

2019 MSCA

BENCHMARK  
SURVEY RESULTS





## 2019 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
- 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 96% or greater
- Bill quickly - Average is 4–7 days (upon completion of work)
- Track monthly sales to monthly sales goals
- 66% of contractors average \$300,000 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
- Provide 1 to 50 hours of technical and safety training per year per technician
- Provide training for new service sales reps
- 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 (100K-150K miles most common)
- Use some form of social media (most common are LinkedIn #1, Facebook #2, Twitter #3)
- Have deployed a mobile field solution
- Have implemented measures to avoid a data breach

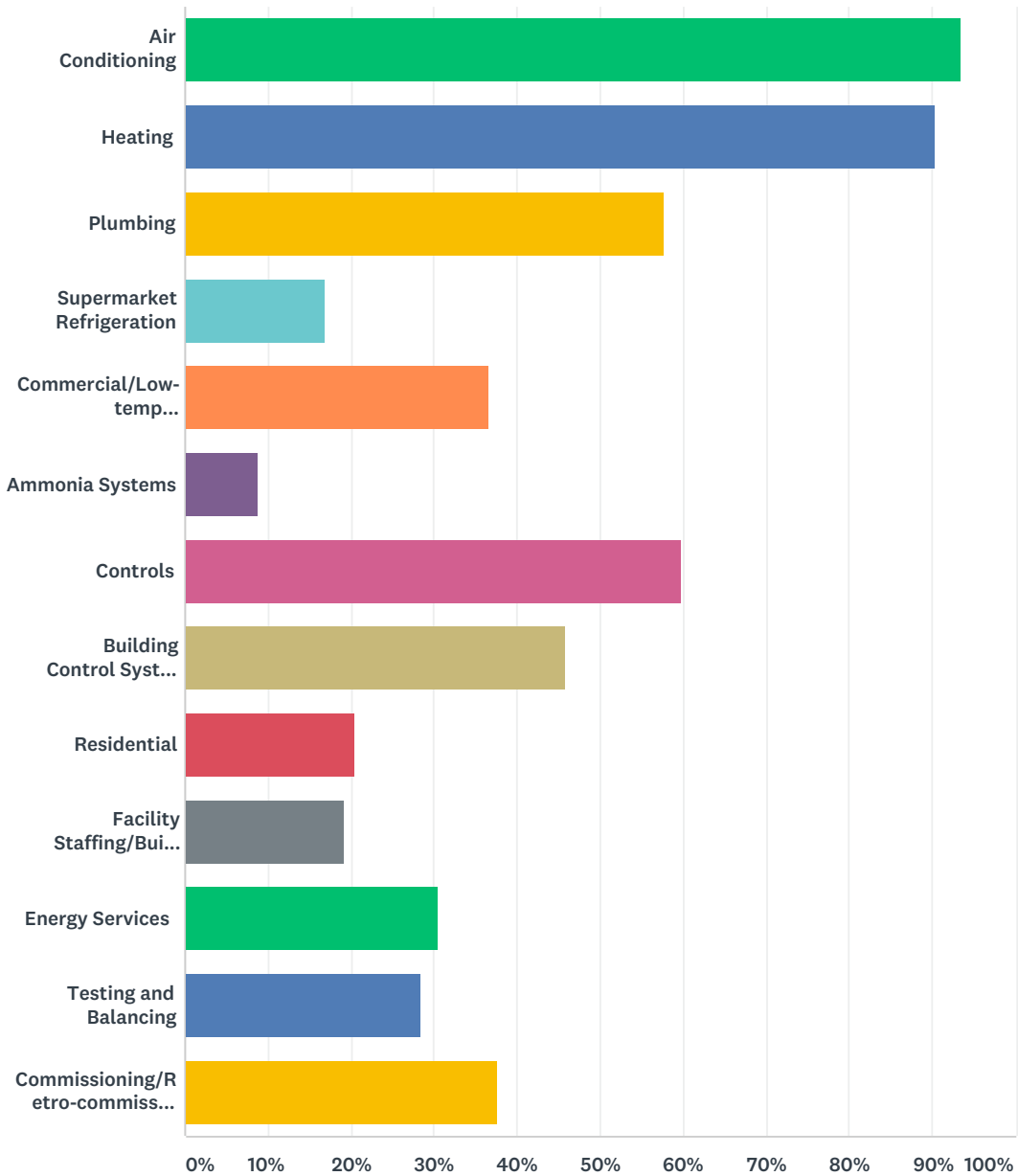
### AH-HA Revelations from 2019 MSCA Benchmark Survey

- 32% of companies have not deployed a mobile solution
- Over 50% of contractors do not have automatic renewal of PMs
- 37% of companies auto-renewing at an increase of 1% - 3% - are they keeping up with costs?
- 52% of companies missing out on a cash flow opportunity by not advance billing their service contracts
- 33% of companies do not track truck inventory
- 30% of contractors do not have a separate P/L for service – how do they know how they are performing?
- 56% of companies allow service techs to quote jobs in the field (from \$500 - \$25,000)
- Since 2015, 4% increase in those companies offering plumbing service, 5% increase in those performing refrigeration work and 7% increase in residential work

- Since 2015, there was a 10% decline in the number of companies performing controls work, building controls systems integration work, building operations and testing and balancing
- Annual service projects revenue grew from \$1 - \$3 million to over \$5 million
- 88% of contractors have less than 20% non-billable time
- Contractors replacing vans more frequently than in 2015 – 72% replace every five years or less
- 41% of companies with dedicated maintenance sales personnel sell over \$300,000 new service agreements annually compared to all other companies where only 24% average over \$300,000 in service agreement sales per rep
- 75% of companies still tracking tools manually or not at all
- 25% of companies have experienced a cyber-security breach
- 27% of companies use SEO and have seen a 5 – 10% increase in traffic
- 72% of contractors do not have a sales training program
- 20% of companies take more than 15 days to bill once job complete
- 40% of companies do NOT track monthly sales against monthly sales goals
- 68% of companies do not employ dedicated maintenance sales personnel
- 30% of companies use no social media

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

Answered: 229 Skipped: 0



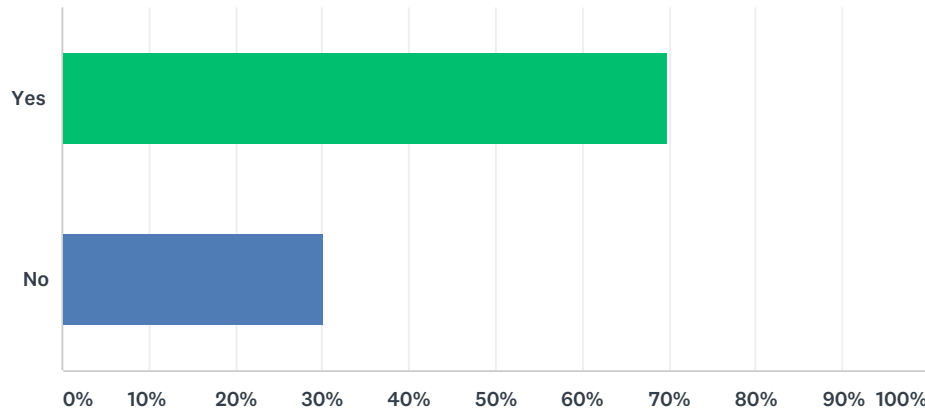
ANSWER CHOICES	RESPONSES	
Air Conditioning	93.45%	214
Heating	90.39%	207
Plumbing	57.64%	132
Supermarket Refrigeration	17.03%	39
Commercial/Low-temp Refrigeration	36.68%	84

Welcome to the 2019 MSCA Benchmark Survey

Ammonia Systems	8.73%	20
Controls	59.83%	137
Building Control Systems Integration	45.85%	105
Residential	20.52%	47
Facility Staffing/Building Operations	19.21%	44
Energy Services	30.57%	70
Testing and Balancing	28.38%	65
Commissioning/Retro-commissioning	37.55%	86
Total Respondents: 229		

## Q2 Do you have a separate P/L for construction and service?

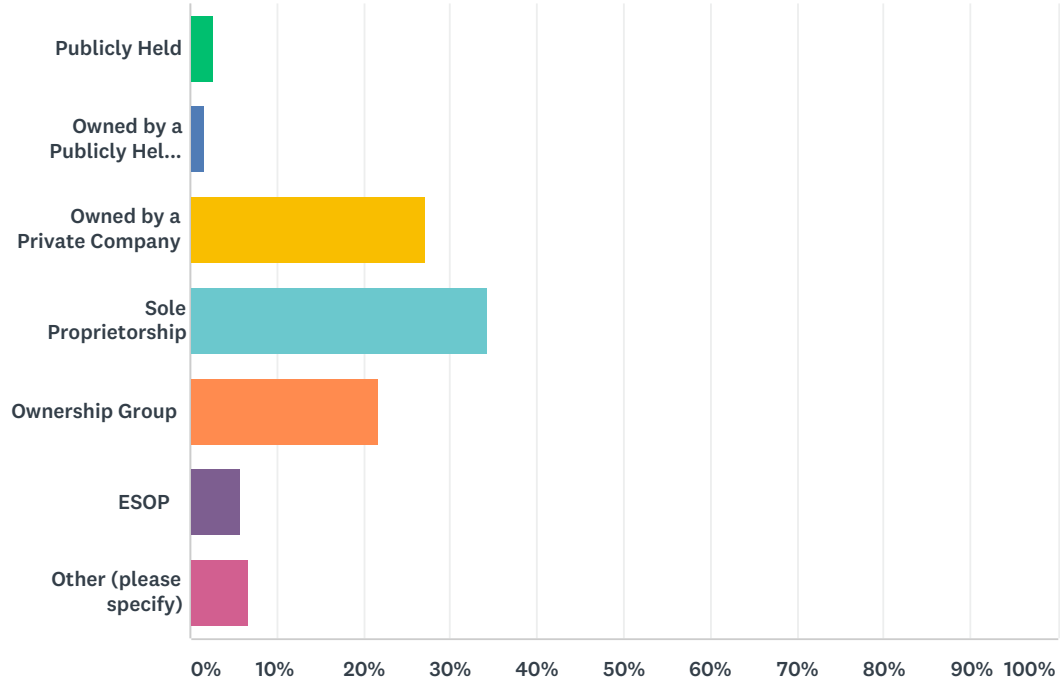
Answered: 225 Skipped: 4



ANSWER CHOICES	RESPONSES	
Yes	69.78%	157
No	30.22%	68
TOTAL		225

### Q3 Is your company...

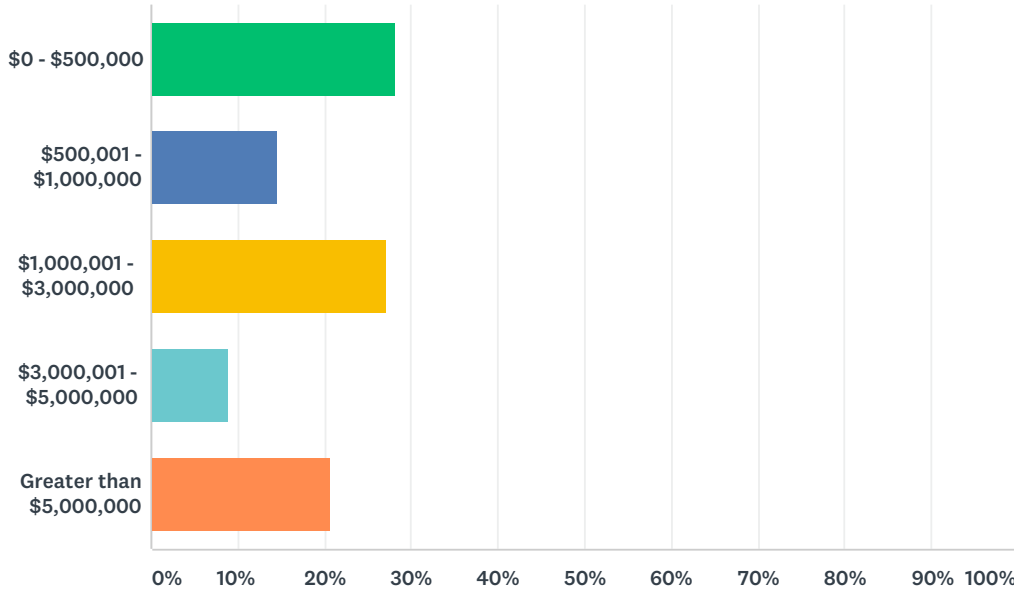
Answered: 225 Skipped: 4



ANSWER CHOICES	RESPONSES
Publicly Held	2.67% 6
Owned by a Publicly Held Company	1.78% 4
Owned by a Private Company	27.11% 61
Sole Proprietorship	34.22% 77
Ownership Group	21.78% 49
ESOP	5.78% 13
Other (please specify)	6.67% 15
<b>TOTAL</b>	<b>225</b>

**Q4 Annual "Service Agreement" (all types) Revenue in dollars**  
**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: 198 Skipped: 31

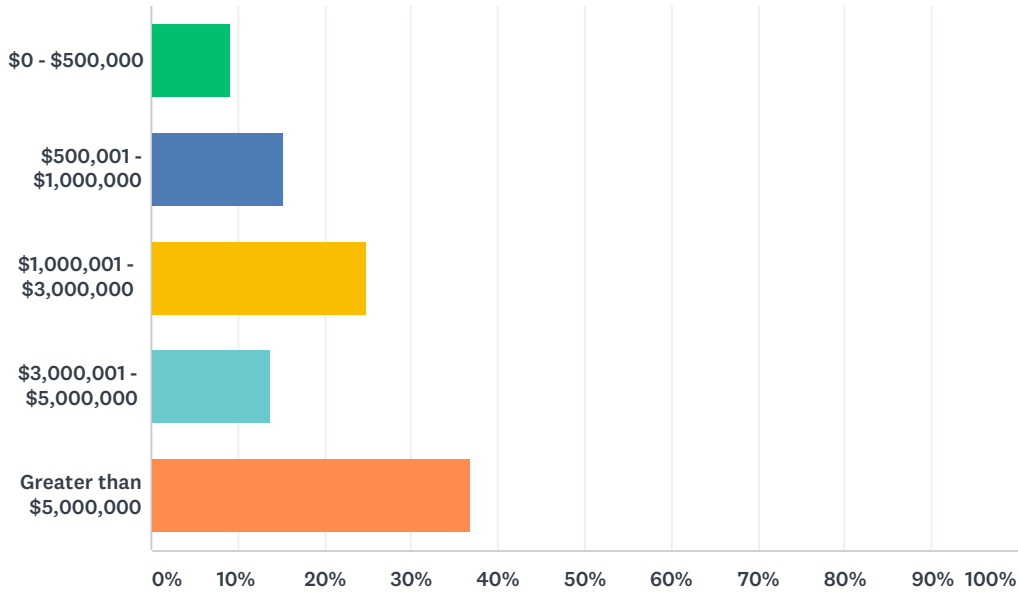


ANSWER CHOICES	RESPONSES	
\$0 - \$500,000	28.28%	56
\$500,001 - \$1,000,000	14.65%	29
\$1,000,001 - \$3,000,000	27.27%	54
\$3,000,001 - \$5,000,000	9.09%	18
Greater than \$5,000,000	20.71%	41
<b>TOTAL</b>		<b>198</b>



**Q5 Annual "Service Projects" Revenue in dollars** 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.

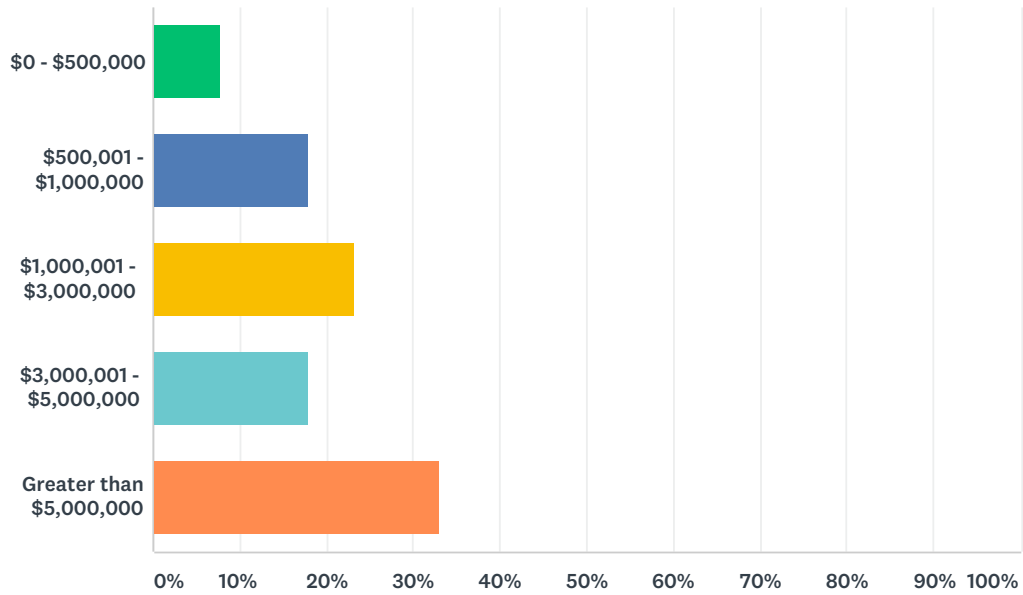
Answered: 196 Skipped: 33



ANSWER CHOICES	RESPONSES	
\$0 - \$500,000	9.18%	18
\$500,001 - \$1,000,000	15.31%	30
\$1,000,001 - \$3,000,000	25.00%	49
\$3,000,001 - \$5,000,000	13.78%	27
Greater than \$5,000,000	36.73%	72
<b>TOTAL</b>		<b>196</b>

## Q6 Annual "Service" calls and repairs Revenue in dollars

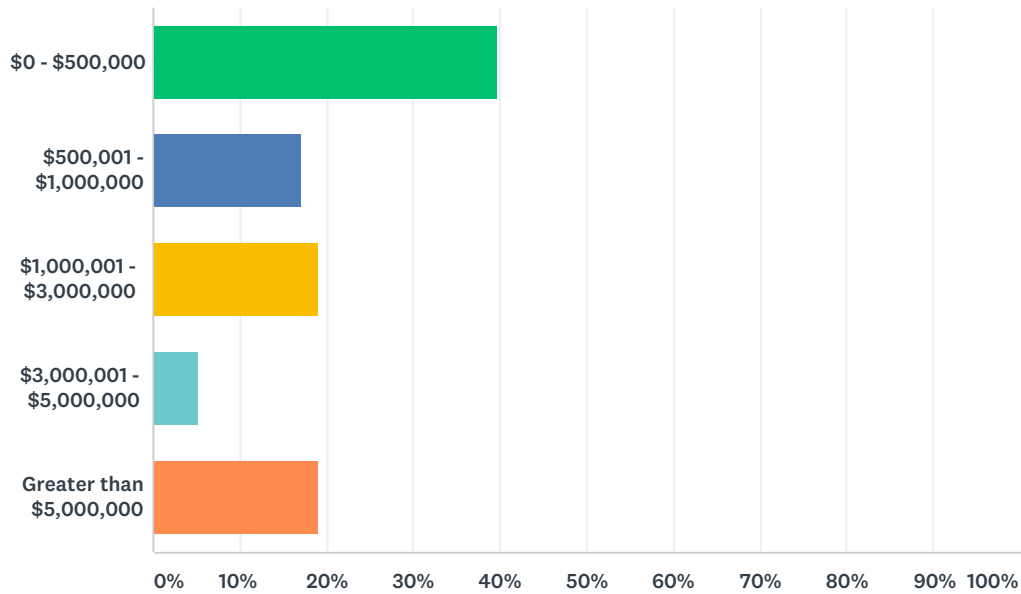
Answered: 194 Skipped: 35



ANSWER CHOICES	RESPONSES	
\$0 - \$500,000	7.73%	15
\$500,001 - \$1,000,000	18.04%	35
\$1,000,001 - \$3,000,000	23.20%	45
\$3,000,001 - \$5,000,000	18.04%	35
Greater than \$5,000,000	32.99%	64
<b>TOTAL</b>		<b>194</b>

**Q7 Annual "Other Service Department Work" (if applicable) Revenue (\$)**  
**Definition: "Other Service Work" is all Service work not included as Service Agreements, project work or service call and repairs.**

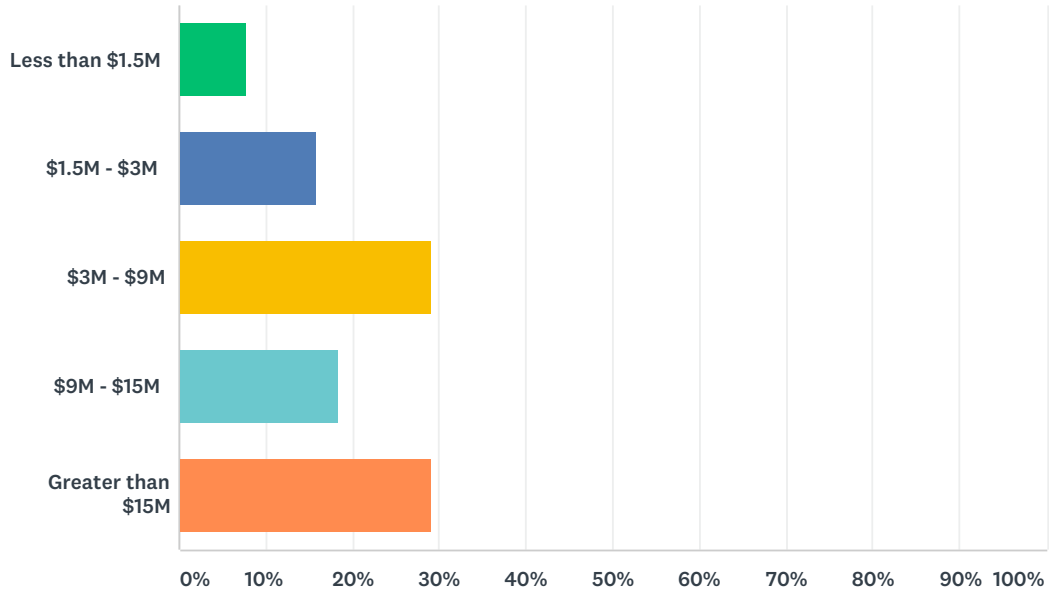
Answered: 174 Skipped: 55



ANSWER CHOICES	RESPONSES
\$0 - \$500,000	39.66% 69
\$500,001 - \$1,000,000	17.24% 30
\$1,000,001 - \$3,000,000	18.97% 33
\$3,000,001 - \$5,000,000	5.17% 9
Greater than \$5,000,000	18.97% 33
<b>TOTAL</b>	<b>174</b>

