

2022 MSCA

**BENCHMARK
SURVEY RESULTS**





2022 MSCA Benchmark Survey Results

Features of BEST in CLASS Contractors

- 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
- Bill service agreements in advance
- "Auto Increase" service agreements at renewal (1-3% most common)
- Service Agreement (PM) retention rate of 93% or greater
- Bill quickly - Average is 4–8 days (upon completion of work)
- 77% of contractors average \$250,000 or more revenue per service vehicle
- Allow service technicians to quote work in the field (average limit is approximately \$6,000)
- Hire salespeople from the field
- Annual scheduled preventative maintenance hours per service technician between 300 and 800
- Have an average ratio of 2 to 3 field techs to one office staff
- Total non-billable technician time between 5-10% annually
- Truck inventory tracked using a software system
- Replace service vans based on mileage (150K - 200K most common)
- 85% have deployed a mobile field solution
- Have implemented measures to avoid a data breach

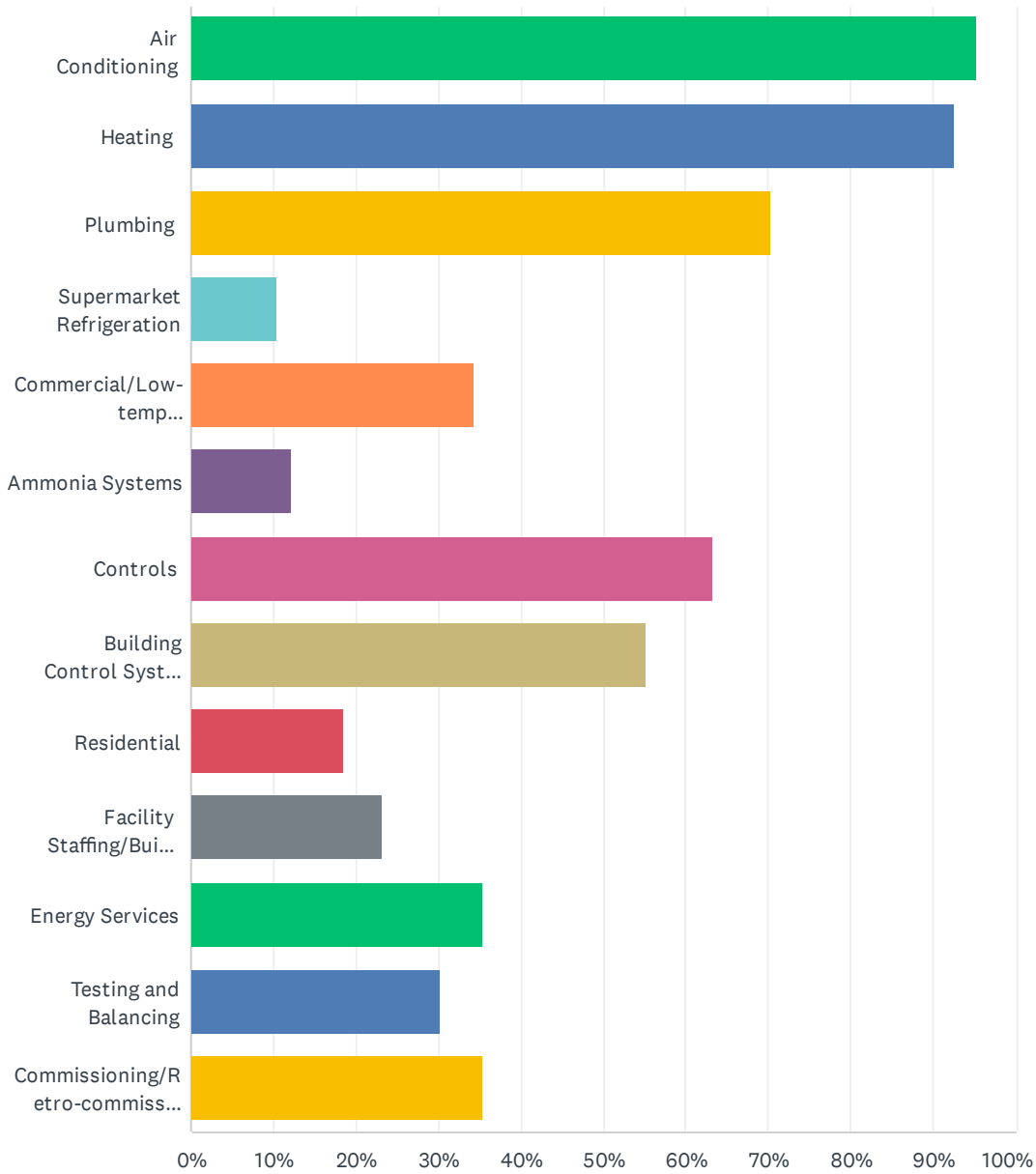
AH-HA Revelations from 2022 MSCA Benchmark Survey

- 15% of companies have not deployed a mobile solution
- 40% of contractors do not have automatic renewal of PMs
- 11% of companies auto-renewing at an increase of 1% - 2% and 50% of companies are auto-renewing at 3% - are they keeping up with costs?
- 31% of companies missing out on a cash flow opportunity by not advance billing their service contracts
- 19% of companies do not track truck inventory
- 23% of contractors do not have a separate P/L for service – how do they know how they are performing?
- 47% of companies allow service techs to quote jobs in the field
- The amount of publicly held companies increased approximately 5% from 2019
- Sole proprietorships decreased 7% from 2019

- Since 2019, 13% increase in those companies offering plumbing service
- Since 2019, 10% decrease in those performing refrigeration work and 2% decrease in residential work
- 96% of contractors have less than 16% non-billable time
- Contractors replacing vans less frequently than in 2019– 65% replace every five years or less, was 72% in 2019 - makes sense with supply chain shortages on vehicles
- 10% decrease of service techs quoting in the field from 2019 - losing out on a possible retention tool
- 10% increase of companies employing CRM from 2019
- 68% of companies still tracking tools manually or not at all
- 55% of contractors do not have a sales training program
- 16% of companies take more than 15 days to bill once job complete
- 68% of companies do not employ dedicated maintenance sales personnel
- 48% of companies outsource fleet management and maintenance
- 86% of companies are not using cameras (internal and external) on their vehicles
- 84% of companies are not considering Electric Vehicles

Q1 What types of service and maintenance work does your company perform?

Answered: 172 Skipped: 0

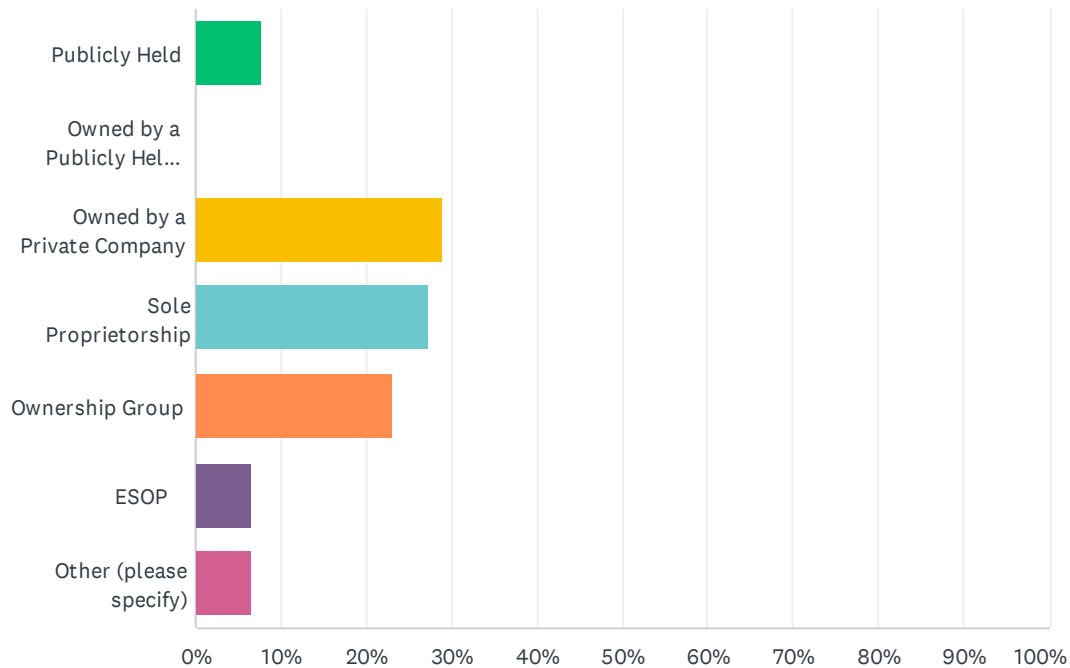


Welcome to the 2022 MSCA Benchmark Survey

ANSWER CHOICES	RESPONSES	
Air Conditioning	95.35%	164
Heating	92.44%	159
Plumbing	70.35%	121
Supermarket Refrigeration	10.47%	18
Commercial/Low-temp Refrigeration	34.30%	59
Ammonia Systems	12.21%	21
Controls	63.37%	109
Building Control Systems Integration	55.23%	95
Residential	18.60%	32
Facility Staffing/Building Operations	23.26%	40
Energy Services	35.47%	61
Testing and Balancing	30.23%	52
Commissioning/Retro-commissioning	35.47%	61
Total Respondents: 172		

Q2 Is your company...

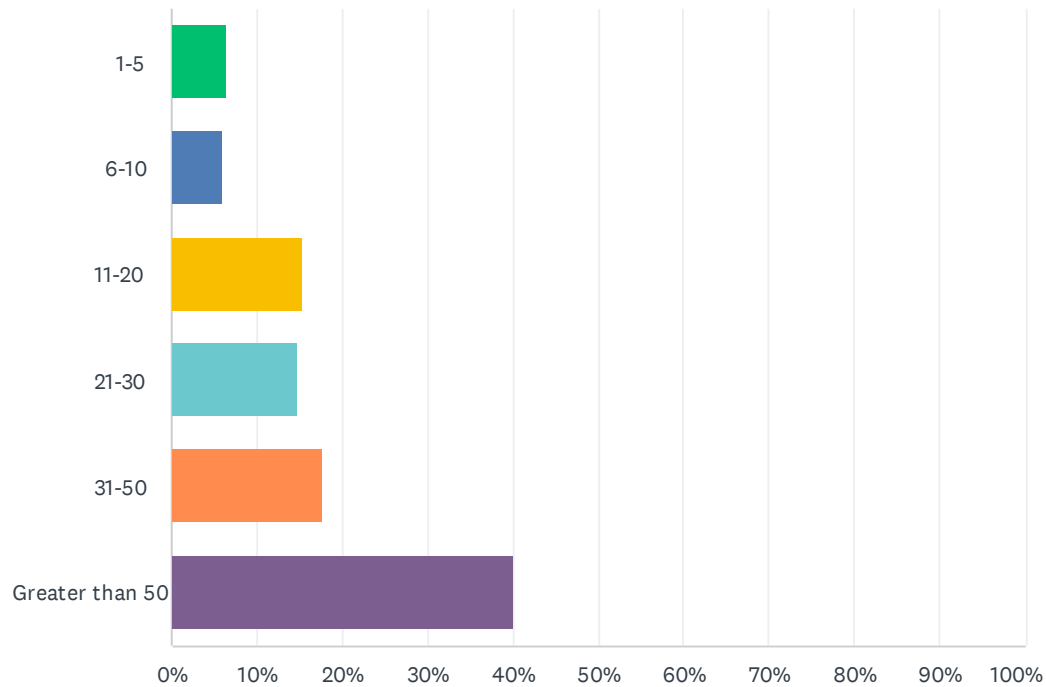
Answered: 169 Skipped: 3



ANSWER CHOICES	RESPONSES	
Publicly Held	7.69%	13
Owned by a Publicly Held Company	0.00%	0
Owned by a Private Company	28.99%	49
Sole Proprietorship	27.22%	46
Ownership Group	23.08%	39
ESOP	6.51%	11
Other (please specify)	6.51%	11
TOTAL		169

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

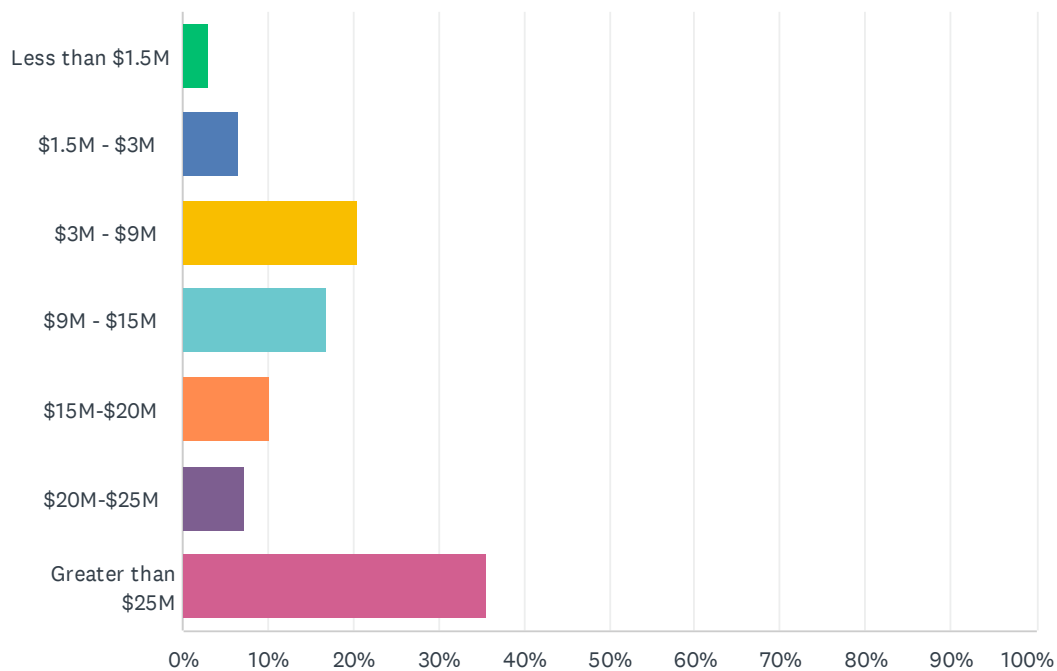
Answered: 170 Skipped: 2



ANSWER CHOICES	RESPONSES	
1-5	6.47%	11
6-10	5.88%	10
11-20	15.29%	26
21-30	14.71%	25
31-50	17.65%	30
Greater than 50	40.00%	68
TOTAL		170

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

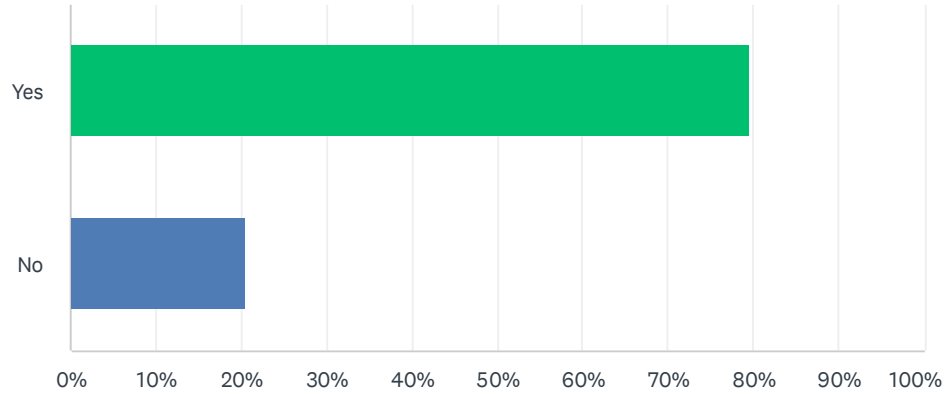
Answered: 166 Skipped: 6



ANSWER CHOICES	RESPONSES	
Less than \$1.5M	3.01%	5
\$1.5M - \$3M	6.63%	11
\$3M - \$9M	20.48%	34
\$9M - \$15M	16.87%	28
\$15M-\$20M	10.24%	17
\$20M-\$25M	7.23%	12
Greater than \$25M	35.54%	59
TOTAL		166

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

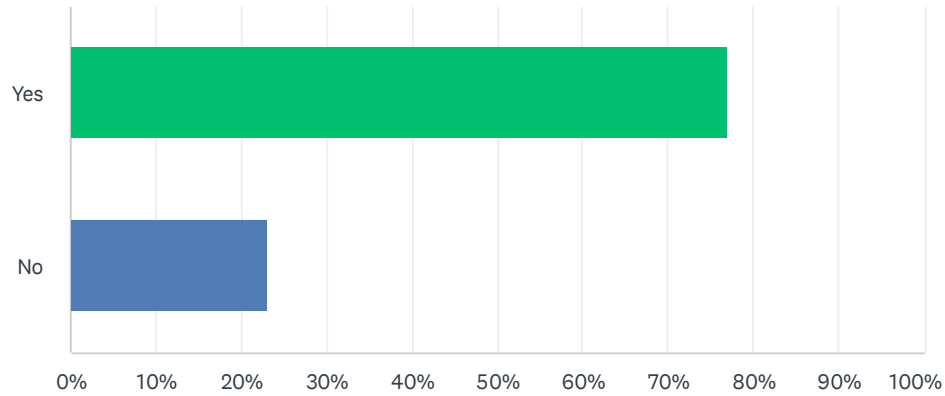
Answered: 166 Skipped: 6



ANSWER CHOICES	RESPONSES	
Yes	79.52%	132
No	20.48%	34
TOTAL		166

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

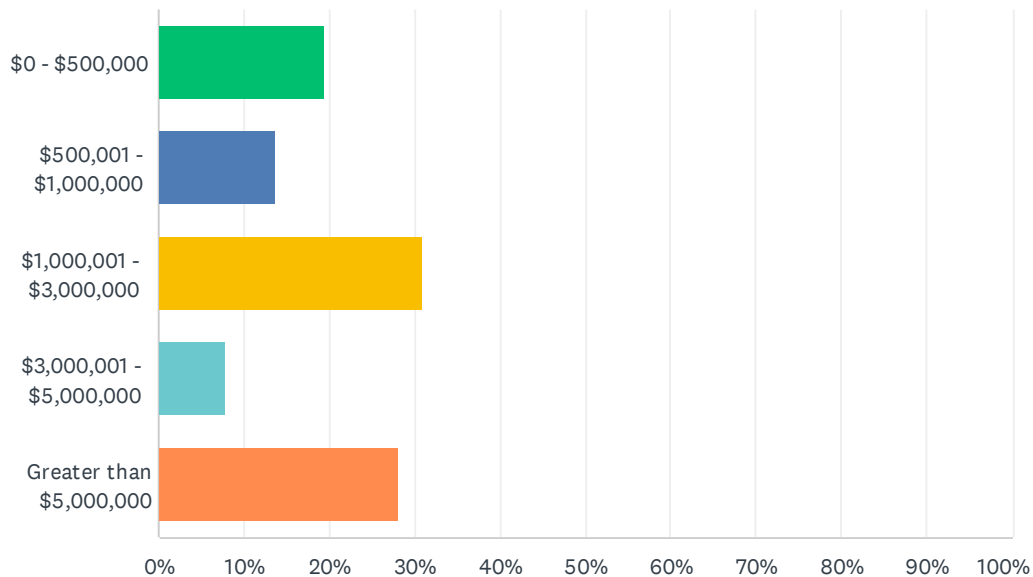
Answered: 143 Skipped: 29



ANSWER CHOICES	RESPONSES	
Yes	76.92%	110
No	23.08%	33
TOTAL		143

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.

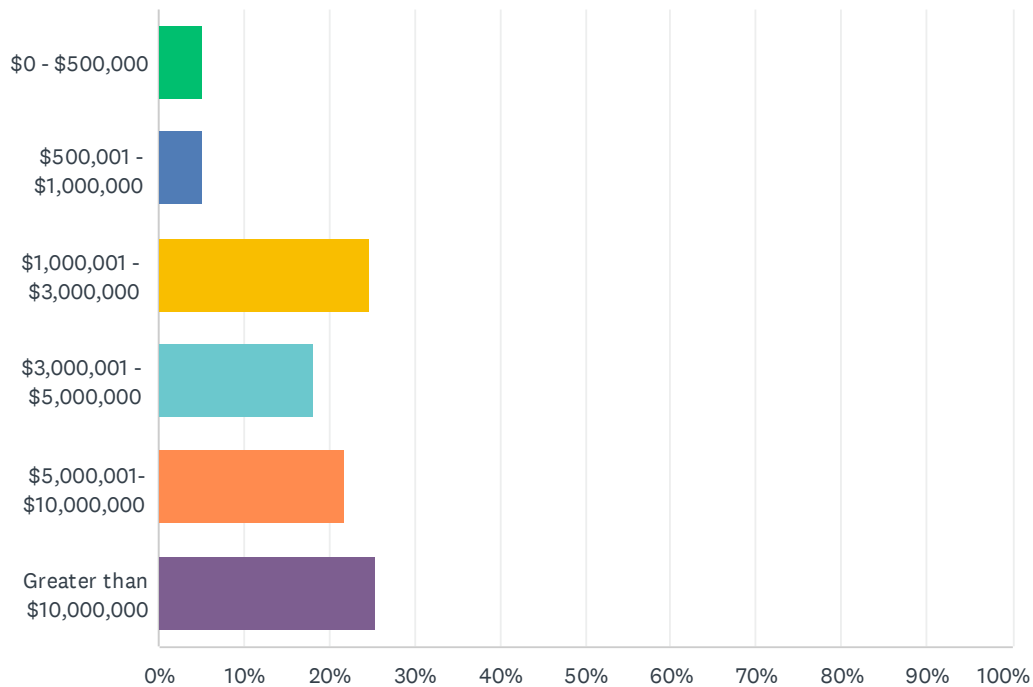
Answered: 139 Skipped: 33



ANSWER CHOICES	RESPONSES	
\$0 - \$500,000	19.42%	27
\$500,001 - \$1,000,000	13.67%	19
\$1,000,001 - \$3,000,000	30.94%	43
\$3,000,001 - \$5,000,000	7.91%	11
Greater than \$5,000,000	28.06%	39
TOTAL		139

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.

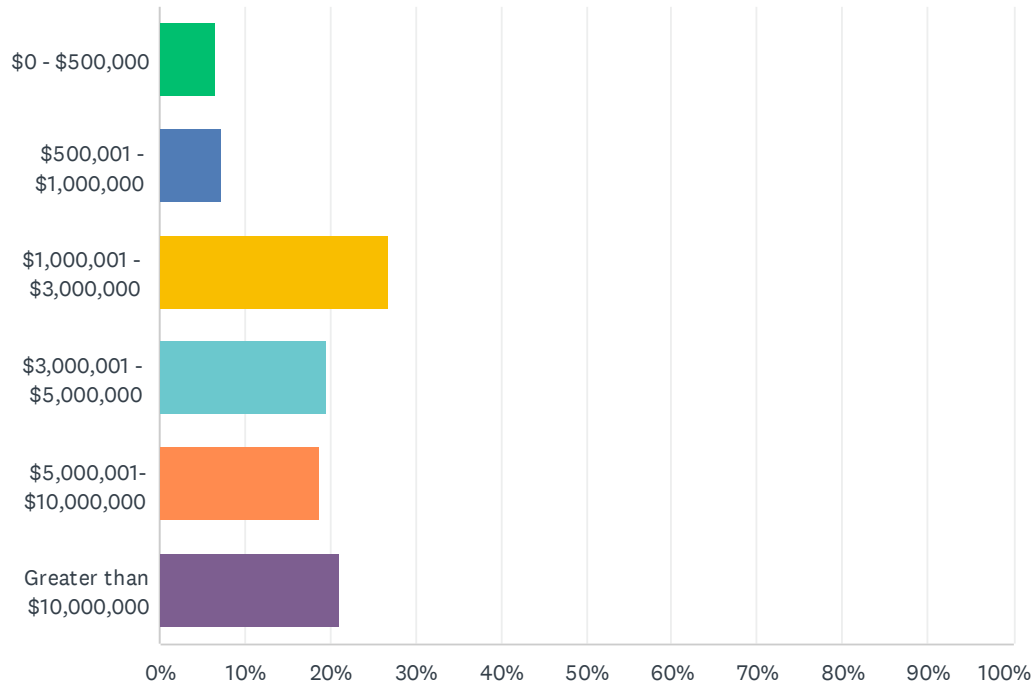
Answered: 138 Skipped: 34



ANSWER CHOICES	RESPONSES	
\$0 - \$500,000	5.07%	7
\$500,001 - \$1,000,000	5.07%	7
\$1,000,001 - \$3,000,000	24.64%	34
\$3,000,001 - \$5,000,000	18.12%	25
\$5,000,001- \$10,000,000	21.74%	30
Greater than \$10,000,000	25.36%	35
TOTAL		138

Q9 Please provide the annual Service Call and Repair revenue.

