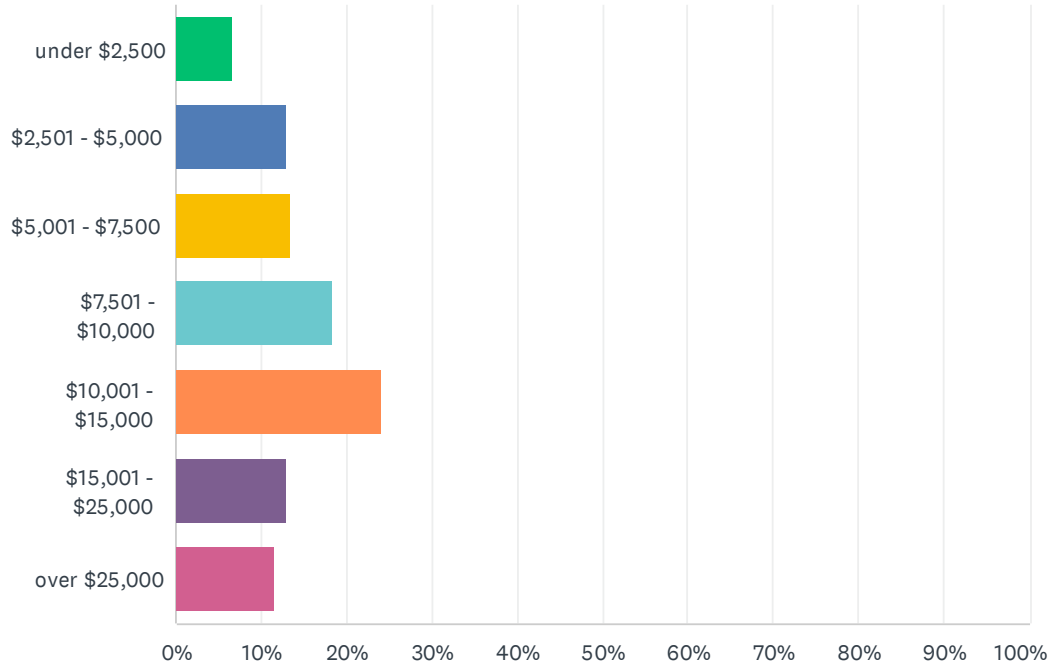


ANSWER CHOICES	RESPONSES	
\$0-\$50,000	18.40%	46
\$50,000 - \$100,000	14.40%	36
\$100,000 - \$150,000	10.40%	26
\$150,000 - \$200,000	10.80%	27
\$200,000 - \$300,000	7.60%	19
\$300,000 - \$500,000	11.60%	29
\$500,000 - \$1M	8.00%	20
\$1M - \$2M	11.20%	28
Above \$2M	7.60%	19
TOTAL		250



## Q13 Average Service Agreement contract value? (Total maintenance base divided by total number of agreements.)

Answered: 245 Skipped: 78

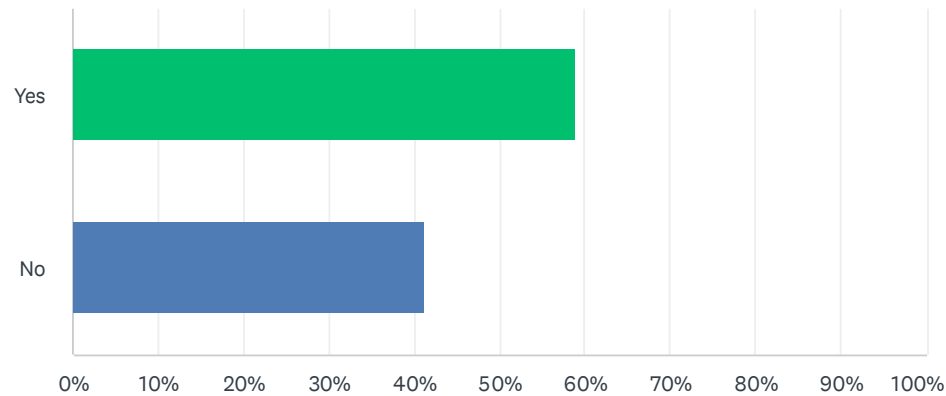


ANSWER CHOICES	RESPONSES	
under \$2,500	6.53%	16
\$2,501 - \$5,000	13.06%	32
\$5,001 - \$7,500	13.47%	33
\$7,501 - \$10,000	18.37%	45
\$10,001 - \$15,000	24.08%	59
\$15,001 - \$25,000	13.06%	32
over \$25,000	11.43%	28
TOTAL		245



Q14 Do you track monthly sales against monthly sales goals?

Answered: 253    Skipped: 70

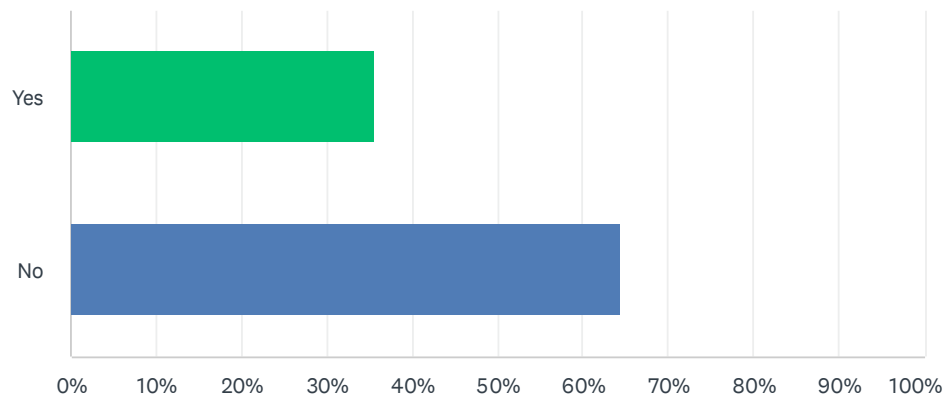


ANSWER CHOICES	RESPONSES	
Yes	58.89%	149
No	41.11%	104
TOTAL		253



Q15 Do you have a specific sales training program for new service sales reps?

Answered: 250    Skipped: 73

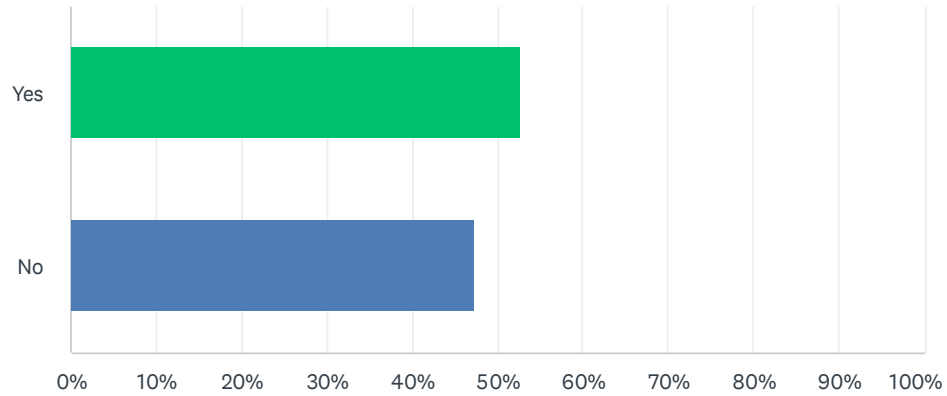


ANSWER CHOICES	RESPONSES	
Yes	35.60%	89
No	64.40%	161
TOTAL		250



## Q16 Are all (or most) service sales personnel required to sell maintenance agreements?

Answered: 251 Skipped: 72

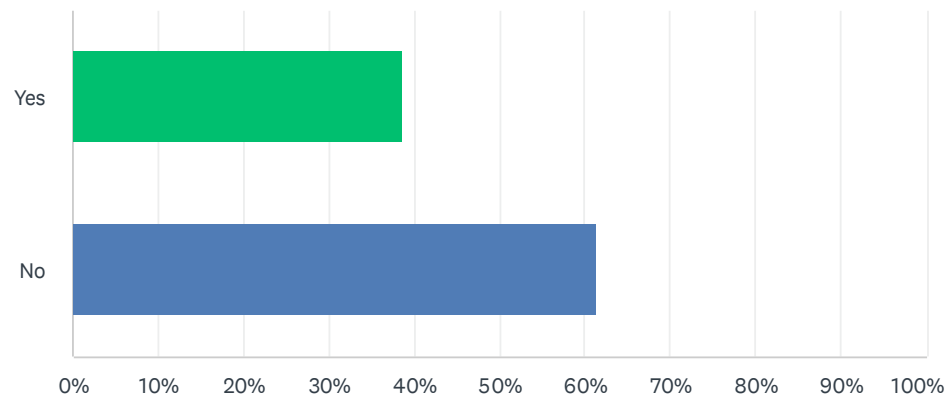


ANSWER CHOICES	RESPONSES	
Yes	52.59%	132
No	47.41%	119
TOTAL		251



Q17 Do you employ dedicated maintenance sales personnel who ONLY sell maintenance agreements?

Answered: 251    Skipped: 72

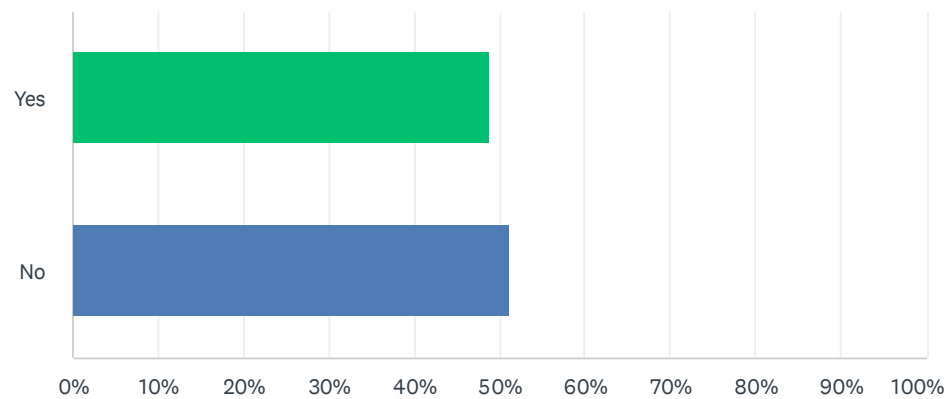


ANSWER CHOICES		RESPONSES	
Yes		38.65%	97
No		61.35%	154
TOTAL			251



Q18 Are service technicians allowed to quote work in the field?