## Q8 Total Annual Service Revenues (all categories) in dollars (\$)

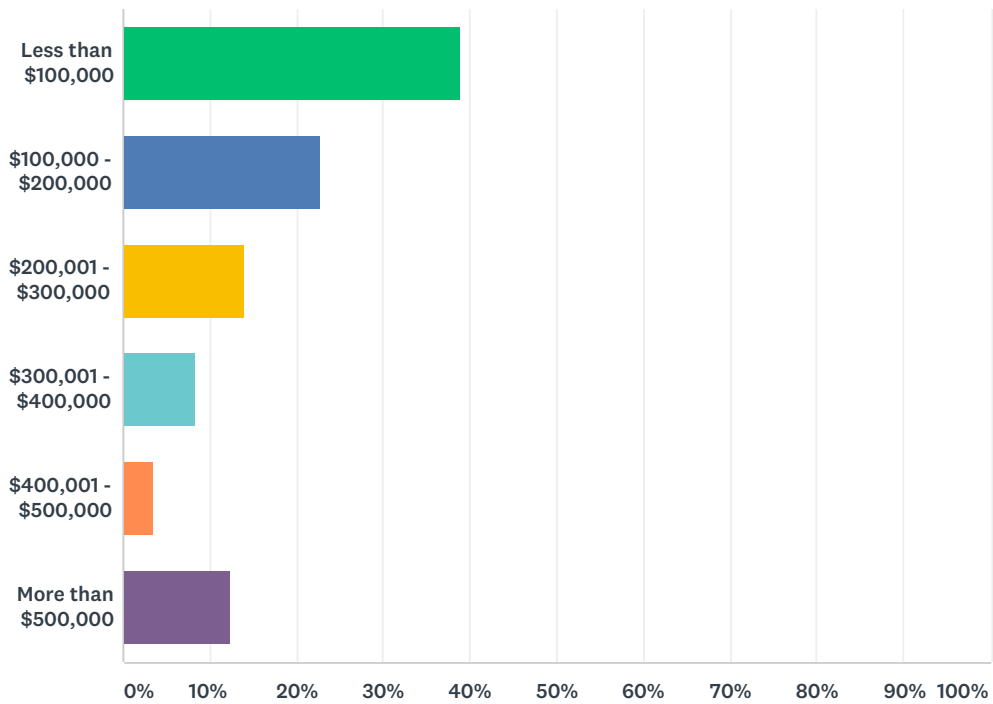
Answered: 196 Skipped: 33



ANSWER CHOICES	RESPONSES	
Less than \$1.5M	7.65%	15
\$1.5M - \$3M	15.82%	31
\$3M - \$9M	29.08%	57
\$9M - \$15M	18.37%	36
Greater than \$15M	29.08%	57
<b>TOTAL</b>		<b>196</b>

## Q9 Average annual amount of new Service Agreements sold by your sales representatives in dollars

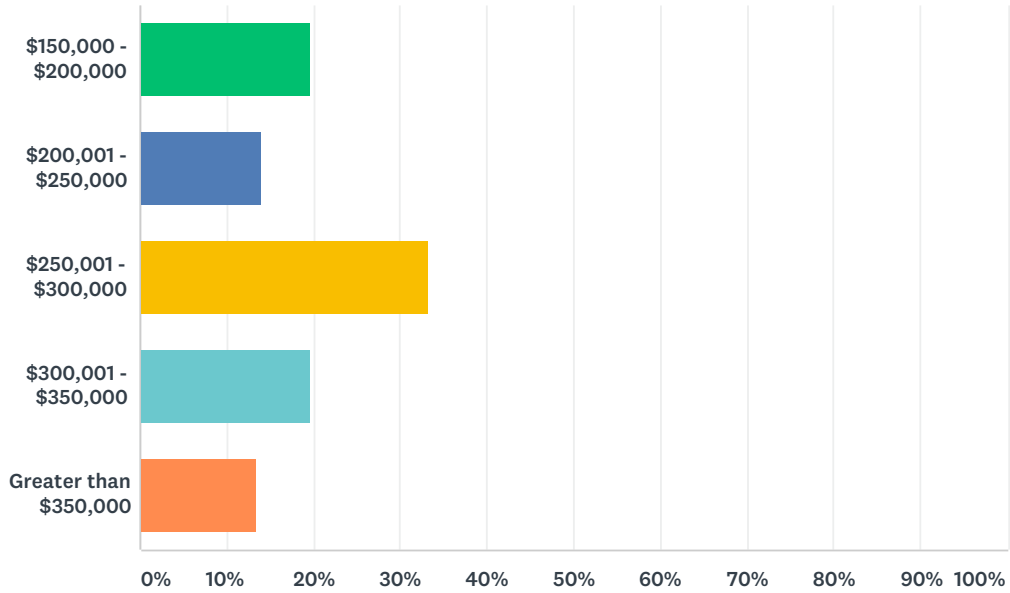
Answered: 193 Skipped: 36



ANSWER CHOICES	RESPONSES	
Less than \$100,000	38.86%	75
\$100,000 - \$200,000	22.80%	44
\$200,001 - \$300,000	13.99%	27
\$300,001 - \$400,000	8.29%	16
\$400,001 - \$500,000	3.63%	7
More than \$500,000	12.44%	24
<b>TOTAL</b>		<b>193</b>

## Q10 Average revenue per service vehicle

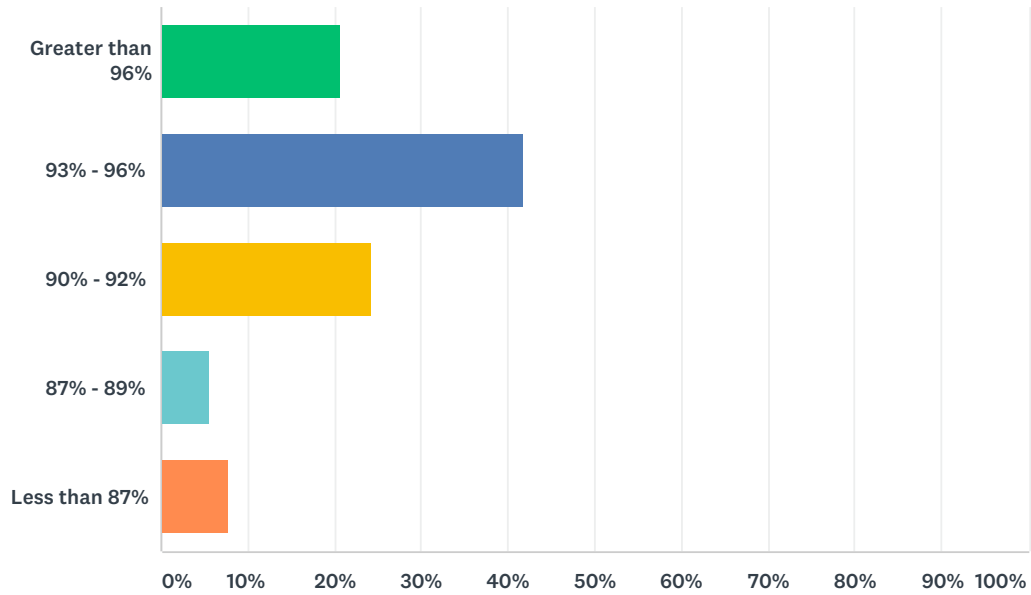
Answered: 193 Skipped: 36



ANSWER CHOICES	RESPONSES	
\$150,000 - \$200,000	19.69%	38
\$200,001 - \$250,000	13.99%	27
\$250,001 - \$300,000	33.16%	64
\$300,001 - \$350,000	19.69%	38
Greater than \$350,000	13.47%	26
<b>TOTAL</b>		<b>193</b>

## Q11 What is your annual contract retention rate as a percent of your PM base?

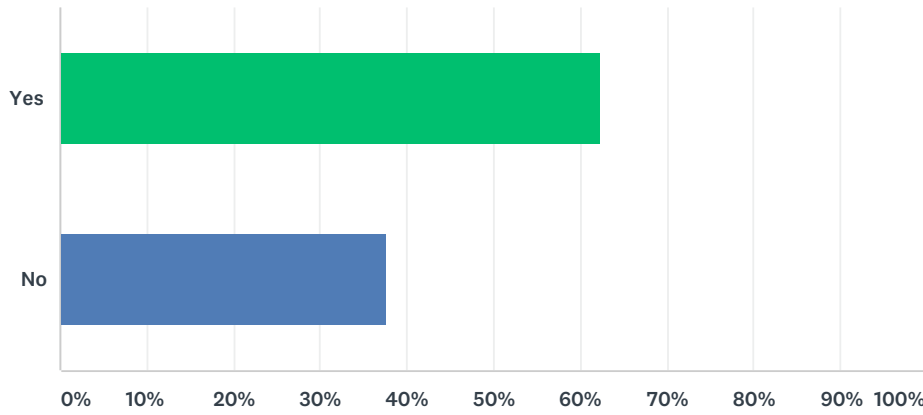
Answered: 194 Skipped: 35



ANSWER CHOICES	RESPONSES	
Greater than 96%	20.62%	40
93% - 96%	41.75%	81
90% - 92%	24.23%	47
87% - 89%	5.67%	11
Less than 87%	7.73%	15
<b>TOTAL</b>		<b>194</b>

## Q12 Do you bill Service Agreements in advance?

Answered: 194 Skipped: 35

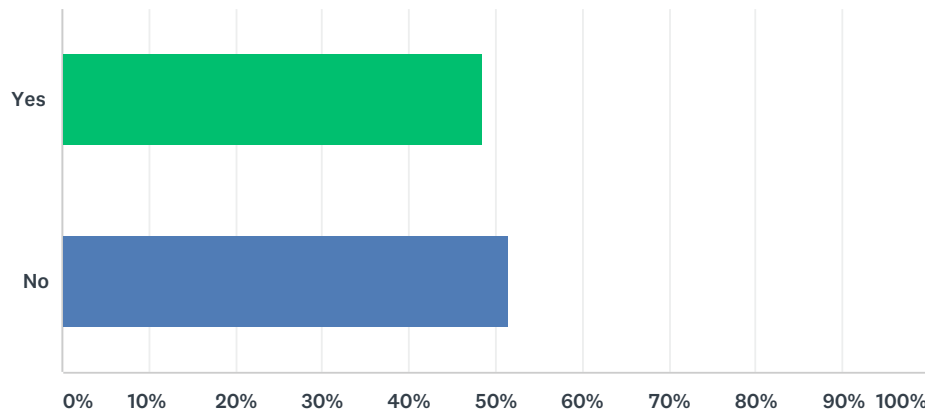


ANSWER CHOICES	RESPONSES	
Yes	62.37%	121
No	37.63%	73
TOTAL		194



### Q13 Do your Service Agreements have an automatic increase at renewal?

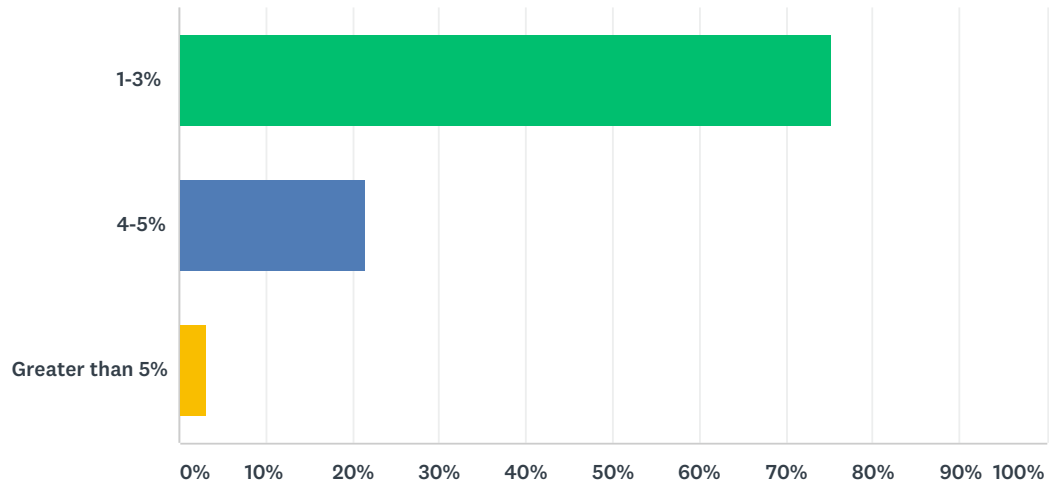
Answered: 194 Skipped: 35



ANSWER CHOICES	RESPONSES	
Yes	48.45%	94
No	51.55%	100
TOTAL		194

## Q14 If yes, how much is the automatic increase?

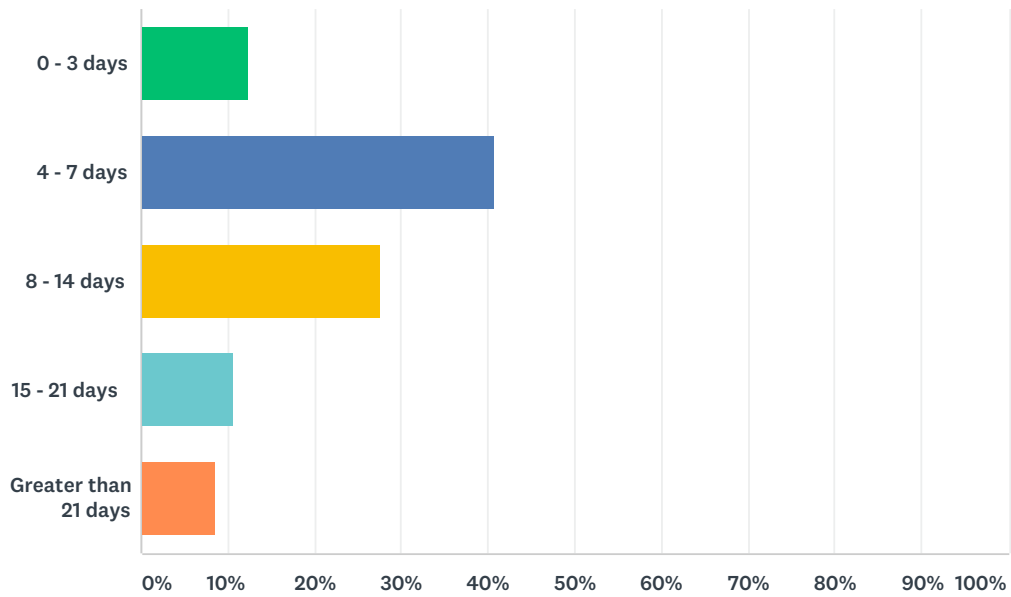
Answered: 93 Skipped: 136



ANSWER CHOICES	RESPONSES	
1-3%	75.27%	70
4-5%	21.51%	20
Greater than 5%	3.23%	3
<b>TOTAL</b>		<b>93</b>

## Q15 Once a job is complete, on average how many days does it take to bill?

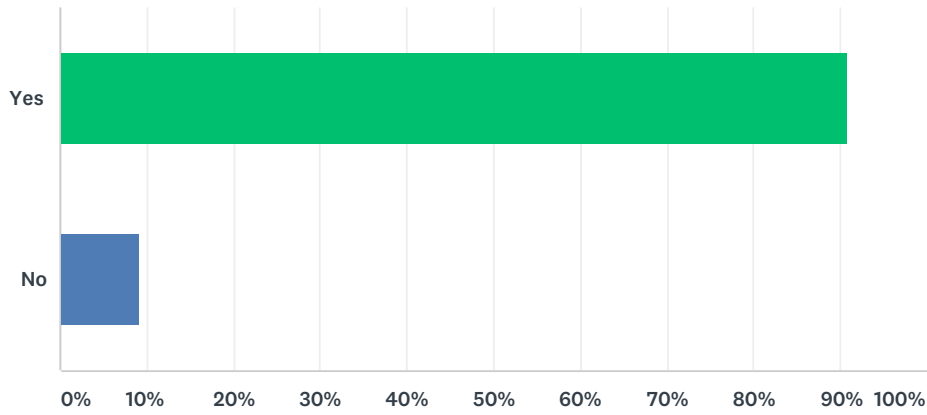
Answered: 196 Skipped: 33



ANSWER CHOICES	RESPONSES	
0 - 3 days	12.24%	24
4 - 7 days	40.82%	80
8 - 14 days	27.55%	54
15 - 21 days	10.71%	21
Greater than 21 days	8.67%	17
TOTAL		196