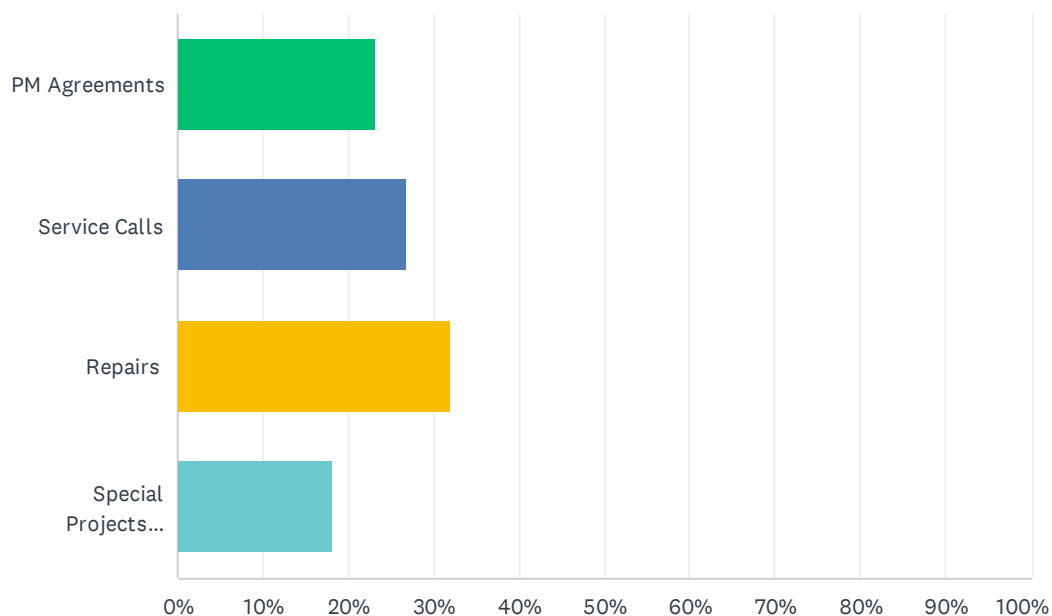
Answered: 138 Skipped: 34



ANSWER CHOICES	RESPONSES	
\$0 - \$500,000	6.52%	9
\$500,001 - \$1,000,000	7.25%	10
\$1,000,001 - \$3,000,000	26.81%	37
\$3,000,001 - \$5,000,000	19.57%	27
\$5,000,001- \$10,000,000	18.84%	26
Greater than \$10,000,000	21.01%	29
TOTAL		138

Q10 Please identify your most profitable service offering:

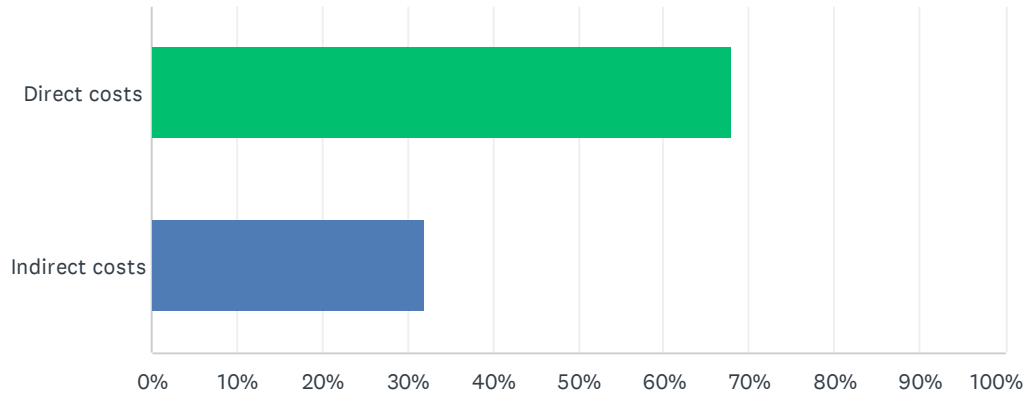
Answered: 138 Skipped: 34



ANSWER CHOICES	RESPONSES	
PM Agreements	23.19%	32
Service Calls	26.81%	37
Repairs	31.88%	44
Special Projects (retro-install)	18.12%	25
TOTAL		138

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

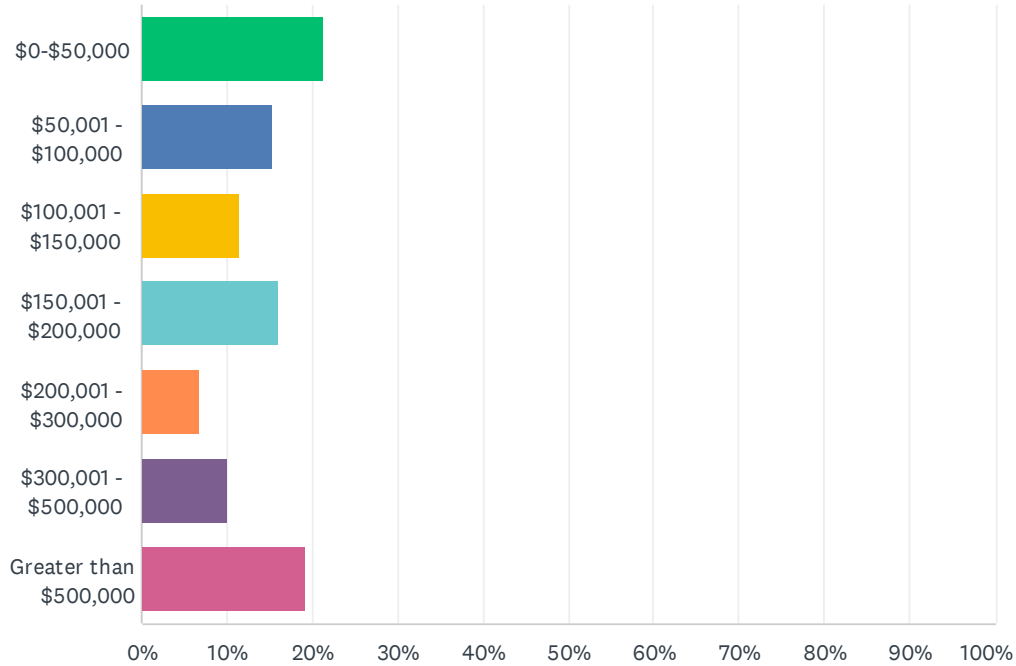
Answered: 138 Skipped: 34



ANSWER CHOICES	RESPONSES	
Direct costs	68.12%	94
Indirect costs	31.88%	44
TOTAL		138

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

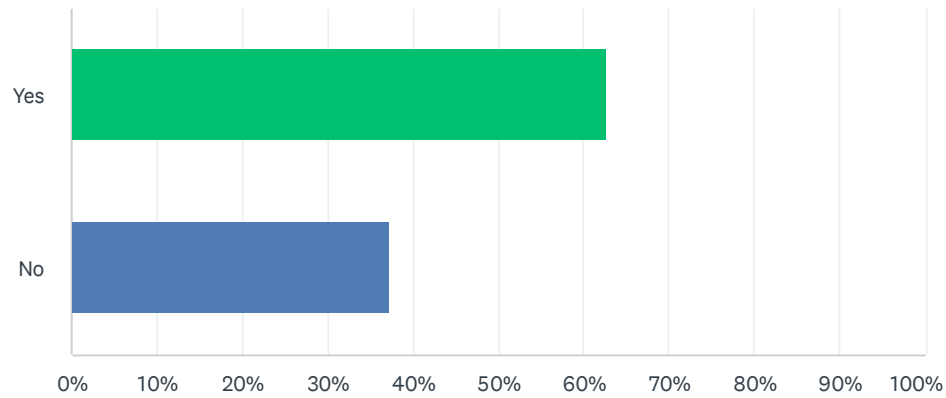
Answered: 131 Skipped: 41



ANSWER CHOICES	RESPONSES	
\$0-\$50,000	21.37%	28
\$50,001 - \$100,000	15.27%	20
\$100,001 - \$150,000	11.45%	15
\$150,001 - \$200,000	16.03%	21
\$200,001 - \$300,000	6.87%	9
\$300,001 - \$500,000	9.92%	13
Greater than \$500,000	19.08%	25
TOTAL		131

Q13 Do you track monthly sales against monthly sales goals?

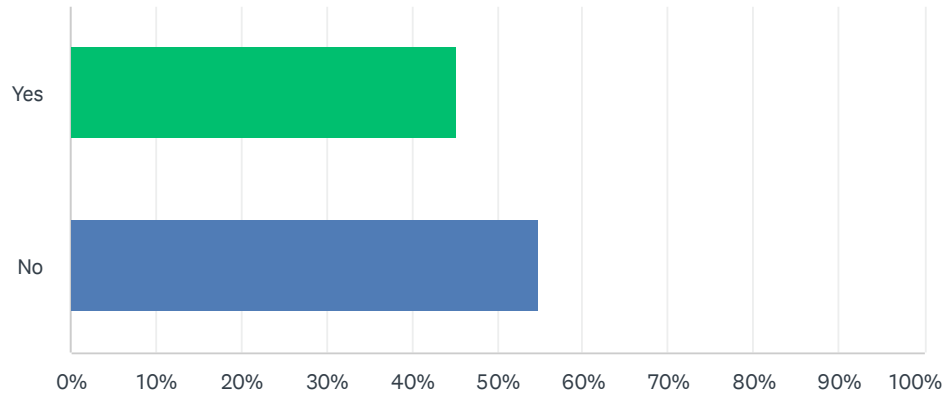
Answered: 134 Skipped: 38



ANSWER CHOICES	RESPONSES	
Yes	62.69%	84
No	37.31%	50
TOTAL		134

Q14 Do you have a specific sales training program for new service sales reps?

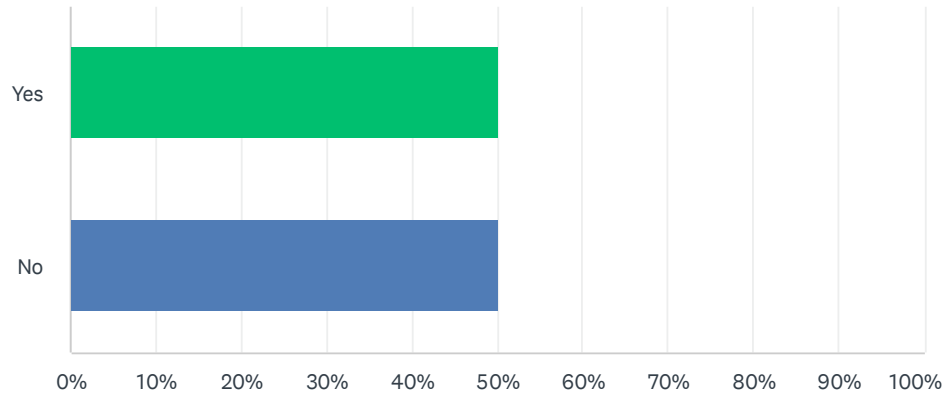
Answered: 133 Skipped: 39



ANSWER CHOICES	RESPONSES	
Yes	45.11%	60
No	54.89%	73
TOTAL		133

Q15 Are all service sales personnel required to sell maintenance agreements?

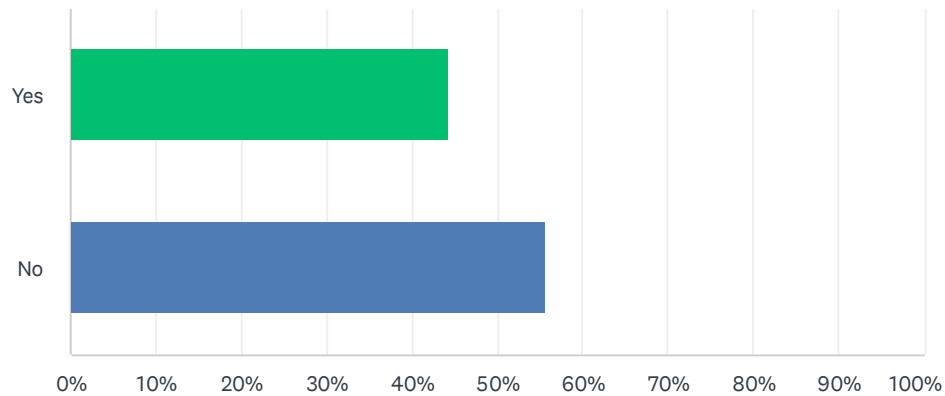
Answered: 134 Skipped: 38



ANSWER CHOICES	RESPONSES	
Yes	50.00%	67
No	50.00%	67
TOTAL		134

Q16 Do you employ dedicated maintenance sales personnel who ONLY sell maintenance agreements?

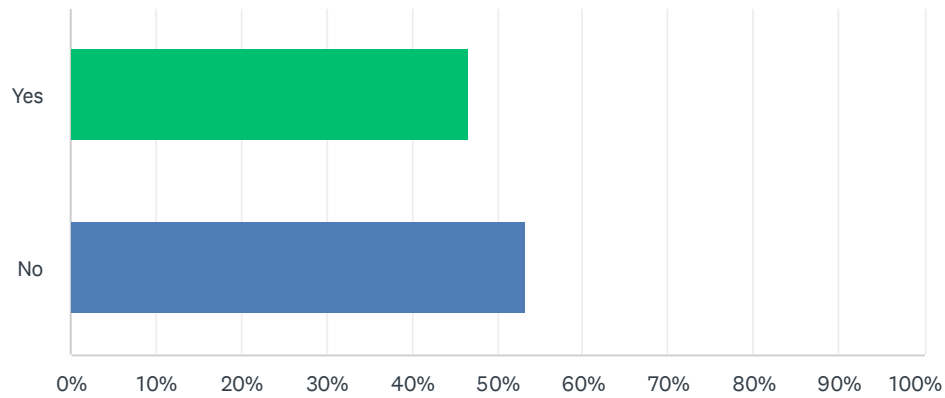
Answered: 135 Skipped: 37



ANSWER CHOICES	RESPONSES	
Yes	44.44%	60
No	55.56%	75
TOTAL		135

Q17 Are service technicians allowed to quote work in the field?

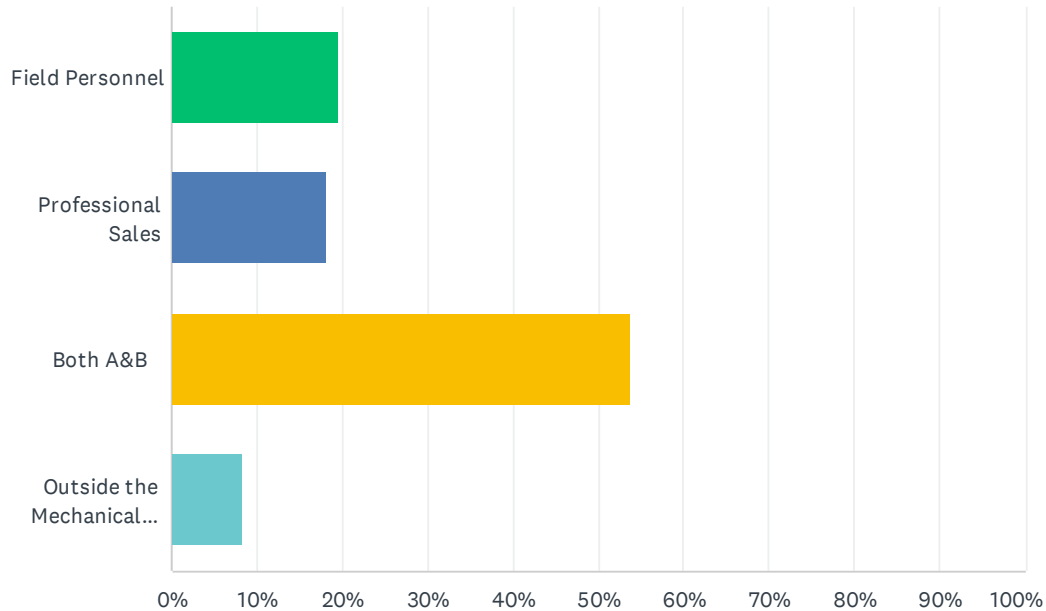
Answered: 133 Skipped: 39



ANSWER CHOICES	RESPONSES	
Yes	46.62%	62
No	53.38%	71
TOTAL		133

Q18 Please choose the option that best describes the background level of your sales staff:

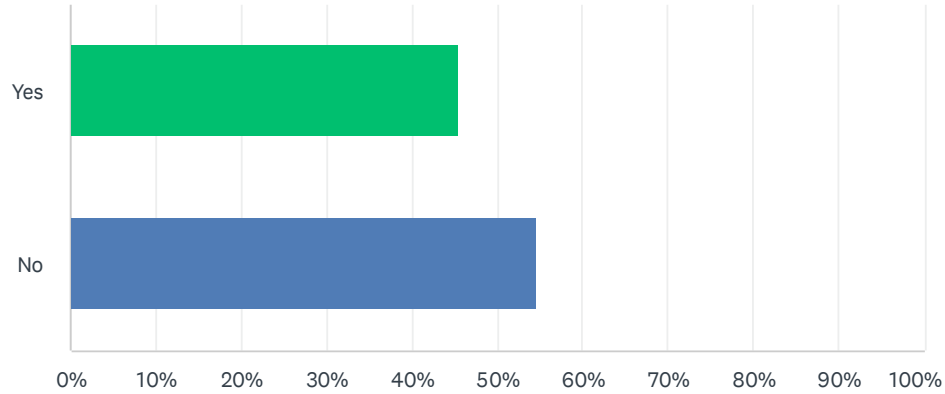
Answered: 132 Skipped: 40



ANSWER CHOICES	RESPONSES	
Field Personnel	19.70%	26
Professional Sales	18.18%	24
Both A&B	53.79%	71
Outside the Mechanical Service Industry	8.33%	11
TOTAL		132

Q19 Are you using web based CRM (Customer Relationship Management) software?

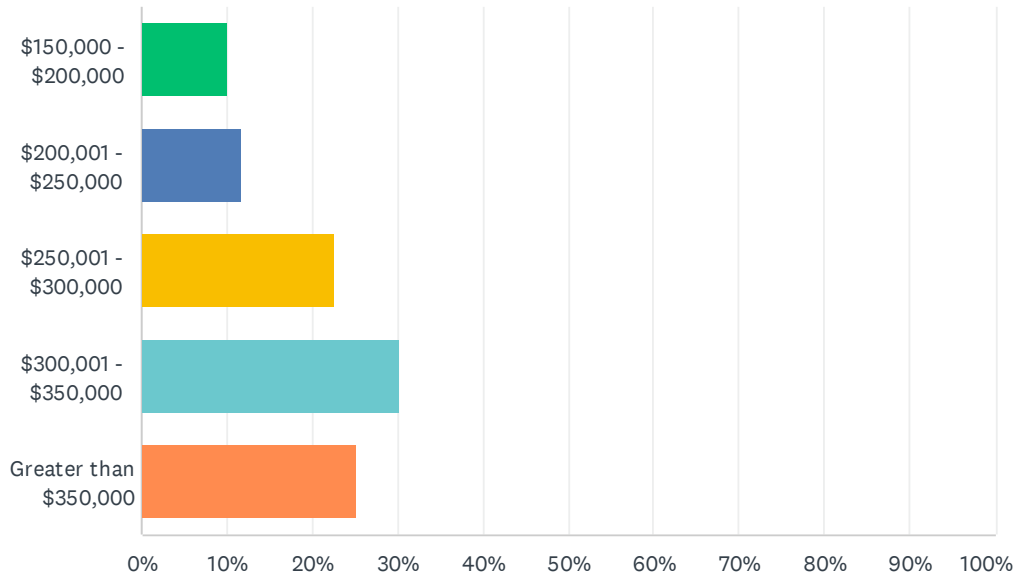
Answered: 134 Skipped: 38



ANSWER CHOICES	RESPONSES	
Yes	45.52%	61
No	54.48%	73
TOTAL		134

Q20 Average revenue per service vehicle

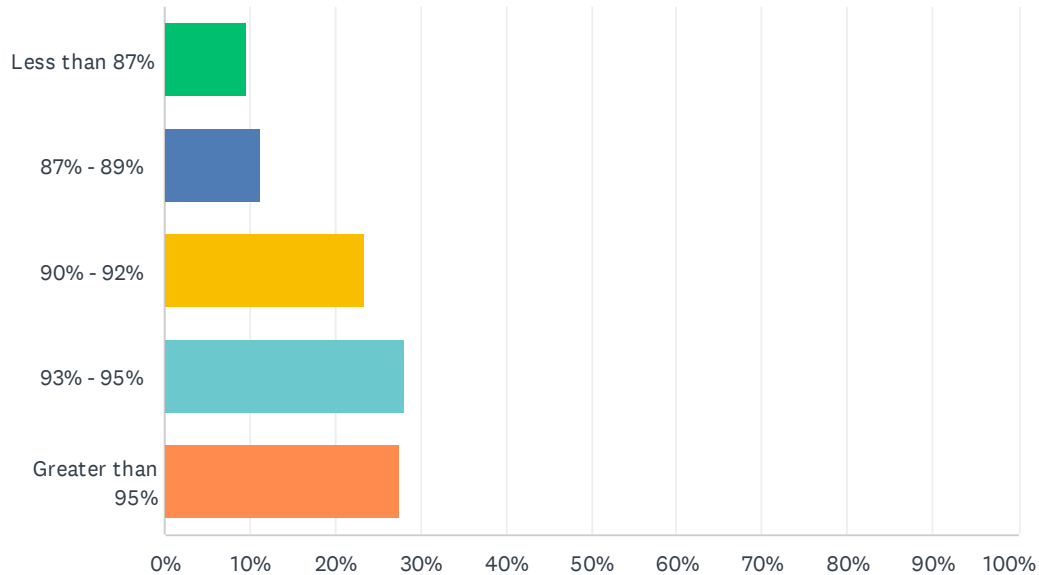
Answered: 119 Skipped: 53



ANSWER CHOICES	RESPONSES	
\$150,000 - \$200,000	10.08%	12
\$200,001 - \$250,000	11.76%	14
\$250,001 - \$300,000	22.69%	27
\$300,001 - \$350,000	30.25%	36
Greater than \$350,000	25.21%	30
TOTAL		119

Q21 What is your annual contract retention rate as a percent of your PM base?