Answered: 250    Skipped: 73

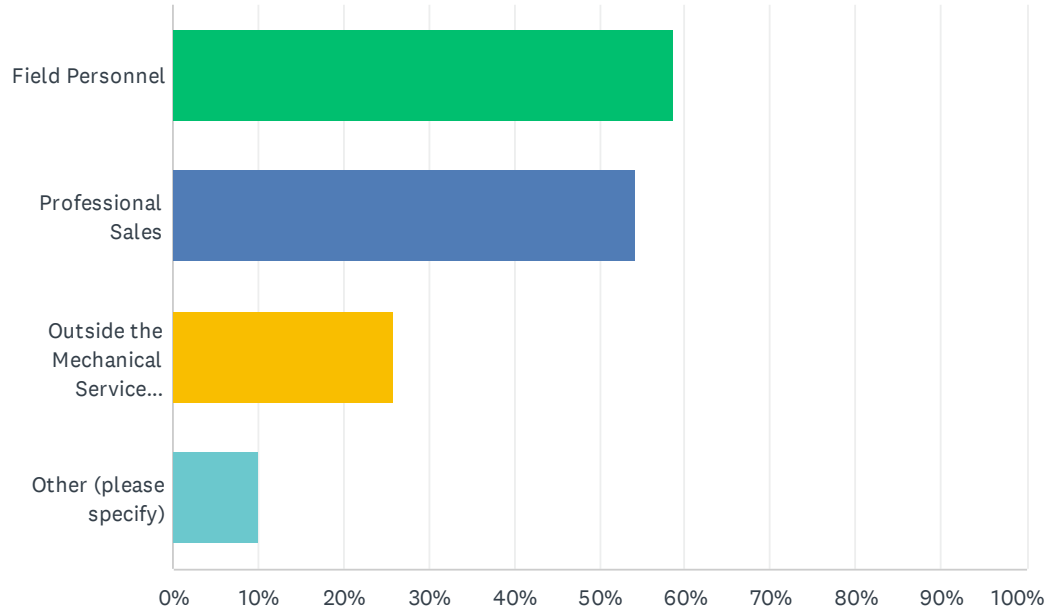


ANSWER CHOICES	RESPONSES	
Yes	48.80%	122
No	51.20%	128
TOTAL		250



## Q19 Please choose the option that describes the background of your sales staff (check all that apply):

Answered: 251 Skipped: 72

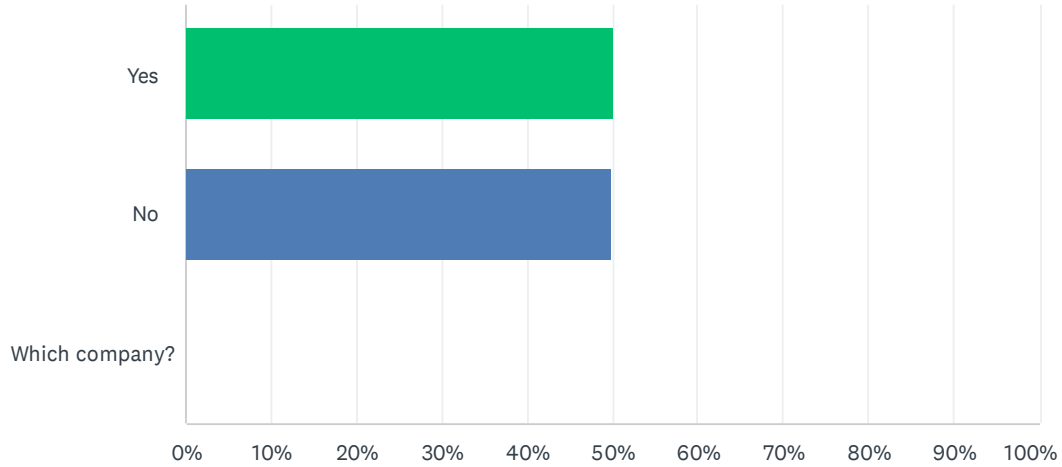


ANSWER CHOICES	RESPONSES	
Field Personnel	58.57%	147
Professional Sales	54.18%	136
Outside the Mechanical Service Industry	25.90%	65
Other (please specify)	9.96%	25
Total Respondents: 251		



## Q20 Are you using web based CRM (Customer Relationship Management) software?

Answered: 251 Skipped: 72

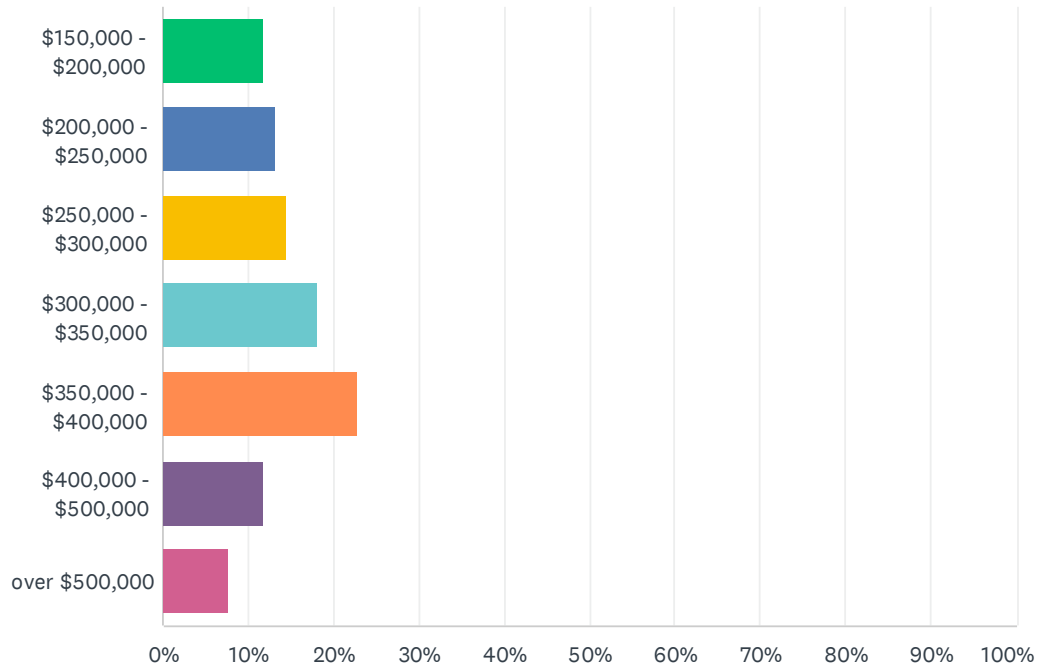


ANSWER CHOICES		RESPONSES	
Yes		50.20%	126
No		49.80%	125
Which company?		0.00%	0
TOTAL			251



## Q22 Average revenue per service vehicle

Answered: 220 Skipped: 103

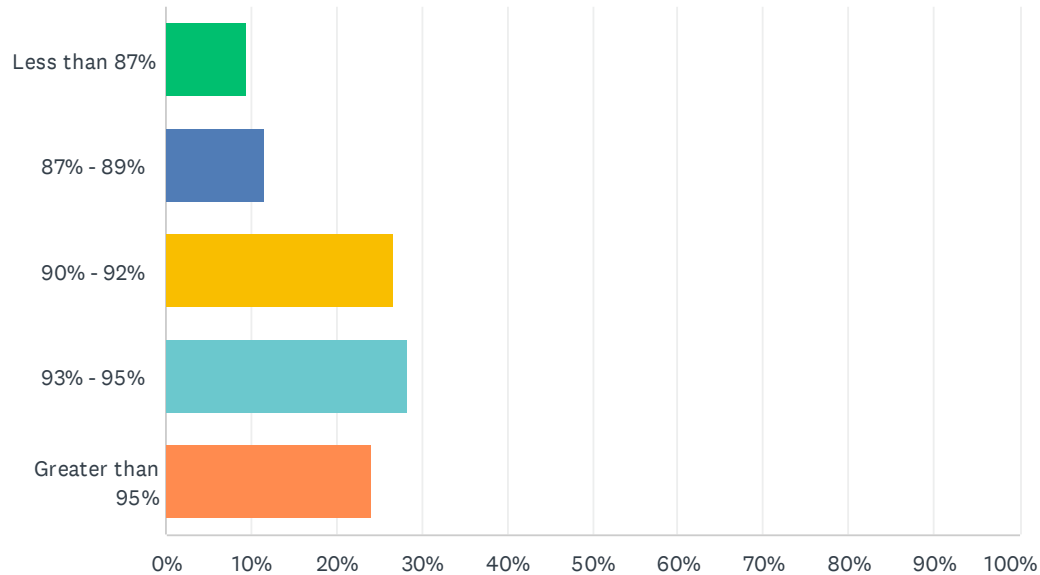


ANSWER CHOICES	RESPONSES	
\$150,000 - \$200,000	11.82%	26
\$200,000 - \$250,000	13.18%	29
\$250,000 - \$300,000	14.55%	32
\$300,000 - \$350,000	18.18%	40
\$350,000 - \$400,000	22.73%	50
\$400,000 - \$500,000	11.82%	26
over \$500,000	7.73%	17
TOTAL		220



## Q23 What is your annual contract retention rate as a percent of your PM base?

Answered: 225 Skipped: 98

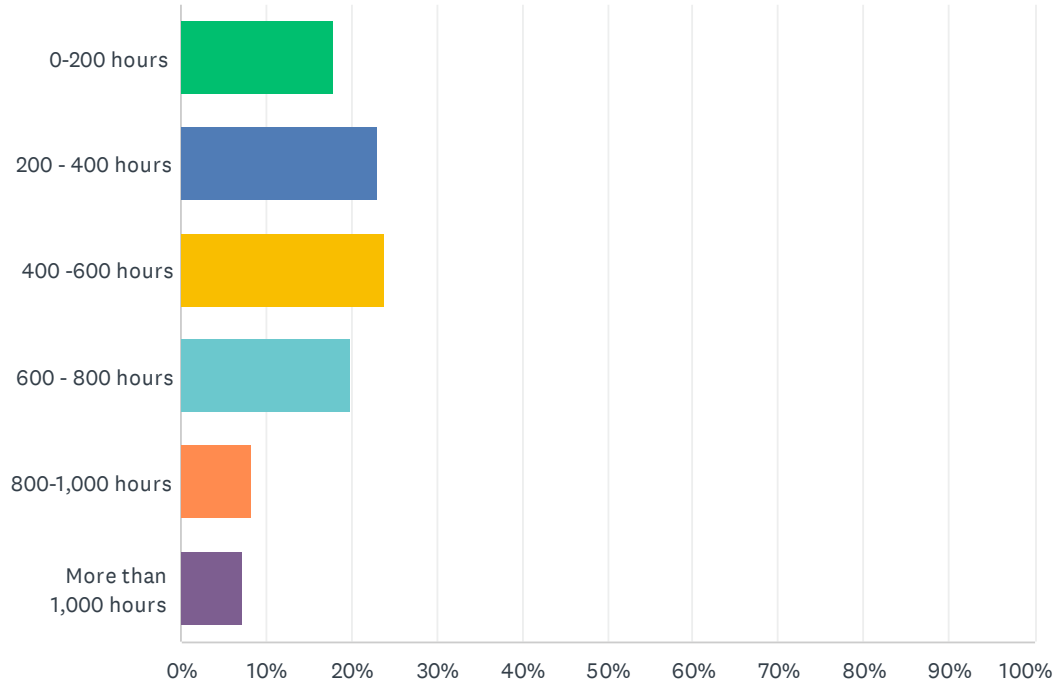


ANSWER CHOICES	RESPONSES	
Less than 87%	9.33%	21
87% - 89%	11.56%	26
90% - 92%	26.67%	60
93% - 95%	28.44%	64
Greater than 95%	24.00%	54
TOTAL		225