## Q16 Do you calculate your fully burdened labor costs?

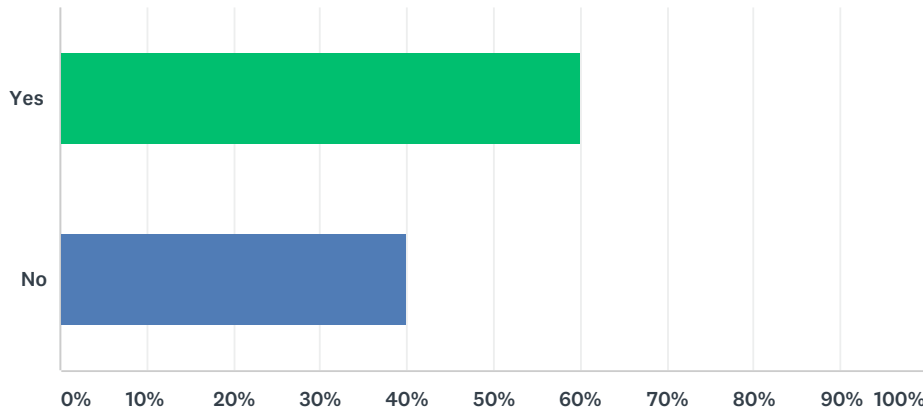
Answered: 196 Skipped: 33



ANSWER CHOICES	RESPONSES	
Yes	90.82%	178
No	9.18%	18
TOTAL		196

## Q17 Do you track monthly sales against monthly sales goals?

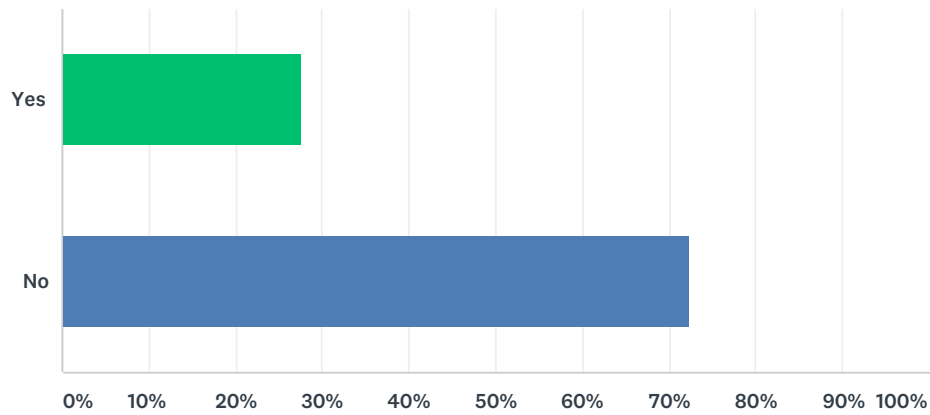
Answered: 193 Skipped: 36



ANSWER CHOICES	RESPONSES	
Yes	60.10%	116
No	39.90%	77
TOTAL		193

## Q18 Do you have a specific sales training program for new service sales reps?

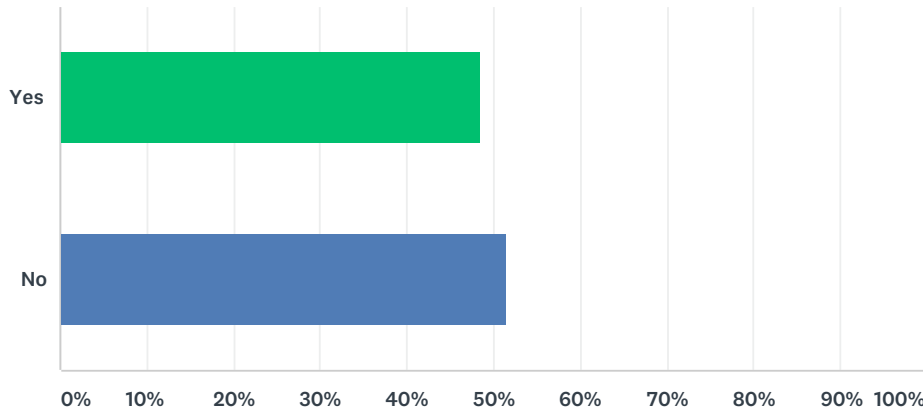
Answered: 192 Skipped: 37



ANSWER CHOICES	RESPONSES	
Yes	27.60%	53
No	72.40%	139
TOTAL		192

## Q19 Are all service sales personnel required to sell maintenance agreements?

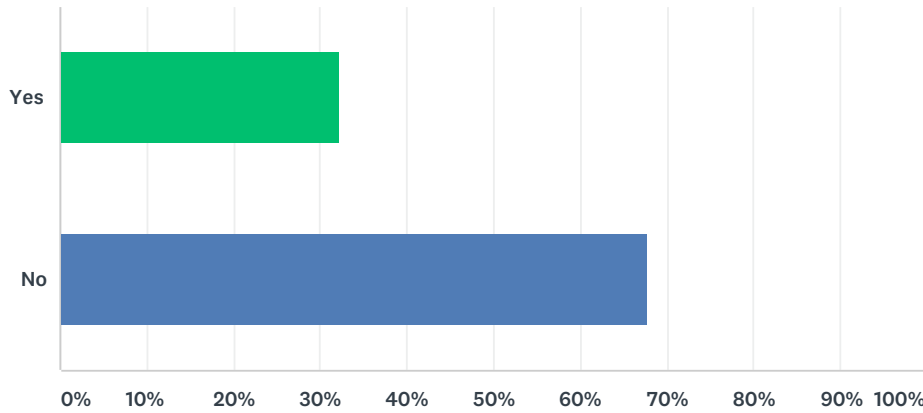
Answered: 192 Skipped: 37



ANSWER CHOICES	RESPONSES	
Yes	48.44%	93
No	51.56%	99
TOTAL		192

## Q20 Do you employ dedicated maintenance sales personnel who ONLY sell maintenance agreements?

Answered: 193 Skipped: 36

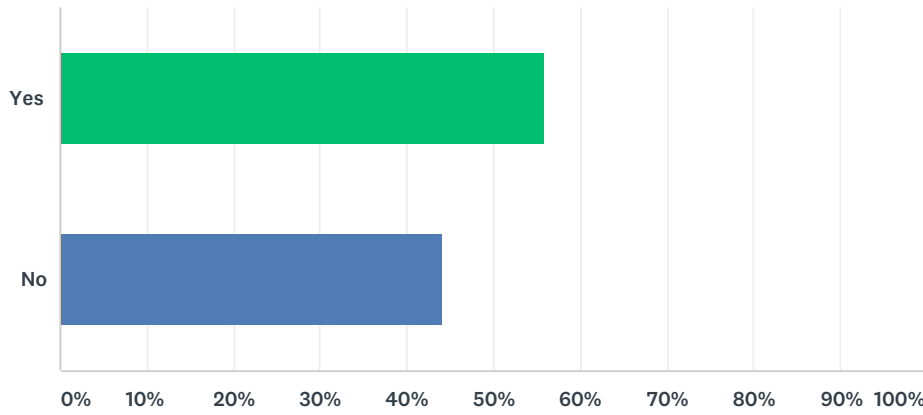


ANSWER CHOICES	RESPONSES	
Yes	32.12%	62
No	67.88%	131
TOTAL		193



## Q21 Are service technicians allowed to quote work in the field?

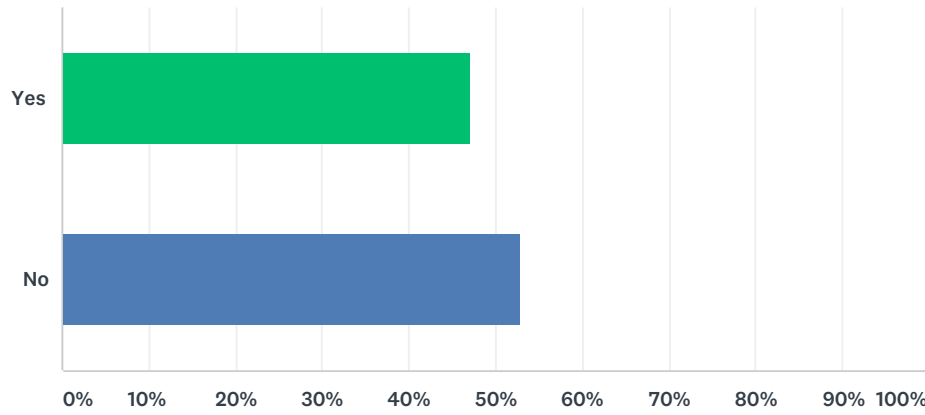
Answered: 193 Skipped: 36



ANSWER CHOICES	RESPONSES	
Yes	55.96%	108
No	44.04%	85
TOTAL		193

## Q22 Do you hire sales people from the field?

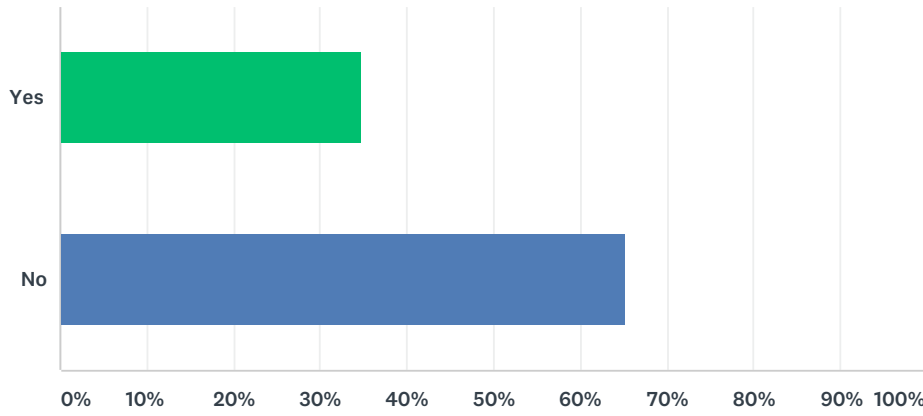
Answered: 193 Skipped: 36



ANSWER CHOICES	RESPONSES	
Yes	47.15%	91
No	52.85%	102
TOTAL		193

## Q23 Are you using web based CRM (Customer Relationship Management) software?

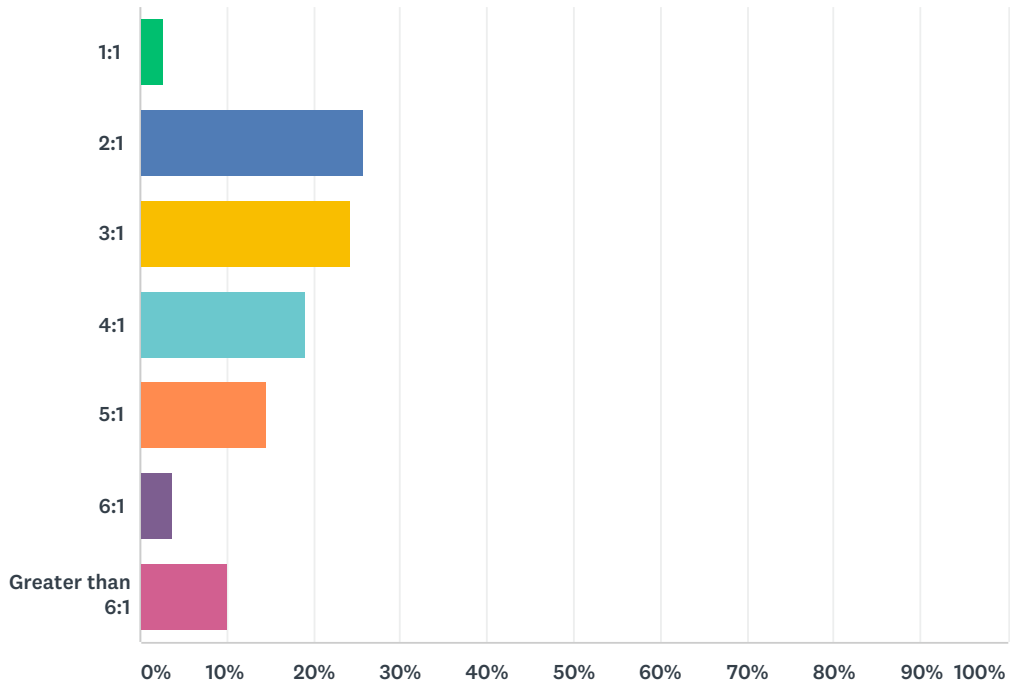
Answered: 193 Skipped: 36



ANSWER CHOICES	RESPONSES	
Yes	34.72%	67
No	65.28%	126
TOTAL		193

## Q24 Ratio of field technicians to office personnel dedicated to service (including sales personnel and management)

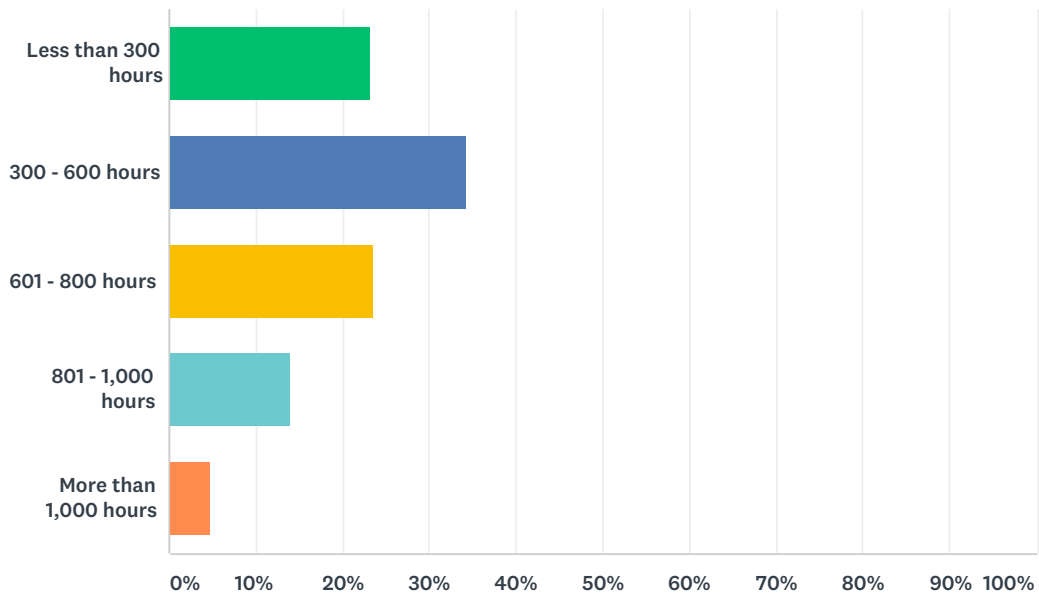
Answered: 190 Skipped: 39



ANSWER CHOICES	RESPONSES	
1:1	2.63%	5
2:1	25.79%	49
3:1	24.21%	46
4:1	18.95%	36
5:1	14.74%	28
6:1	3.68%	7
Greater than 6:1	10.00%	19
<b>TOTAL</b>		<b>190</b>

## Q25 Average annual scheduled preventative maintenance hours, per service technician

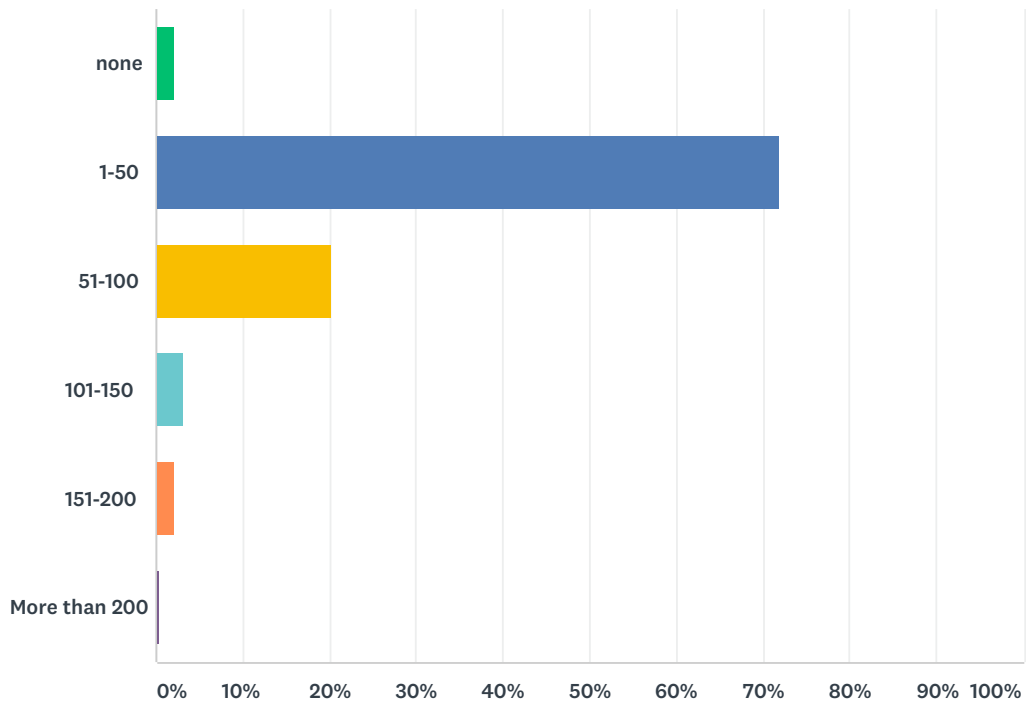
Answered: 186 Skipped: 43



ANSWER CHOICES	RESPONSES	
Less than 300 hours	23.12%	43
300 - 600 hours	34.41%	64
601 - 800 hours	23.66%	44
801 - 1,000 hours	13.98%	26
More than 1,000 hours	4.84%	9
<b>TOTAL</b>		<b>186</b>

## Q26 Average number of paid hours per year, per service technician, for technical and safety training

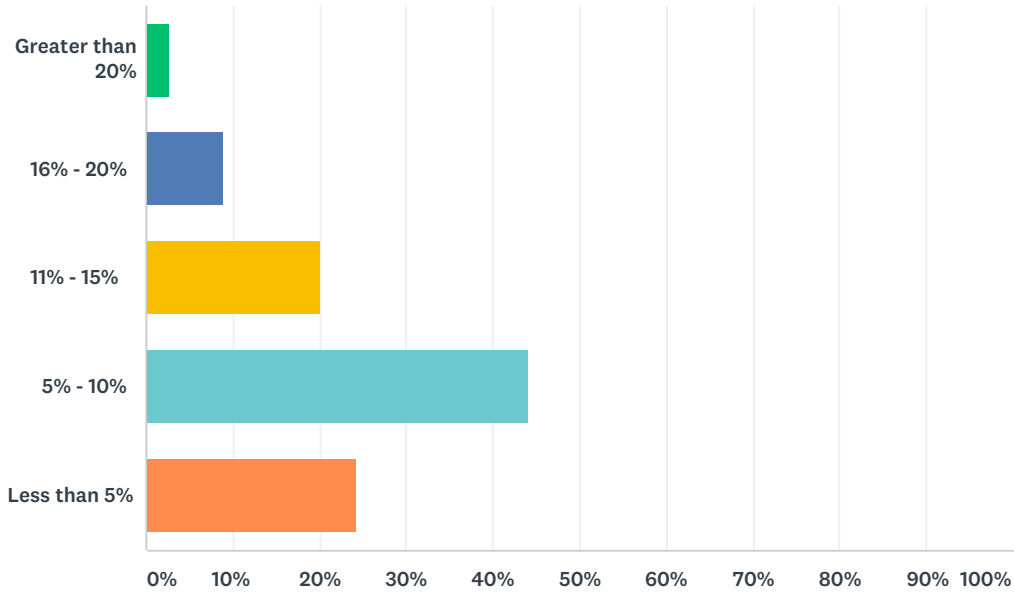
Answered: 192 Skipped: 37



ANSWER CHOICES	RESPONSES	
none	2.08%	4
1-50	71.88%	138
51-100	20.31%	39
101-150	3.13%	6
151-200	2.08%	4
More than 200	0.52%	1
<b>TOTAL</b>		<b>192</b>

**Q27 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, supervisory duties)

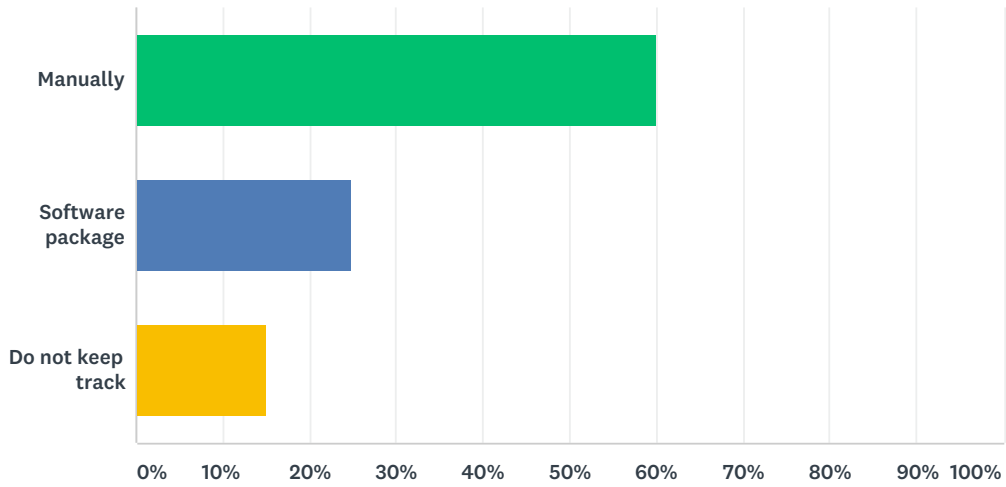
Answered: 190 Skipped: 39



ANSWER CHOICES	RESPONSES
Greater than 20%	2.63% 5
16% - 20%	8.95% 17
11% - 15%	20.00% 38
5% - 10%	44.21% 84
Less than 5%	24.21% 46
<b>TOTAL</b>	<b>190</b>

## Q28 How do you keep track of tools assigned to a service technician?

Answered: 193 Skipped: 36

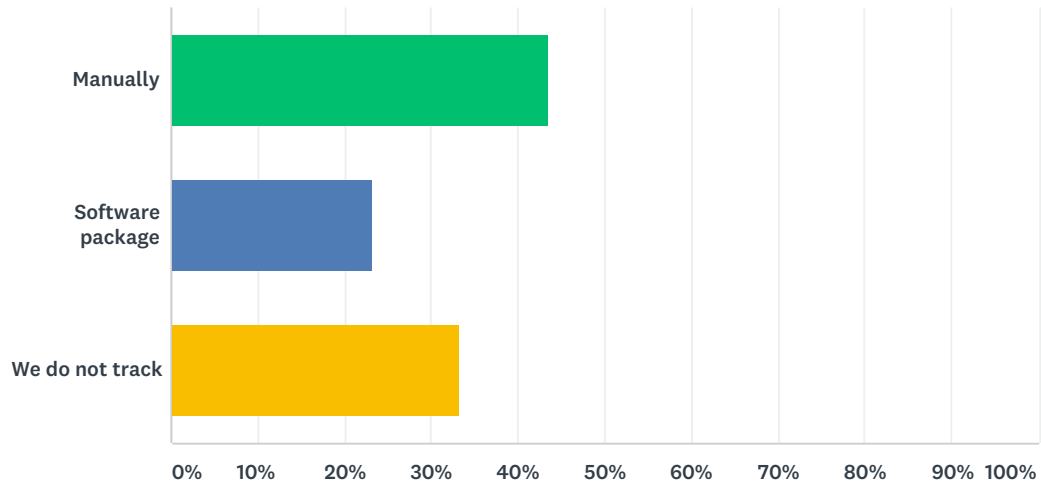


ANSWER CHOICES	RESPONSES	
Manually	60.10%	116
Software package	24.87%	48
Do not keep track	15.03%	29
<b>TOTAL</b>		<b>193</b>



## Q29 How do you track truck inventory?

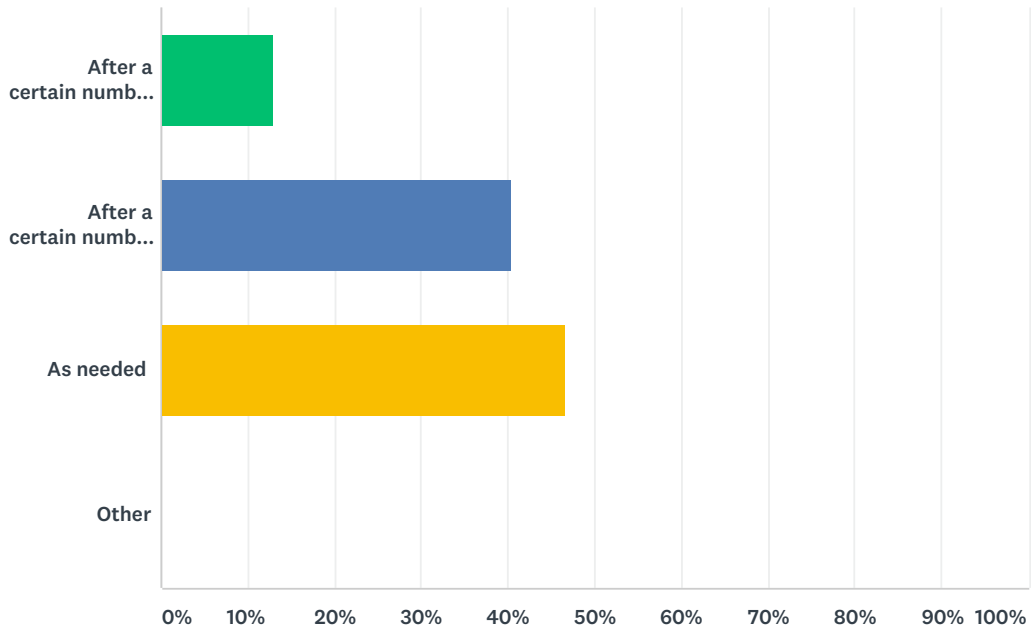
Answered: 193 Skipped: 36



ANSWER CHOICES	RESPONSES	
Manually	43.52%	84
Software package	23.32%	45
We do not track	33.16%	64
TOTAL		193

### Q30 Do you replace your service vans

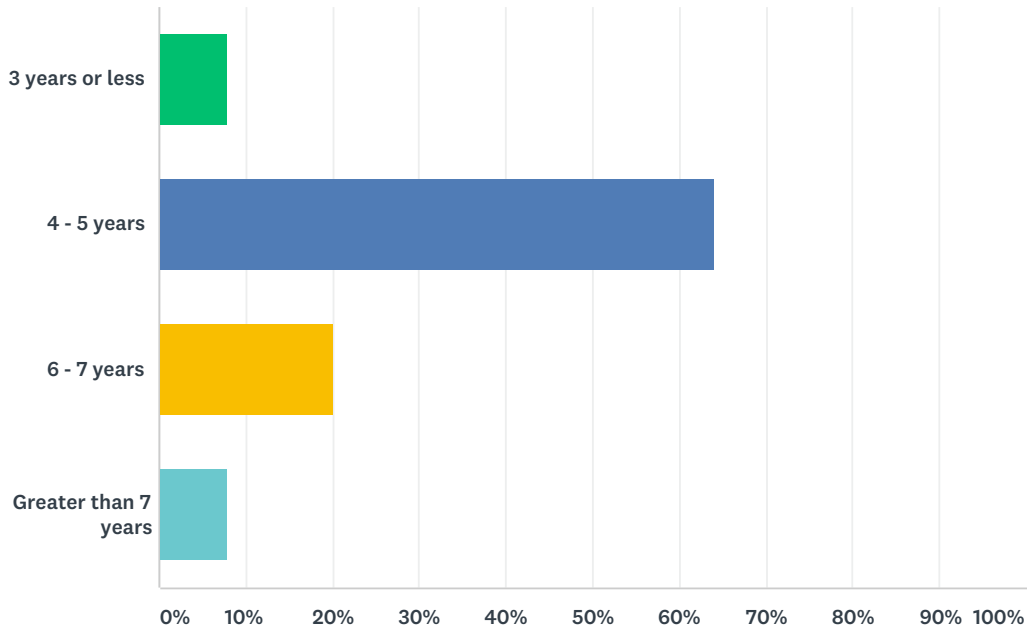
Answered: 193 Skipped: 36



ANSWER CHOICES	RESPONSES	
After a certain number of years	12.95%	25
After a certain number of miles	40.41%	78
As needed	46.63%	90
Other	0.00%	0
<b>TOTAL</b>		<b>193</b>