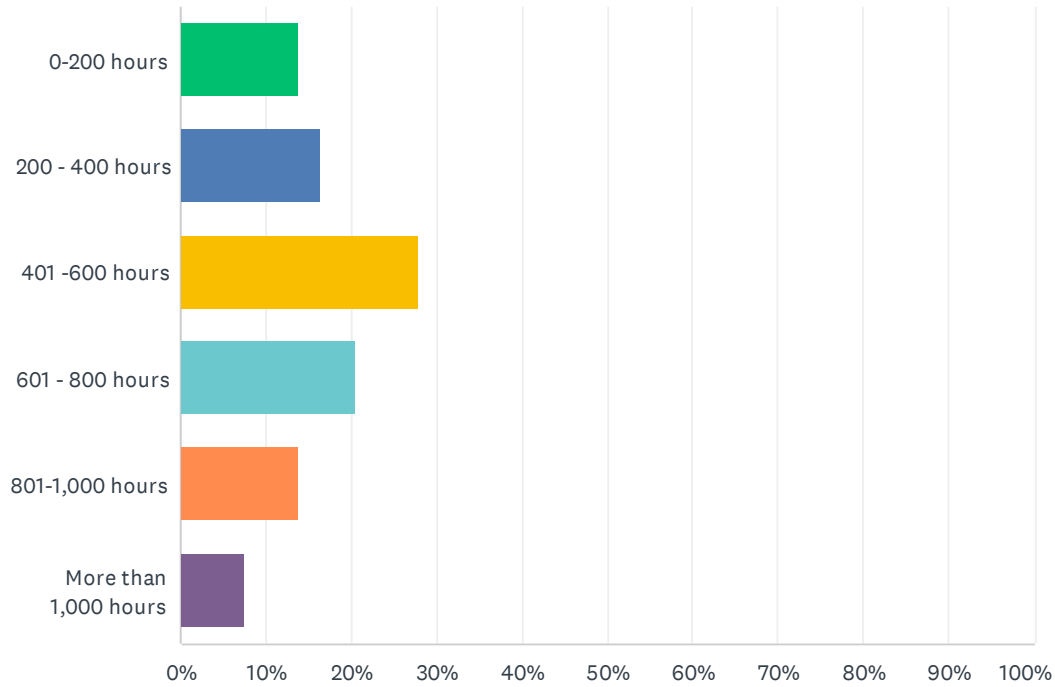
Answered: 124 Skipped: 48



ANSWER CHOICES	RESPONSES	
Less than 87%	9.68%	12
87% - 89%	11.29%	14
90% - 92%	23.39%	29
93% - 95%	28.23%	35
Greater than 95%	27.42%	34
TOTAL		124

Q22 Average annual scheduled preventative maintenance hours, per service technician

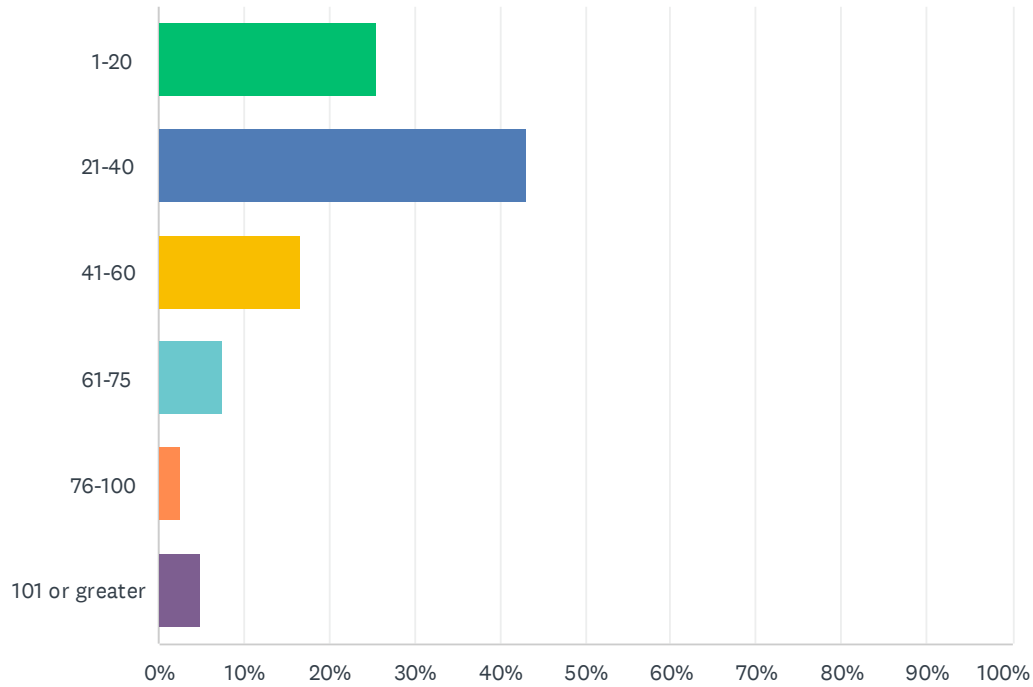
Answered: 122 Skipped: 50



ANSWER CHOICES	RESPONSES	
0-200 hours	13.93%	17
200 - 400 hours	16.39%	20
401 -600 hours	27.87%	34
601 - 800 hours	20.49%	25
801-1,000 hours	13.93%	17
More than 1,000 hours	7.38%	9
TOTAL		122

Q23 Average number of paid hours per year, per service technician, for technical and safety training

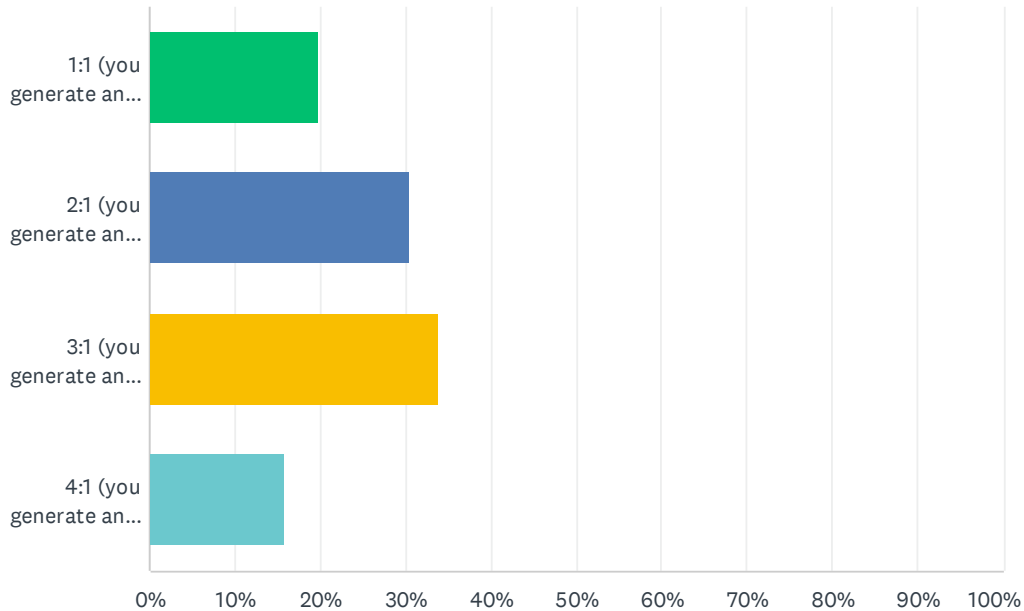
Answered: 121 Skipped: 51



ANSWER CHOICES	RESPONSES	
1-20	25.62%	31
21-40	42.98%	52
41-60	16.53%	20
61-75	7.44%	9
76-100	2.48%	3
101 or greater	4.96%	6
TOTAL		121

Q24 Please identify the amount of additional work (service calls, repairs, retro-install) generated from PM Agreements

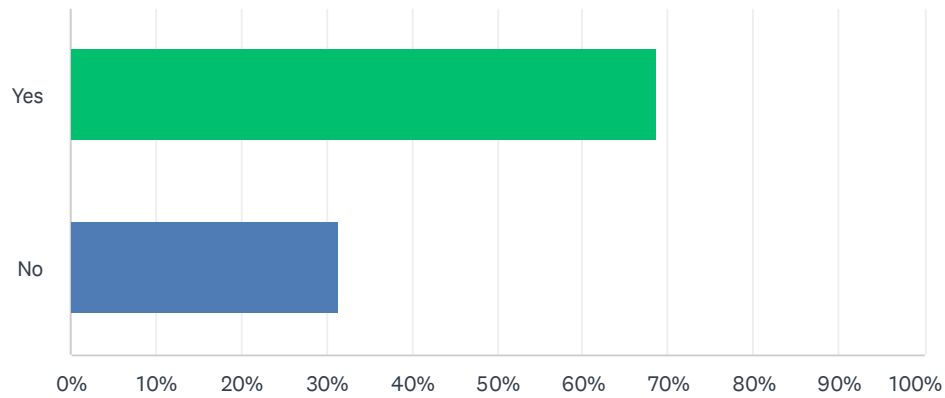
Answered: 121 Skipped: 51



ANSWER CHOICES	RESPONSES	
1:1 (you generate an additional \$1 of work, for every PM Agreement dollar)	19.83%	24
2:1 (you generate an additional \$2 of work, for every PM Agreement dollar)	30.58%	37
3:1 (you generate an additional \$3 of work, for every PM Agreement dollar)	33.88%	41
4:1 (you generate an additional \$4 of work, for every PM Agreement dollar)	15.70%	19
TOTAL		121

Q25 Do you bill Service Agreements in advance?

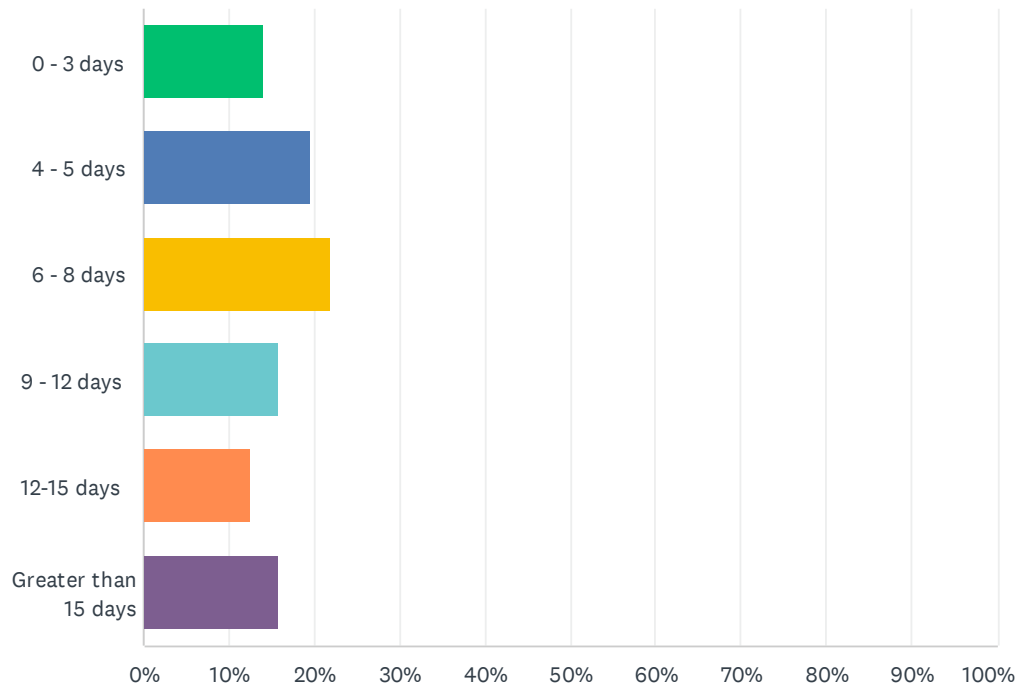
Answered: 128 Skipped: 44



ANSWER CHOICES	RESPONSES	
Yes	68.75%	88
No	31.25%	40
TOTAL		128

Q26 Once a job is complete, on average how many days does it take to bill?

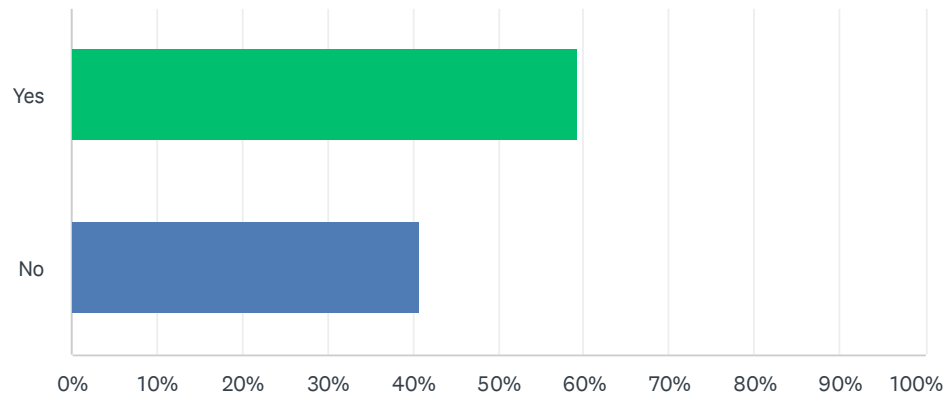
Answered: 127 Skipped: 45



ANSWER CHOICES	RESPONSES	
0 - 3 days	14.17%	18
4 - 5 days	19.69%	25
6 - 8 days	22.05%	28
9 - 12 days	15.75%	20
12-15 days	12.60%	16
Greater than 15 days	15.75%	20
TOTAL		127

Q27 Do your Service Agreements have an automatic increase at renewal?

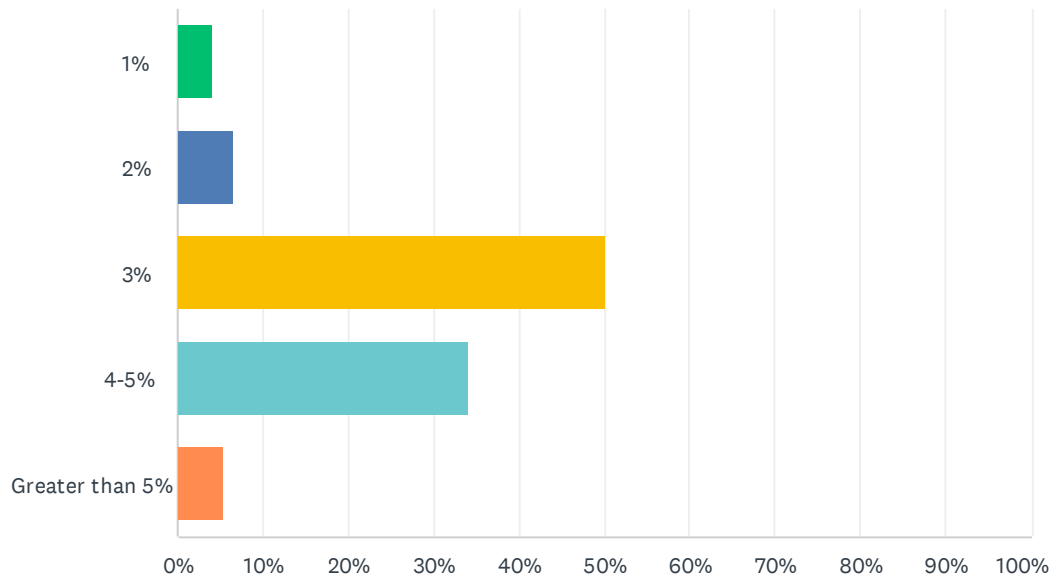
Answered: 128 Skipped: 44



ANSWER CHOICES	RESPONSES	
Yes	59.38%	76
No	40.63%	52
TOTAL		128

Q28 If yes, how much is the automatic increase?

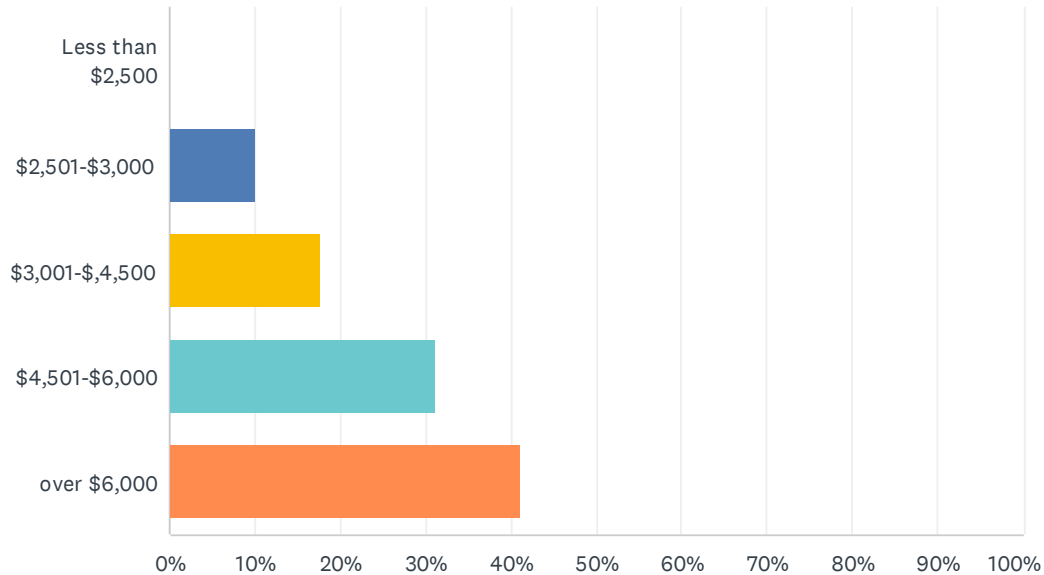
Answered: 76 Skipped: 96



ANSWER CHOICES	RESPONSES	
1%	3.95%	3
2%	6.58%	5
3%	50.00%	38
4-5%	34.21%	26
Greater than 5%	5.26%	4
TOTAL		76

Q29 On average how much does your company spend, to outfit a service van?

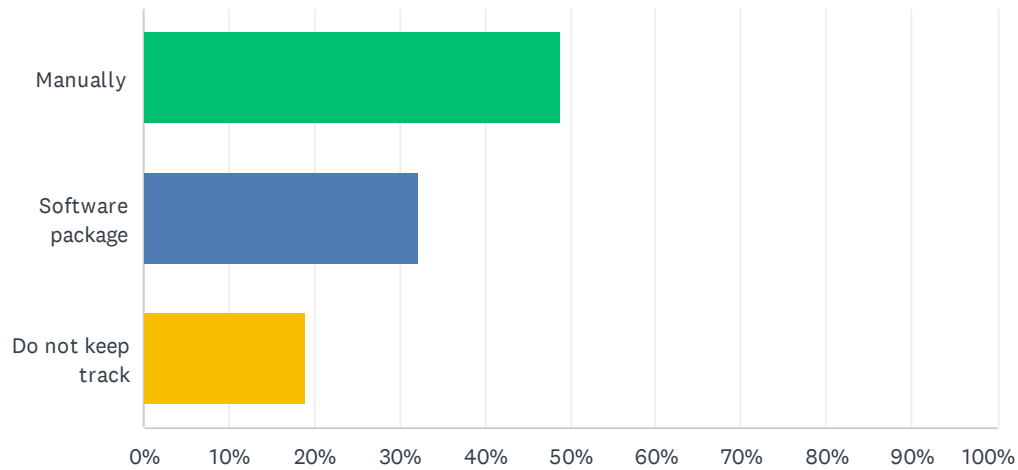
Answered: 119 Skipped: 53



ANSWER CHOICES	RESPONSES	
Less than \$2,500	0.00%	0
\$2,501-\$3,000	10.08%	12
\$3,001-\$4,500	17.65%	21
\$4,501-\$6,000	31.09%	37
over \$6,000	41.18%	49
TOTAL		119

Q30 How do you keep track of tools assigned to a service technician?

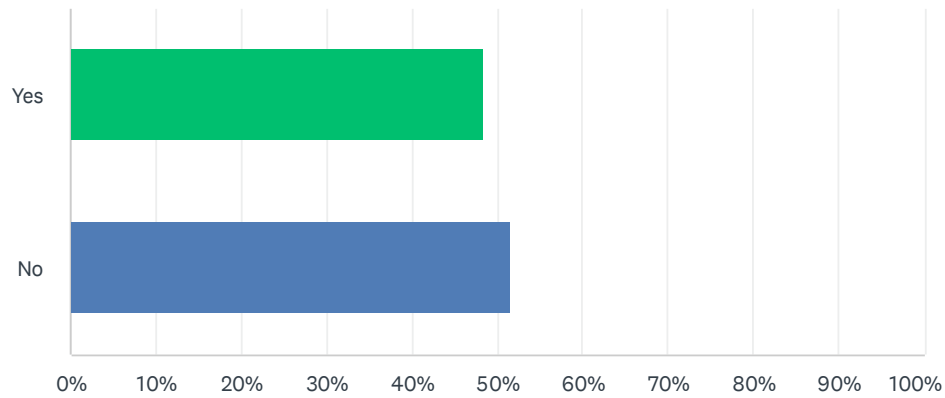
Answered: 121 Skipped: 51



ANSWER CHOICES	RESPONSES	
Manually	48.76%	59
Software package	32.23%	39
Do not keep track	19.01%	23
TOTAL		121

Q31 Does your company outsource fleet maintenance and management?

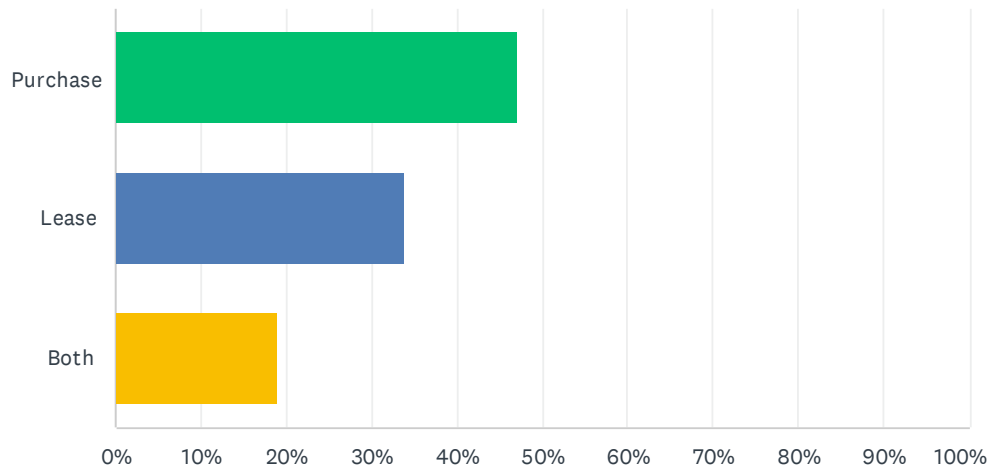
Answered: 122 Skipped: 50



ANSWER CHOICES	RESPONSES	
Yes	48.36%	59
No	51.64%	63
TOTAL		122

Q32 How does your company acquire service vehicles?

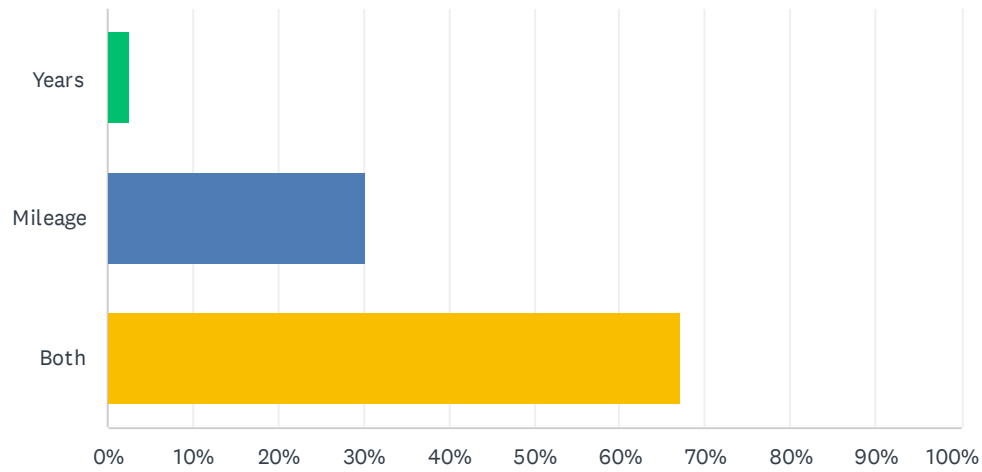
Answered: 121 Skipped: 51



ANSWER CHOICES	RESPONSES	
Purchase	47.11%	57
Lease	33.88%	41
Both	19.01%	23
TOTAL		121

Q33 What metric do you use to replace vehicles?