## Q24 Average annual scheduled preventative maintenance hours, per service technician

Answered: 218 Skipped: 105

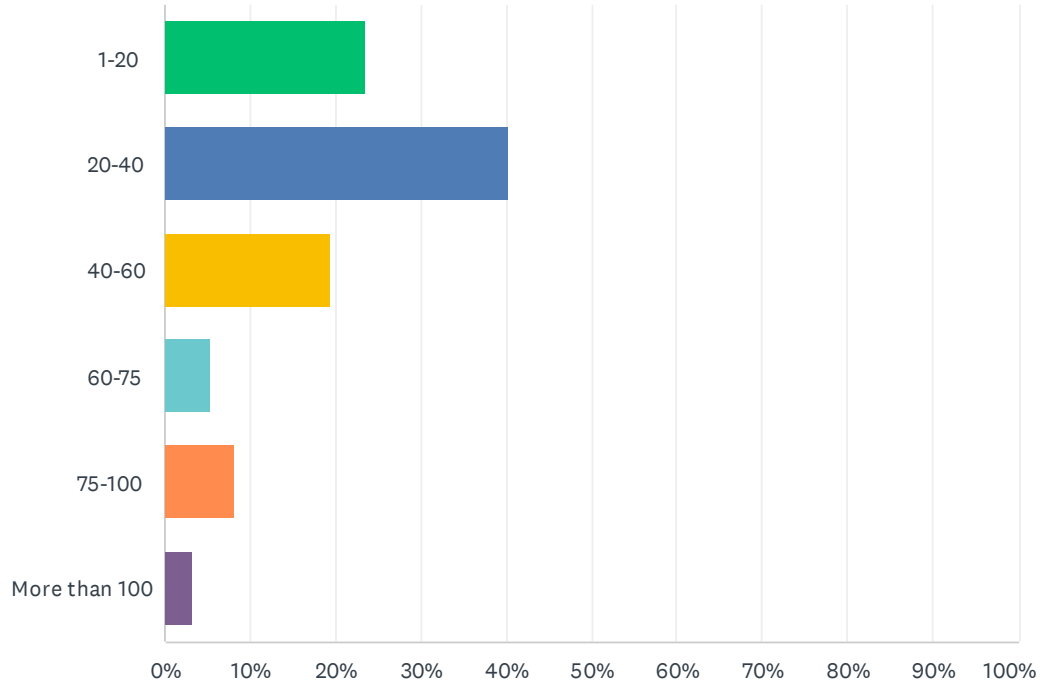


ANSWER CHOICES	RESPONSES	
0-200 hours	17.89%	39
200 - 400 hours	22.94%	50
400 -600 hours	23.85%	52
600 - 800 hours	19.72%	43
800-1,000 hours	8.26%	18
More than 1,000 hours	7.34%	16
TOTAL		218



## Q25 Average number of paid hours per year, per service technician, for technical and safety training (exclude apprentice training)

Answered: 221 Skipped: 102

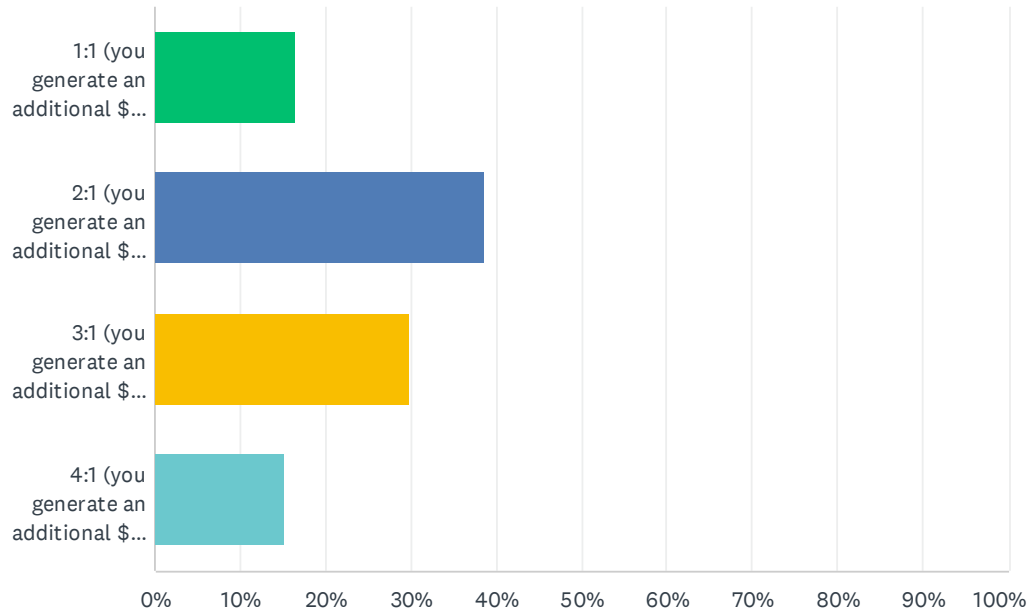


ANSWER CHOICES	RESPONSES	
1-20	23.53%	52
20-40	40.27%	89
40-60	19.46%	43
60-75	5.43%	12
75-100	8.14%	18
More than 100	3.17%	7
TOTAL		221



## Q26 Please identify the amount of additional work (service calls, repairs, retro-install) generated from PM Agreements

Answered: 218 Skipped: 105

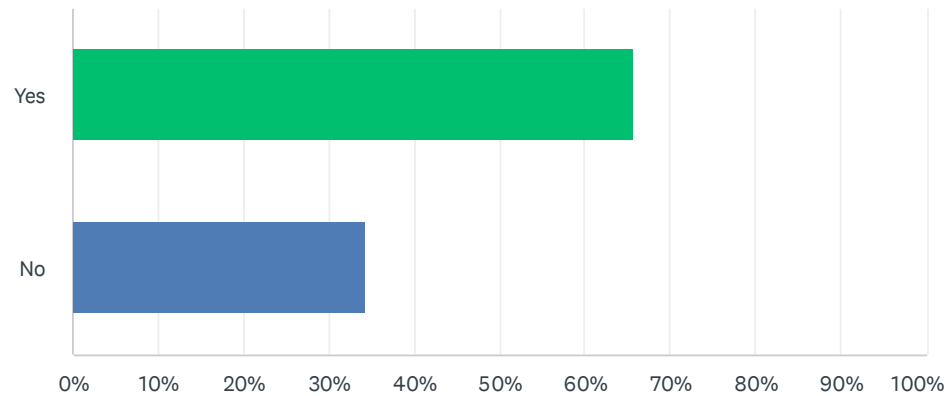


ANSWER CHOICES	RESPONSES	
1:1 (you generate an additional \$1 of work, for every PM Agreement dollar)	16.51%	36
2:1 (you generate an additional \$2 of work, for every PM Agreement dollar)	38.53%	84
3:1 (you generate an additional \$3 of work, for every PM Agreement dollar)	29.82%	65
4:1 (you generate an additional \$4 of work, for every PM Agreement dollar)	15.14%	33
TOTAL		218



Q27 Do you bill Service Agreements in advance?

Answered: 224    Skipped: 99

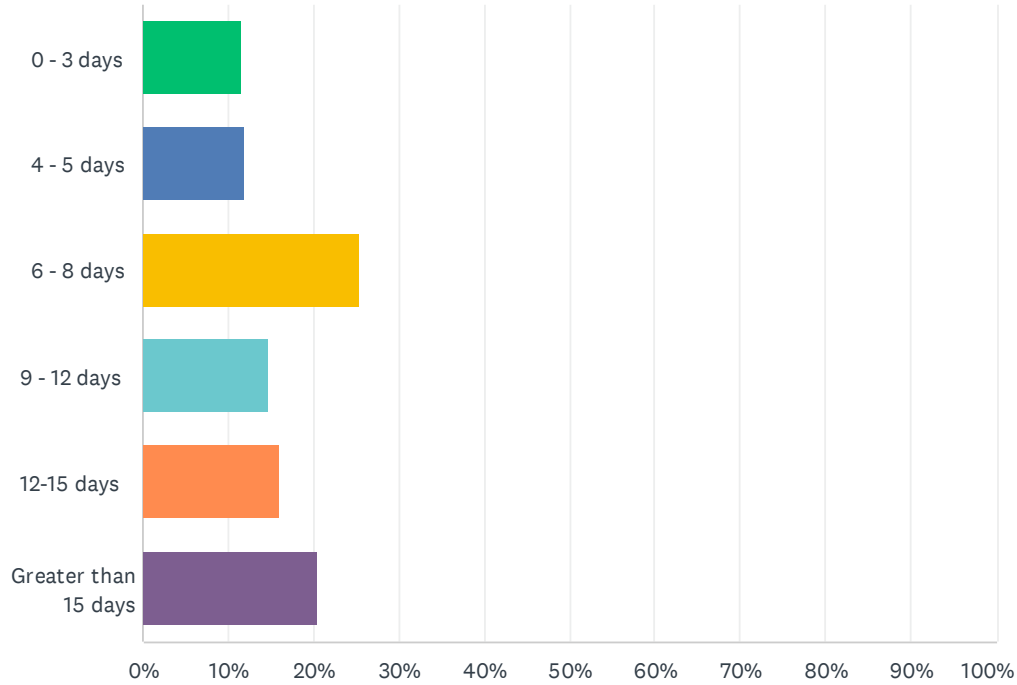


ANSWER CHOICES		RESPONSES	
Yes		65.63%	147
No		34.38%	77
TOTAL			224



## Q28 Once a job is complete, on average how many days does it take to bill?

Answered: 225 Skipped: 98

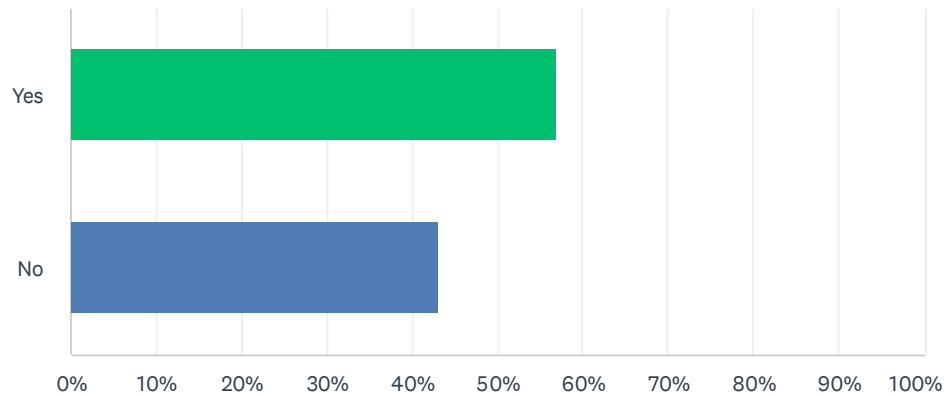


ANSWER CHOICES	RESPONSES	
0 - 3 days	11.56%	26
4 - 5 days	12.00%	27
6 - 8 days	25.33%	57
9 - 12 days	14.67%	33
12-15 days	16.00%	36
Greater than 15 days	20.44%	46
TOTAL		225



Q29 Do your Service Agreements have an automatic increase at renewal?