### Q31 Since you replace vans based on years, after how many years do you normally replace a van?

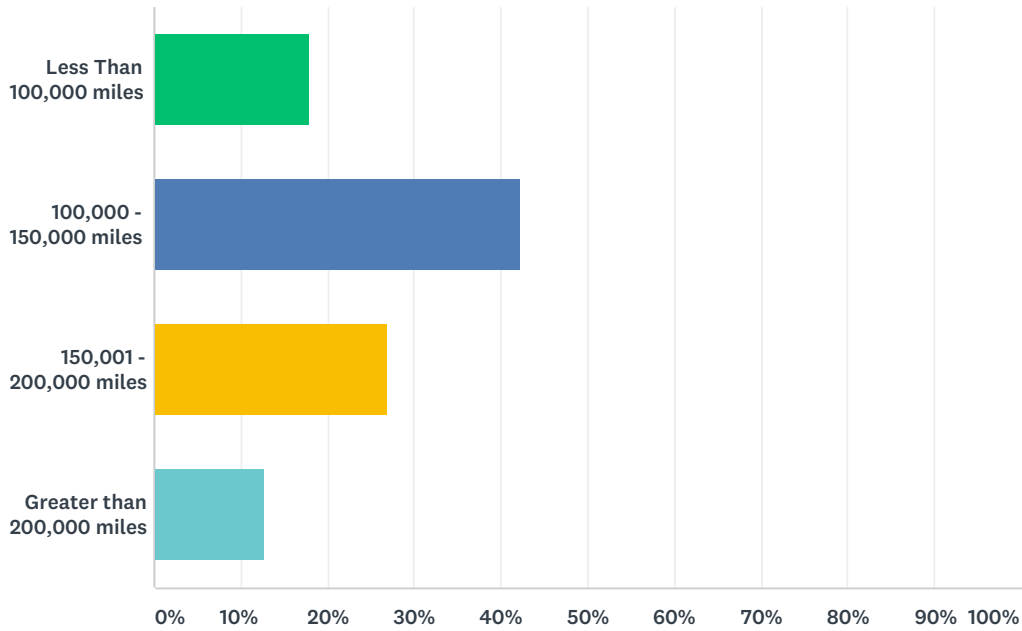
Answered: 25 Skipped: 204



ANSWER CHOICES	RESPONSES	
3 years or less	8.00%	2
4 - 5 years	64.00%	16
6 - 7 years	20.00%	5
Greater than 7 years	8.00%	2
<b>TOTAL</b>		<b>25</b>

### Q32 Since you replace vans based on mileage, after how many miles do you normally replace a van?

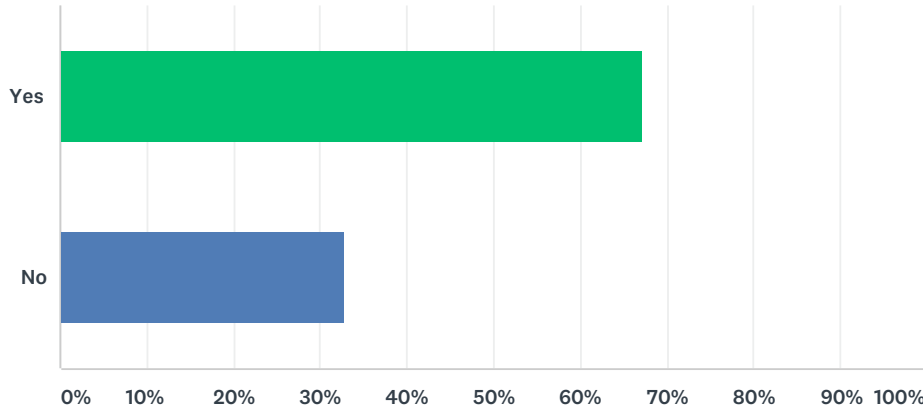
Answered: 78 Skipped: 151



ANSWER CHOICES	RESPONSES	
Less Than 100,000 miles	17.95%	14
100,000 - 150,000 miles	42.31%	33
150,001 - 200,000 miles	26.92%	21
Greater than 200,000 miles	12.82%	10
<b>TOTAL</b>		<b>78</b>

### Q33 Have you deployed a mobile solution in the field?

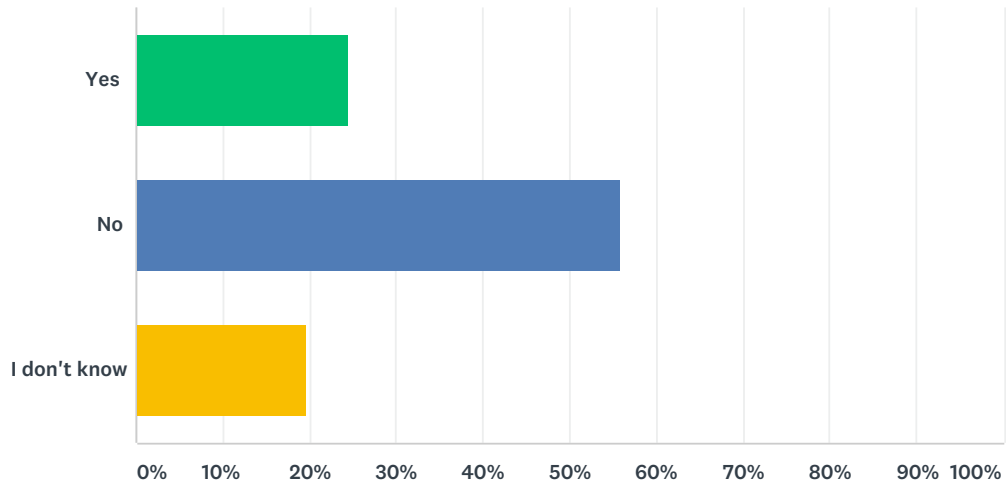
Answered: 192 Skipped: 37



ANSWER CHOICES	RESPONSES	
Yes	67.19%	129
No	32.81%	63
TOTAL		192

### Q34 Are you using a web based ERP?

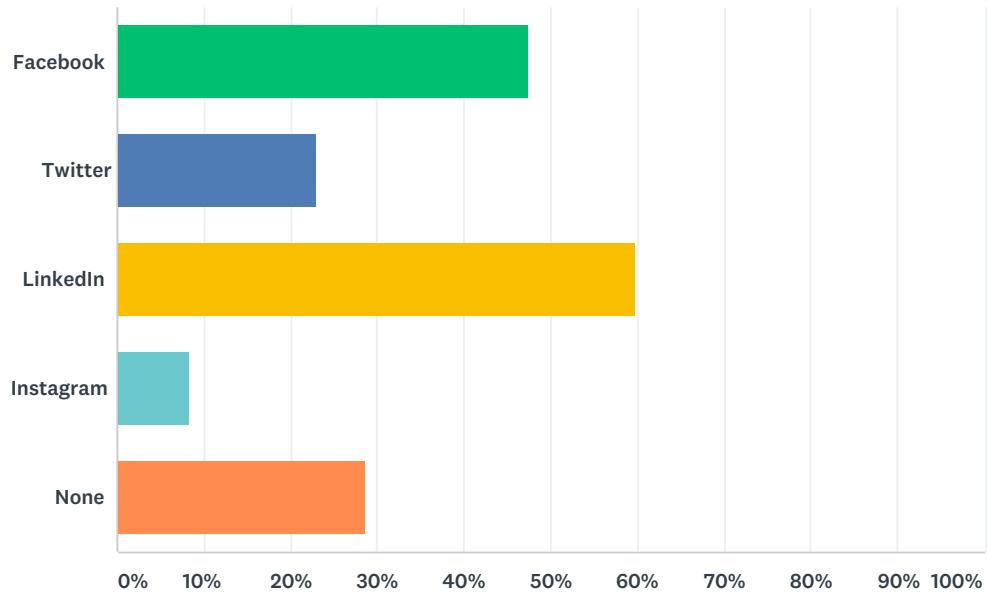
Answered: 188 Skipped: 41



ANSWER CHOICES	RESPONSES	
Yes	24.47%	46
No	55.85%	105
I don't know	19.68%	37
TOTAL		188

## Q35 Which social media sites does your company use?

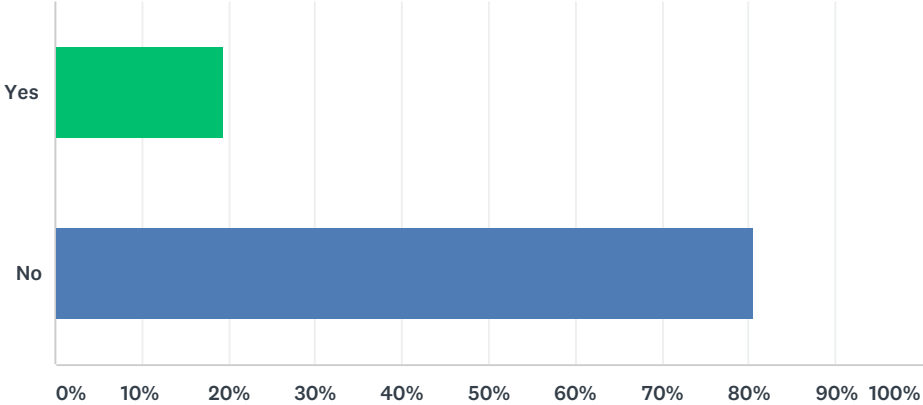
Answered: 192 Skipped: 37



ANSWER CHOICES	RESPONSES	
Facebook	47.40%	91
Twitter	22.92%	44
LinkedIn	59.90%	115
Instagram	8.33%	16
None	28.65%	55
Total Respondents: 192		

### Q36 Is your social media outsourced?

Answered: 186 Skipped: 43

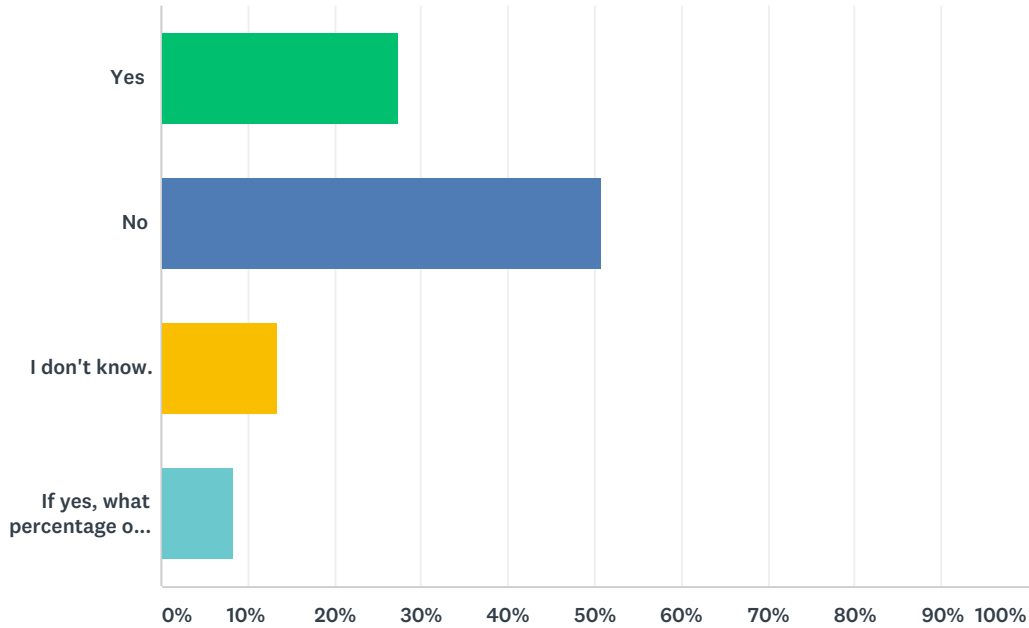


ANSWER CHOICES	RESPONSES	
Yes	19.35%	36
No	80.65%	150
TOTAL		186



**Q37 Do you use SEO (search engine optimization)? SEO is the process of making changes to your website design and content in order to increase your visibility in search engine results.**

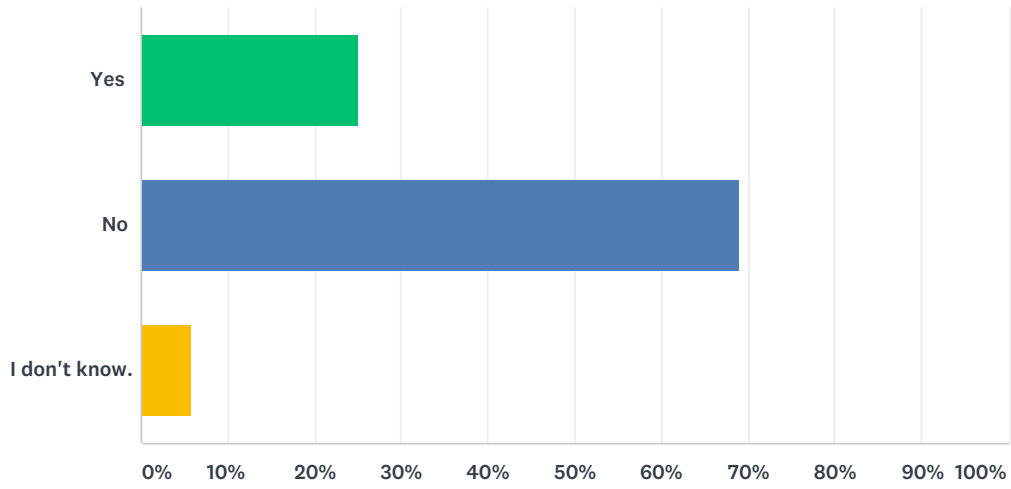
Answered: 193 Skipped: 36



ANSWER CHOICES	RESPONSES	
Yes	27.46%	53
No	50.78%	98
I don't know.	13.47%	26
If yes, what percentage of traffic increase has occurred in the past year?	8.29%	16
<b>TOTAL</b>		<b>193</b>

### Q38 Have you experienced a data or cyber-security breach?

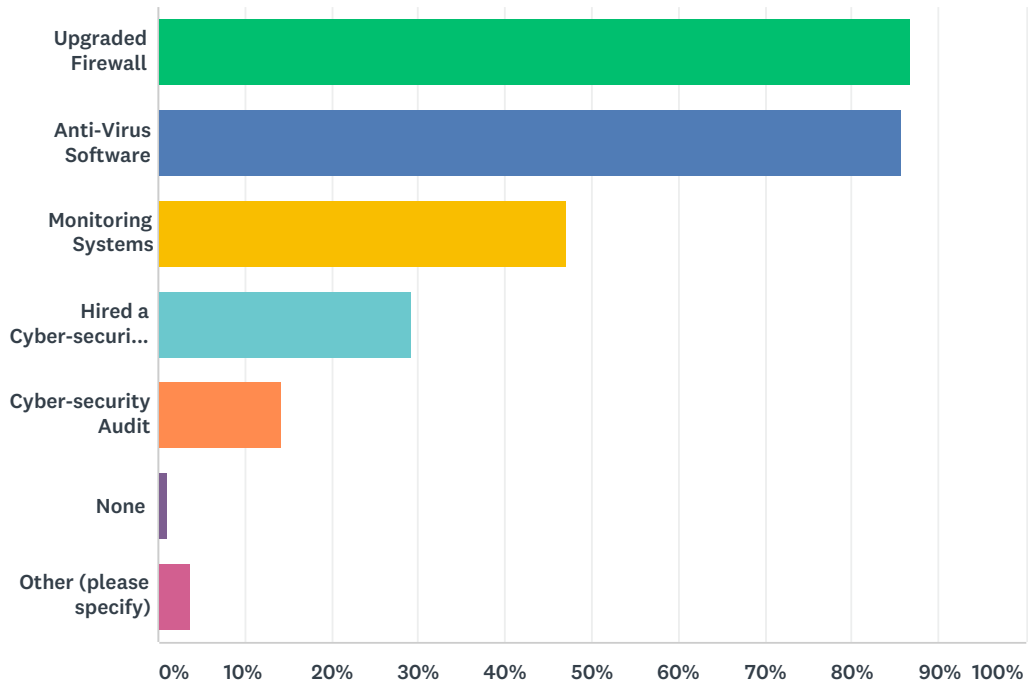
Answered: 191 Skipped: 38



ANSWER CHOICES	RESPONSES	
Yes	25.13%	48
No	69.11%	132
I don't know.	5.76%	11
<b>TOTAL</b>		<b>191</b>

## Q39 What security measures have you implemented to avoid a data breach?

Answered: 191 Skipped: 38



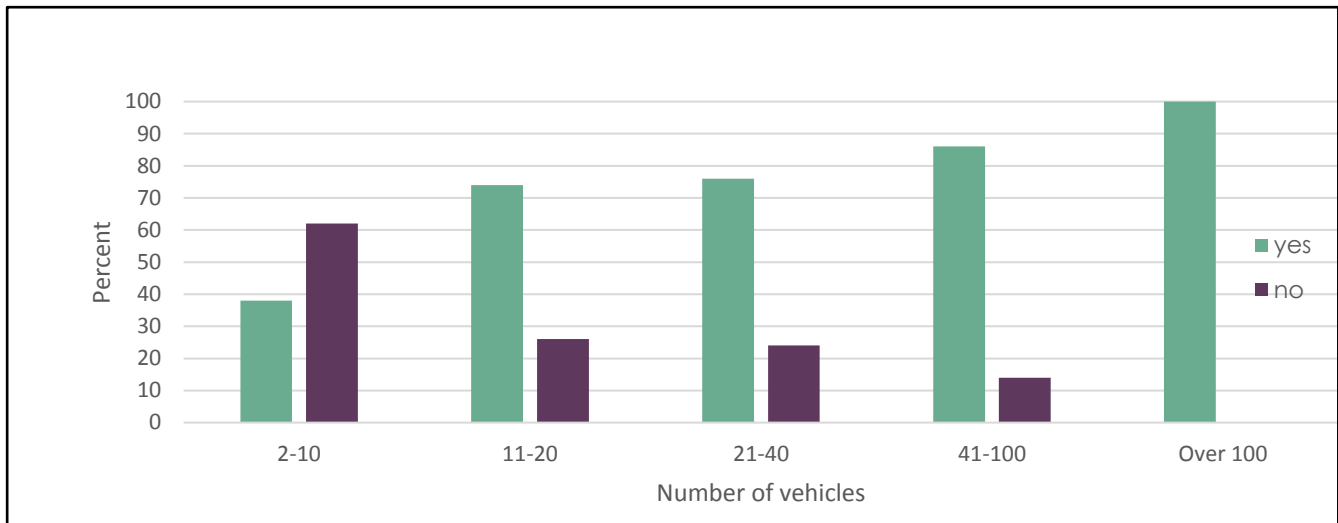
ANSWER CHOICES	RESPONSES	
Upgraded Firewall	86.91%	166
Anti-Virus Software	85.86%	164
Monitoring Systems	47.12%	90
Hired a Cyber-security Consultant	29.32%	56
Cyber-security Audit	14.14%	27
None	1.05%	2
Other (please specify)	3.66%	7
Total Respondents: 191		

## MSCA Benchmark Survey 2019 - by company size (number of trucks)

(based on percentages)

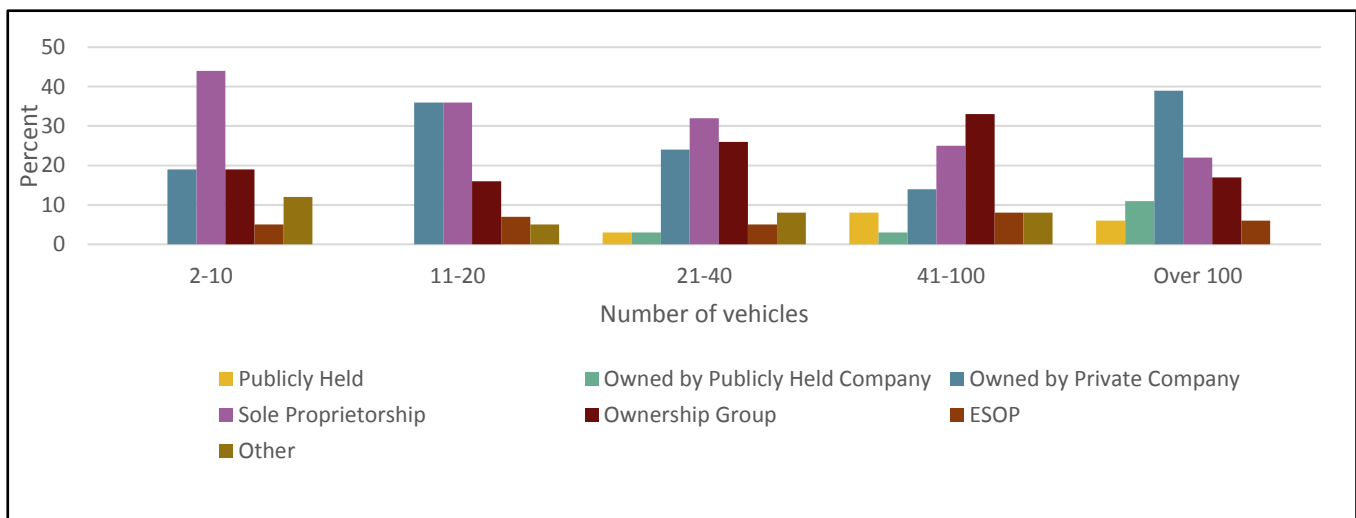
### 2. Do you have a separate P/L for Service and Construction?