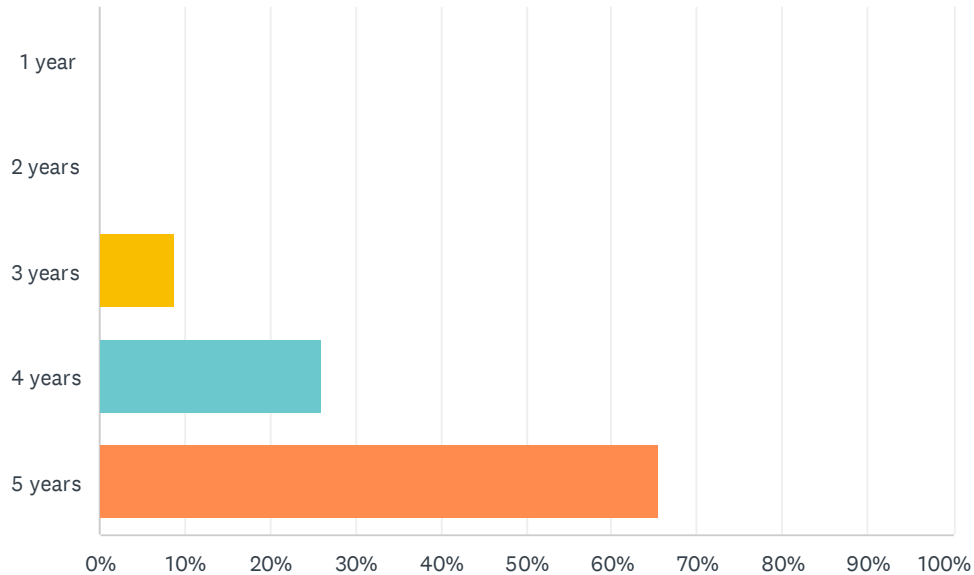
Answered: 119 Skipped: 53



ANSWER CHOICES	RESPONSES	
Years	2.52%	3
Mileage	30.25%	36
Both	67.23%	80
TOTAL		119

Q34 If you replace based on years, how often do you replace service vehicles?

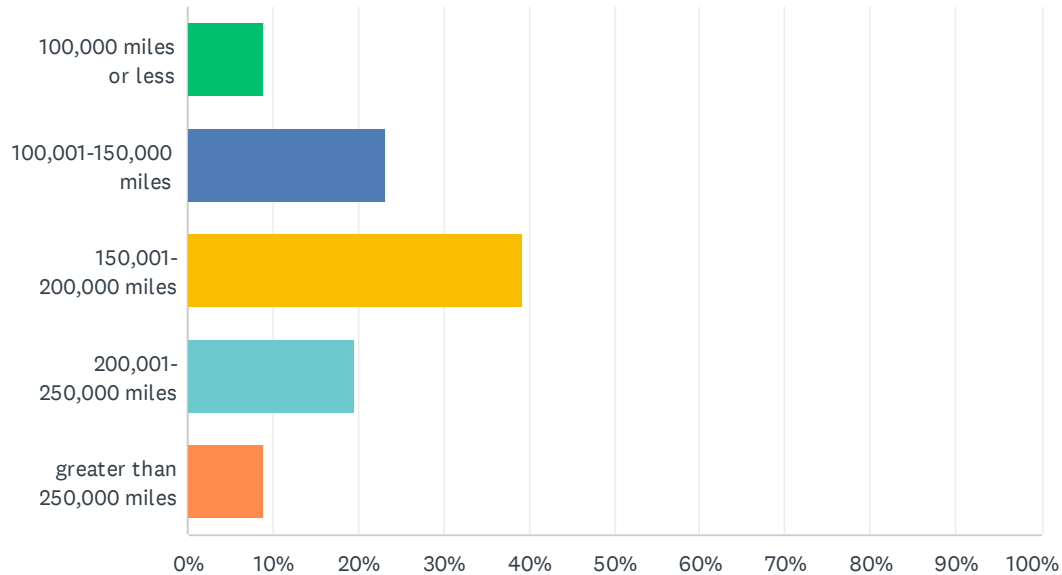
Answered: 81 Skipped: 91



ANSWER CHOICES	RESPONSES	
1 year	0.00%	0
2 years	0.00%	0
3 years	8.64%	7
4 years	25.93%	21
5 years	65.43%	53
TOTAL		81

Q35 If you replace based on mileage, how often do you replace service vehicles?

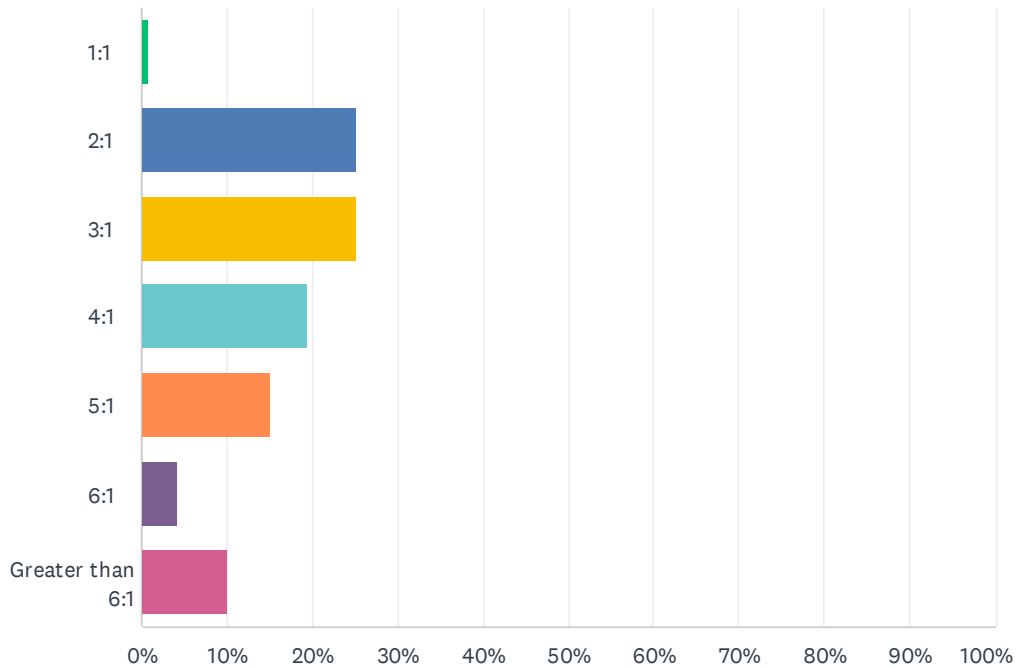
Answered: 112 Skipped: 60



ANSWER CHOICES	RESPONSES	
100,000 miles or less	8.93%	10
100,001-150,000 miles	23.21%	26
150,001- 200,000 miles	39.29%	44
200,001- 250,000 miles	19.64%	22
greater than 250,000 miles	8.93%	10
TOTAL		112

Q36 Ratio of field technicians to office personnel dedicated to service (including sales personnel and management, calculate by: Service Field Staff/Service Office Staff = ratio)

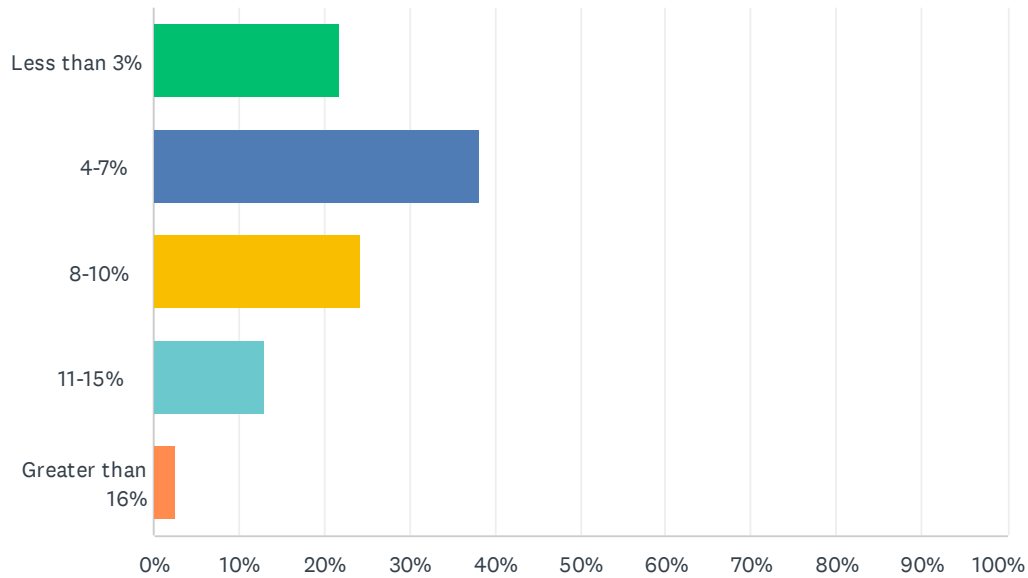
Answered: 119 Skipped: 53



ANSWER CHOICES	RESPONSES	
1:1	0.84%	1
2:1	25.21%	30
3:1	25.21%	30
4:1	19.33%	23
5:1	15.13%	18
6:1	4.20%	5
Greater than 6:1	10.08%	12
TOTAL		119

Q37 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)

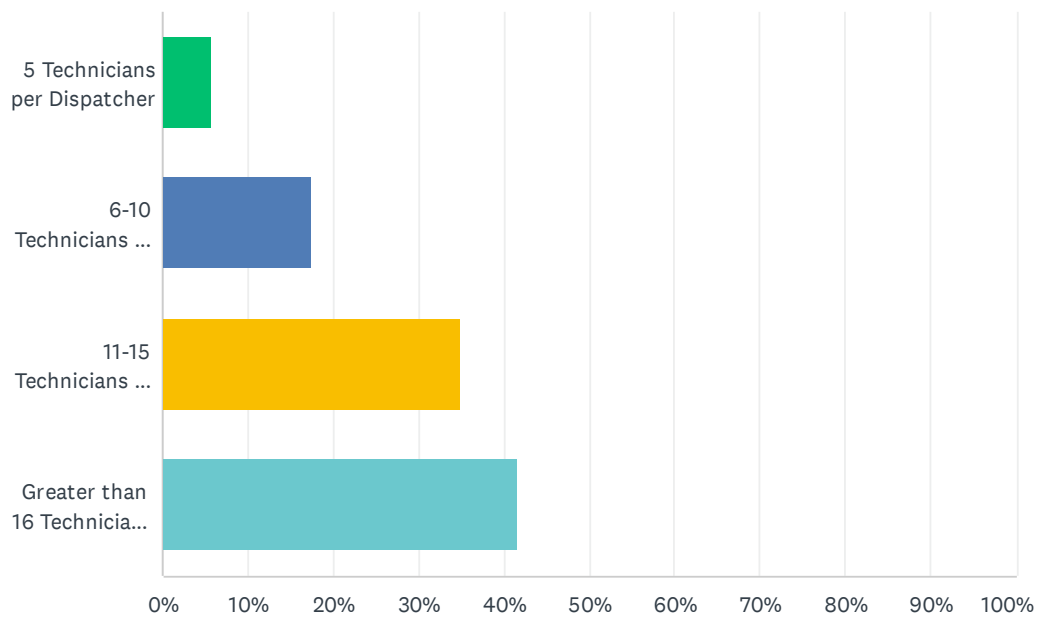
Answered: 115 Skipped: 57



ANSWER CHOICES	RESPONSES	
Less than 3%	21.74%	25
4-7%	38.26%	44
8-10%	24.35%	28
11-15%	13.04%	15
Greater than 16%	2.61%	3
TOTAL		115

Q38 What is your ratio of field technicians to dispatchers?

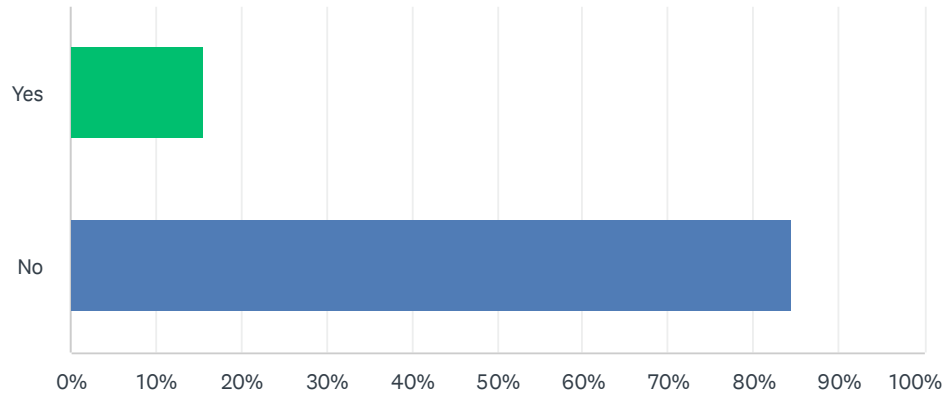
Answered: 120 Skipped: 52



ANSWER CHOICES	RESPONSES	
5 Technicians per Dispatcher	5.83%	7
6-10 Technicians per Dispatcher	17.50%	21
11-15 Technicians per Dispatcher	35.00%	42
Greater than 16 Technicians per Dispatcher	41.67%	50
TOTAL		120

Q39 Are you considering purchasing electric service vehicle solutions within the next three years?

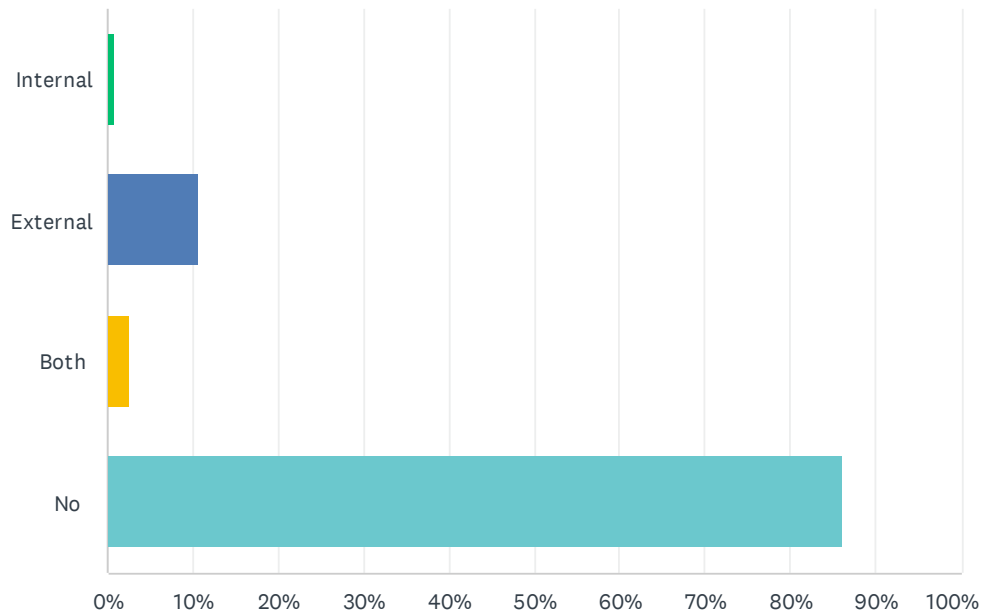
Answered: 122 Skipped: 50



ANSWER CHOICES	RESPONSES	
Yes	15.57%	19
No	84.43%	103
TOTAL		122

Q40 Are you currently using cameras on your service vehicles?

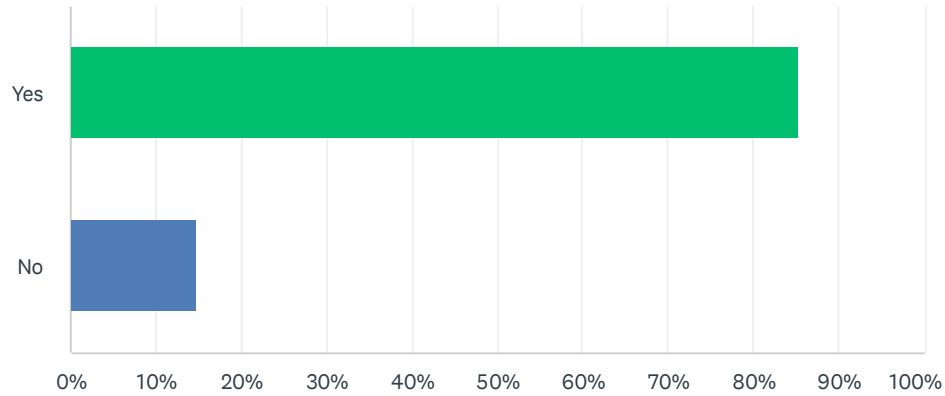
Answered: 122 Skipped: 50



ANSWER CHOICES	RESPONSES	
Internal	0.82%	1
External	10.66%	13
Both	2.46%	3
No	86.07%	105
TOTAL		122

Q41 Have you deployed a mobile solution in the field? (Must be a paperless solution to answer yes.)

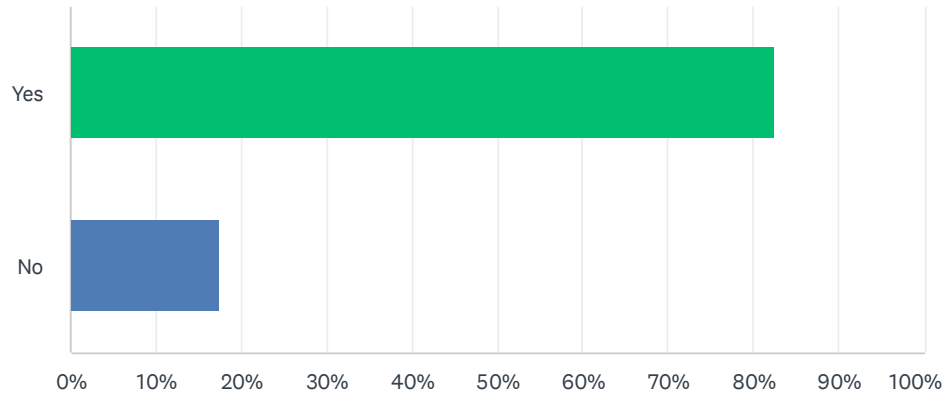
Answered: 116 Skipped: 56



ANSWER CHOICES	RESPONSES	
Yes	85.34%	99
No	14.66%	17
TOTAL		116

Q42 Does your Service Manager participate in the financials of their department?

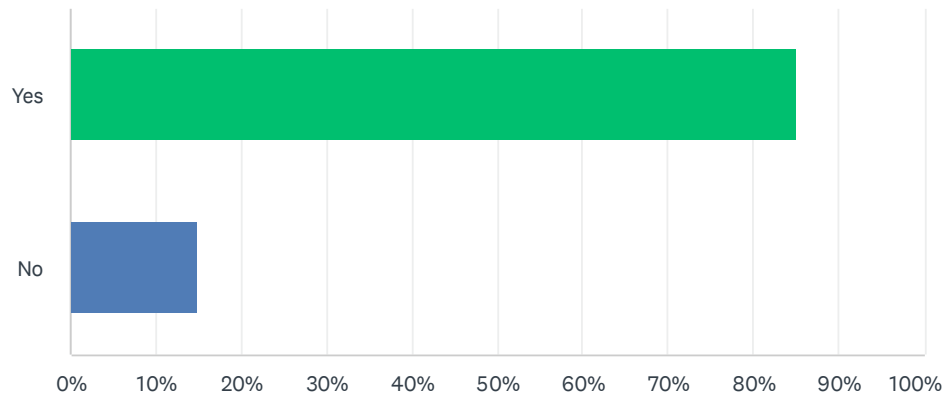
Answered: 120 Skipped: 52



ANSWER CHOICES	RESPONSES	
Yes	82.50%	99
No	17.50%	21
TOTAL		120

Q43 Would you send your Service Manager to a financial focused class?

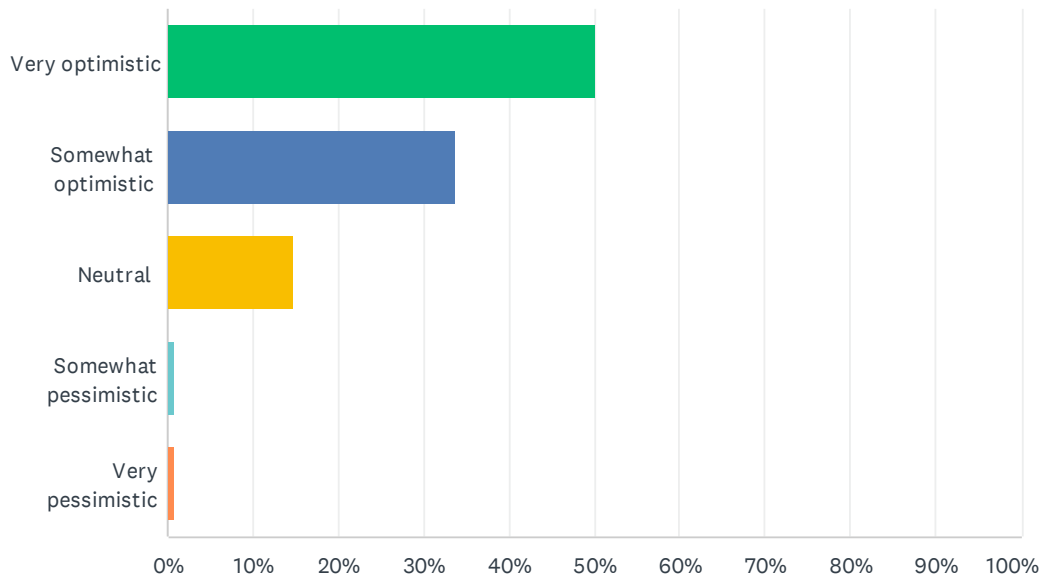
Answered: 121 Skipped: 51



ANSWER CHOICES	RESPONSES	
Yes	85.12%	103
No	14.88%	18
TOTAL		121

Q44 Describe your service growth outlook for 2022

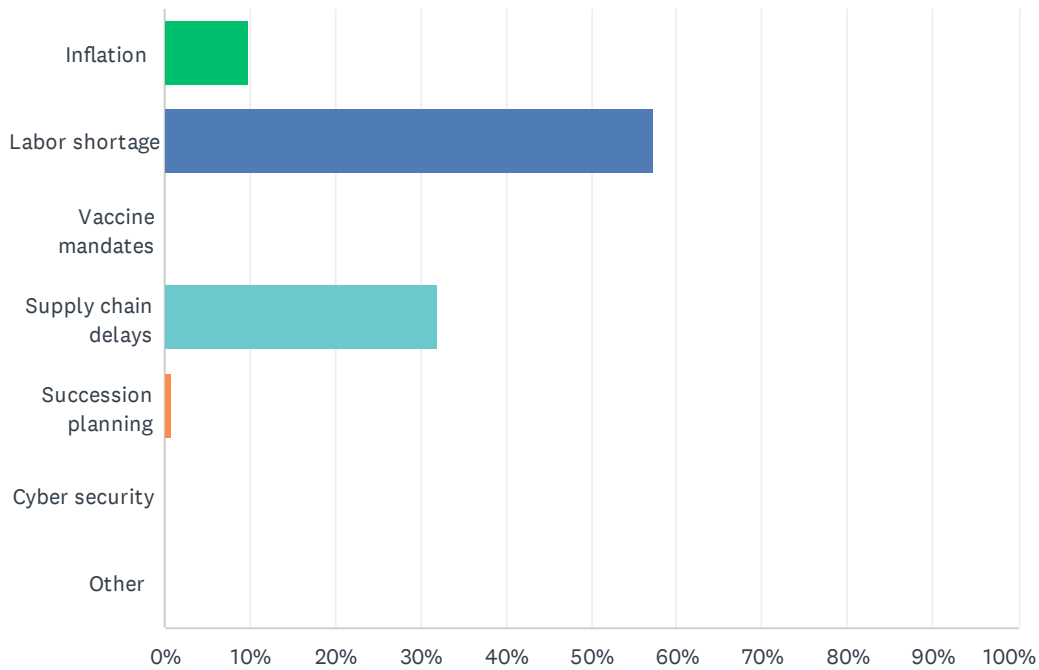
Answered: 122 Skipped: 50



ANSWER CHOICES	RESPONSES	
Very optimistic	50.00%	61
Somewhat optimistic	33.61%	41
Neutral	14.75%	18
Somewhat pessimistic	0.82%	1
Very pessimistic	0.82%	1
TOTAL		122

Q45 What is the biggest challenge you are facing today (select one)?