Answered: 223    Skipped: 100

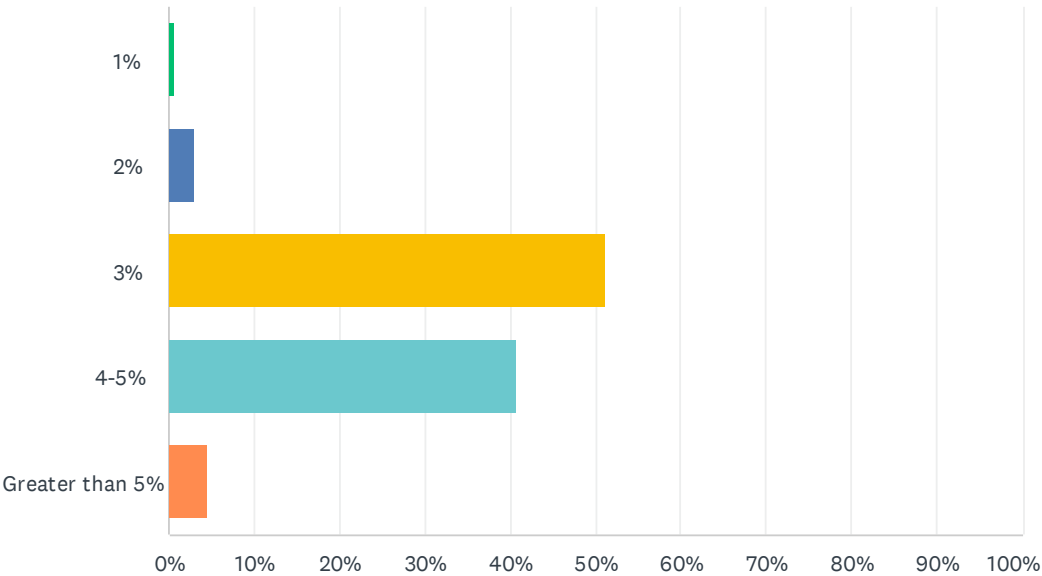


ANSWER CHOICES	RESPONSES	
Yes	56.95%	127
No	43.05%	96
TOTAL		223



Q30 If yes, how much is the automatic increase?

Answered: 135    Skipped: 188

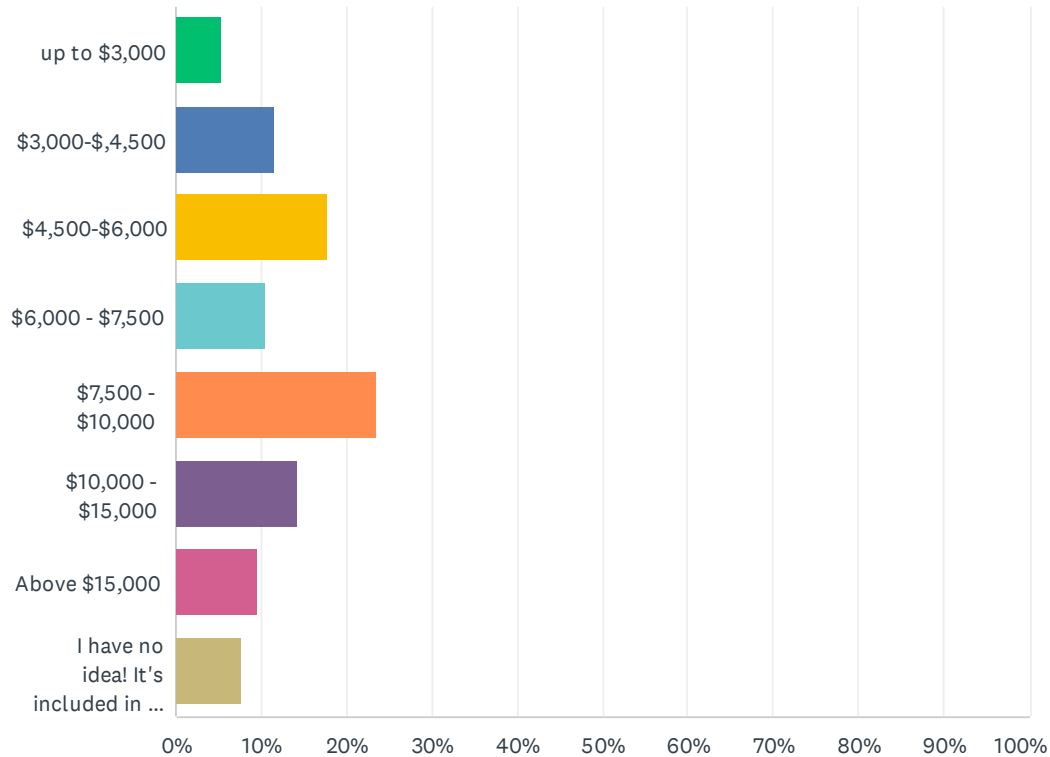


ANSWER CHOICES	RESPONSES	
1%	0.74%	1
2%	2.96%	4
3%	51.11%	69
4-5%	40.74%	55
Greater than 5%	4.44%	6
TOTAL		135



## Q31 On average how much does your company spend to outfit a service van? (Ex: Shelving, ladder racks, bins, etc.)

Answered: 209 Skipped: 114

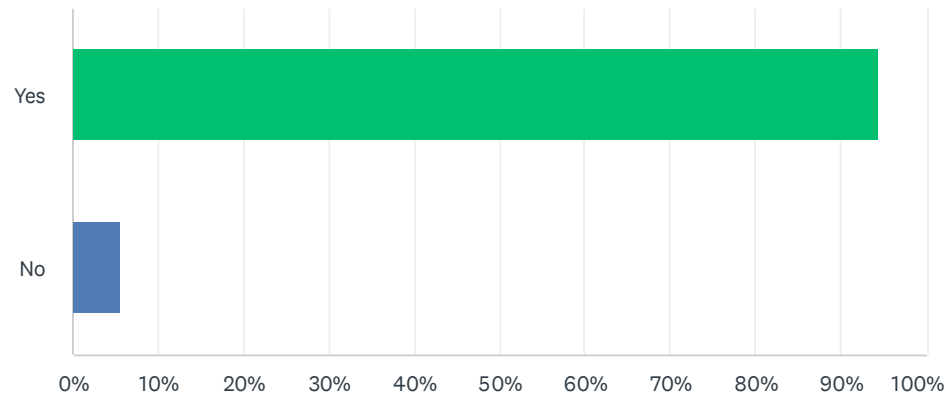


ANSWER CHOICES	RESPONSES	
up to \$3,000	5.26%	11
\$3,000-\$4,500	11.48%	24
\$4,500-\$6,000	17.70%	37
\$6,000 - \$7,500	10.53%	22
\$7,500 - \$10,000	23.44%	49
\$10,000 - \$15,000	14.35%	30
Above \$15,000	9.57%	20
I have no idea! It's included in my vehicle lease or purchase package.	7.66%	16
TOTAL		209



Q32 Do you provide your service technicians with all necessary tools?

Answered: 215    Skipped: 108

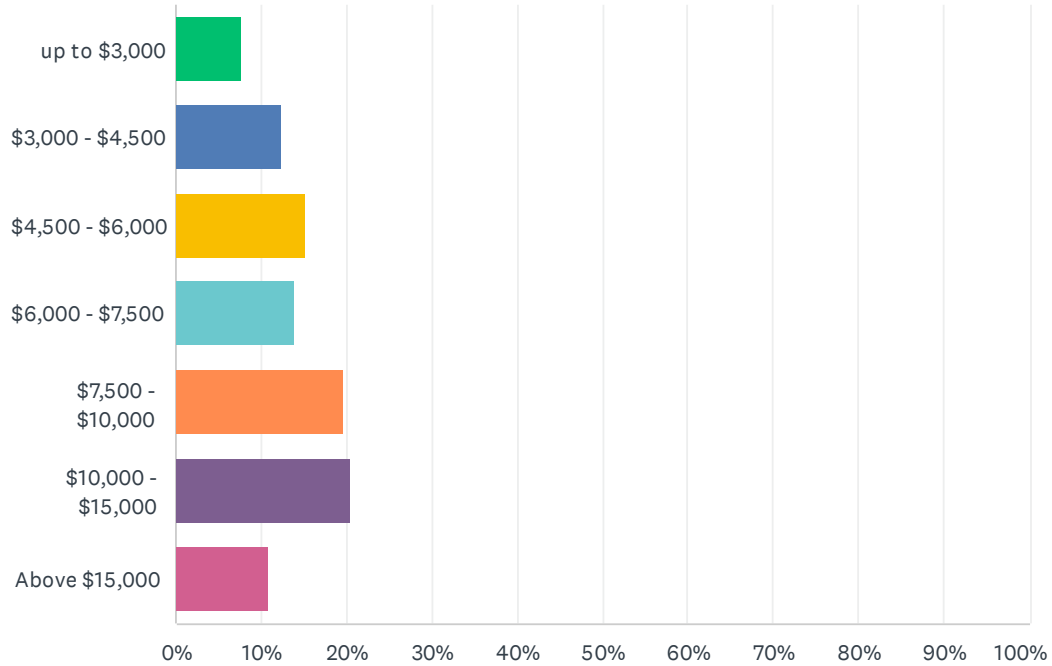


ANSWER CHOICES	RESPONSES	
Yes	94.42%	203
No	5.58%	12
TOTAL		215



## Q33 On average how much does your company spend on tooling a service van?

Answered: 210 Skipped: 113

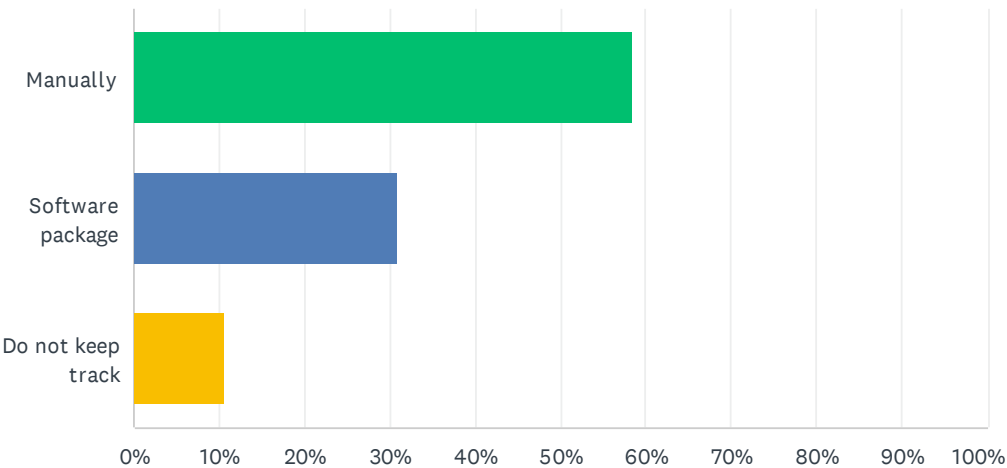


ANSWER CHOICES	RESPONSES	
up to \$3,000	7.62%	16
\$3,000 - \$4,500	12.38%	26
\$4,500 - \$6,000	15.24%	32
\$6,000 - \$7,500	13.81%	29
\$7,500 - \$10,000	19.52%	41
\$10,000 - \$15,000	20.48%	43
Above \$15,000	10.95%	23
TOTAL		210



Q34 How do you keep track of tools assigned to a service technician?