# vehicles	yes	no
2-10	38	62
11-20	74	26
21-40	76	24
41-100	86	14
Over 100	100	0



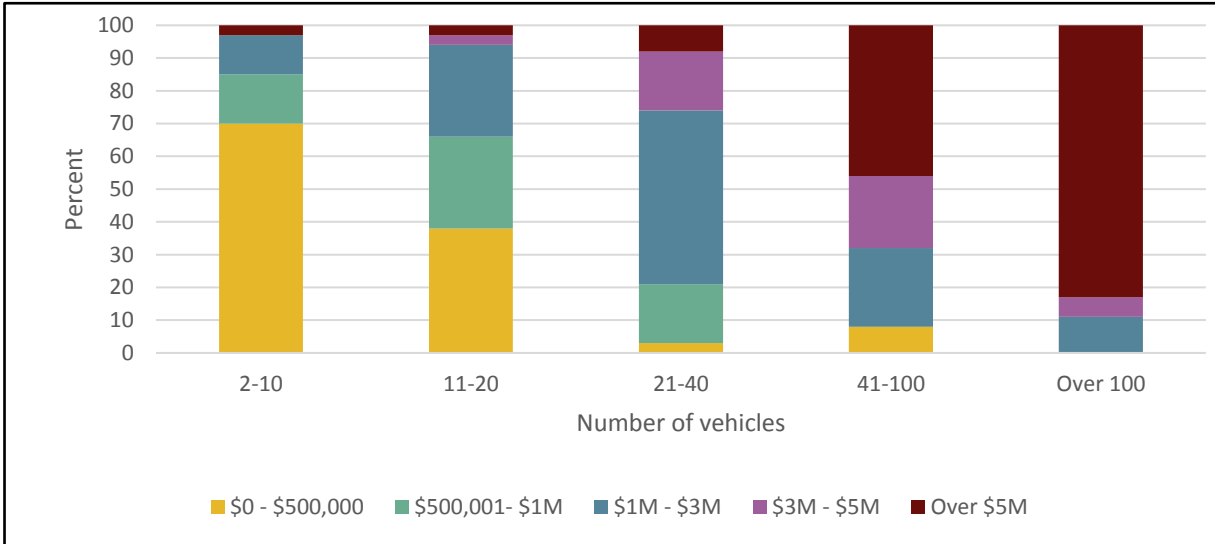
### 3. Company Ownership

# vehicles	Publicly Held	Owned by Publicly Held Company	Owned by Private Company	Sole Proprietorship	Ownership Group	ESOP	Other
2-10	0	0	19	44	19	5	12
11-20	0	0	36	36	16	7	5
21-40	3	3	24	32	26	5	8
41-100	8	3	14	25	33	8	8
Over 100	6	11	39	22	17	6	0



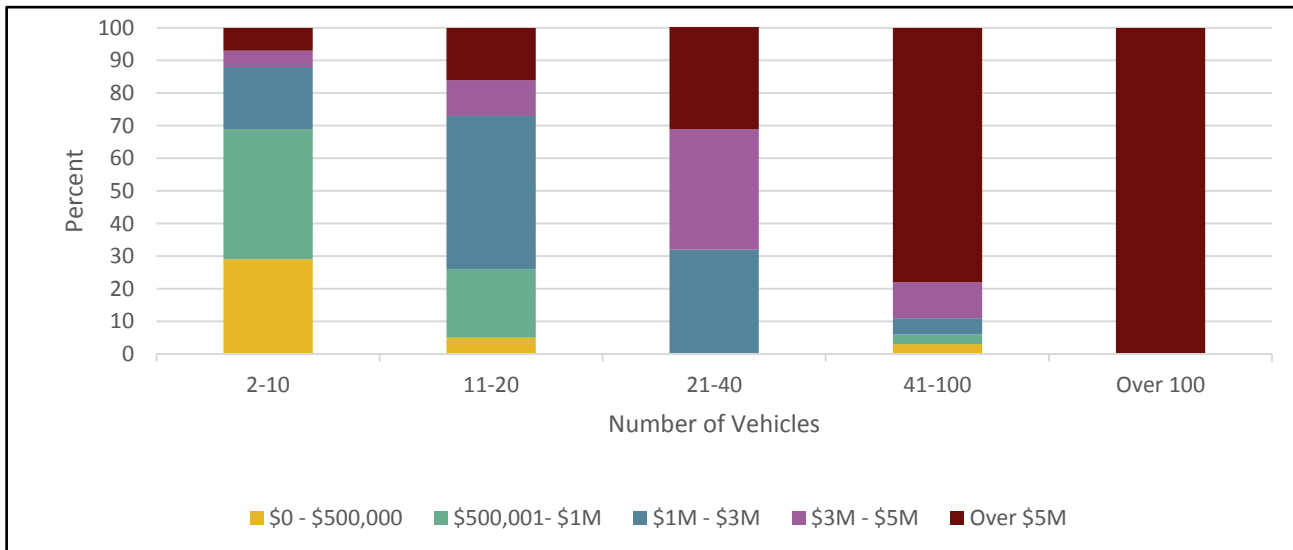
**4. Annual Service Agreement (all types) Revenue in Dollars**

# vehicles	\$0 - \$500,000	\$500,001- \$1M	\$1M - \$3M	\$3M - \$5M	Over \$5M
2-10	70	15	12	0	3
11-20	38	28	28	3	3
21-40	3	18	53	18	8
41-100	8	0	24	22	46
Over 100	0	0	11	6	83



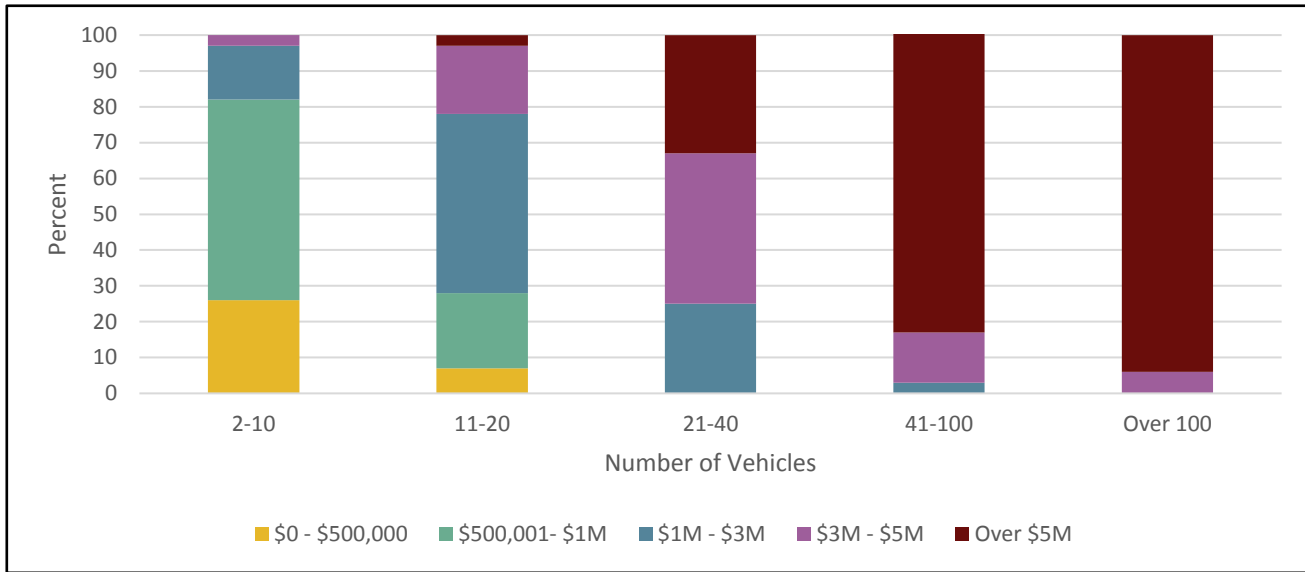
**5. Annual "Service Projects" Revenue in Dollars**

# vehicles	\$0 - \$500,000	\$500,001- \$1M	\$1M - \$3M	\$3M - \$5M	Over \$5M
2-10	29	40	19	5	7
11-20	5	21	47	11	16
21-40	0	0	32	37	32
41-100	3	3	5	11	78
Over 100	0	0	0	0	100



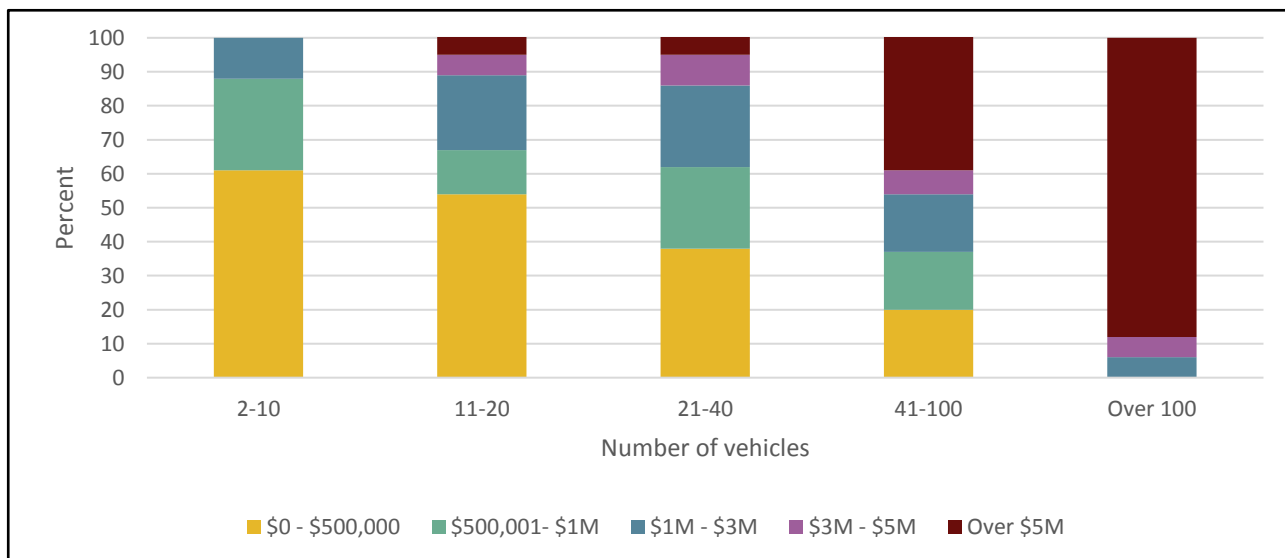
**6. Annual "Service" calls and repair revenues in dollars**

# vehicles	\$0 - \$500,000	\$500,001- \$1M	\$1M - \$3M	\$3M - \$5M	Over \$5M
2-10	26	56	15	3	0
11-20	7	21	50	19	3
21-40	0	0	25	42	33
41-100	0	0	3	14	84
Over 100	0	0	0	6	94



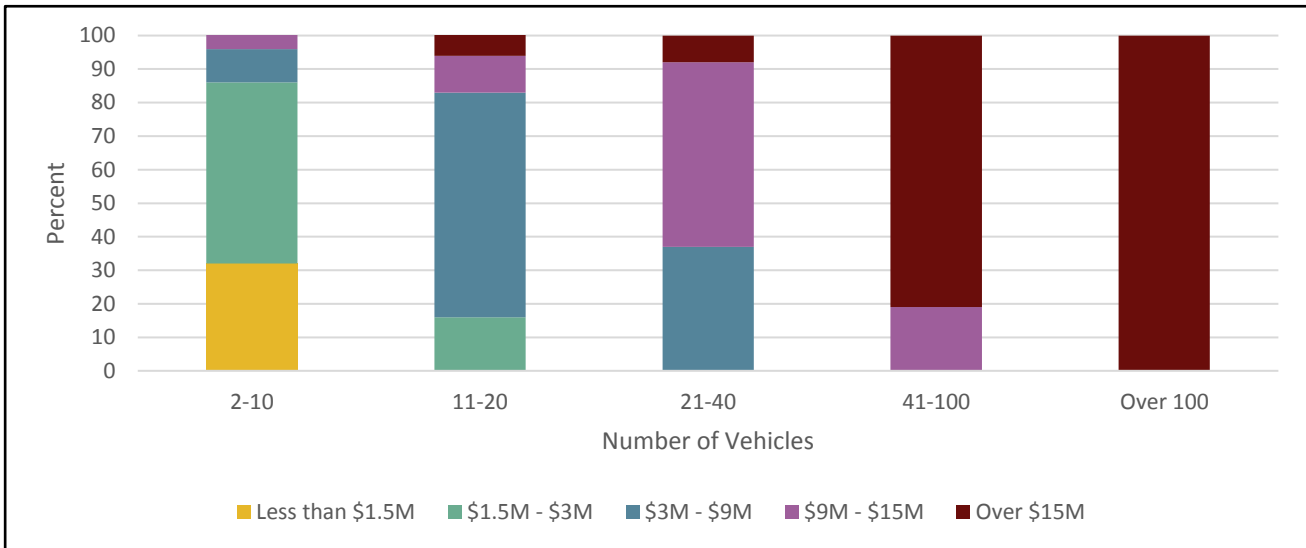
**7. Annual Other Service Department Work in dollars**

# vehicles	\$0 - \$500,000	\$500,001- \$1M	\$1M - \$3M	\$3M - \$5M	Over \$5M
2-10	61	27	12	0	0
11-20	54	13	22	6	6
21-40	38	24	24	9	6
41-100	20	17	17	7	40
Over 100	0	0	6	6	88



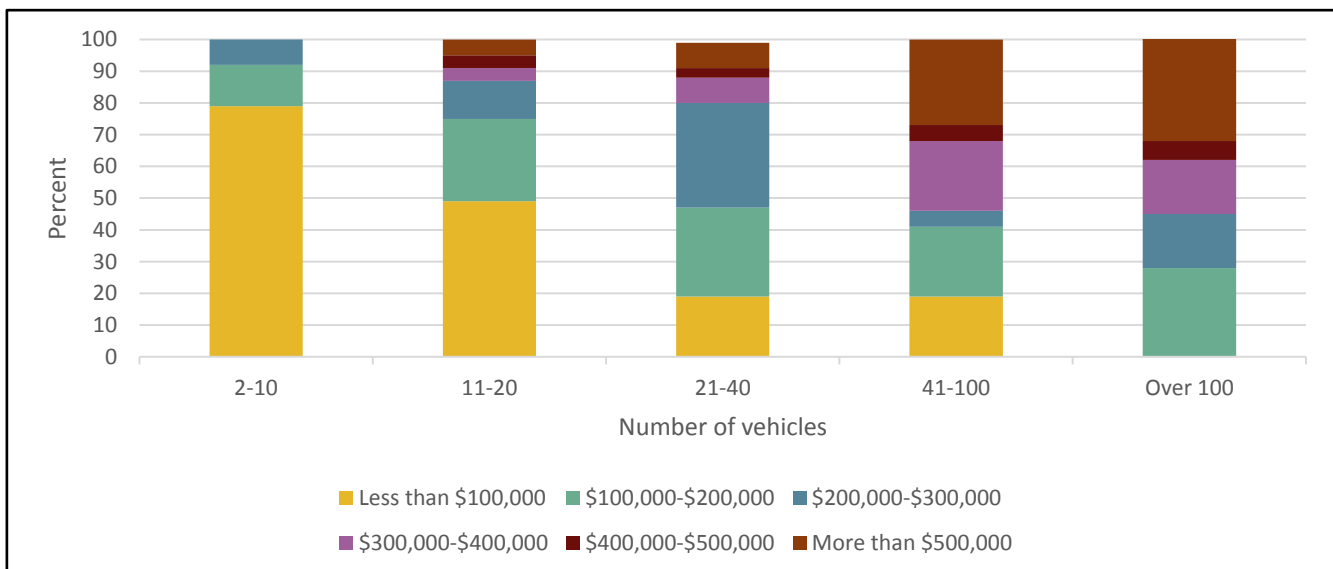
**8. Total Annual Service Revenues in dollars**

# vehicles	Less than \$1.5M	\$1.5M - \$3M	\$3M - \$9M	\$9M - \$15M	Over \$15M
2-10	32	54	10	5	0
11-20	0	16	67	11	7
21-40	0	0	37	55	8
41-100	0	0	0	19	81
Over 100	0	0	0	0	100



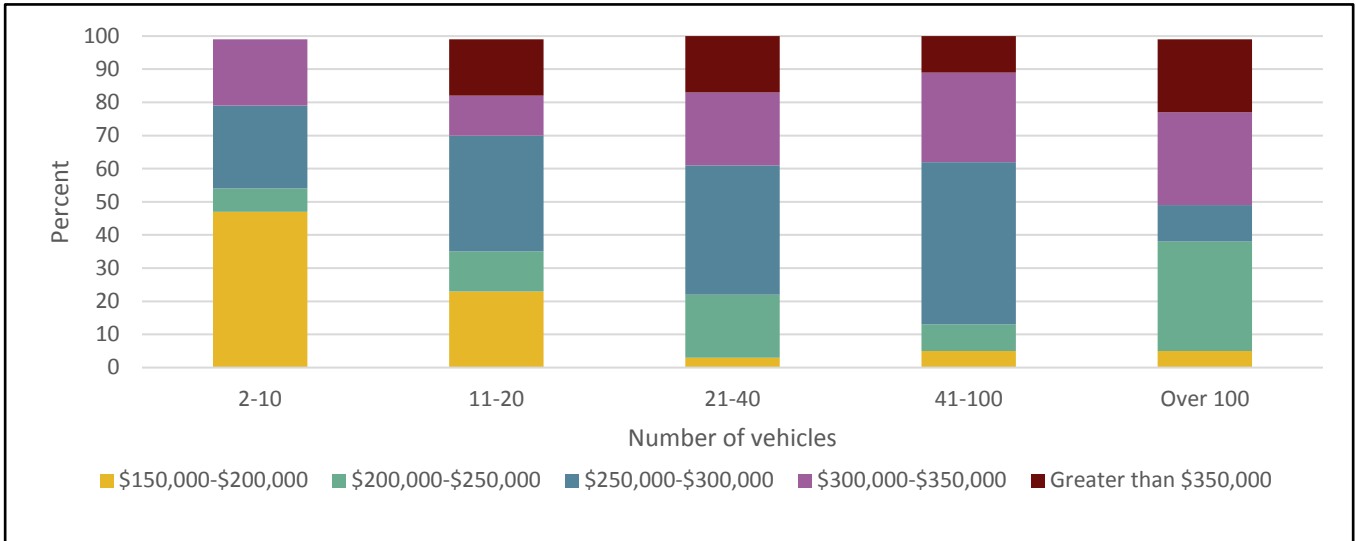
**9. Average annual amount of new Service Agreements sold by sales representative in dollars**

# vehicles	Less than \$100,000	\$100,000-\$200,000	\$200,000-\$300,000	\$300,000-\$400,000	\$400,000-\$500,000	More than \$500,000
2-10	79	13	8	0	0	0
11-20	49	26	12	4	4	5
21-40	19	28	33	8	3	8
41-100	19	22	5	22	5	27
Over 100	0	28	17	17	6	33



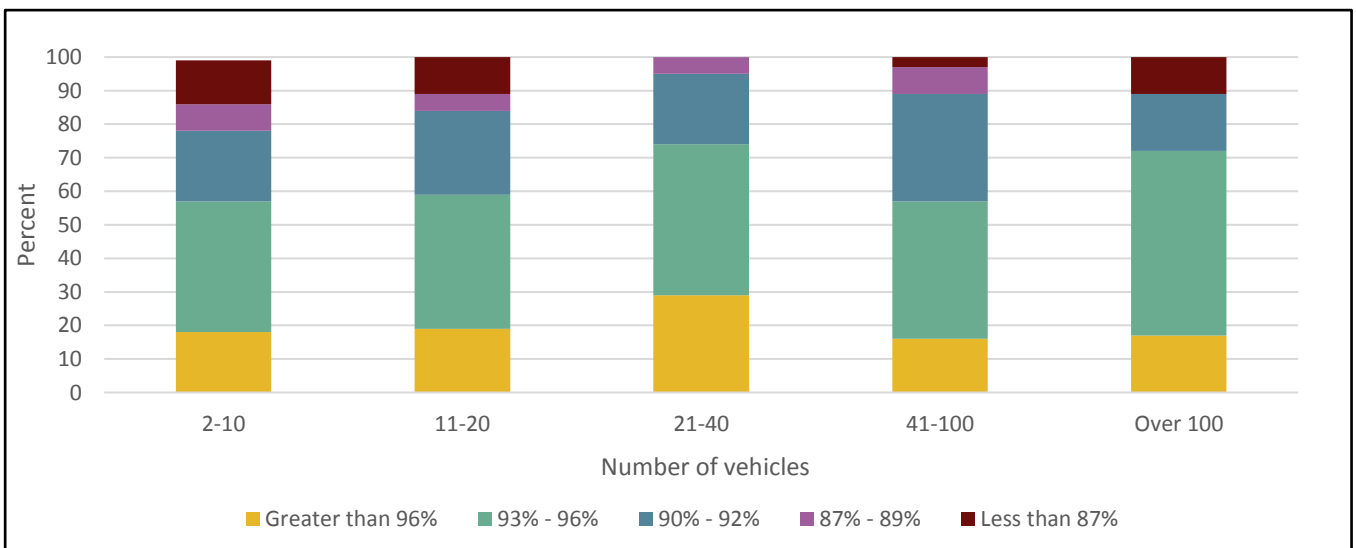
**10. Average Revenue per Service Vehicle**

# vehicles	\$150,000-\$200,000	\$200,000-\$250,000	\$250,000-\$300,000	\$300,000-\$350,000	Greater than \$350,000
2-10	47	7	25	20	0
11-20	23	12	35	12	17
21-40	3	19	39	22	17
41-100	5	8	49	27	11
Over 100	5	33	11	28	22



**11. Annual contract retention rate as a percent of PM base**

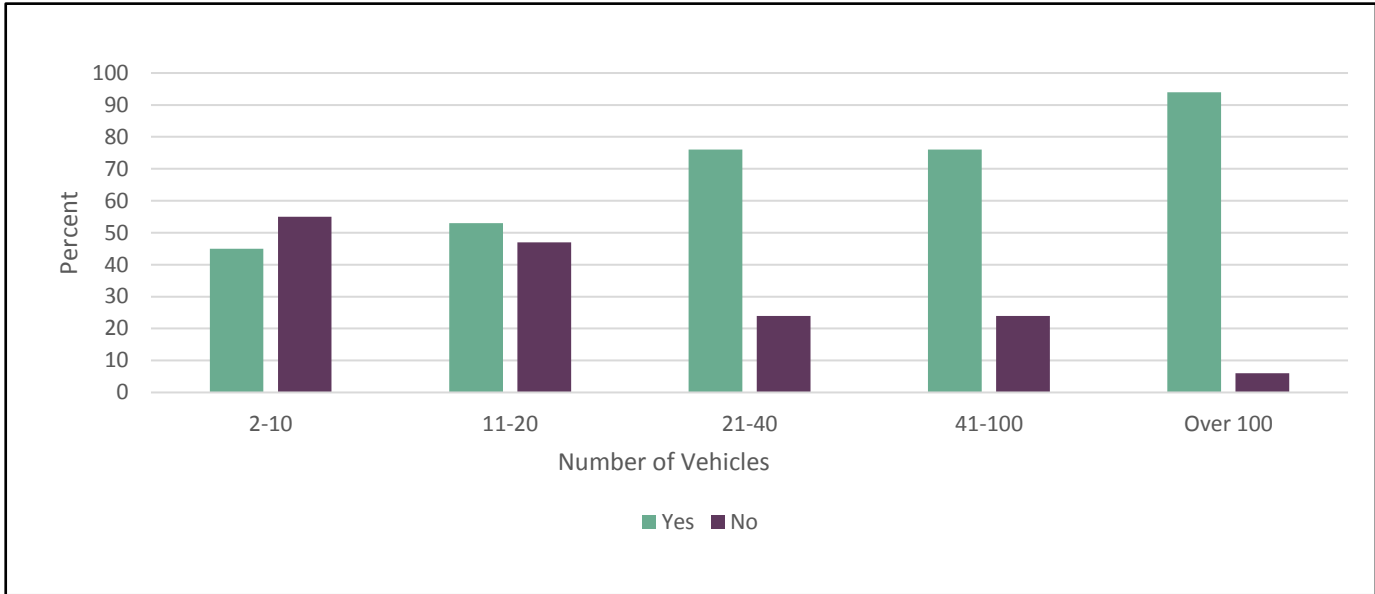
# vehicles	Greater than 96%	93% - 96%	90% - 92%	87% - 89%	Less than 87%
2-10	18	39	21	8	13
11-20	19	40	25	5	11
21-40	29	45	21	5	0
41-100	16	41	32	8	3
Over 100	17	55	17	0	11