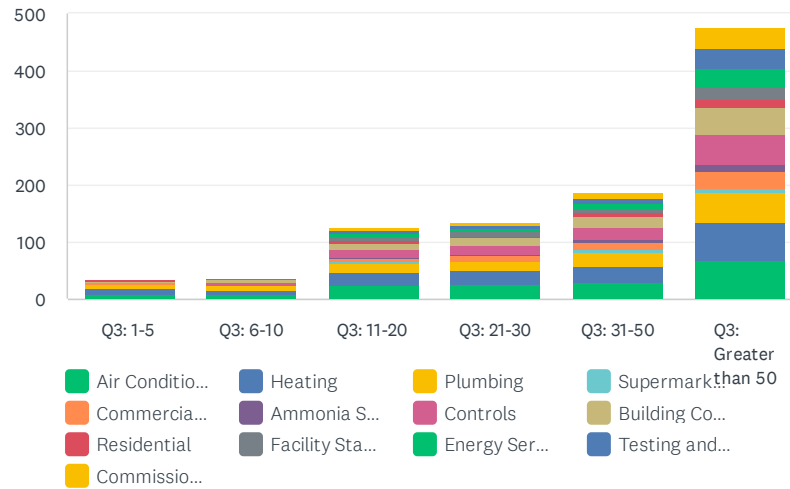
Answered: 122 Skipped: 50



ANSWER CHOICES	RESPONSES	
Inflation	9.84%	12
Labor shortage	57.38%	70
Vaccine mandates	0.00%	0
Supply chain delays	31.97%	39
Succession planning	0.82%	1
Cyber security	0.00%	0
Other	0.00%	0
TOTAL		122

Q1 What types of service and maintenance work does your company perform?

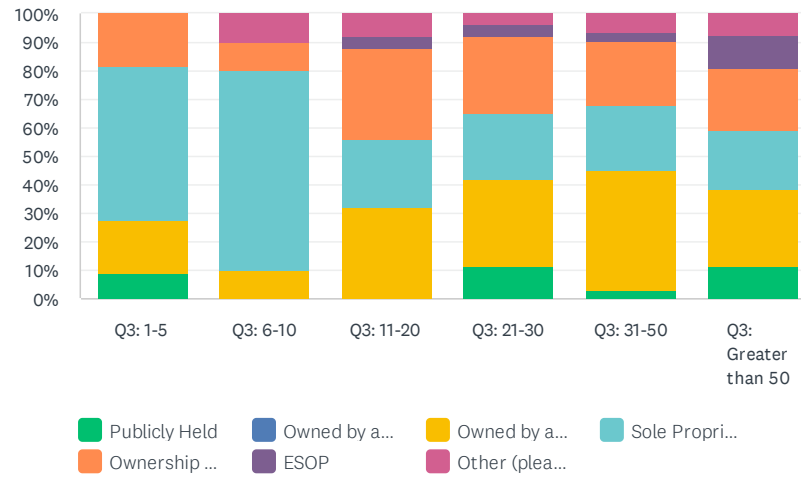
Answered: 172 Skipped: 0



	AIR CONDITIONING	HEATING	PLUMBING	SUPERMARKET REFRIGERATION	COMMERCIAL/LOW- TEMP REFRIGERATION	AMMONIA SYSTEMS	CONTROLS	BUILDING CONTROL SYSTEMS INTEGRATION	RESID
Q3: 1-5	81.82% 9	81.82% 9	81.82% 9	0.00% 0	18.18% 2	0.00% 0	9.09% 1	9.09% 1	
Q3: 6-10	80.00% 8	80.00% 8	70.00% 7	10.00% 1	10.00% 1	0.00% 0	40.00% 4	40.00% 4	
Q3: 11-20	92.31% 24	92.31% 24	61.54% 16	7.69% 2	23.08% 6	3.85% 1	57.69% 15	34.62% 9	
Q3: 21-30	100.00% 26	96.15% 25	53.85% 14	7.69% 2	34.62% 9	7.69% 2	61.54% 16	53.85% 14	
Q3: 31-50	96.77% 30	93.55% 29	70.97% 22	16.13% 5	41.94% 13	16.13% 5	70.97% 22	61.29% 19	
Q3: Greater than 50	100.00% 68	95.59% 65	79.41% 54	11.76% 8	42.65% 29	19.12% 13	76.47% 52	72.06% 49	
Total Respondents	165	160	122	18	60	21	110	96	31
OTHER (PLEASE SPECIFY)								TOTAL	
Q3: 1-5							0		0
Q3: 6-10							0		0
Q3: 11-20							0		0
Q3: 21-30							0		0
Q3: 31-50							0		0
Q3: Greater than 50							0		0

Q2 Is your company...

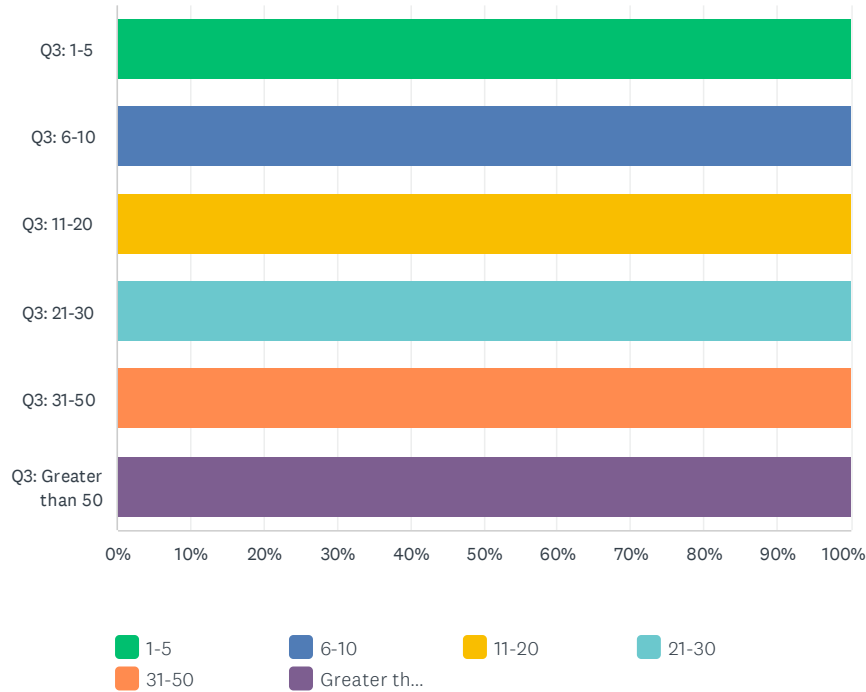
Answered: 171 Skipped: 1



	PUBLICLY HELD	OWNED BY A PUBLICLY HELD COMPANY	OWNED BY A PRIVATE COMPANY	SOLE PROPRIETORSHIP	OWNERSHIP GROUP	ESOP	OTHER (PLEASE SPECIFY)	TOTAL
Q3: 1-5	9.09% 1	0.00% 0	18.18% 2	54.55% 6	18.18% 2	0.00% 0	0.00% 0	6.43% 11
Q3: 6-10	0.00% 0	0.00% 0	10.00% 1	70.00% 7	10.00% 1	0.00% 0	10.00% 1	5.85% 10
Q3: 11-20	0.00% 0	0.00% 0	32.00% 8	24.00% 6	32.00% 8	4.00% 1	8.00% 2	14.62% 25
Q3: 21-30	11.54% 3	0.00% 0	30.77% 8	23.08% 6	26.92% 7	3.85% 1	3.85% 1	15.20% 26
Q3: 31-50	3.23% 1	0.00% 0	41.94% 13	22.58% 7	22.58% 7	3.23% 1	6.45% 2	18.13% 31
Q3: Greater than 50	11.76% 8	0.00% 0	26.47% 18	20.59% 14	22.06% 15	11.76% 8	7.35% 5	39.77% 68
Total Respondents	13	0	50	46	40	11	11	171

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

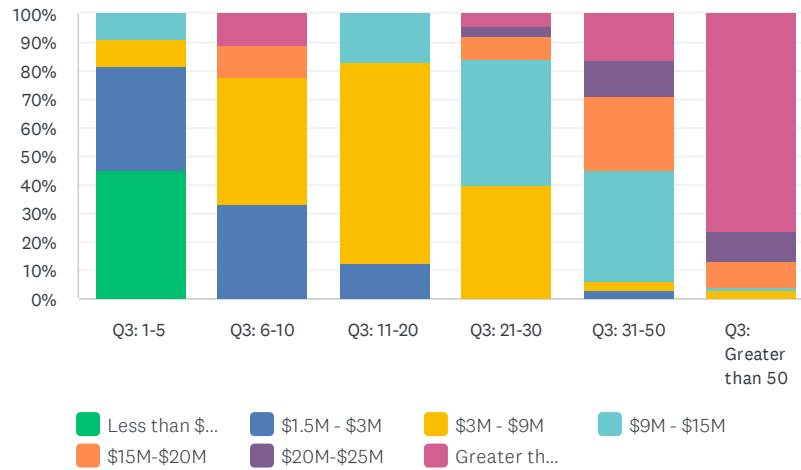
Answered: 172 Skipped: 0



	1-5	6-10	11-20	21-30	31-50	GREATER THAN 50	TOTAL
Q3: 1-5	100.00% 11	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	6.40% 11
Q3: 6-10	0.00% 0	100.00% 10	0.00% 0	0.00% 0	0.00% 0	0.00% 0	5.81% 10
Q3: 11-20	0.00% 0	0.00% 0	100.00% 26	0.00% 0	0.00% 0	0.00% 0	15.12% 26
Q3: 21-30	0.00% 0	0.00% 0	0.00% 0	100.00% 26	0.00% 0	0.00% 0	15.12% 26
Q3: 31-50	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 31	0.00% 0	18.02% 31
Q3: Greater than 50	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 68	39.53% 68
Total Respondents	11	10	26	26	31	68	172

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

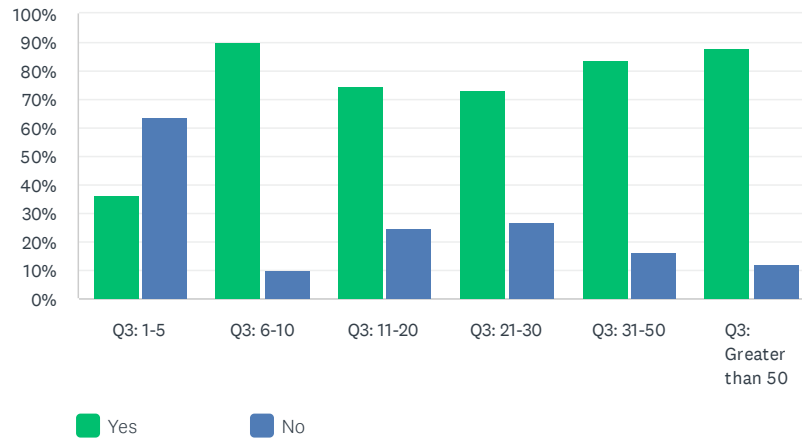
Answered: 168 Skipped: 4



	LESS THAN \$1.5M	\$1.5M - \$3M	\$3M - \$9M	\$9M - \$15M	\$15M-\$20M	\$20M-\$25M	GREATER THAN \$25M	TOTAL
Q3: 1-5	45.45% 5	36.36% 4	9.09% 1	9.09% 1	0.00% 0	0.00% 0	0.00% 0	6.55% 11
Q3: 6-10	0.00% 0	33.33% 3	44.44% 4	0.00% 0	11.11% 1	0.00% 0	11.11% 1	5.36% 9
Q3: 11-20	0.00% 0	12.50% 3	70.83% 17	16.67% 4	0.00% 0	0.00% 0	0.00% 0	14.29% 24
Q3: 21-30	0.00% 0	0.00% 0	40.00% 10	44.00% 11	8.00% 2	4.00% 1	4.00% 1	14.88% 25
Q3: 31-50	0.00% 0	3.23% 1	3.23% 1	38.71% 12	25.81% 8	12.90% 4	16.13% 5	18.45% 31
Q3: Greater than 50	0.00% 0	0.00% 0	2.94% 2	1.47% 1	8.82% 6	10.29% 7	76.47% 52	40.48% 68
Total Respondents	5	11	35	29	17	12	59	168

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

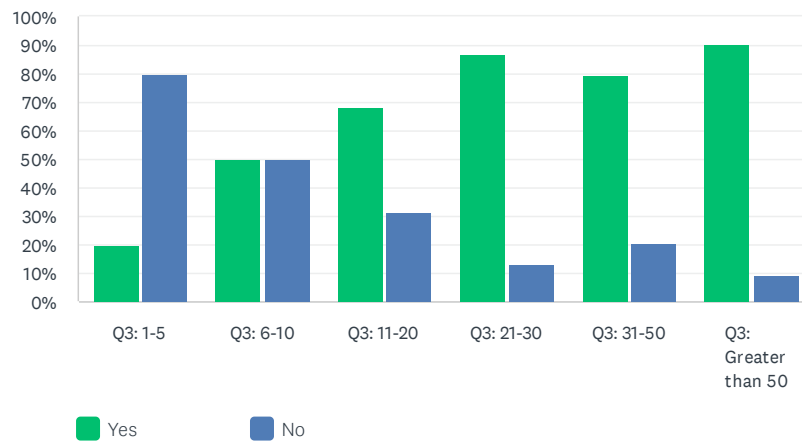
Answered: 168 Skipped: 4



	YES	NO	TOTAL
Q3: 1-5	36.36% 4	63.64% 7	6.55% 11
Q3: 6-10	90.00% 9	10.00% 1	5.95% 10
Q3: 11-20	75.00% 18	25.00% 6	14.29% 24
Q3: 21-30	73.08% 19	26.92% 7	15.48% 26
Q3: 31-50	83.87% 26	16.13% 5	18.45% 31
Q3: Greater than 50	87.88% 58	12.12% 8	39.29% 66
Total Respondents	134	34	168

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

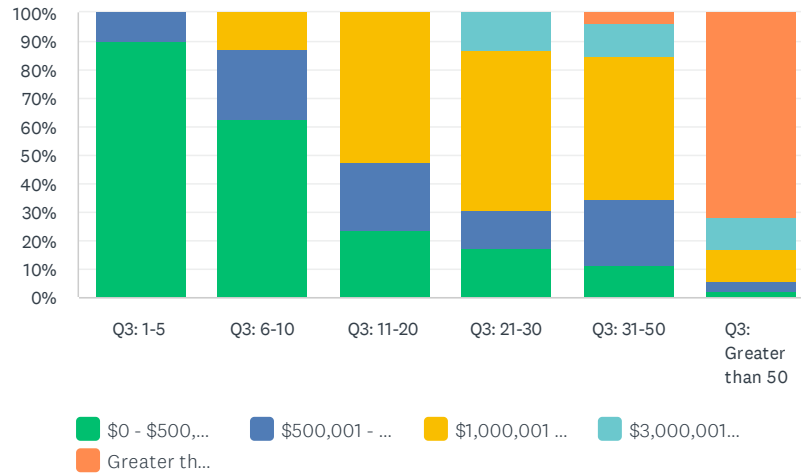
Answered: 145 Skipped: 27



	YES	NO	TOTAL
Q3: 1-5	20.00% 2	80.00% 8	6.90% 10
Q3: 6-10	50.00% 4	50.00% 4	5.52% 8
Q3: 11-20	68.18% 15	31.82% 7	15.17% 22
Q3: 21-30	86.96% 20	13.04% 3	15.86% 23
Q3: 31-50	79.31% 23	20.69% 6	20.00% 29
Q3: Greater than 50	90.57% 48	9.43% 5	36.55% 53
Total Respondents	112	33	145

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.

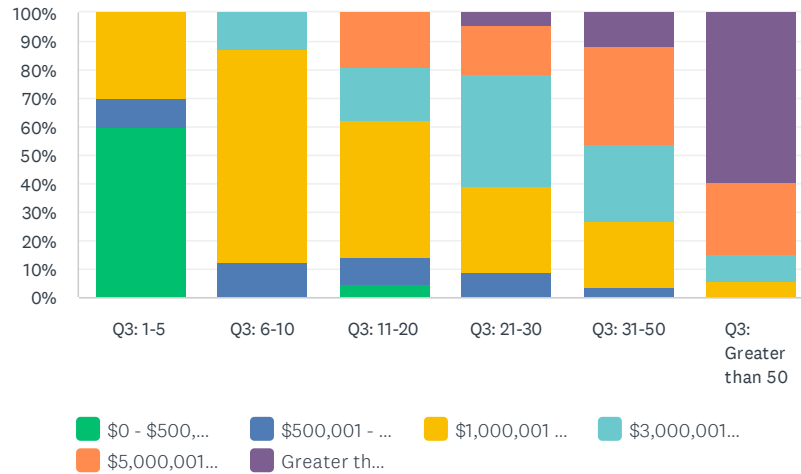
Answered: 141 Skipped: 31



	\$0 - \$500,000	\$500,001 - \$1,000,000	\$1,000,001 - \$3,000,000	\$3,000,001 - \$5,000,000	GREATER THAN \$5,000,000	TOTAL
Q3: 1-5	90.00% 9	10.00% 1	0.00% 0	0.00% 0	0.00% 0	7.09% 10
Q3: 6-10	62.50% 5	25.00% 2	12.50% 1	0.00% 0	0.00% 0	5.67% 8
Q3: 11-20	23.81% 5	23.81% 5	52.38% 11	0.00% 0	0.00% 0	14.89% 21
Q3: 21-30	17.39% 4	13.04% 3	56.52% 13	13.04% 3	0.00% 0	16.31% 23
Q3: 31-50	11.54% 3	23.08% 6	50.00% 13	11.54% 3	3.85% 1	18.44% 26
Q3: Greater than 50	1.89% 1	3.77% 2	11.32% 6	11.32% 6	71.70% 38	37.59% 53
Total Respondents	27	19	44	12	39	141

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.

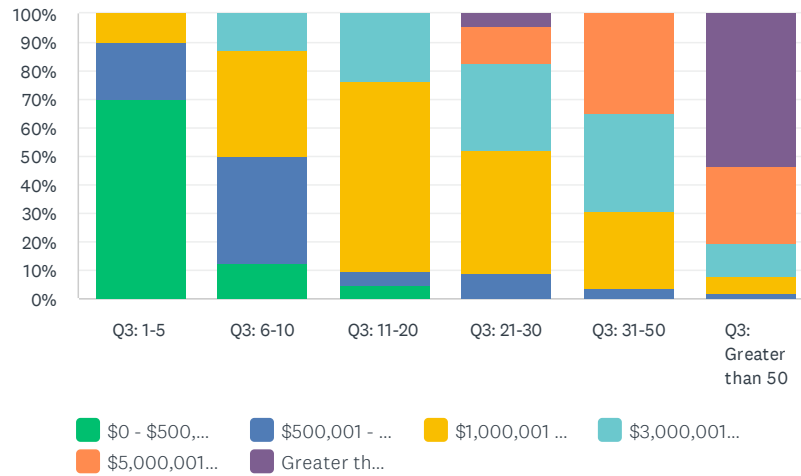
Answered: 140 Skipped: 32



	\$0 - \$500,000	\$500,001 - \$1,000,000	\$1,000,001 - \$3,000,000	\$3,000,001 - \$5,000,000	\$5,000,001 - \$10,000,000	GREATER THAN \$10,000,000	TOTAL
Q3: 1-5	60.00% 6	10.00% 1	30.00% 3	0.00% 0	0.00% 0	0.00% 0	7.14% 10
Q3: 6-10	0.00% 0	12.50% 1	75.00% 6	12.50% 1	0.00% 0	0.00% 0	5.71% 8
Q3: 11-20	4.76% 1	9.52% 2	47.62% 10	19.05% 4	19.05% 4	0.00% 0	15.00% 21
Q3: 21-30	0.00% 0	8.70% 2	30.43% 7	39.13% 9	17.39% 4	4.35% 1	16.43% 23
Q3: 31-50	0.00% 0	3.85% 1	23.08% 6	26.92% 7	34.62% 9	11.54% 3	18.57% 26
Q3: Greater than 50	0.00% 0	0.00% 0	5.77% 3	9.62% 5	25.00% 13	59.62% 31	37.14% 52
Total Respondents	7	7	35	26	30	35	140

Q9 Please provide the annual Service Call and Repair revenue.