Answered: 214 Skipped: 109

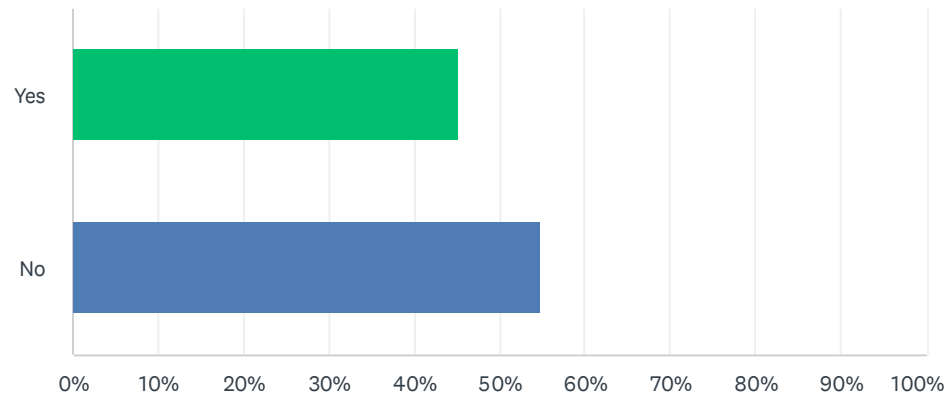


ANSWER CHOICES	RESPONSES	
Manually	58.41%	125
Software package	30.84%	66
Do not keep track	10.75%	23
TOTAL		214



Q35 Does your company outsource fleet maintenance and management?

Answered: 217    Skipped: 106

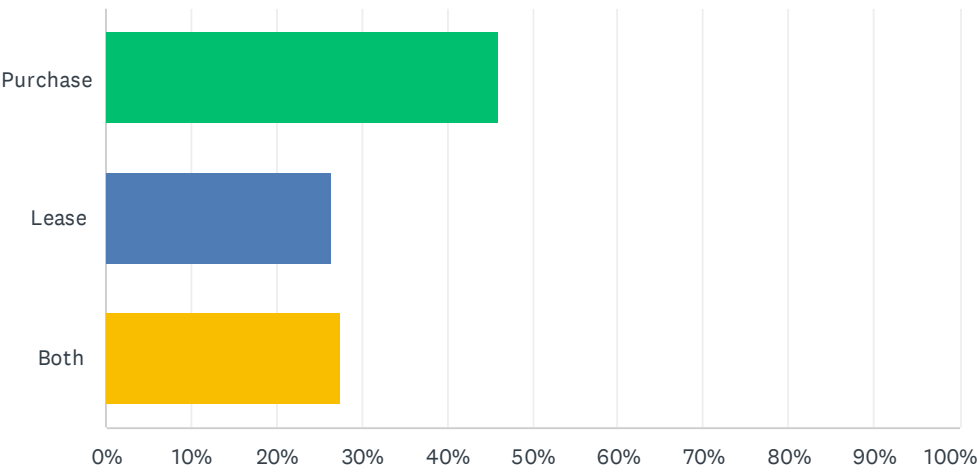


ANSWER CHOICES	RESPONSES	
Yes	45.16%	98
No	54.84%	119
TOTAL		217



### Q36 How does your company acquire service vehicles?

Answered: 215    Skipped: 108

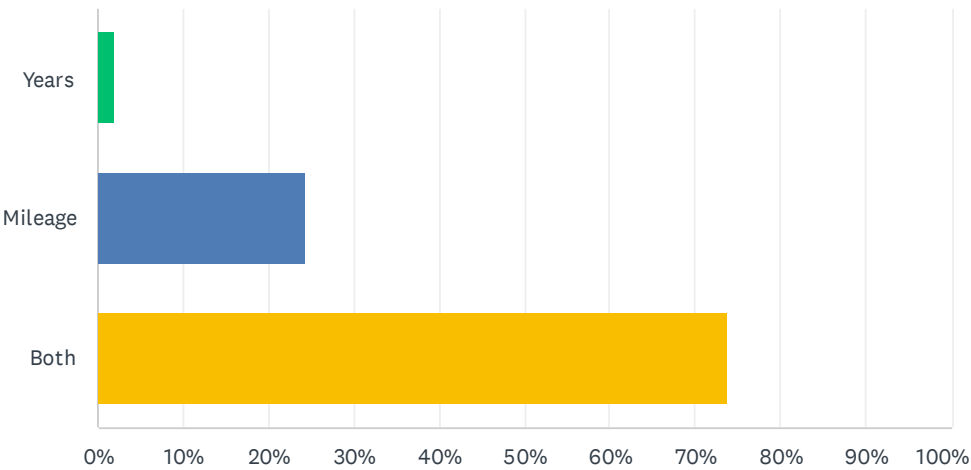


ANSWER CHOICES	RESPONSES	
Purchase	46.05%	99
Lease	26.51%	57
Both	27.44%	59
TOTAL		215



Q37 What metric do you use to replace vehicles?

Answered: 214    Skipped: 109

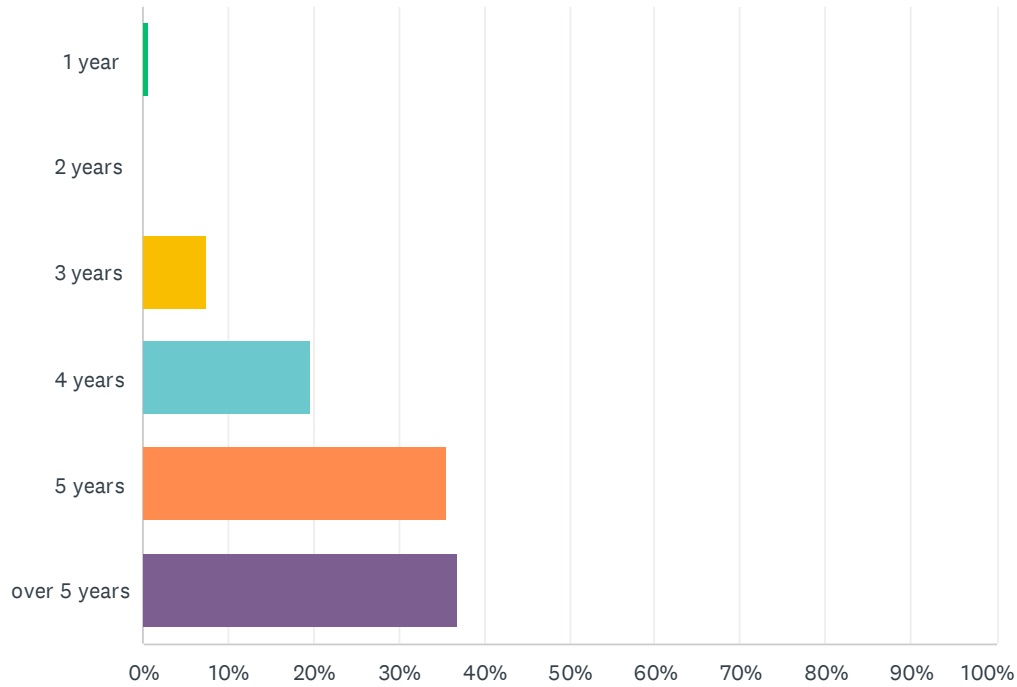


ANSWER CHOICES	RESPONSES	
Years	1.87%	4
Mileage	24.30%	52
Both	73.83%	158
TOTAL		214



## Q38 If you replace based on years, on average, how often do you replace service vehicles?

Answered: 174 Skipped: 149

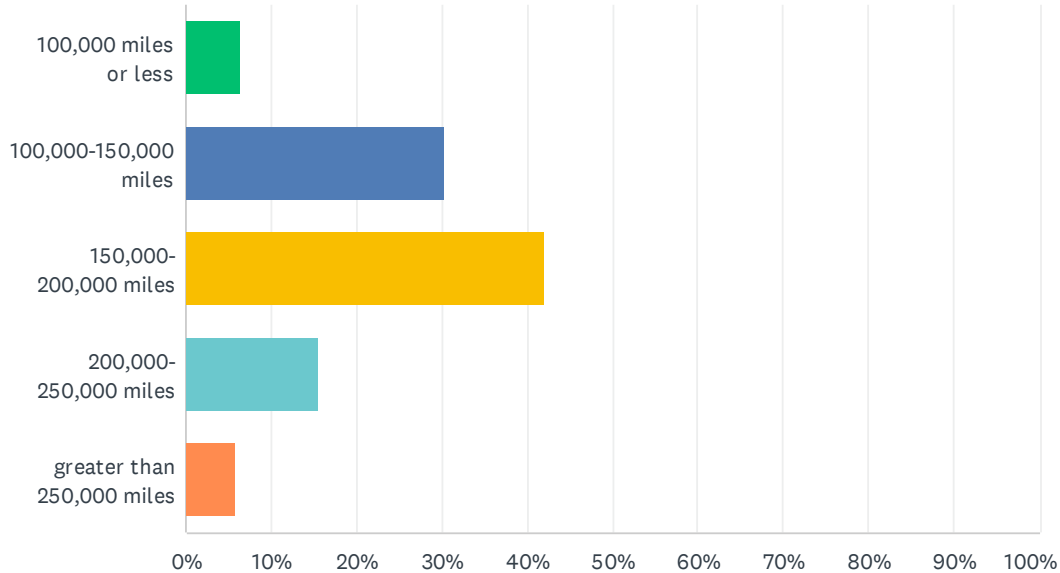


ANSWER CHOICES	RESPONSES	
1 year	0.57%	1
2 years	0.00%	0
3 years	7.47%	13
4 years	19.54%	34
5 years	35.63%	62
over 5 years	36.78%	64
TOTAL		174