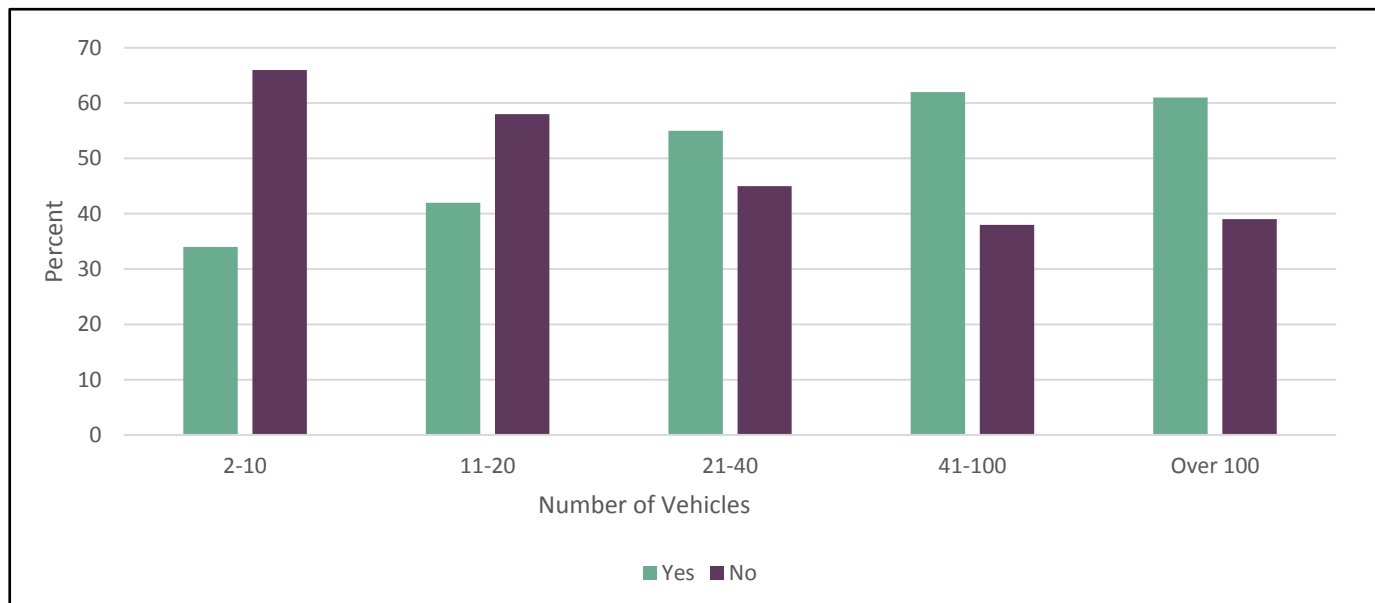
**12. Do you bill Service Agreements in advance?**

# vehicles	Yes	No
2-10	45	55
11-20	53	47
21-40	76	24
41-100	76	24
Over 100	94	6



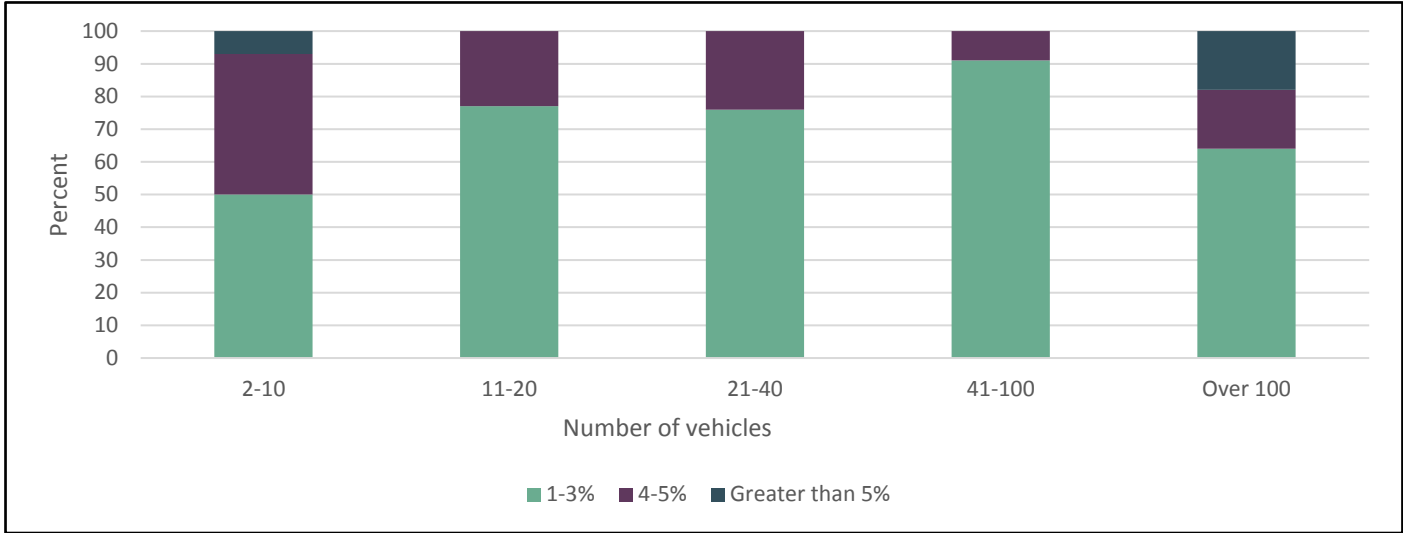
**13. Do your Service Agreements have an automatic increase at renewal?**

# vehicles	Yes	No
2-10	34	66
11-20	42	58
21-40	55	45
41-100	62	38
Over 100	61	39



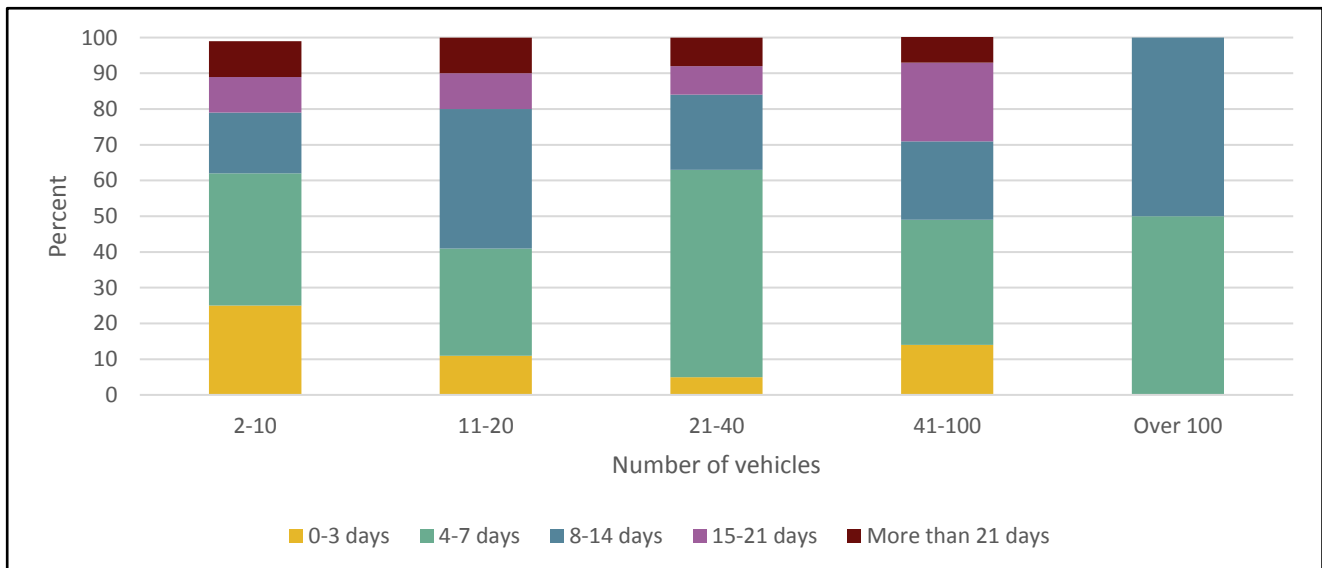
**14. If yes, how much is the automatic increase?**

# vehicles	1-3%	4-5%	Greater than 5%
2-10	50	43	7
11-20	77	23	0
21-40	76	24	0
41-100	91	9	0
Over 100	64	18	18



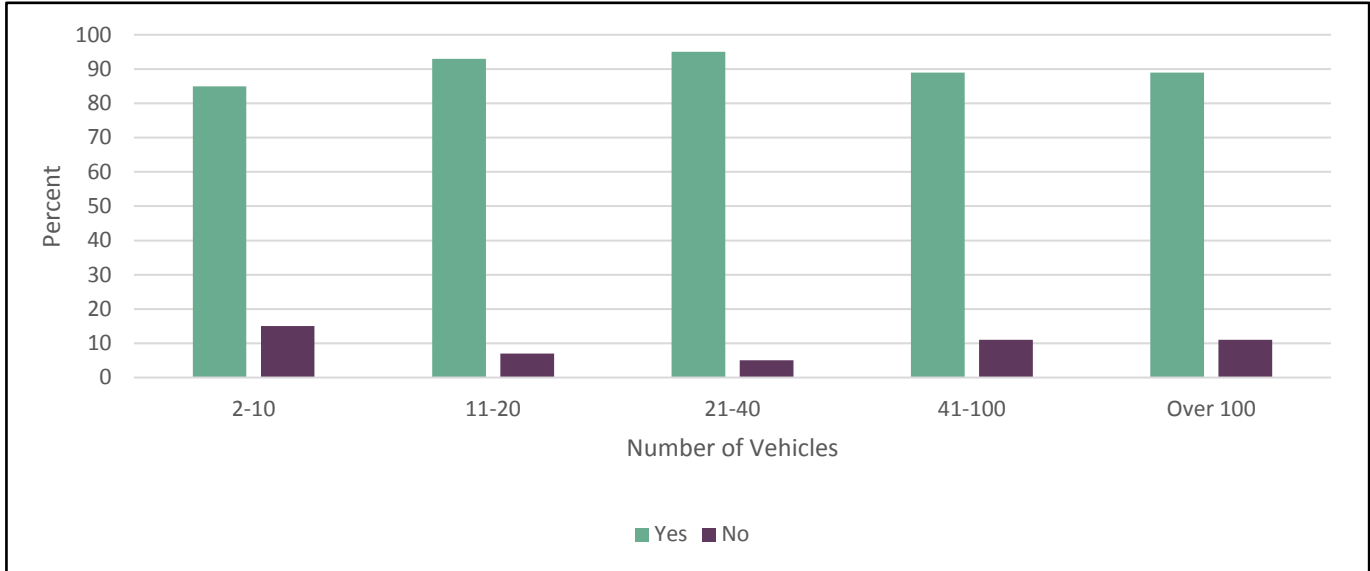
**15. Once a job is complete, on average how many days does it take to bill?**

# vehicles	0-3 days	4-7 days	8-14 days	15-21 days	More than 21 days
2-10	25	37	17	10	10
11-20	11	30	39	10	10
21-40	5	58	21	8	8
41-100	14	35	22	22	8
Over 100	0	50	50	0	0



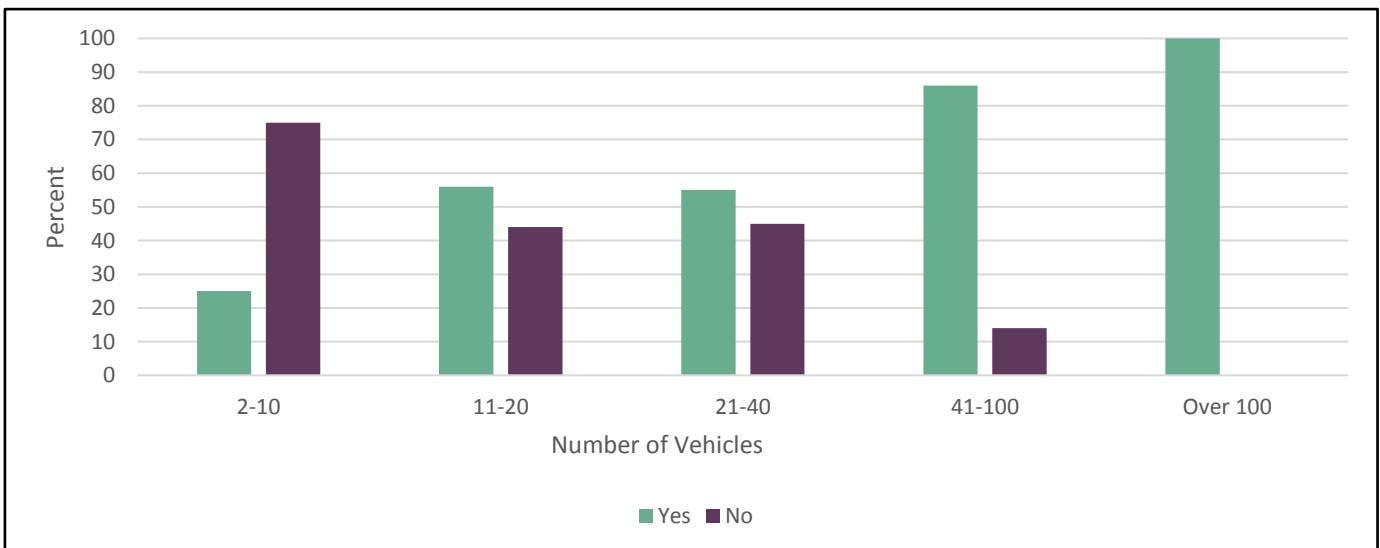
**16. Do you calculate fully burdened labor costs?**

# vehicles	Yes	No
2-10	85	15
11-20	93	7
21-40	95	5
41-100	89	11
Over 100	89	11



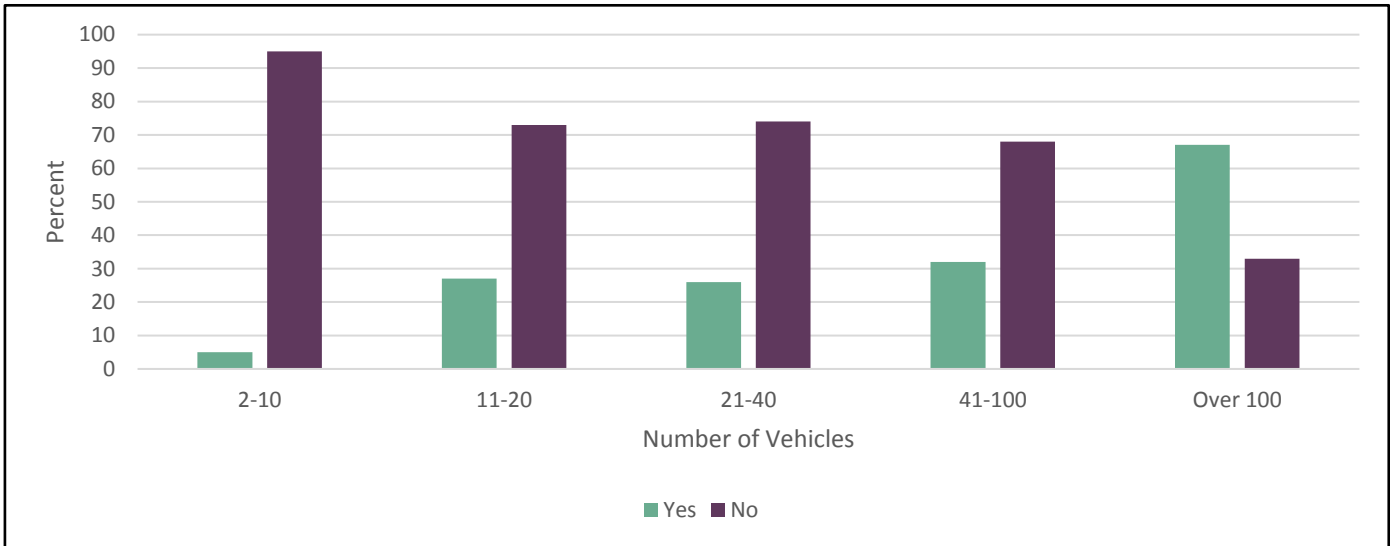
**17. Do you track monthly sales against monthly sales goals?**

# vehicles	Yes	No
2-10	25	75
11-20	56	44
21-40	55	45
41-100	86	14
Over 100	100	0



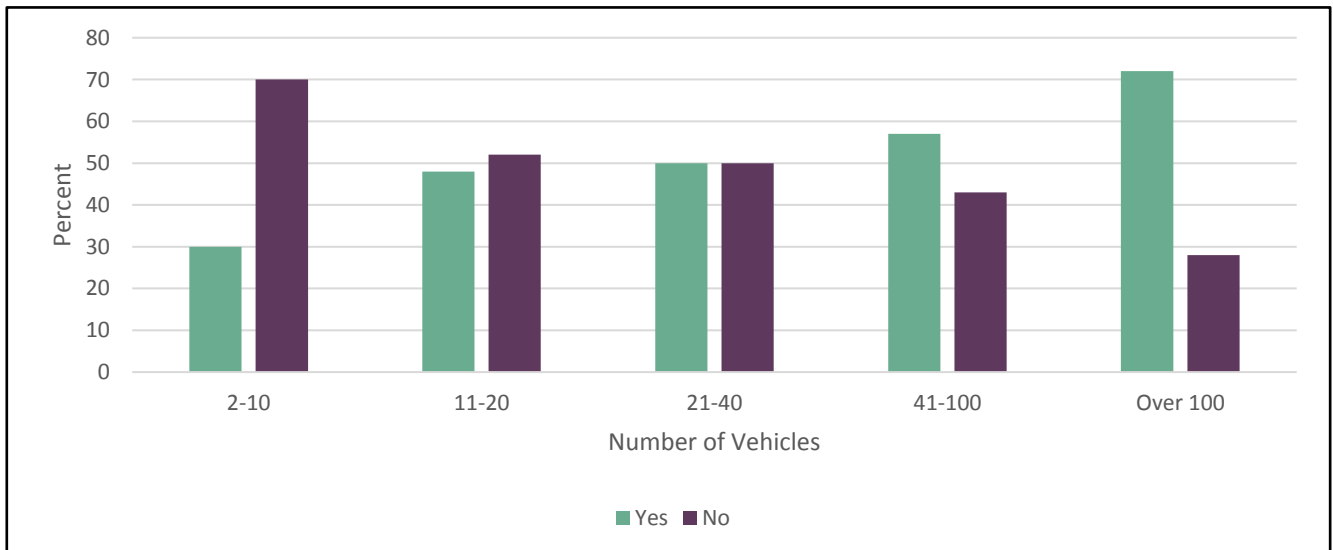
**18. Do you have a specific sales training program for new service sales personnel?**

# vehicles	Yes	No
2-10	5	95
11-20	27	73
21-40	26	74
41-100	32	68
Over 100	67	33



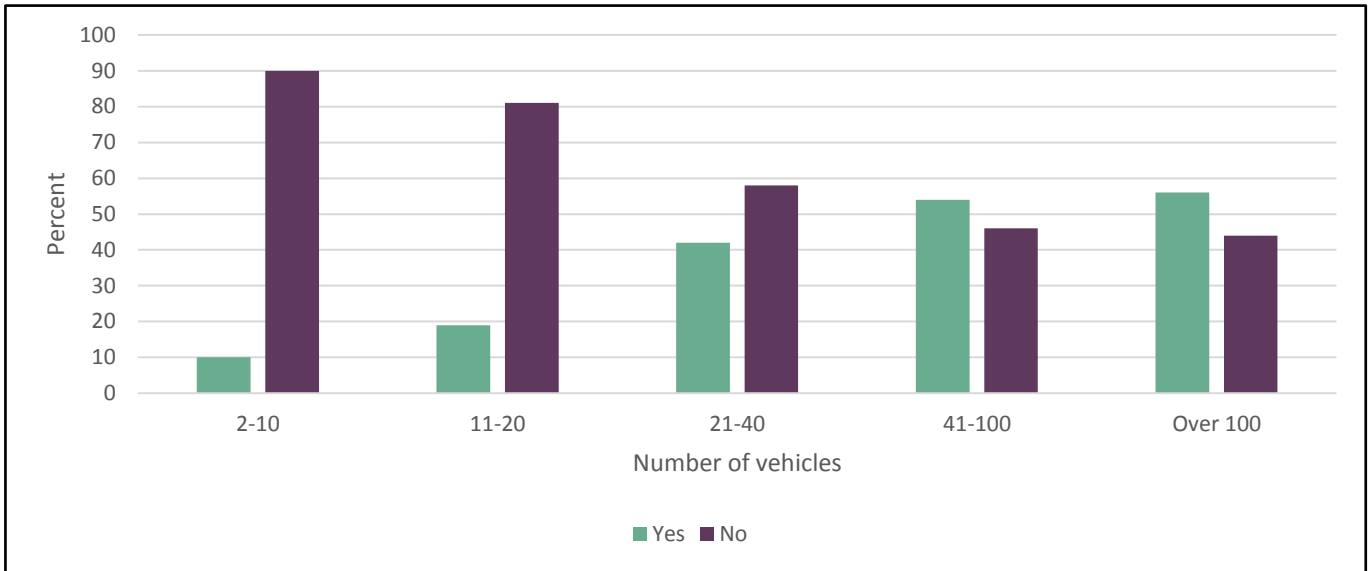
**19. Are all service sales personnel required to sell maintenance agreements?**

# vehicles	Yes	No
2-10	30	70
11-20	48	52
21-40	50	50
41-100	57	43
Over 100	72	28



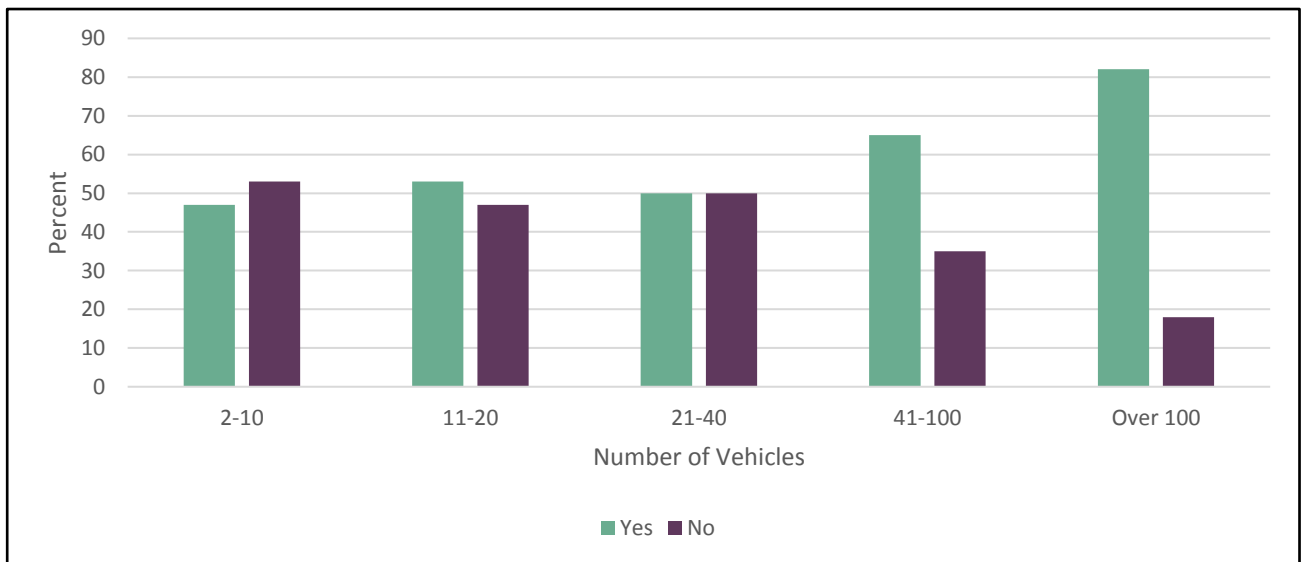
**20. Do you employ dedicated maintenance sales personnel who only sell maintenance agreements?**