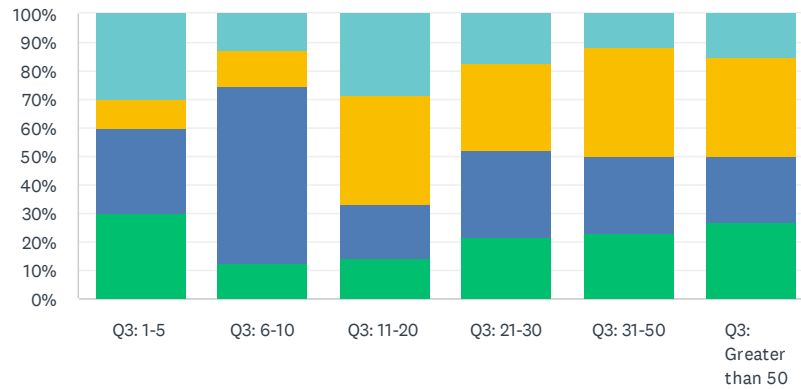
Answered: 140 Skipped: 32



	\$0 - \$500,000	\$500,001 - \$1,000,000	\$1,000,001 - \$3,000,000	\$3,000,001 - \$5,000,000	\$5,000,001 - \$10,000,000	GREATER THAN \$10,000,000	TOTAL
Q3: 1-5	70.00% 7	20.00% 2	10.00% 1	0.00% 0	0.00% 0	0.00% 0	7.14% 10
Q3: 6-10	12.50% 1	37.50% 3	37.50% 3	12.50% 1	0.00% 0	0.00% 0	5.71% 8
Q3: 11-20	4.76% 1	4.76% 1	66.67% 14	23.81% 5	0.00% 0	0.00% 0	15.00% 21
Q3: 21-30	0.00% 0	8.70% 2	43.48% 10	30.43% 7	13.04% 3	4.35% 1	16.43% 23
Q3: 31-50	0.00% 0	3.85% 1	26.92% 7	34.62% 9	34.62% 9	0.00% 0	18.57% 26
Q3: Greater than 50	0.00% 0	1.92% 1	5.77% 3	11.54% 6	26.92% 14	53.85% 28	37.14% 52
Total Respondents	9	10	38	28	26	29	140

Q10 Please identify your most profitable service offering:

Answered: 140 Skipped: 32

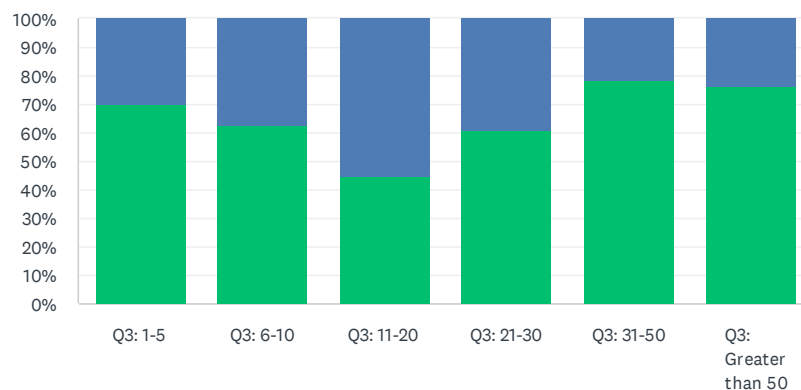


PM Agreements Service Calls Repairs Special Projects (Retro-Install)

	PM AGREEMENTS	SERVICE CALLS	REPAIRS	SPECIAL PROJECTS (RETRO-INSTALL)	TOTAL
Q3: 1-5	30.00% 3	30.00% 3	10.00% 1	30.00% 3	7.14% 10
Q3: 6-10	12.50% 1	62.50% 5	12.50% 1	12.50% 1	5.71% 8
Q3: 11-20	14.29% 3	19.05% 4	38.10% 8	28.57% 6	15.00% 21
Q3: 21-30	21.74% 5	30.43% 7	30.43% 7	17.39% 4	16.43% 23
Q3: 31-50	23.08% 6	26.92% 7	38.46% 10	11.54% 3	18.57% 26
Q3: Greater than 50	26.92% 14	23.08% 12	34.62% 18	15.38% 8	37.14% 52
Total Respondents	32	38	45	25	140

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

Answered: 140 Skipped: 32

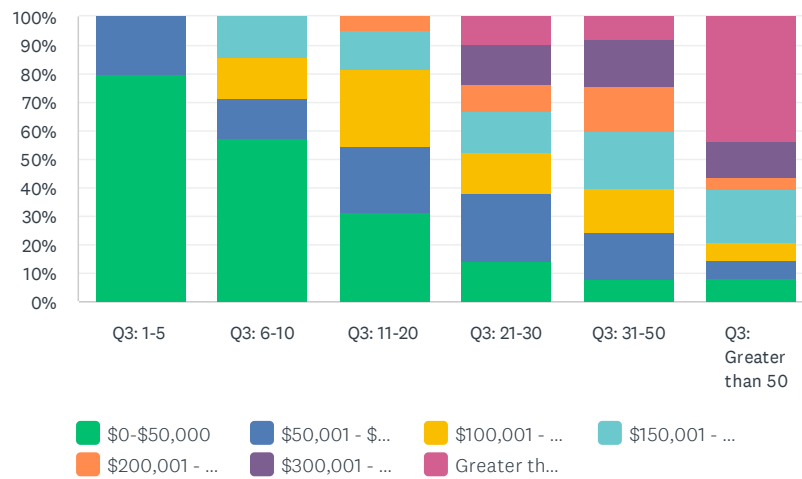


Direct costs Indirect cos...

	DIRECT COSTS	INDIRECT COSTS	TOTAL
Q3: 1-5	70.00% 7	30.00% 3	7.14% 10
Q3: 6-10	62.50% 5	37.50% 3	5.71% 8
Q3: 11-20	45.00% 9	55.00% 11	14.29% 20
Q3: 21-30	60.87% 14	39.13% 9	16.43% 23
Q3: 31-50	78.57% 22	21.43% 6	20.00% 28
Q3: Greater than 50	76.47% 39	23.53% 12	36.43% 51
Total Respondents	96	44	140

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

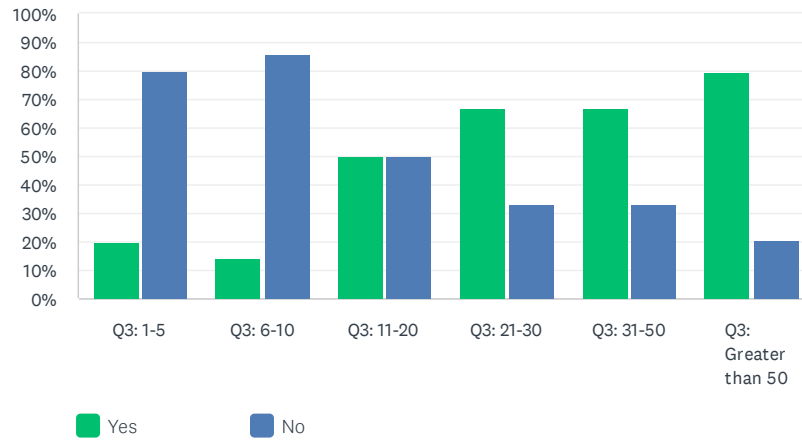
Answered: 133 Skipped: 39



	\$0-\$50,000	\$50,001 - \$100,000	\$100,001 - \$150,000	\$150,001 - \$200,000	\$200,001 - \$300,000	\$300,001 - \$500,000	GREATER THAN \$500,000	TOTAL
Q3: 1-5	80.00% 8	20.00% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	7.52% 10
Q3: 6-10	57.14% 4	14.29% 1	14.29% 1	14.29% 1	0.00% 0	0.00% 0	0.00% 0	5.26% 7
Q3: 11-20	31.82% 7	22.73% 5	27.27% 6	13.64% 3	4.55% 1	0.00% 0	0.00% 0	16.54% 22
Q3: 21-30	14.29% 3	23.81% 5	14.29% 3	14.29% 3	9.52% 2	14.29% 3	9.52% 2	15.79% 21
Q3: 31-50	8.00% 2	16.00% 4	16.00% 4	20.00% 5	16.00% 4	16.00% 4	8.00% 2	18.80% 25
Q3: Greater than 50	8.33% 4	6.25% 3	6.25% 3	18.75% 9	4.17% 2	12.50% 6	43.75% 21	36.09% 48
Total Respondents	28	20	17	21	9	13	25	133

Q13 Do you track monthly sales against monthly sales goals?

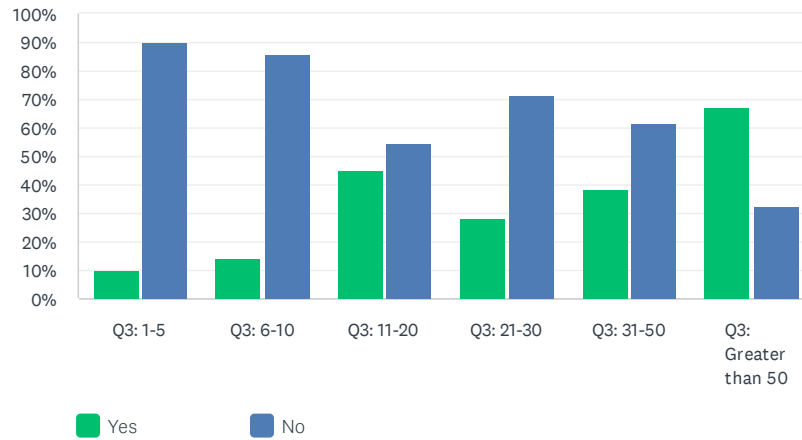
Answered: 136 Skipped: 36



	YES	NO	TOTAL
Q3: 1-5	20.00% 2	80.00% 8	7.35% 10
Q3: 6-10	14.29% 1	85.71% 6	5.15% 7
Q3: 11-20	50.00% 11	50.00% 11	16.18% 22
Q3: 21-30	66.67% 14	33.33% 7	15.44% 21
Q3: 31-50	66.67% 18	33.33% 9	19.85% 27
Q3: Greater than 50	79.59% 39	20.41% 10	36.03% 49
Total Respondents	85	51	136

Q14 Do you have a specific sales training program for new service sales reps?

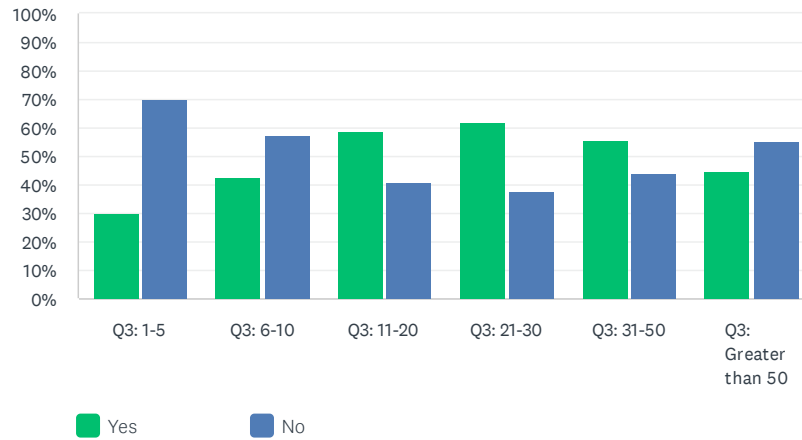
Answered: 135 Skipped: 37



	YES	NO	TOTAL
Q3: 1-5	10.00% 1	90.00% 9	7.41% 10
Q3: 6-10	14.29% 1	85.71% 6	5.19% 7
Q3: 11-20	45.45% 10	54.55% 12	16.30% 22
Q3: 21-30	28.57% 6	71.43% 15	15.56% 21
Q3: 31-50	38.46% 10	61.54% 16	19.26% 26
Q3: Greater than 50	67.35% 33	32.65% 16	36.30% 49
Total Respondents	61	74	135

Q15 Are all service sales personnel required to sell maintenance agreements?

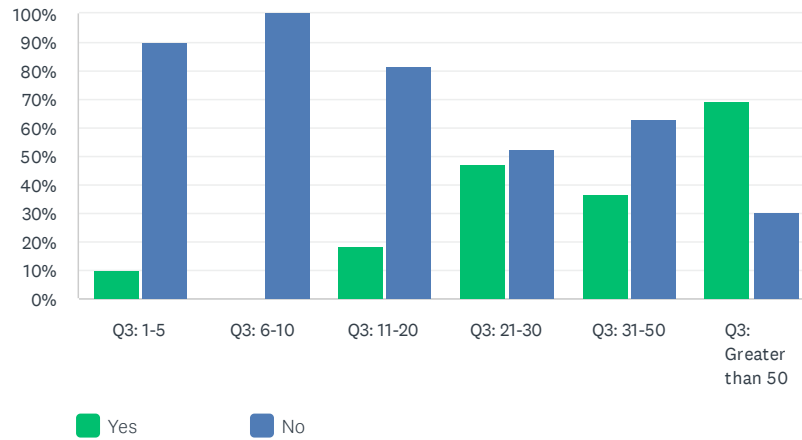
Answered: 136 Skipped: 36



	YES	NO	TOTAL
Q3: 1-5	30.00% 3	70.00% 7	7.35% 10
Q3: 6-10	42.86% 3	57.14% 4	5.15% 7
Q3: 11-20	59.09% 13	40.91% 9	16.18% 22
Q3: 21-30	61.90% 13	38.10% 8	15.44% 21
Q3: 31-50	55.56% 15	44.44% 12	19.85% 27
Q3: Greater than 50	44.90% 22	55.10% 27	36.03% 49
Total Respondents	69	67	136

Q16 Do you employ dedicated maintenance sales personnel who ONLY sell maintenance agreements?

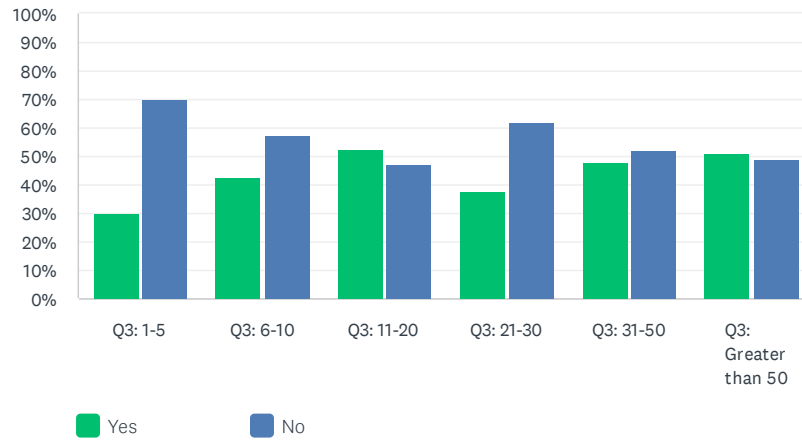
Answered: 136 Skipped: 36



	YES	NO	TOTAL
Q3: 1-5	10.00% 1	90.00% 9	7.35% 10
Q3: 6-10	0.00% 0	100.00% 7	5.15% 7
Q3: 11-20	18.18% 4	81.82% 18	16.18% 22
Q3: 21-30	47.62% 10	52.38% 11	15.44% 21
Q3: 31-50	37.04% 10	62.96% 17	19.85% 27
Q3: Greater than 50	69.39% 34	30.61% 15	36.03% 49
Total Respondents	59	77	136

Q17 Are service technicians allowed to quote work in the field?

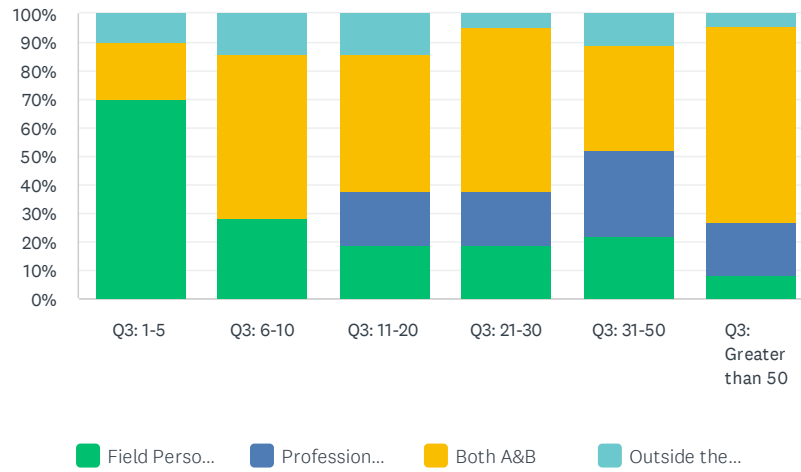
Answered: 135 Skipped: 37



	YES	NO	TOTAL
Q3: 1-5	30.00% 3	70.00% 7	7.41% 10
Q3: 6-10	42.86% 3	57.14% 4	5.19% 7
Q3: 11-20	52.38% 11	47.62% 10	15.56% 21
Q3: 21-30	38.10% 8	61.90% 13	15.56% 21
Q3: 31-50	48.15% 13	51.85% 14	20.00% 27
Q3: Greater than 50	51.02% 25	48.98% 24	36.30% 49
Total Respondents	63	72	135
	IF YES, UP TO WHAT AMOUNT?		TOTAL
Q3: 1-5			0
Q3: 6-10			0
Q3: 11-20			0
Q3: 21-30			0
Q3: 31-50			0
Q3: Greater than 50			0

Q18 Please choose the option that best describes the background level of your sales staff:

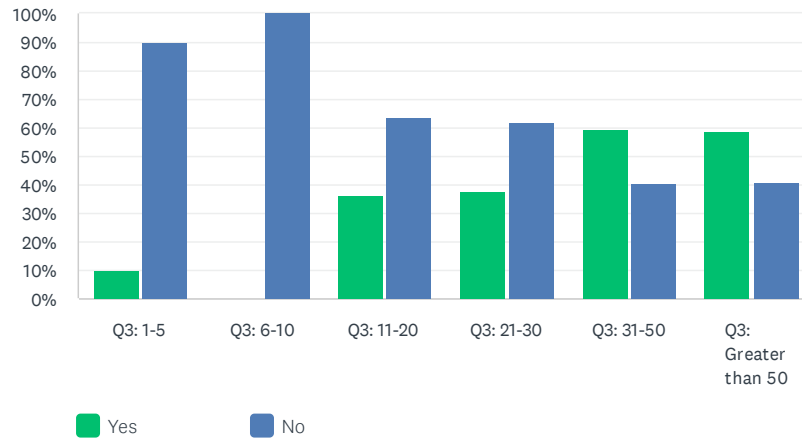
Answered: 134 Skipped: 38



	FIELD PERSONNEL	PROFESSIONAL SALES	BOTH A&B	OUTSIDE THE MECHANICAL SERVICE INDUSTRY	TOTAL
Q3: 1-5	70.00% 7	0.00% 0	20.00% 2	10.00% 1	7.46% 10
Q3: 6-10	28.57% 2	0.00% 0	57.14% 4	14.29% 1	5.22% 7
Q3: 11-20	19.05% 4	19.05% 4	47.62% 10	14.29% 3	15.67% 21
Q3: 21-30	19.05% 4	19.05% 4	57.14% 12	4.76% 1	15.67% 21
Q3: 31-50	22.22% 6	29.63% 8	37.04% 10	11.11% 3	20.15% 27
Q3: Greater than 50	8.33% 4	18.75% 9	68.75% 33	4.17% 2	35.82% 48
Total Respondents	27	25	71	11	134

Q19 Are you using web based CRM (Customer Relationship Management) software?

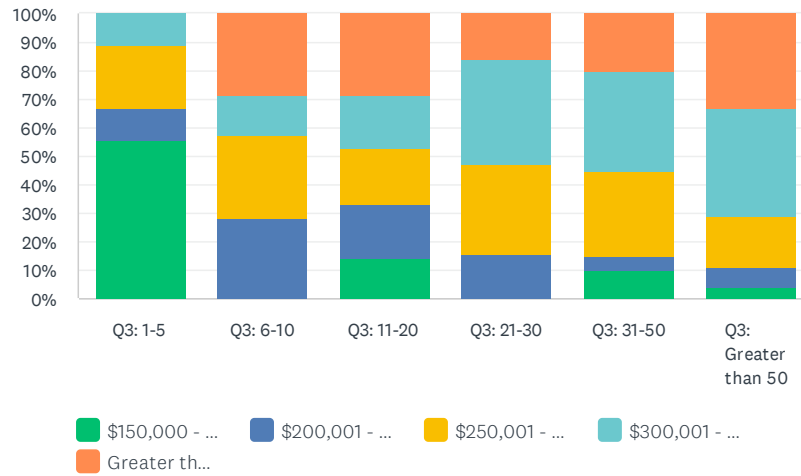
Answered: 136 Skipped: 36



	YES	NO	TOTAL
Q3: 1-5	10.00% 1	90.00% 9	7.35% 10
Q3: 6-10	0.00% 0	100.00% 7	5.15% 7
Q3: 11-20	36.36% 8	63.64% 14	16.18% 22
Q3: 21-30	38.10% 8	61.90% 13	15.44% 21
Q3: 31-50	59.26% 16	40.74% 11	19.85% 27
Q3: Greater than 50	59.18% 29	40.82% 20	36.03% 49
Total Respondents	62	74	136

Q20 Average revenue per service vehicle

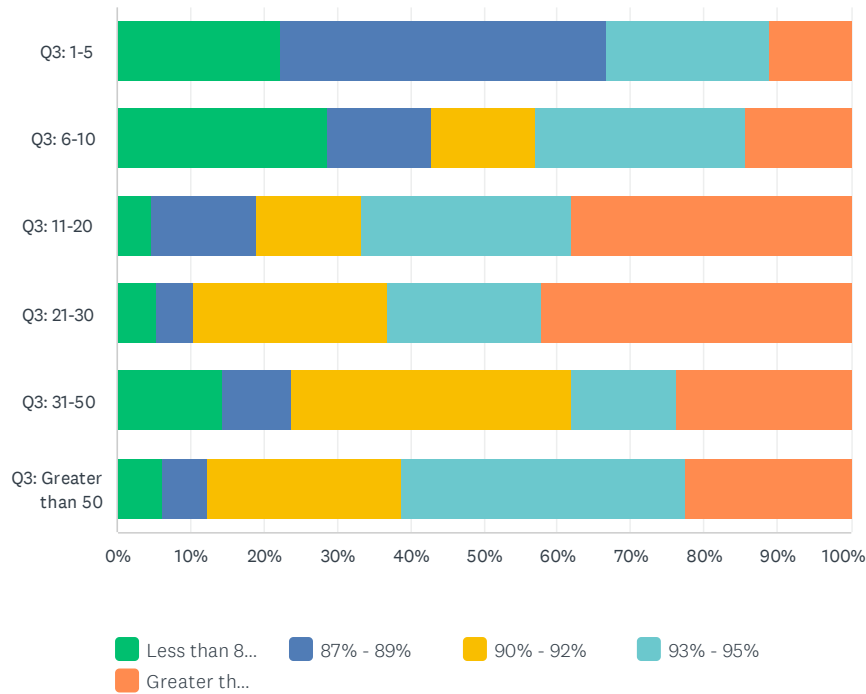
Answered: 121 Skipped: 51



	\$150,000 - \$200,000	\$200,001 - \$250,000	\$250,001 - \$300,000	\$300,001 - \$350,000	GREATER THAN \$350,000	TOTAL
Q3: 1-5	55.56% 5	11.11% 1	22.22% 2	11.11% 1	0.00% 0	7.44% 9
Q3: 6-10	0.00% 0	28.57% 2	28.57% 2	14.29% 1	28.57% 2	5.79% 7
Q3: 11-20	14.29% 3	19.05% 4	19.05% 4	19.05% 4	28.57% 6	17.36% 21
Q3: 21-30	0.00% 0	15.79% 3	31.58% 6	36.84% 7	15.79% 3	15.70% 19
Q3: 31-50	10.00% 2	5.00% 1	30.00% 6	35.00% 7	20.00% 4	16.53% 20
Q3: Greater than 50	4.44% 2	6.67% 3	17.78% 8	37.78% 17	33.33% 15	37.19% 45
Total Respondents	12	14	28	37	30	121

Q21 What is your annual contract retention rate as a percent of your PM base?