## Q39 If you replace based on mileage, how often do you replace service vehicles?

Answered: 205 Skipped: 118

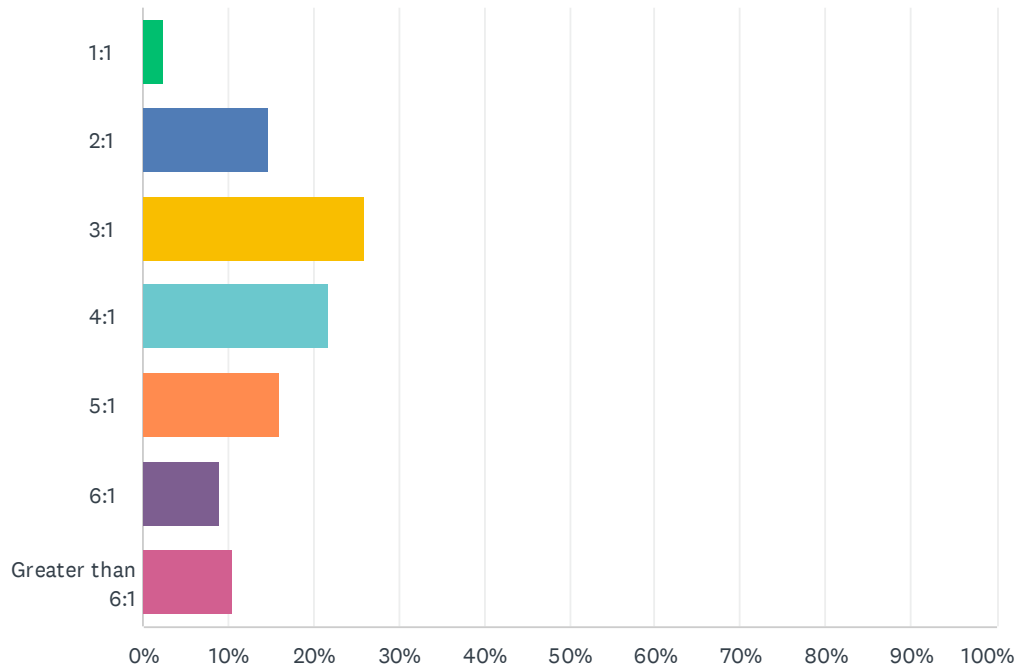


ANSWER CHOICES	RESPONSES	
100,000 miles or less	6.34%	13
100,000-150,000 miles	30.24%	62
150,000- 200,000 miles	41.95%	86
200,000- 250,000 miles	15.61%	32
greater than 250,000 miles	5.85%	12
TOTAL		205



**Q40 Ratio of field technicians to office personnel dedicated to service  
(including sales personnel and management, calculate by: Service Field  
Staff/Service Office Staff = ratio)**

Answered: 212 Skipped: 111

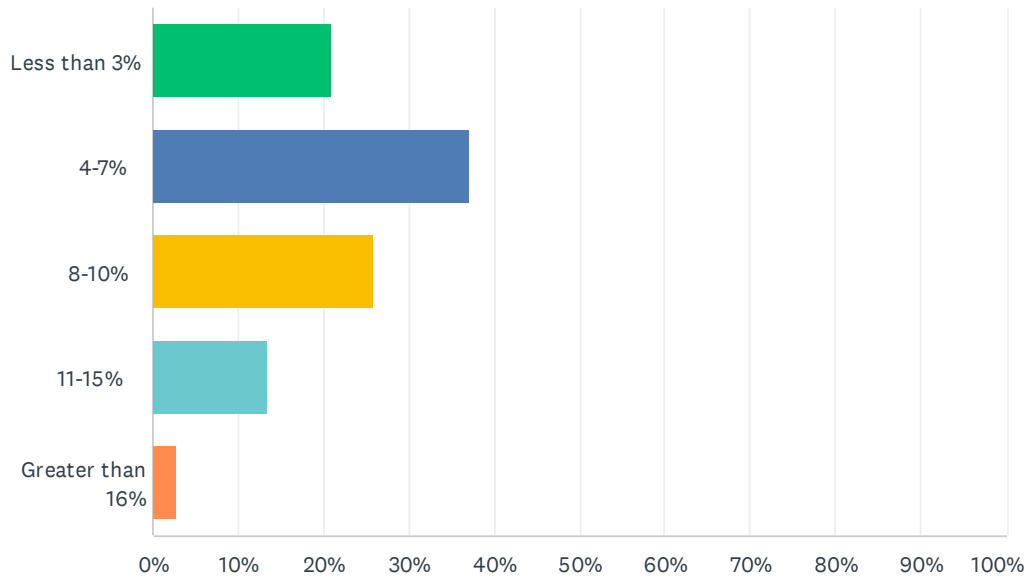


ANSWER CHOICES	RESPONSES	
1:1	2.36%	5
2:1	14.62%	31
3:1	25.94%	55
4:1	21.70%	46
5:1	16.04%	34
6:1	8.96%	19
Greater than 6:1	10.38%	22
TOTAL		212



**Q41 Amount of non-billable technician time (as a % of available time)**  
(Note: Non-billable time can include vacation time, sick days, holidays, on-call time, training, estimating duties)

Answered: 210   Skipped: 113

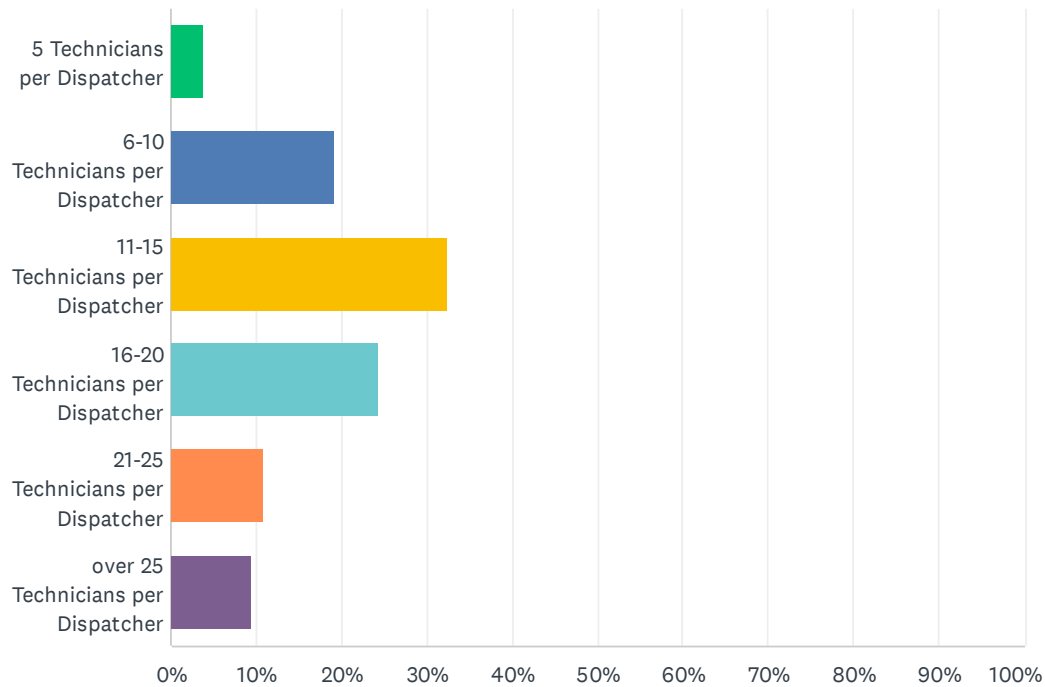


ANSWER CHOICES	RESPONSES	
Less than 3%	20.95%	44
4-7%	37.14%	78
8-10%	25.71%	54
11-15%	13.33%	28
Greater than 16%	2.86%	6
TOTAL		210



## Q42 What is your ratio of field technicians to dispatchers?

Answered: 213 Skipped: 110

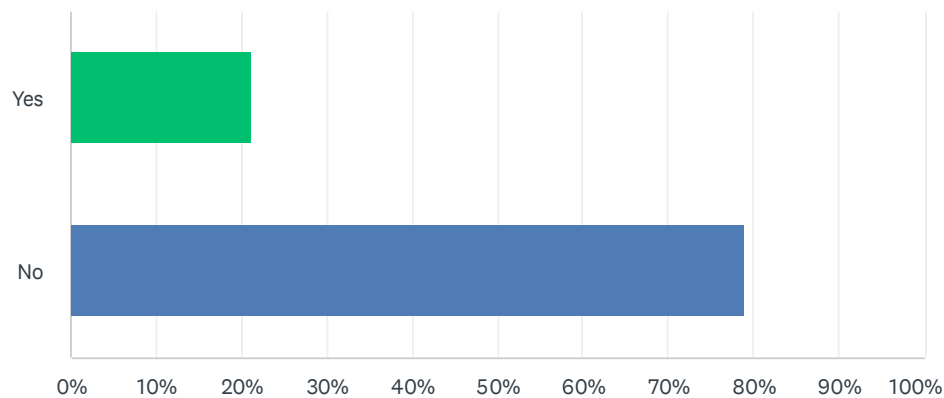


ANSWER CHOICES	RESPONSES	
5 Technicians per Dispatcher	3.76%	8
6-10 Technicians per Dispatcher	19.25%	41
11-15 Technicians per Dispatcher	32.39%	69
16-20 Technicians per Dispatcher	24.41%	52
21-25 Technicians per Dispatcher	10.80%	23
over 25 Technicians per Dispatcher	9.39%	20
TOTAL		213



Q43 Are you performing predictive maintenance using real time data indicators provided by smart devices? (Ex: Differential pressure sensors for air filter performance.)

Answered: 213    Skipped: 110

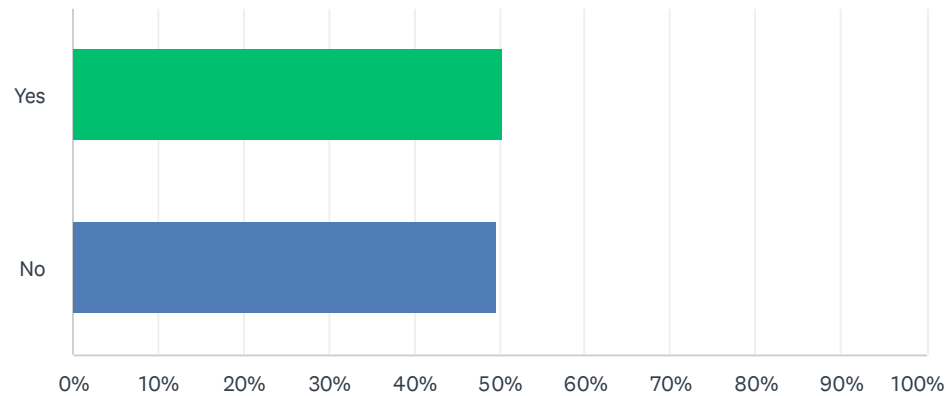


ANSWER CHOICES		RESPONSES	
Yes		21.13%	45
No		78.87%	168
TOTAL			213



Q44 Are you using AI in the office?