# vehicles	Yes	No
2-10	10	90
11-20	19	81
21-40	42	58
41-100	54	46
Over 100	56	44



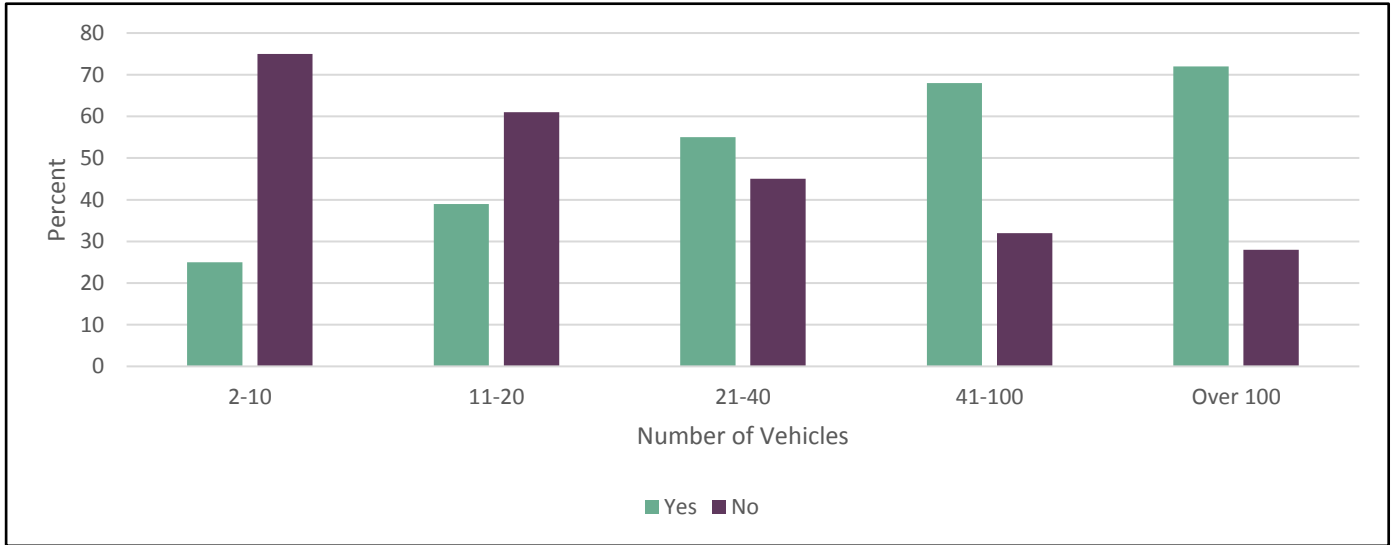
**21. Are service technicians allowed to quote work in the field?**

# vehicles	Yes	No
2-10	47	53
11-20	53	47
21-40	50	50
41-100	65	35
Over 100	82	18



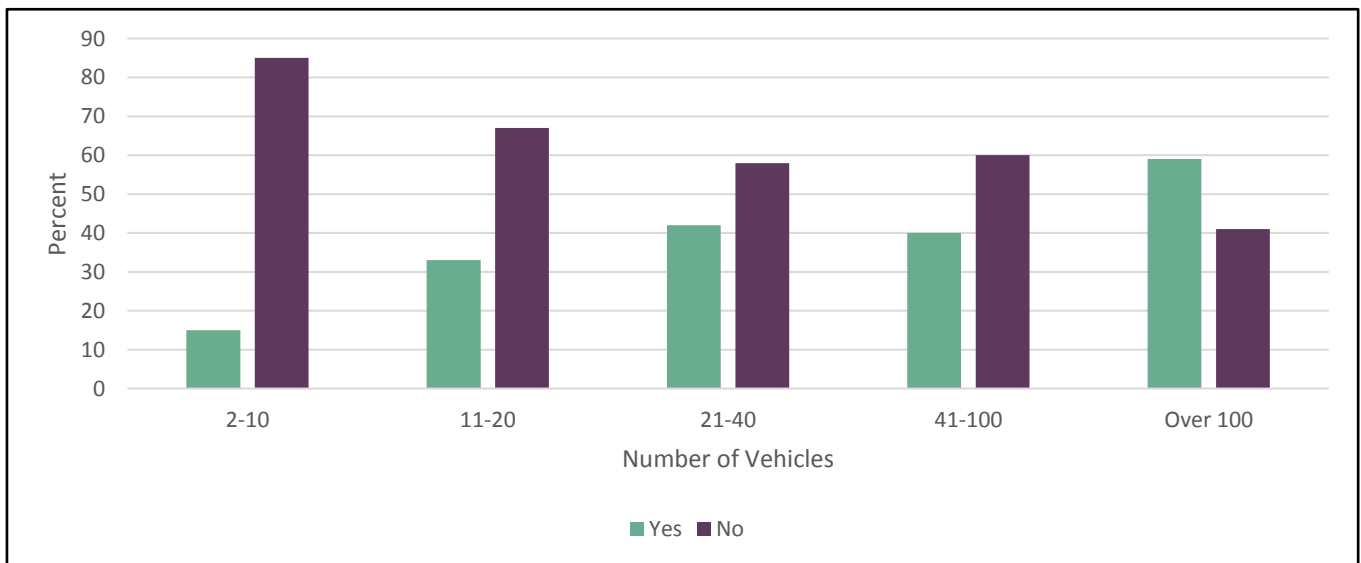
**22. Do you hire sales people from the field?**

# vehicles	Yes	No
2-10	25	75
11-20	39	61
21-40	55	45
41-100	68	32
Over 100	72	28



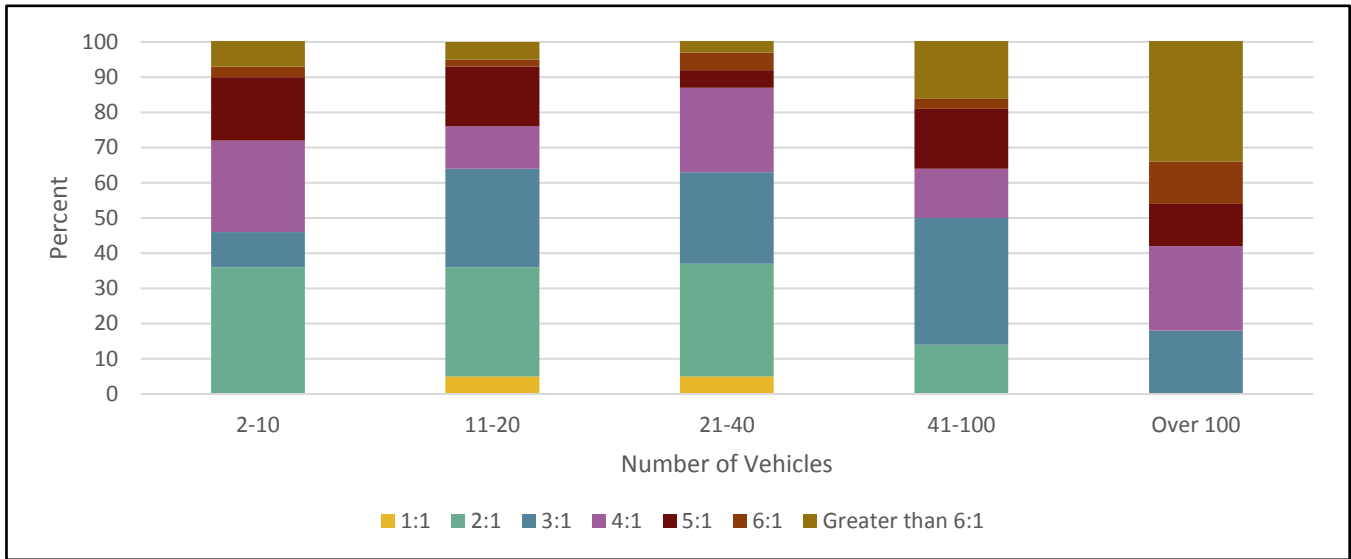
**23. Are you using web-based CRM software?**

# vehicles	Yes	No
2-10	15	85
11-20	33	67
21-40	42	58
41-100	40	60
Over 100	59	41



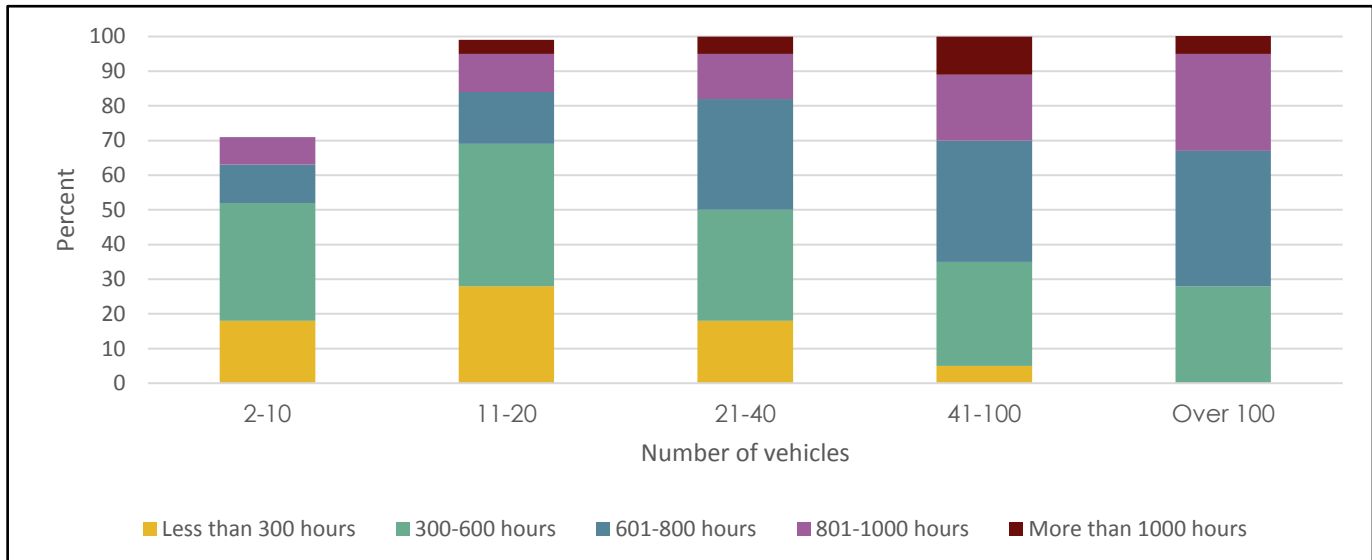
**24. Ratio of field personnel to office personnel**

# vehicles	1:1	2:1	3:1	4:1	5:1	6:1	Greater than 6:1
2-10	0	36	10	26	18	3	8
11-20	5	31	28	12	17	2	5
21-40	5	32	26	24	5	5	5
41-100	0	14	36	14	17	3	17
Over 100	0	0	18	24	12	12	35



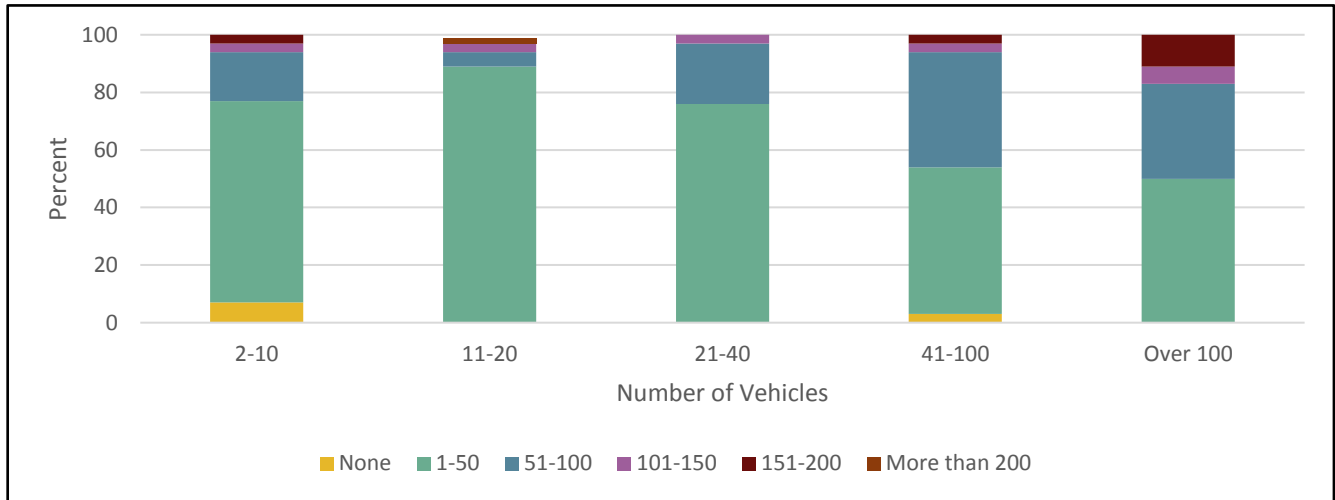
**25. Average annual scheduled preventative maintenance hours per service technician**

# vehicles	Less than 300 hours	300-600 hours	601-800 hours	801-1000 hours	More than 1000 hours
2-10	18	34	11	8	0
11-20	28	41	15	11	4
21-40	18	32	32	13	5
41-100	5	30	35	19	11
Over 100	0	28	39	28	6



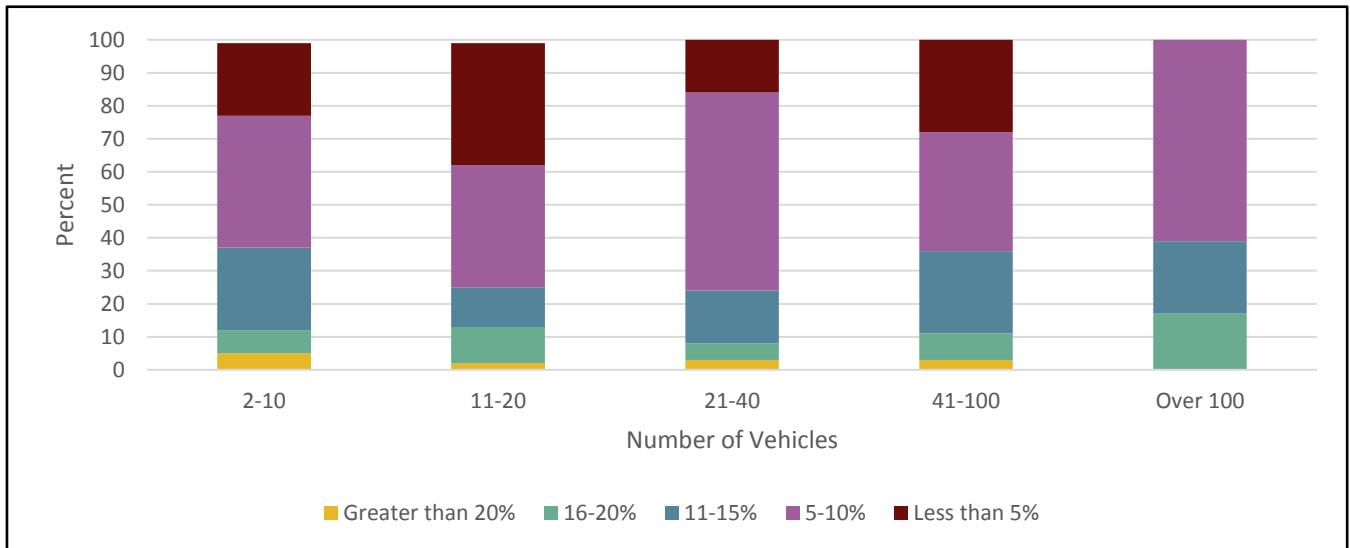
**26. Average number of paid hours per year per tech for technical and safety training**

# vehicles	None	1-50	51-100	101-150	151-200	More than 200
2-10	7	70	17	3	3	0
11-20	0	89	5	3	0	2
21-40	0	76	21	3	0	0
41-100	3	51	40	3	3	0
Over 100	0	50	33	6	11	0



**27. Amount of non-billable technician time as a percent of available time**

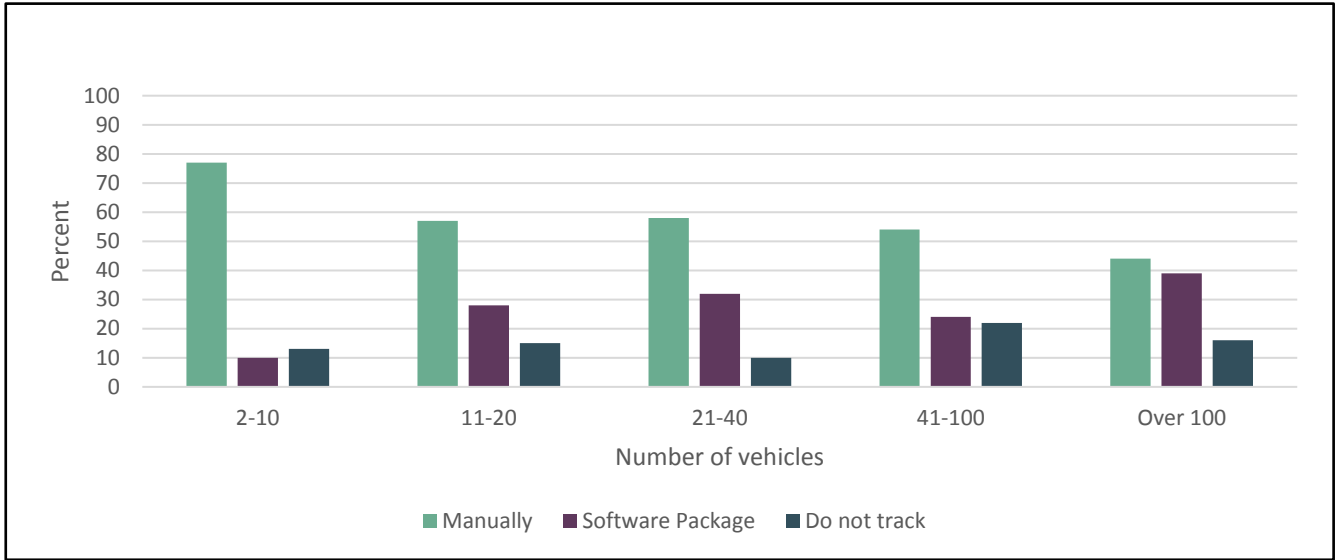
# vehicles	Greater than 20%	16-20%	11-15%	5-10%	Less than 5%
2-10	5	7	25	40	22
11-20	2	11	12	37	37
21-40	3	5	16	60	16
41-100	3	8	25	36	28
Over 100	0	17	22	61	0





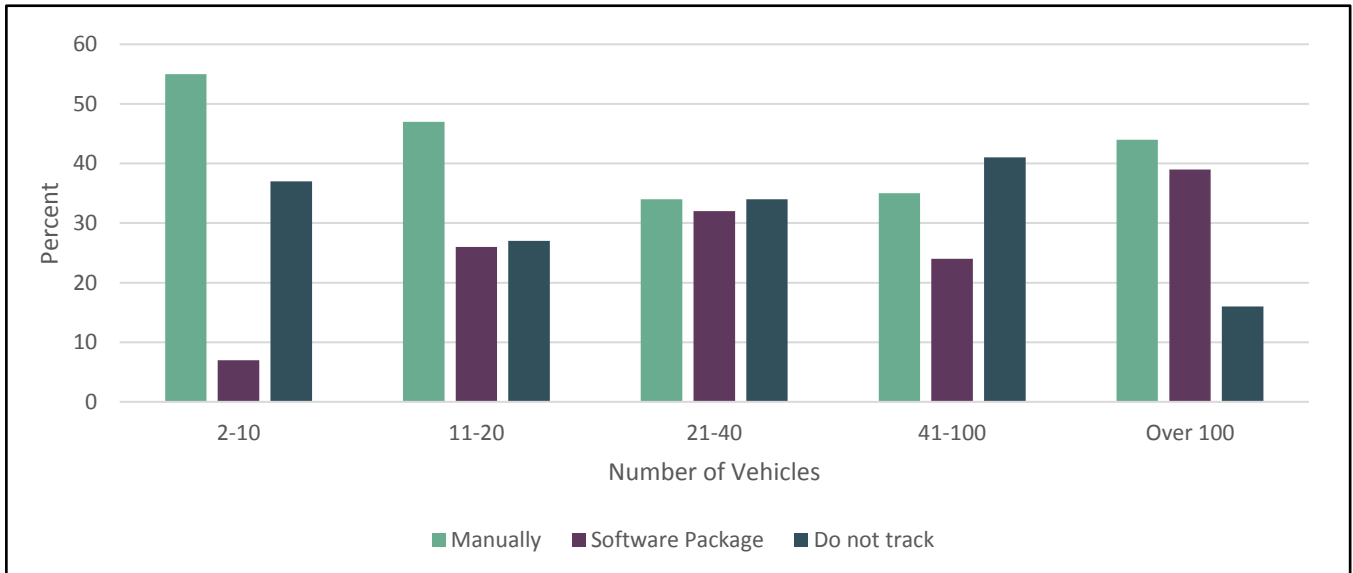
**28. How do you keep track of tools assigned to a service technician?**

# vehicles	Manually	Software Package	Do not track
2-10	77	10	13
11-20	57	28	15
21-40	58	32	10
41-100	54	24	22
Over 100	44	39	16