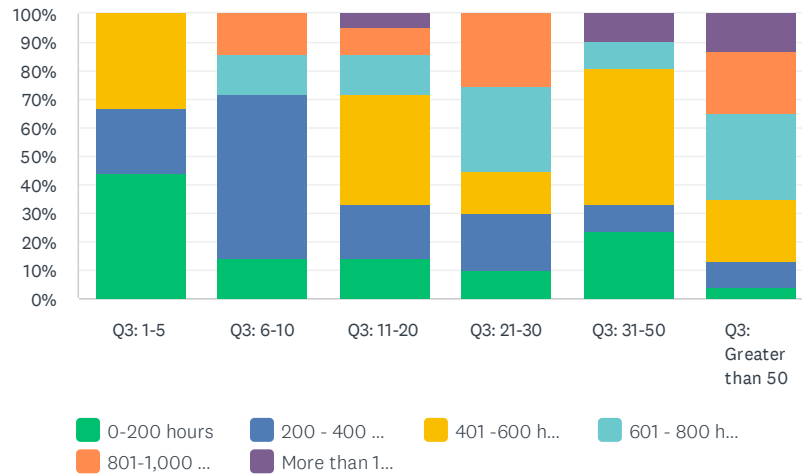
Answered: 126 Skipped: 46



	LESS THAN 87%	87% - 89%	90% - 92%	93% - 95%	GREATER THAN 95%	TOTAL
Q3: 1-5	22.22% 2	44.44% 4	0.00% 0	22.22% 2	11.11% 1	7.14% 9
Q3: 6-10	28.57% 2	14.29% 1	14.29% 1	28.57% 2	14.29% 1	5.56% 7
Q3: 11-20	4.76% 1	14.29% 3	14.29% 3	28.57% 6	38.10% 8	16.67% 21
Q3: 21-30	5.26% 1	5.26% 1	26.32% 5	21.05% 4	42.11% 8	15.08% 19
Q3: 31-50	14.29% 3	9.52% 2	38.10% 8	14.29% 3	23.81% 5	16.67% 21
Q3: Greater than 50	6.12% 3	6.12% 3	26.53% 13	38.78% 19	22.45% 11	38.89% 49
Total Respondents	12	14	30	36	34	126

Q22 Average annual scheduled preventative maintenance hours, per service technician

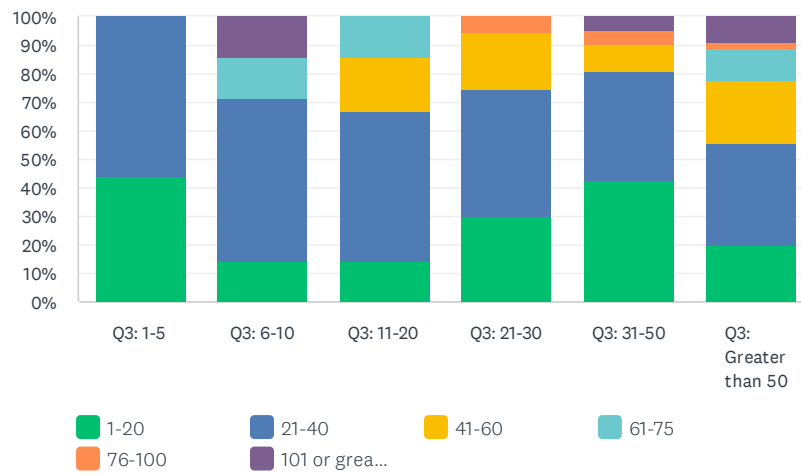
Answered: 124 Skipped: 48



	0-200 HOURS	200 - 400 HOURS	401 -600 HOURS	601 - 800 HOURS	801-1,000 HOURS	MORE THAN 1,000 HOURS	TOTAL
Q3: 1-5	44.44% 4	22.22% 2	33.33% 3	0.00% 0	0.00% 0	0.00% 0	7.26% 9
Q3: 6-10	14.29% 1	57.14% 4	0.00% 0	14.29% 1	14.29% 1	0.00% 0	5.65% 7
Q3: 11-20	14.29% 3	19.05% 4	38.10% 8	14.29% 3	9.52% 2	4.76% 1	16.94% 21
Q3: 21-30	10.00% 2	20.00% 4	15.00% 3	30.00% 6	25.00% 5	0.00% 0	16.13% 20
Q3: 31-50	23.81% 5	9.52% 2	47.62% 10	9.52% 2	0.00% 0	9.52% 2	16.94% 21
Q3: Greater than 50	4.35% 2	8.70% 4	21.74% 10	30.43% 14	21.74% 10	13.04% 6	37.10% 46
Total Respondents	17	20	34	26	18	9	124

Q23 Average number of paid hours per year, per service technician, for technical and safety training

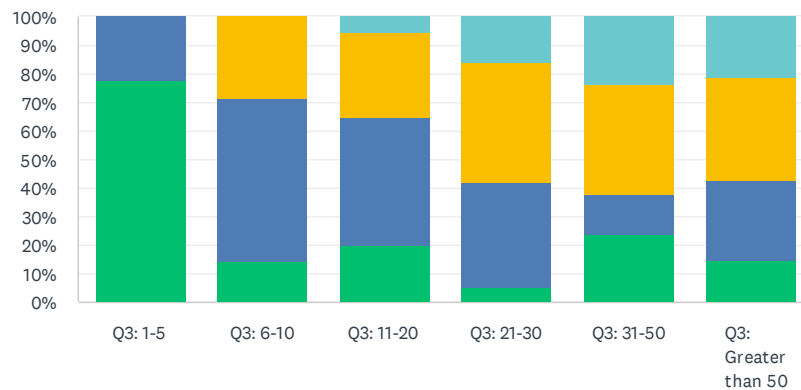
Answered: 123 Skipped: 49



	1-20	21-40	41-60	61-75	76-100	101 OR GREATER	TOTAL
Q3: 1-5	44.44% 4	55.56% 5	0.00% 0	0.00% 0	0.00% 0	0.00% 0	7.32% 9
Q3: 6-10	14.29% 1	57.14% 4	0.00% 0	14.29% 1	0.00% 0	14.29% 1	5.69% 7
Q3: 11-20	14.29% 3	52.38% 11	19.05% 4	14.29% 3	0.00% 0	0.00% 0	17.07% 21
Q3: 21-30	30.00% 6	45.00% 9	20.00% 4	0.00% 0	5.00% 1	0.00% 0	16.26% 20
Q3: 31-50	42.86% 9	38.10% 8	9.52% 2	0.00% 0	4.76% 1	4.76% 1	17.07% 21
Q3: Greater than 50	20.00% 9	35.56% 16	22.22% 10	11.11% 5	2.22% 1	8.89% 4	36.59% 45
Total Respondents	32	53	20	9	3	6	123

Q24 Please identify the amount of additional work (service calls, repairs, retro-install) generated from PM Agreements

Answered: 123 Skipped: 49

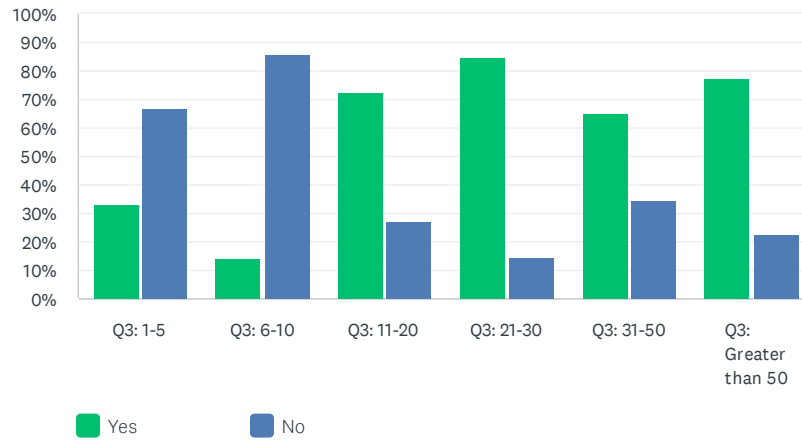


1:1 (you gen... 2:1 (you gen... 3:1 (you ge... 4:1 (you gen...

	1:1 (YOU GENERATE AN ADDITIONAL \$1 OF WORK, FOR EVERY PM AGREEMENT DOLLAR)	2:1 (YOU GENERATE AN ADDITIONAL \$2 OF WORK, FOR EVERY PM AGREEMENT DOLLAR)	3:1 (YOU GENERATE AN ADDITIONAL \$3 OF WORK, FOR EVERY PM AGREEMENT DOLLAR)	4:1 (YOU GENERATE AN ADDITIONAL \$4 OF WORK, FOR EVERY PM AGREEMENT DOLLAR)	TOTAL
Q3: 1-5	77.78% 7	22.22% 2	0.00% 0	0.00% 0	7.32% 9
Q3: 6-10	14.29% 1	57.14% 4	28.57% 2	0.00% 0	5.69% 7
Q3: 11-20	20.00% 4	45.00% 9	30.00% 6	5.00% 1	16.26% 20
Q3: 21-30	5.26% 1	36.84% 7	42.11% 8	15.79% 3	15.45% 19
Q3: 31-50	23.81% 5	14.29% 3	38.10% 8	23.81% 5	17.07% 21
Q3: Greater than 50	14.89% 7	27.66% 13	36.17% 17	21.28% 10	38.21% 47
Total Respondents	25	38	41	19	123

Q25 Do you bill Service Agreements in advance?

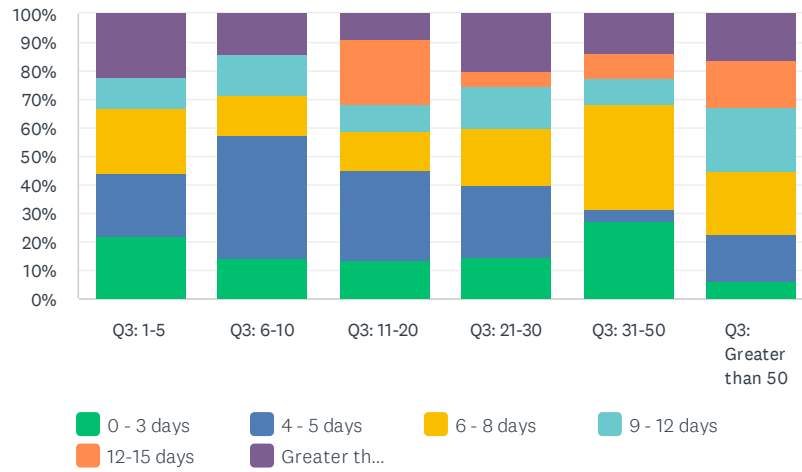
Answered: 130 Skipped: 42



	YES	NO	TOTAL
Q3: 1-5	33.33% 3	66.67% 6	6.92% 9
Q3: 6-10	14.29% 1	85.71% 6	5.38% 7
Q3: 11-20	72.73% 16	27.27% 6	16.92% 22
Q3: 21-30	85.00% 17	15.00% 3	15.38% 20
Q3: 31-50	65.22% 15	34.78% 8	17.69% 23
Q3: Greater than 50	77.55% 38	22.45% 11	37.69% 49
Total Respondents	90	40	130

Q26 Once a job is complete, on average how many days does it take to bill?

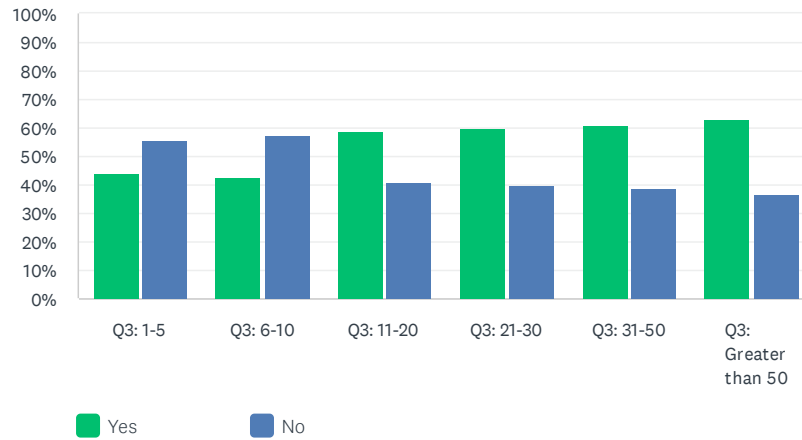
Answered: 129 Skipped: 43



	0 - 3 DAYS	4 - 5 DAYS	6 - 8 DAYS	9 - 12 DAYS	12-15 DAYS	GREATER THAN 15 DAYS	TOTAL
Q3: 1-5	22.22% 2	22.22% 2	22.22% 2	11.11% 1	0.00% 0	22.22% 2	6.98% 9
Q3: 6-10	14.29% 1	42.86% 3	14.29% 1	14.29% 1	0.00% 0	14.29% 1	5.43% 7
Q3: 11-20	13.64% 3	31.82% 7	13.64% 3	9.09% 2	22.73% 5	9.09% 2	17.05% 22
Q3: 21-30	15.00% 3	25.00% 5	20.00% 4	15.00% 3	5.00% 1	20.00% 4	15.50% 20
Q3: 31-50	27.27% 6	4.55% 1	36.36% 8	9.09% 2	9.09% 2	13.64% 3	17.05% 22
Q3: Greater than 50	6.12% 3	16.33% 8	22.45% 11	22.45% 11	16.33% 8	16.33% 8	37.98% 49
Total Respondents	18	26	29	20	16	20	129

Q27 Do your Service Agreements have an automatic increase at renewal?

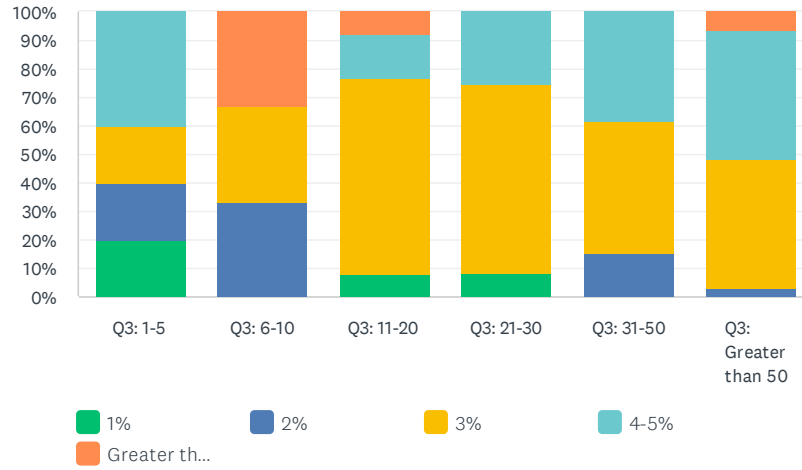
Answered: 130 Skipped: 42



	YES	NO	TOTAL
Q3: 1-5	44.44% 4	55.56% 5	6.92% 9
Q3: 6-10	42.86% 3	57.14% 4	5.38% 7
Q3: 11-20	59.09% 13	40.91% 9	16.92% 22
Q3: 21-30	60.00% 12	40.00% 8	15.38% 20
Q3: 31-50	60.87% 14	39.13% 9	17.69% 23
Q3: Greater than 50	63.27% 31	36.73% 18	37.69% 49
Total Respondents	77	53	130

Q28 If yes, how much is the automatic increase?

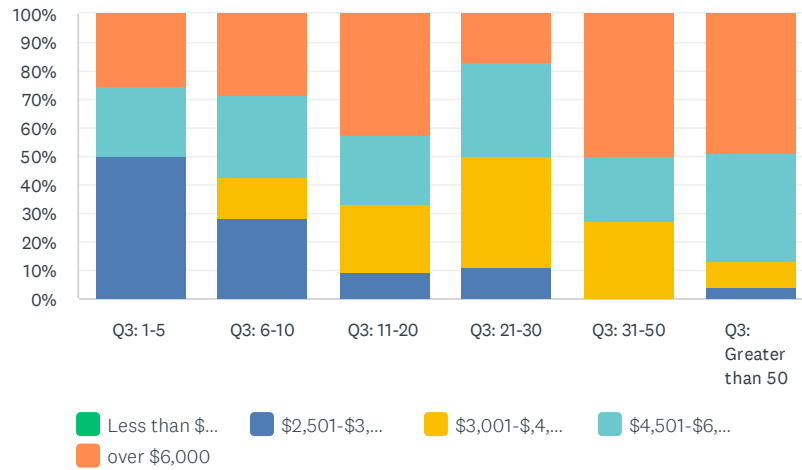
Answered: 77 Skipped: 95



	1%	2%	3%	4-5%	GREATER THAN 5%	TOTAL
Q3: 1-5	20.00% 1	20.00% 1	20.00% 1	40.00% 2	0.00% 0	6.49% 5
Q3: 6-10	0.00% 0	33.33% 1	33.33% 1	0.00% 0	33.33% 1	3.90% 3
Q3: 11-20	7.69% 1	0.00% 0	69.23% 9	15.38% 2	7.69% 1	16.88% 13
Q3: 21-30	8.33% 1	0.00% 0	66.67% 8	25.00% 3	0.00% 0	15.58% 12
Q3: 31-50	0.00% 0	15.38% 2	46.15% 6	38.46% 5	0.00% 0	16.88% 13
Q3: Greater than 50	0.00% 0	3.23% 1	45.16% 14	45.16% 14	6.45% 2	40.26% 31
Total Respondents	3	5	39	26	4	77

Q29 On average how much does your company spend, to outfit a service van?

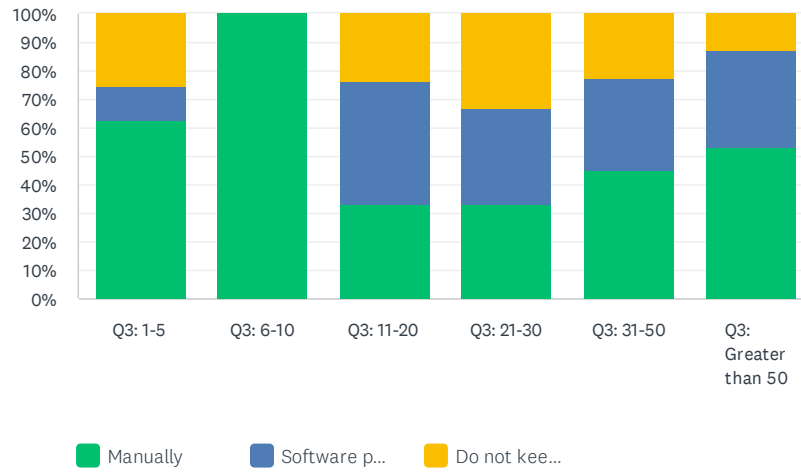
Answered: 121 Skipped: 51



	LESS THAN \$2,500	\$2,501-\$3,000	\$3,001-\$4,500	\$4,501-\$6,000	OVER \$6,000	TOTAL
Q3: 1-5	0.00% 0	50.00% 4	0.00% 0	25.00% 2	25.00% 2	6.61% 8
Q3: 6-10	0.00% 0	28.57% 2	14.29% 1	28.57% 2	28.57% 2	5.79% 7
Q3: 11-20	0.00% 0	9.52% 2	23.81% 5	23.81% 5	42.86% 9	17.36% 21
Q3: 21-30	0.00% 0	11.11% 2	38.89% 7	33.33% 6	16.67% 3	14.88% 18
Q3: 31-50	0.00% 0	0.00% 0	27.27% 6	22.73% 5	50.00% 11	18.18% 22
Q3: Greater than 50	0.00% 0	4.44% 2	8.89% 4	37.78% 17	48.89% 22	37.19% 45
Total Respondents	0	12	23	37	49	121

Q30 How do you keep track of tools assigned to a service technician?

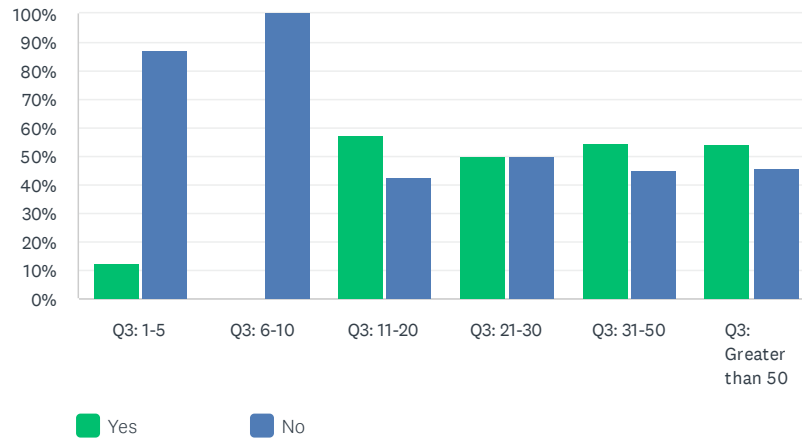
Answered: 123 Skipped: 49



	MANUALLY		SOFTWARE PACKAGE		DO NOT KEEP TRACK		TOTAL
Q3: 1-5	62.50%	5	12.50%	1	25.00%	2	6.50% 8
Q3: 6-10	100.00%	7	0.00%	0	0.00%	0	5.69% 7
Q3: 11-20	33.33%	7	42.86%	9	23.81%	5	17.07% 21
Q3: 21-30	33.33%	6	33.33%	6	33.33%	6	14.63% 18
Q3: 31-50	45.45%	10	31.82%	7	22.73%	5	17.89% 22
Q3: Greater than 50	53.19%	25	34.04%	16	12.77%	6	38.21% 47
Total Respondents	60		39		24		123
	IF SOFTWARE, PLEASE SPECIFY.						TOTAL
Q3: 1-5						0	0
Q3: 6-10						0	0
Q3: 11-20						0	0
Q3: 21-30						0	0
Q3: 31-50						0	0
Q3: Greater than 50						0	0

Q31 Does your company outsource fleet maintenance and management?

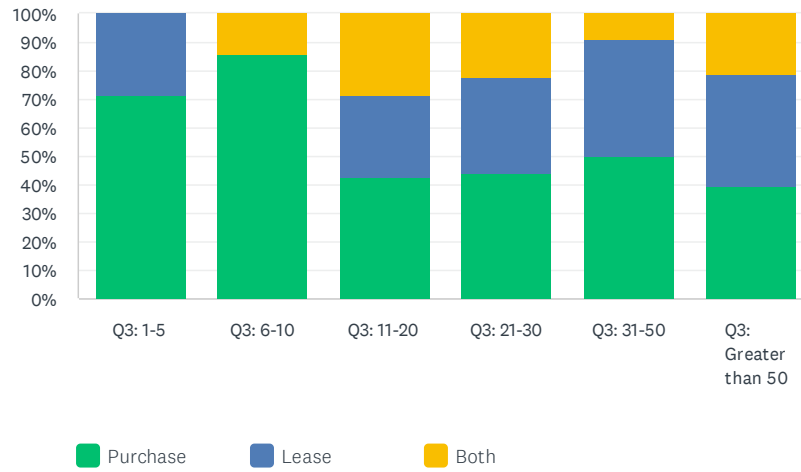
Answered: 124 Skipped: 48



	YES	NO	TOTAL
Q3: 1-5	12.50% 1	87.50% 7	6.45% 8
Q3: 6-10	0.00% 0	100.00% 7	5.65% 7
Q3: 11-20	57.14% 12	42.86% 9	16.94% 21
Q3: 21-30	50.00% 9	50.00% 9	14.52% 18
Q3: 31-50	54.55% 12	45.45% 10	17.74% 22
Q3: Greater than 50	54.17% 26	45.83% 22	38.71% 48
Total Respondents	60	64	124

Q32 How does your company acquire service vehicles?

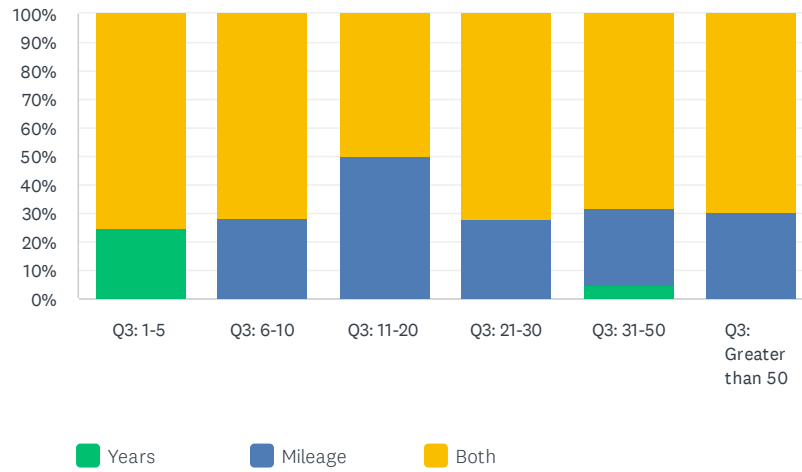
Answered: 123 Skipped: 49



	PURCHASE	LEASE	BOTH	TOTAL
Q3: 1-5	71.43% 5	28.57% 2	0.00% 0	5.69% 7
Q3: 6-10	85.71% 6	0.00% 0	14.29% 1	5.69% 7
Q3: 11-20	42.86% 9	28.57% 6	28.57% 6	17.07% 21
Q3: 21-30	44.44% 8	33.33% 6	22.22% 4	14.63% 18
Q3: 31-50	50.00% 11	40.91% 9	9.09% 2	17.89% 22
Q3: Greater than 50	39.58% 19	39.58% 19	20.83% 10	39.02% 48
Total Respondents	58	42	23	123

Q33 What metric do you use to replace vehicles?