Answered: 215    Skipped: 108

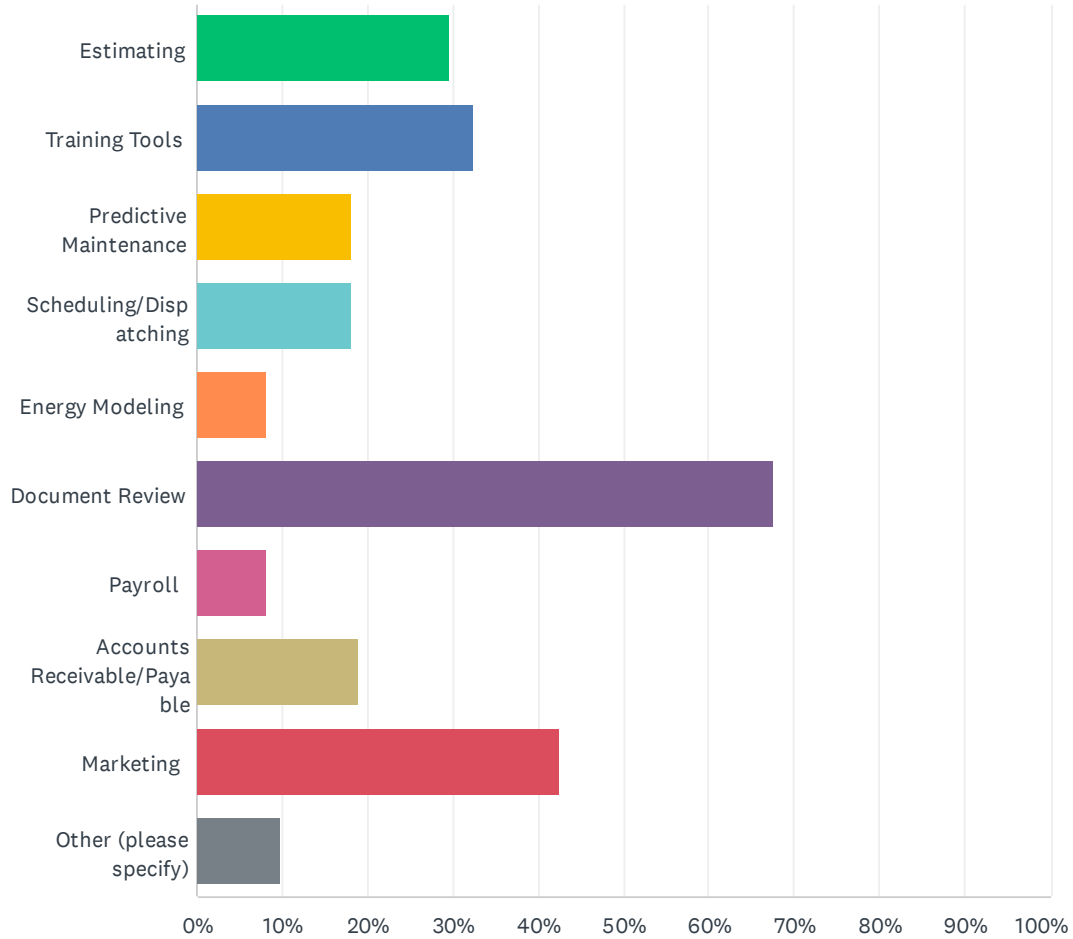


ANSWER CHOICES	RESPONSES	
Yes	50.23%	108
No	49.77%	107
TOTAL		215



## Q45 If yes, please select applications from the list below (select all that apply)

Answered: 111 Skipped: 212





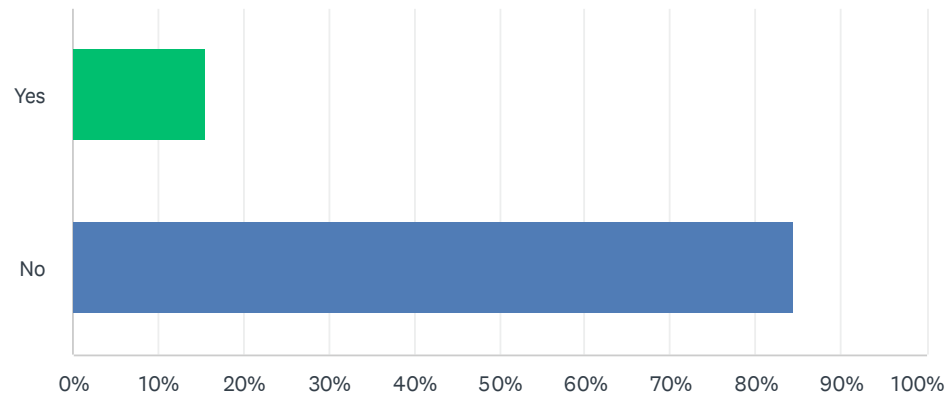
## Welcome to the 2025 MSCA Benchmark Survey

ANSWER CHOICES	RESPONSES	
Estimating	29.73%	33
Training Tools	32.43%	36
Predictive Maintenance	18.02%	20
Scheduling/Dispatching	18.02%	20
Energy Modeling	8.11%	9
Document Review	67.57%	75
Payroll	8.11%	9
Accounts Receivable/Payable	18.92%	21
Marketing	42.34%	47
Other (please specify)	9.91%	11
Total Respondents: 111		



Q46 Are you providing AI prompting training in your office?

Answered: 213    Skipped: 110

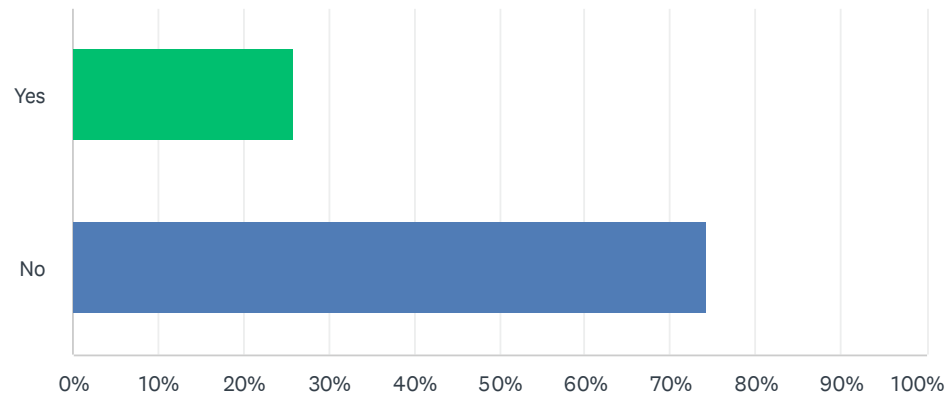


ANSWER CHOICES	RESPONSES	
Yes	15.49%	33
No	84.51%	180
TOTAL		213



Q47 Do you have an AI usage policy to ensure company security?

Answered: 210    Skipped: 113

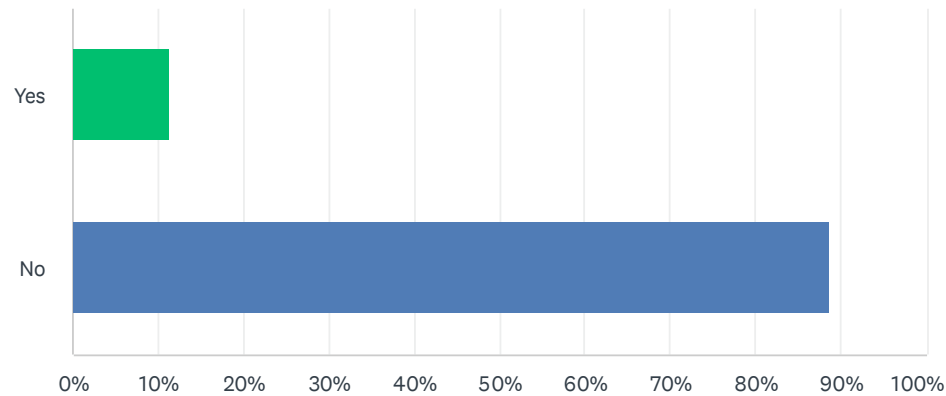


ANSWER CHOICES	RESPONSES	
Yes	25.71%	54
No	74.29%	156
TOTAL		210



Q48 Are you considering purchasing electric service vehicle solutions within the next three years?

Answered: 214    Skipped: 109

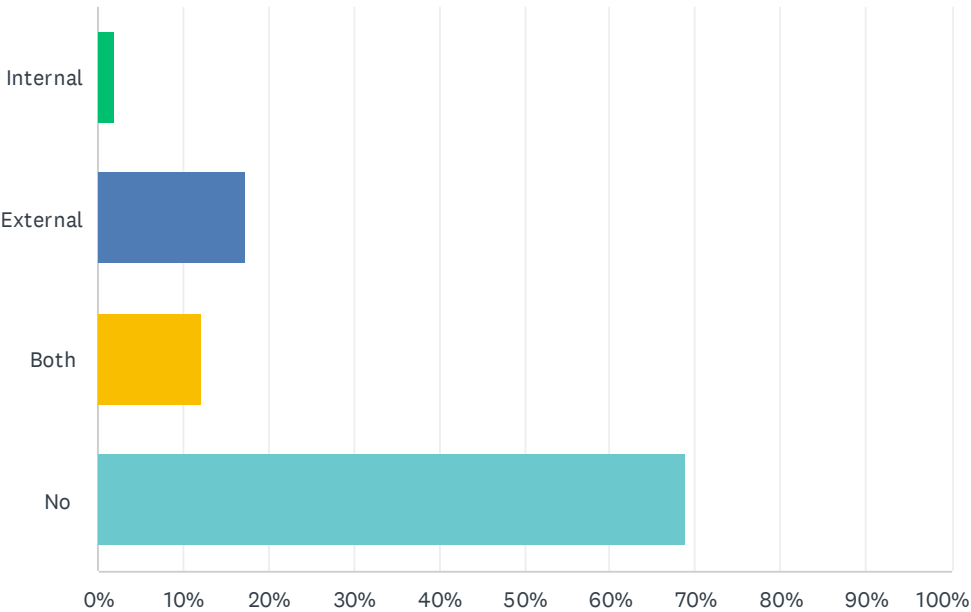


ANSWER CHOICES	RESPONSES	
Yes	11.21%	24
No	88.79%	190
TOTAL		214



Q49 Are you currently using cameras on your service vehicles?

Answered: 215    Skipped: 108

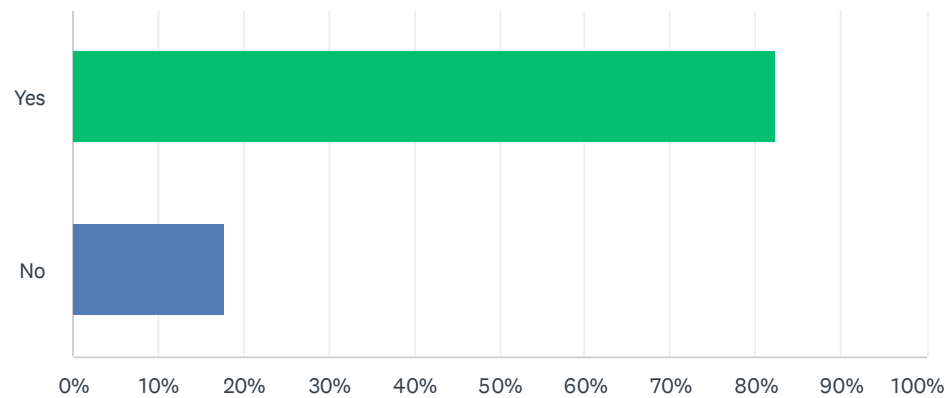


ANSWER CHOICES	RESPONSES	
Internal	1.86%	4
External	17.21%	37
Both	12.09%	26
No	68.84%	148
TOTAL		215



Q50 Have you deployed a mobile solution in the field? (Must be a paperless solution to answer yes.)