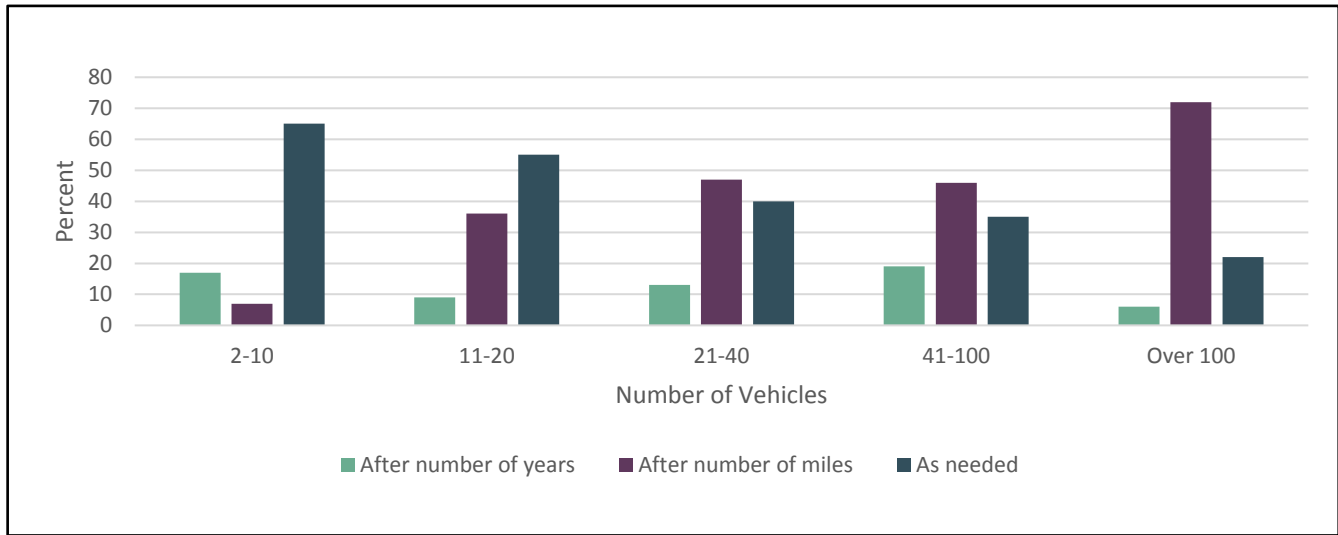
**29. How do you track truck inventory?**

# vehicles	Manually	Software Package	Do not track
2-10	55	7	37
11-20	47	26	27
21-40	34	32	34
41-100	35	24	41
Over 100	44	39	16



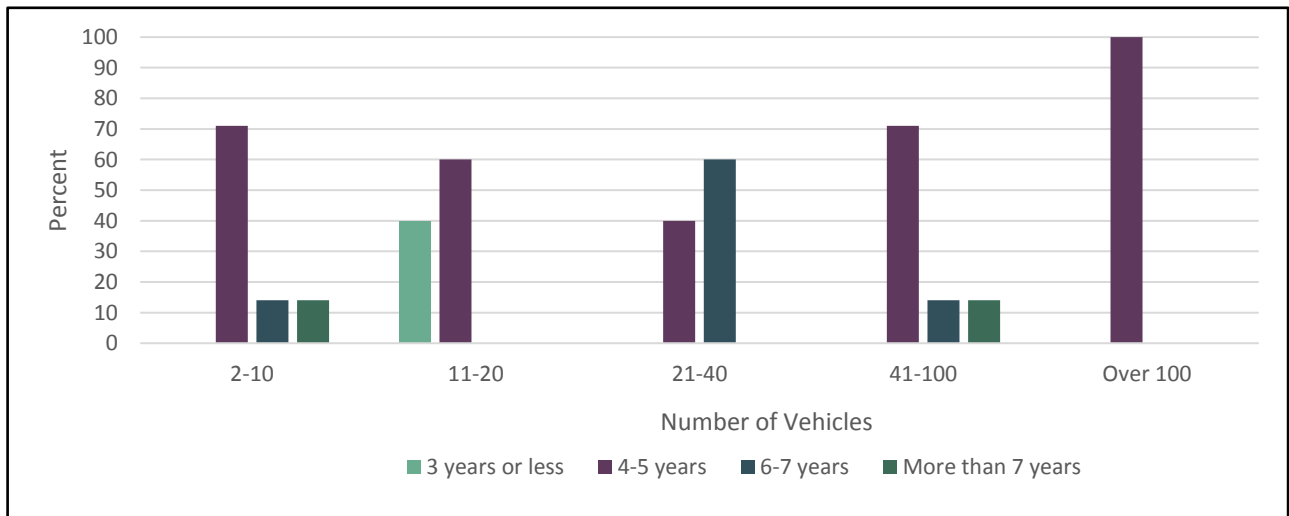
**30. Do you replace your service vans**

# vehicles	After number of years	After number of miles	As needed
2-10	17	7	65
11-20	9	36	55
21-40	13	47	40
41-100	19	46	35
Over 100	6	72	22



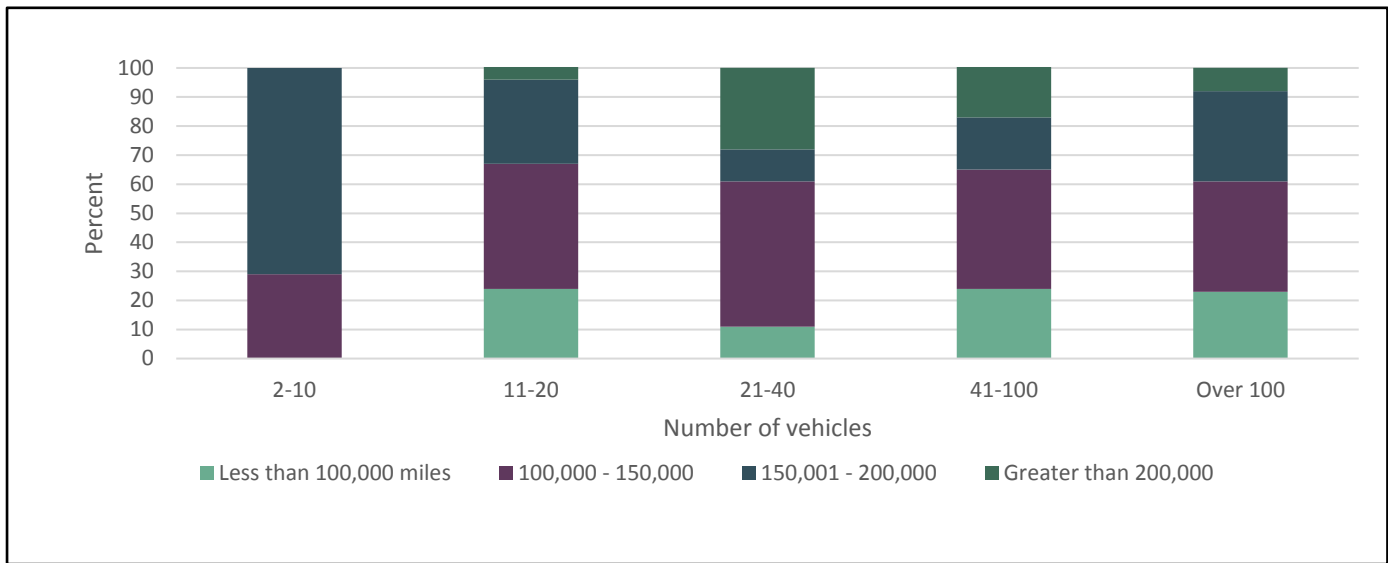
**31. If replace van based on years, after how many years to you normally replace a van?**

# vehicles	3 years or less	4-5 years	6-7 years	More than 7 years
2-10	0	71	14	14
11-20	40	60	0	0
21-40	0	40	60	0
41-100	0	71	14	14
Over 100	0	100	0	0



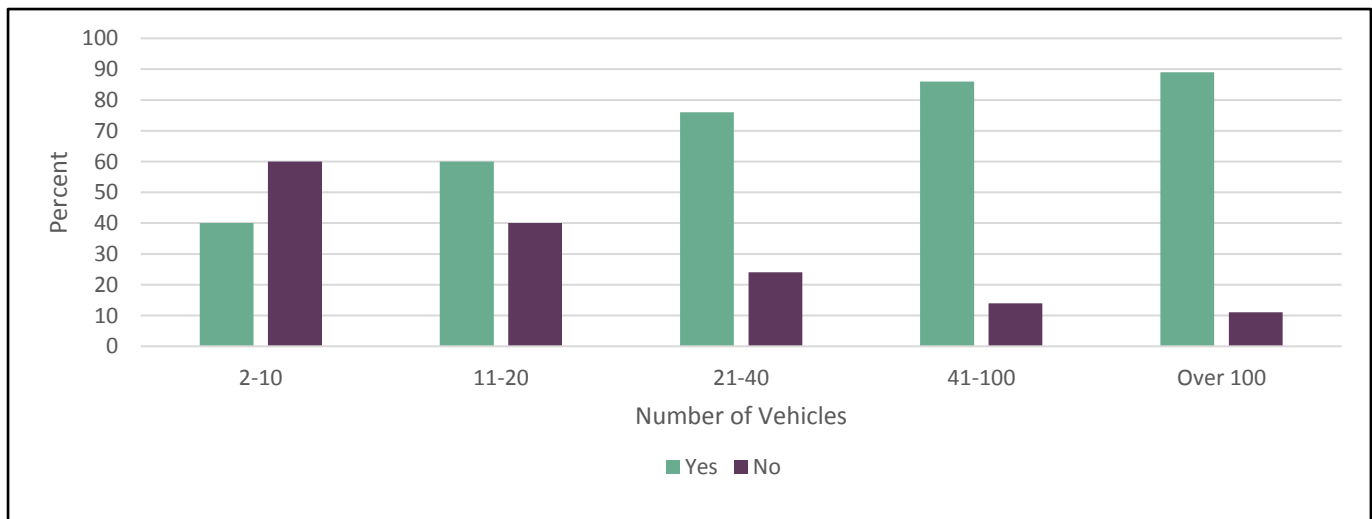
**32. If replace van based on mileage, after how many miles to you normally replace a van?**

# vehicles	Less than 100,000 miles	100,000 - 150,000	150,001 - 200,000	Greater than 200,000
2-10	0	29	71	0
11-20	24	43	29	5
21-40	11	50	11	28
41-100	24	41	18	18
Over 100	23	38	31	8



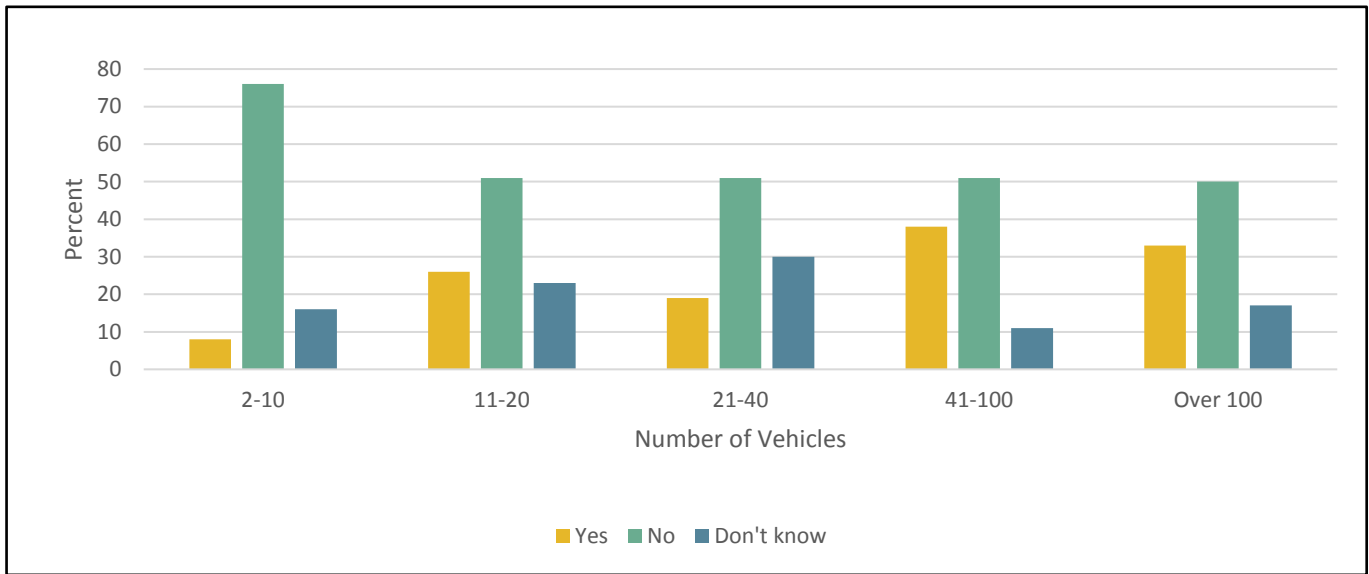
**33. Have you deployed a mobile solution in the field?**

# vehicles	Yes	No
2-10	40	60
11-20	60	40
21-40	76	24
41-100	86	14
Over 100	89	11



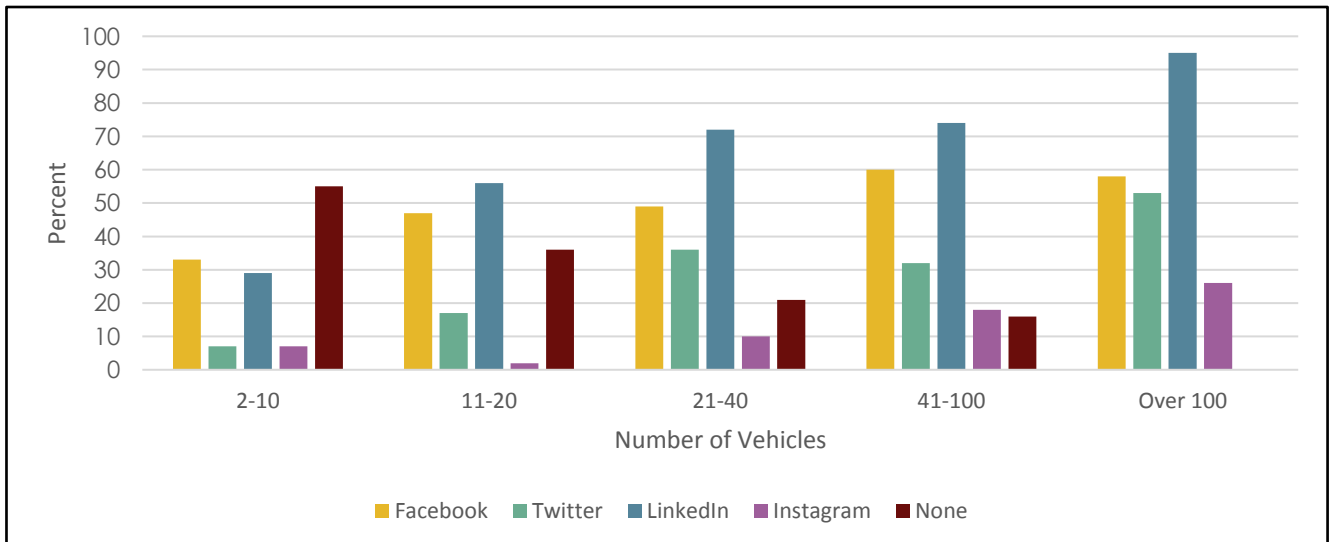
**34. Are you using a web-based ERP?**

# vehicles	Yes	No	Don't know
2-10	8	76	16
11-20	26	51	23
21-40	19	51	30
41-100	38	51	11
Over 100	33	50	17



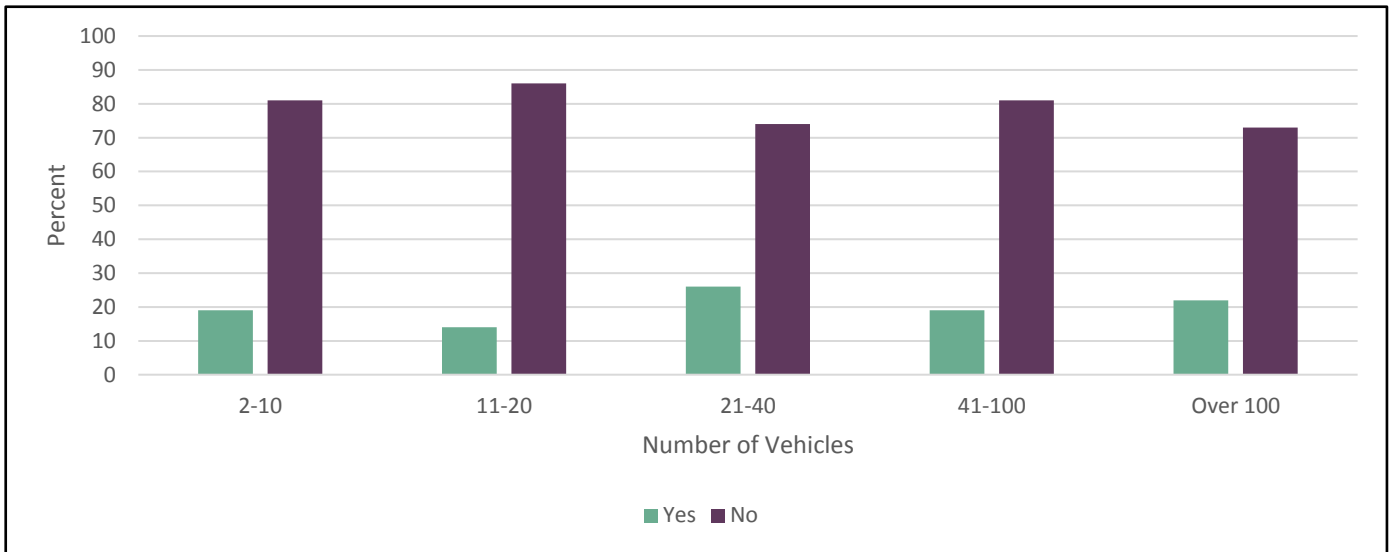
**35. Which social media sites does your company use?**

# vehicles	Facebook	Twitter	LinkedIn	Instagram	None
2-10	33	7	29	7	55
11-20	47	17	56	2	36
21-40	49	36	72	10	21
41-100	60	32	74	18	16
Over 100	58	53	95	26	0



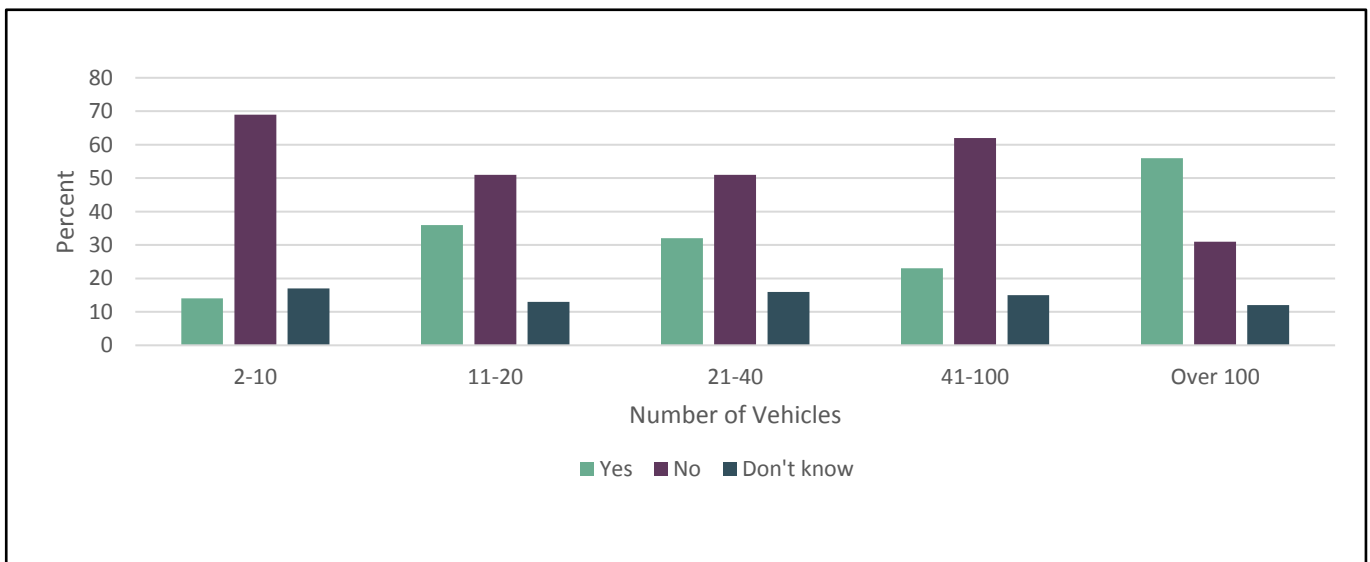
**36. Is your social media outsourced?**

# vehicles	Yes	No
2-10	19	81
11-20	14	86
21-40	26	74
41-100	19	81
Over 100	22	73



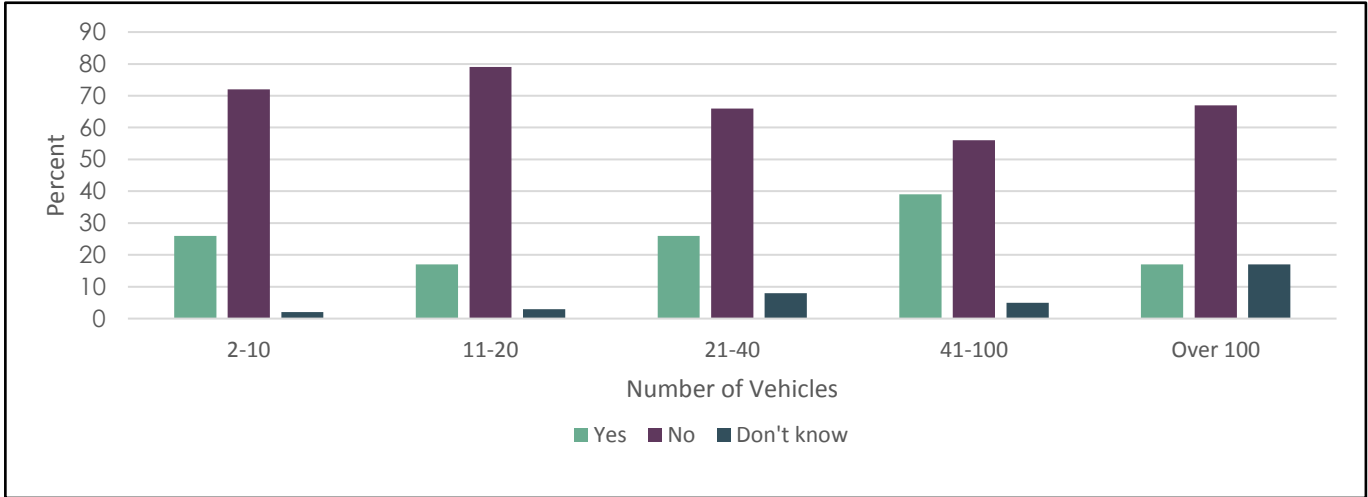
**37. Do you use SEO?**

# vehicles	Yes	No	Don't know
2-10	14	69	17
11-20	36	51	13
21-40	32	51	16
41-100	23	62	15
Over 100	56	31	12



**38. Have you experienced a data or cyber-security breach?**

# vehicles	Yes	No	Don't know
2-10	26	72	2
11-20	17	79	3
21-40	26	66	8
41-100	39	56	5
Over 100	17	67	17



**39. What security measures have you implemented to avoid a data breach?**

# vehicles	Upgraded firewall	Anti-virus software	Monitoring System	Hired a Cyber-security consultant	Cyber-security Audit	None	Other
2-10	81	76	29	19	9	2	2
11-20	81	85	53	25	10	3	2
21-40	95	90	51	33	13	0	5
41-100	87	84	47	37	24	0	5
Over 100	95	100	63	58	42	0	0