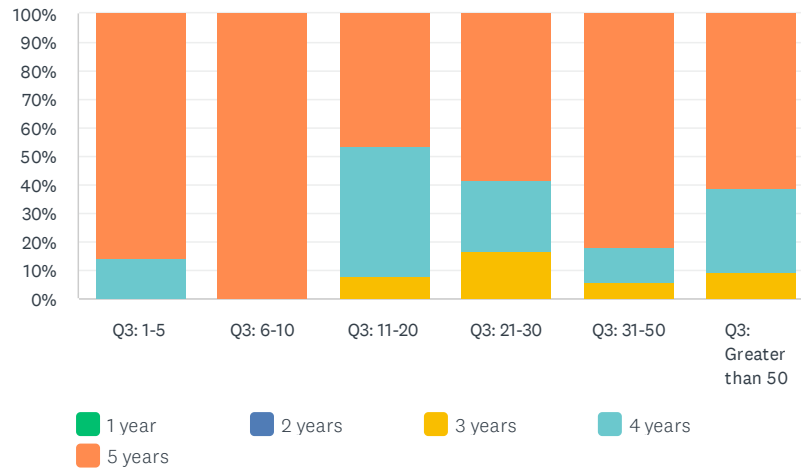
Answered: 121 Skipped: 51



	YEARS	MILEAGE	BOTH	TOTAL
Q3: 1-5	25.00% 2	0.00% 0	75.00% 6	6.61% 8
Q3: 6-10	0.00% 0	28.57% 2	71.43% 5	5.79% 7
Q3: 11-20	0.00% 0	50.00% 10	50.00% 10	16.53% 20
Q3: 21-30	0.00% 0	27.78% 5	72.22% 13	14.88% 18
Q3: 31-50	4.55% 1	27.27% 6	68.18% 15	18.18% 22
Q3: Greater than 50	0.00% 0	30.43% 14	69.57% 32	38.02% 46
Total Respondents	3	37	81	121

Q34 If you replace based on years, how often do you replace service vehicles?

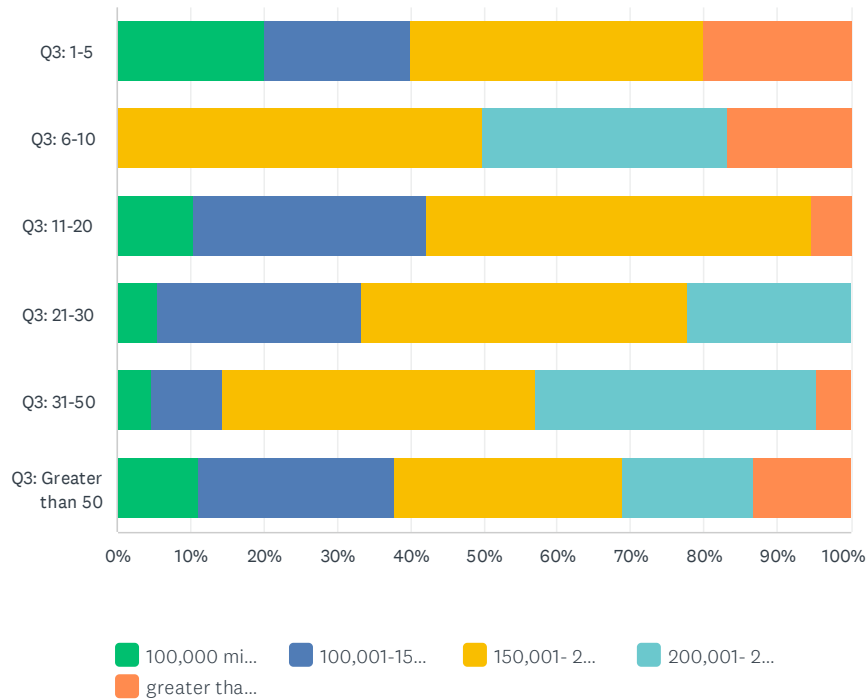
Answered: 83 Skipped: 89



	1 YEAR	2 YEARS	3 YEARS	4 YEARS	5 YEARS	TOTAL
Q3: 1-5	0.00% 0	0.00% 0	0.00% 0	14.29% 1	85.71% 6	8.43% 7
Q3: 6-10	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3.61% 3
Q3: 11-20	0.00% 0	0.00% 0	7.69% 1	46.15% 6	46.15% 6	15.66% 13
Q3: 21-30	0.00% 0	0.00% 0	16.67% 2	25.00% 3	58.33% 7	14.46% 12
Q3: 31-50	0.00% 0	0.00% 0	5.88% 1	11.76% 2	82.35% 14	20.48% 17
Q3: Greater than 50	0.00% 0	0.00% 0	9.68% 3	29.03% 9	61.29% 19	37.35% 31
Total Respondents	0	0	7	21	55	83

Q35 If you replace based on mileage, how often do you replace service vehicles?

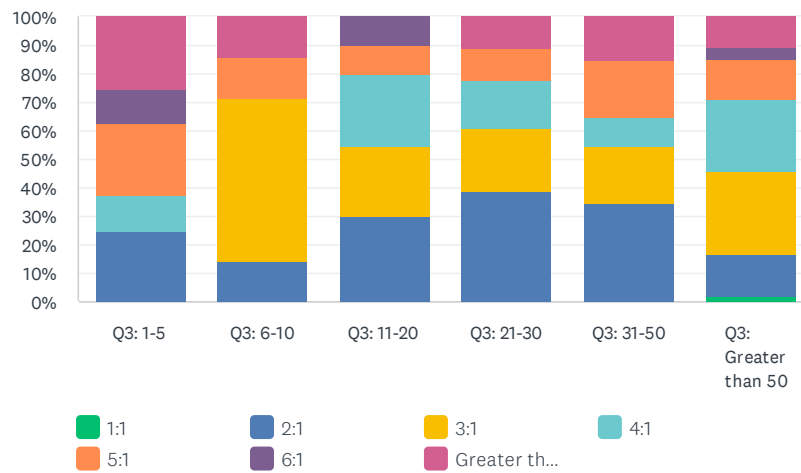
Answered: 114 Skipped: 58



	100,000 MILES OR LESS	100,001-150,000 MILES	150,001- 200,000 MILES	200,001- 250,000 MILES	GREATER THAN 250,000 MILES	TOTAL
Q3: 1-5	20.00% 1	20.00% 1	40.00% 2	0.00% 0	20.00% 1	4.39% 5
Q3: 6-10	0.00% 0	0.00% 0	50.00% 3	33.33% 2	16.67% 1	5.26% 6
Q3: 11-20	10.53% 2	31.58% 6	52.63% 10	0.00% 0	5.26% 1	16.67% 19
Q3: 21-30	5.56% 1	27.78% 5	44.44% 8	22.22% 4	0.00% 0	15.79% 18
Q3: 31-50	4.76% 1	9.52% 2	42.86% 9	38.10% 8	4.76% 1	18.42% 21
Q3: Greater than 50	11.11% 5	26.67% 12	31.11% 14	17.78% 8	13.33% 6	39.47% 45
Total Respondents	10	26	46	22	10	114

Q36 Ratio of field technicians to office personnel dedicated to service (including sales personnel and management, calculate by: Service Field Staff/Service Office Staff = ratio)

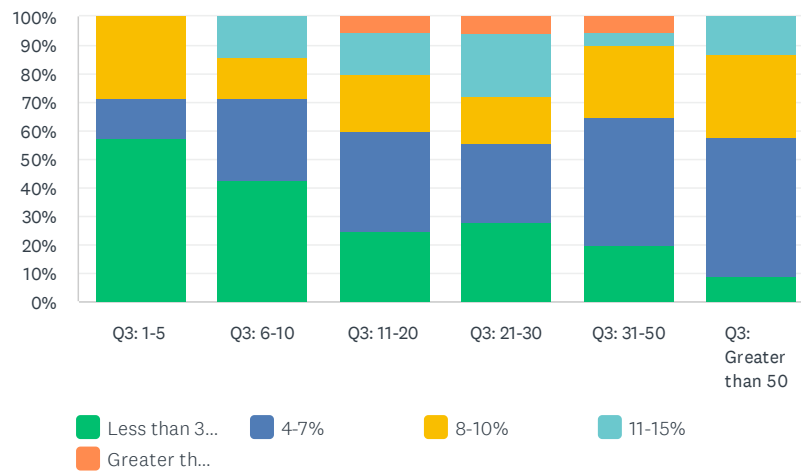
Answered: 121 Skipped: 51



	1:1	2:1	3:1	4:1	5:1	6:1	GREATER THAN 6:1	TOTAL
Q3: 1-5	0.00% 0	25.00% 2	0.00% 0	12.50% 1	25.00% 2	12.50% 1	25.00% 2	6.61% 8
Q3: 6-10	0.00% 0	14.29% 1	57.14% 4	0.00% 0	14.29% 1	0.00% 0	14.29% 1	5.79% 7
Q3: 11-20	0.00% 0	30.00% 6	25.00% 5	25.00% 5	10.00% 2	10.00% 2	0.00% 0	16.53% 20
Q3: 21-30	0.00% 0	38.89% 7	22.22% 4	16.67% 3	11.11% 2	0.00% 0	11.11% 2	14.88% 18
Q3: 31-50	0.00% 0	35.00% 7	20.00% 4	10.00% 2	20.00% 4	0.00% 0	15.00% 3	16.53% 20
Q3: Greater than 50	2.08% 1	14.58% 7	29.17% 14	25.00% 12	14.58% 7	4.17% 2	10.42% 5	39.67% 48
Total Respondents	1	30	31	23	18	5	13	121

Q37 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)

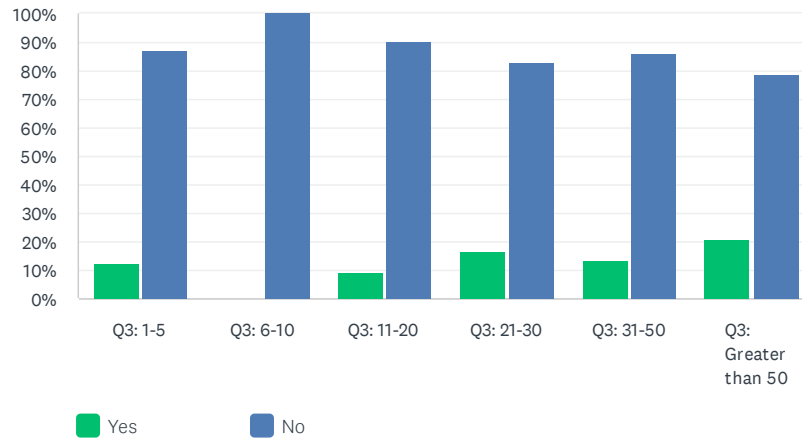
Answered: 117 Skipped: 55



	LESS THAN 3%	4-7%	8-10%	11-15%	GREATER THAN 16%	TOTAL
Q3: 1-5	57.14% 4	14.29% 1	28.57% 2	0.00% 0	0.00% 0	5.98% 7
Q3: 6-10	42.86% 3	28.57% 2	14.29% 1	14.29% 1	0.00% 0	5.98% 7
Q3: 11-20	25.00% 5	35.00% 7	20.00% 4	15.00% 3	5.00% 1	17.09% 20
Q3: 21-30	27.78% 5	27.78% 5	16.67% 3	22.22% 4	5.56% 1	15.38% 18
Q3: 31-50	20.00% 4	45.00% 9	25.00% 5	5.00% 1	5.00% 1	17.09% 20
Q3: Greater than 50	8.89% 4	48.89% 22	28.89% 13	13.33% 6	0.00% 0	38.46% 45
Total Respondents	25	46	28	15	3	117

Q39 Are you considering purchasing electric service vehicle solutions within the next three years?

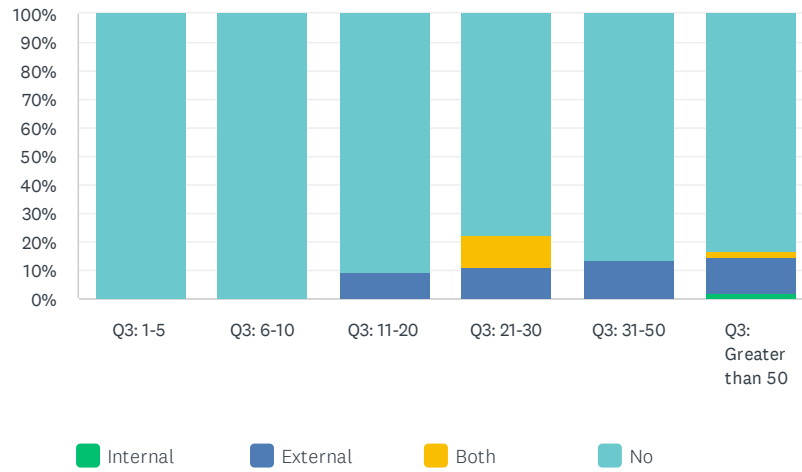
Answered: 124 Skipped: 48



	YES	NO	TOTAL
Q3: 1-5	12.50% 1	87.50% 7	6.45% 8
Q3: 6-10	0.00% 0	100.00% 7	5.65% 7
Q3: 11-20	9.52% 2	90.48% 19	16.94% 21
Q3: 21-30	16.67% 3	83.33% 15	14.52% 18
Q3: 31-50	13.64% 3	86.36% 19	17.74% 22
Q3: Greater than 50	20.83% 10	79.17% 38	38.71% 48
Total Respondents	19	105	124

Q40 Are you currently using cameras on your service vehicles?

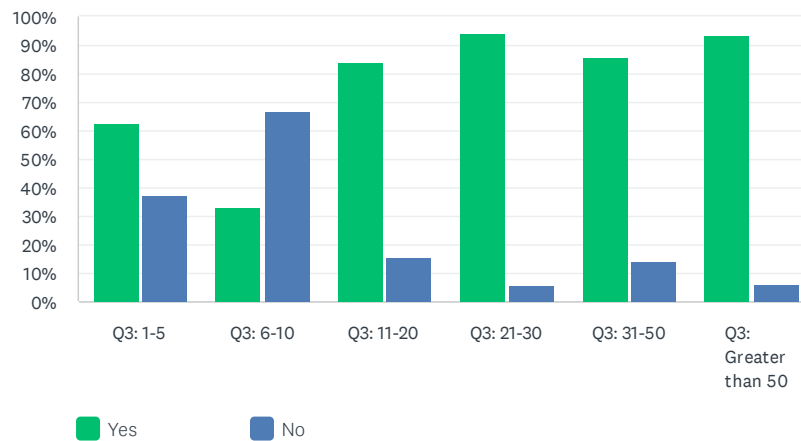
Answered: 124 Skipped: 48



	INTERNAL	EXTERNAL	BOTH	NO	TOTAL
Q3: 1-5	0.00% 0	0.00% 0	0.00% 0	100.00% 8	6.45% 8
Q3: 6-10	0.00% 0	0.00% 0	0.00% 0	100.00% 7	5.65% 7
Q3: 11-20	0.00% 0	9.52% 2	0.00% 0	90.48% 19	16.94% 21
Q3: 21-30	0.00% 0	11.11% 2	11.11% 2	77.78% 14	14.52% 18
Q3: 31-50	0.00% 0	13.64% 3	0.00% 0	86.36% 19	17.74% 22
Q3: Greater than 50	2.08% 1	12.50% 6	2.08% 1	83.33% 40	38.71% 48
Total Respondents	1	13	3	107	124

Q41 Have you deployed a mobile solution in the field? (Must be a paperless solution to answer yes.)

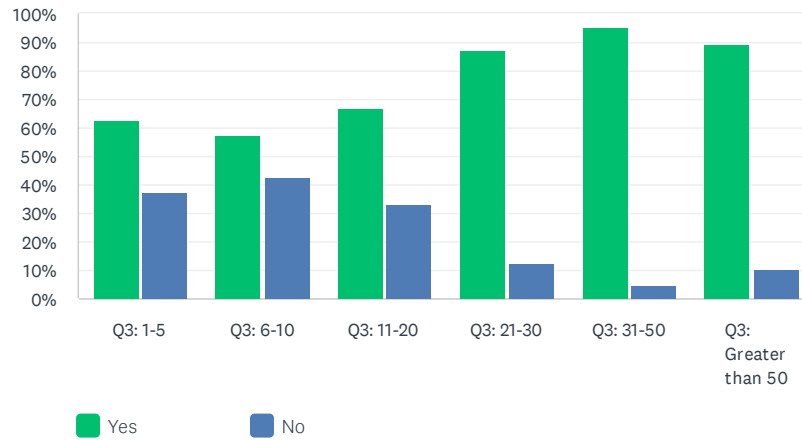
Answered: 118 Skipped: 54



	YES	NO	TOTAL
Q3: 1-5	62.50% 5	37.50% 3	6.78% 8
Q3: 6-10	33.33% 2	66.67% 4	5.08% 6
Q3: 11-20	84.21% 16	15.79% 3	16.10% 19
Q3: 21-30	94.44% 17	5.56% 1	15.25% 18
Q3: 31-50	85.71% 18	14.29% 3	17.80% 21
Q3: Greater than 50	93.48% 43	6.52% 3	38.98% 46
Total Respondents	101	17	118
IF YES, WHAT MOBILE SOLUTION PACKAGE?			TOTAL
Q3: 1-5			0
Q3: 6-10			0
Q3: 11-20			0
Q3: 21-30			0
Q3: 31-50			0
Q3: Greater than 50			0

Q42 Does your Service Manager participate in the financials of their department?

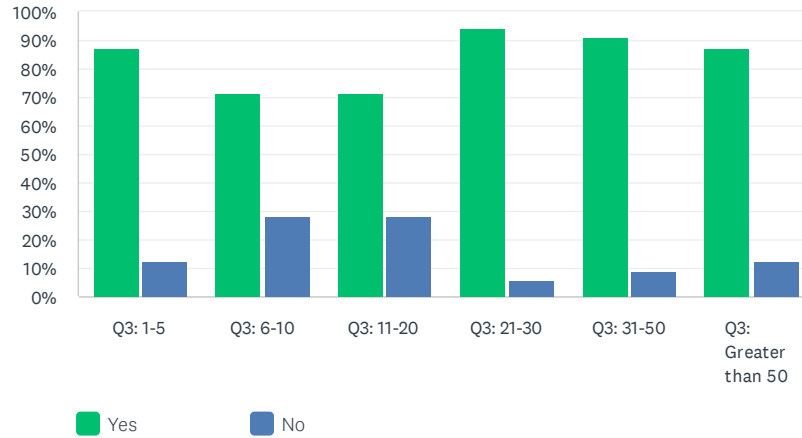
Answered: 122 Skipped: 50



	YES	NO	TOTAL
Q3: 1-5	62.50% 5	37.50% 3	6.56% 8
Q3: 6-10	57.14% 4	42.86% 3	5.74% 7
Q3: 11-20	66.67% 14	33.33% 7	17.21% 21
Q3: 21-30	87.50% 14	12.50% 2	13.11% 16
Q3: 31-50	95.45% 21	4.55% 1	18.03% 22
Q3: Greater than 50	89.58% 43	10.42% 5	39.34% 48
Total Respondents	101	21	122

Q43 Would you send your Service Manager to a financial focused class?

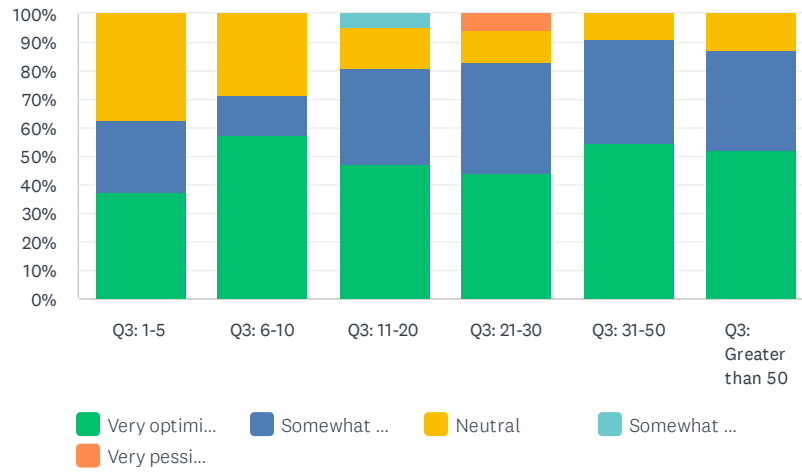
Answered: 123 Skipped: 49



	YES	NO	TOTAL
Q3: 1-5	87.50% 7	12.50% 1	6.50% 8
Q3: 6-10	71.43% 5	28.57% 2	5.69% 7
Q3: 11-20	71.43% 15	28.57% 6	17.07% 21
Q3: 21-30	94.12% 16	5.88% 1	13.82% 17
Q3: 31-50	90.91% 20	9.09% 2	17.89% 22
Q3: Greater than 50	87.50% 42	12.50% 6	39.02% 48
Total Respondents	105	18	123

Q44 Describe your service growth outlook for 2022

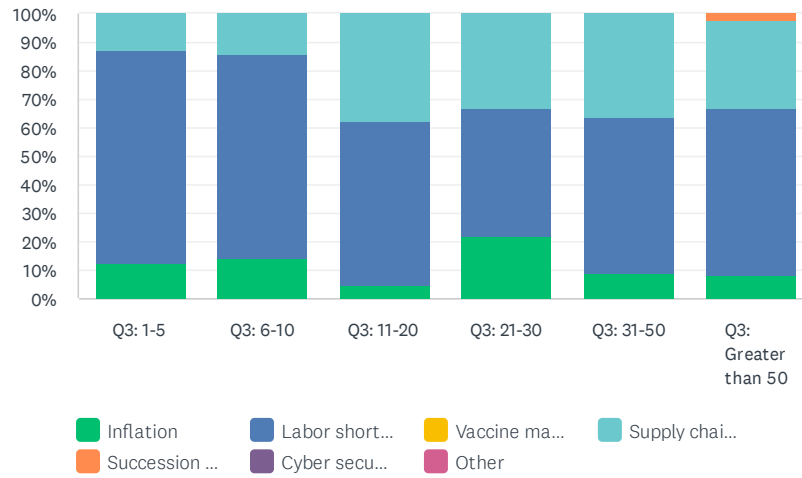
Answered: 124 Skipped: 48



	VERY OPTIMISTIC	SOMEWHAT OPTIMISTIC	NEUTRAL	SOMEWHAT PESSIMISTIC	VERY PESSIMISTIC	TOTAL
Q3: 1-5	37.50% 3	25.00% 2	37.50% 3	0.00% 0	0.00% 0	6.45% 8
Q3: 6-10	57.14% 4	14.29% 1	28.57% 2	0.00% 0	0.00% 0	5.65% 7
Q3: 11-20	47.62% 10	33.33% 7	14.29% 3	4.76% 1	0.00% 0	16.94% 21
Q3: 21-30	44.44% 8	38.89% 7	11.11% 2	0.00% 0	5.56% 1	14.52% 18
Q3: 31-50	54.55% 12	36.36% 8	9.09% 2	0.00% 0	0.00% 0	17.74% 22
Q3: Greater than 50	52.08% 25	35.42% 17	12.50% 6	0.00% 0	0.00% 0	38.71% 48
Total Respondents	62	42	18	1	1	124

Q45 What is the biggest challenge you are facing today (select one)?

Answered: 124 Skipped: 48



	INFLATION	LABOR SHORTAGE	VACCINE MANDATES	SUPPLY CHAIN DELAYS	SUCCESSION PLANNING	CYBER SECURITY	OTHER	TOTAL
Q3: 1-5	12.50% 1	75.00% 6	0.00% 0	12.50% 1	0.00% 0	0.00% 0	0.00% 0	6.45% 8
Q3: 6-10	14.29% 1	71.43% 5	0.00% 0	14.29% 1	0.00% 0	0.00% 0	0.00% 0	5.65% 7
Q3: 11-20	4.76% 1	57.14% 12	0.00% 0	38.10% 8	0.00% 0	0.00% 0	0.00% 0	16.94% 21
Q3: 21-30	22.22% 4	44.44% 8	0.00% 0	33.33% 6	0.00% 0	0.00% 0	0.00% 0	14.52% 18
Q3: 31-50	9.09% 2	54.55% 12	0.00% 0	36.36% 8	0.00% 0	0.00% 0	0.00% 0	17.74% 22
Q3: Greater than 50	8.33% 4	58.33% 28	0.00% 0	31.25% 15	2.08% 1	0.00% 0	0.00% 0	38.71% 48
Total Respondents	13	71	0	39	1	0	0	124