Answered: 214    Skipped: 109

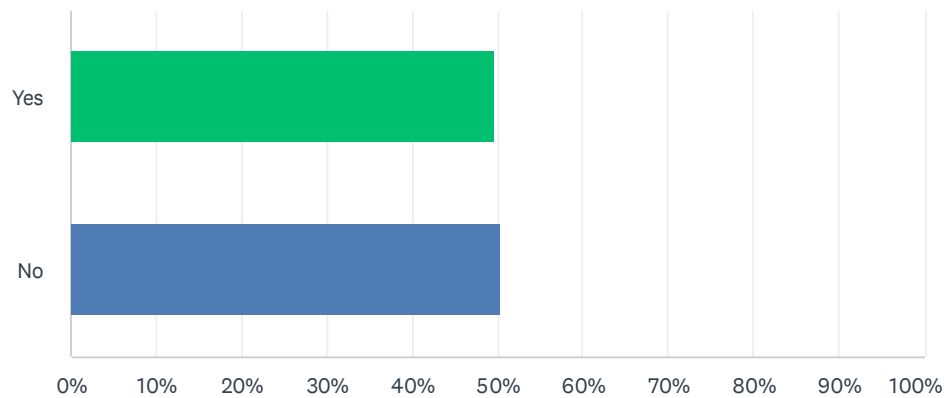


ANSWER CHOICES	RESPONSES	
Yes	82.24%	176
No	17.76%	38
TOTAL		214



Q51 Have you implemented or upgraded your mobile solution in the last 3 years?

Answered: 211    Skipped: 112

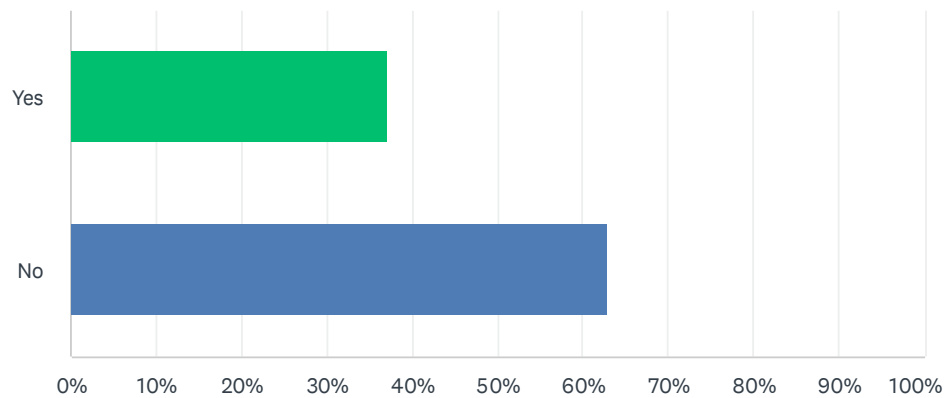


ANSWER CHOICES	RESPONSES	
Yes	49.76%	105
No	50.24%	106
TOTAL		211



Q52 Do you currently budget for technology that will drive more revenue per technician?

Answered: 213    Skipped: 110

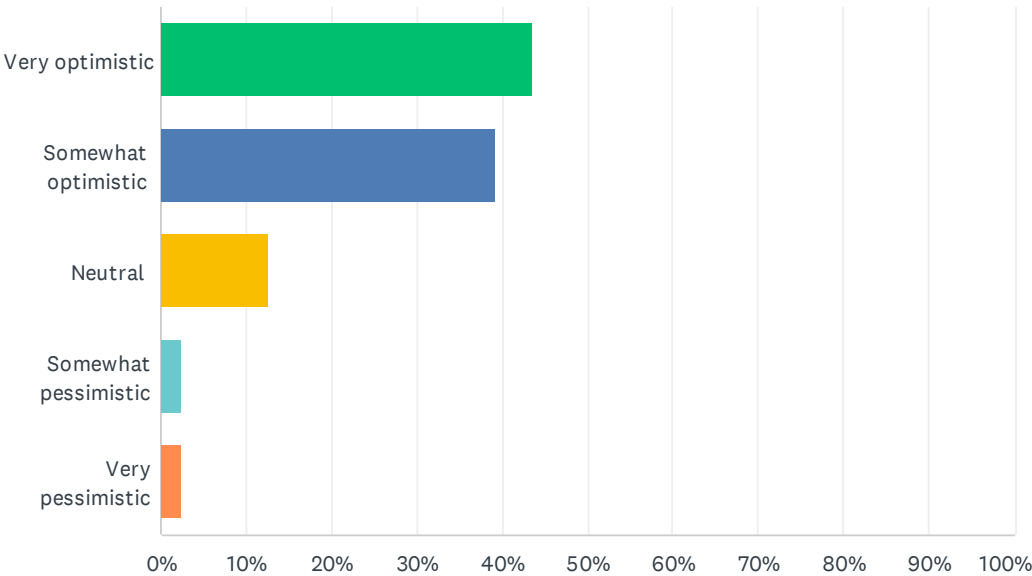


ANSWER CHOICES	RESPONSES	
Yes	37.09%	79
No	62.91%	134
TOTAL		213



Q53 Describe your service growth outlook for 2025

Answered: 214    Skipped: 109

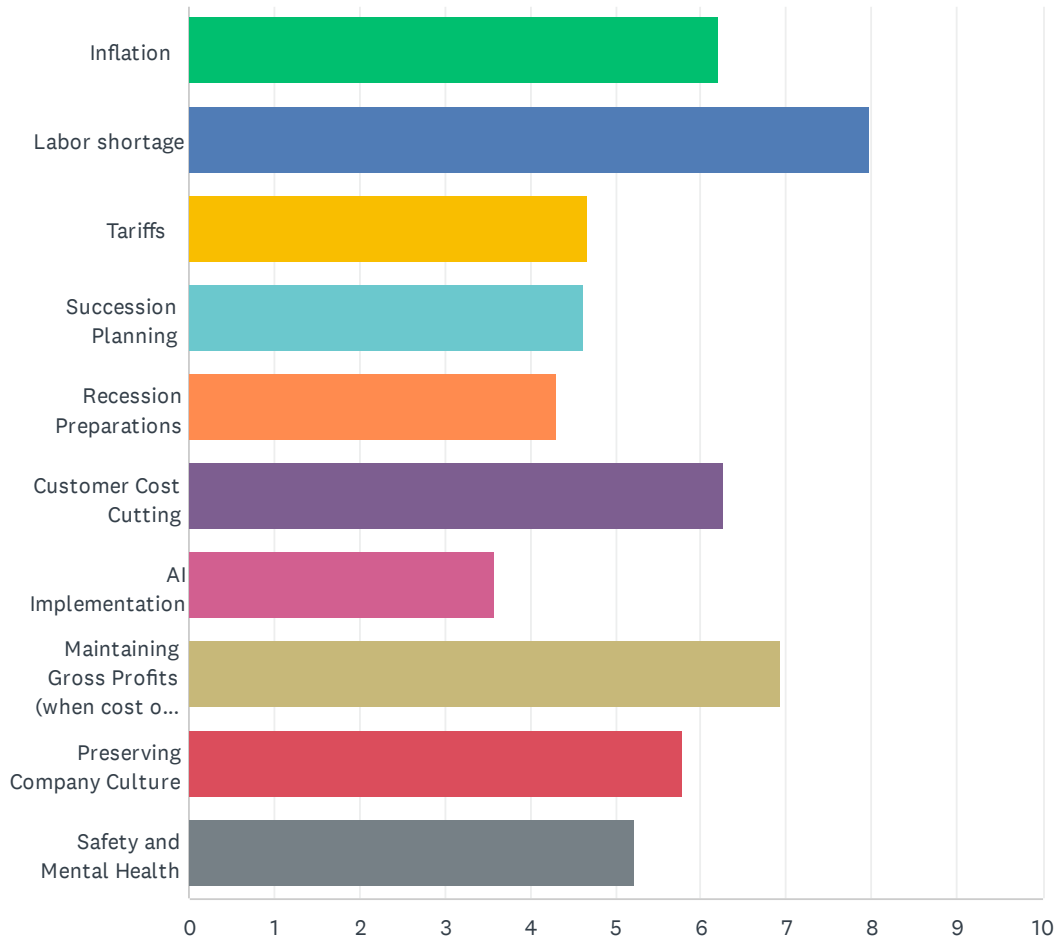


ANSWER CHOICES	RESPONSES	
Very optimistic	43.46%	93
Somewhat optimistic	39.25%	84
Neutral	12.62%	27
Somewhat pessimistic	2.34%	5
Very pessimistic	2.34%	5
TOTAL		214



## Q54 What is the biggest challenge you are facing today (put in order from biggest challenge to smallest challenge)?

Answered: 204 Skipped: 119





# Welcome to the 2025 MSCA Benchmark Survey

	1	2	3	4	5	6	7	8	9	10	TOTAL
Inflation	8.56% 16	14.44% 27	15.51% 29	11.76% 22	10.16% 19	12.30% 23	8.56% 16	6.95% 13	10.16% 19	1.60% 3	187
Labor shortage	52.53% 104	11.11% 22	7.07% 14	5.05% 10	3.54% 7	4.55% 9	4.04% 8	2.53% 5	3.03% 6	6.57% 13	198
Tariffs	4.69% 9	6.25% 12	7.81% 15	7.81% 15	9.90% 19	10.94% 21	12.50% 24	16.15% 31	9.90% 19	14.06% 27	192
Succession Planning	3.17% 6	10.58% 20	6.88% 13	8.99% 17	10.05% 19	8.47% 16	7.94% 15	13.23% 25	13.23% 25	17.46% 33	189
Recession Preparations	2.14% 4	2.14% 4	5.35% 10	7.49% 14	12.30% 23	14.44% 27	12.83% 24	18.72% 35	16.58% 31	8.02% 15	187
Customer Cost Cutting	6.74% 13	17.62% 34	11.40% 22	13.99% 27	13.47% 26	11.40% 22	9.84% 19	8.29% 16	3.11% 6	4.15% 8	193
AI Implementation	4.23% 8	2.12% 4	3.70% 7	5.82% 11	6.88% 13	7.94% 15	12.17% 23	12.70% 24	15.34% 29	29.10% 55	189
Maintaining Gross Profits (when cost of business continues to increase)	12.82% 25	19.49% 38	15.90% 31	15.38% 30	11.28% 22	5.13% 10	9.74% 19	4.62% 9	3.59% 7	2.05% 4	195
Preserving Company Culture	3.70% 7	10.58% 20	14.81% 28	14.81% 28	12.17% 23	14.29% 27	7.94% 15	7.41% 14	9.52% 18	4.76% 9	189
Safety and Mental Health	3.65% 7	8.33% 16	13.02% 25	11.46% 22	11.46% 22	10.42% 20	12.50% 24	7.81% 15	11.98% 23	9.38% 18	192





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For more information, contact:

Teresa Pezzi

Executive Director of MSCA & PCA

[tpezzi@mcaa.org](mailto:tpezzi@mcaa.org)